

**A Situational and Land Use Analysis of
Local Economic Development in Ulundi, KwaZulu-Natal:
Perspectives, Problems and Prospects**

by

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DECLARATION

I declare that this research study entitled, ‘A situational and land use analysis of local economic development in Ulundi, KwaZulu-Natal: Perspectives, Problems and Prospects’, except where it is specifically indicated to the contrary in the text, is my own work both in conception and execution. All theoretical sources that have been used or quoted have been duly acknowledged by means of complete references. In addition, all generic internet and electronic sources have been duly acknowledged. It is further declared that this thesis has not previously been submitted to any institution for degree purposes.

by

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ABSTRACT

The major constitutional drive of municipalities in South Africa is the responsibility to promote an improved quality of life of residents. Municipal areas, however, have different capacities, resources and development potentials. The ability to enjoy basic needs and better livelihoods is dependent on how the local economy is functioning and how the existing resources in the area are used to full potential. This study uses Ulundi as a point of reference to provide relevant and meaningful alternatives to problems of development faced by some of the municipal areas in the country and beyond. The study is a situational and land-use analysis of local economic development of the Ulundi Local Municipality (ULM). In the context of the South African space economy, Zululand's two well established towns, Vryheid and Ulundi may be regarded as major country towns, below the level of neighbouring coastal centres such as Richards Bay/Empangeni. Currently, the economic base of Ulundi is a dwindling regional government with little commerce and some informal trading.

The theoretical framework of the study is based on theories of local economic development (LED) that are established within the framework of communal participation in integrated development plan (IDP). The aim of the study is to determine the landscape and cultural attributes and their developmental relevance to the economy of Ulundi. The research design involved data collection from the development planning section of the Ulundi Local Municipality, Zululand District Municipality, development planning unit of the department of local government, the political leadership of the municipality and a randomly selected 276 households in the area. The 5 established sections, that is, A, B north, B south, C and D are spatial units by which the data collected are aggregated. As part of the analysis of data, the research design incorporates statistical frequencies, cross tabulation and analysis of associations among attributes using Pearson's chi square tests.

The tourism potentials of the environmental features have not been utilised to the fullest. This study proposes and advocates an environment-based strategic option and it justifies this

strategic path for purposes of adding value to the Ulundi municipal area with a view to building a sustainable competitive advantage. The proposed conceptual model dwells on the possibility of launching new products and moving into new markets. The Ulundi Local Municipality in collaboration with ZDM and the relevant stakeholders develops and exploits its First World economic assets of tourism, that is, landscape and cultural assets to the fullest within the carrying capacity of its natural resources base.

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CHAPTER ONE

ORIENTATION TO THE STUDY

1.1 INTRODUCTION

Research has one end: the ultimate discovery of truth. Its purpose is to learn what has never been known before; to ask a significant question for which no conclusive answer has been found, and through the medium of relevant facts and their interpretation, to attempt to find the answer to that question (Rumsey, 2005: XIV).

In support of Rumsey's notion (2005) that research is a vehicle which makes us to ultimately discover the truth, Leedy (1993: 7) had argued that it should be borne in mind that:

Everywhere our knowledge is incomplete and problems are waiting to be solved, we address the void in our knowledge and those unresolved problems, by asking relevant questions and seeking answers to them. The role of research is to provide a method for obtaining those answers by studying the facts within the parameters of the scientific method (Leedy, 1993:7).

On the basis of these two authors' assertions, this chapter therefore presents an orientation to the study, ranging from the statement of the problem, aims and objectives to hypothesis formulation. The justification of the study in terms of wider research, the rationale of the study, operational definition of concepts and the layout of the thesis are also described.

It is the mandate and imperative of municipalities throughout the world to ensure an improved quality of life of residents in their areas. Municipal areas however have unequal capacities, natural resources and development potential. The propensity to access basic needs and better livelihoods for people depends on how the existing resources in the area are utilised.

This study provides relevant and meaningful options for development that rural African municipal areas are facing. The Ulundi municipality is the study area selected for this research inquiry. The area is situated in the southern part of the Zululand District Municipality (ZDM), bordered in the north by Abaqulusi and Nongoma local municipalities (Both from the ZDM), and Umzinyathi District municipality in the west, Mkhanyakude District municipality in the east and Uthungulu District municipality in the south. It is located within the co-ordinates 28° 00' 00''S, 31° 00' 00''E (Figure 1.1).

Generally, communities residing in rural tribal areas experience extreme poverty and poorer services than urban communities. Community upliftment through land use services, social infrastructure development and empowerment programmes are needed in rural areas (Van Der Merwe, 2002). On the basis of the Integrated Development Plan (IDP), this study establishes *the extent to which the landscape and cultural attributes of the Ulundi area have been tapped* to determine its developmental potentials to improve the quality of life and reduce unemployment in the area. Given the low development potential of the Ulundi municipal area, there is a challenge to explore development alternatives that incorporate regional linkages with other municipalities like the Uthungulu District municipality (Figure 1.1). The transition from government employment to private market-oriented development remains a challenge in the area. Should it be the government, or partnerships between the private sector and government and/or partnerships between different spheres of government and civil organisations to forge relationships? Normally, the local community takes an active part in the development of area, through the adoption of the local Integrated Development Plan.

In consonance with Section 5 of the Municipal Systems Act 32 of 2000, the Ulundi Municipal Council, like all other Municipal Councils in South Africa, is legally required to adopt an Integrated Development Plan (IDP). The IDP forms the policy framework and general basis upon which development of resources and capacity building as well as annual budget must be analysed and understood (Van Der Merwe, 2002). The Ulundi municipality plans to promote sustainable growth and development, provide quality, affordable services, apply fiscal discipline, ensure transparent integrating and accountable co-operative governance. recognise and promote strong cultural heritage, and respect fundamental human rights (IDP, 2005) for the Ulundi Local Municipality).

FIG. 1.1 DISTRICT MUNICIPALITIES IN KWAZULU-NATAL

The Ulundi Local Municipality seems to experience leakages from the local economy and missed opportunities, including the loss of provincial government jobs to Pietermaritzburg, poor land use services, limited residential opportunities, lack of diversified shopping facilities, cultural events that only attract local participants, lack of recreation facilities and the lack of corporate financing institutions. There is also lack of higher order facilities such as a multi-lingual school, technical college, medical centre, community swimming pool, gymnasium, restaurants and business service centres. Although the University of Zululand has a satellite campus in Ulundi, the institution does not offer a wide range of programmes like in the main campus to address the skills shortage challenge facing the municipal area.

1.2 BACKGROUND TO THE PROBLEM

This study serves as a data collection exercise that hopes to contribute to more effective-service delivery, through community participation and governance in the Ulundi Local Municipality. This study therefore, assesses the land use, landscape and cultural attributes as options and alternatives to better the socio-economic welfare and environmental sustainability of the Ulundi Local Municipality (DEAT, 2004). Managing the vacuum created following the loss of the legislative functions from Ulundi to Pietermaritzburg constitutes an important research concern. This process is part of the study and sharpens the mechanism used to set up local economic development [LED] within the framework of IDP. The study interrogates the effectiveness of the IDP engagement processes especially on regional and provincial strategic interventions at the Ulundi Local Municipality as embodied in the Batho Pele principles (Van Der Warldt and Toit, 1999) and to find suitable ways to attract private investment through marketing strategies.

1.3 STATEMENT OF THE PROBLEM

The town of Ulundi represents the only urban area in the local municipality of Ulundi and therefore plays a role in providing the land use infrastructure, social and economic facilities to the population of the area. This places pressure on the municipality to achieve the delivery of various services. Ulundi consists of a large rural population and the settlement pattern showing a concentration of people in its peri-urban areas along R66 and P700 (Figure 1.2).

FIGURE. 1.2 PHYSICAL INFRASTRUCTURE IN ULUNDI

Nearly half the area of the municipality consists of commercial farms that are sparsely populated. A significant number of households in the area are headed by females who are possibly more disadvantaged in terms of resources and education. More than half of the population comprises teenagers, thus placing pressure on the need for social facilities. A number of children in the area are orphaned through the impact of HIV/AIDS. Due to the impact of HIV/AIDS, population growth is expected to decline over the next 20 years. These challenges ought to be taken into account in planning for services and facilities in the area. At least 34% of the population (113 462 people) is already infected with HIV/AIDS and 25 900 people per year could be added to this figure (IDP 2005/2006 for the Ulundi Local Municipality). These statistical indications are expected to have a negative impact on productivity of the area in future.

According to the Ulundi Local Municipality (2005/2006), education levels are very low and an estimated 25% of households have no income. A further 10.5% has an annual income of below R2400 per annum – less than R200 per month. Poverty has affected most severely the rural areas. Unemployment levels are very high with only 6.4% of the total population are formally employed. Every employed person supports 16 unemployed persons of which nine are over 15 years. Of those employed, 60.6% work in the public sector, indicating the lack of diversity in the economy. Private households employ the second highest number of people (9.86%) (IDP Review, 2005/2006 for the Ulundi Local Municipality). According to Van Der Merwe (2002) the challenges for Ulundi, in respect of the socio-economic situation, relates to serving a largely rural community of which 44% of the people are currently of school-going age. Accordingly the socio-economic analysis indicates that the rural communities are more affected by circumstances of poverty and have lower income levels than the urban community.

Families living in these areas have mostly women as household heads. The low levels of education have an impact on the types of job opportunities that can be obtained and potential income generation. This research acknowledges that the current market condition suggests less private sector activities, however it is envisaged that more private sector economic activity is a necessity to reduce income leakage in the Ulundi Local Municipality, increase

investment (local and external), promote local business development and business interaction as well as increase entrepreneurial opportunities and employment (IDP Review, 2005/2006). Although the settlement pattern follows the main routes R66 and P700 (Fig. 1.2), the population of the entire municipal area and some adjacent rural areas depend on Ulundi for most basic services. A large number of people reside in Melmoth and Vryheid and commute into Ulundi town on a daily basis due to the limited residential opportunities and accommodation. They earn their money within the Municipal area but spend it outside the area, indicating a leakage in the economy of Ulundi.

The KwaZulu-Natal Provincial Government does not view Zululand as a major economic growth area, due to decline in the mining sector, relatively poor soils, low levels of skills and the distance from markets (Van Der Merwe, 2002). Ulundi is situated in the heart of Zululand and experiences most of these negative features characterised by the district. However, the potential for development of the tourism sector was identified as a focus area. Table 1.1 indicates the Gross Geographic Product (GGP) figures for the various sectors that now fall within the Ulundi Municipal area (Van der Merwe, 2002).

Table 1.1: Gross Geographic Product (GGP) of Ulundi in 1998

SECTOR	R (MILLION)	%
Agriculture, Forestry, Fishing	7.8	20.3
Mining, Quarrying	0.6	1.6
Manufacturing	1.2	3.1
Electricity, Water	0	0
Construction	1.6	4.2
Trade	0.9	2.3
Transport, Communication	1.8	4.7
Finance, Real Estate	1.5	3.9
Government and community services	22.0	57.0
Other	1.1	2.9
Total	38.5	100

[Source: Integrated Development Plan, (2005)]: – Final Document for the Ulundi Municipality, Vuka Planners, Johannesburg.

Furthermore, Table 1.1 illustrates the weakness of the economy due to the lack of diversification. Only the government and community services sector as well as the agriculture, forestry, and fishing sectors contribute significantly to the GGP. This leaves the municipal area vulnerable to external economic and political influences such as commodity prices and political changes. Ulundi depends heavily on the government services however the current government policy does not support it as the provincial capital. Following the loss of its status as a provincial legislative capital, Ulundi faces potential economic decline. The sectors (manufacturing, electricity, water, construction, trade, transport, communications and finance/real estate) are underutilised. Based on the socio-economic challenge that faces the study area, the research question is: To what extent, can planning that takes into account the cultural, land use and physical landscape attributes, improve the possibility of developmental activities in the Ulundi Local Municipality?

In an effort to answer the above-cited research question, the following secondary questions are pertinent:

- What are the existing landscape and cultural attributes, and how knowledgeable and interested is the local community about their socio-economic capabilities?
- How far have the local economic development (LED) processes within the framework of integrated development planning (IDP) accommodated the needs of the less privileged in terms of sustainable development projects?
- To what extent have stakeholders participated in the development agendas of the local municipality?
- To what degree has an understanding of the effectiveness and efficiency of the existing structures and decision-making machinery in the Ulundi Local Municipality been established for better quality of life in Ulundi?

1.3.1 Objectives of the study

Flowing from the fundamental research questions stated earlier, the study aims at realising the following objectives:

- (a) To determine the various land use and cultural attributes existing in the Ulundi Local Municipality and establish the extent to which these attributes are of developmental relevance to local community.
- (b) To investigate the steps taken to alleviate poverty, empower women and facilitate socio-economic upliftment of the rural communities such as Mkhazane, Mabedlane, Mbangayiya, Mtikini and Mbhoshongweni (Refer to Figure 1.2).
- (c) To examine the strategies which stakeholders have already taken to stimulate local economic development and to reverse the current trends of decline and lack of diversity in the economy.
- (d) To reveal the extent to which decision-makers used existing development strategic tools towards achieving sustainable management of development processes in Ulundi.
- (e) To reveal how stakeholders perceive the existing institutional structures in terms of public participation and to recommend a development model that advances market and pro-poor perspectives in improving the quality of life of the people in Ulundi.

1.3.2 Research hypothesis

On the basis of the research question posed earlier, the following hypothesis was postulated: That planning that takes into account the cultural and physical landscape attributes is expected to improve chances for development.

The study ascertained the degree of influence that the cultural and physical landscape attributes have in the study area that could enhance the development potential and improve the quality of life of the people in Ulundi.

1.4 OPERATIONAL DEFINITION OF CONCEPTS

In order to facilitate understanding as well as the removal of any ambiguities in the meaning of the terms used in this research, the following concepts are operationally defined:

1.4.1 Situation

The concept 'situation' can be understood to refer to two types of meaning. First it refers to the way an individual interprets a given object or set of circumstances, which outcome may largely be influenced by the understanding, perceptions, values and knowledge that individual possesses (Theodorson and Theodorson, 1970).

Secondly, the concept 'situation' refers to a physical or spatial placement of a feature in relation to its surroundings. In other words, the concept refers to the position or setting of a particular place in relation to its surroundings. For example, it may be a settlement's relationship with the surrounding region (Pask and Williams, 1993). The latter definition is relevant to the purpose of this research study.

1.4.2 Situation analysis

This involves the computation of the direction and distance of a settlement from other places along a road, railway or coastline and, by implication, a reference to its accessibility, remoteness, centrality or isolation (Pask and Williams, 1993).

In this study, a certain degree of emphasis is placed on the location of Ulundi in relation to the various transport networks in order to establish the associated economic spin-offs. This concept features again in the study to assess the economic impact of the proximity of certain physical landscape and cultural features beyond the Ulundi Local Municipality.

1.4.3 Land use

Land use is the pattern of construction and activity land is used for. Patterns of land use arise naturally in a culture through customs and practices, but land use may also be formally regulated by zoning, other laws or private agreements such as restrictive covenants [www.wordiq.com, 2008)]. Furthermore, the classification of land according to the utilization made of it (Johnston, 1981). In this study, the various landscape and cultural attributes provide a basis for the different land uses in Ulundi.

1.4.4 Land use analysis

Land use analysis evaluates the significance of land use for anything other than static description [www.wordiq.com, (2008)]. The proportions of land under particular crops may be a poor indication of the most important enterprise on farms in terms of probability or labour inputs (Johnston, 1981). This research defines land use analysis as the analysis of the socio-economic importance of landscape and cultural attributes that are found within the study area.

1.4.5 Development and spatial development

For the purpose of this study and using the White Paper on Environmental Management (DEAT, 1997) the concept 'development' is described as a process of improving human well-being through the reallocation and reutilisation of resources, which would lead to the modification and beneficiation of the human environment. It addresses basic needs, equity and the redistribution of wealth to communities. By extension the concept 'spatial development' refers to the process of improving human settlement areas and community well-being through the provision, utilisation, reallocation and maximisation of socio-economic facilities and activities which would lead to the enhancement and benefit of all stakeholders. In this study the term 'spatial development' also implies the establishment and improvement of old and new socio-economic facilities, and creating a safe and user-friendly atmosphere for the local community. The process of change in the economic and social structure of nations and particular areas, are measured by indicators of development such as gross domestic product per capita, literacy rates, employment structure and the nature of trade (Pask and Williams, 1993). Development in this study is seen as creating a better quality of life for people rather than just economic growth.

1.4.6 Economic development

Economic development must be conceived of as a multidimensional process involving major changes in social structures, popular attitudes, and national institutions, as well as the acceleration of economic growth, the reduction of inequality and the eradication of poverty

(Todaro and Smith, 2003). Economic development in its essence must represent the whole system of change by which an entire social system, tuned to the diverse basic needs and desires of individuals and social groups within the system moves away from a condition of life widely perceived as unsatisfactory towards a situation or condition of life regarded as materially and spiritually better [www.wordiq.com, (2008)].

In this research, economic development is taken to refer to a much wider range of variables, including especially that whole social, economic and political process which results in a perceptible and cumulative rise in the standard and quality of life for an increasing proportion of the population.

1.4.7 Local economic development

Local economic development is a process that facilitates community economic development. It links profitable growth to redistributive development and financing using the existing local resources. Local economic development again links 'living wages', human capital development and productivity. In this research, local economic development embraces both pro-poor and pro growth perspectives to improve the quality of life of the people (Local Economic Development, 2001).

1.4.8 Sustainable development

The concept 'sustainable development', devised by the World Commission on Environment and Development is defined as meeting the needs of the present communities 'without compromising the ability of future generations to meet their own needs', (WCED, 1987:8). Sustainable development usually operates on the natural and cultural environment and therefore suggests the physical or land use setting, upon which people or humans participate in economic activities associated with development. The precise meaning of sustainable development has been widely debated. Two years after the Brundtland Commission's report had popularised the term, over 140 definitions of sustainable development had been catalogued [www.wordiq.com/definition/Es:Desarrollo_sostenible, 2008)].

Hence, the ‘sustainable development’ reflects a counter belief or ameliorates the notion that the natural environment is a place with finite resources so that continued population growth, production and consumption ultimately put severe stress on natural resources (SARDC, 1994). The introduction of best-practices is important for sustainable economic development to take place. In consonance with the definition by the Brundtland Commission’s report, this study embraces sustainable development as an approach to a healthy and fulfilling living without damaging the environment and endangering future welfare of the people of Ulundi.

1.4.9 Spatial analysis

This concept refers to an approach to geography in which the locational variation of a phenomenon or a series of phenomena is studied and the factors influencing or controlling the patterns of distribution investigated. This allows the comparison of two or more patterns, for example, the pattern of a single phenomenon in different areas, or the pattern of different phenomena or variables in one area; and it allows tests to be developed to show whether a pattern differs significantly from a random pattern (Pask and Williams, 1993). The phrase properly refers to a variety of techniques, many still in their early development, using different analytic approaches and applied in diverse fields. The phrase is often used in a more restricted sense to describe techniques applied to structures at the human scale, most notably in the analysis of geographic data. The phrase is even sometimes used to refer to a specific technique in a single area of research, for example, to describe geostatistics [www.wikipedia.org/wiki/Remote_sensing, (2007)].

In consonance with the abovementioned definition, this study engages in analysis of various attribute data to determine locational differences especially between the five spatial units of the study area already mentioned.

1.4.10 Prospect

The concept ‘prospect’ refers to the possibility of future success resulting from the provision of infrastructure resources and facilities. The provision of development facilities coupled with the usage of the existing facilities, as well as present and future shortages that need to be

attended to by the local authorities, may be regarded as relating to prospects of the future. According to Kraus (1978) one of the goals of recreation and tourism is to enrich the quality of life in the community by providing pleasurable and constructive leisure opportunities for the residents of all ages, background and socio-economic classes for a better future.

In the context of this study, this definition clearly means that for the future development and provision of development facilities, proper planning is essential on the part of the local authorities, and more specifically for the Ulundi Local Municipality.

1.4.11 Perspective

The concept 'perspective' has many shades of meaning and varies with the subject matter presented. The concept refers to values, viewpoints, judgement and meaning that provide the framework and point of view from which an individual or community may view a situation (Theodorson and Theodorson, 1970). For purposes of this research study, this concept refers to the way a spatial or environmental situation portrays itself and the manner in which its importance is interpreted by the local community in the study area.

1.4.12 Problem

The concept 'problem' is variously defined. According to [www.wordiq.com/problem, (2007)], the term 'problem' refers to a situation, condition or issue that is unresolved or undesired. Usually the nature of a problem is such that an answer or solution is needed. In such cases, problem solving is used to understand important aspects of the issue so that an answer or solution can be found. In this research, problem means any challenging scenario or task that presents a test of the abilities of decision makers at all levels of government.

1.4.13 Poverty

Poverty embraces a wide range of circumstances associated with need, hardship and lack of resources. For some, poverty is a subjective and comparative term; for others, it is moral and

evaluative; and for others, scientifically established [www.wordiq.com/definition/poverty, (2008)]. The principal uses of the term include:

- Descriptions of material need, including deprivation of essential goods and services, multiple deprivation and patterns of deprivation over time.
- Economic circumstances, describing a lack of wealth, (usually understood as capital, money, material goods, or resources especially natural resources).
- Social relationships, including social exclusion, dependency and the ability to live what is understood in a society as a normal life: for instance, to be capable of raising a healthy family, and especially educating children and participating in society.

Poverty may be seen as the collective condition of poor people, or of poor groups, and in this sense entire nation-states are sometimes regarded as poor [www.developmentgoals.com/poverty.htm, (2008)]. In this study, poverty is operationally defined in terms of monetary value. In this case, bread-winners receiving R3000 and below per month are defined as facing poverty.

1.4.14 State of the art

The state of the art is an adjective used to describe the highest level of development, as a device, technique or scientific field, achieved at a particular time [www.wikipedia.org/wiki/State_of_the_art, (2008)]. In this research study the phrase applies to the highest level of development reached by certain cultural attributes associated with the study area, utilising modern methods in local economic development. The assumption is that this development will be achieved in a sustainable manner.

1.5 JUSTIFICATION OF THE RESEARCH

The literature on issues like spatial structures and land use in human settlements (urban functions, rural dependence and support) is reviewed. Moreover, an overview of the local economic development prerogatives established within the framework of the IDP is explored. Central to the theoretical framework is that development project initiatives are a product of communal decision-making tools that promote environmental management and sustainable

development as well as community participation and involvement. As part of the theoretical framework, the debate on the effectiveness and efficiency of the concepts, 'regionalism' and 'inter-municipal co-operation' as better strategies to municipal challenges are presented. Also reviewed are cases of municipal successes and challenges outside South Africa.

Municipalities have a constitutional mandate to promote local economic development (LED). Section 153 of the Constitution states that: A municipality must structure and manage its administration, and budgeting and planning processes to give priority to the basic needs of the community, and to promote the social and economic development of the community (Iyer Rothaug Project Team, 2003). The South African government has also prioritised rural development and urban renewal as key strategies to counter the legacy of uneven development in the country. The aim of the LED programme within government is to support all municipalities in South Africa in implementing these strategies, and make them attractive places to live in, invest in and visit. This is to be achieved by stimulating business investment and job creation, focusing on addressing the needs of poor and marginalised people and communities (The Government of South Africa, 2001).

Local stakeholders, such as government, business, labour and civil society organisations ought to work together in order to enhance local economic development (LED). Local communities and authorities can play an active role in determining their own economic paths. LED involves identifying and using local resources to create opportunities for economic growth and employment. Successful LED involves local partnerships between big business and local SMMEs, as well as on national and regional structures to promote and support local initiatives.

1.6 THE LAYOUT OF THE THESIS

Chapter one presents an orientation to the study. This entails background and statement of the problem as well as operational definition of concepts. Also included in the first Chapter are the justification of the topic in terms of wider research and the layout of the thesis. Chapter two reviews the literature related to this research. An in-depth understanding of models and theories of local economic development is considered. The three models of urban structure

namely, the concentric, the sector, multiple nuclei models as postulated by Burgess, Hoyt, and Harris and Ullman respectively are also presented. Among the issues deliberated in this section are the approach, roles and responsibilities of the United Nations Capital Development Fund (UNCDF) towards local development.

Chapter three establishes the dynamics of development (in terms of political, demographic, and other variables). Politics has a tremendous effect on development. People have political power over development if people become owners of development and make political decisions about development action and funding. Negative demographic patterns such as fast population growth rate, a very young age structure and crowding have a direct negative effect on the poverty situation and at the same time they make it more difficult to initiate development efforts. Other variable factors like culture, tradition, economic and psychological environments are also reviewed in this chapter. The economic and political relationships that underpin the dynamics between urban and rural areas are also discussed.

Chapter four gives an overview of the physical setting of the study, with a view to indicating the spatial and local parameters and attributes that play a significant role in influencing planning and development in the study area. Chapter five primarily indicates the methodology of collecting, analysing and interpreting data and information in the study area. Diverse data sampling techniques, data collection and statistical analysis are presented and explained in this chapter.

Chapter six is specifically devoted to the analysis and interpretation of the data collected. With the help of statistical techniques the data is analysed and inferences made from the outcomes of the analysis. Finally, chapter seven makes an attempt to summarise and integrate the findings of the study. Recommendations of the study are then presented based on judgements that have emerged from earlier analyses.

1.7 CONCLUSION

The uneven spatial distribution of capacity, resources and development prospects raises challenges on the constitutional mandate of municipalities to make their places attractive to

live in, invest in and visit. Given the serious spatio-temporal effects caused by the then historically racial and biased developmental agenda, the South African government since 1994 has prioritised rural development and urban renewal as key imperatives to reverse the trend. The propensity to access basic services and needs for improved livelihood depends on how effective the local political economy is functioning and how the available resources are put to use. This study uses Ulundi as a study area to present options to development challenges facing a municipality in the country.

This chapter has presented an orientation to the study based on the statement of the problem, aims and objectives. The chapter has further formulated hypothesis and included justification of the study in a research, the rationale of the study, operational definition of concepts and the layout of the thesis. This chapter again acknowledges the growing global consensus that democratic governance creates the conditions for sustainable development and poverty reduction. Local governments can play a major role in this effort by ensuring more effective and accountable local infrastructure and service delivery for the poor and by improving the dialogue between the state, citizens and their communities, and the private sector (www.uncdf.org/francais/local_development). The Chapter has stimulated options for the development challenges facing rural municipalities especially those in poor rural South Africa. In doing so, this Chapter seeks to advocate maximum use of existing local resources as primary means for communal empowerment and general socio-economic upliftment. Adequate knowledge of landscape and cultural features to advance the objective of a growing local economy is significant to attract people to live and invest in rural municipalities like the *Ulundi Local Municipality*.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

Those who do research belong to a community of scholars, each of whom has journeyed into the unknown to bring back a fact, a truth, a point of light. What they have recorded of their journey, and their findings will make it easier for you to explore the unknown: To help you also to discover a fact, a truth, or bring back a point of light (Leedy, 1993: 87).

Following on the aforementioned assertion, this chapter seeks to present the literature review of this research, which forms the foundation for addressing the objectives and hypothesis of this investigation.

Against this backdrop, the literature review of the study is based on an in-depth insight into theories and models of local economic development (LED) as well as models of land use in cities. As part of the literature, this section of the research further reviews alternatives for local government restructuring such as *regionalism, inter-municipal co-operation and functional consolidation.*

2.2 THEORIES OF LOCAL ECONOMIC DEVELOPMENT (LED)

In this section, the aim is twofold. First, it locates pro-poor and pro-growth LED interventions as part of a wider range of LED interventions that have been recognised in international research on LED. As part of the literature, the study draws from the developing world record, and presents South African urban experience of pro-poor LED perspectives. Across the international experience, the range of LED initiatives and responses in cities can

take a combination of many forms. Different authors apply different terminology to describe the variety of forms of LED interventions. Nevertheless, there exists a spectrum of LED interventions ranging from those which are seen as market-led or pro-growth on the one hand to those which are market-critical or pro-poor on the other hand. The market-led approach of business development aims to enable local economies to adjust more successfully to macro-economic reforms (Scott and Pawson, 1999) and emphasises the goals of promoting individual self-reliance, entrepreneurship, expansion of the market, competitiveness, reduction of unemployment and sustainable growth. By contrast, the market-critical approach of community development represents a bottom-up approach geared to goals of achieving local self-reliance, empowerment, participation, local cooperation, and environmental sustainability (Scott and Pawson, 1999). Evaluating the socio-economic situation will ensure appropriate LED interventions to apply in Ulundi and surroundings, so as to improve the general quality of life of the people in this study.

2.2.1 From pro-growth and market driven perspectives

The post-1970s era has witnessed significant alterations in global-national-local relationships, with associated modifications in the significance of local place, politics and business in response to forces as varied as globalization, neo-liberalism, decentralization and structural adjustment. Enhanced global market flexibility, the fragmentation of labour markets and the increased inability of local authorities to meet local service needs have introduced a search for new forms of local level governance, service delivery and growth promotion (Doogan, 1997). As a result of these dramatic shifts in local dynamics, and in an effort to respond to new global realities, localities have had to become both more business-like in their interactions with broader economic forces and more socially inclusive to ensure both buy-in from key stakeholder groups and the simultaneous pursuit of new, innovative growth paths which require widespread support. In its more sophisticated and scaled-up variant, partnerships are also conceptualised as being 'Growth Coalitions' or 'Growth Machines', representing the transition from active local level collaboration to defined, economic and investment-led growth that is orientated towards the pursuit of local economic growth, property enhancement and widespread local benefits. The concept of growth coalition first became prominent in practice and academic theory in the 1970s.

Key global changes have obliged cities/localities to become more pro-active in their pursuit of wealth and market opportunities in an era of significantly expanded markets and decreased levels of state support and intervention. This study acknowledges the relevance of this LED perspective in this research, as the Ulundi Local Municipality depends almost entirely on external funding to support its domestic capital expenditure.

For (Purcell, 2000: 86) growth coalitions are important as 'the pursuit of exchange values so permeates the life of localities that cities become organised as enterprises devoted to the increase of aggregate rent values through the intensification of land use'. As such, in a developing economy that is in need of enhanced growth, but simultaneously one that is experiencing the transition from dominance by government to a more socially responsible form of local governance, as is the case in Ulundi area, the growth coalition concept has a role to play.

Growth Coalitions represent a significant transition from local government to local governance which is taking place (Savitch and Kantor, 1995; Ogu 2000; Perrons and Skyers, 2003). Though not easy to initiate, they hold the potential of offering significant benefits to role players (Otiso, 2003).

Growth Coalitions are directly related to two broad theoretical constructs, firstly that of 'urban regime theory' and secondly 'growth machine thesis' which provide the framework for understanding and conceptualising certain local economic development phenomena.

According to the urban regime theory, the key catalyst driving the emergence of growth coalitions will be public sector interests, in contrast to the growth machine standpoint that the private sector is in fact the key driver. Urban regime theory as such 'concerns itself with the way in which urban local authorities used to build bridges with other interests, not least within the private sector, in order to achieve certain goals, particularly in the field of production' (Harding et al., 2000: 984). Urban regime theory starts on the assumption that, 'the effectiveness of local government depends greatly on the co-operation of non-governmental actors and on the combination of state capacity with non-governmental resources' (Bassett, 1996: 548). In this research, the application of urban regime theory unfolds the significant stake of political

leadership, municipal bureaucrats, non-governmental organizations and other service departments involved in the Ulundi Local Municipality [www.uar.sagepub.com/cgs/doi, (2008)].

Urban regime theorists identify the existence of differing regime types (Dowding, 2001) namely:

- Directive – according to this scenario, the development agenda dominates with an industrial and housing focus but the process is dominated with an industrial and housing focus but the process is dominated by political control.
- Concessionary – the growth agenda dominates and government sponsors parallel welfare support.
- Elitist – under this arrangement, business interests dominates and welfare is reduced.
- Entrepreneurial – according to this approach, strong bonds exist between the business and political leadership and strong partnerships have a developmental focus.

The major weakness of the theory is its inability to explain why urban growth politics and private sector engagement have increased through time (Harding *et al.*, 2000).

Similar to the urban regime theory, the growth machine thesis is based on the notion that the ‘activism of entrepreneurs is, and always has been, a critical force in shaping urban systems’ (Harding *et al.*, 2000: 984). The focus is therefore on how business interests determine strategies and involve other role players. In view of Peck (1995), the private sector becomes the un-elected governor of cities. It is driven by coalitions of property and private interests, with the support of the media, universities and culturally based bodies and they have come to dominate local policy agendas and champion and deliver urban economic development which is something that many local politicians can only aspire to do (Peck, 1995). The application of the growth machine thesis in Ulundi demands an organised chamber of commerce for effective coalitions to advance private business concerns in the study area.

Parallel themes that have been noted for encouraging growth coalitions include the following:

- The failings or inappropriateness of previous developmental approaches, particularly those of a top-down nature and the obsolescence of older forms of governance (Lefevre, 1998).

- A phase of sluggish economic growth, unemployment and local political incapacity prior to the 1980s and the need to pursue new alternatives (Peck and Tickell, 1995).
- The switch from fordist to more flexible regimes of accumulation which have often enhanced the role of the 'local' and competition between places in the global production network (Zhu, 1999).
- The dominance of neo-liberalism and the associated correlation between economic growth and strategies which are market driven and responsive to the private sector (Fainstein, 2001).
- Global pressures which require greater levels of place-based competitiveness and niche marketing to ensure sustained growth and investment (Perrons and Skyers, 2005; Savitch and Kantor, 1995).

Enhanced social cohesion is both pragmatic and desirable and lays a key basis for the emergence of growth coalitions. Such cohesion does not imply that partners who participate are of an equal standing or footing (Fainstein, 2001). Through these processes, government wins because it is a potential source of lucrative contracts and voluntary associations win also because they receive tangible outcomes such as recognition and support. They are, however, often unequal and the voluntary sector can be steam-rolled (Otiso, 2003).

Three important international works can be used to extend the understanding of this spectrum of LED interventions. First, based upon an extended analysis of LED interventions in North American cities, the work of Clarke and Gaile (1998) defines several broad policy categories of LED intervention, which exemplify the market-led approach towards LED in cities. Five major categories of LED intervention are differentiated by Clarke and Gaile (1998), viz., (1) locational (general tax incentives, enterprise zones, industrial parks), (2) pro-globalization (sister cities programmes, export promotion, foreign trade zones, attracting international direct investment), (3) general entrepreneurial (venture capital provision, targeted tax incentives), (4) entrepreneurial mercantile (business incubators, equity participation, local development corporations) and (5) human capital (employment training, human capital initiatives). Notably absent from this North American derived schema of LED interventions is any category of poverty-focused LED interventions.

Regarding a second categorization, the World Bank (2008a, 2008b, 2008c) suggests the following ten issues as representative of the most important and frequent used sets of LED interventions:

- ensuring that the local investment climate is functional for local enterprises;
- supporting small and medium sized enterprises;
- encouraging new enterprises;
- attracting inward investment;
- investing in physical (hard) infrastructure by improving the built environment (roads, sewerage, airports) for businesses;
- investing in soft infrastructure including human resource development, institutional support and regulatory issues;
- supporting the growth of business clusters;
- targeting particular geographical areas for regeneration or growth (that is, area or spatial targeting);
- supporting survivalist, primarily informal sector enterprise; and
- targeting certain disadvantaged groups.

This research acknowledges the importance of attracting inward investment and favourable local investment climate for the advancement of the Ulundi local enterprises.

Across urban areas, the World Bank interprets the role of such LED initiatives as important dimensions of so-termed ‘city development strategies’ (World Bank, 2000). The notion of city development strategies represents one of the prime foundations of the World Bank’s new global urban and local government strategy (GHK Group, 2000; World Bank, 2000). The approach involves the building of broad coalitions of local stakeholders and development partners, both national and international, to work together in order to design a strategy for a particular urban area that reflects a broadly shared understanding of the locality’s socio-economic structure, constraints and prospects and a shared or holistic vision of goals, priorities and requirements [www.worldbank.org/urban/city_str/cds.htm, (2008c)].

The city development strategy in combination with LED contribute to sustainable cities by assisting local governments to pursue good practices in building environments that are

liveable, competitive, well-governed or managed and bankable, in terms of being financially sound (World Bank, 2000). According to the Bank's urban and local government strategy, the sustainable development of communities or localities is based on the 'concept that economic vitality, social equity, environmental quality and sustainable urban finance are goals collectively integral' for the creation of sustainable cities. The attainment of all four of these goals is viewed as contingent upon 'responsible and successful local economic development action' (World Bank, 2001: 10). The ten areas for LED intervention that are identified by the World Bank must be viewed as spanning a spectrum of interventions of Ulundi's economy from market-led or pro-business on the one hand to market-critical or pro-poor LED on the other hand [www.sacities.net/downloads/PROOpportLED.doc, (2008)].

Within the international literature on LED, the writings of Helmsing are distinctive for they are rooted upon an extensive analysis of LED practice in Africa, Asia and Latin America rather than upon the developed North. Based upon the record of LED in the South, Helmsing (2001a, 2001c) draws a distinction between three main forms or categories of LED initiatives. First, are a set of actions that might be broadly described as community-based economic development. In the activities of community-based development, the focus is 'to facilitate household diversification of economic activity as the principal way to improve livelihood and reduce poverty and vulnerability' (Helmsing, 2001a: 8). For example, much support for survivalist or home-based informal enterprise would fall into this type of LED intervention.

Second, there are a group of initiatives that surround business or enterprise development. Within this broad category are encompassed a suite of initiatives that would directly target support at either individual enterprises or at enterprise clusters. It is emphasized that 'in contrast to community economic development, this category is premised on specialisation and overcoming obstacles towards specialisation in a market context' (Helmsing, 2001a: 8). Enterprise development would focus on enhancing the trajectory for growth amongst small, medium and large enterprises. This support could be to individual small enterprises but more generally would build upon the need for collective support of enterprises in the form of clusters.

The third category relates to what is described as locality development. The concept of locality development is viewed as complementary to both the first two categories of interventions and

refers to the overall planning and management of economic and physical development of localities. Indeed, the concept of locality development is primarily interpreted as being about the planning and realisation of infrastructures, of land use and of relevant economic and social capital (Helmsing, 2001c: 10). This study recognises the relevance of the landscape and cultural attributes of Ulundi as considerations in its locality development.

Overall, it is clear that pro-poor LED is not significantly highlighted in North American based studies. In addition, whilst the role of LED in poverty alleviation is given due acknowledgement in the World Bank analyses, it is not a theme which is placed at the heart of LED planning. By contrast, in works which focus mainly on the developmental challenges of the South, such as those of Helmsing (2001a, 2001b), the direct contribution that localities and local governments can make to poverty alleviation is given considerable direct focus. The LED intervention planning in this study on Ulundi faces the challenge to pay due attention to poverty alleviation and employment creation.

2.2.2 From pro-poor and market critical perspectives

The international experience shows that local authorities can play a pivotal LED role through stimulating initiatives for poverty alleviation. The potential significance of such ‘meso-scale’ anti-poverty approaches is based upon, inter alia, municipal level responsibilities for the provision and coordination of local services, for the facilitation of community poverty initiatives, for the issuance of building permits, and for local licensing of commercial and transport activities (Wegelin and Borgman, 1995). It is argued that municipalities are strategically well-placed to undertake local long-term planning in the area of poverty alleviation particularly in association with the private sector, NGOs and CBOs (Pieterse, 2000). Moreover, it is a function of local governments to generate and manage local projects whose aim is to address inequalities between citizens as well as mediating the public good through ‘good governance’ (Matovu, 2002).

Several broad intervention areas are identified in terms of LED initiatives for poverty alleviation (Wegelin and Borgman, 1995; Vanderschueren *et al.*, 1996). More especially, key areas of municipal policy intervention are identified as relating to (1) regulatory frameworks, (2) access to municipal services, and (3) employment creation. The prime thrust of these policy

interventions has been to augment the asset base of the urban poor or to enhance their capacity to manage their existing asset base (Rogerson, 2000a).

First, it is recognised that the regulatory framework that shapes the lives of the poor is established by both central and local governments and is designed to apply nationally and locally. Essentially, the regulatory framework sets the parameters for development in general but more specifically for the municipal environment. The regulatory framework comprises a wide range of laws, including local government laws, ordinances, legislation and regulations related to town planning, public health, building and land development (Vanderschueren *et al.*, 1996). The development of a regulatory environment that supports the livelihoods of poor communities is an important LED initiative. In particular, access to land for housing is critical and most urban governments exert a strong influence on which groups in the city can obtain land for housing both through what they do in terms of regulation and what they do not do. Indeed, there is an important link between access to housing and livelihoods as regards providing ready access to income-earning opportunities and servicing as a space for home-based income opportunities (Kellett and Tipple, 2000). This research on Ulundi recognises the benefits of positive economic spin-offs that are associated with meaningful local spatial regulatory framework.

Second, is improving the delivery of infrastructural services to poor communities is a critical LED role in support of poverty alleviation. Indeed, a major step forward towards expanding the asset base of the urban poor is to enhance their limited access to the full range of municipal services, which would generally include water supply, sanitation, refuse removal, drainage, flood protection, local roads, public transport, street lighting and traffic management. The limited access of the poor to such services is often aggravated by a tendency for design and service standards to be unaffordable or not planned for to allow incremental upgrading as poor communities improve and expand their willingness to pay for services. In the light of the above assertion, this research inquiry acknowledges the need for improved service provision in Ulundi.

Third, is to critically appreciate that for the urban poor, their greatest asset is their capacity to offer labour for the economy (Vanderschueren *et al.*, 1996). Accordingly, municipal actions towards employment creation represent important options for poverty alleviation. Indeed, it is

stressed that employment generation as the means for alleviating urban poverty historically has been one of the major strategies for alleviating poverty in the urban developing world (Vanderschueren *et al.*, 1996).

A range of local government interventions in the developing world experience can facilitate job creation and assistance to poor communities. At one level this would encompass the capacity of municipal governments and actions implemented to attract new investment, retain existing investors and support the expansion of existing formal enterprises. Another dimension would be municipal interventions that favour more pro-poor economic policies that expand employment opportunities or increased incomes for poorer groups. Key areas for policy consideration relate to the activities of the survivalist informal economy, including street traders, a range of home-based enterprises, and of urban agriculture. In particular, the introduction of 'accommodationist programmes' (Vanderschueren *et al.*, 1996: 22) towards the informal economy by municipal governments allows scope for low-income groups to develop or pursue their own livelihoods through informal enterprise. Another pro-poor tilt in municipal policies includes direct support offered for the expansion of labour-based public employment and for community-based enterprises. This research acknowledges the concern of unemployment in Ulundi. The stance of Vanderschueren in the light of employment creation to alleviate urban poverty is appropriate in this study of LED of Ulundi.

2.2.3 Pro-poor LED in urban South Africa

This discussion of the pro-poor agenda for LED interventions in cities, drawn from the developing world record, can be enriched by turning to specific South African urban experiences. The context of the Developing World South African LED interventions is often seen as innovative, not least concerning the emphasis that it accords to the development of pro-poor LED.

In urban South Africa, a variety of LED interventions have been introduced over the past two decades (Bloch, 2000; Rogerson, 2000a). The earliest LED interventions pioneered in cities such as Cape Town, Johannesburg and Durban during the late 1980s and early 1990s essentially were pro-growth and of the form that was described as market-led approaches. Major emphasis

was placed upon the attraction of external investment through a range of LED interventions that centred on place marketing, property-led regeneration and the development of 'hard' infrastructure. This first wave of LED has been augmented later by a second wave of LED interventions across South African cities which have focused more on issues of business retention and on support for local business enterprise, including small business (Bloch, 2000). Of great importance is the fact that these initial forms of LED in South Africa were introduced and led at the local level. This investigation examines the strategies already taken to stimulate local economic development and reverse decline and lack of diversity of the economy.

Since 1994, however, there has been a coordinated effort to diffuse more widely the practices of LED in South Africa through the formulation of a national framework for supporting LED. As the impetus for driving LED shifted to the level of national government, there has occurred also a notable change in the priorities for LED interventions. At the heart of developing a national framework for LED has been the activities of the National Department of Provincial and Local Government (DPLG) which is the lead National Department with the mandate for LED policy formulation. Through the frameworks that have been evolved by DPLG, there has been a marked shift progressively towards adoption of a more pro-poor focus in South African LED interventions as a whole.

An increasing number of LED policy interventions have been introduced since 1994 which have sought to address rising levels of urban poverty in South Africa. The essential form of these poverty-focused interventions follows closely the international emphasis on strengthening the asset base of disadvantaged or poor communities. In strengthening the asset base of poor communities through LED measures, a number of important broad intervention areas are identified (Rogerson, 1999, 2000a). Three critical policy areas in urban South Africa thus have surrounded the improvement of regulatory frameworks, the major extension of municipal services and infrastructure delivery, and issues of employment creation or more correctly livelihood support through more conciliatory approaches towards the informal sector and home-based economic activities in cities. Of more recent application is the implementation of affirmative systems of public procurement as a means to support emergent SMMEs, particularly in terms of urban infrastructure delivery programmes (Watermeyer, 2000). The essential policy direction has been towards the greater adoption and implementation in cities of elements of what

were described as community based economic development programmes as a supplement to the existing foci on business or enterprise development [www.siteresources.worldbank.org/INTLED/resources, (2008)].

The current South African understanding of 'what is LED' is linked to the overarching concept of developmental local government (South Africa, 1998) and of the national government's interpretation of LED as an outcome based on local initiative and driven by local stakeholders 'to stimulate economic growth and development' (DPLG, 2000a: 1). More specifically, the process whereby local initiative combines skills, resources and ideas aims 'to create employment opportunities for local residents, alleviate poverty, and redistribute resources and opportunities to the benefit of all local residents' (DPLG, 2000a: 1). In the draft LED policy paper issued in 2000 a series of interlocking challenges that confront localities were defined as constituting the base for LED, inter alia,

- to balance local economic strategies so they achieve both increased competitiveness – sometimes through economic transformation – and poverty alleviation and job creation;
- to address enormous pent-up demand for service delivery, particularly where services have not reached vulnerable members of society, as well as severe affordability constraints;
- to engage in more open, transparent and mutually respectful state-society relations; and
- to forge new and reformed inter-governmental relationships (DPLG, 2000b: 1).

From the above statements, it is clear that the official conception of LED in South Africa accommodates elements of what in the international literature has referred to as market-led and market-critical approaches towards LED. Although the existing LED planning has been dominated by LED activities geared to achieving high growth rates, the current draft for a national policy framework stresses that the South African priority for LED is to be founded on a pro-poor basis. Indeed, it is stated in the latest (draft) South African policy document (South Africa, 2002) that LED activities should be rooted most firmly upon the developmental and pro-poor responsibilities that have been given to municipalities (Bond,

2001, 2002). This framework document rejects 'orthodox' LED approaches, such as the attraction of external investment or property-led growth, which it views as both reflecting 'corporate-dominated power relations, but in part also reflects the failure of some municipal officials to give more attention to sustainable development' (Bond, 2002: 6). Rather, the document projects a 'bottom-up' approach to LED which is viewed as both challenging 'the Washington Consensus' and offers instead a community-based approach associated 'with a new, more sustainable paradigm'. At the core of this new sustainable paradigm is stressed the importance of local government working with low-income communities and their organisations. The approach 'explicitly aims to link profitable growth and redistributive development' (Bond, 2002: 5). It is stated that there are at least six 'developmental' LED strategies which should be supported, namely community-based economic development; linkage; human capital development; infrastructure and municipal services; leak plugging in the local economy; and retaining and expanding local economic activity. This study seeks to explore local economic development approaches that could possibly ensure market competitiveness, job creation and poverty alleviation within the Ulundi and surrounding environments.

Although this listing represents a selection of certain elements of so-termed second wave LED (example, business retention and local business development) as well as endorsing several aspects of third wave LED (such as human capital), the document is distinctive for its argument that LED should be 'refocused on the poor'. It is estimated that one new small business can be created for every ten electricity connections that are made (Bond, 2002: 16). To achieve local economic benefits from *municipal service provision and infrastructure investment* require, however, 'close attention to the ongoing subsidies that will permit the systems to operate' effectively (Bond, 2002: 16). It is argued that 'the best administrative system for this would be a free lifeline amount provided through metered taps and metered electricity hook-ups, with technical systems to reduce the amount to be consumed to the lifeline minimum in the event of non-payment on amounts higher than that minimum' (Bond, 2002: 16). Overall, this pro-poor focused LED policy document substantially challenges conventional LED programming. Instead, it asserts a commitment to embrace a 'Stiglitz-style' Post-Washington development (Bond, 2002: 17). As part of this research on Ulundi,

the investigation considers issues around the training of the local community towards potential economic ventures and businesses.

2.3 THE SPATIAL STRUCTURE OF ECONOMY

The term spatial structure is used in empirical studies in the field of economic geography to refer to an economic landscape (Smith, 1977), but more generally it is a theoretical concept whose precise definition depends on the problematic issues in question. Early usages represented the space economy as the object of location theory: they were couched within the framework of neo-classical economics and hence adopted an empiricist view of the space economy as 'the spatial pattern of economic activities' which somehow corresponds to a particular configuration of resources and population and to particular production and transfer technologies (Isard, 1956). This research embraces the neo-classical thought of space economy and land use, as giving more cognisance and development of local resources, the welfare of the local population, as well as the tapped and untapped economic potentials of the Ulundi Local Municipality [www.faculty.washington.edu, (2008)].

Because of its connections with General Equilibrium Theory, the original concept was a functionalist one which could be treated in systems terms: 'not only are the mutual relations and interdependence of all economic elements, both in the aggregate and atomistically, of fundamental importance: but the spatial as well as the temporal (dynamic) character of the interrelated processes must enter the picture' (Isard, 1956). Hence for Isard, a theory of the space economy had to address the total spatial array of economic activities, with attention paid to the geographic distribution of inputs and outputs and the geographic variations in prices and costs. Promoting local tourism and agriculture through the spatially distributed landscapes and cultural attributes in Ulundi would be significant in this research.

The concept was reformulated with the emergence of a critique drawn from Marxian Economics: the autonomy of location theory was challenged and its interest in spatial organization integrated into a wider political economy which owed much to a nascent structuralism. Two main definitions were offered. One, drawn explicitly from Althusserian reading of Marx, identified different 'space-times' with the different economic, political and

ideological levels of the mode of production. The space economy was the material form of existence of the socio-economic relations which structure social formations', a formulation which drew attention to the hypothesized determination of the economy. The space economy thus has had a matrix role within the social and cultural formation and transformation [www.wpunj.edu/~newpol/issue24/fraser24.htm, (2008)].

The other definition, drawn more specifically from within economic theory, regarded the space economy as 'the spatial expression of the dominant mode of production' whose 'spatial structure is determined by the forces and relations of production' (Ogden, 1976), a formulation which paid more attention to the dialectic between the forces and relations of production within the mode of production. Both usages were closely connected, and have been associated with studies of combined and uneven development through which space is coming to be seen as 'a set of concrete relations that are continually produced and reproduced according to the laws of capitalists development (Smith, 1979). In a bid to improve employment outlook and general quality of life of the population in Ulundi, this research acknowledges the unequal socio-economic relations between the various residential sections, serving as spatial units in this investigation (www.archives.econ.utah/archives/pen-1/2006w29, 2008).

This sort of phrasing is an important advancement since it does not prise space away from economy, as many of the first definitions of space economy evidently did (both neoclassical and Marxian); instead, it recognises the dialectical implication of the one in the other which *the term itself ought to suggest*.

2.4 THEORIES AND MODELS OF SPATIAL HUMAN SETTLEMENT

The role of space and land use has been a concern in the process of capital accumulation, and in linking this to urban analysis, geographers have always been at the leading edge. The presumption of such an approach is that the role of the urban system is to realise profits for industrial capital (such profits would be created by the scale economies associated with agglomeration, and by an associated stimulus to the service sector). As Scott (1986) shows, in fulfilling this role, distinctively 'urban' space can be conceived of as a phenomenon created

by economic processes. Lefebvre (1976) also attempted to explain how the inequalities generated by capitalism, and encapsulated in cities, are largely accepted or ignored by citizens. The quest of Lefebvre (1976) therefore has been to formulate a theory of urbanism that is able to sweep away the ideological veil that enshrouds 'common-sense' understandings of the urban life [www.cc.msnsccache.com/cache.aspx, (2008)].

Harvey (1985) has put two dimensions – the economic and the ideological – together in an attempt to account for the structuring of urban economic and social space by the process associated with capital shapes both the form and organisation of cities and the consciousness of their inhabitants [www.bristol.ac.uk/sps/cnrpapersword/gated/omenya, (2008)].

This study acknowledges the findings of Lefebvre on urban inequalities, caused by capitalism and manifested in cities. However, the study further explores a 'middle-ground' approach like that of Harvey, which seeks to reconcile the views of the market forces and government intervention. The perspective adopted by this research study in Ulundi has the potential of providing short and long term relief to the economically marginalised as well as confidence to the business world [[www.amazon.com/phrase/equilibrium_land use](http://www.amazon.com/phrase/equilibrium_land%20use), (2008)].

2.4.1 Models of land use in cities

The study of urban land use is important to geographers as they attach significant importance to the role of accessibility in determining patterns of land use in a market economy. However, accessibility is a relative term and to understand patterns of urban land use, we must ask the question 'accessible to what?' This question is addressed in the discussion of bid rent and location gradients. To begin, however, we should look at the descriptive models urban land and examine the general patterns of urban land use that have become so important in the study of urban geography [www.yahoo.com/search/default, (2007)].

Knapp (1986) outlined factors that influence the people's choice of a location within the urban area, whether for work or as a home. These forces can be separated into those that cause functions to want to move outwards to the newly developing regions (the centrifugal forces), and those that tend to draw them towards the centre (the centripetal forces).

Convenience, market forces, transport networks and the ability to pay for the desired site all influence the final decision. The result is a pattern of land use within the city which appears simple but is in practice difficult to summarise. Of the several attempts to form relatively basic models, the most important results are:

- (a) the concentric model
- (b) the sector model
- (c) the multiple-nuclei model

Land use models have been put forward on the basis of the idea that towns and cities do not grow in a haphazard fashion rather that they tend to develop in distinctive patterns of land use as they grow and spread. Land use models are simplified diagrams which are used to represent the pattern of land use functions within a town or city. It should however be remembered that these are simplifications of reality and it is unlikely that any model will fit every town and city perfectly [www.geobytes.org.uk, (2007)].

The most visible characteristic of cities is the form of their built environment - tall buildings located at the city's centre, outlying areas of manufacturing and distribution, and residential areas with greater density near the centre than in the suburbs. It is the location of these, and other, activities that define patterns of urban land use [www.uncc.edu, (2007)].

In terms of the Integrated Development Plan (IDP, 2005/2006), Ulundi has a large rural population (83%) and the settlement pattern demonstrates a high concentration of people in and around its peri-urban areas and along the main routes R66 and P700 (Figure 1.2). There is currently a dominant centripetal force of relatively affordable commercial site in the study area and that has the potential of drawing functions and activities towards the centre.

2.4.1.1 The concentric model

This a classical model, based on the study of land use patterns in Chicago devised by Burgess. According to Rix *et al.*, (1987), Burgess suggests that cities grow outwards from the CBD in a series of concentric rings of land use. The oldest part of the city is at the centre and the newest part on the outer edge. The quality and size of housing in this model increases with distance from the CBD. In addition, the height of buildings tends to be greatest closer to the Central Area, where land-values are high and space is at a premium. The quality and size of

houses increases with distance from the CBD but the density of housing decreases as more space is available [www.geobytesgcse.blogspot.com, (2007)]. Based on this model, known as the concentric model, Burgess generalised and concluded that the social patterns of the city could be usefully shown to fall into five social categories. These were:

- the Central Business District with a relatively small resident population (CBD);
- the zone characterised by a variety of activities including poor quality housing interspersed between shops, offices, factories and warehouses. Often referred to as the zone in transition;
- the zone of working class people's homes;
- the zone of middle class families;
- the zone of wealthier people who commuted daily to the city and usually owned cars (Rix *et al.*, 1987).

This model results in the development of the bid-rent analysis. Ability to pay rent exercises control over many commercial and industrial functions, segregating them into concentric zones. This principle can be extended to include residential development and even agriculture. Clearly, commerce will be able to pay the highest rents and will therefore occupy the CBD, with specialized shopping and entertainments. Only government administration is not controlled by the competition of the market place, and this opts for a central location for reasons of convenience. It should be noted that the concentric model has some element of applicability in the land use zones of Ulundi. The majority of the commercial activities that can afford high rent are located in the Commercial Business District (CBD). The government administration for convenience purposes is also located around the CBD in the study area. Outside the CBD should lie a ring of commercial premises not quite able to afford the high central rents, together with any light industry that is particularly dependent on patterns of transport. Here, too, are service firms which deal primarily with businesses in the CBD. Beyond this zone lies the first zone of residential development, again segregated according to the ability to pay for sites. First to be found are the houses with multiple occupancy, and beyond them the houses owned by single families (Knapp, 1986).

The concentric model concentrates on bid-rents for a homogeneous area and takes little account of the peculiarities of the city site or of changes that may take place through time.

Thus it takes no account of the mixture of functions that result from the reluctance of people to move. In observed pattern of occupation, therefore, each zone has a mixture of functions all in some way able to afford the same scale of rent. Thus industry may find itself cheek by jowl with the poorest (immigrants) sector of the community who, because they live in overcrowded, multiple-occupancy dwellings, together pay quite high rents. One particularly characteristic association of older, often decaying, industry and housing – which includes not only immigrants and those without families, but also less socially acceptable occupations such as prostitution (Knapp, 1986; www.tiscali.co.uk/reference/encyclopaedia, 2008).

Kim's Integrated Urban Systems Model for Chicago [www.tmip.fhwa.dot.gov/contacts, (2007)] offers a complex if computationally tractable model with strong ties back to urban economic principles. The model offers a general equilibrium solution between the demand for and supply of transportation and activity locations in the strict economic sense. It also determines prices endogenously, in a different way [www.tmip.fhwa.dot.gov/contacts, (2007)].

This model is selected for presentation here at this stage in this study of Ulundi because it shows the strong linkages to the inter-regional input-output modelling adopted by the study, while being further formulated within a single mathematical programming framework. There is also common thread of economic derivative in both models of Kim and Burgess. These two models present a clearer understanding of the market orientated perspective within the framework of land use zones in Ulundi.

2.4.1.2 The sector model

In 1939, an urban land economist known as Hoyt published the results of his research that had been concerned with location of the high-income residential areas of a large number of American cities (Rix *et al.*, 1987). The difficulty with the concentric model is its rigid geometric pattern; in detail it becomes increasingly unsatisfactory as a model in describing real cities. For example, it does not recognize the effect of transport networks. People tend to decide on where to live in terms of distance as well as time. It takes less time to travel by major through-routes than by side roads, zones.

Zones and sectors tend to distort from circles into star shapes, with extensions occurring along major roads and railways. However important time of travel may be to the commuter, it has even greater importance for industry. Factories are much more reliable to locate near main lines of communication than in the relatively inaccessible areas between. Inevitably, therefore a pattern of sectors forms, with industry occupying positions near route-ways. In such positions firms minimize the time taken in reaching both other parts of the same city and distant cities; the distance between factories is also at a minimum. This becomes especially important for those factories that supply others with components (ones that have a high degree of linkage). As industry tends to become clustered, so other functions likewise concentrate into sectors or wedges. Each sector can be expected to grow outwards by 'welding on' related functions. For example, once a housing sector has become established as high-class, sites adjacent to the established area will become expensive as builders of new houses attempt to capitalise on its reputation. Hoyt's sector model structure is dynamic; as the city expands, so the sectors also will expand, outwards. There are thus some similarities between the concentric and sector models; although functions may segregate into sectors, each sector grows outward, so the pattern of age of the buildings is concentric (Knapp, 1986; www.dknet.lineone.net/reference/encyclopaedia/hutchinson, 2008).

In a nutshell, the Hoyt's model modified that of Burgess following the development of public transport. His model suggests that transport and physical features were important, with industrial areas developing outwards in sectors along main transport routes (roads, rivers and canals) and housing growing up around these [www.geobytesgcse.blogspot.com, (2007)].

Cambridge is a good example of a city with distinct urban land use zones. The city dates back to Roman times and has steadily grown up as an important trading centre and an important University town. The coming of the railways in 1845 was one of the most important developments in the growth of Cambridge. In the 20th Century, the population grew even faster and houses were built along the main roads which converged on Cambridge. This is known as ribbon development [<http://www.uncc.edu>, (2007)].

The similarities and parallels to be drawn from the sector model, are whether there is any link with a place such as Ulundi, the study area. This study seeks to provide an opportunity to

evaluate the impact that the transport networks in the study area such as the R66, R34 and P700, and the coal rail-link as well as the Mangosuthu airport, have on the settlement distribution and pattern in the area.

2.4.1.3 The multiple nuclei model

In the 1940s, the outcomes of the Burgess and Hoyt models were utilised for the development of the multiple nuclei model devised by two geographers known as Harris and Ullman. According to this model structure, many larger cities show a structure which is more complex than suggested by previous two models. The pattern of development of many cities is further influenced by the relief, so cities could never conform strictly to any simple geometrical plan. Furthermore, some functions are closely tied to a specific site and will, of necessity, be independent of any formal structure [www.dknet.lineone.net/reference/encyclopaedia/hutchinson, (2008)].

Many industrial innovations have changed the patterns of urban land use. Widespread use of trucks and automobiles travelling on interstate highways and beltways has allowed households and businesses to locate outside the central city in suburban locations where densities and land costs are lower. The process of suburban growth is frequently discussed in terms of 'sprawl' where development and the built environment are horizontal, rather than vertical as in the CBD. Over time, suburban growth has changed the form of urban places from being monocentric, with most economic activity located in the centre of the city, to being polycentric in character, with several nodes in the urban area around which businesses and households locate [http://www.uncc.edu, (2007)].

Ulundi is comparatively a central place where land costs are relatively lower than the neighbouring coastal locations like Richards Bay. Currently, most of the commercial activities occur around its central business district. The multiple nuclei model may however apply most appropriately in the study area as it has many economic centres ranging from relatively large retail departmental stores such as Pick 'n Pay, Shoprite Checkers and Spar in the CBD through to tuck shops in the residential areas. In addition, restaurants at fuel filling stations such as Shell, Caltex and Total garages, also add another complexity into the model structure of the multiple nuclei model.

Many cities are really too large and complex to be organised around any single centre. They are perhaps more like living organisms. Many have their functions arranged almost in a cellular form, with distinctive types of land use having developed around a number of growth points or nuclei. The CBD may occupy a position of considerable accessibility but in a large city there may be no single most accessible point.

From an industrial point of view, a cell-like point may develop for two reasons. First, industries that are interlinked can minimize costs by clustering, while they achieve further economies by using the same services. Secondly, the manufacturing industry is unable to afford high ground-rents, largely because factories occupy large areas. As a result industry would most unlikely concentrate near the city centre even along major route-ways, but rather at some distance from it where rents are lower. Peripheral locations are also an advantage to the workforce that cannot afford high rents for their homes. Similarly, shops and services providing a similar function frequently cluster so as to provide a recognisable area for customers and clients [www.tiscali.co.uk/reference/encyclopaedia, (2008)].

The layout of Ulundi locates its industrial zone far away from the central business district on account of costs, pollution and proximity to the residential places of workers in the industries. Although the study area has little involvement in industrial activities, the area demarcated for the latter is in the affordable peripheral locations. This pattern however does not deviate from common global perspective of land use.

In reality, therefore, a city, because of its large size, complicated functions, and the restrictions imposed by the physical features of its site, will show broad elements both of concentric rings and of sectors, but distinct cells. Current trends in planning are based on segregating the functions of a city, so the multiple-nuclei model is almost bound to be the most appealing in the future (Knapp, 1986; www.dknet.lineone.net/reference/encyclopaedia/hutchinson, 2008).

As suburban sprawl continue to grow, regional business and industrial centres have been continued to flourish. In addition markets, shopping centres, schools, public services, restaurants, and recreational facilities have been built to provide services for the needs of

suburban communities. Industries requiring a central location in a large urban area are willing to pay high rents in order to obtain them. On the one hand industries serving the immediate neighbourhood, such as bakeries and restaurants, and on the other hand industries strongly dependent on external economies, for example clothing and printing, are at a loss if they cannot obtain rapid and frequent access to suppliers of the great variety of components and services which they use, according to historian Colin Clark [www.tierraproperties.com, (2007)].

2.4.1.4 Integrative comments

From the discussion presented above, and possibly from a South African perspective of towns and cities, one should be able to identify the main shortcomings of the three classical models already presented. Bearing in mind both the time at which the models were developed and the associated levels of technology, suggest what the main shortcomings of the models would be even for American cities. *Individuals in most Western countries have become increasingly mobile with the passage of time. More and more people in Western cities in general have gained access to private means of transport. The second point to bear in mind is the factor of congestion in the central areas of most cities (Rix et al., 1987; www.africanstudies.uct.ac.za/sd/vol7no1.htm, 2008).*

This research work recognises the impact that technology has introduced in this new world order and also considers the differences in socio-economic landscape within which this model was postulated. The study further admits the need to adapt any best practices from the classical models to suit the local context of this research.

The increased mobility brought about by the increased ownership of the motor car has meant that people are able to travel across cities as easily, if not more easily, than they once could travel to the CBD. This fact, coupled with the congestion of the CBDs and the continuous outward growth of many large cities, has encouraged business people to open businesses in decentralised areas of the large towns and cities. Consequently, the models that show a single focus for the commercial business activities of the city are somewhat out of touch with reality. This particular shortcoming can be remedied even within the framework of the existing models.

The classical models of the city suggest that the highest land values will occur in the CBD and that the value of the land will diminish outwards from the CBD. Many points in the city have higher land values than the surrounding areas. It is reasonable to suppose that the highest land value will still be found in the city centre, or metropolitan CBD but the regional shopping centres, community centres and so on would each have high value land as well. The land values of the city are therefore best represented as a 'net' of minor peaks around the main peak value of the CBD [www.tierraproperties.com, (2007)]. This study considers the CBD of Ulundi to have high land value because of demand for various commercial functions. The high income residential zone of B north has also a high land value compared to the other land use zone.

These models do not really apply to the South African city. Black South Africans tend to live on the outskirts of the South African city. As such they are usually the group of people who are furthest from the CBD. In many South African cities there are today decentralised industrialized areas. So it may be that the Black work force in the Black residential areas is in some cases close to work opportunities. Black people in the South African city have not always lived on the periphery of the city. In the early part of the last century many of the largest cities had slum areas. The less affluent among them came seeking work in the city and were frequently forced through circumstances to take up cheap accommodation in the slum areas. In cities such as Johannesburg, Durban and Cape Town the slum areas were close to the CBD. In that sense the classic models would have been a fair representation of the situation in some South African cities of the late 19th and 20th century (Rix *et al.*, 1987).

It may be argued that under the policy of urban apartheid, the Black residential areas, or Townships, could develop along lines suggested by the classical models. In other words it could be argued that within the Black townships, business districts and various zones of residential neighbourhood would emerge that would approximate those of say the Burgess or Hoyt models. This is in fact not the case. Black townships have not been able to develop an internal structure in accordance with that suggested by the classic models. Again, the manner in which the residential areas were set up in the Black townships have mitigated against the possibility of the residential zones approximating those of the classic urban models. These factors, together with the lack of a free market mechanism that would allow houses to be

bought and sold, have all mitigated against the emergence of housing zones of the type indicated in the classic models [www.sarpn.org.za/rpp/land.php, (2008)].

It appears therefore that the South African city as a whole does not match the patterns associated with the so-called classic urban models. Furthermore, if it were argued that the White cities and the Black townships must be seen as separate entities, then the Black townships do not at present, and appear unlikely even in the future to match the classic models (Rix *et al.*, 1987).

The current government's policies on improving the quality of life of the majority of the people in South Africa through urban renewal and rural development projects seek to confront the existing urban blight, dilapidation and degeneration as well as rural poverty which remain indelible vestiges of apartheid. The prevailing macroeconomic policies pursued by the South African government, contrary to those of the apartheid era, have resulted in the emergence of a settlement pattern demonstrated in the classic models especially the multiple nuclei model.

This study acknowledges that Ulundi is predominantly inhabited by Zulus with little or no significant representation by other race groups or tribes. Residential segregation as postulated by the classical models may not be applicable. However, the research methodology applied, divides Ulundi into five formal and serviced residential areas (that is, used as spatial units of this study) with relatively subtle socio-economic differences between their household heads. This study also notes that Ulundi also has its CBD and industrial areas, however, the latter is not in its operational maximum. This may be attributed to the fact that, Ulundi is still on the path of growth and therefore has prospects of displaying all the features of the various land use zones as described by the classical models in future [www.africanstudies.uct.ac.za/sd/Vol7no1.htm, (2008)].

Following the weaknesses displayed in the classical land use model, this study concludes with a comparative view of Von Thunen model of land-use. The Von Thunen model of land-use shows how market processes could determine the use of land in different locations. It is an equilibrium model and if any of the parameters are changed the system will move to a different equilibrium [www.sjsu.edu/faculty/watkins/watkins.htm, (2007)]. This land use

model is significant in this study as it is better explained in terms of agricultural land use, but it is not limited to that land use. Although most Zululand area has poor soils, agriculture remains one of the pillars of potential growth and development in Ulundi.

2.5 RESTRUCTURING LOCAL GOVERNMENT

This portion of the theoretical framework outlines the conceptual issues underlying political fragmentation and regionalism in general. It also highlights some policy propositions and alternatives to regionalism such as inter-municipal cooperation. The section also discusses some of the concerns raised by these approaches. Exploring the developmental relevance of regionalism and the alternative approaches in this study is important as it offers basis for best developmental practices for the growth of Ulundi.

2.5.1 Regionalism

Tiebout (1956; www.government.cce.cornell.edu/doc/summary.asp?id=tiebout1956, 2008) in his classic public choice theory puts forward a model for determining the optimum expenditure level for public entities and goods. The theory suggests that there is a market of local governments where mobile 'consumer citizens' 'shop around' for communities that best fits their preferences. The competition among communities forces these communities to choose public goods at the most efficient level.

Although regionalism is a way to combat urban inequality, Bollens (1997) criticizes current models of regionalism, citing the difference between 'things regionalism' and 'people regionalism'. Things regionalism is based on systems (transportation, water, etc.) and may exacerbate inequality, while people regionalism is focused on community development in place. Furthermore, Bollens (1997) advocates that alternative equity strategies to alleviate inner city poverty and metropolitan segregation by way of people regionalism should be advanced for improved life quality.

This research envisages more relevance in 'people regionalism' as a more suitable approach to the development of Ulundi in the short run. This approach takes immediate cognisance of

the selected and specific areas of need, especially the over 80% rural community of Ulundi that faces developmental challenges. This study considers 'things regionalism' as equally significant to minimise urban inequality in the long term.

According to Briffault (2000) widespread resistance to regionalism is not due to disagreement with the notion of the region as a socio-economic and ecological entity, but rather to political reasons, especially the power of localism to ensure democratic voice. In support of Briffault (2000), this research also acknowledges the influence of local politics on socio-economic development, as one of the determining variables in the success of regionalism in Ulundi.

Rusk (1999), through the use of US Census Data, classifies cities as 'elastic' or 'inelastic'. Elastic cities are able to absorb more population within the centres of their municipalities, therefore achieving diversity and economic development, while inelastic cities lose population to the suburbs, causing the loss of their white middle class and decline of their tax base. The concern on the loss of the white middle class becomes striking since they invariably form the majority in terms of US tax group. Rusk (1999) compares the 'inside game' of fighting decline within a city to the most important 'outside game' of employing regional strategies such as city-county consolidation.

Given the abovementioned regionalism characteristics, Ulundi may be considered an elastic city as it has the absorptive capacity to accommodate increased population growth considering its available large expanse of land, close proximity with landscape and cultural tourist attractions as well as agricultural potentials. Notwithstanding, the existing infrastructural facilities aimed at supporting this centripetal force may be inadequate and ineffective. In view of the challenges like political localism that face regionalism, certain alternative concepts are postulated.

2.5.2 Alternatives to regionalism

Inter-municipal cooperation and functional consolidation are some alternatives to the political fragmentation associated with regionalism. Inter-municipal cooperation may be defined as an arrangement between two or more governments for accomplishing common goals, providing

a service, or solving a mutual problem. It is one of the most useful strategies for achieving efficient and effective service delivery. Functional consolidation of municipalities however, involves cooperation across jurisdictions for a common service. Transportation authorities or water and sewer districts are common examples. The challenge of functional consolidation however is the inability to address issues that cross functional boundaries [www.government.cce.cornell.edu/doc/viewpage_r.asp?=-Intermunicipalcooperation, (2008)]. Vertical integration of the IDPs in the local and district municipalities of South Africa displays functional consolidation. However, the study explores the effectiveness of cross functional consolidation if any in Ulundi.

Using national data on local government service delivery from 1992 and 1997, Warner and Hefetz (2002) assess the distribution of privatisation and intermunicipal cooperation across localities in metropolitan region and find privatisation and intermunicipal cooperation most common among suburbs that also exhibit high income and low poverty. Thus, market solutions appear to reflect inequality among municipalities in metropolitan regions.

On the other hand, Cigler (1994) argues that intergovernmental collaboration can build the capacity of rural local governments, which often lack the necessary resources and expertise to adequately provide government services and conduct policy decision-making activities. However, 'truly collaborative ventures' are system changing, and thus potentially threatening to existing government entities. In view of Cigler's stance (1994) adopted, this research seeks to examine the extent to which intergovernmental collaborations can promote capacity building especially in rural local governments like Ulundi.

Perlman (1993) believes that intergovernmental arrangements can ensure accountability and equity. Perlman (1993) further notes that the number of special intergovernmental districts increased by 12% between 1987 and 1992. Perlman's assertion (1993:11) cites several reasons why legislative bodies choose to create special districts:

- They are a way of skirting state constitutional limits on taxation, spending, and borrowing.
- They enable state and local governments to appear to be cutting their budgets while continuing to ensure service provision.

- They are tools for intergovernmental collaboration cutting across political boundaries to meet regional needs. However, due to the lack of direct public accountability, there is a high possibility of abuse such as nepotism, overpricing and mismanagement.

After evaluating many types of intergovernmental cooperation in terms of authority, efficiency, equity and accountability, the Advisory Commission on Intergovernmental Relations (ACIR, 1974), suggests that comprehensive reforms to existing local governments – federation, city-county consolidation, and urban county - provide an effective strategy in the area of accountability, equity and authority. Patchwork strategies, intergovernmental service agreements, functional transfers, and multipurpose area wide districts are less effective in the area of equity and accountability.

For the purposes of probity, accountability, equity and efficiency, intermunicipal cooperation and functional consolidation as well as regionalism are explored further in this research. The exploration is with a view to dealing with specific community needs and intermunicipal realignment for cross boundary developmental concerns in Ulundi.

2.6 CONCLUSION

This chapter has reviewed the pro-growth and pro-poor perspectives of LED. The application of these two dimensions in this study of Ulundi taking into consideration the local needs and resources is noted. In South Africa, the pro-poor perspective of LED reigns more supreme than the market driven school of thought. This is more prevalent in developing rural municipalities with little or no source of local funding for capital expenditure. As part of the literature review, the three models of urban structure and land use namely the concentric, the sector, multiple nuclei models as postulated by Burgess, Hoyt, and Harris and Ullman respectively are also presented.

Moreover, a section of theoretical framework presented here has reviewed the challenges underlying political fragmentation and regionalism. It should however be noted that, support

for regionalism has been weak. Alternatives such as inter-municipal cooperation or functional consolidation (specific to a service) have been much more popular. These solutions also raise problems of equity and democratic representation and the ability to address the need for a broader multi-functional coordination.

CHAPTER THREE

DYNAMICS OF SPATIAL DEVELOPMENT

3.1 INTRODUCTION

The White Paper on Environmental Management (DEAT, 1997) describes environmental development, which also relates to spatial development as a process of improving human well-being through the re-engineering, reallocation and re-utilisation of resources in space, which would also lead to the modification and beneficiation of the environment. In this instance, spatial development relates to basic needs, equity and the redistribution of resources to the local communities and the environment. On the other hand the notion of sustainable development refers to the process of improving human and community well-being through the utilisation, reallocation and maximisation of opportunities, facilities and activities which would lead to the enhancement and benefit of the entire community, 'without compromising the ability of future generations to meet their own needs' (WCED, 1987:8). Sustainable development usually operates on the environment and therefore suggests the natural setting upon which people or humans participate in various activities.

This chapter presents an overview of the dynamics of spatial development. It begins with an insight into policies and planning frameworks with particular reference to international and South African perspectives. The chapter places much more focus on key strategies for LED and planning for LED within the context of the Integrated Development Planning (IDP). Also outlined in this section are the IDP process, institutional arrangement and capabilities, public participation, benefits for different stakeholders and IDP implementation cycle. The chapter further presents case studies of municipal successes outside South Africa. The inclusion of these case studies create an opportunity to adapt good local municipal practices in other parts of the World and avoid the mistakes that have affected others.

Finally, this chapter incorporates two case studies of municipal successes in South Africa, being Tshwane and Durban. Tshwane is chosen since it is the country's administrative capital and Pretoria falls under this municipality. An understanding of the nature of municipal service delivery operations in the South African perspective may be established in this context. Finally, the KZN-provincial perspective is also explained, using the Durban Metropolitan Area as a case.

In the light of the above, this research inquiry attempts to apply the appropriate developmental practices in various spatio-temporal settings for growth and development of the local economy of the study area. Preliminary situations are also explored with a view of understanding or discovering the forms of spatial development existing in the study area, as well as the types of model that could be seen as representing the status quo of the Ulundi space economy.

3.2 POLICIES AND PLANNING FRAMEWORKS

The progression of the South African city from a colonial, through apartheid to the post - democracy period has necessitated the formulation of new policies and planning frameworks. The KZN Provincial Planning and Development Commission seeks to attain sustainable and equitable planning and development for the benefit of all in the province [www.kznplanning.gov.za/main, (2007)].

The intention of this new reconstruction and development process is to achieve the empowerment of the communities especially those living in emerging towns. This democratised urban system has stimulated responses regarding resource use, land rights, management policies, participation and control of urban facilities. The decision that managers of local municipalities take, influence the future direction of the organisation of the urban industrial environment.

A key dimension of planning is scenario planning whereby managers explore possibilities of future opportunities and threats. The decision needs to be taken about what resources need to be utilised, and who is going to do it and how the outcomes are going to be measured.

3.2.1 The International perspectives

There is growing consensus that democratic governance creates the conditions for sustainable development and poverty reduction. Local governments can play a major role in this effort by ensuring more effective and accountable local infrastructure and service delivery for the poor and by improving the dialogue between the state, citizens and their communities, and the private sector.

United Nations Capital Development Fund (UNCDF, 2000) possesses important comparative advantages that help governments to fulfil this potential by building local capacity and promoting institutional reform and policy change. UNCDF's niche in local development is based on nearly 40 years of experience in investing in difficult and poor areas, its small size and flexibility, and its ability to match grant capital with technical assistance.

Part of the UNCDF local development strategy involves building partnerships with and between national and local authorities, community organizations, civil society, and the private sector. This strategy also involves promoting policy and institution reforms to enable the transfer of power and financial resources to more effective and accountable sub-national spheres of government.

This research advocates that the Ulundi Local Municipality should partner with NGOs, civil societies and well-resourced individual as well as experienced international bodies like the UNCDF so as to create development opportunities. This approach would ensure good governance and appropriate institutional reforms in the Ulundi Local Municipality.

UNCDF's strategic and flexible programming tool, the local development programme (LDP) combines technical assistance with development budget support to local governments (UNCDF, 2000), and also does the following:

- Pilots both national policy changes and institutional innovations at the local level.
- Provides training and advisory support for institutional change at local and central levels.
- Provides financial resources to be managed through improved local institutions, thus allowing for the local financing of development plans and to establish the framework for fiscal transfer mechanisms.
- Leverages the lessons learned through its pilot approach, to promote national decentralization and local governance policy reforms.
- Contributes to the reduction of poverty through the delivery of basic infrastructure and services, and the introduction of more sustainable natural resource management practices.

This study recognises the potential role of fighting both rural and urban poverty in Ulundi through the local development programme of the UNCDF. In addition to the technical assistance for the development budget cited above, the main features of the local development programme (LDP) approach also include the following attributes (UNCDF, 2000):

- **A sub-national focus:** Supporting sub-national governments and community organizations and promoting relations between them.
- **An emphasis on local-level institutional development:** Improving procedures and practices for local-level resource mobilization and public expenditure management (including strategic planning, investment programming, annual budgeting, procurement, implementation, asset management and internal controls) to enhance the effectiveness, efficiency and accountability of local bodies in poverty reduction-related activities.
- **A performance-linked funding facility:** Providing local governments with general-purpose development budget support for sustainable local investments in social and economic infrastructure. This support is linked to agreed measures of local performance and serves as an incentive for local capacity building.

- **A national policy relevance:** Piloting national decentralization policy changes (of political, fiscal and administrative nature), demonstrating their feasibility and promoting the ‘scaling-up’ of their adoption country-wide.

UNCDF has continuously developed the local development programme (LDP) approach since the early 1990s, testing decentralized/local planning systems and funding mechanisms. The approach has received widespread recognition in a series of independent evaluations. Its success forms the basis of a growing record of achievement in promoting decentralisation and pro-poor policy change in less developed countries (LDCs), and in an increasing number of partnerships and co-financing arrangements (with UNDP, the World Bank, other bilateral donors as well as national governments) (UNCDF, 2000).

3.2.2 The South African perspective

The structure, organization and purpose of local government in South Africa have been completely reformed during the last ten years. The 1993 Local Government Transition Act (Perret, 2007) forms the background for the transitional period that has taken place between 1994 (first democratic elections), 1995 (first local elections) and 2000 (second local elections, re-demarcation process). This Act is one of the first official texts that mention explicitly Integrated Development Planning as a tool for local municipalities to become the key service providers and promoters of local development, yet with no details regarding implementation. This research seeks to examine the socio-economic impacts of increased responsibilities that characterised the newly formed Ulundi local municipality after transition from the old order of Transitional Local Council (TLC).

At the inception of the new democratic South Africa in 1994, the government defined and started implementing the Reconstruction and Development Programme (RDP) (ANC, 1994) as the policy framework to promote economic and social development, especially targeting the backlogs and inequalities left by the apartheid era. The Constitution of 1996 establishes the three co-operative spheres of government. It confirms the pivotal role of local government in social and economic development, enhancing democracy, the sustainable provision of services and the promotion of participation. Yet the lack of practical guidelines,

legislation gaps and strong urban bias undermined the expected outcomes of these policies. This lack of skilled and experienced staff has also hindered socio-economic development in the local municipalities (Perret, 2007).

During 1998, while the government was shifting from RDP to Growth, Employment and Redistribution (GEAR) (Perret, 2007) as a macro-economic policy framework and to a neo-liberal line, the White Paper on Local Government established the way out of the transitional phase. Between 1998 and 2000, a series of Acts follow the white paper on local government, setting up the necessary legislation framework for implementation: the Municipal Structures Act (which mostly sets up the different categories of municipalities), the Municipal Systems Act (which defines processes and operational features such as IDPs), and the Municipal Demarcation Act 5 (which sets up the Demarcation Board), and the Municipal Financial Management Bill.

Before the general election of 1999, certain civil society organisations (e.g. Rural Development Initiative) urged the government to address specifically and explicitly the rural development issues. After the general election, the integrated sustainable rural development strategy was drafted, drawing a lot from preliminary work studies/projects done within Land Affairs and other key line Departments after rural development framework (RDF). The Integrated Sustainable Rural Development Programme (ISRDP) (Perret, 2007) is presented as a spatial development framework, which tries to accommodate environmental, social and economic agendas. It is designed to provide national and provincial access to the local level, since many local municipalities are ill-equipped to play a significant role in development. However, ISRDP is not aiming at replacing or duplicating any local initiative. It is supposed to fit into the local IDPs, and to be driven by local municipalities (Perret, 2007).

- A six-year programme of LED-support for the Province of KwaZulu-Natal has been established over the past year (2006) with funding from the European Union. It is worth some 37 million euros. Its objectives include [www.selda.org.za/directory.igad.htm, (2007)]:
- Building sustainable partnerships between LED stakeholders;

- Strengthening the LED enabling environment;
- Promoting learning and knowledge exchange; and
- Establishing effective and innovative LED management functions.

The programme comprises a number of LED funding and technical assistance instruments, which fundamentally include:

- The Business Enabling Fund (BEF), an application-based fund aimed at assisting provincial and local government creates an enabling environment for LED.
- The Local Competitiveness Fund (LCF) which encourages partnerships which facilitate private sector investment in sustainable LED projects;
- Networking and Cooperation Funding (NCF) aimed at generating, learning and the exchange of knowledge; and
- Technical Assistance provided by the Programme Coordinating Unit to support the roll out of the programme as a whole [www.selda.org.za/directory.igad.htm, (2007)].

This research embraces the KwaZulu-Natal Provincial Development Plan as a significant contribution to rural and urban growth and development, and necessary for the diversification of the economy of the study area, Ulundi.

The South African government in pursuance of rural development and urban renewal, as key strategies to counter the legacy of uneven development in the country, aims to support all municipalities in South Africa. This is to be achieved by focusing on the participation of big business and SMMEs with a view of addressing the needs of the poor and marginalised people and local communities (Local Economic Development, 2001). Among the key principles underlying the LED process are that:

- Strategies must prioritise job creation and poverty alleviation.
- They must target the previously disadvantaged people, marginalised communities and geographical regions, black empowerment enterprises and SMMEs to allow them to participate in the economic life of the country. Each locality may develop an approach that is best suited to its local context.
- They promote local ownership, community involvement, local leadership and joint decision making, in collaboration with outside investors.

- They involve local, national and international partnerships with communities, businesses and government to solve problems, create joint business ventures and build up local areas.
- They use local resources and skills and maximises opportunities for development.
- They involve the integration of diverse economic initiatives in a comprehensive approach to local development.
- They rely on flexible approaches to respond to changing circumstances at local, national and international levels.

In the context of this study these principles underlying the LED process offer a logical mechanism for addressing the research problem of this investigation; the situational and spatial analysis of development in Ulundi, KwaZulu-Natal. The study however, acknowledges that promoting business ventures and local leadership are challenging principles to marry in this regard. The likelihood of developing an interventionist perspective is important to combine the ‘supply and demand’ sides to minimise possible extreme impacts.

3.2.2.1 Key strategies for Local Economic Development

The following LED strategies have been identified to assist municipalities to play a useful role in developmental initiatives (Local Economic Development, 2001):

- Retaining and expanding existing businesses.
- Facilitating community economic development.
- Linking profitable growth to redistributive development and financing.
- Linking ‘living wages’, human capital development and productivity.
- Developing and maintaining infrastructure and services.
- Preventing a drain of resources from the local economy.

This research acknowledges the inequalities between the rural and urban areas of Ulundi and embraces equitable development and maintenance of infrastructure and services in these areas so as to link profitable growth to redistributive financing and development.

3.2.2.2 Planning for LED within the IDP

The Municipal Systems Act (MSA, 2000) provides municipalities with a legal framework in which to plan for integrated development. It requires every council to prepare its own IDP,

which will guide it for five years. This means that the integrated development plan is linked to the term of office of the elected council. The newly elected council can adopt the IDP of its predecessor or develop a new IDP. The form and content of an IDP document is largely subject to the discretion of the municipality, with the exception of contents prescribed by the MSA (Department of Provincial and Local Government, 2003).

Integrated development planning is a process through which a municipality prepares a strategic development plan. It draws together all the development objectives of a municipality including LED, and formulates strategies to realise those objectives in an integrated manner. This means that everyone is working towards the same goal. The IDP is a comprehensive plan for the development of the local area. It includes a long-term vision, an assessment of the existing level of social and economic development, the setting of development priorities and objectives, spatial framework and land development objectives, operational strategies, municipal budgeting and other resource allocation [www.ecprov.gov.za/dhlgta/idp's, (2008)].

By drawing together the development objectives, priorities, strategies and budgets in this way, the IDP helps to ensure coordination between LED and the other initiatives of government. The IDP is now the basic unit of planning for government as a whole at the municipal sphere. Davids et al., (2005) asserted that the IDP allows a municipality or community to focus itself and to develop a future-oriented vision, proactively positioning itself and adapting and *learning from a changing environment by managing a continuous SWOT analysis*. Flowing from the IDP, a municipality/community is able to conduct an organisational audit and construct an institutional plan. On the basis of the on-going SWOT analysis, the municipality can come to an understanding of its internal dynamics, and learns to manage change and visualise its future.

A merging of the externalities with the internalities results in an assessment of the organisation's opportunities. This merging is frequently called SWOT analysis because it brings together the organisation's strengths, weaknesses, opportunities and threats in order to identify a strategic niche that the organisation can exploit. In the light of the SWOT analysis and identification of the organisation's opportunities, management re-evaluates its mission

and objectives. Are they realistic? Do they need modification? If changes are needed in the organisation's overall direction, this is where they are likely to originate. On the other hand, if no changes are necessary, management is ready to begin the actual formulation of strategies (Robbins, 2001; www.swot-analysis.com, 2008).

This research considers that the exercise of SWOT analysis of the Ulundi local municipality is fundamental to the determination of an appropriate developmental strategy to turn around the economy of the study area. This approach is informed by the existing strengths, weaknesses, opportunities and threats in Ulundi. On the basis of this analysis, the local economic development strategy adopted will be relevant in responding to the array of needs documented in the IDP process in the study area.

The LED regeneration study forms part of the IDP. The LED tool kit should be used from the preliminary steps of the IDP, which include (Local Economic Development, 2001):

- An assessment of the current situation in the municipal area.
- An assessment of the needs of the community.
- The prioritisation of the needs and setting of goals to meet those needs.

The IDP process is the single, inclusive planning process within which other processes must be located. LED must be fully integrated within the IDP. Indeed, if a municipality is responding to local development problems, it needs to establish a clear vision and objectives to tackle these issues. The entire working of the municipality will need to become more integrated and more focused on developmental outcomes.

3.2.2.3 The IDP process

The first step in the planning process is the drawing up of an IDP process plan. This will ensure proper management of the planning process and requires close coordination between those responsible for IDP, and those responsible for the LED in a municipality. The district council in consultation with its local municipalities must adopt a framework for integrated development planning (Local Economic Development, 2001):

- To determine procedures for coordination, consultation and alignment between the district and the local municipalities and therefore bind them together.

- To guide each local municipality in preparing the process plan.
- To include a time schedule for the planning process.
- To define roles and responsibilities, and
- To identify how the process will be monitored.

This investigation views the IDP process plan as an important collaborating tool between the Zululand District and the Ulundi Local Municipality. Having the IDP process in place means a defined framework for the monitoring and evaluation of the development process in Ulundi.

Integrated development planning is an interactive and participatory process. The municipality should allow and encourage public participation. Usually a few key activists and politicians are involved – few poor people go to public meetings. It must facilitate consensus around the vision of the LED within the locality and within any network or linkages that are promoted. Due to the participatory nature of the IDP process, it takes a municipality approximately 6–9 months to complete an IDP. This timing is closely related to the municipal budgetary cycle. During this period, delivery and development continue. The IDP is reviewed annually, which could result in necessary amendments to the IDP plan. The Municipal Systems Act (MSA, 2000) assigns responsibility for managing the preparation of the IDP to the Executive Committee or Executive Mayor (who can assign this responsibility to the municipal manager) [www.ncarb.org/idp/gettingstarted.html, (2008)].

In many municipalities, an IDP coordinator reporting directly to the municipal manager and the Executive Committee or Mayor, is appointed to manage the process. This responsibility for the IDP is in line with the constitution, which gives municipalities the responsibility to ensure that the quality of life of residents is improved. The new role of local government includes the provision of basic services, creation of jobs, promotion of democracy and accountability and eradication of poverty. Preparing and having the IDP enables the municipality to manage the process of fulfilling its developmental responsibilities, in partnership with business.

This study acknowledges the important relationships that exist between local governance and development. However, the study does not admit automatic equation between development on the one hand, and integrated development and local economic development on the other in the study area. The contribution of other role players like the private sector is crucial towards favourable local economic development for Ulundi.

3.2.2.4 Institutional arrangement and capabilities

The elected municipal council is the ultimate decision-making forum on the IDP, but the integrated development planning process is participatory in nature and requires input from various role players. For this reason, the municipality must adopt an appropriate approach and also put in place structures to ensure effective participation of stakeholders. Integrated development planning is an intergovernmental system of planning that requires involvement of the three spheres of government, namely metropolitan areas, local municipality and district municipalities, Provincial Government and National Government. The district municipality must also provide support to undercapacitated local municipalities and facilitate the preparation of a framework, which will ensure coordination and alignment between local municipalities and the district. District councils play a key role in the coordination of the LED strategies through the IDP process. The district council can access technical and financial support from national and provincial government, as well as regional developmental institutions. The Provincial Department of Local Government is responsible for:

- Coordinating training.
- Providing financial support.
- Offering general IDP guidance.
- Monitoring the process in the province. (Local Economic Development, 2001).

This research considers institutional support and training as well as guidance to the Ulundi Municipal management as pivotal towards capacity-building and effective monitoring of the IDP process in the study area. The province is also responsible for facilitating coordination and alignment between district municipalities including facilitating resolution of disputes between district municipalities. The province is also responsible for assessing IDPs and facilitating the alignment of IDPs with sector department policies, programmes and budgets.

The various sector departments must provide relevant information for this. They need to contribute their expertise and technical knowledge to the formulation of municipal policies and strategies. They must be guided by municipal IDPs in the allocation of resources at the local level. The National Department of Provincial and Local Government must issue legislation and policy in support of IDPs, including IDP guidelines. They are responsible for providing financial assistance and a national training framework. It is their responsibility to establish planning and implementation on management support system (Local Economic Development, 2001).

3.2.2.5 Public participation

According to Davids *et al.*, (2005), public participation is, in essence, the empowerment of people to effectively involve themselves in creating the structures and in designing policies and programmes that serve the interests of all as well as to effectively contribute to the development process and share equitably in its benefits. Many of the new municipalities are too large to allow for the direct participation of all residents in complex planning processes. Participation and integrated development planning therefore need clear rules and procedures specifying who is to participate or to be consulted on behalf of whom, and on which issue.

All municipalities must promote public participation, but they also need to create conducive conditions to that effect. This should be done with a view to the needs of disadvantaged or marginalised groups in accordance with the conditions and capacities in a municipality. Public participation has to be institutionalised in order to ensure that all residents of the country have a right to participate. Public participation has to be structured to provide sufficient room for diversity in styles and cultures. Institutionalising participation means setting clear minimum requirements for participation procedures, which apply to all municipalities by means of regulations, and providing a legally recognised framework.

This study seeks to reveal how stakeholders perceive the existing institutional structures in terms of public participation and recommends a market-accommodating decision-making model that are efficient and effective in the study area. An understanding of this perspective is to bring the social and economic change that the study area will experience through transparent and co-operative guidance.

3.2.2.6 Benefits of IDP for different stakeholders

The IDP is very important in clarifying the situational and spatial analysis of any municipal development initiative. Hence the IDP provides specific benefits for different groups, which include the following:

- It enables a municipality to obtain access to development resources and investment.
- It provides a clear and accountable leadership.
- It provides a development direction, and
- It is a basis to monitor the performance of officials.

Councillors have to play a leading role in the IDP process and some of their responsibilities are to: (Local Economic Development, 2001)

- Make decisions.
- See that the needs and aspirations of their constituencies are dealt with.
- Communicate with constituencies through the IDP.
- Represent their constituencies effectively by making informed decisions, and measure their own performance.

In the light of the above roles, this research embraces capacity building and training of councillors of Ulundi so that their energies would be channelled appropriately towards their expected responsibilities as outlined above. In the process, the views of the various sections of the Ulundi Local Municipalities would be accommodated in the IDP of the study area.

The IDP provides municipal officials with a mechanism to communicate with the councillors. It allows the officials to contribute to the municipality's vision and to be part of the decision-making process. The IDP serves as a guide to everything that the municipal departments do. As a result, all departments have to become involved in the integrated development planning process. The Constitution and the Municipal Systems Act (MSA, 2000; www.sapoa.org.za/index2.php?option=com_content&do_pdf=1&id=269, 2008) stipulate that the municipality must involve stakeholders by establishing an effective participatory process. In the case of stakeholders that are not organised, NGOs or other resource persons play a critical role in advocating the interests of these groups.

A significant amount of financial resources for the implementation of projects lie with sector departments. The IDP provides guidance to sector departments as to where their services are required and hence where to allocate resources at local government level. By participating in the integrated development planning process, sector departments ensure an alignment between their programmes and those of municipalities. The IDP serves as a guide to the private sector in making decisions with regard to areas and sectors in which to invest, and allow a coordinated local policy.

3.2.2.7 IDP implementation cycle

IDP implementation generally occurs in a cycle, which is made up of four stages shown in Figure 3.1. During the planning stage, performance indicators are formulated to monitor implementation and its impact. The outcome of monitoring sometimes results in the adjustment of the plan and the implementation programme. Once the IDP has been completed, it has to be submitted to the municipal council for consideration and approval. The council must consider that the IDP identifies the issues that affect the area and the extent to which the strategies and projects will contribute to addressing the problems.



Figure 3.1: The IDP Implementation cycle

Source: LED [Local Economic Development], (2001): – *A resource book for municipal councillors and officials* – Department of Provincial and Local Government, Pretoria: South Africa, 2-6.

It must also ensure that the IDP complies with legal requirements before it is approved. Before approval, the municipality must give an opportunity to the public to comment on the draft. Once the IDP is amended according to the input from the public, the council decides on its approval. Once a municipality has adopted its IDP, it must submit a copy together with the process plan and the framework for the IDP to the MEC of the province for assessment. The MSA does not require the MEC to approve the IDP, only to assess that the IDP complies with the requirements of the Act and that it does not conflict with IDPs and strategies of other municipalities and state strategies [www.wds.worldbank.org/external/default/WDScontentserver/WDSP/12/2002/31/000094946_02071, (2008)].

The IDP implementation cycle is important for the planning and development of any urban and spatial environment, more specifically for a town that is located in a rural environment, such as Ulundi. Some of the advantages or benefits of the IDP implementation guidelines include the following: (Local Economic Development, 2001)

- It informs a municipality about the problems affecting its area, and its current available resources: information enabling and managing to develop and implement appropriate strategies and projects to address the problems.
- If municipalities make more effective use of scarce resources, the municipality can focus on identified and prioritised local needs, taking into consideration local resources. Municipalities search for more effective solutions by addressing causes rather than merely by allocating budgets to deal with symptoms.
- Delivery is speeded up by providing a tool which guides where investment should be directed.
- Public participation is encouraged and decision-making mechanisms are identified that will arrive at realistic project proposals, taking into consideration limited resources.
- A clear municipal development plan, facilitating investment by private investment and sector development.
- Strengthening democracy and institutional transformation through transparency and inclusiveness. It engages different socio-economic groups where people live and work.

- Facilitation of the redistribution of resources in a consultative process.

In a nutshell, the IDP is one of the key tools for local government to cope with its new developmental role. It is also envisaged in this study of Ulundi that the IDP will not only inform the municipal management but will guide the activities of any agency from the other spheres of government, corporate service providers, NGOs and the private sector within the Ulundi municipal area [www.treasury.gov.za/documents/provincial%20budget/2007/Annual. (2008)].

3.3 MODELS AND THEORIES OF DEVELOPMENT

By the 1950s economists had developed a number of theories and models to account for the differences between developed and developing countries and began to ask themselves how the gap between these countries could be made smaller. The development theories and models seek to explain and predict:

- Why do economies do (or do not) develop over time?
- What barriers to growth exist and how to remove them?
- How governments can assist, sustain and accelerate growth with appropriate development policies?

Although the models are macro in nature, they have indirect micro-economic effect at local economic development landscapes. In the view of the aforesaid assertion, an understanding of the models of development would provide more insight into this research in Ulundi. An understanding of theories and models of development is important for this study on the situational and local economic development in Ulundi. When the models of development are applied to this study, an insight into the potential causes of developmental growth, leakages and barriers as well as relevant development stakeholders will be better established.

3.3.1 The Modern classical model

According to (Brett *et al.*, 2005), during the Nineteenth Century, various powerful European countries, such as Britain, Holland, France, Spain and Portugal, had established colonies in

India, Africa, Asia and South America. These colonies were used as a source of raw material and as markets for industrial and manufactured goods from colonial powers. It was thought that the sale of these resources to a market where they had the monopoly of trade would enable the selling country to grow economically. This approach came to be regarded as the modern classical model, more appropriately known as the colonial model. The modern classical system of trade existed into the Twentieth Century until most of these colonies gained independence from their colonial masters.

Although developing countries began to show increases in per capita income and gross national product, most of these increases were linked to the colonial government and expatriates. This made the colonisers (or mother countries) rich with very little of the wealth being ploughed back into the colonies. The colonies exported scarce resources (raw materials) and imported manufactured goods from the colonial country (Brett *et al.*, 2005). South Africa was no exception to this process and practice. In a bid to study the diversification of the local economy of Ulundi, this research advocates for strategies that seek to promote the processing of local primary products for export. This approach is thought to improve the economic outlook of Ulundi as more jobs may be created. In contrast to the modern classical approach, this study envisages that more locally processed products would augment job creation, improve local economic outlook and better the quality of life of the people of Ulundi.

3.3.2 The Rostow model

The growth model of Rostow developed in the 1950s and is made up of linear stages (Refer to Figure 3.2). In this model Rostow suggested that all industrializing countries had to pass through a number of development stages. As shown in Figure 3.2 below these stages were the traditional society, pre-conditions for take-off, the take-off, drive for maturity and the age of mass consumption. The model was based on observations of how developed countries had moved from being agricultural economies to industrial and mass consumption economies. Rostow believed that developing countries were either in the traditional or pre-conditions for take-off phase of development. The history of developed countries suggests a common pattern of structural change [www.tutor2u.net/economics/content/development, (2007)]. On

the other hand the history of colonised developing countries would not be the same as that of developed and industrialised countries because of the adverse impact of the colonialism which continually ripped out the natural resources for the benefit of the colonial power.

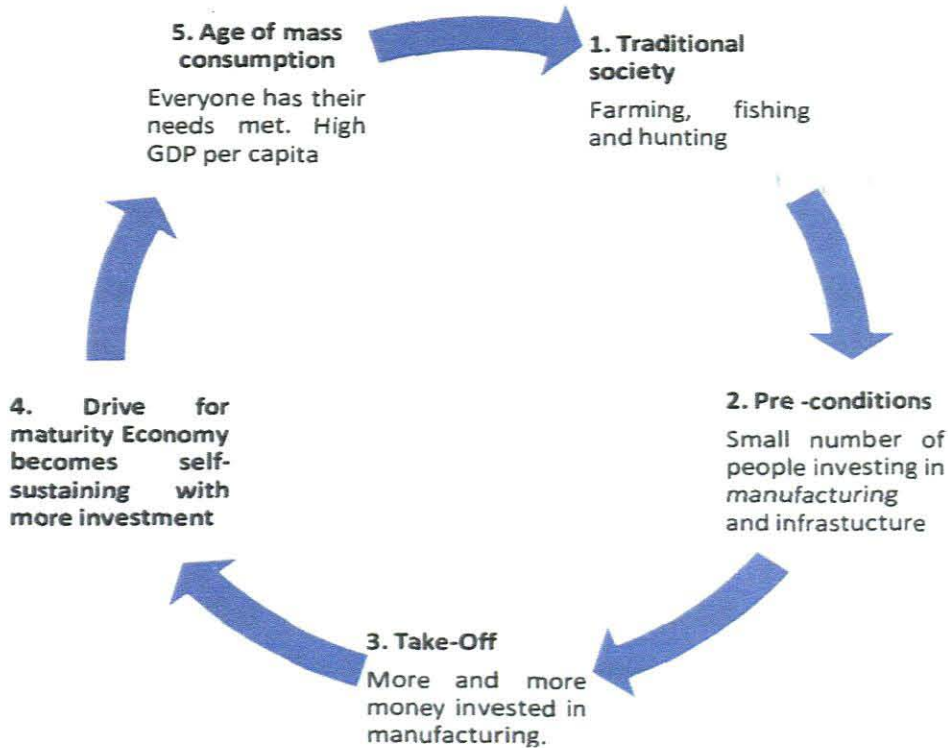


Figure 3.2: The Rostow Model

Source: Brett *et al.*, (2005): *Geography for all, 11 learner's book*, Geography outcome-based NCS edition. Braamfontein: Macmillan S.A (Pty) Ltd. 224

The Rostow model explained well the development experience of Western countries. However, this theory did not adequately explain the experiences of developing countries, which tended to be preoccupied with cultural differences and traditions. For example, sub-Saharan countries like Zambia, Malawi, Mozambique have experienced little economic development [www.tutor2u.net/default, (2007)]. Thus the shortcomings of the Rostow model were that:

- It was based on the European experience with little relevance for developing countries.

- Europe had a society rich in human resources including an educated and skilled labour force.
- It did not set down the nature of the pre-conditions for growth. Thus as a predictive model, it is not very helpful.
- It never looked at why societies in developing countries like South Africa were unable to save and invest.
- It assumed that development is a stage which is reached rather than ongoing.

In spite of its popularly acclaimed stance in Europe over time, this study exercises caution in the application of the Rostow model to the growth and development of Ulundi in view of the abovementioned weaknesses.

3.3.3 The structuralist model

In essence, *structuralism* is a philosophical position which advocates the existence of common hidden patterns, implicit rules and underlying dynamics that structure various areas of human activity and spatial development, be it social, political, cultural, economic or industrial [<http://www.uk.encarta.msn.com.encyclopedia>, (2007)]. It was towards the end of the 1960s that structuralism entered into general public and scholarly awareness in Western countries, where its period of greatest dominance was the 1970s. In other situations, the structuralist model explains how labour moves in a dual economy. A dual economy is where you have large differences between a developed section and a developing one.

In this model, industrial growth drives economic growth and is made possible by government's investment in industry. Industry draws on surplus labour from rural areas so that benefits trickle down to those in rural areas. Structuralists have suggested that developing countries needed their governments to finance their own manufacturing industries in order to develop a modern economy where a higher percentage of people live in cities and are employed in an increasing number of industries. They believed that governments needed to impose high taxes or tariffs on imported goods in order to protect and develop the country's own manufacturing sector.

The Lewis structuralist model is an important example of this type of model. It is a structural change model that explains how labour transfers in a dual economy. According to the Lewis model, the growth of the industrial sector of any town, city or country drives economic growth of the particular place [www.tutor2u.net/economics/content/development, (2007)].

In the context of urban industrialisation and development the Lewis structuralist model is characterised by the following attributes:

- With increasing mechanization of industry, there is a smaller demand for labour.
- People earning money may do a number of things with it. They may spend it rather than save it. This would mean less savings (investment) would be available for capital formation purposes.
- Developing countries have seen increased urbanization as people go in search of work. However, industry in developing countries cannot cope with the demand for work and urban poverty is becoming as much of a problem as rural poverty.
- The focus on industrialization leads to overlooking the needs of rural communities and peri-urban communities.
- Too much power is given to government (Brett *et al.*, 2005).

The current situation of the study area suggests that there is a certain degree of resemblance to the above-mentioned structuralist model. However, it should be noted that there are some differences in this relationship. For example, there is no significant industrial activity taking place that public sector is advancing in Ulundi. Notwithstanding, the local economy shows some traces of dualism reflecting differences between the rural and urban continuum. This study investigates the steps taken by stakeholders to alleviate the poverty cycle in Ulundi.

3.3.4 The Neo-classical model

This model emerged in the 1980s in response to the Lewis structuralist model. Stagnation in economies was seen as a result of poorly designed economic policies and too much interference by government. Privatisation was proposed as a means to stimulate industry.

improve labour through training, and increase capital available for investment as a result of greater savings. However, private companies focus on efficiency and profits. To cut costs they often reduce the amount of labour used thus contributing to increased unemployment. Public facilities such as transport and healthcare become expensive because the emphasis is on profits. The drive for profits often means that social and environmental concerns are ignored. Only the wealthy can buy government operations. Therefore the wealthy become wealthier. Despite the abovementioned pitfalls of the neo-classical revival perspective, the absence of political interference, the general increase in efficiency and corporate profit-mindedness as well as the responsible use of public taxes cannot be overemphasized as advantages to economies (Brett *et al.*, 2005).

In this research, much attention is paid to the efficacies of market orientated policies as part of partnership attempts to diversify the economy of Ulundi. This thesis further acknowledges the need to allow a certain degree of government's intervention to avoid setbacks like unemployment and high transport costs that are associated with the quest for more profits in neo-classical revival model. Given the prescripts of the neo-classical model, the socio-economic conditions of the majority of the rural folk in Ulundi may face developmental challenges.

3.3.5 The new growth theory

This model was a reaction to the neo-classical model. It suggested that while investment in developing countries provided high profits for investing companies, both locally and internationally, it did not mean that there was an overall improvement in the standard of living for all people. The reason for this was a lack of investment in:

- Human resources and the development of education and skills amongst people in developing countries;
- Infrastructure such as roads and the development of new products and industries.

This model required government investment in the development of skills and infrastructure as well as in research and development (R & D) (Brett *et al.*, 2005). It must be noted that

human capital is the skill and knowledge level of the workforce, as well as their health. The higher the quality of human capital, the higher the productivity as workers adapt more effectively to new technologies and learn to perfect their respective specialised jobs. Actual skill levels, as opposed to education qualifications, are now seen as powerful drivers of economic growth [www.tutor2u.net/revision, (2007)].

This study accepts the notion that growth occurs because of an increase in the quantity and/or quality of factor resources. The research further agrees with this model on the grounds that innovation is a major determinant of growth and development of the study area. Innovation helps to lower costs and also creates new markets, a source of demand, revenue and profits for businesses in the domestic and international economy.

3.3.6 Dependency theory

This theory looks at the ever-widening gap because of the reliance of developing nations on developed nations. According to this theory the process of international trade and domestic development made some developing countries economically dependent on developed countries. The theory sees the solution to this crisis in the break-up of the world capitalist system and the elimination of world debt. Within this model underdevelopment is attributed to [www.mtholyoke.edu/acad/intrel/depend.htm, (2008)]:

- Unequal power relationships between rich developed capitalist countries and poor developing ones;
- The dominance of world economic powers over developing countries via the capitalist system;
- The technological and industrial advantage of dominant developed countries which ensures that the developed countries always work in their own self-interest (Brett *et al.*, 2005)

The dependency theory uses political and economic theory to explain how the process of international trade and domestic development makes some less developed countries evermore economically dependent on developed countries [www.tutor2u.net/revision, (2007)]. What is

significant in this research work is the acknowledgement of the unhealthy trade relations that have long favoured the developed at the expense of developing countries due to the relatively cheaper unprocessed exports compared to their comparatively more expensive processed imports. This study therefore advocates for the processing of all potential raw materials in the study area before export to create a favourable trade balance in the economy of places such as Ulundi.

3.3.7 The Millennium Development Goals

The beginning of the new Millennium (the Year 2000), marked a time of global introspection to proactively engage the world on the agenda of development [Refer to Table 3.1]. The United Nations organized the Millennium Summit in New York, in September 2000 to address the on-going quality of life issues of developing countries.

Table 3.1: Summary of the Millennium Development Goals and their targets

Millennium Development Goals	Millennium Development targets
1. Eradicate extreme poverty and hunger	1. and 2. Between 1990 and 2015; halve the proportion of people: with less than US\$1 a day.
2. Achieve universal primary education	3. By 2015, all boys and girls to complete the full course of primary school.
3. Promote gender equality and empower women	4. Eliminate gender disparity up to secondary education, preferably by 2005, and to all levels no later than 2015.
4. Reduce child mortality	5. 1990-2015; reduce by two-thirds the under-five mortality rate.
5. Improve maternal health	6. 1990-2015; reduce three-quarters the maternal mortality ratio.
6. Combat HIV/aids, malaria and other diseases	7. and 8. By 2015, halt and begin to reverse; the spread of Aids; the incidence of malaria and other major diseases.
7. Ensure environmental sustainability	9. to 11. Integrate principles of sustainable development into policies by 2015. Halve number of people without water and sanitation; Improve lives of 100 million slum dwellers by 2020.
8. Develop a global partnership for development	12 to 18. Just trading and finance; have debt control; Have youth strategies in place; Provide affordable drugs; benefits to new technologies. .

Source: Brett *et al.*, (2005): *Geography for all, 11 learner's book*, Geography outcome-based NCS edition. Braamfontein: Macmillan S.A (Pty) Ltd. 226

World leaders authored a list of development goals which are referred to as the Millennium Development Goals (MDGs). Instead of looking at why development was not occurring, leaders decided to establish goals that should be achieved within a certain time frame (Brett *et al.*, 2005).

In the context of these goals, this research recognises the relevance of the millennium development goals to the study area in diverse ways. In partial fulfilment of the millennium development goals, this thesis investigates the steps that the stakeholders of development in Ulundi have taken to alleviate poverty, empower the marginalised, especially the women and children.

3.4 FACTORS INFLUENCING DEVELOPMENT

The ownership of development lies in the community, and contributes to the dynamics of development. The owner of development, the local community is a dynamic ever-changing entity within an ever-changing and equally dynamic environment. Development is therefore not just one set of variables for all places. Evidently each and every place and situation will have its own unique set of variables and even then those variables would change at all times. They may even change because of the existence of development initiatives.

This research acknowledges the numerous variables that come into play in the development of the Ulundi environment. It also seeks to examine the variables that influence the dynamics of spatial development within the study area.

3.4.1 Politics

Politics has a profound impact on development. If people become owners of development, it means that they have political power over development – they make political decisions about development action and funding. Wisner (1988) points out that ‘needs’ a key issue in community development and the process of need definition is political. Gaining access to available resources is also a political act that may cause tension and conflict (Swanepoel and De Beer, 1996).

The whole local political dynamic is closely tied up with development. But local politics are also influenced by regional and national politics that, in turn, have their own sets of influencing variables. This is the single most obvious reason why government institutions and NGOs find it extremely difficult to initiate development and to sustain the efforts that they have initiated. The greater the political influence in South Africa, Angola, Mozambique and Malawi, the more difficult development becomes. But it is not only political influence that bedevils development. Hope (1984) places a high premium on national political stability as an enabling factor for private sector local development.

The study points out that the structure of government should be of a character that encourages responsible political action and facilitates the involvement of a wide cross section of the citizens in the development process. It further states that political leadership determines goals, selects methods and gives direction. Society develops or fails to develop according to the extent to which its political leadership is intelligent, creative, skilful and committed. Without this requisite function of political leadership there will be no increase in administrative capability, no progress, no direction and no development (Hope, 1984).

One should be careful about regarding only the higher echelons of society as being politically active. It is also not only the community's political leaders who are busy with politics. Even a small group of women involved in a small project are influenced by the politics of power among themselves. 'Struggles' within such groups (Walters, 1987) will have a profound influence on the well-being of the project (Swanepoel and De Beer, 1996).

Finally in this survey, the nature of the political landscape in the Province of KwaZulu-Natal and specifically in the Zululand District becomes important for any development process to take place. In spite of the Municipal Structures Act and Municipal Systems Act, the structure of government and its political mandate would largely be influenced by how its citizens perceive spatial development in the area [www.blogs.nct.ac.za/blog/newbookslist/archives/2006/04, (2008)].

3.4.2 Demography

Another important variable of development is demography. Demography has to do with births, deaths and migration. It reflects the population size, population growth and the age structure of a population as well as changes in these as a result of population movement. A fast population growth rate can be the result of a too high total fertility rate – that is, the average number of children per woman. It has been proven time and again that women with a better economic outlook have fewer children than those with many children. One is therefore tempted to suggest that development will improve the economic outlook and will therefore lead to a lower fertility rate and a subsequent slower population growth rate. Yet the truth of the matter is that a fast population growth rate nullifies the results of development. This assertion is not true of fast growing countries like India and China which experience high population growth rate and high economic growth. The question therefore arises as to what should come first, a drop in the fertility rate or development? The answer is simply that it is not a matter of what should come first. They should be simultaneous because a holistic approach demands that all sectors be addressed at the same time (Oyowe, 1994).

Our Newtonian sense of cause-effect contributes nothing to the solution of the problem. It is not a matter of what causes what or is caused by what. It is a matter of addressing in a holistic way the one single all encompassing problem of poverty, because poverty and population growth feed on each other and development and demography are in a continuous process of mutual influence.

An understanding of the demographic patterns is significant in the development of Ulundi. Hence this study understands that a predominantly young age-structure and rural-urban migration affect the poverty situation in the study area.

3.4.3 Other influencing variables

There are many other factors influencing the development of places. One can see local development as a conglomerate of different environments with various primary and secondary institutions and an ever-changing pattern of linkages; the cultural environment with strands of

traditional and strong western influences; the economic environment characterised by a layered structure of well-to-do, poor and very poor, and the psychological environment which is abstract and extremely difficult to define, but which influences the actions and decisions of every individual. One cannot only try to improve the physical environment by, for example, building houses and providing potable water. This was the wisdom in the past, as if the better physical environment would bring dignity and happiness to the people.

We know better that development relates not only to the development of things, but of people and communities. Tandler (1982: 1) describes this new-found insight as follows:

‘Whereas it had been previously assumed that the poor would benefit along with everyone else from roads, hydro-electric plants, exports and irrigation projects, it is now believed by many that poverty can be alleviated only if some development projects are ‘targeted’ directly on the poor. If the human being does not benefit from development, no amount of infrastructural or physical development will really free anyone from the poverty trap.’ [www.mit.edu/dusp/idg/people/faculty/jtandler-cv.pdf, (2008)].

In support of Tandler’s (1982) assertion cited above, this situational and land use study of Ulundi embraces a holistic developmental perspective that seeks to support both human development and the establishment of physical infrastructure. The study acknowledges this approach as capable of dealing with potential socio-economic extremities that may not be adequately addressed in pure market-orientated environment.

3.5 THE URBAN–RURAL DICHOTOMY

One of the most glaring results of centralised development decision-making is the marked rural-urban imbalance that Third World development is plagued with. Policy-makers usually underestimate the dynamics between the urban and rural set up. Questions of resource scarcity, trade-offs between various development objectives, and the aim of efficiently meeting the needs of the greatest number of poor people come into the equation. The

economic and political relationships that underpin the dynamics between urban and rural areas need also be understood (Nattrass, 1991; www.ipcfordschool.umich.edu/labor%20conf/session, 2008).

The policies ignoring the complex dynamics between urban and rural areas have always been beneficial to the urban areas and detrimental to the rural sector. It was the result of either a deficiency in policy which did not treat rural and urban areas equally, or the complete absence of a policy so that the power structures based in the urban areas were able to manipulate development efforts and funds to benefit the urban areas to the detriment of their rural counterparts. This is called urban bias. This situation was and to a large extent still is, one of either/or, between urban development and rural development, in spite of the fact that a few decades have taught us that urban development will not automatically filter through to the rural areas. The modernisation theory was based on this assumption, but failed dismally mainly because a few urban areas became islands of relative prosperity in a sea of worsening poverty (Nattrass, 1991; www.udw.ac.za/ccs/files/ccsResearchReports2005volume1%2027-32pdf, 2008).

In this research, the developmental differences and inequalities between the rural and urban areas in South Africa as a whole, and more specifically in Ulundi, ought to be noted. This study however investigates the extent to which the untapped resources can be of developmental relevance to the study area. This approach is expected to minimise the negative effects of urban bias in the study area. The study further acknowledges the view that in Africa, migration to the cities from the rural areas, leads to unintended results such as the high rate of unemployment, crime and short-lived prosperity.

3.6 CASE STUDIES OF MUNICIPALITIES OUTSIDE SOUTH AFRICA

Consolidating best practices worldwide provide guidelines in decision making processes. These best practices are adapted to suit specific prevailing conditions. As part of this chapter, case studies outside South Africa that have been incorporated ranging from the United Kingdom, through the Czech Republic (Kosovo) and Columbia to Lebanon. Although these

case studies are from different socio-economic and political landscapes to the study area, the study attempts to adapt their best practices for improved service delivery purposes.

3.6.1 International local and regional environmental action plans (LEAP)

Kolin, a local municipality in the Czech Republic, was chosen as a model town from a selection of five municipalities (Kolin, Decin, Liberec, Vsetaty and Vratislavice). Justification for its selection was that it was a medium-sized municipality of district size, with an average pollution level (www.leap.com, 2007). As the former KwaZulu-Natal provincial seat of government, this study chooses Ulundi out of the five local municipalities within the Zululand District Municipality (ZDM) as a point of reference in this study (Refer to Figure 1.1 on page 3).

3.6.1.1 Arrangement of LEAP

The initiator of the Kolin LEAP project was the Institute for Environmental Policy (IEP) in Prague, inspired by similar projects implemented in other countries in transition to a market economy. Cooperation with the town of Kolin and institutions has been based on mutual trust. At the end of 1994, coalition parties forming the City Council decided to design an action programme for municipal environmental problems. This decision was based on political parties' election programmes, which included a sound and favourable environment as one of the top priorities. The subject was discussed and approved by the advisory body of the municipality, the Committee for Environmental Protection, and eventually by the City Council, which allocated US\$5000 from the municipal budget for the project development [www.leap.com, (2007)].

3.6.1.2 Project phases

The Kolin Local and Regional Environmental Action Plans (LEAP) were developed in five phases; begun in 1995 after a certain period of preparatory work and negotiations with town authorities. The project's outcome was submitted to the council by the end of 1996. A system of cooperation between the town's government and its citizens was tested and necessary changes made during 1997. Implementation of action plans for some priorities was executed for the period 1997-1998.

In the first phase of the project, human activities affecting particular environmental sectors in the municipality were identified by means of a sociological-environmental survey. The Institute for Environmental Policy (IEP) prepared questions on municipal problems related to various spheres of life, although they were not limited to the environment. In the second phase, all analyses for establishing priorities focused on the direct impact of the environment on human health. Ranking of environmental problems was established. This was according to the relationship between probable and proved occurrence of diseases, and particular factors related to environmental pollution.

3.6.1.3 Creation of action plan

Selected strategies for addressing the waste problem were outlined in a comprehensive action plan which focused on management of household and industrial waste. This action plan was considered a pilot study since it had become obvious that neither municipalities, nor their specialised organisations, have reliable information on energy - material flows had been distorted and had not indicated real costs. This action plan was presented and discussed by local government bodies, and the Environmental Committee, to be approved by the Municipal Council and the Assembly. This two-round approval procedure was necessary for the adoption of the plan by local government.

3.6.1.4 Achievements

Many institutions joined the project to provide environmental information and expertise. Enterprises already privatized willingly made available information (there was a substantial difference between private and state-owned companies). Most citizens accepted the LEAP project in a very positive way as an opportunity for participating directly in municipal decision-making. The environmental-sociological survey raised citizens' interest in the project and the environment in general. Establishment of new environmental sub-committees dealing with concrete, environmental issues identified during the LEAP development increased substantially the participation of the public and its on-going cooperation with local governments. The sub-committees were assigned important initiative and control powers [www.leap.com, (2007)].

3.6.1.5 Weaknesses and obstacles

The environmental action plan for Kolin was developed without any relation to the State Environmental Policy document approved by the national government of the Czech Republic in August 1995. It was a very vague paper and did not provide guidelines for environmental management at a regional or local level. Central authorities had not been involved in the project. Absence of recent environmental data, low informative value and reliability of data publicized before 1989 were serious problems. These were partly overcome by the willingness of different industrial companies and enterprises – polluters – to provide information on their own pollution of the environment. The non existence of higher, self-governing bodies prevented the whole project from being placed within a broader, regional setting; the creation of middle-tier government was still being discussed. Despite improvement, municipalities still had problems managing environmental issues (e.g., air pollution from large sources) as well as raising money [www.leap.com, (2007)].

This research embraces the participatory technique adopted in the Kolin LEAP project. Featuring prominently as best practice in the project which is worthy of emulation was the establishment of new environmental sub-committees dealing with concrete, environmental issues during the LEAP. As a lesson drawn from the Kolin LEAP project, all future local development initiatives including the study area ought to be done with adherence to the national policies and frameworks, for success.

3.6.2 Mogotes municipal constituent assembly

Serna (2002) commented that Colombia has experienced protracted violent conflict for much of its history and there have been efforts to address it for almost as long. The two main leftist guerrilla groups, the Fuerzas Armadas Revolucionarios de Colombia (FARC) and the Ejercito de Liberacion Nacional (ELN), as well as a growing number of right-wing paramilitary formations have attempted to consolidate their power throughout the country. Violence had been particularly widespread in rural areas, where armed groups routinely intimidated and targeted local communities as they sought to expand their control. Despite the climate of fear generated by the heavy ELN presence around the town, the citizens of Mogotes mobilized in

protest (www.c-r.org/our-work/accord/public-participation/mogotes-constituent-assembly.php, (2008)].

This study considers the extreme levels of violence displayed in Mogotes of Columbia as relatively different from the socio-political landscape in the study area. However, the increased reporting requirements, which new Municipal Constituent Assembly of Mogotes (AMC) adopted to strengthen its managerial accountability deserve consideration in this developmental study of Ulundi. Traditionally known to be dominated by one political party, Ulundi would draw workable lessons from Mogotes' model of change to the culture of local politics and political tolerance especially in accepting other political representation in the study area without violence.

3.6.2.1 Developing the municipal constituent assembly

The citizens began to organize themselves to reflect on the new situation. Earlier in 1997, as a result of a 'pastoral plan' developed by the diocese, new ecclesiastical groups had been created. The new Municipal Constituent Assembly of Mogotes (AMC) was inaugurated on 6 April 1998. The AMC was mandated to monitor the implementation of the municipal development plan and to supervise the functions of municipal management. Decisions in the AMC were made by consensus, although when this was not possible a system of majority voting was used. The AMC was guided by an 'operational committee' comprising 13 delegate representatives of different social groupings including the Church, the business sector, teachers, health service personnel and representatives of the rural areas. Its role was to oversee and evaluate the work of the AMC and to ensure the functioning of the local assemblies (Serna, 2002). The AMC leaders had also sought to strengthen their position by enlisting support at regional, national and international levels. They promoted their process extensively in the surrounding region, encouraging support and solidarity from provincial and departmental level 'peace working groups' in the area (Serna, 2002).

3.6.2.2 Successes of the new administration

One of the first successes of the new Municipal Constituent Assembly was to secure the release of the kidnapped mayor from the ELN. The AMC then developed a new political and ethical code of conduct for future mayors and asked the national government to organize fresh

elections. They replaced the title of 'mayor' with 'manager' to indicate that the purpose of the role was to ensure the implementation of the people's wishes. The Municipal Constituent Assembly had also begun to change the culture of local politics. The AMC had strengthened accountability through changes to local electoral law and increased reporting requirements. It introduced new regulations obliging the manager to present his or her work for evaluation by the Assembly every twelve months (Serna, 2002).

The AMC had also made significant progress in implementing the integral development plan at the heart of its project of liberation. The process of recovering popular sovereignty in Mogotes had served as a catalyst for community reconciliation in a previously polarized and violent society. Perhaps most significantly, the experience of Mogotes had provided inspiration to other communities around the country. Often called the 'laboratory of peace', Mogotes was awarded the first National Peace Prize in Colombia in 1999. The municipality was now one of hundreds of zones of peace throughout the country and the inspiration behind the development of Municipal Constituent Assemblies elsewhere in the departments of Antioquia, Santander, Tolima and Huila (Serna, 2002).

3.6.2.3 Challenges and problems of popular sovereignty

Considerable challenges remained ahead of the town of Mogotes. Development potential was circumscribed by the inability of the state to invest sufficiently in the social capital of the community. The prevalence of violence, combined and entwined with recent escalations in the armed conflict, had an impact on attitudes at the community level and required constant attention. Similarly, the traditional political culture of patronage and corruption was deep-rooted.

All these challenges required the creation and implementation of ongoing, long-term strategies for peace, development and community reconciliation. While meaningful progress towards peace continues to elude Colombia at a national level, local populations in Mogotes and elsewhere are exercising their popular sovereignty and building their own peace (Serna, 2002).

3.6.3 Local Government and municipal reform in Lebanon

The issue of reforming and reviving Lebanon's local government network is of central importance to reforming and reviving the Lebanese political and administrative system as a whole. This is because the number of municipalities is relatively high (over 600). Moreover, the political, administrative, fiscal, social, and economic issues interwoven in the municipal issue are so complex in Lebanon. A serious and thorough study of the problems and challenges facing local government in Lebanon is a critical first step in developing a rational policy toward this complex issue (LCPS, 1998).

To address this issue, the Lebanese Centre Policy Studies (LCPS, 1998) undertook and has concluded a study on the situation of municipalities. The study aimed to identify problems, devise solutions and suggest reforms. The researchers chose and managed their own field research assistants, conducted surveys of dozens of municipalities in the various regions, collected data and a literature review of books, journals and newspapers, and conducted interviews with officials of ministries, heads of municipalities, and municipal government experts.

Throughout the implementation of the research project, and after months of research, the five researchers presented their work in a one-day conference on municipal government held in the month of October, 1994. The conference was attended by public administration experts, representatives from the Ministry of Municipal and Village Affairs, as well as parliamentary deputies, journalists and academics. The conference brought to the forefront the problems facing municipal government in Lebanon. Many municipalities in Lebanon have become dysfunctional and many are ineffective and suffer from serious financing, staffing, and administrative problems. During the conference, the participants suggested ways of improving the municipalities' situation by suggesting the holding of municipal elections, and the provision to municipalities the needed authority to make their own autonomous decisions (LCPS, 1998).

On the basis of the Lebanon experience, this study does accept the presence of religious civil war in Lebanon, which does not prevail in the study area. However, this thesis seeks to emulate the best practices the Lebanese instituted such as research development and conferences of municipal problems to improve the dysfunctional and ineffective financial management, staffing and administration challenges facing their municipalities.

3.7 A SOUTH AFRICAN PERSPECTIVE

This section of the survey presents an overview of a South African perspective of municipal successes and challenges. The Tshwane Metropolitan Municipality has been selected in this study on the grounds that Pretoria (South Africa's administrative capital) is situated within a Metropolitan Area. Also to be accommodated in this section is the Durban Metropolitan Area (DMA). The inclusion of the DMA in this section gives a provincial insight as the study area (Ulundi) and the former are situated in KwaZulu-Natal Province.

In undertaking a survey on the situational and spatial analysis of spatial development in Ulundi, it is appropriate to have an overview of the best practices of development in other South African municipal areas, such as Tshwane and Durban metropolitan areas. It is expected that this approach would bring to bear a national and a provincial insight to this developmental study of Ulundi.

3.7.1 Key problems in the Tshwane Metropolitan Municipality

Using Tshwane Metropolitan Municipality as a case study, this section of the work describes problems and successes of the above-mentioned municipality. This is meant to highlight the major or common problems which the Tshwane interviewees identified, for which reforms of varying proportions are required (Potgieter, 2001).

The City of Tshwane is often referred to as a divided city, particularly referring to the stark contrasts in development. There are many areas that are still underserved such as Mamelodi, Atteridgeville, GaRanKuwa, Winterveldt and Temba. This problem is further exacerbated by the growing informal settlements (Potgieter, 2001). This is a challenge that

many municipalities across South Africa face. The Durban Metropolitan Municipal area is no exception to this trend.

Financial resources are not always adequate to meet service delivery needs. It is therefore imperative to ensure prioritization of services and the introduction of mechanisms and systems to allocate funds appropriately. The widespread non-payment for services exacerbates the financial situation. The Municipality also pays approximately R1.2 billion in loans that were arranged at an exorbitant interest rate (Potgieter, 2001). The Social Development Division in the Tshwane Metropolitan Municipality makes use of various partnerships with the private sector to address this issue of limited resources, for example, the partnerships with the Ford Motor Company and BMW Motor Company for their Aids awareness and care projects. The Tshwane Social Development Division also has partnerships with the National Health Department and the National Department of Arts and Culture from whom they get subsidies (Potgieter, 2001).

This study acknowledges the importance of the successful partnerships that the Tshwane Metropolitan Municipality enjoys with relevant stakeholders and seeks to draw from their best practices for improved development of Ulundi. The research further considers the involvement of the private sector of Tshwane as worth emulating in the growth and development of Ulundi [www.uovs.ac.za/faculties/content.php?id, (2008)].

The one recurring problem cited by the senior personnel at the Tshwane Metropolitan Municipality has been the 'red tape' and 'bureaucracy'. It is established that it takes approximately two months to obtain approval/resolution from the Municipality on any given issue. Research conducted by the KPMG on the electricity division of the Tshwane Metropolitan Municipality revealed that a procurement committee must approve any expenditure exceeding R120 000 (Potgieter, 2001).

Alternative service delivery options in operation in Tshwane Metropolitan Municipality involve issues like partnerships, corporatisation and technological developments. All departments widely use partnerships, but differences occur in terms of use, types of partnerships used and the reasons for using the partnerships. Public-public partnerships also

exist with various departments namely National Department of Health, and the National Department of Arts and Culture. The Tshwane Metropolitan Municipality's Social Development Division uses public-private partnerships mainly as means of acquiring funds from the private sector for their various projects such as Aids awareness and care services.

Since its inception, no functions have been given corporate status, however, there are a number of functional departments that could be considered for corporatization such as the fresh produce market, electricity department, roads department and transport services. It promotes greater efficiency, avoids bureaucracy and allows the corporate unit to operate on commercial principles (Potgieter, 2001). The technological developments particularly in the information communication and technology (ICT) sector and the growth of the internet are altering the way people live, interact and do business and consequently the government – to – citizen relationship is not immune in this technology intensive era. These amongst others are some factors driving the change in the public sector, which also apply to municipalities.

This study again recognises the developmental significance of effective information communication and technology (ICT) usage and seeks to make positive inferences from the Tshwane Metropolitan scenario for purposes of establishing comparative stance with the local economic development in the Ulundi area.

3.7.2 Cultural and economic impact in the Durban Metropolitan Area (DMA)

This section of the dissertation presents salient successes and challenges taking place in the DMA in terms of cultural resources. DMA is fortunate to have a very rich cultural heritage. Many significant sites have, however, been lost as a result of enforced resettlement, racial violence and urban development. Many significant sites are protected but these are not fully representative of the cultural heritage of all Durban's racial groups. Legislation (National Heritage Resource Act) currently provides for the protection of significant sites. The local government also offers a range of incentives. There are a range of initiatives currently being undertaken to preserve and provide better access to the DMA's cultural heritage [www.durban.gov.za, (2007)].

The historical relocation of residents, racial violence, urban development and air pollution are resulting in the progressive loss of the DMA's cultural heritage. Durban's three cultural groups – Africans, Europeans and Indians have generated a rich cultural heritage for the Metropolitan area. Many sites are formally recognized and protected, however these are not fully representative of all cultural groups in the DMA. Many important sites are still being lost through neglect. The loss of the DMA's cultural resources is impacting on the social cohesiveness of the city and the quality of life of people living here. It is also resulting in the loss of economic opportunities available through the growing international market in cultural tourism [www.durban.gov.za, (2007)].

Legislation currently makes provision for the protection of significant sites. In addition, local government in the DMA provides a range of incentives for the preservation of buildings. Other initiatives currently being undertaken include the compilation of a Heritage Atlas, the development of a Bluff Headland Heritage Park and the Inanda and Cato Manor Tourism Development Plans [www.ceroi.net/reports/durban, (2007)].

Unlike the Ulundi Local Municipality, the DMA has a large and diversified economy with strong manufacturing, tourism, transportation, finance and government sectors. It also has a dynamic and growing small and micro-business sector. There has, however been little growth in the jobs provided by the formal sector over the past 20 years. As a result, the DMA experiences unemployment and unequal access to economic opportunities throughout the Metropolitan area.

In the past, industrial growth occurred with few environmental controls, creating a legacy of degraded living environments particularly in the industrial heartland of the Durban South Basin. Economic activity has had significant negative impacts on the DMA's natural environment resulting in air, soil and water pollution, high noise levels and loss of biodiversity and cultural resources (www.durban.gov.za, 2007).

This research on Ulundi recognises the significance of the range of initiatives undertaken to the preservation and provision of DMA's cultural heritage. With tourism as one of the pillars of development in Ulundi, these initiatives on cultural tourism in the DMA would provide a readily available repository of support to the market potential of cultural tourism of Ulundi.

3.8 CONCLUSION

The chapter establishes the dynamics of development. The policies and planning frameworks from the international and national perspectives are also looked at. Particularly noteworthy of issues deliberated in this section are the approach, roles and responsibilities of the United Nations Capital Development Fund (UNCDF) towards local development. The UNCDF supports local development programmes; distils and disseminates policy lessons in local development and decentralization policy from its LDPs thereby promoting cross-country learning and exchange.

Local Economic Development (LED), as a strategic tool to pursue the rural development and urban renewal agenda of South Africa to counter the legacy of uneven development in the country is looked at in great detail. This is considered within the framework of integrated development plan, which serves as the basis on which planning, guidance, development, resource allocation as well as budgeting is done in all municipalities in South Africa. Also dealt with in this section are the modalities involved in the IDP process, the institutional arrangement and capabilities. Institutionalising public participation in order to create structures and design policies and programme to serve the developmental interests of the people is reviewed. The last but the least, the four stages in the IDP implementation cycle are described. Finally, the benefits of IDP are presented.

This study recognises the importance of IDP in clarifying the situational and spatial analysis of the Ulundi municipal development initiative. The IDP implementation cycle is significant for the planning and development of both urban and rural environments, and more specifically for Ulundi as the latter is fundamentally located in a rural environment.

The chapter further presents an overview of the models of development. The models are macro in nature, however, they have indirect influence on the micro-economic variables at local economic development landscapes. An understanding of theories and models of development is important for this study on the situational and local economic development in Ulundi. When the models of development are applied to this study, an insight into the

potential causes of developmental growth, leakages and barriers as well as relevant development stakeholders will be better established.

The chapter has also reviewed that politics has a tremendous effect on development. Other factors like culture, tradition, economic and psychological environments are also considered in this chapter. The economic and political relationships that underpin the dynamics between urban and rural areas are also explained.

Finally, this chapter presents case studies of municipal successes and challenges both inside and outside South Africa. From these case studies, South African municipalities may draw more lessons about the benefits of involving all relevant stakeholders to tap into their core competencies, information and expertise, especially the sector departments, NGOs, the private sector, civic society and other community based organisations. This paves way for a holistic integrated and comprehensive approach to development of which the development of Ulundi is no exception.

CHAPTER FOUR

METHODOLOGY

4.1 INTRODUCTION

This thesis is composed of data from both primary and secondary sources. Data were derived from interviews with political and community leaders such as the Zululand District Municipal mayor, the Ulundi Local Municipal mayor, councillors and traditional leaders. Data on the landscape and cultural attributes as various land use features from role players like managers of these resources, as well as stakeholders and residents in the Ulundi Local Municipality were obtained or collected. The leaders of the surrounding tribal communities were also interviewed to establish their understanding on the socio-economic viability of the landscape and cultural attributes. Questions were asked so as to ascertain an understanding of how the landscape and cultural attributes are harnessed to empower local people to uplift their socio-economic status so as to alleviate poverty.

The study is based on research carried out through primary data collection from the Development Planning Section of the Ulundi Local Municipality, Zululand District Municipality, Development Planning Unit of the Department of Local Government (KZN), as well as political and traditional leadership of the municipality. In addition, a randomly-selected household sample was extracted from the study area. The details of the data collection procedures are described in greater detail later in this chapter. Information on the literature, background survey and development-related issues were obtained from secondary sources. The Integrated Development Plan [IDP] documents on the Ulundi Local Municipality, the Zululand District Municipality, and the National and Provincial Departments of Local Government guidelines were other significant secondary sources of data in this study. This section of the thesis concentrates on how data sampling and collection processes were undertaken, the sampling technique adopted, data base creation, data analysis and concludes with an overview of constraints identified in the research.

4.2 RESEARCH DESIGN

This section provides further details on the sampling technique adopted in the survey. It also presents the data collection method used. Moreover, the section describes the instrumentation and data types involving spatial and attribute data.

4.2.1 Sampling

A cluster sampling technique was used to collect data. This method sets up homogeneous groups and then selects within these groups in the proportions in which these groups are represented within the sample (Baker 1988). The urban part of the municipality was classified into A, B south, B north, C and D sections and had 760, 1019, 1162, 1374 and 1974 households respectively (Figure 4.1). Using this classification as the sampling frame of the study, 2% of each section was proportionally sampled bearing in mind the divergent socio-economic background of the residents in each section. This method offered a sample size of 276 households, representing 2% of the total number of households in urban Ulundi.

A sample size of ten out of 100 homesteads in the Mbhoshongweni rural area were chosen in this research. About 25 out of 250 households in Mkhazane rural area were also included as part of the rural sample. Mtikini, Mabedlane and Mbangayiya rural areas had household sizes of 42, 63 and 77 respectively. The research design of this study incorporated 10% of each of the rural areas mentioned. The pilot survey suggests that over fifty percent of the household heads in the five spatial units are from the surrounding rural areas of Ulundi. The traditional leadership which oversees the activities of the rural areas was interviewed using open-ended questions about the socio-economic conditions and development in these areas. The ward councillor responsible for the rural areas was interviewed on the sustainability of community development projects and job creation using the landscape and cultural attributes. The current census and other secondary sources of information provided the basis for the digital spatial data. This served as the spatial basis for evaluating the effectiveness and efficiency of landscape and cultural attributes uses in the local economic development of the Ulundi Local Municipal.

FIGURE 4.1: THE FIVE SPATIAL UNITS IN THE ULUNDI LOCAL MUNICIPALITY

Amongst the sample were nominated members of the Executive Committee of the municipality, nominated Councillors, traditional leaders in charge of the surrounding rural area, ward committee chairperson as well as one member of the ward committee; managers of departments and nominated officials from various sector departments. In addition, samples nominated were representatives from recognised stakeholder groups like NGOs, organised business, Tourism Committee Association (CTA) of Ulundi, SMMEs, agriculture and implementing agents (parastatals and NGOs); representatives from other groups (identified from broad public participation); nominated community representatives, resource persons and other interested and affected parties identified from the broad public participation process. These sampling categories played a vital role in the gathering of data relating to the understanding on the local socio-economic and physical attributes of the landscape, land use and cultural phenomena occurring in the study area.

4.2.2 Instrumentation and Background

This section explains the questionnaire used as an instrument to gather data in the course of the survey. The first section of the questionnaire gathered information about the general background of household heads and their understanding of landscape and cultural attributes in Ulundi. Issues of local socio-economic importance were deliberated and among them were food security, women empowerment and rural development. The questionnaire further interrogated the state of environmental management strategies and their productivity and sustainability in the local economic development projects.

Finally, the research instrument assessed the strength and effectiveness of the municipal institutional structures. Twenty five respondents comprising the Ulundi municipal management and municipal workers were asked to indicate their perceptions of how the performance management system operates in the municipal offices. The study evaluated the efficiency of the municipal human resource, financial and infrastructural staff capabilities. Questions on performance management systems in the local municipality were also administered to the purposively sampled twenty five municipal workers and managers. These respondents were asked to reveal the efficiency and effectiveness of the performance management system in the study area.

The research tool established the background of household heads (hh) in terms of their basic demographics namely, gender, level of education, occupation, number of children and dependents as well as the nature of headship of households.

The research instrument sought to question the importance of the landscape and cultural attributes as land use to the socio-economic upliftment of the study area. In the process, an attempt was made to gauge the level of awareness of the community of the landscape, historical, cultural and art and craft centres.

The data on average income of household heads, occupation types and employment status were collected using the questionnaire. The state of the economic climate of Ulundi was reviewed. The questionnaire further enquired how the economy of Ulundi had been doing and the possible underlying causes. Furthermore, interviewees were asked about the poverty alleviation programmes functioning in the study area. Moreover, respondents were interrogated on their knowledge of women empowerment activities and local economic development projects that were in operation in the study area. Again, respondents were to suggest strategies to improve and diversify the economic outlook of Ulundi.

Household heads were asked whether they had knowledge of existing facilities used to educate the local population on the environment. Household heads were interviewed about their knowledge on community development projects that sought to promote productive and sustainable development principles for improved local economic development. The research instrument again tended to establish insight into community development projects from these sustainable development perspectives. In a bid to propose alternative strategies to improve the local economy of Ulundi, household heads were to suggest potential projects that were complementary or better alternatives to the existing ones.

As part of the research instrument, the financial and human resources as well as requisite capacity of the Ulundi Local Municipality were assessed. The research instrument also examined the adequacy of existing infrastructural facilities and the proficiency level of information technology of the municipality. The study sought to establish if performance

targets were in place in the Municipality to manage and monitor productivity and service delivery in the performance management system (PMS) in the Ulundi Local Municipality.

4.2.3 Data collection

A combination of observation and interviewing techniques were used for the data collection exercise during the study. The researcher observed the landscape and cultural attributes as land use and their frequency of use, public interest and possible economic, social and environmental effects. These data were buttressed by the administration of interviews to ascertain the level of public awareness of the landscape and cultural attributes and their prospective developmental effects as well as other suitable and recommendable options/alternatives. Questions on managing to ameliorate the employment gap in Ulundi were posed, following the relocation of the legislative capital to Pietermaritzburg. Employment alternatives were examined, but few of them seemed likely to succeed. Questions around how this move impacted individuals and the general socio-economic fibre of the Municipality were explored in interviewing and observation. Finally, the level of effectiveness and efficiency in the use of landscape and cultural attributes in Ulundi as tools for development was explored (Refer to Appendix A- Questionnaire).

The data were collected throughout the months of September 2005 through to February 2007 using the various techniques mentioned above. The data were then transferred to a computer-based data collection sheet and then coded through a coding scheme following a verification exercise. In order to provide objective data, a matrix of answers to closed-ended questions was used. An in-depth viewpoint from interviewees was sought on broad issues in an open-ended manner. The open-ended responses were also transferred to a data matrix sheet, where varied responses were initially grouped into similar response clusters, which were later designated to represent an emerging viewpoint or response of the subjects. Open-ended questions were posed on the subject of environmental management and sustainable development concerns as exemplified in the questionnaire in Appendix A. For instance, household heads (hh) were asked about their knowledge on the importance of landscape and cultural attributes in the study area. Furthermore, this style of questioning was used to establish the socio-economic and environmental relevance of these landscapes, land uses and

cultural attributes in the study area. Besides the views of the (hh) on this subject, the study also gathered data on the landscape and cultural attributes from individuals, relevant government institutions, representatives of civic organisations as well as other meaningful secondary sources that offer insight into the investigation in the study area.

Ward councillors and Ngo representatives were to respond to open-ended questions to help identify the depth of issues regarding local economic development and sustainable projects that seek to create jobs and advance pro-poor and pro-growth agendas.

4.2.4 Data base creation

Data base creation and management are in the domain of Geographic Information Systems (GIS). This study does not intend to create thematic maps, yet GIS can adequately answer the two questions, 'what' and 'where'? More importantly, GIS answers the question: What is where? The 'what' relates to the features, their size, geographical properties and their spatial attributes. This means that GIS must have at least two data models, and that the two must have a bridge or link between them to tie the attributes and the geography together. The data base creation therefore involved two stages, being the input of the spatial data and then the attribute data (Twumasi, 1999). The data base creation and management in this research therefore involved the application of geographical knowledge, skills and values needed to bridge the attribute data (what) and spatial data (where) to elucidate the spatial differences on socio-economic and environmental fronts in the five spatial units of the study area. The five sampled rural areas of Mbhoshongweni, Mtikini, Mbangayiya, Mabedlane and Mkhazane (Refer to Figure 1.2) of the Ulundi Local Municipality were investigated through their respective ward councillors and appointed traditional leadership.

4.2.4.1 Spatial data

The five established sections, being A, B north, B south, C and D of the study area formed the spatial units by which the data were aggregated (Refer to Figure 4.1 on page 92). The exclusion of the rural areas from the five spatial units was due to the fact that, the pilot survey suggested that over fifty percent of the household heads in the five spatial units were from these surrounding rural areas. The traditional leadership which oversees the day-to-day

affairs and activities of these five rural areas was interviewed using open-ended questions about the socio-economic conditions and development in these areas. Also interviewed were the ward councillors responsible for these rural areas on the sustainability of community development projects and job creation using the landscape and cultural attributes. The digital spatial data were then obtained from the current census as well as other secondary sources of information. This served as the spatial basis for evaluating the level of effectiveness and efficiency in landscape and cultural attributes on the local economic development of the Ulundi Local Municipality.

4.2.4.2 Attribute data

The attributes of spatial objects allowed for spatial analysis by defining the different characteristics of objects. Data on variables such as:

- Awareness level of existing tourism products e.g., game reserves
- Monthly income of household heads

were used to create pie-charts and or bar graphs in order to compare and differentiate the responses of household heads between the five spatial units of the study area.

4.3 ANALYSIS OF DATA

Analysis in research means the breakdown, categorisation, ordering and summarising of data so as to get answers to research questions. The purpose of analysis is to reduce data into intelligible and interpretable form, which can be achieved through the process of description, explanation and prediction, and these vary with the statistical measures used (Magi, 2005). In this study, statistical analyses of frequencies, cross tabulations and of association between attributes were used to complement the qualitative discussion.

4.3.1 Frequency

Simple counts of various attributes were determined both in actual figures and percentages. For example, various tables and figures were created to describe the frequencies of chosen variables among the various household heads. For instance, simple statistical frequencies were constructed to determine the importance and impacts of the landscape and cultural

attributes in the development of Ulundi. In doing so, the level of knowledge of household heads (hh) about the landscape and cultural features was also determined. This was supplemented by other statistical approaches such as cross tabulation and analysis of association.

4.3.2 Cross tabulation

The data base was set initially using Microsoft Excel (Windows Xp). The data were then exported into the Statistical Package for the Social Sciences (SPSS) programme. This software enables the determination of statistical cross tabulation as well as analysis of association. The key attributes in the data base were cross-tabulated to determine if any relationship existed between them. For instance, the relationship between gender and the level of education of household heads, their occupation and number of children were analysed. This statistical exercise is deemed important for the study, since it gives insight into the degree to which the variables are related both in strength and direction. Most of the variables that were cross-tabulated in this research were demographic in orientation and objective data on landscape and cultural attributes were obtained at focused interviews with open-ended questions. Establishing an objective perspective of the landscape and cultural attributes as land use was crucial in this research in order to buttress the views of household heads. In order to advance this objective, documented pieces of information were obtained from resourced individuals, relevant government institutions, representatives of civic organisations as well as other developmental stakeholders.

4.3.3 Analysis of relationships or association

The Pearson's chi-square measure is used to test the level of dependence between variables. It is a most widely used measure of association (Ott, 1974). It is applied to situations in which either a single sample of items are categorised in two or more different ways or, equivalently, where two or more samples are classified according to the same attribute. In the course of working out the relational analyses, the degree of association between variables was computed.

- The relationship between occupation and education level of household heads.

- The relationship between the level of education and the number of children per household head.
- The relationship between the level of education and gender of the household heads.
- The relationship between the number of children and the type of occupation of household heads.
- The relationship between knowledge of the physical landscape and cultural attributes and their developmental potentials in the study area.

This test rejects the null hypothesis of no association between variables if the significance level of the chi-square test is less than 0.05 and accepts if it is more than 0.05 (Ott, 1974). Such an assessment is often essential before any consideration can be given to what is causing differences between chosen variables like gender, level of education, occupation types and the number of children per household head.

4.4 METHODOLOGICAL CHALLENGES

It is almost unusual to apply a research method of analysis in a research inquiry without encountering some challenges in the collection and analysis of data. The following main constraints were encountered during the processes of data collection, and data base creation.

4.4.1 Suspicion of the politically active

The project was received by some of the local politicians with mixed feelings. They felt that it was a means of exposing the shortcomings of the municipality under their jurisdiction. Some of the decision makers did not complete the questionnaires handed to them.

4.4.2 The absence of the household heads

About 5% of the sampled household heads could not be accessed as scheduled for interviews. In order to cater for that, special appointments after hours were organised. This affected and created a certain level of inconvenience to some of them.

4.4.3 Interpretation (Understanding) of questionnaire

Some household heads could not read and write and therefore needed the services of an interpreter. The interviewing process became more tedious and time-consuming when an interpreter was utilised.

4.4.4 Difficulty in accessing objective landscape data

There was difficulty in accessing objectively some of the spatial landscape and natural resource data. Obtaining an objective perspective of the landscape and cultural attributes is important since it would complement the insights of household heads (hh) to present a holistic spatial picture of the local economic developmental relevance of landscape and cultural attributes.

4.5 CONCLUSION

This section of the thesis has described the research analytical techniques used in this investigation. The research design outlined in this chapter included the sampling technique, data collection and data analysis techniques were discussed. The research design served as a tool for data analysis and interpretation. The study derived its data from both primary and secondary sources. It was based on a research carried out through data collection from the Development Planning Section of the Ulundi Local Municipality, Zululand District Municipality, Development Planning Unit of the Department of Local Government (KZN), the political leadership of the municipality, traditional leaders especially in the surrounding rural areas and randomly selected 276 households in the area.

The five established section (i.e., A, B north, B south, C and D) of the study area formed the spatial units by which the data collected were aggregated. The analysis of the data was achieved in two ways: firstly, simple frequencies and cross tabulations between certain variables were developed; and moreover, statistical analysis of relationship/association was undertaken to determine whether there was any association or relationship between the selected variables in the data base. The strength and direction of association, between the

identifiable variables were also determined. In spite of the study's methodological challenges, especially the suspicion of some political leaders, absence of certain household heads and the need for interpretation in some cases during the interview, the analytical techniques and statistical tools such as frequencies, cross tabulations and analysis of associations between attributes were adequately administered. This allowed the hypothesis to be tested in order to establish the extent to which the landscape, land use and cultural attributes were effectively and efficiently used in the development and growth of Ulundi.

CHAPTER FIVE

THE SETTING OF THE STUDY AREA

5.1 INTRODUCTION

Development in most countries has been associated with a 'high quality of life' which, in turn, is characterised by sophisticated infrastructure and widespread provision of services. South Africa is faced with a dilemma of having both 'First World' and 'Third World' characteristics. KwaZulu-Natal is among the poorest provinces with most of its population living in situations associated with 'Third World' conditions. Through the Reconstruction and Development Programme (RDP) [ANC, 1994], the country made it its mission to ensure that people are provided with basic necessities to generally improve their living conditions. The Province of KwaZulu-Natal has also developed a 'growth and development strategy' (KZN Cabinet 1996) and one of the basic principles of the strategy is to ensure that it 'redresses the social inequalities which are wide spread in the province. It should meet the basic needs, identify and support poor, vulnerable and marginal areas and communities and create jobs. A balance of demand-driven and supply-driven approaches will be required to meet these needs' (KwaZulu-Natal Cabinet, 1996:4).

The spatial distribution of economic activity in KwaZulu-Natal is uneven, and the composition of economic activity also varies considerably across the Province. Economic activity in KwaZulu-Natal is geographically concentrated in the urban district municipality of eThekweni which generates almost two-thirds (61.2%) of the GDP in the Province. The other areas of concentrated economic activity in the Province include the port city of Richards Bay and its immediate surrounds, Pietermaritzburg and the cities of Ladysmith and Newcastle near the border of the Province with the Free State and Mpumalanga. The increasing concentration of economic activity in urban centres, and especially in coastal centres, is a worldwide phenomenon. It is also widely recognised that major gains in productivity are realised from the increasing concentration of economic activity in major centres. Given the

importance of agglomerations, transport costs and market access, coastal cities in South Africa could be expected to grow much faster than inland locations. This would suggest that economic activity in KwaZulu-Natal will become even more spatially concentrated around the coastal centres of Durban and Richards Bay, which currently generate 70% of the provincial GDP (KwaZulu-Natal Economic Review, 2005).

This study therefore attempts to analyse the impact that the situational and land use analysis of Ulundi has on its local economic development. Given the sluggish growth prospects in the study area, this research attempts to explore processes and strategies that have possibilities of factoring in various developmental initiatives and approaches based on landscape and cultural attributes that could improve the quality of life in the area.

It is important to note that the population of the KwaZulu-Natal (KZN) Province remains extremely dispersed. In 2001, when the most recent census was conducted, 48% of the population of KwaZulu-Natal was living in local municipalities which contribute less than 1.5% to total provincial GDP. The recognition that the population of KwaZulu-Natal remains highly dispersed lends support to local economic development policies that aim to stimulate and develop the smaller centres of economic activity like Ulundi in poorer municipal districts. The Zululand District Municipality (DC26) area is located in the north eastern KwaZulu-Natal (Figure.1.1) and is approximately 15 528 km² in spatial extent. The Ulundi Local Municipality (KZ266) is located on its southern boundary comprising approximately 25% of the district area. The Zululand District Municipality consists of the following local municipalities: Ulundi, Abaqulusi, Nongoma, Edumbe, and Upongola – (Figure. 1.1). This study of Ulundi is important in the regional context because the outcome of this survey forms a relatively more reliable point of reference especially for Nongoma, Edumbe and Upongola municipalities as they bear similar traits in development.

The Ulundi Local Municipality was constituted from the former entities: Ulundi Transitional Local Council (TLC), Zululand Regional Council, Mahlabathini Advisory Town Committee and Babanango Advisory Town Committee. These entities were constituted in 1995, after the first democratic national elections in 1994 and local government elections in 1995. Prior to the 2000 local government elections, it was decided to reduce the number of local authorities

in South Africa and a new municipal demarcation was undertaken. Currently, the Ulundi Municipality's area of jurisdiction has increased from 40 km² to 4086 km², the largest part of which is rural and underdeveloped.

Given the new mandate to ensure increased responsibilities over many previously disadvantaged rural communities, this study seeks to determine the various landscape and cultural attributes as land use existing in the Ulundi Local Municipality and establish their developmental relevance to the community. The setting of the study in this chapter focuses on the structure of the Zululand space economy, its economic development, physical infrastructure and social services. This chapter further discusses the existing resources in the Zululand District Municipality, its spatial development framework (SDF), poverty relief infrastructure programmes, agricultural development and tourism development programmes and other initiatives.

5.2 THE STRUCTURE OF THE ZULULAND SPACE ECONOMY

Understanding the functioning of an economy depends on the nature of settlement distribution and pattern of spatial features, their strengths and weaknesses as well as available infrastructure facilities connecting the settlement to its major economic centres and nodes. The Zululand space economy may be analysed in terms of four dimensions (IDP-Zululand District Municipality, 2006):

- The settlement and land use pattern;
- Areas of strengths and weaknesses (relative welfare, need or opportunity);
- The distribution of towns, service centres and other concentrations of economic activity; and
- Transport networks and flows.

The following sections analyse these aspects with emphasis on the trends and processes of spatial change. A concluding section draws the findings together by summarising the main strengths and weaknesses of Zululand's spatial structure. As this study examines the strategies already taken by stakeholders to stimulate local economic development to counter

the current trends of decline and lack of diversity in Ulundi, an understanding of the Zululand space economy in a broader perspective is needed.

5.2.1 Settlement and land use pattern

There are 884 settlements in Zululand, of which 18 have urban characteristics. Six are identified as towns, the five local municipality centres and Emondlo. The settlement pattern reveals that 65% of the district's population live in rural villages, many at some distance from the main road network. Most of the 12% of the population who live in urban areas are located in Ulundi (55439), Vryheid (25109), Emondlo (21550), Paulpietersburg (15639) and Upongola (14861). This settlement pattern has significant implications for development and service delivery throughout the district (IDP-Zululand District Municipality, 2006).

The land use pattern in the Zululand District Municipality determines the degree of opportunities, strengths, weaknesses and threats in its urban and rural areas.

5.2.2 Areas of relative strengths and weaknesses

There are three main types of land use and settlement in Zululand. These are the traditional authority areas, the commercial farms and the towns. The most significant areas of need are the traditional areas, which are characterised by few employment opportunities, inadequate services and poor agricultural potential. There are some exceptions, as well as wide disparities between the service levels and degree of accessibility of different rural settlements in these areas. Amongst such rural areas are Mkhazane and Mabedlane (Figure 1.2). However, the prevailing pattern is one of deprivation, not only within Zululand, but also generally in KwaZulu-Natal.

In contrast, the areas of relative opportunities are, firstly the commercial farms, most of which have well developed infrastructure and farming systems. The difficulties they experience relate more to broader economic factors than spatial factors and linkages in Zululand. Tourism areas are a second category of areas that have development potential. The most significant of these are the Emakhosini Heritage Park (Figure 5. 1), coupled with the cultural

FIGURE 5.1

The cultural attributes, development centres and rivers in the Zululand District Municipality

and historical sites around Ulundi town; and Paris dam – Ithala area, with links to the Maputaland biosphere and Magudu game reserve. The hotspots in the Umfolozi valley and other important tourist areas relate to the battlefields around Vryheid and Babanango, extending beyond the Zululand District; and game reserves such as Thaka Zulu. In this regard this study seeks to investigate regionalism and intermunicipal cooperation as tools to alleviate poverty and empower the marginalised in the study area. Furthermore, the study seeks to advance this concern taking into account the market-driven perspectives of local economic development.

A third category of opportunities is to be found in the towns and settlements, which are located along, or close to the main transport routes, which traverse the district. The most notable are along the R34 from Richards Bay through Vryheid and the R33 to Paulpietersburg; and to a lesser extent along the R66 from the R34 through Ulundi and Nongoma to Upongola; along the R69 from Vryheid to Magudu; and along sections of the N2 in the north of the district. The economic opportunities lie in proximity to passing traffic in the study area.

5.2.3 Towns, service centres and economic nodes

In the context of the South African space economy, the Zululand District's two well established towns, Vryheid and Ulundi, may be regarded as major country-towns, below the level of neighbouring centres like Richards Bay/Empangeni and Newcastle. Vryheid is Zululand's main commercial, industrial and business centre, with a reasonably well-developed physical, social and institutional infrastructure. It is well located at the intersection of the major transport routes that traverse the region. Ulundi has a larger population, but narrower economic base, relying heavily on government services, commerce as shown in Table 1.1. Ulundi is located on a secondary route within the district, but 19 km from the main R34 route (IDP-Zululand District Municipality, 2006).

Against this backdrop, this study explores the untapped potential to advance economically viable projects that adapt to the physical and socio-economic conditions of Ulundi. This

approach seeks to address the lack of diversity of the economy and presents developmental options to grow the economy of Ulundi.

Emondlo is another significant township, located about 7 kilometres from Vryheid. It is primarily a residential area with limited services and facilities, and few employment opportunities. Upongola and Paulpietersburg are small towns, which act as service centres, while Nongoma fulfils the same role, but with far fewer and lower order services. The other urban areas are very small and offer few services or facilities. These may be regarded as urban more by statistical definition than due to their functionality. With the closing of the coal mines in and around Hlobane and Coronation, the only remaining concentration of economic activity is Zululand Anthracite Colliery located some 50 km east of Ulundi (IDP-Zululand District Municipality, 2006).

5.2.4 Transport networks

Zululand District's main internal road network is dominated by three routes which form a triangle linking Vryheid, Ulundi and Upongola – the 'coal line' corridor (R34 and R33), the road from Vryheid through Louwsberg to Magudu (R69), and from Ulundi to Upongola (R66) on the N2 (Figure 5.2). The continuation of these routes connects the Zululand District's main centres to adjacent districts and urban centres. Another significant road is the N2, which flanks the district in the north. This network has two significant weaknesses: that is, 35 km section of the R66 between Nongoma and Upongola is not tarred and a section of the N2 between Upongola and Piet Retief does not have national road status. Located adjacent to Ulundi, Nongoma is a service centre that provides urban functions to the surrounding rural areas. However, its development potential is hindered primarily by its physical landscape, limiting potential expansion of the land use zones of the town. An important link road is the P700, which runs from Ulundi to the Cengeni Gate of Umfolozi Game Reserve. This is a vital link in order to realise the tourism potential of Zululand. Coupled with upgrading of the R66, this would complete the network and provide good access for tourists travelling from Mpumalanga to the KwaZulu-Natal Game Reserves (IDP-Zululand District Municipality, 2006).

FIGURE 5.2: The main transport system in the Zululand District Municipality

Within the Zululand District, a network of roads, which provide access to most of the rural settlements, supplement these roads. The most important railway is known as the 'coal line'. It passes through Zululand carrying coal from the Mpumalanga mines to Richards Bay (Robinson and Associates, 1999). This is a highly specialized line and rail system, which carries 200 trucks, dedicated coal trains (23/day in 1999), which do not stop at stations within Zululand except to change crews. About 70 million tons of coal was transported along this line in 2000. Significantly, these trains return empty, as there is little bulk demand for goods in the KwaZulu-Natal and Mpumalanga hinterlands.

In view of the underutilisation of the returned empty train back to Gauteng through Ulundi, this study attempts to investigate the possibility of transporting locally produced goods that can benefit from the backhaul, the empty returning trains towards the economic hub of South Africa, that is to Gauteng. The approach which this study adopts is structured to facilitate Ulundi's community economic development and retain as well as expand existing businesses.

Although most tourists to the Zululand area currently use Richards Bay airport, the Ulundi airport used to have numerous non-scheduled flights associated with the provincial government, tourism and business. When the P700 road linking Ulundi to Umfolozi Game Reserve would have been tarred, there might be a possibility of direct flights from Johannesburg to Ulundi to cater for tourist traffic. The IDP review document (ZDM) assessed the spare capacity of Ulundi Airport, and identified possibilities for its expansion. Currently, the Zululand District Municipality has been given an operational mandate by the Province to run the Ulundi airport. With the declaration of the Spirit of Emakhosini Opathe as a heritage site, more local and international tourists are likely to use the airport to the places of interest around Ulundi (IDP-Zululand District Municipality, 2006).

5.3 ECONOMIC DEVELOPMENT

Until the early 1990s, Zululand's economic base depended heavily on coal mining, supported by agriculture, transport, trade and government services. Formal economic activity was strongly concentrated in the then Vryheid magisterial district, from which no less than 73% of the gross geographical product [GGP] of Zululand was generated. Administrative and

government services were concentrated in Ulundi and Vryheid. A significant weakness was, and remains, the reliance on the primary sector (44.4% of GGP), and the underdeveloped secondary sector, which contributed only 6.4% of GGP. The informal sector (mainly petty commodity trading) has grown considerably over the last decade, but is constrained by the slump in primary and secondary sectors of the formal economy. Although soils are generally infertile in Zululand (Figure 5.3), the potential for economic growth in Zululand lies in tourism and agriculture (IDP-Zululand District Municipality, 2006). This study seeks to demonstrate the untapped synergy and relationships that exist between tourism and agriculture in the study area.

This research therefore, examines the local economic development strategies implemented in Ulundi to diversify the economy, so as to reduce the over reliance on the government sector by its residents. The study further explores the socio-economic effects of relocation of the legislative capital from Ulundi to Pietermaritzburg and proposes strategic alternatives for the vacuum created.

5.3.1 Tourism Development

The tourism industry is one of the fast growing sectors in the world today. As a service sector, it contributes significantly towards the gross domestic product of countries. South Africa is known to have a tourism industry that is no exception to the aforementioned global growth trend. The Zululand Region of KZN province in South Africa features prominently in tourism since it boasts of physical landscape and cultural attributes that attract tourists, both far and near. Quite a number of the main focal areas for development are identified in the Zululand District Municipality.

5.3.1.1 Emakhosini Ophathe Heritage Park

The development of the Emakhosini Ophathe Heritage Park is a joint venture between Amafa aKwaZulu and KZN Conservation Services (Figure 5.1). It occupies an area of 34000 ha. The project is situated in the Emakhosini valley, the birthplace of the Zulu Kings. The project comprises the introduction of game to the area, the development of rest camps and Nguni cattle-farming project that involves the local community. This project may unlock the tourism

FIGURE 5.3: THE LAND USE IN THE ZULULAND DISTRICT MUNICIPALITY

opportunities for the Zululand Region and has the potential to act as a pro-growth catalyst for local economic development of communities like Ulundi.

5.3.1.2 KwaCeza spring water bottling project

Under the auspices of the Zulu monarch, this project seeks to bottle spring water from caves which were historically used by King Dinuzulu and his soldiers during his battles with the English. Employment in the bottling plant and the tourism venture is limited to the local population of KwaCeza. The locals can render services like tour-guiding, war demonstrations, Zulu dancing, curio selling and water bottling. As a pro-growth local economic development option, this enables the local community to earn a living from the local resources. This will help in reducing migration to urban centres, retain skill where it is most needed and ultimately generate prosperity (Dube *et al.*, 2006). The multiplier economic effects and overall tourism potentials of this venture to the Zululand District Municipality and KwaCeza area may be significant.

5.3.1.3 Upongola Biosphere Reserve

This project is seen as the northern anchor project in the District and involves the whole Upongola Municipality area and a number of local tourism and LED initiatives in the area. The project involves the registration of the Upongola Municipality as a biosphere reserve (Figure 5.1.), which places it on the same footing as the Greater St Lucia Wetland Park [now called Isimangaliso Wetland Park]. The Upongola Municipality has all the required land uses and natural diversity within its boundaries to qualify to be registered as a biosphere reserve. This reserve surrounds the dam of the same name and covers a total surface area of 11693ha. The dam attracts many water-related bird species and a number of game species are brought into the area.

This natural resource will by and large benefit the Zululand District Municipality and communities, as they will have direct access to international funding for the District. In this regard the study seeks to embrace regional-oriented and intermunicipal approaches that ensure effective intermunicipal realignment for mutual and collective benefits of landscape and cultural attributes.

5.3.1.4 Thangami Tourism Development

The Thangami Tourism Development is a tourism initiative that (Figure 5.1.) is situated in central Zululand in an underprivileged area. The idea with this development is to introduce game into the area and establish this area as a private game park. Also found in this environment are hot springs that naturally gush out from underground and it attracts tourists from all walks of life. The Zululand District Municipality sees this development as an ideal opportunity for local economic and tourism development in an area that was historically deprived of development. Tourism KwaZulu-Natal has assisted municipalities with funding for tourism viable ventures. Currently, this appears to be the only source of external funding available for tourism in the District.

5.3.1.5 The Isibaya feasibility study

According to Appavoo and Associates (1998), the Isibaya project is to develop the tourism potential that exists around King Zwelethini's Royal Palace known as Enyokeni, established in the Usuthu area of Nongoma for the benefit of the local people. The area is home to well known cultural festivals that could be opened up to the public, and shows that could draw a significant amount of visitors to the area if they are well marketed. The planned development includes an amphitheatre with ablutions and parking, an interpretive centre, an art and craft centre, a central infrastructure, a conference centre, accommodation and services. The intention is to create a strong Zulu feeling or atmosphere and keep the design as authentic as possible as well as using indigenous plants in the landscaping features.

It is envisaged that the establishment of the proposed improvements will lead to the creation of over 10000 temporary employment days. Furthermore, about 64 additional permanent employment opportunities are envisaged from the proposed improvements. Moreover, the management company will appoint a competent organisation to conduct training. One of the underlying principles for this project is that community members must be employed. It is again foreseen that senior staff employed would initially be brought in from other areas, but that as members from the local community are trained they could replace the people brought in from the outside. The adoption/implementation of a mentorship programme, which is recommended can accelerate the upliftment of the employees from the local community

(Appavoo and Associates, 1998). Although the project has long been planned, its implementation is delayed due to budgetary constraints (Rohrs, Pers. Comm., 17/11/2006)

5.3.2 Agricultural Development

The central Zululand has a limited agricultural potential, with high agricultural potential to the north and north-east of the region. The region is predominantly suited for cattle farming, with a few areas susceptible to sugar cane and wattle farming. Although Zululand District Municipality implements a number of agricultural projects, the projects that will have the most significant spatial impact are those involving the redistribution and restitution projects that are implemented on behalf of the Department of Land Affairs. These projects are transferred with their own budget for infrastructure and development. In most cases, these projects received less support, resulting in non-viable agricultural projects. It is vital that the Zululand District Municipality focuses as much as possible on areas with moderate to high agricultural potential to implement agricultural projects from the Department of Land Affairs. The Spatial Development Framework (SDF) gives an indication of viable land for agricultural development, and set guidelines for the Municipality as to where agricultural development should take place. The main source of funding for agriculture projects in the Zululand District is channelled through the Department of Land Affairs, to implement the restitution and redistribution programme in the area (IDP-Zululand District Municipality 2006).

5.4 PHYSICAL INFRASTRUCTURE

The provision of infrastructural services such as water, sanitation, transport, electricity and telecommunication represents a precondition for improved economic growth, welfare, quality of life and productivity of people (Figure 5.4). By providing well-planned and managed infrastructure, for users by, for example, reducing the time and effort needed to obtain water, or commute to work (Meintjes, 2001). It must be borne in mind that this study emphasises the importance of the integrated development plan of Ulundi in providing development direction for the needed physical infrastructure facilities in the area. The growth and development of Ulundi are dependent on the development of new and the maintenance of existing infrastructure facilities.

FIGURE 5.4

PROVISION OF BOREHOLES & ELECTRICITY IN THE ZULULAND DISTRICT MUNICIPALITY

5.4.1 Water

According to the Reconstruction and Development Programme (RDP) [ANC, 1994] there are supposed to be 25 litres of water per person per day within 200m of a home, set to determine the level of water supply in South Africa. Three levels of water supply have been identified by the Zululand District Municipality in order to provide an overview of the present situation:

- Above RDP standard
- RDP standard (25l/person/day within 200 m of the home)
- Below RDP standard

Water supply remains a serious setback to the improvement of the quality of life of many in the Zululand District, even though there appears to be significant improvement in its provision. According to the RDP standard, approximately 31.4% of the people in Zululand have no access to the requisite standard of water supplies. In the face of this challenge, an interim, rudimentary water supply project is in progress to ensure that every settlement has access to a minimum of 5l/person/day within 800 m of the home. This study acknowledges that in the pursuit of preventing a drain of resources from the local economy, seasonal water shortages in Ulundi are of grave concern to domestic and potential industrial growth in the area. Other alternative sources of water like boreholes which are already in use in the tribal authority areas need further research/study.

5.4.2 Sanitation

The 2001 Census reports that 39% of households in Zululand District Municipality had no sanitation facilities and that 27% used pit and bucket latrines. Approximately, 88% of its urban residents had water borne sanitation, while 67% of rural dwellers had no sanitation facilities. The RDP standard for sanitation is a flush toilet or managed soak pit (IDP – Zululand District Municipality, 2006). Thus the study highlights the urban inequality in sanitation that manifests deplorable environmental health challenges in the rural areas of the entire Zululand Region. The limited resources to deal with free services in the tribal rural areas of the study area are a great concern.

5.4.3 Electricity

The Water Services Development Plan survey found that 92% of urban dwellers had electricity, but not more than 32% of the rural population. It further reveals that 27% of households have access to electricity, but that 63% depend on candles for lighting (IDP – Zululand District Municipality, 2006). Currently the main reason behind the demand for electricity in rural service centres such as schools, clinics and police stations in the Ulundi Local Municipality is for lighting purposes.

5.4.4 Roads

There are five classes of roads in Zululand, namely national, provincial, district, local and community access. For purposes of this analysis, the last two (local and community access) are combined as these provide the primary access to most settlements and are in far worse condition than the other classes of roads (Table 5.1).

Table 5.1: Access roads linking settlements (Population) in the five local municipalities in 2006 in the Zululand District Municipality

Municipality	Population within 1km of a road	% of Pop in LM	Pop. further than 1km from a road	% of Pop. in LM	Length of local or access Roads linking Settlements to Roads (Km)
Edumbe	64082	96.6%	2287	3.4%	126
Upongola	90606	90.4%	9614	9.6%	230
Abaqulusi	183482	84.7%	33120	15.3%	178
Ulundi	284578	83.7%	55579	16.3%	303
Nongoma	210962	91.5%	19710	8.5%	631
Zululand	833710	87.4%	120310	12.6%	1468

Source: IDP [Integrated Development Plan] (2006): *IDP Review (2006/2007)- The Zululand District Municipality*, The Planning Unit, ZDM, Ulundi

From Table 5.1 above, about 83.7% population of Ulundi live within 1km of a road. Primary access to roads by settlements in Ulundi is comparatively less when compared with Edumbe (96.6%), Upongola (90.4%), Abaqulusi (84.7%) and Nongoma (87.4%). However, the former ranks second in terms of the length of local or access roads linking settlements to roads.

5.4.5 Transport

The availability of access roads that are passable in 2-wheel drive vehicles is a necessary starting point in providing accessibility for rural residents to the places to which they need to travel. Vehicle ownership is very low in these rural areas with the result that most people depend on taxis or buses for most of their transport needs.

Pursuant to the comments above, this study wants to affirm as well as make recommendations about the bad state of the local and community roads, found in predominantly rural municipalities such as the Ulundi Local Municipality. This challenge remains very significant in this study as over 80% population in the study area live in the rural areas (IDP-Zululand District Municipality, 2006).

5.4.6 Telecommunications

According to the Zululand Municipality IDP (IDP-Zululand District Municipality, 2006), 15% of households in Zululand had no access to a telephone. Since 1996 the cell phone networks have been extended and far more people use these phones in the absence of landlines. Most remote areas of Zululand are not well serviced with landlines by Telkom and this has resulted in an uneven spatial distribution of telephone connections.

With the exception of pockets of settlements with reception difficulties, almost all areas in Ulundi enjoy cell phone coverage. This study however seeks to draw some conclusions about cell phones [technology] as an index of development, as well as raising concerns about the question of affordability.

5.4.7 Solid waste disposal

All households need to dispose of solid waste. The IDP (IDP-Zululand District Municipality, 2006) reported that more than half the households in Zululand dispose of waste in their own dumps. Only 20% have access to a formal waste disposal system, and these are in urban areas. In the light of this environmental challenge associated with the unsustainable solid waste disposal, this study seeks to establish strategic tools that would promote sustainable environmental education and solid waste management.

5.4.8 Cemeteries

Burial arrangements are closely bound with cultural and religious traditions. In most cases *burial sites are needed in relatively close proximity to settlements*. The prevailing settlement pattern, which is characterised by towns and rural settlements in the tribal areas and farms, provides an indication of where the demand for burial sites is significant. Approximately 700 ha of land are required in the Zululand District Municipality by the year 2020 to accommodate approximately (800 000) cumulative deaths at that time ((IDP-Zululand District Municipality, 2006).

This study reveals the need for the development of pro-active strategic tools to guide decision-making for burial sites on grounds of environmental sanctity. Certain burial sites, for instance, in the study area are located close to rivers that provide water to the surrounding rural community. The environmental health costs that this practice creates are detrimental to human life in the Zululand District Municipality.

5.4.9 Housing

Approximately 45% of the households in Zululand live in traditional dwellings. There is an increasing need for rural housing projects throughout the district. It should be noted that the Department of Housing requires of municipalities to prepare municipal housing plans. Guidelines have been prepared in this regard, and once completed the municipal housing

plans will serve as a guide both to the department and the municipality in the housing delivery process (IDP-Zululand District Municipality, 2006).

Although recreation and tourism are physical infrastructural resources, this study seeks to place them under economic development due to their enormous socio-economic prospects they implicitly offer to the area under study.

5.5 SOCIAL SERVICES AND FACILITIES

An analysis of the levels of access to social services and facilities provides an important perspective of the severe socio-economic conditions that are experienced by many households in Zululand. The following sections examine relative levels of accessibility of households to the following services and facilities: schools, health care, pension pay points, police stations, community halls and recreation facilities. The study acknowledges fire-fighting and other emergency services in its outlook, but it concentrates on the most common services and facilities mentioned earlier in this section. In this research work, the level of provision of social services rendered to the people of Ulundi is a barometer of municipal performance. Effective service delivery and performance management systems of the municipal management of Ulundi are assessed based on how satisfactory the provision of services has been in the study area.

5.5.1 Access to education facilities

There are 448 Primary, 81 Combined and 186 Secondary Schools (Total: 715) in Zululand (Figure 5.5). The spatial distribution of these schools was analysed by the Zululand District Municipality (ZDM) in relation to the population distribution and school occupancy rates. The critical elements relating to the provision of education facilities are not the number of schools, but their locality, condition and size. It should be noted that only 60% of crèches from the data base of the Department of Social Welfare could be mapped. The locations of the remaining crèches need to be investigated as a separate process (IDP-Zululand District Municipality, 2006). In the light of this study the situation of education facilities in relation to

FIGURE 5.5: EDUCATIONAL FACILITIES IN ZULULAND DISTRICT MUNICIPALITY

the places of residence of learners and educators is necessary. This study acknowledges that schools are important centres of education and sustainable development advocacy.

5.5.2 Access to health care facilities

There are 10 hospitals and 51 clinics and 197 mobile clinic stops in Zululand. The departmental servicing standard is 5000 people per clinic in densely populated areas and also 5000 people per mobile clinic – generally servicing less densely populated areas. The next table [Table 5.2] reflects the backlog for clinic services in particular by applying the above standard cited in the Zululand District Municipality IDP (IDP, 2006).

Table 5.2.: Health care facilities backlogs in the Zululand District Municipality in 2006

Municipality	Clinics	Estimated Need
Edumbe	6	10
UUpongola	6	17
Nongoma	9	30
Abaqulusi	12	26
Ulundi	18	24
Zululand	51	107

Source: IDP [Integrated Development Plan] (2006): *IDP Review (2006/2007)- The Zululand District Municipality*, The Planning Unit, ZDM, Ulundi

However, it is interesting to note that the standard does not take into consideration the geographic distribution of the facilities, nor the type of service rendered, that is, 24 hours/7 days a week. A healthy body is an asset and has the ability to improve the level of productivity. This study acknowledges the important role that efficient health care provision plays in this regard to improve the socio-economic condition of the people of Ulundi.

5.5.3 Access to social grant payment points

According to the Zululand District Municipality - IDP, (IDP, 2006), it is estimated that a total of 42% of the population lives within 5 km of a social grant payment point and a further 20%

within 5 – 10 km. The remaining 38% of people (and 58% of settlements) have poor access, being located further than 10 km from the nearest to pension pay points. It also emerged that as many as 74% of the settlements in Nongoma, and 55% in Ulundi fall into the latter group of under-serviced communities. Apart from pensions, many other grants are paid at such localities, including the disability, child support, foster care, grant-in-aid and war veteran grants.

From a market orientated understanding, the study recognises social grants as a short-term relief measure to soothe the pain of unemployment and joblessness in Ulundi and the country as a whole. However, a concern has emerged regarding the administration of grants, in that social-grant payments are misappropriated or leaked, and as such they do not contribute directly to the gross geographic product of the area (Sibiya, Per. Comm., 21-02-2006a).

5.5.4 Access to police stations

The notion of safety and security, in any growing economy, is important for any particular economy to grow and prosper. The Ulundi environment, like many other places in KwaZulu-Natal needs the presence of a safety and security agency. In this regard, there are only 18 police stations in the Zululand District, with the result that 60% of settlements and 43% of people live beyond easy reach 10 km of police services. Again the highest levels of inaccessibility are found in Nongoma and Ulundi, that is 90% of the people and 76% of the settlements are outside the location of easy-reach. In this regard this study, pays attention to the role of safety and security in justifying a well secured economy and spatially related business practice.

5.6 NATURAL RESOURCES

A resource is a subjective concept (Magi, 1986). In this regard and for purposes of this research study, a natural resource may be seen as a natural feature, an area or facility which can provide a constructive economic, social and recreation activity. It has further been argued that resources are all the things, material or non-material, that are valuable to human society and to life in general, and as such resources are the mainstay of human activities, be they

spatial or non-spatial. All of us use different resources on a daily basis. Natural resource endowment is not a sine qua non for development. Developed human resources are. Natural resources range from trees, minerals, soil and water. However, for the purposes of this study emphasis is placed on water resources, areas of environmental value, environmental systems and linkages, environmental hazards, land use and environmental management as well as land tenure. In view of the above assertion, this survey seeks to examine the level of knowledge of respondents about the availability and value of the natural resources in the Ulundi Local Municipality environment.

In this study the natural environmental resources are important, mainly because they may be regarded as one of the major tourist attractions and leisure facilities worthy of consideration in planning and management of recreation in the area. Current behaviour patterns of local recreators and communities in the north-coastal region of KwaZulu-Natal reflect a lack lustre attitude when it comes to the actual conservation of these natural recreation resources (Magi, 1986, 1989a, 1989b; Fuggle, and Rabie, 1998; Mwandla, 2002). With this scenario in mind, the study therefore hopes to investigate the need for coordinated efforts among all stakeholders, planners, managers and community leaders towards achieving a workable situational and local economic development initiatives in Ulundi based on natural resources.

5.6.1 Water resources

There are three main catchments: the Upongola in the north, the Mkhuze in the centre, and the Mfolozi in the south. The District is bounded by the UUpongola River in the north, the Mhlathuze in the south, and the Black Mfolozi, the White Mfolozi and the Mkhuze rivers in the centre (Figure 5.1).

These rivers are fed by many smaller rivers, streams and springs, and it is from these that the rural communities obtain their water in a purified or unpurified form. No less than 82% of the rural population depends on natural sources (rivers, streams, boreholes and springs) for their water supply. Thus, while there are abundant water resources in Zululand, the supply of infrastructure (pumps and reticulation) and electrical power (to get the water from where it flows to where it is needed in the scattered settlements) is inadequate (IDP-Zululand District

Municipality, 2006). This study therefore recognises that though the Zululand area has abundant water resources, however, pockets of settlements amongst which are Ulundi in the sub-region, are facing relatively dry conditions. The transfer of water in this area is hampered by setbacks as outlined above in the entire Zululand District.

5.6.2 Areas of environmental value and sensitivity

Efforts have been made to conserve areas of environmental value and sensitivity [KwaZulu-Natal Nature Conservation Service, (KZN-NCS, 2000)]. At a smaller scale, but of no less importance is the conservation of cultural and historical sites and landscapes. Amafa aKwaZulu, (the heritage of the Zulu nation) is responsible for this function. Most of its activities are focused in the Ulundi area and in Emakhosini, which is known as the 'Valley of the Zulu Kings' (Figure 5.1).

Natural environment areas comprise those areas with indigenous forests, grasslands, game and nature reserves. Most of these areas are conservation areas entrusted to the KwaZulu-Natal Nature Conservation Service (NCS), whose function is to preserve the natural resources and involve communities in the responsible management of their environmental heritage (DEAT, 1996; Mwandla, 2002). Conservation, sensitive and cultural heritage areas are also found in many parts of the Zululand District. Among the more famous are the Hluhluwe-Umfolozi Game Reserve, Ophathe and Game Reserve, Emakhosini (Valley of the Zulu Kings).

It is worthy of note that a number of tourism activities are located in and around Ulundi. These include game reserves, historical and cultural sites and various battlefield sites of cultural value. According to the KwaZulu-Natal Tourism Authority (KZNTA, 2000), approximately 25% of all foreign tourists who visit the province visit a Zulu cultural village (ULCM, 2002). The concentration of historical sites in and around Ulundi as well as its central location in relation to pristine game reserves provides the opportunity for the area to become the tourist gateway to the Zululand region. As part of the landscape and cultural attributes in the study area, this study places more premium on the spatial developmental attributes of the area to the community of Ulundi.

5.6.3 Environmental systems and linkages

The main types of environmental linkages relate to the river systems and to efforts to join conservation areas within Zululand with those in adjoining areas. The greatest opportunity involves the Paris Dam, Ithala Game Reserve and the Upongolapoort Biosphere Reserve. Another potential cross-district linkage is in the southeast, from Emakhosini Ophathe to the Hluhluwe-Umfolozi Park. Other environmental linkages are associated with the major river systems (Figure 5.1).

This study again seeks to encourage a systemic approach to the environmental resources development in Ulundi, so that the socio-economic multiplier effects may become more beneficial. In a nutshell, an opportunity to share views and ideas on common grounds between the study area and its adjoining ecological sanctuaries may abound. This approach has the capacity to reduce costs and leverage the competitive advantages of all participating local authorities.

5.6.4 Environmental hazards

In a bid to engage in development programmes that improve the quality of life of the people, the quality of the environment is sometimes compromised. In the process, many types of environmental hazards come to the fore. The Zululand District Municipality's IDP (IDP, 2006) has identified the following environmental hazards in the area:

- Agricultural burning
- Alien plant invasion
- Wood processing
- Depletion of forests in sponge areas
- Soil erosion
- Infrastructural construction
- Bush encroachment
- Waste disposal.
- Coal mining and other extractive activities

Due to unsustainable approaches to development, the environment has had negative consequences, which have proven detrimental to both the present and future generations. In the light of this view, the research attempts to establish the extent to which the Ulundi integrated development planning processes, within the framework of local economic development, accommodated the welfare of both the present and future generations in terms of sustainable development initiatives.

5.6.5 Land use and environmental management

Management and control of land use is undertaken in terms of a variety of legislation dating pre-1994, including some recent environmental legislation. At this stage, there is no uniform or consistent approach to land use and environmental management in the Zululand District Municipality, with wide variance between traditional rural areas and commercial farming areas (Sibiya, Per. Comm., 21-02-2006a).

Land use and environmental management have great relevance in this study as it seeks to reveal the extent to which existing development strategic tools are being utilised by decision-makers. It is understood that proper utilisation would move towards achieving sustainable management and development of the environment in the study area.

5.6.6 Land tenure and land use

Land tenure in the whole of South Africa and particularly in KwaZulu-Natal has been under the influence of three major historical epochs: the segregationist laws period [1900-1948] which was dominated by the British aligned South African authorities, the apartheid laws period [1948-1994] dominated by the Afrikaner-based South African government, which initiated the apartheid and development policies, which were against land and property ownership amongst the black population groups.

The IDP for the Zululand District Municipality (IDP, 2006) has revealed that about 40% of Zululand falls under traditional tenure. Over 50% of the remaining balance is in private ownership (mainly commercial farms), while relatively small areas (less than 15% of the

balance) are in state ownership, or private ownership in towns. One of the objectives of the IDP is to start addressing these historical imbalances. An important instrument is land reform which has a number of programmes designed to meet particular circumstances.

According to the Zululand District Municipality IDP (IDP, 2006) a number of land reform projects are being planned and implemented. It has been indicated that despite its slow implementation, the willing-buyer, willing-seller approach would be applied in this regard. This research therefore recognises the pivotal role that land tenure, land use and its ownership is to the spatial development of the people of Ulundi. In the light of this position, this work attempts to investigate land reform projects in the study area, with a view of assessing their influence on spatial development in the area.

5.7 ZULULAND DISTRICT MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK (SDF)

It is important to handle developmental problems by dealing more with the basis rather than the cracks in the superstructure. The introduction of the spatial development framework (SDF) in South Africa in the post-1994 period was established to resolve socio-economic disparities and inequalities created by apartheid's separate planning (Figure 5.6). As a result of the need for transformation, a variety of pieces of legislation have been established with the intention of improving the spatial development initiative, within various regional and district structures in South Africa.

5.7.1 Background and purpose

The spatial fabric of South African society was engineered through apartheid planning, which led to the unequal distribution of resources, low density sprawl, the lack of opportunities in disadvantaged areas and emphasis on private transport. The spatial development framework [SDF] has been designed to address these inequalities and to create a more sustainable environment.

FIGURE 5.6
SPATIAL DEVELOPMENT FRAMEWORK IN ZDM

5.7.2 Role

Section 35(2) of the MSA No. 32 of 2000, stipulates that the SDF, as contained in the IDP, will prevail over a plan defined in section 1 of the Physical Planning Act No. 125 of 1991 alias the old guide plans. The SDF therefore has statutory power once the IDP is adopted by Council and will guide all land use management within the municipal area. The purpose of the SDF is not to infringe existing land rights but to guide future land uses. No proposals in this plan create any land use right or exempt anyone from his/her obligation in terms of any other act controlling land use. Private ownership is thus retained, but in the case of vacant farms, the willing-buyer, willing-seller principle applies nationwide.

5.7.3 Spatial development principles

The spatial development framework (SDF) is also based on spatial development principles, which have been derived from the Development Framework Acts and other relevant legislations. The SDF responds to the spatial analysis and principles by identifying a spatial structure that is designed to support the district's economy and to provide improved services to people throughout the district. A central concern of the SDF is to indicate priority areas for different types of investment by government departments and other service providers, NGOs and the private sector. The SDF has four main components:

- Nodes and concentrations of settlement or economic activities.
- Transport networks and communication linkages both within and beyond the district. The National Roads Agency together with the Department of Transport provides funding for roads infrastructure development. This funding is however not channelled through the municipality, but is directly channelled down from provincial level to implementation in different municipalities.
- Areas of particular potential or need.
- Institutional arrangements for ensuring spatial integration of all development initiatives on a sustainable basis.

The socio-economic landmarks of apartheid remain quite visible in South Africa in most previously disadvantaged communities. Ulundi, the former capital of the then KwaZulu nation state is no exception to this negative brunt. This study embraces the holistic approach of the spatial development framework of the Zululand District and recognises the principles of spatial development as well as acknowledges the Development Facilitation Acts (DFA) as significant guidelines to indicate priority areas for different types of investment by government departments and other service providers, NGOs and the private sector in Ulundi. The essence of the SDF is to improve accessibility to, and within the district, and to increase the range and quality of services available to communities in all settlements, so as to provide a base to encourage productive activities at all scales.

5.8 POVERTY RELIEF INFRASTRUCTURE PROGRAMMES

The Zululand District Municipality receives funding from various government Departments to implement projects within the Zululand District Municipality. A prerequisite for development is water, it is vital that all infrastructure development occurs within the proposed framework of the Water Service Development Plan. The Community Based Public Works Programme has a specific focus for providing infrastructural development that can be linked to social strategies for development. The Zululand District Municipality utilises its own funding to support certain projects aimed at poverty relief. Particularly noteworthy of such projects are the integrated sustainable rural development programme anchor projects (ISRDP) and rural service centres – multi-purpose community centres (MPCC) (IDP-Zululand District Municipality, 2006).

The Integrated Sustainable Rural Development Programme (ISRDP) is a poverty relief programme that was designed specifically for the purpose of fast tracking priority projects within a Municipality. There is no committed funding for these projects, and the programme utilises a number of Provincial programmes to secure funding for these projects. The Rural Service Centre concept has been in existence for a number of years, and is aimed at delivering basic services to the rural communities in Zululand. This concept revolves around a ‘hub’ from where certain services will be provided at satellite points identified around the ‘hub’. Two towns namely Nongoma and Belgrade (in the Nongoma and Upongola Local

Municipalities respectively) have been identified as pilots for the Zululand District (IDP, 2006). Based on the IDP of Ulundi, this study acknowledges poverty especially amongst the rural communities of Ulundi. Moreover, this research attempts to investigate the steps taken to alleviate poverty, empower women and advance socio-economic development of the rural communities such as Mkhazane, Mabelane, Mbangayiya, Mtikini and Mbhoshongweni in the study area (Figure 1.2).

5.9 CONCLUSION

An entrenched and coordinated partnership within and beyond the Zululand District Municipality may serve as an appropriate option to fully tap into the implicit developmental potentials of the study area. The space economy of the Zululand District is considered in the light of the settlement pattern, areas of relative welfare, need and opportunity, the distribution of towns, service centres and other concentrations of economic activities, transport networks and flows. The settlement pattern indicates that close to 65% of the district's population live in rural villages. This pattern of settlement informs the level of development and service delivery throughout the district. Whereas the towns and commercial farms are seen to have more opportunities of employment and better livelihood, unemployment and low living standard feature more prominently in the traditional areas. With Ulundi having more than 80% rural population, appropriate networks and partnerships within the Zululand District and beyond, that is, involving provincial government departments, the business community and the national government become paramount and necessary to improve the quality of life of the people.

This chapter has presented an overview of the study, focusing on the structure of the Zululand space economy, economic development, physical infrastructure and social services. Also, considered in this section are the available natural resources in the Zululand District Municipality (ZDM), the spatial development framework (SDF), poverty relief infrastructure programmes, agricultural development and tourism development programmes and initiatives.

CHAPTER SIX

ANALYSIS AND INTERPRETATION OF DATA

6.1 INTRODUCTION

Research is a tool for change and an essential instrument for matching theory with spatial reality for the improvement of the society's spatial and non spatial environments (Magi, 2005). The analysis of the spatial and local economic development provides a basis for the better understanding of the socio-economic viability of the landscape and cultural attributes in the study area. In this manner some theoretical accepted principles are translated into reality in this chapter. In some way, the local authorities in the Ulundi Local Municipality have neglected the provision of local economic development features and facilities.

This section of the study provides an insight into the situational and land use analysis of the local economic development in terms of the strengths, weaknesses, opportunities and threats (SWOT) of the study area. The section offers an overview into the available human and natural resources such as the population, service levels, needs of the people and landscape attributes providing a framework of development in the long run for the study area.

6.2 RESTATEMENT OF THE OBJECTIVES

In order to deal appropriately with this section of the work, it is necessary to refresh our focus of the study, the objectives of the research as stated earlier in chapter one were outlined as:

- (a) To determine the various landscape and cultural attributes (land uses) existing in the Ulundi Local Municipality and establish the extent to which these attributes are of developmental relevance to local community.
- (b) To investigate the steps taken to alleviate poverty, empower women and facilitate socio-economic upliftment of the rural communities such as

Mkhazane, Mbedlane, Mbangayiya, Mtikini and Mbhoshongweni (Refer to Figure 1.2).

- (c) To examine the strategies already taken by stakeholders to stimulate local economic development and to reverse the current trends of decline and lack of diversity in the economy and to ‘grow the economic pie’.
- (d) To reveal the extent to which decision-makers used existing development strategic tools towards achieving sustainable management of development processes in Ulundi.
- (e) To reveal how stakeholders perceive the existing institutional structures in terms of public participation and to recommend a development model that advances market and pro-poor perspectives in improving the quality of life of people in the Ulundi Local Municipality.

6.3 DEMOGRAPHIC CHARACTERISTICS

This section discusses the personal characteristics of the respondents interviewed in the study area, with a view of identifying their responses to situational and local economic development features characterising the Ulundi Local Municipality. The demographic variables considered include gender, education, occupation, family size and so on. According to Magi (2005), it is the general approach of spatial scientists to begin constructing a theory by observing spatial and social phenomena, seeking to discover patterns that may point to more or less conventional principles. It is therefore the intention of this research to achieve this goal. It hopes to establish patterns of situational and local economic development by looking at emerging patterns in the area of study.

6.3.1 Distribution of household heads by residence

In many South African urban and rural areas heads of families or households play an important role in sustaining and keeping the family together as a viable unit. Based on Table 6.1, the Ulundi Local Municipality has 5 formal residential zones housing a variety of households, which are predominantly Zulu speaking people.

Table 6.1: The various household heads in the urban area of Ulundi interviewed by residence in 2007

Places of Residence (sections)	Frequency	Percentage	Cumulative Percentage
A	33	12	12
B North	44	15.9	27.9
B South	51	18.5	46.4
C	62	22.5	68.8
D	86	31.2	100
Total	276	100	

The zones are namely sections A, B North, B South, C and D sections (Figure 4.1). Of the 276 households interviewed, the majority of them (31.2%) were from D section. The largest number of houses in D section may be attributed to the small sizes of the building plots as compared to places like B North and certain portions of C section.

The exclusion of the surrounding rural areas from the abovementioned residential zones is because the researcher aggregates the rural areas by interviewing their traditional leadership and ward councillors. The intention of this approach is to fulfill the second objective of the study. The five rural areas namely, Mkhazane, Mabedlane, Mbangayiya, Mtikini and Mbhoshongweni are under the leadership of Inkosi Mpungose. Also in charge of the developmental interests of the rural areas are the local political representative who works as ward councillor.

6.3.2 Gender and level of education of household heads

Table 6.2 presents an overview of the gender of household heads interviewed in the urban area of Ulundi in 2007. About two-thirds of the interviewees were females in the urban area of Ulundi. These statistics do not show any difference when compared with the rural figures. Given a sample of 10 out of 100 homesteads in the Mbhoshongweni area, it emerged that females headed over 75% of the households in the area. The Mkhazane rural area had the largest number of households in Ulundi with about 250 households. With a sample population of 25 households in the Mkhazane rural area, about 63% of household heads were

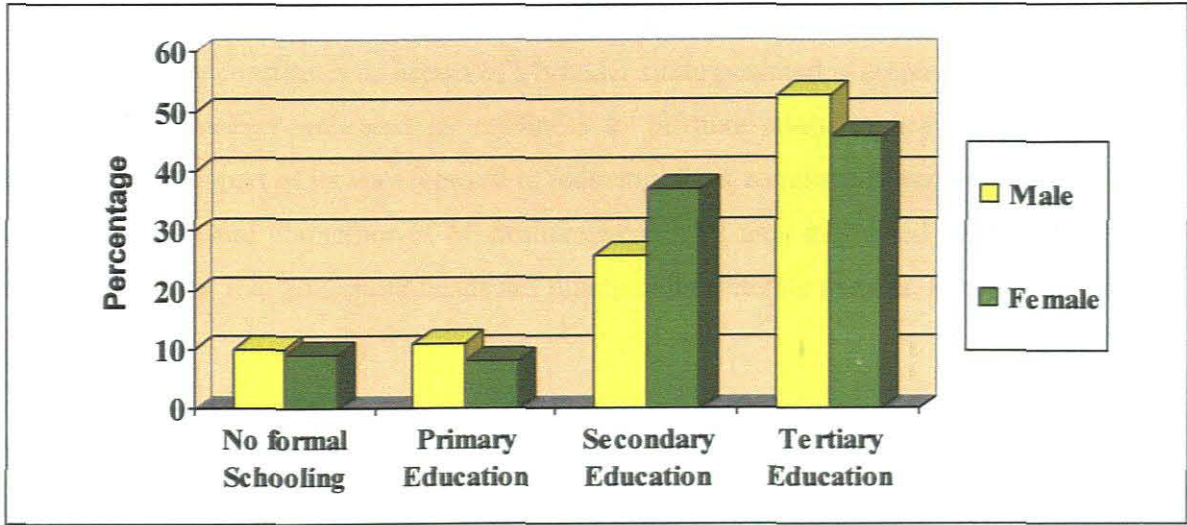


Figure 6.1: The relationship between gender and level of education of household heads of urban Ulundi in 2007

Reflected in Table 6.3 below, is the chi-square test on gender and the level of education of heads of households of Ulundi in 2007. In testing the level of association between the level of education and gender, the chi-square value at the level of significance of 0.676 (that is more than 0.05) was obtained, indicating that the null hypothesis of independence could be rejected.

Table 6.3: Chi-Square Tests on gender and the level of education of household heads of Ulundi in 2007

	Value	Degree of freedom	Level of significance (2-sided)
Chi-Square	46.804(a)	12	.0676
Likelihood Ratio	50.631	12	.000
Linear-by-Linear Association	15.660	1	.000
N of Valid Cases	276		

The conclusion is therefore that, there is no significant relationship between the sex (gender) and the level of education of heads of households. No common pattern is established between the level of education and gender of the household heads in the study area.

The adult illiteracy levels are a concern in both gender, and therefore implementing the adult education policy constitutes an aspect of a broader strategy aimed at empowerment. The local municipality however indicated its readiness to institute adult literacy programme in its strategic plan, as part of its way forward in reducing if not completely eradicating illiteracy in the area. The ward councillor of Mbhoshongweni rural area expressed concern that about four out of every five household heads are functionally illiterate (Sibiya, Per. Comm., 21-04-2008d).

6.3.3 The profile of occupation types of the bread-winners in Ulundi Municipal Area

The situational and local economic development of any area may be directly or indirectly influenced by the occupational and education levels of stakeholders within that area of investigation. In this study the occupational character of each bread-winner of a household was assessed. As such, Figure 6.2 indicates the occupational types of household heads of Ulundi in 2007. Most of the employed heads of households are in the government sector working as educators (19%), health workers (10%), legal/security officers (12%) and municipal officers (8%) as well as government officials (7%) which include politicians. Quite a sizeable percentage of household heads are unemployed (12%) which however, is in keeping with the national economic trends. The non-diversified nature of the economy is demonstrated by a low percentage (18%) of the self-employed. The necessary boost expected and required from the private sector towards improving the economy of Ulundi has not been forthcoming up to this date.

Some low-key occupational categories, not associated with the government or public sector include community workers (3%), domestic workers (8%) and other categories (8%), which may include taxi drivers and traditional healers. The distribution of the occupational entities shown in Figure 6.2, suggests that to a large extent the employment pattern in the area is in the government sector. It may be inferred therefore that the gravitation of employment towards the private sector is still a challenge which may not be resolved in the near future.

The situation reflected in Figure 6.2 poses a challenge of finding options and alternatives to diversify the economy of Ulundi to make it less dependent on the government sector. In spite

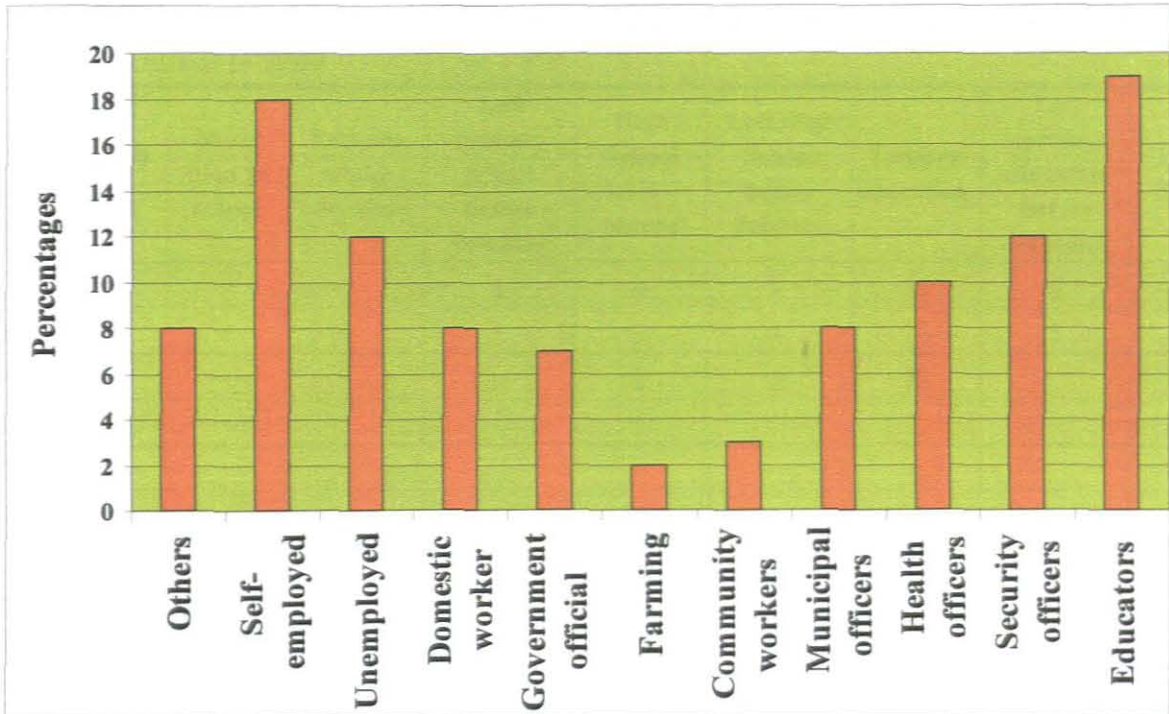


Figure 6.2: The occupation types of household bread-winners of urban Ulundi in 2007

of its agricultural potential in terms of available large expanse of land in the area, less than 2% of the urban household heads is engaged in agriculture or farming. This could also be due to the urban sample, comprising of the five residential zones in the Ulundi Local Municipality already mentioned. Meanwhile, the study finds that one in every five household heads in the rural areas were unemployed. More than 70% of the rural household heads employed were labourers whereas approximately 30% were engaged in informal trading in the commercial business district of Ulundi.

In another related analysis, Table 6.4 depicts a relationship between occupation and education of household heads of urban Ulundi in 2007. The majority of the household heads in the government sector [educators (19%), health workers (12%), legal/security officers (12%), municipal officers (8%) and government officials (7%)] hold tertiary qualifications while the self-employed and the unemployed mostly hold school leaving certificates (matriculation). Most of the domestic workers had completed only primary school education or had never been to school. This scenario emphasises the low level of education among some women and their apparent desperation to take up jobs as domestic workers (8%). The few farmers in

Table 6.4: The relationship between occupation and education level per household head of urban Ulundi in 2007

Occupation types	Never been to school	Primary school education	Left primary school before finishing	High School level – Matric	Left High School before finishing	Tertiary education	Left tertiary education before finishing	Freq. Total
Teacher			1	4		52	3	60
Nurse			1	3	1	13	1	19
Police				2	2	18		23
Doctor				1		2		3
Lawyer						4		4
Manager		1		1		5		7
Adm. Clerk				18		10		28
Driver	1	1		2				4
Domestic worker	4	5	2	2	2			15
Artisan				1				1
Community work	1			1	1	1		4
Politician				1		2		3
Unemployed				2		3		5
Self-employed	10	6	3	15	5	2	1	42
Accountant				2	1	2		5
Other	12	3		18	4	6	7	50
Farmer		1		1			1	3
Total	28	17	7	74	16	121	13	276

Ulundi and its surrounding rural areas are subsistence in orientation and have little formal training in agriculture. Few professionals like doctors, lawyers, managers and accountants operate in Ulundi since they require a relatively high threshold population to sustain their businesses.

Table 6.5 demonstrates the chi-square tests on the level of education and the types of occupation of household heads of Ulundi in 2007. In testing for the relationship between occupation types of household heads and their respective levels of education, a chi-square result of 59.132 with a significance level of 0.00 (i.e., less than 0.05), was obtained indicating

Table 6.4: The relationship between occupation and education level per household head of urban Ulundi in 2007

Occupation types	Never been to school	Primary school education	Left primary school before finishing	High School level – Matric	Left High School before finishing	Tertiary education	Left tertiary education before finishing	Freq. Total
Teacher			1	4		52	3	60
Nurse			1	3	1	13	1	19
Police				2	2	18		23
Doctor				1		2		3
Lawyer						4		4
Manager		1		1		5		7
Adm. Clerk				18		10		28
Driver	1	1		2				4
Domestic worker	4	5	2	2	2			15
Artisan				1				1
Community work	1			1	1	1		4
Politician				1		2		3
Unemployed				2		3		5
Self-employed	10	6	3	15	5	2	1	42
Accountant				2	1	2		5
Other	12	3		18	4	6	7	50
Farmer		1		1			1	3
Total	28	17	7	74	16	121	13	276

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Table 6.5: Chi-Square Tests on the level of education and the types of occupation of urban household heads of Ulundi in 2007

	Value	Degree of Freedom	Level of significance (2-sided)
Chi-Square	59.132	32	.000
Likelihood Ratio	65.096	32	.000
Linear-by-Linear Association	3.701	1	.054
N of Valid Cases	276		

that the alternative hypothesis can be accepted. The conclusion is that there is a strong relationship between the level of education and the occupation types.

6.3.4 The social conditions of households of Ulundi in 2007

The family size, type and character of households are important ingredients of the response pattern that influence the situational and local economic development variables in any space being investigated. As such, Table 6.6 shows the distribution of the various household heads interviewed. Women headed over 50% of the households in Ulundi. Approximately 43% were headed by men. A feature observed was that less than 1% of the households was headed by both parents. This perspective tells of high single parenthood (55.4%), high rate of broken

Table 6.6: The distribution of the various household heads of urban Ulundi in 2007

Household heads	Frequency	Percentage	Cumulative percentage
Man	119	43.1	43.1
Woman	152	55.1	98.2
Child	3	1.1	99.3
Both parents	1	.4	99.6
Siblings/Relatives	1	.4	100
Total	276	100	

homes, widowhood (5.4%) and migratory patterns of economically active parents. Another important phenomenon of interest was the households headed by children (1.1%). The situational and local economic development of Ulundi is influenced by the nature of leadership that the various households experience.

The research findings acknowledge the negative impacts that child-headed homes and broken homes may have on the functioning of the local economy and the development of the area as a whole. The family size, type and character of household are described in Table 6.7, and it actually describes the size in terms of frequency and percentage of children per household heads of urban Ulundi in 2007. The majority of the households (47.8%) had between 3 to 5 children.

Table 6.7: The percentage (number) of children per household heads of urban Ulundi in 2007

Number of Children	Frequency	Percentage	Cumulative percentage
0-2	91	33	33
3-5	132	47.8	80.8
6-above	53	19.2	100
Total	276	100	

This underpins the high dependency ratio. Approximately 19% of household heads had 6 and above children per house. In this study of the situational and local economic development in Ulundi, knowledge about the number (percentage) of children per household is necessary to provide policy directions on the developmental agenda of the study area.

A general impression depicted in Figure 6.3 is that the level of education of household heads directly impacts and relates to the number of children they have. The household heads with low level of education, that is never been to school and primary education categories, had mostly three to six and seven and above children. Less than 5% in each of these latter categories had zero to two children. Over 60% of the respondents had between 3-5, and 6 and

above children per household. The household heads with tertiary qualification, tended to have comparatively most children of all the categories.

Against expectation, the study acknowledges that the more educated household heads are said to have more children and the less educated have less children. This is an important variable in this research as the educational status of an individual will mostly have a direct bearing on his or her employability, and hence his or her ability to support children.

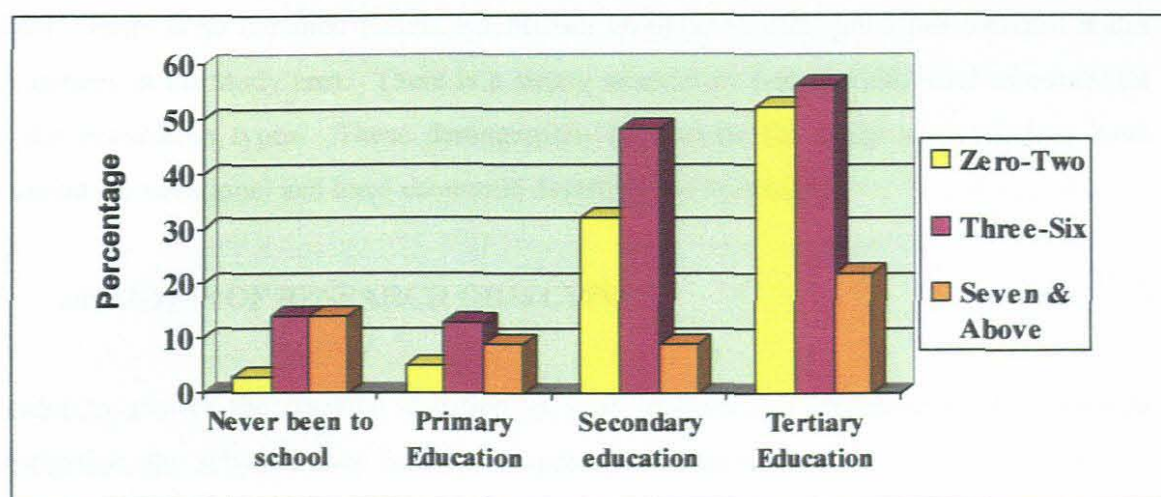


Figure 6.3: The relationship between the level of education and the size of households of Ulundi in 2007

In Table 6.8, the chi-square tests on the level of education and the number of children per

Table 6.8: Chi-Square Tests on the level of education and number of children per household head of Ulundi in 2007

	Value	Degree of Freedom	Level of significance (2-sided)
Chi-Square	46.8(a)	12	.00
Likelihood Ratio	50.6	12	.00
Linear-by-Linear Association	15.7	1	.00
N of Valid Cases	276		

household heads of Ulundi in 2007 are analysed. In testing the relationship between the level of education and the number of children per household head of Ulundi in 2007, a chi-square value of 46.8 with a significance level less than 0.05, indicating that the null hypothesis of independence could be rejected. The conclusion is that, there is a significant relationship between the level of education and the number of children. People with a relatively higher educational background tend to have more children and vice versa in Ulundi.

In conclusion, it can be said that there is an unequal spatial distribution of households in Ulundi. There is no common pattern established amongst specific job types between males and females in the study area. There is a strong association between the level of education and the occupation types. These demographic trajectories the study acknowledges have effects on the situational and local economic development in Ulundi.

6.4 ANALYSIS OF RESEARCH OBJECTIVES

In order to answer the research question as well as meet the objectives of the research investigation, the subjects were asked to respond to questions related to the situational and land use within the framework of local economic development initiatives occurring in the study area. Some of the issues addressing the objectives of the study are:

- (a) The various landscape and cultural attributes (land use) existing within the precinct of Ulundi Local Municipality and their developmental relevance to the community.
- (b) The alleviation of poverty, women empowerment and socio-economic upliftment of the rural communities in the area.
- (c) The stimulation of local economic development and reversal of the current trends of economic decline.
- (d) Utilisation of existing development strategies by local decision-makers so as to achieve sustainable management and development of the area.
- (e) Stakeholders' perceptions of institutional structures and decision-making machinery operating in the study area.

6.4.1 Objective One: Existing landscape and cultural attributes in Ulundi

The first objective sought: *To determine the various land uses (landscape and cultural attributes) existing in the Ulundi local municipality and establish the extent at which these attributes are of developmental relevance to community.*

In addressing the question of landscape and cultural attributes, the study examines the knowledge and understanding of respondents, contribution of these attributes to the local economic development initiatives and awareness of cultural and heritage resources in the study area.

6.4.1.1 Knowledge and understanding of tourism potentials of landscape and culture

According to Table 6.9 that presents the knowledge about the existence of game reserves in urban Ulundi, approximately 51.4% affirmed their knowledge of the existence of the game reserves whereas about 47.1% indicated otherwise. The remaining 1.4% indicated that they were not sure whether they really knew about the existence and understood the importance of game reserves in the Ulundi municipal area. The existence of valuable environmental assets like game reserves ought to be known to the residents to maximise their social, economic and developmental spin-offs and benefits. In the light of this the tourism office of ZDM indicated that the office has been distributing to the general public the tourism products that the entire Zululand District has to offer both local and international tourists in the form of pamphlets, local newspaper, radio, use of bill boards and organisation of special events. At the local municipal level, it was detected with concern that tourism as an economic wing of the

Table 6.9: Knowledge of the existence of game reserves of urban Ulundi in 2007

Knowledge	Frequency	Percentage	Cumulative percentage
Yes	142	51.4	51.4
No	130	47.1	98.6
N/A	4	1.4	100
Total	276	100	

sub-region has no budget, let alone an office, directly responsible for the issues and affairs of that portfolio. The Committee Tourism Association (CTA) after being defunct for some time, has been reconvened in the local municipality. There is nothing along the main road that tourists use to attract them to stop in Ulundi.

Respondents were asked to indicate their knowledge regarding the existence of mountains and rivers in the study area. Table 6.10 describes the outcome of this knowledge. These mountains and rivers are geomorphological features that can play a pivotal role in improving the quality of life, in terms of land use necessities. Apart from being a source of river water to the communities, their scenic attraction creates an ecotourism potential.

Table 6.10: Knowledge of the tourism potential of mountains and rivers of urban Ulundi in 2007

Knowledge	Frequency	Percentage	Cumulative percentage
Yes	133	48.2	48.2
No	137	49.6	97.8
N/A	6	2.2	100
Total	276	100	

Although the mountains in the study area continue to be sources of water to the local rivers, their implicit economic and tourism potentials would depend on committed and proactive local leadership in promoting tourism especially from the Ulundi Local Municipality. This approach is in consonance with the pro-growth school of thought which encourages the use of local resources to advance local economic development.

The District Municipality indicated that major physical landscape attributes like the game reserves and the battlefields in Ulundi and beyond in the ZDM are operated and managed by trained and experienced professional conservationists who work in partnership with the local municipalities, the District Municipality and the immediate tribal authorities to common course, purpose and understanding of sustainable development. However, little impacts are felt in Ulundi in terms of local economic spin-offs or improved scenic attributes.

Figure 6.4 demonstrates the responses about the knowledge of economic importance of game reserves in Ulundi per the five spatial units. From the graph below, sections A, B South and C affirmed their knowledge of the game reserves with (76%), (53%) and (62%) respectively. However, majority of the household heads in B North and D sections that is (60%) and (58%) respectively indicated that they did not have information about the game

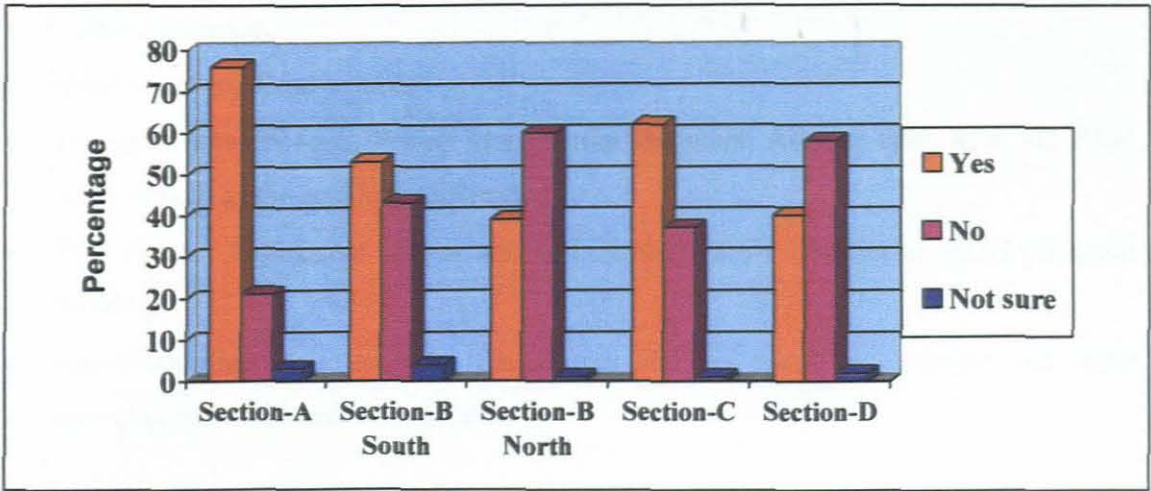


Figure 6.4: Respondents' knowledge about game reserve in the five spatial units of urban Ulundi in 2007

reserves and their economic impact on the economy of Ulundi. The ability to fully harness the economic benefits of game reserve is dependent on the willingness and readiness of the local community especially (Section D) to take the initiative in that regard. Taking initiative becomes feasible when people begin to master knowledge of what they have before they can market them to people outside their immediate environment.

6.4.1.2 The establishment of landscape and cultural attributes

Major economies of the world today are driven by the way and manner their existing landscape and cultural attributes have been identified and put to use. This is in line with the growing international market in cultural tourism in Durban as stated earlier in the literature. The Ulundi Municipal area is endowed with some natural landscape and cultural attributes that have the potential to advance the socio-economic development of the area. Featuring prominently amongst them are:

- Opathe Emakhosini Heritage Park.
- Mabedlane Mountain.
- Umfolozi Game Reserve.
- Umfolozi River.
- Aloe plant.
- Historical sites (e.g., Ulundi Battlefield).
- Cultural Museum.
- Ndonsa Art and Craft centre.
- Transport network (e.g., Prince Mangosuthu Buthelezi Airport, R66, R34 and P700 roads as well as the coal link railway).
- The former Legislative Assembly and former KZN Provincial Administrative Building.
- Accommodation facilities (e.g., The Ulundi Holiday Inn (Garden court) and other emerging bed and breakfast operations).

(a) *The Opathe Emakhosini Heritage Park*

Launched in 1999, the Emakhosini project is one of Amafa's most ambitious initiatives. It was in this area of rolling hills and well-watered valleys that Nkosinkulu Zulu settled three hundred years ago. The project focuses on developing the natural and cultural resources within the Emakhosini valleys and Amafa has identified a core area for development. The KZN legislature allocated a sum of five million Rand for additional land purchases in Emakhosini, while the Department of Arts, Culture and Tourism supported the venture with 5 million rand for upgrading of infrastructure. Through imaginative and on-going consolidation of former farmlands by Amafa/Heritage KwaZulu-Natal, the 28000 hectares Opathe Emakhosini Heritage Park was established. This encompasses the Emakhosini valley, where Zulu Kings were buried (www.emakhosini.co.za, 2007).

By the beginning of 2002, the Nguni herd in the Emakhosini stood at 100 animals and 26 young bulls which were sold, raising R46253 to purchase 20 cows. About 68 head of game including 13 Zebra, 24 impala, six giraffe, 10 warthogs and 15 kudu were released into the park. Although the current inventory of the wildlife in the game is not readily available, the

number is said to have increased. Since the beginning of 2007 to June of the same year, over 15000 domestic and international tourists visited the Opathe Emakhosini Heritage park (www.emakhosini.co.za).

Within the park are historic sites like Umgungundlovu (the royal residence of King Dingane, the graves of Nkosinkulu, Piet Retief and his followers, King Senzangakhona, King Dinizulu and graves of earlier Zulu Kings). The striking Spirit of the Emakhosini, built in 2003 recognises the historic events that took place in the valley. High on a hill, it comprises a giant bronze beer pot surrounded by the horns of animals associated with the people.

The vision of this venture is to recreate as far as possible, the centuries-old cultural and natural landscape and to attract growing numbers of local and international visitors to whom Zulu culture and history are major draw cards. This is intended to bring tangible benefits to neighbouring communities in Ulundi through employment and business opportunities in tourism and infrastructure development. The project also seeks to promote biodiversity and sustainable environmental management (www.emakhosini.co.za, 2007).

(b) ***The Mabedlane Mountain***

The Mabedlane mountain is part of a beautiful range of mountains separated from each other by narrow gaps. Situated in the Mabedlane–Mkhazane Nature Reserve is this round-topped relief feature, which is likened by the local residents to the ‘breast’ of a young woman. The scenic attraction that this mountain wields has the potential to draw in tourists from all over the world. However this has not translated into real economic benefits. This could be attributed to challenges like the lack of tourism initiatives around this natural landscape feature by the local and district municipalities.

Besides this resource being a watershed and a source of water to the local streams like the Siza River, the mountain has enormous potential for natural or outdoor recreation activities. Furthermore, there does not seem to be any formal education on nature conservation in the area, yet the natural bushes and shrubs appear to be relatively virgin, intact and unexploited. This situation may be attributed to the availability of electricity, which makes subsistence use

of trees less likely in the Mabedlane-Mkhazane area especially for cooking and heating (Buthelezi, Pers. Comm., Tuesday, 06-02-2007d).

(c) *Ondini Cultural Museum*

The Ondini cultural museum houses the rich cultural heritage in KwaZulu-Natal, from the earliest inhabitants of the great Zulu nation. One of the most representative collections of Zulu material culture in the country is kept here. The Ondini site museum focuses on the life of King Cetshwayo, last king of an independent Zululand, whose royal residence has been reconstructed in Ulundi on the basis of archaeological excavations. The site also provides visitors with insight into the Anglo-Zulu war of 1879 ([www.anglozuluwar.com/the journal](http://www.anglozuluwar.com/the_journal)).

This museum is strategically located along the P700 road making its accessibility by tourists from the R34 and R66 as well as the Prince Mangosuthu airport quite easy. The enormous tourism potential of the museum can contribute to the local economic development of Ulundi. In this thesis, household heads were questioned about their knowledge of this museum and the role the latter can play in the development of the study area. This study however finds that little has been done to market this place to maximize its tourism potential.

(d) *Umfolozu-Hluhluwe Game Reserve*

The Umfolozu/Hluhluwe park is an ecological sanctuary which is 35km away from Ulundi, using P700 road. It is very close to many cultural attributes of significance in the study area. It is a nature conservation area accommodating different species of flora and fauna. Home to the 'Big five', Umfolozu-Hluhluwe is one of South Africa's wildlife parks (www.tintasafaris.co.za). The tourism potential of this game reserve displays significant economic spin-offs to the rural communities of Ulundi that live along the P700 leading to the reserve. The Hoyt's sector model in the theories of urban land use in the literature review earlier is relevant to determine the socio-economic influence of P700 and R66 in the Ulundi Local Municipality. However, the economic benefits of their proximity to the reserve have not been forthcoming due to the lack of communal entrepreneurial spirit, business initiative and decisive marketing. This is in consonance with the loss of economic opportunities in the Durban cultural tourism market, due to neglect as earlier noted in the literature [www.durban.gov.za (2007)].

(e) *White Umfolozi river and Aloe plants*

The White Umfolozi river is the main drainage system of the Ulundi local area. The climate of Ulundi is generally dry and relatively hot, yet the white Umfolozi is perennial in nature. In spite of its presence, Ulundi experiences water supply challenges from time to time. The occasional water shortage discourages and undermines tourism in the area.

Aloe is a common plant that grows in the study area and its immediate surrounding municipalities like Nongoma, Pongola and Abaqulusi. The aloe has a huge market potential as a result of its inherent medicinal value both locally and internationally. The study recognizes that little has been done about the aloe plant in terms of feasibility studies to determine the market and economic spin-offs from its harvesting and processing (Sibiya, Pers. Comm., Thursday, 22-03-2007b).

(f) *Battlefields – Historical sites*

The Ulundi area has a long history of conflict. The Ulundi Battlefield where the final battle of the Anglo-Zulu war was fought is located in this municipality. The battle of Gqokli hill fought between the forces of King Shaka and Inkosi Zwide of the Ndwandwe in 1818 is found in Ulundi (www.heritagekzn.com).

These historical trails have significant tourism potential both on the domestic and international fronts. The economic spin-offs that these have on the improvement of the quality of life of the Ulundi rural communities is crucial. However, the implicit developmental potentials of these historical trails have not been used fully in Ulundi.

(g) *Prince Mangosuthu Buthelezi Airport*

The Ulundi Local Municipality has a state-of-the-art airport, with over 8000 square metres size of adjacent buildings comprising of departure and arrival halls, offices and stores for civil aviation purposes. This airport has remained unused since 2002 on socio-economic and political reasons. This study envisages that operating this facility again in the study area would leverage the economic impetus that tourism wields in the area. Potential local and international tourists to the Zululand region would have the leisure of air flights and avoid the long distance travel by road. The closeness of the P700 road to the airport and their link to

the R66 and R34 create a transport network that opens up the Ulundi Local Municipality and its attractive landscape and cultural attributes to tourists (Philips, Pers. Comm., Tuesday, 18-12-2007).

(h) Former KZN-Legislative Assembly and Administrative buildings

Situated in the Ulundi local area is the former KZN-Legislative Assembly and Administrative buildings. The two huge structures are state-of-the-art buildings occupying approximately 56726 square metres. The administrative building has a basement consisting of a canteen area, store rooms, parking area and offices. The first and second floors are identical with office spaces and open planned area with executive suits to house the senior officials.

Given the relocation of the KZN-provincial capital from Ulundi to Pietermaritzburg, almost all departmental head offices have moved leaving the current occupancy level below the original capacity of 1600 people. Currently, the building is used as regional and district offices of various government departments, yet it is underutilized (Philips, Pers. Comm., Tuesday, 18-12-2007).

The Legislative Assembly building is situated in the same vicinity of the former KZN Administrative building in Ulundi. This building is also a state-of-the-art structure comprising of three floors. The ground floor has a dining area and VIP dining area. There are few offices on the ground floor because of the huge legislative chamber. The first floor houses the public gallery for the chamber and some offices. The chamber stretches from the ground floor to the first floor. Above the chamber on the second floor are offices shaped in a rotunda fashion.

This building was the KZN legislature but was abandoned in 2002 on political grounds. Although it is used from time to time for government functions, it has not been put into maximum use. Its architectural beauty and size have significant tourism potential. The local economy of Ulundi can be stimulated around the marketing of these buildings as part of places of interests in Ulundi. Apart from the local Holiday Inn Garden Court which advances this interest to its customers little has been done in promoting these massive cultural features (Philips, Pers. Comm., Tuesday, 18-12-2007).

(i) Accommodation and hospitality facilities in Ulundi

In spite of its tourism potential, the available accommodation capacity in Ulundi does not cope with the expected demands, especially during the annual cultural festival called the reed dance at the Enyokeni Royal Palace in KwaNongoma. The most acknowledged accommodation facility in the study area is the Holiday Inn Garden Court Ulundi. This facility has a 72 guest room capacity including two suites and one room specially designed for physically challenged guests. Apart from this hotel, there have sprung up in the area a few bed and breakfast businesses like Qalakahle, Up and Up, and Valgaries, all located in the five spatial units of the study (www.zulu.org.za). Despite the economic potential of the accommodation and hospitality areas, little education on accommodation and hospitality businesses has been offered to support the local economic development in creating jobs and improving the quality of life of the people of Ulundi.

(j) Unused large expanse of land

Ulundi local municipal area is surrounded by a large expanse of land that can accommodate industrial concerns of varied magnitude. Private investor involvement is needed in the areas of school support, commercial complexes and other services to fast-track the diversification of the economy (Buthelezi Pers. Comm., Tuesday, 03-04-2007c).

According to both the Local and the District Municipalities, land ownership is mostly (41%) communal and most of the land still remains under the control of the various communities with little or no reported land dispossession cases that necessitate significant land reform initiatives in the area. Of the few affected wards in the Zululand area, Khataza area (in the Mthonjaneni) has successfully undergone the land reform programme. However, it is interesting to note from the local municipality that certain commercial sites have been advertised, tendered and purchased for a privately-run hospital and more retail concerns around the CBD of Ulundi. The short term relief of job creation and improved services that these ventures would bring cannot be discounted.

(k) Ndonsa Art and Craft Centre

The Ulundi municipal area has Ndonsa Art and Craft Centre as part of its valuable cultural resources. Built by the Department of Education as part of its reconstruction and

Whereas about 44% of the respondents' knowledge came through visiting some of these attributes themselves, another 44% of the people did not know about their existence. A combined percentage of less than 13% of the respondents attributed their knowledge of the landscape and cultural attributes to local publications and friends. The implication is that little had been done in the area to heighten public awareness in the form of diverse advertisement media of the landscape and cultural attributes. The radio (15.2%) and print (11.6%) media were the most popular strategies suggested to improve knowledge of the historical sites and physical landscape attributes. Also considered were community leaders (8%), public awareness programmes and workshops (6.5%) and visits (3.3%). Over 50% of the respondents had no idea of strategies to improve knowledge of the historical and physical landscape attributes. Much as this confirms that tourism activities in the Ulundi Local Municipal area are at the lowest ebb in terms of the local municipal administration, ZDM (tourism office) has created an enabling tourism environment by advertising the tourism destinations and facilities in the entire Zululand District Municipality. However, there is the lack of a marketing drive in the study area to consolidate this tourism potential.

Figure 6.5 describes the awareness level of major physical landscape attributes among household heads in the study area. About 59.4% of the household heads were fully aware of the Umfolozi River. Approximately 35% of the household heads were not aware of the River

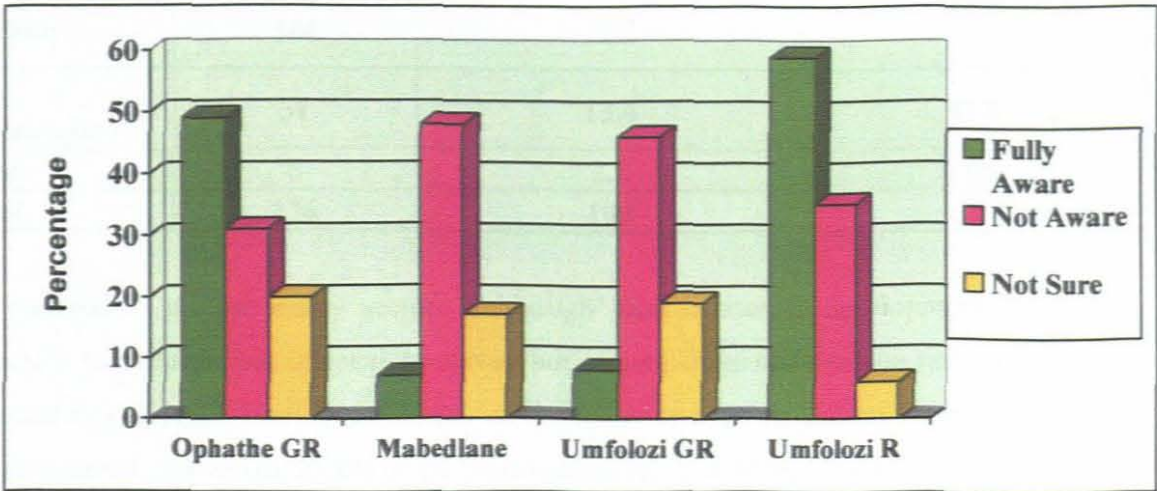


Figure 6.5: The awareness level of major landscape attributes among heads of households of urban Ulundi in 2007

and less than 5.6% were not sure. Meanwhile approximately 49% had full knowledge of the Ophathe Game Reserve (GR); about 31% were not aware and 20% were not sure. Just like the Mabedlane mountain, the Umfolozi Game Reserve (GR) was less known to the interviewees. Less than 10% respondents knew about both features. Over 45% of the household heads were not aware about both Mabedlane mountain and Umfolozi Game Reserve (GR). In both cases, close to 20% respondents were not sure about the existence and use of these environmental assets.

6.4.1.3 The historical sites and physical landscape attributes in LED

Table 6.12 presents an overview of the importance of LED in Ulundi. There is a two-way relationship between LED and tourism. Approximately 52.2% household heads asserted that LED promotes tourism; 19.9% felt that it adds to aesthetic benefits; about 13.4% also indicated that LED contributes to job creation whereas 12.3% said that it serves as a source of

Table 6.12: The importance of local economic development of Ulundi in 2007

Importance of LED	Frequency	Percentage [%]	Cumulative Percentage [%]
Aesthetic relevance	55	19.9	19.9
Source of raw material	34	12.3	32.2
Tourism	144	52.2	84.4
Job opportunities	37	13.4	97.8
None	6	2.2	100
Total	276	100	

raw material to the secondary sector. Although local economic development in general advocates sustainable use of local resources but Ulundi does not produce raw materials as indicated as responses from about 32.2% of the interviewees. In another related analysis it was discovered that whilst 72.8% of the respondents felt that there would be a very negative impact on LED if physical landscape attributes were to be absent, approximately 8% indicated that their absence would be negative. On the contrary, 6.9% and 7.6% indicated that if there

were to be no cultural features, there would be positive impacts as there would be more space for productive ventures like agriculture and forestry. About 40.2% affirmed that with improved knowledge of the historical sites and physical landscape attributes, there is likely to be great significance on LED in Ulundi.

Pursuant to investigating the importance of local economic development in the study area, another approach of assessing the influence of historical sites and landscapes on the LED was engaged in. The responses of household heads on the extent to which improved knowledge of historical sites and physical landscape attributes influence the LED of Ulundi are presented in Table 6.13. Whereas only 8% saw it to have less significance, over 51.8% did not know the extent to which improved knowledge of the historical sites and physical landscape attributes can influence the LED of the study area.

Table 6.13: Historical sites and landscapes influence on LED of urban Ulundi in 2007

Extent of impact	Frequency	Percentage	Cumulative Percentage
Great significance	111	40.2	40.2
Less significance	22	8	48.2
I don't know	143	51.8	100
Total	276	100	

According to the municipal management, structures are in place to communicate development matters to the community. The corporate division ensures regular involvement of the IDP representative forum as a vehicle to share and obtain comments on development matters.

Figure 6.6 describes the spatial distribution of responses with regard to the socio-economic impact of the landscape and cultural attributes per spatial units. Firstly, all the spatial units, ranging from Section A to D, that were investigated, significantly acknowledge the tourism potential of the landscape and cultural attributes in the Ulundi municipality. This analysis attracted a range of 40% to 60% of the respondents.

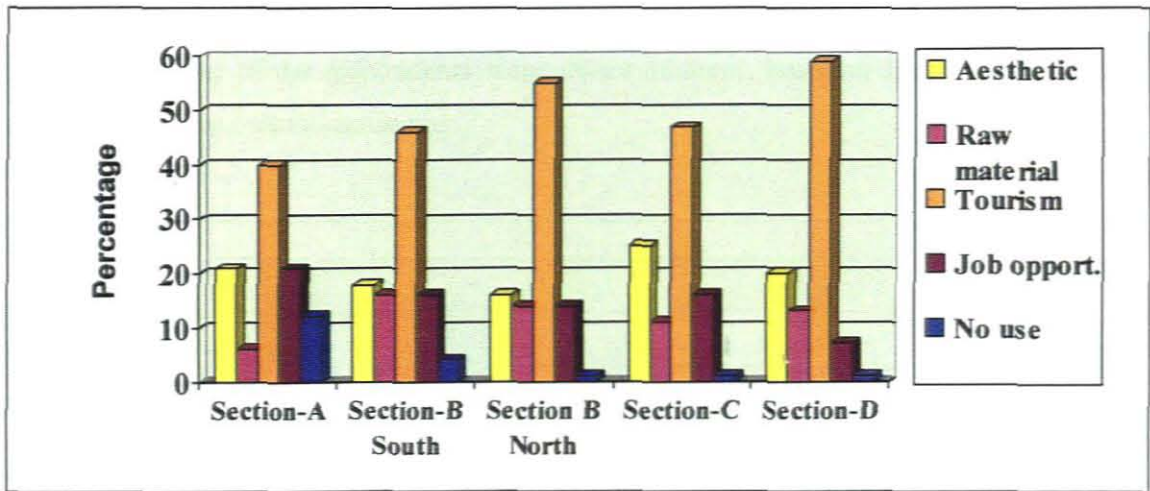


Figure 6.6: The economic use of landscape and cultural attributes per the five spatial units of urban Ulundi in 2007

The responses of household heads from Sections A (40%), B South (46%), B North (56%), C (48%) and D (60%) confirm the important role of tourism in the development in Ulundi. Apart from the tourism prowess of the landscape and the cultural features, the study further notes that they of aesthetic importance. Over 20% responses from Section C alluded to the aesthetic relevance of the landscape and cultural attributes; approximately 20% household heads in both sections A and D also appreciated the aesthetic role of the features. The ability of these features to create jobs was mentioned in all the spatial units, however only Section A was quite significant with 20% responses. A small number of the household heads also acknowledges the features as sources of raw material in the quest for socio-economic development of the area. Meanwhile, about (12%) of the household heads from Section A did not know the benefits that the attributes under question wield.

6.4.1.4 Awareness of the cultural heritage features in Ulundi

On matters related to the awareness of historical sites, cultural museum, cultural events, art and craft centres shown in Figure 6.7, it became evident that these heritage features were well regarded as a basis for achieving improved local economic development in the study area. Ulundi generally is the cultural and historical heart of Zululand. However, it was surprisingly discouraging to discover that 58% of respondents did not know much about the existence of historical sites like the Ulundi battlefield and the Spirit of Amakhosini. Only 38% affirmed

knowledge of their existence. As regards awareness about cultural museums, a relatively larger number (45%) of the respondents were aware of them, however the majority (52%) were not aware of the cultural museums.

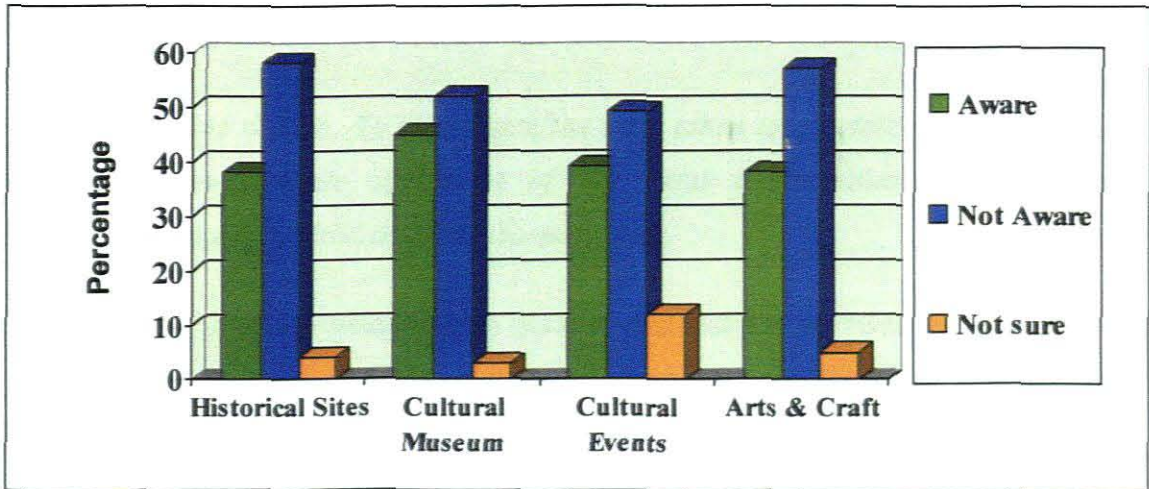


Figure 6.7: Awareness of heritage features as a basis for local economic development of urban Ulundi in 2007

Whilst about 39% of the respondents knew about cultural events in Ulundi, a far greater number (49%) did not know about these events. It seems the marketing strategy aimed at educating the community about these events is not effective and needs to be improved. A positive awareness of events, will go a long way towards the actual realisation of the implicit tourism potentials of Ulundi municipality and its immediate rural surroundings. Figure 6.7 also shows the awareness of the existence of art and craft in the study area. More than half (57%) of household heads have no knowledge of arts and craft centres. This could be attributed to a possible lack of clarity about this question to respondents. Only about 38% of the respondents confirmed their knowledge of the existence of arts and craft centres.

At a general level, about 30% of the respondents attributed their knowledge of heritage sites to visits to the sites, 72% through municipal publication, 5.8% through relatives and friends, and the remaining from other sources such as Tourism KwaZulu-Natal. These findings clearly indicate that the awareness of heritage sites in the study area is not fully supported.

This therefore suggests that the lack of awareness and perhaps the knowledge of the cultural features would impact negatively on spatial development in the study area.

6.4.2 Objective Two: Alleviation of poverty, empowerment of women and socio-economic upliftment

The second objective sought: *To interrogate the steps taken to alleviate poverty, empower women and socio-economic upliftment of the rural communities like Mkhazane, Mabedlane, Mbangayiya, Mtikini and Mbhoshongweni.*

In a bid to assess the efforts already put in place to deal with the abovementioned objective, the average monthly income and the number of dependents per household head are very crucial components in this regard. Also incorporated in this section to throw more light on the subject are the poverty alleviation and women empowerment programmes which are in operation in the study area.

Using the number of people staying in households as a socio-economic measure, respondents were asked to show their status. As shown in Table 6.14 the majority of people staying in various households in the study area, is concentrated between 1 to 10 people per household.

Table 6.14: The number of people staying in various households of urban Ulundi in 2007

Number of People in households	Frequency	Percentage	Cumulative percentage
1-5	133	48.2	48.2
6-10	120	43.5	91.7
11-16	3	1.1	92.8
17-20	3	1.1	93.8
None	17	6.2	100
Total	276	100	

Most households (48.2%) have between 1-5 residents; then follow 6-10 residents per household representing 43.5%. The 11-16 and 17-20 categories have (1.1%) each. The

majority of the households appear to have some concern about having more household members. This demographic pattern could be attributed to numerous factors, among which include economic and social incapacity of most households.

With regard to income levels, respondents were requested to indicate their situation. As shown in Table 6.15, the average monthly income of bread-winners of urban Ulundi in 2007 was as follows: Approximately 26.8% of respondents receive above R6001, 25.7% of bread-winners earn an average monthly income of R3001-R6000, 15.9% between R1501-R3000; 15.2% are remunerated between R251-R1500 and an amount of R1-R250 is earned monthly

Table 6.15: The average monthly income of the bread-winner of urban Ulundi in 2007

Average monthly Income	Frequency	Percentage	Cumulative percentage
R1-R250	29	10.5	10.5
R251-R1500	42	15.2	25.7
R1501-R3000	44	15.9	41.7
R3001-R6000	71	25.7	67.4
R6001-Above	74	26.8	94.2
N/A	16	5.8	100
Total	276	100	

by 10.5% of bread-winners. About 5.8% of bread-winners are unemployed status. The situational and local economic development in Ulundi is impacted negatively by the low monthly income of close to 40% bread-winners and the unemployment challenge facing a section of them. This scenario presents a challenge to the objective of alleviating poverty, empowering women and advancing the socio-economic interests of the residents of the study area within the framework of local economic development.

With a view of further assessing how the monthly income of bread-winners influence and alleviate poverty, the empowerment of women and socio-economic upliftment of the people in the Ulundi Local Municipality, as well as what steps are taken to improve the situation, respondents were asked to reveal their monthly income. In this regard Figure 6.8 shows the

average monthly income of bread-winners per the five spatial units. In Unit A, about 28% of respondents were within the income bracket R251-R1500. The income brackets R3001-R6000 and R1501-R3000 were represented by 18% each in A Section. Only 3% of the respondents earned above R6001. Meanwhile, Section A has the highest relative unemployment value registering 21% according to this research investigation. Similarly in Section A, approximately 12% were receiving an amount of R1-R250 monthly.

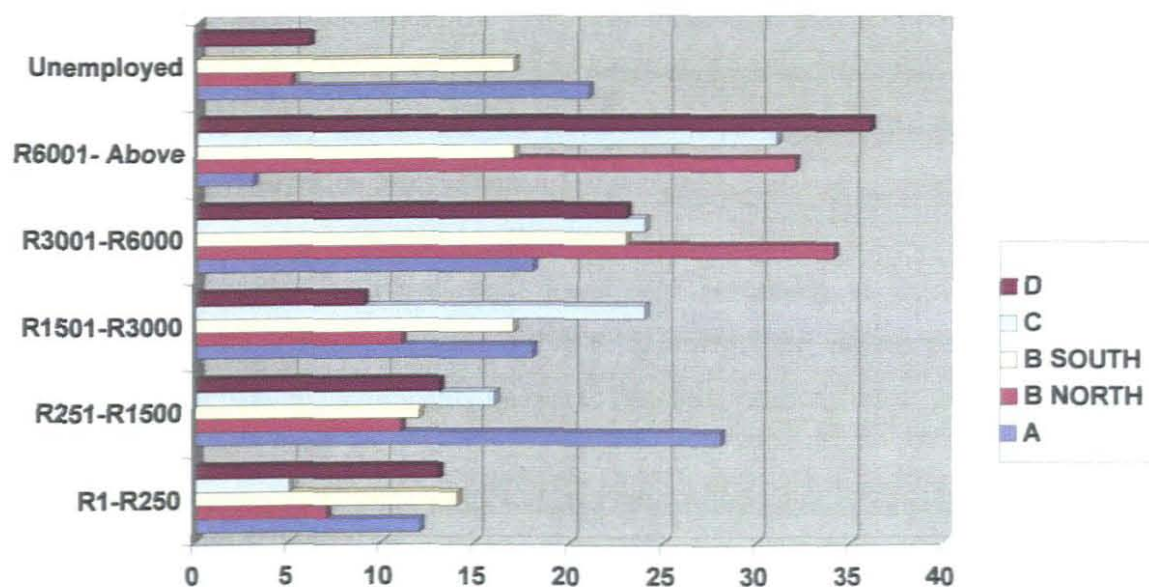


Figure 6.8: The average monthly income of household heads of Ulundi in 2007

In B North, most (34%) of the household heads were within the income bracket R3001-R6000, followed by (32%) with an income R6001 and above. Whereas the income groups R251-R1500 and R1501-R3000 represented 11% in each case, the category R1-R250 and the unemployed were 7% and 5% respectively.

In B South, the categories R6001 and above and R1501 – R3000 were represented by 20% each. The income brackets R3001 to R6000, R251 – R1500, and R1-R250 were 28%, 14% and 16% respectively. Few respondents (2%) indicated that they were unemployed. In contrast to B South, there was no recorded unemployment in Section C. Most of the people

interviewed (31%) were within the highest income bracket. The income groups R1501-R3000 and R3001-R6000 were represented by 24% each in Section C. Approximately 15% of respondents from Section C were earning between R251 - R1500. It is important to also acknowledge that about (5%) of the interviewees were within the R1-R250 bracket.

In unit D, the largest (modal) category is the most highly paid group being R6001 and above (36%). The category R3001-R6000 represented 23% whilst the R251-R1500 as well as R1-R250 groups were each represented by 13%. The income bracket R1501-R3000 registered 9% and the unemployed category had 6%. The relatively high unemployment level in Section A should influence policy direction of the Local Municipality about the need to spearhead sustainable poverty alleviation programmes.

Respondents were asked to reveal their knowledge pertaining to existence of poverty alleviation in the study area. As such, Table 6.16 presents the various poverty alleviation programmes in the Ulundi municipality known to residents. Among these programmes were

Table 6.16: Responses relating to knowledge of poverty alleviation programmes of Ulundi in 2007

Programmes (poverty alleviation)	Frequency	Percentage	Cumulative percentage
Gardening	29	10.5	10.5
Provision of houses	6	2.2	12.7
Road construction & repairs	13	4.7	17.4
Water supply	1	0.4	17.8
Electricity	4	1.4	19.2
Art & craft	12	4.3	23.6
None (Perceived)	210	76.1	99.6
Social grant	1	0.4	100
Total	276	100	

gardening (10.5%), provision of houses (2.2%), road construction and repairs (4.7%), water supply (.4%), electricity (1.4%), art and craft (4.3%) and social grant (less than 1%). Over 75% had no knowledge of poverty alleviation programmes in the Ulundi municipality. From the aforementioned, it can be said that quite a sizeable percentage are ignorant about the

projects that seek to address issues on poverty alleviation programmes. This could be attributed to the fact that the Ulundi community is either not active participants of the IDP process of the Local Municipality or their leaders (community and political) do not consult nor inform them about current developments in their area.

The IDP office of the Ulundi Local Municipality indicated that many uncoordinated activities under the auspices of the ZDM are in progress in the study area to deal with poverty alleviation. Particularly noteworthy of such programmes in the study area are the gardening projects at Section A and Mkhazane, painting, sowing of dresses, and art and craft at Ndonsa.

Table 6.17: Knowledge of women empowerment programmes of urban Ulundi in 2007

Programmes	Frequency	Percentage	Cumulative percentage
Workshop	6	2.2	2.2
Social grant	138	50	52.2
Gardening	28	10.1	62.3
Beads work	3	1.1	63.4
Art & craft	66	23.9	87.3
Other	17	6.2	93.5
None	18	6.5	100
Total	276	100	

Table 6.17 describes various women empowerment programmes known to interviewees. The social grants and art and craft were the most prominent with 50% and 23.9% respectively. Other women empowerment programmes that were known to interviewees included gardening (10.1%), workshop (2.2%) and bead work (1.1%). About 6.5% of respondents asserted that they did not know any programme of women empowerment in their vicinity. The sustainability of social grant as a long-term empowerment tool is a serious concern. More skill-transferring programmes like gardening, art and craft and bead works are more sustainable and constructive to the economy of Ulundi.

The community services division of the Ulundi municipality is in charge of youth/gender equity. As part of the key performance indicators, the division has developed a community upliftment strategy and awareness to facilitate provision of support and assistance with specific reference to the youth, disabled, women and the aged (Buthelezi, Per. Comm., 03-04-2007c).

Four in every five women in the Mbhoshongweni rural area are unemployed and mostly depend on government child support and pension grants for survival. The majority of the people (Over 50%) residing in Mbhoshongweni, Mtikini and Mbangayiya are primary and high school drop outs, unemployed high school leavers and those of school-going age. Most of these people described above are women. Many young girls have become mothers to qualify for child support grant (Sibiya, Per. Comm., Monday 21-04-2008).

In the Mkhazane rural community, the traditional leadership indicated that about two in every five households have mothers of school going age. The child support grant the government administers has given impetus to this behaviour of teenage pregnancy in the rural community of Mkhazane. The original intent of this policy of child support grant has been abused and the plight of the poor has worsened over time with more mouths to feed in the rural households of Mkhazane (Mahaye, Per. Comm., 15-06-2006).

Only two registered non-governmental organisations are known to be officially operating in these rural areas of Mbhoshongweni, Mtikini, Mbedlane Mkhazane and Mbangayiya, namely Mthombo Wempilo Ngo (HIV/Aids home based support) and Siyazisiza Trust (Agricultural extension support services). The Siyazisiza trust engages in rural women empowerment projects so that the rural women can provide for themselves and the children the basic needs and services. Less than 10% of the rural unemployed women participate in these projects. This research encourages more operations of non governmental organizations to advance efficient use of the local resources for improved local economic development in Ulundi (Kubheka, Per. Comm., Tuesday 22-04-2008).

An understanding of the challenges of unemployment and poverty among women and youth in Ulundi places a proactive demand on the local municipality to shoulder its constitutional

mandate to ensure job-creation opportunities. Drawing a strategic plan towards this challenge befits the involvement of the community of Ulundi through its community leaders, local civic organizations and all relevant stakeholders. Projects are meant for the people and therefore initiating any poverty alleviating community projects without their participation from the onset creates ignorance and communal apathy.

Capacitating municipal staff on matters of fundraising is embedded in this socio-economic challenge. The sector departments that share a common vision with the local municipality on the same subject of women empowerment, poverty relief and child-youth support programmes, most often than not, have readily available resources for such purposes. However, the inability of some municipal officials to present business plans and proposals to that effect compounds the poor socio-economic state of affairs in the Ulundi Local Municipality.

Following the discussions on this said objective it can be concluded that the situational and local economic development in Ulundi is influenced negatively by the low income levels of household heads. Again the findings present a challenge to this objective of alleviating poverty among women and advocating the socio-economic development of the study area with particular emphasis on pro-poor LED strategies.

6.4.3 Objective Three: Strategies for the stimulation of local economic development

The third objective sought: *To examine the strategies already taken to stimulate local economic development to reverse the current trends of decline and lack of diversity of the economy to 'grow the economic pie'.*

It is perceived that the economy of Ulundi has been experiencing a decline. This section of the research seeks to present an overview of the possible causes of this trend as gathered during the process of interview. It further attempts to evaluate the local economic development strategies which are in operation in the area so as to suggest possible strategies to improve and diversify Ulundi's economy. In doing so, the study takes into consideration

the pro-poor and pro-growth schools of thought in local economic development as discussed previously in chapter two.

Table 6.18 demonstrates an overview of the factors affecting or influencing the economy of Ulundi. About 89% of respondents feel that the economy of Ulundi is not strong enough to create jobs and offer the future its residents wish to have. The interviewees attribute the perceived prevailing weak economy to various factors. About 48.6% of the respondents see the relocation of the legislature from Ulundi to Pietermaritzburg as the main blow to the economy of Ulundi since about 85% of the working class are in the government departments. One of the leakages to the economy was created following the political decision to make Pietermaritzburg the KZN provincial capital in 2001-2002.

Table 6.18: Perceptions of interviewees about the factors undermining the economy of Ulundi in 2007

Factors affecting Economy	Frequency	Percentage	Cumulative percentage
Relocation of the Legislature	134	48.6	48.6
Lack of skills and Expertise	30	10.9	59.4
Limited infrastructural Facilities	37	13.4	72.8
Limited partnership	16	5.8	78.6
Low level of education	27	9.8	88.4
Distant market	10	3.6	92
Not applicable [N/A]	22	8.0	100
Total	276	100	

The property value during the period 2001-2002 was negatively affected by this decision since the supply exceeded demand. The speculative fear of the potential economic slump in Ulundi at that time contributed to a decrease in demand for properties in Ulundi, especially by government employees relocating to Pietermaritzburg (Msibi, Pers. Comm., Thursday, 27-12-2007).

Table 6.19 describes the trend of a three bedroom house; its value and number funded by the Ithala Bank, Ulundi from 2000 to 2007. This study chose the Ithala Bank on the grounds that, it funds over 90% of the properties in the study area. It could be deduced from the table that the property market was vibrant with about 198 purchases in 2000 in the study area.

Table 6.19: The value and number of three-bedroom houses funded by Ithala Bank of Ulundi from 2000 to 2007

Year	Property Value (Rands)	Number of Houses Funded
2000	R85000	198
2001	R90000	120
2002	R110000	115
2003	R140000	130
2004	R170000	145
2005	R240000	170
2006	R290000	210
2007	R360000	260

The demand dropped in 2001 and 2002 with 120 and 115 house purchases respectively. The relocation of the KZN provincial capital from Ulundi to Pietermaritzburg created fear in property market, hence a decrease in demand in the study area at that time. Approximately, 60% of government employees attempted to sell their properties in Ulundi and could not afford the relatively more expensive houses in the Durban-Pinetown-Pietermaritzburg area. They then decided to keep their properties in Ulundi. The demand for properties started to increase from 2003 to date as shown in Table 6.19. Currently, all Ithala properties have been purchased and the Bank is offering housing loans to prospective house owners to construct the houses themselves (Msibi, Pers. Comm., Thursday, 27-12-2007).

It has emerged that the workers who cannot cope with high rentals in the new provincial capital, are forced to forgo their jobs in Pietermaritzburg. The relocation of the legislature also leaves certain existing valuable infrastructure facilities in Ulundi underutilised. Particularly noteworthy of such abandoned facilities are the Mangosuthu Airport and state-of-the-art legislative building that remain underused. Lack of skills and expertise (10.9%), limited infrastructure facilities (13.4%), limited partnerships between all stakeholders (5.8%), low level of education (9.8%) and distant market (3.6%) are also considered as additional

factors undermining the growth and development of the economy of the place. Also crucial to note is that 8% of the respondents admit that they do not know much about the dynamics of economics and cannot tell whether the economy of Ulundi is doing well or not.

The Zululand District Municipality (ZDM) acknowledged the multifactoral nature of the challenges facing the growth and development of the study area. Meanwhile, the planning unit (ZDM) pointed out that the ownership of the Mangosuthu Airport has been transferred to the district from the province. Apart from increasing accessibility to the area, the operation of the airport would also add value to the growth and development of Ulundi.

Currently, the Airport has a relatively small capacity equivalent to an aerodrome and can handle limited number of flights, passengers and cargo compared to the Oliver Tambo and Durban International Airports. The Airport has remained unused since 2002 for political and socio-economic reasons. Both domestic and international tourists would have more access to the tourism products the area offers at their convenience (Sibiya, Per. Comm., Thursday 22-03-2007b). This in turn would have a positive multiplier effect in broadening the economic prospects that tourism can present in the area.

Respondents in the municipal area of Ulundi were asked to reveal their knowledge regarding the existence of local economic development [LED] programmes in the study area. In this regard, Table 6.20 shows the various LED programmes implemented in the municipal area. Over 60% responses indicated that social grant has been the main strategic tool in the LED, but this is not sustainable. About 9.2% also indicated that workshops towards LED have been organised in their localities. Gardening was seen by about 8% of the respondents as one of the strategic tools to promote local economic development. Less than 1% viewed bead work as another LED strategy, which was on course in their vicinity.

It is quite worrying to note that social grants were noted as the dominant LED strategy since it does not contribute directly in any way to the growth and development of the area in the long run. However, the short term benefit that social grants offer in easing people from the pressure of grinding poverty cannot be overemphasized. This approach embraces the pro-poor

Table 6.20: Perceived LED programmes of Ulundi in 2007

Programmes	Frequency	Percentage	Cumulative percentage
Workshop	32	11.6	11.6
Social grant	214	77.5	89.1
Gardening	28	10.1	99.3
Bead work	1	.4	99.6
N/A	1	.4	100
Total	276	100	

perspective discussed in chapter two to improve the quality of life of the poor in the study area.

As leakages, neither do the social grants touch on skill development nor sustainable income – maintaining ventures to empower local communities for independent long-term lifelong growth and development. Found within one of the poorest district municipalities, the market for the bead work and gardening should aim not only at the local market with limited purchasing power but must network and partner with the neighbouring local and district municipalities for bigger and better marketing propensity like Durban, the national market and tourists in general. In the quest for larger market propensity, the pro-growth stance that seeks to maximize profit is embraced in this regard.

It was essential to establish the strategies that facilitate the stimulation of local economic development in the study area. As such, Table 6.21 indicates the responses to preselected strategies which are thought to improve and diversify the economy of Ulundi. About 30.1% respondents felt that encouraging partnerships among all stakeholders (Local residents, sector departments, the private sector, traditional leadership, management of the Ulundi Local Municipality and District Municipality, Ngos) may improve the economic status of the study area. Also mentioned were infrastructural development (28.3%), incentives to attract manufacturing industries (19.9%), agricultural skill development programmes (10.5%) and promoting adult education (3.3%).

Table 6.21: The strategies for improving and diversifying the economy of Ulundi in 2007

Strategies	Frequency	Percentage	Cumulative percentage
Infrastructural development	78	28.3	28.3
Incentives to attract Businesses	55	19.9	48.2
Skill development	29	10.5	58.7
Encouraging partnership	83	30.1	88.8
Promoting adult education	9	3.3	92
Other	20	7.2	99.3
N/A	2	.7	100
Total	276	100	

Although few responses were directed towards adult education as an alternative strategy to improve the economy of the study area, it has the ability to act as another form of economic catalyst to Ulundi. Adult education policies (ABET) must be translated into action to mitigate the gap between policy framing and their actual execution. There still exists loose alignment regarding interconnectedness, intermunicipal cooperation and participative collaboration between local municipalities, district municipalities and provincial government department. *Inter-governmental alignment is very crucial to optimise the use of available local resources for improved local economic development (Buthelezi, Per. Comm., Tuesday, 06-02-2007d).*

Also worth considering are vast unused industrial lands. Attractive industrial incentives like cheap land and subsidised electricity to draw more industries to Ulundi to take advantage of the P700, may be a strategic option to diversify the economy of the area. As a result of the direct link to Richards Bay, the P700 will open up readily available land in Ulundi as potential industrial support sites. This may broaden the tax base of the Ulundi Municipality and offer business prospects from the commercial ribbon development. Ulundi has to some extent limited infrastructural facilities. In order to make the place more attractive, more infrastructural facilities like maintaining existing roads and constructing new ones, water and electricity reticulation must be put in place.

Tourism as a vehicle to stimulate the LED of Ulundi has not been fully tapped. For instance, Holiday Inn (Garden court) – Ulundi accommodated on average 5500 international and local tourists in its facility in the 2007 Financial Year. Over 50% of the accommodation facilities are not used during weekends except during the week where government officials book in for meetings, workshops and seminars (Joris, Pers. Comm., Tuesday, 24-12-2007).

According to Amafa about 5940 tourists visit the interpretive centre and King Dingane's capital, Mgungundlovu; a doubling of figures for the previous year. Amafa KwaZulu-Natal projected that this centre may attract about 24000 tourists by 2008 (www.emakhosini.co.za). The municipality considers tourism as a key role player in local economic development (LED). However, a tourism marketing strategy for Ulundi that seeks to link the landscape and cultural heritage has not been fully developed.

The municipal management indicated that in the process of reviewing the LED for Ulundi, a more conducive environment for public participation has been created. After its dissolution for a long time, the Community Tourism Association (CTA) was reconstituted in early 2007 to steer the affairs of tourism in Ulundi. As an important component of economic development, the municipal budget must at this stage make provision for tourism in its next budget (Buthelezi, Per. Comm., Tuesday, 06-02-2007d).

The Zululand District Municipality [ZDM] views Ulundi municipal area as an important role player in terms of potential economic viability in agriculture, tourism and general businesses. According to the planning unit of the Zululand District Municipality, the district, with particular reference to Ulundi, has a number of outstanding primary attractions, which have still not been appropriately developed and packaged to confer local economic benefits (Sibiya, Pers. Comm., Tuesday, 21-02-2006a). It is useful to understand what the main attractions of Zululand are, in seeking to match product development opportunities with those attractions based on tourism market demand.

Like Ulundi, Zululand is different from some of its neighbouring municipalities in that it is not a coastal destination and cannot offer coastal tourism experiences. The Ulundi Local Municipality falls across two relatively well-known tourism destinations, that is, the

battlefields and the broad coastal area of northern KwaZulu-Natal known by the market as Zululand. The ZDM acknowledges Ulundi as the cultural core of the district and all tourism activity should be focused on the theme of it being the birthplace of the Zulu Nation, incorporating some of the richest historical sites in Africa like the Ulundi battlefield where the memorials to the Zulu and British dead are located, and KwaZulu Cultural Museum which houses one of the most representative collections of Zulu material culture available; wildlife and living cultures (Sibiya, Pers. Comm., Tuesday, 21-02-2006a).

According to ZDM, the Provincial Department of Economic Development in collaboration with the Office of the Premier (the leading agent) sees the Ophathe Emakhosini development as having high labour absorption during the construction and infrastructure development phase (Sibiya, Pers. Comm., Tuesday, 21-02-2006a).

In order to accentuate its local economic spin offs, it is envisaged that preferential procurement must be instituted in the hospitality operations. The tribal authorities of Ximba and Mpungose are prospective participants and active stakeholders as the protected area includes a section of these tribal areas. This approach also calls for business linkages with the private game reserves. Over 40% land of the ZDM is under the Traditional Authority and the Ngonyama Trust usually controls the rural plots. The rural land with high tourism potential is to be developed within the framework of partnership. This potential tourism industry in Ulundi is characterized by tourism routes, such as battlefields route and the Zulu heritage route. The ZDM pointed out that local knowledge of historical sites, places of interest and culture positions local entrepreneurs as potential tourist operators and ground handlers (Rohrs, Pers. Comm., Friday, 17-11-2006).

Meanwhile, it was pointed out that tourism has been active only at the district level, and little is said or done by the local municipality to promote it at the local, national and international fronts. The Ulundi Community Tourism Association (CTA), the vehicle of Ulundi tourism has not been operational over time until 2007. All tourism stakeholders may see themselves as competitors for better service and improved product line to tourists who visit the area. The B&B operators, Amafa KwaZulu Heritage, tourism ZDM, tourism KZN and all tourism

stakeholders in Ulundi come together for a more comprehensive integrated tourism plan for Ulundi (Rohrs, Pers. Comm., Friday, 17-11-2006).

Tourism development potential along P700 has sustainable impetus, following its close proximity to the Mangosuthu Airport. The latter has recently been granted provincial approval to commence its normal operations once again. B & B, traditional self-help accommodation, art and craft markets as well as information centres can be established along the P700 with the aim of attracting domestic and international tourists to ensure commercial ribbon development through sustainable tourism. The synergy between tourism and agriculture can be realized by the supply of produce for the tourist industry. The growth and development of agriculture and tourist economic themes can fulfil the Provincial Department of Finance and Economic Development's key concerns as enshrined in the provincial LED projects (Rohrs, Pers. Comm., Friday, 17-11-2006).

The planning unit of ZDM further acknowledged that the highest agriculture potential is in the north and north-east of the region, particularly in the Pongolo Local Municipality. There are currently development projects in crop production around Ulundi, Nongoma, Pongola and AbaQulusi. The generally dry climate of Ulundi has created a condition that is conducive for the commercial cultivation of soya beans and potential livestock production (Sibiya, Pers. Comm., Thursday, 22-03-2007b). The soya bean project is a partnership exercise between Zululand, Umzinyathi and Amajuba district municipalities. The memorandum of agreement is that Zululand and Umzinyathi will supply the raw soya beans for processing at Amajuba. Ulundi which falls under Zululand District Municipality may not benefit from the direct employment opportunities and infrastructural development spin-offs that the processing plant at Amajuba will command. However, this project paves the way for the rural crop farmers to form co-operatives and work on a relatively large scale operation. This also has the capacity to increase disposable income and improve the quality of life of the people. What remains an envisaged challenge that farmers have to bear however is the transport cost to freight the soya beans to Amajuba from places like Ulundi, AbaQulusi, Edumbe, Pongola and Nongoma in ZDM.

The ZDM (planning division) indicated that approximately 70% of the land surface in KZN is fit for livestock grazing and this is also true for the Zululand District. This includes game reserves and recognises that there is a need to cater for both grazers and browsers as much of the land is heavily bushed with woody-stemmed plants and thorn trees. The Zulu people have an inextricable affinity for livestock that has developed over centuries. As the bulk of this area is only suitable for livestock, it is therefore presented as a widely supported land-use proposition. However, rural livestock owners in Ulundi are at present uncoordinated in that their livestock graze/browse on Ngonyama Trust Land with little or no control over the maintenance of resources and their management, grazing regimes, herd management, animal health and marketing of surplus (Sibiya, Pers. Comm., Thursday, 22-03-2007b).

A chamber of commerce is not operational in the study area. From the formal corporate organisations to the informal businesses, no data base has been established to institute a forum where common issues affecting businesses in Ulundi will be discussed. These business administrative gaps create the impression that the local businesses are not supported by both the local and district municipalities (Sibiya, Pers. Comm., Thursday, 22-03-2007b).

Pursuant to the discussion above of the role of the ZDM in planning the local area, respondents were asked to reveal their perceptions and knowledge of existing local economic development [LED] projects in the study area. In this regard Figure 6.9 gives an overview of respondent's perceptions of the LED projects, which is envisaged to turn the economy of Ulundi around. Of particular prominence is that the majority of respondents (34.1%) indicated that they could not see or anticipate any prospective potential projects that could turn around the economy of Ulundi. It could be deduced from this finding that many were pessimistic about the situation. Dominant among those who had a somewhat positive response (13%) were industrial incentives, infrastructure development (9.8%), employment (job creation) (8.3%), relocation of the legislature to Ulundi (7.2%), re-skilling of human resources (6.2%), political education on tolerance (3%), sports promotion (3%) and farming (3%). It is interesting to note that tourism development, dealing with corruption and youth development received less than 3% each as perceived potential projects and programmes to advance the development of the study area.

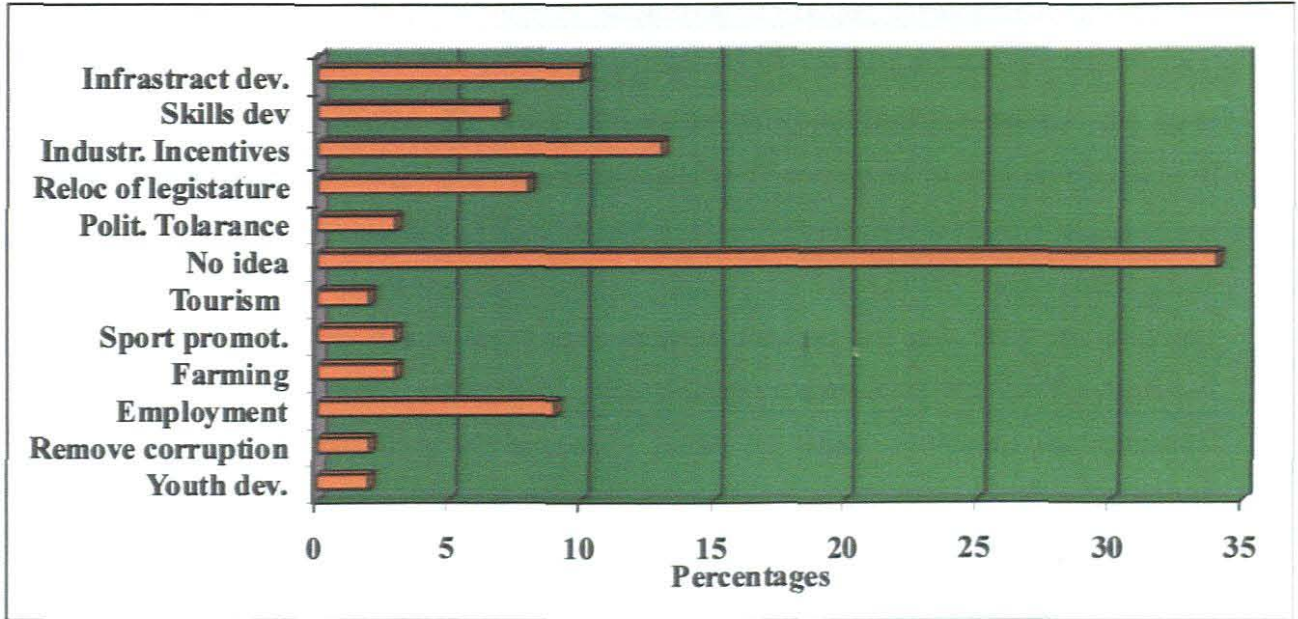


Figure. 6.9: Perceived potential projects and programmes by household heads of Ulundi in 2007

In a bid to examine the strategies taken to stimulate local economic development to reverse the current trends of decline and lack of diversity of the economy of Ulundi, the study finds that the economy of Ulundi depends largely on the government sector since most of its employed population (60%) are in this sector. The majority of the people do not know much about the strategies that are implemented to promote local economic development, economic diversification and general empowerment of the residents. Effective and efficient communication structures to ensure free flow of information between the business sector, the local residents and the municipalities (local and district) have not been consistent.

Based on the aforementioned assertions, the study concludes that the prevailing local economic development strategies in Ulundi do not respond appropriately to the non-diversified challenge of economy.

Finally, it may be concluded that the objective to *examine the strategies already taken to stimulate local economic development to reverse the current trends of decline and lack of diversity of the economy to 'grow the economic pie'* has received negative responses in general.

6.4.4 Objective Four: Decision-makers' utilisation of existing development strategies

The fourth objective sought: *To reveal the extent to which decision-makers are using existing development strategic tools towards sustainable management and development of the area.*

This aspect of the survey describes the environmental readiness of both the community and the management of the local municipality. Here attempts are made to establish the degree of knowledge and understanding of household heads on issues pertaining environmental interests. This is very crucial since sustainable development which this work also attempts to promote is a double-barrel concept encompassing a balance between the socio-economic well being of the people and their natural environment so that both the present generation and posterity benefit.

There is the need to achieve a relatively high state of sustainable management and development of facilities in the area as well as utilise existing development strategies of decision-makers. It is also important to provide sufficient education opportunities for the local communities in this regard. As such, the education levels of respondents on environmental sustainability were assessed. As such Table 6.22 shows the availability of facilities for educating the locals on the environment. Approximately, 11.2% of the responses

Table 6.22: Education of the Ulundi local population on environmental sustainability in 2007

Availability of facilities	Frequency	Percentage	Cumulative percentage
Yes	31	11.2	11.2
No	224	81.2	92.4
N/A	20	7.2	99.6
Total	276	100	100

affirmed that facilities were available in their locality for educating the local population on environmental matters whereas 81.2% indicated that they did not know of any facility established for educating the local population on environmental sustainability matters.

From schools through community halls, government departments to game reserves, Ulundi has numerous facilities where it could put programmes for educating the local population on the environment (Refer Table 6.23). Public awareness campaigns of the local government are needed to deal with this high level of environmental ignorance in Ulundi. In Table 6.23 the facilities used for educating the local population on environmental awareness and the frequency at which they are used, are shown. It is important to note that the majority of respondents (92.4% in Table 6.23) did not know of any existing facilities. This could be attributed to the fact that either most of these household heads have little or no interest in environmental issues or they have not thought of the possibility of such facilities being used for environmental concerns. Relatively few respondents (2.5%) talked about the existence of

Table 6.23: Facilities used for educating Ulundi local population on the environment in 2007

Facilities	Frequency	Percentage	Cumulative percentage
Community hall	7	2.5	2.5
School	3	1.1	3.6
Any other building	10	3.6	7.2
N/A	255	92.4	99.6
Total	276	100	100

a community hall, a school (1.1%), or any other building (3.6%), being used as facilities for environmental education. Understanding the importance of maintaining and preserving the environmental resources begins with where one would find this service of environmental education in a community like Ulundi. In support of the notions and views expressed above, respondents were asked if they understand the meaning of the concept of environment and related notions of environmental sustainability.

In association with the usage of facilities, respondents in Ulundi were asked to indicate their level of understanding the concepts of environment and environmental sustainability in the study area. On the whole (Refer to Figure 6.10), a significant majority of respondents 54% indicated that they do not understand [not grasp] the meaning of these concepts.

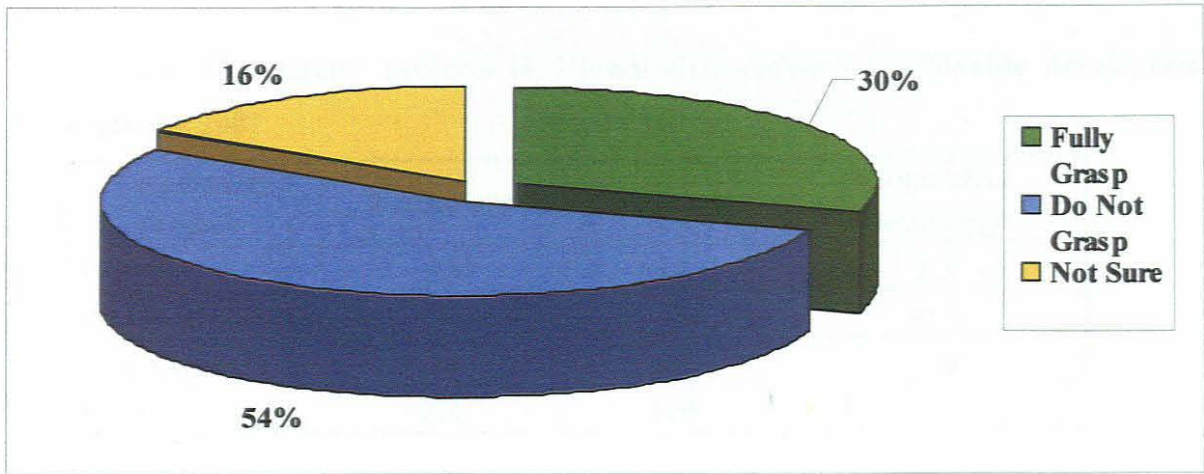


Figure 6.10: Understanding of concepts of environment and environmental sustainability of Ulundi in 2007

The concepts of environment and environmental sustainability seemed to be foreign to the respondents in the study area, notwithstanding that the sample was fairly well educated. On the other hand, only 30% and 16% of the respondents indicated that they ‘fully grasp’ and are ‘not sure’ respectively, about the concepts of environment and environmental sustainability.

A significantly large percentage of the negative response (46%) may be attributed to the fact that the local community is not sufficiently exposed to environmental issues of local economic sustainability in a spatial perspective. Notwithstanding that the sample of respondents was relatively educated (Refer to Figure 6.1), they do remain situationally and spatially less informed about issues of the environment. In view of these outcomes that the majority of community members do not grasp matters related to the environment, it is reasonable to conclude that the above stated objective is negatively perceived.

Furthermore, in order to assess this research objective, it was decided to explore the existence of community projects that encourage environmental sensitivity and sustainable development principles within the study area. As such, Table 6.24 shows whether respondents knew of any existing community projects that encourage sustainable environmental principles. Only 8.3% affirmed this assertion. Land and environment are the second most important key development issues and they incorporate Land Use Management System (LUMS), Strategic Environmental Assessment (SEA), Environmental Management Plan (EMP), spatial dimension, land reform redistribution and housing.

Table 6.24: Community projects in Ulundi that embrace sustainable development principles in 2007

Community projects	Frequency	Percentage	Cumulative Percentage
Yes	23	8.3	8.3
No	229	83.	91.3
I don't know	24	8.7	100
Total	276	100	

The technical services department of the Ulundi Local Municipality is doing well for appropriate development control. As part of their responsibility, they prepare SEA and EMP to assist with environmental sustainable development of infrastructure and land use control. The IDP management unit of the Ulundi Municipality steers local economic development of Ulundi towards community development (capacity building and poverty relief) as its development priority (Buthelezi, Per. Comm., Tuesday, 03-04-2007c).

In support of the assessment of the non-existence of community project that encourage sustainable development principles, established in Table 6.24, respondents were also asked to reveal their views regarding community projects promoting improved quality of life of the people in the study area. These community projects were pre-selected on the basis of the findings of the preliminary pilot study and included the following: gardening, provision of housing, road construction, service delivery, arts and craft and skills development.

An analysis of related responses to these projects is shown in Figure 6.11 below. On the whole the community responses indicated a negative viewpoint (in excess of 60%) that there were no community projects that promote LED in the study area. Prominent among them were that 92% of the respondents indicated that there were no projects in the area. Next in line to receive a negative response were road construction (83%), housing provision (81%), service delivery (70%) and so on. It is striking to note that approximately (92%) on the overall respondents did not know of any community projects in the study area.

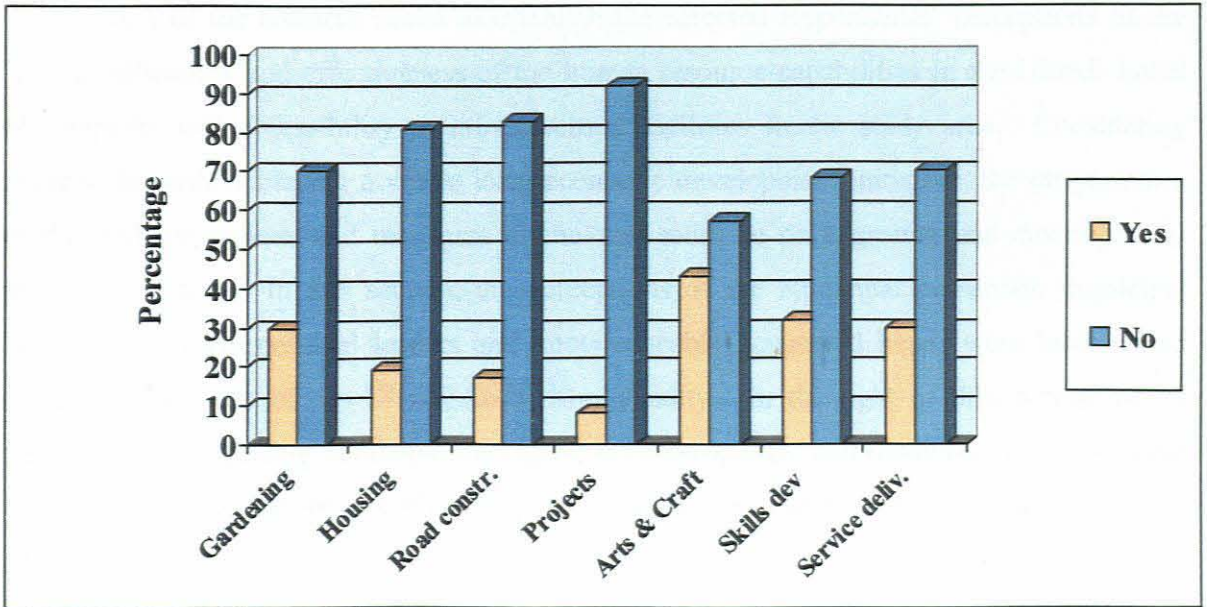


Figure 6.11 The community projects promoting local economic development of Ulundi in 2007

In the quest to meet this objective, *‘To reveal the extent to which existing development strategic tools are being used by decision-makers towards sustainable management and development of the area’*, this study concludes that the environmental readiness of both the community and the management of the Local Municipality is facing challenges. The level of knowledge and understanding of household heads on issues pertaining environmental interests is challenged by gross environmental ignorance due to lack of communication and absence of sufficient drive to promote participation and involvement in community development projects in the study area.

6.4.5 Objective Five: Perceptions of institutional structures and decision-making machinery

The fifth objective sought: *To reveal how stakeholders perceive the existing institutional structures and decision-making machinery in terms of their efficiency and effectiveness in the study area.*

This section of the research seeks to establish the selected respondents' perceptions of the level of efficiency and effectiveness of the human resource capabilities in the Ulundi Local Municipality and accessibility to infrastructural facilities in the study area. Considering progress towards achieving a viable local economic development initiative, the programmes of the decision-makers and managers in the area must be on a growth and development-seeking trajectory. In this section, the perceptions of the municipal personnel, municipal management, local political leaders and knowledgeable household heads were interviewed on the management of the Ulundi Local Municipality. In the light of this, a total of 25 respondents (comprising municipal managers, decision-makers and municipal workers) were interviewed on the perceptions of institutional structures and decision-making machinery.

In the light of the above assertion, Table 6.25 deals with the state of the budget of the local municipality in 2007. About (44%) of the responses indicated that the study area has adequate financial resources to handle service delivery to meet the basic needs of the people. Approximately 38% of respondents felt otherwise, that is responded negatively. Interestingly, about 18% of the respondents did not know much about the financial state of the Municipality and how they were conducted in terms of probity, transparency and accountability. Meanwhile, it should be noted that the Ulundi Local Municipality's institutional capacity building exercise gives priority to increasing payment levels and revenue collection of services.

Table 6.25: The state of the budget of the Ulundi Local Municipality in 2007

Financial adequacy	Frequency	Percentage	Cumulative percentage
Yes	11	44	44
No	9.5	38	82
N/A	4.5	18	100
Total	25	100	100

During the period 2000-2001 the rate payment level was just below 50%. Presently, over 60% of the households, are owing the municipality in terms of services rendered and general rates (except water). Owners of undeveloped sites in this municipal area owe R9,5 million as

debt for general rates; Section A owes R1,2 million, B South R475000 and B North R300000; Section C, R3,8 million and Section D R5,2 million (Mhlongo, Pers. Comm., Tuesday, 24-12-2007). However, the Zululand District Municipality has taken over the provision of water in the entire district. There has been an improvement in payment of water and sewerage from 78% in 2005 to 89% in 2006 in Ulundi (Dladla, Pers. Comm., Tuesday, 24-12-2007).

Meanwhile, the financial services division is responsible for information technology systems and financial management. Even though the financial division advocates for an integrated billing and financially sound system, the insufficient funds for operational and capital programmes places a demand for alternative sustainable source of funding for the municipality (Buthelezi, Per. Comm., Wednesday, 04-01-2006b).

In an attempt to pursue the levels of financial management in Ulundi, respondents were asked to indicate their views pertaining to personnel or human resource efficiency in the study area. As shown in Table 6.26 the perception level of efficiency of human resources are varied. A significant majority of the respondents (63%) indicated that there was inefficient human resource practice in the Ulundi Local Municipality area. Whereas on the other hand, a minority of 19% of the respondents affirmed that the level of efficiency and effectiveness of the existing human resources in the local municipality was relatively and positively perceived to be in good order.

Table 6.26: Responses of interviewees about human resource efficiency of Ulundi Local Municipality in 2007

Human resource efficiency	Frequency	Percentage	Cumulative percentage
Yes	4.8	19	19
No	15.8	63	82
N/A	4.4	18	100
Total	25	100	

Interestingly, a significant 18% of the respondents expressed their ignorance about the matter of human resources efficiency in the study area. It may be concluded that the respondents perceive the existing institutional structures of the Ulundi Local Municipality and decision-making machinery to be less efficient and effective in the study area than expected. These findings do support Cooper *et al.*, (1999:458), who argued that human resource challenges for LED can ‘only be met successfully by a well-educated, well-trained, bright, energetic, multilingual and entrepreneurial workforce that understands the nature of tourism and has had professional training’.

In addition to the above analysis of decision-makers, the purposively sampled 25 respondents in the Ulundi Local Municipality were asked to reveal their viewpoints on human resources efficiency levels in the study area. In this regard, Figure 6.12 depicts the level of efficiency of human capacity in the municipality. The outcomes reveal that a majority of the respondents (72%) indicated that the efficiency index of the human resource was low in the local municipal area. This outcome is associated with general and prevalent perception in the Ulundi municipal area, that the administrative services to the public in local offices are not efficient or customer friendly. On the other hand, only 14% of the household respondents indicated that there was a high index of human resource efficiency. An equal number of respondents (14%) revealed that they were not sure about the level of efficiency of human resource capacity in the study area. In some way, the notion of being unsure, may be regarded as being negatively inclined than being positive.

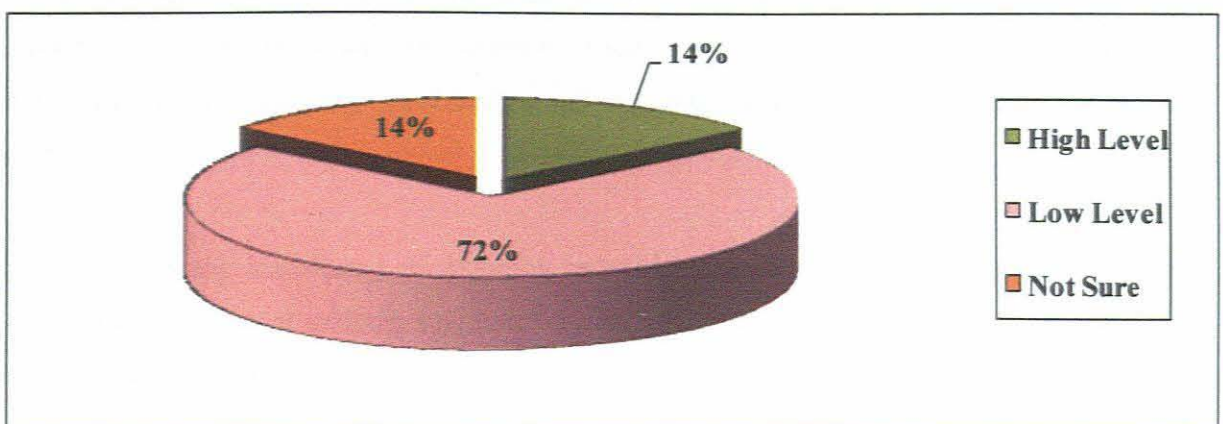


Figure 6.12: Perceived efficiency by household heads of the level of municipal human capacity of Ulundi in 2007

With regard to the situational and local and economic development in the context of human resources capacity, the values shown in Figure 6.12, suggest that the respondents perceive the existing institutional structures and decision-making to be inadequate for promoting local economic development in the study area. As far as human resources are concerned, the Municipality has set up performance target/deliverables to hone skill of its staff. Although the management prepared a performance contract, the skill levels of staff need to be improved through skill development programmes (Buthelezi, Per. Comm., Tuesday, 06-02-2007d).

Very similar to the preceding analyses it was important to assess the availability and efficiency of essential and indispensable human resources capacity within the study area. As shown in Table 6.27, the perceptions of existing requisite capacity of Ulundi are described.

Table 6.27: The existing requisite capacity of Ulundi in 2007

Requisite Capacity	Frequency	Percentage	Cumulative percentage
Yes	3.5	14	14
No	17	68	82
N/A	4.5	18	100
Total	25	100	100

In this regard the majority of the interviewees (68%) saw the local municipality as not having the requisite capacity to handle service delivery (and other related efficiencies). Also worth noting is that, about 18% of the respondents were ignorant about the existing municipal capacity and therefore could not comment about it. This lack of capacity furthermore substantiated the negatively perceived situational and local economic development in the study area.

In conclusion, the inadequacy of requisite capacities of human resources and other related spatial and institutional attribute suggests that the perceived situation does not promote spatial efficiencies and local economic development in the study area.

Pursuant to these findings it became necessary to find out from the stakeholders like municipal workers, municipal management and decision-makers if there were knowledge and skills needed in the study area to ameliorate the negative situation discovered. In this regard, Table 6.28 shows the perceived level of technical knowledge and skill of the Ulundi Local Municipality in 2007. The needed knowledge and skills in the study area include fire fighters, tourism practitioners and resource managers. The members of the community are supposed to

Table 6.28: Perceived needed technical knowledge and skills of Ulundi in 2007

Needed technical knowledge & skill	Frequency	Percentage	Cumulative percentage
Yes	4.5	18	18
No	16.5	66	84
N/A	4	16	100
Total	25	100	100

have full knowledge of the situation and operations of the Ulundi Local Municipality as per IDP dictates. The IDP is the basis of planning, budget and needs identification. The members of the community have active participatory role to fulfil in its establishment. The needed technical knowledge and skills based on the needs analysis in the IDP should therefore be in the public domain. Approximately 18% respondents felt that there was the needed knowledge and skill in the study area, whereas the majority (66%) in contrast indicated that there was lack of needed knowledge and skill to provide the basic services in the local municipality. About 16% of respondents did not know much about the existing and expected skill and knowledge in the study area. From this finding it may be inferred that the situation of Ulundi in the context of limited skill may undermine the spatial development efforts of the study area.

The Ulundi Local Municipality in 2007 faced a budget deficit due to the fact that its expenditure was far greater than its income. Amount of R54 million and R30 million were used on salaries and other expenses respectively, and that outweighed its total income. The municipality received an amount of R15,6 million and R18 million as payments for services rendered and government grant respectively this year. It was faced with a huge budget deficit

that undermined the economic sustainability of the study area (Dladla, Pers. Comm., Tuesday, 24-12-2007).

Table 6.29 shows the level of efficiency in terms of financial management in the Ulundi Local Municipality. Generally, most respondents (58%) indicated that the study area faces poor financial management. Approximately (17%) felt that the level of efficiency of financial

Table 6.29: Financial management efficiency levels of Ulundi Local Municipality in 2007

Financial management	Frequency	Percentage	Cumulative percentage
Poor	14.5	58	58
Average	4.2	17	75
Good	2	8	83
Very good	.8	3	86
Excellent	3.2	13	99
N/A	.3	1	100
Total	25	100	100

management was satisfactory. Meanwhile about 13% respondents saw excellence in the way and manner finances were managed in the local municipality. Whilst about 8% accorded financial management a good rating, about 3% of interviewees concluded that the financial section of the local municipality was doing a very good job.

According to Mayor, L.D. Buthelezi, (Pers. Comm., Tuesday 10-01-2006a), the rates and consumer debtors had continued to worsen in the Ulundi Municipality. In 2006, the rate of service debt excluding water was 60%. The failure by the community of Ulundi to meet its financial obligations to the municipality was having a negative financial effect to the extent that statutory reserves were being utilised to fund debtors, with the result that little or no funds were available for infrastructure expansion and or replacement. The IDP of Ulundi Local Municipality is therefore restricted to projects funded by way of grants.

According to the municipal council, the capital investment framework which informs the financial plan of the municipal area has been reviewed to determine whether the programmes and projects are still relevant to address the community needs. The project budgets are altered and aligned to present a more realistic service delivery framework. The Ulundi Local Municipality (ULM) relies on external funding sources for 99% of its capital project programmes (Buthelezi, Per. Comm., Tuesday 03-04-2007c). Since the beginning of the 2007 Financial Year, the municipal council has initiated a campaign to sell its available residential and commercial plots to improve its cash flow position. In order to avoid the cash flow crisis which the municipality experienced in the 2005 budgetary process, drastic steps and measures to reduce its expenses and increase the income flow are been taken (Sibiya, Pers. Comm., Thursday, 08/02/2007c).

In an attempt to deal with the outcomes of analyses stated above, respondents were requested to indicate the setbacks perceived to undermine the state of financial discipline and efficiency in the study area.

Figure 6.13 shows the factors undermining of financial discipline in the local municipality.

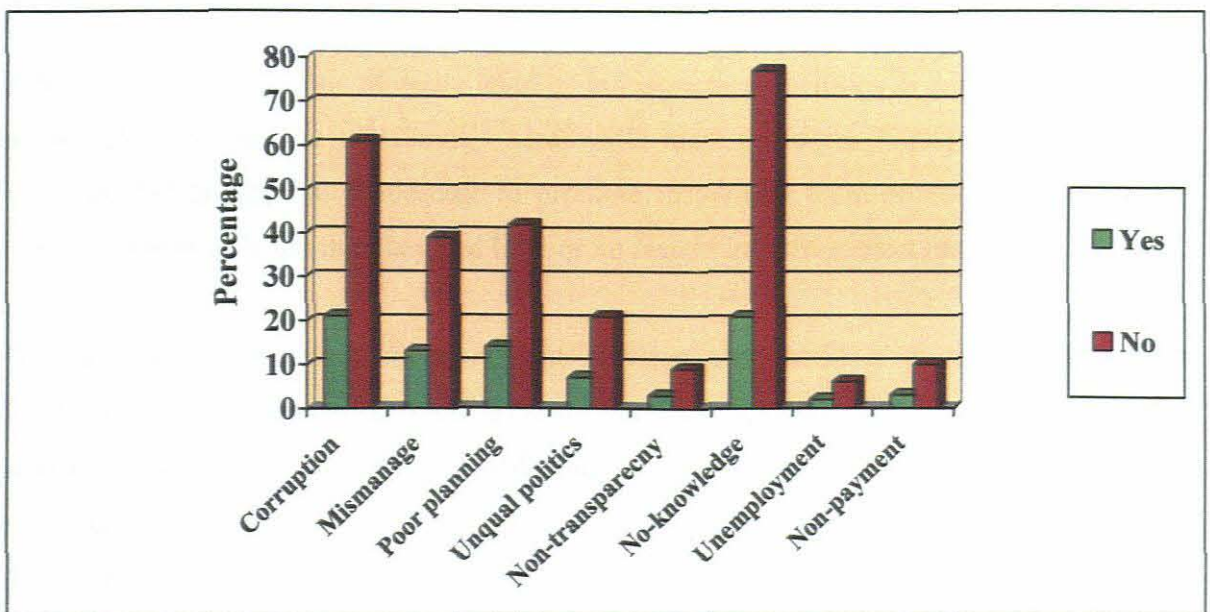


Figure 6.13: Factors undermining financial discipline of the Ulundi Local Municipality in 2007

About 77% of respondents did not have knowledge about the factors undermining financial discipline in the study area. However, the following reasons were obtained as setbacks from respondents: corruption (61%), mismanagement (29.7%), poor planning (42%) unequal political representation (21%), lack of transparency (9%), unemployment (6%) and non-payment of services by residents (10%). The chief financial officer has been suspended for further investigations into his possible involvement in financial irregularities.

Respondents were required to comment on the perceived level of the adequacy of infrastructural facilities. Table 6.30 describes whether the infrastructural facilities are adequate enough in ensuring sustainable development in the study area. Approximately 13%

Table 6.30: The level of adequacy of infrastructural facilities of Ulundi in 2007

Infrastructural facilities	Frequency	Percentage	Cumulative percentage
Adequate	3.2	13	13
Inadequate	18	72	85
N/A	3.8	15	100
Total	25	100	100

of respondents affirmed an adequate level of infrastructural facilities in ensuring sustainable growth and development of Ulundi. Meanwhile most responses (72%) saw the existing infrastructural facilities as inadequate to promote sustainable local economic development. However, about 15% felt that they had little or no insight into the subject matter.

The rates of non-payment for municipal services and facilities to the Ulundi Local Municipality by users were 62% and 61% for 2005 and 2006 respectively. Currently, over 60% of households are owing the municipality and most of them are not regular in settling their municipal bills (Mhlongo, Pers. Comm., Tuesday, 24-12-2007). The Ulundi municipal management has the feeling that the ageing infrastructure leads to diminished service delivery and may worsen in years to come unless the trend of no payment is reversed. The council has given serious consideration to the approval and implementation of a proper debt collection

and credit control policy in the 2007 Financial Year. This tool is necessary to allow for the recovery of charges and fees levied against consumers.

The failure by the affluent members of the community to pay for services is further impacting negatively on the council's ability to implement free basic services and indigent relief in the short term to the poorest sector of the community (Sibiya, Per. Comm., Thursday, 08-02-2007c).

In addition to the above analysis on infrastructural provisions of decision-makers, the respondents were asked to reveal their perceptions on the adequacy of infrastructural facilities in the study area. Accordingly, Table 6.31 shows the scale of adequacy of infrastructural facilities (e.g., roads, water, storm water and sanitation).

Table 6.31: Adequacy of infrastructural facilities of Ulundi in 2007

Scale	Frequency	Percentage	Cumulative percentage
Poor	17.2	69	69
Good	3.8	15	84
Very good	.5	2	86
Excellent	.3	1	87
N/A	3.2	13	100
TOTAL	25	100	100

The infrastructural facilities are meant to ensure the sustainability of local economic development initiatives in Ulundi. Most respondents 69% described the state of infrastructural facilities as poor, 15% saw it as good. However, less than 1% showed them as excellent. It is interesting to note that 13% decided not to comment since they had little insight into the state of infrastructural facilities.

The development priority areas under infrastructural provision in the Ulundi Local Municipality include roads and storm water, water, sanitation, electricity and waste management. The technical services department (ULM) indicated that it is tasked with the key performance indicators and performance target to achieve the set development objectives of facilitating the upgrade and maintenance of roads and electricity, and implementing the

sanitation master plan for environmentally friendly and appropriate sanitation levels. Currently, backlogs of potholes on the road and inconsistency in water supply at certain times need mention.

Pursuant to the levels of efficiency of various variables within the study area, respondents were asked to express their views on the proficiency levels of information technology personnel in the area. Shown in Table 6.32, is the level of proficiency of persons using information technology for productivity.

Table 6.32: The level of proficiency of information technology personnel of Ulundi Local Municipality in 2007

Information Technology	Frequency	Percentage	Cumulative percentage
Poor	17.8	71	71
Good	2.8	11	82
Very good	.2	1	83
Excellent	.5	2	85
N/A	3.7	15	100
Total	25	100	100

About (71%) of responses indicated a poor level of proficiency of persons using information technology in the study area. Approximately 15% knew little or nothing about the subject under discussion. About 11% felt that the standard was good. Meanwhile, the remaining 1% and 2% saw it as very good and excellent respectively.

In view of the above findings, the study concludes that stakeholders (e.g., some local municipal workers and management, resourced household heads, politicians, local traditional leaders, and business community) perceive that the existing institutional structures and decision-making machinery are generally inefficient and less effective in the study area. Given this negative situation, the local economic development of Ulundi would be affected negatively.

The nature and levels of performance assessment and service delivery are some of the important mechanisms for stimulating situational and local economic development in any spatial environment. Accordingly, the respondents were required to comment on the performance targets in the municipality. The IDP document provides a framework of performance targets of the municipality for public scrutiny. Table 6.33 seeks to interrogate the performance targets in order to monitor and manage productivity and service delivery in the municipality. Only 12% affirmed that performance targets exist in the municipality to monitor and manage productivity and service delivery. Over 70% felt that performance targets to monitor and manage productivity and service delivery did not exist in the municipality.

Table 6.33: Existence of performance targets of Ulundi in 2007

Performance targets	Frequency	Percentage	Cumulative percentage
Yes	3	12	12
No	17.8	71	83
N/A	4.2	17	100
Total	25	100	100

Meanwhile, about 17% did not know much about the existence of the performance targets in the study area. Performance targets in municipalities form an integral part of the IDP exercise. The perceptions of the majority (71%) of the respondents indicated the absence of the performance targets with great concern. Following this finding, the first deduction is that the some of the respondents are not active participants of the IDP process; and the second likelihood is that there is lack of communication between the municipal management and the municipal workers on matters of performance targets. The study finds that there is limited communication on the question of performance targets and that would compromise the situational and local economic development of Ulundi Local Municipality.

Similar to the analyses given above on the existence of performance targets in the municipality [Refer to Table 6.33], respondents were asked to express their views on the efficiency and effectiveness of the performance management system in the study area. As

said earlier, this question was limited to a sampled size of municipal management and workers and the political leadership of the Ulundi Local Municipality. They were asked to indicate their perceptions on how the performance management system operates in the municipal offices. As shown in Table 6.34, the level of efficiency and effectiveness of the system was somewhat inadequate. Most responses from the Ulundi Local Municipal workers and management obtained (72%) indicated poor performance management system (PMS). About 9% and 3% respondents saw the performance management system as good and very good respectively. Interestingly, about 16% of the municipal decision-makers were ignorant about the subject matter under scrutiny.

Table 6.34: Efficiency and effectiveness of the performance management system for Ulundi Local Municipality in 2007

State of the performance management system	Frequency	Percentage	Cumulative percentage
Poor	18	72	72
Good	2.3	9	81
Very good	.7	3	84
N/A	4	16	100
Total	25	100	

According to the Ulundi municipal management, the council submitted the 2004/2005 IDP to the MEC of the Department of Traditional and Local Government Affairs (DTLGA) in accordance with chapter 5 of the Municipal Systems Act (Act 32 of 2000). The DTLGA indicated their satisfaction about the IDP and presented their positive comments about the PMS of Ulundi through Ulundi municipality's first IDP Representatives' Forum meeting. The comments of the DTLGA encouraged focus on the following issues: Cross border alignment, involvement of sectoral departments (Departments of Land Affairs, Agriculture and Environmental Affairs, Water Affairs and Forestry, Labour, Housing) gender equity plan and financial viability plan (Masango, Pers. Comm., Monday, 09/01/2006).

6.5 CONCLUSION

Following the above discussion on the situational and local economic development analysis of Ulundi, one may not be far-off the mark in concluding that there are quite a number of

landscape and cultural attributes in the area yet most residents know little about them, let alone taking the initiative to market them for their potential tourism spin offs. The agricultural and tourism potentials as well as infrastructural resources of the Ulundi have not been fully maximised. In an effort to improve the economic picture of development potential, a broader spectrum of network and partnerships that seek to incorporate the private sector, entire Zululand District and beyond into its broad economic development strategies becomes a developmental alternative for the growth and development of Ulundi. This would provide a meaningful and an appropriate re-alignment between Ulundi and its neighbouring districts and local municipalities, communities, stakeholders and service providers for good working relationships and effective service delivery. This perspective displays pro-poor feature of active community involvement and participation in local economic development issues.

From the aforementioned analysis, it should be noted the strength of Ulundi hinges mainly on its tourism and agricultural potentials. As the cultural core of the District, tourism activities in the area should be seen as central to development, especially being the birthplace of the Zulu Nation, incorporating some of the richest historical sites in Africa, its wildlife and living cultures. The Emakhosini development, the airport and the P700 link to the Cengeni Gate of Hluhluwe-Umfolozzi Park are part and parcel of the existing opportunities which can play an active role in stimulating the tourism potential into real economic spin offs in the area.

The synergy between tourism and agriculture cannot be underestimated. A closer look at Ulundi is no exception to this synergical pattern. The generally dry climate of Ulundi has created a condition that is apparently conducive for the commercial cultivation of soya beans and potential livestock production. Approximately 70% of the land surface in KZN is only fit for livestock grazing and this is also true for the Zululand District. It was also pointed out by the ZDM (Planning Unit) that the natural growth of aloe plant has also raised interests among both foreign and local investors to harvest the product. Less has been done to engage in a feasibility study of harvesting this resource. A more conducive economic environment that is suitable for general business welfare is necessary. The chamber of commerce has not been functional in Ulundi. These business administrative gaps create an impression that the local businesses are not supported by both the local and district municipalities.

In the midst of the strengths and prevailing opportunities mentioned above, there are equally obvious weaknesses and threats facing the study area. It appears though that a section of respondents would favour industrial development (Fig. 6.9) especially aloe harvesting and processing. Limited entrepreneurial skills and reluctance to take calculated risks could be perceived as part of the factors hindering the actualisation of the opportunities that tourism and agriculture present to the locals. Government has programmes to support ventures such as grants from the Department of Land Affairs and Agriseta to ensure skills development through co-operatives. However, it is apparent that little is known about these programmes among household heads. Ulundi is currently characterised by non-diversified economy, limited shopping and residential facilities as well as unemployment. The political decision to relocate the provincial capital to Pietermaritzburg from Ulundi affected negatively the employment and economic activities of the area. Even with a strategy based on the analysis of its strengths, weaknesses, opportunities and threats, Ulundi may struggle with nearby coastal centres. Some degree of economic deflation may be expected; and should be managed to reduce the sociological impacts.

CHAPTER SEVEN

FINDINGS, MODELLING AND RECOMMENDATIONS

7.1 INTRODUCTION

But that is our business to arrange ideas in so rational an order that another person can make sense of them. We have to deal with that problem on two levels. We have to arrange the ideas in a theory or narrative, to describe causes and conditions that lead to the effects that we want to explain, and do it in an order that is logically and empirically correct. Finally, we want our prose to make the order we have constructed clear. We do not want imperfection in our prose to interfere with the understanding of our readers. These two jobs converge and cannot be separated in presenting conclusions, findings and making recommendations after research (Neuman, 2000; 44).

Against this backdrop, this chapter contains a summary of the findings and conclusions of the study. This is done with particular reference to the aims and objectives of the study, a summary of the methodology adopted, background insight as well as a recommended model of municipal development in Ulundi.

7.2 THE FINDINGS OF THE STUDY

This section of the thesis presents the findings that were concluded in the course of the research investigation. To a very large extent, the findings of this thesis on the situational and land use analysis of the development of Ulundi are outlined here and they inform the suggested recommendations and the proposed model of development.

The study on the situational and land use analysis of the LED of Ulundi has come up with a variety of findings, some of these findings detailed below:

- An improvement in the situational and spatial development of Ulundi considered within a broader framework of partnerships with the ZDM, the private sector, sector departments (local and district) and the local community has the capabilities to increase development propensity of the study area. The area under study is divided into five spatial units namely A, B South, B North, C and D Sections with 760, 1019, 1162, 1374 and 1974 households respectively.
- An uneven spatial distribution of households in Ulundi is established between the five spatial units in this regard. One may attribute the largest number of household to the small sizes of the building plots in D section as compared to places like B north and some areas of unit C. This spatial spread of household needs has been very crucial in this study since it created a platform to analyse the attribute data like average monthly income, the socio-economic benefits of landscape and cultural attributes per the five spatial units.
- It is established through this study that about two-thirds of the household heads were women. The chi-square test on gender and level of education of household heads indicates that there is no significant association between the sex (gender) and level of education of household heads. No specific pattern is established in job types between males and females in the study area.
- Moreover, the economy of Ulundi is not well diversified. In a nutshell, the local economy of Ulundi is heavily dependent on the government. The non-diversified nature of the economy is demonstrated by a low percentage of the self-employed. A majority of the household heads in the government sector are holding tertiary qualifications except the self-employed and the unemployed who mostly hold school leaving certificates. Only 1% of the households interviewed are headed by both parents. This may be attributed to the migratory patterns, high rate of widowhood and single parenthood. Moreover, there is a high dependency ratio and high levels of unemployment.

- As far as knowledge of the game reserves is concerned, a low awareness level amongst household heads is established. The tourism potentials of environmental features are not utilised to the fullest in the study area. Over half of the interviewees did not know of strategies to improve the historical and physical landscape attributes. The study therefore presupposes that little has been done in the area to heighten public awareness in the form of diverse advertisement media on the landscape and cultural attributes.
- A general impression depicted is that the level of education of household heads directly impacts and relates to the number of children they have. The household heads with low level of education, that is never been to school and having primary education had few children. Over two-thirds of the respondents had 2-5, and 6 and above children, per household. The household heads with tertiary qualification tended to have comparatively most children in all the categories. Against expectation, the study acknowledges that the more educated household heads have more children and the less educated have fewer children. This is an important variable in this research as the educational status of an individual will mostly have a direct bearing on his or her employability, and hence his or her ability to support children. There is a significant relationship between the level of education and the number of children. People with a relatively higher educational background tend to opt for more children in the study area.
- In conclusion, it can be said that there is an unequal spatial distribution of households in the study area. No common pattern is established in specific job types between males and females in the study area. There is a strong association between the level of education and the occupation types. The more educated are likely to take employment with more rewarding and well remunerated occupations. These demographic trajectories have significant effects on the situational and local economic development in Ulundi.
- Developing the local economy has been identified as very important and crucial to addressing the economic and social challenges facing the study area. Local Economic Development (LED), a vehicle for promoting tourism and job creation is acknowledged by every four in five household heads. Ulundi is the cultural heart of

Zululand, yet most residents do not know much about the historical sites of the place. The gap of ignorance undermines local and overseas tourism potential that the cultural and historical sites wield. A well-structured marketing strategy aimed at educating the community about these attributes is paramount and imperative. Unemployment remains one of the socio-economic challenges facing Ulundi.

- Quite a sizeable percentage of household heads are ignorant about the projects that seek to address issues on poverty and food security. Approximately half of the interviewees rely on social grants as their sole means of poverty alleviation and empowerment. The sustainability of social grants as an empowerment tool is a serious concern. About two in three responses indicate that the social grant has been the main strategic tool in the local economic development. Although it offers short-term relief to the underprivileged and the marginalised, it has little or no impact on the growth and development of Ulundi in the long run. It is generally perceived that the current economic condition of Ulundi is weak and cannot support job creation and improve the quality of life of the majority of the people.
- Attractive industrial incentives like cheap land and affordable electricity may be implemented to draw more industries to Ulundi to take advantage of its close proximity to the P700 road; and this may be marketed strategically to boost the economy of the area. Limited infrastructural facilities hamper development. There is furthermore the need for improving infrastructural facilities like maintaining existing roads and constructing new ones. Water provision and electricity reticulation programmes should be intensified. Ulundi has numerous facilities to educate the local population on the environment, however this investigation has established that public awareness campaigns about their existence are very low.
- The majority of the household heads do not know much about community development projects in the study area. There is concern about lack of probity, transparency and accountability of the financial resources of the Municipality. The majority of the interviewees indicate that human resources are generally inefficient and ineffective. About two in three respondents indicate that the municipal human resources are generally inefficient and less effective. This is because the Local Municipality does not have the requisite capacity to deliver municipal services

effectively. Ulundi lacks the needed technical knowledge and skills to meet the constitutional mandate of the local municipality. Most interviewees feel that poor financial management is experienced due to corruption (two in every five respondents), poor planning (one in every five response) and mismanagement (one in every five). A very small group of household heads however cite lack of transparency and non-payment of services as reasons for the poor management of finances in the municipality.

- According to the local council, the failure by the community of Ulundi to meet its financial obligations (i.e., paying for the rates and municipal services rendered) to the municipality is having a negative financial effect to the extent that statutory reserves are being utilised to fund debtors. The result is that little or no funds are available for infrastructure expansion and or replacement. The IDP of Ulundi Municipality is therefore restricted to projects funded by way of grants.
- The existing infrastructural facilities are generally inadequate in ensuring sustainable development in the municipality. Generally, the state of infrastructure is described as poor. Meanwhile there is generally a poor level of proficiency of information technology on productivity. The Ulundi municipal management indicated that it has in place a performance management framework. The five key development issues on the framework are infrastructure provision, land (and environment), LED, social development and institutional capacity. The Ulundi municipal management believes that the ageing infrastructure leads to poor service delivery and may worsen in the years to come unless the trend of no payment is reversed.

In order to present the recommended strategies for improved local economy, a SWOT analysis based on the findings in the study area is significant (See Table 7.1). Ulundi is faced with weaknesses and threats apart from its existing tourism and agricultural capabilities. Particularly noteworthy among the weaknesses are non-diversified economy, limited shopping and residential facilities as well as high rate of unemployment. The study further acknowledges that the current ruling political party in the province (KZN) does not favour Ulundi as the provincial capital. The loss of the legislature to Pietermaritzburg is seen as a

threat to the situational and local economic development of the study area since it depicts an external political factor beyond the jurisdiction of the Ulundi Local Municipality.

Table 7.1: A summary of the strengths, weaknesses, opportunities and threats of Ulundi in 2007

Strengths	Weaknesses	Opportunities	Threats
<p>1. Local and international tourism through the available landscape and cultural attributes.</p> <p>2. Birth place of Zulu nation.</p> <p>3. Historical sites (e.g., the battlefield routes).</p> <p>4. Wildlife and living creatures (e.g., Emakhosini-Ophathe development).</p> <p>5. Proximity with other tourist attractions in the Zululand area (e.g., the proposed Isibaya plan around the Enyokeni royal residence at KwaNongoma).</p> <p>6. State of the art legislature building and the Mangosuthu Buthelezi airport.</p> <p>7. Available large expanse of land for potential industrial, and residential purposes.</p>	<p>1. Lack of necessary entrepreneurial skills to venture into business opportunities.</p> <p>2. Inadequate communication structures about government supporting business ventures.</p> <p>3. High unemployment and illiteracy levels.</p> <p>4. Limited and poor infrastructural facilities.</p> <p>5. Non-diversified economy.</p> <p>6. Chamber of commerce has not been functional.</p> <p>7. Limited purchase power and market.</p> <p>8. Narrow industrial tax base.</p> <p>9. Non-payment of services rendered by the municipality.</p>	<p>1. Agricultural co-operatives to venture into the ff. business concerns: a) Aloe harvesting and processing. b) Soya beans cultivation. c) Nguni cattle farming.</p> <p>2. Tour guides, tour and hospitality operators (e.g., B&B operators) from the community to take advantage of the gaps between tourism related sites within and beyond Ulundi.</p> <p>3. Improved accessibility as a result of P700 and the Airport.</p> <p>4. The readiness of the government to provide financial and material support subject to credible business plans.</p>	<p>1. Political intolerance.</p> <p>2. Extremely high and discomforting summer temperatures may have negative effect on human and industrial productivity.</p> <p>3. Very dry climatic conditions likely to cause: a) Potential serious veld fires. b) Acute water shortages for domestic and irrigation purposes of drought sensitive crops.</p> <p>4. Situated far away from the major provincial industrial zone (i.e., Durban-Pinetown-Pietermaritzburg industrial zone).</p> <p>5. Not having a coastal location</p>

Source: Researcher's own compilation - 2007

With a non-diversified economy, it may be concluded that the relocation of the legislature has had a negative impact on the employment profile and economic activities of Ulundi. A more

sustainable strategy informed by the analysis of its strengths, weaknesses, opportunities and threats of Ulundi as described already is imperative to improve the situational and spatial development of the study area.

7.3 INTRODUCING MUNICIPAL DEVELOPMENT MODEL

In the light of the SWOT analysis and identification of the organization's opportunities, management reevaluates its mission and objectives. In this case, the focus is on the situational and spatial development of Ulundi. Do they need changes and modification? If changes are needed in the organization's overall direction, this is where they are likely to originate. The following diagram (Figure 7.1) is an illustration of a recommended model as a strategy for the strengthening and repositioning of the economy of Ulundi.

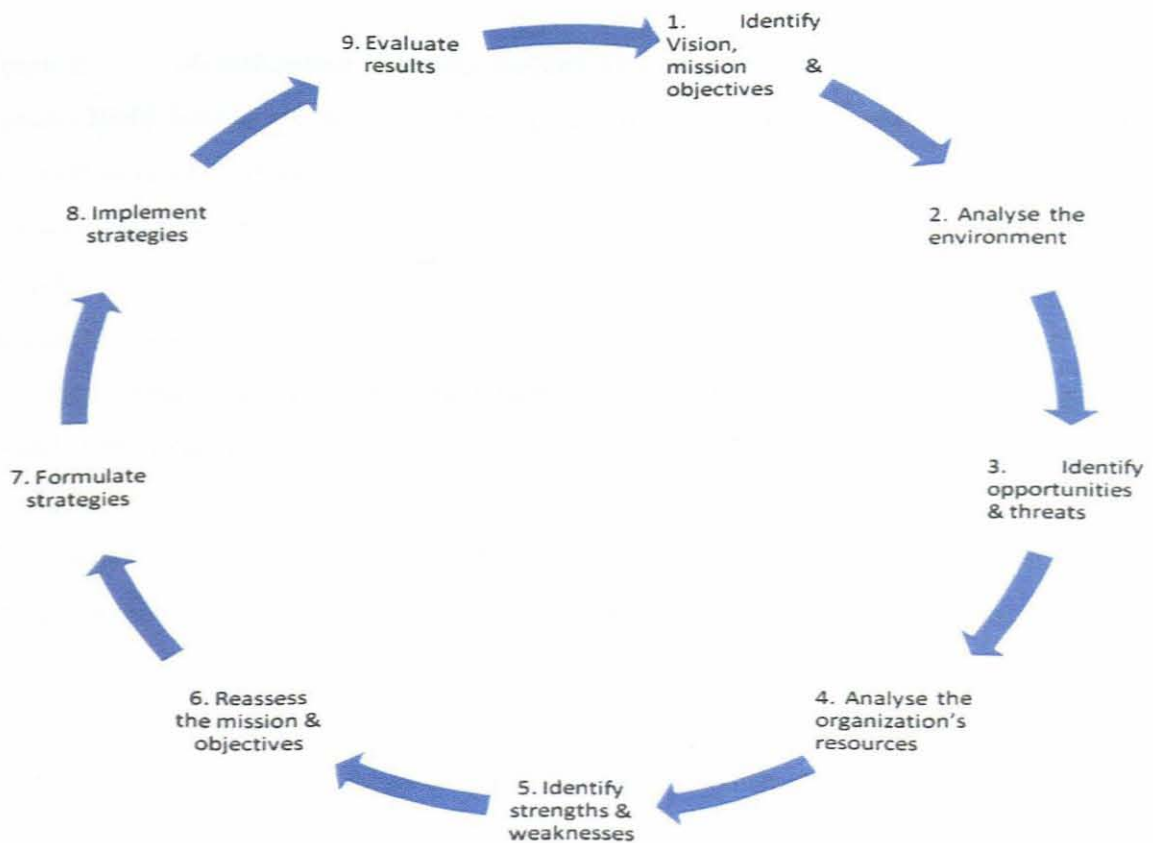


Figure 7.1: Strategic Management Process (Adapted from Robbins, 2001)

The investigation has adapted this model from Robbins (Robbins, 2001) and applied it to the study area with the aim of advancing the developmental agenda based on the local SWOT analysis. The effective and efficient utilization of existing landscape and cultural attributes and their propensity to improve the socio-economic conditions comes under the spot-light in this case. This model is based on information gathered from the literature review as well as from empirical conclusions and judgments made from analyses and discussions of this study.

7.3.1 The strategic management process

The hypothetical model for municipal development with optimal use of local resources in Figure 7.1 can serve as an important tool for municipalities facing the challenge of underutilization of resources for the economic betterment of the people. This model is structured into nine phases.

Stage 1: Identification of vision, mission and objectives

Lynch (2000) defines vision as a declaration or statement that answers the questions what do we want to create? Every organization has a mission statement that defines its purpose and answers the question ‘what business or businesses are we in’. The process of defining the mission of organizations, forces management to identify the scope of its products or services carefully. For the purpose of this study, the objectives of this research as outlined in the first and sixth chapters would be points of reference in terms of shared vision and mission for the Ulundi Municipality.

This study supports the adaptation of this model on the grounds that the study reveals numerous landscape and cultural features which have economic and development potential in improving the quality of life of the people if put into effective and maximum use. As part of the findings of the study, most household heads do not know much about the available landscape and cultural attributes and their developmental potentials in the economy of Ulundi. This model seeks to provide strategic direction in marketing these features both at the local and international fronts.

Stages 2 and 3: Environmental analysis – Opportunities and threats

Once its mission and vision has been identified, the organization can now begin to look outside the institution to ensure that the strategy aligns well with the environment. Like all organizations, Ulundi Local Municipality needs to analyse its environment. This exercise is imperative since municipalities are able to identify opportunities worth exploring and also to identify threats outside the institution, which may hamper its set goals and objectives. The environment can be divided into three main segments namely the general environment, the operating environment and the internal environment (Robbins, 2001). The general environment refers to factors outside the municipality which directly or indirectly affect the municipality's operation and among them are economic factors, climatic factors, technological developments, politics and socio-cultural aspects of the society. Some of these factors do pose as threats to the development of Ulundi (Refer to Table 7.1).

Political decisions beyond the jurisdiction of the local and district municipalities have exposed the non-diversified nature of the local economy. With over two-thirds of the working class being employed in the government sector, the decision to relocate the provincial capital and administrative functions from Ulundi to Pietermaritzburg becomes a significant environmental concern that is considered in this proposed model to remedy the situation.

The research further found that Ulundi is the cultural heart of Zululand, yet most residents do not know much about the historical sites of the place. This remains an untapped environmental resource (opportunity) capable of advancing the developmental agenda of the study area. The proposed model acknowledges the need for a marketing strategy to educate the community about these attributes. The ignorance undermines local and overseas tourism potential that the cultural and historical sites wield.

Stages 4 and 5: Analysis of organization's resources – Strengths and weaknesses

Unlike the general environment, the components of the operating environment have specific and immediate implications for the institution. Hence the institution needs to consistently monitor trends in this environment for opportunities and threats that might hamper

development and goal attainment (Robbins, 2001). This calls for a municipal management that has competitive intelligence. In other words, municipal managers should be able to have accurate information about competitors that allows them to anticipate competitors' actions rather than merely react to them. Out of efficient and effective environmental scanning, municipal managers are able to screen large amounts of information to detect emerging trends and create a set of scenarios as strategic options for the development of their respective municipalities.

The investigation also concluded that developing the local economy has been identified as very important to address the developmental concerns facing Ulundi. This model therefore supports the findings of this investigation and acknowledges the spatial differences in patterns and processes of development potentials between the study area and the surrounding municipalities. Instead of competing with the latter, this model factors in an intermunicipal partnership with much emphasis on tourism as the economic core competence of Ulundi. For instance, Local Economic Development (LED), a vehicle for promoting tourism and job creation is acknowledged.

The internal environment represents forces within the municipality with specific implications for institutional performance. Components within the internal environment include:

- The human resource component which involves labour relations, recruitment practices and policies, training and development policies, appraisal and incentive systems and turnover and absenteeism statistics.
- The financial component that handles the availability or lack of resources, liquidity and credit worthiness of a municipality. Where the internal resources are available or things that an organization does well become its strengths; and in cases where an organization lacks the resources or activities that it does not do well, they become its weaknesses. And any of those strengths that represent unique skills or resources that can determine the organization's competitive edge are its core competency. The strengths and weaknesses of the Ulundi Municipal area are shown in Table 7.1.

The merging of the externalities (Stages 2 and 3) with the internalities (Stages 4 and 5) has resulted in the SWOT analysis. This is about bringing together the organization's strengths, weaknesses, opportunities and threats in order to identify a strategic niche that the organization can exploit (Robbins, 2001). In support of this model, the study acknowledges the developmental ability of local and international tourism through the existing landscape and cultural features. The roles of historical sites such as the battlefields and Ondini cultural museum; and nature reserves like Ophathe Emakhosini heritage site in the study area are accommodated in the model with a view to improve the situational, land use and local economic development in Ulundi.

Stage 6: Reassessment of organization's mission and objectives

In the light of the SWOT analysis and identification of the organization's opportunities, municipal management re-evaluates its mission and objectives. Are they realistic? Do they need modification? If changes are needed in the organization's overall direction, this is where they are likely to originate. In the absence of any changes, municipal management is ready to begin the actual formulation of strategies. The study proceeds to the next stage 7 with an assumption that its objectives as set out in chapters one and six are sufficiently realistic. In this research, the findings indicate that there is the need for a change in direction towards improving knowledge about the landscape and cultural attributes since little is known about them by the household heads. The findings also point to the fact that these resources have not been put to maximum use to support appropriately the growth and development of the study area. Hence, the need for the derivation of a model that would respond accordingly to SWOT analyses, for effective utilisation of the local resources to advance local developmental agendas.

Stage 7: Formulation of strategies

This study proposes an environment-based strategic option in the main and it justifies this strategic path for purposes of adding value to the Ulundi Local Municipal and to build sustainable competitive advantage. To illustrate the some of the strategies that could enhance the economies of Ulundi, two methods are proposed: the matrix of market options and the increased product or service of technical innovations.

Market options matrix

Corporate management's first course of action should be a review of whether any opportunities exist for improving its existing performance of businesses. Ansoff matrix has a useful framework for detecting new intensive growth opportunities called a product-market expansion grid. The organization first considers whether it could gain more market share with its current products (market-development strategy). Then it considers whether it can develop new products of potential interest to its current markets (product development strategy). It also reviews opportunities to develop new products for new markets – diversification strategy.

Product or service: Increasing technical innovations

Furthermore the Ansoff matrix has this useful ability to assist in detecting new intensive growth opportunities based on production and service, which could be also be achieved by considering market penetration, product development, market development and diversification of activities.

Market Penetration (Tourism)	Product development
Market Development (Agriculture) -(Agriculture and Tourism synergy)	Diversification (Related markets)

Figure 7.2: Market options matrix – Ansoff matrix

[Source: Kotler, P (1999): *Marketing Management, The Millennium Edition, Tenth Edition*, Prentice Hall, New Jersey, 74 -75]

Given the results of the SWOT analysis of the Ulundi municipal area, the study adopts a market options matrix as the primary strategic tool in the model. Based on the large ignorance gap of producers revealed by the study about the tourism potentials of the study area, a market penetration strategy would be employed in the tourism sector. Meanwhile the model advocates that the agricultural sector which has not been as active as it should be,

would undergo market development perspective, to strengthen the synergy that both tourism and agriculture wield to develop the area.

Unlike the resource-based strategic options, the market options matrix presents the product and market choices open to the Ulundi Local Municipality. The market options matrix is adapted from (Lynch, 2000) and (Kotler, 1999) and is also called Ansoff matrix. It considers possibility of launching new products and moving into new markets as envisaged in Figure 7.2 above.

7.3.1.1 Market penetration strategy to promote Tourism

In penetrating the existing market of tourism industry, a combination of activities are to be mounted – an improvement in product quality and levels of service as well as promotional activities by all stakeholders. Clearly, this is likely to be more expensive in the short term but should have long-run benefits in terms of increased market share. The market penetration must first and foremost be domestic so that the Ulundi local community would begin to embrace and appreciate the tourism strengths and opportunities that the area wields. Tourism is a growing industry both at the local and international fronts. Market penetration may be an easier strategic option if the industry has a growing trend like tourism.

7.3.1.2 Market development strategy to promote Agriculture

For this strategic route, an organization moves beyond its immediate customer focus into attracting new customers for its existing product range. It may seek new segments of the market, new geographical areas or new uses for its products or services that will bring in new customers. Prospective aloe harvesting and its processing are a range of products that have the capacity to attract and open new market in the country and potentially overseas. Nguni cattle farming is practised already but it needs to be in a well coordinated manner to bring the synergical linkages that diversification of Ulundi's economy is likely to introduce between tourism and agriculture. As part of the market option matrix, the Ulundi Local Municipality would have to diversify to minimize the negative impacts the economy's over reliance on the government sector has on job creation. When the Ulundi Local Municipality diversifies, it would move out of its current products and markets into new areas like aloe harvesting and its

processing. The Municipality may minimize the risk of over-reliance on the government sector for jobs as it moves into aloe harvesting and processing for export.

Aloe is a common plant that naturally grows under natural climatic conditions in the study area and its immediate surrounding municipalities like Nongoma, Pongola and Abaqulusi. This plant has a huge market potential as a result of its inherent medicinal value both locally and internationally. The study recognizes that little has been done about the aloe plant in terms of feasibility studies to determine the market and economic spin-offs in its harvesting and processing to the development of the study area. The findings on agricultural and tourism potentials in this study bear testimony to the relevance of the market development strategy in the proposed model in promoting the growth and development of Ulundi. Job creation in agriculture through this market development approach is sustainable and presents a better alternative to the social grants.

Stage 8: Implementation

Following the strategy formulation stage is the stage for implementation. It is important to note that no matter how good a strategic plan can be, it cannot succeed if it not implemented properly. The top management leadership of the Ulundi Local Municipality is a necessary ingredient in the success of this strategy. So too, is a motivated group of middle and lower level managers to carry out specific plans of senior management.

This study notes with great concern the perceptions of the majority respondents who indicated the absence of the performance targets since this situation suggests two possible inferences. The first deduction is that majority of the respondents are not active participants of the IDP process; and the second possibility is that there is lack of communication between the municipal management and the residents of the study are on matters such as performance targets. Based on this finding, the implementation stage of the proposed model becomes very significant to promote pro-growth LED and ensure effective and efficient service delivery in the study area.

Stage 9: Monitoring and Evaluation

Finally, results must be evaluated by the Municipal management to ensure that plans proceed as planned. How effective have the strategies been? What adjustments, if any, are necessary? The study advocates an emergent approach as against the prescriptive dimension. Here, both feed forward and concurrent controls are encouraged in order to prevent anticipated problems and also correct them while an activity is in progress.

Land and environment are the second most key development issues and they incorporate Land Use Management System (LUMS), Strategic Environmental Assessment (SEA), Environmental Management Plan (EMP), spatial dimension, land reform redistribution and housing. The technical services department of the Ulundi Local Municipality was reportedly doing well for appropriate development control management. As part of their responsibility, they prepared SEA and EMP to assist with environmental sustainable development of infrastructure and land use control. The IDP management unit of the Ulundi municipality steered the local economic development of Ulundi with community development (capacity building and poverty relief) as its development priority. From the findings of the investigation, it is concluded that a prescriptive approach is applied on environmental issues. The capacity building and poverty relief operations of the local municipality are not monitored on an on-going basis to deal with situational and local economic bottlenecks that may arise. With the introduction of an emergent evaluation process, the future growth and local economic development of Ulundi is likely to have a better outlook.

7.4 SUMMARY OF CONCLUSIONS AND SOME REMARKS

The mandate to ensure an improved quality of life of residents, which has been the mainstay of the core constitutional imperatives of municipalities in South Africa, is seriously challenged in Ulundi. The ability to access basic needs and improved livelihood of people depends significantly on how available resources are utilised to the fullest. This study seeks to provide relevant and meaningful alternatives to lopsided development which some of the municipal areas are facing. The Ulundi Local Municipality experiences leakages from the local economy and missed opportunities, including loss of provincial government jobs to

Pietermaritzburg, limited residential opportunities, lack of diversified shopping facilities, commuting of government officials to and from Ulundi, cultural events that only attract limited local participants, lack of recreational facilities and the lack of corporate financing institutions. There is also lack of higher-order facilities such as a multi-lingual school, technical college and medical centre.

In the face of the socio-economic problems that prevail in the study area, the research question was:

‘To what extent can planning that takes into account the cultural and physical landscape attributes improve the chances for development actions in the Ulundi Local Municipality’.

In trying to answer the research question above, secondary questions were posed as reflected in chapter one. Chapter one presented an orientation to the study. This entailed background to the study, statement of the problem, research questions and objectives. Chapter one further presented the operational definition of concepts, the justification of the topic in terms of wider research. Finally, the chapter concluded with hypothesis formulation and layout of the study.

Chapter two has reviewed the pro-growth and pro-poor perspectives of LED. The application of these two dimensions in this study of Ulundi taking into consideration the local needs and resources is noted. In South Africa, the pro-poor perspective of LED reigns more supreme than the market driven school of thought. This is more prevalent in developing rural municipalities with little or no source of local funding for capital expenditure. As part of the literature review, the three models of urban structure namely the concentric, the sector, multiple nuclei models as postulated by Burgess, Hoyt, and Harris and Ullman respectively are also presented.

Moreover, a section of theoretical framework presented here has reviewed the challenges underlying political fragmentation and regionalism. It should however be noted that, support for regionalism has been weak. Alternatives such as intermunicipal cooperation or functional consolidation (specific to a service) have been much more popular. These solutions also raise

problems of equity and democratic representation and the ability to address the need for a broader multi-functional coordination.

Chapter three establishes the dynamics of development. The policies and planning frameworks from the international and national perspectives are also looked at. Particularly noteworthy of issues deliberated in this section are the approach, roles and responsibilities of the United Nations Capital Development Fund (UNCDF) towards local development. The UNCDF supports local development programmes; distils and disseminates policy lessons in local development and decentralization policy from its LDPs thereby promoting cross-country learning and exchange.

Local Economic Development (LED), as a strategic tool to pursue the rural development and urban renewal agenda of South Africa to counter the legacy of uneven development in the country is looked at in great detail. This is considered within the framework of integrated development plan, which serves as the basis on which planning, guidance, development, resource allocation as well as budgeting is done in all municipalities in South Africa. Also dealt with in this section are the modalities involved in the IDP process, the institutional arrangement and capabilities. Institutionalising public participation in order to create structures and design policies and programme to serve the developmental interests of the people is reviewed. The last but not the least, the four stages in the IDP implementation cycle are described. Finally, the benefits of IDP are presented.

This study recognises the importance of IDP in clarifying the situational and local economic development of the Ulundi municipal development initiative. The IDP implementation cycle is significant for the planning and development of both urban and rural environments and more specifically for Ulundi as the latter is fundamentally located in a rural environment.

The chapter further presents an overview of the models of development. The models are macro in nature, however, they have indirect influence on the micro-economic variables at local economic development landscapes. An understanding of theories and models of development is important for this study on the situational and local economic development in

Ulundi. When the models of development are applied to this study, an insight into the potential causes of developmental growth, leakages and barriers as well as relevant development stakeholders will be better established.

The chapter has also reviewed that politics has a tremendous effect on development. Other factors like culture, tradition, economic and psychological environments are also considered in this chapter. The economic and political relationships that underpin the dynamics between urban and rural areas are also explained.

Finally, chapter three presents case studies of municipal successes and challenges both inside and outside South Africa. From these case studies, South African municipalities may draw lessons about the benefits of involving all relevant stakeholders to tap into their core competencies, information and expertise, especially the sector departments, NGOs, the private sector, civic society and other community based organisations. This paves way for a holistic integrated and comprehensive approach to development of which the development of Ulundi is no exception.

Chapter four of the thesis has described the study methods used in this work. The research design outlined in this chapter included the sampling technique, data collection and data analysis techniques were discussed. The research design served as a tool for data interpretation. The study derived its data from both primary and secondary sources. It was based on research carried out through data collection from the Development Planning Section of the Ulundi Local Municipality, Zululand District Municipality, Development Planning Unit of the Department of Local Government (KZN), the political leadership of the municipality, traditional leaders especially in the surrounding rural areas and randomly selected 276 households in Ulundi (Town).

The five established section (i.e., A, B North, B South, C and D) of the study area formed the spatial units by which the data collected were aggregated. The ward councillors and traditional leaders of the surrounding rural areas of Mbhoshongweni, Mtikini, Mabedlane, Mbangayiya and Mkhazane were also interviewed to determine the impacts of LED

programmes in the rural areas. Particular emphasis was placed on women and children. The analysis of the data was achieved in two ways: firstly, simple frequencies and cross tabulations between certain variables were developed; and moreover, statistical analysis of relationship/association was undertaken to determine whether there was any association or relationship between the selected variables in the data base. The strength and direction of association, between the identifiable variables were also determined. In spite of the study's methodological challenges, especially the suspicion of some political leaders, absence of certain household heads and the need for interpretation in some cases during the interview, the analytical techniques and statistical tools such as frequencies, cross tabulations and analysis of associations between attributes were adequately administered. This allowed the hypothesis to be tested in order to establish the extent to which the landscape and cultural attributes were effectively and efficiently used in the development and growth of Ulundi.

Chapter five presented the setting of the study. An entrenched and coordinated partnership within and beyond the Zululand District Municipality may serve as an appropriate option to fully tap into the implicit developmental potentials of the study area. The space economy of the Zululand District is considered in the light of the settlement pattern, areas of relative welfare, need and opportunity, the distribution of towns, service centres and other concentrations of economic activities, transport networks and flows. The pattern of settlement informs the level of development and service delivery throughout the district. Whereas the towns and commercial farms are seen to have more opportunities of employment and better livelihood, unemployment and a low living standard feature more prominently in the traditional areas. Ulundi has more than 80% rural population, and appropriate networks and partnerships within the Zululand District and beyond, (i.e., involving provincial government departments, the business community and the national government) to improve the quality of life of the people.

Chapter five has presented an overview of the study, focusing on the structure of the Zululand space economy, economic development, physical infrastructure and social services. Also, considered in this section are the available natural resources in the Zululand District

Municipality (ZDM), the spatial development framework (SDF), poverty relief infrastructure programmes, agricultural development and tourism development programmes and initiatives.

Chapter six has presented an analysis and interpretation of data. Following the above discussion on the situational and local economic development analysis of Ulundi, one may not be far from concluding that there are quite a number of landscape and cultural attributes in the area yet most residents know little about them, let alone taking the initiative to market them for their potential tourism spin offs. The agricultural and tourism potentials as well as infrastructural resources of the Ulundi have not been fully maximised. In an effort to improve the economic picture of development potential, a broader spectrum of network and partnerships that seek to incorporate the private sector, entire Zululand District and beyond into its broad economic development strategies becomes a developmental alternative for the growth and development of Ulundi. This would provide a meaningful and an appropriate realignment between its neighbouring districts and local municipalities, communities, stakeholders and service providers for good working relationships and effective service delivery.

From the aforementioned analysis, it should be noted the strength of Ulundi hinges mainly on its tourism and agricultural potential. As the cultural core of the District, tourism activities in the area should be seen as central to development, especially being the birthplace of the Zulu Nation, incorporating some of the richest historical sites in Africa, its wildlife and living cultures. The Emakhosini development, the airport and the P700 link to the Cengeni Gate of Hluhluwe – Umfolozi Park are part and parcel of the existing opportunities which can play an active role in stimulating the tourism potential into real economic spin offs in the area.

The synergy between tourism and agriculture cannot be underestimated. A closer look at Ulundi is no exception to this synergical pattern. The general climate of Ulundi has created a condition that is apparently conducive for the commercial cultivation of soya beans and potential livestock production. The study therefore recommends a feasibility study (land evaluation exercise) based on a bio-physical and management requirements of the soya crop and its production system. Approximately 70% of the land surface in KZN is only fit for livestock grazing and this is also true for the Zululand District. It was also pointed out by the

ZDM (Planning Unit) that the natural growth of the aloe plant has also raised interests among both foreign and local investors to harvest the product. Less has been done to engage in a feasibility study of harvesting this resource. A more conducive economic environment that is suitable for general business welfare is necessary. The chamber of commerce has not been functional in Ulundi. These business administrative gaps create an impression that the local businesses are not supported by both the local and district municipalities.

In the midst of the strengths and prevailing opportunities mentioned above, there are equally obvious weaknesses and threats facing the study area. It appears though that a section of respondents would favour industrial development (Figure 6.9) especially aloe harvesting and processing. Limited entrepreneurial skills and reluctance to take calculated risks could be perceived as part of the factors hindering the actualisation of the opportunities that tourism and agriculture present to the locals. Government has programmes to support ventures such as Land Redistribution and Agricultural Development (LRAD) grant of Land Affairs and Agriseta to ensure skills development through cooperatives. However, it is apparent that little is known about these programmes among household heads. Ulundi is currently characterised by non-diversified economy, limited shopping and residential facilities as well as unemployment. The political decision to relocate the provincial capital to Pietermaritzburg from Ulundi affected negatively the employment and economic activities of the area. Even with a strategy based on the analysis of its strengths, weaknesses, opportunities and threats, Ulundi may struggle with nearby coastal centres. A more sustainable strategy informed by the analysis of its strengths, weaknesses, opportunities and threats of Ulundi as typified above is necessary at this stage. Some degree of economic deflation may be expected; and should be managed to reduce the sociological impacts.

Chapter six dealt with the situational and land use analysis of the local economic development of Ulundi. The objectives of the research were restated to give a fresh focus to the work:

Objective 1

To determine the various landscape and cultural attributes existing in the Ulundi local municipality and establish the extent at which these attributes are of developmental relevance to community.

It is quite worrying to note that approximately one in every two households heads had no idea about the local landscape and cultural attributes. Local knowledge about the existence of these landscape and cultural attributes and their developmental potentials were lacking. Tourism was found to be one of the potential economic pillars to revive and turn around the state of affairs in the study area. However, the local municipality has not been given tourism the necessary attention that it should command in the economy of the study area. In spite of the promotional campaigns initiated and encouraged by the Zululand District Municipality – (Tourism Section), the Ulundi Local Municipality had no tourism office, let alone a budget for tourism operation in the 2007/2008 Financial Year. This is a gross strategic omission on the part of the management of the Local Municipality which undermines the utilization of the existing resources to their fullest developmental capacity in the study area.

As part of the objective, this study sought to emphasise the collective socio-economic benefits that landscape and cultural attributes in the area had. How knowledge about the existence of the landscape and cultural attributes was established was also considered. Particularly noteworthy of such attributes in the area are: art and craft centres, cultural museum and historical sites like the spirit of Emakhosini. In order to actively promote tourism, local household heads have a responsibility to know and understand their area better to be able to market it appropriately.

Objective 2

To investigate the steps taken to alleviate poverty, empower women and facilitate socio-economic upliftment of the rural communities like Mkhazane, Mabedlane, Mbangayiya, Mtikini and Mbhoshongweni.

Most household heads appear to have interest in maintaining less number of people in their respective households. The demographic pattern could be attributed to numerous factors among which include economic and social incapacity of most households. The study confirms a big gap in terms of salary disparity between workers. Noted with great concern is a post-apartheid income disparity trend among people of the same colour (i.e., blacks who were all previously disadvantaged).

In terms of differences between the 5 spatial units chosen for this research, A Section registered the highest level of unemployment. B South Section had only 2% unemployment reported cases. Section C had no unemployment case. Majority of the household heads were in the R6001 and above (32%) and R3001 – R6000 categories in B North. The modal category was the most highly paid being R6001 and above (36%). The relatively high unemployment level in Section A should influence policy direction of the Local Municipality about the need to introduce more poverty alleviation projects.

Four in every five women in the Mbhoshongweni rural area are unemployed and mostly depend on government child support and pension grants for survival. The majority of the people (Over 50%) residing in Mbhoshongweni, Mtikini and Mbangayiya are primary and high school drop outs, unemployed high school leavers and those of school-going age. Most of these people described above are women. Many young girls have become mothers to qualify for child support grant.

In the Mkhazane rural community, about two in every five households have mothers of school going age. The child support grant the government administers has given impetus to this behaviour of teenage pregnancy in the rural community of Mkhazane. The original intent of this policy of child support grant has been abused and the plight of the poor has worsened over time with more mouths to feed in the rural households of Mkhazane.

Only two registered non governmental organizations are known to be officially operating in these rural areas of Mbhoshongweni, Mtikini, Mabelane Mkhazane and Mbangayiya, namely Mthombo Wempilo Ngo (HIV/Aids home based support) and Siyaziya Trust

(Agricultural extension support services). The Siyasiza trust engages in rural women empowerment projects so that the rural women can provide for themselves and the children the basic needs and services. Less than 10% of the rural unemployed women participate in these projects. This research encourages more operations of non governmental organizations to advance efficient use of the local resources for improved local economic development in Ulundi.

Over three in four household heads had no knowledge of poverty alleviation programmes in the Ulundi Municipality. This could be attributed to the fact that the Ulundi community was either passive participants or the leaders do not consult nor inform them about current developments in the area. However, the ZDM pointed out that the projects in progress included gardening, provision of houses, roads, water and electricity. Prominent among were social grants and art and craft.

The sustainability of social grant as a long term empowerment tool is a serious concern. The high level of unemployment in Ulundi places a great expectation on the local municipality to ensure a positive atmosphere for job creation. This comes within a framework of shared responsibility among all relevant stakeholders. Projects are to be initiated on the foundation of active involvement to avoid communal apathy.

Objective 3

To examine the strategies which stakeholders have already taken to stimulate local economic development to reverse the current trends of decline and lack of diversity of the economy to 'grow the economic pie'.

The economy of Ulundi had been experiencing a decline. As part its objectives, the research sought to present an overview of the possible causes of this declining trend as gathered during the process of interview. It further attempted to evaluate the local economic development strategies which were in operation in the area so as to suggest possible strategies to improve and diversify Ulundi's economy. The interviewees attributed the perceived prevailing weak economy to many factors. The majority of respondents saw relocation of the legislature from

Ulundi to Pietermaritzburg as the main setback to the economy of Ulundi since over four in five of the working class were in the government departments.

The property value was also impacted negatively by this decision since the supply now became greater than demand. Approximately 2% of household heads indicated that this situation had worsened the unemployment profile of Ulundi as labour which could not cope with high rentals in the new provincial capital, were forced to forgo their jobs in Pietermaritzburg.

Certain existing valuable infrastructural facilities in Ulundi were left underutilised. Mangosuthu Airport and the state-of-the-art legislative building were unused to their highest potential. Lack of skills and expertise (one in five), limited infrastructural facilities (over one in five), limited partnerships between all stakeholders (5.8%), low level of education (about one in ten) and distant market were also considered as additional factors undermining the growth and development of the economy of the place. About 8% of the respondents admitted that they did not know much about the dynamics of economics and could not tell whether the economy of Ulundi was doing well or not.

The ZDM acknowledged the multifactorial nature of the challenges facing the growth and development of the study area. Meanwhile, the planning unit (ZDM) pointed out that the ownership of the Mangosuthu Airport had been transferred to the district from the province. Apart from increasing accessibility to the area, the operation of the airport would also add value to the growth and development of Ulundi. Both domestic and international tourists would have more access to the tourism products the area offered at their convenience (Sibiya, Per. Comm., Thursday, 22-03-2007b). This in turn would have a positive multiplier effect in broadening the economic prospects that tourism could present in the area.

Tourism as a vehicle to stimulate the LED of Ulundi had not been fully tapped. The Municipality considers tourism as a key role player in local economic development (LED). However, a tourism marketing strategy for Ulundi that seeks to link the landscape and cultural heritage has not been fully established. The municipal management indicated that in the process of reviewing LED for Ulundi, a more conducive environment for public participation

had been created. The findings of the study however could confirm the claim of public participation with significant certainty.

After its dissolution for a long time, the Community Tourism Association (CTA) had been reconstituted early this year to steer the affairs of tourism in Ulundi. Being an important component of economic development, the municipal budget ought to make provision for tourism in the future budget. The District, with particular reference to Ulundi, has a number of outstanding primary attractions, many of which have still not been appropriately developed and packaged to confer local economic benefits. It is useful to understand what the main attractions of Zululand are before (refer to chapter five) seeking to match product development opportunities with those attractions based on tourism market demand.

Ulundi is different from some of its neighbouring municipalities in that it is not a coastal destination and cannot offer coastal tourism experiences. The Ulundi Local Municipality falls across two relatively well-known tourism destinations (i.e., the battlefields and the broad coastal area of northern KwaZulu-Natal known by the market as Zululand). The ZDM acknowledged Ulundi as the cultural core of the district and all tourism activity should be focused on the theme of it being the birthplace of the Zulu Nation, incorporating some of the richest historical sites in Africa, wildlife and living cultures. The Emakhosini development, the airport and the P700 link to the Cengeni Gate of Hluhluwe – Umfolozi Park should be prioritised as anchor projects.

The Provincial Department of Economic Development in collaboration with the Office of the Premier (the leading agent) sees the Emakhosini Ophathe development as having high labour absorption during the construction and infrastructure development phase.

Preferential procurement must be instituted in the hospitality operations. The tribal authority of Mpungose is prospective participant and active stakeholder as the protected area of Opathe Emakhosini includes a section of these tribal areas. This approach also calls for business linkages with private game reserves. Since over 40% land of the ZDM is in the Traditional Authority whereby land is usually held by the Ngonyama Trust, traditional lands with high

tourism potential are to be developed within the framework of partnership. The emerging tourism industry in Ulundi is characterized by tourism routes, such as battlefields route and the Zulu heritage route. Local knowledge of historical sites, places of interest and culture position local entrepreneurs as potential tourist operators. All tourism stakeholders should not see themselves as competitors but as complementing one another. The B & B operators, Amafa aKwaZulu Heritage, tourism ZDM, tourism KZN and all tourism stakeholders in Ulundi ought to come on board for a more comprehensive integrated tourism plan for Ulundi.

Tourism development potential along P700 is very paramount and has far more sustainable capabilities. B & B, traditional self-help accommodation, art and craft markets as well as information centres can be established along the P700 with the aim of attracting domestic and international tourists to ensure commercial ribbon development through sustainable tourism. The synergy between tourism and agriculture can be realized by the supply of produce for the tourist industry. The growth and development of agriculture and tourist economic themes can fulfil the Provincial Department of Finance and Economic Development's key concerns as enshrined in the provincial LED projects.

The highest agriculture potential in the entire Zululand District Municipality is in the north and north-east of the region, particularly in the Upongolo Local Municipality. There are currently development projects in crop production around Ulundi, Nongoma, Upongola and AbaQulusi. The generally dry climate of Ulundi has created a condition that is apparently conducive for the commercial cultivation of soya beans and livestock production. The proposed soya beans project is a partnership exercise between Zululand, Umzinyathi and Amajuba District Municipalities. The memorandum of agreement is that Zululand and Umzinyathi will supply the raw soya beans for processing at Amajuba. Ulundi which falls under Zululand District Municipality may not benefit from the direct employment opportunities and infrastructural development spin-offs that the processing plant at Amajuba will command. However, this project paves the way for the rural crop farmers to form co-operatives and work on a relatively large scale operation. This also has the capacity to increase disposable income and improve the quality of life of the people. What remains an envisaged challenge to be borne by farmers however is the transport cost to freight the soya

beans to Amajuba from places like Ulundi, AbaQulusi, Edumbe, Pongola and Nongoma in ZDM.

Approximately two-thirds of the land surface in KZN is only fit for livestock grazing and this is also true for the Zululand District. This includes game reserves and recognises that there is a need to cater for both grazers and browsers as much of the land is heavily bushed with woody-stemmed plants and thorn trees. The Zulu people have an inextricable affinity for livestock developed over centuries. As the bulk of this area is only suitable for livestock, it is therefore presented as a widely supported land use proposition. However, rural livestock owners in Ulundi are at present uncoordinated in that their livestock graze/browse on Ngonyama Trust Land with little or no control over the maintenance of resources and their management, grazing regimes, herd management, animal health and marketing of surplus.

An enabling economic environment that is conducive for general business welfare must be created. The chamber of commerce is not operational in the study area. From the formal corporate organisations to the informal businesses, no data base has been established to institute a forum where common issues affecting businesses in Ulundi will be discussed. These business administrative gaps apparently suggest that the local businesses are not supported by both the local and district municipalities.

Objective 4

To reveal the extent to which existing development strategic tools are being used by decision-makers towards sustainable management and development of the area.

The fourth objective of the study described the environmental readiness of both the community and the management of the local municipality for their local economic development. The degree of knowledge and understanding of household heads on issues pertaining to environmental interests were considered. This is very crucial since sustainable local economic development which this work also attempts to promote is a double-barrel

concept embracing a balance between the socio-economic well-being of the people and their natural environment for the benefit of the present and future generation.

Approximately, one in five of the responses affirmed that facilities were available in their locality for educating the local population on environmental matters whereas an astonishing four in five indicated that they did not know of any facility for educating the local population on environmental sustainability. From schools through community halls, government departments to game reserves, Ulundi has numerous facilities to educate the local population on environment. Public awareness campaign by the local government is very crucial to deal with limited environmental awareness in Ulundi.

Over four in every five respondents did not know the existing facilities that were used to educate the local community about environmental concerns. This could be attributed to the fact that either most of these household heads had little or no interest in environmental issues or they had genuinely not thought of the possibility of such facilities being used on environmental concerns. Few respondents talked about community hall (less than three percent), school (less than two percent) and any other building (just over three percent) as facilities for environmental education. Understanding the importance of maintaining and preserving the environmental resources begins with where one would find this service in a community like Ulundi. Land and environment are the second most important key development issues and they incorporate Land Use Management System (LUMS), Strategic Environmental Assessment (SEA), Environmental Management Plan (EMP), land reform redistribution and housing. As part of their responsibility, they prepared SEAs and EMPs to assist with environmental sustainable development of infrastructure and land use control. The IDP management unit of the Ulundi municipality steered the local economic development of Ulundi with community development (capacity building and poverty relief) as its development priority.

Objective 5

To reveal how stakeholders perceive the existing institutional structures in terms of public

participation and to recommend a development model that advances pro-market and pro-poor perspectives in improving the quality of life of people in Ulundi.

The objective of the research at this stage sought to establish the level of efficiency and effectiveness of human resources and accessibility to infrastructural facilities in the study area. The perceptions of interviewees on the management of the Ulundi local Municipality was also considered.

About two in five of the responses indicated that the study area had adequate financial resources to handle service delivery to meet the basic needs of the people. However, approximately two in five respondents felt otherwise. Just below about one in five responses did not know much about the financial state of the municipality and how it was conducted in terms of probity, transparency and accountability. The Ulundi Local Municipality's institutional capacity building exercise gives priority to increasing payment levels and revenue collection of services. Meanwhile, the financial services division is responsible for Information Technology Systems and financial management. Even though the financial division has an integrated billing and financially sound system, insufficient funds for operational and capital programmes places a demand for alternative sustainable sources of funding for the Municipality.

As far as the efficiency of human resources in the Ulundi Local Municipality is concerned, about two-thirds of responses indicated that the human resource was generally inefficient and less effective. Whilst about two in five responses affirmed the level of efficiency and effectiveness of the existing human resources in the local municipality, close to one in five expressed their ignorance about the matter under scrutiny. A majority of the respondents (three in four) indicated that the efficiency of the human resource was low in the Local Municipality. Just below two in five responses indicated a high index of human resource efficiency. On the whole, just over one in five did not know much about the level of efficiency of human resource capacity in the municipality. Over a quarter of respondents felt that human resource capacity was poor whilst in contrast, small representation of (less than one percent) recognised it as excellent. About (thirteen percent) and (less than three percent)

also rated it as good and very good respectively. More than half respondents did not express their view on the said matter due to their little knowledge and information about it. The Municipality had set up performance target/deliverables to monitor skill levels of staff. In spite of the above mentioned claim by the management of the local municipality, the skills level of the municipal staff needs to be improved through skill development programmes. A majority of the interviewees (two-thirds) saw the local municipality as not having the requisite capacity to handle service delivery and its efficiency. About two in five of the respondents knew little about the existing municipal capacity and therefore could not comment about it.

Approximately one in five respondents felt that there was the needed knowledge and skill in the study area, whereas the majority (two-thirds) in contrast indicated that there was lack of needed knowledge and skill to fulfil the constitutional mandate of the Local Municipality. Just below two in five respondents did not know much about the existing and expected skill and knowledge in the study area.

Generally, most household heads (over half) indicated a poor level of financial management. Approximately two in five felt that the level of efficiency of financial management was on the average. Meanwhile close to two in five respondents saw excellence in the way and manner finances were managed in the local municipality. Whilst about less than one in ten accorded it a good rating, an equally less than one in ten concluded that the financial section of the Local Municipality was doing a very good job.

The rates and consumer debtors have continued to escalate in the Ulundi Municipality. The failure by the community of Ulundi to meet its financial obligations to the Municipality was having a negative financial effect to the extent that statutory reserves were being utilised to fund debtors, with the result that little or no funds were available for infrastructure expansion and or replacement. The IDP of Ulundi municipality was therefore restricted to projects funded by way of grants.

According to the municipal council, the capital investment framework which informs the financial plan of the municipal area had been reviewed to determine whether the programmes and projects were still relevant to address the community needs. The project budgets were altered and aligned to present a more realistic service delivery framework. The Ulundi Local Municipality (ULM) relies on external funding sources for 99% of its capital project programmes. Since the beginning of 2007 Financial Year, the municipal council has initiated a campaign to sell its available residential and commercial plots to improve its cash flow position. In order to avoid the cash flow crisis which the municipality experienced in 2005 budgetary process, drastic steps and measures to reduce its expenses and increase the income flow were been taken.

Many factors emerged as undermining financial discipline in the Local Municipality. Among them were corruption (two in five), mismanagement (just above one in five), poor planning (just above one in five) unequal political representation (less than ten percent), lack of transparency (less than five percent), unemployment (less than two percent) and non-payment of services by residents (less than two percent). The question of the adequacy of infrastructural facilities was also raised. About one in ten respondents affirmed an adequate level of infrastructural facilities in ensuring sustainability. Meanwhile most responses (more than two-thirds) saw the existing infrastructural facilities as inadequate in ensuring sustainability. However, close to two in five felt that they had little or no insight into the subject matter.

The Ulundi municipal management had a feeling that the ageing infrastructure leads to diminished service delivery and may worsen in some years to come unless the trend of no payment is reversed. The council has given serious consideration to the approval and implementation of a proper debt collection and credit control policy in the 2007 Financial Year. This tool is necessary to allow for the recovery of charges and fees levied against consumers. The failure by the affluent of the community to pay for services is further impacting negatively on the council's ability to implement free basic services and indigent relief to the poorest sector the community.

The study further attempted to describe the scale of adequacy of infrastructural facilities in ensuring sustainability. Most respondents (over two-thirds) described the state of infrastructural facilities as poor, close to fifteen percent expressed it as good. However, less than one percent described them as excellent. Approximately two in five did not comment since they had little insight into the state of infrastructural facilities.

The development priority areas under infrastructural provision to the council include roads and storm water, water, sanitation, electricity and waste management. The technical services department (ULM) indicated that it was tasked with the key performance indicators and performance target to achieve the set development objectives of facilitating the upgrade and maintenance of roads, and electricity, and to implement the sanitation master plan for environmentally appropriate sanitation levels. Currently, backlogs of potholes on the road and inconsistency in water supply at certain times need mention.

As far as the level of proficiency of information technology on productivity is concerned, about over two-thirds of responses indicated a poor level of proficiency of information technology on productivity. Approximately fifteen percent knew little or nothing about the subject under discussion. About one in five household heads felt that the standard was good.

Only twelve percent affirmed that performance targets existed in the Municipality to monitor and manage productivity and service delivery. Over two-thirds felt that performance targets to monitor and manage productivity and service delivery did not exist in the municipality. Meanwhile, about two in five respondents did not know much about the existence of the performance targets in the study area. Most responses obtained (over two-thirds) indicated poor performance management system (PMS). About nine percent and three percent respondents saw the performance management system as good and very good respectively. Meanwhile close to two in five respondents were ignorant about the subject matter under scrutiny.

The council submitted its 2004/2005 IDP to the MEC of the Department of Traditional and Local Government Affairs (DTLGA) in accordance with chapter 5 of the Municipal

Systems Act (Act 32 of 2000). The DTLGA indicated their satisfaction with the IDP and presented their comments through Ulundi Municipality's first IDP Representatives' Forum meeting. The comments of the DTLGA encouraged focus on the following issues: cross border alignment, involvement of sectoral departments, gender equity plan and financial viability plan.

In the midst of the weaknesses established in the study area, the survey concludes that the development direction of Ulundi is very positive in the context of the potential that tourism and agriculture in particular command. The implementation of the recommendations by developing a tourism master plan around its existing tourism draw cards is very crucial to the growth and upliftment of the quality of life of the majority of the people.

Apart from tourism, the conducive and suitable climate and vegetation for aloe and Nguni cattle farming deserves maximum attention. In partnership with the community of Ulundi, processing plants can be set up to open job opportunities for the local community and this in turn will have economic multiplier effects on infrastructural development. The tax base of the local municipality will be broadened and there will be less dependence on external funding for capital expenditure. It is however important that there is sufficient capacity within the Ulundi local government to deal with development as well as allocation of human resources to areas of priority. Proper communication between local government, ZDM, the neighbouring local municipalities, the local community, all relevant stakeholders and service providers need to be established to ensure a good working relationship and effective service delivery. The study recommends a model of strategic management process for municipal development in chapter seven, and its implementation would result an effective and efficient use of local resources (i.e., cultural and physical landscape attributes). This can then add value and reposition the core competencies of local municipalities. The model would also serve as a basic guide that municipalities and municipal departments can use, should they wish to undergo changes in order to maximize the use of local landscape and cultural attributes for developmental purposes. This is to be seen within the framework of local economic development and integrated development planning.

7.5 RECOMMENDATIONS

This section of the research provides an overview of the recommendations this study proposes. These recommendations are based on the findings and conclusions of the study on the situational and LED in Ulundi. Ulundi represents the sustainable development dichotomy between developed urban and developing rural worlds. Economic upliftment is the key to sustainable development in South Africa. Without LED, the goal of sustainable development of local communities will never be achieved. It is critical that the Ulundi Local Municipality in collaboration with Zululand District Municipality (ZDM) and the relevant stakeholders develops and exploits its first world economic assets of tourism to the fullest within the carrying capacity of its natural resource base to the development and growth of the study area. It is important to acknowledge that the recommended strategies also embrace the untapped agricultural resources as well as their associated industrial possibilities in the study area.

7.5.1. The implementation of the proposed municipal development model

The challenge to put to use the available landscape and cultural attributes in the Ulundi Local Municipality is not peculiar to the latter. The proposed model serves as a basic guide to municipalities and municipal management should they wish to explore strategic alternatives and options for fullest utilization of the existing implicit potentials. The study adapted an environment-based strategic option and is more specific on market penetration, market development and market related diversification. This model ought to be implemented bearing in mind the SWOT analysis of Ulundi as explained in section 7.3 above. The strategic management processes outlined in the model ought to be followed in an emergent manner to ensure full utilization of tourism and agricultural resources in the growth and development of Ulundi. Given the market penetration approach in the development of tourism in Ulundi as proposed by the model, the untapped synergy between the latter and agriculture would be realised. As part of the model, this study further recommends a market development strategy in agriculture to complement tourism penetration in the development of Ulundi. These approaches ought to be managed strategically to diversify the economy of Ulundi.

7.5.2. Tourism

The region has a high tourism potential, which has not been properly exploited, environmentally or otherwise. Numerous sites of tourism significance are being underutilised and insufficiently marketed. From the prevailing situation, this study seeks to recommend an integrated coherent tourism master plan which the Local Municipality must propose in consultation with the ZDM and the relevant sector departments such as the Department of Provincial and Local Government (KZN), Department of Arts and Tourism (KZN), Department of Economic Development (KZN), Independent Development Trust (IDT), the National Roads Agency (NRA), the KZN Tourism Board and other development institutions for funding.

An integrated coherent tourism master plan must be drawn on the major landscape and cultural attributes in the study area. The plan demonstrates Ulundi as the cultural centre of the Zululand district and all tourism activity should be focused on the theme of it being the birthplace of the Zulu Nation, incorporating some of the richest historical sites in Africa, wildlife and living cultures. The Emakhosini development, the airport and the P700 link to the Cengeni Gate of Hluhluwe – Umfolozi Park should be prioritised as anchor projects in the master plan. The Ophathe Emakhosini development initiative is labour intensive and will have a high labour absorption capacity during the construction and infrastructure development phase. The project comprises the introduction of game to the area, the development of rest camps and a Nguni cattle-farming project that involves the local community. It is envisaged that this project unlocks vast tourism opportunities for the Zululand Region and has the potential to act as a catalyst for local development of communities like Ulundi.

This plan is expected to spell out a marketing strategy to be adopted to promote these destinations locally and internationally. One of the most striking ways in which local authorities could stimulate economic development is through exploiting the potential of the local tourist industry where local tourism is highlighted as a function of local authorities. The community tourism association (CTA) should be at the forefront of this drive. There is the need for a well crafted advertising and marketing strategies that embrace networking and partnership with neighbouring district municipalities for a comprehensive tourism framework.

This structured marketing campaign would also educate the local community about these historical and cultural attributes. The existence of valuable environmental assets like game reserves ought to be known to the residents to maximise its social, economic and developmental spin-offs and benefits. A well protracted marketing strategy aimed at educating the community about these attributes is very paramount and imperative since a community cannot showcase what it does not know. This will go a long way to the actual realisation of the implicit tourism potentials of Ulundi municipality and its surroundings.

The local community, through its political and community leadership, should be at the forefront of creating a conducive, safe and sound tourism atmosphere to ensure the security and protection of local and international tourists. This would be in a form of community policing to identify criminal elements in and outside the community that are threat to tourists. This drive would be an integrated holistic partnership between the police, the Ulundi community, the CTA and the tourism service providers. This calls for collective conscientisation efforts that encourage potential tourism products to be in a state of preparedness to synchronise this drive.

The intersection point of P700 and R66 roads is conducive for the development of a resourced information centre in Ulundi. This centre will provide guidance and direction to tourists as they engage in tours to the places of interests far and near Ulundi. As the only major urban area in the Ulundi Local Municipality, such a centre will also offer ICT services (in the form of electronic mails, internet, fax and telephone services) to both domestic and international tourists. The location of this proposed centre is in close proximity to the Mangosuthu Airport which is likely to be used greatly by the tourists from far and near. The multiplier economic spin offs to the local community to show case their art and craft products around the information centre cannot be overemphasised. The local community of Mpungose ought to be active participants of this development vision and would market the hand-crafted products using P700. Local tour operators, B & B, tour guides and contractors are to be actively involved in tourism development that will emerge around P700 from its intersection point with the R66 through the battlefield route to the Hluhluwe-Umfolozi game reserve.

Infrastructure such as the Mangosuthu Airport, road networks R66 and P700 and rail links in Ulundi must be fully operational and breakdowns should be repaired without much ado and with as little disruption as possible to service delivery and traffic flow. As far as the Mangosuthu Airport is concerned, the KZN province has officially mandated the Zululand District Municipality to operate it. There must be however a more comprehensive strategic plan in terms of flight schedules to link up and network with other prospective airports within the Province (KZN) and beyond. The envisaged target market for the airport is international and domestic tourists as well as the business community in the entire Zululand District Municipality that are currently patronising coaches and buses. Also in the target group are government officials at the regional offices that have been commuting between the study area and Pietermaritzburg-Durban area for certain specific work related commitments. This would improve and speed up accessibility to the area by tourists, investors and potential service providers.

Embodied in the plan is the appropriate and effective organisation and management of the local cultural troupes that dance, dress and recite the Zulu poems as a form of cultural tourism to entertain domestic and international tourists. There is a great export potential in this aspect of cultural tourism in the area, yet little has been done in that regard. A typical case in point is the “*Indlamu* troupe” in Mkhazane which has travelled on numerous occasions per invitation to Poland, Switzerland and Turkey in Europe and Jordan in the Middle East with limited management capacity. The local tourism plan has to spell out modalities of engagement to the socio-economic interest and betterment of these local cultural groups to avoid any unintended exploitation.

7.5.3. Agriculture

The study considers agricultural potential of the study area as second to tourism in terms of economic assets. In dealing with the non-diversified nature of the economy of Ulundi, its agricultural potential is relatively significant. The generally dry climate coupled with its grassland vegetation has created a favourable condition that is suitable for Nguni cattle farming. The study therefore proposes that Nguni cattle farming should be one of the major

land use propositions in Ulundi. This proposition considers the need for training and transferring skills to empower the local people in this venture. It is envisaged that more job opportunities will be created at every facet of the venture. Particularly noteworthy of the facets in this project are shepherding at the grazing field, milking, abattoir operations, butchery and marketing. The hides and skin of the animals are of cultural value and significance and will then attract a high degree of interest among the Zulus. This project epitomises the synergy that exists between agriculture and cultural tourism in general.

Much agricultural extension work from the Department of Agriculture and Environmental Affairs (KZN) is envisaged to help improve the know-how of the rural dwellers who do not have the requisite formal agricultural training. Nguni cattle farming should be coordinated in such a manner that there is control over the maintenance of resources and their management, grazing regimes, herd management, animal health and marketing the surplus.

The Local Municipality must lead in championing the course of this venture. In soliciting funding to kick-start this venture, the IDP unit of the local municipality ought to draw proposals to the sector departments such as the Department of Economic Development, Department of Agriculture, the office of the KZN Premier and the Department of Provincial and Local Government.

The natural growth of the aloe plant in the study area has also raised interests about the possibility of harvesting the product. Aloe is a plant with very high medicinal value. Little has been done to engage in a feasibility study to harness this environmental resource for economic benefit in Ulundi. According to the planning unit (ZDM), a proposal from an international group from China is in the pipeline in that regard (Sibiya, Per. Comm., Thursday, 22-03-2007). However, this study recommends that any aloe harvesting agreement may have to be done within the framework of local partnership so as to transfer skills. Out of partnership, local industries will have to be established to process the aloe plant to a finished medicinal product. This would stimulate the local economy as it would create a platform for job creation and increase employment prospects of the local people.

The processed product has a huge international market potential. There will be an improved world market price for the processed aloe as compared to its price in the raw material state. The ZDM in consultation with the Ulundi local council must champion the feasibility study on the economic viability of aloe planting and harvesting so as to establish workable plan for its implementation in Ulundi.

Development programmes on agriculture are to be rolled out to equip communities interested in arable and animal husbandry (agriculture) to improve the GGP and the quality of life of people in the area. The pediment fertile slopes of selected local slopes are to be targeted for arable farming in particular. Finance to purchase capital equipment remains one of the challenges undermining this objective. Financial institutions have the obligation to enable potential farmers secure the necessary capital, labour, land and qualified management. The Department of Agriculture and Environmental Affairs provides funding and equipments for organised local cooperatives with credible business plans. Apart from being a job creation venture, it would serve as a skill transfer exercise and a means to improve the GGP of the Ulundi Local Municipality.

An enabling economic environment that is conducive for general business welfare must be created. The chamber of commerce ought to be operational in the study area. This will be done in consultation with all the formal businesses that are being run in Ulundi. A data base of all registered businesses is to be developed to institute a forum where common issues affecting businesses in Ulundi will be discussed. When these administrative gaps have been closed, the Ulundi business community will perceive a better image about the Local and District Municipalities.

It is important to note that poverty alleviation programmes are in place in certain quarters of the study area. The marginalised, the majority of whom are women and children, are however still far from being empowered to change the status quo especially in rural Ulundi. The skills programmes under the auspices of the Department of Labour and other SETAs like agriculture and construction SETAs are to be fully utilised. Because of high levels of poverty and unemployment in Ulundi municipal area, skills development projects need to be aligned

in such a way that they lead to the establishment of self-help activities. An awareness exercise aimed at explicitly educating the Ulundi community about the said matter will put the available state funds into its rightful use. The ward councillors, community based organisations and non-governmental organisations should carry the information to their respective wards to speed up the process of information dissemination. The local radio station and the print media are also relatively reliable and an efficient means of communicating these opportunities to the community.

7.5.4. Other strategies

It is the mandate of the Ulundi Local Municipality to attract investors and entrepreneurs. The municipal authority must also ensure that contracts are awarded to service providers on the basis of merit, otherwise '*bona fide*' entrepreneurs may back off when it is already a '*fait accompli*' that tenders may only be awarded on the basis of race, political affiliation, and family. It must however be pointed out that preferential procurement with the aim of encouraging local companies would be instituted to avoid leakages the economy of the area may experience. All local municipalities compete with each other to attract big businesses.

Ulundi local authority ought to offer inducements to attract business ventures to the area. Special rebates or tax concessions on rates, for example, on waste and sewerage are some of the incentives that need careful and constant scrutiny of the municipality. The prices charged for some of these 'factors of production' could ultimately determine where an entrepreneur will establish a business. The Ulundi Local Municipality should therefore go out of its way to accommodate businesses in a mutually beneficial manner. Tax incentives (tax breaks) may be an excellent way of attracting entrepreneurs to one particular local authority area in preference to another. In the absence of a deliberate proactive strategy to influence the industries into this area, the Ulundi municipality in collaboration with the Zululand District Municipality should therefore constantly review its approach towards new business ventures with a view to large scale job-creation programmes.

Policy makers must concentrate more directly on quality of the development process. The quality of development is completely masked if the policy maker does not pierce the aggregate measure of GNP and consider its composition and distribution (Meier, 1989). There is general agreement that growth, in the very long term, eliminates most absolute poverty but also that some people may be impoverished by development. From a comprehensive analysis of the employment problem, it becomes expedient that the objectives of greater utilisation of labour, diminution of poverty, and improved income distribution should be complementary, not competitive goals. Dealing with disparities in income distribution within the Ulundi Local - Zululand District Municipalities is very imperative. Development initiatives ought to be steered paying much attention to how the distribution of income changes in the course of development. This recommendation is in support of the relatively high unemployment level in section A compared with the remaining four spatial units in the study area. The approach ought to influence policy direction of the local municipality about the need to spearhead sustainable poverty alleviation programmes.

Decision-making on matters of collective interests in the local municipality should be multifactoral. Empirical evidence beyond political inclination should drive matters of sustainable quality of life and local economic development strategies. Trading potential of the study area still remains underutilised. The following roads R66, R34 and P700 are important links that connect the study area to other local and district municipalities. The envisaged increased traffic volume creates trading and development potentials along these roads. Commercial ribbon development along these roads and the inter-modal point of R34 and R66 roads has the propensity to create a multiplier economic effect and to reduce poverty and unemployment so as to improve the quality of life of the people. However, a mobile police station at the inter-modal point is quite important to allay the fears that its isolation from the main town may create to potential criminal activities.

The industrial spin-offs of Richards Bay may extend landward towards Ulundi in the foreseeable future. Workers may commute with cheap available means of transport (rail) and P700 between Ulundi and Richards Bay. In the case of the coal railways, this would create

full (maximum) utilisation of the empty rail that returns to Johannesburg from Richards Bay after the delivery of coal at the harbour through Ulundi.

As the engine of development, the Ulundi Local Municipality must be supported in financial management and ICT capacity by the national and KZN provincial local government departments to promote local economic development (LED). Once capacity has been built through development, wealth can be created with the multitude of skills. Job opportunities could then follow suit. A well capacitated municipality will not merely administer and control service delivery and available resources, but would also create business-friendly environment that focuses on enhancing the quality of life of its community. The adult illiteracy levels are relatively high in both genders, and therefore implementing effectively and efficiently, the adult education policy constitutes an aspect of a broader strategy aimed at addressing issues of food security (poverty), unemployment and women empowerment.

Another important phenomenon of interest was the households headed by children. Even though only 1.1% child-headed homes were reported, it is of socio-economic concern and therefore demands decisive policy directives to complement the growth and development of Ulundi. It is quite worrying to note that the social grant is identified in the study as the dominant tool since it does not offer long term and sustainable solution to the poverty, growth and local economic development of the area. Neither does it touch on skill development nor generate income to empower local communities for independent long term lifelong growth and development.

7.6 CONCLUSION

This chapter has dealt with the findings of the study and the introduction of a proposed municipal development model. As part of the proposed model, a strategic management process has been outlined. The research model has adapted the Ansoff matrix's market options. The study sees the Ansoff matrix's market options as the strategic trajectory to advance the local developmental agenda of Ulundi within the framework of its SWOT analysis. The chapter further presents a summary of conclusions and some remarks about the

study. Finally, the chapter outlines suggested recommendations based on the findings of the research investigation and proposes the following as future research direction. The future research options/alternatives could be:

- An analysis of the practical application of the hypothetical model as proposed in chapter six.
- A critique of the implementation, successes and challenges of Integrated Development planning of Municipalities in South Africa; its past, present and future trajectories in the context of the millennium development goal.

It is hoped that this study as a whole has succeeded to meet its fundamental objective, understanding the situational and land use analysis of local economic development initiatives in the Ulundi environment. Finally it could be said that a better understanding of relationships between people and their spatial and non-spatial environment, as in Zululand, is vital for achieving a successful and sustainable development plan for the near and distant future (Binns, 1997). There has, however, been considerable progress in developing this understanding in recent years, to which geographers have made a significant contribution.

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(c) 7 and above []

5. How many dependants do you have? (a) 0-2 []
(b) 3-6 []
(c) 7 and above []

6. The house is headed by a:
(a) man [] (b) woman [] (c) child []

And why ?

B. LANDSCAPE AND CULTURAL ATTRIBUTES

(B.1) PHYSICAL LANDSCAPE ATTRIBUTES

- 7.1 Are you aware of the existence in the Ulundi Municipality of:

- (a) Game reserves? Y / N []
(b) Mountains? Y / N []
(c) River? Y / N []

- 7.2 If yes, how did you know about them?

- (a) By a Visit [] (b) Publication []
(c) Through a relative / friend [] (d) Media []
(e) Other means [specify] _____

- 7.2 Explain anyone of the above facilities you have heard of or visited before:

- 8.1 What is the importance of the physical landscape attributes to the development of Ulundi?

- (a) Aesthetic importance (Beautifies the environment) []
(b) Source of raw material / Resources to the community []

(c) It promotes tourism []

(d) It creates jobs for the locals []

Give additional explanation of the important landscape attribute you selected:

8.2. To what extent will the absence of these physical-landscape attributes impact on the growth and development of the Ulundi?

(a) Very positive [] (b) Positive []

(c) Negative [] (d) Very negative. []

(e) Give Reasons, why? _____

(B.2) CULTURAL ATTRIBUTES

9.1 Are you aware of the existence in Ulundi of:

(a) Historical sites? Y / N [] Reason: _____

(b) Cultural Museum? Y / N [] Reason: _____

(c) Art and Craft Centres? Y / N [] Reason: _____

9.2 Mention anyone of the sites you have visited or heard about. _____

9.3 How did you know about these sites?

(a) Visit [] (b) Municipal publication []

(c) Through a relative / friend [] (d) Other[Specify]: _____

9.4 What is the main strategic significance of the cultural attributes to the development of Ulundi?

(a) Aesthetic importance / beautifies the environment []

(b) Source of raw material / resources to the community []

(c) It promotes tourism []

(d) It creates jobs for the locals []

C. SOCIO-ECONOMIC ISSUES:

**[FOOD SECURITY, WOMEN EMPOWERMENT, RURAL DEVELOPMENT
AND LOCAL ECONOMIC DEVELOPMENT]**

10. How many people are staying in this house?
(a) 1-5 [] (b) 6-10 []
(c) 11-16 [] (d) 17-20 []
11. How many people are working in this house?
(a) 1-5 [] (b) 6-10 []
(c) 11-16 [] (d) 17-20 []
12. What is the occupation of the breadwinner?
(a) Teacher [] (b) Nurse [] (c) Police []
(d) Doctor [] (e) Lawyer [] (f) Manager []
(g) Admin. Clerk [] (h) Driver [] (i) Domestic worker []
(j) Farmer [] (k) Artisans [] (l) Community workers []
(m) Politicians [] (n) Unemployed [] (o) Accountant []
(p) Self-employed.
13. How much on the average is his/her monthly income?
(a) R0-R250 [] (b) R251-R1500 [] (c) R1501-R3000 []
(d) R3001-R6000 [] (e) R6001 and above []
14. For those who are unemployed, what poverty alleviation programmes are they involved with in the municipality?
(a) Gardening [] (b) Provision of houses []
(c) Road construction / repairs [] (d) Water []
(e) Electricity [] (f) Arts and craft []
(g) None [] Others [Specify] _____

15. What activities and programmes have you seen or heard specially organized to empower women in your area in the face of rural poverty and single motherhood?
- (a) Workshops (b) Social grants
(c) Gardening (d) Beads work
(e) Arts and craft (f) Other [Specify] _____
16. How has the economy of Ulundi been performing over the last two years?
- (a) Very good (b) Very mediocre
(c) Very poor (d) Not sure
17. If there has been a decline, what do you attribute it to?
- (a) Relocation of the legislature (e) Low level of education
(b) Lack of skill and expertise (f) Distant market
(c) Limited infrastructural facilities
(d) Limited partnership between stakeholders
18. Are there any strategies according to your knowledge put in place by the local municipality to stimulate local economic development of Ulundi?
- (a) Yes (b) No (c) Not sure
19. Mention anyone or two of the strategies in place, known to you:
- _____
- _____
20. What in your view should be done to improve and diversify the economic condition of Ulundi?
- (a) Infrastructural development (b) Incentives to attract industries
(c) Campaigning and promotion of skills development
(d) Encourage partnerships between business, government, NGOs and civil societies
(e) Other – Specify _____

D. ENVIRONMENTAL MANAGEMENT AND SUSTAINABLE DEVELOPMENT

21. Do you have any knowledge of the local history of Ulundi?

(a) Yes [] (b) No [] (c) Not sure []

If yes, mention the historical site referred to above. _____

22. Do you have knowledge of any local landscape / scenic spot?

(a) Yes [] (b) No [] (c) Not sure []

If yes, mention the landscape attribute referred to above. _____

23. Are you aware of any existing facilities used to educate the local population on the environment?

(a) Yes [] (b) No [] (c) Not sure []

If yes, mention the facility _____

24. Are you involved in any community project which encourages productive and sustainable development principles?

(a) Yes [] (b) No [] (c) Not sure []

If yes, mention the project as referred to above. _____

25.1 What strategies do you suggest to be implemented to improve knowledge of the

(a) Historical sites _____

(b) Landscape or scenic spots _____

25.2 How far / or to what extent have the abovementioned contributed to the improvement of the local economic development of Ulundi ?

_____.

25.3 Suggest an untapped potential project or a non-existent project, which you believe can turn around the economy of Ulundi.

_____.

E. INSTITUTIONAL STRUCTURES WHICH ARE REPRESENTATIVE, PARTICIPATIVE, TRANSPARENT AND CO-OPERATIVE GUIDANCE

26.1 Does the municipality have:

- | | | | |
|-----------------------------------|-------------|------------|--------------|
| (a) Adequate financial resources: | (a) Yes [] | (b) No [] | Not sure [] |
| (b) Efficient human resources | (a) Yes [] | (b) No [] | Not sure [] |
| (c) Requisite capacity | (a) Yes [] | (b) No [] | Not sure [] |
| (d) Needed knowledge and skills | (a) Yes [] | (b) No [] | Not sure [] |

26.2 How has the Ulundi Municipality fared in financial management over the last three years?

- | | | | |
|---------------|-----|---------------|-----|
| (a) Poor | [] | (b) Average | [] |
| (c) Good | [] | (d) Very good | [] |
| (e) Excellent | [] | | |

27. Are there setbacks undermining the financial discipline of the municipality?

If so, what are they?

_____.

_____.

28.1 Is the municipality's human resource capacitated enough to handle structured and focused service delivery?

(a) Yes [] (b) No [] (c) Not sure []

28.2 If yes, express your response in terms of the following scale:

(a) Poor [] (b) Good []

(c) Very good [] (d) Excellent [] (e) N/A []

29.1 Does the municipality have adequate infrastructural facilities to ensure sustainable service delivery?

(a) Yes [] (b) No [] (c) Not sure []

29.2 How would you describe the state of the infrastructural facilities in the municipalities?

(a) Poor [] (b) Good []

(c) Very good [] (d) Excellent [] (e) N/A []

30.1 How would you describe the level of proficiency of information technology on productivity in the municipality?

(a) Poor [] (b) Good []

(c) Very good [] (d) Excellent [] (e) N/A []

30.2 Do you have performance targets in place to manage and monitor productivity and service delivery in the municipality?

(a) Yes [] (b) No [] (c) Not sure []

31.1 How effective and efficient is the performance management system?

(a) Poor [] (b) Good []

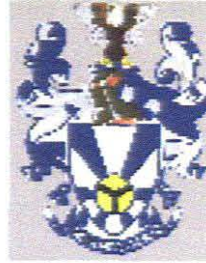
(c) Very good [] (d) Excellent [] (e) N/A []

APPENDIX - B

TRANSMITTAL LETTER

**University of
Zululand:**

DEPT. RECREATION & TOURISM



Private Bag X1001
KwaDlangezwa 3886
South Africa
Tel: 035 902 6000
Fax: 035-902 6073
Ref:

July 2007

To whom it may concern

Dear Sir /Madam

RE: REQUEST TO CONDUCT RESEARCH

Mr Francis Owusu Twumasi is part-time doctoral student at the University of Zululand working under the auspices of the Department of Geography and Environmental Studies, within the Faculty of Science and Agriculture, University of Zululand. Mr Francis Twumasi will request your assistance in various domains related to his doctoral research investigation, relating to the study of land use and local economic development in Ulundi, KwaZulu-Natal. The actual title of the research project is:

**The Situational and Land Use Analysis of Local Economic Development in
Ulundi,
KwaZulu-Natal: Perspectives, Problems and Prospects**

This research is undertaken mainly for academic purposes around the Ulundi area. It is hoped that the findings of the study will make a meaningful contribution to the fields of geography and environment, as well as provide a better understanding of

the spatial, socio-economic and administrative imperatives influencing life patterns in the study area and perhaps in KwaZulu-Natal as a whole.

All information collected from you through any of the methods required in his research endeavour will be kept in strictest confidence.

Your assistance in this regard will be highly appreciated.

Yours faithfully

L.M Magi (Prof.)
Internal Research Promoter
Department of Recreation and Tourism
University of Zululand

cc. Mr Francis Owusu Twumasi (Researcher)
