



FINAL IDP 2022/2023-----2026/2027
5TH GENERATION

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IDP/PMS Section

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MISSION

- *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

Team work

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I. STRUCTURE OF THE DOCUMENT

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

SECTION A : EXECUTIVE SUMMARY

SECTION B : PLANNING AND DEVELOPMENT PRINCIPLES

SECTION C : SITUATIONAL ANALYSIS

SECTION D : DEVELOPMENT GOALS AND STRATEGIES

SECTION E : SPATIAL STRATEGIC INTERVENTION

SECTION F : FINANCIAL PLAN

SECTION G : ANNUAL OPERATIONAL PLAN - SDBIP

SECTION H : ORGANISATIONAL AND INDIVIDUAL PMS

SECTION I : PROJECTS

SECTION J : ANNEXURES

SECTION K : APPENDICES

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 plans 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 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 studies for possible Precincts and those feasibilities will be building 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

Cllr C.T Khumalo
His Worship, the Mayor

II. MUNICIPAL MANAGER'S OVERVIEW

During the 2021 – 2022 financial year, the general focus remained on improving service delivery, creating an environment for financial stability and promoting organisational wellbeing. We realised that in order 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 ultimate 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 2020-2021 and was approved by municipal council by 31 May 2020. 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 2021-2022 financial it will be resolved.

The municipal revenue has been negatively affected by the Covid -19 pandemic. Due to the fact that the municipality is situated in a tourist driven area, the municipal rates were not collected as anticipated. Some of the planned programmes have been affected as a result therefore.

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.

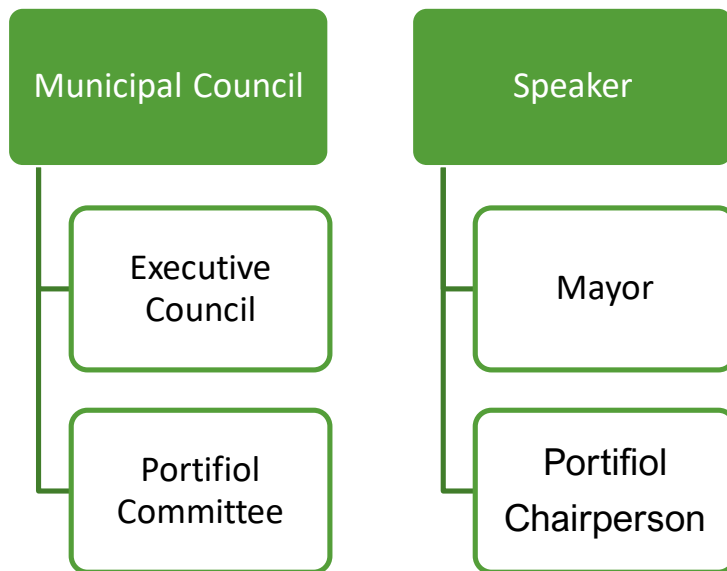
Thanking you

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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	Child Care 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 integrated 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 intersectoral 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 located 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 13 wards and has twenty-three (25) 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).

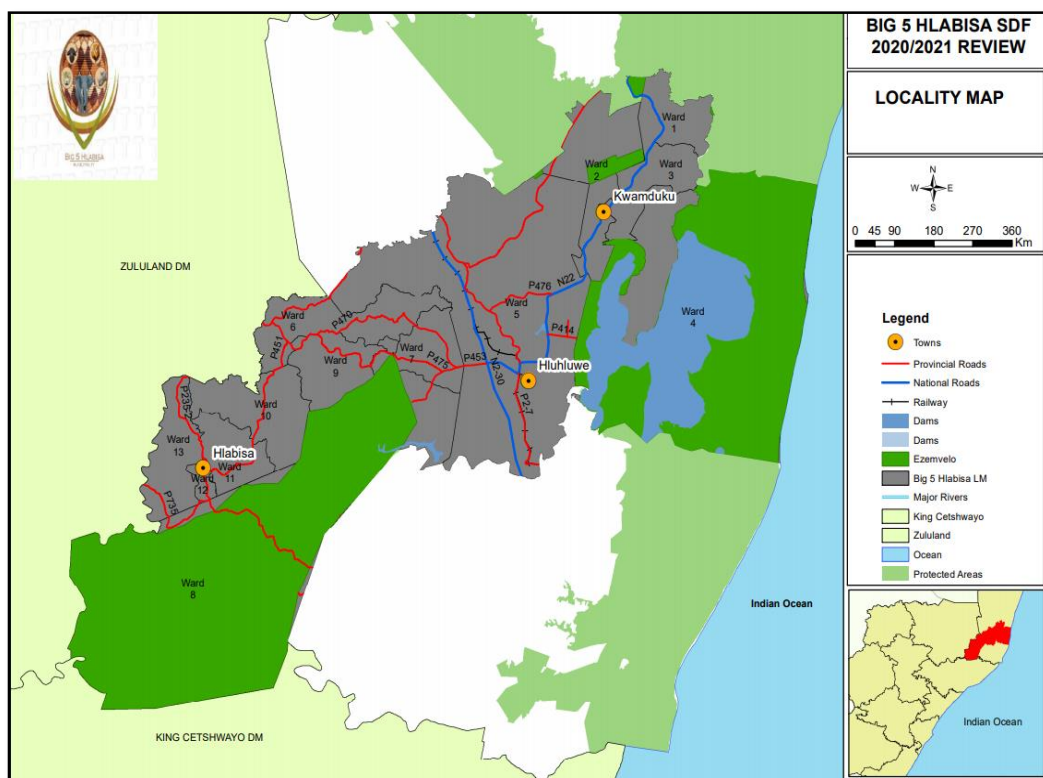


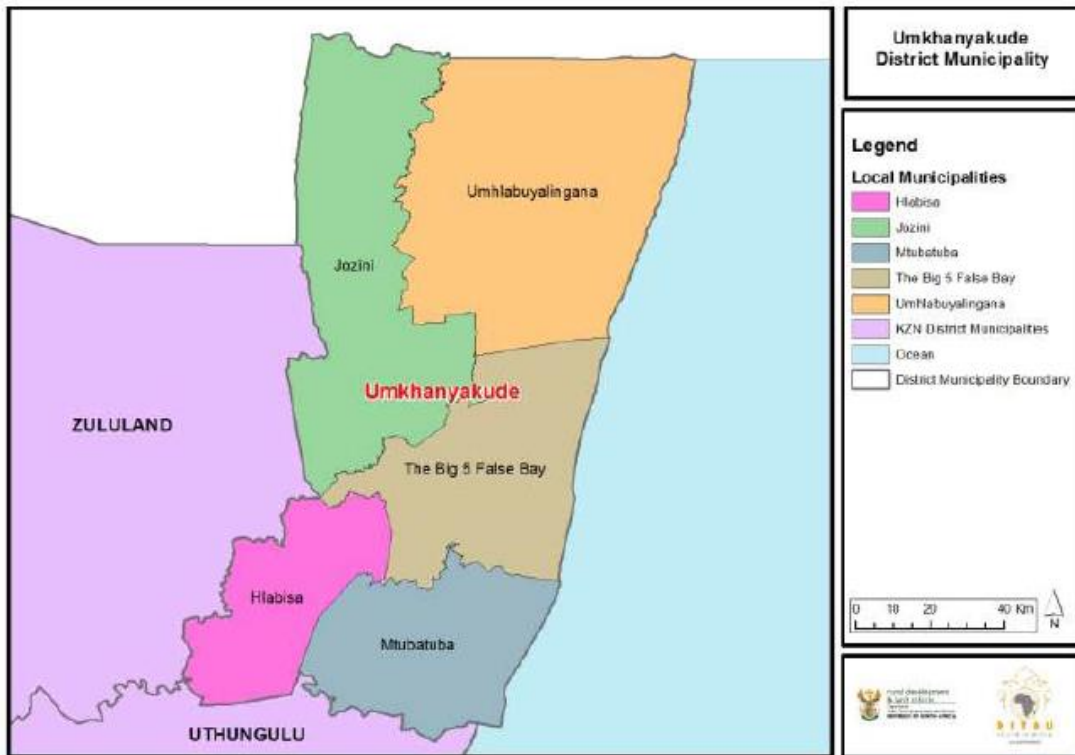
Figure 1: Local Map of Big 5 Hlabisa Local Municipality

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 fairly 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 in 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

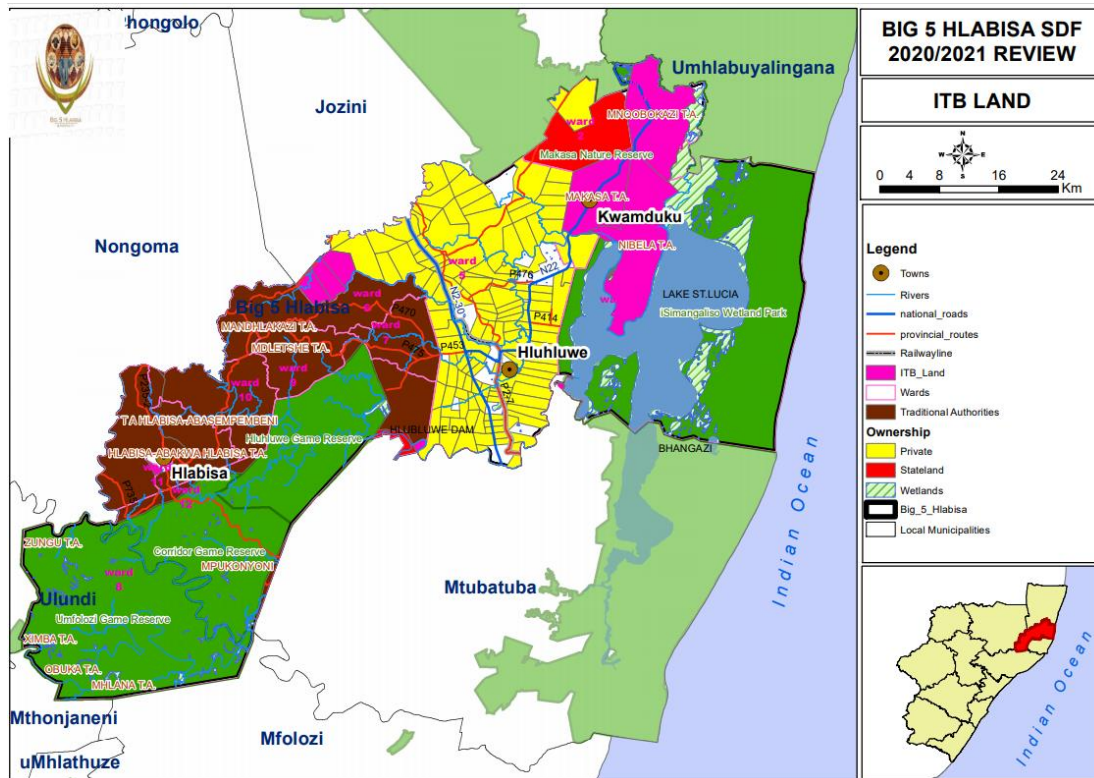
The Big 5 Hlabisa Municipality demographic profile, according to the Census 2011 and Community Survey 2016 is illustrated below:

WARD 01 – 05	PERCENTAGE		WARD 06 – 13	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



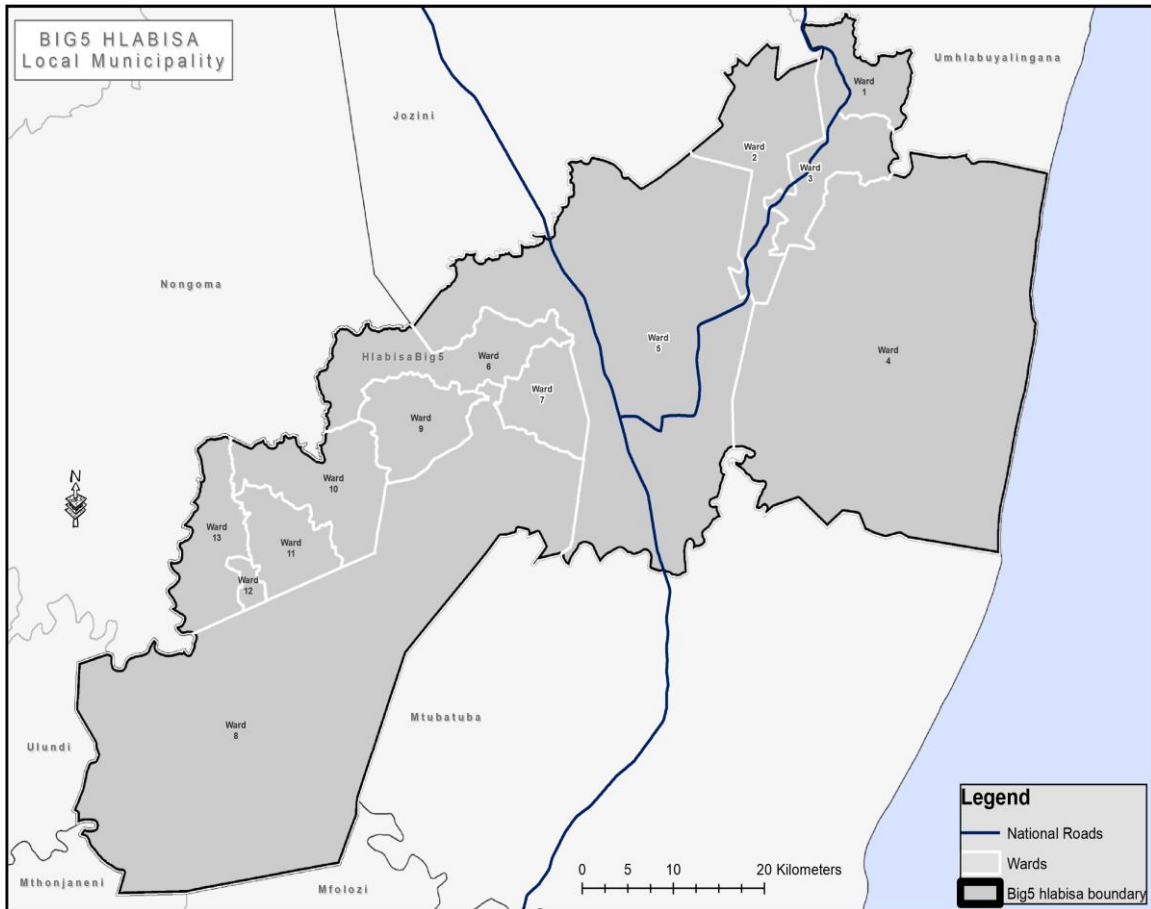


FIGURE 4: WARD LOCATION A

2. DEVELOPMENT OF THE 2022/2023 INTEGRATED DEVELOPMENT PLAN

The development of the IDP Process Plan is guided by the Municipal Systems Act, Act 32 Of 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 take into account 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 2022/2023 is the fifth one during the fourth 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 general 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 2021/2022 Financial and Performance report
- MEC comments and comments received from the various role-players in the assessment of the IDP Review documentation for 2021/2022
- 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.

3.1. MEC COMMENTS ON THE 2020/2021 IDP

The municipality received IDP comments based on 2021/2022 IDP that was submitted and assessed. The following issues were highlighted by the

KPA 01- INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION			
KEY ISSUE	RECOMMEDATION/ACTION PLAN	RESPONSIBILITY	TIME FRAME
Provide more details on implementation and the adoption status of reviewed EEP and WSP		Dir. – Corporate	
Provide More details in ICT policy and also reflect on the implementation of this framework	Comment noted, the reviewal of the policy will be submitted to the Council for adoption	CFO	
Provide the percentage of employees living with disabilities		Dir – Corporate	
KPA 02 – LOCAL ECONOMIC DEVELOPMENT			
KEY ISSUE	RECOMMENDATION/ACTION PLAN	RESPONSIBILITY	TIME FRAME

Ensure that the EPWP policy is aligned with the phase 4 EPWP programme	EPWP Programme is under Community Services	Dir. Community Services	
LED strategy must include a value chain analysis which indicates core economic activities	The municipality will improve compliance in accordance with value chain and analysis the economic activities in the final LED review and initiate a process to update the recent available Projects.	Dir -Technical Services	
<p>The municipality must identify opportunities in the green economy, Ease of doing Business /Red Tapes Reduction and interventions for Township Rural Economic sectors</p> <p>The municipality is encouraged to engage EDTEA to sign up for the KZN automated Business Licensing & information Management</p>	<p>The green economy provides a macro-economic approach to sustainable economic growth with a central focus on investments, employment and skills.</p> <p>The municipality will zoom in to the issue of Red Tapes Reduction and engage with EDTEA in term of automated Business Licensing and intervention for Township Economic sectors.</p>	Dir -Technical Services	
Provide budget for implementation of LED strategy as well as other	2022-2023 R 200 000 LED Strategy budget has been improved and 3m for Informal Traders Market Stalls from EDTEA. Lastly, 1.8m has been	Dir -Technical Services	

sources of funding	approved for Poverty Alleviation Projects.		
KEY ISSUE	RECOMMENDATION / ACTION PLAN	RESPONSIBILITY	TIMEFRAME
KPA 03 – Basic Service Delivery			
Basic service delivery KPA must provide the important information as structure by the KZN provincial IDP guideline	Current review to align to the structure as per the provincial guidelines.	Dir -Technical Services	30 June 2022
Provide a detailed report of the existing and planned transport infrastructure such as roads and railways The municipality must use latest GIS dataset that will include the new Demarcation Board boundaries of the municipality	Transport Plan to address some of the issues relating to planned Transport Infrastructure. Mapping to be addressed by Capital Investment Framework	Dir -Technical Services	30 June 2022
Establishment of Municipal Pounds in its area authority or share service agreement	Municipality to explore the establishment of the Pounds based of the guidelines from the relevant departments or authority.	Dir -Technical Services	
KPA 04 – Financial Viability and Management			
KEY ISSUE	RECOMMENDATION / ACTION PLAN	RESPONSIBILITY	TIME FRAME

Provide Updated AG Action Plan	The updated AG Action Plan has been submitted to relevant structures (Action Plan Attached)	CFO	
Provide clearly category for indigent		CFO	
Indicate if project is new or old	Comment noted	CFO	
KEY ISSUE ACTION PLAN	RECOMMENDATION /	RESPONSIBILITY	TIME FRAME
KPA 05 Good Governance and Public Participation			
Develop Batho Pele Principles, Service Delivery Charter /Standard and Service Delivery Improvement.	The Documents have been developed and adopted by Council	Municipal Manager	
IGR Please indicate discussions if strategic pronouncement from National and Provincial structures Provide the report from IGR structures are tabled to council	The IGR Structures were fused under the District Development Model which is coordinated by the District Municipality. Big 5 Hlabisa LM is only responsible for the seating of the Social Cluster. New Councilors will be workshopped on this Model accordingly.	Municipal Manager	30 May 2022
The municipality need to approach Department		Municipal Manager	

Synergistic Partnership unit to assist with facilitation of participation with Amakhosi			
Encourage to indicate the various Bid committees and also indicate membership	Comment Noted	Municipal Manager	30 May 2022
Indicate if the risk register includes fraud risk Enterprise Risk Management Ensure that the risk is updated quarterly	Comment Noted	Municipal Manager	30 May 2022
Provide the list of all bylaws with its adoption status	Comment noted	Municipal Manager	30 May 2022
Provide Capital Investment Framework List of projects which does not show how the projects have been aligned o the goals objectives and strategies in the IDP	Capital Investment Framework has been prioritised in the current financial year. List of Projects will be aligned to the goals and objectives of the Municipality as per the requirements	Dir- Technical Services	30 May 2022
The municipality is commended for mapping of current and future nodes , corridors and	GIS software is fully functional, Mapping of current Nodes to commence before March 2022	Dir- Technical Services	30 May 2022

investment areas			
Develop a Capital Investment Framework which identifies all project, internal and departmental	Capital Investment Framework has been prioritised in the current financial year.	Dir- Technical Services	30 May 2022
The municipality must provide alignment between the municipality strategies , plan and policies	Policy alignment to be addressed by current Review	Dir- Technical Services	30 May 2022
Key Observation			
Strategic Thrust Of The KPAs			
The municipality should provide at high level of the key challenges of the municipality such as a brief cause and effect statement	Comment Noted	Municipal Manager	30 May 2022
The municipality must ensure to include a 5-year implementation plan in the IDP that is in line with COGTA IDP Framework guideline	Comment noted	Municipal manager	30 May 2022
The top layer SDBIP does not show alignment the B2B Pillars			

Implementation of Operation Sukuma Sakhe			
Present the key priorities per ward, Including the priorities of farming communities	The Municipality is working on the schedule of electing the ward committees until the end of February, the OSS program will kick in after this process which will be informed by the Ward Operational Plans(which deals directly with ward priorities)	Dir Community Services	
Review OSS structures and relevant IDP participation and implementation structures	OSS Structures will be reviewed after the elections of ward committees	Dir Community Services	

3.2 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. S					
		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		To provide high quality infrastructure network to support improved quality of life	To create an empowering environment for economic growth , job creation and	Promote peaceful and inclusive societies for	To promote good governance and public participation	To promote integrated and sustainable environment.

	quality of employment opportunities		and economic growth	change the standard of	sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels		
Human Resource Development	Enhanced quality of district human resources	To provide and promote institutional and organizational development and capacity building	Maintain and increase the provision of sustainable, integrated basic service infrastructure development.			To ensure 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			
	Build strong infrastructure, promote complete and						

	sustainable industrialization and foster innovation						
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TABLE 1: POLICY & LEGISLATIVE CONTEXT

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
Municipal Systems Act	<p>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.</p> <p>S26 (e) stipulates that the SDF must include the provision of basic guidelines for a land use management system for the municipality</p> <p>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.</p>	<p>The Big 5-Hlabisa SDF should:</p> <ul style="list-style-type: none"> • Identify relevant national and provincial legislation • Identify matters that require alignment between local and district planning
National Spatial Development Perspective (NSDP)	<p>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</p>	<p>The Big 5-Hlabisa SDF should address issues of spatial restructuring.</p>

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	<p>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.</p> <p>This plan has developed a set of development principles which guide the development, investment and development decisions. The principles identified are as follows:</p> <ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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 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

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	<ul style="list-style-type: none"> • 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 in order 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 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, 	<p>relatively low economic potential exists by identifying potential and suitable activities for those parts.</p>

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	<p>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</p> <p>These guidelines are regarded or recognized as critical tools for bringing about coordinated government action and alignment to meet social, economic and environmental objectives.</p>	
<p>Provincial Growth Development Strategy (PGDS)</p>	<p>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 (<i>See the Strategic Framework</i>)</p>	<p>The Big 5 Hlabisa should make use of the PGDS informant's maps and data available.</p> <ul style="list-style-type: none"> • 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.

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	<p>The adopted vision for the province reads as follows:</p> <p>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”</p> <p>The purpose of the PGDS in KwaZulu-Natal is to:</p> <ul style="list-style-type: none"> • Be the primary growth and development strategy for KwaZulu-Natal to 2030; • 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 in order to achieve the desired growth and development goals, objectives and outcomes; • Spatially contextualize and prioritise interventions so as 	<ul style="list-style-type: none"> • 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 blockages whilst providing strategic direction. • It should provide a constructive vision formulated by relevant stakeholders and the community in order to achieve • It should identify development

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	<p>to achieve greater spatial equity;</p> <ul style="list-style-type: none"> • Develop clearly defined institutional arrangements that ensure decisive leadership, robust management, thorough implementation and on-going review of the growth and development plan. <p>The strategy further stated that in order 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:</p> <ul style="list-style-type: none"> • The implementation of catalytic projects and interventions, • Effective participation in the institutional implementation framework, • The incorporation of the strategic goals and objectives in their priorities and programmes, 	<p>corridors and nodes aligned with the PGDS and PSEDS development corridors and activity nodes.</p> <ul style="list-style-type: none"> • 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
	<ul style="list-style-type: none"> • The reporting of progress, and • The provision and allocation of the required support and resources. 	
New Growth Path	<p>The New Growth identifies the employment issues as its main focus point. The development of decent 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:</p>	<p>The SDF should introduce development projects which will bring about job opportunities.</p> <p>The SDF must create and delineate potential areas for development which attract people to</p>
National Development Plan 2030	<p>The National Development Plan is a broad strategic framework which aims to set out a coherent and holistic approach to confronting poverty and inequality based some of the interlinked priorities on the following:</p> <ul style="list-style-type: none"> • Faster and more inclusive economic growth 	<p>The Big 5-Hlabisa SDF should consider propose future development which includes the need for housing, proper social facilities, proper infrastructure where it is highly required.</p>

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	<ul style="list-style-type: none"> • Building the capabilities • A capable and developmental state <p>The plan presents a long-term strategy which include but not limited to the following:</p> <ul style="list-style-type: none"> • 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. 	<p>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.</p> <p>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.</p>

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	<ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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 	<p>The Municipality must, in order to determine land use and development applications within its municipal area, establish a Municipal Planning Tribunal.</p> <p>Designate a municipal official to act as an inspector for the purpose of enforcing the provisions of the land use scheme and undertake inspections</p>

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
		<p>Make a determination on the type of Appeal Authority, which can be, the executive committee or the executive mayor of the municipality</p>
<p>Comprehensive Rural Development Programme (CRDP)</p>	<p>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.</p> <p>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</p>	<p>The SDF should ensure that the elements of rural development, sustainability and integration are taken into account 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 in order to achieve a credible SDF for the municipality.</p> <p>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 has to liaise with the Ingonyama Trust Board in order to proclaim the land. PDA</p>

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	<p>multi-sectorial and multi-faceted interventions designed to ensure sustained improvements in the lives of rural dwellers and rural economies.</p> <p>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.</p> <p>This programme aim to achieve the mandate which was raised by the Ministry and Department of Rural and Land Reform. The mandate introduced includes the following:</p> <ul style="list-style-type: none"> • 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. 	<p>Application for development within these areas may be required for the purpose of following the stipulated regulations.</p>

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	<ul style="list-style-type: none"> • 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 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. 	

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	<ul style="list-style-type: none"> • 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. • 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
	<ul style="list-style-type: none"> Improved economic infrastructure, social infrastructure, increasing the pace of land distribution and increasing the pace of land tenure for rural areas. 	
Urban Development Framework	<p>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 a number of goals, identified priority interventions, and introduced programmes in support of the national urban development vision and addressing the urban land question.</p>	<p>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.</p>
White Paper on Land Policy and related policies	<p>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.</p>	<p>There are land reform projects within the municipality. Initiatives to ensure the sustainability of the land should be encouraged.</p>

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
<p>Breaking New Ground</p>	<p>The policy promotes the achievement of a non-racial, Integrated society.</p> <p>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.</p> <p>The objectives of the policy are specified as follows:</p> <ul style="list-style-type: none"> • 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. • 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 	<p>The aspects of the policy which needs to be taken into consideration in the Big 5 Hlabisa SDF relate to:</p> <ul style="list-style-type: none"> • 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. • For example, the eradication of informal settlements through in situ upgrading in desired locations coupled with the relocation of household where

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	<p>second economy slump; and</p> <ul style="list-style-type: none"> • Utilising housing as an instrument for the development if sustainable human settlements. 	<p>development is not possible or not desirable. Accessing well located land for housing projects.</p>

PLANNING AND DEVELOPMENT PRINCIPLES

3.1.1. GOVERNMENT POLICIES AND IMPERATIVES

The IDP document for 2022/2023 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).

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

SUSTAINABLE DEVELOPMENT GOALS



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 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 relevant 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.

1.1.1. 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.

It must be noted that while municipalities are still grasping with the concept of the DDM, there has not been much of coordination coming from the District. The issue needs to be addressed in an IGR level, and the roles and responsibilities ought to be clearly outlined to ensure alignment of the IDPs to the DDM.

1.2.2. 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 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

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 manner in which the Municipality delivers the service and the level thereof is taken into account. 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 manner in which 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.

2.1.8 STATE OF THE NATION ADDRESS (SONA) – 2022

The State of the Nation Address sets out government's key policy objectives and deliverables for the year ahead, highlights achievements, flags challenges and outlines interventions to unlock development interventions for the coming financial year. During his address, President Ramaphosa will highlight what has been achieved by the administration since his last address in 2021. He will also reflect on government's response to fight the COVID-19 pandemic, and progress on the Economic Reconstruction and Recovery Plan which puts the creation of jobs at the heart of our economic recovery.

IMPORTANT FACT OF SONA

- The State of the Nation Address is divided into three parts. The first is the important public participation role in the ceremony when the Civil Guard of Honour welcomes the President and his guests as they walk along the red carpet. This is followed by a state ceremonial, which includes a 21-gun salute and the South African Air Force flypast and finally the official address by the President.
- Members of the South African National Defence Force (SANDF) line the route that the President takes to Parliament.
- The Military Guard of Honour participates in the ceremony and the military band plays South Africa's national anthem.
- In a general election year, two State of the Nation Addresses are delivered.
- The State of the Nation Address is one of the rare occasions where the three arms of State, namely the Executive represented by the President, Deputy President and Ministers; the Judiciary, represented by the country's Chief Justice and the Judge Presidents; and the Legislature, represented by the Members of Parliament gather in one place.
- The provincial and local spheres of government are also represented.

2.1.9. STATE OF THE PROVINCE ADDRESS (SOPA) – 2022

This as our province continues to reel from the after-effects of the July 2021 riots, an even more depressed provincial economy, shocking unemployment figures and numerous other challenges. As the countdown to SOPA begins, the questions are: What is the Premier going to tell the people of KZN that they haven't heard before? And why should they believe him when he's unlikely to be in the top job for much longer. The state of the provincial economy translates directly into jobs. The question is: What is the Premier going to do about the fact that KZN's expanded unemployment figure is sitting at 48.6 % – almost half the working population? Perhaps the Premier should take a leaf out of the book of the President and publically admit that industry and business create jobs, not government. What he and his cabinet need to do is create a conducive environment, with less bureaucratic red tape, to allow business to flourish and create jobs.

The Premier needs to tell us what he and his provincial government are going to do to ensure that all municipalities comply with the Constitution, so that effective service delivery becomes the sole focus of local government. Placing dysfunctional municipalities under administration is a failure , which he admitted last week. KZN's residents are sick and tired of paying for services that are non-existent while the bloated bureaucracy grows unabated.

SECTION C: SITUATIONAL ANALYSIS

DEMOGRAPHIC CHARECTERESTICS

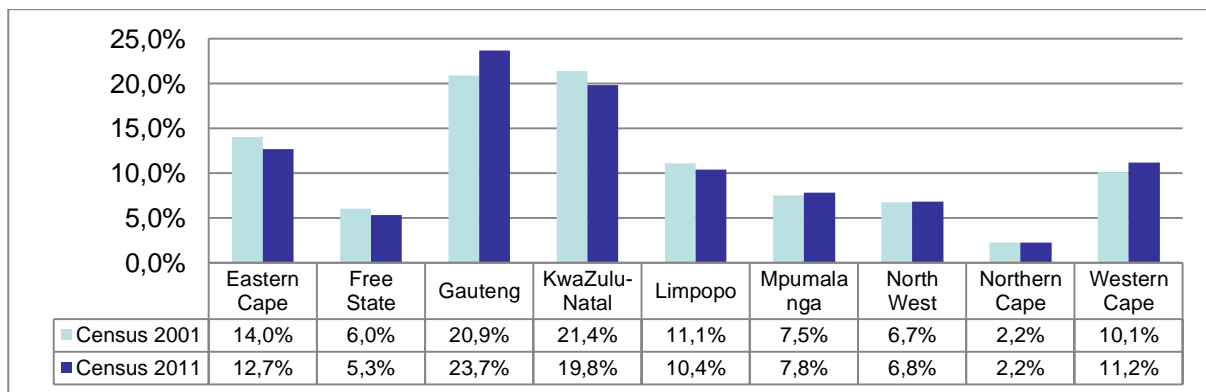
i. DEMOGRAPHIC INDICATORS

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 2016**

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:



Provincial **Municipal**

Population

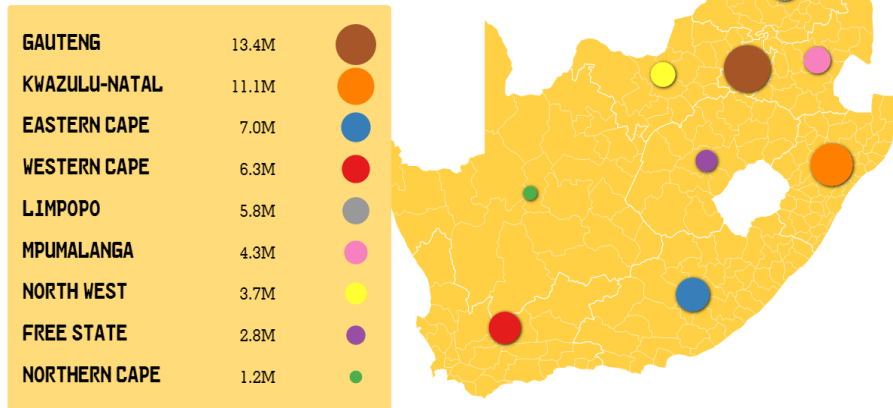


Figure 06: Population by size Census 1996, 2001, 2011 **Source: Stats SA, Community Survey 2016**

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. The percentage growth was 1, 7%. According to census 2011 the population increased from 31 482 in 2001 to 35 258. The percentage growth was 1, 1%. It is therefore evident that the growth rate slightly decreased in the period between 2001- 2011 as compared to 1996 to 2001 and The Big 5 Hlabisa is least populated within the district as depicted in the table below:

According to Census 2011 the combined population of 13 wards under the new Big Five Hlabisa Municipality was 107 147. The distribution of Population according to new 13 wards:

TABLE 2: BIG 5 HLABISA POPULATION SIZE

Category	2011 Individuals	2011 Household	2016 Community Survey Population
UMkhanyakude DM	625 846	128 195	689 090
Big 5 False Bay LM	35 258	7 998	39 357
Hlabisa LM	71 925	12586	77 265
Big 5 Hlabisa LM	107 183	20 584	116 622

Source Stats SA, Census 2011, Community Survey 2016

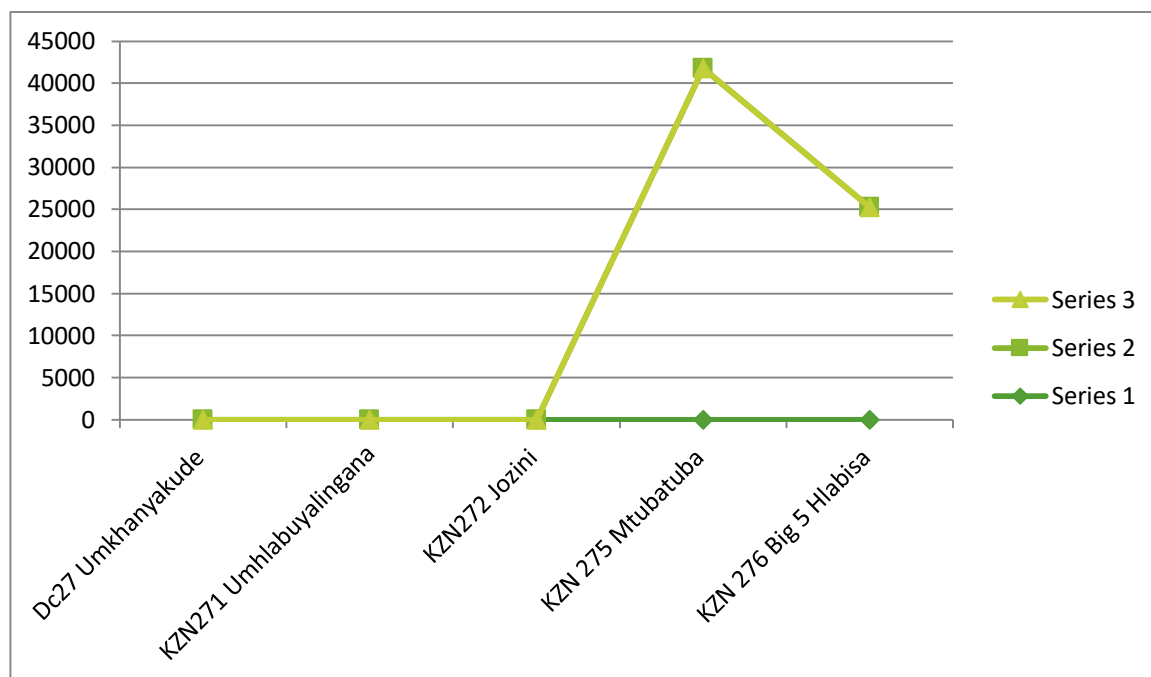
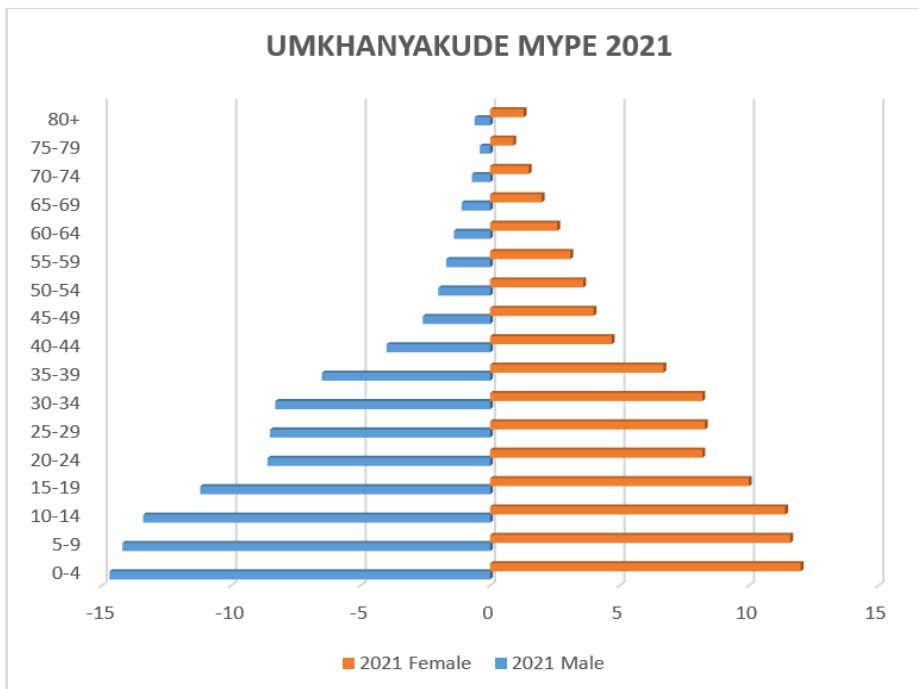
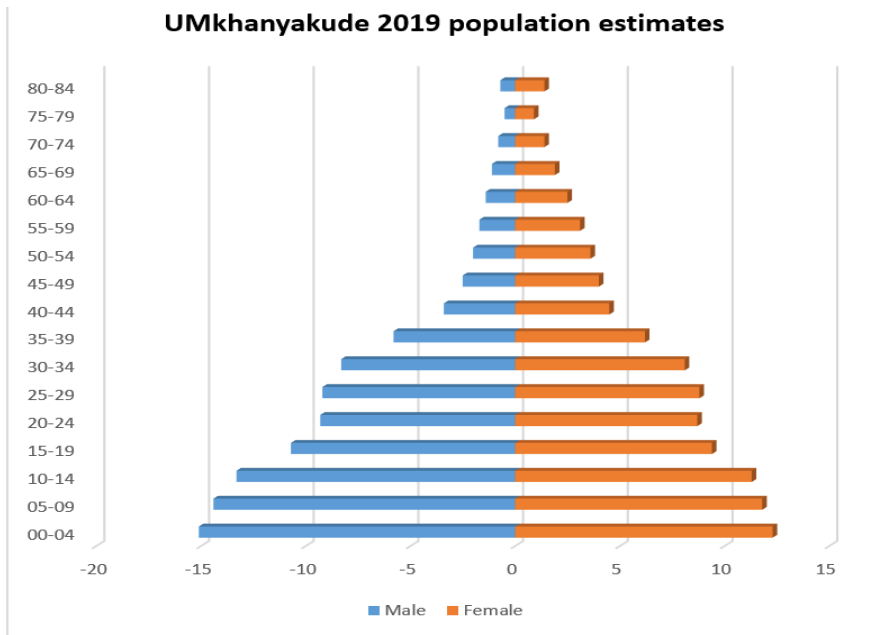


Figure 06 indicate Big 5 Hlabisa Population size. Source Stats Census 1996, 2001 and 2011, Community Survey 2016.

Table 3 UMKHANYAKUDE DISTRICT MUNICIPALITY

	2021 estimates		2022 estimates	
	Number	%	Number	%
Umhlabuyalingan a	168 763	25	170 118	24.8
Jozini	198 795	29.2	199 633	29.1
Mtubatuba	200 719	29.5	203 216	29.7
Big 5 Hlabisa	111 126	16.3	111 468	16.3
UMkhanyakude	679 403	100	684 435	100

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



Source: Mid-Year Population Estimates 2021

According to Community Survey 2016 the population for the new Big Hlabisa Municipality was 116 622.

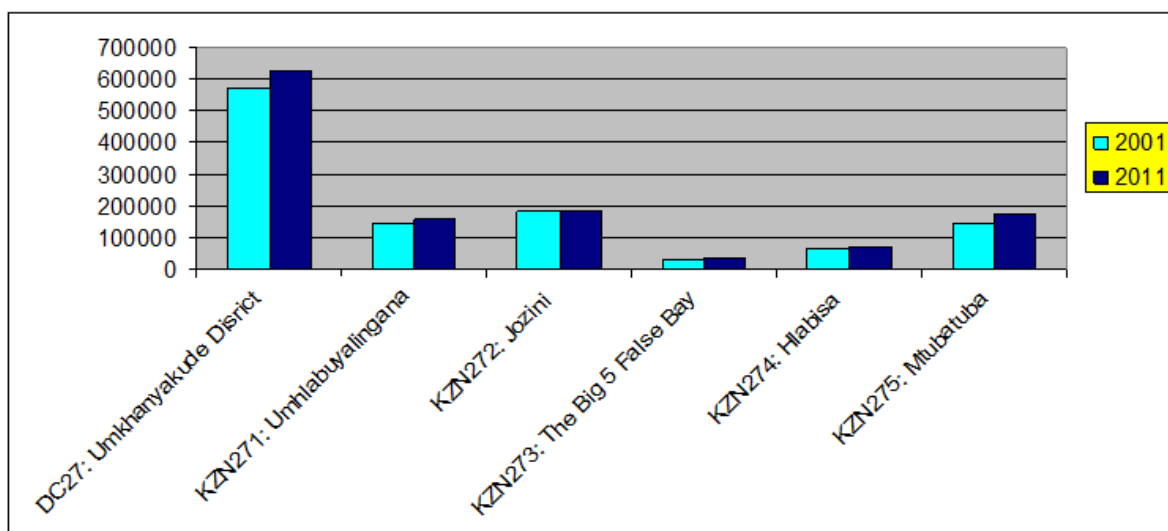


Figure 07: Stats SA census 2011 Distribution of population by size in comparison with other uMkhanyakude Local Municipalities (Stats SA census 2011).

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
DC27: UMkhanyakude	106 090	5 028	38 306
KZN271: Umhlabuyalingana	27 731	968	10 896
KZN272: Jozini	29 196	1 681	13 111
KZN275: Mtubatuba	31 439	1 843	7 442
KZN276: Big 5 Hlabisa	17 724	536	6 856

Table12: Distribution of households by type of main dwelling and municipality 1996, 2001 and 2011, Source: Stats SA census 2011

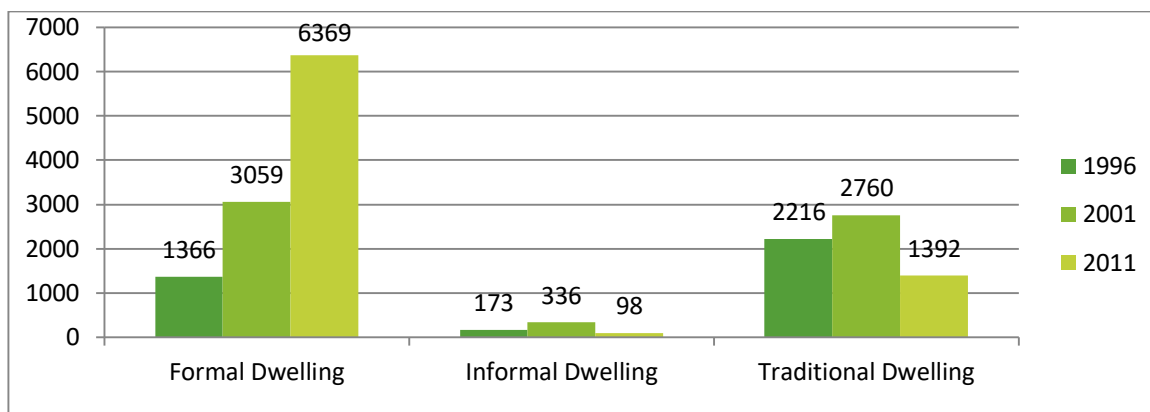


Figure 08: Population Distribution by Type of Dwelling, Source Stats SA census 2011

3.1.4. POPULATION COMPOSITION

A. DEPENDENCY RATIO

The dependency ratio within uMkhanyakude family has been increasing rapidly since 1996 and in particular 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 a number of 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 as a result of the increase in birth rate and are dependent on the economically active group.^{10 1}

Municipality	Population age 14 yrs and younger			Population aged 65 yrs and older			Population aged between 15 and 64yrs			Dependency ratio		
	1996	2001	2011	1996	2001	2011	1996	2001	2011	1996	2001	2011
DC27: UMkhanyakude	2254632	249280	251930	22072	26451	28051	247419	297610	345865	100,0	92,6	81,0
KZN271:Umhlaba uyalingan	56327	62230	62934	6564	7748	7930	61202	72588	85872	102,8	96,4	82,5
KZN272:Jozini	69393	83238	76949	5915	7397	7330	74789	93571	102223	100,7	96,9	82,4
KZN 275:Mtubatuba	56697	59193	69069	5614	6557	7793	65097	80069	98564	95,7	82,1	78,0
KZN 276: Big 5 Hlabisa	43045	44620	42979	3979	4750	4998	46331	51382	59207	194,1	187,4	157,8

Source: Stats SA 2011, 2016

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 coloured make up 0.3% and the Asians/Indian make up 0.24%. The population groups are depicted in the table below.

MUNICIPALITY	BLACKAFRICAN	COLOURED	INDIAN OR ASIAN	WHITE	OTHER	TOTAL
DC27Umkhanyakude	618130	1153	1390	4189	984	625846
KZN271 UMhlabuyalina	155712	141	192	527	164	156736
KZN272 Jozini	184 962	184	444	533	380	186502
Big 5 Hlabisa	105 308	197	530	1671	251	107 957
Mtubatuba	172148	631	555	1902	189	175425

Distribution by population distribution by group in comparison with LMs in DC 27(Source: Stats SA Census 2011

Figure09: Distribution of population by group 2001 Source, **2007 Community Survey and Stats SA Census 2011.**

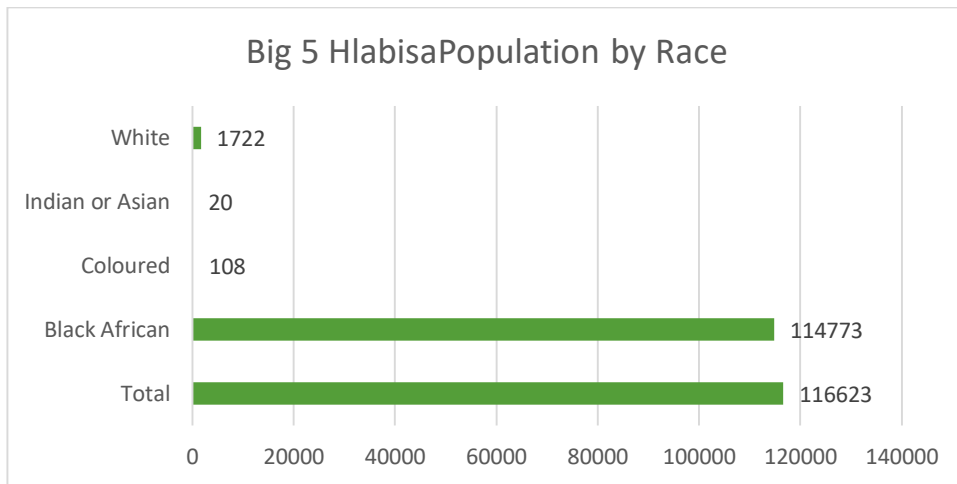


Figure09: Distribution of population by group 2001 Source, **2007 Community Survey and Stats SA Census 2011.**

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

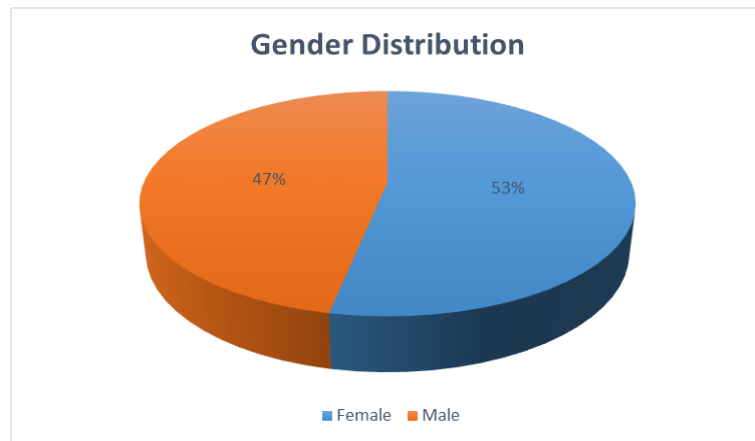
The gender breakdown of the individual wards of Big 5 Hlabisa shows a stark difference between gender proportions in Ward 3 (urban areas, commercial farms and game lodges) and the traditional areas. Higher proportions of males in Ward 3 could be accounted for by farm workers living on the commercial 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 2011 the population distribution per Gender for UMkhanyakude Municipalities is as follows:

Community CS 2016	Population by	Gender per	Municipality
Municipality			
	Male	Female	Population

DC27: UMkhanyakude	323993	365097	689090
KZN271 :Umhlabuyalingana	80679	91398	172077
KZN272 : Jozini	93282	104933	198215
KZN275 : Mtubatuba	95377	106800	202177
KZN276 : Big5 Hlabisa	54655	61967	116622

Source, 2007 Community Survey and Stats SA Census 2011.



Source: Community Survey 2016

According to Community Survey 2016 the population distribution per Gender for UMkhanyakude Municipalities is as follows:

Big 5 Hlabisa	Male	Female
0 - 4	-15.6	13.4
5 - 9	-13.8	11.6
10 - 14	-14.4	11.9
15 - 19	-14.7	12.0
20 - 24	-9.7	10.1
25 - 29	-7.2	8.1
30 - 34	-4.8	5.6
35 - 39	-3.8	4.7
40 - 44	-3.1	4.1
45 - 49	-2.9	4.1
50 - 54	-2.6	3.4
55 - 59	-2.3	2.8

60 - 64	-1.9	2.3
65 - 69	-1.2	1.6
70 - 74	-0.9	1.6
75 +	-1.3	2.6
Grand Total	100.0	100.0

Table 17: Distribution of population by age and sex, The Big 5Hlabisa Municipality 2011- 2016

#Source Census Stats SA.

BIG 5 HLABISA AGE	2021		2022	
	MALE	FEMALE	MALE	FEMALE
0-4	7174	7458	7089	7391
5-9	6733	6855	6674	6815
10-14	6518	6905	6482	6857
15-19	5818	5887	5862	5967
20-24	4019	5135	3978	5089
25-29	4867	5258	4784	5183
30-34	4475	4453	4507	4437
35-39	3134	3861	3313	4010
40-44	1908	2300	2075	2379
45-49	1272	2392	1321	2396
50-54	977	1965	989	1936
55-59	1028	2436	1024	2478
60-64	880	2004	888	2076
65-69	697	1608	706	1683
70-74	343	1038	337	1049
75-79	257	586	257	625
80+	321	564	296	514
TOTAL	50420	60706	50583	60885

Table 18 Source: STATS SA, midyear population estimates MYPE 2021 and 2022

3.1.7. POPULATION PYRAMIND

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

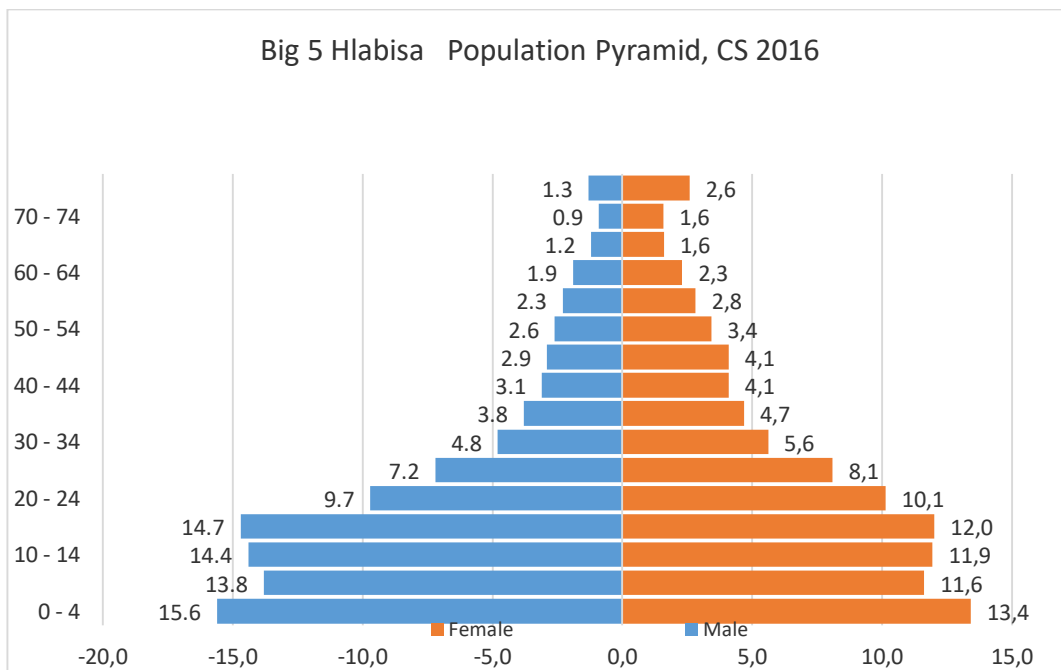
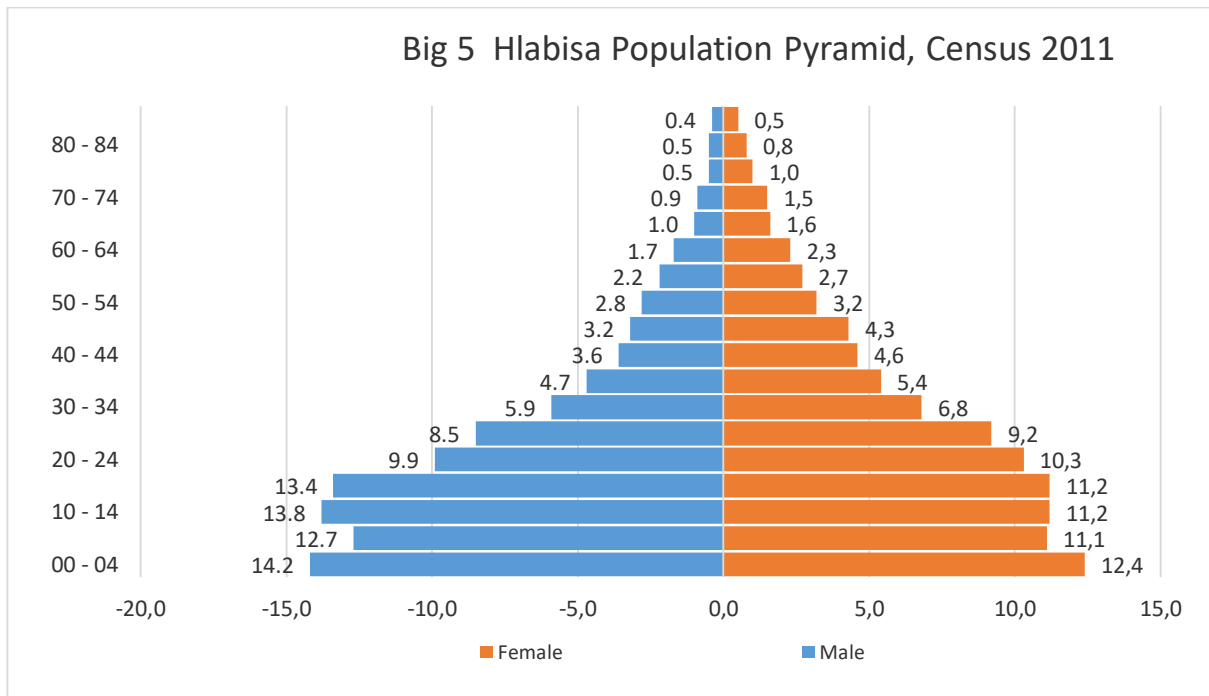


Figure 10 Population Pyramid, Distribution of population by Age and Sex, Source: Stats SA Census 2011.

3.2. SOCIO – ECONOMIC INDICATORS

3.2.1. POPULATION BY HOUSEHOLDS SIZE

The household structures differ greatly in suburban as compared to rural and traditional. Suburban household might comprise 3-5 members in one physical building, and a traditional rural black household that 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 2001 was 16825 in 2011 was 20584 and in 2016 moved to 25255

MUNICIPALITY	2001	2011	2016
DC27: UMkhanyakude	101563	128195	151 245
KZN271: Umhlabuyalingana	26324	33857	39614
KZN272: Jozini	33589	38849	44584
KZN276 The Big 5 Hlabisa	16825	7998	25255
KZ 275 Mtubatuba	24826	34905	41792

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

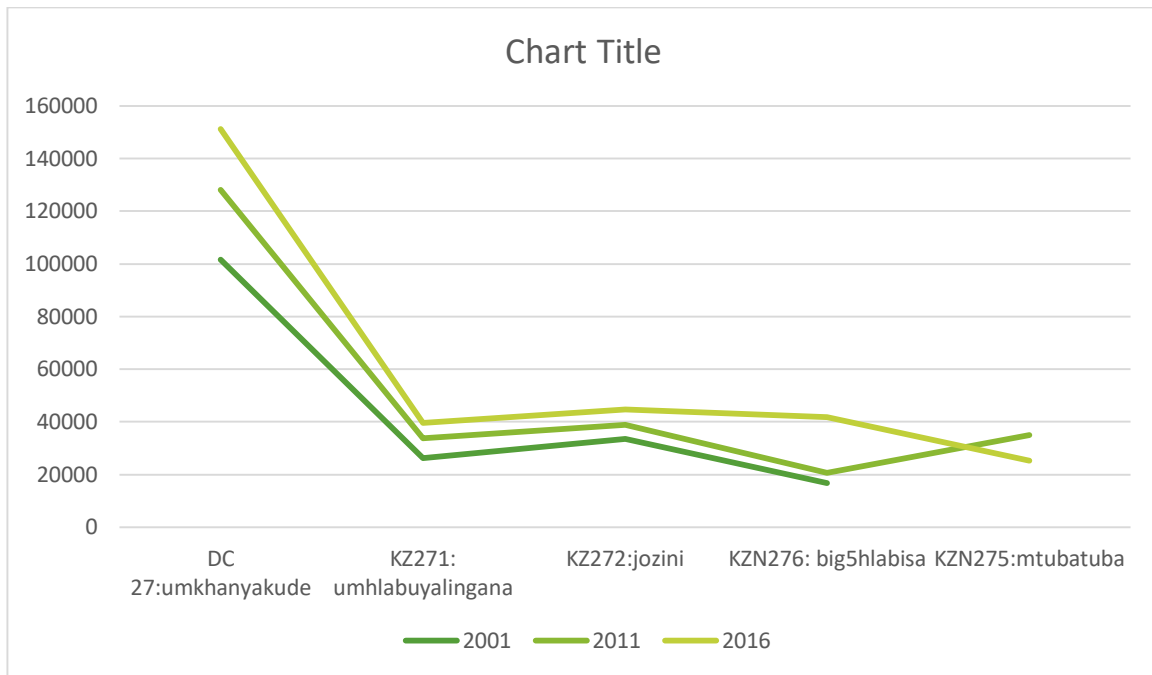


Figure: 11 Distribution of population by household's income, Source Census 2011 - 2016 Stats

MUNICIPALITY	TOTAL POPULATION			NUMBER OF HOUSEHOLDS			EVERAGE HOUSEHOLD SIZE		
	1996	2001	2011	1996	2001	2011	1996	2001	2011
DC27: Umkhanyakude	503 757	562047	612 389	72 714	10156 3	128195	6,9	5,5	4,8
KZN271: Umhlabuyalingana	128 616	140078	154 410	19 464	26 324	33 857	6,6	5,3	4,6
KZN272: Jozini	151 747	180664	184618	22 100	33 589	38 849	6,9	5,4	4,8
KZN276 Big 5 Hlabisa	12368 9	98212	105250	12430	16825	20584	8,2	4,8	4,0
KZN275: Mtubatuba	128 559	143093	171296	18 721	24 826	34 905	6,9	5,8	4,9

Table 20: Average household size by municipality Census Stats SA 1996, 2001 and 2011

According to Statistics SA census 1996, 2001 and 2011, the total population of Hluhluwe was approximately 28 857 in 1996, 29 945 in 2001 and 35 258 in 2011. The number of households were 3 835 in 1996, 6 214 in 2001 and further increased to 7 998 in 2011.

According to Statistics SA census 1996, 2001 and 2011, the total population of Hlabisa was approximately 65978 in 1996, 68 267 in 2001 and 69992 in 2011. The number of households were in 8 595 in 1996, 10 611 in 2001 and further increased to 12 586 in 2011

There has not been major increase considering figures depicted in the table above. A multiple of factor can be attributed to the trend above. Factors will also range from decline to quality of life or HIV/AIDS epidemic posing a challenge to the Municipality thus the need to intensify HIV/AIDS interventions.

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 a number 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 periods 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 2011, 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 2011, 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 in 2011. The rate at which the percentage has increased between 2001 and 2011 is 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 is 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 a number of 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	2011
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 #

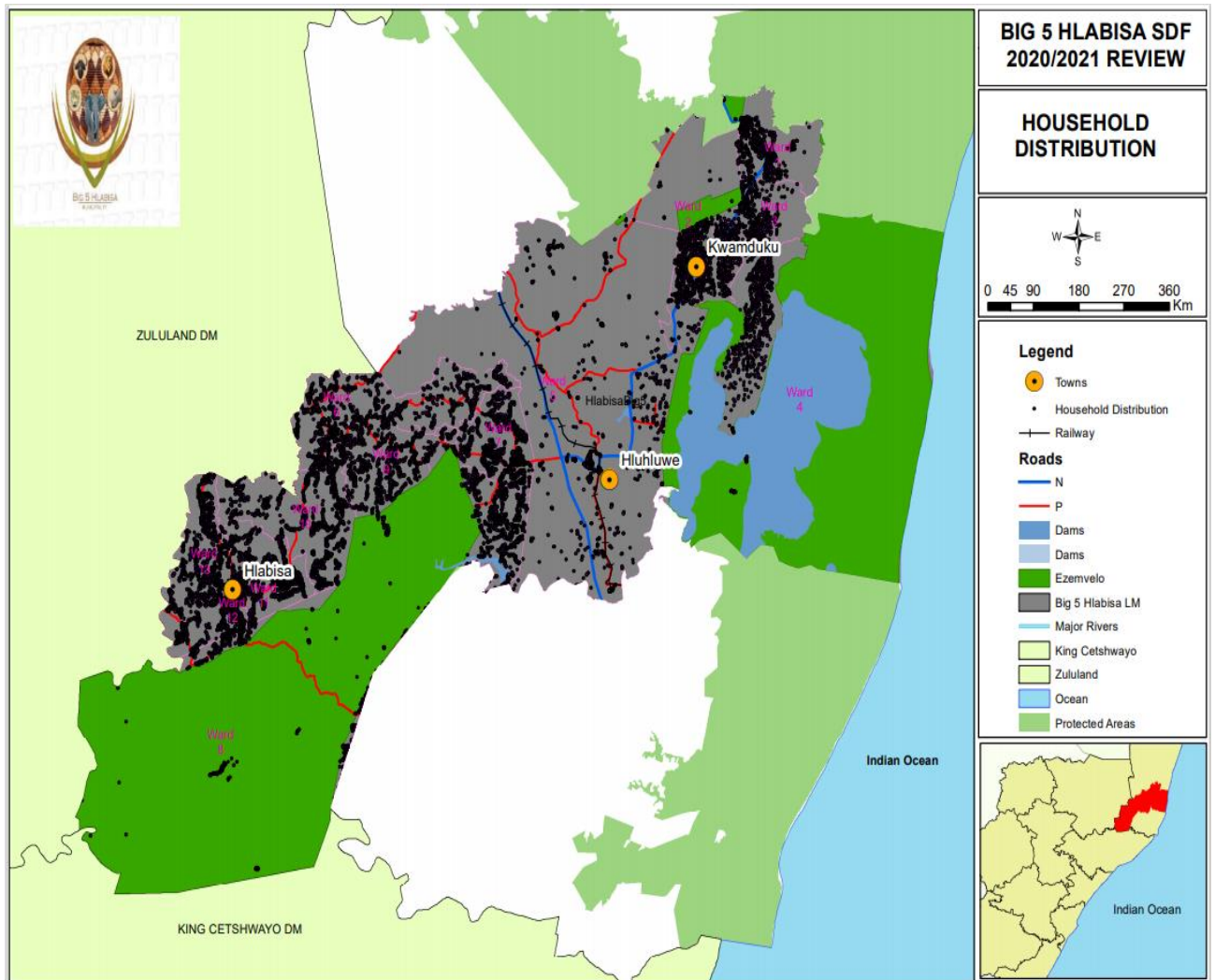
Source Census 2001 & 2011

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 of 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 taken into account, the densities listed below imply that Mngobokazi 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

Majority 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 similar to other local municipalities within the District

indicates decrease in number of student acquiring post grade twelve qualification, which implies that a number of 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
		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 2011-2016 Stats SA

3.5. EMPLOYMENT STATUS

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

The figure below indicated employment status district wide.

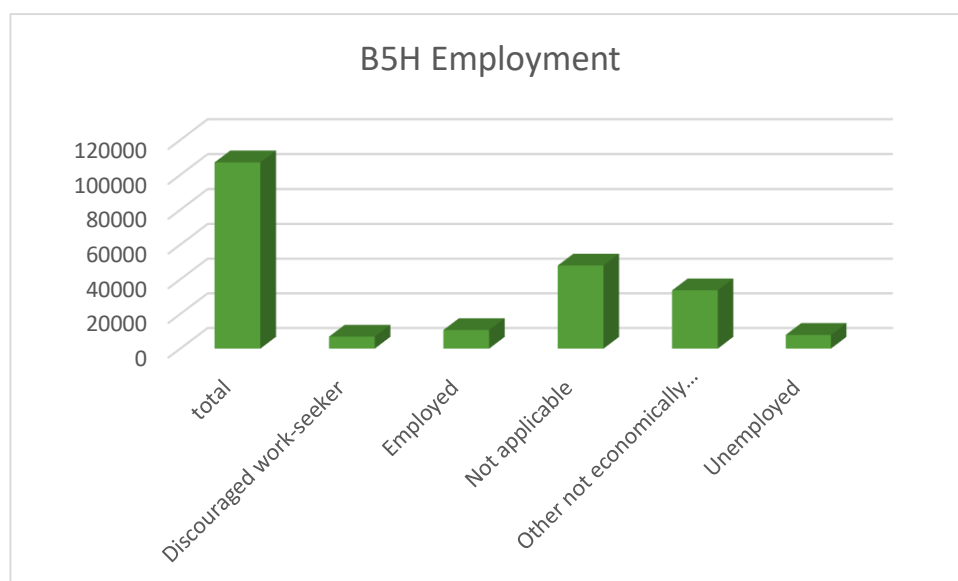


Figure 13 Distribution of population by employment status, Source Census 2011,

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

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. 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	Solar home system	No access to electricity

		pays/don't pay for)		
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 Cences
2011 *Stats SA**

3.6 1.1 Main Source of energy for lighting

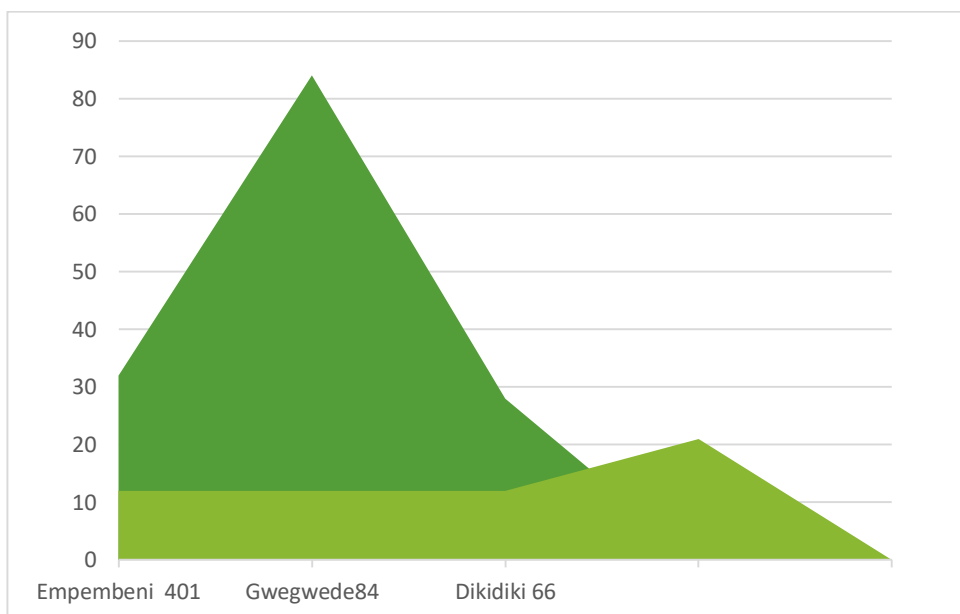
Main source of energy for lighting for Household weight, KZN276:Big 5 Hlabisa	
None	224
Electricity from mains	17697
Other source of electricity (e.g. generator; etc.)	120
Gas	12
Paraffin	61
Candles	6264
Solar	850
Other	26
Unspecified	-
Grand Total	25255

**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	Ward no
Empembeni	401	10
Gwegwede	84	
Dikidiki	66	

Source Big 5 Hlabisa Indigent Data 2021/2022



Source Big 5 Hlabisa Indigent Data 2021/2022

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 follow, 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 2016

3.6.3. DISTRIBUTION OF HOUSEHOLD BY TYPE OF TOILET FACILITY

Flush or chemical toilet

The Number 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.

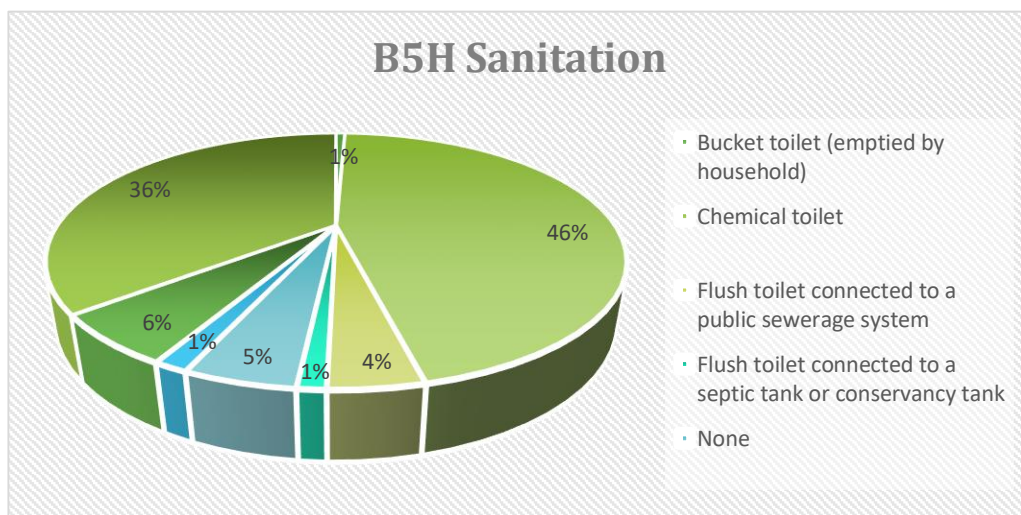


Figure 16: Distribution of household by type of toilet facility, Source: Census 2011 Stats SA

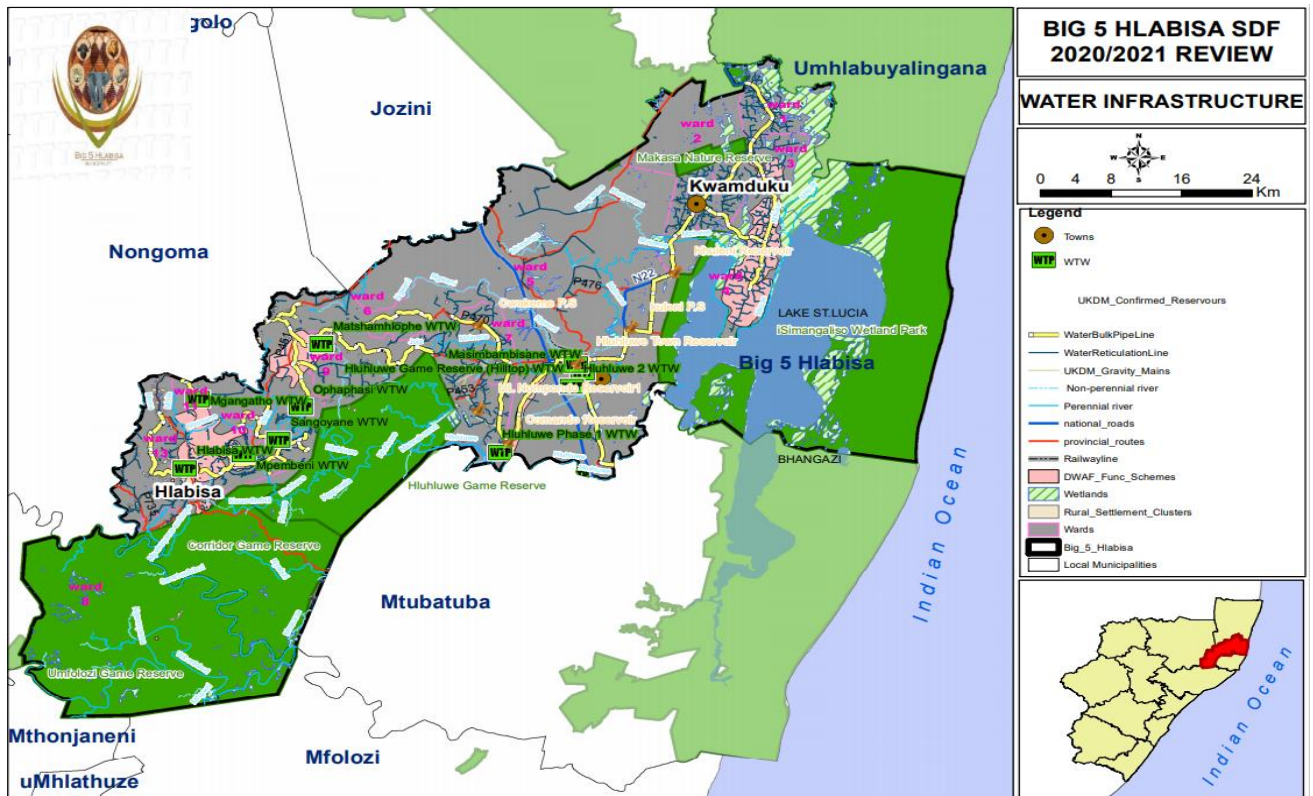
	Bucket toilet (emptied by household)	Chemical toilet	Flush toilet connected to a public sewerage system	Flush toilet connected to a septic tank or conservancy tank	None	Other	Pit latrine/toilet without ventilation pipe	Pit latrine with pipe
Kz276	764	53160	4835	1458	5729	1778	7151	41748
DC27	6261	161791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

3.6.4. HOUSEHOLDS WITH ACCESS TO PIPED WATER

The number of households with access in 1996, 2001 and 2011. The table below shows households with access to piped water between the ages of 14 years and 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 (STATS)



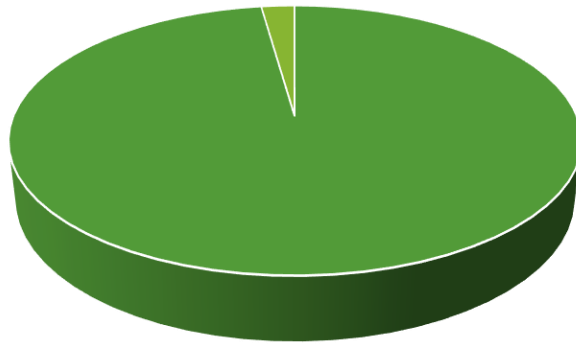
3.7 HIV AND AIDS STATUS AT BIG 5 HLABISA MUNICIPALITY

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 2022

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 North East Coast of the country and it is the third smallest in size with total area of 94,361 km² 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 south western 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 (North Eastern) and Hlabisa (South Western). 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. For the purpose of 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 farm land. 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 km². 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 used to:

- Contain urban sprawl
- 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 in order 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 are 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 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.
Hlabisa	The main economic centre in the area. With a densely populated residential area on the southern and south easter parts of the Municipality.The

	<p>following interventions/developments are envisaged within this node:</p> <ul style="list-style-type: none"> -Low Intensity Industrial development based on local manufacturing skills as proposed in the LED Strategy; -Commercial Development; -Decentralization point for local administration of provincial and local government services; -Higher order social and commercial services; -Integration with major urban centres -Housing development
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F. 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.

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 node 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 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 are already a number of developments in the node with a major sport stadium completed. 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.

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 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 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. <i>It has similar characteristics to the Makhasa Node but does not have the same development pressure and extent.</i> 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, <i>although many people live in the area, the area is more isolated (in terms of access) than the economic and social nodes.</i> However, the area <i>has significant tourism development potential.</i> As such, the

	<p><i>Nibela node is classified as a social and tourism node.</i> 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.</p>
--	--

The SDF for the municipality, as a forward planning document, is informed by a number of 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.

With regard to 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 in particular (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 have to be abided by for safety purposes and the fact the infrastructure services are in the road reserve of the LSDI road in particular.

There are a number of 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 considered to be a tourism route is the route that provides access from Makhasa to Nibela (in a south easterly direction) and towards Mngqobokazi 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 its 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

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ii. BROAD LAND USES

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 zonings 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 in close proximity to 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

ZONE	DESCRIPTION
	<p>had numerous development inquiries and applications for residential and holiday accommodation.</p> <ul style="list-style-type: none"> • 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 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.

ZONE	DESCRIPTION
<p>Medium Impact Mixed Use</p>	<p>This zone is to encourage the development of a central business district in the SERC's in Makhasa and Mngobokazi 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.</p> <ul style="list-style-type: none"> • For the reasons outlined earlier discussions held with the Traditional Authorities, to develop acceptable methods of 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

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

Land Ownership Land Ownership within Big 5 Hlabisa can be summarized as follows:

I. PRIVATELY OWNED

Majority of the land is privately owned, followed by state. There are quite a number of farms in Hluhluwe (ward 05) and ward 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 PTO's 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, the vast majority of people in the municipality do not benefit from activity in these sectors and those who do are merely employees in these sectors. In order 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 details 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	<ul style="list-style-type: none"> - No Title Deed, - Un-surveyed state land. - Demand for approved grants as part of the settlement agreement 	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 1. No Title Deed, unsurvey state land. 2. Demand for approved grants as part of the settlement agreement 	<ol style="list-style-type: none"> 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.
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iii. LAND CAPABILITY

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

- 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 in order 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 characterised 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 °C - March 2011; and
- Minimum temperature = 10.3 °C - 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 toward 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 toward 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, river banks, vegetation conservation etc.) within the municipality has to 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 utilised 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 utilised for waste disposal (solid wastes, urban and domestic refuse) as well as water-borne waste disposal (sewerage and industrial effluents).

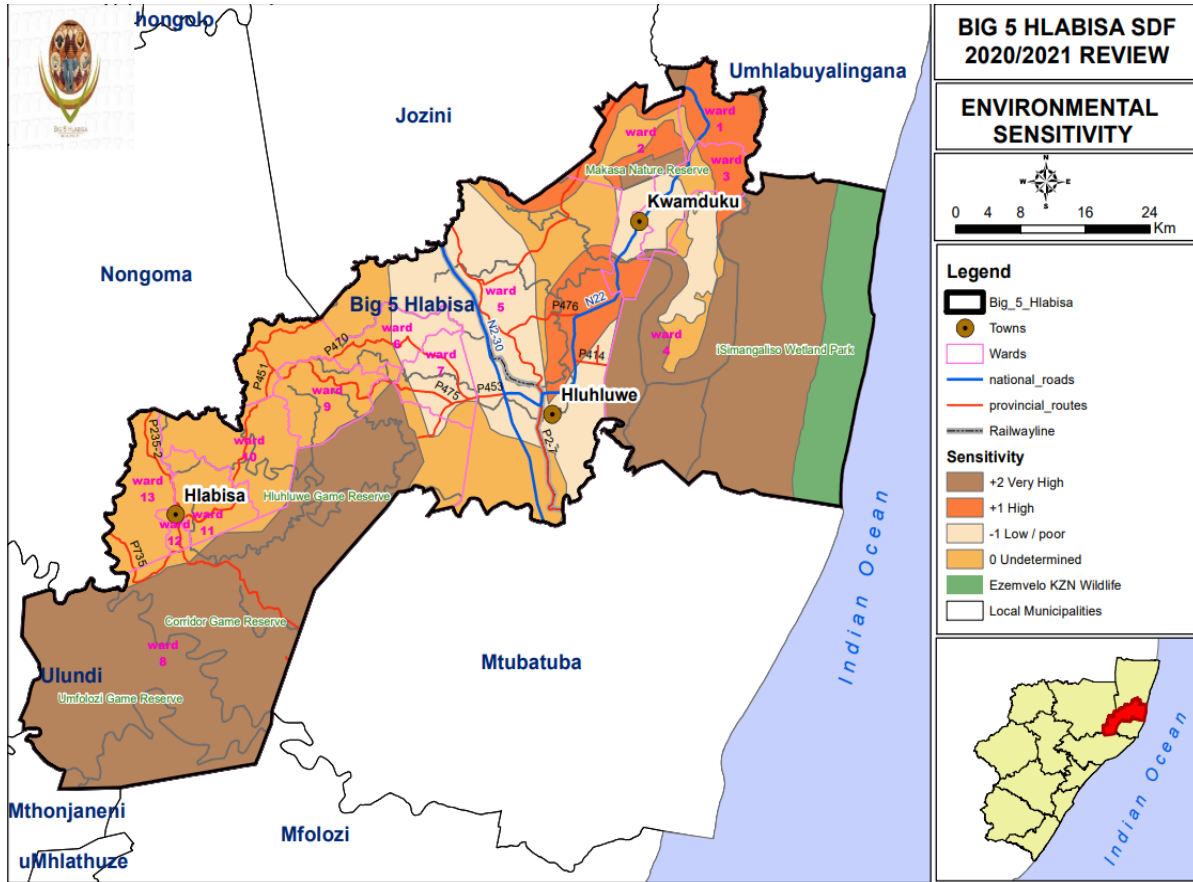
As the rural areas are transformed to a more urban setting, these impacts are exacerbated by the increase in population densities surrounding the water resources. Basic service delivery is very

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 be a reflection of the overall health of the catchment area.

The uMkhanyakude District as a whole 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. National, Provincial 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:

- 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

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%)	<i>Critically Endangered (CR)</i>	
PROTECTED AREAS	Savanna	63188.5ha (59.57%)	N/A	
<ul style="list-style-type: none"> ▪ iSimangaliso Wetland Park, Makasa Nature Reserve ▪ Kosi Bay System 	Vegetation Types		<i>Endangered (EN)</i>	
FRESHWATER ECOSYSTEM	Freshwater Lakes	53.9ha (0.05%)	N/A	
Water Management Area	Lowveld Riverine Forest	564ha (0.53%)	<i>Vulnerable (VU)</i>	
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%)	<u>Biomes</u>		<u>Threatened Terrestrial Ecosystems</u>
Areas where no natural habitats remain - 41130.4ha (29%)	Indian Ocean Coastal Belt	11166.1ha (7.88%)	<i>Critically Endangered (CR)</i>
PROTECTED AREAS	Savanna	130562.3ha (92.12%)	N/A
<ul style="list-style-type: none"> ▪ Corridor Game Reserve, iSimangaliso Wetland Park, Hluhluwe Game Reserve, Imfolozi Game Reserve ▪ St Lucia System 	<u>Vegetation Types</u>		<i>Endangered (EN)</i>
	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%)
<u>Water Management Area</u>	Maputaland Coastal Belt	10073.7ha (7.11%)	<i>Vulnerable (VU)</i>
USUTU TO MHLATHUZE - 141723.9ha (100%)	Northern Coastal Forest	3ha (0%)	Black Rhino Range - KZN 41 4399ha (3.1%)
<u>Rivers</u>	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%)
<u>Wetlands</u>	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 located 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 fibres 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 North Western side of the site. The approximate life-span 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 life-span 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 disposal	Cover	Equipment	Personnel	Leachate	Stormwater	Groundwater	Audits	Nuisance	Monzitoring	Waste Information	Recycling activity on site
Hlabisa Waste Disposal site	Red	Red	Red	Yellow	Green	Red	Red	Red	Yellow	Green	Red	Red	Red	Red	Red	Red	Red	Red
Hluhluwe Waste Disposal Site	Black	Red	Yellow	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	Yellow
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 nor for the municipality as a whole. 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 collect 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.

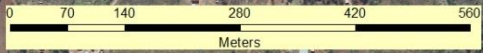
C) ILLEGAL DUMPING

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



Hlabisa Temp Landfill site



- Legend**
- ▲ Hlabisa Illegal Dump Site
 - Provincial_Routes
 - ▭ Hlab_Streets



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 end 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 Five 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

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 lead to deforestation, the municipality has not been able to utilize natural

advantage to its maximum. As a result, soil erosion is evident in a number of areas. This is more prevalent in areas or tribal areas where most of people keep livestock and do not stick to accepted grazing capacity

With its 2 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 wide-spread 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 the majority of 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 top soils, 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.

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

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Land & Environmental Diversity • Availability of Development Planning Shared Service (DPSS) • Internal Resources • Vast Local and indigenous knowledge on environmental matters, conservation and preservation 	<ul style="list-style-type: none"> • Lack of SEA and EMP • Lack of Enforcement capacity (human, Skills, policies and financial) (Spatial and Environmental) • Lack of Planning & Environmental compliance knowledge among community • Lack of Functional GIS Unit • Environmental Sensitivity 	<ul style="list-style-type: none"> • Revenue enhancement: Planning applications & building plans can generate income • Increased interest from private sector in Development opportunities • Alternative Energy opportunities • Large portions of land in Municipal ownership available for subdivision and disposal/ Development. Funding • Biodiversity 	<ul style="list-style-type: none"> • Environmental degeneration of unregistered Waste Management Site (rehabilitation & development of new site) • Threat of irregular Water & Electricity supply on Development & Investment Planning • Increased poaching and environmental destruction places municipality and district in a negative light nationally and internationally, affecting investment.

			Potential Environmental Hazards
--	--	--	---------------------------------------

VI. ENVIRONMENTAL CHALLENGES

- Issues of finding a suitable land for waste Landfill site

Lack of signage and bins in our Towns and its results to illegal dumps around the area which makes our towns to look duty.

- The lack of funding to develop environmental policies especially Integrated Waste Management Plan (IWMP) and Waste by-laws, However the municipality does have a Draft IWMP with council resolution.

- The Municipality does not have Environmental Manager who will mainly focus on environmental related issues which makes difficult for the environmental unit to be recognized, however there is one municipal official (environmental management officer

ix. DISASTER MANAGEMENT

2.4.9.1 STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY

A. Status of Municipal Disaster Management Centre

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

Big 5 Hlabisa Local Municipality currently has no municipal disaster management policy framework. The municipality is however in the process of developing its own disaster management policy framework.

D. Status of Municipal Disaster Management Plan

Big 5 Hlabisa Local Municipality has a Disaster Management Plan that was adopted by council June 2017 and was however reviewed in May 2018. 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.

F. Municipal Disaster Management Advisory Forum

Big 5 Hlabisa Local Municipality Disaster Management Advisory Forum was officially launched in August 2017. The Forum supposed to meet on a quarterly but does not due to some internal challenges.

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, one station officer and (15) Firefighters.

- Six Fire Fighters
- Two Shift Leaders
- One Station Officer

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.

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.

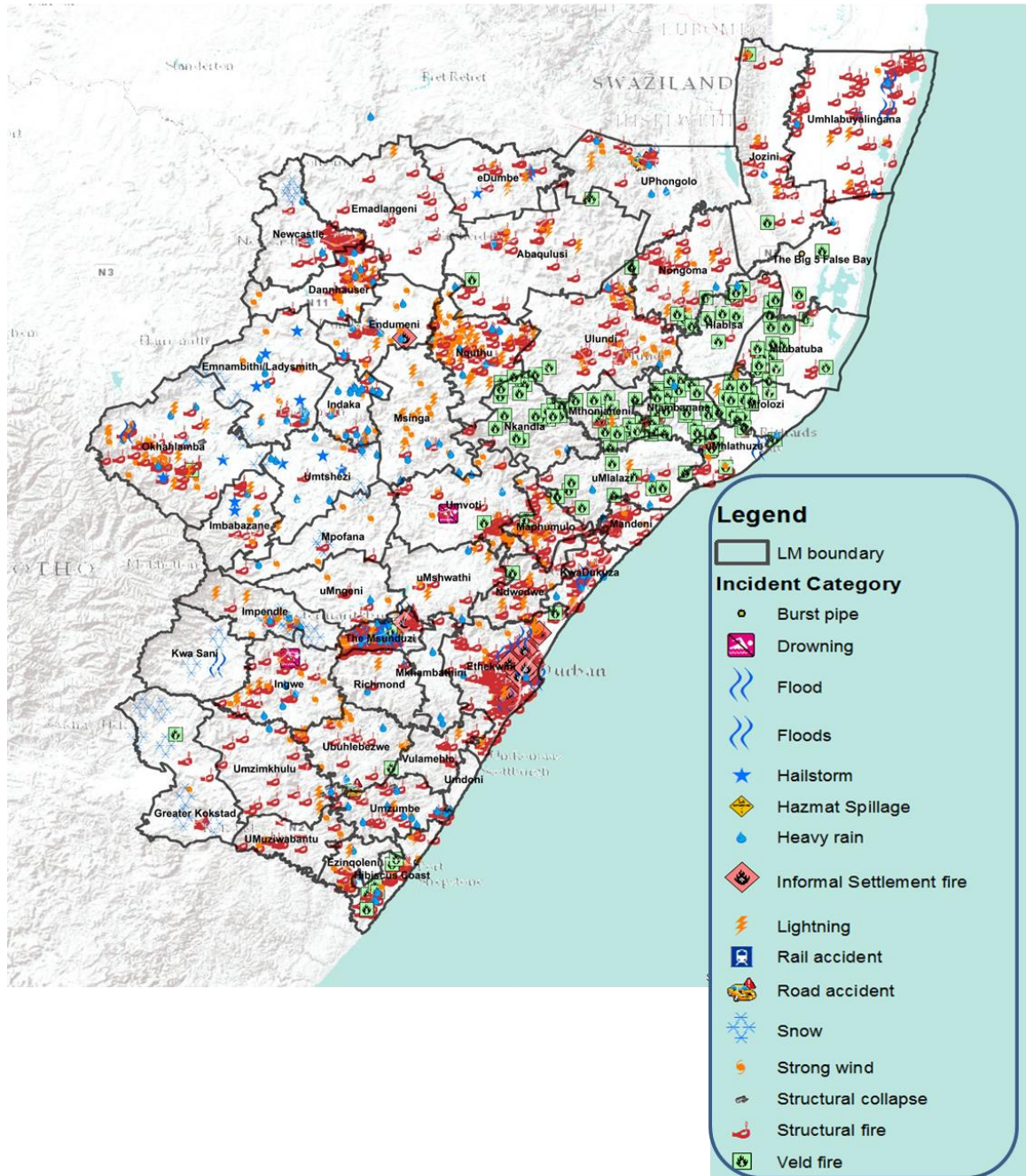
I. Risk Assessment

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:

SEVERE HAZARDS

- Lightening
- Strong winds
- Hail
- Heavy rain

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

The municipality utilizes its staff for response and recovery in event disasters caused by fire.

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 2021/2022 moving forward

C) 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.

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

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

VII. Challenges for Disaster Management and Fire Services

- Resources
- Budget
- Capacity
- Poor road condition

III. Disaster Management SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • 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 	<p>Weaknesses</p> <ul style="list-style-type: none"> • 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 Fire Hydrants • Poor Municipal infrastructure that affect our services. E.g. poor roads
<p>Opportunities</p> <ul style="list-style-type: none"> • Employment of staff • Construction of the Disaster Management centre • Constriction of Fire Stations • Economic growth 	<p>Threats</p> <ul style="list-style-type: none"> • 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 has to 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 2022/2023 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

x. 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.

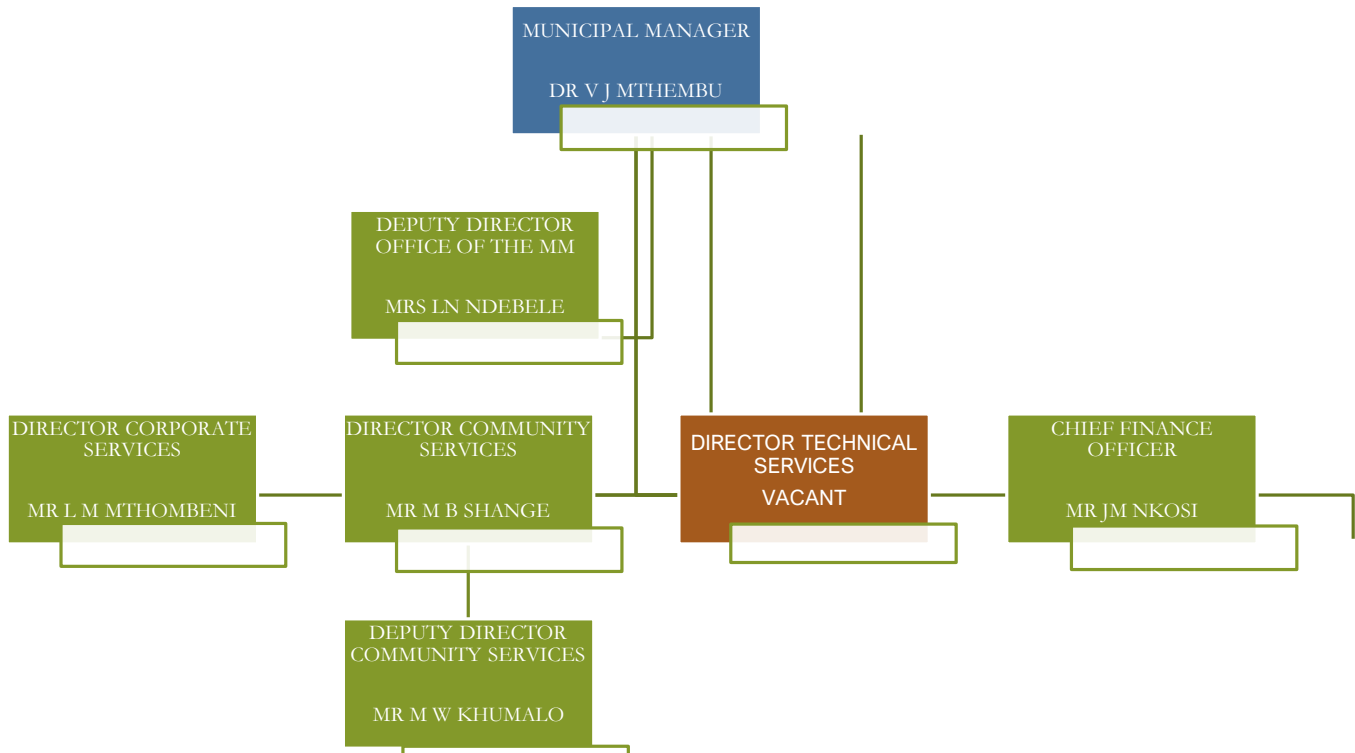
The Municipal Manager is the head of the municipal administration as well as being accounting officer for the purposes of financial management and accountability. All above mentioned departments are led by Directors and have functional units. It is also commendable that the municipality has been able 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 The Municipality had further engagement with SALGA in March 2013 to further strengthen the process.

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 has to 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 comprise of the following sections

- (a) Human Resource Management
- (b) Administration
- (c) Legal Services
- (d) Information Communication Technology

4.3. BUDGET AND TERSURY SERVICES DEPARTMENT

The Department Financial Services consists of the following components:

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

Departmental responsibilities

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

4.3.4 ECONOMIC AND DEVELOPMENT PLANNING SERVICES

The department comprise of the following components:

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

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 status of critical positions is depicted in the table below.

Position	Status
Municipal Manager	Filled
Chief Financial Officer	Filled
Senior Manager, Corporate Services	Filled
Senior Manager, Community Services	Filled
Senior Manager, Technical Services	Vacant

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. In order 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 key objective of the HRD Plan is to develop organizational capacity through the development of our leaders, managers and workforce in order 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

To enhance skills capacity and compliance with municipal 2013 competencies Senior Management, Finance Interns enrolled for CPMD. Some of the staff in the middle management staff also been trained.

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)

(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.

(E) 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.

(F) RISK MANAGEMENT COMMITTEE

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

Table 11. RISK MANAGEMENT COMMITTEE

MEMBERS OF PORTFOLIO	DATE OF MEETINGS
Mr. NQ Mzimela – Chairperson	26 October 2021
Dr V.J Mthembu	07 February 2022
Mr. L.M Mthombeni	05 May 2022
Mr L.E Mavuso	
Mr J.M Nkosi -	

(G) 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. ICT POLICY FRAMEWORK

Big 5 Hlabisa local Municipality has an ICT Policy Framework in place that which was tabled to Council for adoption on 31 May 2022. 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).

1. key factors that directly talk to the successful implementation of ICT Governance

- Value delivery.
- Strategic alignment.
- Performance management.
- Resource management.
- Risk management.

2. Mention the role of successful implementation.

➤ The most important component of successful strategy implementation is defining clear goals and the process that will help the team reach those goals. Any misconceptions or miscommunications can cause roadblocks or even derail the strategy.

➤ Strategic implementation involves planning and executing strategies related to process changes. In businesses of all sizes, including small businesses, this type of implementation helps ensure that changes occur appropriately across all departments and teams within the company.

In order for the implementation to be successful below is needed:

Job Impact, Communication and Consideration

Table 12: Municipal Portfolio Committees & their respective Heads/Chairpersons

NAME OF PORTFOLIO	NAME OF PORTFOLIO CHAIR
Executive Committee	Cllr C.T Khumalo
MPAC Committee	Cllr. MM Dladla
Youth Development committee	Cllr. CT Khumalo
Community Services Committee	Cllr. FZ Nkwanyana
Technical , Planning and LED committee	Cllr H.T Nkosi Mngomezulu
Rules Committee	Cllr. BW Shangase
Finance Committee	Cllr. CT Khumalo
Local Labour Forum Committee	Cllr. FZ Nkwanyana
Corporate Services	Cllr. FZ Nkwanyana

The human resources section shall ensure that each position on the fixed staff establishment is identified number attached to such position referred attached to such as position, number of male, number of females and number of employees living with disability.

	Males				Females				Foreign nationals	TOTAL
	B	C	I	W	B	C	I	W		
Number of Employees	109	0	0	0	101	0	0	0	0	210
Employees with disability	3	0	0	0	0	0	0	0	0	03

Table 12: Staff establishment Table

4.5 SWOT ANALYSIS

TABLE 13: INSTITUTIONAL SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
<p>Enough staffing according to the competency of individuals/adequate human resources. Existence of good governance structures including the MPAC, Audit Committee and others. Political stability. Developmental enlightened Councillor</p>	<ul style="list-style-type: none"> Lack of policies implementation Inadequate skilled personnel i.e. environmental management, building inspectorate, IT Inability to retain & attract skilled staff as a result of municipal location. 	<p>Financial improvement</p> <ul style="list-style-type: none"> • Good relationship with Tribal authorities • We have land to be developed. • Land fertility 	<ul style="list-style-type: none"> Inability to attract and retain staff. Covid 19 Failure to attract investors. <p>Revenue as result of location of the municipality.</p>

4.5 SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

4.5.2 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 so as to be realistic when setting spatial development goals in relation to housing.

I. 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 2016.

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	107 097	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 2011

II. 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 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 3.8MI/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
Huhluwe Phase 2	Water	445 670	2021/2022

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

2 . 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.

4.5.3 TRANSPORTATION INFRASTRUCTURE

I. ROAD NETWORKS

N2 and the LSDI are classified in terms of the SDF as Main Transport Routes. The N2 in particular (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 a number of Tourism Routes identified in the SDF as well.

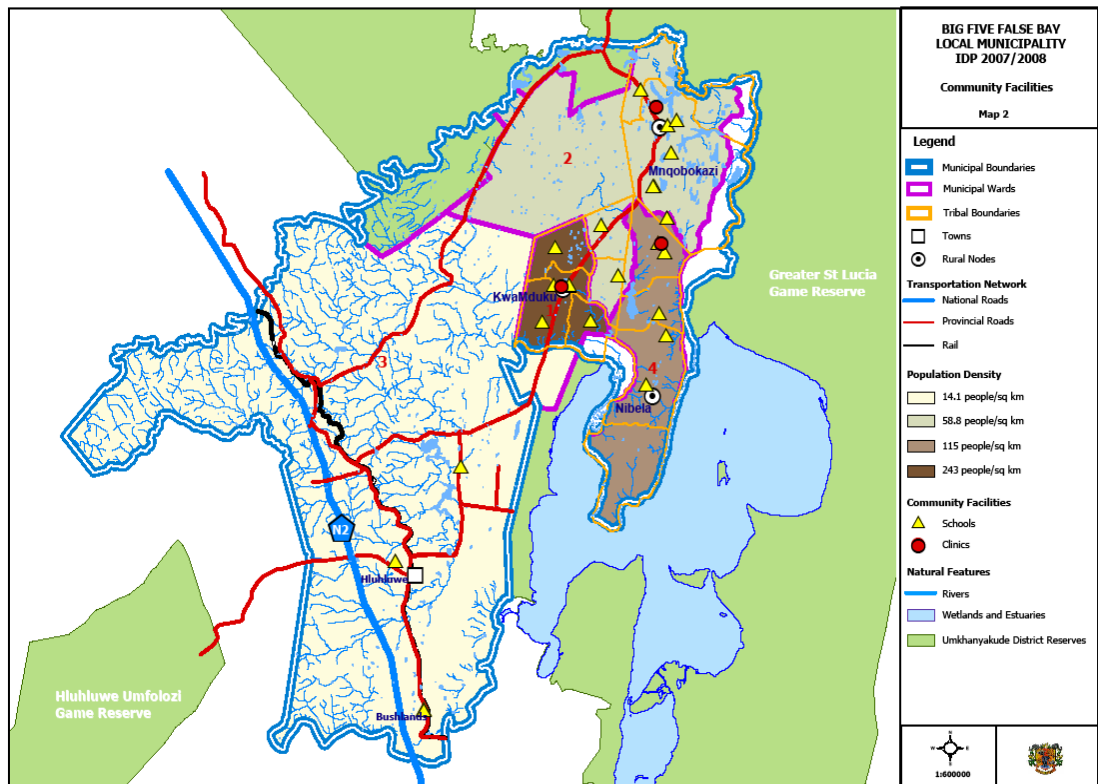
The first one is the P466. It primarily provides access to the various private game reserves located in the northern portion of the municipal area between the N2 and the LSDI road. This area described above is referred to as a “Management Area” in the draft rural LUMS.

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 commonly 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. ACCESS TO COMMUNITY FACILITIES

Access to community facilities varies as some of the wards have better access than others, however most ward have access to schools, crèches, community halls, clinics and sport field. The municipality will much updated information in the next IDP 2022/2023.

IV. HUMAN SETTLEMENT

Housing delivery is one of the main service delivery needs for the community of Big 5 Hlabisa. During the needs 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.

HOUSING PROJECTS 2022/2023 ARE AS FOLLOWS.

Project Name	Location	Ward	Implementing agent	No of Units	Project Start Date	Project End Date	Status
1. Mngobokazi Housing	Mngobokazi and sub Area	1 & 2	Metro projects	1300	September 2016	undefined	<ul style="list-style-type: none"> • 800 of 1300 has been completed • Working on the another 300 units
2. Makhasa Housing	Makhasa and Sub wards	2 & 3	Go Big Construction	1700		Undefined	<ul style="list-style-type: none"> • 1698 completed. • Working on the last 2 units.
3. Malabela Housing	Nibala and Sub Wards	2 &4	Lwazi Projects Management	1167	September 2021	Undefined	Working on pouring Slabs
4. Mdletshe Housing	KwaMdletshe and Sub wards	6, 7, 8, 9, & 10	Tauris Garden	2500	March 2019	Undefined	<ul style="list-style-type: none"> • First 300 of 2500 completed • Awaiting award by the Department
5. Mpembeni Phase 1	Mpembeni and sub wards	10 &11	UmpHEME Developments	1000	December 2006	Undefined	<ul style="list-style-type: none"> • 976 completed • 24 outstanding

							<ul style="list-style-type: none"> • Working on closing as is
6. Mpembeni Phase 2	Mpembeni and sub wards	10 &11	UmpHEME Developments	1000	July 2014	Undefined	<ul style="list-style-type: none"> • 976 completed • 24 Outstanding • Working on closing as is
7. Phumlani Slums	Phumlani Township	5	Metro projects	500		Undefined	
8. Hlabisa Phase 2	Hlabisa	11,&12	NM Quantity Surveyors	1000	November 2012	Undefined	Completed all studies and Ben Admin
9. EMabhokisini	Hlabisa	12	Seedi Development	500	November 2020	Undefined	At planning Completed Geo Tech studies

HOUSING TRENDS

The following trends are noted in Big 5 Hlabisa Municipality

- Illegal land invasion (informal settlement), particularly in ward 05
- 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

4.5.4 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 a number of forms of telecommunication ranging from households using radio, television, computer, cell-phone, 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 a number of 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

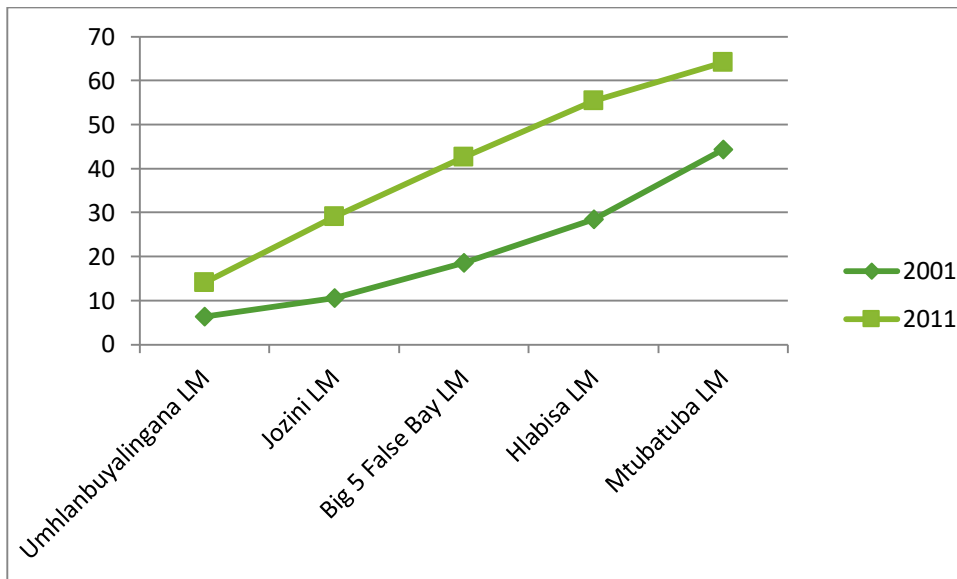
Municipality	Refrigerator landline		Landline telephone		Cell phone		Internet
	2001	2011	2001	2011	2001	2011	2001
DC27: Umkhanyakude	24 619	52 081	5 903	4 198	20 368	110 674	32 613
KZ271: Umhlabuyalingana	4 755	9 555	1 480	647	4 285	28 320	7 466
KZ272: Jozini	6 655	13 706	1 279	870	6 089	33 308	8 761
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 2011

4.5.5 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.

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.



4.6 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 2022/2023 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. NEW PROJECTS APPROVED BY CONCIL FOR 2022/2023
MIG ALLOCATION 2022/23 R 23 875 000.00**

No	Project Name	Ward No	Source of funding	MIS No	Engineers Estimate
2	Construction of Mansiya Community Hall	10	MIG	422 222	R 6 442 349.58
3	Upgrade of Big 5 False Bay DLTC	5	MIG	400 381	R 17 990 197.50
4	Construction of Mathunzi to Ngoqongo Gravel Road	11	MIG	422 208	R 14 121 249.02
5	Upgrade of Hluhluwe Sport Complex	5	MIG	417 892	R 13 181 461.53
6	Construction of Mahongoza Community Hall	4	MIG	419 188	R 7 395 162.69
7	Construction of Manzamanyama Community Hall	8	MIG	419 315	R 7 395 162.69

TABLE 78 PROJECT BY UMKHANYAKUDE DISTRICT MUNICIPALITY 2022/2023

PROJECT NAME	Full Year	OuterYear1	OuterYear2
Phumlani Water Reticulation	6,877,070	5,000,000	9,404,210
Hluhluwe WWTW	4,057,266	3,500,000	969,598
Hluhluwe network extension phase1	2,879,840	3,000,000	300,000
Upgrade of the Hlabisa town sanitation system	16,733,	465 25,226,	770 15,000,000
Hluhluwe Phase 2 New 10ml reservoir	9,792,500	20,000,000 12	498,294
Hluhluwe Phase 2 Water Upgrade (Drought),	9,019,016	10,000,000	12,075,54

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	
UPGRADES AND ADDITIONS	DBSA	3 324	937	
UPGRADES AND ADDITIONS	DOPW	2 723	134	
UPGRADES AND ADDITIONS	DOPW	1 936	1 467	
UPGRADES AND ADDITIONS	DOPW	9 359	160	
UPGRADES AND ADDITIONS	DBSA	7 524	0	
UPGRADES AND ADDITIONS	DBSA/SAFE	3 325	0	

UPGRADES AND ADDITIONS	DBSA	4 667	1 000	
UPGRADES AND ADDITIONS	DBSA	1 323	0	
REFURBISHMENT AND REHABILITATION	DOPW	8 516	423	
REFURBISHMENT AND REHABILITATION	DBSA	1 402	0	
UPGRADES AND ADDITIONS	DOPW	2 300	443	
UPGRADES AND ADDITIONS	DBSA/SAFE	1 958	0	
REFURBISHMENT AND REHABILITATION	COEGA	5 200	0	
REFURBISHMENT AND REHABILITATION	IDT	2 900	501	
REFURBISHMENT AND REHABILITATION	DBSA	9 939	187	

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

4.7. Service Delivery and Infrastructural Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Strategic Location (R 22 & N2) • Municipal buildings (habitable, functional) • Plant & equipment • Existing Municipal infrastructure • Public safety services; • Community development • Social amenities management; and 	<ul style="list-style-type: none"> • 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, 	<ul style="list-style-type: none"> • Municipal buildings (maintenance, shortage of space); Plant & equipment • Municipal infrastructure • Lack of bulk infrastructure for new developments 	<ul style="list-style-type: none"> • 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;

	<p>under resourced, lack of electricity in rural);</p> <ul style="list-style-type: none"> • Sanitation (waste water treatment works capacity, lack of sanitation infrastructure in CBD); 		
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Table 46: SWOT analysis service delivery and infrastructure analysis

4.7 LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT ANALYSIS

4.7.2 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

The Big 5 Hlabisa municipality is located in uMkhanyakude district which is one of the poorest and poverty stricken district municipalities in KwaZulu-Natal. However, the municipal area has enjoyed a number of 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.

4.7.3 LOCAL ECONOMIC DEVELOPMENT STRATEGY

The Big 5 Hlabisa Municipality has developed a LED Strategy and Investment Attraction, It was approved by the council on 29 May 2020, 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.

4.7.4 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 this 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 Municipal 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	2011	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 2011

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				
No schooling	6059	605	2529	Stats SA
Primary enrolment rate	2325	1478	2529	Stats SA
Teacher: learner ratio				Stats SA
Secondary enrolment rate	2202	2675	4371	Stats SA
% Completed matric	1189	1671	4168	Stats SA
Matric pass rates				
% Completed higher education	338	553	828	Stats SA
Income status				

Average household income		20 709	57 218	Stats SA
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4.8.6. COMPETITIVE & COMPARATIVE ADVANTAGES

The family of uMkhanyakude district municipalities has a number of 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.
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: <ul style="list-style-type: none"> • 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

Element	DISCRIPTION
	<ul style="list-style-type: none"> • Natural heritage (St' Lucia, Black Rock, Sodwana Bay to Kosi Bay) • Natural habitat for sea animals <p>Big 5 Hlabisa falls within one of Isimangaliso's destinations as mentioned above and part of Nibela is the closest ward to Isimalingaliso</p>
Good Climate	<p>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.</p>
Cultural Heritage	<p>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 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.</p> <ul style="list-style-type: none"> • Makhasa Tribal Authority – ward 02 • Nibela Tribal Authority – ward 04 • Mnqobokazi Tribal Authority – ward 01
Agriculture Potential	<p>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</p>

Element	DISCRIPTION
	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:

- 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:** In view of the fact that the Department of Mineral Resources (DMR) is in charge of 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.

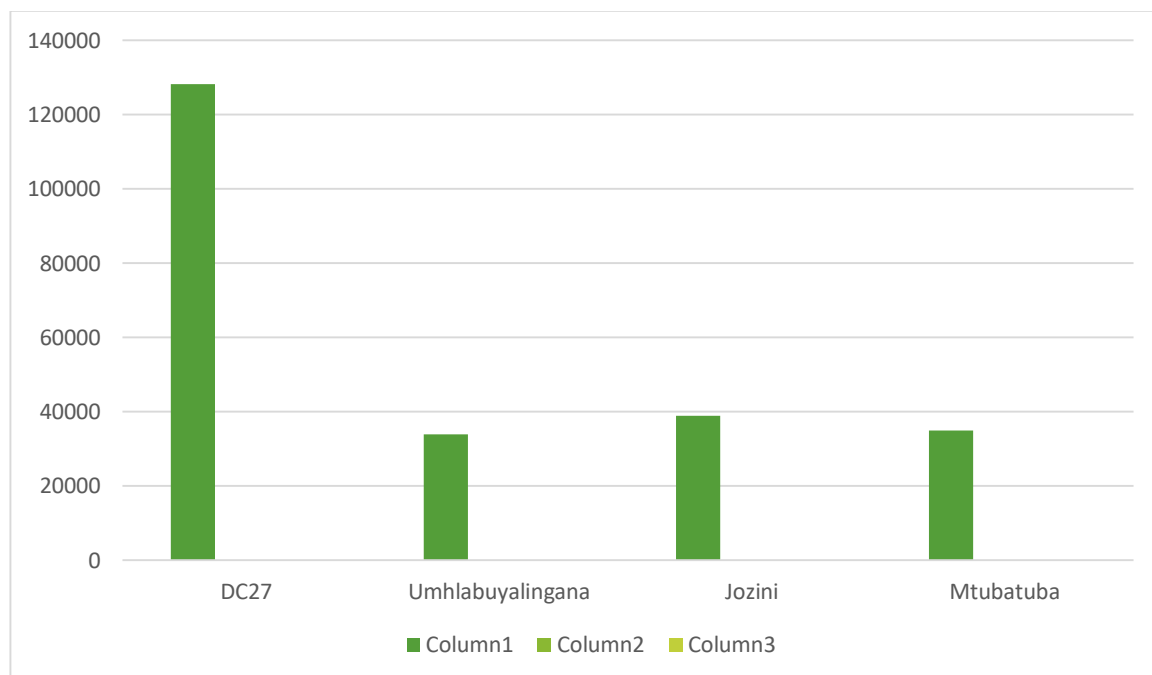
4.8.8 EMPLOYMENT AND INCOME LEVELS

The average household's income for Big 5 Hlabisa is R 57 218 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	2011
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 2011

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 Mngqobokazi (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 2021/2022

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:

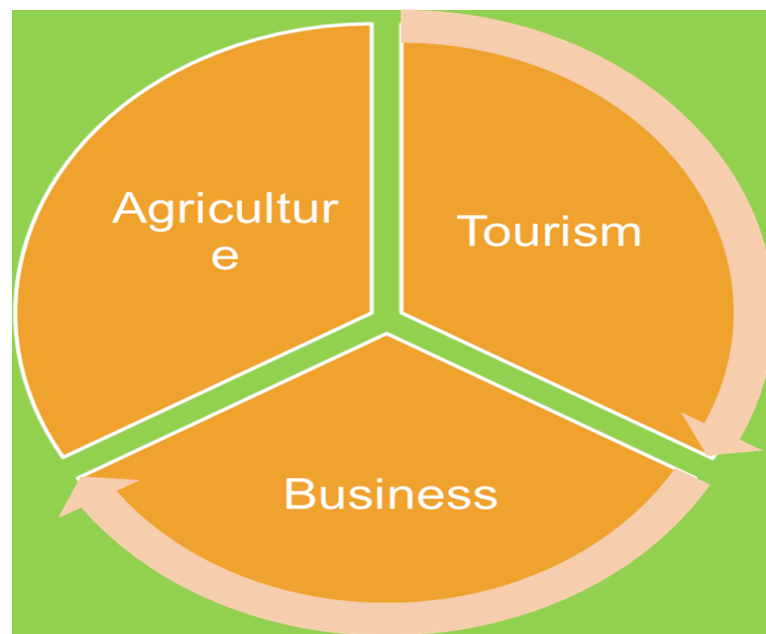
- Community gardens
- Poultry

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 a number of individual tourism publicity associations focusing on individual areas such as Maputaland, Hluhluwe and St Lucia. It appears that the current status is one of being a previous component of 'Zululand' and developing its own identity.

Figure 16 Local economic focus areas



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. The majority 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, 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, in order 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 to 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 comes 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 represents 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 located 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 Regulations

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 out 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 **180 job** opportunities and **18** Full Time Equivalents (FTEs) were created during the financial year (2020-2021). 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

Name of Project	Description	Budget
Informal Traders Market Stalls	This project is implemented at Hluhluwe Town Ward 5.	We are funded by AFROMATE
Dukemini Primary Co-operative	This is a crafters project implemented in the area of Nibela Reserve at Ward 4	It is funded by Edtea with a total of R 2 975 000.00
Akhona Amaciko Primary Co-operative Limited	This is a sawing project implemented in the area of Mpembeni next to Thandanani Store	It is funded by Edtea with a total of R 148 003.00

(B) LED PROPOSED PROJECTS

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

4.8.21. CHALLENGES THAT LOCAL ECONOMIC DEVELOPMENT IS FACING

- Limited funding to implement LED Programmes.
- Lack of coordinated efforts to implement LED and structures.
- Promote sustainable community-based entrepreneurship, investment and market Big 5 Hlabisa to attract investments.
- Expand production and promote beneficiation in agriculture, tourism and Business sectors.
- Local business support.
- Weak capacities in government to perform a new development role.
- High levels of poverty and unemployment.

4.8.22. LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS

STRENGTH	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • 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 • 	<ul style="list-style-type: none"> • Limited access to capital • Lack of manufacturing industries • Access to productive land • Poor marketing of the tourism sector • Poor investment opportunities 	<ul style="list-style-type: none"> • Reasonably strong infrastructure linkages with Mozambique and Swaziland • Possible support from business sector and donor agencies • Subsistence farming which could be expanded to commercial 	<ul style="list-style-type: none"> • High poverty and unemployment levels • High services backlog • Limited funding to implement LED Programmes

Table 51: SWOT analysis: LED

4.9. SOCIAL DEVELOPMENT ANALYSIS

4.9.13. BROAD BASED COMMUNITY NEEDS - 2022/2023

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 1996. 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.

It is however noted and becoming a concern that the matric pass rate has not been favorable since 2008 and is depicted in the table below the pass rate was provided by the Department of Education. 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 interventions

Description	Number
Client tested	12 404
Male Condoms Distributed	646 174
Female Condoms Distributed	40 457
Total Condoms Distributed	686 631
Ante – natal first visit before 20 weeks rate	155, 42%
Infants 1 st PCR test positive around 10 weeks	0.67%
Child rapid after HIV test	0%
Termination of Pregnancy in facility 10-19 years	11
Infant death	1

4.9.15.2. Reduce TB increase

Description	Number
TB Symptoms Child under 5 years screened for TB facility rate	89%
TB Symptoms 5 years and older screened for TB facility rate	89%
Male Urethritis Syndrome	413
STI treated – new episode	488
STI partner treated	21.6%

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 need 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 drivers 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 that operational. The facility for Leaners License is complete.

4.9.17. COMMUNITY DEVELOPMENT

Community development involves youth development, development of people with disabilities and various programmes 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.

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

The municipality is actively involved in 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 has recently been established.

There is currently elderly forum at a municipal level, and also in the district level. The municipality facilitates golden games at ward level and local level.

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 being established at ward level to address issues affecting women furthermore OSS is live and vibrant in a number of 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.

4.9.18. SOCIAL DEVELOPMENT: SWOT ANALYSIS

STRENGTH	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Institutionalisation of special programs • Functional Operation Sukuma Sakhe • Establishment of Drug abuse action committees 	<p>Some positions on Special Programmes are unfunded</p>	<p>Government support through Programmes like Operation Sukuma Sakhe, Civil Society support</p>	<ul style="list-style-type: none"> • HIV/AIDS prevalence • Uncoordinated social services • High poverty levels

4.10. FINANCIAL VIABILITY 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 2018/2019 financial year, there were no unspent funds. In 2020/2021 financial year there was an unspent amount for electrification funded by National Treasury through the department of Energy. The municipality spent this balance in the 2021/2022 financial year by end of September 2022.

Table 75 Capital Funding and Expenditure/

GRANT NAME	2021/2022			2020/2021			2019/2020		
	Received	Spent	Unspent	Received	Spent	Unspent	Received	Spent	unspent
MIG	R22 360 000.00	13 082 432.21	9 277 567.79	R20 978 000.00	20 978 000.00		R21 357 000.00	21 357 000.00	
INEG	R2000 000.00	1 873 072.21	127 692.34	R7000 000.00	R7000 000.00		16 000 000.00	16 000 000.00	
Massification Electrification	-	-	-	-	-	-			

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 40 958 870.01
FNB - 62641677466	Call Account	R 9 073 880.11
Mercantile Bank	Deposit Account	R 21 133.31
NEDBANK	Call Account	R 106 202.43
FNB- 62641681251	Call Account	R 12 476 850.20
ABSA -		R 14 010 352.28

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 2019/2020 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 2015/16 the indigent support has been kept around R..... and the support has been increasing gradually from 2016/17.

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

4.10.3 REVENUE RAISING STRATEGIES

The revenue raising strategy is provided. The revenue enhancement strategy is included in the SDBIP for finance to be reviewed in the current financial year which would be implemented in the 2019/2020 financial year.

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.

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

Customer	2021/2022	2019/2020	2018/2019	2017/2018
National Government	550 474.40	3 187 030,23	3, 937, 608.30	1, 317, 378.76
Business and commercial	12 136 222.19	7 712 228,93	5, 920, 518.81	3, 033, 418.84
Other Traditional Authority	2 975 548.01	1 860 648,83	1, 568, 303.44	1, 568, 303.44
Other Municipality	0,00	0,00	0.00	0.00
Other Debtors		31 235 826,12	29, 859, 912.23	30. 199, 844.75

4.10.5 FINANCIAL MANAGEMENT

4.10.5.1 SUPPLY CHAIN MANAGEMENT FUNCTIONALITY

The Council of Big 5 Hlabisa Municipality adopted an amended SCM Policy on the 14th of May 2019. 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 2019/2020 was submitted to the council 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 2019/2020 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 2017 ("PPPFA Regulations 2017") issued in terms of the Preferential Procurement Policy Framework Act, 2000, came into effect on 1 April 2017. 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 2019/2020 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 within the norm of 8%. 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 also the challenges that they experience as they work on the projects. Municipality to ensure that public consultation targets are achieved in time, 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 has been budgeted for against the total; non – current asset (ppe & investment property where the norm is 8 %). R 9,000,000.00 Budgeted Repairs and Maintenance. R 235 109 180 PPE as @2019-2020 AFS4% Budgeted for R&M of PPE.

4.11.1 FINANCIAL RATIOS-

The repairs and maintenance has been budgeted for against the total; non – current asset (ppe & investment property where the norm is 8 %). R 9,000,000.00 Budgeted Repairs and Maintenance. R 223 316 000 PPE as @2020-2021 AFS 4% Budgeted for R&M of PPE

4.11.2 FINANCIAL RATIOS-

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

Ratio	20/21	21/22	22/23
<p>Cost coverage ratio: The interpretation of this ratio is that in the 2021/2022 financial year with the cash they have it will take up 3 months to meet its financial obligations without having to get additional revenue. In 2022/2023 financial year the ratio dropped to 2 months, this is an indication that cash balance has dropped and if this trend continues to drop the municipality could find itself in a serious cash flow problem where they might not be able to meet their financial obligations.</p>	1.01	1.0	1.02
<p>Current ratio (current assets to current liabilities): The interpretation of this ratio is that in the 2022/2023 financial year the municipality is able to pay back its short term assets (Cash, inventory & Receivables). If they fall due at any specific period. In the 2021/2022 financial year the ratio dropped from 3, 75 to 1.3 which indicates that the municipality liquidity position is dropped. The norm is that they should be 1.5 and above. Since has dropped to 1.3 in 2021/2022 financial challenges and there is risk that non – current assets will need to be liquidated to settle current liabilities.</p>	1.09	1.0	2.3
<p>Capital expenditure to total expenditure: 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 2020/2021 financial year the ratio was 31 % and if dropped to 27% in 2021 /2022 financial year which is an indication that the prioritization of service delivery in 2022/2023 financial year dropped by 4% when compared to 2020/2021 financial year</p>	12.8%	11.70%	10.33%
<p>Debt to revenue : The municipality does not have loans that is why the ratio is 0% for both financial years.</p>	0%	0%	0%
<p>Collection ratio: The ratio indicates the collection rate, it also measures increase or decrease in debtors relative to annual billed revenue. The norm is 95%. In 2015/2016 financial year the collection rate was</p>	70%	62.5%	62.5%

52% and it increased to 60% in 2016/2017 financial year. This ratio also indicates the effectiveness of the Credit Control and Revenue Management systems and policies			
Remuneration Employee and Councillors to total expenditure: This ratio measures the extent of remuneration to total operating expenditure. The is 25% and 40%. In 2015/2016 financial year the ratio was 27% and in 2016/2017 financial year it is 30% which is within the norm, and it indicates the efficiency and it indicates that the municipality was not overstaffed.	41%	40.6%	38%
Distribution losses: Electricity /water: 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

OPERATING REVENUE	2019/2020	2020/2021	2021/2022
Operating Grants	132,661,000	138,976,000	149,931,000
Capital Grants	21,357,000	22,344,000	23,764,000
Own Revenue	21,192,000	18,483,000	19,223,000
Interest	900,000	936,000	973,000
Total	176,110,000	180,739,000	193,891,000

Table 82 Operating Expenditure

OPERATING EXPENDITURE	2019/2020	2020/2021	2021/2022
Councilor allowance	7,930,000	8,247,000	8,577,000
Employees related costs	81,538,000	87,245,000	93,352,000
General Expenses	75,792,000	76,373,000	82,499,000
Repairs and Maintenance	5,500,000	5,720,000	5,949,000
Provisions			
Total	170,759,000	177,586,000	190,377,000

The municipality has the ability to meet its operational expenses over the next year.

4.14. AUDITOR GENERALS AUDIT OPINION

Our Municipality received **Unqualified Audit Opinion** in the year 2020/2021

A table summarizing the AG opinion, responses and action (AG Action Plan) that the municipality will undertake to address them is attached as an annexure

4.15. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT SWOT

Table 83 Financial Viability and Management SWOT

STRENGTHS	WEAKNESS
<p>Municipality has a Sound Financial Management.</p> <p>Effective financial Management system for records keeping for a municipality including implementation of MSCOA.</p>	<p>The municipality is grant reliant or grant dependent.</p> <p>Lack of adequate monitoring of implementation plans and internal process and procedures for effective utilization developed systems.</p>
OPPORTUNITIES	THREATS
<p>The municipality have a room to increase or enhance own generated revenue through identified revenue streams</p> <p>The Municipality will have a standardized reporting format which will be understood at provincial and national level</p>	<p>Withholding of conditional grants by national department will result to no service delivery.</p> <p>Non-compliance with MSCOA, which could result in no transfer on equitable share to the municipality as per the legislated date.</p>

4.16 . FINANCE 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 section has not been budgeted and therefore staffed, and has not been factored into the strategic function of the supply chain system of the institution
- 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.

4.10. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

4.10.13. GOOD GOVERNANCE ANALYSIS

The Municipality values the participation of its residents in governance. To this end, the Municipality has established Ward Committees in all 13 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 so as 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 with regard to sector development is the integration of sector activities with the municipal planning systems.

4.10.14. 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 ward 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.

Ward 4 has been entered to the Premiers Services Excellence Awards because of the activities and effective interventions they have done in their area of operation. The Local Task Team meets every quarter to listen to reports from Ward Task Teams so that issues beyond local control will be elevated to the District Task Team for their intervention.

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 functionality 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.

The District Municipality send the calendar on meetings for such structures and there are as follows

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 consist of all IDP, PMS, LED and Development Planning, Environmental Planning and Management within the Family of Municipalities

F. COMMUNITY FORUM

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

G. COMMUNICATION (DCF)

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

H. CORPORATE SERVICES FORUM

I. PROVINCIAL COMMUNICATION FORUM

The Forum consist 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 municipality do not have enough staff to execute the task adequately. The committee meets quarterly.

4.10.15. 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 2018/2019. 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 stakeholder participation is still a challenge. 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 usually do not sit to the Municipal council meetings. The Municipality has an arrangement of meeting them at traditional leaders forum that is coordinated by the Municipality with an aim of updating them regarding service delivery.

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

5. 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.

4.10.16. 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 2019/20 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

4.10.17. 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 in July 2018. 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 2020/2021 Risk identified as major and crucial in the risk assessment workshop have been considered in the strategic phase of this document

4.10.18. 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 a number of 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 in 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
29 April 2021	Custer C 1.2.3.4.5
04 May 2021	Custer A 10.11.12.13
13 May 2021	Custer B 6.7.8.9
29 September 2021	Custer B 6.7.8.9
07 October 2021	Custer A 10.11,12.13
12 October 2021	Custer C 1,2,3,4,5
23 October 2021	Cluster C 1,2,3,4,5
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

4.10.18.1. WARD COMMITTEE FUNCTIONALITY

The Big 5 Hlabisa is made up of only 14 wards. All fourteen (14) ward committees were established in August 2016. 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 also 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 management 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	Established War Rooms	FUNCTIONALITY			
		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 - There is high teenage pregnancy in the local communities	DSD, DOH, NGOs & DOE conduct both school based and community awareness campaigns to reduce teenage pregnancy rates in different wards	The issue of getting males in these campaigns is still a challenge	Strengthening the functionality of men's forum
High HIV prevalence	Awareness campaigns based in schools were raised in deferent wards	Some of the people are still not taking serious the importance of condom use	DOH increasing community awareness on the importance of cond
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
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Electricity	<ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - The presence of DHA at war room meetings remains a challenge <ul style="list-style-type: none"> - 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 to 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	<ul style="list-style-type: none"> • 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 to the relevant bodies to combat unemployment
Housing projects	Human Settlement Department has approved houses to be built in deferent wards like in ward 1 & 3, Mnqobokazi Housing Project is on site.	Delays on implementation of some of the projects in other wards.	

	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.		

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	Stand pipe / 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	<ul style="list-style-type: none"> - 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	UMkhanyakude District to provide Water to all its wards.

		Mankankaneni, Esixeni, Mthunzi and other places.	
Roads	Osakwini new gravel road constructed by the local municipality which is nearly completion at ward 11.	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
	New gravel road constructed by Department of Transport from Mzinene to Ezifundeni to assist community but more especial school going children at ward 7.		

4.9.12. 8 PROGRESS REPORT ON IDENTIFIED ISSUES AND INTERVENTIONS

ISSUES IDENTIFIED	INTERVENTIONS
Schools <ul style="list-style-type: none"> - Macabuzela and Ezifundeni schools were affected by heavy winds. - Hluhluwe Primary has a challenge of toilets 	<ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> - Stakeholders are participating well in some of the War Room but do not attend to others while the approach is the same in all. 	<ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> - Shortage of skills development and trainings for young people 	<ul style="list-style-type: none"> • At ward 7, six hundred (600) youth has been trained in different aspects ie: <ul style="list-style-type: none"> - 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
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<p>Youth development and skills</p> <ul style="list-style-type: none"> - Shortage of skills development and trainings for young people 	<ul style="list-style-type: none"> • The training providers were: <ul style="list-style-type: none"> - Umfolozi TVET College, - Department of Labour - UIF Unit - DSD and - The Local Municipality • Zandlezimbhlophe PTY is a youth initiative aiming at providing accredited skills development to young people and capacitate SMMEs.

4.10.19. GOOD GOVERNANCE & PUBLIC PARTICIPATION SWOT ANALYSIS

Strength	Weakness	Opportunities	Threats
<ol style="list-style-type: none"> 1. Political stability 2. Functionality of Council committees and other stakeholders, e.g. the Local AIDS Council 3. Cooperation of traditional structures 4. Leadership accountability 	<ol style="list-style-type: none"> 1. Financial Resources 2. Specialized personnel 3. Office space 4. Marketing strategy 5. Work relations and bad attitude 	<ol style="list-style-type: none"> 1. Land 2. Involvement of other sectors 3. Talents exposure 	<ol style="list-style-type: none"> 1. Community Protests 2. Poverty and unemployment 3. Climate change 4. Crime 5. Chronic diseases, e.g. HIV/AIDS, TB.

4.10.20. COMBINED SWOT ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
KPA 01 : INSTITUTIONAL DEEVELOPMENT & TRANSFORMATION			
<ul style="list-style-type: none"> • Enough staffing according to the competency of individuals/ adequate human resources. • Existence of good governance structures including the MPAC, Audit Committee but not limited to 	<ul style="list-style-type: none"> • Insufficient skilled personnel i.e. environmental management, building inspectorate, IT • Inability to retain & attract skilled staff • Poor institutional memory • Lack of office space 	<ul style="list-style-type: none"> • Good relationship with Tribal authorities 	<ul style="list-style-type: none"> • Inability to attract and retain staff
KPA 02: BASIC SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT			
<ul style="list-style-type: none"> • Strategic Location(R 22 & N2) • Municipal buildings (habitable, functional) • Plant & equipment (new fleet, fleet maintenance contract, fleet tracking system, fuel management system) • Municipal infrastructure 	<ul style="list-style-type: none"> • Infrastructure degradation & backlogs • Municipal buildings (maintenance, shortage of space); 	<ul style="list-style-type: none"> • Coastline, bushveld and wildlife • Municipal buildings (maintenance, shortage of space); 	<ul style="list-style-type: none"> • Non-payment culture in community and government department; • Inadequate resources to deal with

<ul style="list-style-type: none"> • Roads (compliance with national road's legislation, functional roads) • Electricity (quality, sustainability, compliance to regulatory framework) • Sanitation (compliance, functionality, maintenance contract); • Public safety services; • Community development; • Social amenities management; and • Sport and recreation development facilitation 	<ul style="list-style-type: none"> • Plant & equipment (old, under maintained, non-availability) • Municipal infrastructure • Lack of bulk infrastructure for new developments • Roads (lack of roads in rural areas, road maintenance) • Electricity (distribution capacity, under resourced, lack of electricity in rural); • Sanitation (waste water treatment works capacity, lack of sanitation infrastructure in CBD); • Water (under maintained infrastructure, bulk 	<ul style="list-style-type: none"> • Plant & equipment (old, under maintained, non-availability) • Municipal infrastructure • Lack of bulk infrastructure for new developments • Roads (lack of roads in rural areas, road maintenance) • Electricity (distribution capacity, under resourced, lack of electricity in rural); • Sanitation (waste water treatment works capacity, lack of sanitation infrastructure in CBD); • Water (under maintained infrastructure, bulk infrastructure in rural areas, water loss) 	<p>increasing demands (financial constraints);</p> <ul style="list-style-type: none"> • Economic recession; • Poverty / unemployment impacting negatively on available resources; • High electricity tariffs / penalties; • Long lead times on EIA's; • Insufficient of water resources;
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			<ul style="list-style-type: none"> • Service delivery related social unrest. • Electricity supply capacity; • Illegal connections; • Vandalism of infrastructure;
KPA 03 SOCIAL & ECONOMIC DEVELOPMENT			
<ul style="list-style-type: none"> • Public safety services; • Community development; • Social amenities management; and Sport and recreation development facilitation • Urban and rural development planning, human settlement planning; • Local economic development (development towards Hluhluwe and Hlabisa) • Agricultural potential 	Local economic development (tourism marketing, tourism promotion, SMME development)	<ul style="list-style-type: none"> • Poor management of resources. • Nature conservation. • Tourism destination Tourism attraction. • Culture and heritage 	<ul style="list-style-type: none"> • High poverty level
KPA 04: GOOD GOVERNANCE AND PUBLIC PARTICIPATION			

<ul style="list-style-type: none"> • Existence of good governance structures including the MPAC, Audit Committee but not limited to • Legal compliance • Oversight Environmental Management System 		<p>Good relationship with Tribal authorities</p>	
KPA 05 : FINANCIAL VIABILITY & MANAGEMENT			
<ul style="list-style-type: none"> • Financial management; • Asset management; • Information / knowledge management (Deputy information officer position) • Sharing resources, e.g. vehicles, and municipal offices. 	<ul style="list-style-type: none"> • People management (labour relations, policy compliance, individual performance management); • ICT management (network, ERP, delivery time); and • Information / knowledge management (data management, abdicating roles and functions). • Poor resources. <p>management</p>		<ul style="list-style-type: none"> • Low revenue base
STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS

KPA 06 : CROSS CUTTING INTERVENTIONS (SPATIAL DEVELOPMENT & ENVIRONMENTAL MANAGEMEN			
<ul style="list-style-type: none"> • Open space management; • Municipal health; and • Environmental compliance facilitation 		<ul style="list-style-type: none"> • Plenty of idling land • Land & Environmental Diversity 	<ul style="list-style-type: none"> • Rhino poaching • Climate change • Environmental Factors (drought, low rainfall, fire disasters)
<ul style="list-style-type: none"> • Economic Development & Environmental opportunities ->Isimangaliso, LSDI Corridor& N2 	<ul style="list-style-type: none"> • Low capacity to implement & Enforce Plans • Insufficient economic intelligence data 	<ul style="list-style-type: none"> • Large portions of land in Municipal ownership available for subdivision and disposal/ Development 	

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 has to 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 wellbeing 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

c. 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 results 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

d. 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.

e. 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:

- o Set a long term (20 year+) 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);
- o 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;

- o Identify institutional arrangements to secure buy-in and ownership in the formulation and implementation of the plan;
- o To facilitate alignment and integration of the DGDP objectives with Departmental strategic plans, municipal IDP's, and sector strategies and plans;
- o 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 eThekweni municipality in 2011)
- Although growing from a small base, the economy experienced significant growth in excess of 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 the area of Big 5 Hlabisa Municipality area. In order to achieve this vision, the municipality will have to persist functioning in an accountable and financial 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
- Team work

f. 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 on the, 20 and 21 February 2019 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 09, 10 and 11 January 2022, 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. The session indeed served the purpose; uMkhanyakude District Municipality was present in the session and tremendously supported the municipality.

2. STRATEGIC OBJECTIVES

The following are the strategic objectives for the municipality for the period 2022-2023 FY and focus is made on sustainable development.

PGDS Strategic Goals	GDP Strategic Goals	GOALS	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	IDP REF.	ANNUAL TARGET 2022/2023
Human Resource Development	Enhanced quality of district human resources	Developed and Capacitated Institution	Review the PMS Framework	Number of Reviewed and Council approved PMS Framework	IDT/01/22	1
			Development and approval of SDBIP	Number of signed Performance agreements	IDT/02/23	5
			Implementation of the Employment Equity Plan	Number of EEP submitted to the Department of Labour	IDT/03/23	1
			Sign Performance Agreements with Senior Managers	Number of signed Performance agreements	IDT/04/23	5
			Preparation and submission of quarterly performance reports to council	Number of Organizational Quarterly Performance Reports compiled and tabled to Council	IDT/05/23	4

			KPA 02 LOCAL ECONOMIC DEVELOPMENT			
PGDS Strategic Goals	GDP Strategic Goals	GOALS	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	IDP REF	TARGET 2022/2023
Inclusive Economic Growth	Expanded District Economic output and increased quantity and quality of employment opportunities	Ensure all employable people are employed, promote small business and maintainable tourism within the municipality	Review of LED Strategy	Number of reviewed of LED Strategy	LED/01/23	1
		Ensure all employable people are employed, promote small business and maintainable tourism within the municipality	Review of informal Traders policy	Number of reviewed informal Traders policy	LED/02/23	1
			Issuing of Business licence	Issuing of Business license by 30 June 2022	LED/03/23	16
			Implementation of EPWP Programme	Number of jobs created through EPWP Programme	LED/04/23	167

			Co-ordinate the training of SMMEs	Number of SMME training coordinated by 30 June 2022	LED/05/23	4
			To promote Rural development & improved social welfare	Number of poverty alleviation projects distributed in 14 wards by 30 June 2023	LED/06/23	14

KPA 03: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

PGDS Strategic Goals	GDP Strategic Goals	GOALS	STRATEGIC OBJECTIVES	KEY PERFORMANCE INDICATOR	IDP REF	TARGET 2022/2023
	Provision of Sustainable infrastructure	To ensure that Community has access to basic services such as electricity, infrastructure accessible roads, etc.	Completion of Big 5 of sport complex phase 2	Number of Sport field completed	BSD/01/23	1
			Construction of community halls	Number of Community Halls Constructed	BSD/02/23	2

			Construction of gravel roads	Number of Km's of gravel roads constructed	BSD/03/23	1	
			Upgrade of Hluhluwe Licence Testing Centre (DLTC)	Number of DLTC upgraded	BSD/04/23	1	
			Review Infrastructure Master Plan	Number of Infrastructure Master Plan reviewed	BSD/05/23	1	
			Maintenance and repairs of potholes	Number of m2 of potholes repaired	BSD/06/23	160m2	
			Maintenance of streetlights	Number of streetlights maintained	BSD/07/23	70	
			Maintenance of access roads	Number of km of access roads maintained	BSD/07/23	550km	

KPA 04: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

PGDS Strategic Goals	GDP Strategic Goals	GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOCTOR	IDP REF	TARGET 2022/2023	
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		To ensure transparent, Social Stability cohesion ,talent and skills	Coordinating of Ward committee meetings	Number of quarterly ward committee Meetings Convened	GG/01/23	56	
			Coordination of IDP Public Participation Roadshows	Number of IDP Roadshows Coordinated	GG/02/23	2	
			Co-ordination of APC Meetings	Number of APC Meetings	GG/03/23	4	
			Co-ordination of MPAC Meetings	Number of MPAC Meetings	GG/04/23	4	
			Preparation and submission of Oversight Report	Number of Oversight Report submitted to Council	GG/05/23	1	
			Co-ordination of Youth Summit	Number of Youth Council Summit	GG/06/23	1	
			Review of Disaster Management Plan	Number of Review of Disaster Management Plan	GG/07/23	1	
			Conducting Multidisciplinary Road blocks	Number of Multidisciplinary Roadblocks conducted	GG/08/23	1	

			Attending motor vehicle accidents	Percentage of motor vehicle accidents attended	GG/09/23	100%	
			Attending disaster/fire incidents	Percentage of disaster/fire incidents attended	GG/10/23	100%	
			Performing applications for learners licenses	Number of applications for learners licenses performed	GG/11/23	2000	
			Renewal of driving licensee cards	Number of driving license cards renewed	GG/12/23	400	
			Performing applications for practical driving tests	Number of applications for practical driving tests performed	GG/13//23	2000	
			Licensing of motor vehicles	Number of motor vehicles licensed	GG/14/23	960	
			Conducting business inspections	No of local business inspections	GG/15/23	48	
			Conducting cleaning campaigns	Number of cleaning campaigns conducted	GG/16/23	2	

			Provide solid waste Collection services	Number of formalized households & businesses receiving basic waste collection services	GG/17/23	900	
		To encourage & promote participation in Arts, Culture and Heritage programmes	Co-ordinate Reed dance ceremonies	Number of re dance ceremonies coordinated	GG/18/23	2	
	To promote and advance social events and awareness		Coordination of Social welfare cohesion Events	Number of Social welfare cohesion events	GG/19/23	4	

KPA 05: FINANCIAL VIABILITY AND MANAGEMENT							
PGDS Strategic Goals	GDP Strategic Goals	GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	IDP REF	TARGET 2022/2023	
		To certify financial viable and supportable municipality	Prepare a monthly Revenue and debt collection report	Number of monthly Revenue and debt collection reports tabled to Finance Portfolio	FVM/01/23	12	

			To increase revenue collection and revenue management	% services charge revenue projections achieved in line with approved budge	FVM/02/23	100%	
			To increase revenue collection and revenue management	Number of Revenue Enhancement Strategy reviewed.	FVM/03/23	1	
		To increase revenue collection and revenue management	To have a SCM system that is in line with MFMA Municipal Policy & SCM Regulations & SCM Regulations including contract Management & reduced UIFWE	Number of UIFWE Reports submitted to Council	FVM/04/23	4	
			To ensure accountable and transparent governance	% spent on Capital Budget	FVM/05/23	100%	
			To ensure accountable and transparent governance	% spent on Operational Budget	FVM/06/23	100%	
			To ensure accountable and transparent governance	Number of financial Statements developed	FVM/07/23	1	

			To ensure accountable and transparent governance	% spent on Operational Budget	FVM/08/23	100%		
			KPA 06: CROSS CUTTING INTERVENTIONS					
PGDS Strategic Goals	GDP Strategic Goals	GOALS	STRATEGIC OBJECTIVE	KEY PERFORMANCE INDICATOR	IDP REF	TARGET 2022- 2023		
Expand spatial equity and conservational sustainability	Improve Spatial transformation and equity	Improve spatial equity and environmental sustainability	Preparation and approval of Land Use Management Scheme	Number of Land Use Management Scheme approved by Council	CCI/01/23	1		
			To enhance Spatial transformation and equity	Number of SDF reviewed and submitted to Council for approval	CCI/02/23	1		
		Improve spatial equity and environmental sustainability	Assessment and approval of building plans	Percentage of building plans approved	CCI/03/23	100%		
			Preparation and Review of IDP Document	Number of IDPs approved by Council	CCI/04/23	1		
			To enhance Spatial transformation and equity	Number of Strategic Planning Session co-ordinated	CCI/04/23	1		

KEY CHALLENGES FACING THE MUNICIPALITY

The Municipality undertook a Strategic Planning Session from the 09 , 10 , 11 Of January 2022. The attendance from the municipality were the Municipal Executive Committee, Heads of Departments and Managers. The session emerged with a SWOT analysis that touched all the municipal departments, which culminated into strategic issues / challenges.

These key priority issues / challenges were sifted into categories of the six (6) KZN KPAs

The following table summarizes these key challenges and what the municipality resolved to do in order to address them.

Table 2: Key strategic challenges for the municipality

KPA 1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

KEY CHALLENGES	<ul style="list-style-type: none"> -Poor attendance of ward committee meetings -No citizen/public participation survey's conducted -No formal complaints management system in place -Ward committees not sitting regularly -Councillors not submitting the reports to local municipality -Poor support from local municipality and councillors
KPA 2 : LOCAL ECONOMIC DEVELOPMENT	
KEY CHALLENGES	<ul style="list-style-type: none"> • Limited funding to implement LED Programmes • Lack of coordinated efforts to implement LED and structures

	<ul style="list-style-type: none"> • Limited private investment. • A non-conductive business environment to promote LED.
KPA 3 BASIC SERVICE DELIVERY	
KEY CHALLENGES	<ul style="list-style-type: none"> • Re-prioritization of projects • Backlog on registration of projects on mig-mis, for reporting purposes • Water stoppages due to drought --Community strikes regarding housing construction • Shortage of financial resources and staff for road construction and maintenance. • SCM delays in procuring supplies. Land issues being experienced in wards impacting on the construct of new roads.
KPA 4 GOOD GOVERNANCE	
KEY CHALLENGES	<p>-Allocated number of traditional leaders are not participating in council meetings.</p> <p>-There is no anti-corruption strategy in place.</p> <p>- IGR: Lack of attendance by District Municipality at public report back meeting (water service delivery)</p>
KPA 5 SOUND FINANCIAL MANAGEMENT	
KEY CHALLENGES	-Indigent register to be created and maintained.

	<ul style="list-style-type: none"> -Non-payment of services. -No revenue enhancement strategy. -Revenue collection rate is below the target. - Municipality does not have a risk register.
KPA 6 CROSS CUTTING	
KEY CHALLENGES	<ul style="list-style-type: none"> -Environmental Sensitive areas administrative facilities -Ageing infrastructure -Shortage and unavailability of proper jobs. -Small portion within the municipality as a whole is made up of rural settlements -Lack of Skills and internal capacity -Distance from- major centers increases project cost due to higher supply-costs

5. SECTION E1: SPATIAL STRATEGIC INTERVENTION

5.1. SPATIAL DEVELOPMENT FRAMEWORK

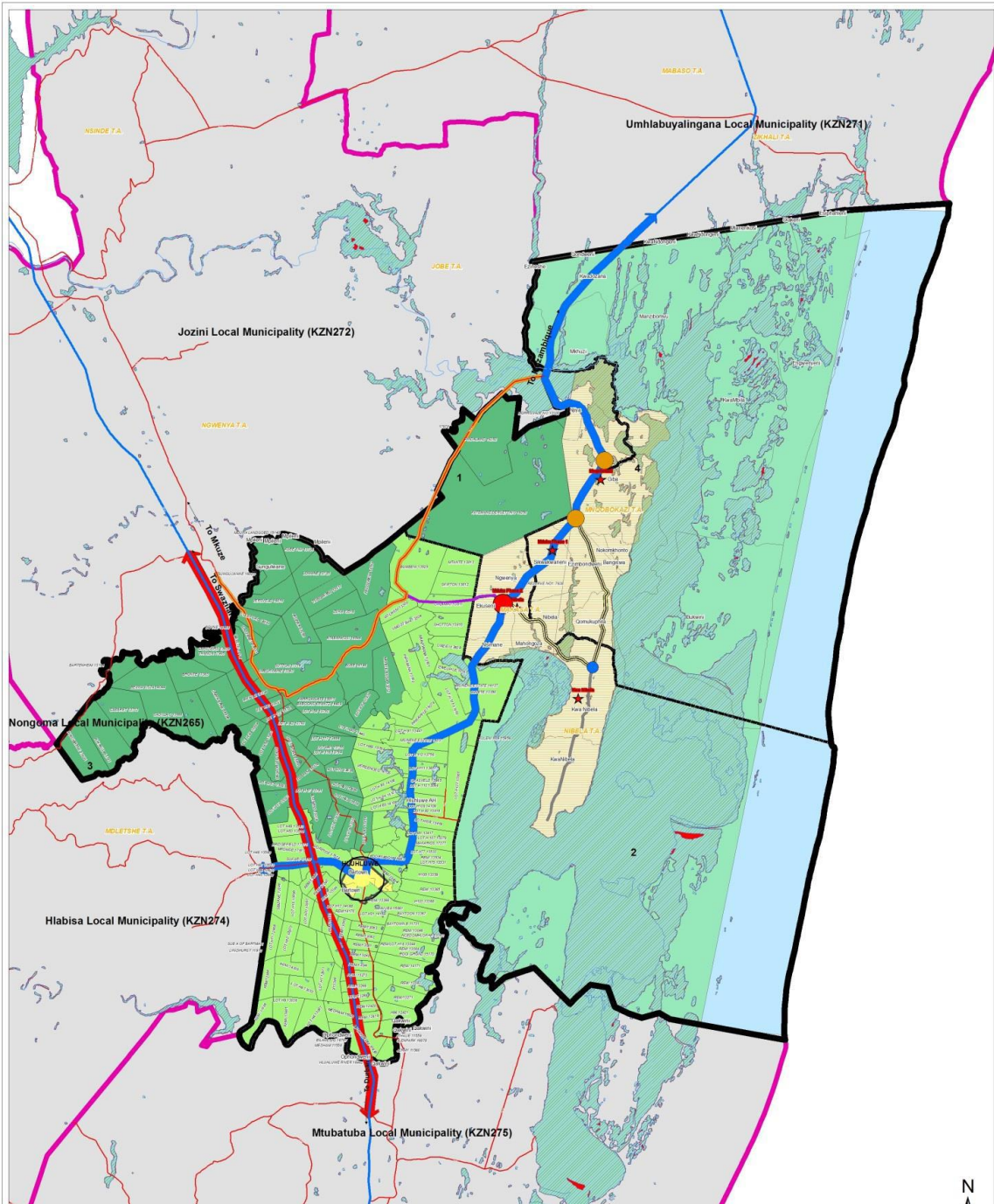
The Municipality is formerly revising its Spatial Development Framework and has recognized nodes and corridors within which quantified development should take place. Upon the achievement of the SDF, a Corridor Master Plan will be developed. The Corridor Master Plan will help unpack developmental activities 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 formalised 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, The 1st review will be done during 2016/2017, which will take cognizance of the imminent merger between Hlabisa and Big 5 False Bay Municipality.

The SDFs for both 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 as yet.

Hluhluwe



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 farm land.

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 compiled 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 realised.

The SDF complies with the following pieces of legislation:

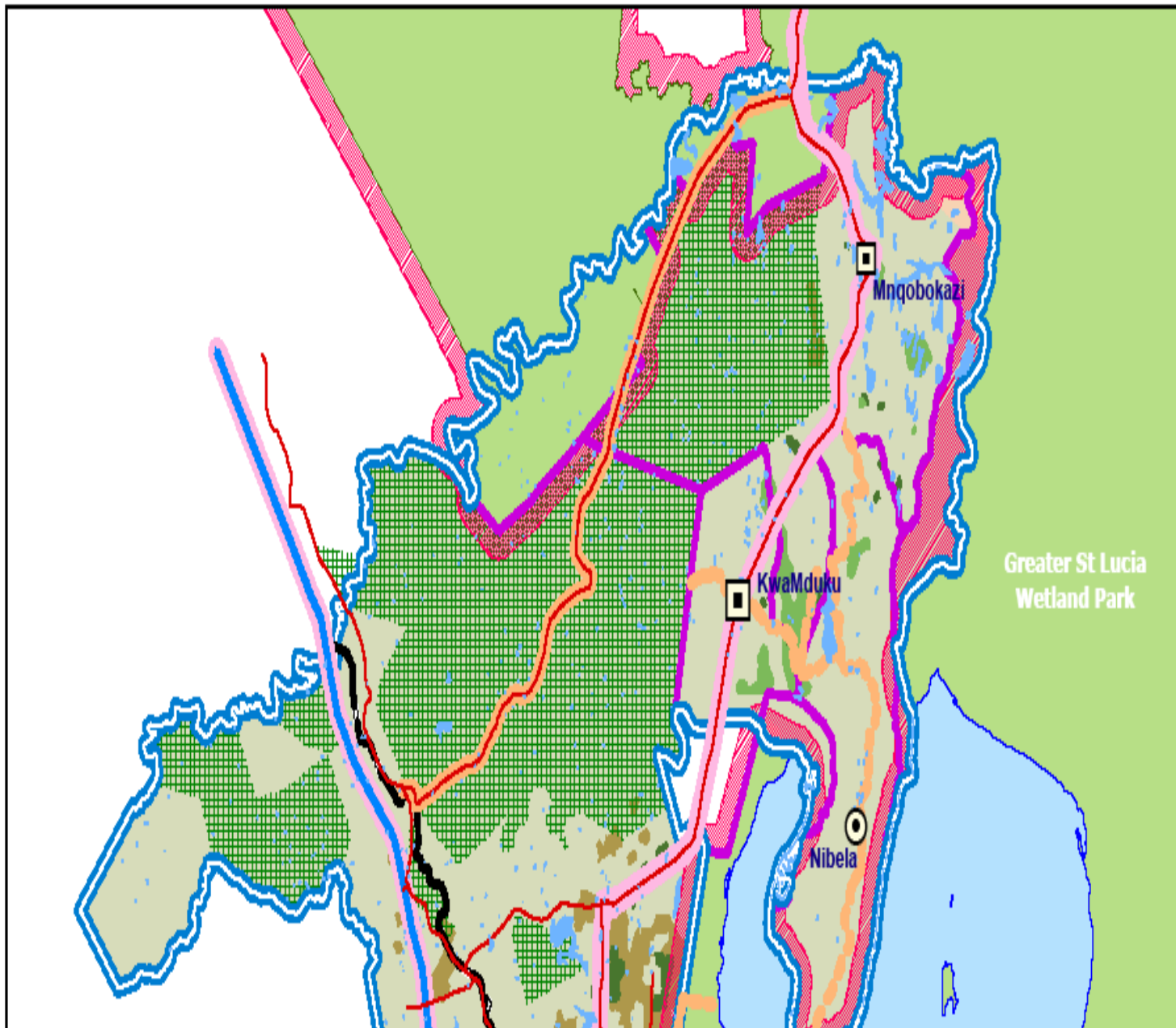
- Municipal Systems Act and the Municipal Planning and Performance Management Regulations, 2001,
- Strategic Environmental Assessment (SEA) Guidelines developed by CSIR,
- Provincial Spatial Planning Guidelines, 2009.
- Spatial Planning Land Use Management Act 16 of 2013 (SPLUMA)
- Kwa - Zulu Planning & Development Act 2008

Hluhluwe













**BIG FIVE FALSE BAY
LOCAL MUNICIPALITY
IDP 2007/2008**

**Spatial Development
Framework**

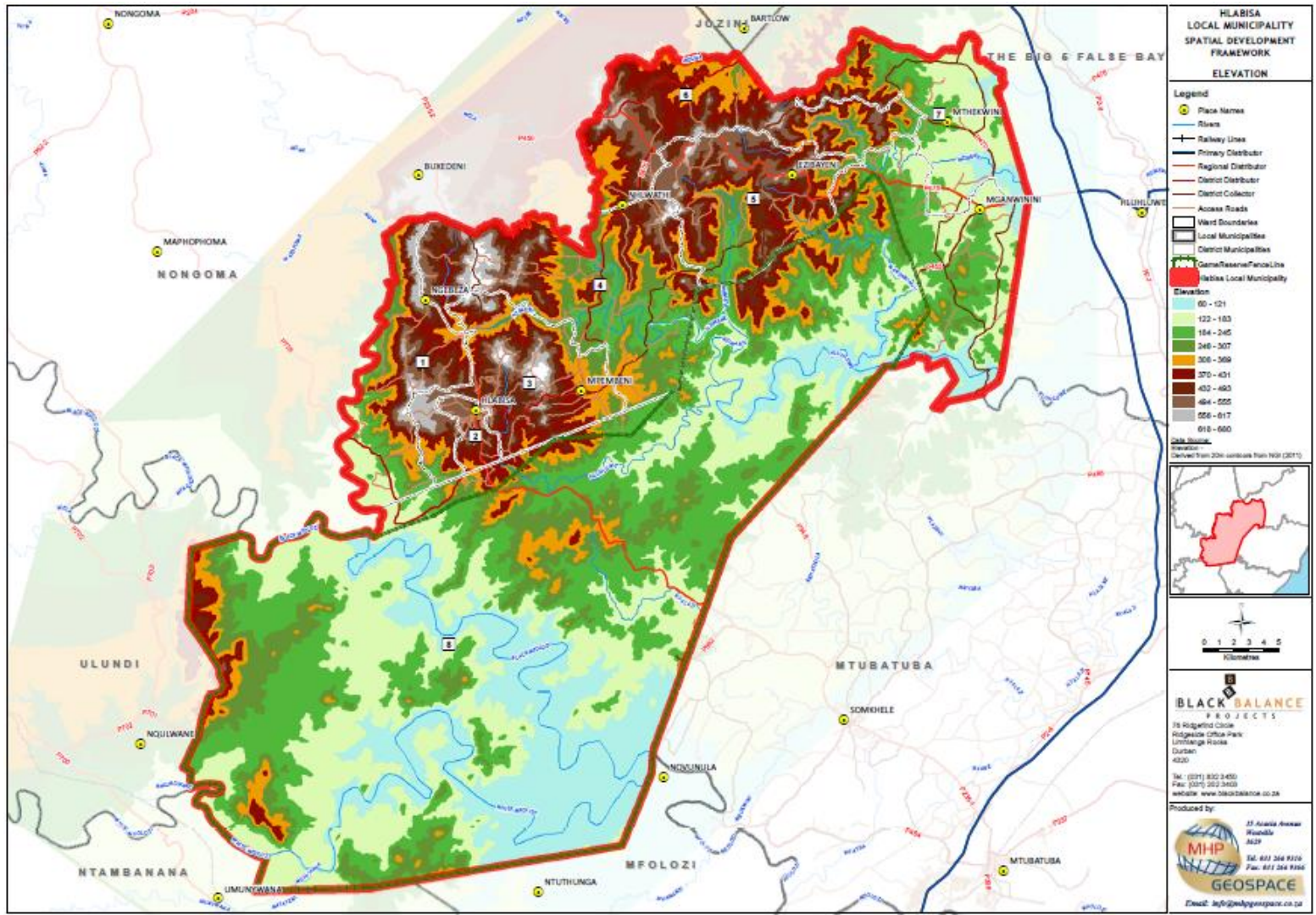
Map 3



Legend

-  Municipal Boundaries
-  Municipal Wards
- Transportation Network**
 -  National Roads
 -  Provincial Roads
 -  Rail
- Landuse**
 -  Commercial Agriculture
 -  Forestry
 -  Subsistence Agriculture
 -  Unspecified Development/Agriculture
- Natural Features**
 -  Wetlands and Estuaries
 -  Umkhanyakude District Reserves
 -  Private Reserves

Hlabisa SDF



5.3 POLICY AND LEGISLATIVE CONTEXT

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
<p>Municipal Systems Act</p>	<p>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.</p> <p>S26 (e) stipulates that the SDF must include the provision of basic guidelines for a land use management system for the municipality.</p> <p>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.</p>	<p>The Big 5-Hlabisa SDF should:</p> <ul style="list-style-type: none"> • Identify relevant national and provincial legislation • Identify matters that require alignment between local and district planning
<p>National Spatial Development Perspective (NSDP)</p>	<p>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, recognising the burden that unequal and inefficient spatial arrangements place on communities.</p>	<p>The Big 5-Hlabisa SDF should address issues of spatial restructuring.</p> <ul style="list-style-type: none"> • The municipality should thus focus on identifying on sectors and areas that

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	<p>This plan has developed a set of development principles which guide the development, investment and development decisions. The principles identified are as follows:</p> <ul style="list-style-type: none"> • 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 in order to 	<p>require service delivery especially rural areas.</p> <ul style="list-style-type: none"> • 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
	<p>gear up private-sector investment, to stimulate sustainable economic activities and to create long-term employment opportunities.</p> <ul style="list-style-type: none"> • 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 <p>These guidelines are regarded or recognized as critical tools for bringing about coordinated government action and alignment to meet social, economic and environmental objectives.</p>	

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
<p>Provincial Development (PGDS)</p> <p>Growth Strategy</p>	<p>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 (<i>See the Strategic Framework</i>) .</p> <p>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”</p> <p>The purpose of the PGDS in KwaZulu-Natal is to:</p> <ul style="list-style-type: none"> • Be the primary growth and development strategy for KwaZulu-Natal to 2030; 	<p>The Big 5 Hlabisa should make use of the PGDS informant's maps and data available.</p> <ul style="list-style-type: none"> • 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
	<ul style="list-style-type: none"> • 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 in order to achieve the desired growth and development goals, objectives and outcomes; • Spatially contextualise and prioritise interventions so as 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. <p>The strategy further stated that in order 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:</p> <ul style="list-style-type: none"> • The implementation of catalytic projects and interventions, 	<ul style="list-style-type: none"> • 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 in order 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
	<ul style="list-style-type: none"> • 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	<p>The New Growth identifies the employment issues as its main 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:</p>	<p>The SDF should introduce development projects which will bring about job opportunities.</p> <p>The SDF must create and delineate potential areas for development which attract people to</p>
National Development Plan 2030	<p>The National Development Plan is a broad strategic framework which aims to set out a coherent and holistic approach to</p>	<p>The Big 5-Hlabisa SDF should consider propose future development which includes the need for housing, proper social facilities,</p>

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	<p>confronting poverty and inequality based some of the interlinked priorities on the following:</p> <ul style="list-style-type: none"> • Faster and more inclusive economic growth • Building the capabilities • A capable and developmental state <p>The plan presents a long-term strategy which include but not limited to the following:</p> <ul style="list-style-type: none"> • 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. 	<p>proper infrastructure where it is highly required.</p> <p>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.</p> <p>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.</p>

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	<ul style="list-style-type: none"> • 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	<p>The act introduces provision to:</p> <ul style="list-style-type: none"> • 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 	<p>The Municipality must, in order to determine land use and development applications within its municipal area, establish a Municipal Planning Tribunal.</p> <p>Designate a municipal official to act as an inspector for the purpose of enforcing the provisions of the land use scheme and undertake inspections</p>

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
		<p>Make a determination on the type of Appeal Authority, which can be, the executive committee or the executive mayor of the municipality</p>
<p>Comprehensive Rural Development Programme (CRDP)</p>	<p>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 maximising the use and management of natural resources to create vibrant, equitable and sustainable rural communities.</p> <p>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-faceted</p>	<p>The SDF should ensure that the elements of rural development, sustainability and integration are taken into account and should also promote investment in the rural parts of the municipality.</p> <p>The SDF should aim at promoting public participation to gain consensus on decision making regarding the development needs proposed by the community or municipality in order to achieve a credible SDF for the municipality.</p> <p>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 has to liaise with the Ingonyama Trust Board in order to proclaim the land. PDA Application for</p>

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	<p>interventions designed to ensure sustained improvements in the lives of rural dwellers and rural economies.</p> <p>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.</p> <p>This programme aim to achieve the mandate which was raised by the Ministry and Department of Rural and Land Reform. The mandate introduced includes the following:</p> <ul style="list-style-type: none"> • 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 	<p>development within these areas may be required for the purpose of following the stipulated regulations.</p>

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	<p>at speeding up the pace of land reform and promote land ownership by South Africans.</p> <ul style="list-style-type: none"> • 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 are 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. 	

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	<ul style="list-style-type: none"> • Strengthen the partnership between government and the institution of traditional leadership to focus on rural development 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: • Improved economic infrastructure, social infrastructure, increasing the pace of land distribution and increasing the pace of land tenure for rural areas. 	
Urban Development Framework	<p>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 a number of goals, identified priority interventions, and introduced programmes in</p>	<p>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.</p>

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	support of the national urban development vision and addressing the urban land question.	CBD Study/UDF should be compiled in the SDF as one of the catalytic projects.
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	<p>The policy promotes the achievement of a non-racial, Integrated society.</p> <p>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.</p> <p>The objectives of the policy are specified as follows:</p> <ul style="list-style-type: none"> • Accelerating the delivery housing as a key strategy for poverty alleviation 	<p>The aspects of the policy which needs to be taken into consideration in the Big 5 Hlabisa SDF relate to:</p> <ul style="list-style-type: none"> • 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

INSTRUMENT	BRIEF SUMMARY	IMPLICATION FOR BIG 5-HLABISA SDF
	<ul style="list-style-type: none"> • Utilising 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 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 of sustainable human settlements. 	<p>built form according to the area type and the development principles.</p> <ul style="list-style-type: none"> • 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 (NORTH EASTERN 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 Mngqobokazi, 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 Mngqobokazi 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 a number of 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)

With regard 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 a number of 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.

With regard to 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 in particular (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 have to be abided by for safety purposes and the fact the infrastructure services are in the road reserve of the LSDI road in particular.

There are a number of 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 considered to be a tourism route is the route that provides access from Makhasa to Nibela (in a south easterly direction) and towards Mngobokazi 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 its 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.

4. 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 are 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 south easter 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 point for local adminitration 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 servises delivered via the present of government departments. These localities have existing social infrastructure that consist of primarily of education facilities or clinics, which are unfortunalely 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 Tadtional 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 node also houses the Traditional Office of the Mdletshe Traditional Council, and is centrally situated to disseminate social services to the surrounding
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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 point 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.

5.8. ENVIRONMENTAL SENSITIVE AREAS

The municipal area contains sites of environmental sensitivity which should be afforded protection so as 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. Nema 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 not 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: IMPLEMENTATION PLAN

THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (PLAN 2022/2023(SDBIP))

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

1.1. PURPOSE

- The purpose of this document is to outline the comprehensive multi-year financial plan that will ensure 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 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. In particular, 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 takes into account 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 your 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, 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

actually 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 National state of disaster declared by RSA President in March 2020 following COVID-19 had 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 2022/2023 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 has to be reviewed annually when the draft budget is submitted. ***Status: working on the 2022/2023 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 a monthly 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 may 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 2022/2023 financial as a result of COVID-19 pandemic job losses.

Status: working on the 2022/2023 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 2022/2023 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 2022/2023 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 2022/2023 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 2022/2023 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 2022/2023 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 2022/2023 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 2022/2023 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 2022/2023 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 2022/2023 and two outer years.**

1.5. REVENUE FRAMEWORK

- In order 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 expected to be negatively affected during 2022/2023 and possible two outer years as a result of job losses caused the declared National State of disaster.
- 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 2022/2023 financial year and two outer years and a conservative approach is followed to project expected revenues and cash receipts.

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:
$$\text{Grant} = \text{BS} + \text{D} + \text{I} + \text{R} + (-) \text{C}$$
 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 2022/2023 and two outer years comprises a large percentage of the total government grants than capital grants (Refer to budget).
- Government grants contributes a large percentage on the total revenue of the Municipality, hence the municipality is still grant dependent (Refer to budget).

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 (CPIX), 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. COVID-19 pandemic has negatively impacted the payment of services rendered to the community.

The additional revenue that will be generated through tariff increases 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 definitely be strained by a continuous tariff increase of electricity by ESKOM.

Credit Control and Debt Collection Policy needs to be implemented to ensure that the Municipality increase its collection rate. 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 as a result 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 as a result of mass deaths of property owners, retrenchments that has recently occurred as a result of the COVID-19 pandemic.

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 include 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 as 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 2022/2023 financial year and two outer years, indicative salary increase for employees considered the current collective agreement and will be on CPI average which is not less than 4.8% nor greater than 8% per annum.

1.8.2 The total employee related costs is estimated to be plus or minus 40% of total operating expenditure.

1.8.3 The cost associated with the remuneration of councilors 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.

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 in future years should be given a priority as per the approved maintenance plan and try all means possible to arrive at National Treasury's required norm.
- 1.8.6 Municipality will continuously monitor its spending closely and comply with municipal cost saving circulars.

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. It is clear that other projects do not have funding hence only funded projects are listed in the above
- 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 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 it is clear that 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 (R23 874 000,00) has been allocated. Internally generated Capital is budgeted at R5 700 000.00 million for 2022/2023 financial year totaling to R29 574 000.00. The expected increase for the two outer years is estimated to be 4.2 % and 4.3% per annum respectively.
- 1.10.6 The projected sources of funding over the medium term have been considered.

1.11. BIG 5 HLABISA MUNICIPALITY: FINAL BUDGET 2022/2023

The formats arranged by the Municipal Budget and Reporting Regulations, capital transfers and assistances 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 at this point in time 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	ADJUSTMENT BUDGET 2021/2022	DRAFT BUDGET 2022/2023
HOUSING GRANT	31 200 000,00	29 326 000,00
SCHEMES SUPPORT PROGRAMME	522 570,00	292 139,99
SPORT AND RECREATION MAINTANANCE GRANT	450 000,00	578 000,00
EXPANDED PUBLIC WORKS PROGRAMES	1 545 000,00	2 304 000,00
SALE OF LAND	2 080 000,00	2 200 000,00
PHOTOCOPYING	12 704,66	13 466,93
CLEARANCE CERTIFICATE	12 166,53	12 896,52
RENTAL FACILITIES	269 967,36	286 165,40
CEMETRIES	7 115,41	7 542,33
BUILDING PLANS	70 191,51	75 000,00
BILL BOARDS	59 488,00	60 000,00
FEDERAL AIRLINES	52 998,40	40 000,00
BUSINESS LICENCES	28 121,60	30 000,00
EQUITABLE SHARE	122 043 000,00	137 249 000,00
MUNICIPAL INFRASTRUCTURE GRANT	22 360 000,00	23 874 000,00
NATIONAL ELECTRIFICATION PROGRAMME	5 500 000,00	7 000 000,00
OFFICE RENTAL	100 000,00	260 000,00
LICENCES AND PERMITS	2 597 479,71	2 750 000,00
SALES OF DOCUMENTS	493 209,60	500 000,00

HIRING OF SPORTSFIELDS	12 373,50		150 000,00
TRAFFIC FINES	550 000,00		400 000,00
INTEREST:OUTSTANDING DEBTORS	-		-
INTEREST:EXTERNAL INVESTMENTS	1 500 000,00		1 500 000,00
FINANCE MANAGEMENT GRANT	2 550 000,00		2 750 000,00
RATES GENERAL	28 305 754,27		29 000 000,00
REFUSE REMOVAL INCOME	2 138 240,00		2 600 000,00
GAIN ON DISPOSAL OF PPE	1 784 640,00		1 800 000,00
PROVINCIALISATION OF LIBRARIES	1 871 000,00		1 964 000,00
COMMUNITY LIBRARY SERVICES GRANT	3 167 000,00		2 653 000,00
TOTAL REVENUE	283 020,55	231	249 675 211,17
EMPLOYEE RELATED COST	741 405,56	77	82 405 889,89
REMUNERATION FOR COUNCILLORS	351 072,70	10	10 868 626,34
ADVERTISING	200 000,00		212 000,00
AUDIT FEES	700 000,00	6	7 102 000,00
CAREER GUIDANCE	500 000,00		500 000,00
CLEANING	560 000,00		593 600,00
COMMITTEE EXPENSES	540 000,00	2	3 010 400,00
CONTRACTED SERVICES	270 800,15	17	18 307 048,16
INSURANCE	700 000,00	1	1 908 000,00
HIV/AIDS PROGRAMME	150 000,00		150 000,00

ELECTRICITY & WATER		1	
	000 000,00		1 060 000,00
SOD TURNINGS			
	400 000,00		159 000,00
PUBLICITY & COMMUNICATION		1	
	900 000,00		2 000 000,00
IDP PLANNING AND ROADSHOWS		1	
	330 000,00		1 400 000,00
ARTS AND CULTURE			
	625 000,00		821 500,00
ARTS AND CULTURE - RELIGIOUS FRATENITY			
	500 000,00		90 100,00
SENIOR CITIZENS			
	320 000,00		350 000,00
DISASTER MANAGEMENT		1	
	000 000,00		1 500 000,00
WOMEN & GENDER PROGRAMMES			
	100 000,00		100 000,00
CHILDREN & DISABILITY SUPPORT PROGRAMMES			
	380 000,00		375 000,00
YOUTH SUPPORT PROGRAMMES			
	400 000,00		600 000,00
FINANCIAL SERVICES		1	
CONSULTANTS			
	800 000,00		1 908 000,00
INEP GRANT		5	
	500 000,00		7 000 000,00
EPWP		3	
	000 000,00		3 000 000,00
FUEL & OIL		1	
	300 000,00		1 590 000,00
LEGAL FEES			
	400 000,00		500 000,00
ANNUAL LICENCE FEES			
	200 000,00		376 300,00
PRINTING & STATIONERY			
	690 000,00		700 000,00
FBE			
	300 000,00		530 000,00
SUBSISTANCE & TRAVELLING		1	
	005 000,00		2 013 300,00
SPORTS & RECREATION			
	550 000,00		550 000,00
STAFF TRAINING			
	750 000,00		900 000,00

DEPRECIATION	656 177,20	20	21 895 548,22
UNIFORMS	750 000,00		1 000 000,00
FINANCE CHARGES	500 000,00	1	1 500 000,00
MEMBERSHIP FEES	300 000,00	1	1 500 000,00
CONSUMABLES	130 000,00		150 000,00
EQUIPMENT & SMALL TOOLS	90 000,00		200 000,00
DEBT IMPAIRMENT	670 876,68	11	11 568 130,68
LED	300 000,00		318 000,00
DISASTER RELIEF - COVID 19 (CONTAGIOUS DISEASE) POVERTY ALLEVIATION	200 000,00		200 000,00
SOCIAL UPLIFTMENT	900 000,00		1 000 000,00
TOWN PLANNING	750 000,00		550 000,00
ENVIRONMENTAL AFFAIRS	550 000,00		795 000,00
TOURISM	50 000,00		40 000,00
HOUSING GRANT	60 000,00	3 1	63 600,00
WASTE MANAGEMENT	31 200 000,00		29 326 000,00
PLANT HIRE	40 000,00		1 042 000,00
OCCUPATIONAL HEALTH AND SAFETY	900 000,00		1 000 000,00
	105 000,00		164 300,00

AUDIT ACTION PLAN 2021

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	Audit Finding	Root cause/ Internal control defecency	Recommendations	Action planned/ Management comments	Means of verification	Implementation date	Verification date	Responsible Person	Status Resolved, Partially resolved, Unresolved
	During the audit of the annual financial statements, we noted that there were discrepancies between AFS and GL/TB. In certain instances the amount as per the TB and G/L did not agree with the amount	Prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information. <ul style="list-style-type: none"> • Management did not prepare regular, accurate and complete financial reports that are supported and evidenced by reliable and accurate information. • Reviews of the annual financial statement were not performed adequately to ensure that the amounts disclosed in the financial statements are complete and accurate. 	Management should ensure that the information in the annual financial statements is accurate and complete and furthermore; supported by accurate and readily available audit evidence. Management should ensure that sufficient reviews are undertaken in	To prepare interim financial statements and be submitted to PT, Cogta and Internal Auditors for review To continuously perform accurate monthly reconciliations and ensure	Interim financial statements. Monthly reconciliation Training Attendance register	01-Mar-22		Chief Financial Officer	Resolved

	as per the AFS.		the Annual financial statement to ensure that the General ledgers and the supporting schedules correspond to the information that is presented in the Annual financial statements.	proper mapping during preparation of AFS Training officials on the monthly reconciliation				
	During the audit of community assets - work in progress, a comparison was drawn between the payments made to 30 June 2021 and the progress of the project to 30 June 2021	Management did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information.	Management should investigate the reason for the material discrepancy between the payments made to date percentage to contract value and the progress percentage to date. Appropriate penalties or sanctions	Management to ensure accurate reporting of progress on site versus the payments made to service providers	Progress Reports	30-Mar-22	Director Technical Services	In-progress

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should be imposed to those that have provided a misleading information including suppliers, and employees.							
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<p>A. The reported performance indicator and performance targets was disclosed in the annual performance report, however it was not included in the approved planning documents SDBIP and IDP 2020/21 and there was no approved changes</p> <p>B. The following indicators are not verifiable, as per technical indicator description per approved</p>	<p>Management did not adequately provide oversight on the performance reporting and compliance as well as performance related internal controls.</p>	<p>Management should ensure that the planned indicator and targets in the APP and APR are consistent and that the reported achievement is consistent with the planned indicator and targets. Management should correct the APR and removed the indicator that was not initial planned and approved</p>	<p>Management to revise the current SDBIP to ensure alignment with performance reports. Indicators which are non-verifiable will also be revised to ensure that they are measurable.</p>	<p>Revised SDBIP</p>	<p>30-May-22</p>	<p>30-Jun-22</p>	<p>Director Technical Services</p>	<p>Unresolved</p>
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<p>2020/21 SDBIP, unit of performance measure is defined as Percentage (%) work done onsite in Rands /total award value x 100 and indicator definition described as indicator measures percentage progress made on the project, it is measured in percentage and cumulative. C.During the audit of the reported performance indicators, it was noted that performance</p>							
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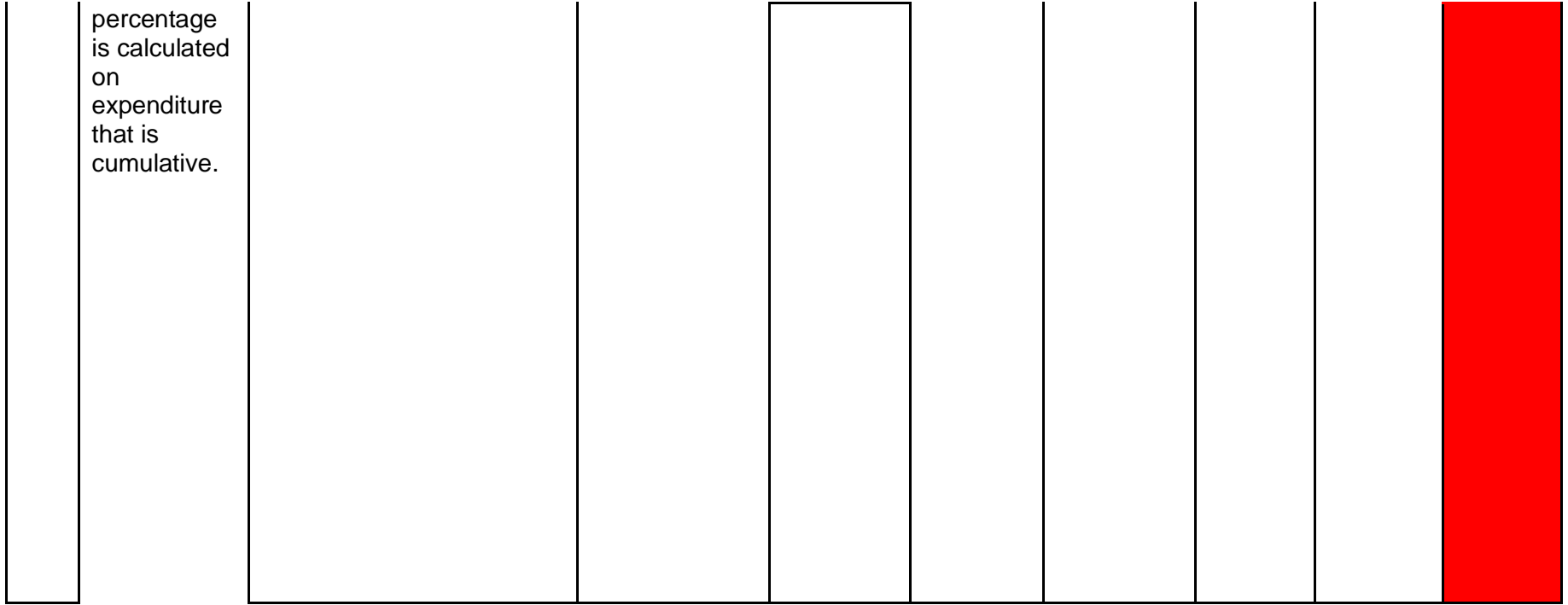
indicators were not well defined to ensure that data is collected and reported consistently, well defined means:

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<p>Reported performance indicators not accurate, complete and valid. During the audit of pre-determined objectives, the following indicators were found to be inaccurately reported in the APR. The total expenditure in the supporting information provided by the municipality does not agree to the total expenditure in the APR. Furthermore, it was</p>	<p>Management did not perform adequate reviews between the supporting planning documents, progress reports, SDBIP and IDP prior to disclosing the information to the APR</p>	<p>Management should perform a review of the reported financial information in the APR and confirm that figures correspond to the underlying planning documents (IDP and SDBIP) as well as the consultant progress reports on projects</p>	<p>Management to improve reporting of indicators to reflect current progress on site. Monitoring of reported information will also be prioritised.</p>	<p>Revised SDBIP and Accurate Performance Report</p>	<p>30-May-22</p>	<p>30-Jun-22</p>	<p>Director Technical Services</p>	<p>Unresolved</p>
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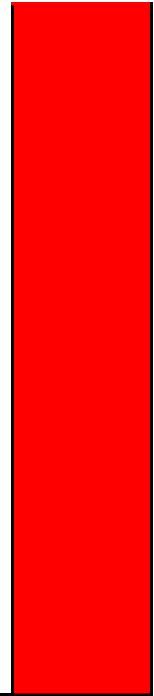
percentage
is calculated
on
expenditure
that is
cumulative.



<p>During the audit of pre-determined objectives, we evaluated the validity of the reported information in the annual performance report and identified the following validity issues for defined performance indicators certain.</p> <p>Percentage of completion of Ebuvimbeni Community Hall</p> <p>Inspected the certificate of completion, supplied by</p>	<p>Management did not exercise oversight in reviewing and monitoring the information reported, in consideration of the supporting documents</p>	<p>Management should implement proper reviews of performance information, adjust information reported where necessary and comply with municipal regulations. Update APR to reflect true reflection of the achievement of the performance indicator.</p>	<p>Management to improve reporting of indicators to reflect current progress on site. Monitoring of reported information will also be prioritised.</p>	<p>Revised SDBIP and Accurate Performance Report</p>	<p>30-May-22</p>	<p>30-Jun-22</p>	<p>Director Technical Services</p>	<p>Unresolved</p>
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Mzibani Consultants on 09/03/2021 and confirmed that the project was certified as completed and the completion date is 04 March 2021. The municipality incorrectly reported to have achieved the target as the project was set to be completed on 31 December 2020 whereas it was completed 04 March 2021 per the certificate of

completion.
Therefore,
this target
was not
achieved



<p>In terms of GRAP 16, paragraph 14(b), land held for a currently undetermined future use should be classified as investment property, however during the audit of the property, plant and equipment (PPE), we noted that the vacant land is incorrectly classified as PPE instead of being classified as investment property. Refer to annexure A for list of land</p>	<p>Municipality did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information.</p>	<p>Management should classify the vacant land held for undetermined future use as investment property.</p>	<p>To prepare interim financial statements and Fixed Assets register be submitted to PT, Cogta and Internal Auditors for review To continuously perform accurate monthly reconciliations and ensure proper mapping during preparation of AFS and Assets Register. Quarterly</p>	<p>Interim Financial Statement, Fixed Asset Register and Quarterly Verification Report</p>	<p>01-Mar-22</p>	<p>Chief Financial Officer</p>	<p>Resolved</p>
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	amounting to R25 100 088.02			Assets Verification Training officials on the monthly reconciliation					
	During the audit of assets (completeness testing) we identified the following vehicles that were purchased during current financial year and were not recorded in the fixed	Monthly asset reconciliations not performed between the general ledger and fixed asset register	Management should record the assets purchased as additions to property, plant and equipment during the correct account period. Management should to revise the entire population to adjust for	To prepare interim financial statements and Fixed Assets register be submitted to PT, Cogta and Internal Auditors for review To	Interim Financial Statement, Fixed Asset Register and Quarterly Verification Report	01-Mar-22		Chief Financial Officer	Resolved

	<p>assets register. We also obtained invoices confirmed that they were purchased on 10 June 2021 from Isuzu Motors (Invoice number 91390495) and paid on 30 June 2021.</p>		<p>similar instances.</p>	<p>continuously perform accurate monthly reconciliations and ensure proper mapping during preparation of AFS and Assets Register. Quarterly Assets Verification Training officials on the monthly reconciliation</p>					
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<p>Key disclosures not made in the statement of financial position and note 15. Rates used not supported by evidence to determine best estimate. Contribution to provision for landfill site rehabilitation not correctly classified</p>	<p>Management did not implement controls over daily and monthly processing and reconciling of transactions</p>	<p>Management should ensure that all matters that should be disclosed in respect of Provisions for Rehabilitation of Landfill Sites as required by GRAP are disclosed in the Annual Financial Statements. Management should ensure adequate review of financial statements prior submitted to the external auditors</p>	<p>Review of Interim Financial Statement by IA, Audit Committee, Cogta & Treasury</p>	<p>Review notes from IA Interim Financial Statement</p>	<p>15-Aug-22</p>		<p>Chief Financial Officer</p>	<p>Resolved</p>
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<p>Prior-year adjustment not adequate disclosed</p>	<p>Management did not review and monitor compliance with applicable laws and regulations to ensure that the requirements of the GRAP 3 are adhered to</p>	<p>Management to amend the AFS to reflect the prior-year adjustments to ensure the financial statements are fair. Management should ensure adequate review of financial statements prior submitted to the external auditors. Management should determine and disclose correct nature correct the extents of errors and disclosed updates, corrections in accordance to GRAP 3</p>	<p>Review of Interim Financial Statement by IA, Audit Committee, Cogta & Treasury</p>	<p>Review notes from IA Interim Financial Statement</p>	<p>15-Aug-22</p>	<p>Chief Financial Officer</p>	<p>Resolved</p>
<p>During the audit of prior-year adjustment note 50, it was noted that the nature of the prior-year adjustments is not disclosed as required by GRAP</p>							

<p>The opening balance as does not agree to the balance disclosed in the prior year annual financial statements and the statement of changes in net asset does not add up mathematically resulted in a unexplained differences</p>	<p>The municipality did not prepared regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information are not prepared.</p>	<p>Management should ensure that transactions are disclosed in the correct accurate and complete. Management should ensure that all the disclosure was included in the AFS and that amounts that differ from the prior year was correctly included in the restatement note. The amounts disclosed should be cross referenced and agreed to the relevant note. Management should determine the extent of the error and</p>	<p>Review of Interim Financial Statement by IA, Audit Committee, Cogta & Treasury</p>	<p>Review notes from IA Interim Financial Statement</p>	<p>15-Aug-22</p>		<p>Chief Financial Officer</p>	<p>Resolved</p>
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			update the AFS with all affected line items						
	During the audit of property, plant and equipment and performing of physical verification of the assets, the building detailed in the table below was not impaired	Management did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information.	Management did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information. Management advised to ensure that	To perform the annually conditional assessment of assets, to determine the state of each assets in the asset register	Conditional Assessment Report Verification Report	30-Jun-22		Chief Financial Officer	In-progress

	even though there were impairment indicators and the asset was indicated in the fixed asset register as very poor.		the assumptions and methodology used by experts be revised to ensure that it consistent with the condition of the asset.						
	It was noted that the municipality incurred unauthorised expenditure in the current year, however it was not disclosed on note 47 Furthermore , unauthorised expenditure register/calculation submitted	Management did not review and monitor compliance with applicable laws and regulations.Management did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information.	Management should determine the votes on which budget was prepared in accordance with and calculate irregular expenditure in accordance with requirements of MFMA, taking into account operational and capital expenditure. Management	Review of Interim Financial Statement by IA, Audit Committee, Cogta & Treasury	Review notes from IA Interim Financial Statement	15-Aug-22		Chief Financial Officer	Resolved

<p>for audit, it was identified that the municipality did not calculate unauthorized expenditure as required by MFMA by calculating overspending of the total amount appropriated in the municipality's approved budget and overspending of the total amount appropriated for a vote in the approved budget.</p>		<p>should amend AFS and provide sufficient appropriate audit evidence regarding the calculation and the disclosure of unauthorized expenditure.</p>							

	<p>A. During audit of unspent conditional grants, it was noted that the amount disclosed on the face of the statement of financial position does not agree to the amount disclosed on the note number 14. B.</p>	<p>The preparation of the financial statements was not adequately reviewed and monitored, as the management did not take adequate due diligence to ensure that the presentation of unspent conditional grants are accurate and complete.</p>	<p>Management must review and monitor the process of financial statements preparation to ensure accuracy thereof.</p>	<p>Review of Interim Financial Statement by IA, Audit Committee, Cogta & Treasury</p>	<p>Review notes from IA Interim Financial Statement</p>	<p>15-Aug-22</p>		<p>Chief Financial Officer</p>	<p>Resolved</p>
	<p>Formal requests for information for the audit were issued to management. However, some of the information requested was not</p>	<p>Proper record keeping has not been implemented to ensure that complete, relevant and accurate information is accessible and available to support financial reporting and compliance whenever requested.</p>	<p>Management should implement a tracking tool for all requests issued in order to keep track of all information requested and the necessary timeline to</p>	<p>Weekly progress meeting with Auditors and daily updating the Tracking tool</p>	<p>Tracking tool</p>	<p>Immediately</p>		<p>Chief Financial Officer</p>	<p>Resolved</p>

	submitted to auditors or were not appropriate. Follow-up with management was done through verbal discussions; however, the information was still not submitted for audit.		ensure compliance.						
	Related party transactions not disclosed in term of paragraph 27 of GRAP 20, the nature of the related party relationship as well as information about those transactions and	Financial and performance management The municipality did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information.	Management should visit all related parties as described in terms of GRAP 20 definitions and disclosure requirements and ensure that financial statement are sufficiently updated and supported by appropriate sufficient audit	Review of Interim Financial Statement by IA, Audit Committee, Cogta & Treasury	Review notes from IA Interim Financial Statement	15-Aug-22		Chief Financial Officer	Resolved

	outstanding balances, including commitments, necessary for users to understand the potential effect of the relationship on the financial statements.		evidence. Management should visit validity of the note narration disclosed and ensure that it is supported by reliable audit evidence						
	It was noted that there is no summary of quantitative data about the exposure to the risk at the end of the reporting period as well as the concentrations of the risks, for the following relevant	Financial and performance management Prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information.	Management should ensure that there are thoroughly reviews of the disclosure notes disclosed in the annual financial statements, against the requirements of GRAP to ensure that the disclosure notes are accurate, complete and in compliance	Review of Interim Financial Statement by IA, Audit Committee, Cogta & Treasury	Review notes from IA Interim Financial Statement	15-Aug-22		Chief Financial Officer	Resolved

	<p>risks that Big 5 Hlabisa Local Municipality has been exposed to:</p> <ul style="list-style-type: none"> • Credit risk • Liquidity risk 		with the applicable framework.						
	<p>During the audit of contingent liabilities, it was noted that contingent liabilities identified by the external confirmation from external legal practitioners (Philip Walsh Attorneys) have not been disclosed in the annual</p>	<p>Management did not adequately review the financial statement or monitor the preparation of the AFS.</p>	<p>Management should adhere to the GRAP requirements when presenting and disclosing financial information and ensure that estimate provided by legal expert is accurate relates to the estimate of possible liability not legal fees to be charged for the case.</p>	<p>Review of Interim Financial Statement by IA, Audit Committee, Cogta & Treasury</p>	<p>Review notes from IA Interim Financial Statement</p>	<p>15-Aug-22</p>		<p>Chief Financial Officer</p>	<p>Resolved</p>

	financial statements for the year 2020/21.								
	Inadequate disclosures for PPE and Investment property The annual financial statements presented for audit purposes omitted the following disclosures required by GRAP: Ø Investment property disclosure note 8 did not indicate the	Management did not review and monitor compliance with applicable laws and regulations to ensure that the requirements of the GRAP 16 and 17 are adhered to.	Management should ensure that there are thoroughly reviews of the disclosure notes disclosed in the annual financial statements, against the requirements of GRAP to ensure that the disclosure notes are accurate, complete and in compliance with the applicable framework.	Review of Interim Financial Statement by IA, Audit Committee, Cogta & Treasury	Review notes from IA Interim Financial Statement	15-Aug-22		Chief Financial Officer	Resolved

<p>measurement model (cost model or fair value model) used by the municipality to measure the investment property. Ø Property, plant and equipment note 9 did not indicate the measurement model (revaluation or cost model) used by the municipality to measure property plant and equipment.</p>							
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<p>During the audit of property, plant and equipment (office equipment) and the performing of physical verification of the assets, the assets did not have asset numbers hence the auditors could not confirm that they exist - NOT RESOLVED Furthermore , the assets have a description in invoice and fixed asset register (HP 15 i3 laptop) which differs</p>	<p>Management did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting.</p>	<p>All assets should be allocated to a responsible official / officials and these officials must be held accountable for assets allocated to them when they cannot be verified during the asset counts. New assets should have barcodes/ asset numbers attached to them on a regular basis. Management should investigate the issue of laptops and provide feedback on the outcomes of conclusion of the investigation.</p>	<p>To perform the Quarterly physical Assets verification</p>	<p>Assets Verification Report</p>	<p>30-Mar-22</p>	<p>Chief Financial Officer</p>	<p>Resolved</p>
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<p>from the description in the asset(HP 08 i3 laptop) therefore we could not confirm that assets verified are the assets purchased, and the asset condition appear to not match asset purchase date.- RESOLVED</p>								
<p>During the audit of commitments note number 43 disclosed on the annual financial statements, we noted that there are</p>	<p>*963.</p>	<p>Management should accurately disclose the commitments note and ensure that they disclose the correct amounts on the annual financial</p>	<p>Review of Interim Financial Statement by IA, Audit Committee, Cogta & Treasury</p>	<p>Review notes from IA Interim Financial Statement</p>	<p>15-Aug-22</p>			<p>Resolved</p>

<p>differences between what is disclosed on the financial statements .</p> <p>PROJECT NAME :</p> <ol style="list-style-type: none"> 1. Osakwini Causeway And Gravel Road 2. Ngodini Comm Hall 3. Nqutshini community Hall 4. Big 5 Hlabisa Testing License Centre 5. Upgrade of Hlabisa Sport Complex 		<p>statements. Management should revisit the entire commitment calculation and ensure that is supported by accurate and reliable audit evidence.</p>						
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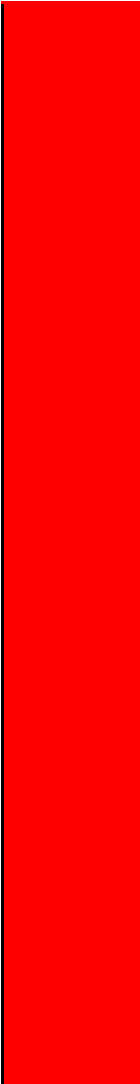
<p>During the audit of Sale of building plans, it was noted that majority of the transactions does not relate to sale of business plans, it also includes items such as library and fine income and tender documents.</p>	<p>63..369*</p>	<p>Management should visit the entire population of Sale of building plans and ensure that it is accurate and complete and only relates to sale of building plans. Other items should be correctly classified to the corresponding line item in revenue and the analysis of the population should be submitted to the auditors. Alternatively as amount are immaterial they can be grouped together as other income.</p>	<p>To continuously perform accurate monthly reconciliations and ensure proper mapping during preparation of AFS Training officials on the monthly reconciliation</p>	<p>Monthly Reconciliation</p>	<p>28-Feb-22</p>		<p>Manager Revenue : Mr. MP. Phakathi</p>	<p>Resolved</p>
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<p>During the audit of the landfill site asset it was noted that there was a change in estimated useful lives of the landfill site in Hluhluwe, however it was noted that the change in estimated useful lives was not accounted for and no disclosure was made to indicate whether it an error or a change in accounting estimate as required by GRAP 3.</p>	<p>Management did not review and monitor compliance with applicable laws and regulations to ensure that the requirements of the GRAP 3 are adhered to.</p>	<p>Management should ensure that the financial statements are properly reviewed. All necessary disclosure are made to the AFSThe above misstatements must be corrected and the amended disclosure be submitted for audit. Management should provide relevant facts that supports change in estimated useful lives of the landfill site</p>	<p>Review of Interim Financial Statement by IA, Audit Committee, Cogta & Treasury</p>	<p>Review notes from IA Interim Financial Statement</p>	<p>15-Aug-22</p>		<p>Chief Financial Officer</p>	<p>Resolved</p>
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<p>[A] General expenditure recorded on the incorrect period.</p> <p>During the audit of General expenditure, we noted that some transactions were recorded in the incorrect period as the supporting documents provided by the auditee shows that the transactions were incurred in the prior year period. The following are the examples of the</p>	<p>The municipality did not implement controls over daily and monthly processing and reconciling of transactions</p>	<p>Management should visit the entire population to ensure that general expenditure and contracted services recorded relates to the correct accounting period. Management should ensure that there are appropriate controls in place to ensure that there evidence available to support that good or services were received</p>	<p>Management to perform the monthly reconciliation and enforce the signing of Good Received notes (GRN)</p>	<p>Monthly Reconciliation</p>	<p>28-Feb-22</p>		<p>Chief Financial Officer</p>	<p>Resolved</p>
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<p>Part A: Maintenance and repairs of 115 m2 potholes in ward 05 and 12 tarred roads by 31 May 2021</p> <p>During the audit of the maintenance of potholes indicator, we noted that the municipality inaccurately reported potholes maintained during the current financial year. The following differences were noted in the portfolio of evidence</p>	<p>Management did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information.</p>	<p>Management should make the appropriate adjustments to the APR to ensure that it accurately and completely report all the achievements, all reported achievements should be supported by job cards and maintenance reports. Management should further implement effective controls around the monitoring and reviewing of the potholes and road maintenance process and keep detailed job cards and</p>	<p>Management to improve reporting of indicators to reflect current progress on site</p>	<p>Revised SDBIP and Accurate Performance Report</p>	<p>30-May-22</p>	<p>30-Jun-22</p>	<p>Director Technical Services</p>	<p>Unresolved</p>
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	provided by the municipality. Part B: Maintenance of 380km Rural Access roads in thirteen wards by 31 May 2021		completion certificates.						
	An external letter of litigations and claims was obtained from the municipality's attorneys on 09/10/2021. We noted that there is a case between the municipality	Leadership did not exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls.	Management should put measures in place to ensure that the matter is resolved timeously and the salaries are made to employees who are performing for the municipality. Quantify the	The Management will consider developing a Disciplinary Action Policy which will be in line with all relevant legislations and which will	Disciplinary policy	30-10-2022			Unresolved

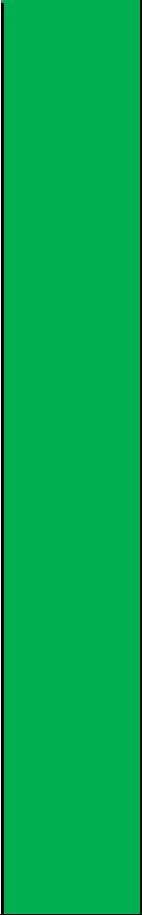
<p>and the employee. The employee has been on suspension from 19 September 2019 and still suspended as at 30 June 2021, financial year end. It was further noted that the hearing which was scheduled for 9 November 2020 was postponed. However, the municipality was still making payments to the affected employee.</p>	<p>extent of fruitless and wasteful expenditure and disclose it in the financial statements</p>	<p>contain guidelines regulating the suspension of employees and among other things, which will put measures in place that shall ensure that the disciplinary procedures are completed in the shortest time possible.</p>	
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	<p>During planning of the audit of Big 5 Hlabisa local Municipality, it was noted that the procurement plan, which is required to be submitted to the relevant Treasury on 30 June, was not submitted on 30 June 2020 as required by MFMA circular 62.</p>	<p><u>Financial and Performance Management</u> <i>Management did not adequately review and monitor compliance with applicable legislation as the requirements of MFMA circular 62 was not complied with.</i></p>	<p>Accounting officer should exercise oversight responsibility regarding compliance and related internal controls and ensure that the municipality complies with MFMA Circulars</p>	<p>Preparation of the Organisational Procurement Plan signed by the Accounting Officer for the submission to Treasury</p>	<p>Procurement Plan Proof of submission to PT</p>	<p>30-Jun-22</p>		<p>SCM Manager</p>	<p>Resolved</p>
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<p>During planning of the audit of Big 5 Hlabisa local Municipality, The following issues were identified:</p> <p>[A] Asset verification listing not signed</p> <ul style="list-style-type: none"> • Upon inspection of the asset verification lists, the auditors were unable to identify when the verification was performed, as there are no dates on the reports. The assets verification listings provided to 	<p>Management did not adequately design, implement and ensure the effectiveness of the internal controls designed and implemented</p>	<p>Accounting officer should exercise oversight responsibility regarding the implementation of internal controls and related Standard Operating Procedures to ensure that the municipality is operating in an environment that enables it to perform and achieve its mandate.</p>	<p>Development of Standard Operating Procedures (SOP)</p>	<p>Department SOP</p>	<p>31-May-22</p>		<p>All HODs</p>	<p>Resolved</p>
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b

• We inspected the municipality's IT strategic plan and identified that the plan did not provide detail of the proposed spending on IT for the year under review. accordingly the municipality would not be able to ensure that IT spending remains in-line with the approved plan.



<p>The following matter was discussed with the municipality, and it was indicated that COGTA has not been responding to the application of waiver since the appointment took place. The municipality only received a response on 27/10/2021 confirming that that the Department did receive an application for waiver in respect of the appointed</p>	<p>Management failed to implement proper HR management policies and controls to ensure that all appointments are in line with regulations</p>	<p>Management should ensure that appointments made are in line with the human resource requirements. Management must investigate the reason for failure to adhere to the regulations, in this regard management must provide reasons as to why such expenditure does not qualify to be irregular expenditure.</p>	<p>The Municipal Manager is communicating with COGTA regarding the matter</p>				<p>Municipal Manager</p>	<p>In-progress</p>
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	Director: Technical Services at the Big 5 Hlabisa Local Municipality.								
	The following policies were requested by the auditors as per our request for information number 1 of 2021, on the 12th of September 2021. The municipality responded to the auditors request for information by	Management did not implement proper record keeping and made staff available in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial, compliance and performance reporting.	Management should ensure that reliable and complete records are made available for the audit. The above information must be submitted within three days of this communication or management is requested to provide the response in respect of this limitation as	Weekly progress meeting with Auditors and daily updating the Tracking tool	Tracking tool	Immediate		Municipal Manager	Resolved

	submitting the policies, however upon inspection of the policies the audit noted that the approved version of these policies which are relevant to our audit was not received by auditors:		well as remedial action that will be taken in respect of these matters.						
	27. Reasonable steps were not taken to prevent unauthorised expenditure amounting to R44 748 909, as disclosed in note 48 to			To proper budgeting of all budget line item and correct mapping of financial system and caseware. To	mapping report signed by CFO, resolution of adjustment budget.	01-Mar-22		Chief Financial Officer	Resolved

	the annual financial statements, in contravention of section 62(1)(d) of the MFMA. The majority of the unauthorised expenditure was caused by overspending of the budget.			Accommodate all overspending on the adjustment budget and the budget is locked on the financial system.					
	1. Some of the unauthorised expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure,			To submit the UIFW Expenditure to MPAC for further investigation and the investigation report to the Council. Develop the Draft	Investigation report. Develop Consequence Management policy		31-May-22	Municipal Manager	In-progress

as required by section 32(2)(a) of the MFMA.			Consequence Management policy.					
1. Some of the irregular expenditure and fruitless and wasteful expenditure incurred by the municipality were not investigated to determine if any person is liable for the expenditure, as required by section 32(2)(b) of the MFMA.						31-May-22	Municipal Manager	In-progress
1. The accounting officer did not ensure that the action plans were adequately			To monitor the implementation of Audit Action plan, and	AG Action Plan	Immediately	31-May-22	Municipal Manager	In-progress

	implemented and monitored to achieve credible reporting and compliance with legislative requirements.			submit to Finance and Executive Committee on a monthly basis						
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SECTION G

ORGANISATIONAL SDBIP 2022/2023

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	<ul style="list-style-type: none"> ✓ 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	<ul style="list-style-type: none"> ✓ 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.
	<ul style="list-style-type: none"> ✓ 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.
	<ul style="list-style-type: none"> ✓ Giving strategic direction and developing strategies and policies for the Municipality.

Responsibility	Role
Municipal Manager, and S56 Managers, S57 Manager	<ul style="list-style-type: none"> ✓ 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.
	<ul style="list-style-type: none"> ✓ 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 20222023

ORGANIZATIONAL PERFORMANCE MANAGEMENT SYSTEM

The system allows for departmental performance reviews monthly, quarterly, bi-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 with regard to development / Implementation of PMS

The District prides itself for managing to develop a system that is functionally and that is used by all concern as a tool that helps to measure the organizations

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**