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ULUNDI
MUNICIPALITY

LOCAL ECONOMIC DEVELOPMENT STRATEGY REVIEW FOR ULUNDI LOCAL MUNICIPALITY

REPORT
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1. SECTION ONE: INTRODUCTION

1.1 BACKGROUND

This Report is submitted as a deliverable related to the Development of the Ulundi Local Economic Development (LED) Strategy. Based on this Report, the LED will take its lead from the new opportunities within the sphere provincial economic development policy as set out in the PGDS and PGDP. This development will also take close cognisance of the Ulundi IDP and other municipal plans being developed. The development is intended to strengthen LED locally, and assist the Municipality fulfil its mandate to improve the overall economic and social conditions prevailing in the Ulundi, and to bring sustainable economic change that benefits all.

1.2 OVERALL OBJECTIVE

The overall project objective of the project is to undertake an LED Strategy Development in order to identify economic development needs, opportunities and comparative advantages of the Ulundi Local Municipality. This in order to inform and guide the Municipality to facilitate development, facilitate job creation, promote the creation and growth of small enterprises, promote inward investment, foster productive economic linkages, enhance the stability and growth prospects of Ulundi Local Municipality and surroundings.

1.3 SPECIFIC OBJECTIVES OF THE LED STUDY

There are several specific objectives of the project, these are reproduced below:
− Develop an understanding of recent demographic, socioeconomic, and institutional trends in Ulundi Local Municipality;
− Establish and determine if the sectors and commodities identified in the area are still significant to Ulundi Local Municipality's economic activity and can still be developed to positively impact on economic development; and if necessary identify other key economic sectors that can positively impact on economic development of the area;
− Develop an implementation programme which includes strategies, programmes and projects based on the prevailing economic situation, and according to which current development opportunities will be pursued.

1.4   PROJECT METHODOLOGY

The methodology is shown below in picture form (diagram) and key action steps are unpacked into more detail.

Figure 1: Methodology Diagram

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Progress Reporting/ Ongoing Consultation

Phase 1: Inception
        ↓
Phase 2: Review of LED Structures in Ulundi
        ↓
Phase 3: Socio-Economic Profile and Sector Analysis
        ↓
Phase 4: Strategic Development Framework for LED
        ↓
Phase 5:  Project Prioritisation and Time-Lining
        ↓
Phase 6: Monitoring & Evaluation Plan & Implementation Framework
        ↓
Phase 7: Report Collation and Close Out
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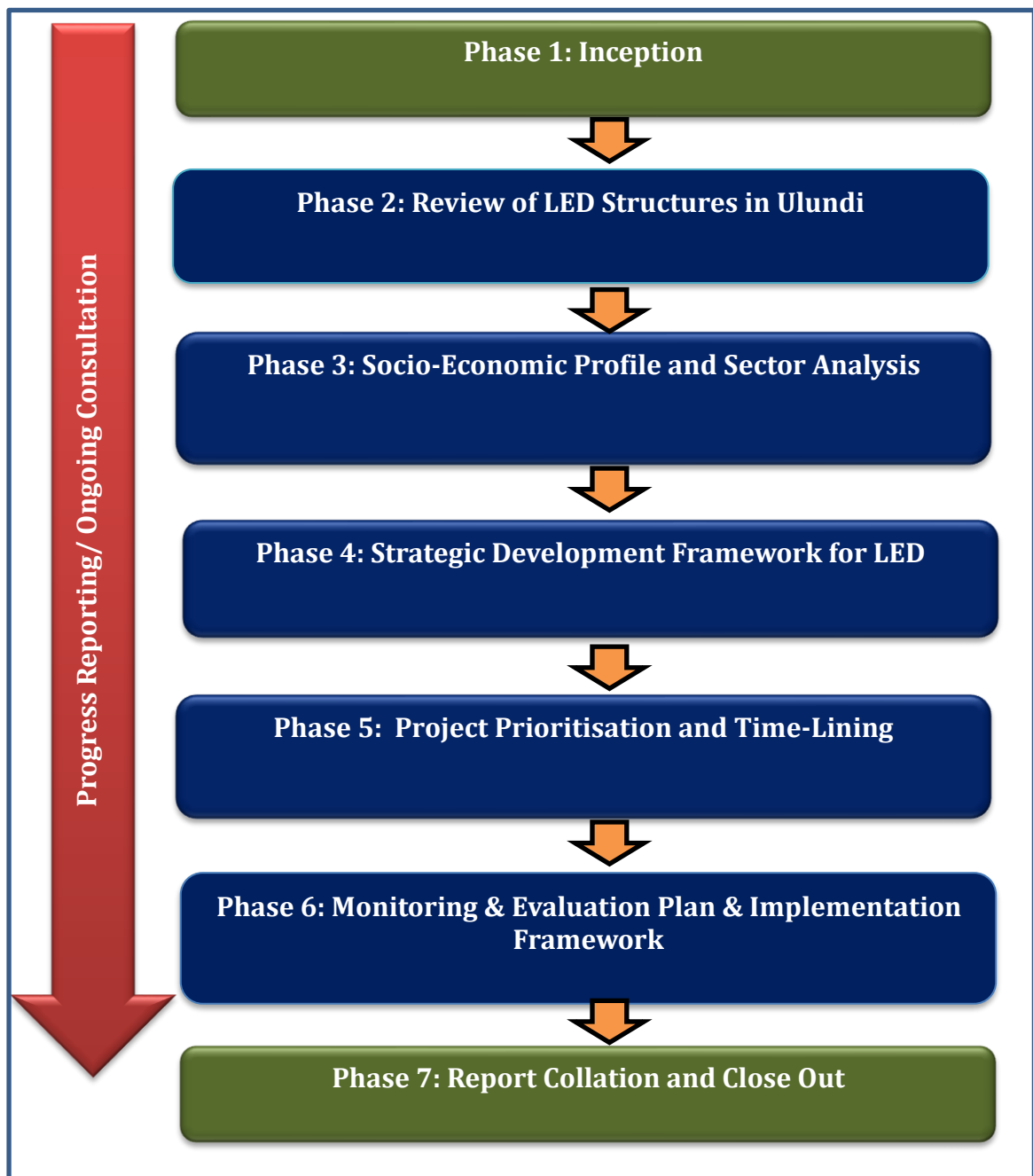
The project methodology is undertaken in seven phases which included the review of the previous LED strategy, a significant stakeholder consultation as well as developing of the

strategic framework and strategy development. Each project phase is further explained in detail below, explaining the process undertaken.

1.4.1 PHASE 1: INCEPTION

The focus here was reaching a firm consensus on the terms of reference, agreeing on the expected outcomes, the manner of engagement and reporting. This process required compiling the inception report to record all areas and terms of engagement.

1.4.2 PHASE 2 AND PHASE 3: LED REVIEW AND SOCIO-ECONOMIC STATUS

The focus of Phase 2 is to assess the state of LED in Ulundi by reviewing the implementation of LED projects identified in the 2015 LED as well as the LED projects budgeted for in the Integrated Development Plan; examining the capacity of the Municipality in order to identify key issues and training requirements as well as gaps in support mechanisms both internal and external to the municipal structures.

Phase 3 includes conducting a local economic resource audit by collecting and analysing information. A preliminary assessment will determine available quantitative and qualitative information on the sources, structures and trends in production and employment, skills, and other LED resources and will identify gaps within this body of information. A local economic resource assessment will serve to fill in the information gaps highlighted by the preliminary assessment and provide the foundation for successful LED strategy development. This information will point towards projects and programmes that will strengthen the economic base of Ulundi. A review of relevant policies and a detailed analysis of sector performance will be undertaken. All findings will be reviewed in a SWOT Analysis to identify interventions.

1.4.3 PHASE 4: STRATEGIC DEVELOPMENT FRAMEWORK

This step focuses on the carrying through of the LED vision, which should be a clear and unequivocal description of the stakeholders preferred economic future for the community, that is, where the community of Ulundi wishes to be in the future (usually three, five and eight years). It is on the basis of the vision that goals, objectives, programmes and project action plans will be developed. A vision statement will be developed or reviewed and agreed upon by all stakeholders. Only with such stakeholder "ownership" will the vision act as a strategy guide, steering the actions of the different stakeholders in the same direction.

1.4.4 PHASE 5: PROGRAMME AND PROJECTS PRIORITISATION

The focus here will be to facilitate the identification of key programmes that will become the core of the LED strategy. Many programme options are in use by communities today and usually the programme options typify core choices. It will be important to consider the level of hard and soft infrastructure provision to ensure that an appropriate strategy is developed that includes relevant programmes. In selecting LED programmes, Ulundi will be presented with a range of both problems and opportunities to tackle. One of the most effective ways of facilitating job creation is to develop LED programmes that improve the local business enabling environment and support the development of small, medium and micro enterprises (SMMEs) especially in the key sectors. Thereafter, the selection will be dependent upon the results of the local economic resource audit. Within each programme area, projects shall be proposed and selected based on clear criteria. Each potential LED project will be assessed to determine whether it meets the broader LED goals, objectives and priorities that were discussed and agreed by the stakeholders.

Cost-benefit analysis is an important tool for prioritisation, especially in expensive projects. The timing for achieving these impacts is a critical issue in the prioritising of projects. This leads directly into the Implementation Framework in Phase 6. The approval of the programmes/projects by the stakeholders and identification of interventions per sector programme will allow the project team to develop a database of all LED programmes and projects.

1.4.5 PHASE 6: IMPLEMENTATION FRAMEWORK

Implementation planning considers 'early-win' projects that can quickly achieve visible and tangible impacts in the short-term and will be fundamental to the overall LED strategy. Complex projects with larger resource requirements and a longer timeframe will go through a more rigorous selection process and would include an initial viability assessment, design review and tailored monitoring and evaluation programme.

1.4.6 PHASE 7: CLOSE OUT

This phase sees the drawing together of the Draft LED Strategy Report for presentation and consideration by the Ulundi LED Project Steering Committee. Comments will be incorporated into the final LED Report document, which will also include: a business opportunity database, a consultation processes report, spatial alignment for LED interventions, identification of infrastructure requirements and LED support mechanisms.

1.5 REPORT STRUCTURE

This LED Review and Socio-Economic Report is structured as follows:

Table 1: Report Structure

Section Title	Outline and Overview
1. Introduction	Provides a project outline, project brief and project methodology.
2. LED Policy Environment	Highlights National, Provincial and Municipal policies, strategies and frameworks with which this Local Economic Development Strategy needs alignment.
3. Ulundi LED Strategy Review	Provides a review of the 2015 LED Strategy for Ulundi Municipality and presents areas of challenges and excellence for the Municipality. The implementation and relevance of projects and programmes identified in the 2015 LED Strategy are also presented.
4. Ulundi Spatial Analysis	Presents an analysis of the spatial and population dynamics of the Local Municipality
5. Ulundi Socio-Economic and Sector Analysis	Presents an analysis of the identifies sectors of excellence and sectors where challenges are evident.
6. Key Economic Sectors Analysis	Presents the state of all economic sectors within the Municipal area
7. Survey Findings – Economic Sectors	Presents the findings from the surveys undertaken with economic stakeholders within the Municipal area.
8. Strengths, Weaknesses Opportunities and Threats	Undertakes a SWOT Analysis in order to identify areas of intervention and key success factors for LED in Ulundi Municipality
9. Strategic Framework	Presents the strategies, programmes and projects
10. Implementation Framework	Provides a timeframe for the rolling out of the projects, the suggested cost of the projects as well as the monitoring and evaluation tools.

2. SECTION TWO: LED POLICY ENVIRONMENT

The Ulundi Local LED is aligned with National, Provincial, District and Local policies, strategies and Framework's for development and growth.

Figure 2: LED Policy Alignment
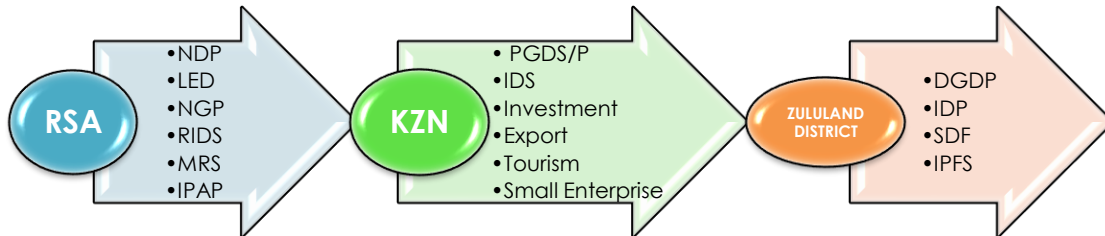
2.1   NATIONAL POLICY FRAMEWORK

2.1.1   NATIONAL DEVELOPMENT PLAN

The main aim of the National Development Plan is to eliminate poverty and reduce inequality by 2030. Thus, in order to attain this goal, South Africans need to partake in and commit to growing an inclusive economy, building the country, enhancing the capacity of the state and promoting leadership and partnerships throughout society. To have an economy that grows faster and in ways that benefit all South Africans, poverty must be eradicated, and inequality must be reduced. Young people in South Africa should have better educational and economic opportunities. Moreover, focused efforts are needed to eradicate gender inequality. Therefore, promoting gender equality and greater opportunities for young people are integrated themes that run throughout the NDP.

The NDP also outlines several strategic interventions to address issues facing South Africa. Among these are the following: economic development and job creation; expanding infrastructure; transitioning to a low-carbon economy; building an inclusive and integrated rural economy; positioning South Africa to seize opportunities of globalisation; and improving education, innovation and training. Each of these is critical for the future development of Ulundi Municipality and should be mainstreamed in the LED Plan for the Municipality.

2.1.2   NATIONAL FRAMEWORK FOR LOCAL ECONOMIC DEVELOPMENT 2018

The unemployment rate in South Africa is currently 29%, with youth's unemployment rate at 55.2%. These statistics are alarming and place South Africa in a difficult position. For this purpose, developing methods to Local Economic Development have become significant for

South African government. The National LED Framework is developed to address local issues which affects local economic growth.

The 2018 National LED Framework pinpoints the importance of LED as a strategy for the elimination of poverty, reduction of inequality, creation of jobs, and enhancement of competitiveness. The Framework calls on all key stakeholders to account for the issues facing South Africa, especially in disadvantaged areas such as rural and township. All stakeholders are urged to invigorate township/rural economies targeting investments such as factories, workshops, technical hubs and locally owned retail operations

The following are the six Core Policy Pillars that will influence the design, development and implementation of LED over the next ten years, which were identified in the 2018 National LED Framework:

- Building diverse and innovation-driven local economies
- Developing inclusive economies
- Developing learning and skilful economies
- Enterprise development and support
- Economic governance and infrastructure
- Strengthening local systems of innovation

Moreover, to drive the implementation of the core policy pillars, five enabling pillars were identified. Without these pillars, the objectives of the National LED Framework will not be met:

- Research, planning and strategy
- Funding and finance
- Human resources and capacity development
- Monitoring, evaluation and knowledge management
- Organisational and institutional arrangements

Lastly, the following shows the strategic objectives of the National LED Framework:

- To launch a radical fight against poverty, inequality, unemployment and enhancing quality of life for all through the development of innovative and inclusive and competitive local economies;
- To support the potential of local economies to grow and develop the national economy;
- To raise greater awareness of the significance of regions, metropolitan municipalities and localities as focal points in generating national prosperity;

- To intensify the support for local economies in realising and building their economic potential, their diversity, levels of employment and the creation of decent work for their communities; and
- To strengthen intergovernmental coordination for planning of inclusive economic development between government and non-governmental sectors.

2.1.3 NEW GROWTH PATH

The New Growth Path's main focus areas are to create decent work opportunities, reducing inequality and to end poverty in South Africa. Government aims to achieve this through a New Growth Path founded on a restructuring of the South African economy to achieve labour absorption and a steady economic growth rate. Government is committed to forging such a consensus and leading the way by:

1. Identifying areas where employment creation is possible on a large scale as a result of substantial changes in conditions in South Africa and globally.
2. Developing a policy package to facilitate employment creation in these areas, through:
   - A comprehensive drive to enhance both social equity and competitiveness,
   - Systemic changes to mobilise domestic investment around activities that can create sustainable employment, and
   - Strong social dialogue to focus all stakeholders on encouraging growth in employment-creating activities.

The New National Growth Path incorporates the Industrial Policy Acton Plan and various other policies, programmes and strategies. The aim of the New Growth Path is to ultimately create a more developed, democratic, cohesive and equitable economy and society in South Africa.

Achieving the New Growth Path requires that certain key trade-offs be addressed. This will put emphasis on government's prioritisation to support employment creation, equity and the directions business must move to facilitate a growing economy. Some key trade-offs include:

1. Between present consumption and future growth, since that requires higher investment and saving in the present,
2. Between the needs of different industries for infrastructure, skills and other interventions,
3. Between policies that promise high benefits but also entail substantial risks, and policies that are less transformative and dynamic but are also less likely to have unintended consequences,
4. Between a competitive currency that supports growth in production, employment and exports and a stronger Rand that makes imports of capital and consumer goods cheaper, and

5. Between the present costs and future benefits of a green economy.

2.1.4 NATIONAL TOURISM SECTOR STRATEGY 2011.

The guiding principles of the National Tourism Sector Strategy (NTSS) are designed to position South Africa, as one of the top 20 tourism destinations in the world by 2020. Thus, having significant growth in the sustainable tourism economy, with domestic, regional and international components, based on innovation, service excellence, meaningful participation and partnerships. The National Tourism Sector Strategy is premised on the values of:

- Mutual trust
- Accountability
- Respect for our culture and heritage
- Responsible tourism
- Transparency and integrity
- Service excellence
- Upholding the values of our Constitution
- Commitment to transformation, and flexibility and adapting to change.

The key strategic objectives, clusters and thrusts of the National Tourism Sector Strategy that are relevant to the current strategy are:

Table 2: National Tourism Sector Strategy objectives, clusters and thrusts

Strategic Objective	Cluster	Thrusts
Theme 2: Visitor experience and the brand • To deliver a world-class visitor experience. • To entrench a tourism culture among South Africans. • To position South Africa as a globally recognised tourism destination brand.	Tourism growth and development – demand	• Marketing and brand management. • Domestic tourism. • Regional tourism. • Business and events tourism.
	Tourism growth and development – supply	• Relevant capacity building. • Niche-product development and rural tourism. • Product information. • Responsible tourism. • Investment promotion. • Quality assurance.
	Enablers of growth	• General tourism awareness among South Africans. • Safety and security. • International and regional airlift. • Ground transportation. • Domestic airlift.

Source: Department of Tourism, 2011. National Tourism Sector Strategy

The strategy specifically indicates interventions to build municipal capacity with the assistance of the Department of Cooperative Governance and Traditional Affairs (CoGTA), and The South African Local Government Association (SALGA) to ensure that all municipalities:

- Have a comprehensive tourism framework.
- Allocate appropriate budget to ensure that tourism features strongly in the IDP.
- Identify key infrastructure projects that would have an impact on tourism.

It also advises on the development of mechanisms to encourage membership of local tourism organisations. Another area specifically targeted at local government was the improvement of local government's capacity and understanding of community-based tourism through the identification of best practise, and identifying areas where challenges occur. This links to the importance of building awareness within communities to prevent unrealistic expectations and identifying areas where communities could be beneficiaries of tourism ventures.

2.1.5 REGIONAL INDUSTRIAL DEVELOPMENT STRATEGY

The Regional Industrial Development Strategy (RIDS) presents a comprehensive framework for industrial development in South Africa and builds on the outcomes of the National Spatial Development Perspective (NSDP). The NSDP acknowledges the fact that the landscape of economic development is not equal across all regions in the country and emphasises the need for focused growth based on proven economic development potential. The main intentions of RIDS are to:

1. Help to achieve the national industrial development objectives as set out in the National Spatial Development Plan.
2. Further the goals of the Accelerated and Shared Growth Initiative of South Africa.
3. Conform to the principles of the Integrated Manufacturing Strategy, the Micro-Economic Reform Strategy and the current draft National Industrial Policy Framework.
4. Enhance the capacities and potentials identified in the Urban Spatial Competitive Framework and the Local Economic Development framework. These seek to address spatial constraints and opportunities related to industrial development in municipalities.
5. Conform to principles of enterprise development and Black Economic Empowerment.
6. Conform to the government's environmental and other relevant policies.

2.1.6 INDUSTRIAL POLICY ACTION PLAN

In January 2007 Cabinet adopted the National Industrial Policy Framework (NIPF) which sets out Government's broad approach to industrialisation. Implementation of industrial policy was set out in the Industrial Policy Action Plan (IPAP), which was later revised to incorporate a longer-term 10-year view of industrial development, to form the IPAP 2. The analysis indicated that seven sets of policies are critical to achieve a scale-up of industrial policy and a shift towards strengthening the productive side of the economy in general. These policies are:

1. Stronger articulation between macro and micro economic policies,
2. Industrial financing channelled to real economy sectors,
3. Leveraging public and private procurement to raise domestic production and employment in a range of sectors, including alignment of BBBEE and industrial development objectives, and influence over private procurement,
4. Developmental trade policies which deploy trade measures in a selected and strategic manner, including tariffs, enforcement and SQAM (standards, quality assurance and metrology) measures,
5. Competition and regulation policies that lower costs for productive investments and poor and working-class households,
6. Skills and innovation policies that are aligned to sectoral priorities, and
7. Deploying these policies in general and in relation to more ambitious sector strategies, building on work already done.

2.1.7 MICRO-ECONOMIC REFORM STRATEGY

The Microeconomic Reform Strategy (MRS) represents the integrated action plan of the economic, investment and employment cluster and seeks to improve the business environment for firms *at **the microeconomic level***.

The MRS suggests specific measures for improvement in the areas of:

- <u>Crosscutting issues</u>: Technology, human resource development, access to finance and infrastructure
- <u>Competitive input sectors</u>: Transport, telecommunications and energy
- <u>Prioritised growth sectors</u>: Export sectors, investment, agriculture
- <u>Equity and growth</u>: BEE, small business development, employment and geographic spread

In order to implement microeconomic reform certain sectors are prioritised at national and regional levels. At the national level the sectors prioritised at present are as follows.

1. Clothing and textiles

2. Automotive components and transport equipment
3. Agro-processing
4. Mining, metals and minerals beneficiation
5. Chemicals and biotechnology
6. Crafts
7. Information and Communication Technologies

2.1.8 SMALL BUSINESS DEVELOPMENT

The mandate of the department of Small Business Development is to lead and coordinate an integrated approach to the promotion and development of entrepreneurship, small businesses and co-operatives, and ensure an enabling legislative and policy environment to support their growth and sustainability.

2.1.9 SPECIAL ECONOMIC ZONES

The South African Government seeks to transform the economy into a globally competitive industrial economy, built on the full potential of all citizens and regions. One of the critical tools for accelerating the country's industrial development agenda is the new Special Economic Zone (SEZ) Programme, which was mandated by the SEZ Act, proclaimed in February, 9, 2016. SEZs are a tool to help

(i)   promote industrial agglomeration,

(ii)   build the required industrial infrastructure,

(iii)   promote coordinated planning among key government agencies and the private sector, and

(iv)   guide the deployment of other necessary development tools.

There are two SEZs in KwaZulu-Natal, Richards Bay IDZ and Dube Tradeport SEZ. Companies which are located in the SEZs stand a chance of tax incentives, subject to specific criteria. The tax incentives that companies may qualify for include VAT and customs relief if located within a Customs-Controlled Area (CCA), employment tax incentive, building allowance and reduced corporate income tax rate.

2.1.10 OPERATIONS PHAKISA

Operations Phakisa is an initiative of the South African government, which is intended to fast track achievements related to the target of the NDP. The focus areas of Operations Phakisa include oceans economy, health, information and communication technology in education, mining, the biodiversity economy, chemical and waste economy, and agriculture, land reform

and rural development. The methodology consists of eight sequential steps. It focusses on bringing key stakeholders from the public and private sectors, academia as well as civil society organisations together to collaborate in: detailed problem analysis, priority setting, intervention planning, and delivery.

2.1.11 ECONOMIC STRATEGY FOR SOUTH AFRICA

The Minister of Finance, Mr Tito Mboweni, called on members of the public to make comments on a paper published, titled: Economic transformation, inclusive growth, and competitiveness: Towards an Economic Strategy for South Africa. The paper, prepared by the National Treasury, is an attempt to translate the broad outcomes of inclusive growth, economic transformation, and competitiveness into specific programmes and draw on a range of domestic and international literature to support these policy priorities. This paper considers the contribution of specific growth reforms that can achieve the outcomes of economic transformation, inclusive growth, and competitiveness.

The paper is a detailed examination of the structural reforms that can reverse the downward trend in South Africa's growth potential and competitiveness. The paper draws on the National Development Plan to outline six themes and the contribution of growth reforms within each theme that prioritize economic transformation, inclusive growth, and competitiveness. The themes include:

- Modernizing network industries to promote competitiveness and inclusive growth
- Lowering barriers to entry and addressing distorted patterns of ownership through increased competition and small business growth
- Prioritizing labour-intensive growth: agriculture and services
- Implementing focused and flexible industrial and trade policy to promote competitiveness and facilitate long-run growth
- Promoting export competitiveness and harnessing regional growth opportunities
- Quantifying the impact of proposed growth reforms

2.1.12 KHAWULEZA

Khawuleza, which means hurry up in isiXhosa, is the name for a new district co-ordination model which seeks to "improve the coherence and effect of government service delivery and development". According to the President of South Africa, Cyril Ramaphosa, *Khawuleza* will address monitoring and evaluation which has been inconsistent and at times unclear. For

instance, some programmes and initiatives that had been rolled out were not in sync with government's overarching strategy and were implemented on a piecemeal and silo basis.

The President alluded that "National departments that have district-level delivery capacity will, together with provinces, have to provide implementation plans that specify exactly where programmes will be located and exactly when they will be implemented". The plans each district will develop should focus on:

- managing urbanisation, growth and development,
- supporting local economic drivers,
- accelerating land release and land development,
- investing in infrastructure for integrated human settlements, economic activity and the provision of basic services, addressing service delivery problems in municipalities.

2.1.13 REVIEW OF NATIONAL POLICIES, STRATEGIES AND FRAMEWORK DOCUMENTS

The National Policies and Plans in their totality set the basis at the national level to tackle the triple challenges of poverty, inequality and unemployment. In this regard, the national policy framework, has mandated local governments to promote social and economic development and to take active steps in ensuring that social and economic conditions at the local level are favourable to the creation of employment, reducing poverty and inequalities.

As the closest sphere of government to the people and the first point of contact with communities, local governments have a critical role to show in building local economies and in creating an environment conducive for employment opportunities, decent work and sustainable livelihoods. Local governments are also tasked with the critical responsibility of coordinating and driving Local Economic Development (LED). Since the LED usually aims to increase economic growth and job opportunities at local level, it is unlikely that positive LED results will be achieved unless local governments adequately consider the potential and needs of the local LED role-players such as businesses and co-operative movements. The national policy framework focus is also to place a strong focus on a more inclusive, dynamic economy, skills development, increased investment, and acceleration of the growth of the economy.

Key actions suggested in this regard include the following:
1. Stronger articulation between macro and micro economic policies,
2. Industrial financing channelled to real economy sectors,

3. Leveraging public and private procurement to raise domestic production and employment in a range of sectors, including alignment of BBBEE and industrial development objectives, and influence over private procurement,

4. Developmental trade policies which deploy trade measures in a selected and strategic manner, including tariffs, enforcement and SQAM (standards, quality assurance and metrology) measures,

5. Competition and regulation policies that lower costs for productive investments and poor and working-class households,

6. Skills and innovation policies that are aligned to sectoral priorities, and

7. Realising an environment for sustainable employment and inclusive economic growth

8. Promoting employment in labour-absorbing industries

9. Raising exports and competitiveness

10. Strengthening government's capacity to give leadership to economic development

Implications of the national policy framework on Ulundi LED is that it mandates the local government to undertake the following:

- Emphasis on inclusivity and job creation across all skills levels within the economy
- Need for the identification of key sectors of influence
- The creation of jobs through investment in key sectors
- Inward and outward strategies to enhance inter-regional trade and investment
- Transformation of rural and urban areas through LED interventions
- Building the capacity of Municipalities to implement LED plans and programmes
- Multi-faceted and multi-dimensional LED Focus
- A more aggressive focus to infrastructure development and basic service delivery
- Importance of the informal / second economy in development
- Diversification while building upon existing competitive advantages
- Marketing of Ulundi as an investment friendly region
- Building stronger partnerships with the private sector and leveraging of both public and private procurement,
- Transformation and equity combined with enhanced competitiveness,
- Financing is made available for the expansion of real economic sectors,

2.2   PROVINCIAL POLICY FRAMEWORK

The section below provides a review of the relevant provincial policies, strategies and frameworks.

2.2.1 KZN GROWTH AND DEVELOPMENT STRATEGY AND PLAN (PGDS AND PGDP)

This PGDS and PGDP provides KwaZulu-Natal with a reasoned strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments.

Attention is given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. This will lay the foundations for attracting and instilling confidence from potential investors and developing social compacts that seek to address the inter-connectedness of the Provincial challenges in a holistic, sustainable manner, whilst nurturing a populous that is productive, healthy and socially cohesive.

The PGDS aligns itself to the Millennium Sustainable Goals (MSGs), the New Growth Path (NGP), the National Development Plan (NDP), as well as various other national policies and strategies. It identifies seven strategic goals, all of which have a direct bearing on economic development. They are:

1) Goal 1: Job Creation,
2) Goal 2: Human Resource Development,
3) Goal 3: Human and Community Development,
4) Goal 4: Strategic Infrastructure,
5) Goal 5: Environmental Sustainability,
6) Goal 6: Governance and Policy, and
7) Goal 7: Spatial Equity.

Strategic Goal 1, Job Creation, deals directly with local economic development, and is of particular importance to the purposes of the current analysis. The key strategic objectives within this goal are:

1. Unleashing the agricultural sector,
2. Enhancing sectoral development through trade and investment,
3. Improvising the efficiency of government-led job creation programmes,
4. Promoting SMME and entrepreneurial development, and
5. Developing the knowledge base to enhance the knowledge economy.

In addition, other cross cutting goals and objectives relate to the development of strategic infrastructure such as roads and rail, ensuring demand-driven skills development and training, ensuring efficient coordination between all developmental stakeholders, and promoting spatial equity through spatial concentration.

2.2.2 KWAZULU-NATAL INDUSTRIAL DEVELOPMENT STRATEGY (IDS)

The IDS aim at developing KZN's manufacturing industry and related services. In doing so it sets out the short to medium term programmes that have been identified by the Department of Economic Development, Tourism and Environmental Affairs (EDTEA) to address these issues. Through the Strategy, it was identified that the Province needs to:

1. Pursue policies designed to ensure macroeconomic stability, growth, low inflation and high employment to the extent possible,

2. Increase emphasis on investment,

3. Increase effective delivery of - skills, infrastructure, research and development, and innovation - especially vocational and scientific/technical education,

4. Continue with its active industrial policy to protect and enhance modern manufacturing capacity but should also focus heavily now on re-organisation of agencies and resources in partnership with business and labour, for significant improvements in the speed and quality of implementation,

5. Ensure that funds be made available and administered appropriately, to fund the training and retraining of workers who have been made redundant or whose skills need updating.

The strategy seeks to increase the level of development diversity in the provincial economy. The strategy identifies two critical issues which must form the overall focus of the Province in achieving industrial development, namely, productive growth and job creation. In order to achieve this, the human capital potential of the provincial economy will need to be further enhanced, thus sustainable sector development in less developed and rural areas is a priority.

2.2.3 KZN INVESTMENT STRATEGY

The KZN Investment Strategy was developed as a tool to all stakeholders to assist in attracting and facilitating foreign and domestic investment in KwaZulu-Natal. The objective of the Strategy is to enable all stakeholders in the province to work together in promoting, attracting and facilitating foreign and domestic investment, both of a public and private sector nature, into productive industries (income and asset creation), driven by the comparative advantages

of the province in order to stimulate job creation and income generation. The key areas of focus of the strategy are:

1. Improving structures and systems of investment promotion and facilitation, and working together,
2. Attracting investment to meet job targets,
3. Channelling resources to where they have the greatest impact (i.e.: foreign countries, geographic areas, economic sectors),
4. Ensuring that competitive advantages are utilised to the fullest and building on these,
5. Alignment and integration with national, provincial and local policies, strategies and programmes (including Richards Bay IDZ, DTP),
6. Maximisation of job creation and retention through business retention and expansion,
7. Gaining optimal benefit from incentives such as DTI sector-based incentives and service and utility incentives,
8. Public sector investment into infrastructure to lead the private sector (including rural and small towns).

2.2.4 KZN EXPORT STRATEGY

A Provincial Export Strategy was undertaken to identify the major challenges facing the province in terms export promotion and present implementable solutions to these challenges. The following are requirements identified by exporters as key to ensuring growth within the export market:

1. Good communications,
2. Cost-effective and reliable transport,
3. Certainty that goods will be efficiently delivered across international borders to customers,
4. Competitive pricing of the goods at destination through assistance with constraints,
5. Efficient payments to exporters and access to finance for exports,
6. Minimising of "red tape" associated with exports,
7. Skilling for exports and training in reducing input costs,
8. Smart export development, including spatial export development.

The strategy incorporates these elements into targeted programmes to provide exporters with assistance in the challenges they face. However, in order to successfully overcome these challenges and achieve the goals of the strategy, buy-in from all export stakeholders is

required, along with a recognition of the vital role external bodies such as national government and export councils play in creating an enabling environment for trade.

In response to this, the Strategy presents five key programmes:

1. Programme No. 1: Enhancing the Export Climate and Competitiveness,
2. Programme No. 2: Improving Market Penetration,
3. Programme No. 3: Exporter Development,
4. Programme No. 4: Export Promotion,
5. Programme No. 5: Export Strategy Performance Measurement, Management and Review.

2.2.5 KZN SMALL ENTERPRISE DEVELOPMENT STRATEGY

The purpose of the Small Enterprise Development Strategy is to formulate a provincial wide framework that will assist in coordinating, orientating and guiding all small enterprise development programmes and related activities in the province of KwaZulu-Natal. Through this strategy, all stakeholders will be able to align their programmes and actions and therefore support and add value to the development of emerging small enterprises.

The key objective of the strategy is the implementation of a comprehensive and integrated programme for the development and growth of small enterprises in the province. This will be achieved by:

1. Developing entrepreneurship skills,
2. Facilitating easy access to local and international markets,
3. Facilitating access to finance,
4. Providing relevant and effective training to small enterprise operators, and
5. Facilitating a mentoring and incubation programme for all small enterprises in KZN.

2.2.6 KZN TOURISM MASTER PLAN, 2013

The Tourism Master Plan states the vision for KwaZulu-Natal which is: "to be globally renowned as Africa's top beach destination with the unique blend of wildlife, scenic and heritage to be appreciated and enjoyed by all visitors". In order to achieve this vision, the plan has identified clearly defined objectives and targets which entail amongst other things the following: increased GDP levels and employment, foreign and domestic arrivals growth, improved geographic spread, and the transformation of the sector to accommodate all sections of society.

The Provincial Tourism Master Plan is aligned to the KwaZulu-Natal Provincial Growth and Development Plan (PGDP) in that the targets are set for 2030 - with five-year interval indicators that assist in the process of monitoring and evaluation of the progress made. The plan not only targets and identifies key tourism development projects and opportunities, but also the challenges that needed to be addressed such as air travel access, transformation of the industry, safety and security, improving geographic spread of tourism, and increasing service excellence levels in the industry. The composition of the Master Plan is shown in the following diagram below:

Figure 3: Structure of the KZN Tourism Master Plan, 2013
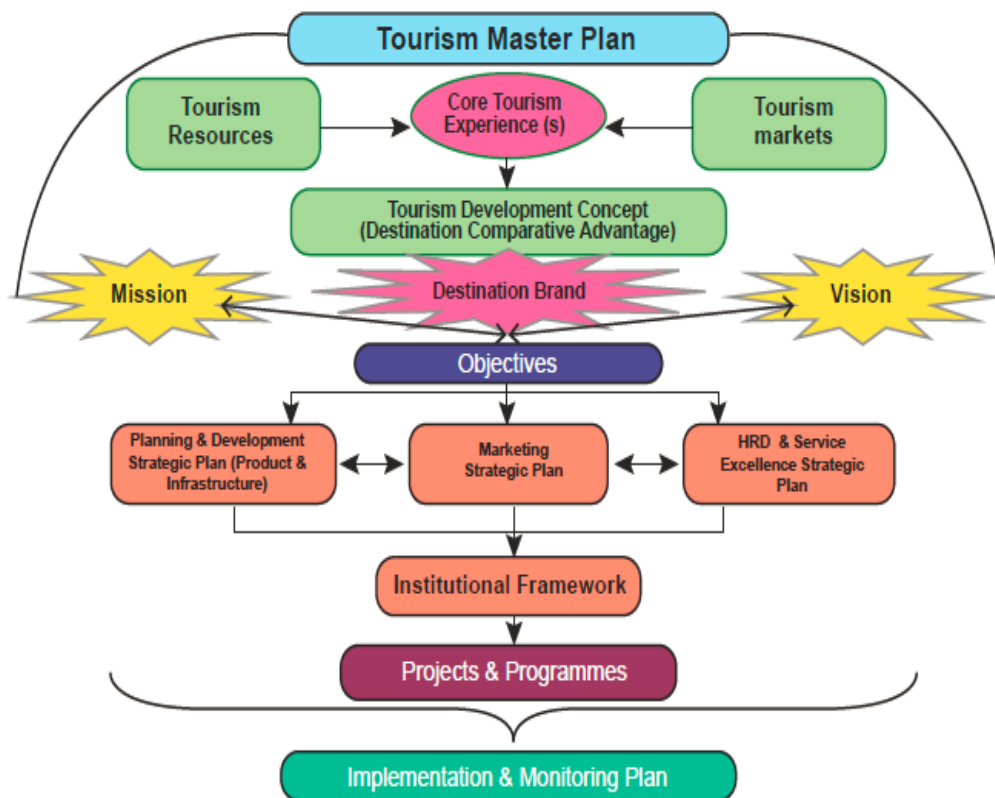
Source: KZN Tourism Master Plan, 2013

The Plan has clear objectives or goals, and that these are then quantified to enable monitoring of the implementation of the strategy. To achieve the vision, objectives have been set in each of the following areas:

- Increase the tourism GDP levels,
- Grow the levels of all foreign visitor arrivals to the province,
- Grow the levels of domestic visitor arrivals to the province,

- Increase tourism employment in the province
- Improve the geographic spread of tourism within the province,
- Improve overall visitor service and satisfaction levels throughout the province in all areas in which a visitor is serviced (i.e. beyond the recognised tourism plant to include retail, banking, toll roads etc.,
- Achieve significant transformation in the sector,
- Grow the events and meetings, incentives, conferences and exhibitions sector (MICE) as a key and important market area for the province,
- Improve other niche tourism experiences for which the province has potential and develop these markets.

2.2.7 RADICAL AGRARIAN SOCIO-ECONOMIC TRANSFORMATION (RASET)

RASET is a programme for Previously Disadvantaged Individuals (PDI) to participate in the production, processing and distribution of food within the various food value chains. Some of the projected benefits arising from the programme are listed below.

- Inclusive growth.
- Job creation.
- Poverty alleviation.
- Redress of inequality.
- Harnessing the use of resources among government departments and entities.
- Maximization of the economic activities of PDI communities.
- Lowering of the average unit cost of food stuffs in general.
- Activation of underutilized and unused government facilities.
- Harnessing cooperation between public and private institutions.

The strategic objectives of the RASET Implementation Plan are as follows:

1. To quantify and consolidate **demand** of Government Departments and present it in planning-friendly matrices
2. To quantify and consolidate **supply** of PDI producers and present it in planning friendly matrices
3. To facilitate the implementation of a dynamic and integrated **systemic infrastructure** that has the capacity of handling financial and logistical transactions in the most effective and efficient manner which also has the capability of carrying out various activities
4. To organize PDI suppliers in terms of existing legislation and gearing them up to access and service continuously at least 30% of the market of all food consumed by Government

beneficiaries in KwaZulu-Natal by 2023 as well as ensure compliance and viability of farms by any measure

5. To facilitate the identification of opportunities for the rationalization of government resources for the purpose of supporting the objectives of the RASET Programme as well as solving the economic problem of the majority of the population of KwaZulu-Natal.

6. To consolidate various **capacity building** programs from individual Departments into a concerted series of progressive competency acquisition modules and facilitate their institutionalization in favour of PDI enterprises, entrepreneurs, agents, and operators of government assets for the purpose of achieving the following results

7. Securing capital for running the operations of the RASET Programme.

2.2.8 PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY 2016 (PSEDS)

The objectives of the PSEDS may be summarised as follows:

1. To identify development corridors and nodes in order to provide guidance as to the type of government interventions required and where these should be situated.

2. Devise an objective criterion for geo-referencing and mapping the corridors, nodes, PSEDS regions and catalytic projects

3. Ensure stakeholder involvement in order to try and get their buy-in through workshops for the framework across all districts.

4. Outline the roles and responsibilities of the various implementation agencies

5. The spatial principles are shown in the diagram below with a brief description thereafter.

Figure 4: Spatial Principles of the PSEDS
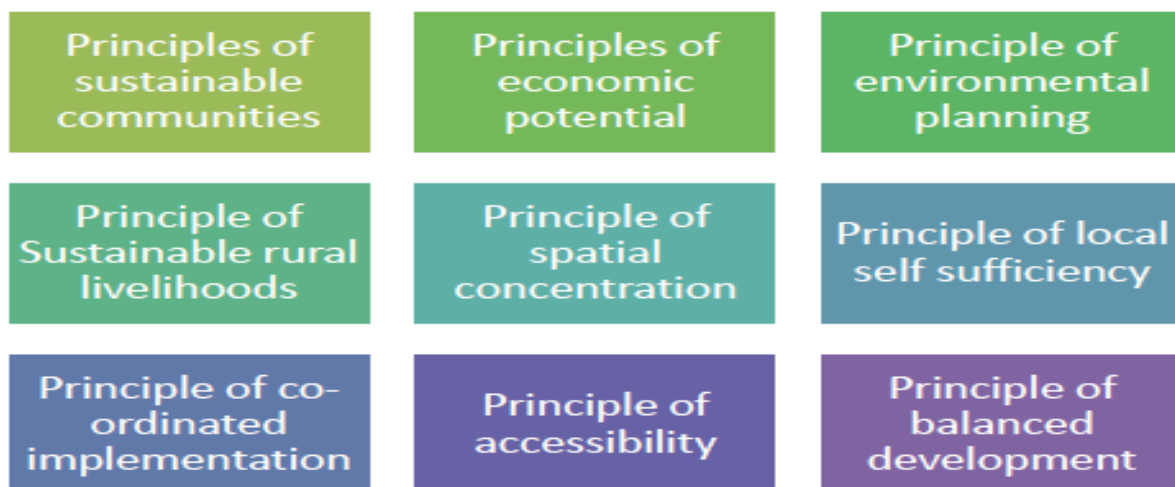
Principle of environmental planning: This refers to understanding and respecting the environment (i.e. the potential and vulnerabilities) when planning and implementing development initiatives. The PSEDS borrows from the research conducted by the PGDS on environmental sensitivity

Principle of Sustainable Communities: This principle seeks to improve productivity and economic performance of all areas in the province. In this regard the PSEDS incorporates the findings of an analysis of Comparative Advantage.

Principle of spatial concentration: This is based on the notion that development activities must leverage off existing concentration of activities and infrastructure in order to improve a community's access to social services and economic activities. In this area the second generation PSEDS does not have a hierarchy of nodes and corridors where large urban centres are prioritised but rather tries to identify nodes and link these to the appropriate interventions for that area.

Principle of local self-sufficiency: This principle encourages development to be such that it discourages the need to travel as needs can be met locally. The *"Local Relevance"* nodes identified in this strategy seek to address this concern.

Principle of sustainable rural livelihoods: This considers rural areas in such a way that decision makers adopt policies for sustainable livelihoods.

Principle of balance development: This promotes the linking of economic activity nodes with areas of need.

Principle of accessibility: This is clearly linked to transport planning and promotes the highest level of accessibility to resources, services, opportunities and other communities. The corridors identified in this strategy provide may be interpreted as high level suggests for transport linkages that may need enhancement but more importantly are a guide to the provincial transport authorities regarding projected future demands.

Principle of co-ordinated implementation: This principle requires that all role players accept the interactive nature of their roles in the development agenda.

In the context of all the principles listed above, the PSEDS provide direction to the development of the economic development strategies at local government level throughout the province. Therefore, the PSEDS aims for the following outcomes:

- Interventions of the government become evidence based
- The provincial government will provide an enabling framework for economic development

- Greater involvement of the private sector as the development plans of the government are clearer.
- The economic development will take place within the intergovernmental framework and in the PSEDS is a guide for the prioritisation of investments in the province by both the public and private sector.
- The context of close cooperation other government departments and agencies.
- Economic development will support the economic, social and environmental goals and policies of the national and provincial government
- That interventions going forward are implemented based on the projected economic impact on the local communities
- Alignment of initiatives by the various spheres of government and their agencies e. g proposed border development initiatives (DHA)

2.2.9 REVIEW OF KZN POLICIES, STRATEGIES AND FRAMEWORK DOCUMENTS

The provincial policies, strategies and plans have customised or cascaded to the KZN province all actions that has been suggested and laid down as foundation by the national policy framework. In this regard, the KZN policy framework is working toward the reduction of the triple challenges of poverty, inequality and unemployment in KZN.

Practically, the KwaZulu-Natal policies focus is on accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments.

Attention is given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. This will lay the foundations for attracting and instilling confidence from potential investors and developing social compacts that seek to address the inter-connectedness of the Provincial challenges in a holistic, sustainable manner, whilst nurturing a populous that is productive, healthy and socially cohesive. Major actions suggested in this regard include the following:

- The provision of good governance and policy framework at the provincial level,
- The creation of sustainable employments,
- Ensuring Human Resource and community Development,
- Ensuring the provision of strategic Infrastructure,
- Making sure that Environmental Sustainability,

- Fighting against inequalities.

Significantly, the Provincial Plans and Strategies provide an essential linkage between national and local development processes and can assume a pivotal role in influencing horizontal linkages within LED ensuring that development at the sub-provincial level takes place in an integrated manner.

Implications of the provincial policy framework on Ulundi LED is that is mandates the local government to undertake the following:

- **Improve the provision of economic infrastructure**
  - Road infrastructure (particularly development of connecting and efficient rural road and rail network),
  - Broadband roll-out,
  - Spatial planning and identification and zoning of industrial land,
  - Development of specific industrial parks and hubs,

- **Ensure skills development**
  - Development of agribusiness incubators,
  - The development, with the private sector, of a vocational lifelong training and education,
  - Development of a re-skilling programme in the Clothing and Textiles sector,
  - The implementation of technical centres and hubs to improve local R&D and entrepreneur development in R&D (i.e.: textile technology),
  - The development of highly focussed and targeted SMME training in partnership with the private and public-sector procurement programmes,
  - Industry-driven skills development and training,
  - With Transnet, Eskom and Water Utilities, re-instate artisanal training centres.

- **Promotion of sustainable jobs and entrepreneurial development**
  - Focus attention on community and small grower schemes,
  - Development of SMMEs and promotion of entrepreneurship,
  - Recycled paper and wastepaper recovery,
  - Implement a hawker's cooperative for those who collect wastepaper and formalise supply arrangement to large firms,
  - Develop linkages between agro-processing activities in rural areas and larger wholesalers

- **Ensure the productive growth**

– Put more focus on development of key economic sectors (agriculture, manufacturing, tourism, SMME & informal sector and services),

– Advancement of investment promotion and facilitation to stimulate economic development,

– Investment and production roll out plan for solar water heater manufacturing,

– Development of small-scale maize milling plants at rural hubs,

– Investigate the production of specific high value niches for textile and clothing production.

– Enhanced coordination between private and public stakeholders.

– Ensuring the there is a conducive business environment (minimise red tape),

2.3 DISTRICT POLICY FRAMEWORK

2.3.1 ZULULAND DISTRICT LED STRATEGY

Within the context of the broad vision the basic objectives of future economic development in the Zululand District Municipality as per the LED Strategy are the following:

⇨ To reduce income leakage: The District has a population of in excess of one million people; however, is dependent on "imported goods" or acquisition of goods outside the region to supply in the basic household requirements of its population. Examples of approaches to be adopted to reducing income leakage includes buy-local campaigns, encouraging local manufacturing (also for tourism market), providing appropriate housing and facilities in the District etc.

⇨ To increase investment (both local and external): The District is relatively isolated and current capital investment in the area is limited. Capital investment generates job opportunities and income, as well as support District and Local Municipality levies, taxes and rates. Investment in tourism, agriculture and business is to be promoted. The focus should, however, not be only on investment from outside the region, but local investors should also be encouraged to invest locally.

⇨ To promote local business development and business interaction: Commercial, agricultural and tourism businesses in the District functions independently within small groupings or geographical areas. Interaction between businesses will contribute to countering income leakage and establishing a new vibrancy in the economy.

⇨ To increase entrepreneurial opportunities and employment: All the above objectives needs to be supported by a strong focus on entrepreneurial development, micro and

small business establishment, as well as related employment creation. This can be achieved through the establishment of appropriate support mechanisms.

2.3.2 ZULULAND INTEGRATED DEVELOPMENT PLAN (IDP) 2018

The Zululand IDP is a Level Plan for economic, social and spatial development within the District. This plan is designed to link, integrate and coordinate plans within the District and consider the development of the region in its entirety. The Zululand Integrated Development Plan highlights that the area was defined as a 'homeland' area during apartheid and as such was deprived of infrastructure investment and other economic incentives. Despite the negative backdrop against which the Zululand economy has to perform, there are unique characteristics that present a range of economic development opportunities in the District. These are in relation to tourism, agriculture and the business sector. The Zululand IDP presented a number of key economic features of the area that must be acknowledged including the following:

⇨ The District offers at least two alternative road linkages between the Ports of Durban and Richards Bay on the one hand and Gauteng and Mpumalanga on the other. The future development and exploitation of the location in relation to the linkages should be investigated.

⇨ Three tourism anchors are located in the District, viz. Pongolapoort Dam, eMakhosini Heritage Park and the Ithala Game Reserve. At present the linkages between these tourism products are not well developed and this can only be partly addressed through the aviation industry. The development of these provincially significant tourism products, located strategically in the region, are not receiving the required support from provincial and national government.

⇨ Agricultural activities in the Zululand District relating to timber, game farming, sugar cane and vegetable and fruit production have historically been driven by the commercial farming sector, but from a spatial perspective, opportunities also exist for promoting the involvement of emerging farmers in such agricultural enterprises. The establishment of irrigation initiative along the two uMfolozi Rivers should specifically be considered.

2.3.3 ZULULAND DISTRICT GROWTH AND DEVELOPMENT PLAN (DGDP)

The Zululand District Growth and Development Plan is intended to translate the Provincial Growth and Development Strategy into a more localised and implementable plan at a District level. It

identifies a number of strategic objectives and then details the strategic programmes and key intervention areas required to ensure the realisation of those objectives. Furthermore, it also maps out a spatial vision for the District and details the various key elements forming part of the spatial vision. The development elements identified at a district level will inform the Ulundi LED Strategy. They include among others the following:

- Unleash agricultural potential
- Enhance sectoral development through trade and investment
- Improve efficiency of government led job creation programmes
- Promote SMME and entrepreneurial development.

2.3.4 ZULULAND SPATIAL DEVELOPMENT FRAMEWORK 2018

The Zululand SDF vision is about a spatial structure which promotes the sustainable utilisation of the Districts Infrastructural, Social and Economic resources with the aim of equitable service delivery within the urban as well as rural areas.

The Zululand SDF details the following interventions which are aligned with the provisions of the KwaZulu-Natal Growth and Development Strategy, where the Strategic Goals have spatial manifestations. These include the following

- Unleashing agricultural potential
- Enhance industrial development through trade, investment & exports
- Improve efficiency of government-led job creation programmes
- Improve early childhood development, primary and secondary education
- Support skills alignment to economic growth
- Poverty alleviation & social welfare
- Enhancing health of communities and citizens
- Safeguard sustainable livelihoods & food security
- Sustainable human settlements
- Enhancing safety & security
- Advance social cohesion
- Develop road & rail networks
- Develop ICT infrastructure
- Improve water resource management
- Manage pressures on biodiversity

2.3.5 AGRI-PARKS MASTER PLAN

There are a significant number of projects that have been initiated by the department to enhance agricultural development in the Zululand District. The Zululand Agri-Park Master Business Plan is the outcome of an intensive process of introspection, analysis, consultation and planning amongst stakeholders in the public and private sectors. It is by its nature a plan designed *by all, for all and with all*. This Plan is not a plan for Government. It is a long-term 15-year plan for all the people of the Zululand District. The Zululand District AgriParks Report has identified and agreed on the following sites to house its facilities:

1. Farmer Production Support Units (FPSUs):
    - eZwathi (livestock, vegetables & citrus),
    - eZungwini & AbaQulusi (grains & pig production),
    - Maphophoma (grains and milling),
    - Bululwane (vegetables),
    - Mahlangosi/Nkunzana (vegetables),
    - Ulundi (medicinal plants).

2. Agri-Hub (A-H)

The Agri Hub of the Zululand AgriPark will be located on site in Coronation, AbaQulusi Local Municipality. The site was chosen by virtue of it hosting the Agro processing Industrial Economic Hub of the KZNEDTEA.

3. Rural-Urban Market Centre (RUMC)

The proposed RUMC site is on municipal land at Vryheid Industrial site situated close to the urban centre totalling 6 hectares. This has been confirmed by the AbaQulusi Local Municipality. Initially, this will be a shared Rural Urban Market Centre until subsequent RUMCs are provided in future.

Many scientific trials have been conducted for various commodities in relation to Zululand District, and the results indicated that the best choice in commodities will include:
- Maize,
- Beans,
- Vegetables,

- Livestock, and

- Poultry.

- Traditional medicine

- Arts and crafts

2.3.6 REVIEW OF ZULULAND POLICIES, STRATEGIES AND FRAMEWORK DOCUMENTS

There are three spheres of government in South Africa as per the constitution of the republic. These include national government, provincial government and local government. The Zululand policy framework has followed the path of the national and KZN policies. As a local government, Zululand has been constitutionally empowered to holistically implement all actions suggested from the province and national plans. Zululand has a constitutional mandate and role to play in creating a climate that is conducive for job creation, reduce unemployment and fight against inequalities. In this regard, Zululand has developed several plans covering a great spectrum of socio-economic issues in the District.

The overall objectives of these plans can be summarised as follows:
- Set a long-term vision and direction for development in the District,
- Serve as an overarching plan for development in the District and its family of local municipalities,
- Provide a spatial context and prioritisation for these strategic interventions,
- Guide the activities and resource allocation of the District and other spheres of government, business sectors, organised labour and other role players from civil society that can contribute to development in the District by defining a clear set of priority objectives and implementation targets,
- Identify institutional arrangements to secure buy-in and ownership in the formulation and implementation of the plans,
- Setting and developing key developmental priorities in the district based on the available financial and human resources:
  − Community Development Programmes (Electricity, Access Roads, Human Settlement, Water and Sanitation),
  − Local Economic Development
  − Training and Skills Development
  − Environmental Management (sustainable management of natural resources, identification of the environmental and development opportunities and constraints, and sensitive environmental resources),

- Leadership and Good Governance
- Spatial justice, spatial sustainability, spatial efficiency and spatial resilience (issues such as land use, land claims, ITB land, planning), and

As one of the spheres of government which is close to the people and responsible for the delivery of services and support, Zululand has to ensure that actions and activities suggested in the provincial and national plans are fully implemented in order to avoid frustration from people.

Implication of the local policies is that it mandates Ulundi to align Municipal programmes to both national and provincial recommendations such as presented in the following table.

Table 3 Alignment to the Recommendations of Strategies/Policies

No	Recommendations	Alignment
1	Job Creation	Are the suggested projects going to have an impact on job creation for local people?
		Are they capable of creating jobs to meet the target set in PGDP?
2	Human Resource Development	Are the suggested projects going to have an impact on job creation for local people?
		Are education levels, employment status and occupational profiles included?
3	Human and Community Development	Are the following included? Access to water, access to electricity, access to sanitation, refuse removals, status of the roads, status of healthcare facilities and HIV/AIDS trends, status of educational facilities, and dwelling types.
		Are the suggested projects designed to change lives of the local people?
		Do they identify key issues, concerns, problems, challenges and opportunities?
		Do they identify and respond to gaps, opportunities and constraints to investment and poverty reduction?
		Do they address the key developmental challenges identified in the status quo analysis?
4		Are the key economic sectors identified and analysed?

No	Recommendations	Alignment
	Strategic Infrastructure	Are there timeframes attached to the project and are they achievable?
		Are there budgets attached to the project and are they achievable?
5	Environmental Sustainability	Does it show understanding to renewable energy and biodiversity?
6	Governance and Policy	Does it show understanding of the constitutional, statutory and policy mandates of LED?
		Is there a thorough understanding of the provincial, district and local policy and legislation framework?
		Are the vision and strategies aligned to the national and provincial programmes?
		Are the roles and responsibilities of the key players outlined for implementation, monitoring and evaluation mentioned in the LED?
7	Spatial Equity	Does it include the land patterns and consideration of land redistribution, land tenure reform, land restitution, and land suitable for housing development?

Source: Ulundi Municipality 2020

2.4 ULUNDI PLICY FRAMEWORK

2.4.1 ULUNDI LOCAL MUNICIPALITY IDP 2018/19

The long-term vision "by 2033 Ulundi Municipality:

> "A developmental city of heritage focusing on good governance, socio-economic development and upholding tradition to promote sustainable service delivery"

The Ulundi Municipality identified a set of strategic goals in the new IDP for achieving service delivery targets. These strategic goals represent the municipality's intention to address the factors that influence and lead to the identified priorities for the Municipality which are:

- To guide decision making in respect of service delivery and public sector investment.
- To inform budgets and service delivery programs of various government departments and service agencies.
- To coordinate the activities of various service delivery agencies within the Ulundi Municipality's area of jurisdiction.

- To engage communities and other key interested and affected parties in municipal affairs, particularly continuous integrated development process.
- To position the municipality to make a meaningful contribution towards meeting the district and provincial development targets and priorities.

2.4.2 SPATIAL DEVELOPMENT FRAMEWORK 2018/19 FOR ULUNDI

The Ulundi Spatial Development Framework (SDF) forms part of the spatial component of the IDP and therefore its preparation is directly aligned to the IDP. The primary aim of the SDF is to facilitate the transformation of Ulundi into an integrated and sustainable spatial system. The SDF will influence directly the substantive outcomes of planning decisions towards the attainment of the following strategic objectives:

- To give a spatial expression to the development vision, strategy and multi-sectoral projects as outlined in the IDP.
- To create a spatial environment that promotes and facilitates economic development and growth.
- To facilitate the development of sustainable human settlements across the continuum and in line with national policy directives.
- To promote sustainable development and enhance the quality of the natural environment.
- To facilitate sustainable and efficient utilisation of land.
- To guide private and public investment to the most appropriate areas in support of the municipal spatial development vision,
- To provide a visual representation of the desired spatial form of the municipality.

Further, SDF seeks to influence the substantive outcomes of planning decisions at different levels and to achieve planning outcomes that:

- Encourage Strong and Viable Node
- Development of Social and Service Infrastructure
- Unlocking Economic Development
- Continuum of Sustainable Human Settlements
- Sustainable Environmental Conservation and Management
- Regional Access and Road Network
- Protection of Agricultural Land
- Sustainable Spatial Planning System.

2.4.3 SUMMARY OF ULUNDI POLICY FRAMEWORK

The Policy and Strategy Frameworks mentioned and discussed in this section support the Ulundi Municipality Local Economic Development. For instance, they all share principles of economy growth, job creation, poverty alleviation, inequality reduction, inclusivity, competitiveness and many more. Thus, it is important to recognise these frameworks and their respective department/organisations to encourage synchronisation among the key departments in order to implement programmes touching the local economic development. Moreover, this will give Ulundi Municipality LED Unit assurance that all key aspects of LED, discussed in the policy and strategy frameworks, are addressed.

2.5 ROLES OF GOVERNMENT IN LED

2.5.1 NATIONAL GOVERNMENT

The roles of the National Government in LED are:

- To create a National LED Forum, which is a coordinating and facilitating body that oversees and encourages coordination of resources in a non-prescriptive and creative way,

- To co-ordinate and facilitate policies and programs that have an impact on LED,

- To continually review the effects of laws and regulations that either directly or indirectly impact on LED and of the growth and survival of small enterprises,

- To create a monitoring and evaluation system on the successes and failures of LED interventions.

2.5.2 PROVINCIAL GOVERNMENT

The KwaZulu-Natal Provincial Government facilitates LED implementation by:

- Planning and supporting for LED in a coordinated manner,

- Ensuring that municipal IDPs combine to form a viable development framework across the province (i.e. KwaZulu-Natal) and that they are vertically integrated with the Provincial Growth and Development Strategy (PGDS),

- Ensuring that high-quality PGDS plans are prepared, rather than that the sectoral plans of provincial departments and parastatals are detached from the perceived needs of the municipalities as indicated in their IDPs.

2.5.3 LOCAL GOVERNMENT

Local government is at the forefront of the campaign to create vibrant local economies. It is working together with its components, namely District Municipalities, Metros, Local

Municipalities and Wards to provide the necessary leadership to ensure that the process runs smoothly. Their roles in LED are all stated below.

Local government must:

- Create well-structured LED support and permanent information and monitoring bodies, which are directly responsible to the executive council and municipal managers,

- Ensure that the LED component of IDPs is strengthened through a participatory process, which involves stakeholders from the public and private sectors. The latter includes NGOs and target communities. This process should be undertaken in close consultation with the PGDS process and the provincial government departments and parastatals involved in LED processes,

- Encourage public and private stakeholders (including NGOS and CBOS) and producer groups to form partnerships. Provided they wish to form economic development agencies or other forms of an implementing body, then local government should provide advice and technical assistance on the best way to achieve and operate such institutional arrangements,

- Take the lead in the Developmental LED process. This process requires innovative thinking and ability to search for new ways of addressing development challenges on the part of local actors. It is focused on the initiative of local actors and the mobilisation of local resources, as opposed to heavy dependence on external investment and assistance,

- For the success of the participatory process and to ensure that opportunities are available for the majority of community to be involved in the identification of sustainable opportunities, local governments must form their own LED forum, appoint local officers to be in charge of community engagement and stimulate the local population to participate in the identification and exploitation of the opportunities

3   SECTION THREE: REVIEW AND ASSESSMENT OF THE 2015 ULUNDI LED STRATEGY

The section below reviews and assesses the previous Ulundi LED strategy. This development will seek to determine whether the outcomes of the previous strategy has been achieved whilst also identifying challenges that were encountered during the implementation; with the goal of developing a revised strategy that is aligned to national, provincial and district policies and strategies noting the priorities of the Municipality. Key objectives here are to:

- assess the extent to which the Ulundi LED Strategy objectives have been achieved,
- identify challenges encountered during the implementation of the 2015 strategy,
- Establish and determine if the sectors and commodities identified in the 2015 strategy are still significant to Ulundi's economic activity and can be further exploited,
- review the comparative and competitive advantages identified in the 2015 LED Strategy and determine their relevance, as well as identify further opportunities for interventions.

3.1   REVIEW OF THE 2015 LED STRATEGY

3.1.1 MAIN CONCERNS EMERGING FROM THE 2015 ULUNDI LED STRATEGY

The main issues extracted from the 2015 LED Strategy for Ulundi Local Municipality are the following:

- Providing Institutional Support
- Diversifying the economic base through economic support mechanisms
- Providing skills and training to grow and support the economic sectors
- Create a conducive LED environment and
- Grow and support the 2nd economy base.

3.1.2 IDENTIFIED CHALLENGES

The main challenges were listed as follows:

Table 4 Challenges from the 2015 LED Strategy

AGRICULTURE	TOURISM
- Mainly subsistence farming	- Lack of domestic demand for tourism
- Poor farming methods	- Lack of implementation of Tourism Plan
- Lack of skills and technical knowledge	- Poor general local tourism awareness
- Lack of access to markets and transportation	- The lack of investment in this sector

- Lack of development and implementation of Agri-Plan - Youth lack interest in farming - Poor support systems - Poor quality seeds (Need for good quality seeds for agriculture production) - Need for fencing	- The lack of structured tourism marketing and training for the area - Lack of sufficient tourism supporting infrastructure
INFRASTRUCTURE - Poor service provision (water and electricity) and infrastructural support e.g. water reticulation is inefficient on rainy days - Poor roads and the lack of signage - Poor infrastructure	**CONSTRUCTION** - Lack of equipment for construction - Difficulty of attracting technical staff given the shortage of housing and opportunities for the youth in the locality - Shortage of business skills - Difficulty in accessing finance
INSTITUTIONAL - Insufficient institutional capacity of LED unit given the desired economic growth of Ulundi	**GENERAL** - High levels of unemployment - Low levels of education and limited skills

Source: LED Strategy 2015

3.1.3 ULUNDI 2015 LED PROJECTS

Out of a total of 54 (100%) projects suggested in the 2015 LED Strategy, 29 (53.7%) of them have been implemented, 13 (24.10%) are being implemented or in progress, 12 (22.2%) have not been implemented as presented in the figure below.

Figure 5 Implementation Status of the 2015 LED Projects
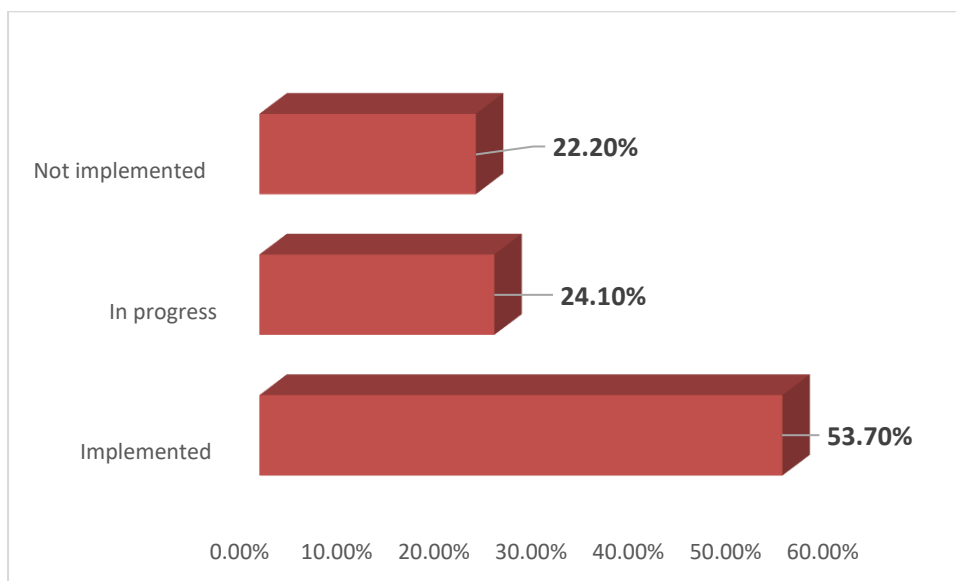
Source: LED Strategy 2015

It should be noted that projects were not implemented for a number of reasons including the following:

- limited or lack of budget at the Municipality,
- some projects have to be implemented in conjunction with the district or provincial departments, who unfortunately di not fulfil their mandate, and
- Other projects felt outside the Municipal mandate

The table below displays all projects that had been pledged in the 2015 Ulundi LED Strategy. The columns alongside each project indicates whether each pledged project has been completely implemented, in progress or not implemented in the Municipality. The last column reveals a brief explanation of the reasons for projects not being implemented.

Table 5 Assessment of the Projects from the 2015 LED Strategy

PROGRAMMES	PROJECTS	Implemented	In Progress	Not Implemented	Reason for no Implementation
Diversify the agricultural sector through a focus on higher value crop production and agri-processing (including intensive agriculture)	1. Partner with Department of Agriculture's District Office and support the implementation of proposed agriculture projects.	Yes			
	2. Undertake an audit of agricultural projects within the Ulundi LM in order to establish support for existing farms/ gardens and the potential of new pockets of land.		In progress		
	3. Undertake an agricultural land assessment and identify suitable cash crops that can grow in Ulundi area.	Yes in partnership with the Department of agriculture			
	4. Undertake a feasibility study and prepare a business plan for a chicken abattoir Project.			Not implemented	Financial problem
	5. Facilitate linkages and support private public partnerships between agri co-ops and major chain stores (e.g. Pick n pay and local co-ops) for the supply of agri-produce.	Implemented			
	6. Identify and implement a simple, cost effective community based model for decentralised agriculture produce storage facilities.		In progress		
	7. Identify and implement a simple, cost effective community based model for drop off depots for agriculture produce.		In progress		

PROGRAMMES	PROJECTS	Implemented	In Progress	Not Implemented	Reason for no Implementation
	8. Facilitate and support the establishment of a small transport SMME that provides support services for the transportation of agri-produce.	Implemented			
Small scale farmer support and development	1. Partner with Department of Agriculture and request access to roster of agricultural extension officers and the respective wards they deployed to service within the Ulundi LM.	Implemented			
	2. Identify good agricultural potential land under traditional ownership and partner with Amakhosi to release land for agriculture uses.		In progress		
	3. Support information sharing through agri-forums.	Implemented			
	4. Identify and establish partnerships with institutions that provide sources of funding or financial assistance.		In Progress		
	5. Financial management skills development and training for agriculture based co-ops and SMMEs.		In Progress		
	6. Identify sources of funding for agriculture equipment and machinery (tractors, ploughing machines) and good quality seeds.		In Progress		
	7. Technical support provision through partnerships with established commercial farmers and other farming institutions for emerging farmers/small scale farmers.		In Progress		

PROGRAMMES	PROJECTS	Implemented	In Progress	Not Implemented	Reason for no Implementation
	8. MOA/MOU agreement between Ulundi LM and existing FET colleges that is steered towards skills development and training in agriculture related activities and linked to providing interventions for agriculture projects in the area.		In progress		
Support household food security	1. Support the establishment of a Work-for-food project (user friendly community empowering model).	Implemented			
	2. Support 1 home - 1 garden schemes for all households throughout the Municipality.	Implemented			
	3. Lobby for and support the establishment of school gardens projects in all schools within Ulundi LM			Not implemented	the function lies on the Dep of Ed and Agri
	4. Establish an agricultural awareness programme at all schools.			Not implemented	Same as the above
	5. Provide starter packs (basic garden tools, seeds, seedlings, appliances) to all households.	Implemented			
Facilitate the provision of on-farm infrastructure and facilities	1. Maintain and expand existing water irrigation systems and promote the development of new systems.			Not Implemented	Cash flow problem
	2. Facilitate and support the provision of shade nets for small scale and emerging farmers.	Implemented			
	3. Facilitate and support the provision of tunnel farming infrastructure to households.	Implemented			

PROGRAMMES	PROJECTS	Implemented	In Progress	Not Implemented	Reason for no Implementation
	.4. Facilitate and support the provision of water tanks to all households.			Not implemented	District Function
	5. Facilitate and support the access to sustainable energy sources such as solar power.	Implemented			
	6. Facilitate and support the fencing for agriculture co-ops.	Implemented			
	7. Provide equipment storage facilities.				
Ensure the preservation of agricultural land and enhance agriculture production through sustainable farming methods and practices	1. Promote and support crop-rotation practices.	Implemented			
	2. Promote and support awareness on sustainable use of natural resources (water, electricity - solar) amongst the community.				
	3. Promote and support intercropping farming methods.	Implemented			
	4. Support soil enriching (lime adding to reduce acidity) project championed by the Department of Agriculture.	Implemented			
	5. Ensure good agriculture land is reserved for agriculture production use (i.e. ensure that not for other land uses such as housing or other activities).	Implemented in other areas			
Support the development of	1. Identify and support the development of nature trails.		In Progress		
	2. Identify and develop formal biking tracks and walking routes.	Implemented			

PROGRAMMES	PROJECTS	Implemented	In Progress	Not Implemented	Reason for no Implementation
eco tourism assets	3. Facilitate and support open-air gospel music and annual traditional music shows.				
	4. Support arts and crafts skills development through a Tourism Craft Development Programme.				
Provision of financial and technical support	1. Identify sources of funding for support from private investors, LM, DM, other government departments and NGOs.				
	2. Link with private banks (micro loans, Ithala Bank, Capitec, ABSA, DEDTEA pre-financing) for co-ordination of SMME access to financial support.				
	3. Support a mentorship programme between commercial farmers and local emerging farmers/small-scale farmers) with specific focus on agriculture commodities.				
	4. Partner with SEDA and support business skills and development training.	Implemented			
	5. Partner with SEDA and facilitate the establishment of a SEDA Satellite Office and Enterprise Information Centre and enhance the visibility of SEDA in the area.		In Progress		
	.6. Sector specific skills development and training informed/complemented by SEDA interventions and quantified needs.	Implemented			
	1. Provide support to sewing related co-ops and SMMEs	Implemented			

PROGRAMMES	PROJECTS	Implemented	In Progress	Not Implemented	Reason for no Implementation
Facilitate and promote entrepreneurship	2. Provide support to the furniture manufacturing projects		In Progress		
	3. Support existing construction material manufacturing co-ops (i.e. block-making) and promote and support wider spread block making projects).	Implemented			
	4. Create an electronic based database of all local businesses (co-ops and SMMEs) and services that is clearly delineated and updated periodically.	Implemented			
	5. Incubator programme that promotes business development skills development and training for emerging co-ops and SMMES.	Implemented			
	6. Facilitate access to markets for co-ops and SMMEs.	Implemented			
	7. Undertake a feasibility study in order to confirm demand and optimise utilisation of the Multi-Purpose Centre for LED related activities			In Progress	
LED awareness amongst the decision makers, senior management	1. Support LED awareness workshops.	Implemented			
	2. Encourage shared information around LED through a LED forum.	Implemented			
	3. Support the development of an SMME forum.	Implemented			
	4. Support the development of a business forum.	Implemented			

PROGRAMMES	PROJECTS	Implemented	In Progress	Not Implemented	Reason for no Implementation
and the community.	5. Engage with Department of Agriculture and address capacity inefficiencies of current extension officers.	Implemented			

3.2 EVALUATION OF THE 2015 LED REPORT

3.2.1 EVALUATION OF THE STATUS QUO PHASE

No	SITUATIONAL ANALYSIS SUB-PHASES	INCLUSION/EXCLUSION STATUS	EVALUATION
1.1	Does it include a map and/or text describing the spatial economic position of the municipality in relation to the provincial nodes and corridors	The Ulundi Local Economic Development Strategy does not have the map and text describing the spatial economic position of the municipality in relation to the Zululand District and KZN Province	Not included
1.2	Does it include a map and/or text describing the internal spatial economic dynamics of the area in terms of municipal nodes and corridors	The Ulundi Local Economic Development Strategy lacks the map and text describing the internal spatial economic dynamics of the area in terms of municipal nodes and corridors	Not included
1.3	Land patterns included: Land Redistribution, Land Tenure Reform, Land Restitution, Land Suitable for Housing Development	With regard to the land patterns including the land redistribution, land tenure reform, land restitution, land suitable for housing development, etc.; the Ulundi Local Economic Development Strategy does not have them included	Not included

No	SITUATIONAL ANALYSIS SUB-PHASES	INCLUSION/EXCLUSION STATUS	EVALUATION
1,4	Are the most salient economic features (sectors ie agriculture, tourism, manufacturing) of the area highlighted	Regarding the most salient economic features (sectors ie agriculture, tourism, manufacturing) of the area, the Ulundi Local Economic Development Strategy does include this phase	Included
2.1	Does it show population size and growth patterns	The Ulundi Local Economic Development Strategy does highlight the population size and growth patterns	Included
2.2	Are education levels, employment status and occupational profiles included in the report	The Ulundi Local Economic Development Strategy lacks trends related to employment and income expenditure	Not included
2.3	Is household income included	The Ulundi Local Economic Development Strategy lacks the household income trends such as disposal income, taxation on income and wealth, saving by household and current income trends.	Not included
2.4	Are the followings included? Gender groups, age distributions, ethnic groups, population densities	The Ulundi Local Economic Development Strategy has the following demographic trends: gender groups, age distributions, ethnic groups, population densities, etc.	Included
3.1	Are the followings included? Access to water, Access to electricity, access to sanitation, refuse removals, Status of the roads, Status of healthcare facilities and HIV/AIDS trends, Status of educational facilities, Dwelling types	The Ulundi Local Economic Development Strategy did not include the HIV/AIDS trends and maps only while health facilities and educational facilities and dwelling types are not clearly presented.	Not included

No	SITUATIONAL ANALYSIS SUB-PHASES	INCLUSION/EXCLUSION STATUS	EVALUATION
3.2	Does it identify competitive and comparative advantage in the locality	The Ulundi Local Economic Development Strategy does not identify and present the competitive and comparative advantage of the area	Not included
3.3	Does it show the areas growth performance in terms of GDP share per sector	The Ulundi Local Economic Development Strategy does not indicate the areas growth performance in terms of GDP share per sector. Some of the sectors showing growth potential include agriculture, mining, manufacturing	Not included
3.4	Are the key economic sectors identified and analysed	The Ulundi Local Economic Development Strategy does not show economic sectors including agriculture, forestry, fishing, mining and Quarrying, transport, manufacturing, construction, banking, finance, insurance, retail, education, information and communications (ICT) services.	Not included
3.5	Are the base economic resources and economic infrastructure of the municipality identified and analysed	The Ulundi Local Economic Development Strategy does not present the base economic resources and economic infrastructure of the Municipality which mainly include road and transport infrastructure.	Not included
4.1	Does it show an understanding of concepts such as value chain and backward and forward linkages addressed	The Ulundi Local Economic Development Strategy does not present an analysis of the value chain and backward and forward linkages.	Not included
4.2	Are concepts such as multiplier effects and clustering in the local economy addressed	Concepts such as multiplier effects and clustering are not addressed in the Ulundi Local Economic Development Strategy.	Not included
5.1	Does it show understanding of the constitutional, statutory and policy mandates of LED	The Ulundi Local Economic Development Strategy does show the national policy framework and the policy mandates of LED	Included

No	SITUATIONAL ANALYSIS SUB-PHASES	INCLUSION/EXCLUSION STATUS	EVALUATION
6.1	Is there a thorough understanding of the provincial, district and local policy and legislation framework	The Ulundi Local Economic Development Strategy does present the provincial and local policy framework	Included
7.1	Has recent and updated data been used for statistical analysis	The Ulundi Local Economic Development Strategy does partially show the use of the recent and updated data for statistical analysis	Partially included
7.2	Have surveys, interviews, workshops and consultation being undertaken	The Ulundi Local Economic Development Strategy does indicate that consultations were undertaken with the following stakeholders: • Municipal officials, and • Local businesses.	Included
7.3	Has the SWOT analysis included in the report?	The Ulundi Local Economic Development Strategy does present the SWOT analysis in the form of diagnostic assessment of economic sectors	Included

3.2.2 EVALUATION OF THE STRATEGIC FRAMEWORK PHASE

No	STRATEGIC FRAMEWORK SUB-PHASES	INCLUSION/EXCLUSION STATUS	EVALUATION
8.1	Does the vision, goals, objectives and projects emanate from SWOT Analysis	The Ulundi Local Economic Development Strategy does have a vision, objectives and projects that emanated from SWOT Analysis. Ulundi LED vision reads: "*By 2020, Ulundi Local Municipality will have a diversified economy, leading in the Zululand District and enhanced cultural and heritage facilities for tourism development*"	Included

No	STRATEGIC FRAMEWORK SUB-PHASES	INCLUSION/EXCLUSION STATUS	EVALUATION
8.2	Are the vision and strategies aligned to the national and provincial programmes	The vision, goals, objectives and projects are aligned to the national and provincial programmes	Included
9.1	Do they identify key issues, concerns, problems, challenges and opportunities	The vision, goals, objectives and projects identify key issues, concerns, problems, challenges and opportunities	Partially included
9.2	Do they link with the key issues identified in the sectoral analysis	The vision, goals, objectives and projects do link with the key issues identified in the sectoral analysis	Partially included
10.1	Do they identify and respond to gaps, opportunities and constraints to investment and poverty reduction	The vision, goals, objectives and projects identify and respond to gaps, opportunities and constraints to investment and poverty reduction	Partially included
11.1	Do they address the key sectoral challenges identified in the status quo analysis	The vision, goals, objectives and projects address the key sectoral challenges identified in the status quo analysis	Partially included
11.2	Do they address the key developmental challenges identified in the status quo analysis	The vision, goals, objectives and projects address the key developmental challenges identified in the status quo analysis	Partially included
11.3	Are they capable of creating jobs to meet the target set in PGDP	The vision, goals, objectives and projects can create jobs to meet the target set in PGDP	Partially included

3.2.3 EVALUATION OF THE IMPLEMENTATION FRAMEWORK PHASE

No	IMPLEMENTATION PLAN SUB-PHASES	INCLUSION/EXCLUSION STATUS	EVALUATION
12.1	Are the suggested projects designed to change lives of the local people	The suggested projects are designed to change lives of the local people through the creation of employments in the Municipal area.	Included
12.2	Are the suggested projects going to have an impact on job creation for local people	The suggested projects are indeed going to have an impact on job creation for local people	Included
12.3	Are there timeframes attached to the project and are they achievable	Timeframes are attached to the suggested projects in the Ulundi LED Strategy	Included
13.1	Are there budgets attached to the project and are they achievable	Estimated budget for each suggested project is presented in the Ulundi LED Strategy	Included
14.1	Is there an LED officer or manager	The Ulundi LED Unit has a LED Manager	Included
14.2	Are there other stakeholders that may partner with the LED officer or manager in the implementation phase	The Ulundi LED Strategy presented a number of stakeholders that may partner with the LED Unit in the implementation phase including SEDA, EDTEA, Department of Agriculture	Included
15.1	Are indicators presented in the report to monitor the implementation of projects	The Ulundi Local Economic Development Strategy does not have indicators to monitor the implementation of projects	Not included
15.2	Are means of verification presented in the report to monitor the implementation of projects	The Ulundi Local Economic Development Strategy does not have means of verification to monitor the implementation of projects	Not included

No	IMPLEMENTATION PLAN SUB-PHASES	INCLUSION/EXCLUSION STATUS	EVALUATION
15.3	Is there a mechanism of monitoring and evaluation recommended in the LED	The Ulundi Local Economic Development Strategy does not have a monitoring and evaluation framework	Not included
15.4	Are the roles and responsibilities of the key players outlined for implementation, monitoring and evaluation mentioned in the LED	Roles and responsibilities of the key Role-players are not outlined in the Ulundi Local Economic Development Strategy	Not included
15.5	Are there measures presented in the report where responsible role-players have to account to?	The Ulundi Local Economic Development Strategy does not present measures where responsible role-players have to account to	Not included
15.6	Is there in the report where it is indicated to revise the strategy?	the Ulundi Local Economic Development Strategy does not indicate the time for the revision of the current version	Not included

3.2.2 THE OVERALL EVALUATION OF THE STRATEGY

Out of a total of 40 (100%) sub-phases that supposed to be making an effective Local Economic Development Strategy, 15 (37.50%) have been included in the Ulundi LED Report, 7 (17.50%) have been partially included, and 18 (45%) have not been included as presented below.

Figure 6 The Overall Evaluation of the Ulundi LED Strategy
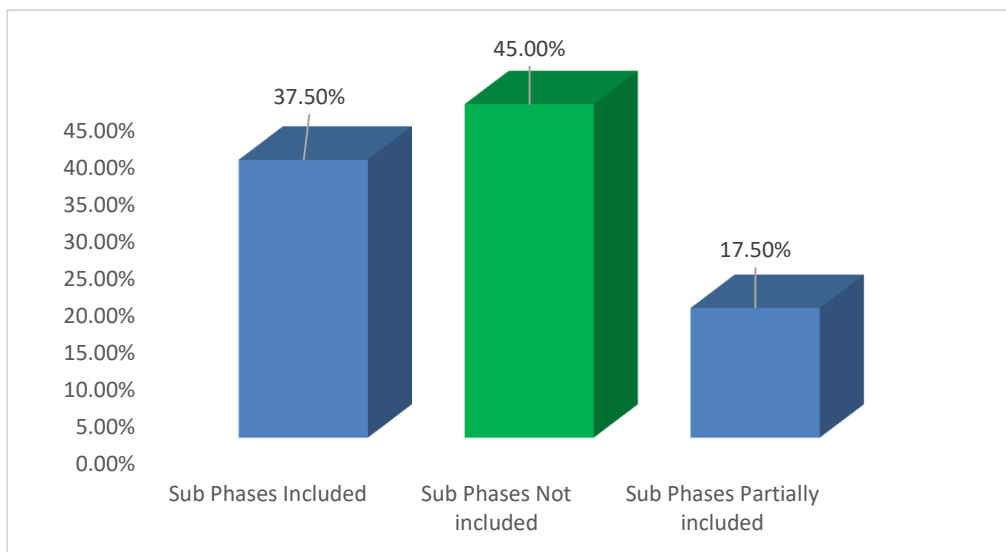
Source: Ulundi LED 2020

The Evaluation of the Ulundi Local Municipality Local Economic Development Strategy has been undertaken and the overall observation is that the report did not include many of the sub phases that supposed to be part of an effective LED Strategy Document. It should be noted that the lack of the inclusivity of some sub phases in the LED Report has several consequences including among others the following:

- Difficulty understanding the Municipality's backward and forward linkages
- Challenges tracking multiplier effects of implemented projects
- Difficult monitoring and evaluation of the implementation process,
- Etc.

4. SECTION FOUR: ULUNDI SPATIAL DYNAMICS

4.1 REGIONAL CONTEXT

Ulundi Local Municipality (KZ 266) is a Category B municipality situated north-east of the Kwa-Zulu Natal Province. It is located along the southern boundary of the Zululand District Municipality and bounded by 7 municipalities viz. Abaqulusi, Nquthu, Nkandla, Mthonjaneni, Ntambanana, Hlabisa and Nongoma Municipality.

Ulundi LM is a major heritage hub located west of the N2 national development corridor and 133km North West of Richards Bay a major port city. The Ulundi municipal area of jurisdiction is approximately 3,250 km2 in extent. The Municipality is predominantly rural in context with very few settlements exhibiting urban characteristics.

The towns and settlements include Nqulwane, Mahlabathini, Babanango, Mpungamhlophe and Ceza as well as nine Traditional Authorities of Buthelezi, Mbatha, Mpungose, Ndebele, Nobamba, Ximba, Zungu, Nsimbi, Buthelezi-eMpithimpithini. The Ulundi Local Municipality is one of five local municipalities within the located the Zululand District Municipality. As presented in the following map, the family of municipalities consists of éDumbe (KZ 261), uPhongolo (KZ 262), Abaqulusi (KZ 263), Nongoma (KZ 265)

Map 1 Ulundi within the Zululand District Municipality

Source: KZN Demarcation Board

The largest part of its area is rural and underdeveloped. Approximately half of the Municipal area consists of commercial farms and the area supports a substantial agricultural community. The town of Ulundi represents the only urban centre in the Ulundi Local Municipal area and accommodates approximately 40,000 people. The settlement pattern reveals a high population concentration in the town of Ulundi and densely populated peri-urban area surrounding the town and along the main routes R34, R66 and P700. Further settlement concentrations are found in 5 Nodes:

- Ulundi which developed as a result of Heritage and the KwaZulu Government,
- Nqulwane in the eastern part of Ulundi with the Okhukho Coal Mine,
- Babanango, which developed as a result of the forestry industry,
- Mpungamhlophe (Denny Dulton), which developed as a result of road R34 and rail infrastructure, and
- Ceza to the north, which developed in response to the establishment of supportive land uses such as a hospital, clinic and other related social support services in the area. It is also situated on the road network system. It is therefore a connection and concentration point for people and activities.

4.2 ADMINISTRATIVE ENTITIES

The South African Municipal Demarcation Board (MBD) is mandated in terms of section 155(3)(b) to determine municipal Boundaries independently. Local Government: Municipal Demarcation Act, 1998 (Act No 27 Of 1998). Section 3 provides that the Board is a juristic person, is independent in defining municipal boundaries. As an output of the processes undertaken by the MBD the Ulundi Local Municipality consists of 24 electoral wards and a Council consisting of 47 Councillors.

The electoral wards are on the eastern part of the municipality and only a few areas have official cadastral boundaries and include Ulundi Town and the areas of Mahlabathini, Babanango, Mpungamhlope and two small areas near Lottery and Sterkstroom. Whilst the western part of the municipality is mainly areas of Traditional Council on Ingonyama Trust Land.

Map 2 Ulundi Local Municipality
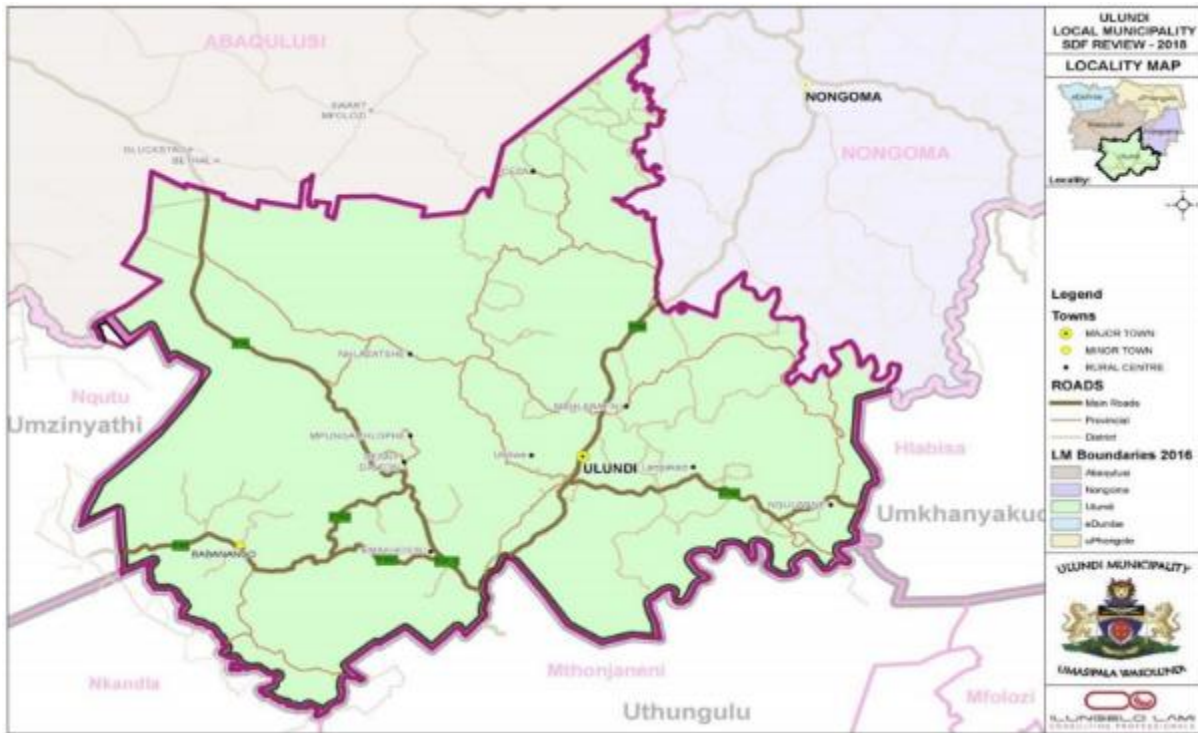
Source: Ulundi SDF 2019/2020

There are eight (8) traditional councils within Ulundi Local Municipality., which are all located on Ingonyama Trust Land. These areas cover a significant tracts of land (mainly on the eastern part of the Municipality) and are highly rural in nature. These areas are also characterized by underdevelopment and a lack of service provision.

4.3   ULUNDI CORRIDORS

The Identification and classification of movement routes in Ulundi is based on function/role, and intensity of use or development along the route/corridor.

4.3.1   REGIONAL DEVELOPMENT CORRIDOR

The R34 runs through the western portion of the municipality and is considered one of the primary movement corridors in Ulundi municipality. Ulundi Municipality recognizes the significance of the R34 at a regional level, and the opportunities it presents for the Municipality. It connects Abaqulusi Local Municipality to Ulundi, Melmoth, Eshowe and ultimately Richards Bay. Development occurs along this route and the comparative advantages presented is not being utilised. Interventions envisaged in for this corridor include:

- Constant Inter Governmental communication and co-ordination relating to the development of the Major Economic Corridors and its impacts on the Ulundi Area.

- Developing a localised Corridor Development Strategy, which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment

4.3.2   PRIMARY DEVELOPMENT CORRIDOR

The R66 runs roughly in a northeast-south westerly direction and provides regional access within the Zululand District Municipality. This route has been identified as the primary corridor. The town of Ulundi is situated on the R66, which is the main economic centre of the Ulundi Municipality. The following interventions area envisaged:

- Developing a localised Corridor Development Strategy, which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.

- Ensure multimodal transport integration occur along the road at key points, and link to Rural Areas.

4.3.3   SECONDARY DEVELOPMENT CORRIDOR

Important secondary routes include the R68 and the P700. Ulundi is situated at the base of the P700 corridor, which links Ulundi to Richards Bay, Ntambanana, and the Hluhluwe-Umfolozi Park and presents further opportunities for tourism development. This route will provide a shorter route to the Park from Gauteng and Mpumalanga. The P700 and P701 further provide access to a number of lower order nodes. Interventions envisaged in this area relate to:

- Developing a localized Corridor Development Strategy, which will focus on spatial structure, infrastructure provision and attracting both public and private sector investment.

- Ensure that multimodal transport integration occur along these roads at key points.

4.3.4   TERTIARY DEVELOPMENT CORRIDORS

Tertiary routes links potential proposed satellite municipal development nodes and provides access to public and commercial facilities at a community level. Tertiary routes are access roads connecting the following areas:

- Dlebe
- Ezimfabeni
- Mhlahlane
- Ntonjeni

- Mahlabatini
- Okhukho
- Zungu

4.4   ULUNDI DEVELOPMENT NODES

4.4.1   PRIMARY/MUNICIPAL DEVELOPMENT NODE

The town of Ulundi is situated on the R66 which connects Ulundi directly to Nongoma in the North and Melmoth to the south, then leading to the N2 which connects the town to the coastal cities. The town of Ulundi is the only formal urbanised node and houses all formal (first Economy) economic activities within the Municipality. The areas surrounding the town of Ulundi are characterised as large, densely populated tribal areas with an informal settlement pattern. These areas are completely reliant on Ulundi for employment, goods and services. Due to the high population density, concentration and service demands, large sections of these tribal areas can be classified as emerging urban settlements.

4.4.2   SECONDARY DEVELOPMENT NODES

The secondary development nodes serve several local communities with above-local level facilities, amenities and activities. These nodes include:

- Babanango,
- Ceza,
- Mpungamhlophe,
- Nqulwane and
- Ulundi/Mahlabatini.

4.4.3   SATELLITE DEVELOPMENT NODES

The following are the proposed satellite municipal development nodes that have been identified:

- Nhlazatshe,
- Mhlahlane,
- Zungu,
- Ezimfabeni,
- Ntintini,
- Stedham,
- Dlebe ,and
- Mame/Phangode.

There is a possibility of the development of another node at the intersection of the R34 and the R66 (Ulundi 19) which can serve as the gateway to the Zulu kingdom. Possibilities exist to develop the node as a modal interchange, and the development of a tourist centre to include restaurants, curio shops and an information service to stimulate the tourism industry. It must also be noted that draft Scheme Maps have been prepared for some of these areas.

4.5   LAND TRENDS

4.5.1   LAND OWNERSHIP PROFILE

There are various types of Land Ownership: Private land owned by individuals and institutions within a Municipal area, pieces of land still in the Municipal ownership and land in the hands of Ingonyama Trust.

Majority of the land in the eastern parts of Ulundi is owned by the Ingonyama Trust Board (ITB). This land is used for rural settlement purposes of a low-density nature, as well as for subsistence farming. In the western part of the Ulundi Municipality is privately owned land, land used for agriculture and commercial farming. On the far southern edge of the municipality there is a small portion of land used for AMAFA monuments, refer to map below. These are areas that are protected and have historical significance.

4.5.2 LAND REFORM

The majority of the western portion of the municipality is under land claims (refer to map below) which have not yet been settled. The area affected is approximately 661km², which is about 19% of the total area of the municipality. Some 356km2 of land have settled land claims, whilst a further 305km2 of land is affected by land claims not yet settled It is recommended that areas where claims have been settled development be encouraged and that continued agricultural support be provided to those areas where land claims have been settled, in order for agricultural production to continue at optimal levels and to growth.

Table 6 Ulundi Land Claim Status

LAND CLAIMS STATUS	KM²	% OF GAZETTED LAND CLAIMS AREA	% OF TOTAL MUNICIPAL AREA
Not Yet Settled	305.10	46.10	8.67
Settled	356.78	53.90	10.14
Total Gazetted	661.88	100	18.80
Total Municipal Area	3520.29		

Source: Ulundi IDP 2019

4.5.3   BROAD LAND USE PATTERN

There are six main land cover elements visible within the Municipal area, namely urban areas, rural settlements and subsistence farming, woodlands, grasslands and plantations.

Urban Areas - The urban areas are situated around Ulundi Town and stretches northwards along the R66. Smaller pockets of densely populated areas are situated along major transport routes, but is also scattered throughout the municipality at localities such as Babanango, Mpungamhlophe, Nkonjeni and Mahlabathini

Rural Settlements - Settlements that are characterized by rural dwellings include Sterkstroom and Dlebe in the northern areas, Nondlovu and Xolo northeast of Ulundi, and Ntshemanzi and Nquklwane on the eastern boundary of the municipality.

Subsistence Farming - Subsistence farming is scattered throughout the municipal area, but more densely situated in close proximity to the rural settlement areas. The highest concentrations of subsistence farming are found near the settlements of Mpungamhlope, Nhlazatshe and Nkonjeni, with scattered subsistence farming activities around Dlebe.

Woodlands - Large areas of woodlands are situated on the evenly sloped areas on the north-eastern boundary of Ulundi with Nongoma. This area stretches from the Xolo surroundings (east) to Kwadayeni (west of R66).

Grasslands and Plantations - Grasslands are scattered throughout the municipal area. The lack of other activities and vegetation types makes this the main land cover category in the western areas around Bloubank and Ngongweni. Plantations are located in the southwestern parts of the municipality, and mainly grouped along the R68 leading to Babanango. Some isolated plantations are situated just north of Babanango. The area north of Nhlazatshe is characterised by bushlands, whilst some dense bushland groupings are situated north of Nkonjeni and Mahlabathini.

The total composite of these broad land uses and land cover is illustrated in the following table

Table 7 Ulundi land uses and land cover

SIMPLIFIED	HECTARES	%
Bare (None Vegetated)	1129.3	0.35
Commercial Agriculture	2193.6	0.67
Erosion (donga)	959.5	0.30
Grassland	119535.0	36.78
Indigenous Forest	323.10	0.10
Informal Settlement	5.7	0.00
Mining	71.0	0.02
Plantations	10457.4	3.22
Traditional Agriculture	23157.8	7.12
Urban Development	655.6	0.20
Urban Villages	17388.6	5.35
Water Bodies	261.3	0.08
Wetlands	737.5	0.23
Woodland/Thick Bush/Shrub land	148164.2	45.58

Source: Ulundi IDP 2019

4.5.4   LAND CAPABILITY

The assessment of the land capability profile is based on the land capability classification (refer to table below) and assesses land parcels that are both available and not available for development activities. Evidently, there is a small pocket of high potential agricultural land north of Ceza, whilst some parcels of high potential agricultural land is located to the north-west of Ulundi, in the south-eastern parts of Ward 13 and an area surrounding Babanango, as well as to the south-east thereof.

4.6   INFRASTRUCTURE ASSESSMENT

The settlement pattern of Ulundi comprises of expansive rural settlements with low densities. Thus, the pattern and nature of settlements in the Municipality makes it a challenge to deliver the much-needed services to rural communities.

4.6.1 ROAD NETWORK

The Ulundi Municipality is traversed by four main routes namely the R68 which connects Babanango to Nquthu in the west and Mthonjaneni in the east, the R34 which traverses the Municipality from Makhosini in the south east to Ngongweni and Geluckstadt in the north west, the R66 stretching in a north south direction connecting Ulundi Town to Nongoma in the north and the R34 and Melmoth in the south, and the P700 which connects Ulundi town to the Hluhluwe Umfolozi Park in the west. Only the main thoroughfares and Ulundi Town have blacktop roads, the remainder of the Municipality is serviced by gravel roads. Most of the settlement areas within the Municipality are reached via gravel roads extending from the R34, the R66 and the P700. The National Department of Transport has commenced with the

rollout of a programme to determine and provide clarity on the expected roles of each sphere of Government with regard to road management and maintenance.

In KwaZulu-Natal, this process is driven by the Provincial Department of Roads. Responsibility for the road network within the service area of the Municipality is vested in two entities – the Ulundi Municipality and the KZN Department of Transport. While the Technical Services Directorate of the Municipality is mainly focused on the Ulundi Town and Township access roads, the KZN Department of Transport takes responsibility for the maintenance and upgrading of rural roads within the Municipality.

In total the Technical Services Directorate maintains 100 kilometres of road, of which 74.5% are tarred (blacktop surface) and 25.5% are gravel roads. The responsibility of the KZN Department of Transport covers main roads (the "P" roads), district roads (the "D" roads) and local roads (the "L" roads). The "P" roads within the municipal area comprise a total of 449.88 kilometres of which 34% are blacktop surfaced roads and the remaining 66% are gravel roads. Of the 304.33 kilometres of district roads for which the Department is responsible, only 6% are tarred while the remaining 94% are gravel roads. The entire network of 45.92 kilometres of local roads for which the KZN Department of Transport is responsible consists of gravel roads.

4.6.2 RAIL NETWORK

No commuter rail service exists within uLundi. A freight railway line traverses the Municipal area in an east west direction stretching from Ngongweni in the west, via Ulundi through Ngqolothi in the east to Richards Bay. The railway line further impacts on the environment and a corridor of moderate human impact on the environment follows the course of the railway line as it traverses the Municipality. Selected areas near Ngongweni and Bloubank have a high impact human footprint.

4.6.3 MUNICIPAL AIRPORT

The Prince Mangosuthu Buthelezi Airport is situated just to the South of Ulundi and is accessible from the R66l and plays an important role in the marketing of Zululand District as a tourism, as well as business destination. Although the airport is currently operated by the KwaZulu-Natal Provincial government, a feasibility study has been drawn up, proposing that the airport be transferred to the Zululand District Municipality. The District is expected to benefit from the airport on the following activities

Table 8 Key Activities that may benefit from Airport

MAJOR SECTORS	KEY ACTIVITIES
TOURISM DEVELOPMENT	Market Air Connectivity to Travel Agencies Establish Destination Resort at P700 Entrance to Hluhluwe/Ulundi Municipality
BUSINESS AND SERVICES SECTOR	Draw Freight Services Company to Airport Establish Post Office Depot at Airport Flight Training School For Emerging Pilots Agriculture Opportunities Related to Airport - link to Dube Trade Port

Source: Ulundi IDP 2019

In recognition of the vital role the airport has to play in local development the KZN Provincial Government in concert with Zululand District Municipality and Local Municipalities have motivated to form the Airport Development Committee (ADC). Representation on the ADC is broad based. It includes representatives from all of the above-mentioned tiers of government as well as local and regional business and parastatal organisations.

The ADC mandate is to assess and unpack development components and translate this unpacking into real and meaningful impacts within the community. To make this a reality the KZN Provincial Government in the past extended to the Zululand District Municipality (owner and operator of the facility) a grant of R 30 Million for Airport Development (upgrades and rehabilitation). The development of the Tourism Hub has enhanced the security of the Airport by taking away unwanted activities in the main Airport that are now accommodated in this new facility.

5. SECTION FIVE: SOCIO-ECONOMIC ANALYSIS

5.1 DEMOGRAPHIC PROFILE

This section provides an analysis of the socio-economic composition of Ulundi Municipality, with minor comparisons to the demographic contexts of other municipalities within the Zululand District Municipality as a whole. The following sources have been used to gather information presented:

- Quantec (based 2011 StatsSA Census and 2016 population surveys)
- Labour Surveys.

It should be noted that the demographic perspective of a Municipality not only allows an observation of changes in population growth, but also explores other developments that have influence over the social life of every citizen. This section allows an emphasis on aspects of society such as gender, age, ethnic groups and the like.

5.1.1 POPULATION

Ulundi population is currently estimated at 197 128 grouped into 36 688 households. The population of Ulundi is increasing at a moderated rate of 0.63% from 2009 to 2019. This growth rate translates to a population of 185 040 in 2009 which expanded to 197 128 in 2019. The increase in population growth can be attributed to various social factors including better healthcare provision which leads to decreased death rates and decreased child mortality rates.

Compared to other Municipalities within the Zululand District, Ulundi is the third biggest Municipality in term of the size of the population while the Abaqulusi Municipality outnumber all other municipalities as presented in the following table

Table 9: District Population

Geography	Population no	Population %
Zululand (DC26)	845550	100
eDumbe (KZN261)	87880	10.39
UPhongolo (KZN262)	134699	15.93
Abaqulusi (KZN263)	223780	26.47
Nongoma (KZN265)	202063	23.90
Ulundi (KZN266)	**197128**	**23.31**

Source: Ulundi Municipality – Quantec 2019

5.1.2 HOUSEHOLDS TRENDS

In 2019, the number of households in Ulundi was estimated at 36 688, which increased by 2918 households from 33769 households in 2009 at an average growth rate of 0.8%. The average size of household in Ulundi Local Municipality is around 5.5 members.

Table 10 Households Trends

Descriptions	Numbers
Households (Number)	36 688
Average household size (Number of persons per household)	5.4
Area (Square kilometre)	3250.3
Population density (Number of persons per square kilometre)	60.6
Households density (Number of households per square kilometre)	11.3

Source: Ulundi Municipality – Quantec 2019

5.1.3 GENDER DISTRIBUTION

The population of the Ulundi Municipality is slightly imbalanced in terms of gender. Females outnumber their male counterparts. As indicated in figure below, females account for 55.2% of the population while males amount to 44.8%. This signifies the need for women empowerment development programmes and strategies in the Municipality. However, the higher representation of women could be attributed to factors such as the impact of political violence, which engulfed this area in the previous eras, and a degree of male absenteeism that characterises most rural areas where the men work in cities while the women stay behind to look after the children and homesteads

Figure 7 Gender Group
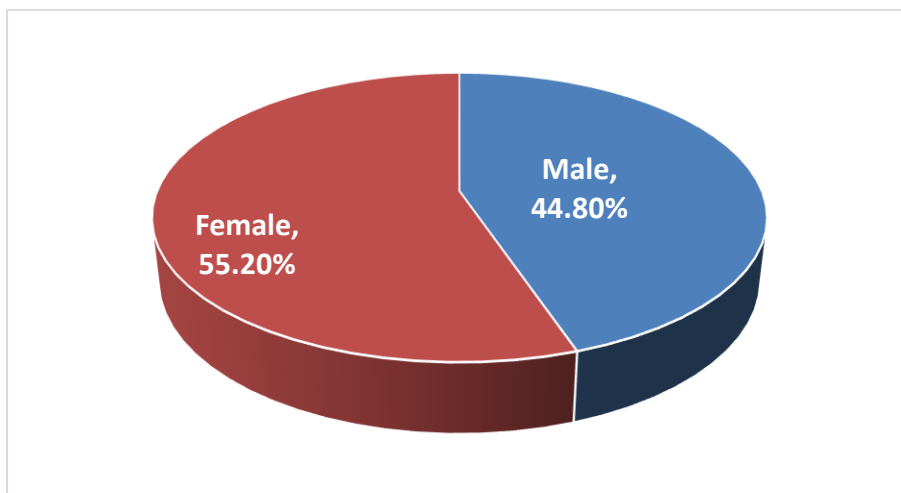
Source: Ulundi Municipality – Quantec 2019

5.1.4 AGE DISTRIBUTION

The age distribution in the table below shows that the Municipality has a predominantly young population with 74.3% of the people being under the age of 34 years. Because of this, the youth of Ulundi constitute an important factor in long-range planning needs. There will be great pressure on educational and recreational resources in the Municipality in the near future. In the longer term there will also be a surge in the demand for job creation. All these point to the need for youth development programmes in stimulating Municipal economic growth.

Table 11 Age Distribution Groups

Ages	No	%	% per Major Groupings
00: 00-04 Year(s)	26778	13.6	
05: 05-09 Year(s)	27154	13.8	**Children 39.6%**
10: 10-14 Year(s)	24204	12.3	
15: 15-19 Year(s)	20732	10.5	
20: 20-24 Year(s)	17580	8.9	
25: 25-29 Year(s)	16101	8.2	**Youths 34.7%**
30: 30-34 Year(s)	14015	7.1	
35: 35-39 Year(s)	10513	5.3	
40: 40-44 Year(s)	7348	3.7	
45: 45-49 Year(s)	6300	3.2	
50: 50-54 Year(s)	5791	2.9	**Adults 20.1%**
55: 55-59 Year(s)	5169	2.6	
60: 60-64 Year(s)	4444	2.3	
65: 65-69 Year(s)	3343	1.7	
70: 70-74 Year(s)	2493	1.3	
75: 75-79 Year(s)	2043	1.0	**Elderly 5.6%**
80: 80+ Year(s)	3118	1.6	
Total	**197128**	**100**	

Source: Ulundi Municipality – Quantec 2019

5.1.5 LEVEL OF EDUCATION

Approximately 11.4% of the population had no schooling, while 33.8% had some primary education. Around 37.8% of the population has some secondary schooling with some of them having completed Grade 12. It is worrying to note that only around 2.11% of the population has a tertiary education.

Table 12 Education Levels

	Education level	No	%	No	%
FUNCTIONALLY ILLITERATE	No schooling	22517.0	11.44	**79992**	**40.6**
	Grade 0	8524.4	4.33		
	Grade 1/Sub A	8447.1	4.29		
	Grade 2/Sub B	8047.6	4.09		
	Grade 3/Standard 1	8196.7	4.16		
	Grade 4/Standard 2	8582.1	4.36		
	Grade 5/Standard 3	8156.0	4.14		
	Grade 6/Standard 4	7520.8	3.82		
FUNCTIONALLY LITERATE	Grade 7/Standard 5	9227.2	4.69	**87895**	**44.7**
	Grade 8/Standard 6/Form 1	9860.6	5.01		
	Grade 9/Standard 7/Form 2	8761.8	4.45		
	Grade 10/Standard 8/Form 3/NTC1	10595.9	5.38		
	Grade 11/Standard 9/Form 4/NTC11	11572.2	5.88		
	Grade 12/Standard 10/Form 5/Matric/NTC111	31610.0	16.06		
	Less than matric & certif/dip	397.9	0.20		
	Certificate with Grade 12	1720.1	0.87		
	Diploma with Grade 12	2886.2	1.47		
	Bachelor's Degree	652.6	0.33		
	Bachelor's Degree and Diploma	238.3	0.12		
	Honours degree	233.7	0.12		
	Higher Degree (Master's, Doctorate)	138.7	0.07		
FUNCTIONAL LITERACY UNKNOWN				**28928**	**14.7**
	21: Other/Unspecified/NA	28928	14.70		
TOTAL		**197128**	**100**	**197128**	**100**

Source: Ulundi Municipality – Quantec 2019

5.1.6 EDUCATIONAL FACILITIES

According to the information provided by the Department of Education, there are 168 schools located within the Ulundi municipal area. There are five wards or regions of the Department of Education within the Ulundi municipal area namely the Ceza Ward, the Makhosini Ward, the Mashona Ward, the Okhukho Ward and the Ondini Ward. Pertinent information regarding educational facilities within the Ulundi Municipal area is reflected hereunder:

Table 13 Educational Facilities

Education Wards	Primary Schools	High Schools	Combined Schools	Total Schools
Ceza	22	09	03	34
Makhosini	21	10	01	32
Mashona	22	11	01	34
Okhukho	25	08	01	34
Ondimi	19	13	02	34
TOTAL	109	51	08	168

Source: Ulundi IDP 2019

Some of the schools require the upgrading of facilities as well as additional classrooms. The Municipality has highlighted that it will undertake a follow up regarding the work that has been done following the provision of funding for additional classrooms, labs and toilets by the Department of Education. Other issues include long distances learners and educators have to travel to access educational facilities.

5.1.7 POPULATION GROUPS

The Municipality is dominated by black people who account for more than 99.6% of the total population as shown in the following table. This indicates the need for programmes and strategies that enhance the empowerment of black people. In addition, the Municipality should strive towards developing the area to be attractive to all races.

Table 14 Ethnic Groups
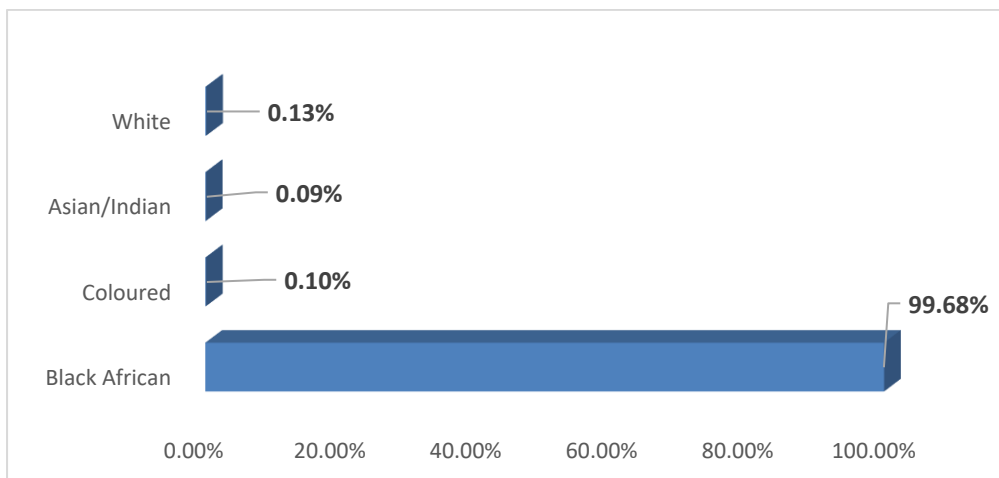
Source: Ulundi Municipality – Quantec 2019

5.1.8 HIV AIDS TRENDS

HIV/AIDS has a major impact on the quality of life of communities and families as well as the economy. A number of initiatives have been implemented through the National Department of Health to combat the current epidemic. However, major challenges remain. Within Ulundi, the number of HIV positive persons is estimated at 15.5% of the total population. The number of AIDS related deaths account for about 26.8% of total deaths in the Municipality. This highlights the severity of the current situation and the need for interventions that target and attempt to address these HIV/AIDS challenges.

Table 15: HIV and Death Trends

Descriptions	Number	%
Population total	197128	100
HIV positive	30657	15.55
Others	166471	84.45
AIDS deaths (Number)	585	26.88
Other deaths (Number)	1592	73.12
Total deaths (Number)	2177	100
Crude Death Rate		11.05%

Source: Ulundi Municipality – Quantec 2019

The following are the likely effect of HIV/AIDS on **social systems**:
- ⇨ Poor households become more vulnerable and the epidemic is likely to deepen poverty and compromise upward mobility,
- ⇨ Increased demand for housing, education and other community facilities,
- ⇨ A greater demand for health care services and facilities,
- ⇨ A greater demand for financial support for orphans, child-headed households and households run by grandparents, and
- ⇨ A negative population growth rate that is affects the sustainability of projects that are based on certain population projections.

The following are the likely effect of HIV/AIDS on the **economic systems**:
- ⇨ Possibility of a shift from savings to current expenditure, limiting fixed investment and economic growth,

⇨ Possibility of 'technological deepening' of the economy as a result of higher absenteeism rates: Machinery will replace people in the labour market, with negative outcomes in the long term for job creation,

⇨ Further erosion of household savings and skills shortage, and

⇨ Increased spending on pharmaceuticals and funerals.

In light of the above, the agricultural and other labour-intensive sectors will suffer most as they rely heavily on the availability of a physically active workforce.

5.1.9 HEALTH FACILITIES

There are four hospitals located within the Ulundi municipal area namely

- the Nkonjeni District Hospital,
- the Ceza District Hospital,
- the St Francis Psychiatric Hospital and
- the Thulasizwe MDR TB Hospital.

Ulundi has the highest number of hospitals within its municipal area among the municipalities that comprise the Zululand District. The two district hospitals have a total of 19 fixed clinics to whom they provide a referral service.

There are 19 clinics servicing Ulundi Municipality and there are in the eastern boundary of the Municipality. Location of these facilities is in accordance with the settlement patterns of the Municipality. People travel for 3 to 5km to these facilities because of topography challenges. There is no clinic servicing the western boundary of the Municipality as there is no pressure for a permanent clinic, the Municipality can consider a mobile clinic to service this area.

5.2 ACCESS TO SERVICES

This sub-section examines the access to services of the Ulundi population in terms of housing, electricity, water, sanitation, refuse, telephone usage, etc. This will provide a profile of the population and an understanding of the underlying social situation.

5.2.1 ACCESS TO WATER

Although KZN (and Zululand) are frequently described as being well-watered – the frequency of quantity and the infrastructure required for abstraction is sometimes a limiting factor. As shown in the table below, in 2019, around 22.8% of households get their water from the river

or streams, dummy or other unspecified means. This is a serious health concern for the Municipality as impurified or untreated water can have serious health implications on residents. The number of households with access to piped water on a community stand at a distance of less than 200m from their home is around 9.5%. The table shows that 22.2% of households have access to piped water inside their dwelling. The table below displays the water source of Ulundi residents.

Table 16 Source of Water

Water Services	%
Piped water inside dwelling	22.2
Piped water inside yard	30.4
Piped water on community stand: distance less than 200m. from dwelling	9.5
Piped water on community stand: distance greater than 200m. from dwell	5.4
Borehole/rain-water tank/well	4.8
Dam/river/stream/spring	22.8
Water-carrier/tanker/Water vendor	2.4
Other/Unspecified/Dummy	2.6
Total - Access to water	100.0

Source: Ulundi Municipality – Quantec 2019

5.2.2 ACCESS TO ENERGY

To reach the development goals, (improving health care and education, increasing level of incomes to cross the poverty line) access to energy is a necessary condition. Lighting of homes and schools will have an influence on the education as this allows studying at home even when its dark and will attract teachers to rural schools. Also impacts related to health are possible by improving cooking situations and boiling water. In rural areas, reliable electricity can lead to improved incomes as lighting makes possible running small businesses in the home.

Many households (73.3%) in the Municipality as presented below have access to electricity. The usage of electricity in the Municipality is also coupled with the use of candles by households (24.5%) as their main source of energy. This is a massive cause for concern because if not properly monitored, this can prove to be dangerous. When electricity gets interrupted without warning, it undermines the performance of businesses in the Municipality. Consistent supply of electricity allows businesses to operate efficiently hence promote economic growth and development.

Table 17 Source of Energy

Source of Energy	%
Electricity	73.3%
Gas	0.5%
Paraffin	0.6%
Candles	24.5%
Solar	0.5%
None	0.6%
Other/unspecified	0.0%
Total - Energy for lighting	100.0%

Source: Ulundi Municipality – Quantec 2019

5.2.3 ACCESS TO REFUSE REMOVAL

As with other service delivery components, the disposal of solid waste is well catered for in the CBD and residential nodes. The rural settlements and low-cost housing schemes are not well catered for. Lack of proper waste disposal leads to a polluted environment, not only making the environment unattractive, but also unhealthy and dirty leading to environmental degradation and an unpleasant place to live and work in and this will in turn repel investment into the area. This environment not only has an impact on the potential buy in into the area but on existing businesses.

Refuse removal services in Ulundi are largely limited. This can be seen in the figure below as 66.1% of household in the Municipality use their own refuse dump, while the removal by Municipality is done for 19.5% of households. Disposal of waste in the open can have serious negative impacts on the environment and human health. The following figure shows the types of refuse removal used in the Ulundi.

Figure 8 Refuse Removal Trends
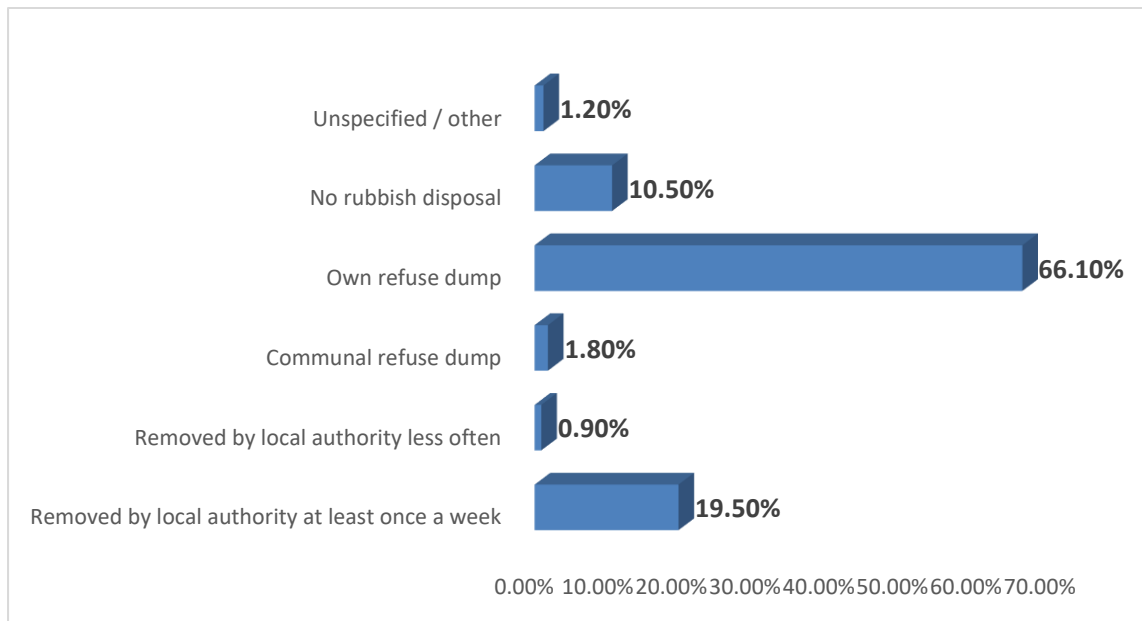
Source: Ulundi Municipality – Quantec 2019

Some of the implications of poor refuse removal can lead to water contamination, soil contamination which can be spread to food products, land and air pollution which has serious health implication on residents. A city with waste matter all over the surrounding environment does not attract good investors, nor tourists. Furthermore, the Municipality could be further losing out on revenue opportunities that are created from recycling, composting and business that work with such initiatives.

An awareness programme is required to develop proper refuse removal mechanisms. This includes educating members of the public about environmental management and sustainable means to deal with household waste.

5.2.4 ACCESS TO SANITATION

If people are healthy, they will spend less money on health care and the loss of workdays due to poor sanitation related infections is reduced. Illness can affect both the sick person and their family, for example when women have to take time off work to care for sick children. Improving solid waste management has economic advantages in addition to the health advantages as discussed above.

Sanitation impacts on the health and wellbeing of an individual and therefore the standard of living. People who lack proper sanitation are prone to diseases and ill health. If children and the working age population is unhealthy, this affects the labour supply and the ability for

people to carry out tasks efficiently and for sustained periods of time. Sometimes businesses shun away from investing in unhealthy environment with many unskilled and unreliable workers. The figure below reveals the position of the Municipality in terms of sanitation service provision.

Figure 9 Sanitation Trends
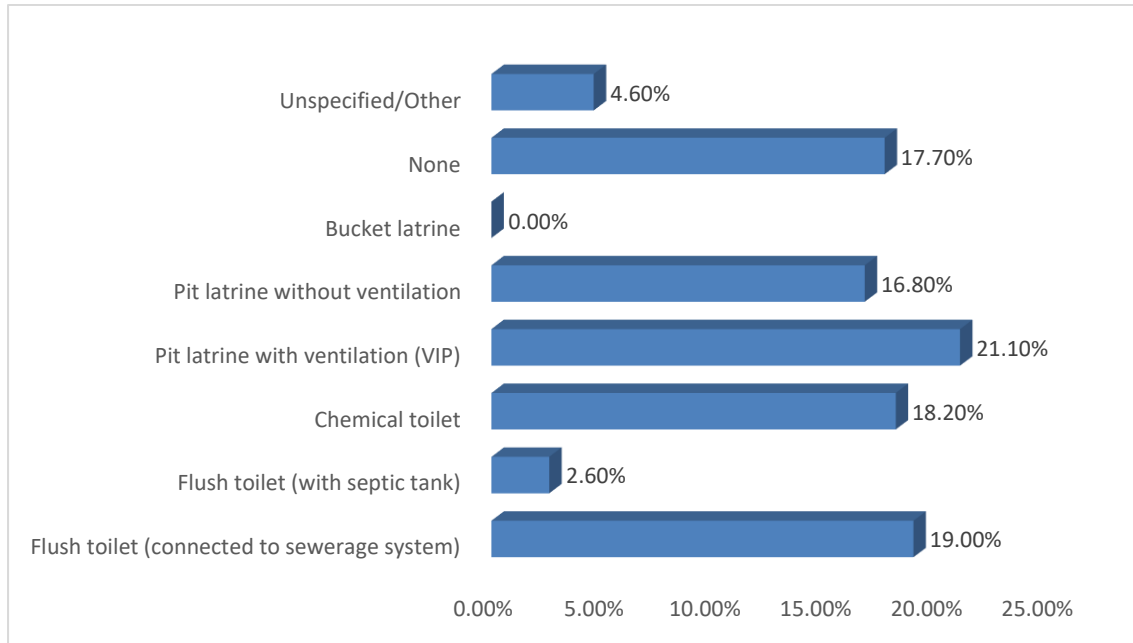
Source: Ulundi Municipality – Quantec 2019

The current level of sanitation backlog indicates that approximately 17.7% of the residents do not have access to any sanitation facility. A large number of households (351.2) use pit latrines with ventilation and others (16.8%) use the pit latrines without ventilation clearly, this is the most common form of sanitation in the Municipality.

Given the statistics as provided in the figure above, the lack of access to proper sanitation to most of the population suggests that some people in Ulundi are unhealthy, therefore impacting on the productivity of individuals and their ability to perform economically.

5.2.5 LAND FILL SITES

The Municipality operated a landfill site in Ward 18 which was not registered with the Department of Agriculture, Environmental Affairs and Rural Development, and due to its poor condition, drew protests from the communities adjacent to its location. Consequently, the landfill site was shut down. Ulundi Municipality currently utilizes the Zululand waste waiting Station. Waste is dumped

there by the Municipality and other private Service Providers where after it is sorted according to its categories for recycling by a private company.

5.2.6 DWELLING TYPES

There are various types of dwellings in Ulundi. The house or brick structure on a separate stand or yard and the traditional dwelling/hut/structure made of traditional materials dominate the Municipality with 55.2% and 33.4% respectively as presented in the following table.

Table 18 Dwelling Types

Dwelling Descriptions	No	%
House or brick structure on a separate stand or yard	20180	55.2%
Traditional dwelling/hut/structure made of traditional materials	12265	33.4%
Flat in a block of flats	2584	7.0%
Town/cluster/semi-detached house (simplex, duplex or triplex)	271	0.7%
House/flat/room, in backyard	735	2.0%
Informal dwelling in backyard	175	0.5%
Informal dwelling NOT in backyard	82	0.2%
Room/flatlet not in backyard but on a shared property	194	0.5%
Other/unspecified/NA	201	0.5%
Total - Type of dwelling	36688	100%

Source: Ulundi Municipality – Quantec 2019

5.2.7 MEANS OF COMMUNICATION

There are many means of communication that people in Ulundi Municipality may utilise to access and spread information, they include among others the following:

- Public Phones,
- Private phones,
- Cell phones,
- Internet,
- Letters,
- SABC Radio and news media.

However, communication in Ulundi Municipal area is not developed enough. There are limited Internet Cafés in the area with a limited number of services. The mobile networks such as Vodacom, Telkom, CellC and MTN have poor coverage especially in areas such as Buthelezi, Mbatha, Mpungose, Ndebele, Nobamba, Ximba, Zungu, Nsimbi, Buthelezi-eMpithimpithini.

Figure 10 Means of Communication
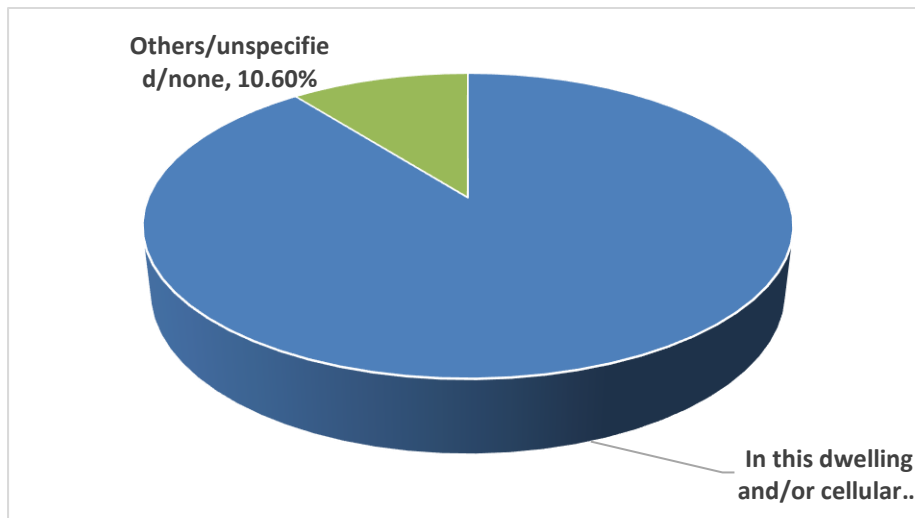
Source: Ulundi Municipality – Quantec 2019

5.2.8 POLICE STATIONS

The Ulundi Municipality is serviced by five police stations each with a service radius of 20 kilometres. The police stations are situated in Babanango, Strangers Rest, Ulundi, Mahlabathini and Ceza (near the Hospital). Only the far north west of the Municipality around Ngongweni, and the far eastern areas around Nqulwane are not situated within the 20-kilometre service radius of the police stations. Each of the police stations has developed a community police forum where all of the relevant stakeholders, including the Municipality, participate.

Traffic management and control is carried out by the traffic officials employed by the Ulundi Municipality, provincial traffic officers are also located within the service area of the Municipality. Traffic officials employed by the Municipality form part of the structure of the Directorate: Protection Services. In order to monitor the speed of vehicles on the Municipality's roads, the traffic officials make use of two speed monitoring cameras, one of which is owned by the Municipality and the other is on contract from a service provider.

5.2.9 LIBRARY

A new community library has been constructed within the town of Ulundi, the operation of which is under the control of a qualified librarian. The KwaZulu-Natal Department of Arts and Culture has provided an annual grant for the operation of the library in addition the Department supplied the library with nine desktop computers and a library computer assistant who is tasked with providing basic computer skills training to community members. The library makes educational material and access to the internet for educational purposes

available to members of the local community. The KwaZulu-Natal Department of Arts and Culture has provided the Municipality with a mobile library unit which initially was situated in Babanango, however, a problem arose related to the accommodation of this mobile unit and consequently was secured and the library in functioning well in Ceza. A member of the local community has been engaged to operate the library at Ceza

5.2.10 SPORTS FACILITIES

Communities in the eastern half of the Municipality seem to have relatively good access to sport fields, with the exception of some areas within Wards 6, 10, 8, 14, 15 24 and 21. All the regional sports stadium situated within the town of Ulundi were constructed with the support from the Zululand District Municipality. The main sports fields are used as a home ground by Amazulu, a football team that participates in the Professional Soccer League in South Africa.

A number of other sport and recreational facilities such as swimming pools and tennis courts have been constructed for use by the community from external funding provided. The Sports Field has been completed and handed over to the Communities. The funded amount of R 4 745 287 included the construction of the sports field, together with the erection of as concrete fence around the field and the provision of ablution blocks and change rooms. The Babanango and Mahlabathini Sports Fields, as well as the Ulundi Stadium all received attention in the past. A sports field has been developed at Ceza.

5.2.11 COMMUNITY HALLS

Community Halls are relatively well distributed within the Municipality. There are currently couple of community halls that fall under the direction of the Municipality –

- the Multi-Purpose Community Centre situated in Ulundi,
- the Unit A Hall,
- the B South Hall,
- the Nhlamvuziyashisa Hall located in Mashona and
- the Mpungamhlophe Hall located in Denny Dalton,
- the Multi-Purpose hall in Ulundi CBD and
- now P Z Phakathi Hall.

However, parts of Wards 1, 2 and 3 does not seem to have easy access to community halls, even though these areas are also relatively densely populated. The existing halls have each been renovated and some upgraded. KwaNjojo Community Hall in ward 14 has been developed.

6 SECTION 6: ECONOMIC SECTORS ANALYSIS

The purpose of this section is to provide details of the main economic sectors of Ulundi Municipality in order to understand their dynamics and needs and to plan for their improvement. The main sectors operating in Ulundi Municipality include:

- ⇨ Tourism
- ⇨ Agriculture,
- ⇨ Manufacturing,
- ⇨ Mining,
- ⇨ Emerging Small Medium and Micro enterprises,
- ⇨ Green Economy, and
- ⇨ ICT Sector

6.1 MAJOR SECTORS

6.1.1 TOURISM

Given the rich cultural heritage and history of the Ulundi municipal area, tourism provides a significant opportunity for economic development of the area. It is this cultural heritage which sets the Ulundi Municipality apart from the other local authorities within the Zululand District Municipality. What is important, however, is that any development to encourage tourism should be undertaken in a manner that is sustainable and conforms to environmental management imperatives.

The Ulundi Tourism and Marketing Strategy was developed and approved by Council in 2008. However, the imperatives of this Strategy could not be implemented as a result of human and financial capacity constraints. A Tourism Officer was appointed by the Municipality in 2009 to provide impetus and direction to this initiative. A cornerstone of the Tourism and Marketing Strategy is the maintenance of the current Tourism Information Centre in Ulundi.

The current Tourism Information Centre and Amafa AkwaZulu are both mandated by the KwaZulu-Natal Provincial Government to administer all of the heritage sites within the Zululand District. Listed hereunder are some of the important heritage sites within the Ulundi Municipality:

ONDINI MUSEUM

This is the site of King Mpande's kraal and the place of his burial. The history of Ulundi revolves around this particular heritage site, King Mpande's grave draws tourists from all over the

world. The Museum is situated in Ulundi and can easily be accessed. Among the attractions in the Museum is a display of symbolic Zulu art that reflects a summary of the history of the Zulu nation and a collection of cultural beadwork that features the colours of the various Zulu traditional families.

AMAFA AKWAZULU HERITAGE SITE

This site is situated some 3 kilometres south of Ulundi on the P700 and is the original site of King Cetswayo's kraal. The site has been developed to house the activities of Amafa AkwaZulu and it administers all the other heritage sites in Ulundi.

ONDINI BATTLEFIELDS

This is the site of the conclusion of the Anglo-Zulu conflict in 1876 with victory being secured over the Zulus. The site, which has been fenced, needs further development as it currently consists of only a monument. It is located on the P700 corridor, adjacent to the Prince Mangosuthu Airport, less than a kilometre away from the Town of Ulundi. Proposals have been made to improve the site so that it is productive.

ULUNDI MULTI MEDIA CENTRE

The Multi-media Centre has been built on the site of King Dingaan's kraal. Piet Retief"s grave is in the same site. It is situated in eMakhosini, the Valley of the Kings, some seven kilometres off the R34 and 25 kilometres from Ulundi Town. Technological sophistication available at the Centre provides the visitor with access to the history of the ages at the touch of a button at self-service. The Office of the Premier provided an investment of R 20 million for the development of this Centre, which was officially opened by His Majesty the King of the Zulus, King Goodwill Zwelithini Zulu on 16 December 2009.

THE SPIRIT OF EMAKHOSINI

This is an open site situated some 400 metres off the R34 and located 22 kilometres from the town of Ulundi. The site overlooks the eMakhosini Valley of the Kings. Guides are available to provide visitors with an understanding of the history of the Zulu Nation. Another primary attraction of this site is a collection of horns from large animals that have played a significant part in the cultural history of the area. Although an open site but it is fully developed.

CEZA CAVE

The Cave is situated at Ceza Mountain in Ceza aera ward 3 further north of Ulundi, a developmental node within the Ulundi Spatial Development Framework. The cave was used

by His Majesty King Dinuzulu of the Zulu Nation as shelter and home when he was under attack by the English forces. The King and his tribe took shelter and home there for a period of two and a half years during 1888-1889. The English forces were eventually defeated and moved towards Ulundi. The need to develop this site has become a priority.

It has been identified for development by the Municipality as it forms an important part of the Zulu Nation's history. There is still a more than 100 years old original fireplace and ash from cooking fire that must be protected for generations to come. Part of it has already been destroyed. Food for the King and the Nation was prepared there.

KWAGQOKLI HILL

The battle of kwaGqokli is celebrated at this site where King Shaka defeated thousands of Ndwandwe warriors with a small force of just over 2 000 warriors. This battle marked the first King Shaka's wisdom and victory. The site has been identified by the Ulundi Municipality as one of the important heritage sites to be developed.

OPATHE HERRITAGE PARK

The Park is a multiple development concept situated on the R66, some two kilometres south of the Town of Ulundi, just across the Umfolozi River. The Park is completely underutilised at present. It has a breeding facility for game and, in common with many other reserves of its nature, has to deal with the scourge of the poaching of rhino. The facility a lot of game and has a game viewing area, a bird hide, a lapa and some administration offices. One of the opportunities offered by the Park is the development of a small conference facility.

6.1.2 AGRICULTURE

The agriculture sector is one of the most important key economic sectors within the Municipality. The Ulundi Municipality has a limited number of cultivated areas, which is mainly grouped on the boundary of the Municipality. Another large concentration of formal agricultural activities is situated to the north of Mpepho. Smaller groupings of cultivated land are distributed allover the municipal area. Commercial agricultural activities, although few and limited, are scattered around the Municipal area. These activities are located in the following areas: Nkonjeni, Mabedlana, Kwadayeni, Babanango, Mpungamhlope, Bloubank, Ngongweni.

Agricultural land distributed within the Ulundi Municipality as follow:
- Very few pockets of land with good and moderate agricultural potential,

- The majority of the municipal area has low agricultural potential,
- Large pockets of areas with restricted agricultural potential.

Forestry activities are limited to the areas around babanango, especially along the R68 road in the south of the Municipality. The Municipality further has four conservation areas. These areas are situated in the following areas:

- Eastern boundary adjacent to the Hluhluwe Ulundi Municipality Reserve,
- North of KwaMbambo,
- Western municipal boundary with Nquthu near Njanbuna,
- Ophathe Game Reserve

As pointed above, agriculture is a major sector within the Municipality and has the potential to contribute to the development of employment opportunities as well as addressing matters related to food security. The KZN Department of Agriculture has programme that focuses on the emerging farmer community within the Municipality. Large commercial farms are located within the western part of the Ulundi Municipality, these farmers require limited assistance from the Department. Each ward in the Municipality has its own farmers association representing the interests of the farmers, commercial and emerging, in that ward.

6.1.3   MANUFACTURING

There are minimal manufacturing or industrial activities currently within the Ulundi Municipal Area. The railway line which transverses the Ulundi Municipality, as well as the Airport in Ulundi Town, might offer some opportunities for small-scale manufacturing activities. The potential for this, needs to be investigated. There a few concrete works companies in the area: Umpheme, Umfolozi Quaries, Mbilane Blocks Suppliers, Enyathi Precast and small others.

There are many small-scale activities of this nature throughout Ulundi Area. This industry needs more attention and it needs resourcing as it creates instant jobs and contributes positively on poverty alleviation.

Dalisu Laundromat was an intervention for laundry and sewing. The sewing part has started operation. Some women clubs are carrying out various activities of this nature but lack necessary resources. Training has been offered and no placement takes place.

There is no Motor retail industry in Ulundi. The people of Ulundi have to go to other towns to get this service. There are workshops where the mechanical, auto electrical and panel beating

activities are carried out. The main area are the work shop units in the industrial area that were developed by Ithala many years ago (980s).

6.1.4   MINING

There is currently virtually no mining taking place within the Municipal Area, with the exception of one big mine called Okhukho Coal Mine and some small-scale rock, quarry and sand-mining activities. The Umfolozi Quary are mining their own rock and sand.

Further economic opportunities that can be explored include the mining areas around Nqulwane, (although the future of Mining in this area is uncertain) and the forestry activities around Babanango.

6.1.5 EMERGING SMME AND INFORMAL ECONOMY

As is the case with other rural towns, the development of Ulundi began during the decades of the 1970s and the 1980s. Ulundi Town has come a long way from the settlement that once consisted of a supermarket and a bank located on a gravel road. The construction of the Ulundi Plaza in the 1980s was the launching pad for the commencement of commercial development within Ulundi. Apart from the Ulundi Plaza, the Ulundi Holiday Inn is the oldest commercial entity within Ulundi.

Apart from the further expansion of the Ulundi Plaza, which was also funded by Ithala Bank, Ulundi now has the King Senzangakhona Mall which was completed in 2008 as the focal point of commercial development within the Town. The establishment of the Mall led to the fast tracking of other developments such as the Ulundi Intermodal Facility.

Community members today have the choice of five popular supermarkets, two hardware outlets and four commercial banks at which to conduct their business. There are also four filling stations within the ambit of Ulundi where fuel can be obtained. Adjacent to the King Senzangakhona Mall a new commercial development that features, among other commercial enterprises, a Game Retail Store, a Kentucky Fried Chicken, a Nandos and a Chicken Licken outlet has been completed, this development overlooks the R66 entrance to the town of Ulundi and it constitute the Ulundi Town growth by 100%.

Another mini Mall called Ezulwini followed and was opened at the end of 2013. The mall includes Shoprite, the hardware and other shops. This multiple growth of Ulundi Town in just 10 years doubled the size of Ulundi, it also increased employment opportunities to more than

double the number thus contributing hugely to the National Government Priorities. The economy also doubled.

There are other numerous development structures a few examples of which are: Ulundi Cash and Carry, Ikhwezi Cash and Carry which supply rural retail shops. There are big hard ware retailors among which is Cash Build, Build It, Boxer Build etc. There are also big banks like FNB, ABSA, STD Bank, Ned Bank, Capitec Bank.

6.1.6 GREEN ECONOMY

As per other Municipalities, Ulundi expressed its intention of becoming a leader in terms of Green Economy development. The green economy initiatives include a number of components viz.

- Green Energy
- Green Industry
- Green Property
- Green Landscape

- Green Infrastructure
- Green Agriculture
- Green Jobs
- Green Skills Development

While, the green economy in one of the sectors targeted by the Municipality as part of the Provincial Growth and Development Plan's recommendations, this sector is not yet fully undertaken by the Municipality. Once Ulundi embarks on the green economy, the targeted markets will be, among others, green industry projects, manufacturers, energy services companies, consultancies, SMMEs, co-operatives, youth enterprises, research institutions, test laboratories, training providers and engineering companies.

6.1.7 THE ICT SECTOR

Ulundi Municipality continues to face challenges with telecommunications infrastructure. Most of the outlying areas within the Municipality experience challenges with cellular services. This clearly indicates the backlog in ICT infrastructure in the Municipality, especially in the rural areas.

Broadband connectivity is a vital factor in attracting external investments into the Municipality. Funding therefore needs to be secured to ensure that broadband is rollout in the Municipality to ensure that businesses have better access to information, scholars have more access to educational materials, etc. Universally available high-speed broadband is of strategic importance as it will allow:

- Businesses to compete in a global marketplace irrespective of size or location,

- Improved skills through increased access to education and resources,
- Opportunities for innovators and entrepreneurs to develop and exploit new applications and services, irrespective of their location,
- Transformation in the way that services are delivered through more efficient public services,
- Rural communities to be more attractive places to live, and
- Ulundi's rural economy to remain competitive and help stimulate economic growth.

6.2   SECTORAL CONTRIBUTION TO GVA & EMPLOYMENT

6.2.1 EMPLOYMENT TRENDS

Elevated unemployment imposes significant costs on individuals, families, the society and the Municipality. Most of the costs are due to there being no offsetting gains to the costs that everyone must bear. Prolonged unemployment can lead to an erosion of skills, basically robbing the economy of otherwise useful talents. At the same time, the experience of unemployment can lead to greater scepticism and pessimism about the value of education and training and lead to workers being less willing to invest in the long years of training some jobs require. On a similar note, the absence of income created by unemployment can force families to deny educational opportunities to their children and deprive the economy of those future skills.

6.2.2 WORKING AGE

As presented in the following table, the around 24 264 people in the Ulundi Local Municipality or 54.7% of the population is of the working age.

Table 19 Population Working Age

Descriptions	Pop Number	Pop %
Total: All population groups	197127.8	100
Working age population (Number)	107994.5	54.78

Source: Ulundi Municipality – Quantec 2019

As presented in the following table, 16.97% of the working age population is employed while 16.1% is unemployed. This indicates the need to create new job opportunities in the Municipality for the working age unemployed people. The table below presents the employment statistics of the Municipality.

Table 20 Ulundi Employment-Unemployment Trends

Descriptions	Pop Number	%
Working age population (Number)	107994	100
Employed (Number)	18326	16.97
Unemployed (Number)	17472	16.18
Not economically active (Number)	72197	66.85
Unemployment rate (Percentage)		48.81
Labour force participation rate (Percentage)		33.15
Absorption rate (Percentage)		16.97

Source: Ulundi Municipality – Quantec 2019

Sometimes, due to unemployment labourers are exploited and have to accept low wages and work under un-favourable conditions. Industrial disputes arise which has adverse effects on employer-employee relations. Many social evils like dishonesty, gambling and immorality etc. arise due to unemployment. It endangers the law and order situation of society and causes social disruption. Unemployment causes poverty as the burden of debt increases. Human resources go waste. No constructive use of labour force is made. If human resources are properly utilised, the economy of the Municipality will increase.

The labour force participation rate is defined as the percentage of working-age persons in an economy who are employed or who are unemployed but looking for a job. The labour force participation rate in Ulundi is estimated at 33.1**%**. The labour absorption rate is estimated at 16.9**%** while the unemployment rate of the Municipality stands at 48.8**%**.

6.2.3 FORMAL AND INFORMAL EMPLOYMENTS

The figure below depicts the percentage of employed individuals, employed in either the formal or informal sector.

Figure 11 Ulundi Formal and Informal Employments
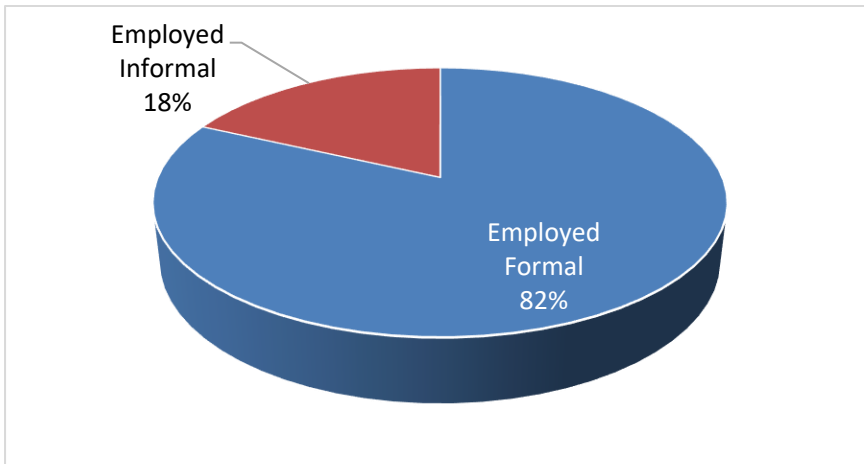
Source: Ulundi Municipality – Quantec 2019

Of the total employed individuals in Ulundi, 82% are employed in the formal sector. In Ulundi, the informal economy absorbs also a considerable proportion of the population in the job market (18%). The sector is a strong contributor to economic growth and employment opportunities and as such the Municipality should focus on growing the informal sector by initiating LED programmes that promote their growth into the formal sector.

6.2.4 SKILLS PROFILE

The figure below depicts the percentage of employed individuals, who either belong to the following categories: skilled, semi-skilled, unskilled.

Figure 12 Ulundi Skills Profile
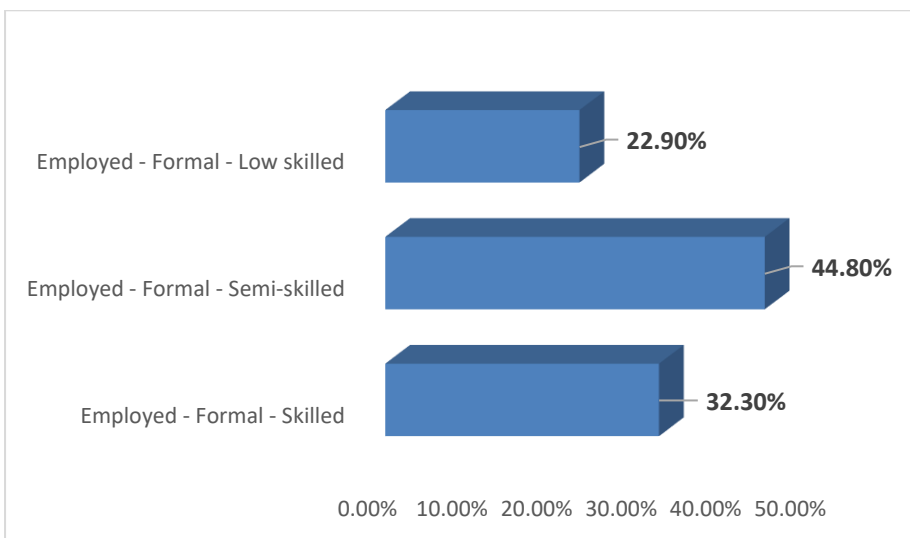
Source: Ulundi Municipality – Quantec 2019

Of the total employed individuals in Ulundi, 32.3% is made up of skilled, 44.8% semi-skilled and 22.8% low skilled in 2019. The majority of people who are formally employed in 2019 belong to the semi-skilled category. This reiterates the need for promotion of skills development to encourage formal employment and further shows that there are fewer employment opportunities to absorb household heads in the Municipality labour market which is typical of rural areas.

6.2.5 SECTORAL CONTRIBUTION TO EMPLOYMENT

In the figure below, formal employment of the population of Ulundi is concentrated in the general government services and community, social and personal services sectors with 31.4% and 20.1% respectively. Wholesale and retail trade, catering and accommodation sector as well as the finance insurance, real estate and business services provide a considerable portion of employment estimated at 15.4% and 15.3% respectively. The figure below reveals the sector employment figures of Ulundi.

Figure 13 Sectoral Contribution to Employments
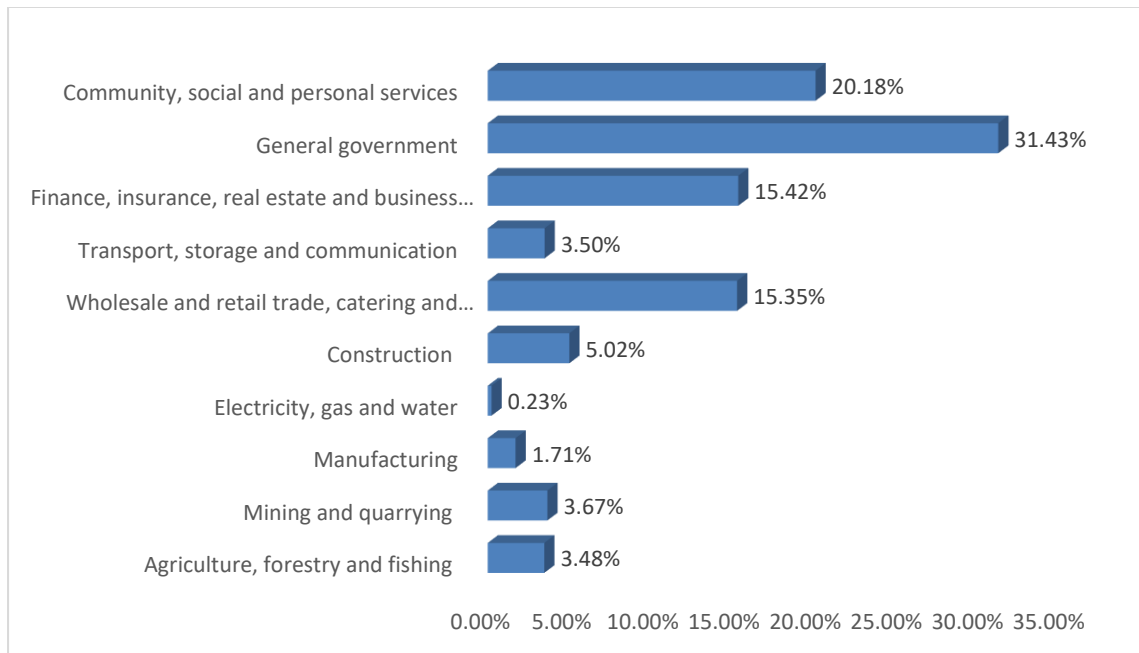
Source: Ulundi Municipality – Quantec 2019

As per the following figure, the total employment Ulundi is increasing at an increasing rate of 0.48%. Ulundi's year-on-year employment growth rate started off at 17278 in 2009 and then went down to 16673 in 2011. Thereafter, the employment growth rate of Ulundi went upward until reaching 18326 in 2019.

Figure 14 Ulundi Employment growth trends.
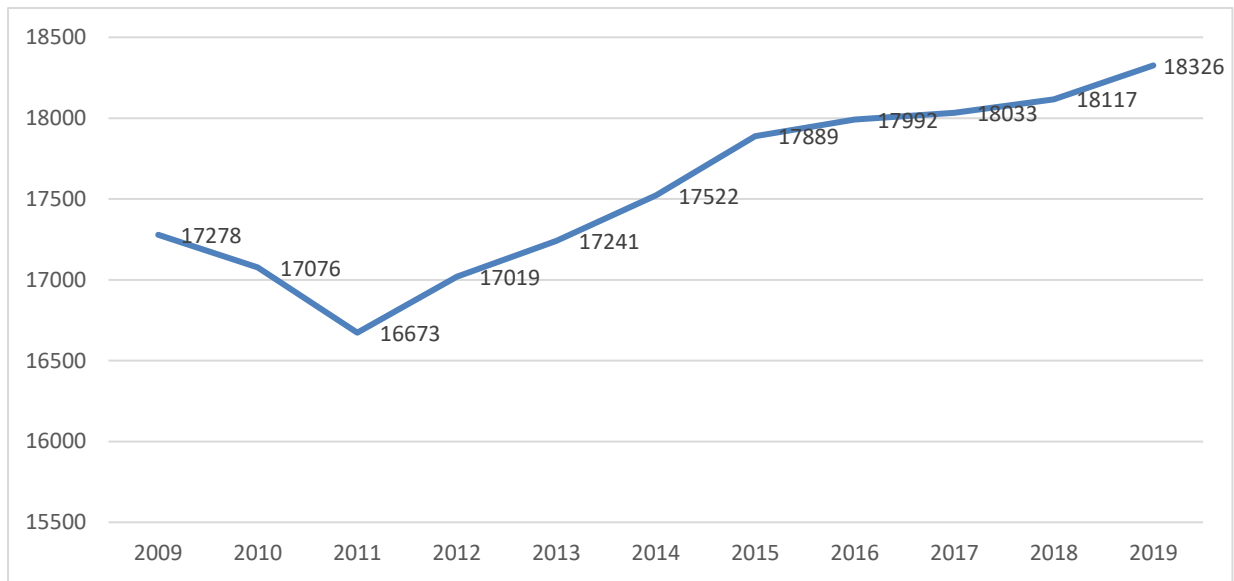
Source: Ulundi Municipality – Quantec 2019

6.2.6 SECTORAL CONTRIBUTION TO REGIONAL GVA

The figure below shows that general government services is major contributor to the GVA of the Municipality with 38.8%. Other key contributors include finance (insurance, real estate and business services), mining and quarrying, community services, wholesale trade, agriculture (forestry and fishing), and transport sector as presented below/.

Figure 15 Ulundi Sectoral Contribution to GVA
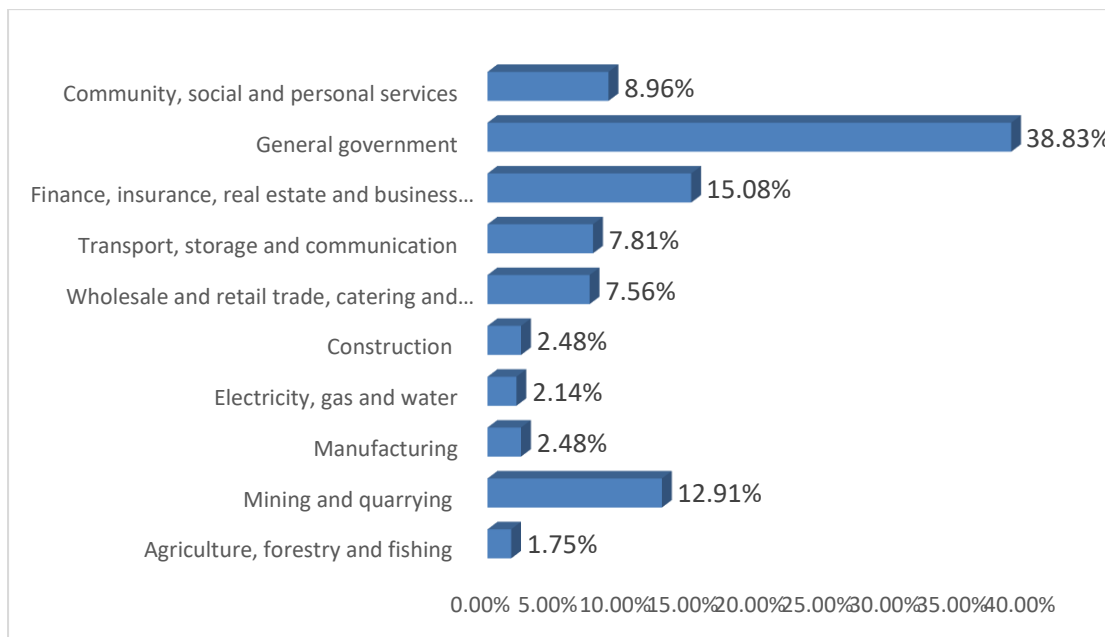
Source: Ulundi Municipality – Quantec 2019

The figure below gives an indication of the year-on-year growth in GVA for Ulundi Local Municipality between 2009 and 2019 which can be measured as GVA at constant 2010 prices. As per the following figure, the total GVA of Ulundi is increasing at an increasing rate of 7.5%. From 2009 to 2019 the GVA increased from 2511 to 5180 million.

Figure 16 Ulundi GVA growth trends.
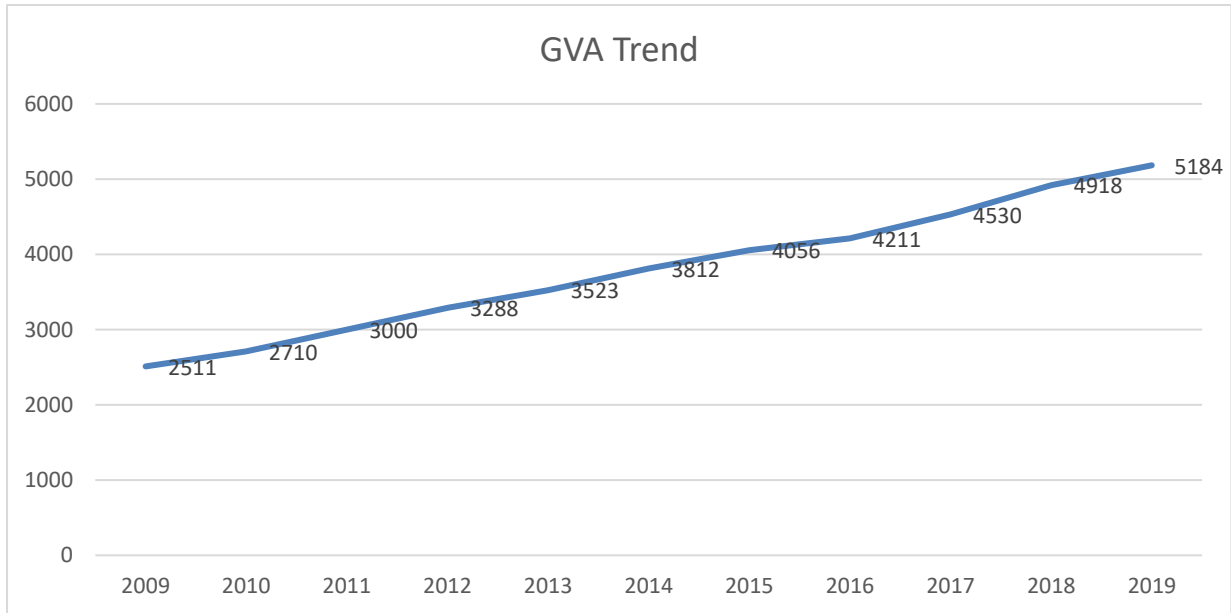
Source: Ulundi Municipality – Quantec 2019

7 SECTION 7: SURVEY FINDINGS

This section provides an analysis of the survey results from the consultations that occurred. The study involved consultations with small business owners, informal traders as well as cooperatives. It also involved stakeholders from agricultural sector, manufacturing sector and tourism sector. Site visits were undertaken in Ulundi, Mahlabathini, Babanango, Mpungamhlope and two small areas near Lottery and Sterkstroom where the majority of businesses are located as well as a growing population and small-scale economic activity. These stakeholders' representatives provided insights of where the gaps currently lie in their work environment, access to economic opportunities as well as highlighting possible areas where the Municipality can intervene.

Random sampling method was used for the sample population of the respondents. As a result, each individual is chosen randomly and entirely by chance, such that each individual has the same probability of being chosen at any stage during the sampling process. The respondents for the survey were randomly sampled according to willingness to participate and availability on the day of the survey.

The objectives of the surveys were to identify the key challenges facing economic stakeholders (both formal and informal), receive input from them on service delivery and support required from government, and to identify trends in the business cycle. The business survey focused on the following 5 sectors:

- Agriculture,
- Manufacturing,
- Tourism,
- SMMEs, and
- Informal Economy.

7.1 AGRICULTURE BUSINESSES

FARMING DURATION

The survey revealed that farmers do have substantial experience in the trade of agriculture as 42% of the surveyed farmers boasts more than three years' experience in farming. This implies that most farmers are clued up in agricultural practise and implies that agriculture is one of the trades the local see as meaningful in their making a living.

Figure 17 Farming duration
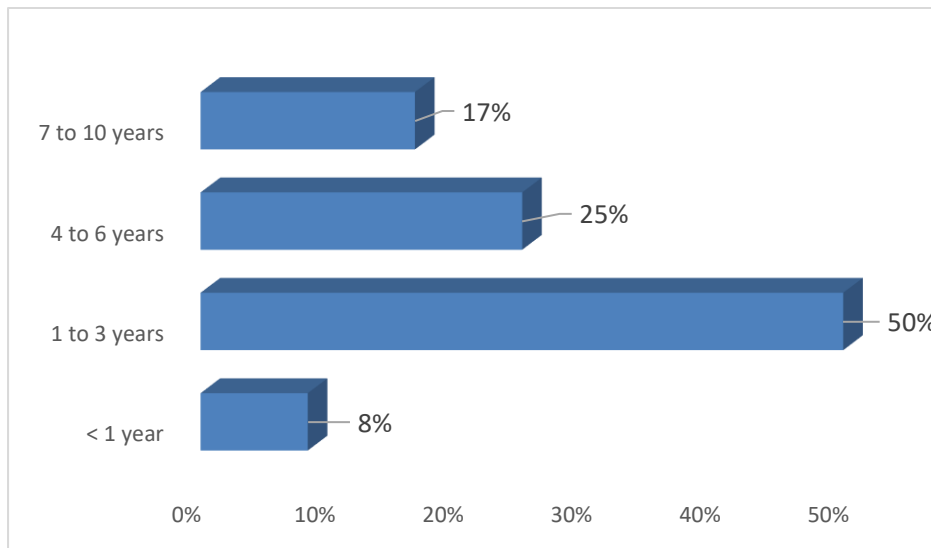
Source: Ulundi Municipality 2020 Survey

THE MAIN PRODUCTS OF THE FARMS

Both subsistence and commercial farming prevail in Ulundi Municipality. Both forms are important as they are the source of food security and income generation. Farming experience is also important to gauge the skills level of the farmers. It is expected that those farmers who have engaged in the farming trade for several years have mastered the trade and have proved resilient in the midst of challenges they may have confronted. The farming practise by local farmers in Ulundi Municipality, who were surveyed, is dual in nature; smallholder and emerging

Figure 18 Key activities
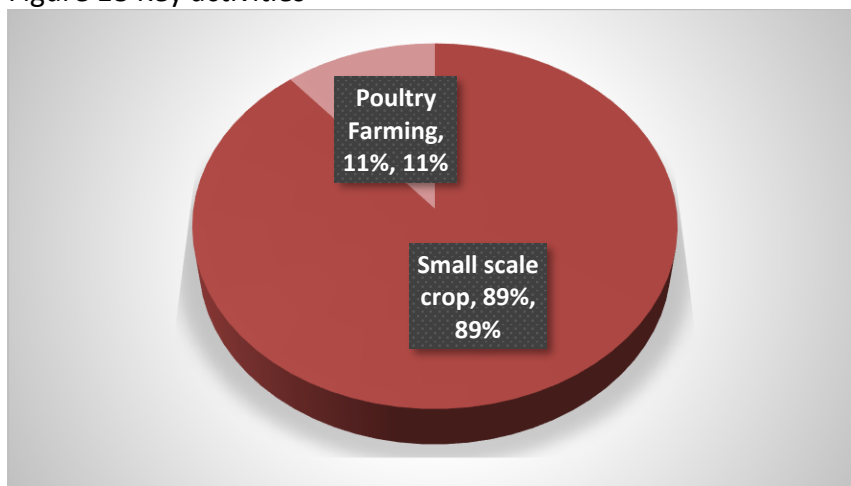
Source: Ulundi Municipality 2020 Survey

Leasing land for farming purposes has a considerable impact on the earnings of farmers. Moreover, leasing land plays a crucial role on the sustainability, or lack thereof, of the farming

practise. For instance, the leased land could be developed and used for other purposes but farming which will have a negative impact on agricultural practise. Fortunately, all farmers interviewed owns the land they are farming,

ADVANTAGES AND DISADVANTAGES FOR FARMING IN ULUNDI

The following table presents the advantages and disadvantages the all surveyed farmers have expressed during the face to face interview

Table 21 Advantages and Disadvantages of farming in Ulundi

ADVANTAGES FOR FARMING IN ULUNDI	%		DISADVANTAGES FOR FARMING IN ULUNDI	%
Sufficient water	20%		Drought and shortage of water	19%
New agricultural ventures	7%		Lack of agricultural input.	15%
No competitors	20%		Lack of capital.	8%
Many clients	13%		Lack of transport to market	15%
Suitable and availability of land	33%		Limited access to market,	27%
Chicks are easily available and feeds for chicks are also available	7%		Shortage of farming tools	8%
			Training in diseases control	4%
			Training in quality control	4%

Source: Ulundi Municipality 2020 Survey

PERMEANT EMPLOYEES

The majority of the agricultural businesses in Ulundi employ 6 to 10 permanent workers as presented in the following figure.

Figure 19 Employment Trends
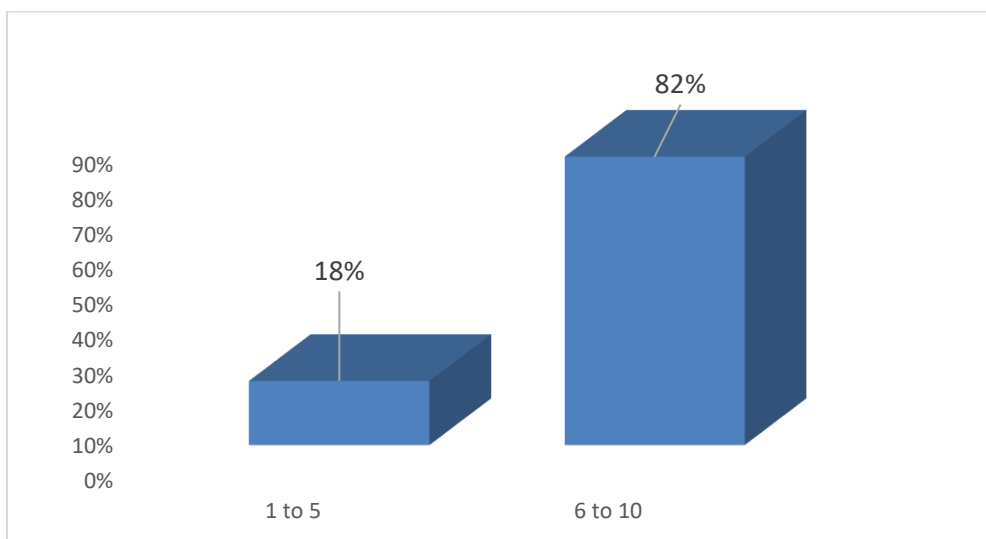
Source: Ulundi Municipality 2020 Survey

However, with regard to temporary employments, all the interviewed farmers indicated that they do not have temporary employees at the moment.

IMPROVEMENTS NEEDED FOR AGRICULTURAL PRODUCT MARKETS

Establishing markets as well reaching them can be a challenge for small growers. And markets are important in order to sustain the economic viability of the agricultural trade. As presented in the following table, farmers in Ulundi have specific challenges related to access to markets. All farmers are using the public transport to take their products to the market

Table 22 Needs related to Markets

Market related Challenges	%
Access to farming inputs	8%
Access to storage facilities	4%
Meet market demand	4%
Reliable transport	21%
To develop a database of each crop	4%
To have sufficient water supply	13%
To improve production plan,	4%
To improve quality of produce	21%
Training in pest control	8%
Training in quality control	13%

Source: Ulundi Municipality 2020 Survey

PARTNERSHIP WITH EMERGING FARMERS OR COOPERATIVES

All existing farmers are happy to partner with co-operatives and other emerging farmers as mentors for the skills transfer.

PRODUCTS EXPORT

The overwhelming majority of farmers interviewed (91%), pointed out that, their crops and products are not exported outside the country as they have a sufficient customer base in Ulundi as presented below.

Figure 20 Export of Products
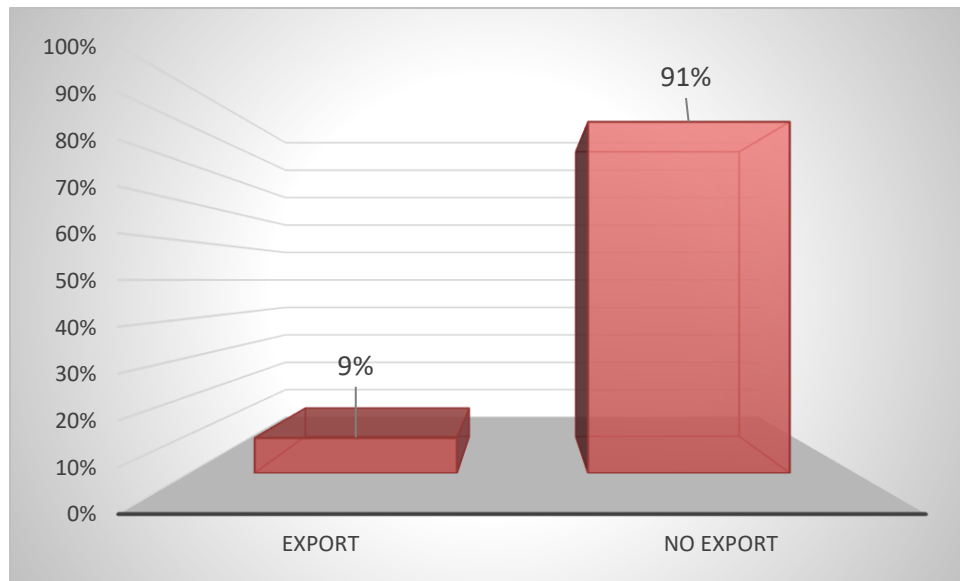
Source: Ulundi Municipality 2020 Survey

PROBLEMS HINDERING THE EXPANSION PROCESS

There are several challenges that surveyed Ulundi Municipality farmers have outlined to the research team. The table below enlists these challenges that are experienced by both smallholder and commercial farmers. However, access to markets and to farming inputs are the dominant concerns for the Ulundi farming community.

Table 23 Key Challenges

Key Challenges	%
Access to markets	25%
Business administration and marketing training	15%
Drought	10%
Farming inputs	20%
New competition	5%
Roads	3%
Skills and labour shortages	3%
Solid waste disposal	5%
Storage facilities	8%
Water availability	8%

Source: Ulundi Municipality 2020 Survey

From the preceding challenges, farmers have suggested a number of options to improve their farming operations and businesses. These include the training, infrastructure provision, inputs support and others as presented in the following table

Table 24 Suggestions from Ulundi farmers

INFRASTRUCTURE PROVISION	TRAININGS
• Infrastructure provision: access to suitable land • Infrastructure provision: farmers market • Infrastructure provision: Fence • Infrastructure provision: improve transport to reach customer in time • Infrastructure provision: installation of boreholes • Infrastructure provision: micro-irrigation scheme to enable macro-agriculture and farming • Infrastructure provision: storage facility • improving water supply	• training in organic planting • Training in marketing skills • training in project management • Training in soil testing • training in spraying programme • training in team building • training in using natural plants • Training on climate change • Technical training in agriculture to improve method of planting • Training in quality control • training in pest control • training in production plan
INPUTS AND OTHERS	
• Healthy food Awareness • To be introduced to farming value chain system • to introduce resistant plants • To develop a database of each crop	• Inputs: suitable seeds/seedlings • to introduce youth in agriculture • Agricultural roadshows and exhibition

Source: Ulundi Municipality 2020 Survey

7.2   MANUFACTURING

The manufacturing businesses surveyed were varying in experience in the industry, with the average number of years in operation being 8 years. The number of employees is telling of the operation experience that the business needs and the stage of development it is at. Most businesses employ between 21 and 40 people. The smaller businesses that are emerging employ less than 10 people.

Figure 21 Employments trends

Number of employees

More than 40	17%
Betweeen 21 and 40	33%
Between 11 and 20	17%
Less than 10	33%
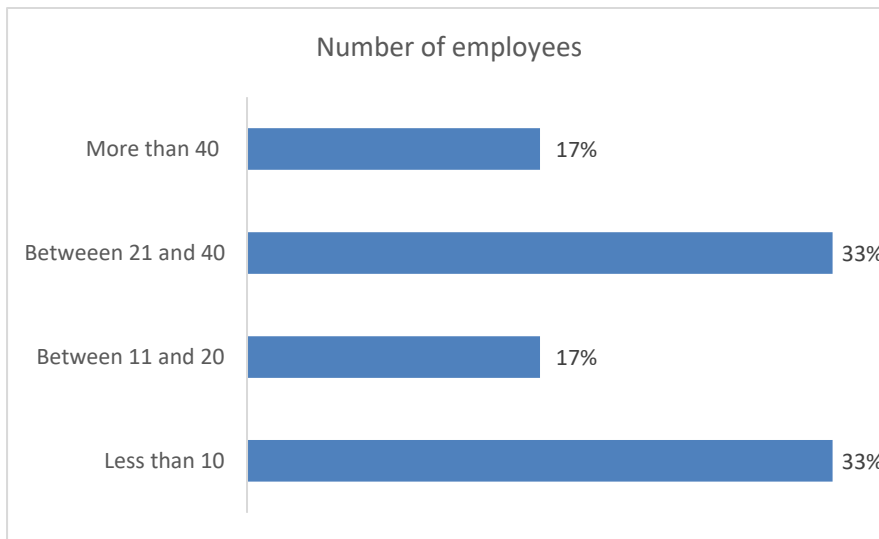
Source: Ulundi Municipality 2020 Survey

The business owners' experiences of being in Ulundi are shown below. The business owners were able to list more than one advantage or disadvantage of being in Ulundi. In terms of advantages, the most popular reason for why they enjoyed operating their business in Ulundi was because it is easily accessible to its customers. The proximity to the big nodes (Richards Bay, Durban, etc.) is also advantageous as some of the manufacturers have supplier networks with bigger manufacturers and other clients in the area.

Figure 22 Locational Advantage

Proximity to suppliers	29%
Tousists route	14%
Easily accesible	57%
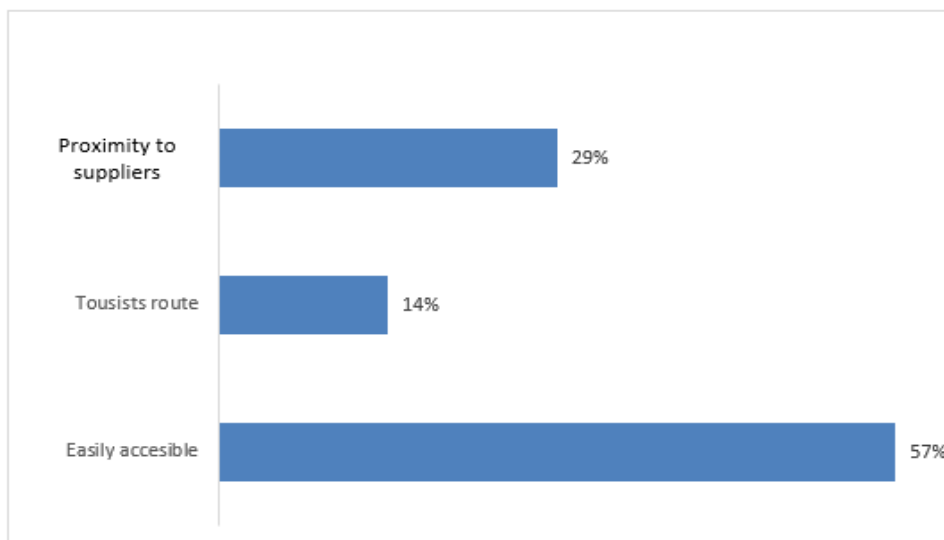
Source: Ulundi Municipality 2020 Survey

The disadvantages were more varied as multiples answers were given by the business answers. The main disadvantage that hey experienced were the power outages. These were

not ordinary, scheduled power outages that the country was experiencing during load shedding, but it was an issue that existed before the national crisis. The other issue experienced was a lack of suitable infrastructure such as the quality of roads.

Figure 23 Locational disadvantages
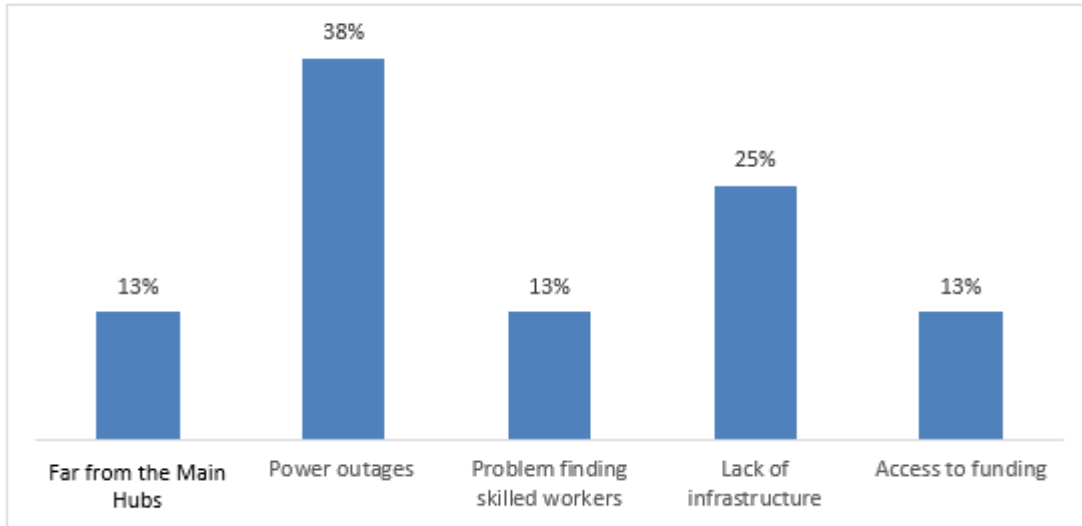
Source: Ulundi Municipality 2020 Survey

Business owners experienced different challenges but the aspect that affected most of them was the electricity supply. Suitable business premises and access to land was also a challenge for smaller businesses, who find themselves operating from places not designated for manufacturing. Legal issues and labour were some of the other less common challenges that they faced.

Figure 24 Challenge to Expansion
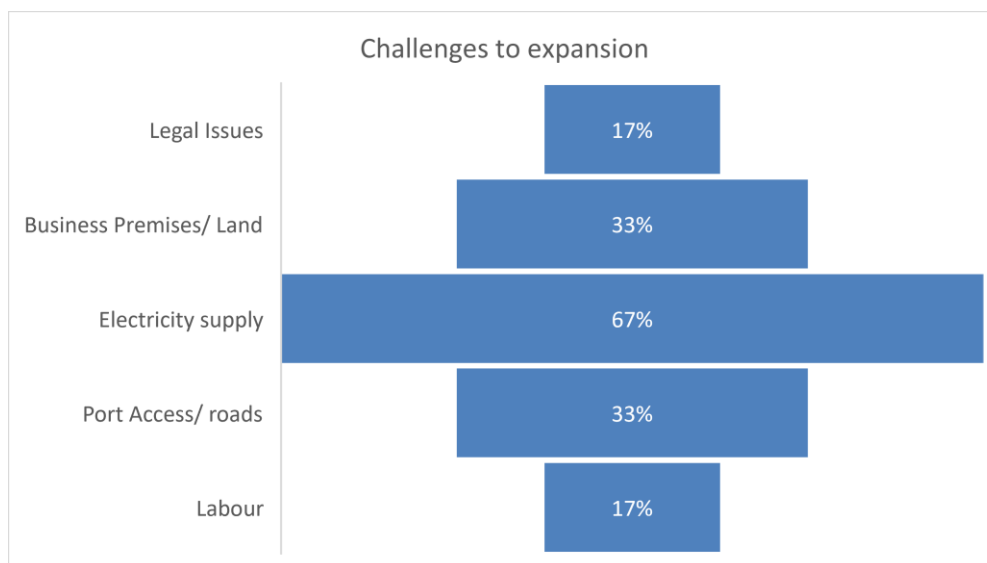
Source: Ulundi Municipality 2020 Survey

7.3   TOURISM

The tourism surveys were undertaken with owners for resorts, holiday homes, B&B's and other related tourism services.

BUSINESS DURATION

With regards to business duration, many tourism businesses (33%) in Ulundi have been operating from more than 10 years, which indicates that Ulundi is a tourism destination of choice.

Figure 25 Business Duration
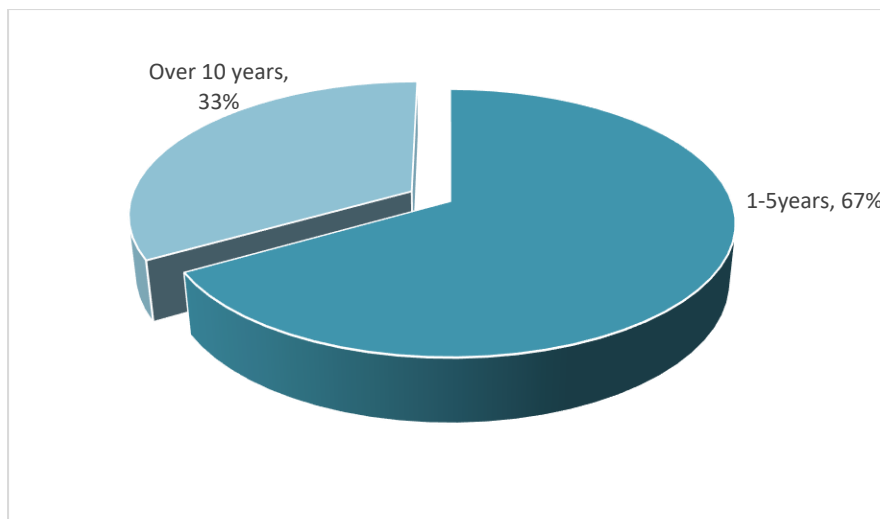
Source: Ulundi Municipality 2020 Survey

TYPE FACILITIES OFFERED

As presented in the following figure, Ulundi offers a variety of tourism services to potential tourists including children activities, tour guiding, etc. However, the accommodation services are the most dominant tourism activity offered in Ulundi.

Figure 26 Facilities and services offered
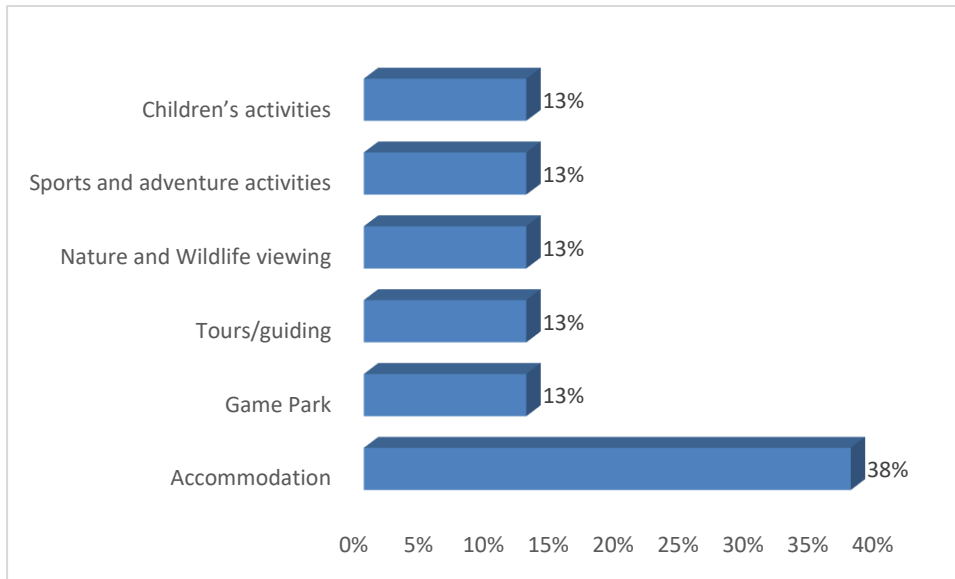
Source: Ulundi Municipality 2020 Survey

MAIN MARKETS

The tourism businesses and facilities in Ulundi mainly attract South Africans in general, South African family groups and international travellers. This is due to the type of leisure activities found in Ulundi and the natural attractions that make for enjoyable vacations

Figure 27 Main Markets
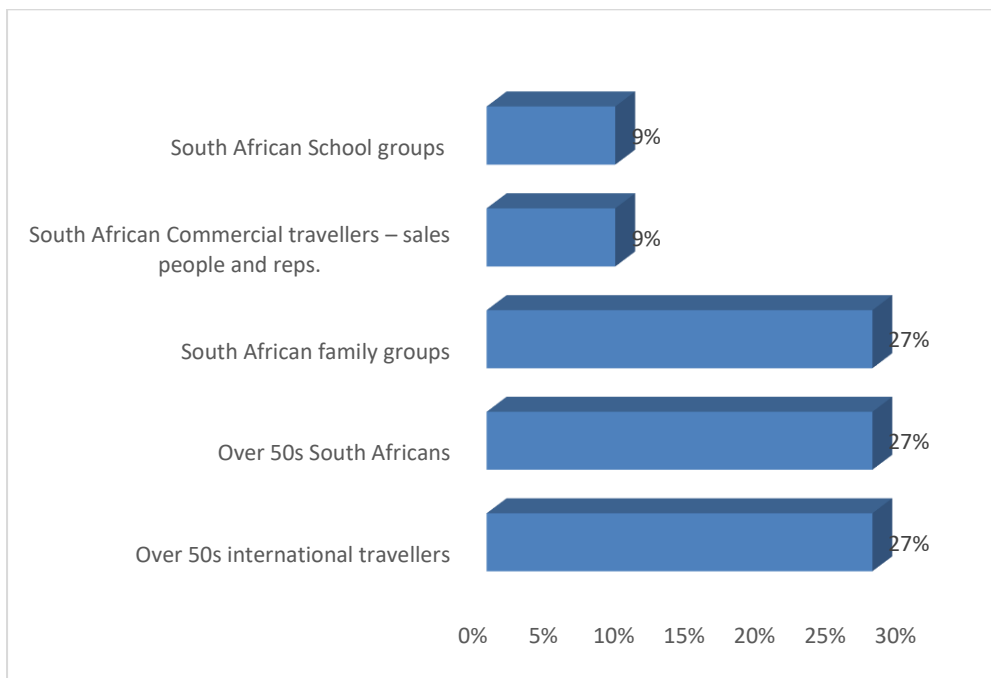
Source: Ulundi Municipality 2020 Survey

MAIN DOMESTIC AND INTERNATIONAL ATTRACTIONS

Both domestic and international tourists are attracted by the following tourism activities and services:

- Bicycle trails,
- Battlefields,
- Birding and hiking

However, the unique selling point of Ulundi include:

- Gqokli
- Ophathe game reserve,
- Emakhosini,
- Dingaan stad,
- Ondini,
- History and culture of Ulundi

Some of the most facilities attracting tourists in Ulundi include the historical sites and game reserve. If these are marketed well then, the tourism sector would benefit from a more consistent flow of satisfied visitors who would visits again.

KEY ULUNDI TOURISM HINDRANCES

Despite the natural attractions and setting of Ulundi, there are several factors that are preventing the growth of tourism sector. These were identified by business owners as:

- Lack of signage and advertising
- Limited marketing and branding of tourism attraction.
- Poor access roads to historical sites
- Spirit of makhosini multimedia centre not well maintained amongst other historical sites and ophathe game reserve not managed well not welcoming
- Crime
- Power outages
- Weak cellular signal
- Water restrictions and shortages
- Limited access to fund

ADDITIONAL SUPPORTING INFRASTRUCTURE NEEDED FOR ULUNDI TOURISM

Additional infrastructure that should be built in Ulundi was proposed by owners of tourist establishments, based on the needs of their patrons. This includes signages, rest stops, petrol filling stations and market stalls as presented below.

Figure 28 Additional infrastructure
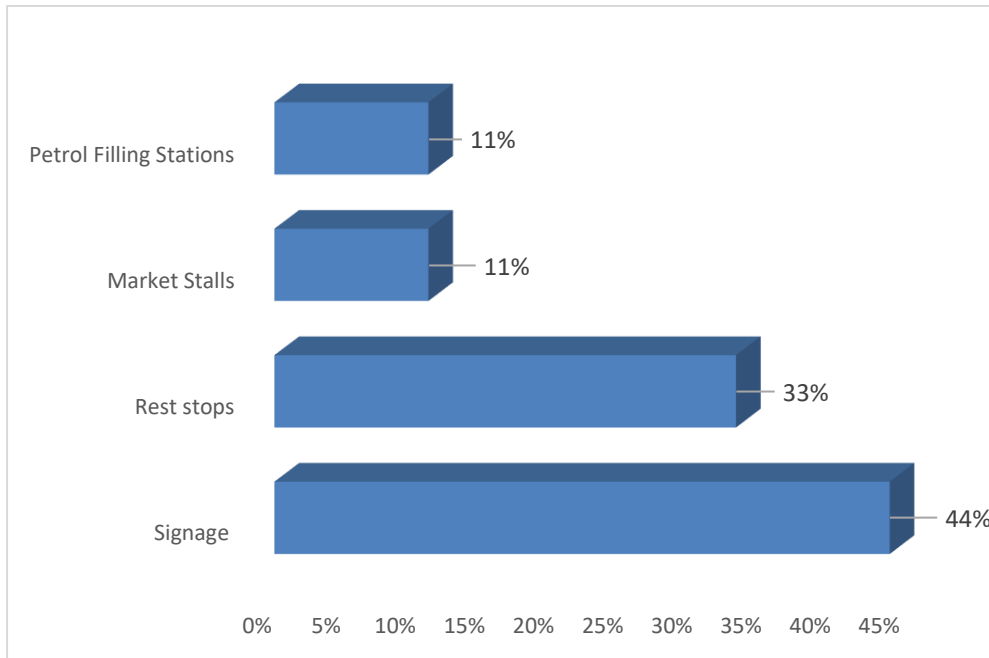
Source: Ulundi Municipality 2020 Survey

ADDITIONAL TOURISM FACILITIES TO BE ADDED IN ULUNDI

From the surveys, the consensus was that an improvement in a number of infrastructures would improve the general tourist experience. These include the revamping of the Mangosuthu Airport to allow for more flights, improvement of the Ophathe game reserve, provision of the clean pubic ablution facilities and fuel stations on R34.

7.4   SMALL MEDIUM AND MICRO ENTERPRISES (SMMES)

REASONS FOR CHOOSING

The formal business surveys organised indicated a number of key factors that attracted people to establish business in Ulundi Municipality. However, 45% of the Businesses in Ulundi pointed out that there are business opportunities in the area, another group for around 20% said that it was good for them to businesses from their hometown. the final group presented other reasons that influenced them to start business in Ulundi.

Figure 29 Reason for locating business in Ulundi
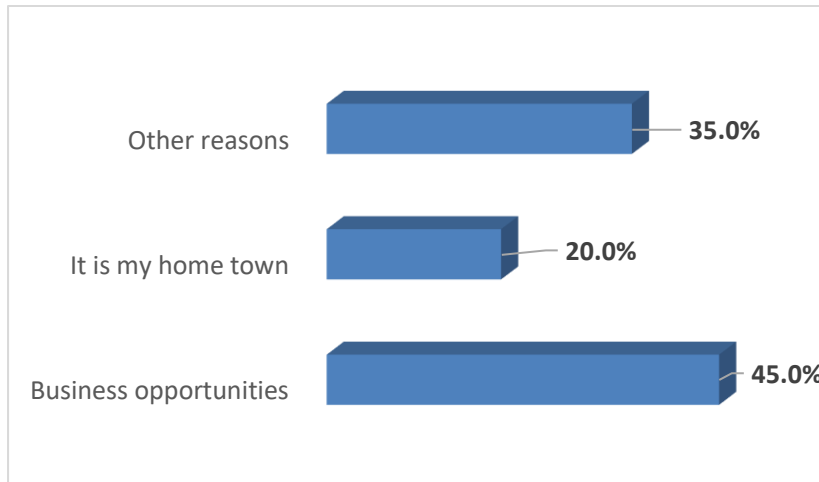
Source: Ulundi Municipality 2020 Business Survey

Other reasons include the following:

- To bring new brand to Ulundi
- To create jobs and help people changing their lives
- To give the community a choice of better prices on their food Items
- To help Ulundi people with our products
- To provide our services to the community
- To provide Ulundi community with food product.

MAJOR ACTIVITIES

Businesses in Ulundi Municipality, as presented in the following figures, provide a variety of merchandise and services to their clients that crosscut many economic activities. Some of them include automotive spares, hardware items, food outlets, retail shops and others.

Figure 30 Trading Goods and Services
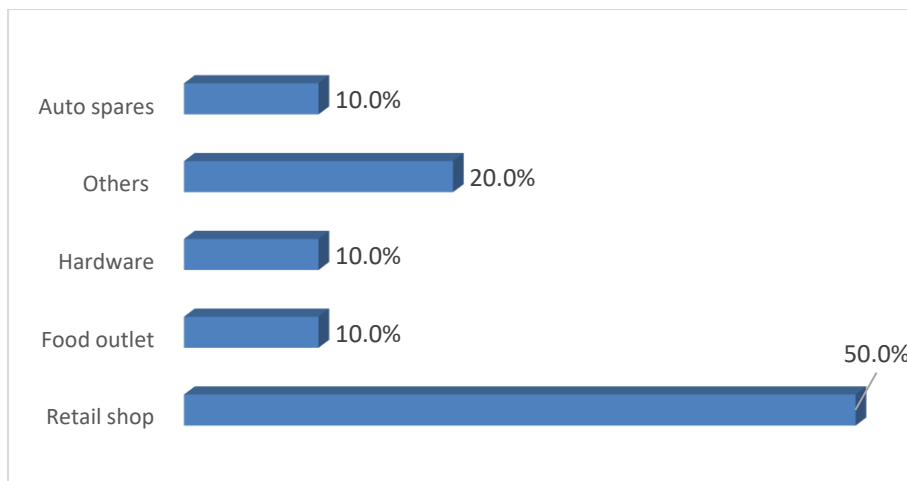
Source: Ulundi Municipality 2020 Business Survey

It should be noted that the retail shops provide items such as edible and non-edible household products, ladies, men and kids' shoes and clothing, bags and perfumes, hair product and beauty product. As per the preceding figure, 20% of businesses in Ulundi provide other merchandises including:

- Accommodation with conference and dinning
- Bed products - bed and pillows
- Convenience store
- Pharmaceutical products

BUSINESS SECTOR

The following table indicates that businesses in Ulundi Municipality are involved in many economic sectors. However, the dominant sector is the retail which accounts for 48% of the total. The Retail sector is followed by the construction sector as well as by the catering and accommodation with 29% and 10% respectively.

Table 25 Business Major Sectors

Key Sectors	%
Agriculture, forestry, fishing	5%
Construction, building	29%
Catering, accommodation	10%
Community or personal services	5%
Transport, storage, communications	5%
Wholesale, retail, motor trade	48%
TOTAL	100%

Source: Ulundi Municipality 2020 Business Survey

LOCAL OR INTERNATIONAL BUSINESS

As presented in the following figure, the majority of businesses (45%) in Ulundi are either branches of some of the national or South African companies or branches of some international companies. Only small portion of businesses, 20% belongs to local people. In this regard, there is a need to undertake a strong support campaign to ensure that local people are encouraged to start business in Ulundi.

Figure 31. Ownership status of Business in Ulundi
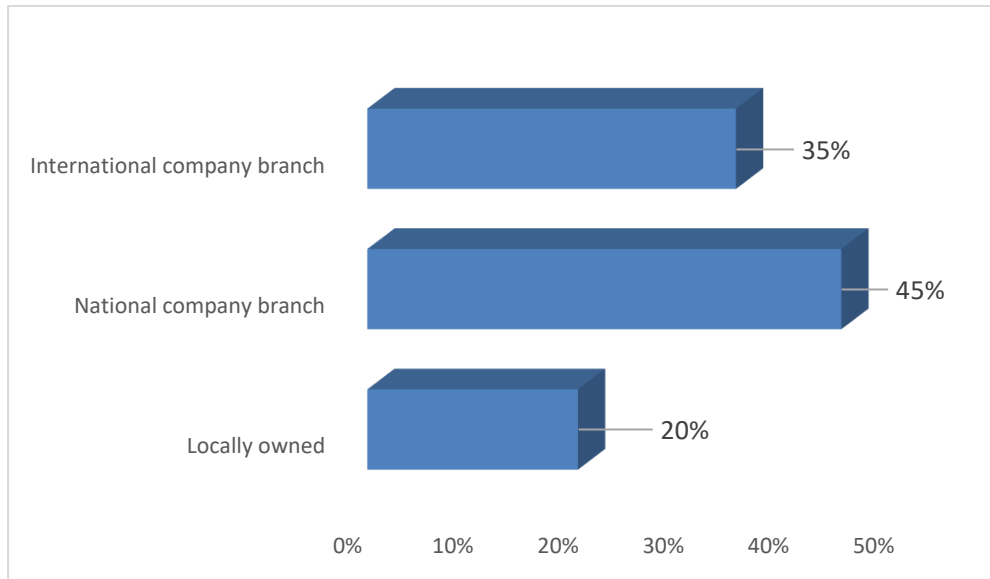
Source: Ulundi Municipality 2020 Business Survey

BUSINESS DURATION

As per the following figure, the majority (67%) of SMMEs in Ulundi have been operating for more than six years. This indicates and confirms that Ulundi is a good environment for business stability and growth, and this trend will need to be kept or improved to ensure that businesses are stable.

Figure 32 Business Duration
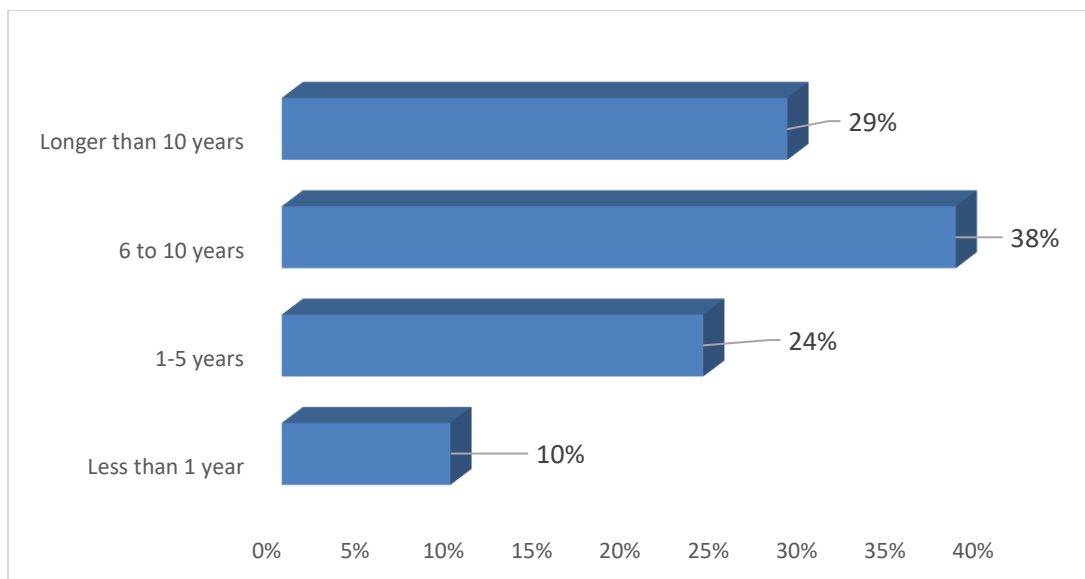
Source: Ulundi Municipality 2020 Business Survey Business Survey

KEY CUSTOMERS

Local customers are the main source of sales for 43% of the businesses surveyed, this is followed by clients from the KwaZulu-Natal province who co come from other Districts and Municipalities. In addition, some businesses have clients that are coming from outside of the province. Having a large number of local clients is an efficient economic indicator, as it shows that Ulundi people have the economic or the strong buying power to purchase from local businesses.

Figure 33: Business Main Clients - Sales
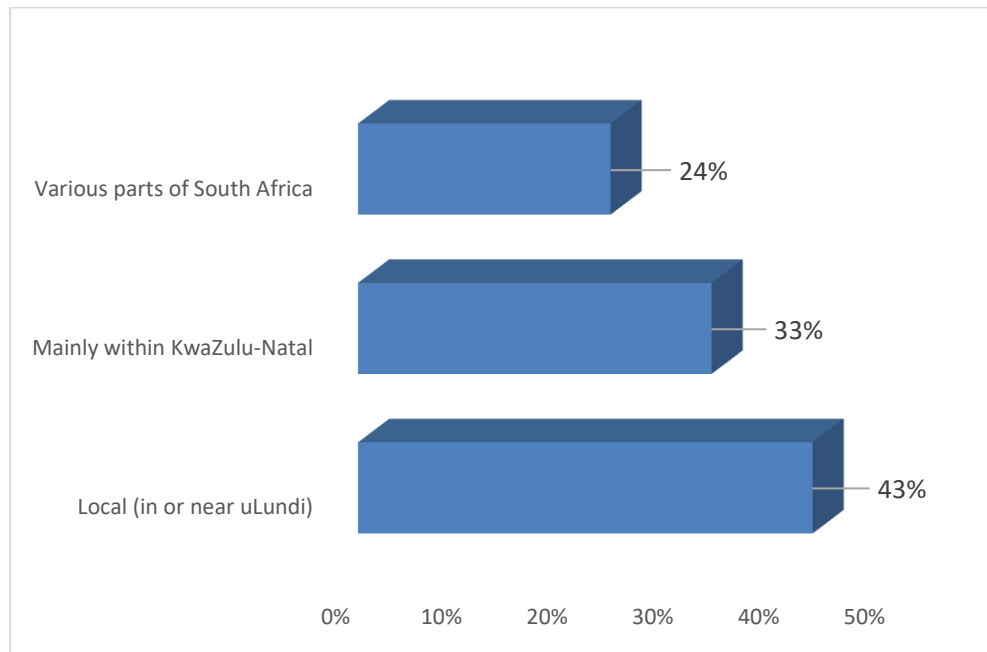
Source: Ulundi Municipality 2020 Business Survey

KEY SUPPLIERS

As presented below, when it comes to suppliers 60% of those interviewed purchase the bulk of their supplies from within KZN – often from around Richard Bay, Durban – or from various parts of South Africa (20%). Hardly any (5%) make significant purchases outside the country. An issue that will come up again later is the fact that relatively few (15%) can find the majority of their supplies locally.

Figure 34 Business Main Suppliers
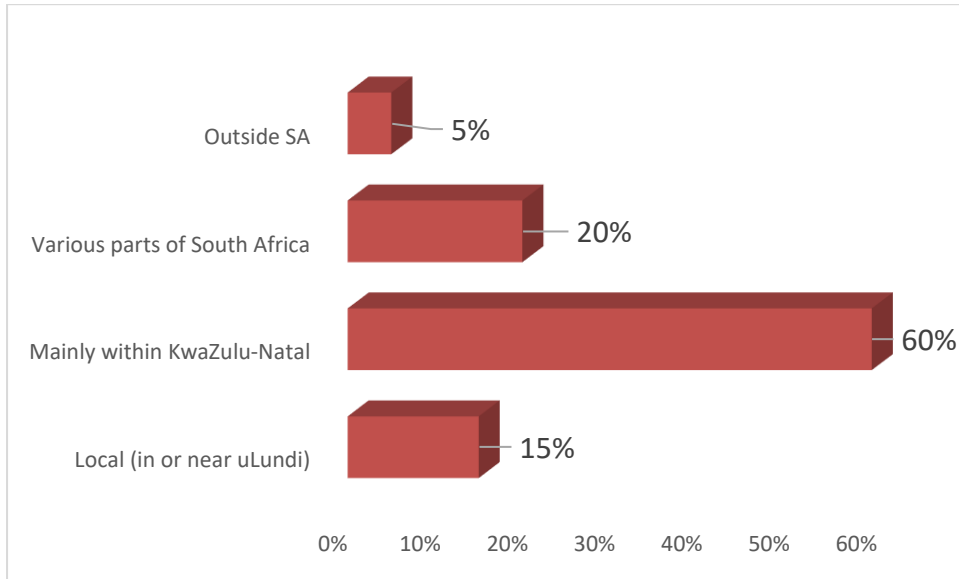
Source: Ulundi Municipality 2020 Business Survey

BUSINESS MARKETING MEANS

When asked what methods they use to promote their businesses, the great number said word of mouth and social media have a big impact with 14% each on their sales. Networking and socialising were said by 12% of interviewees to have some to big impact on sales. Next in importance are flyers and local radio followed by signage, local newspapers and then local posters.

Table 26 Means of Marketing

Marketing Means	%
Local newspaper	8%
Flyers	10%
National newspaper	6%
Networking	12%
Radio	10%
Signage	8%
Website	8%
Posters	8%
Social media	14%
Word of mouth	14%
Other (Franchise marketing, all means)	2%
TOTAL	100%

Source: Ulundi Municipality 2020 Business Survey

NUMBER OF FULL AND PART TIME EMPLOYMENTS

As per the following table, majority 65% of formal businesses in Ulundi employ between 1 to 9 full time persons depending on the business sector. However, there are many other businesses in Ulundi that employ between 10 to 20 full time employees. A big surprise is that 10% of the interviewed businesses employ between 20 t0 49 full time employees, which is great for the local economy in terms of the reduction of unemployment.

With regard to the part time employments, the majority of businesses employ between 1 to 4 people. It should be noted that, businesses have highlighted that, part time employments are seasonal, and they happen during the busy periods such as Easter and Christmas.

Table 27 Full and Part time Employments

Categories	Full-time	Part-time
1 to 4 Employees	35.00%	60.00%
5 to 9 Employees	30.00%	20.00%
10 to 19 Employees	20.00%	10.00%
20 to 49 Employees	10.00%	10.00%
50 to 99 Employees	5.00%	
100 to 199 Employees	-	-
200 + Employees TOTAL	- **100%**	- **100%**

Source: Ulundi Municipality 2020 Business Survey

CHANGE IN THE NUMBER OF PEOPLE EMPLOYED IN THE LAST TWO YEARS

In spite of the economic challenges 60% of the respondents said they had increased the number of people employed over the last two years while 40% said there had been no change in numbers. However, the good news is that no business did not indicate that it has reduced the number of people employed

Figure 35 Employments Trends Over the Past two years
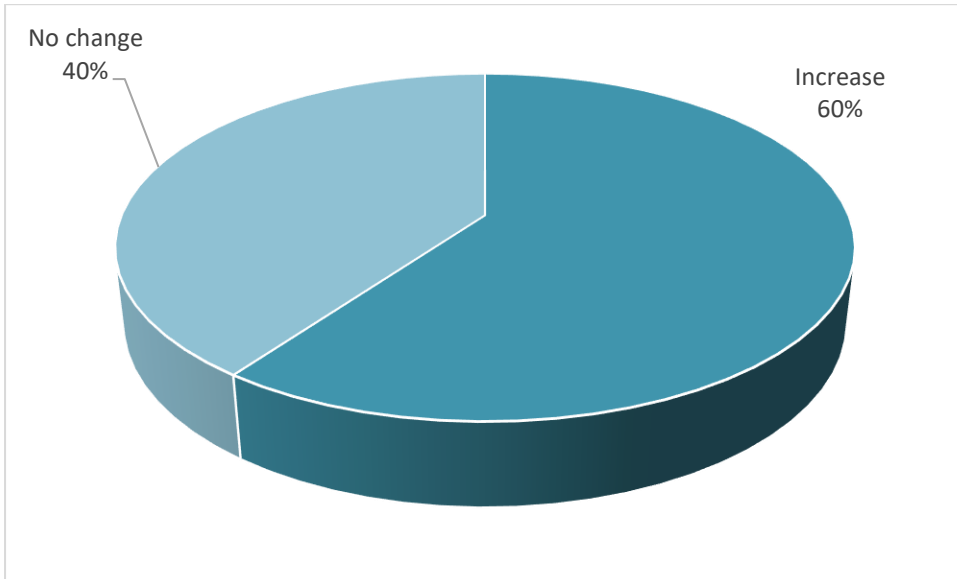
Source: Ulundi Municipality 2020 Business Survey

EXPECTED CHANGE IN THE NUMBER OF PEOPLE EMPLOYED OVER THE NEXT TWO YEARS

The overwhelming majority 55% of the businesses interviewed plan to employ more people over the next two years, while 40% expect their numbers to remain the same. Only 5% expect to reduce the number of people employed.

Figure 36 Expected Employment Trends Over the Next Two years
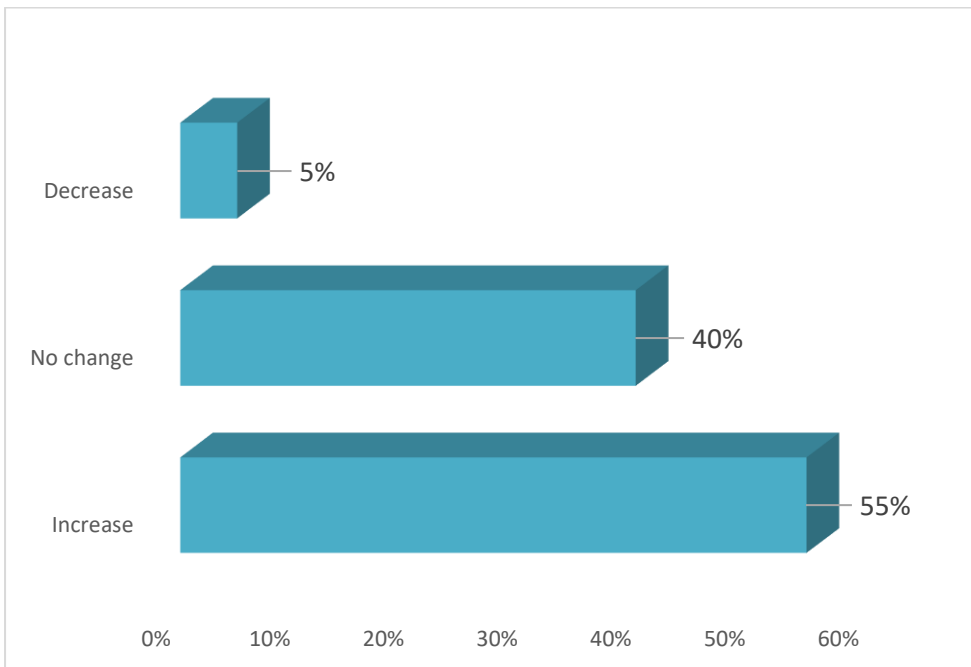
Source: Ulundi Municipality 2020 Business Survey

DIFFICULT SKILLS TO RECRUIT LOCALLY

When asked whether there is a challenge to access required skills for the improvement of business, the overwhelming majority (95%) of the businesses interviewed pointed out that the required skills are available in the Municipality.

Figure 37 Availability of Skills in Ulundi
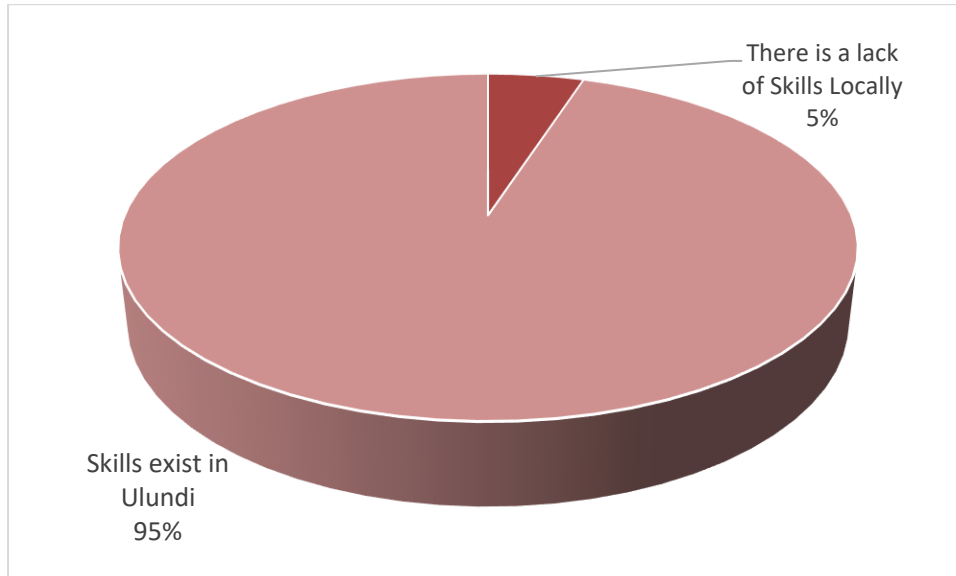
Source: Ulundi Municipality 2020 Business Survey

MAIN ADVANTAGES OF RUNNING BUSINESS IN ULUNDI

A remarkable 40% of respondents feel the availability of customers is an advantage of running a business in Ulundi while 10% see the access to suppliers in the area being another advantage. Unusually for surveys of this nature, many businesses 10% of those interviewed believe the rate of crime locally to be an advantage. Also well regarded are the image of the area (7%) and the availability of business services (7%).

Table 28 Advantages of Running Business in Ulundi

Main Advantages	%
Access to customers	40%
Access to suppliers	10%
Crime rate	10%
Image of the area	7%
Availability of business services	7%
Road networks	4%
Support by municipality	4%
Availability of housing	3%

Main Advantages	%
Quality of life locally	3%
Availability of skills locally	3%
Cost/reliability of transport	1%
Reliability of electricity/water supply	1%
Relative cost of land/property	1%
Other	1%
TOTAL	100%

Source: Ulundi Municipality 2020 Business Survey

MAIN DISADVANTAGES OF RUNNING BUSINESS IN ULUNDI

The most frequently mentioned disadvantage was the unreliability of the electricity supply – an issue for nearly quarter (13%) of those interviewed. It may also have been one of the factors influencing the 10% of respondents who believe image of the area is another disadvantage of running a business locally. On the list for 10% of businesses was the crime particularly for workers at night. The Local maintenance/repair services is a disadvantage for 10% and the Availability of skills locally for 30%.

Table 29 Disadvantages of Running Business in Ulundi

Main Disadvantages	%
Reliability of electricity/water supply	13%
Local maintenance/repair services	10%
Image of the area	10%
Crime rate	10%
Availability of skills locally	8%
Cost/reliability of transport	7%
Support by municipality	7%
Relative cost of land/property	7%
Relative cost of rates & services	6%
Road networks	6%
Access to customers	4%
Strength of local market	3%
Access to suppliers	3%
Availability of housing	3%
Availability of business services	3%

Main Disadvantages	%
Quality of life locally	1%
Availability of public transport	1%
TOTAL	100%

Source: Ulundi Municipality 2020 Business Survey

BUSINESS OPTIONS OVER THE PAST TWO YEARS

Based on their experience over the past two years, 90% percent of businesses in Ulundi did not want to move their business out of the community; they did not want to sell or to close down their businesses; but they are happy to continue trading in Ulundi. As pointed above, this indicates and confirms that Ulundi is a good environment for business stability and growth, and this trend will need to be kept or improved to ensure that businesses are stable.

Figure 38 Business Options Over the Past Two Years
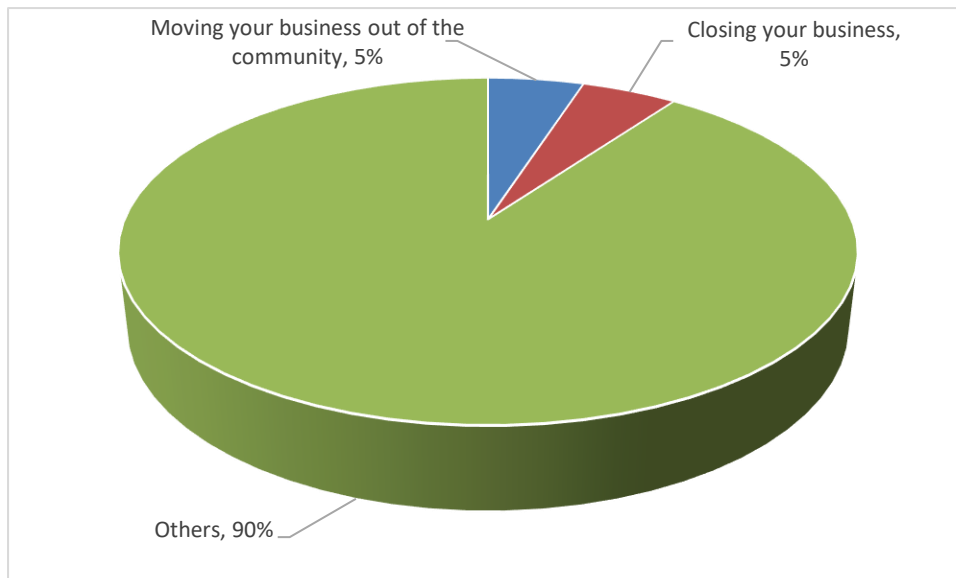
Source: Ulundi Municipality 2020 Business Survey

PLANS TO EXPAND OR CHANGE THE BUSINESS

Regarding the business expansion, the following figure indicates that the overwhelming majority of the interviewed businesses 95% in Ulundi Municipality are optimistic to expand their enterprises and employ more local people. Some intend to increase capacity, acquire bigger premises or take on more employees; many are diversifying into new products or services.

Figure 39 Business Future Plan
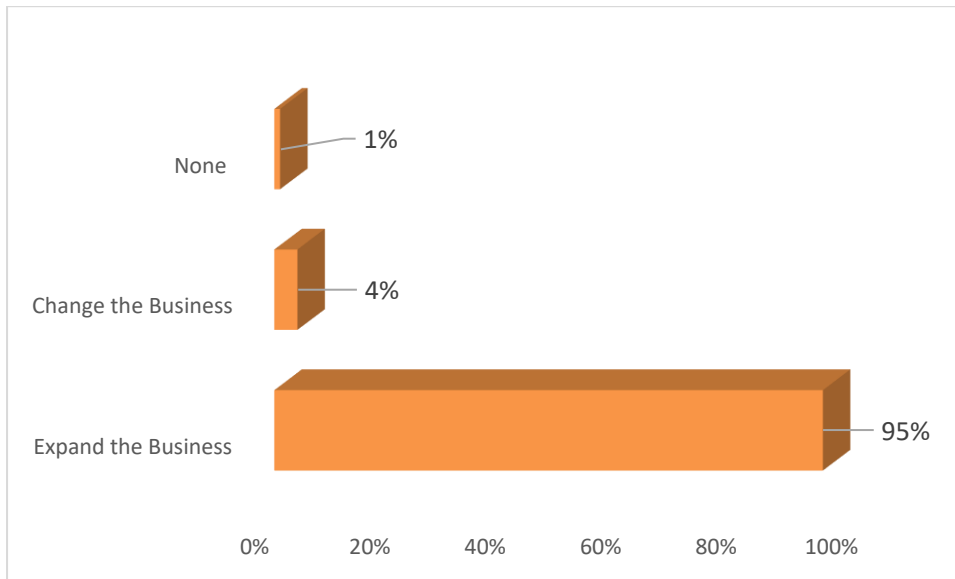
Source: Ulundi Municipality 2020 Business Survey

THE MAJOR CONSTRAINTS TO EXPAND THE BUSINESS

As presented above, many businesses in Ulundi are optimistic to expand their enterprises. however, in order to achieve the business expansion, formal businesses presented a number of concerns to be addressed as presented in the following table.

The most frequently mentioned constraints to expansion were as the lack of Availability of finance (13%), Lack of space (13%), Commodity prices (13%), and the lack of accessing suitably skilled employees (13%). An equal number (11%) said their main problem are Small size of local market, excessive competition, and Limited product range.

Table 30 Business Challenges

Descriptions	%
Availability of finance	13%
Small size of local market	11%
Too much competition	11%
Limited product range	11%
Lack of space	13%
Commodity prices	13%
Achieving quality standards	4%
Franchise restrictions	7%
Cannot find suitably skilled employees	13%
Infrastructure/services *(give details)*	2%

Descriptions	%
TOTAL	100%

Source: Ulundi Municipality 2020 Business Survey

IMMEDIATE HELP TO IMPROVE THE PERFORMANCE OF THE BUSINESS

Business in Ulundi indicated a number of needs in order to improve their activities in the next 12 months. Most interviewees see New products (22%) and Improved staff skills (20%) as the key to improved performance in the year ahead. Access to new staffs (15%), Local and regional information access (12%), and Better access to industry information (10%) would also help. Other ideas include a common vision for local development shared by business and the municipality, promotional events, a directory of local business and better opportunities to tender to the municipality.

Table 31 Assistance to improve performance

Descriptions	%
Improved management skills	2%
More staff	15%
Improved labour relations	5%
New products	22%
Local and regional information	12%
Improved staff skills	20%
Better industry information	10%
New machinery/equipment	5%
Trade/export opportunities	5%
Others	5%
TOTAL	100%

Source: Ulundi Municipality 2020 Business Survey

INFORMATION NEEDED FOR THE IMPROVEMENT

When asked if they would like to receive information on various topics, interviewees expressed most interest in information on access to business incentives (21%), tender opportunities (16%), How to write a business plan (16%) and municipal bylaws (11%). Some would also like to know more about Access to finance (5%), How to tender (5%), Marketing (5%) and merchandising (5%).

Table 32 Information Required for the Improvement

Descriptions	%
Business management	3%
How to write a business plan	16%
Access to finance	5%
Municipal bylaws	11%
Exporting	13%
Incentives	21%
Tender opportunities	16%
How to tender	5%
Marketing	5%
Merchandising	5%
TOTAL	100%

Source: Ulundi Municipality 2020 Business Survey

CHALLENGES FACED BY BUSINESS WITH OFFICIAL DEPARTMENTS

Overwhelming majority of the interviewed businesses (70%) said they were not experiencing a problem with any level of government. Among the remaining 30% the most frequently mentioned problems are slow (or no) responses to applications or queries, high rates and service charges and also the high cost of new electrical services. Several complained of communication and information problems or difficulties around local tendering and procurement.

Figure 40 Challenges with Official Departments

There are challenges with government departments , 30%

No challenges with government departments , 70%
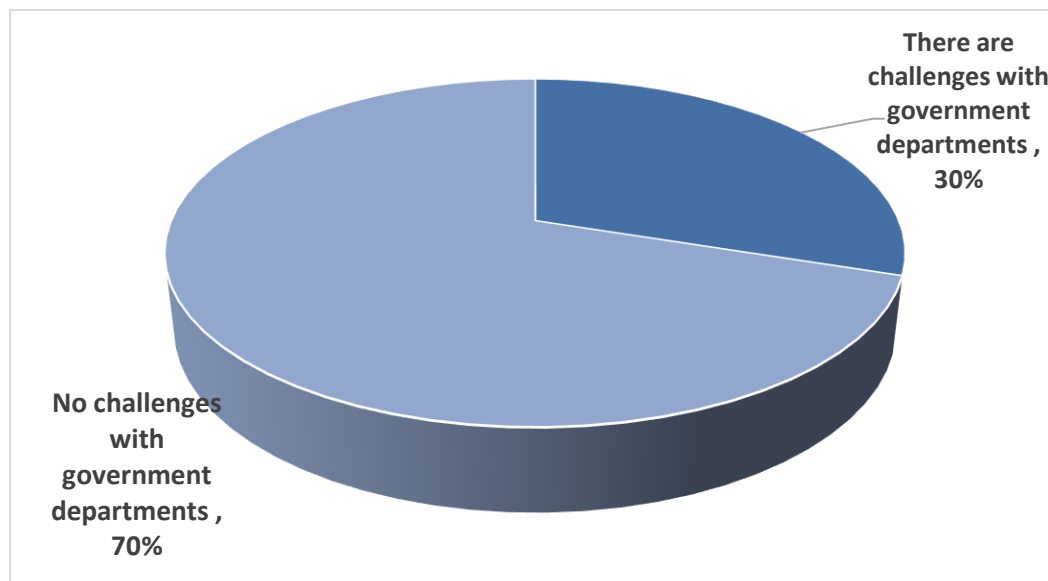
Source: Ulundi Municipality 2020 Business Survey

BUSINESS MEMBERSHIP ORGANISATION

Up to 57% of respondents are members of the African National Chamber of Commerce Industry; Other members of the Businesswomen's Association (29%). As many as 14% are members of other business organisations many of which are specific to a particular industry.

It should be noted that business organisations such as the Chamber of Commerce and Industry are associations that represent the interests of business to local, district, provincial as well as the national government, making local area a better place to live, work, do business and invest in. They focus on accelerating regional economic growth, the viability of small and medium enterprises and promoting investment in key economic sectors, amongst others, is critical to economic growth and job creation.

Figure 41 Business Membership
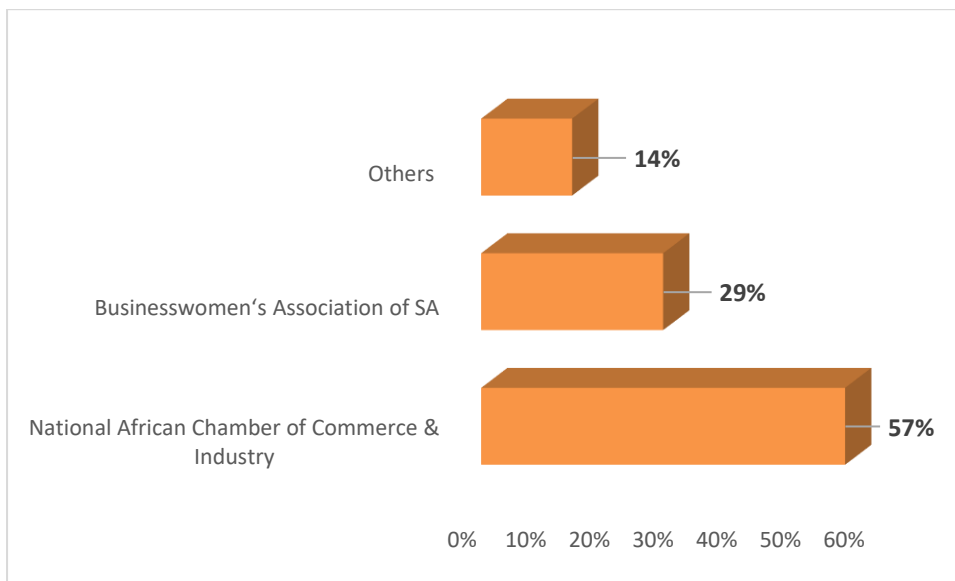
Source: Ulundi Municipality 2020 Business Survey

SERVICES NEEDED FROM THE MUNICIPALITY

Unsurprisingly, issues related to access to business opportunities (18%) topped the list of things that would make businesses to grow. This has been followed by the engagement of government on issues impacting business (lobby) (15%). In this regard, many businesses saw the Municipality having a key part to play while a number suggested that more networking sessions should be done to connect local businesses.

Table 33 Service Needed from the Municipality

Descriptions	%
Networking events	10%
Business mentorship programme	8%
News of proposed developments	8%
Local statistics and information	13%
Information on legislation	8%
Training courses	10%
Access to business opportunities	18%
Small Business advice	10%
Engage government on issues impacting business (lobby)	15%
TOTAL	100%

Source: Ulundi Municipality 2020 Business Survey

THE SINGLE MOST IMPORTANT TO MAKE ULUNDI A BETTER PLACE FOR BUSINESS

Unsurprisingly, issues related to electricity, roads and other infrastructure topped the list of things that would make Ulundi a better place to do business. This has been followed by the promotion and attraction of investments into the Municipality in order to ensure that diversities are created in the area in terms of products offerings.

Table 34 Key Factor to make Ulundi a better place for business

Descriptions	%
Attraction of investors into Ulundi	19%
Availability of water and electricity	25%
Build Trading Market / kiosks for SMMEs	8%
Capacity building and skills development	15%
Improve Municipal procurement for small business	8%
Improve road infrastructure	25%
TOTAL	100%

Source: Ulundi Municipality 2020 Business Survey

IMPORTANCE OF THE REGULAR BUSINESS SURVEY

Finally, 80% of people felt the questionnaire helped them express their opinions but 20% were not sure whether it helpful or not. However, it should be noted that the regular business survey importantly provides all stakeholders the necessary statistical information to assess the satisfaction level of the businesses in order to evaluate the Municipality's performance and how this affects the life of the business operators under its jurisdiction. This will allow the

Municipality to become aware of the needs of its businesses, thus enabling the Municipality to plan for the future development of the area.

The survey will indicate those aspects of life that Ulundi businesses are dissatisfied with, thus providing the Municipality with direction in formulating programmes and projects on how to improve and fulfil the needs of its businesses in terms of the Integrated Development Plan. The aspects that business are satisfied with will be noted in order to ensure that the Municipality improves on the current situation.

Figure 42 Significance of the BR&E Survey
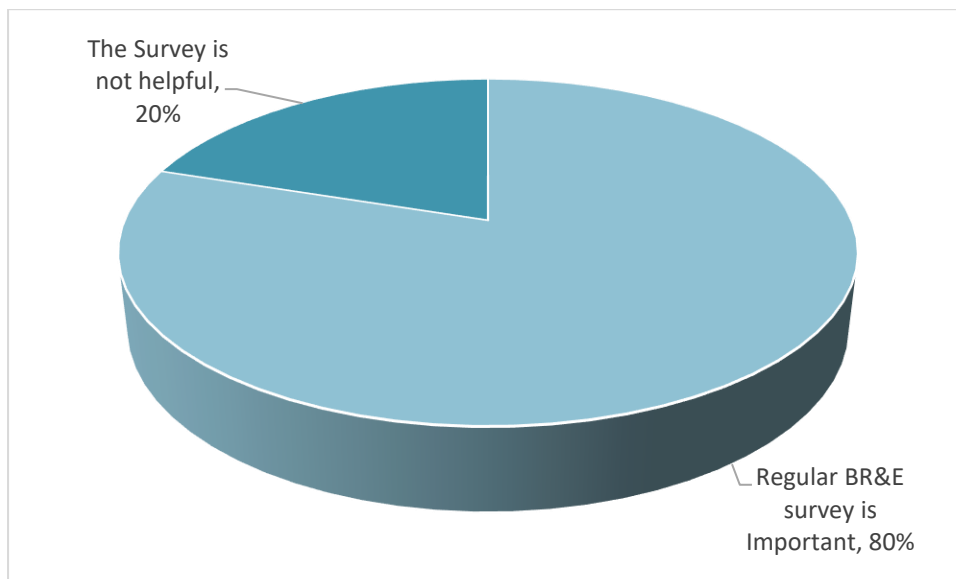
Source: Ulundi Municipality 2020 Business Survey

7.5   INFORMAL ECONOMY

The informal traders surveyed were mostly women, as it is a viable means of accessing sustainable livelihoods especially in rural areas. The areas surveyed were Ulundi CBD, Nqulwane, Babanango, Mpungamhlophe (Denny Dulton), and Ceza.

GENDER OF BUSINESS OWNERS

The informal economy in Ulundi involves both male as well as female groups, but female dominate the sector as per the following figure. This indicates that the informal trading in Ulundi makes an important contribution to the economic and social life of many in this area as generally women take care of their respective family members

Figure 43 Gender of Business owners
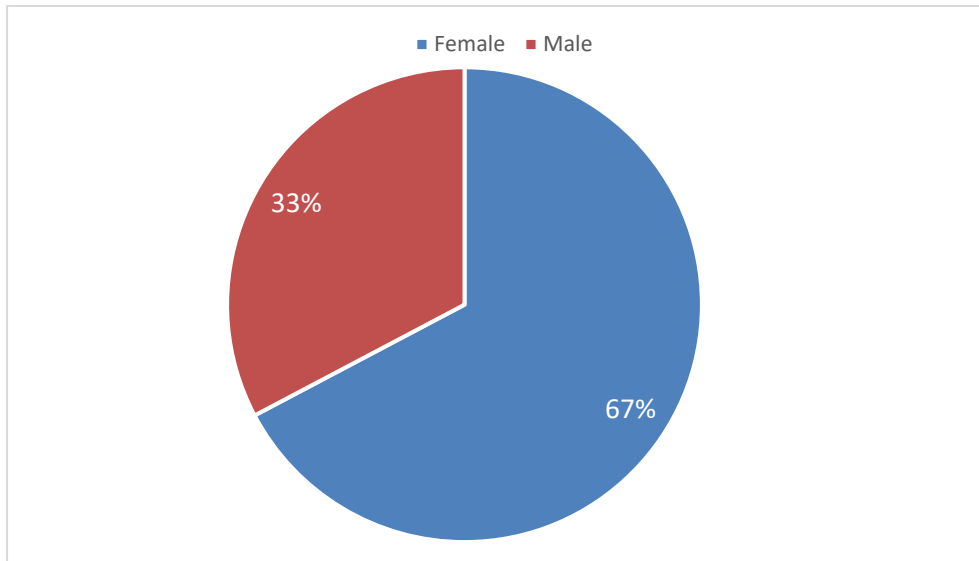
Source: Ulundi Municipality 2020 Survey

AGE DISTRIBUTION

The informal workers in Ulundi Municipality include both young and old people. However, the majority 45% of informal traders in this Municipality are between 20 to 34 years, the years in which most people are economically active. This shows the need to support this sector as it absorbs the economically active people of the Municipality.

Figure 44 Age Groups
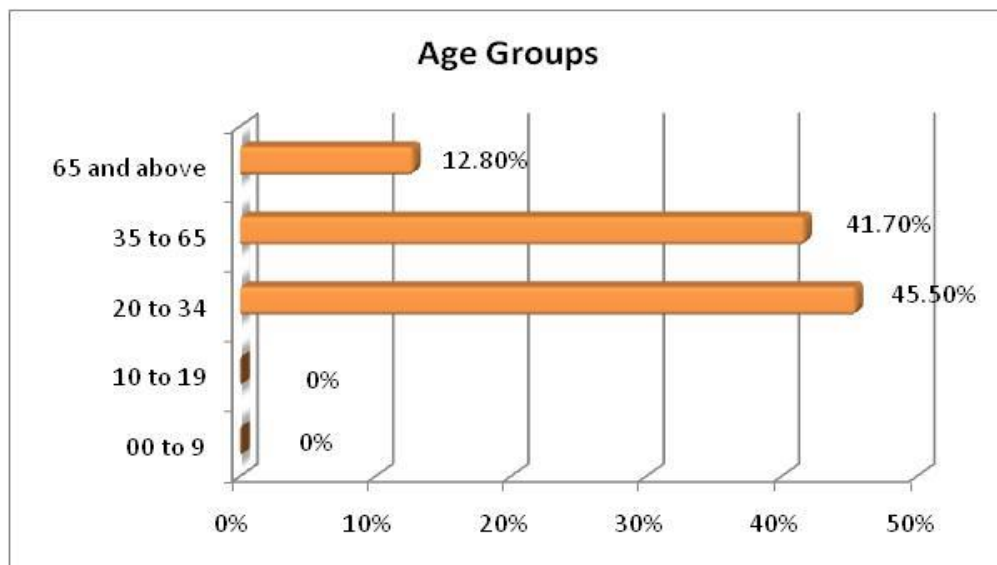
Source: Ulundi Municipality 2020 Survey

YEARS OF OPERATION

The average street trader had been running their business for more than 10 years. This means that most of the traders had only ever worked as street traders. This indicates either that

street trading is a viable livelihood strategy or that the growth of the formal economy is still unable to provide employment opportunities for disenfranchised communities, making informal trade their only option.

Figure 45 Business duration

Source: Ulundi Municipality 2020 Survey

MAIN TRADING PLACES

The informal traders operated from various places across the nodes visited, which included taxi ranks, built market dedicated for informal trade, outside public facilities as well as privately owned. The businesses typically self-run and didn't employ anyone. This is likely due to the size of the business and the capacity for informal trade to generate enough revenue to employ staff.

Figure 46 Trading Places
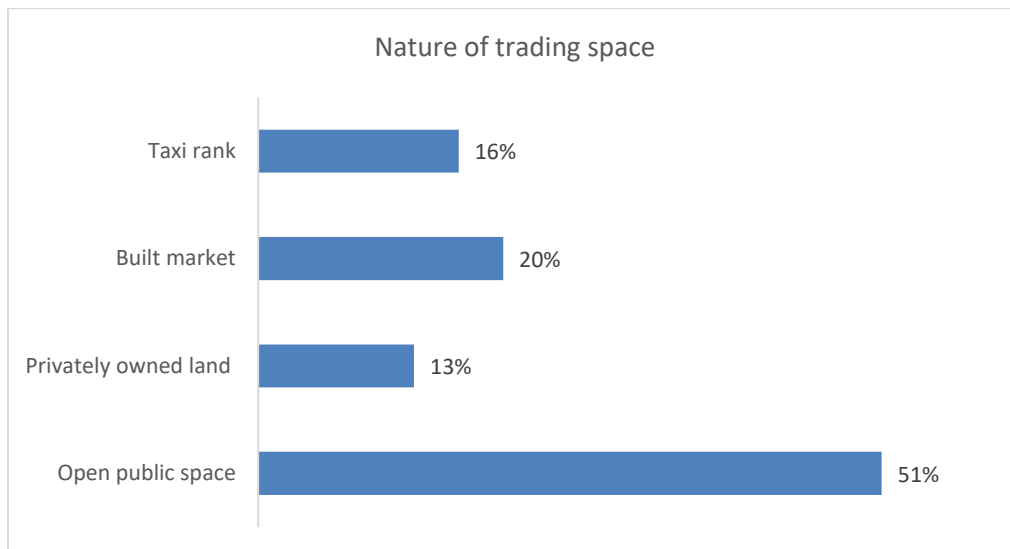
Source: Ulundi Municipality 2020 Survey

Informal trade is also mostly survivalist and participants enter just to provide for their families. The majority of traders operate from public open spaces such as schools, clinics and community halls. This is predominantly in the rural areas. The built markets and taxi ranks are in the urban areas where areas are designated for informal traders. The traders operating on privately owned land are paying rent to local community members who own the land where various services are provided.

TRADING MERCHANDISE

There is a variety of goods being sold by the informal traders in Ulundi. Most of them are selling food items, and cooked food is the most common. From the services offered are welding and panel beating services, which are not in a suitable environment and the business premises are not safe for the business owners.

Figure 47 Merchandise Sold
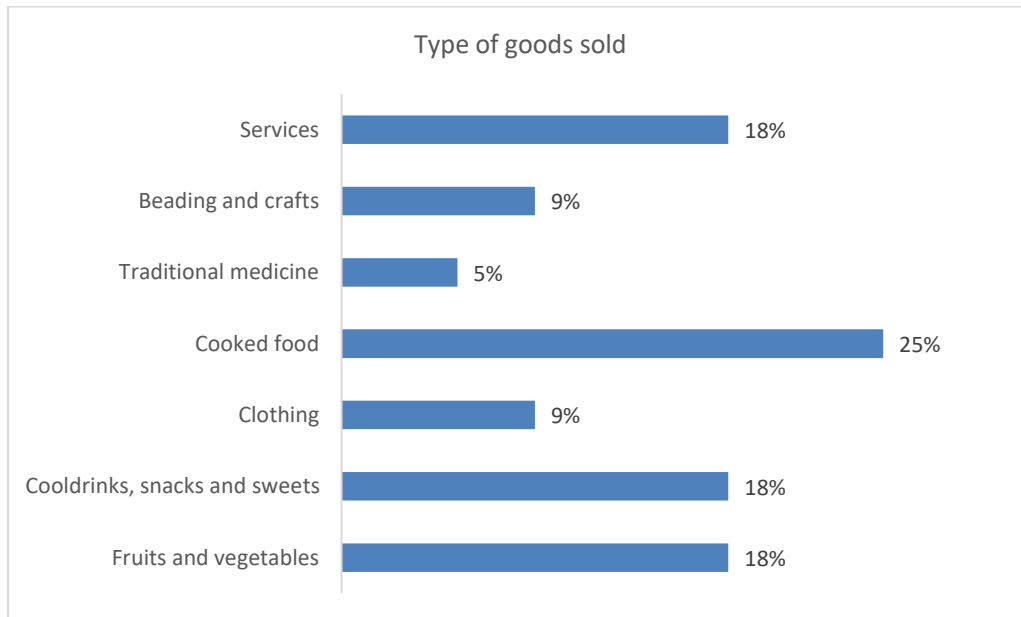
Source: Ulundi Municipality 2020 Survey

BUSINESS INCOME

The income generated from these activities varies. 34% of traders interviewed made less than R300 per week, which would amount to about R1200 per month. 27% of traders however, made more than R1000 per week. The number of sales and profits generated depends on the time of the month, where the end of the month is the most profitable. Beneficiaries of social grants are the main supporters of street trade as they gather at pay points.

Figure 48 Weekly Income

Estimated income per week

Category	Percentage
More than R1000	27%
R501-R1000	7%
R301-R500	32%
Less than R300	34%
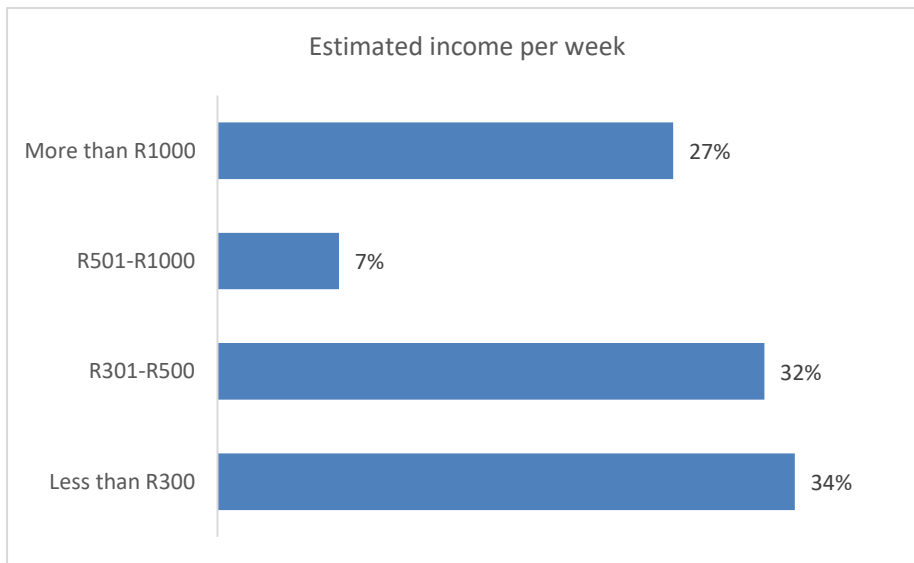
Source: Ulundi Municipality 2020 Survey

NEEDED SKILLS

Most interviewees stated that they needed training on managing their business's finances. 32% said that they needed to learn administration and keeping accurate records of their business dealings. 24% of them said they needed skills training in their particular trade. These participants were mainly providing services.

Figure 49 Skills Needed

Training and skills needed

Category	Percentage
Skills in particulr trade	24%
Financial management	38%
Business administration	32%
Marketing skills	5%

Source: Ulundi Municipality 2020 Survey

BUSINESS CHALLENGES

Several challenges are faced by informal traders. The main issue is competition. This is likely due to the ease of entry into the sector and the opportunity for immediate economic security. Some of the traders also had issues with their working conditions as they did not have shelters or kiosks to work from. Some also did not have sufficient starting capital to buy more stock to sell. The change in pay points from community halls to post offices also took many customers away from rural grant collection points.

Figure 50 Business Challenges
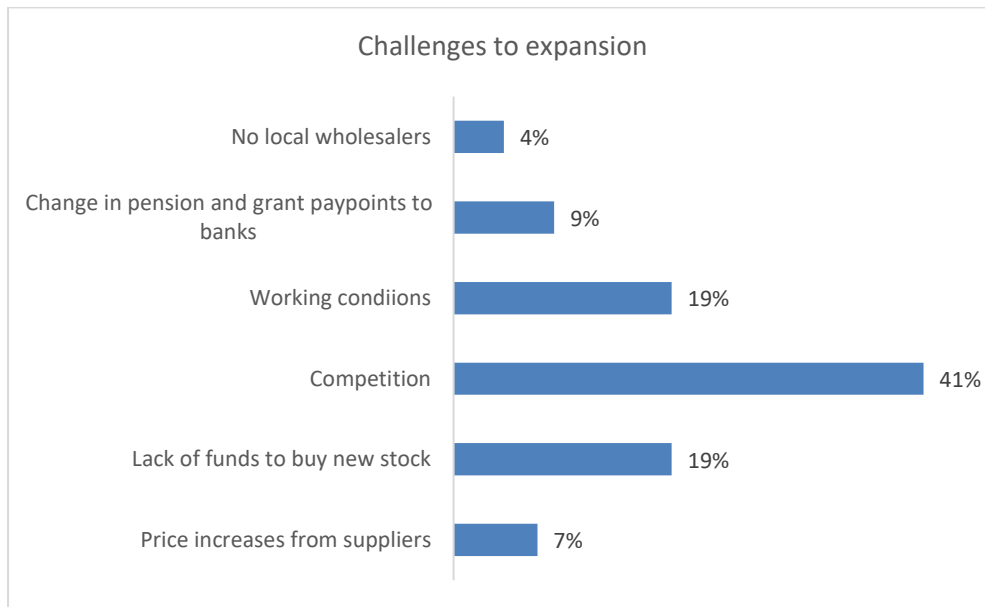
Source: Ulundi Municipality 2020 Survey

NEEDS FOR BUSINESS IMPROVEMENT

Informal traders in Ulundi indicated their needs as derived from the constraints that they are currently facing in running their businesses. In other words, the needs of informal businesses also represent the challenges that they face. These needs include the following:

Table 35 Informal traders needs

DESCRIPTION	DESCRIPTION
− A good and clean trading facilities/Shelter with water, electricity and ablution facilities − Business Development Skills (management, business plan) − Facilitate easy access to transport	− Fight Competition − Fix and maintain roads − Fix taxi rank − Open a flea Market − security and working space − Keeping the place clean

DESCRIPTION	DESCRIPTION
− Facilitate the trading licence/permit − Facilitate access to finance − The Municipality to communicate with the community − Assisting informal traders with equipment such as refrigerator	− Reduce rent − Streetlight and security − provide Gazebos/Tents or Shelter − Allow informal traders to trade in front of big shops as well

Source: Ulundi Municipality 2020 Survey

8 SECTION 8: SWOT AND GAP ANALYSIS

This section serves as the concluding part of the study and provides a breakdown of the Municipality's Strengths, Weaknesses, Opportunities and Threats (SWOT). The Strengths and Weaknesses are based on the present situation while the Opportunities and Threats consider the future implications of various factors. It should be noted that SWOT analysis leads to the understanding of strengths to be worked upon as well as weaknesses to be counteracted in the Municipality. The SWOT analysis is presented not only in terms of industries, but it includes both social and economic gaps and opportunities discovered in the Ulundi Municipal area.

8.1   SWOT ANALYSIS

8.1.1 STRENGTHS

✓ Existence of developmental policies in the Municipality including: IDP, SDF, and the like.	✓ A fair transport network alongside the R68 and R34.
✓ A diverse and rich cultural heritage.	✓ Existence of local business services centres.
✓ Quality of natural endowments and tourism products.	✓ There are libraries, educational institutions for skills development.
✓ Surrounded by well-established tourism drawcards e.g. Ondini Museum, Amafa Akwazulu Heritage Site, Ondini Battlefields.	✓ Relatively crime free.
	✓ Good weather conditions,
	✓ Existence of a Supermarket servicing the area and commercial institutions.
✓ Agriculture sector is stable.	✓ Existence of a Municipal wide business retention and expansion programme
✓ Good existing agricultural base.	

8.1.2 WEAKNESSES

✓ Insufficient funding for the implementation of LED projects.	✓ Operational structuring (including clearly defined land ownership).
✓ The backlog on basic services such as water, sanitation, electricity.	✓ Lack of business retention and expansion.
✓ Poor access roads to rural areas.	✓ High levels of unemployment.
✓ Lack of value-adding businesses in the Municipality.	✓ Inadequate infrastructure (road and rail network, and bulk services).

✓ Ineffective linking of graduates to private sector. ✓ Limited partnerships between the private and public sector. ✓ Lack of new foreign and domestic investment. ✓ Insufficient support for SMMEs and small-scale farmers.	✓ Difficult access to credit for business. ✓ Limited exhibitions of local arts and cultural activities in Ulundi. ✓ Crime and lack of safety for businesses and farmers. ✓ Red tape and administrative burden. ✓ Poor tourism signage. ✓ poor network coverage in rural areas.

8.1.3 OPPORTUNITIES

✓ Development of the Municipality through the fast-track implementation of the recommendations from Policies and Plans. ✓ Community development through agri-processing and community agricultural projects. ✓ Linkages between agriculture and business sector. ✓ Diversification of the manufacturing sector and development of new value-chains (incl. renewable energy products). ✓ Infrastructure development. ✓ Investment promotion and facilitation (including development of incentives).	✓ Development of under-utilised or un-utilised agricultural and industrial land. ✓ Implementation of the business retention and expansion programme. ✓ Establishment of industry driven training and skills development through internships and apprenticeships. ✓ opportunity to upgrade the town and create job opportunities. ✓ Improvement of arts and cultural centres for tourist attraction. ✓ Availability of land and good climate conditions create opportunities for long term economic growth in the agriculture, ✓ Green economy opportunities

8.1.4 THREATS

✓ Degradation of road infrastructure. ✓ Threat of mechanisation in both industrial and agricultural development. ✓ Limited formal employments within economic sectors. ✓ Increasing input costs (electricity, transport, capital and equipment).	✓ Out-migration of skilled employees to other urban-centres (Richards Bay, DBN and JHB). ✓ Land reform and associated challenges (poor skills transfer to new farmers, slow process, etc.).

✓ Lack of investment into development of bulk infrastructure. ✓ Perception of lack of accountability (financial and management). ✓ Impact of HIV/AIDS. ✓ Impact of Crime.	✓ environmental challenges: the winter brings drought and summer floods sometimes, impacting on agriculture and other economic sectors. ✓ Lack of developmental initiatives in rural areas.

8.2   GAP/NEEDS ANALYSIS

The research has identified a number of key constraints that act as a threat to LED within Ulundi, as well as opportunities that can leverage off these constraints. The SWOT analysis undertaken above highlights that various weaknesses and threats are currently tainting the Municipality. However, there are various strengths possessed by Ulundi and opportunities available to gear the local economy of the Municipality towards growth and prosperity. In order to translate the key findings of the situational analysis into meaningful strategies that can be implemented, monitored and evaluated, the report presents a GAP or Needs analysis, which will draw out the key areas that require intervention. This is important in providing a base for which strategies can be developed.

In order to identify the key gaps or areas of need, the various strengths, weaknesses, opportunities and threats were sorted according to their overarching theme, and thereafter organised into the following categories. These categories represent the major focus areas of the Municipality, and specifically, the areas that require intervention the most to ensure that local economy of the Municipality is stimulated.

8.2.1 TOURISM
- Impact of the Covid-19
- Clean the town and other surrounding economic nodes,
- Build proper market stalls for craft traders,
- Constantly upgrade the current tourism information centre,
- Advertising the area locally and internationally,
- To put tourism signage with an aggressive marketing of the area,
- Facilitate access to funding for tourism development,
- Increase the number of lodges in the community,
- Increase police presence to combat crime and violence,
- Empower previously disadvantage groups, promote rural and African village tourism,

- Need for comprehensive nodal tourism research,
- Expansion of business and event tourism,
- Lack of signage and advertising
- Limited marketing and branding of tourism attraction.
- Poor access roads to historical sites
- Spirit of makhosini multimedia centre not well maintained amongst other historical sites and ophathe game reserve not managed well not welcoming
- Crime
- Power outages
- Weak cellular signal
- Water restrictions and shortages
- Funding

8.2.2 AGRICULTURE
- Support for small-scale and emerging farmers,
- The sector needs a number of constructed market for farmers,
- Farmers need financial support,
- Farmers need skills development and capacity building support for critical skills,
- Government subsidies to the sector are needed,
- The water and electricity need to be efficiently provided,
- Improving the road infrastructure.
- Redevelopment/regeneration of vacant farms,
- Encouraging the growth of agri-processing industries,
- Development of value adding approaches that focus on processing, packaging, marketing and distribution of farm produce,
- Need for better relationships and improved understanding of farming,
- Improvement of coordination between all parties critical to agricultural development,
- Need for greater support mechanisms for farmers,
- Fast-track land reform processes.

8.2.3 MANUFACTURING
- Government support such as a provision of an incubator where a number of services can be provided,
- Provision of technical training to small scale manufacturers,
- Assist small scale manufacturers to form co-operatives or cluster,
- Provision of zoned industrial space,

- Leverage of national incentives and funds to encourage industrial development,
- Development of a clear vision for the manufacturing sector,
- Promotion of investment into new technology,
- Diversification of the sector,
- Manufacturing of renewable energy products,
- Regeneration of vacant or under-utilised industrial space
- Legal issues and labour unrest.

8.2.4   SMALL BUSINESS DEVELOPMENT: SMMES & INFORMAL TRADERS

SMMEs

- Access to finance,
- Clean Ulundi CBD and other surrounding nodes to make them attractive,
- Access to skills development,
- Motivate and encourage the community to buy local products,
- Partnership and cooperation between SMMEs and the Municipality,
- Growth of sustainable SMMEs in Ulundi , Babanango, Ceza, Mpungamhlophe, Nqulwane and Ulundi/Mahlabatini.
- Enhancing local procurement (incl. proper management thereof),
- Business support and financial assistance to SMMEs,
- SMME development through linking to value chain of manufacturing, tourism and agriculture,
- Lower rental fees for business premises,
- Maintain the rank in Ulundi CBD,
- Provision of streetlights for safety,

Informal Sector

Decent trading facilities,
- Training and capacity building for traders, making access to trading permit and licence easier.
- Support informal traders with funding/capital to buy merchandise,
- Providing training to informal traders
- Providing water and public toilets
- Constructing street trading kiosks/tables
- Providing proper infrastructure such as roads
- Providing financial assistance to informal traders
- Creating a clean working environment, especially for food traders
- Consultation with informal traders on any projects that are planned
- Easier access to business licence,
- Establish an association for informal sector traders to aid movement into the formal sector.

8.2.5   CROSS-CUTTING GAPS OR NEEDS

INSTITUTIONAL

- Access to funding for implementation of LED interventions,
- Improvement of intergovernmental relations and coordination (between national, provincial and local government, SOEs and traditional authorities),
- Strengthening of public-private partnerships,
- Effective investment promotion and facilitation (incl. incentives),
- Implementation of the business retention and expansion programme,
- Efficient project and financial management for LED initiatives (project management unit to run LED projects),
- Reduction of red-tape and the collective administrative burden,
- Ensuring accountability.

SKILLS DEVELOPMENT AND TRAINING

- Ensuring tertiary institutions are producing skills aligned to industry demand (especially manufacturing and agriculture),
- Need for private and public sector apprenticeships and internships (incl. support for companies currently undertaking skills development and training),
- Training for SMMEs,
- Training for informal sector traders,
- Retention of skilled residents to Ulundi.

INFRASTRUCTURE

- Development of bulk services,
- Improve access to land for development (public land, private land and Ingonyama Trust Board land),
- Continued maintenance and development of recreational facilities,
- Assistance in provision of infrastructure for small-scale farming such as fencing and dip-tanks.

8.3   ASSESSMENT OF ULUNDI READINESS

The following table presents the state of readiness of Ulundi in terms of economic and institutional development of the Municipality:

- Job Creation
- Human Resource Development
- Human and Community Development
- Strategic Infrastructure

- Environmental Sustainability
- Governance and Policy
- Spatial Equity
- Radical Agrarian Socio-Economic Transformation (RASET).
- Youth Employment
- Radical Economic Transformation

Table 36 Institutional and Economic Development Themes

No	Themes	Ulundi Status
1	Job Creation	There are many projects suggested in Municipal Strategies capable of creating job opportunities, however, to date it looks like meeting the target set in PGDP is a challenge
2	Human Resource Development	The suggested projects are designed to have an impact on job creation for local people; however, the education levels of the local people sometimes pose challenge as it has been seen where people are hired from outside Ulundi because of the lack of local skills
3	Human and Community Development	With regard to human development, capacity building is among the institutional challenges of the Municipality. Regarding community development that include access to various services, it should be noted that there is underdevelopment on Ulundi's rural areas as compared to CBD. Development in Ulundi is concentrated along the CBD compared to rural nodes.
4	Strategic Infrastructure	While there are many strategic infrastructural projects suggested in many plans (water provision, electricity supply, road construction, etc), the implementation of some of them poses challenge because of the lack of budgets.
5	Environmental Sustainability	Environmental Sustainability is a challenge in Ulundi Municipality as there are a number of challenges to be addressed including dumping site concern, settlement encroachment into sensitive areas, land degradation, poor water quality.
6	Governance and Policy	Based on COGTA LED Framework, the evaluation of the Ulundi Local Economic Development Strategy 2015 has been undertaken and the overall observation is that the report did not include the majority of the sub phases required for an effective LED Strategy Document.

No	Themes	Ulundi Status
		Consequently, the lack of the inclusivity of some sub phases in the LED Report may lead to: • Chance of having a long wish list of unimplementable projects, • Challenging implementation process of the recommended projects, • Difficult monitoring and evaluation of the implementation process, • Lack of alignment of the recommendations to the provincial and national vision, • Lack of proper understanding of the current realities of the local area.
7	Spatial Equity	The predominant land in the Municipality is under ITB and this poses challenges regarding its redistribution, tenure, reform, restitution, land suitable for housing and other developments
8	Radical Agrarian Socio-Economic Transformation (RASET).	While more steel needs to be done, Ulundi Municipality started the implementation of the RASET through the support of small scale farmers through farmers production support unit (FPSU) programme
9	Youth Employment	There is a need to fully implement this programme in Ulundi
10	Radical Economic Transformation	RET is somehow implemented in Ulundi Municipality through the SMME procurement programme. This programme enables Black traders from the Municipality to play a significant role in the mainstream of the wholesale and retail sectors.

Source: Ulundi Municipality 2020

9   SECTION 9: STRATEGIC FRAMEWORK

This strategy formulation section follows the preceding situational analysis section that assessed the existing economic situation of the study area within the context of the Municipality's current SDF, IDP and other initiatives of relevance.

The current section deals with the formulation of a strategic framework and interventions that are necessary to turn around the current economy of Ulundi. This will be achieved through the creation of a vision and strategy, which takes into consideration the projects within the area as well as stakeholder linkages and project implementation. The section starts by revisiting the information that flows from Ulundi's key development parameters as reported in the preceding sector named as key development issues of Ulundi. This will be followed by the vision, strategic objectives and identified projects.

9.1   THE VISION

A vision is a point of reference to keep the stakeholders and the Municipality focused on the important issues and gear towards the right direction. A vision provides an opportunity for the community and relevant stakeholders to think in a broad and general terms about the future.

9.1.1   ULUNDI LED VISION

The vision is a key element of the LED study and one of the steps to strategy implementation. From the assessment of the local economy and the sector analysis of the LED, it is clear that there are challenges and constraints facing Ulundi. However, Ulundi also plays host to a wealth of opportunities across a variety of sectors, from good potential for retail and business through to the opportunities in the services and manufacturing sectors.

Therefore, the Ulundi LED vision is adapted from the municipal IDP vision that reads as
> *"A developmental city of heritage focusing on good governance, socio-economic development and upholding tradition to promote sustainable service delivery"*

based on the Municipal vision, the Local Economic Development vision developed states as follows:

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A sustainable economy supported by efficient and transparent provision of infrastructure and basic services emanating in job creation and inevitably poverty alleviation".

The main components of this vision are to identify and explore economic development opportunities, take advantage of local economic comparativeness and competitiveness, overcome local economic development challenges. It implies Ulundi to develop as a people focused, efficient and cost-effective Municipality providing quality service and addressing unemployment and poverty through the promotion of agriculture, commercial and industrial productivity, education, tourism and conservation

9.1.2 MISSION STATEMENT

The Mission Statement will be:

- To provide basic services for all,
- To expand economic activity,
- To establish new enterprises,
- to increase initiatives to create jobs, and
- To diminish poverty in the area.

This will be realised if the Ulundi Municipality ensures that community participation is guaranteed in all projects; improvement of skills of the municipal staff is a must; sound financial governance is promoted; and addressing of infrastructure needs and sustainable service are definite to enhance economic development.

9.2   STRATEGIES

The prior sub-sections presented the key developmental issues of the Municipality and the vision of the local economic development. Thus, the strategic framework provides a number of strategies as well as some proposed projects/activities.

In order to develop a meaningful strategic framework for LED in Ulundi, it is important to ensure that the current challenges are translated into potential opportunities, while the existing opportunities are strengthened to drive LED. This will require identification of a strategic framework that promotes the existing strengths, conversion of weaknesses into potential opportunities, and diversification of current activity to ensure expanded and productive growth in the local economy.

The strategies are classified as:

1) Sector specific strategies,
2) Crosscutting strategies.

SECTOR-SPECIFIC STRATEGIES:

The sector specific strategies are:

1. **Strategy 1:** Development and support for the tourism sector
2. **Strategy 2:** Expansion of the agricultural sector
3. **Strategy 3:** Support for informal economy and small enterprises
4. **Strategy 4:** Expansion and diversification of the manufacturing sector,

CROSSCUTTING STRATEGIES:

The crosscutting strategies are:

1. **Strategy 5:** Improve the institutional capacity and policy environment for effective LED,
2. **Strategy 6:** Ensuring effective education, skills and capacity development,
3. **Strategy 7:** Expansion and development of strategic economic infrastructure,

The sectoral and crosscutting strategies are all unpacked below.

9.2.1 SECTOR-SPECIFIC STRATEGIES

STRATEGY 1: DEVELOPMENT AND SUPPORT FOR THE TOURISM SECTOR

While Ulundi is perceived to be a major tourism destination within KwaZulu-Natal, especially as it falls within the East 3 Route corridor; the tourism sector does present other more opportunities for local economic development and growth. The challenges within the tourism sector include the lack of a Municipal clear tourism vision that paves the way on how to address all tourism needs and challenges: e.g. the need for a coordination of all municipal tourism products into a package, the need for diversification of the tourism sector, the need for marketing of the region and the need for tourism infrastructure upgrades.

The following programmes have been developed to address the challenges within the sector:

Programme 1.1: Expansion of the tourism attractions and activities

Although there are a fairly wide range our tourism activities within Ulundi, potential exists to enhance the sector through development of new activities and attractions. Ecotourism, agri-tourism, business and event tourism in particular has the potential to attract a wide range of visitors to the area throughout the year, and it is suggested that the Municipality develop a guideline pack for events that can guide event organisers. Furthermore, adventure tourism and township tours should be promoted and the current cultural tourism offerings should be expanded.

Programme 1.2: Information, marketing and promotion

The provision of information and dissemination of this information to potential tourism markets through advertising is a critical component of tourism. The existing one-stop information centre and craft hub should be regularly improved. This programme provides solutions specifically identified in order to address the challenges surrounding information and marketing of tourism products, destinations, and attractions.

Programme 1.3: Tourism specific infrastructure upgrades

A number of tourism attractions within Ulundi are in serious need of infrastructure upgrade. This programme focusses on these attractions. Additionally, signage plays a large part in ensuring that tourism corridors and attractions are easy to navigate to.

STRATEGY2: EXPANSION OF THE AGRICULTURAL SECTOR

The agriculture sector is no longer most dominant sector within the Ulundi Municipality and has seen a dramatic decrease in both employment within the sector and contribution to GVA.

The sector however faces a large number of challenges, the most significant of which are underinvestment in bulk infrastructure (predominantly road infrastructure), a lack of diversification, a need for stronger relationships between stakeholders, limited small-scale farmer support and assistance, and the need for redevelopment/regeneration of vacant farms.

In order to address these challenges, a number of strategic interventions are required that specifically target the major challenges faced by both commercial and emerging farmers. This includes significant investment into infrastructure such as access roads, identification of new potential agricultural opportunities, improving and strengthening the institutional

relationships and partnerships between stakeholders, and provision of support and assistance to the agricultural sector, particularly small-scale farmers.

To this end, strategic programmes are identified which pave the way for the identification of related projects aimed to tackle the challenges. The programmes identified within this strategy are identified below:

Programme 2.1: Coordination improvement among all stakeholders involved in agricultural development

The improvement of coordination between all relevant parties is crucial for agricultural development. This can be done through the development of a formal platform for frequent engagement between the local Farmers Association, municipal officials and other relevant stakeholders like the Department of Agriculture and Land Reform (DALR), the Farmers Association, the Agricultural Development Agency (ADA) and the Zululand Development Agency. This will result in increased information sharing and better understanding of the problems facing the sector.

Programme 2.2: Supporting Emerging and Small-scale farmers

This programme deals specifically with provision of assistance to and development of emerging and small-scale farmers. This is important in ensuring that diversification of the agricultural sector can occur by specifically supporting emerging and small-scale farmers towards development of new commodities. This includes the establishment of a consolidated database of all the commercial and emerging farmers as well as their products. The requirements of small-scale and emerging farmers are different to those of commercial farmers, as a large emphasis needs to be placed on skills development and training (agricultural techniques, business and financial management, etc.), as well as basic infrastructure, facilities and equipment. This will require close cooperation with national and provincial departments mandated to assisting small-scale agricultural development. Established commercial farmers and organised agricultural must be encouraged to assist in development of small-scale farmers through the provision of mentorship and training, as well as the identification of new opportunities and potential linkages between small-scale farmers and commercial production. Furthermore, the establishment of formal fresh farmers market will encourage development for emerging and small-scale farmers.

Programme 2.3: Commodity and infrastructure development

Commodity development is crucial in ensuring diversification and expansion of the agricultural sector and creates a base of which agro-processing can occur. This requires development of the agri-business programmes that aimed to specialise on abattoir, feedlots and livestock centres, processing plant and storage and agri-village. This should be done in partnership with the Zululand District Municipality, the Department of Economic Development, Tourism and Environmental Affairs (EDTEA), the Department of Trade and Industry (DTI), the Agricultural Development Agency (ADA), the Zululand District Development Agency.

STRATEGY 3: SUPPORT FOR INFORMAL ECONOMY AND SMALL ENTERPRISES

Investing in enterprise development is instrumental in overcoming challenges such as unemployment and other poverty related issues. Enterprise development consists of market development, commercial business services, social enterprise, finance, entrepreneurship development, investment and growth in Small Medium and Micro Enterprises (SMMEs), formalising the informal economy, including initiatives that range from enabling the start-up of small businesses to providing business skills development through training, mentoring, coaching. Beneficiaries of enterprise development are SMMEs from a broad range of firms, from traditional family businesses to survivalist self-employed individuals. Through development of small-enterprise and informal economy, beneficiaries of enterprise development can earn a living and rise out of poverty. Developing enterprises has positive outputs, whereby over time they create jobs for previously disadvantaged individuals as well as empower other individuals and communities in which they live. The specific programmes identified are listed below.

Programme 3.1: Assistance and support

The location of informal economic activities is important for their performance. This programme envisages development of an informal economy strategy, as a starting point. The strategy should then envisage construction of a trade centre in both rural nodes with all supporting facilities. It is also important that, under this programme, the Municipality facilitates organisation of informal economy actors, as a collective bargaining exercise. This platform will form the basis upon which on-going engagement between the Municipality and the informal economy traders.

Programme 3.2: Value-chain development and local procurement

Interventions which aim at understanding the current value chain within the informal economy, and facilitating development of these value chains, will have significant impact on the informal industry. There is a need to recommend a development of an SMME and co-operatives strategic plans that will pave the way to address all small business-related challenges. Further, a small business database needs to be developed at the Municipal level to be presented/given to large businesses and in conjunction with the local business bodies for procurement partnerships. Furthermore, the programme suggests the registering of all SMMEs on the municipal data systems to promote local procurement.

Programme 3.3: Development of innovation

As part of supporting the informal economy in Ulundi, creating and facilitating opportunities for entrepreneurship and innovation is an important factor to consider. Projects include conducting an annual business innovation fair in conjunction with Zululand District and EDTEA. Presenting innovation awards will also potentially incentivise business entrepreneurship.

Programme 3.4: Fight against crime in the Municipality

With regard to the level of crime it should be noted that the safety and security issue is a country wide challenge, and this also applies to Ulundi Municipality. Any crime is considered as a threat to business development and investment promotion and facilitation. There is an increasing perception that crime in Ulundi Municipality is high and infringes on the growth of all categories of businesses including large, SMMEs, co-operatives and informal traders by targeting and robbing their goods and assets. To this end, there is a need to improve the community policing approach and business against crime in Ulundi to fight the crime

STRATEGY 4: EXPANSION AND DIVERSIFICATION OF THE MANUFACTURING SECTOR

The manufacturing sector is currently among the low contributors to GVA in the Ulundi Municipality. Despite the slow growth, the sector however still faces many challenges, the most significant of which are a lack of diversification within the sector; a lack of support for industry by local government (in terms of lobbying with provincial and national government and SOEs); a need for investment into new technology and renewable energy products and a need for SMME participation within the manufacturing sector.

In order to address these challenges, the following programmes were identified:

Programme 4.1: Manufacturing sector policy and planning

The manufacturing sector within Ulundi lacks a clear vision and direction. Currently investment into manufacturing occurs on an ad hoc basis with little guidance in terms of specific priority industries which will build on comparative advantages, create linkages in the value chain to promote SMMEs, and build on the strengths of the existing manufacturing base. In addition, there are various industrial policies that have been developed at a national and provincial level that seeks to guide the development of the manufacturing sector, and is aligned to national incentives offered to enhance strategic industries, stimulate beneficiation industries, and improve energy efficiency. This programme identifies projects that are aimed at the development of a clear manufacturing vision and expansion plan, the identification and promotion of specific incentives, and the identification of potential future industrial nodes in order to clearly guide the future direction of manufacturing within Ulundi.

Programme 4.2: Small business participation within the manufacturing sector

Small enterprises comprise a crucial component of the manufacturing sector within Ulundi, and the importance of increasing the participation of SMMEs is of paramount importance. The national and provincial government have both emphasised the need to develop small business as the backbone of the economy, and to this end, this programme suggests projects that will assist in enhancing the SMME participation and contribution to manufacturing sector output. However, in order to achieve such growth in SMMEs within the sector, there are a number of specific and cross-cutting interventions required. This programme however deals with identification and packaging of funding and apprenticeship and internship opportunities within the manufacturing sector.

9.2.2   CROSS-CUTTING STRATEGIES

STRATEGY 5: IMPROVING THE INSTITUTIONAL & POLICY ENVIRONMENT FOR EFFECTIVE LED

Ulundi has a functional LED unit; however, for some reasons it struggles to implement its mandate. The institutional challenges facing the LED unit include efficient project and financial management for LED initiatives, limited intergovernmental relations and coordination, limited public-private partnerships, the need for a business retention and expansion programme, and red tape and collective administrative burden.

To address these challenges and to meet the overarching goal, the following programmes have been developed:

Programme 5.1: Coordination and communication of LED stakeholders

In order to improve the coordination and communication between LED stakeholders a formal platform for frequent engagement between government officials and the local business bodies should be developed. Additionally, the improvement of intergovernmental relations should be encouraged so that the Municipality's LED capacity can be strengthened through strategic partnerships with Zululand District, EDTEA and COGTA.

Programme 5.2: Funding for LED implementation

Funding of LED implementation is a major challenge not just provincially, but also nationally. It will be important to consolidate all LED funding sources into a single database, and make deliberate efforts to engage these sources, rather than rely fully on government funding. Previous examples of funding applications should also be included. The packaging of LED projects needs to be done on an on-going process by officials.

Programme 5.3: Business Retention and Expansion

It is vitally important to ensure that existing business are satisfied with the business environment and that all their needs are addressed. This includes ensuring that businesses have a voice that is being heard by government, and that challenges and constraints being faced are addressed. A business retention and expansion programme is required to focus on the identification of key issues and challenges, and monitoring changes in business perception based on recurring questions to business.

Programme 5.4 Improving the Capacity of the Ulundi LED Unit

Ulundi LED unit is under capacitated and it struggles to implement its mandate. The institutional challenges facing the LED unit include efficient project and financial management for LED initiatives, lack of capacity to deal with agriculture and other related LED special assignment in the Municipality. Therefore, there is a need to capacitate the LED portfolio if the Municipality wants to adhere to its constitutional mandate of efficiently providing services to its citizens.

STRATEGY 6: ENSURING EFFECTIVE EDUCATION, SKILLS AND CAPACITY DEVELOPMENT

Overall, inadequate capacity and low skills level are major gaps in Ulundi Municipality's economy. The key economic sector of the Municipality as well as the size of the informal

economy suggest that Ulundi's future economic performance will depend on skill levels of the populace. Formal (small) enterprises also do not have sufficient skills. To cover the foregoing skill gaps, three programmes are recommended, as follows.

Programme 6.1: Skills training and development

The role of on-going skills programmes cannot be overemphasised. Programmes should focus on basic business skills and should focus on SMMEs as well as informal traders. These programmes should be run in conjunction with either the Small Enterprise Development Agency (SEDA) or EDTEA. Furthermore, trades (like hairdressers, carpenters, electricians, plumbers, etc.) should be promoted through linkages with the Further Education Training (FET) College.

Programme 6.2: Development of relationships between industry and tertiary and training institutions

The development of business capacity and skills will only be effectively achieved through stakeholder engagement. Stakeholders such as SEDA, SETA's as well as tertiary institutions will need to be networked with both formal and informal businesses to ensure that programmes are aligned with industry demand. Future research is required, to investigate the need for additional higher education campuses.

Programme 6.3: Retention of skilled residents

Ulundi is struggling to retain skilled residents and this is negatively impacting the economy. A marketing and retention programme should be developed in conjunction with the local business bodies that focus on a quality of life promotion in Ulundi.

STRATEGY 7: EXPANSION AND DEVELOPMENT OF STRATEGIC ECONOMIC INFRASTRUCTURE

The provision of infrastructure is one of the most critical elements of LED as a lack of infrastructure (particularly bulk services and transportation infrastructure) can inhibit economic growth and development. Infrastructural interventions that are crucial to unlocking the potential of these sectors are addressed within this strategy, along with general infrastructural development which is required to ensure that enough capacity is in place for future growth and investment.

Within the agricultural sector, the provision of access roads is important in stimulating growth in the sector, while provision of consistent bulk services and strong road and rail

infrastructure is crucial for the success of the manufacturing sector. Accordingly, this strategy focuses on identifying programmes that deal with this infrastructure challenges. The specific programmes developed are identified below.

Programme 7.1: Transportation infrastructure capacity and maintenance

Ensuring sufficient capacity with regards to transportation infrastructure is critical for the success of LED. At a local level however, there is little control over national and provincial roads, as well as the rail line. In this regard, the Municipality needs to ensure that there are good channels of communication with the relevant departments (DOT, etc.), and ensure that the dire need for such infrastructure development and upgrades is translated to these departments. This programme suggests projects that deal specifically with how to address the challenges faced in development and maintenance of road, rail and air transportation infrastructure.

Programme 7.2: Development of bulk services

Bulk services are extremely important to ensure not only LED, but also general growth and development within a region. Currently there are challenges around the provision of water to support the agricultural sector, not only within Ulundi, but the province and country as a whole. A focus of this programme is development of bulk water capacity to ensure that enough water is available now and for future growth and development. Furthermore, the development of bulk electricity supply is critical for growth in the manufacturing sector.

Further, businesses and manufacturing industries have also been affected by the recent electricity problems affecting South Africa. However, it was reported by local stakeholders that they have had it worse than other areas in the District due to the poor quality of existing electricity distribution infrastructure in Ulundi. To this end there is a need to fast-track the development the lower cost methods of power generation to be supplied including solar lighting and Wind farm "Enviro-power"

Programme 7.3 Facilitating easy access to land for development

Access to land has been highlighted as one of the challenges to investment. There are large tracts of land under claim within the Municipality, and this has resulted in dis-investment, particularly amongst commercial famers, as businesses willing to expand have not invested in new capital or machinery as land tenure is uncertain. Ingonyama Trust Board (ITB) owns much of the private land. The formalisation of townships and key nodes, the urbanisation of the Municipality and other factors are in a process of development but constrained by land issues.

Various support resources are available for urban development in the areas of economic development, e.g. manufacturing, housing, retail etc. Sometimes, critical land for development purpose is not easily available or accessible. In addition to this, the community has expressed great dissatisfaction with the limited economic and developmental opportunities afforded them. Cleary if the community is to access such opportunities, land ranks high in the range of activities that need to be put in place.

This process therefore seeks to grab that discussion opportunity and where possibly either buy or enter into land availability agreements for development proposals to be clarified as the process unfolds. Whilst the bulk of preparatory activities for this task will be carried out by the Municipality, they may also engage service providers to fast track the process.

Therefore, there is a need to ensure that the land is available for development of Ulundi Municipality and the surroundings.

9.3 PROGRAMME AND PROJECT DEVELOPMENT

Table 37 Project list and details for the Ulundi LED Strategy

Focus	Strategies	Strategic Programmes	Projects
Sector Specific	1. Development and support for the tourism sector	1.1. Expansion of the tourism attractions and activities	1.1.1. Create a concise tourism events calendar or action plan that can guide event organisers.
			1.1.2. Promoting the development of adventure tourism and rural tours or Tourism Experience in Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe and Mame/Phangode.
			1.1.3 Constantly upgrade the current tourism information centre.
			1.1.4 Promoting Agri-tourism that can include craft shops at the farm.
			1.1.5 Diversification of the tourism sector by promoting the undertaking of activities such as Poetry, Music, Dancing and Book Writing Competition/ Contests.
			1.1.6 Empower previously disadvantage groups to promote rural and African village tourism.
			1.1.7 Provide craft co-operatives with training and mentorship support programme.
			1.1.8 Development of a tourism transformation programme that will allow the full participation of all South Africans in the sector in Ulundi.
		1.2. Information, marketing and promotion	1.2.1. Identification and lobbying for funding for new tourism signage in various wards.
			1.2.2. To develop nodal tourism plans (Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe ,and Mame/Phangode etc.).
			1.2.3. Marketing of the region at national and international shows and exhibitions in conjunction with TKZN and the Development Agency around the current tourism products such as the Ondini Museum, Amafa Akwazulu Heritage Site, Ondini

Focus	Strategies	Strategic Programmes	Projects
			Battlefields, The Spirit of Emakhosini, Ceza Cave, Kwagqokli Hill, Opathe Herritage Park .
		1.3. Tourism specific infrastructure upgrades	1.3.1 Planning and provision of zip line at Kwagqokli Hill.
			1.3.2. Erect signage throughout local area to ensure easy access to tourism attractions, facilities and accommodation facilities.
			1.3.3 Provision of at Ceza Cave rock climbing activities.
			1.3.4 Development/Review of Ulundi Tourism sector Plan
			1.3.5 To maintain the Spirit of makhosini multi media centre
	2. Expansion of the agricultural sector	2.1. Coordination improvement among all stakeholders involved in agricultural development	2.1.1 Bi-annual agri-workshops/meetings for frequent engagement between Agricultural Association, municipal officials and other relevant stakeholders like the AFASA[1], ADA and the Zululand Development Agency.
			2.1.2 Regular farmers' satisfaction surveys to understand their needs to be highlighted through a monthly municipal agri-newsletter.
			2.1.3 Undertake agricultural awareness campaign, roadshows and exhibition to increase youth interest in agriculture, because most youth don't see agriculture as a viable source of income
			2.1.4 To undertake the comprehensive Agricultural Sector Plan.
			2.1.5 To introduce all local farmers to the Municipal farming value chain
		2.2. Supporting Emerging and Small-scale farmer	2.2.1 establishing a farmers' production support unit (FPSU) to support all local emerging farmers that will address many issues.
			2.2.2 Coordinate with Zululand District Municipality for the establishment of formal fresh farmers' markets for emerging and small-scale farmers.

[1] African Farmers Association of South Africa (AFASA)

Focus	Strategies	Strategic Programmes	Projects
			2.2.3 Fight against crops theft by assisting farmers to secure funding for fencing.
			2.2.4 Undertake awareness campaign against illegal burning of bushes and use of bush fire.
			2.2.5 Identify and connect water and electricity to needed farmers.
			2.2.6 Facilitate the establishment of farmer's co-operatives in order to assist small scale farmers to share transport and other business costs.
		2.3. Commodity and infrastructure development	2.3.1 To continually advocate for community garden programme in rural nodes
			2.3.2 To identify and support emerging farmers with the following soft skills: training in organic planting, marketing skills, project management, team building, climate change, quality control, production plan, etc
			2.3.3 To identify and support emerging farmers with the following technical kills: soil testing, pest control and spraying programme, using natural plants, rapid planting method
			2.3.4 To identify and support emerging farmers with inputs (seeds/seedlings)
			2.3.5 To identify and support emerging farmers with micro-irrigation scheme to enable macro-agriculture and farming
			2.3.6 To identify and support emerging farmers with installation of boreholes
			2.3.7 To identify and support emerging farmers with storage facility
			2.3.8 To identify and support emerging farmers with fence
	3. Support for small enterprises	3.1. Assistance and support	3.1.1 Develop the Informal Economy Strategy that will plan, regulate and develop the sector.
			3.1.2 Create standard guideline form that guides new firms to register with the CIPC

Focus	Strategies	Strategic Programmes	Projects
			3.1.3 Facilitate the establishment of a Local Business Support Centre in Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe, and Mame/Phangode.
			3.1.4 Establishing a Business Incubation centre in Ulundi
			3.1.5 Facilitate the establishment of associations in each area for informal sector traders.
			3.1.6 Facilitate informal traders to access trading permits.
			3.1.7 Provision of trainings to SMMEs and co-operatives.
			3.1.8 To facilitate offtake agreement for local SMMEs and co-operatives.
		3.2. Value-chain development and local procurement	3.2.1 Facilitate a partnership between SMMEs, cooperatives and local large businesses for procurement purpose.
			3.2.2 Updating the SMMEs database/details on municipal data systems or supply chain management (SCM) database for various supports.
			3.2.3 Buy local campaign to be undertaken to motivate and encourage the community to buy local products.
		3.3. Development of innovation	3.3.1 To run an annual small business innovation fair in conjunction with Zululand District Municipality and EDTEA.
			3.3.2 To consult with informal traders' representatives and associations on any projects that are planned for informal economy.
			3.3.3 To regularly maintain all municipal taxi ranks as they are the main points for informal trading.
			3.3.4 Facilitate the establishment of shopping complex at Bababanango
			3.3.5 Facilitate the establishment of shopping complex at Ceza
			3.3.6 Facilitate the establishment of shopping complex at MpungaMhlope
			3.3.7 Facilitate the establishment of shopping complex at Ngqulwane

Focus	Strategies	Strategic Programmes	Projects
		3.4 Fight against crime in the Municipality	3.4.1 To establish a community policing forum and business against crime in Ulundi to fight the crime.
	4. Expansion of the manufacturing sector	4.1. Manufacturing sector policy and planning	4.1.1 To develop an investment promotion and facilitation strategy with a focus on the manufacturing sector.
			4.1.2 Develop a database of all zoned industrial spaces and all vacant or under-utilised industrial spaces.
			4.1.3 To undertake the Investments promotion seminars, forums and exhibition
		4.2. SMME participation within the manufacturing sector	4.2.1 Leverage of national incentives and funds to encourage industrial development.
			4.2.2. Government provision of a manufacturing incubator where a number of services can be provided (training, access to fund, water, electricity, transport, business premises, etc.)
			4.2.3 Assist welders to access skills required and provide consistent electricity supply.
			4.2.4 Assist brick and block manufacturers to access water, electricity, and business premises.
			4.2.5 Facilitate the manufacturing of wood for timber products for construction and furniture.
			4.2.6 Facilitate the establishment of Beef processing, deboning/canning and hides processing facility.
			4.2.7 Establishing a fertilizers production plant.
			4.2.8 Assist the establishment of firewood processing plant (charcoal manufacturing plant).
			4.2.9 Assist small scale manufacturers to form co-operatives.

Focus	Strategies	Strategic Programmes	Projects
			4.2.10 Establishing a renewable energy information centre to facilitate the production of renewable energy products.
Cross-cutting	5. Improving the institutional and policy environment for effective LED	5.1. Coordination and communication of LED stakeholders	5.1.1. Hold business breakfast or Economic Development Summit in Ulundi, in which businesses are invited over, and projects are showcased with the view of attracting investment.
			5.1.2. Encourage the improvement of intergovernmental relations (all spheres of government, SOEs, NGOs and traditional authorities) through information sharing and project feedback.
			5.1.3 To improve the efficacity of the LED Forum
		5.2. Funding for LED implementation	5.2.1. Compile a database of all potential funding sources for LED implementation as well as previous examples of funding applications.
		5.3. Business Retention and Expansion	5.3.1. Roll-out of a Business Retention and Expansion programme that is run between the Municipality, business bodies and TIKZN.
			5.3.2. Development of a red-tape reduction plan to reduce administrative processing times.
		5.4 Improving the capacity of the Ulundi LED Unit	5.4.1 Staffing of the Ulundi LED portfolio including among others the following posts: business unit, agriculture unit, LED capacity and special programmes unit.
			5.4.2 To develop a Municipal wide poverty alleviation plan.
			5.4.3 Extend monitoring and evaluation systems across in Ulundi in conjunction with the EDTEA monitoring and evaluation unit.
			5.4.4 Undertake the customer satisfaction survey to gauge the level of service delivery in the Municipality.
	6. Ensuring effective education, skills	6.1. Skills training and development	6.1.1. Facilitate training for SMME and informal businesses (SEDA or EDTEA programme).

Focus	Strategies	Strategic Programmes	Projects
	and capacity development		6.1.2 Facilitate the provision of the following technical skills to aspiring entrepreneurs: Carpentry skills provision, Plumbing, Tilling, Roofing, Painting.
			6.1.3 Provision of the following general skills to existing SMMEs: Financial management, Marketing skills, Business management.
			6.1.4 Awareness campaign promoting trades as employment opportunities to young people (like hairdressers, carpenters, electricians, plumbers, etc.) through linkages with FET college.
		6.2. Developing relationships between industry and tertiary & training institutions	6.2.1. Establish a platform for engagement between tertiary institutions and business to ensure programmes are aligned with industry demand.
			6.2.2 Establishing youth development centre in one of the rural nodes such as Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe , and Mame/Phangode.
			6.2.3 Establishing a Rural ICT Centres in Key Rural Nodes.
		6.3. Retention of skilled residents	6.3.1 Development a marketing and retention programme in conjunction with the local business bodies that focusses on the quality of life promotion in order to retain skilled residents in Ulundi.
	7. Expansion and development of strategic economic infrastructure	7.1. Transportation infrastructure capacity and maintenance (road and rail)	7.1.1 To undertake road patching and park beautification in rural nodes.
			7.1.2 To undertake ward profiling strategy for nodes development
			7.1.3 Building a community service centres in rural nodes where necessary
		7.2. Development of bulk services	7.2.1 To undertake a study for the provision of a free Wi-Fi in Ulundi CBD
			7.2.2 Improve the provision of water & sanitation in rural nodes
			7.2.3 Provision of Solar street lights in Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe ,and Mame/Phangode
			7.2.4 To undertake a waste management analysis in Ulundi Municipality

Focus	Strategies	Strategic Programmes	Projects
		7.3 Facilitating easy access to land for development	7.3.1 Entering into partnership agreements around various land parcels. Develop a Database of land parcels made available for commercial, industrial, housing and other current and future developments.

10 SECTION 10: IMPLEMENTATION FRAMEWORK

The Implementation Framework provides a guideline for the implementation of Local Economic Development within the Ulundi Local Municipality. It provides practical steps necessary to implement the projects that have been identified in the previous section. This includes a timeframe and estimated budget for each of the projects, and a monitoring and evaluation framework for the suggested projects. The sub-sections of this main section are structured as follows:

- Implementation Plan,
- Financial Plan,
- Institutional and Organisational Arrangements,
- Monitoring and Evaluation Plan.

10.1 DRAFT LED IMPLEMENTATION PLAN 2023/2024

The Project Implementation Plan provides a time-based perspective of the projects proposed for implementation. The table below displays the project number, the project name, and the proposed start and end date. The GANTT chart starts from year 2020/2021 and ends in year 2024/2025.
It should be noted that:

- Where activities did not have a defined end date, the end of the five-year term was used as the end date i.e. year 2024/2025,
- A number of projects start out in the early parts of the five-year term and the potential for achieving this should be reconsidered based on resources, including human capacity and funds, in Ulundi Municipality.

Table 38 Projects Time Frame

Strategic Programmes	Projects	YEARS				
		20-21	21-22	22-23	23-24	24-25
1.1. Expansion of the there few places which offer this experience such as Nyanya Resorts at Nkonjeni and Thangami Safari Spar tourism attractions and activities	1.1.1. Create a concise tourism events calendar or action plan that can guide event organisers.	red				
	The Current Events Calender only focuses on Zulu Roya Events and the Festive Season Events / The new and inclusive calendar of events to be drafted	red	yellow	yellow	yellow	
	1.1.2. Promoting the development of adventure tourism and rural tours or tourism experience in Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe and Mame/Phangode.	red	red			
	Adventure tourism resource audit to be conducted to identify other areas with a potential for this tourism experience that will compliment sites such as Nyanya Resorts at Nkonjeni and Thangami Safari Spar at KwaCeza	red		yellow	yellow	
	1.1.3 Constantly upgrade the current tourism information centre.	red	red	red	red	red
	1.1.4 Promoting Agri-tourism that can include craft shops at the farm.	red	red			red
	1.1.5 Diversification of the tourism sector by promoting the undertaking of activities such as Poetry, Music, Dancing and Book Writing Competition/ Contests.	red	red	red	red	red
	Promoting of local cultural events with a potential to attract tourists to the area	red	red	red	red	red
	1.1.6 Empower previously disadvantage groups to promote rural and African village tourism.	red	red	red	red	red
	Providing of training and mentorship to empower previously disadvantaged groups to promote transformation in the sector	red	red	red	red	red
	1.1.7 Provide craft co-operatives with training and mentorship support programme.	red	red			
	1.1.8 Development of a tourism transformation programme that will allow the full participation of all South Africans in the sector in Ulundi.	red				
	1.2.1. Identification and lobbying for funding for new tourism signage in various wards.	red	red			
	In progress since some of the local and emerging Tourism SMMEs don't have proper signage	red	red	yellow	yellow	

Strategic Programmes	Projects	YEARS				
		20-21	21-22	22-23	23-24	24-25
1.2. Information, marketing and promotion	1.2.2. To develop nodal tourism plans (Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe and Mame/Phangode etc.).	■				
	The reviewal of the Current Tourism Sector Strategy will cater Identification of new sites with the potential for development of new tourism products	■	■	■	■	
	1.2.3. Marketing of the region at national and international shows and exhibitions in conjunction with TKZN and the Development Agency around the current tourism products such as the Ondini Museum, Amafa Akwazulu Heritage Site, Ondini Battlefields, The Spirit of Emakhosini, Ceza Cave, Kwagqokli Hill, Opathe Herritage Park .	■	■	■	■	■
	In progress	■	■	■	■	■
1.3. Tourism specific infrastructure upgrades	1.3.1 Planning and provision of zip line at Kwagqokli Hill.	■				
	1.3.2. Erect signage throughout local area to ensure easy access to tourism attractions, facilities and accommodation facilities.	■				
	In progress	■				
	1.3.3 Provision of rock-climbing activities at Ceza Cave.	■	■	■	■	■
	1.3.4 Development/Review of Ulundi Tourism sector Plan	■				
	1.3.5 To maintain the Spirit of makhosini multimedia centre	■				
2.1. Coordination improvement among all stakeholders involved in agricultural development	2.1.1 Bi-annual agri-workshops/meetings for frequent engagement between Agricultural Association, municipal officials and other relevant stakeholders like the AFASA, ADA and the Zululand Development Agency.	■	■	■		
	Staging of Ulundi Annual Farmers Meeting and provision of tools of trade e.g. Goat farming, Jojo tanks for cattle dips.	■	■	■	■	
	In progress through Local and ZDM LED Forum	■	■	■	■	

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Strategic Programmes	Projects	YEARS				
		20-21	21-22	22-23	23-24	24-25
	2.1.2 Regular farmers' satisfaction surveys to understand their needs to be highlighted through a monthly municipal agri-newsletter.	red	red	red	red	red
	2.1.3 Undertake agricultural awareness campaign, roadshows and exhibition to increase youth interest in agriculture, because most youth don't see agriculture as a viable source of income		red			
	Ulundi Municipality to form a Partnership with Mthashana and Department of Basic Education to conduct Agricultural Awareness Campaigns		red	yellow	yellow	
	2.1.4 To undertake the comprehensive Agricultural Sector Plan.	red				
	Ulundi Municipality to draft a comprehensive Agricultural Sector Plan in order to maximize the potential of Agricultural Sector in Ulundi.	red	yellow	yellow		
	2.1.5 To introduce all local farmers to the Municipal farming value chain	red				
	Negotiations are in progress with different potential buyers for Agri-products	red	yellow	yellow	yellow	
2.2. Supporting Emerging and Small-scale farmer	2.2.1 establishing a farmers' production support unit (FPSU) to support all local emerging farmers that will address many issues.	red	red	red	red	red
	2.2.2 Coordinate with Zululand District Municipality for the establishment of formal fresh farmers' markets for emerging and small-scale farmers.	red	red	red		red
	In progress	red	red	red		
	2.2.3 Fight against crops theft by assisting farmers to secure funding for fencing.	red	red	red		
	In progress The Municipality assist famers with equipment through annual ward based LED projects support.	red	red	red	red	red
	2.2.4 Undertake awareness campaign against illegal burning of bushes and use of bush fire.	red	red	red	red	red
	2.2.5 Identify and connect water and electricity to needed farmers.	red	red			
	2.2.6 Facilitate the establishment of farmer's co-operatives in order to assist small scale farmers to share transport and other business costs.	red	red			
	2.3.1 To continually advocate for community garden programme in rural nodes	red	red	red	red	red

Strategic Programmes	Projects	YEARS				
		20-21	21-22	22-23	23-24	24-25
2.3. Commodity and infrastructure development	2.3.2 To identify and support emerging farmers with the following soft skills: training in organic planting, marketing skills, project management, team building, climate change, quality control, production plan, etc	■ (red)				
	Training and Workshops to be provided to emerging farmers to empower with new skills and technics	■ (red)	■ (yellow)	■ (yellow)	■ (yellow)	
	2.3.3 To identify and support emerging farmers with the following technical kills: soil testing, pest control and spraying programme, using natural plants, rapid planting method	■ (red)				
	In- progress	■ (red)				
	2.3.4 To identify and support emerging farmers with inputs (seeds/seedlings)	■ (red)				
	2.3.5 To identify and support emerging farmers with micro-irrigation scheme to enable macro-agriculture and farming	■ (red)				
	2.3.6 To identify and support emerging farmers with installation of boreholes	■ (red)				
	2.3.7 To identify and support emerging farmers with storage facility	■ (red)				
	2.3.8 To identify and support emerging farmers with fence	■ (red)				
3.1. Assistance and support	3.1.1 Develop the Informal Economy Strategy that will plan, regulate and develop the sector.	■ (red)				
	3.1.2 Create standard guideline form that guides new firms to register with the CIPC	■ (red)				
	3.1.3 Facilitate the establishment of a Local Business Support Centre in Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe, and Mame/Phangode.	■ (red)	■ (red)	■ (red)	■ (red)	■ (red)
	3.1.4 Establishing a Business Incubation centre in Ulundi	■ (red)	■ (red)			
	3.1.5 Facilitate the establishment of associations in each area for informal sector traders.	■ (red)	■ (red)			
	3.1.6 Facilitate informal traders to access trading permits.	■ (red)				
	3.1.7 Provision of trainings to SMMEs and co-operatives.	■ (red)	■ (red)	■ (red)	■ (red)	■ (red)
	3.1.8 To facilitate offtake agreement for local SMMEs and co-operatives.	■ (red)	■ (red)	■ (red)	■ (red)	■ (red)

Strategic Programmes	Projects	YEARS				
		20-21	21-22	22-23	23-24	24-25
3.2. Value-chain development and local procurement	3.2.1 Facilitate a partnership between SMMEs, cooperatives and local large businesses for procurement purpose.	▮	▮	▮	▮	▮
	3.2.2 Updating the SMMEs database/details on municipal data systems or supply chain management (SCM) database for various supports.	▮				
	In-progress	▮				
	3.2.3 Buy local campaign to be undertaken to motivate and encourage the community to buy local products.	▮		▮		▮
3.3. Development of innovation	3.3.1 To run an annual small business innovation fair in conjunction with Zululand District Municipality and EDTEA.	▮	▮	▮	▮	▮
	In-progress the Municipality to organize the annual LED Indaba	▮	▮	▮	▮	▮
	3.3.2 To consult with informal traders' representatives and associations on any projects that are planned for informal economy.	▮	▮	▮	▮	▮
	In-progress in line with the Municipal Informal Traders Policy the Municipality established the Ulundi Informal Trader Association to allow participation and consultation with a recognized structure.	▮	▮	▮	▮	▮
	3.3.3 To regularly maintain all municipal taxi ranks as they are the main points for informal trading.	▮	▮			
	In-progress	▮	▮			
	3.3.4 Facilitate the establishment of shopping complex at Bababanango	▮	▮			
	Source funding for the construction of Light Business hubs / Community Business Centre (Osozimboni)	▮	▮	▨	▨	▨
	3.3.5 Facilitate the establishment of shopping complex at Ceza	▮	▮			
	Source funding for the construction of Light Business hubs / Community Business Centre (Osozimboni)	▮	▮	▨	▨	▨
	3.3.6 Facilitate the establishment of shopping complex at MpungaMhlope	▮	▮			
	Development applications have been received; project anticipated to commence 2023/2024	▮	▮	▨	▨	▨

Strategic Programmes	Projects	YEARS				
		20-21	21-22	22-23	23-24	24-25
	Source funding for the construction of Light Business hubs / Community Business Centre (Osozimboni)	■	■	▨	▨	▨
	3.3.7 Facilitate the establishment of shopping complex at Nqulwane	■	■			
	Source funding for the construction of Light Business hubs / Community Business Centre (Osozimboni)	■	■	▨	▨	▨
3.4 Fight against crime in the Municipality	3.4.1 To establish a community policing forum and business against crime in Ulundi to fight the crime.	■				
4.1. Manufacturing sector policy and planning	4.1.1 To develop an investment promotion and facilitation strategy with a focus on the manufacturing sector.	■				
	4.1.2 Develop a database of all zoned industrial spaces and all vacant or under-utilised industrial spaces.	■				
	4.1.3 To undertake the Investments promotion seminars, forums and exhibition	■		■		■
4.2. SMME participation within the manufacturing sector	4.2.1 Leverage of national incentives and funds to encourage industrial development.	■				
	4.2.2. Government provision of a manufacturing incubator where a number of services can be provided (training, access to fund, water, electricity, transport, business premises, etc.)	■	■	■	■	
	4.2.3 Assist welders to access skills required and provide consistent electricity supply.	■	■			
	4.2.4 Assist brick and block manufacturers to access water, electricity, and business premises.	■	■			
	4.2.5 Facilitate the manufacturing of wood for timber products for construction and furniture.	■	■			
	4.2.6 Facilitate the establishment of Beef processing, deboning/canning and hides processing facility.	■	■			
	4.2.7 Establishing a fertilizers production plant.	■	■			
	4.2.8 Assist the establishment of firewood processing plant (charcoal manufacturing plant).	■	■			
	4.2.9 Assist small scale manufacturers to form co-operatives.	■	■			

Strategic Programmes	Projects	YEARS				
		20-21	21-22	22-23	23-24	24-25
	4.2.10 Establishing a renewable energy information centre to facilitate the production of renewable energy products.	■	■			
5.1. Coordination and communication of LED stakeholders	5.1.1. Hold business breakfast or Economic Development Summit in Ulundi, in which businesses are invited over, and projects are showcased with the view of attracting investment.	■	■	■	■	■
	In progress Annual His Worship organizes Mayoral Business Breakfast to engage with the Business Sector including the KZN Growth Coalition Forum	■	■	■	■	■
	5.1.2. Encourage the improvement of intergovernmental relations (all spheres of government, SOEs, NGOs and traditional authorities) through information sharing and project feedback.	■	■	■	■	■
	5.1.3 To improve the efficacity of the LED Forum	■	■	■	■	■
5.2. Funding for LED implementation	5.2.1. Compile a database of all potential funding sources for LED implementation as well as previous examples of funding applications.	■	■			
5.3. Business Retention and Expansion	5.3.1. Roll-out of a Business Retention and Expansion programme that is run between the Municipality, business bodies and TIKZN.	■	■	■	■	■
	5.3.2. Development of a red-tape reduction plan to reduce administrative processing times.	■				
5.4 Improving the capacity of the Ulundi LED Unit	5.4.1 Staffing of the Ulundi LED portfolio including among others the following posts: business unit, agriculture unit, LED capacity and special programmes unit.	■				
	5.4.2 To develop a Municipal wide poverty alleviation plan.	■				
	5.4.3 Extend monitoring and evaluation systems across in Ulundi in conjunction with the EDTEA monitoring and evaluation unit.	■				
	5.4.4 Undertake the customer satisfaction survey to gauge the level of service delivery in the Municipality.	■	■	■	■	■
6.1. Skills training and development	6.1.1. Facilitate training for SMME and informal businesses (SEDA or EDTEA programme).	■	■	■	■	■
	In-progress	■	■	■	■	■

Strategic Programmes	Projects	YEARS				
		20-21	21-22	22-23	23-24	24-25
	6.1.2 Facilitate the provision of the following technical skills to aspiring entrepreneurs: Carpentry skills provision, Plumbing, Tilling, Roofing, Painting.	▮	▮	▮	▮	▮
	6.1.3 Provision of the following general skills to existing SMMEs: Financial management, Marketing skills, Business management.	▮	▮	▮	▮	▮
	6.1.4 Awareness campaign promoting trades as employment opportunities to young people (like hairdressers, carpenters, electricians, plumbers, etc.) through linkages with FET college.	▮	▮	▮	▮	▮
6.2. Developing relationships between industry and tertiary & training institutions	6.2.1. Establish a platform for engagement between tertiary institutions and business to ensure programmes are aligned with industry demand.	▮				
	6.2.2 Establishing youth development centre in one of the rural nodes such as Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe , and Mame/Phangode.	▮	▮			
	6.2.3 Establishing a Rural ICT Centres in Key Rural Nodes.	▮	▮			
6.3. Retention of skilled residents	6.3.1 Development a marketing and retention programme in conjunction with the local business bodies that focusses on the quality of life promotion in order to retain skilled residents in Ulundi.	▮				
	The Council adopted Business and Investment Retention Strategy as framework for retaining and attracting investment				▮(yellow)	▮(yellow)
7.1. Transportation infrastructure capacity and maintenance (road and rail)	7.1.1 To undertake road patching and park beautification in rural nodes.	▮		▮	▮	▮
	7.1.2 To undertake ward profiling strategy for nodes development	▮				
	In-progress Ulundi has identified four Economic Nodal Points			▮(yellow)	▮(yellow)	
	7.1.3 Building a community service centres in rural nodes where necessary	▮				
7.2. Development of bulk services	7.2.1 To undertake a study for the provision of a free Wi-Fi in Ulundi CBD	▮				
	7.2.2 Improve the provision of water & sanitation in rural nodes	▮		▮	▮	▮
	7.2.3 Provision of Solar street lights in Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntinini, Stedham, Dlebe,and Mame/Phangode	▮				

Strategic Programmes	Projects	YEARS				
		20-21	21-22	22-23	23-24	24-25
	7.2.4 To undertake a waste management analysis in Ulundi Municipality	🟥				
7.3 Facilitating easy access to land for development	7.3.1 Entering into partnership agreements around various land parcels. Develop a Database of land parcels made available for commercial, industrial, housing and other current and future developments.	🟥	🟥	🟥	🟥	🟥
	In line with the provisions of the SPLUMA the Municipality has started engaging with all relevant stakeholders to facilitate the identification of available land which can be used for future development.	🟥	🟥	🟥	🟥	🟥

10.2 FINANCIAL PLAN

The Financial Plan reflected in the table below provides an overview of budget requirements per institution or service provider over a certain period. The budgets indicated in the table are indicative only. Detail cost estimates can only be made once feasibility studies for the actions have been undertaken that includes the conceptualisation of the designs of the facilities and actions.

Table 39 *Projects* Financial Considerations

Strategic Programmes	Projects	Estimated Cost
1.1. Expansion of the tourism attractions and activities	1.1.1. Create a concise tourism events calendar or action plan that can guide event organisers.	R 0
	1.1.2. Promoting the development of adventure tourism and rural tours or Tourism Experience in Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe and Mame/Phangode.	R 400 00
	1.1.3 Constantly upgrade the current tourism information centre.	R 150 000
	1.1.4 Promoting Agri-tourism that can include craft shops at the farm.	R 400 000
	1.1.5 Diversification of the tourism sector by promoting the undertaking of activities such as Poetry, Music, Dancing and Book Writing Competition/ Contests.	R 400 000
	1.1.6 Empower previously disadvantage groups to promote rural and African village tourism.	R 400 000
	1.1.7 Provide craft co-operatives with training and mentorship support programme.	R 1 m
	1.1.8 Development of a tourism transformation programme that will allow the full participation of all South Africans in the sector in Ulundi.	R 10 m
1.2. Information, marketing and promotion	1.2.1. Identification and lobbying for funding for new tourism signage in various wards.	R 0
	1.2.2. To develop nodal tourism plans (Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe ,and Mame/Phangode etc.).	R 200 000 per node
	1.2.3. Marketing of the region at national and international shows and exhibitions in conjunction with TKZN and the Development Agency around the current tourism products such as the Ondini Museum, Amafa Akwazulu Heritage Site, Ondini Battlefields, The Spirit of Emakhosini, Ceza Cave, Kwagqokli Hill, Opathe Herritage Park .	R 0
1.3. Tourism specific infrastructure upgrades	1.3.1 Planning and provision of zip line at Kwagqokli Hill.	R 500 for feasibility Study
	1.3.2. Erect signage throughout local area to ensure easy access to tourism attractions, facilities and accommodation facilities.	R 250 000
	1.3.3 Provision of rock-climbing activities at Ceza Cave.	R 350 000
	1.3.4 Development/Review of Ulundi Tourism sector Plan	R 350 000
	1.3.5 To maintain the Spirit of makhosini multi media centre	R 250 000

Strategic Programmes	Projects	Estimated Cost
2.1. Coordination improvement among all stakeholders involved in agricultural development	2.1.1 Bi-annual agri-workshops/meetings for frequent engagement between Agricultural Association, municipal officials and other relevant stakeholders like the AFASA[2], ADA and the Zululand Development Agency.	R 5 000 per workshop for refreshment
	2.1.2 Regular farmers' satisfaction surveys to understand their needs to be highlighted through a monthly municipal agri-newsletter.	R 200 000 per survey
	2.1.3 Undertake agricultural awareness campaign, roadshows and exhibition to increase youth interest in agriculture, because most youth don't see agriculture as a viable source of income	R 50 000
	2.1.4 To undertake the comprehensive Agricultural Sector Plan.	R 250 000
	2.1.5 To introduce all local farmers to the Municipal farming value chain	R 0
2.2. Supporting Emerging and Small-scale farmer	2.2.1 establishing a farmers' production support unit (FPSU) to support all local emerging farmers that will address many issues	R 4 m
	2.2.2 Coordinate with Zululand District Municipality for the establishment of formal fresh farmers' markets for emerging and small-scale farmers.	R 5 m
	2.2.3 Fight against crops theft by assisting farmers to secure funding for fencing.	R 0
	2.2.4 Undertake awareness campaign against illegal burning of bushes and use of bush fire.	R 0
	2.2.5 Identify and connect water and electricity to needed farmers.	TBD once access roads are identified
	2.2.6 Facilitate the establishment of farmer's co-operatives in order to assist small scale farmers to share transport and other business costs.	R 50 000
2.3. Commodity and infrastructure development	2.3.1 To continually advocate for community garden programme in rural nodes	R 500 000
	2.3.2 To identify and support emerging farmers with the following soft skills: training in organic planting, marketing skills, project management, team building, climate change, quality control, production plan, etc	TBD

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[2] African Farmers Association of South Africa (AFASA)

Strategic Programmes	Projects	Estimated Cost
	2.3.3 To identify and support emerging farmers with the following technical kills: soil testing, pest control and spraying programme, using natural plants, rapid planting method	TBD
	2.3.4 To identify and support emerging farmers with inputs (seeds/seedlings)	TBD
	2.3.5 To identify and support emerging farmers with micro-irrigation scheme to enable macro-agriculture and farming	TBD
	2.3.6 To identify and support emerging farmers with installation of boreholes	TBD
	2.3.7 To identify and support emerging farmers with storage facility	R50 000
	2.3.8 To identify and support emerging farmers with fence	TBD
3.1. Assistance and support	3.1.1 Develop the Informal Economy Strategy that will plan, regulate and develop the sector.	R 300 000
	3.1.2 Create standard guideline form that guides new firms to register with the CIPC	R 100 000
	3.1.3 Facilitate the establishment of a Local Business Support Centre in Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe, and Mame/Phangode.	R 300 000
	3.1.4 Establishing a Business Incubation centre in Ulundi	R 10 m
	3.1.5 Facilitate the establishment of associations in each area for informal sector traders.	R 50 000
	3.1.6 Facilitate informal traders to access trading permits.	R 0
	3.1.7 Provision of trainings to SMMEs and co-operatives.	R 1.5 m
	3.1.8 To facilitate offtake agreement for local SMMEs and co-operatives.	R 0
3.2. Value-chain development and local procurement	3.2.1 Facilitate a partnership between SMMEs, cooperatives and local large businesses for procurement purpose.	R 0 (to be done by the LED Unit)
	3.2.2 Updating the SMMEs database/details on municipal data systems or supply chain management (SCM) database for various supports.	R 0 (to be done by the LED Unit)
	3.2.3 Buy local campaign to be undertaken to motivate and encourage the community to buy local products.	R 50 000
3.3. Development of innovation	3.3.1 To run an annual small business innovation fair in conjunction with Zululand District Municipality and EDTEA.	R 250 000

Strategic Programmes	Projects	Estimated Cost
	3.3.2 To consult with informal traders' representatives and associations on any projects that are planned for informal economy.	R 0 (to be done by the LED Unit)
	3.3.3 To regularly maintain all municipal taxi ranks as they are the main points for informal trading.	TBD
	3.3.4 Facilitate the establishment of shopping complex at Bababanango	R 0
	3.3.5 Facilitate the establishment of shopping complex at Ceza	R 0
	3.3.6 Facilitate the establishment of shopping complex at MpungaMhlope	R 0
	3.3.7 Facilitate the establishment of shopping complex at Ngqulwane	R 0
3.4 Fight against crime in the Municipality	3.4.1 To establish a community policing forum and business against crime in Ulundi to fight the crime.	R 0
4.1. Manufacturing sector policy and planning	4.1.1 To develop an investment promotion and facilitation strategy with a focus on the manufacturing sector.	R 300 000
	4.1.2 Develop a database of all zoned industrial spaces and all vacant or under-utilised industrial spaces.	R 300 000
	4.1.3 To undertake the Investments promotion seminars, forums and exhibition	R 350 000
4.2. SMME participation within the manufacturing sector	4.2.1 Leverage of national incentives and funds to encourage industrial development.	R 0
	4.2.2. Government provision of a manufacturing incubator where a number of services can be provided (training, access to fund, water, electricity, transport, business premises, etc.)	R 10 m
	4.2.3 Assist welders to access skills required and provide consistent electricity supply.	TBD after the assessment
	4.2.4 Assist brick and block manufacturers to access water, electricity, and business premises.	TBD after the assessment
	4.2.5 Facilitate the manufacturing of wood for timber products for construction and furniture.	R400 000
	4.2.6 Facilitate the establishment of Beef processing, deboning/canning and hides processing facility.	R400 000
	4.2.7 Establishing a fertilizers production plant.	R400 000
	4.2.8 Assist the establishment of firewood processing plant (charcoal manufacturing plant).	R400 000
	4.2.9 Assist small scale manufacturers to form co-operatives.	R 50 000

Strategic Programmes	Projects	Estimated Cost
	4.2.10 Establishing a renewable energy information centre to facilitate the production of renewable energy products.	R 10 m
5.1. Coordination and communication of LED stakeholders	5.1.1. Hold business breakfast or Economic Development Summit in Ulundi, in which businesses are invited over, and projects are showcased with the view of attracting investment.	R 400 000
	5.1.2. Encourage the improvement of intergovernmental relations (all spheres of government, SOEs, NGOs and traditional authorities) through information sharing and project feedback.	R 0 (to be done by the LED Unit)
	5.1.3 To improve the efficacity of the LED Forum	R 0 (to be done by the LED Unit)
5.2. Funding for LED implementation	5.2.1. Compile a database of all potential funding sources for LED implementation as well as previous examples of funding applications.	R 0 (to be done by the LED Unit)
5.3. Business Retention and Expansion	5.3.1. Roll-out of a Business Retention and Expansion programme that is run between the Municipality, business bodies and TIKZN.	R 0 (to be done by the LED Unit)
	5.3.2. Development of a red-tape reduction plan to reduce administrative processing times.	R 200 000
5.4 Improving the capacity of the Ulundi LED Unit	5.4.1 Staffing of the Ulundi LED portfolio including among others the following posts: business unit, agriculture unit, LED capacity and special programmes unit.	R 0 (to be done by the LED Unit)
	5.4.2 To develop a Municipal wide poverty alleviation plan.	R 400 000
	5.4.3 Extend monitoring and evaluation systems across in Ulundi in conjunction with the EDTEA monitoring and evaluation unit.	R 400 000
	5.4.4 Undertake the customer satisfaction survey to gauge the level of service delivery in the Municipality.	R 400 000
6.1. Skills training and development	6.1.1. Facilitate training for SMME and informal businesses (SEDA or EDTEA programme).	R 0 (to be done by the LED Unit)
	6.1.2 Facilitate the provision of the following technical skills to aspiring entrepreneurs: Carpentry skills provision, Plumbing, Tilling, Roofing, Painting.	R 7 000 per module
	6.1.3 Provision of the following general skills to existing SMMEs: Financial management, Marketing skills, Business management.	R 5 000 per module

Strategic Programmes	Projects	Estimated Cost
	6.1.4 Awareness campaign promoting trades as employment opportunities to young people (like hairdressers, carpenters, electricians, plumbers, etc.) through linkages with FET college.	R 0 (to be done by the LED Unit)
6.2. Developing relationships between industry and tertiary & training institutions	6.2.1. Establish a platform for engagement between tertiary institutions and business to ensure programmes are aligned with industry demand.	R 0 (to be done by the LED Unit)
	6.2.2 Establishing youth development centre in one of the rural nodes such as Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe , and Mame/Phangode.	R 350 000 for feasibility study
	6.2.3 Establishing a Rural ICT Centres in Key Rural Nodes.	R 350 000 for feasibility study
6.3. Retention of skilled residents	6.3.1 Development a marketing and retention programme in conjunction with the local business bodies that focusses on the quality of life promotion in order to retain skilled residents in Ulundi.	R 300 000
7.1. Transportation infrastructure capacity and maintenance (road and rail)	7.1.1 To undertake road patching and park beautification in rural nodes.	TBD after road identification
	7.1.2 To undertake ward profiling strategy for nodes development	R 300 000
	7.1.3 Building a community service centres in rural nodes where necessary	R 10 m
7.2. Development of bulk services	7.2.1 To undertake a study for the provision of a free Wi-Fi in Ulundi CBD	R 400 000
	7.2.2 Improve the provision of water & sanitation in rural nodes	TBD after identification
	7.2.3 Provision of Solar street lights in Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe ,and Mame/Phangode	R 400 000 for feasibility study
	7.2.4 To undertake a waste management analysis in Ulundi Municipality	R 400 000
7.3 Facilitating easy access to land for development	7.3.1 Entering into partnership agreements around various land parcels. Develop a Database of land parcels made available for commercial, industrial, housing and other current and future developments.	R 0 (to be done by the LED Unit)

10.3 INSTITUTIONAL AND ORGANISATIONAL ARRANGEMENTS

In order to implement the projects and recommendations described in this document careful attention has to be given to drivers, institutional arrangements and existing capabilities. To this end, this sub-section examines the institutional arrangements that would best facilitate the implementation of the projects suggested in this report within the municipal area. The lack of a clear institutional framework in place, LED projects will be implemented in an uncoordinated fashion that might sometimes lead to duplication and a waste of scarce resources. Therefore, the following suggested institutional framework is crucial for an optimal implementation of LED strategy within the Ulundi Local Municipality.

Table 40 Projects Institutions Arrangement

Strategic Programmes	Projects	Main Responsible	Supporting Partners
1.1. Expansion of the tourism attractions and activities	1.1.1. Create a concise tourism events calendar or action plan that can guide event organisers.	Ulundi Local Municipality (ULM)	EDTEA, COGTA, KZN Tourism, ZDM
	1.1.2. Promoting the development of adventure tourism and rural tours or Tourism Experience in Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe and Mame/Phangode.	ULM	EDTEA, COGTA, KZN Tourism, ZDM
	1.1.3 Constantly upgrade the current tourism information centre.	ULM	EDTEA, COGTA, KZN Tourism, ZDM
	1.1.4 Promoting Agri-tourism that can include craft shops at the farm.	ULM	EDTEA, COGTA, KZN Tourism, ZDM
	1.1.5 Diversification of the tourism sector by promoting the undertaking of activities such as Poetry, Music, Dancing and Book Writing Competition/ Contests.	ULM	EDTEA, COGTA, KZN Tourism, ZDM
	1.1.6 Empower previously disadvantage groups to promote rural and African village tourism.	ULM	EDTEA, COGTA, KZN Tourism, ZDM
	1.1.7 Provide craft co-operatives with training and mentorship support programme.	ULM	EDTEA, COGTA, KZN Tourism, ZDM
	1.1.8 Development of a tourism transformation programme that will allow the full participation of all South Africans in the sector in Ulundi.	ULM	EDTEA, COGTA, KZN Tourism, ZDM
1.2. Information, marketing and promotion	1.2.1. Identification and lobbying for funding for new tourism signage in various wards.	ULM	EDTEA, COGTA, KZN Tourism, ZDM
	1.2.2. To develop nodal tourism plans (Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe ,and Mame/Phangode etc.).	ULM	EDTEA, COGTA, KZN Tourism, ZDM

Strategic Programmes	Projects	Main Responsible	Supporting Partners
	1.2.3. Marketing of the region at national and international shows and exhibitions in conjunction with TKZN and the Development Agency around the current tourism products such as the Ondini Museum, Amafa Akwazulu Heritage Site, Ondini Battlefields, The Spirit of Emakhosini, Ceza Cave, Kwagqokli Hill, Opathe Herritage Park .	ULM	EDTEA, COGTA, KZN Tourism, ZDM,
1.3. Tourism specific infrastructure upgrades	1.3.1 Planning and provision of zip line at Kwagqokli Hill.	ULM	EDTEA, COGTA, KZN Tourism
	1.3.2. Erect signage throughout local area to ensure easy access to tourism attractions, facilities and accommodation facilities.	ULM	EDTEA, COGTA, KZN Tourism
	1.3.3 Provision of rock climbing activities at Ceza Cave.	ULM	EDTEA, COGTA, KZN Tourism
	1.3.4 Development/Review of Ulundi Tourism sector Plan	ULM	EDTEA, COGTA, KZN Tourism
	1.3.5 To maintain the Spirit of makhosini multi media centre	ULM	EDTEA, COGTA, KZN Tourism
2.1. Coordination improvement among all stakeholders involved in agricultural development	2.1.1 Bi-annual agri-workshops/meetings for frequent engagement between Agricultural Association, municipal officials and other relevant stakeholders like the AFASA[3], ADA and the Zululand Development Agency.	ULM	ZDM, ADA, AFASA
	2.1.2 Regular farmers' satisfaction surveys to understand their needs to be highlighted through a monthly municipal agri-newsletter.	ULM	DRDLR, DARD, ZDM
	2.1.3 Undertake agricultural awareness campaign, roadshows and exhibition to increase youth interest in agriculture, because most youth don't see agriculture as a viable source of income	ULM	DRDLR, DARD, ZDM
	2.1.4 To undertake the comprehensive Agricultural Sector Plan.	ULM	DRDLR, DARD, ZDM

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[3] African Farmers Association of South Africa (AFASA)

Strategic Programmes	Projects	Main Responsible	Supporting Partners
	2.1.5 To introduce all local farmers to the Municipal farming value chain	ULM	DRDLR, DARD, ZDM
2.2. Supporting Emerging and Small-scale farmer	2.2.1 Establishing a farmers' production support unit (FPSU) to support all local emerging farmers that will address many issues	ULM	DRDLR, DARD, ZDM, AFASA, ADA
	2.2.2 Coordinate with Zululand District Municipality for the establishment of formal fresh farmers' markets for emerging and small-scale farmers.	ULM	ZDM, ADA, DRDLR
	2.2.3 Fight against crops theft by assisting farmers to secure funding for fencing.	ULM	ZDM, ADA, DRDLR
	2.2.4 Undertake awareness campaign against illegal burning of bushes and use of bush fire.	ULM	ZDM, ADA, DRDLR
	2.2.5 Identify and connect water and electricity to needed farmers.	ULM	ZDM, ADA, DRDLR
	2.2.6 Facilitate the establishment of farmer's co-operatives in order to assist small scale farmers to share transport and other business costs.	ULM	ZDM, ADA, DRDLR
2.3. Commodity and infrastructure development	2.3.1 To continually advocate for community garden programme in rural nodes	ULM	ZDM, ADA, DRDLR
	2.3.2 To identify and support emerging farmers with the following soft skills: training in organic planting, marketing skills, project management, team building, climate change, quality control, production plan, etc	ULM	ZDM, ADA, DRDLR
	2.3.3 To identify and support emerging farmers with the following technical kills: soil testing, pest control and spraying programme, using natural plants, rapid planting method	ULM	ZDM, ADA, DRDLR
	2.3.4 To identify and support emerging farmers with inputs (seeds/seedlings)	ULM	ZDM, ADA, DRDLR
	2.3.5 To identify and support emerging farmers with micro-irrigation scheme to enable macro-agriculture and farming	ULM	ZDM, ADA, DRDLR

Strategic Programmes	Projects	Main Responsible	Supporting Partners
	2.3.6 To identify and support emerging farmers with installation of boreholes	ULM	ZDM, ADA, DRDLR
	2.3.7 To identify and support emerging farmers with storage facility	ULM	ZDM, ADA, DRDLR
	2.3.8 To identify and support emerging farmers with fence	ULM	ZDM, ADA, DRDLR
3.1. Assistance and support	3.1.1 Develop the Informal Economy Strategy that will plan, regulate and develop the sector.	ULM	EDTEA, ZDM, COGTA, SEDA
	3.1.2 Create standard guideline form that guides new firms to register with the CIPC	ULM	EDTEA, ZDM, COGTA, SEDA
	3.1.3 Facilitate the establishment of a Local Business Support Centre in Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe, and Mame/Phangode.	ULM	EDTEA, ZDM, COGTA, SEDA
	3.1.4 Establishing a Business Incubation centre in Ulundi	ULM	EDTEA, ZDM, COGTA, SEDA
	3.1.5 Facilitate the establishment of associations in each area for informal sector traders.	ULM	EDTEA, ZDM, COGTA, SEDA
	3.1.6 Facilitate informal traders to access trading permits.	ULM	EDTEA, ZDM, COGTA, SEDA
	3.1.7 Provision of trainings to SMMEs and co-operatives.	ULM	EDTEA, ZDM, COGTA, SEDA
	3.1.8 To facilitate offtake agreement for local SMMEs and co-operatives.	ULM	EDTEA, ZDM, COGTA, SEDA
3.2. Value-chain development and local procurement	3.2.1 Facilitate a partnership between SMMEs, cooperatives and local large businesses for procurement purpose.	ULM	EDTEA, ZDM, COGTA, SEDA
	3.2.2 Updating the SMMEs database/details on municipal data systems or supply chain management (SCM) database for various supports.	ULM	EDTEA, ZDM, COGTA, SEDA
	3.2.3 Buy local campaign to be undertaken to motivate and encourage the community to buy local products.	ULM	EDTEA, ZDM, COGTA, SEDA
	3.3.1 To run an annual small business innovation fair in conjunction with Zululand District Municipality and EDTEA.	ULM	EDTEA, ZDM, COGTA, SEDA

Strategic Programmes	Projects	Main Responsible	Supporting Partners
3.3. Development of innovation	3.3.2 To consult with informal traders' representatives and associations on any projects that are planned for informal economy.	ULM	EDTEA, ZDM, COGTA, SEDA
	3.3.3 To regularly maintain all municipal taxi ranks as they are the main points for informal trading.	ULM	EDTEA, ZDM, COGTA, SEDA
	3.3.4 Facilitate the establishment of shopping complex at Bababanango	ULM	EDTEA, ZDM, COGTA, TIKZN
	3.3.5 Facilitate the establishment of shopping complex at Ceza	ULM	EDTEA, ZDM, COGTA, TIKZN
	3.3.6 Facilitate the establishment of shopping complex at MpungaMhlope	ULM	EDTEA, ZDM, COGTA, TIKZN
	3.3.7 Facilitate the establishment of shopping complex at Ngqulwane	ULM	EDTEA, ZDM, COGTA, TIKZN
3.4 Fight against crime in the Municipality	3.4.1 To establish a community policing forum and business against crime in Ulundi to fight the crime.	ULM	EDTEA, ZDM, COGTA, SEDA
4.1. Manufacturing sector policy and planning	4.1.1 To develop an investment promotion and facilitation strategy with a focus on the manufacturing sector.	ULM	EDTEA, TIKZN, ZDM, COGTA
	4.1.2 Develop a database of all zoned industrial spaces and all vacant or under-utilised industrial spaces.	ULM	EDTEA, TIKZN, ZDM, COGTA
	4.1.3 To undertake the Investments promotion seminars, forums and exhibition	ULM	EDTEA, TIKZN, ZDM, COGTA
4.2. SMME participation within the manufacturing sector	4.2.1 Leverage of national incentives and funds to encourage industrial development.	ULM	EDTEA, TIKZN, ZDM, COGTA
	4.2.2. Government provision of a manufacturing incubator where a number of services can be provided (training, access to fund, water, electricity, transport, business premises, etc.)	ULM	EDTEA, TIKZN, ZDM, COGTA
	4.2.3 Assist welders to access skills required and provide consistent electricity supply.	ULM	EDTEA, TIKZN, ZDM, COGTA
	4.2.4 Assist brick and block manufacturers to access water, electricity, and business premises.	ULM	EDTEA, TIKZN, ZDM, COGTA

Strategic Programmes	Projects	Main Responsible	Supporting Partners
	4.2.5 Facilitate the manufacturing of wood for timber products for construction and furniture.	ULM	EDTEA, TIKZN, ZDM, COGTA
	4.2.6 Facilitate the establishment of Beef processing, deboning/canning and hides processing facility.	ULM	EDTEA, TIKZN, ZDM, COGTA
	4.2.7 Establishing a fertilizers production plant.	ULM	EDTEA, TIKZN, ZDM, COGTA
	4.2.8 Assist the establishment of firewood processing plant (charcoal manufacturing plant).	ULM	EDTEA, TIKZN, ZDM, COGTA
	4.2.9 Assist small scale manufacturers to form co-operatives.	ULM	EDTEA, TIKZN, ZDM, COGTA
	4.2.10 Establishing a renewable energy information centre to facilitate the production of renewable energy products.	ULM	EDTEA, TIKZN, ZDM, COGTA
5.1. Coordination and communication of LED stakeholders	5.1.1. Hold business breakfast or Economic Development Summit in Ulundi, in which businesses are invited over, and projects are showcased with the view of attracting investment.	ULM	EDTEA, TIKZN, ZDM, COGTA
	5.1.2. Encourage the improvement of intergovernmental relations (all spheres of government, SOEs, NGOs and traditional authorities) through information sharing and project feedback.	ULM	EDTEA, TIKZN, ZDM, COGTA
	5.1.3 To improve the efficacity of the LED Forum	ULM	EDTEA, TIKZN, ZDM, COGTA
5.2. Funding for LED implementation	5.2.1. Compile a database of all potential funding sources for LED implementation as well as previous examples of funding applications.	ULM	EDTEA, TIKZN, ZDM, COGTA
5.3. Business Retention and Expansion	5.3.1. Roll-out of a Business Retention and Expansion programme that is run between the Municipality, business bodies and TIKZN.	ULM	EDTEA, ZDM, COGTA, SEDA
	5.3.2. Development of a red-tape reduction plan to reduce administrative processing times.	ULM	EDTEA, ZDM, COGTA

Strategic Programmes	Projects	Main Responsible	Supporting Partners
5.4 Improving the capacity of the Ulundi LED Unit	5.4.1 Staffing of the Ulundi LED portfolio including among others the following posts: business unit, agriculture unit, LED capacity and special programmes unit.	ULM	EDTEA, ZDM, COGTA
	5.4.2 To develop a Municipal wide poverty alleviation plan.	ULM	EDTEA, ZDM, COGTA
	5.4.3 Extend monitoring and evaluation systems across in Ulundi in conjunction with the EDTEA monitoring and evaluation unit.	ULM	EDTEA, ZDM, COGTA
	5.4.4 Undertake the customer satisfaction survey to gauge the level of service delivery in the Municipality.	ULM	EDTEA, ZDM, COGTA
6.1. Skills training and development	6.1.1. Facilitate training for SMME and informal businesses (SEDA or EDTEA programme).	ULM	EDTEA, ZDM, COGTA, SEDA
	6.1.2 Facilitate the provision of the following technical skills to aspiring entrepreneurs: Carpentry skills provision, Plumbing, Tilling, Roofing, Painting.	ULM	EDTEA, ZDM, COGTA, SEDA
	6.1.3 Provision of the following general skills to existing SMMEs: Financial management, Marketing skills, Business management.	ULM	EDTEA, ZDM, COGTA, SEDA
	6.1.4 Awareness campaign promoting trades as employment opportunities to young people (like hairdressers, carpenters, electricians, plumbers, etc.) through linkages with FET college.	ULM	EDTEA, ZDM, COGTA, SEDA
6.2. Developing relationships between industry and tertiary & training institutions	6.2.1. Establish a platform for engagement between tertiary institutions and business to ensure programmes are aligned with industry demand.	ULM	EDTEA, ZDM, COGTA
	6.2.2 Establishing youth development centre in one of the rural nodes such as Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe, and Mame/Phangode.	ULM	EDTEA, ZDM, COGTA
	6.2.3 Establishing a Rural ICT Centres in Key Rural Nodes.	ULM	EDTEA, ZDM, COGTA

Strategic Programmes	Projects	Main Responsible	Supporting Partners
6.3. Retention of skilled residents	6.3.1 Development a marketing and retention programme in conjunction with the local business bodies that focusses on the quality of life promotion in order to retain skilled residents in Ulundi.	ULM	EDTEA, ZDM, COGTA, SEDA
7.1.Transportation infrastructure capacity and maintenance (road and rail)	7.1.1 To undertake road patching and park beautification in rural nodes.	ULM	EDTEA, ZDM, COGTA
	7.1.2 To undertake ward profiling strategy for nodes development	ULM	EDTEA, ZDM, COGTA
	7.1.3 Building a community service centres in rural nodes where necessary	ULM	EDTEA, ZDM, COGTA
7.2. Development of bulk services	7.2.1 To undertake a study for the provision of a free Wi-Fi in Ulundi CBD	ULM	EDTEA, ZDM, COGTA
	7.2.2 Improve the provision of water & sanitation in rural nodes	ULM	EDTEA, ZDM, COGTA
	7.2.3 Provision of Solar street lights in Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe, and Mame/Phangode	ULM	EDTEA, ZDM, COGTA
	7.2.4 To undertake a waste management analysis in Ulundi Municipality	ULM	EDTEA, ZDM, COGTA
7.3 Facilitating easy access to land for development	7.3.1 Entering into partnership agreements around various land parcels. Develop a Database of land parcels made available for commercial, industrial, housing and other current and future developments.	ULM	EDTEA, ZDM, COGTA

10.4   MONITORING AND EVALUATION PLAN

The monitoring and evaluation (M&E) process is always seen as an essential component used in the process of developing and implementing local economic projects. It is aimed at improving the effectiveness, efficiency and impact of programmes and projects. Without proper examination of the work undertaken, programmes initiated, and projects funded, there can be no understanding of what is being successfully implemented, hence the important role that monitoring and evaluation plays in effectively undertaking and implementing LED projects and related processes.

The main objectives of the monitoring and evaluation mechanisms are to:

- Ensure that the correct milestones, as planned, are being achieved,
- Act as an early warning system in cases where targets are unlikely to be achieved,
- Provide regular information to all stakeholders on progress of the projects and an informed basis for any reviews,
- Ensure the continuous sharpening and focusing of strategies and assist in the mobilisation of appropriate interventions.

It should be noted that monitoring and evaluation of the projects would be a continuous implementation review function to provide the main stakeholders with early indications of progress or lack thereof in the achievement of objectives and outputs. The monitoring team (that will include the LED forum members or any established group for such a task) should make use of the key performance indicators as specific tools and indicators to gauge the status of the implementation of each project.

Key Performance Indicators (KPIs) are a set of values that against which the projects can be measured and gives direction as to what needs to be achieved so that the projects can be successfully completed. It also provides a benchmark when evaluating the state, performance and progress of the projects.

Table 41 Projects Monitoring and Evaluation

Strategic Programmes	Projects	Key Performance Indicators	Means of Verification
1.1. Expansion of the tourism attractions and activities	1.1.1. Create a concise tourism events calendar or action plan that can guide event organisers.	Action plan completed and guideline packs available	Action plan and guideline packs documents/ brochure
	1.1.2. Promoting the development of adventure tourism and rural tours or Tourism Experience in Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe and Mame/Phangode.	Adventure and township tourism developed	Number of tourists participating in adventure and township tourism programme
	1.1.3 Constantly upgrade the current tourism information centre.	Ulundi tourism centre upgraded	TOR, SLA and Invoices from service providers
	1.1.4 Promoting Agri-tourism that can include craft shops at the farm.	Agri-tourism developed	Location of sites and calendar of events
	1.1.5 Diversification of the tourism sector by promoting the undertaking of activities such as Poetry, Music, Dancing and Book Writing Competition/ Contests.	Poetry, music, dancing and book writing competition/ contests events developed	Events programme brochure or document
	1.1.6 Empower previously disadvantage groups to promote rural and African village tourism.	previously disadvantage groups empowered through capacity building and workshops	Minutes of the meetings & workshops, Certificate of attendance for capacity building
	1.1.7 Provide craft co-operatives with training and mentorship support programme.	Training and mentorship support programme provided	Attendance registers, certificate of attendance, Letter of appointment with service providers /mentors
	1.1.8 Development of a tourism transformation programme that will allow the full participation of all South Africans in the sector in Ulundi.	Tourism transformation programme developed	tourism transformation programme report,

Strategic Programmes	Projects	Key Performance Indicators	Means of Verification
			selection criteria and programme schedule
1.2. Information, marketing and promotion	1.2.1. Identification and lobbying for funding for new tourism signage in various wards.	Funding list developed	Funding list developed document
	1.2.2. To develop nodal tourism plans (Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe ,and Mame/Phangode etc.).	Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe, and Mame/Phangode tourism plan developed	Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe, and Mame/ Phangode tourism plan document
	1.2.3. Marketing of the region at national and international shows and exhibitions in conjunction with TKZN and the Development Agency around the current tourism products such as the Ondini Museum, Amafa Akwazulu Heritage Site, Ondini Battlefields, The Spirit of Emakhosini, Ceza Cave, Kwagqokli Hill, Opathe Herritage Park .	Marketing of uLundi undertaken	Number of shows and exhibitions attended
1.3. Tourism specific infrastructure upgrades	1.3.1 Planning and provision of zip line at Kwagqokli Hill.	Planning of zip line at Kwagqokli Hill undertaken	TOR, SLA, feasibility study
	1.3.2. Erect signage throughout local area to ensure easy access to tourism attractions, facilities and accommodation facilities.	Tourism signages erected	SLA with service provider, Images of the tourism signs
	1.3.3 Provision of rock-climbing activities at Ceza Cave.	Ceza Cave rock climbing provided	TOR, SLA, feasibility study, Photos etc.
	1.3.4 Development/Review of Ulundi Tourism sector Plan	Ulundi Tourism sector Plan reviewed	Ulundi Tourism sector Plan Report
	1.3.5 To maintain the Spirit of makhosini multi media centre	The Centre Maintained	SLA, appointment letter, photos

Strategic Programmes	Projects	Key Performance Indicators	Means of Verification
2.1. Coordination improvement among all stakeholders involved in agricultural development	2.1.1 Bi-annual agri-workshops/meetings for frequent engagement between Agricultural Association, municipal officials and other relevant stakeholders like the AFASA[4], ADA and the Zululand Development Agency.	2 meetings organised with key stakeholders	-Letter of invitation to all relevant stakeholders. -Attendance register showing attendance of all relevant stakeholders.
	2.1.2 Regular farmers' satisfaction surveys to understand their needs to be highlighted through a monthly municipal agri-newsletter.	Farmers' satisfaction surveys organised	Farmers' satisfaction survey report and articles in the agri-newsletters
	2.1.3 Undertake agricultural awareness campaign, roadshows and exhibition to increase youth interest in agriculture, because most youth don't see agriculture as a viable source of income	awareness campaign organised yearly	Invitation letter, Advert in the newspapers, Pictures of the campaign
	2.1.4 To undertake the comprehensive Agricultural Sector Plan.	Agricultural Sector Plan completed	Agricultural Sector Plan document
	2.1.5 To introduce all local farmers to the Municipal farming value chain	Yearly calendar to bring DARD to Ulundi developed	Yearly calendar document
2.2. Supporting Emerging and Small-scale farmer	2.2.1 establishing a farmers' production support unit (FPSU) to support all local emerging farmers that will address many issues	FPSU established	Feasibility study developed, Registration of FPSU as a co-operative, Registration certificate.
	2.2.2 Coordinate with Zululand District Municipality for the establishment of formal fresh farmers' markets for emerging and small-scale farmers.	Fresh produce market established & operational	-ERF No of the market,

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[4] African Farmers Association of South Africa (AFASA)

Strategic Programmes	Projects	Key Performance Indicators	Means of Verification
			-Lease agreement document if the place is rented -Images of the market
	2.2.3 Fight against crops theft by assisting farmers to secure funding for fencing.	Fence need audit undertaken, Fencing material purchased and distributed to the needy farmers	-fence need audit report, -erected fence
	2.2.4 Undertake awareness campaign against illegal burning of bushes and use of bush fire.	awareness campaign organised yearly	Invitation letter, Advert in the newspapers, Pictures of the campaign
	2.2.5 Identify and connect water and electricity to needed farmers.	Water & electricity need audit undertaken, Water & electricity connected	Water & electricity need audit report, Water & electricity bills
	2.2.6 Facilitate the establishment of farmer's co-operatives in order to assist small scale farmers to share transport and other business costs.	Co-op established	Registration certificate
2.3. Commodity and infrastructure development	2.3.1 To continually advocate for community garden programme in rural nodes	Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe, and Mame/Phangode communal gardens established	Minutes of the facilitation and support meetings, ERF No of the location of the project

Strategic Programmes	Projects	Key Performance Indicators	Means of Verification
	2.3.2 To identify and support emerging farmers with the following soft skills: training in organic planting, marketing skills, project management, team building, climate change, quality control, production plan, etc	Entrant farmers supported with technical and management skills.	Certificates of attendance / competence
	2.3.3 To identify and support emerging farmers with the following technical kills: soil testing, pest control and spraying programme, using natural plants, rapid planting method	Entrant farmers supported with technical and management skills.	Certificates of attendance / competence
	2.3.4 To identify and support emerging farmers with inputs (seeds/seedlings)	Emerging farmers supported with inputs	Invoice
	2.3.5 To identify and support emerging farmers with micro-irrigation scheme to enable macro-agriculture and farming	Emerging farmers supported with irrigations	images
	2.3.6 To identify and support emerging farmers with installation of boreholes	Emerging farmers supported with boreholes	Invoices and images
	2.3.7 To identify and support emerging farmers with storage facility	Emerging farmers supported with storage facilities	Invoices and images
	2.3.8 To identify and support emerging farmers with fence	Emerging farmers supported with fences	Invoices and images
3.1. Assistance and support	3.1.1 Develop the Informal Economy Strategy that will plan, regulate and develop the sector.	Informal Economy Strategy developed	Informal Economy Strategy report
	3.1.2 Create standard guideline form that guides new firms to register with the CIPC	CIPC registration guideline Form developed	CIPC registration guideline Form document
	3.1.3 Facilitate the establishment of a Local Business Support Centre in Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe, and Mame/Phangode.	Local Business Support Centre established	ERF No, and SLA with service provider. images of the business centre

Strategic Programmes	Projects	Key Performance Indicators	Means of Verification
	3.1.4 Establishing a Business Incubation centre in Ulundi	Business Incubator established	ERF No, and SLA with service provider. images of the business centre
	3.1.5 Facilitate the establishment of associations in each area for informal sector traders.	informal traders' associations facilitated in local areas.	Minutes taken during the facilitation meetings
	3.1.6 Facilitate informal traders to access trading permits.	Trading permits accessed by traders	Copies of trading permits
	3.1.7 Provision of trainings to SMMEs and co-operatives.	SMMEs and co-operatives trained	Certificate of attendance / competence
	3.1.8 To facilitate offtake agreement for local SMMEs and co-operatives.	offtake agreement for local SMMEs and co-operatives signed	Signed offtake agreements document
3.2. Value-chain development and local procurement	3.2.1 Facilitate a partnership between SMMEs, cooperatives and local large businesses for procurement purpose.	Partnership developed between all concerned parties	MOU signed, Minutes of the facilitation meetings / workshops
	3.2.2 Updating the SMMEs database/details on municipal data systems or supply chain management (SCM) database for various supports.	Database updated	New copy of the updated database
	3.2.3 Buy local campaign to be undertaken to motivate and encourage the community to buy local products.	Buy local campaign undertaken	Buy local programme document
3.3. Development of innovation	3.3.1 To run an annual small business innovation fair in conjunction with Zululand District Municipality and EDTEA.	Fair organised	Letter of invitation, event programme brochure
	3.3.2 To consult with informal traders' representatives and associations on any projects that are planned for informal economy.	Consultation with informal traders undertaken	Attendance register for the consultation meetings

Strategic Programmes	Projects	Key Performance Indicators	Means of Verification
	3.3.3 To regularly maintain all municipal taxi ranks as they are the main points for informal trading.	Taxi rank infrastructure maintained	SLA with service provider. images of the taxi rank
	3.3.4 Facilitate the establishment of shopping complex at Bababanango	Shopping Complex established at Bababanango	Facilitation meetings minutes, SLA, Photos of the Shopping Complex
	3.3.5 Facilitate the establishment of shopping complex at Ceza	Shopping Complex established at Ceza	Facilitation meetings minutes, SLA, Photos of the Shopping Complex
	3.3.6 Facilitate the establishment of shopping complex at MpungaMhlope	Shopping Complex established at MpungaMhlope	Facilitation meetings minutes, SLA, Photos of the Shopping Complex
	3.3.7 Facilitate the establishment of shopping complex at Ngqulwane	Shopping Complex established at Ngqulwane	Facilitation meetings minutes, SLA, Photos of the Shopping Complex
3.4 Fight against crime in the Municipality	3.4.1 To establish a community policing forum and business against crime in Ulundi to fight the crime.	community policing forum established	Minutes of the meeting, Organogram of the forum
4.1. Manufacturing sector policy and planning	4.1.1 To develop an investment promotion and facilitation strategy with a focus on the manufacturing sector.	Developed Investment promotion and facilitation strategy	Investment promotion strategy document
	4.1.2 Develop a database of all zoned industrial spaces and all vacant or under-utilised industrial spaces.	Database of all zoned industrial spaces developed	Database Document
	4.1.3 To undertake the Investments promotion seminars, forums and exhibition	Investments promotion seminars, forums and exhibition done	Invoice, attendance registers, workshop programmes

Strategic Programmes	Projects	Key Performance Indicators	Means of Verification
4.2. SMME participation within the manufacturing sector	4.2.1 Leverage of national incentives and funds to encourage industrial development.	National incentives and funds leveraged	Incentives form signed
	4.2.2. Government provision of a manufacturing incubator where a number of services can be provided (training, access to fund, water, electricity, transport, business premises, etc.)	Incubator established	ERF No of the location of the incubator, Lease agreement if the premises is rented
	4.2.3 Assist welders to access skills required and provide consistent electricity supply.	Welders provided with skills and electricity	Certificate of attendance and competence, electricity bills
	4.2.4 Assist brick and block manufacturers to access water, electricity, and business premises.	brick and block manufacturers to assisted with water, electricity, and business premises	Water & electricity bills, Lease agreement for the rented premises
	4.2.5 Facilitate the manufacturing of wood for timber products for construction and furniture.	Timber processing plant established	ERF No of the location of the plant, photo of the plant
	4.2.6 Facilitate the establishment of Beef processing, deboning/canning and hides processing facility.	Beef processing facility established	ERF No of the location of the facility, photo of the plant
	4.2.7 Establishing a fertilizers production plant.	Fertiliser processing plant established	ERF No of the location of the plant, photo of the plant
	4.2.8 Assist the establishment of firewood processing plant (charcoal manufacturing plant).	Wood processing plant established	ERF No of the location of the centre, photo of the plant
	4.2.9 Assist small scale manufacturers to form co-operatives.	small scale manufacturers co-op formed	Registration certificate
	4.2.10 Establishing a renewable energy information centre to facilitate the production of renewable energy products.	renewable energy information centre established	ERF No of the location of the centre, Photo of the centre

Strategic Programmes	Projects	Key Performance Indicators	Means of Verification
5.1. Coordination and communication of LED stakeholders	5.1.1. Hold business breakfast or Economic Development Summit in Ulundi, in which businesses are invited over, and projects are showcased with the view of attracting investment.	Economic summit and breakfast organised with key stakeholders	-Letter of invitation to all relevant stakeholders. -Attendance register showing attendance of all relevant stakeholders.
	5.1.2. Encourage the improvement of intergovernmental relations (all spheres of government, SOEs, NGOs and traditional authorities) through information sharing and project feedback.	Information sharing meetings organised with key stakeholders	-Letter of invitation to all relevant stakeholders. -Attendance register showing attendance of all relevant stakeholders.
	5.1.3 To improve the efficacy of the LED Forum	Ulundi LED Forum Strengthened	Minutes of LED Forum Meetings, Attendance registers, etc
5.2. Funding for LED implementation	5.2.1. Compile a database of all potential funding sources for LED implementation as well as previous examples of funding applications.	Potential funding's database compiled	Database document
5.3. Business Retention and Expansion	5.3.1. Roll-out of a Business Retention and Expansion programme that is run between the Municipality, business bodies and TIKZN.	Business retention and expansion programme developed	Business retention and expansion programme report
	5.3.2. Development of a red-tape reduction plan to reduce administrative processing times.	Red-tape reduction plan developed	Red-tape reduction plan report
5.4 Improving the capacity of the Ulundi LED Unit	5.4.1 Staffing of the Ulundi LED portfolio including among others the following posts: business unit, agriculture unit, LED capacity and special programmes unit.	Ulundi LED portfolio fully staffed	Advert and letter of appointment for new portfolios

Strategic Programmes	Projects	Key Performance Indicators	Means of Verification
	5.4.2 To develop a Municipal wide poverty alleviation plan.	Municipal wide poverty alleviation plan developed	Municipal wide poverty alleviation plan report
	5.4.3 Extend monitoring and evaluation systems across in Ulundi in conjunction with the EDTEA monitoring and evaluation unit.	Monitoring and evaluation systems developed and cascaded from EDTEA to Ulundi	monitoring and evaluation programme document
	5.4.4 Undertake the customer satisfaction survey to gauge the level of service delivery in the Municipality.	Customer Satisfaction Survey undertaken	Customer Satisfaction Survey Report
6.1. Skills training and development	6.1.1. Facilitate training for SMME and informal businesses (SEDA or EDTEA programme).	farmers, SMME and informal businesses training facilitated	Meetings and signing of SLA with potential service providers
	6.1.2 Facilitate the provision of the following technical skills to aspiring entrepreneurs: Carpentry skills provision, Plumbing, Tilling, Roofing, Painting.	Skills audit undertaken technical skills provided	Skills audit report SLA signed with service provider
	6.1.3 Provision of the following general skills to existing SMMEs: Financial management, Marketing skills, Business management.	Skills audit undertaken technical skills provided	Skills audit report SLA signed with service provider
	6.1.4 Awareness campaign promoting trades as employment opportunities to young people (like hairdressers, carpenters, electricians, plumbers, etc.) through linkages with FET college.	Promotion of trades as employment opportunities to young people undertaken	Number and names of schools where programmes where promoted
6.2. Developing relationships between	6.2.1. Establish a platform for engagement between tertiary institutions and business to ensure programmes are aligned with industry demand.	Platform established and programmes undertaken	Number and names of tertiary institutions consulted with. minutes of the meetings

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Strategic Programmes	Projects	Key Performance Indicators	Means of Verification
industry and tertiary & training institutions	6.2.2 Establishing youth development centre in one of the rural nodes such as Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe , and Mame/Phangode.	Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe ,and Mame/Phangode youth development centre completed	ERF No, and SLA with service provider
	6.2.3 Establishing a Rural ICT Centres in Key Rural Nodes.	Rural ICT Centres completed	ERF No, and SLA with service provider
6.3. Retention of skilled residents	6.3.1 Development a marketing and retention programme in conjunction with the local business bodies that focusses on the quality of life promotion in order to retain skilled residents in Ulundi.	Marketing and retention programme undertaken and completed	Marketing and retention programme report
7.1. Transportation infrastructure capacity and maintenance (road and rail)	7.1.1 To undertake road patching and park beautification in rural nodes.	Road patching and park beautification in Townships completed	Road patching and park beautification in townships photos
	7.1.2 To undertake ward profiling strategy for nodes development	Ward rehabilitation plan completed	Ward rehabilitation plan document
	7.1.3 Building a community service centres in rural nodes where necessary	Community service centres in nodes completed	ERF No, and SLA with service provider. images of the community centres
7.2. Development of bulk services	7.2.1 To undertake a study for the provision of a free Wi-Fi in Ulundi CBD	Wi-Fi provision Study undertaken	Wi-Fi provision study report
	7.2.2 Improve the provision of water & sanitation in rural nodes	Rural nodes water & sanitation provided	Water bills, SLA with service provider who undertook the work

Strategic Programmes	Projects	Key Performance Indicators	Means of Verification
	7.2.3 Provision of Solar street lights in Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe, and Mame/Phangode	Solar street lights provided in Nhlazatshe, Mhlahlane, Zungu, Ezimfabeni, Ntintini, Stedham, Dlebe ,and Mame/Phangode	SLA with service provider who undertook the work. Images of the street lights
	7.2.4 To undertake a waste management analysis in Ulundi Municipality	waste management analysis completed	waste management analysis report
7.3 Facilitating easy access to land for development	7.3.1 Entering into partnership agreements around various land parcels. Develop a Database of land parcels made available for commercial, industrial, housing and other current and future developments.	Ulundi Land parcel database developed. Land agreement signed with ITB	Land parcel database document. Signed MOU with ITB