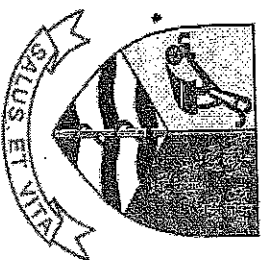


BELA-BELA LOCAL MUNICIPALITY

FINAL 2019 – 2020

INTEGRATED DEVELOPMENT PLAN



Bela-Bela Local Municipality

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Bela-Bela

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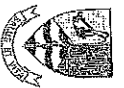
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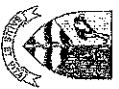
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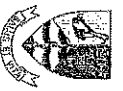
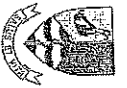


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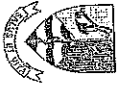
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LIST OF ACRONYMS

ANC	African National Congress
EFF	Economic Freedom Fighters
DA	Democratic Alliance
IDP	Integrated Development Plan
LEDET	Limpopo Economic Development, Environment and Tourism
LUMS	Land Use Management System
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SWOT	Strengths, Weaknesses, Opportunities and Threads
WDM	Waterberg District Municipality
SMME	Small Medium and Micro Enterprises
BBLM	Bela-Bela Local Municipality
MTREF	Medium Term Revenue and Expenditure Framework



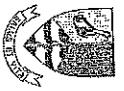
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SONA	State of the Nation Address
SOPA	State of the Province Address
PMS	Performance Management System
EC	Executive Committee
COGHSTA	Co-Operative Governance, Human Settlement & Traditional Affairs
OTP	Office of the Premier
MEC	Member of Executive Council
ICT	Information and Communications Technology
GDP	Gross Domestic Product
HH	Households
ASGISA	Accelerated and Shared Growth Initiative – South Africa
RDP	Reconstruction and Development Programme
MFMA	Municipal Finance Management Act
CFO	Chief Financial Officer



MSA	Local Government: Municipal Systems Act
MSA	Local Government: Municipal Structures Act
EEA	Employment Equity Act
CDW	Community Development Worker
PR	Proportional Representative
NT	National Treasury
MPAC	Municipal Public Accounts Committee
AC	Audit Committee
PAC	Performance Audit Committee
PAC	Performance Assessment Committee
RMC	Risk Management Committee
AG	Auditor General
AFS	Annual Financial Statements
GIS	Geographic Information System



BELA BELA LOCAL MUNICIPALITY

FINAL 2019/20 – 2021/22 IDP

CBD	Central Business District
SPLUMA	Spatial Planning and Land Use Management Act
PGP	Provincial Growth Point
DGP	District Growth Point
MGP	Municipal Growth Point
DRDLR	Department of Rural Development and Land Reform
DORA	Division of Revenue Act
NERSA	National Electricity Regulation of South Africa
MPRA	Municipality Property Rates Policy
EPWP	Expanded Public Works Programme
DW&S	Department of Water & Sanitation
MWIG	Municipal Water Infrastructure Grant
MIG	Municipal Infrastructure Grant



VISION, MISSION & VALUES

Each and every Organization is defined by its long-term Developmental Vision, which is the guiding tenant for its development. This encapsulates a shared developmental aspiration of all the Stakeholders within a locality about the desired outlook of their respective neighbourhood's ion parts and locality as a unitary entity within a defined space. Thereby positively impacting on their livelihoods.

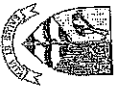
In our case as Bela-Bela Local Municipality (BBLM), our Integrated Development Plan (IDP), which is a five (5) year medium-term Strategic Planning, decision-making and budgeting instrument therein, is duly the roadmap in which our Vision is encapsulated. The extent to which our Developmental Vision is realized and the impact thereof, is assessed annually as part of the Annual IDP reviews.

Over the last fiver (5) Council had the same developmental Vision, which remained the same throughout, with the exception of removal and incertion of some fraces therein to enhance its focus and intent thereto.

Accordingly, during the 2019/20 – 2021/2022 IDP Review drafting process, the mission and vision of the Municipality were revised as follows:

VISION

***"We are the prime agricultural hub and
eco-tourism destination of choice"***



BELA BELA LOCAL MUNICIPALITY

FINAL 2019/20 – 2021/22 IDP

The Municipal Vision and Mission the guiding principles should be the tourism characteristics of the Area "Bela Bela as a Tourism Getaway", Service Delivery Commitment for the community of Bela-Bela, Sustained Environmental friendliness and Economic Growth and Employment Creation

MISSION STATEMENT

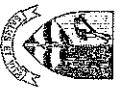
Our mission is to constantly strive towards the achievement of:

- An effective and efficient services delivery
- Stakeholders driven economic development and growth
- Sustainable job creation opportunities of communities
- A safe, healthy and prosperous environment

Municipal Values

Bela Bela Municipality commits itself to adhere to the municipal core policies and values which are:-

- I. Accountability
- II. Fairness
- III. Effectiveness
- IV. Commitment
- V. Honesty and Sincerity



FOREWORD BY THE MAYOR

Our 2019/20 – 2020/21 Integrated Development Plan (IDP) is representative of the developmental aspirations of our communities and all the Stakeholders within our jurisdictional area. This were gathered through our robust public engagement processes which took place throughout the 2018/19 Financial Year.

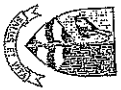
We are thus pleased to record that this document and its contents is a culmination inclusive public participation we embarked on as a collective within the Municipality. During our engagements with the communities, it emerged explicitly evident that whilst much work has been done towards improving the quality of livelihoods for our communities, there is much really that still needs to be done.

Accordingly, as the current Team of Councillors that came into Office in 2016, and concluding our term of Office during 2021, we have recorded all those areas where there are still some emanating developmental challenges, and advanced some proposals herein for consideration and implementation by the Council over the next 5 years.

We are therefore confident that with the foundation laid by the Council through the 2018/19 IDP, our Municipality is in a pole position to realize its developmental challenges. It is however, imperative to highlight that the role of all the Social Partners of the Municipality will continue to remain unquestionably paramount, since the Municipality alone does not have sufficient means to adequately respond to the developmental challenges outlined herein.

As we celebrate the 25th anniversary of our freedom, we continue to build a society in which all South Africans are equal and without exception enjoy their alienable rights to life, dignity and liberty.

The 2019/2020 IDP, is a response to a clarion call of growth and renewal by His Excellency the President of the RSA, the Honourable Cyril Ramaphosa. It is a demonstration that we are more committed than before, to restore the bonds of trust, dialogue and cooperation. One of the tasks given to all of us in positions of leadership, is to improve the conditions of life for all South Africans, especially the poor, and we are committed to execute that task without hesitation



BELA-BELA LOCAL MUNICIPALITY

FINAL 2019/20 – 2021/22 IDP

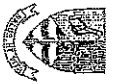
Just to flag a few projects in improving the conditions of life for the people of Bela-Bela:

Water and Sanitation are necessary for good health. One of the seventeen (17) global sustainable goals, in particular goal number six (6) is to ensure access to water and sanitation for all. In pursuit of this goal, we are pleased that Bela-Bela municipality has budgeted almost 45million Rand (WSIG) on water and sanitation projects in the 2019/2020 financial year.

We are more than excited as a municipality that we have embarked on a flagship programme of ensuring that there is a "sports precinct" in each and every ward in the long term. We fully understand the benefit of sports in every society and hope this will be a game changer in our term of office. There is an old Latin phrase "Mens sana in corpore sano" translated as "a healthy mind in a healthy body". Sports further helps to keep our youth away from the ills of society like crime and drugs. As a start we are pleased to have budgeted 2.2M Rand for the construction of a sports precinct in Spa Park and R 300 000. 00 for Masakhane in the 2019/2020 financial year.

We would like to challenge each and every member of Community and Stakeholder within the Municipality to shaping the developmental path of our Municipality by being the integral proponents of ensuring that we are truly developmental in our approach through playing active role in the development of their respective neighbourhoods and when afforded such an opportunity.


As a Municipality we are determined to serve everyone within our jurisdictional area through good corporate governance that is truly accountable to its populace at all times, thereby enhancing how we provide Services to them in an efficient, effective and excellent manner. This, we will do through ensuring that our Political and Administrative Leadership and other levels thereto remains highly competent to be able to perform their respective functions at high levels at all times.

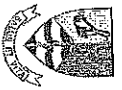


On behalf of all my colleagues in Council, we would like to extend our hand of appreciation to the communities of our Municipality for entrusting us with their Municipality, and for their active role in running the Municipality. We would further urge them to continue with the same dedicated support throughout this Council's term as we all work towards attainment of our developmental Vision.

We are much more hopeful about our better tomorrow.

Faithfully Yours


Cllr MJ NGOBENI
MAYOR



EXECUTIVE SUMMARY BY THE MUNICIPAL MANAGER

Introduction and Background

Bela Bela Municipality is located on the south – western region within the administrative boundaries of Waterberg District Municipality which forms part of the Limpopo Province. The municipality shares the boundaries with Modimolle Municipality to the north, Thabazimbi to the west. The municipality also shares the boundaries with Mpumalanga Province to the south east, Gauteng to the south and North – West province to the south west.

The size of Bela Bela Municipal Area is approximately 4000 km² in extent. This local authority consists of nine municipal wards and it is considered to be a significant contributor to the economy of the district due to a number of positive factors that it entails, particularly its location and role in the regional economy brought by the cross boundary opportunities which includes the areas that fall outside of the Limpopo Province.

Role of Bela Bela in the Regional Context

Whereas Bela Bela exists within the administrative boundaries of Limpopo Province, it can be argued that its position and role in the regional space economy is tightly interlinked with the spheres of influence from the regions that fall outside of the Limpopo administrative boundaries. As previously indicated, Bela Bela shares its administrative boundaries with the Gauteng, Mpumalanga and North – West Provinces. The economic characteristics and spatial variations of these provinces differ substantially to each other and to the province of Limpopo to a larger extent.

Gauteng is the most dominant province in the country in economic terms, with the Gross Domestic Product (GDP) that accounts for 33% in the sub – national African economy. The composition of Gauteng's GDP is mainly built of tertiary sectors (i.e. Transport/ Communication, Finance/ Real Estate and Other Business Services), manufacturing industries and mining (i.e. secondary and primary sector). On the spatial perspective Gauteng is the smallest province in the country in terms of geographical size, 97% of it is urbanised and it is currently experiencing environmental degradation due to industrial base and manufacturing activities (i.e. deterioration of air quality through gaseous emissions), bio – diversity destruction and habitat loss due to population pressure (<500 people per ha) and it generates the highest volumes of waste which accounts for approximately 80% of the total waste generated in the country.



Waterberg District is predominantly rural and the key pillars for development within this district are mainly centred on these economic sectors which include agriculture, mining and tourism. There are massive tourism attractions that cut across Bela Bela, Modimolle, Mogalakwena and Lephalale areas and these include Makapan's Valley, World Heritage Site, Nature Reserves, hot-springs, fauna and flora. Bela Bela is already boasting an extensive and well known tourism network with key attractions and facilities that exists in it as well as its competitive edge through its proximity to Gauteng.

However there are key areas of concern and weakness in terms of the space economy of Waterberg District such as the high clusters of poor which indicates a 'mismatch' between where people are located and where economic activities are taking place. This was also exacerbated by the demand of specialised skills in key sectors of the economy since the skills base is relatively low amongst the poorer communities. The other level of hardships that is currently experienced by Waterberg District's areas is the provision of sufficient water supply to cater for future economic growth and development.

The key intrinsic characteristics as previously indicated arise out of the opportunities and benefits that the Bela Bela obtains due to its position and unique characteristics in the economically functioning system of its surroundings. The brief criteria for success can be outlined as follows:-

- Bela Bela should live up to its potential as the decent and accessible prime tourist getaway destination;
- and a prestigious investment location that is environmentally friendly and sustainable;
- The investments should be compacted within the urban fabric so that;
- Urban sprawl could be prevented and discouraged;
- Habitat and natural resources should be adequately protected to sustain the areas intrinsic characteristics



Bela Bela's Integrated Development Plan (IDP)

Since the first democratic elections in South Africa in 1994, the nature and functions of municipalities changed drastically, with more emphasis being placed on the developmental role of local authorities. Developmental local government can only be realized through Integrated Development Planning and specifically the compilation of an Integrated Development Plan (IDP). Bela Bela adopted its first Integrated Development Plan in 2002 and this plan is reviewed annually. Bela Municipality IDP (2019/20) serves as a strategic guide within all spheres of development within the municipality. It is based on the issues articulated by the stakeholders and it is aligned with the national and provincial development imperatives such as National Development Plan (NDP), New Growth Path, MTSF and the Limpopo Development Plan (LDP).



CHAPTER ONE: THE PLANNING FRAMEWORK

1.1. INTRODUCTION

The legislation governing the development, implementation and review of the IDP has been conceived in the constitutional spirit of a developmental state. In terms of the provisions of Local Government: Municipal Systems Act of 2000, each council must, within the prescribed period after the start of its elected term, adopt a single, inclusive, strategic plan for the development of the municipality. Section 25(3) (a) prescribes that a newly elected council, may adopt the IDP of the previous council. In terms of Section 24, of the Local Government: Municipal Finance Management Act, (Act 56 of 2003) municipal council should at least 30 days before the start of the of a budget year consider approval of the annual budget.

1.2. LEGISLATIVE BACKGROUND AND POLICY IMPERATIVES

Integrated Development Plan (IDP) is a management tool for assisting Municipalities in achieving their developmental mandates. Every Municipality is required by law to develop and adopt its IDP through the legal frame work provided. The following pieces of legislations outline the development and implementation of the IDP.

Section 25 of Municipal Systems Act stipulates that 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 its Municipality. The Municipality should develop IDP document which is a five year plan of the Municipality and it has to be reviewed annually.

1.2.1. The Constitution of the Republic of South Africa (Act 108 of 1996)

Section 151 of the Constitution of RSA, states that developmental local government should make provision for a democratic and accountable government for communities. It also encourages Municipalities to ensure the provision of services to communities in a sustained manner in order to promote social and economic development. Local government must promote a safe and healthy environment and encourage community involvement in matters of local government



such as municipal transport, municipal health services, municipal roads, and municipal parks and recreation. Section 152 of the Constitution says that local government should:

- Provide democratic and accountable government for local communities;
- Ensure the provision of services to communities in a sustainable manner;
- Promote a safe and healthy environment; and
- Encourage the involvement of communities and community Organizations in matters of local government.
- Promote Social & Economic Development

Section 153 of the Constitution states that each Municipality should structure and manage its administration, budgeting, and planning processes to give priority to the basic needs of the community and to promote the social and economic development of the community. Municipalities should participate in national and provincial programmes and infrastructure development programmes. Also encourages Municipalities to involve communities in their affairs.

1.2.2. White Paper on Transporting Public Service Delivery (Batho Pele White Paper of 1997)

The paper flows from the White Paper on the Transformation on Public Service (1995). In terms of the White Paper, transforming service delivery is identified as one of government's priority areas. The White Paper is primarily about how public services are provided, and specifically about the efficiency and effectiveness of the way in which services are delivered. It "seeks to introduce a fresh approach to service delivery, an approach which puts pressure on systems, procedures, attitudes and behavior within the Public Service and reorients them in the customer's favour, an approach which puts the people first".

The introduction of the concept of Batho Pele, which means putting people first, provides the following eight service delivery principles in an attempt to ensure that the people, as customers to the public institutions, come first. Furthermore, the adoption of the concept "Customer" implies:

- Listening to their views and taking account of them in making decisions about what services are to be provided;



- Treating them with consideration and respect;
- Making sure that the promised level and quality of services is always of the highest standard; and
- Responding swiftly and sympathetically when standards of service fall below the promised standard.
- In giving effect to the notion of treating the recipients of government services as customers, the White Paper articulates that public sector, including the local government sphere, should be governed by the following ethos (principles):
 - Consultation: citizens should be consulted about the level and quality of the public service they receive and wherever possible, should be given a choice about the services that are offered;
 - Service Standards: Citizens should be told what level and quality of public services they would receive so that they are aware of what to expect;
 - Access: All citizens should have equal access to the services to which they are entitled;
 - Courtesy: Citizens should be treated with courtesy and consideration;
 - Information: Citizens should be given full, accurate information about the public services that are entitled to receive;
 - Openness and transparency: Citizens should be told how the national and provincial departments are run, how much they cost, who is in charge;
 - Redress: If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy, and when complaints are made, citizens should receive a sympathetic, positive response;
 - Value for money: Public services should be provided economically and efficiently in order to give citizens the best possible value for money.



1.2.3. White Paper on Local Government (1998)

The White Paper on Local Government (1998) paper views that Integrated Development Planning as a way of achieving developmental government. The Integrated Development Planning intends to:

- Align scarce resources around agreed policy objectives;
- Ensure integration between sectors with local government;
- Enable alignment between provincial and local government and
- Ensure transparent interaction between Municipalities and residents, making local government accountable (RSA, 1998, 18).

The paper establishes a basis for developmental local government, in which, "local government is committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives". It also encourages public consultation on policy formulation and in the monitoring and evaluation of decision – making and implementation.

1.2.4. Local Government: Municipal Systems Act (Act 32 of 2000, as amended)

The Act regulates the IDP. It requires the Municipality to undertake developmentally oriented planning so as to ensure that it strives to achieve the objectives of local government set out in Section 152 and 153 of the Constitution. Section 25 (1) of the MSA of 2000 requires the Municipal Council, within a prescribed period after the start of its elected term, to adopt a single, inclusive and strategic plan for the development of the Municipality which:

- Links, integrates, co – ordinates and takes into account proposals for the development of the Municipality;
- Aligns the resources and capacity of the Municipality with the implementation of the plan;
- Forms the policy framework and general basis on which annual budgets must be based;



- Complies with the provisions of Chapter 5, of the MSA of 2000 and
- Is compatible with the national and provincial department plans and planning requirements binding on the Municipality in terms of legislation.

Section 26 of the Act (Municipal System Act) of the Act further outlines the core components of the integrated development plan of a Municipality. It requires the integrated development plan of the Municipality to reflect:

- The municipal council's vision for the long term development of the Municipality with special emphasis on the Municipality's most critical development and internal transformation needs;
- An assessment of the existing level of development in the Municipality, which must include an identification of communities which do not have access to basic municipal services;
- The council's development priorities and objectives for its elected term;
- The council's development strategies which must be aligned with any national or provincial sector plans and planning requirements binding on the Municipality in terms of the legislations;
- The council's development strategies which must be aligned with any national or provincial sector plans and planning requirements binding on the Municipality in terms of the legislations;
- A spatial development framework which must include the provision of basic guidelines for a land use management system of the Municipality;
- The council's operational strategies;
- Applicable disaster management plan;
- A financial plan, which must include budget projection for at least the next three years, and
- The key performance indicators and performance targets determined in terms of section 41 of the Act.



1.2.5. Local Government: Municipal Finance Management Act (MFMA) (ACT 56 OF 2003)

The Municipal Finance Management Act (56 of 2003) was promulgated to secure sound and sustainable management of the financial affairs of Municipalities and other institutions in the local sphere of government. The Act provides a mandatory provision that relate to financial and performance management. Section 2 of the Act stipulates that the object is to secure sound and sustainable management of the financial affairs of the local government institutions to which this Act applies by establishing norms and standards for:

- Ensuring transparency, accountability and appropriate lines of responsibility in the fiscal and financial affairs of Municipalities and municipal entities;
- The management of revenues, expenditures, assets and liabilities and the handling of financial dealings, budgetary and financial planning processes;
- The coordination of those processes with those of the other spheres of government,
- Borrowing;
- The handling of financial problems in Municipalities
- Supply chain management; and
- Other financial matters.

Bela-Bela Local Municipality's involvement in the budget process is to ensure compliance with the provision of the Municipal Finance Management Act. It is crucial that the IDP review process facilitate community participation, provide ward level information, encourage discussion on priorities and provide an opportunity for feedback.



The main strategic outputs of the budget reform are to ensure:

- Modernizing financial management and improving accountability;
- Multi – year budgeting;
- Deepening and improving the budget preparation process, by involving the political leadership and community;
- Ensuring that the IDP and budgets are linked, and that the IDP takes account of budgetary resources, and contain proper capital and maintenance plans;
- Improving the in – year implementation of the budget; and
- Improving the auditing and performance reporting after the financial year has ended.

1.2.6. Traditional Leadership and Governance Framework Amendment Act (Act 41 of 2003)

This Act makes clear the role of the traditional leadership in the democratic and co – operative governance. The Act envisages an active involvement of the traditional leadership in the formulation and the implementation of the integrated development plans. Section 4 of the Act provides for the establishment of traditional councils that should:

- Support Municipalities in the identification of community needs;
- Facilitate the involvement of the traditional community in the development or amendment of the integrated development plan of a Municipality in whose area that community resides;
- Participate in the development of policy and legislation at the local level; and
- Promote the ideals of co – operative governance, integrated development planning, sustainable development and service delivery.



- To promote indigenous knowledge systems for sustainable development and disaster management.

Section 5 (2) of the Act affirms that any partnership between a Municipality and a traditional council must:

- a) Be based on the principles of mutual respect and recognition of the status and roles of the respective parties; and
- b) Be guided by and based on the principles of co – operative governance.

One village resides in traditional authority governed area. To this effect, Bela-Bela Municipality has involved the traditional leader in both the IDP review process and any other developmental matter involving their areas of governance.

1.2.7. Intergovernmental Relations Framework Act (Act 13 of 2005)

The Act is a response to the limited successes in the alignment efforts among the three spheres of government. The Act creates a framework to support intergovernmental cooperation and coordination as required by the Constitution in its definition of “cooperative governance”. It provides for the obligation of all spheres to participate in the planning processes of the Municipality and in turn allow their own planning processes to be influenced by the municipal IDP’s.

Municipal IDPs are regarded as important planning frameworks to integrate both the national and provincial programme in specific local area. The Municipality is participating in the District – Planning Forum, District – Municipal Managers’ Forum, District – Mayors Forum and as well as in the Premier’s Intergovernmental Forum. The participation is aimed at ensuring proper alignment and coordination of local, District and provincial plans. The Act establishes structures and processes that enhance inter – governmental planning and monitoring processes for local, provincial and national spheres of governance.

1.2.8. Performance Management System

A Municipality’s Performance Management System (PMS) entails a framework that describes and represents how the Municipality’s cycle and processes of performance, planning, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role – players.



It is critical that political leadership, managers and staff be involved to ensure that the Municipality embraces the IDP and its implementation – which is performance management in practice. Implementing the processes and systems needed to operationalize the IDP will determine the ultimate success of the Municipality. The following needs to be taken into consideration when starting to implement the IDP:

- Plan for performance by clarifying objectives and outputs to be achieved;
- Clarify performance expectations by setting standards and targets for each indicator to assess and evaluate performance in practice;
- Monitor, measure, assess and evaluate performance, and
- Link strategic priorities, goals and objectives agreed in the IDP by:
 - Enabling staff to understand how their job contributes to the aforementioned;
 - Ensuring resources are directed and used in efficient, effective and economic ways by each person in the Municipality;
 - Including communities and other stakeholders; decision – making, monitoring and evaluation;
 - Learning from experience and use it to continuously improve what's achieved, and maintaining transparency and accountability and promoting good governance articulated in the Batho Pele principles.

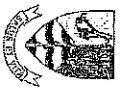


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1.3. POWERS AND FUNCTIONS

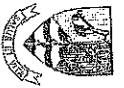
Function	Y/N	Is this a Shared Service (Y/N)	Responsible Department at the Municipality
Air Pollution	Y	N	Social and Community Services
Building Regulation	Y	N	Economic Development and Planning
Electricity Reticulation	Y	N	Technical Services
Fire Fighting	Y	Y	Social and Community Services
Local Tourism	Y	Y	Economic Development and Planning
Municipal Airports	Y	N	Social and Community Services
Municipal Planning	Y	Y	Economic Development and Planning
Stormwater Management Systems in Built Up Areas	Y	N	Technical Services
Trading Regulation	Y	N	Economic Development and Planning
Potable Water	Y	N	Technical Services
Billboards and Display of Advertisement in Public Places	Y	N	Economic Development and Planning/ Social and Community Services
Cemeteries and Crematoria	Y	N	Social and Community Services
Cleansing	Y	N	Social and Community Services
Control of Public Nuisance	Y	N	Social and Community Services
Facilities for the accommodation, Care and Burial of Animals	Y	N	Technical Services
Fencing and Fences	Y	N	Social and Community Services
Local Sports Facilities	Y	N	Social and Community Services
Municipal Parks and Recreation	Y	N	Technical Services
Municipal Roads	Y	N	Social and Community Services
Noise Pollution	Y	N	Social and Community Services



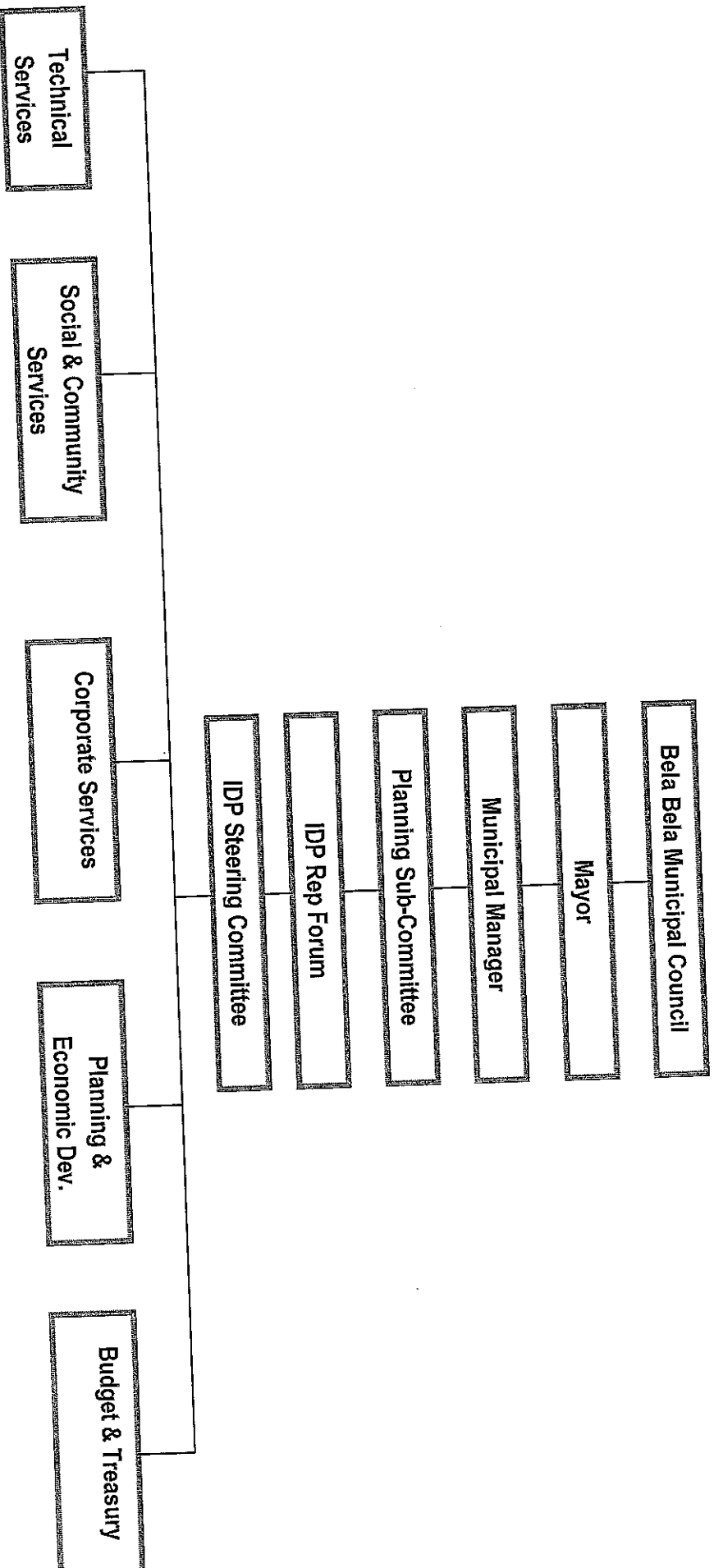
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Public Places	Y	N	Social and Community Services
Refuse Removal, Refuse Dumps and Solid Waste Disposal	Y	N	Social and Community Services
Street Trading	Y	N	Economic Development and Planning
Street Lighting	Y	N	Social and Community Services
Traffic and Parking	Y	N	Social and Community Services



1.4. INSTITUTIONAL ARRANGEMENTS TO DRIVE THE IDP PROCESS





The preparation of a reviewed IDP is based on a Process Plan, which Bela Bela Municipality adopted in terms of the Municipal Systems Act, 32 of 2000. The Plan establishes a firm foundation for the alignment of the IDP and budget preparation processes. This plan included the following:-

A programme specifying the time frames for the different planning steps;

Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process

An indication of the organizational arrangements for the IDP process;

Binding plans and planning requirements, i.e. policy and legislation.

The objectives of the Process Plan are as follows:

To guide decision making in respect of service delivery and public sector investment.

To inform budgets and Service delivery programs of various government departments and service agencies.

To coordinate the activities of various service delivery agencies within Bela Bela.

1.5. PROCESS OVERVIEW: STEPS AND EVENTS

Section 27 of the Local Government: Municipal Systems Act instructs each Municipal Council to adopt a process to be followed in the development and/or review of its Integrated Development Plan (IDP)

Section 29, subsection b, paragraph (i), (ii) of Municipal Systems Act no. 32 of 2000 stipulates that appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for



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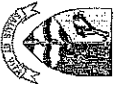
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The local community to be consulted on its development needs and priorities; (ii) the local community to participate in the drafting of the Integrated Development Planning and (iii) organs of the state including traditional authorities and other role players to be identified and consulted on the drafting of the Integrated Development Planning

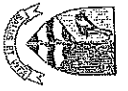
The Process referred to herein is clearly articulated in the Process Plan as approved by Council on the 31st July 2018. Outlined hereunder are the 5 Phases of the IDP and the activities that will happen under each, and also the deliverables per Phase.

Table 1: Phases of the IDP

Table 1: Phases of the IDP				
TASK/ACTIVITY	RESPONSIBILITY	Close-off	Close-off	2018/19
		2016/17	2017/18	Budget
PREPARATION PHASE				
Table in Council a budget and IDP time schedule of key deadlines (Every year – at least 10 months before the start of the budget year)	PED/BTO			31 July 2018
	PED			August 2018
	PED/BTO/MM			September 2018
	PED/BTO			August 2018
	PED/BTO			August 2018
District IDP Managers Forum (Activity alignment – coordinated by WDM – IDP Head)	PED			20 September 2018
IDP/PMS/Budget Process workshop for new ward committees	PED/BTO			
Submission of the time schedule to the Provincial Treasury, National Treasury and Cogesta	PED/BTO			
Place public notice on the IDP/Budget time schedule approval	PED			
1st IDP Review/Budget Steering Committee Meeting				



ANALYSIS, STRATEGY AND PROJECT PHASE				
1st IDP Review/Budget/LED Representative Forum	PED			22 nd November 2018
Identification of Gaps, Stakeholder Registration, and Information Gathering	PED			September 2018 – October 2018
Review status of Capital Projects on Capital wish list + current 3 year MTREF	BTO			September 2018
Managers for respective departments receive wish list of previous project requests for ward committees/ward councillors to review	BTO			September 2018
Distribute Capital Projects template to all managers to complete for existing projects on the two outer years, prioritise outer year (2017/21 and new projects in exceptional circumstances)	BTO			September 2018
Provincial Development Planning Forum	Local/Provincial alignment – Quarter 2			TBC by the Office of the Premier
Ward committees meet to review current needs	Provincial engagement – PED			September 2018
Managers for the respective departments submit ward request based on review of current needs identification	Managers			October 2018
2nd IDP Review/Budget Steering Committee Meeting	PED			16 November 2018
2nd IDP Review/Budget/LED Representative Forum	PED			22 nd November 2018
Managers submit completed capital projects template on the	Managers			October 2018



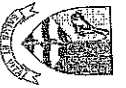
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2018/2020 MTREF Capital Budget				October 2018
Budget Steering Committee Meeting – direction on proposed tariff increases & increases in revenue, expenditure and capital	BTO			October 2018
Managers to review existing 3 year MTREF capital project and submit completed Capital project templates with priorities to BTO	Managers			October 2018
BTO sends Tariff lists to managers for review	BTO			October 2018
Top management meeting to discuss budget proposals and budget affordability	PED/BTO			November 2018
Based on the Budget Steering Committee meeting directive, ward committees meet to priorities their ward requests	PED/BTO			November 2018
BTO to issue directives to departments regarding the compilation of 2018/19 – 2020/21 OPEX Budget	BTO			November 2018
Managers of respective departments to submit prioritised ward requests to the BTO	Managers			November 2018
3rd IDP Review/Budget Steering Committee Meeting	PED			November 2018
3rd IDP Review/Budget/LED Representative Forum	PED			November 2018
INTEGRATION PHASE				
Budget Steering Committee Meeting – To discuss & review capital budget request (Round 1)	BTO			November 2018
Managers to submit proposed tariffs to BTO	Managers			November 2018
BTO/PED distributes prioritized ward requests to managers for ward committee's final verification	BTO			November 2018



Workshop on tariffs and tariff related policies	BTO			November 2018
Budget Office sends summarized capital budget requests to managers for review	BTO			November 2018
Ward Committees/Councillors meet for final confirmation of their ward request	BTO/PED			December 2018
Budget Steering Committee Meeting - Mid Year Review and Performance Assessment (2017/18 Budget); Capex including Draft 2018 – 2021 Capital budget request (Round 2)	BTO/PED			January 2019
Managers to review 2018/2019 – 2020/2021 Opex requests from managers on the new budget programme	Managers			January 2019
Managers to submit new post request to HR	Managers			January 2019
Managers to submit 2018/19 – 2020/2021 Opex requests to BTO	Managers			January 2019
BTO to submit draft tariff list and proposed revenue	BTO			January 2019
District IDP Managers Forum (Activity alignment – coordinated by WDM – IDP Head)	PED			January 2019
Budget Office to distribute Opex performance including Draft 2018 – 2019 Opex	BTO			January 2019
Provincial Development Planning Forum	Local/Provincial alignment – Quarter 3			TBC by Office of the Premier
Budget Steering Committee Meeting – Mid Year Review and Performance Assessment (2017/18 Budget): Opex performance including Draft 2018/2019 Opex	Provincial engagement – PED			
	BTO/PED			January 2019

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BTO distributes all Mid-Year Review (Capex & Opex) changes & Draft Capex & Opex budget request to managers	BTO			January 2019
Compilation of Mid-Year Review Report (2017 – 18)	BTO/PED			January 2019
Submit Mid-Year Review Report to the Mayor	BTO/PED/MM			31st January 2018
Table Mid-Year Review Report & Draft Annual Report in Council	BTO/PED/MM			February 2019
Budget Steering Committee Meeting – Final discussion on Tariffs & Final Adjustment Budget Review (2017/2018 Budget)	BTO			February 2019
BTO distributes all operational budget request to managers for final verification	BTO			February 2019
BTO determines final revenue projections & tariffs and Review of Budget related policies	PED/MM			27th Feb – 01 March 2019
Strategic Planning Session – for discussion on preliminary budget proposals and IDP review focus areas for 2019/20	BTO			February 2019
Compile Adjustment Budget (2018/2019): NT Reports and circulars	BTO/TMT/G&BT Sub-committee			February 2019
Budget Steering Committee Meeting – to discuss & review Opex, Capex, new posts, revenue projections & filling of vacancies for determination of salary contingency	Local/Provincial alignment – Quarter 4			February 2019
Provincial Development Planning Forum	Provincial engagement – PED			February 2019
Start with the compilation of Draft SDBIP (2019/20)	PED			February 2019
Final Review of 2019/20 Adjustment Budget documents	BTO			February 2019



Managers return final operational and capital budget including the statistical information with final sign off to verify information submitted	Managers			February 2019
BTO to finalise Draft tariffs & revenue projections	BTO			February 2019
Managers to submit final policies to CFO	Managers			February 2019
Submit Electricity Tariffs to NERSA	BTO			February 2019
Managers to submit Activity/Business Plans for Grants to BTO	Managers			March 2019
Finalise the draft IDP Review/Budget 2019/20	PED/BTO			March 2019
BTO does final review of Draft Budget Report & Schedules	BTO			March 2019
BTO distributes Draft Budget Report	BTO			March 2019
BTO March 2019 Draft IDP/Budget tabled in Council	BTO/PED			31st March 2019
2016/17 Oversight Report tabled at Council by MPAC	PED			31st March 2019
Advertise Draft IDP & Budget for public comments	PED/BTO			April 2019
CONSULTATION & APPROVAL PHASE				
Mayoral Road-shows	Mayor			02 April 2019 – 25 April 2019
Electronic Draft IDP/Budget files submitted to PT, Cogesta and NT after Council meeting	PED/BTO			April 2019

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Submission of Annual Draft Budget and IDP for representation to PT, Coghsta and NT Managers to submit Demand Management Plans to SCM	PED/BTO Managers			April 2019 April 2019
Provincial Budget Assessment	PT/Municipal Delegation PED/BTO			TBC by the PT May 2019
Summarise all community feedback and distribute to the relevant stakeholders for consideration to be included in the Final Budget report	PED			May 2019
4th IDP Review/Budget Steering Committee Meeting	PED			24 May 2019
4th IDP Review/Budget/LED Representative Forum	BTO/MT/G&BT Sub-committee PED			May 2019
Budget Steering Committee Meeting – consideration of Budget Comments (Review Budget comments to make decision on comments)	BTO			May 2019
BTO compile final Budget Report and Schedules	BTO/PED/MM			29 May 2019
Approval of IDP/Budget/PMS Framework by Council	IMPLEMENTATION PHASE			
Place Final IDP Review/Budget documents on the website	PED/BTO			June 2019
Advertise Final IDP Review/Budget and Tariffs in the media	PED/BTO			June 2019
Submission of Final Budget and IDP to NT, PT and Coghsta	PED/BTO			June 2019
Municipal Manager submits SDBIP to Mayor	MM			June 2019



Publish a summary of Budget	BTO		June 2019	June 2019	
Approval of SDBIP by the Mayor	Mayor			28 June 2019	
Finalise and approval of the performance agreements of the S54A and S56 appointees	PED/MM/Mayor			July 2019	
REPORTING AND REVIEW					
Monthly Budget statement to Municipal Manager and Mayor	BTO		June 2019	June 2019	
Quarterly Reporting by Mayor to Council	Mayor		October 2018, January 2019, April 2019, July 2019	October 2018, January 2019, April 2019, July 2019	
Table adjustments Budget	BTO		February 2019	February 2020	
Finalise Roll Over Projects	BTO		31st July 2018	31st July 2019	
Table Adjustments Budget for approval of Roll over projects	BTO		March 2018		
Table in Council Draft unaudited Annual Performance Report/AFS	BTO/PED		August 2018	August 2018	
Submission of the AFS to AG	BTO		30th August 2017	30th August 2019	
Submit Draft audited Annual Report to Council	PED		25 January 2019	25 January 2020	
Submit Adjustment Budget, if necessary	BTO		30th March 2018	30th March 2019	



Final Annual Report Comments and Approval		PED	February 2018 to March 2018	February 2019 to March 2019

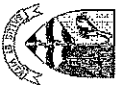
1.5.1. Mechanisms and Procedures for Alignment

Alignment within the review process serves as an instrument to synthesize and integrates the top down and bottom up planning processes between different spheres of government. The IDP planning processes is a local process, which requires inputs and support from all spheres of government so that the IDP is in line with provincial and national policies and strategies. This will make sure that such plans are then considered for financial allocations or departmental budgets and conditional grants.

As a mechanism for alignment, it is proposed that four focused sessions be undertaken with envisaged four clusters of government departments and service providers. The clusters will be organized according to infrastructure, economic, social and institutional development. Focused sessions will be used to align the programmes, budgets and resources. An alternative option is to organize a service provider's forum. Each cluster has a list of government department and service delivery agencies that work hand – in – hand with and there are tabulated as follows:

Table 2: Focused Session with Clusters of Public and Private Organization

INFRASTRUCTURE	SOCIAL	ECONOMIC	INSTITUTIONAL BUILDING
DWA	Dept. of Health and Social Development	Dept. of Economic Affairs – LEDET	COGHSTA – PIMS Unit and IDP Unit
ESKOM	Dept. of Education	Dept. of Trade and Industry	National and Provincial Treasury



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Waterberg District – Infrastructure Unit		Waterberg District – European Union	Waterberg District – IDP Unit
Telkom	Dept. of Land Affairs	Waterberg District – LED Unit Dept. of Home Affairs	Office of the Premier – Planning Co-ordination Unit
Department of Roads and Transport	Dept. of Safety and Security	Department of Agriculture	
Department of Public Works	Dept. of Sports, Arts and Culture	COGHSTA – LED Unit	
Road Agency Limpopo	Dept. of Labour	Limpopo Business Support Agency	
Magalies Water	COGHSTA – Housing	Trade and Investment Limpopo	
COGHSTA – MIG Unit		Small Enterprise Development Agency (SEDA)	
		Productivity SA	
		Limpopo Tourism and Parks	
		Community Tourism Association (CTA)	



The service providers will be involved in consultation process to discuss the existing, future projects and programmes as well as alignment and co – ordination issues.

1.5.2. Legislative and Planning Requirements

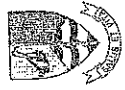
The IDP requires that municipal planning processes be in line with the national and provincial legislation, policies, programmes and strategies which in turn will be able to inform annual budget allocations. National Acts and Policies further require local government to produce certain integrated sector plans which complements the IDP, thereby avoiding unnecessary duplications. This will necessitate a well co – ordinated and integrated information sharing and dissemination between specific sector departments and municipalities. The following is a list of binding legislation and requirements considered during the IDP planning processes and should also apply during review processes.

Table 3: Legislative Guideline for IDP Process

SECTOR DEPARTMENTS	LEGAL REQUIREMENT	LEGALLY BINDING LEGISLATION/POLICY/DIRECTIVE	VALUE ADDING CONTRIBUTION
COGHSTA	IDP	Municipal Systems Act	Co – ordination of Development
COGTA	PMS	Municipal Structures Act	
National and Provincial Treasury	Financial Management /Financial Plan (Budgeting)	MEFA	Alignment and co-ordination of development Attainment of Local
		IGR Framework Act	
COGTA/Presidency	NDP/LDP/IDP Alignment	Cabinet Lekgotla Decision	Alignment and co-ordination of development Attainment of Local
	Integrated Waste	NEMA	



Department of Environment and Tourism	Management	White Paper on pollution and waste management White Paper on Conservation and Sustainable use of South Africa's biodiversity Business Registration Act Local Economic Development Policy White Paper on Local Government Disaster Management Act/ Municipal Systems Act	Agenda 21 Promotion of economic growth and job creation Attainment of millennium development goals
DWA	WSDP	Water Services Act	Management of scarce water resources Regulation of water services
COGHSTA	Housing strategy and targets/ Housing Chapter of the IDP	National Housing Policy Housing Act	Housing Urbanization Information System (HUIS) Provision of secured and sustainable human settlement
DOT	Integrated Transport Plan	National Transport Act	Co – ordination and standardization of transportation



DLA	Land Reform Developing and Planning /Directive Principles	South African Land Policy Restitution of Land Act Development Facilitation Act White Paper on Spatial Planning and Land Use Management and Land Use Bill	Redress to the previously disadvantaged and Promote sustainable human settlements
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1.6. BASIS FOR IDP REVIEW PROCESS

Below are extract from State of the Nation Address by His Excellency Matamela Cyril Ramaphosa, President of the Republic of South Africa on the occasion of the Joint Sitting of Parliament at 19h00 on Thursday, which was held in Cape Town on the 7th February 2019, and the State of the Province Address delivered by the **Premier of Limpopo Province, Honorable Chupu Mathabatha** to the fifth Limpopo Provincial Legislature at Lebowakgomo on the 22nd of February 2019 respectively.

KEY ASPECTS OF SONA – FEBRUARY 2019

Transformation

- Support black industrialists – to build a new generation of black and women producers that are able to build enterprises of significant scale and capability.
- Use competition policy to open markets to new black entrants.
- Invest in the development of township and rural enterprises.



Infrastructure

- Assemble team to speed up implementation of new projects, particularly Water Projects, Health Facilities and Road Maintenance.

Mining

- Intensify engagements with all stakeholders on the Mining Charter.
- Finalize the Mineral and Petroleum Resource Development Act 28 of 2002 (MPRDA) Amendment Bill by end of first quarter this year.
- Stakeholder engagement to deal with Mining Fatalities.

Small Business, Co –Ops, Township Enterprise

- Honour 30% of procurement allocation to these enterprises.
- Invest in SMME incubation.
- Welcome SMME Fund initiative by corporate sector.

Land and Agriculture

- Accelerate the land redistribution programme and make more land available.
- Expropriate land without compensation, our approach, taking into account food security, agricultural production and growth of the sector. There has to be a process of consultation on modalities

Fourth Industrial Revolution

- Digital Industrial revolution commission to be established.
- Allocation of spectrum to reduce barriers to entry.



National Mining Wage

- Introduce NMW by May 1 benefitting more than 6 million South Africans.

Health and NHI

- Scale up the testing and treating campaign by initiating an additional two million people on anti-retroviral treatment by December 2020.
- The NHI Bill is now ready to be processed through government and will be submitted to Parliament.

Education

- This year free higher education and training will be available to first year students from households with a gross combined annual income of up to R350, 000.
- All public schools have begun offering an African language.
- First National Senior Certificate examination on South African Sign Language, which will be offered to deaf learners at the end of 2019.

Social Grant

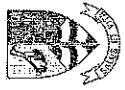
- Urgently take decisive steps to comply with all directions of the Constitutional Court.
- Take action to ensure no person in government is undermining implementation deadlines set by the court.

Social Sector/Civil Society

- Urgently take decisive steps to comply with all directions of the Constitutional Court.
- Take action to ensure no person in government is undermining implementation deadlines set by the court.

Corruption/ State Capture

- The commission of inquiry into state capture to commence its work shortly.



- The Commission should not displace the regular work of the country's law enforcement agencies in investigating and prosecuting any and all acts of corruption.
- Urge professional bodies and regulatory authorities to take action against members who are found to have acted improperly and unethically.
- Urgently attend to the leadership issues at the National Prosecuting Authority to ensure that this critical institution is stabilized and able to perform its mandate unhindered.
- Appoint a Commission of Inquiry into Tax Administration and Governance of SARS.
- Visit every national department to engage with senior leadership to ensure that the work of government is effectively aligned.

KEY ASPECTS OF SOPA – FEBRUARY 2019

Economy

- A conscious decision has been taken to build an economy that would be a major contributor to the national wealth. In this regard, the Limpopo Development Plan has been developed as a blue-print to guide efforts towards a higher trajectory of economic growth and development.
- The government has acted boldly to attract investments into the provincial economy. The guiding mandate has been the need to speed up social development, create employment, promote equitable distribution of resources and, above all, reduce the levels of poverty in our province.
- The Musina-Makhado SEZ (Special Economic Zone) has been designated and licensed by the national cabinet. The board for the SEZ Company has been appointed by the Provincial Government.
- To date, the Musina-Makhado SEZ project has managed to attract a total investment commitment of around R150 billion to the province. This will create jobs and other economic opportunities, especially for the youth.
- According to existing plans and program, several plants will be constructed under these SEZ projects creating over 21 000 jobs.



Small Business, Co-Ops, Township Enterprises

- There is a commitment to support our Small, Medium and Macro Enterprises (SMMEs) and Cooperatives.
- Since 2014, over 1200 cooperatives were provided with financial support of over R51 million. A similar financial support of over R193 million was provided to SMMEs.
- Working together with the Small Enterprise Development Agency (SEDA), the government has established a construction incubation Centre at Steelpoort in Sekhukhune to train and capacitate emerging contractors.
- Through the same kind of partnership, a jewellery incubation center in Polokwane to train emerging young jewellery makers has been established.
- The Seshego and the Nkowankowa Industrial Parks have been revitalized. This will add the necessary impetus in revitalizing the local economy.
- The Polokwane Anglo-Platinum Smelter intends on constructing a Sulphur Dioxide Abatement, this project is expected to be completed by the end of 2020. Of particular note, the plant will improve air quality by reducing carbon emissions by 96%.
- The National Biodiversity Economy Programme has been launched in Vhembe district Municipality. At full potential the South African Biodiversity Economy will achieve an average annualized GDP growth rate of 10% per annum in line with the National Development Plan, Vision 2030.
- The Department of Economic Development, Environment and Tourism has been assigned to develop mechanisms to take advantage of the province's unique and rich heritage of natural resources. It is in this context that the department of economic development will have to expedite the implementation of the Wildlife Transformation Policy to ensure greater inclusivity and transformation of this industry.

Tourism

- According to the latest available figures from StatsSA, Limpopo has since 2014 received over 27.5 million domestic travellers. During the same period, the province was able to attract 7.8 million international tourists. The government intends on building on these figures as it positions its tourism sector to become a major job creator in the province.



Employment

- Despite the challenges of technical recession, the Limpopo provincial economy remained resilient and was able to create jobs in line with the commitment that was made in 2014. The Stats South Africa's Labour Force Survey indicates that since 2014, the provincial economy has been able to create no less than 317 000 jobs. Suffice to indicate that these numbers do not include the figures for the 2018 fourth quarter labour force survey.
- The latest figures from StatsSA indicate that Limpopo has the lowest unemployment rate in the country. Our unemployment rate is currently at 16.5% against the national average of 27.1%.

Socio-Economic Development

- Socio-economic prosperity cannot be achieved without partnerships and cooperation. It is for this reason that over the past five years the Limpopo government has been working to strengthen and solidify relations with regional partners and counterparts in the BRICS community.
- To this end, appropriate resources will be allocated to send young people to Universities in China. The idea is to train and equip these young people with requisite skills to be able to participate fully in the running of the SEZ project. SEZ is strategically located to accelerate and consolidate economic integration within the SADC region. The focus is to ensure that sister countries such as Botswana, Zimbabwe and Mozambique also benefit from this massive economic project.
- The strategic relations with Cuba continue to pay some handsome dividends. Currently, 328 young people are undergoing training as medical students in Cuba. 145 graduates from this programme are deployed across the Limpopo Province as Doctors.



Education

The School Nutrition Programme, Scholar Transport and the No-Fee School policies remain amongst the best interventions by the government. These policy imperatives are adding value in ensuring that children arrive at school on time, and are able to concentrate in the classroom.

- The School Nutrition Programme in Limpopo feeds thousands of learners in over 3 795 public schools, whilst the Scholar Transport Programme is currently benefiting learners in almost 380 schools.

- In this current financial year, the number of learners benefitting from the No-Fee School Policy is a little above 1 600 000.

- The province has exceeded its target for enrolling children with Early Childhood Development (ECD) centers. Between 2014 and this year, over 231 000 children in various ECD centers across the province have been enrolled.

- In 2018, Matric results have improved by 3.8%. This is a marked improvement from 65.6% in 2017 to 69.4% in 2018. In terms of the actual number of learners who have passed their Grade 12, Limpopo came at position three in the country and it is amongst the top 5 provinces in terms of bachelor passes produced. 18 000 bachelor passes were produced in 2018. Limpopo contributed the 4th largest number of African children who have passed Mathematics, Science and Technology.

- All the Districts have managed to perform beyond the 60% mark in terms of Grade 12 learner performance.

- A lot of work still needs to be done to achieve the target of 80% Matric pass rate.

Health Care Infrastructure

- The government has invested significantly in expanding access to healthcare facilities, providing access to top quality medication and providing

rehabilitative services to the sick.



- The Minister of Finance has allocated R3.9 billion towards the planning and construction of the Limpopo Academic Hospital during the next MTEF Period, starting in the next financial year. The initiative will help create an important platform for research and training of medical students and other health professionals. It will also help provide clinical services at the highest level, such as heart and kidney transplant.
- As a result of multi-faceted interventions, life expectancy has risen to 70 years for both males and females compared to the 2014 life expectancy which was at 55 years. This progress is evidence of the improvements in the quality and accessibility of our healthcare services and facilities.
- People living with HIV/AIDS are now living longer and productively because of our policy interventions: Limpopo has over 350 000 patients on the ARV Programme.
- The rate of infection from mother-to-child transmission of HIV/AIDS was at 0.96%, this number has now reduced to 0.77%.
- The TB cure rate has been drastically reduced with approximately 12% improvement. This has been achieved through a combination of measures which include, the utilization of TB tracer teams, intensive case finding campaigns, intensified counselling and support and compliance to treatment.
- The government has invested heavily to build new and modern healthcare infrastructure. Resources have been invested in revitalizing existing infrastructure.
- As part of the programme to enhance the capacity of emergency medical services, the government has over the past five years managed to purchase 250 new modern ambulances to supplement the existing fleet.

Basic Services

- The latest StatsSA Community Household Survey shows that Limpopo is currently at 94.1% electricity connection. The LDP target of 90% by 2020 has been exceeded.
- During the 2016 General Household Survey, the number of people with access to proper sanitation had risen to 57%. The LDP target of 50% by 2020 has been exceeded.



- In the provision of shelter, the government-owned housing financing institution, RISIMA, is playing a major role in this regard. Many people who could not get funding approval from commercial banks have been assisted through this institution.
- The past five years the Provincial Government has registered a total of 9 262 title deeds. This means that the beneficiaries do not only have houses but valued assets they can call their own.
- In working together with the Department of Military Veterans (DMV) and the South African Military Veterans Associations (SAMVA), contractors have been appointed to build houses for Military Veterans.
- Since 2014, the Provincial Government has provided over 43 000 housing units. This means that, decent shelter has been provided to over 200 000 people in the province.
- Targeted to provide 90% of the people with clean and potable water by the year 2020. At the moment only 74, 7% of our households are enjoying access to clean drinking water. The government has recently convened the Provincial Water Summit to deal with issues that require urgent attention and action.
- Municipalities remain at the heart of the efforts to take services to our communities. It is for this reason that government has been capacitating municipalities to function properly.

Safety

- The government is working together with social partners and the SAPS to reclaim Limpopo's position as the safest province in the country. The work includes strengthening community safety and policing structures to rid communities of all forms of crime, drugs, gangsterism and violence against women and children.
- The province currently has 116 functional Community Policing Forums; most of these Forums are linked with police stations. Working together with our municipalities, Local Community Safety Forums in local and district municipalities have been established.

- The tendency of people masquerading as local business to intimidate lawfully appointed contractors and disrupt projects purely for personal gain is discouraged.

Fourth Industrial Revolution

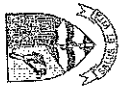
- Commitment from the provincial administration to ensure that there is a necessary movement towards a knowledge-based economy.
- The Limpopo Connexion has been launched as a leading agency in order to implement a superfast broadband network for the entire province. It will assist in training and equipping young people with the requisite skills for the 4th Industrial Revolution.
- The Director General of the Provincial Administration has been assigned to develop a comprehensive provincial strategy on the 4th Industrial Revolution.

Transport

- Over and above the government owned Great North Transport buses, there are 26 private bus subsidy contracts currently being managed by government. For the year under review, the provincial government has spent over R737 million on bus subsidy services.
- The bus subsidies to private bus operators play a vital role in the socio-economic life of the province. Through these subsidies, millions of people have daily access to public transport and in a cost effective manner.
- As part of the efforts to ensure safety on the roads, over 200 young people have graduated as Traffic Police.

Agriculture

- In order to maximize the economic benefits from the agricultural sector and fight poverty, government has identified five Agricultural Development Zones (ADZs) across the province. These Zones are meant to support the socio-economic priorities of the province.



- The government programme to support smallholder farmers in order to improve productivity was also intensified during this period. Over 99 000 smallholder producers were supported with agricultural advice with regard to aspects of maximizing production. Almost 54 000 smallholder producers received support in the form of irrigation infrastructure, livestock infrastructure and various production inputs. Over 1000 farmers are being trained annually in order to enhance their knowledge and skills relating to advanced production practices.
- Commitment to revitalize small-scale irrigation schemes.

MIG Spending

- Over the years, concerns have been about municipalities' inability to spend the allocated Municipal Infrastructure Grant (MIG) which is directly linked to the urgency of taking services to the people, lack of capacity, which is, having wrong people in strategic positions. But equally important, is the lack of proper and timeous planning but the situation has since improved for the better. There are improvements in MIG spending patterns.
- In the Financial Year 2014/15 the total MIG expenditure was at 73%. By the end of 2017/18 Municipal Financial Year, MIG expenditure had risen to 95%.

Youth Development

- First ever comprehensive Youth Development Strategy has been adopted, focusing on areas such as, youth participation in the economy and job market, youth education and skills development, youth health, nation-building and social cohesion.
- The MEC for Treasury has been directed to allocate the necessary resources for the implementation of Strategy.
- Distribution of sanitary towels to the needy school girls has begun. In this Financial Year, the government has managed to distribute almost 10 000 sanitary towels to no less than 3 000 needy school girls.
- In the coming Financial Year, R21 million has been set aside for the school sanitary towels project.



- The government has managed to put aside R15 million to kick-start the initial phases of the State of the Art Provincial Theatre project and high-level project team has been assigned to work on resolving the challenges that have been impeding the commencement of this project.
- As part of government efforts to rehabilitate youth from the devastating clutches of alcohol and substance abuse, the Seshego Treatment Centre was officially opened in August 2018. Patients at this facility are assisted and supported by a dedicated team of nurses and social workers.

The Elderly and Disabled

- Since 2014, the government has extended community-based care and support to over 20 000 senior citizens and it has also conducted empowerment training and workshops for almost 5 000 people living with disabilities in the Limpopo province.

Mining

- Mining is the biggest contributor towards the provincial economy at 24.5% to the Provincial Gross Domestic Product. Jobs in this sector, have increased from 71 000 in 2013 to 103 000 in 2017/18. With the new mining projects in the pipeline, these figures are expected to increase by a further 3000.
- Limpopo has 147 mining projects that are currently operational and we envisage a further eight new projects in the Capricorn and Sekhukhune Districts. These projects are expected to attract investments worth R2.5 billion and create around 3 000 jobs.
- There is a new mining investments in the Ivanhoe Mine in Mokopane. The current investment in this mine is at R4.5 billion. The mine will be going into full operation by 2024. This mine is expected to create well over 25 000 jobs.
- There has been a recovery of the prices of some commodities. Platinum and Chrome prices that are expected to rise again.
- A consensus has been reached lately in terms of policy direction, particularly around the Mining Charter, and it is expected to renew investor confidence in the sector.



- The government is alert to illegal mining activity and always responds speedily with law-enforcement agencies. Decisive steps have been taken to ensure that illegal mining practices are halted. In this regard, a multi-departmental body, National Coordination and Strategic Management Team (NCSMT), was established which comprises of representatives from Department of Mineral Resources (DMR), the HAWKS, South African Police Service, Intelligence Services and the Department of Home Affairs.

Traditional Leaders

- The government is currently providing support to a total of 2 111 headmen/women, 185 traditional councils, 02 Kingships and 01 Queenship as enjoined by chapter 12 of our Constitution.
- Since 2015, 175 vehicles have been utilized by Senior Traditional Leaders in the Province.
- In the past 5 years, eleven offices for traditional councils in the Province have been built. In the next Financial Year, an amount of R70 million will be used to build additional seven offices for traditional councils.
- In working together with the National Government, there are engagements with traditional leadership to resolve issues relating to outstanding tools of trade.
- The Kgatla Commission was appointed in 2012 to deal with issues relating to disputes and claims of traditional leadership. The Commission has completed its work and the recommendations are being implemented.
- Through a cordial relationship between government and traditional leaders, Limpopo continues to be shinning model in the administration of the initiation schools. The government has since adopted the Limpopo Initiation Schools Act of 2017 to regulate this ancient and sacred traditional practice.

of the African people. This has inspired the National Government which is now in the process of developing a national legislation to regulate the management of traditional initiation.

Capable and Accountable Government

- Over the past 5 years, the government has worked hard to restore the credibility of the government, through fighting corruption, minimizing wastage of public resources and promoting efficiency and good governance.
- Decisive steps against those who were involved in wastage and maladministration have been taken.
- The credibility of our public tender system has been restored.
- Limpopo is back on a sound financial footing. The government is delivering services to the people.
- In an effort to stabilize the Provincial Administration, the government has filled all vacant positions of HODs and related strategic positions.
- The intervention of the Provincial Government in the Department of Education through section 18 of the PFMA has yielded positive results. This intervention has led to the improvement in the areas of governance and financial management. For the first time in three years, the Department of Education was pulled out of the disclaimer audit opinion.
- Public service is now operating in a manner consistent and responsive to the needs and aspirations of our people.

Art, Culture, Sport and Recreation

- In the past five years, the government was able to resuscitate and unearth talent through platforms such as I Can Sing and the Literary Competition. Similarly, through the Limpopo Sports Awards and support to initiatives such as the Limpopo Music Awards, the FAME and Limpopo Gospel Awards, the government continues to promote and encourage excellence amongst our local artists.



- A call on the entire business community in Limpopo to invest in the teams in PSL, Black Leopards, Baroka and Polokwane City to sustain their stay in the league.

CHAPTER 2: MUNICIPAL PROFILE

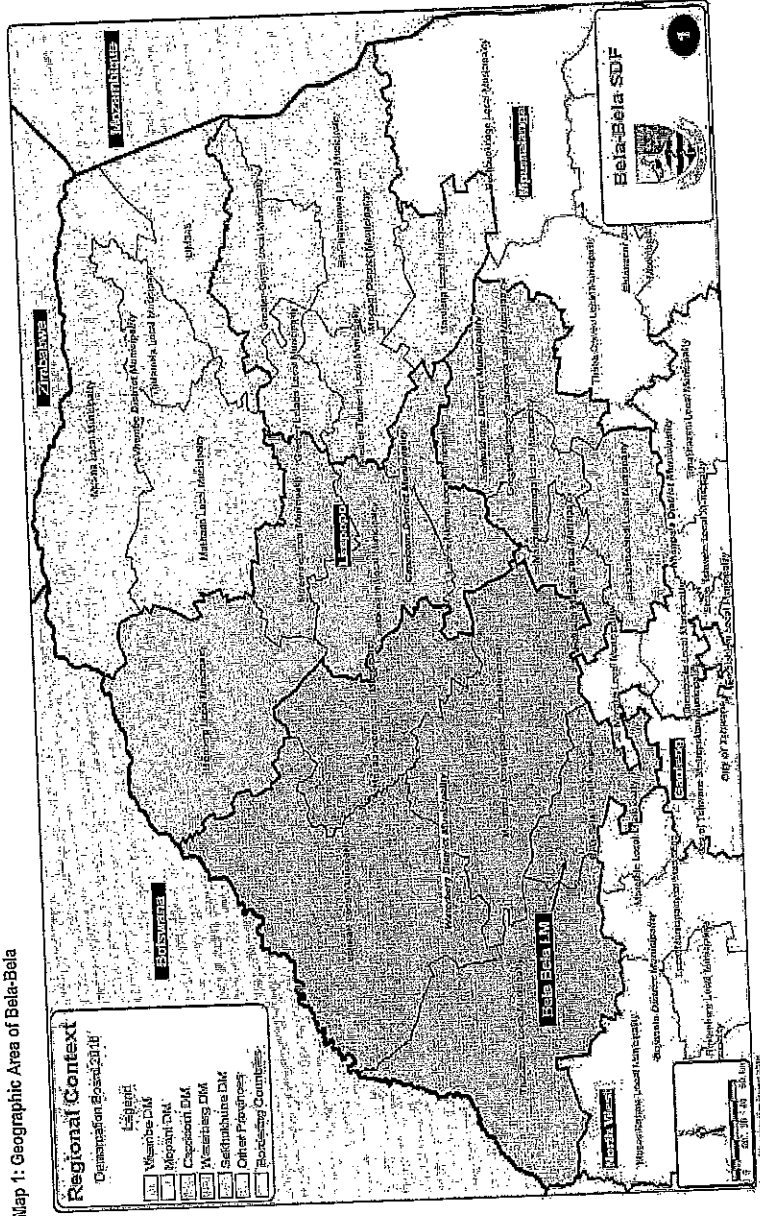
2.1. GEOGRAPHIC DESCRIPTION OF THE MUNICIPAL AREA

Location: The Bela-Bela Local Municipal area is situated on the southern side of the Waterberg District Municipality in the Limpopo Province. It borders the Gauteng Province on the south and south-east, the Northwest Province on the west and Modimolle Local Municipality on the northern side. The Municipality is located 105km north of Pretoria and 8km to the west of the N1 North. The town of Bela-Bela (formerly Warmbaths) is situated against the Waterberg Mountains in Bushveld country. Elevation 700 - 1000m above sea level.

The total area of the Bela-Bela Local Municipality is approximately **337 605.55 ha** in extent. It is the smallest Local Municipality in the Waterberg District and represents $\pm 6.8\%$ of the total Waterberg District area. The Bela-Bela Municipal Area includes two formal towns, namely Bela-Bela Town and Pienaarsrivier as well as other smaller settlements such as Settlers, Radium/Masakhane, Rapotokwane, Vingerkraal and Tsakane.



Map 1: Geographic Area of Bela-Bela



2.2. DEMOGRAPHIC PROFILE

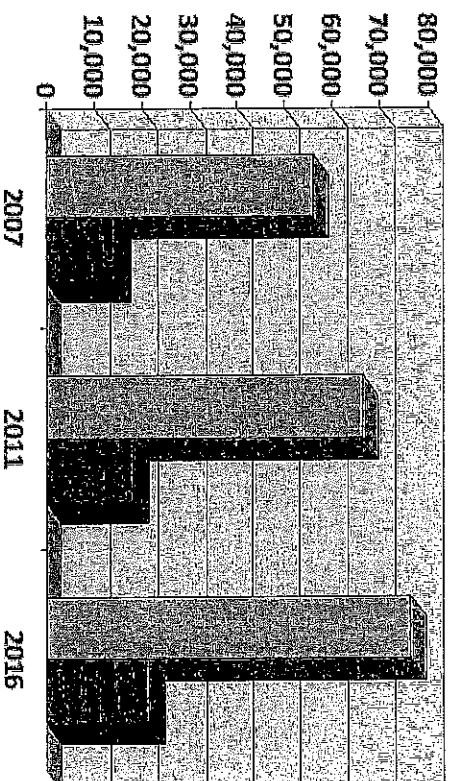
2.2.1. Population Dynamics and Growth Trends

The total size of Bela-Bela's population is currently estimated at 76 296 individuals which has increased by 14.73 % by 2016 compared to Census 2011. Total population inter-censal growth rate (2011-2016) of 0.031 has been recorded within Bela-Bela Municipal area. This is based on Census 2016 Community Survey which also estimates that there are approximately 21 354 households within Bela-Bela municipal area which is 18.9% increase from 2011. Table 1 and a graph below illustrate the estimated population trend's pattern:



Table 4: Population Dynamics and Growth Trends

DEMOGRAPHIC INDICATORS		COMMUNITY SURVEY 2007	CENSUS 2011	COMMUNITY SURVEY 2016
Person indicator		56 841	66 500	76 296
Households indicator		14 280	18 068	21 54



Person Indicator
Households Indicator

Source: StatsSA: Community Survey, 2016

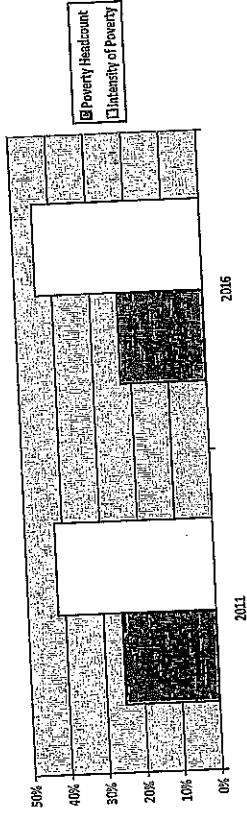
Table 5: Household and Poverty Indicators

Census 2011		Census 2011		Community Survey 2016	
Households	Ave HH size	Households	Ave HH size	Households	Ave HH size
12 335	3.7	18 068	3.7	21 354	3.6

Source: StatsSA: Community Survey, 2016



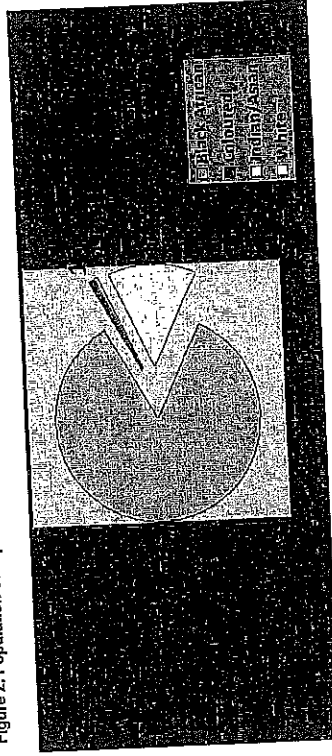
Figure 1: Poverty Indicators



Source: StatsSA: Community Survey, 2016

2.2.2. Population Group, Age Group and Gender in Bela-Bela Municipal Area.
The population of Bela-Bela Local Municipality in terms of groupings categorised as per the Figure 2 below. It is evident that Black Africans (64 642) are in the Majority followed by Whites (10 535). It is therefore imperative to take caution that whilst the development priorities within the Municipality seeks to address the plight of Black Africans who majority of which is still characteristics of the previous dispensation in the Country, such should not be at the detriment of the other minority groupings therein.

Figure 2: Population Groups



Source: StatsSA: Community Survey, 2016

All the residents of Bela-Bela Local Municipality irrespective of their Colour of ethnicity should be encouraged to partake in the developmental Agenda of the Municipality from within their respective localities and interest groupings.

**Population by Age group**

The age composition or structure determines the kinds of economic activities which are currently existing and may need to be explored in the future within the locality. Different age groups have different economic needs and different spending patterns. According to Community Survey, 2016, the composition of the Population of the Municipality is Young (0-14) 33%, Working age (15-64) 62% and Elderly 65+ 5.3%.

Table 6: Population by Age Group

	Black/African	Coloured	Indian or Asian	White	Grand Total
0 - 4	9 003	72		396	9 471
5 - 9	7 638	63	-	566	8 267
10 - 14	6 670	93	29	612	7 403
15 - 19	5 551	50	22	281	5 904
20 - 24	5 863	77	24	638	6 602
25 - 29	6 086	30	90	800	7 007
30 - 34	5 233	28	58	604	5 922
35 - 39	4 178	139	19	444	4 780
40 - 44	3 490	18	16	573	4 097
45 - 49	3 324	71	34	539	3 967
50 - 54	2 639	45	26	910	3 619
55 - 59	2 076	35	23	886	3 020
60 - 64	1 276	-	12	915	2 203
65 - 69	760	-	-	711	1 471
70 - 74	471	11	12	649	1 143
75 - 79	193	-	-	565	757



80 - 84	84	22	336	442
85 +	109	-	111	220
Grand Total	64 842	733	10 535	76 296

Source: StatsSA: Community Survey, 2016

This trend in age composition obliges the government departments and the Municipality to ensure that a large percentage of the budget is allocated to Social Development Facilities in order to meet the needs of a youthful population and ensuring that people falling within this age acquire relevant Skills and grow up to become responsible adults. The creation of more job opportunities should also be one of the key aspects of the developmental agenda by the Municipality in partnership with the sector departments such as the Department of Education, Health, Public Works, Roads and Transport etc.

Population Gender Profile

With reference to Table 7 below, the gender composition within Bela-Bela indicates a slight imbalance between the males and females. The Census 2011 revealed that approximately 51% (28 304) of the population within Bela-Bela comprises of females while 49% (27 546) comprises of males. Nevertheless that confirmed with the national trends that a higher proportion of women are found in the rural areas than men. This in many instances, especially amongst the African communities is attributed by the nature that men are generally attracted to places such as the bigger cities (i.e. Johannesburg etc.) that presents the employment opportunities sometimes regardless of the nature of work involved. However, the 2016 Community Survey illustrate an apposite picture, and revealed that 49% (37 335) of the population within Bela-Bela comprises of female and 51% (38 961) of the population comprises of male.

Table 7: Gender Composition

Total Population (2011)		Total Population (2016)		
Male	Female	Total	Male	Female
33 754	32 746	66 500	38 961	37 335
				76 296

Source: StatsSA: Community Survey, 2016

In addition to the above, it can also be suggested that there is a need for a developmental agenda that should pro – actively target women empowerment within Bela-Bela Municipal Area.



2.2.3. Number of Households

Based on Census 2016 Community Survey which also estimates that there are approximately **21 354 households** within Bela-Bela municipal area which is 18.9% increase from 2011. **Table 8** and a graph below illustrate the estimated population trend's pattern:

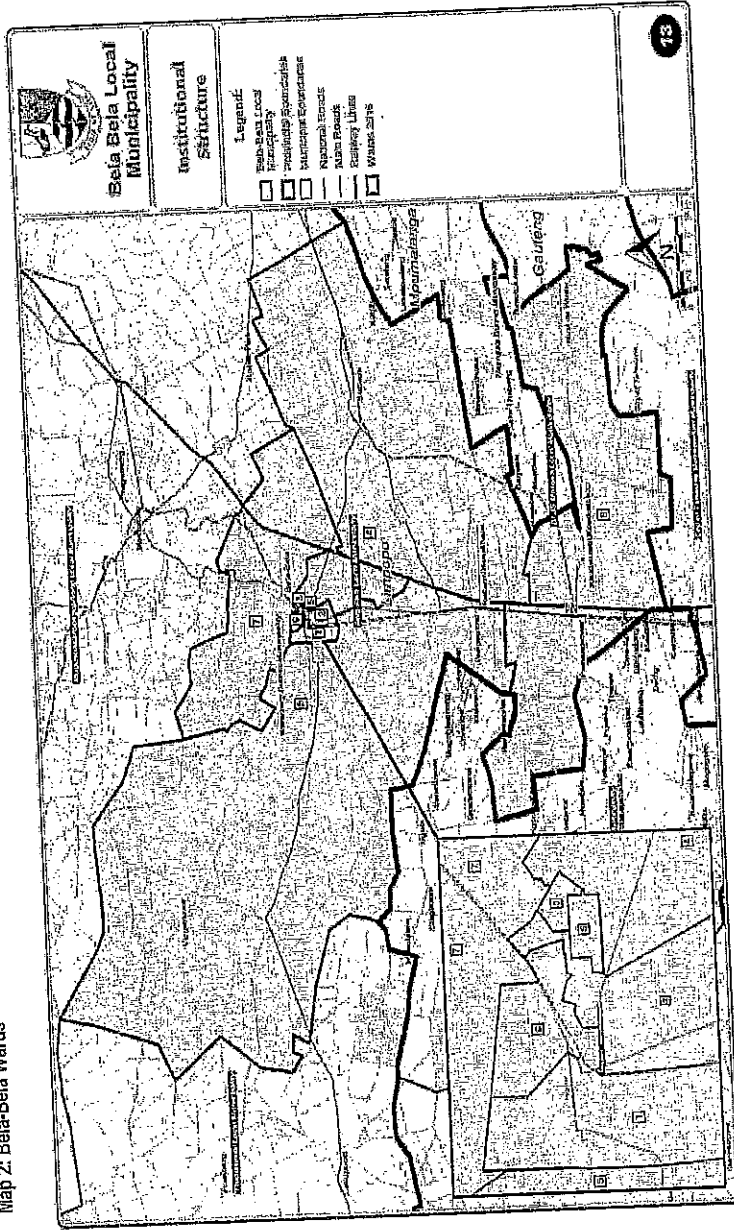
Table 8: Bela-Bela Household Projections 2015 - 2040

Household Growth Scenario									
	Historic	Existing	Projections		Household Increment		Increment per annum		
	2011	2015	2025	2040	2011-2015	2015-2025	2025-2040	2001-2011	2015-2025
Urban	11,675	13,365	17,638	24,828	1,690	4,273	7,191	272	427
Rural	6,391	6,566	7,868	11,157	175	1,303	3,288	121	130
Total	18,066	19,931	25,506	35,985	1,865	5,575	10,479	393	558

2.2.4. Number of Wards

Bela-Bela LM is divided into nine (9) wards as reflected on Figure 13. The larger extent of the wards form part of the rural and farm areas, and six of the municipal wards cover parts of the Warmbad Town and Bela-Bela township area; this being wards 1, 2, 3, 5, 6 and 9. The Wards of Bela-Bela are depicted on Map below.

Map 2: Bela-Bela Wards



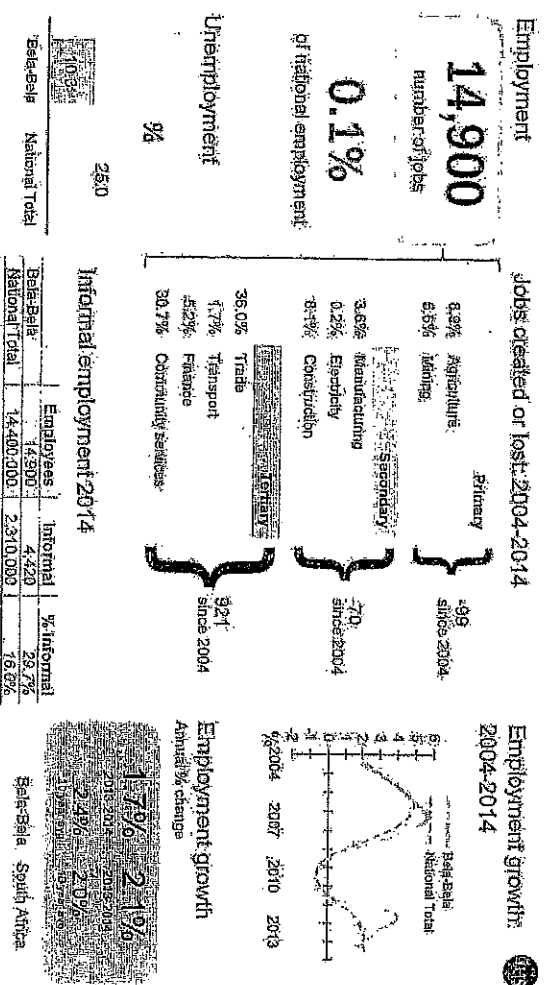
2.2.5 Employment and Poverty Analysis

2.2.5. Employment and Poverty Analysis

The employment status of people between the ages of 15 and 65 is depicted on **Figure 3** below. Whilst the number of people discouraged from looking for employment any longer is very low, it should not be allowed to increase any further.



Figure 3: Employment and Poverty Analysis





It was previously indicated that the age composition of population in Bela-Bela comprises of children who are under the age of 15 and who are not accounted as the labour force. The active labour force is estimates at 36 069 in 2013 individuals who are between the ages of 18 – 64. Approximately 23% of the active labour force in Bela-Bela is unemployed of which 30% is Youth. The unemployment rate in Bela-Bela Municipal Area is similar to unemployment in the Province, but the labour force participation rate in the Municipality is considerably higher than that of the Province. This could be the result of labour migration out of Bela-Bela in search of work in Gauteng, particularly among younger adult members of the households.

The 30% unemployment rate of Youth which is unacceptably high is corroborated by the Education figures, where the picture painted is that majority of our Youth are not adequately skilled to be able to actively participate in the job market within the Municipality. Another challenge maybe that those youth in position of Post Matric Qualifications may be having Qualifications not necessarily compatible to the Economic needs of Bela-Bela.

Table 8 below the trends of these statistics over a period of 5 years, where minor improvements can be witnessed.

Table 8: Employment and Unemployment Status

Indicator	2009	2010	2011	2012
Population – Total (Number)	56 289	57 283	58 063	66 500
Population – Working age (Number)	34 710	35 334	36 069	18 – 64
Age less than 15 years				
Employed – Formal and Informal – Total (Number)	16 387	16 314	15 985	20 720
Labour force participation rate (Percentage)	64.1	61.6	58.2	
Unemployed (Number)	5 866	5 462	5 001	6 003
Unemployment rate (Percentage)	26.4	25.1	23.8	
Discouraged work - seekers				1 056
Other Economically active				15 801
Labour force participation rate (Percentage)	64.1	61.6	58.2	

Source: Quantec Regional Economic Database 2013



Although the labour force participation rate is currently at 58.2%, Bela-Bela still needs more efforts to develop a better economically viable environment that is capable of creating more job opportunities, which are able to absorb majority of those in need of employment therein.

This is critical since the dependency ratio is quite high based on the structure of the population (i.e. dominance of the population group that is dependent on the active labour force to provide for their needs). Further to the above discussed unemployment profile and with reference to figure 4 below, approximately 11% (1 534HH) of the households is dependent on an income which is below R 12 000 per annum (i.e. less than R 1 100 per month). According to the Municipalities Indigent policy these households can be classified as very poor and they need to be subsidised in the provision of basic services. The sustainable community economic development projects/ programmes should be utilized to fast track the mandate by National Development Plan vision 2030.

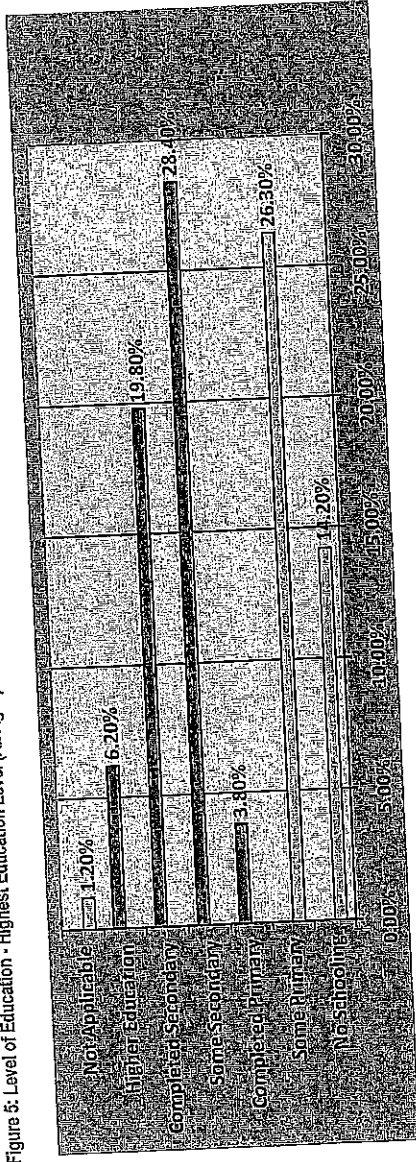
The developmental agenda by the Municipality in targeting poverty does not only lie within the vigorous efforts to create employment opportunities. The most poverty – stricken households must also be assisted within the short term through the welfare grants, indigent policy and the provision of other basic essential services such as housing.

2.2.4. Education Profile and Literacy Levels

Education plays a pivotal role on community development. It provides a set of basic skills for development, creativity and innovative abilities within individuals. The South African Constitution provides that everyone has a right to education, which includes Adult Basic Education. The education profile in Bela-Bela is one of the key areas of concern where people over the age of 20 with Higher education is a mere 6.2% (4 724), people over the age of 20 with no schooling is 17.2% and people over the age of 20 with Matric is 19.8% (15 117). Figure 5 below depicts a breakdown of education profile within the Municipality in detail.



Figure 5: Level of Education - Highest Education Level (All Ages)



Source: StatsSA: Community Survey, 2016

The level of literacy and manner of participation by the communities within the Municipality on various development engagements is in agreement with the statistics articulated herein. The fact that the population of the Municipality is still less than 100 000 is an ample opportunity that should not be missed by the Municipality and its Social Partners to turn around the current situation whilst it is still fairly manageable. Feasibility for Educational Facilities i.e. FET and ABET should be examined as an Instrument for uplifting the skills and level of Education for the labour market.

2.2.5. Income Categories

Table 8 depicts the projected income distribution of the incremental population. Essentially, it is expected that approximately 63% of the incremental population/ households will fall in the low income bracket, 27% in the middle bracket, and 10% in the high income bracket.



Table 9: Incremental Household per Income Category 2015 - 2040

TOTAL INCREMENT				
	2015-2040			
Area	Low	Middle	High	Total
	R 0 -	R 3 184 -	R 12 818 +	
Urban	7,463	3,386	614	11,463
Rural	2,706	959	925	4,591
Total	10,169	4,345	1,539	16,054
%	63%	27%	10%	100%
TOTAL INCREMENT PER ANNUM				
	2015-2040			
Area	Low	Middle	High	Total
	R 0 - R	R 3 184 -	R 12 818 +	
Urban	299	135	25	459
Rural	108	38	37	184
Total	407	174	62	642
%	63%	27%	10%	100%

2.2.6. People with Disabilities

Ensuring that the needs of people with disability are adequately addressed in all our interventions remains key. This is based on the founding principle of the Development Blueprint of the Municipality that its development and review must be based on the inclusion of the Public in its totality and in accordance with varying interest groupings that constitutes it.

The Municipality has forged an ongoing working relation with the representatives of people with Disability within its jurisdictional area. This is aimed at ensuring that all developmental needs of this grouping of our Communities are fully addressed. Municipal Profile remains incomplete if amongst others the following issues, which remains imperative and are key in each of the aforementioned indicators are not addressed within the scheme of Municipal Developmental Issues:

- No support – Municipality must coordinate and facilitate programmes together with the WDM.
- No mainstreaming/implementation of people with disability in municipal employment equity plan.
- Establishment/identification of education and skills development for people living with disability i.e. learnership, awareness campaigns and workshops.
- Housing needs for people living with disability must be considered when constructing RDP houses.

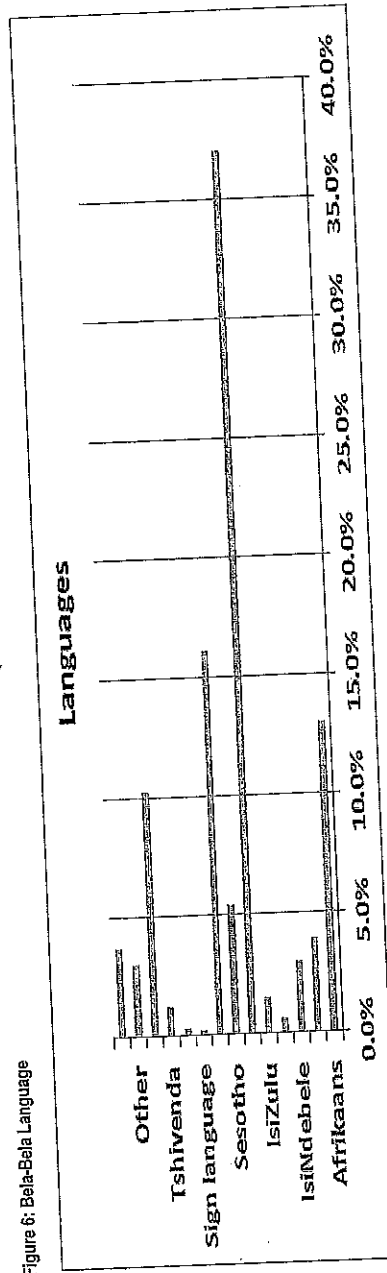


2.2.7. Language Profile

Schooling from foundation plays a pivotal role in preparation of learners for language proficiency, and the preservation thereof. It is through Schooling that indigenous Local Languages are entrenched to the young population of the Country, and the place where they are empowered to be proficient in the command of any other languages which may not necessarily be their Home Languages.

Whilst English is the Language commonly used by those people who frequent the Municipality, African Languages like Sepedi, Tsonga, Tshivenda and IsiNdebele are the most spoken languages by the residents of Bela-Bela as per the depiction on figure 6 below.

Figure 6: Bela-Bela Language



Source: StatisticsSA: Census, 2011



CHAPTER 3: SITUATIONAL ANALYSIS

3.1. SPATIAL RATIONALE

This KPA seeks to Strengthen Spatial Planning Land Use/GIS and Sustainable Human Settlements systems and practices.

The Municipality has adopted the Spatial Development Framework (SDF) and it was gazetted on the 15th of February 2019. The Land Use Management Scheme that was adopted during 2008 to be aligned to Spatial Planning and Land Use Management Act (SPLUMA) and its Regulations are being finalised. Map 3 and 4 in particular depicts various Land uses within the Municipality.

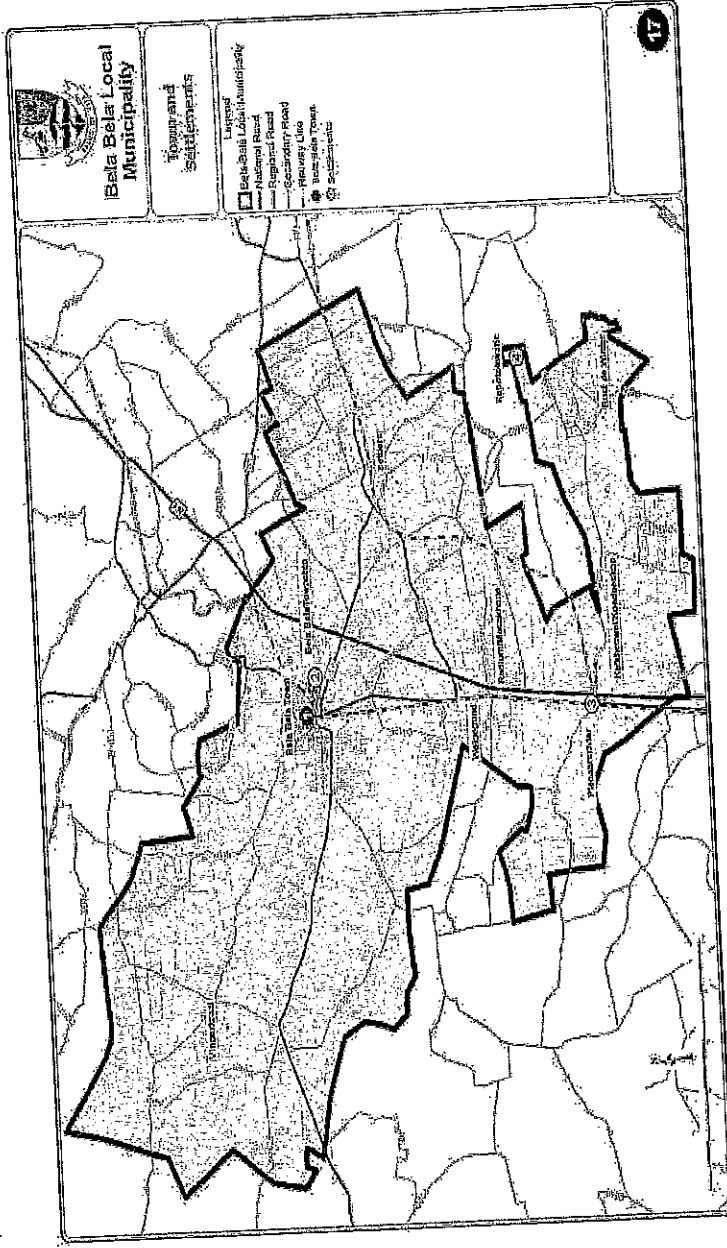
Subsequently Waterberg District Municipality also assisted the Municipality with the compilation of the Central Business District (CBD) Development Plan. The CBD Development Plan is being. Both plans will assist the Municipality in processing planning and development applications and thereby contributing towards creating conducive environment for investment and sustainable economic development within the Municipality, if properly implemented. Spatial Planning and Land Use Management Act (SPLUMA) with its Regulations has since been enacted and promulgated respectively. The Municipality has finalised and adopted the SPLUMA compliant By-Laws which was gazetted on the 22nd June 2017.

Map 3 to 5 below depicts the Space Economy of the Municipality in the form of Towns and Settlements; Bela-Bela SDF; Depiction of Land Uses within Bela-Bela Municipality and Major Land Uses in Town respectively, and the incidental uses thereto.

The developmental path and Imperatives of the Municipality are clearly articulated by the SDF under Map 3, in that the comparative advantage of the Municipality, i.e. Tourism and incidental and/or supporting uses are clearly outlined therein.



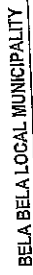
Map 3: Bela-Bela Town and Surroundings



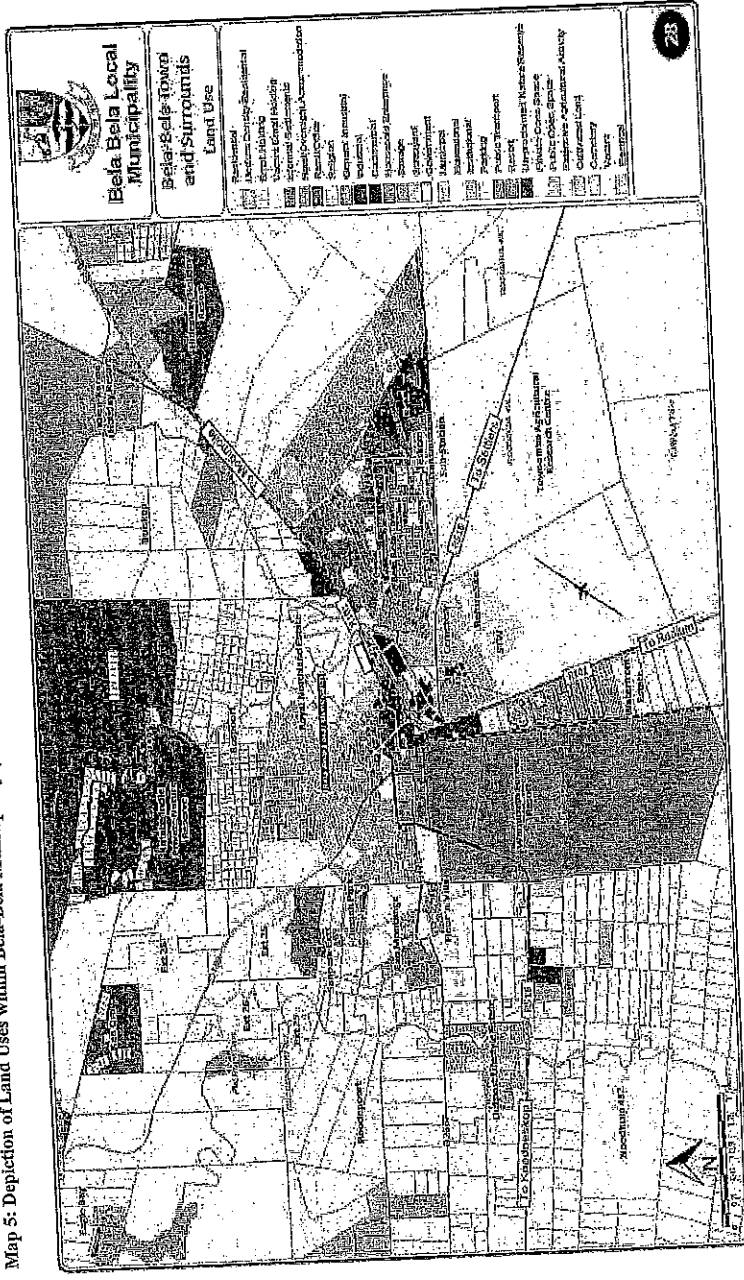


Map 4: Municipal Spatial Structure



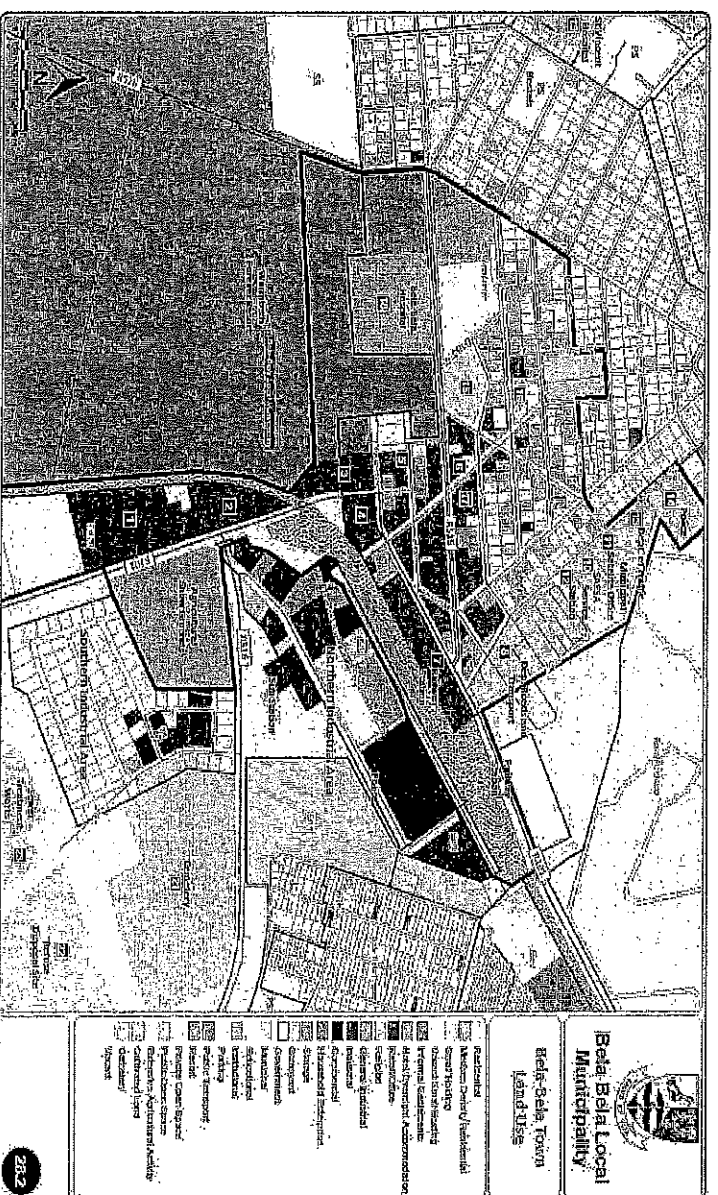


Map 5: Depiction of Land Uses within Bela-Bela Municipality (Towns and Surroundings)





Map 6: Depiction of Major Land Uses within Bela Bela Town



3.1.1. Settlement Patterns, Hierarchy of Nodes and Growth Points

The Limpopo Province developed a Provincial Spatial Development Framework identified a settlement hierarchy for the whole province. This settlement hierarchy is not based on individual settlements only, but settlement clusters for priority development nodes. Settlement clusters therefore indicate priority development areas/nodes in which primarily first order settlements (three types of growth points) and second order settlements (population concentration points) are identified. Growth points are therefore the highest order in the settlement hierarchy, with Population Concentration Points being the second order in the settlement hierarchy.

First order settlements (Growth Points) are individual settlements (e.g. towns/villages) or a group of settlements located relatively close to each other where meaningful economic, social and institutional activities, and in most instances a substantial number of people are grouped together. These growth points seem to have a natural growth



potential, but do not develop to their optimum potential due to the fact that capital investments are made on ad hoc basis without any long-term strategy for the growth point and/or the area as a whole.

3.1.1.1. Towns and Settlements: Bela Bela Town (Provincial Growth Point (PGP)).

a) Historic background

Bela Bela which means the 'boiling boiling' in Setswana, was derived from the status to have mineral springs flowing out of the earth and producing 22 000 litres per hour, at a temperature of 52 Degree Celsius (126Degrees F). The general plan for Warmbaths dated 1921 was approved by the Surveyor General and at the time, the area covered 188ha on the farm Het Bad. In 1932, Warmbaths was declared a village town, and in the year 1960 a town council was established. Warmbaths was established to serve the surrounding agricultural communities, and as the years progressed the Warmbaths area developed to be one of the most preferred holiday destinations in Limpopo Province.

Map 7: Land Use- Town





b) Spatial Structure and Movement Network

Map 6 above depicts the spatial structure and land use composition of Bela Bela Town and surrounds.

The centre of gravity of the town is located at the point of convergence of several prominent regional routes (e.g. R101, R516 east and R516 west, and route D180) as well as the railway line. This radial movement network created six functional wedges representing distinct functional areas of the town e.g. Bela Bela Township between route R101 and R516, the Warmbaths Forever Resort between the railway line and route R516 west, and the Waterfront precinct to the south between the railway line and route R101.

The western peripheral parts of the town comprises the Noodhulp and Roodepoort small holdings which generally comprises high potential agricultural land. Historically this area was served with water from the Warmbad and Platrivier Dams via a canal system. This is not operational anymore but a large percentage of the smallholdings is still cultivated.

Route R516 which runs through the area is a major tourism route in Limpopo context and it subsequently led to the establishment of a number of non-agricultural activities to the north and south thereof. This includes nurseries, food stalls and curio shops, builder's yards and general dealers.

The Jimnah Park and Sanpark townships were historically earmarked for the Indian and Coloured communities of Bela Bela and the Spa Park informal settlement established adjacent to the north thereof over the past few years.

To the south of Jimnah Park the Eau Montagne residential area was developed during the past decade while the proposed Fleur'n Villa and Outpost Lifestyle Estate were approved but never developed (partially due to the 2008 economic recession). To the north of route D180 (the Alma Road) the Kea Ora and Eagle Bay residential estates were also established (and partially developed) over the past decade.

The northern parts of Bela Bela Town borders onto the Bospoort agricultural holdings (which currently experience urbanisation pressure as an area in transition). The Inthaba Indle Private Nature Reserve with a limited number of residential erven, is located directly to the north thereof.

To the east of Bospoort is the Buiskop area which comprises a number of small farms extending right up to the Klein Kariba Resort.

The rural areas adjacent to the east of Bela Bela Township consist of a number of large farms including Buiskop 464, Roodekuil 496 and 498 and Turfont 499. All this land is utilised for farming (game, livestock and/or crop) purposes. The Towoomba Agricultural Research Centre is located on the portion of Roodekuil 498 south of route R516.

The Warmbaths Forever Resort is a prominent spatial feature in the area between the railway line and route R516 (west) to the south-west of town.

The wedge shaped area between route R101 and the railway line to the south of town comprises the partially developed Waterfront residential estate which was also established during the past decade. Furthermore, it is evident that Bela Bela Town as illustrated on Figure 28 comprises two main functional areas:



The former white town comprising a number of residential townships and the Bela Bela Central Business District (CBD) located to the north of the railway line; and the former Bela Bela Township area for Black people, with a strip of industrial development located to the south of the railway line. The CBD and the industrial areas form a centrally located activity strip along the railway line and route R101 where these facilities run through town.

c) Residential Development

The majority of the Bela Bela Township area is formalised and comprises mainly of single stand erven. The character of housing varies from old RDP houses to modern architectural designs, and new RDP houses. RDP housing is currently being constructed in extension 8 in the far south-east parts of the township. Backyard rental units as means for permanent- residents to gain an additional monthly income.

Three informal settlements exist in Bela Bela Township. Jacob Zuma Extension lies to the north of the township, and measures an area of roughly 34.6ha. The Bela Bela Extension 9 informal settlement is situated at the southern extent of the township and measures an estimated 51.7ha. Erf 9331 informal settlement measures 3.4ha in extent (89.8ha in total).

3.1.1.2. Towns and Settlements: Pienaarsrivier (Municipal Growth Point (MGP)).
Pienaarsrivier lies in the far southern extents of the Bela-Bela LM between route R101, the railway-line, and the N1 freeway. The area is relatively small and comprises limited retail, light industrial and residential development. The area is predominantly developed between route R101 and the N1 freeway (refer to the aerial map on Map 8 below). It comprises Pienaarsrivier Extension 1 which is fully developed and Pienaarsrivier Township of which only the eastern extents are developed at this stage.



Map 8: Land Use - Pienaarsrivier



Figure 2.9.

Route D626 from Rust de Winter runs through the northern parts of the town linking up to route R101 in the vicinity of the Pienaarsrivier railway station. It also has an access interchange onto the N1 freeway. Further to the north route D1160 links to route R101 from where it runs in a westerly direction towards Koedoeskop. To the north of Pienaarsrivier railway station the railway line splits off towards Settlers to the north-east and east to the Kalkheuvel settlement. A pedestrian bridge is constructed over the railway line at the Pienaarsrivier station.

a) Residential Development

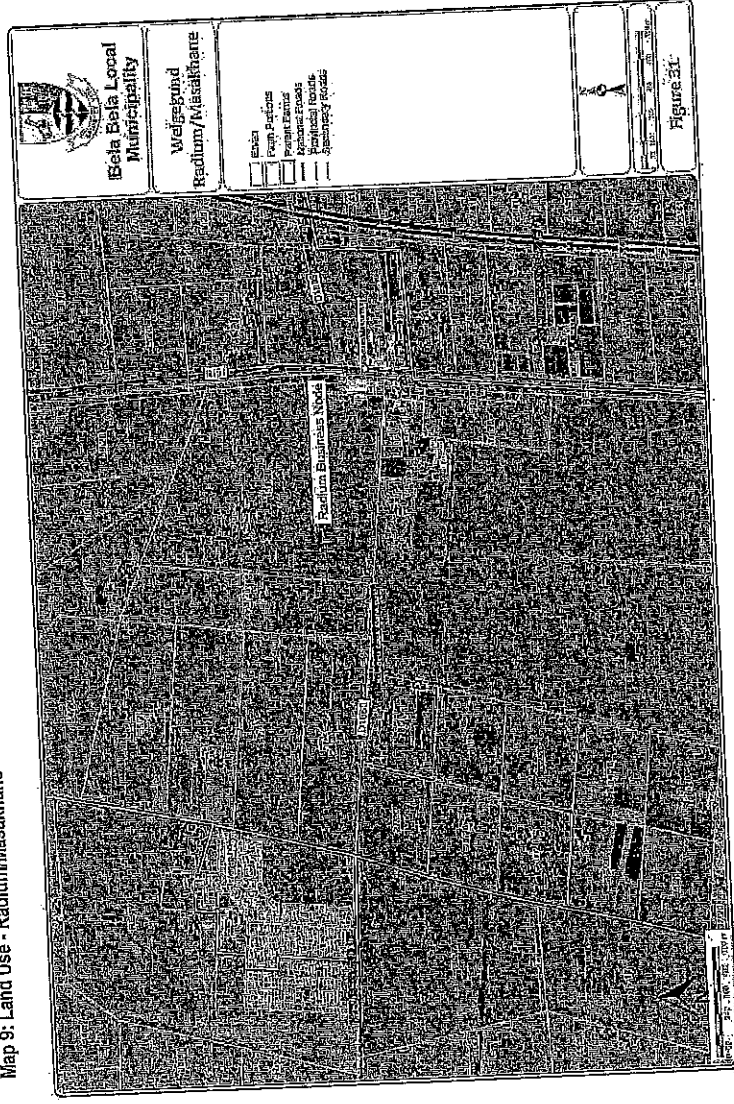
The Pienaarsrivier Township and Pienaarsrivier Ext 1 residential areas comprise low density residential development. There are roughly 1109 residential stands in those townships Extension 1 is fully developed while some 70% of even in Pienaarsrivier Township are still vacant. Central to the residential extensions is a large vacant land parcel which could possibly accommodate infill residential development in future.



3.1.1.3. Towns and Settlements: Radium/Masakhane (Small Towns).

Radium is located along route R101, midway between Bela-Bela CBD and the Pienaarsrivier settlement around the Radium railway station (Refer to Map 9 below). The Welgegund/ Masakhane residential area is located about 2.5 km to the west thereof along route D1660 (which also extends into the Moretele municipal area to the west. Route D1905 links into route R101 directly to the north of Radium.

Map 9: Land Use - Radium/Masakhane





a) Residential Development

The immediate area of Radium does not have much residential development, except for the cluster of residential dwelling along route D1660. Weigegund is a formal residential settlement comprising low-cost housing (RDP houses) with approximately 487 residential stands (average erf size of 600m²). The area is roughly 70 percent developed. Approximately six large stands are vacant and could accommodate future community and educational facilities.

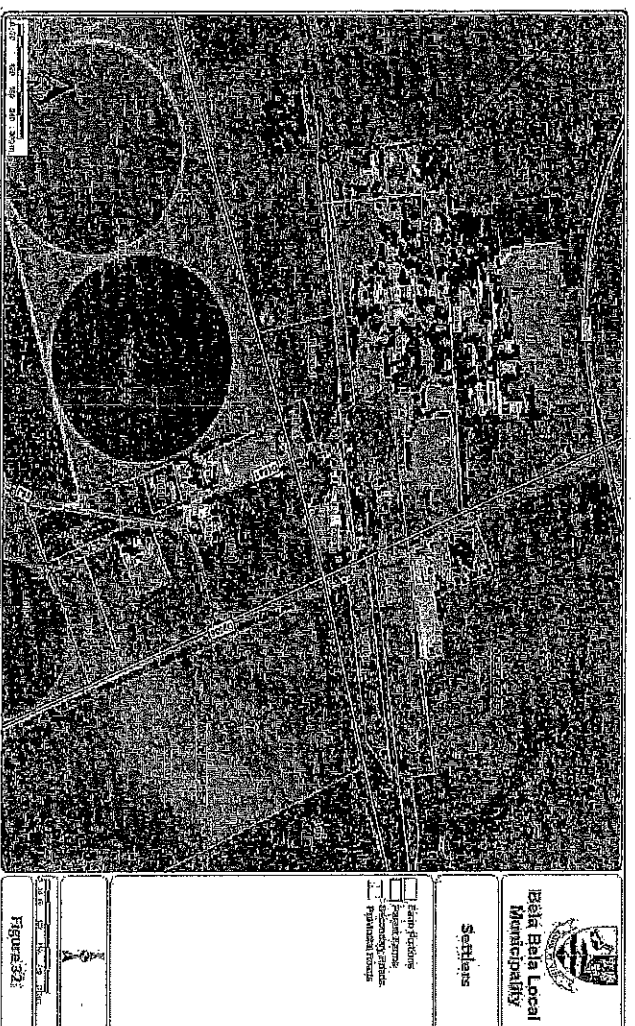
3.1.1.4. Towns and Settlements: Settlers (Small Towns).

a) Spatial Structure and Movement Network

Settlers is situated on the Springbok Flats in the eastern extents of the municipal area in a predominantly a rural agricultural area (Refer to Map 10 below).

It is one of the smaller settlements in the municipal area, and is located to the south of route R516 and on both sides of the (non-functional) railway line. Route D2536 provides access to Settlers from route R516 with routes D1881 and P85 providing a secondary network to give access to individual properties in and around Settlers.

Map 10: Land Use - Settlers





a) Residential Development

There is limited residential development with the strip of railway houses parallel to the south of the railway line in the vicinity of the Settlers railway station being the most prominent.

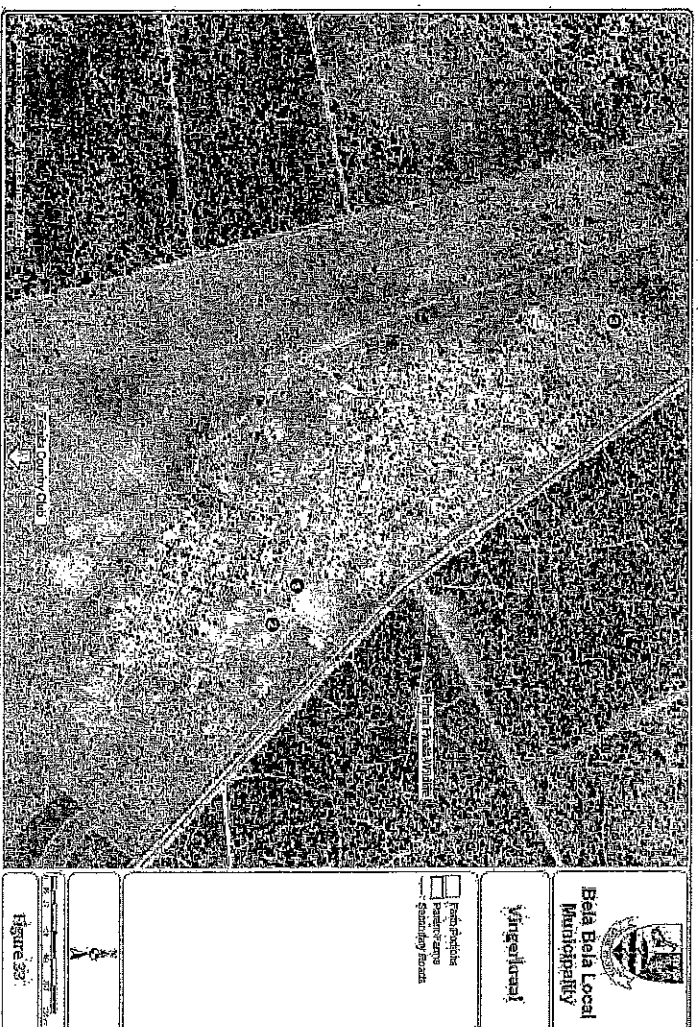
3.1.1.5. Towns and Settlements: Vingerkraal (Small Towns).

a) Spatial Structure and Movement Network

The settlement of Vingerkraal lies in the far north-western extents of the municipality. It is an informal settlement comprising about 294 structures located on private land. It is situated some 35 kilometres from Bela Bela Town on portion 5 of the farm Vingerkraal 472, and covers an area of approximately 53ha (refer to **Map 11 below**). Access to the settlement area is gained from route D536 which leads to the Thabazimbi LM. There is not much economic activity within the Vingerkraal area apart from a few incidences of subsistence farming. There area is however surrounded by prominent regional tourist attractions such as the Phala Phala Wildlife Reserve to the east and Zebula Country Club to the south. There are no community facilities nor formal engineering services infrastructure in the area. Water is extracted from a borehole and residents make use of pit latrines for sanitation purposes.



Map 11: Land Use - Vingertraal



3.1.1.6. Towns and Settlements: Rapotokwane (Small Towns).

Map 12 below depicts the settlement of Rapotokwane, located in the far south-eastern extents of the municipal area on the border of the Dr JS Moroka Local Municipality and City of Tshwane.

The settlement of Rapotokwane measures roughly 222ha in size and it is surrounded by extensive farming activity. It is served by a local road running northwards towards Settlers.



Map 12: Land Use - Rapotokwane



a) Residential Development

The area comprises approximately 650 residential stands already occupied and approximately 141 vacant stands. The land is under traditional authority.



3.1.2 Land Use Management Tools

Spatial Development Framework (SDF)

The Municipality has adopted the Spatial Development Framework (SDF) and it was gazetted on the 15th of February 2019.

Land Use Management Scheme (LUMS)

The Land Use Management Scheme that was adopted during 2008 to be aligned to Spatial Planning and Land Use Management Act (SPLUMA) and its Regulations are being finalised.

Central Business District (CBD) Development Plan

Subsequently Waterberg District Municipality also assisted the Municipality with the compilation of the Central Business District (CBD) Development Plan. The CBD Development Plan is being implemented. The plan will assist the Municipality in processing planning and development applications and thereby contributing towards creating conducive environment for investment and sustainable economic development within the Municipality, if properly implemented.

Spatial Planning and Land Use Management By-laws

Spatial Planning and Land Use Management Act (SPLUMA) with its Regulations has since been enacted and promulgated respectively. The Municipality has finalised and adopted the SPLUMA compliant By-Laws which was gazetted on the 22nd June 2017.

3.1.3. Growth Points Areas

Three categories of growth points are described in terms of their relative importance (priority) in the hierarchy:

Provincial Growth Point (PGP),

A provincial growth point is the highest order in the hierarchy and therefore also the most important type of growth point. All the PGPs have a sizable economic sector providing jobs to local residents. They have a regional and some a provincial service delivery function, and usually also a large number of social facilities (e.g. hospitals, tertiary educational institutions). All of them have institutional facilities such as government offices as well as local and/or District municipal offices. The majority of these provincial growth points have a large number of people. The only Provincial Growth Point identified in the Bela-Bela Local Municipal Area is Bela-Bela Town.

District Growth Point (DGP),

These growth points already have a meaningful economic sector with some job creation, various higher order social facilities such as hospitals and/or health centres, and some accommodate tertiary educational institutions. Most of these District growth points have regional government offices and in many instances also District and/or local municipal offices. Most of the District growth points have a large number of people grouped together. There is no District Growth Point in the Bela-Bela Local Municipal Area.



Municipal Growth Point (MGP).

In terms of the various categories of growth points the municipal growth points have a relatively small economic sector compared to the District, but more specifically the provincial growth points. Municipal growth points serving mainly the farming areas often have a sizable business sector providing a meaningful number of job opportunities.

These growth points usually have a few higher order social and institutional activities. In most instances these growth points have a reasonable number of people.

Pienaarsrivier is the only Municipal Growth point identified for the Bela-Bela Local Municipal Area.

The other low order nodes of the Municipality consist of the settlements/towns of Settlers, Rust de Winter, Radium, Vingerkraal, Tsakane, Rapotokwane, as well as farms and smallholdings.

The Limpopo Spatial Development Framework and existing SDF identified the following nodal areas in the Bela-Bela Municipal Area namely:

1 Provincial Growth Point (PGP) i.e. Bela-Bela Town; and

Bela Bela Town is centrally located and represents the highest order node in the municipal area. Functionally it provides the widest range of business, commercial, industrial and social facilities and services in the municipal area. The majority part of the population of the municipal area also resides within this node. The 2011 Bela Bela Town Spatial Development Framework drew an extensive Urban Development Boundary which included sufficient land to cater for all development needs of the town up to at least 2050.

1 Municipal Growth Point (MGP) i.e. Pienaarsrivier.

Besides Bela Bela Town, Pienaarsrivier is the most significant growth point in the Bela Bela Local Municipal Area and it is important to develop this node in accordance with the local economic growth potential.

The following are development proposals for Pienaarsrivier.

a) Housing Development

- Pienaarsrivier has a total of ±1092 residential erven of which 680 are vacant.
- Promote **residential development** on the vacant properties in the northern extension of Pienaarsrivier Township.
- These serviced erven can easily be made available to settle people from dispersed settlements in the surrounding rural areas.

b) Business Activity

- It is proposed that **future business activity** be consolidated along route D626 due to the good visual exposure, easy access to route D626 from the N1 Freeway and the large numbers of trucks travelling and stopping along this route.
- It is recommended a dedicated **truck-stop** facility be incorporated into the business node to serve the need which already exists.



c) Community Facilities

- It is proposed that a **Thusong Centre** be established to serve the surrounding community and local farmers. The Thusong Centre should comprise of government services such as a community hall, public library, mobile clinic and a satellite municipal office.
- The wetland area located midway between the Pienaarsrivier Township and Pienaarsrivier Extension 1 measures approximately 13ha, and it is proposed that it be earmarked for low intensity land uses such as **sports facilities and communal gardening projects**. The sports and recreational facility should comprise a soccer field, netball courts and basketball courts. Prior to developing the wetland area for any type of land use, it is imperative that a feasibility study be conducted.
- It is recommended the **informal trade activity** prevalent at the intersection of the R101 and D626 be formalised and expanded, to boost the local economy.

d) Movement Network

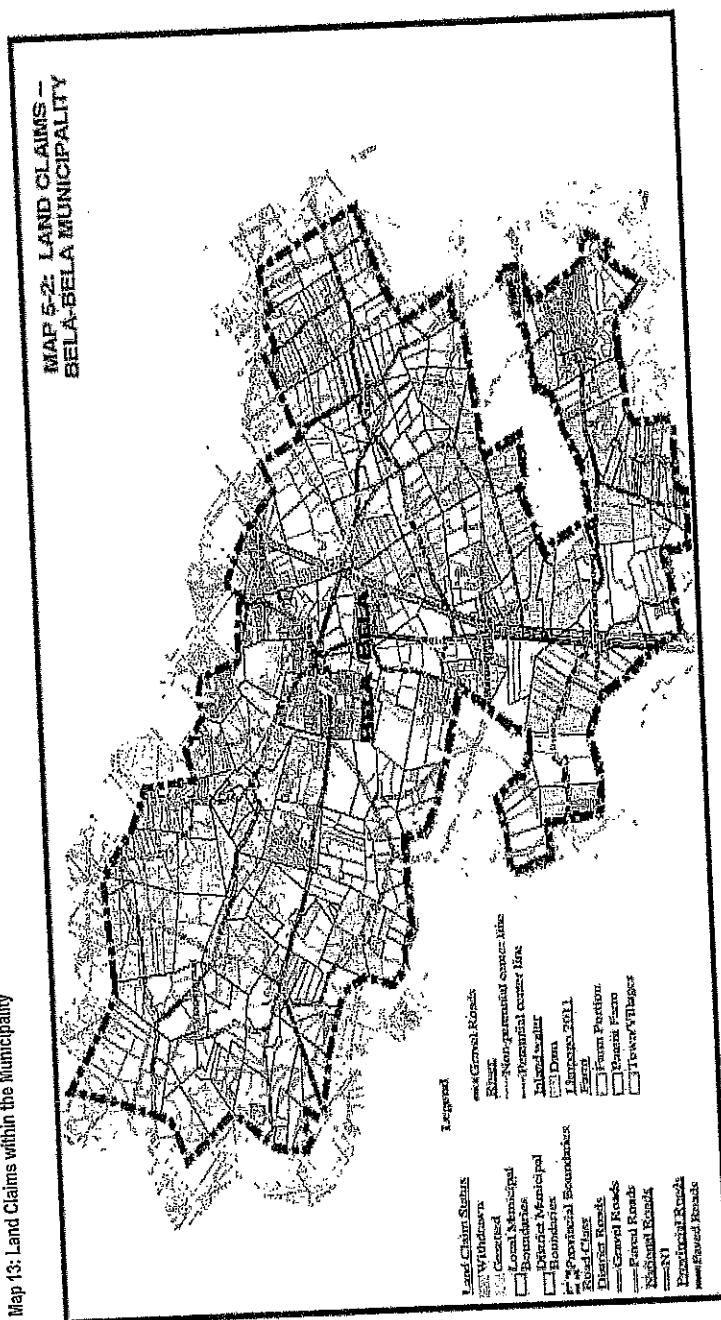
- In terms of road infrastructure, it is proposed that a local access road be constructed between Ratnapole Secondary School and the business site which would also provide access to the proposed sports fields and food gardens.
- Enhance the defined pedestrian movement network along the main road within the township with paving and street lighting.
- **Environment**
 - The land surrounding Pienaarsrivier is classified as environmentally highly sensitive. Hence, it is proposed to do "infill" development as far as possible in order to allow for a more compact town rather than further expanding the "footprint" of the town.

3.1.4. Land Claims

Land Reform, Rural Development and Land Tenure

Land in the rural area is still largely White owned. However, a total of 56 land claims, were lodged within Bela-Bela through the Land Claims Commission in 2001. The majority of these claims are still under investigation and there are two claims that have been settled within three farms as indicated in Table 9 and Map 12 below. The size of these farms in total accounts for 5 381, 6 ha in extent. To date, some of the claims have been rejected whereas the remainder is being assessed at the moment. The existence of these land claims increases the general business risk for the farmer, resulting in the postponement of investment decisions until more security has been established. It is therefore imperative that the claims be processed as speedily as possible not only to reduce the investment risk, but also to promote landownership amongst the previously disadvantaged communities. At the moment the Government has re – opened the Land Claim process, and the new number of claims, the size of the land concerned and the monetary value shall be consolidated at the conclusion of the process by the Commission.

Map 13: Land Claims within the Municipality



... Settled and Claims within Bela-Bela Municipal Area

PROJECT NAME	NO	PROPERTIES RESTORED	TOTAL AREA OF (HA)	NO OF HOUSES	STATUS OF THE PROJECT	CHALLENGES	POST-SETTLEMENT SUPPORT REQUIREMENT
Moretele	1	Vaalboschblt 66 JR Ptn	1,966	111	Cattle farm utilized	Conflict of the usage of	Subdivision of: camps with



(planansreier)	phase 1, 2 & 3	1 & 13			by beneficiaries	land that benefit individuals rather than beneficiaries	motive of catering individual commercial farmers with the beneficiaries
Lethakaneng (phase 1, 2 & 3)	1	Turfontein 499KR Pin 24, 25, & 39. Phase 2 pin 17, 19 23, 29, 32, 34 and 35 (152. 6582) pin 18, 20, 32 and 33 of farm Turfontein 499	305	95	Small holdings not utilized	Limited agricultural potential	Explore alternative land use
Mawela family	1	Farm Gutspar 16 JR	1,392	37	Recently restored	Lack of project and natural resource information	Develop business for cattle and cash crops
Bela-Bela (phase 1 & 2)	1	pin 2, 4, 5 and pin 8 of Olieventain 475 KR, R/E of Olieventain 562 KR, pin 3, 31 and R/E of pin 34 of the farm Rietspuit 527 KQ and pin 1 of Zandspruit 472 KR (Phase 1)	6,74	90	Recently restored	Lack of project and natural resource information	Conduct feasibility study to determine possible agricultural enterprises
		Pin 11, 14, 16, 20, 21, 22, R/E of pin 24, 25 & 38 of the farm Rietspuit 527 KR					
		R/E of pin 9 & 10 of the					



	form Zoete-inval 484 KR Ptn 4 of the Farm Aliwal 488 KR					
Ga Mashong Matlala (phase 1 to 3)	1 Haakdoornfontein 85 JR: R/E Ptn 1, 2, 3, 4, 6, 7 Kameelrevier 77 JR: Ptn 2, 4, 5, 6, 7, 8, 13 Kliprand 76 JR: R/E Ptn 6-042 1, 2, 3, 7, 8, 9, 13, 15, 17 Elandsower 707 JR Uitvlugt 709 JR Apiesdoring 78 JR Kunmandi 67 JR		Project partially utilized by beneficiaries for cattle enterprise, Game farming and tourism development on the remainder portion	Obtaining capital for production programme for cattle and poultry farming	operational agricultural	Release of available grant funding; provision of training for the identified farmers/beneficiaries who will be actively involved with farming
Nosileje/Mauri ne Patience		R/E of Ptn 21, 22, 32, 33, 34, and 35 of the farm Buiskop	62	0		
		R/E of ptn 4 of Middelkopje 33 JR, ptn 11, 5, 6, 7 R/E of ptn 8 of Middelkopje 33 JR ptn			Recently restored	



12, 13, 14.	R/E of De Kuilt 28 JR.				
	Turftaagte 35 JR.				
	Pin 5 of Turftaagte 35 JR.				
	JR.	8,217	0		
	R/E of Palmietgat 34 JR.	59			
	R/E of pin 3 of Palmietgat 34 JR.				
	Pin 4 of Turftaagte 35 JR.				
	Pin 1 of Granspan 37 JR.				
	R/E Of Kalkheuvel 73 JR.				
	Pin 1 of Vaalbosch 38 JR.				
	Pin 1, 2 & 3 of the farm Turftaagte 35 JR.				



There are ten (10) claims which have been gazetted to date and Table 11 below details these land claims and the period through which each claim was published.

Table 11: Gazetted Land Claims within Bela-Bela Municipal Area

CLAIMANT	KRP	PROPERTY DESCRIPTION / FARM NAME	GAZETTINO	PERIOD
Sindane Family Bela-Bela Community	891	Boomfontein 886 KS	620 of 2003	2003/03/14
	2441	Cyferfontein 434 KR	3269 of 2003	2004/11/07
		Droogeloot 476 KR		
		Oliefontein 475 KR		
Letikaneng Community		Rietfontein 527 KR		
	744	Turffontein 499 KR	3167 of 2003	2003/11/07
		Rust De Winter 178 JR	29689 of 2007	
Mathole Family	900	Middelkopye 33 JR	29689 of 2007	
Mokanyane CP	6277	Tambofontein 475 JR	29689 of 2007	
Matsemela E Ramakete Community	11505	Vaalboschbult 39 JR Zaagkuldrieff	29689 of 2007	

A total of 30 land claims have been gazetted within the Bela-Bela Local Municipality Area. An area of approximately 109 061 ha is potentially affected by land claims and the total budget for these claims comes to an amount of approximately R146 485 142-00. Many of the land claims have been rejected, but the extent of these land claims and the potential impact it may have depending on the outcome of investigations and research would be substantial and may impact on the spatial development of the Bela-Bela Local Municipality Area. There are remaining land claims (42) are still under investigations; table 10 below is the details of all these claims which are currently outstanding.

Table 12: Outstanding Land Claims within Bela-Bela Municipality

KRP NO	PROPERTY DESCRIPTION	CLAIMANT NAME	STATUS OF CLAIM	SIZE OF LAND IN EXTENT
1606	Cyferfontein 434 KR & others	Bela-Bela Community	Negotiations	1715, 3695 ha
1509	Buiskop 484 KR	Buiskop Community	Further Research	2487, 3905 ha
335	Diepdrieff	Mookgopong Community	Further Research	2123 ha
6276	Drieffontein 553 KQ	Moklilane Moshlane	Further Research	4432, 56 ha
1798	Hartbeesfontein 558 KQ	Seama Community	Further Research	2122, 33 ha



958	Unclear	Batlad Phase 2	Further Research	3242, 44 ha
12008	Uitvlugt 79 JR	Sindane Community	Further Research	3241, 123 ha
9160	Drooglaagte 485 KR	Moneki Makgal Community	Further Research	2134, 234 ha
1632	Unclear	Dikokweng Community	Further Research	2314, 23 ha
461	Grootloek 99 KS	Manalleng	Further Research	3456, 56 ha
6274	Prague 7734 LR	Chokwe Community	Further Research	4432, 56 ha
7856	Zandfontein 31 JR	Mallala TK	Further Research	3242, 44 ha
7311	Unclear	Nassel L	Further Research	2122, 34 ha
10563	Unclear	Ollant DJ	Further Research	3212, 34 ha
8249	Unclear	Motlapodi Community	Further Research	2341, 123 ha
7314	Unclear	Mogollane MR	Further Research	2134, 234 ha
7313	Unclear	Dikobala MH	Further Research	3000 ha
1073	Unclear	Manaka KK	Further Research	3456, 56 ha
8247	Platreef, Mapela (Unclear)	Masenya MP	Further Research	4432, 56 ha
8246	Unclear	Hassim MH	Further Research	2122, 33 ha
10990	Eft 169, Piet Potgietersrus (Unclear)	Bgat IE	Further Research	3242, 44 ha
6275	Unclear	Tefo WR	Further Research	3242, 44 ha
11173	Witfontein 526 KO	Mahlangu JP	Further Research	2218, 5298 ha
6275	Eldorado 368 LQ	Bangwato Ba Sekgalhe Community	Further Research	2487, 3905 ha
7847	Zandfontein 31 JR	Mallala TK	Further Research	2979, 9362 ha
9928	Unclear	Mosam AH	Further Research	35, 874 ha
1502	Unclear	Monyame MD	Further Research	52, 36985 ha
7315	Bellevue 577 & Others	Mallala Dikloneng Tribe	Further Research	68, 874 ha
9175	Unclear	Johannes Ramau	Further Research	1933 ha
12181	Unclear	ME Chauke	Further Research	28552 ha
10545	Louiskraal 1104 MS	Makale MM	Further Research	1187 ha
1797	Eft 1650 (Unclear)	Ahmed Hassim	Further Research	2123 ha
8243	Mooine-siesfontein 636 LR	Mokilane MS	Further Research	2487, 3905 ha
10317	Unclear	Hassim I	Further Research	2123 ha
10893	Sifikkoo	Maitou MH	Further Research	2487, 3905 ha
5249	Unclear	Kekana MJ	Further Research	1715, 3695 ha
741	Kalkfontein 140 JR	Mokaneng Community	Further Research	2487, 3905 ha
11265	Elsieskraal 613 KR	Bagalla a Mmakau of Mokgoko	Further Research	1715, 3695 ha

31

Mantsole 40-JR²

Ntshodisane MI

Further Research

1987, 5455 ha

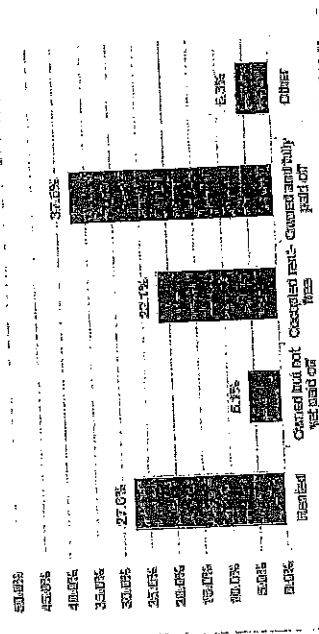
A major concern from commercial agriculture is that not all the beneficiaries are really interested in farming, but only want to stay on the land. This results in land not used productively, or even laying fallow.

Land Tenure

Land Tenure

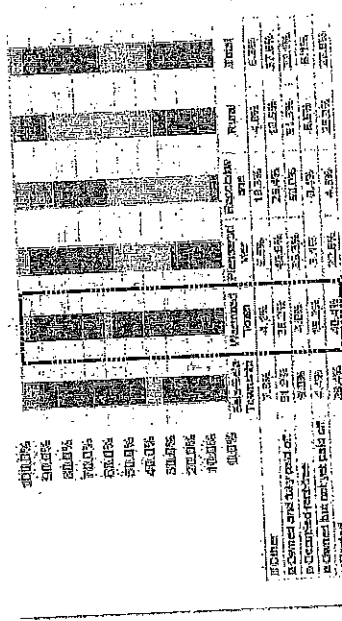
The tenure status gives an indication of the residential home ownership profile of the Bela-Bela L.M. Map 14 as well as Figure 7 and 8 below indicate the tenure status of

Figure 7: Bela-Bela Tenure Status



Source: StatsA, 2011

Figure 8: Tenure Status per Node

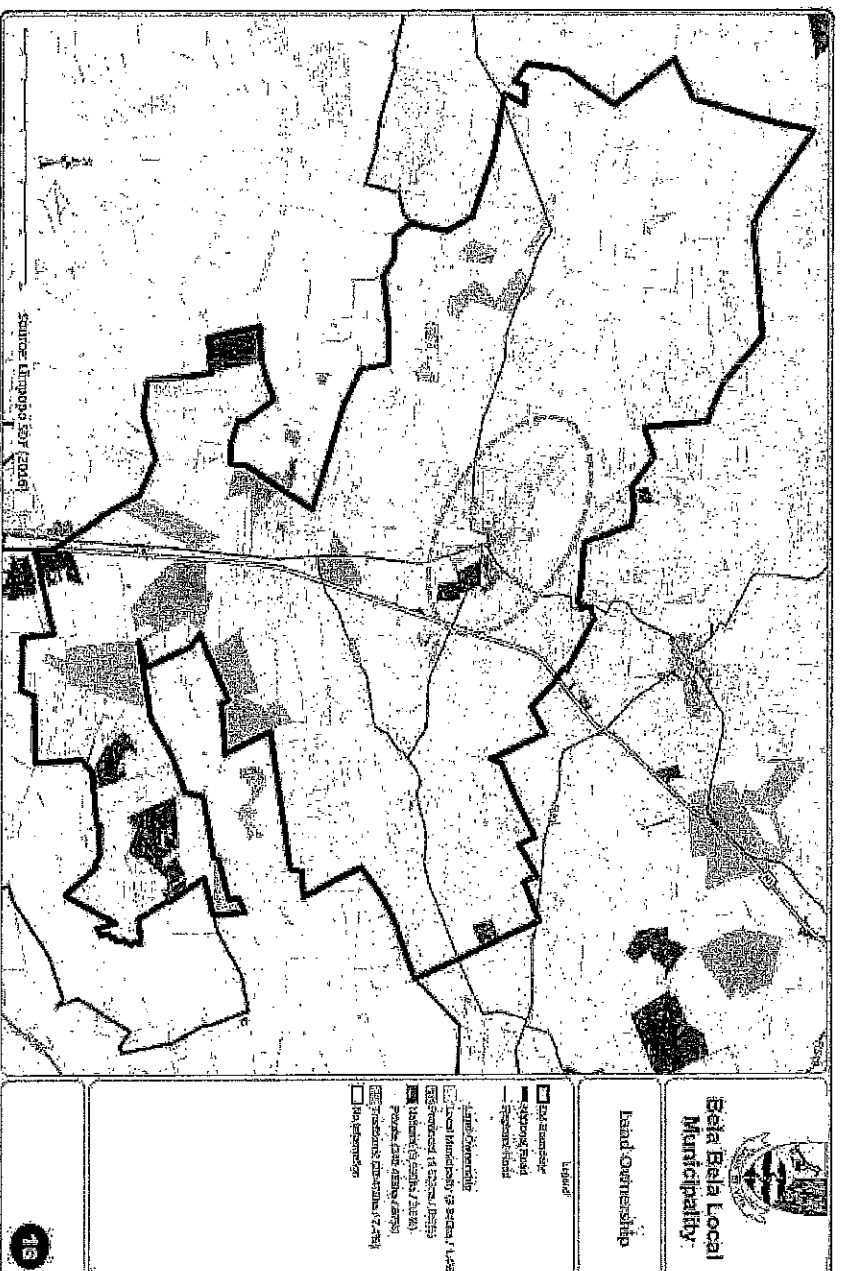


Source: StatsSA, 2011

From **Figure 7** it is clear that most of the properties in Bela-Bela LM are owned and fully paid off (37.6%) followed by rental properties (representing 27.8%). It is also notable that 22.1% of properties are occupied rent-free. **Figure 8** indicates the tenure status of the properties as per node and for the rural remainder. The largest percentage of properties within Warmbad Town is rented (40.4%), followed by 36.2% of properties which are owned and fully paid off. It is noted that 51.9% of properties with the Bela-Bela Township area are owned and fully paid off, whilst within Rapotokwane 50.0% of the properties are occupied rent-free.



Map 14: Land Ownership





3.1.5. Illegal Occupation of Land: Informal Settlements

There are 8 incidences of informal settlement in the Bela Bela municipal area as spatially depicted on Map 15 below. Collectively these 8 areas cover approximately 439 hectares of land and represent 2965 structures counted from 2016 Google images. Four of these informal settlements are clustered around Bela Bela Town of which Jacob Zuma (753 units) and Bela Bela X9 (1275 units) are the largest (see Map 16 and 17). Erf 9331 in Bela Bela Township holds about 66 units while an additional 421 units were recorded in Spa Park to the north-west of town. (Refer to Map 18 and 19). The Eersbemoond informal settlement (Map 20) to the north-east of town towards Modimolle consist of an estimated 573 units which is slightly less than the 294 units recorded at Vingerkraal (Map 21) which is located to the north-west of town close to Zebula. Rapotokwane consist of 887 units located on land under tribal authority. No informal units were recorded in Masakhane/ Weigegund. The housing backlog which consists of the 4269 informal settlement units and the 629 backyard units (recorded in Census 2011), totals approximately 3594 units.

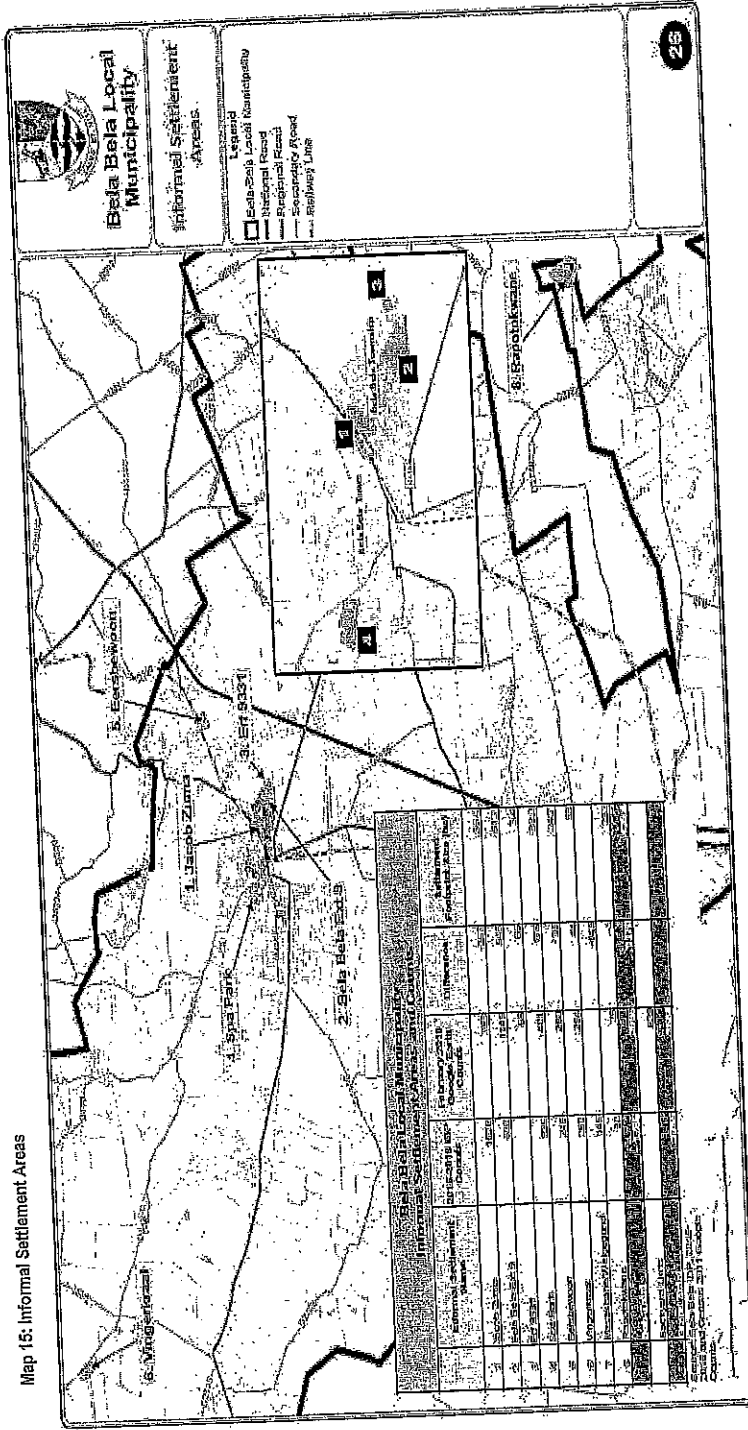


Map 15: Informal Settlement Areas





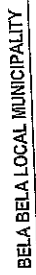
Map 15: Informal Settlement Areas



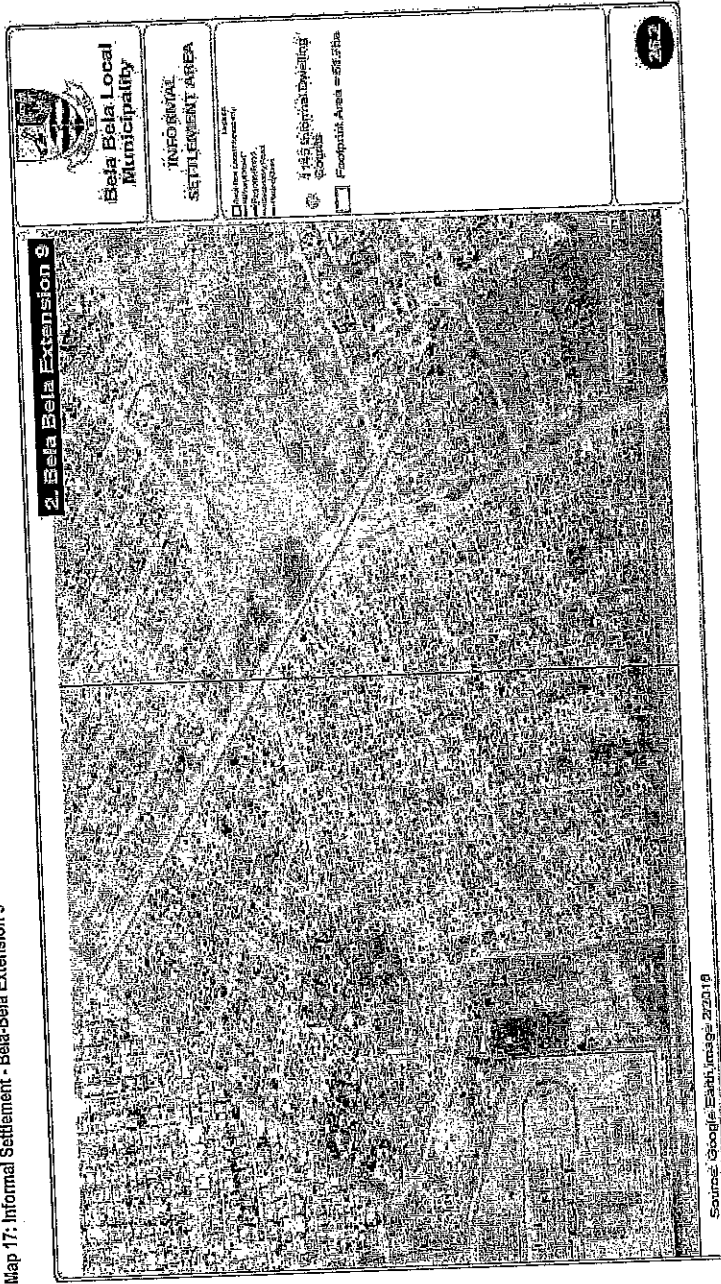


Map 16: Informal Settlement – Zuma





Map 17: Informal Settlement - Bela-Bela Extension 9



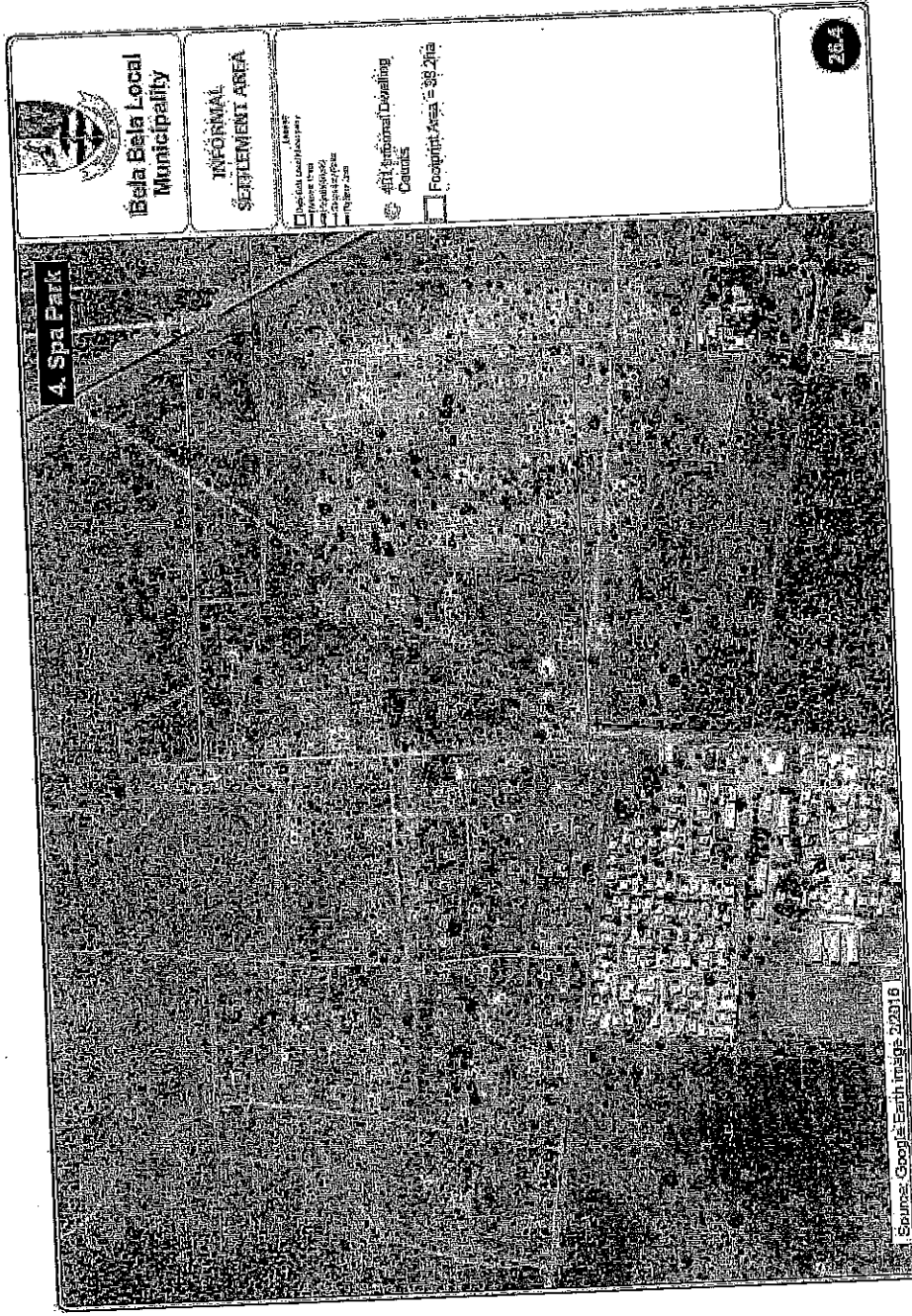


Map 18: Informal Settlement Area - Erf 9331





Map 19: Informal Settlement Area - Spa Park



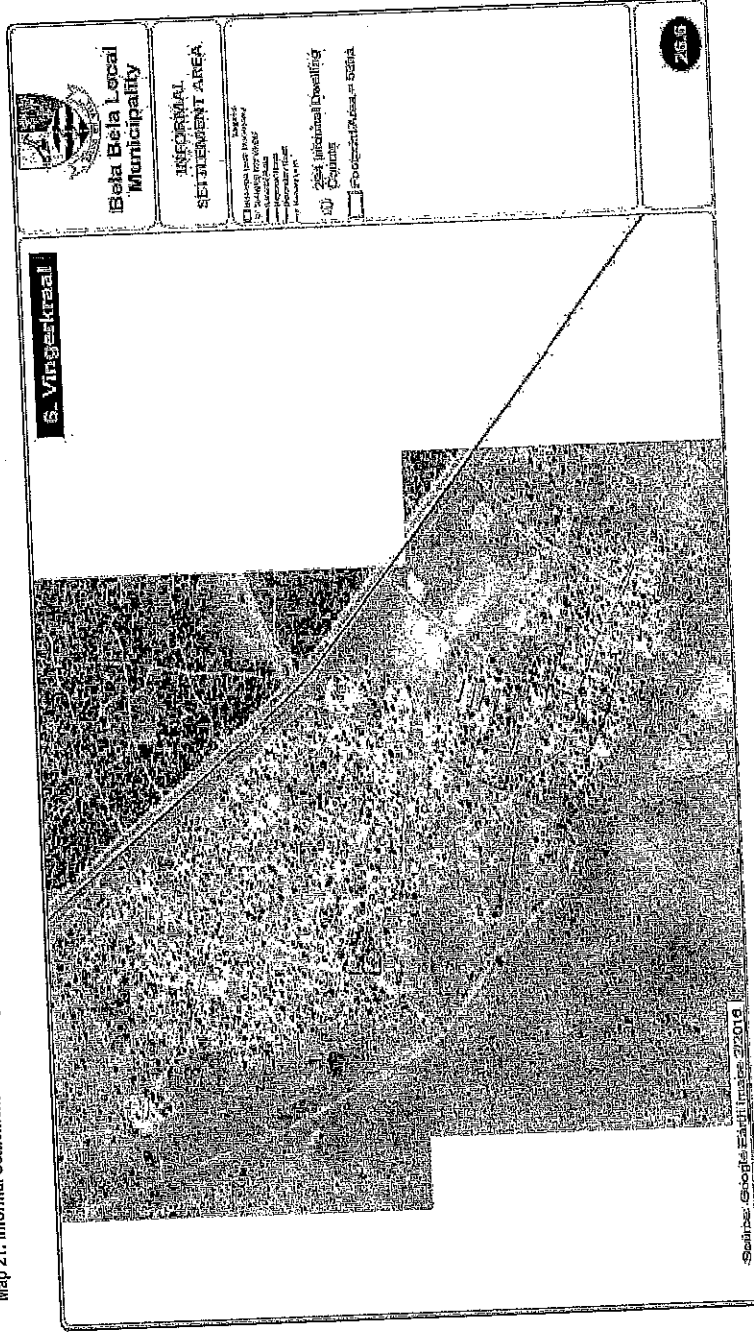


Map 20: Informal Settlement Area - Eersbawoon/Tsakane





Map 21: Informal Settlement Area – Vingerkraal



3.1.6. Land Availability

Land ownership is imperative for development and control thereto. Whilst vast of land within the Municipality is privately owned, there are portions of Land under the ownership of the Municipality, which are strategically located for future planned developments in line with the development imperatives outlined within the SDF of the Municipality. Table 13 below outlines the aforementioned portions of Land and their respective sizes



Table 13 below shows portions of strategically located Municipal Land as also depicted on Map 22 below.

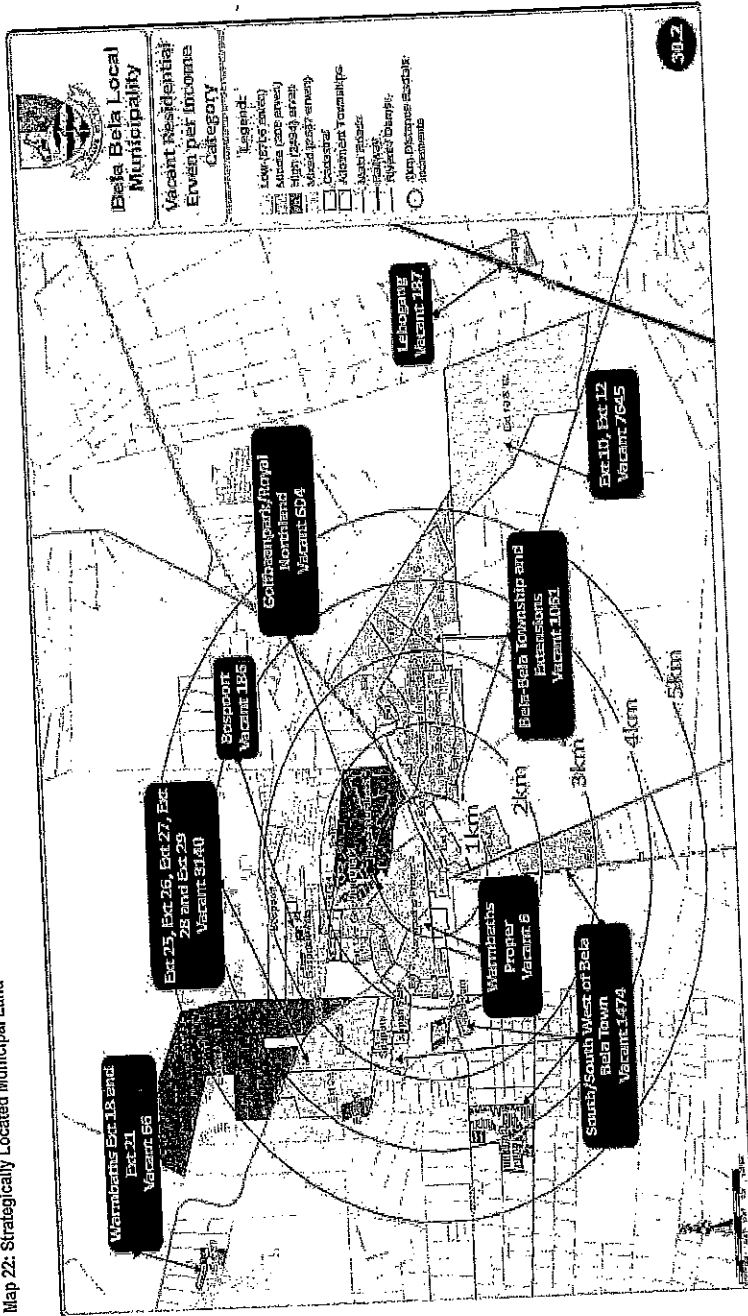
Table 13: Strategically Located Municipal Land

NO	Property Description/REF	SUBSIDY PROGRAMME	SIZE	COMMENTS/REMARKS
1	ERF-1067 WARMBATH EXT.5 (Park)	URBAN	2,6239 HA	Council resolved on the development of the area for Housing as part of the then Proposed ABSA/ Coghsta project.
2	REMAINDER OF PORTION 25 OF HATBAD 465KR(pieces of land along Alma Road)	URBAN	42HA	COGHSTA bought the land for the Municipality through HDA who are currently developing the land i.e. establishment of the Township which it is at the advanced stage.
3	REMAINDER OF 665 WARMBATHS	URBAN	13HA	Council resolved on the development of the area for middle income, and it is located closer to the CBD. Potential BNG project.
4	REMAINDER OF WILGEGEND 17JR (MASAKHANE)	URBAN	197Ha of which over 100 ha is still undeveloped/planned and may be available for future development.	The land has been transferred to Bela-Bela Municipality

In the Medium to Long-Term period, the Municipality may need to engage Government Departments and Private Sector therein for support with regard to either transfer, donation and/or purchasing of Land for Human Settlements purposes.



Map 22: Strategically Located Municipal Land





3.1.7. Spational Rationale – Ward Base Challenges

Table 14: Spatial Rationale - Challenges per Ward

Land, Housing & Infrastructure	WARD NUMBER (AREATHEWARD)	High number of people with RDP housing needs.
	Ward 1 (approx. 380 informal Settlement 470 in Spa Park)	
	Ward 2 (approx. 740 people in the ward)	
	Ward 4 (Ext 7, 8 & 9)	
	Ward 5 (Ext. 1)	
	Ward 6 (approx. 200 people in the ward)	
	Ward 7 (Tsakane)	
	Ward 8 (Rust de Winter)	
	Ward 2 (old location)	Orphans and the aged are not considered for Emergency housing needs
	Ward 5 (1204)	
	Ward 7 (Ext 6 & Tsakane)	
	Ward 3 (land behind Santa Stadium)	No land for development
	Ward 7 (behind clinic etc)	
	Ward 8 (Rapotokwane – business land)	
	Ward 9 (business, taxi rank, church site – ZOC)	
	Ward 9 (Masakhane)	Agricultural land that was provided by DRDLR is not properly used because of lack of interest by the beneficiaries.
	Ward 1 (2) (380 informal Settlement & Vingerkraal)	Illegal occupation of land (Informal Settlements)
	Ward 2 (approx. 280 in Jacob Zuma)	
	Ward 4 (1)	



Ward 6 (appro. 740 Jacob Zuma)	Provision of middle income housing or empty stands is limited
Ward 9 (appro. 110 Masakhane)	
Ward 1 (appro. 300 HDA property next to informal settlement)	
Ward 5 (appro. 2300)	
Ward 6 (appro. 900)	
Ward 7 (1000)	
Ward 3	Illegal occupation of RDP houses
Ward 4 (Ext 7 & 8)	
Ward 9 (Masakhane)	
Ward 3 (all sections in the ward)	Shortage of Agricultural land
Ward 7 (Ext 6)	
Ward 7 (Tsakane)	Formalisation of informal settlements
Ward 7 (Ext 6 & Tsakane)	RDP Houses waiting list takes long time.

3.2. ENVIRONMENTAL ANALYSIS

Culminating from its significance towards development of the Country and its Localities in a Sustainable Manner, South Africa passed key Legislation and Policies aimed at ensuring safer and conservative management of the Environment therein.

3.2.1. Environmental legislative framework

The Constitution

Section 24 of the Constitution provides that everyone has the right to an environment that is not harmful to their health or well-being and to have the environment protected, for the benefit of present and future generations, through reasonable legislative and other measures that:

Prevent pollution and ecological degradation;
Promote conservation; and

Secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

Environmental Legislative framework

South Africa's considerable and diverse natural resources open up a wide array of investment possibilities, from alternative energy to the fishing sector to eco-tourism. However, as a signatory to various international environmental agreements, South Africa is concerned to protect its natural resources and promote their sustainable use. In its environmental laws, South Africa attempts to strike a balance between encouraging investment and growth, and the need to protect the environment for present and future generations.

There are a number of regulation, policies, acts and treaties that are meant at the protection, preservation and conservation of our natural resources. Below is the summary of the legislative framework of the state.

The National Environmental Management Act

The National Environmental Management Act, No. 107 of 1998 (NEMA) came into operation in January 1999. It is the flagship environmental statute of South Africa. NEMA's primary purpose is to provide for co-operative environmental governance by establishing principles for decision-making on all matters affecting the environment. NEMA also establishes procedures and institutions that will promote public participation in environmental management.

Chapter 1 of NEMA stipulates Environmental management must place people and their needs at the forefront of its concern, and serve their physical, psychological, developmental, cultural and social interests equitably. It also advocates that development must be socially, environmentally and economically sustainable.

The principles enshrined in NEMA guide the interpretation, administration and implementation of the Act and all other laws concerned with the protection or management of the environment in South Africa. These principles serve as a framework within which environmental management must take place. They include, amongst others, sustainable development and the 'polluter pays' principle.



Sustainable Development

Sustainable development is required to ensure the integration of social, economic and environmental factors in decision-making so that development serves present and future generations. Furthermore, sustainable development requires that a risk-averse and cautious approach be applied to decision-making.

Polluter Pays Principle

The 'polluter pays' principle provides that 'the costs of remedying pollution, environmental degradation and consequent adverse health effects and of preventing, controlling or minimising further pollution, environmental damage or adverse health effects must be paid for by those responsible for harming the environment'. NEMA imposes a duty of care on every person who causes, has caused or may cause significant pollution or degradation of the environment to take reasonable measures to prevent the pollution or degradation of the environment from occurring, continuing or reoccurring.

The National Water Act

The National Water Act, No. 36 of 1998 ('the National Water Act') recognises that water is a natural resource that belongs to all people. The National Water Act regulates the manner in which persons obtain the right to use water and provides for just and equitable utilisation of water resources. Sustainability and equity are identified as central guiding principles in the protection, use and management of water resources. These guiding principles recognise:

The basic human needs of present and future generations;

The need to protect water resources;

The need to share some water resources with other countries; and

The need to promote social and economic development through the use of water.

National Environmental Management: Waste Act

The National Environmental Management: Waste Act, No. 59 of 2008 ('Waste Act') was enacted to reform the law regulating waste management and to govern waste management activities. The Waste Act has repealed and replaced those sections of the Environment Conservation Act that dealt with the prevention of littering and waste management.

The Act creates a general duty in respect of waste management obliging holders of waste to minimise waste, recycle and dispose of waste in an environmentally sound manner. Holders must also prevent any employees from contravening the Waste Act.

Section 18 introduces 'extended producer responsibility'. The Minister may identify a product, in terms of which extended responsibility applies, identify measures that must be taken and by whom. The Minister may specify how to implement such extended responsibility and any financial arrangements that must be made.

**National Environmental management: Biodiversity Act**

The National Environmental Management: Biodiversity Act, No. 10 of 2004 provides for the management and conservation of South Africa's biodiversity, the protection of threatened and protected species and ecosystems, the sustainable use of indigenous biological resources and the fair and equitable sharing of benefits arising out of the bio-prospecting of those resources.

National Environmental management: Air quality act

The Air Quality Act regulates air quality in order to protect the environment. It provides reasonable measures for the prevention of pollution and ecological degradation and for securing ecologically sustainable development while promoting justifiable economic and social development. The Act further provides for national norms and standards regulating air quality monitoring, management and control by all spheres of government. It also provides for specific air quality measures.

3.2.2. Environmental Management within Bela-Bela Local Municipality

Bela-Bela has a number of Nature Conservation Areas, these are the Rust de Winter Nature Reserved situated on the southern border which is + 2 500 ha in extent, the Enkeldoornspoort Nature Conservation Area in the south – eastern corner of the Municipal Area, Mabula Game Reserve, BonwaPhala Game Reserve, Kunkuru Game Reserve, Sondela Nature Reserved, Mabalingwe Game Reserve, the Bothasvley Nature Conservation Area adjacent to the N1 National Road between Bela-Bela and Pienaarsrivier and the Het Bad Nature Reserve in the central area of Bela-Bela Local Municipality. The whole of the western part of the Bela-Bela Local Municipality Area is classified as a Conservation Area as well as the area directly surrounding the Bothasvley Nature Conservation.

While Bela-Bela is at an advantageous position in terms of the environment since there are no heavy industries and soil degradation and erosion is minimal, it is very important that the Municipality ensures, with its available resources, and through Partnerships with its Social Partners, that the sensitive environments (wetland areas next to Bospoort and Klein Kariba River) are adequately protected in line with the requirements of the National Environment Management Act.

The potential risks that can be highlighted at this stage includes:

- Landfill sites
- Inadequate sanitation systems
- Mushrooming of Informal Settlement
- Veld fires
- Deforestation.
- Chemical spills and/ or other hazardous accidents
- Urban sprawl
- Land Degradation
- Spreading of Alien species into the Nature Vegetation -
- Poor management of wetlands



To preserve its Agricultural and Tourism potential, the Municipality should have Management Plan that can address; vegetation, water and fuel and sewage treatment with specific reference to the following:

Table 15: Municipal Environmental Management Plan

WASTE MANAGEMENT		SOIL MANAGEMENT		POLLUTION	DEFORESTATION
Solid waste		Drainage		Noise and	
Littering		Earth		Dust control	
General waste		Quarries & Borrow Pits			
Hazardous waste					Non selective cutting down of trees

3.2.3. Environmental Features

3.2.3.1. Climate Description, Opportunities and Threats created by the environment (Impact of Global Warming and Climate Change)

- **Climate:** Very hot in summer with frequent thunderstorms developing during the late afternoons. Cooler across the higher locations. Winter temperatures are significantly cooler with clear sunny days. Warm clothes are necessary during these months. Annual rainfall 350mm - 750mm falling mainly during the months of September to April
- **Rainfall:** The area falls within the summer rainfall region of Limpopo, with the rainy season lasting from November to March. The average rainfall is 600-650mm with the highest measurements occurs in January and December. The average declines from east to west. Thunderstorms are recorded fairly often. Hail and Fog are infrequent.
- **Temperature:** Bela-Bela generally experiences hot semi-arid climate. Summer days are hot with temperatures varying between 28 – 34°C in October and March. During summer nights are hot to mild, with temperature ranging from 16 – 21 Degree Celsius in winter temperatures are mild during the day and may vary with a range of 19.6 – 25.1 Degree Celsius in April to September. Winter nights are cold with temperatures declining to 4.3 – 12.1. In terms of the weather conditions Bela-Bela comprises of temperatures ranging from 20 to 29 Degree Celsius.

Climate Change

Climate Changes alter the physical environment in ways that are directly affecting living organisms. Changing temperature and water availability conditions are likely to induce stresses in vegetation and component plant species, and may encourage mobile organisms to alter their distribution in the medium to long term. Climate changes will possibly cause a gradually increases by 2° C, the plant and animal species may not be able to withstand a fluctuation of further of 1°C. By causing these stresses in



native species, climate changes could also favour the success and spread of alien plant species (Richardson et al. 1996) Climate change is a long-term shift in the climate of a specific location, region or planet. The shift is measured by changes in features associated with average weather, such as temperature, wind patterns and precipitation.

Climate change is already a measurable reality and along with other developing countries, South Africa is especially vulnerable to its impacts. South Africa is particularly vulnerable to climate change because of its dependence on climate-sensitive economic sectors, high levels of poverty and the inter-related impacts of HIV/AIDS. The poor typically have limited opportunities and, consequently, are disproportionately affected by the negative impacts of climate change. This is especially true, as climate change will directly affect the sectors upon which the poor are dependent, namely agriculture, biodiversity, ecosystems and water supplies. Local Municipalities will need to plan for these and other impacts. The burden on Municipalities will grow because of the expected increases in natural disasters, water scarcity and disease, and reduced agricultural production and food security. Some Municipalities will be more sensitive to these changes than others, and many Municipalities may lack the adaptive capacity because of existing developmental challenges, such as low incomes, weak institutions, low levels of education and primary health care, lack of markets and infrastructure and already-degraded ecosystems. Rural communities and local Municipalities will need to find appropriate and efficient ways of developing resilience to climate change through adaptation measures. These measures will need to be supported at a systemic level, including through intergovernmental finance mechanisms.

Causes of Climate change

It can be a result of both anthropogenic factors and natural factors. Because human beings burn fossil fuels to heat their homes, run their cars, produce electricity, and manufacture all sorts of products, this adds more greenhouse gases to the atmosphere. By increasing the amount of these gases, the warming capability of the natural greenhouse effect has been enhanced. It's the human-induced enhanced greenhouse effect that causes environmental concern, because it has the potential to warm the planet at a rate that has never been experienced in human history.

Observed climate trends for South Africa (1960–2010)

Over the last five decades the following climate trends have been observed in South Africa. Mean annual temperatures have increased by at least 1.5 times the observed global average of 0.65°C reported by the Fourth Assessment Report (AR4) of the International Panel on Climate Change (IPCC) for the past five decades.

Maximum and minimum daily temperatures have been increasing annually, and in almost all seasons. A notable exception is the central interior (zone3, Vaal), where minimum temperatures have been increasing less strongly, and some decreases have been observed. High and low temperatures (i.e. hot and cold extremes) have respectively increased and decreased in frequency in most seasons across the country, particularly in the western and northern interior. The rate of temperature change has fluctuated, with the highest rates of increase occurring from the middle 1970s to the early 1980s, and again in the late 1990s to middle 2000s.



Rainfall has shown high inter-annual variability, with smoothed rainfall showing amplitude of about 300 mm, about the same as the national average. Annual rainfall trends are weak overall and non-significant, but there is a tendency towards a significant decrease in the number of rain days in almost all hydrological zones. This implies a tendency towards an increase in the intensity of rainfall events and increased dry spell duration. There has also been a marginal reduction in rainfall for the autumn months in almost all hydrological zones. Extreme rainfall events show a tendency towards increasing in frequency annually, and especially in spring and summer, with a reduction in extremes in autumn. Overall, rainfall trends are similar in all the hydrological zones, with rainfall being above average in the 1970s, the late 1980s, and mid to late 1990s, and below average in the 1960s and in the early 2000s, reverting to the long-term mean towards 2010.

Climate change and its impact on water resources or sector

Because of South Africa's generally arid to semi-arid climate, less than 9% of annual rainfall ends up in rivers, and only about 5% recharges groundwater in aquifers. In addition, rainfall and river flow are unpredictable in time and unevenly distributed in space, with only 12% of the land area generating 50% of stream flows. The main users of surface water resources are agricultural irrigation, domestic, industrial, mining and power generation. Potential demand for water is expected to increase with economic growth, increased urbanisation, higher standards of living, and population growth. Because of the critical importance of water in the South African economy the country has a sophisticated water resources planning capacity, founded on a good understanding of the country's variable rainfall. This planning capacity will be a key capability for adaptation planning under ongoing and future climate change. Climate change impacts on water in South Africa could exacerbate existing water-related challenges and create new ones related to climate variability, extreme weather events and changing rainfall seasonality. This would affect a wide range of economic sectors and livelihoods and impact on the development of infrastructure into the future, including through water quality-related issues. Projected impacts are due to changes in rainfall and evaporation rates, further influenced by climate drivers such as wind speed and air temperature as well as soils, geology, land cover and topography across South African water catchments. The broader climate change water quality related impacts include the following and as such government should embrace themselves for the focused impacts:

Impacts:

- Less irrigation and drinking water could be available due to increasing water temperatures linked to higher ambient temperatures.
- Favourable conditions for the incubation and transmission of water-borne diseases may be created by increasing air and water temperatures.
- Increased fish mortality due to reduced oxygen concentrations in aquatic environments and mortality of temperature-sensitive fish species.
- Deterioration in water quality due to increased salt concentrations in dams, wetlands and soil/plant systems from enhanced evaporation rates.
- Human health and ecosystem impacts, associated with increased rainfall intensifies, flash floods and regional flooding including overflowing sewers due to sewage pipes blocked with washed-off debris, damage to sewerage infrastructure resulting in raw sewage discharges into rivers, scouring and erosion of urban streams, increased sediment and pollutant overflow and damage to low lying water and wastewater treatment works disrupting drinking water supplies.
- Increased periods of drought mean less water is available to dilute wastewater discharges and irrigation return flows resulting in reduced water quality and associated downstream health risks to aquatic ecosystems.

The effects of extreme changes in runoff due to climate change include the following:

- Increased erosion and sedimentation, causing loss of fertile topsoil and reductions in the fertility and quality of agricultural produce as well as disruptions in aquatic ecosystems.
- Increased transportation of water pollutants (petroleum and hazardous substances/chemicals, herbicides, fertilisers and sediments) through surface water, groundwater and soil systems leading to human health risks, contamination of drinking water, ecosystem disturbance and aesthetic impacts on water resources.
- Increased flooding or drought, resulting in loss of life, livelihoods and assets, damage to infrastructure, contamination and/or limitation of water supplies, loss of crops, and community displacement.

There is a need to explore the socio-economic implications of a range of possible climate-water futures to inform key decisions in development and adaptation planning in South Africa in order to build the climate resilience of vulnerable communities and groups. International mitigation action could sharply reduce uncertainty relating to changes in hydrology and water supply in South Africa, in particular, Thabazimbi Local Municipality.

Climate change and its impact on Biodiversity

Biodiversity is crucial to ecosystem health, and healthy ecosystems are central to human well-being. Healthy ecosystems interlinked with working landscapes and other open spaces form the ecological infrastructure of the Municipality or the country at large and are the foundation for clean air and water, fertile soil and food. All South Africans depend on healthy ecosystems for economic and livelihood activities, including agriculture, tourism and a number of income generating and subsistence level activities. These natural ecosystems are currently under pressure from land use change and related processes causing degradation, as well as invasive alien species. Accelerated climate change (resulting in increasing temperature, rising atmospheric CO₂ and changing rainfall patterns) is exacerbating these existing pressures. Well-functioning ecosystems provide natural solutions that build resilience and help society adapt to the adverse impacts of climate change. This includes, for example, buffering communities from extreme weather events such as floods and droughts, reducing erosion and trapping sediment, increasing natural resources for diversifying local livelihoods, providing food and fibre, and providing habitats for animals and plants which provide safety nets for communities during times of hardship. Sustainably managed and/or restored ecosystems help in adapting to climate change at local or landscape level. Indigenous bird species (for example) are used as potential indicators of climate responses for several reasons. They are highly mobile and sensitive to changes in habitat and climate, for example, certain bird species are sensitive to changes in vegetation structure (e.g. woodland versus grassland species), and some would show behavioural responses to changes in temperature and rainfall. It is very much important to conserve the biodiversity within the municipal jurisdiction so to contemplate the survival and thriving of life in these changing climatic conditions.



Climate change and its impact on Human Health

Health risks in South Africa that climate change would aggravate over the next few decades include heat stress; vector-borne diseases (such as malaria, dengue fever and yellow fever); extreme weather events; air pollution; communicable diseases (such as HIV/AIDS, TB and cholera), and non-communicable diseases (such as cardio-vascular and respiratory diseases). Climate change could also have deleterious effects on mental and occupational health, and its adverse impacts would be worsened by food insecurity, hunger and malnutrition. Potential health impacts from climate change may result from direct exposures, such as extreme temperature and precipitation, storms, cyclones and other extreme weather events; and indirect exposures, such as worsening air pollution and increasing pollen production. Over time, a changing climate would also lead to changes in the distribution of vectors of disease. A critical indirect constraint may emerge through detrimental impacts on the agricultural sector leading to food shortages and malnutrition. Ecosystem changes could also lead to loss of ecosystem goods and services that currently support healthy environmental conditions. Finally, social and economic disruptions resulting from climate change impacts could have implications for mental health and well-being.

South Africa's National Climate Change Response Policy has advocated the following adaptation measures for reducing the impacts of climate change on human health: reducing certain criteria pollutants (PM₁₀, ozone and sulphur dioxide); developing and strengthening existing public awareness campaigns; developing heat-health action plans; improving biosafety; developing a spatial and temporal health data capture system; and integrating food security and sound nutritional policies into all adaptation strategies.

Climate change and its impact on the Agricultural sector

Projected climate change impacts under an unconstrained emissions scenario are generally adverse for a wide range of agricultural activities over the next few decades, but with some exceptions. Adverse impacts are projected for key cereal crop production, high value export agricultural production and intensive animal husbandry practices but positive impacts are projected for some tropical crops. Deleterious impacts would also be felt through increases in irrigation demand and in the effects of agricultural pests and diseases. With strong international mitigation responses (i.e. under a constrained/mitigated emissions scenario) and with the implementation of appropriate adaptation responses these adverse impacts could be reduced – with large avoided damages.

Adaptation interventions important to the agriculture sector in Municipalities include the following:

- Sustainable water resource use and management including catchment management.
- Maintenance and climate-resilient restoration of ecosystem services.
- Sustainable farming systems including integrated crop and livestock management.
- Community-based forestry and diversification of livelihood skills.
- Climate resilient forestry options.
- Climate advisory services and early warning systems for extreme weather events.

- Fire mitigation including burning fire breaks and reactive firefighting.
- Climate change integrated into agricultural curricula.
- Integrated water use planning.
- Integrated, simplified and unambiguous policy and effective governance systems.
- Sustainable urban expansion including, where possible, ecosystem-based solutions.
- Awareness, knowledge and communication on climate change and adaptation.

The impacts of climate change cuts across different spheres of planning and therefore there is a need to holistically plan the adaptation and the mitigation strategies of such impacts. The underlying anthropogenic factors leading to climate change should therefore be adequately addressed.

The main environmental challenges facing the Waterberg District and its local Municipalities include but not limited to the following:

- Deforestation:
- Bush encroachment
- Alien plant invasion
- Soil erosion
- Poaching
- Water and air pollution
- Poorly managed waste disposal sites.
- Air Quality

3.2.3.2. Land Form – Geology, Soil, Vegetation Geology

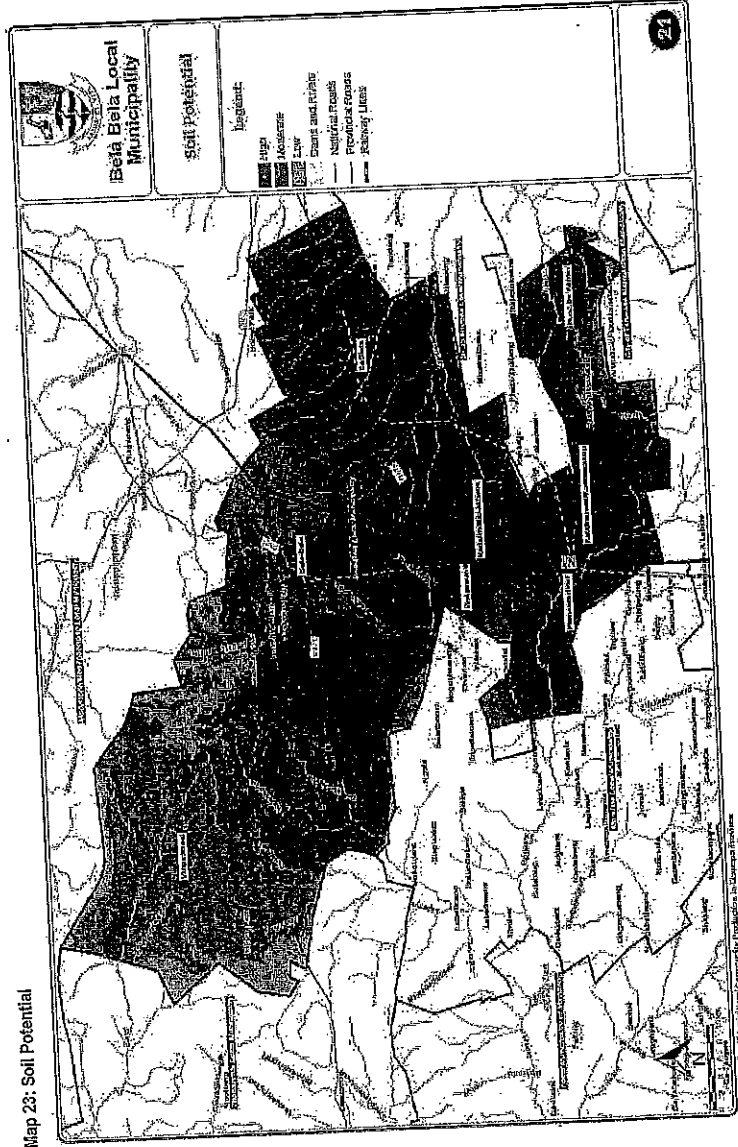
Bela-Bela and surrounding areas are characterised by a complex geology due to land movements resulting in non-relative geological formations adjacent to one another. The geology of Bela-Bela Town area is underlain by sandstone and lava deposits of the Letaba Formation. The Letaba Formation marks the upper boundary of the Karoo Sequence. The Formation consists of intercalated volcanic flows and sandstone units of Jurassic Age (190 - 136 Ma old). The quaternary and younger sandy horizons overlying the sandstone are of mixed origin and consist of soils from fluvial (river borne) and Aeolian (windblown) origin. The Waterberg Mountains are formed by "Roelbergfelsiet" and "Granofier," which are fine in texture but resistant against erosion.



Soil

Map 23 below indicates the spatial distribution of soil with high, moderate and low agricultural potential. In general the mountainous northern parts of the municipality are classified as low to moderate while the Springbok Flats area covering the central and southern parts of the municipal area are classified as high potential.

Map 23: Soil Potential



Vegetation Classification

The area consists of the Waterberg Mixed Mountain Bushveld on the north and north – western side. The vegetation includes the tree layer, which is characterized by *Kirkiaacuminata*, *Combretumapiculatum*, *Faureasaligna*, common *Acacia caffra*, *Burkea Africana*, *Terminiaserioea* and *Peltophorummaficarum* on the deep sandy areas, with *Kirkiaacuminata*, *Combretumapiculatum*. The shrub layer is moderately developed and individuals of *Grewiaflavescens*, *Ochnapulchra*, *Eucleacrispa*, *Rhuszeyheri* and *Tapiphyllumparvifolium* are commonly found.



The grass layer is moderate to well developed and grasses such as *Eilonurus muticus*, *Loudetia simplex*, *Panicum maximum*, *Digitaria lantha* and *Urelytum agropyroides* are the conspicuous species the area is also characterized by the Mixed Bushveld and Clay Thorn Bushveld

3.2.3.3. Hydrology and Topography Hydrology

There are four main drainage systems/ catchment areas in the Bela Bela Municipal Area as depicted on Map 23 below:

- The Sand River in the northern and north-western parts;
- The Nile River serving a very small area to the north-east;
- The Elands River serving the eastern extents of the municipality with a northern sub-catchment around Settlers on the Springbok Flats and the sub-catchment around Rust der Winer Dam to the south;
- The Pienaars River system serving the central and south-western parts of the municipal area. The Pienaars River runs through the far south-western part of the area before entering the Moretele and Madiheng municipal areas running in a westerly direction;

Two tributaries to the Pienaars River serve the south-western parts of the Bela Bela municipal area before linking up with the main system further to the south:

The Bad se Loop sub-catchment which serves the central parts around Bela Bela Town (draining southwards to link up with the Pienaars River); and

The Droeëkloofspruit, Kareespruit and Rietsspruit sub-catchment serving the far south-western extents of the municipal area before linking up with the Pienaars River further to the south.

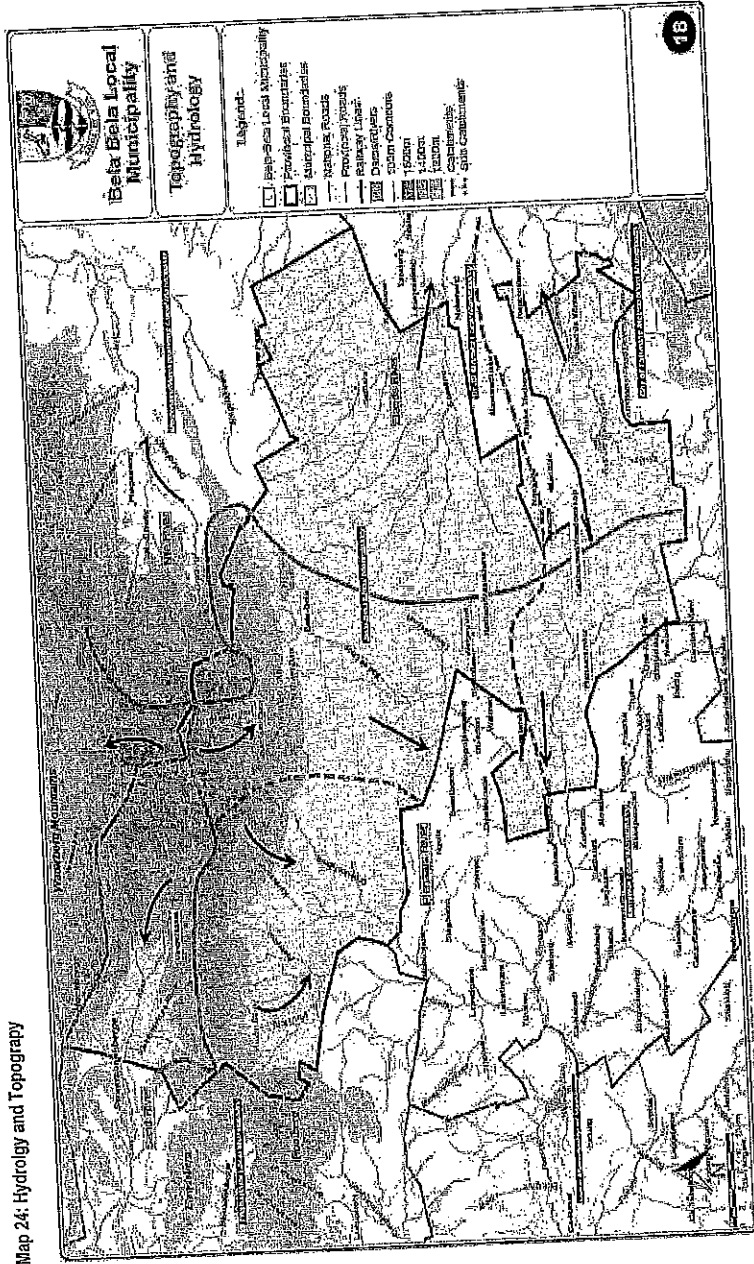
Topography

The topography of Bela Bela Municipality is characterised by two prominent features as depicted on Map 24 below:

- The Waterberg Mountains in the northern extents of the municipality at an average height above sea level of 1 140 meters, and
- The Springbok Flats covering the central and southern parts of the municipal area.



Map 24: Hydrology and Topography



The drainage system immediately to the west of Bela-Bela Town is known as the Buffelspruit River in the mountainous headwater areas and renamed the Plat River when it flows onto the Springbok Flats. The Klein Kariba River drains a large area to the east of the town forming a marshy area at the foot of the hills. The Bad se Loop stream is a minor drainage which bisects the latter two and flows through the centre of town and the hot water spring resort as its name suggests. These drainage areas drain the southern part of the Waterberg plateau in the vicinity of Bela Bela Town. Drainage areas are important structuring elements in the planning of Bela-Bela due to the forming of marsh areas and swamps close to settlement areas where water infiltrates into the ground.



3.2.3.4. Waste Management – solid waste, effluent (waste-water) and hazardous waste.

Section 24 (Chapter 2) of the Constitution indicates that everyone has the right to have an environment that is not harmful to his or her health and to have the environment protected for the benefit of present and future generations through reasonable legislative and other measures that:

- Prevent pollution and ecological degradation;
- Promote conservation; and
- Secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

Based on the Constitution National Environmental Management Act (NEMA) 107 of 1998 came to effect with the objective to:

- Protect health, wellbeing and the environment by providing reasonable measures for:
- Minimising the consumption of natural resources.
- Avoiding and minimising the generation of waste
- Reducing, reusing, recycling and recovering waste.
- Treating and safely disposing of waste as a last resort.
- Preventing pollution and ecological degradation.
- Securing ecologically sustainable development while promoting justifiable economic and social development.
- Promoting and ensuring the effective delivery of waste services.
- Remediating land where contamination presents or may present a significant risk of harm to health or the environment and
- Achieving integrated waste management reporting and planning.
- To ensure that people are aware of the impact of waste on their health, well-being and the environment.
- To provide for compliance with the measures set out.
- Generally to give effect to section 24 of the constitution in order to secure an environment that is not harmful to health and well-being.

The Municipality has an **approved Integrated Waste Management Plan (IWMP)** which has an optimum approach to waste management planning in terms of the resources allocation, time scheduling achievable targets and allocation of responsibilities. The overall objective of this IWMP is to reduce the generation of waste and the environmental impact of all forms of waste, thereby ensuring sound socio-economic development, a healthy population and that the quality of environmental resources are

no longer adversely affected by uncontrolled and uncoordinated waste management. The internationally accepted waste hierarchy approach for waste avoidance/reduction, reuse, recovery, treatment and disposal is adopted in the strategy.

Solid Waste – Refuse Removal

In order to comply with the requirements of Section 24 of the 1996 Constitution of Republic of South Africa, (NEMA) 107 of 1998 and Bela-Bela Local Municipality approved **Integrated Waste Management Plan**, which highlighted all the pivotal areas where the Municipality is responsible for Waste Management. The Municipality collect waste from all formal settlements once per week per household which is at (Bela-Bela Town, Bela-Bela Township, Plenaatsniver and Masakhane). The collection of waste is also done twice per week in business areas. Furthermore, it should be noted that apart from the collection of waste in the formalised areas, the Municipality could not ignore the informal settlements. The collection of waste is further extended to informal settlements by means of emptying of Mass Refuse. Containers (Communal) placed in different areas of the informal settlements. The Waste collection service in informal settlements covered Zuma, Koppewaal and Ext 9.

Image 1: Kerbside Collection and Compactor Truck



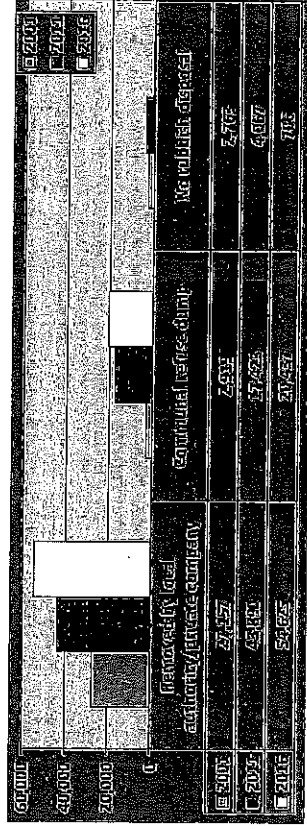
Image 2: Refuse Containers at Illegal Dump Site



Waste minimisation, reducing, reusing, and recycling is fundamental as we try to protect the environment and increase the diversion of waste from the landfill. According to Census Community Survey 2016, as depicted on Figure 6 below, Bela-Bela Local Municipality the percentage of households whose refuse is removed by local authority weekly increased consistently from **52, 1% in 2001 to 66% in 2011, 71.6% in 2016**. The percentage of households (*i.e. informal settlements*) depending on a communal refuse dump slightly increased from **25.60% in 2001, to 26.2% in 2011 and to 26.8% in 2016**. There was a decrease in the proportion of households without any refuse disposal from **5.3% in 2001, to 6.1% in 2011, and to 1% in 2016**.



Figure 9: Distribution of Households by Type of Refuse Removal



Source: StatsSA: Community Survey, 2016

Private companies provide less than a percent of these services; whilst close to 19% provide their own refuse removal services (they do on-site disposal and are they in developed area or rural). Based on the municipal information the households that encounter the backlog are estimated at approximately 4 327HH.

To date, the status of waste collection within the Municipality is as follows:

Waste collection in Bela-Bela Municipality is as follows:

- All businesses receive refuse removal service twice a week.
- Vingerkraal, Tsakane and Rapotokwane do not receive refuse removal service.
- Mass refuse containers provided at informal settlements (Zuma, Ext 9 & Koppewaa).

Refuse Disposal System

Municipal Data (2012) on the number of households receiving waste collection services. It can be observed that the Municipality is now providing more people with waste services in 2012, 16 611 than it did 5 years ago, 10 882.

Table 16: Level of Waste Collection in BBLM as per Waste Collection Standards

TYPE OF HOUSEHOLDS	NUMBER OF HOUSEHOLDS
Suburb	1 360
Township	7 539
Village	5 177
Indigent	2 535
TOTAL	16 611
Informal Settlements	3 327 not receiving waste services (backlog)

Source: Municipal Data, 2015

**Households receiving Free Basic Refuse Removal Services (Indigents)**

Households receiving Free Basic Refuse Removal Services (Indigents) must give priority to the basic needs of the community, promote the social and economic development of the community and ensure that all residents and communities in the Municipality have access to at least the minimum level of basic municipal services.

In order to deliver 100% refuse removal service to all households in the area under the municipal jurisdiction, the consideration of households receiving waste management services for free should be known. The National Waste Collection Standards of 2011 prescribe the levels and types of refuse removal services based on the type of settlement.

All registered indigents shall be subsidised for refuse removal as determined and provided for by the Council in the annual budget from time to time. A subsidy, determined at the beginning of every financial year and not more than the applicable tariff for that year, will be applied for the duration of that particular financial year. The amount of the subsidy will be determined and approved as part of the tariff policy applicable for the financial year.

The total monthly income of all occupants is not more than an amount as determined by the Council. This amount is determined at the beginning of every financial year and will be applied for the duration of that particular financial year. For the 2018/2019 financial year this amount is deemed to be equal to R3 600. The policy is currently benefiting 4 095 households. The current figure is substantially higher than the demographic quantification and this indicates that the poverty levels on the ground are more than what has been projected.

The Municipality committed itself to the provision of the following basic services:-

Bulk water supply and sanitation – upgrading the capacity of the existing bulk infrastructure i.e. sanitation has a design capacity of 1,260ML while the actual usage is 1,642ML.

Electricity supply – The notified maximum demand is 10MVA and the electrical network has aged. The Municipality then needs to upgrade the bulk electricity supply and network.

Solid Waste Management – There is only one (1) licensed dumping site which serving the entire Bela – Bela. There are no dumping sites at Plenaarsrivier, Radium and Rapotokwane. The Municipality needs to consider the establishment of waste management sites in Radium and Plenaarsrivier. In terms of Rapotokwane the Municipality must at least introduce an awareness program to teach the community of proper disposal of waste within their home yards.

To make an impactful dent on waste removal within the Municipality, the following challenges amongst others will need to be addressed:

- Current 85l bin used for waste disposal by households is too small to accommodate the amount of waste.



- Illegal dumping
- No weigh bridge at landfill site to quantify the amount of waste disposed off.

Table 17: Ward Based Development Challenges

WARD NUMBER (AREA IN THE WARD)	CHALLENGES
Municipal wide	Late collection of waste
Ward 9 (Masakhane)	Mass refuse containers not provided
Ward 2 (Kalebe Tarvent)	Dumping waste next to mass containers
Ward 4 (Informal Settlements)	Mushrooming of illegal dumping sites
Ward 9 (Spa park, Koppewaal, Jinnah park & Masakhane)	
Ward 7 (Tsakane)	No refuse collection
Ward 8 (Rapotokwane)	

3.3. KPA 2 BASIC SERVICES DELIVERY: INFRASTRUCTURE ANALYSIS

3.3.1. Water and Sanitation Analysis

- Water Services

Bela- Bela Local Municipality (BBLM) is both a Water Services Authority and a Water Services Provider as per the Water Services Act 108/ 1997. The number of households in BBLM is 21 354, whereas only about 17 614 households are supplied with water to an acceptable standard (Source: Stats SA, Community Survey 2016).

The Municipal area is predominantly dry with an average annual rainfall of 481mm which is below the average of 500mm for South Africa. The rainfall is seasonal and has been very variable over the past years resulting in unpredictable drought coupled by high evaporation. However, we have managed to keep the levels of our dams, i.e Warmbaths and Platvliet dams to an acceptable abstraction level and therefore have been able to supply water to our consumers in Bela Bela Town and Township adequately. Due to the under capacitated Water Treatment Works (Bela Bela WTW), the Municipality embarked on a plan to conserve, save and manage the supply of water by means of water shedding in the evenings. However, there is still a critical need to develop a Water Conservation and Demand Management Strategy (WCMDM).

Currently the Bela Bela Water Treatment Works (WTW) is producing water to its design capacity but its capacity will be increased to 10ML over the coming three (3) financial years (2019/20 to 2021/22) through the Water Services Infrastructure Grant (WSIG) funding (See Project Phase).

Other areas such Tsakane, Vingerkraal and Rapotokwane receive their water from boreholes, while Plenaarsrivier receives water solely from Magalies Water as our Water Services Provider (WSP). These underground sources are not entirely reliable as there is a risk of drying up, and therefore there is a need to explore other sources.

**Free Basic Water**

The Municipality has an indigent policy in place and the households that qualify to be registered as the indigents must have income of R3 500 per month. The policy is currently benefiting 4500 households. This figure is substantially higher than the demographic quantification and this indicates that the poverty levels on the ground are more than what has been projected. The FBW provided to indigent households 6kℓ per month.

Sources of Water and Water Demand

The Municipality has two main sources of water, namely; surface water and underground water. The volumes of water produced from the available sources are illustrated on

Table 18 below:

Table 18: Water Sources and Demand

Main Source	Bulk Resources	Coverage	Expected Volume (Kl/day)	Actual Delivery (Kl/day)	% Contribution
Dam					
Roodepoort Dam	Magalies Water (Klipdrift Water Treatment Works)	Bela Bela and Pienaarsrivier	4 500	3 800	36%
Warmbaths/Platrivier Dams	Bela Bela Water Treatment Works (WTW)	Bela Bela Town and Township	7 200	5 500	52%
Boreholes	Showground, Park, Outpost and Roodepoort	Bela Bela Town and Township	1 200	400	4%
Boreholes	Rapotokwane	Rapotokwane	294	220	2%
Boreholes	Isakane	Isakane	173	88	1%
Boreholes	Masakhane/ Radium	Masakhane/ Radium	333	210	2%
Boreholes	Vingerkraal	Vingerkraal	231	260	2%
TOTALS			13 931	10 478	100%

The total water usage in Bela Bela is estimated at 13 931kℓ/day, while our sources only produce 10 748 kℓ/day. Therefore there is a shortfall of 3 183kℓ/day which interprets to 25% shortage of water supply. Therefore; there is a critical need to develop and implement a Water Conservation and Demand Management Strategy (WCDM) while we also increase the capacity of our water supply.

**Water Services Access**

Table 19 below illustrates the water services delivery access profile per household.

Table 19: Bela-Bela Residential Water Services Delivery Access Profile (Water)

Community Survey Category		Description		2013		2014		2015		2016	
		Nr	%	Nr	%	Nr	%	Nr	%	Nr	%
WATER (ABOVE MIN LEVEL)											
Piped (tap) water inside dwelling/institution	House connections	14 073	78%	14 073	78%	14 073	78%	14 073	78%	16 894	79%
Piped (tap) water inside yard	Yard connections	855	5%	855	5%	855	5%	855	5%	721	3%
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	Standpipe connection < 200 m	3 136	17%	3 136	17%	3 136	17%	3 136	17%	3 740	17%
Sub-Total: Minimum Service Level and Above		18 064	100%	18 064	100%	18 064	100%	18 064	100%	21 354	100%

Source: Stats SA Community Survey, 2016

The table above indicates that the Municipality has a backlog of 17% with regard to basic water provision. This backlog is predominantly found in informal settlements and Rapotokwane.



Water Services Challenges

Table 20: Bela-Bela Residential Water Services Delivery Access Profile

CHALLENGES	PROPOSED INTERVENTIONS
Inability to supply water to full demand of 13,9ML/day	<ul style="list-style-type: none">▪ Increase the capacity of the WTW▪ Construct additional Reservoirs Refurbish existing Boreholes (Vingerkraal X2, Masakhane/ Radium X2, Rapotokoane 3) Magalies Water is currently implementing a project to improve their supply capacity (Sondela Booster PS)
Ageing Infrastructure	<ul style="list-style-type: none">▪ Updating and implementation of the Water and Sanitation Master Plan▪ Decommissioning of AC pipelines to replace with HDPE pipelines.▪ Acquire leak detection services and reactively repair invisible water leakages

- **Sanitation Services**

The Municipality has three (3) Waste Water Treatment Works (WWTW) in the area, i.e. Plenaarsrivier WWTW (Ponds), Radium WWTW (Ponds) and Warmbaths WWTW (Biological Activated Sludge Plant of 6ML/d). The Warmbaths Waste Water Treatment Works (WWTW) design capacity is exceeded but will be upgraded over two (2) financial years 2020/ 21 and 2021/22 through the Water Services Infrastructure Grant (WSIG) funding (see Project Phase).

The Plenaarsrivier ponds system as well as the Radium ponds system are currently being refurbished and upgraded respectively, through the Municipal Infrastructure Grant (MIG) funding and are due to be completed by the end of June 2019.

The households in BBLM predominantly have a waterborne sanitation system. The biggest challenge in this kind of technology is the continuous spillages of sewerage in the township due to limited understanding on what can and cannot be flushed down the toilet. Another challenge being that the household stormwater is connected to the sewer drains causing high flows during rainy days. Communities that are not connected in the sewer system, such as Rapotokwane and Vingerkraal have a dry sanitation system.

**Access to Sanitation**

Table 21 below illustrates the sanitation services delivery access profile per household.

Table 21: Residential Water Services Delivery Access Profile (Sanitation)

Actual service levels	2013		2014		2015		2016	
	Actual Nr of HHs	% of total HHs	Actual Nr of HHs	% of total HHs	Actual Nr of HHs	% of total HHs	Actual Nr of HHs	% of total HHs
Full Flush - connected to a sewage system	14928	82.60%	14928	82.60%	14928	82.60%	15 213	71%
Low Flush - connected to a sewage system	855	4.73%	855	4.73%	855	4.73%	2 441	11.6%
Septic tanks - full flush with septic tank	20	0.01%	20	0.01%	20	0.01%	1 088	5.1%
VIP - Pit latrine with ventilation	862	5.47%	962	5.69%	987	5.69%	1 056	5%
Chemical toilet	0	0	0	0	0	0	1 199	5.6%
Pit Latrines without ventilation	1399	7.19%	1299	7.13%	1274	7.00%	4	0.1%
Bucket toilet	0	0	0	0	0	0	0	0
Other <RDP sanitation services	0	0	0	0	0	0	219	1%
No services	0	0	0	0	0	0	123	0.5%
Total	18064	100	18064	100	18064	100	21 354	100

Source: StatsSa, Community Survey, 2016

The Municipal backlog on sanitation is 1 545 households (7.2%). In order to address this matter the Municipality is in a process of formalising informal settlements by either moving them to proclaimed townships and/ or alternatively realign their stands in anticipation of township establishment process.



Sanitation Services Challenges

Table 22: Challenges - Sanitation Services

CHALLENGES	PROPOSED INTERVENTIONS
Ageing Infrastructure	<ul style="list-style-type: none">▪ Updating and Implementation of the Water and Sanitation Master Plan.▪ Assessment of the sewer network by CCTV camera inspection▪ Assessment of the Sewer Pump Stations▪ Seek funding for the refurbishment of ageing infrastructure
Misuse of sewer network (Flushing of foreign objects)	<ul style="list-style-type: none">▪ Implement a Community awareness programme on the use of sewers with the assistance of an outsourced expert
Stormwater Ingression caused by direct connection of household stormwater drains into the sewer system.	<ul style="list-style-type: none">▪ Development of Stormwater Ingress Management Plan▪ Implementation of Water Services by-laws and other related new developmental by-laws and/or policies to prohibit illegal connections into sewer networks.
The Warmbaths Waste Water Treatment Works (WWTW) design capacity is exceeded	<ul style="list-style-type: none">▪ Upgrading of the Warmbaths WWTW

3.3.2. Energy and Electricity

There are two electricity providers in the Bela-Bela municipal area, namely the Bela-Bela Local Municipality and Eskom. Bela-Bela Local Municipality supplies areas such as Bela-Bela Town and Township, Spa Park, Jinnah Park, Feur n Villa, Eu Montagne, Golfbaanpark as well as outer plot areas like Bospoort and Noodhulp / Roodepoort. Eskom supplies the remaining areas, smaller townshodal points and the rural areas of Bela-Bela Local Municipality viz Radium/ Masakhane, Rapotokwane, Settlers, Plenaarsriver and other farm areas.

Bela-Bela Municipality has one main supply substation namely, Bela-Bela main substation located within town on Industrial Street. Next to the main substation, is the Eskom yard with 2 x 20MVA transformers which supply the substation via 2 x 11kV feeder cables of ± 160 m, with each feeder consisting of 2x 300mm² cables. Eskom is only responsible for supply into the main substation (i.e. 2 x 20MVA supply transformers). The reported Notified Maximum Demand is at 17.87 MVA. Current usage throughout the year varies between 14 MVA and 17 MVA, with the higher peak in the winter months.

From the main substation, there are 7 switching substations supplying mini-substations within town namely;

- Municipal Substation
- Hervormde Substation
- Elandsfontein Substation
- Circle Substation
- Ollenhout Substation
- Bospoort Substation
- Brandweer Substation

There are also two feeders from the main substation, that exit town to supply farm plots in Bospoort and Noodhulp / Roodepoort. The network largely consists of an 11kV underground cable network, with miniature substations (mini-substation) within Bela-Bela CBD and residential areas (i.e. Warmbad Extensions). The township (Bela-Bela Ext 1-9), Spa Park and Jinnah park networks are overhead 11kV lines, with pole top transformers. Supply into the Bospoort and Noodhulp/ Roodepoort farm plots is via an overhead network of 22kV lines, with pole top transformers.



Table 23: Electrical Network Data

Area	Electricity License	MV Cables (meters)	MV Overheads (meters)	LV Overheads (meters)	Miniature Substations (number)	Transformers (number)	Reclosers (number)	High Mast Lights (number)	Streetlights (number)
Jinjaah Park	Municipality	300	7 500	0	0	1	0	0	25
Spa Park	Municipality	100	14 000	350	1	1	0	0	35
Town	Municipality	36 000	68 000	0	61	2	0	0	850
Township	Municipality	1 500	PVC – 28 000 Aurac – 150 000	13 500	0	77	1	7	700
Industria	Municipality	960	1 100	400	3	0	0	0	40
Noodhulp	Municipality	0	5 500	42 000	0	61	1	0	0
Roodepoort	Municipality	0	6 800	42 500	0	72	1	0	0
Bospoort	Municipality	0	1 500	28 500	1	39	1	0	0
Vingerkraal	Municipality	0	0	0	0	0	0	1	0
Koppewaal	Municipality	0	0	0	0	0	0	0	0
Tsakane	Eskom	0	0	0	0	0	0	0	120
Pienaarsrivier	Eskom	0	0	0	0	0	0	2	0
Masakhane	Eskom	0	0	0	0	0	0	1	0
Rapotokwane	Eskom	0	0	0	0	0	0	0	0
Totals		38 860	256 400	127 250	67	252	4	11	1770

Free Basic Electricity

The Municipality has an indigent policy in place and the households that qualify to be registered as the indigents must have income of R3 500 per month. The policy is currently benefiting 4500 households. This figure is substantially higher than the demographic quantification and this indicates that the poverty levels on the ground are more than what has been projected. The FBE provided to indigent households 50kWh per month.



Access to Electricity

Table 24: Access to Electricity

NO. OF HOUSEHOLDS	SOURCE OF ENERGY	COVERAGE	BACKLOGS	% OF BACKLOGS
21 354	Electricity: Bela-Bela Main substation sourced by Eskom substation	Eskom areas: Pienaarsivier Rapotokwane Tsakane Masakhane <u>Bela-Bela areas:</u> Belabela township Belabela town Spe-park Noodhulp Rodepoort Rietfontein Bospoort	Bela Bela Ext 9: 900 Zuma: 1200 Koppewaal: 255 Vingerkraal: 510 Tsakane: 298	15%
		Total No. of Households = 18 136	Total 31 63	



The access to electricity is recorded at 18 136 households with a backlog of 3 163 households as per Community Survey 2016. These backlog is found in areas that are predominately informal.

Electrical Services Challenges

Table 25: Challenges - Electrical Services

CHALLENGES		PROPOSED INTERVENTIONS
Ageing Infrastructure		<ul style="list-style-type: none">▪ Updating and implementation of the Electricity Master Plan▪ Seek funding for the for the implementation of Electricity Infrastructure Plan▪ Cutting of trees with roots interfering with underground electrical cables.
Under capacitated bulk infrastructure to supply the demand of electricity in Municipal area of supply.		Completion of the project for the construction of the 132/11kVA 2 X 20MVA sub-station before the end of 2019.
Electricity supply and Public Lighting backlogs		Seek funding to cover the backlog
Shortage of electricity vending services for areas supplied by Eskom		Engage Eskom to expand its vending services

3.3.3. Roads and Storm Water

Road network

There are six main regional entry points into the municipal area as illustrated on Map 33:

- i. To the north via route R101(1) and the N1 freeway(2) towards Modimolle and the remainder of Limpopo Province;
- ii. To the south via the same routes (R101 and N1) towards Hammanskraal and Gauteng Province;
- iii. Via route R516(5) to the east (from Marble Hall); and
- iv. Also via route R516 to the west (6) linking the study area to the Thabazimbi LM

In terms of road network, the municipal area is well-provided with national and provincial/ regional roads linking Bela Bela Municipal Area to surrounding economic destinations. These include the following:

- The N1 national route which traverses the municipal area from north to south, linking the LM to the City of Tshwane and Gauteng Province in the south. To the north the route by-passes surrounding towns like Modimolle, Mookgophong, Mookopane and Polokwane from where it leads to the Beitbridge border-post to Zimbabwe. The N1 is a prominent freight corridor between South Africa and Zimbabwe;
- Provincial road P1/4 also known as route R101 runs parallel to the N1 freeway through the BBLM. The route connects Bela Bela Town to Modimolle, Mookgophong, Mookopane and Polokwane Towns. Beyond Polokwane the R101 is merged with route;
- Route R516 (P85/1) runs east-west through the BBLM and links Bela Bela Town to Settlers and towards Marble Hall and Groblersdal further to the east;
- The R516 west (also referred to as the P20/1) links Bela Bela Town to Thabazimbi LM in the west. The Waterberg District SDF proposed that this route be extended further westward to link to the Derdepoort border post with Botswana. This will enhance its functionality as it also links to the N1 and N11 national routes in Limpopo Province (to the east);
- In the Limpopo SDF it is also highlighted as a Corridor of Provincial significance which acts as a Tourism Corridor along the southern slopes of the Waterberg mountain;
- Route R576 links Radium to Settlers between routes R101 and R516;
- Route D626 is another prominent provincial road from Pienaarsrivier to Rust de Winter in the south-east of the municipal area. It extends right into the Dr JS Moroka municipal area to the Allemanskraal Dam tourism precinct.



Bela-Bela Local Municipality is responsible for routine road maintenance, upgrade and rehabilitation. The roads in the municipal jurisdiction is in an appalling state. It is against this backdrop that the Technical Services Department conducted a Road Visual Assessment in order to obtain much details on work to be done over various streets. Council approved the standard Road Specification in October 2015, these Standards provide guidance on design, and specification of roads for construction as well as guidance on Routine Roads Maintenance. Bela-Bela Local Municipality currently have records of roads as follows:

Table 26: Inventory Roads within Municipality

Settlements	Length of Roads/Street		Total
	Paved	Unpaved	
Bela-Bela Town	105.6km	72.8km	178.2km
Bela-Bela Township	1.03km	3.27km	4.3km
Radium (Masakhane)	5.1km	3.7km	8.8km
Pienaarsrivier	0	19km	19km
Rapotokwane	111.73km	98.57km	210.3km
Total			

The Classification of road hierarchy within Bela-Bela

- **Principal Trunk Distributors** – the national (N1) route is the most dominant road within the municipal area. It can be considered as the principal distributor in terms of the volume of traffic it carries and linkages that Bela-Bela has with bigger cities (i.e. Gauteng, Polokwane) due to its existence. The N1 route is in a relatively good condition. The National Department of Transport is a responsible for managing and maintaining this route.
- **Major Arterial Distributors** – these include P1/4 (R101) which is mainly used by tourist and it link Bela-Bela with Modimolle, Radium, Pienaarsrivier and Gauteng; P20/1 links Bela-Bela with Thabazimbi; and P85/1 (R516) which link the town of Bela-Bela with Settlers. These routes provide linkages between the economic growth points within the Municipality as well as to other economic growth points that fall out of the municipal jurisdiction. A major concern can be noted with regards to the condition (very bad) of these major arterial routes which include parts of P85/1 (R516), P1/4 (R101) and P20/1. These routes are managed by Provincial (Limpopo) Department of Roads and Transport.
- **District Distributor Routes** – these include D936 which links with P85/1 (R 516) from Codrington to Settlers, D626 which links Pienaarsrivier and Rust de Winter Dam to Rapotokwane. These routes provide linkages between the emerging growth points. The major concern was raised regarding the condition of



D626 route which link Repotokwane to Rust De Winter and other villages within Mpumalanga Province. Some of these routes are managed by the Provincial (Limpopo) Department of Roads and Transport while the rest are managed by Waterberg District Municipality.

- **Local Access Routes** (i.e. often referred to as the internal roads) – are the lowest order of small access roads that provide direct access to the settlements and properties within the municipal area. The majority of these roads are a competency of Bela-Bela Local Municipality in terms of maintenance and upgrade.

The state of the local access roads (internal roads) that require attention of the Municipality due to poor condition can be highlighted as follows:-

Table 27: Local Access Roads requiring Maintenance/Upgrading

Ward	Crack sealing, Slurry seal, Rejuvenation	Re-seal	Dilute Emulsion	Rehabilitation	Upgrade to pave
1	R9 690 000	R44 600 000	R1900 000	R19 500 000	R2400 000
2				R6 650 000	R2112 000
3				R600 000	R11 400 000
4					R23 350 000
5					R1706 000
6				R1 350 000	R17 250 000
7				R1000 000	R19 400 000
8				R400 000	R29 950 000
9				R100 000	R14 100 000
Sub- Total	R 9 690 000	R44 600 000	R1900 000	R29 600 000	R121 668 000
Total			R207 458 000		

Source: 2016 BBLM Visual Road assessment report

To provide adequately for maintenance needs it has become increasingly important to budget accurately for future expenditure. This in turn implies a need to predict future maintenance needs accurately. It is also important to understand the implications of a particular budget strategy and to be able to make recommendations regarding future budgets. However, determining needs over the longer terms requires complete and accurate information about the network as well as models to predict the deterioration of pavements in the network. Information about the network can be obtained from a Road Visual Assessment RVA.



What became apparent was that the type of the road, (primary, secondary, main tertiary or tertiary), the traffic and surfacing type had to be taken into consideration. It was also possible to provide for the costs of preparation and routine maintenance (patching, crack sealing, etc.) by doing a visual road infrastructure inspections. Using these models and information about the network and applying the principle of economic resealing cycles, it was possible to predict the maintenance needs over the longer term.

Rail network

The national railway line from Beitbridge to Gauteng Province and towards Cape Town runs parallel to route N1 and R101 through the study area. There are six railway stations within the Bela-Bela municipal area (Mabane, Pienaarsrivier, Radium, Codrington, Bela-Bela, and Eersbetswood). None of these perform any significant function within the municipal area at this stage. The railway line from Pienaarsrivier to Settlers and Marble Hall is not functional anymore.

Stormwater

The Storm water infrastructure is distributed throughout the jurisdiction of Bela-Bela Local Municipality and forms the backbone of the stormwater network. Amongst others are Bridges and Guardrails, while others are more subdued such as borrow pits, storm water facilities and ditches. There is also infrastructure underground including inlets and pipes. Each plays an important role to Bela-Bela's stormwater network. Table 33 below illustrates the stormwater assets in the municipality.

Table 28: Stormwater Assets

DESCRIPTION	DISTANCE/KM
Guardrails	15.6 KM
Underground pipes	62 KM
Catch inlets (number)	154

In terms of storm water drainage, there are four parts of Bela-Bela Township which were developed without sufficient infrastructure for stormwater drainage and this prone these areas to the excessive water surface run – off or even flooding during the heavy rains. These areas are Bela-Bela Township Extension 2 ("Leseding"), 5 (Mandela Village), 6 and 7. These areas accommodate approximately 23% [3 343HH (i.e. Ext. 2 = 836HH, Ext. 5 = 1098HH, Ext. 6 = 1084HH and Ext. 7 = 325HH)] of the total population within Bela-Bela.

The Municipality should also ensure that the future settlements (i.e. Bela-Bela Extension 9) are well provided with sufficient stormwater infrastructure at the early stages to avoid future backlogs occurrence.



Table 29: The Problem Areas Demand, Capacity & Excess Flow

Problem description	1:20 RI Demand (m ³ /s)	Maximum Capacity (m ³ /s)	Excess Flow (m ³ /s)
Problem A: Concrete Channel south of R101	36	27	9
Problem B: Chris Hani Drive System	52	6	46
Problem C: Quagga Road system	29	2	27
Problem D: Reitz Street System	21	1	20
Problem E: Limpopo Road System	27	4	23

Source: Stormwater Master Plan, 2012

Problem B has been identified as priority 1 having the highest excess flow, which can result in severe flooding of the surrounding area. This is followed by Problem C, the Quagga Road system. Problem E has been identified as priority 3 since the excess flow is higher than that of Problem.

Roads and Stormwater Services Challenges

Table 30: Challenges - Roads and Stormwater Services

CHALLENGES	PROPOSED INTERVENTIONS
Ageing Infrastructure	<ul style="list-style-type: none">Development of the Roads and Stormwater Master PlansDevelopment, resource and implementation of a roads maintenance PlanSeek funding for the for the full rehabilitation of portions of the Road Network that are in a bad condition
Under capacitated stormwater drainage system	<ul style="list-style-type: none">Development of the Roads and Stormwater Master PlansSeek funding to upgrade the stormwater system
Roads and Stormwater Backlog	<ul style="list-style-type: none">Budget a portion of the MIG each financial year to cover the backlog



3.3.4. Public Transport

Provision and Backlog

The need for increased and drastically improved public transport across all income groups have been emphasized at the National Level. The function of Public Transport is currently residing with the District Municipality rather than Bela-Bela Local Municipality, however the Municipality still have a role to play in this regard particularly around the aligning ensuring that the District Transport Plan is compatible with Spatial Planning of Bela-Bela such that integrated planning is required whereby public transport corridors will be planned along areas demarcated for serious intensification and densification. The addition to that there is a need for a pedestrian friendly environment especially in town since the majority of the residents walk by foot within the Central Business District (CBD).

Type of transport and facilities

Road Transport

The municipality is serviced with one taxi rank owned by Warmbad Forever Resort. The taxi rank service both the town, township, all the settlements/nodes and long distance including Polokwane and Gauteng.

Rail Transport

The national railway line from Beitbridge to Gauteng Province and towards Cape Town runs parallel to route N1 and R101 through the study area. There are six railway stations within the Bela Bela municipal area (Maubane, Piensaarsrivier, Radium, Codrington, Bela Bela, and Eersbemoond). None of these perform any significant function within the municipal area at this stage. The railway line from Piensaarsrivier to Settlers and Marble Hall is not functional anymore, but it used to serve as a freight line transporting agricultural products to markets in Gauteng



3.4. SOCIAL ANALYSIS

3.4.1. Integrated and Sustainable Human Settlements

3.4.1.1. Provision and Backlogs

Bela-Bela Local Municipality is faced with challenges with regard to land to accommodate growth of the human settlements, in particular the nodal points within the Municipality for the long term development of the Municipality. During September 2009 the Municipal Council resolved (EC 132/09) that the

Municipality must start with the processes to start with the investigation and possibility of the acquisition of land for housing and that the Municipal Manager be mandated to initiate these processes with affected role players. This was done after preliminary analysis by the Municipality revealed that the available municipal land will not be able to accommodate the current backlog and future housing demand in the medium to long term. COGHSTA was identified as one of the role players to assist the Municipality with the implementation of the Council resolution. It is against this background that a report on the need for additional land for human settlement development was sent to COGHSTA.

Table 31 below summarises the current situation in terms of housing units to be provided in the urban and rural parts of the municipality. The following can be derived from this table:

- At present there are approximately 2515 informal structures in Bela Bela Town and about 867 in the rural parts of the municipality (mostly Tsakane and Vingerkraal). This brings the total informal settlement backlog to about 3382 units.
- In addition to the above, there is also about 629 backyard units in the Bela Bela Township area which brings the total housing backlog in the municipality to 4011 units (3144 urban and 867 rural).



Table 31: Bela-Bela Dwelling Unit Demand vs Supply 2015 - 2040

	DEMAND					DEFICIT/ SURPLUS	
	Informal Units	Backyard Units	TOTAL BACKLOG 2015-2025	GROWTH 2025-2040	TOTAL UNITS DEMAND	TOTAL UNITS	
URBAN							
High			-	271	644	3,577	2,933
Middle			-	1,304	3,386	3,257	129
Low	2,515	629	3,144	2,698	10,607	9,510	1,097
Mixed			-			3,325	
Subtotal Urban	2,515	629	3,144	4,273	14,607	19,670	5,062
RURAL							
High			-	286	659	298	361
Middle			-	296	664	533	131
Low	867		867	721	1,985	3,573	304
Subtotal Rural	867		867	1,303	3,248	1,390	1,858
TOTAL BELA-BELA	3,382	629	4,011	5,575	20,065	20,799	734

The projected incremental demand for housing in the urban area (Bela Bela) up to 2025 stands at about 4273 units and in the rural areas it is an estimated 1303 units. (Total incremental demand up to 2025 = 5575 units). When the projected incremental demand (growth) up to 2025 is added to the existing backlogs, it brings the total housing demand in Bela Bela Municipality (by 2025) to about 9586 units of which 7417 units are required in Bela Bela Town and the remaining 2170 units in the surrounding rural parts of the municipality. The low income total demand up to 2025 in the urban area is 5842 units and in the rural areas it is 1588 units. (Total = 7430 low income units up to 2025). For middle income housing the estimated total urban demand by 2025 is 1304 units and in the rural areas the corresponding figure stands at 296 units. (Total = 1600 middle income units up to 2025).

For high income the demand figure up to 2025 is 271 units in the urban area and 286 units in the rural area. (Total = 557 high income units). During the period 2025 – 2040 the demand in the urban area increases by about 7191 units of which 4765 units are for low income, and for the rural areas it increases by about 3288 units which brings the total increment during this period to 10 479 units. This means that from present up to 2040 provision needs to be made for 14 607 units in the urban area of which 10 607 are for low income, 3386 for middle income and 614 for high income. In the rural areas provision needs to be made for 5458 units of which the bulk (3573 units) are for low income. The supply column on Table 10 shows the current supply per income category based on the layout plans of approved townships (refer to Table 5 in section 2.10.1 of this report).

This shows that approved vacant townships in Bela Bela Town (urban area) comprise 3577 high income stands compared to the projected demand of about 614 units. This represents an oversupply of approximately 2963 units. In the middle income market segment the current urban supply is about 3257 units compared to a demand of 3386



which leaves a deficit of 128 units. In the low income segment the urban demand of 10 607 units can almost be fully addressed by the estimated supply of 9510 units with about 1097 units deficit. In the rural areas the low income demand exceeds the supply by about 4328 units of which the majority would need to be located around Pienaarsrivier.

3.4.1.2. Challenges pertaining to housing provision

- High number of people with RDP housing needs
- Orphans and the aged are not considered for Emergency housing needs
- Lack of land for human settlement development
- Agricultural land provided by DRDLR is not properly used because of lack of interest by the beneficiaries.
- Illegal occupation of land (Informal Settlements)
- Provision of middle income housing or empty stands is limited
- Illegal occupation of RDP houses
- Shortage of Agricultural land
- Formalisation of informal settlements
- RDP Houses waiting list takes long time.



3.4.1.3. Informal settlements.

Table 32: Bela-Bela Informal Settlements

SETTLEMENT NAME	BACKLOG		SUPPLY (PROJECTS)							Part of Ptn	
	Informal Units	In Situ	To be Relocated	Bela-Bela Ext 7	Bela-Bela Ext 8	Bela-Bela Ext 9	Iwambatho Ext 25	Towooomba RDP	Towooomba Site & Services	Towooomba Total	42 Bulskop Housing
Jacob Zuma	753		753	37	116	905	250	2 000	377	753	500
Bela-Bela Ext 9	1 275		1 275	37	50	905			76	283	
Erf 9331	66		66		66				171	171	
Spa Park	421		421				250	315	314	629	
Backyard Units	629		629					373	373	373	
Tsakane	573	200	373						147	147	
Vingerkraal	294	147	147				250	763	1 589	2 356	
TOTAL ALLOCATED	4 011	347	3 664	37	116	905		1 233	2 312	3 544	500
Surplus/Deficit											4 044

* Spa Park X3: 342 erven

** Can alternatively be accommodated by Bela Bel X13, X14 (low income capacity of 1805 Units)

- The Jacob Zuma informal settlement is currently located on a wetland area and the 753 families need to be relocated.
- An estimated of 1275 households are residing in Bela-Bela X9 informal settlement which was upgraded in the financial year 2018/19.
- The Erf 9331 informal dwellers are (66 units) settlements has 66 households.
- Spa Park informal settlement provision has a total number of 421 households.
- There is an estimated number of 629 households living in backyards.
- In Tsakane informal settlement has a total number of 373 households.
- Vingerkraal informal settlement has a total number of 147 households



3.4.2. Health and Social Development

3.4.2.1. Health and Social Development Facilities

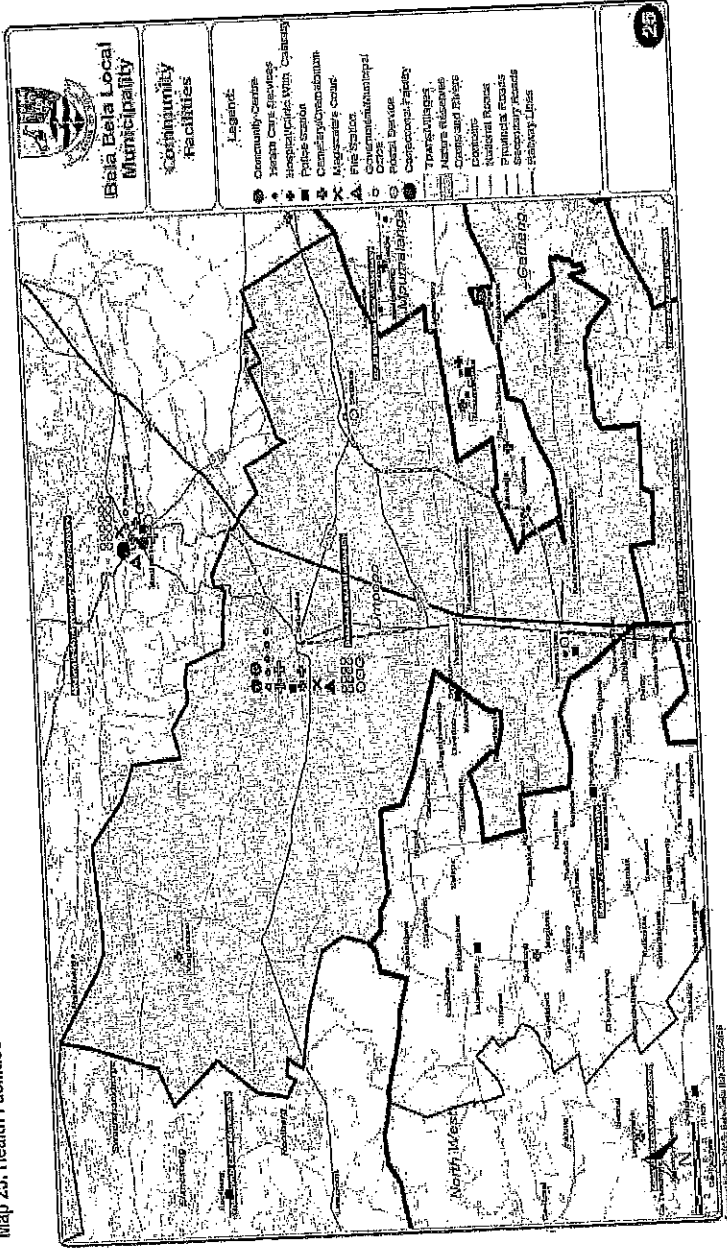
Bela-Bela municipal area is currently serviced with *two hospital, six clinics and two mobile clinics*. Table below is an indication of accessibility to these two hospitals by the settlement areas within the municipal area and the location of other health facilities (i.e. clinics and mobile clinics) in relation to these settlement areas. As evident from the Map 27 below depicts the majority of the health facilities are clustered within Bela-Bela Town and this can be considered to be logically acceptable given the fact that it has a largest concentration of population which implies a greater demand for the health service.

Table 33: Availability of Health Facilities in Bela-Bela

SUB-DISTRICT	HOSPITAL	CLINICS	MOBILES	COMMUNITY HEALTH CENTERS
Bela-Bela	1 Public Hospital and 1 Private Hospital	4	2	0



Map 25: Health Facilities



3.4.2.2. Backlogs and challenges in relation to health and social development services

An application of a 5 km radius from each clinic suggests that a number of settlements are not well provided with health facilities such that Pienaarsrivier, Radium and Rust de Winter are located quite far from the health facilities i.e. beyond the twenty kilometers of reach from hospitals and beyond five kilometers from clinics. Nonetheless, the Department operate mobile clinic at Radium (Masakhane and Rust de Winter) on a monthly basis. The old clinic which is situated at Leaseding section is Health risk because is sinking in and is not safe for usage, hence it has been vacated the Department is also operating mobile clinics at Zuma, Extension 5, Donoza, Marabastand Shop, Sun Valley and Spar Park on a monthly basis. Communities are complaining in the following operational hours for the clinics:

Pienaarsrivier Clinic: 40hrs per week (Monday to Friday) - Clinic not operating on weekends



Town Clinic: 12hrs (7 days a week) - Clinic not operating at night

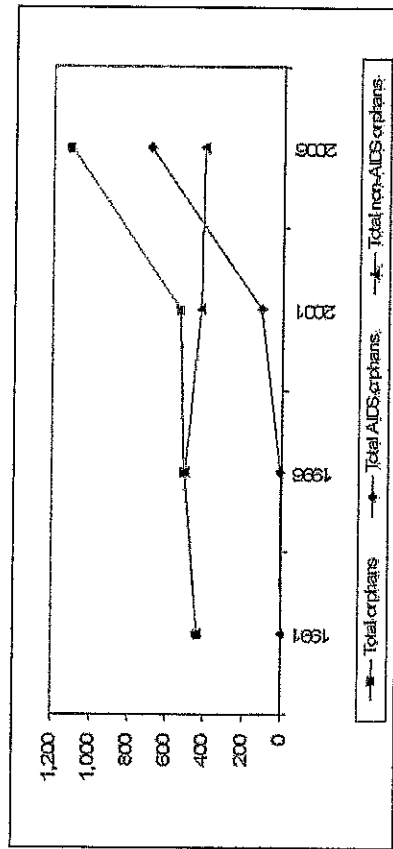
Settlers Clinic: (7 days a week) - Clinic not operating on weekends.

3.4.2.3. Range of diseases

Malaria: The Waterberg region is malaria free – no precautions are necessary. Visitors to the far north of Limpopo Province and particularly along the Limpopo valley should take precautions.

HIV/AIDS: The statistics prepared by the Development Bank of Southern Africa indicates a drastic increase in the number of people affected with HIV/ AIDS within Bela-Bela. According to the projections, the number of the people affected by the HIV/ AIDS epidemic increased from 7 810 to 14 333 from the period 2001 – 2011. **Figure 10** below is indicative of the trends in the number of HIV/ AIDS orphans due to the AIDS epidemic within Bela-Bela.

Figure 10: Impact of HIV/AIDS on Orphanages



Source: DBSA 20

The detrimental impact of HIV/ AIDS will be beyond than placing the social development institutions at a pressure to make necessary provisions for accommodating the HIV/ AIDS orphans who are currently increasing at a rapid pace, such that the impact of HIV/ AIDS has a severe impact to the social and economic development of the area and it can lead to the following situations:-

- Low and/ or zero population growth rate, thus affecting the sustainability of projects that are based on certain population projections.
- A significant number of households will suffer a loss of income when the economically active member/ breadwinner dies of AIDS pandemic.



Families of HIV/ AIDS victims will be forced to divert their income, which could have been used for other socio – economic activities to conduct burial ceremonies as the African cultures encourages expensive funerals.

- The economy of Bela-Bela in particular will be negatively affected, as income will be lost due to absenteeism caused by ill health, and the necessary training of new incumbents.
- Potential Increase in Child Headed Families in instances where one of both Parents perish as a consequence of the Epidemic
- On the financial perspective, the increase in the number of orphans and abject poverty will eventually force the government to spend more on social activities than on capital infrastructure, which propels economic development. This will also impact negatively on the ability of the investment attraction Municipality as investments rely heavily on the availability of capital infrastructure.

Concerted efforts is therefore needed from all Stakeholders within Bela-Bela and surroundings to come up with innovative approaches to sustain the current interventions and implement new solution



3.4.3. Safety and Security

3.4.3.1. Provision and backlogs

The areas that do not have Police Stations and Satellite police station are Bela-Bela Township, Spa Park, Masakhane and Rapotokwane Village. According to the crime statistics (as sourced from South African Police Services), the crime levels in Bela-Bela can be considered to be very low, nevertheless Table 35 below reflects the number of cases that were recorded in 2011 and 2012 which also gives an indication of the crimes that either increased or declined during that period.

3.4.3.2. The number of police stations in the municipality

Table 34 below illustrates the current Safety and Security within the municipal area with three police stations to cater for public safety. These facilities are located within three different areas (i.e. Bela-Bela Town, Plenaarsriver and Rus de Winter) within the Municipality as indicated in table below.

Table 34: Availability of Police Station

Location	Status Quo
Bela-Bela (Warmbath) Town	Main Station
Bela-Bela Township	There is no Station
Plenaarsriver	Main Station
Rus de Winter	Main Station
Rapotokwane	There is no Station

3.4.3.3. Crime categories

Table 35: Crime Statistics in Bela-Bela

CONTACT CRIMES (CRIMES AGAINST THE PERSON)		
	2017	2018
Murder	10	10
Sexual Offences	63	48
Attempted murder	14	15
Assault with the intent to inflict grievous bodily harm	251	226
Common assault	227	280
Common robbery	58	59
Robbery aggravating circumstances	89	79



CONTACT-RELATED CRIMES		
	2017	2018
Arson	4	4
Malicious damage to property	104	152
PROPERTY-RELATED CRIMES		
	2017	2018
Burglary at non-residential premises	98	86
Burglary at residential premises	490	408
Theft of motor vehicle and motorcycle	20	44
Theft out of or from motor vehicle	105	85
Stock-theft	28	40
CRIME DETECTED AS A RESULT OF POLICE ACTION		
	2017	2018
Illegal possession of firearms and ammunition	11	16
Drug-related crime	610	853
Driving under the influence of alcohol or drugs	28	34
OTHER SERIOUS CRIMES		
	2017	2018
All theft not mentioned elsewhere	497	481
Commercial crime	80	71
Shoplifting	89	82
SUB-CATEGORIES OF AGGRAVATED ROBBERY		



	2017	2018
Car jacking	2	5
Truck hijacking	1	0
Robbery at residential premises	11	11
Robbery at non-residential premises	23	8

Source: SAPS Website, Visited 16 March 2019

The need and location of future public safety facilities should be informed by the crime statistics and the good road network to ensure that the emergencies are attended to efficiently. The crime rate in Bela-Bela Municipality is considered to be a concern and the intervention is urgently recommended. The IDP Forums held with the community has reflected that Public Safety is a key area of concern within specific parts of the municipal area (i.e. Bela-Bela Township and Rapotokwane) and these will need to be addressed.

3.4.3.4. Fire fighting, Traffic, Environmental Health

Traffic Law Enforcement

Road monitoring and patrol are performed on daily basis, where Municipal Traffic Officers are visible on the roads to calm the traffic flow and to minimize traffic offences and ultimately accidents, general crime and apprehend those who contravene the law. Road monitoring are performed weekly in collaboration with SAPS and at times with Provincial traffic officers. On monthly basis an average of 1000 tickets are issued. Structurally, the Traffic Section is adequately staffed and fully equipped with vehicles, uniform and stationary to be able to perform their tasks optimally.

Challenges: Most accidents happening around the municipality are caused by drivers who uses their cell phones while driving and those who consume intoxicating substances during or before their driving.

**3.4.4. Education****3.4.4.1. The number and categories schools**

Table 36: Public Schools per Quintile and Municipality and Learner: Educator ratio in Public Schools

MUNICIPALITY	TYPE OF SCHOOL				SCHOOLS WITHOUT			
	SEC	SPECIAL	PRIMARY	COMBINED	FET	TOTAL	ELECT	WAT
BELA BELA	5	1	19	0	0	24	2 (Gretna and Ramoroko)	2 (Malebone and Ramoroko)
								1 (Blaanboshkuil)

3.4.4.2. Backlogs/shortage of schools/classrooms, water, sanitation and electricity services in schools in the municipality

Overcrowding in classrooms has been identified in Raeleng high school which is in Leseding section and Batho Pele high school which is located in Pienaarsrivier. The number of additional classrooms needed has not been verified. Table below shows educational challenges per ward.

Table 37: Education - Challenges per Ward

WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Ward 2 (Raeleng School)	Need for an administration block
Ward 2 (Raeleng School)	Need for additional Classes to minimize overcrowding in classrooms
Ward 1 (Spa Park primary school)	Need for sports facilities and Recreational
Ward 2 (Raeleng School)	Need for Scholar/ learner transport
Ward 3 (Albert Lethuli Primary School)	Need for an Early Childhood Centres
Ward 8 (Rapotokwane - Khobongwane Primary School & Litho Secondary School)	Need for a High School
Ward 8 (Rust de Winter)	
Ward 9 (Masakhane)	Need for an institution of higher learning in Bela
Ward 7 (All section in a ward)	Bela
Ward 1 (Informal Settlement)	
Ward 7 (All section in a ward)	
Ward 9 (Masakhane)	
Affects all wards	



Ward 9 (Masakhane)	Need for ABET facilities
Ward 3 (Mandela)	Need for a library
Ward 8 (Rapotokwane)	Educational services still in Mpumalanga Province

3.4.4.3. Number and state of libraries in schools in the municipality.

There are two libraries in the Municipality

3.4.5. Sports, Art and Culture

3.4.5.1. Challenges and backlogs with regard to provision of sports

Table 38: Sports - Challenges per Ward

WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Ward 2 (Leseding)	No community hall / Multi – Purpose Center
Ward 3 (behind Sunfa Stadium)	
Ward 4 (Ponto)	
Ward 6	
Ward 9 (Masakhane)	
Ward 6 (Next to Railway line)	No fence at Sports field
Ward 2	No sports/recreational facilities
Ward 8 (Rapotokwane, Rus de Winter)	
Ward 9 (Masakhane)	
Ward 1 (Spa Park sports ground)	Upgrading of sports/recreational facilities
Ward 3 (SANFA Stadium)	
Ward 6 (Next to Railway Line)	
Ward 1 (Spa Park & Informal Settlement)	Need for a cemetery
Ward 7 (Tsakane)	
Ward 8 (Plenaarsrivier)	Cemetery not fenced
Ward 8 (Rapotokwane)	
Ward 9 (poor quality of fencing in Masakhane)	
Ward 8 (Rapotokwane)	No sports and cultural development as well as lack of information
Ward 9 (Masakhane)	Need for a library



3.4.5.2. Backlogs and challenges regarding public libraries and multi-purpose community centres in the municipality

Table 39: Challenges regarding Public Libraries and Multi-Purpose Community Centres in the Municipality

LOCATION	FACILITIES	CONSTRAINTS AND CHALLENGES
Bela-Bela Township	Bela-Bela Community Hall i.e. Performing Arts and Culture. Sporting amenities i.e. Netball, Volleyball, Basketball and Tennis Court. SUNEPA stadium. Molofo Sir stadium. Bela-Bela High Stadium. Two Community Park. 1 library	The Hall is multi – functional because it is also booked for special events and it is not always readily available for sports, arts, culture and recreational activities. The sporting amenities indicated on the column for facilities are the only sporting code facilities available at the municipal level and they are a lot of pressure they encounter due to overuse as a result the facilities are deteriorating very quickly. The long distance travelled by individuals who stay in the remote parts of the township. The condition on the football grounds (stadium) is not satisfactory. The parks do not have the ablution facilities and lights. Lack of sports Facilities
Bela-Bela Town	Jinnah Community Hall Spa Park Community Hall 3 library	Lack of facilities
Pienaarsrivier	Community Hall/Park	Lack of facilities
Masakhane	No facilities	Lack of facilities
Rus de Winter and Rapotokwane	Community Hall Sport Ground 1 library	These facilities are only located within Rapotokwane.

3.4.6. Telecommunication Services

Cell phones: Operate within reasonable range of all centers within the jurisdictional area of Bela-Bela Local Municipality but not deep in the mountain areas. Although during Easter and December holidays it becomes very difficult to make or receive a call on all network centers due to the influx of tourist who visits our various tourist establishment. Innovative ways are currently being explored with some of the Network Providers within the Municipality to improve the reception therein.

3.4.7. Cemetery and Cremation

Bela-Bela municipality has four (4) cemeteries:

- One cemetery at the township is inactive and closed.



- The Second one is situated at Masakhane for the usage by the community of Masakhane and Pienaarsrivier maintained by the Municipality.
- The Third one is on the R516 to town used by the community of Bela-Bela Township and town.
- The last one is in Rapotokwane used by the community of that village but we are not maintaining it.

Cemetery related challenges confronting the Municipality includes, but are not limited to the following:

- The cemetery in town is over busy with an interment rate of 450 burials on average per year.
 - The rise in paupers' burials is actually making things worse.
 - The municipality is gradually running out of burial spaces,
 - This cemetery is not completely secured as a result we encounter vandalism of tombstones and other amenities.
- In an endeavor to address some of these challenges, the Municipality will amongst others do the following:
- Embark on Public awareness on alternative disposal of bodies or second and third burial in one grave.
 - Start the process of Identification of land for the development of a new cemetery.
 - Construction of a crematorium

3.4.8. Ward Based Developmental Challenges

Table 40: Ward Based Developmental Challenges

WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Ward 1 (Spa Park & Jinnah Park) Ward 7 (Ext 6)	Unused build clinic
Ward 2 Ward 4 (Ext 8 & Informal Settlement) Ward 7 (Tsakane) Ward 9 (Masakhane)	Need for a clinic / Mobile clinic
Ward 2 Ward 3 Ward 5 Ward 6 Ward 7 (Ext 6 & Tsakane)	High rate of teenage pregnancy
Ward 5 (all section in a ward)	High level of Alcohol and Drug Abuse.
Ward 2 Ward 3 Ward 5	Ineffective HIV/AIDS awareness campaigns



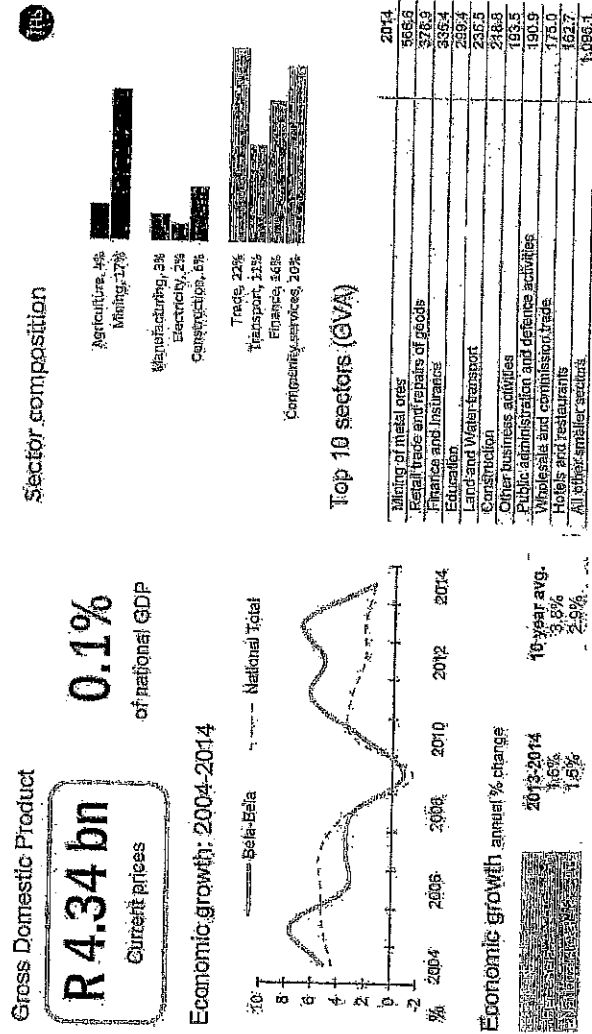
Ward 8 (Rapotokwane)	Ineffective TB awareness campaigns
Ward 3 (Mandela)	
Ward 5	
Ward 7 (Ext 6,7 & Tsakane)	Ineffective health inspections
Ward 5	
Ward 9 (Masakhane)	Health services still in Mpumalanga Province
Ward 8 (Rapotokwane)	Inadequate Food parcels for poor families
Ward 1 (Spa Park & Informal Settlement)	
Ward 7 (Ext 6 & Tsakane)	
Ward 8 (Rapotokwane)	Need for assistance offered for residence to obtain ID
Affects all wards	Shortage of pay-points
Ward 9 (Masakhane)	
Ward 7 (Ext 6,7 – Chester Cash Carry & Tsakane)	

3.5. ECONOMIC DEVELOPMENT ANALYSIS

3.5.1. Size and Structure of the Local Economy

Bela-Bela has a relatively small local economy with an economic value of production of only R1.8 billion in 2010 (at constant 2005 prices, as projected). There are several large property developments in this Municipality. Trade and tourism activities contribute significantly to local economic production. The agriculture sector in Bela-Bela makes larger relative contribution to the local economy than most other Municipalities in Limpopo. Table 41 below is an indication of various contributions towards the economy of Bela-Bela.

Figure 11: Impact Analysis per Economic Sector



Source: Global Insight, 2016



Table 41: The composition of Bela-Bela's Gross Domestic Product

	2017-18	2018-19
Agriculture, forestry and fishing	5	4
Mining and quarrying	4.9	17
Manufacturing	2.1	3
Electricity, gas and water	3.9	2
Construction	16.2	16
Wholesale and retail trade, catering and accommodation	15.9	22
Transport, storage and communication	10.1	11
Finance, insurance, real estate and business services	33.2	16
Community, social and personal services	18.6	20
Total	100	100

Source: Quantec & UE calculations, 2012 & Global Insight, 2016

Above is an indication of the performance of Bela-Bela in the Waterberg Economy. It should also be noted that Table 41 above, illustrate use of the traditional model of economic indicators which does not specifically group the tourism activities as one sector. The indicators that are closely associated with tourism in the context of figure above includes Transport (11%) and Wholesale (22%) which accounts for a 33% contribution to the economy of Bela-Bela.

3.5.2. Spatial Distribution of Economic Activities

3.5.2.1. Tourism

Tourism is one of the largest and fastest growing industries with the potential of becoming the focal point of the emerging economy in Bela-Bela Municipality. The principal attraction to Bela-Bela today is clearly its Natural Hot Springs. This spring water rises to the surface at a temperature of 53 degrees centigrade, is rich in limestone minerals.

These springs is attracting thousands of visitors who come to town to enjoy the healing qualities of the waters. Apart from being one of South Africa's prime tourism

destinations, Bela-Bela is also an important farming and game management and business hub.

The region is a vibrant tourist centre located just over one hour from Pretoria and a wonderful weekend destination for all who seek to escape to the tranquillity of the African Bushveld. The area was once rich in wildlife, has been restocked within vast conservancies where all the game species can now be viewed from custom game vehicles.

These estates offer a wide range of activities from night drives, game walks and testing hiking trails. Golfing and adventure sports' centres have also been established for the adventure enthusiast.

Some of many tourist attraction include historical and modern sites: Boer trekker, led by Andries Pretorius, passed through the area in the 1800's. His wife Christina is buried in the town. A well restored Anglo-Boer War blockhouse has been preserved. A short distance from the town is Buyskop where Conrad Buys and his commando withstood a siege; the stone from this site was used to construct the Union Buildings in Pretoria. On the Springbok flats to the east of town is the hill called Modimolle, a place of special significance to the people. In the town visit the African Craft Market where traders offer the wood, metal and stone art from many areas of Southern Africa.

Today the region faces exciting new challenges as development brings fresh business and employment opportunities to cater for the ever increased numbers of tourist to the region, who come to enjoy the Warmbaths and many facilities offered. Here you will be welcomed by people who share in a passion to create, in this small corner of Africa, a place that you can call home.

The Bela-Bela municipal area also is very strategically positioned w.r.t. major cities in South Africa. The supply of accommodation is made up of game lodges, guest houses, hotels, hunting facilities, holiday resorts and camping sites.

The most significant tourism attractions of the area can be classified into three clusters:

- Rust de Winter

There is an initiative by Gauteng Provincial Government (i.e. The Dinokeng Integrated Tourism Initiative) which should stimulate flows of new visitors into the southern tip of Limpopo province with various secondary benefits for Bela-Bela Municipality. There are plans for huge new reserves which will offer a big five, as well as a circuit of cultural centres. The relevance of the Dinokeng project is that Rust De Winter Village, Rust De Winter Nature Reserve and the section of the Limpopo province situated to the east of Pienaarsvlies, were an integral part of the feasibility study and have been included as key development sites. The nature reserve will be incorporated into the Big Five Reserve and two up-market lodges will be located along the western shore of the Dam. The low environmental sensitivity of the reserve and the close proximity to the Gauteng market makes Rust de Winter an ideal destination. The vision for Rust De Winter, as conceptualized in the Master Plan, is exciting and innovative and could impact positively on tourism within Bela Bela Municipality.

- Aventura Resort and Lodges in the vicinity of Bela Bela Town

Bela Bela is Northern Sotho for "Boiling – Boiling" and the name of the town is synonymous with the town's word famous hot water springs, which were discovered in the 1800's. The town was previously also known by the name Warmbaths. Bela-Bela Town is one of the most popular health and holiday resort towns in South Africa, which



owes its origin to the hot mineral springs that bubble at about 22 000 litres per hour with a temperature of around 53°C. The natural hot water is rich in sodium chloride, calcium carbonate and other salts that are believed to have healing properties.

- **Bonwapala, Kaya-Ingwe, Mabula, Mabalingwe, Sondela and others**

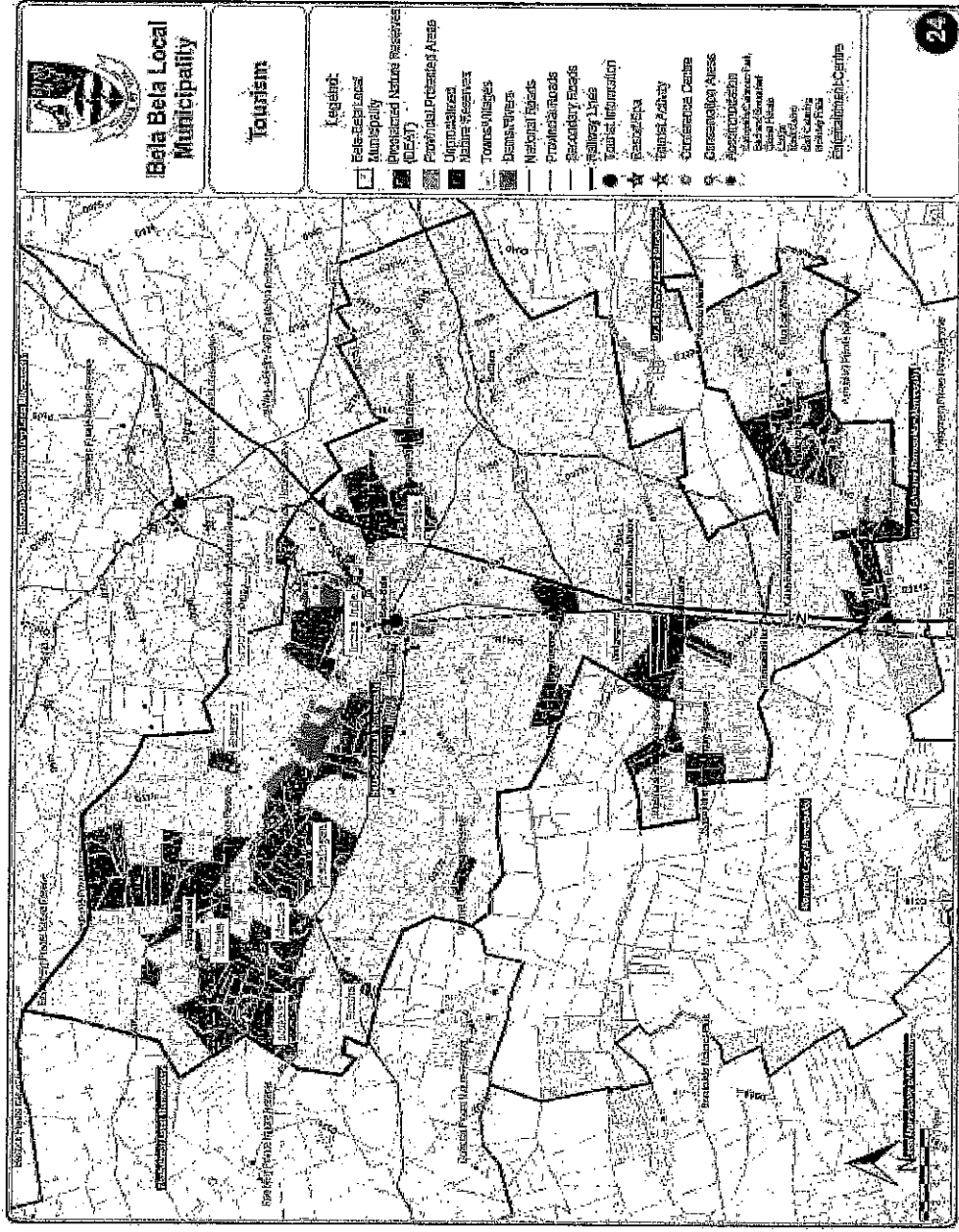
The third cluster of tourism attractions in the Bela Bela Municipality as identified in the Tourism Development Strategy is this cluster. These areas are well developed already and the identified potential markets are domestic and international.

The main opportunities that are still there to further redevelop and advance the tourism industry in a manner that can best benefit Bela Bela and its community can be summarized as follows:-

- Institutional Development – Develop a comprehensive tourism strategy, Encourage establishments to apply and maintain star grading, Develop accurate intelligence data, Develop a BEE strategy, Develop policy on Second Economy and Establish properly constituted forums for both the hawkers and Flea-market.
- New Product Development - Explore medical tourism, further develop sport / adventure tourism, Train station, Increase local content in product, and Manufacture products for sport industry and Diversify product offering.
- Skills development – train the emerging tourism entrepreneurs.



Map 26: Tourism





Tourism activities are mainly clustered in the northern parts of the municipality and comprise the following range of facilities (refer to Map 26 above):

Public and private resorts – These developments mainly comprise facilities such as chalets, caravan parks, hotels and other recreational facilities. These facilities also play an important role in the tourism industry, mainly catering for the weekend visitors, the majority of which originate from Gauteng. The private resorts comprise sectional title or share block holding to the owners, whereas the public resorts typically comprise hotels, camping and chalets. There are more than 14 such facilities in the municipal area, the most prominent being the Forever Resort Mbizi and Klein Kariba in close proximity to Bela Bela Town.

Wildlife estates / private nature reserves – This involves low-density residential developments in the deeper rural area (about 1 unit / 20 ha). The units are normally clustered to preserve the environment. Although these facilities initially catered for occasional visits, there seem to be a trend with some of the owners locating on a more permanent basis. Ownership varies from full to sectional title. Examples include Mabalingwe, and Het Bad.

Lifestyle estates – These are very similar to the wildlife estates, but they tend to be located closer to the towns with more permanent residents. They provide recreational facilities such as golf courses (which would be absent at the wildlife estates). Examples include Lejwe La Meetse and Inthaba Indle.

Bonwapala, Kaya-Ingwe, Mabula, Zebula, Mabalingwe, Sondela and others:

The third cluster of tourism attractions in the Bela Bela Municipality as identified in the Tourism Development Strategy is this cluster. These areas are well developed already

and the identified potential markets are domestic and international.

3.5.2.2. Agriculture

From Map 27 below, it is evident that the mountainous northern extents of the municipal area and areas around Rust der Winter to the south are predominantly used for game farming while cattle farming is concentrated in the southern areas around Pienaarsrivier. Crop farming is dominant in the central parts – especially towards the eastern parts of the Springbok Flats

High potential agricultural land irrespective of currently used for cash crop farming or not, should be protected against future sterilization of this land by settlement development or any alternative land-uses. Township development at existing nodes such as Bela-Bela Town, Pienaarsrivier town and others should be sensitive for high-potential agricultural land even though it might be excluded from the Subdivision of Agricultural Land Act (Act No 70 of 1970). It can therefore be concluded that the importance of agricultural development within the municipal area as a contributor to local economic development should not be ignored, but rather be developed to its optimal potential.

Even though agricultural related activities have decreased in the Bela Bela Local Municipal area the following crops are still produced in large quantities for local consumption and exports:

- Maize (Radium)
- Cotton (Bela Bela)
- Tobacco (Rust de Winter Area)
- Sunflower (Radium Area)
- Cattle, sheep, goat, horse and poultry farming (throughout the Municipality)
- Flowers and roses (various locations)
- Vegetables crops; and
- Various fruit types including grapes, citrus and peaches.

The agricultural sector in Bela Bela should also be considered as economically important particularly because it provides rural residents work as farm labour. However, this sector in many cases is characterized by very poor working conditions and wages are notoriously low with the existence of underemployment. Nevertheless in economic terms the agricultural sector has extensive backward and forward linkages, thereby contributing tremendously towards the overall development and existence of other sectors. This relates mainly to the inputs received from various sources to the agricultural sector (backward linkages) as well as output from the agricultural sector to various other sectors and users (forward linkages).

In terms of the weather conditions, Bela Bela comprises of temperatures between 20-29°C, with the average rainfall between 520 – 680 mm per annum. There are black and red clay soils of medium to high potential in the Springbok flats. Sandy, red soils and wellands cover the rest of the area. Vegetable crops include the following: Squash butternut, Squash hubbarb, Onions, Watermelons, Cabbage assorted, Sweet Corn, Pumpkin Grey, Pumpkin White, Beetroot, Carrots, and Peppers. Fruit types include the following: Grapes, Citrus, and Peaches. Other crops include: Maize, Cotton, Millet, Tobacco, Lucerne, Cowpeas, Groundnuts, Wheat, Jugebeans, Chinabeans and Sunflower.

Due to the various crops produced, production systems vary widely. Although the trend is changing the whole industry is still characterized by a high unskilled labour input and a serious lack of middle management capacity. In the commercial estate farming the competitiveness of commercial production will be enhanced through appropriate skills development programmes at all levels and through infrastructure development. Access to water for irrigation is particularly important, but feeder roads to production areas and arterial roads to markets are just as important.

The agriculture sector is by its nature one of the most labour intensive industries, however, this ability to create jobs has decreased in recent times and there is evidence that the sector has even shed jobs. The main reasons can be attributed to the following:



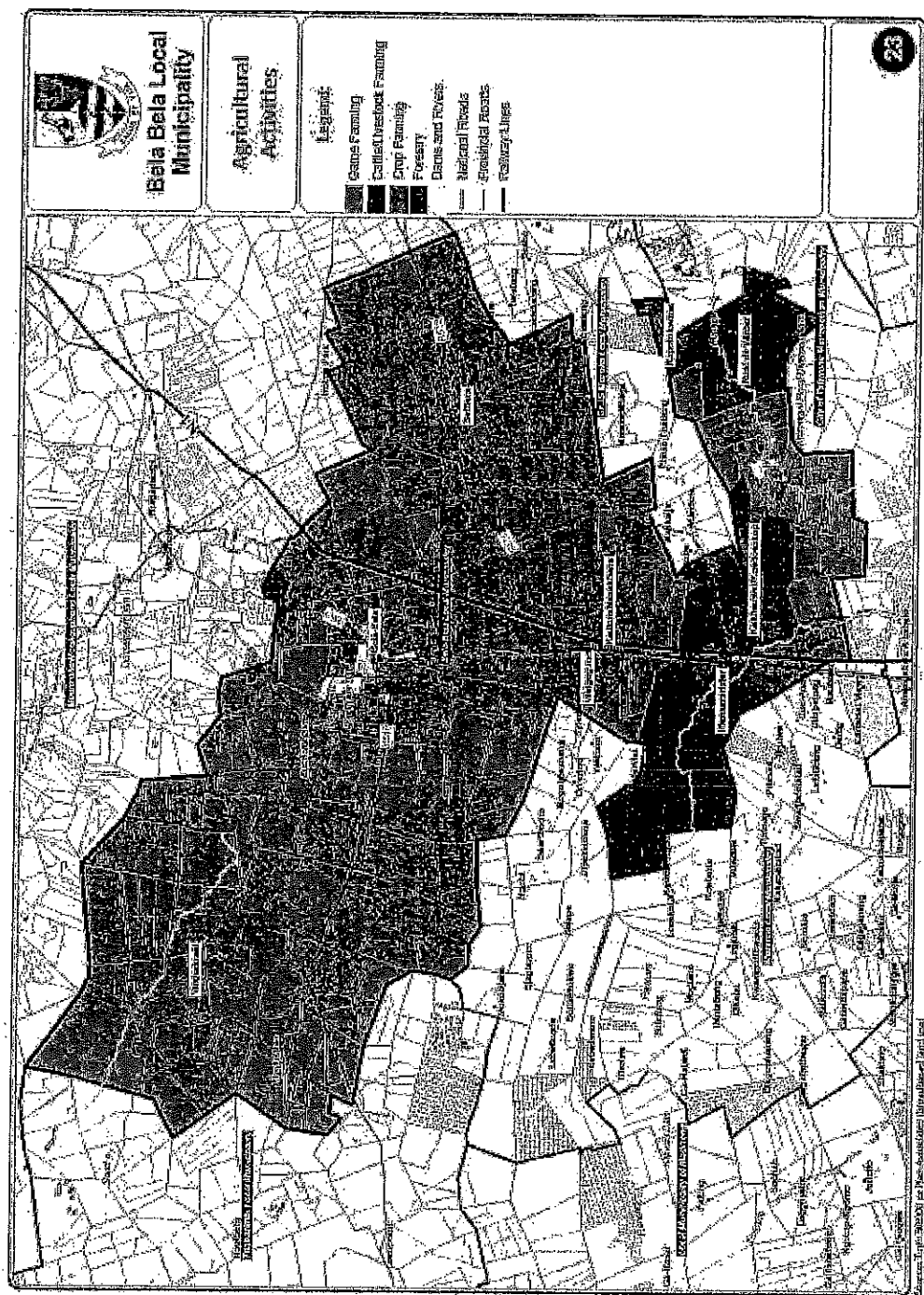
Mechanization – As with most other sectors, there is a trend towards mechanization (e.g. precision farming) in order to increase production output (per hectare).

Availability of labour – There are claims that those people that have access to some form of social grant, may find the agriculture sector less attractive as they can probably get a similar, or very close to, a similar income through the social grant. As such, they may either withdraw their labour effort, or only offer it partially, which presents practical problems for the farmer.

Effects of ESTA – The Extension of Security of Tenure Act (No. 62 of 1997) (ESTA) stipulates that farm labours that has worked on the farm for longer than 10 years and is 60 years and older, has a right to stay on the farm. Some of the farmers are trying to avoid this by employing less people.

The main conclusion is that the agriculture sector will play an increasingly important role to secure food security to the South African population, therefore making it a key sector in the economy. It is therefore important that all land be used productively.

Map 27: Agriculture





3.5.2.3. Mining

The contribution of the mining sector towards economic development of Bela-Bela is not highly significant. There is only one (1) mine (i.e. NAMCO which mine Industrial Diamonds) that exists within Bela Bela. This mine is located on the southern parts of municipal area and approximately six (6) kilometers to the south east of Radium. Although diamonds are found on the existing mining activity the previous research undertaken as part of the past IDP reviews revealed that the mineral occurrences that existed in Bela Bela for mining resources and precious metals (i.e. gold and diamonds) is of a very low grade and potential to such an extent that it cannot be considered probable that these minerals can be mined within the next 20 – 50 years. Other metals that are found on a limited scale include manganese, copper, tin, cobalt and the supply of calcite, refractory clay and fluorspar is sufficient. The distribution of limestone industrial mineral is small with a medium scale supply of sandstone and clay which is used to manufacture the bricks within the area.

3.5.2.4. Business

Bela Bela Town has a well-defined CBD which is gradually expanding southwards to the Waterfront development and Bela Bela Mall (Refer to Image 3 & 4 below). This is the only business node of significance in the municipal area although Pienaarsrivier also has a very small business area.



Image 3: Prominent Businesses in Town

BELA BELA TOWN – PROMINENT BUSINESSES

Land Use Photographs – Diagram 1

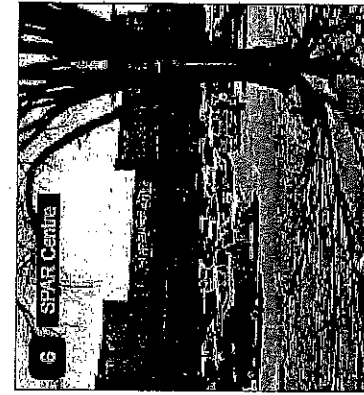
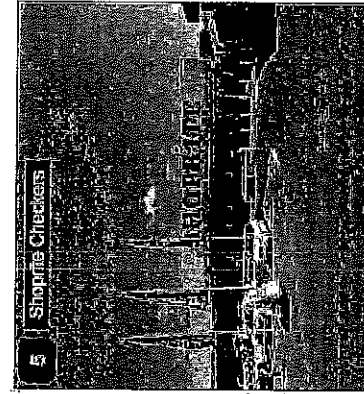
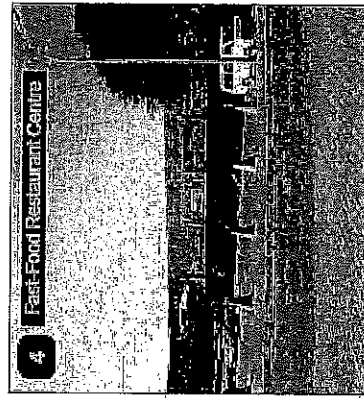
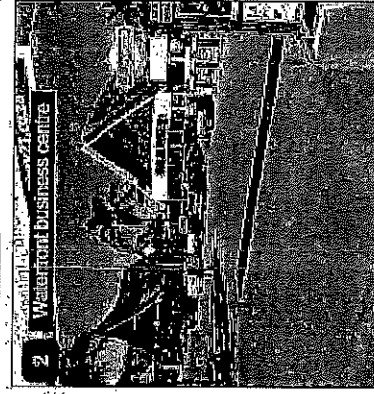
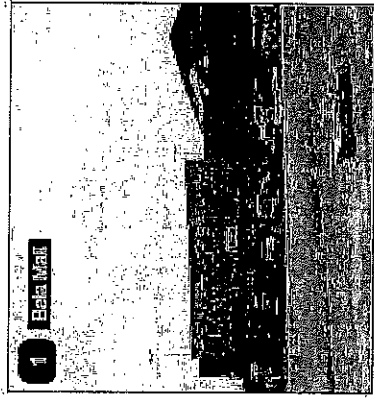
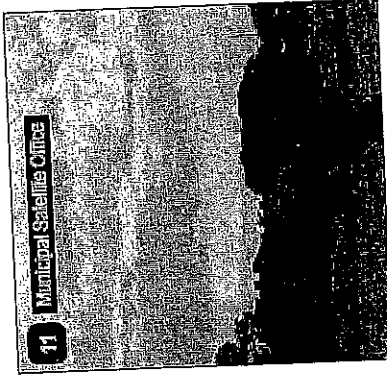
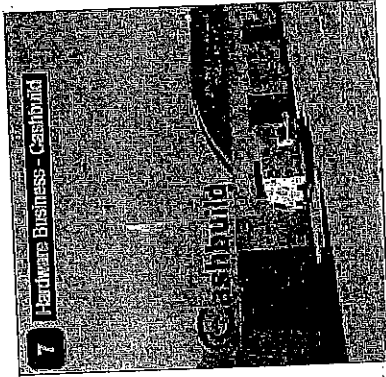
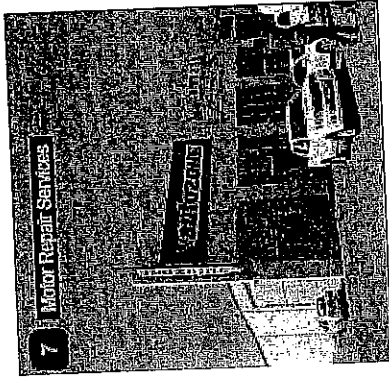




Image 4: Prominent Businesses in Town (Motor, Hardware and Community Facilities)





3.5.2.5. Industrial

There are two small industrial areas in Bela Bela Town (north and south of route R516 – refer Image 5 & 6 below). It mainly comprises service industries with very limited manufacturing taking place in the industrial areas.

Image 5: Northern Industrial Area

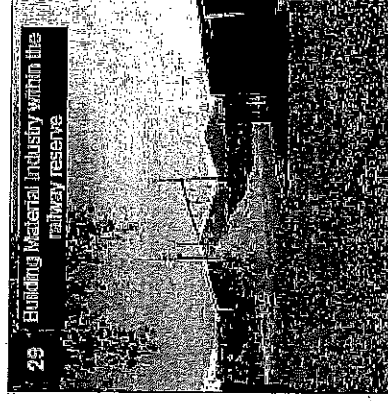
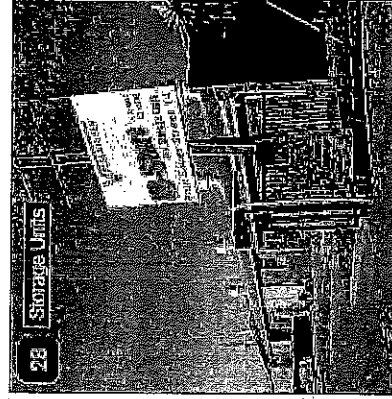
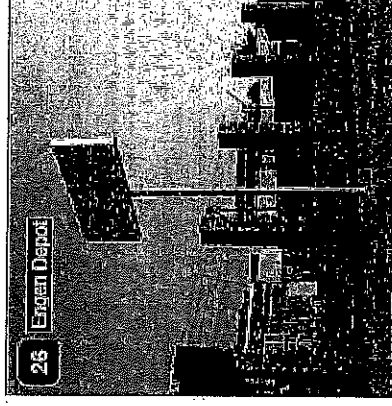
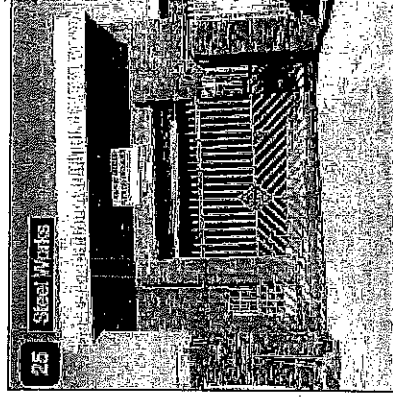
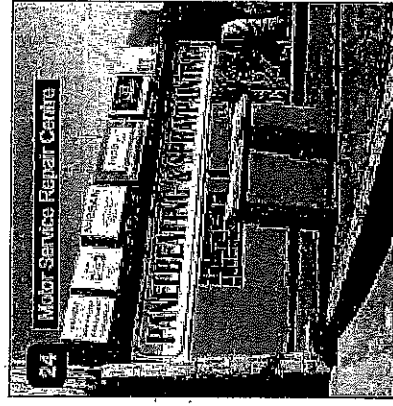
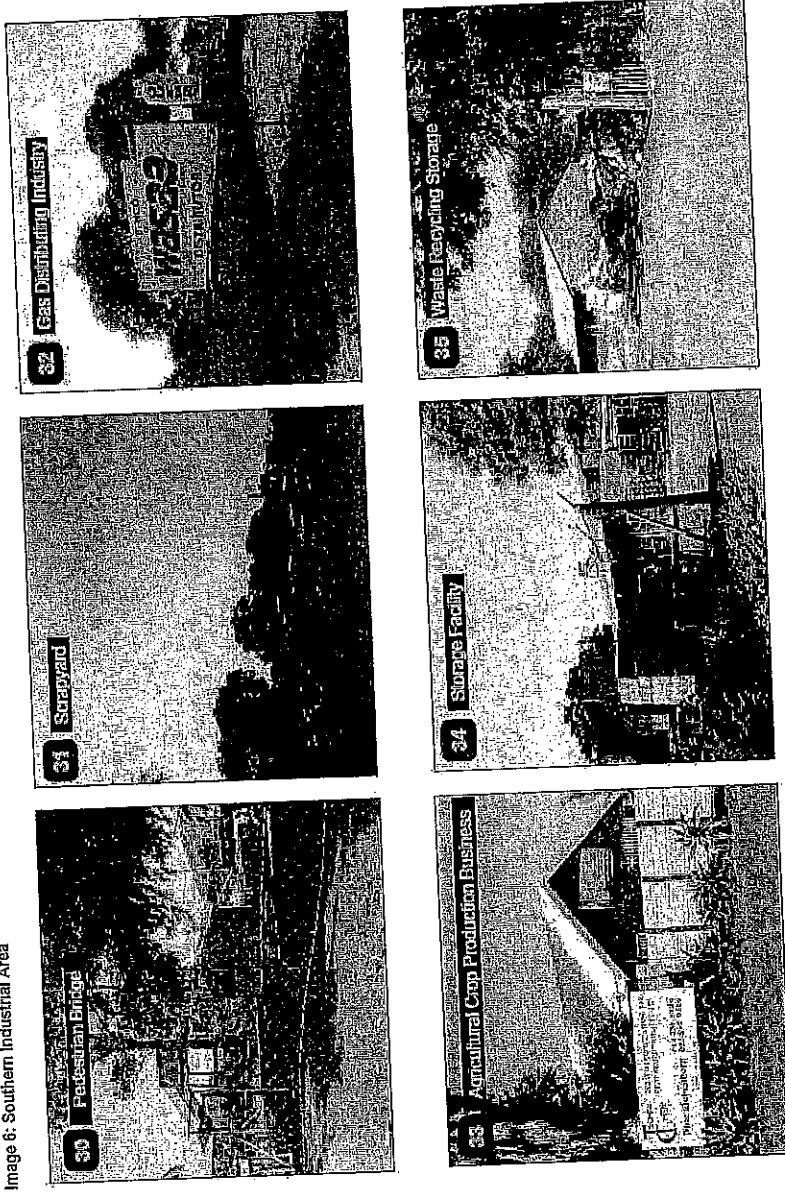




Image 6: Southern Industrial Area



3.5.3. SMME Development and the Second Economy

The SMME sector has a potential to revive stagnating economies and reduce poverty. Unfortunately there are no records of the SMME's contribution to the economy of Bela Bela as most of the activities cut across economic sectors while some are aligned to survivalists involving vending at taxi ranks and along pavements. Most of the SMMEs and second economy activities are in trade and wholesale, arts and craft, utility services and transports. These activities can be mainstreamed to the existing well performing first economy e.g. mainstreaming the arts and craft street vendors to the existing tourism market. This would require the vigorous efforts by the Municipality and provincial government to come up with the creative ways of supporting the development of SMME. Map 28, Image 7, 8 and 9 below depict the Township street business node to rationalise the above paragraph.



Map 28: Mile and Muthoko Street Business Node

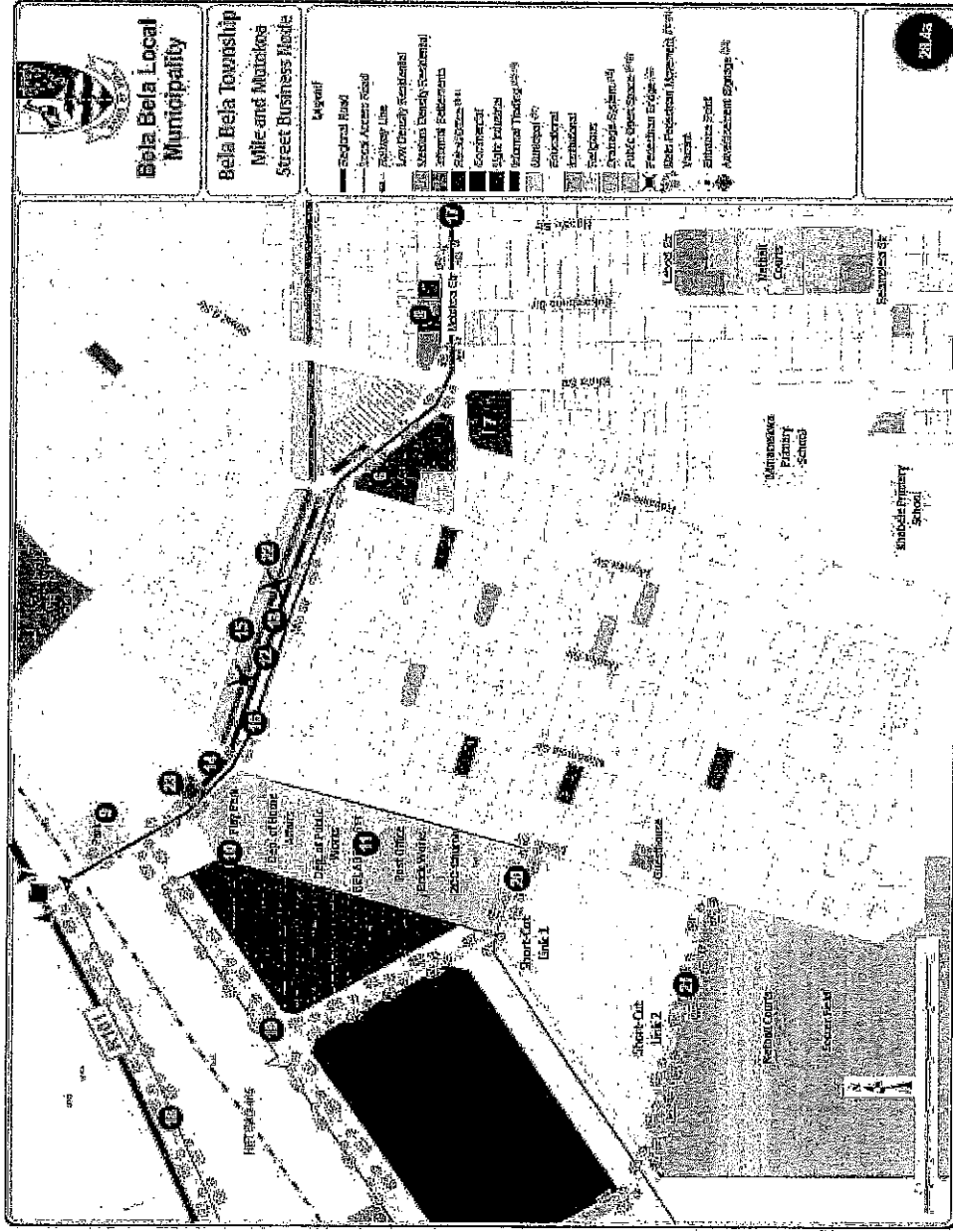




Image 7: Township Primary Business Node

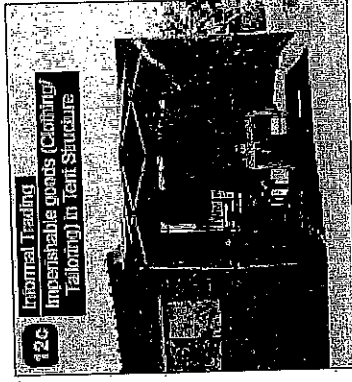
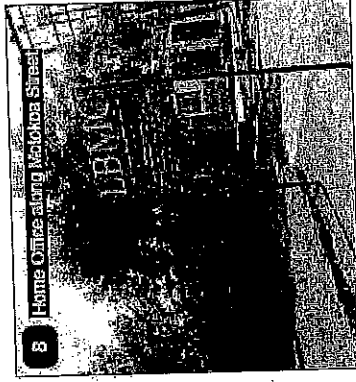
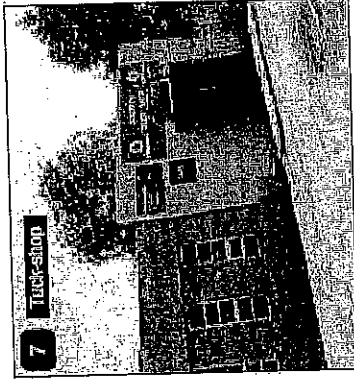
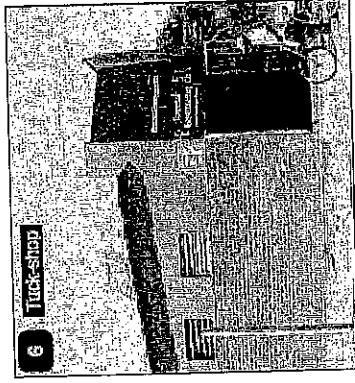




Image 8: Township Primary Business Node

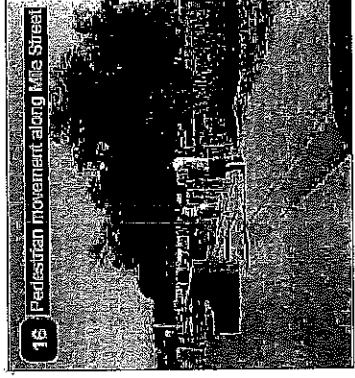
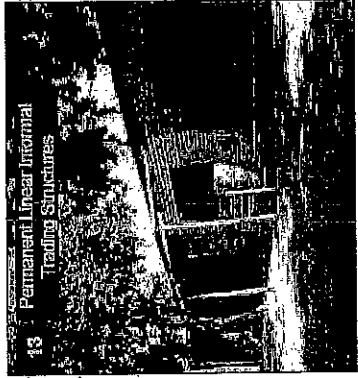
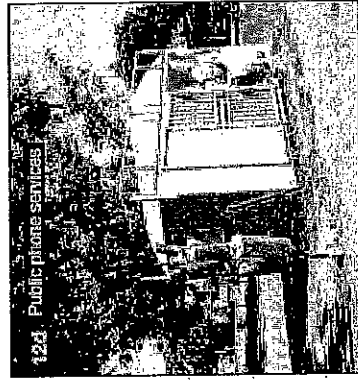
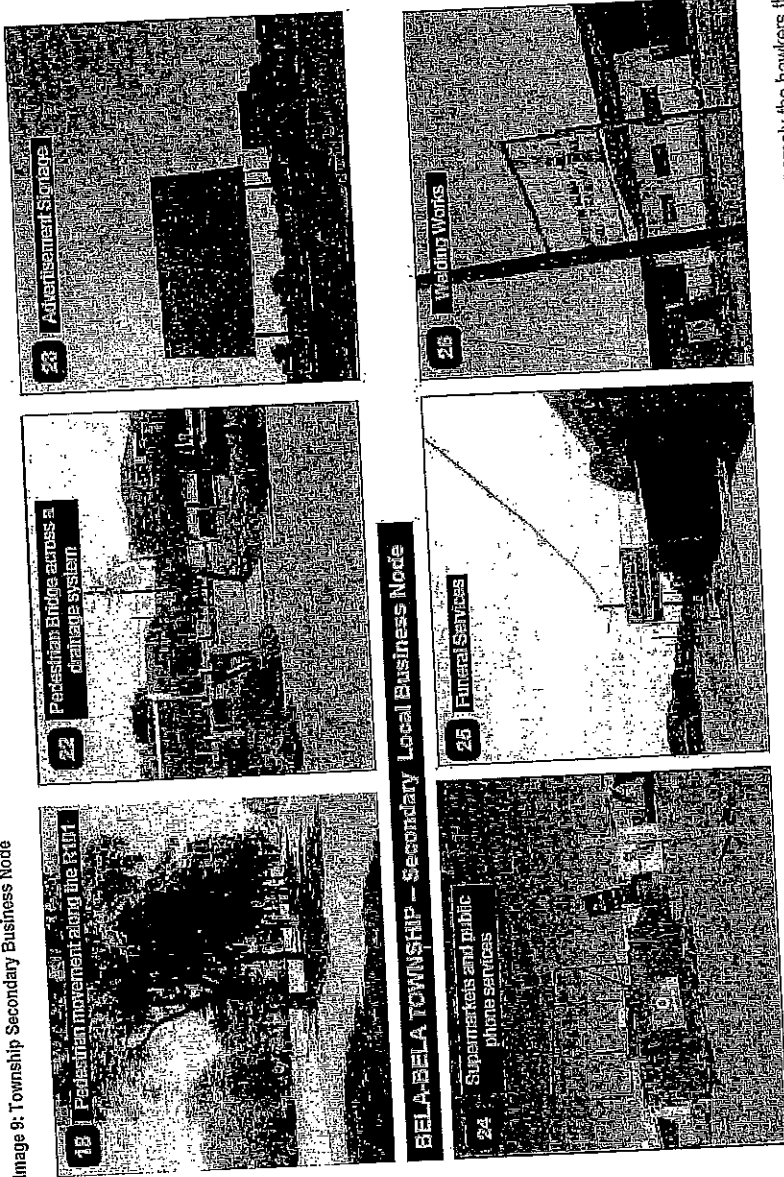




Image 8: Township Secondary Business Node



The LED Strategy for Bela Bela (2008) indicated that the informal sector in Bela-Bela can be divided into two groups namely the hawkers that are located at the entrance to Bela-Bela Township, and the flea market which is located at Checkers in the CBD area. The hawkers were provided with a few shelters at the main entrance to Bela-Bela Township where there is high traffic volume.

The shelters are supposed to provide interim space until the hawker has developed the enterprise to such an extent that he needs larger premises. To date, none of the hawkers have achieved this, which can be ascribed to a number of factors such as:



- Severe limitations on their potential mark-up for the following reasons:

The clients have the option to buy the same commodities at the shops located in Warmbath town, where there is more variety at lower prices.

In some cases, the farmers (from whom hawkers buy the fruit and vegetables) sell the same products next to the hawkers at the original purchase price.

- There is virtually no differentiation in the products offered. As a result, turnover and profit levels are very low and the enterprises can be considered as survivalist.

- The shelters are not provided with any services, which present practical problems such as sanitation.

- The hawkers store their goods in the shelters which pose the risk of theft.

- Most of the entrepreneurs have no basic business skills such as cashflow management.

- The flea market entrepreneurs construct their own shelters. They either manufacture the commodities themselves, or purchase it from suppliers. Their primary market differs from the hawkers as they do not target the local market, but the tourists visiting the area.

Challenges include the following:

- The area is not serviced.
 - Due to the lack of proper storage facilities, they have to take all their commodities with them at the end of each day, which pose major logistical problems. Although they are well located in terms of the through-flow of tourists, very few tourists know about them and stop at the market (i.e. in most cases, the tourists will drive past to their destinations).
 - Flea markets tend to be to develop a unique product.
 - Similarly to the hawkers, very few have basic business skills.
 - Offer the same products and by the time the tourists have arrived at Bela-Bela, chances are very high that they would have visited similar flea markets elsewhere.
- The goal should therefore

Table 42: Support to SMMEs

NO.	NAME OF CO-OPERATIVES	No. of Beneficiaries	LOCALITY	CHALLENGES/NEEDS
1.	Dinaletsana Co-operative	3	Masakhane	No commitment from other members. Irrigation System. No fencing. Tractor and implements. Non-functional Borehole.
2.	Legong Co-operative	5	Radium	- Dedicated Market. - Withdrawals of the members who are afforded to work on the farm.



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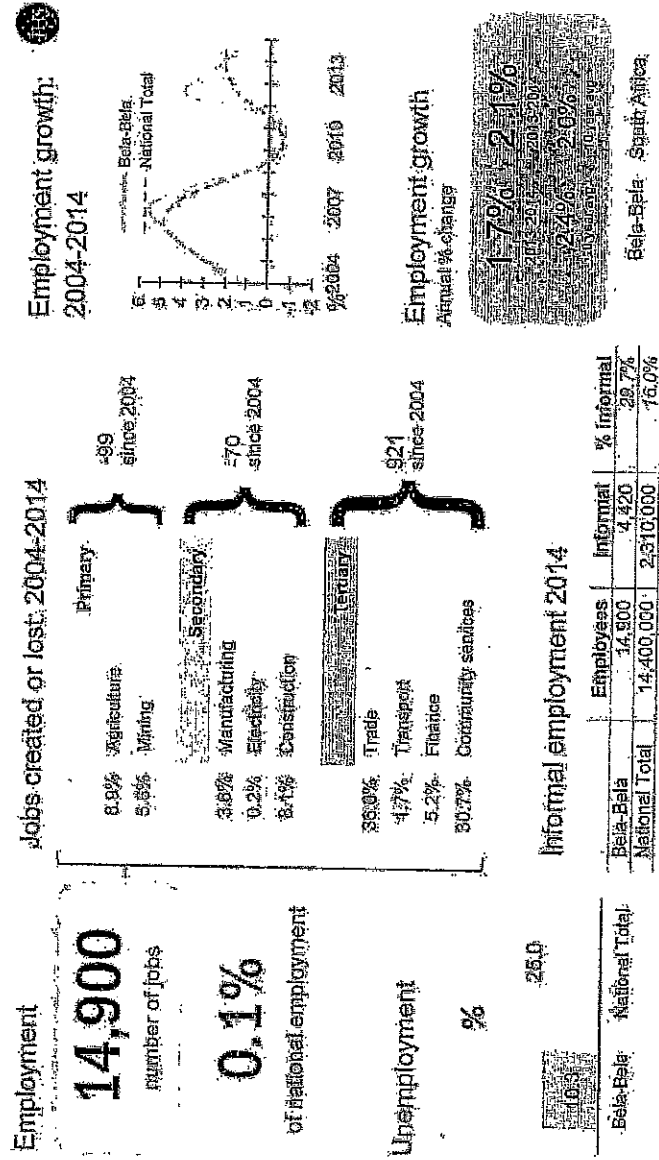
BELA BELA LOCAL MUNICIPALITY

				<ul style="list-style-type: none"> - Transport. - Non-functional Borehole.
3.	Mirjanerogo Hydroponic Greenery Co-operative.	6	Plot 17 Wilgeguns Radium (Masakhane)	<ul style="list-style-type: none"> - Dilapidated Hydroponic Infrastructure. - Water shortage.
4.	Morajomo Co-operative Limited	14	Plot 17 Wilgeguns Radium (Masakhane)	<ul style="list-style-type: none"> - No commitment from other members. - No fencing. - Non-functional Borehole.
5.	Moselane Agricultural Co-operative	5	Radium	<ul style="list-style-type: none"> - Dedicated Market. - Only 2 members are active. - Transport. - Non-functional Borehole.
6.	Bela-Bela Agriculture & Projects	6	2096 Leseding	<ul style="list-style-type: none"> - Lack of land for Agricultural activities.
7.	Rua Naga Pataka	25	Bela-Bela	<ul style="list-style-type: none"> - Dedicated Market. - Withdrawals of the members who are afforded to work on the farm. - Transport. - Non-functional Borehole.
8.	Bela-Bela Leather Value Manufacturing	5	83 van der Merwe Street	<ul style="list-style-type: none"> - No challenges were raised.
9.	Bundo Agricultural Co-operative		Rust de Winter 180 JR	<ul style="list-style-type: none"> - No commitment from other members. - Agriculture Equipment.
10.	Lekhureng Co-operative Limited	-	549 Hulpfontein (Radium)	<ul style="list-style-type: none"> - Land
11.	Tetemburno Chix Agricultural Co-operative	5	7544 Ext 6	<ul style="list-style-type: none"> - No challenges were raised. - Land.
12.	Batho le Temo Agriculture & Farming Primary Co-operative Limited	-	956 Mazakhele	<ul style="list-style-type: none"> - Need Land. - Agricultural Equipment.
13.	Bela-Bela Livestock Farmers			<ul style="list-style-type: none"> - Applied for Municipal Farms. - Need Land.
14.	Tlou Multi-Purpose and Agricultural primary Co-operative limited	5	2190 Ext 2 & 13	<ul style="list-style-type: none"> - Land 21 Ha (Farm 42 Blaauwboskuil 20 JR, Radium/Masakhane), Sheep, Goat & Crop Farming. - Funding. - Training.
15.	Sizakhele Primary Co-operative Limited	6	Stand 914 Mazakhele Str, Bela-Bela	<ul style="list-style-type: none"> - Request land to be leased for 10 years. - Portion 25 of Farm Herbad 465 KR.



In terms of Promoting Public – Private – Partnerships (PPP) and community partnerships in building the local economy, the Municipality has not undertaken any formal project in this regard. Nevertheless the Municipality has an intention to outsource the management of the two facilities (i.e. Airfield and Showground's) which are currently unproductive in order to ensure that these facilities became economically productive and create jobs as well courses that are offered.

Figure 12: Unemployment and Poverty Analysis



Source: Global Insight, 2016

It was previously indicated that the age composition of population in Bela Bela comprises of children who are under the age of 15 and who are not accounted as the labour force. The active labour force is estimates at 19 320 in 2014 individuals who are between the ages of 18 – 64. As illustrated above, 10.3% of the active labour force is unemployed. The unemployment rate in Bela Bela Municipal Area is similar to unemployment in the Province, but the labour force participation rate in the Municipality is



considerably higher than that of the Province. This could be the result of labour migration out of Bela Bela in search of work in Gauteng, particularly among younger adult members of the households. However, the Annual Employment growth average is 1,7% with Informal employment sector contributing 29,7%.

Table 43: Annual Household Increase

Table 42: Annual Household Income Increase											
Individual Income by Gender and Type of sector for Persons Weighted at 1000: Ba Ba Ba											
Female											
Male											
	Formal sector	Informal sector	Private household	Do not know	Not applicable	formal sector	Informal sector	Private household	Do not know	Not applicable	Total
No income	477	131	101	29	10368	500	104	88	12	12157	23956
R 1 - R 400	148	61	56	8	5117	147	59	58	13	5394	11050
R 401 - R 800	249	171	185	40	362	364	164	177	25	458	2185
R 801 - R 1 600	1710	872	721	155	1633	1306	518	585	97	2233	9830
R 1 601 - R 3 200	1950	609	683	154	295	1282	299	342	62	349	6025
R 3 201 - R 6 400	1077	206	199	51	220	719	102	79	34	234	2921
R 6 401 - R 12 800	796	121	88	27	223	703	53	44	6	146	2206
R 12 801 - R 25 600	516	77	46	14	146	369	27	13	3	62	1274
R 25 601 - R 51 200	373	32	21	6	27	17	6	5	-	20	367
R 51 201 - R 102 400	43	12	3	1	8	15	2	1	1	8	95
R 102 401 - R 204 800	26	4	3	-	17	11	3	2	-	6	70
R 204 801 or more	13	3	3	-	5	11	28	37	-	1725	4002
Unspecified	269	44	36	16	1610	230	-	-	6	1158	2488
Not applicable	-	-	-	-	1330	-	-	-	-	23949	66500
Grand Total	7447	2342	2111	503	21351	5741	1366	1432	259	23949	66500

Source: StatsSA-Census, 2011

3.5.4. Monitoring of Job Creation

The EPWP under Environment and Culture sector has created 372 temporary jobs of which 13 is for waste management and 63 is for creation and maintenance of parks. This initiative will run for period of 12 months and its main objectives is job creation and protection of the environment. 87 temporary jobs are created by the projects that implemented by the Bela Bela Municipality 27 are employed at Licence testing ground, 20 Road paving phase 3, 10 Bulk Infrastructure Ext9, 10 Resurface of Sports Courts and 20 at Multi – purpose complex at Ext6.

3.5.5. Municipal Wide Local Economic Development Challenges

The following challenges are identified as key to the development of the local economy:

The key challenge lies to the fact that the benefits of this sector has not mainstreamed Broad Based Black Economic Empowerment (BBBEE) and its success has not reflected any impact to deepen prosperity by the emerging SMMEs since it has mainly been private sector or investor driven. The additional constraints that hampers the further development of the Bela-Bela tourism industry is the lack of a shared vision for tourism. As a result, the effort is fragmented, with each establishment pursuing its



own goals, rather than working towards a shared vision. Although the industry has the proven potential to make a meaningful contribution to an economy, the following observations must be noted with specific reference to Bela-Bela:

- Not all product owners belong to the Tourism Association, which implies a "silo" approach with each owner pursuing his own goals and market segment instead of working together towards a shared goal.
- A lack of tourism intelligence (e.g. the number of visitors, their demographic profile, length of stay, spend, etc.).
- Very few of the facilities are star graded.
- Illegal signage along the roads spoils the area.
- Total lack of progress with BEE (at best, the establishments are compliance driven) – also a lack of knowledge and understanding of the Tourism BEE Charter.
- Huge leakages with establishments not buying local (minimize the potential multiplier effect).
- Potential market segments are not developed (e.g. medical tourism).
- Too much emphasis on "Eurocentric" markets whereas facilities too expensive for local communities.
- Policy requirements to support economic development e.g. business licensing

Table 44: Ward Based Developmental Challenges

WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Affects all municipal wards	Local economy benefit the foreigners more than it should the Locals.
Ward 8 (Masakhane)	Lack of Health inspectors to visits shops that sells products that are expired.
Affects all municipal wards	No development for other business activities.
Affects all municipal wards	EPWP temporary workers are not permanently employed in the Municipality as and when opportunities are available.
Affects all municipal wards	Tender processes and procedures are not transparent.
Affects all municipal wards	Contracted services for security is not employing local people.
Affects all municipal wards	Lack of information on LED (training, workshops, skills development etc).
Affects all municipal wards	Limited development of SMME's & Cooperatives.
Affects all municipal wards	Complicated procedure to acquire loans for SMME's.
Affects all municipal wards	Community members are not empowered with basic computer literacy and work based ICT skills.
Affects all municipal wards	Procurement policy does not benefit the local people.
Ward 2 (affect all sections)	High level of unemployment (mostly youth).
Ward 3 (affect all sections)	
Ward 5 (affect all sections)	
Ward 6 (affect all sections)	
Ward 7 (affect all sections)	
Ward 3 (ward based people are not employed on the road paving projects)	Capital projects do not benefit the local people within the ward.



Ward 4 (Ext 5, 8 & Informal settlements)	Sustainable projects/initiatives are limited (farming, agriculture, business managerial skills, etc).
Ward 5 (affect all business people in the ward)	
Ward 7 (affect all business people in the ward)	
Ward 1 (affect all sections)	



Bela-Bela economy operates within a larger South African context influenced by several national and provincial policy framework that inform and guide local economic development. In addition, there are also a number of district level strategies as well as a local IDP. The most important of these policy frameworks and development strategies include the following:

- National Development Plan.
- National Framework for LED.
- Limpopo Growth and Development Strategies.
- Limpopo Agricultural Development Framework.
- Limpopo Development Plan.
- Waterberg District Municipality LED.
- Waterberg Tourism Strategy.
- Waterberg Poverty Reduction Plan.
- Waterberg Co-operatives Development Strategy.
- Bela-Bela IDP.
- Limpopo Provincial Spatial Rational.
- Bela-Bela Spatial Development Framework.



STRENGTH	WEAKNESS
<p>Institutional:</p> <p>A number of key plans and policies are in place:</p> <ul style="list-style-type: none">- SDF- LUM- INDIGENT Policy- Tariff Policy- Write-off Policy <p>Municipal Finance:</p> <ul style="list-style-type: none">- Bela-Bela municipality is in a sound financial state.- Municipality is implementing MFMA.- Municipal revenue stream is improving with the implementation of Property Rates Act and Credit Control Policy (which has resulted in a decrease of outstanding debts). <p>Tourism:</p> <ul style="list-style-type: none">- Bela-Bela enjoys a particular comparative advantage in the tourism industry being accessible to the largest domestic market i.e. Gauteng, and having	<p>Institutional:</p> <ul style="list-style-type: none">- LED Forum has not being constituted.- Informal Trading By-Laws have not being gazetted.- There seem to be a proper relationship between the municipality and some of the established platforms such as Business Chamber and commercial agriculture.- There are concerns with regard to property development (long delays in approving building plans)- Bulk service costs and contributions are increased without consultation with communities (high service fees put pressure on the feasibility on developments and some have relocated). <p>Tourism:</p> <ul style="list-style-type: none">- Local Visitors Information Centre is not yet functional <p>Business:</p>

<p>the largest profile of attractions ranging from the hot water springs (which used to be the mainstay of the local tourism attraction) to the high quality golf courses and game ranches.</p> <ul style="list-style-type: none"> - The local tourism industry is well organised with tourism association. <p>Agriculture:</p> <ul style="list-style-type: none"> - Commercial agriculture is well organised with two Unions in place. - Commercial agriculture has managed to remain competitive which shows the technical and business ability of farmers. - There seem to be general willingness of commercial agriculture to assist emerging agriculture as mentors. However the availability of time is a challenge. - Number of emerging farmers are successful in producing for local commercial market. <p>Infrastructure:</p> <ul style="list-style-type: none"> - Municipality should have sufficient water for the period until 2025. 	<p>There are signs of negativity amongst business owners within the CBD</p> <ul style="list-style-type: none"> - Lack of enough parking for clients in the CBD. <p>Economy:</p> <ul style="list-style-type: none"> - High unemployment among the youth of working age. - Lack of sufficient job opportunities. - Income levels are highly skewed along racial lines (there is a significant leakage of buying power especially for luxury goods). - Most of the tourism establishments do not purchase their consumables locally, but in Gauteng where there's more variety and possibly lower prices. - The economy is small and open, and does not have much critical mass/threshold. <p>Infrastructure:</p> <ul style="list-style-type: none"> - Sanitation - Electricity <p>Labour:</p> <ul style="list-style-type: none"> - Bela-Bela population and youth in particular have low levels of functional literacy which has an impact on the following issues: marketability of the general population and youth in particular, reduce the general entrepreneurial capacity and the probability to successfully establish an enterprise. <p>Tourism:</p> <ul style="list-style-type: none"> - There is lack of a strong and shared vision for the further development of tourism industry.
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- The full value chain is not developed resulting in a significant loss of potential business and job opportunities.
- Tourism sector is still white-owned with virtually no progress made with regard to BBBEE.
- A large number of tourism establishments are not star graded.
- Lack of accurate data in terms of number of tourists visiting Bela-Bela establishments.
- Not all members are registered with local Tourism Association.
- Most of the local tourists attractions, including the hot water springs, have become almost unaffordable for the local population.
- The physical appearance of the town and in particular the entrance, is not appropriate for the town renowned as a "hub tourism".
- Municipality does not provide financial support to the tourism industry, which is one of the main economic drivers of the local economy.
- There are number of challenges with regard to signage: the place names are confusing with different names used along the N1 national road namely, "Bela-Bela", "Warmbath" and "Warmbad".
- There seem to be no control over signage in terms of where it is allowed (with the large number of signs spoiling the area) as well as design and appearance of the signs (use of incorrect colouring and lettering).
- Some niche markets have not been explored (medical tourism).



	<p>Real Estate:</p> <ul style="list-style-type: none">- It would seem as if past property boom did very little to stimulate a property market in the former black residential areas.- The housing stock in the areas still have very little commercial value and add little value to wealth creation for the owners (the houses has utility value and less market/commercial value).- There is a general concern that the municipality is not “encouraging” new property developments with long delays in applications and steep increases in bulk contributions. <p>Emerging Agriculture:</p> <ul style="list-style-type: none">- The concern is that large number of beneficiaries are not interested in agriculture but only stays on the land. <p>Commercial Agriculture:</p> <ul style="list-style-type: none">- A lack of proper communication with the municipality.- Value chain especially in the meat and game cluster is underdeveloped, resulting in loss of business opportunities.- The outstanding land claims increase the overall risk and hamper investment.- Lack of extension services.- Very few young people are interested in commercial farming.- The availability of water for irrigation is a challenge.- A general concern that not all communities that benefited from land claims are really interested in farming, thus resulting in high potential land
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not being used optimally, or even becoming fallow.	
OPPORTUNITIES	THREATS
<p>Institutional:</p> <ul style="list-style-type: none">- Establishment of LED Forum.- Improve communication with customers.- Finalize the outstanding land claims. <p>Training:</p> <ul style="list-style-type: none">- Business skills development.- Improve skills of labour force.- Improve marketability of school leavers through improves career guidance and support mathematics and science. <p>Emerging Agriculture:</p> <ul style="list-style-type: none">- Finalize water allocation to farmers in Rust De Winter.- Improve extension services. <p>Commercial Agriculture:</p> <ul style="list-style-type: none">- Development of meat cluster.- Improve extension services. <p>Tourism:</p> <ul style="list-style-type: none">- Development of comprehensive Tourism Strategy.- Encourage establishment to apply and maintain star grading.- Development of accurate intelligence.- Further development of the tourism related transport such as a passenger train from Gauteng.	<ul style="list-style-type: none">- The increase in HIV/AIDS and TB pose a threat to both the households and business environment. Households both direct (medication) and indirect (loss of potential income). It may also reduce the economic opportunities for children who may be taken out of school to either work and/or take care of the households.- The steep increase in the input cost that are not matched by a comparative increase in the farm gate prices (putting much pressure on profit).- The outstanding land claims increase uncertainty both for the established and potential beneficiaries.- The possible impact of the Expropriation Act.



<p>This can play an important role in unlocking further potential for the weekend market.</p> <ul style="list-style-type: none">- Improve the physical appearance of the town, and in particular the entrance.- Address the problem of confusing road signage (the confusing use of place names such as "Bela-Bela", Warmbath" and Warmbad").- Aggressive branding should follow from the Tourism Strategy.- Research/investigation of different niche market. <p>Infrastructure:</p> <ul style="list-style-type: none">- Upgrade electricity infrastructure.- Engage in planning for water.- Address problems of access roads.- Municipality is involved with Magalies and other stakeholders in planning for water. <p>Informal Sector:</p> <ul style="list-style-type: none">- Establish forums for both hawkers and Flea Market groups.- Produce commodities for sports industry.- Improve awareness with regard to tourism industry.	
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3.6. FINANCIAL ANALYSIS/FINANCIAL VIABILITY

3.6.1. Legislative prescripts on municipal financial management and legal implications.

Bela-Bela Local Municipality continuously implement its financial management principles which are in compliance with Municipal Financial Management Act (56 of 2003), Municipal Properties Rates Act, Medium-term Revenue and Expenditure Framework, Division of Revenue Act, Municipal Infrastructure Grant and Municipal Systems Act.

3.6.2. Assessment of the financial status/soundness of the municipality
Bela-Bela Local Municipality will strive on each financial reporting years to recognise the application of sound financial management principles for the compilation of the municipality's financial plan as essential and critical to ensure that the municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The Municipality also embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. A critical review was also undertaken of expenditures on noncore and 'nice to have' items and which led to implementation of cost containment measures. Fixed term service providers contracts are continually reviewed with a view to reduce the monthly fixed costs. This can be evidence by reduction in expenditure from audited 2017/2018 against the projected budget of 2019/2020

3.6.3. Revenue and Expenditure Management

Despite financial challenges experienced by Bela-Bela Local Municipality, the council will continue improving the quality of services provided to its citizens and generate the required revenue levels without creating heavy burden to the community. In these tough economic times, strong revenue management is fundamental to the financial sustainability of the municipality. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices and trade-off have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The Municipality's revenue strategy is built around the following key components:

- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Achievement of full cost recovery of specific user charges especially in relation to trading services;
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- Increase ability to extend new services and recover costs;
- The municipality's Indigent Policy and rendering of free basic services; and
- Tariff policies of the municipality
- National Treasury's guidelines and macroeconomic policy;



- Growth in the municipality and continued economic development;
- Efficient revenue management, which aims to ensure at least 95 per cent annual collection rate for property rates and other key service charges;
- Continuous engagements with key stakeholders, particularly farmers and business, to collect outstanding debt and improve current collection levels;

Bela-Bela Local Municipality debtors book have in the past financial year slight increased. Majority of Municipality debtor's book relate to debt over 120 days. Further reason for steady collection to reduce old debts which have become difficult to collect, relate to difficulties in locating or tracing some of the debtors.

The set collection rate during 2018/2019 was 95% of the billed revenue. The target was achieved during the year. Municipality had enforced the issue of credit control by making sure the credit control policy is fully implemented.

Table 45: Revenue Sources of the Municipality

Description		Rel: 2015/16	2016/17	2017/18	2018/19	2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Budget: 2019/20	Budget: Year +1 2020/21	Budget: Year +2 2021/22
Revenue By Source								
Property rates	2	229	468	62	84	90	96	102
Service charges - electricity	2	84	84	103	133	845	296	074
Service charges - water revenue	2	17	23	166	286	362	149	158
Service charges - sanitation	2	523	259	122	29	31	33	35
Service charges - refuse	2	366	862	101	17	200	072	057
Service charges - refuse	2	468	074	7	332	383	426	532
Rental of facilities and equipment		114	089	1	1	428	8	9
Interest earned - external		2	2	216	939	1	535	612
Investments		288	583	742	069	272	000	250
Interest earned - outstanding debtors		049	896	103	10	11	9	5
Dividends received					604	252	002	401
Fines, penalties and forfeits		4	12	15				
Licences and permits		451	756	526	598	526	578	692
		2	3	3	7	4	5	5



	742	256	926	259	926	221	535
Agency services	—	—	—	—	—	—	—
Transfers and subsidies	137	59	71	84	859	101	101
Other revenue	2	6	10	9	252	8	255
Gains on disposal of PPE	915	795	934	779	—	722	220
Total Revenue (excluding capital transfers and contributions)	—	—	—	—	—	—	—
	243	251	317	413	908	455	472
	243	324	890	908	769	885	931

Table 46: Expenditure Trends of the Municipality

	2017/18	2018/19	2019/20
Expenditure			
Capital expenditure	85 302 000	93 110 000	76 911 000
Operations and maintenance expenditure	458 638 000	406 627 000	408 085 000
Total Expenditure	543 939 000	499 737 000	484 996 000

3.6.4. Asset and Liability Management

The National Treasury Municipal Budget Circular number 66 for the 2011/2012 MTREF stated that municipalities must "secure the health of their asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance. The municipality has, over the last two financial years, struggled to increase the investment in repairs and maintenance due to cash flow challenges. Municipality to be able to be within the norm on renewal of assets, this means will need to budget at least R80 million in single year which will therefore represent huge spending to be incurred in a single year. The municipality will not be able to achieve the 8% norm in one year, but will gradually improve to achieve that norm over the medium term on assets renewal.

**3.6.5. Municipal Wide Challenges**

- Grant Dependence
- Poor Service Payment Rate in those areas under Eskom
- Increasing Number of Indigents
- Unproclaimed township/s

Billing related Challenges:

- Large number of damaged Meters that needs to be either repaired or replaced and nothing as yet has happened.
- Lack of clarity amongst Customers about the contents of their Municipal Accounts.
- Fragmented Financial Systems.
- Illegal connections of Services in some Extensions.

Table 47: Ward Based Financial Management Development Challenges

WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Ward 1 (Spa Park & Jinnah Park)	Incorrect billing
Ward 2 (affects All sections)	
Ward 3 (affects All sections)	
Ward 4 (affects All sections)	
Ward 5 (affects all sections)	
Ward 6 (affects all sections)	
Ward 7 (Ext 6 & Ext 7)	
Ward 9 (Masakhane)	
Ward 2 (Affects all sections)	Contracted services for Dept Collection is not effect enough
Ward 6 (Affects all sections)	
Ward 7 (Affects all sections)	
Ward 1 (Spa Park)	Inadequate vending machine particularly for the purchase of electricity
Ward 2 (Bux Shopping Complex)	
Ward 3 (Mandela)	
Ward 5 (Affects all sections)	
Ward 7 (Chester Cash & Carry)	
Ward 9 (Masakhane)	Unaffordable municipal rates/tariffs
Ward 1 (all section)	
Ward 2 (all section)	
Ward 3 (Mandela)	
Ward 5 (all sections)	
Ward 6 (all sections)	



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Ward 7 (Ext 6)	Delay in delivery of municipal accounts Inadequate community consultation on municipal rates/tariffs All indigents are not catered for provision of municipal services Tariffs for burial purposes are very high
Ward 9 (Masakhane)	
Ward 7 (Ext 6)	
Ward 3 (Mandela)	
Ward 7 (Ext 6)	
Ward 1 (Spa park)	
Ward 2 (Leseding part of ext 1 part of Mmapatla & Old Location)	
Ward 3 (Mandela)	
Ward 4 (Phomolong Ext 5 & 8)	
Ward 6 (affects all sections)	
Ward 5 (affects all sections)	
Ward 7 (affects All sections)	Tariffs for burial purposes are very high
Ward 9 (Masakhane)	
Ward 3 (affects all sections)	



3.7. KPA 5 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.7.1. The functionality of Municipal Council and Committees in good governance

The Legislative and Executive Authority of the Municipality is seated in the Municipal Council, of which the Members are proportionally elected representatives of Political Parties within the Municipal jurisdictional area. To ensure good governance, the Municipal Council is expected to act as the focal point for and custodian of Good Governance. The Council is expected to play an active role in the Strategy Development Process, It should ensure that the Long-Term Strategy and IDP are aligned to the expectations and needs of the members of the Community and other Stakeholders therein. Proper induction and Skills Development Programmes for Councillors must be amongst the key preoccupation of Council at that will be essential to ensure effective execution of assigned duties. The Municipality is using a Collective Executive System, where the Executive Committee constituted of Councillors from ANC, EFF, BRA and DA. To this effect the functionality of the Structures of Council can be reported as follows:

Municipal Council

Performs all its Legislative undellegated Responsibilities as core its business
Constituted of 17 Councillors.

Held 4 Ordinary Meetings and 1 Special Meetings during 2018/19 Financial Year.

The attendance Rate of Councillors on all the meetings averages 95% due to variety of reasons outside the control of the Municipality.

Executive Committee

Performs all the responsibilities delegated by Council as core its business

Constituted of 2 Councillors from ANC and 1 Councillor from DA respectively.

Held 3 Ordinary Meetings and 1 Special Meetings during 2017/18 Financial Year.

The attendance Rate of Councillors on all the meetings averages 90% due to variety of reasons outside the control of the Municipality.

Sub-Committees

Bela-Bela Local Municipality has established section 79 committees. The committees are structured as follows:

Planning and Economic Development/Infrastructure Sub Committee

Social and Community Services Sub committee

Governance & Transformation /Budget & Treasury

MPAC



The committees sit every month. All recommendations are then forwarded to the Executive Committee for consideration. The Executive Committee has the authority to approve delegated functions and the remaining are resolved at Council meetings

Municipal Quality Assurance Structures

Council established the following Structures to enhance its Good Governance Processes: Municipal Public Accounts Committee

Audit Committee

Performance Audit Committee

Performance Assessment Committee.

Risk Management Committee

3.7.2. The participation of Traditional Leaders in the developmental agenda of the municipality

The participation of Traditional Leader (in the for of Kgoshi Mahlangu) in Council is satisfactory
Traditional Leadership is supportive to the Developmental Programmes of the Municipality particularly in the area of his constituency.

3.7.3. Structures of Intergovernmental Relations

The Municipality in the District IGR Structure

3.7.4. Availability and functionality of Municipal Committees

- **Municipal Public Accounts Committee:**

Bela Bela Municipality has established Municipal Public Accounts Committee with full compliments Membership who consistently participates in the meetings of the Committee.

Held 3 meetings including the probing of the 2017/18 Annual Report and Preparation of the Oversight Report.

Sustained Capacitation will be needed to enhance the capability of the Committee to efficiently perform its functions.



- **Audit Committee/Performance Audit Committee**

Bela Bela Municipality have established Audit Committee/Performance Audit Committee with full compliments of Membership who consistently participates in the meetings of the Committee.

In 2017/18 Financial Year, Audit Committee held approximately 4 meetings to discuss issues relating to compliance, performance and risk management, internal controls, financial issues and issues raised by internal audit. Audit Committee advised management to implement all issues raised by the Auditor General and also to meet targets as per SDBIP, reviewed the Annual Financial Statements, enforced the issues raised by the Internal Auditor, advised management on compilation of IDP/Budget and Annual Report.

- **Performance Assessment Committee**

Bela Bela Municipality has established Performance Assessment Committee with full compliments of Membership who consistently participates in the meetings of the Committee.

The CFO, Manager Corporate Services and Municipal Manager signed the Performance Agreements for 2017/18 and were submitted to the MEC of COGHSTA.

The Committee held one combine Meeting for both Assessments

Performance Assessment were done for the 2nd and 4th quarters of 2017/18 Financial Year.

- **Risk Management Committee**

In terms of Section 166 of the Municipal Finance Management Act, Municipality must appoint members of the Audit Committee. National Treasury policy requires that Municipalities should appoint further members of the Municipality's audit committees who are not councillors of the municipal entity onto the audit committee.

Bela Bela Municipality has established Risk Management Committee with full compliments of Membership who consistently participates in the meetings of the Committee.

Meetings were held during 2018/19 Financial Year.

- **Internal Audit**

Bela Bela Municipality has established the Internal Audit unit that advice management about matters as indicated in sec 165 of MFMA. Amongst others are:

Internal controls



Compliance with Acts and regulations

Performance Management

Risk management

The Municipality has a functional Internal Audit Unit.

- **Anti-Corruption**

The Municipality is currently utilizing Presidential Hotline and Premiers Hotline. All complaints are then directed to the Municipality for further investigation. A monthly report and progress report is then forwarded to Office of the Premier for consideration. The municipality is also in a process of establishing the financial management disciplinary board.

- **Risk Management**

Policies and register in relation to Risk Management are in place. The Municipality has established a Risk Management Committee which meets once per quarter. The Risk Register is quarterly submitted to Audit Committee and recommendations are then submitted to sub-committee for further consideration.

- **Information Technology and Communication**

Municipal Website was developed, it is functional and it is being updated on a periodic basis (<http://www.belabela.gov.za>). The Municipality is currently not fully compliant with the requirement for Municipal websites as set out in MFMA section 75. However, efforts have been made to ensure that a monthly update on the web-site is done. The other challenge arising is that although the web-site is coordinated at a provincial level, sometimes is very difficult to ensure that the required information is placed on the web-site since there is a standard format. The Municipality has not made any progress in placing PC's in accessible locations to the public so that Council web based information can be accessed.

Table 48: Municipal Website - Content and Currency of Material

Documents published on the Municipality's Website		Nb	Publishing Date
2018/19 annual and adjustments budgets and all budget-related documents		Yes	March 2019
All current budget-related policies		Yes	Not yet



The previous annual report (2017/18)	Yes	30 March 2018
The annual report (2016/17) published/to be published	Yes	Not yet
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (2018/19) and resulting scorecards	Yes	August 2018
All service delivery agreements (2017/18)	Yes	August 2018
All long-term borrowing contracts (2017/18)	NO	
All supply chain management contracts above a prescribed value (give value) for 2018/19	Yes	August 2018
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during 2018/19	Yes	August 2018
Contracts agreed in 2017/18 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	Yes	August 2018
Public-private partnership agreements referred to in section 120 made in 2017/18	No	
All quarterly reports tabled in the council in terms of section 52 (d) during 2017/18	Yes	Yes

3.7.5. Functionality of Ward Committees

The Municipality constitute of nine (9) Wards, from which 9 Ward Committees Structures should be established in accordance with the Provisions of the Local Government Municipal Structures Act.

All the nine Ward Committees are established. All the Wards will be expected to submit their monthly reports regularly, and play an active role in deepening Democracy therein. These reports have played a pivotal role towards finalization of the Municipal IDP and Budget processes.

3.7.6. Functionality of Community Development Workers (CDWs) and their integration in the programmes of the municipality

Whilst this was envisaged to be another instrumental Structure in deepening Democracy and accountability at Municipal level, the Structure is currently not benefitting the Municipality in any respect as the current incumbents have displayed serious lack of willingness to cooperate with the Municipality. This is either due to lack of monitoring



3.7.7. An outline of the municipal audit outcomes

The Municipality has over the past five Financial Years put more efforts in addressing some of the challenges identified as matters of emphasis in its Audit Outcomes. Table 37 below depicts a trend of Audit picture, which has evidently been improving. The Municipality has managed to get an qualified Outcome for the 2017/18 Financial Year, which is from 2016/17, and the Council has developed and Approved an Action Plan to attend to all the findings for the 2016/17 Financial with the Target of having no matter of emphasis in the 2017/18 Financial Year.

Table 48: Municipal Audit Trends over five (5) year period

2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Qualified With 49 findings Audit Action developed adequately resolved during the next Audit Cycle 92%implemented = yes % of issues	Unqualified With 54 findings Audit Action Plan developed and implemented = yes % of issues adequately resolved during the next Audit Cycle = 88%	Unqualified With 42 findings Audit Action Plan developed and implemented = yes % of issues adequately resolved during the next Audit Cycle = 90%	Unqualified With 49 findings Audit Action Plan developed and implemented = yes % of issues adequately resolved during the next Audit Cycle = 90%	Qualified With 39 findings Audit Action Plan developed and implemented = yes % of issues adequately resolved during the next Audit Cycle = 90%	Qualified 68 Audit Findings were issued

Table 50: Audit Action Plan for the 2017/18 Financial Year

Bela Bela	Total finding	Completed	Progress percentage	Start Date	Completion Date	Person Responsible	Position	Progress	Action plan
Qualified	68	47	69%						
2017/2018									
0									



Cash Flow Statement - Cash Flow Statement differences	Management did not adequately review the annual financial statement for accuracy	Management must adequately review the AFS schedule for accuracy and proof for review should be kept on file. Six month AFS should be compiled and reviewed.	1-Dec-18	31-Mar-19	Mr RM Marutha/Mr K Ngomana	CFO/ Deputy CFO	Not resolved	It was not resolved that an expert should be appointed to assist with the R15m prior error cash flow
Supply Chain Management-The losing bidder was incorrectly disqualified.	Management did not ensure that processes are in place to ensure compliance with the applicable laws, regulations and Municipality policies	Irregular expenditure should form part of the investigation on all irregular, fruitless and wasteful expenditure and be reported to council for write off.	1-Dec-18	31-Mar-19	Tinyiko Mothale	DM-SCM	Not resolved	It was resolved that Chief Risk Officer should gather all findings relating to irregular expenditure and handover to the SCM Manager. MPAC to embark investigation on irregular expenditure.
Supply Chain Management-A contract was awarded to suppliers whose member or directors are in service of other state institutions.	Supply chain management did not implement adequate controls to monitor and review compliance with laws and regulations including checking the validity and accuracy of information provided by the bidders.	Irregular expenditure should form part of the investigation on all irregular, fruitless and wasteful expenditure and be reported to council for write off	1-Dec-18	28-Feb-19	Tinyiko Mothale	DM-SCM	Not resolved	MPAC are busy with investigation



Limitation of Scope- Late submission of audit evidence	Management did not ensure that proper internal controls are in place to facilitate proper record keeping and easy location. Evidence was submitted too late and as a result could not be audited.	Management must establish internal controls or mechanisms to facilitate good record keeping and accessibility of accurate information. An electronic as well as hard copy audit files (e.g. tender register, PO registers and etc) should be maintained per division, the files must be reviewed weekly to ensure they are properly updated.	1-Dec-18	28-Feb-19	Kulungwana	DOFO	Resolved during the Audit	It was resolved that a proper filing system should be implemented and that Mr Magagane together with the interns should check that all vouchers have relevant supporting documents and should be scanned. Journals should also be checked for proper supporting documents and filing.
Inconsistencies between what has been reported in the Annual Performance Report (APR) and the Portfolio of Evidence (POE) submitted for audit.	Management did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information.	Management should conduct a thorough review of the performance reports and other evidence received prior to reporting on achievements to ensure that all the information contained in the reports agrees to the original planning document i.e the annual performance plan in terms of the format of the performance reported as well as the level of achievement reported on agrees to the actual substantiating evidence thereon.	1-Dec-18	28-Feb-19	Mr Vimba Mhlongo	Acting Manager: Performance	Resolved and approved By Council. SDBIP has been revised	ensure that Annual Performance Report is verified and audited before submitted to AG



Local Economic Development - Indicator is not relevant	Management did not ensure that indicators and their related targets are assessed against the criteria set in the FMPP1 and that they relate logically to the mandate or legislative requirements of the municipality.	Management should structure each indicator and its related target in such a manner that it directly addresses the legislative or mandated responsibilities of the municipality. The indicator and its related target should be service delivery driven and should clearly show how management delivered the services to the community. The SDBIP must be reviewed to ensure that indicators and targets are related.	1-Dec-18	28-Feb-19	Mr Vhimba Mhlomo	Acting Manager	Resolved and approved By Council. SDBIP has been revised	Ensure that Annual Performance Report is verified and audited before submitted to AG
	Basic Service Delivery - Indicators are not relevant	Management did not ensure that indicators and their related targets are assessed against the criteria set in the FMPP1 and that they relate logically to the mandate or legislative requirements of the municipality.	1-Dec-18	28-Feb-19	Mr Vhimba Mhlomo	Acting Manager	Resolved and approved By Council. SDBIP has been revised	Ensure that Annual Performance Report is verified and audited before submitted to AG
Compliance: Reasonable steps not taken to prevent irregular, unauthorized and fruitless and wasteful expenditure	Reasonable steps were not taken to prevent irregular, unauthorized and fruitless and wasteful expenditure as these expenditures have increased in the current year compared to prior year	Management should ensure that adequate controls put in place for monitoring irregular, unauthorized, fruitless and wasteful expenditure and that consequence management is implemented. Establishment of checklist which will assist in detecting non compliance should be introduced.	1-Dec-18	31-Mar-19	Tinyiko Mhale	DW-SOM	Not resolved	Irregular expenditure to be investigated by MPAC. It was further resolved that an advertisement for a panel of contractors should be made



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Payments to supplier not made within 30 days after receiving the invoice	Management did not ensure that working capital requirements are planned for accordingly this is evident with the inability to meet the payment of short term liabilities.	Management should ensure that their working capital requirements are determined in advance and appropriate measures are put in place to have sufficient cash to pay supplier invoices within 30 days of receipt of the invoice this will lead to compliance with the MFMA and unnecessary interests payments will be avoided.	1-Dec-18	31-Mar-19	Mr RM Marutha/Mr K Ngomana	CFO/DCFO	Not resolved	It was resolved that the deputy CFO together with Mr Mojela Caseware training and AFS presentation template should be part of the items in the next meeting.
Annual Financial Statements submitted with errors and schedules do not agree with amount in AFS.	Lack of adequate reviews performed to submitted Annual Financial Statements and the supporting schedules, including the reviews by the Deputy CFO, CFO, internal audit and Audit Committee	Management should ensure that appropriate reviews are done when preparing annual financial statements and related disclosure notes as well as supporting lead schedules. The municipality may use GRAP checklist to perform the reviews. The annual financial statements must be reviewed by internal audit and their recommendation must be implemented by management. Interim financial statements should be compiled and reviewed.	1-Dec-18	31-Mar-19	Mr RM Marutha/Mr K Ngomana	CFO/DCFO	Resolved during the Audit	To avoid such in future municipality should rectify this in the interim financial statements
Prior year unresolved findings not addressed in the current year	Management did not put control measures in place to ensure that the annual assessment for the impairment of heritage assets and other stagnant infrastructure is	Management should put control measures in place to ensure that annual assessment for the impairment of heritage assets and other stagnant infrastructure assets is performed. Management should thoroughly review the	1-Dec-18	30-Jun-19	Ms L Molisoane	Manager: Assets	Resolved during the Audit	Service Providers for Assets and Valuation Roll should compile a reconciliation between AR and VR before end of



	performed.	Work in Progress schedule/ register to ensure that the balance of Work in Progress at year end is accurate and complete.					June	
Inadequate information in the Inventories note	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.	Management should review the inventories note to the AFS and supporting schedule, taking into account the purchases, sales and distribution losses ensure that the note is accurate and complete.	1-Dec-18	30-Jun-19	Ms L. Moisoane	Manager: Assets	Resolved during the Audit	Management should review the inventories note to the AFS
Casting errors in the note for receivables from non-exchange transactions	Lack of adequate reviews performed to submit Annual Financial Statements against the supporting schedules.	Recasting the AFS, agreeing each line item on the financial statements to the supporting schedules, following up and resolving differences. Preparation and review of Interim financial statements.	1-Dec-18	30-Jun-19	Mr RM Marutha/Mr K Ngomana	CFO/DCFO	Resolved during the Audit	Ensure proper review of the AFS. Ensure that Municipality close the year in time(July)
Discrepancies identified during the audit of receivables from non-exchange transactions.	Lack of adequate reviews performed to submitted Annual Financial Statements against the supporting schedules	Management should implement adequate review procedures at year end. Allow independent review to the AFS before submission to AGSA.	4-Dec-18	31-Mar-19	Mr RM Marutha/Mr K Ngomana	CFO/DCFO	Resolved during the Audit	Ensure proper review of the AFS. Ensure that Municipality close the year in time(July)
VAT receivable recorded with zero value in the Note	Management did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is	Management should review the VAT receivable note to the AFS and supporting schedule. Allow independent review to the AFS before submission to AGSA.	1-Dec-18	30-Jun-19	Mr RM Marutha/Mr K Ngomana	CFO/DCFO	Resolved during the Audit	Ensure proper review of the AFS. Ensure that Municipality close the year in time(June)



accessible and available to support financial and performance reporting.								
Approval of the indigent applications not in accordance with the indigent debtor's policy.	Management did not ensure that before the application is approved, it is supported by an accurate affidavit with contains the required documentation. Management did not verify the status of the applicants to ensure that they grant the indigent status to the individuals that qualify as per the required criteria in terms of the policy.	Management should ensure that before an application is approved, it is supported by all the required documentation and valid evidence. Management should conduct a CIPC search in order to verify that the applicant does not have businesses and they are approved as per the policy. Application form/Affidavit should be changed to agree with the indigent policy.	1-Dec-18	31-Mar-19	Ms N masela Ms V Salable	Acting manager Revenue	Not resolved	Corrections are in progress and it was agreed that Accountant will bring the report on the next meeting
Non-current agreements not disclosed on the AFS	Lack of adequate reviews performed to submitted Annual Financial Statements against the supporting schedules	Management should implement adequate review procedures. Allow independent review to the AFS before submission to AGSA.	1-Dec-18	30-Jun-19	Mr RM Marutha/Mr K Ngomana	CFO/DCFO	Resolved during the Audit	To be rectified in the interim financial statements
Differences between cash and cash equivalents and cash book balances disclosure	Lack of adequate reviews performed to submitted Annual Financial Statements and the supporting schedules.	Bank reconciliation should be performed monthly and reviewed. A senior official should sign-off as evidence of review.	1-Dec-18	31-Mar-19	Mr K Mojale	Acting Manager Accounting Services	Resolved during the Audit	Going forward To be rectified in the interim financial statements



Accounts more than three months, not cleared/matched.	Management did not ensure that reconciling items within the current account are resolved within a reasonable time.	The bank reconciliation must be reviewed monthly to ensure reconciling items are cleared within reasonable time.	1-Dec-18	31-Mar-19	Mr K Mojela	Acting Manager: Accounting Services	Not resolved	It was resolved that knowledge of preparing the BRS will be part of the requirements from the individual to be appointed
Casting errors in Investment property note	Lack of adequate reviews performed to submitted Annual Financial Statements and the supporting schedules	Management should ensure that appropriate reviews are done when preparing annual financial statements. Allow independent review to the AFS before submission to AGSA.	1-Dec-18	30-Jun-19	Mr RM Marutha/Mr K Ngomana	GFO/DCFO	Resolved during the Audit	Going forward. To be rectified in the Interim financial statements
Misstatements in property, plant and equipment (assets register does not agree with trail balance and AFS)	Lack of adequate reviews performed to submitted Annual Financial Statements and the supporting schedules	Reconciliation of assets register, trial balance and AFS should be done. Implementation of automated assets register to Munssoft will reduce inaccuracies in the disclosure of PPE	1-Dec-18	30-Jun-19	Ms L. Motshoane	Dm-Assets	Resolved during the Audit	Going forward. To be rectified in the Interim financial statements
Incomplete disclosure of the impairment note	This is due to lack of adequate review of financial statements by management against the disclosure requirements of GRAP.	Management should make use of a GRAP disclosure checklist when reviewing the financial statements and a senior official should sign-off on the review.	1-Dec-18	30-Jun-19	Mr RM Marutha/Mr K Ngomana	GFO/DCFO	Resolved during the Audit	Going forward. To be rectified in the Interim financial statements
Depreciation charged inaccurately and not consistent with the Accounting Policy	Lack of adequate reviews performed to submitted Annual Financial Statements and the supporting schedules	Reconciliation of assets register, trial balance and AFS should be done. Implementation of automated assets register to Munssoft will reduce inaccuracies in the disclosure of PPE	1-Dec-18	31-Mar-19	Ms L. Motshoane	Dm-Assets	Resolved during the Audit	Going forward. To be rectified in the Interim financial statements



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Assets derecognized from the Fixed Asset Register without adequate supporting evidence from the Fixed Asset Register without adequate supporting evidence	Lack of adequate reviews performed to submitted Annual Financial Statements and the supporting schedules	Assets de-recognised should be supported by the audit file which contain all relevant information or which comply with GRAP standard. (Note: All de-recognised assets during 2018 financial should be submitted to council for approval)	1-Dec-18	30-Jun-19	Ms L Moisoane	Dm-Assets	Resolved during the Audit	Supporting documents were submitted during the Audit. Ensure that information is ready for submission.	
Assets selected from valuation roll not included in the asset register	Lack of adequate reviews performed to submitted Annual Financial Statements and the supporting schedules	A proper reconciliation file with support should be requested from the service providers for both immovable and property valuations.	1-Dec-18	31-Mar-19	Ms L Moisoane	Dm-Assets	Resolved during the Audit	Service Providers for Assets and Valuation Roll should compile a reconciliation between AR and VR before end of June	
Inaccuracies identified in the amount presented as Intangible Software Systems and Casting errors in Intangible assets note	Lack of adequate reviews performed to submitted Annual Financial Statements against the supporting schedules	Management should implement adequate review procedures. Allow independent review to the AFS before submission to ACSA.	1-Dec-18	30-Jun-19	Ms L Moisoane	Manager: Assets	Resolved during the Audit	Going forward, to be rectified in the Interim financial statements	
Differences between the Payables from exchange transaction Note 20 and the schedules submitted for audit.	There was no reconciliation done between the schedules submitted for audit and the annual financial statements. Thus, the municipality did not have a proper record to maintain information that supported the reported performance in the annual financial management system	Monthly creditors reconciliation should be implemented and sign off by DM.	1-Dec-18	28-Feb-19	Ms V Baartman	Manager: Expenditure	Resolved during the Audit	Creditors statement should be in place and reconcile monthly	



	statements.							
Differences between the reference certificate and what is recorded in the annual financial statements.	Lack of review by the senior personnel of the invoices and payment certificates captured on the system by the preparer.	A reconciliation of invoices and payments certificates must be performed monthly and a senior personnel must perform a review of those reconciliations and authorize the payment certificates and invoices after they have been captured on the system.	1-Dec-18	28-Feb-19	Ms V Baartman	Manager: Expenditure	Resolved during the Audit	Creditor's statement should be in place and reconcile monthly
Differences between the creditors listing and supplier statements	Management did not use supplier statements when performing the creditors' reconciliation, leading to incorrect amount of payables from exchange transactions being accounted for at year end.	Management must start requesting supplier statements from suppliers and use it to perform the creditors reconciliation and for payment purposes. Monthly creditors reconciliation should be implemented and sign off by DM.	1-Dec-18	28-Feb-19	Ms V Baartman	Manager: Expenditure	Resolved during the Audit	Creditor's statement should be in place and reconcile monthly
Expenses belonging to 2018-19 financial year were included in the 2017/18 annual financial statements.	Management did not adequately review and monitor compliance with legislation this is due to the absence of effective internal controls aimed at ensuring that performance monitoring measures are in place.	Management should ensure that only transactions that transactions are recorded in the correct financial year. All invoices captured towards year-end should be reviewed by the manager for cut-off.	1-Dec-18	30-Jun-19	Ms V Baartman	Manager: Expenditure	Resolved during the Audit	Creditor's statement should be in place and reconcile monthly



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Differences noted when testing accrued leave obligation	There is a lack of design and implementation of formal controls over IT systems to ensure the accuracy of the information which was captured and used to determine the accrued leave pay obligation. As a result, the system captured leave days for July 2018 in June 2018 which resulted in a misstatement above.	Management should ensure that there are adequate and effective internal controls aimed at ensuring that performance monitoring measures are in place to ensure the accuracy of the information used to determine the accrued leave pay obligation.	1-Dec-18	30-Jun-19	Ms V Beartman	Manager: Expenditure	Resolved during the Audit	Going forward. To be rectified in the Interim financial statements	
Discrepancies identified during the audit of Consumer deposit transactions.	Inadequate controls over daily and monthly processing and reconciling of transactions.	Management should implement adequate controls over daily and monthly processing and reconciling of transactions which includes a senior official drawing a report receipt notes captured on Munssoft. Inspecting the report to identify transactions that were not correctly accounted for and ensuring that correction are made.	1-Dec-18	30-Jun-19	Ms N Masela Ms V Seleide	Acting manager: Revenue	Resolved during the Audit	The finding was withdrawn by the AG	
Differences in the unspent conditional grants and receipts note	Lack of adequate reviews performed to submitted Annual Financial Statements and the supporting schedules.	Management should ensure that appropriate reviews are done when preparing annual financial statements and related disclosure notes as well as supporting lead schedules. The municipality may use GRAP checklist to perform the reviews.	1-Dec-18	30-Jun-19	Mt K Molele	Acting Manager: Accounting Services	Resolved during the Audit	The finding was withdrawn by the AG	



Debit balances in unknown deposits account. Incorrect amount disclosed.	There is lack of adequate reviews performed to substantiated Annual Financial Statements and the supporting schedules.	Management should ensure that appropriate reviews are done when preparing annual financial statements and related disclosure notes as well as supporting lead schedules.	1-Dec-18	30-Jun-19	Ms N masia Ms V. Seale	Acting manager: Revenue	Not resolved	It was resolved that the unknown deposit will be written off, and that every department must compile a list of items that are not moving	
Inconsistencies in disclosure note for government grants	This is due to lack of adequate reviews performed to substantiated Annual Financial Statements	Management should implement adequate review procedures which includes; Making of use a GRAP checklist when reviewing the financial statements and a senior official should sign-off on the review. Recasting the AFS, agreeing each line item on the financial statements to the supporting schedules, following up and resolving differences..	1-Dec-18	30-Jun-19	Mr K Mojela	Acting Manager: Accounting Services	Resolved during the Audit	Going forward. To be rectified in the interim financial statements	
Differences identified between interest received as per AFS compared to bank confirmations.	Lack of adequate reviews performed to substantiated Annual Financial Statements and the supporting schedules.	Management should compare the interest received as per bank statements to the amounts recorded in the accounting records on a monthly basis.	1-Dec-18	28-Feb-19	Mr K Mojela	Acting Manager: Accounting Services	Resolved during the Audit	Going forward. To be rectified in the interim financial statements	
Payday/Payroll report not agreeing to the AFS -Disclosure note 30 and 31	Financial Management Division did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support	Management should ensure that the amounts per the disclosure notes that are in the financial statements agree to the amount as per reconciliations substantiating and supporting annual financial statements and these should further agree to	1-Dec-18	31-Mar-19	Ms V Baartman	Manager: Expenditure	Resolved during the Audit	Going forward. To be rectified in the interim financial statements	



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	financial and performance reporting.	the list of scheduled reports.							
Overpayment of the Remuneration of Councilors	Management did not implement daily and/or monthly internal controls to ensure that the remuneration paid to councilors is not above the upper limits as prescribed by legislation.	The accounting officer should ensure that amounts remunerated to councilors (all including contributions made on behalf of councilors) are within the upper limits as determined by the gazette.	1-Dec-18	31-Mar-19	Mr. FM Maramba K. Ngomana	CH/DCFO	Not resolved	Investigation will be conducted in this regard. It was resolved that it will be included as an added item on the next meeting.	
Leave paid out exceeding 48 days capped.	Management did not ensure that leave pay outs are done in compliance with the requirements of the leave policy.	Management to review leave policy to include section 56/57 managers on how they leave pay out should be handled on the day of termination.	1-Dec-18	31-Mar-19	Jamela Selapane	HOD - Corporate services	Not resolved	Management to review leave policy to include section 56/57 managers on how they leave pay out should be handled on the day of termination.	
Bulk Purchases Invoice Recorded VAT inclusive	Management did not adequately review the transactions processed under general bulk purchases. As a result, capturing errors from incorrect invoice amounts and the incorrect classification of transactions were not detected and corrected.	Transactions incorrectly captured should be investigated and the entire population should be reviewed to identify further incorrect transactions for corrections	1-Dec-18	28-Feb-19	Ms. V Baatman	Manager: Expenditure	Resolved during the Audit	Going forward, To be rectified in the interim financial statements.	



Expenditure: General Expenses findings (Cut off, In-accurate recording)	Errors from incorrect invoice amounts and the incorrect classification of transactions were not detected and corrected. Management did not apply the smoothing principle of accounting per the requirements of GRAP 13	Transactions incorrectly captured should be investigated and where necessary the entire population should be revisited to identify further incorrect transactions for corrections	1-Dec-18	30-Jun-19	Ms V Baertman	Manager: Expenditure	Resolved during the Audit	Creditor's statement should be in place and reconcile monthly	
Differences identified during the recalculation of statement of changes in Net Assets	Lack of adequate reviews performed to submitted Annual Financial Statements and the supporting schedules.	Six month AFS should be prepared and management should perform review to the six month AFS and use GRAP checklists to ensure all transaction are disposed in terms of GRAP	1-Dec-18	30-Jun-19	Kulungwana	DCFO	Resolved during the Audit	Going forward, To be rectified in the interim financial statements	
Recorded amount for commitments in AFS differs with amount per schedules	Management did not ensure that there are adequate controls in place to review of the commitment schedule against supporting evidence	Six month AFS should be prepared and management should perform review to the six month AFS and ensure the commitment register is accurate and supported by valid contract	1-Dec-18	30-Jun-19	Kulungwana	DCFO	Resolved during the Audit	Going forward, To be rectified in the interim financial statements	
Contract amount in the schedule does not agree to the contract amount as per appointment letter	Management did not ensure that there are adequate controls in place to review of the commitment schedule against supporting evidence.	Six month AFS should be prepared and management should perform review to the six month AFS and ensure the commitment register is accurate and supported by valid contract	1-Dec-18	30-Jun-19	Thuyiko Mothale	DM-SCM	Resolved during the Audit	Ensure that Commitment Schedule and Supporting evidence agree	
Incorrect accounting policy and disclosure for commitments	Management did not ensure that there are adequate controls in place to review of the	Six month AFS should be prepared and management should perform review to the six month AFS and use	1-Dec-18	30-Jun-19	Kulungwana	DCFO	Resolved during the Audit	Going forward, To be rectified in the interim financial	



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	commitment schedule against supporting evidence	GRAP checklists to ensure all transaction are disclosed in terms of GRAP.						statements	
Related Parties Note 44: Differences noted on comparative amounts as per note 30 and 31	Management did not put measures in place to ensure that they disclose accurate and complete related parties note in the Annual Financial Statements which is supported and evidenced by reliable information	Six month AFS should be prepared and management should perform review to the six month AFS and use GRAP checklists to ensure all transaction are disclosed in terms of GRAP.	1-Dec-18	30-Jun-19	Kulungwana	DCFO	Resolved during the Audit	Going forward, To be rectified in the interim financial statements	
Inaccuracies in related party relationships as per note 44	Management did not put measures in place to ensure that they disclose accurate and complete related parties note in the Annual Financial Statements which is supported and evidenced by reliable information	Six month AFS should be prepared and management should perform review to the six month AFS and use GRAP checklists to ensure all transaction are disclosed in terms of GRAP.	1-Dec-18	30-Jun-19	Kulungwana	DCFO	Resolved during the Audit	Going forward, To be rectified in the interim financial statements	
Contingencies disclosed does not agree to the confirmation obtained from the legal representation.	Management did not put measures in place to ensure that they disclose accurate and complete related parties note in the Annual Financial Statements which is supported and evidenced by reliable information	Once final AFS is complete during August 2019, confirmation letter should be reviewed and agreed to the disclosure and the letter to be kept on audit final	1-Dec-18	30-Jun-19	Kulungwana	DCFO	Resolved during the Audit	Going forward, To be rectified in the interim financial statements	

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Unauthorised expenditure incurred during the year but was not disclosed as per Note 47 to the Annual Financial Statements (AFS)	There are no adequate review processes in preparation of the annual financial statements by management to verify accuracy and completeness of amounts disclosed in the financial statements	Unauthorised expenditure raised during the should be investigated and reported to council in terms of SCM regulation. During month of May before compilation of AFS, Municipality should check all procurements transactions to identify UIF and disclose them accordingly.	1-Dec-18	31-Mar-19	Timoko Mchale	DM-SCM	Not resolved	It was resolved that Chief Risk Officer should gather all findings relating to irregular expenditure and handover to the SCM Manager. MPAC to embark investigation on irregular expenditure.	
Fruitless and wasteful expenditure incurred during the year but not disclosed in Note 48 to the Annual Financial Statements (AFS)	There are no adequate review processes in preparation of the annual financial statements by management to verify accuracy and completeness of amounts disclosed in the financial statements	Fruitless and wasteful expenditure raised during the should be investigated and reported to council in terms of SCM regulation. During month of May before compilation of AFS, Municipality should check all procurements transactions to identify UIF and disclose them accordingly.	1-Dec-18	31-Mar-19	Timoko Mchale	DM-SCM	Not resolved	It was resolved that Chief Risk Officer should gather all findings relating to irregular expenditure and handover to the SCM Manager. MPAC to embark investigation on irregular expenditure.	
Incorrect disclosure of irregular expenditure as per note 49 to the Annual Financial Statements	There are no adequate review processes in preparation of the annual financial statements by management to verify accuracy and completeness of amounts disclosed in the financial statements	Once final AFS is complete during August 2019, irregular expenditure or UIF disclosure should be reviewed and agreed to the supporting document and keep the evidence on audit file.	1-Dec-18	30-Jun-19	Timoko Mchale	DM-SCM	Resolved during the Audit	It was corrected during the audit	



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VAT treatment on irregular expenditure	Lack of review and monitoring of compliance with applicable legislation	Once final AFS is complete during August 2019, irregular expenditure of UIF disclosure should be reviewed to ensure the amount of irregular is not VAT inclusive and agreed to the supporting document and keep the evidence on audit file.	1-Dec-18		Timiko Mchale	DM-SCM	Resolved during the Audit	It was corrected during the audit	
Distribution Losses: Material Losses and Differences	Management did not review the disclosure note to ensure that the formulae used in the calculation are correct and acceptable	Once final AFS is complete during August 2019, distribution losses disclosure should be reviewed and agreed to the supporting document and keep the evidence on audit file.	1-Dec-18	30-Jun-19		Technical manager	Not resolved	Meter audit be done. Both electricity and water	
No External assessments of the Internal Audit cluster performed	The internal audit officials were not paying their annual fees for a period of more than five years before 2018. This meant that they were not eligible for review by the IIA. Management did not budget for review of internal audit function for the past five years.	Internal audit to include on the 2019/2020 budget year necessary cost for the annual review. Procurement plan should be in place with timeframe for the review to be conducted.	1-Dec-18	30-Jun-19	C. Kabe	DM - Internal Audit	withdrawn during the audit	It was resolved that either a service provider will be appointed or Provincial Treasury will opt for Quality assurance reviews.	
Second acting term of the municipal manager not approved by the MEC	Municipal council did not apply for extension of acting appointment for the municipal manager's position	Filing of senior manager should be prioritise by the Municipality and any acting should be submitted to MEC in terms of section 54A(2A) (b) of the Municipal Systems Act	1-Dec-18	28-Feb-19	Jamela Selapane	HOD - Corporate services	Resolved	It was resolved that if concurrence is not included in the supporting documents for acting, no payment should	



Acting allowance non-compliant to Municipal Systems Act	Municipal council did not apply for extension of acting appointment for the municipal manager's position	Filing of senior manager should be prioritise by the Municipality and any acting should be submitted to MEC in terms of section 54A(2A) (b) of the Municipal Systems Act	1-Dec-18	28-Feb-19	Jamela Selayane	HOD - Corporate services	Resolved	It was resolved that if concurrence is not included in the supporting documents for acting, no payment should be made.	be made.
Non-compliance with MFMA 56 OF 2003 (No regular meetings were held by audit committee during the year)	No regular meetings were held to ensure that there is sufficient monitoring of the compliance with the legislation	Draft audit committee annual plan which will assist Municipality to monitor and enforce compliance with section 56 of the MFMA	1-Dec-18	28-Feb-19	C Kabe	DM - Internal Audit	Resolved	Audit and performance committee appointed	
Investigation Report of alleged fraudulent debit orders against the municipality not tabled at the First Council meeting after the completion of the investigation	Leadership did not exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls	ON GOING: compliance with Municipal regulation on financial misconduct procedures and criminal proceedings should be followed in case where fraudulent activities are identified.	1-Dec-18	28-Feb-19	C Kabe	DM - Internal Audit	Resolved	It was resolved that all the invoices will be needed, amounts that are not moving will be written off and will be taken to council.	
Quarterly Performance Assessments/Evaluations not conducted for senior managers	Leadership of the municipalities did not implement effective HR management to ensure that adequate and sufficiently skilled	Performance of all senior managers that are reporting directly to municipal manager in terms of Municipal Systems Act, should be assessed per the signed performance	1-Dec-18	28-Feb-19	V Mhlongo	Acting planning manager	Not resolved	Performance Evaluations to be conducted before the end of the financial year	



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	resources are in place and that performance is monitored	agreements and the relevant legislation on quarterly basis.							
High rate of vacancies within the IT department structure (Repeat finding 2015/2016)	The positions were not filled due to budget constraints	Corporate services management should ensure that critical IT positions are filled with appropriately skilled staff as soon as possible.	1-Dec-18	28-Feb-19	V Mkhomo	Acting planning manager	Partly Resolved	One additional IT officer appointed	
Disaster Recovery Policy does not address key elements	IT Management did not realize the exclusion of the above aspects on the policy	IT Management should review and update the DRP. The DRP should be part of the wider business continuity plan and IT should have input to the business continuity plan. An assessment has to be done first to identify the critical business functions and the systems that support these functions	1-Dec-18	31-Mar-19	Jamela Selepyane	HOD - Corporate services	Not Resolved	Policy updated, to be submitted to Council	
Data backup management controls for Payday and Minsoft are not consistently implemented	The responsibility to perform back-ups was not assigned to a designated official and there is insufficient capacity to perform IT operations	Appoint IT personnel who will be responsible for overseeing the backup processes. Furthermore, management should ensure that backup processing forms part of the IT department daily operations.	1-Dec-18	31-Mar-19	Jamela Selepyane	HOD - Corporate services	Resolved	Adopted by Council	
Information Security Policy was not comprehensive	IT Management did not realize the exclusion of the above aspects on the policy	Information Security Policy should be amended to include all relevant information as per ICT	1-Dec-18						



	requirement.						
Key firewall controls were not implemented	Some of the firewall rules activities were not performed due to insufficient capacity and the real time alerts functionality was not operational due to insufficient licenses	Corporate services management should ensure that critical IT positions are filled with appropriately skilled staff as soon as possible	1-Dec-18	31-Mar-19	Jamela Selapane	HOD - Corporate services	Resolved Firewall were tested
Inadequate physical access and environmental controls	Some of the server room controls were not serviced due to financial constraints	Server room equipment should be serviced and maintained as per vendors recommended maintenance schedule	1-Dec-18	31-Mar-19	Jamela Selapane	HOD - Corporate services	Not resolved Service to be procured
Change logs were not provided for Munsoft and Payday system	System logs could not be retrieved due to system functionality limitations	Enhancements to the systems functionality should be implemented or alternative manual logging process should be considered	1-Dec-18	31-Mar-19	Jamela Selapane	HOD - Corporate services	Not resolved Munsoft are checking the system logs and will give an update soon
User Access Management procedure and ICT Usage policy did not address all key elements	IT Management did not realize the exclusion of the above aspects on the policy	Information Security Policy should be amended to include ensure that controls are adequately designed and implemented within the financial systems (Munsoft and Payday) for user access management	1-Dec-18	31-Mar-19	Jamela Selapane	HOD - Corporate services	Resolved Approved By Council
Inadequate user access management controls on Munsoft and Payday system	The weaknesses above were due to system challenges when reports were generated and noncompliance to the ICT User access management policy	Information Security Policy should be amended to include ensure that controls are adequately designed and implemented within the financial systems (Munsoft and Payday) for user access management	1-Dec-18	31-Mar-19	Jamela Selapane	HOD - Corporate services	Resolved Approved By Council

Effectiveness and adherence to the Batho-Pele Standards

3.7.8. An outline of municipal public participation programmes/activities and measures: Community Participation is key to the functioning of the Municipality. Importantly, the benefits of Community Participation can be summarized as follows:

- It provides vitality to the functioning of representative democracy.
- It encourages citizens to be actively involved in Municipal affairs.
- It encourages citizens to identify themselves with the institutions of Government.
- It further encourages Community Members to be acquainted with the Laws governing the Municipality, and their role to that effect.
- Fundamentally, it encourages Community Members to actively participate and share in the Developmental Agenda of the Municipality.

The Systems Act is the primary statute to give effect to the Constitutional commitment to Community Participation in Local Government Fundamentally, it defines the Municipality as comprising of:

- It's Governing Political Structure.
- It's Administration. And
- The Community of the Municipality.

The Act thus obliges the Municipality to develop a culture of Municipal Governance that encompasses governance, key amongst the Vehicles of Community Participation within the Municipality are Ward Committees, CDWs and other Organized Formations therein.

3.7.9. Municipal Wide Challenges

Whilst the Municipality is doing well in the number of fronts, there is strong need to balance that with accountability to the Communities and Stakeholders affairs. authenticate the accolades directed to the Municipality by other Spheres of Government on how it is administering its Governance affairs. A plethora of Court applications and submissions to both Provincial and National Government on allegations pertaining to how the Municipality is performing its Administrative Functions were made. Whilst in majority of the communiques, there was nothing untoward from the side of the Municipality, it remains an area of concern. Hence the Municipality will continue to explore the best possible approaches it can put in place inclusive of commissioning a Good Governance Survey so as to gauge the perception of the Communities and other Stakeholders on its performance pertaining to its mandate, and solicit locally conceived solutions that can be embraced by all.



Table 51: Ward Based Good Governance and Public Participation Development Challenges

Ward Number (Area in the ward)	Challenges/Issues
Ward 3, 4, 6 & 7	Ratification principles is not practiced by the Municipality / municipal officials (officials at billing section)
Ward 7	Need for name Tags for municipal officials
Ward 2, 6 & 7	Need for proper consultation in the community about increase of tariffs.
Ward 2, 6 & 7	Poor performance of contracted services for water and electricity reading
Affects all the wards	Need for public toilets at pensioners pay point in town
Ward 3, 4 & 7	No proper consultation about new established service points for purchase of electricity. (Electricity is sold at shops owned by foreigners.)
Ward 1	Need for Mayoral Bursary initiative in place
Ward 2 & 7	Need for budget provision for disable people.
Ward 6	Need to improve working relationship between CDWs and Ward Committee.
Affects all wards	Councillors allowance is very high
Affects all wards	Switch board operator not responding on time when answering calls
Affects all wards	Transfer of calls by switch board operator not always accurate
Affects all wards	Need to improve turn-around time for the municipal officials to respond to pipe burst or electricity blackout.
Affects all wards	Unavailability of senior managers when needed most
Affects all wards	Need to improve on turn-around time for municipal officials to respond to fire incidents.



3.8. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT (INSTITUTIONAL ANALYSIS)

3.8.1. Institutional Structure (Organogram) – Political and Administrative

Political Leadership

Bela-Bela Local Municipality is a Category B Municipality established in terms of Section 12 of the Municipal Structures Act (Act 117 of 1998) and applying a collective Executive Committee System. Bela-Bela Municipal Council has a total number of 17 Councillors as depicted on Figure 27 below, with the African National Congress being the majority party. Out of 17 Councillors, 9 are ward Councillors and 8 are Councillors appointed on a Proportional basis.

The Mayor of Bela-Bela Municipality is Cllr MJ Ngobeni, Speaker is Cllr Z Moselisi and Chief Whip is Cllr MH Ledwaba. The Municipality as shown in Table 23 below has a total number of 1 village, 3 townships, 1 town and 7 farm areas which constitutes a total of 12 settlements within respective wards. The Executive Committee is constituted of 3 Members which are:

Cllr MJ Ngobeni: Mayor (ANC)

Cllr SE Matuleka (ANC)

Cllr JF van der Merwe (DA) resigned during the third quarter of 2017/18 financial year

The Municipality has further established the following Section 80 Committees and are functional:

- Governance and Treasury Sub-Committee
- Performs oversight to Corporate Services and Budget & Treasury Departments
- Planning and Infrastructure Sub-Committee
- Performs Oversight on the Planning & Economic Development and Technical Services Departments
- Social and Community Services Sub-Committee
- Performs oversight to the Social and Community Services Department

The average seating rate of all the tree (3) Sub-Committee over the last 9 Months is 75%.

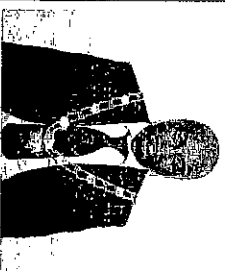
The Committees meet on monthly basis. The recommendations of the committees are then forwarded to the Executive Committee, which also meet monthly.



The Municipality has established an Audit Committee which comprises of three members. The Committee is functional and established in terms of section 166 of MFMA (2003). The Municipality has decided to utilize the existing Audit Committee for the purpose of the Performance Audit Committee as per Municipal Performance Regulations. Municipal Public Account Committee (MPAC) is established, and performs the role of the Oversight Committee to amongst others probe the annual reports.

Members of Bela-Bela Municipal Council

MAYOR - Cllr MJ Ngobeni



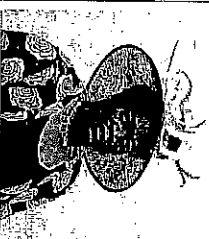
Ward 6 Councillor, EXCO and member of the Governance, Treasury & Transformation Sub-Committee

SPEAKER- Cllr RZ Moeletsi



PR Councillor, Political Management Team

Chiefship – Cllr MH Ledwaba



Ward 5 Councillor, Political Management Team and member of the Governance, Treasury & Transformation Sub-Committee

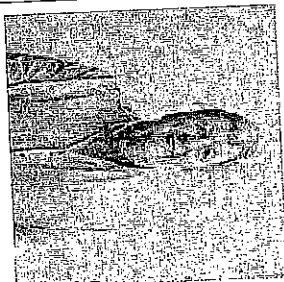


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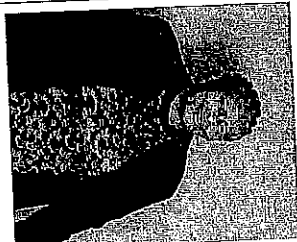
EXECUTIVE COMMITTEE MEMBERS

Clr A Ras (Ward 1)



Member of the Governance,
Treasury & Transformation Sub-
Committee

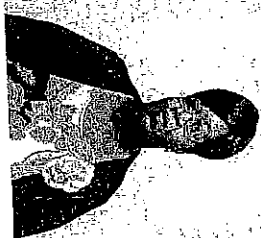
Clr S Maluleka (Ward 2)



Member of the Planning, Economic
Development and Infrastructure
Sub-Committee

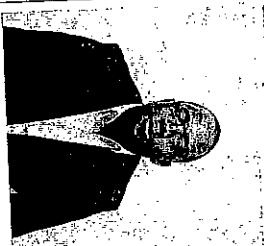
PORTFOLIO HEADS OF MUNICIPAL SUB-COMMITTEES

Clr LR Modimola (Ward 3)



Chairperson: MPAC

Clr MP Aphane (Ward 8)



Chairperson: Governance, Treasury
and Transformation Sub-
Committee

Clr MA Shika (PR Clr)



Chairperson: Planning,
Economic Development and
Infrastructure Sub-Committee

Clr YSM Maletle (Ward 7)

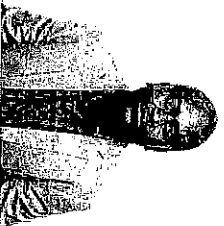


Chairperson: Social and
Community Services Sub-
Committee



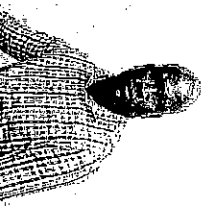
Proportional Representatives and Ward Councillors

Cllr MJ Makhubela



PR Councillor

Cllr MD Senoshe



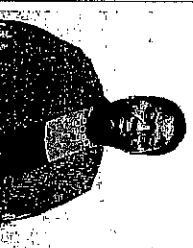
PR Councillor

Cllr KF Mothokwa



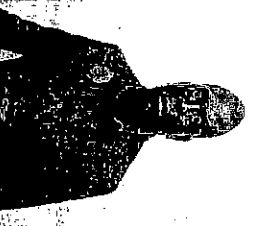
PR Councillor

Cllr TR Masemola



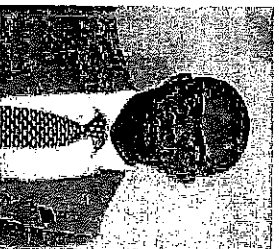
PR Councillor

Cllr F Hlongwane



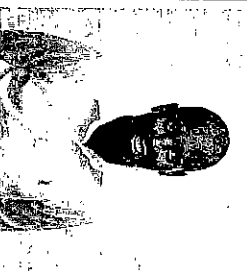
Ward 4

Cllr B Maname



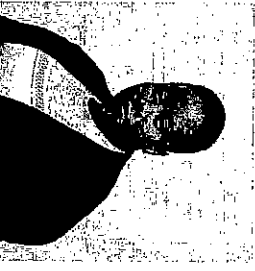
Ward 9

Cllr AR Moswocu



PR Councillor

Cllr SD Seale



PR Councillor



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Table 52: Settlements, Wards and Designated Councillor

AREA	WARD-COUNCILLOR	WARD NUMBER
Bela-Bela Town Residential and Urban	Cllr T Ras	1
Surrounding Farming Areas	Cllr SE Maluleka	2
Old Location		
Part of Extension 1		
Part Mmamapelle		
Part of Leseding		
Part of Jacob Zuma View (Informal Settlement)	Cllr E Modimela	3
Most Part of Extension 5	Cllr FS Hlungwane	4
Part of Extension 5		
Phomolong (Skierlek)		
Extension 8		
Extension 9 Thlalampsa/Donosa (Informal Settlement)	Cllr H Ledwaba	5
Soweto		
Mazhakhele		
Part Mmamapelle		
Part of Extension 1		
Part of Extension 5	Cllr MJ Ngobeni	6
Part of Leseding		
Part of Town Residential		
Part of Jacob Zuma View (Informal Settlement)	Cllr Y Malele	7
Extension 6 & 7		
Tsakane (Informal Settlement)	Cllr PM Aphanu	8
Rapotokwane		
Pienarsrevier		
Rust de Winter		
Lehau		



Spa Park	Cllr B Maname	9
Jinnah Park		
Koppevaai (informal settlements)		
Vingetkraal (informal settlements)		
Masakhane		
Radium		
Surrounding Farms		

**Administrative Leadership**

The Municipality has a total staff complement of 526 constituent of Fixed Term and full time staff as provided for in the Council Approved Organogram. The Municipal Organogram makes provision for a Municipal Manager, 5 Senior Managers (HOD), 1 Deputy Manager and 18 Middle Managers (Divisional Heads).

Table 53: Summary of Municipal Staff Complement

Level of Employment	Number of Positions Approved Structure	Present Number of Employees/Structure	Number of Vacant Posts	% of Vacancy per Department
Office of the Mayor	4	2	2	50%
Council Support	28	21	7	25%
Municipal Manager	17	9	8	53%
Budget & Treasury	80	59	21	26%
Corporate Services	23	17	6	26%
Planning & Economic Development	24	20	4	17%
Technical Services	188	151	37	20%
Social and Community Services	162	120	42	26%
TOTAL	526	398	128	24%

Organizational Structure

After evaluation of its Powers & Functions, Bela-Bela Local Municipality's Council approved the following Organizational Structure to harness its capacity to adequately respond to the developmental challenges within its jurisdictional area. Whilst the Municipality is committed towards ensuring that all the posts, in particular the critical ones, and those that are Service Delivery oriented are filled, challenge of Office Accommodation may serve as a deterrent to the 100% filling of posts as indicated on the Structure. Hence key amongst its medium to Long-Term interventions, the Municipality is looking at constructing a suitable, viable and conveniently accessible Municipal Accommodation, which will harness the efficient and effective provisioning of Municipal Services.

The Organizational Structure as revised and duly approved by Council on the 27 of May 2019 is discussed hereunder in terms of the respective line Departments and/or Offices within the Municipality.



DRAFT ORGANIZATIONAL STRUCTURE 2019/20



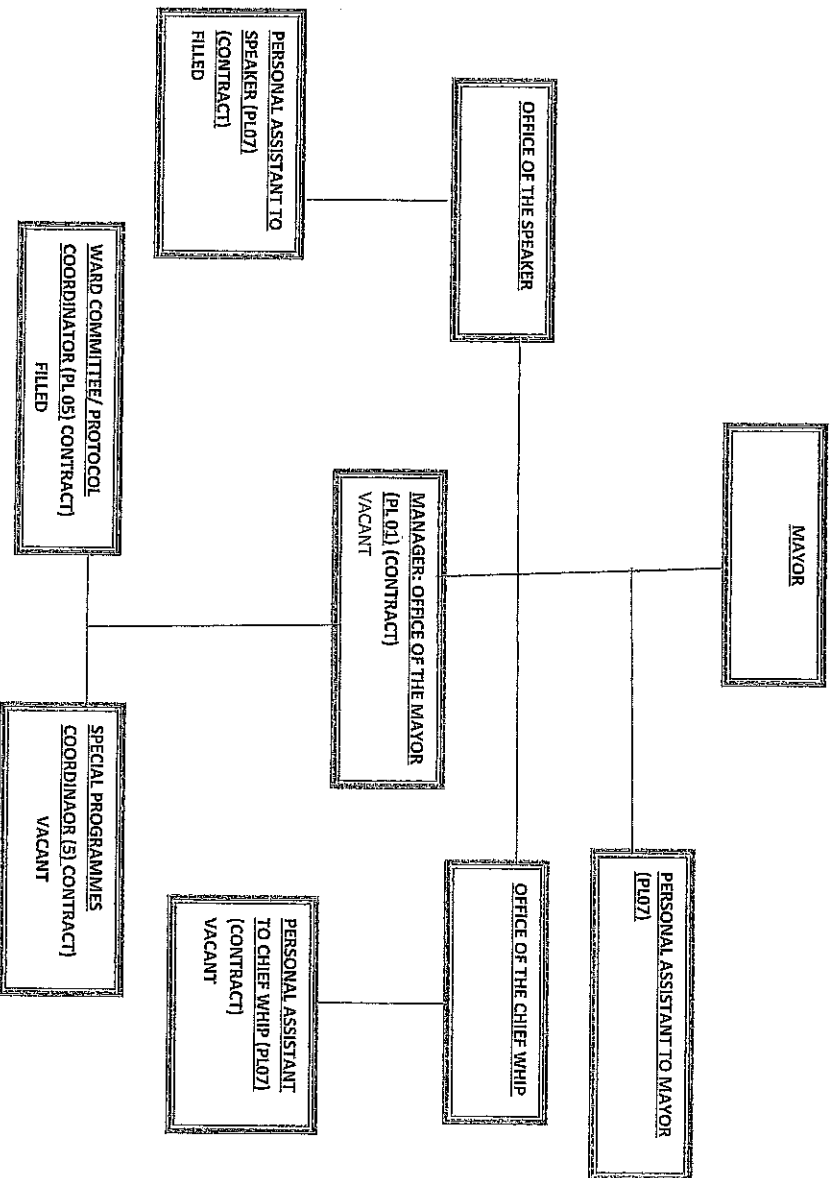
BELA BELA LOCAL MUNICIPALITY

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MAYOR'S OFFICE ORGANOGRAM



ORGANOGRAM- OFFICE OF THE MAYOR/CHIEF WHIP/SPEAKER





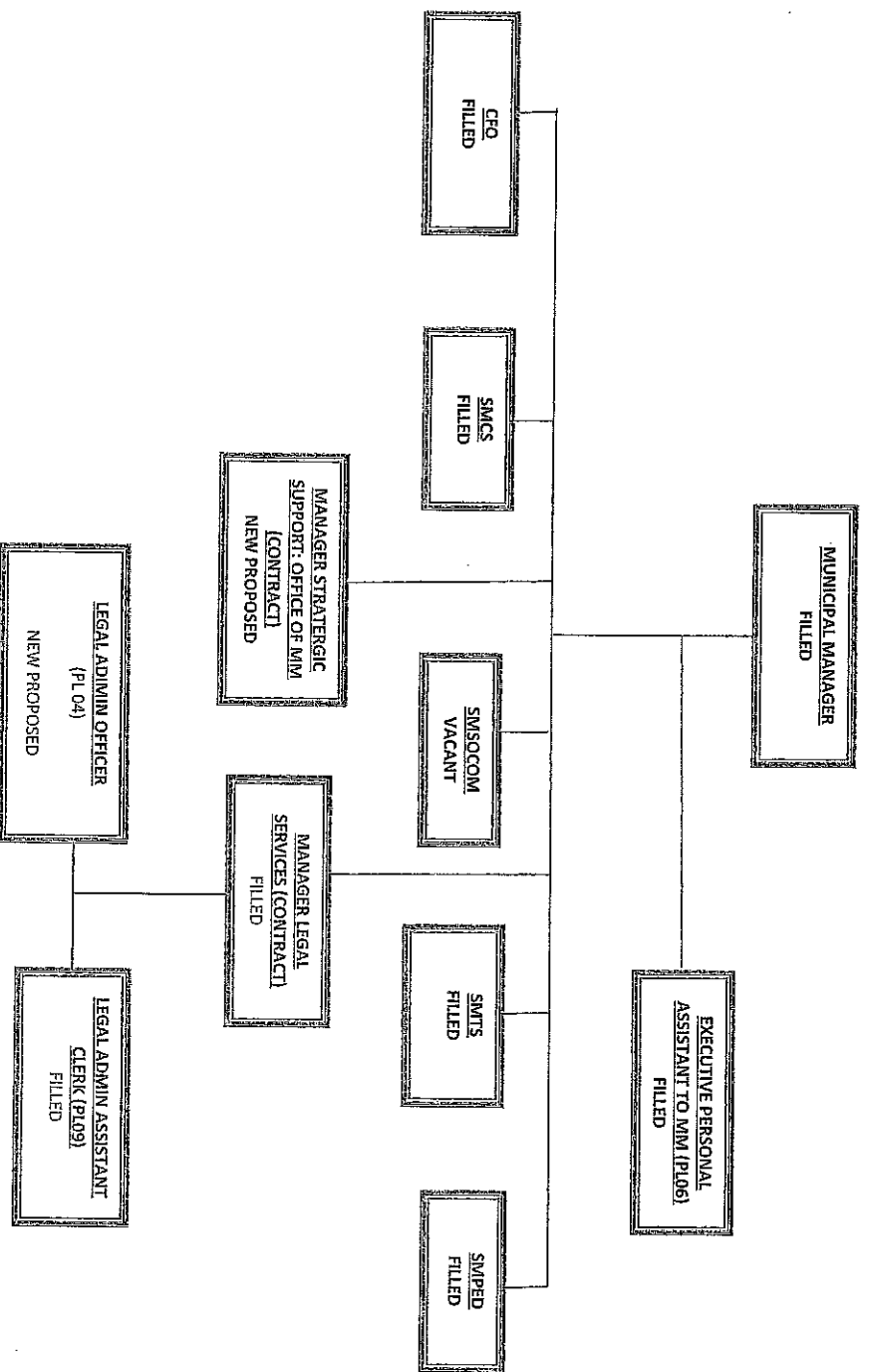
BELA BELA LOCAL MUNICIPALITY

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MUNICIPAL MANAGER'S OFFICE ORGANOGRAM



ORGANOGRAMS - MUNICIPAL MANAGER'S OFFICE DIVISION

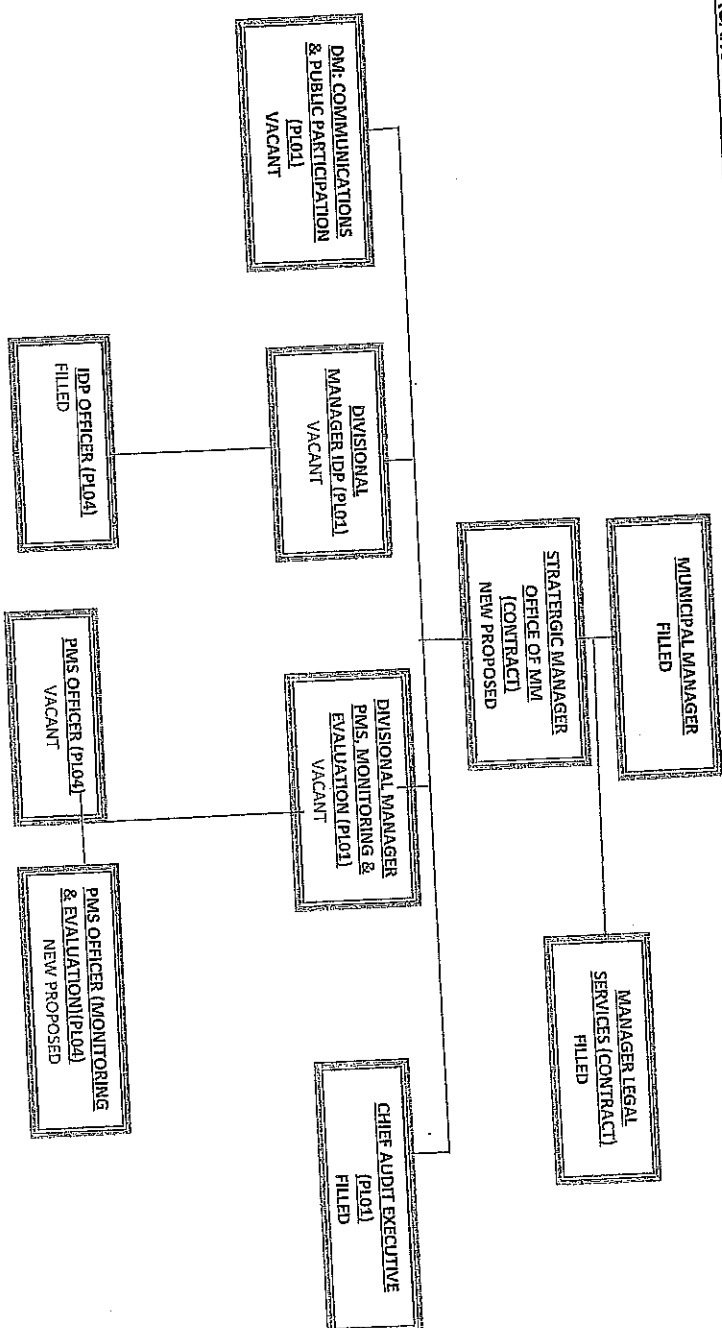




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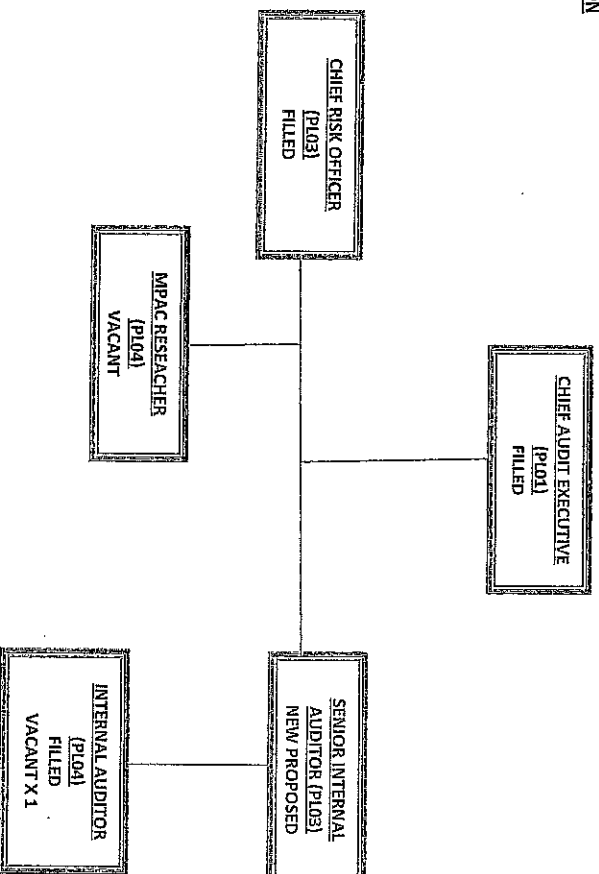
FINAL 2019/20 - 2021/22 IDP

ORGANOGRAMS - MUNICIPAL MANAGER'S OFFICE DIVISION





INTERNAL AUDIT DIVISION

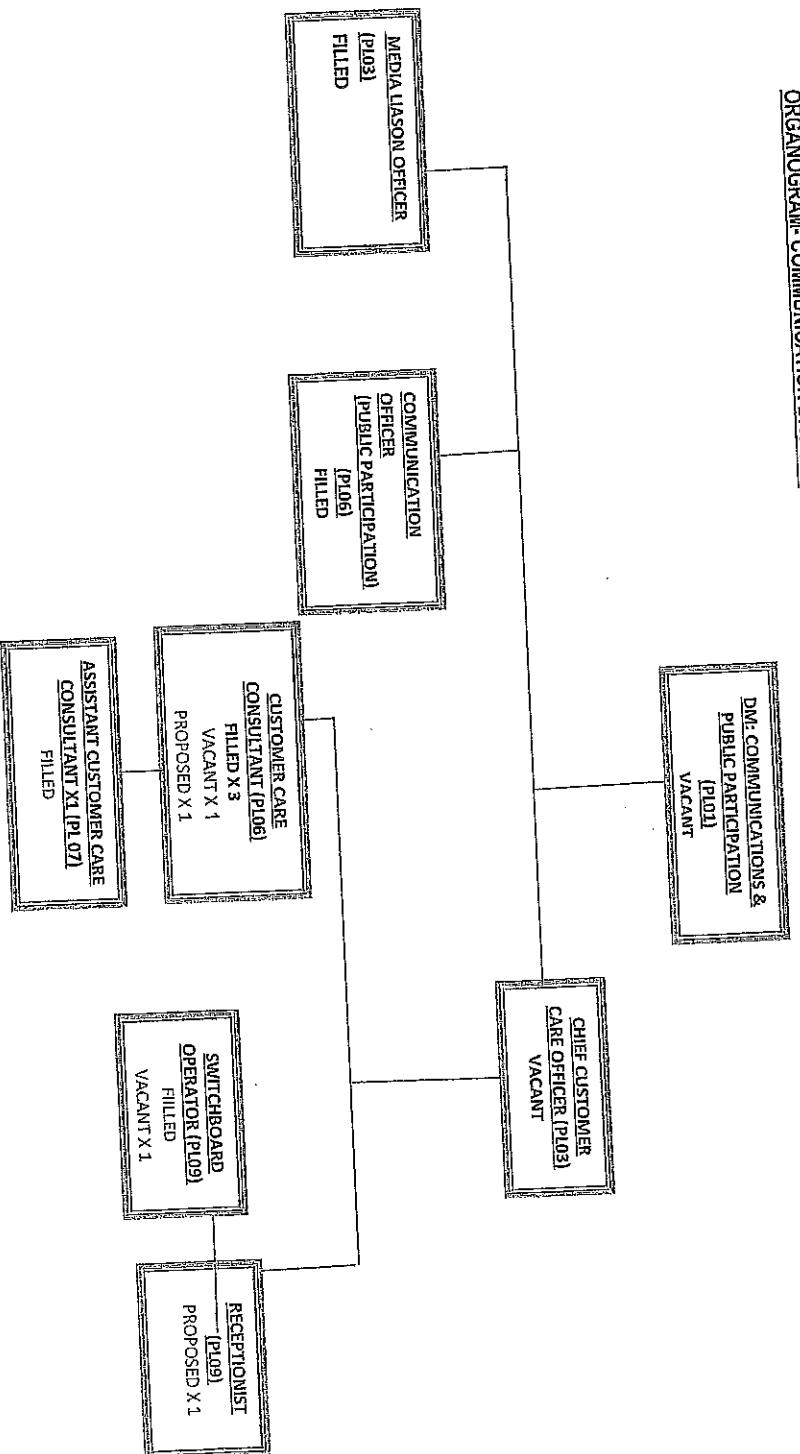




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ORGANOGRAM- COMMUNICATION DIVISION





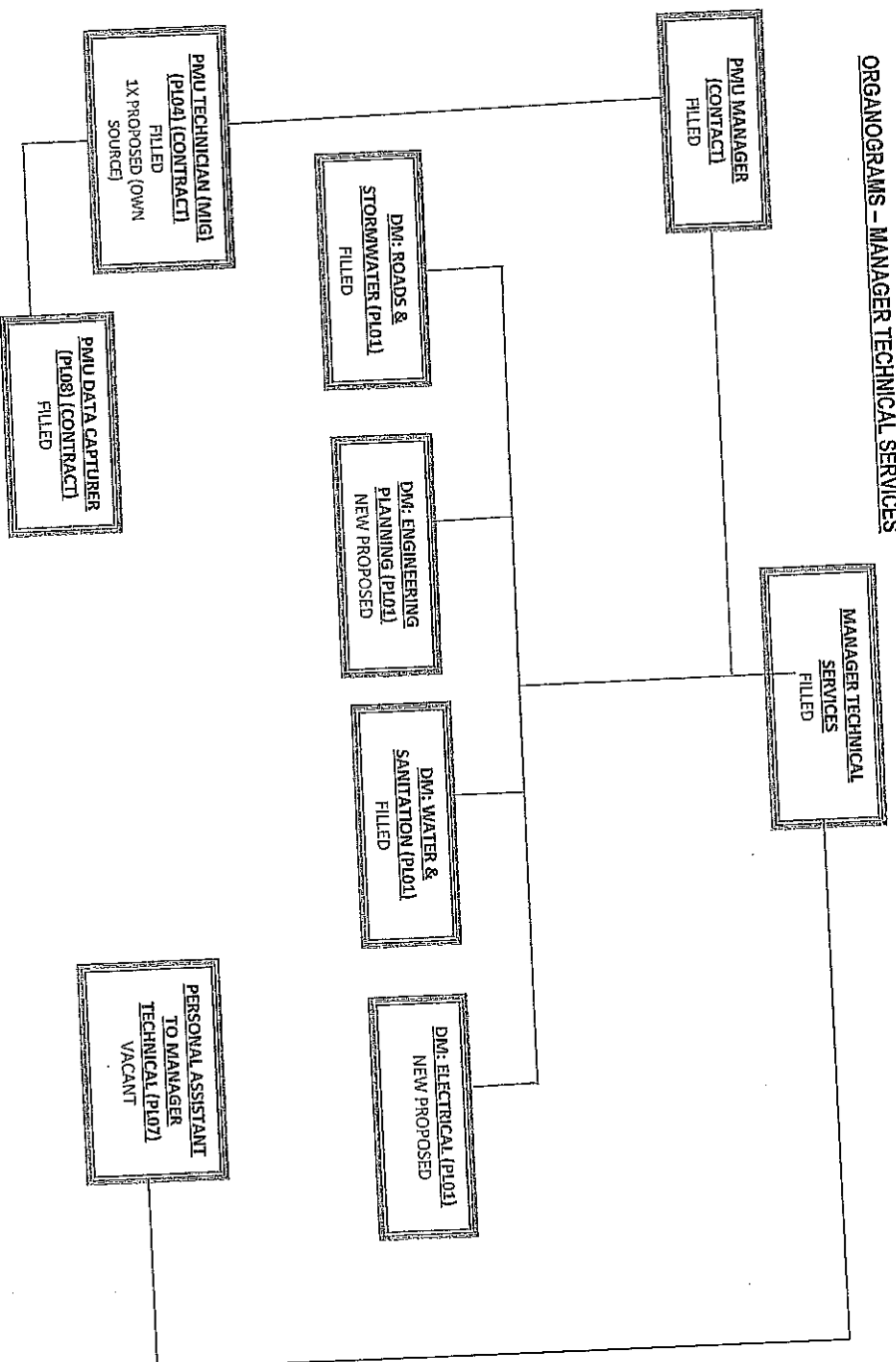
TECHNICAL SERVICE'S OFFICE ORGANOGRAM



BELA BELA LOCAL MUNICIPALITY

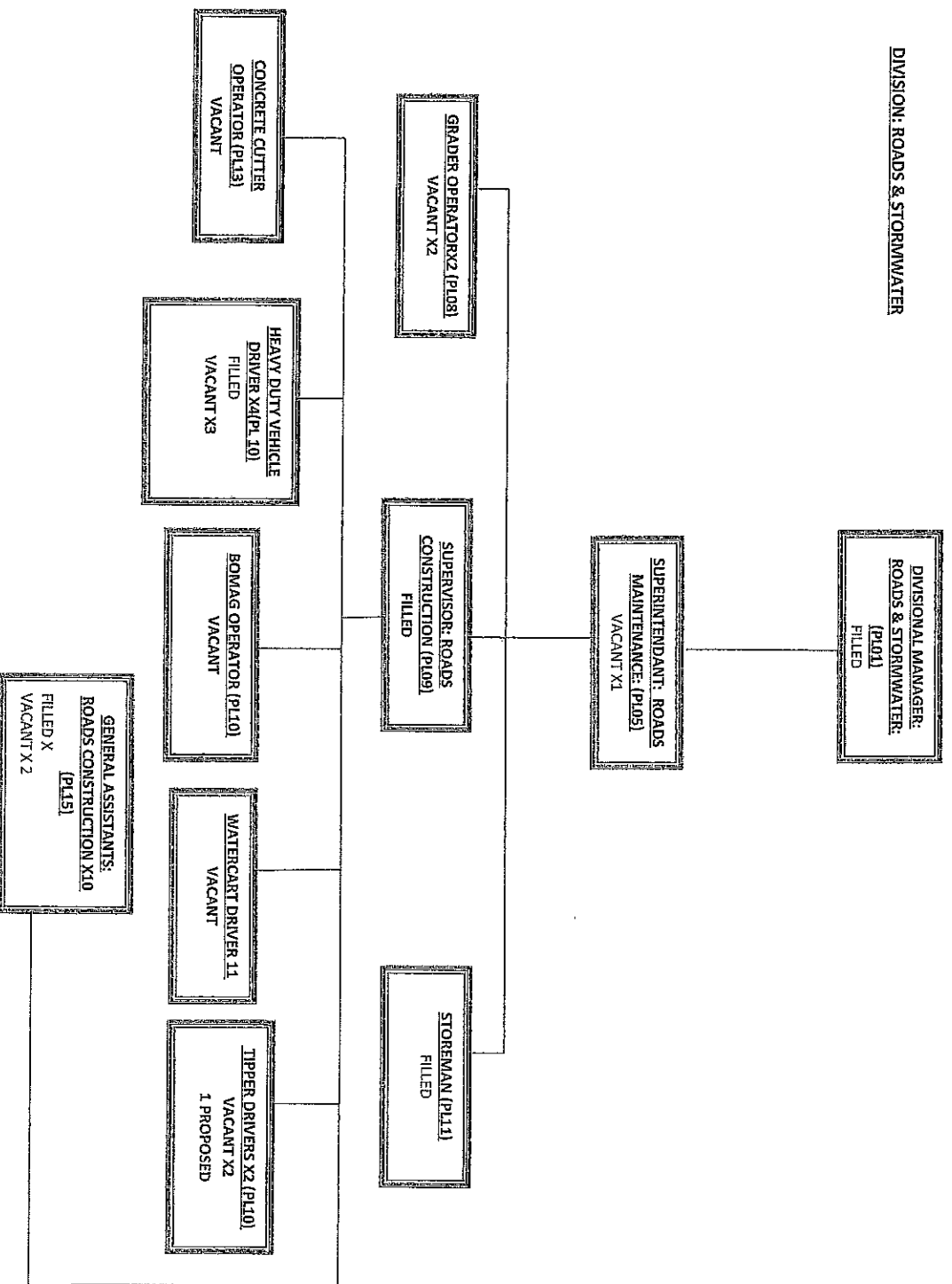
FINAL 2019/20 - 2021/22 IDP

ORGANOGRAMS - MANAGER TECHNICAL SERVICES





DIVISION: ROADS & STORMWATER

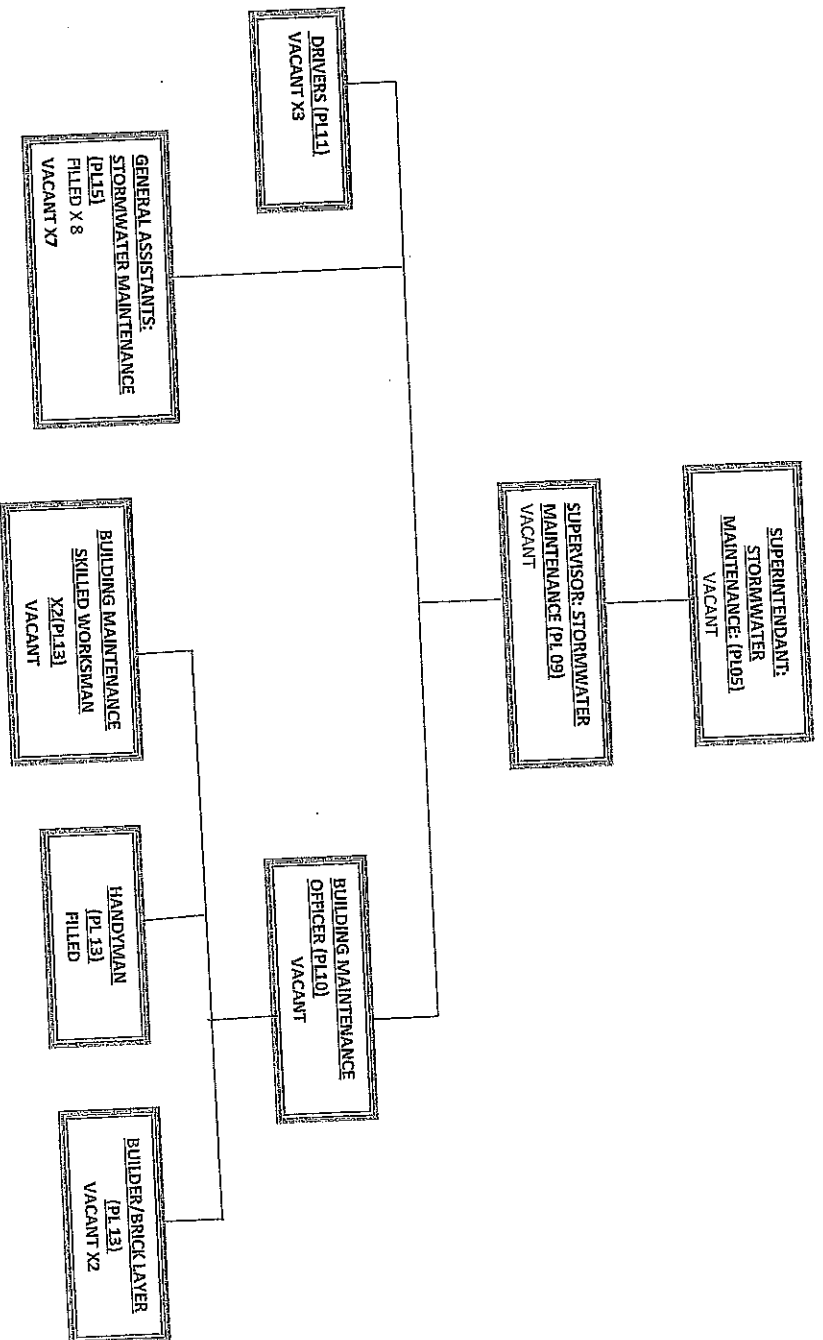




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DIVISION: ROADS & STORMWATER





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DIVISIONAL MANAGER: WATER
& SANITATION (P103)
FILLED

FILLED

**SENIOR ENGINEERING
TECHNICIAN: (P103)
NEW PROPOSED**

SUPERINTENDANT
WATER (PL05)

SUPERINTENDANT:
WASTEWATER TREATMENT
(PL05)
FILLED

SUPP
W

WATER QUALITY
OFFICER (P107)

PROCESS
CONTROLLER (PL07)

OFFICE ASSISTANT X
1(PL14)

PROCESS CONTROLLER
[PL07]
VACANT X1

SENIOR ASSISTANT MACHINE
OPERATOR (PL12).
FILLED

WATERCART DRIVER 11
NEW PROPOSED

SENIOR MACHINE
OPERATOR (PL09)

MACHINE OPERATORS:
WASTE WATER X 4 (PL13)
FILLED X 2
VACANT X 2

MACHINE OPERATORS WASTE
WATER PUMPSTATION (PL13)
FILED X 17

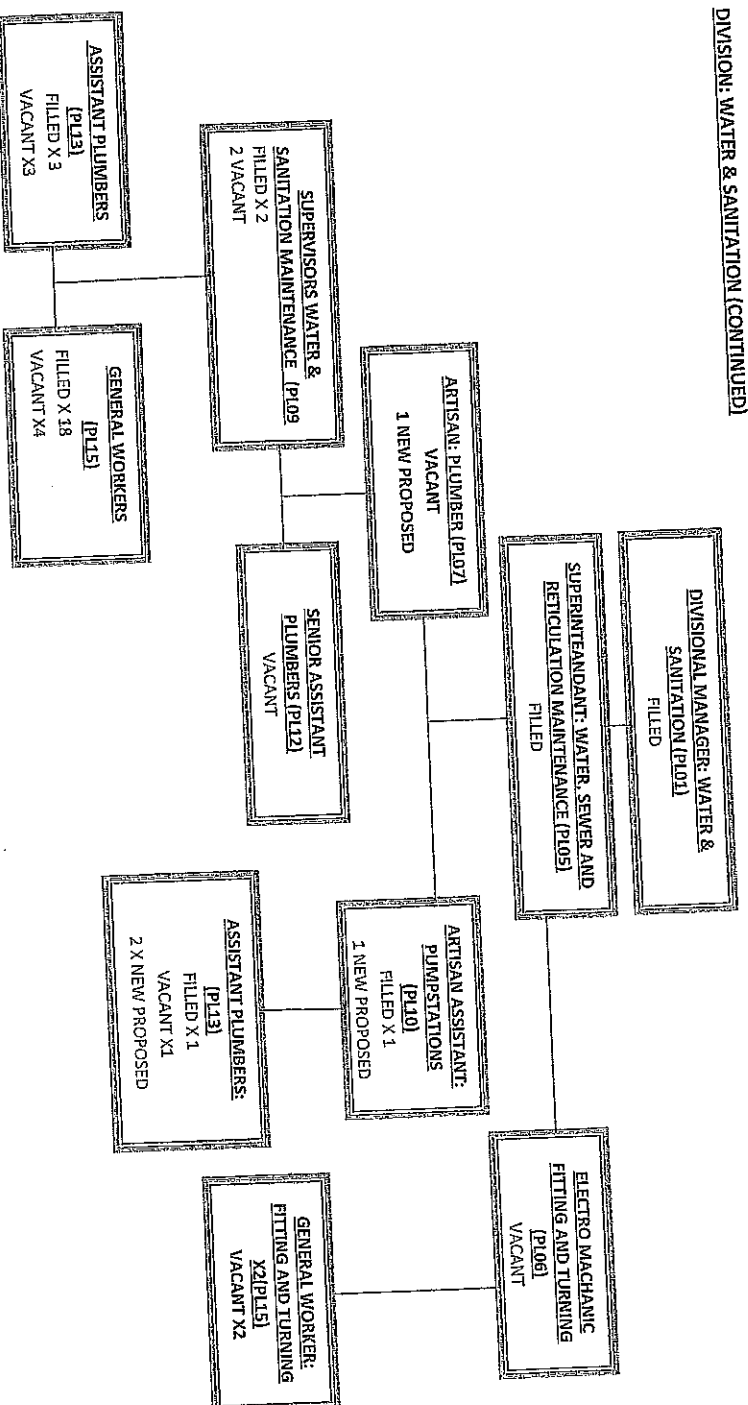
MACHINE OPERATORS:
WATER PURIFICATION
X7(PL13)
FILLED X 4

GENERAL ASSISTANT: WATER
PURIFICATION (PL15)
FILED X 2

GENERAL ASSISTANTS
WASTE WATER (PL15)
FILLED X 3
VACANT X 1

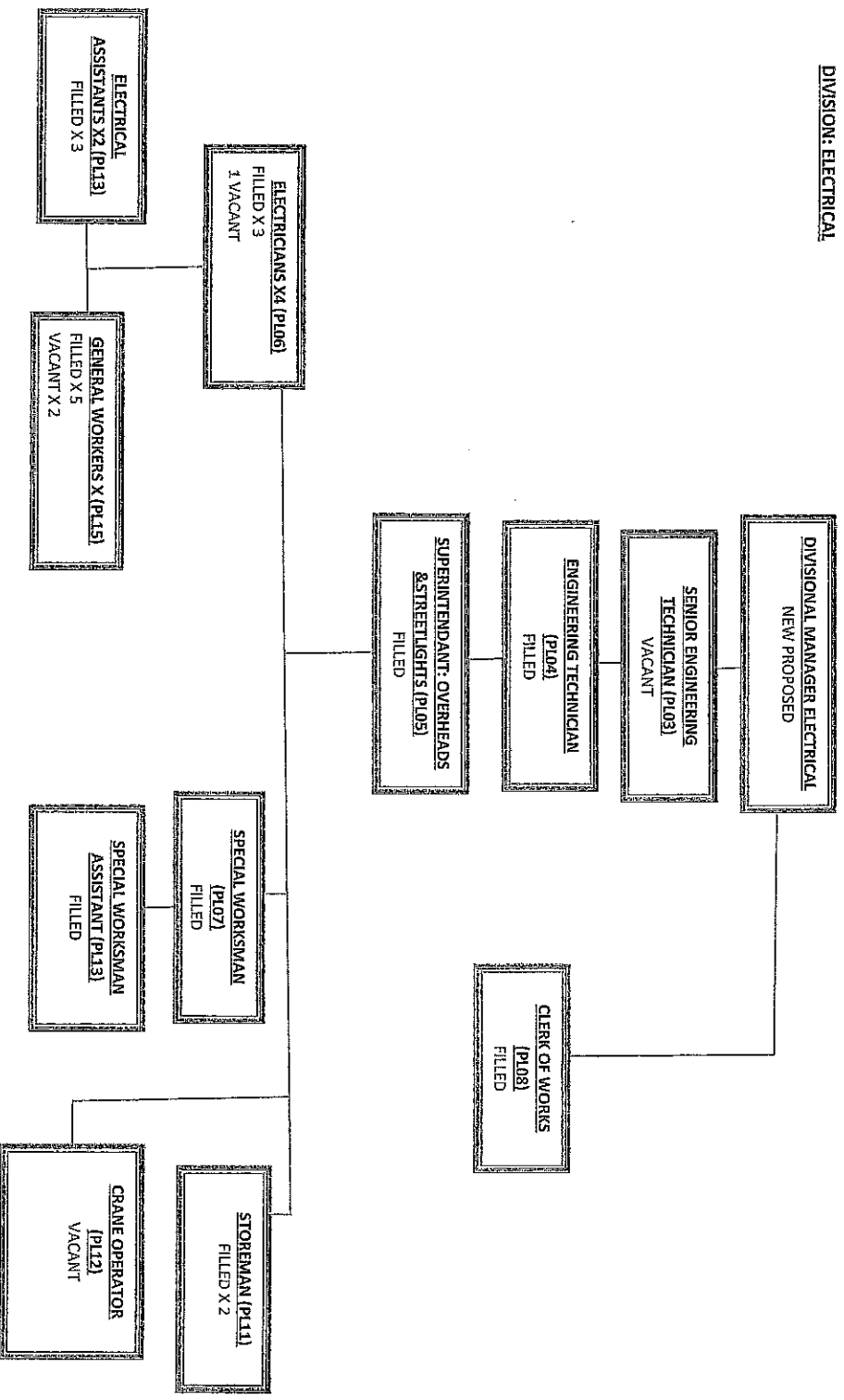


DIVISION: WATER & SANITATION (CONTINUED)





DIVISION: ELECTRICAL

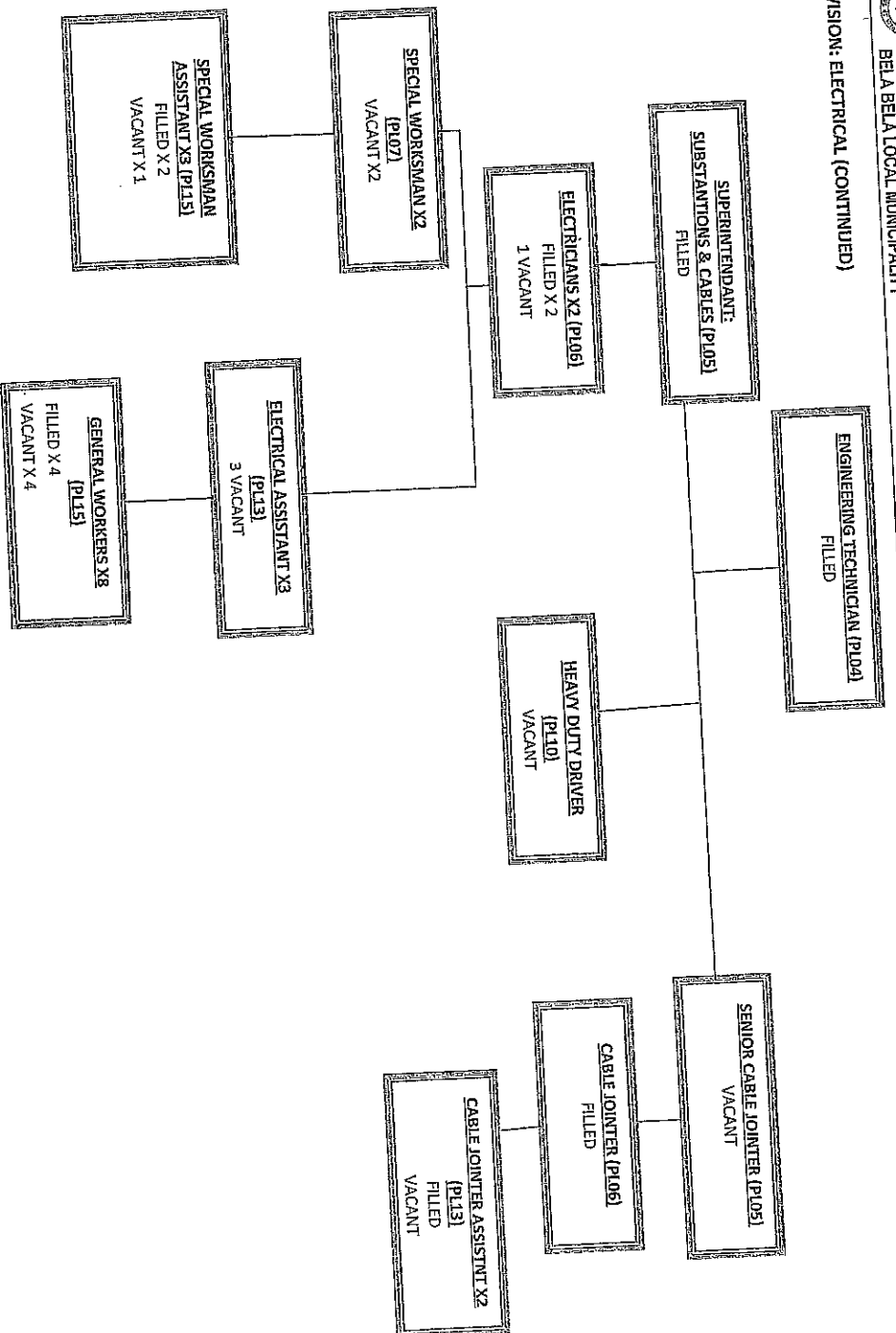




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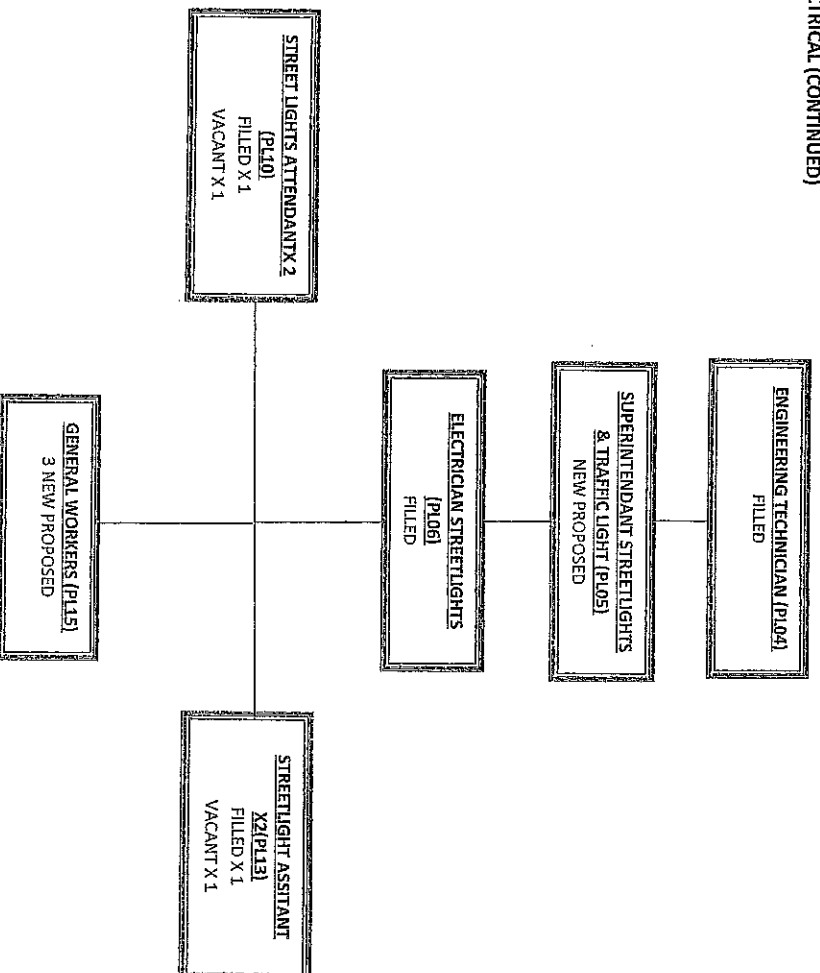
FINAL 2019/20 - 2021/22 LDP

DIVISION: ELECTRICAL (CONTINUED)





DIVISION: ELECTRICAL (CONTINUED)

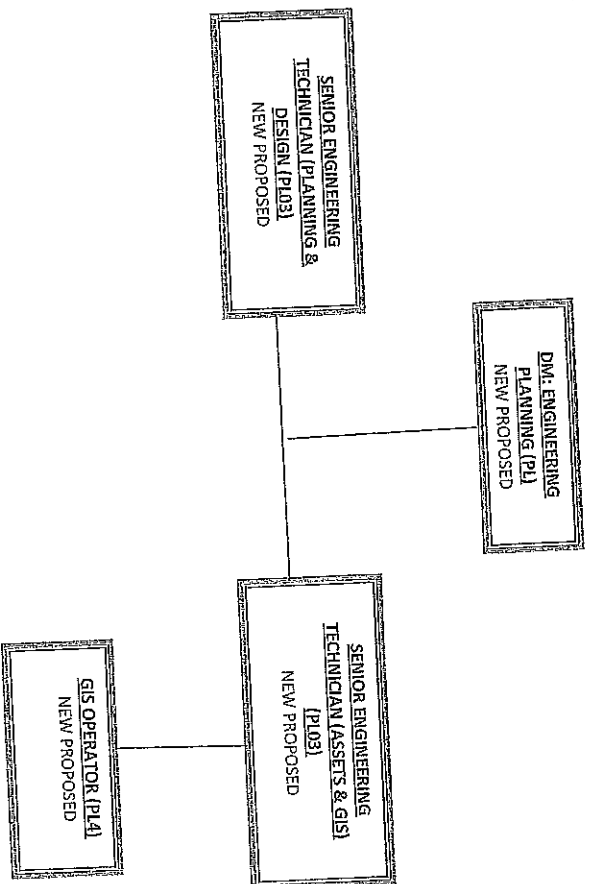




BELA BELA LOCAL MUNICIPALITY

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ENGINEERING PLANNING DIVISION



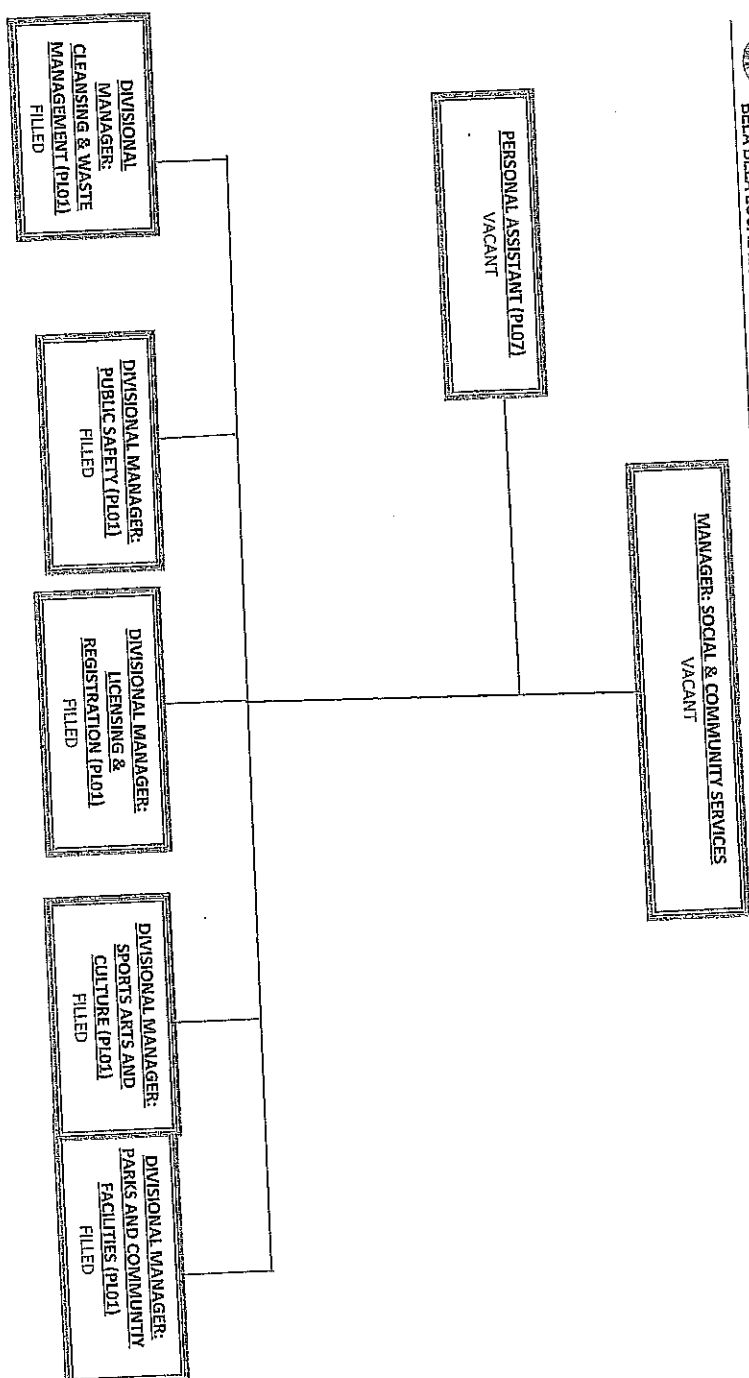


SOCIAL & COMMUNITY SERVICES ORGANOGRAM



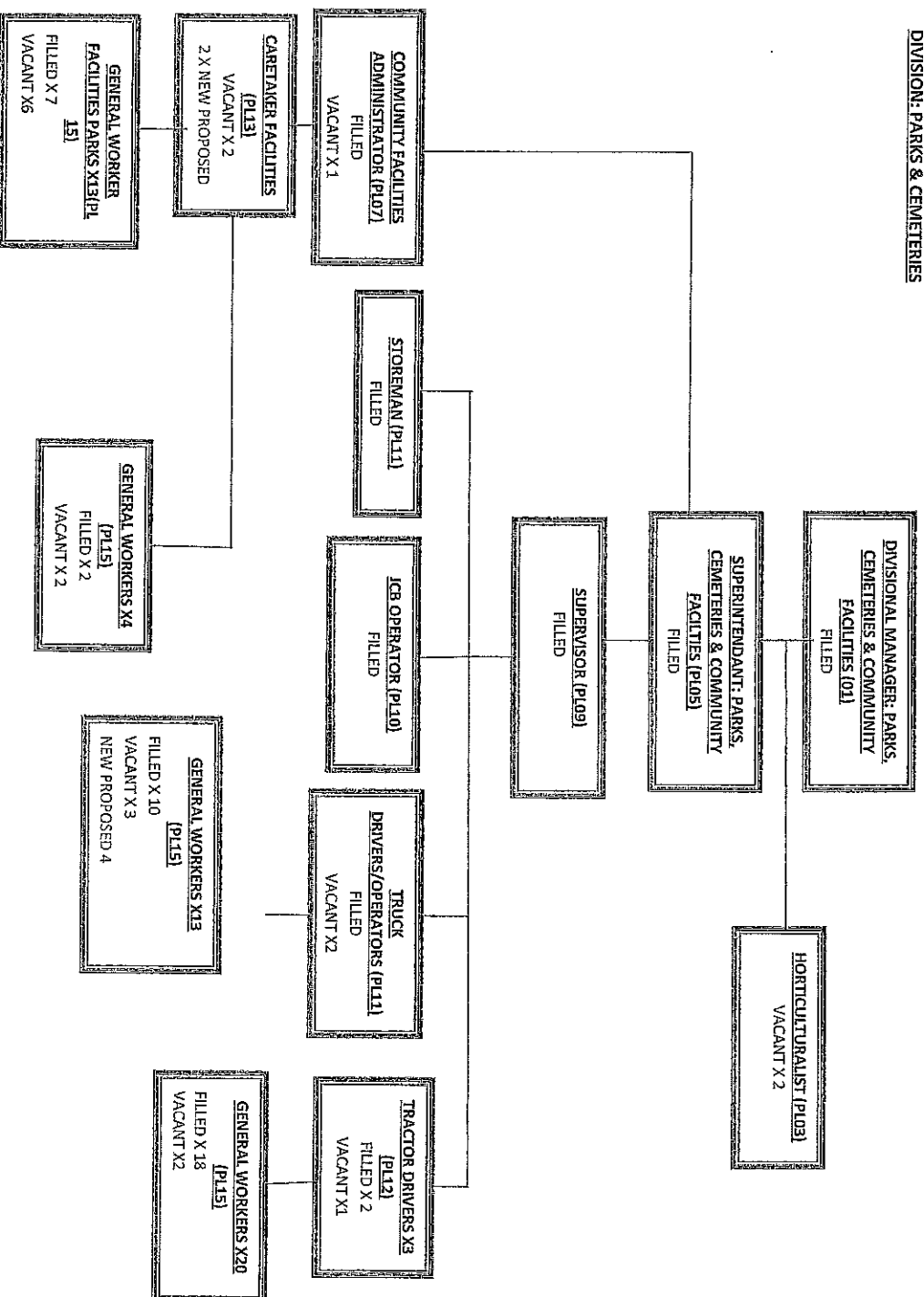
BELA BELA LOCAL MUNICIPALITY

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DIVISION: PARKS & CEMETERIES

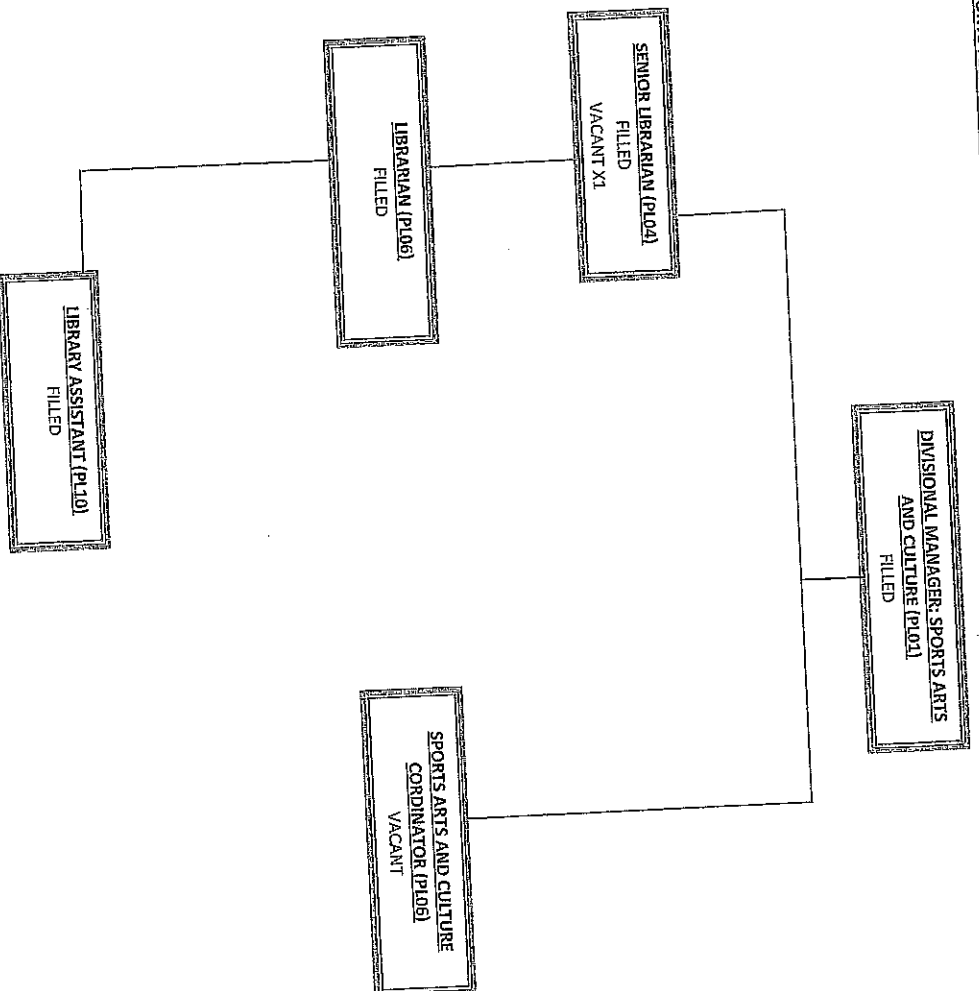




BELVA LOCAL MUNICIPALITY

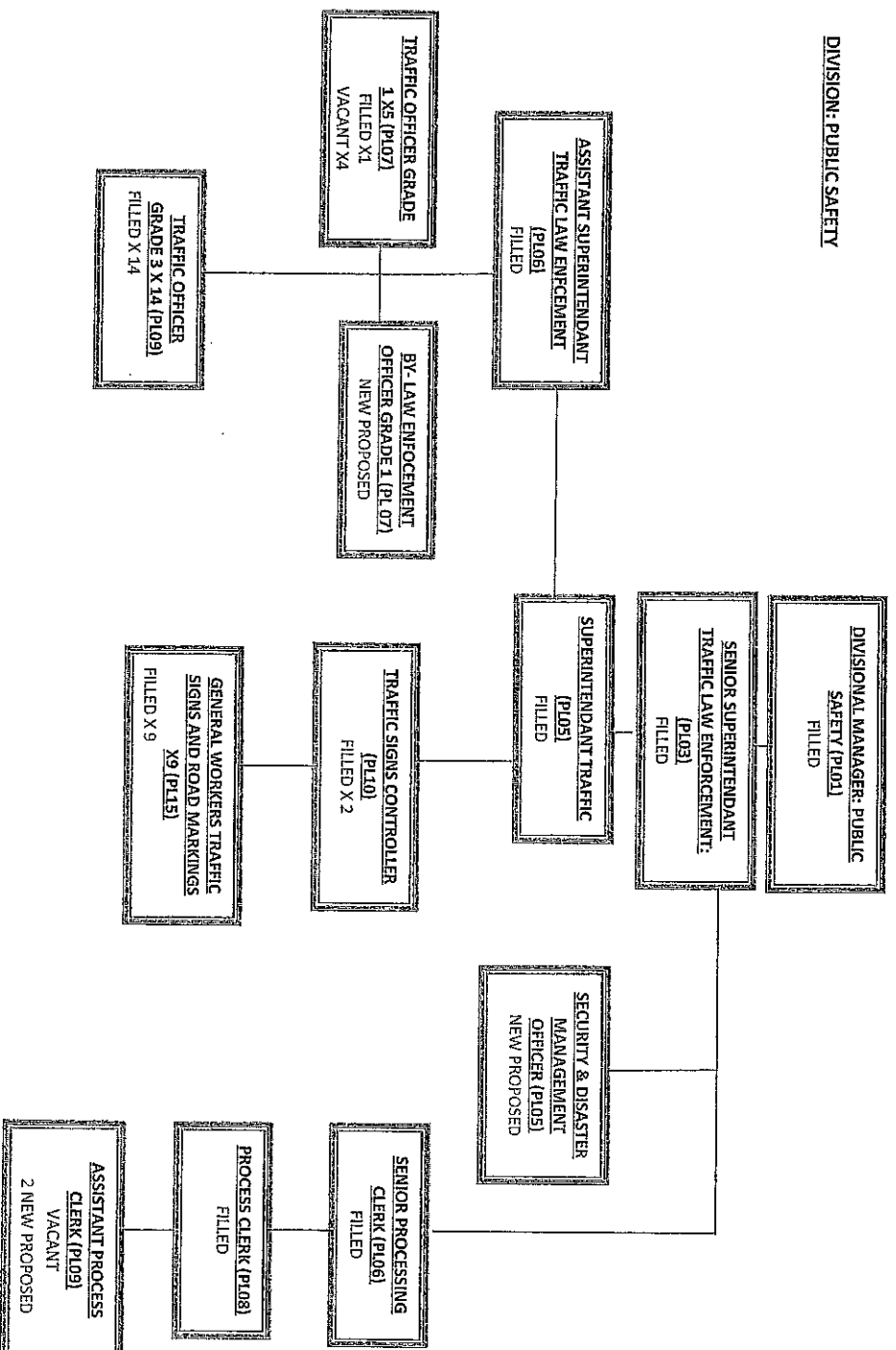
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DIVISION: SPORTS, ARTS AND CULTURE





DIVISION: PUBLIC SAFETY

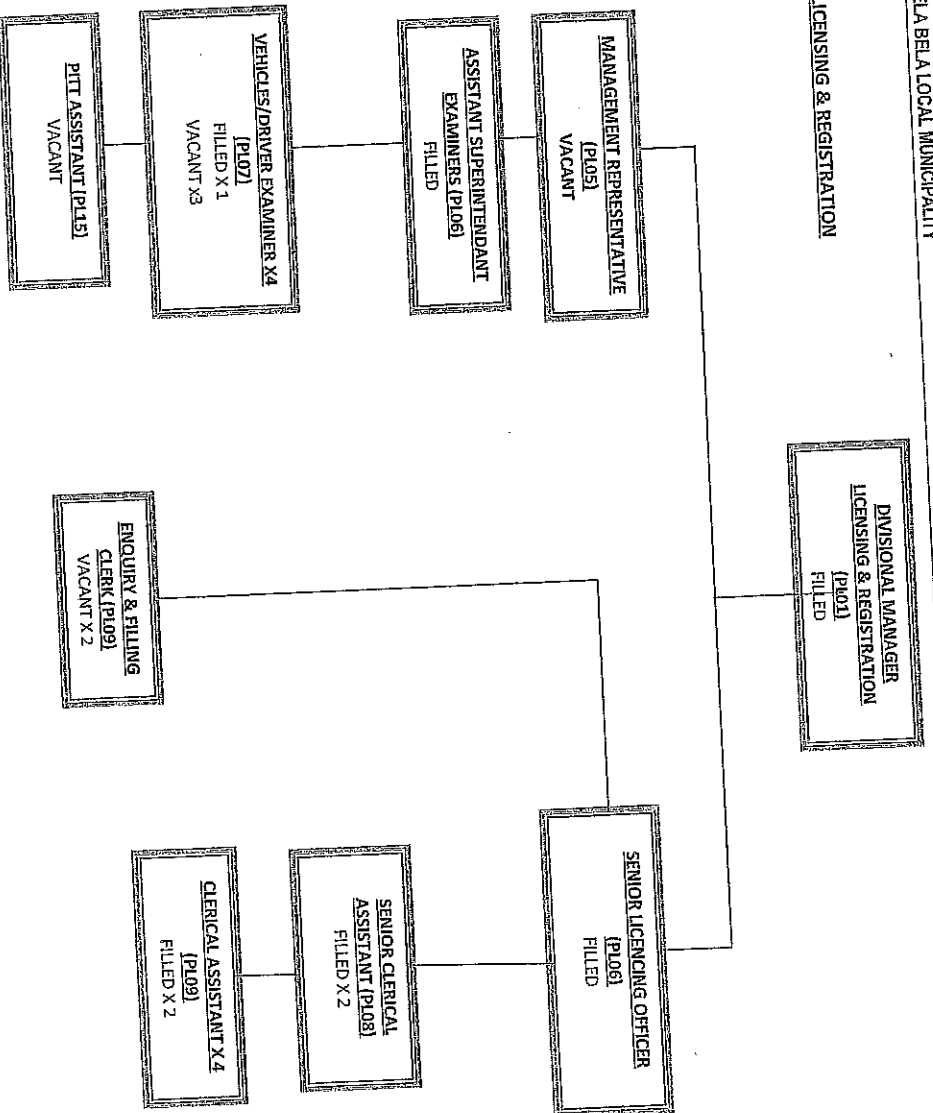




BELA BELA LOCAL MUNICIPALITY

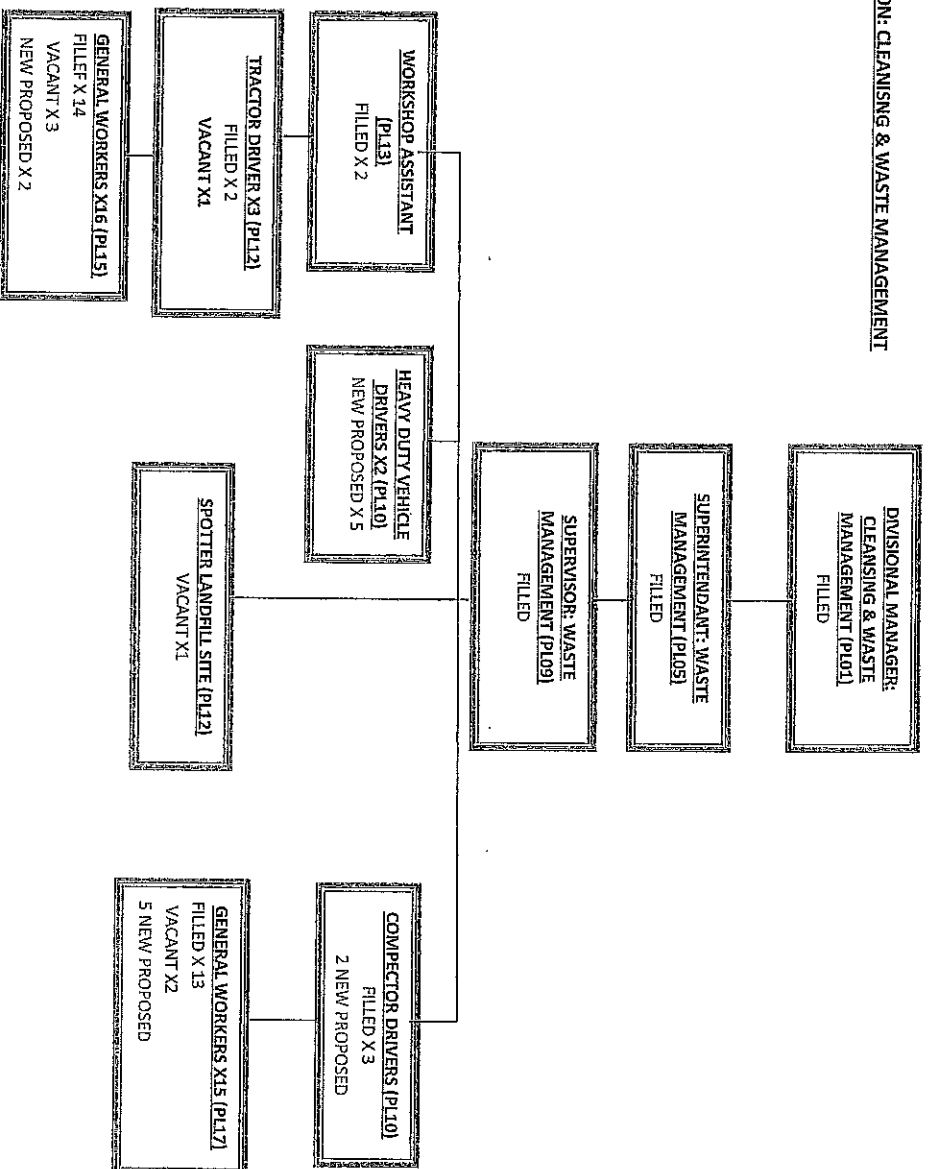
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DIVISION: LICENSING & REGISTRATION





DIVISION: CLEANING & WASTE MANAGEMENT

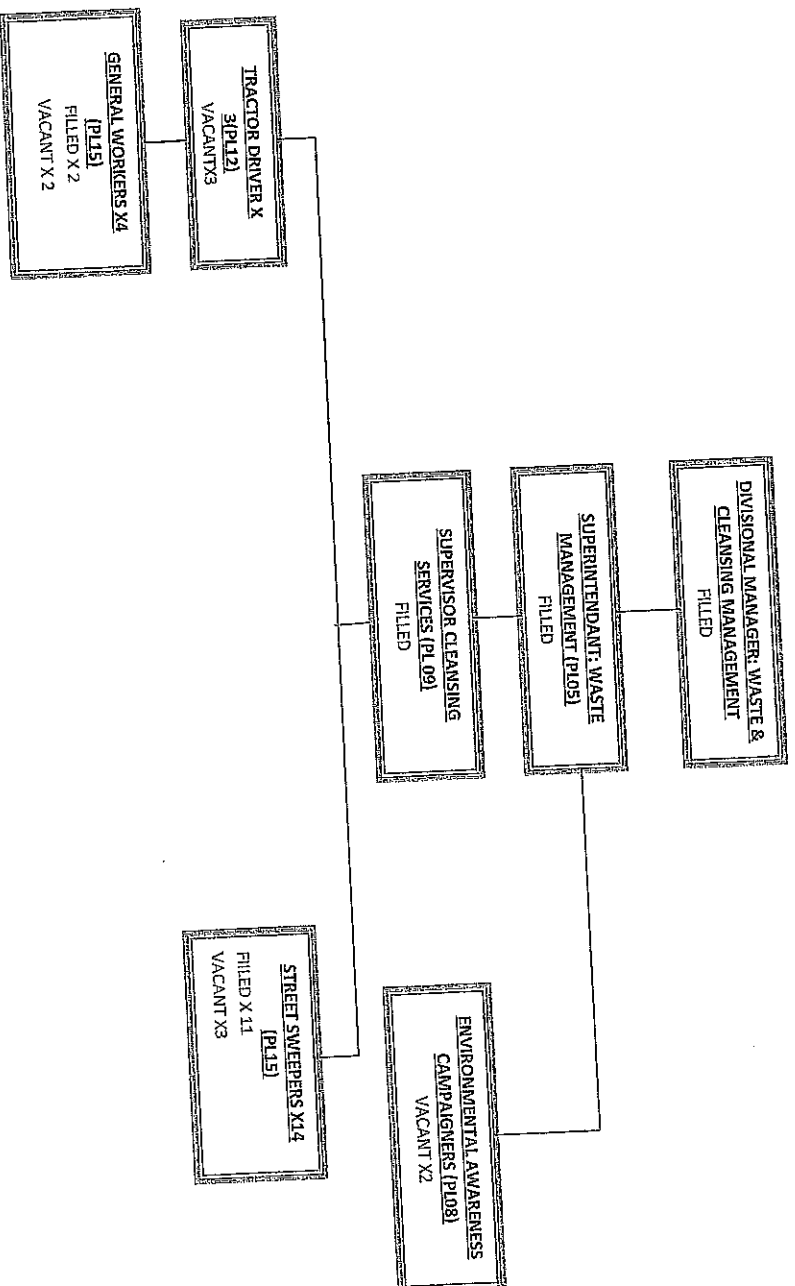




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DIVISION: CLEANSING & WASTE MANAGEMENT (CLEANSING)





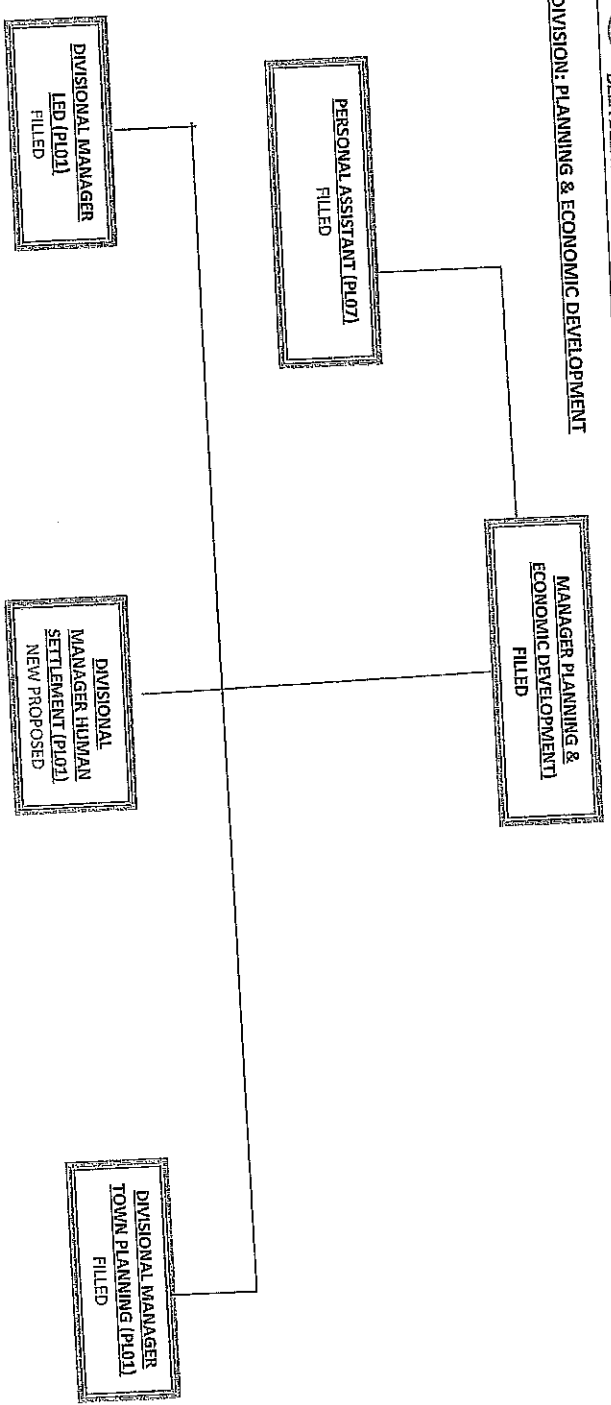
PLANNING & ECONOMIC OFFICE ORGANOGRAM



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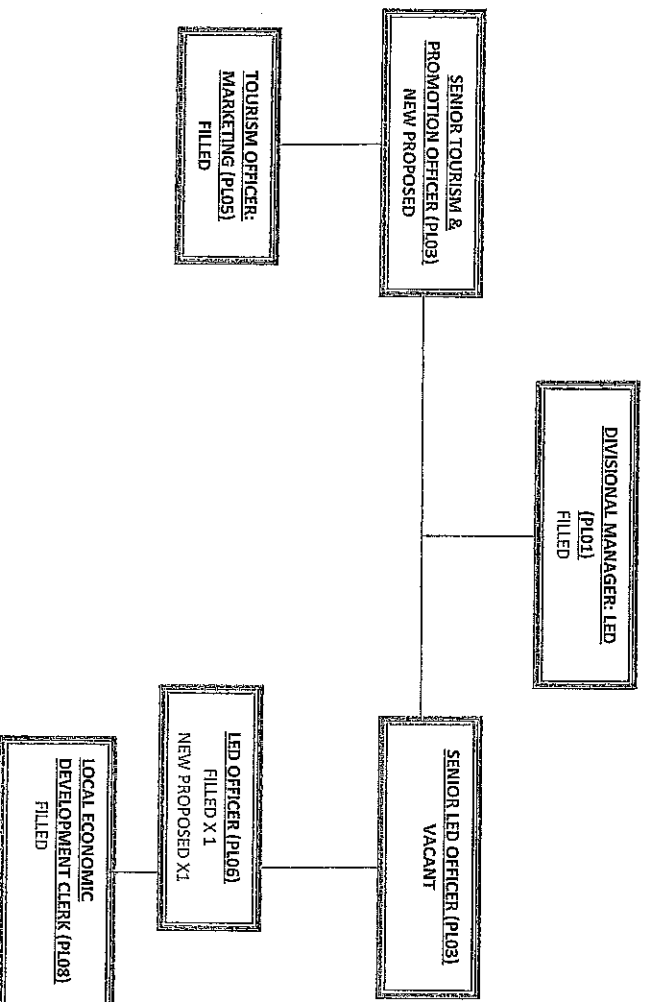
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DIVISION: PLANNING & ECONOMIC DEVELOPMENT





DIVISION: LOCAL ECONOMIC DEVELOPMENT

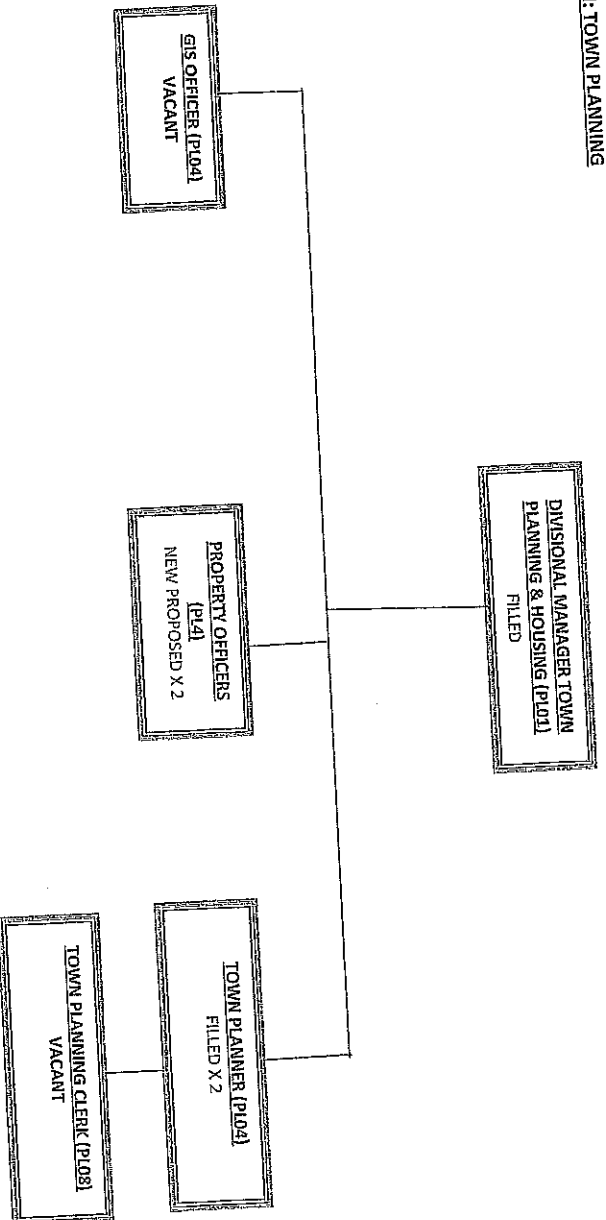




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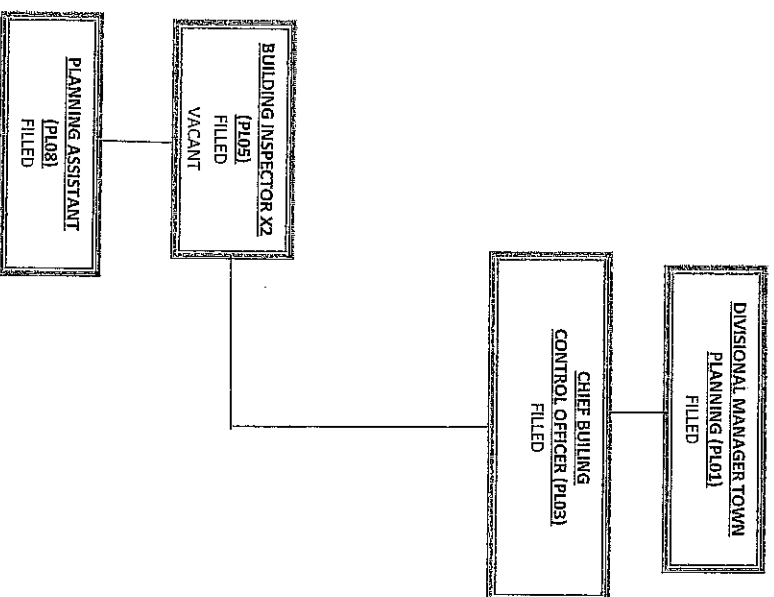
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DIVISION: TOWN PLANNING





DIVISION: TOWN PLANNING

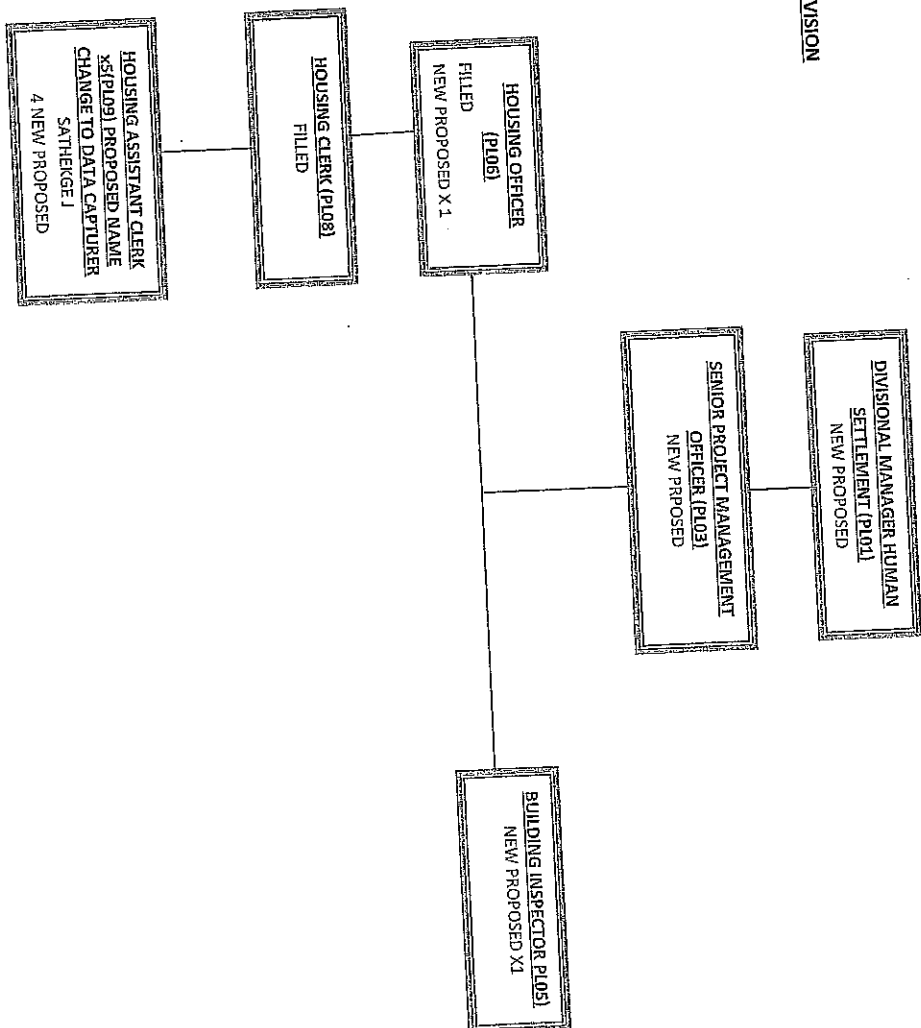




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HUMAN SETTLEMENT DIVISION





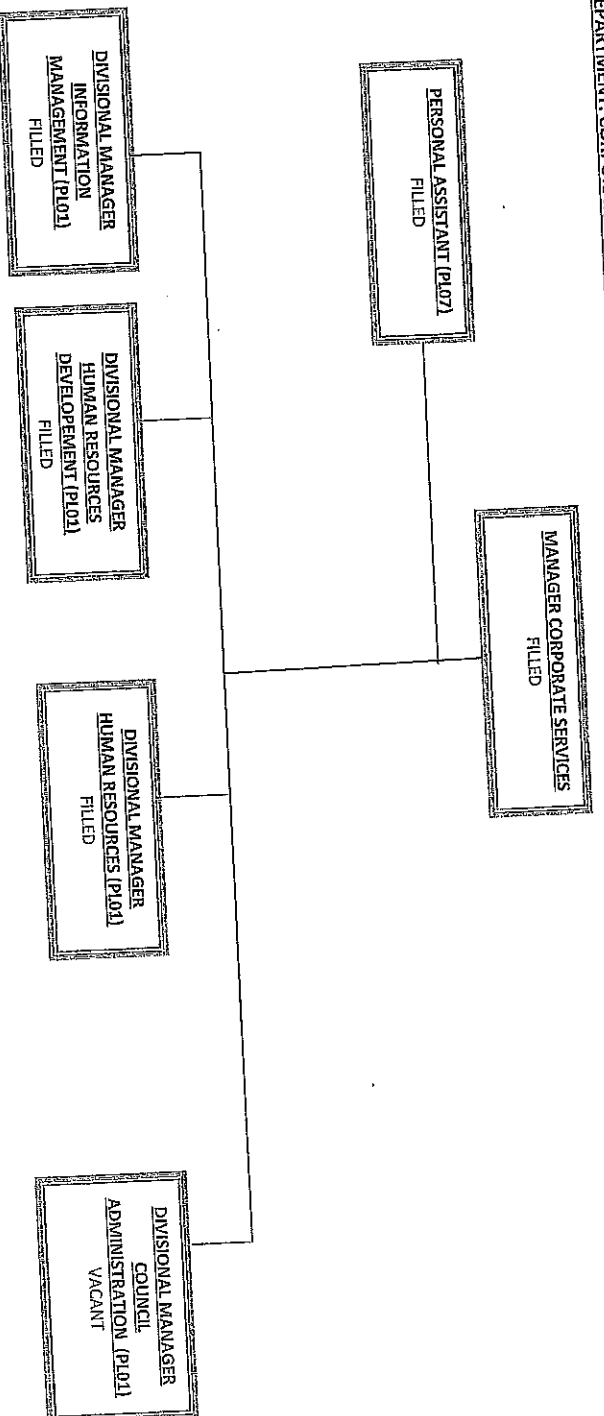
OFFICE OF CORPORATE ORGANOGRAM



BELVA BELLA LOCAL MUNICIPALITY

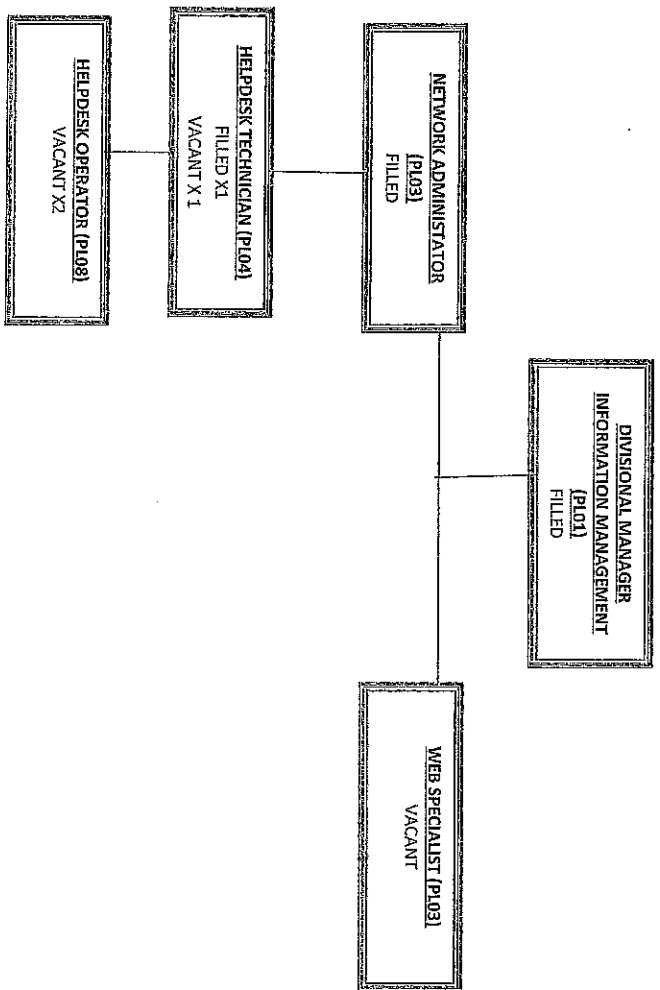
FINAL 2019/20 - 2021/22 IDP

DEPARTMENT: CORPORATE SERVICES





INFORMATION TECHNOLOGY DIVISION

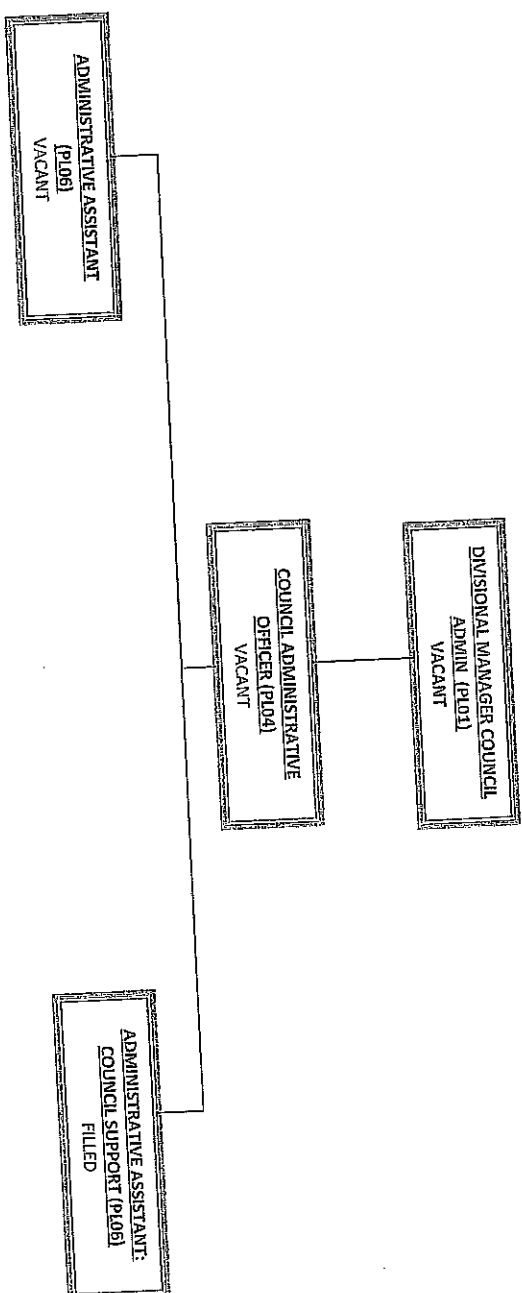




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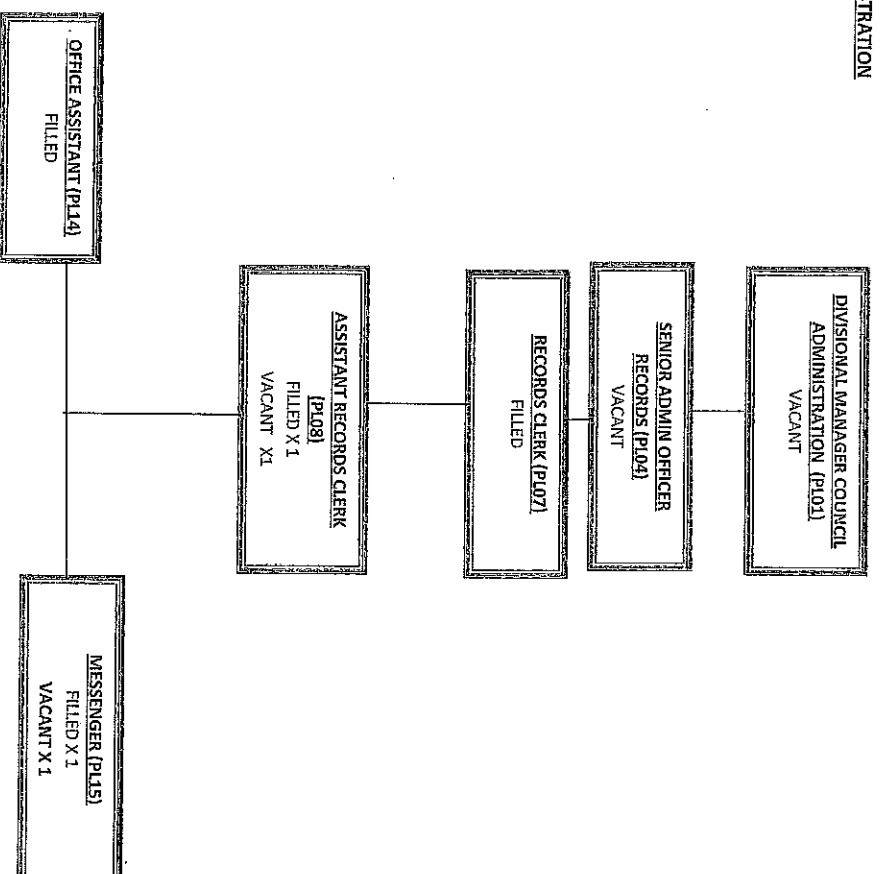
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DIVISION: COUNCIL ADMIN





DIVISION: COUNCIL ADMINISTRATION

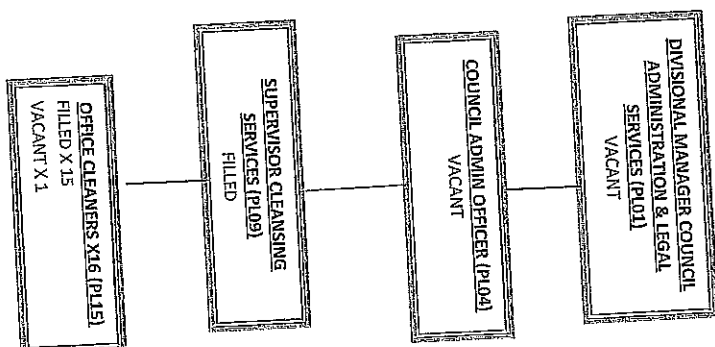




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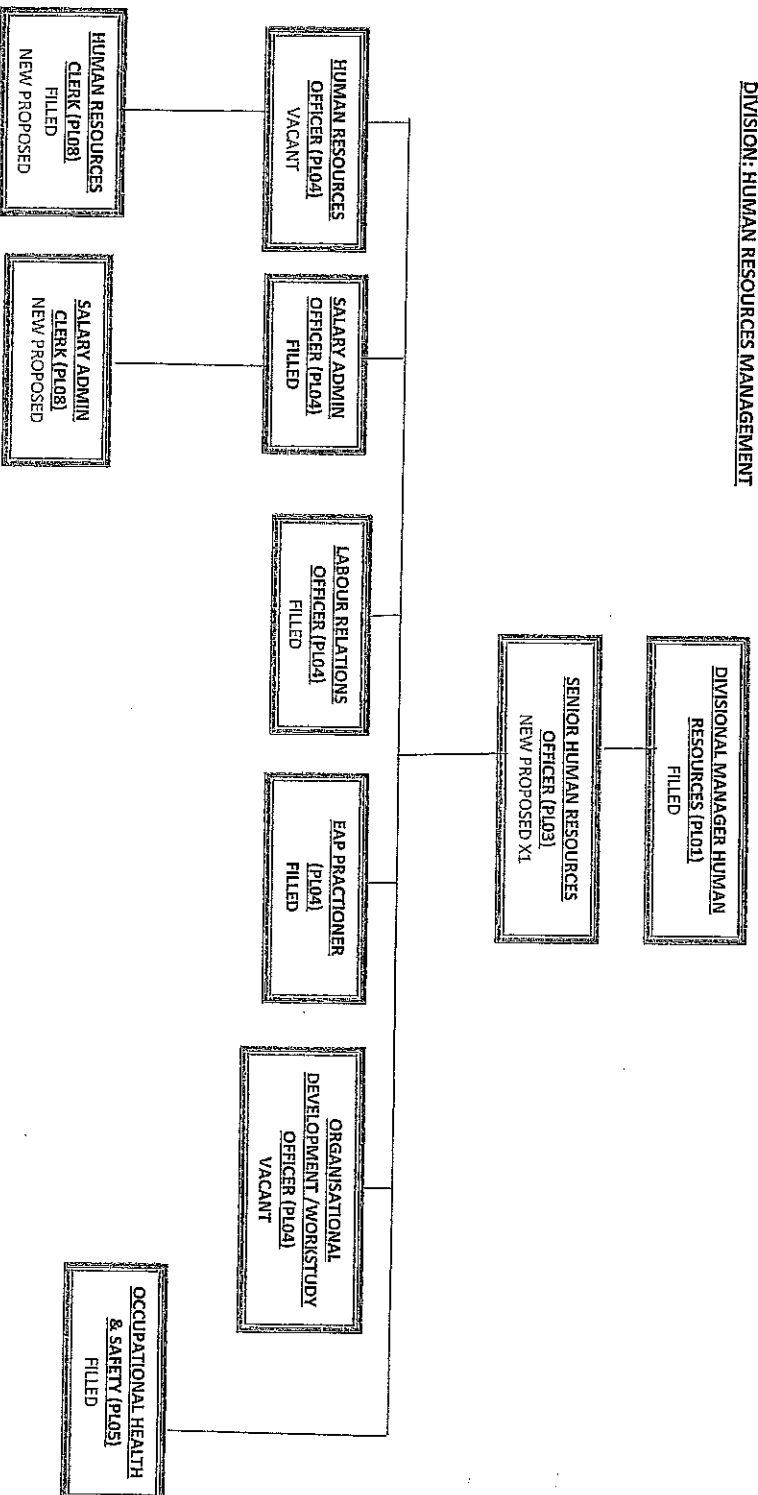
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DIVISION COUNCIL ADMINISTRATION (CONTINUED)





DIVISION: HUMAN RESOURCES MANAGEMENT

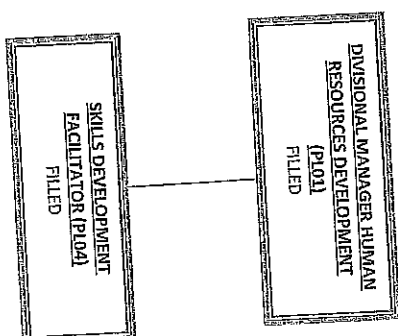




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DIVISION: HUMAN RESOURCES DEVELOPMENT





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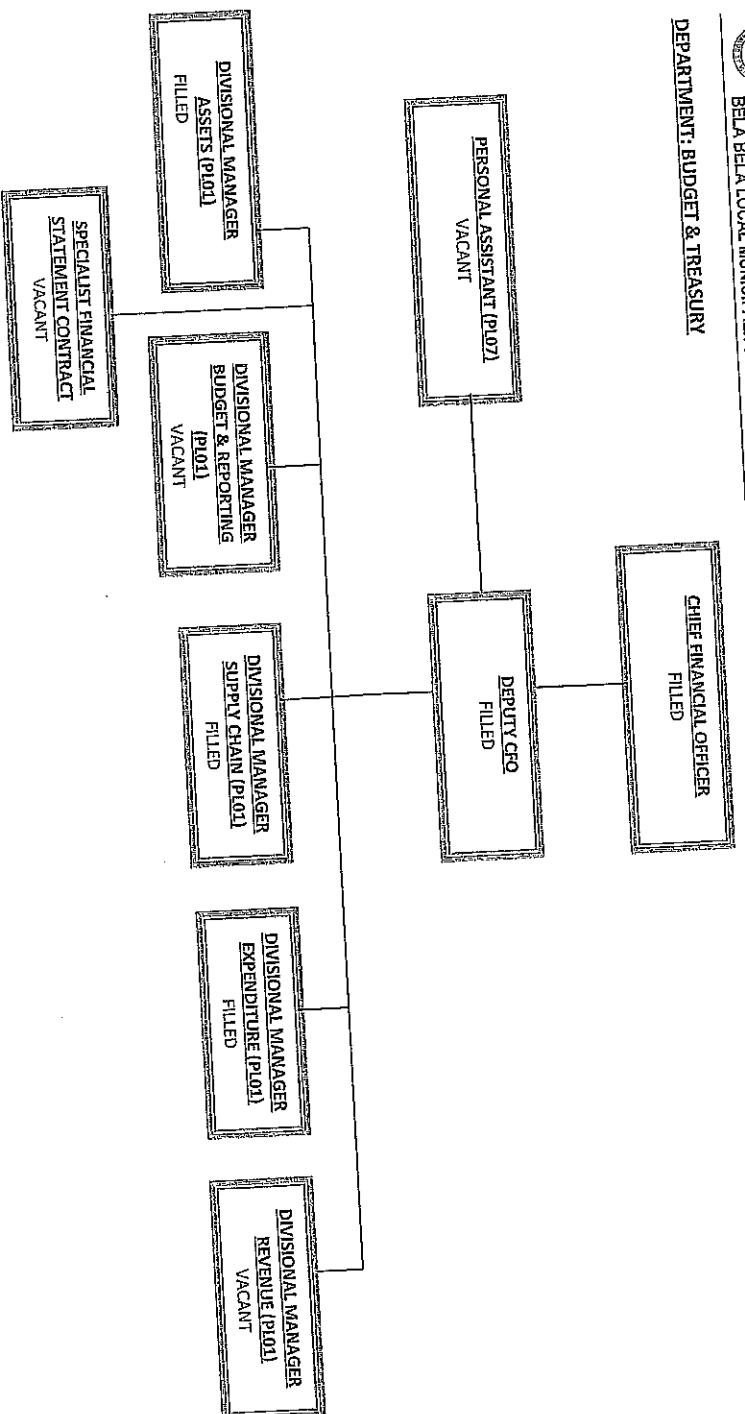
BUDGET & TREASURY ORGANOGRAM



BELA BELA LOCAL MUNICIPALITY

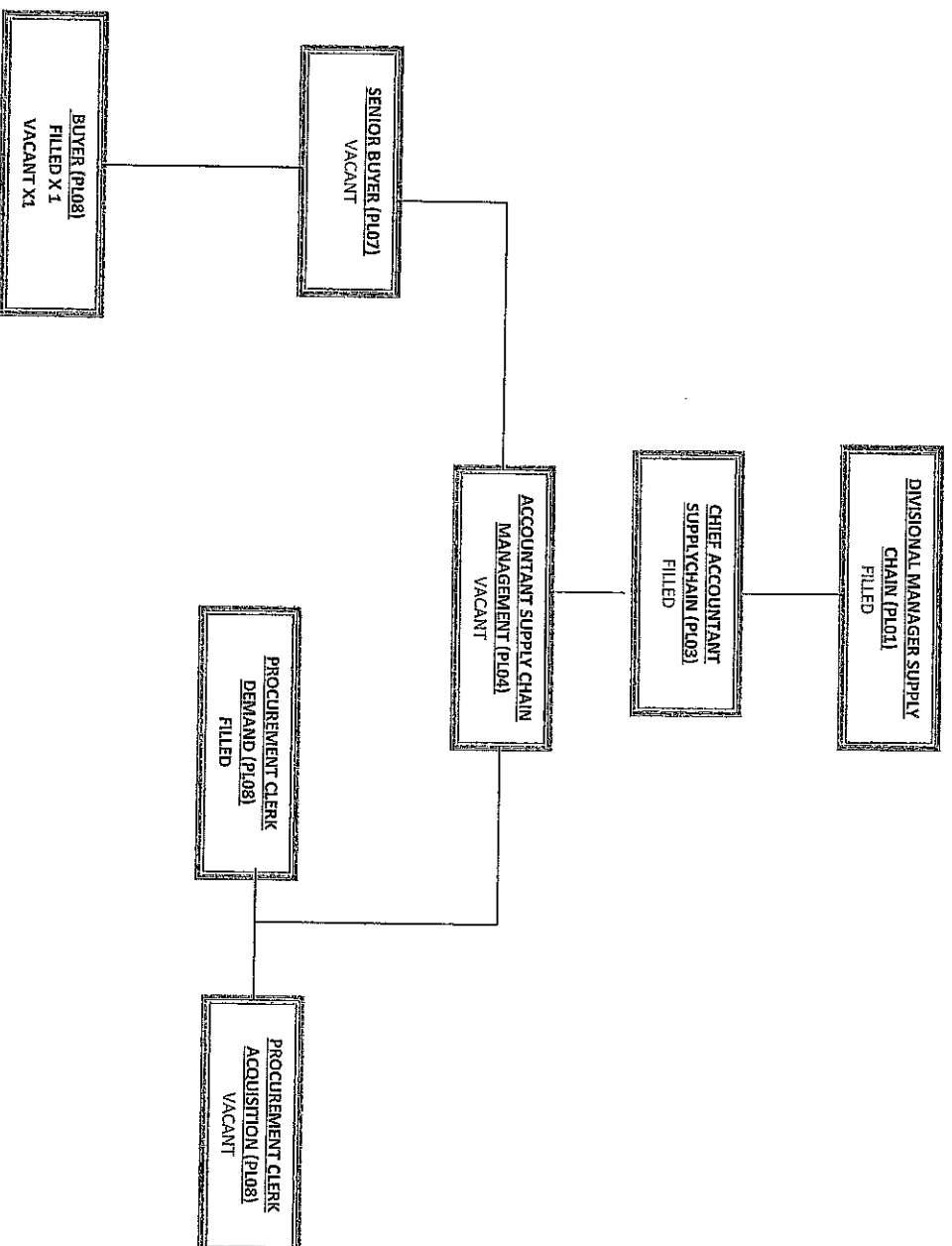
FINAL 2019/20 – 2021/22 IDP

DEPARTMENT: BUDGET & TREASURY





DIVISION: SUPPLY CHAIN

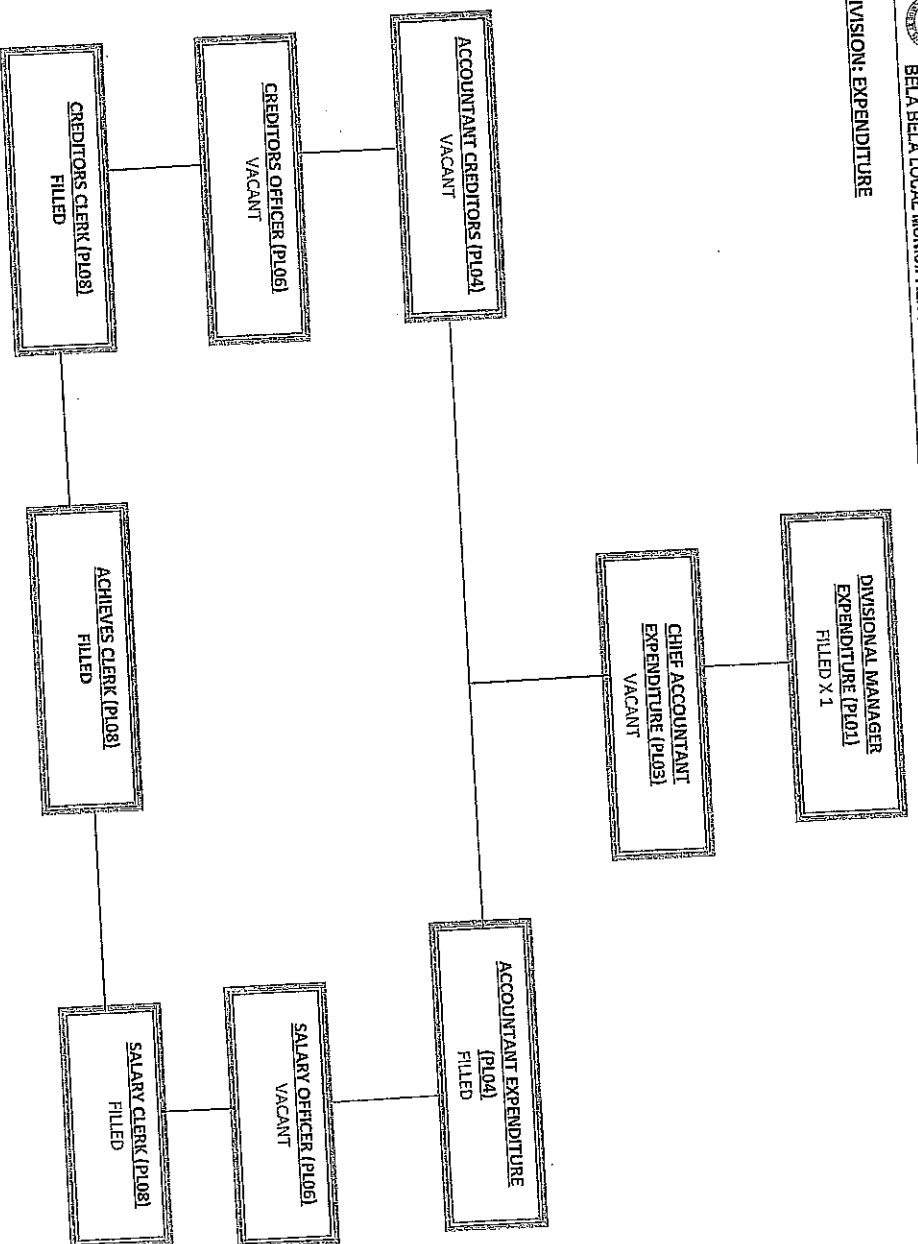




BELA BELA LOCAL MUNICIPALITY

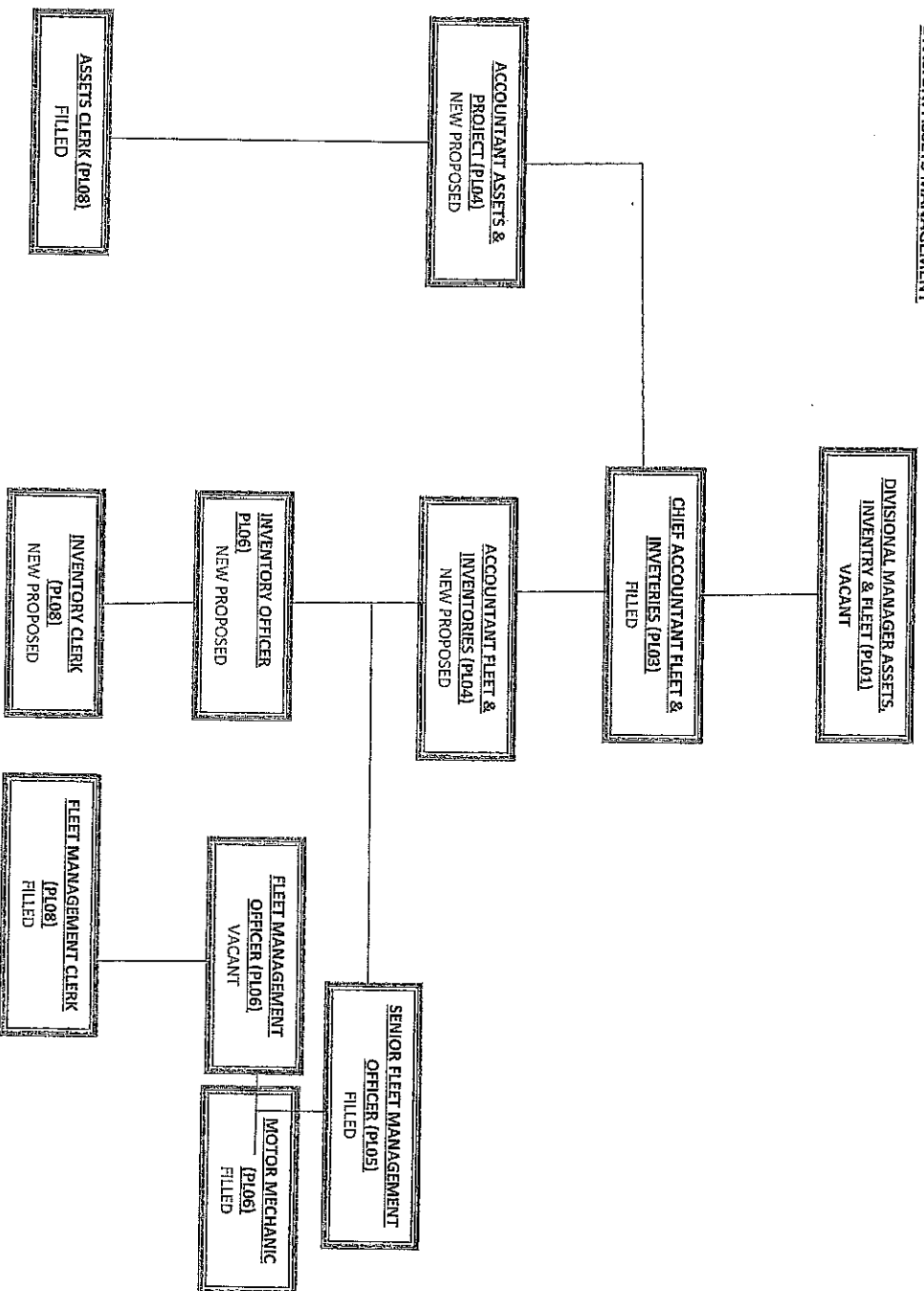
FINAL 2019/20 - 2021/22 IDP

DIVISION: EXPENDITURE





DIVISION: ASSETS MANAGEMENT

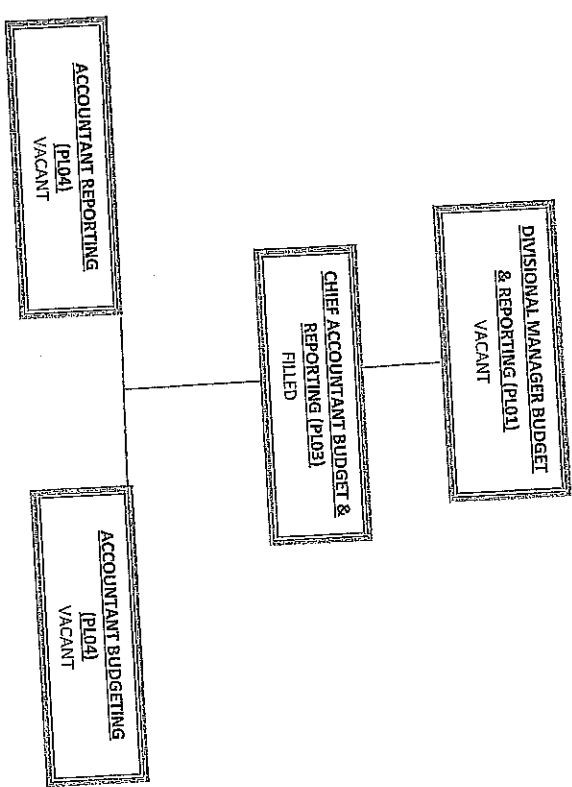




BELA BELA LOCAL MUNICIPALITY

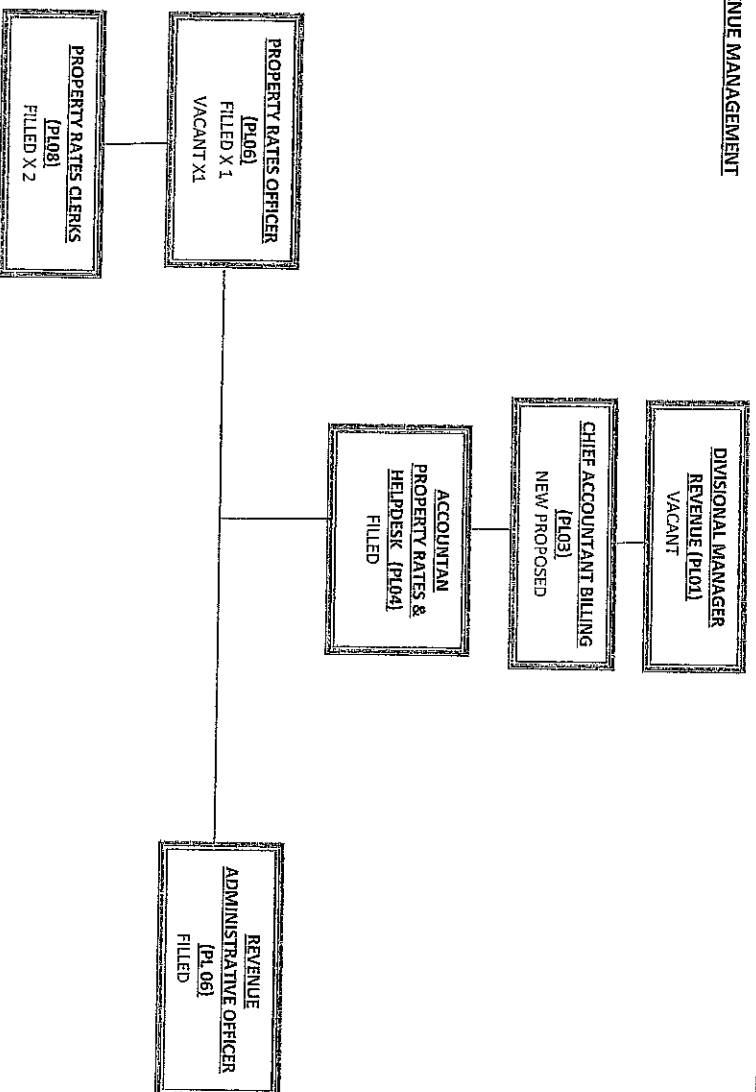
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DIVISION BUDGET & REPORTING





DIVISION: REVENUE MANAGEMENT

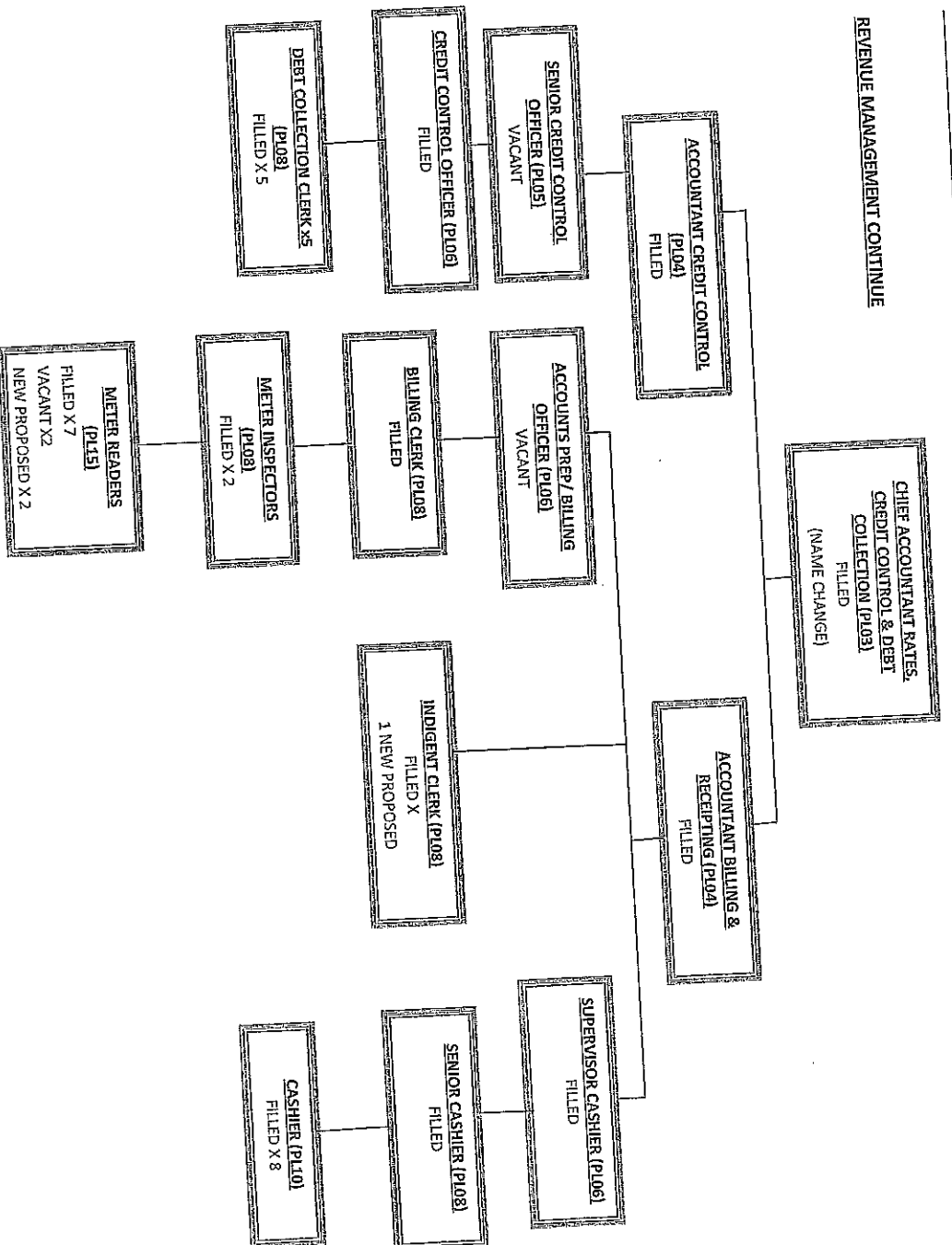




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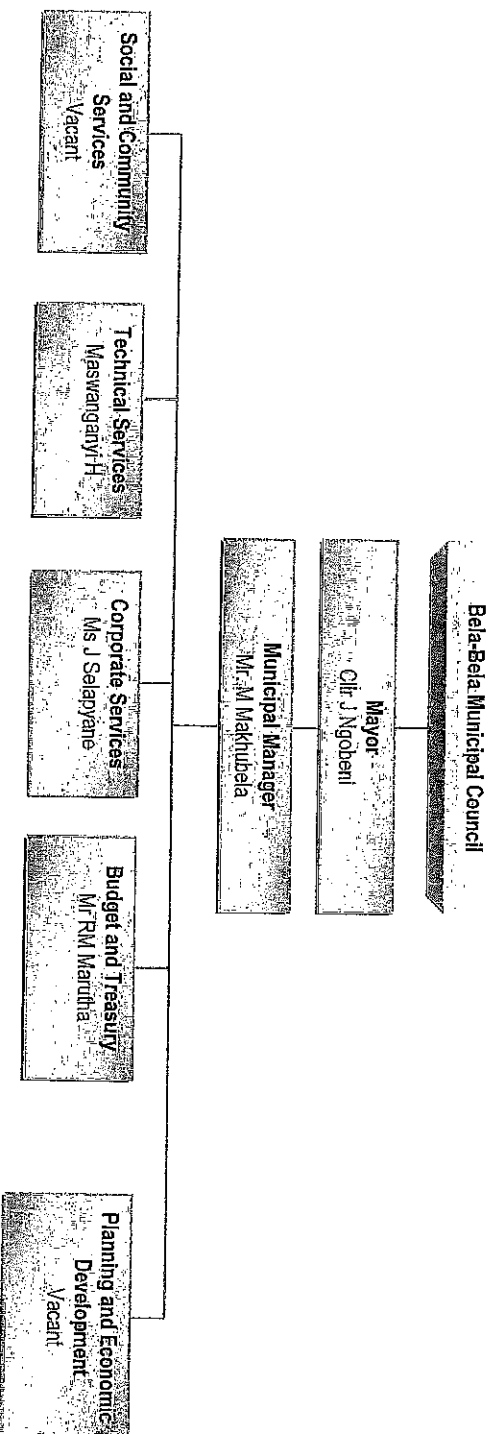
REVENUE MANAGEMENT CONTINUE





MAYOR'S OFFICE ORGANOGRAM

Figure 13: Municipal Administrative Leadership





3.8.2. An analysis of vacancy rate

Vacancy Rate

Currently the vacancy rate within the Municipality is 24%, which means that 128 Posts of the 526 are yet to be filled. At Senior Management Level as depicted above, there are two (2) vacant Posts of the Manager: Planning & Economic Development and Social & Community Services Departments respectively that must still be filled. The Municipality is committed in keeping its total operational costs under the accepted norm of 35% by ensuring that its Organizational Structure is not unduly bloated and also by ensuring that majority of its personnel is versatile in terms of performance of multiplicity of tasks and related functions through sustained skilling in accordance with its Workplace Skills Development Plan.

3.8.3. Human Resource Management System

Bela-Bela Staff Retention Policy

The Municipality prepared and adopted the staff retention policy in May 2008. It is evident judging from the date of adoption that the Policy will need to be reviewed so as to ensure its currency and relevance to the emanating issues that it should be able to provide for within the Municipality. The primary aim of this Policy when in full implementation is to afford the Municipality an opportunity of building a multi-skilled and capable Team of Practitioners at all levels of Management, which will enable the Municipality to have a sound and reliable Organizational Memory in the advent that some of the Managers leaves the Municipality for either reason.

To date, the Municipality have managed to attract a Team of highly skilled and competent Practitioners at its Senior Management Echelons, and has also enrolled all its Divisional Managers into the WFMIP programme.

The issue of succession Planning is also addressed at the same time through the aforementioned interventions, in that the more our Divisional Managers are knowledgeable and competent on issues within their respective jurisdictional area, they also also able to apply for higher positions as and when there are vacancies. Ultimately any training provided to those Practitioners who are further appointed to senior posts therein becomes a worthy investment on the part of the Municipality.

Bela Bela Scarce Skills Policy

The municipality has approved the Scarce Skills Policy in November 2015. The staff turnover shall be compared with that of competitors and the labour market as a whole. In so doing, areas of concern and good practices may be identified. Risk of losing staff (scarce/critical skills) shall be assessed. In assessing the supply/ demand, the Municipality must determine the scarce/critical skills on an annual basis. Where scarce skills have been identified, the Municipal Manager may set the salary for the post or



employee above the minimum notch of the salary range indicated by the job weight. The process may also be initiated where an employee with scarce/critical skills and/or experience has received a higher job offer and the Municipal Manager may give a counter offer to retain his or her services

Employment Equity

Local Government: Municipal Systems Act 2000 S67 requires Municipalities to develop and adopt appropriate systems and procedures to ensure fair, efficient, effective; and transparent personnel administration in accordance with the Employment Equity Act 1998. The employment equity plan intends to achieve equity in the workplace, in order to make the municipal workforce more representative and ensuring fair and equitable employment practices for employees. Furthermore it is intended to create an organisational culture that is non – discriminatory, values diversity and legitimises the input of all employees.

The employment equity policy within Bela-Bela has recently been reviewed and implementation of this policy has commenced. The gender composition within Bela-Bela Municipality by the end of June 2018 indicated that 76, 4% of the municipal employees are males while only 23, 6% are female. This indicates that a lot of work still needs to be done on the side of recruitment to ensure that the Municipality meets its target of having 40% of the municipal employees being women. In terms of gender composition at Section 56 Management, the Municipality is currently doing well to such an extent that 1 out of 3 section 56 managers is currently male and the target that has been set by this equity plan in this regard is 40% of women in Section 56 position by June 2019.



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Table 54: Bela-Bela Workplace Skills Development Plan (2018/2019)

LIST OF LEARNING INTERVENTIONS BY NAME EMPLOYED						
MUNICIPAL KEY PERFORMANCE AREA	TYPE OF LEARNING INTERVENTION	NAME OF LEARNING INTERVENTION	LEVEL	F	M	
Basic Service Delivery and Infrastructure Development	Skills Programme	Enatis Full End User	4	1	1	
Basic Service Delivery and Infrastructure Development	Skills Programme	Audit & Control (Enatis Supervisory)	4	2	2	
Basic Service Delivery and Infrastructure Development	Learnership	Examiner of Drivers License	5	1	1	
Basic Service Delivery and Infrastructure Development	Learnership	Examiner of Motor Vehicles	5	1	1	
Basic Service Delivery and Infrastructure Development	Skills Programme	Eye Test	0	6	9	
Basic Service Delivery and Infrastructure development	Skills Programme	Advanced Driving	4	3	10	
Basic Service Delivery and Infrastructure Development	Learnership	Traffic Officer programme	5	3	2	
Basic Service Delivery and Infrastructure Development	Skills Programme	AARTO	0	4	1	
Basic Service Delivery and Infrastructure Development	Skills Programme	Customer Care	4	23	18	
Basic Service Delivery and Infrastructure Development	Skills Programme	Fire Fighter 1 & Hazmat Awareness	5		1	
Basic Service Delivery and Infrastructure Development	Skills Programme	Best Practices in Managing Libraries Information	5	2	1	
Basic Service Delivery and Infrastructure Development	Skills Programme	Brush Cutter	2	3	10	
Basic Service Delivery and Infrastructure Development	Skills Programme	Facilities Management	5	1	1	
Basic Service Delivery and Infrastructure Development	Skills Programme	Chain Saw	2	3	9	
Basic Service Delivery and Infrastructure Development	Skills Programme	Landscaping	4	1	1	

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Basic Service Delivery and Infrastructure Development	Skills Programme	Horticulture	2	4	6
Basic Service Delivery and Infrastructure Development	Skills Programme	CAD	5	2	5
Basic Service Delivery and Infrastructure Development	Skills Programme	Construction Contract Management	5		1
Basic Service Delivery and Infrastructure Development	Skills Programme	Gravelling & Surfacing of Road maintenance	3		6
Basic Service Delivery and Infrastructure Development	Skills Programme	Chip & Spray surface treatment	3	3	7
Basic Service Delivery and Infrastructure Development	Skills Programme	Concrete Works Training	3	2	8
Basic Service Delivery and Infrastructure Development	Skills Programme	Laying of stormwater pipes	3	3	7
Basic Service Delivery and Infrastructure Development	Skills Programme	TLB & Grader Operator	3		4
Basic Service Delivery and Infrastructure Development	Skills Programme	Water Network & Pipeline Design	5		1
Basic Service Delivery and Infrastructure Development	Skills Programme	Water Quality Management	5		1
Basic Service Delivery and Infrastructure Development	Skills Programme	Fitting & Turning	3	2	8
Basic Service Delivery and Infrastructure Development	Skills Programme	Plumbing	4	2	8
Basic Service Delivery and Infrastructure Development	Learnship	Water & Waste Water Treatment Process Operations	2	8	2
Basic Service Delivery and Infrastructure Development	Learnship	Wastewater and Water Retention Services	4	2	4
Basic Service Delivery and Infrastructure Development	Skills Programme	Maintenance of Distribution Networks	3		2
Municipal Transformation and Institutional Development	Skills Programme	Advanced Labour Law	5	2	1
Municipal Transformation and Institutional Development	Skills Programme	Programme in Local Government law and Municipal Administration	5	1	
Municipal Transformation and Institutional Development	Skills Programme	Civil litigation in the Magistrate's Court	4		1
Municipal Transformation and Institutional Development	Skills Programme	Civil litigation in the High Court	4		1



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Municipal Transformation and Institutional Development	Skills Programme	Occupational Health & Safety Meter Readers & Electrical Personnel	5	2	20
Municipal Transformation and Institutional Development	Skills Programme	SAWTRAC	5	1	1
Municipal Transformation and Institutional Development	Skills Programme	Job Evaluation	5		
Municipal Transformation and Institutional Development	Skills Programme	ICT Governance	5	1	1
Municipal Transformation and Institutional Development	Skills Programme	Corbit 5	5		
Municipal Transformation and Institutional Development	Skills Programme	CCNA	5	1	1
Municipal Transformation and Institutional Development	Skills Programme	LINUX	5	1	1
Municipal Transformation and Institutional Development	Skills Programme	TTL	5	1	1
Municipal Transformation and Institutional Development	Skills Programme	MCSA	5	1	1
Municipal Transformation and Institutional Development	Skills Programme	MCITP	5	1	1
Municipal Transformation and Institutional Development	Skills Programme	Hygiene and Cleaning Services	3	5	
Municipal Transformation and Institutional Development	Skills Programme	Telephone Etiquette	3	2	
Municipal Transformation and Institutional Development	Skills Programme	Fleet Management	4	1	
Municipal Transformation and Institutional Development	Skills Programme	Advanced Performance Monitoring & Evaluation	5	1	
Municipal Transformation and Institutional Development	Skills Programme	Local Economic Development	4	1	1



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Municipal Transformation and Institutional Development	Skills Programme	Practical Guidance Stakeholder Relations	4	1	1
Basic Service Delivery and Infrastructure Development Skills	Skills Programme	Construction Methods	5	1	1
Sustainable Local Economic Development	Skills Programme	Integrated Development Planning	4	1	1
Sustainable Local Economic Development	Learnership	Advanced Local Economic Development	6	3	4
Municipal Transformation and Institutional Development	Skills Programme	GIS	5	3	4
Municipal Transformation and Institutional Development	Skills Programme	Advanced Excel Pivot Tables	5	5	10
Good Governance and Deepening of Democracy	Learnership	Municipal Governance	5	6	9
Good Governance and Deepening of Democracy	Learnership	ELMDP	5	3	5
Good Governance and Deepening of Democracy	Skills Programme	Councillor Development Programme	4	6	9
Good Governance and Deepening of Democracy	Skills Programme	Public Participation in Local Governance	5	6	9
Basic Service Delivery and Infrastructure Development	Skills Programme	Landfill Operation	4		1
Basic Service Delivery and Infrastructure Development	Skills Programme	Handle and Dispose of Waste	1	10	10
Basic Service Delivery and Infrastructure Development	Skills Programme	Introduction to Integrated Waste Management	5		1
Basic Service Delivery and Infrastructure Development	Skills Programme	Fail Arrest System (FAS)	4	5	5
Basic Service Delivery and Infrastructure Development	Skills Programme	MV & LV Cable Jointing & Termination	4	5	5
Basic Service Delivery and Infrastructure Development	Skills Programme	MV & LV Cable Fault Locating	4	5	5
Basic Service Delivery and Infrastructure Development	Skills Programme	MV & LV Switchgears Operating	4	5	5
Basic service Delivery Infrastructure Development	Skills Programme	First Aid	1	5	5
Basic service Delivery Infrastructure Development	Skills Programme	Fire Fighting		5	5
Basic Service Delivery and Infrastructure Development	Skills Programme	MV & LV Overhead Line	3	5	5



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Basic Service Delivery and Infrastructure Development	Skills Programme	ORHVS (Authorised)	5	3	7
Basic Service Delivery and Infrastructure Development	Skills Programme	ORHVS (Responsible)	5	1	3
Basic Service Delivery and Infrastructure Development	Skills Programme	Metering and Measurement	4	5	5
Basic Service Delivery and Infrastructure Development	Skills Programme	Battery Maintenance	4	5	5
Basic Service Delivery and Infrastructure Development	Skills Programme	Electrical RPL	4		10
Basic Service Delivery and Infrastructure Development	RPL		4		
Basic Service Delivery and Infrastructure Development	Skills Programme	ORHVS (Gain Access) Meter Readers & Electrical Personnel	4	4	27
Basic Service Delivery and Infrastructure Development	Skills Programme	Report Writing for Managers	5	8	17
Municipal Transformation and Institutional Development	Skills Programme		5	9	9
Municipal Financial Viability and Management	Skills Programme	GRAP	5	2	5
Municipal Financial Viability and Management	Skills Programme	Caseware	4	12	8
Municipal Financial Viability and Management	Skills Programme	Revenue Management	5	3	4
Municipal Financial Viability and Management	Skills Programme	Cash Flow/Credit Control & Debt Collection	3	3	3
Municipal Financial Viability and Management	Leadership	Local Government Accounting Certificate	4	2	
Municipal Financial Viability and Management	Leadership	Advanced Local Government Accounting Certificate	6	10	10
Municipal Financial Viability and Management	Leadership	Municipal Finance Management Programme	5	3	9
Municipal Transformation and Institutional Development	Skills Programme	Project Management	6	5	8
Municipal Transformation and Institutional Development	Skills Programme	Management Development Programme	6		
Municipal Transformation and Institutional Development	Skills Programme	Risk Management in Local Government	6		1



Development					
Municipal Transformation and Institutional Development	Skills Programme	Audit Projects	5	2	
Municipal Transformation and Institutional Development	Skills ProgrammeSupply Chain Management		5	2	0
Municipal Financial Viability and Management	Skills Programme	Assets Management	4	1	0
Municipal Transformation and Institutional Development	Skills Programme	Supervisory Management Course	4	4	5
Municipal Transformation and Institutional Development	Skills Programme	Conflict resolution management, Business Writing and Speech	5		1
Municipal Transformation and Institutional Development	Skills Programme	Advanced Public Relations Management	5	1	1

3.8.4. Mainstreaming of HIV/AIDS Programme in the workplace

- The Municipality together with relevant stakeholders conduct employee health screening sessions at least once per quarter
- The Local AIDS Council is in place.
- The Municipality also conduct employee HIV awareness campaign annually.

3.8.5. The special programmes of Council, namely, Gender, Youth and Disability.

The Municipality is conducting the following programmes:

People with disability - White Paper on mainstreaming of rights of persons with disabilities. The policy has been implemented.
Youth – Annual Career Exhibition, Mayoral Matric Awards, Sports, Arts and Culture Activities

3.8.6. Municipal Wide Developmental Challenges

In assessment of its Capacity and consequently ability to efficiently and effectively deliver on its Mandate, the Municipality identified the following key issues as pertinent:

- Filling of all Senior Managers Posts.
- Entrenching a Culture of Good Work Ethics to all Councillors and Officials
- Expansion of the current Municipal Office Accommodation



- Capacitate all the Employees to enhance their capability to adhere to Municipal Service Delivery Charter and Standards

Table 55: Ward Based Municipal Transformation and Organisational Development Challenges

WARD NUMBER/AREA IN THE WARD	CHALLENGES/ISSUES
Ward 11 (all section)	Need for municipal service delivery area office (satellite office)
Ward 8 (Rapotokwane & Pienaarsrivier)	
Ward 9 (Masakhane)	Not all local community are catered for in both managerial and general work positions
Ward 1 (all section)	
Ward 8 (Rapotokwane)	
Ward 7 (Tsakane)	Unemployment of people with disability by the Municipality
Ward 9 (Masakhane)	Non-commitment of some Councilors
Affects all wards	Non Branding of Ward Committees & CDWs
Ward 8 (Rapotokwane)	Need for seats for Traditional Authority within a council



3.9. CROSS CUTTING ANALYSIS

3.9.1. Disaster Risk Analysis

Disaster Management is a function of Waterberg District Municipality meaning that most issues that are related to disaster management of Bela-Bela Municipality are handled by the above mentioned institution.

Disaster Management arrangements

The Municipal Disaster Management are arranged as follows:

- **Deal with all hazards.** While most attention is given to the obvious emergencies such as fire and transport accidents, a wide range of hazards could be dealt with using disaster management arrangements and resources. This might include emergencies for which there is little or no experience in the Limpopo Province, such as earthquakes or environmental emergencies.
- **Be integrated.** (Involve all people and relevant agencies). The management of emergencies is a shared responsibility involving many people and Organizations in the community. It is not something done by one sector of the community to or for the rest of society, although some Organizations have specialist roles of this kind.
 - **Private sector Organizations** are often involved when their services and resources are needed for prevention, response or recovery activities, or where emergencies affect their buildings, equipment, personnel, suppliers or customers.
 - **Individual members** of the community are also responsible for taking preventative, protective and restorative actions in their own and community's best interests.
 - **Government departments and Voluntary Organizations** are also playing a major role in disaster management.
- **Be comprehensive** (Cover prevention, response and recovery). Prevention response and recovery are all important aspects of disaster management, and each should be explicitly addressed in the arrangements.

Potential Disasters within Bela-Bela

The Municipality is susceptible to the following Disasters:

- Influx of Refugees from Foreign Nationals;
- Epidemics;
- Explosions;
- Extreme weather e.g. strong winds, droughts, floods, etc;
- Hazardous material;
- Aircraft crashes;



- Fire, (veldt fire);
- Transport;
- Power; and
- Nuclear waste.

SWOT Analysis

A SWOT analysis is often conducted as a major part of a situational analysis. SWOT is an acronym that refers to Strengths, Weaknesses, Opportunities and Threats. SWOT analysis is one of the most used forms of organisational analysis. A SWOT examines and assesses the impacts of internal strengths and weaknesses, and external opportunities and threats, on the success of the "subject" of analysis. An important part of a SWOT analysis involves listing and evaluating the organisation's strengths, weaknesses, opportunities, and threats. Each of these elements is described:

- **Strengths:** Strengths are those factors that make an organisation more competitive than its marketplace peers. Strengths are attributes what the organisation has as a distinctive advantage or what resources it has that is strategic to the competition. Strengths are, in effect, resources, capabilities and core competencies that the organisation holds that can be used effectively to achieve its strategic objectives.
- **Weaknesses:** A weakness is a limitation, fault, or defect within the organisation that will keep it from achieving its objectives; it is what an organisation does poorly or where it has inferior capabilities or resources as compared to other organisations.
- **Opportunities:** Opportunities include any favourable current prospective situation in the organisation's environment, such as a trend, market, change or overlooked need that supports the demand for a product or service and permits the organisation to enhance its competitive position.
- **Threats:** A threat includes any unfavourable situation, trend or impending change in an organisation's environment that is currently or potentially damaging or threatening to its ability to compete. It may be a barrier, constraint, or anything that might inflict problems, damages, harm or injury to the organisation.



The tables 27 below outline the elements of a SWOT as deliberated during the strategic planning workshop, as follow:

Table 56: SWOT Analysis - Strength and Weaknesses

STRENGTHS	WEAKNESSES
Ability to provide basic services	Ageing infrastructure
Ability to mobilise resources for water conservation	No ownership of land for development
Clean town	Inadequate technical skills
Ability to spend on our grants	Low staff morale
Ability to maintain our staff related cost to below the norm	Poor work ethics
Ability to maintain a positive balance sheet (no long-term debts)	Non-availability of land for middle income housing
Organisational structure aligned to municipal objectives	High grant dependency (instead of 80/20 own revenue to the MIG)
Alignment between IDP & Budget	Internal and external communication /co-ordination
Compliance with Planning, Reporting, Monitoring & Evaluation mechanisms	Implementation of policy and enforcement by-laws
	Initiatives for business continuity and institutional development
	Revenue collection constraints
	Cascading of PMS
	Water and electricity losses
	Regressed from unqualified to qualified on audit opinion
	Vacancy rate at top management
	Selling of business stands



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PROBLEMS		ISSUES	
Preferred retirement zone (Market Values of properties / Reduction of job demand)	Magalies undersupply and drought	Housing (selling and illegal occupation of RDP houses / potential loss of security of land tenure)	
Sharing of best practices nationally (Municipalities with clean audits / Overall performance)	Literacy (High rate of illiteracy / low literacy rate)		
Gateway to Limpopo (Branding & Marketing)	Communicable diseases (High rate of HIV/AIDS, TB)		
Tourism Hub (Tourism levy)	Employment (High rate of unemployment, poverty and inequality)		
Agriculture (food security / Agro-processing / Conductive environment for job creation)	Slow economic growth of the country		
Conducive environment for investment (Other private companies & institutions)	Land Use Management (Land invasion / Insufficient land for development for human settlements, cemeteries & landfill site)		
Functional municipality to B2B	Social (High rate of teenage pregnancy / substance abuse)		
	Electricity (Illegal connections, Electricity losses & Aging infrastructure)		
	Water (Water losses & Ageing infrastructure)		
	Municipal Properties/Machinery (Theft and vandalism of municipal property)		
	Community satisfaction (Service delivery protests)		
	Climate change		



CHAPTER 4: STRATEGY PHASE

4.1. BBLM 2019 Strategic Planning Session

The Strategic Planning session for 2018/19 addressed performance of Council during the current term and agreed that there are some areas where there are still emanating developmental challenges.

The session was in compliance with the regulatory requirement of an annual review of the Bela-Bela Integrated Development Plan (IDP). It was well attended by representatives of the Council, its administrative wing and labour.

The Bela-Bela Local Municipality has aligned its goals and strategies to that of the National Development Plan – Vision 2030 (NDP) as well as other relevant National and Provincial strategies. The NDP puts forward priorities that closely link to the strategic focus of the Bela-Bela Local Municipality. These include the focus on:

- an economy that will create more jobs
- improving infrastructure
- transition to a low-carbon economy
- an inclusive and integrated rural economy
- reversing the spatial effects of apartheid
- improving the quality of education, training and innovation
- quality health care for all
- social protection
- building safer communities
- reforming the public service
- fighting corruption
- transforming society and uniting the country

The strategies of the Bela-Bela Local Municipality have been developed to link to programmes and projects and are aligned to these priorities. In most Organizations, strategic planning is conducted to define the strategy or direction of the Organization and thus make decisions on resource allocations to pursue the Vision of that Organization. The Green Paper on National Strategic Planning (2009) [this green paper lead to the development of the NDP states that strategic planning in government



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organisations is imperative to ensure growth and development, strengthening of institutions, nation building and the establishment of a developmental state. The main outputs of strategic planning include a long-term Vision, a five-year strategic framework, an annual programme of action, spatial perspectives and occasional research that will ensure ongoing leadership in the management of major social dynamics and key drivers of social development.

To achieve the aims of strategic planning, it should encompass a set of concepts, procedures and tools designed to assist leaders and managers with achieving set goals and objectives through the application of strategies with clear plans of action that are measurable. Therefore, this strategic plan sets out the main goals, desired impacts, outcomes, measurements and targets to be achieved, with clear strategies and plans of actions to be implemented in order to achieve the vision of the Municipality.

The continued focus of the National Government is economic growth and socio-economic transformation through the provision of governance structures to optimize basic service delivery at all spheres of government. In terms of this focus, Municipalities are mandated to give effect to the objects of local government as contained in Section 152 of the Constitution, namely:

- Democratic and accountable governance
- Sustainable services
- Social and economic development
- Safe and healthy environment
- Encourages community involvement

Moreover, it is the National Government's priority areas to ensure a better life for all by providing basic services to all communities, which amongst others includes creating sustainable jobs, poverty alleviation and relevant skills transfer through successful implementation of government programmes and lastly, by encouraging the transformation of community participation and involvement.

The Bela-Bela Local Municipality seeks through this strategic planning to position itself in line with the Millennium Development Goals, National Development Plan, National Outcomes, in particular the outputs from Outcome Nine, Back-to-Basics Approach and the Limpopo Development Plan (LDP).

Table 57: Millennium Development Goals

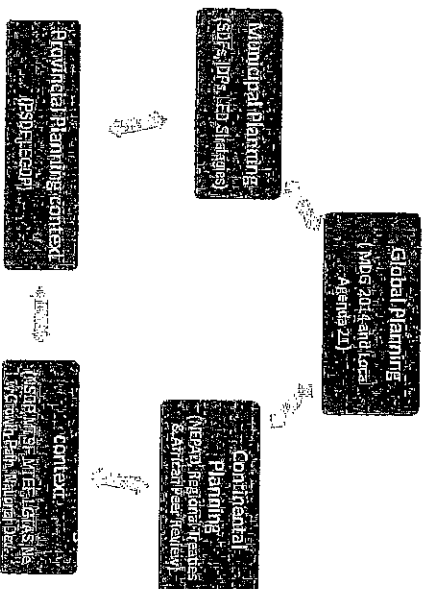
MILLENNIUM DEVELOPMENT GOALS	
Promote the welfare of the community	Satisfied communities
Promote and encourage sustainable economic environment	Employment and growth in the GDP Investment



Improve financial viability	Financial Stability
Improve administrative and governance capacity	Clean governance
Plan for the future	Liveable and integrated communities
Resource management of infrastructure and services	Satisfied communities
Improve, Attract, develop and retain human capital	Human capital

BBLM Development Priorities

Figure 14: Current Planning Trajectory





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WINN

<ul style="list-style-type: none"> • Highly rated JDP aligned with B... • Implement Municipal approved development. • Reserve municipal land for suar... • Approved building plans (EIA's). • Improved access to clean port... • Improved provision of energy 	<ul style="list-style-type: none"> • Trained and skilled labour for • Widened broadband access • Budgeted positions filled with • Jobs created through LED a • Functional Local Tourism at • Increased revenue base • Reliable debt collection, me... • Sound internal financial con • Contract management and • Legislative compliance • Approved IDP/Budget/SDB • Council resolutions implem • Community feed back meet • Identified risks resolved • Anti-corruption cases reso • Presidential Hotline que...
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Table 59: Municipal Development Priorities in line with Development Strategies

MUNICIPAL PRIORITIES ALIGNED TO BACK TO BASIC APPROACH	NATIONAL SPATIAL DEVELOPMENT PLAN	THE MEDIUM-TERM STRATEGIC FRAMEWORK (MTSF)	NATIONAL DEVELOPMENT PLAN	LIMPOPO EMPLOYMENT GROWTH AND DEVELOPMENT PLAN	20 OUTCOMES OF GOVERNMENT
<ul style="list-style-type: none">• Water, Sanitation & Refuse Removal.• Roads & Stormwater• Electricity• Sports, Arts, Culture, Recreational Facilities and Cemeteries• Education• Health (prevention of HIV/ AIDS and Other Life – Threatening Diseases) and Social Development• Safety and Security	<ul style="list-style-type: none">• 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">• Improve the nation's health profile and skills based and ensure universal access to basic services• Improve the safety of citizens by reducing incidents of crime and corruption• Build a nation free of all forms of racism, sexism, tribalism and xenophobia	<ul style="list-style-type: none">• performance of culture	<ul style="list-style-type: none">• Access to quality education• Improved health care• Fighting crime and corruption• Cohesive and sustainable communities• Creation of a better Africa and a better world	<ul style="list-style-type: none">• Improve the quality of basic education• Improve health and life expectancy• All people in South Africa protected and feel safe
<ul style="list-style-type: none">• Good Governance (and Public Participation)• Municipal Financial Viability• Municipal Transformation and	<ul style="list-style-type: none">• Efforts to address past and current social inequalities should focus on		<ul style="list-style-type: none">• review of powers and functions• public participation• organisatio	<ul style="list-style-type: none">• Sustainable resource management and use• A developmental state including	<ul style="list-style-type: none">• A skilled and capable workforce to support inclusive



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Institutional Development		nal transformation	Improvement of public services	growth
<ul style="list-style-type: none">• People, not places. In localities where there are both high levels of poverty and demonstrated economic potential,• In order to overcome the spatial distortions of apartheid, future• settlement and economic development opportunities should be channelled into• Activity corridors and nodes that are adjacent to or that link the main growth centres.				<ul style="list-style-type: none">• Sustainable human settlements and improved quality of household life• A response and, accountable, effective and efficient local government system• Protection and enhancement of environmental assets and natural resources
<ul style="list-style-type: none">• Good Governance (and Public Participation)• Municipal Financial Viability• Municipal Transformation and Institutional Development	<ul style="list-style-type: none">• Efforts to address past and current social inequalities should focus on• People, not places. In localities where there are both	<ul style="list-style-type: none">• Review of powers and functions• Public participation• Organisation at transformation	<ul style="list-style-type: none">• Sustainable resource management and use• A developmental state including improvement of public services	<ul style="list-style-type: none">• A better South Africa, a safer Africa and World• A development

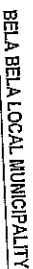


high levels of poverty and				oriented public service and inclusive citizenship
<ul style="list-style-type: none">• demonstrated economic potential,• In order to overcome the spatial distortions of apartheid, future• settlement and economic development opportunities should be channelled into• Activity corridors and nodes that are adjacent to or that link the main growth centres.				

4.2. 2019/20 Strategic Resolutions

Strategy is the direction and scope of an organisation over the short, medium and long terms, which achieves advantage for the organisation through its allocation of resources within a challenging environment, to meet the needs of markets and to fulfil stakeholder expectations. The development of strategies involves understanding the nature of stakeholder expectations (the "ground rules"), identifying strategic options, and then evaluating and selecting strategic options. It is often difficult when a strategy has been analysed and selected, the task is then to translate it into organisational action. The BLM has made choices of various strategies aimed at mitigating the key priority areas as follows:

The strategies presented hereunder are outlined according to clusters, namely: Governance and Finance; Service Delivery and Planning and Economic Development, as follows:



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Table 60: Governance and Finance Cluster

STRATEGIC OBJECTIVES		PROGRAMME		SHORT-TERM STRATEGIES		MEDIUM-TERM STRATEGIES		LONG-TERM STRATEGIES	
To improve financial viability	Financial stability	Budget and reporting	Train officials (Finance)	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
To improve financial viability	Financial stability	Budget and reporting	Confirm cost reflective tariffs	Minimise deficit budget	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
To improve financial viability	Financial stability	Budget and reporting	Convene weekly AFS meeting, Strengthen internal control framework	Obtain unqualified audit opinion	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
To improve financial viability	Financial stability	Revenue management	Train revenue personnel on billing system	Embark on data cleansing process	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
To improve financial viability	Financial stability	Revenue management	Train revenue personnel on billing system	Embark on data cleansing process	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
To improve financial viability	Financial Stability	Revenue management	Verify Indigent register against the Department of Labour, SASSA and other credit checks	Verify Indigent register against the Department of Labour, SASSA, SARS and other credit checks	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
To improve financial viability	Financial Stability	Revenue management	Implementation of cash flow plan	Introduction of the storeroom	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
To improve financial viability	Financial Stability	Supply chain management	Train bid adjudication committees, managers and SCM staff	Implement compliance register	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
To improve administrative and governance capacity	Clean governance	Compliance	Resource and capacitate the compliance office	Implement compliance register	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
To improve administrative and governance capacity	Clean governance	Performance management	Sustain compliance with all legislative prescripts, Review PMS, Cascade PMS to all levels of management	Sustain compliance with all legislative prescripts, Implement PMS, Cascade PMS to all levels of management, Automate PMS	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
To improve administrative and governance capacity	Clean governance	Performance management	Annually develop and obtain approval of legislative compliant SDBIP	Annually develop and obtain approval of legislative compliant SDBIP	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
To improve administrative and governance capacity	Clean governance	Council administration	Provide logistical and administrative support to Council	Provide logistical and administrative support to Council	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
To improve administrative and governance capacity	Clean governance	IT and support	Develop integrated ICT systems	Develop integrated ICT systems	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
To improve administrative and governance capacity	Clean governance	IT and support	Develop Electronic Document Management System	Implement Electronic Document Management System	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
To improve administrative and governance capacity	Clean governance	IT and support	Installation of ICT Infrastructure at Multi-purpose Centre	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
To improve administrative and governance capacity	Clean governance	IT and support	Advise and appoint of service provider for the installation of telephone system	Utilise of the telephone system	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
To improve administrative and governance capacity	Clean governance	Legal services	Review existing and develop revised By-Laws and consultation with stakeholders	Promulgation of By-Laws	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
To improve administrative and governance capacity	Clean governance	Legal services	Review existing and develop revised By-Laws and consultation with stakeholders	Promulgation of By-Laws	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable



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		Legal services	Conduct labour related legislative compliance analysis	Conduct labour related legislative compliance analysis	Conduct employee labour related awareness, training and workshops
To improve administrative and governance capacity	Clean governance	Corporate governance	Conduct organisational design and development (Work-study analysis)	Conduct organisational design and development (Work-study analysis)	Implement credible organisational structure
To improve administrative and governance capacity	Clean governance	Corporate governance	Conduct analysis of municipal skills requirements	Implementation of the approved WSP	Implementation of the approved WSP
To improve administrative and governance capacity	Clean governance	Corporate governance	Advertisement and filling of the vacant positions at senior management level	Not Applicable	Not Applicable
To improve administrative and governance capacity	Clean governance	Corporate governance	Not Applicable	Development of the HRM and HRD Strategy	Implementation of the HRM and HRD Strategy
To improve administrative and governance capacity	Clean governance	Corporate governance	Utilisation of the internal EAP services	Utilisation of the internal EAP services	Utilisation of the internal EAP services
To improve administrative and governance capacity	Clean governance	Corporate governance	Appointment for the panel of Medical Specialists	Utilisation of panel of Medical Specialists	Utilisation of panel of Medical Specialists
To improve administrative and governance capacity	Clean governance	Communication	Develop communication strategy and conduct quarterly ward meetings and Ibis	Conduct quarterly ward meetings and Ibis	Conduct quarterly ward meetings and Ibis
To improve administrative and governance capacity	Clean governance	Communication	Engage ICASA establishment Community Radio Station	Engage ICASA establishment Community Radio Station	Operation of Community Radio Station
To improve administrative and governance capacity	Clean governance	Communication	Appointment of DM: Communication	Appointment of DM: Communication	Appointment of DM: Communication
To improve administrative and governance capacity	Clean governance	Communication	Development Social Media Policy	Implementation Social Media Policy	Implementation Social Media Policy
To improve administrative and governance capacity	Clean governance	Customer care	Develop customer care policy and procedure manual	Build capacity of customer care officials	Build capacity of customer care officials
To improve administrative and governance capacity	Clean governance	Special programmes	Institutionalise special programmes (e.g. youth, People with disability, women and elderly people)	Institutionalise special programmes (e.g. youth, People with disability, women and elderly people)	Institutionalise special programmes (e.g. youth, People with disability, women and elderly people)
To improve administrative and governance capacity	Clean governance	Ward committees	Capacitate public participation officers and ward Committee coordination on matters relating to ward committees	Conduct induction and training programmes to ward committees	Coordinate ward committees to submit monthly reports
To improve, attract, develop and retain human capital	Human capital	Human resources	Conduct labour related legislative compliance analysis. Conduct employee labour related awareness, training and workshops	Conduct employee labour related awareness, training and workshops	Not Applicable
To improve, attract, develop and retain human capital	Human capital	Human resources	Conduct organisational design and development (Work-study analysis)	Implement credible organisational structure	Not Applicable
To improve, attract, develop and retain human capital	Human capital	Human resources	Conduct analysis of municipal skills requirements	Implement approved workplace skills plan	Not Applicable



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Table 6i: Service Delivery Cluster

STRATEGIC OBJECTIVE		PROGRAMME		SHORT TERM STRATEGIES (0 - 1 YEAR)		SHORT TERM STRATEGIES (2 - 3 YEARS)		LONG TERM STRATEGIES (4 - 5 YEARS)	
To resource management of infrastructure and services	Satisfied communities	Water	Augment water supply by drilling boreholes, implement water conservation and demand management	Upgrade WWTW to produce 10mg/day, Recycle treated waste water to bulk raw water augmentation	Engage Magalies, DWS and D.S.M. for increased water supply in Rapoto/Mwane, Mesakane and Penasatwiler	Not Applicable			
To resource management of infrastructure and services	Satisfied communities	Water	Develop water supply resources (boreholes and network connections)	Undertake township water supply establishment	Community satisfaction survey	Not Applicable			
To resource management of infrastructure and services	Satisfied communities	Water	Engage nine (9) defined wards to obtain representation from the Forum	Develop Water metre replacement programme	Not Applicable	Not Applicable			
To resource management of infrastructure and services	Satisfied communities	Water	Replace faulty metres	Upgrade WWTW to treat at least 12mg/day, Redesign WWTW in Mesakane and Penasatwiler	Investigate Optimal WWT Technology	Not Applicable			
To resource management of infrastructure and services	Satisfied communities	Sanitation	Upgrade reticulation and pump stations, Conduct preventative maintenance	Develop township establishment and connect the existing sewer system	Not Applicable	Not Applicable			
To resource management of infrastructure and services	Satisfied communities	Sanitation	Source funding for the construction of VIP toilets	Construct 10 MVA substation	Review electricity provision feasibility study				
To resource management of infrastructure and services	Satisfied communities	Electricity	Conduct a preventative maintenance, Maintain the availability of notified maximum demand	Electrify proclaimed households	Engage Eskom and HDA for electrification for villages and settlement not serviced by the municipality				
To resource management of infrastructure and services	Satisfied communities	Electricity	Not Applicable	Replace faulty metres, Reduce the households capacity from 80A to 20A	Uphold that all households to utilise the 20A, implement DSM Programme				
To resource management of infrastructure and services	Satisfied communities	Electricity	Construct 3.5 Km roads and storm water by June 2018	Construct 7.5 Km roads and storm water by 2021	Construct 9 Km access roads and storm water				
To resource management of infrastructure and services	Satisfied communities	Roads and storm water	Fill potholes identified and reported	Rehabilitate 7200m ² of roads	Rehabilitate 14400m ² of roads,				
To resource management of infrastructure and services	Satisfied communities	Roads and storm water	Incorporate storm water design and construction in all future roads projects.	Develop the Roads and Storm water master plan	Implementation of the Roads and Storm water master plan				
To resource management of infrastructure and services	Satisfied communities	Roads and storm water	Develop by-laws for animal keeping	Develop by-laws for animal keeping	Implementation of Animal Keeping by-laws				
To promote the welfare of the community	Satisfied communities	Waste management and cleansing	Review collection schedule	Acquire waste disposal equipment	Acquire waste disposal equipment				
To promote the welfare of the community	Satisfied communities	Waste management and cleansing	Collect waste from households and businesses	Not Applicable	Acquire waste disposal equipment				
To promote the welfare of the community	Satisfied communities	Waste management and cleansing	Conduct awareness campaigns	Not Applicable	Acquire waste disposal equipment				
To promote the welfare of the community	Satisfied communities	Waste management and cleansing	Conduct awareness campaigns	Not Applicable	Acquire waste disposal equipment				



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To promote the welfare of the community	Satisfied communities	Waste management and cleansing	Clear illegal dumping areas	Clear illegal dumping areas	Clear illegal dumping areas
To promote the welfare of the community	Satisfied communities	Waste management and cleansing	Transform illegal dumping hotspots into aesthetically landscaped areas	On-going transformation of illegal dumping sites into aesthetically landscaped areas	On-going transformation of illegal dumping sites into aesthetically landscaped areas
To promote the welfare of the community	Satisfied communities	Protection and emergency services	Conduct traffic violation analysis	Conduct traffic violation analysis	Enforce traffic regulations law
To promote the welfare of the community	Satisfied communities	Protection and emergency services	Develop operational plan	Not Applicable	Not Applicable
To promote the welfare of the community	Satisfied communities	Protection and emergency services	Conduct road side monitoring	Conduct road side monitoring	Conduct road side monitoring
To promote the welfare of the community	Satisfied communities	Protection and emergency services	Conduct road blocks	Conduct road blocks	Conduct road blocks
To promote the welfare of the community	Satisfied communities	Protection and emergency services	Conduct awareness campaigns	Conduct awareness campaigns	Conduct awareness campaigns
To promote the welfare of the community	Satisfied communities	Protection and emergency services	Maintain road traffic signs and markings	Maintain road traffic signs and markings	Maintain road traffic signs and markings
To promote the welfare of the community	Satisfied communities	Protection and emergency services	Conduct capacity building of employees on traffic related matters	Conduct capacity building of employees on traffic related matters	Conduct capacity building of employees on traffic related matters
To promote the welfare of the community	Satisfied communities	Protection and emergency services	Manage traffic fines	on-going traffic fines administration	Capacitate fine unit
To promote the welfare of the community	Satisfied communities	Protection and emergency services	Restructure organization by splitting traffic and licensing in line with the best practice model from DOT	Not Applicable	Not Applicable
To promote the welfare of the community	Satisfied communities	Protection and emergency services	Implement full staff complement in licensing division	Recruit alignment with the revised and approved	filling vacant positions
To promote the welfare of the community	Satisfied communities	Protection and emergency services	Conduct capacity building of employees	Capacity building	Capacity building
To promote the welfare of the community	Satisfied communities	Parks and community facilities	Ensure that all existing facilities are at an acceptable required level	Ensure that all existing facilities are at an acceptable required level	Ensure that all existing facilities are at an acceptable level
To promote the welfare of the community	Satisfied communities	Parks and community facilities	Recruit appropriate staff and capacitate the current staff, ensure that projects earmarked for the protection of environment are added in the reviewed IDP	Develop new facilities at areas/wards where they are non-existent in line with CSIR guidelines e.g. (Extension 8, Pienaarshier, Sunia, Cemetery, Masakhane hall)	Not Applicable
To promote the welfare of the community	Satisfied communities	Parks and community facilities	Recruit appropriate staff and capacitate the current staff, ensure that projects earmarked for the protection of environment are added in the reviewed IDP	Develop new facilities at areas/wards where they are non-existent in line with CSIR guidelines e.g. (extension 8, Pienaarshier, Sunia, cemetery, Masakhane hall)	Not Applicable



Table 62: Planning and Economic Development Cluster

Table 62: Planning and Economic Development Cluster											
STRATEGIC OBJECTIVES		STRATEGIC OUTCOMES		PROGRAMME		SHORT TERM STRATEGIES (0-1 YEAR)		SHORT TERM STRATEGIES (1-2 YEARS)		SHORT TERM STRATEGIES (3-5 YEARS)	
To plan for the future	Liveable and integrated communities	Integrated development plan	Develop Five (5) year IDP, development and implementation of at least ward based plans. Maintain functional and inclusive IDP representative forum.	Engage Cogisa to acquire suitable land for human settlement development and formalisation/relocation of informal settlements.	Develop Five (5) year IDP, development and implementation of at least ward based plans. Maintain functional and inclusive IDP representative forum	Acquire suitable land for human settlement development and formalisation/relocation of informal settlements	Develop an implementable and fully funded IDP that is fully responsive to all the developmental plight of the citizens				
To plan for the future	Liveable and integrated communities	Housing									
To plan for the future	Liveable and integrated communities	Land use	Review of the SDF and LUMS. Finalise the gazetting of SPLUMA by-laws.	Implement the SDF, LUMS and SPLUMA by-laws	Implement the SDF, LUMS and SPLUMA by-laws	Implement building standards and regulation act by processing and approving building plans	Implement all proposals within the LED Strategy through external sources of funding	Source external funding for LED initiatives	Implement climate change and Drought policy recommendations in partnership with other public service departments		
To plan for the future	Liveable and integrated communities	Building control	Intensify Awareness campaigns on requirements and procedures for having buildings plans timeously approved.								
To plan for the future	Liveable and integrated communities	Local economic development	Review Comprehensive LED Strategy. Establish inclusive LED forum								
To promote and encourage sustainable economic environment	Employment and growth in the GDP	Local economic development	Liaise with all government funding agencies and private sector driven funding for economic development initiatives								
To promote and encourage sustainable economic environment	Employment and growth in the GDP	Local economic development	Establish a governance structure with LEDET and other government departments to deal with matters of Climate Change and Drought								
To promote and encourage sustainable economic environment	Employment and growth in the GDP	Local economic development									

4.3. Critical Success Factors

Critical success factor (CSF) as defined by Wikipedia, is the term for the elements that are necessary for an Organization or project to achieve its Mission. It is a critical factor or activity required for ensuring the success of a company or an Organization and it is determined during the SWOT analysis. The success of an Organization or project depends on these CSFs. Boylton, A.G., and Zmud, R.W. 1984. "An Assessment of Critical Success Factors," Sloan Management Review (25:4), pp. 17-27 defines it as follows: "Critical success factors are those few things that must go well to ensure success for a manager or an Organization, and, therefore, they represent those managerial or enterprise areas that must be given special and continual attention to bring about high performance. CSFs include issues vital to an Organization's current operating activities and to its future success."

The Bela-Bela Critical Success Factors that were identified last year during the 2015 Strategic Workshop. They are:

- Professionalism
- Development and implementation of a Disciplinary Code
- Punctuality
- Commitment
- Sound Financial management



- Team work
- Sound knowledge of Legislation
- Administrative Support
- Research Capacity
- Technological Innovation
- Strong Performance Management
- Effective and efficient safe keeping of Council documentation,
- Fully functional Council and Council Committees,
- Recruitment and retention of relevantly qualified and competent staff.
- Regular review of ITC policies and systems,
- Electronic delivery of Council Agendas
- Regular review and updating of by-laws
- Maintaining harmonious employment relations,
- Functional labour forums
- Identification and appointment of priority personnel
- Application of Safety and Health Regulations
- Use of green technology
- Establishment of a consistent statistical database for municipal reporting
- Master planning
- Signage, security and reception for municipal offices
- Emergency mobile communications system Establishment of more libraries
- Finance and risk management early warning system
- Staff-up internal audit department
- Revenue Customer complaints handling system with a link with other systems of interest (town planning, technical services etc)
- Tourism promotion Unit, Indaba and marketing strategy
- Local Economic Development (LED) Indaba inclusive of agriculture
- Public Private Partnership for brick manufacturing
- Sharing and access for stakeholders to Council Policies
- Control and management of overtime work
- Development of middle-income housing (GAP housing)
- Skills transfer by consultants to personnel



- Acquisition of strategic land for housing and commercial development
- Environment – stakeholder relations (mining) is crucial for the Municipality to realise its Eco-Tourism vision.
- Twinning – best practices from neighbouring Municipalities and other Counties (branding, utilisation of local resources, etc.)
- Benchmarking with successful Municipality especially Metro Municipalities
- Implementation of projects on time
- Spending of budgeted and allocated funds
- Upgrading and maintenance of infrastructure
- Timely response to water breakdowns
- Competent and sufficient staff to render quality services
- Enforcement of by-laws (illegal connections)
- Competent and committed employees
- Effective planning of meetings

4.4. BBLM Strategic Map

A strategy map creates a picture of the strategic intent of the Municipality articulated as a measurement system. It depicts the strategic goals in support of the strategy in terms of different perspectives. These perspectives are based on the Balanced Scorecard (BSC) methodology as developed by Kaplan and Norton, namely the learning and growth perspective, institutional perspective, the financial and the customer perspectives. This step in strategy formulation acts as the integration of strategy and operational planning. The Bela-Bela Local Municipality goals and priorities are aligned with the National and Provincial goals and priorities.

Strategy is about those broad priorities that are to be pursued in order to achieve the Vision and Mission. Once the high-level strategic goals are developed, the BSC serves as the device for effective translation and implementation of manageable strategic objectives, outcomes, programmes and developmental strategies. The strategy map of Bela-Bela Local Municipality is reflected in Figure 15 below:

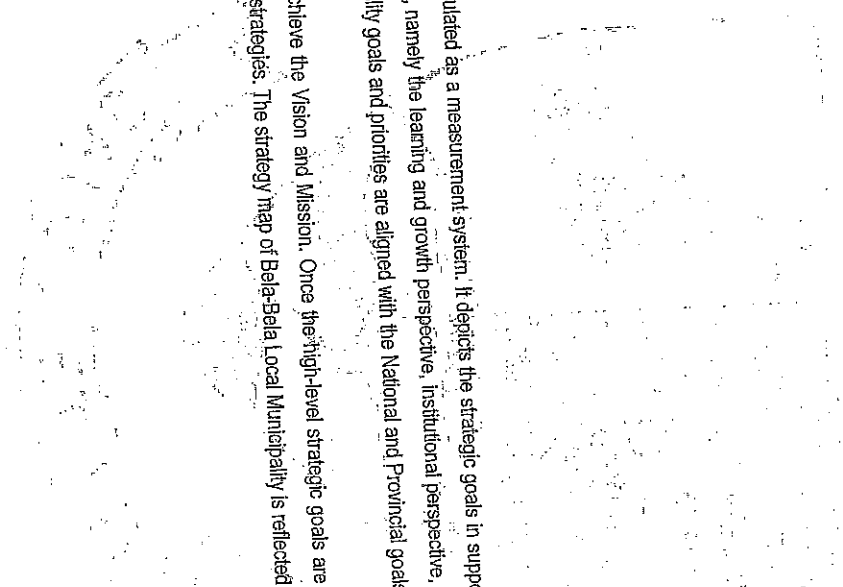
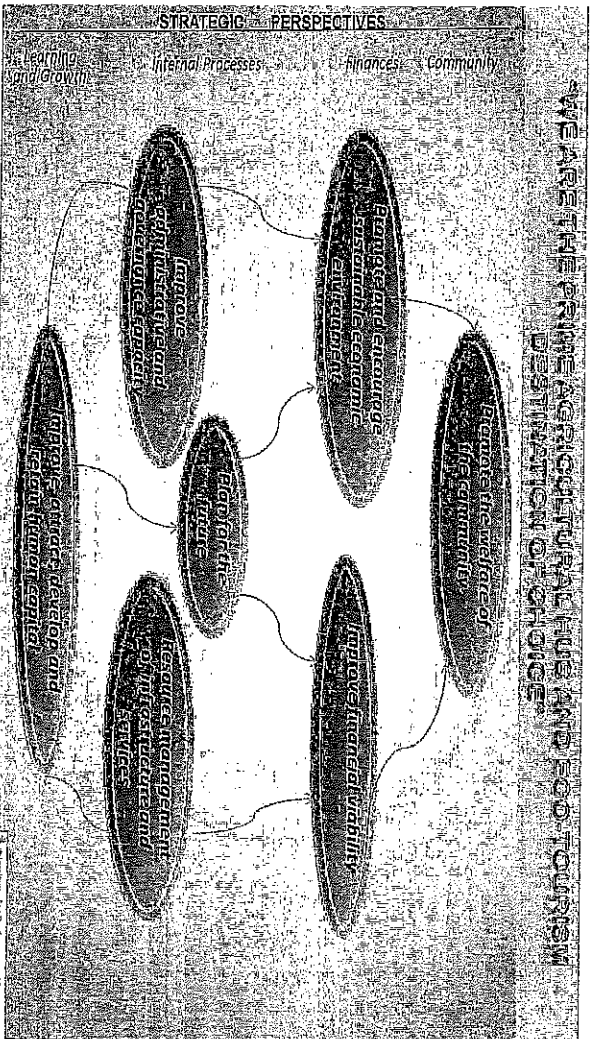




Figure 15: Strategic Map



Strategic Goals and Outcomes

A goal is a desired result a person or a system envisions, plans and commits to, to achieve a personal or organizationally desired end-point in some sort of assumed development. A goal should ideally be written as statement of intent of what the Municipality intends to achieve over the long run.

An outcome can be defined as: a description of the intended result, effect, or consequence that will occur from carrying out a program or activity. A long-term, ultimate measure of success or strategic effectiveness. Results that are desired by producing outputs; accomplishments - measures quality as well as impact (according to SA legislation). Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are "what we wish to achieve".

Table 63: Municipal Strategic Goals

GOAL	OUTCOME
Promote the welfare of the community	Satisfied communities
Promote and encourage sustainable economic environment	Employment and growth in the GDP Investment
Improve financial viability	Financial Stability
Improve administrative and governance capacity	Clean governance
Plan for the future	Liveable and integrated communities
Resource management of infrastructure and services	Satisfied communities
Improve, Attract, develop and retain human capital	Human capital



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4.4 Key Performance Indicators for the Financial Year 2019/20

Table 64: Performance Indicators for the Financial Year 2019/20

Table 64: Performance Indicators for the Financial Year 2019/20												
Key Performance Area	Strategic Objectives	Project/Programme	Key Performance Indicator	Unit of Measure	Baseline	Annual Targets	Quarterly Targets				Evidence Required	Department
							1 st Quarter Targets	2 nd Quarter Targets	3 rd Quarter Targets	4 th Quarter Targets		
Priority Area: Roads and Storm Water												
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Bela Bela: Refurbishment of the old section of the Water Treatment Works (MTW)	The Bela Bela: Refurbishment of the old section of the Water Treatment Works (MTW) completed as measured according to the PPII by 30 June 2020.	%	The existing Water Treatment Works has sections that have deteriorated and are non-functional. The Works are also under capacity.	100% of work completed for the Bela Bela: Refurbishment of the old section of the Water Treatment Works (MTW) by 30 June 2020.	20% (Approved Designs)	40% (Appointment of the Contractor)	62% (Construction Stage at 40-50%)	100% (Final Handover)	Designs approval letter, Contractor appointment letter, Quarterly progress report and Completion Certificate	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Rapotokwan e: Water desalination plant	The Rapotokwan e: Water desalination plant completed as measured according to the PPII by 30 June	%	The quality of the water from boreholes supplying the community	80% of work completed for the Rapotokwan e: Water desalination plant by 30 June	20% (Approved Designs)	40% (Appointment of the Contractor)	62% (Construction Stage at 40-50%)	80% (Construction Stage at 80-90%)	Designs approval letter, Contractor appointment letter, Quarterly progress report.	Technical Services



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			2020.		does not comply with SANS 241 standards, due to the high Fluoride content. Therefore there is a need to treat the water.	2020.							
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Supply and install new water meters	The Supply and installation of new and faulty water meters completed as measured according to the PPII by 30 June 2020.	%	A list of the non-functioning and faulty meters exists, and there is also a need to install new meters at some of the existing settlements where none	100% of work completed for the Supply and installation of new and faulty water meters by 30 June 2020.	20% (Approved Designs)	44% (Construction Stage at 0-10%)	62% (Construction Stage at 40-50%)	100% (Final Handover)	Designs approval letter, appointment of Contractor's appointee at letter, Quarterly progress report and Completion Certificate	Technical Services	

**BELA BELA LOCAL MUNICIPALITY****FINAL 2018/19 – 2021/2022 IDP REVIEW**

BELA BELA LOCAL MUNICIPALITY																	
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				exist.													
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	N/A	Number of formal households provided with access to basic level of water by 30 June 2020	#	9 501 Number of formal households provided with basic level of water by 30 June 2020.	9 501 Number of formal households provided with basic level of water by 30 June 2020.	9 501 Number of formal households	9 501 Number of formal households	9 501 Number of formal households	9 501 Number of formal households	9 501 Number of formal households	Billing Report	Technical Services				
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	N/A	Number of informal households provided with access to basic level of water by 30 June 2020.	#	4 269 Number of informal HH were provided with relief level of water by 30 June 2020.	4 269 Number of informal HH to be provided with relief level of water by 30 June 2020.	4 269 Number of informal households	4 269 Number of informal households	4 269 Number of informal households	4 269 Number of informal households	4 269 Number of informal households	Monthly Water and sanitation services reports	Technical Services				
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	N/A	Number of non-residential properties (business, churches, schools & hospitals) provided with access to basic level of water by 30 June 2020	#	421 Number of non-residential properties (business, churches, schools & hospitals) were	421 Number of non-residential properties (business, churches, schools & hospitals) to be provided with access to basic level of water	421 Number of non-residential properties (business, churches, schools & hospitals)	421 Number of non-residential properties (business, churches, schools & hospitals)	421 Number of non-residential properties (business, churches, schools & hospitals)	421 Number of non-residential properties (business, churches, schools & hospitals)	421 Number of non-residential properties (business, churches, schools & hospitals)	Billing Report	Technical Services				



Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	N/A	Number of monthly drinking water quality assessments done to monitor compliance with the acceptable limits in terms of the standards (SANS 241) by 30 June 2020	#	12x monthly drinking water quality assessments are done monthly to monitor compliance with standards (SANS 241).	12x monthly drinking water quality assessments will be done to monthly monitor compliance with standards (SANS 241) by 30 June 2019	3x monthly drinking water quality assessment done	3x monthly drinking water quality assessment done	3x monthly drinking water quality assessment done	3x monthly drinking water quality assessment done	Water quality Laboratory reports	Technical Services
Priority Area: Sanitation												
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Bela Bela: Waste Water Treatment Works (WWTW) recycling of treated effluent	The Bela Bela: Waste Water Treatment Works (WWTW) recycling of treated effluent completed as measured according to the PFI by 30 June 2020.	% 8	There is a need to reduce the use of potable water for irrigation purpose in order to enhance /	100% of work completed for the Bela Bela: Waste Water Treatment Works (WWTW) recycling of treated effluent by 30 June 2020.	20% (Approved Designs)	40% (Appointment of the Contractor or)	62% (Construction Stage at 40%)	100% (Final Handover)	Designs approval Letter, Contractor's appointment Letter, Quarterly progress report and Completion Certificate	Technical Services



BELA BELA LOCAL MUNICIPALITY

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					protect the water revenue for the Municipality. Recycle d water is aimed at Irrigatin g parks and stadium s of the Municip ality.																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
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			the PPI by 30 June 2020.		a lot of stormwater ingress. Thereafter, 2020. There is a need to upgrade it.	Pump Station by 30 June 2020.						Completion Certificate	
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	N/A	Number of formal households with access to basic level of Sanitation by 30 June 2020	#	9 548 formal HH were provided with access to basic level of Sanitation by 30 June 2020	9 463 formal HH to be provided with access to basic level of Sanitation by 30 June 2020	9 463 formal HH	9 463 formal HH	9 463 formal HH	9 463 formal HH	9 463 formal HH	Billing report	Technical Services
				11									
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	N/A	Number of non-residential properties (business, churches, schools & hospitals) with access to basic level of sanitation by 30 June 2020	#	747 Number of non-residential properties (business, churches, schools & hospitals) were provided with access to basic level of sanitation by 30 June 2020.	747 Number of non-residential properties (business, churches, schools & hospitals) were provided with access to basic level of sanitation by 30 June 2020.	747 Number of non-residential properties (business, churches, schools & hospitals)	747 Number of non-residential properties (business, churches, schools & hospitals)	747 Number of non-residential properties (business, churches, schools & hospitals)	747 Number of non-residential properties (business, churches, schools & hospitals)	747 Number of non-residential properties (business, churches, schools & hospitals)	Billing report	Technical Services
				12									



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Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Bela Bela: Stormwater	The Bela Bela: Stormwater completed as measured according to the PPII by 30 June 2020.	%	15	44% of work completed for the	N/A	20% (Approved Designs)	40% (Appointment of the Contractor)	49% (Construction Stage at 10-20%)	Designs approval Letter, Contractor's appointment Letter and Quarterly progress report.	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Bela Bela: Ext 5 & Hostel view: Road paving & storm water	The Bela Bela: Ext 5 & Hostel view: Road paving & storm water completed as measured according to the PPII by 30 June 2020.	%	16	100% of work completed for the	20% (Approved Designs)	40% (Appointment of the Contractor)	62% (Construction Stage at 40-50%)	100% (Final Handover)	Designs approval Letter, Contractor's appointment Letter, Quarterly progress report and Completion Certificate	Technical Services
Priority Area: Electricity												
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Bela Bela: 132/ 11kVA Sub-Station	The Bela Bela: 132/ 11kVA 2 x 20MVA Sub-Station completed as measured according to the PPII by 30 June 2020.	%	17	100% of work completed for the	67% (Construction Stage at 50-60%)	76% (Construction Stage at 70-80%)	80% (Construction Stage at 80-90%)	100% (Final Handover)	Quarterly progress report and Completion Certificate	Technical Services



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Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure Services	Bela Bela Ext 9: Electrification of Households	The Bela Bela Ext 9: Electrification of Households completed as measured according to the PPII by 30 June 2020.	%	Newly developed X9 electrical supply	58% of work complete for the Bela Bela Ext 9: Electrification of Households by 30 June 2020	20% (Approved Designs)	40% (Appointment of the Contractor)	49% (Construction Stage at 10-20%)	58% (Construction Stage at 30-40%)	Designs approval Letter, Contractor appointment Letter, Quarterly progress report.	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure Services	N/A	Number of households provided with access to basic level of electricity by 30 June 2020.	#	10 466 households were provided with access to basic level of electricity	10 466 households will be provided with access to basic level of Electricity by 30 June 2020.	10 466 households	10 466 households	10 466 households	10 466 households	Billing Report for conventional meters and Prepaid reports	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure Services	N/A	Number of non-residential properties provided with access to basic level of electricity by 30 June 2020.	#	941 non-residential properties will be provided with access to electricity by 30 June 2019.	941 non-residential properties will be provided with access to electricity by 30 June 2019.	941 non-residential properties	941 non-residential properties	941 non-residential properties	941 non-residential properties	Billing Report for conventional meters and Prepaid reports	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure Services	N/A	Number of Electricity Meter Audit conducted by 30 June	#	Electrical Meter Audits are conducted	240 Electrical meters to be audited by	60 Electrical meters audited	60 Electrical meters audited	60 Electrical meters audited	60 Electrical meters audited	Quarterly Report and	Technical Services



Services		2020.		ed annually for revenue protection.	30 June 2020						job card		
Priority Area: Refuse Removal													
Basic Service Delivery and Infrastructure Development	To promote the welfare of the community	Waste Management and Cleansing	Percentage of formal households with access to Solid Waste Removal by June 2020	%	100%	(9 763 of formal household access to Solid Waste Removal)	100%	(9 763H)	100%	(9 763HH)	100%	Council Approved Schedule of Collection and billing report	Social and Community Services
	To promote the welfare of the community	Waste Management and Cleansing	Percentage of informal households with access to waste collection by June 2020	%	100%	(3 088 of informal households with access to Solid Waste Removal)	100%	(3 088H)	100%	(3 088HH)	100%	Council Approved Schedule of Collection	Social and Community Services
	To promote the welfare of the community	Waste Management and Cleansing	Percentage of non-residential properties (business,)	%	100%	(569 non-residential properties)	100%	(569 Properties)	100%	(569 Properties)	100%	Council Approved Schedule of Collection	Social and Community Services



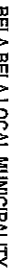
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Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Protection and emergency services	Number of reports Road Traffic Infringement Agency generated by June 2020	#	12 X Reports	12 X Reports	3 X Reports	3 X Reports	3 X Reports	3 X Reports	3 X Reports	Reports on Road Traffic Infringement	Social and Community Services
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Protection and emergency services	Number of reports on Driving License Card Account generated by June 2020	#	12 X Reports	12 X Reports	3 X Reports	3 X Reports	3 X Reports	3 X Reports	3 X Reports	Reports on Driving License Card	Social and Community Services
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Parks and Community facilities	Number of community halls maintained by June 2020	#	5 X Community Halls to be maintained	5 X community halls to be maintained	5 X Community Halls maintained	5 X Community Halls maintained	5 X Community Halls maintained	5 X Community Halls maintained	5 X Community Halls maintained	Maintenance Register/Schedule	Social and Community Services



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					nity Hall)				Maintenan ce Register/ schedule	Social and Community Services
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Parks and Community facilities	Number of cemeteries maintained by June 2020	#	3 X cemetery facilities maintained (Mazakhele Cemetery)	3 X cemetery facilities to be maintained (Mazakhele Cemetery)	3 X cemetery facilities maintained (Mazakhele Cemetery)	3 X cemetery facilities maintained (Mazakhele Cemetery)	3 X cemetery facilities maintained (Mazakhele Cemetery)	
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Parks and Community facilities	Number of sports facilities maintained by June 2020	#	14 X Sports facilities to be maintained (Moloto street, Bela-Bela high, SUNFA Ext 6, Ext 8, Ponto, Lesedine B, Khabele A, Masakhane B, Spa Park, Piennarsr	14 X Sports facilities to be maintained (Moloto street, Bela-Bela high, SUNFA Ext 6, Ext 8, Ponto, Lesedine B, Khabele A, Masakhane B, Spa Park, Piennarsr	14 X Sports facilities to be maintained (Moloto street, Bela-Bela high, SUNFA Ext 6, Ext 8, Ponto, Lesedine B, Khabele A, Masakhane B, Spa Park, Piennarsr	14 X Sports facilities to be maintained (Moloto street, Bela-Bela high, SUNFA Ext 6, Ext 8, Ponto, Lesedine B, Khabele A, Masakhane B, Spa Park, Piennarsr	14 X Sports facilities to be maintained (Moloto street, Bela-Bela high, SUNFA Ext 6, Ext 8, Ponto, Lesedine B, Khabele A, Masakhane B, Spa Park, Piennarsr	



					Park, ever & Masakh an A, Masakh ane B, Piennars revier & Rapotok wane)	Park, Masakh an A, Masakh ane B, Piennars revier & Rapotok wane)	n A, Masakh ne B, Piennars revier & Rapotok wane)	Masakh ne B, Piennars revier & Rapotok wane)	Masakh ne B, Piennars revier & Rapotok wane)		
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Parks and Community facilities	Number of parks maintained by June 2020	#	6 X parks to be maintained (Moloto park, Madiba park, RCC park, Ext 6 park, Piennars park, ever park & Town- Drive park)	6 X parks to be maintained (Moloto park, Madiba park, RCC park, Ext 6 park, Piennars park, ever park & Town- Drive park)	6 X parks to be maintained (Moloto park, Madiba park, RCC park, Ext 6 park, Piennars park, ever park & Town- Drive park)	6 X parks to be maintained (Moloto park, Madiba park, RCC park, Ext 6 park, Piennars park, ever park & Town- Drive park)	6 X parks to be maintained (Moloto park, Madiba park, RCC park, Ext 6 park, Piennars park, ever park & Town- Drive park)	Maintenance Register/ schedule	Social and Community Services
Priority Area: Good Governance and Public Participation											
Good Governance and Public Participation	To improve administrative and governance capacity	Communication	Number of Social Media Policy developed and approved by June 2020	#	1 X Social Media Policy to be developed and approved by council by 30 June 2020	N/A	N/A	N/A	1 X Developed and Approved Social Media Policy	Council Approved policy with council resolution	Social and Community Services
Good Governance	To improve administration	Communication	Number of media	#	4 X quarterly	1 X Media	1 X Media	1 X Media	1 X Media	1 X Media	Social and Community



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and Public Participation	ive and governanc e capacity		statements issued to communities on quarterly basis by 30 June 2020		media statements to be released in the local news paper	State me nts released in the local news paper	State me nts released in the local news paper	ts released in the local news paper	ts released in the local news paper	Reports and Signed Registers	Social and Community Services	
Priority Area: Health and social development (Prevention of HIV/AIDS and other life threatening Diseases)												
Good Governance and Public Participation	To improve administrative and governance capacity	Special Programmes	Number of Special programmes implemented (e.g. Youth; People with disability; women and elderly people) by 30 June 2020	#	3 X special program initiative	4 X Number of Special programmes	1 X Special program me s	1 X Special program me s	1 X Special program me s	1 X Special program me s		
					on, HIV/AIDS & TB and Youth Economic Empow erment Seminar)	(Active Ageing campaign, HIV/TB Awareness Campaign, Mayoral Matric Awards and Career Exhibition)						
Priority Area: Good Governance and Public Participation:												
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Ward Committees reports submitted to	#	4 X Ward Committees reports	4 x Ward Committee es reports	1 X Quarterly Report	1 X Quarterly Report	1 X Quarterly Report	1 X Quarterly Report	Ward committee Reports	Office of the Municipal Manager



Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Communication Strategy reviewed and approved by Council by 30 June 2020	#	2018/20	1 X	Reviewed and approved Communication Strategy	N/A	N/A	N/A	1 X	Communication Strategy reviewed and approved by Council	Approved Communication Strategy with Council Resolution	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Audit Committee Charter reviewed by 30 June 2020	#	1 X	1 X	Audit Committee Charter reviewed	1 X	N/A	N/A	N/A	Copy, Audit committee minutes and audit report to council		Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Internal Audit Charter reviewed by 30 June 2020	#	1 X	1 X	Internal Audit Charter to be reviewed	1 X	N/A	N/A	N/A	Attendance Register	Audit committee minutes and audit report to council	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Audit Action Plan developed by 30 June 2020	#	Audit Action Plan developed 30 January 2018	1 X	Audit Action Plan by 30 January 2019	N/A	N/A	1 X	Audit Action Plan by 30 January 2019	Auditor General's Report		Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Obtain Unqualified Audit Opinion by	Unqualified Audit Opinion	2017/20	Obtain Unqualified Audit Opinion	N/A	2018/20	N/A	N/A	N/A	Auditor General's Report		Office of the Municipal Manager



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	Capacity		30 June 2020		Opinion	2018/2019		Opinion				Signed Attendance Registers and Minutes	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Audit Committee meetings held by 30 June 2020	#	2 X Audit Committee Meeting	4 X Audit Committee Meetings	1 X Audit Committee Meeting	1 X Audit Committee Meeting	1 X Audit Committee Meeting	1 X Audit Committee Meeting	1 X Audit Committee Meeting	Signed Attendance Registers and Minutes	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Performance Audit Committee meetings held by 30 June 2020	#	2 X Performance Audit Committee Meeting	2 X Performance Audit Committee Meetings	1 X Performance Audit Committee Meeting	N/A	1 X Performance Audit Committee Meeting	N/A	Signed Attendance Registers and Minutes	Office of the Municipal Manager	
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Audit Committee Reports tabled to Council by 30 June 2020	#	4 X Audit Committee Reports	4 X Audit Committee Reports	1 X Audit Committee Report	1 X Audit Committee Report	1 X Audit Committee Report	1 X Audit Committee Report	Audit Reports with Council Resolutions	Office of the Municipal Manager	
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Strategic Risk Management Registers Reviewed by 30 June 2020	#	1 X Strategic Risk Register	1 X Strategic Risk Register reviewed	N/A	N/A	N/A	1 X Strategic Risk Register reviewed	Reviewed 2019/2020 Risk Management Register, Signed Attendance Registers	Office of the Municipal Manager	
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Risk Management meetings held by 30 June 2020	#	4 X Risk Management meetings	4 X Risk Management Meetings	1 X Risk Management Meeting	1 X Risk Management Meeting	1 X Risk Management Meeting	1 X Risk Management Meeting	Signed Attendance Registers	Office of the Municipal Manager	
Good Governance	To improve administrative capacity	Corporate Governance	Number of Council	#	7 X Council	4 X Council	1 X Council	1 X Council	1 X Council	1 X Council	Signed Attendance	Corporate	



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and Public Participation	Effective and Governance Capacity	Governance	meetings convened by 30 June 2020	#	Meeting	meetings	Meeting	Meeting	Meeting	Meeting	Registers	Services
Good Governance and Public Participation	To improve administrative and governance capacity	Council Administration	Number of MPAC meetings held by 30 June 2020	#	4 X MPAC meetings	1 X MPAC meeting	1 X MPAC meeting	1 X MPAC meeting	1 X MPAC meeting	1 X MPAC meeting	Signed Attendance Registers	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Fraud and Anti-Corruption Prevention plan reviewed by 30 June 2020	#	1 X Number of Fraud and Anti-Corruption Prevention plan reviewed	1 X Anti-Corruption Prevention plan to be reviewed	N/A	N/A	N/A	1 X Anti-Corruption Prevention plan	Approved plan with council resolution	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Anti-Corruption and Fraud awareness campaigns conducted by 30 June 2020	#	1 X Number of Anti-Corruption and Fraud awareness campaigns to be conducted	1 X Anti-Corruption and Fraud awareness campaigns to be held	N/A	N/A	N/A	1 X Anti-Corruption and Fraud awareness campaigns	Signed Attendance Register	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Annual Reports compiled and tabled to Council for approval by 31 March	#	2017-2018 Annual Report	1 X Annual Report tabled to Council for approval by 31 March	N/A	N/A	1 X Annual Report tabled to Council for approval by 31 March	N/A	Council Approved Report with Council Resolution	Office of the Municipal Manager



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			2020		2020				2020								
Good Governance and Public Participation	Clean Governance	Corporate Governance	Number of Oversight reports compiled and tabled to Council for approval by 31 March 2020	#	2017-2018 Oversight Report	1 X 2018-2019 Oversight Report	N/A	N/A	N/A	1 X 2018/2019 Oversight Report	N/A		Council Approved Report with Council Resolution	Office of the Municipal Manager			
Good Governance and Public Participation	Clean Governance	Corporate Governance	Number of MFMA Section 72 Mid-Year report compiled and submitted to Council for approval by 31 January 2020	#	1 X 2017/18 Section 72 MFMA Report	1 X 2018/2019 Section 72 MFMA Report submitted to Council for approval by 31 January 2020	N/A	N/A	N/A	1 X Section 72 Mid-Year report submitted to Council for approval	N/A		Council Approved 2018/2019 Section 72 Mid-Year Report with Council Resolution	Office of the Municipal Manager			
Good Governance and Public Participation	Clean Governance	Corporate Governance	Number of MFMA Section 52d reports compiled and submitted to Council for approval by 30 June 2020	#	4 X Quarterly performance reports	4 X Quarterly performance reports	4 th Quarter performance report	1 st Quarter performance report	2 nd Quarter performance report	3 rd Quarter performance report	Quarterly performance reports			Office of the Municipal Manager			
Good Governance and Public Participation	Clean Governance	Corporate Governance	Number of Section 56 Performance Agreements signed by 30 July 2020	#	5 X Signed Performance Agreements	6 X Signed Performance Agreements	5 X Performance Agreements for Senior Managers	N/A	N/A	N/A	N/A		Signed Performance Agreements	Office of the Municipal Manager			



Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Council Administration	Number of Section 79 Committee meetings convened by 30 June 2020	#	33 X Section 79 Committee meeting convened	33 X Section 79 Committee meetings to be convened	signed	9 X Section 79 Committee meeting	9 X Section 79 Committee meetings	9 X Section 79 Committee meetings	Signed Attendance Registers	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Corporate Governance	Number of ICT Policies and Standards Procedures reviewed and approved by Council by 30 June 2020	#	8 X ICT Policies Review	8 X ICT Policies to be reviewed	2 X ICT Policies: review	2 X ICT Policies: review	2 X ICT Policies: reviewed	2 X ICT Policies: reviewed	Council Resolution	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Corporate Governance	Number of ICT Steering Committee meetings held by 30 June 2020	#	4 X Steering Committee meeting	4 X ICT Steering Committee meetings	1 X ICT Steering Committee meeting	1 X ICT Steering Committee meeting	1 X ICT Steering Committee meetings	1 X ICT Steering Committee meetings	Council Resolution	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Corporate Governance	Develop Integrated ICT systems by 30 June 2020	#	Payday and Munsoft Integrated ITC System	Integrated ICT systems to be developed	Development of terms of reference and submission to SCM	N/A	N/A	Integrated ICT systems with Council Resolution	Corporate Service	
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Corporate Governance	Develop ICT Electronic Document Management systems by 30 June 2020	#	MUNICO MP System (limited License)	Electronic Document Management System to be	Development of terms of reference and submission	N/A	N/A	Developed Electronic Document Management System	Corporate Service	

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					developed	on to			ent	System	with	
						SCM					Council Resolution	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Human Resources	Number of training in labour relations held by 30 June 2020	#	25 X officials trained on labour matters	4 X Labour workshop conducted	1 X Discipline policy workshop	1 X Discipline policy workshop	1 X Discipline policy workshop	1 X Discipline policy workshop	Signed Attendance Register	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Human Resources	Number of Employee Wellness Programmes held by 30 June 2020	#	1 X Employee Wellness Programme	1 X Employee Wellness Programme	N/A	1 X Employee Wellness	N/A	N/A	Signed Attendance Registers	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Human Resources	Number of Wellness campaigns and workshops held by 30 June 2020	#	4 X Employee Wellness Campaigns	4 X Employee Wellness Campaigns	1 X Employee Wellness Campaign	1 X Employee Wellness Campaign	1 X Employee Wellness Campaign	1 X Employee Wellness Campaign	Signed Attendance Registers	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Human Resources	Number of Hazard Identification and Risk Assessment to be conducted by 30 June 2020	#	4 X Hazard Identification and Risk Assessment	2 X Hazard Identification and Risk Assessment	1 X Hazard Identification and Risk Assessment	1 X Hazard Identification and Risk Assessment	1 X Hazard Identification and Risk Assessment	1 X Hazard Identification and Risk Assessment	4 X Reports	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Human Resources	Number of Evacuation Plan by 30 June 2020	#	1 X Draft Evacuation Plan	1 X Approved Evacuation Plan	Layout Assessment	1 X Approved Evacuation Plan	N/A	N/A	Layout Assessment report, Evacuation Plan	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Human Resources	Number of Employment	#	1 X Employ	1 X Employee	N/A	N/A	1 X Employment	N/A	Copy of the Report	Corporate



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on and Institutional Development	Attract, Develop and Retain Human Capital	Resources	Equity Report compiled and submitted to Department of Labour by 31 January 2020	ment Equity Report	nt Equity Report		ent Equity Report		and the Proof of Submission	Service		
Municipal Transformation and Institutional Development	Development of HRM and HRD Strategy	Human Resources	Number of WSP reviewed and submitted to LGSETA by 30 April 2020	#	2018/2019 WSP	1 X 2019/2020 WSP Developed and submitted by June 2020	N/A	N/A	N/A	1 X 2019/2020 WSP Proof of submission submitted by June 2020	Corporate Service	
Municipal Transformation and Institutional Development	Development of HRM and HRD Strategy	Human Resources	Number of Official and Councilors trained by 30 June 2020	#	90 officials and 2 trained	73 Train Officials and 17 Councilors (90)	20	20	25	25	Signed Attendance Registers and Report	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Number of Panel of Medical Specialists to be appointed by 30 June 2020	#	8 X LLF Meetings	8 X LLF Meetings to be appointed, appointment	N/A	Panel of Medical Specialists appointed	N/A	N/A	Appointm ent letters and Service Level Agreement	Corporate Service	
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Council	Number of LLF meetings held by 30 June 2020	#	8 X LLF Meetings	8 X LLF Meetings	2 X LLF Meetings	2 X LLF Meetings	2 X LLF Meetings	Signed Attendance Registers	Corporate Service	
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Human Resources	Number of training in labour relations held by 30 June 2020	#	25 X officials trained on Labour matters	4 X Labour workshop conducted	1 X Disciplinary policy workshop	1 X Disciplinary policy workshop	1 X Disciplinary policy workshop	Signed Attendance Register	Corporate Service	



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Municipal Transformation and Institutional Development	To Improve, Attract, Develop and Retain Human Capital	Human Resources	Number of Organogram Reviewed and approved by 30 June 2020	#	1 X 2019/2020 Approved Organogram	1 X 2020/2021 Organogram reviewed and approved by June 2020	N/A	N/A	N/A	1 X 2020/2021 Organogram reviewed and approved	Approved 2020/2021 Organogram with council resolution	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Human Resources	Number of Organizational design and development (Work-study analysis) conducted by 30 June 2020	#	1 X 2019/2020 Approved Organogram	1 X 2020/2021 Organogram reviewed and approved by June 2020	N/A	N/A	N/A	1 X 2020/2021 Organogram reviewed and approved	A copy of Work-study with council resolution	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Corporate Governance	Renewal of ITC (GIS) System by 30 June 2020	#	Outdated ITC (GIS) System (license expired)	Renewed ITC (GIS) System by June 2020	Renewal of ICT (GIS) license System	N/A	N/A	N/A	Copy of the license for GIS	Corporate Service
Priority Area: Good Governance and public participation												
Good Governance and Public Participation	To Plan for the Future	Integrated Development Planning	Number of IDP/Budget/ PMS Process Plan approved by Council by 30	#	2019/2020 IDP/Budget/PM S Process	1 X 2020/2021 IDP/Budget/PM S Framework	1 X 2020/2021 IDP/Budget/PM S Framework	N/A	N/A	N/A	2019/2020 Council Approved Process Plan with Council	Office of the Municipal Manager



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			June 2019		Plan	approved by August 2019	ork reviewe d and approve d by Council				Resolution	
Good Governance and Public Participation	To Plan for the Future	Integrated Development Planning	Number of IDP Representative Forums held by 30 June 2020	#	4 X IDP Representative Forums	4 X IDP Representative Forums	1 X IDP Representative Forum	1 X IDP Representative Forum	1 X IDP Representative Forum	1 X IDP Representative Forum	Signed attendance register, Agenda, Resolution register & presentation	Office of the Municipal Manager
Good Governance and Public Participation	To Plan for the Future	Integrated Development Planning	Number of 2020/2021 IDP reviewed and approved by Council by 30 May 2020	#	1 X 2019/2020 IDP reviewed and approved by 27 May 2019	1 X 2020/2021 IDP reviewed and approved by council by 27 May 2019	N/A	N/A	Draft 2020/2021 IDP reviewed and approved by Council by 30 March 2020	1 X 2020/2021 Final IDP reviewed and approved by Council by 30 May 2020	Council approved IDP and the Council Resolution	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Performance Management	Number of Back to Basics reports compiled and submitted to CoGSTA by 30 June 2020	#	4 X Back to Basics reports	4 X Back to Basics reports	1 X Back to Basics report	1 X Back to Basics report	1 X Back to Basics report	1 X Back to Basics report	4 X sets of Back to Basics Reports	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Performance Management	Number of SDBIP approved by the Mayor 28 days after the approval of the budget	#	1 X Approved 2018/19 SDBIP	1 X Approved 2020/2021 SDBIP 14 days after budget	N/A	N/A	N/A	1 X Approved 2020/2021 SDBIP 14 days after budget	2020/2021 Approved SDBIP Letter of Acknowledgement from	Office of the Municipal Manager



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FINAL 2016/17 - 2021/22 MTEP												
approval												
approval												
Mayor's office												
Priority Focus Area: Municipal Transformation and Institutional Development												
Local Economic Development	Promote and Encourage Sustainable Economic Environment	Local Economic Development	Number of LED Strategy developed and approved by council by 30 June 2020	#	2008 LED Strategy (Strategy Outdated)	1 X Draft LED Strategy approved by Council by 30 June 2020	Development of term of reference and Submission of term of reference supply chain Management	Submission of Inception report	N/A	1 X Draft LED Strategy approved by council with council resolution	Draft LED Strategy with Council Resolution	Planning & Economic Development
Local Economic Development	Promote and Encourage Sustainable Economic Environment	Local Economic Development	Number of LED summit held by 30 June 2020	#	1 X LED Summit	1 X LED Summit	N/A	N/A	1 X LED Summit	N/A	Signed attendance register	Planning & Economic Development
Local Economic Development	Promote and Encourage Sustainable Economic Environment	Local Economic Development	Number of LED Representative Forums by 30 June 2020	#	LED forum not functional	1 X LED Representative active Forums established by June 2020	Business profiling for all economic sectors and calling for nomination of the LED forum structure	N/A	1 X LED Forum established	N/A	Database (Q1) Copy of the Advertise ment/ List of LED Forum Committee (Q3&4) Signed attendance register	Planning & Economic Development



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Local Economic Development	Promote and Encourage Sustainable Economic Environment	Local Economic Development	Number of jobs created through Municipality's LED initiatives including capital projects by 30 June 2020	#		36 jobs created	21 jobs created	5 jobs created	5 jobs created	5 jobs created	Report on the employment of people	Planning & Economic Development
Spatial Planning and Rationale	Liveable and Integrated Communities	Integrated Development Planning	Number of LUMS reviewed and approved by Council by 30 June 2020	#	Draft LUMS available	1 X Approved 2020 LUMS	1 X Approved LUMS	N/A	N/A	N/A	1 X Approved 2020 LUS Council Resolution	Planning & Economic Development
Spatial Planning and Rationale	Liveable and Integrated Communities	Integrated Development Planning	Number of township establishments finalized by 30 June 2020	#	2 X finalized township establishments (Bela-Bela Extension n 7 & 9)	2 X Finalized township establishment (Masakha ne and Spa Park Extension 1)	Letter submitted to CoGHSTA	N/A	N/A	2 X Finalized township establishment (Masakha ne and Spa Park Extension 1)	Letter submitted to CoGHSTA	Planning & Economic Development
Spatial Planning and Rationale	To Plan for the Future	Corporate Governance	Establishment of Municipal Tribunal by June 2020	#	Municipal Tribunal shared with Waterberg District Municipality	Established municipal Tribunal by June 2020	Report to Council requesting to gazette	Calling for nominations and gazetting	Established municipal Tribunal	N/A	Council resolution (Q1) Advertisements (q2) Gazetting (@3)	Planning & Economic Development
Spatial Planning and Rationale	To Plan for the Future	Corporate Governance	Amended SPLUMA By-Laws by June	Compliance	Land Development and	Amended SPLUMA By-Laws by June	Report to Council requesting	Public participation	Gazetting of the SPLUMA	N/A	Council resolution (Q1)	Planning & Economic Development

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			2020.		Land Use. Application classification not efficient	2020	amendment of By-Law	amendment of SPLUMA By-Law	By-Law		Advert (q2) (q3) Gazetting (@3)	nt
Spatial Planning and Rationale	To Plan for the Future	Corporate Governance	Submit a request both Provincial and National Dept for Land purchase for Integrated Human Settlement	#	1 X report submitted to COGHTA request for Land purchase for Integrated Human Settlement	1 X report submit a request both Provincial and National Dept. for donation Land Integrated Human Settlement	N/A	1 X report submitted for purchase of land.	N/A	N/A	Proof of submission and acknowledgment letter	Planning & Economic Development
Spatial Planning and Rationale	To Plan for the Future	Corporate Governance	Number of awareness campaigns held on Building Control	#	4 X Awareness campaigns to be held	4 X Awareness campaigns to be held	1 X Awareness campaign	1 X Awareness campaign	1 X Awareness campaign	1 X Awareness campaign	Attendance register	Planning & Economic Development
Spatial Planning and Rationale	To Plan for the Future	Corporate Governance	Number of awareness campaigns on LUS and Housing compliance conducted by 30 June 2020	#	4 X Awareness campaigns to be held	4 X Awareness campaigns to be held	1 X Awareness campaign	1 X Awareness campaign	1 X Awareness campaign	1 X Awareness campaign	Attendance register	Planning & Economic Development

Priority Focus Areas: Municipal Financial Viability



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Municipal Financial Viability and Management	To improve financial viability	Corporate Governance	Number of Annual Financial Statements compiled and submitted to the Auditor General by 31 August 2020	#	1 X 2017/2018	1x 2018/2019 AFS	1 X 2018/2019 AFS	N/A	N/A	N/A	N/A	2018/2019 AFS and Proof of Submissions to the Auditor General	Budget & Treasury
Municipal Financial Viability and Management	To improve financial viability	Corporate Governance	Number of Action Plan for 2018/19 AG Audit Queries developed and submitted to Council by 31 February 2020	Number	1 X 2018/2019 Action Plan	1 X Action Plan for 2018/2019 AG audit queries compiled	N/A	N/A	1 X Action Plan for 2018/2019 AG audit queries compiled	N/A	2018/2019 Action Plan with Council Resolution	Budget & Treasury	
Municipal Financial Viability and Management	To improve financial viability	Corporate Governance	Percentage of AG queries resolved as per the Action Plan by 30 June 2020	Number	90 % of AG findings resolved for 2018/2019	95% of AG queries to be resolved	N/A	N/A	70% of queries resolved	95% of queries resolved	Progress Report on the implementation of the Action Plan	Budget & Treasury	
Municipal Financial Viability and Management	To improve financial viability	Corporate Governance	2020/2021 Annual Budget approved by Council by 31 May 2020	Number	2019/2020 Approved Budget approved on the 27 th May 2019	Approval of 2020/2021 Annual Budget by the 31 st May 2019	N/A	N/A	N/A	2020/2021 Approved Budget	Council Approved Budget with Council Resolution	Budget & Treasury	

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Municipal Financial Viability and Management	Improve Financial Viability	Corporate Governance	Number of MFMA Section 71 Reports submitted to the Mayor, Provincial and National Treasury by no later than 10 days after the end of each month	Number	12 Monthly Section 71 Reports for 2018/19 FY	12 Monthly Section 71 Reports for 2019/20 FY	3 X Monthly Financial Reports	3 X Monthly Financial Reports	3 X Monthly Financial Reports	3 X Monthly Financial Reports	Section 71 Reports, Council Resolution and proof of submission to the Provincial and National Treasury	Budget & Treasury
Municipal Financial Viability and Management	Improve Financial Viability	To Improve financial viability	Percentage of Maintenance of cost coverage of 100% By 30 June 2020	%	1%	1%	1%	1%	1%	1%	Monthly Report and Bank Statements	Budget & Treasury
Municipal Financial Viability and Management	Improve Financial Viability	Revenue Management	Percentage payment on budgeted capital projects identified for 2019/2020 financial year 1:to IDP	%	98%	100%	25%	50%	75%	100%	Report	Budget & Treasury
Municipal Financial Viability and Management	To improve financial viability	Revenue Management	Percentage payment on the MIG grants approved projects by 30 June 2020	%	100%	100%	25%	50%	75%	100%	Report	Budget & Treasury
Municipal Financial Viability and Management	To improve financial viability	Revenue Management	Percentage payment on the WSIG grants	%	100%	100%	25%	50%	75%	100%	Report	Budget & Treasury



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Municipal Financial Viability and Management	To improve financial viability	Revenue Management	approved projects by 30 June 2020	Percentage payment on the INEP grants approved projects by 30 June 2020	100%	100%	25%	50%	75%	100%	Report	Budget & Treasury	
Municipal Financial Viability and Management	To improve financial viability	Revenue Management	Number of quarterly asset verification reports compiled - movables (sampling) compiled by 30 June 2020	4x quarterly assets verification to be conducted 2019/2020	4 X quarterly assets verification to be conducted 2019/2020	1 X quarterly assets verification to be conducted 2019/2020	1 X quarterly assets verification to be conducted 2019/2020	1 X quarterly assets verification to be conducted 2019/2020	1 X quarterly assets verification to be conducted 2019/2020	1 X quarterly assets verification to be conducted 2019/2020	4 Sets of Quarterly asset verification reports	Budget & Treasury	
Municipal Financial Viability and Management	To improve financial viability	Revenue Management	Number of Revenue Enhancement Strategy developed and approved by 30 June 2020	None	1x development and Approval of Revenue Enhancement Strategy	N/A	N/A	N/A	N/A	N/A	Development Revenue Enhancement Strategy	Approved Revenue Enhancement Strategy with Council Resolution	Budget & Treasury
Municipal Financial Viability and Management	To improve financial viability	Revenue Management	Number of Indigent Registers developed and verified by 30 June 2020	1 X 2019/2020 Indigent register	1 X 2019/2020 Indigent register	N/A	N/A	N/A	N/A	1 X 2020/2021 Indigent register	Budget & Treasury	Budget & Treasury	
Municipal Financial Viability and Management	To improve financial viability	Revenue Management	Percentage of Registered Indigents with access	100%	100%	100%	100%	100%	100%	100%	Billing Report and Indigent	Budget & Treasury	

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Management			to Free Basic Services by 30 June 2020							register		
Municipal Financial Viability and Management	To improve financial viability	Revenue Management	Percentage reduction of Service Debtors Revenue to below 50% (R-value total outstanding service debtors divided by R-value annual revenue actually received for services) by 30 June 2020	%	45%	45%	45%	45%	45%	45%	Monthly Reports	Budget & Treasury
Municipal Financial Viability and Management	Improve Financial Viability	Revenue Management	Percentage Maintenance of 95% debtors collection rate (Consumer cash collected / Consumer billing) by 30 June 2020	%	95%	95%	95%	95%	95%	95%	Monthly Report	Budget & Treasury
Municipal Financial Viability and Management	Financial Stability	Supply Chain Management	Number of SCM Bid Committee Members and other officials trained by 30 June 2020	#	5 X Bid Committee Members and other officials trained	5 X Bid Committee Members and other officials trained	5 X Bid Committee Members and other officials trained	N/A	N/A	N/A	Signed Attendance Register	Budget & Treasury



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Municipal Financial Viability and Management	Financial Stability	Supply Chain Management	Number of reports on the implementation of SCM Policy complied and tabled to Council by 30 June 2020	#	4 X SCM reports	4 X SCM Reports	1 X SCM Reports	1 X SCM Reports	1 X SCM Reports	1 X SCM Reports	Reports with Council Resolutions	Budget & Treasury
Municipal Financial Viability and Management	Financial Stability	Budget and Reporting	Number of Budget related policies reviewed by 30 June 2020	#	16 X Budget related policies reviewed	16 X Budget related policies reviewed	N/A	N/A	N/A	16 X Budget related policies reviewed	Council Approved Policies with Council Resolution	Budget & Treasury

**CHAPTER 5: PROJECT PHASE and BUDGET SUMMARY****5.1. Introduction**

The Capital Infrastructure Investment Plan is a response to ensure that the capital budget and related operational funds are structured according to the strategic objectives of the Municipality. It is also to ensure that funding allocations respond to national and provincial directives within the context of the Municipal developmental realities.

The Capital Infrastructure Investment Plan is the means through which capital projects are identified and prioritised for implementation in the upcoming Medium Term Expenditure Revenue Framework (MTERF) three (3) year period.

The objectives of the Capital Infrastructure Investment Plan are to:

- Contribute towards the eradication of service delivery backlogs, especially in poor and marginalised areas by prioritising projects in these areas;
- Improve service delivery through infrastructure and services that are planned, delivered, and managed in an objective and structured manner;
- Direct future public and private investment, by aligning capital budget requirements of departments as defined in the IDP sector plans;
- Make a positive impact towards improving the local economy.

5.2. Infrastructure Capital Investment Plan: 2019 – 2021**5.2.1. Municipal Infrastructure Grant (MIG) Funded**

Table 65: Municipal Infrastructure Grant (MIG) Funded Projects

Table 65: Municipal Infrastructure Grant (MIG) Funded Projects											
ITEM NO	PROJECT DESCRIPTION	WARD NO	PROJECT VALUE	EXPENDITURE IN PAST FINANCIAL YEARS		BALANCE ON PROJECT	FINANCIAL YEAR BUDGETS				
				(Until 30 June 2019)			2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
ROADS AND STORMWATER											
5.2.1.1	Bela Bela Ext 4, 6, 7 & 8: Road Paving and stormwater	2, 4, 7	R 22 750 000,00	R 8 569 113,75		R 14 180 886,25	R 14 180 886,25	-			
5.2.1.2	Bela Bela Spa Park: Stormwater	9	R 8 500 000,00			R 8 500 000,00	R 3 434 563,75	R 5 065 436,25	-		



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20/21 21/22 22/23 23/24

5.2.1.3	Bela Bela Ext 5 & Hosief View: Road paving & storm water	2 & 3	R 3 000 000,00	-	R 3 000 000,00	R 3 000 000,00	-	-	-	-
5.2.1.4	Bela Bela Ext 6: Road paving & Storm water	7	R 12 000 000,00	-	R 12 000 000,00	-	R 8 495 489,35	R 3 504 510,65	-	-
5.2.1.5	Bela Bela: Road paving & Storm water 1	2, 3 & 5	R 4 500 000,00	-	R 4 500 000,00	-	R 1 700 000,00	R 2 800 000,00	-	-
5.2.1.6	Bela Bela Ext 6: R101 Intersection	7	R 6 235 039,35	-	R 6 235 039,35	-	R 1 000 000,00	R 5 235 039,35	-	-
SOLID WASTE MANAGEMENT										
5.2.1.7	Bela Bela Upgrade of Municipal landfill site	2	R 8 000 000,00	-	-	-	-	R 8 000 000,00	-	-
CEMETERIES										
5.2.1.8	Bela Bela: Extension of existing grave yard	2	R 6 231 600,00	-	-	R 1 000 000,00	R 5 231 600,00	-	-	-
5.2.1.9	Plenaarsvlei: Develop new Cemetery	8	R 6 000 000,00	-	-	-	-	R 6 000 000,00	-	-
SPORTS AND RECREATIONAL FACILITIES										
5.2.1.10	Bela Bela Spa Park: Development of sports facilities	9	R 2 113 226,00	-	-	R 2 113 226,00	-	-	-	-
5.2.1.11	Masakane: Development of sports facilities	9	R 2 639 972,20	-	-	R 886 774,00	R 1 753 198,20	-	-	-
5.2.1.12	Leseding: Development of sports facilities	6	R 2 568 626,20	-	-	-	R 2 568 626,20	-	-	-
MUNICIPAL FACILITIES										
PUBLIC LIGHTING										
5.2.1.13	Bela Bela: X9 - High mast lights	4	R 2 000 000,00	-	-	-	-	R 2 000 000,00	-	-
			TOTAL MIG BUDGETS		R 24 615 450,00	R 25 814 350,00	R 27 539 550,00	-	-	-



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5.2.2. Water Services Infrastructure Grant (WSIG) Funded Projects

Table 66: Water Services Infrastructure Grant (WSIG) Funded Projects

Table 68: Water Services Infrastructure Grant (WSIG) Funded Projects														
ITEM NO	PROJECT DESCRIPTION	WARD NO	PROJECT VALUE	EXPENDITURE IN PAST FINANCIAL YEARS		FINANCIAL YEAR BUDGETS								
				YEARS	PROJECT	2019/2020					2020/2021	2021/2022	2022/2023	2023/2024
						2019/2020					2020/2021	2021/2022	2022/2023	2023/2024
WATER														
5.2.2.1	Bela Bela: Refurbishment of the inlet and outlet works for the Platvler Dam	1	R4 000 000,00											
5.2.2.2	Bela Bela: Refurbishment of the old section of the Water Treatment Works (WTW)	1	R4 500 000,00	R 371 250,00	R 4 128 750,00	R 4 128 750,00								
5.2.2.3	Bela Bela: Upgrading of the Water Treatment Works to 10ML	1	R10 000 000,00											
5.2.2.4	Bela Bela: New 10ML Reservoir (Town, Ext 25 and 26)	1	R15 000 000,00											
5.2.2.5	Bela Bela: Water Conservation and Demand Management (WCDM): Installation of Bulk Zonal Meters and Pressure Reduction Valves	1, 2, 3, 4, 5, 6, 7	R2 000 000,00											
5.2.2.6	Rapotokwane: Water desalination plant	8	R13 675 000,00	R 1 172 610,99	R 12 502 389,01	R 10 741 070,15	R 1 761 318,86							
5.2.2.7	Rapotokwane: Water Augmentation and reticulation	8	R9 000 000,00											
5.2.2.8	Masaklane: New 2ML WTW	9	R13 000 000,00											
5.2.2.9	Virgerkraal: Water Augmentation for the new 1000HH	9	R1 500 000,00											
5.2.2.10	Virgerkraal: Supply and install new water meters	9	R1 000 000,00											
5.2.2.11	Supply and install new and faulty water meters (57500HH)	All	R6 000 000,00											
SANITATION														
5.2.2.12	Bela Bela: Waste Water Treatment Works (WWTW) recycling of treated effluent	2	R5 800 000,00	R 478 570,15	R 5 321 429,85	R 5 321 429,85								
5.2.2.13	Bela Bela: Refurbishment of the Waste	2	R25 000 000,00											



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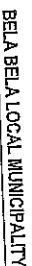
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	Water Treatment Works (WWTW)								
5.2.2.14	Bela Bela Ext 8 & Future Bulk sewer Outfall	4	R8 000 000,00	R 660 000,00	R 7 340 000,00	R 7 340 000,00	-	-	-
5.2.2.15	Bela Bela: Upgrading of the Aventura sewer Pump Station	1	R12 500 000,00	R 1 031 250,00	R 11 468 750,00	R 11 468 750,00	-	-	-
TOTAL WSIG BUDGETS:			R 45 000 000,00	R 37 475 000,00	R 40 086 000,00	-	-	-	-

5.2.3. Integrated National Electrification (INEP) Funded Projects

Table 67: Integrated National Electrification (INEP) Funded Projects

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	EXPENDITURE IN PAST FINANCIAL YEARS		BALANCE ON PROJECT	FINANCIAL YEAR BUDGETS				
				(Until 30 June 2019)			2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
SUB-STATION											
5.2.3.1	Bela Bela: 132/11kVA 2 x 20MVA Sub-Station	2	R70 580 000,00	R48 079 890,88	R22 500 109,12	-	-	-	-	-	-
ELECTRIFICATION											
5.2.3.2	Bela Bela Ext 9: Electrification of Households (900HH)	4	R 14 580 000,00	-	-	R 6 000 000,00	R 8 580 000,00	-	-	-	-
5.2.3.3	Bela Bela Ext 25 (Koppewaal): Electrification of Households (1100HH)	9	R 17 820 000,00	-	-	-	R 3 620 000,00	R 14 200 000,00	-	-	-
5.2.3.4	Rapotoxwane: Electrification of Households	8	-	-	-	-	-	R 4 560 000,00	-	-	-
TOTAL INEP BUDGETS						R 6 000 000,00	R 12 200 000,00	R 18 760 000,00	-	-	-



5.2.4. Own Funded

Table 68: Own Funded

[illegible]

5.3.3. Projects Implemented by Other Organs of State

5.3.3.1. Waterberg District Municipality

Table 69: Waterberg District Municipality

[illegible]

5.3.2. Magalies Water corporate Social Investment (CSI) and Other

Table 70: Magalies Water Corporate Social Investment (CSi) and Other

[illegible]

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5.3.2.1.	Bela Bela: Equip, treat and connect the SASSA Borehole to the water reticulation network	1	TBA	TBA			CSI project proposed until approved by Magalies Water Board.
5.3.2.2	Masakhane: Electrical connection of 2 X Existing Boreholes	9	TBA	TBA			CSI project proposed until approved by Magalies Water Board.
5.3.2.3	Vingerkraal: Drill, Equip and connect Boreholes to the water reticulation network	9	TBA	TBA			CSI project proposed until approved by Magalies Water Board.
TOTALS MAGALIES WATER SLP PROJECTS			TBA				

5.3.3. Eskom

Table 71: Eskom

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2019/ 2020	2020/ 2021	2021/ 2022	
5.3.3.1	Vingerkraal: Electrification of 1000 Households	9	TBA	R1 800 000,00	TBA	TBA	Project area is currently in the process to formalize by CoGHSTA. The budget for the 2019/20 financial is mainly for planning and design of the project.
TOTALS ESKOM PROJECTS			R1 800 000,00	TBA	TBA		

5.3.4. Department of Cooperative Governance, Human Settlements and Traditional Affairs (COGHSTA)

Table 72: Department of Cooperative Governance, Human Settlement and Traditional Affairs

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2019/ 2020	2020/ 2021	2021/ 2022	
5.3.4.1	Formalization of Vingerkraal (1000 Stands)	9	TBA	TBA	TBA	TBA	
5.3.4.2	Bela-Bela Ext 25 (Koppewaal): Geotechnical Investigation, Design and Installation of Engineering Services for 250 Stands	9	TBA	TBA	TBA	TBA	



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TOTALS COGSTA PROJECTS

R1 800 000,00

TBA

TBA

5.3.5. Department Of Education

Table 73: Department of Education

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2019/ 2020	2020/ 2021	2021/ 2022	
5.3.5.1	Construct 20 Additional Waterborne toilets; Refurbish 22 waterborne toilets; Upgrade fence; Drill and equip borehole at Hlekeleni Primary	2	4,290	0	4,075		
5.3.5.2	Construct 16 classrooms, medium admin block, nutrition centre, 5 Grade facilities; Refurbish 9 classrooms; Demolish 15 classrooms at Hlekeleni Primary	2	24,000	0	0		
TOTALS EDUCATION PROJECTS				0	4,075	TBA	

5.3.6. Department of Health

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2019/ 2020	2020/ 2021	2021/ 2022	
5.3.6.1							
5.3.6.2							
TOTALS HEALTH PROJECTS				R	TBA	TBA	

**5.3.7. Department of Social Development**

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2019/2020	2020/2021	2021/2022	
5.3.7.1	Building of new offices behind new clinic	7	25, 000 00000.00	TBA			
5.3.7.2							
TOTALS SOCIAL DEVELOPMENT PROJECTS				TBA	TBA	TBA	

5.3.8. Department of Sports, Arts & Culture

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2019/2020	2020/2021	2021/2022	
5.3.8.1							
5.3.8.2							
TOTALS SPORTS, ARTS & CULTURE PROJECTS				R	TBA	TBA	

5.3.9. Department of Rural Development & Land Reform

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2019/2020	2020/2021	2021/2022	
5.3.9.1							
5.3.9.2							
TOTALS RURAL DEVELOPMENT & LAND REFORM PROJECTS				R	TBA	TBA	



5.3.10. Local Economic Development Projects

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2019/2020	2020/2021	2021/2022	
5.3.10.1	Wildlife Economy			22,063,230.00	22,063,230.00		
5.3.10.2	Working for Land			10,000,000.00	10,000,000.00		
TOTALS LEDET PROJECTS				R32,063,230.00	R32,063,000	TBA	
5.3.10.3	Rapotoikwane: Water augmentation project		9	R2 000 000.00			
TOTALS LEDET PROJECTS				R2 000 000.00	R	R	

5.3.11. Department of Public Works

Table 74: Department of Public Works

Project No.	Road Number	Project Name	IDMS Gate	Road surface/drainage	Project Start Date	Project End Date	Source of Funding	Budget number	Total Project Cost	Total Expenditure to date (previous years)	Original Budget (18/19)	MTF Forward Estimate (19/20)	MTF Forward Estimate (20/21)	MTF Forward Estimate (21/22)	MTF Forward Estimate (22/23)
RAL1919 B	D2367	In Waterbe on and District (Flood)	Stage 3: Preparation and briefing	Drainage structure, Road	4/2/2018	21/5/2019	PRMG	Roads Infrastructure	R1,847,821	R0	R1,847,821	R0	R0	R0	R0
RAL1941 B	D2336	Roads from Settlers to Writlaapt e	Stage 7: Works	Drainage structure, Road	2/29/2019	21/3/2021	Equitable Share	Roads Infrastructure	R167,266,661	R58,177,645	R7,899,000	R18,994,423	R16,342,663	R30,000,000	R20,000,000
TBA	Various old roads based on Route	Household Works	Stage 7: Maintenance		31/12/2019	31/12/2022	PRMG	Programme 4	R43,500,000	R0		R14,500,000	R14,500,000	R14,500,000	



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[illegible]

5.3.12. Unfunded Capital Projects

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2019/2020	2020/2021	2021/2022	
WATER AND SANITATION							
5.3.11.1	Bela Bela: Equip, treat and connect SASSA Borehole	1, 2, 3, 4, 5, 6, 7	R 1 200 000,00			Augmentation of water supply is important for the sustainable supply without interruption of water supply to our consumers (Water supply must exceed water demand).	
5.3.11.2	Supply and installation of 3 X 200KVA diesel operated 3-phase back-up generators for Lapa Raw Water Pump Station (RWPS), Bela-Bela Water Treatment Works (MTW) and the Renaissance Reservoir Water Pump Station (RRWPS).	1	R1 500 000,00			Critical for instances where there are Power outages, to eliminate interruptions in the water purification process which affects water supply services.	
ROADS AND STORMWATER							
5.3.11.4	Reseeding of Roads	All	TBA	TBA	TBA	Some of the Municipal roads are in a bad condition and require refurbishment. The Rural Road Asset Management System (RRAMS) is in the process of being developed by the Waterberg District Municipality through grant funding and the condition of our roads infrastructure has already been identified through a visual assessment. Therefore, funding for the proposed projects will be required.	
5.3.11.5	Bela Bela: Upgrading of the Stormwater System	1, 2, 3, 4, 5, 6 & 7	TBA	TBA	TBA	The Stormwater system is undercapacitated. A Stormwater Master Plan will still be developed to identify gaps and propose projects to improve the stormwater management system.	
5.3.11.6	Bela Bela Ext 6B: Roads and Stormwater	7	TBA	TBA	TBA	Upgrade gravel roads to paved roads and consider underground stormwater channels.	
5.3.11.7	Bela Bela Leeseeding and Hostel View: Roads and stormwater	2 & 6	TBA	TBA	TBA	Upgrade gravel roads to paved roads and consider underground stormwater channels.	

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5.3.11.8	Bela Bela: Paving of Eskom road	5		TBA	TBA	1.3km to be paved at Mabunda street.
5.3.11.9	Rapotoekwane: Stormwater drainage and Bus Stop booth along the surfaced Bus route	8		TBA	TBA	Consider underground storm water drainages and construct 2 x bus stops.
5.3.11.10	Masakhane: Roads and stormwater	9		TBA	TBA	Upgrade gravel roads to paved roads and consider underground stormwater channels. Clean existing paved roads.
5.3.11.11	Penaaivier: Storm water drainage	8		TBA	TBA	Upgrade gravel roads to paved roads and consider underground stormwater channels. Clean existing paved roads and unblock existing storm water channels
ELECTRICIAL						
5.3.11.12	Bela Bela: Replacement of old 11kV underground cables	1	R 16 090 000.00	TBA	TBA	The asset is ageing and currently at a critical state. It needs urgent attention for efficient electricity supply.
5.3.11.13	Bela Bela: Refurbishment of the Switchinggear stations.	1	R 40 000 000.00	TBA	TBA	The asset is ageing and currently at a critical state. It needs urgent attention for efficient electricity supply and the safety of the Municipal Electricians in case of a major break down.
5.3.11.14	Bela Bela: Refurbishment of the Mini-Substation	1	R 1 000 000.00	TBA	TBA	The asset is ageing and currently at a critical state. It needs urgent attention for efficient electricity supply and the safety of the Municipal Electricians during time of operations.
5.3.11.15	Replacement of batteries to all Municipal substations	All	R 300 000.00	TBA	TBA	The asset is ageing and currently at a critical state. It needs urgent attention for efficient electricity supply and the safety of the Municipal Electricians in case of a major break down.
5.3.11.16	Refurbishment of the Electricity Main distribution boxes (Kiosk)	All	R 1 200 000.00	TBA	TBA	Refurbishment of the existing streetlights
5.3.11.17	Retrofitting of 20 relays at substations	1	R 1 200 000.00	TBA	TBA	The asset is ageing and currently at a critical state. It needs urgent attention for efficient electricity supply and the safety of the Municipal Electricians in case of a major break down.
PUBLIC LIGHTING						
5.3.11.18	Energy Efficiency and Demand Side Management (EEDSM) Programme: Retrofitting of Public Lights.	All	TBA	TBA	TBA	Critical to reduce and save on energy consumption for Public Lights

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5.3.11.19	Bela Bela: Street lights along the cemetery through to BBK area	2	TBA	TBA	TBA	TBA	Refurbishment of the existing streetlights
5.3.11.20	Bela Bela Ext 8: Street lights	4	TBA	TBA	TBA	TBA	Refurbishment of the existing streetlights
5.3.11.21	Bela Bela Ext 6B: Street lights	7	TBA	TBA	TBA	TBA	Refurbishment of the existing streetlights
5.3.11.22	Bela Bela: Streetlights next to the rail trail	2	TBA	TBA	TBA	TBA	Refurbishment of the existing streetlights
5.3.11.23	Bela Bela Spa Park: Street lights	9	TBA	TBA	TBA	TBA	Refurbishment of the existing streetlights
5.3.11.24	Pienaarsriver: Street lights	8	TBA	TBA	TBA	TBA	Refurbishment of the existing streetlights
SOLID WASTE MANAGEMENT							
5.3.11.25	Bela Bela Landfill Site: Installation of above ground weigh bridge	2	TBA				
SPORTS AND RECREATION FACILITIES							
5.3.11.26	Bela Bela Ex 6: Sports Facility	7	TBA				
5.3.11.27	Pienaarsriver: Sports Facility	8	TBA				
MUNICIPAL FACILITIES							
5.3.11.28	Energy Efficiency and Demand Side Management (EEDSM) Programme: Retrofitting of the Municipal main building lights with energy efficient technologies.	All	TBA	TBA	TBA	TBA	Critical to reduce and save on energy consumption for Public Lights
5.3.11.29	Pienaarsriver: Municipal Satellite Office	8	TBA	TBA	TBA	TBA	
5.3.11.30	Construction of a Laboratory	2	5 000 000.00				Need for testing/ analysis of the water quality for drinking water and treated effluent to minor compliance with SANS 241 standards, also as per requirements of the Blue and Green drop assessment.
5.3.11.31	Construction of the Political Wing Offices and a Council Chamber	1	TBA	TBA			There is lack of office space for the officials and the Political Leadership of the Municipality. The Council Chamber is also not well placed. Therefore, there is a need for the expansion of the current offices or construction of new facilities in the close vicinity of the current Municipal building.
COMMUNITY FACILITIES							

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Mashakane: Community Hall	9	TBA							
Bela-Bela: New Community Hall (Ward 4)	4	TBA							
CEMETERIES									
Rapodokwane: Fencing of the Cemetery	8								
LOCAL ECONOMIC DEVELOPMENT									
LED Forum		R200 000							
Feasibility Study for possible PPP arrangement for commercializing Municipal Artfield		R250 000							
Sonskyne Festival		R200 000							
Caribbean Mas Feeva		R200 000							
Motor Rally		R1 500 000							
5150 Triathlon		R200 000							
Working for Land Bakgatla Ba Mocha CPA		R30 000 000							
Bela-Bela Game Farm		R60 000 000							
Bakgatla Ba Mocha CPA Game Farming		R60 000 000							
Kwaitho Game Farming and Cultural Village		R60 000 000							
Bela-Bela Environmental Centre with Botanical Garden/Visitors Information Centre/Limpopo Gateway		R50 000 000							
Formalization of formal Trading Zone through development of Market Stalls (Township)		R750 000							
Formalization of Business Incubation Hub		R15 000 000							
Development of the LED Implementation Strategy		R1 000 000							
Development of the Investment Plan		R1 000 000							



TOWN PLANNING						
	Comprehensive Land Audit		R1 000 000			
	Identification of suitable Land for Cemetery in BBLM		R500 000			
	Finalisation of township establishment (Ext 7, 9 & Spa Park Ext 1)		R200 000			
OTHER						
	Street names in town					
	Installation of CCTV Surveillance Cameras in CBD		R2 500 000			
	Fire Arms including Ammunition and Holsters		R250 000			
	Audit and Risk Software		R1 600 000			
	Grass and tree cutting machinery		R600 000			
	TOTALS UNFUNDED PROJECTS	R.....		TBA	TBA	TBA

**CHAPTER 6: INTEGRATION PHASE****Intergovernmental Relations**

Intergovernmental Relations in South African context concern the interaction of the different spheres of government. The Constitution declares that government is comprised of National, Provincial and Local spheres of government which are distinctive, interdependent and interrelated. According to the Constitution of the Republic of South Africa, Act, No. 108 of 1996, Section 41 (2), an Act of Parliament must establish or provide structures and institutions to promote and facilitate Intergovernmental Relations and provide for appropriate mechanisms and procedures to facilitate settlement of intergovernmental disputes. Intergovernmental relations processes are further developed to facilitate processes of development and cooperation between spheres of government.

Provincial Intergovernmental Structure

Bela-Bela Local Municipality participates in the Premiers Inter – Governmental Forum (P-IGF) that is comprised of the Premier as the chair and Members of the Executive Council and all the Executive Mayors supported by their Heads of Departments and Municipal Managers. Through the P-IGF both the Provincial and local sphere of government are able to inform and take decisions on policy and development issues that emanate from National, Provincial and local government level. The P-IGF discussed the implementation of the Limpopo Employment Growth Development Plan. Bela-Bela Local Municipality participates in the forum to discuss and integrate development plans between the Province and the municipality.

District Intra-governmental Structure

Beside the P-IGF the municipality participates in established Waterberg District Municipality. The established forums are important for the purpose of integrated development planning and strengthening governance processes within the District. The following are intergovernmental relations forums that Polokwane Municipality participates in:

- **Mayor Forum**
Mayors Forum seeks to bring together Mayors and Executive Mayors to interact on common interest issues as well.
- **Municipal Manager Forum and other Technical forum**
Municipal Manager's Forum which seeks to create a platform for all Accounting Officers to share and interact on common interest issues. Municipal Managers attend these meetings
- **Speaker Forum**
- **Communicators Forum:**

Mainly facilitated through G/C's, the aim of this structure is to bring all government communicators together to share common issues. Accordingly, Bela-Bela Local Municipality developed and/or endorsed the following Strategies/Plans to harness in response to the varying Developmental priorities within its jurisdictional area.

Table 75: Status of Bela-Bela Sector Plans

SECTOR	STRATEGIES APPLICABLE IN RESPECTIVE SECTIONS		PLANS APPLICABLE IN RESPECTIVE SECTIONS		STATUS	
	KRA: SPATIAL/RATIONAL	Land Use and Land Development	Bela-Bela Spatial Development Framework (SDF)	N/A	N/A	Adopted in 2019
						Currently being implemented



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SECTOR	STRATEGY/APPLICABLE IN RESPECTIVE SECTORS	PLANS APPLICABLE IN RESPECTIVE SECTORS	POLICIES APPLICABLE IN RESPECTIVE SECTORS	STATUS	PLANNED ACTION
Land Use and Land Development	Bela-Bela Land Use Management System (LUMS)	N/A	N/A	Adopted in 2008	Currently being reviewed
Land Use and Land Development	Bela-Bela CBD Revitalization Strategy	N/A	N/A	Adopted in 2017	Currently being implemented
KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE PLANNING					
Water Services	N/A	Bela-Bela Water Services Development Plan	N/A	Adopted in 2013	To be reviewed
Stormwater	N/A	Bela-Bela Stormwater Master Plan	N/A	Adopted in 2015	To be reviewed
Electricity	N/A	Bela-Bela Electricity Services Plan	N/A	Adopted in 2013	To be reviewed
Roads	N/A	Bela-Bela Road Master Plan	N/A	Adopted in 2015	To be reviewed
Waste Management	N/A	Integrated Waste Management Plan	N/A	Adopted in 2014	To be reviewed
Infrastructure Development	N/A	Bela-Bela Infrastructure Capital Plan	N/A	Adopted in 2014	To be reviewed
Transport Planning	N/A	Waterberg Integrated Transport Plan	N/A	Adopted in 2009	
Human Settlements/Housing	N/A	Bela-Bela Housing Plan	N/A	Adopted in 2009	To be reviewed
Disaster Management	Waterberg Disaster Management Framework	N/A	N/A	Adopted in 2009	
Disaster Management	N/A	Bela-Bela Disaster Management Plan	N/A	Adopted in 2009	
Environmental Management	N/A	Bela-Bela Integrated Environmental Management Plan	N/A	Adopted in 2006	To be reviewed
Environmental Management	Waterberg Disaster Management Framework	N/A	N/A	Adopted in 2006	
Environmental Management	Bela-Bela Waterberg Environmental Management Framework	N/A	N/A	Adopted in 2006	To be reviewed
Environmental Management		Waterberg Air Quality Management Plan	N/A	Adopted in 2006	
Environmental Management	Waterberg Environmental Management Plan	N/A	N/A	Adopted in 2006	
Sports & Recreation		Bela-Bela Sports Master Plan	N/A	Adopted in 2012	To be reviewed
Health	N/A	N/A	Bela-Bela	Adopted in 2009	

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SECTOR	STRATEGY APPLICABLE IN RESPECTIVE SECTORS	PLANS APPLICABLE IN RESPECTIVE SECTORS	POLICIES APPLICABLE IN RESPECTIVE SECTORS	STATUS	PLANNED ACTION
KPA 4: LOCAL ECONOMIC DEVELOPMENT					
Local Economic Development	Bela-Bela Local Economic Development Strategy	N/A	N/A	Adopted in 2009	To be reviewed
Local Economic Development	Waterberg LED Strategy	N/A	N/A	Approved in 2009	
Mining	Waterberg Mining Strategy	N/A	N/A	Approved	
Tourism	Bela-Bela Tourism Development Strategy	N/A	N/A	Adopted in 2006	To be reviewed
Tourism	Waterberg Tourism Development Strategy	N/A	N/A	Adopted	
EPWP	N/A	Bela-Bela EPWP Programme	N/A	Adopted in 2012	To be reviewed
Informal Trading	N/A	N/A	Bela-Bela Informal Trading Policy	Adopted in 2013	To be reviewed
Advertising	N/A	N/A	Bela-Bela Outdoor Advertising Policy	Adopted in 2006	To be reviewed
Agricultural Development	Waterberg Agricultural Development Strategy	N/A	N/A	Adopted in 2006	
KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION					
Back to Basic	N/A	Back to Basic Action Plan	N/A	Adopted in 2011	Being implemented
Communication	Bela-Bela Communication Strategy	N/A	N/A	Adopted in 2006	To be reviewed
Risk Management		Bela-Bela Risk Management Plan	N/A	Adopted in 2015	To be reviewed
Fraud and Anti-Corruption	Bela-Bela Fraud and Anti-Corruption Strategy	N/A	N/A	Adopted in 2009	To be reviewed
KPA 5: FINANCIAL VIABILITY					
Financial Management	Bela-Bela Financial Strategy	N/A	N/A	Adopted in 2015	Revised
Financial Management	N/A	Bela-Bela Financial Recovery Plan	N/A	Adopted in 2013	Revised
Financial Management	N/A	N/A	Bela-Bela Indigent Policy	Adopted in 2016	Revised
Financial Management	N/A	N/A	Credit Control and Debt Collection Policy	Adopted in 2016	Revised
Financial Management	N/A	N/A	Property Rates Policy	Adopted in 2016	Revised



BELA BELA LOCAL MUNICIPALITY

FINAL 2018/19 - 2021/2022 IDP REVIEW

SECTOR	STRATEGY APPLICABLE IN RESPECTIVE SECTORS	PLANS APPLICABLE IN RESPECTIVE SECTORS	POLICIES APPLICABLE IN RESPECTIVE SECTORS	STATUS	PLANNED ACTION
Financial Management	N/A	N/A	Assets Management Policy	Adopted in 2016	Revised
Financial Management	N/A	N/A	Indigent Policy	Adopted in 2016	Revised
Financial Management	N/A	N/A	Borrowing framework policy	Adopted in 2016	Revised
Financial Management	N/A	N/A	Budget Implementation and Monitoring Policy	Adopted in 2016	Revised
Financial Management	N/A	N/A	Cash Management and Investment Policy	Adopted in 2016	Revised
Financial Management	N/A	N/A	Funding Reserves Policy	Adopted in 2016	Revised
Financial Management	N/A	N/A	Prioritisation Model for Capital Assets Investment	Adopted in 2016	Revised
Financial Management	N/A	N/A	Policy on Infrastructure Investment and Capital Projects	Adopted in 2016	Revised
Financial Management	N/A	N/A	Policy on Long Term Financial Planning	Adopted in 2016	Revised
Financial Management	N/A	N/A	Policy on Provision for doubtful debts and writing off of irrecoverable debts	Adopted in 2016	Revised
Financial Management	N/A	N/A	Principles and Policy on Tariffs	Adopted in 2016	Revised
Financial Management	N/A	N/A	Petty Cash Policy	Adopted in 2016	Revised
Financial Management	N/A	N/A	Supply Chain Management Policy	Adopted in 2016	Revised
KPA-6-MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT					
Performance Management	Performance Management Policy Framework	N/A	N/A	Adopted in 2016	To be reviewed
Human Resources	N/A	N/A	Bela-Bela Human Resources Policy	Adopted in 2009	To be reviewed
Human Resources	N/A	Bela-Bela Institutional Plan	N/A	Adopted in 2009	To be reviewed



BELA LOCAL MUNICIPALITY

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SECTION	STRATEGY APPLICABLE IN RESPECTIVE SECTORS	PLANS APPLICABLE IN RESPECTIVE SECTORS	POLICIES APPLICABLE IN RESPECTIVE SECTORS	STATUS	PLANNED ACTION
Skills Development	N/A	Bela-Bela Workplace Skills Development Plan	N/A	Adopted in 2016	To be reviewed
Human Resources	N/A	N/A	Bela-Bela Municipal Recruitment and Selection Policy	Adopted in 2012	To be reviewed
Human Resources	N/A	N/A	Bela-Bela Staff Retention Policy	Adopted in 2012	To be reviewed



CHAPTER 7: APPROVAL PHASE

It is espoused in the MSA that prior to the submission of the Final Draft of IDP for approval to Council, Local Communities and Stakeholders therein, must be given at least 21 days to comment on it, submit written comments where necessary on any developmental considerations they may want addressed through the IDP to the Municipal Manager. The Bela Bela Local Municipality's Council adopted the draft 2019/2020 IDP/Budget Review 27 March 2019. Subsequent to that, the municipality embarked on the 2019/2020 IDP/ Budget Mayoral Roadshow in all Municipal wards through Public Participation process from the 02nd – 14th April 2019.

Subsequent to the conclusion of all the processes required for the Annual review of its Integrated Development Plan (IDP), Bela-Bela Local Municipality in accordance with the provisions of the Act approved its 2019/2020 – 2021/22 IDP/Budget Review on the 27 May 2019 at a duly convened Council meeting.

The MEC of COGHSTA, Provincial & National Treasuries and Communities within Bela-Bela Local Municipality will be accordingly informed of the approved 2019/20 – 2021/22 IDP/Budget Review by the Municipality as per prescripts of MSA, 2000 as amended.