FINAL IDP 2024/2025--------------------------------2026/2027

5 TH GENERATION SECOND REVIEW

Prepared by:
Executive Department
IDP/PMS Section

Supported by:

IDP Steering Committee

IDP Representative Forum

IDP Roadshows/ Izimbizo

Hlabisa Municipality

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- *A sustainable economy achieved through service delivery and development facilitation for prosperity and improved quality of life*.

Vision Statement

In light of the

Vision

We are visionary leaders who serve through community driven initiatives, high performance, sound work ethic, innovation, cutting edge resources and synergistic partnerships.

Our Core Values

Professionalism

Integrity

Competency

Teamwork

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I. STRUCTURE OF THE DOCUMENT

The structure of this IDP document is divided into sections as recommended by KZN COGTA:

I. MAYOR'S FOREWORD

The season of planning of the Integrated Development Plan in local government is upon us, where all the stakeholders including communities and organized formations are expected to register their respective interest and footprint on the future and developments of the Big 5 Hlabisa Local Municipality for the coming financial year.

This process therefore forms the first IDP of the first generation and we have collectively determined the terms and conditions of our social contract together with you as our stakeholders, principals, and partners. This Integrated Development Plan could not come at the most opportune time. This is made so in the light of the policy certainty and direction which come into effect and established through the adoption of the National Development Plan.

To give practical expression to the policy direction of the National Development Plan, as well as other National Priorities, the Big 5 Hlabisa Local Municipality through its Integrated Development Plan, has placed itself at the center of interaction with the stakeholders. This is done through various engagements and public participation platforms we have developed to obtain and ascertain community interests as well as their priorities.

During the period of public participation, communities, stakeholders, and our partners were called upon to make necessary inputs which are geared towards making sure that the Integrated Development Plans are aligned to our collective aspirations and priorities with an objective of confronting the on-going challenges predicated on the triple axis of poverty, unemployment, and inequalities.

All the efforts and foundation that we laid in the past years are beginning to confirm the correctness of our policies, strategies and plans given the current strong and sustainable investment in the regional economy, as well as judging by the level of expansions, investment and development in the region by both Government and private sector and the consequent impact on the quality of life and economic growth in the region.

On the other hand, we are working with different investors, to mitigate both permanent and temporary layoffs, thus ensuring the continuation and job security and production to meet the market demand. In the past local communities have raised concerns about too many 'governments' at local level and duplication created by two tiers local Government system and we have duly responded.

We have concluded an intensive consultation and public participation programme with our communities regarding the creation of single tier system of local governance in Big 5 Hlabisa and so far, all the legal processes have been followed and complied with. Flowing from these engagements and submissions, it will be in the best interest of the communities that governance is consolidated into a single tier in Big 5 Hlabisa so that duplication, wastage, confusion, and conflicting roles can be effectively eliminated and accountability as well as stability is achieved.

Small Medium and Micro Enterprises (SMMEs) and Cooperatives remain the epicenter of our focus and development through heightening capacity building and access to other opportunity available in other spheres of Government and private sector to support SMMEs, Cooperatives and Emerging farmers. In partnership with the National Department of Rural Development and Land Reform we intend developing an extra feasibility study for possible Precincts and those feasibilities will be built on the successful work that we will achieve.

There are capital projects that will be kick-started in the next financial year to restore confidence to our communities and to attract more investors into our town's thus creating ambience for further investment and growth in both towns.

In the short-term critical challenge of youth unemployment that has been highlighted by both the National Development Plan, the Census 2011 and community survey results, will be delivery serious attention and in the short term we will be increasing consumption in the Community Works Programme and Expanded Public Works Programme targeting poverty-stricken Wards across the municipal area.

I call on all and miscellaneous, to take the time out and have a go at this Big 5 Hlabisa Integrated Development Plan. In doing so, we will arrive at our envisaged future as one, walking hand in hand in seamless service of our communities.

Thanking you

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Cllr C.T Khumalo

His Worship, the Mayor

II. MUNICIPAL MANAGER'S OVERVIEW

During the 2023 – 2024 financial year, the general focus remained on improving service delivery, creating an environment for financial stability, and promoting organizational wellbeing. We realized that to achieve our goals, we needed to ensure that our administration together with our political office bearers were clear on our vision and mission. Our strategic direction for the past year brought about a fundamental shift in perspectives, both internally and externally.

The past year had its problems but through it all we persevered, and focused on improving our communications, instilling a performance management culture, developing and laying a solid foundation and promoting accountability amongst staff. Our aim for the past year was to improve our services by setting clear directives, better oversight and to have an interactive approach with our communities. New work opportunities were created through the municipality's EPWP programme.

As an organisation we believe that our institutional growth and progress thus far, provide a solid foundation to meet new challenges and to focus on providing an improved environment for sustained and shared economic growth, improved service delivery and on creating sustainable living conditions.

Effective risk management is important to the Municipality's achievement of its strategic goals. For the 2021 financial year the municipality conducted an assessment with assistance provided by the provincial treasury and later through the risk management committee that was established with an independent Risk chairperson.

The following top 5 risks were identified during the risk assessment:

- Ineffective management of municipal records.
- Inadequate provision of security management.
- Inadequate maintenance of municipal buildings and community facilities.
- Failure to implement an effective enterprise risk management process.

- Possible failure to recover municipal data and systems in the event of a disaster/disruptions to municipal operations.

IF risk mitigation measures are put in place, risks are managed and governed effectively. The municipality manages risk across multiple risk domains, including but not limited to financial, business, strategic, operational (including IT), and legal and regulatory risks. Business operations are managed in line with risk appetite tolerances set by the Municipality.

The municipal budget was funded for the financial year 2022-2023 and was approved by municipal council. After having taken all inputs into consideration.

The municipality is in progress with regards to mSCOA implementation. Data strings still show differences as the cash flow segments are still not fully utilised so to populate figures correctly. The municipality is in consultation and working with the service provider to ensure that before the end of 2022-2023 financial it will be resolved.

It is our commitment to diligently continue with the task at hand and to ensure that all citizens benefit and enjoy our services and the opportunities that our area provides. I commend all my staff, irrespective of rank, for their respect, commitment, dedication, loyalty, and hard work that contributed to a highly successful year. I also wish to thank the Mayor, Deputy Mayor, Speaker, and Councillors for their support.

Thanking you

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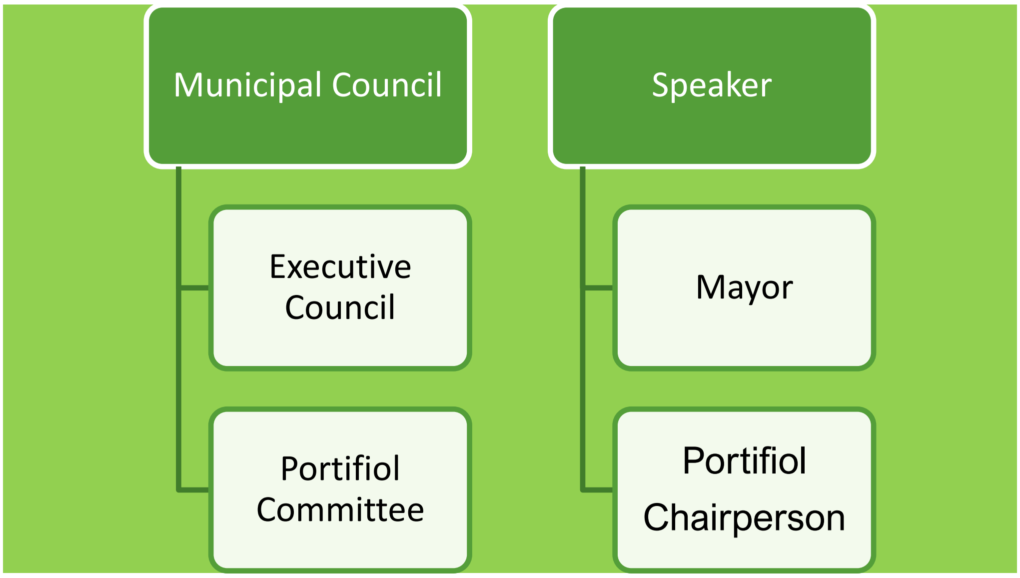
DR VJ MTHEMBU

Municipal Manager

1. **POLITICAL STRUCTURE**



II.POWERS AND FUNCTIONS

The Constitution of the Republic of South Africa Act 108 of 1996, precisely Schedule 4, Part B, read together with Section 152 thereof, and containing the objects of local government, vests the powers and functions of the municipality. Meanwhile, municipal transformation and institutional development relates to a fundamental and significant change relating to the way the municipalities perform their functions, how resources are deployed and the institutional strategies which are implemented with a view to ensuring optimum results in service delivery to the community. It is envisaged that transformation and institutional development shall be seen to take place when the following is addressed as part of the Municipality's strategic planning and direction.

III. POWERS AND FUNCTIONS OF BIG 5 HLABISA MUNICIPALITY ARE OUTLINED BELOW:

UMkhanyakude District Municipality and Local Municipalities

DISTRICT MUNICIPAL FUNCTIONS	SHARED FUNCTIONS DISTRICT AND LOCAL	LOCAL MUNICIPAL FUNCTIONS
Potable Water Supply	Fire Fighting services	Air Pollution
Sanitation Services	Local Tourism	Building regulations (National Building Regulations)
Electricity Reticulation	Municipal Airports	Childcare Facilities
Municipal Health Services	Municipal Planning	Pontoons, Ferries, Jetties, Piers and Harbors
Regional Airport	Municipal Public Transport	Storm Water Management System in Built up areas
	Cemeteries, Funeral Parlors, and Crematoria	Trading regulations
	Markets	Beaches and Amusement Facilities
	Municipal Abattoirs	Billboards and the Display of advertisement in public places
	Municipal Roads	Cleansing
	Refuse Removal, Refuse Dumps and Solid Waste	Control of Public Nuisances
		Facilities for the Accommodation, Care and Burial of Animals
		Fencing and Fences
		Licensing of Dogs
		Local amenities
		Local Sport Facilities
		Municipal Parks and Recreation
		Noise Pollution
		Pounds
		Public Places
		Street Trading
		Street Lighting
		Traffic and Parking

SECTION A: EXECUTIVE SUMMARY

1.1. INTRODUCTION

The focus of integrated development plan (IDP) is to reduce poverty and social economics issues at the local level. The IDP is a radical plan of municipal government and administration, it gives reality to the model shift in terms of how municipalities should integrate development planning, using community-based goals through the process of integrated development planning, to identify the needs of the community and equalities projects programmers a five-year strategic plan for service.

Big 5 Hlabisa Municipality takes the IDP Phases as an analysis phase, aimed at ensuring that decision will be based on people ‘s priority needs, problems and accessible resources, profound understanding of the dynamic influencing development in the municipality.

The IDP is an instrument of both local mobilization and intersect oral and intergovernmental coordination and covers the breadth of the local program. Hence, it must be viewed as the confluence of all planning, budgeting, and investment in the Big 5 Hlabisa municipal area and must incorporate and illustrate national, provincial and district policy directives.

The plan also seeks to integrate and balance the economic, ecological, and social pillars of sustainability without compromising effective service delivery. In view of the commitment to the local agenda, it is imperative that there must be institutional capacity and know-how, as both are required to implement and coordinate the efforts needed across sectors and spheres of Government.

1.2. SPATIAL OVERVIEW

Big 5-Hlabisa Local Municipality is in the Northern- western part of KwaZulu-Natal Province. It is one of four local municipalities that make up uMkhanyakude District family and is centrally located among all local municipalities of uMkhanyakude family. The municipality is a product of a type C amalgamation process between the former Big 5 False Bay and Hlabisa Local Municipality, initiated by the Demarcations Board in terms of the Municipal Structures Act.

The name of the municipality is reflective of the historical context of the two former municipalities. The Municipality is predominantly rural with only one semi-urban area being Hluhluwe in ward 5. The municipality is demarcated into 14 wards and has twenty-three (27) councillors. Hluhluwe and Hlabisa are the main towns that are centers of employment opportunities, shopping, and recreational facilities Easily accessible off the N2 national route, the municipality lies adjacent to the False Bay (western) side of the Isimangaliso Wetland Park (previously known as the Greater St Lucia Wetlands Park).

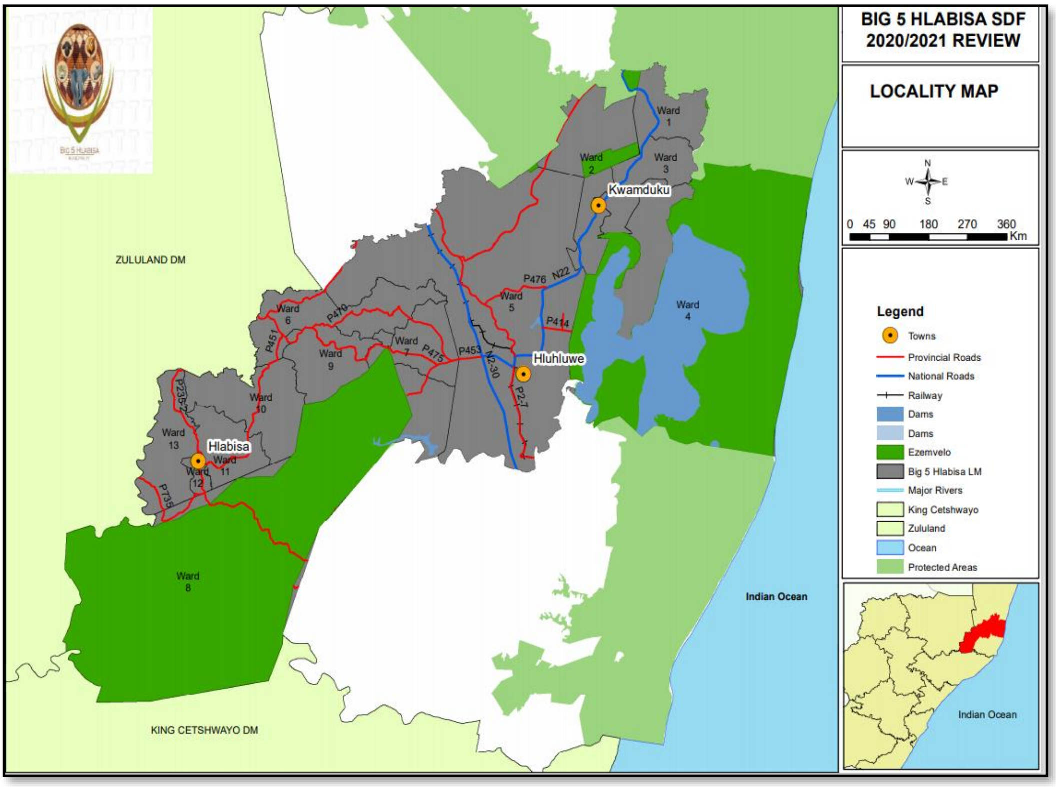


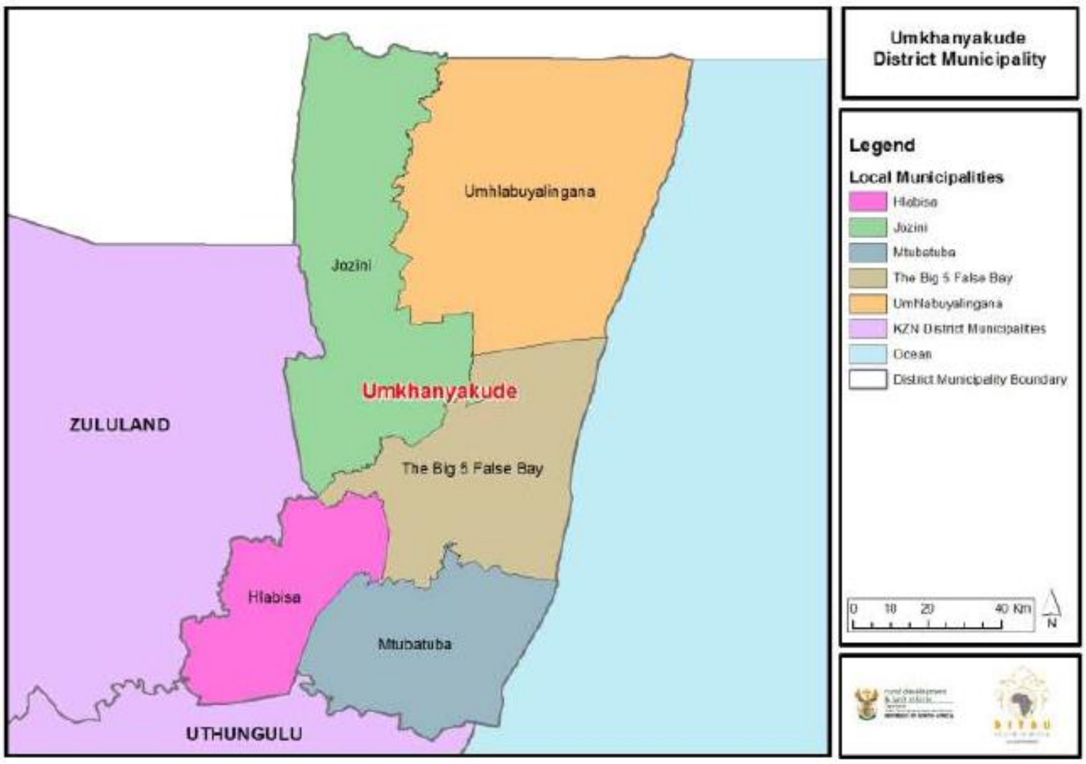
Figure 1: Local Map of Big 5 Hlabisa Local Municipality

A large proportion of the land is used for agriculture and game lodge activities and is sparsely settled. The north-eastern parts of the municipality are occupied by densely settled three rural traditional communities (Makhasa, Mnqobokazi and Nibela). The major draw card of Hlabisa is the tourism industry centred on the Hluhluwe-Umfolozi

Game Reserve, located 280 km north of Durban, and is the oldest proclaimed park in Africa. It consists of 960 km² (96,000 ha) of hilly topography in central Zululand, KwaZulu-Natal, South Africa and is known for its rich wildlife and conservation efforts. The park is the only state-run park in KwaZulu-Natal where all the Big Five Game occurs. Due to conservation efforts, the park now has the largest population of white rhino in the world. The municipality has infrastructure development backlogs and therefore commits itself to reduce backlogs by 2030.

The Big 5-Hlabisa Municipality was established on 4 August 2016 after the Local Government Elections. The municipality has a low revenue base and depends on grant funding from the Government. However, the municipality will employ sound revenue strategies to enhance revenue collection. The Big 5-Hlabisa Local Municipality forms part of the uMkhanyakude District, which has been identified as an ISRDP Node by the Presidency. This programme has been put in place, to, inter-alia, assist the Municipality with human, technical and financial capacity to ensure development and alleviate poverty.

FIGURE 2: uMKHANYAKUDE DISTRICT OVERVIEW



1.3. BRIEF DEMOGRAPHIC PROFILE

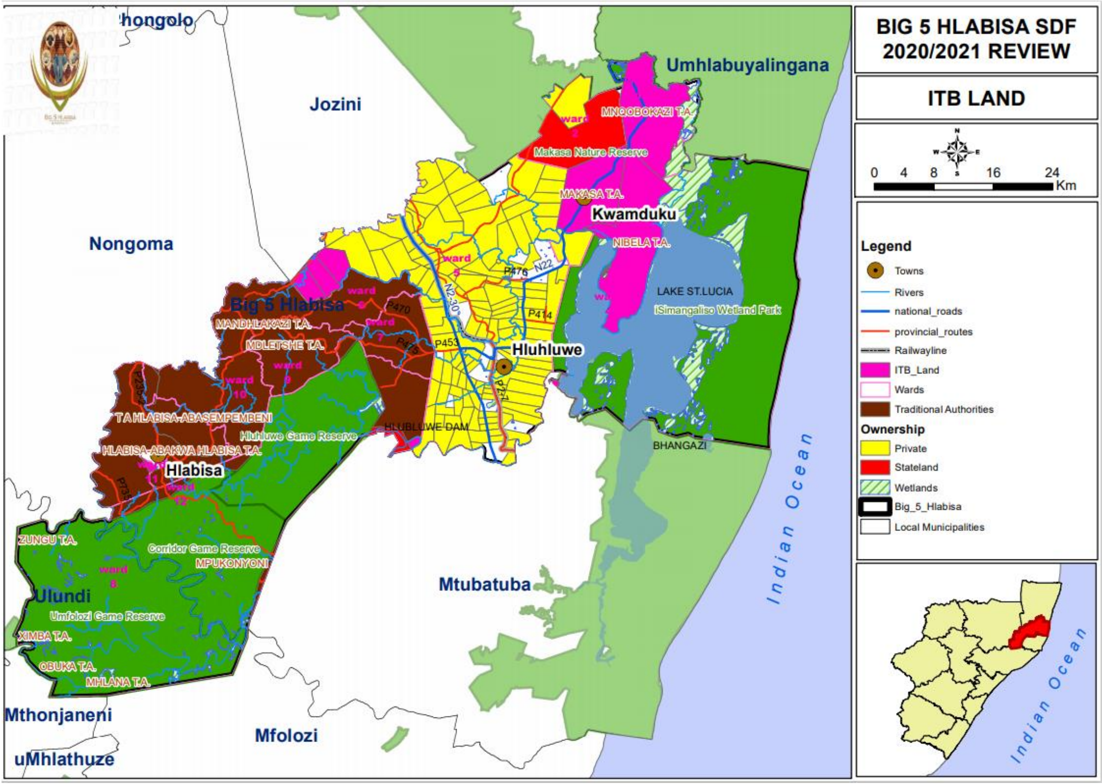
The Big 5 Hlabisa Municipality demographic profile, according to the Census 2011 and Census 2022 is illustrated below:

WARD 01 – 05	PERCENTAGE		WARD 06 – 14	PERCENTAGE
Total Population	**107 183**			
Young (0 – 4)	37,5% + 41, 4%		Young (0 – 4)	71925
Working Age (15 + 64)	58,1%		Working Age (15 + 64)	41,4 %
Elderly (65+)	4.4%		Elderly (65+)	53,8%
Dependency	72		Dependency	4,8
Sex Ratio	88		Sex Ratio	84,5
Growth Rate	1,13% (2001-2011)		Growth Rate	84,5
Population Density	14 Person Km2		Population Density	046 Person / km2
Unemployment Rate	26,5% + 52%		Unemployment Rate	61,9%
Youth Unemployment Rate	31,6% +61,9%		Youth Unemployment Rate	Not indicated
No Schooling Age 20+	26%		No Schooling Age 20+	21,9%
High Education Age 20+	5% + 3,2%		High Education Age 20+	3,2%
Matric Aged 20+	24,4%		Matric Aged 20+	26,9%
Number of households	7,998+ 12586		Number of households	12,586

1.4 WARDS AND TRADITIONAL AUTHORITY

The Municipal area consists of 14 Wards and six Traditional areas namely Makhasa, Nibela, Mnqobokazi, Mpembeni, Matshamnyama and Mdletsheni.

FIGURE 3: TRADITIONAL AUTHORITIES WITHIN UMKHANYAKUDE DISTRICT



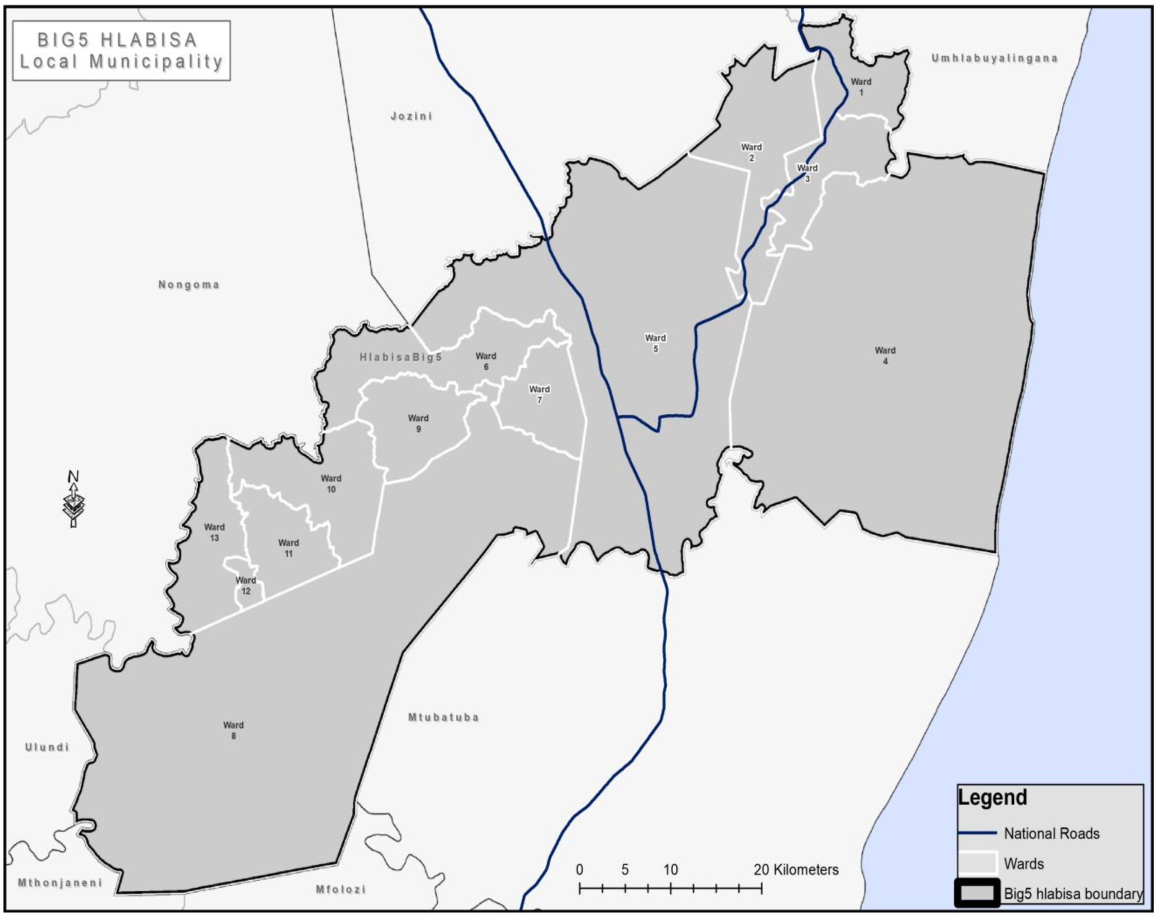


Figure 4: Ward Location a

2. DEVELOPMENT OF THE 2024/2025 INTEGRATED DEVELOPMENT PLAN

2.1 THE PROCESS PLAN, APPROACH AND METHODOLOGY

The development of the IDP Process Plan is guided by the Municipal Systems Act, Act 32 0f 2000. In terms of Section 25 (1) of the Act, Each Municipal Council must, within a prescribed period after the start of its elected term, adopt a single, inclusive, and strategic plan for the development of the Municipality which:

- *Links, integrates and co-ordinates plans and consider proposals for the development of the Municipality.*
- *Align the resources and capacity of the Municipality with the implementation of the plan.*
- *Forms the policy framework and general basis in which annual budgets must be based.*
- *Complies with the provisions of this Chapter; and*
- *Is compatible with National and Provincial development plans and planning requirements binding on the Municipality in terms of legislation.*

The process of developing the IDP which was entirely driven internally. This process is the primary responsibility of the Council, officials, and other stakeholders to ensure that integrated planning is undertaken. The Big 5 Hlabisa Council is responsible for the approval of the IDP for the District and the responsibility cannot be delegated. Clear accountability and management of the IDP process belongs to the Municipality and thus, should be owned and controlled by the Municipality. Councilors, senior officials, local municipalities, sector departments and parastatals, and civil society amongst others, have distinct roles to play during integrated development planning processes.

The Executive Mayor is responsible for driving the whole IDP process and provides leadership in the development and reviews of the IDP. The day-to-day management of the IDP process has been delegated to the Office of the Municipal Manager who consistently chairs the IDP Steering committee. The IDP Manager deals with coordination of the day-to- day issues relating to the IDP. These include adherence to IDP Process plan, coordination of stakeholders, support to Local municipalities and documentation of the IDP.

The senior management attends the IDP steering Committee meetings. The IDP Steering Committee is a technical working team of dedicated senior management officials, who together with the Municipal Manager and/or the IDP Manager must ensure a smooth compilation and implementation of the IDP. To ensure full participation, IDP Steering Committee meetings have been aligned with the Management Committee meeting (MANCO).

The IDP Manager compiles the IDP document through consultation with various sets of information and directs its output to the IDP Representative Forum for debates and further inputs and refinement of the plan. The IDP Representative Forum is the structure that provides a platform for public participation through involvement of different community structure representatives, political leaders, traditional leaders, and government entities which provide support throughout the planning process.

The IDP development process for 2024/2025 is the fifth one, first review during the 1st term of local government and incorporates the main components of the District Growth and Development Plan (DGDP) especially the status quo analysis as well as the strategies phases. In essence the IDP review process captured the relevant components of the DGDP and used targets relevant to the 5-year lifespan of the IDP.

One of the fundamental features of the integrated development planning process is the involvement of community and stakeholder organizations in the process. Participation of affected and interested parties is very important to ensure that the IDP addresses core issues as experienced by the citizens of the district. As in the past, community participation was fundamental part of the IDP process and community participation programmes should be conducted, both in terms of monitoring the implementation of IDP, as well as the revision of the IDP process.

The community will have an opportunity to participate in the process through the IDP Forum which will comprise of the mayors, all political parties, and various stakeholders in the municipality area of jurisdiction. The IDP Forum meetings will be open to the public and represent all stakeholders.

3. **Key elements that have been addressed in the IDP Review process include:**

- Issues raised by the Auditor General on the 2022/2023 Financial and Performance report.
- MEC comments and comments received from the various role-players in the assessment of the IDP Review documentation for 2023/2024.
- performance monitoring and evaluation mechanisms
- Review of the Strategic elements of the IDP based on new council's priorities and
- Addressing areas requiring additional attention in terms of legislative requirements not addressed during the previous years of the IDP Review Process
- Alignment of the IDP with newly completed Sector Plans.
- The update of the Financial Plan, the list of projects (both internal and external funded), indicate whether projects are new or are old.

2.3. MEC COMMENTS ON THE 2023/2024 IDP

The municipality received comments based on 2023/2024 IDP that was submitted and assessed. the following issues were identified:

THE FOLLOWING ISSUES WERE HIGHLIGHTED DURING IDP ASSESSMENT

KPA- 01 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	MEC COMMENT	RESPONSE PLAN
IDT	The Municipality is encouraged to provide more information on the implementation of Human Policies/ Pan	Development of compliance checklist in respect of each HR Policy to ensure

		implementation thereof
IDT	Provide Key challenges in the line with the IDP Framework Guide (2022)	Comment noted
IDT	The Municipality is commended For employing people living with disabilities, however the exact figure is not clear.	Currently, there is only one official appointed who is living disability
KPA 02 LOCAL ECONOMIC DEVELOPMENT	**MEC COMMENT**	**RESPONSE PLAN**
LED	The municipality is encouraged to invite sector departments and private sector to its LED forum engagements.	The Municipality will improve a compliance in accordance with invitations of the Sector Department and Private Sector to participate to our LED Forum
LED	The Municipality should be clearer on the implementation of green Economy, Red Tape, Township and Rural economy programmer	The Municipality will improve in accordance with identification and implementation of Green Economy and Red Tape. Finally LED review and initiate a process of Rural Economy programmes.
LED	The Municipality is encouraged to build a budget from its own funds to implement LED projects not only rely on grants from government.	LED budget has been improved by 3m.
KPA 03 BASIC SERVICE DELIVERY	**MEC COMMENT**	**RESPONSE PLAN**
BSD	It is recommended that the municipality liaise with the District as the Water Service Authority (WSA) to access information such as KZN Water Master Plan. The Municipality is encouraged to source the Water and Sanitation projects from WSA list them over a five – year planning using the Infrastructure Delivery Management System (IDMS) phases are require by National Treasury	The Umkhanyakude District Municipality

		has funded out a project for the Upgrade of the Hlabisa Town Sanitation System - EIA & WULA Application is in Progress from the commencement of April 2022
BSD	Provide more details pertaining to Demand/Backlog in Housing Section	Comment Noted
BSD	The Municipality must fast track finalization of the Draft Integrated Waste Management and begin with the development of Waste by –Laws and resume with it implementation to deal with the issue of waste and waste disposal	The municipality is in a process to source funding for the development of a Waste Management Plan, waste Management By-Laws and IWMP. The municipality is facilitating an appointment of an EAP (Environment Assessment Practitioner) to assist in the process of assessing and reporting on the suitability of the potential land for a landfill site. The Municipality is also looking at waste transfer stations and land swap alternatives.
KPA 04 Financial Viability And Management	**MEC COMMENT**	**RESPONSE PLAN**

FVM	The Municipality is encouraged is encouraged to disclose the information relating to roll –over of unspent grants The Municipality is requested to reflect the 3 -year comparison of actual spend against Budget (for Repairs and Maintenance	Full information in relating to unspent grants & comparisons on budget vs actuals on repairs and maintenance will be disclosed this year as advised.
FVM	Provide more information on Indigent and challenges identified with measures to address inconsistencies in Free basic services	More Information regarding indigent & challenges encountered will be provided including measures to address Free basic services inconsistencies.
FVM	The provided billed revenue is not from the audited Annual Financial Statements as required. The debt management information is not complete as it does not indicate a three -year annual collection rate, amounts written off each year and bad debts provision.	Figures from the audited AFS will be provided including collection rate and amounts written off as and council resolutions authorizing write offs.
KPA 05 Good Governance and Public Participation	**MEC COMMENT**	**RESPONSE PLAN**
GG	Please develop a Batho Pele Policy and Procedure Manual and Service Delivery Improvement plan including the identification of three service to be improved as recommended in the IDP Framework Guide	The Municipality has developed and approved the procedure Manual and Service Delivery Improvement Plan, the Policy will be developed as a draft for Council approval.
GG	Please provide more details on the functionality of the various Intergovernmental Relations (IGR), Including the District Development Model structure.	The Municipality is responsible for Social Cluster in the District of UMkhanyakude, a

	Indicate the strategic pronouncements from National and Provincial Structure and progress monitored at the IGR structures at IGR. Indicate if the report from IGR structures is tabled to Council	schedule of meetings is available, and officials delegated to attend another cluster do so accordingly. The district has developed a One Plan document to facilitate and deals directly with service delivery. The Social Cluster report gets tabled to Council.
KPA 06 CROSS CUTTING	**MEC COMMENT**	**RESPONSE PLAN**
CC	Develop a Spatial Development Framework that is informed by an analysis of the new municipal demarcation and consider other nodal areas.	This will be addressed on Phase 3 of the project that will be dealing with Spatial Analysis.
CC	The Municipality is advised to consider other nodal areas such as Makhasa and other rural nodes with the intention of elevating their status. The municipality is encouraged to work closely with the Traditional leaders within municipal area of jurisdiction.	The engagement with traditional leaders set out to take place in all six TC's in Phase 6 (Public participation and consultation)
CC	The Municipality is encouraged to update the information that relates to the supply and demand that reflect the needs of the different socio – economic housing categories.	This will be addressed on Phase 3 of the project that will be dealing with Spatial challenges and opportunities.
CC	The Municipality is advised to review the SDF vision statement and include objective and strategies and indicates how the municipality intends to understand the vision.	The Vision was presented in Phase2; Policy context and vision directives PSC meeting and will also be presented in our Strategic Planning Session.

CC	The municipality is encouraged to identify areas in which more detailed local plans must be developed. This should also include the identification, quantification, locational	This will be addresses in Phase 4 of the project where we will be looking at: the Draft Spatial Development Concept & Framework and Land use Management guidelines.
CC	The SDF should take cognizance of any environmental management instrument that is adopted by relevant environmental management authority and the environmental plans prepared by the associated State Owned Entities	The municipality is in a process to source funding for the development of a Waste Management Plan, waste Management By-Laws and IWMP.
CC	Develop implementable policies, Plan and projects with associated budgets, to address the key environmental challenges facing it. The Municipality should import a strategic assessment of the environmental impact of the SDF and also improve the information and maps related to environmental attributes	This was addressed in Phase 2 Policy context and vision directives PSC meeting and will also be presented in our Strategic Planning Session for inputs.
CC	The Municipality is encouraged to engage neighboring municipalities and establish cross border municipal planning sessions to ensure alignment of SDF The Municipality should further consider including officials from the neighboring municipal municipalities in the Project Steering Committee for the review of the SDF	A session on cross border planning will be undertaken on Phase 3 of the project that will be dealing with Spatial challenges and opportunities. The PSC invited officials from neighboring Municipalities (mtubatuba and mhlabuyalingana) in phase 2 of the project.
CC	The Municipality is encouraged to develop a Capital Expenditure Framework that is aligned to the SDF and Capital investment Framework	This Task will be undertaken in Phase five of the project

		when we are dealing with implementation frameworks
CC	The municipality needs to urgently address the issue of waste management Including monitoring and auditing of waste sites, curbing illegal dumping and practice	The municipality is facilitating an appointment of an EAP (Environment Assessment Practitioner) to assist in the process of assessing and reporting on the suitability of the potential land for a landfill site. The Municipality is also looking at waste transfer stations and land swap alternatives.
CC	The Municipality must reflect disaster risk reduction programmes with budget	Comment Noted

3.PLANNING AND DEVELOPMENT PRINCIPLES

3.1.1. Government Policies and Imperatives

The IDP document for 2023/2024 will reflect on the development mandate that the Council intends implementing. The following issues have been considered during the preparation of the IDP document.

- Responding on the Outcome Delivery Agreement (Outcome: 12) and its seven (7) outputs, as signed by the Minister (COGTA); all nine (9) Provincial COGTA MECs and all Mayors on the 1st of October 2010;
- Responding to KZN priority issues.
- Addressing Local Government manifesto.
- Responding to the comments and issues raised by the MEC for COGTA (KZN) in the 2021/2022 IDP.
- Responding to issues identified as part of the Municipal Turnaround Strategy.

- Strengthening focused community and stakeholder participation in the IDP processes; and
- Aligning Sector Departments' strategic plans to the district-wide priorities and service delivery programmes.

This IDP document has also been informed and is aligned to the following strategic documents and National and Provincial strategic objectives:

- Global goals for Sustainable Development.
- National Development Plan.
- National Infrastructure Plan.
- Back-to-Basics Policy.
- Provincial Growth and Development Strategy.
- Operation Sukuma Sakhe
- District Growth and Development Plan.
- Municipal Turnaround Strategy; and
- National Delivery Outcome Agreements (especially outcome nine (9) in relation to Local government and municipalities).

TABLE 1: POLICY & LEGISLATIVE CONTEXT

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
Municipal Systems Act	Chapter 5 provides for the preparations of IDP's indicates that the SDF should be aligned with the national and provincial planning as well as the affected neighboring municipalities. Section 23 (1) of the Act indicates that a municipality must undertake developmentally orientate planning. S26 (e) stipulates that the SDF must include the provision of basic guidelines for a land use	The Big 5-Hlabisa SDF should: • Identify relevant national and provincial legislation. • Identify matters that require alignment between local and district planning.

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	management system for the municipality. S26 (e) lists an SDF as a core component of an IDP and requires that the SDF provides basic guidelines for a municipal land use management.	
National Spatial Development Perspective (NSDP)	The purpose of the plan aims to assist in implementing the spatial priorities that meet the constitutional imperative of providing basic services to all and alleviating poverty and inequality by re-organise and the apartheid spatial relations. It examines the spatial dimensions of social exclusion and inequality, recognizing the burden that unequal and inefficient spatial arrangements place on communities. This plan has developed a set of development principles which guide the development, investment, and development decisions. The principles identified are as follows: • **Principle 1:** Rapid economic growth that is sustained and inclusive is a pre-requisite for the	The Big 5-Hlabisa SDF should address issues of spatial restructuring. • The municipality should thus focus on identifying on sectors and areas that require service delivery especially rural areas. • The Big 5 Hlabisa SDF should aim to yield catalytic effects. • The SDF should identify growth nodes which are viewed as potential areas. It can promote either clustering of economic activities

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	achievement of other policy objectives, among which poverty alleviation is key. • **Principle 2:** Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health, and educational facilities) wherever they reside. • **Principle 3:** Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential to gear up private-sector investment, to stimulate sustainable economic activities and to create long-term employment opportunities. • **Principle 4:** Efforts to address past and current social inequalities should	in areas with high potential for • economic development or, where feasible. • It can promote spread of economic benefits which are not dependent on clustering within the areas of the municipality where relatively low economic potential exists by identifying potential and suitable activities for those parts.

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. • **Principle 5:** To overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centers. These guidelines are regarded or recognized as critical tools for bringing about coordinated government action and alignment to meet social, economic, and environmental objectives.	
Provincial Growth Development Strategy (PGDS)	The PGDS aims to build this gateway by growing the economy for the development and the improvement of the quality of life of all people living in the province. Whilst the Provincial Government of	The Big 5 Hlabisa should make use of the PGDS informant's maps and data available.

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	KZN is leading this process, its success depends on strong compacts with labour, civil society, and business. Thus, it is critical that all stakeholders be synchronized in the single-minded pursuit of shifting KZN's growth path towards shared growth and integrated, sustainable development. The strategy indicated strategic goals to be achieved for the province (*See the Strategic Framework)* The adopted vision for the province reads as follows: **The "By 2030 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World."** The purpose of the PGDS in KwaZulu-Natal is to: • Be the primary growth and development strategy for KwaZulu-Natal to 2030. • Mobilize and synchronise strategic plans and investment priorities in all spheres of government,	• The PGDS has made use of the Provincial SDF, therefore the Big 5 Hlabisa SDF output should provide similar framework at a local scale for public and private sector investment by highlighting areas of development opportunity. • In that sense, the developed SDF will structure and develop a sensible development that works towards a common goal and ensure that development on local level does not take place in an ad hoc silo on its own. • It also should address key issues of implementation

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	state owned entities, business, higher education institutions, labour, civil society, and all other social partners to achieve the desired growth and development goals, objectives, and outcomes. • Spatially contextualize and prioritise interventions to achieve greater spatial equity. • Develop clearly defined institutional arrangements that ensure decisive leadership, robust management, thorough implementation and on-going review of the growth and development plan. The strategy further stated that for the 2011 KZN PGDS to deliver on shared growth and integrated, sustainable development through its interventions, all spheres of government must commit to the following: • The implementation of catalytic projects and interventions,	blockages whilst providing strategic direction. • It should provide a constructive vision formulated by relevant stakeholders and the community to achieve. • It should identify development corridors and nodes aligned with the PGDS and PSEDS development corridors and activity nodes. • It should address development issues found in the municipality and achieve objectives as required by the municipality.

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	• Effective participation in the institutional implementation framework, • The incorporation of the strategic goals and objectives in their priorities and programmes, • The reporting of progress, and • The provision and allocation of the required support and resources.	
New Growth Path	The New Growth identifies employment issues as its focus point. The development of descent work and improvement and reducing inequality and defeating poverty has been discovered through the New Growth Path. The policy then aims to restructure the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth. The Government is committed to forging such a consensus and leading the way by:	The SDF should introduce development projects which will bring about job opportunities. The SDF must create and delineate potential areas for development which attract people to
National Development Plan 2030	The National Development Plan is a broad strategic framework which aims to set out a coherent and	The Big 5-Hlabisa SDF should consider propose future development which

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	holistic approach to confronting poverty and inequality based some of the interlinked priorities on the following: • Faster and more inclusive economic growth • Building the capabilities • A capable and developmental state The plan presents a long-term strategy which include but not limited to the following: • Aims to increase employment and broaden opportunities through education, vocational training and work experience, public employment programmers, health and nutrition, public transport, and access to information. • Expand welfare services and public employment schemes, enabling the state to service and support poor communities, particularly those with high levels of crime and violence.	includes the need for housing, proper social facilities, proper infrastructure where it is highly required. Rural areas in Big 5 False Bay lack of adequate road network thus the framework will aim to improve such development issues by means of introducing potential corridors and infrastructure projects. With the substantial focus on job creation and economic development spatial planners will have to ensure that adequate space is available to accommodate the required economic growth. It is therefore essential to estimate the contributions of the various sectors and the related space requirements.

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	• Improve the quality of education in underperforming schools and further education and training colleges. • Promote mixed housing strategies and more compact urban development to help people access public spaces and facilities, state agencies, and work and business opportunities. • Invest in public transport, which will benefit low-income households by facilitating mobility the plan emphasizes the urgent need to make faster progress on several fronts to sustainably reduce poverty and inequality.	
Spatial Planning Land Use Management Act 16 of 2013	**The act introduces provision to:** • promote a uniform planning and development system. • promote spatial justice, resilience, sustainability, and redress.	The Municipality must, to determine land use and development applications within its municipal area, establish a Municipal Planning Tribunal.

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	• facilitate spatial alignment and coordination. • provide for the establishment of MPT and other tools	Designate a municipal official to act as an inspector for the purpose of enforcing the provisions of the land use scheme and undertake inspections. Decide on the type of Appeal Authority, which can be, the executive committee or the executive mayor of the municipality
This framework was approved in 2009 by the Cabinet. The CRDP is a programme which adopts a participatory community-based planning that aims at being effective in rural areas to improve rural development. It aims to respond and addressing poverty and food insecurities by maximizing the use and management of natural resources to create vibrant, equitable and sustainable rural communities.	The SDF should ensure that the elements of rural development, sustainability and integration are considered and should also promote investment in the rural parts of the municipality. The SDF should aim at promoting public participation to gain consensus on decision making regarding the development needs proposed by the community or municipality to achieve a credible SDF for the municipality. The SDF should address land reform issues for Big 5-Hlabisa e.g. rural areas which fall under the Ingonyama' Trust, it is therefore required that the municipality must liaise with the Ingonyama Trust Board in order to proclaim the land.	

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
This can be achieved through coordinated and integrated broad-based agrarian transformation as well as strategic investment in the relevant economic and social infrastructure to the benefit of all rural communities and not only those involved in agriculture. The success of rural development will culminate in sustainable and vibrant rural communities. Integrated rural development is a concept for planning and thus a strategy for multi-sectorial and multi-facetted interventions designed to ensure sustained improvements in the lives of rural dwellers and rural economies. Rural development programmes are more effective and with	PDA Application for development within these areas may be required for the purpose of following the stipulated regulations.	

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
sustainable impact if implemented in combination with community-based traditional knowledge. Public participation is therefore a suitable approach to address rural development issues therefore achieve a successful and acceptable rural development to communities. This programme aims to achieve the mandate which was raised by the Ministry and Department of Rural and Land Reform. The mandate introduced includes the following: • Intensify the land reform programme to ensure that more land is made available to the rural poor, while providing them		

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
with technical skills and financial resources to productively use the land to create sustainable livelihoods and decent work in rural areas. • Review the appropriateness of the existing land redistribution programme, introduce measures aimed at speeding up the pace of land reform and promote land ownership by South Africans. • Expand the agrarian reform programmer, which will focus on the systematic		

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
promotion of agricultural cooperatives throughout the value chain, including agro-processing in the agricultural areas. • Support measures will be developed to ensure improved access to markets and finance by small farmers, including fencing and irrigation systems. • Establish a much stronger link between land and agrarian reform programmes, as well as water resource allocation to ensure that the		

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
best quality of water resources is available to all our people, especially the poor. • Ensure that all schools and health facilities have access to basic infrastructure such as water and electricity by 2014. • Introduce the provision of proper sanitation systems in rural areas. • Strengthen the partnership between government and the institution of traditional leadership to focus on rural development		

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
and the fight against poverty. • Work together with farming communities to improve the living conditions of farm dwellers, including the provision of subsidized houses and other basic services. • The development programme further identifies development priorities and land reform issues to be addressed for rural development which include but no limited to the following:		

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
• Improved economic infrastructure, social infrastructure, increasing the pace of land distribution and increasing the pace of land tenure for rural areas.		
The Urban Development Framework committed the government to the goals of the habitat agenda which is essentially adequate shelter for all and the development of sustainable human settlements. It set several goals, identified priority interventions, and introduced programmes in support of the national urban development vision and addressing the urban land question.	The SDF should therefore aim to integrate the Hluhluwe town with the adjacent potential areas for development by improving housing and infrastructure, creating habitable and safe communities, and promoting economic development. CBD Study/UDF should be compiled in the SDF as one of the catalytic projects.	

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
The central thrust of the policy is the land reform programme, which aims to contribute to economic development, both by giving households the opportunity to engage in productive land use and by increasing employment opportunities through encouraging greater investment. The programme is made up of three elements viz. land restitution, land redistribution and land tenure.	There are land reform projects within the municipality. Initiatives to ensure the sustainability of the land should be encouraged.	
The policy promotes the achievement of a non-racial, Integrated society. The focus of the policy is to change the delivery of housing at scale, to ensuring that housing delivery results in Development of sustainable human.	The aspects of the policy which needs to be taken into consideration in the Big 5 Hlabisa SDF relate to: • The Big 5-Hlabisa SDF should indicate the potential areas for housing development projects. This will then promote and create sustainable human settlements. It should aim to provide for different	

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
Settlements and quality housing. The objectives of the policy are specified as follows: • Accelerating the delivery housing as a key strategy for poverty alleviation • Utilizing provision housing as the major job creation strategy • Ensure property can be accessed by all as an access for wealth and empowerment. • Leveraging growth in the economy • Combating crime, promote social cohesion and improving	typologies in different settlement areas; however, try to integrate the built form according to the area type and the development principles. • For example, the eradication of informal settlements through in situ upgrading in desired locations coupled with the relocation of household where development is not possible or not desirable. Accessing well located land for housing projects.	

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
quality of life for the poor. • Supporting the functioning of the entire residential property boom and the second economy slump; and • utilizing housing as an instrument for the development if sustainable human settlements.		

3.1.2. SUSTAINABLE DEVELOPMENT GOALS (SDGS)

The Sustainable Development Goals, otherwise known as the Global Goals, build on the Millennium Development Goals (MDGs), eight anti-poverty targets that the world committed to achieving by 2015. The MDGs, adopted in 2000, aimed at a range of issues that included decreasing poverty, hunger, disease, gender inequality, and access to water and sanitation. Enormous progress has been made on the MDGs, showing the value of a unifying agenda underpinned by goals and targets. Despite this success, the indignity of poverty has not been ended for all. The new SDGs, and the broader sustainability agenda, go much further than the MDGs, addressing the root causes of poverty and the universal need for development that works for all people.

At the United Nations Sustainable Development Summit on 25 September 2015, world leaders adopted the 2030 Agenda for Sustainable Development, which includes a set of 17 Sustainable Development Goals (SDGs) to end poverty, fight inequality and injustice, and tackle climate change by 2030. The following goals were adopted:

1. Zero Poverty
2. No Hunger
3. Good Health and Well-being
4. Quality Education
5. Gender Equality
6. Clean Water and Sanitation
7. Affordable and Clean Energy
8. Decent Work and Economic Growth
9. Industry, Innovation, and Infrastructure
10. Reduced Inequalities
11. Sustainable Cities and Communities
12. Responsible Consumption and Production
13. Climate Change
14. Life Below Water
15. Life on Land
16. Peace, Justice, and Strong Institutions
17. Partnerships for the Goals

The proposed Sustainable Development Goals (SDGs) are an intergovernmental set of aspiration Goals with 169 targets which are an improvement to the Millennium development goals (MDGs). The SDG framework is all about dealing with key systematic barriers to sustainable development such as inequality, unsustainable consumption patterns, weak institutional capacity, and environmental degradation that the MDGs did not pay attention too. The MDGs dealt only with developing countries and only to a limited degree captured all three dimensions of sustainability. The SDGs have considered all countries, although the relevance of each goal will vary from country to country. The framework can be understood differently at different scales of action and for different issues. The SDG framework also reflects the shared interest and responsibilities for addressing global challenges by governments at the nation-state level. These are summarised below:

- Goal 1: End poverty in all its forms everywhere
- Goal 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.
- Goal 3: Ensure healthy lives and promote well-being for all at all ages.
- Goal 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all.
- Goal 5: Achieve gender equality and empower all women and girls.

- Goal 6: Ensure availability and sustainable management of water and sanitation for all.
- Goal 7: Ensure access to affordable, reliable, sustainable, and modern energy for all.
- Goal 8: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.
- Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- Goal 10: Reduce inequality within and among countries.
- Goal 11: Make cities and human settlements inclusive, safe, resilient, and sustainable.
- Goal 12: ensure sustainable consumption and production patterns.
- Goal 13: Take urgent action to combat climate change and its impacts.
- Goal 14: Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.
- Goal 15: Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
- Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels.
- Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Big 5-Hlabisa Local Municipality embraces these goals into their current and future development agenda and shall withhold each of these goals to the best of their ability.

3.1.3. National Development Plan

Through a Diagnostic Report, the National Development Plan identified nine key challenges which are:

- Too few people work.
- The standard of education for the blackest learners is of poor quality.
- Infrastructure is poorly located, under-maintained and insufficient to foster growth.
- Spatial patterns exclude the poor from the fruits of development.
- The economy is overly and unsustainably resource intensive.
- A widespread disease burden is compounded by a failing public health system.
- Public services are uneven and of poor quality.

- Corruption is widespread; and
- South Africa remains a divided society.

The Planning Commission then identifies two challenges that are interrelated those being, too few people work and the quality of education for the majority is poor. Basically, the NDP contains proposals for tackling the problems of poverty, inequality, and unemployment.

The key challenges identified in the National Development Plan are deeply rooted within the district and as such, the approach of the IDP will seek to develop strategies that will tackle these challenges.

3.1.4. THE PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

The Provincial Growth & Development Strategy (PGDS) is based on the following goals:

- Inclusive Economic Growth (KPA 3)
- Human Resource Development (KPA 1)
- Human and Community Development (KPA 1)
- Strategic Infrastructure (KPA 2)
- Environmental Sustainability (KPA 6)
- Governance and Policy (KPA 5)
- Spatial Equity (KPA 6)

KPAs for the Municipality are linked to the PGDS as indicated in brackets. Furthermore, through COGTA the Municipality will participate in the programme for developing the district growth and Development Plan which is a long-term year plan.

3.1.5. PROVINCIAL GROWTH AND DEVELOPMENT PLAN (PGDP)

The PGDS identifies seven strategic goals and thirty strategic objectives that will drive the province towards its 2035 vision. The cabinet the identified a need to further prepare an implementation in the form of PGDP. The DGDP is aligned to the PGDP.

3.1.6. District Growth and Development Plan

The District Growth and Development Plan is meant to play a key role in the integration and alignment of the intentions of the NDP at national level and PGDP at provincial level on the one hand, with the activities of local government operating at the coalface of implementation and interaction with constituent communities on the other.

The aim of the DGDP is therefore to translate the Provincial Growth and Development Plan into a detailed implementation plan at a district level, inclusive of clearly defined targets and responsibilities thus enabling the province to measure its progress in achieving the accepted growth and development goals. In addition to the more detailed focus on the interventions identified by the PGDS-PGDP, the DGDP is expected to propose specific milestones that will have to be achieved per priority sectors. This will be refined in a collaborative approach with all the stakeholders to ensure ownership of targets that will be set for specific time horizons. The KwaZulu-Natal Provincial Planning Commission facilitates and supports the lead departments to develop detailed trajectories to ensure that the roadmap is clear on what is required to achieve the 2030 Vision for KwaZulu-Natal. The current DGDP has been reviewed.

3.1.7. THE DISTRICT DEVELOPMENT MODEL (DDM)

The District Development Model is a new integrated planning model for Cooperative Governance which seeks to be a new integrated, district-based, service delivery approach aimed at fast-tracking service delivery and ensure that municipalities are adequately supported and resourced to carry out their mandate. It is a 25-35-year horizon that promotes “one plan, one budget” philosophy. While IDP is a legislated municipal strategic document; DDM is more of a coordinating document, placing more emphasis on Districts as centers of coordinating district-wide service delivery provisions.

The DDM program has been launched Nationally to by the Minister of Cooperate Governance and Traditional Affairs to deal with back locks in Municipalities when dealing with service delivery. The Program was built under a motto of ‘One District, One Plan and One Budget. The program is divided into Clusters amongst Local Municipality with a District, it also covers all Intergovernmental Relations Structures that exist in our Municipalities. Big 5 Hlabisa Municipality is responsible for convening the Social Protection Community and Human Development Cluster, where the mayor is the Champion and the Municipal.

The Cluster has set and adopted the TORs as a guide which allow the sitting to be bi-monthly. Planners of all 4 Clusters have established a One Plan for the District to be submitted Nationally. In all its sitting, the Cluster receives reports from all Sector Departments, Municipalities and NGOs that participates as per the TORs allocation. The last sitting of the Cluster was on the 14th of March 2023.

3.1.8. ALIGNMENT WITH BACK TO BASICS

President of the Republic of South Africa jointly with Minister: COGTA held Local Government Summit on the 18th of September 2014 with all municipalities countrywide in Gauteng Province. The Back-to-Basics Programme is all about fulfillment of municipalities on their constitutional mandate i.e. Putting People / Community first for their lives to change for the better. Back to Basic Programme in the IDP and ensure that service delivery key performance indicator is included in the SDBIP.

The core service that the local government provides – clean drinking water, sanitation, electricity, shelter, waste removal and roads – are basic human rights, essential components of the rights to dignity enshrined in our Constitution and Bill of Rights. The vision of the developmental local government was that it would be the building block on which the reconstruction and development of our country and society was built, a place in which the citizens of our country could engage in a meaningful and direct way with the institutions of the state. Local government is where most citizens 82 interface with government, and its foundational ethos must be about serving people.

National Development Plan makes it clear that meeting our transformation agenda requires functional municipalities and capable machinery at a local level that can create safe and healthy and economically sustainable areas where citizens and people can work, live and socialise. Our goal is to improve the functioning of municipalities to better serve communities by getting the basics right. During 2014 State of Nation address the President put emphasis on that the people’s experience on the Local Government must be a Positive one and local government must be at the forefront of improving people’s lives and creating condition for inclusive economic growth.

That was followed by the introduction of the back-to-basics programme which was launched with the theme “Serving our Communities Better” on the 18th of September 2014, in which The President outlined the government plan of action for the next five years which is to ensure a focused and strengthened Local Government by getting the basics right working with all stakeholders.

3.2. THE IMPORTANT BACK TO BASICS PILLARS.

The B2B Program is divided into five pillars.

1. **PUTTING PEOPLE FIRST**.

This pillar is focused on the involvement of the Public in Municipal Affairs as required by Municipal Systems Act 32 of 2000, Section 16 Chapter 4. It allows the Municipality to monitor the functioning of Ward Committees and the impact of community feedback meetings held by ward councillors with the intention of information sharing and evaluating the progress made in their request to be developed accordingly.

2. **SERVICE DELIVERY.**

This pillar focuses on all issues related to the service of the people. The way the Municipality delivers the service, and the level thereof is considered. The services ranges from waste collection, water and sanitation, road, and maintenance to mansion a few. This pillar calculates the percentage in which these services are rendered and seek for reason as why it's not satisfactory.

3. **GOOD GOVERNANCE.**

This Pillar looks at all Council and its committees, the way they honour their scheduled meetings. It also looks at the functioning of the MPAC and the Audit Committee. This pillar paints a picture the Municipal stability and the functioning of the Oversight.

4. **SOUND FINANCIAL MANAGEMENT**.

The good sound financial management of the Municipality is based on the information provided on this pillar. The accuracy of the figures and percentages of amount spent and received makes contributes to the call of clean audit. The monitoring of the expenditure and the income is done based on this pillar.

5. **BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS.**

This pillar is concerned with the quality of officials in the Municipality, it focuses on the employment and the vacancy rate in the Municipality. The kind of training the employees undergo and the amount spent on such programs. It also addresses the issues of overstaffing comparing it with the relevant benchmark.

3.4. Strategic Approach to Development

Central in ensuring that Big 5 Hlabisa Municipality delivers on its mandate is the alignment to the Provincial Growth & Development Strategy (PGDS) and UMkhanyakude District Growth & Development Plan (DGDP). Alignment with these plans will further be enhanced in the Big 5 Hlabisa Spatial Development Framework (SDF) that is currently being reviewed. Both the PGDS and Big 5 Hlabisa DGDP have been translated into strategic Big 5 Hlabisa local Municipality strategic objectives along the National Key Performance indicators as specified below:

PGDS Strategic Goals	**DGDP Strategic Goals**	**IDP KPA.**					
		Inst. Trans. and Dev	**Basic Service Delivery**	**LED**	**Financial Viability**	**Good Governance**	**Cross Cutting**
Inclusive Economic Growth	Expanded District Economic output and increased quantity and quality of employment opportunities		To provide high quality infrastructure network to support improved quality of life and economic growth	To create an empowering environment for economic growth, job creation and change the standard of	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all. and build effective, accountable, and inclusive institutions. at all levels	To promote good governance and public participation	To promote integrated and sustainable environment.
Human Resource	Enhanced quality of district	To provide and promote	Maintain and increase the			To ensure	

Development	human resources	institutional and organizational development and capacity building	provision of sustainable, integrated basic service infrastructure development.			Institutional accountability and Transparency	
Social and Public Development	Improved quality of life and standard of living			A People-focused, responsive, accountable and efficient governance delivering timely and quality sustainable services			

2.1.8 STATE OF THE NATION ADDRESS (SONA) – 2024

His Excellency President Cyril Ramaphosa delivered the SONA to a Joint Sitting of the two houses of Parliament – the National Assembly and National Council of Provinces at the Cape Town City Hall on Thursday, 8 February 2024.

The important facts of SONA

1. **Infrastructure Development**

Investment in infrastructure is gaining momentum. New and innovative funding mechanisms will be used to increase construction of infrastructure. This includes the following:

- Access to broadband and the internet
- Improving water supply
- Road and rail infrastructure

2. **Revival of the economy**

Over the past five years, government has worked to revive the economy from a decade of stagnation and protect it from both domestic and global shocks. Government has made progress. The economy is today three times larger than it was 30 years ago. It has been done that by:

- **Job creation**

The number of South Africans in employment increased from eight million in 1994 to over 16.7 million now. Over the last two years, the number of jobs being created has been increasing every quarter, and we now have more people in employment than before the pandemic. Yet, our unemployment rate is the highest it has ever been. Even as employment is growing, more people are entering the job market each year than jobs are being created.

- **Economy and investment**

Government has laid a foundation for growth through far reaching economic reforms, an ambitious investment drive, and an infrastructure programme that is starting to yield results. Companies continue to invest, thousands of hectares of farmland are being planted, new factories are being opened and production is being expanded.

- **Climate Change Response Fund**

To address the persistent effects of global warming, which manifest themselves through persistent floods, fires and droughts, government has decided to establish a Climate Change Response Fund.

- **Promoting a green economy**

Government is going to set up a Special Economic Zone in the Boegoebaai port to drive investment in green energy. There is a great deal of interest from the private sector to participate in the boom that will be generated green hydrogen energy projects.

- **Improving freight logistics**

To deal with severe inefficiencies in the freight logistics system, government is taking action to improve the ports and rail network and restore them to world-class standards. Government has set out a clear roadmap to stabilise the performance of Transnet and reform the logistics system.

- **VISA system**

Government published new regulations to reform the visa system, which will make it easier to attract the skills that the economy needs and create a dynamic ecosystem for innovation and entrepreneurship.

3. Services

- **Formal housing and clean drinking water**

One of the most visible, impactful, and meaningful achievements in the first three decades of freedom has been in providing homes to the people. Today, nearly nine out of every 10 households live in a formal dwelling. There are homes with water to drink and to wash with, homes with electricity for lighting and cooking.

- **Improving municipalities**

For services to be delivered, local government has to work. Too many municipalities are failing on governance, financial and service-delivery measures. These constraints affect every aspect of peoples' daily lives. Government has started the implementation of several measures to address this problem by providing support to local government, including professionalising the civil service, and ensuring that people with the right skills are appointed to key positions. Now, The Presidency, National Treasury and the Department of Cooperative Governance and Traditional Affairs are working together to enhance technical capacity in local government and to improve planning, coordination, and fiscal oversight.

- **Interventions to end load-shedding.**

Government has set out a clear plan to end load-shedding, which it has been implementing with a single-minded focus through the National Energy Crisis Committee.

- **Improved life expectancy and healthcare**

South Africans are living longer than ever before. Life expectancy has increased from 54 years in 2003 to 65 years in 2023. Maternal and infant deaths have declined dramatically. Government has built more hospitals and clinics, especially in poor areas, providing better quality care to more South Africans. The National Health Insurance (NHI) will provide free healthcare at the point of care for all South Africans, whether in public or private health facilities.

- **Poverty alleviation**

Government's policies and programmes have, over the course of 30 years, lifted millions of people out of dire poverty. Today, fewer South Africans go hungry and fewer live in poverty.

4. Education

- **Improved education**

One of the worst injustices of apartheid was the manner in which education was used as a tool to perpetuate inequality. Over the last 30 years, government has sought to use education as a tool to create equality. Basic education outcomes are steadily improving across a range of measures. The latest matric pass rate, at 82.9%, is the highest ever.

And with each New Year, learners from no-fee schools are accounting for more and more of the bachelor passes achieved. At the same time, fewer learners are dropping out of school.

5. Jobs

- **Creating youth employment**

Government has taken steps to address the youth unemployment challenge. Three years ago, building on the success of the Expanded Public Works Programme, it launched the Presidential Employment Stimulus.

Through this programme, government has created more than 1.7 million work and livelihood opportunities. Through the Presidential Youth Employment Intervention, government established SAYouth.mobi as a zero-rated platform for unemployed young people to access opportunities for learning and earning. Over 4.3 million young people are now engaged on the network and 1.6 million have so far secured opportunities.

Government has, working together with the National Youth Development Agency (NYDA), set up a number of initiatives to provide opportunities for young people, including the National Youth Service and the Youth Employment Service.

- **Workplace equality**

From the depths of deprivation and inequality, government has worked over 30 years to ensure that all South Africans have an equal chance to prosper. It is not enough to recognise the injustices of the past; we need to correct them. Government has introduced laws and undertaken programmes to enable black South Africans and women to advance in the workplace, to become owners and managers, to acquire land and build up assets. The proportion of jobs in executive management held by black people increased almost five-fold between 1996 and 2016.

6. Crime and violence

Tackling crime and insecurity is a key priority. South Africans deserve to be safe and to feel safe, to walk freely and without fear in their neighbourhoods and public spaces. Government has strengthened the ranks of the police through the recruitment of 20 000 police officers over the last two years and another 10 000 in the year to come. An extra 5 000 police officers have been deployed to Public Order Policing.it has also introduced Operation Shanela and Border control.

- **Fight Against Gender Based Violence**

Together with civil society, government has developed the National Strategic Plan on GBVF, together with civil society, as a society wide response to this pandemic. As such new laws were introduced to strengthen the response of the criminal justice system to GBV and provide better support to survivors of such violence.

7. Fighting corruption

- **Restoring institutions and rebuilding the economy**

One of the overriding challenges this administration had to deal with when it took office was state capture and corruption. Government appointed capable people with integrity to head law-enforcement agencies, government departments, security services and state companies, often through an independent and transparent processes.

- **Combating corruption and other serious crimes**

Government set up the Investigating Directorate as a specialized and multidisciplinary unit within the National Prosecuting Authority (NPA) to investigate corruption and other serious crimes.

2.1.9. STATE OF THE PROVINCE ADDRESS (SOPA) – 2024

The State of the Province Address was delivered by Ambassador Nomusa Dube-Ncube, MPL, Honourable Premier of the Province of KwaZulu-Natal on the 28th of February 2024.Her speech was centred around celebrating 30 years of freedom and progress in the province. While delivering the speech she commended provincial government officials for working tirelessly to respond to devastating floods and the July 2021 riots, as well as other challenges, then, the departmental reports of the province for as we are celebrating 30 years of democracy.

1. Department of Economic Development, Tourism and Environmental Affairs

The narrative of 30 years of democracy in our government is a testament to resilience, unity, and collective determination. It's a story that resonates with the triumph of the human spirit over adversity, the unwavering pursuit of justice and equality, and the tireless endeavour to build a brighter future for all citizens. Central to our journey of progress are Special Economic Zones (SEZs), the Dube Trade Port, and the Richards Bay Industrial Development Zone.

Throughout these three decades, we have faced challenges head-on, navigating through turbulent times, and celebrated significant milestones that highlight the power of democracy to foster positive change, promote inclusivity, and drive sustainable economic development. As we reflect on our journey of 30 years of democracy, the SEZs have served as laboratories for experimentation and innovation, fostering collaboration between government, industry, and academia to drive research and development initiatives, technological innovation, and skills development.

2. Department of Health

In the past three decades of our hard-earned democracy, the KwaZulu-Natal Department of Health has been at the forefront of implementing numerous programmes aimed at realizing the vision of “Optimal Health for all people of KwaZulu-Natal.” The Department has made commendable progress towards this goal, focusing on a single Impact area: “Improved Life Expectancy,” with three key outcomes: Universal Health Coverage, Improved Patient Experience of Care, and Reduced

Morbidity and Mortality. Through these efforts, we have made significant strides in combating the burden of disease by:

- Establishing hospitals, community health centres, and clinics, particularly in rural areas, to enhance access to healthcare services.
- Investing in human resource development through various staff training initiatives,
- including bursary programs, to ensure a skilled workforce.
- Promoting disease prevention and early screening programs to facilitate timely.
- Detection and intervention.
- Mitigating the impact of HIV/AIDS through comprehensive strategies such as Treatment, prevention of Mother-to-Child Transmission, scaling up of Test and Treat campaigns, and the rollout of Pre-Exposure Prophylaxis (PreP).

3. Department of Transport

Overall, the KwaZulu-Natal Department of Transport's efforts have significantly improved transportation infrastructure and services, positively impacting the lives of residents and contributing to socio-economic development in the province. Here are some key achievements and initiatives undertaken by the department:

- Construction of new road networks
- Maintenance of existing roads
- Bridge construction
- Transformation of the transport industry
- Job creation
- Subsidized public transport
- Regulatory oversight

4. Department of Community Safety and Liaison

In response to cases that have been struck off the court roll, the Department of Community Safety and Liaison has implemented a turnaround strategy through its Court Watching Brief (CWB) Unit. This unit, comprising six appointed officials, is tasked with monitoring criminal cases affected by administrative lapses. Their responsibilities include reviewing charge sheets, court records, and case dockets to familiarize themselves with case details. Additionally, they engage with Investigating Officers, Prosecutors, Court Clerks, Magistrates, and crime survivors to gather insights and ensure comprehensive oversight.

Furthermore, the Department's primary initiative aimed at job creation is the Social Crime Prevention Programme (VSCPP). This program has facilitated employment and training opportunities for over 5,142 young individuals, with an additional 1,279 volunteers currently serving as security specialists across all districts in the province.

5. Department Of Sports Arts and Culture

The sports, arts and culture sectors have played a crucial role in the creation of a democratic society and continue to be a significant cog in efforts to build the nation, achieve social cohesion as well as creating healthy, peaceful, and prosperous communities. The potential of the sector as a driver of economic growth has taken center stage through the hosting of major sports and arts events. Some of these include the hosting of the Rugby World Cup matches in 1995 and the 2010 FIFA World Cup; revival of school sports, the provision of marketing opportunities for artists, talent identification, nurturing, and progression as well as the provision of infrastructure in previously disadvantaged areas; construction of public libraries with access to internet services, sports facilities, and arts centres; upgrading townships to international standards.

6. Department of Social Development

The advent of democracy has brought about a renewed sense of community, accompanied by a set of new challenges. In response to these challenges, the Department of Social Development (DSD) has undertaken initiatives to empower youth and address issues such as drug and substance abuse. Through programs like the Esicabazini Youth Development Academy (UMkhanyakude), Vuma Youth Development Academy (King Cetshwayo), Newlands Park Centre (eThekwini), Madadeni Rehabilitation Centre (Amajuba), and Khanyani Treatment Centre (Amajuba). Additionally, two treatment centres are operated by non-profit organizations (NPOs), namely Sitholimpilo Alcohol and Drug Rehabilitation Centre (Ugu) and the South African National Council on Alcoholism and Drug Dependence (eThekwini) and others.

7. Department of Education

The department has achieved significant milestones, including:

- Introduction of Information Communication Technology (ICT)
- Construction of schools to promote access to education
- Establishment of specialized academies

8. Department of Cooperative Governance and Traditional Affairs

The past three decades have marked a transformative journey for both the Local Sphere of Government and the Institution of Traditional Leadership. Today, democratically elected municipal councils lead the charge in service delivery, consulting with and representing the communities they serve. Efforts are ongoing to develop small rural towns into economic hubs that benefit their communities.

9. Department of Public Works

Over the last three decades of democracy, the KwaZulu Natal Department of Public Works has played a pivotal role in enhancing the quality of life for the province's residents through the construction of critical infrastructure projects. Through large-scale development efforts and strategic investments, significant improvements have been made to the province's public services, agriculture, economic, health, and education infrastructure. The creation and execution of vital catalytic projects have facilitated increased connectivity and accessibility throughout the province, thereby fostering economic development and improving access to government services, healthcare facilities, agricultural resources, service centres, and educational instituti

SECTION C: SITUATIONAL ANALYSIS DEMOGRAPHIC CHARECTERISTICS

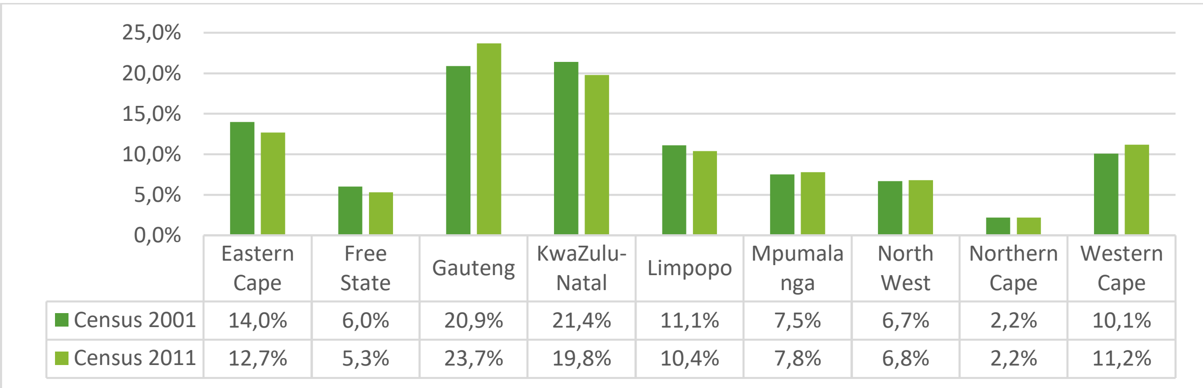
i. Demographic Indicators

This section reflects the demographic characteristics of Big 5 Hlabisa Municipality area. This will cover qualitative where possible quantitative summary of demographic variable and social infrastructure of the area. The population figures and projections used are based on Statistics South Africa, **Census 1996, 2001 and 2011 and Community Survey 2022**

The municipality has not commissioned any studies or surveys to assist with the situational analysis (commonly referred to as backlog studies) due to financial and capacity constraints. Embarking upon the analysis process for Big 5-Hlabisa Municipality has required widespread research into the most reliable sources of data to use.

ii. Population by size

The South African population by province, according to Census 2001 was 9 584 129 and 2011 was 10 267 300. There has been a percentage growth of 21.4 % in 2001 compared to 19.8% growth in 2011 graphically depicted as follows:



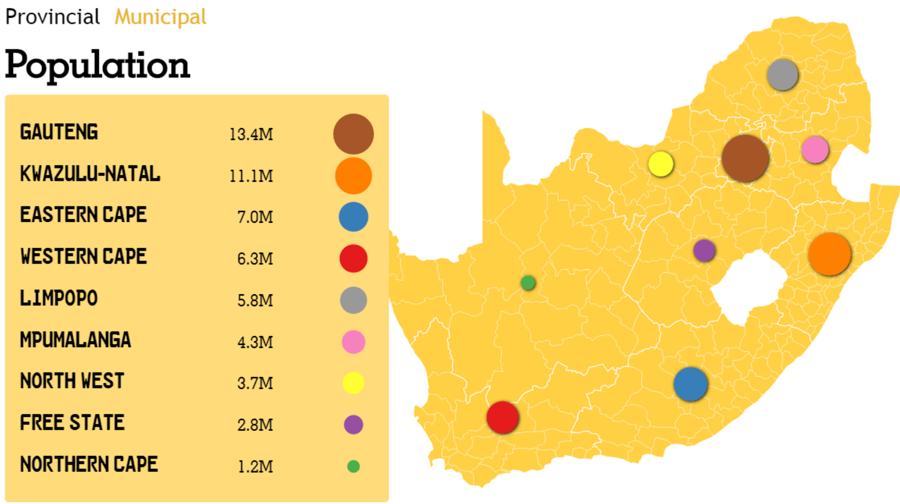


Figure 06: Population by size Census 1996, 2001, 2011 **Source: Stats SA, Community and Census 2022**

In relation to the population figures at a Provincial level the population for the district family of uMkhanyakude contributes 5.9% and Big 5 Hlabisa contributes 0.3%. Corrections to be made)

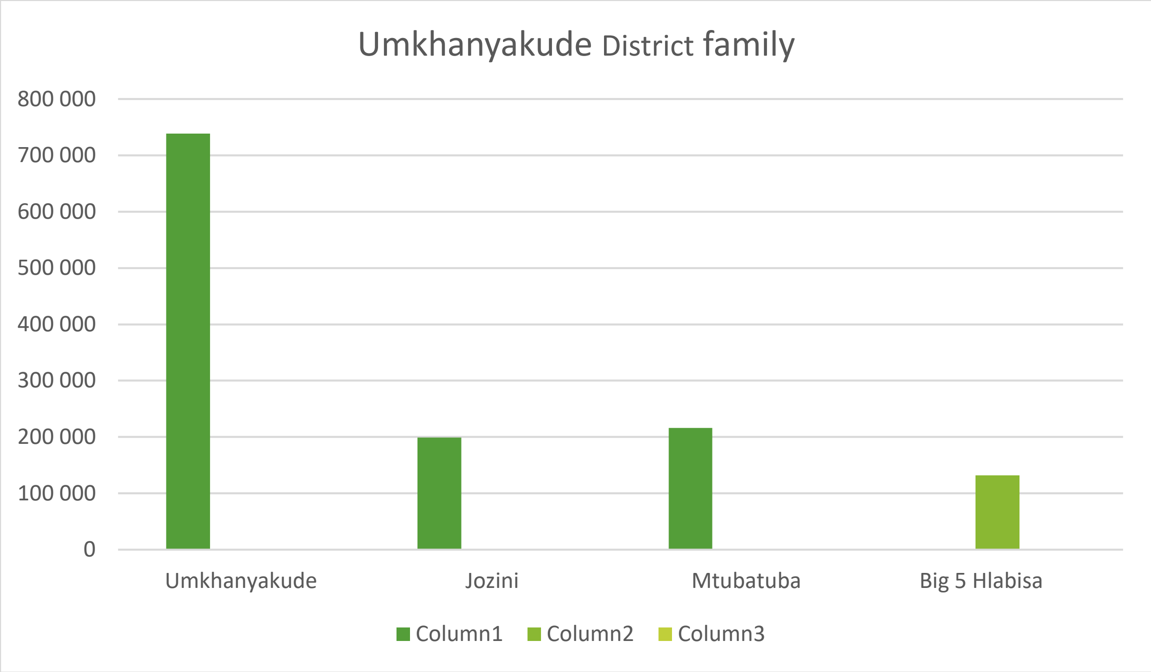
Big 5 Hlabisa Municipality had a population of 28 857 in 1996, 31484 in 2001 and further increased to 116 622 in 2016. The percentage growth was *1, 7%.* According to census 2011 the population increased from 31 482 in 2001 to 35 258. In 2022 the population increased to 131 7 55 the percentage growth is now 2, 1%. The Big 5 Hlabisa is least populated within the district as depicted in the table below:

According to Census 2011 the combined population of 14 wards under the Big Five Hlabisa Municipality was 131 755 . Figure 06 indicate Big 5 Hlabisa Population size

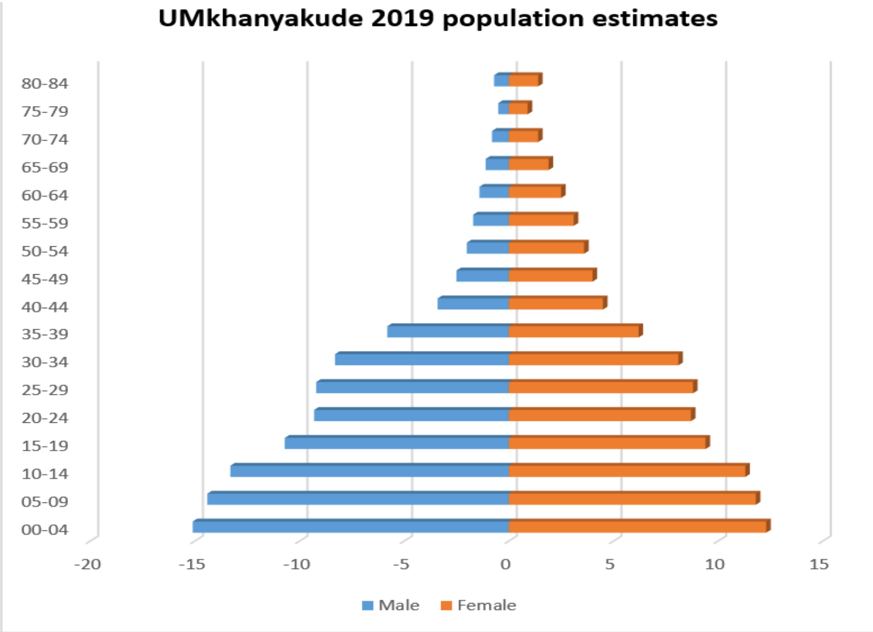
TABLE 2: BIG 5 HLABISA POPULATION SIZE

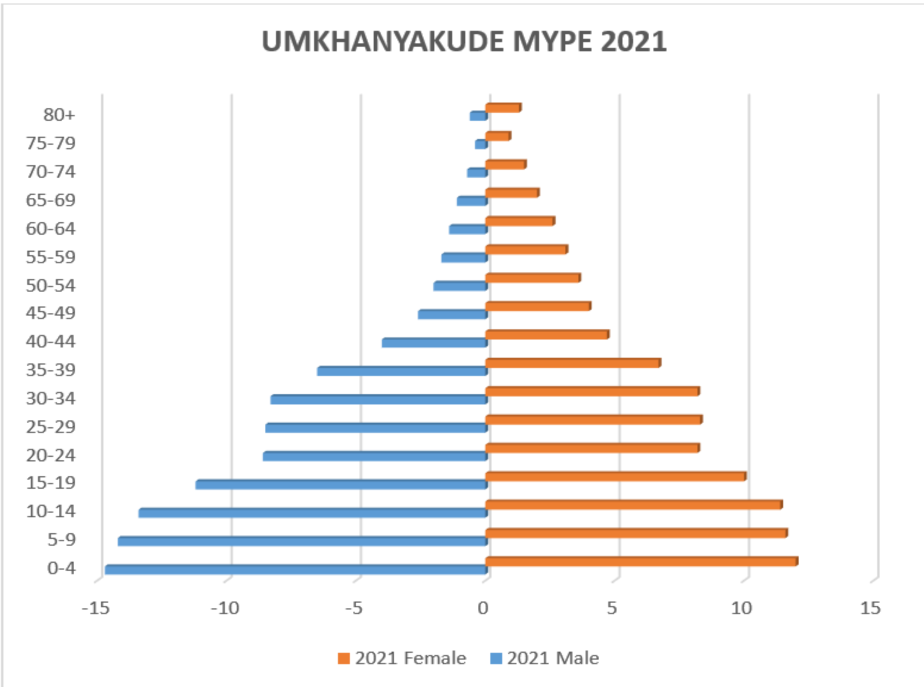
Category		**2011 Individuals**	**2016 Community Survey Population**	**2022 Census**
UMkhanyakude DM		625 846	689 090	738 437
Jozini		186 502	39 357	199 153
UMhlabuyalingana		156 772	77 265	191 660
Mtubatuba		175 425		215 869
Big 5 Hlabisa LM		107 147	**116 622**	**131 755**

Source Stats SA, Census 2011, Community Survey 2016, and Census, 2022



Source: STATS SA, midyear population estimates MYPE 2021and 2022





Source: Mid-Year Population Estimates 2021

According to Community Survey 2022 the population for Big Hlabisa Municipality was 131 755.

Figure 07: Stats SA census 2011 Distribution of population by size in comparison with other uMkhanyakude Local Municipalities (Stats SA census 2022).

2.1.3. Population Distribution

A. WITH REGARDS TO THE POPULATION DISTRIBUTION WITHIN BIG 5 HLABISA MUNICIPALITY MAJORITY OF THE HOUSEHOLDS ARE

Found in the informal dwelling as compared to formal and traditional dwelling. The stats are depicted in the tables and figure below.

TYPE OF DWELLING AND HOUSEHOLDS

Municipality	Main dwelling			
	Formal housing	Informal housing	Traditional housing	Other
DC27: UMkhanyakude	117 07	2209	9228	550
KZN271: Umhlabuyalingana	31 224	408	2904	149
KZN272: Jozini	31771	965	2901	187
KZN275: Mtubatuba	32 884	651	1758	128
KZN276: Big 5 Hlabisa	21199	186	1665	86

Table12: Distribution of households by type of main dwelling and municipality, Source: Stats SA census 2022

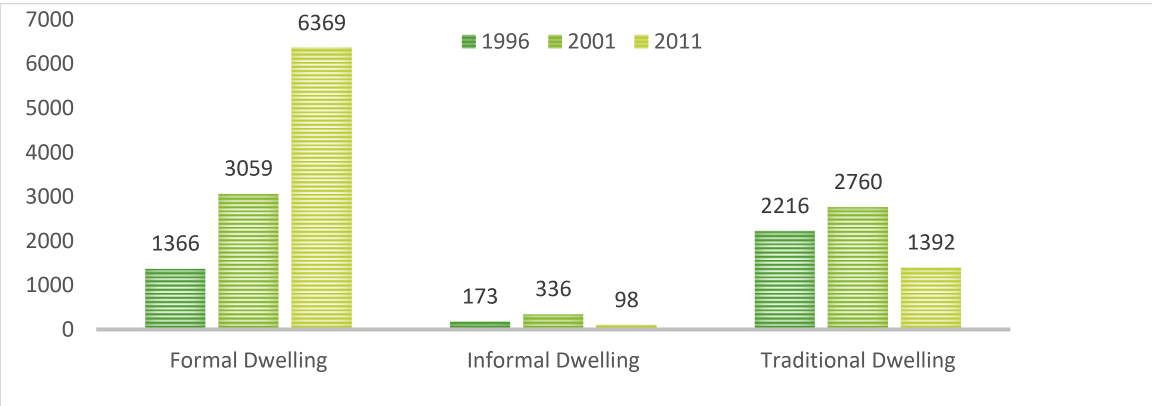


Figure 08: Population Distribution by Type of Dwelling, Source Stats SA census 2022

3.1.4. Population Composition

A. Dependency ratio

The dependency ratio within uMkhanyakude family has been increasing rapidly since 1996 and Big 5-hlabisa Municipality. In 1996 the dependency ratio on population aged 65 yrs and older was **1 080 in 1996** and increased to **1 423** in 2001 the figures went up to 1535 in 2011. The increase can be attributed to several factors.

The implication on this pattern indicates that people on the ages above 65 are becoming more and more depended on economically active people. Population on the age 14 yrs and younger growth on dependency can be because of the increase in birth rate and are dependent on the economically active group.10

Municipality	**Population age 0- 14 yrs**		**Population aged between 15 to 64yrs**		**Population aged 65 yrs and older**		**Dependency ratio**	
	2011	2022	2011	2022	2011	2022	2011	2022
DC27: UMkhanyakude	40.3%	33.5%	53.3%	61.6%	4.5%	4.9%	81.0	62.4
KZN271: Umhlabauyalingana	40,1%	32,4%	54,8%	62,4%	5.1%	5.2%	82.5	60.2
KZN272:Jozini	41.3%	33.6%	54.8%	62.1%	3.9%	4.3%	82.4	61.1
KZN 276: Big 5 Hlabisa	40,1%	34.9%	55.2%	59.8%	4.7%	5.3%	81.1	67.2

Source: Stats SA (2011 & 2022)

3.1.5. Population Distribution by race

The table above indicates population groups at Big 5 Hlabisa Municipality, the majority of population group is black followed by whites however majority of whites are in Hluhluwe. The race composition of Big 5-Hlabisa and Municipality the entire uMkhanyakude district region is predominantly black, followed by whites making a small proportion. It is however noted that whites are mostly found in Hluhluwe (ward 05). The rest of other groups are very few. A characteristic well in line with the demographic profile of that part of the country. Blacks make up 95.8% of the population groups followed by whites making up 3.2%, the colored make up 0.3% and the Asians/Indian make up 0.24%. The population groups are depicted in the table below.

MUNICIPALITY	BLACK AFRICAN	COLOURED	INDIAN OR ASIAN	WHITE	OTHER
DC27Umkhanyakude	729 539	1668	1708	4643	723
KZN271 UMhlabuyalina	190 218	331	231	701	168
KZN272 Jozini	197 666	271	370	541	279

Big 5 Hlabisa	129 616	264	257	1389	146
Mtubatuba	212 039	802	850	2013	130

Distribution by population distribution by group in comparison with LMs in DC 27(Source: Stats SA Census 2022)

Figure09: Distribution of population by group 2001 Source**, 2007 Community Survey and Stats SA Census 2022.**

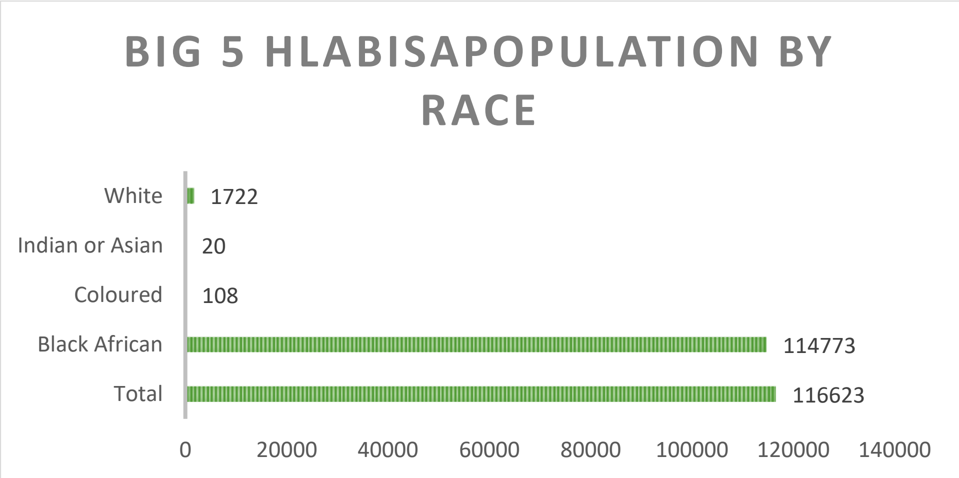


Figure09: Distribution of population by group 2001 Source**, 2007 Community Survey and Stats SA Census 2022.**

3.1.6. Distribution of population by gender

Out of all local municipalities in UMkhanyakude, Big 5 Hlabisa Municipality has the smallest imbalance in gender ratios, i.e. the most evenly matched proportion of males and females. The most significant implication of this is that the migration of male family members to find work away from home might occur less than in other parts of the district.

The gender breakdown of the individual wards of Big 5 Hlabisa shows a stark difference between gender proportions in Ward 3 (urban areas, commercial farms, and game lodges) and the traditional areas. Higher proportions of males in Ward 3 could be accounted for by farm workers living on the commercial farms (possibly originally residing in one of the tribal wards). None of the tribal wards (1, 2 and 4) display unusually high proportions of females to males; the distinction is none-the-less pronounced.

According to community survey 2022 Umkhanyakude population distribution per Gender for UMkhanyakude Municipalities is as follows:

TOTAL POPULATION 2022	MALE	% Male
Umkhanyakude	343 703	46,5
738 437	FEMALE	% Female
	394 733	53,5

Community CS 2022	Population by	Gender per
Municipality		
	Male	**Female**
DC27: UMkhanyakude	343 703	394 733
KZN271 :Umhlabuyalingana	88 753	102907
KZN272 : Jozini	93 016	106 137
KZN275 : Mtubatuba	100941	114 928
KZN276 : Big5 Hlabisa	60 993	70 762

Source, Stats SA Census 2022.

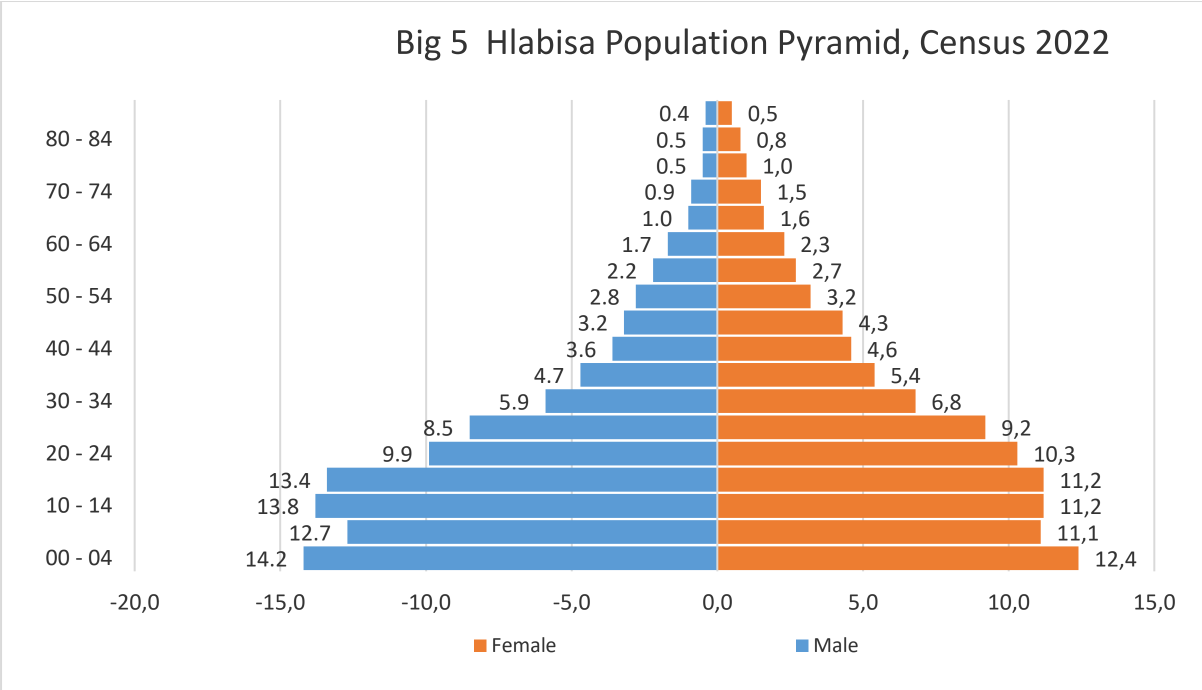
According to Census 2022 the population distribution per Gender for UMkhanyakude Municipalities is as follows:

Big 5 Hlabisa	**Male**	**Percentage**		**Female**	**Percentage**
0 – 4	8232	6.2%		8029	6.1%
5 – 9	7164	5.4%		7540	5.7%
10 – 14	7474	5.7%		7555	5.7%
15 – 19	6377	4.8%		6210	4.7%
20 – 24	4726	3.6%		5378	4.1%
30 – 34	4514	3.4%		6061	4.6%
35 – 39	4286	3.3%		5845	4.4%
40 – 44	3108	2.4%		5041	3.8%
45 – 49	2464	1.9%		317	2.4%
50 – 54	2037	1.5%		2797	2.1%
55 – 59	1816	1.4%		2690	2.0%
60 – 64	1533	1.2%		2145	1.6%
65 – 69	1272	1.0%		1729	1.3%
70 – 74	540	1.4%		1084	0.8%
75 - 79	318	0.2%		606	0.5%
80- 84	200	0.2%		549	0.4%
85+	150	0.1%		527	0.4%

Table 17: Distribution of population by age and sex, The Big 5Hlabisa Municipality #Source Census Stats SA 2022

3.1.7. POPULATION PYRAMIND

The figure below indicates the age distribution within Big 5 Hlabisa Municipality where the ages of 0-4 are the most dominant followed by ages 10- 14 which is still within the formal description of youth.



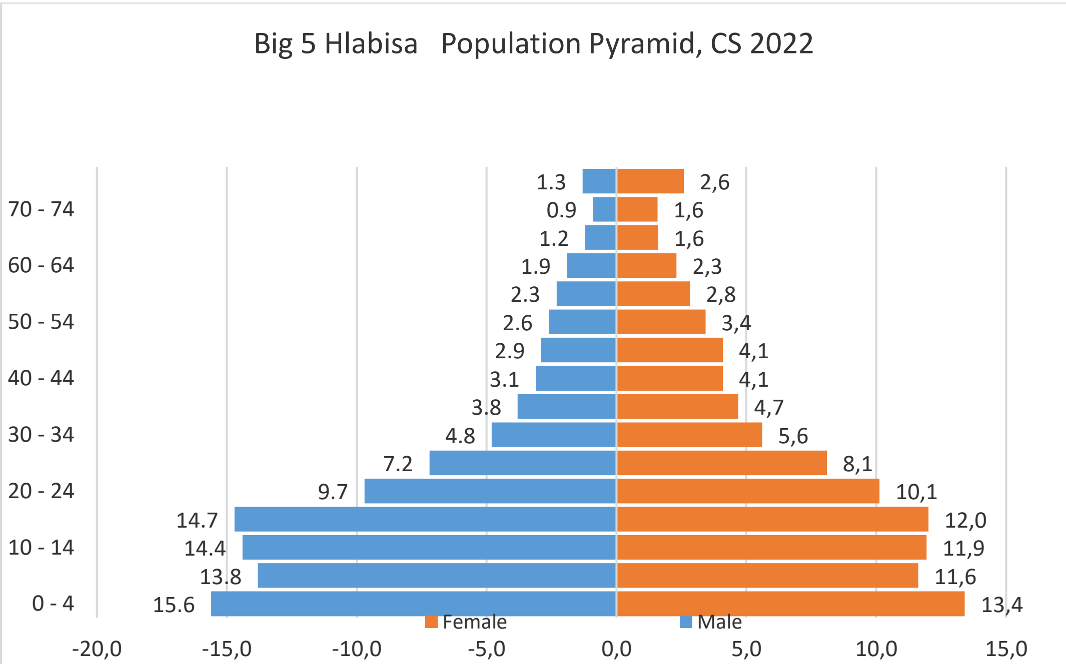


Figure 10: Population Pyramid, Distribution of population by Age and Sex, Source: Stats SA Census 2022.

3.2. SOCIO – ECONOMIC INDICATORS

3.2.1. POPULATION BY HOUSEHOLDS SIZE

The household structures differ greatly in sub-urban as compared to rural and traditional. Sub-urban household might comprise 3-5 members in one physical building, and a traditional rural black household might house up to 10 or more people in a cluster of structures. Such differences in settlement patterns and cultures complicate statistical projections over large areas. The 2001 and 2011 Census gives household sizes across the whole spatial spectrum.

The table below indicates the number of households for Big 5-Hlabisa Municipality in terms of statistics information for 2001 was 6214 and 7998 in 2011. There has been a slight increase, and various factors might have impacted on this pattern. It is noted that Big 5 Hlabisa has the second smallest number of households as compared to other municipalities within uMkhanyakude District. Big 5 Hlabisa total population in 2011 was 20584 and in 2016 moved to 25255. In 2022 moved to 131 755

Municipality	Household Size - 2022	Household Size - 2011	Ave / HH 2022	Ave / HH 2011	Wards	Traditional Councils
UMhlabuyalingana	34 686	33 871	5,5	4,6	20	4
Jozini	35 824	38 849	5,6	4,8	23	7
Mtubatuba	35 421	34 905	6,1	5	23	1
Big 5 Hlabisa	23 136	20 587	5,7	5,2	14	6
UKDM	**129 067**	**128 212**	**5,7**	**4,9**	**80**	**18**

Table 18: Table: Distribution of population by household income in Source Stats Census 2011 and 2022.

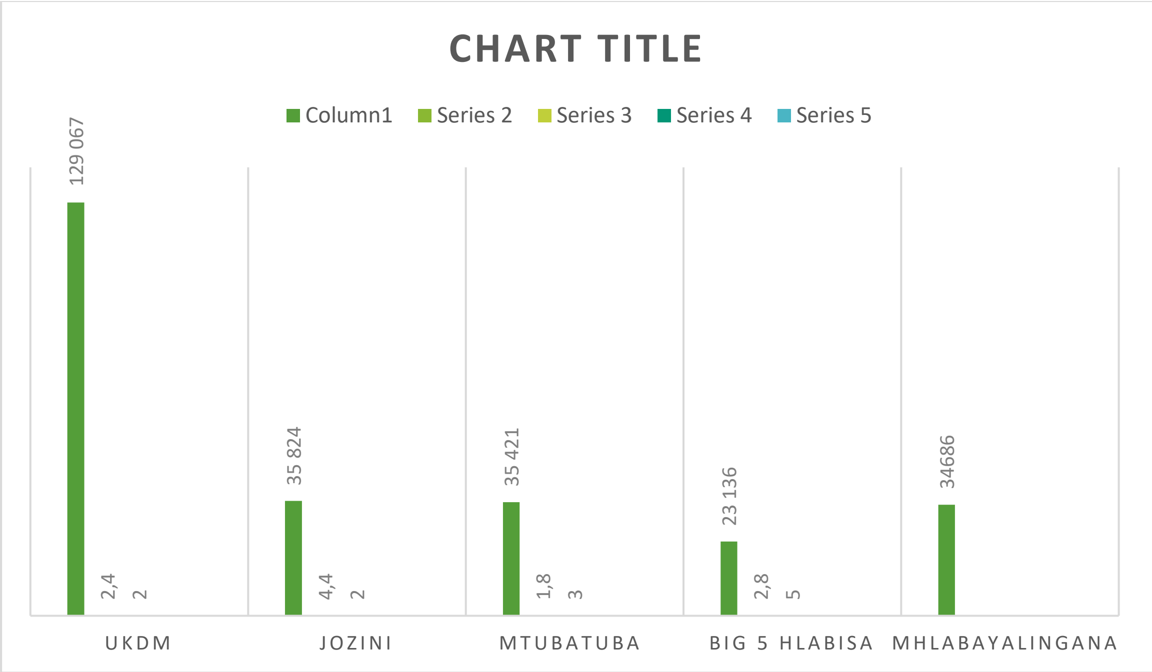
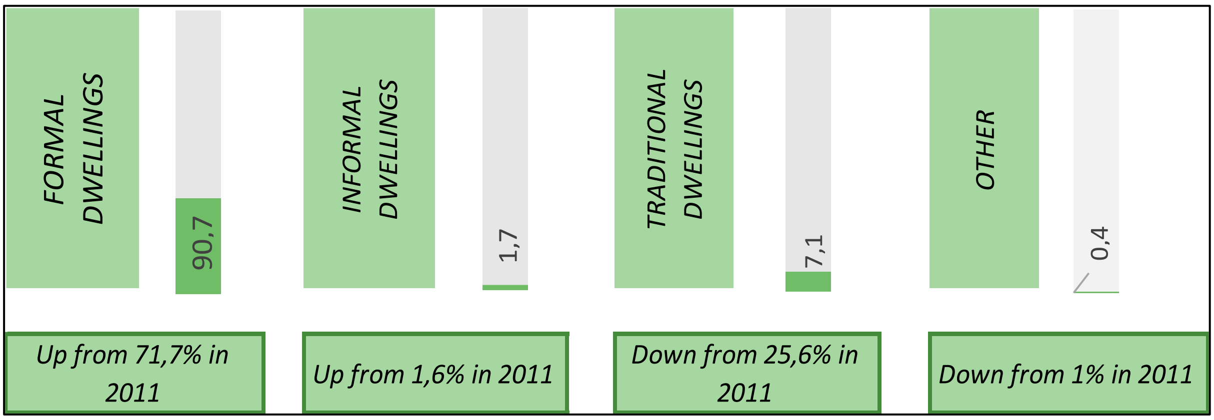


Figure: 11 Distribution of Average household size by household', Source Census 2022 Stats.



Source Census 2022 Stats

3.2.2. Female headed households

The numbers of female headed households at Big 5 Hlabisa were 1798 in 1996, 3077 in 2001 and further increased to 4149 in 2011 .In 2016 increase to 5600.The increase can be attributed to a number of factors ranging from HIV/AIDS epidemic to rural urban, migration due to factors linked to the economic factor of the municipality which includes limited employment opportunities, better access to basic services in major urban centers and general decline in quality of life .It is evident that the there is a challenge at Big 5 Hlabisa in this regard. The development interventions must therefore be put in place to deal with the following:

- economic issues that might lead to migration.
- issues that will further impact negatively on human and community development
- Job creation

Municipality	No. of households headed by women			% of female headed households		
	1996	**2001**	**2011**	**1996**	**2001**	**2011**
DC 27: Umkhanyakude	33876	51 785	69101	46,6	51,0	53,9
KZ 271: Umhlabuyalingana	9215	13 597	18 250	47,3	51,7	53,9
KZ 272: Jozini	8655	17190	20 865	39,2	51,2	53,7
KZ 273: The Big 5 Hlabisa	6642	9294	11566	46,9	49,5	51,9
KZ 275: Mtubatuba	9363	11796	18420	50,0	47,2	52,8

Table 21: Distribution of female headed households Source: **Census 1996**, **2001** and **2011 Stats**.

3.2.3. Child Headed households

The numbers of child headed households at Hluhluwe were 84 in 1996 and 188 in Hlabisa, the number increased to 113 in 2001 at Hluhluwe and to 171 in Hlabisa and 116 in 2011 at Hluhluwe while increased to 181 in Hlabisa. It is obvious that there is a negative trend with regards to child headed households and this increase is worrying factor. There could be several factors contributing ranging from orphaned household due to HIV/AIDS

The unemployment rate increased from 27, 1% in 1996 to 47, 1% in 2001. It shows that 2001 was a challenging period as majority of the economically active population was not employed in 2001. This has however improved in 2011. The percentage of unemployed people decreased from 47, 1 in 2001 to 26, and 5 in 2011.

MUNICIPALITY	No. of households headed by children (0-17 yrs.)			% of households headed by children(0-17yrs)		
	1996	**2001**	**2011**	**1996**	**2001**	**2011**
DC 27: Umkhanyakude	1349	1268	2032	1,8	1,1,	
KZ 271: Umhlabuyalingana	366	374	466	1,9	1,4	
KZ 272: Jozini	388	454	692	1,7	1,8	
KZ 276: Big 5 Hlabisa	**272**	**284**	**297**	**2,1**	**1,5**	
KZ 275: Mtubatuba	324	187	576	1,7	1,7	

Table 22 child headed households by municipality Census 1996, 2001 and 2022 Stats SA

Age - 5-year age groups by Sex for Person Weight, KZN276: Big 5 Hlabisa Municipality		
	Male	**Female**
00-04	8637	8600
05-09	7514	7573
10-14	7187	7434
15-19	7594	6848
20-24	5765	6439
25-29	5228	5279
30-34	3310	3935
35-39	1876	2395
40-44	1447	2669
45-49	1177	2277
50-54	1311	1881
55-59	1119	1862
60-64	1012	1407

65-69	572	1000
70-74	430	1077
75-79	214	573
80-84	178	331
85+	83	386
Grand Total	54655	61967

Table 22 child headed households by municipality # Source Census 1996, 2001 and 2022, Stats SA

The Percentage of population aged 20 and above in KZN province with no education in 2001 was 10.8% and has increased to 21.9% in 2011. At a district level the percentage was 25.0 in 2001 and increased to 46.3 1n 2011. The rate at which the percentage has increased between 2001 and 2011 is a worrying factor and therefore requires attention.

3.2.4. Income Status

The average household's income is depicted in the table below. Among all local municipalities within uMkhanyakude family, Hluhluwe has an average household income much higher than the rest of other municipalities. The average household income for Big 5 Hlabisa Municipality is R 57 218 making it R 10 000 higher that other municipalities within the family except Mtubatuba Municipality which as is approximately R 2000.00 less than Hluhluwe Community.

Majority of the population lives in household that falls into R 9601 and R 19 600, while second largest proportion of the households earn between R 4801 – R 9600, furthermore it is noted that ward 4(Nibela) has the largest number of households as compared to other wards but ward 03 is the ward with the highest income level as compared to the rest of the other wards. This can be attributed to several factors ranging from the fact Hluhluwe is the main service center with major shopping and farm areas contributing to employment opportunities in the area and with also population with much higher level of education.

Municipality	**Average household income**	
	2001	2022
DC27: Umkhanyakude	19 173	47 201
KZN271: Umhlabuyalingana	16 122	36 164
KZN272: Jozini	16 418	47 018

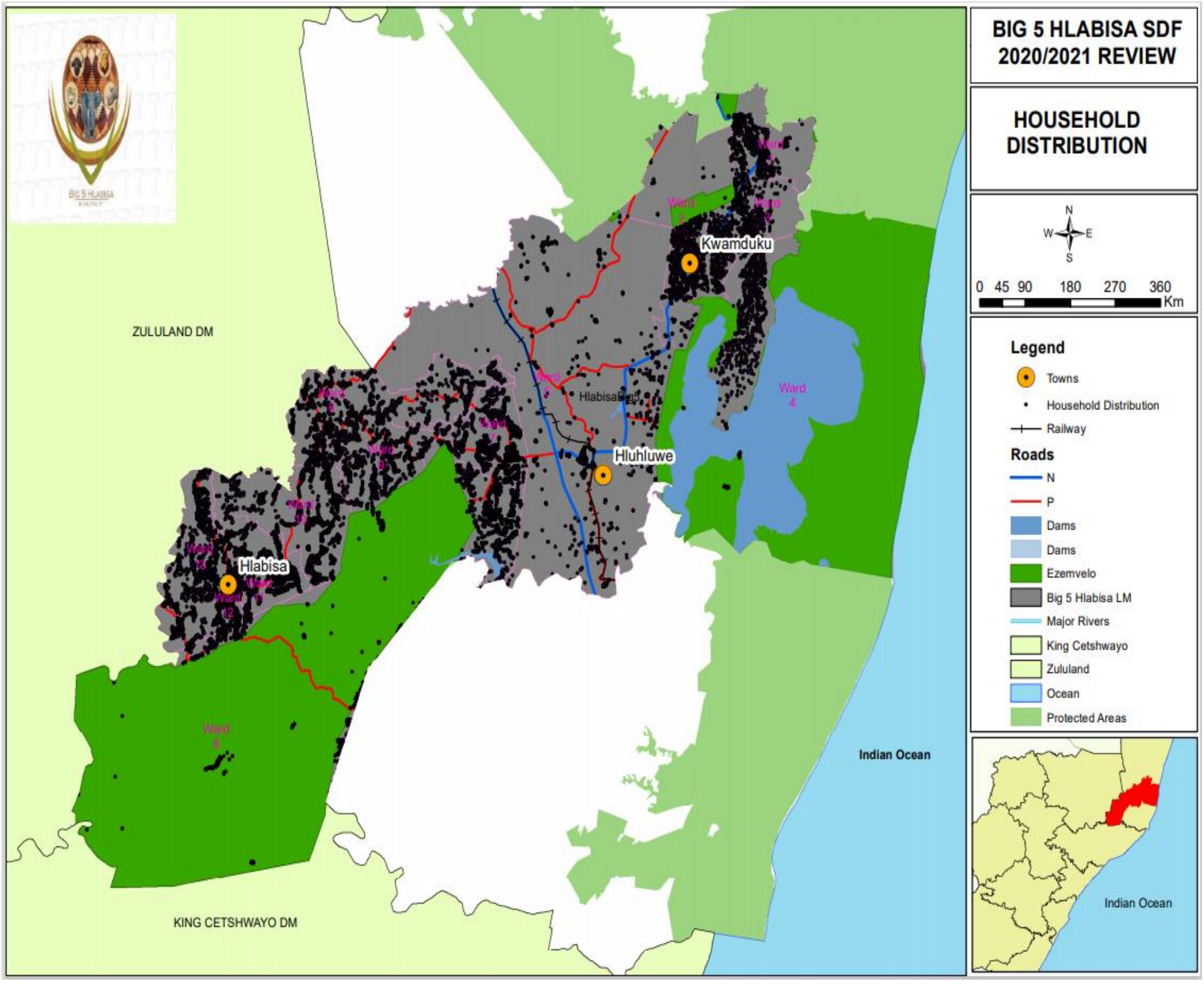
KZN276 Big 5 Hlabisa	36 275	104 481
KZN275: Mtubatuba	27 284	55 920

Table 23: Distribution of average household income by uMkhanyakude district family, Source Census 2001 & 2022

3.3. POPULATION DENSITY

The relatively low population density of 41 ppl /km² of Big 5 Hlabisa is to be expected. This reflects:

- Only one significant urban settlement (Hluhluwe town, including Phumlani);
- A large proportion of commercial agriculture in the municipal area.
- A significant number of game lodges and Game Farms in the municipal area.
- Significantly populated but scattered rural homesteads spread across large areas.
- The Makhasa (Ward 2) is far more densely populated than the other two traditional areas, despite having a very similar sized population.
- The Nibela peninsula is less densely populated than Makhasa but more densely populated than Mnqobokazi, which is the least densely populated of the rural wards but also the largest in size.
- Aside from the settlement at Hluhluwe town, the rest of Ward 3 is very sparsely populated (14.1 ppl/km²). This ward accommodates all the commercial agriculture and game lodge activity that occurs in Big 5 Hlabisa Municipality.



Density has a strong cost implication for service provision. The known low densities of the tribal areas (Wards 1, 2 and 4) already pose development challenges. Although other factors undoubtedly need to be considered, the densities listed below imply that Mnqobokazi would be the most difficult to service, followed by Nibela and that Makhasa would be the least difficult or costly of the three. Wards densities in terms of number of people per km² are expressed below:

3.4. POPULATION BY EDUCATION LEVEL

Most of the Youth population at Big 5 Hlabisa Municipality, more than 50 % (i.e. 34% primary schooling and 24% attending schooling) are school-going kids. This is an indication of youthfulness of the population of Big 5 Hlabisa. Based on the above figure, 16% of the total population has no schooling. A trend like other local municipalities within the district indicates a decrease in number of students acquiring post grade twelve qualification, which implies that several students get lost along the system.

District and Local municipality	Municipal sub-category	2011							
		Total population			Youth (15-34 years)			Youth proportion	Persons aged 20 years+ who have completed grade 12
		Male	Female	Total	Male	Female	Total		
527 DC27: UMkhanyakude	**C2**	**288 646**	**337 200**	**625 846**	**103 612**	**122 797**	**226 409**	**36.2**	**87 940**
582 KZN271: Umhlabuyalingana	B4	71 769	84 967	156 736	24 914	29 962	54 876	35.0	19 499
583 KZN272: Jozini	B4	86 116	100 386	186 502	30 963	37 227	68 190	36.6	25 440
584 KZN276: Big 5 Hlabisa	**B3**	**49447**	**57736**	**107183**	**17937**	**20696**	**38 633**	**36.0**	**14529**
586 KZN275: Mtubatuba	B3	81 314	94 111	175 425	29 798	34 912	64 711	36.9	28 471

Majority of the Youth population at Big 5 Hlabisa Municipality: Source census 2011- 2022 Stats SA

3.5. EMPLOYMENT STATUS

Almost half of the total population is not economically active. A trend consistent in the district indicates that a bulk of those unemployed and not economically active comprises of youth.

Name	Total	Discouraged work-seeker	Employed	Not applicable	Other not economically active	Unemployed
Big Five Hlabisa	107146	6914	10710	47975	33635	7912
Umkhanyakude	625847	39399	58924	279981	203439	44104

KwaZulu-Natal	10267302	488538	2041581	3787571	2943203	1006409
South Africa	51770560	1835092	13180077	17866080	13295256	5594055

The figure below indicated employment status district wide.

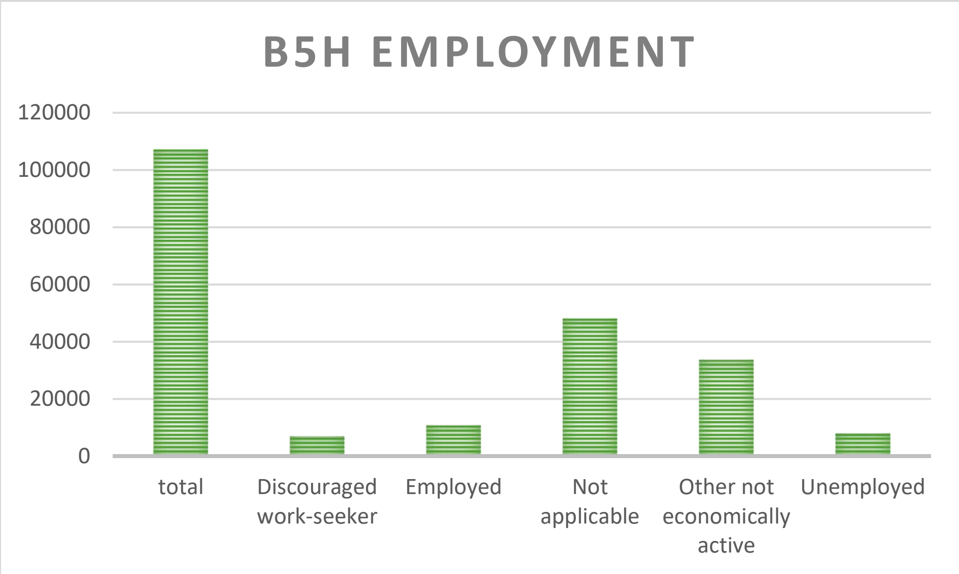


Figure 13 Distribution of population by employment status, Source Census 2022,

3.6. HOUSEHOLD SERVICES

3.6.1. DISTRIBUTION OF HOUSEHOLDS USING ELECTRICITY FOR LIGHTING, HEATING AND COOKING

The number of households using electricity in 1996 in KZN was 61, 7 in 2001 and increased to 779 in 2011. At a district level, the uMkhanyakude figures were 29, 4 in 2001 and increased to 38, 4 in 2011 in Big 5 Hlabisa Municipality. The distribution is further depicted in table as follows for Big 5 Hlabisa and the whole family of uMkhanyakude.

Municipality	Electricity			
	In-house (Conventional/Prepaid meter)	Connected to other source (household pays/don't pay for)	Solar home system	No access to electricity
DC27: UMkhanyakude	75 364	5 536	3 596	62 887

KZN271: Umhlabuyalingana	6 177	1 153	1 069	30 250
KZN272: Jozini	17 306	1 255	1 483	22 734
KZN275: Mtubatuba	34 495	1 334	309	4 712
KZN276: Big 5Hlabisa	17 387	1 795	735	5 192

Table 09 households using electricity for lighting, heating and cooking Source Census 2022*Stats SA

3.6 1.1 Main Source of energy for lighting

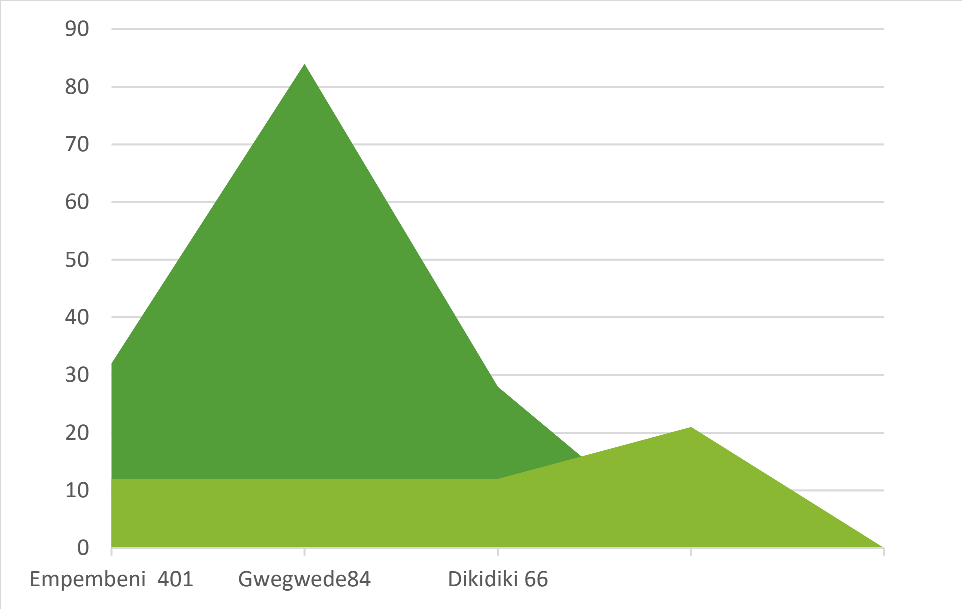
Main source of energy for lighting	
for Household weight, KZN276: Big 5 Hlabisa	
None	224
Electricity from mains	17697
Other source of electricity (e.g. generator; etc.)	120
Gas	12
Paraffin	61
Candles	6264
Solar	850
Other	26
Unspecified	-
Grand Total	25255

Main source of energy for lighting for household weight Big 5 Hlabisa source Census 2016.

3.6.2 Siyabakhanyisela electrification projects

Project name	No of Households
Empembeni	401
Gwegwede	84
Dikidiki	66

Source Big 5 Hlabisa Indigent Data 2023/2024



Source Big 5 Hlabisa Indigent Data 2022/2023

3.6.3. Households with access to refuse removal

Majority of the household use their own disposal site for refuse. In 1996,2422 households used their own refuse dump and in 2001, the number increased 3868 and out 7998 in 2011 households 5092 utilize their own refuse. The number of households with access to refuse removal by the municipality has been increasing as follows, in 1996,165 households had access, and in 2001 the number increased to 1062 and further increased to 111972 in 2011. The trend is depicted in the table below.

	Removed by local authority/private company at least once a week	Removed by local authority/ private company less often	Communal refuse dump	Own refuse dump	No rubbish disposal	Other	Unspecified	Not Applicable	Total
The Big 5 Hlabisa Municipality	1473	499	196	4896	795	140	-	-	7998
Ward 1	91	12	6	1713	26	11	-	-	1859
Ward 2	99	10	43	1017	221	38	-	-	1428
Ward 5	1234	472	139	939	129	59	-	-	2972
Ward 4	48	5	8	1227	419	32	-	-	1740

Table 29: Households with access to refuse removal Census 2011

Municipality	Refuse removal					
	Removed (at least once a week)	Removed (less often than once a week)	Communal refuse dump	Communal container/ central collection point	Own refuse dump	Dump or leave rubbish anywhere (no rubbish disposal)	Other
DC27: UMkhanyakude	6 023	1 420	2 548	1 448	121 863	13 184	4 760
KZN271: Umhlabuyalingana	140	117	800	66	33 246	4 240	1 004
KZN272: Jozini	2 224	669	692	91	33 081	5 535	2 292
KZN275: Mtubatuba	3 266	364	478	302	36 343	951	88
KZN276: Big 5 Hlabisa	393	269	578	989	19 193	2 458	1 376

Table 29: Households with access to refuse removal Census 2022

3.6.3. DISTRIBUTION OF HOUSEHOLD BY TYPE OF TOILET FACILITY

Flush or chemical toilet

The Number of households with access to flush or chemical toilet facility in the municipal area are depicted in the table below as 399 in 1996, 1737 in 2001 and 3118 in 2011.

Pit latrine!

In 1996, 348 households have access to pit latrine, the figure increased to 886 in 2001 and further to 3629 in 2011.

Bucket latrine.

The census information indicates that in 1996, 15 households were using bucket latrine, in 2001 the number increased to 45 and further to 74 in 2011. Though these figures are reported but the municipality confirms no bucket system in the area.

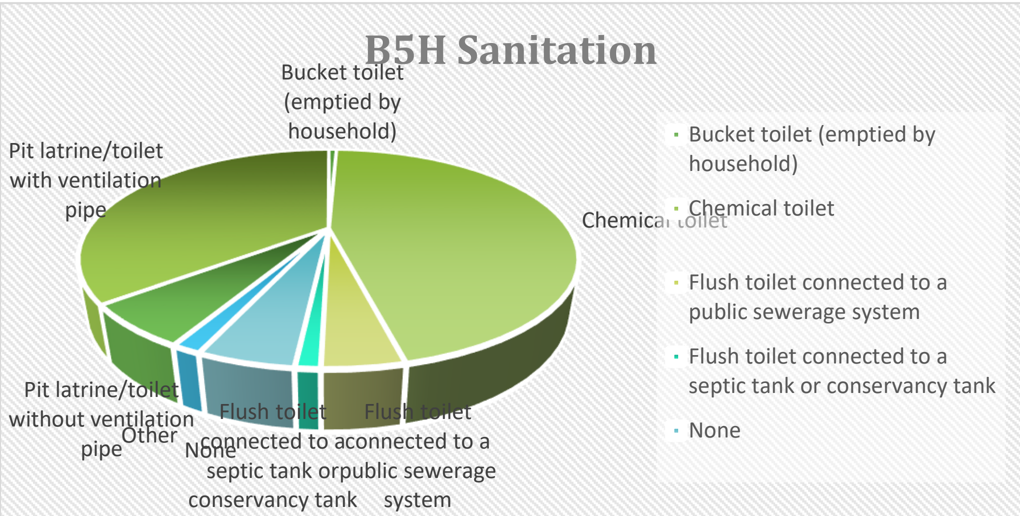


Figure 16: Distribution of household by type of toilet facility, Source: Census 2022 Stats SA

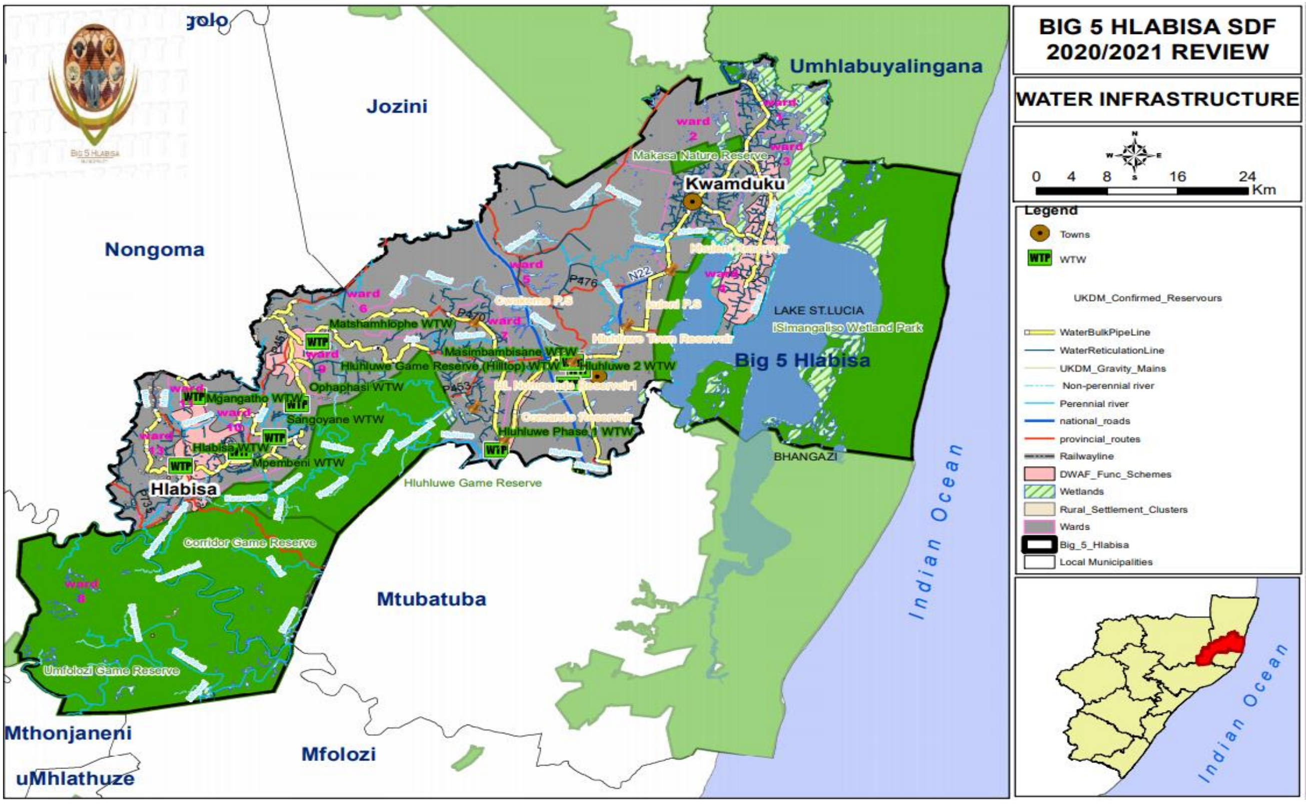
	Bucket toilet (emptied by household)	Chemical toilet	Flush toilet connected to a public sewerage system	Flush toilet connected to a septic tank or conservancy tank	None	Other	Pit latrine/toilet without ventilation pipe	Pitlatrine/toile ventilation pip
Kz276	764	53160	4835	1458	5729	1778	7151	41748
DC27	6261	161791	27604	9230	67943	22089	121895	265243

3.6.4. Households with access to piped water

The number of households with access in 1996 was 11996, 2001 and 2011. The table below shows households with access to piped water between the ages of 14 years from 1996, 2001 and 2011. The number of households with access to piped water inside the dwelling at uMkhanyakude is very low as compared to the rest of the districts and is depicted in the table below.

Water Source	Population
Borehole in Yard	880
Borehole Outside Yard	12183
River	41825
Neighbours Tap	2408
Other	546
Piped Water Inside Dwelling House	7094
Piped Water inside Yard	16221
Piped Water on Communal Stand	5306
Public Communal Tap	2268
Rain-Water Tank inside Yard	6928
Spring	2123
Water Carrier/Tanker	18635
Well	203
Total	116 620

Table 30: Distribution of Households with access to piped water 1996, 2001, 2016 and 2022(STATS).

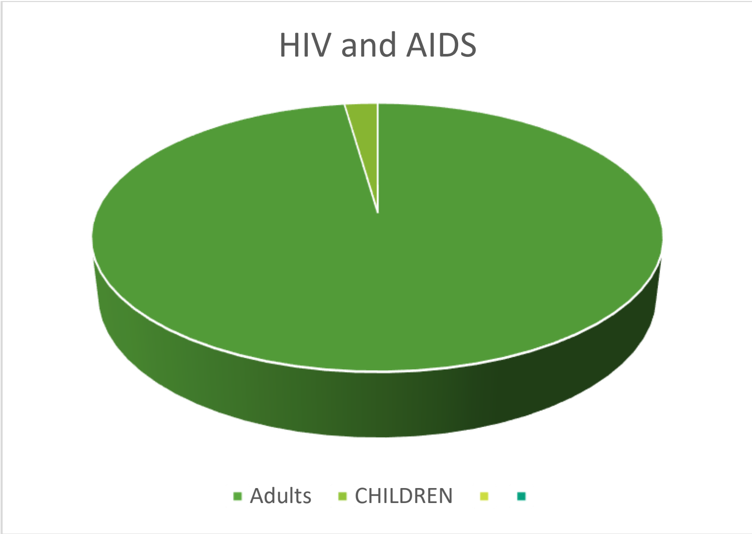


3.7 HIV AND AIDS STATUS AT BIG 5 HLABISA LOCAL MUNICIPALITY

The prevalence rate of HIV in Big 5 Hlabisa local Municipality could be estimated at 25 percent of the total population. Some of the impacts of the disease in Hluhluwe and Hlabisa community are the increasing in life expectation and growth in the dependency ratio and the number of High teenage pregnancy as well as the slowing down of the population growth rate (increasing mortality and morbidity). Developmental influences include a loss in social skills and changes in the distribution of income. An effect is an amplified demand for healthcare facilities and a reduction in school entrants. The impact of HIV/AIDS on municipalities is likely to be present in all aspects of the municipality’s functions.

January – March 2023

Adults	Under 15
Adults remaining on ART 9811	Under 15 remaining on ART 227


HIV and AIDS
Adults
CHILDREN

SPATIAL AND ENVIRONMENTAL ANALYSIS

A. SPATIAL ANALYSIS

The KwaZulu-Natal is one of the nine (9) provinces of South Africa which lies on the Northeast Coast of the country, and it is the third smallest in size with total area of 94,361 km^2 inhabited by a total population of 10,456,900 people making it the second most inhabited after Gauteng Province.

UMkhanyakude is one of the ten districts in KZN and has total number of 625 846 people from its four local municipalities as follows:

- uMhlabuyalingana Local Municipality
- Jozini Local Municipality
- Big 5 -Hlabisa Local Municipality
- Mtubatuba Local Municipality

Jozini Municipality has the largest population amongst a total number of 128, 195 households in uMkhanyakude family of municipalities. The Big 5-Hlabisa Local Municipality is bordered by 3 Municipalities in the UMkhanyakude District, namely Mtubatuba (KZ275) in the South, Jozini (KZ272) to the North- West and uMhlabuyalingana Municipality to the North-East.

The main road linkages in the district are the N2 which is major route which links Hluhluwe with Richards Bay and Pongola and the R22, also known as the Lobamba Spatial Development (LSDI) Initiative, which links Hluhluwe to the Mozambique Border and the R618 linking the southwestern part of the municipality to the Zululand district. These roads have also been identified as Major Corridors within the uMkhanyakude District.

B. ADMINISTRATIVE ENTITIES

In terms of the Municipal Systems Act 32 of 2000 and the Municipal Structures Act, The Big 5-Hlabisa local Municipality has two satellite offices located within the town of Hluhluwe (Northeastern) and Hlabisa (Southwestern). Both these offices are responsible for the political and administrative function assigned to it in terms of the powers and functions. However strong Traditional Authority areas exist within wards and is administered by the Ingonyama Trust board as far as tenure is concerned.

C. Structuring Elements

The municipality as a product of an amalgamation process stretches over a wider spectrum of land and thus presents a challenge for spatial representation of the municipal jurisdiction. To this IDP, the two ‘former municipal areas will be discussed inter-changeably to allow for a true reflection of the status quo. Hence the municipality will be referred to using its spatial location in relation to the new municipality.

Hluhluwe area being referred to as the north-eastern part of the municipality and Hlabisa area being referred to as the South-Western part of the municipality. The North-eastern part of the municipality can be divided into four distinct portions, namely: Urban areas of Hluhluwe and Phumlani, private game farms and conservation areas, the three Traditional Authority areas and the commercial farmland. The South-western wing of the municipality is generally characterized by traditional rural settlements under different traditional Authorities with Hlabisa town being the center for services and private game reserves which play a vital role in the tourism sector of the municipality.

The population settlement density is generally below 150 people per km^2. A higher population density is found in Ward 1 (Makhasa Traditional Authority area). Higher densities are also found at the rural nodal areas. Specific location/spatial characteristics are evident that have shaped the spatial development of the Big 5-Hlabisa Municipality. These include:

- **Accessibility**

  The N2 is the main link between Durban, the KZN North Coast, Gauteng, and Mpumalanga. It traverses the area on the west. The LSDI road to Mbazwana and Manguzi is the main access to the eastern portion of the municipality. Sandy soil conditions in Hluhluwe area particularly ward 04(Nibela) complicate access and many roads are not accessible during the rainy season.

- **Urban Edge**

  The delineation of an Urban Edge is crucial in achieving development principles as entrenched in the chapter 2 of the Spatial Planning Land Use Management Act, 16 of 2013. A proper enforcement of urban edge would help address the urban sprawl, the intensification of development and the integration of urban areas. The Urban Edge defines the zone within which the municipality will in future attempt to upgrade levels of development and infrastructure based on the availability of resources in the municipality.

The function of the Urban Edge is to:

- Contain urban spraw
- Protect significant environments and resources.
- Re-orientate growth expectations.
- Density built environments.
- Restructure growth patterns.
- Rationalize service delivery area.

The Urban Edge comprises the existing urban components of Hluhluwe and Hlabisa and their immediate surroundings. The main aim of the urban edge is to attain effective and efficient functionality of the town. This will be achieved by concentrating on areas that have potential for infill in relation to the existing settlements to achieve growth.

Hluhluwe urban edge is proposed to concentrate development within the mobility routes such as N2 and R22.

D. Existing Nodes & Corridors

The following nodal hierarchy is proposed to be implemented in the Big 5 Hlabisa Municipality. The nodes and their functions are mentioned here whilst the proposed spatial development of the nodes is discussed as part of future land Uses.

E. Primary Development Nodes

The study also identified the following complex consisting of the following areas as the primary development nodes in the municipality:

Table 4: Primary nodal development

Node	Nodal Development
Hluhluwe	The town of Hluhluwe remains the major development area (from an urban perspective) in

	the municipal area. The town is at the gateway to the LSDI road, close of the N2 and an existing service Centre to the commercial farming community. The town provides its catchment with a wider variety of social and administrative services as well as community facilities than the other urban nodes in the municipality.From a spatial development perspective, development in and around the town of Hluhluwe should focus on infill and density, thereby ensuring the maximum use of infrastructure and services.It is also important that critical maintenance to the town's infrastructure is done to ensure it maintains its important development role.
Hlabisa	The main economic centre in the area.With a densely populated residential area on the southern and southern east parts of the Municipality. The following interventions/developments are envisaged within this node: ❖ Low Intensity Industrial development based on local manufacturing skills as proposed in the LED Strategy. ❖ Commercial Development. ❖ Decentralization points for local administration of provincial and local government services; ❖ Higher order social and commercial services. ❖ Integration with major urban centers ❖ Housing development

SECONDARY DEVELOPMENT NODES/SERVICES CENTRE'S

The following areas were identified as secondary development nodes, based on the presence of large population densities, and services delivered via the present of government departments. These localities have existing social infrastructure that consist of primarily of education facilities or clinics, which are unfortunately not always linked to the Traditional Courts in the area.

TABLE 5: SECONDARY NODAL DEVELOPMENT

Node	Nodal Development
Mpembeni	Mpembeni serves a large (but dispersed) community to the east of Hlabisa Town. This Node houses the Mpembeni Traditional Court situated there and therefore this node serves as the Seat of the Mpembeni Area. Subsequently this is a central and well-placed area for the provision and distribution of social infrastructure to the Mpembeni Community.
Ezibayeni	Ezibayeni is the largest of the two nodes serving the eastern part of the Hlabisa Municipality. This note also houses the Traditional Office of the Mdletshe Traditional Council and is centrally situated to disseminate social services to the surrounding.
Makhasa	The Makhasa Rural Node is the major economic(from a commercial and value adding perspective) and social node in the rural areas of the municipality.it is classified as such given its locally on the LSDI road and the fact that access to both the Nibela Peninsula and the Phinda Game Reserve is gained from it.there are already a number of developments in the node with a major sport stadium completed.There is also an increasing pressure for further development of the

	node as its economic and social node is recognized by the community and investors alike.As such ,it is imperative that a framework for the development of the Makhasa Node be prepared in the short-term to ensure the orderly(and sustainable) development of the node.

III. Tertiary Development Nodes

Tertiary nodes are the second lowest order nodes which may develop a nucleus and emerge into higher order nodes over time. A range of services for local communities could be concentrated within these nodes in a sustainable way. In identifying suitable/optimal locations. These include, amongst other factors:

- Density and distribution of population to be served.
- Level of existing economic activity
- Proximity of transport routes and modes of transport
- Topography of locality
- Land Tenure arrangements.
- Level of service infrastructure
- The following nodes were identified as tertiary nodes:
- Ngebeza
- Nhlwathi
- Mthekwini
- Mganwini
- Rural Settlement Clusters

Rural Clusters are the lowest order nodes found within Big 5 Hlabisa Municipality. High level services cannot be provided cost-effectively within these areas and initiatives will be aimed at basic service delivery.

Table 6: Tertiary nodal development

Node	Nodal Development

Mnqobokazi	The Mnqobokazi Rural Node is the minor economic (commercial and value adding) and social node in the municipality.***It has similar characteristics to the Makhasa Node but does not have the same development pressure and extent***. It is also located along the LSDI road but is not at such an important intersection of the Makhasa Node. While the development of a framework for the node is also important it should follow the Makhasa node framework. As with the Makhasa Node, the node has a large catchment community that relies on the social services accessible at the node
Nibela	With regards to the nodal development of Nibela it is important to recognize that, ***although many people live in the area, the area is more isolated (in terms of access)*** **than the economic** and social nodes. However, the area **has *significant tourism development potential***. As such, the ***Nibela node is classified as a social and tourism node.*** The node has a definite role to provide social services to the community while it is likely that only limited economic activity would be sustainable in the node given its location. At present, a process is underway to investigate and propose delineation for the node along with land use management guidelines.

The SDF for the municipality, as a forward planning document, is informed by several current trends as well as the municipal strategic focus areas. The strategic focus areas of the municipality that have an impact that can be affected and presented spatially are depicted hereunder:

- To create an enabling environment for effective service delivery
- To actively pursue social and economic development
- To maintain a strong environmental focus.

The SDF for Big 5 Hlabisa is based on land use and natural features (as well as existing community facilities), the transportation network and nodes, i.e. areas of development or investment. Future development proposals around these are informed by the strategic focus areas listed above.

Land uses and natural features in and adjoining the municipal area that are significant from a spatial development perspective are the Greater St Lucia Wetland Park, Private Game Reserves. The population density map shows that the areas listed above have very low population densities as well. The distribution of community facilities namely schools and clinics) clearly follows the areas of highest population density and is not located in these areas of environmental significance. From a spatial development perspective these areas are protected by way of an Interface Area that buffers the areas of environmental significance from extensive development intrusion. Rather, limited agriculture and Eco-tourism is suggested to be undertaken in these interface areas.

Regarding the Transportation Network, the SDF does not indicate corridors but rather transport routes with a distinction between the types of transport network. Thus, there is caution not to identify corridors that may be perceived to be promoting ribbon development. The following type of transport routes are identified in the SDF.

- The N2 and the LSDI Road are national roads. They present the municipal area with development potential in that, they provide access to areas with development potential by way of other non-national roads that intersect with them. Access of these roads is not readily attained /permissible. The N2 (and the LSDI road to a smaller degree) carries larger volumes of traffic than the other roads through the municipal area at higher traveling speeds. As such, the N2 and the LSDI are classified in terms of the SDF as Main Transport Routes. Importantly, these routes have limitations on the distance (not only access) of development from them by way of road building lines. These must be abided by for safety purposes and the fact that the infrastructure services are in the road reserve of the LSDI road.

There are several Tourism Routes identified in the SDF as well.

- The first one is the P466. It primarily provides access to the various private game reserves located in the northern portion of the municipal area between the N2 and the LSDI road. This area described above is referred to as a “Management Area” in the draft rural LUMS. A variety of tourism and recreational related activities take place in this area that need to be managed in terms of the appropriate legislation.

- The R22 route is a gateway route for Hluhluwe and a tourism corridor.

- The second one is the route from Hluhluwe in a westerly direction, across the N2, towards the northern entrance of the Hluhluwe Umfolozi Game Reserve is proposed as a tourism route in the SDF. A portion of this route is the entrance into Hluhluwe town from the N2.

- The circular route that provides access to the False Bay and numerous private resorts to the west of Lake St Lucia is also a very important tourism route in the SDF.

- A further route that is a tourism route is the route that provides access from Makhasa to Nibela (in the southeast direction) and towards Mnqobokazi in the north. It is the proximity of the area that is served by this route to Lake St Lucia and the Greater St Lucia Wetland Park that has contributed to is proposed tourism route status. The area referred to has inherent tourism potential.

- Access to the various private game reserves is also gained from Makhasa in a westerly direction as shown on the SDF map as well.

i. Roads and Corridors

Regarding the Transportation Network the SDF does not indicate corridors but rather transport routes with a distinction between the types of transport network. Thus, there is caution not to identify corridors that may be perceived to be promoting ribbon development. The following type of transport routes are identified in the SDF.

The N2 and the LSDI Road are national roads. They present the municipal area with development potential in that they provide access to areas with development potential by way of other non-national roads that intersect with them. Access off these roads is not readily attained /permissible. The N2 (and the LSDI road to a smaller degree) carries larger volumes of traffic than the other roads through the municipal area at higher traveling speeds. As such, the N2 and the LSDI are classified in terms of the SDF as Main Transport Routes. Importantly, these routes have limitations on the distance (not only access) of development from them by way of road building lines. These must be abided by for safety purposes and the fact the infrastructure services are in the road reserve of the LSDI road.

There are several Tourism Routes identified in the SDF as well.

- The first one is the P466. It primarily provides access to the various private game reserves located in the northern portion of the municipal area between the N2 and the LSDI road. This area described above is referred to as a “Management Area” in the draft rural LUMS. A variety of tourism and recreational related activities take place in this area that need to be managed in terms of the appropriate legislation.

- The R22 route is a gateway route for Hluhluwe and a tourism corridor.
- Secondly, the route from Hluhluwe in a westerly direction, across the N2, towards the northern entrance of the Hluhluwe Umfolozi Game Reserve is proposed as a tourism route in the SDF. A portion of this route is the entrance into Hluhluwe town from the N2.

- The circular route that provides access to the False Bay and numerous private resorts to the west of Lake St Lucia is also a very important tourism route in the SDF.

- A further route that is a tourism route is the route that provides access from Makhasa to Nibela (in a south easterly direction) and towards Mnqobokazi in the north. It is the proximity of the area that is served by this route to Lake St Lucia and the Greater St Lucia Wetland Park that has contributed to is proposed tourism route status. The area referred to has inherent tourism potential.

- Access to the various private game reserves is also gained from Makhasa in a westerly direction as shown on the SDF map as well.

A draft Land Use Management Framework Plan that also serves as the Rural Town Planning Scheme for the municipality, has been prepared that proposes the following zones:

- Agriculture
- Education
- Medium Impact Mixed Use
- Management Area
- Traditional Settlement
- Existing and future movement corridors
- Existing Railways
- National Parks and Equivalent Reserves
- Communications Towers

The following comments should be noted:

- The extent of the Hluhluwe Town Planning Scheme area is indicated as a town planning scheme area and has its own zoning and land development controls.
- The Management Area is defined and has its own policy statements and recommended land management controls.

- In each of the three Traditional Authority Areas, the municipality has identified the need for rural housing development which is progress. Communities have been provided with access to housing and the current and future projects are underway. Department of Human Settlement is in the process of initiating rural housing projects. These projects will include the preparation of settlement plans that will, once completed, become formal zoning plans that form part of the Municipal LUMS.

The following descriptions for the rural zones referred to on the previous page are expanded upon hereunder out of the draft Land Use Management Framework Plan:

ZONE	DESCRIPTION
Agriculture	The primary purpose of this zone is to protect land agricultural land within the greater municipal area. The zone is to ensure that agricultural land is utilized in accordance with national legislation and regional policy guidelines related to sustainable development, agricultural production, and natural resources.
Existing Roads	This zone shows the major existing roads that have structured and affect land use patterns in Hluhluwe.
Existing Railway	Shows the existing railway and other structural features of the municipality.
Management Area	This zone is near the town of Hluhluwe and is located between the Mzinene River to the west and north and the Greater St Lucia Wetland Park (GSLWP), a World Heritage Site to the east. This area is designated as 'Mixed Use Tourism' in the IDP and has had numerous development inquiries and applications for residential and holiday accommodation. • The intention of this zone is firstly, to prevent urban sprawl, secondly to carefully assess the potential impact of any proposed development on this land adjoining the GSLWP, a World Heritage Site, and thirdly to try to ensure a range of tourist accommodation for all income groups. Assessing the economic potential of development in any area is difficult especially if those doing the assessing are carrying no commercial risk. For this reason, the controls have been designed to ensure that the

ZONE	DESCRIPTION
	environmental impact of proposed developments remains a priority in assessing proposals in this zone. • To avoid the creation of high land values that result from identifying nodes for development of agricultural land each development application must be subject to an environmental scoping report subject to a Record of Decision from the Department of Agriculture and Environmental Affairs before development can be approved. • The area has been intensively subdivided over the years and includes many subdivisions less than 10Ha in extent. The intention is to limit development in this area to low density developments that will provide accommodation and options for eco-tourism ventures but preserve the sense of place. • The agricultural suitability of land in this zone is rated as moderate and the vegetation of this bio-resource group in this area is sandy bush and palm veld with extensive farming (Bio-resource Program KZN). • It is also recommended that the high capital costs of developing tourist accommodation be investigated with a view to developing a government assisted loan policy to assist the development of tourist-oriented accommodation.
Medium Impact Mixed Use	This zone is to encourage the development of a central business district in the SERC's in Makhasa and Mnqobokazi and the Opportunity Node in Nibela. All development required in urban areas that serve the adjoining rural areas is encouraged to locate in these mixed-use areas so that in the future it will ultimately be possible for the authorities in the area to service them on a sustainable basis. • For the reasons outlined earlier discussions held with the Traditional Authorities, to develop acceptable methods of

ZONE	DESCRIPTION
	incorporating them into existing land management procedures and the proposed LUMS, were not successful. It is suggested that negotiations between the councilors and the Traditional Authorities be commenced as soon as possible. There is a need to establish a mutually agreed administrative mechanism in the short term to ensure that changing land use information from the Traditional Areas, whether authorized in terms of development legislation or not, is included in the land use information database of the municipality. • This mechanism could ensure that land use allocations and changes made in the Traditional Areas are passed on to the municipality. This would ensure that the actual ongoing land uses in these areas can be recorded the municipality's land use information database even though the formal legal processes for integrating land allocation procedures in the Traditional Areas have not yet been established. This information will be extremely valuable to all authorities involved in development and can only improve future land development decisions. It is not suggested that any laws be flouted by any authorities and applications of any uses requiring approval from government authorities must be made.
National Parks and Equivalent Reserves	This zone recognizes all existing Game Parks in the municipal area. The parks are all managed by competent public or private authorities and have controlled public access.
Education	The location of the existing schools throughout the rural areas of Big 5 Hlabisa are shown where the scale of the LUMFP permits.

ZONE	DESCRIPTION
Communication Towers	The position of telecommunication towers is indicated on the LUMFP.

Land Ownership Land Ownership within Big 5 Hlabisa are summarized as follows:

I. PRIVATELY OWNED

Majority of the land is privately owned, followed by state. There are quite a few farms in Hluhluwe (ward 05) and wards 01, 03, 02 and 04 are under Ingonyama Trust Board (ITB) posing a threat to the municipality as regulating development within such area becomes a challenge since the inception of Planning Development Act (PDA).

II. COMMERCIAL LAND

Land ownership is divided into Full tenure and some sectional title in the Hluhluwe town, Phumlani Township and the commercial farm and private conservation areas. These areas comprise of approximately 45% of the total land area under the administration of the Big 5 Hlabisa Municipality and offer the possibility of a larger variety of tenure options.

III. TRADITIONAL AUTHORITY LAND

The 6 Traditional Authority Areas in the rural wards are all under the Administration of the Ingonyama trust board and tenure options are limited to PTOs for residential developments on short- and long-term leases for all other types of development. The latter comprises approximately 55% of the land mass.

IV. LAND REFORM

Agriculture and tourism are the foundation of the municipal economy. However, most people in the municipality do not benefit from activity in these sectors and those who do are merely employees in these sectors. To achieve real economic transformation, the sensitive issues of land reform and specifically land redistribution will have to be addressed. There is a Land Restitution claim over farms in Ward 2 and 5.

V. LAND CLAIMS

A total of three claim areas in Hluhluwe have been identified. It is noted that all the three areas have been stated as settled areas by the Department of Rural Development and Land Reform (DRDLR). It is hoped that with the recently reviewed legislation will help in resolving some of the land claims. The table below specifies the land claims in detail as follows:

TABLE 7: LAND CLAIMS WITHIN BIG 5 HLABISA LM

Claim Name	Park Name	Property Description	Ha	Status	Settlement date	Land Transfer	Challenges	Action to be taken
False Bay	Isimangaliso Wetland Park(IWP)		2213	Settled	2007	No	- No Title Deed, - Un-surveyed state land. - Demand for approved grants as part of the settlement agreement	1. Procure Survey services. 2. Engage beneficiaries regarding new grants approach.
Makhasa	(IWP)	A portion of the Remainder of the farm Katema-Nedersetting No. 14250	3323	Settled	2007	No	1. No Title Deed, unsurvey state land. 2. Demand for approved grants as part of the settlement agreement	1. Procure Survey services. 2. Engage beneficiaries regarding new grants approach.

Mnqobokazi	(IWP)	Portion of Remainder of the farm Katema-Nedersetting No. 14250 Portion 23 of the farm Katema-Nedersetting No. 14250	9123	Settled	2007	No	1. No Title Deed, unsurvey state land. 2. Demand for approved grants as part of the settlement agreement	1. Procure Survey services. 2. Engage beneficiaries regarding new grants approach.

ii. Land Capability

The land Capability of an area is ultimately what informs a sustainable Spatial Development Framework and the following needs to be considered:

- Balance between urban and rural land development.
- Urban and rural areas should be developed in support of each other.
- The discouragement of urban sprawl by encouraging settlement on serviced land within existing nodes.
- The direction of new development towards logical infill areas.
- Rural settlements should be developed to an acceptable standard of services and infrastructure.
- Compact urban form is desirable.
- Development should integrate social, economic, institutional, and environmental aspects.
- Sensitive, vulnerable, highly dynamic, or stressed ecosystems require specific attention in management and planning procedures, especially where they are subject to significant human resource usage and development pressure.
- Development should be within limited resources (financial, institutional, and physical).
- Stimulate and reinforce cross boundary linkages, i.e. between the Municipality, conservation areas and the Greater St Lucia Wetland Park.
- A Spatial Development Framework (SDF) should indicate areas where strategic can be promoted.

b. ENVIRONMENTAL ANALYSIS

i. INTRODUCTION

The purpose of the environmental analysis is to ensure that municipal development strategies and projects take existing environmental problems and threats into consideration as well as environmental assets that require protection or controlled management.

While the principal duty of a municipality is to govern the affairs of that municipality in accordance with the Constitution and relevant legislation, especially the Structures Act and the Systems Act; the environmental right contained in the Bill of Rights imposes another important duty on municipalities. As such municipalities play a fundamental role in the protection of the environment. In fact, they are obliged to ensure that the environment is protected for present and future generations.

The National Environmental Management Act (Act 107 of 1998), or otherwise referred to as NEMA, together with The Environmental Conservation Act (Act 73 of 1989), promote Integrated Environmental Management (IEM) in South Africa to promote and support sustainable development.

The Big 5 Hlabisa municipality (KZ276) is one of the three coastal municipalities in uMkhanyakude District, and as such sharing its borders with the iSimangaliso Wetlands Park world heritage site. The municipality district is characterized by its game reserves, both private and state owned, marine protected areas and natural forests.

ii. BIOPHYSICAL ENVIRONMENT

The biophysical environment is regarded as the biotic and abiotic components of the natural environment, and their interrelationship with each other.

I. CLIMATE

The Big 5 Hlabisa falls within the humid subtropical region. A summary of the climatic conditions measured at the Hluhluwe - Glenpark [28°8'S, 32°17'E] weather station is as follows:

- Highest total rainfall = 190.0 mm - January 2011.
- Lowest total rainfall = 36.6 mm - January 2008.
- Highest temperature = 32 ºC - March 2011; and
- Minimum temperature = 10.3 ºC - June 2011.

II. HYDROLOGY

1. MAJOR WATERCOURSES AND WETLANDS

The Big 5 Hlabisa LM has a relatively flatter topography. There is a combination of perennial and non-perennial river systems. The municipality are rained by the Mzinene River, which flows into iSimangaliso Wetland Park to eventually drain into the Indian Ocean.The Hluhluwe River (a perennial system) drains eastward towards iSimangaliso Wetland Park.

There is also the Mfolozi River (forming the southern boundary of the municipal area) and the Nyalazi River (draining the central area), which also forms the eastern boundary of the area. The Nyalazi River drains northwards towards iSimangaliso Wetland Park. This municipal area is also rich in wetland habitat units, including floodplain and pan-type wetland habitat units.

2. ECOLOGICAL STATUS OF THE MAJOR RIVERS

Monitoring as part of the River Health Programme (RHP) within the UKDM is seemingly lacking as only relatively few monitoring points are routinely surveyed. This is partly due to inaccessibility and rurality of many of the watercourses, lack of personnel and resources to undertake regular monitoring or to expand on the monitoring schemes to incorporate more sites.

Of the eleven (11) monitoring sites within or associated with the uMkhanyakude District; three (3) are along the Mkuze River, Mzinene River, Hluhluwe River and 2 along the Mfolozi River. Indeed, it is reported that not enough data are available to produce either a technical report or a State of Rivers report on the ecological state of the rivers in the Usutu to Mhlathuze WMA (DWA, 2007). This would include the rivers within the Big 5 Hlabisa.

The Big 5 Hlabisa LM is regarded as a major source of fresh water in the region. In recent years, declining quantity of fresh water is observed in the rivers and streams of the municipality as is the case generally in the country. Catchment management objectives and agencies are inactive in the municipality. Given that South Africa is water stressed country, the water resources (including riparian zones, riverbanks, vegetation conservation etc.) within the municipality must be effectively managed. Studies show that the water demand within the Umfolozi catchment within which the Hlabisa LM falls by far exceeds the available supply.

Substantial reaches and catchments of many of the major rivers are incorporated within formally protected areas and therefore have a high conservation status. This has largely allowed for the major rivers to have retained overall ecological integrity and functionality. A major ecological driving force of the larger rivers is erosion within the catchment areas – especially within the catchments that support tribal lands utilized for livestock grazing and subsistence agriculture. Soil erosion within these areas is of major significance to the watercourses within the region, leading to sedimentation and consequential smothering of aquatic habitat.

Overburdened rivers deposit these silts and sediments within the estuaries and coastal lagoons, which impacts the estuarine ecological integrity by unnatural closure of the estuarine mouth into the ocean. This inhibits interaction of the rivers within the oceans, which impacts on biodiversity at the regional scale because of the lack of migration movement of aquatic biota.

Upper Mfolozi River catchment suffers from faecal and nutrient (Vryheid and nearby informal settlement areas) and the Black Mfolozi suffers elevated sulphate levels due to mining activities within the catchment areas (Mosai, 2004), but these seem to not pose a risk to the Mfolozi River within the Big 5 Hlabisa.The lower Mfolozi River is reportedly highly impacted through sugarcane farming that has largely transformed riparian zones and coastal swamplands. The PES of the lower

Mfolozi River should then also rather reflect a Class C PES (DWA, 2002). Water quality assessments (DWA, 2012) indicate that the Mfolozi River has a general increased sulphate, phosphate, and chloride content between the periods of 2006 to 2008. These water constituents are indicative of impacts emanating from the mining, agricultural and urban sectors.

TABLE 8: PES OF MAJOR RIVERS IN BIG 5 HLABISA LM

WMA	Major rivers	PES	River type
W31K	Mduna River	A	Non perennial
W32C	Mhlosinga River	A	Non perennial
W32C	Mzinene River	A	Non perennial
W32C	Ngweni River	A	Non perennial
W32C	Mzinene River	A	Non perennial
W32D	Wela River	B	Perennial
W32E	Nzimane River	B	Perennial
W23A	Mfolozi River	A	Perennial
W32G	Nyalazi River	B	Perennial
W31K	Mduna River	A	Non perennial

3. FACTORS DRIVING THE ECOLOGICAL INTEGRITY OF RIVERS AND WETLANDS

A) SOCIO-ECONOMIC FACTORS:

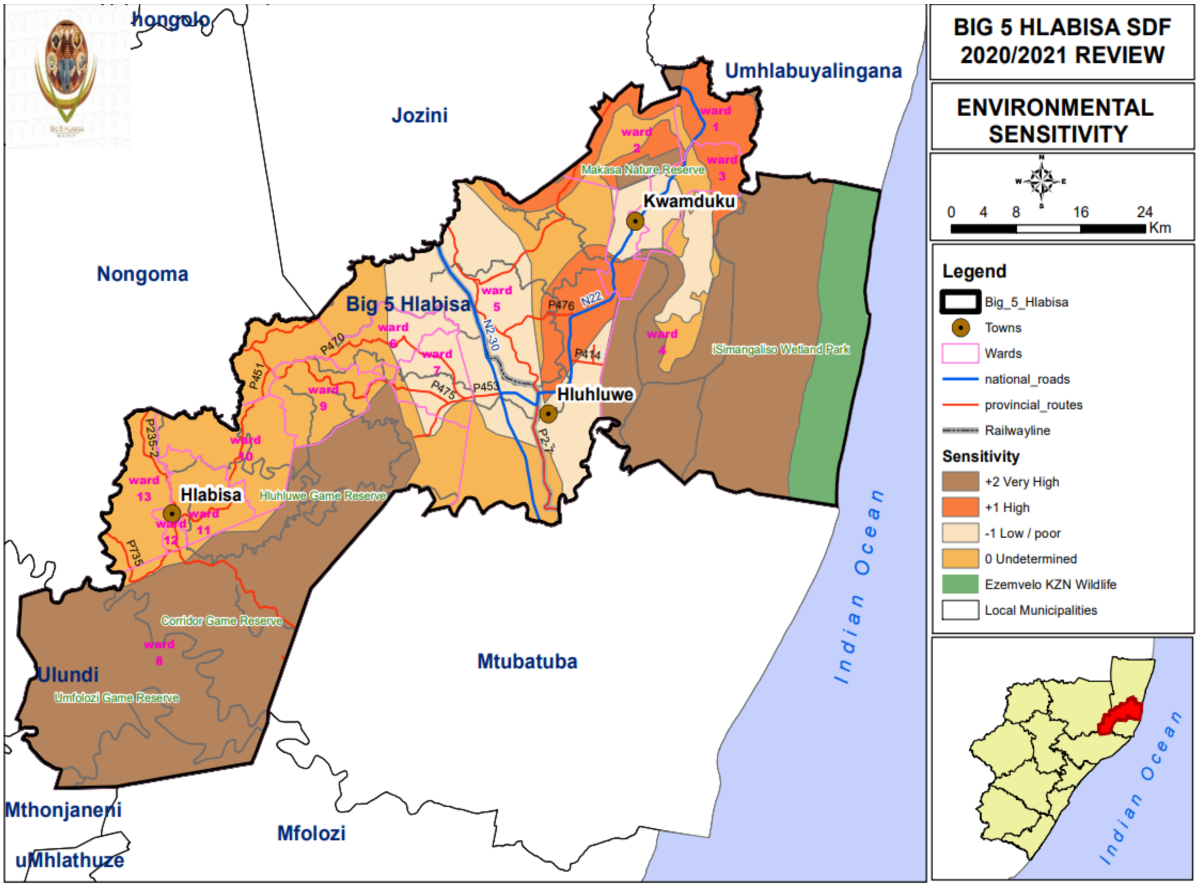
The natural resources most profoundly impacted are surface waters (for consumption, basic domestic use (washing, bathing, etc.), irrigation of subsistence crops, watering of subsistence livestock herds, etc.). Further to this, watercourses are also utilized for waste disposal (solid wastes, urban and domestic refuse) as well as water-borne waste disposal (sewerage and industrial effluents).

As the rural areas are transformed to a more urban setting, these impacts are exacerbated by the increase in population densities surrounding the water resources. Basic service delivery is very often inadequately provided (which is the case for most of the more populated areas within the UKDM) and therefore dependency on the water resources grows together with the impacts associated with high population densities. This is mostly through sewerage contamination of the watercourses. Coupled to the direct dependency on the surface waters as a resource, the catchment areas also suffer impacts through vegetation clearing for subsistence agriculture, grazing of livestock, and clearing of areas to make provision of housing.

These are impacts within the catchment areas that also have profound impacts on the surface waters as a resource as well as the ecological integrity of the surface waters as a habitat unit. The locality of the watercourses within the topographical profiles (the bottom of valleys, etc.) usually means that the watercourses receive the runoff from the entire catchment. The overall ecological health of an aquatic or wetland system can therefore reflect the overall health of the catchment area.

The uMkhanyakude District faces increasing levels of disaster risk. It is exposed to a wide range of natural hazards, including severe storms that can trigger widespread hardship and devastation. This could lead to flooding of storm water management systems, overflowing of sewerage disposal systems and flooding of waste disposal systems. Flooding and overtopping of these mechanisms will lead to dangerous effluents and leachates entering the aquatic and wetland habitats through storm water runoff.

FIGURE 5: DC 27 ENVIRONMENTAL SENSITIVITY MAP



iii. CLIMATE CHANGE

Climate change concern is not for Big 5 Hlabisa Municipality only, but it is a global.it is a national, pprovincial and local government concern. Development Intervention needs consider changes in climate. The development is sustainable if it considers issues of development without compromising future development of the area that will be realized if social, economic, and environmental issues inform development of the area. The SDF articulate the pattern that must be followed in developing the municipal space.

Climate change pose challenges, the municipality will develop alternative energy source which will further promote the use of alternative energy including renewable energy technologies furthermore the municipality will ensure the following: The uMkhanyakude District Municipality has a districtwide Climate Change Response Plan in place through funding by DFFE.
The Big 5 local municipalities do not have it plans, but is partly covered in the District CC Response Plan

- Ensures the municipality's preparedness to climate change risks.
- Develop Climate Change Strategy and implementation plan.
- Operated waste disposal site according to legal requirements.
- Control illegal dumping and eradicate dumping hotspots.
- Development of Integrated Waste Management Plan (IWMP).

The climate change further impacts on disaster management risk, and it has been realized that Big 5 Hlabisa experience the following disasters:

- Hydro-meteorological Hazards - Severe Storms (Lightning)
- Hydro-meteorological Hazards – Extremely Hot Temperatures
- Hydro-meteorological – Drought

In response to disaster management risks posed by Climate Change the municipality has developed a Disaster Management Plan which is currently at a draft stage.

Project that will be implemented during financial year 2023/2024 from DFFE.

- KZN Flood Mopping waste management project (60+120 beneficial
- Youth Environmental Co-ordinations (1 official per local municipality

IV INTEGRATED COASTAL MANAGEMENT

The whole of the eastern side of the UKDM from its northern border with Mozambique to its southern border lies within a protected area, the iSimangaliso Wetland Park. Technically therefore, the whole of the iSimangaliso Wetland Park is included in the Coastal Zone. This encompasses a significant portion of the terrestrial environment of the UKDM because the iSimangaliso Wetland Park encompasses considerably more land area than what is conventionally seen as estuarine and coastal environment. It should be noted that under UMkhanyakude DM the Integrated Coastal Management duties are performed by Isimangaliso Wetland Park. There is Coastal Access in the coastal zones of UKDM.

Interims of the Coastal Management Plan, the Isimangaliso has its own Integrated Management Plan dated 2022-2031. Interms of the bylaws the Isimangiliso Wetland Park use its own Internal Park Rules to enforce compliance around the wetland park/coastal areas. There is no Coastal Management Committee, but coastal management issues are discussed in the UMkhanyakude District Management Forum.

FIGURE 6: BIODIVERSITY SUMMARY OF FORMERLY BIG FIVE FALSE BAY LM

BIODIVERSITY SUMMARY FOR FORMERLY THE BIG FIVE FALSE BAY LM				
TRANSFORMATION	**TERRESTRIAL ECOSYSTEM**			
Areas remaining natural - 73723.8ha (69.5%)	**Biomes**		**Threatened Terrestrial Ecosystems**	
Areas where no natural habitats remain - 32362ha (30.5%)	Indian Ocean Coastal Belt	42892ha (40.43%)	*Critically Endangered (CR)*	
PROTECTED AREAS	Savanna	63188.5ha (59.57%)	N/A	
▪ iSimangaliso Wetland Park, Makhasa Nature Reserve ▪ Kosi Bay System	**Vegetation Types**		*Endangered (EN)*	
FRESHWATER ECOSYSTEM	Freshwater Lakes	53.9ha (0.05%)	N/A	
Water Management Area	Lowveld Riverine Forest	564ha (0.53%)	*Vulnerable (VU)*	
USUTU TO MHLATHUZE - 106080.3ha (100%)	Makatini Clay Thicket	999.1ha (0.94%)	Black Rhino Range - KZN 41	32236.5ha (30.39%)
Rivers	Maputaland Coastal Belt	38270.3ha (36.08%)	Eastern Scarp Forest - FOz V1	5.4ha (0.01%)
Msunduzi, Mkuze, Mzinene, Hluhluwe	Northern Zululand Sourveld	1065.9ha (1%)	Lowveld Riverine Forest - FOa 1	155.2ha (0.15%)

Wetlands	Sand Forest	2742.2ha (2.59%)
735 covering 5758.2ha (5.4%)	Scarp Forest	4.7ha (0%)
COASTAL & INSHORE MARINE SYSTEM	Southern Lebombo Bushveld	7776ha (7.33%)
N/A	Subtropical Coastal Lagoons	1ha (0%)
	Subtropical Freshwater Wetlands	1650.7ha (1.56%)
	Subtropical Salt Pans	360.2ha (0.34%)
	Tembe Sandy Bushveld	4906ha (4.62%)
	Western Maputaland Clay Bushveld	11879.9ha (11.2%)
	Zululand Lowveld	35806.3ha (33.75%)

BIODIVERSITY SUMMARY OF FOMERLY HLABISA LM				
TRANSFORMATION	**TERRESTRIAL ECOSYSTEM**			
Areas remaining natural - 100597ha (71%)	**Biomes**		**Threatened Terrestrial Ecosystems**	
Areas where no natural habitats remain - 41130.4ha (29%)	Indian Ocean Coastal Belt	11166.1ha (7.88%)	*Critically Endangered (CR)*	
PROTECTED AREAS	Savanna	130562.3ha (92.12%)	N/A	
▪ Corridor Game Reserve, iSimangaliso Wetland Park, Hluhluwe Game Reserve, Imfolozi Game Reserve ▪ St Lucia System	**Vegetation Types**		*Endangered (EN)*	
	Freshwater Lakes	179.6ha (0.13%)	Hlabisa Forest Complex - FOR 2	579.7ha (0.41%)
FRESHWATER ECOSYSTEM	Lowveld Riverine Forest	44ha (0.03%)	KwaZulu-Natal Coastal Forest - FOz VII1	1.3ha (0%)
Water Management Area	Maputaland Coastal Belt	10073.7ha (7.11%)	*Vulnerable (VU)*	
USUTU TO MHLATHUZE - 141723.9ha (100%)	Northern Coastal Forest	3ha (0%)	Black Rhino Range - KZN 41	4399ha (3.1%)
Rivers	Northern Zululand Sourveld	30862.8ha (21.78%)	Eastern Scarp Forest - FOz V1	1590.4ha (1.12%)
Mfolozi, Mzinene, Hluhluwe, Nyalazi, Nzimane, Wela, Mona	Sand Forest	73.5ha (0.05%)	Hluhluwe Scarp Forest - KZN 58	208.6ha (0.15%)
Wetlands	Scarp Forest	2325.7ha (1.64%)		

322 covering 2185.7ha (1.5%)	Subtropical Coastal Lagoons	32.8ha (0.02%)
COASTAL & INSHORE MARINE SYSTEM	Subtropical Freshwater Wetlands	1055.7ha (0.74%)
N/A	Western Maputaland Clay Bushveld	16.6ha (0.01%)
	Zululand Coastal Thornveld	19096.2ha (13.47%)
	Zululand Lowveld	77964.7ha (55.01%)

iv. WASTE MANAGEMENT ANALYSIS

LANDFILL SITES

Big 5 Hlabisa LM has inherited 2 waste disposal sites from the previous Hlabisa and The Big 5 Hlabisa municipality. These 2 sites are in 2 main towns within the municipality, i.e. Hlabisa and Hluhluwe town. Both sites are illegal, with only the Hluhluwe site having been license for closure (not immediate closure).

The status of the Big Five Hlabisa sites is indicated in the table below:

Name of Facility	Status	License NR	Capacity of site	Available airspace
Hlabisa Waste Disposal	Undergoing rehabilitation.	New license to be applied for as the last license was issued in August 2016.	2400	6.45yrs
Hluhluwe Waste Disposal	Closed/ No permit issued.	Licensed for closure because of no operating permit	4000	6.47yrs

A) HLABISA WASTE DISPOSAL SITE

Hlabisa Landfill site is situated to the west of the town of Hlabisa. The dimensions are approximately 60m X 20m. and the Site is not fenced but a contractor has been appointed to fence. The Municipality is the owner and operator of the site. There is not appointed person on the site and the public is not charged to dispose of their waste there. Domestic collection is done by means of a tractor/trailer combination, being a Ford 5640 and a 7m3. The tractor is old but still in a serviceable condition. Waste is disposed of on-site and then burned by municipal workers when necessary. The waste is not covered at all with soil or an acceptable alternative in accordance with the minimum requirements set out by DWAF.No recycling is done on site although the mainstream of the waste is domestic with a lot of glass and metal products suitable for recycling. The approximate life-span of the site is at least for another six years as the volumes are very low and burning minimizes the bulk of the volume.


B) HLUHLUWE WASTE DISPOSAL

Hluhluwe Landfill Site is situated to the East of the town of Hluhluwe, approximately two kilometers out of town. The dimensions are approximately 100m x 50m. The site is not fenced. The public is not charged to dispose of their waste there. Domestic collection is done by means of a tractor/trailer combination, being a Ford 3000/5000 and a 7m3 trailer. The tractor is in a poor condition and needs urgent servicing.

Residents are expected to drop off their own garden refuse. Waste is disposed of on-site and burned when the need arises. There is no control of the waste types that enter the site, which is eminent by the large volume of hazardous asbestos fibers found on site. Waste is also not covered in accordance with the minimum requirements. No recycling is done on site although there is a lot of glass and metal products suitable for recycling. There is however a small community that makes a subsistence living from the landfill and they have settled to the Northwestern side of the site. The approximate lifespan of the site is for another 5-8 years as this site is quite old and there is not much room left for expansion. A recycling center would extend the lifespan considerably due to the mainstream of the waste being glass, plastic and metal products from guesthouses and local homes. The site has been licensed for closure and should be closed in 10 years.


v. DISTRICT-WIDE WASTE DISPOSAL SITE COMPLIANT CHECK

On a quarterly basis the uMkhanyakude Environmental Management Unit conduct a waste disposal site compliant check exercise on all waste disposal sites within the district. This to determine the level of improvement within which municipalities manage their waste disposal sites. Since almost all waste disposal sites are illegal, there is poor compliant with most of the checklist indicators.

The waste disposal compliant check for Hlabisa Waste Disposal sites is further highlighted in the table below.

UMKHANYAKUDE DISTRICT-WIDE WASTE DISPOSAL SITES COMPLIANT CHECK																		
Indicators>>>>>																		
Name of the Site	**Licence**	**Operating Plan**	**Access**	**Register**	**Access control**	**Liner**	**Controlled**	**Cover**	**Equipment**	**Personnel**	**Leachate**	**Stormwater**	**Groundwater**	**Audits**	**Nuisance**	**Monzitoring**	**Waste Information**	**Recycling activity**
Hlabisa Waste Disposal site																		
Hluhluwe Waste Disposal Site																		

	Currently being licensed

A) Recycling, Reuse, Recovery and

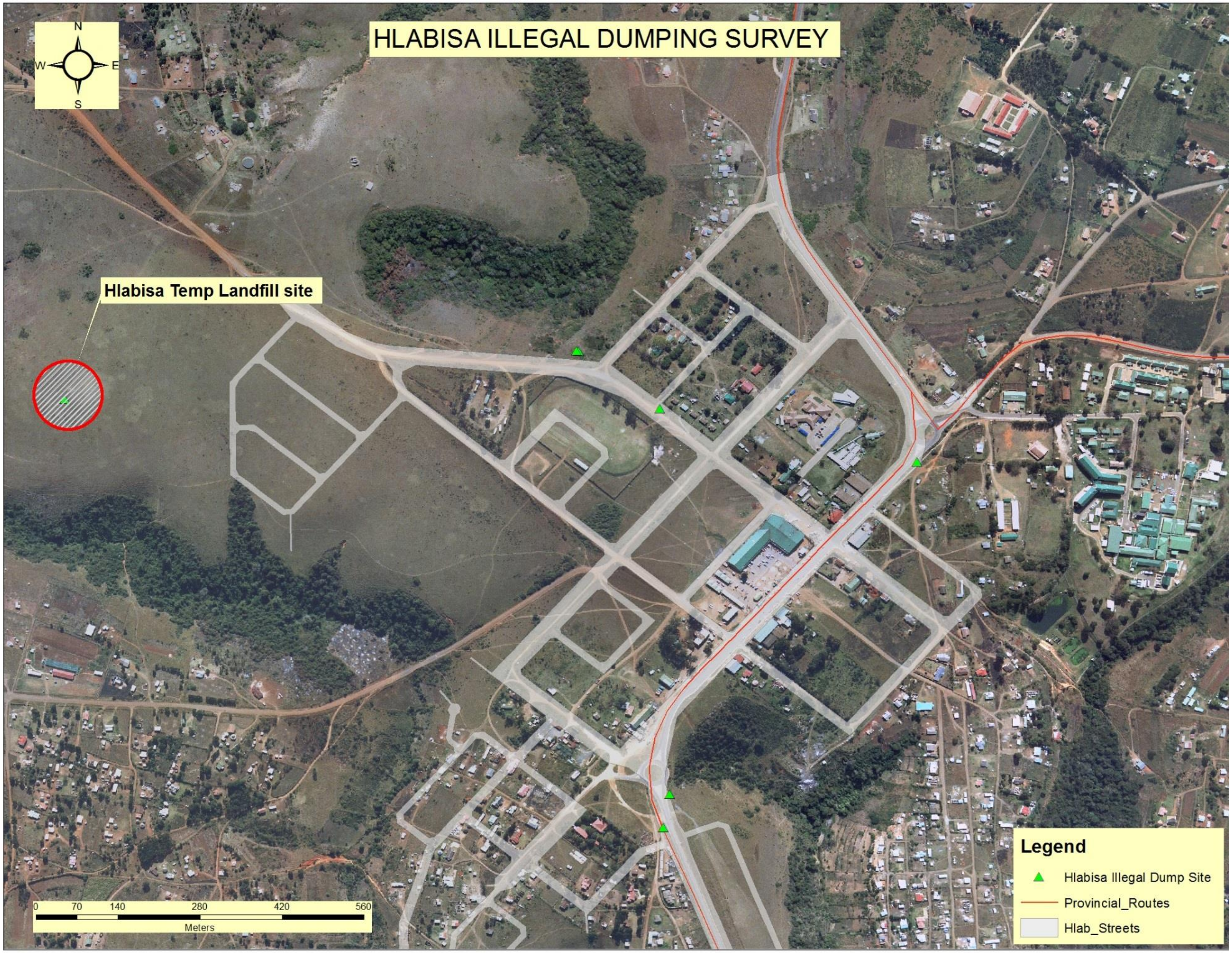
B) WASTE MINIMIZATION INITIATIVES

The municipality does not have any recycling policy for either its municipal staff or for the municipality. Domestic waste at all the landfill sites was observed to contain large amounts of recyclable material despite the recycling activities. This included plastics and paper grades. General waste at households was observed to contain a large amount of recyclable material. This included plastic and paper grades. There are no accurate records of the quantities of waste generated in different areas of the municipality. It is therefore not possible to set recycling, reuse, recovery, and minimization targets.

There are however initiatives by private individuals (recyclers). These ccollect selective recyclable waste material in Hluhluwe and Hlabisa towns for recycling purposes. It should be noted that given the population number, the volume of waste generated, The Big 5 Hlabisa Municipality town should consider establishing a buy-back centre instead of a landfill site.

C) ILLEGAL DUMPING

Hlabisa town is one of the cleanest towns in uMkhanyakude. The opposite can be said of the Hluhluwe town. As it is the case with other towns, illegal dumping is rife at Hluhluwe town. The indiscriminate disposal at the Hluhluwe waste disposal aggravate the problem. During windy days, waste gets blown away from the waste disposal site into the adjacent Phumulani Village and even as far as the town. Almost every street corner in the Phumulani village has a dumping spot.


HLABISA ILLEGAL DUMPING SURVEY
N
W
E
S
Hlabisa Temp Landfill site
Legend
Hlabisa Illegal Dump Site
Provincial_Routes
Hlab_Streets
0 70 140 280 420 560
Meters

vi. MUNICIPAL ENVIRONMENTAL CAPACITY ANALYSIS

1. ENVIRONMENTAL GOVERNANCE

The prioritization and consideration of environmental management issues in a municipality depend on a functional environmental governance structure. In the absence of a functional structure the likelihood is that environmental management issues would not be taken into consideration, and in some cases the result would be absence of environmental management policies/plans. In cases where there are some environmental management policies/plans; the absence of a functional environmental management unit and a dedicated environmental management official would most likely result in lack of integration of such a plan into municipal planning processes (the IDP) which in turn leads to poor or non-implementation of the plan.

2. HUMAN RESOURCE CAPACITY

The Big 5 Hlabisa Municipality has a semi-functional Environmental Management Unit. Semi-functional in a sense that a unit exists in terms of the municipal organogram, but it is not fully occupied in terms of human resources. An Environmental Management Officer post was filled. There is also a Waste Management Officer, however that official is not within the Environmental Management Unit. They belong to Planning Section.

2.1.Planned programs.

a. The municipality plans to facilitate a review the draft Integrated Waste Management Plan (IWMP) to try to address some of the challenges in waste management.

b. The municipality is facilitating an appointment of an Environmental Assessment Practitioner (EAP) to assist in the process of finding a suitable Land for a Landfill site.

c. To ensure community awareness and other stakeholders (business included) of the municipal Waste Management issues and systems.
d. To promote waste, minimization reduce, re-use and recycle.

3. ENVIRONMENTAL PLANNING TOOLS: INTEGRATED WASTE MANAGEMENT PLAN

The municipality is new and as such, does not have any environmental management tools. There is no IWMP nor Waste By-Laws in place. The municipality has however started with the process of developing its IWMP. The terms of References for the appointment of the service provider have been developed and submitted to the relevant portfolio for recommendation.

vii. AGRICULTURE

The Big 5 Hlabisa municipality area consists of moderate to high agriculture potential land and is rich in terms of natural resources. However, due to bad land use practice which include overgrazing that led to deforestation, the municipality has not been able to utilize natural advantage to its maximum. As a result, soil erosion is evident in several areas. This is more prevalent in areas or tribal areas where most people keep livestock and do not stick to accepted grazing capacity. Two main towns (Hluhluwe and Hlabisa), the majority of the Big 5 Hlabisa LM population are rural dwellers, and many households rely at least partially on subsistence agriculture to meet some of their food requirements. Big 5 Hlabisa has the combination of both subsistence and commercial agriculture. Subsistence agriculture is the most widespread in the old Hlabisa municipality side, covering most of the area. In the then Big 5 False Bay municipality, there are large areas under commercial and subsistence agriculture around Hluhluwe.

The area with the highest agricultural potential is the Nibela Tribal Authority (TA) area (ward 04) and the commercial farm areas. The rainfall drops from the East (coastal) to the west (inland). Improved agriculture production can be remedied by the introduction of sound agricultural management and irrigation. Soil conditions and climate culminates to create the perfect conditions for pineapple production, and the Hluhluwe' area has distinguished itself in producing 98% of table pineapples in the country. Queen and Cayan pineapples are in huge demand for the fresh fruit market. It is however a concern that processing locally be prioritized to boost the local economy. Further interventions are investigated as to how processing of pineapples can be further developed within the area.

One of the greatest difficulties in considering the impact of climate change on agriculture is that crop and vegetation responses to change have been projected to be highly localized. For most of the cultivated land, the most likely best-case scenario is that small reductions in yield will occur. The most recent climate projections for the country suggest that rain-fed agriculture in uMkhanyakude is likely to be negatively affected due to lower annual rainfall, higher temperatures, increased hydrological risk, increased rainfall variability, drying of topsoil's, less water in the soil for plants, and increased irrigation requirements. Such a change may have serious implications for food security and livelihoods locally, and nationally.

viii. ALIEN INVASIVE SPECIES

Some of the environmental issues caused by the invasive alien plants in uMkhanyakude include:

-Impacts food security because they compete with crops.

-They decrease grazing capacity.

-Livestock poisoning: e.g. lantana; and

-Alien Plants Increases intensity of fires.

Some work is taking place regarding alien plant control in the district for example programmes by DAEA, EKZNW, iSimangaliso Wetland Park and DWA. Over 40 species of alien vegetation with various levels of abundance have been identifies within the uMkhanyakude District; and the following invasive alien species are found within the Big 5 Hlabisa municipal area:

- Chromoleana odorata,
- Lantana camara,
- Opuntia ficus-indica,
- Melia azedarach,
  Solanum mauritianum and
- Ceasalpinnia decapetala.

The species are considered to constitute an immediate threat to the ecology of the Big 5 Hlabisa municipal area.

4. Environmental Analysis

The uMkhanyakude Environmental Management Framework provides insightful information for the Environmental section. The EMF has two components: the desired state of the Environment and the Environmental Management Plan. These are considered in the spatial proposals of this SDF. It is also worth noting that, according to uMkhanyakude EMF (2013), this Municipality does not have any environmental planning tool. This municipality does not have the SEA nor the EMP.

4.1.1 Topography

The Big 5 Hlabisa Local Municipality has a relatively flat topography. There are mountainous areas in the North-West section of the municipal area.

Soil Sandy soil conditions in the Big 5 Hlabisa area complicate access and many roads are not accessible during the rainy season. It is further indicated that soil conditions and climate culminate to create the perfect conditions for pineapple production within this municipality (Big Five False Bay IDP, 2013). The municipal area consists of black-clay soils and duplex soils derived from a distinct variety of clastic sediments of the Dwyka, Ecca, Beaufort and igneous rocks of the Lebombo Groups (all the Karoo Supergroup). Also, well-drained soil forms occur especially on stony slopes.

4.1.2. Rivers and Wetlands

The following major rivers are found in the study area: Msunduzi, Mkuze, Black Imfolozi, White Imfolozi, Mona, Wela, Nzimane, Mansiya, Manzabomvu, Hluhluwe, Mzinene and Mduna rivers. It is understood that all the major watercourses are regarded as being non-perennial, with the area being drained by the Mzinene River, which flows into iSimangaliso Wetland Park to eventually drain into the Indian Ocean. The Hluhluwe River (a perennial system) forms the northern boundary of the municipal area and drains eastward toward iSimangaliso Wetland Park. There are 753 wetlands that covers 5758.2 ha (5.4%) of the Big Five False Bay Municipal area. This municipality can be considered as being rich in wetland habitat units, including floodplain and pan-type wetland habitat units (uMkhanyakude EMF, 2013).

The uMkhanyakude EMF (2013) further indicates that monitoring as part of the River Health Programme within the uMkhanyakude District is seemingly lacking as only relatively few monitoring points are routinely surveyed. This is partly due to inaccessibility and rurality of many of the watercourses, lack of personnel and resources to undertake regular monitoring or to expand on the monitoring schemes to incorporate more sites. There are 11 monitoring sites within or associated with the uMkhanyakude District. These occur along the Usuthu River, Pongola River, Ngwavuma River, three along the Mkuze River, Mzinene River, Hluhluwe River and 2 along the Mfolozi River.

Indeed, it is reported that not enough data are available to produce either a technical report or a State of Rivers report on the ecological state of the rivers in the Usutu to Mhlatuze WMA (DWA, 2007 cited in uMkhanyakude EMF, 2013). This would include the rivers within the study area. There is evidence of wetland loss in the municipality. This can be attributed to several factors, these include drainage of wetlands for crop production, overgrazing due to inadequate grazing land, and uncontrolled and unsustainable burning cycles. In this respect, programmes for improving wetland management and functionality are encouraged.

4.2.3. Climate

The entire district of uMkhanyakude District Municipality has the one of the best climatic conditions in KwaZulu-Natal and South Africa which also benefits the Big 5 Hlabisa. This includes the good sunshine and windy conditions (which is conducive for renewable energy generation) and Weather conditions that are good for agricultural activity. It is one of the few areas where crops can be grown all year round. It also provides leverage for tourism development.

4.2.3. Conservation Area and Open Space

Land uses and natural features in and adjoining the municipal area that are significant from a Spatial development perspective are the iSimangaliso Wetland Park, Hluhluwe Imfolozi Park, and Private Game Reserves as well as Provincial Reserves (Ezemvelo KZN Wildlife). The iSimangaliso Wetland Park stretches northwards from Mapelane Nature Reserve and Incorporates St Lucia Game and Marine Reserves, False Bay Park, Cape Vidal, Sodwana Bay, Mkuze Game Reserve and the Maputand Marine Reserve covering 230 000 hectares (Nzama, 2009). In 1971, there was a Convention on Wetlands which was signed in Ramsar, Iran which is an intergovernmental treaty that provides the framework for national action and international cooperation for the conservation and wise use of wetlands and their resources. RAMSAR Sites in uMkhanyakude District Municipality include Turtle Beaches/Coral Reefs of Tongaland, St. Lucia System, Kosi Bay, Lake Sibaya and Ndumo Game Reserve. St. Lucia System is near the study area (Umkhanyakude DM EMF, 2013).

Nzama (2009) indicates that local people depend on iSimangaliso Wetland Park for their livelihood, and this perpetuate conflict between local people and the custodians of the park. What Nzama is raising could be relevant to the study area since it is near the iSimangaliso Wetland Park. Nzama further indicates that all these various ecosystems must be managed such that there is optimal benefit for local communities who depend on the land for substance and at the same time making sure that the resources are protected from degradation. The main threats identified by the Wetland authority include (a) land claims (b) the prevalence of evasive alien plants (c) large scale commercial afforestation in endemic grassland and water water catchment (d) land use and land tenure (e) degradation due to the closure of the mouth of St Lucia estuary.

Table 16: Nature and / Game reserves found within the Big 5 Hlabisa Municipality

Hluhluwe-Imfolozi	Game reserve	Nature reserve
Bonamanzi Game Park	Game Park	Nature reserve
Bushlands Game Lodge	Game Lodge	Nature reserve
Dinizulu Safari		Nature reserve
Falaza Game Park & Health Spa	Game Park	Nature reserve
False Bay Game Reserve	Game Reserve	Nature reserve
Hluhluwe Game Reserve	Game Reserve	Nature reserve
Hluhluwe River Lodge & Adventures		Nature reserve
Hluhluwe Safaris		Nature reserve
Phinda Game Reserve	Game Reserve	Nature reserve
Thanda Game Reserve	Game Reserve	Nature reserve
Zuka Private Game Reserve	Game Reserve	Nature reserve
Zulu Nyala Game Ranch	Game Ranch	Nature reserve
Zululand Game Capture	Game Reserve related	Nature reserve related

Source: Extracted from the Big Five Spatial Economic Report (2013) and Hlabisa SDF (2015)

1. Bio-Physical Environment Key Issues

- The entire eastern boarder of the Municipal area includes iSimangaliso Wetland Park (World Heritage Site), an area of extremely high biodiversity significance.
- The Hluhluwe-Imfolozi park consumes a significant portion of the municipal is protected through the National Environment Management: Protected Areas Act.
- The use of the Wetland Park by adjacent communities for subsistence purposes may result in conflict between the community and wetland park authorities.
- There are rivers systems and several streams that run across the Municipal area and associated with these are seven hundred and fifty-three (753) wetlands which are areas of high biodiversity significance.
- Most of the Municipal area is under several types of indigenous forests which are areas of high biodiversity significance.
- The Municipal area has vulnerable ecosystems which includes the Black Rhino range, Easter Escarpment forests and Lowveld Riverine forests.
- The prevalence of invasive alien plants throughout the Municipal area,
- Large scale commercial afforestation in endemic grasslands and water catchment areas.

- The Municipal area has significant open space systems which includes public and private conservation areas.
- A significant portion of land is covered by good to moderate potential agricultural land.
- Areas of high biodiversity significance have been transformed by human settlements; and
- Areas of high biodiversity have been flooded with timber plantations.

2. Built Environment Challenges

- Hluhluwe Town, Hlabisa, and Phumulani Township are the only urban and semi-urban settlements throughout the Municipal area.
- Hluhluwe Town is far removed from the rural northeastern settlements where most of the population resides.
- Hlabisa Town has significant growth potential due to its location along a regional mobility route.
- Hluhluwe Town has several vacant stands that can be developed for residential and commercial.
    - purposes, to maximise on the benefits of the infrastructure investment.
    - Hluhluwe Town has the potential for densification and infill development.
    - Urban settlement interfaces with good potential agricultural land.
    - Housing backlog for middle to high income earners.
    - Rural settlements on environmentally sensitive areas such as wetlands, floodplains, and indigenous forests.
    - Scattered and fragmented rural settlements that lack basic infrastructure.
    - Dense rural settlements that lack basic infrastructure.
    - Rural settlements comprise primarily despaired inadequate traditional houses.
    - Rural settlement sites allocated to households are usually allocated in such a way that each household has a kraal and croplands.
    - Informal settlement near Hluhluwe Town and Phumlani Township.
    - Concentration of settlements along the road R22.
    - Some farmlands accommodate other commercial activities besides commercial farming which includes tourism, light industry, and retail.

TABLE 9: ENVIRONMENTAL/SPATIAL SWOT ANALYSIS FOR BIG 5 HLABISA LM

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATHS
• Good climate weather that favours most agricultural crops. • Existing of high potential agricultural land in some wards. • Available of co-operative involve in waste management.	• Inadequate of resources in terms of funding for Environmental policies • Lack of formal Landfill site due to unavailability of suitable Land	• The land predominantly level or gently undulating which are prime requirements for most aspects of agricultural productivity. • Communities have economic involvement in the tourism and conservation. • Job creation for clearing of invasive alien plants species in the area. • High ecotourism potential including most of KZN Big Five Game Reserve to be found in this municipality •	• • Inadequate funding for environment projects •Unsustainable farming practices resulting in soil erosion, veld deterioration and degradation. • Availability of alien invasive plants. • Climate change.

VI. ENVIRONMENTAL KEY CHALLENGES

Key Challenges	Challenge Description
• shortage of suitable land for landfill • Widespread aliens invasive plants,	• uMkhanyakude District Environmental Management Framework (EMF) mentioned that Big 5 Hlabisa and uMkhanyakude as a whole has relatively high water table which present further challenges in terms of design and costs for the establishment of a legal landfill site. • The absence of alien invasive era dictation plan in the municipality, compounded by lack or inability to eradicate and curb the spread of alien invasive species.

Disaster Management

2.4.9.1 STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY

A. **Status of Municipal Disaster Management Centre**

In terms of the Disaster Risk Management Act 2002, (Act No.57 of 2002), Section 43-50 outlines the establishment and functions of the Centre to ensure an integrated and co-ordinated approach to Disaster Risk Management within the Municipality. Big5 Hlabisa Local Municipality does not have a Disaster Management Centre (building) however there is a Disaster unit that is accommodated in park homes. The unit is divided into two (2), there is one in Hlabisa and one in Hluhluwe Town, with one Disaster Officer per town. The unit is operational with locomotion and Cell phone allowance allocated to these two Disaster Management Officers.

B. Status of Fire & Rescue Services

Big 5 Hlabisa Local Municipality Does not have Fire Stations (buildings) however there is a fire unit that is divided in two (2), there is one in Hlabisa, accommodated in Park Homes and one in Hluhluwe accommodated in the District Fire Station. There are eleven (11) fire fighters and 5 Firelighters who are on contract, not permanently employed. These Firefighters are divided into two towns. There are four fire vehicles, two (2) 1800L fire engine and two (2) bakkie.

C. Status of Municipal Disaster Management Policy Framework

The establishment of the Big 5 Hlabisa Local Municipality Disaster Management Framework is completed. The municipality council has adopted the Big 5 Hlabisa Disaster Management Policy Framework. The Big 5 Hlabisa Local Municipality Disaster Risk framework is obtainable, and is in link with the National, Provincial and District frameworks and arrangements with each of the four Key Performance Areas as well as the three enablers.

D. Status of Municipal Disaster Management Plan

In terms of the Disaster Risk Management Act 2002, (Act No.57 of 2002), Section 53, each municipality must prepare a disaster risk management plan for its area according to the circumstances prevailing in the area. Big 5 Hlabisa Local Municipality has a Disaster

Management Plan that was adopted by council May 2023 and was however reviewed in May 2024. Our plan is now Level two Disaster Risk Management Plan.

E. Municipal Disaster Management Inter-Departmental Committee

The Big 5 Hlabisa Local Municipality has no municipal Inter-Departmental committee; however, it makes use of the Manco meetings to address Disaster Management related issues. Moving forward we plan to establish the committee which will comprise of Community Services Portfolio Chairperson, Director Community Services, Municipal Manager, Manager Public Safety, Disaster Management and Fire & Rescue Personnel.

F. Municipal Disaster Management Advisory Forum

Section 51 of the Disaster Management Act (Act 57 of 2002) states that municipalities may establish a municipal disaster management advisory Forum Big 5 Hlabisa Local Municipality Disaster Management Advisory Forum was officially launched in August 2017. Terms of Reference have been developed for all members of the forum. The forum is planned to meet on quarterly basis. The Disaster Management Forum is meeting quarterly.

2.4.9.2 Municipal Institutional Capacity

A) Staffing

Big 5 Hlabisa Local Municipality has a Disaster management, Fire and Rescue Services Section under Municipal Protection Services Unit. The Unit has two (2) Disaster Management Officers, two station officer.

STRUCTURE:
TWO DISASTER CENTRES

Manager Protection Services X 2
Supervisors: Disaster Management X 2
Station Officer X1 (Hluhluwe)
Fire Fighters X 19

B) Policies

Big 5 Hlabisa Local Municipality currently has a municipal disaster management policy framework and Disaster Management Plan of which is linked to the district disaster management policy framework for guidance and direction regarding Municipal disaster management function.

- **BY-LAWS:**

The Municipality has developed 2-by-laws, that is, Fire-Disaster Management and Animal Pound By-laws which are now engaged in the Council structures and other processes until they get gazetted.

C) Resources

The District Disaster Management Centre was established in Hluhluwe, and the Project was completed in by end of 2014 and was handed over to the District by the MEC Nomusa Dube – Ncube. There is currently a portfolio committee, however the extent to which disaster risk management activities are addressed by the committee is not clear and therefore needs to be clarified.

I. RISK ASSESSMENT

The municipality undertaken a risk assessment where the community was made aware of disaster management concept following to this process was identification of most common disasters. Priority hazards identified at Big 5 Hlabisa Municipality are as follows:

A. List of Priority Risks (Hazards)

Based on the combined results of the Ward investigations, the following matrix which reflects the Hazards threatening Big 5 Hlabisa Municipality, as compared to UMkhanyakude District Municipality was developed:

Table 1: **List of Priority Risks (Hazards) for Big 5 Hlabisa Local Municipality**

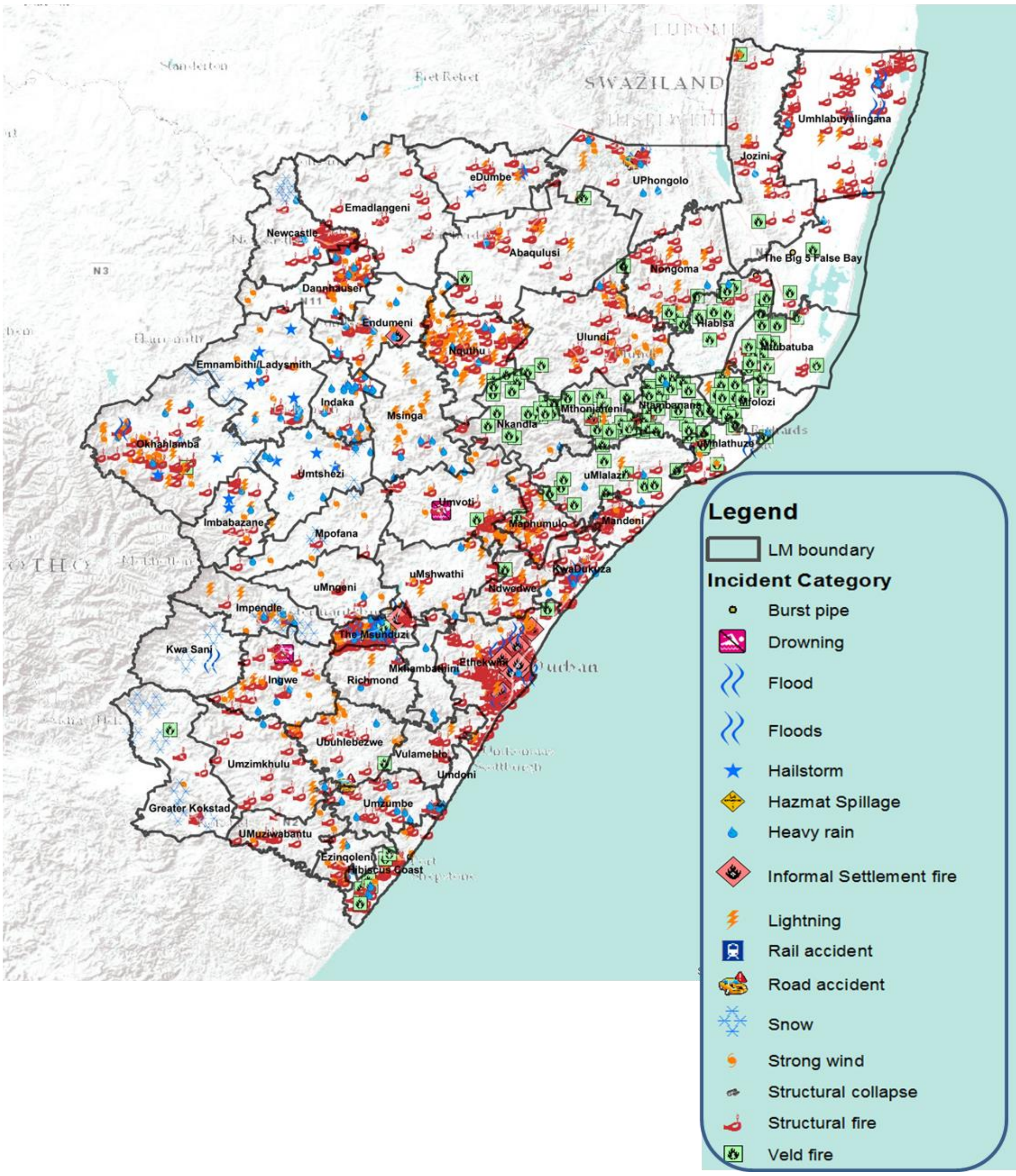
No.	Dominant Hazards and Threats	Big 5 Hlabisa
01	Road Accidents	High Risk
03	Drought	Very High
04	Disease: Animal (Amatele)	Very High
05	Disease: Human (HIV/AIDS)	Meduin
08	Veld/Forest Fires	Very High
09	House Fires	Very High
10	Severe Storms (Heavy Rainfall)	High
11	Severe Storms (Floods)	High
12	Severe Storms (Wind)	Medium

13	Severe Storms (Lightning)	Very High
14	Severe Storms (Hail)	Medium
15	Extremely High Temperatures	High
16	Lack of (Adequate) Sanitation	Low
17	Lack of (Adequate) Water	High
18	Lack of Proper Road Infrastructure	High
19	Civil Unrest – Crime	High
20	Water Contamination/Pollution	Medium

B. Hazard Maps and Vulnerability Maps .Disaster Incidents

Fire has a fundamental role of sustaining biodiversity, but if it is not managed properly it may result in ecosystem degradation. Veld fires can have severe impacts on the environment like loss of biodiversity and ecologically sensitive areas, and air pollution from smoke. There are also environmental factors or processes that increase the susceptibility of the environment to impacts of veld fires. These factors like environmental degradation, topography, and weather play an important role in increasing vulnerability to veld fires.

DISASTER INCIDENTS (2006-2015)



I. RISK REDUCTION AND PREVENTION

The importance of Risk Reduction and Prevention cannot be underestimated; currently the municipality is involved in awareness campaigns at local schools and in the community on disaster management.

II. RESPONSE AND RECOVERY

A) MUNICIPAL CAPACITY IN TERMS OF RESPONSE AND RECOVERY

Section 53 of the Disaster Management Act (Act 57 of 2002) deals with disaster management plans for municipal areas. Section 53 (1) (k) of the Act recommends that a disaster management plan must contain eventuality plans and emergency procedures in the event of a disaster, providing for quick disaster answer and relief and the obtaining of essential goods and services. The Municipality set separately Disaster management budget annually for the acquisition of relief materials in the form of tents, blankets, plastic sheeting, lighting conductors and food parcels. This material is provided to victims of disasters or serious incidents when necessary. The municipality utilizes its staff for response and recovery in event disasters caused by fire and flood .

B) TRAINING & AWARENESS

Training and awareness campaigns on disaster management are still a concern, but there has been an improvement. School awareness campaigns are conducted in local schools. This will be strengthened further in 2024/2025 moving forward.

C) RELIEF MATERIALS:

Through limited funding, the Municipality use the available budget to relieve disaster victims in different forms such as providing blankets, groceries and other, depending on the nature of disaster that has occurred in the family or the area.

D) FUNDING ARRANGEMENTS

The Municipality does not have funding capacity to develop the disaster management plan and therefore has undertaken its development in-house through support from COGTA and all the relevant stakeholders.

III. EDUCATION, TRAINING & AWARENESS

Sections 15 and 20(2) of the Disaster Risk Management Act (Act 57 of 2002) specifies the promotion of capacity building, training, and education throughout the Republic, including in schools, and, to the extent that it may be appropriate. This key performing area addresses the development of education and training for disaster risk management and associated professions as well as the inclusion of disaster risk management and risk-avoidance programmes in school curricula. It also defines that awareness should be conceived within the community. For example, community and school awareness campaigns etc.

Disaster Management Sections annually puts aside a budget to conduct awareness campaigns in schools, war-rooms, communities, traditional leaders, councillors, and other stakeholders. The Municipality has deployed the municipal officials under disaster section in all 14 Wards, these officials will also be capacitated on disaster management including disaster awareness campaigns. These campaigns will assist in prevention or mitigation of disaster incidents.

IV. Planned Public Awareness Campaigns

The Municipality annually plans to conduct 20 disaster awareness campaigns in every ward. These awareness campaigns are targeted for schools, communities, and traditional leaders. Big 5 Hlabisa Municipality is also utilizing local newspaper and Big 5 Hlabisa Facebook page to warn the community of the Climate change and special precautions to be taken when such incident occurs.

The awareness campaigns are planned as follows:

Target group	Deadline	Responsible Section
7 councillors and 6Traditional Leaders and 6 schools 6 war rooms		Disaster, Fire & Rescue Services
10 schools and 6 War-rooms		Disaster, Fire & Rescue Services
10 schools 6 War-rooms		Disaster, Fire & Rescue Services
10 schools and 6 War-rooms		Disaster, Fire & Rescue Services

(E) **COVID-19 INTERVENTIONS**

a) Community awareness campaigns
b) Stakeholders' engagements
c) Provision of PPE's

I.V Analysis of Climate Change Risks

No	Sector	Name Indicator Title	Exposure Answer	Sensitivity Answer	Adaptive Capacity Answer
9	Agriculture	Increased exposure to pests such as eldanachilo and codling moth	Yes	High	Low
15	Biodiversity and Environment	Loss of Priority Wetlands and River ecosystems	Yes	High	Low
21	Human Health	Health impacts from increased storm events	Yes	High	Low
22	Human Health	Increased heat stress	Yes	High	Low
25	Human Health	Increased malnutrition and hunger as a result of food insecurity	Yes	High	Low
27	Human Health	Increased Occupational health problems	Yes	High	Low
29	Human Settlements, Infrastructure and Disaster Management	Increased impacts on strategic infrastructure	Yes	High	Low
30	Human Settlements, Infrastructure and Disaster Management	Increased impacts on traditional and informal dwellings	Yes	High	Low
31	Human Settlements, Infrastructure and Disaster Management	Increased isolation of rural communities	Yes	High	Low
37	Water	Less water available for irrigation and drinking	Yes	High	Low

No	Sector	Name Indicator Title	Exposure Answer	Sensitivity Answer	Adaptive Capacity Answer
38	Water	Increased impacts of flooding from litter blocking storm water and sewer systems	Yes	High	Low

VII. Key Challenges for Disaster Management and Fire Services

Key Challenges	
• Shortage of funds • Ageing vehicles • Topography • Human capacity • Shortage of human resource • Shortage of personnel, officers not available 24/7 •	

V. Disaster Management SWOT Analysis

Strengths	Weaknesses
• Good management • Disaster Management Plan is in place with all identified risks. • Disaster Management Advisory Forum is in place. • Fire and Rescue Services established. • Disaster management unit established.	• Insufficient human resource (Staff) • Vehicle shortage • Ageing of equipment • Lack of resources, equipment • Insufficient funds allocated to the section. • No Municipal Fire Bylaws • Lack of sufficient Fore Hydrants • Poor Municipal infrastructure that affects our services. E.g. poor roads
Opportunities	**Threats**
• Employment of staff • Construction of the Disaster Management centre • Constriction of Fire Stations • Economic growth	• Natural Disasters due to climate change • Political instability • High crime rate • Civil unrest

D. SECTORAL ANALYSIS

I. BACKGROUND

Big 5 Hlabisa Municipality strives to transform itself into a sustainable high-performance organization, in which employees are developed, valued, empowered, and motivated therefore quality management is embedded in all managerial practices and processes, and service delivery in terms of the IDP takes priority.

Improvement in on the issues of Employment Equity Plan (EEP) National Requirements is one of our concerns, due to geographic location of our municipality it becomes a challenge to attract staff in terms of employment equity targets however Attraction & Retention has been developed to address the challenge. The municipality complies with EEP standards and has set targets under section D and E1 of this document.

Employment equity seeks to address the disparity in employment representation within corporate South Africa in terms of Employment Equity Act No. 55 of 1988. Big 5 Hlabisa consider employment equity as one its priorities and works towards Employment Equity (EE) targets. The Employment Plan is developed and submitted to the Department of Labour (DOL) in compliance the act requirements. The municipality's recruitment policy and Employment Equity Policy considers issues of transformation and will always enhance sound labour relations.

Chapter 7 of the Municipal Systems Act (MSA) gives guidance on how municipalities should structure local public administration and Human Resource Resources. Sec 55 requires the municipality within its administrative and financial capacity to establish and organize its administration in a manner that would enable the municipality to be:

- responsive to the needs of the community
- to facilitate a culture of public service and accountability amongst its staff

- Be performance orientated and focus on section 152 of the constitution and give effect to its duties on as per section 153, where municipalities are guided on how they should structure themselves in a manner that will enhance service delivery.

The purpose of conducting an institutional analysis is to ensure that the municipal development strategies take existing institutional capacities into consideration and that institutional shortcomings are addressed. The Institutional capacity of the municipality is very important for the municipality to realize its vision and objectives; therefore, issues of institutional capacity and transformation will be prioritized during the term of this IDP. Further to this there the SWOT analysis will unpack issues of concern and existing capacities and opportunities that the municipality must further improve on its development processes.

Briefly the Big 5 Hlabisa Municipality is structured as follows:
The Office of the Municipal Manager is led by the Municipal Manager who is Accounting Officer and a Head of Administration.
Under the Municipal Manager, the Municipality is categorised into 6(six) functional departments, namely:
The final organogram approved 2024/2025 reflects that Big 5 Hlabisa local municipality has the following 6 departments refer to ANNEXURE one.

- Office of the Municipal Manager
- Corporate Services
- Technical Services
- Community Services
- Economic and Development Planning
- Budget and Treasury

ix. OFFICE OF THE MUNICIPAL MANAGER

The Office of the Municipal Manager provides the momentum of the administration and integrates all the disparate components of the Municipality and is responsible for strengthening of the communication with the community.

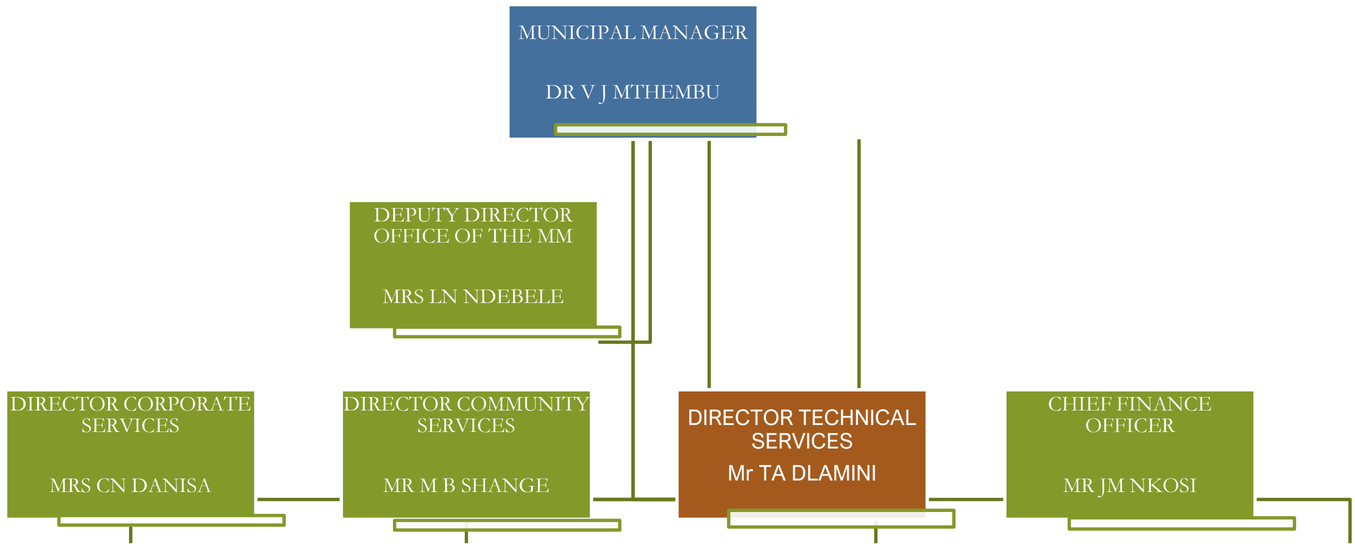
The Municipal Manager is the head of the municipal administration as well as being accounting officer for the purposes of financial management and accountability. All above mentioned departments are led by Directors and have functional units. It is also commendable that the municipality has been able to further work on its organisational structure and issues of alignment were considered.

Big 5 Hlabisa has high vacancy rate on Senior Management positions, The Acting arrangements are used to address the challenge, however due to the period as per regulations for appointment of senior managers this arrangement can sustain the municipality. The municipality further formalised support arrangements with Hlabisa municipality for Community Services and Infrastructure Development and Basic Services Department.

The functions of the Office of the Municipal Manager are as follows:

- Rendering strategic leadership during development, implementation, and monitoring of the Integrated Development Plan (IDP) and the Performance Management System (PMS)
- Establishing, develop and manage economically viable, effective, and accountable administration.
- Taking full liability for sound financial management.
- Coordinating and manage Intergovernmental Relations (IGR).
- Ensuring sound co-operative governance.
- Managing the Municipality's administration in accordance with the Constitution, Local Government Structures Act, and the Municipal Systems Act, the Municipal Finance Management Act, the Public Management Act, and all other provincial and national legislation applicable.

4.3. SENIOR MANAGEMENT IS STRUCTURED AS FOLLOWS



Sections 66 of the Municipal Systems Act further emphasize the need for the municipality to establish its staff and to provide job description for each post in the establish the process for development of job descriptions is in progress and will be finalized before the merger for both municipalities.

3.3.2 CORPORATE SERVICES DEPARTMENT

The Department of Corporate Services is responsible for ensuring that proper policies and Work Procedures are in place for proper operations. A set of policies, procedures and by laws are in place and are reviewed annually and as need arises to ensure relevance to Municipal objectives as set out in the IDP.

Human Resource is the overall umbrella in the organization for how the employees continue to grow professionally and personally. The municipality must ensure that it invest on employee development by orientating the employees into the organizational culture thereby enabling the achievement of the vision and strategic agenda. Big 5 Hlabisa Municipality has development interventions in place for the institutions and its employees. The department comprises of the following sections.

(a) Human Resource Management

(b) Administration

(c) Legal Services

(d) Information Communication Technology

4.3. BUDGET AND TERASURY SERVICES DEPARTMENT

The Department Financial Services consists of the following components:

- Supply Chain Management
- Income
- Expenditure
- Budget and reporting

4.3.1.Departmental responsibilities

- Income & Expenditure Control
- Financial Planning, Reporting and Statements
- Procurement and Municipal Inventory Control

4.3.4 LOCAL ECONOMIC AND DEVELOPMENT PLANNING SERVICES

The department comprise of the following components:

- Building Inspectorate
- Town Planning
- Geographic Information System (GIS)
- Environmental Planning
-

4.3.2. TECHNICAL AND DEVELOPMENT PLANNING SERVICES

Technical and Development Planning Services has the following components:

- Project Management Unit
- Technical Services

4.3.2 SOCIAL AND ECONOMIC DEVELOPMENT SERVICES DEPARTMENT

The Directorate of Community Services provides efficient and effective community services to the Community of Big 5 Hlabisa and has seven divisions as follows:

- Special Programmes

- Social Services
- Waste Management
- Protection Service

MUNICIPAL INSTITUTIONAL CAPACITY & STATUS OF CRITICAL POSTS

The Institutional capacity of the municipality determines its ability to deliver on local government agenda. The sustainability of this municipality is embedded on its financial capacity. Addressing capacity challenges has always been a priority for the municipality has revised the organogram to improve alignment with the IDP. The organogram shows an overview of the municipal administrative structure which has been approved by Council. The Municipality consists of six main departments i.e. Corporate Services, Finance, Community Services, Technical Services, as well as the Office of the Municipal Manager.

- The following positions have since been filled respectively:
- Municipal Manager: Dr V.J Mthembu
- Chief Financial Officer: Mr. J.M Nkosi
- Executive Director Community Services: Mr. B Shange
- Executive Director Technical Services: Mr. T.A Dlamini
- Executive Director Corporate Services: Mrs. C.N Danisa

4.4 HUMAN RESOURCE DEVELOPMENT

The achievement of the Municipal 5 (five) year strategic agenda is reliant on its ability to develop the necessary competencies and maintain the organization's capacity to execute its mandate. In this regard, the continuous improvement of organizational skills capacity for sustained performance is the heart of the Human Resource Development (HRD) Plan, which seeks to support implementation of a 5-year strategic program. To meet the Municipality's challenges, it needs to be ensured that employees possess the necessary skills, knowledge, and aptitude to deliver services in line with Municipality's stated objectives and service delivery plans. The Municipality has adopted the Human Resource strategy on 23 of May 2024

The key objective of the HRD Plan is to develop organizational capacity through the development of our leaders, managers, and workforce to respond to current and future challenges, and anticipated impacts, thereby complementing our vision, development strategy and our strategic objectives.

Human Resource Development Strategy has been developed and approved by Council. Skills capacity is the main priority for the municipality. Skills on Environmental Management, Building Inspectorate, and GIS are still a concern, and the municipality has vacancy on these areas. Currently the municipality relies on a shared service for GIS; however, filling of these positions will be addressed during the new financial year. The strategic vision of the municipality cannot be realized if issues of capacity in this respect is not addressed. The municipality reviews Workplace Skills Plan (WSP) annually. The following policies are in place to guide the operation of the municipality, further to this the status of municipal policies is provided in the

- Recruitment and Selection policy,
- Retention policy and Exit Policy

4.4.2 Institutional Arrangements to drive IDP

Institutional arrangements to drive the IDP process and its implementation are in place and their functionality has further improved as compared to the previous financial years.

(A) Office of the Municipal Manager

The office of the Municipal Manager compiles the IDP document through consultation with various sets of information and directs its output to the IDP Representative Forum for debates and further inputs and refinement of the plan. The IDP Representative Forum is the structure that provides a platform for public participation through involvement of different community structure representatives, political leaders, traditional leaders, and government entities which provide support throughout the planning process.

The following structures are in place and are being formalised for Big 5 Hlabisa Municipality to drive the IDP, Budget and PMS Process.

- IDP Steering Committee (IDP SC)
- IDP Representative Forum

The above-mentioned committees are key drivers of the IDP process; however, the municipality has realised the challenges in getting sector departments and other relevant stakeholders to attend and participate meaningfully during IDP RF meetings. A different approach to revive participation will be investigated to enhance sustainable development. One –on – one meeting will be intensified during the IDP cycle and further initiatives.

(B) IDP Steering Committee

The IDP SC is technical committee and a platform for development planning deliberations and proposed interventions. Steering Committee is responsible for the management and the drafting of the IDP in terms of Section 30(a) of the Municipal Systems Act. This committee provided secretarial support to the IDP Representative Forum (IDP RF). The municipality further explained that IDP Steering Committee/comparable committee is recognized and useful (contribution by HODs). The municipality has IDP Participants Forum which sits quarterly where all governmental, Civic, Non-governmental establishments, etc. participates.

(C) IDP REPRESENTATIVE FORUM

The purpose of the IDP Representative forum is to provide platform to external municipal stakeholders for debating issues and contributing to find workable solutions to existing and competing community needs. It is chaired by the mayor. Issues of development planning, strategic solutions in existence are addressed. The sector departments also assist on the mandate with expertise to accelerate development and address service delivery backlogs.

Submissions for planned programs and projects are also made in this forum. As a result of this forum there has been remarkable improvement and municipality will strengthen the functionality of this forum. The members of the forum are registered on the database which is reviewed on annual basis.

(D) COUNCIL

Provide strategic leadership and is responsible for the approval of the IDP and communicate it to the community through ward committee meeting thereby further strengthening the functionality of public participation.

(E) EXECUTIVE COMMITTEE (EXCO)

Executive Committee (EXCO) Big 5 Hlabisa municipality consists of ten (6) councillors and is chaired by the mayor. All members of EXCO are chairpersons of various portfolio committees. The committee is having its own schedule of meetings. The committee meets once per month and their role is to recommend to Council.

(F) INTERNAL AUDIT UNIT

Section 165 of the MFMA prescribes the establishment of the internal audit activity. Internal audit is an important component of internal control, risk management and corporate governance and provides the necessary assurance and advisory services to the municipality. Internal audit activity is one of the most significant management tools and can provide value added services to the municipality or municipal entity. When objectively and adequately resourced, internal audit should be able to provide management with assurance regarding the effectiveness of the system of internal control, risk management and governance processes. The roles and responsibilities of the Internal Audit unit are set out in Section 165 of the Municipal Finance Management Act, Act No. 56 of 2003 as follows:

The Internal Audit Unit must:

(a) Prepare on an annual basis a risk-based audit plan and an internal audit programme for each financial year.

(b) Advise the accounting officer and report to the Audit and Performance Committee on the implementation of the internal audit plan and matters relating to.

  (i) Internal audit.
  (ii) Internal controls.
  (iii) Accounting procedures and practices.
  (iv) Performance management.
  (v) Risk and risk management.
  (vi) Loss control.
  (vii) Compliance with MFMA, Division of Revenue Act (DORA) and any other applicable legislation.
  (viii) Safeguarding of assets; and
  (ix) Appraisal of the economy and efficiency with which resources are employed.

(c) Perform other such duties as may be assigned to it by the accounting officer and/or the Audit and Performance Committee.

- **Functionality of internal Audit section**

The Municipality has co-sourced Internal Audit (Ntshidi and Associates) with two in-house Internal Auditors.

The Internal Audit reports are presented to Audit Committee on a quarterly basis. The Internal audit functionally report to the audit committee and administratively to the Accounting Officer.

The following reports were presented to the Audit Committee:

- o Waste Management Internal Audit Report
- Occupational Health and Safety
- Disaster Management
- Performance Management System Q1 & Q2

G. FUNTIONALITY OF AUDIT COMMITTEE

The purpose of the Audit and Performance Committee charter is to set out the status, authority, roles and responsibilities of the Audit and Performance Committee of the Municipality. The status, authority, roles, and responsibilities are in accordance with section 166 of the Municipal Finance Management Act (MFMA), no 56 of 2003 read together with MFMA Circular 65 of 2012 as issued by National Treasury.

The Audit and Performance Committee of the Big 5 Hlabisa Local Municipality is authorized, in terms of the charter, to perform the duties and functions required to ensure adherence to the provisions of the Municipal Finance Management Act, the applicable provisions of the Municipal Systems Act and the Municipal Structures Act and other applicable regulations in carrying out its mandate, the Audit and Performance Committee must have regard to the strategic goals of Council and its strategic focus areas and development priorities as outlined in the Integrated Development Plan (IDP) and the Service Delivery Budget Implementation plan (sdbip).

- **Responsibilities audit committee**

The Audit and Performance Committee is required to consider any matters relating to the financial affairs of the municipality, internal and external audit matters. The committee must review and assess the qualitative aspects of financial reporting, the municipality's processes to manage business and financial risk, governance processes and compliance with applicable legal, ethical, and regulatory requirements.

In performing its duties, the committee will maintain effective working relationships with the Council, Municipal Public Accounts Committee, Cooperative Governance Traditional Affairs, Provincial and National Treasury, Municipal Manager, management, staff, and the internal and external auditors. To perform their duties effectively, each committee member will obtain an understanding of the detailed responsibilities of committee membership as well as the Council's business, operations, and risk.

- **Functionality of audit committee**

The Audit Committee was established in accordance with section 166 of the MFMA read with MFMA Circular 65 issued by the National Treasury. The Audit Committee comprises four (4) members, including the Chairperson. In terms of section 166(4) (b) of the MFMA, the Audit Committee must meet at least four (4) times a year. The committee also submitted its reports to the Council to report on governance, internal control, risk, performance and financial information and other relevant matters concerning the municipality.

The table below sets forth the particulars of the current Audit Committee members and their dates of the meeting:

AUDIT COMMITTEE MEMBERS	DATE OF MEETINGS
1. Mr. UBS Botshiwe – Chairperson 2. Mr. NE Hlengwa– Member 3. Ms. SC Gumbi– Member 4. Mr. BM Mhlongo – Member	05 August 2022 26 August 2022 10 October 2022 11 November 2022 10 March 2023

(H) MUNICIPAL PORTFOLIO COMMITTEE

The municipality has properly constituted all required portfolio committees. These committees are practical and are actively involved in monitoring and evaluating progress of projects. All projects that are assumed in the municipality are presented to the portfolio committees for comments and inputs before proceeding to the next phase / level. Additionally, the political structure is well-informed on what is happening on project implementation.

(H) RISK MANAGEMENT COMMITTEE

The municipality established a risk management committee through which planned risk management documents have been advanced to ensure an organized process of risk management within the municipality. An assessment of the municipality's risk is done on an annual basis to ensure top achievement of the municipality's objectives.

(j) PURPOSE OF RISK MANAGEMENT & POLICIES.

The Municipality has the Risk Management Committee of which its primary objective is to assist the Municipal Manager in discharging his/her accountability for risk management by reviewing the effectiveness of the municipality 's risk management systems, practices, and procedures, and providing recommendations for improvement. The municipality manage risk across multiple domains, including but not limited to financial, business, strategic, operational including IT. The municipality conduct Risk Assessment on an annual basis through Risk Management Committee and Risk Assessment was conducted on the 26 March 2024 and 27 March 2024, at Big 5 Hlabisa Municipality (Municipal Council Chamber). The Risk Management policy was adopted on the 30 May 2023.

Table 11. RISK MANAGEMENT COMMITTEE

RISK COMMITTEE MEMBERS	DATE OF Meetings
1. Ms. NQ Mzimela - Chairperson	28 September 2023
2. Dr. VJ Mthembu - Municipal Manager	
3. Mr. MB Shange – Director Community Services	05 December 2023
4. Mrs. CN Danisa – Director Corporate Services	
5. Mr. MJ Nkosi – Chief Financial Officer	05 March 2023
6. Mr. TA Dlamini - Director Technical Services	
7. Mr. MW Khumalo – Chief Operations Officer	

(j) BID COMMITTEE

Members of all bid committees have been appointed by the Accounting Officer. All tenders (procurement above R200, 000) are dealt with by all the committees. The functioning of bid committees has no challenges:

Committees	Members
Bid Specifications	Ms NGT Zulu (Chair) Mrs AR Zuma

	Mrs XE Mdletshe Mrs NR Phakathi Mr LT Zwane
Bid Evaluation	Mr SL Mdletshe (Chair) Mr LE Mavuso Mrs NP young Ms SZ Ndebele
Bid Adjudication	Mr JM Nkosi (Chair) Mr LM Mthombeni Mr MB Shange Mr SN Mbambo Mr TK Ngcama

H. INFORMATION & COMMUNICATION TECHNOLOGY (ICT) FRAMEWORK

Big 5 Hlabisa local Municipality has an ICT Policy Framework in place that which was tabled to Council for adoption on 23 May 2024. The perseverance of this document is to define the strategies, values, and policy declarations for the supremacy of Information Technology (IT) within the municipality.

The framework is based on the Department of Public Service and Administration (Public Service Corporate Governance of Information and Communication Technology Policy Framework) and SALGA (A Municipal Guide/Roadmap to Successful ICT Governance). The determination of this Framework is to institutionalise the Commercial Governance of and Governance of ICT as an essential part of corporate governance within Big 5 Hlabisa local Municipality in an unchanging and corresponding manner.

The Framework provides a set of principles and practices with which Big 5 Hlabisa must comply.

I…BENEFITS OF CORPORATE GOVERNANCE OF ICT

When the Corporate Governance of ICT in Big 5 Hlabisa local Municipality is effectively implemented and maintained, the following benefits are realised:

ACTIVITES/ PROJECTS	FINAL BUDGETED COST	IMPLEMANTATION PLAN
• Information Technology Support. • Remote network connections for Heads	R1 .400 000.00	• Service Provider was appointed. • There is a standard Service Provider Assessment in place where the assessments id done Quarterly.
• Financial Management Systems that comply with the Municipal Finance Management Act (MFMA • Payroll system that is fully integrated to the HR systems and the Financial Management systems	R2. 100 000.00	• Service Provider were appointed for VIP and Pastel. • There is a standard Service Provider Assessment in place where the assessments id done Quarterly. • System is fully flesh working on our daily basis.
• Fully integrated and updated GIS.	R 65 000.00	• Service Provider were appointed for VIP and Pastel. • There is a standard Service Provider Assessment in place where the assessments id done Quartey. • System is fully flesh working on our daily basis.
• Updated fully operational municipal website and ICT Maintenance	450 000.00	• ICT Department goes on tender whenever the website needs an upgrade. • After the appointment of service provider, ICT then send the information that need to be uploaded. • When the service provider is finished, he/she signs off all system rights to ICT which is the one who deals with website daily operations.
• Standardized and fully utilization of Microsoft and windows 10& 11 Pro Outlook instead of Microsoft Express.	R400 000.00	• The organisation has been using the support service provider for this function. • We pay for the subscription direct to the service provider because his the one that host

		our exchange domain (exchange online) • ICT has also had the global admin rights to logon to office 365 and make some changes if necessary.
• Office Equipment (Printers) = R400 000.00 • Server = R300 000.00 • Printing and Services R 1 800 000.00		• Antivirus- ICT also goes on tender but currently we have a 36-month contract that is ongoing. • Printers – ICT also goes to tender and currently we have a transversal contract with ITEC that is going to run for 36 Months. • Windows Pro- ICT includes this in the laptop and Computer Specification whenever there is a purchase to be made.
• Telephone system	R1.2 000 00.00	• The organisation has an ongoing contract with Telkom which is the period of 36 Month where users get codes and 200 mins to make calls for work purposes.
• Laptops	R600 000.00	• The Municipality procure as Department request.
• Data and Cell Phones	R 2. 7 000 000.00	The Municipality is providing Data for Internet (WIFI) , Cell phone Data and voice which is provided by Vodacom

2.. **STATUS ON THE PROGRESS OF IMPLEMENTATION OF ICT POLICY FRAMEWORK**

The municipality has adopted the following ICT policies in line with implementation of the ICT Policy Framework:

Nonetheless, in mandate to confirm alignment with the next generation of IDP application; the municipality shall review the ICT Framework and its linked policies and plans.

According to the implementation of the ICT Framework, the following have been accomplished.

- Formation of the municipal ICT Committee
- Disaster recovery Plan and Business Continuity
- ICT Section capacitation
- Infrastructure Upgrades (Server upgrades)

3. **ICT DISASTER AND BUSINESS CONTINUETY -** The aimed of this plan is to provide a direction on the implementation of the ICT Disaster Recovery Policy to ensure the availability of the Municipality's information assets and ICT services in the case of disaster at the Big 5 Hlabisa Local Municipality.

5. ICT Disaster Recovery Policy

Implementation plan is written cognisant of the state of ICT funding within the Municipality. The implementation plan also takes into consideration the limited facilities outside the immediate boundaries of Hlabisa town, or the reason and to satisfy the needs of disaster recovery site distance from original site, Hluhluwe Disaster offices has been considered as the site where the Municipality can resume work in the case of a disaster at Hlabisa.

6. WORKING OUT THE DISASTER RECOVERY PLAN

The successful execution of the Disaster Recovery Plan requires continuous drills the aim is to capacitate all role players on the specific roles. Nevertheless, exercising the Disaster Recovery Plan should be done at least twice a year on the first year and thereafter once a year. However, as the system of the Municipality increase, making the ICT environment more complex, the exercise need to be done at least twice per calendar year on a consistent basis.

7. Recovery Facility Test Procedure

The Disaster Recovery Coordinator will schedule the recovery facility test for a two period per time, covering the disaster recovery procedures for both server and communication systems.

The first day should be dedicated to exercising the system recovery procedures and establish the communication link. The second day should be dedicated to testing the recovery of critical applications. The recovery facility test will be managed and conducted by members of the Restoration Team, the Operation Team, and the Customer Support Team, referred to collectively as the IT Recovery Team.

Prior to the test the IT Recovery Team determines which backup media will be used for tests, establishes the test plan which outlines the goals and activities for the given test and conducts the necessary preparation for the test. They must also assist customers in preparation for the test.

During the tests, in addition to providing customers assistance, the IT Recovery Team participants should maintain a running log of the test activities to assist in the post-test review.

After every test, the IT Recovery Team participants will meet to discuss the tests to improve the recovery procedures and the plan documentation. The IT Recovery Team will also schedule a meeting with the customers to gain their input and suggestions for improvements.

4.4.3. MUNICIPAL PORTFOLIO COMMITTEES & THEIR RESPECTIVE HEADS/CHAIRPERSONS

- **FUNCTIONALITY OF OVERSIGHT STRUCTURES WHICH ARE COUNCIL, EXCO, PORTFOLIO COMMITTEES, MPAC ARE AS FOLLOWS**

  A municipality has all the functions and powers conferred on them firmly entrenched Section 79 of the Municipal Structure Act, provides that a Council may establish committees to assist in fulfilling its powers and functions which is subject to the Constitution of the Republic of South Africa, 1996.

Finance & Executive Committee Members	Date of Meetings
. Cllr. CT Khumalo – Hon. Mayor, Chairperson	Q1 - 08 July 2022 - 15 August 2022 - 22 August 2022
. Cllr. HT Nkosi – Deputy Mayor- Member	

. Cllr. BW Shangase – Hon. Speaker-ex-officio . Cllr. FZ Nkwanyana – Member . Cllr. LL Ntshangase- Member 0. Cllr. TN Ngema- Member	- 23 September 2023 Q2 -20 October 2023 - 21 November 2023 - 19 December 2023 Q3 -23 January 2024 - 24 February 2024 - Schedule for 24 March 2024

Technical, Planning & Economic Development Committee Members	**Date of Meetings**
1. Cllr. HT Nkosi – Deputy Mayor, Chairperson 2. Cllr. PS Mantengu – Deputy Chairperson 3. Cllr. SB Simelane – Member 4. Cllr. JP Msezane – Member 5. Cllr. VW Mkhize- Member 6. Cllr. TN Ngema- Member 7. Cllr. CS Kwesaba- Member	Q1- 08 September 2022 Q2- None Q3- 20 Feb 2024 - Schedule for 23 March 2024

Community/Corporate Committee Members	**Date of Meetings**
1. Cllr. FZ Nkwanyana– Chairperson 2. Cllr. MC Cele – Deputy Chairperson 3. Cllr. JP Zungu – Member 4. Cllr. BS Ndlazi – Member 5. Cllr. ZM Ngobese- Member 6. Cllr. LL Ntshangase- Member 7. Cllr. NH Nxumalo- Member 8. Cllr. BS Gumbi- Member	Community dates are as follows: Q1- None Q2 - 17 Nov 2023 - 18 Oct 2023 Q3 – 17 Feb 2024 Corporate dates are as follows: Q1- None Q2-18 October 2023 Q3- 20 Jan 2024 - 20 March 2024

Youth Affairs & Development Committee Members	**Date of Meetings**
1. Cllr. CT Khumalo – Hon. Mayor, Chairperson	Q1- 08 July 2023 - 22 August 2023

2. Cllr. VW Mkhize– Deputy Chairperson	Q2- 20 October 2023 - 16 Nov 2023 Q3- 23 Jan 2023 - Schedule for 24 March 2024
3. Cllr. CS Kwesaba – Member	
4. Cllr. SB Simelane – Member	
5. Cllr. W Mngomezulu- Member	
6. Cllr. SI Mhlongo- Member	
7. Cllr. IS Manqele- Member	

- **FUNCTIONALITY OF SECTION 79 COMMITTEES ARE AS FOLLOWS:**
  Section 79 of the Municipal Structures Act provides for Committees of the Council reporting directly to the Council, in accordance with the terms of reference of such Committees are developed by the Councils. Such Committees, because of its direct reporting lines to the full Council, are best suited to do oversight in the municipality, not only in terms of the oversight report referred to above, but general oversight over both the administrative and executive arms of the municipality.

Rules Committee Members	Date of Meetings
1. Cllr. BW Shangase– Hon. Speaker (Chairperson)	Q2 -10 October 2023
2. Cllr. CT Khumalo –Hon. Mayor (Member)	
3. Cllr. PS Mantengu – IFP Whip	
4. Cllr. TN Ngema – ANC Whip	
5. Cllr. CS Kwesaba- EFF Member	
6. Cllr. BS Gumbi- NFP Member	
7. Cllr. JP Zungu- Independent Member	

Municipal Public Accounts Committee Members	Date of Meetings
1. Cllr. MM Dladla – MPAC Chairperson	Q1 - 29 August 2023 Q2 - 19 December 2023 Q3 – Schedule for 29 March 2024
2. Cllr. CN Maphisa – Deputy Chairperson	
3. Cllr. GMC Mdaka – Member	
4. Cllr. ZW Ntuli – Member	
5. Cllr. SF Mdaka- Member	
6. Cllr. AS Thela- Member	
7. Cllr. ONN Ndwandwe- Member	

4.4.4. EMPLOYMENT EQUITY PLAN

Employment Equity Act (55 of 1998) assert that the municipality has developed and implemented an Employment Equity Plan (EEP). The update Employment Equity plan was adopted by Council and submitted to the Department of Employment and Labour The main impartial of the Employment Equity Plan is mainly on achieving transformation and equality in the workplace by encouraging equal occasion and fair behaviour in the employ through the removal of unfair discernment. The employment plan is in place and adopted on 23 of May 2024

The following table summarizes the demographic profile of employees.

Occupational Levels	Male				Female				Foreign Nationals		Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	M	F	
Top Management	3	0	0	0	1	0	0	0	0	0	4
Line Management	8	0	0	0	3	0	0	0	0	0	11
Professionally Qualified	8	0	0	0	3	0	0	0	0	0	11
Skilled	15	0	0	0	0	0	0	0	0	11	26
Semi-skilled	19	0	0	0	19	0	0	0	0	24	43
Unskilled	58	0	0	0	0	0	0	0	0	73	131
TOTAL PERMANENT	105	0	0	0	0	0	0	0	0	114	219
Temporary	1										1
Employees with disability	2	0	0	0	3	0	0	0	0	0	2
GRAND TOTAL	106	0	0	0	32	0	0	0	0	222	220

Table 12: demographic profile of employees

4.4.5 WORKPLACE SKILLS PLAN

The employment equity strategies form an essential part of preparation for training as replicated in the Skills Development Act. The Big 5 Hlabisa local municipality annually evaluations its Workplace Skills Development Plan (WSDP). The municipality is listed with the Local Government Sector Education Training Authority (LGSETA) and skills training connecting to the municipality's fundamental occupational are carried out. The municipality advanced and adopted the Work Skills Plan that recognized skills gap and how they be alleviated. The municipality valuations this policy annually. The municipality has applied its Work Skills Plan to answer to the volume challenges facing the municipality. Big 5 Hlabisa Municipality is working assiduously trying to train and reskilling both its politicians and the staff in the parts where they need development to deliver services effectively and efficiently to the community.

Furthermost of the councillors have been experiencing through training on management, leaderships, etc. The municipal employees have always attended trainings that which are meant to improve their skills in their workplaces. A detailed Work Skills Plan is available and annexed in the IDP. Nonetheless, constraint of resources makes it difficult to implement the Workplace Skills Plan hence the there is a very high demand of the skills development for implement the Workplace Skills Plan hence the there is a very high demand of the skills development for the Politicians and officials.

4.4.6 EMPLOYMENT OF DISABLED PEOPLE

As per the requirement from the Department of Labour, employers are required to employ a total of 2% people with disability. The municipality must employ people with disability, positions which are suitable for the people with disabilities must be identified and will be stated as such on the job advertisement. Currently there are two employees living with disability.

4.4.7 LIST OF HUMAN RESOURCE POLICIES

NO	LIST OF MUNICIPAL POLICIES AND STANDARDS OPERATING PROCEDURES FOR 2024/2025	STATUS	ADOPTION DATE
	CORPORATE SERVICES DEPARTMENT		
1.	Recruitment and Selection Policy	Reviewed	23 May 2024
2.	Promotion & Transfer Policy	Reviewed	23 May 2024
3.	Performance Management Framework	Reviewed	23 May 2024
4.	Benefits and Allowance Policy	Reviewed	23 May 2024
5.	Career and Succession Planning Policy	Reviewed	23 May 2024
6.	Acting appointment Policy	Reviewed	23 May 2024
7.	Leaves Policy	Reviewed	23 May 2024
8.	Performance Management Policy	Reviewed	23 May 2024

9.	Disciplinary Action Policy	Reviewed	23 May 2024
10.	Probation Policy	Reviewed	23 May 2024
11.	Induction Policy	Reviewed	23 May 2024
12.	Termination of Service Policy	Reviewed	23 May 2024
13.	Subsistence & Travelling Policy	Reviewed	23 May 2024
14.	Study Bursary Policy	Reviewed	23 May 2024
15.	Staff HIV & AIDS Policy	Reviewed	23 May 2024
16.	Sexual Harassment Policy	Reviewed	23 May 2024
17.	Exit Management Policy	Reviewed	23 May 2024
18.	Deputy Mayor/Speaker's Vehicle Policy	Reviewed	23 May 2024
19.	Private Work and Declaration of Interest icy	Reviewed	May 2024
20.	Municipal Pool Vehicle	Reviewed	23 May 2024
21.	Mayoral Vehicle Policy	Reviewed	23 May 2024
22.	Employment Equity & Affirmative Action Policy	Reviewed	23 May 2024
23.	Dress Code, Uniform & Protective Clothing Policy	Reviewed	23 May 2024
24.	Scarce Skills and Retention Policy	Reviewed	23 May 2024
25.	Recruitment Policy for Municipal Manager and Senior Managers Posts	Reviewed	23 May 2024
26.	Consequence Management Policy	Reviewed	23 May 2024
27.	Car Allowance Policy	Reviewed	23 May 2024
28.	Employment Equity Plan	Reviewed	23 May 2024
29.	Municipal employee assistance policy	Reviewed	23 May 2024
30.	OHS/Disaster policy	Reviewed	23 May 2024
31.	HR Development Strategy	Reviewed	23 May 2024
32.	Health and Safety and COVID 19 Policy	Reviewed	23 May 2024
33.	PAIA Manual	Reviewed	23 May 2024
34.	Registry Procedure Manual	Reviewed	23 May 2024
35.	Records Management Policy	Reviewed	23 May 2024
36.	Records Control Schedule	Reviewed	23 May 2024
37.	File Plan	Reviewed	23 May 2024
38.	Roles and Responsibilities of Municipal Political Structures, Office- Bearers and Senior Officials and the Municipal Delegations Framework	Reviewed	
39.	Rules of Order for Internal Arrangements By-Law for the Newly Elected Councils	Reviewed	23 May 2024
	COMMUNITY SERVICES DEPARTMENT		
40.	Disaster Risk Management Policy Framework	Reviewed	23 May 2024
41.	Winter Contingency Plan	Reviewed	23 May 2024
42.	Disaster Risk Management Plan	Reviewed	23 May 2024
43.	Disaster Management Sector Plan	Reviewed	23 May 2024
44.	Standard operating procedure manual Traffic officer Examiner for drivers' licence	Reviewed	

	Firearms policy and operational procedures Sops VTS examining of vehicles. Sops disaster management		
45.	Development of Animal Pound By-Law	Reviewed	23 May 2024
46.	Development of Disaster Fire By- Law	Reviewed	23 May 2024
47.	HIV & AIDS Strategy 2022-2027	Reviewed	23 May 2024
	EXECUTIVE SERVICES DEPARTMENT		
48.	Complaint Policy	Reviewed	23 May 2024
49.	Youth Development Strategy 2022-2026	Reviewed	23 May 2024
50.	Risk Management Policy	Reviewed	23 May 2024
51.	Audit and Performance Committee Charter	Reviewed	
52.	Risk Management Charter	Reviewed	23 May 2024
53.	Internal Audit Charter	Reviewed	23 May 2024
54.	Indigent policy	Reviewed	23 May 2024
55.	Public Participation	Reviewed	23 May 2024
56.	Batho Pele Principles	Reviewed	23 May 2024
57.	Communication Strategy	Reviewed	23 May 2024
58.	Social Media Policy	Reviewed	23 May 2024
59.	Youth Policy		
	INFRASTRUCTURE PLANNING AND ECONOMIC DEVELOPMENT SERVICES DEPARTMENT		
60.	Investment attraction and promotion strategy	Reviewed	23 May 2024
61.	Informal economy policy 22-223	Reviewed	23 May 2024
62.	Housing Sector Plan	Reviewed	23 May 2024
63.	Informal Traders Policy	Reviewed	23 May 2024
64.	Development of Integrated Waste Management Plan	Reviewed	23 May 2024
65.	Comprehensive Spatial Development Framework	Reviewed	23 May 2024
66.	LED Strategy	Reviewed	23 May 2024
67.	Single Land Use Scheme	Reviewed	23 May 2024
68.	Maintenance Plan	Reviewed	23 May 2024
	FINANCE SERVICES DEPARTMENT		23 May 2024
69.	Kz 276 Information Communication and Technology	Reviewed	23 May 2024
70.	Information communication and technology antivirus and firewall patch management	Reviewed	23 May 2024
71.	Asset disposal policy		23 May 2024
72.	ICT backup and restore policy		23 May 2024
73.	Change Management Policy		23 May 2024
74.	Change management Procedures		23 May 2024
75.	End User Security Policy		23 May 2024
76.	Budget Policy		23 May 2024

77.	Msco Budget Virement Policy		23 May 2024
78.	Final Cash Management Banking and Investment Policy		23 May 2024
79.	Credit Control and Debt Collection Policy		23 May 2024
80.	SCM Delegations		23 May 2024
81.	Fraud Prevention and Anti- Corruption Policy		23 May 2024
82.	Property Rate Policy		23 May 2024
83.	Tariffs Policy		23 May 2024
84.	GICT Business Continuity Policy		23 May 2024
85.	CGICT policy		23 May 2024
86.	Governance of Information And Communication Technology Framework		23 May 2024
87.	Fleet Management Policy		23 May 2024
88.	Fixed Assets& Accounting Policy		23 May 2024
89.	Disaster Recovery Plan / Procedure and ICT Business Continuity		23 May 2024
90.	ICT Charter Policy		23 May 2024
91.	ICT Risk Policy		23 May 2024
92.	ICT Security policy		23 May 2024
93.	IT Strategy		23 May 2024
94.	Cost Containment Policy		23 May 2024
95.	Physical and Environmental Security; policy		23 May 2024
96.	Petty Cash Policy		23 May 2024
97.	Contract Management Policy		23 May 2024
98.	Supply Chain Management Policy		23 May 2024
99.	Land Disposal		23 May 2024
100.	Telephone Usage		23 May 2024
101.	Variant Policy		23 May 2024
102.	Credit Control & Debt Collection by Laws		23 May 2024
103.	MFMA System of Delegation		23 May 2024
104.	Financial Plan		23 May 2024
105.	Cell Phone and 3-G data Allowance Policy		23 May 2024
106.	Investment and Attraction Strategy		23 May 2024
107.	Appointment of Consultant policy		23 May 2024
108.	B5H Ward Committee Establishment and Operations Policy		23 May 2024
109.	Service Delivery Charter And Service Standard For Big 5 Hlabisa Municipality KZ276		23 May 2024
110.	Use of Consultant Policy		23 May 2024
111.	Cell Phone and Telephone Policy		23 May 2024
112.	Asset Management Policy		23 May 2024
113.	Activity Monitoring Policy and Procedures		23 May 2024
114.	Anti- Corruption Strategy		23 May 2024

115.	Funds And Reserve Policy		23 May 2024
116.	Provision for Bad Debts Policy		23 May 2024
117.	Vote Virement Policy		23 May 2024
118.	Principles and Policy Debts on Borrowing		23 May 2024
119.	Property Rate By-laws		23 May 2024
120.	Revenue Enhancement Plan		23 May 2024

4.4.8 KEY CHALLENGES	DISCRIPTION OF CHALLENGES
• Financial constraints	The municipality is facing some problems due to financial limitations, The organization. Has a shortage skilled labor, they are failing to employ more employees.
• Turnaround time too long in the filling of vacancies	Due to new staff regulation the recruitment process take long to select best candidate
• Employee retention	The Municipality is unable to retain employees' due financial constraints
• Change management	Inability to adapt to change due to employees resistance , lack of necessary training and skill

4.5 SWOT ANALYSIS

TABLE 13: INSTITUTIONAL SWOT ANALYSIS

STRENGTHS	WEAKNESSES
✓ Cascading of Performance Management System ✓ Continuous development of the existing workforce ✓ Development of Standard Operating Procedure Manuals ✓ Cordial relationship between the Employer and Labour ✓ Automation of records management ✓ Improved communication system	✓ Poor functioning of registry ✓ Performance Management System limited to senior positions ✓ Low staff morale ✓ Lack of counselling services ✓ Misplacement of skills ✓ Poor work ethics ✓ Unskilled workforce ✓ Non-adherence to Policies and Standard Operating Procedure Manuals ✓ Poor records management ✓ In ability to retain talent ✓ Non-adherence to the Standing Rules & Order ✓ Non-adherence to the schedule of meetings

	✓ Unauthorised absenteeism and poor performance ✓ ✓
OPPORTUNITIES	**THREATS**
✓ Cascading of Performance Management System ✓ Continuous development of the existing workforce ✓ Development of Standard Operating Procedure Manuals ✓ Cordial relationship between the Employer and Labour ✓ Automation of records management ✓ Improved communication system ✓	✓ Inability to fill critical positions due to financial constraints ✓ Inability to attract suitably qualified candidates ✓ Loss of municipal records ✓ Too much time spent on compliance and no innovation ✓ Budget constraints ✓ Staff have negative view in respect of the implementation of Human Resource functions ✓ Low staff productivity ✓ Unhealthy and dysfunctional organizational culture ✓

4..6 SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

4.6.1 WATER AND SANITATION

This section seeks to assess the level of infrastructure provision in Big 5 Hlabisa. It is very crucial to understand the issues of infrastructure in the Municipality to be realistic when setting spatial development goals in relation to housing.

1. WATER SERVICES CONTEXT

The water services backlog was determined utilizing a combination of Census 2011, the UKDM asset register, and verified data from consultants to produce a combined GIS infrastructure database that shows a backlog of 30% of the population (access below National Standard). This is a significant improvement from the Census 2011 backlog of 53%. The combined backlog in 2011 for Big 5 Hlabisa Municipality is 57.1 considering the draft uMkhanyakude WSDP 2023.

UMkhanyakude District Backlog Analysis

Local Municipality	Population	Percentage of the population with access BELOW National standard level of water service			
		Census 2011 Level of Water Services	Asset Register Infrastructure Data	Verified Consultants Infrastructure Data	Combined Infrastructure Data
Umhlabuyalingana	155140	52.7%	50.6%	60.2%	28.5%
Jozini	185790	62.4%	67.4%	47.1%	42.3%
The Big 5 Hlabisa	107097	55. %	65.2%	66.5%	58.7%
Mtubatuba	175359	44.0%	50.3%	28.9%	17.6%
uMkhanyakude	623387	53.2%	54.1%	43.3%	30.0%

	Piped (tap) water inside dwelling/yard			Piped (tap) water on a communal stand		No access to piped (tap) water			
	1996	**2001**	**2011**	**1996**	**2001**	**2011**	**1996**	**2001**	**2011**
DC27: Umkhanyakude	**5 347**	**15 928**	**47 406**	**7 159**	**27 251**	**31 879**	**59330**	**58 384**	**48 909**
KZN271: Umhlabuyalingana	1 149	3 394	10 107	1 633	4 974	9 278	16 382	17 955	14 472
KZN272: Jozini	1 019	3 968	11 784	2 370	12 352	10 851	18 503	17 270	16 214
KZN276: Big 5 Hlabisa	**761**	**2676**	**7802**	**1223**	**3663**	**5388**	**10381**	**10486**	**7715**
KZN275: Mtubatuba	2 419	5 890	17 713	2 032	6 263	6 363	14 065	12 673	10 828

Table 37: Households with access to piped water Census 1996 to 2001 and 2022

I. Water Schemes

The following water schemes exist with the municipality.

HLUHLUWE WATER SUPPLY SCHEME

The bulk supply system located at Hluhluwe dam consists of a treatment facility at the dam with a rated capacity of 1980kl/d. Plans to augment the plant are currently underway. Potable water is pumped through a 300mm rising main to a 5000kl reservoir located in the Mdletshe area. From Mdletshe water is transferred to Hluhluwe town. Bulk consumers include:

- Mdletshe rural ± 360kl/d
- Commercial farmers (19) and a game ranch ± 130kl/d
- Hluhluwe town ± 880kl/d

The water scheme is in Hluhluwe is currently upgraded to increase the capacity of the plant due to increase in water demand. The water receives raw water from the released in Hluhluwe dam. Farmers are using bigger volumes of water for irrigation upstream. This causes water reaching the plant to be very limited.

The Big 5 Hlabisa Drought Relief Programme

Project Description	Approved Budget	Progress	Target No of Households to be served
Hluhluwe Phase 2 Upgrade Upgrading the Hluhluwe phase 2 WTW from a 1.8ML/d to a 3.8Ml/d package treatment plant,	13,177,327	Construction - 60%. Expected end date 30 May 2016	5250
Borehole Drilling		**Big 5 Hlabisa** Drilling complete -25/25 successful boreholes drilled, 4/25 dry. (4/4 boreholes) completed. are equipped and commissioned	

II uMkhanyakude Capital Projects

Project name	Category	Amount	Year
Upgrade of the Hlabisa Town sanitation system	MIG	R18 371 905	2024/2025

III. Sanitation

SANITATION SCHEMES IN HLUHLUWE

This scheme serves 170 households. Each household has access to a flush toilet. The wastewater treatment plant has a capacity of 92Ml/year. The scheme is currently under the ownership of the Department of Water Affairs.

The table below reflects the percentage distribution of households by type of toilet facilities, as per 1996, 2001 and 2011 survey conducted by Stats SA:

Municipality	Toilet facility			
	Flush/Chemical	Pit (with/without ventilation)	Bucket	None
DC27: UMkhanyakude	45 813	82 572	1 449	15 460
KZN271: Umhlabuyalingana	5 872	27 314	10	5 213
KZN272: Jozini	13 596	21 153	1 263	5 422
KZN275: Mtubatuba	14 115	23 034	17	3 370
KZN276: Big 5 Hlabisa	12 231	11 070	158	1 455

Table 36: households by type of toilet facility

3 . Solid Waste Management

Solid waste management is indeed a concern ensure sustainable development where the is a balance between the economic, social, and environmental aspect in the area, therefore the municipality has been able to engage the Environmental Services as the development of Integrated Waste Management Plan is underway through assistance National support. Further articulation has been undertaken under the Environmental Status Quo Analysis above.

4.6.2 Transportation Infrastructure

I. Road Networks

N2 and the LSDI are classified in terms of the SDF as Main Transport Routes. The N2 (and the LSDI road to a smaller degree) carries larger volumes of traffic than the other roads through the municipal area at higher travelling speeds. There are several Tourism Routes identified in the SDF as well.

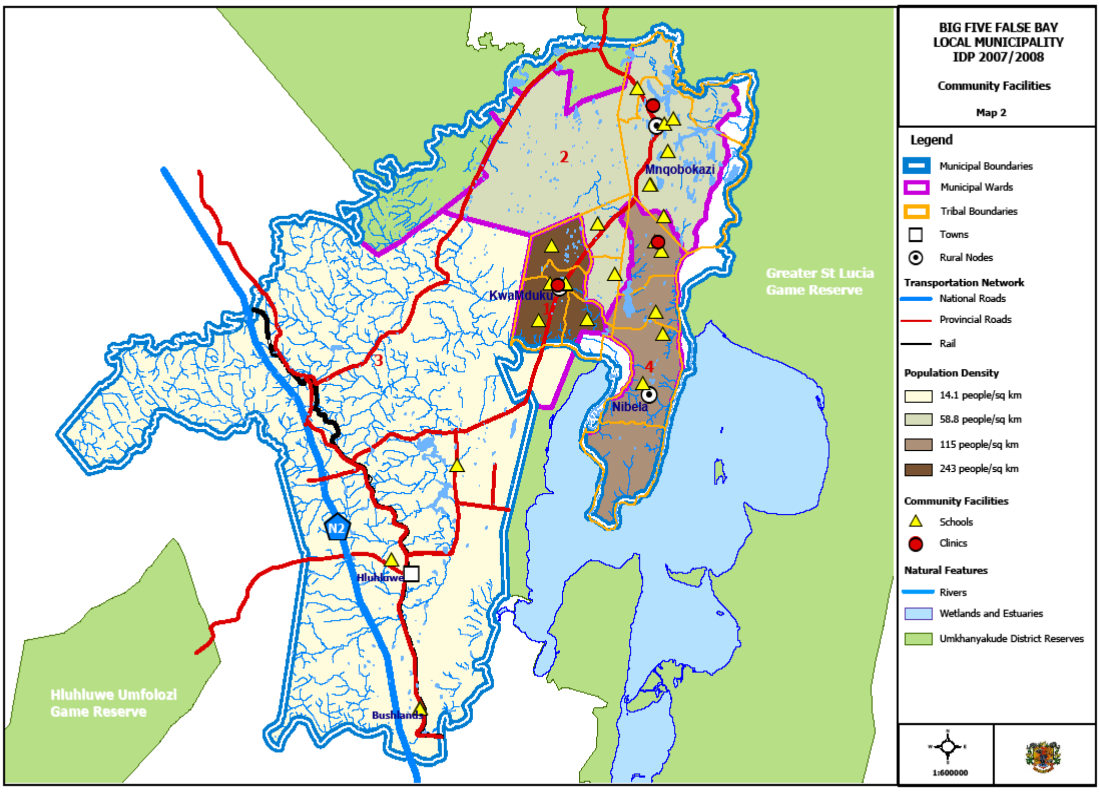
The first one is the P466. It primarily provides access to the various private game reserves located in the northern portion of the municipal area between the N2 and the LSDI road. This area described above is referred to as a “Management Area” in the draft rural LUMS.

The R22 route is a gateway route for Hluhluwe and a tourism corridor. Secondly, the route from Hluhluwe in a westerly direction, across the N2, towards the northern entrance of the Hluhluwe Umfolozi Game Reserve is proposed as a tourism route in the SDF. A portion of this route is the entrance into Hluhluwe town from the N2.

II. Road and Transport Infrastructure Analysis

The Municipality has a short supply of good all-weather roads. This restricts the provision of some services such as waste removal. In addition, access to economic opportunities is also limited. The main problem in Big 5 Hlabisa is the lack of access experienced by rural communities as rural roads are not in a good condition. Public transportation such as taxis and buses are most used across the municipality. For those areas where road conditions are bad, informal transportation through mainly the bakkies is used.

The municipality relies heavily on MIG funding for infrastructure development. The rural transport forum is in place, but its functionality requires some improvement. The transport plan is not in place and the municipality does not have funding for its development, however funding arrangements will be initiated with potential funders.



III. Provision of Water Services

Figure 36: Water Service Lines Within the District

Legislative Framework

The uMkhanyakude District Municipality is a Water Services Authority (WSA) and as such is mandated by the Water Services Act to progressively ensure efficient, affordable, economical, and sustainable access to water services for all consumers within its area of jurisdiction. uMkhanyakude District Municipality (UKDM), as the Water Services Authority (WSA), is responsible for the provision of water and sanitation services (both internal and external mechanism) to largely rural communities spread over a vast area within four (4) local municipalities, namely:

1) Jozini LM
2) UMhlabuyalingana LM
3) Big 5 Hlabisa LM
4) Mtubatuba LM

IV. **Core Functions of the Technical Services Department**

The primary mandate of Technical Services Department is provision of reliable, affordable, efficient, and sustainable water services to communities within municipal jurisdiction.

A. Departmental Sections are as follows:

1) **PMU** - Infrastructure Development
2) **WSP** - Operations and Maintenance
3) **WSA** - Water Service Authority

Overall Objectives of the Department

1) Provision of reliable, cost effective, efficient, and sustainable water services.
2) Planning of short, medium, and long-term water development plans and implementation strategies.
3) Maintenance and Operation and maintenance of water and sanitation schemes,
4) Planning and implementation of municipal capital infrastructure projects,
5) Management of electricity at Ingwavuma and Kwa-Msane

B. Water Services Authority Unit

Responsibilities of the Unit

1) Regulation – Formulation of water services policies by-laws.
2) Development of Water Services Development Plan (WSDP (5-year-plan).
3) Formulation of technical guiding principles for engineering designs,
4) Compilation of the Water Services Master Plan 5) Monitoring and evaluation of projects implementation 6) Review water services development plan annually.
7) Align projects and budget to the IDP framework.
8) Research and development – infrastructure project feasibility studies.
9) Compilation of projects business plans.
10) Communicating Council water services policies with the public and other sectors,
11) Alignment of National, Provincial and infrastructure development projects: with the WSDP and advise Council accordingly,

12) Planning and monitoring of rudimentary projects emanating from water tanker reduction strategy (WSIG)
13) Water and wastewater quality compliance monitoring throughout the district.

C. Project Management Unit

Responsibilities of the Unit

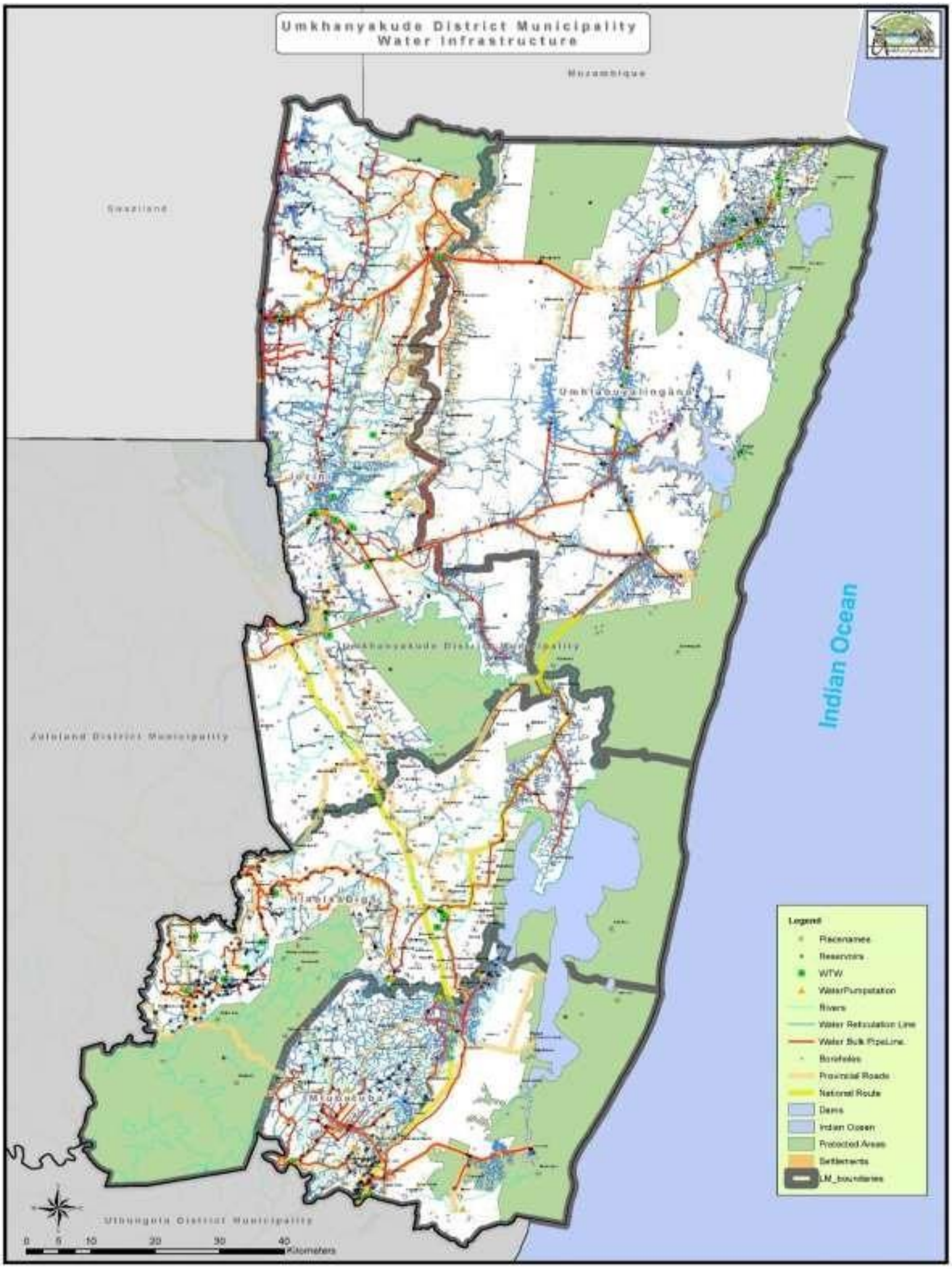
1) Monitor the implementation of capital projects both (water and sanitation projects)
2) Creation of job opportunities through the implementation of EPWP principles and strategies.
3) Capital project progress reporting,
4) Ensuring the use of labor-intensive methods in construction projects, employment, and training local community members
5) Undertake projects inspections.

D. Water Services Operations & Maintenance Unit also known as WSP (Water Services Provision) Responsibilities of the Unit

1) Operations and Maintenance of water services infrastructure
2) Management of the external water service providers appointed within the section,
3) Implementation of water tanker
4) Management of water quality programme and ensuring compliance with applicable legislation,
5) Implementation of water balancing, leak detection and water loss prevention programme,
6) Ensure that the water services infrastructure complies with all OHS act requirements,
7) Operation and maintenance of all water services infrastructure which includes the following:
8) Ensuring that all rural water schemes are functional,
9) Ensuring that water quality tests are done and checked against SANS 241 specifications,
10) Responsible for the water loss management,
11) Responsible for the emergency and drought relief programmes of the municipality which includes the following:
12) Repair and maintenance of hand pumps,

13) Spring development and protection,

Functional Call Centre, proper recording of complaints, interaction with consumers and analysis of data for effective planning



E. **Household and Water Backlog Comparison Census with W&SMP**

uMkhanyakude DM												
Households	Census 2011			WSMP 2013			CS 2016			WSMP 2019		
	HH	Backlog	%	HH	Backlog	%	HH	Backlog	%	HH	Backlog	%
Umhlabuyalingan	33	19 976	5	32	9 399	29	39	19 024	4	35	7 506	21%
Jozini	38	21 678	5	37	16 018	42	44	21 245	4	41	8 660	21%
Mtubatuba	34	19 686	5	37	6 678	18	41	18 495	4	41	3 307	8%
Hlabisa Big 5	20	12 547	6	26	9 682	36	25	16 809	6	29	9 132	30%
Total	128	73 887	5	135	41 777	31	151	75 573	5	149	28 605	19%

F. **Water Reliability**

Although only 19% of consumers are shown to have access below RDP level of services and only 2,6% more than a km away from water, a much larger percentage of consumers within uMkhanyakude DM are exposed to water disruptions due to failing/dysfunctional infrastructure or water resource yield or capacity limitations. This high level of unreliable water supply (40%) has been identified and categorized as per the DWS guide:

- **Dysfunctional infrastructure** based on O&M or scheme management challenges (boreholes schemes).
- Or to **resource issues** (insufficient resource and or treatment capacity) such as Hlabisa.
- **Infrastructure shortcoming**, capacity limitations such as Mpukunyoni, where the network and bulk lines need to be upsized to meet the higher LOS. Still awaiting the upgrade of the Mandlakazi WTW

V. ACCESS OF COMMUNITY FACILITIES

Access to community facilities varies as some of the wards have better access than others, however, most ward have access to schools, crèche's, community halls, clinics, and sport field. The municipality will much updated information in the next IDP 2024/2025

VI. HUMAN SETTLEMENT

Housing delivery is one of the main service delivery needs for the community of Big 5 Hlabisa. During the need's identification process, it was raised as a concern and the municipality intends to work tirelessly with the Department of Human Settlement and all relevant stakeholders to make positive impact and to provide sustainable human settlement.

G. **HOUSING PROJECTS 2024/2025 ARE AS FOLLOWS**

Projects under Construction

Project name & Units	**Wards**	**Status**	**Backlog**	**Key Challenges**
1. Mnqobokazi Housing ()1300)	1 and 2	At construction	120 units	There are households who were identified while the project was full and could not be assisted.
2. Malabela Housing (500)	2 and 4	At construction	50	There are about 300 applicants in a project area with "approved " status for Nibela and could not be approved
3. Phumlami slums (1000)	5	Planning	1000	This project never commenced and has overstayed planning stage and, requires the intervention of the District Municipality for the upgrade of a sewer pond . Unavailability of funds was reported and was reported. This has taken more than 15 years

				and there is noHI progress and applicants are living if slums
4. Mdletshe Housing	6, 7, 8, 9, and 10	At construction	900	The Project is ongoing however : - The phases of 300 seems to be very insufficient - Progress becomes very slow
5. Hlabisa Phase 2 (1000)	11, 12, and 14	At Planning	1000	The project has taken too long to commence and has overstaye planning. - Applicants of a project area are mostly in need of housing - Some applicants have even passed away - Records are getting stale
6. Hlambanyathi Housing (500)	13	At construction	200	None
7. Hlabisa CBD (1000)	12	At Planning	1000	- Issues over land ownership - The project could not be approved.

				- Needed development is delayed
8. EMabhokisini (500)	12 and 13	At Planning	500	Funding

2. PIPELINE PROJECTS

Project name and units	Ward	Backlog	Key challenges
1. Hluhluwe CBD and Agrivillage	5	1000	This is long overdue and is a need as residents do need low rental housing as they are dominantly a working community
2. Makhowe Housing (500)	6	500	-These projects' mail challenge is their commencement is dependent on the completion of Mdletshe housing (as they are the same project area) still having the back lock of 900 units ,. - And, the availability of funds
3. EZifundeni Housing (500)	7	500	
4. Nompondo Housing (500)	8	500	
5. EZibayeni Housing	9	500	
6. Uphaphasi Housing	10	500	

4.5.3 Housing trends

The following trends are noted in Big 5 Hlabisa Municipality

- Illegal land invasion (informal settlement), particularly in ward 05 and Ward 12
- There is a trend of young upcoming population in ward 5 for work purposes. This trend has resulted in the need for middle income residential housing development.
- Rural Housing Development in ward 1, 2 and ward 4

4.6.3 Telecommunication

- The municipality coordinates its development activities with the following stakeholders through the following mechanisms:
- IDP Roadshow
- Local Radio Station (Maputaland Radio, Zululand FM, Shine FM)
- Newspaper publications
- Public debates
- Local Posters
- Igagasi Radio

All the above mechanism seems to reach the community accordingly. According to the Stats SA information, households have access to several forms of telecommunication ranging from households using radio, television, computer, cellphone, landline/telephone, and access to internet. The most popular communication method is cell phone followed by radio.
The most accessible telecommunication method is radio. In 2001 out of 6 214 households, 4275 had access to radio in 2011 out of 7998, 5 453 had access. The numbers of households with access to cell phones in 2001 were 1243 and in 2011 the number increased to 6975. Other telecommunication methods are not that much accessible expect. The figures of households with access to computer were 3191 in 2011 and Internet where several households with access were 2326.

Municipality	Radio		Television		Computer	
	2001	2011	2001	2011	2001	2011
DC27: Umkhanyakude	75 983	86 777	21 971	55 338	1 029	6 837
KZ271: Umhlabuyalingana	*19 732*	22 530	4 692	11 928	144	1 311
KZ272: Jozini	24 940	26 977	6 249	15 459	273	1 590
KZ276: The Big 5 Hlabisa	**13209**	**14106**	**3368**	**8920**	**175**	**998**
KZ275: Mtubatuba	19 103	23 164	7 662	19 029	438	2 938

Table 39: Distribution of households by access to a radio, television, refrigerator, computer, landline/telephone, Census 2011

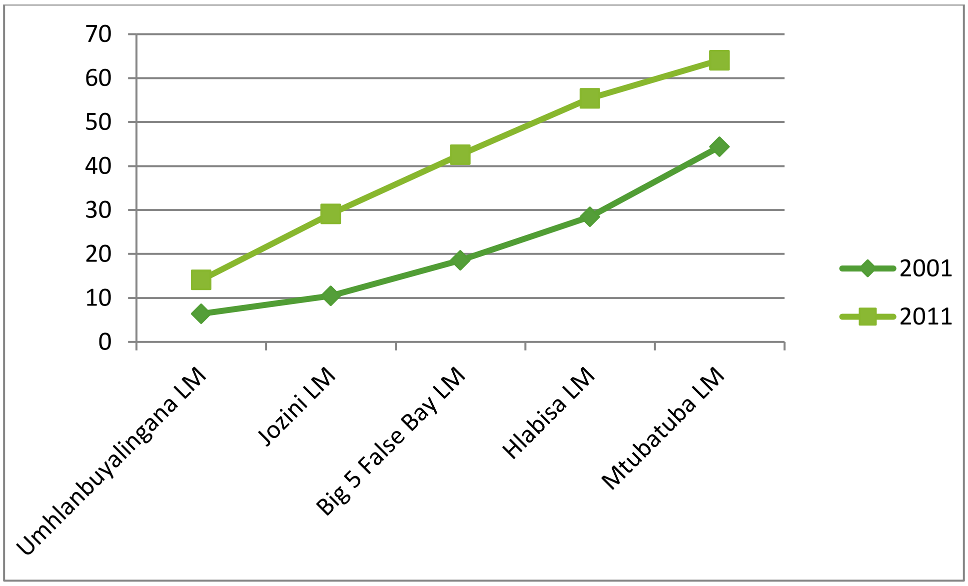
Municipality	Refrigerator landline		Landline telephone		Cell phone		Internet
	2001	2011	2001	2011	2001	2011	2001
DC27: Umkhanyakude	24 619	52 081	5 903	4 198	20 368	110 674	32 613
KZ271: Umhlabuyalingana	4 755	9 555	1 480	647	4 285	28 320	7 466
KZ272: Jozini	6 655	13 706	1 279	870	6 089	33 308	8 761
KZ 276: The Big 5 Hlabisa	**4044**	**9130**	**574**	**709**	**3277**	**18130**	**5926**
KZ275: Mtubatuba	9 166	19 692	2 553	1 971	6 696	30 915	10 461

Table 40: Distribution of households by access to Cell-phone, landline/telephone and access to internet by municipality- 2001 and 2011, Source Census 2022

4.6.4 Energy

It is indicative that Big 5 Hlabisa Municipality and uMkhanyakude District has a huge backlog. on electricity provision as compared to other district as a result use of energy varies from electricity to, gas, paraffin, and other methods. According to the census 2001; only 18.6% of the total number of households has access to electricity for lighting, the percentage increased to 42.6% in 2011. This translates into a huge backlog in terms of electricity provision. 2500

The table below indicates population with access to electricity for lighting. Other methods of energy used include, candles, paraffin, gas etc. the table also depicts % usage of energy alternative methods. The Eskom coverage indicates than an adequate supply is available to the major town in Big 5 Hlabisa, which is Hluhluwe/ Hlabisa town and Hluhluwe is surrounding by commercial farmlands. However, there are deficiencies in the electrification grid in the deep tribal authority areas.



4.7 The projects are indicated in order of prioritization and duration of each project. A Capital Budget - The IDP has a schedule of projects identified for 2023/2024 f/y, funding attached, source of funding, project name linked to the grant/donor source, progress on project (whether new or ongoing) and duration of each project.

Table 76: Capital Projects

4.6. 6. PROJECTS APPROVED BY CONCIL FOR 2024/2025
MIG ALLOCATION

Project Name	Contractor Name	Ward No.	Projects Deliverables	Bid Award Amount	Award Date	Completion Date	Projects Performance Progress @%	Project Challenges and Mitigation
PROJECTS IN CONSTRUCTION								
Upgrade of Hlabisa Sports Complex – Phase 2	**Ngiba Development (pty)ltd**	12	Completion of Grand Stand Canopy, Athletic Track , Security Guard House, Changing Rooms and ablution facility	R 5 124 409,20	04 January 2024	30 June 2024	25%	The contractor is on site.
Upgrade of Big 5 False Bay Drivers Licence – Phase 1	**Qhubekela Phambili Development**	05	Completion of Construction of New Offices for Traffic Licencing	R 5 288 346,12	04 January 2024	30 June 2023	55%	Contractor is on site.
Mathunzi to ngoqongo Gravel Road	**Empilweni Trading (Pty)ltd**	11	Construction of Causeway between Ngoqongo to Mathunzi	R 3 833 736,70	29 September 2023.	30 June 2024	50%	The contractor performed very well but is delayed by rainfall

Mansiya Community Hall	**Vukayibambe Development**	9	Construction of the new community Hall	R 3 948 199,17	12 May 2023	30 June 2024	100%	The contractor performed very well on site
Mahongoza Community Hall	**Leagofatse Development**	04	Construction of the new community Hall	R 4 423 865,00	12 May 2023	30 June 2024	49% - progress	The contractor is struggling on site and we in the process to put the contractor in terms of GCC & JBCC
Inkosi Nkanyiso Sports Field	**Gqokamanga Development**	10	Upgrade of Inkanyiso Sports Field	R 7 758 670,12	04 January 2024	30 June 2023	19%	Contractor had challenges in submitting construction documents.
Nibela Electrification	**ESINOVAYO PROJECTS**	04	Electrification of 105 households	R 2 600 000.00	04 January 2024	30 June 2024	90%	In progress
Nkosintulakabayise Electrification	**R.BUSISIWE**	04	Electrification of 102 households	R 2 800 000.00	04 October 2023	30 February 2024	100%	In practical completion
~~Mnyamubambile Electrification~~ (Mpembeni Electrification)	**Esinovayo Projects**	13	Electrification of 140 House holds	R 3 400 000.00	01 October 2022	30 November 2023	100%	Completed
HANDED OVER TO COMMUNITY								
Manzamnyama Community Hall	**Gqokamanga Development**	10	Construction of the new community Hall	R 4 673 920,97	12 May 2023	30 June 2024	100% .	The contractor performed very. well.
Upgrade of Hlabisa Taxi Rank Phase 3 (Storm water & drainage system	**Cacile Trading cc.**	12	Construction of Storm water drainage system	R 2 602 903,63	30 November 2022	30 March 2024	100%	The contractor under performed.

Hlabisa DLTC Phase 2	**Qubekela Phambili Construction**	12	Construction of Testing Station	R 4 756 355.15	28 January 2022	30 June 2023	100%	Completed
Nqutshini Community Hall	**Isizwe and Crew**	04	Construction of a Community Hall	R 3 660 334.43	12 March 2021	07 July 2022	95%	Partially Completed
Mansiya Community Hall	**Vukayibambe Development**	9	Construction of the new community Hall	R 3 948 199,17	12 May 2023	30 June 2024	100%	Project Handed Over

4.6.8 ELECTRICATION PROJECTS TABLE 78

PROJECT NAME	STATUS AND DISCRIPTION	SOURCE	BUDGET
Mpembeni ward 10 electrification project - siyabakhanyisela	There are 401 households in the Pembina project, of which is 377 have been energized to date. Hluhluwe CNC has agreed to assist us on the 2nd of June 2021 on an Eskom major outage. Thereafter the scope will be booked under outages to tie in the infrastructure. Documentation from the contractor was outstanding for the outage to be booked. The documentation was only submitted on 24/02/2022. Constant arrangements with the Eskom have been requested to do those site inspections, he has not given a date yet.	**KZ276**	**R 15 000 000.00**
DIKIDIKI Ward 13 Electrification Project - Siyabakhanyisela	All construction works have been completed and a total of 62 of 66 households have been energized to date, 2 outages remaining constant arrangements	**INEF**	

	with the Eskom Cow have been requested to do those site inspections, he has not given a date yet.		
Gwegwede ward 13 electrification project - siyabakhanyisela	All construction works have been completed and a total of 65 of 84 households have been energized to date. The outstanding documentation was only submitted from contractor on 24/02/2022. Constant arrangements with the Eskom Cow have been requested to do those inspections, he has not given a date as yet.	**INEF**	

IDP PRIORITIES FOR 2023- 2027

No	**Priority**	**No**	**Priority**
1	Electricity	**11**	Satellite Police Stations
2	Clinics/Health Centre	**12**	Skills Centre
3	Water	**13**	Orphanage Centre
4	Local access roads	**14**	Trading Centre
5	Housing	**15**	SMME Centre
6	Toilets	**16**	Children Play Lots
7	Schools	**17**	Library
8	Pre-Schools/Crèches	**18**	Pension Pay-points.
9	Bridges	**19**	Animal Pound
10	Dams	**20**	

TABLE 79: PROJECT BY DEPARTMENT OF EDUCATION

INFRASTRUCTURE PROGRAMMES	IMPLEMENTING AGENT	TOTAL PROJECT COST R'000	ALLOCATION 2022-23 R'000	ALLOCATION 2023-24 R'000
REFURBISHMENT AND REHABILITATION	DOPW	1 836	0	318
UPGRADES AND ADDITIONS	DBSA	3 324	937	102
UPGRADES AND ADDITIONS	DOPW	2 723	134	0
UPGRADES AND ADDITIONS	DOPW	1 936	1 467	373
UPGRADES AND ADDITIONS	DOPW	9 359	160	0
UPGRADES AND ADDITIONS	DBSA	7 524	0	925
UPGRADES AND ADDITIONS	DBSA/SAFE	3 325	0	0
UPGRADES AND ADDITIONS	DBSA	4 667	1 000	102
UPGRADES AND ADDITIONS	DBSA	1 323	0	263
REFURBISHMENT AND REHABILITATION	DOPW	8 516	423	0
REFURBISHMENT AND REHABILITATION	DBSA	1 402	0	273
UPGRADES AND ADDITIONS	DOPW	2 300	443	0
UPGRADES AND ADDITIONS	DBSA/SAFE	1 958	0	102
REFURBISHMENT AND REHABILITATION	COEGA	5 200	0	1 351
REFURBISHMENT AND REHABILITATION	IDT	2 900	501	668
REFURBISHMENT AND REHABILITATION	DBSA	9 939	187	0

4.6.6. WSIG projects 2022-2023

The municipal allocation for WSIG is R60 million

Refurbishment of Mtubatuba	15,000,000
Refurbishment of Big 5 Hlabisa	15,000,000
Refurbishment of Jozini	15,000,000
Refurbishment of Umhlabuyalingana	15,000,000

4.6.7. ESKOM projects 2024-2025 Current Projects

Project Name	Status	Planned Completion date
Hluhluwe 132kV	CRA	2027
Hluhluwe NB12 Line Upgrade	Pre CRA	2028

4.6.8. ESKOM projects 2024-2025 Proposed Projects

Municipality Code & Name	Project Name	Project Type	Estimated Conns	Status
Big 5 Hlabisa	Ensimbini, Engeqe Madolweni, Mgeni, kwaGiba	Household	**150**	Premarketing to done

Big 5 Hlabisa	Phakathi Nqutshini Qomkuphila	Household	197	Premarketing to done
Big 5 Hlabisa	Skill Centre Market Stores Tin Town	Household	180	Premarketing to done
Big 5 Hlabisa	Majindi Mgondla Cwakeme, Hluhluwe, Smolo, Ezintambane Kwaqhoqhoqho Mabhathini	Household	86	Premarketing to done
Big 5 Hlabisa	Mcibilindi, Smolo Ezifundeni Makhowe Nozishwapha Ndodini Gabadela Sinqindini Sbojeni	Household	80	Premarketing to done

4.6.8. Department of Transport projects 2024-2025

Project/Programme Name	Activity	DC Code	MTEF Year 2024/25
Upgrade of P451 (km16,5 to km 16,5) Wela bridge	Construction of river bridge	DC27	R 438 461.00
Reseal of P235(0km to km4) (KPI)	Reseal	DC26	R 1 500 000.00
Rehabilitation of P453(km0.00 to km13.00)	Rehabilitation	DC27	R 235 294.00

Big Five Hlabisa Local Municipality
Betterment and Re-gravelling

Road No.	Activity	Ward No	Project Status
D856	Betterment & Re-gravelling	Ward 8	Compilation of draft specification
D2491	Betterment & Re-gravelling	Ward 4	Compilation of draft specification
KZ 276	Blacktop Patching		Compilation of draft specification

4.6.9. SADRAL projects 2024-2025

Municipality Name	Project Name	WARD	BUDEGT
Big 5 Hlabisa Local Municipality	**ELIMINATION OF THE AT-GRADE RAILWAY CROSSING ON NATIONAL ROUTE R22** **SECTION 1 AT KM 5.5**	5	**R 314 000 000.00**

4.6.9 .1 SANRAL Current Projects 2024/2025

Project No.	Project Description	High level Scope
R.022-012-2022/1	MPRS2: Hluhluwe to Lower Mkuzi	Resurfacing of road with double seal
R.022-030-2021/1	MPRS2: Lower Mkuzi0-Nseleni River 41.1	Resurfacing of road with double seal
N.002-300-2020/1	DSCPR: Hluhluwe pavement repair	Partial reconstruction of pavement
R.022-010-2019/1	DNNBN: Replacement of major culvert	New bridge
R.022-020-2013/1	DNNIN: R102/R22 Railway xing elimination	New interchange

1.6.10. Key Challenges Service Delivery and Challenge Description

KEY CHALLENGES	CHALLENGE DESCRIPTION
• Limited funds for maintenance.	Some projects are failing due to shortage of funds Mig need to Increase funding Allocation. Funding through Small Town Rehabilitation.
• DC 27,did not approve the construction of 500 houses.	DC 27 is failing to approve and commit to finance the sanitation or finance the water borne system.
• Limited Funds to purchase plant	COGTA need allocate yellow plant, since Big 5 Hlabisa did not benefited.

4.7. SWOT Analysis: Service Delivery and Infrastructural Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
• Strategic Location (R 22 & N2) • Municipal buildings (habitable, functional) • Plant & equipment. • Existing Municipal infrastructure • Public safety services. • Community development • Social amenities management; and	• Infrastructure degradation & backlogs Municipal buildings (shortage of space); Plant & equipment (old, under maintained, no availability) • Lack of bulk infrastructure for new developments Electricity (distribution capacity, under resourced, lack of electricity in rural); • Sanitation (wastewater treatment works capacity, lack of sanitation infrastructure in CBD);	• Municipal buildings (maintenance, shortage of space); Plant & equipment • Municipal infrastructure • Lack of bulk infrastructure for new developments	• Community protest on service delivery • Damage to existing infrastructure Non-payment culture in community and government department. • Poverty / unemployment impacting negatively on available resources. • High electricity tariffs / penalties; Insufficient of water resources;

Table 46: SWOT analysis service delivery and infrastructure analysis

4.8 LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT ANALYSIS

4.8.1 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

The Big 5 Hlabisa municipality is in uMkhanyakude district which is one of the poorest and poverty-stricken district municipalities in KwaZulu-Natal. However, the municipal area has enjoyed several economic resources i.e. quarry and river soil that could be utilized to stimulate economic growth and development required in the area.

To this end, the economic history of the study area indicates that, the success of the area has been driven by the tourism, agriculture, trade and retail and service sectors. Nevertheless, the socio-economic ills have persisted throughout the years and the local economy has failed to absorb the local labour force and minimize poverty levels. Furthermore, lack of value adding activities have been cited in the Spatial Development Framework.

4.8.2 LOCAL ECONOMIC DEVELOPMENT STRATEGY

The Big 5 Hlabisa Municipality has developed a LED Strategy and Investment Attraction, it was approved by the council on 23 May 2024, Strategy which provides an overview of the economic situation in the area, and it seeks to guide future economic development. The LED Strategy is expected to be important tools in identifying potential LED initiatives with the capability of improving the economic status of the entire area thereby bring about change in socio-economic and job creation. In doing this, further economic development with reference to improving the overall perspective of the area can be achieved through attracting investment and implementation of the LED strategy.

4.8.3 STATUS OF THE LED FORUM

Big 5 Hlabisa municipality is responsible for facilitation of LED/Tourism Forum. The forum is functional and sits quarterly and these sittings of the forum have all been achieved in terms of the municipal SDBIP set targets. The set-up is also similar at a District level, where there is an LED/Tourism Forum. Big 5 Hlabisa municipality also participates in the District LED/Tourism forum. Both the District and Local Forums feed into the uMkhanyakude District

Planning and Development Forum which is chaired by the Big 5 Hlabisa LED/TOURISM Manager .

4.8.5 KEY NATURAL ASSET /RESOURCES ANALYSIS

The section that follows presents the economic analysis. The analysis includes the economic drivers in the in the municipality reflecting their current performances to the local economic growth and development.

DEMOGRAPHIC INDICATORS	1996	2001	2022	SOURCE
Population size				
Total population	28857	31482	35 258	Stats SA
Growth rates	1,7	1,7	1,1	Stats SA
Change				Stats SA
Population Distribution				
Population density				Stats SA
Urban formal	1 366	3 059	6 369	Stats SA
Urban informal	173	336	92	Stats SA
Rural formal				Stats SA
Traditional	2 216	2 760	1 392	Stats SA
Population composition				
Young 0-14	11 655	13 193	13 227	Stats SA
Working age (15 – 64)	1 080	1 423	1 535	Stats SA
Elderly(65+)	173	336	98	Stats SA

Sex ratio(women/100 men)				Stats SA
Dependency ratio	15 111	16 867	20 497	Stats SA
Population groups				
Black African			7646	Stats SA
Coloured			20	Stats SA
White			291	Stats SA
Indian/Asian			22	Stats SA

Table 47: Demographic Indicators, Census 2022

SOCIO-ECONOMIC INDICATORS	1996	2001	2011	SOURCE
Households and Services				
Average number of rooms				Stats SA
Average household size	7,5	4,8	4,0	Stats SA
Female headed households	1798	3077	4149	Stats SA
Child headed households	84	113	116	Stats SA
Access to piped water	454	1978	7679	Stats SA
Access to electricity	669	2863	8821	Stats SA
Literacy rate				Stats SA
Attending educational Institution				Stats SA
No schooling	6059	605	2529	Stats SA
Primary enrolment rate	2325	1478	2529	Stats SA
Teacher: leaner ratio				Stats SA
Secondary enrolment rate	2202	2675	4371	Stats SA

% Completed matric	1189	1671	4168	Stats SA
Matric pass rates				Stats SA
% Completed higher education	338	553	828	Stats SA
Income status				
Average household income		20 709	57 218	Stats SA

4.8.6. COMPETITIVE & COMPARATIVE ADVANTAGES

The family of uMkhanyakude district municipalities has several competitive advantages which sets it apart from the rest of the country upon which its development and growth legacy will be built. Big 5 Hlabisa Municipality stands out as one the Local municipalities in the family, which is distinct and interdependent to Hlabisa, Mtubatuba municipalities.

The following competitive advantages will benefit the municipality during the term of the 1st generation of the IDP. The development planning will be further enhanced. The municipality seeks embrace its richness by coming up with strategy that will take advantage of the following.

Element	DISCRIPTION
Strategic Location	The two national roads (N2 & R22 and P235, previously known as R68) are an important infrastructure for public transport and movement of goods between the three countries namely South Africa, Swaziland, and Mozambique. Hluhluwe is centrally located to all municipalities within the district.

Element	DISCRIPTION
Isimangaliso Wetland Park (IWP) and More than 200 kilometers of a Pristine Coastline	UMkhanyakude also has a World Heritage site which was declared in December 1999 by the UNESCO. The total area occupied by IWP is about 3 320 KM^2 and has Lake St Lucia which is the largest estuary in Africa. The IWP also provides with the following attributes: • 220 km coastline and beaches • Unique destinations - Maphelane, Lake St Lucia, Cape Vidal and the Eastern Shores, Charters Creek, and the Western Shores, Sodwana Bay, uMkhuze, Lake Sibaya, Coastal Forest and Kosi Bay
	• Natural heritage (St' Lucia, Black Rock, Sodwana Bay to Kosi Bay) • Natural habitat for sea animals Big 5 Hlabisa falls within one of Isimangaliso's destinations as mentioned above and part of Nibela is the closest ward to Isimalingaliso
Good Climate	The entire district of UMkhanyakude District Municipality has the one of the best climatic conditions in KwaZulu Natal and South Africa which also benefits Big 5 Hlabisa, this includes the best sunshine and windy conditions (which is conducive for renewable energy generation); weather conditions for good agricultural activity. It is one a few areas that you can grow crops round the year. It also provides leverage for tourism development. Fish farming is one of the development interventions that need to be exploited.
Cultural Heritage	KwaZulu Natal has a total number of 294 Traditional Authorities and the entire district has 18 (eighteen) Traditional Authorities among eighteen Traditional Authorities Big 5 Hlabisa has 6 (six) Traditional Authorities

Element	DISCRIPTION
	positioning itself as one of the richest areas in KwaZulu Natal in terms of cultural heritage. Out of four wards in the municipality three wards are traditionally led. The following Traditional Authorities are found within Big 5 False Bay. • Makhasa Tribal Authority – ward 02 • Nibela Tribal Authority – ward 04 • Mnqobokazi Tribal Authority – ward 01
Agriculture Potential	Big 5 Hlabisa is rich in Agriculture and therefore major catalytic projects have been identified to unleash the agricultural potential. Hluhluwe is considered as one of the biggest pineapple growers. Stock farming is one of the prominent agricultural activities in the area. The favorable climatic conditions will strengthen agricultural interventions.
Tourism	In the case of the Big 5 Hlabisa municipality, the importance of tourism in the development of the local economy is accentuated by St Lucia World Heritage Site and the Hluhluwe- Imfolozi Game Park. Furthermore, the N2 Lubombo Spatial Development Initiative cuts across the municipality.

4.8.7. Main Economic Contributors

The following are the key economic drivers in Big 5 Hlabisa Municipality and Umkhanyakude District

1) **Tourism & LED:** Thirty-two (32) more business licenses have been recently issued. Tourism awareness has taken place at schools. Training of tour guides and crafters has been done. There is a need for pamphlets on B&Bs. Promulgation of bylaws and enforcement thereof is critical. There must be discussions with Farmers Unions to this end.

2) **SMMEs:** Working in collaboration with Small Business Development Agency (SEDA), the municipality has held workshops that culminated in the registrations of co-operatives and SMMEs. Informal traders have been assisted too. Forty (40)

businesses have been assisted with funding and business plans. All wards will be assisted with SEDA support. Focus will also be on bylaw promulgation and enforcement thereof.

3) **Agriculture**: Poverty alleviation projects are underway and agricultural implements, provision of markets for feeding schemes in schools. Soil testing has been done in various areas. Arable land is available even though it has not yet been utilised. Fencing of arable land will be assist towards safeguarding agricultural opportunities.

4) **Mining**: Since the Department of Mineral Resources (DMR) oversees applications for prospecting rights, it is essential that the municipality work collaboratively with DMR to ensure that all aspects of Spatial Planning Land Use Management Act (SPLUMA) are adhered to. It is noteworthy that in ward 13 there is abundance of coal.

4.8..8 Umkhanyakude Economic Drivers

GVA	uMkhanyakude	
	Sector's share of regional total (%)	
	2008	2018
1 Agriculture	17,8%	12,7%
2 Mining	1,9%	1,4%
3 Manufacturing	7,9%	8,0%
4 Electricity	2,9%	6,0%
5 Construction	4,4%	3,9%
6 Trade	14,8%	13,2%
7 Transport	8,6%	8,4%
8 Finance	15,0%	15,8%
9 Community services	26,8%	30,6%
Total Industries	**100,0%**	**100,0%**

4.8.9 EMPLOYMENT AND INCOME LEVELS

The average household's income for Big 5 Hlabisa is R 77 218 and a much higher compared to other local municipalities in the district family and is depicted in the tables below and further to this table is income levels at a ward level.

MUNICIPALITY	2001	2022
DC27: Umkhanyakude	**101563**	**128195**
KZN271: Umhlabuyalingana	26324	33857
KZN272: Jozini	33589	38849
KZN276: The Big 5 Hlabisa	**16825**	**20584**
KZ 275 Mtubatuba	24826	34905

Table 18: Table: Distribution of population by household's income in Source Stats Census 2001 and 2011

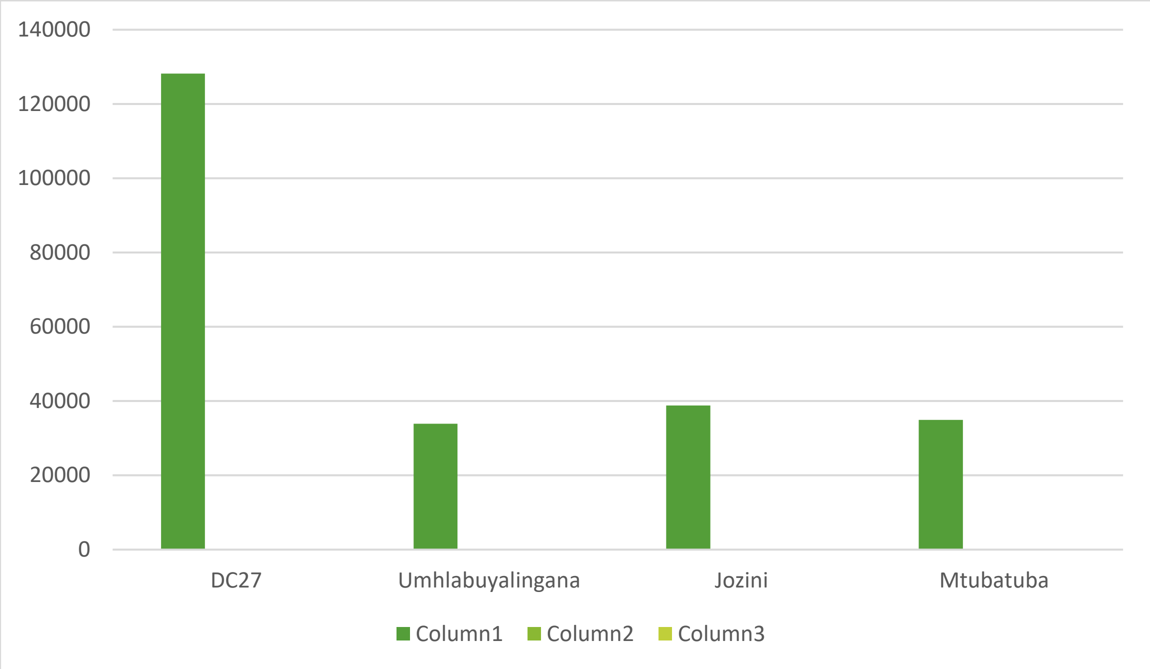


FIGURE 15: Distribution of population by household's income in Source Stats Census 2001 and 2022

4.8.9 AGRICULTURE

The Municipality is currently compiling its Agricultural Development Plan which further guide development interventions within this sector and unleash the existing potential.
Improved agriculture production can be remedied by the introduction of sound agricultural management and irrigation. The Big 5 Hlabisa area has varied agricultural potential. The area with the highest agricultural potential is the Mnqobokazi (ward 01). The following agricultural activities are undertaken:

- Pineapple growing
- Sweet Potatoes
- Essential Oil
- Sugar cane
- Sugar Beans

- Timber plantation.

The municipality intends to further facilitate local processing; currently there are engagements with COGTA and Agriculture on sweat potatoes production and processing locally. There are current engagements with Department of Trade & Industry on local pineapple processing which are however not yet at an advanced stage, but there are some deliverables which would be realized during 2024/2025

The agricultural potential in ward one is followed by Nibela (Ward 04) which has distinguished itself on small scale fishery Soil conditions and climate culminate to create the perfect conditions for pineapple production, and the Hluhluwe has distinguished itself in producing 98% of table pineapples in the country. Queen and Cayan pineapples are sought after for the fresh fruit market.
The municipality works with Department of Agriculture on the following food security projects:

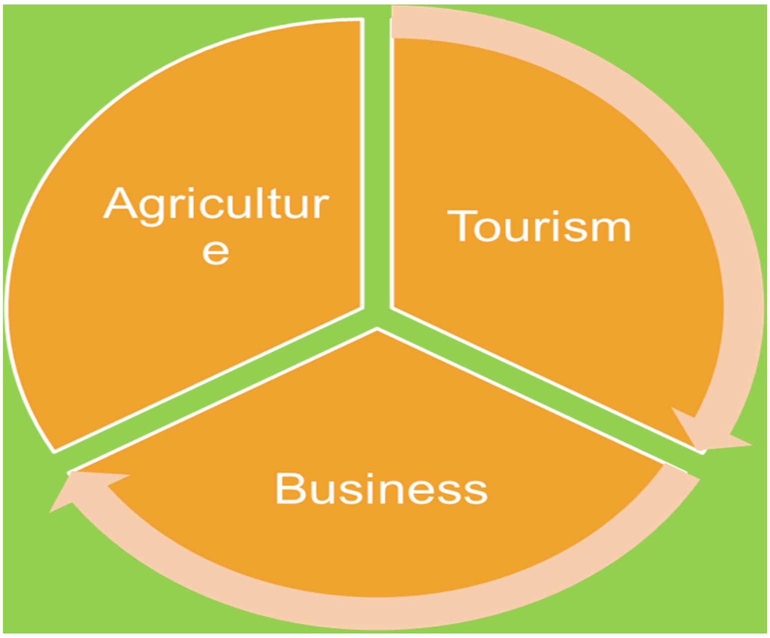
- Community gardens
- Poultry

4.8.10 TOURISM

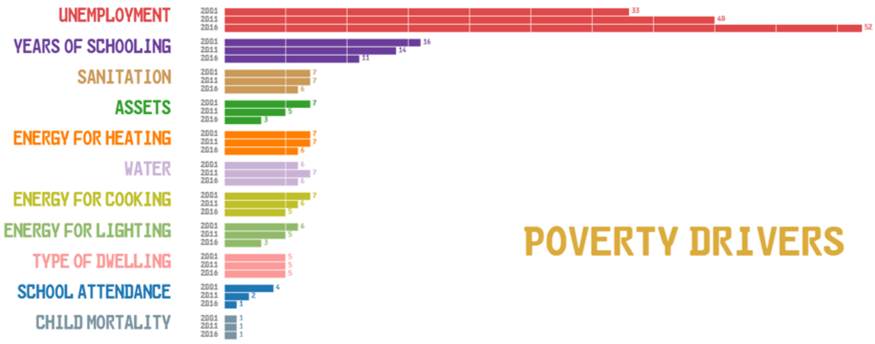
UMkhanyakude District is recognized by the KwaZulu-Natal Tourism Authority (KZNTA) as a unique tourist destination within the Province and has potential to develop into a world-class destination. This is based on the districts rich and diverse natural resource base and the strategic location of the district, which positions it to benefit from the SADC development initiatives. The Lubombo Spatial Development Initiative, Lubombo/ Trans frontier Conservation Area and uMkhanyakude District Municipality all identifies tourism as a leading economic and growth sector that needs to be promoted within the district.

The primary attractions within uMkhanyakude District include a combination of various wildlife and coastal zones, previously marketed as a component of ‘Zululand’, with several individual tourism publicity associations focusing on individual areas such as Maputaland, Hluhluwe and St Lucia. It appears that the status is one of being a previous component of ‘Zululand’ and developing its own identity.

Figure 16: Local economic focus areas



4.8.10 UMKHANYAKUDE POVERTY DRIVERS ANALYSIS



CS 2016

4.8.11. SMALL MEDIUM AND MICRO ENTERPRISES (SMMES)

The development of mass trading is one of the most important developments in the political economy of Big 5 Hlabisa Municipality. The creation of employment and income opportunities for thousands, and the provision of cheap and symbolically important goods and services to urban marginal, have resulted in informal trade drastically changing the lives of the poor and has forced forward redefinition of Big 5 Hlabisa life, space, and culture. Most of the informal traders are women; the emergence of street trading is a history of active and defiant women creating a productive sphere for them in an oppressive environment.

In response the above Big 5 Hlabisa has developed Informal Trading Policy and adopted , which addresses amongst other things the improved management and control of informal trading.The focus on SMME development for Big 5 Hlabisa as a critical factor for economic growth means that the municipality must promote the economic change through channels, the established firms, markets, and new entrepreneurial businesses.

It is important to recognize that supporting SMME development at a local government level, involves creating linkages and networking among the local agencies concerned with the different components of SMME development, as well as building sustainable partnerships among local government bodies, government organizations', the private sector, NGOs, and communities, to ensure continuing support for SMMEs to grow, sustain and expand their businesses.

4.8.12. Currently the municipality is involved in the following interventions.

- Increased agricultural production.
- Capacity building and training
- Reduction in unemployment rate
- Employment creation
- Social development
- Support to existing enterprises.
- Poverty reduction

4.8.13. Informal Sector

The municipality has developed the informal trader's policy, and it has been approved by the council. The informal economy makes an imperative influence on the economic and community life of most South Africans, including most residents in Big 5 Hlabisa. It established quickly in the 1990s due to deregulation of the economy and the changeover to a self-governing political system. The informal economy in Big 5 Hlabisa municipal area is ranging from street traders and shebeen owners to child career and domestic workers.

4.8.14. The following is the list of activities falling within the Informal Sector

- Street traders
- Hairdressing and hair cut
- Traditional medicine
- Restaurants/ Food outlets
- Traditional wear,
- Shoes and shoe repairs
- Trader in pedestrian
- Taxi drivers.
- Traders found in public open spaces.

4.8.15. MANUFACTURING (Industrial)

Although commerce and industry come third after services and agriculture as an economic driver but, it is not a major one. At present this is dominated by retail and business services such financial institutions and retail outlets. Big retail outlets are still not located in the municipality. This can be attributed to the low purchasing power parity in the municipality as demonstrated by low levels of employment and low levels of earnings.

Wholesale and industry represent about 14% of the economic activities in the municipality. Big 5 Hlabisa is the major economic hub of the municipality with various government services centers, retail outlets and retail banking and other financial services centers being in the town.

Currently there are no major industrial activities taking place in the Big 5 Hlabisa municipality. Light industry has also not taken place as it could have been. This means that all major commodities and needs of the communities in the municipality are imported from Richards Bay, Empangeni, Durban and other major centers.

This is an area with a potential for growth and again the development of a Commerce and Manufacturing Plan by the municipality may be necessary to identify and package opportunities, particularly for small business development.

4.8.16. Threats and restrictions facing Manufacturing Sector

Challenges Facing Manufacturers in Big 5 Hlabisa Municipality are:

- Skills Shortages.
- Lack of Water and Electricity, and
- Planning & Zoning Regulation.

4.8.17. Expanded Publics Works Programme

EPWP is a key government initiative which contributes to Government Policy Priorities in terms of decent work and sustainable livelihoods; it also seeks to ensure provision of poverty and income relief through temporary work for the unemployed to carry our social useful activities.

The Big 5-Hlabisa Municipality is currently participating in the phase three EPWP initiative. It must be noted that the Municipality did not participate in the previous two phases. In this phase the Municipality has received R **1 million** grant/funding from the National Treasury and as a result **168 job** opportunities. The participants are divided into different wards and are working on three different projects, and these are listed below:

- Hluhluwe Town Beautification
- Roads and Infrastructure Development
- Storm water drainage
- Hlabisa Town Beautification

The project targets will be achieved and within the budget received. Through this initiative, it must be noted that the Municipality is now responding to issues of waste management and refuse collection. Of particular importance, the participants were recruited from all wards of the Municipality and the initiative has received a reasonable support from the community.

4.8.18. SERVICES

Big 5 Hlabisa Municipality is main service center\ and the following government departments are in existence:

- Medical
- Education
- Home Affairs
- Safety and Security
- Agriculture
- Transport
- Social Development.

4.8.19. MINING

Mining has not been identified as a major economic driver in Hluhluwe but there is an existing quarry in ward 3 and their registration and mining permit will have liaised with Department of Minerals & Energy. There is however a potential for river soil mining in ward 01 and ward 04, at this stage feasibility has not been confirmed but consideration will be made in 2020/2021.

4.8.20.BIG 5 HLABISA LOCAL MUNICIPALITY LED PROJECTS

(A) LED CURRENT PROJECTS 2024/2025

NAME OF PROJECT	DURATION	BUDGET	KEY STAKEHOLDERS
Makhasa Bekery Projects (Mduku Ward 2)	2023/2024	R500 000.00	NWM
Poverty Alleviation projects (All Ward)	2024/2025	R 1.1 120 00.00	Big 5 hlabisa Municipality

(B) LED PROPOSED PROJECTS 2024/2025

Name of Project	FY	Budget	Key Stakeholders

Hluhluwe & Hlabisa Macadamia nut sector development	2023/2025	20m	Big5 LM, Cogta, EDTEA, DALRRD, ect
Hlahluwe Amarula processing	2023/2025	2m	Big5 LM, Cogta, DALRRD, EDTEA, ect
SMME development centre with an SMME one stop shop	2023/2025	2m	Big5 LM, Cogta, EDTEA, ect
Hlabisa & Hluhluwe Groundnut production & processing	2023/2025	10m	Big5 LM, Cogta, EDTEA, DALRRD, ect
Hlabisa & Hluhluwe Cotton sector development	2023/2025	10m	Big5 LM, Cogta, EDTEA, DALRRD, ect

C. LED PROPOSED PROJECTS 2024/2025

Name of Project	Ward	Partnership
Tourism Informal Centre	5	EDTEA
Umuziwokhokho homestead	2	OPERATION VULA % EDTEA
Nyakaza Market Stall	1	DTI, EDTEA & DEDT
Hluhluwe Market Stall	5	DTI, EDTEA, DEDT & AFROMATE
Hlabisa Market Stall	12	IDC, DEDT & EDTEA
Hlwathi Market Stall	6	EDTEA, IDC & DEDT
Sweet Potato Market	1	EDTEA
Food & Fruit Processing and packaging Market	5	AGRI, DEDT & EDTEA
Essential Oil	11&1	IDC & AGRI
Pineapple Processing Plant	4	AGRI, IDC & EDTEA
Sugar Cane Growing	1	AGRI, IDC & EDTEA
Cotton Project	10	AGRI, DEDT & EDTEA
Maize Meal Plant	5	DTI, AGRI, DEDT & EDTEA
Poultry Project	6&8	EDTEA, AGRI & DEDT

D. LED PROPOSED PROJECTS2023/2024

ITEMS	BUDGET AMOUNT
LED/TOURISM FORUM	R 10 000,00
TOURISM INDABA	R 60 000,00
TOURISM WEBSITE & BROACHURES - BIG 5 HLABISA	R 30 000,00
TOURISM MARKETING SHOWS - BIG 5 HLABISA	R 20 000,00
TOURISM/HERITAGE DAY & TOURISM MARKETING ROUND TABLE SESSION	R 50 000,00
TRAVELING COST	R 50 000,00
REVIEW - LED STRATEGY	R 200 000,00
BUSINESS RESEARCH OR STUDY OPPORTUNITIES	R 100 000,00
BUSINESS SEMINAR - BIG5 HLABISA	R 200 000,00
POLICY - INFORMAL ECONOMY SUPPORT	R 10 000,00
COOPERATIVES/SMMEs – SUPPORT	R 50 000,00
AGRI. BUSSINES FORUM	R 12 000,00
POVERTY ALLEVIATION PROJECTS	R 1 000 000,00
INVESTMENT ATTRACTION STRATEGY	R 200 000,00
PROJECTS: business plan MECHANICS SHELTER / TRADING ZONES	R 200 000,00
ESSENTIAL OIL PROJECT BUSINESS PLAN	R 200 000,00
MAIZE MEALING PROJECT BUSINESS PLAN	R 200 000,00
PINNEAPLE PROCESSOR PROJECT BUSINESS PLAN	R 200 000,00
MARKET STALLS DEVELOPMENTS PROJECT BUSINESS PLAN	R 200 000,00
TOURISM INFORMATION CENTRE	R 200 000,
ABATTOR	R 3 000 000

1.8.21. KEY CHALLENGES IDENTIFIED IN THE LOCAL ECONOMIC DEVELOPMENT STRATEGY AND DISCRIPTION OF CHALLENGES

Challenges	Description
1. Limited funding to implement LED programmes	Thus, while constrained funding requires meticulous planning and innovative approaches, it also fosters a disciplined, results-oriented implementation that can lay the groundwork for broader, more robust future expansions
2. Lack of coordinated efforts to implement LED structures	Local Economic Development (LED) structures are vital for fostering economic growth, job creation, and sustainable development within communities. However, the lack of coordinated efforts to implement these structures can significantly hinder their effectiveness. This lack of coordination often stems from fragmented responsibilities across various government agencies, insufficient collaboration among stakeholders, and divergent priorities between local and national governments.
3. Promote sustainable community-based entrepreneurship and market big 5 Hlabisa to attract investments	The Big 5 Hlabisa municipality, named after the famous Big Five false bay, offers a rich tapestry of natural beauty and biodiversity. This region is ripe for investment in eco-tourism, agriculture, and crafts. Marketing Big 5 as an investment destination involves highlighting these unique assets, showcasing opportunities in wildlife tourism, sustainable agriculture, and the arts.
4. Promote beneficiation in agriculture, tourism and business sectors	In the tourism sector, beneficiation focuses on enhancing the visitor experience by offering value-added services. This can involve developing cultural heritage sites, creating unique local crafts and souvenirs, and offering specialized tours and experiences that showcase local traditions and natural beauty. By enriching the tourism product, regions can attract more visitors, encouraging longer stays and higher expenditure per tourist.
5. Local business support	Overall, robust local business support not only aids individual enterprises but also contributes to a resilient and dynamic local economy, fostering a sense of community and encouraging innovation and entrepreneurship.

6. High level of poverty and unemployment	High poverty rates contribute to poor health outcomes, lower educational attainment, and increased crime rates, creating a vicious cycle that is difficult to break. Communities with high poverty and unemployment often experience inadequate public services and infrastructure, leading to further marginalization and social exclusion.

4.8.22. LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS

STRENGTH	WEAKNESSES	OPPORTUNITIES	THREATS
• Productive agricultural regions especially in all part of the municipality. • Thriving informal trade in Hlabisa town as well as Hluhluwe Market. • Decent tourism accommodation facilities. • Surrounded by well-established tourism drawcards e.g. Hluhluwe Umfolozi Game Reserve, Zulu Croc, Phinda Private Game Reserve, rich history and heritage, Arts and Crafts. • Good connectivity system and transport network	• low levels of hard and soft infrastructure provision in the areas under Traditional Authority. • Lack of manufacturing industries. • Access to productive land. • Poor network coverage in rural areas with the mobile networks such as Vodacom, Telkom, CellC and MTN having poor coverage especially in rural areas such as the former Mpembeni, Ezibayeni, KwaMakhasa and Mnqobokazi.	• opportunity to upgrade Hlabisa CBD and Hluhluwe town with shopping malls to create job opportunities. • Reasonably strong infrastructure linkages with Mozambique and Swaziland • Subsistence farming which could be expanded to commercial. • Opportunities to develop a tourism route reflected in the SDF. • Opportunity to establish a tourism information centre in Hlabisa CBD & Hluhluwe town.	• high levels of unemployment in the area. • High services backlog. • Environmental challenges: the winter brings drought and summer floods, impacting on agriculture and other economic sectors. • Degradation of road infrastructure. • Hlabisa has low revenue base because of limited investments in the area. • (electricity, transport, etc.).

alongside the N2, R22, P475 and P453. • Existence of a neighbourhood centre in Hluhluwe and Hlabisa servicing the area and commercial institutions. • The strategic location of the Municipality remains one of its most important strengths	• Limited dumping sites in the Municipality. • Lack of business retention and expansion. • Poor marketing of the tourism sector and limited investment opportunities. • Insufficient funding for the implementation of LED projects.		

Table 51: SWOT analysis: LED

4.9. SOCIAL DEVELOPMENT ANALYSIS

4.9.13. BROAD BASED COMMUNITY NEEDS - 2024/2025

During the analysis phase of the IDP the consultative meetings held as mentioned in section A of the document where the councilors and the mayor, councilors and the IDP unit visited the community to identify critical issues on ground. Analysis was out of the issues raised and the municipality had several strategic sessions where the strategic objectives were developed for future development of the communities. The strategic objectives were developed and articulated in section D of this document. Programs and Projects are also further outlined in section H of the document. In summary the following needs have been prioritized.

4.9.14. EDUCATION

The uMkhanyakude family has the lowest educational levels as compared to other districts according to the Stats SA Census 2011. The enrolment at primary schools has been improving since 2022. The numbers of children with primary education and that have some secondary education and have completed it have also been increasing. The number of households with access to higher education and that have been able to complete it are very low and therefore require some attention.

The access to educational facilities is analyzed under Service Delivery and Infrastructure Development subtopic community facilities.

4.9.15. HEALTH

The municipality does not directly provide this service but works with the Department of Health on Local AIDS council and provided a venue for mobile health in ward 03. The environmental health is provided by the uMkhanyakude District Municipality and officials are deployed for each local municipality.

4.9.15.1. Accelerate prevention to reduce new HIV, TB and STI infections Reduce new infections to less than 30 000 by 2022 through combination prevention

ENSURE THAT 95% OF PEOPLE LIVING WITH HIV, ESPECIALLY KEY POPULATIONS, AND OTHER PRIORITY POPULATIONS KNOW THEIR STATUS AND ARE 95% ON TREATMENT, AND 95% ARE RETAINED IN CARE, AND ACHIEVE LONG-TERM VIRAL SUPPRESSION

DESCRIPTION	NUMBER
Client tested	20047
Male condom distribution	220800
Female condom distribution	6300
Total condoms distributed	227100
Ante-natal first visit before 20 weeks rate	77.50%
Infants PCR test positive around 10 weeks	0
Child rapid after HIV test	0
Termination of pregnancy in facility 10-19 years	0
Infant death	0

4.9.15.2. Reduce TB increase.

STRENGTHEN TB-PREVENTION INTERVENTIONS FOR KEY AND OTHER PRIORITY POPULATIONS AND IMPLEMENT AIRBORNE INFECTION-PREVENTION AND CONTROL IN HEALTH FACILITIES AND HIGH-RISK INDOOR PLACES WHERE PEOPLE CONGREGATE

TB symptoms under 5 years screen for TB facility rate	0
TB symptoms 5 years and older screened for TB facility rate	87%
Number of TB contacts who began preventive therapy.	34
Number of PLHIV on ART initiated on TB preventive theraphy	232
Male Urethritis Syndrome	331
STI treated new episode	
STI partner treated	

4.9.16. SAFETY & SECURITY

Safety and Security is categorized as follows:

I. PROTECTION SERVICES

Protection Services comprise of the following sections:

- Traffic Management
- Disaster Management

II. Fire Protection

This component has been institutionalized and according to the official organogram it is part of Protection Services. The municipality undertakes community awareness sessions on fire hazards and prevention. In the case of fire related disasters, the municipality has access to tents and blankets from UMkhanyakude District Municipality which are distributed based on the assessment report.

III. Community Policing Forum

Big 5 Hlabisa has prioritized issues of safety and security and has managed to establish the following forums to address issues of safety and security, however this function needs to be replicated at the ward level.

Community Policing Forum

Community Policing Safety Committee

The following crime activities are reported.

- House Breaking
- Stock theft.
- Rape

The main purpose of this forum is to mobilize the participation of community structures on issues of crime awareness and prevention.

IV. TRAFFIC MANAGEMENT

Currently the municipality provides Traffic Law Enforcement, renewal of driver's licences, renewal of motor vehicle license and payment of traffic fines. There is a well-established Drivers Licence Testing Center in Hlabisa which is fully functional. There is also a project complete for Leaner Driver licensing in Hluhluwe that is operational. The facility for Leaners License is complete.

4.9.17. Community Development

Community development involves rolling out of special programmes such as youth development, development of people with disabilities and various programmes. These are coordinate at both the district level and at a municipal level. There are programmes to empower the community on the issues that seeks to address social needs.

4.9.18 DEVELOPMENT OF THE PEOPLE WITH DISABILITIES, ELDERLY, WOMEN AND YOUTH

The municipality is actively involved in the empowerment of people living with disabilities. Various Interventions including facilitation of bursaries and capacity building are ongoing. The municipality actively participates in the disability forum at the district level and has its own forum at a ward level and municipal level and local disability forum is in place.

There is currently elderly forum at a municipal level, and in the district level. The municipality also participates in the elderly sport at all levels. The youth development forum establishment is at an advanced stage at all ward levels and currently being re- established at a municipal level.

Women empowerment is considered as a priority and the forum is in place at ward and local levels to address issues affecting women furthermore OSS is live and vibrant in several issues. There is women forum at the district and the municipality actively participates. The awareness campaigns on 16 days of activism are also facilitated with all relevant sector departments.

HIV/AIDS and crime are most prevalent in the municipality. Social crime prevention will be developed in consultation with key stakeholders. There has also been increase in drug abuse, however communities are involved in dealing with social ills through the ward drugs action committee. It is hoped that this intervention will contribute to reduction of crime and drug related incidents.

4.9.19 SOCIAL DEVELOPMENT: SWOT ANALYSIS

STRENGTH	WEAKNESSES	OPPORTUNITIES	THREATS
• Institutionalisation of special programs • Functional Operation Sukuma Sakhe • Establishment of Drug abuse action committees	Some positions on Special Programmes are unfunded	Government support through Programmes like Operation Sukuma Sakhe, Civil Society support	• HIV/AIDS prevalence • Uncoordinated social services • High poverty levels

4.10. FINANCIAL VIABILTY AND MANAGEMENT ANALYSIS

THREE YEAR SYNOPSIS OF FUNDS RECEIVED, SPENT AND UNSPENT

4.10.1. FINANCIAL VIABILITY & MANAGEMENT

Big 5 Hlabisa municipality's Constitutional Mandate of ensuring the provision of services to communities in a sustainable manner requires long term financial sustainability to support the service delivery objectives. Long term financial sustainability must be ensured by the application of sound financial principles, strengthening of financial management systems and promotion of transparency.

The multi-year budgeting method is currently being used to ensure stability. The method balances funding of capital expenditure with the impact on future operational budgets in the medium and long-term. Sound financial principles must be addressed by ensuring that compliance to legislation is maintained and policies, delegations, roles, and responsibilities are properly monitored. The municipality is grant dependent and cannot fund capital projects in the short and medium term.

This is a key strategic area in ensuring that Big 5 Hlabisa Municipality is well capacitated and in a healthy financial state to effectively provide service delivery within the municipal area. The section is responsible for the following:

- Financials
- Revenue Management
- Financial Structure and Liquidity
- Supply Chain Management

There is a three-year synopsis of funds received, spent, unspent, source of funding, variance tables and contingency plans to address challenges such as delays in implementation of projects in this current financial year. In the 2022/2023 financial year, there were unspent funds which are as reported in the Grants Summary below. In 2022/2023 financial year there was an unspent amount for Schemes Support program funded by Provincial treasury for Planning, Economic Development Tourism and Environmental Affairs Grant and DOH – Disaster grant which forms part of old balances the municipality spent these balances in the 2023/2024 financial year, and some were paid back.

Table 75: Capital Funding and Expenditure

Big 5 Hlabisa Municipality

Unspent Grants Reconciliation

30 June 2023

	Unspent Grants Register						
Grant name	Opening balance - Audited AFS	Witheld from Equitable Share	Restated Balance	Amount received	Amount spent	Amount repaid to National Treasury	Closing balance
KZN Sport & Recreation - Capital	-	-	-	-	-	-	-
KZN Sport & Recreation - Operational	-	-	-	583 000.00	583 000.00	-	-
DOH - Disaster Management	667 785.05	-	-	-	-	-	667 785.05
Finance Management	-	-	-	2 750 000.00	2 750 000.00	-	-
Provincialisation of Libraries	614 024.40	-	-	3 902 000.00	4 516 024.40	-	-
Municipal Infrastructure Grant (MIG) - Capital	-	-	-	22 500 000.00	22 500 000.00	-	- 0.00
Integrated National Electrification Programme	10 511.13	- 10 511.13	-	6 000 000.00	6 000 000.00	-	- 0.00
Expanded Public Works Programme	-	-	-	2 304 000.00	2 304 000.00	-	-
Schemes supporting programe	100 199.99	-	-	-		-	100 199.99
Human settlement	-	-	-	-	-	-	-
LGSETA	-	-	-	155 742.90	155 742.90	-	-
EDTEA	280 819.24	-	-	-	196 725.12	-	84 094.12
	1 673 339.81	**- 10 511.13**	**-**	**38 194 742.90**	**39 005 492.42**	**-**	**852 079.16**

Table 75: Capital Funding and Expenditure

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure - Vote											
Capital Expenditure - Functional											
Governance and administration		**(681)**	**17 165**	**2 724**	**7 304**	**7 304**	**7 304**	**159 111**	**9 524**	**11 336**	**11 789**
Executive and council		–	126	25	–	–	–	151	–	–	–
Finance and administration		(681)	17 039	2 699	7 304	7 304	7 304	158 960	9 524	11 336	11 789
Internal audit		–	–	–	–	–	–	–	–	–	–
Community and public safety		**21 333**	**13 735**	**21 332**	**22 884**	**21 519**	**21 519**	**187 954**	**7 166**	**20 994**	**21 833**
Community and social services		(2 857)	3 655	4 952	11 279	11 279	11 279	83 636	4 394	–	–
Sport and recreation		24 190	10 080	14 181	9 144	7 334	7 334	98 285	2 773	20 994	21 833
Public safety		–	–	2 199	2 461	2 907	2 907	6 033	–	–	–
Housing		–	–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–	–
Economic and environmental services		**10 792**	**1 123**	**(2 282)**	**4 828**	**4 828**	**4 828**	**86 860**	**13 289**	**322**	**335**
Planning and development		1 109	4 741	(2 282)	1 739	1 739	1 739	9 904	12 594	322	335
Road transport		9 684	(3 619)	–	3 089	3 089	3 089	76 955	696	–	–
Environmental protection		–	–	–	–	–	–	–	–	–	–
Trading services		**–**	**96**	**22**	**174**	**174**	**174**	**323**	**–**	**–**	**–**
Energy sources		–	–	–	–	–	–	–	–	–	–
Water management		–	–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–	–
Waste management		–	96	22	174	174	174	323	–	–	–
Other		–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure - Functional	3	**31 445**	**32 118**	**21 798**	**35 190**	**33 825**	**33 825**	**434 248**	**29 980**	**32 652**	**33 958**
Funded by:											
National Government		(5 814)	10 284	3 153	26 668	25 303	25 303	77 045	20 186	20 994	21 833
Provincial Government		34 992	6 463	391	–	–	–	17 104	–	–	–
Transfers recognised - capital	4	**29 178**	**16 746**	**3 544**	**26 668**	**25 303**	**25 303**	**94 149**	**20 186**	**20 994**	**21 833**
Borrowing	6	–	–	–	–	–	–	–	–	–	–
Internally generated funds		(1 578)	9 411	14 059	8 522	8 522	8 522	245 091	9 793	11 658	12 125
Total Capital Funding	7	**27 600**	**26 157**	**17 603**	**35 190**	**33 825**	**33 825**	**339 240**	**29 980**	**32 652**	**33 958**

The investment register is provided. All funds transferred to the municipality as Grant funding are invested as short-term investments or call deposits.

Table 77: Invested Grants

Bank/Financial Institution	Investment Type	Amount
FNB - 62641675890	Call Account	R 23 542 224
FNB - 62641677466	Call Account	R 9 191 914
Mercantile Bank	Deposit Account	R 21 461
NEDBANK	Call Account	R 107 405
FNB- 62641681251	Call Account	R 12 639 150
ABSA -		R 15 566 185

4.10.2 SOCIAL AND ECONOMIC REDRESS VIA INDIGENT MANAGEMENT

The indigent policy is in place and reviewed annually. There is an indication of the number of registered indigents on the indigent register which is 719 people, but the register is under review and the numbers will change.

In the 2023/2024 financial year budget allocation for free Basic Services is R 850, 000.00.

The category of indigent support the municipality is providing is free basic electricity. The municipality is not providing any other services except property rates and refuse collection whereby the category of households is not billed for property rates and not yet billed for refuse collection.

Table 78: INDIGENT SUPPORT PER YEAR

YEAR		2018/19	2019/20	2020/21	2021/22	2022/23
AMOUNT(R)		**R696,000.00**	**R850,000.00**	**R850,000.00**	**R550 000.00**	**R795 000.00**

In the 2016/17 financial year the indigent support was estimated at R……. the reason for this was the municipality did not have an indigent register and the figure was just estimated. So other than the R……. Estimates of 2020/21the indigent support has been kept around R……. and the support has been increasing gradually from 2023/23.

There is a monitoring mechanism to ensure that the budget allocated for people with disabilities is fully utilised.

4.10.3 REVENUE RAISING STRATEGIES

A Revenue Strategy is in place together with the Credit Control & Debt Collection Policy and Rates Policy. It was adopted on the 23 of May 2024 .

Other collection strategies include, inter alia, the following:

Business Accounts team A team was formed to follow up on outstanding accounts for businesses accounts. The assumption is that businesses are operating for profit, and they should be able to pay for services and rates. This team is working well, and progress is visible. (ii) Government Team This team follows up on outstanding debt owed by government departments. This team is very effective and only encounter challenges when there are issues raised by government departments, for example, valuation queries. The major challenge has always been Section 21 schools and Ingonyama Trust. (iii) Top Debts Teams This team pursues all customers that have huge amounts outstanding. 80% of the debt lies with the top 20% of customers. (iv)

Councillor and Staff Accounts team Schedule 2 of MSA specifies that councilors and staff are not supposed to be in arrears for a period of more than 90 days. This team looks after this category of customers. The measures have been made by management to encourage the rate payers to pay their property bills for the municipality, meetings have been held and discounts were issued by council to try and enhance collection. The municipality has realized improvements in the revenue collections after the engagements made above.

1.1 Billed Revenue

Debtors	2020/2021	2021/2022	2022/2023
Rates	R 28 072 313	R 25 434 996	R 24 773 381
Service Charges	R 2 439 333	R 2 161 277	R 2 098 747

1.2. Collected Revenue

Debtors	2020/2021	2021/2022	2022/2023
Rates	R 16 460 529	R 22 672 304	R 19 818 438
Service Charges	R 658 179	R 533 145	R 763 786

1.3. Consumer Debtors

Debtors	2020/2021 FYE	2021/2022 FYE	2022/2023 FYE
Rates	R 37 361 866	R 36 904 701	R 40 419 068
Other	R 35 705 031	R 41 061 980	R 42 667 400

4.9.4 DEBT MANAGEMENT

The municipality is providing the following service property rates and refuse and refuse collection. It is also having debtors from rental of facilities and traffic debtors. The debtors age analysis is provided and is for property rates, refuse removal and rental of facilities.

Table 79: Debtors Age Analysis

GRANT NAME	2022/2023			2021/2022			2020/2021		
	Received	Spent	Unspent	Received	Spent	Unspent	Received	Spent	unspent
MIG	22 500 000.00	22 500 000.00	0.00	22 360 000.00	22 360 000.00	0.00	21 239 000	21 239 000	0.00
INEP	6 000 000.00	6 000 000.00	0.00	9 000 000.00	8 989 488.87	10 511.13	8 470 000	8 470 000	0.00

4.10.5 FINANCIAL MANAGEMENT

4.10.5.1 SUPPLY CHAIN MANAGEMENT FUCTIONALITY

The Council of Big 5 Hlabisa Municipality adopted an amended SCM Policy on the 31ST of May 2022. SCM Regulation 3(a) states that the accounting officer of a municipality must 3(a) promptly prepare and submit a draft supply chain policy complying with SCM regulations to the council of the municipality for adoption and reg 3(b) at least annually review the implementation of the policy, he/she may submit proposals for the amendment of this Policy to the council, and such amendments must comply with the legislative requirements.

National Treasury issued Circular 62 and Circular 69 which municipalities must comply with. The practice notes and the circulars issued, prompted that the SCM Policy be reviewed and amended accordingly to align it with the legislative requirements. The SCM policy for 2024/2025 was submitted to the council and approved on 23 of May 2024 with the Final Budget and other budget related policy. National Treasury has introduced the new policy on model SCM policy for infrastructure Procurement and Delivery Management was also adopted by the Council.

The SCM unit does not experience any challenges which lead or may lead to delays on the implementation of the procurement plan and with the compliance of the SCM policy. The unit is supported by the CFO and all other HODs including the accounting officer to ensure should any challenge arise, it can be dealt with properly and timeously.

The municipality prepares the procurement plans which are aligned to the SDBIP (Finance SDBIP 2022/2023 includes implementation of procurement). The SCM management displays cohesiveness to assess whether the primary objectives of service delivery are met and include the statement on functionality of bid committees which are in place and functional, as well as time frames from advert to award. There is an irregular expenditure register in place that indicates the amount, root cause and the treatment. To all bids awarded, functionality was achieved and there is no tender that was awarded after expired date.

Big 5 Hlabisa Municipality subscribes to The Revised Preferential Procurement Regulations 2022 ("PPPFA Regulations 2022") issued in terms of the Preferential Procurement Policy Framework Act, 2000, came into effect on 16 January 2023. Organs of state may elect to apply so-called pre-qualification criteria aimed at the promotion of tenderers with specified broad-based black economic empowerment contributor status levels, exempt micro-enterprises ("EMEs") or qualifying small enterprises ("QSEs"), and/or tenderers that commit to sub-contracting at least 30% of the rand value of the contract to EMEs or QSEs with at least 51% ownership by black people, including those with disabilities and those living in rural or underdeveloped areas or townships, black youth, black women, black military veterans and, co-operatives owned by black people. The municipal SCM policy makes provision for the disabled to quality for tenders and the disabled are encouraged to bid.

4.10. ASSET AND INFRASTRUCTURE

The municipality has a Fixed Asset Register which detects the life span of the individual asset recorded in the FAR. The acquisition of new asset is determined by the needs and the life span of existing asset. The municipality as recently develops the repairs and maintenance plan which assists the municipality to maintain the assets to its original condition.

For 2024/2025 financial year the municipality maintained the percentage to be within 2%. The improvement will be required around the monitoring of the implementation of the existing plan. The asset and renewal plan is in place. It is feasible and supported with an operations and maintenance plan, The Plan accommodates a realistic budget towards repairs and maintenance. The Plan accommodates a realistic budget towards realistic budget towards repairs and maintenance.

The budget allocation is not within the norm of 8% of PPE. The budget forecast for the three prior years is incremental. Delays in expenditure leading the municipality to apply for roll over of fund is emanating from delays in public consultation, challenges with the appointment of service providers and the challenges that they experience as they work on the projects. Municipality to ensure that public consultation targets are achieved in time, and there are no delays in the process of appointing service providers, so that expenditure is incurred and reported to all relevant stakeholders to avoid unspent funds.

4.11. REPAIRS AND MAINTENANCE

The repairs and maintenance should be budgeted for against the total; non – current asset (ppe & investment property where the norm is 8 %). However, due to Cash flow constraints the municipality budgeted R 17,250,000.00 for Repairs and Maintenance The PPE is R 257 742 000.00 as @2024/2025, which resulted to 6.6% Budgeted for R&M of PPE which is below the norm the municipality will continue increasing the percentage in the coming years.

4.11.1 **FINANCIAL RATIOS-**

The repairs and maintenance have been budgeted for against the total; non – current asset (ppe & investment property where the norm is 8 %). R 17 250 000 Budgeted Repairs and Maintenance. R 257 742 PPE as @2024-2025 6.6% is Budgeted for R&M of PPE

4.11.1 **FINANCIAL RATIOS-**

The table below reflects the municipality’s financial ratios, which is an illustration of the municipality’s financial status.

Ratio	24/25	23/24	22/23
Cost coverage ratio: The interpretation of this ratio is that in the 2023/2024 financial year with the cash thy have it will take up 2 months to meet its financial obligations without having to get additional revenue. In 2024/2025 financial year the ratio increased to 3 months, this is an indication that cash balance has increased and if this trend continues the municipality continues be financially stable.	5.5	4.6	5.9
Current ratio (current assets to current liabilities): The interpretation of this ratio is that in the 2023/2024 financial year the municipality can pay back its short-term assets (Cash, inventory & Receivables). If they fall due at any specific period. In the 2024/2025 financial year the ratio dropped from 4.1:1, to 2.5:1 which indicates that the municipality liquidity position is dropped. The norm is that they should be 1.5 and above. Since has dropped to 2.5:1 in 2024/2025 it means there are financial	4.8.1	2.8.1	3.1

challenges and if it continues dropping and it gets below1.5 there will be risk that non – current assets will need to be liquidated to settle current liabilities.			
<u>Capital expenditure to total expenditure:</u> The ratio assesses the level of capital expenditure to total expenditure which indicates the prioritization of expenditure towards current operations versus future capacity in terms of municipal services. The norm ranges between 10% and 20%. In the 2022/2023 financial year the ratio was 18.1% and if dropped to 15.8% in 2023/2024 financial year which is an indication that the prioritization of service delivery in 2024/2025 financial year dropped by 0.8% when compared to 2023/2024 financial year	100%	100%	100%
<u>Debt to revenue:</u> The municipality does not have loans that is why the ratio is 0% for both financial years.	0%	0%	0%
<u>Collection ratio:</u> The ratio indicates the collection rate, it also measures increase or decrease in debtors relative to annual billed revenue. The norm is 95%. In 2022/2023 financial year the collection rate was 66%, it remained 66% in 2023/2024 financial year and increased to 70% in 2024/2025 This ratio also indicates the effectiveness of the Credit Control and Revenue Management systems and policies.	70%	70%	86%
<u>Remuneration Employee and Councillors to total expenditure:</u> This ratio measures the extent of remuneration to total operating expenditure. The is 25% and 40%. In 2023/2024 financial year the ratio was 47% and in 2024/2025 financial year it is 46% which is within the norm, and it indicates the efficiency, and it indicates that the municipality was not overstaffed.	46%	47%	50%
<u>Distribution losses: Electricity /water:</u> The municipality does not provide the water and electricity services that is why the ratio is 0%	0%	0%	0%

4.12 **LOAN BORROWINGS AND GRANT DEPEDENTS**

The municipality does not have borrowings or loan.

4.13 **EXPENDINTURE MANAGEMENT**

The tables below present the municipalities operating revenue and operating expenditure.

Table 81: Operating Revenue

KZN276 Hlabisa Big Five - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue											
Exchange Revenue											
Service charges - Electricity	2	-	-	-	-	-	-	-	-	-	-
Service charges - Water	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Water Management	2	14	19	15	-	-	-	4	-	-	-
Service charges - Waste Management	2	2 314	2 139	2 110	1 890	1 890	1 890	1 812	1 966	2 044	2 126
Sale of Goods and Rendering of Services		966	168	164	753	2 964	2 964	2 620	7 947	9 456	9 834
Agency services		-	-	-	-	-	-	-	-	-	-
Interest		-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables		-	-	-	-	-	-	-	-	-	-
Interest earned from Current and Non Current Assets		1 575	2 769	6 061	2 100	7 000	7 000	8 113	4 500	4 680	4 867
Dividends		-	-	-	-	-	-	-	-	-	-
Rent on Land		-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		248	130	276	592	592	592	308	494	514	534
Licence and permits		2 357	1 700	1 464	2 750	1 400	1 400	1 311	1 560	1 622	1 687
Operational Revenue		529	86	1 611	-	-	-	449	-	-	-
Non-Exchange Revenue											
Property rates	2	26 846	25 313	24 698	29 438	29 438	29 438	24 466	30 616	31 841	33 115
Surcharges and Taxes		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		491	826	540	400	400	400	442	416	433	450
Licences or permits		-	-	-	-	-	-	3	-	-	-
Transfer and subsidies - Operational		193 106	152 637	146 819	158 381	156 742	156 742	154 421	164 495	171 075	177 918
Interest		671	-	(12)	-	-	-	-	-	-	-
Fuel Levy		-	-	-	-	-	-	-	-	-	-
Operational Revenue		-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		(51)	169	5 020	200	200	200	-	200	208	216
Other Gains		-	-	-	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and cont		**229 066**	**185 957**	**188 767**	**196 504**	**200 626**	**200 626**	**193 949**	**212 194**	**221 873**	**230 748**

Table 82: Operating Expenditure

OPERATING REVENUE	2021/2022	2022/2023	2023/2024	2024/2025
Operating Grants	158 228 045	147 557 277	156 742 000	164 495 000
Capital Grants	25 404 081	22 696 725	30 584 000	24 436 000
Own Revenue	39 288 448	36 133 295	36 884 000	43 199 000
Interest	2 768 661	6 060 879	7 000 000	4 500 000
Total	**225 689 235**	**212 448 126**	**231 210 000**	**236 630 000**

4.14. AUDITOR GENERALS AUDIT OPINION

AUDITOR GENERAL'S FINDINGS, MANAGEMENT RESPONSE AND AG ACTION PLAN

Big 5 Hlabisa Municipality acknowledges the findings and recommendations of the Auditor General made in respect of the 2022/2023 Financial Year. The comments were instrumental in enriching the process towards the compilation and content of this IDP. To this end, therefore, an AG action plan has been developed to address all issues raised in the Audit Report and is attached as Annexure A1

4.15. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT SWOT

Table 83 Financial Viability and Management SWOT

<table>
<tr><th>STRENGTHS</th><th>WEAKNESS</th></tr>
<tr><td>
• Approved policies and procedures in place
• Ability of personnel to collect revenue due to the municipality.
• Availability of land earmarked for residential and commercial development that can be used to increase revenue.
• Ability to source funding through available personnel.
• Availability of all senior management to constitute bid committees.
</td><td>
• Failure to Implement municipal by-laws.
• Non effective implementation of policies.
• Low revenue base.
• Unrealistic budget / insufficient budget.
• Grants withdrawal- conditional grants not fully spent.
• Inability to honour credit obligation at times due to insufficient cash flows.
• Failure to safeguard municipal assets.
• Inadequate contract management.
• Unauthorized access to financial systems.
• High fuel consumption on municipal fleet due to over –speeding.
</td></tr>
<tr><th>OPPORTUNITIES</th><th>THREATS</th></tr>
<tr><td>
• Availability of Land/ Sites for sale.
• Availability of resources like halls to be utilized generate income.
</td><td>
• High unemployment rate within the jurisdiction of the Municipality resulting to non-payment of rates.
• Grant dependant.
• High petrol consumption due to travelling between offices.
</td></tr>
</table>

4.16 FINANCE KEY CHALLENGES

Challenges encountered by the Supply Chain Management Unit relate to the following:

- Demand management has not been institutionalized and the function is not staffed.
- Rotation of service providers not adhered to.
- Preferential procurement from previously disadvantaged individuals relies on procurement point's allocation for all service providers.
- Risk and performance components of procurement strategies of the institution not functional.
- The disposal section or component of the section is not functional.
- There is also no system in place to detect service providers in the service of the State, hence Auditor General does have the system and negatively affects the audit opinion.

The above analysis gives an ideal situation which will allow the output and outcomes of the Supply Chain System of the municipality to be realized as derived from the applicable legislations and policy, i.e. BCM SCM policy, MFMA, BBBEE and PPPFA} aimed at not only procuring services and goods of the municipality as per the IDP strategic objectives and within the available budget and period, but also to skew the procurement spent in a manner that will ensure a Supply Chain System that assists in job Creation in the region, beneficiation of vulnerable groups (women, youth, disabled and historically disadvantaged groups), promotion of skills and capacitating small businesses, circulation of the rand spent within the municipal area to boost and encourage the economy within the region.

4.12. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

4.12.13. GOOD GOVERNANCE ANALYSIS

The Municipality values the participation of its residents in governance. To this end, the Municipality has established Ward Committees in all 14 wards. Ward Committees provide an important vehicle for the Municipality to consult with its communities. In addition to Ward Committees, the Municipality has initiated other mechanisms of deepening and broadening public participation. The residents are also engaged through their participation in sectorial and other forums. The Municipality's public participation is occasionally reinforced by District izimbizo particularly IDP/Budget consultative meetings and outreach programmes. The Municipality are currently reviewing our public participation strategy to reflect an integrated approach.

The Anti – corruption strategy is in place and the Municipality has not experienced incidents of fraud and corruption. As one of its priority areas, the Municipality recognises the importance of the previously marginalised sectors, including youth, women, children, aged and people with disabilities. One of the key challenges facing the Municipality about sector development is the integration of sector activities with the municipal planning systems.

4.12.14. NATIONAL AND PROVINCIAL PROGRAMMES

1. **OPERATION SUKUMA SAKHE (OSS)**

The Municipality embraces Sukuma Sakhe as platform to address issues at a ward level. It is institutionalized within the municipality and chaired by the mayor. The war rooms were fully established in all wards and chaired by the ward councilors. Sectorial representation has improved. The municipality will further strengthen institutional arrangement of OSS under Community Services Department. This programme serves as a vehicle between all sectors in development planning and wellbeing of the communities. Briefly issues ranging from poverty alleviation and social ills are addressed by the municipality and spheres of government. The municipality also participates in the annual Public Service Week as part of OSS intervention.

2. PROGRESS MADE WITH THE ROLL OUT OF OPERATION SUKUMA SAKHE CONSOLIDATION MUNICIPAL AREA OF JURISDICTION

The OSS program was rolled out in all 14 wards as from the project launch during the Service Deliver Week launched by the Premier in 2018.

The Local Task Team resolved to visit all wards for the purpose of electing Ward Task Teams to meet on regular basis so that the profiling of all families with cases to be referred to Sector Departments is done accordingly at a ward level. All WTT were established in all wards and the Municipality allocated a manager in each ward to offer support and resources. These WTT meets monthly. Even though there are challenges caused by other department not attending such WTT meeting, but the profiling has happened, and cases were referred to various department for interventions.

1. The war rooms were successfully established in all 14 wards, and they meet every month as per their schedule of meetings.
   - They take issues raised or reported by community members.
   - Take resolutions to influence interventions by service providers.
   - Make referrals to the relevant stakeholders for interventions.

Some even conduct awareness campaigns on issues affecting community member.

2. **The functionality of OSS Programme at the level of LTT currently can't be measured** because we have no structure in place.

- We have tried to coordinate meetings to establish the structure but unfortunately, we didn't make it due to certain reasons.
- On 30th January we had a meeting with Municipal Management and OSS stakeholders and DTT representative whereby we seeking to establish the Local Task Team but the item to establish the structure was deferred due to the following reasons:
- The councilors were not part of the meeting and will have to oversee and monitor as war room Champions that their respective war rooms do report to the LTT structure every month, so they must be part of the meeting electing the structure.
- Most of the councilors are new to this programme, we need to workshop them so that will understand and play their role accordingly as champions at wards level.
- The training was planned to take place in February but due to other commitments on the side of municipal management and councilors we didn't make it.

We also put this item to the Special LTT and plenary meetings for Phelophepa Health Care Train held on 22 February 2023 but we also deferred it due to the fact that management and councilors were not well represented in that meeting.

- We are still in communicating with the District Task Team (DTT) to communicate with the Office of the Premier (OTP) to arranger a facilitator to come and assist with a two-day workshop, starting with Hon. Cllrs on a first day and then all OSS stakeholders on a second day and election of the LTT Structure.
- We will then report and monitor the functionality of the LTT structure, for now we are in crisis because even the war rooms will not claim the functionality status, they are not reporting to the LTT as we currently have no structure in place.

3. INTERGOVERNMENTAL RELATIONS (IGR)

Big 5 Hlabisa Local Municipality is responsible for facilitating inter-governmental relations within its area of jurisdiction. In line with the Intergovernmental Relations Framework Act, the municipality has taken upon itself to improve intergovernmental engagements to ensure that proper intergovernmental planning guide public, private and donor investment in the municipality.

Intergovernmental Relations were revived, and some were established in 2013, with the purpose of addressing issues of common interest within the district and beyond. The fu0nctionality has however not been satisfactory during 2018. The IGR structures are coordinated at a District Level, however we as the local municipality monitor the attendance and collect the resolutions from different structures for implementation.

4.

A. DISTRICT MAYOR'S FORUM

The Forum consists of all the Mayors within the Family of Municipalities and chaired by the District Mayor. Issues of common alignment and common interest are deliberated upon in this forum.

B. MUNICIPAL MANAGERS FORUM

The Forum consist of all Municipal Managers within the Family of Municipalities and forum is chaired by District Municipal Manager "a key forum for strategic alignment, co-ordination and integration" that serves as an inter-governmental structure where Municipal Managers in the district meet and deliberate on issues of common interest and integration.

C. Chief Financial Officers Forum

The Forum consists of all Chief Financial Officers within the Family of Municipalities. The forum mainly deliberates on matters of financial management and sustainability with the family. Best practices are also shared. This forum is chaired by the CFO from uMkhanyakude District Municipality

D. Technical Forum

The Forum consists of all Technical Directors within the Family of Municipalities and chaired by Municipal Manager from Jozini Municipal

E. Planning Development Forum

The Forum consists of all IDP, PMS, LED and Development Planning, Environmental Planning and Management within the Family of Municipalities

F. Community Forum

The Forum consists of all Community and Social Services within the Family of Municipalities

G. Communication (DCF)

The Forum consists of all Communication representatives within the Family of Municipalities.

H. Corporate Services Forum

I.PROVINCIAL COMMUNICATION FORUM

The Forum consists of all Communication representatives within the Province.

J. MUNIMEC

The Forum consists of all Municipal managers and the Mayors within the Province and chaired by the Cogta MEC.

I. Waste Management Forum

A district- wide waste management forum was established. The issues of waste management within uMkhanyakude family are further deliberated upon to ensure environmental sustainability and that development of the future generation is not compromised. The forum comprises of the following stakeholders:

- UMkhanyakude District
- Department of Agriculture & Environmental Affairs
- Mtubatuba Municipality
- Jozini Municipality
- Big 5 Hlabisa Municipality
- International Labour Organization

J. Development Planning Shared Services (DPSS)

The Development Planning Shared Service is in place and has been functional since its inception in. The following issues for uMkhanyakude Family are addressed by DPSS:

- Spatial Planning
- Environmental Management
- Development Administration
- Geographic Information System
- Strategic Planning (IDP)
- Performance Management System

K. District Technical Advisor Committee (DTAC) on PMS

The District Technical Advisor Committee is also in place. It comprises of all IDP Managers, PMS Managers, GTA PMS Specialist of uMkhanyakude family. The issues of performance management are deliberated upon to promote and strengthen performance management culture within the family municipality. Issues of capacity to cascade PMS to all levels have not been adequately addressed as some municipalities do not have enough staff to execute the task adequately. The committee meets quarterly.

4.12.15. Local Municipal Structures

The following governance structures are in existence for proper coordination of the development planning issues. The IDP process plan is in place and guides and informs development from planning to drafting of the document and its implementation as well as monitoring and evaluation.

1. IDP Steering Committee (IDP SC)

The IDP SC is in place and functional and there has been a tremendous improvement since 2023/20234 The Directorates are all participative in the IDP process and the municipality would further enrol staff at levels for a better improved participation, though the subject has become standard agenda in some departments.

2. IDP Representative Forum

The IDP RF is in place and serves the purpose to deliberate on development strategic agenda for the Municipality. The Representation in the forum still needs to be strengthened. The issue is raised on IDP meetings at levels of Government but to date no improvements have been realised, but it is hope that it will be collectively resolved in the future.

3. Council

The Big 5-Hlabisa Council is responsible the strategic direction in line with the Municipal vision and approves the IDP upon its completion. The Municipality is keeping a good relationship with the Traditional leaders. Traditional leaders do sit to the Municipal council meetings and the improvement is better when the municipality compare with other financial years. The Municipality has an arrangement of meeting them at traditional leader’s forum that is coordinated by the Municipality with an aim of updating them regarding service delivery.
There are six (6) Traditional Leaders and Two Traditional Leaders do participate in the Big 5 Hlabisa Municipal Council in Terms Circular Sp2-04-2021-UKDM from KZN Corporative Governance and Traditional Affairs and in Terms of Schedule 3(7) Of the Traditional and Khoi-San Leadership Act,2019. The Composition of Rural Traditional Authorities in Big 5 Hlabisa Local Municipality is as follows:

- Makhasa Tribal Authority
  Consist of 12 Headmen and 12 Sub Wards.

- Nibela Tribal Authority
  Consist of 12 Headmen and 12 Sub Wards.

- Mnqobokazi Tribal Authority
  Consist of 12 Headmen and 12 Sub Wards.

- Mdletsheni Tribal Authority

Consist of 12 Headmen and 30 Sub Wards.

- Mpembeni Tribal Authority
  Consist of 6 Headmen and 16 Sub Wards.

- Mantsha’mnyama Tribal Authority
- Consist of 10 Headmen and 17 Sub Wards.

According to Provincial Gazette Inkosi DJ Hlabisa and Inkosi GE Mdluli were nominated to participate in the proceedings of the Big 5 Hlabisa Municipal Council. The following is the summary of the participation of Traditional Leaders to Municipal Council for 2023/2024 Financial year.

QUARTER 01 (JULY- SEPTEMBER)

NAME OF THE TRADITIONAL LEADER	NUMBER OF COUNCIL MEETING/S	DATE/S OF THE MEETING/S	NUMBER OF COUNCIL MEETING ATTENDED	PERCENTAGE %
Inkosi DJ Hlabisa	02	❖ 30 August 2023 ❖ 29 September 2023	02	100%
Inkosi GE Mdluli	02	❖ 30 August 2023 ❖ 29 September 2023	01	50%

QUARTER 02 (OCTOBER- DECEMBER)

NAME OF THE TRADITIONAL LEADER	NUMBER OF COUNCIL MEETING/S	DATE/S OF THE MEETING/S	NUMBER OF COUNCIL MEETING ATTENDED	PERCENTAGE %
Inkosi DJ Hlabisa	01	❖ 30 November 2023	Absent	0%
Inkosi GE Mdluli	01	❖ 30 November 2023	Absent	0%

QUARTER 03 (OCTOBER- DECEMBER)

NAME OF THE	NUMBER OF	DATE/S OF THE MEETING/S	NUMBER OF COUNCIL	PERCENTAGE %

TRADITIONAL LEADER	COUNCIL MEETING/S		MEETING ATTENDED	
Inkosi DJ Hlabisa	03	❖ 26 January 2024 ❖ 27 February 2024 ❖ 31 March 2024	1	33,3%
Inkosi GE Mdluli	03	❖ 26 January 2024 ❖ 27 February 2024 ❖ 31 March 2024	2	67%

4. MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

The MPAC is in existence in terms of chapter 12 of the Municipal Finance Management Act section 129 (MFMA). The committee is functional, and its oversight role is improving. Capacity building is ongoing to further enhance its functionality.

4.1 AUDIT COMMITTEE

Big 5 and Hlabisa both have audit committees in terms of chapter 14, section 166 of the Municipal Finance Management Act No. 56 (MFMA). The current audit committees are functional since the term of the audit committee's end 30 June however transitional arrangements are on –going to ensure continuity, therefore.

4.12.16. STATUS OF MUNICIPAL POLICIES AND SECTOR PLANS

Policy Development was undertaken by Big 5 Hlabisa as one of the transitional measures to ensure continuity. The Corporate Service Department has been strengthened to ensure that policies are developed and reviewed annually. The municipality has capacity to develop and workshop policies. This will be further improved during 2023/2024 to ensure that staff and council are in same understanding of policies and procedures.

The Municipality cannot operate in the absence of Bylaws. Some of the bylaws are in place, but there is still a gap due to financial constrain some of the Bylaws were developed but could not be gazette. Further information on the status of municipal by-laws is articulated in table below. The Municipality will source funding from potential funders, and it has been included in the Implementation plan. The table will be updated and be detailed in the final document.

4.12.17. MUNICIPAL RISK MANAGEMENT

Risk Management is considered as a crucial aspect at Big 5-Hlabisa to implement and maintain effective, efficient, and transparent systems of risk management and control. The Municipality receives support from Provincial Treasury to conduct risk assessment and the workshop was conducted. The municipality was able to get assistance in identification of risk and come up with strategies in addressing issues raised. The Strategic phase (section D further deals with strategies to address areas of risk identified. A risk assessment committee was established, and it is hoped that its functionality will strengthened during 202/2023 Risk identified as major and crucial in the risk assessment workshop have been considered in the strategic phase of this document.

4.12.18. PUBLIC PARTICIPATION ANALYSIS

In terms of chapter 4, section 16, and chapter of the Municipal Systems Act no. 32 of 2000, the municipality is required to involve the community in municipal affairs. The municipality ensures that its community is informed consulted and engaged on the following strategic issues:

- IDP
- Budget and
- Performance Management

The extent to which the community understand the above-mentioned issues has not reach a level where the municipality will conclude is saying that public participation is at an adequate level. Some of the communities over a long period engagement with the municipality are beginning to understand some of the development issues, but majority still do not understand. This could be attributed to several aspects ranging from the level of understanding due to language and cultural berries and political issues and municipal institutional capacity to adequately implement public participation. The Municipality is currently reviewing its Public Participation Strategy and issues and it is hoped that public participation will be strengthened.

The municipality utilizes the following mechanisms for public participation which are articulated in the IDP Process Plan:

Media – Radio, and other print media Publications

Website – posting of strategic documents on the website in terms of section 75 of the MFMA

IDP Representative Forum – a forum for all stakeholders to deliberate on development.

Road shows – A district – wide IDP/Budget Road show will be hosted in A to engage communities on Draft IDP and Budget. The IDP Public Participation meetings were convened as follows:

Table 84

IDP ROAD SHOWS/IZIMBIZO	
DATE	**WARD**
26 April 2022	Custer B 6,7,8,9
29 April 2022	Custer C 1,2,3,4,5
03 May 2022	Custer A 11,12,13,14
28 April 2023	Custer B 6,7,8,9
03 May 2023	Custer C 1,2,3,4,5
05 May 2023	Custer A 10, 11,12,13,14
16 November 2023	Custer B 6,7,8,9
14 November 2023	Custer A 10, 11,12,13,14
21 November 2023	Custer C 1,2,3,4,5
10 April 2014	Custer A 10, 11,12,13,14
17 April 2024	Custer B 6,7,8,9
24 April 2024	Custer C 1,2,3,4,5

4.12.18.1. Ward Committee Functionality

The Big 5 Hlabisa is made up of only 14 wards. All fourteen (14) ward committees were established in February 2022. Some of the ward committee members participate well in Operation Sukuma meetings at War Room level. The participation of Councillor in Operation Sukuma Sakhe issues is highly appreciated. Challenges experienced with participation and what needs to be done to improve. The six wards on functionality status have managed to convene / hold their monthly meetings successfully and attended to the reported cases and refer cases to the relevant stakeholders for interventions.

The last six War Rooms on poorly functional status have tried to convene meetings but are poorly attended by stakeholders, especial most Government Departments. The interventions are not made to resolve cases of the community. Lack of commitment from the side of War Room stakeholders. Support from deployed Managers to War Rooms is very important and they assist to draw attention of stakeholders to attend meetings and intervene on cases referred by a War Room, but very few managements making positive contribution to war rooms functionality. There is a need to strengthen a support by deployed management to war rooms for effective participation to improve functionality of our war rooms.

Table 85: Functionality of War Rooms

War Room Functionality

BIG 5 HLABISA LOCAL MUNICIPALITY		**FUNCTIONALITY**			
Total No. of wards	**Established War Rooms**	**Fully Functional**		**Poorly Functional**	**Not Functional/Not Established**
14	**12,3,4,5 6,7,8,9,10 11.12.13.14**	**12,3,4,5 6,7,8,9,10 11.12.13.14**		**0**	**0**

Ward 1, 5, 8 and 13 have been identified as the most deprived wards by OTP-Poverty Eradication Unit, based on the results of States SA censures 2011 and we humble request all stakeholders to put more efforts to the service delivery programmes of to these wards.

4.9.12.2 WAR ROOM LEADERSHIP

- The War Rooms are there and lead by community members who also serve in different structures in the respective wards.
- Meetings are convened by the War Room Chairpersons and secretariat in consultation with the designated municipal officials and the War Room Champions.
- The Municipality assist with resources to send invitations to various stakeholders due to unavailability of resources to the war rooms.
- The schedule of meetings is in place in most of our wards and communicated with stakeholders.
- War Room dates are announced by war rooms leadership in public gatherings including the traditional leadership meetings.

4.9.12. 3 PROGRESS REPORT ON IDENTIFIED ISSUES AND INTERVENTIONS

ISSUES IDENTIFIED	**ACHIEVEMENTS**	**CHALLENGES**	**REMEDIAL ACTION**
Teenage pregnancy	DSD, DOH, NGOs & DOE conduct both school based and	The issue of getting males in these campaigns is still a challenge.	Strengthening the functionality of men's forum

- There is high teenage pregnancy in the local communities	community awareness campaigns to reduce teenage pregnancy rates in different wards		
High HIV prevalence	Awareness campaigns based in schools were raised in deferent wards.	Some of the people are still not taking seriously the importance of condom use.	DOH increasing community awareness on the importance of condom use and contraception
Crime rate - There are incidents of crime at the wards level. - Poaching remains a big challenge in the local Game Reserves.	SAPS, Com. Safety Department, Community Organizations and Community Policing Forum dealt with reported issues successfully.	Other community members are not reporting serious crime in their dwelling places and poaching remains a big challenge in the local Game Reserves.	Raise awareness campaigns. on crime issues and Strengthen the community. Safety Structures to work. Closely with SAPS.
Electricity	Siyabakhanyisela Electrification project is on site working at deferent wards like 6, 7, 9, 10 and 11.	ESKOM network which course delays in the implementation of the project	Liaise with ESKOM to speedily work on the issue of network

4.9.12. 4 PROGRESS REPORT ON IDENTIFIED ISSUES AND INTERVENTIONS

ISSUES IDENTIFIED	*ACHIEVEMENTS*	*CHALLENGES*	*REMEDIAL ACTION*
Electricity	• managed to do infills to assist the bigger households in the ward. • GOCTA has brought another electrification project which covers Chwakeme and Goqeyane areas of ward 7 and ward 6. • There is another electrification project at Nibela ward 4 and Mnqobokazi ward 1 which is nearly completed.		

ID Documents	• Cases referred to Home Affairs are being attended.	• The presence of DHA at war room meetings remains a challenge. • Issue of late registration applications is a huge problem. • Immigration Department delays to conduct interviews and it courses a huge problem.	• This needs to be. • addressed at • National Level. • Office of the • Premier through • the Premier to • address a letter t • the Minister of • DHA

4.9.12. 5 PROGRESS REPORT ON IDENTIFIED ISSUES AND INTERVENTIONS

ISSUES IDENTIFIED	ACHIEVEMENTS	CHALLENGES	REMEDIAL ACTION
High unemployment rate, escalating Poverty rate.	• Women benefited with sewing machines and there are many other projects through Municipal LED Projects. • EPWP	The rate of unemployment is continuously increasing.	The data base of the unemployed persons be. consolidated at a ward. level to link them too the relevant bodies to combat. unemployment
Housing projects	Human Settlement Department has approved houses to be built in different wards like in ward 1 & 3, Mnqobokazi Housing Project is on site. Makhasa Phase 2 Housing Project is completed with 1700 units at ward 2 and 3. Mdletshe Housing Project with 2500 units, department approved the first 300 units for ward 6, 7, 8, 9 and 10 and implementing agent is on site.	Delays on implementation of some of the projects in other wards.	

ISSUES IDENTIFIED	ACHIEVEMENTS	CHALLENGES
Housing projects	Ward 10 and 11 Mpembeni housing project is completed with 1000 units	

	Ward 13 Hlambanyathi Housing Project has been approved with 500 units.	Delays on implementation.
Bulk services need to be upgraded.		The delays in upgrading the bulk system in Hluhluwe Town, has delayed phase 3 low-cost housing project, private hospital, and other things.
Water	Standpipe / communal tapes has been installed in all VDs at ward 7. - At Smolo the project is almost at 70% where water tank and pump has been installed to assist com/munity with water. -Jojo tanks were distributed and placed in all VDs at ward 7	- Due to more households in the area, there is still a challenge of water supply

4.9.12. 7 PROGRESS REPORT ON IDENTIFIED ISSUES AND INTERVENTIONS

ISSUES IDENTIFIED	ACHIEVEMENTS	CHALLENGES	REMEDIAL ACTION
Water	- The District Municipality delivered Jojo tanks in deferent wards. - Boreholes were made in deferent wards.	Water tanker fails to fill up these tanks due to the condition of the truck/s which broken before finishing the tasks of the day. Some of the boreholes made are not functional like at Mankankaneni, Esixeni, Mthunzi and other places.	UMkhanyakude District to provide. Water to all its wards.
Roads	Osakwini new gravel road constructed by the local municipality which is nearly completion at ward 11. New gravel road constructed by Department of Transport from Mzinene to Ezifundeni to assist community but more especial school going children at ward 7.	Most of the roads in the ward need re-gravelling. The unfinished bridge at Esixeni which is long overdue.	Transport Department to be. requested to play its role.

4.9.12. 8 PROGRESS REPORT ON IDENTIFIED ISSUES AND INTERVENTIONS

ISSUES IDENTIFIED	INTERVENTIONS
Schools - Macabuzela and Ezifundeni schools were affected by heavy winds. - Hluhluwe Primary has a challenge of toilets.	• Department of Education intervened, the contract is on site. • The intervention has been made; mobile toilets has been provided for • Temporary used.
Participation of Stakeholders to War Rooms - Stakeholders are participating well in some of the War Room but do not attend to others while the approach is the same in all.	• Schedule of War Rooms has been forwarded to stakeholders and notices. • of the meetings are being sent to everyone • Some departments intervene on issues identified, reported and referred to. • them. • Interventions made by war room stakeholders are reported in each and • every war room meeting.
Youth development and skills - Shortage of skills development and trainings for young people	• At ward 7, six hundred (600) youth has been trained in different aspects ie: - Poultry faming - Sewing - Hospitality • They also benefited a stipend during training duration.

4.9.12. 9 PROGRESS REPORT ON IDENTIFIED ISSUES AND INTERVENTIONS

ISSUES IDENTIFIED	INTERVENTIONS
Youth development and skills - Shortage of skills development and trainings for young people	• The training providers were: • Umfolozi TVET College, • Department of Labour • UIF Unit • DSD and • The Local Municipality • Zandlezimhlophe PTY is a youth initiative aiming at providing accredited. • skills development to young people and capacitate SMMEs.

4.11.19 Key Challenges

Key Challenges	Challenge Description
• Insufficient budget • Increasing population • Lack of Supervision • Transport suitability.	• The municipality need more budget for all functions and programme. • Some of the supervisors are failing to do a proper job. • The municipality doesn't have enough transport for waste collection

4.12.19. Good Governance & Public Participation SWOT Analysis

Strength	Weakness	Opportunities	Threats
• Effective management • Staff establishment • Policies in place • Structures in place	• Insufficient human resource (Staff) • Lack of resources • Insufficient funding for programmes.	• Land • Involvement of other sectors • Talents exposure • Effective management Staff establishment • Policies in place • Structures in place	• Community Protests • Poverty and unemployment • Climate change • Crime • Chronic diseases, e.g. HIV/AIDS, TB.

SECTION D

5.1 DEVELOPMENT STRATEGY

INTRODUCTION

Strategic Planning is fundamental to the long-term sustainable management of a municipality. In this regard, the municipality must prepare a 5-year IDP to serve as a framework for all development and investment decisions within the municipal area. To realize the Vision and to ensure sustainable growth within the municipality in accordance with its priorities aligned to national and provincial targets, the following strategies and objectives seek to unravel some of the key challenges which, if not adequately addressed will have an adverse impact in terms of improving the well-being of the residents and on which the details of the key performance areas were expounded on and on which the plans, programmes and projects of the municipality are based.

This section highlights on Big 5-Hlabisa Municipality's Long-Term Growth and Development Goals. It will therefore highlight on the components of the Long-Term Growth and Development Goals as follows:

- National Development Plan
- KZN Provincial Priorities
- National and Provincial Policy Perspective
- Vision, Mission, and Core Values
- Big 5-Hlabisa Municipality Strategic Issues
- Strategic Objectives and Strategies

The Strategic Objectives and Strategies are structured in line with the Key Performance Areas (KPAs) of the Five-Year Local Government Strategic Agenda as indicated below:

- Spatial Development Framework
- Service Delivery
- Sustainable Economic Growth and Development and LED
- Financial Viability
- Institutional Arrangements
- Performance Management System
- Governance

a. NATIONAL AND PROVINCIAL POLICY PERSPECTIVE

NATIONAL DEVELOPMENT PLAN

The National Development Plan highlights the following:

1. Key drivers of change
2. Demographic trends
3. Economy and employment
4. Economic infrastructure
5. Transitioning to a low carbon economy
6. Inclusive rural economy
7. Positioning South Africa in the world
8. Human settlements
9. Improving education, innovation, and training
10. Promoting health
11. Social protection
12. Building safer communities
13. Building a capable state
14. Promoting accountability and fighting corruption
15. Transforming society and uniting the count

In alignment of the National Plan the Big 5 Hlabisa has identified the following priorities as they are relevant to a municipal context as a result the municipal strategic objectives are influenced by the following in the third generation. This is further articulated in the strategic objectives.

- Inclusive rural economy
- Human settlement
- Social protection
- Building safer communities
- Building a capable state
- Promoting accountability and fighting corruption

b. KZN PROVINCIAL PRIORITIES

The following provincial priorities are highlighted, and the municipality has been aligned its strategic goals to following five highlighted provincial priorities.

1. To maximize KZN position as a gateway to South and Southern Africa.

2. To ensure human and utilization of natural resources are in harmony.
3. To create safe, healthy, and sustainable living environments.
4. To aspire to healthy and educated communities.
5. To ensure all employable people are employed.
6. To develop a more equitable society.
7. To ensure that all people have access to basic services.
8. To offer world class infrastructure.
9. To boost investors' confidence to invest in KZN.
10. To develop a skilled labour force aligned to economic growth needs.
11. To create options for people on where and how they opt to live, work and play.
12. To entrench people centeredness.
13. To provide strong and decisive leadership; and
14. To foster social compacts.

c. PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

The PGDS is a vehicle to address the legacies of the apartheid space economy, to promote sustainable development and to ensure poverty eradication and employment creation. The PGDS offers a tool through which national government can direct and articulate its strategy and similarly for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It facilitates proper coordination between different spheres of government and aims to prevent provincial departments from acting out of concert with local municipalities. It enables intergovernmental alignment and guides activities of various role players and agencies (provincial sector departments, parastatals, district, and municipalities). The PGDS will enhance service delivery.

It is a framework for public and private sector investment, indicating areas of opportunities and development priorities. It addresses key issues of implementation blockages whilst providing strategic direction. The PGDS on the one hand involves preparing policies, strategies, and guidelines and on the other hand it involves preparing mechanisms to align and facilitate the implementation, monitoring and evaluation of key growth and development priorities.

2.9 OBJECTIVES OF DISTRICT GROWTH AND DEVELOPMENT PLAN FOR UMKHANYAKUDE DISTRICT

The overall objectives of the District Growth and Development Plan for UMkhanyakude can be summarized as follows:

- Set a long term (20 years+) vision and direction for development in the district; o Serve as an overarching strategic framework for development in the district and its family of local municipalities applying the 80/20 principle (it is not intended to be a detailed inventory of all potential projects and actions).
- Provide a spatial context and prioritization for these strategic interventions.
- Guide the activities and resource allocation of the district and other spheres of government, business sectors, organized labour and other role players from civil society that can contribute to development in the district by defining a clear set of priority objectives and implementation targets.
- Identify institutional arrangements to secure buy-in and ownership in the formulation and implementation of the plan.
- To facilitate alignment and integration of the DGDP objectives with Departmental strategic plans, municipal IDP's, and sector strategies and plans.
- Provide a common platform for resource commitments and budget alignment of departments and municipal entities through the agreed set of objectives and targets of the DGDP.

2.10. DISTRICT ECONOMIC STRUCTURE AND TRENDS

The key economic structure and trends in the district can be summarized as follows:

- Small size of district economy in provincial comparative terms (eg. less than 5% of the size of the eThekwini municipality in 2011).
- Although growing from a small base, the economy experienced significant growth more than 9% per annum, especially in the period from 2000 onwards.
- Two dominant local economies within the district are the Mtubatuba and Jozini LMs accounting for approximately R1.9 and R1.7 billion of GVA in 2011 respectively.

- Dominant economic sectors in UKDM as measured by GVA is the retail, catering and accommodation sector accounting for R1.45 billion in 2011, the manufacturing sector (R1.37 billion), and the general government services sector (R1.34 billion);
- The manufacturing sector increased its contribution to total GVA from 10.3% to 19.1%, and the retail, catering and accommodation sector its contribution from 13.5% to 20.3%.
- Agricultural sector has shown some significant growth of approximately 5.5% per annum over the period 1995 to 2011 but represents the third lowest output amongst the districts within the province; The number of formal employment opportunities in the agricultural sector remained relatively stable at approximately 9000 over the period from 2000 to 2005 but thereafter decreased significantly to a total estimated figure of 4983 by 2010.
- The district economy became more concentrated in a select number of sectors with the Tress index increasing from a value of 36.7 in 2000 to 42.2 in 2011.

The vision underpins an integrated approach to improving the standard of living of all people in Big 5 Hlabisa Municipality area. To achieve this vision, the municipality will have to persist functioning in an accountable and financially sound manner. The vision for the Big 5 Hlabisa municipality is as follows:

VISION

A sustainable economy achieved through service delivery and development facilitation for prosperity and improved quality of life.

MISSION

In light of the vision

We are visionary leaders who serve through community driven initiatives, high performance, sound work ethic, innovation, cutting edge resources and synergistic partnerships.

OUR VALUES

- Professionalism
- Integrity

- Competency
- Teamwork

d. STRATEGIC ISSUES

The municipality finalized its analysis phase as the most important phase of the IDP and forms basis for strategic phase. Various sessions were held to come up with strategies that could impact positively on people's lives, issues of concern ranges from basic services, social issues more especially the nation building programs and initiatives. Infrastructure development is being addressed. Nation building and embracing culture are also the main focus in this IDP. The municipality also has recognized the existence of tribal authorities in the area and will therefore ensure that issues of planning are addressed jointly.

The agricultural potential can never be underestimated. The municipality will ensure that poverty is alleviated and that its communities are empowered on agricultural interventions; however, this cannot be achieved without cooperative governance with all the relevant sectors and all stakeholders.

The Organizational Performance Management has focused on the issues at strategic level and the Individual PMS will further articulate on all Key Performance Areas in detail and target will be clearly defined Operation Sukuma Sakhe (OSS) has been acknowledged as good initiative and platform that tackles issues affecting our communities at grass-root level The municipality relies heavily on MIG funding for infrastructure development.

Highlight on the Municipality's strategic issues:

- To strengthen IGR structures implementation
- Capacity building for Traditional authorities in terms of IDP, PMS, Budget
- Forging partnerships within traditional authorities to enhance joint planning.
- Sustainability of IGR structure.
- To mainstream and integrate issues of poverty, unemployment, environment, and HIV/AIDS within the
- To address issues of youth, women, disable and vulnerable sectors of society on integrated bases.

1. STRATEGIC PLANNING SESSIONS

Strategic planning sessions on the Big 5 Hlabisa Municipality was held on the 14, 15 and 16 February 2024 , Deliberations were aimed at institutionalizing a culture of planning, strategies, budgeting, monitoring, and evaluation, reporting, and aiming at improving its performance as well as service excellence.

2. STRATEGIC OBJECTIVES

The following are the strategic objectives for the municipality for the period 2024-2025 FY and focus is made on sustainable development

KPA 01 INSTITUTION DEVELOMENT AND TRANSFORMATION

PGDS Strategic Goals	GDP Strategic Goals	OBJECTIVES /GOALS	STRATEGY	KEY PERFORMANCE INDICATOR	IDP REF.	ANNUAL TARGET2024/2025
Human Resource Development	**Enhanced quality of district human resources**	To ensure effective and efficient performance management	Review the PMS Framework	Number of Reviewed and Council approved PMS Framework	IDT/01/25	1
		To ensure effective and efficient performance management	Development and approval of SDBIP	Number of SDBIP approved by Mayor	IDT/02/25	1
		To ensure effective and efficient	Sign Performance Agreements with Senior Managers	Number of signed performance agreements of	IDT/03/25	5

		performance management		existing (appointed) Section 54/56 signed		
		To ensure effective and efficient performance management	Preparation and submission of quarterly performance reports to council	Number of organizational quarterly performance reports compiled and tabled to Council	IDT/04/25	4
	Ensure skillful labour and educated citizen	**To ensure transformational efficient and effective administration**	Revised of Organizational Structure	Number of organizational structure submitted to Council for approval	IDT/05/25	1
		To ensure skillful labour and educated citizen	Development of WSP	Number of reviewed and council approved WSP	IDT/06/25	1

		To ensure transformational, efficient and effective administration	Submission of WSP to Local Government Sector of Educational and Training Authorities (LGSETA)	Number of WSP submitted to LGSETA	IDT/07/25	1
		To ensure transformational, efficient and effective administration	Implementation Of Employment Equity Plan	Number of Employment Equity Report submitted to Department of Labour	IDT/08/25	1
		To ensure skillful labour and educated citizen	Implementation of WSP	Number of Staff trained	IDT/09/25	40
		To ensure skillful labour and educated citizen	Implementation of WSP	Number of Councilors trained	IDT/10/25	27

		To ensure transformational, efficient and effective administration	Co-ordination of LLF meetings	Number of Local Labour Forum (LLF) meetings held	IDT/11/25	8

KPA 02 LOCAL ECONOMIC DEVELOPMENT

PGDS Strategic Goals	GDP Strategic Goals	GOALS OBJECTIVES	STRATEGIC	KEY PERFORMANCE INDICATOR	IDP REF.	ANNUAL TARGET2024/2025
Inclusive Economic Growth	**Expanded District Economic output and increased quantity and quality of employment opportunities**	**To facilitate sustainable economic growth and development throughout the municipality**	Review of LED Strategy	Numberof LED Strategy reviewed and submitted to Council for approval	LED/01/25	1
		To promote Rural development &	Issuing of Business license	Number of Business Licenses issued	LED/02/25	16

		improved social welfare				
	Ensure all employable people are employed, promote small business and maintainable tourism within the municipality	**To promote government LED programmes through EPWP**	Implementation of EPWP Programme	Number of jobs created through Extended Public Works Programme (EPWP)	LED/03/25	168
		To promote gorvement LED programmes through EPWP	Co-ordinate the training of SMMEs	Number of Small, Medium, Micro Enterprises (SMMEs) trainings held	LED/04/25	4
		To promote Rural development & improved social welfare	Co-operatives establishment and registered	Number of Co-operatives supported	LED/05/25	4
		Tourism Development & Promotion	Tourism Awareness campaigns	Number of tourism awareness campaigns conducted	LED/06/25	2

		To promote Rural development & improved social welfare	Promote poverty alleviation projects to all wards	Number of poverty alleviation projects supported with equipment in each ward	LED/07/25	14

KPA 03: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

PGDS Strategic Goals	GDP Strategic Goals	GOALS OBJECTIVES	STRATEGIC	KEY PERFORMANCE INDICATOR	IDP REF.	ANNUAL TARGET2024/2025
		Provision of innovative service delivery through the development of the municipality	Upgrade of Hluhluwe Licence Testing Centre (DLTC)	Number of Hluhluwe Licence Testing Station (DLTC) upgraded	BSD/04/23	1(100% complete)
		Provisionof Sustainable infrastructure	Completion of Ngoqongo to Mathunzi Causeway	Percentage of Ngoqongo to Mathunzi	BSD/01/24	1(100% complete)

				Causeway constructed		
		Provision of Sustainable infrastructure	Review Infrastructure Master Plan	Number of Infrastructure Master Plan reviewed and submitted to Council for approval	BSD/01/25	1
		Provision of Sustainable infrastructure	Maintenance and repairs of potholes	Number of m2 of potholes repaired	BSD/02/25	160m2
		Provision of Sustainable infrastructure	Maintenance of streetlights	Number of streetlights maintained	BSD/03/25	70
		Provision of Indigent Support	Free basic electricity to indigent household	Number of applicants approved in the Indigent Database by date	BSD/04/25	2000

		Provision of Sustainable infrastructure	Maintenance of access roads	Kilometers of access roads maintained for period under review	BSD/05/25	550 km
		Provision of Sustainable infrastructure	Completion of Ward 3 Access Road Phase 2	Percentage of Ward 3 Access Road Phase 2	BSD/06/25	1(100% complete)
		Provision of Sustainable infrastructure	Completion of Ward 2 Access Road Phase 2	Percentage of Ward 2 Access Road Phase 2	BSD/07/25	1(100% complete)
	Provision of innovative service delivery through the development of the municipality	Provision of Sustainable infrastructure	Completion of Mphola Causeway	Number of Mphola Causeway completed	BSD/08/25	1(100% complete)
	Provision of Sustainable infrastructure	**Provision of Sustainable infrastructure**	Completion of Kwa Smolo Market Stalls Phase 2	Percentage of Kwa Smolo Market	BSD/09/25	1(100% complete)

				Stalls Phase 2 completed		
		Provision of Sustainable infrastructure	Upgrade of Hluhluwe Licence Testing Centre (DLTC) Phase 3	Number of DLTC upgraded	BSD/10/25	1(100% complete)
		Provision of Sustainable infrastructure	Completion of Ngoqongo to Mathunzi Causeway Phase 3	Percentage of Ngoqongo to Mathunzi Causeway constructed	BSD/11/25	1(100% complete)

KPA 04: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

PGDS Strategic Goals	GDP Strategic Goals	GOALS /OBJECTIVES	STRATEGY	KEY PERFORMANCE INDICATOR	IDP REF.	ANNUAL TARGET2024/2025
		To ensure accountable and transparent governance	Obtaining an Unqualified Audit report	Number of Unqaulified audit opinion obtained from AGSA	GG/01/25	1
		To promote community participation	coordinating of Ward committee meetings	Number of ward committee meetings convened	GG/02/25	56
		To promote community participation	Coordination of IDP Public Participation Roadshows	Number of Integrated Development Plan (IDP) roadshows held	GG/03/25	2
		To ensure accountable and transparent governance	Co-ordination of MPAC Meetings	Number of MPAC Meetings	GG/04/25	4

		To ensure accountable and transparent governance	Preparation and submission of Oversight Report	Number of Oversight Report on the Annual Report submitted to Council for adoption	GG/05/25	1
		To ensure that Youth in Education get assistance	Co-ordination of Career Guidance	Number of Career Guidance conducted	GG/06/25	2
		To provide an effective and appropriate response to all sports codes within the municipality	Co-ordination of Mayoral Excellence Awards	Number of Mayoral Excellence Awards	GG/07/25	1
		To ensure accountable and transparent governance	To ensure accountable and transparent governance	Co-ordination of Sports Council Meetings	GG/08/25	2

		To provide an effective and appropriate response to all sports codes within the municipality	Co-ordination of SALGA Games	Number of SALGA Games in which the Municipality participated	GG/09/25	1
		To provide an effective and appropriate response to all sports codes within the municipality	Co-ordination of Community Games	Number of Community Games	GG/10/25	3
		To provide an effective and appropriate response to all sports codes within the municipality	Co-ordination of Indigenous Games	Number of indigenous games tournaments held	GG/11/25	2

		To provide an effective and appropriate response to all sports codes within the municipality	Participating in the Local, District and Provincial Golden Games	Number of Golden Games in which Municipality participated	GG/12/25	3 (1 Local Level, 1 District Level, 1 Provincial Level)
		To ensure accountable and transparent governance	Coordinating Youth Council Meetings	Number of Youth Council Meetings	GG/13/25	4
		To provide an effective and appropriate response to all disaster related occurrences within the municipality	Review of Disaster Management Plan	Number of reviewed Disaster Management Plan submitted to Council for approval	GG/14/25	1

		To improve community safety programmes within municipal area of jurisdiction	Conducting Multidisciplinary Roadblocks	Number of Multidisciplinary Roadblocks conducted	GG/15/25	24
		To provide relief to those affected in emergency situations	Attending motor vehicle accidents	Percentage of motor vehicle accidents attended	GG/16/25	100%
		To provide relief to those affected in emergency situations	Attending disaster/fire incidents	Percentage of disaster/fire incidents attended	GG/17/25	100%
		To provide an accessible & sustainable driving license services offered by the municipality	Performing applications for Learners licenses	Percentage of applications for Learners licenses performed	GG/18/25	100%

		To provide an accessible & sustainable driving license services offered by the municipality	Renewal of Driving License cards	Percentage of Driving License cards renewed	GG/19/25	100%
		To provide an accessible & sustainable driving license services offered by the municipality	Preforming application for practical driving test	Percentage of application for practical driving test performed	GG/20/25	100%
		To promo+B72:B76te a safe & healthy environment through the protection of natural resources	Conducting business inspections	Number of local business inspections held	GG/21/25	48

		To improve access to domestic solid waste removal services to the community	Provide solid waste Collection service	Number of formalised businesses receiving basic waste collection services in Number of formalised businesses receiving basic waste collection services in Hluhluwe and Hlabisa	GG/22/25	62

KPA 05: FINANCIAL VIABILITY AND MANAGEMENT

PGDS Strategic Goals	GDP Strategic Goals	GOALS / OBJECTIVES	STRATEGY	KEY PERFORMANCE INDICATOR	IDP REF.	ANNUAL TARGET2024/2025
	To certify financially viable and supportable municipality	**To increase revenue collection and revenue management**	**Revenue Collection**	Number of Revenue Enhancement Strategy reviewed submitted to Council for approval	FVM/01/25	1
		To ensure accountable and transparent governance	Implementation of Capital Budget	Percentage spent on Capital Budget	FVM/02/25	100%
		To ensure accountable and transparent governance	Implementation of Operational Expenditure	% spent on Operational Budget	FVM/03/25	100%
		To have a SCM system that is in line with MFMA Municipal Policy & SCM	Reduce UIFWE	Number of Unauthorized, Irregular, Fruitless and	FVM/04/25	1

		Regulations & SCM Regulations including contract Management & reduced UIFWE		Wasteful Expenditure submitted to Council		
		To increase revenue collection and revenue management	To maintain debt coverage below 45%	Debt coverage	FVM/05/25	less than 45%
		To increase revenue collection and revenue management	To maintain a collection rate of more than 95%	Outstanding Service Debtors to Revenue	FVM/06/25	equal or below 30 days
		To increase revenue collection and revenue management	To maintain cost coverage of above 1 month	Cost coverage	FVM/07/25	between 1 month to 3 months

		To increase revenue collection and revenue management	Implementation of WSP Budget	Percentage of the municipality's budget spent on implementing its Workplace Skills Plan	FVM/08/25	spend 0.42% of the municipality's budget

KPA 06: CROSS CUTTING INTERVENTIONS

PGDS Strategic Goals	GDP Strategic Goals	GOALS OBJECTIVES	STRATEGIC	KEY PERFORMANCE INDICATOR	IDP REF.	ANNUAL TARGET2024/2025
Expand spatial equity and conservational sustainability	**Improve Spatial transformation and equity**	To enhance Spatial transformation and equity	Preparation and approval of Land Use Management Scheme	Number of Land Use Management Scheme submitted to Council for approval	CCI/01/25	1
		To enhance Spatial transformation and equity	Review and approval of SDF	Number of Draft and Final SDF is reviewed and submitted to	CCI/02/25	1

				Council for approval		
		To enhance Spatial transformation and equity	Assessment and approval of building plans	Percentage of building plans submitted and assessed within turnaround time	CCI/03/25	100%
Expand spatial equity and conservational sustainability	**Improve Spatial transformation and equity**	To enhance Spatial transformation and equity	Preparation and Review of IDP Document	Number of Draft and Final Integrated Development Plan (IDP) is tabled to Council for approval	CCI/04/25	1

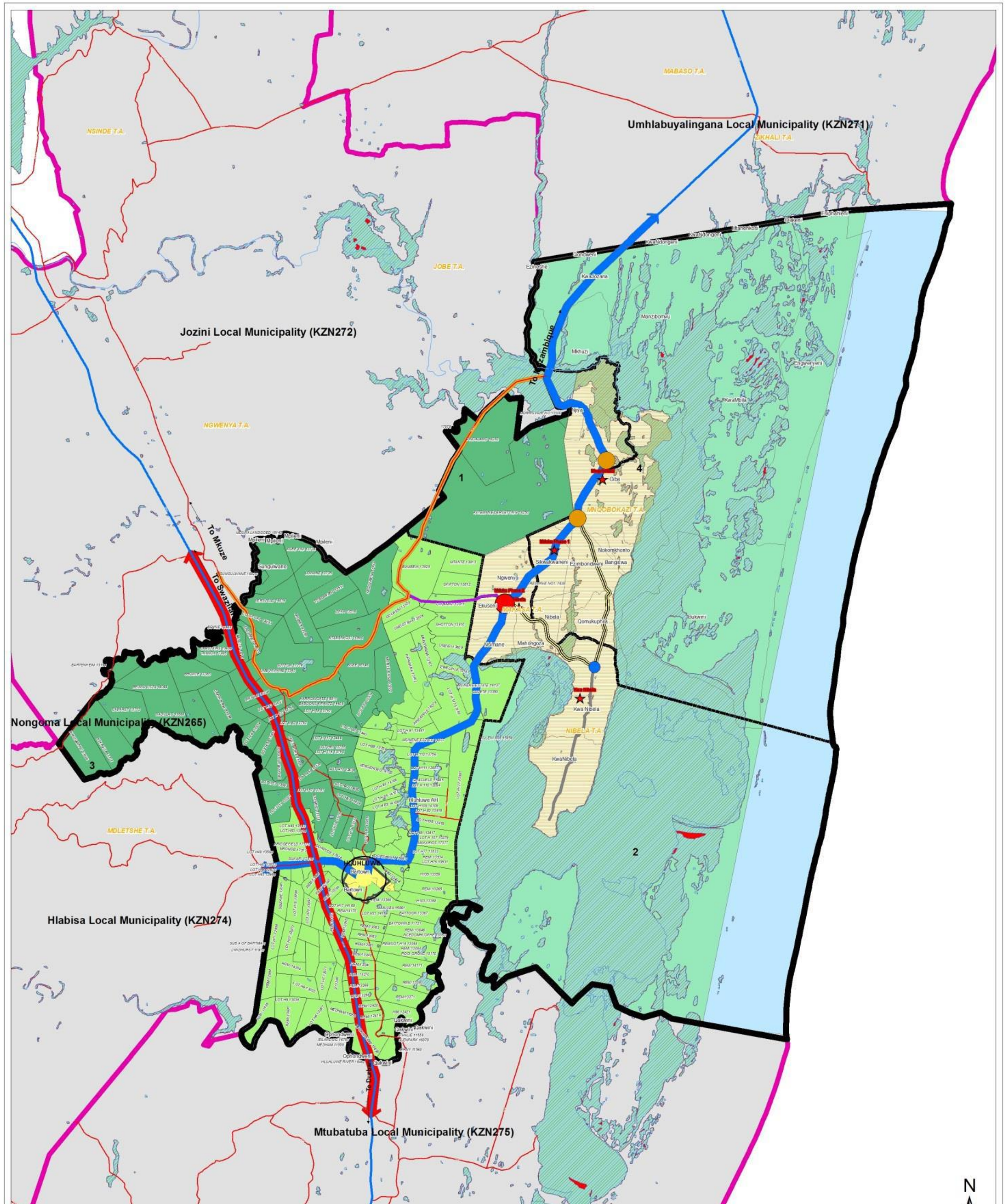
5. SECTION E1: SPATIALSTRATEGIC INTERVENTION

1.1. SPATIAL DEVELOPMENT FRAMEWORK

The Municipality is formerly revising its Spatial Development Framework and has recognized nodes and corridors within which quantified development should take place. Upon the achievement of the SDF, a Corridor Master Plan will be developed. The Corridor Master Plan will help unpack developmental activities along identified activities. The Master plan will also be dominant to other municipal subdivision plans such as LED/Tourism Strategy, Agriculture Sector Plan.

The aim of the Spatial Development Framework (SDF) is to identify areas suitable for various types of integrated development in a formalized and extensive manner. Furthermore, a Spatial Development Framework (SDF) is a sector plan of a municipal IDP (Integrated Development Plan). The SDF is the visual representation of a municipality's vision, goals, and strategies. As such, it is essentially a forward planning document that should not only reflect the current reality but also future development options, i.e. the SDF should be used to guide decision making as well.

Big 5 False Bay and Hlabisa Local Municipality finalized the development of a comprehensive Spatial Development Framework during the past financial years, The1st review was done during 2024/2025, it was funded by Cogta but the document in not finish the consultated still busy with the document. which will look cognizance of the imminent merger between Hlabisa and Hlabisa. The SDFs for Big 5 Hlabisa municipalities which articulates the broad spatial vision of the municipality, development corridors and nodes. It also encompasses issues of what environmental sensitivities and protected area. The SDFs are represented below separately as a comprehensive one for Big 5 Hlabisa has not been developed yet.



Umhlabuyalingana Local Municipality (KZN271)
MABASO T.A
NSINDE T.A
JOBE T.A
Jozini Local Municipality (KZN272)
NGWENYA T.A
To Mkuze
To Swaziland
Nongoma Local Municipality (KZN265)
MDLETSHE T.A
Hlabisa Local Municipality (KZN274)
HLUHLUWE
Mtubatuba Local Municipality (KZN275)
1
2
3
4
N

Location

The Big 5 is situated directly north of the Mtubatuba Municipality and it stretches as far north as the Mkuze game Reserve, with the Hlabisa Municipality comprising its western boundary and the Greater St Lucia Wetland Park/False Bay Park its eastern boundary. Hluhluwe is accessible from the N2 it is the main between the KZN Coast Gauteng and Mpumalanga. It traverses the area on the west. The SDI Road to Mbazwana and Manguzi is the main access to the eastern portion of the municipality. Sandy soil conditions in the Big 5 Hlabisa area complicate access and many roads are not accessible during the rainy season.

The Big 5 Hlabisa Municipal area can be divided into three distinct portions, namely. The private game farms, the three tribal authorities and the commercial farmland.

Spatial Development Framework Development

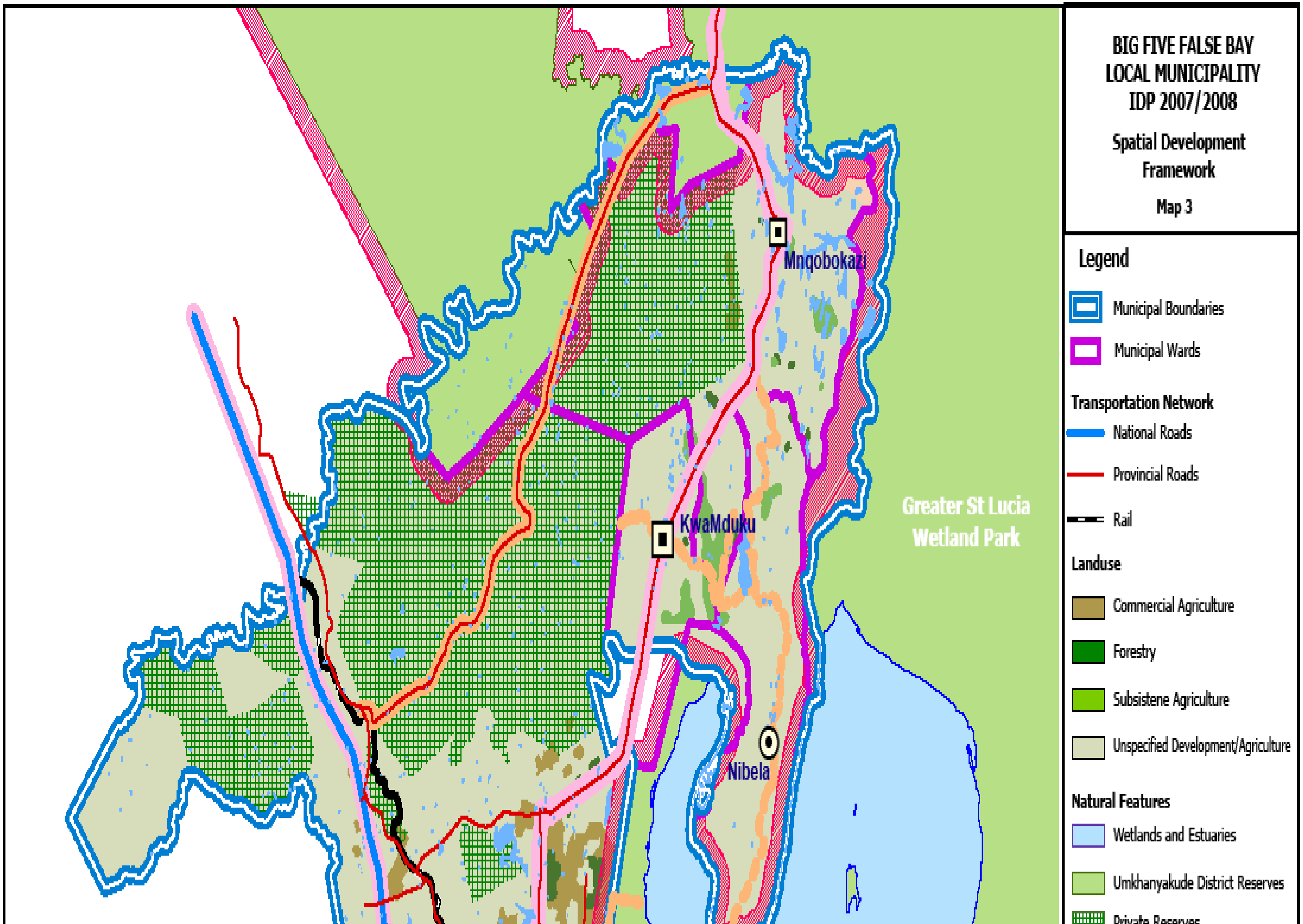
The Big 5 Hlabisa Local Municipality was assisted by the KwaZulu-Natal Department of Co-Operative Governance and Traditional Affairs (KZNCOGTA) to compile a detailed Spatial Development Framework (SDF) that is sustainable, legally, compliant and provides clear guidance for the development of the land use scheme through the land use framework. As such Big 5 Hlabisa Local municipality appointed Black Cubans Project Development Company to facilitate this process.

The SDF sets objectives, strategies, and policy guidelines, that direct development and development options to ensure that the envisaged long-term urban and rural structure and target deliverables are realized.

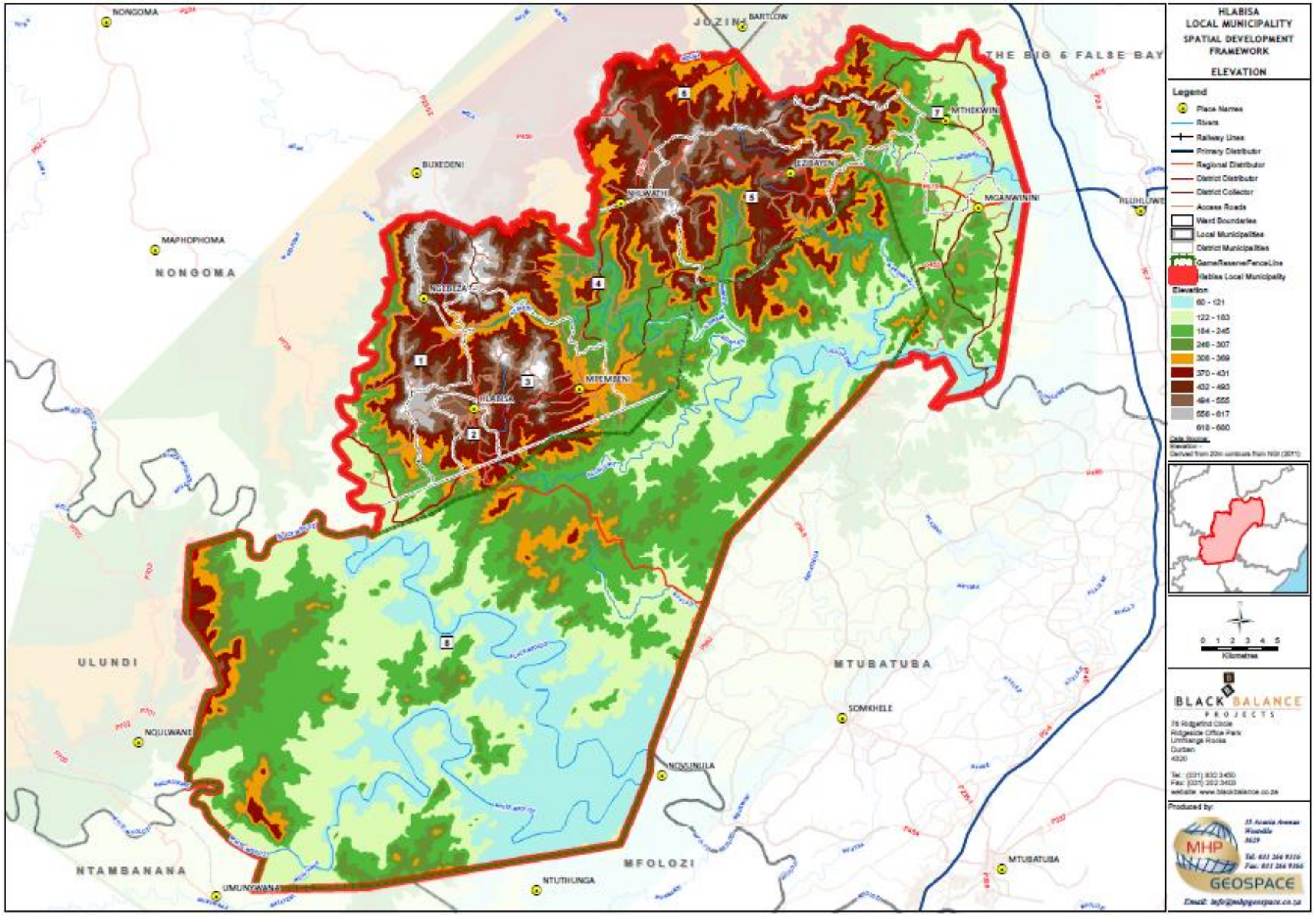
The SDF complies with the following pieces of legislation:

- Municipal Systems Act and the Municipal Planning and Performance Management Regulations, 2001,
- Strategic Environmental Assessment (SEA) Guidelines developed by CSIR,
- Provincial Spatial Planning Guidelines, 2009.
- Spatial Planning Land Use Management Act 16 of 2013 (SPLUMA)
- Kwa - Zulu Planning & Development Act 2008

Hluhluwe Map


BIG FIVE FALSE BAY
LOCAL MUNICIPALITY
IDP 2007/2008
Spatial Development
Framework
Map 3
Legend
Municipal Boundaries
Municipal Wards
Transportation Network
National Roads
Provincial Roads
Rail
Landuse
Commercial Agriculture
Forestry
Subsistene Agriculture
Unspecified Development/Agriculture
Natural Features
Wetlands and Estuaries
Umkhanyakude District Reserves
Mnqobokazi
KwaMduku
Nibela
Greater St Lucia
Wetland Park

Hlabisa SDF


HLABISA
LOCAL MUNICIPALITY
SPATIAL DEVELOPMENT
FRAMEWORK
ELEVATION
Legend
Place Names
Rivers
Railway Lines
Primary Distributor
Regional Distributor
District Distributor
District Collector
Access Roads
Ward Boundaries
Local Municipalities
District Municipalities
GameReserveFenceLine
Hlabisa Local Municipality
Elevation
Kilometres
BLACK BALANCE
PROJECTS
Produced by:
MHP
GEOSPACE
NONGOMA
MAPHOPHOMA
BUXEDENI
ULUNDI
NQULWANE
NTAMBANANA
MTUBATUBA
SOMKHELE
MFOLOZI
NTUTHUNGA
NOVUNULA
HLABISA
MTEMBENI
NGEBEZA
HLUHLUWE
MGANWININI
MTHEKWINI
EZIBAYENI
NHLWATHI
BARTLOW
JOZINI
THE BIG 5 FALSE BAY
UMUNYWANA

5.3 POLICY AND LEGISLATIVE CONTEXT

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
Municipal Systems Act	Chapter 5 provides for the preparations of IDP's indicates that the SDF should be aligned with the national and provincial planning as well as the affected neighboring municipalities. Section 23 (1) of the Act indicates that a municipality must undertake developmentally orientate planning. S26 (e) stipulates that the SDF must include the provision of basic guidelines for a land use management system for the municipality. S26 (e) lists an SDF as a core component of an IDP and requires that the SDF provides basic guidelines for a municipal land use management.	The Big 5-Hlabisa SDF should: • Identify relevant national and provincial legislation. • Identify matters that require alignment between local and district planning
National Spatial Development Perspective (NSDP)	The purpose of the plan aims to assist in implementing the spatial priorities that meet the constitutional imperative of providing basic services to all and alleviating poverty and inequality by re-organize and the apartheid spatial relations. It examines the spatial dimensions of social exclusion and inequality, recognizing the burden that unequal and inefficient spatial arrangements place on communities.	The Big 5-Hlabisa SDF should address issues of spatial restructuring. • The municipality should thus focus on identifying on sectors and areas that

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	This plan has developed a set of development principles which guide the development, investment, and development decisions. The principles identified are as follows: • **Principle 1:** Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, among which poverty alleviation is key. • **Principle 2:** Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health, and educational facilities) wherever they reside. • **Principle 3:** Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential to gear up	require service delivery especially rural areas. • The Big 5 Hlabisa SDF should aim to yield catalytic effects. • The SDF should identify growth nodes which are viewed as potential areas. It can promote either clustering of economic activities in areas with high potential for economic development or, where feasible. • It can promote spread of economic benefits which are not dependent on clustering within the areas of the municipality where relatively low economic potential exists by identifying. • potential and suitable activities for those parts.

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	private-sector investment, to stimulate sustainable economic activities and to create long-term employment opportunities. • **Principle 4:** Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities. • **Principle 5:** In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centers. These guidelines are regarded or recognized as critical tools for bringing about coordinated government action and alignment to meet social, economic and environmental objectives.	

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
Provincial Growth Development Strategy (PGDS)	The PGDS aims to build this gateway by growing the economy for the development and the improvement of the quality of life of all people living in the province. Whilst the Provincial Government of KZN is leading this process, its success depends on strong compacts with labour, civil society, and business. Thus, it is critical that all stakeholders be synchronized in the single-minded pursuit of shifting KZN's growth path towards shared growth and integrated, sustainable development. The strategy indicated strategic goals to be achieved for the province (*See the Strategic Framework)*. The adopted vision for the province reads as follows: **The "By 2030 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World."** The purpose of the PGDS in KwaZulu-Natal is to: • Be the primary growth and development strategy for KwaZulu-Natal to 2030.	The Big 5 Hlabisa should make use of the PGDS informant's maps and data available. • The PGDS has made use of the Provincial SDF, therefore the Big 5 Hlabisa SDF output should provide similar framework at a local scale for public and private sector investment by highlighting areas of development opportunity. • In that sense, the developed SDF will structure and develop a sensible development that works towards a common goal and ensure that development on local level does not take place in an ad hoc silo on its own.

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	• Mobilise and synchronise strategic plans and investment priorities in all spheres of government, state owned entities, business, higher education institutions, labour, civil society, and all other social partners to achieve the desired growth and development goals, objectives and outcomes. • Spatially contextualise and prioritise interventions to achieve greater spatial equity. • Develop clearly defined institutional arrangements that ensure decisive leadership, robust management, thorough implementation and on-going review of the growth and development plan. The strategy further stated that for the 2011 KZN PGDS to deliver on shared growth and integrated, sustainable development through its interventions, all spheres of government must commit to the following: • The implementation of catalytic projects and interventions,	• It also should address key issues of implementation blockages whilst providing strategic direction. • It should provide a constructive vision formulated by relevant stakeholders and the community to achieve. • It should identify development corridors and nodes aligned with the PGDS and PSEDS development corridors and activity nodes. • It should address development issues found in the municipality and achieve objectives as required by the municipality.

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	• Effective participation in the institutional implementation framework, • The incorporation of the strategic goals and objectives in their priorities and programmes, • The reporting of progress, and • The provision and allocation of the required support and resources.	
New Growth Path	The New Growth identifies the employment issues as its focus point. The development of descent work and improvement and reducing inequality and defeating poverty has been discovered through the New Growth Path. The policy then aims to restructure the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth. The Government is committed to forging such a consensus and leading the way by:	The SDF should introduce development projects which will bring about job opportunities. The SDF must create and delineate potential areas for development which attract people to
National Development Plan 2030	The National Development Plan is a broad strategic framework which aims to set out a coherent and holistic approach to	The Big 5-Hlabisa SDF should consider propose future development which includes the need for housing, proper social facilities,

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	confronting poverty and inequality based some of the interlinked priorities on the following: • Faster and more inclusive economic growth • Building the capabilities • A capable and developmental state The plan presents a long-term strategy which include but not limited to the following: • Aims to increase employment and broaden opportunities through education, vocational training and work experience, public employment programmes, health and nutrition, public transport, and access to information. • Expand welfare services and public employment schemes, enabling the state to service and support poor communities, particularly those with high levels of crime and violence. • Improve the quality of education in underperforming schools and further education and training colleges.	proper infrastructure where it is highly required. Rural areas in Hluhluwe lack of adequate road network thus the framework will aim to improve such development issues by means of introducing potential corridors and infrastructure projects. With the substantial focus on job creation and economic development spatial planners will have to ensure that adequate space is available to accommodate the required economic growth. It is therefore essential to estimate the contributions of the various sectors and the related space requirements.

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	• Promote mixed housing strategies and more compact urban development to help people access public spaces and facilities, state agencies, and work and business opportunities. • Invest in public transport, which will benefit low-income households by facilitating mobility the plan emphasises the urgent need to make faster progress on several fronts to sustainably reduce poverty and inequality.	
Spatial Planning Land Use Management Act 16 of 2013	**The act introduces provision to:** • promote a uniform planning and development system. • promote spatial justice, resilience, sustainability, and redress. • facilitate spatial alignment and coordination. • provide for the establishment of MPT and other tools	The Municipality must,determine land use and development applications within its municipal area, establish a Municipal Planning Tribunal. Designate a municipal official to act as an inspector for the purpose of enforcing the provisions of the land use scheme and undertake inspections.

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
		Decide on the type of Appeal Authority, which can be, the executive committee or the executive mayor of the municipality
Comprehensive Rural Development Programme (CRDP)	This framework was approved in 2009 by the Cabinet. The CRDP is a programme which adopts a participatory community-based planning that is aims at being effective in rural areas to improve rural development. It aims to respond and addressing poverty and food insecurities by maximizing the use and management of natural resources to create vibrant, equitable and sustainable rural communities. This can be achieved through coordinated and integrated broad-based agrarian transformation as well as strategic investment in the relevant economic and social infrastructure to the benefit of all rural communities and not only those involved in agriculture. The success of rural development will culminate in sustainable and vibrant rural communities. Integrated rural development is a concept for planning and thus a strategy for multi-sectorial and multi-facetted interventions designed to ensure sustained improvements in the lives of rural dwellers and rural economies.	The SDF should ensure that the elements of rural development, sustainability and integration are considered and should also promote investment in the rural parts of the municipality. The SDF should aim at promoting public participation to gain consensus on decision making regarding the development needs proposed by the community or municipality to achieve a credible SDF for the municipality. The SDF should address land reform issues for Big 5-Hlabisa e.g. rural areas which fall under the Ingonyama Trust, it is therefore required that the municipality must liaise with the Ingonyama Trust Board proclaim the land. PDA Application for development within these areas may be required for the purpose of following the stipulated regulations.

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	Rural development programmes are more effective and with sustainable impact if implemented in combination with community-based traditional knowledge. Public participation is therefore a suitable approach to address rural development issues therefore achieve a successful and acceptable rural development to communities. This programme aims to achieve the mandate which was raised by the Ministry and Department of Rural and Land Reform. The mandate introduced includes the following: • Intensify the land reform programme to ensure that more land is made available to the rural poor, while providing them with technical skills and financial resources to productively use the land to create sustainable livelihoods and decent work in rural areas. • Review the appropriateness of the existing land redistribution programme, introduce measures aimed at speeding up the pace of land reform and promote land ownership by South Africans.	

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	• Expand the agrarian reform programme, which will focus on the systematic promotion of agricultural cooperatives throughout the value chain, including agro-processing in the agricultural areas. • Support measures will be developed to ensure improved access to markets and finance by small farmers, including fencing and irrigation systems. • Establish a much stronger link between land and agrarian reform programmes, as well as water resource allocation to ensure that the best quality of water resources is available to all our people, especially the poor. • Ensure that all schools and health facilities have access to basic infrastructure such as water and electricity by 2014. • Introduce the provision of proper sanitation systems in rural areas. • Strengthen the partnership between government and the institution of traditional leadership to focus on rural development and the fight against poverty.	

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	• Work together with farming communities to improve the living conditions of farm dwellers, including the provision of subsidized houses and other basic services. • The development programme further identifies development priorities and land reform issues to be addressed for rural development which include but no limited to the following: • Improved economic infrastructure, social infrastructure, increasing the pace of land distribution and increasing the pace of land tenure for rural areas.	
Urban Development Framework	The Urban Development Framework committed the government to the goals of the habitat agenda which is essentially adequate shelter for all and the development of sustainable human settlements. It set several goals, identified priority interventions, and introduced programmes in support of the national urban development vision and addressing the urban land question.	The SDF should therefore aim to integrate the Hluhluwe town with the adjacent potential areas for development by improving housing and infrastructure, creating habitable and safe communities, and promoting economic development. CBD Study/UDF should be compiled in the SDF as one of the catalytic projects.

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
White Paper on Land Policy and related policies	The central thrust of the policy is the land reform programme, which aims to contribute to economic development, both by giving households the opportunity to engage in productive land use and by increasing employment opportunities through encouraging greater investment. The programme is made up of three elements viz. land restitution, land redistribution and land tenure.	There are land reform projects within the municipality. Initiatives to ensure the sustainability of the land should be encouraged.
Breaking New Ground	The policy promotes the achievement of a non-racial, Integrated society. The focus of the policy is to change the delivery of housing at scale, to ensuring that housing delivery results in Development of sustainable human. Settlements and quality housing. The objectives of the policy are specified as follows: • Accelerating the delivery housing as a key strategy for poverty alleviation. • Utilising provision housing as the major job creation strategy. • Ensure property can be accessed by all as an access for wealth and empowerment.	The aspects of the policy which needs to be taken into consideration in the Big 5 Hlabisa SDF relate to: • The Big 5-Hlabisa SDF should indicate the potential areas for housing development projects. This will then promote and create sustainable human settlements. It should aim to provide for different typologies in different settlement areas; however, try to integrate the built form according to the area type and the development principles.

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	• Leveraging growth in the economy • Combating crime, promote social cohesion and improving quality of life for the poor. • Supporting the functioning of the entire residential property boom and the second economy slump; and • Utilising housing as an instrument for the development if sustainable human settlements.	• For example, the eradication of informal settlements through in situ upgrading in desired locations coupled with the relocation of household where development is not possible or not desirable. Accessing well located land for housing projects.

5.4. IMPLEMENTATION PLAN

The implementation of the IDP and the dimension of performance of the IDP policies and developments should support with the performance management system of the organization. The Municipal System Act 32 of 2000 asserts that the IDP will prepare the organization, its leaders, managers, and workers, as well as all other local stakeholders, in decision-making, observing and appraising the accomplishments of Big 5 Hlabisa local municipality in integrated development planning. Contemporary would be the procedure of integrating organizational performance with employee performance, ensuring that the IDP and organizational priorities cascade into the performance agreements and contracts with individual employees. The link between these processes and systems lies in the organizational priorities which have been determined in the preparation of the Performance Management System and the contracts and the way in which they are designed and implemented. These strategies, actions and financial resources are linked with each other hereby ensuring alignment of the municipal budget with the IDP. These approaches will be used to annually formulate the Service Delivery Budget Implementation Plan (SDBIP), Please see the attached implementation plan document. **Annexure 3 under Executive folder**

HLUHLUWE (NORTHEASTERN PART OF THE MUNICIPALITY)

The population settlement density is generally below 150 people per km². A higher population density is found in Ward 2 (Makhasa Traditional Authority area). Higher densities are also found at the following rural nodal areas Mnqobokazi, Nibela and Makhasa.

Specific location/spatial characteristics are evident that have shaped the spatial development of the Hluhluwe Area. A comprehensive articulation has been made under section C, Situational Analysis of this document.

- **Accessibility**

  The N2 is the main link between Durban, the KZN North Coast, Gauteng, and Mpumalanga. It traverses the area on the west. The SDI Road to Mbazwana and Manguzi is the main access to the eastern portion of the municipality. Sandy soil conditions in Hluhluwe Bay area complicate access and many roads are not accessible during the rainy season.

- **Agglomeration**

  The development in the Traditional Authority (TA) areas, i.e. Makhasa, Nibela and Mnqobokazi is scattered settlement pattern with an absence of a strong nodal hierarchy. As a result, service provision, both physical and social, is poor and the delivery of services to such a dispersed settlement remains problematic and expensive. The establishment of a nodal hierarchy is critical to ensure the efficient delivery of services and infrastructure to these areas.

- **Agricultural potential**

  The Big 5 Hlabisa area has limited agricultural potential. The area with the highest potential is the Nibela TA area. The rainfall drops from the East (coastal) to the west (inland). Improved agriculture production can be remedied by the introduction of sound agricultural management and irrigation'

- **Development Nodes and Corridors**

  Development nodes and corridors within Big 5 are articulated as follows:

Primary Node - Hluhluwe Town (Ward 03)

The town of Hluhluwe remains the major development area (from an urban perspective) in the municipal area. The town is at the gateway to the LSDI road, close of the N2 and an existing service center to the commercial farming community. The town provides its catchment with a wider variety of social and administrative services as well as community facilities than the other urban nodes in the municipality. From a spatial development perspective, development in and around the town of Hluhluwe should focus on infill and densification, thereby ensuring the maximum use of infrastructure and services. It is also important that critical maintenance to the town's infrastructure is done to ensure it maintains its important development role.

Secondary Node – Makhasa (Ward 02)

The Makhasa Rural Node is the major economic (from a commercial and value adding perspective) and social node in the rural areas of the municipality. It is classified as such given its locality on the LSDI road and the fact that access to both the Nibela Peninsula and the Phinda Game Reserve is gained from it. There already several developments in the node with a major sport stadium being developed. There is also increasing pressure for the further development of the node as its economic and social role is recognized by the community and investors alike. As such, it is imperative that a framework for the development of the Makhasa Node be prepared in the short term to ensure the orderly (and sustainable) development of the node. This framework plan will also have to provide guidelines in terms of access to developments adjoining the LSDI road.

Tertiary Node - Mnqobokazi (Ward 01)

The Mnqobokazi Rural Node is the minor economic (commercial and value adding) and social node in the municipality. It has similar characteristics than the Makhasa Node but does not have the same development pressure and extent. It is also located along the LSDI road but is not at such an important intersection of the Makhasa Node. While the development of a framework for the node is also important it should follow the Makhasa node framework. As with the Makhasa Node, the node has a large catchment community that relies on the social services accessible at the node.

Tertiary Node Nibela (Ward 04)

Regarding the nodal development of Nibela it is important to recognize that, although many people live in the area, the area is more isolated (in terms of access) than the economic and social nodes. However, the area has significant tourism development potential. As such, the Nibela node is classified as a social and tourism node. The node has a definite role to provide social services to the community while it is likely that only limited economic activity would be sustainable in the node given its location. At present, a process is underway to investigate and propose delineation for the node along with land use management guidelines.

The SDF for the municipality, as a forward planning document, is informed by several current trends as well as the municipal strategic focus areas. The strategic focus areas of the municipality that have an impact that can be affected and presented spatially are depicted hereunder:

- To create an enabling environment for effective service delivery
- To actively pursue social and economic development
- To maintain a strong environmental focus

The SDF for Big 5 Hlabisa is based on land use and natural features (as well as existing community facilities), the transportation network and nodes, i.e. areas of development or investment. Future development proposals around these are informed by the strategic focus areas listed above.

Land uses and natural features in and adjoining the municipal area that are significant from a spatial development perspective are the Greater St Lucia Wetland Park, Private Game Reserves as well as District Reserves (UMkhanyakude DMA).

The population density map shows that the areas listed above have very low population densities as well. The distribution of community facilities (namely schools and clinics) clearly follows the areas of highest population density and is not located in these areas of environmental significance. From a spatial development perspective these areas are protected by way of an Interface Area that buffers the areas of environmental significance from extensive development intrusion. Rather, limited agriculture and eco-tourism is suggested to be undertaken in these interface areas.

Regarding the Transportation Network the SDF does not indicate corridors but rather transport routes with a distinction between the types of transport network. Thus, there is caution not to identify corridors that may be perceived to be promoting ribbon development. The following type of transport routes are identified in the SDF.

- The N2 and the LSDI Road are national roads. They present the municipal area with development potential in that they provide access to areas with development potential by way of other non-national roads that intersect with them. Access off these roads is not readily attained /permissible. The N2 (and the LSDI road to a smaller degree) carries larger volumes of traffic than the other roads through the municipal area at higher traveling speeds. As such, the N2 and the LSDI are classified in terms of the SDF as Main Transport Routes. Importantly, these routes have limitations on the distance (not only access) of development from them by way of road building lines. These must be abided by for safety purposes and the fact the infrastructure services are in the road reserve of the LSDI road.

  There are several Tourism Routes identified in the SDF as well.

  - The first one is the P466. It primarily provides access to the various private game reserves located in the northern portion of the municipal area between the N2 and the LSDI road. This area described above is referred to as a “Management Area” in the draft rural LUMS. A variety of tourism and recreational related activities take place in this area that need to be managed in terms of the appropriate legislation.

- The R22 route is a gateway route for Hluhluwe and a tourism corridor.

- Secondly, the route from Hluhluwe in a westerly direction, across the N2, towards the northern entrance of the Hluhluwe Umfolozi Game Reserve is proposed as a tourism route in the SDF. A portion of this route is the entrance into Hluhluwe town from the N2.

- The circular route that provides access to the False Bay and numerous private resorts to the west of Lake St Lucia is also a very important tourism route in the SDF.

- A further route that is a tourism route is the route that provides access from Makhasa to Nibela (in a south easterly direction) and towards Mnqobokazi in the north. It is the proximity of the area that is served by this route to Lake St Lucia and the Greater St Lucia Wetland Park that has contributed to is proposed tourism route status. The area referred to has inherent tourism potential.

- Access to the various private game reserves is also gained from Makhasa in a westerly direction as shown on the SDF map as well.

8. HLABISA AREA

The following nodal hierarchy is proposed to be implemented in the Hlabisa Municipality. The nodes and their functions are mentioned here whilst the proposed spatial development of the nodes is discussed as part of future land Uses.

Nodal Development Classification

Primary Development Nodes

The study also identified the following complex consisting of the following areas as the primary development nodes in Hlabisa:

Hlabisa

The main economic centre of the Municipality. With a densely populated residential area on the southern and southeast parts of the Municipality.

The following interventions/developments are envisaged within this node:

- Low Intensity Industrial development based on local manufacturing skills as proposed in the LED Strategy.
- Commercial Development.
- Decentralization points for local administration of provincial and local government services.
- Higher order social and commercial services.
- Integration with major urban centres
- Housing development

Secondary Development Nodes/Services Centres

The following areas were identified as secondary development nodes, based on the presence of large population densities, and services delivered via the present of government departments. These localities have existing social infrastructure that consist of primarily of education facilities or clinics, which are unfortunately not always linked to the Traditional Courts in the area.

Secondary Nodal Developments

Node	Nodal Development
Mpembeni	Mpembeni serves a large (but dispersed) community to the east of Hlabisa Town. This Node houses the Mpembeni Traditional Court situated there and therefore this node serves as the Seat of the Mpembeni Area. Subsequently this is a central and well place3d area for the provision and distribution of social infrasturcture to the Mpembeni Community
Ezibayeni	Ezibayeni is the largest of the two nodes serving the eastern part of the Municipality. This note also houses the Traditional Office of the Mdletshe Traditional Council and is cetrally situated to disseminate social services to the surrounding.

The following interventions/developments are envisaged within this node:

- Provision of social infrastructure to communities
- Limited commercial development to serve in needs of communities being serviced.
- Decentralization points for local administration of provincial and local government services

Tertiary Development Nodes

Tertiary nodes are the second lowest order nodes which may develop a nucleus and emerge into higher order nodes over time. A range of services for local communities could be concentrated within these nodes in a sustainable way. In identifying suitable/optimal locations. These include, amongst other factors:

- Density and distributed of population to be served.
- Level of existing economic activity
- Proximity of transport routes and modes of transport
- Topography of locality
- Land Tenure arrangements.
- Level of service infrastructure

The following nodes were identified as tertiary nodes:

- Ngebeza
- Nhlwathi
- Mthekwini
- Mganwini

Rural Settlement Clusters

Rural Clusters are the lowest order nodes found within the Municipality. High level services cannot be provided cost-effectively within these areas and initiatives will be aimed at basic service delivery.

Intended Future Land Uses

The table below depicts the land use topics that are discussed, and which land use categories are proposed for each of the nodes. Detail is given in the section below. The table

5.8. ENVIRONMENTAL SENSITIVE AREAS

The municipal area contains sites of environmental sensitivity which should be afforded protection to be preserved for future generations. The municipality's IDP recognizes the importance of these areas and the adoption of the LUMS for the municipality will identify priority areas for management and types of development and will suggest appropriate management techniques to ensure that these assets are not undermined during development. In this regard the areas identified by KZN Wildlife as mandatory reserves need to be protected from developments which may have a negative impact as it contains flora and fauna which are found/breed only in these areas.

In addition, uMkhanyakude District Municipality's (UDM) and the KwaZulu-Natal Department of Agriculture, Environmental Affairs and Rural Development (DAEARD) embarked on a process to develop an Environmental Management Framework (EMF) for the district. Nemai Consulting was appointed to prepare the uMkhanyakude EMF. The projects were successfully done and seek to ensure that issues of environmental management are considered and any development happening in the district does compromise development of future generations.

According to the EMF Regulations (Government Notice No. R547 of 18 June 2010), an EMF is a study of the biophysical and socio-cultural systems of a geographically defined area to reveal where specific land uses may best be practiced and to offer performance standards for maintaining appropriate use of such land.

An EMF includes a framework of spatially represented information connected to significant environmental (i.e. ecological, social, and economic) parameters, such as ecology, hydrology, infrastructure and services. A key function of an EMF is to proactively identify areas of potential conflict between development proposals and critical/sensitive environments (DEAT, 1998).

6. SECTION E2: IMPLEMEMENTATION PLAN

THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (PLAN 2024/2025(SDBIP)FINAL

Introduction

The Service Delivery and Budget Implementation Plan (SDBIP) is prepared in terms of the Municipal Finance Management Act (MFMA), section 53. The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA. The budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. The SDBIP therefore serves as a “contract” between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end of-year targets and implementing the budget.

The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers, and community. A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality.

The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manager and the municipal manager and senior managers determined at the start of every financial year and approved by the mayor.

It must also be consistent with outsourced service delivery agreements such as municipal entities, public-private partnerships, service contracts and the like.

1. FINANCIAL PLAN 2024/2025

1.1. PURPOSE

- The purpose of this document is to outline the comprehensive multi-year financial plan that will ensure short and long-term financial sustainability for the Municipality.

- A multi-year financial plan is essential to ensure that the Municipality continues to implement its mandate effectively without impairing its capital base. It will also enable the Municipality to move towards self-sufficiency in meeting the continuous growing demands of service delivery.

- The focus here is to outline the role forecasting as a critical tool of local government finance and to provide guidelines to strengthen local public finances in improving the financial management. Proper financial management must: adequately control the total level of revenue and expenditure, appropriately allocate public resources among functional areas and programs, and ensure that departments operate as efficiently as possible. This Plan is prepared in terms of section 26(h) of the *Local Government Municipal Systems Act,* as amended, which stipulates that municipalities must prepare a financial plan as part of their Integrated Development Plan. The three-year Financial Plan includes an operating Budget and Capital budget, informed by the IDP priorities. It considers the key performance areas of the IDP. All programmes contained in the budget are reflected in the IDP. The key benefit of financial planning and budgeting is that it gives stakeholders the opportunity to stand back and review their organizational performance and the factors affecting operational requirements.

These can include:

- Greater ability to make continuous improvements and anticipate problems;
- Sound financial information on which to base decisions;
- Improved clarity and focus;
- A greater confidence in municipal decision making;
- In contrast with accounting records, which are retrospective, a financial planning or in simple terms budgeting is generally a projection of future revenues and expenditures. At a minimum, a financial plan is used to control financial transactions as well as a management and planning tool. Because local government provides services, proper forecasts are needed to plan for and control the receipt and expenditure of monies to meet these ends.

1.2. BACKGROUND

- A financial plan is prepared and considers for a period of at least three years with specific reference to the year being budgeted for, however it is preferred that it should be for over a period of five or more years.

- A multi-year financial plan is prepared to ensure financial sustainability of the Municipality, paying particular attention to the Municipality's infrastructure requirements.

- It is also an important component of the Municipality's Integrated Development Plan.

- A prudent multi-year financial plan identifies and prioritizes expected needs based on the Municipality's Five-year Integrated Development Plan and details estimated amounts of funding from various sources.

- The multi-year financial plan will also ensure that the Municipality has greater financial health and sustainability, making it easier to collaborate on projects with other levels of government and various public and private stakeholders. This will further enhance the ability of the Municipality to have access to more financing, funding and grants.

- Municipalities require access to adequate resources and budgetary powers to fulfil their assigned functions. Municipalities need to have access to adequate sources of revenue – either own resources or intergovernmental transfers – to enable them to carry out the functions that have been assigned to them. Municipalities should be encouraged to fully exploit these sources of revenue to allow for realistic planning and should ensure efficient allocation of these financial resources. The rural nature of the Municipality and the fact that 95% of all land are under Tribal Management have a serious impact on the revenue base. Tribal land is exempted from property rates with the effect that the Councils revenue collected from property rates are very limited.

Linking the IDP and the Budget

- The general principle in constructing a municipal budget is that the developmental policy proposals that are contained in the IDP of the Municipality must be costed and budgeted for. Having looked at the Municipality's IDP, you may want to verify whether priority issues have also been budgeted for in alignment with the IDP documentation. This information should, at least to some extent, be found in the Municipality's budget.

Alignment for the capital budget to the IDP occurred mostly at a project level and not necessarily at a strategic level. Having undertaken an assessment of spending patterns against IDP Priorities, it was found that the IDP and the Budget (Operating and capital) is more aligned to the IDP than originally expected. But, the allocation of the budget (operating and capital), is something that need to be addressed through the development of a prioritization/allocation model against IDP priorities aligned to financial strategies.

1.3. FINANCIAL STRATEGY FRAMEWORK

- Big 5 Hlabisa Municipality is striving for service delivery excellence. The Municipality is facing many challenges with regards to finances.

- The priority for the Municipality, from the financial perspective is to ensure viability and sustainability of the Municipality. The multi-year financial plan and related strategies will therefore need to address a number of key areas in order to achieve this priority. These strategies are detailed below:

1.3.1 Revenue Enhancement Strategy

- To seek alternative sources of funding.
- Expand income base through implementation of new valuation roll.
- The ability of the community to pay for services.
- Identification and pursuance of government grants.
- Tightening credit control measures and debt collection targets.

- Improve customer relations and promote a culture of payment.
- Realistic revenue estimates.
- The impact of inflation, the municipal cost index and other cost increases; and
- The creation of an environment which enhances growth, development, and service delivery.

1.3.2 Asset Management Strategy

- The implementation of a GRAP compliant asset management system;
- Adequate budget provision for asset maintenance over their economic lifespan;
- Maintenance of asset according to an infrastructural asset maintenance plan;
- Maintain a system of internal control of assets to safeguard assets; and
- Ensure all assets owned and/or controlled except specific exclusions are covered by insurance.

1.3.3 Financial Management Strategies

- To maintain an effective system of expenditure control including procedures for the approval, authorization, withdrawal and payment of funds;
- Preparation of the risk register and application of risk control;
- Implement controls, procedures, policies and by-laws to regulate fair, just and transparent transactions;
- Continuous training and development of senior and all financial staff to comply with prescribed minimum competency levels;

- Other continuous training and development for all financial staff to develop staff from time to time;
- Implement GRAP standards as gazette by National Treasury; and
- Prepare annual financial statements timeously and review performance and achievements for past financial years.

1.3.4 Operational Financing Strategies

- Effective cash flow management to ensure continuous, sufficient and sustainable cash position;
- Enhance budgetary controls and financial reporting;
- Direct available financial resources towards meeting the projects as identified in the IDP;
- To improve Supply Chain Management processes in line with regulations.; and
- Conservative spending patterns that are in line with cost containment measures and circulars issued by Treasuries from time to time and expenditure management.

1.3.5 Capital Financing Strategies

- Ensure service delivery needs are in line with multi-year financial plan;
- Careful consideration/prioritization on utilizing available resources in line with the IDP;
- Analyze feasibility and impact on operating budget before capital projects are approved;
- Determine affordable limits for borrowing;
- Source external funding in accordance with affordability;
- Improve capital budget spending to achieve full spending; and

- Maximizing of infrastructural development through the utilisation of all available resources.

1.3.6 Cost-Effective Strategy

- Invest surplus cash not immediately required at the best available rates;
- Restrict capital and operating expenditure increases in relation to the inflation rate taking into consideration the macro economic growth limit guideline and municipal cost increases.
- To remain as far as possible within the following selected key budget assumptions:

  - Provision of bad debts;
  - Overall cost escalation to be linked to the average inflation rate;
  - Tariff increases to be in line with inflation plus municipal growth except when regulated;
  - Reasonable budget maintenance of Municipal assets;

1.3.7 Measurable Performance Objectives for Revenue

- To maintain the debtors to revenue ratio below 10%;
- To maintain a debtor's payment ratio of at least 70%;
- To ensure that the debtors return remain under 60 days;

It should also be noted that the continuous unpleasing economic conditions and the National state of disaster declared by RSA President in March 2020 following COVID-19 are having a negative impact on the payment of services by Municipal customers and realizing the rates indicated above might not be feasible as it was previously.

1.4 Financial Management Policies

- The purpose of financial policies is to provide a sound environment to manage the financial affairs of the Municipality. Amongst others, the following are key budget related policies:

1.4.1 Tariff Policy – the policy prescribes the procedures for calculating tariffs. This policy is required in terms of Section 74 of the Local Government Municipal System Act, Act 32 of 2000;

Status: working on the 2024/2025 and two outer years.

1.4.2 Rates Policy – a policy required by the Municipal Property Rates Act, Act 6 of 2004. This policy provides the framework for the determination of rates; this has been implemented with the Municipal Property Rates Act with effect from 1 July 2009. Policy must be reviewed annually when the budget is submitted. ***Status: working on the 2024/2025 and two outer years.***

1.4.3 Indigent Support Policy – The criterion for benefits under this scheme is part of the credit control policy. An indigent is kept up to date in a form of an annual register and a separate indigent policy has been developed in line with this. The survey forms to qualify for the indigent support must be completed annually. The Municipality annually as part of its budgetary process, determine the municipal services and levels thereof which will be subsidized in respect of indigent customers in accordance with the national policy but subject to principles of sustainability and affordability. An indigent customer shall automatically be deregistered if an audit or verification concludes that the financial circumstances of the indigent customer have changed to the extent that he/she no longer meets the qualifications. The indigent customer may at any time request de-registration. Indigent customers' category might increase during 2024/2025 financial year because of COVID-19 pandemic job losses.

Status: working on the 2024/2025 and two outer years.

1.4.4 Budget Policy – The annual budget is the central financial planning document that entails all revenue and expenditure decisions. It establishes the level of services to be provided by each department. The accounting officer confirms the municipal's priorities in the formulation of the draft and the final budget document proposal. A budget, as per S71 of the MFMA, is subject to monthly control and be reported to Council with recommendations of action to be taken to achieve the budget's goals. The budget is also subject to a mid-term review which might result in a revised budget, thereby resulting in the adjustments budget, which is in terms of S28 of the MFMA. Unfinished capital project budgets shall not be carried forward to future fiscal years unless the project expenditure is committed or funded from grant funding, which will require the rolling over of those funds together with the project this policy set out the principles which must be followed in preparing a Medium-Term Revenue and Expenditure Framework Budget. It further ensures that the budget reflects the strategic outcomes embodied in the IDP and related strategic policies. ***Status: working on the 2024/2025 and two outer years.***

1.4.5 **Asset Management Policy** – the objective of the policy is to prescribe the accounting and administrative procedures relating to property, plant and equipment; ***Status: working on the 2024/2025 and two outer years.***

1.4.6 **Accounting Policy** – the policy prescribes the basis of presentation of the Annual Financial Statements in accordance with the Generally Recognized Accounting Practices and Accounting Standards; ***Status: working on the 2024/2025 and two outer years.***

1.4.7 **Supply Chain Management Policy** – this policy is developed in terms of Section 11 of the Municipal Finance Management Act, Act 56 of 2003**.** The principles of this policy is to give effect to a fair, equitable, transparent, competitive and cost effective system for the procuring of goods and services, disposing of goods and selecting of contractors in the provision of municipal services ***Status: working on the 2024/2025 and two outer years.***

1.4.8 **Subsistence and Travel Policy** – this policy regulates the reimbursement of travelling and subsistence cost to officials and councillors attending official business activities***.***
Status: working on the 2024/2025 and two outer years.

1.4.9 **Credit Control and Debt Collection Policy** – this policy provides for credit and debt collection procedures and mechanisms to ensure that all consumers pay for the services that are supplied. ***Status: working on the 2024/2025 and two outer years.***

1.4.10 **Investment Policy** – this policy was compiled in accordance with the Municipal Investment Regulation R308 and ensures that cash resources are managed in the most efficient and effective manner possible ***Status: working on the 2024/2025 and two outer years.***

1.4.11 Short-term Insurance Policy – the objective of the policy is to ensure the safeguarding of Council's assets. ***Status: working on the 2024/2025 and two outer years.***

1.4.12. *Principles and Policy on Borrowings*- The purpose of this policy is to ensure that borrowing forms part of the financial management procedures of the Municipality and to ensure that prudent borrowing procedures are applied consistently. ***Status: working on the 2024/2025 and two outer years.***

1.5. REVENUE FRAMEWORK

- To serve the community and to render the services needed, revenue generation is fundamental to financial sustainability of every Municipality.
- The reality is that we are faced with developmental backlogs and poverty, challenging our revenue generation capacity. The requests always exceed the available funds. This becomes more obvious when compiling the Municipality's annual budget.
- Municipalities must table a balanced and more credible budget, based on realistic estimation of revenue that is consistent with their budgetary resources and collection experience.
- Revenue collection from municipal rates is still expected to be negatively affected during 2024/2025 and possible two outer years because of job losses caused the past National State of disaster and unfavorable economic conditions.
- The revenue strategy is a function of key components such as:

    - Growth in town and economic development;
    - Revenue enhancement;
    - Achievement of above 90% annualized collection rate for consumer revenue;
    - National Treasury guidelines;
    - Approval of full cost recovery of specific department;
    - Determining tariff escalation rate by establishing/calculating revenue requirement; and
    - Ensuring ability to extent new services and recovering of costs thereof

- South Africa is currently not doing well economically. Consequently, cash flows are expected to remain under pressure for the 2024/2025 financial year and two outer years and a conservative approach is followed to project expected revenues and cash receipts.

Choose name from list - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Agency services		-	-	-	-	-	-	-	-	-	-
Interest		-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables		-	-	-	-	-	-	-	-	-	-
Interest earned from Current and Non Current Assets		1,575	2,769	6,061	2,100	7,000	7,000	8,113	4,500	4,680	4,867
Dividends		-	-	-	-	-	-	-	-	-	-
Rent on Land		-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		248	130	276	592	592	592	308	494	514	534
Licence and permits		2,357	1,700	1,464	2,750	1,400	1,400	1,311	1,560	1,622	1,687
Operational Revenue		529	86	1,611	-	-	-	449	-	-	-
Non-Exchange Revenue											
Property rates	2	26,846	25,313	24,698	29,438	29,438	29,438	24,466	30,616	31,841	33,115
Surcharges and Taxes		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		491	826	540	400	400	400	442	416	433	450
Licences or permits		-	-	-	-	-	-	3	-	-	-
Transfer and subsidies - Operational		193,106	152,637	146,819	158,381	156,742	156,742	154,421	164,495	171,075	177,918
Interest		671	-	(12)	-	-	-	-	-	-	-
Fuel Levy		-	-	-	-	-	-	-	-	-	-
Operational Revenue		-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		(51)	169	5,020	200	200	200	-	200	208	216
Other Gains		-	-	-	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and con		**229,066**	**185,957**	**188,767**	**196,504**	**200,626**	**200,626**	**193,949**	**212,194**	**221,873**	**230,748**
Expenditure											

TABLE 01

- To boost the commercials and normal residents the municipality may continue to provide some write offs where required to reduce the burden on ratepayers and reduce continuous aging of unrealizable debtors.

1.6. GRANT FUNDING

- The Division of Revenue Act contains allocations from National and Provincial, which allocations are recognized as government grants and factored as follows over the medium term:

- The Equitable share allocation to the local sphere of government is an important supplement to existing municipal revenue and takes account of the fiscal capacity, fiscal efficiency, developmental needs, extent of poverty and backlogs in municipalities.

- It is an unconditional grant and allocations are contained in the Division of Revenue Act (DORA)
- The structure and components of the formula are summarized as follows:

  Grant = BS + D + I + R+ (-) C where:

  BS = Basic Service Component
  D = Development component
  I = Institutional Support Component
  R = Revenue-raising Capacity Correction
  C = Correction and stabilization factor

- A Municipality is prioritizing its budget towards needy households and national priorities such as free basic services, indigent burial and the expanded public works programmes.

- Operational grants for 2024/2025, 2025/2026 and 2026/2027 comprises a large percentage of the total government grants than capital grants (Refer to table 02 attached below).

- Government grants contributes a large percentage on the total revenue of the Municipality, hence the municipality is still grant dependent (Refer table 02 attached below).

Choose name from list - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Agency services		-	-	-	-	-	-	-	-	-	-
Interest		-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables		-	-	-	-	-	-	-	-	-	-
Interest earned from Current and Non Current Assets		1,575	2,769	6,061	2,100	7,000	7,000	8,113	4,500	4,680	4,867
Dividends		-	-	-	-	-	-	-	-	-	-
Rent on Land		-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		248	130	276	592	592	592	308	494	514	534
Licence and permits		2,357	1,700	1,464	2,750	1,400	1,400	1,311	1,560	1,622	1,687
Operational Revenue		529	86	1,611	-	-	-	449	-	-	-
Non-Exchange Revenue											
Property rates	2	26,846	25,313	24,698	29,438	29,438	29,438	24,466	30,616	31,841	33,115
Surcharges and Taxes		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		491	826	540	400	400	400	442	416	433	450
Licences or permits		-	-	-	-	-	-	3	-	-	-
Transfer and subsidies - Operational		193,106	152,637	146,819	158,381	156,742	156,742	154,421	164,495	171,075	177,918
Interest		671	-	(12)	-	-	-	-	-	-	-
Fuel Levy		-	-	-	-	-	-	-	-	-	-
Operational Revenue		-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		(51)	169	5,020	200	200	200	-	200	208	216
Other Gains		-	-	-	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and con		**229,066**	**185,957**	**188,767**	**196,504**	**200,626**	**200,626**	**193,949**	**212,194**	**221,873**	**230,748**
Expenditure											

TABLE 02

1.7 TARIFF SETTING

Big 5 Hlabisa Municipality derives its own revenue from the provision of services such refuse removal. A considerable portion of the revenue is also derived from property rates and grants by national governments as well as other minor charges such as traffic fines and little commissions as per the tariff policy.

As in the past, increase cost primarily driven by the Consumer Price Index (CPI), dictates an increase in the tariffs charged to the consumers and the ratepayers.

It is realised that the ability of the community to pay for services rendered is also under tremendous pressure and that the economic outlook for the near future require everybody to make sacrifices. High unemployment rate within the municipal jurisdiction, COVID-19 pandemic followed by continuous national loadshedding has negatively impacted the payment of services rendered to the community.

The additional revenue that will be generated through tariff increases (as per budget) has to ensure continued service delivery.

The figures released by Stats SA indicate contractions in several spheres of the economy and this confirms that the disposable income of households remain under a lot of strain.

By drastically increasing tariffs on essential commodities, more strain will be added for the already cash stripped resident households.

Increases beyond the CPIX included in the medium term will only add to bad debt which is already high and a decline in the cash flow.

It must be kept in mind that households cash flow will still be strained by a continuous tariff increase of electricity by ESKOM and costs of living in general.

Credit Control and Debt Collection Policy are to be implemented to ensure that the Municipality increase its collection rate as far as possible. It is however envisaged that with the pressure on tariff increases to fund the medium-term budget, the payment rate is currently and will become under pressure because of the COVID-19 pandemic and special attention will have to be paid on managing all revenue and cash streams especially the increasing ageing debtors. Number of the Municipal debtors are unable to meet their rates obligations because of mass deaths of property owners leaving child headed families, retrenchments resulted by the COVID-19 pandemic and unfavorable economic conditions including the continuous loadshedding.

Indigent allocation is mainly used to provide free basic services and burial support to indigent communities.

1.8. EXPENDITURE FRAMEWORK

Some of the salient features and best practice methodologies relating to expenditure includes the following:

- Asset renewal strategy (infrastructure repairs and maintenance a priority)
- Balanced budget constraint (expenditure cannot exceed revenue)
- Capital programme aligned to asset renewal strategy.
- Operational gains and efficiencies resulting in additional funding capacity on the capital programme as well are direction of funding to other critical areas, and
- Strict principle of no project plan (business plan) no budget allocation (funding allocation)

1.8.1 In terms of the projections for the 2024/2025 financial year and two outer years, indicative salary increase for employees considered history of the current collective agreement (the one ending 31 June 2024) since the negotiations are still undergoing for the new collective agreement for 2024/2025 and two outer years and CPI average which is not less than 4.8% nor greater than 8% per annum. (Refer table 3 below)

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Expenditure											
Employee related costs	2	80,759	83,198	84,727	92,653	92,653	92,653	73,479	97,286	101,177	105,224
Remuneration of councillors		7,262	8,328	8,680	11,164	11,164	11,164	7,925	11,722	12,191	12,679
Bulk purchases - electricity	2	-	-	-	-	-	-	-	-	-	-
Inventory consumed	8	-	-	-	-	-	-	-	-	-	-
Debt impairment	3	-	-	-	8,127	8,127	8,127	-	10,786	8,565	8,907
Depreciation and amortisation		29,346	19,114	18,010	20,600	20,600	20,600	8,732	21,630	22,496	23,395
Interest		752	917	1,213	1,000	1,000	1,000	-	1,217	1,266	1,317
Contracted services		67,377	26,804	31,312	36,705	41,502	41,502	34,618	48,708	51,847	53,920
Transfers and subsidies		2,376	1,498	2,033	3,147	3,162	3,162	1,861	2,630	2,749	2,859
Irrecoverable debts written off		4,592	6,963	2,250	-	500	500	755	-	-	-
Operational costs		21,903	44,894	40,083	38,550	41,099	41,099	30,764	42,736	44,542	46,324
Losses on disposal of Assets		35	4,596	1,244	-	-	-	-	-	-	-
Other Losses		516	(68)	(782)	-	-	-	-	-	-	-
Total Expenditure		**214,919**	**196,242**	**188,770**	**211,946**	**219,808**	**219,808**	**158,134**	**236,716**	**244,832**	**254,626**
Surplus/(Deficit)		**14,147**	**(10,284)**	**(4)**	**(15,442)**	**(19,183)**	**(19,183)**	**35,814**	**(24,521)**	**(22,960)**	**(23,878)**
Transfers and subsidies - capital (monetary	6	27,800	39,895	28,568	31,137	30,584	30,584	23,116	24,436	25,413	26,430
Transfers and subsidies - capital (in-kind)	6	111	–	156	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**42,058**	**29,610**	**28,720**	**15,695**	**11,401**	**11,401**	**58,931**	**(85)**	**2,454**	**2,552**
Income Tax		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after income tax		**42,058**	**29,610**	**28,720**	**15,695**	**11,401**	**11,401**	**58,931**	**(85)**	**2,454**	**2,552**
Share of Surplus/Deficit attributable to Joint Venture		–	–	–	–	–	–	–	–	–	–
Share of Surplus/Deficit attributable to Minorities		–	–	–	–	–	–	–	–	–	–

TABLE 03

1.8.2 The total employee related costs are estimated to be plus or minus 40% of total operating expenditure which is not far from the requirements of National Treasury.

1.8.3 The cost associated with the remuneration of councilors for 2024/2025, 2025/2026 and 2026/2027 will be determined and informed directly by way of the Remuneration of Public Office Bearers Act 1998 (Act No. 20 of 1998) as per the municipal grading.

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Expenditure											
Employee related costs	2	80,759	83,198	84,727	92,653	92,653	92,653	73,479	97,286	101,177	105,224
Remuneration of councillors		7,262	8,328	8,680	11,164	11,164	11,164	7,925	11,722	12,191	12,679
Bulk purchases - electricity	2	-	-	-	-	-	-	-	-	-	-
Inventory consumed	8	-	-	-	-	-	-	-	-	-	-
Debt impairment	3	-	-	-	8,127	8,127	8,127	-	10,786	8,565	8,907
Depreciation and amortisation		29,346	19,114	18,010	20,600	20,600	20,600	8,732	21,630	22,496	23,395
Interest		752	917	1,213	1,000	1,000	1,000	-	1,217	1,266	1,317
Contracted services		67,377	26,804	31,312	36,705	41,502	41,502	34,618	48,708	51,847	53,920
Transfers and subsidies		2,376	1,498	2,033	3,147	3,162	3,162	1,861	2,630	2,749	2,859
Irrecoverable debts written off		4,592	6,963	2,250	-	500	500	755	-	-	-
Operational costs		21,903	44,894	40,083	38,550	41,099	41,099	30,764	42,736	44,542	46,324
Losses on disposal of Assets		35	4,596	1,244	-	-	-	-	-	-	-
Other Losses		516	(68)	(782)	-	-	-	-	-	-	-
Total Expenditure		**214,919**	**196,242**	**188,770**	**211,946**	**219,808**	**219,808**	**158,134**	**236,716**	**244,832**	**254,626**
Surplus/(Deficit)		**14,147**	**(10,284)**	**(4)**	**(15,442)**	**(19,183)**	**(19,183)**	**35,814**	**(24,521)**	**(22,960)**	**(23,878)**
Transfers and subsidies - capital (monetary	6	27,800	39,895	28,568	31,137	30,584	30,584	23,116	24,436	25,413	26,430
Transfers and subsidies - capital (in-kind)	6	111	–	156	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**42,058**	**29,610**	**28,720**	**15,695**	**11,401**	**11,401**	**58,931**	**(85)**	**2,454**	**2,552**
Income Tax		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after income tax		**42,058**	**29,610**	**28,720**	**15,695**	**11,401**	**11,401**	**58,931**	**(85)**	**2,454**	**2,552**
Share of Surplus/Deficit attributable to Joint Venture		–	–	–	–	–	–	–	–	–	–
Share of Surplus/Deficit attributable to Minorities		–	–	–	–	–	–	–	–	–	–

TABLE 04

1.8.4 Aligned to the best practice methodology of preserving and maintaining current infrastructure, the expenditure framework has essentially catered for infrastructure maintenance.

1.8.5 Repairs and maintenance budget during 2024/2025, 2025/2026 and 2026/2027 will be given a priority as per the approved maintenance plan and try all means possible to arrive at National Treasury's required norm. Currently the municipality cannot meet the threshold requirement of at least 8% however the municipality intends to fully utilize its annual budgeted funds R15 000 000,00 for 2024/2025 (6% of Property Plant and Equipment), R15 900 000,00 for 2025/2026 and R16 854 000,00 for 2026/2027 to cater all maintenance requirements to avoid fast aging of the municipal infrastructure.

1.8.6 Municipality will continuously monitor its spending closely and comply with municipal cost saving circulars.

1.8.7 The Municipality plans a continuous and efficient relief and support on disaster emergencies that requires municipal intervention on the local communities as and when necessary.

1.10. CAPITAL REQUIREMENTS & FUNDING

1.10.1 The above figures are based on the projects identified through the IDP process project phase and reflect estimated amounts based on the availability of funding.

1.10.2 It is imperative that capital budgets are prioritized to reflect consistent efforts to address backlogs in basic services and the refurbishment and expanding of the existing infrastructure.

1.10.3 It is important to realize that these figures are only indicative of the different services and may vary as priorities change.

1.10.4 From the above for the next three years many challenges lie ahead to appropriate capital expenditure towards available sources of funding and to obtain alternative funding sources to address the needs as identified in the IDP.

1.10.5 In terms of infrastructure development and to reach the government service delivery targets, 100% of the Municipal Infrastructure Grant R24 436 000,00 has been allocated for 2024/2025. Internally generated Capital is budgeted at R11 262 000.00 million for 2024/2025 financial year totaling to R35 646 000.00. The expected increase for the two outer years is estimated to be 4.2 % and 4.3% per annum respectively as indicated in table 5 below (table figures excluded Input tax).

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Trading services		–	96	22	174	174	174	323	–	–	–
Energy sources		–	–	–	–	–	–	–	–	–	–
Water management		–	–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–	–
Waste management		–	96	22	174	174	174	323	–	–	–
Other		–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure - Functional	3	**31,445**	**32,118**	**21,798**	**35,190**	**33,825**	**33,825**	**434,248**	**29,980**	**32,652**	**33,958**
Funded by:											
National Government		(5,814)	10,284	3,153	26,668	25,303	25,303	77,045	20,186	20,994	21,833
Provincial Government		34,992	6,463	391	–	–	–	17,104	–	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)		–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital	4	**29,178**	**16,746**	**3,544**	**26,668**	**25,303**	**25,303**	**94,149**	**20,186**	**20,994**	**21,833**
Borrowing	6	–	–	–	–	–	–	–	–	–	–
Internally generated funds		(1,578)	9,411	14,059	8,522	8,522	8,522	245,091	9,793	11,658	12,125
Total Capital Funding	7	**27,600**	**26,157**	**17,603**	**35,190**	**33,825**	**33,825**	**339,240**	**29,980**	**32,652**	**33,958**
References		*(3,845)*									

1. Municipalities may choose to appropriate for capital exper

2. Include capital component of PPP unitary payment. Note that capital transfers are only appropriated to municipalities for the budget year

TABLE 05

1.10.6 The projected sources of funding over the medium term have been considered.

1.11. BIG 5 HLABISA MUNICIPALITY: FINAL BUDGET 2024/2025

The formats arranged by the Municipal Budget and Reporting Regulations, capital transfers and assistance are excepted from the operating statement, as presence of these revenue sources would misrepresent the calculation of the operating surplus/deficit. Revenue from government grants forms an important percentage of the revenue basket for the Municipality refer to annexure five.

1.11.1 The continued improvement and development of an effective financial planning process aids the actualization of fulfilling its facilitating role to capacitate the community to build a prosperous future for all.

1.11.2 The Financial planning imperatives contribute to ensuring that the Municipality remains financially viable and that municipal services are provided economically to all communities.

1.11.3 The Multi-Year Financial Plan contains realistic and credible revenue and expenditure forecasts which should provide a sound basis for improved financial management and institutional development as well as service delivery improvements and implementation.

1.11.4 The strategy towards cash backing will certainly ensure the sustainability of the Municipality over the medium-to long-term.

1.11.5 The Municipality is currently fully reliant on grant funding to address the huge backlog in infrastructure. It is not possible now to take up further loans due to the high level of outstanding debtors. This then also impacts on the Council's ability to address revenue allocation for previously un-serviced areas from internal revenue.

ACCOUNTS DESCRIPTION	FINAL BUDGET 2023-2024	ADJUSTMENTS BUDGET 2023-2024	DRAFT BUDGET 2024-2025	F
MASSIFICATION PROGRAMME GRANT				
EXPANDED PUBLIC WORKS PROGRAMES	1 906 000,00	1 906 000,00	R1 909 000,00	
SALE OF LAND	3 000 000,00	3 000 000,00	R2 000 000,00	
PHOTOCOPYING	13 466,93	13 466,93	R13 691,00	
CLEARANCE CERTIFICATE	12 896,52	12 896,52	R13 412,00	
RENTAL FACILITIES	286 165,40	286 165,40	R297 612,00	
CEMETRIES	7 542,33	7 542,33	R7 844,00	
BUILDING PLANS	75 000,00	75 000,00	R78 000,00	
BILL BOARDS	60 000,00	60 000,00	R62 400,00	
FEDERAL AIRLINES	40 000,00	-	R0,00	
BUSINESS LICENCES	30 000,00	30 000,00	R31 200,00	
EQUITABLE SHARE	147 469 000,00	147 469 000,00	##############	##
MUNICIPAL INFRUSTRUCTURE GRANT	32 776 000,00	30 584 000,00	R24 436 000,00	
NATIONAL ELECTRIFICATION PROGRAMME	2 600 000,00	2 600 000,00	R8 777 000,00	
OFFICE RENTAL	260 000,00	260 000,00	R270 400,00	
LICENCES AND PERMITS	2 750 000,00	2 750 000,00	R1 560 000,00	
SALES OF DOCUMENTS	500 000,00	150 000,00	R156 000,00	
HIRING OF SPORTSFIELDS	150 000,00	150 000,00	R172 500,00	
TRAFFIC FINES	400 000,00	400 000,00	R416 000,00	
INTEREST:EXTERNAL INVESTMENTS	2 100 000,00	7 000 000,00	R7 280 000,00	
FINANCE MANAGEMENT GRANT	2 750 000,00	2 750 000,00	R2 700 000,00	
RATES GENERAL	30 160 000,00	30 160 000,00	R31 366 400,00	

REFUSE REMOVAL INCOME	1 889 680,00	1 889 680,00	R1 966 267,00	
GAIN ON DISPOSAL OF PPE	200 000,00	200 000,00	R200 000,00	
PROVINCIALISATION OF LIBRARIES	1 964 000,00	1 964 000,00	R2 050 000,00	
COMMUNITY LIBRARY SERVICES GRANT	2 653 000,00	2 653 000,00	R2 772 000,00	
TOTAL INCOME	234 052 751,18	236 370 751,18	##############	##
EMPLOYEE RELATED COST	92 681 912,20	92 681 912,20	98 242 826,94	
REMUNERATION OF COUNCELLORS	11 164 021,86	11 164 021,86	11 833 863,17	
ADVERTISING	300 000,00	300 000,00	R 350 000,00	
AUDIT FEES	7 800 000,00	7 800 000,00	R8 800 000,00	
CAREER GUIDANCE	500 000,00	500 000,00	R 600 000,00	
CLEANING	893 600,00	693 600,00	R 893 600,00	
COMMITTEE EXPENSES	3 010 400,00	3 010 400,00	R3 180 000,00	
CONTRACT SERVICES	19 547 800,15	19 547 800,15	##############	
INSURANCE	3 000 000,00	1 300 000,00	R1 600 000,00	
HIV/AIDS PROGRAMME	200 000,00	200 000,00	R 270 000,00	
ELECTRICITY & WATER	1 200 000,00	1 200 000,00	R1 200 000,00	
SOD & HANDOVER TURNINGS	600 000,00	600 000,00	R 650 000,00	
PUBLICITY	2 300 000,00	3 100 000,00	R3 000 000,00	
MAYORAL IMBIZO	800 000,00	700 000,00	R 800 000,00	
OSS INTERVENTION WAR ROOMS	500 000,00	500 000,00	R 600 000,00	
SPEAKERS WARD MONITORING SESSIONS	290 000,00	290 000,00	R 290 000,00	
IDP PLANNING AND ROADSHOWS	1 300 000,00	1 600 000,00	R1 600 000,00	
ARTS AND CULTURE	1 300 000,00	1 100 000,00	R1 300 000,00	
ARTS AND CULTURE - RELEGIOUS FRATENITY	90 000,00	600 000,00	R 200 000,00	
SENIOR CITIZENS	250 000,00	350 000,00	R 350 000,00	
DISASTER MANAGEMENT	1 500 000,00	1 500 000,00	R1 500 000,00	
WOMEN & GENDER PROGRAMMES	200 000,00	200 000,00	R 300 000,00	

CHILDREN & DISABILITY SUPPORT PROGRAMMES	300 000,00	365 000,00	R 450 000,00
YOUTH SUPPORT PROGRAMMES	1 000 000,00	1 000 000,00	R1 000 000,00
FINANCIAL SERVICES CONSULTANTS	2 700 000,00	2 700 000,00	R3 000 000,00
INEP GRANT	2 600 000,00	2 600 000,00	R8 777 000,00
EPWP	3 100 000,00	3 100 000,00	R3 103 000,00
FUEL & OIL	2 500 000,00	2 800 000,00	R3 000 000,00
LEGAL FEES	600 000,00	600 000,00	R 600 000,00
ANNUAL LICENCE FEES	1 605 000,00	1 605 000,00	R2 000 000,00
PRINTING & STATIONERY	800 000,00	1 000 000,00	R1 000 000,00
FBE	750 000,00	850 000,00	R1 000 000,00
SUBSISTANCE & TRAVELLING	2 165 000,00	3 665 000,00	R2 165 000,00
SPORTS & RECREATION	1 000 000,00	1 250 000,00	R1 300 000,00
STAFF TRAINING	900 000,00	600 000,00	R 900 000,00
DEPRECIATION	25 895 548,22	25 895 548,22	##############
UNIFORMS	1 000 000,00	800 000,00	R 800 000,00
FINANCE CHARGES	1 000 000,00	1 000 000,00	R1 100 000,00
MEMBERSHIP FEES	2 020 000,00	2 020 000,00	R2 200 000,00
CONSUMABLES	250 000,00	250 000,00	R 250 000,00
EQUIPMENT & SMALL TOOLS	300 000,00	600 000,00	R 600 000,00
DEBT IMPAIRMENT	11 568 130,68	11 568 130,68	##############
LED	3 000 000,00	2 600 000,00	R2 600 000,00
DISASTER RELIEF - COVID 19 (CONTAGIOUS DISEASE)	200 000,00	50 000,00	R 200 000,00
POVERTY ALLEVIATION	1 000 000,00	1 400 000,00	R1 000 000,00
SOCIAL UPLIFTMENT	1 000 000,00	1 400 000,00	R1 000 000,00
TOWN PLANNING	1 320 000,00	720 000,00	R 720 000,00
ENVIRONMENTAL AFFAIRS	250 000,00	450 000,00	R 450 000,00
TOURISM	150 000,00	100 000,00	R 150 000,00
WASTE MANAGEMENT	1 000 000,00	500 000,00	R1 500 000,00
PLANT HIRE	1 500 000,00	3 500 000,00	R1 500 000,00
			R -

OCCUPATIONAL HEALTH AND SAFETY	250 000,00	400 000,00	R 400 000,00	
BANK CHARGERS	-	250 000,00	R 200 000,00	
INSERVICE TRAINEE STIPEND	-	200 000,00	R 300 000,00	
PROFESSIONAL FEES	-	300 000,00	R 700 000,00	
EMPLOYEE WELLNESS CAMPAIN	-	150 000,00	R 150 000,00	
TOTAL OPERATING EXPENDITURE	120 505 479,05	122 880 479,05	##############	##
REPAIRS AND MAINTANANCE	15 000 000,00	15 000 000,00	##############	
MIG FUNDED	32 776 000,00	30 584 000,00	##############	
PMU SUPPORT TOP SLICE	1 688 800,00	1 529 200,00	R1 221 800,00	
INTERNALLY GENERATED FUNDS	8 600 000,00	8 600 000,00	##############	
TOTAL EXPENDITURE	178 570 279,05	178 593 679,05	##############	##
SURPLUS / DEFICIT	- 48 363 461,93	- 46 068 861,93	##############	##

AUDIT ACTION PLAN 2022/2023

The financial statement were audited by the Auditor – General in terms of section Public Audit Act of South Africa 2004 (Act No .25 of 2004 (PAA) The result are therefore included below. Big 5 Hlabisa Municipality received Unqualified audit opinion in the 2022/2023 financial year. All Auditor General findings as per management report attached refer annexure 2 under Executive section

SECTION G

ORGANISATIONAL SDBIP 2023/2024

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

INTRODUCTION

The Service Delivery and Budget Implementation Plan (SDBIP) is prepared in terms of the Municipal Finance Management Act (MFMA), section 53. The SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA. The budget gives effect to the strategic priorities of the municipality and is not a management or implementation plan. The SDBIP therefore serves as a “contract” between the administration, council and community expressing the goals and objectives set by the council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end of-year targets and implementing the budget.

The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, senior managers, and community. A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality.

The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manager and the municipal manager and senior managers determined at the start of every financial year and approved by the mayor. It must also be consistent with outsourced service delivery agreements such as municipal entities, public-private partnerships, service contracts and the like.

ROLES AND RESPONSIBILITIES

Responsibility	Role
Citizens and communities	✓ Be consulted on needs. ✓ Develop the long-term vision for the area. ✓ Assist in identifying priorities. ✓ Participate in the identification of indicators and setting targets. ✓ Be given the opportunity to review municipal performance and suggest new indicators and targets.
Council	✓ Facilitate the development of a long-term vision. ✓ Develop strategies to achieve the vision. ✓ Identify priorities. ✓ Adopt indicators and set targets. ✓ Review municipal performance quarterly.
	✓ Give strategic direction and develop strategies and policies for the Municipality. ✓ Manage the development of the IDP. ✓ Approve and adopt indicators and targets. ✓ Communicate the plan to other role players. ✓ Conduct major reviews of municipal performance determining where goals had or had not been met, what the reasons were and to adopt response strategies.
	✓ Giving strategic direction and developing strategies and policies for the Municipality.

Responsibility	Role
Municipal Manager, and S56 Managers, S57 Manager	✓ Manage the development of the IDP. ✓ Ensure that the plan is integrated. ✓ Identify and propose indicators and targets. ✓ Communicate the plan to other role players. ✓ Regularly monitor the implementation of the IDP and identify risk areas. ✓ Ensure regular monitoring (measurement, analysis, and reporting). ✓ Take corrective action as and when required. ✓ Conduct regular reviews of performance. ✓ Ensure that performance reviews at the political level are organised. ✓ Ensure the availability of information. ✓ Propose response strategies to Council.
	✓ Develop service delivery and budget implementation plans for the Municipality. ✓ Measure performance according to agreed indicators, analyse, and report regularly. ✓ Manage implementation and intervene where necessary. ✓ Inform decision makers of risks timeously.

The roles and responsibilities mentioned above are set out in the MFMA and MSA and the requirements are summarised in the following table. SDBIP ATTACHED AS ANNEXURE B

Accountability and Responsibility	
Section 38 of the MSA	The Municipality MUST establish a PMS in line with its IDP.
Section 21 and 24 of the MFMA	The Mayor must coordinate the process of budget and IDP formulation as well as ensuring the development of measurable performance measures for the budget.
Section 39 of the MSA	Council MUST manage the development of the PMS.
	Council can assign responsibilities to the MM.
	Municipal Council to adopt the PMS.
Section 51 and 55 of the MSA (also refer to the individual performance agreement section in this table)	Ensuring that the administration is set up and operates within the Municipality's PMS.
	MM is responsible and accountable for implementing and monitoring the municipal IDP.
Monitoring, Evaluation and Audit	
Section 40 of the MSA	Systems for monitoring and review MUST be established.
Section 41 of the MSA	Systems for monitoring, reporting, and redress MUST be established.
Regulation 13 and 14 of the Municipal Planning and Performance Management Regulations No 796 dated 21 August 2001	Systems for monitoring, reporting and redress MUST be established and maintained.
Section 121 of the MFMA	The Municipality must prepare and deal with the Annual Report (Financial and Performance) within 9 months of financial year end.
Section 45 of the MSA	The Municipality MUST audit its performance annually.

	Municipal performance MUST be audited by the Auditor-General by means of submitting an Annual Performance Report.
Individual Performance Agreements	
Section 57(5) of the MSA	Objectives and Targets set in these contracts MUST be based on the performance indicators set in the Municipality's IDP.
Section 53 of the MFMA	Performance Agreements are linked to the measurable performance measures for the budget.
Regulation 4, 23, 25 and 26 of the Local Government Performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers. Regulations No 805 dated 1 August 2006	Performance Agreements must be entered into within 90 days of commencement of employment OR within 1 month of the financial year starting. Once concluded, it must be forwarded to the MEC for Local Government within 124 days.
	Performance Agreements must be aligned to the IDP, SDBIP and Budget of the Municipality.
	Performance Objectives are based on the IDP, SDBIP and Budget of the Municipality.
	The MM and Managers reporting to the MM agree to participate in the PMS of the Municipality.

SECTION H

ORGANISATIONAL SCORECARD 2023/2024

ORGANIZATIONAL PERFORMANCE MANAGEMENT SYSTEM

The system allows for departmental performance reviews monthly, quarterly, -annually, and annually. The Executive Committee performance reviews will be conducted. Quarterly and the Council and public review will be done annually.

The Municipal Manager will coordinate and ensure good quality of reporting and reviews and will also ensure conformity to reporting formats and check the reliability of reported information where possible. In terms of auditing of performance reports, the municipality is established an Internal Audit Unit in a form of Shared Services Model. Also, the Audit Committee was.

Established in terms of section 166 of the Municipal Finance Management Act (No 56 of 2003).

The Municipal System Act No. 32 of 2000 holds that a municipality must-

Establish a performance management system that is-

Commensurate with its resources; Best suited to its circumstances; and in line with the priorities, objectives, indicators and targets contained in its integrated development plan.

Promote a culture of performance management among its political structures, political office bearers and councilors and in its administration and administer its affairs in an economical, effective, efficient, and accountable manner.

Development of performance management system

The executive committee or executive mayor of a municipality or, if the municipality does not have an executive committee or executive mayor, a committee of Councilors appointed by the municipal council must- Manage the development of the municipality's performance management system and Assign responsibilities in this regard to the municipal manager and submit the proposed system to the municipal council for adoption.

Progress about development / Implementation of PMS

The district prides itself for managing to develop a system that is functional and that is used by all concern as a tool that helps to measure the organization's Performance. The Big 5 Hlabisa Municipality has revised its Performance Management System and as such has developed the Organizational Scorecard that will assist to measure the performance of the organization. Please see the attached scorecard document. **Annexure 3. Section I& section J**

SECTION H

ORGANISATIONAL PERFOMANCE MANAGEMENT STYSTEM

The municipality Develops and Review IDP and SDBIP in line with Budget for the current financial Year and submitted to Council and other relevant stakeholders. Every quarter municipality develops Departmental Performance Reports and Organisational Report and submits this Internal Auditors, Audit Committee, COGTA and Council During Mid-Year the municipality develop Revised IDP and SDBIP. The municipality develops Annual Performance Report during end of financial.

At organisational level, the five-year IDP forms the basis for performance management, whereas at operational level the annual SDBIP forms that basis. The performance measures associated with the IDP have a long-term focus, whereas those associated with the SDBIP are short-term and focus on reviewing the progress made in implementing the current budget and achieving the annual service delivery targets. The measures that are set for the Municipality are captured in the organisational scorecard.

At **departmental** level, the measures are captured in the SDBIPs of the various departments that operate within the Municipality. Performance management should be occurring at the various levels and relate to one another, as required by the Municipal Planning and Performance Regulations. By cascading performance measures from organisational to departmental level, both the IDP and the SDBIP eventually link with individual performance management. Regarding performance management at **individual** level, the MFMA specifically requires that the annual performance agreements of managers must be linked to the SDBIP, and the measurable performance objectives approved with the budget.

Objectives of the Performance Management System

PMS is the primary mechanism to monitor, review, improve the implementation of the IDP and gauge the progress made in achieving the objectives set out in the IDP. The PMS process plan outlines the following objectives of the PMS:

- **Facilitate increased accountability.**

The PMS should provide a mechanism for ensuring increased accountability between the local community, politicians, the Municipal Council, and the municipal management team.

- **Facilitate learning and improvement.**

The PMS should facilitate learning to enable the Municipality to improve delivery.

- **Provide early warning signals.**

The PMS should ensure that decision-makers are timeously informed of performance related risks, so that they can facilitate intervention, as appropriate.

- **Facilitate decision-making.**

The PMS should provide appropriate management information that will allow efficient, effective, and informed decision-making, particularly on the allocation of resources.

The four listed functions are not exhaustive but also provide a summary of the intended benefits of the PMS. They should also be used for evaluating and reviewing the PMS.

Stakeholder Roles and Responsibilities

The following figure outlines the key roles and responsibilities to be discharged by the various role players in the process.

ROLES AND RESPONSIBILITIES

Responsibility	Role
Citizens and communities	Be consulted on needs. Develop the long-term vision for the area. Assist in identifying priorities. Participate in the identification of indicators and setting targets. Be given the opportunity to review municipal performance and suggest new indicators and targets.
Council	✓ Facilitate the development of a long-term vision. ✓ Develop strategies to achieve the vision. ✓ Identify priorities. ✓ Adopt indicators and set targets. ✓ Review municipal performance quarterly.
	✓ Give strategic direction and develop strategies and policies for the Municipality. ✓ Manage the development of the IDP. ✓ Approve and adopt indicators and targets. ✓ Communicate the plan to other role players.

	✓ Conduct major reviews of municipal performance determining where goals had or had not been met, what the reasons were and to adopt response strategies.
Municipal Manager, and S56 Managers, S57 Manager	Assist Council in: ✓ Giving strategic direction and developing strategies and policies for the Municipality. ✓ Manage the development of the IDP. ✓ Ensure that the plan is integrated. ✓ Identify and propose indicators and targets. ✓ Communicate the plan to other role players. ✓ Regularly monitor the implementation of the IDP and identify risk areas. ✓ Ensure regular monitoring (measurement, analysis, and reporting). ✓ Take corrective action as and when required. ✓ Conduct regular reviews of performance. ✓ Ensure that performance reviews at the political level are organised. ✓ Ensure the availability of information. ✓ Propose response strategies to Council.
	✓ Develop service delivery and budget implementation plans for the Municipality. ✓ Measure performance according to agreed indicators, analyse, and report regularly. ✓ Manage implementation and intervene where necessary.

	✓ Inform decision makers of risks timeously.

Monitoring reports should be submitted as follows:

Submitted to	Frequency
Council	at least quarterly
Municipal Manager	at least monthly

Managers should track performance trends against targets for those indicators that lie within their area of accountability at least once per month. That will allow them to identify performance related problems and take appropriate remedial action in time. In addition, each senior manager should delegate to the direct line manager the responsibility to monitor the performance for his/her sector.

In-year Performance Reporting and Review

The submission of the scorecards to the Council for consideration and review of the entire municipal performance is the next step in the process. The first such report is a major milestone in the implementation of any PMS, and it marks the beginning of what should become a regular event (i.e. using the performance report as a tool to review the Municipality's performance and to make important political and management decisions on how to improve).

Performance review is the process where the leadership of an organization reviews the results and decides on appropriate action, after the performance of the organisation has been measured and reported. In reviewing the organisational and departmental scorecards, the Council will have to ensure that the committed targets have been met; and where they have not, that satisfactory and sufficient reasons have been provided and that the proposed corrective action is adequate. If satisfied with the proposed corrective action, those should be adopted as formal resolutions of Council, minute and actioned accordingly.

As indicated earlier, the organisational and SDBIP scorecards should be submitted to the Council for consideration and review on a quarterly basis. The reporting should therefore take place as follows within a financial year:

Quarter	Period Under Review	Month of Reporting
1st	July to end of September	19 October 2023
2nd	October to the end of December	13 January 2024
3rd	January to the end of March	11 April 2024
4th	April to the end of June	14July 2024

Performance Challenges and Corrective Measures

The annual performance reporting on the 2021/2022 financial year has been completed and reflected in the Service Delivery Targets set in the Service Delivery Budget Implementation Plan. The report was submitted for auditing and was approved by Council following the auditing and oversight processes.

The table below indicates the level of performance per Key Performance Area for the 2023/2024 financial year for both top and lower layers of the SDBIP:

Overall Performance in the Annual Performance Repot for 2022/2023				
KPA	**Number of Targets**	**Achieved**	**Not Achieved**	**Percentage Achievement**
Municipal Institutional Development and Transformation	25	20	5	80%
Local Economic Development	9	9	0	100%
Basic Service Delivery	15	5	10	33%
Good Governance and Public Participation	63	41	22	65%

Municpal Financial Viability and Management	26	25	1	96%
Cross Cutting Intervention	10	8	2	80%

The municipality has reported on its higher-level outputs in its Top Layer SDBIP for 2023/2024, inclusive of targets not achieved and the corrective measures taken to address these. The table below reflects the Top layer targets not achieved and corrective measures taken:

AREAS OF UNDER-PERFORMANCE FOR 2022/2023 AND CORRECTIVE MEASURES						
IDP INDICATOR NUMBER	**KEY PERFORMANCE INDICATOR (OUTPUT LEVEL ONLY)**	**UNIT OF PERFORMANCE MEASUREMENT**	**ANNUAL TARGET 2021/2022 FY**	**ACTUAL REPORT 2021/2022 FY**	**REASON FOR VARIANCE**	**CORRECTIVE MEASURES**
KPA 1: INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION						
IDT/04/22	Date Council approved WSP	Date of adoption	Council approved WSP by 30 April 2022	**Target Not Achieved,** WSP was tabled to council on the 31st of May 2022	WSP was submitted to LGSETA on the 30th of April 2022, and approved by Council on the 31 of May 2022, since there was no Council meeting schedule for April 2022	During 2022/23 FY WSP will be submitted to Council in March 2023, and then submitted to LGSETA in April 2023
IDT/18/22	Quarterly performance	Number of quartely	Four (4) Performance	**Target not Achieved**, 02	N/A	N/A

	assessment for Senior Managers	performance assessments for Managers conducted	Assessment conducted by 30 June 2022	September 2021, 21 October 2021, 03 March 2022, 19 April 2022		
IDT/19/22	Preparation and submission of quartely performance reports to council by 30 June 2022	Number of quarterly perfomance reports submitted	Four (4) Performance Reports submitted to council by 30 June 2022	T**arget not Achieved** , Three (3) Quartely Performance were submitted to council on the 31st of August 2021, 31st of January 2022, 31st of May 2022	N/A	N/A
IDT/20/22	Quartely performance assessment of municipal service providers	Number of quarterly assessments of municipal service providers reported	Four (4) performance assessement of service providers by 30 June 2022	**Target Achieved** , Four (4) Performance Assessment of service provider were conducted during Q1, Q2,Q3 and Q4 of 2021/2022 fy as a results of that Organisation had a documents to monitor performance and attend to identified backlogs in time	N/A	N/A

KPA 3: BASIC SERVICE DELIVERY AND INFRASTRUCTURE						
IDT/21/22	Number of Health and safety committee meetings conducted	Number	Four(4) Health and safe Meetings Conducted by 30 June 2023	**Target Achieved**, Four (4) Health and Safety Meetings were conducted on the following dates :-01 July 2021, 23 November 2021, 17 March 2022 and 12 May 2022	N/A	N/A
IDT/25/22	Number of fumigations conducted	Number	Two (2) number of fumigation conducted by 30 June 20222	**Target not Achieved** , One (1) fumigation of Municipal Office conducted on the 04th of March 2022	financial constraints	
BSD/06/18	Percentage of completion of Jabhisa Sportfield	Percentage (%). Work done onsite in Rands / Total award value x 100		**Target not Achieved** (this was the target during 2020/2021 FY and it was achieved)	Project was completed in 2020/2021 however the department made an error to include it in the SDBIP as an ongoing project	
	Percentage of Hhluhluwe Traffic License Station	Percentage (%). Work done onsite in Rands / Total award value x 100	50% Complete of Hluhluwe Traffic Station by 30 June 2022	**Target not Achieved** , 0% Complete Traffic Station	The projects was the target for the 2021/2022 however the was delay in the registration process of the project which led it be the target for 2022/2023	

BSD/10/20	Percentage of completion of Siyabakhanyisela Electrification Project Phase1	Percentage (%). Work done onsite in Rands / Total award value x 100	100% Completion of Siayabakhanyisela Project Phase1 by 31 Dec 2021	**Target not Achieved**. Siyabakhanyisela Project Phase1 is 98% complete. The infrastructre is complete. The municipality is waiting for eskom to energise the infrastructure.	The project construction is 98% complet however Eskom is delaying in energising the project.	To persuade eskom to energise the project as matter of urgency.
BSD/04/21	Percentage of Completion of Nqutshini Community Hall by 30 June 2022	Percentage (%). Work done onsite in Rands / Total award value x 100	100% Completion of Nqutshini Community Hall by 30 June 2022	**Target not Achieved**. Nqutshini Community Hall is 112.87% complete.	In the formula used does not include VO, while the project has been amended.	
DBSD/05/21	Percentage of completion of Ngodini Community Hall	Percentage	100% Complete Ngodini Community Hall by 30 June 2022	**Target not Achieved** . Ngodini Community Hall is 96.57% complete.	There was a snag list submitted to the contractor	
BSD/10/21	Maintenance of 550km Rural Access roads in 14 wards by 31 May 2022	Number of km maintained	550km roads maintained by 30 June 2022	**Target not Achived,** 393 roads mainted by 30 June 2022	Grader has been outsourced. Municipal Grader(NHL 15684) breadown since the 02 July 2021.The matter has been reported to fleet manager.Based on the inspection that was done by the appointed service provider to do repairs ,it transpires that amount to	Grader was outsourced

					do repairs is more expensive than the current value of the municipality grader.The matter was than reported to the management.	
BSD/09/20	% of completion of Hlabisa Traffic Station	Percentage (%). Work done onsite in Rands / Total award value **x 100**	100% Complete Hlabisa Traffic Station by 30 June 2022	**Target not achieved,** Hlabisa Traffic building is 56.62% complete, due to Covid- outbreak prices were escalated	The new contractor was appointed and it is onsite. The delay was due to the material was not available in South Africa because most of the factories were closed due to pandemic. That caused a serious delay.	The new contractor was appointed and it is onsite
BSD/02/22	Percentage of completion of Simunye Creche	Percentage	100% complete Simunye Creche by 30 June 2022	**Target not Achieved**. Simunye Creche is 85.42% complete. The kids are now housed in a safe structure and such structure is in line wih the object of local government contemplated in Section 152 of the constitution. The creche has a larger area that can be used for small group meetings	Formula used does not include VO	N/A

BSD/03/22	Percentange of Installation of Hluhluwe High Mast Light	Percentage (%). Work done onsite in Rands / Total award value **x 100**	100% complete of Hluhluwe Mast Lights by 30 June 2022	**Target not Achieved**. Hluhluwe Mast Lights is 58.03% complete.	Eskom has delayed the energising	Eskom has to be persueded to expedite energising the lights at the beginning of the financial year (2022/23).
BSD/04/22	Percentage of completion of Hlabisa Taxi Rank	Percentage	100% complection of Hlabisa Taxi Rank by 30 June 2022	**Target not Achieved**, Hlabisa Taxi Rank is 100.61% complete	Formula used does not include VO	Scope of work was amended as result of the VO the Projects shows an over achievement.
BSD/06/2022	Percentage of construction of Siyabakhanyisela Electrification Project Phase 2	Percentage (%). Work done onsite in Rands / Total award value x 100	100% Completion of Siayabakhanyisela Project Phase2 by 31 June 2022	**Target not achieved,** Siyabakhanyisela Phase 2 is 98% complete.	The project construction is 100% complet however Eskom is delaying in energising the project.	To persuade eskom to energise the project as matter of urgency by 30 December 2022