

**CULTURAL AND HISTORICAL TOURISM AS CORE FOR LOCAL
ECONOMIC DEVELOPMENT AT e'NDONDAKUSUKA MUNICIPALITY**

by

SIPHO JUSTICE NZIMANDE

Submitted in accordance with the requirements for the degree

DOCTOR OF PHILOSOPHY

In the Subject

ISIZULU NAMAGUGU

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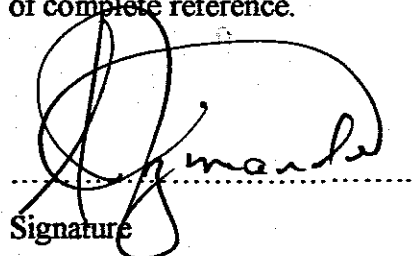
UNIVERSITY OF ZULULAND

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NOVEMBER 2002

DECLARATION

I declare that “ **Cultural and Historical Tourism as Core for Local Economic Development At e’Ndongakusuka Municipality**” is my own work, and that the sources that I have used or quoted have been indicated and acknowledged by means of complete reference.



Signature

(Mr S.J. NZIMANDE)

6 / 11 / 2002

Date

DEDICATION

This study is dedicated to the late Prof. Khabi Mngoma for his genuine advice on academic versatility and Doctor E.T. .Z. Mthiyane for his unending overall support.

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I would like to express my honest gratitude to the following people:

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SUMMARY

This study comes from the direction of investigating and arriving at an option that can be looked as an alternative for the economic development of the area of e'Ndongakusuka. Different researches have been conducted in the area since the introduction of RDP policy. The then Mandeni, was seen as having social and economic depression, and investigations were conducted in order to look at the v part of it.

The area's council started to initiate discussions that resulted to workshops, workshops that led to implementation strategies being recommended for the area. Cultural and Historical tourism was seen as one of the ways to explore in order to provide solutions to the declining social and economic facets of the area.

This study, therefore has established its route and baseline measure along the lines of the above but highlighting the Anglo-Zulu War as means to an end. The route starts by outlining e'Ndongakusuka sub-cluster of historical sites the Kraal / umuzi, the Cultural centre and a Conference centre as core facilities on the same site and ends at Ulundi. The reason for it to end there is that the significance of these wars was based on the British soldiers following Cetshwayo to Ulundi.

The road R66, which starts from R102 around Gingindlovu, passing through Eshowe, Melmoth and joined by Ulundi road, is the baseline of the Anglo-Zulu War route.

Options in terms of how the route could be made to attract crafters in order for them to find markets, have been emphasized.

Options in terms of how inland tourism could be made to interchange with the coastal tourism, have been made mention of.

Because the route is mainly grounded around and on Anglo-Zulu War significance, it is therefore seen as of both national and international attraction

TABLE OF CONTENTS

CHAPTER 1.....	VII
INTRODUCTION.....	1
<i>1.1 AIM OF THE STUDY.....</i>	<i>3</i>
<i>1.2 STATEMENT OF THE PROBLEM.....</i>	<i>4</i>
<i>1.3 LIMITATIONS AND DELIMITATIONS OF THE STUDY.....</i>	<i>6</i>
<i>1.4 DEFINITION OF TERMS AND ABBREVIATIONS.....</i>	<i>7</i>
<i>1.5 ASSUMPTIONS.....</i>	<i>7</i>
<i>1.6 METHODOLOGY.....</i>	<i>9</i>
<i>1.7 CONCLUSION.....</i>	<i>9</i>
CHAPTER 2.....	12
LITERATURE REVIEW.....	12
<i>2.1 INTRODUCTION.....</i>	<i>12</i>
<i>2.2 LITERATURE REVIEW.....</i>	<i>13</i>
<i>2.3 CONCLUSION.....</i>	<i>30</i>
CHAPTER 3.....	32
DATA COLLECTION.....	32
<i>3.1 INTRODUCTION.....</i>	<i>32</i>
<i>3.2 THE ADMINISTRATIVE STRATEGIES OF LED.....</i>	<i>38</i>
<i>3.3 CULTURAL AND HISTORICAL TOURISM AS A CORE OF LED IN THE e'NDONDAKUSUKA MUNICIPALITY.....</i>	<i>46</i>
<i>3.4 THE PROPOSED ROUTE.....</i>	<i>60</i>

CHAPTER 4.....	71
ANALYSIS OF DATA AND PRESENTATION OF THE FINDINGS.....	71
4.1 <i>INTRODUCTION.....</i>	71
4.2 <i>THE SPHERES OF INFLUENCE.....</i>	73
4.3 <i>DATA ANALYSIS.....</i>	74
4.4 <i>GEOGRAPHIC SCENARIO.....</i>	76
4.5 <i>DEMOGRAPHIC SCENARIOS.....</i>	79
4.6 <i>INDUSTRIAL/COMMERCIAL SCENARIOS.....</i>	80
4.7 <i>TOURISM SCENARIOS.....</i>	81
4.8 <i>FINDINGS FROM THE RESEARCHER'S EXPERIENCE.....</i>	84
4.9 <i>CONCLUSION.....</i>	105
CHAPTER 5.....	107
RECOMMENDATIONS AND CONCLUSIONS.....	107
5.1 <i>INTRODUCTION.....</i>	107
5.2 <i>THE TOURISM ANGLO-ZULU WAR ROUTE AND ITS HUBS.....</i>	118
5.3 <i>NKANDLA AREA.....</i>	133
5.4 <i>MELMOTH AREA.....</i>	137
5.5 <i>ULUNDI AREA.....</i>	138
BIBLIOGRAPHY.....	142
APPENDIXES.....	154

CHAPTER 1

INTRODUCTION

Within the government's policy on promotion of tourism, is the promotion of Arts, Culture and Tourism. The government has deliberately decided to deliberate its efforts in promoting the afore-mentioned four factors. Such deliberation was also to be employed in a programme like Reconstruction and Development Programme (RDP). The South African government decided to open the country's tourism to the rest of the world. As such, tourism has become a competitive industry in the business world.

In tandem with the government's policy on tourism, the then Mandeni Local Council (MLC) identified the need to investigate opportunities for the development of tourism within the Mandeni area. The objective was to attain socio-economic growth and job creation within the tourism industry. A workshop that reviewed the perceived potential of tourism development within the area, was facilitated in 1999.

During the period of RDP implementation, the government was merely concerned with service provision and the implementation of regulations. However, with the introduction of the new Constitution, which replaces RDP with Integrated Development Programme (IDP), the role of local government has been largely expanded. Municipalities are now required to be developmental in their approach and activities. Municipalities must also take a leading role in addressing poverty and inherited inequities, in promoting local economic and social development.

It is an accepted notion that only through sustainable development that local government will be able to deliver the social and economic needs of the people that it represents. Therefore, local governments in the form of municipalities should render facilitative roles for economic development, investigating on the needs and creation of opportunities for growth.

In order to achieve all of the above, usage of a sound strategic approach in planning is of major importance. This is then to be achieved through a legalized strategic framework of Integrated Development Planning, which is a process that lasts for a period of the management in office.

The IDP is formed by the following factors in mind:

- a) Alignment to municipal resources.
- b) The inclusion of all stakeholders ensures an even identification of priorities. This is called the Representative Forum.
- c) The steering committee consisting of the councilors on Exco, officials and consultants.

Amongst other components of the IDP, Local Economic Development (LED) component, is an important ingredient of the IDP process because it aligns itself fittingly with the other components that have the potential for the realization of enterprise, poverty eradication, work and employment opportunities in the municipal area.

1.1 AIM OF THE STUDY

The aim of this study is to investigate and make recommendations on the essentials such as:

- a) *Why e’Ndongakusuka municipality needs LED through tourism.*
- b) *To highlight a practical workable model which will determine how economic development should take place in the area by acknowledging the nature of the enabling environment, thus initiating a practical economic development process.*
- c) *To bring awareness to the stakeholders by tabling a study with specific recommendations that can solve social problems existing in the area.*

This study then looks into an alternative local economic potential boost for the area, which is tourism. It intends to investigate how cultural and historical tourism, through well strategised tourism model can play a pivotal role in revitalizing the economic process of e’Ndongakusuka Municipality.

It will also attempt to compare the area of study with its surrounding in order to outline overlapping relationship that is advantageous to the targeted area. It will be explained also, why e’Ndongakusuka stands to gain from its possible linkages within the region.

It is also in the government’s interest to support all processes and projects that are aimed at:

- *Creating jobs,*
- *And alleviating poverty.*

The study therefore, will highlight and even suggest or propose a model that will to a certain extent, create employment for the people of e’Ndongakusuka. Employment in this case means that people will be enabled to arrive at a stage where their socio-economic status moves from survivalism to sustainability.

In alleviating poverty, a model of Rural Service Center will be expatiated on, with the intention of explaining how the community can move from poverty stage to a pro-poor status.

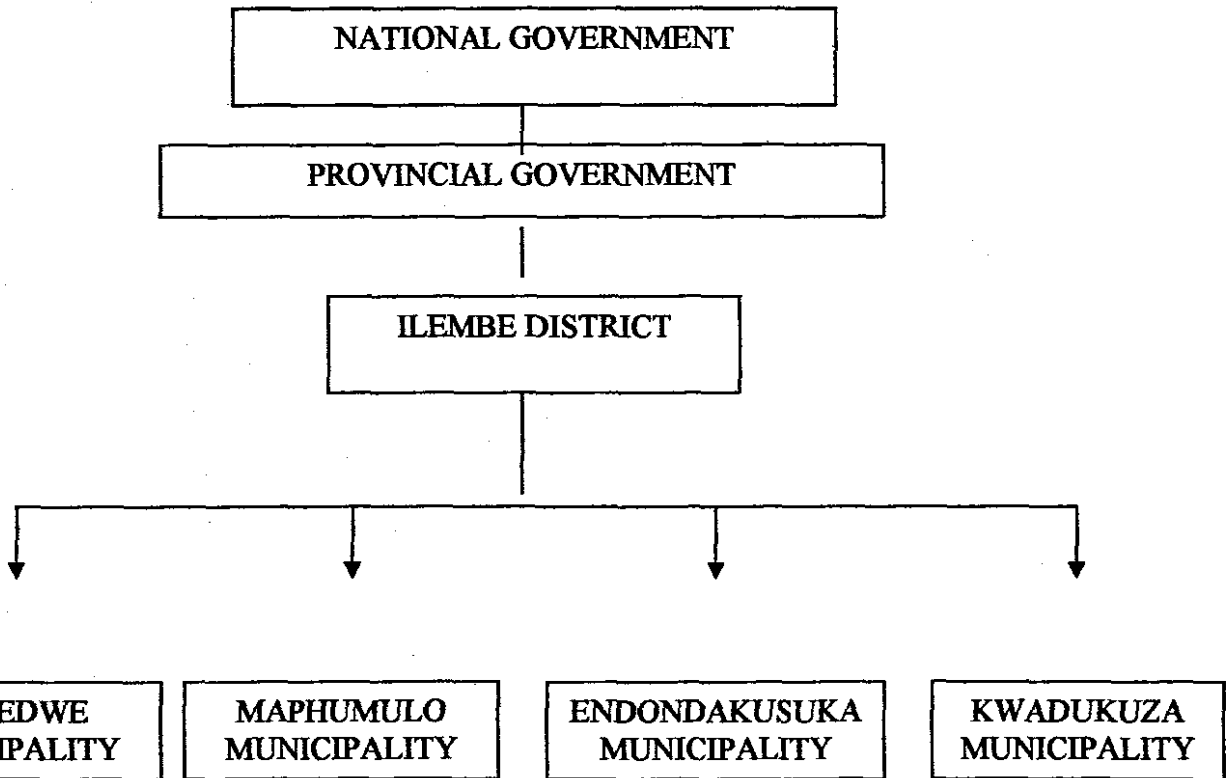
1.2 STATEMENT OF THE PROBLEM

For e'Ndondakusuka economy to develop, it is therefore necessary that an effective strategy on tourism as an industry be built in order to develop the existing economic strengths thus widening economic opportunities. The present industries, e.g. SAPPI and Isithebe have not done enough to significantly improve the quality of life of the local community.

The big question that poses a problem is: Why has the e'Ndondakusuka economy failed to develop in a manner that meets the needs and aspirations of its community? This question encapsulates also the social aspect of the community.

Another question that poses a problem is, what are the main obstacles that prohibit a sustainable economic development in the area? Research has proved that this area should have been affected positively by the fact that it is so strategically located climatically, geographically and historically.

The following is the hierarchical structure for the Local Government, a structural system that shows how e'Ndondakusuka forms part of the whole in the region.



The Local Government Hierarchical Structure

The demarcation that was finalized in December 2000 and the IDP project, brought a number of rural areas under municipality control. The governance process starts from the National Government, Provincial Government and the Local Government. The local government which is Ilembe District level, is made up of Maphumulo, Ndwedwe, KwaDukuza and e’Ndongakusuka municipality offices.

According to Prof. Maphalala, in an interview at an event of the e’Ndongakusuka IDP launch, he explains in his speech that the name e’Ndongakusuka has its meaning referring to umuzi / kraal of Komfiya ka Nogandaya who was one of king Shaka’s trustee generals. The subsequent battle fought in the area in 1856, was therefore named after this umuzi.

e’Ndongakusuka Municipality is located between Durban and Richards Bay. But the study concentrated on its geographical placing, which is north of Darnall area and

south of Gingindlovu. The location of e'Ndongakusuka in relation to Ilembe District is shown also in appendix 1.

It is immediately centralized to Ilembe District Municipality. It is the second smallest in the country and stretches from north of Ethekwini Metro to beyond Thukela.

1.3 LIMITATIONS AND DELIMITATIONS OF THE STUDY

The investigation has been done with the purpose of looking at tourism as potential opportunity for investment in the area. Culture in this study will be defined as meaning the visual arts, performing arts, the community's social aspect and traditional art technology.

This research will look specifically at e'Ndongakusuka "history" and its assets, crafting and general way of life. This focus is intended to arrive at how down stream beneficiary scenario could be arrived at.

Another potential to concentrate on was around the historical sites including the Anglo-Zulu War and Zulu wars, areas of historical significance including Mangethe and the history of John Dunn and his descendants.

In establishing a tourist route, the study made a retrace of most related historical features and sites. The route started from Groutville where there is Albert Luthuli's grave; moved to Stanger where there is King Shaka's grave; continued to north of Darnall where there is an Ultimatum Tree; Harold Pearson's Fort and Harold Pearson's Nature Reserve; Ndongakusuka Hill and Battle of Thukela; went through to e'Ndongakusuka to cover the Mathambo River, Ndulinde Hill, cover Mangethe area; continued to Gingindlovu; Ezikoshini site; the Eshowe Museum and other sites in the area; to Nkandla and a few of its sites, covering Empangeni (Ongoye), Umzingwenya, continuing to Melmoth, Uhundi and Nongoma. Almost all of these sites have history that connotated around Anglo-Zulu War.

1.4 DEFINITION OF TERMS AND ABBREVIATIONS

LED	-	Local Economic Development
IDP	-	Integrated Development Programme
PPP	-	Public Private Sector Partnership
CDE	-	Center for Development and Enterprise
SDI	-	Spatial Development Initiative
KZNDEDT	-	KwaZulu Natal Department of Economic Development and tourism
Cluster Area	-	An economic perspective (still being researched) which relate e'Ndondakusuka to South (Durban) and North (Richards Bay) Coastal Economic Clusters
Gap Analysis	-	A process of investigation aimed at determining existing levels of development thereby unlocking opportunities associated with those levels.
IDZ	-	Industrial Development Zone
PDGS	-	Provincial Development Growth strategy
RSC	-	Rural Service Center
CDC	-	Community Development Center
DM	-	District Municipality
SMME	-	Small Medium and Micro Enterprise
MPC	-	Multi Purpose Center

1.5 ASSUMPTIONS

The economy of e'Ndondakusuka, though with a potential, is presently not sustainable. This is reflected in the low skills and poor living conditions of the community.

An economy which is long-term sustainable requires a dynamic and flexible economic environment, which is competitive both nationally and internationally and which is capable of adjusting quickly to changing markets conditions.

The investigation of this study is based on the point that tourism will widen the economic opportunities and benefits to include a significant and larger number of community members. This includes developing skills within the workforce, as well as providing the stable social framework in an enabling environment. Assumption includes vulnerable groups e.g. HIV/Aids victims.

Not all economic opportunities will benefit the working class of the e'Ndongakusuka municipality if not based on human resource development.

Development in KwaZulu-Natal is concentrated along three development corridors, which are from the north, west and south, and e'Ndongakusuka is located in the corridor towards the north between Durban and Richards Bay. Assumable, with the new La Merci Airport coming towards the north of Durban, e'Ndongakusuka stands to benefit if the advantage of that is taken, e.g. diversification is in the economic area of agriculture to produce something of international standard both in quantity and quality.

According to Prof. Jeff McCarthy (1999)(App: 6 p 8-9), the following assumptions that hail its history back from 1996 are noticeable:

- a) Administrative changes as a result of the demarcation move by the government, resulting in significant hierarchical structures that zoom towards the grass-root in the form of local governance, e.g. the Municipal office.
- b) Macro economy has also been contributory to this noticeable change.
- c) Information technology e.g. cellular phone usage and information availability through internet.

1.6 METHODOLOGY

a) Unstructured interviews

There will be occasional unstructured interviews associated with the process of investigation. The purpose of this type of participation through unstructured interviews, helped to tap on the vision of some stakeholders. This method was used mainly during the collection of information that related to cultural aspects.

b) Data Review.

Where applicable and required, information in the form of existing statistics is going to be used.

c) Literature analysis.

Various pieces of information is available in already researched and well-documented form. This included the Integrated Development Plan document, The Local Authority's Role in Economic Development and North Coast Economic Development Cluster report.

d) Observation and findings from the researcher's experience.

This tool will be utilized in order to collect factual information, which will help to arrive at concretizing and concluding on recommendations made. The tourism route was literally measured in order to get the actual distance in kilometers between the historical stations or features.

The researcher will recount some of his research engagements that he was promoting in the targeted area as part of revealing the status quo of the area.

1.7 CONCLUSION

The post 1994 period has been characterised by an increasing and fast expansion of tourism sector. As such, tourism has become a competitive industry in the business. In line with the government's policy on promotion of tourism, is the promotion of Arts, Culture, Science and Technology. The government has deliberately decided to deliberate its efforts in the promotion of the afore-mentioned factors. Such

deliberations were also to be achieved through the employment of programmes like Reconstruction and Development Programme (RDP).

The Integrated Development Plan (IDP) is a replacement of RDP, where the government is merely concerned with the implementation of regulations at the exclusion of developmental issues. The IDP, on the other hand, is a policy framework, which is set down for the development of an area. It integrates economic, social, sectoral, institutional, environmental, spatial and fiscal strategies for the optimal allocation of scarce resources.

Local Economic Development (LED) is an important ingredient of the IDP process because it aligns itself with the component that has the potential for the realization of enterprise, poverty eradication, work and employment opportunities in the municipal area.

The study is therefore intended to look at how culture as a life-style and historical sites or features, through organized tourism strategy, can play a pivotal role in boosting up or revitalizing the economic process of e'Ndongakusuka Municipality. e'Ndongakusuka, like most rural and semi-rural areas of the KZN province, is underdeveloped, untapped and its environmental opportunities are underused.

The study intended to arrive at a workable model, which will determine how economic development should take place in the area by acknowledging the nature of the enabling environment, thus initiating a practical economic development process. It is also intended to bring to the awareness of the powers that be, recommendations that will help solve social problems in the area.

Tourism is a people-driven industry, and it relies on the participation of the broad spectrum of the population in order to see effective progress. LED, as a process affecting the community, is sure to be measured properly if developmental information becomes available. Such information becomes available during the times when an IDP is reviewed in terms of whether its objectives are still aligned with the vision.

Informal interviews were conducted with the following individuals or groups of people:

- The Municipal Manager
- IPD co-ordinator
- Inkosi Mathaba whose jurisdiction goes as far as Mangethe area.
- Local crafters.
- Representations of the local industries SAPPI and Isithebe.
- Researchers

Although material on this study was limited, (see extracts from chapter 2) most information was extracted from other researched documents. Physical visit to area of importance was done in order to confirm estimations done. The researcher also collected information by also traveling to the targeted area.

The proposed umuzi (military kraal) of e'Ndondakusuka was taken as a pilot study. The whole scenarios of features or sites around it were made use of to establish a tourist route of the Anglo-Zulu War.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

During the year 1999 (appendix 7), the Mandeni Local Council saw the need to research on opportunities for the development of tourism in the area. The purpose was to attain socio-economic growth and job creation, and to relate and link the Mandeni capability with economic sectors around it. A tourism workshop was facilitated using the key stakeholders in April 1999. It looked into tourism in the area as an opportunity for development. Since then, consultants were made use of in order to arrive at the objective.

Literature available, though limited was analyzed around the basis of defining what the LED is, and its relation to the government policy.

The role of local authority in relation to it being policy makers, entrepreneur, promoter, catalyst and lobbyist was discussed with the intention of measuring what other investigators have tabulated. Tools and strategies recommended were looked

into. They related to information dissemination, Public Private Partnership (PPP) for infrastructure and service delivery and special initiatives, e.g. special districts / corridors.

Every city, town and rural area is faced with pressing developmental needs in South Africa. The government has also realized that in order to meet these needs, it will require local government to play an active role in promoting economic development. Therefore, a firm understanding of the importance of LED by the local authority is essential.

All the literature consulted used different wording in defining what LED is. Initiated investigations, on instruction by the local powers, in the form of Local Council or Local Authority, were made to understand the need to revitalize the economy, never mind what structure was manipulating governance at the time.

LED is a locally driven process designed to identify, harness and utilize resources to stimulate the economy and create new job opportunities. It is not a once off action or programme, but a process that involves individual contributions of a broad spectrum of the community. It becomes successful when most importantly, individuals strive to improve their economic status by combining skills, resources and ideas. Such invaluable components, like local authority, business, labour, NGOs and NBO's are a must to include.

2.2 LITERATURE REVIEW

The research on Local Economic Strategy for Sustainable Development in Mandeni TLC Area was amongst the first investigations done, but it did not define the philosophy behind the strategy, but only outlined the strategy towards the objective(s). (App: 7)

The Integrated Development Plan document and ZAMA O'BRIEN's research (Development Of A Local Tourism Strategy And Business Plan-Mandeni Strategy) were perused and were found not to be mentioning the importance of LED. They were also not outlining the philosophy behind the strategies.

The IDP document was compiled by Christine Platt who in it also included deductions and reports from other researchers. It locates Mandeni in the midway between Durban and Richards Bay. It is also located on the major railway and road transportation routes, which link the two.

The document stated that the demarcation process of 2000, has brought a number of rural areas under the control of a single municipality, which necessitated a speedy delivery for the community.

This document has highlighted the importance of the historical past of the e'Ndondakusuka area. These historical sites are said to be presenting a huge opportunity for the new development. UThukela Frontier, according to this document, refers to a rich legacy of major historical and cultural sites that are located around the Thukela River. The events recounted are:

- The Battle of Thukela fought in 1838 between a group of settlers from Port Natal and an Impi of Dingane's forces.
- The Battle of e'Ndondakusuka in 1856, which was fought over Mpande's throne between Cetshwayo and Mbuyazwe.
- The Ultimatum event of 1878, a subsequent event aimed at the deteriorating relations between Cetshwayo and the colonial authorities under Sir Theophilus Shepstone.

The above events together with the history of the Dunn family created a nucleus of a rich historical past. The document emphasized the acknowledgement of the above historical events for tourism development.

McCarthy and Hindson (1999: p1) observed that there have been a number of important changes since 1996. The most significant ones being the demarcation of local authority boundaries and the macro economic forces operating at a global and national scale, but directly affecting the e'Ndondakusuka's economic performance;

the regional economic tendencies and the regional-economic tendencies in the e'Ndondakusuka area.

He further went on to provide an economic-situational analysis of e'Ndondakusuka area, and sites that it is based on four economic-geographic sub-components:

- Its urban section with its economic emphasis upon commerce and manufacturing industry as well as social and business services.
- Agricultural sections currently commercializing on sugar-cane.
- Subsistence agriculture taking place in a limited way with crops and animal husbandry forming a component of mixed household income.
- Cultural tourism and eco-tourism, which are opportunities recommended in the IDP.

The draft report of 13 February 2001, was reviewed also with an intention of establishing whether e'Ndondakusuka, because of its location, could be made to function in conjunction with the other neighbouring areas, thus uplifting a significant amount of the sub-regional area. The report is called the North Coast Economic Development Cluster Perspective Report, and it was compiled by the unknown researcher who had worked with e'Ndondakusuka Municipality.

The purpose of this report was to analyse the economic development situation of the North coast Economic Development Cluster, thus contributing towards the North Coast economic regeneration process. The definition being, the cluster programme referring to processes whereby industry role-players identify challenges and opportunities which could be addressed more effectively through working together than individually.

The document identified tourism as an important sector within the North Coast Economic Development Cluster. It goes on to identify tourism as one important sector to be pursued in order to advance development intentions in the cluster area. Supportive to that being the variety of tourism attractions, the all-year round favorable climate, cultural diversity and modern infrastructure. The cluster area stands to benefit

The Cluster idea forms part of the Growth Empowerment And Redistribution (GEAR) policy which forms part of the Provincial Growth and development Strategy. This strategy is linked to seven programmes, amongst which LED is part of. It states that LED is to be enabled:

- a) The objective is to provide a framework for the formulation of local strategies for economic development and delivery of higher order of services.
- b) Strategic elements of LED programme include establishing an LED Framework; SMME development; Social reconstruction; provision of lower order facilities and basic needs; pilot projects initiation and the delivery of value added services (p. 14 of the North Coast Economic Development Perspective)

Consultation with the document produced by the Local Economic Development Forum on Tourism (2nd draft) also assisted in providing information pertaining to attempts and endeavors taken by the Mandeni community. The Development of a Local Tourism Strategy And Business Plan in Mandeni Region, is the name of the document compiled by Zama O'Brien consulting- October 2000.

The main objective of this document was to strategically assess and make recommendations for the development of tourism products within the Mandeni area, products that will result in attracting investments into the tourism sector. Therefore the focus of the report was on the perceived key strategic tourism product development opportunities within the context of enhancing the area as an attraction for tourism. The whole initiative also looked into job creation as a core objective.

The working group focused only on tourism as potential viability in the area.

Amongst the supporters of this initiative were:

- * National Business Initiatives
- * Tourism KwaZulu Natal
- * AMAFA Kwan-Zulu Natal
- * KZN Nature Conservation Service Development Bank of Southern Africa
- * SAPPI
- * Local Community Representatives and Stakeholders

Attached to this document, area minutes of 23 April 1999, wherein Christine Platt, using a plan and photographs, spoke on tourism opportunities for Greater Mandeni and presented a synopsis of the main sites which feature in the area. These sites represent the main tourism development opportunities in the area.

The document highlighted Wildlife, Natural Scenic Beauty and Culture as inherent tourism assets that can attract both domestic and foreign tourists. Mandeni's coastal location, together with the Thukela River Mouth, provides the potential of growing its share of the Domestic Tourism Market.

In the Deloitte & Touche investigation based on Model for Job Creation for the Ilembe Regional Council (Phase 2 January 2001), it confirmed that job creation and the expansion of the regional economic base is the only way to overcome the ravages of the South Africa's political history and improve the quality of life for all residents. A model of Public Private sector Partnership (PPP) with combined resources was seen as possible vehicle for a consolidated and sustainable economic status for the Ilembe District Council.

The document lists a number of primary constraints that limit the prospects towards job creation in the district:

Strategic:

- a) Unstrategized approach to all aspects of economic development.
- b) Lack of vehicle which consolidates all resources in the achievement of prioritized common goals.
- c) Poor finance access.
- d) Supportive systems to turn individual good ideas into viable businesses are not there.

Geographic:

- a) The district is located in the middle of nowhere and without an asset such as the harbour or Airport.
- b) Poor links between east and west.
- c) Scattered rural settlements make delivery efforts difficult.
- d) Politics relating to land ownership and service delivery priorities.

Demographic:

- a) High unemployment rate, intrusion of illegal aliens and practically poor education.
- b) Crime.
- c) Poor environmental quality of life in many areas.

Agriculture:

- a) Poor environmental awareness and deforestation.
- b) Ad hoc settlements and land occupation to potential agricultural land.
- c) Underdeveloped agricultural industry, technical skills support and agricultural industry.

Commerce and Industry:

- a) Inability of Nembé to initiate business competition although closer to Durban and Richards Bay market resources.
- b) Insufficient available investor/ retail information.
- c) Lack of technical support and access to finance for small entrepreneur.

Tourism:

- a) Crime.
- b) Disjointed marketing, lack of identity and recognizable brand, poor networking, regional fragmentation and reliance on highly commercialized towns within the coastal strip.
- c) Tourism infrastructure, accommodation, signage and facilities are generally poor
- d) Existing historical and cultural assets are degraded, often inaccessible, poorly researched and documented, badly packed and poorly commercialized.

The document made no sufficient account of the LED process and contained no statistical information, but emphasized the eventuality of the whole purpose of its investigation, which was job creation.

In summary; recommended initiatives are tabulated based on transport and bulk infrastructure economic and commercial infrastructure, significant initiatives agriculture commercial industrial and tourism.

The researcher has limited his reviews of the document on recommended initiatives based on tourism.

Maphumulo and Ndwedwe

Tourism linked to Zulu culture is possible, depending on development of viable clusters, e.g. (arts and crafts) safety of visitors and proper identification of the niche market within the infrastructural limitations.

Mandeni / Isithebe / Sundumbili

Coastal strip has potential but infrastructure is poor. There is strong imagery and history suggested by battles fought on the Thukela banks. Local government motivated researches envision improvement of the infrastructure by prioritization. Hence the IDP.

Dolphin Coast

It is a high profile but seasonal and provides solid base from which to expand regionally. The beach is the main attraction but recreational facilities are limited, resulting to a leakage to Durban. Attempts are being made to put up a tourists information and tourism hub at Ballito.

The document, Local Economic Strategy For Sustainable Development In Mandeni sets out the elements of a local economic development strategy for the then Mandeni Local Council (MLC) as part of the Integrated Development Framework (IDF), which at the time of its production was still being compiled.

The document comes from the University of Durban Westville (Institute for Social Economic Research). It argued that Mandeni needed LED in order to eliminate poverty which affects the majority of its residents. Wealth and economic opportunities are as a result of a thriving economy, and if these factors are spread widely, the quality of life of the community can be improved. Wide services including education, health, housing, water, sanitation and electricity. (p2 of the above document).

The document explained that the influence of Mandeni's industrial base has been very insignificant because it has not been able to build itself on a strong and continued economic growth. The majority of the residents still live in very poor conditions, unemployment is high, crime and violence rife. (p2). The implementation of the IDP aims to address possible social shortfalls).

Mandeni's industrial base also faces serious challenges from the global decisions that South Africa took pertaining to some economic policies, e.g. GATT. The opening of South African markets to international competitions and the demand for higher wages are placing existing business in Mandeni under unbearable pressure.

The researchers observe that Mandeni's development is at a pivotal point, as a result, an effective economic strategy is needed to develop the existing state of economy, and to widen economic opportunities before the stagnation, decline with deepening poverty and conflict will worsen.

The researchers continued to argue on the point that not all economic growth will benefit Mandeni in a long term. If Mandeni is to benefit from its economy, human development together with economic initiatives based on the natural resources of the area, are likely to make Mandeni's economic growth last for a long term.

By human resources, the researchers meant the skilling and the reskilling of the workforce, as well as providing a stable social framework and good living conditions, which promote healthy and somewhat content workers. Of course, to achieve this requires the widening of economic opportunities e.g. cultural recognition inclusive, and benefits to include all the residents of the area.

Within the context of natural resources, sustainable economic growth requires ensuring that waste discharges do not exceed the assimilative of the environment, that renewable resources are used within their rate of generation; bio-diversity is preserved through the retention of natural resources. In other words, initiatives that impact on environmental development area essential.

The researchers supported the big question which resulted to this investigation: The economy of the area is presently not sustainable, this is observable from low skills and poor living conditions of the residents and the degradation of the environment including significant air and water pollution.

The researchers also dwelled on the question, which initiated this investigation, the e'Ndondakusuka has to look at itself as part of the whole. The spatial focus of its economy should ensure that the area is tied to the sub-region, as well as into the national and the international interlinkages. It is therefore not appropriate to develop a local economic strategy that will center around e'Ndondakusuka borders.

Therefore, although a local economic strategy will place e'Ndondakusuka in the center of focus, it needs to be integrated to the wider sub-region. This investigation, agrees with the latter, and it intends in its recommendations to tabulate how e'Ndondakusuka's economy could be made to interlink through tourism.

Consultation was also made with the document called An investigation into Small Business Opportunities in Mandeni TLC (compiled in November 1999 and prepared by UKUSA and Associates). The document attempted to highlight the potentials of Mandeni in order that it could strengthen them, thus regenerating the economy and create jobs.

The researcher's objective was also to investigate the support that the manufacturing sector might have for the new small business development. It also sought to locate specific problem areas that need urgent targeted actions of the LED institution in which the TLC must play an important role.(p.2)

The study also identified the pending food crisis as one of focal points that needed action. At that time, the investigation also noted the absence of urban agricultural projects which offer opportunity for development of food resources. It also noted that some local businesses still find it difficult to outsource work to the small businesses.

The document identified three types of sectors that should work interdependently in order to stimulate business and employment opportunities in the area. They are:

- a) The primary or agricultural sector.
- b) The industrial sector, and
- c) Service sector.

The researcher concluded that increased activity on the above sectors, will create a more healthy local economy. (p. 2)

The document recommended that inter-communication, trust and dialogue between the community and the local government should occur inside the LED as a mega component. Issues such as retrenchments should be discussed at the LED level before they become an issue of the business. The LED should position Mandeni within broader provincial and national economic planning policy direction and encourage inter-working relations with such government role-players as KwaZulu-Natal Department of Economic Affairs and Tourism as well as the National Department of

Department of Economic Affairs and Tourism as well as the National Department of Constitutional Affairs. The researcher concluded his recommendation by stating that the national and provincial development initiatives in Mandeni will need to be focused on all three economic sectors and especially the role of small business. (p.2)

On the whole, this research was compiled on some statistics taken from the 1996 Census for the town of Mandeni. Further to the latter, Demography, Employment status, Occupations, Economic sectors, Income and Socio-Economic implications, are discussed.

The document called Tourism KwaZulu-Natal-An Introduction To Community Centered Tourism, which is a training manual, was reviewed with an intention of looking from the perspective of how the government supported bodies and implements the policy on tourism. Also, it is a point to be noted that this investigation centers around tourism in the e'Ndongakusuka Municipality, and for that type of an industry to take place, the local community will have to be empowered with the knowledge relevant and capable of sustaining the objective. The document is institutionalized, translated and published from an office called Kingdom of the Zulu and it is established in terms of the KwaZulu-Natal Tourism Authority Act of 1996.

In this document, steps and method of training community members involve the following:

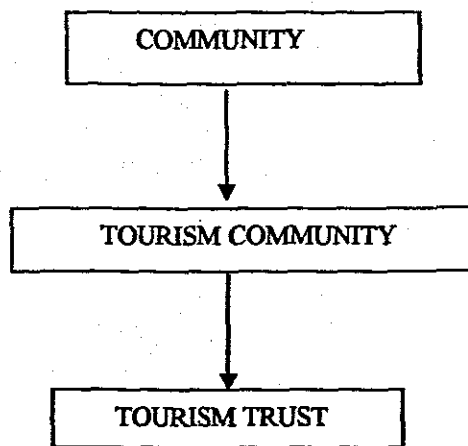
a) Aims of the workshop, where participants get introduced to the concept of options for, and the problems and opportunities associated with tourism development. It also assists community members to choose a particular model of tourism, to plan their tourism venture, to develop ways to select the appropriate local people for training and jobs in the particular tourism venture and assist the community with selection of an appropriate local institution to promote the tourism initiative. p.5)

b) One very important section that related to this study was on how to choose a type of tourism that is relevant to that specific area. Cultural tourism, as a perspective of this study is explained as, 'not a specifically new type of tourism. Some of the earliest "tourists (travelers) from hundreds of years ago travelled to experience the

way people lived in areas other than their own home areas. This type of tourist is seeking the exotic—what is different from what they are used to. (p. 21)

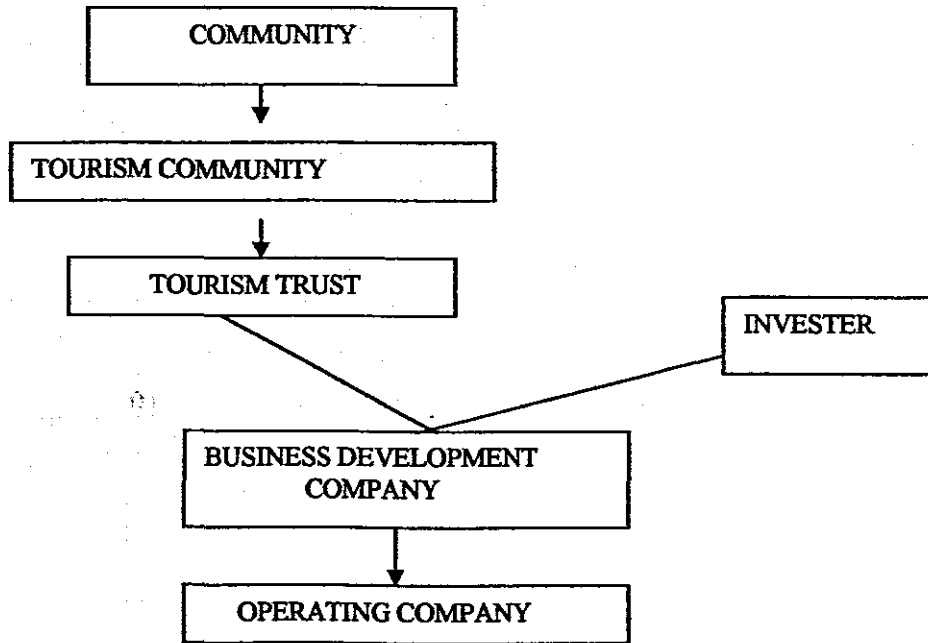
The document went on to describe a model that community members could form in order to participate in tourism.

**POSSIBLE COMMUNITY ORGANISATIONAL STRUCTURE
FOR TOURISM PARTICIPATION.**



A model that demonstrated how partnerships with private sector could be formed illustrated by the following model:

A possible structure for a joint venture (PPP)



The report called KwaZulu-Natal International Tourism Market: January & September 1998, was reviewed with the aim to provide a brief overview of some key findings of the international component of KwaZulu-Natal Tourism commissioned by the KwaZulu-Natal Tourism office. The purpose of this report was to determine the nature and extent of the KwaZulu-Natal tourism market. The report was compiled by Decision Surveys International, one of South Africa's leading market research houses.

The report was reviewed with the intention of drawing relationship base between e'Ndongakusuka and the rest of the world. (sub-region, national and international).

It stated that the sources of market for KwaZulu-Natal are:

- The United Kingdom
- Germany
- Africa, particularly Zimbabwe
- North America , mainly the USA.
- Other European countries predominantly France and the Netherlands

Foreigners visit KwaZulu-Natal to have holidays and almost equal proportion of foreign tourists that visit, fall into the 25 – 34 – 35 – 49 and 50 age groups.

Foreign tourists are attracted to KwaZulu-Natal largely as a result of the presence of friends and relatives, wildlife, scenery and Zulu culture. Foreigners tend to engage in a wide variety of activities whilst staying in KwaZulu-Natal. The most important activities being visits to the beaches, nature reserves, arts and craft centers, museums and cultural villages.

The perusal about this (p 34-36) report confirmed the relevance of this investigation because although it is four years old, latest informal reports through media, reveal that since 2001 American September 11 saga, South Africa is widely regarded as one of the most frequented by the international tourists.

A survey of South African's Foreign Visitor market-December 2000 reflected the latest percentage of visitors to KwaZulu-Natal's attractions. It states that the visit graph has remained stable. As stated earlier on, attractions that have always received recognition in KwaZulu-Natal center around Durban beachfront, Drakensberg resorts, Shakaland/ Zulu villages, Hluhluwe and the Ulundi historical/War sites.

The Policy Framework for KwaZulu-Natal from the Department of Economic Development and Tourism (DEDT) which outlines the policy approach for the department serves as a guide to the department's activities. Included as a mandate is to achieve accelerated delivery with the intention of meeting the objective of job creation.

The above objective of creating jobs has been aligned with some of the following ones, vehicles which will see to its implementation:

Tourism.

It is targeted as a lead economic sector where-upon the department will provide strategic guidance and set targets for delivery. Budgetary allocation will be monitored and allocated over a period of three years. The policy also will encourage private sector investment in new tourism projects.

Focus on small towns facing economic decline.

The key objective with this mission is to identify and build on local competitive advantages through strategically clustering towns, facilitating infrastructure intervention and facilitating co-operation between localities and economic agencies

Promotion of SMME's

The issue of empowerment, creating effective linkages between SMME's and the industrial sector and facilitation of finance access, are regarded by the department as the key issues that need its immediate attention.

Promotion of Rural Economic Growth

The department intends to promote integrated sustainable rural economic development strategies through securing private investment.

In reviewing the department's policy document, the above objectives reflected indubitable relevance to e'Ndongakusuka problem, which initiated this investigation around LED and how the community of the area could be made to effect a significant change to their environment and social life.

The review of the document on safety and security was done because it is a community problem, which might cause all the projected programmes to collapse should it not be regarded as one of the priorities. The document is called Making South Africa Safe. It is a manual for Community Based crime prevention campaign or strategy.

The document went on to describe what major role-players could do to address the problem of crime.

Law enforcement agencies:

This involves visibility of the police patrols on highways, at major intersections and venues frequented by the public.

Municipalities:

Municipalities are to design buildings and roads in a way that reduces opportunities for hijacking and informing people of risk factors and possible hijacking locations.

Community:

There could be neighbourhood-watch groups that provide information, support managements, support victims and deter attacks by patrolling the area.

Business:

Cars could be supplied and also radios given to patrollers and applying media liaison and publicity skills to advertise the project.

The above are a few extracts from the crime prevention document, which have formed part and parcel of the government's policy.

The government's management approach for councilors and senior officials was consolidated into an Integrated Development Planning. It was reviewed with the purpose of drawing its relevance to this investigation. All the recommendations that were made at the end, had to be in line with this strategic document.

This is a policy document produced and monitored by the government. Municipalities need to use the tool of development planning to ensure that they make the best of available resources to address poverty and to promote sustainable economic development. (p. 3)

The objective of the manual is to ensure that the resources and energy of councils are utilized effectively towards the development goals and priorities identified by the communities. The aim is to remain strategic throughout this process and not to lose this focus during the comprehensive and involved planning, management and budgeting process required. (p. 5)

Who must be involved in the integrated development planning?

All stakeholders. These are the people with a direct interest in the services and functions of the municipality, e.g. councilors, senior officials, trade unions, provincial and government representatives and the civil society, the community.

When must integrated development planning be done?

It is an on-going process, which should stretch effectively over a period of 5 years but should also be reviewed annually.

How must integrated planning be done?

The IDP should be arranged in the form of phases and purposes

What follows after integrated development planning?

The next step is to develop an implementation model. This is to show that people can be available to lead the implementation process and that they can be held accountable and their actions measured in terms of performance criteria. The next step is very technical and sometimes require outside expertise.

The Local Authority's Role in Economic Development is a handbook for Councilors and Officials. The responsibility for stimulating economic growth and job creation is no longer reserved for the national or provincial level; it is common challenge that all local authorities need to confront. By utilizing the unique powers and duties of local

government and working in partnership with community stakeholders, local authorities can help stimulate the economy and improve the lives of their citizens. This process is commonly known as local economic development, or LED. (p. 1)

The purpose of this study was partly to clarify the importance of LED in relation to community participation and its environment, which led to the main question of ‘ why is the LED important?’

- It creates jobs and new employment opportunities;
- It increases income levels and enables people to pay for services;
- It broadens the tax and revenue base of local authority;
- It concentrates on human resource potential and opportunities for development;
- It builds new institutions for sustainable economic development; and
- Promotes linkages between developed and under-developed areas.

2.3 CONCLUSION

The literature reviewed to compile this study was selected mostly from the reports that had been compiled previously. Most of them were based on the perspective of the government as defined in the policies related to LED that it published.

e’Ndondakusuka was discussed as part of the whole in order for it to survive, and achieve its objectives, it should also be seen in relation to the sub-region, national and the international.

No theories were discussed because this field did not have any at the time of this investigation. What was discussed in the form of a concept was about Mandeni as part of the north coastal cluster. The word cluster was given a definitive role conceptualized from an envisioned possibility.

Another concept that came up was that one of the Thukela Frontier. A concept that emanated from an investigation based on possible initiatives that could assist the area to develop economically.

Another concept that came up as a result of research initiatives, which was not mentioned in the above discussion, was about coastal tourism. This move could only be seen to be possible if more investors become part of the process. The municipality would then operate as a unit of the sub-unit component.

Community based crime prevention, formed part of the discussion because of its possibility as an impediment to economic development of the area.

Tourism documents were included with the intention of challenging the tourism opportunity envisioned for the area of investigation. Statistics were not quoted because those available were not reflective of very recent details. The inclusion of material on tourism was meant to demonstrate ignorance existing about e'Ndondakusuka, and that tourism movement go past the area to other places.

CHAPTER 3

DATA COLLECTION

3.1 INTRODUCTION

The changing economic dynamics, mainly affecting the South African front, e'Ndondakusuka is also no exception. Competition has been crippling for South Africa sometimes. This had deep going implications for employment levels as some companies would close some of their branches or reduce their staffing. Some businesses in the area ended up relocating, retrenching and some closing down. Unemployment levels are slowly rising, and the whole area is currently being affected by absence of economic regeneration. The population also has not stopped growing, although HIV/AIDS has become an effective population reduction pandemic. This is part of the reasons why a study of this nature was done, more especially, as it is significant that the industrial impact to the area is slightly fading away.

3.1.1 Location context.

The geographical location of Endondakusuka is between the Thukela River in the south and the Mhlathuze River in the far west, and lies on the North Coast between Durban and Richards Bay. It is also located on the major railway and road transportation routes, which link the above two cities mentioned above. Because of its strategic location, e'Ndondakusuka has been identified as a growth node for the

Provincial Spatial Framework, an initiative that is soon to develop along the North Coast corridor. (Appendix 2)

The Thukela River divides the municipal area, thereby giving the area an important advantage of distributing water constantly and widely.

The literal meaning of the name e'Ndondakusuka is "to delay to leave", but more sense is in its historical meaning. It originally referred to umuzi of Komfiya Sidleni ka Nogandaya Ncwane, one of King Shaka's greatest generals. The original residential location was the Ngquzu Hill, which is about 5km North-east of the present Municipal offices. Almost alongside the R102, is the Amathambo River, which flows down towards Thukela River. Amathambo River derived its name from the remaining bones of the warriors of Cetshwayo and Mbuyazwe that fought alongside it. The battle of e'Ndondakusuka, which took place on The 2nd of December 1856 eventually became popular, and was used to refer to a wider surrounding area including Komfiya Kraal on the Gquzu Hill (P 9 IDP).

3.1.2 Demographic Profile.

With a holistic population estimated around 120 000, 50 000 living in the primary area of Mandeni and 24 000 residing in the Mathonsi area; it seems that there is no other area containing significant numbers. The possible increase in population that has been projected towards 200 000 by 2010, is likely to be negatively impacted upon by the high HIV/AIDS statistics already affecting the area.

By the time of this investigation, census results were not out yet. Therefore, most figures used were based on the 1996 area statistics.

In records used, reflected in 1996, 34.36% of the total population was employed. The percentage of persons seeking work was 8.51%. The potential workforce could therefore be 42.87 of the total population (Appendix 3).

Employment by population group was as follows:

POPULATION GROUP	EMPLOYMENT STATUS
African/Black	33.64%
Coloureds	36.8%
Asian/Indians	30.5%
Whites	45.42%

3.1.3 Infrastructure

According to information taken from the IDP document, the present situation regarding services was as follows:

TYPE OF SERVICE	STATUS QUO
WATER	<ul style="list-style-type: none"> - Water Service Development Plan: It can only be compiled once the relevant plan for the Ilembe District Council has been completed - There already exists the bulk water scheme supply by SAPPI for SAPPI, Mandini Tugela, the Sundumbili/ Isithebe/ Nyoni Scheme, the Thukela Mouth borehole scheme, the planned Macambini scheme and various water schemes - It has been noted that many of the rural schemes are not operational, because of need for repairs, broken infrastructure, poor water quality, unpaid bills etc
SANITATION	<ul style="list-style-type: none"> - SAPPI treatment works, the Mandeni treatment works and the Thukela treatment works are operating near capacity - On-site effluent disposal is available only in the non-urban areas not served by these works
ROADS	<ul style="list-style-type: none"> - The N2 is quite new but other inner roads e.g. M2 MR 415 are in the state of deterioration - District roads are being investigated in terms of their Condition
SOLID WASTE	<ul style="list-style-type: none"> - Existing sites are nearing capacity - A new solid waste site is being planned for - Cemetery sites nearing capacity because of the number of deaths as a result of HIV/AIDS
ELECTRICITY	<ul style="list-style-type: none"> - Many rural areas are still without electricity - Formal residential areas, business and industry area supplied with electricity

3.1.4 The present state of economy.

Attached in Appendix 3 is a copy of the report done by Prof. J.J. McCarthy and Mr M.D. Maieane of the Graduate School of Business at the University of Durban Westville, entitled “ Towards a Local Economic Development Strategy for the e’Ndongakusuka Municipality”

The report tabulated the present economic –strategic consideration relevant to the area. This is done as requirement for the IDP, where-in Local Economic Development is emphasized as an initiative process. The report and work done on the local economy in 1996, which included demarcation of the new local authority boundary is outlined as an important change in the area.

Resulting from the new boundaries was the significance and the role of agriculture and tourism in the local economy of e’Ndongakusuka. In the report, agriculture is envisaged as a sector with vast employment absorption.

The report places emphasis on what the district (Ilembe) should ensure regarding the future of Isithebe as a manufacturing base. It highlights actions that must be taken to support the attraction of Isithebe as an industrial location in the region. (Appendix 4)

The SAPPI Kraft Mill and the Isithebe Industrial Park dominate the industrial base of the area.

- **SAPPI:** A single large producer in the area, was established in 1954. Produces paper products. SAPPI currently employs around 1500 people and increases by a 100 in each year. Amongst the producers of the area SAPPI has an effective contribution to the North Coast corridor. It consumes massive volumes of water, electricity and transportation network. SAPPI provides work for a further 6-7000 people through the purchase of services and supplies.

- **Isithebe:** It was established in 1970, and has an employment capacity of approximately 24000 workers, of which half are women. Sectorial employment is as follows;

SECTOR	EMPLOYMENT %
Clothing (which relies on low wages)	22.7%
Metal Products (with linkages with a sector in Richards Bay)	24.9%
Plastic Products (with low wage variety and labour intensive)	12.1%

3.1.4.1. The Small Medium and Micro Business impact

Because of the insignificant impact the small business practitioners have on the economy of the area; research reports, which highlight on recommendations have since been compiled. In terms of weaknesses observed, the area still needs empowerment and skills development of businessmen and women from previously disadvantaged groups.

3.1.5 The Environmental Context

Since the area is affected by high rainfall, rich soil (especially around the Thukela River), nearness to major transport route and also to a proposed new La Mercy Airport, agricultural sector is envisaged as considerable scope for additional economic boost.

The Environmental Plan shows the area of special environmental concern that is supervised by the Nature conservation Services of the province. The most important features being, Amatikulu Nature Reserve, Harold Johnson Reserve and the Ngwenya Nature Reserve.

So far, out of the recommendations made from the plans proposed, there has been no initiatives taken as responsive move. This is because of the limitation of funds.

Some reports also consulted, acknowledged the need for additional public sector agricultural support, especially as regards the involvement of small-scale farmers from previously disadvantaged communities.

The agricultural office based at Eshowe, administratively engulfs e'Ndondakusuka area in the form of a ward. Moves are being made to reconcile the Municipality's initiatives with those of the departmental ones.

Cultural/ historical sites have also been acknowledged as having a vast positive tourism development potential. The municipality has taken steps towards acknowledging recommendations of the IDP and proposals made in the report by Zama O'Brien report, where the following items were highlighted:

- The erection of the Zulu Military Kraal (Umuzi).
- The restoration of Fort Pearson and the Graves.
- The building of Arts and Craft Center.
- The restoration of Ndulinde Hill.
- Support of home-based industries and agricultural activities. (p. 11,12,13)

3.2 THE ADMINISTRATIVE STRATEGIES OF LED

Here, the discussion of LED as a national policy, from an institutional perspective which defined LED implementation was a center of importance. The IDP level of implementation was discussed with the intention of highlighting the reciprocal role of the local government and according to the terms of the compilers (role players).

3.2.1 As a National Policy.

Nationally, the local institutional environment and the timbre of local leadership play a pivotal role to the success of local economic development in the smaller towns. The constitution specifically calls upon authorities to “promote the social and economic development of the community” (p. v. Of The Local Authority’s Role in Economic Development)

Again, the institutional interpretation of the LED policy means that local people take up the responsibility for job growth and the economic well being of their community. Whilst everybody recognizes the need to create jobs and boost the economy, the fact remains that, new approaches are to be adopted in order to confront this reality. (Appendix 8)

3.2.2 As an IDP Policy.

The institutional context that is relevant to the development of the e’Ndongakusuka municipality has been consolidated in the form of an Integrated Development Planning.

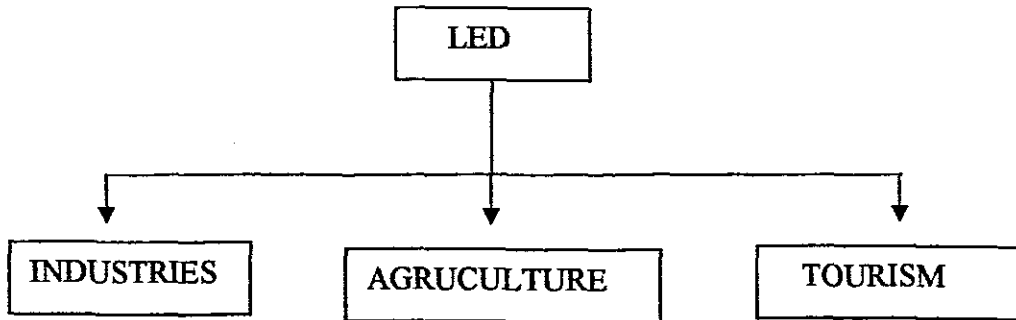
The IDP is not seen as a once-off action, but rather the start of a new process of strategic local government, which best encapsulates the priorities of the community, with the corresponding resources of the municipality.

e’Ndongakusuka Municipality followed all the defined steps when formulating the IDP document. Consultative forums were formed until the day when it was launched. It was launched in the presence of the stakeholders. The researcher had been invited to be part of the audience.

After its launch, an Indaba was held on the 20th of June 2002. The purpose of that indaba was to discuss the results of various studies and recommendations of critical planning process. The session was also intended to create a forum where Provincial, Regional and sectoral stakeholders can exchange information on their roles and identify LED opportunities. (See Appendix 6)

3.2.3 Projects in progress.

Projects that are presently taking place involve three sections of economic capacities:



3.2.3.1. The industries.

Here the initiatives have been ongoing for quite sometime. The government policy does encourage partnerships between municipalities and the private sector.

SAPPI and Isithebe are the two prominent private sector organizations that have worked significantly with the municipality of this area. That was proved by the fact that the Iembe Chamber of Commerce and Industries, still believe that a representative from the municipality office should always attend their meetings.

SAPPI and the municipality presently own each half of the Ingwenya Nature Reserve, a portion of land where the proposed umuzi is to be erected. The conceptual document for the reconstruction of military kraal has been compiled. It is a concept document which gives background information, management and objectives of the Mandeni Wildlife Society, the vision and possible improvements that relate to the infrastructure.

Isithebe also has had several workshops that were intended to look into how it could play a partnership role in this scenario. The document called Mandeni –Isithebe Business Plan was produced in December 2001. This document explained among other things, about recommendations that could help make available more conducive conditions for Isithebe and how local authorities can help with the marketing of the image of Isithebe industrial estate.

3.2.3.2. Tourism.

Initiatives that relate to tourism, which informed the IDP were already on. A significant move was carried out in two phases; phase, 1 was research and investigation and phase 2 related to policy and strategy formulation. Among other components recommended in the document, the following were mentioned as its strategies:

- Formulation of a tourism destination office (Community Tourism Association)
- Development of an immediate tourism route for the Thukela Frontier and initial upgrade of existing sites
- Employment of a Tourism Destination Manager, and
- Formulation of Event Management and Co-ordination within the e'Ndongakusuka.

3.2.3.3. Agriculture.

Besides SAPPI who was to fund agricultural initiatives, new relations had been formed with the Department of Agriculture based at Eshowe district, which in turn fell under the jurisdiction of North East Region. The region has eight scientists and a number of technicians based at Eshowe. Their capacities range from Agronomy, Vegetable growing, Animal Production, Horticulture and Home Economics Engineering Projects, etc.

A number of sittings resulted in recommendations of initial arrangements that suggest common projects.

3.2.4 The budget for tourism projects.

3.2.4.1 Upgrade- Fort Pearson and the War Graves - Total Budget = R 85,000

a. Restoration and clearing of the site and exhibition

Time-frame: 73 man days

Budget: R 15,000-00

b. Upgrade of the access road to the site

Time-frame: 30 man days

Budget: R 45,000-00

c. Provision of a tent exhibition and write-up

Time-frame: 221 man days

Budget: R 25,000-00

3.2.4.2 Restoration of the Ultimatum Tree- Total Budget = R 260,000

a. Upgrading and restoration of the site & surroundings

Time-frame: 30days

Budget: R 20,000-00

b. Restoration of the memorial

Time-frame: 50days

Budget: R 20,000-00

c. Upgrading of the road

Time-frame: 30days

Budget: R 100,000-00

d. Vending facility/ exhibition / Curio shop

Time-frame 442days

Budget R 120,000-00

3.2.4.3 Construction of UMUZI (Military Kraal)-Total Budget=R 380,000

a. Clearing of site and signage

Time-frame: 73days

Budget: R 20,000-00

b. Possible provision of direct access from N2 to the site

Time-frame: 60days

Budget: R 50,000-00

c. Upgrading and restoration of unique artifacts

Time-frame: 110days

Budget: R 80,000-00

d. Development of an interpretative center in the hill

Time-frame: 442days

Budget: R 220,000-00

3.2.4.3 e'Ndondakusuka Arts & Craft Center Total Budget=R 190,000

a. Building & construction

Time-frame: 30days

Budget: R145, 000-00

b. Skills training & development

Time-frame: 20days

Budget: R 10,000-00

b. Production work & related activities

Time-frame: Ongoing

Budget: R 30,000-00

c. Center and products marketing

Time-frame 55days

Budget R 5,000-00

3.2.4.5 Home-based Agricultural Projects = R110,000

a. Training/ Developmental

Time-frame Ongoing

Budget R 50,000

b. Material production

Time-frame Ongoing

Budget R 10,000

c. Translated Services

Time-frame Ongoing

Budget R 50,000

Home Based Agricultural Projects had its budget created from the variance amounts as shown below, resulting in variance amounts of which the total is **R 110,000-00**.

3.2.4.6 Budget allocation and adjustments.

Project Name	Initial Budget	Subtracted amount	Present Budget
Ft Pearson & Graves	R 105,000-00	R20, 000-00	R85, 000-00
Ultimatum Tree	R 300,000-00	R 40,000-00	R 260,000-00
e'Ndondakusuka Hill & Military Kraal (UMUZI)	R 410,000-00	R 30,000-00	R 380,000-00
e'Ndondakusuka Arts & Craft Center	R 210,000-00	R 20,000-00	R 190,000-00
TOTALS	R 1025000-00	R 110,000-00	R 915,000-00
Home-based Agricultural projects	Non	Non	R 110,000-00
Provision for Project Management (10% of LEDF allocation)	R 135,000-00	Non	Non
Provision for Project contingencies (5% of LEDF allocation)	R 67,500-00	Non	Non
GRAND TOTAL	R 1,350000-00		

3.3 Cultural and Historical Tourism as a core of LED in the e'Ndondakusuka Municipality.

The clarifications made in the earlier statements of this study were somehow directed at informing the following concerns, which initiated this study:

- Why has the economy of e'Ndondakusuka failed to develop in a manner which meets the needs of its residents?
- What are the key opportunities that can provide this area with a sustainable economic development?
- How can these opportunities be facilitated and maximized by the Municipality?
- What are the obstacles that stand against opportunity for a sustainable economic development in the area?

In all the above explorations, tourism as an opportunity for the economic growth of the area had been mentioned, but not in a specific manner. The document compiled by ZAMA O'BRIEN CONSULTING (2000), tried to reveal the option of tourism with a specific intention of referring to tourism sites, some statistics relating to tourists visits and recommendations.

A tourism workshop was held during April 1999. Amongst the issues discussed was the review of a paper prepared by AMAFA during February 1999, which had recommendations on the potential attractions of a Tourism Route within the Mandeni area.

3.3.1 Current economic activities related to tourism at e'Ndondakusuka Municipality.

The researcher did acknowledge that there are a number of areas in the sub-region with tourism potential. This includes the battle sites from the Anglo-Zulu War, areas of historical importance, including Mangethe, and the history of John Dunn and his descendants. Nature reserves and coastal areas also form part of the attraction package.

One of the obstacles is that these areas have not been put to a level of development suitable for tourism purposes. Another point raised up was the area needs hostels hotel to provide accommodation for tourists or business people.

The researcher in acquiring information audit on tourism, consult with the existing reports on tourism potential of the area. Reading of material available from the locals that practice tourism at a smaller scale and paying of spot visit to such sites were procedures used to acquire most information.

3.3.1.1 Howard Johnson Reserve.

- It is for camping and caravan parking
- Has about 30 visitors per month, mostly day visitors
- Has 4 to 5 per month overnight visitors
- It is a historical site
- The site has no significant economic benefit to e'Ndondakusuka because of the low visitor turnover

3.3.1.2 UThukela Mouth.

- It has caravan parks, chalets and is suitable for camping
- Domestic visits calculated around 95% and foreign 5%
- It attracts visitors mostly during school holidays in December and April
- Fishing and Surfing in the river are the main attractions

This attraction cannot be considered to be of significant benefit to the area because of the seasonal visits. The facility is run by a family, which reduces opportunities of outside employment.

3.3.1.3 Places suitable for tours.

- Touring groups visit the Ultimatum Tree.
- Howard Johnson Reserve for a minimum of 2 to 3 hours.
- Amatikulu Tours conducted by Paul Damellion (a part-time tour operator) include the beach.
- A Bed and Breakfast marketed through the website

3.3.1.4 Ingwenya Nature Reserve

- A piece of land owned by the municipality and SAPPI.
- It is managed by the Wild Life society and the Environmental society.
- The site has recreational facilities suitable for “ braaing”.

In terms of the tourism sector for the area, this facility presently plays no significant role to the economy of the area.

3.3.1.5 Mandeni golf course and Bowling Greens.

- It is supported by SAPPI and used by the residents
- It has a Club house and other sporting facilities

This facility draws very little users because of poor marketing.

3.3.1.5 Amatikulu Reserve.

- Links Mandeni to Gingindlovu and Eshowe.
- The site is suitable for tented camping.
- Rich in tropical fish farming.
- Suitable for prawn farming.

This area is said not to provide significant impact on the economy of the area.

3.3.1.7 Local Annual Spring Fair.

- Takes place in the month of September, a canoeing activity that sometimes draws local inter-regional participants.

According to tourism sector information response, this site offers insignificant benefit to the area.

3.3.1.8 The Mandeni Youth Center.

- This facility is for community use.
- It also takes a suitable venue for meetings and youth conferences.

This facility also has no significant economic benefit, as a results community plot allocation. Most members of the community do not stay in town. Poor marketing strategies also result to it being underused.

3.3.2 Current status of Tourism Products and Services in the e'Ndondakusuka area.

3.3.2.1 Angling safaris from Howard Johnson Reserve.

- This is a secondary activity, and envisaged as a having potential once if tourists have an overnight visits.

3.3.2.2 Canoeing on the Thukela.

- This service is considered as having viable potential once visitors are able to visit overnight.

3.3.2.3 Mangethe Dunn-Family.

- It has historical value service.
- If incorporated into a Primary Visitor Attraction, it could be considered a principal competitive advantage of the area.

3.3.2.4 The Umuzi – The Zulu military kraal

- This feature forms part of Anglo-Zulu War tourism route recommended for the route being investigated by the researcher. Previous researchers have also identified this feature as of distinct and primary attraction in the area should it be erected.

3.3.2.5 Rail linkage – potential

- It is considered a secondary activity once tourists are able to visit and spend the night in the area.

3.3.2.6 Eco-adventure activities

- Horse riding, Hiking, Bike riding etc are considered secondary activities if tourists can spend overnight visits in the area.

3.3.2.7 Cultural and Community involvement

- This activity is considered a viable potential because it forms the basis of the fundamental life of the community. Groups are formed for recreational, commercialization and campaign purpose.

The culture of the area stretches from the rural part to the urban part of the area. Ceremonies with cultural meaning are still promoted in both parts or locations. The rural part is controlled mainly by the traditional leaders, whose role and contribution is still very essential to the municipality management. The urban part is directly controlled by the municipality.

3.3.3 Cultural conceptualization and its relevance to e'Ndongakusuka municipality.

3.3.3.1 Traditional ceremonies and celebrations.

They were found to be dominant in both parts of the area. Dance music and beer drinking accompany occasions as diverse as:

- **Umemulo:** The coming of age of a girl. This ceremony involves the family, family friends and the community. It is inundated with activities such as dancing, singing, slaughtering of cattle or goat and beer drinking.
- **Imishado:** Marriages. It is common practice to observe traditional and western nuances. Both parts of rural and urban practise these rituals.
- **Imingwabo:** Funerals are mostly conducted in a way that recognizes Western and African cultural practices.
- Although ancestor worship is the traditional Zulu religion, Christian sects such as the **Shembe** cult are also prevalent in many areas.

- **Izangoma and the Izinyanga (healers):** The general belief that they are able to mediate between the living and their ancestral spirits still makes the community of e'Ndondakusuka to have a considerable recognition of them. An isangoma often works in conjunction with a herbalist or traditional healer known as inyanga.

3.3.3.2 The Cultural events

- King Shaka Day is a recognized holiday. The people of the area mobilize themselves in order to organize this day. Almost all stakeholders from the traditional leaders to the municipal office co-operate and unite towards the success of this day.
- Umkhosi Womhlanga (Reed Dance Ceremony) is also recognized as day that involves the youth. King Zwelithini pilots events of this nature. This ceremony is only held at Enyokeni, the King's Residence at Nongoma.
- Isandlwana event also calls for people to be transported from their areas to the site where the war actually took place.
- The Women's day also becomes a cultural event in this area, because motivational speeches and activities of the day take the trend of encouraging women to contribute and uplift themselves culturally. Their contribution in terms of encouraging HIV/AIDS campaigns is also emphasized.
- National Youth day also is a well-campaigned event of this community. During this day's musical events and drama are used to highlight issues that affect youth, and as such culture becomes a pivotal subject.

3.3.3.3 The Arts and Craft.

The climate of the area, which is mostly wet, has a number of natural streams that result in making most of the land wet. Most of these hand products are encouraged by this type of weather;

- **Woodcarving.**

This is a male skill of the area. It is taught from childhood. Products such as bowls, platters, combs and ceremonial sticks are carved and sold informally along the streets or in market centers. Other items include ornaments such as animal carving or masks.

- **Grass-weaving.**

This type of an activity is an expertise for the women in this area. They make elaborate baskets and mats out of wild grass called ilala. This type of grass grows naturally along the streams and the rivulets of the area. The sale of these products also takes place in a very informal manner. The use of ikhwani also rents to products called icansi (a sleeping mat) and isicephu (a small sleeping mat).

- **Pottery.**

This is another type of an activity that depends much on the climate of the area. Because of the wetness of the area, clay soil becomes readily available. In creating such art, clay is rolled into long strips and wound around to fashion their pots. These pots are dried and buried in hot ashes around the fire. This type of product is called ukhamba. It is also sold informally also along the streets and in market places.

- **Beadwork.**

Capable women of the area engage themselves in this type of an activity. Beadwork is found decorating aprons, making of necklaces, on headdresses and embellishing the heads of the ceremonial sticks. Metal cups area also

embellished by this type of art. This product is sold informally in markets and along the streets.

- **Wire-weaving.**

This is type of art that uses small wires (those used for telephone technology) to create pottery covers, embellishment of sticks etc. On enquiring about the source of supply for the material, it appeared that this type of wire is now available for sale somewhere in Durban. This type of product is sold also in an informal manner like the others.

- **Sewing.**

Women of the area have integrated this skill with the traditional way of embellishment. They make wedding gowns with an African ambience, that is, colourful beads on the garment. The traditionalized garment called iphinifo, can be likened to an overall. It is made for women, and serves the traditional requirement of lobola.

A group of women called Abafelokazi (The widowers) have formed themselves to a group that works united to exchange skills in sewing. This seems to be the only skill in which one can observe some organizational ability.

The researcher also did establish that sometimes the sale of these above products is sold to individuals who come to buy for the purpose of reselling. This is usually become an exploitative way of battering, as producers are left with no option of deciding on the price of their products.

3.3.4 Historical conceptualization and its significance to e'Ndondakusuka Municipality.

The geographic location of the place called Endondakusuka starts north of Darnall in the south, covering Thukela Mouth and its spread, and Mhlathuze River in the east. It stretches and ends south of Gingindlovu. In the east, it also covers the Mangethe area, a sugar plain that is a strip that spreads along the coast.

These latest boundaries, as according to the 2000 demarcation, are reflected in the IDP document attached. Of significance, is the fact that the area between the Mhlathuze and Thukela Rivers was regarded as Prince Mpande's sphere of influence. His umuzi KwaMfemfe, eCotsheni in Ndulinde where Prince Shingana was born and buried.

According to Prof. J. S. Maphalala, the literal meaning of the name e'Ndondakusuka is, "delay to leave". The umuzi belonged to Nkomfiya kaSidleni kaNogandaya Ncwane, a once trusted general of King Shaka. The umuzi was on a hill called Gquzu, one of the highest points located about 5 kilometers north-east of the off-ramp road that connects N2 to e'Ndondakusuka Municipality. To the east, lies Ndulinde and Nyoni where King Shaka's eMasosheni was situated.

When king Shaka was uniting the Zulu nation, he used trusted warriors like Nkomfiya. Nkomfiya was born at eMabululwini, (the place of puffaders), a place located at the banks of Mhlathuze River, south of Ongoye Mountain where Nogandaya's grave is. After his father's death, he left his place of birth and proceeded south to build his umuzi on the Ngquzu Hill. In recognition of Nkomfiya's bravery, the wider area surrounding his umuzi, was soon called e'Ndondakusuka. King Shaka also named him Zulu , in recognition also of the deed that he fought for the Zulu nation. He then was popularly known as "Zulu ka Nogandaya."

When the invasion of e'Ndondakusuka by the British settlers called John Cane and Robert Biggar took place, King Dingane appointed "Zulu kaNogandaya" to be one of his izinduna (Prof Maphalala interview).

When British troop revenged for the killing of Piet Retief, John Cane and Robert Biggar were killed. From e'Ndondakusuka, "Zulu kaNogandaya" led a military expedition that went to invade the British settlers that had occupied a place called eThekwini. They fled into their ships, and the Zulu army confiscated all their livestock and destroyed their settlement.

The name e'Ndondakusuka also became topical and widely known on the 2nd of December 1856. That was when the war of e'Ndondakusuka broke out between the followers of Prince Cetshwayo and the British. By this time, the area had been proved to be suitable for the cultivation of sugar-cane. The English settlers already knew that Prince Cetshwayo was soon to take over King Mpande's throne. The British did not trust him, thus they created division among the Zulu ranks by sponsoring Prince Mbuyazwe as King Mpande's successor while Mpande was still alive. This was a serious mistake as issues relating to throne succession in the Zulu culture were discussed after the king's death.

Stationed at the British border post was Captain James Wamlisely (nicknamed Mantshonga by the Zulus). This was where the Zulus crossed when accessing the British colony of Natal. Another English settler in the area was E.F.Rathbone (nicknamed by the Zulus as Gqelebane). Mantshonga and Gqelebane had been instructed by the Natal colonial government to assist Prince Mbuyazwe defeat Prince Cetshwayo.

Rathbone had been allocated a residential site by King Mpande near the Msunduzi River in 1850, and there he built a homestead. This made him the first British settler to settle within the area under Zulu Kingdom's jurisdiction, which was north of Thukela River. Therefore, the war of e'Ndondakusuka should be comprehended against the background of British intrigue and greed for the land of the Zulu people.

John Dunn (nicknamed by Zulus as Jantoni), was sent by Captain James Walmisely to raise an army of Europeans in order to assist Prince Mbuyazwe defeat Prince Cetshwayo. Dunn later became Cetshwayo's confidant, adviser and English interpreter. The war took place under the leadership of Dunn, backed also by Mbuyazwe's army. The white army could not withstand the might of Prince Cetshwayo's army and resorted to fleeing across the Thukela River leaving behind Mbuyazwe's army to be heavily defeated by Prince Cetshwayo's army. Mbuyazwe and five other sons of King Mpande were killed. The Natal colonial government, that supported invasion, suffered unbearable humiliation. Henceforth, Cetshwayo became the King over Zulu people (Morris 1970: p 198)

3.3.5 Historical sites within the boundaries of e'Ndondakusuka Municipality.

3.3.51. The Ultimatum Tree.

It is on the right hand side of the UThukela River, as it flows towards the sea, and on the left hand side of the toll road bridge northwards. It was declared by the then National Monuments Council to be the property of the nation. This is where the ultimatum was delivered by the British invaders, to King Cetshwayo's izinduna.

It was drawn up by Frere and based on the misinformation and prejudice poured into his brain by high policy, alarmists, Zulu refugees and sundry disgruntled European missionaries, hunters and would-be labour recruiters.

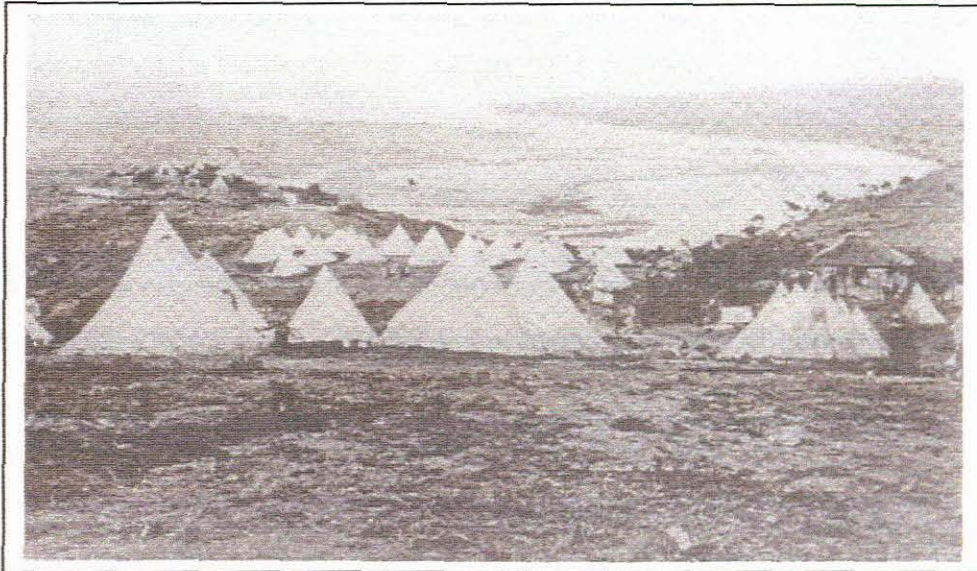
(Bulpin 1929: p. 260)

Among other complaints in the ultimatum was that Cetshwayo's promise to Shepstone at the coronation had not been fulfilled; it demanded that fair trials be instituted and indiscriminate blood shedding be ended; it demanded the abandonment of the traditional military system, whereby all young men were called up to serve the king for a number of years and could only adopt the headring and marry when he gave permission as a reward for service; it complained that existence of the army made all neighbours insecure; it demanded that all missionaries be allowed to return to Zululand, and that a British Resident be appointed to reside with the king and ensure that the ultimatum be properly carried out, and to supervise in any dispute between the Zulus and the Europeans. This led to the invasion of the Kingdom of KwaZulu on the 22 January 1879.

3.3.52 The Fort Pearson and the Graves.

About half a kilometer from the R 102 (the old main road to the North) towards the direction of the sea, on the right hand side, the site of the graves and the Fort Pearson can be seen. It was named after Colonel Pearson, because sailors had made themselves comfortable there. The graves belong to British troops that fought in the local wars.

Chelmsford's battle plan recommended a simultaneous invasion of Zululand by a number of separate columns, all converging toward Ulundi. As a result roads were constructed along the "Thukela River.



Fort Pearson (on the Natal side of the Tugela) from the Cemetery. The column comprising Fort Pearson and Fort Tenedos (on the Zulu side of the Tugela) under Colonel Pearson consisted of fourteen companies of the Buffs and the 99th, one company of Royal Engineers, 270 men of the Naval Brigade from H.M.S. Active and Tenedos, 200 mounted infantry, and 200 volunteers belonging to Durban Mounted Rifles, the Alexandra Mounted Rifles, Victoria Mounted Rifles, Stanger Mounted Rifles and the Natal Hussars; making, with the native contingent over 4,000 men. (Kellie Cannell Library)

3.3.5.3 Mathambo River.

The battle between Mbuyazwe and King Cetshwayo culminated its tension along a streamlet which joins Thukela River southwards, resulting to a severest fighting ever experienced in the province, the killing of no less than six of King Mpande's sons, including Mbuyazwe. The battle ended with a general stampede mostly towards the Thukela River, leaving a great white smear of skeletons of Zulu warriors and was forever after known as the Mathambo "the place of bones".

3.3.5.4 e'Ndondakusuka Kraal.

The name of the area was later named after this name in honour and recognition of Nkomfiya's bravery. It was originally built on the Ngquzu Hill, on one of the highest hills of the area, eastwards and towards the sea. It got its name from the fallen Zulu warriors of Prince Cetshwayo and Mbuyazwe, after the e'Ndondakusuka Battle of 1856. (Morris 1972: p 197).

3.3.5.4 Gingindlovu.

During the reigning time of King Jama and King Senzangakhona, the area used to be called Ntonteleni. After King Cetshwayo's victory at Endondakusuka, he was established as the heir of the throne. In recognition of that, he built his kraal and named it Gingindlovu (the swallower of the elephant).

By defeating Mbuyazwe, who had a tuft of hair on his body thus known as "Indlovu enesihlonti", it showed that he had swallowed an elephant. King Cetshwayo had built a kraal in 1856 and named it Gingindlovu (He who swallowed an Elephant). Pearson's troops scouted on the kraal, found it abandoned, and burnt it down.

3.3.5.6 Dlokweni Forest.

This place is also associated with the British invasion of the Zulu Kingdom in 1879. It is a forest near Thukela Mouth where the Zulu warriors led by Phalane ka Mdinwa Mkhwanazi, Tsewu Mkhwanazi and Mehlwana Khoza were positioned to guard against the British invasion.

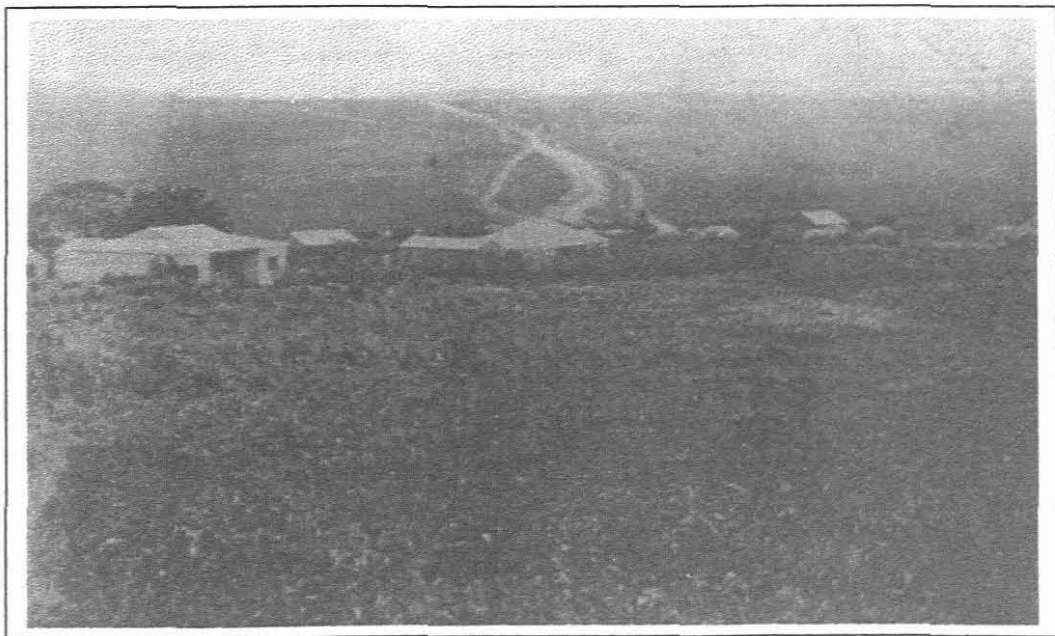
3.3.5.7 Mangethe area.

John Dunn had built his first house in a site near the forest known as oNgoye. This area was not so habitable. By this time, he had become King Cetshwayo's confidant, adviser and English interpreter. His following soon developed to a sizeable proportion, as a result he obtained more land near Thukela River. There

about four kilometers from Thukela river, he built a village and named it Mangethe(Mangethe is clan praise name of Zwane).

3.3.5.8 Matigulu.

The place was named after the river that provides water in the area. It is an old historical and natural feature, and it is not known precisely how it was named. Matimakhulu is indicative of the amalala influence of the 1200's in a precedent of IsiZulu, mati is amanzi, and gulu is makhulu, thus meaning big or high river water.



John Dunn's House

(Photo retrieved from Kellie Campbell Library/Archives)

3.4 THE PROPOSED ROUTE.

When outlining this route, the researcher saw it essential to draw its relevance from historical events of the Anglo-Zulu War that resulted in some areas being significant for this route. The researcher has taken a deliberate attempt to trace the route from e'Ndondakusuka Municipality area, stretching right outside and touching other areas. For tourism reasons, the researcher wanted to create, a meaningful and connected comprehension of the route outline. In justifying the route, the impact of the Anglo-Zulu war in Zululand (as from 1879) recounted. The justification was made, by relating a connected historical background of the following areas, stations and/or sites.

Before the impact of the Anglo-Zulu War in different parts of Zululand is highlighted, it should be stressed that it was difficult to ascertain the impact of the war in Zululand because:

- Some of the towns did not exist during the war
- Only two battles are regarded as the main battles of the Anglo-Zulu War, that is, the battle of Isandlwana and Uhundi.
- Most sources consulted have focused on the causes of the war and formations of both English and Zulu armies rather than what really happened during the war.

3.4.1 The reconstruction of e'Ndondakusuka Military kraal (Umuzi).

The reconstruction and the revitalization of this concept was one of the projects that were suggested in the IDP document of e'Ndondakusuka. It is envisioned as taking the shape of a Zulu cultural village with a few typical traditional Zulu huts forming the literal core. Whilst some huts are meant for exhibition, accommodation will form part of revenue generation for the municipality itself. (Appendix 5)

The major components of kraal / umuzi will be:

- The Arts and Craft Center, a feature that will be for both commercializing and showcasing of the arts in the making and in its completion stage. Its location to

be inside and at the entrance point. The reason for locating it inside will be for safety and easy access during odd hours.

- A conference Center, a feature that will supposedly be located inside but opposite the Arts and Craft center, and next to the entrance.
- The cattle kraal will take its traditional location that is in the middle of the structure. It will be occupied by a few Nguni cattle. This is a rare kind of cattle that is associated with the Zulu culture itself.
- Further and slightly away from the facility will be a venue meant for the performing arts. It should be away from the conference facility, as these facilities cannot operate simultaneously. The hut next to it should open towards it for catering purposes.
- The huts; two types of Zulu huts exist in the region. The one with grass roofing going as far as the ground, and the one that of which grass roofing ends high up and a wall foundation. Traditional Zulu huts can still be obtained in the areas of UMsinga and Nquthu.

3.4.2 Battle of Gingindlovu, 2 April 1879.

Lord Chelmsford, after his monumental defeat at Isandlwana, reassembled a force of approximately 6 000 men at Fort Pearson and this relief column set off on the 29th of March from Fort Tenedos. Early on the 2nd of April, their entrenched camp near the burnt out Zulu military camp of Gingindlovu was attacked in the mist by a force of approximately 10 000 Zulus under the command of Chief's Somapo and Dabulamanzi. Very fierce onslaughts were waged on both sides, but the Zulu could not breach the fortified British position and fled towards the Nyezane after another short , but bloody battle. In this battle a large number of the British were of the Naval Contingent whom the Zulu survivors described as "those terrible men in the white trousers". (Chadwick 1929: p 11)

Fort Eshowe was relieved on the 3rd of April with the 91 Highlanders in their tartan trews leading the relief column and playing "the Campbells are coming". The skirl of the bagpipes cutting through the darkness – it was almost midnight! The British armies entered the second phase of their expedition to reach Ulundi. The march towards Ulundi started after Eshowe disaster.

In this battle it is said that the war lasted for about 90 minutes and had over 1200, out of 10 000, Zulus killed while the British lost 9 and had 52 wounded with two officers and two men later dying from their wounds. (Chadwick 1929: p.11)

3.4.3 The siege of Eshowe

On the 23rd of January 1879 Col. Pearson's column reached the abandoned KwaMondi Norwegian Mission Station, and immediately set about setting up the supply station. A couple of days later a convoy of wagons set off to fetch more supplies from Fort Tenedos, while the construction of the mud fort began. This consisted of substantial entrenched mud and timber ramparts. It was only on the 28th of January that news of the Isandlwana victory by the Zulus was received and Pearson decided to remain at Eshowe. Further supplies arrived and Col. Pearson dispatched all the mounted men with some of the N.N.C. who returned safely to Fort Tenedos the same day. Pearson and the remaining force of approximately 1 700 men further entrenched the fort and by the 15th of February large parties of Zulus were visible but stayed out of rifle range. (<http://www.battlefield.co.za/history/anglo-zulu>)

Prince Dabulamanzi, half-brother to King Cetshwayo recently having led the failed attack on Rorke's Drift, was in command of the Zulu force besieging Fort Eshowe. The siege lasted for ten weeks, during most of which time all communication for the British was cut. Many abortive attempts were made to communicate with Fort Pearson and due to the bad summer weather, malaria and dysentery were rife and 31 British, 4 officers and 27 other ranks, died from disease, not combat wounds, to which the nearby small British cemetery bears witness.

A force formed to support Melmoth Osborne was raised in the 1883 under the command of inspector G. Mansel. The force was called Nongqayi (The restrainers). Unfortunately it had little to restrain anyway. (Gillings 1818: p14)

The garrison had sallied out in an attempt to destroy the military kraal on the place called Ntumeni. The kraal was later burnt down. The siege was finally ended on the 3rd of April, by the arrival of a relief column led by Lord Chelmsford. On the 5th of April, after evacuation by the British, the Zulu force immediately burnt the site to the ground.

3.4.4 Ongoye and Mkhuze

There is less or nothing much mentioned about Ongoye and uMkhuze during this period. After all Ongoye was at the side of the war route taken by Pearson and later Chelmsford. However Chadwick argued that there were forts, Napoleon, Richards and Argyle near the present Empangeni area, built by British army during the war and that is the only mention one can trace of Ongoye involvement in the war. Ongoye could be likened to Melmoth because it looks like it functioned as the preparation ground for the British army. (Chadwick 1929:p2)

None of the columns were supposed to pass in this area because the first one came from the UThukela area up to the north following today's Durban- Ulundi route while the other column came from Transvaal and down south passing Hlobane and Vryheid until they reached Isandlwana near Nquthu.

The other one had to come from Pietermaritzburg pass Greytown and go via Helpmekaar and turn to Rorke's Drift and cross the Mfolozi River to Ulundi.

3.4.5 Nkandla Area.

Nkandla's situation looks the same as in Melmoth because there was no war fought in the area except that the area became involved in the war because the main target of

the British army, Cetshwayo, had ran to Nkandla. There are no known facts as to whether there was any resistance from the Zulu army during the search of Cetshwayo.

The reason why it was impossible for the Zulu army to fight back or resist Cetshwayo's hunting is that a lot of commitment had been based at the Isandlwana Battle and Ulundi Battle, of which the Ulundi battle was a disaster for the Zulu army. Close to the forest was Cetshwayo's kraal called Sigwadini, which is where he chose to settle during his last days. When he died he was buried in the Nkandla Forest near Mome Gorge on the 23rd April 1884. (Knight 1998: p180)

3.4.6 Melmoth Area.

One needs to note first that in 1879 Melmoth did not exist as it started in 1887 after a donation of land from J.A.F. Ortlepp to Melmoth Osborn to allow the government to build offices and a prison in the town. Melmoth Town's establishment had been after the annexation of Zululand by Britain. During this time one can talk about Mthonjaneni rather than Melmoth.

The district was obviously involved in the Anglo- Zulu War. No battle took place in Melmoth (Mthonjaneni) but the African chiefdoms in Melmoth (Mthonjaneni) played a role in the battle of Isandlwana and they might have participated in the Ulundi battle again in July.

In the battle of Isandlwana, a chief of Biyela clan / tribe and his people of the Ubuka known as Mkhosana ka Mvundlana participated in the war. He was the induna of Khandampevu regiment He was killed in the same battle. The significance of the Anglo-Zulu War with regard to Melmoth is interesting because even though the war was fought outside Melmoth, Natal soldiers going to Isandlwana passed through Melmoth on the 17th and 18th of January 1879.

On the second phase of invasion aimed at Ulundi, Lord Chelmsford used Mthonjaneni to prepare for the attack of Ulundi. Fort Mthonjaneni was built on the Babanango-Melmoth road and on the turn-off to Ulundi. On the Melmoth-Vryheid road, British

soldiers built another fort called Fort Nolele. Also significant, is the fact that British soldiers were buried at KwaMagwaza area in 1879. These soldiers died when the Zulu army attacked the Anglican mission at KwaMagwaza during the Anglo-Zulu War.

3.4.7 The Battle of Ulundi, 4 July 1879

On the 4th of July, Lord Chelmsford crossed the White Umfolozi River where they found Zulu army waiting for them on the Mbilane stream. After a short while the Zulus retreated and the British army followed them as far as the hills to the north, in the direction of Mahlabathini. It is argued that the confrontations lasted from about 35- 40 minutes and the British lost 2 officers and 10 other ranks killed and 1 officer and 69 ranks were wounded. The Zulu casualties totaled between 1000 and 1500. After that, confrontation the British army proceeded to Ulundi where they burnt down all the royal homesteads in the vicinity of Ulundi.

Cetshwayo managed to escape unharmed and took refuge at Ngome forest in KwaNgenetsheni. British soldiers pursued him and it is said that he was located on the 28th of August 1879 inside the forest. He boarded ship at Port Dunford, and, was then imprisoned at St. Helena in the Cape. It took British soldiers a few weeks to suppress the Zulu army in the outlying districts. After the defeat of Ulundi, Lord Chelmsford resigned and Zululand was divided into 13 chiefdoms.

3.4.8 Conclusion

Areas that have been identified as important in this section of the study, have been made mention of because of their significance in the Anglo-Zulu War. Wars of this nature had a significant impact to the areas themselves. Wars took place in these areas in a route form because the main focus of the war, on the side of the British, was Ulundi where King Cetshwayo was.

This chapter was made to revolve around a motivative discussion by mentioning factors that justify:

- Why LED?
- What IDP is?
- The researcher was in support of the research that sees tourism as an untapped opportunity for e'Ndondakusuka.
- How relevant culture is to the area?
- How historical vents that make a retrace through the Anglo-Zulu War resulted to the areas of historical significance?
- How areas of historical significance resulted to the proposed tourism route?

Local Economic Development as a government strategy is seen to be one of the only strategies that will assist alleviate poverty and create jobs in the area.

The premise from which the discussion came, was an established fact that the previous RDP could not produce expected outcomes. Therefore, the LED through a well-planned process of IDP became a new strategy for the municipalities

The researcher has also attempted to describe some historical sites that are found in the area. In doing so, the area was put on the spot as a sufficient attraction on its own. A brief but sufficient history accompanied this discussion so as to establish connectedness among the sites themselves. Again, to motivate its sufficiency and its relevance to economic initiatives and environmental features, the Thukela River, the Coastal strip, allows it to be defined as a cluster.

Clustering a newly proposed alternative that sees clustering as an option to consolidated economic growth.

The connectedness of the events that related to the war triggered another point of departure to the researcher, which then led to a discussion that highlighted other external areas of interest that have a significant importance about Anglo-Zulu War.

The premise of the government policy, that of job creation, poverty alleviation and social upliftment of the community was accommodated. Features of umuzi that were seen as possible vehicle of providing the above, were among others, Arts and Craft Center.

The kraal was described as a cluster on its own. This is so because it is to form a magnetic force where on other tourism environmental assets interlink. Further to this description, e'Ndondakusuka was also made to the proposed North Coastal Cluster. The significance of a cluster reveals that it is in the Province's interest to create a link between projects that are coastal and tourism related.

The community that resides in rural areas, still has some attachment to its culture and this strengthens the view of cultural tourism.

The location of e'Ndondakusuka municipality puts the area at a favorable geographic spot because; there already exist project proposals which are aimed at making the area economically viable.

SAPPI and Isithebe mostly support the present state of economy. SAPPI, a single large producer and an employer of about 1500 workers, is also a contributor to the proposed North Coast corridor.

Isithebe also employs a figure of 1500 workers in the area. The Small, Medium and Micro Business has not had a significant impact in the area, which is why the area still needs empowerment and skills development in business for women from previously disadvantaged groups.

The climatic conditions of the area also favour good agricultural projects. Partnerships have already been initiated between the municipal office and the department of Agriculture based at Eshowe and this move has very promising results.

Tourism is of the important economic cornerstone for the development of the area. Tourism analysis indicates that recreational/adventure and mass tourism represent an important segment for the area. Cultural and Historical facilities are in abundance, making investing in tourism a distinct possibility.

The following sites form part of the recommended Cultural and Historical sites form core recommendations for tourism researchers about traditions that researchers have identified:

- The erection of the Zulu Military Kraal (Umuzi)
- The restoration of Fort Pearson and the War Graves
- The building of the Arts and Craft Center
- The putting up of an interpretative monument at Ndulinde Hill and
- The support of home-based Agricultural projects.

Projects that are meant for the development of the economy of the area have been included in the IDP document which focused on projects and initiatives that are both of social and economic value. Municipalities are to strictly follow this document by aligning its budgets with the projects of the area.

It is worth noting that the future of the area cannot depend only on agriculture, as this opportunity cannot provide sound sustainable development principles. Thus there is a need to diversify, e.g. from sugar cane production, could help provide a distinct possibilities of economic growth in the area. This is why tourism is becoming a promising opportunity for the area.

Attempts have been made in this chapter, to respond to very intricate questions that resulted to this research. This was done in order to link the local need of the area with the opportunities, which some of them have been identified by other researchers quoted in this study.

It has been acknowledged in this study that there are areas like Mangethe, that form part of the important history of the area, which have not received a significant tourism potential. Nature reserves and the coastal area also form part of attraction that should be seen as a package for the tourism cluster of the area.

Tourism sites are said to be under-utilized and underdeveloped, yet there are so many of these with potential and they form a good package for tourism.

Traditional and customary activities of the people in the area are reflective of uniqueness, which is an attraction in itself. The area is still affected by ceremonies and celebrations that dominate both the rural and the urban population, e.g. Umemulo, imishado, imingwabo etc.

Cultural events especially are celebrated by a significant number of the community. This includes those events from a national calendar.

The climate of the area also has had influence on the type and the nature of the arts and craft that are found dominating the area. There are handcrafts produced out of wood, grass and clay soil. Women form groups and produce sewed products, beadwork and wire weaving.

The conceptualization of the name e'Ndondakusuka and its relevance to the area, has been included in order to reflect the significance of the area's history. The name is all inclusive of the assets that form a tourism package.

Almost all the areas, station, venues where wars took place, were recounted. This was done for the purpose of creating an ideal route of the Anglo-Zulu War. The route is not to be taken separately from the North Coastal Cluster. The importance of the cluster is regional, whereas the importance of the route is both regional and connective to areas that lead to Ulundi.

It has been highlighted in the discussion that the route will cover:

- **e'Ndondakusuka**
- **Eshowe**
- **Ongoye**
- **Nkandla**
- **Melmoth and**
- **Ulundi**

All these areas have been identified in order to highlight their tourism importance in this study.

CHAPTER 4

ANALYSIS OF DATA AND PRESENTATION OF THE FINDINGS

4.1 INTRODUCTION

When conducting research at e’Ndongakusuka, it was crucial to get information by considering the following institutions:

- The local government
- SAPPI
- Organised business including Isithebe
- The traditional leaders – Amakhosi
- Tourism Cluster in the North Coast
- Isithebe Industrial Plant

The support from the above institutions is of primary importance for the successful implementation of local economic development projects envisaged for the e’Ndongakusuka Military Kraal.

The local government appeared to be the key player in this area. In fact, there is no quotable scenario in the world or in South Africa itself where LED is said to have been successful without a significant role played by the local government.

Isithebe, formerly known as KwaZulu Finance Corporation, was noted as having been a potentially key player in the area for obvious reasons, some of them being that it was the initiator and subsequent manager of the successful introduction of a very substantial industrialization in the area. The capacity of the Isithebe therefore, is to be combined with KFC and SAPPI in order to provide the required capacity to achieve several development goals, including that one of Local Economic Development.

Lack of linkages to local institutions that is, in relation to actors and leadership systems in the area, was a remarkable observation to the researcher. Also, striking, was a surprising dualism in the social environment, though not caused by race, its sensitivity and lack of ownership for proposals was noted.

Very obvious was the fact that there was lack of locally focused communal life e.g. social clubs. This was somehow connected to a relative absence of local social cohesion and the lack of undisputed support for significant and purposeful players.

This concern based on lack of social institution and locally focused leadership amongst white people in particular, must be a source for concern among those seeking to promote a strategy of economic renewal with investment in the area. This concern was drawn from the observation that quite a significant number of whites were patronizing a club in Darnall, and likewise, were sending their children to high schools in Stanger or Durban.

Before data was analysed, the researcher thought it was relevant to give a global picture of how the spheres of influence that fall under tourism affected one another.

4.2 THE SPHERES OF INFLUENCE

4.2.1 The First Sphere of Influence

“The Kingdom Of The Zulu”

It is a capturing phrase of the province’s variety tourism assets. It is a powerful tourism branding for the province. The province is also represented in an amalgam of 5B’s;

- **The Battle fields:** These capture the historical and cultural diversity of the province with particular attention to both colonial and territorial wars.
- **The Beach;** It is along stretch of coastline covering the beachfront of Durban going north and south.
- **The Bush:** It captures natural or eco-tourism assets of the province in the form of nature and game reserves, parks mountains and other facilities.
- **The Berg:** It is located around Drakensberg and various facilities are found around this location.
- **The Buzz:** This refers to the vibrant life that affects the cities, particularly Durban which is a 24-hrs attraction.

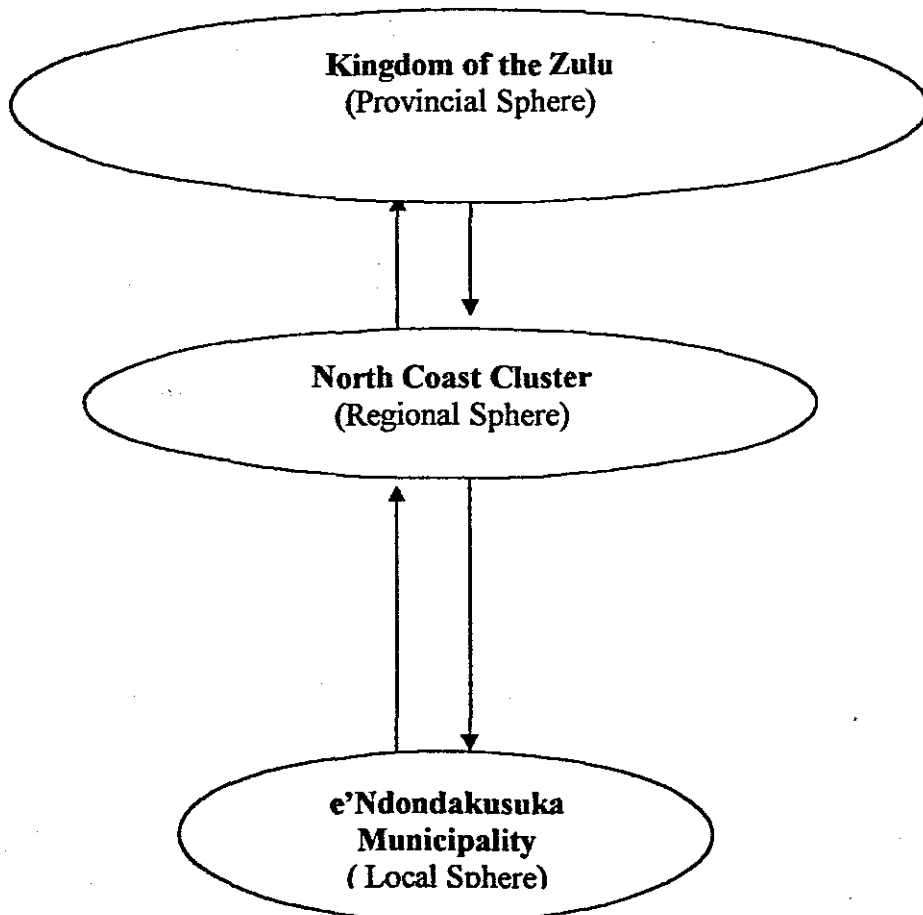
4.2.2 The Second Sphere of Influence.

Tourism in the North Coast

The North Coast Development Cluster falls within the jurisdiction of the Dolphin or Coast Tourism Region. The region is located strategically, because it is linked to N3 and N2 routes; also has direct connection with Midlands, Zululand, Battlefields and Durban. In terms of economic impact and output, the lower Thukela is said to have the higher contribution to tourism, accounting for 13%. However, the contribution of the whole cluster to the province is presently very minimal, and this is due to co-ordinated strategies of marketing, and lack of knowledge of the other untapped tourism features in the Province.

4.2.3. The Third Sphere of Influence.

An illustration on Tourism Spheres of Influence and their Spatial relations:



4.3 DATA ANALYSIS.

e'Ndongakusuka falls within the North Coast Economic Development Cluster. Spatially, the region is bounded by Eshowe in the north, Tongaat and Ballito in the south and Dalton in the west, just before New Hanover. It is strategically located in terms of the highly accessible N3 and N2 routes: direct linkages with Zululand, Midlands, Battlefields and Durban tourism region and active linkages with Maputo, through the Lebombo Spatial Development Initiative (LSDI).

In analysing information collected, a **SWOT** analysis procedure was used to analyse the Geographic, Demographic, Industrial and Tourism scenarios of the area. This was done so as to give support evidence and justification of the study in terms of what is there which is worth exploiting in the area. This also was an attempt to respond to why the social aspect of the community has up to this time not been positively influenced by these scenarios.

4.3.1 The Strengths of e’Ndongakusuka

In this instance, the strengths of this area would refer to present abilities and conditions that favour the area. The fact that it has been identified by the government as an industrial growth node into Provincial Spatial Growth & Development Framework, proves that fact. Industrial institutions located there are willing to partner with the municipality for an effective economic strategy implementation.

4.3.2 The Weaknesses of e’Ndongakusuka

This refers to uncontrollable and uncertain scenarios that affect the area. For an example, the political situation of the area is very uncertain thus non-confirming to any assumption focused on future intentions of environment. Another obvious weakness is was poor infrastructure, which results in ineffective support linkage between town and the rural area.

4.3.3 The Opportunities of e’Ndongakusuka

This would in this case refer to potential abilities and ventures of the area that are to be exploited in order for the area to gain economic strength. For an example, the cultural and historical assets that the area has could be turned into viable opportunities that can bring growth to the area, is if tourism strategies are effectively implemented.

4.3.4 The Threats to the e’Ndongakusuka Municipality.

This aspect refers to situations that are within control but are not yet tackled. Crime is still a serious concern in the area, which is a fundamental threat to a possible economic growth of the area. Social dualism and lack of support for locally promoted activities remain a threat as community co-operation in order to arrive at a single-purposed objective is important.

4.4 GEOGRAPHIC SCENARIO

4.4.1. Geographic Strengths

- The area of e’Ndongakusuka has been identified as an industrial growth node into Provincial Spatial Growth & Development Framework.
- It is strategically positioned between Durban and Richard Bay.
- The area has a long-term commitment from SAPPI as the major regional power and employer.
- Isithebe has a good infrastructure and well established (sites of about 270) industrial base in the area.
- Its closeness to N2 and MR2 puts it on the advantage of a good network link, with a main rail coast link in the north.
- It has an advantage of a large workforce.
- A promising environmental strip around Thukela Mouth is an opportunity for tourism recreational facilities.
- Has a diverse natural environment.
- Water is readily available from Thukela River.

4.4.2. Geographic Weaknesses.

- The area has no relevant current investor research because of poor marketing.
- It has no substantial and accurate research data.
- Freehold ownership of factory land and buildings encourages thoroughfare manufactures whose presence does not effect any significant revenue for the area.
- Isithebe industrial base is rather too far from the N2 and the quality of road leaves much to be desired.
- There exists weak if not non transport linkages with the rural hinterlands economy.
- UThukela Valley is a barrier to regional integration resulting to difficult and expensive service delivery.

4.4.3. Geographic Opportunities.

- It has needs to develop systems which promote economic efficiency, competitiveness and sustainability.
- It has to focus on and redevelop Isithebe's key existing strengths.
- It should formulate a strategy which will capitalise on the region's central location between Durban and Richards Bay.
- It must develop strong regional, national and international trade, marketing and support links.
- It should identify its local competitive advantages.

4.4.4. Geographic Threats.

- There is a serious concern over water supply to areas further away from town.
- There is a cold but very effective political power struggle over decision making of on factors that affect general community life, hence a significant slow progress in economic development.
- The area is fragmented in pockets of both urban and rural development.
- Pollution is a threat, not only to the community but to tourists as well.
- Natural environment has been badly degraded by over-grazing and uncontrolled fires.
- The proposed La Mercy Airport is not yet a reality, possibly because of financial implications and land-related issues.
- Insistence over bureaucratically administrated processes still prevail over investors. There should be an investor friendly approach.
- The area should implement what is unique to its environment not to try and replicate or duplicate other local governments.
- The land issue of Mangethe is still lingering.

4.5 DEMOGRAPHIC SCENARIOS

4.5.1 Demographic Strengths.

- The local council is committed to facilitation of development.
- The ICCI is committed to play a leading role leading towards the economic development of the area.
- Commerce and industry have initiated partnerships (PPP) with the councils (a principle supported by the Provincial government).
- People are willing to work for relatively low wages.
- Isithebe is the main employment center in the region.

4.5.2 Demographic Weaknesses

- There is lack of relevant technical, commercial and administrative skills.
- There is very low levels of entrepreneurial skills.
- There is need for social services like pension pay points, resource centers and postal service library, entertainment and recreational centers, like a safe beach.
- There is insufficient number of education facilities across the board.
- Lack of old age accommodation, hospital and education facility like a Technical College.

4.5.3 Demographic Opportunities

- Poverty necessitates crime and there needs to be campaigns against crime and also some education about how much damage crime causes in the area.
- Communications between labour, business and local government can be improved.

4.5.4 Demographic Threats

- Pollution from SAPPI threatens the state of life of the people.
- Impasse on development around the area is caused by differing political ideologies.
- Land invasion and the present land dispute around the Mangethe area.
- Housing shacks threaten the town outskirts.

4.6 INDUSTRIAL/ COMMERCIAL SCENARIOS

4.6.1 Industrial/ Commercial strengths.

- The area still has more space for future expansion.
- There is cheaper rentals from KFC.
- KFC is committed to local improvement of the area.

4.6.2. Industrial / Commercial Weaknesses.

- There is lack of empowerment of small by means of subcontracting.
- KFS focuses on industrial support only.

4.6.3. Industrial / Commercial Opportunity.

- Chances exist for developing a market which will sell locally produced products.
- Economy base needs to be diversified for economy expansion purposes.
- Mandeni to be promoted as the core industrial area in the region.
- Promotion of partnership between big business and emerging business.

4.6.4. Industrial / Commercial Threats

- Pressure of wage increment demand in the face of international competitiveness.
- Escalating transport costs and the distance from markets poses a threat and access from the N2 is still inadequate.

4.7 TOURISM SCENARIOS

4.7.1 Tourism Strengths.

- The climate of the area and the sea is warm right through the year.
- When it comes to location of the Endondakusuka, it is so well positioned between Durban, Richards Bay and Maputo corridor.

- The area has a potential to plan and implement tourism projects.
- The area is rich in historical sites with many site of cultural significance e.g. The Ultimatum Tree, Mathambo River etc.
- Research on tourism opportunities has been done with recommendations made to trigger action projects with emphasis placed on the following:
 - Ultimatum Tree.
 - Fort Pearson.
 - Harold Johnson Nature Reserve.
 - e’Ndondakusuka Military Kraal.
- The Thukela river has been identified as having potential as the recreational facility of the area.
- There is still a large strip of land along the sea, still undisturbed and still with natural and indigenous vegetation and dunes.

4.7.2 Tourism Weaknesses

- Historical sites did not receive economic acknowledgement in the past.
- Historical sites are not well commercialised or marketed.
- The area still lacks suitable infrastructure and facilities.
- Coastal development is not yet integrated into a significant and marketable package.
- Series of cultural events still have no tourism attraction marketing strategy for purpose of economic viability.

- The area still has no sleeping accommodation and self-catering facilities.
- Tourism is not as yet packaged into a significant commercial product.
- Existing facilities are still degraded and unrestored
- There is no attraction of number one importance, which is unique to the area.

4.7.3 Tourism Opportunities

- There is a chance of identifying creative ways in which to integrate tourism assets into a tourism strategy.
- There are chances of developing a tourism cluster that is aligned to other sustainable development in the region.
- There is opportunity for tourism campaign.
- With tourism signage and proper mapping, marketing could be effective.
- Key tourism success factors are:
 - Appropriate support structures.
 - Enhancement of product choices.
 - Introduction of effective communication strategy.
 - Tourism awareness campaigns.
 - Process of tourism upgrade of products e.g. Arts, Craft and Natural assets.
 - Identification of opportunities which can and should be filled.
 - Identification of opportunities that can be promoted and implemented with the present financial constraints.
 - To nurture partnerships with provincial, national and international tourism corporates.

4.7.4. Tourism Threats

- Historical tourism assets are badly down graded because there has been no acknowledgement of the fact that they could be looked at as survival opportunities.
- The proposed project of the La Mercy Airport has no indication of taking off the ground yet.
- The area lacks support of capital assistance for some major projects to take place.
- Crime still remains a serious concern for possible venture capitalists.
- Political sensitivities of the area remain a concern as some priorities still get influenced by politics.
- Marine reserves are being unreasonably exploited because there is no control over its environment.

4.8 FINDINGS FROM THE RESEARCHER'S EXPERIENCE.

The researcher has been able to get information from some organizations, where his services are used on part-time bases on projects related to this study. The organisations are:

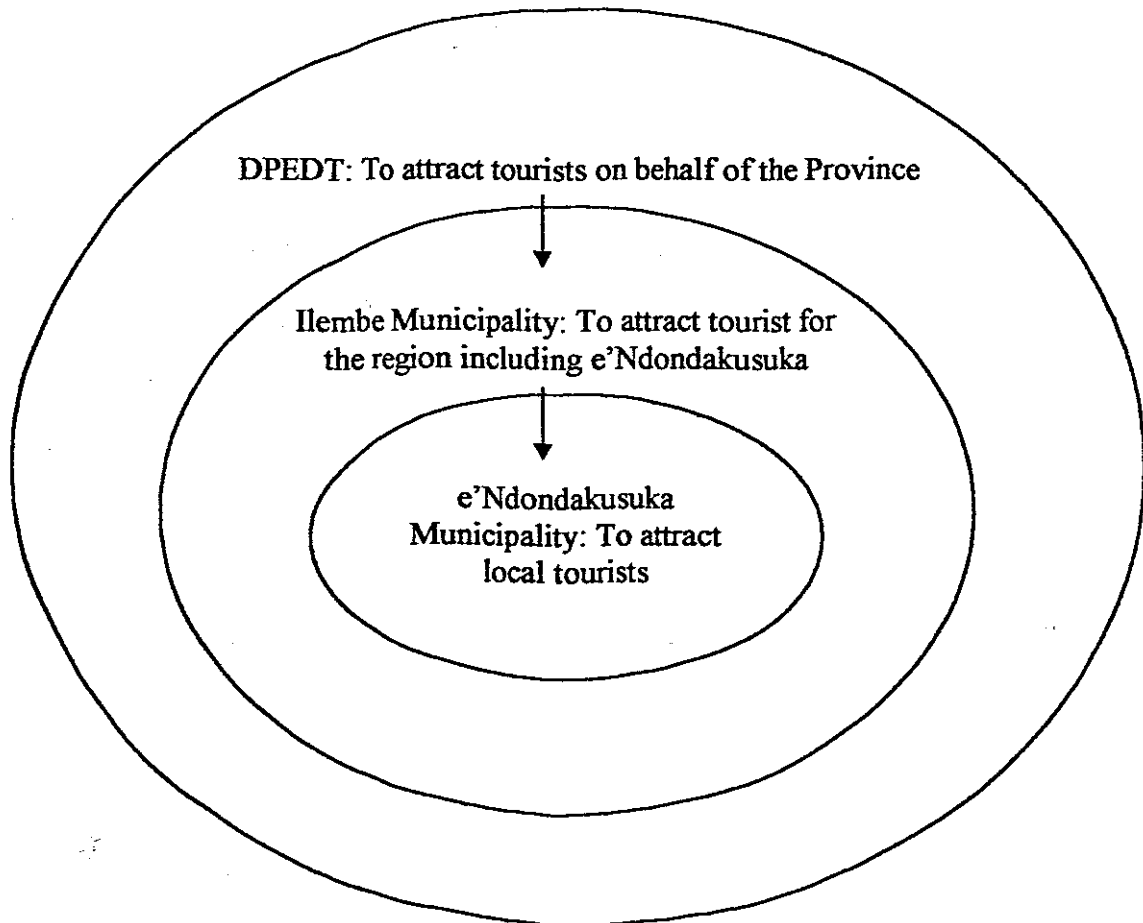
- Deloitte & Touche: as a researcher on the Rural Service Center and Ilembe District Status Quo Report.
- Genesis: as a co-researcher on projects that are related to tourism cluster along the coast.

- e'Ndondakusuka Municipality: as a facilitator and project manager for projects.
- Multi consult: as co-researcher for projects relating to communications systems at Ilembe District Municipality.
- Haley Sharpe: This is reputable organisation that has taken tourism as its speciality. It has also been involved in the current projects piloted by Ilembe District Municipality.

The researcher was involved in the region with an organisation called Haley Sharpe. It originates from Europe and it is international in its operation. The researcher was working co-operatively with Micheal O'Brien, a senior representative based in South Africa, with planning and implementation of some projects in the region. This association with this organisation helped the researcher to arrive at some conclusions that formed part of his findings.

The researcher concluded with that experience, that e'Ndondakusuka Municipality cannot operate as an entity, but its success also rests in the sustenance and relation promotion with other areas in the region. In other words, e'Ndondakusuka's local economic development of Tourism product need to fall within the internal existing and potential destination mix of Ilembe District Municipality and Provincial Department of Economic Development. This should happen both in product and in operation.

The following illustration was drawn in order to outline the sphere of relationship and influence of e’Ndongakusuka Municipality:



Michael O' Brien - 2002, confirms the researcher's findings through an interview saying that:

“...Tourism product is rarely commercially successful in isolation; rather it needs to fit within its ‘destination Mix’ (clustering of variety of tourism attractions, resources, facilities and services) and to enhance the market reputation of that Destination “

He maintains that e’Ndongakusuka Municipality should also form part of the proposed tourism route. The inclusion of the material relating to this proposal was for the fact that this area of investigation should not be seen in isolation but should be part of the primary tourist markets, as well as the coastal corridor and the N2 freeway.

When analysing data, the relevance of e’Ndongakusuka Municipality and its projects, was made to relate to those initiatives pioneered by Ilembe District Municipality within the region (cluster).

The following illustration shows how the researcher analysed the scenario of e’Ndongakusuka’s sphere of tourism influence. Facilities mentioned start from Dolphin Coast, covering KwaDukuza towards Greytown, e’Ndongakusuka bordering on the southern border of Eshowe. The inclusion of facilities on these areas were made for the e’Ndongakusuka to have a sustainable state of tourism industry. It has economic relationship with places around it, hence the cluster concept. From the cluster, the route becomes possible.

Ballito/ Zimbali/ Tinley Manor/ Zinkwazi/ Shaka's Rock:

- Zimbali Lodge
- Coastal hiking trails & canoeing
- Green fields of sugar-cane
- Shopping & financial facilities at Ballito
- A significant number of B&B's
- Plenty of Hotels, resorts and accommodation facilities
- Scuba diving and fishing in Ballito
- Umvoti Valley

Stanger, Ozwathini, Greytown area:

- Lilani Mineral spring
- Traditional Zulu Villages in the tribal areas
- Scenic and splendour views and undulating mountains
- Wild life, bird life and small antelopes
- Zulu Indian culture linked with sugar cane
- Louise Botha's birth place
- King Shaka's Grave
- Albert Luthuli's grave

e'Ndondakusuka Municipality area:

- Zulu Military Kraal
- John Dunn's Grave and Home
- Ultimatum Tree/ Fort Pearson & War Grave
- Thukela River Mouth
- Mandeni Golf course
- Thukela Raft Race
- Anglo-Zulu Battle sites
- Ingwenya & Matigulu Nature Reserves
- Fort Nongqayi and the Museum

Within an above illustration, it is evident that the cluster area is dominated by the recreational and adventure type of tourism linked in particular to the coastal resources in the form of the beach and water facilities. The North Coast cluster is generally known for its beach and up market tourism.

Whilst cultural and historical tourism related facilities represent an important asset for the Cluster area, this segment of tourism is yet to receive more attention. Put simply, it represents an important **untapped opportunity** and has potential for tourism development strategies in the Cluster area.

Discussions with different researchers proved that the above statement is based on the following factual considerations:

- Culture, wildlife and natural resources are considered the most important tourism attractions for the tourism sector.
- The importance of cultural and historical tourism is emphasized by the fact that the 1998 tourists survey reflects that Zulu Villages, Sodwana, Hluhluwe, Southern and Northern Berg all received a 100% rating.
- Tourism authorities (Michael O'Brien of Haley Sharpe) maintains that the financially strong market for the North Coast lies in foreign tourism, with the European market having accounted for the 64% of foreign visitors to the North Coast.

An organisation called Deloitte and Touch, the researcher had formed partnership on a research that involved developing a model called Rural Service Center. This investigation was financed by Ilembe District Municipality.

The overall objective of this report was to provide a 'Rural Service Center' Local Economic Development Business Plan, It could than be presented to the Ilembe District

Municipal Manager and the LED Director for implementation. This report was intended as one section of a larger assignment to deliver an overall Local Economic Development assessment and set of recommendations for implementation by Ilembe District Municipality.

The Rural Service Center (RSC) assignment was to comprise of the following components:

RSC LED – Best Practice Review and Recommendations.

RSC LED – Status Quo Evaluation, Gap Analysis & Options review.

RSC LED – Strategic Intervention & Detailed Business Plan.

RSC LED – Peer Review and Finalisation of Business / Operational Plan.

RSC LED – Develop a Learning Product.

The above would then immediately be followed by undertaking a training needs assessment, recommendation of training programmes and to provide mentorship training for the implementation of the approved Rural Service Center LED Business Plan.

The approach to this report required cognisance to be given to a number of rural social and economic development initiatives that are already underway within the Ilembe area, which are being driven from a variety of ad-hoc and structured Provincial, District, Local, Community and Private Sector perspectives. It was also going to initially address the development of Rural Service Center's and their potential to positively impact on Local Economic Development in a generic form, particularly in terms of 'Best Practice'. This would be followed by a Status Quo environmental scan, which will be used to provide linkage between the 'theory' and 'practice'. The Strategic Intervention and Detailed Business Plan would then unpack and provide recommendations for the synergistic application of existing initiatives into the proposed new structuring for Rural Service Centers within the context of Local Economic Development.

It had been agreed with the Director: Economic Development and Community Services of Ilembe District Municipality, Mr Mike Newton that Ms Queen Pretorious be assigned as the Ilembe Official as part of the Rural Service Center Team. (*refer to Chapter 1: Hierarchical Structure*).

The vision of the District was to improve the quality of life of the people of Ilembe District, by increasing opportunity choices and provide wider access to social, agricultural and other economic resources, thus providing a thriving community status.

4.8.1 BEST PRACTICE - RULES OF THE GAME

4.8.1.1 An effective Rural Service Center would be able to help with the generation of products derived from the environmental needs. The assessment of these local municipalities revealed that opportunities and initiatives had already been started. The Rural Service Center should therefore respond to these evaluated opportunities and needs in order to provide solutions to the communities. The purpose of a Rural Service Center was also being emphasized by the fact it should facilitate service delivery, ensuring spatial integration of service and reduction of time and money spent by locals in accessing services and resources.

RSC Best Practice Rule 1: The Rural Service Center model must be conceptualized on the basis of it being identifiable with the community's needs and by delivering relevant and quality service.

4.8.1.2. The proposal of the Rural Service Center is a pro-poor oriented as this is a scenario where funding is made available for purposes economic development, enablement and empowerment. For a poverty alleviation scenario, grants are provided with the intention of bringing social relief. At a level of a poverty alleviation scenario, a Community Development Center is a suitable feature.

RSC Best Practice Rule 2: The Rural Service Center is a pro-poor concept for delivering service focused to both social and economic community aspects with an intention of providing sustainable outcomes.

4.8.1.3. As mentioned above, the purpose of Local Economic Development is to eventually arrive at an export economy, hence sustainability. This incremental approach of the economic spheres is as a result of the regeneration of new economic opportunities as local business will be energized resulting in broader economic and marketing spheres. Again, for the Rural Service Center that would be compatible with Local Economic Development of local municipalities, the DM of Ilembe would have to assume a strong and a reliable role which would render support and facilitation with Local Economic Development.

RSC Best Practice Rule 3: An Rural Service Center should focus towards export economy as this outcome is of paramount importance in an effective Local Economic Development scenario.

4.8.1.4. All municipalities or villages have been somewhat located at important routes that are connected to local towns. This effort was to change these unplanned villages into formal towns with sufficient thresholds to attract higher order economic activities and sufficient capacity to render effective service delivery.

For these local municipalities to respond to a balanced Local Economic Development environment, infrastructural initiatives should be aligned to social and economic needs. This would help to facilitate intended export relations between the internal and the external product exchange, because costs can be reduced.

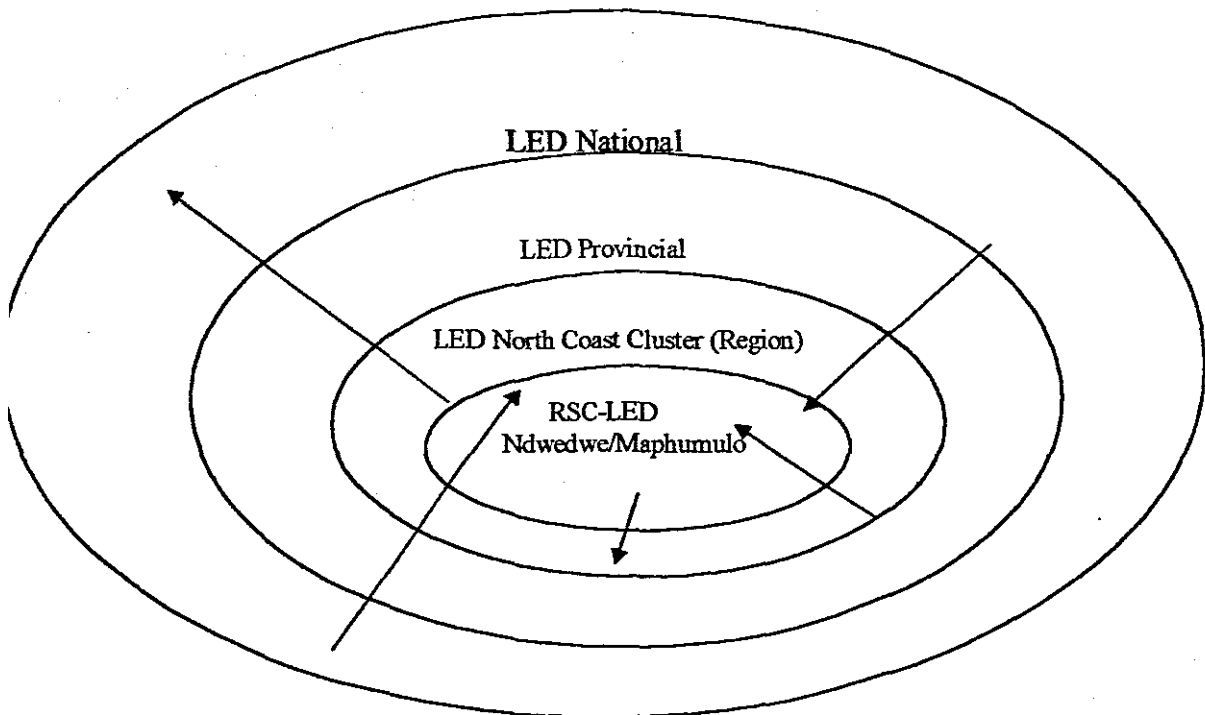
RSC Best Practice Rule 4: For the Local Economic Development to succeed there must be reasonable infrastructural support.

4.8.1.5. The fact was that there already exist organizations and institutions that are engaged in both social and economic contributions in the communities of these local municipalities. These efforts should not be duplicated and at the same principle should apply to facilities that are already in existence. For an example, a Multi-Purpose Center is already in existence in the area of Ndwedwe. This Rural Service Center (RSC) proposal therefore, should not re-invent the wheel. Ilembe District Municipality (DM) was to ensure that it came up with vehicles that are sure to assist in bringing synergy within the existing processes and initiatives. This step could help cut costs.

RSC Best Practice Rule 5: Social and Economic programmes should be linked to the ongoing ones in order to avoid effort duplication.

4.8.1.6. The internal Local Economic Development should be in parallel with external export. An interchange in product and supply is a sign of sustainability and export of surplus. When that happens, the objectives of the Rural Service Center shall have been realized. Such relationship can be illustrated in the following manner:

The LED Local Demand vs LED Local Supply.



RSC Best Practice Rule 6: The Rural Service Center is LED focused, thus self-sufficient, alignment of the internal LED demand with the external export supply LED should be ensured.

4.8.2. This proposal was prepared with a view to outline steps that would be required to establish a Rural Service Center (RSC) oriented to LED function within the municipal areas of Maphumalo and Ndwedwe.

Therefore, initiatives in support of this proposed model must respond to:

4.8.2.1. Achieving equitable economic growth/ SMME development and sustainable employment with a pro-poor focus:

- By establishing Local Economic Development focused cultural partnerships which link jobs to desirable social outcomes. For an example, grass-woven products could be sold to tourism product retailing outlets
- By linking skills to training to current and planned jobs there are business training and support mechanisms.

4.8.2.2. To focus all activities on bringing the poor to the center of development; This can be done by:

- Encouraging total participation and decision making of community stakeholders in project initiatives that are meant to affect and avoid top down decision making.

- Establishing relevant training programmes that would complement the knowledge shortage of the community and learning areas tackled by the Rural Service Center.

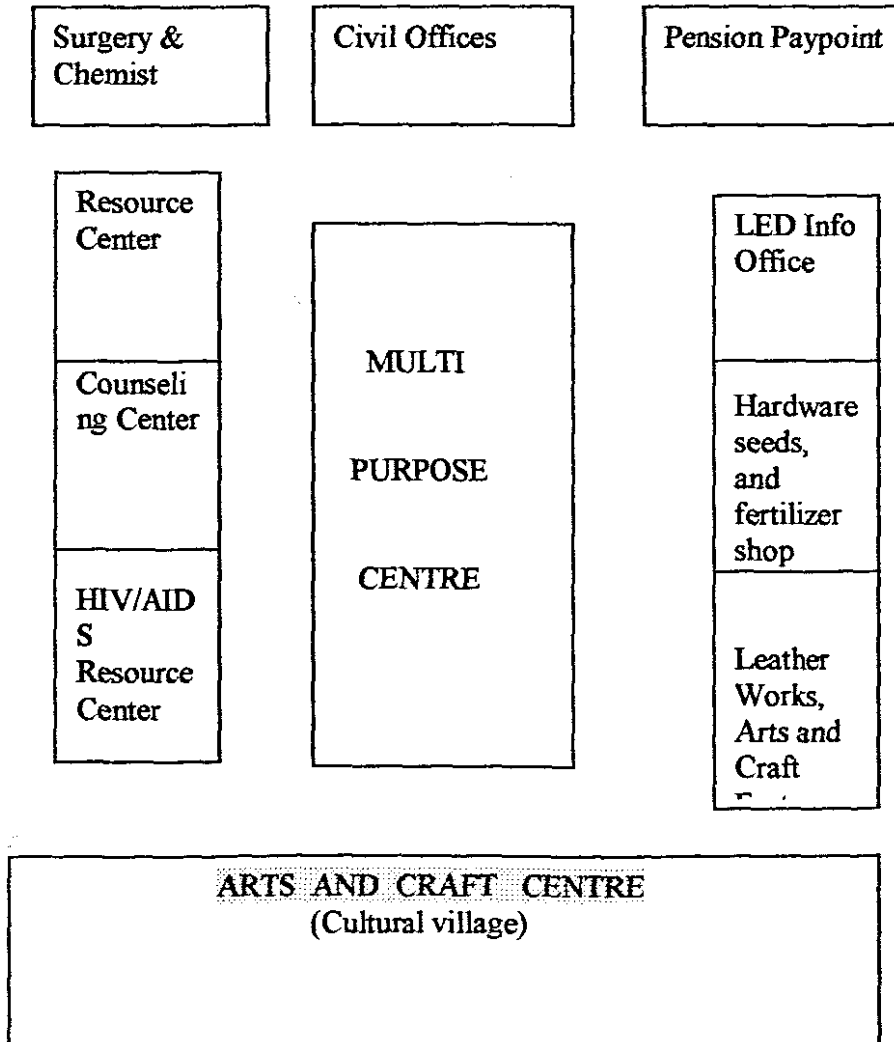
4.8.2.3: A social service section in the RSC should link with the community immediate needs, and the following services are to be included:

- Community Health Work center.
- Crisis counseling services.
- HIV/AIDS Resource.
- Day Care Center.
- Welfare and Pensions services.
- Women/Youth/ People with disabilities/ Vulnerable groups and Empowerment services.
- Resource center that will assist by providing complementary information on desirable social, economic and environmental outcomes.

4.8.2.4. An Local Economic Development component in the RSC, to be established according to related economic needs of the environment and the community:

- A component for rendering advice on business management, availing of agricultural equipment and render biodiversity related services on agriculture.
- Establishing Commercialized communication facilities such as telephones, cell phones, Post Office, photocopying and faxes.
- Banking services mainly linked to Pension services and village banking.

An Illustration of a Rural Service Center Model



4.8.2.5. Rural development to remain sustainable by putting mechanisms in place:

- The “feed the goose that lays the egg” principle is to be enacted by establishing rural-economic hubs linkable with urban economy. For example, surplus agricultural product to be converged centrally with an intention of further extending the trade process to urban areas. The same move can be applicable to tourism activities.
- By linking and coordinating technical capacity of development to incremental economic development, and focusing on setting capacity building targets.

4.8.2.6. Existing Poverty alleviation strategies can be linked through incremental processes where there are synergies with RSC Pro-Poor Strategies:

- Establishment of inter-changeable developmental tutorship vehicles between Community Development Centers and the Rural Service Center’s.
- Funding /grants to be dual-purpose; that is survival enabling and developmental. In a manner that will lead to pro-poor support services as an outcome, this will lead to a pro-poor support service as an outcome.

4.8.2.7. Comprehensive Vocational Training focused on immediate community developmental needs, with the objective of communities becoming more self-sufficient:

- Negotiations are to be started with education officials to introduce subjects like Agriculture (stock farming, fish farming etc). The Department of Agriculture should be contacted for purposes of providing biodiversity information that can help determine area-related agricultural needs.
- Training in commercialized trade opportunities like Welding, Brick manufacturing, Sewing, etc to be reality available, preferably through local education facilities. Related assistance can be received from large organisations like Richards Bay Minerals and the Sugar Association, who already have established social responsibility programmes with neighbouring communities.
- Local people could be offered part-time trade-related education.
- Basic literacy training is an essential necessity in the area and, as such could be used as the basis of and vehicle for delivery of strategic and important information. This could provide a cost effective method of communications for the District Municipality.

4.8.3. KEY OBJECTIVES.

4.8.3.1 Integration of local infrastructure planning with social and development initiatives, in order to provide synergy with local business and employment opportunities. The success of the RSC is dependent mainly on facilitative vehicles that are already in place in these areas and therefore duplication should be avoided. The District and Local Municipalities should therefore combine their resources in order to prioritize delivery of the following:

- Facilitate electricity installation in these areas, as most of the proposals being recommended as components in the Rural Service Center can only run successfully with a good and reliable electricity infrastructure in place.
- Water is still a serious concern in both local municipalities. Epidemics like Cholera still affect community people in their numbers because when local rivers run dry still waters become the only option for survival. Water is also needed for supporting agricultural projects.
- Some of the roads should be tarred because they connect strategic locations. For example, the road that connects R614 (towards Bamshela) and R74 (from Maphumulo) is a route that should be attended to. One very important thing about an effective Rural Service Center is the fact that it should be a central and a connective factor between the two areas. Also because Bamshela already has a Multi Purpose Center that is capable of rendering half of the services being recommended for a Rural Service Center. For this Multi Purpose Center to be in full usage, influential community stakeholders should engage in campaigns that entrench philosophical understanding of the socially-overlapping significance of the structure.

4.8.3.2 Develop and support training needs of the local communities should be a strategy that can be made to meet whatever initiatives that are being proposed for the RSC.

- Consultants with a passion at heart to develop rural areas can be invited to come and conduct developmental sessions at times allocated by organizers.
- An institution established with the community needs in mind, can be made use of as a point of community convergence for purposes of acquiring basic skills.
- Some community members should be made to receive technical knowledge of the equipment that local people depend on. For an example, it would be unwise to stall the whole agricultural project just because a tractor has broken down and there is only one person or place in the region that is capable of repairing it.

4.8.3.3 Linking of community marketing strategies with those of the external business practitioners will be a great advantage for these municipalities.

- Money that circulates around the same vicinity soon becomes weakened and that also affects trading competition. Export paths could be established through intensive attempts of marketing around and outside the region, and eventually nationally. This would need a steering committee with good marketing skills to be elected and operate at a liaison level with the outside world.

4.8.3.4 Identification of mechanisms that can assist to promote innovations and knowledge sharing to be considered seriously, because importing knowledge and skills through contacts with outside people whose engagements are similar to the area can be of great value.

- Skills interchange between the two municipalities and other organized outsiders can facilitate partnerships in trading processes. This could be done by facilitating visitations to areas of specific interest. Knowledge sharing and skill interchange could be organized to happen between the CDC and the Rural Service Center within the same local municipal area or between municipal areas themselves.
- Competitions can sometimes serve as a positive instrument for encouraging good results. This can happen with agricultural produce and stock farming.

4.8.3.5 The sole purpose of establishing RSC is to ensure spatial integration of services with the intention of reducing time and money spent by local communities in accessing services and resources.

- This whole process should receive an incremental approach, as it is true that not all services could be relocated to nearby localities within a short space of time. It is also a fact that not all services are capable of being relocated as it sometimes happens that there can be many reasons for going to town.
- It is therefore important that a Rural Service Center should be established with an understanding that it cannot be capable of rendering equal services to all social groups in an area, because towns are naturally attractive in looks and environmental factors.

The quality of service will still be an issue, as some community members can still go to towns because of the nature of service. Therefore, training should also receive a prioritized attention in order to neutralize this negative assumption.

4.8.4 SUPPORTIVE OBJECTIVES.

Important activities to be done will be:

- To energize, conscientise and educate the community with the aim of achieving singleness of purpose and ownership. Clarification campaigns on the economic potential of the municipality areas and how total participation by all can positively deliver favorably.
- To give clarification campaigns on the economic potential of the municipality areas and how total participation by all can positively deliver favourably
- Adopting a bottom-up approach and encourage an all inclusive participatory strategies.
- To embark on negotiations that involve securing land and fence it off from easy access.
- To select and determine management capabilities, educate, train and develop where necessary.
- Assistance by consultants to focus on job training, mentorship, capacity building and the transfer of skills and mentorship.

The researcher also thought it necessary to analyse the tourism scenario of the Cluster as this was going to define the uniqueness of the proposed Anglo-Zulu War route. Based on the tourism discussions of the tourism facilities in the Cluster, the following key considerations need to be highlighted with regard to the North Coast tourism strengths and weaknesses:

4.8.4.1 Strengths and Opportunities

- The nearness of e’Ndongakusuka to Durban Metropolitan Area enhances the status and opportunity of the North Coast in terms of possibly becoming one of the important gateways to the Battlefields, Zululand and Maputaland tourism regions.
- There is favourable climate and long stretches of underdeveloped land.
- Strategically located compared to Gauteng and Free State..
- The available infrastructure, the N2 national route, airport and the port in Durban, accommodation, sporting, recreational and cultural facilities.
- There is a lot of cultural and historical facilities in the North Coast.
- Opportunities exist for the establishment of conference facilities and business tourism industry.

4.8.4.2. Weaknesses and Threats

- Facilities found within the tribal areas are relatively less known even for domestic tourism.
- Tourism infrastructure is not as well developed like that on of Durban as its competitor.
- Industrial pollution around the areas of Stanger and e’Ndongakusuka form a serious threat to life and environment.
- Besides a possible route of the Anglo-Zulu War being proposed by the researcher, the Cluster as yet does not have “ a must see” attraction.
- Tourism in the area is still a seasonal activity which leaves the other time of the year unaffected by tourism events.

4.9 CONCLUSION

The information in this chapter was collected mostly by visiting the areas of e’Ndongakusuka Municipality, which form part of Ilembe District Municipality. This was a tough task because there seemed to be no institution or organization that kept specific information about the area. Therefore information acquire for the purpose of this study was from researched documents, reports and provincial departmental office.

Informal discussion sessions could only be possible with the academics who have had some researches done in the area. Otherwise, ordinary people from the community could only provide information relating to numerous cultural guises like cultural events, rituals and the arts.

A striking observation that resulted to this study was as a result of lack of linkages between the manufacturing / industrial sector and the social aspect of the community of the area.

Also observable as striking was the dualism in the community, based on race, which results to lack of ownership of the initiatives that are proposed for the area.

The data collected was therefore analysed by using SWOT analysis procedure.

The experiences of the researcher, especially those of the Rural Service Center, were included with the purpose of highlighting how important it is to include them in the proposed projects that are meant to influence the lives of the people positively. It must be remembered that the study itself is to be focused towards making a difference in both social and economic lives of the community e'Ndondakusuka. Although the Rural Service Center was an initiative of Ilembe District Municipality, the proposal can be replicated in all three local municipalities if the management saw it fit to do so.

e'Ndondakusuka Municipality was made to relate to the region in order for it to be economically viable. Marketing strategies were made to link to Ilembe District Municipality and Department of Economic Development and Tourism respectively. The sphere of tourism influence was analysed by grouping the areas of the Cluster according to their functionalities. The purpose was to give support evidence in terms of how Dolphin Coast, Stanger and e'Ndondakusuka relate to one another. This also exposes the uniqueness of e'Ndondakusuka Municipality. Its uniqueness is defined in terms of distinct historical and Cultural assets.

Information from the researcher's experience has been included in order to justify the view that culture should be made part of all initiatives that are meant for the economic improvement of the region. The whole process involved researching and arriving at recommending best options for the community to implement, thus making the community life more easier and less strenuous.

CHAPTER 5

RECOMMENDATIONS AND CONCLUSIONS

5.1 INTRODUCTION

Based on all the strengths and opportunities tabulated in chapter 4, it stand to reason that e’Ndonakusuka Municipality could take up tourism options that are meant to bring in economic growth in the area with success.

The strategic development of tourism in the area should start with establishing a focused ‘Tourism Working Group’ of key stakeholders who will be able to participate and contribute to the development of tourism in the area. A few of these stakeholders could be the following:

llembe District Council.

A representative from this office in the group based eNdondakusuka is essential to have, as this might help with matters of information flow and avoidance of duplication in whatever form.

e'Ndondakusuka Municipal Office

The Local Council, as according to legislative based on functions and responsibilities, is the essential structure that should lead the approved initiatives of the area's development.

KZN Department of Economic Development and Tourism

It is recommended that an invitation be extended to this structure so that it should be part of the working group. Administratively, have this stakeholder in the group will be of great advantage.

Tourism KwaZulu-Natal

This structure is already involved with marketing of KwaZulu Natal attractions, and tourism products in the area of study, automatically fall within the jurisdiction of TKZN.

AMAFA – Heritage

Some tourism attractions to be upgraded are under the jurisdiction of AMAFA-Heritage, and as a result it is recommended that this structure be invited as a stakeholder. It a serious concern that this structure has not as yet been able to show a responsive gesture.

KwaZulu-Natal Nature Conservation Service

Some of the area's assets fall under the jurisdiction of this structure, therefore it is recommended that it be part of the stakeholder base.

Private Sector Representation

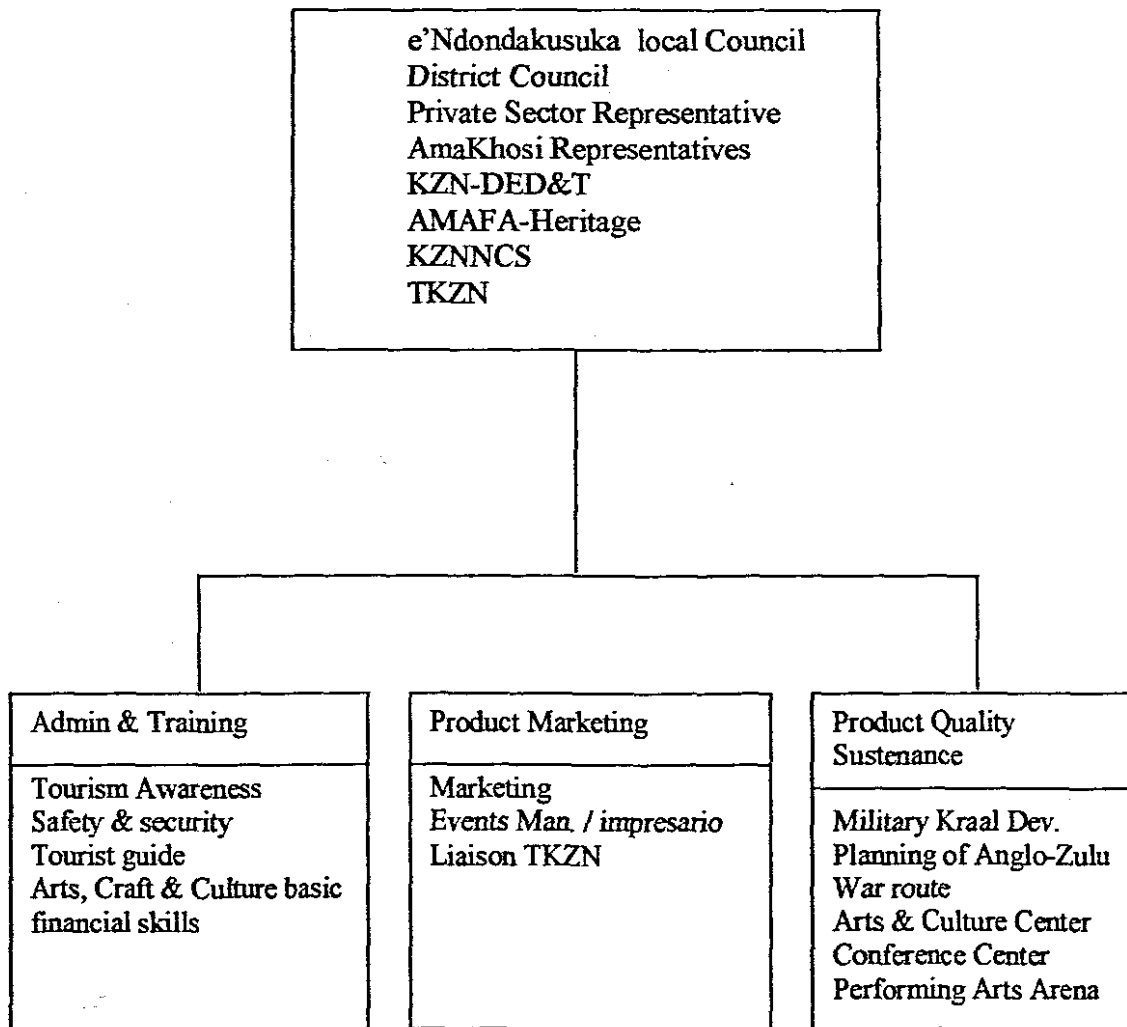
Locally stationed businesses have always been in support of initiatives that are aimed at taking the economy of the area forward, but an invitation could be open to more business who might be able to add value to the proposed tourism model.

Community Representation through AmaKhosi

This structure must also be invited and be represented as they are a direct nerve to the community, especially in rural areas. At this level, it is always advisable to expose the community to some workshops shopping or education. This is to be done in order to define opportunities that are there for the community.

People who are to develop a 'buy-in' of this model, will need to be developed and be made to see that they should be part of campaigns that should fight socially motivated impediments or negative elements.

Structural Representation of 'Tourism Working Group' Stakeholders.





**The site of e'Ndondakusuka Military Kraal/ Umuzi located in Ingwenya Nature Reserve
(Taken by the researcher on the 28th September 2002)**

THE PROJECTS FOR 2001 - 2002

NO.	PROJECT	DESCRIPTION/ COMPONENTS	NO. DAYS	COSTS
6.1	Conceptualization of projects			R 80,000.00
6.2	Production of Designs			R500,000.00
6.3	Upgrade – Fort Pearson and the War Graves – Total Budget	a. Restoration and clearing of the site and exhibition	73 man. days	R 30,000.00
		b. Upgrade of the access road to the site	30 man. days	R157,500.00
		c. Provision of a tent exhibition and write-up	221 man. days	R 30,000.00
6.4	Restoration of the Ultimatum Tree – Total Budget	a. Upgrading and restoration of the site and surroundings	30 days	R 30,000.00
		b. Restoration of the memorial	50 days	R 20,000.00
		c. Upgrading of the road	30 days	R150,000.00
		d. Vending facility / exhibition / curio shop	442 days	R150,000.00
6.5	Project Management (10%)			R135,000.00
6.6	Project Contingencies (5%)			R 67,500.00
			TOTAL	R 1,350000
				R1,350,000.00

BUDGET FOR 2003 - 2004

NO.	PROJECT	DESCRIPTION / COMPONENTS	NO. DAYS	COSTS
6.3	Construction of UMUZI (Military Kraal)	a. Clearing of site and signage	73 days	R 20,000.00
		b. Signage	60 days	R 50,000.00
		c. Structural erection and restoration of unique artifacts	110 days	R300,000.00
		d. Development of an interpretative center in the hill	442 days	R 50,000.00
		e. Construction of the access road to the Kraal	92 days	R150,000.00
		f. Community Education and Human Resource Development	Ongoing	R 50,000.00
6.4	Construction of Arts & Craft Center	Structural Erection	110 days	R200,000.00
	Contingencies			R 62,353.00
	Professional Fees			R117,647.00
	PROJECT TOTAL			R1,000,000.00

1.4 BUDGET FOR 2004 - 2005

NO.	PROJECT	DESCRIPTION / COMPONENTS	NO. DAYS	COSTS
6.5	Seed Funding for Operation			R500,000.00
	Services			R 32,000.00
	Community Development			R 50,000.00
	Production of Founding Documents			R 40,000.00
	Human Resource Development			R 50,000.00
	Salary for the Co-ordinator			R150,000.00
	Salary for the two Assistant Co-ordinators			R144,000.00
6.6	Construction of a Conference Center			R1,000,000.00
	TOTAL			R1,966,000.00

5.2 THE TOURISM ANGLO-ZULU WAR ROUTE AND ITS HUBS

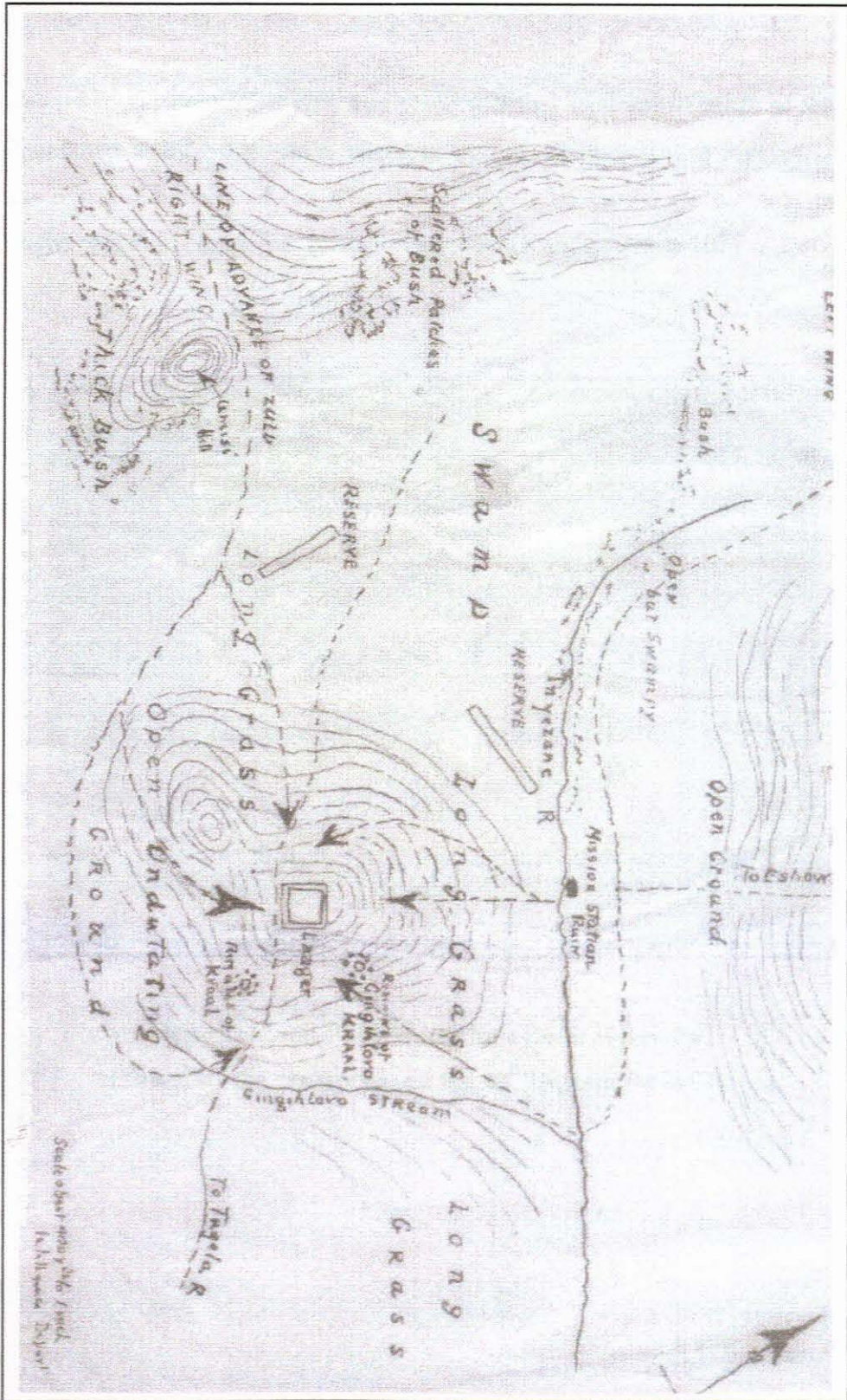
This research is aimed at promoting culture, history and tourism in the province of KwaZulu Natal. This will cover the area from UThukela River to Ulundi. In other words, the trace will stop west of the area marked for spatial development (LSDI).

The major aim here is to identify those historical and cultural sites that may play a vital role in the promotion of cultural and historical tourism. This will also play a major role in the promotion as well as enhancement of arts and culture in this region. It is a well-known fact that indigenous people of this country are having treasure in their heritage. Government is therefore duty bound to open avenues that unveil opportunities to the people of accessing such treasures. This could be achieved by involving them fully in such projects.

This research will be based on key areas that are regarded important because of their importance in the history of the Zulus as well as with other nations like the English and the Afrikaners.

5.2.1 GINGINDLOVU AREA

This area covers perspectives of the Anglo-Zulu war as well as the Zulu civil war between two princes Cetshwayo and Mbuyazwe. The important sites here are the Ultimatum Tree, eNdulinde Mountain, eNyezane and Ezikoshi. Considering history behind this areas. These sites should be developed as tourists' attractions. This will link well with Fort Nogqayi, Dlinza Forest, Nkandla Forest and Isandlwana. This place is regarded as the place where actually the war started as it is where negotiations between the British and Zulus reached a cul-de-sac.



The Eshowe relief column under Lord Chelmsford was attacked here, about six miles south of the Inyezane River. 10,000 Zulus surrounded the camp and Lord Chelmsford left part of his force in laager at Ginginhlovo and went on to Eshowe. April 3rd 1879
 (Photo retrieved from photo complications at Kellie Cambell Library)

With regard to the Zulu Civil war, this place will link well with Ulundi as the dispute actually started at king Mpande's palace at Ondini. This will also involve Nongoma because Inkosi Zibhebhu of the Mandlakazi clan who fought on the side of Prince Cetshwayo was from Nongoma, Bhanganoma area. (Knight 1998: p 101)



**King Cetshwayo's Memorial Monument at Eshowe
(Taken by the researcher on the 28th September 2002)**

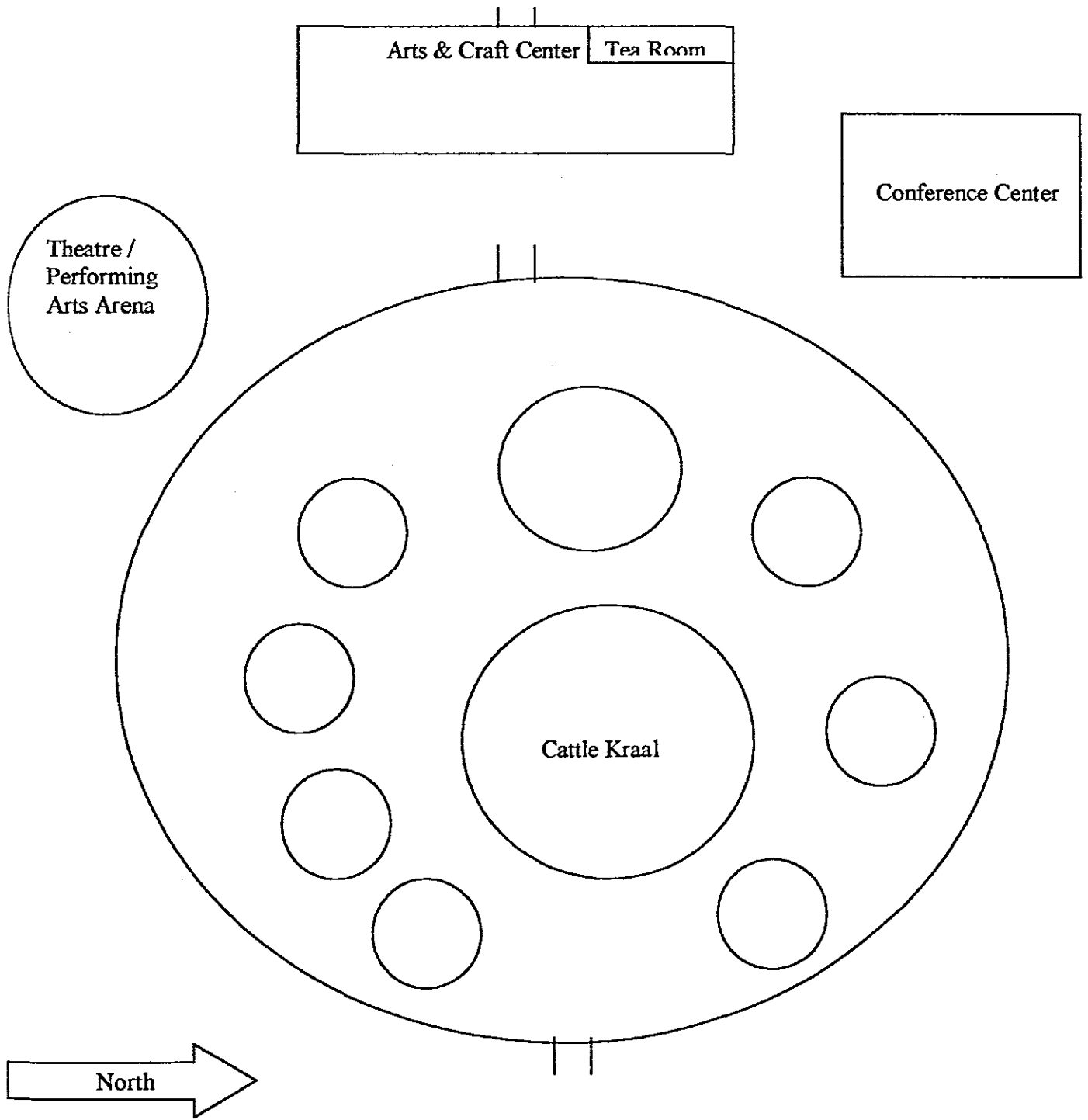
The Battle of e'Ndondakusuka (ENdulinde area)

This site marks the place where the battle of the princes took place. This was a battle between Prince Cetshwayo, son of king Mpande, and his half brother, Prince Mbuyazwe. The winning of the battle was going to determine the heir of king Mpande's throne.

This battle is important because it is where Prince Cetshwayo who later defeated the British army first displayed his success. It was after this battle that the name Gingindlovu came into being because it was said Prince Cetshwayo swallowed an elephant with a tuff (uginge indlovu enesihlonti) which was prince Mbuyazwe 's nickname. This was the beginning of a very tough journey for Prince Cetshwayo who resisted the white invasion in his forefather's land.

A structure could be set up on this site, especially on the Ndulinde Mountain where, according to a local elderly interview, Prince Cetshwayo was kneeling on Prince Mbuyazwe's war while the battle was on. This place could give a splendid view of the UThukela valley where the actual battle took place.

The Military Kraal Development



Marketability

This could be one of the tourist attractions. Tourists visiting the site could not only be told about the battle of Endondakusuka but could also be told about the history of the Mhlongo tribe who are famous of mothering the great emperor Shaka KaSenzangakhona, a worldly known hero. Not too far from this place there is also a beautiful place called Ezingqokweni with natural izingqoko (meat platters) like natural carvings on the rock. The whole area around that place is rich in Zulu culture and history.

While watching UThukela River meandering towards the east, visitors or tourists can also enjoy the evergreen natural forests along it. This river marked the then boundary between Zululand on the northern side of the river and the place that was said to be belonging to the whites on the southern side. This place is steeped in tradition and natural beauty that also offer wildlife experience. A caravan park as well as a curio shop could be set up on the site. A road to the site could also be set up. For the purpose of tourism this could link up nicely with other heritage places like the Ultimatum Tree, the Battle of eNyezane, Ezikoshi drench, eDlinza Forest, KwaDukuza and KwaBulawayo Royal Residence and Itshe likaNtunjambili in Maphumulo area.

- **The Ultimatum Tree (On the UThukela River bridge – along the freeway; Mangethe area)**

This is a site at the banks of UThukela River. It was under this tree where king Cetshwayo and Sir Theophilus Shepstone's delegates reached a deadlock by failing to resolve their differences culminated in the Battle of Isandlwana.

A visible monument should be built next to the old tree trunk that is still visible on site. The history behind this place should appear on the monument structure. This is an important site that led to the incident that saw Zulus appear on the world map after

conquering the British army at Isandlwana. An access road from the freeway should be constructed if possible.



Fort Nongqayi Museum at Eshowe

(Taken by the researcher on the 28th September 2002)

- **Usability**

The Ultimatum Tree Site should be made known so that people should know exactly that Zulus first negotiated with Sir Theophilus Shepstone who did not want to listen to them hence the battle of Isandlwana. In this case this monument will mark that they tried their best to reach a peaceful settlement but with no success. It is therefore important to make the structure on this site to be as visible as possible.

- **Marketability**

For tourists to get a clear picture of what happened during the Anglo-Zulu war it would be wise to first visit this place and be told what exactly happened on this site. There should be a person who will narrate that history and the role-played by John Dunn during those negotiations as well as the war itself. This will be much clearer because that person will be referring to Dunn's generation just across UThukela River.

This can put it clear to the tourists that the Anglo-Zulu war did not only fight at Isandlwana but also in other places like eNyezane, eZikoshi and others.

- **The Battle of eNyezane (Gingindlovu area)**

This is another site where the Anglo-Zulu war took place as it did not only take place at Isandlwana. Many Zulu warriors were killed by Scottish soldiers who shot them after having fallen into a dug drench. This place is now known as Ezikoshi as the Scottish soldiers killed many Zulus here. Knight (1998: p95)

A monument marking this incident should be erected. An access road to this area should be constructed to allow tourists who would also like to visit this place as one of the sites where the Anglo-Zulu war also took place.



**The grave's monument of the Battle of Nyezane which also needs upgrading
(Taken by the researcher on the 28th of September 2002)
(It is about 5km from the R68 to Eshowe)**

- **Usability**

Nyezane site could be useful to the people of the area and tourists to inform them about history around the area. This place is not too far from other tourist attractions like Dlinza Forest, Ndulinde Mountain, Ultimatum Tree, Port Dunford, Ongoye Mountains and others.

- **Marketability**

This place can be marketed by emphasizing that the Anglo-Zulu war did not only fight at Isandlwana but there are some other places besides Isandlwana.

5.2.1.1. PROPOSAL

- **Cultural village**

With the four heritage sites put together i.e. Ultimatum Tree, eNdulinde Mountain, eNyezane and Ezikoshini, a cultural village should be constructed in the area. A cultural village on site could also be used as a community center dealing with art and culture. During the holidays the youth of the area can be gathered here to be taught many aspects of Zulu culture like; **indlamu**, **amahubo** songs, the history around the area, the philosophy of life of their forefathers and many other things. This can enhance the idea of self-identification that can enable the youth to take pride on certain aspects of their previous history and experiences. Most of our youth is drifting away from their cultural riches, and this could be the way of instilling the love of such to the future generation.

This will enable local communities to display their art in the form of traditional music and dance. This will also help in the development of indigenous knowledge systems. These could be revived in the form of competitions that will culminate in an annual cultural festival during the heritage month. This could cover communities from eNdulinde, eGcotsheni, eSamungu, Eshowe, Gingindlovu, across the uThukela river, Mandeni, Mthunzini, Ongoye KwaDlangezwa and further afield.

- **Craft Market**

To promote art and craft in the area at e'Ndondakusuka craft market should be constructed to enable local people to sell their crafts in that market. This could provide an accommodation for the crafters who normally display their crafts along the road. These crafts will have a chance of being sold to tourists visiting the area.

- **Local History Museum**

A local museum could be built, which could cover:

- The history of Mhlongo clan where Nandi, mother of King Shaka was born
- The Zulu civil war between prince Cetshwayo and Mbuyazwe
- The Anglo-Zulu war of 1879, and
- The battle between uSuthu under King Dimuzulu and Mndlakazi, under Inkosi Zibhebhu and their case that was tried at Eshowe.

Eshowe has a very rich history as it has been home to Zulu kings and the British Military headquarters. Eshowe is popular to tourists for its historic sites, museums and cultural arts outlets. The town is surrounded by the indigenous Dlinza forest with misty mountains and it is also characterized by a waterfall, hiking trails, a game park and bird-watching sites.

- **Access Roads**

An access road linking the ultimatum tree, eNdulinde, e'Ndondakusuka through to Eshowe and Nkandla should be upgraded so that it could be suitable for tourism.

@ 20 km from Mthunzini beach

@ 15 km from Eshowe

@ 45 km from KwaDukuza

@ 25 km from Ongoye forest

@ 45 km from Esikhaleni beach (Port Dunford)

@ Climate of the area is humid with reasonable rainfall in summer and cool winter period

- **KwaBulawayo Royal residence (Between Mevamblophe and Eshowe)**

This was king Shaka's Royal Residence that was in the heart of Zululand. This site forms the core of King Shaka's rule. It was from this site where king Shaka built the great Zulu empire. This site is not far away from eLangeni where the king was born, Esiklebheni royal residence where he once stayed and Oyengweni where he grew up. Morris (1970: p 49)

A structure similar to the Zulu Royal Residence could be set up to accommodate tourists. The Empangeni - Eshowe gravel road via this site should be improved. An access road from the site to Ongoye natural forest should be constructed to enable tourists to visit the forest and watch the unique birds species that are found in the area. Tourists visiting this site could visit other historical sites like the KwaDukuza royal residence where king Shaka's grave is, eMakhosini Valley and Ulundi which are rich in Zulu history.

One could suggest that besides the Zulu huts, a conference center should also be constructed to enable people to come for research and conferences. Art crafts from skin to wood could also be produced and sold on the site. Traditional Zulu performances like dance, singing of amahubo, storytelling and other performances could also be rendered on site.

- **Usability**

Accommodation that can be put up will accommodate visitors. The conference center may be used by businessmen and other organized groups like NGO's and CBO's .

- **Marketability**

Visitors to KwaBulawayo could have access to a variety of activities. Hiking and walking trails could be organized to Ongoye Mountains. For birders or bird-watchers they could enjoy seeing a variety of species of birds in a 10-15 kilometer radius that may be spotted. Visitors could also enjoy the view of the unspoiled natural forest of Ongoye. They could also take drives to places like eMakhosini Valley, Olundi, Income, Isandlwana, KwaNongoma, Nkandla Forest, Dlinza Forest, uMfolozi and Hluhluwe Game Reserves.

PROPOSAL

- Upgrade the plus or minus 45 km Empangeni – Eshowe gravel road to access the historical sites safely.
- Develop a museum/ tourism center linked to KwaBulawayo.
- Walking/ Hiking trails.
- Establish a cultural village.
- Accommodation offering a variety of financial options.
- A variety of trading/ commercial activities
- Clear marking of historical sites.
- Establish a training center that will cater for the communities of: eMkhwelantaba, eBasamlilo, eHabeni, KwaNzuza, Mdlalose, eMashishi and KwaDliwayini which are the sub-wards in the area.
- Tourism structure construction, e.g. Arts and Crafts site.
- River rafting at Mhlatuze and mountain hiking
- Zulu cultural and historical museum.

HISTORICAL SITES TO BE UPGRADED

KwaBulawayo

- Build a traditional homestead.
- Zulu cultural and historical museum.
- Tourist information center.
- Training center.
- Campsite and caravan park.

Queen Nandi's Grave

- Correct the spelling on the gravestone.
- Improve access to the grave.
- Fence the grave anew.
- Info Kiosk and guide.
- Create parking for cars.

Mandawe Mission

- Clean the area.
- Info Kiosk and guide.
- Give direction and distance to historical hills of Mpehlela and Maqhwakazi.

Ongoye Forest

The area is rich in bio-diverse areas ranging from open grassland, thorn veld, dense thorn bush to heavy indigenous jungle in the oNgoye Forest.

- Walking/hiking trail linking KwaBulawayo and oNgoye forest.
- Birding tours in the forest.
- Flora and fauna tours at the forest.
- Mountain biking trail on existing paths and roads.
- Archaeology trips.
- Geology study at forest.

Training Center

- Carving/ sculpture studio.
- Weaving/ beadwork room.
- Leather workroom.
- Sewing room.
- Tour guides training room.

Commercial Center

- Training in hutted homestead.
- Luxury lodge next to KwaBulawayo.
- Campsite for tents and caravans.
- Traditional craft stalls leatherwork, carvings etc.
- Traditional food restaurant.
- Cultural events theatre.

- Conference center.
- Informal traders area with stalls.
- Herbalist shop.

@ 55 km from Richards Bay Beach.

@ 50 km from eMakhosini Valley.

@ 65 km from KwaDukuza.

@ 25 km from Eshowe.

@ 20km from Empangeni.

@ 100 km from Hlabisa Game Reserve.

@ 100 km from eNkandla Forest.

5.3 NKANDLA AREA

Nkandla area is politically under the uThungulu District Municipality. It is about 30km from Melmoth town and locate south-western of Babanango

Nkandla area is one of the core areas in Zulu history and heritage. One can hardly narrate Zulu history without making mention of either Nkandla area or Nkandla Forest. This has been included in enriching Zulu language with sayings that say:

- Ngiyifunge inkosi ise Nkandla (I swear by the king at Nkandla)
- Sigananda phum' ehlathini eNkandla (Sigananda come out of Nkandla forest).

Both these sayings bear an important history of the Zulu nation about the events that took place at Nkandla. The first one deals with the Zulu Civil war between king Cetshwayo and Inkosi Zibhebhu of the Mandlakazi clan. The second one deals with the resistance against poll tax during the Bhambatha Rebellion of 1906. (Interview: Prof Maphalala).

- **Nkandla Forest (Nkandla area)**

Nkandla has already been declared a National Heritage Site. King Cetshwayo was buried here as he had requested. It was also in this forest where Inkosi Siganda kaZokufa of the Shezi clan was apprehended by the whites during the poll tax rebellion initiated by Inkosi Bhambatha of the Zondi tribe. From this incident Zulus started a saying that goes thus: Siganda phum' ehlathin' eNkandla. (Siganda come out of Nkandla Forest)

Siganda the son of Zokufa of the Shezi clan refused to come out of the forest when the whites wanted to apprehend him. At the end he was arrested as one of the perpetrators of the rebellion. Morris (1970:p 611)

This forest has a variety of plant species that could be utilised for research regarding the indigenous knowledge systems. Many people who do not know certain plants that were used for curing certain diseases, this forest could be used a botanic garden displaying such plants. Besides that, tourists can enjoy seeing a variety of bird species and certain wild animals.

Usability

With the cultural performing art center (theatre) built in the area cultural events could be organized on site. A conference center could also be included to help NGOs and CBO's to hold their conferences and workshops. The place could be used to display local arts and crafts that could be sold to visitors. The very same center could be used for workshops dealing with the development of indigenous knowledge systems. During the holidays, the center could be used as a youth center where the youth is taught about different aspects of indigenous knowledge systems like dances, singing, poetry, storytelling and many traditional ways of doing certain things. The center could also be used to stage local cultural competitions that can culminate in an annual cultural festival.

Marketability

Tourists visiting into the area could also visit places like Ulundi, eMakhosini Valley, iTshelikaNtunjambili, Isandlwana, eNcome and other places. The traditional Zulu village and experiencing Zulu culture could be major attractions for the place.

PROPOSAL

This heritage development should consist of a number of linked entities:

- Accommodation providing a range of financial options.
- Have heritage and historical sites clearly marked.
- Upgrade access roads to the historical site and the village. Upgrade the dirty Nkandla – Nquthu road which is plus or minus 50 kilometers. Improve the plus or minus 40 km Nkandla – Melmoth road.
- Establish a cultural/ museum/ tourism center linked to the Nkandla forest.
- Walking and hiking trails linked to the birding, flora and fauna in the area.
- Establish a training center linked to commercial outlets and industrial activities.
- Establish community facilities like a community center.
- Mountain hiking trails on the available roads and paths.

HERITAGE AND HISTORICAL SITE (NKANDLA FOREST)

- Build a traditional homestead with izingodo (logs). The wooden uthango (fence) should surround the huts and have a cattle kraal at the center.
- A Zulu Cultural and Historical Museum.
- A tourism information center.

- A training center for training in cultural activities.
- A camp site and a caravan park.

SKILLS TRAINING CENTRE

- Woodwork/ carpentry workshop.
- Sewing/ leather design room.
- Carving/ sculpture studio.
- Weaving/ beadwork room.

COMMERCIAL ACTIVITIES

Accommodation operating as a bed and breakfast facility

- Traditional hutted home.
- Campsite and caravan park.
- Luxury lodge.
- Conference center.
- Traditional craft stalls (beadwork, leatherwork, carvings etc).
- Informal traders area with stalls.
- Traditional food restaurant.
- Fresh local produce shop.
- Bottle store.
- General dealer.
- Herbalist shop.
- Cultural events theatre (covered and open).

MISCELLANEOUS ACTIVITIES

- Birding tours – Nkandla forest.
- Flora and fauna tours – Nkandla forest.
- Battlefields/history tours.
- Geology study groups.
- Mountain biking trails.
- River rafting.
 - @ 50 km from Melmoth.
 - @ 100 km from Isandlwana.
 - @ 160 km from Ncome Museum.
 - @ 105 km from Eshowe.
 - @ 70 km from eMakhosini Valley.
 - @ 110 km from iTshelikantuNjambili.

5.3.1 MELMOTH AREA

- **Esiklebheni (Melmoth area)**

This was the royal palace that was used by king Senzangakhona before king Shaka built his palaces. This is taken at the place where the Zulu nation was born. Senzangakhona was from this palace when he met Nandi (king Shaka's mother) of the Mhlongo tribe. A traditional Zulu Royal Palace could be rebuilt to be the replica of Esiklebheni royal palace. The site could be used as a tourist attraction and have people selling their crafts on site. An access road to the places could be improved. Tourist visiting the area can enjoy visiting other places like eMthonjaneni, Makhosini valley, Simunye, Ulundi, Shakaland and many others.

- **Emthonjaneni (Melmoth area)**

This is one of the heritage sites mainly associated with king Dingane's uMgungudlovu Royal Palace. The springs here are believed to be the ones that were used for fetching king Dingane's drinking water. According to an interviewee with Mr. T Zulu these springs were said to be guarded right round the clock so that people could not come and bewitch the water used by his majesty the king.

5.5.1 ULUNDI AREA

This area is very rich in Zulu history and culture. The centers of attraction in this area are king Mpande's royal palace of KwaNodwengu and king Cetshwayo's Ondini Palace. Tourist visiting into this place can also enjoy visiting other places like the beautiful eZihlalo Mountain, eMabedlana hills, the hills of KwaGqonkli where the battle of KwaGqonkli took place, oPhathe Game Reserve, eMthonjaneni and eMakhosini valley. Ulundi was the royal residence of king Cetshwayo who made history by defeating the British army at Isandlwana in 1879. The battle had a sour ending when the British troops triumphed and set alight king Cetshwayo's palace at the Battle of Ondini. International tourists visiting Isandlwana may also like to visit Ulundi which is where they actually triumphed. Another drawing card for tourist could be the rich Zulu museum and traditional Zulu huts that provide accommodation to tourists on site. The beautiful Zulu huts in that palace should be restored and be well maintained.

There is a need for the improvement of the access roads to the Ondini royal palace, eMabedlana, eZihlalo and a KwaHlophekhulu where the battle between Prince Shingana kaMpande's army and the British army took place. This place is also where king Mpande's palace of KwaNodwengu was and it is also here where the misunderstanding between prince Cetshwayo and his half brother Mbuyazwe started. This was the misunderstanding that led to the battle of e'Ndongakusuka. This place can provide history of four prominent Zulu kings at a go, that is king Mpande, Dingane, Cetshwayo

and Dinuzulu. This place is at the heart of Zulu history. The eMakhosini valley is in fact the place of kings which is where most of the Zulu kings who are forefathers of this great nation that is recognised worldwide are resting. Morris (1970: p 576)

A cultural theatre should be established in the area to enable the development of the youth in cultural affairs. This theatre should be used as a development center for indigenous knowledge systems. A cultural market should also be established to enable artists to sell their artifacts.

- **Makhosini Valley (Dingaanstad)**

This is where most Zulu kings were buried. This place is known as the place of kings. This is where king Dingane's palace was situated. It was at this palace where Piet Retief and his companions were executed. This place is very important in the history of the Zulus. It was from this palace where impi (the army) that was attacking the Boers at eNcome gathered before leaving for eNcome.

Tourists visiting the area could see king Dingane's place that should be completely rebuilt. They could also see the tomb where Piet Retief and his men were buried. They could also visit places like eMthonjaneni, battlefields like Ophathe where the Zulus killed a lot of Boers, a place where the battle of KwaGqonkli fought, Ondini and KwaNodwengu king Cetshwayo and Mpande's palaces. They could also visit places like eZihlalo and eMabedlane that have a very nice view and some history behind them.

Usability

Makhosini Valley should be preserved as it provides history of many Zulu kings who lay resting. Many Zulu king's graves are found in the area.

Marketability

Visitors can enjoy game viewing on foot in the area. They could also enjoy the nice view with bushveld surroundings. They could also visit Ophathe Game Reserve, which is a couple kilometers away from the site. Not too far from this place one can visit places like Emthonjeleni, KwaGqonkli Mountain, eMabedlane Hills and Ondini Battlefields.

PROPOSAL

- Improvement of the plus or minus 20km gravel road to KwaHlophekhulu caves via Ondini Cultural Museums.

- Establishment of a training center at Ondini museum specializing in:
 - *Weaving and beadwork
 - *Leatherwork
 - *Carving and sculpture
 - *Training of tourist guides

- Completion of the traditional Zulu homestead

- Battlefields/ history tours/ archaeological trips

- Improvement of gravel roads to heritage and historical sites like eMabedlane 15km, eZihlalo 20km, KwaCeza Forest 45km, eDlebe 40km etc.

CONCLUSION

Whilst it is seen as important for the e'Ndondakusuka management and the Ilembe District Municipality to adopt the recommendations of the proposed Anglo-Zulu War, steps should be taken to:

- a) Market the area and its tourism initiatives in order to get the general public buy-in.
- b) Conduct a study on Impact Assessment, so as to establish whether this proposed initiative could produce commercialized tourism and provide jobs to the community.
- c) Link coastal tourism with inland tourism in order to achieve a two-way tourism scenario with an end product interchange. In other words, tourists from the coast should be drawn inland and inland community tourism hopefuls should feel welcome in the coast. The inland cultural practitioners should find comfort of trading in the coast and tourists should be guaranteed value for their money and safety.

Cultural diversity is one of government's major concerns. This then suggests that people should be proud and value their different cultures. These differences are a God-given which in a situation like this, can earn them a living. In this particular research it is clear that what is pointed out could be handled by the people themselves being employers and not employees.

It is however important to mention that these communities will need proper training in certain skills. At the end of the day it will not only be individuals who will benefit but the whole of South Africa. The project has linkages and down-stream opportunities, it could end up being replicated or imitated by other provinces

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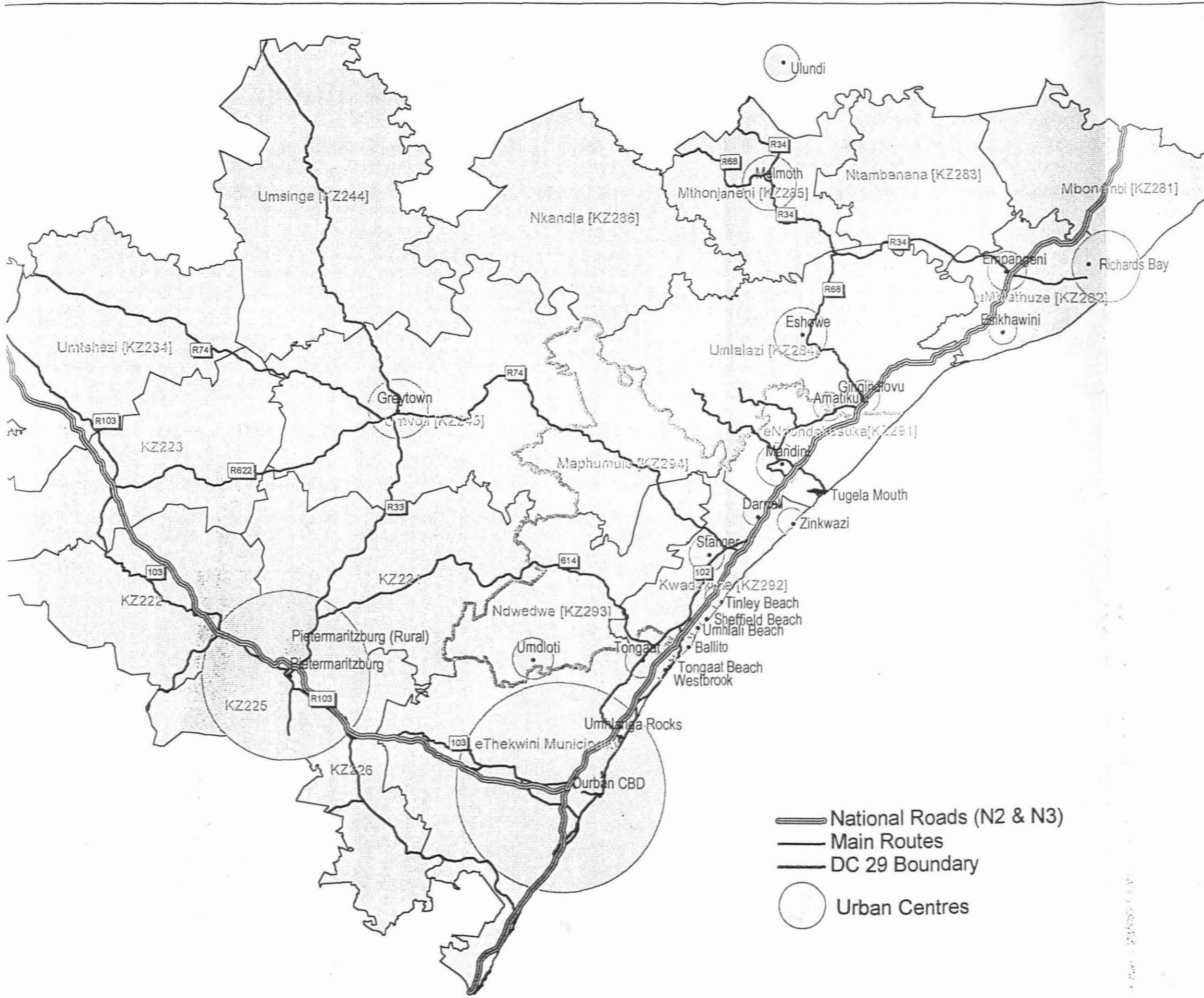
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APPENDIXES

- Appendix 1 The map of Ilembe District
- Appendix 2 The map of Historic Sites
- Appendix 3 e’Ndondakusuka IDP Document Launch 20th of June
- Appendix 4 Indaba launch of the 20th of June
- Appendix 5 The Reconstruction of Umuzi Towards the Conceptual Document
- Appendix 6 Establishment of the Economic Development Board
- Appendix 7 A Local Economic Strategy of Sustainable Development
- Appendix 8 Tourism White Paper
- Appendix 9 Towards the Establishment of Tourism Inland

Appendix 1
(Map of Ilembe District)



-  National Roads (N2 & N3)
-  Main Routes
-  DC 29 Boundary
-  Urban Centres

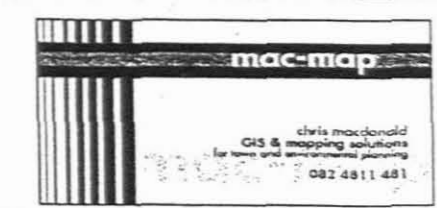


**eNdongakusuka
Municipality**

Integrated Development
Plan

Regional Plan

Scale	1:850000
Plan No.	0111/02
Drawn By	Mac-Map



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Historic Sites



eNdongakusuka
Municipality

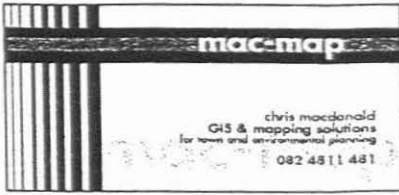
Integrated Development
Plan

Historic Sites

Scale 1:130000

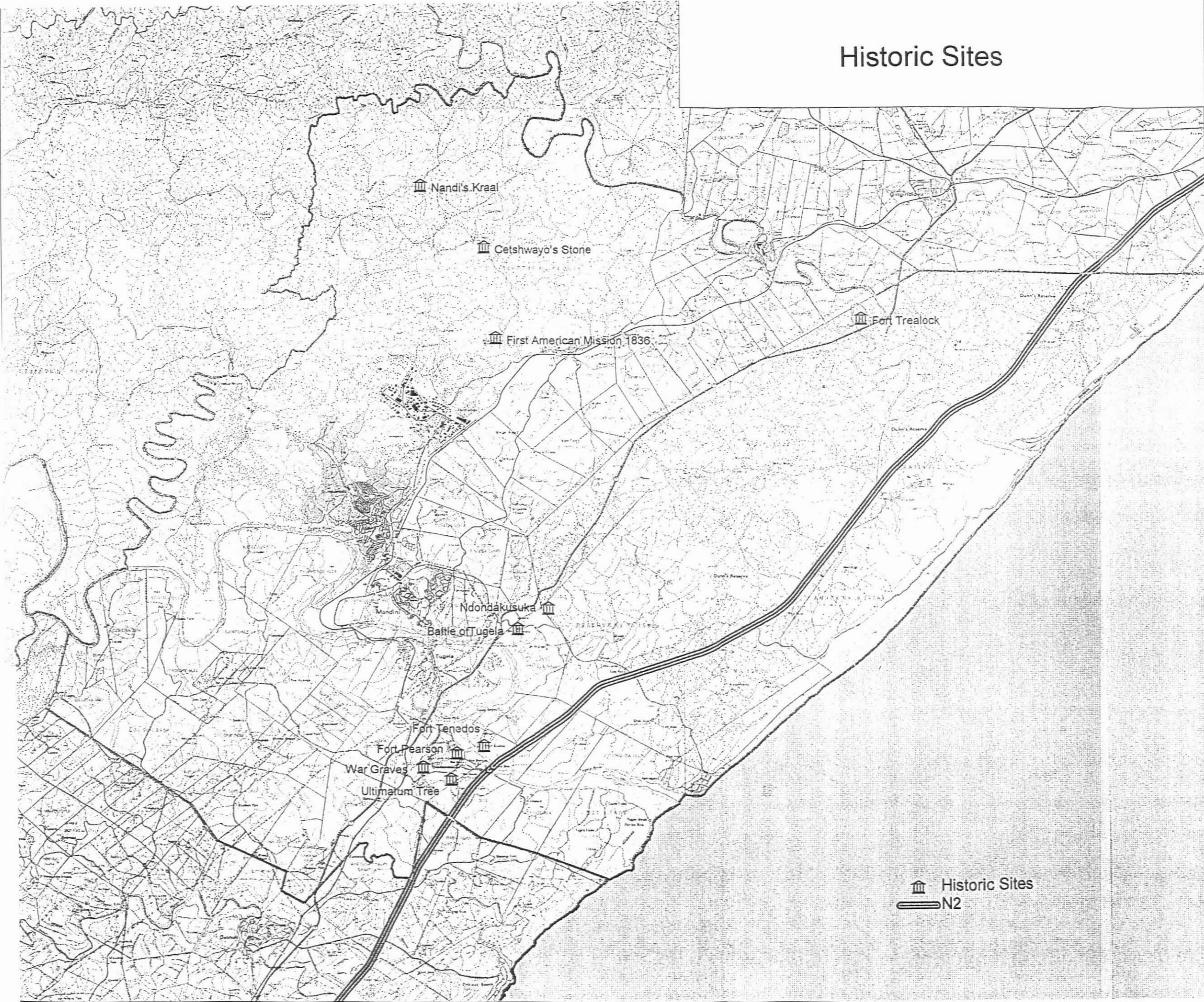
Plan No. 0111/06

Drawn By Mac-Map



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 Historic Sites
 N2

Appendix 3

(Executive Summary of the IDP)

EXECUTIVE SUMMARY (IDP)

PUBLIC PARTICIPATION

- The IDP is an opportunity for community building by providing a public forum for discussions, and for reaching common ground regarding development priorities
- All stakeholders must be given the opportunity to participate in the identification of development priorities
- In eNdondakusuka the public participation took the form of registration for and participation in the Representative Forum, and seven sector workshops
- Community participation was seen as crucial in this case, as most of the area had never before been under Municipal control
- Communication with the various local community groups was therefore of particular importance
- The projects listed in Annexure 1 reflect this particular need
- 109 organisations registered for the Representative Forum
- 105 people attended the first Representative Forum meeting
- 376 people attended the seven sector workshops dealing with
Transport,
Community Safety / Security / Health and Welfare,
Environment,
Education / Sport / Arts and Culture,
Housing and Land Issues,
Infrastructure, and
Local Economic Development
- 260 people attended the second Representative Forum and the adoption of the IDP following the period for public comment

VISION AND MISSION STATEMENTS

VISION STATEMENT FOR èNDONDAKUSUKA MUNICIPALITY

We, the Community, Amakhosis, Councillors and Staff of èNdongakusuka Municipality hereby resolve that our Municipality will strive for excellence in the effective and efficient management of its financial, human, capital and developmental resources.

- We shall strive to maximize opportunities for growth and development for all people in our community, as well as the natural resources within our Municipal area.*
- We recognize that our economy is industrial and agricultural in its nature, and shall, therefore, strive to maximize opportunities for growth in the industrial and agricultural economies.*
- We are proud of the history and heritage of our Municipal area and commit ourselves to the growth of our historical and heritage resources in the tourism economy.*
- We will endeavour to minimise the spread of diseases such as HIV/AIDS, cholera, tuberculosis and others.*
- In all our endeavours and efforts èNdongakusuka shall be the best-run urban-rural Municipality in the province.*

MISSION STATEMENT

Our mission is to maximize social development, economic growth and human resources management through collective and self-less dedication to our calls and responsibilities, regardless of race, colour, creed, sex, gender or political affiliation.

OUR VALUES

We value:

- *High work ethics.*
- *Maximum participation by all stakeholders and role-players in Municipal initiatives.*
- *Transparent, effective, efficient, responsive and accountable governance.*
- *Placing the interests of our communities, customers and clients first.*
- *Our Good Name and impeccable credentials.*

OUR STRATEGIES

To develop and implement an Integrated Development Plan (IDP) which articulates the inclusive aspirations of the people of eNdongakusuka Municipality (KZ 291).

Our Integrated Development is our prime strategic document which outlines the plans and strategies of how eNdongakusuka Municipality is to be run and governed during the Municipal electoral period 5 December 2000 - until the next elections in 2005/2006, after which elections the IDP may be revised.

We shall continue to review the IDP annually so as to allow for adjustments as the continually changing circumstances-of-our-transforming country and Municipality may dictate.

• HOUSING

- low income housing is to be positioned as close as possible to the main employment opportunities which are centred on Isithebe, in order that the problems associated with long commuting distances, such as long delays, lack of transport for shift workers and the high commuting expenses presently experienced by workers, can be eradicated;
- urban sprawl is to be discouraged by the encouraging of settlement on serviced land within designated urban nodes as specified in section 7.2.1 above;
- new urban development is to be directed towards logical infill areas;
- settlements established by means of illegal occupation of land will not be prioritised for upgrading;
- the in - situ upliftment of rural housing and the establishment of agri - villages with not less than 0,3ha of arable land per household to meet the agricultural as well as settlement needs of the community, will be supported;
- housing projects which require expenditure for the provision of infrastructure in remote or badly located areas will not be supported;
- that the slum clearance project at Nyoni be given priority;
- that the infill housing projects at Isithebe, Sundumbili and Amanda Farm be supported;
- that the rural housing projects at Macambini and Hlomendlini be supported, with the design of these projects taking careful note of both the settlement and agricultural needs of the residents of these two areas.

• EDUCATION

- that a secondary education facility of a high standard is required in Mandeni, to serve those scholars with special ability, and who are presently not adequately catered for in the area;
- that the Educators Forum ensure that members of the community are made fully aware of the educational support initiatives in the area, including the Protech programme, the Richtech project, the SAPPI resources centre and the finishing schools;
- that the Educators Forum promote a skills training programme to support local industry, through the possible expansion of the Richtech project, and by identifying potential candidates, as well as potential sponsors.

eNdongakusuka Municipality : IDP projects for local authority

Project Number	Priority Issue	Objective	Strategy	Project	Funding source	Estimated cost at 31/3/2002	Timing
LA1	Transport Forum required	To establish a forum for bus, rail and taxi transport operators in KZ 291, at which all transport related needs, problems and issues can be discussed	To approach all taxi associations, bus operators, the Department of Transport, Transnet and transport companies serving KZ 291 to register for participation, together with SAPS and Chamber of Business	To establish a Transport Forum to meet quarterly	eNdongakusuka Municipality	R6000,00 pa for secretarial services, printing, postage and refreshments at quarterly meetings	Immediate
LA 2	Community Policing Forum required	To establish a Community Policing Forum with representation from each ward ,to ensure full community participation in the resolution of community safety issues	Ward Councillors to identify CPF representatives from each ward to meet with SAPS and BAC, in order to co-ordinate a CPF workshop to which all members of the community will be invited, at which representatives from each ward or interest group to register as CPF representatives	To establish a CPF at Municipal level, with ward level representation	eNdongakusuka Municipality	R6000,00 pa for workshop, printing and postage for monthly meetings in community based venues	Immediate

Project Number	Priority Issue	Objective	Strategy	Project	Funding source	Estimated cost at 31/3/2002	Timing
LA 3	Environmental forum required	To reinstate the Simunye Environmental Forum as a community based forum for assisting Municipality with, all environmental issues in KZ 291	All previous members, community groups and interested stakeholders to be invited to register as members of the reinstated Simunye Environmental Forum	Reinstate Simunye Environmental Forum to include all areas of KZ 291	eNdondakusuka Municipality	R6000,00 pa for secretarial services, printing, postage and refreshments at quarterly meetings	Immediate
LA 4	Educators Forum required	To reinstate the Principals Forum, but as an Educators Forum, not restricted only to principals, as a forum for the dissemination of information, coordination of initiatives and the discussion of issues of concern to educators in KZ 291	To invite all primary, secondary and tertiary institutions to participate in the Educators Forum	Establishment of an Educators Forum	eNdondakusuka Municipality	R6000,00 pa for secretarial services, printing, postage and refreshments at quarterly meetings	Immediate

eNdongakusuka Municipality : KEY PERFORMANCE INDICATORS

Project Number	Project	Performance Standard
LA1	To establish a Transport Forum to meet quarterly	<ul style="list-style-type: none"> • Arrangement of quarterly meetings • Formation of sub – committees • Monthly report to Council
LA 2	To establish a CPF with ward level representation, and with one CPF for each SAPS station area within KZ 291	<ul style="list-style-type: none"> • Arrangement of regular meetings • Formation of Ward Forums • Monthly report to Council • Compiling statistical records
LA 3	Reinstate Simunye Environmental Forum	<ul style="list-style-type: none"> • Arrangement of quarterly meetings • Formation of new Environmental Forum to include whole KZ 291 area • Monthly report to Council
LA 4	Establishment of an Educators Forum	<ul style="list-style-type: none"> • Meeting with all key educators to establish Forum • Formation of task teams • Quarterly report to Council
LA 5	To establish the eNdongakusuka Sports, Recreation, Arts and Culture Association	<ul style="list-style-type: none"> • Formation of Arts, Culture, Sport and Recreation Forum • Annual Forum Conference • Organisation of events
LA 6	To reinstate the LED Forum	<ul style="list-style-type: none"> • Hold LED Summit • Establish LED Sub -Committee of Council • Support LED Forum initiative, with support of DPLG and KZNPA • Identification employment opportunities • Job creation
LA 7	To draw up a structured programme for proper law enforcement based on a full complement of staff, including joint operations with Road Traffic Inspectorate, SAPS and other security services, and to establish a system of reservists from the community	<ul style="list-style-type: none"> • Regular road blocks • Better collection of fines • Successful prosecutions of offenders
LA 8	To put in place a programme for the upgrading of bus and taxi ranks, the provision of laybys, shelters and washing facilities.	<ul style="list-style-type: none"> • Priority to Sundumbili Taxi rank • Bus shelters • Ablution blocks
LA 9	Create a database and information pamphlet for distribution with accounts, through Ward Councillors, at taxi's, clinics and schools	<ul style="list-style-type: none"> • Regular AIDS awareness campaigns • Better statistics • Clinics to provide Nevirapine
LA 10	To establish a road maintenance programme for all local roads in KZ 291	<ul style="list-style-type: none"> • Regular grading • Road markings • Upgrading of roads in Sundumbili, Tugela and rural areas generally
LA 11	To construct hardened access, with proper water course crossing to mortuary.	<ul style="list-style-type: none"> • Improve road surface for better access to mortuary
LA 12	To establish improved social welfare and citizens advisory services within the Municipal structure	<ul style="list-style-type: none"> • Inaugurate Social Service Centre • Ensure SSC functions

Project Number	Priority Issue	Objective	Strategy	Project	Funding source	Estimated cost at 31/3/2002	Timing
LA 3	Environmental forum required	To reinstate the Simunye Environmental Forum as a community based forum for assisting Municipality with, all environmental issues in KZ 291	All previous members, community groups and interested stakeholders to be invited to register as members of the reinstated Simunye Environmental Forum	Reinstate Simunye Environmental Forum to include all areas of KZ 291	eNdondakusuka Municipality	R6000,00 pa for secretarial services, printing, postage and refreshments at quarterly meetings	Immediate
LA 4	Educators Forum required	To reinstate the Principals Forum, but as an Educators Forum, not restricted only to principals, as a forum for the dissemination of information, coordination of initiatives and the discussion of issues of concern to educators in KZ 291	To invite all primary, secondary and tertiary institutions to participate in the Educators Forum	Establishment of an Educators Forum	eNdondakusuka Municipality	R6000,00 pa for secretarial services, printing, postage and refreshments at quarterly meetings	Immediate

Appendix 4

(Indaba launch of the 20th of June 2002)

**LOCAL ECONOMIC DEVELOPMENT INDABA
HELD
ON 20 JUNE 2002 AT èNDONDAKUSUKA
YOUTH CENTRE**

FACILITATED BY: BASIL SIKHAKHANE

1. ATTENDANCE

The LED Indaba was attended by Councillors and officials of e'Ndondakusuka and Ilembe Municipalities. Stakeholders with an interest in the regional economy also attended and these included Ithala, Ilembe Chamber of Commerce and Industry, First National Bank, eThekweni Municipality, Water and Sanitation Services, Sappi, Department of Education, KZN Wildlife, Mandeni Taxi Association and various community based development organisations. The attendance list is attached as **Annexure 1**.

2. BACKGROUND INFORMATION

e'Ndondakusuka is a Local Municipality which incorporates expanded rural areas in terms of the finalised demarcation process. The facilitator presented the LED Indaba as a regional focus extending beyond the boundaries of e'Ndondakusuka. He further highlighted historical strengths of the region as an established industrial powerhouse which attracted large scale investors in the past. The role of Isithebe Industrial Park in the Regional economic growth and the resultant employment creation were highlighted as some of the critical factors.

The facilitator proceeded to outline local economic development challenges for the Region. These included the need to address unemployment and poverty. The increased regional population which incorporates indigent rural communities who are attracted to the industrial area by perceived potential employment opportunities.

The purpose of the session was presented as an opportunity to discuss the results of various studies and recommendations of critical planning processes. In addition, the session was intended to create a forum where Provincial, Regional and sectoral stakeholder can exchange information on their roles and identify LED opportunities.

2.1 Programme Outline

Given the purpose of the session, the programme was as follows:

- Opening remarks and presentations
- Group work (Development Themes)
- Report back and Way forward

3. PRESENTATIONS

3.1 Opening Address (e'Ndondakusuka Mayor)

The Mayor welcomed all participants and highlighted the following:

- The need to involve all stakeholders in the Local Economic Development issues.
- The relevance of LED in poverty alleviation and sustainable development.
- Council's commitment to LED as a basis for the promotion of democracy.
- The co-operation of different levels of government with particular reference to Local Municipalities and the District Municipality in bringing about sustainable development.

3.2 Presentation by the KZN Department of Economic Development And Tourism

The Head of the Department, Mr Mel Clark, presented on behalf of the MEC Mr Mabuyakhulu. His presentation touched on Provincial processes which have a bearing and impact on Regional Economic activities. A summary of key aspects of his presentation is given below.

3.2.1 The Provincial Growth and Development Strategy

Extract from KwaZulu Natal Provincial Cabinet Approval as per Resolution No. 236 of 3 July 1996

- The Growth and Development Strategy of KwaZulu-Natal should be built on the dynamism and vibrancy of the province's economy and richness and diversity of its human, natural and infrastructure resource base, through promoting rapid growth and opening access to economic opportunities. In order to do this, it will need to draw on entrepreneurial skill of its informal and formal traders, develop existing and potential tourists resources and the advantage of a competitive edge in specific manufacturing, agricultural and agri-industrial sectors.
- The strategy should seek and **create** new areas for economic development. Opportunities provided by the changing global economy will need to be explored, new talents unearthed within the province and existing industries reshaped so as to take advantage of new opportunities.
- The strategy should **redress** the inequities which are widespread in the province. It should meet basic needs, identify and support poor, vulnerable

and marginal areas and communities and create job opportunities. A balance of demand-driven and supply-driven approaches will be required to meet these needs.

- The strategy should also **address** development constraints. It should enhance skills by defusing the violence, extending infrastructure and encouraging labour relations. All development-orientated stakeholders should be consulted in this strategy.
- It should be **rooted** in shared responsibility and commitment to the economic and social development of the province. This will require co-operation, partnership, joint decision making and joint investment at all levels within and between government, business, labour and communities. This should include issues such as dealing with violence and crime whilst promoting economic growth and the delivery, management and payment of services.
- The strategy should **focus** effort on the identification and operation of key levers to the development of KwaZulu Natal which will produce the greatest impact in terms of economic growth and the redistribution of opportunities and access to essential services.
- The **condition** for the successful implementation of the strategy will be integration of its growth and redistributive elements and the creation of an appropriate and effective institutional framework. This will require policy approaches and project designs committed to the sustainable use of natural environment, the redress of racial and gender inequalities and the development of supportive spatial policies.

The Growth and Development Strategy of KwaZulu Natal develops the instruments and processes which are believed to be necessary in order to achieve the broad goals of the Vision in accordance with these principles.

3.2.2 The Approach and Structure of the Growth and Development Strategy

Approach

The underlying logic of the Growth and Development Strategy may be summarised as follows:

- 1) The Strategy will direct existing social economic trends in KwaZulu Natal towards the fulfilment of the principles of the Reconstruction and Development Programme.

- 2) To do this, the strategy will build on and harness the underlying macro dynamics of the province. These are seen to be:
 - The continued expansion of the functionally rural population in absolute terms but with a declining proportion of the total population living in these areas;
 - The concentration of economic growth and diversification in the urban areas of the province, especially along the coastal axis;
 - The opening of the economy to increased international competition;
 - Households in both rural and urban areas engaging in multiple livelihood strategies whereby household members might simultaneously engage in formal employment, informal self-employment and agricultural production;
 - Complex patterns of urban-rural linkage with rural households generating a portion of their livelihood from links to urban communities and many urban households retaining linkages to rural communities.
- 3) With this in mind, the strategy will foster growth in wage employment, capital investment and productivity in the urban areas of KwaZulu Natal. At the time, the strategy will foster growth in livelihood and food security and output in rural areas. The strategy will also seek innovative ways in which economic linkages between urban and rural areas can be enhanced;
- 4) The strategy will respect the diversity in KwaZulu Natal that emanates from gender and cultural differences by fostering local and participatory development solutions;
- 5) The Strategy will be informed by and inform the development of policies and will be implemented within the national and provincial environmental policies;
- 6) The Strategy will try to balance short term delivery with long term strategic objectives;
- 7) The Strategy will introduce measures to encourage manufacturers to move up the value chain whereby raw and basic material are further processed into higher value goods;

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- 7) The Strategy will introduce measures to encourage manufacturers to move up the value chain whereby raw and basic material are further processed into higher value goods;

- 8) The Strategy will introduce measures which will support the competitiveness of local industry, both in terms of meeting domestic demand and in terms of being competitive in the export market. In doing this, the strategy will support employment intensive industries which while vulnerable in the short term, have the potential to restructure into long term viability;
- 9) The Strategy will build on and develop the competitive advantages of KwaZulu Natal especially in terms of the province's transportation and trade linkages. This will reinforce the potential of KwaZulu Natal to become a gateway into which and from which trade in goods and services can flow;
- 10) The Strategy will prioritise the delivery of a minimum level of services to all people in all communities while directing resources towards the provision of higher levels of service in urban communities and in rural communities in which population densities both require and permit the delivery of such services.
- 11) The delivery of services will be based on the development of an appropriate spatial framework from which these services can be launched and maintained;
- 12) The Strategy will be based upon responsible and accountable financial management and will re-prioritise the use of available financial and other resources in a way in which the greatest impact can be achieved
- 13) The Strategy will utilise a programme of pilot projects which will contribute to the building of capacity at different levels of government and civil society and fostering of partnerships between stakeholders while ensuring the rapid delivery of assistance;
- 14) The Strategy is premised on a shared responsibility in its formation and implementation. In all of its components all forms of partnerships are encouraged and will be facilitated;
- 15) The Strategy accepts that the transformation of the economy and society of KwaZulu Natal will require a multi-faceted assault on poverty and violence. On the one hand, this requires a wide range of reforms operating on a broad front. On the other hand, this will also require targets and measurers which unlock bottlenecks and release constraints.

- **Structure of the Growth and Development Strategy**

In order to operationalise its approach, the Growth and Development Strategy of KwaZulu Natal has two parts with inter-related components, one which takes economic growth as a point of nature and one which places emphasis on the distribution of the benefits of this growth. *These components are linked in the following ways:*

- Inability of the government and the private sector to provide services and jobs on a sustainable basis requires that the province prospers through economic growth and investment;
- Likewise, the ability of the provincial economy to prosper is dependent upon reductions in the level of political and social unrest, the alleviation of the poverty faced by the majority of the province's population and the generation of an effective demand and ability-to-pay for the goods and services produced by the private and public sectors;
- Finally, the redistribution of goods and services toward meeting the needs of the bulk of KwaZulu Natal's population will in itself, provide an impetus for economic growth through the development of bulk infrastructure, mass housing campaigns, public works programmes and the on-going maintenance of facilities, infrastructure and services.

Through this reiteration, the strategy attempts to ensure that growth in the province will occur in a sustainable fashion which contributes towards the quality of life of all people of KwaZulu Natal and in which the human, natural and physical resources of the province are continuously enhanced.

Operationalising this Strategy will require five programmes of intervention, each which has a growth and redistributive objectives and a number of supporting instruments. The central programmes of the Growth and Development Strategy are:

- **Programme One:** Building the Winning Province;
- **Programme Two:** Enabling "Local Economic Development";
- **Programme Three:** Fuelling "the Powerhouse"
- **Programme Four:** Addressing the Needs of the Poor;
- **Programme Five:** Preparing the People through the Development and Utilisation of Human Resources.

There are two preconditions which need to be put in place before these programmes are able to achieve their optimum impact. These are:

- **Programme Six:** The Formulation of an Appropriate Spatial Framework
- **Programme Seven:** The Development of Institutions and Implementation Capacity.

3.2.1.1 CURRENT STATUS OF THE PGDS AND IMPLICATIONS FOR THE REGION

Mr Clark touched on some of the challenges facing the successful implementation of the PGDS. The challenges and other factors created the need to review the strategy. The review is being finalised.

The presentation highlighted development corridors as an important aspect of the PGDS. The e'Ndondakusuka region lies in the Richards Bay/Durban Development corridor. The pending airport development have profound economic implications for the region. Mr Clark stressed the need for Local Government to play a proactive role in the various economic development opportunities given the supporting facilitating role of the Department of Economic Development and Tourism.

Agriculture and Tourism are at the forefront of development opportunities and Mr Clark highlighted specific diversification and value-addition opportunities for the region as a result of the King Shaka Airport. The airport itself was briefly described as a combination of passengers and airfreight service. Diversification and value-addition plant activities were presented as economic development options which will lead to regional economic growth. The opportunity to manufacture for the export markets was discussed as a reality brought about by the new airport.

There were various discussion points at the end of the presentation. These included the need for further on-going consultation on the PGDS.

3.3 LOCAL ECONOMIC DEVELOPMENT STRATEGIC PRESENTATION BY Prof. JEFF McCARTHY

3.3.1 Highlighted Comments

- **The PGDS**

With regard to the PGDS's "failure" to bring about an economic boom for the region, Prof. McCarthy explained the economic and political context within which the PGDS was drafted. All the elements of this context are covered in his paper (**see attachment**). This section of the presentation confirmed the need for the review of the PGDS and its alignment with current realities.

- **The Richards Bay/Durban Development Corridor**

The positioning of the e'Ndondakusuka region between the two ports was presented as a competitive advantage. The emphasis on local assets and natural attributes was given as one of the factors to be considered. Opportunities in agriculture, commerce and coastal tourism were also highlighted.

- **Beneficiation**

Given the opportunities, the region should embark on value-adding processes. This is in line with diversification objectives. The specific benefits here will be the creation of jobs, employment of regional resources like natural assets including land and the favourable positioning of the region in the export trade. The beneficiation concept was also highlighted as a factor in the development of skills as most value adding processes open up training opportunities.

- **King Shaka Airport**

This was presented as an important factor in the future of the Richards Bay/Durban Development Corridor. A brief description of the proposed airport was given with particular emphasis on its intended role in the movement of large volumes of export goods. The implications for the development of appropriate industries in the region were outlined. A concern was raised that the airport and the industrial park will negatively affect tourism, given the requirements of pristine environment associated with tourism in general. In response, participants were assured that the feasibility studies have ensured that the planned airport will enhance both the tourism and industrial causes.

[e'Ndondakusuka Municipality IDP – Towards a Local Economic Development Strategy for e'Ndondakusuka Municipality 2002 – Prof. J.J. McCarthy - Annexure II]

3.4 e'Ndondakusuka IDP – (Christine Platt)

An executive summary of the IDP is attached (**Annexure III**). A few factors with a direct impact on regional economic development are highlighted below:

• e'Ndondakusuka (Municipality) Vision

We, the Community, Amakhosi, Councillors and Staff of e'Ndondakusuka Municipality hereby resolve that our Municipality will strive for excellence in the effective and efficient management of its financial, human, capital and developmental resources.

- We shall strive to maximise opportunities for growth and development for all people in our community as well as natural resources within our Municipal area.
- We recognise that our economy is industrial and agricultural in its nature and shall therefore strive to maximise opportunities for growth in the industrial and agricultural economies.
- We are proud of the history and heritage of our Municipal area and commit ourselves to the growth of our historical and heritage resources in the tourism economy.
- We will endeavour to minimise the spread of diseases such as HIV/AIDS, cholera, tuberculosis and others.
- In all our endeavours and efforts e'Ndondakusuka shall be the best-run urban-rural Municipality in the province.
- **Local Economic Development**
 - ⇒ That e'Ndondakusuka be promoted as the industrial base in the Ilembe District Council area, with the possibility of Isithebe becoming an IDZ linked to the proposed La Mercy airport;
 - ⇒ That commitment by the Municipality to supporting the LED Forum be reconfirmed and that the LED Forum be extended by the inclusion of representatives from all areas of the Municipal area;
 - ⇒ That the Business Development Centre be reopened and advertised locally, as it provides a critical service to the e'Ndondakusuka

community, including people involved in subsistence agricultural activities and is a powerful potential poverty alleviation tool;

- ⇒ That the tourism development initiative for which the feasibility study has already been prepared by Zama O'Brien, be given the highest priority by the Municipality in identifying funding sources for this critically important employment creation opportunity;
- ⇒ And that central government be engaged in ensuring that the issue of the water flow in the Tugela River is properly considered before any decisions are taken which adversely impact on one of the municipality's most critical competitive advantages'
- ⇒ That every effort is made to resolve the Mangete land claim issue in a peaceful manner for the benefit of all members of the Mandeni community, as it has negative consequences for the development in the local area.

- **Government Services**

The IDP presentation noted the lack of critical government services which impacts negatively on the quality of life in the region. With regard to the development of the regional economy, these services also play a major role in the creation of an investor-friendly environment. The absence of vehicle registration facilities (the nearest point is Eshowe), the absence of birth registration facilities, pot-holes and the general poor state of the physical infrastructure were all noted as critical government services which have a bearing on regional economic development.

- **Human Resource Development**

The current industrial activities have resulted in the acquisition of the much-needed technical skills in the region.

- **Specific Opportunities**

The analysis in the IDP confirms findings in Prof. J.J. McCarthy's paper. Opportunities identified highlighted agriculture and tourism in addition to commerce, transport and manufacturing. The IDP identified opportunities for historical/cultural tourism in addition to coastal tourism.

3.5 e'Ndongakusuka Municipality/Isithebe Workshop – Mr Rob Harpur

Isithebe Industrial Park is a historical nucleus of the region's industrial activities. Ithala is at the forefront of processes aimed at facilitating the growth and long-term sustainability of Isithebe. Rob Harpur presented summaries on workshops already held. The following points were noted;

- The need to formulate intervention strategies for the sustainable development and growth of Isithebe.
- The increased participation of tenants and property owners.
- The much needed increase in the occupancy rate.
- The need to design and implement a marketing strategy for the industrial park.
 - Public Relations challenges
 - Tenants perception challenges
 - Signage
 - Entrance
- The need to address skills development challenges.
- Environmental challenges
- The formulation of appropriate responses to economic challenges
- Labour challenges
 - Alignment of training with industry needs.
- Government (Support) Services
 - The need to provide adequate educational facilities
 - The need for appropriate service standards
 - Solid Waste Management
- Regional Alignment
 - Ilembe membership
 - The need for macro level economic study focusing on linkages and down-streaming opportunities.

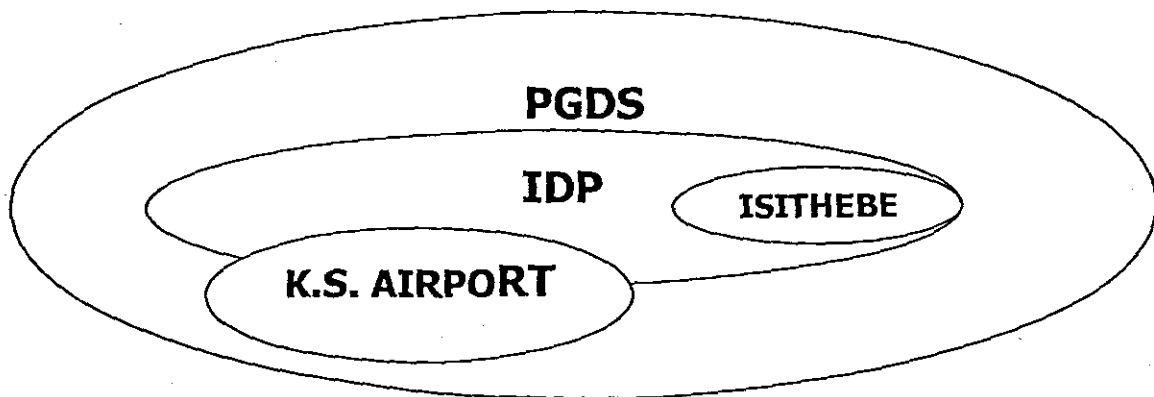
In conclusion, this presentation presented a picture of current processes by Ithala aimed at addressing urgent service delivery needs in the industrial park. The workshops will continue to provide a forum where tenants needs will be identified. The successful retention of current tenants/investors will set the basis for the attraction of future investors. This presentation highlighted the requirements of integration and the management of trade-offs. A particular example is the industrial park's need for water which will result in an increased demand for the extraction of raw water from uThukela River.

While the presentation noted public relations to be "positive", the need to increase government services was raised. This had been earlier confirmed in the IDP presentation.

3.6 The Business Against Crime Presentation – Deon Cronje

Crime remains one of the challenges in the region. The presentation focussed on success achieved in and around the Isithebe Industrial Park. Through the efforts of Business Against Crime, crime levels have been drastically reduced. These levels were presented and discussed in the context of the Province and the country. A categorisation of crimes was done and there was a vast improvement on the reduction of violent crime in general and armed robbery and car-hijacking specifically. Continued improvement here is likely to add to the region's competitive advantage.

3.7 Schematic Summary of Presentations



4. OPPORTUNITIES AND GROUP WORK

Opportunities were identified in Agriculture, Tourism, Transportation and Manufacturing. Participants then divided into groups to address specific challenges within each sector.

4.1 THE MANUFACTURING SECTOR

- **Strategic Considerations in the development of an appropriate institutional framework**

Inclusion of the following;

- Municipality
- Ithala
- Big Business (Sappi, DFM, etc.)
- Department of Economic Development
- TIK
- Organised Labour
- Chambers of Business
- SMME's

- **Implementation Framework**

- Re-establish MBDC
- Identify "champion"
- Provide signage on N2
- Implement Marketing Strategy
- Address Water Supply needs

- **Key Role Players and Champions**

- Labour
- Youth
- Women
- Local Government
- Chambers of Business
- Association of SMME's
- Business Development Centre

- **Champions:** Bing Comrie and V.S. Ngcobo

4.2 THE AGRICULTURAL SECTOR

- **Institutional Framework**

- Need for the creation of an enabling environment
- Establish a regional desk (e'Ndondakusuka)
- Secure representation of the following;
 - Amakhosi
 - Co-ops
 - Organised agriculture
 - Regional Authorities
 - Department of Agriculture
 - University based specialists
 - NGO's
- USAID/EU can be involved as they have the capacity to perform major agricultural development task from e.g. Soil analysis, planting and marketing.
- Representation of political interests.
- The agricultural division of ESKOM.
- The Land Bank
- CRAD
- NDA

- **Implementation Framework**

- Identify agricultural needs from the IDP
- Ensure that resources are allocated only where there is institutional capacity and skills to deliver.
- Engage a specialist to identify more opportunities (beneficiation).
- Disseminate information through the regional desk and co-ops
- Secure community input to recommendations.
- Establish partnerships
- Provide Budget for "seed capital".

- **BEE**

- DC can facilitate the setting up of co-ops and training centres.
- Ward Councillors to be involved.
- Introduce agricultural and related subjects at school level.

- **SMME's**

- Co-ops are the foundation for small business development.
- Processing plan at Isithebe.
- Link up with DTI.

- Set up a business centre (Transport/Farming/Storage) etc.
- **The Champion:** e'Ndondakusuka Municipality, Pat Dunn and Harold Dijoe – Volunteering from the community

4.3 TRANSPORTATION AND TOURISM SECTORS

- **Institutional Considerations**

- Utilise the IDP institutional framework.
- Expand the current tourism working group.
- Make provision for the representation of the newly incorporated areas.
- Ensure that the small and commercial transportation interests are represented.
- Ensure District Council representation

- **Implementation Framework**

- Engage specialists to package Tourism and Transportation Business Plan.

- **SMME's/BEE**

- Tour Guiders (opportunities)
- Training
- Catering
- Arts and Craft
- Muti and herbs
- Development opportunities for the Taxi Industry
- Courier services (diversification for taxis)
- Conferencing and accommodation opportunities.

- **Champion:** The Municipality

5. CONCLUDING REMARKS BY DR B.I. MKHIZE – C.E.O. OF TIK

- All regional stakeholders must ensure that LED plans are linked correctly with funding sources within realistic financial plans to avoid the compilation of "wish list" which will not be delivered.
- Value-addition processes facilitate the circulation of the "rand" in the region thus contributing to wealth creation.
- The KZN Province is not taking maximum advantage of available funding opportunities. Various funders have expressed an interest in being

involved in KZN. The proper packaging of LED projects should be encouraged and sustainable projects must be presented for the involvement of funders.

6. WAY FORWARD

- e'Ndondakusuka Municipality will incorporate the strategic considerations into the LED programme for the region.
- The IDP will be adhered to in all aspects relating to institutional development and specific opportunities identified within Agriculture, Commerce, Manufacturing, Tourism and Transportation sectors.
- e'Ndondakusuka will facilitate the development of a regional LED programme with specific Business Plans focussing on the main themes discussed by the groups.
- e'Ndondakusuka will involve civil society and community champions identified by groups.
- e'Ndondakusuka Municipality will organise another similar consultation session where feed-back will be given on progress.
- A database of all participants will be kept and it will be used for the issuing of future invitations.

7. CLOSURE

The Municipal Manager, Prof. M.K. Xulu requested the Speaker, Councillor Simelane to extend a vote of thanks. In thanking all present, the Speaker highlighted the importance of stakeholder co-operation and institutional collaboration as central to the LED process.

Appendix 5

(The Reconstruction of Umuzi-Towards a conceptual document)

THE RECONSTRUCTION OF UMUZI OF ÈNDONDAKUSUKA

(èNdondakusuka Military Kraal and Cultural Centre)

TOWARDS A CONCEPTUAL DOCUMENT

(For discussions only)



Compiled by Prof M K Xulu

(Sources not acknowledged)
Property of the Municipality

INTRODUCTION

The eNdondakusuka Municipal Council intends engaging in a Local Economic Development (LED) Project, which will see the reconstruction of the Military Kraal of eNdondakusuka of the 1800s being done in the iNgwenya Nature Reserve.

THE HISTORICAL OVERVIEW OF ENDONDAKUSUKA-COURTESY OF PROF JS MAPHALALA

THE HISTORICAL BACKGROUND

The geographical situation of a place today widely known as eNdondakusuka is between the **Thukela** river in the west and the **Mhlathuze** river in the far east. The municipal boundaries in terms of the 2000 demarcation are indicated elsewhere in this IDP document. The **Indian Ocean** lies in the south while the **Nkandla** district is in the north. This territory was teeming with a variety of wild life in the pre-colonial period. It was also one of the most important agricultural areas of the Kingdom of KwaZulu since the reigns of Kings **Malandela, Jama, Senzangakhona, Shaka, Dingane and Mpande to Cetshwayo**. It was thus densely populated because of the fertility of its soil brought down by the **Thukela** and **Mhlathuze** rivers. King Senzangakhona had built his two well-known palaces of **eNtonteleni** near the present town of Gingindlovu and **Mlambongwenya** [which belonged to iNdllovukazi Songiya, okaNgotsha Hlabisa, Prince Mpande's mother], North-east of the present town of eShowe. It was for this reason that during the reigns of Kings Shaka and Dingane, the whole area between the Mhlathuze and Thukela rivers was regarded as Prince Mpande's sphere of influence. He had his umuzi **kwaMfemfe**, eGcotsheni in Ndulinde where Prince Shingana was born and buried on 24 March 1911.

THE ORIGIN OF ENDONDAKUSUKA

The literal meaning is to delay to leave, but it has a historical context. The term: **eNdondakusuka** originally referred to umuzi of Komfiya Sidleni kaNogandaya Ncwana who was one of King Shaka's greatest generals. The residential site of that umuzi is on the **Ngquzu** hill, one of the highest hills about 5 kilometres North-east of the present eNdondakusuka Municipality Offices. On the western side of eNdondakusuka site flows **aMathambo** river down to the Thukela river. It got its name from the bones of the fallen Zulu warriors of Princes Cetshwayo and Mbuyazwe which choked it following the War of eNdondakusuka, iMpi yaseNdondakusuka on 2 December 1856. Further to the

east lies Ndulinde and Nyoni where Shaka's **eMashobení** was situated. Komfiya kaNogandaya was one of the first Zulu warriors King Shaka united the Zulu izizwe with when he ascended the Zulu throne. He was born **eMabululwini**, [the place of puffadders] on the banks of the Mhlathuze river south of oNgoye mountain where Nogandaya was buried. Following his father's death, Komfiya left eMabululwini and built his eNdondakusuka umuzi on the Ngquzu hill.

The name eNdondakusuka eventually became popular and used to refer to a wider surrounding area that umuzi of Komfiya on the Ngquzu hill. The main reasons for this are attributed to Komfiya's bravery in King Shaka's military campaigns. He fought in the following military campaigns: first, against iNkosi **Nkomo Mbatha** of amaMbatha isizwe where hundreds of brown cattle were captured, second, against iNkosi **Macingwane Mchunu** of eNgonyameni, third, against the **Zungu isizwe** and lastly, against iNkosi **Zwide kaLanga** of the Ndwandwe isizwe where Komfiya was the first to stab and kill the Ndwandwe warrior **kwaNomvemve**, a plain stretching from **eNtumeni** where the war against the Ndwandwe commenced to the Mhlathuze river. For his bravery in all these wars King Shaka renamed Komfiya "**Zulu**" for fighting for the Zulu nation. Henceforth he was popularly known as "**Zulu**" kaNogandaya. Shaka also gave him his own praises he was praised with while in kwaMthethwa as a young warrior. Zulu kaNogandaya was praised by Shaka's praises as follows:

*"uZulu ladum' obala,
Lapha kungemunga, kungamtholo.
Isiguq' esizifulele ngamahlamvu,
Emzileni wezinkomo zikaNxaba.
UMali wendima, kant' uyazalela."*

THE BRITISH SETTLERS' INVASION OF NDONDAKUSUKA, 17 APRIL 1838

The name of eNdondakusuka also became prominent during King Dingane's reign who appointed Zulu kaNogandaya one of izinduna of **iziMpohlo of Hlomendlini oMnyama**. Thus, when the British settlers under **John Cane** and **Robert Biggar** invaded eNdondakusuka in April 1838 in revenge for the killing of Piet Retief and his followers at the Mgungundlovu palace in February 1838, they were fiercely resisted and fought by the Zulu army under Prince Mpande, Zulu kaNogandaya and Nongalaza kaNondela Mnyandu. John Cane and Robert Biggar were killed. Later King Dingane sent a military expedition under the leadership of Zulu kaNogandaya from Ndondakusuka to wipe out the British settlers who had been given residential sites eThekwini by King Shaka in 1824. They fled and hid in their ships where the Zulu army under Zulu kaNogandaya failed to reach them but all their livestock were collected and their houses destroyed.

THE PRECIPITATION OF THE WAR OF NDONDAKUSUKA, 2ND DECEMBER, 1856

The name of Ndongakusuka became widely known for the third time on 2 December 1856, when the War of Ndongakusuka broke out between the followers of Prince Cetshwayo, King Mpande's heir to the Zulu throne, and the British - sponsored Prince Mbuyazwe's **iziGqoza** faction. It was precipitated by the British Colony of Natal [1843-1910] in order to occupy the territory between the Mhlathuze and Thukela rivers. Experiments had already been conducted and proved that the whole area was the most suitable for the cultivation of sugarcane. The English settlers already knew that Prince Cetshwayo was King Mpande's heir and likely to follow him on his death. They did not trust Prince Cetshwayo and suspected him to be hostile to the Natal government colonial interest. For this reason they created divisions among the Zulu ranks by sponsoring Prince Mbuyazwe as King Mpande successor while Mpande was still alive. This was contrary to Zulu tradition. Issues of succession were discussed after the death of a king.

Captain James Walmsely [nicknamed **Mantshonga**] by the Zulu people was stationed at Bondsdrift as the British Border Agent where the Zulu people crossed the Thukela into the British colony of Natal. Another English settler, E.F. Rathbone [nicknamed **Gqelebane**] by the Zulu people was the first European to settle north of the Thukela river. Walmsely and Rathbone were both tasked by the Natal colonial government to assist Prince Mbuyazwe defeat Prince Cetshwayo. Rathbone had been given a residential site by King Mpande near the Msunduze river in 1850 where he built his homestead being the first British settler to settle in the Zulu Kingdom, north of the Thukela river. Thus, the War of eNdongakusuka must be understood against this background of British intrigues and agreed for the land of the Zulu people. King Cetshwayo's **imbongi**, praiser, tells us that Cetshwayo must be regarded as a branch which extinguished the fire [war] kindled or precipitated by the Natal colony, especially Captain James Walmsely and EF Rathbone. He reiterates:

*“Uhlamvana bhula umlilo eNdulinde,
The branch which extinguished the fire at eNdulinde,
ubase ngabamhlophe abelungu,
Kindled by the white people,
Ubaswe nguMantshonga benoGqelebana.
Kindled by James Walmsely and EF Rathbone.”*

Captain James Walmsely sent **John Dunn** who was stationed with him as a constable and Zulu interpreter at Bondsdrift to raise an army of Europeans to assist Prince Mbuyazwe defeat Prince Cetshwayo. The white army under the

leadership of John Dunn comprised the Dutch and the British settlers. Prince Mbuyazwe was able to raise about 7 000 Zulu warriors including uNdunankulu Masiphula kaMamba Nfshangase fully backed Prince Cetshwayo. Thus, when the two forces collided at eNdondakusuka on the Ngquzu hill, the White army under John Dunn fired fearlessly upon Cetshwayo's forces until all their ammunition was spent. They fled across the Thukela river leaving Mbuyazwe's iziGqoza faction to be heavily defeated by Prince Cetshwayo's uSuthu faction. Mbuyazwe and five other sons of King Mpande were killed. Thus, the Natal colonial government's sponsored invasion suffered a severe humiliation. Henceforth Cetshwayo became in charge of Zulu affairs. King Mpande from 1856 to 1872 served as a mere figurehead, having reigned from 1840 to 1856. The British had to take 23 years preparing for a heavy onslaught on the Zulu Kingdom in 1879.

CONCLUSION: In conclusion we have seen that eNdondakusuka municipality is situated in a very rich historical area, the main reason being the arable nature of its soil, especially for sugarcane cultivation purposes. Yet, the names of Zulu warriors such as Zulu kaNogandaya Ncwana whose Ndondakusuka umuzi eventually comprised the entire territory must inspire the Zulu people to love their past.

ADDENDUM

The following are other places of historical importance within the boundaries of eNdondakusuka

1. ***The Ultimatum Tree:*** This tree is on the right hand side of the Thukela bridge on the toll road on the way to eThekwini. It was declared by the then National Monuments Council to be the property of the nation. It is where King Cetshwayo's izinduna were handed an ultimatum by the British invaders demanding the demobilisation of the Zulu army, the handing over of Sihayo Ngobese's sons, etc. which led to the British invasion of the Kingdom of KwaZulu on 22 January 1879. There must be a proper sign board erected near the road for tourists to be aware of the Ultimatum Tree.

2. **eDlokweni:** This place is also connected with the British invasion of the Zulu Kingdom in 1879. It is a forest near the Thukela mouth where the Zulu warriors under the leadership of Phalane kaMdinwa Mkhwanazi, Tsewula Mkwanazi and Mehlwana Khoza were stationed to guard against the British invaders' incursion.
3. **KwaMfemfe:** It is a site of King Mpande's umuzi at Gcotsheni built for Ndingindi, Prince Shingana's mother before Mpande's flight across the Thukela in 1839. In 1911 Prince Shingana was buried here when he died in exile eManzimtoti. The council can build a proper tombstone on the grave as well as a sign board to attract tourists to the grave.
4. **Gingindlovu:** The name of the place used to be **Ntonteleni** during Kings Jama and Senzangakhona's reigns. The name Gingindlovu was given after the Battle of Ndongakusuka because Prince Cetshwayo was per order of Manembe Nzuzi, his inyanga, kneeling on Prince Mbuyazwe's shield there during the battle. Cetshwayo argued that "**uyigingile indlovu**" referring to Mbuyazwe who had a tuft of hair on his body thus known as "**Indlovu enesihlonti**". The place henceforth became known as Gingindlovu.
5. **Matigulu:** This historic river is very old and it is not known precisely when it was named. However, the Zulu people do not publicly name their private parts. Matigulu is indicative of the amalala influence of the 1200's. In Lala a precedent of IsiZulu, mati is water and gulu or kulu is big, thus meaning big water or big river.

BACKGROUND

The reserve is surrounded by a monoculture of sugar cane on one side and the local residential area on the other. It was established by Sappi to maintain a small piece of the rich bio-diversity of the area as well as to provide an area for environment education and relaxation to the local community.

The area encompassing the Ingwenya Nature Reserve is also an important area historically, both as an old border region and also for its integral part in the battles of eNdongakusuka.

The, then, Mandini Wildlife Society was approached by the landowners, Sappi and the Mandini Town Board, to manage the Reserve on their behalf. This has been done for many years, with the assistance of a grant-

in-aid from the town board and with Sappi financing the grass cutting of the firebreaks and trails.

It has proved to be a popular spot for the local community to spend their days off in pleasant, peaceful surroundings.

INGWENYA NATURE RESERVE

On the north bank of the uThukela River, just outside the town of Mandini, lies the unexpected natural jewel of Ingwenya Nature Reserve. Although only 276 ha in size, Ingwenya is home to creatures both great and small and its close proximity to Durban (98 km) also makes it a welcome place for people to escape the rat-race of city life. Sappi, together with the eNdongakusuka Municipality have set aside this land which has been developed into a wildlife sanctuary to be shared by all.

The origin and meaning of the name *Ingwenya* is somewhat uncertain. "Ngwenya" means crocodile, and, the mere location of the reserve on the banks of the mighty uThukela River seems a good enough reason to name the area after these fearsome, reptilian beasts. "Umgwenya" on the other hand is the Zulu, and Xhosa, word for the Wild Plum tree (*Harpephyllum caffruit*) which grows abundantly in the Zululand forests. Its bountiful, red fruit are favoured by both man and beast alike and while the bushbabies, birds and monkeys fight for the juicy barriers, we humans cook the fruit pulp into a scrumptious jam or use the bark for traditional medicinal purposes.

Looking back in time.....

The Ingwenya area is steeped in tumultuous history and it is the site of two major battles. On the 17th of April 1838, British Officer, John Kane, led a retaliatory expedition from Port Natal against the Zulus for their cattle raid on the Kranskop farming settlement. They crossed the uThukela and fought the battle of Indondakusuka against the hillside just east of Ingwenya Reserve. Thousand of warriors died that day and many people fled for their lives down the Mathambo stream bed that enters the reserve in the south-east corner. The name Mathambo means "bones" which recalls the many skeletons that could be found for years afterwards, stark reminders of those who could not get away.

The second battle took place eighteen years later on the 2nd of December 1856. On this day the uThukela River was said to run red with blood as the armies of Cetshwayo and his half brother Mbuyazwe fought

for the royal Zulu throne, Cetshwayo emerged the victor, in what is claimed to be one of the biggest battles ever fought in this part of the world. Figures vary greatly but between 8000 and 23000 people were alleged to lose their lives that day. Some battle raged followers (the women and children) were told to hide in the thick vegetation along the stream on the east side of the Reserve.

Flora and Fauna

The reserve is situated on the divide between what used to be known as Zululand and Southern Natal. The vegetation zone is also transitional in nature; being a combination of valley bushveld, lowveld and coastal forest.

As you wander through open acacia bushveld and into the shaded pockets of indigenous forest you will experience the true beauty of our natural heritage. Ingwenya self-guided walking trail takes approximately two and a half hours to complete when walking at a relaxed easy pace. Many of the trees along the way, like elegant *Phoenix Reclinata*, or Tall Wild Date Palm, are labeled for your interest.

Game was first introduced to Ingwenya in 1965 and now Zebra, Blue Wildbeest and Impala can be seen grazing in the open veld. In the dapples shade of the forest fringes you might be lucky enough to observe the elegant Nyala. Like their less flamboyant bushbuck cousins these shy antelope are both browsers and grazers. Sixteen mammal species make their home at Ingwenya, including grey and blue dulkers, mongoose, bushpig and vervet monkey.

Ingwenya also hosts 197 species of bird that characterize the KZN North Coast. Noisy groups of White-eared barbets can be heard in the forest canopy as they feast on the fruit of the Sycamore Fig trees. While standing at the base of these buttressed figs a flash of colour passing overhead might catch your eye, heralding the arrival of a beautiful Purple Crested Lourie.

Moving down the food chain, 30 different reptiles have been recorded at Ingwenya and this includes two mighty pythons that have been released in the reserve. Rounding off the Ingwenya species list with a flourish, we mustn't forget to mention the presence of 13 different types of frog and 56 brightly coloured butterflies.

Need to know?

There are two picnic spots to choose from and both have braai facilities and water on tap, so your family can either have their refreshments in the revitalizing shade of the stream-bed vegetation or at the entrance gate area as they prefer. Driving through Ingwenya you will notice two dams, so take along your bird books and binoculars and utilize the bird-hide to add to your waterbird sighting-list.

Ingwenya has two permanent game guards employed to protect its wildlife and Sappi sponsor a team of six people to maintain the roads, burn fire breaks and cut grass to facilitate public enjoyment. The reserve is open daily from 08h00 to 18h00 and is also suitable for school and educational group visit. The speed limit in the reserve is 25 km per hour, so to maintain the tranquility of the reserve please drive slowly. To ensure the ongoing enjoyment of the nature for years to come please take only photos away with you and leave only your footprints behind. Why throw away litter when you could recycle it anyway!

Being ever mindful of its responsibility towards nature and nature conservation, Sappi donated 76 hectares of land on the ridge of the eastern fringes of Mandini for the establishment of a nature reserve.

The first formal correspondence began in 1964. Within a matter of days, a reply was received from Mr Ian Player of Natal Parks, Game and Fish Preservation Board who offered to serve on the advisory committee. Within a month, an undertaking was received from Chief Conservator to enlist the services of various well-known nature and ecological experts with a view to the establishment of a nature reserve for which Impala could be purchased at R2.00 per head.

Not only was the site ideal for a nature reserve, but it was also considered of great historical value and the Rockey Ridge Nature Reserve became a reality in August 1964.

The first 30 impala were ordered from Natal Parks, Game and Fish Preservation Board at a cost of R120, 00 inclusive of delivery. Orders were also placed for various other species including warthog, wilderbeest, buffalo and zebra.

In 1975 the name was changed to "Umzingwenya" (Place of the Crocodile) Nature Reserve and latterly, to Ngwenya. The reserve was handed over by Sappi to the local Wildlife Society in 1979.

In 1990 Sappi erected new gate and, at the end of 1991, a small dam was built and it is here that one is able to see the park's proliferation of birds and wildlife such as impala, nyala, wildebeest, duiker and (maybe its single) python.

The reserve is surrounded by a monoculture of sugar cane on one side and the local residential area on the other. It was established by Sappi to maintain a small piece of the rich bio diversity of the area as well as to provide an area for environmental education and relaxation to the local community.

The area encompassing the Ingwenya Nature Reserve is also an important area historically, both as an old border region and also for its integral part in the battles of Ndongakusuka.

MANAGEMENT PLAN AND OBJECTIVES OF THE MANDENI WILDLIFE SOCIETY

2.1 Maintenance and improvement of veld and game condition

To maintain and improve the veld, as well as game, condition by:-

- *Burning and mowing of grasslands*

Establish a regime of, mosaic pattern, late winter burning, with the assistance of KZN Conservation Services, the local fire departments and farmers.

Mow selected areas in high summer to allow access by short grass feeders during winter.

- *Chemical and mechanical treatment of invasive and alien vegetation*

Alien invasive plants will be manually removed by the staff on an ongoing basis, and only be chemically treated when finances allow.

Clearing grassland and areas of woody vegetation will be embarked upon, firstly in the lower level areas and then the hillsides.

- *Control of animal species*

Culling of existing species and introduction of species, previously known to exist in the area, maybe undertaken.

Any culling of animals within the reserve will be done with the express permission of the KZN Conservation Services and under auspices of the KZN Hunters Association. Any introduction of animal species will be done with the express permission of the KZN Conservation Services.

- *Consultation with expert in these fields, from time to time*

Maintain contact with KZN Conservation Services, the Wildlife and Environment Society and local expert, to advise and assist with the above.

2.2 Maintenance and improvement of visitors facilities

To maintain and improve the facilities available to visitors to the reserve by:

- *Maintaining roads and trails*

Keep the main through-roads in an acceptable condition by the establishment of cross-drains and humps, and by filling the scraping where necessary.

Obtain the assistance of the local council or outside contractors to assist with this.

Ensure walking trails are well marked and kept in a useable condition.

The closure of roads or trails, which are leading to erosion/degradation of the area.

- *Maintaining acceptable picnic and ablution facilities.*

Keep the existing picnic area in a neat and trimmed condition.

Extend the current braai facilities, tables and benches in the lower picnic area.

Supply additional toilet facilities and running water in the lower picnic area.

Establish another picnic area with all facilities near the main entrance gate.

Re-established, with the assistance of all local council or another sponsor, the road leading to the "old" top gate and picnic area, and then rebuild the facilities in this area.

2.3 Job creation and personnel development

Employ and train labourers/guards as appropriate.

- Employment and training

Employ 3 permanent labourers to work on a rotational shift basis to ensure the reserve is staffed daily.

Train the staff in the basic skills of conversation, including alien plant identification and eradication.

Provide the staff with the appropriate tools, safety equipment and training to enable them to carry out their duties efficiently and safely.

2.4 Access

Free access will be allowed during the times advertised at the entrance to:

Any persons wishing to use the facilities for game/bird watching, hiking, picnic etc.

Under controlled conditions, to person wishing to collect firewood, thatching grass, reeds or medicinal herbs.

Schools and other interest groups for the purpose of environmental education.

Church groups for the purpose of worship.

THE RECONSTRUCTION OF ÈNDONDAKUSUKA MILITARY KRAAL: INGWENYA NATURE RESERVE

The Municipal Council has resolved that in order for the Local Economic Development Project on the revitalization of the concept and structure of èNdondakusuka Military Kraal, to be realized, it will be necessary for the

Municipality to enter into a Public Private Partnership with SAPPI, in view of the fact that the most suitable site, Ingwenya Nature Reserve seems to be owned by SAPPI.

Should SAPPI be comfortable with the proposal from the Municipality, then some of the following steps will have to be followed:

1. The drafting of the terms of reference for the joint venture
2. Sorting out of the legalities related to the ownership of the land and other assets within the site
3. Identification of the actual spot within the reserve
4. Design
5. Signing a joint Memorandum of Agreement outlining the terms of business that will apply in the operation of the Military Kraal.

VISION

The Municipality is envisioning the military kraal taking the shape of a Zulu cultural village with some five or so traditional beehive huts. The Main hut, at the centre, will be a functional theatre for live shows, with others being some kind of sleeping venue for a typical African (Zulu) experience. The aim is to attract national and international tourists to the kraal.

With more future development envisaged, a conference facility with chalets can then be constructed with a view to completing the experience.

Since the Municipality has no capacity to run such a facility, it will be leased out to outsourcing companies and firms with expertise.

To empower local crafters and others, an Art and Craft Centre is envisaged to be part of the Kraal. Some further recreational facilities, like braai etc. areas may be envisioned as well.

The Municipality has a grant from national Government, adequate to construct PHASE 1 (kraal, Arts and Craft Centre) by end of June 2003. We would, therefore, like to speed up this matter by beginning to enter into concrete negotiations with you.

Our negotiation team will consist of Mr Siphon Nzimande, of Qapha Services and Ms Nonhlanhla Msweli, the IDP Co-ordinator. They will later, when actual construction starts, be joined by Mr Thungo, the Projects Co-ordinator.

I am hoping that the meeting of 13 August, 2002 will produce fruits, which will see this project taking off the ground.

It should be recorded that the mere history of this place deserves that something be done. Our view is to unveil this project (The unveiling of the Commemoration of the Battle of èNdondakusuka) on or about 2 December 2002, in a national event, (should funds permit).

SAPPI's partnership is surely to boost the image and profile of the cultural village and create the much needed jobs in the tourism and cultural sectors, for no less than 50 – 100 individuals involved in catering, crafts, beadwork, hospitality, music and dance, and other spheres that support the tourism sector.

We have, meanwhile, approached Amafa aKwaZulu Natal in Ulundi, the statutory body which deals with matters like these, from a government perspective.

As a way forward IT IS proposed that a joint Task Team consisting of our two negotiators, two negotiators FROM SAPPI, any other interests, Amafa aKwaZulu Natal, a historian, KNZ Wildlife, Trade and Investment KwaZulu Natal, Tourism KwaZulu Natal and any other, be set up. Such a task team driven by our respective representatives will meet monthly to ensure that the project takes off the ground, and is launched later this year.

The most important imminent event is the Commemoration of the Battle of èNdondakusuka ceremony, 6 December 2002

(See annexure A , B and C)

MANDINI TLM

PORTIONS 2 AND 3 (OF 1)

SCALE

LOT 27 No.13889

LOT 28 No.13425

REM OF 1

SEE
INSET

PTN 3
(OF 1)

Eskom
Sub Station
PTN 2
(OF 1)

ENDONDAKUSUKA
MILITARY KZARAL
PTN 4

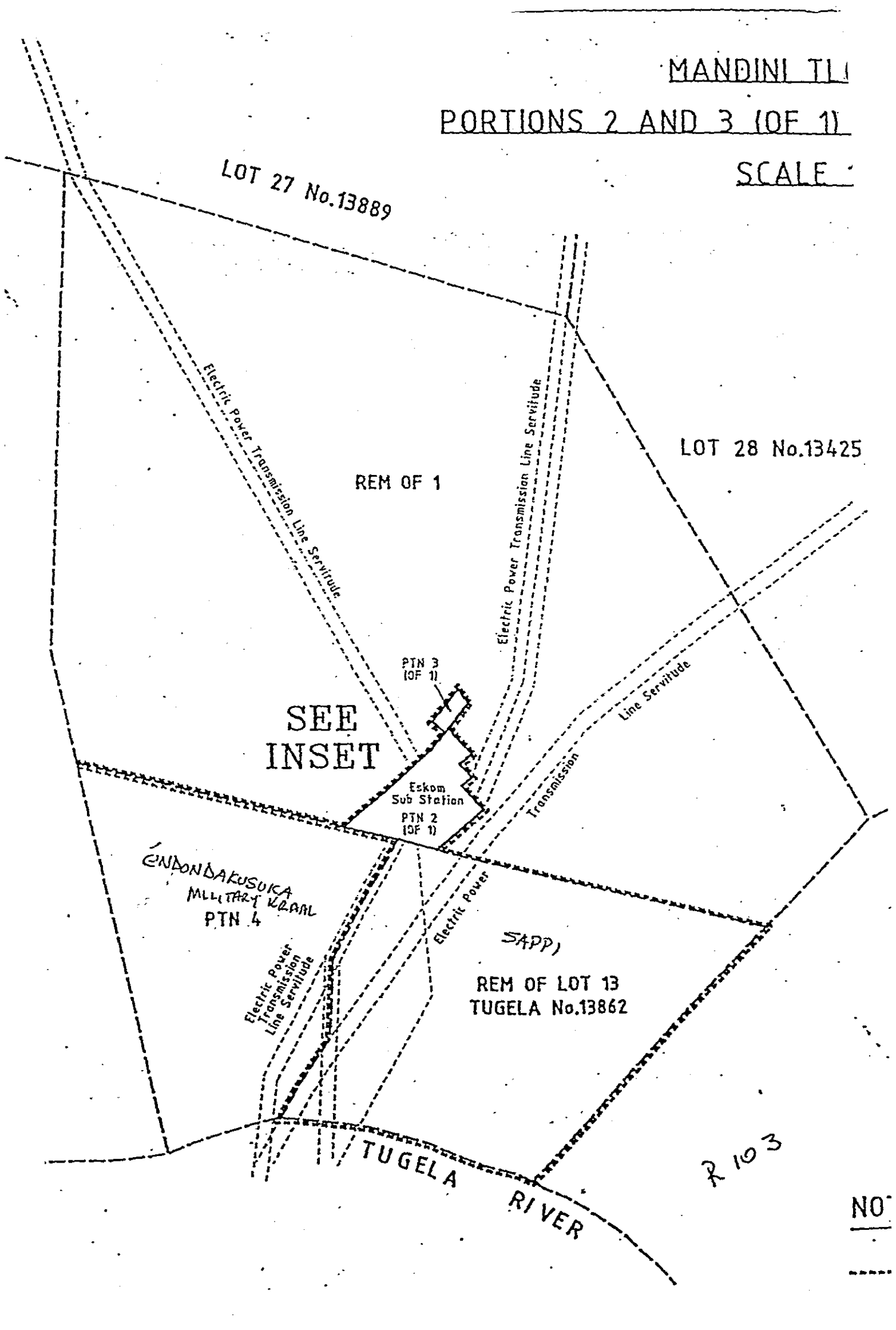
SAPP)

REM OF LOT 13
TUGELA No.13862

TUGELA
RIVER

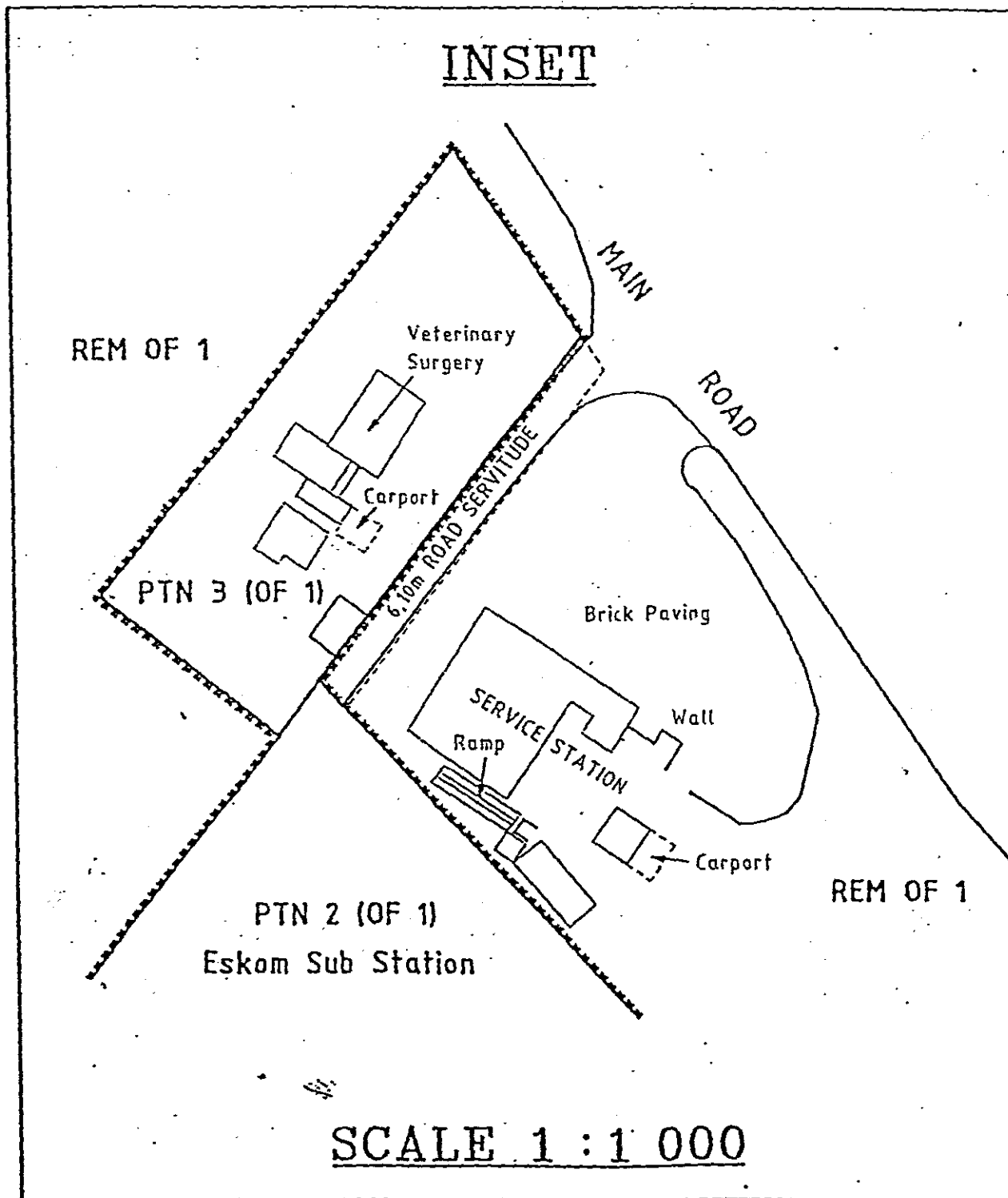
R 103

NO



Y:

TUGELA No 13862



ITES TLC BOUNDARY.
D No.7)

Prepared by :



WALL MARRIOTT PAUL & BORGEN
Property Development Consultants
Town and Regional Planners
Land Surveyors and Valuers
La Lucia

eNDONDAKUSUKA MUNICIPALITY

Record Number	Property Description	Registered Owner	Property Address	Use	Zone	Land Area m2	Rate Code	Sew Y/N	Bldg Clause	Rateable	Non-Rateable		
EXTENSION NO. 8													
06122000000	LOT 1229	HELD IN REMAINDER	6 ALOE ROAD	47	SR	1322	D		0	0	0		
06123000000	LOT 1230	HELD IN REMAINDER	6 ALOE ROAD	47	SR	1240	B		0	0	0		
06141400000	LOT 1414	MANDINI TOWN BOARD		28	AD	5808	D		0	0	70,000		
03999800000	BALANCE OF EXT 8	MANDINI TOWN BOARD		47	MZ	1461904	B		0	0	2,273,000		
06099800000	LOT REM EXT 8	MANDINI TOWN BOARD	COMPRISING 70 LOTS			0			0	0	881,000		
EXTENSION TOTAL										153,000	0	2,974,000	0

Unwele Olude Ndondakusuka

(Solwazi Langelibalele F. Mathenjwa)

Inkunz' elukhanda ngeyaseMantini
Ngiyesaba nokuyehlala
Funa ngigcine sengidond' ukusuka
Kuhle kweZigqoza zikaMbuyazwe
Ezadond' ukusuka kulezo zimfunda
Ezabanjwa ngumathithibala
Kulawo mahlathi aseDlokweni

Ngisinge ngiphezulu egqumeni kuMabheka
Ngazibon' izigodi zamadolo kaJininind' omnyama
Ngabe ngisacashe ngenduli ende
Ngazibon' izithunzi zithi pheshe phesheya
Ngakhala ngabubula ngabantwana bokaNdaba
Ababulawa yisikhwele sokungalimeli iqiniso
Babhujiswa yinzondo yemfezi kaNgqumbazi
Isilo salokoth' okungalokothwayo
Ukuphikisana nonontanda kaMlenzemunye
Kunamhla lokhu uThukela lusalila leso sililo
Sempi enkulu yaseNdondakusuka
Lapho kwakubambene khona uSuthu neZigqoza

Akashongo njalo okaNdaba
Lelo zwi lezwakala ezimfundeni zoThukela
Lwakhabuzela uThukela lwazivimb' iZigqoza zansondo
Laye lezwakala nasezimfundeni zoMzinyathi
Wabhong' uMzinyathi wavimba ngaphambili
Mhla uJininindi ekhandanisele aMangis' eSandlwana
Ebajijimeza ngayo ahlabana ngayo eNdondakusuka
Ebadla ngal' ijozi elalolwa emilalazini yasoThukela
Ebaphihliza ngewisa elagawulwa eDlokweni
Laph' aqiniswa khona zingazi zamadod' eNdondakusuka

Ngiyalubon' uThukela lubhocobele
Luntula lawo manzi okwathiwa kuseMantini ngawo
Ninele nayiphosel' eleNdondakusuka
Kwavuk' amathamb' eZigqoza noSuthu

Namhla abasavukel' impi yaseNdondakusuka
Namhla sebevukel' impucuko yaseNdondakusuka
Kuvuka leyo mimoya namhlanje
Kuthi angiqikilekis' okukaManembe
Ngimpongoloze ngihaye mfo kaMphemba
Khwahla soMsuthu asibambani neseMpondo
Kant' eseMpondo asibambani neseNyimbane
Vava lwenkunzi sokhaba khilikithi

Kuthi angiqikileke okwendiki
Ngihosh' imimoya yonkana
Yikhona ngizoshay' imbungu yenhlabamkhosi
Ngimpongoloze ngihayel' umfo kaGxabhashe
Impis' enamajuban' amabili,
Eliny' elokuya, eliny' elokubuya
Ngith' impi iphelil' eNdondakusuka
Kumanje silwa impi yentuthuko kuphela
Uyashiywa wen' osabambelele kokudala
Osahlasela ngenganono nombhumbuluzo,
Sala kanjalo mnqolo gombetsheni
Wen' ongayizwang' inkunzi yakithi kwaVikizembe,
Uyadela mfazi waseNdondakusuka
Wen' oyibone ngamehl' inj' ebulawayo
Ababeyifungela beqanganis' ePitoli
Beth' iyofa nini bezoyisik' amagabelo
Inkunz' abayivalele ngemigoq' eNdondakusuka
Beyifuqa beyinameka ngesihlama sevondwe
Iphonse kanye zaqhash' izihlang' emadodeni
Iwuhlabe yawulawula iwayilense nephepha
Beth' ibulawelan'inja yakoGxabhashe engakhonkothi muntu
Umbhinqo wakithi eMfanefile
Omi ngelilodwa omi ngepeni nepenisela
Ezingancwadile ziqhashe ziyodl' upaku lokwethekelwa.

Namhlanje sikhuz' ihhому neji
Sikhuz' isaga sika 'MALUJU'
Sivus' imimoya kaZulu wayizolo
Simem' amathambo abantabakaMpande
Simem' amathambo kaMbuyazwe

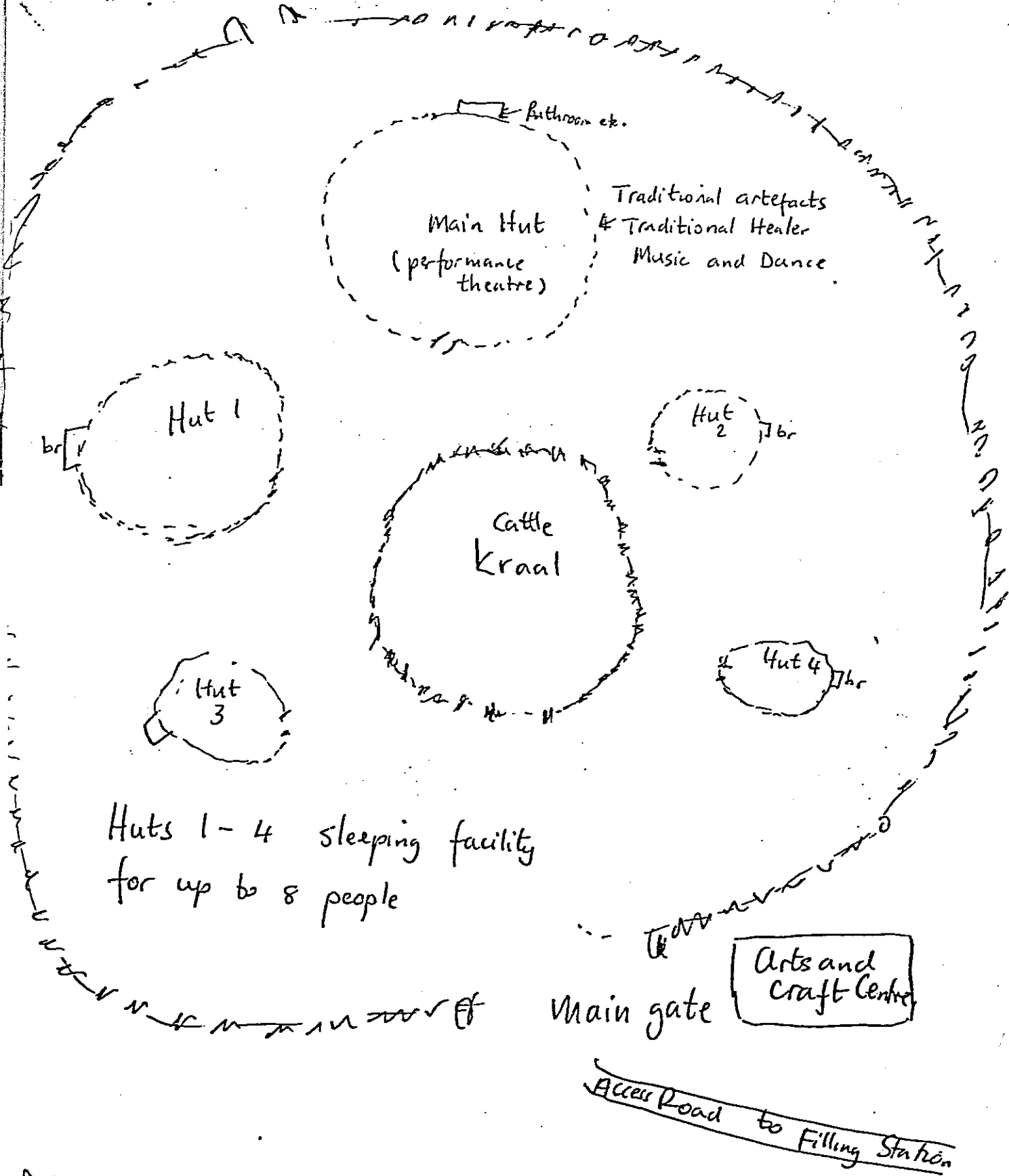
Simem' amathambo eZigqoza zaKwaNodwengu
Ukuba avuk' aleth' ukuthula
Ukub' avuk' atshal' ukuzwan' eNdondakusuka
Sesedlulil' esokuchitheka kophoko lwakwamfazi
Namhlanje silwel' intuthuk' edidiyelwe
Silwel' ukuthuthukisa wena Ndondakusuka
Intuthuko nempucuko isezandleni zakho Zulu
Yiyo le Ndondakusuk' owayivotelayo
Yiso kany' isikhathi sokuzithuthukisa
Usuke muva qede kwagedezel' amadoda
Ubhodle qede kwaqathak' amathungul' oThungulu
Uheleze ngomoya womzansi wash' uMhlathuze
Wahwabhek' uMkhanyakude ugudwa yingebhe
Zabalek' izingwenya zoMzinyathi sezeswel' iziziba
OMthonjaneni bakhumkhanya baqhaqhazela
Bezw' isaho samabuth' eNdondakusuka
Mana njalo Ndondakusuka yodumo
Mana njalo hlabana bemgqibagqiba
Mana njalo phaqa njengelanga lasempumalanga
Mana njalo mthunzi wokuphumul' izinkedama zikaZulu
UNWELE OLUDE NDONDAKUSUKA



PROPOSED ENDONDAKUSUKA MILITARY KRAAL 2002

Future development
will provide for
conference facility
with chalets.

↑ To conference centre



Huts 1-4 sleeping facility
for up to 8 people

Main gate

Arts and
Craft Centre

Access Road to Filling Station

Appendix 6

(Establishment of the Economic Development Board)

North Coast Economic Development Project

**Concept Plan – Establishment of
Economic Development Board**

14 September 2001

PREPARED FOR:

**North Coast Steering Committee: Care of:
KwaDukuza Municipality & Mandeni Municipality**

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TABLE OF CONTENTS

1. PURPOSE OF BUSINESS PLAN.....	1
2. MOTIVATION FOR ESTABLISHMENT OF ECONOMIC DEVELOPMENT BOARD.....	1
3. FOCUS AREAS OF THE ECONOMIC DEVELOPMENT BOARD.....	1
4. OPERATIONAL PRINCIPLES.....	3
4.1 INSTITUTIONAL STRUCTURING.....	3
4.2 ESTABLISHMENT PROCESS.....	4
4.3 FINANCIAL MANAGEMENT APPROACH.....	4
5. FINANCIAL APPROACH.....	4

1. PURPOSE OF BUSINESS PLAN

This business plan for the establishment of a North Coast Cluster Economic Development Board is aimed at providing an overview of key aspects related to the establishment of such an institution. The following is discussed, viz.

- ❖ the motivation for the establishment of an Economic Development Board;
- ❖ the focus areas of the activities of the Board;
- ❖ basic operational principles of the proposed Board; and
- ❖ financial arrangements for the establishment and ongoing operation of the Board.

2. MOTIVATION FOR ESTABLISHMENT OF ECONOMIC DEVELOPMENT BOARD

It is important to realise that the growth and development of an economy largely depends on the availability of economic resources. The growth and development however also depends on the drive and perceptions of the people in the economy. Cycles in the world economy are caused by the waves of innovativeness and determination of people to find solutions to problems. The analysis of the North Coast Cluster economy indicated that the area have many of the required resources necessary to support economic growth and development. What is required is to channel the vision and energy of the people onto a growth and development path.

It is, therefore, recommended that an **Economic Development Board** for the North Coast be established. In order to give direction and sustainable impetus to the development of the economy of the North Coast Cluster, it is necessary that a dedicated body of prominent persons be established that can give focussed attention to the economic problems and the opportunities of the North Coast.

3. FOCUS AREAS OF THE ECONOMIC DEVELOPMENT BOARD

It is not anticipated that the Economic Development Board will take over the functions of the Local Councils in terms of local economic development promotion. It is rather envisaged that the Board will support these activities and provide additional capacity to facilitate specifically the implementation of major investment projects.



With the above in mind the activities of the Board will be specifically focused on four key activities:

- ❖ Attracting investment to the area
- ❖ Facilitating investment and development
- ❖ Promoting and implementing key policy recommendations
- ❖ Promoting and marketing the area

Attracting investment to the North Coast Cluster area will entail:

- ❖ the identification of key development projects aimed at attracting direct investment (foreign and local);
- ❖ developing project profiles and business plans for the key development projects; and
- ❖ marketing key development projects with both local and overseas investors.

Facilitating investment and development to the North Coast Cluster area will entail:

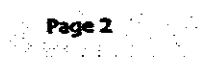
- ❖ providing a comprehensive development and investment information service;
- ❖ establishing contacts between investors, the local authority and other local stakeholders (support networking); and
- ❖ monitoring implementation of key development projects and providing assistance in overcoming obstacles.

Promoting and implementing key policy recommendations in the North Coast Cluster area will entail:

- ❖ the promotion of Black Economic Empowerment in investment promotion;
- ❖ promoting the inclusion of key strategies of the North Coast Cluster in provincial and national planning frameworks;
- ❖ actively promoting the North Coast Cluster as a focus area for economic development; and
- ❖ ensuring that national and provincial incentives apply to the North Coast Cluster area.

Promoting and marketing the North Coast Cluster area will entail:

- ❖ the establishment of external networks specifically with key stakeholders in regional economic development nodes, i.e. the La Mercy IDZ, the Richards Bay SDI and the Durban area in general; and



- ❖ the establishment of local networks specifically within the identified core clusters to be focused on in future.

4. OPERATIONAL PRINCIPLES

4.1 INSTITUTIONAL STRUCTURING

The aim is to establish a high profile Board that will guide, support and promote economic development in the North Coast Cluster area. The Board, which is to consist of a minimum of seven members, should include at least three to four high profile business persons from the various communities in the North Coast. It is suggested that the Minister of Economic Development and Tourism be requested to appoint the Board.

Several options exist for the institutional structuring of the Economic Development Board. The most obvious of these is the establishment of a Section 21 (not for gain) Company. However, it is suggested that other alternatives deserve further investigation. One of these options would be to implement dedicated legislation for the establishment the Boards for Cluster areas across the Province, but specifically for the North Coast Cluster Board. Following this route will assist with the establishment of basic systems and institutional structures for the various cluster areas.

Regardless of the options for the establishment of the Board, the institution should display the following basic features:

- ❖ **Authority:** To be effective and efficient the institution should have legitimate powers to act on behalf of the cluster municipalities on issues such as investment promotion and the marketing of the region. All development approval processes will, however, remain the responsibility of the local councils.
- ❖ **Resources:** The institution will require its own human, administrative and financial resources. This will include specifically financial resources required to initiate and support the establishment of major economic development projects.
- ❖ **Representivity:** It will be important for the institution to have representation from political, economic and social groupings, although for the purpose of this Board a focus on prominent business persons has been suggested. Representatives must therefore be all-inclusive and mandated.

4.2 ESTABLISHMENT PROCESS

A process approach should be followed to the establishment of the Economic Development Board for the North Coast Cluster. It is therefore anticipated that the first year of operation of the institution will be focused on setting up and undertaking basic preparatory work. The Board will only be formally established in the second year of operation once full details of the scope of the activities are available. It is therefore anticipated that the Board will be fully operational in year three with the institution expected to develop over the next three year period, reaching full capacity by the end of the 5th year of operation (full capacity referring to its ability to generate a substantial portion of its own funding).

4.3 FINANCIAL MANAGEMENT APPROACH

Although it is not anticipated that the institution will become fully self-sustainable in the short term the focus in the medium to long term will be to build its income generation potential. This will lower the liability of the local councils and the Department of Economic Development and Tourism in terms of funding. Income will be generated by the institution through:

- ❖ interest on capital investments;
- ❖ investments in key income generating development projects;
- ❖ consultancy services to be offered to existing and potential investors; and
- ❖ commission on the establishment of major development projects.

Clear guidelines will have to be developed regarding each of the above to ensure that it contributes to the successful operation of the institution in the longer term.

5. FINANCIAL APPROACH

Two basic budgeting options for the establishment of the Economic Development Board are explored:

- ❖ **Option 1:** The second option would exclude the establishment of a capital fund. This will, however, make the institution more reliant on continued funding from the local councils and the Department of Economic Development and Tourism in future.
- ❖ **Option 2:** Through this option a capital fund will be established in Year 1 with funding contributed by the local councils and the Department of Economic Development and Tourism. This capital fund will be invested (investment approach to be decided on in future) and investment earnings, or a portion thereof, will be used to fund operational activities.

EXPENDITURE – ECONOMIC DEVELOPMENT BOARD

EXPENDITURE						
Staffing		R 120,000	R 423,600	R 457,488	R 494,087	R 533,614
Director Honorarium	R500 per month x 7		R 42,000	R 45,360	R 48,989	R 52,908
Executive Director	R17 000 per month		R 204,000	R 220,320	R 237,946	R 256,981
Project Manager	R10 000 per month	R 120,000	R 129,600	R 139,968	R 151,165	R 163,259
Administrative Clerk	R4 000 per month		R 48,000	R 51,840	R 55,987	R 60,466
Office Establishment		R 10,000	R 42,000	R 0	R 10,000	R 0
Computer equipment	Capital expenditure	R 10,000	R 20,000		R 5,000	
Fax	Capital expenditure		R 2,000			
Office Furniture	Capital expenditure		R 20,000		R 5,000	
Operating Costs		R 16,200	R 88,596	R 95,684	R 103,338	R 111,605
Office rental	R3 000 per month		R 36,000	R 38,880	R 41,990	R 45,350
Telephone	R700 per month		R 8,400	R 9,072	R 9,798	R 10,582
Cell phones	R375 per month (not Year 1)	R 3,000	R 4,500	R 4,860	R 5,249	R 5,669
Internet	R100 per month	R 1,200	R 1,296	R 1,400	R 1,512	R 1,633
Water and Electricity	R200 per month		R 2,400	R 2,592	R 2,799	R 3,023
Stationary	R500 per month		R 6,000	R 6,480	R 6,998	R 7,558
Photocopying	R500 per month		R 6,000	R 6,480	R 6,998	R 7,558
Travel	R1 000 per month (increase Year 2)	R 12,000	R 24,000	R 25,920	R 27,994	R 30,233
Special Items		R 100,000	R 150,500	R 140,940	R 152,215	R 164,392
Launch	Once off R20 000		R 20,000			
Marketing brochures	Annual budget		R 10,000	R 10,800	R 11,664	R 12,597
Promotional activities	Annual budget		R 12,500	R 13,500	R 14,580	R 15,746
Research	Annual budget	R 100,000	R 108,000	R 116,640	R 125,971	R 136,049
TOTAL EXPENDITURE		R 246,200	R 704,696	R 694,112	R 759,641	R 809,612

Appendix 7

(A Local Economic Strategy of Sustainable Development)

MANDENI

A LOCAL ECONOMIC STRATEGY FOR SUSTAINABLE DEVELOPMENT IN THE MANDENI T.L.C. AREA

By Professor Jeff McCarthy, Professor Doug Hindson
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CONTENTS

PAGE NO.

1. Introduction	1
2. The Economy of Mandeni	4
3. The Economy in its Context of Sustainability and the Socio-Political Environment	12
4. Key Opportunities for Local Economic Development	21
5. The Institutional Context: Key Actors and Their Roles	25
6. Strategies	29
References	41

GLOSSARY

Mandeni - includes Mandini, SAPPI, Isithebe and Sundumbili.

Mandini - the old white controlled town.

SAPPI

ABBREVIATIONS

ANC	-	African National Congress
CDE	-	Centre for Development and Enterprise
GGP	-	Gross Geographic Product
IDF	-	Integrated Development Framework
IFP	-	Inkatha Freedom Party
KFC	-	KwaZulu Finance and Investment Corporation Ltd.
KMI	-	The KwaZulu Marketing Initiative
KZN	-	KwaZulu-Natal
LED	-	Local economic development
MLC	-	Mandeni Local Council
RIDP	-	Regional Industrial Development Programme
TLC	-	Transitional Local Council

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LOCAL ECONOMIC STRATEGY FOR SUSTAINABLE DEVELOPMENT IN MANDENI

1. INTRODUCTION

1.1 Background to the report

This report sets out the elements of a local economic development strategy for the Mandeni Local Council (MLC) as part of the Integrated Development Framework (IDF) being developed for the area. These elements will need to be developed into implementable steps by the MLC through its strategic planning process, and the present report is intended as a point of departure for the economic development side of that process.

Given the resources allocated to this section of the IDF, it has not been possible to carry out substantial new research or field work. The analysis presented here has been developed primarily on the basis of secondary material on Mandeni including the Mandini-Isithebe- Sub Regional Planning Initiative (1992), the recent evaluation of the Regional Industrial Development Programme in KwaZulu-Natal including a specific report on Isithebe (1996), cross-comparison with a range of other South African smaller towns (Centre for Development and Enterprise, 1996) and a range of other research sources cited in the bibliography. This material has been augmented by several field visits to the area by the research team, and a number of interviews with officials of the KwaZulu Finance and Investment Corporation Limited (KFC), SAPPI, the Mandeni Mayor, MLC officials and local residents.

This report does not seek to reproduce the useful economic material on the area contained in the reports referred to above and in the bibliography. Instead, it summarises the key economic statistics of relevance and focuses on the major obstacles to, and opportunities for, future economic development in the area. It then identifies strategies for addressing these in a positive manner.

Increasingly, successful local economies are based on interlinked strengths across a range of factors including natural resources, the urban structure including infrastructure, human resources and institutions. These factors are located not only in the local economy itself, but in the natural, built, social and governance environments within which the economy is based. For this reason, the scope of this report goes beyond pure economic considerations to the range of factors which impact on the economy in the long term. Indeed, it grounds itself in the growing international literature on local economic development (LED) - a literature which, for about a decade now has dominated international thinking on urban and regional planning.

The essence of LED thinking and practice is that planning should be built around those factors which are likely to bring new investment and jobs to an area. Rather than assuming that central planners can identify a few decentralised "growth points" on a national basis which can be allocated incentives in order to attract a specific (eg industrial) sector into a region, LED proceeds from the assumption that all localities

can and should develop around strategies that play to their specific portfolios of comparative and competitive advantage. That is to say, localities should identify what their distinctive economic advantages are over other places in a wide range of economic sectors, and then devise strategies which are tailored to attract investment which play to such strengths.

In addition, the approach towards economic development in Mandeni which is developed here draws upon the concept of sustainable economic development. The concept of "sustainable cities" is a second important conceptual strand of modern planning thought and, in essence, it indicates the need to consider the longer term consequences of shorter term growth strategies. The emphasis here often falls upon the ecological and social dimensions of sustainability, although in principle the idea of sustainability is broader, and includes reference for example to the long term fiscal viability of a development scenario.

1.2 Why Mandeni needs local economic development

Economic development is important to Mandeni primarily because of the poverty and low quality of life of the majority of its residents. A thriving economy creates wealth and economic opportunities. If these benefits are spread widely, residents can significantly increase their quality of life through access to a wide range of services including education, health, housing, water, sanitation and electricity.

1.3 Why a strategy for local economic development is important

Unlike many other towns in KwaZulu-Natal, the new MLC inherits a strong economic base, primarily industrial, from which to build continued economic growth. However benefits for the residents of Mandeni which can potentially be reaped from this substantial economic activity have not historically been realised. The majority of residents still live in very poor conditions, unemployment is high, and crime and violence rife.

In addition, Mandeni's industrial base itself is being challenged. Changing government policies on incentive schemes, the accession of South Africa to GATT with the opening up of local markets to international competition, and demands for higher wages, are placing existing businesses in Mandeni under pressure.

Mandeni's economic development is therefore at a pivotal point. An effective strategy could build on and develop existing economic strengths and widen economic opportunities. However failure to effectively develop and implement such a strategy could lead to stagnation and decline with deepening poverty and conflict.

1.4 The basis for sustainable local economic development

Not all forms of economic growth will benefit Mandeni in the long term. Economic growth will only be sustainable if it fosters and develops the human and natural resources on which its very survival is based in the long term.

With human resources, this includes developing skills within the workforce, as well as providing the stable social framework and good living conditions which promote healthy and happy workers. Achieving this requires the widening of economic opportunities and benefits to include all the residents of Mandeni.

With natural resources, sustainable economic growth requires ensuring that waste discharges do not exceed the assimilative capacity of the environment, that renewable resources are used within their rate of regeneration, and that biodiversity is preserved through the retention of natural areas. This will require paying more attention to the environmental impacts of economic development.

Long-term sustainability of the Mandeni economic base also requires a dynamic and flexible economy which is competitive both nationally and internationally and which can adjust quickly to changing markets and conditions.

The economy of Mandeni, as it has historically developed, is clearly not sustainable. This is reflected in the low skills and poor living conditions of residents and the degradation of the environment including significant air and water pollution.

1.5 Spatial focus of economic strategy

Local economic activity is tied into the sub-region, as well as into the national and international contexts, through a web of interlinkages. These interlinkages have different spatial characteristics. For example, although unskilled labour may be sourced from nearby communities, skilled labour may be drawn from the wider sub-region. Markets may be located in the local area, sub region or wider afield. Inputs may also be sourced from a range of different spatial locations.

It is therefore not appropriate, nor possible, to develop a local economic strategy which begins and ends within the borders of the MLC. This is particularly the case as a large number of people who work within the MLC area, but live in the informal settlements adjacent to Sundumbili and Isithebe, are excluded from the MLC boundaries.

Although a local economic development strategy will place Mandeni at the centre of focus, it needs to actively relate to the wider sub-region. This will require the MLC to form strong linkages with institutions operating in this broader context.

1.6 Temporal focus of economic strategy

As already indicated, it is important that a local economic development strategy has a long term viewpoint to ensure that development occurring now, not only does not threaten the resources which are vital for development in the long term, but builds the resources necessary for long term prosperity.

Addressing current needs and problems can seem overwhelming given current skills and resources available. However by placing solutions within a long term perspective, initial small steps can be taken which build on each other to gradually improve people's

quality of life and work towards a sustainable future.

1.7 Questions to be addressed

This report addresses the following questions:

- Why has the Mandeni economy failed to develop in a manner which meets the needs and aspirations of its residents for a better quality of life?
- What are the main obstacles to sustainable economic development in the area?
- How can these obstacles be overcome?
- What are the key opportunities for sustainable economic development in the area?
- How can these opportunities be grasped by Mandeni for its maximum benefit?

1.8 Structure of report

There are five main sections to the report. Section 2 describes the economy of Mandeni. Section 3 places the economy in the context of its natural, built, social and governance environments. The section ends with a summary of the obstacles to sustainable economic development in Mandeni. Section 4 identifies the opportunities for economic development and Section 5 discusses the key actors which will need to be involved in taking advantage of these opportunities. Finally Section 6 outlines strategies which can be taken to grasp the opportunities and place Mandeni on a sustainable economic development path.

2. THE ECONOMY OF MANDENI

The economy of Mandeni has a diverse industrial base which is dominated by the SAPPI Kraft Mill and the Isithebe Industrial Park. The commerce and services sectors are, in relative terms, very weak. Although Mandeni lies within a sub-region with a rich agricultural base currently dominated by sugarcane and substantial environmental assets, urban economic development has, by and large, been disconnected from the rural economy of the region.

2.1 SAPPI

The SAPPI Kraft Mill was established in 1954. It is by far the single largest producer in the area. The SAPPI conglomerate is part of the Sanlam Group of companies, with Gencor owning 60% of the ordinary shares.

The Mill produces four paper products including liners for boxes, machine grade paper for bags and wrappings, and sack. About 40% of the product is exported to Africa, the Far East and Europe.

SAPPI currently employs around 15 000 people with an increase of about 100 during the last year. It estimates that it also provides work for a further 6-7 000 people through the purchase of services and supplies. The majority of the workforce is skilled with only 160 unskilled and 250 semi-skilled workers out of the total.

Of the major producers in the area it has the strongest backward and forward linkages to the local economy and to the economy of the North Coast corridor. It is a major user of water, electricity and transportation networks. The mill used to draw timber from the sub-region, but its main supplies are now from further north along the coast and from the Midlands of KwaZulu-Natal. Some chemical inputs are produced in Isithebe, but most are trucked in from outside the area. Some of its products are inputs into paper and bag manufacture in Isithebe, but most of its markets lie in the metropolitan areas of South Africa and abroad. Sub-contracting to smaller businesses occurs, but is restricted mainly to more peripheral service activities such as maintenance of grounds and industrial cleaning activities in the plant.

A R380 million expansion of the Mill has recently been completed, which has increased the capacity of the liner board production line by over 40%. The new machinery has a life span of 15 years showing a long term commitment to the area. It is likely that further investments will be made with pulping facilities likely to be expanded within the next 2 years.

2.2 Isithebe

Isithebe was established in 1970 as an industrial development point in KwaZulu. It developed rapidly after the restructuring of the industrial decentralisation incentive package in 1982 and has been the most successful industrialisation decentralisation point in KwaZulu-Natal.

Many of the South African owned firms in Isithebe are branches attached to companies with headquarters in the main metropolitan centres. Almost all are owned and/or managed by white males. Isithebe has attracted a significant amount of overseas investment. For example, of the 47 new firms in Isithebe which received RIDP subsidies (since 1991), 29 (or over 60%) were foreign firms. This foreign investment is almost entirely Taiwanese and is building on local Chinese social and business networks established in the 1980s.

Foreign ownership can result in less commitment to the locality and therefore less sustainable practices. For example, there is a view that foreign firms in the area have generally resisted unionisation and often have problematic labour relations.

Isithebe currently has 164 industries employing approximately 24 000 workers, about half of which are women. As can be seen in Table 1, the largest sectors in terms of employment are clothing (22.7%) which is reliant on low wages, metal products (24.9%) which is probably linked to the metals sector at Richards Bay, and plastic products (12.1%) which tend to be of the labour intensive and low wage variety.

1995

Table 1: Total percentage of employment at Isithebe per sector 1988 - 1994

Sector	Employment 1988 %	Employment 1990 %	Employment 1992 %	Employment 1994 %	Firms 1994 %
Food & food products	2.1	2.1	1.5	1.6	3.6
Textiles	4.9	3.9	5.0	8.2	9.0
Clothing	36.4	28.4	24.0	22.7	7.1
Leather products	1.0	1.2	1.2	1.1	1.3
Footwear	0.7	0.2	0.0	0.2	0.6
Wood & wood products	3.3	4.2	1.0	1.0	2.6
Furniture	3.2	1.8	4.7	4.6	6.5
Paper & Paper Products	6.4	6.2	7.9	8.2	9.7
Chemicals	2.4	2.5	3.4	3.6	5.8
Plastic products	16.3	12.7	12.6	12.1	10.3
Non-metallic mineral	2.4	1.8	1.0	1.0	3.2
Basic metal products	5.6	8.5	11.6	11.4	4.5
Fabricated metal products	13.2	13.2	13.1	13.5	15.5
Elec mach & appliances	1.4	7.3	8.0	8.2	4.5
Transport equipment	0.5	0.4	0.5	0.7	1.9
Other manufacturing	1.6	2.1	0.5	0.6	3.2
Service industries	1.1	3.4	0.8	1.3	10.3
Total	100.0	100.0	100.0	100.0	100.0

Source: Isithebe RIDP Study (1996)

Isithebe has however developed a diversified industrial base. Five strong industrial clusters have been identified from RIDP projects approved in Isithebe - metal products (with 20 projects), textiles (13), plastic products (10), paper & pulp (9), and clothing (7). This clustering is stronger and more diverse than all other areas which received RIDP incentives in KwaZulu-Natal.

Despite these clusters, the linkages between firms within Isithebe do not seem to be strongly developed. Most materials inputs are trucked into the area and markets for its outputs lie mainly in the metropolitan areas, notably Gauteng and the Durban Metropolitan Area, and to some degree in foreign markets.

Sub-contracting to smaller businesses does not seem to be widespread and the stark separation of the industrial area from surrounding shack areas and the township, as well as the lack of basic services in these areas - roads, water and electricity supply - present obstacles to small business development in manufacturing activities.

Isithebe experienced an overall decline in the early 1990s but appears to have picked up since 1993. The trends however have been mixed. While some older firms have had difficulty coping with the removal of transport and labour subsidies in 1991 and have contracted or closed, there have also been expansions of existing firms and the

establishment of new firms. In 1995, there were 13 new businesses starting up in Isithebe which applied for RIDP incentives.

2.3 Dependence on RIDP Incentives in Isithebe

About a third of the firms in Isithebe, providing about 21% of employment, receive or have been approved for RIDP incentives. A third of these are plants which have relocated from overseas. The South African beneficiaries of the RIDP incentives have been predominantly large white owned firms. RIDP firms have mainly produced for the local market with very few exporting, which makes them vulnerable to fluctuations in the national economy.

The KwaZulu-Natal study of RIDP projects found that more firms in Isithebe than elsewhere in the province indicated dependency on the incentives with a quarter of the firms interviewed claiming that they could not survive without incentives. The removal of the transport subsidy in the 1991 restructuring of the RIDP was considered significant given the high transport costs of moving goods between Isithebe and suppliers and markets in the metropolitan areas. A quarter of the firms interviewed indicated that they were considering leaving for metropolitan locations, and another quarter state that they would have done so had relocation costs not been so high.

However, since the removal of the transport subsidies in 1991, Isithebe has in fact seen a resurgence in growth indicating that the local economy has developed a dynamism of its own independent of these incentives.

The policy of subsidisation of industry in Isithebe has had both positive and negative effects on the nature of development in the area:

- It helped create an industrial base in the area, but has fostered dependence by some firms on state assistance.
- It helped generate employment within Mandeni and attracted labour to the area, but fostered low wages and the use of unskilled and vulnerable sections of the workforce, including a large proportion of women.
- It fostered business development, but favoured local white male and foreign investors and played very little or no role in building Indian or black small business.
- It helped build up a level of industrial experience and skill in the workforce, but was not, by and large, accompanied by sustained skills development for the black workforce.

2.4 Commerce and services

The commercial and service sectors are poorly developed in Mandeni compared to towns of similar size in KwaZulu-Natal. The shopping centre in Mandeni appears to be in a state of decline with a small supermarket the main focus of activity. A large shopping complex catering mainly for residents of the township and informal settlements exists on a wedge

of land near Sundumbili. Business services such as maintenance and repair of machinery and transport equipment, computer services and office stores and equipment provision are absent. Government and quasi governmental services are minimal and fragmented spatially between different racially defined residential areas. Mandini has a small municipal office complex with a library. Nearby a new building is going up to house regional services offices.

Labour markets

The economic fragmentation of Mandeni is replicated in its labour market trends. Racial differentiation in the workforce was reproduced residentially and socially through the creation of the segregated townships of Mandini and Sundumbili, the SAPPI hostels and Indian housing area and the Indian townships of Tugela and Newark which served to reproduce different sections of the workforce and unemployed in the area.

While management and better paid professionals have moved out of Mandeni, the trend has been for poorer black families to move into the area in search of work. The effect has been to create a degree of segmentation within the local black labour market with residents of Sundumbili generally occupying better paid positions and shack dwellers the lowest paid unskilled and menial work.

Wages for unskilled workers in the area are low, which given the lack of other income earning opportunities for households, perpetuates poverty. For example, two textile firms in Isithebe are expecting unskilled workers to work 12 hours a day, 6 days a week for wages as low as R69 a week. Unskilled wages in the clothing firms are around R81 a week, for plastics firms between R50 and R70 a week and for metals firms between R45 and R150 per week (Isithebe RIDP Study 1996).

A significant feature of the labour market is employment of a large number of women in the factories of Isithebe in low wage jobs. The low wage economy of Isithebe has been associated with relatively low levels of skills, minimal training provision for the lowest layers of the workforce and poor management-union relations for the most part.

A positive development in the area is growing business recognition of the importance for labour productivity of human development, social stability and well being outside the workplace. Both SAPPI and the KFC (for Isithebe) will now be paying rates to the new Mandeni TLC and therefore more directly contributing to the provision of services for their workers.

In the past, local businesses have undertaken some community support programmes. For example, over the past two years SAPPI has operated an Adult Education Centre which takes 12 to 18 matriculants at a time and puts them through a six month course in science and maths. The company is also supporting the Tugela Housing Initiative to build low income houses on its land. In Isithebe money has been levied on the basis of numbers employed from businesses operating in the estate to contribute to the Sundumbili Development Trust. This money has been spent on community projects in Sundumbili such as the provision of sports fields.

2.6 Positive industrial locational factors

Industrialists have indicated a number positive features which influenced their decision to locate at Mandeni. SAPPI's original locational decision was based on proximity to water (the Tugela River) and trees. The trees which SAPPI sources are now located further away in Northern Zululand and the Natal Midlands. However the size of the capital investment in the Mill makes relocation unlikely.

The attraction of Isithebe to many industries has been the large available workforce willing to work for low wages, RIDP incentives and cheap rentals available through the KFC. For the paper and metal sectors, Isithebe provides proximity to materials from the SAPPI Mill and Richards Bay respectively. For the textile and clothing industries, networks between people and firms are more important. Table 2 shows the positive locational factors referred to by industrialists interviewed as part of the RIDP study in Isithebe.

Table 2: Isithebe positive locational factors by sector

Positive locational factors	Textile and Clothing	Plastic	Paper	Metal
Cheap labour	X	X	X	X
Incentives	X	X	X	
Rental benefits	X	X		X
Availability of premises / flat land		X		X
Close to raw materials			X	X
Proximity to Markets	X			
Social networks	X			
Networks between firms	X			
Abundant unskilled labour	X			
KFC support	X			
Cheap electricity		X		
Proximity to port				X

(Source Isithebe RIDP Study 1996)

2.7 Negative industrial locational factors

Notwithstanding the positive locational benefits Mandeni provides, industry is experiencing a number of serious problems with the area. For SAPPI, the most pressing problem is the social dislocation in Mandeni, reflected in high and rising rates of violence and crime, which is impacting very negatively on its workforce. Because of the low quality of life in the area, SAPPI is finding it difficult to recruit and retain skilled staff. For example, over the past year it has lost 22 engineers out of a total of 100 employed. Workers are coming to work tired and anxious as a result of instability in the area. There have been cases of workers locking their children in their cars parked at work during the day because of concerns for their safety. These problems are resulting in a high accident rate and poor productivity.

Another significant problem for SAPPI is the lack of engineering expertise available locally. This means production can be stalled for hours in the event of an equipment

failure when expertise has to be sourced from Durban or Johannesburg.

For firms located at Isithebe, the most significant problems reported were the distance from markets and suppliers and the resultant high costs of transport, low skills of the workforce and high levels of violence. Growing unionisation and labour unrest, and the lack of services and spares were also significant problems. For long term development there are problems with availability of further land, as Isithebe is surrounded by land under the control of Amakhosi. In addition, water is becoming a constraining factor. Isithebe shares a water supply system with Sudumbile and the shack settlements nearby. The system is currently running at over capacity and Isithebe can not accommodate any additional plants with high water usage. The negative locational factors reported by firms interviewed in the area are shown in Figure 3.

Figure 3: Table 2: Isithebe negative locational factors by sector

Negative locational factors	Textile and Clothing	Plastic	Paper	Metal
Distance from markets (costly transport)	X	X	X	X
Distance from suppliers (costly transport)		X	X	X
Low skills of workforce		X	X	X
Growing unionisation	X	X		
High levels of violence		X	X	
Lack of services/spares	X			X
Labour unrest		X		X
No infrastructure for workers	X			X
Local suppliers lack capacity	X			
Unreliable water supply	X			
Changing incentives		X		
Fluctuating labour force / high migrancy		X		

Source: Isithebe RIDP Study 1996

2.8 Sub regional context

Tourism

There are a number of areas in the sub-region which have tourism potential including battle sites from the Anglo-Zulu and Zulu wars, areas of historical significance including Mangete and the history of John Dunn and his descendants, nature reserves and coastal areas. However these areas have not been significantly developed for recreational or tourism purposes. There is the possibility of establishing a tourist route through the area with overnight stops. The lack of a suitable hotel in the area to provide accommodation for tourists or business people visiting Mandeni is a major obstacle which needs to be overcome.

Agriculture

The boundaries of the new MLC exclude the surrounding rural areas in which significant large and medium scale commercial agriculture occurs. The boundaries of Mandeni also exclude the tribal rural areas in which subsistence agriculture, gardening and a range of informal sector activities dependent upon access to rural resources provide important contributions to household survival amongst the poor.

The stark separation between urban-industrial and rural economic activities is an obstacle to integrated local economic development. Large scale commercial agriculture is under pressure to switch from sugar to timber and more mixed forms of cultivation. They also face political demands for land re-allocation which would, if realised, lead to the growth of medium and small scale farming.

The growth of small scale mixed commercial agriculture in the area could provide an impetus for growth of the service sector within Mandeni and Mandeni's population could provide a market for locally produced fruit and vegetables. For many poor black households access to land for subsistence cultivation and for garden plots already provides an important supplement to household incomes. The fact that land is relatively plentiful compared to the larger urban centres presents a major opportunity for the development of urban or semi-urban agricultural activities.

The main agricultural product from the sub-region is sugar. Sugar from the white, coloured and black farms is processed at the Amatikulu Mill. In the old KwaZulu areas, sugar cane cultivation is undertaken by small scale farmers. The coloured growers at Mangete have entered into a contractual agreement with the Tongaat-Hulett Group to manage their crop. The ownership of the land at Mangete is apparently under dispute between Dunn's descendants and the Inkhosi of the area and this is affecting development of the area.

2.9 Provincial Context

KwaZulu-Natal has a strong and diversified manufacturing sector which provides about a third of regional economic output. However manufacturing in the province has stagnated since the early 1980s. There has been a trend for low wage and low cost production to shift to the peripheral areas of the province including Isithebe. In 1988 Isithebe provided 5.5% of the KwaZulu-Natal's manufacturing employment and 2.7% of output.

KwaZulu-Natal stands to benefit from the opening up of South Africa to international markets given its strong transportation linkages essential for trade through the major ports at Durban and Richards Bay. Development in KwaZulu-Natal is concentrated along three development corridors which converge on Durban, to the north, west and south. Transport infrastructure is well developed along these corridors. Mandeni lies on the corridor to the north between Durban and Richard's Bay. Both Durban and Richards Bay are likely to continue to grow as agglomerations of economic activity and Mandeni is well placed, between the two centres to take advantage of this (see section 4 below).

3. THE ECONOMY IN ITS CONTEXTS OF SUSTAINABILITY AND THE SOCIO-POLITICAL ENVIRONMENT

3.1 Introduction

This section seeks to place the economy of Mandeni in its wider context of ecological sustainability and the problematic of the socio-political environment. The effective functioning of an economy depends upon the natural and built environments in which it is located, on the state of health, productivity and welfare of the human population of the area in which it operates and, increasingly, on the governance system which is responsible for infrastructure and service provision, management and regulation within the area. Understanding of the context in which the economy is embedded is essential for the development of an integrated local economic development strategy which will prevail in the longer term.

3.2 The Natural Environment

Significance

The natural environment of Mandeni is the ultimate physical resource base of the local economy. A healthy and effectively functioning natural environment is critical for the long term sustainability of that economy. It also has a major impact on the quality of life of the population of the region, and thus has a strong influence on people's commitment to the area as a place in which to live and work. Thus understanding the natural attributes of the area, and the ways in which the economy draws upon and impacts upon the natural environment, is essential for any local economic development strategy that wishes to promote long term and sustained development in the region.

Positive characteristics

Mandeni and the surrounding sub-region has a diverse and very attractive natural environment including rolling hills, mixed farming, coastal beaches, dune forests, and the Tugela River and mouth.

Industrial pollution

However the natural environment within Mandeni has been degraded to such an extent by industrial development, primarily the SAPPI Mill, that the quality of life in the area has been significantly reduced. The high levels of pollution have contributed to middle class families moving out of Mandeni which has in turn led to social disintegration with negative impacts on the economy and people in the area.

The pollution problems led to the formation of the Joint Co-operation Committee on Environmental Pollution under the aegis of the MLC. This Committee has successfully negotiated with SAPPI to reduce pollution levels and SAPPI has spent R120 million on environmental projects over the past 5 years. This resulted in a reduction in SO₂ levels and the rehabilitation of the Mandeni Stream. SAPPI indicates that by December 1996 it will have reduced its odours through oxygenated scrubbing and eliminated particulate emissions from its furnaces. However odours are unlikely to be fully eliminated.

Urban development impacts

Urban development has also had serious negative impacts on the natural environment. These are most evident in Sundumbili and the informal settlements. Township development replaced once beautiful natural environments with harsh, uniform "matchbox" houses. These have gradually begun to transform through upgrade and extension activities. Land use planning and township development left few open spaces and made no provision for natural areas. Poor municipal service provision has led to deterioration of physical conditions, most visibly evident in uncollected household waste and litter.

Informal settlement impacts

Degradation of the natural environment is also severe in the informal settlements where human settlement and transformation of the land and vegetation has not been accompanied by planned infrastructure and service provision. Much of the natural vegetation has been removed from the denser settlements and replaced by shacks and vegetable gardens. The lack of properly surfaced roads, lack of drainage and construction of shacks in low lying areas exposes the soils and dwellings to flood damage. The lack of sanitation has created reliance on pit latrines which fill up and overflow, especially during summer rains, exposing residents to health hazards and polluting watercourses. The areas are also strewn with uncollected waste and litter. The dense informal settlements surrounding Sundumbili and Isithebe shade off into semi-rural areas where environmental degradation has also occurred but is less severe.

Commercial agricultures impacts

Although the commercial agricultural areas lie outside the boundaries of Mandeni, it is important to mention their impact on the natural environment as this has effects on the resource base and hence ultimately affects the economy and quality of life in the area. Cane farming itself has resulted in the removal of all but pockets of the once beautiful indigenous vegetation of the region. This is a major cause of siltation of rivers and has posed a threat to important ecosystems, notably the estuaries of the North Coast. In addition, cane burning has localised impacts on air quality.

Some commercial farmers have put major efforts into maintaining sensitive natural areas such as wetlands and indigenous woodlands and have been involved in schemes to rehabilitate estuaries. Alternative harvesting methods have also been adopted to avoid cane burning.

3.3 Urban Form and the Built Environment

The way in which an urban area is laid out and built up has major impacts on the functioning of the economic system of the area, on the functioning of natural systems and on the quality of life of its residents. This built environment includes housing, factories, shopping and administrative areas, roads and other infrastructure such as water, sewerage, electricity and communications systems.

Mandeni's urban form and built environments represent a major investment in the economy of the region. However, the manner in which they have been planned and laid out, and the current state of important elements of the built environment, represent significant obstacles to the future development of the economy.

Spatial fragmentation and incoherence

In planning terms one of the greatest obstacles to the economic development of Mandeni lies in the legacy of spatial fragmentation and dislocation resulting from the history of colonial settlement, early industrial development and conscious racial planning in the area.

The recent creation of the MLC represents a decisive step towards re-integration of the area by creating a single government and administrative authority embracing nodes of urban and industrial development in the area. However, the MLC itself may perpetuate administrative fragmentation in the area because its jurisdiction does not extend over the entire urban area or to areas of likely future urban growth.

The area now under the authority of the MLC is divided in a number of ways all of which present challenges for a local economic development strategy, and also a number of major opportunities:

- The main physical divide is between urban industrial core of Mandeni and Tugela Rail, areas separated by the Tugela River and linked by a one way bridge over the river. The main socio *spatial divide* is between the parts of Mandeni which lie in the historically white (and originally farming) areas and those which lie in the historically tribal areas. The Mandeni stream and the railway mark out and re-enforce the northern part of this boundary line. The stream and the railway line represent major, though not insurmountable barriers to spatial integration of the western and eastern pockets of the MLC.
- The colonial division of land ownership provided the foundation on which subsequent *racial urban policy* was first introduced into the area. The SAPPI mill was located on the border between the white and black areas, with the white town of Mandini to its east and the black township of Sundumbili to the west.
- The Isithebe industrial estate, built on tribal land to the north of Sundumbili, re-enforced the racial structure and accentuated spatial fragmentation. Like the township of Sundumbili, Isithebe became an enclave carved out of tribal land. The industrial estate is boxed in on its eastern boundary by the railway line and on its north, west and southern boundaries by increasingly densely settled tribal land. Isithebe's ordered factories, well kept streets and landscaped gardens stand in stark contrast to the mud shacks and rutted roads of the surrounding informal settlements, and to the fertile cane lands and pockets of natural vegetation across the railway line to the east.

Infrastructural duplication

Current infrastructure and service provision systems create duplication and prevent coherent overall planning and management of the economy of the area. Two major water sources exist for the area: a pumping station run by SAPPI which supplies the factory and the town of Mandini and a second pumping station upstream which supplies Sundumbili and Isithebe. The latter source of supply is currently operating at 120% of capacity due to the expansion of water use by informal settlers who draw water from Sundumbili, and by expanding industrial needs in Isithebe. Mandini, Sundumbili and Isithebe apparently each have separate sewerage system, as does Tugela Rail, across the

Tugela River.

Infrastructure and services within Isithebe are provided by the KFC. Sundumbili is serviced by the Mandini town council. No significant infrastructure and services are provided in the surrounding shack areas. Administrative duplication and the inability to provide an integrated system of infrastructure and servicing for the residential and industrial areas of Mandeni represents a significant obstacle in the way of local economic development.

3.4 The Social Context

Links with the economy

Social and economic systems in a locality such as Mandeni are closely interconnected. The economy is a major source of income, employment and welfare for the people of the area and also has a powerful effect in structuring society through the structures of employment and unemployment. Equally the state of society and the human condition in an area has powerful effects on the economy through its effects on labour productivity and the provision of consumer markets.

In Mandeni, as in other parts of South Africa, social divisions, rapid social mobility, insecurity and conflict have been strongly associated with violence and crime which has had negative impacts on the economic system. Economic development in Mandeni depends not only on re-establishment of conditions of social stability and security but also the decline of underlying social divisions through the empowerment of groups previously disadvantaged and marginalised by political and economic systems.

Population

Population estimates for Mandeni vary considerably, depending upon the date of estimate and the boundaries chosen. One estimate of the population in 1988 said the area comprised 100 000 of which 94% were black, but the most recent estimate provided by METROPLAN for the areas within the MLC boundaries (ie excluding informal and peri-urban settlements) is 20 000 people of which 15 000 (75%) are black. In the past, industrial organisation was premised on an employment and skill structure that corresponded with racially segregated and unequally serviced residential areas of Mandeni. There are three main residential areas in the MLC area: Sundumbili (historically black), Mandini (historically white) and Tugela/Newark (historically Indian). The continuing legacy of racial residential segregation, with inequalities in service provision from one area to the next, represents one of the major obstacles to the long term economic development of the area.

Sundumbili

Sundumbili is a black township built originally to supply labour to the SAPPI mill and later connected to Isithebe as a source of local unskilled and semi-skilled labour. While Sundumbili is provided with basic services such as water, electricity, surfaced roads and waste removal, these services have been placed under pressure by increased population growth within the area and the use of some services, notably water supply, by people living in the neighbouring informal areas. Sundumbili is also urgently in need of health, education, transport and recreation facilities.

The need for new housing in Sundumbili is great given overcrowding of the township, and undoubtedly many families would prefer new housing options in areas abutting the township if the opportunity arose, rather than moving to places far from their families and friends.

Mandini

Mandini was originally built as a factory town to accommodate the white employees in the SAPPI mill. With the growth of Isithebe it swelled to accommodate an increased population of whites employed in the industrial estate. Mandini has relatively good standards of housing and services.

Historically a substantial proportion of people occupying upper management and professional occupations, who were mainly white, lived in Mandini where a strong sense of community and identification with place was created through such institutions as the local club. A number of factors have led to the gradual decline of Mandini as a favoured residential area. These include the growing levels and awareness of industrial air and water pollution, the gradual de-racialisation of the area and threat of further de-racialisation, worsening levels of crime and lack of retail, educational and other services. With few exceptions, upper management have settled in residential areas along the coast such as Umthunzini, Zinkwasi, Blythdale and Ballito. A notable exception is the General Manager of SAPPI who lives in Mandini. Recently, a number of Indian managerial families have begun to move into Mandini. It is not clear whether these people have been recruited from the local area or from further afield.

Tugela/Newark

Tugela and Newark are old established and new residential areas, respectively. The lack of information on these areas available to the researchers means that observations are based on broad generalisations drawn from research into similar areas elsewhere in KwaZulu-Natal. Indian residential areas of this kind are characteristically mixed in occupational terms, comprising mainly lower middle income groups mainly involved in technical, clerical, sales, semi-skilled and service sector jobs. Socially, economically and in terms of municipal services such areas occupy an intermediate position between townships, such as Sundumbili, on the one hand, and white residential areas, such as Mandini, on the other hand.

In Tugela there was evidence of significant retail and service activities beginning to take place. It is probable that the population of Newark includes families previously residing on commercial farms. The dynamism of these activities is likely to be limited by their distance from the economic nodes of Mandeni. Tugela Rail is cut off physically from the economic core of Mandeni by the Tugela valley and this represents a major obstacle to spatial extension of economic opportunities to Tugela Rail through infrastructural development. Nevertheless it is close enough for easy commuting to the economic core of Mandeni. For these reasons it is important to ensure that it is properly serviced and developed as a residential extension of the town, despite its physical dislocation.

Other formal residential areas

An Indian township has been built by SAPPI uphill of the factory, and in the line of prevailing winds carrying air pollution from the Mill. Despite the pollution problem, this area has been earmarked for new housing development. It seems that many of the

residents of this township occupy lower middle level jobs within SAPPI, namely clerical, lower administrative and supervisory positions.

Informal settlements

A large and growing population connected with the economy of Mandeni resides in informal settlements around the township of Sundumbili and the industrial estate of Isithebe. Although this population falls under the jurisdiction of Chief Mantonsi, it relies heavily on Mandeni for jobs, transport and services on the town. These areas are not serviced resulting in poor living conditions, health problems, violence and pollution.

No information exists on the social composition and origins of these residents of the shack areas, but it is likely that they comprise a mix of individuals and households escaping the overcrowding of Sundumbili and migrants from rural areas who have moved into Mandeni in search of work. The areas are strongly politically polarised with violence erupting intermittently between ANC and IFP supporters.

The reinforcement of the rural-urban divide, through the political boundaries of the MLC, inhibits the development of a range of economic activities that are important to the maintenance of livelihoods of people these informal settlements. Survival here depends critically on the capacity to access both urban resources - jobs, pensions, services - and rural resources - land, vegetation, water. Activities such as home construction, small scale manufacture, retail trade, craft production and a range of residential services become critical elements of household survival. Access to these resources often involves complex household networks across space, so that linkages not only within the immediate area, but also with more remote rural areas and with other urban centres are often critical to the welfare of individuals and households.

The breakdown of racial residential segregation

Racial residential segregation has come under a number of major pressures for change which need to be understood and accommodated if the human development needs of the local economy are to be met.

Social and spatial decompression in Sundumbili

Experience in other black townships in KwaZulu-Natal and South Africa indicate that the population in these areas has undergone a process of decompression and social differentiation. Overcrowded households have tended to split with the poorer, younger and more vulnerable groups often ending up in informal settlements on vacant land adjacent to the township. Social differentiation is accentuated by the movement of poor rural households into these informal settlements.

Wealthier sections of the township population often seek new housing opportunities elsewhere. Unlike the larger urban areas, where lower middle income housing estates have sprung up to accommodate sections of the emerging black lower middle class, no provision has been made for this group in Mandeni.

Social mobility and the decomposition of Mandini

The pressures for residential change do not only lie on the west side of the railway line. The white community of Mandini has itself undergone significant changes over the last

two decades, with increasing numbers of managers leaving the area to settle in towns and resort areas on the coast. The low level of services in Mandeni such as retail outlets, schools, entertainment and recreational services, as well as the industrial pollution, high levels of crime and fears of increasing racial integration in the area, have induced other residents of the white town to leave or to look outside the area for jobs and places to live.

These trends, coupled with the rapid emergence of a black middle class within Sundumbili and the growing relative affluence of the Indian population in the area, are likely to result in the de-racialisation of Mandini town. This growth cannot be accommodated within the existing housing stock of Mandini. It will require plans for new lower middle and middle income housing and residential development and services on the eastern side of the railway line. The spatially logical areas for such development lie up wind from the SAPPI mill. The eventual conversion of cane lands east of the Mandeni stream into suburban and service areas may therefore be more desirable.

Increasing violence and crime linked to urban expansion pressures

Settlement on white owned farms to the east has been constrained by the exercise of property rights in those areas and by the active commercial cultivation of the land. The railway line has acted as an effective buffer cutting off these areas from direct access to Isithebe.

Thus the pressure for urban expansion has fallen on tribal land on the perimeters of the urban industrial nodes of Mandeni. This land has become strategic both in terms of the growth and development of urban residential areas and the extension of industrial land. Although much of the violence in the area is associated with allegiance to different political parties, it is ultimately rooted in a struggle to the right to control and develop this land.

The bottling up of a growing population of poor people living without services and in conditions of chronic political conflict and personal insecurity is undoubtedly the main source of rising crime, instability and insecurity in the wider Mandeni area. Thus resolution of the land issue is a fundamental pre-requisite for local economic development. It is only once this has occurred that coherent administration, development and service provision becomes possible, and with it a sustained diminution in violence and crime.

Measures needed to deal with social change

The social obstacles to local economic development do not lie only in the lack of adequate housing and municipal services. Human development in the area requires local provision of a wide range of services normally available in towns of the size of Mandeni as well as better access to services available in the higher order regional centres of Empangeni and metropolitan Durban. These services include not only education and health care but also provision of access to recreational and natural areas. Mandeni lies in a rural area of great natural beauty, yet its urban population suffers levels and forms of pollution normally associated with heavily built up urban industrial areas. Access to land for cultivation, and to natural areas for recreation, represent one of the major advantages and attractions that should be exploited in a local economic development strategy for the area.

3.5 Governance

Local government fragmentation

One of the key obstacles to local economic development is the lack of a single local government and administration covering the functional urban core of Mandeni and capable of planning, servicing and managing the area.

The creation of the MLC represents an important step towards administrative integration in the area, and thus opens the possibility of re-planning and servicing the area as a coherent spatial, social and economic system. However this represents only the very first step in the direction of integration of local government and administration. The legacy of racial fragmentation persists and will remain an obstacle to development for a long time. The main problems that need to be addressed are:

- Most of the capacity to administer and service the urban area lies within the ex Mandini town council which was geared up to servicing the white area only.
- Sundumbili was administered from Ulundi. While the local authority has inherited staff at the lower levels it lacks middle and senior level management capable of taking over from the provincial authority.
- Isithebe was managed by the KFC. This organisation provided infrastructure, services and management for the industrial estate. The KwaZulu-Natal Marketing Initiative (KMI) provided an important promotion and marketing service for the area.
- Tugela was administered and serviced by the House of Delegates based in Pietermaritzburg. These functions need to be taken over by the MLC which lacks the middle and senior management required.
- The MLC has to extend its rates base beyond the residents of Mandeni. The major obstacles are extraction of rates from business in Isithebe which do not own the land and from households in Sundumbili where rates payments have been low.
- The MLC is fed with two different sources of water. The SAPPI mill and Mandini are supplied by SAPPI from an extraction point below the Tugela bridge. Sundumbili and Isithebe are supplied from a point above the bridge.
- The MLC has four different sewerage systems

While the above problems are resolvable within the present framework of the new local council, a more difficult problem is the exclusion of the functionally urban informal settlements surrounding Sundumbili and Isithebe from the ambit of the local authority. The effect of this has been to perpetuate administrative fragmentation and prevent coherent residential and industrial planning and servicing for Mandeni's urban core.

The informal settlements surrounding Sundumbili and Isithebe represent an expanding urban core in which individual livelihoods and household survival depend on combining

urban resources such as jobs and access to basic services with rural activities such as cultivation of plots and maintenance of small livestock. They are an integral component of the labour market for the industries of the area. They are strongly connected to the urban nodes by transport routes and spatial proximity, yet are separated from these systems by incorporation within a separate administration connected to the regional authorities. Resolution of this anomaly represents one of the key challenges for a local economic development strategy in the area.

The spatial fragmentation of the area under the MLC has been reinforced by the inclusion of Tugela Rail, an Indian residential area located across the Tugela to the south of Mandeni. This southern pocket of the MLC is connected to Mandeni by a one way bridge over the Tugela river. Although spatially disconnected from Mandeni, residents of Tugela have important economic links to the industry in the area. The spatial separation of Tugela from the rest of the urban core of Mandeni, and the fact that the area was an Indian group area, are likely to present obstacles to effective integration into Mandeni both institutionally and in terms of infrastructure and service provision.

The KFC as local developer and manager

The role of the KFC has been ambiguous. It has played a major positive role in promoting investment in Isithebe and in providing infrastructure, services and management of the area. This represents a very substantial contribution to industrial development in Mandeni.

However, the positive impact of its role has been constrained by the policy premise within which the KFC operated which sought to underpin territorial apartheid with border industrial development. In addition, its vision of economic development has been confined to promotion of one sector, namely manufacturing. This narrow sector focus has prevented the KFC from promoting more balanced and integrated economic development. Confinement of its operations to the industrial aspect has also meant that economic development was conceived separately from human development, thereby preventing the emergence of an integrated development approach embracing social and economic needs (see section 5).

3.6 Conclusions: major problems in the economy and its context

The economic context of Mandeni is characterised by fragmentation:

- *Economic fragmentation* with an economy dominated by large industrial firms, few interlinkages between firms, few interlinkages with the rural economy, and very weak commerce and services sectors.
- *Social fragmentation* with spatial and social divisions between races, a loss of middle class whites from the area and high levels of violence and crime indicating social disintegration.
- *Spatial fragmentation* with the MLC area divided by the Tugela River, Mandeni stream, the railway line and tribal land.

- *Institutional fragmentation* with only part of the urban area administered by the Mandeni MLC, the rest being traditional land under the immediate jurisdiction of Amakhosi but administered by a regional council.
- *Political fragmentation* with a strong ANC- IFP divide resulting in significant levels of violence.
- *Environmental degradation* resulting in a low quality of life, out migration of skilled people and social disintegration.

The challenge of a local economic development strategy will be to overcome this fragmentation and build key linkages. There area also a number of dilemmas which need to be addressed:

- The competitiveness of significant sectors of Mandeni's economy is based on low wages but low wages are inconsistent with the need to improve people's standard of living.
- In order to increase the provision of services to its residents, the MLC needs to increase its rates base and obtain rates from the industrial base at Isithebe. However high rates may threaten the labour intensive businesses which are already marginal.
- The greatest single employer in the area, SAPPI Mill, has negatively impacted on the environment which has reduced the quality of life in the area and contributed to the difficulty in retaining the skilled staff it requires.

4. KEY OPPORTUNITIES FOR LOCAL ECONOMIC DEVELOPMENT

4.1 Problems and opportunities in context

In formulating an economic development strategy for the new Mandeni the problematic features of its environmental and socio-economic legacy have to be honestly confronted, and this has been the focus of the previous section. However, we must also hasten to add that - in comparative terms in small town South Africa - Mandeni's problems are by no means unique and, in many respects they are significantly less problematic than most of small town South Africa. For example, between 1991 and 1994 over two thirds (69%) of South Africa's small towns actually experienced decline in gross geographic product GGP (Centre for Development and Enterprise, 1996, p18). Mandeni was certainly not amongst these. Whilst precise figures on GGP growth in Mandeni are difficult to establish, what is clear is that growth has occurred, and as has been observed earlier the Isithebe industrial area for example has proven the most buoyant of its kind in the province.

Moreover, despite Mandeni's political difficulties, it should be noted that some of the most hopeful signs of political cohesion and economic buoyancy have been born out of some of the deepest political adversity and stubborn economic stagnation. The case of Stutterheim in the Eastern Cape is perhaps the most striking example of this (Centre for

Between Durban and Richards Bay is the (nearing completion) new N2 which greatly enhances connectivity inter-city, and the province's new international airport at La Mercy will be located along this same route some 40 minutes away from Mandeni. In short, Mandeni is situated midway along what is becoming the most connected of all links within a province that contains very powerful industrial growth impulses, and increasing exposure to international trade and travel.

Moreover, early indications from those revising the national regional development strategy are propitious for Mandeni. It would appear that Mandeni will be one of the few areas in the province targeted for tax incentives under the scheme, and Mandeni's location along the Durban-Richards Bay axis is congruent with Pretoria's new notions of targeting state investment along selected so-called development corridors (indeed the Durban-Richards Bay corridor was one of three such KZN corridors identified on an early map emanating from the Deputy President's office).

The coastline between Durban and Richards Bay also remains probably the least exploited potential tourism asset of the province, and it should be borne in mind that KZN attracts by far the largest share of the domestic tourism market (43% of all accommodation) with a truly remarkable 75% annual increase in international tourists between 1994/5 (Financial Mail, 12/1/1996). Whilst Durban appears to be losing its grip on significant portions of the domestic and especially international portions of these markets, the northern game reserves are proving increasingly attractive, and tourists are also increasingly seeking out new and relatively uncluttered coastal locations in KZN. In addition to this there are the well known historical/cultural attractions of the Zululand area.

The coastal areas and historical sites in the vicinity of the Tugela offer extraordinary opportunities in this regard and, if properly anticipated, Mandeni can gain from the inevitable growth of tourism here. At one level this could be done by extending Mandeni's boundaries coastwards or, if this is not possible, by at least providing linked service industrial backup to the north coast tourism industry (the tourism industry is known to have the strongest of multiplier effects on other economic sectors nearby).

More could be said of this exciting regional context that Mandeni can now look outwards to, but a key principle should be borne in mind in this outwards search: Mandeni should not seek to replicate what other places (Stanger, Darnall, Richards Bay etc) can do better, but should rather specialise in those areas where it has comparative and competitive advantages. In order to properly understand these it will be necessary to compare both the existing realities and projected growth strategies of other north coast towns as revealed for example in their parallel development framework exercises.

4.4 Sectoral strengths and new opportunities to play to

On the basis of our own analysis, secondary industry will be one area in which Mandeni will remain clearly competitively advantaged in the area between Richards Bay and Durban, but it is possible that future cross-comparison with other north coast town strategies will reveal other areas of existing and potential competitive strength. In the meantime the existing manufacturing strength of Mandeni is the key existing economic strength to build around and extend.

Research alone will not necessarily timeously reveal new areas of competitive advantage, and planners must remain sensitive to early signals from the market as to its reading of the situation. In other words, a dogmatic insistence upon a research based or bureaucratically led development processes must not be allowed to prevail over investor sensitivity and an investor-friendly approach.

Having said this, an existing but as yet underdeveloped strength of the greater Mandeni area must lie in the direction of the promotion of tourism development. A dilemma here, however, is that the areas which are most suitable for these purposes lie outside of the current Mandeni Local Council boundary to the east. Until such time as a strategy is worked out that will enable this area of potential strength to be harnessed, this actual regional strength must unfortunately be registered, in MLC terms, as an "outside hope".

Whilst it is important to know also evident to the research specialisation (for example in achieved with large scale industrial growth have been overlooked similar sized South African t

Stop with this one!!!

ropriate to specialise in, it is not guilty in the past of overlooking that other areas of potential Mandeni is compared to other "cs" emerge:

- **Public services** - the relative shortages of schools, tertiary institutions, hospitals, and similar public facilities is noticeable and this is something the people of Mandeni should mobilise around and lobby hard for. Quite apart from the improvements in the quality of services that would follow, are the construction jobs, jobs for teachers, nurses etc. In motivating such claims the point should be made that Mandeni also has the potential to service a very populous surrounding rural hinterland. Attention here should probably be given to locations intermediate between Sundumbili and the old Mandeni so as to enhance access and the quality of "downtown" public life (as yet there not a "town centre" and perhaps this should be built around new public services).
- **Commerce and services** - it is quite apparent that Mandeni is not yet capturing the full range of commercial and service functions that a town/ hinterland of this size should. There is substantial leakage for example to Stanger, Empangeni and Richards Bay in reported shopping and servicing behaviour. Interestingly, industrialists at Isithebe for example regard this as a significant detraction from their being Mandeni as do many ordinary residents of Mandeni who have to have their cars serviced in Stanger. Making attractive, well located land available to prospective commercial and service functions within Mandeni and marketing this effectively would go a long way towards redressing this situation. Attention here should probably be given to the link road to the N2 so as to enhance both access and the investor's sense of security. Not all new commerce and service industry need be located on relatively expensive and visible premises here however, and less formal and less capitalised instances of both types of enterprise might be encouraged elsewhere.

As noted earlier in this report, there are a range of other opportunity areas - such as small scale agriculture - which can and should be emphasised in the area, but as leading edge sectors in which to start a new emphasis, public services and commerce and services

Appendix 8
(Tourism White Paper)

20 x 28 p 11/15

DRAFT

**TOURISM WHITE PAPER IMPLEMENTING
STRATEGY AND ACTION PLAN**

SEPTEMBER 1996

DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND TOURISM

Table of contents

Foreword	iii
I Background	1
1.1 Tourism Vision	2
1.2 Key Principles	2
1.3 Key area to be addressed	3
1.6 Implementation Framework	3
II Creating the enabling environment	4
2.1 Adequate funding base	4
2.2 Appropriate institutional structures	5
2.3 Core development philosophy - Responsible Tourism	10
III On-Going Strategic Programmes and Actions	13
3.1 Safety and security	15
3.2 Education and training	17
3.3 Entrepreneurship and access to finance	19
3.4 Investment Incentives	21
3.5 Foreign Investment	23
3.6 Environmental Management	25
3.7 Product Development	27
3.8 Cultural Resource Management	29
3.9 Transportation	31
3.10 Infrastructure	33
3.11 Marketing and Promotion	35
3.12 Product Quality and Standards	39
3.13 Regional cooperation	41
3.14 Youth Development	43
3.15 Tour Guiding	45
3.16 Research and Statistics)	47

Foreword

The White Paper: the Development and Promotion of Tourism in South Africa was prepared with the assistance of the European Union and formally adopted by Cabinet in June 1996. It enjoys wide consensus among all stakeholders in the country. The key challenge remains that of implementing the policies and actions contained in it.

This strategy and action plan aims at identifying the specific actions, those responsible, time frames and budgets to implement the White Paper.

A draft version was prepared by EU consultant Auliana Poon with key inputs from two local consultants Anitha Soni and Ernie Heath and in consultation with the Department of Environmental Affairs and Tourism, SATOUR and provincial tourism authorities. The draft was subsequently further refined by the Department and now be consulted with the various stakeholders such as Satour, the business community, provincial authorities, government departments and others which will participate in its execution. Based on the comments and inputs received a final implementation plan will be produced.

It should be emphasized that the document should not be regarded as a detailed business plan, but that it provides a framework of core actions for implementation. Detailed proposals will have to be developed for most of the actions proposed in the document.

The plan does not belong to any one party - its implementation will require a momentous, co-operative effort by all parties concerned. These parties are indicated in the table of responsibilities and will be further expanded, based on the comments and inputs received. In addition, it is estimated that some R635 million will be needed to implement the White Paper over the next three years.

A summary of the implementation areas and corresponding budgets are provided overleaf.

1.1 Tourism Vision

The White Paper recognizes South Africa's enormous natural and man-made advantages in tourism but cautions that tourism development in South Africa needs to be developed along "responsible" lines. The White Paper also recognizes the need for the tourism industry to meaningfully involve previously disadvantaged groups of society; to strengthen linkages with other sectors of the economy; to create jobs and foreign exchange; and to fuel the Economic Growth and Development Strategy of the government of South Africa. Twenty-two economic, social and environmental objectives for the tourism sector were identified in the White Paper. The tourism development thrust of the government and people of South Africa is enunciated in the Vision contained in the White Paper:

Our vision is to develop the tourism sector as a national priority in a sustainable and acceptable manner, so that it will significantly contribute to the improvement of the quality of life of every South African. As a lead sector within the national economic strategy, a globally competitive tourism industry will be a major force in the reconstruction and development efforts of the government.

I.2 Key Principles

Seven key principles which should guide the development of the tourism industry in South Africa are identified in the White Paper. These are as follows:

- tourism development will be private sector driven
- government will provide the enabling framework for tourism development
- effective community involvement will form the basis of tourism growth
- tourism development will be underpinned by sustainable environmental practices
- tourism development is dependent on the establishment of co-operation and close partnerships among key stakeholders
- tourism will be used as a development tool for the empowerment of the previously neglected communities and should particularly focus on the empowerment of women in such communities
- tourism development will take place in the context of strong cooperation with other states within Southern Africa as well as the rest of Africa.

II. CREATING THE ENABLING ENVIRONMENT

As a first measure in implementing the White Paper of the Department of Environmental Affairs and Tourism, it is necessary to identify a number of priority strategies to create an enabling environment which is conducive to tourism growth and development. The following strategies are regarded as essential to the creation of a conducive environment for tourism development:

- i) Establishing a sustainable and adequate funding base for tourism development
- ii) Establishing a public sector institutional structure to manage and guide tourism development, as indicated in the White Paper
- iii) Defining, promoting and implementing Responsible Tourism as the underlying philosophy of tourism development in South Africa

2.1 Adequate funding base

The availability of finance to develop and promote the tourism industry is critically important for the industry's further growth and development. A number of implementation guidelines will direct the increased financial commitment to the development of tourism in South Africa. These include:

- i) establish a 'ways and means' committee to carry out an urgent review of the government's financial contribution to tourism as well as the process of determining such contribution. Such review should analyze and clarify the contribution of tourism to the overall economy, calculate the dividend of government's investment in tourism, compare tourism funding in South Africa with that in competitor countries and other successful tourism destinations, etc.

- i) based on the findings, effectively lobby the government to consider a large capital injection to 'kick start' a major tourism development thrust over the next two to three years. For tourism to be firmly established in the economy of South Africa, the sector needs considerable investment. An investment injection in the tourism sector by the Government of South Africa is necessary in order to 'kick start' a number of development projects as well as to create the unique brand of 'responsible tourism' that the tourism policy aims at achieving. This fund to 'kick start' tourism should be seen as more of a development fund aimed at the development and promotion of responsible tourism; involvement of the previously disadvantaged; investing in infrastructure; tourism awareness and other visible

FUNDING TOURISM DEVELOPMENT

OBJECTIVE: To increase the funds available to fuel tourism sector development

STRATEGY: Research to establish the time significance of the tourism sector; increase government funding ; establishment of a committee to identify funding mechanisms; instituting a consolidated tourism tax and levy system and dedicated tourism fund

ACTIONS	CO-ORDINATOR	CO-OPERATIVE PARTIES	TIME FRAME	COSTS	
				Year 1	Years 2&3
1. Establish a 'Ways and Means' committee to consider possible funding sources including a review of the current levy systems, departure tax percentage, donor funds, joint ventures with communities, etc and the equitable distribution thereof	DEAT	TSA; Provinces, tourism business bodies, Dept. State Exp. Dept Finance,	November 1996	R50,000	---
2. Determine financing needs of the tourism industry, review mechanisms for delivery, review and provide guidelines for government's contribution to the tourism industry	Ways and Means Committee (WMC)	TSA; Provinces, tourism business bodies, Dept. State Exp., Dept Finance	June 1997	R350,000	---
3. Conduct a detailed socio-economic impact analysis of the South African tourism industry			End 1997	R500,000	---
4. Creation of a consolidated and dedicated tourism tax and/or levy system			1998 and ongoing	---	---
5. Implementation of appropriate revenue collecting mechanisms to create a dedicated tourism fund			1998 and ongoing	---	R3 million
TOTAL:				R0,9 Mil	R3 Mil

NOTE: It is envisaged that 1997 will be the preparatory year for the creation of a sustainable and equitable funding system for tourism development and promotion. Such system can only be created through agreement and co-operation by a wide spectrum of bodies, as indicated in the table

INSTITUTIONAL REFORM

OBJECTIVE: To establish Tourism South Africa as a vibrant, aggressive and private sector orientated statutory tourism promotion agency

STRATEGY: Appoint a Board of Directors, investigate and evaluate current operational practices, reform accordingly, adopt commercialised and private sector operating principles

ACTIONS	CO-ORDINATOR	CO-OPERATIVE PARTIES	TIME FRAME	COSTS	
				Year 1	Years 2&3
1. Amend the Tourism Act to allow for the appointment of a Board of Directors for TSA	DEAT	TSA; Provinces, tourism business bodies	September 1996	---	---
2. Appoint Board	Minister	Interested and affected parties to nominate	November 1996	R50,000	---
3. Conduct a detailed investigation of structures, strategies, finances, etc. and institute a reform programme in accordance with findings	TSA	Private sector, provinces, DEAT	June 1997	R500,000	R2 million
4. Propose legislative changes as required to facilitate reform programme	TSA	DEAT, private sector, provinces	1997 - 1998	---	---
TOTAL:				R550,000	R2 Mil

NOTE: The budgets provided here should be read in conjunction with those of marketing and promotion, since many of the reform measures, e.g. the launch of a new brand name will reflect in the marketing budget. Potential savings due to reform programmes are not reflected here, since the nature and extent of these are not known

2.3 Core development philosophy - Responsible Tourism

The White Paper identifies Responsible Tourism as the critical tourism development philosophy for South Africa. As the White Paper has clearly demonstrated, responsible tourism is not a luxury for South Africa, but an absolute necessity if South Africa has to emerge as a successful international competitor. It entails a proactive approach by tourism industry partners to develop, market and manage the tourism industry in a responsible manner.

Responsible tourism implies:-

- tourism industry responsibility to the environment through the promotion of balanced and sustainable tourism;
- responsibility of government and business to involve previously disadvantaged communities;
- responsibility to respect local cultures and protect them from over-commercialization and over-exploitation;
- responsibility of local communities, government, labour unions and the population at large to create an environment in which tourism will flourish;
- responsibility on the part of the tourists themselves to observe the norms and practices of South Africa, particularly with respect to the environment and culture of the country.

The key challenge is to develop the commitment to Responsible Tourism on the part of all stakeholders and most importantly, implement it. To achieve this it will be necessary to establish a Responsible Tourism agency, endorsed by the Minister of Environmental Affairs and Tourism. The agency should be guided by a high profile and influential advisory committee or board, of which the choice of members will be key to its success. The agency should be widely representative of the interests of the stakeholders in the tourism industry of South Africa. . The objectives of this agency will be to:

- i) define Responsible Tourism and develop a 'Responsible Tourism' code
- ii) actively promote the application of Responsible Tourism among all stakeholders by *communicating the right messages to potential investors, developers and the population at large*
- iii) devise and possibly implement Responsible Tourism codes and standards

In developing and establishing Responsible Tourism, the following guidelines may be appropriate:

RESPONSIBLE TOURISM

OBJECTIVE: To develop and promote the concept of Responsible Tourism as the core development philosophy of South African tourism
STRATEGY: Define and standardise Responsible Tourism; encourage the adoption of Responsible Tourism practices; aggressively promote South Africa as a Responsible Tourism destination

ACTIONS	CO-ORDINATOR	CO-OPERATIVE PARTIES	TIME FRAME	COSTS	
				Year 1	Years 2&3
1. Establish an agency for Responsible Tourism to facilitate its development and implementation	DEAT	DEAT	1996-1999	R500,000	R1 Million
2. Define responsible tourism and establish a Responsible Tourism Standard	Responsible Tourism Agency	DEAT, TSA Provinces, Govt Depts, Private Sector, NGO's, CBO's	Mid 1997	R300,000	---
3. Identify and establish a number of incentives to encourage the adoption of Responsible Tourism practices			Mid 1997	R1 million	R2 million
4. Certify and monitor Responsible Tourism providers, at an agreed upon fee			Mid 1997	R200,000	R500,000
5. Aggressively market and promote the concept of Responsible Tourism to stakeholders			1997-1999	R500,000	R2 million
TOTAL				R2,5 Mil	R5,5 Mil

NOTE: It is expected that the establishment of a Responsible Tourism agency and the development and promotion of the concept of Responsible Tourism will require a capital investment. However, once the concept has been developed and adopted by the tourism industry and other interested parties, it is expected that funds will be raised through membership and certification fees. The aim is for the programme to become self funded within three years of inception. Initial funding will have to be generated through sponsorships, donorships and government contributions.

-
- i) it will be useful to clarify the specific roles of the department of tourism, the national tourism authority and the provincial tourism authorities in the implementation of the action plan aimed at implementing the long term strategic programmes identified**
 - ii) provincial authorities should play a critical role in the programme development and implementation**
 - iii) working groups should be established in the majority of these areas to accommodate input from other sectors of the economy and industry (for example, a safety and security working group will need to involve national input, provincial input, the private sector, police service, community groups, etc. and similarly for transport, training and infrastructure).**

In what follows, implementation guidelines are provided for a number of the key long term strategic programmes identified above.

SAFETY AND SECURITY

OBJECTIVE: To ensure the safety, security and well-being of all visitors to and within South Africa

STRATEGY: Research; effective visitor communication; visible policing, legal procedures; work with police service

ACTIONS	CO-ORDINATOR	CO-OPERATIVE PARTIES	TIME FRAME	COSTS	
				Year 1	Years 2&3
1. Establish a central visitor security database to track crime on visitors	Tourism Safety Task Group (TSTG), DEAT secretariat	SAPS, DEAT, TSA, BAC, TBCSA, DFA, Provinces	January 1997	R500 000	R800 000
2. Expand current market resources to track visitor perceptions and expectations with regard to safety & security			November 1996	R50 000	R100,000
3. Develop and implement appropriate safety & security information to visitors (eg. do's & dont's), communities and stakeholders			October 1996	R500 000	R1 million
4. Recruit, train and induct up to 300 information / hospitality officers at strategic security points in key tourism areas in South Africa			November 1996 onwards	R3 million	R8 million
5. Facilitate coordinated tourism safety strategies and structures at provincial and local levels and integrate with tourism awareness programme as well as national community policing initiatives			November 1996	R250 000	R500 000
6. Create appropriate legal procedures to facilitate speedy and effective prosecution for cases where tourists are involved			July 1997	Minimal	

TOTAL:

R4,3 Mil R10,4 Mil

NOTE: These projects are expected to be funded on joint basis by government bodies, the private sector and possibly donor agencies. Given the urgency of the matter and the fact that actions could be of direct benefit to private tourism operators, it is proposed that funding should be generated on a Rand-for-Rand basis by the public and private sectors

EDUCATION AND TRAINING

OBJECTIVES: To supply the South African tourism industry with appropriately trained manpower to ensure the industry's growth and competitiveness

STRATEGY: Identify tourism industry training needs; create appropriate delivery mechanisms

ACTIONS	CO-ORDINATOR	CO-OPERATIVE PARTIES	TIME FRAME	COSTS	
				Year 1	Years 2&3
1. Conduct a needs/resource audit for the industry	Tourism Training Advisory Committee (TTAC), DEAT secretariat	DEAT, Provinces, TSA, HITB, TETASA, tertiary institutions, labour, govt. dept's, other affected parties	Beginning 1997	R350,000	---
2. Develop a national tourism education and training strategy within the context of the national HRD strategy of Dept. of Labour			December 1997	R500,000	---
3. Develop a national umbrella tourism education and training structure and funding mechanism, within the context of the national HRD strategy of Dept. of Labour			Beginning 1998	R1 million	R3 million
4. Develop and implement appropriate short term education and training initiatives to address the needs of front line employees, adult education, entrepreneurs and other areas of need			1997-1999	R8 million	R6 million
5. Facilitate the development and implementation of tourism into school programmes and curricula as widely as possible throughout South Africa			1997-1999	R5 million	R10 million

TOTAL:

R14,85 Mil R19 Mil

NOTE: It is expected that the budgets required for these programmes would be sourced from a variety of existing national and provincial sources, levies, donor agencies and that these would leverage substantial additional finances from private sector financing agencies. It is expected that funds will also become available through the envisaged National Training Fund, once this has been established

ENTREPRENEURSHIP AND ACCESS TO FINANCE

OBJECTIVE: To promote entrepreneurship and facilitate access to finance for tourism, thereby meaningfully involving communities, particularly the previously disadvantaged in the tourism industry.

STRATEGY: Implement training and awareness programmes; identify opportunities; support development (marketing and technical assistance), facilitate access to finance for prospective entrepreneurs

ACTIONS	CO-ORDINATOR	CO-OPERATIVE PARTIES	TIME FRAME	COSTS	
				Year 1	Years 2&3
1. Develop and implement tourism awareness programmes, highlighting opportunities	Provinces in co-operation with each other and national bodies,	TSA, DEAT	1997-1999	R4 million	R8 million
2. Put in place a cadre of 'match makers' that would create business opportunities for local communities	DEAT	Provinces, DTI, Ntsika, TSA	1997-1999	R1 million	R2,4 million
3. Facilitate the creation of financing mechanisms to support small and micro tourism business, e.g. tourism windows at existing financial institutions	DEAT	Provinces, Khula, Ntsika, SBDC	1997 - ongoing	Financial agencies	Financial agencies
4. Pursue all channels to ensure that products of these entrepreneurs are incorporated in mainstream tourism activity, including procurement policies, marketing and joint ventures with established companies	DEAT	Provinces, TSA, DTI, private sector, Ntsika, other govt. depts.	1997 - ongoing	R2 million	R4 million
5. Provide appropriate training for emerging entrepreneurs	DEAT	Ntsika, Provinces, HITB & others	1997 - ongoing	R1 million	R2 million
6. Develop pilot tourism projects at provincial level to support involvement of local communities	Provincial tourism authorities	DEAT, TSA, donor agencies	1997 - ongoing	R12 million	R20 million

TOTAL:

R20 Mil

R36,4 Mil

NOTE: It is expected that the budgets required for these programmes would be sourced from a variety of existing national and provincial sources and that these would leverage substantial additional finances from private sector financing agencies

INVESTMENT INCENTIVES

OBJECTIVE: To encourage tourism development through appropriate incentives

STRATEGY: Review the effectiveness of current incentive structure; develop strategies to maximize investment opportunities; institute appropriate incentives.

ACTIONS	CO-ORDINATOR	CO-OPERATIVE PARTIES	TIME FRAME	COSTS	
				Year 1	Years 2&3
1. Establish an incentive working group	DEAT	Provinces, DTI, IDC, DBSA, TSA, tourism business organisations	March 1997	R20,000	R50,000
2. Review the importance of investment incentives in stimulating private sector development as well as the effectiveness of existing incentive schemes	Tourism Incentives Working Group (TIWG)	DEAT, Provinces, DTI, IDC, DBSA, TSA, tourism business organisations, NEDLAC	September 1997	R100,000	---
3. Based on international comparisons as well as local conditions, develop an appropriate package of incentives to stimulate private sector investment, eg. consider incentives to promote environmentally-friendly initiatives			July 1997	R250,000	---
4. Implement a tourism incentive programme in synergy with the investment promotion protocol and strategy			End 1997	Dependent upon nature and extent of progr.	Dependent upon nature and extent of progr.
5. Place a special emphasis on application of incentives in Spatial Development Initiative areas and development corridors			1997 - ongoing	R50,000	R200,000
TOTAL:					

NOTE: The provision of incentives will be based on the principle of market failure and every attempt will be made to avoid incentivising non-viable ventures

FOREIGN INVESTMENT

OBJECTIVE: To encourage foreign investment to develop the South African tourism industry in appropriate areas

STRATEGY: Determine foreign investment needs, establish protocol and create a 'one stop shop' to facilitate foreign investment

ACTIONS	CO-ORDINATOR	CO-OPERATIVE PARTIES	TIME FRAME	COSTS	
				Year 1	Years 2&3
1. Identify foreign investment needs and priorities of the tourism industry	DEAT	DTI, Provinces, Private sector, TSA	March 1997	R100,000	---
2. Develop a foreign investment protocol and tourism investment strategy	DEAT	Provinces, Private sector, TSA, Foreign Affairs, DTI, other govt. depts.	June 1997	R20,000	---
3. Create a 'one stop shop' to facilitate foreign investment	DEAT	DTI, National investment promotion agency and other relevant bodies	December 1997	R100,000	R200,000
4. Develop and coordinate a database of investment opportunities	DEAT	TSA, Provinces	December 1997	R200,000	R100,00
5. Participate in and/or arrange opportunities to promote investment in tourism	DEAT	TSA, Provinces, DTI	1997 and ongoing	R500,000	R1 million
TOTAL:				R920,000	R1,3 Mil

NOTE: Funds for the promotion of foreign investment can be considerably stretched through co-operative ventures with DTI and international investment promotion agencies. Membership of NIPA will be aggressively pursued

ENVIRONMENTAL MANAGEMENT

OBJECTIVE: To develop tourism in a sustainable manner

STRATEGY: Develop environmental management guidelines and processes; promote sustainable tourism development; establish procedures and mechanisms to enforce and monitor environmental management where appropriate, institute special measures for tourism "flash point" areas

ACTIONS	CO-ORDINATOR	CO-OPERATIVE PARTIES	TIME FRAME	COSTS	
				Year 1	Years 2&3
1. Develop and promote appropriate environmental principles, guidelines and practices within the overall framework of 'Responsible Tourism'	DEAT (Joint initiative of divisions of Environmental Management and Tourism)	Provinces, TSA, Responsible Tourism agency, tourism business organisations, NGO's, CBO's	End 1997	R200,000	R500,000
2. Encourage tourism establishments to adopt 'green' or environmentally-friendly operational practices through production and distribution of relevant information material, PR programmes, etc.			1998 - ongoing	---	R1,5 million
3. Make Integrated Environmental Management procedures mandatory where necessary and appropriate			1998	---	---
4. Facilitate and encourage tourism pilot projects that demonstrate the benefit that ecologically sound tourism practices can have over alternative forms of land use			Ongoing	Dependent upon nature and extent	Dependent upon nature and extent
5. Establish and maintain a tourism GIS to effectively integrate environmental and tourism data			June 1997 - ongoing	R100,000	R300,000
6. Create support/advisory mechanisms to assist emerging entrepreneurs to comply with environmental standards			1998 - ongoing	R100,000	R500,000
TOTAL:				R400,000	R2,8 Mil

NOTE: Given the importance of the environment as the key tourism resource base, environmentally conscious business operations will be canvassed to substantially increase these budgets

PRODUCT DEVELOPMENT

OBJECTIVE: To diversify and develop South Africa's tourism product in a market driven and sustainable manner, ensuring that the disadvantaged communities are involved and benefit from the process

STRATEGY: Plan, coordinate and develop tourism products in a sustainable and responsible manner

ACTIONS	CO-ORDINATOR	CO-OPERATIVE PARTIES	TIME FRAME	COSTS	
				Year 1	Years 2&3
1. Carry out a comprehensive analysis of South Africa's tourism resource base and create a database taking into account international and domestic market demand	TSA	Provinces, private sector, DEAT, NGO's, CBO's	End 1997	R250,000	R500,000
2. Identify and facilitate development of new products having potential for development with special attention to cultural environmentally friendly products, and those of emerging entrepreneurs			1997-1999	R500,000	R1 million
3. Develop a coordinated product development strategy for South Africa in close coordination with the provinces			December 1997	R300,000	R300,000
TOTAL:				R1,05 Mil	R1,8 Mil

NOTE: The budget provided here is merely intended as a "kick-start" to get the programmes going. It is expected that additional substantial private and public investment will flow towards viable ventures

CULTURAL RESOURCE DEVELOPMENT & PROMOTION

OBJECTIVE: To develop and promote the cultural attractions of South Africa while maintaining the integrity of South Africa's rich cultural heritage
STRATEGY: Identify cultural/heritage tourism resources; develop those with potential; diversify heritage product to reflect the full South Africa; promote these aggressively but responsibly to the benefit of tourists and host communities

ACTIONS	CO-ORDINATOR	CO-OPERATIVE PARTIES	TIME FRAME	COSTS	
				Year 1	Years 2&3
1. Establish a working group on Culture and Heritage development	DEAT (Cultural Resource Management)	Dept of Arts & Culture, DEAT (Tourism), TSA, Provinces, various interested & affected bodies	End 1996	R10,000	R30,000
2. Create an inventory of South Africa's cultural resources and develop a priority ranking in terms of potential for tourism development	Culture and Heritage Liaison Group (CHELG) with DEAT Cultural Resource Management as	Dept of Arts & Culture, DEAT TSA, Provinces, various interested & affected bodies,	1997 - ongoing	R100,000	R300,000
3. Identify and implement mechanisms to manage and promote sustainable utilization of tourism cultural resources (as an integral part of sustainable/Responsible Tourism development practices)			1997-1999	Departs. budgets & Responsible Tourism	Departs. budgets & Responsible Tourism
4. Package and promote South Africa's cultural heritage resources as an integral part of the overall tourism focus and strategy	TSA	Provinces, CHELG	1997-1999	TSA marketing budget; those of CHELG parties	TSA marketing budget; those of CHELG parties

TOTAL: R110,000 R330,000

NOTE: The formation of the work group had already been successfully pursued when this action plan was formulated

TRANSPORTATION

OBJECTIVE: To ensure the provision of a future-orientated and coordinated tourism transportation system

STRATEGY: Establish a Tourism Transport Working Group; coordination of activities; appropriate research and funding

ACTIONS	CO-ORDINATOR	CO-OPERATIVE PARTIES	TIME FRAME	COSTS	
				Year 1	Years 2&3
1. Establish a tourism transportation working group to coordinate and facilitate tourism transport at all appropriate levels	DEAT	Provinces, Dept of Transport, TSA, Private sector stakeholders	October 1996	---	---
2. Carry out a situation analysis, based on demand, identify future tourism needs, monitor needs and trends as a base for improved planning of the sector, air and land	Transport Work Group	Provinces, DEAT Dept of Transport, TSA, Private sector stakeholders	August 1997	R500,000	---
3. Encourage entrepreneurship and facilitate training for disadvantaged transport operators (eg. taxis) to accelerate their access into the mainstream of tourism			1997-1999	R1 million	R3 million
4. Establish and formulate a system of safety and quality standards and promote this among all forms of tourism transportation			Beginning 1998 - ongoing	R500,000	R1,5 million
5. Encourage open competition and strategic alliances at all appropriate levels			1997-1999	---	---
6. Remove barriers and constraints facing the industry, e.g. permits, regulations, etc.			1997-1999	---	---
TOTAL:				R2 Mil	R4,5 Mil

NOTE: As with infrastructure the successful addressing of this programme will require substantial redirection and focus of priorities on tourism-related transportation

INFRASTRUCTURE PROVISION

OBJECTIVE: To facilitate the maintenance, upgrading and further development of domestic and international tourism infrastructure including air, road, rail, telecommunication, airport, signage, etc.

STRATEGY: Research, establishment of a working group, effective coordination and focusing investment where appropriate

ACTIONS	CO-ORDINATOR	CO-OPERATIVE PARTIES	TIME FRAME	COSTS	
				Year 1	Years 2&3
1. Form an infrastructure facilitation and coordination working group	DEAT	Provinces, DBSA, relevant govt, depts., TSA, private sector	November 1996	R20,000	R50,000
2. Undertake a situation analysis of current infrastructure and estimate future needs and investment requirements	Infrastructure working group (IWG) with DEAT as secretariat	Provinces, DBSA, relevant govt, depts., TSA, private sector	July 1997	R250,000	---
3. Ensure maintenance, upgrading and development of infrastructure to improve accessibility and mobility, particularly in areas of tourism pressure, to disadvantaged communities, rural areas with considerable tourism potential and SDI areas			1996 - ongoing	Various national and provincial budgets	Various national and provincial budgets
4. Ensure the negative impacts associated with the provision of bulk infrastructure are addressed			1997-ongoing	---	---
5. Address infrastructure related issues including road signage, tourism routes and access to key attractions			1997-1999	Various national & provincial budgets	Various national & provincial budgets
TOTAL:				R270,000	R50,000

NOTE: The success of this programme will largely depend upon the willingness and ability of non-tourism departments and institutions to focus their priorities on tourism as a potential economic force

MARKETING AND PROMOTION

OBJECTIVE: To efficiently market and promote South Africa as a premier tourism destination to domestic, regional and international markets
STRATEGY: Positioning South Africa as a premier destination; using a flexible and adaptable strategy and an optimal mix of marketing media

ACTIONS	CO-ORDINATOR	CO-OPERATIVE PARTIES	TIME FRAME	COSTS	
				Year 1	Years 2&3
1. Critical analysis of current practice including a review of budgets, marketing focus and priorities and the efficiency of international marketing presence	TSA	Provinces, Private sector, DFA	March 1997	R500,000	---
2. Develop a National Marketing Plan that would seek to position South Africa in the international market, prioritize target markets and broaden the market thrust to include new and emerging products			Mid 1997	R500,000	---
3. Develop and implement coherent and consistent international marketing strategies including provinces and the private sector in an integral way			1996 - ongoing	R100 million	R300 million
4. Explore strategic alliances and cooperative marketing ventures			1996- ongoing	---	---
5. Institute an international marketing assistance scheme similar to the EMAS for industry	DEAT	SA, DTI, private sector, provinces	March 1997	R8 million	R20 million
6. Develop and implement national promotion campaigns to promote travel in South Africa to South Africans	Provinces	TSA, private sector	1997-1999	R8 million	R15 million

TOTAL: R117 Mil R335 Mil

NOTE: It is envisaged that the proposed dedicated tourism fund will provide the necessary impetus for this programme to take off. It is becoming apparent that the government is increasingly acknowledging the potential of tourism, a factor which may auger well for increases in funding over the next few years. It is vital that Tourism South Africa should increase its commercial base in order to generate substantial additional income, that its should be managed along commercial lines and that a healthy co-operative relationship should exist with the provincial marketing authorities

4.5 Portfolio of community based pilot projects

These projects will be identified and proposed by provincial tourism authorities. The criteria are that they should involve disadvantaged communities, provide real opportunities for business growth or spin-off, be highly visible in order to demonstrate the benefits of tourism and should be able to be replicated elsewhere in the area or country. The idea is that lessons will be learned from these projects for application elsewhere and to serve as success stories for demonstration and promotion purposes.

4.6 Executive training programme

This programme will require a major commitment by the private sector to training through the identification of 12 locals every year for the next five years to be trained at the highest levels of tourism (from hotel management to planning, marketing and policy-making). Assistance could also be obtained from international companies or government training institutions.

4.7 Front-line staff "host" programme

It is an acknowledged fact that service levels in the tourism industry are not up to standard and that there is a need for a well-structured, concise customer care programme. Such programme could be similar to the well-known Super Host programme developed in Canada, but specifically geared to South African conditions. The HITB has already commenced with the piloting of such a programme. Consideration should be given to implementing the programme on a large scale and not only to rely on commercial franchising, as is the case in most other countries where similar programmes have been implemented.

4.8 Others

The above are merely examples of potential programmes - the intentions of this draft document is to source further ideas from the various parties consulted. Any suggestions will be appreciated, should they fulfill the criteria stated below. It is important to reiterate that these short term immediately implementable projects should be:

- visible
- nation-wide in approach
- involve a small, critical action but applied across the nation
- not too difficult or costly to implement
- could be for an initial 2 years, expandable if successful or until the action becomes 'best practice' (example substitution of plastic bags)
- have the involvement of a broad spectrum of stakeholders
- use the media creatively to spread the message and promote the actions.

IV IMMEDIATE ACTIONS AND PROJECTS

Complementing the establishment of a Presidential Tourism Commission and the identification of a number of macro projects and actions, are a number of immediately implementable short term projects and actions. It is important that these projects: have nation-wide impact; that they involve the public and private sectors and the previously disadvantaged; and generally aren't cost or difficult to implement. These immediate projects will seek to regain confidence in the tourism sector, particularly among the previously disadvantaged and the new leadership, many of whom still regard tourism as a thing for the privileged few. Such short term projects could address the following areas:

- i) Training
- ii) Awareness
- iii) Environmental protection
- iv) Community involvement
- v) Visitor safety and security
- vi) Service standards

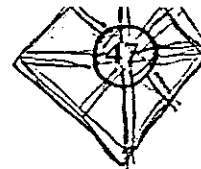
Examples of such programmes are provided below:

4.1 Adopt A School Programme

Tourism establishments (not only hotels) can be encouraged to adopt a school. Under this programme, the foster parents will take a special interest in education, training and awareness programmes at the schools and encourage special programmes to encourage school children to be a tourist in their own country.

4.2 Be A Tourist At Home Programme

In a bid to upgrade service quality, tourism enterprises can be encouraged to allow their front line employees to experience being on the receiving end of service, by participating in activities (dining at restaurants, sleeping at hotels, taking country tours, etc.) through a creative programme of exchange among establishments. The Tourism business council has already expressed interest in initiating such a programme.



3.16 Information management, research & statistics

The effective gathering, manipulation and provision of information for decision-making purposes will be a determining factor in the tourism future of South Africa. Such information should include intelligence on the nature and extent of tourist markets, market trends, the status of product quality and diversity, scenarios for future growth, environmental sensitivity and degradation, infrastructure provision and bottlenecks, latest global trends and practices in tourism development, etc. It is important that this information should be effectively interpreted, packaged and communicated in order to allow ease of access and application by the tourism industry. In this regard the following guidelines should be considered:

- i) invest in state-of-the-art technology and information systems which are compatible with national and global practices, in order to draw from a wide variety of sources
- ii) ensure that systems are effectively interconnected with those of users through usage of e-mail, internet, intranet
- iii) invest in multimedia marketing technology, e.g. World Wide Web and CD ROM systems, linked to paper-based marketing tools such as travel guides, etc.
- iv) increase market research in key target markets, especially emerging markets which are not known to the industry
- v) co-ordinate the information management efforts of the Central Statistical Services, the Department of Home Affairs and the national tourism body in order to improve the reliability and consistency of information and to avoid confusion and duplication
- vi) improve interpretation of information to allow for practical application and future planning by the tourism industry, prospective entrepreneurs, etc.
- vii) package practical information in a user-friendly manner, e.g. recommendations and guidelines on product development opportunities, business management, marketing opportunities, etc.

COMMENTS AND NOTES:

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Appendix 9

(Towards the Establishment of Tourism Inland)

TOWARDS THE ESTABLISHMENT OF

TOURISM èNDONDAKUSUKA



**COURTESY OF HALEY SHARPE AND ILEMBE DISTRICT
COUNCIL**

INTRODUCTION

During 1999 the former eNdongakusuka Local Municipality (Mandeni TLC) identified the need to investigate opportunities for the development of tourism within the "Mandeni" area, with the objective of attending socio-economic growth and job creation within this sector of the local economy.

The TLC facilitated a Tourism Workshop of key stakeholders 1 April 1999 that reviewed the perceived potential of tourism development within the area.

With financial assistance from the national Business initiative and the Development Bank of Southern Africa, Mandeni TLC appointed Zama Ó Brien Consulting (now operating as Haley Sharpe Southern Africa) in June 2000 to prepare a Local Tourism & Business plan. The final document, issued in October 2000 as a '2nd Draft', presented the findings of the Plan for the development of tourism within the eNdongakusuka area. It is understood that this document completed by eNdongakusuka Local Municipality.

The Local Tourism Strategy & Business Planning exercise was carried out in 2 phases.

- Phase 1 - Research and investigation
- Phase 2 - Policy and Strategy Formulation

Upon conclusion of Phase 1, the findings were presented to the then key stakeholders for their

agreement, prior to commencing with Phase 2. Approval to proceed with Phase 2 was granted by the Mandeni Local Council on 19 September 2000.

The '2nd Draft' document, which represented the completion of Phase 1 and 2, required only the acceptance of its contents and recommendations by all stakeholders after its issue in October 2000. Unfortunately, during the study period, limited interaction occurred with the Local Traditional Communities within the eNdondakusuka area, in terms of gaining their input into the process. It was recommended that such interaction be facilitated after the Local Government Elections set down for 5 December 200. It is now known if this has yet occurred.

SUMMARY OF FINDINGS

Through the extensive research conducted it was identified that the potential exists for 2 core strategic tourism development initiatives that are capable of acting as catalysts for sustainable tourism based socio-economic growth in the area. Each initiative will initially focus on gaining market share of the Domestic and Foreign tourism sector respectively, as well as providing longer term cross-over attraction, in terms of generally increasing tourist number and length of stay in the area from both sectors.

- The domestic tourism sector strategic opportunity is recommended as being the development of the Thukela Mouth into an unique '**African - style**' **Coastal Resort Destination**, utilizing its coast and

river mouth location, together with its proximity to the N3 Freeway and approximately one hour drive north of Durban. The role of the Local Municipality is recommended as the preparation of a Development Master Plan and Implementation Strategy, thereby facilitating the Private Sector to participate in the variety of development opportunities that are anticipated to arise as a result.

- The foreign tourism sector strategy opportunity is recommended as being the development of **'Thukela Frontier Interpretive Centre'**, subsequently referred to as **'èNdondakusuka Military Kraal and Cultural Centre'** as a principal Visitor Attraction. Through the research and investigations, the area has been found to be of significant historical importance and can lay claim to a rich Zulu cultural heritage going back well over 200 years, with the river forming the "Thukela Frontier" between Zululand and the Natal Colony during the 19th Century; the battle of the Thukela (1838); the Battle of Ndondakusuka (1856); and the Aglo/Zulu War Ultimatum (1879); all occurred along the banks of the Thukela in the èNdondakusuka area. These historic events, interwoven with the Zulu History through the reigns of Shaka, Dingane, Mponde and Cetshwayo, together with the involvement of John Dunn through the reign of the latter two Kings, provide an opportunity for a significant interpretative and storyline presentation of this period of history and events to be given from a Zulu perspective.

Detailed recommendation in respect of the above two strategies initiatives are provided in Section 5.7 of the '2nd Draft' document. The role of eNdongakusuka Local Municipality is recommended as facilitating both the Local and Traditional Community involvement and undertaking the initial detailed research and design development of the two initiatives and thereafter securing the participation of the Public and Private Sector in its development and operations.

RECOMMENDATIONS ON THE WAY FORWARD

Section 4 of the '2nd Draft' document provides the detailed recommendations, through a Business Plan structure, on policy, strategy and objectives for implementation. The Business Plan addresses both the Short-term (12 months) and Medium term (12 - 36 months) implementation requirements with the objectives of attaining the longer-term goals over a 3 to 10 year period.

A delivery timeframe programme, cost budgets and tourism and financial projections are included that indicates the potential to create approximately 50 new jobs in the tourism sector and attract a gross revenue of over R40 million per annum within 10 years. These numbers exclude the potential of temporary job creation and infrastructure investment during the development stages, as well as the resultant increase in fiscal revenue and rates base for the eNdongakusuka area.

From the contents of the '2nd Draft' document, it was recommended that the eNdongakusuka local municipality proceed with the following components of its Strategic Tourism Development programme:

- Facilitation of involvement of the Local ND Traditional Communities into the process, including capacity building in product development, tourism related training and SMME opportunities.
- Formulation of a Tourism Destination Office/Community Tourism Association.
- Employment of a Tourism Destination Manager.
- Development of an immediate Tourism Route for the 'Thukela Frontier' and initial upgrade of existing sites.
- Preparation of a Thukela Mouth development master Plan.
- Research and design development of a 'Thukela Frontier Interpretive Centre'
- Formulation of Event management & Co-ordination within the eNdongakusuka area.
- Securing of necessary funding for the implementation of the Tourism Strategy Development ND Business planning recommendation.
- To plan for an eNdongakusuka Investors Conference when all the preliminary development planning work has been completed.

STATUS UPDATE

Subsequent to the completion of the eNdongakusuka Tourism Strategy & Business Plan as being critical informants relative to its implementation. These are:

- The KZN tourism Authority product Development Strategy
- The Ilembe Job Creation and Local Economic Development programme
- Ilembe and eNdongakusuka Integrated Development Plans.
- ✓ • **The KZN Tourism Authority Product Development Strategy has identified**, as its key initiative, the development of a 'Zulu heritage and Cultural Trail', which will eventually meander throughout the Province, linking Zulu heritage and cultural visitor attraction sites onto a defined tourist route, thereby drawing tourism into the predominantly historical disadvantage areas of our Province. The initial, or core, component of the route has been identified as commencing just north of Durban by utilizing the heritage and culture associated with King Shaka around the Ballito/KwaDukuza area, along the R102/N2 northwards across the Thukela River and then inland along the R66 to the eMakhosini valley and on to Nongoma, thereby creating a tourism attraction of historical linkage between King Shaka and the present Monarchy.
- Tourism product such as the proposed eNdongakusuka Military Kraal and Cultural Centre at the Ingwenya Nature Reserve on the north bank

of the Thukela River and adjacent to the R102 is very much in keeping with the TKZN Product Development Strategy. This will be particularly enhanced by its linkage to the proposed King Shaka Cultural Tourism Route of the KwaDukuza area to the south and the development of an 'eNdondakusuka Tourism Route' with its focus on the cultural and heritage importance of the area from the south banks of the Thukela River up to Amatikulu/Gingindlovu area. This would also provide an important tourism linkage between the King Shaka route and the route between Gingindlovu and the eMakhosini valley.

- **The Ilembe Job Creation and Local Economic Development Programme** has identified Tourism as a key sector of potential growth, with the need to balance 'coastal tourism' with the ability to attract tourism inland into the rural areas. Ilembe District Municipality is in the process of forming a Tourism Development Steering Committee with representation from each of the four local Municipalities, as a Sub committee of its Economic Development and planning portfolio Committee. It is anticipated that each of the local Municipalities will form Tourism Development Working Groups that will focus on key tourism product development within their local municipal area of jurisdiction, with an overall District and provincial development and marketing linkage being provided by Ilembe District Municipality.

Again, the proposed development of the èNdondakusuka Military Kraal and cultural Centre, together with the development of an èNdondakusuka Tourism Route provides an excellent strategic fit with this initiative.

- The **Ilembe and èNdondakusuka Integrated Development Plans** are understood to both contain prioritized recommendations for the implementation of these inland tourism routes and ensuring that a linkage is maintained with the Provincial tourism development planning, as well as linkage to the primary tourist-source markets of the coastal corridor and the N2 freeway.
- Therefore the proposed development of the èNdondakusuka Military Kraal and Cultural Centre, together with the development of an 'èNdondakusuka Tourism Route' is a demonstration of tourism product delivery in accordance with the IDP's of the area.

It is therefore recommended that èNdondakusuka Local Municipality, with the necessary support of the Ilembe District Municipality, form an 'èNdondakusuka Tourism Development Working Group' that is linked to both the èNdondakusuka Economic Development Steering Committee. The èNdondakusuka Tourism Development Working Group should include representation from both the politicians and officials of the Local and District Municipalities, as well as other key stakeholders to be determined by èNdondakusuka Local Municipality.

The primary function of the èNdondakusuka Tourism Development Working Group will be to facilitate and oversee the implementation of key product development and marketing initiatives within the area, their linkage to similar external initiatives, and to operate within the terms of a mandate provided by the èNdondakusuka Local Municipality.

