

UTHUKELA ECONOMIC DEVELOPMENT AGENCY

STRATEGIC PLAN DOCUMENT 2020/21

Submitted on the 07th April 2020

PREPARED FOR:

uThukela Economic Development Agency
Chief Executive Officer
Ms D.C.P. Mazibuko
36 Lyell Street
Ladysmith
3370
Tel: 082 822 2156
Email: duds27.mazibuko@gmail.com

PREPARED BY:

Skhunyana Consulting
Managing Member
Mr Andile Gumbi
14 Lugg Circle
Umtentweni
4235
Cell: 072 433 1737
Email: andile@skhunyana.co.za

TABLE OF CONTENTS

1. Introduction	3
1.1 Orientation	3
1.2 uThukela District Overview	3
2. Institutional & Policy Environment	5
2.1 National Institutional & Policy Environment	5
2.2 Provincial Institutional & Policy Environment	6
2.3 Local Institutional & Policy Environment	6
3. Strategic Planning Framework	7
3.1 SWOT Analysis	7
3.2 Vision	7
3.3 Mission	7
3.4 Objectives	8
3.5 Values	8
4. Strategic Drivers	9
5. Strategic Enablers	10
6. Implementation Plan	11
6.1 Agribusiness	11
6.2 Infrastructure Development	15
6.3 Tourism	17
6.4 Manufacturing	19
6.5 Mining & Energy	20
6.6 Investors Attraction Mechanism & Enablers	21
6.7 Sound Institutional Arrangement	22

1. INTRODUCTION

1.1 ORIENTATION

uThukela Economic Development Agency (UEDA) was established in 2017 informed by the KwaZulu Natal (KZN) Cabinet Lekgotla, which was held on 11-13 September 2012 resolved to establish District Development Agencies. District Economic Development Agencies are key economic drivers identified in the KZN Provincial Growth and Development Strategy (PGDP)¹.

The typical mandates UEDA include the following:

- Improve the economic context and opportunity of the territory.
- Fundraising and implementation on high-impact projects.
- Promote competition among healthy businesses.
- Provide tools for economic development that include the weakest and most vulnerable sectors.
- Develop relationships of collaboration and cooperation across sectors.
- To manage the spatial organization of the area in a socially efficient manner, particularly through the use of public land & targeted private projects.
- stimulating of economic development through development projects and investment support/promotion.
- The identification of catalytic projects.
- Focusing on sector competitiveness such as Industrialisation; Tourism; agriculture, job creation, and high impact projects; Business Development Services and SME support, communication, property management, mediation between public and private sectors, poverty alleviation and small-town regeneration.

1.2 UTHUKELA DISTRICT OVERVIEW

uThukela District Municipality, which is the parent municipality of uThukela Economic Development Agency; is located on the western boundary of the KwaZulu-Natal Province². It is bordered by three other district municipalities: Amajuba, uMzinyathi and uMgungundlovu. It consists of three local municipalities:

- Okhahlamba;
- Alfred Duma and;
- Inkosi Langalibalele.

The district derives its name from one of the major rivers in KwaZulu-Natal, the uThukela River, which rises from the Drakensberg Mountains and supplies water to a large portion of KZN, as well as Gauteng.

¹ Source: KZN COGTA District Development Agency Document 2020

² Source: uThukela District Municipality Website 2020

It is predominately rural and is characterised by poor socio-economic indicators such as low revenue base, poor infrastructure, limited access to services, and low economic base. Cities/Towns:

- Bergville;
- Cathkin Park;
- Colenso;
- Estcourt;
- Ladysmith;
- Van Reenen;
- Weenen;
- Winterton

Main Economic Sectors:

- Manufacturing (21%);
- Wholesale and Retail Trade, Catering and Accommodation (17%);
- Finance, Insurance, Real Estate and Business Services (15%)

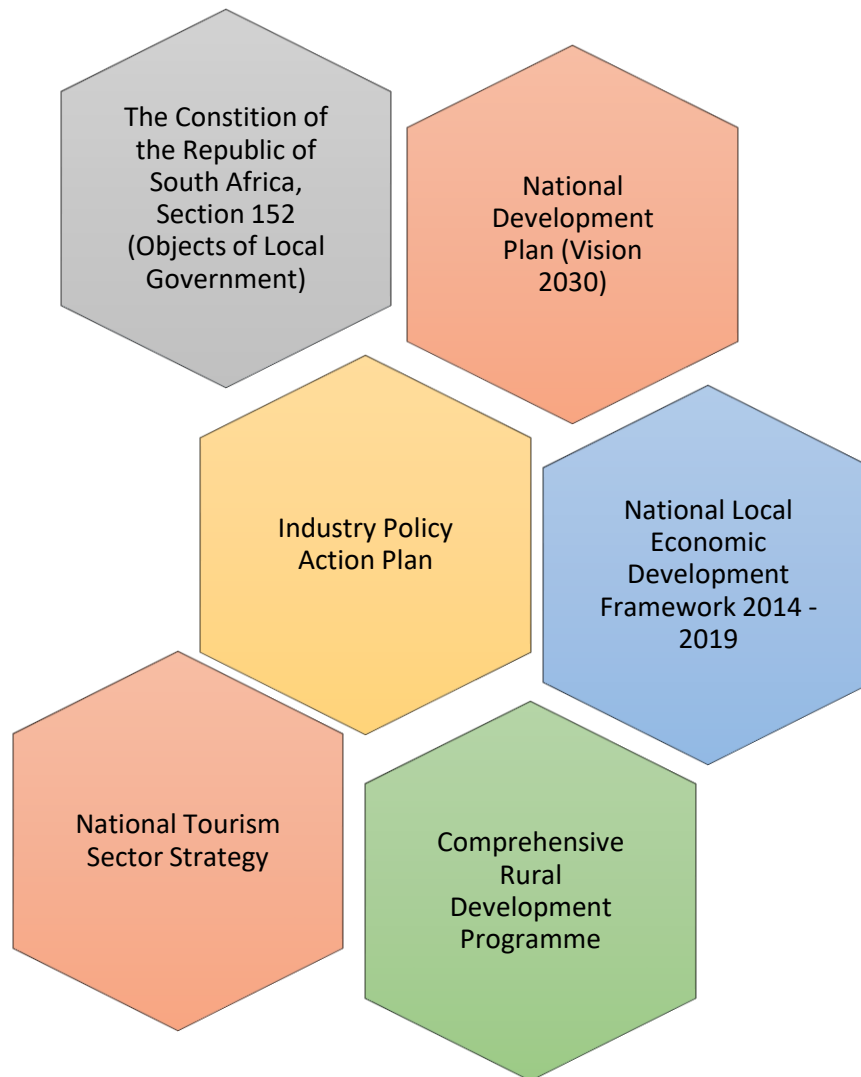
Map 1: uThukela District Municipal Area



Source: uThukela District Municipality Website

2. INSTITUTIONAL & POLICY ENVIRONMENT

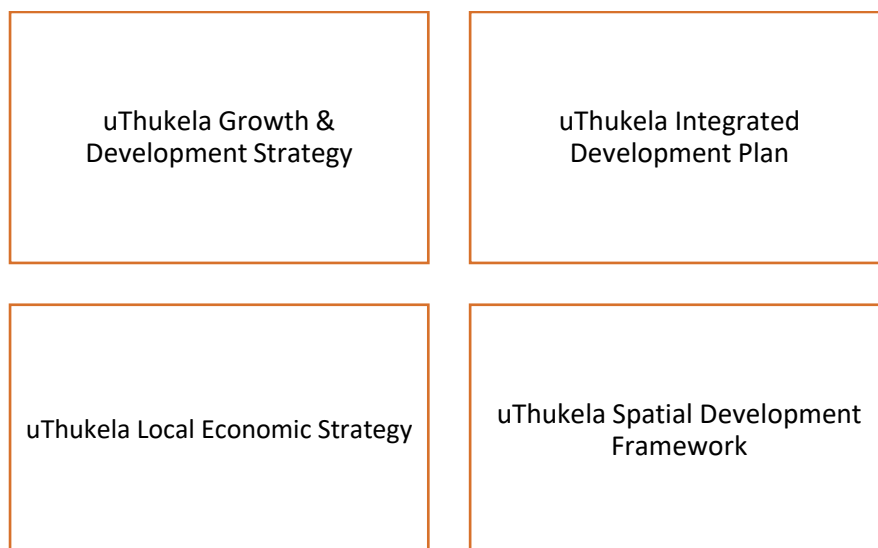
2.1 NATIONAL INSTITUTIONAL & POLICY ENVIRONMENT



2.2 PROVINCIAL INSTITUTIONAL & POLICY ENVIRONMENT



2.3 LOCAL INSTITUTIONAL & POLICY ENVIRONMENT



3. STRATEGIC PLANNING FRAMEWORK

3.1 SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none">• Office Space• High Motivated Staff• Entrenched in the Region• Project Management Experience• Networking	<ul style="list-style-type: none">• No Funding• No Permanent Staff• No adequate Resources (Vehicles, Computers)• Shortage of Sector Specialists• Lack of support from UEDA Board
Opportunities	Threats
<ul style="list-style-type: none">• Organised existing Agriculture Structures & Institutions• District Strategic Location (comparative & Competitive advantage)• Road Network• Rehabilitation of Rail Infrastructure to unlock Logistic Hub/Dry Port• Industrial Zones• Tourism & Hospitality• Committed Investors to the Region• Packaged & Existing Catalytic Projects• Availability of Labour• Industry Support Measures• Abundance of Alternative Energy (Wind, Water, Sun)• Lifestyle Retirement Initiative• Engineering & Agri-Tourism	<ul style="list-style-type: none">• Dependency on the Parent Municipality• Climate Change• Aging Infrastructure• Red Tape/Bottlenecks in simplifying business processes• Lack of service integration

3.2 VISION

An economically vibrant and prosperous district that retain and attract businesses encored in unique opportunities and innovation for sustainable economic development.

3.3 MISSION

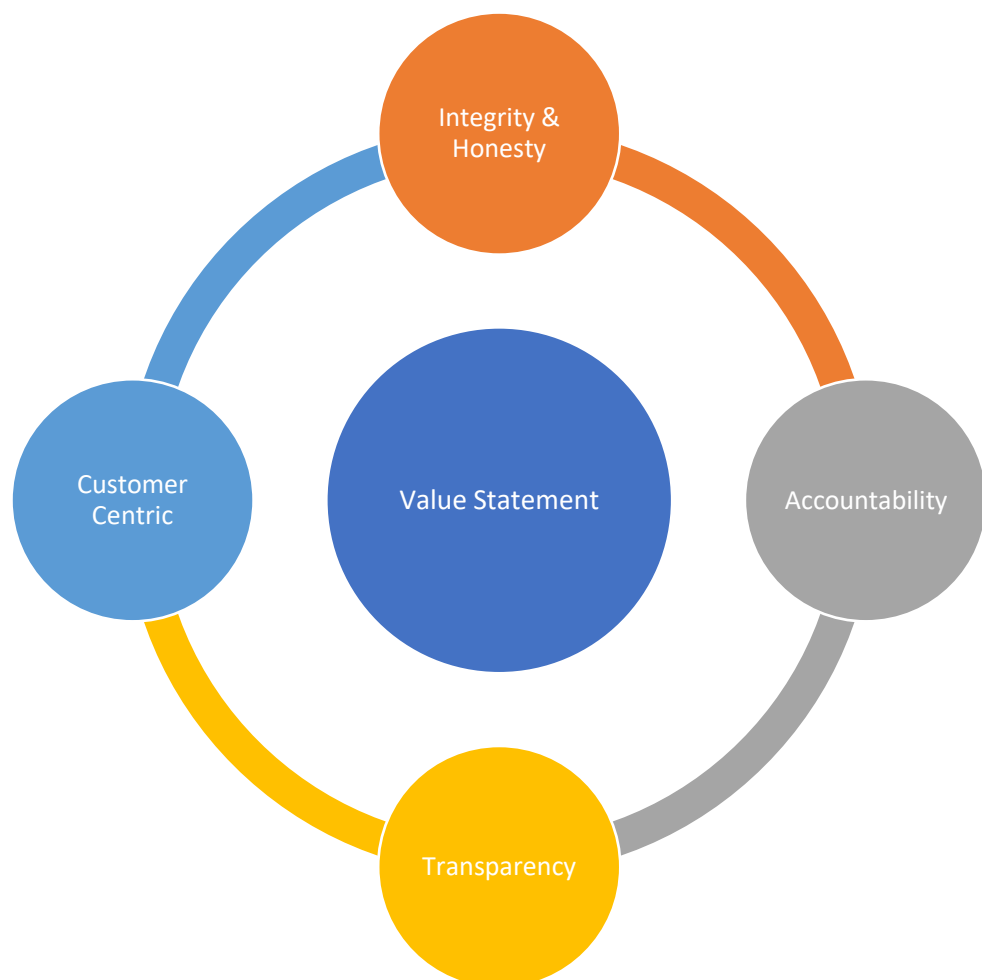
Create an enabling and business friendly environment thus ensuring the retention and attraction of local and international investments and promote new business ventures working with all social and business partners for achieve a prosperous sustainable economic development for uThukela District.

3.4 OBJECTIVES

The main objectives:

- To create an enabling and conducive environment for both local and international businesses to thrive.
- To facilitate, coordinate and monitor all district economic development projects.
- To restore business confidence stakeholder engagements and establishment of the economic development working group.
- To mobilize and promote the use of local resources and skills thus ensuring maximum local economic development.

3.5 VALUES



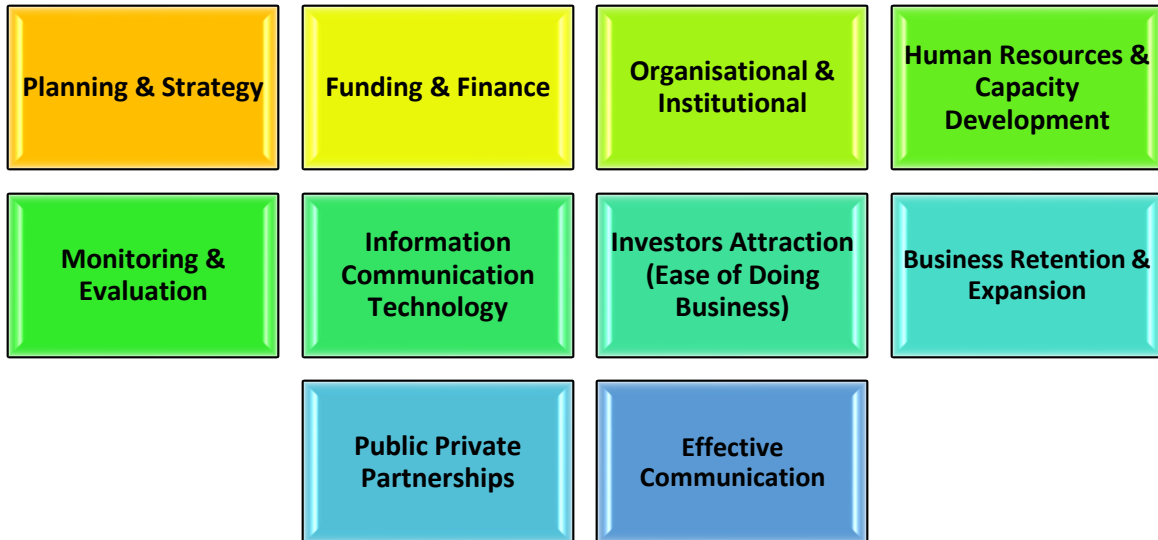
4. STRATEGIC DRIVERS

uThukela Economic Development Agency identified the following strategic drivers:

Agribusiness	Infrastructure Development	Tourism	Manufacturing	Mining & Energy
Cannabis/Hemp	Bulk Services Enhancement	Ladysmith Black Mambazo Indigenous Music Academy	Industry Support Measures	Colenso Power Facility & Mineral Value Add (Smelter)
Vegetable Production Value Add Technical Support	Ladysmith Regional Airport (Pilot Training Facility)	N3 Colenso Off Ramp (8kms road rehabilitation that lead to tourist attractions)	Cotton Processing Plant	Colenso Power (Gasification)
Grapes & Winery	DUT Satellite		Afri-starch Business	
Basket Weaving	Establishment of Private Schools	Berg Show	Home of Breakfast (Bacon, Eggs, Cheese)	
Aquaculture	Hotel School	Drakensberg Extravaganza		
Chicory Farming	Nondela Golf Estate	Spionekop Battle		
Rabbit Farming	Spionekop Dam Green Energy			
Goat Farming	Independent Producers			
Poultry Farming	ICT Infrastructure			
Halaal Products (Primary, Secondary, Services)	Small Towns Revitalization			
State land Utilisation				
Agricultural Studies through Mnambithi TVET & Private Sector CSIs				

5. STRATEGIC ENABLERS

uThukela Economic Development Agency identified the following strategic enablers:



6. IMPLEMENTATION PLAN

6.1 AGRIBUSINESS

Catalytic Projects	Activities	Person Responsible & Strategic Partners	Time Frame (Priority)	Deliverables
Cannabis	Commission a Feasibility Study, and develop Business Plan.	uThukela Economic Development Agency, uThukela District Municipality, Local Municipalities, Economic Cluster Sector Departments & Agencies	May – July 2020	Feasibility Study Report Business Plan
Vegetable Production Value Add Technical Support	Conduct Vegetable Growers needs assessment.	uThukela Economic Development Agency, uThukela District Municipality, Local Municipalities, Department of Agriculture & Rural Development, Agribusiness Development Agency	May 2020	Completed Assessment For
	Develop tailor made intervention.		June 2020	Vegetables Growers Intervention Document
	Source market and provide market intelligence for vegetable growers		June – July 2020	Signed Off Take Agreement Letters of Intent
	Branding & Packaging of vegetables produced within uThukela Region.		July - September 2020	Approved Branding Design Sample of Packaging

Catalytic Projects	Activities	Person Responsible & Strategic Partners	Time Frame (Priority)	Deliverables
Grapes & Winery	Conduct a Feasibility Study for business expansion of existing Grapes & Winery at uKhahlamba Municipal Area.	uThukela Economic Development Agency, uThukela District Municipality, uKhahlamba Municipality, Economic Cluster Sector Departments & Agencies	May – July 2020	Grapes & Winery Feasibility Study Report
Basket Weaving	Conduct Basket Weavers needs assessment.	uThukela Economic Development Agency, uThukela District Municipality, Local Municipalities, Economic Cluster Sector Departments & Agencies	May 2020	Completed Needs Assessment Forms
	Develop tailor made intervention.		June 2020	Basket Weaving Tailor Made Intervention Document
	Source market and provide market intelligence for basket weaving		June – July 2020	Signed Off Take Agreements Letters of Intent
	Branding of basket weaving produced within uThukela Region.		July - September 2020	Approved Branding Designs
Aquaculture	Conduct a Feasibility Study and develop a Business Plan for Aquaculture.	uThukela Economic Development Agency, uThukela District Municipality, Local Municipalities, Economic Cluster Sector Departments & Agencies	August – October 2020	Feasibility Study Report Business Plan
Chicory Farming	Review the Business Operating Model	uThukela Economic Development Agency, uThukela District Municipality, Local	June 2020	Revised Business Operating Model

Catalytic Projects	Activities	Person Responsible & Strategic Partners	Time Frame (Priority)	Deliverables
	Secure Financial & Non-Financial Resources to enhance final product supplied to Nestle.	Municipalities, Economic Cluster Sector Departments & Agencies	July – September 2020	Signed Support Agreements
	Supply Nestle with intermediate goods that meet standard quality and quantities.		Ongoing	Signed Delivery Notes
Rabbit Farming	Commission a Feasibility Study for Rabbit Sector Establishment.	uThukela Economic Development Agency, uThukela District Municipality, Local Municipalities, Economic Cluster Sector Departments & Agencies	May – July 2020	Feasibility Study Report
	Develop a Business Plan for Rabbit Sector Establishment		May – July 2020	Business Plan
Goat Farming	Commission a Feasibility Study for Goat Sector Establishment.	uThukela Economic Development Agency, uThukela District Municipality, Local Municipalities, Economic Cluster Sector Departments & Agencies	May – July 2020	Feasibility Study Report
	Develop a Business Plan for Goat Sector Establishment		May – July 2020	Business Plan
Poultry Farming	Commission a Feasibility Study for Poultry Sector Establishment.	uThukela Economic Development Agency, uThukela District Municipality, Local Municipalities, Economic Cluster Sector Departments & Agencies	May – July 2020	Feasibility Study Report
	Develop a Business Plan for Poultry Sector Establishment		May – July 2020	Business Plan
	Commission a Feasibility Study for Halaal Products Diverse Value Chain.		May – July 2020	Feasibility Study Report

Catalytic Projects	Activities	Person Responsible & Strategic Partners	Time Frame (Priority)	Deliverables
Halaal Products (Primary, Secondary, Services)	Develop a Business Plan for Halaal Products Diverse Value Chain.	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	May – July 2020	Business Plan
State land Utilisation	Conduct Desktop Assessment of State Land within uThukela Region	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	August – September 2020	Land Audit Report
	Unlock the economic potential of identified State Land.			State Land Economic Capability Report
Agricultural Studies through Mnambithi TVET & Private Sector CSIs	Facilitate a Consultative Meeting to introduce Agricultural Studies at Mnambithi TVET in partnership with Private Sector Corporate Social Investments.	uThukela Economic Development Agency, uThukela District Municipality, Local Municipalities, Department of Higher Education, Mnambithi TVET, Private Sector	July – October 2020	Agricultural Studies Report Signed Agreement

6.2 INFRASTRUCTURE DEVELOPMENT

Catalytic Projects	Activities	Person Responsible & Strategic Partners	Time Frame (Priority)	Deliverables
Bulk Services Enhancement	Solicit Financial & Non-financial Resources for Bulk Services Enhancement.	uThukela Economic Development Agency, uThukela District Municipality, Local Municipalities, Infrastructure Cluster Sector Departments & Agencies	July – December 2020	Signed Support Agreements
	Coordinate the execution of Bulk Services Enhancement.		August 2020 – June 2021	Implementation Report
Ladysmith Regional Airport (Pilot Training Facility)	Develop a diverse Business Operating Model for Ladysmith Regional Airport.	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	October - December 2020	Business Operating Model
	Solicit Financial & Non-financial Resources for Ladysmith Regional Airport Upgrading.		January – March 2021	Signed Support Agreements
DUT Satellite	Lobby and advocate for the establishment of DUT Satellite	uThukela Economic Development Agency, District Municipality, Local Municipalities	July 2020 – June 2021	Progress Reports
Establishment of Private Schools	Engage Private Schools listed on the Johannesburg Stock Exchange.	uThukela Economic Development Agency, District Municipality, Local Municipalities	July – December 2020	Engagement Minutes & Reports
	Sign the Memorandum of Understanding with the Private School that will agree to the terms and conditions of establishing this facility.	uThukela Economic Development Agency, District Municipality, Local Municipalities	January – March 2021	Copies of Signed Memorandum of Understanding

Catalytic Projects	Activities	Person Responsible & Strategic Partners	Time Frame (Priority)	Deliverables
Hotel School	Engage Hotel Schools, Tourism & Hospitality SETA on establishing Hotel School.	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	July – December 2021	Engagement Minutes & Reports
	Sign the Memorandum of Understanding with the Strategic Partners that will establishment of this facility.	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	January – March 2022	Copies of Signed Memorandum of Understanding
Nondela Golf Estate	Engage INVESTEC to unlock Nondela Golf Estate economic potential.	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	July -September 2020	Engagement Minutes & Reports
	Invite interested Developers/Investors through an Expression of Interests	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	October – December 2020	Submitted Proposals
	Sign the Memorandum of understanding of Nondela Golf Estate	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	January – March 2021	Copies of Signed Memorandum of Understanding
ICT Infrastructure	Invite interested Service Providers through an Expression of Interests to provide ICT Solutions at Risk.	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	October – December 2020	Submitted Proposals

Catalytic Projects	Activities	Person Responsible & Strategic Partners	Time Frame (Priority)	Deliverables
	Implement ICT Development	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	January – December 2021	Implementation Reports
Small Towns Revitalization	Prepare and submit Business Plans for Small Towns Revitalization	uThukela Economic Development Agency, District Municipality, Local Municipalities	July -October 2020	Business Plans

6.3 TOURISM

Catalytic Projects	Activities	Person Responsible & Strategic Partners	Time Frame (Priority)	Deliverables
Ladysmith Black Mambazo Indigenous Music Academy	Engage Department of Arts & Culture on the Ladysmith Black Mambazo Indigenous Music Academy.	uThukela Economic Development Agency	July – September 2020	Engagement Minutes & Reports
	Establish and lead Project Steering Committee for Ladysmith Black Mambazo Indigenous Music Academy.	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	October – December 2020	PSC Terms of Reference Engagement Minutes & Progress Reports
N3 Colenso Off Ramp (8kms road rehabilitation that	Engage Department of Transport for the rehabilitation of this road.	uThukela Economic Development Agency	July – September 2020	uThukela Economic Development Agency

Catalytic Projects	Activities	Person Responsible & Strategic Partners	Time Frame (Priority)	Deliverables
lead to tourist attractions)				
Berg Show	Engage Berg Show Stakeholders on revising the Concept Document with an aim to attract more tourists.	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	July – September 2020	Revised Concept Document
	Solicit Financial & Non-financial Resources for Berg Show.	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	October – December 2020	Submitted Proposals
Drakensberg Extravaganza	Promote Drakensberg Extravaganza.	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	July – December 2020	Promotional Strategy
Spionekop Battle	Commission a Feasibility Study and develop a Business Plan for Spionekop Battle	uThukela Economic Development Agency	July – September 2020	Feasibility Study Report Business Plan

6.4 MANUFACTURING

Catalytic Projects	Activities	Person Responsible & Strategic Partners	Time Frame (Priority)	Deliverables
Industry Support Measures	Engage stakeholders on developing Industry Support Measures Document	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	October – December 2020	Industry Support Measures Document
	Implement Industry Support Measures	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	January – December 2021	Implementation Reports
Cotton Processing Plant	Commission a Feasibility Study and develop a Business Plan for Cotton Processing Plant.	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	October – December 2020	Feasibility Study Report Business Plan
Afri-starch Business	Provide strategic facilitation support to Afri-starch Business.	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	July 2020 – June 2021	Strategic Facilitation Support Reports
Home of Breakfast (Bacon, Eggs, Cheese)	Commission a Feasibility Study and develop a Business Plan for Home of Breakfast Business Concept.	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	October – December 2020	Feasibility Study Report Business Plan

6.5 MINING & ENERGY

Catalytic Projects	Activities	Person Responsible & Strategic Partners	Time Frame (Priority)	Deliverables
Colenso Power Facility & Mineral Value Add (Smelter)	Provide strategic facilitation support.	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	July 2020 – June 2021	Strategic Facilitation Support Reports
Colenso Power (Gasification)	Provide strategic facilitation support.	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	July 2020 – June 2021	Strategic Facilitation Support Reports
Spionekop Dam Green Energy	Engage Department of Water, Sanitation and Human Settlements and Department of Energy for green energy initiative.	uThukela Economic Development Agency, District Municipality, Local Municipalities	October – December 2020	Engagement Minutes & Reports
Independent Power Producers	Invite interested Service Providers through an Expression of Interests.	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	October – December 2020	Submitted Proposals

6.6 INVESTORS ATTRACTION MECHANISM & ENABLERS

Intervention	Activities	Person Responsible & Strategic Partners	Time Frame (Priority)	Deliverables
Ease of Doing Business (Investors' Incentives)	Develop uThukela Investors Guide Handbook.	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	October – December 2020	uThukela Investors Guide Handbook
Red Tape Reduction Study	Commission Red Tape Reduction Study	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	October – December 2020	Red Tape Reduction Study
District Growth & Development Strategy Review	Review District Growth & Development Strategy	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	July – September 2020	Revised Growth & development Strategy
Business Retention & Expansion	Conduct Annual Business Retention & Expansion Surveys.	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	October – December 2020	Business Retention & Expansion Survey Reports

6.7 SOUND INSTITUTIONAL ARRANGEMENT

Intervention	Activities	Person Responsible & Strategic Partners	Time Frame (Priority)	Deliverables
Stakeholder, Intergovernmental Relations Strategy & Engagement Plan	Develop and implement the Stakeholder, Intergovernmental Relations Strategy & Engagement Plan	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	July 2020 – June 2021	Approved Document
IGR Economic Cluster Terms of Reference & Protocol Agreement	Develop and sign Terms of Reference and Protocol Agreement.	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	July – September 2020	Signed Document
Organisational Work Study & Develop Funding Model for Human Capital	Conduct Organisational Work Study and develop Funding Model for Human Capital.	uThukela Economic Development Agency, District Municipality, Local Municipalities, Cluster Sector Departments & Agencies	October 2020 – March 2021	Approved Organisation Work Study Report