

" The City of Heritage "



MAY 2025

BUSINESS RETENTION AND EXPANSION PLAN FOR ULUNDI LOCAL MUNICIPALITY



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SECTION 1: INTRODUCTION

1.1 BACKGROUND

Recognised as an area facing various challenges and obstacles with regards to high unemployment, Ulundi Local Municipality has embarked upon a new project, known as The Business Retention and Expansion (BR&E) Programme. Research has shown that even though the attraction of new investors and the establishment of new enterprises may counteract the effect of high unemployment rates, it is still an insufficient means of addressing unemployment and the impact business closure has on local communities. It has been found that one of the most effective methods of addressing unemployment in a local area is the retention and expansion of existing businesses, as they can be responsible for up to 80% of new jobs created within a specific period.

1.2 PURPOSE OF THE BR & E

Piloted successfully in the early 1990s in KwaZulu-Natal, the BR&E programme is to create healthy, inclusive, sustainable and enterprising business communities. It is intended to work in alignment with other national, provincial and local development initiatives to promote the expansion and retention of local businesses, as well as to create new job opportunities.

The overall purpose of the uLundi BR&E programme is to stimulate local economic development and create employment opportunities by retaining and expanding existing business.

1.3 PROGRAM OBJECTIVES

The Business Retention and Expansion Programme is expected to demonstrate local support to existing businesses in helping to solve their problems and challenges, enhance their profile, and provide better information and understanding of the strengths and weaknesses of the business climate. This will not only attract new investors but also encourage expansion that leads to sustainable job growth within the Ulundi area. It is also intended that the development and implementation of strategic action plans will encourage new and improved business ideas, thus resulting in business growth and overall economic development.

The Ulundi BR&E Programme has three main objectives including the following:

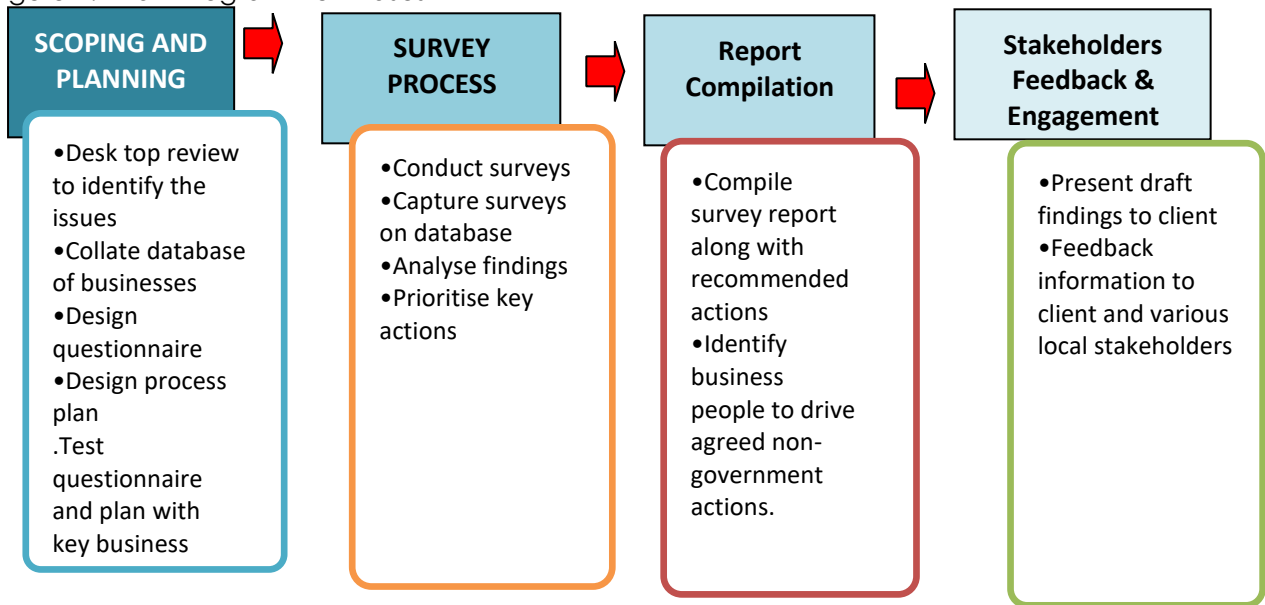
- To improve communication
- To demonstrate support for local businesses and solve immediate business concerns •
- To identify priorities for economic development

1.4 METHODOLOGY

The following diagram provide an overview of the Ulundi BR&E study process.

This is done by conducting a confidential survey of local business to learn what it is like to be in business locally and to record ideas, concerns, priorities and the obstacles to business growth. The information from the survey is then used to develop proposals for a local action plan and may also provide useful input to the plans and thinking of external role-players.

Figure 1: BR&E Programme Phases



Source: Ulundi Municipality

As presented above, an in-depth business survey was conducted with local businesses in February 2020, and the findings of the results captured and reported. An analysis of the results culminated in the identification of a number of critical issues that were prioritised as being key interventions towards retaining and expanding local businesses in the area.

Based on these prioritised interventions, specific actions/activities have been identified, and recommended action plans developed accordingly. This report therefore represents the overall Ulundi BR&E programme and sets out the key action plans to be taken forward.

1.3 STRUCTURE OF THIS REPORT

This report is structured as follows:

- Section One: Introduction,
- Section Two: Ulundi Spatial and Demographics
- Section Three: Economic Sectors Analysis
- Section Four: Understanding BR& E and SMMEs
- Section Five: BR&E Survey Findings, and
- Section Six: Recommendations and action plans in response to the business survey conducted.

SECTION 2: ULUNDI SPATIAL CONTEXT AND DEMOGRAPHICS

2.1 SPATIAL CONTEXT

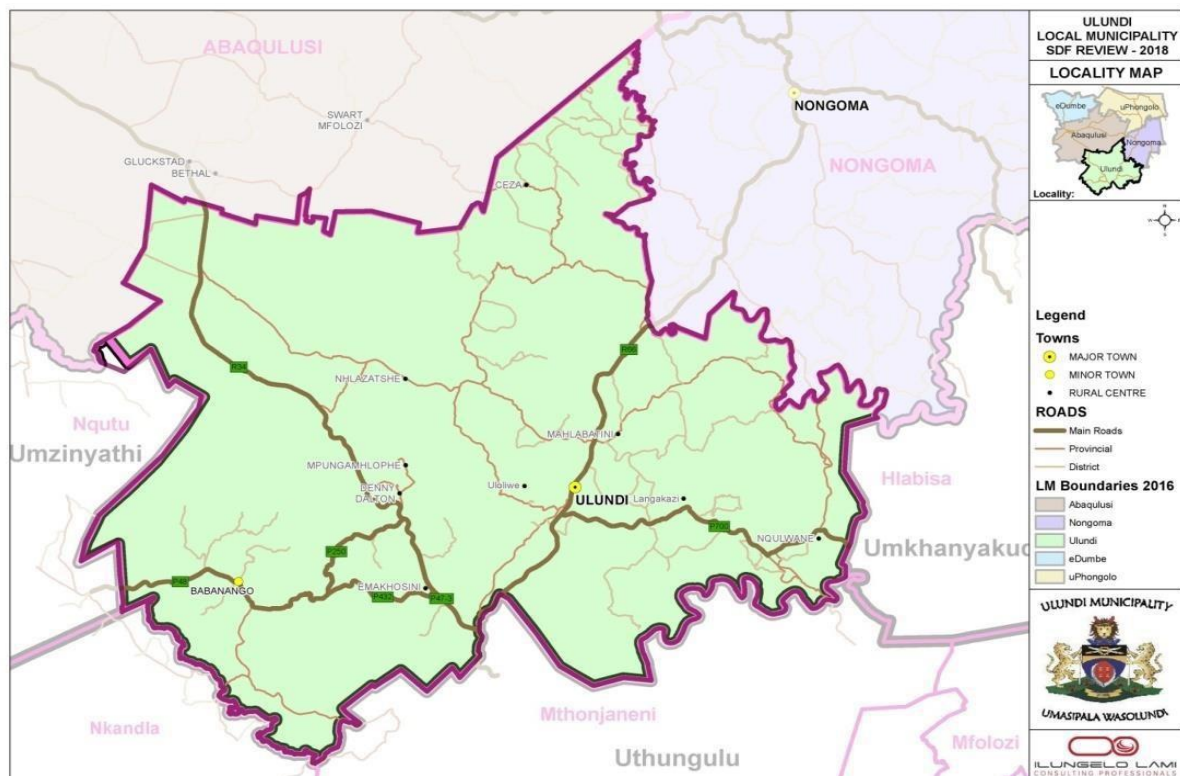
2.1.1 REGIONAL CONTEXT

Ulundi Local Municipality (KZ 266) is a Category B municipality situated north-east of the KwaZulu 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 includes Nqulwane, Mahlabathini, Babanango, Mpungamhlophe and Ceza as well as nine Traditional Authorities of Buthelezi, Mbatha, Mpungose, Ndebele, Nobamba, Ximba, Zungu, Nsimbi, Buthelezi-eMpithimpithini.

Figure 2 Ulundi Local Municipality



Source: Ulundi SDF 2018

The population within the municipality is approximately 205 762 as per the 2016 Community Survey. The Ulundi Local Municipality is one of five local municipalities within the located the Zululand District Municipality. The family of municipalities consists of:

- eDumbe (KZ 261)
- uLundi (KZ 262)
- Abaqulusi (KZ 263)
- Nongoma (KZ 265)

The municipality constitutes 22% of the total area of jurisdiction of the Zululand District Municipality. It is made up of 24 wards, covers an area of approximately 3250km² and has a population of about 188 319 people. Approximately 50% 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.

Figure 3 Ulundi within the Zululand District



Source: Ulundi SDF 2018

2.1.2 DEVELOPMENT NODES

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.

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.

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.

2.1.3 DEVELOPMENT 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.

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

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.

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 HluhluweUmfolozi 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.

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
- Mahlalatini

- Okhukho
- Zungu

2.2 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 2022 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.

2.2.1 POPULATION

Ulundi population is currently estimated at 221 997 grouped into 36 178 households. The population of Ulundi is increasing at a moderated rate of 0.63% from 2011 to 2022. This growth rate translates to a population of 188 317 in 2011 which expanded to 221 997 in 2022. 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 1: 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

2.2.2 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 2 Households Trends

Descriptions	Numbers
Households (Number)	36 688

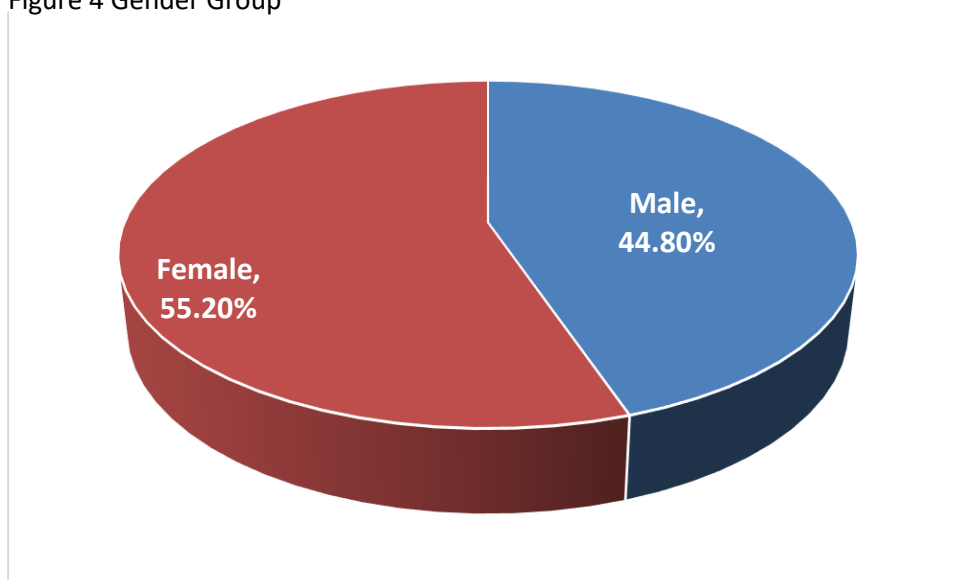
Average household size (Number of persons per household)	5.4
Area (Square kilometre)	3250.3
Population density (Number of persons per square kilometre)	60.6
Households density (Number of households per square kilometre)	11.3

Source: Ulundi Municipality – Quantec 2019

2.2.3 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 4 Gender Group



Source: Ulundi Municipality – Quantec 2019

2.2.4 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 3 Age Distribution Groups

Ages	No	%	% per Major Groupings
00: 00-04 Year(s)	26778	13.6	Children 39.6%

05: 05-09 Year(s)	27154	13.8	Youths 34.7%
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	
30: 30-34 Year(s)	14015	7.1	
35: 35-39 Year(s)	10513	5.3	Adults 20.1%
40: 40-44 Year(s)	7348	3.7	
45: 45-49 Year(s)	6300	3.2	
50: 50-54 Year(s)	5791	2.9	
55: 55-59 Year(s)	5169	2.6	
60: 60-64 Year(s)	4444	2.3	
65: 65-69 Year(s)	3343	1.7	Elderly 5.6%
70: 70-74 Year(s)	2493	1.3	
75: 75-79 Year(s)	2043	1.0	
80: 80+ Year(s)	3118	1.6	
Total	197128	100	

Source: Ulundi Municipality – Quantec 2019

2.2.5 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 4 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		

FU NCT ION	Grade 7/Standard 5	9227.2	4.69	87895	44.7
	ALL 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

2.2.6 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 5 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

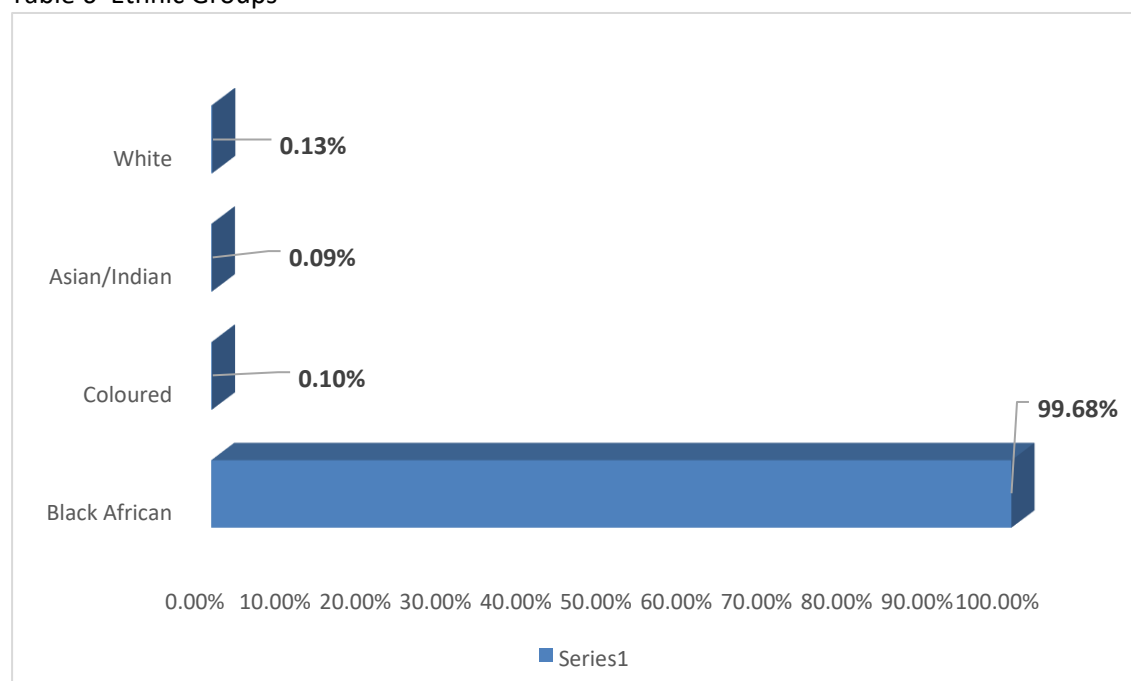
Source: Ulundi IDP 2019

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.

2.2.7 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 blacks. In addition, the Municipality should strive towards developing the area to be attractive to all races.

Table 6 Ethnic Groups



Source: Ulundi Municipality – Quantec 2019

2.2.8 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 7: 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 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.

2.2.9 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.

2.3 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.

2.3.1 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 8 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

2.3.2 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 9 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%

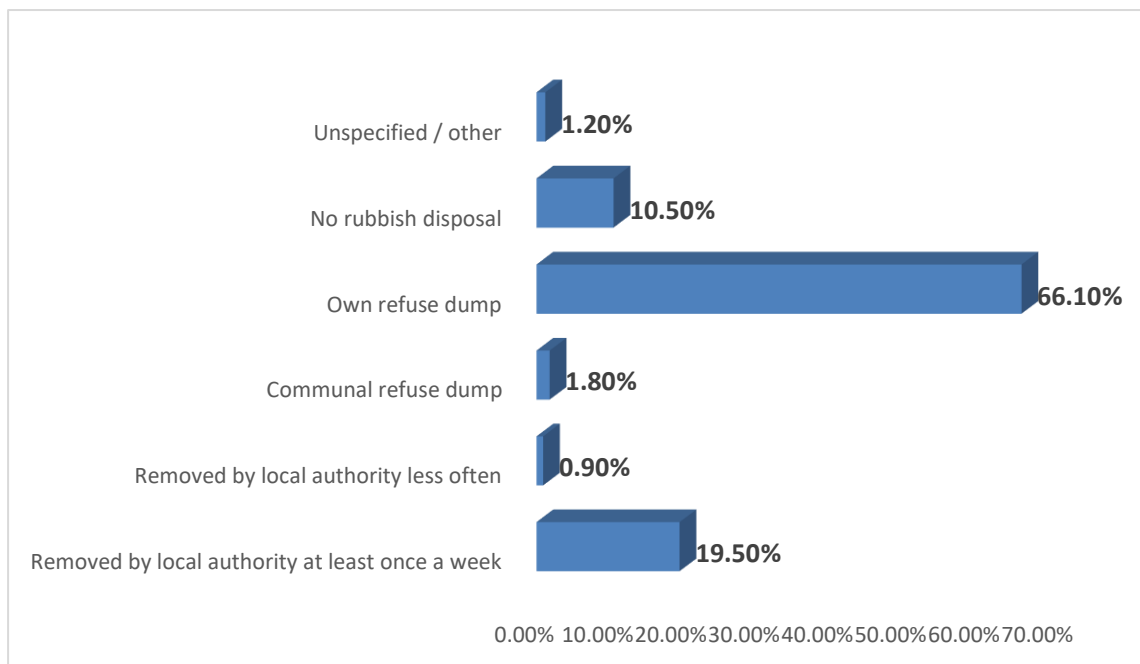
Source: Ulundi Municipality – Quantec 2019

2.3.3 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 5 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.

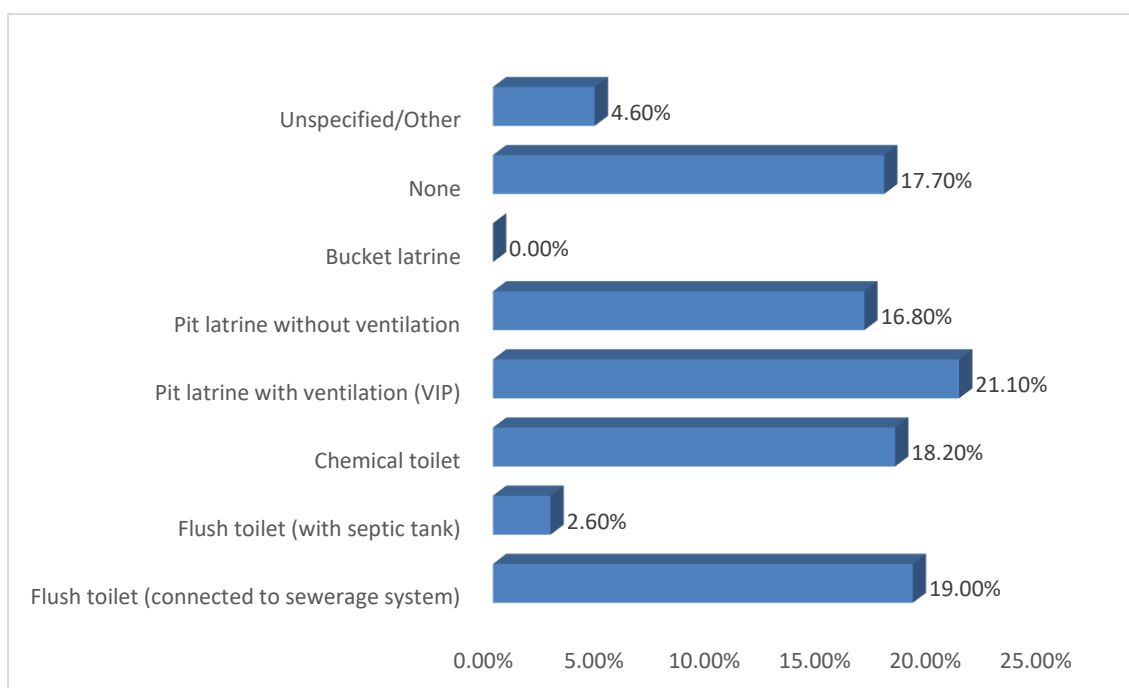
An awareness programme is required to develop proper refuse removal mechanisms. This includes educating members of the public about environmental management and sustainable means to deal with household waste.

2.3.4 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 6 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.

2.3.5 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.

2.3.6 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 10 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

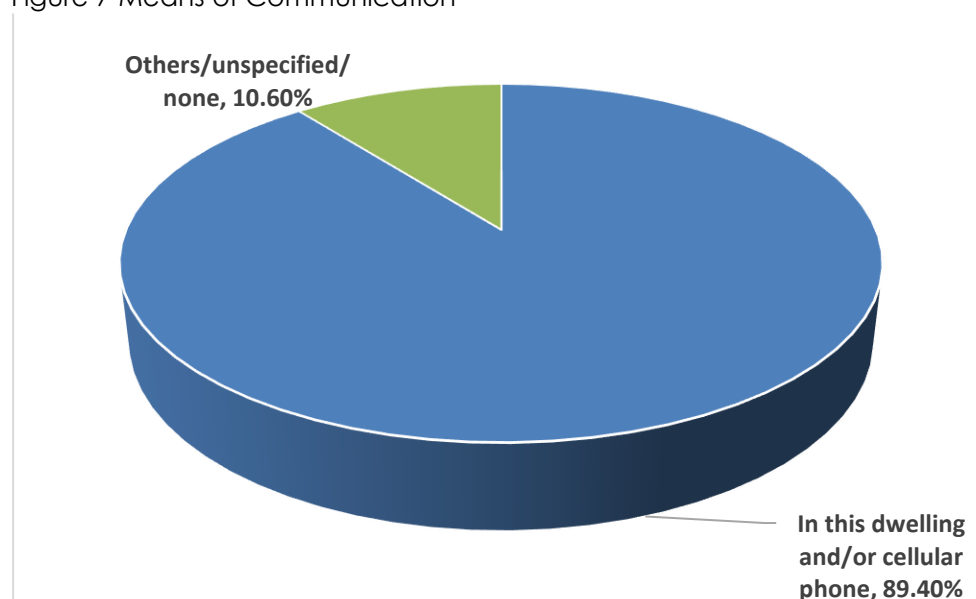
2.3.7 MEANS OF COMMUNICATION

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, ButhelezieMpithimpithini.

Figure 7 Means of Communication



Source: Ulundi Municipality – Quantec 2019

2.3.8 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.

2.3.9 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 is functioning well in Ceza. A member of the local community has been engaged to operate the library at Ceza

2.3.10 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 a 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.

2.3.11 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.

SECTION 3: ULUNDI ECONOMIC SECTORS

3.1 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

3.1.1 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.

AMAFI AKWAZULU HERITAGE SITE

This site is situated some 3 kilometres south of Ulundi on the P700 and is the original site of King Cetshwayo'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 kilometers 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.

3.1.2 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.

3.1.3 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 Quarries, 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.

Daliso 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 (90s).

3.1.4 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 Quarry 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.

3.1.5 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.

3.1.6 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.

3.2 SECTORAL CONTRIBUTION TO GVA & EMPLOYMENT

3.2.1 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.

3.2.2 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 11 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 12 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

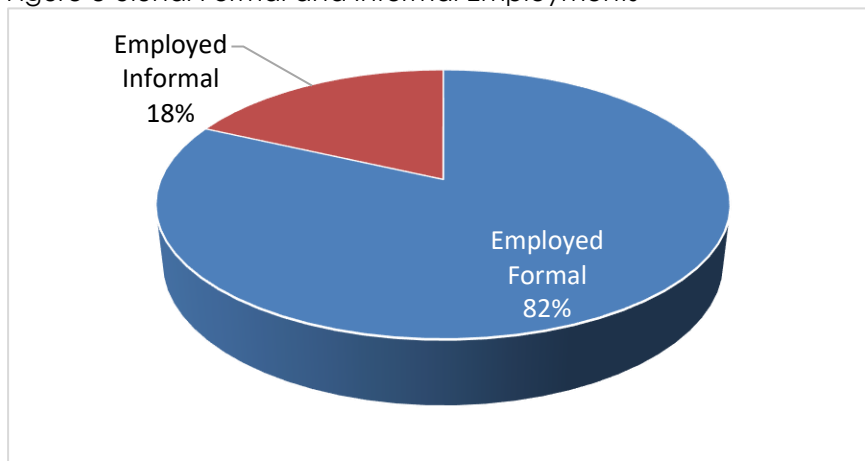
Due to unemployment labourers are exploited. They have to accept low wages and work under un-favourable conditions. Industrial disputes arise which has adverse effects on employer-employee relations. Many social evils like dishonesty, gambling and immorality etc. arise due to unemployment. It endangers 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, economic growth 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%.

3.2.3 Formal and Informal EMPLOYMENTS

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

Figure 8 Ulundi Formal and Informal Employments



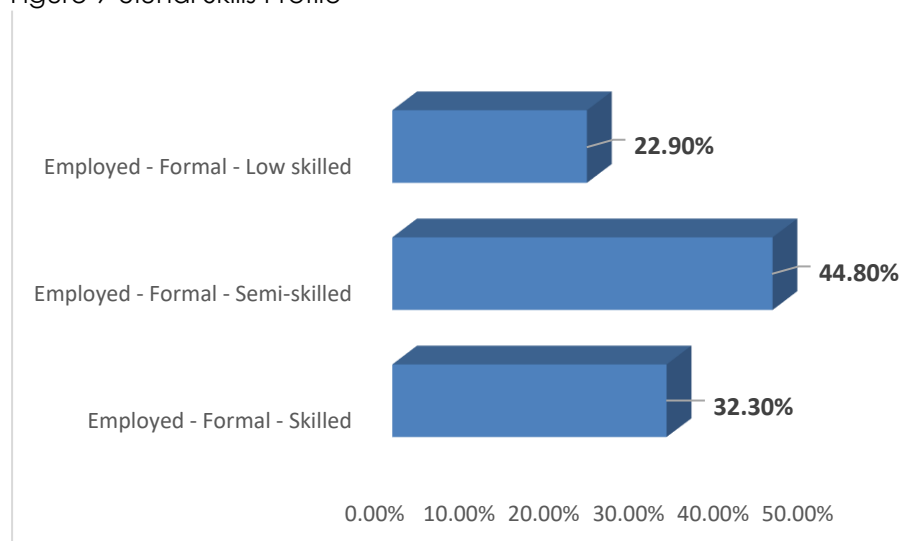
Source: Ulundi Municipality – Quantec 2019

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.

3.2.4 Skills Profile

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

Figure 9 Ulundi Skills Profile



Source: Ulundi Municipality – Quantec 2019

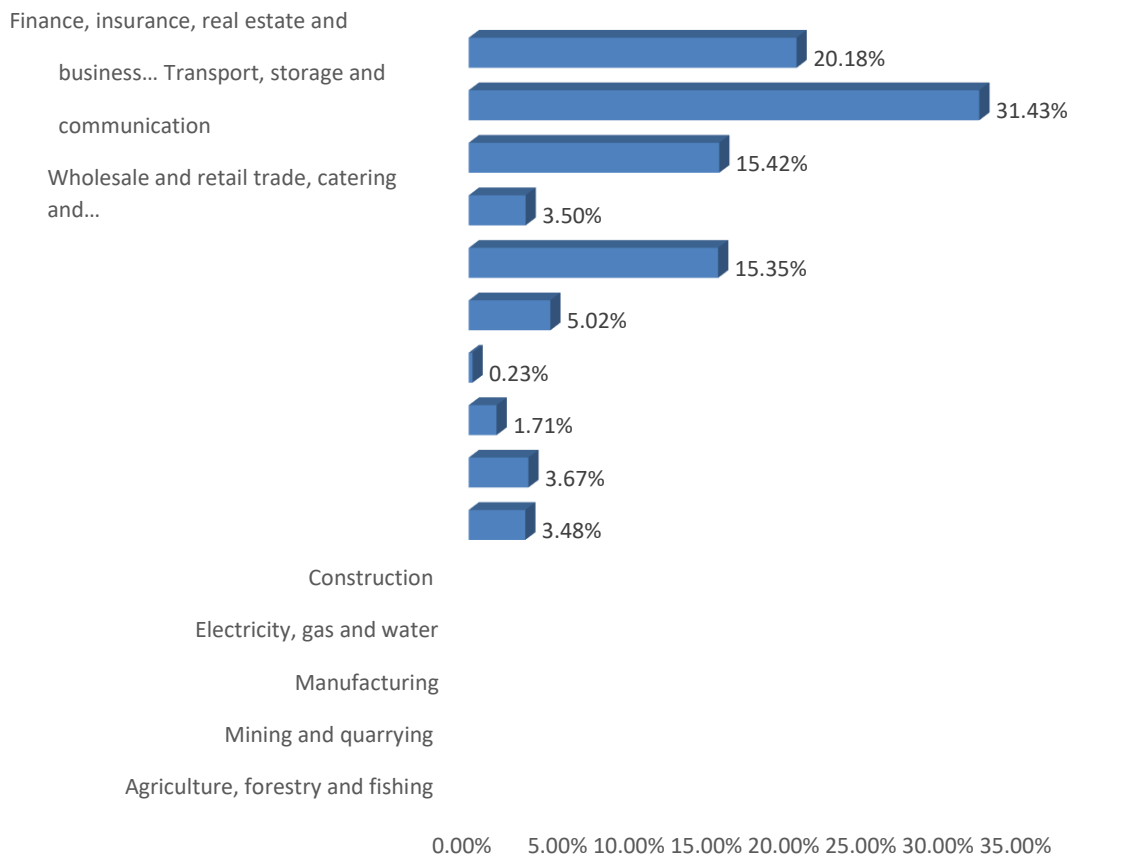
Of the total employed individuals in Ulundi, 32.3% is made up of skilled, 44.8% semi-skilled and 22.8% low skilled in 2019. The majority of people who are formally employed in 2019 belong to the semi-skilled category. This reiterates the need for promotion of skills development to encourage formal employment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

3.2.5 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 10 Sectoral Contribution to Employments

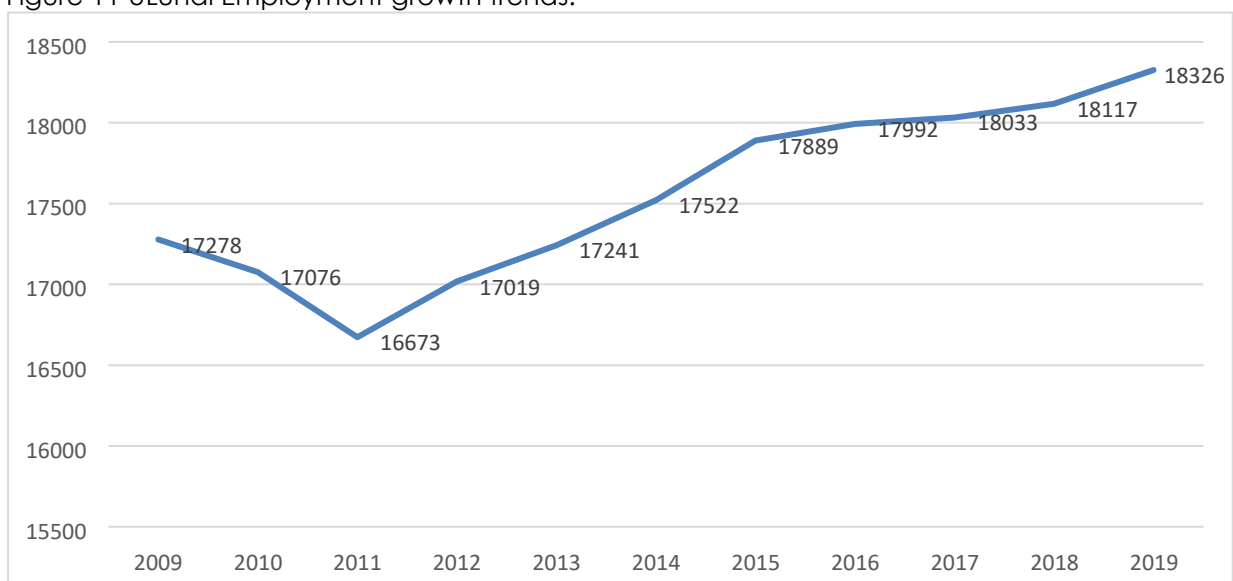
Community, social and personal services
 General government



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 11 Ulundi Employment growth trends.



Source: Ulundi Municipality – Quantec 2019

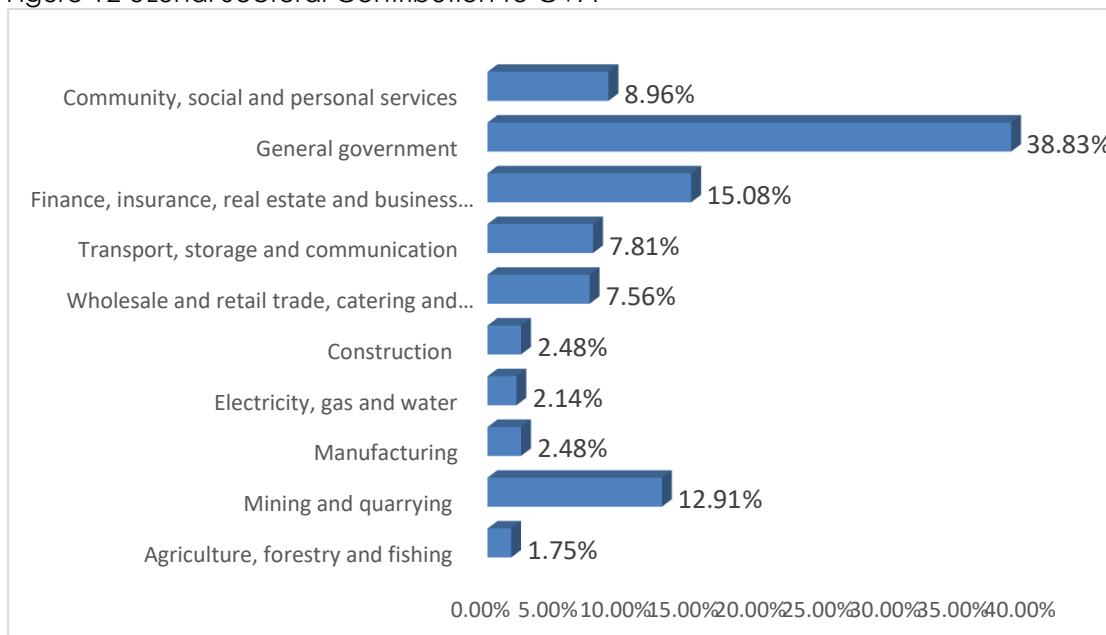
3.2.6 Sectoral Contribution to Regional GVA

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/.

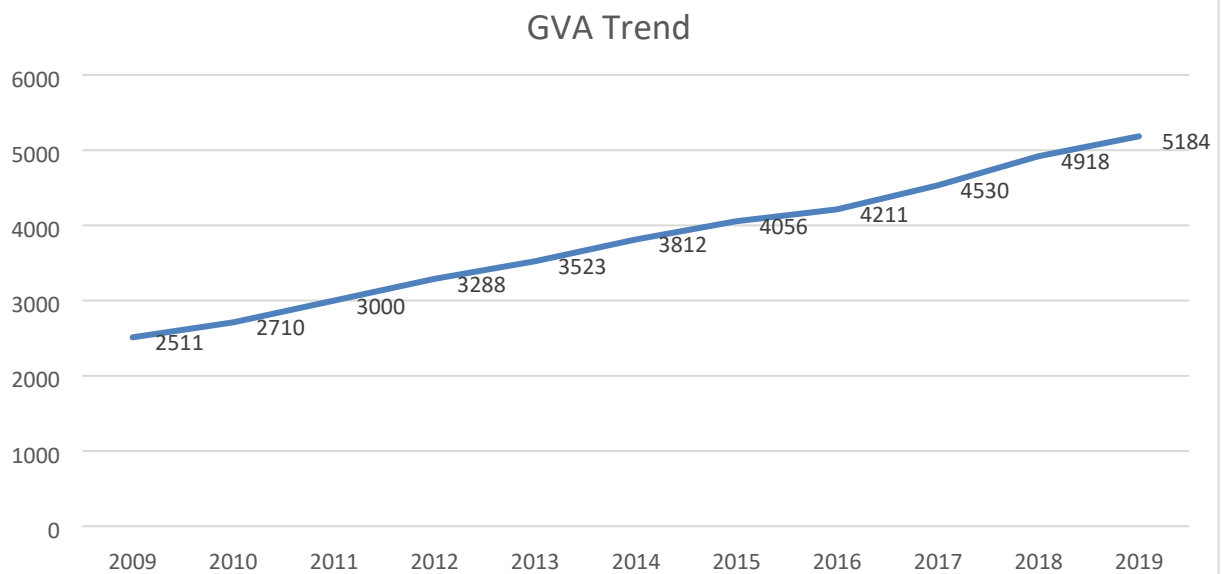
Figure 12 ULundi Sectoral Contribution to GVA



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 13 Ulundi GVA growth trends.



Source: Ulundi Municipality – Quantec 2019

SECTION 4: UNDERSTANDING BR&E AND SMMES

This section presents the universal understanding of the Business Retention and Expansion; it presents the overview of Small Medium and Micro Enterprises; and concludes with an understanding of the study area which is Ulundi Municipality.

4.1 BUSINESS RETENTION AND EXPANSION

4.1.1 Overview

Business Retention and Expansion is a key element of local economic development efforts. The BR&E economic development strategy focuses on the retention and expansion of existing businesses to assist them in navigating today's global economy. While the attraction of new businesses and incubation of start-ups can be important components of an overall economic development strategy, communities now recognise that helping existing businesses survive and grow is the number one strategy.

Expansions and contractions are defined as changes in employment at an existing plant or business location. Start-ups and dissolutions are defined as the creation or closing down of a separate plant or business location. This "churning" of business creation, dissolution, expansion,

and contraction is a natural part of a local economy. The BR&E challenge to a community is to facilitate the expansions while taking preventative actions to reduce the number of dissolutions and diminish the contractions.

Commonly, more jobs are created by business expansions than by new business start-ups. Researches have shown that roughly 77% of new jobs in the many local areas are created by existing business¹. Ulundi Local Municipality, in launching this BR&E programme, has the potential to improve the climate for existing businesses and, therefore, benefit from the continued presence and growth of those businesses.

Another benefit of a BR&E programme is the information provided by the survey on the community's strengths and weaknesses. The strengths can be highlighted in community promotional material, while the weaknesses give the community an opportunity to make important changes and show businesses it is responsive. By acknowledging its weaknesses, a community also shows businesses it is trustworthy and will take a realistic look at its situation.

Another benefit of a BR&E programme is how the process enhances the partnership and relationship between public and private sector in the area. This partnership between private and public stakeholders allows the mobilisation of more resources, ideas, and contacts to address problems identified in the area. Quite often, this local team will continue to interact in addressing other community concerns that arise long after the official programme has ended.

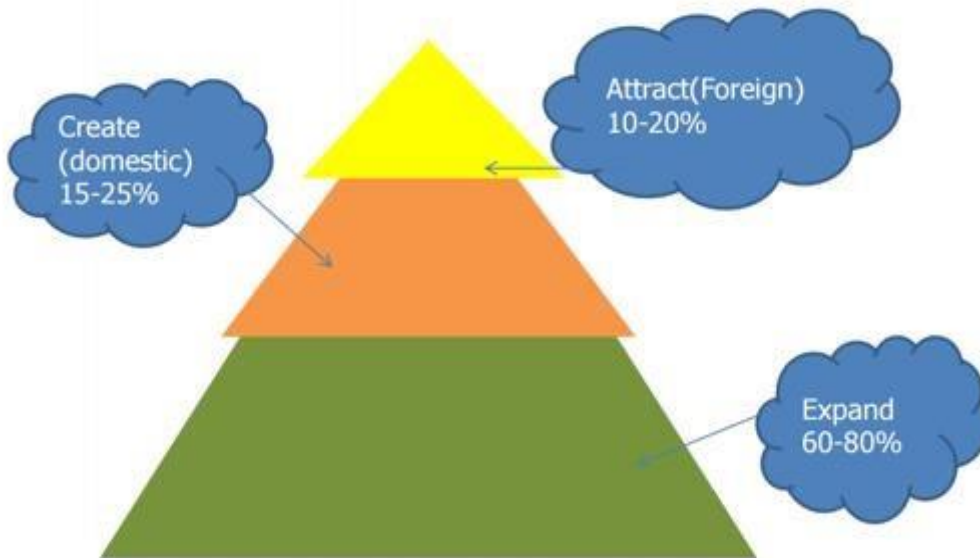
4.1.2 Specific Benefits of Business Retention and Expansion

Specific benefits of the BR & e include the following:

- It is more expensive to attract a foreign enterprise or create a new business and such new operations only create between 10% to 20% of new employment opportunities in the local economy;
- Re-investments by existing companies not only ensures the retention of existing jobs, but also creates 60% to 80% of new direct and indirect jobs in the local economy;
- Existing and well-established businesses contribute to the development of other industries in terms of backward and forward business linkages;
- Existing and well-established businesses also contribute to bettering the local socioeconomic environment and assists in improving the trade balance; and
- If the Municipality does not protect and look after existing businesses, the resultant opportunity cost to the local economy becomes too high.

Figure 14: Sources of new jobs

¹ Source: Minnesota DEED, QCEW program 2016



Source: Minnesota DEED, QCEW program 2016

4.1.3 Four Pillars of Business Retention and Expansion Support:

The following table presents the four pillars of the business retention and expansion support.

Table 13: Universal pillars of the business retention and expansion

Key Pillars	Descriptions
Pillar 1: BUSINESS ADMINISTRATIVE SUPPORT	<ol style="list-style-type: none"> 1. Business Operating Permits 2. Work permits for workforce 3. Development Finance 4. Grant Funding and Incentives 5. Manufacturing Rebates
Pillar 2: BUSINESS OPERATIONAL SUPPORT	<ol style="list-style-type: none"> 1. Support for Training and Development 2. Business Linkages and Export Promotion 3. Identifying Local Suppliers / Service Providers 4. Develop Networks
Pillar 3: MUNICIPALITY SUPPORT	<ol style="list-style-type: none"> 1. Task Team Collaboration (Industry and Officials) 2. Company Surveys and Analysis 3. Conducive Business Environment 4. Local Economic Development Plan
Pillar 4: STRATEGIC SUPPORT	<ol style="list-style-type: none"> 1. Policy Advocacy Matters 2. Supporting Local Suppliers to meet International Standards 3. Networks to Increase Productivity and Competitiveness 4. Strategic Alliances with Key Sector Clusters

4.2 SMALL MEDIUM AND MICRO ENTERPRISES: OVERVIEW

4.2.1 DEFINING SMALL ENTERPRISE

The small enterprise sector plays a crucial role in the national economy. It is vital in developing economies, providing a balance between supply and demand in the job market, creating competition between businesses that leads to the more efficient utilisation of resources, the development of skills and technology, and as a result, the overall development of the economy. Small enterprises are considered to be one of the major sources for employment creation and community growth.

As identified in the National Small Business Act, No. 102 of 1996, "Small Enterprise" means a separate and distinct business entity, including cooperative enterprises and non-governmental organisations, managed by one owner or a number of owners which, including its branches or subsidiaries, if any, is predominantly carried on in any sector or sub-sector of the economy and which can be classified as a micro, a very small, a small or a medium enterprise.

Micro-enterprise

Within the category of micro-enterprises, there are survivalist enterprises. Survivalist enterprises run with a few paid employees and minimal asset value. The enterprises generate income below the minimum income standard or the poverty line, and their main aim is to provide minimal subsistence means for the unemployed and their families. Most entrepreneurs in this category are involved in hawking, vending and subsistence farming. Micro-enterprises have the potential to absorb unskilled labour, as has been confirmed by the correlation between the unemployment rate and the number of self-employed persons in unregistered, mainly survivalist, enterprises that prevail in informal settlements and rural areas.

Very small enterprises

Very small enterprises employ fewer than 10 paid employees, and in the mining, electricity, manufacturing and construction sectors, fewer than 20. They operate within the formal market and usually have access to modern technology.

Small enterprises

Small enterprises have fewer than 50 paid employees and are more established, with more complex business practices. Usually the owner does not manage the enterprise directly and a secondary coordinating mechanism has been put in place. Growth from a small to a medium-

sized enterprise requires an accumulation of resources as well as a set of appropriate incentives for enterprise expansion.

Medium enterprises

Medium-sized enterprises are enterprises with up to 100 paid employees, although in the mining, electricity and manufacturing sectors, this can be up to 200. Although usually controlled by an owner/manager, the ownership and management structure is more complex. A more complete separation of ownership and management is often the natural barrier between medium and large enterprises.

From the preceding highlighted definition, it is understood that SMMEs include:

- All formal small businesses, meaning those registered with the CIPC
- All businesses registered for VAT (but not yet registered with the CIPC)
- All co-operative businesses (primary and secondary)
- All informal businesses, meaning unregistered enterprises
- All non-governmental organisations employing few people
- All state-owned companies employing few people

4.2.2 The Role of Small Enterprises in Economies

In many countries, especially those in Africa and Asia, the micro-enterprise sector absorbs the majority of the working population. The following are statistics that illustrate the key role that micro and small enterprises play in generating overall employment. Firms of five or fewer employees account for half of the non-farm workforce in Latin America, and two-thirds of the non-farm workforce in Africa. Informal sector firms generate three out of every four new, nonfarm jobs in Thailand and half of all new jobs in Indonesia. Further, micro and small enterprises comprise more than 97% of all firms in the manufacturing and trade/service sectors (Simmons, 2004).

Micro firms generate 71% of total employment in the trade/service sector in Thailand. In India, small enterprises constitute an important segment of the economy in terms of their contribution to the country's industrial production, exports, employment and creation of an entrepreneurial base. No fewer than 90% of workers in India owe their livelihoods to informal sector employment. These workers contribute 60% of net domestic product and 70% of domestic income (Simmons, 2004).

In Indonesia, firms with five or fewer employees account for almost half of total manufacturing employment, while small enterprises account for an additional 18%. In Korea, small enterprises have a higher share of employment and added value that enables the economy to adjust smoothly to exogenous shocks and cycle swings (Simmons, 2004; Bakiewicz, 2008).

Politicians, academics and developmental economists in Botswana are of the view that enhancing small business development and promoting entrepreneurship would be a good strategy to grow and promote economic development. From the viewpoint of economic development, small businesses create almost half of new jobs in the economy, and it is assumed that they are good jobs. Estimates from the Botswana Institute of Development Policy Analysis (BIDPA, 2007) put the SMME contribution to employment at 32%, the majority of which is in the micro sector. The BIDPA further found that SMMEs contribute up to 75% of private sector employment and about 20% of national output (GDP) (Nkwe, 2012).

More than half of the economically active population in the Philippines is employed in micro and small enterprises, while Mexico looks to micro-enterprises for 32 % of its gross domestic product and 64 % of its total employment. Approximately 49 % of GDP in Peru and 70 % in Nigeria and Egypt come from the micro-dominated informal economy (Simmons, 2004; OECD, 2004).

In Ukraine, 2.6 million businesses and 87% of all businesses are self-employed individuals who produce, distribute, and/or sell goods in the local marketplace. In Honduras, micro-firms account for 30,000 of 40,000 horticultural firms that emerged in the wake of Hurricane Mitch and in Bangladesh, more than 90% of the firms engaged in the \$350 million shrimp export business are micro-businesses (Simmons, 2004; Alam *et al.* 2006).

4.2.3 Common SMME Challenges

Small enterprises, as presented above, provide employment and allow many marginalised individuals in the country to more easily access the mainstream economy. However, these economic entities are not without their challenges (Simmons, 2004).

Major challenges that small enterprises face include:

- Limited enabling legal and regulatory framework;
- Limited access to information and advice;
- Limited access to procurement and market opportunities;
- Limited access to finance;
- Difficult access to physical trading infrastructures;
- Lack of business skills and capacity building;
- Limited access to appropriate technology;
- Limited industrial relations and the labour environment;
- Lack of joint ventures; and
- Taxation and other financial burdens

4.2.4 Universal SMME Needs

The needs of SMMEs worldwide are a result of the various constraints that businesses are currently facing (Simmons, 2004). In other words, needs are the opposite side of the coin to the challenges that SMMEs are facing and include the following:

- Easy access to markets and market opportunities;
- Comfortable access to finance and, especially, grants. This reduces SMMEs' reliance on friends or non-banking financial agencies with unfavourable terms;
- Access to land and business premises;
- Access to business management skills;
- Access to human resources skills;
- Access to financial or bookkeeping skills;
- Access to technical skills related to specific sectors;
- Access to IT and computer-related skills;
- Access to mentorship programmes;
- Access to information and advisory services;
- Access to private-public partnerships for information and experience sharing;
- Access to partnerships with large businesses for market opportunities;
- Access to public procurement and tenders; and
- Access to business registration processes

4.2.5 Ulundi 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 retailers among which is Cash Build, Build It, Boxer Build etc. There are also big banks like FNB, ABSA, STD Bank, Ned Bank, Capitec Bank.

SECTION 5: BR & E SURVEY FINDINGS

The profile and analysis of the businesses presented in this section derived from the survey conducted the small businesses in Ulundi Municipality in February 2020. Running small enterprise in Ulundi Municipality is one of the key means of living in the area and makes an important contribution to the economic and social life of the majority of the residents in this Municipality.

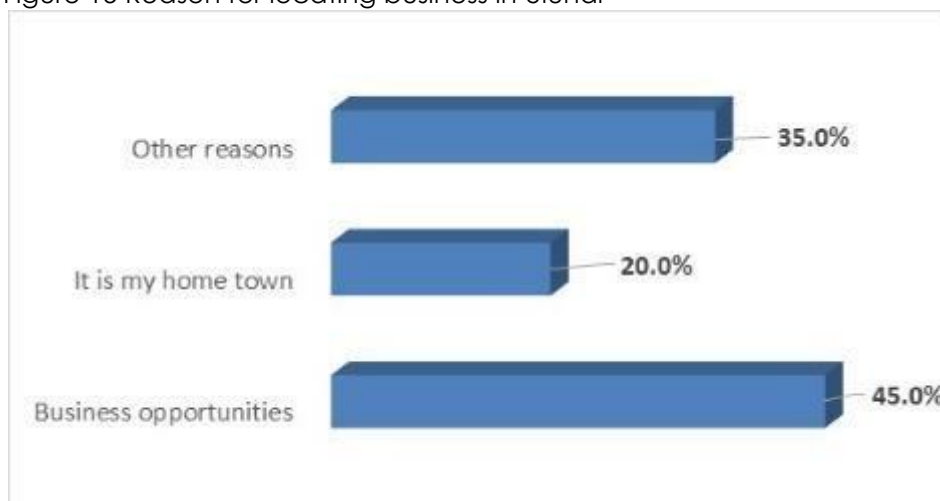
- It absorbs workers who would otherwise be without work or income. Some people enter the business environment in Ulundi Municipality not by choice but out of a need to survive. Especially in circumstances of high unemployment, underemployment and poverty, the small business environment has significant job and income generation potential because of the relative ease of entry and low requirements for education, skills, technology and capital, but the jobs thus created often fail to meet the criteria of decent work.
- It helps to meet the needs of poor consumers by providing accessible and low priced goods and services.
- It serves as an incubator for business potential and an opportunity for on-the-job skills acquisition. In Ulundi it is a transitional base for accessibility and graduation to the formal large businesses and economy.

5.1 BUSINESS STRUCTURE AND HISTORY

5.1.1 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 15 Reason for locating business in Ulundi



Source: Ulundi Municipality 2020 Business Survey

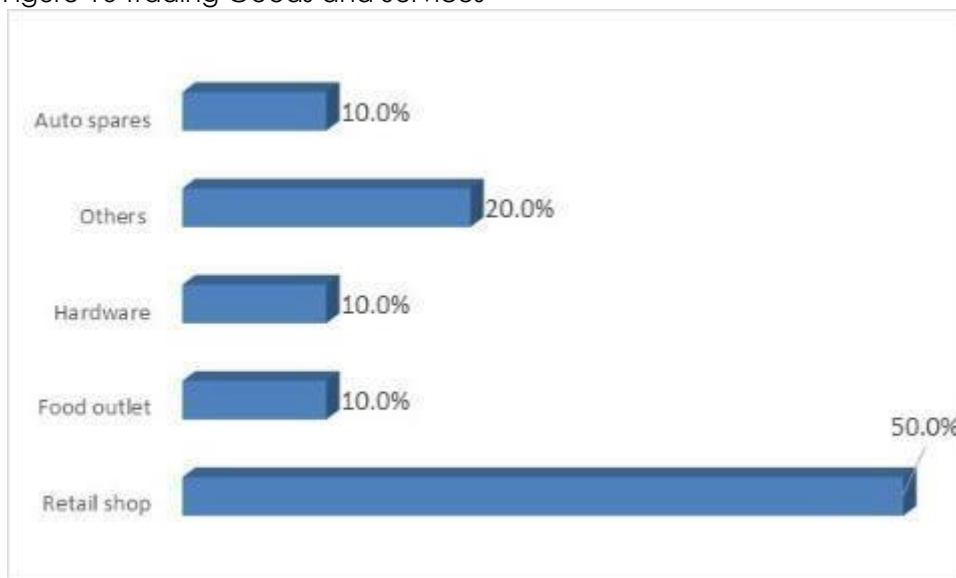
Other reasons include the following:

- To bring our 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.

5.1.2 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 16 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 dining
- Bed products - bed and pillows
- Convenience store
- Pharmaceutical products

5.1.3 Business Sector

The following figure 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 14 Business Major Sectors

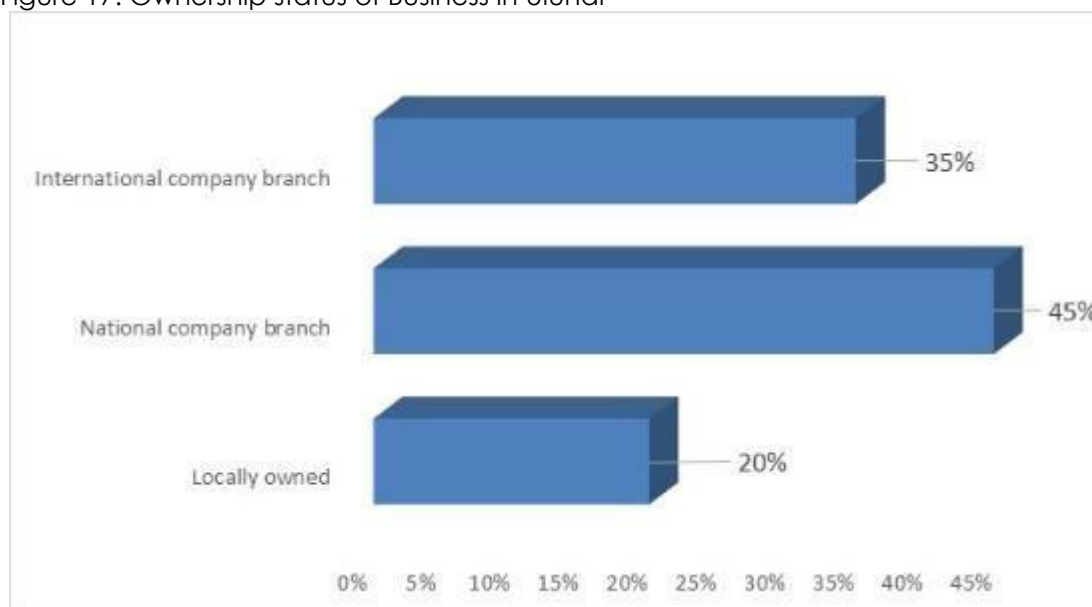
Key Sectors	%
Agriculture, forestry, fishing	5%
Construction, building	29%
Catering, accommodation	10%
Community or personal services	5%
Transport, storage, communications	5%
Wholesale, retail, motor trade	48%
TOTAL	100%

Source: Ulundi Municipality 2020 Business Survey

5.1.4 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 17. Ownership status of Business in Ulundi

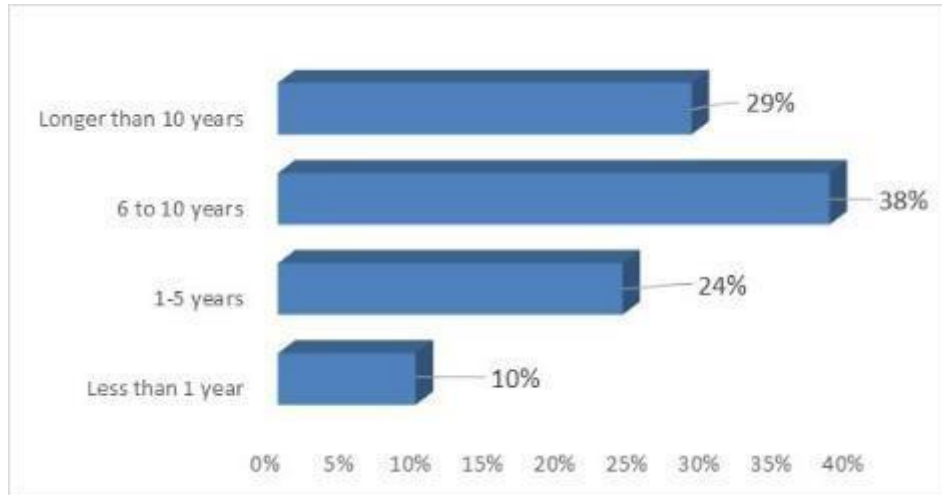


Source: Ulundi Municipality 2020 Business Survey

5.1.5 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 18 Business Duration

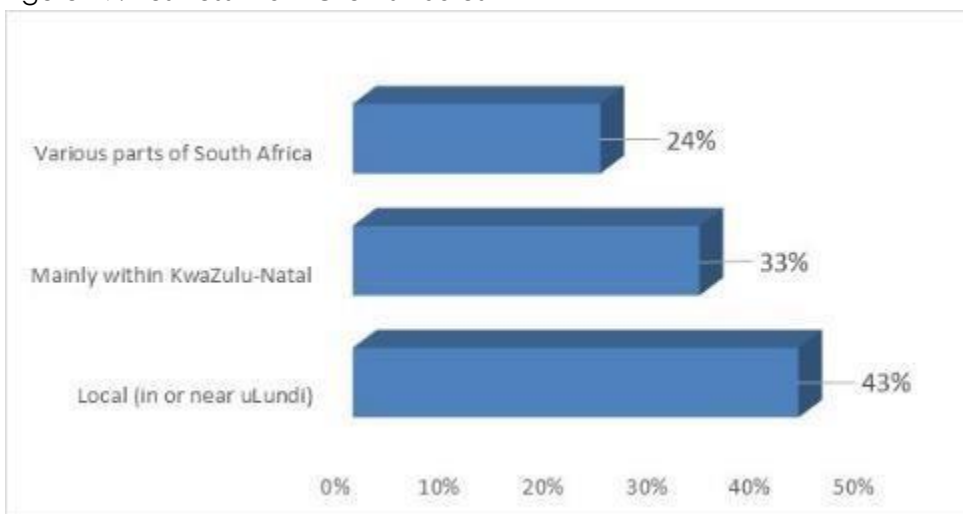


Source: Ulundi Municipality 2020 Business Survey Business Survey

5.1.6 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 do 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 19: Business Main Clients - Sales

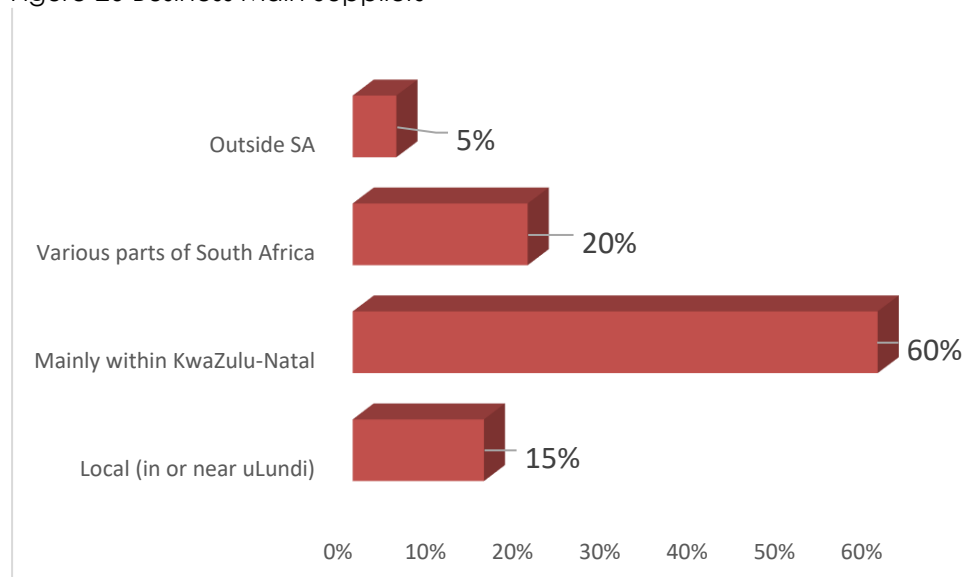


Source: Ulundi Municipality 2020 Business Survey

5.1.7 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 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 20 Business Main Suppliers



Source: Ulundi Municipality 2020 Business Survey

5.1.8 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 15 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

5.2 EMPLOYMENT TRENDS

5.2.1 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 to 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 16 Full and Part time Employments

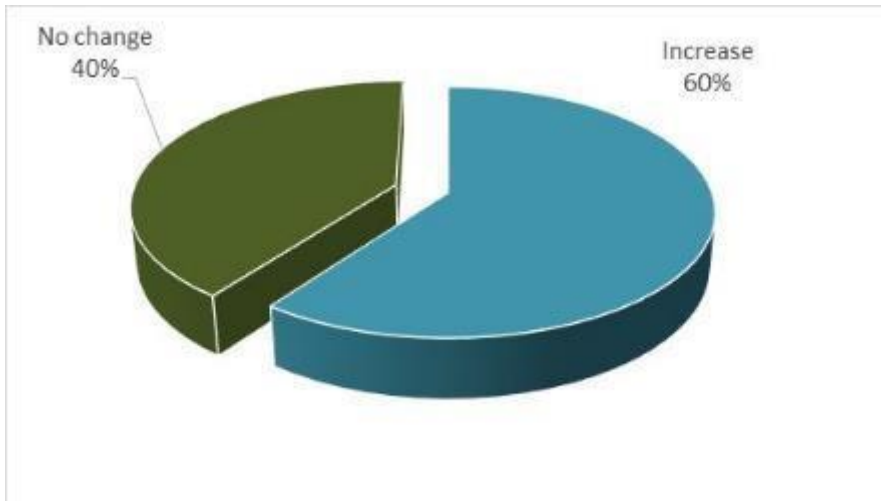
Categories	Full-time	Part-time
1 to 4 Employees	35.00%	60.00%
5 to 9 Employees	30.00%	20.00%
10 to 19 Employees	20.00%	10.00%
20 to 49 Employees	10.00%	10.00%
50 to 99 Employees	5.00%	
100 to 199 Employees	-	-
200 + Employees	-	-
TOTAL	100%	100%

Source: Ulundi Municipality 2020 Business Survey

5.2.2 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 21 Employments Trends Over the Past two years

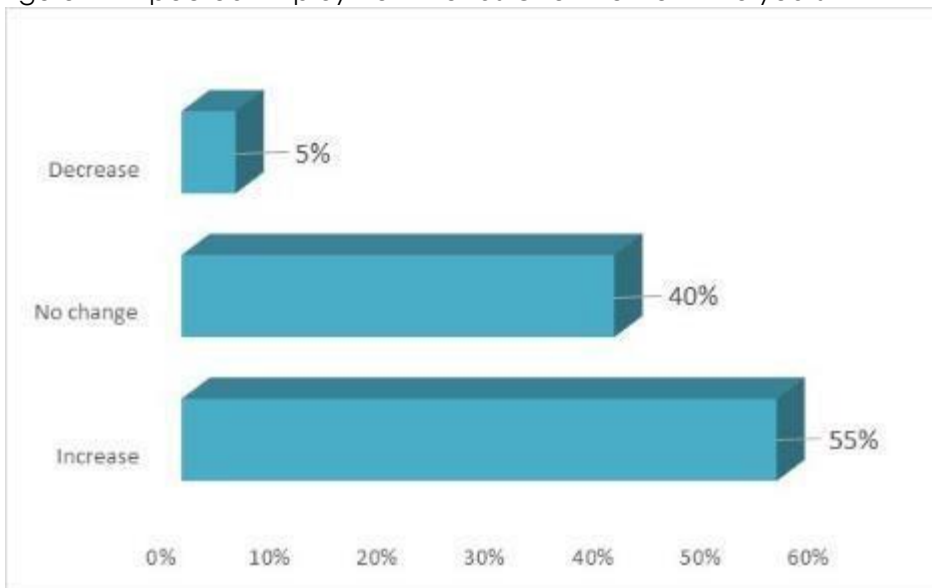


Source: Ulundi Municipality 2020 Business Survey

5.2.3 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 22 Expected Employment Trends Over the Next Two years

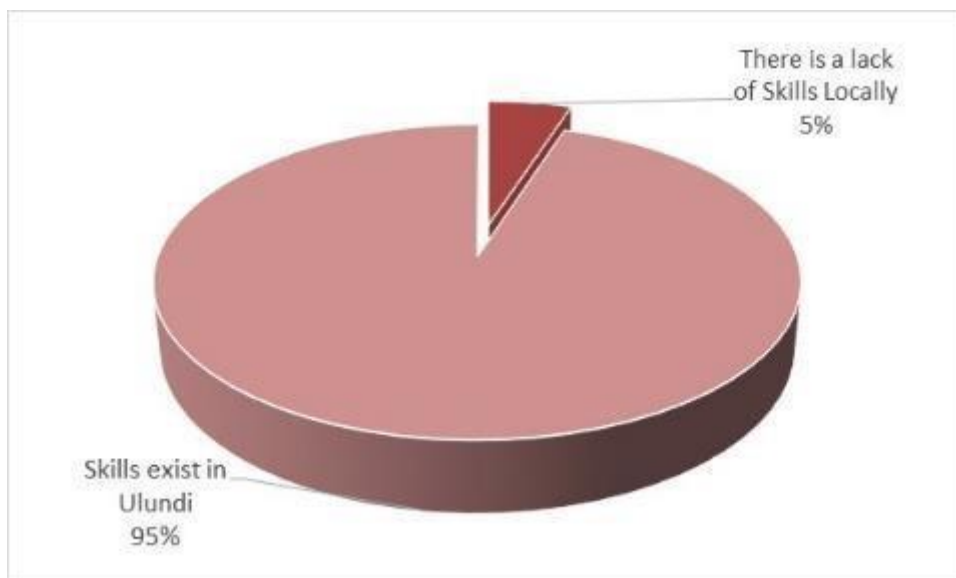


Source: Ulundi Municipality 2020 Business Survey

5.2.4 Difficult Skills to Recruit Locally

When asked what 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 23 Availability of Skills in Ulundi



Source: Ulundi Municipality 2020 Business Survey

5.3 BUSINESS ENVIRONMENT

5.3.1 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 17 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%
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

5.3.2 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 18 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%
Main Disadvantages	%
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%
Quality of life locally	1%
Availability of public transport	1%
TOTAL	100%

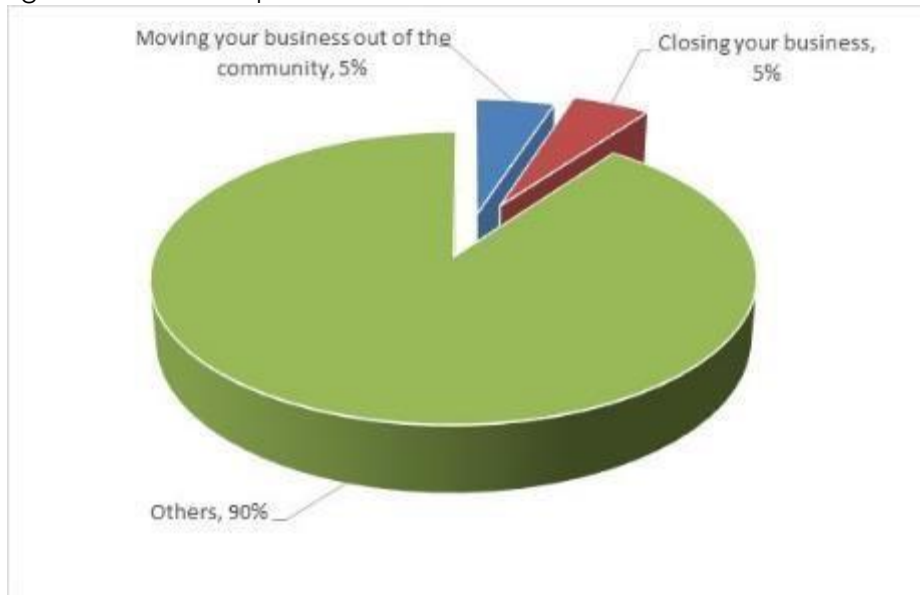
Source: Ulundi Municipality 2020 Business Survey

5.4 FUTURE PLANS

5.4.1 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 24 Business Options Over the Past Two Years

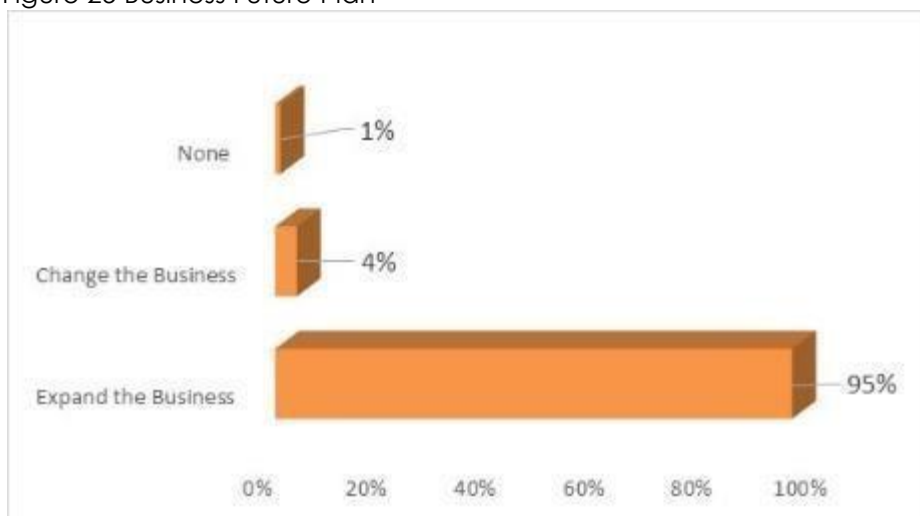


Source: Ulundi Municipality 2020 Business Survey

5.4.2 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 25 Business Future Plan



Source: Ulundi Municipality 2020 Business Survey

5.4.3 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 19 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%
Descriptions	%
Commodity prices	13%
Achieving quality standards	4%
Franchise restrictions	7%
Cannot find suitably skilled employees	13%
Infrastructure/services (<i>give details</i>)	2%
TOTAL	100%

Source: Ulundi Municipality 2020 Business Survey

5.5 SUPPORTING ENVIRONMENT

5.5.1 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 20 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

5.5.2 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 21 Information Required for the Improvement

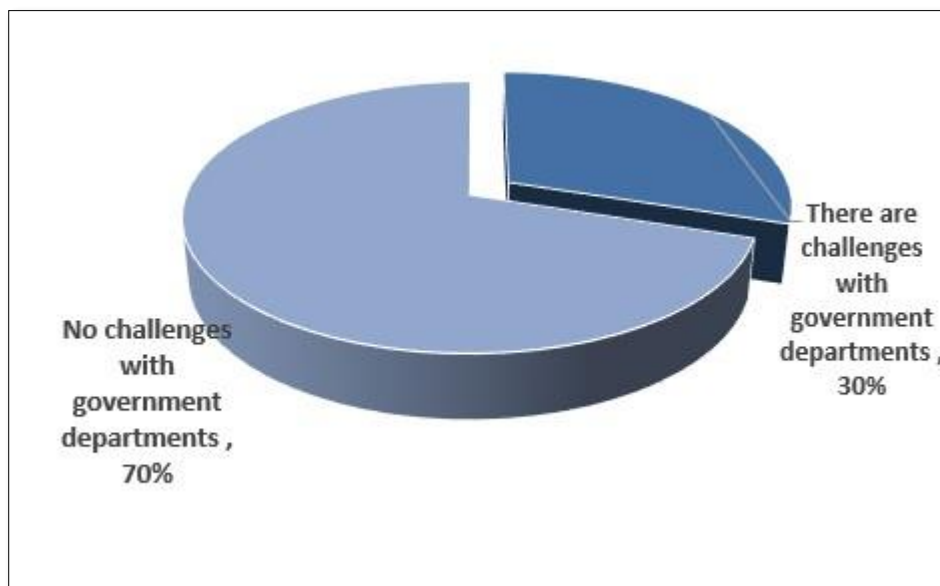
Descriptions	%
Business management	3%
How to write a business plan	16%
Access to finance	5%
Municipal bylaws	11%
Exporting	13%
Incentives	21%
Tender opportunities	16%
How to tender	5%
Marketing	5%
Merchandising	5%
TOTAL	100%

Source: Ulundi Municipality 2020 Business Survey

5.5.3 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 26 Challenges with Official Departments



Source: Ulundi Municipality 2020 Business Survey

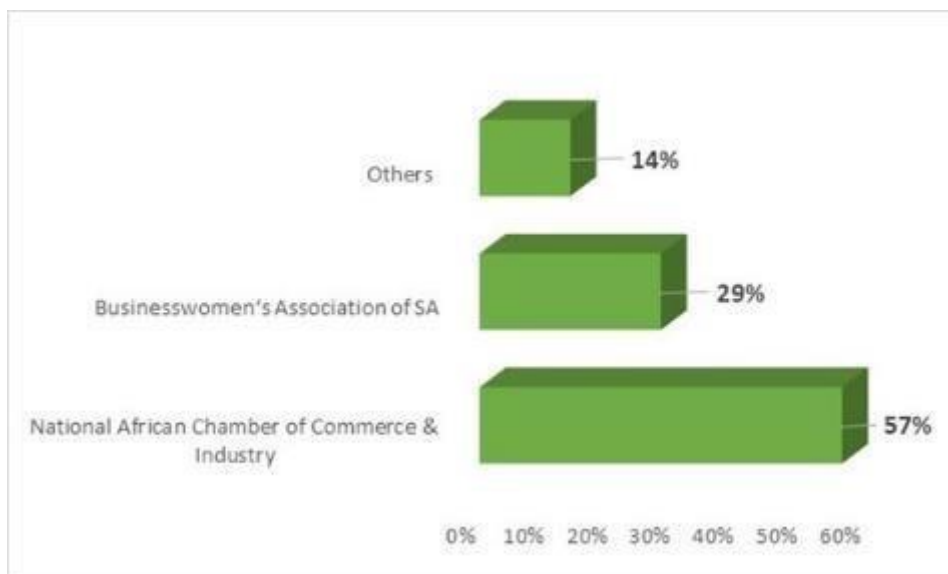
5.6 LOCAL BUSINESS ORGANISATIONS

5.6.1 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 27 Business Membership



Source: Ulundi Municipality 2020 Business Survey

5.6.2 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 22 Service Needed from the Municipality

Descriptions	%
Networking events	10%
Business mentorship programme	8%
Descriptions	%
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

5.7 CONCLUSION

5.7.1 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 23 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

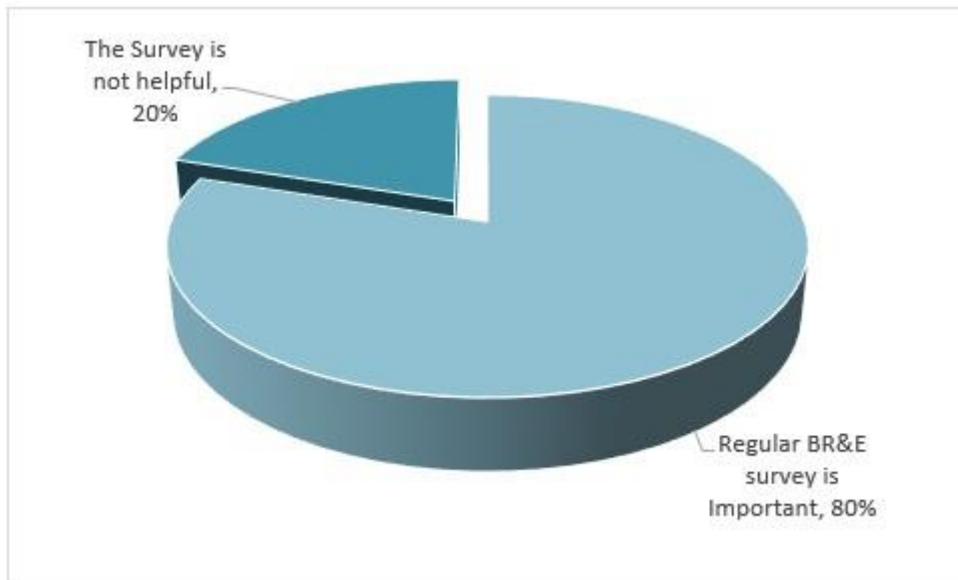
5.7.2 Importance of the Regular BR&E Survey

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 28 Significance of the BR&E Survey



Source: Ulundi Municipality 2020 Business Survey

SECTION 6: BR & E RECOMMENDATIONS

At its core, the BR&E Programme for the Ulundi Local Municipality is a planning-to-action process that has been designed to incorporate a survey of local businesses; an analysis of the strengths and weaknesses of the local business environment; and the setting of priorities for action that will help keep local businesses thriving and growing.

During the business survey, the following key issues were raised by local businesses to be addressed as a means to retaining and expanding existing businesses in the Ulundi area:

- Enhance municipal support for local business enterprises;
- Ensure an improvement to the local business initiative, and overall coordination of business representation in the local area;
- Take active measures to improve the levels of safety in the CBD;
- Increase communication efforts between the Municipality and local business;
- Provide support and promote local production and manufacturing businesses; and
- Undertake an active drive to increase local employment opportunities within the municipality.

Throughout the process of undertaking the business survey, asking relevant questions and identifying issues and interventions; an important aspect that was continuously flagged related to whether or not the municipality can, or has the capacity, to address the issues raised.

Based on this, and in order to identify appropriate corresponding activities/action steps for each of the above prioritised interventions, a methodical approach was adopted in categorising the interventions according to two distinct levels:

- Regional level – those activities that can be addressed locally i.e. by the Municipality; but require the formation of partnerships in order to be completed.
- Local level – activities which may require some form of partnership but can primarily be executed by the local municipality itself.

The following table provides a breakdown of the proposed activities, and their associated classification as regional or local approaches.

Table 24: Prioritised Interventions & Activities for the Ulundi Local Municipality

KEY INTERVENTION	ACTIVITIES
INTERVENTION 1: Municipal support for businesses	1.1 Establish special business enquiry point/contact person in the municipality with a 24hr hotline to ensure that information on different funding sources, general business enquiries etc., are readily available.
	1.2 Provision of SMMEs/informal sector's specific Unit with a dedicated budget to coordinate and manage the sector throughout the municipality

KEY INTERVENTION	ACTIVITIES
	1.3 Provide support to start-ups with the preparation of business plans, completion of funding application forms, &/or negotiations towards securing funding
	1.4 Allocate specific resources to the business support sector in IDP
	1.5 Develop a database of local service providers & SMMEs
	1.6 Facilitate local companies' registration on the supplier database
	1.7 Provide advice/assistance to local companies & SMMEs with tenders/SCM forms and compliance/qualifying criteria
	1.8 Establish a working group to prioritise local skills development needs and to identify the means to address them by pooling local capacity, knowledge and access to external resources.
	1.9 Establish an SMME incubator in the municipality to facilitate direct & easy access by SMMEs to a number of support services
	1.10 To organise a mini SMME fair in the form of an SMME flea market in the municipality
	1.11 A mentorship programme needs to be developed and rolled out by the Municipality in conjunction with the Zululand Development Agency

INTERVENTION 2: Improvements to local business initiative & coordination of business representation	2.1 Produce a digital or hard copy directory of local businesses that is comprehensive and cost-effective while being easy to use and update.
	2.2 Develop communications and marketing plan relating to the business sector
	2.3 To develop the Investment Promotion and facilitation Plan to attract new investors in Ulundi that will bring more job opportunities thereby increasing the local buying power of Ulundi residents
	2.4 Establish or improve an SMME Forum within the municipality consisting of relevant stakeholders
INTERVENTION 3: Improving safety levels in the CBD	3.1 Provide permanent policing presence in high priority areas
	3.2 Introduce surveillance technology in the CBD area
	3.3 Access & update the latest crime statistics for the area, & analyse & understand the statistics & implications thereof
	3.4 Establish a programme that uses a variety of means to promote Ulundi's unique combination of advantages as a place to live, to invest and to visit.
	3.5 Together with business fraternity, to establish an Urban Improvement Precinct (UIP) Programme in the CBD
INTERVENTION 4: Build bridges	4.1 To undertake a bi-annual business survey in Ulundi to gauge the level of satisfaction of businesses with regard to support received from the Municipality
KEY INTERVENTION	ACTIVITIES
between business and the Municipality.	4.2 Plan, organise & host business breakfasts with local businesses to facilitate constructive discussion of issues affecting business such as the electricity supply or rates, fees and charges.
	4.3 Plan, organise & host a Business Day Seminar and workshop with local business to disseminate appropriate & relevant information to SMMEs & local firms, as well as to encourage small-big business linkages
	4.4 Create a regular forum for two-way communication between the local business community and Ulundi Municipality to facilitate constructive discussion of issues affecting business such as the electricity supply or rates, fees and charges.
	4.5 Through the Local Business grouping establish frequent opportunities for local business people to network and to exchange ideas and information on topics such as the issues raised in this BR&E survey.
	5.1 Develop & distribute database of 100% locally produced items / services to local consumers & business

INTERVENTION 5:
Support & promotion
of local production
& businesses

5.2 Develop & undertake a "buy local, support local, produce local campaign" for the Municipality

5.3 Develop a Manufacturing Sector Plan for the Municipality

5.4 To undertake a business skills audit to prioritise local skills development needs and to identify the means to address them by pooling local capacity, knowledge and access to external resources.

5.5 based on the Skills audit undertaken, to provide training to SMMEs via EDTEA One Stop Shop and Umfolozi College

5.6 Establishing an internship programme linking universities and SMMEs to promote business growth

5.7 To ensure that the following infrastructure are provided:

- the provision of trading kiosks
- the provision of the loose standing stalls alongside the main streets
- the provision of a trading constructed market,
- to lobby for the upgrading of road infrastructures
- to lobby for the regular supply of water and electricity

5.8 Design comprehensive development incentive packages for all businesses in the municipality