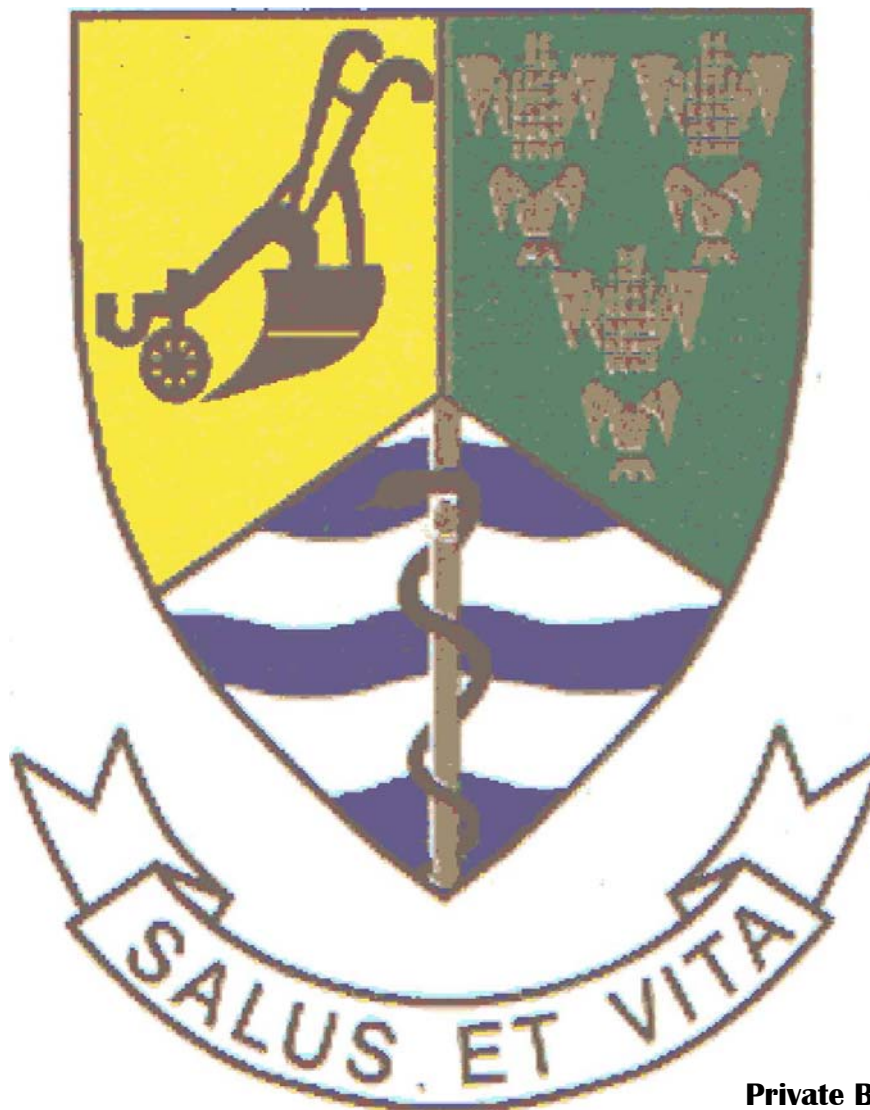


**REVIEWED**  
**INTEGRATED DEVELOPMENT**  
**PLAN**  
**REPORT**  
**2007/2008**



**NP366**  
**BELA-BELA LOCAL MUNICIPALITY**  
**LIMPOPO PROVINCE**

**Private Bag X1609**  
**BELA-BELA**  
**0480**  
**Tel: 014 736 8000**  
**Fax: 014 736 3288**

# **BELA-BELA LOCAL MUNICIPALITY VISION STATEMENT**

*It is the vision of the Bela-Bela Local Municipality to strive for the development of the municipality to be safe, prosperous and well maintained.*

To achieve this we need:

- the combined efforts of all the residents of the municipality regardless of race, age and gender;
- the assistance of departments in the other two spheres of government; and
- the Municipal Council of Bela-Bela as the driving force towards it all.

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# ANALYSIS PHASE

## 1. CURRENT DEVELOPMENT SITUATION

### 1.1. POPULATION DEMOGRAPHICS

#### 1.1.1. POPULATION DISTRIBUTION

Table 1.1: Population distribution (as percentage)

WARD	POPULATION	POPULATION GROUPS (%)				
		AFRICAN	COLOURED	INDIAN	WHITE	OTHER
1	3483	68.9	0.9	0.1	29.6	0.3
2	10843	40.1	4.2	1.9	52.5	1.0
3	5647	97.4	0.5	0.0	0.7	1.1
4	6122	97.7	1.4	0.0	0.0	0.7
5	5788	98.7	0.7	0.0	0.0	0.4
6	6257	98.7	0.1	0.0	0.0	1.0
7	13984	76.1	0.3	0.4	21.9	1.0
<b>TOTAL</b>	<b>52124</b>	-	-	-	-	-

Source: STATSA, 2001 CENSUS

**Note:** Currently 8 wards, but population information not yet available for new wards.

Table 1.1 outlines the population figures for Bela-Bela Municipality in terms of ward and racial breakdown. The figures indicate that the population is predominantly African followed by Whites, Coloureds and Indians.

#### 1.1.2. POPULATION BY GENDER

Table 1.2: Population by gender

BELA-BELA (AREAS)	BM	BF	CM	CF	AM	AF	WM	WF	OTM	OTF	TOTAL
BELA-BELA TOWNSHIP	12536	13777	263	253	58	65	28	40	101	129	<b>27250</b>
PIENAARS-RIVIER	499	286	0	2	0	0	211	187	0	4	<b>1189</b>
BELA-BELA (TOWN) (WARMBATHS)	215	210	16	13	25	23	1 633	1978	15	13	<b>4150</b>
BELA-BELA RURAL AREAS	8176	7936	89	69	21	32	5096	5309	116	124	<b>26968</b>

Source: STATSA (2001)

**Notes:** **BM**-Black Male **BF** -Black Female **CM** -Coloured Male **CF**- Coloured Female **AM**- Asian Male **AF**-Asian Female **WM**- White Male **WF**-White Female **OTM**- Other Male **OTF**-Other Female

Table 1.2 indicates that there is large concentration in Bela-Bela Township of both black females and males. These also highlight that attention should be devoted to Bela-Bela in terms of new or proposed developments, particularly for women who constitute a large number compared to men.

### 1.1.3. AGE CATEGORIES BY POPULATION GROUP

Table 1.3: Age categories by sex and per population group

AGE CATEGORIES	AFRICAN		COLOURED		INDIAN		WHITE		TOTAL	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
0-4	2503	2560	28	31	12	14	159	130	2702	2735
5-9	2606	2597	33	31	16	15	196	157	2851	2800
10-14	2602	2703	50	52	9	14	191	194	2852	2963
15-19	2286	2541	39	38	19	18	230	237	2574	2834
20-24	2001	2101	33	25	13	4	119	144	2166	2274
25-29	2056	2288	18	17	10	12	126	152	2210	2469
30-34	1753	1799	20	34	12	14	171	198	1956	2045
35-39	1502	1629	16	27	11	28	169	188	1698	1872
40-44	1223	1321	17	20	8	16	200	217	1448	1574
45-49	884	1059	14	16	7	6	187	181	1092	1262
50-54	677	683	5	18	13	7	176	189	871	897
55-59	537	540	7	11	8	0	184	225	736	776
60-64	446	484	3	3	0	3	196	262	645	752
65-69	276	329	5	5	0	3	212	238	493	575
70-74	203	293	3	3	3	3	188	217	397	516
75-79	144	48	3	0	0	0	104	102	251	150
80-84	99	34	0	0	0	0	67	40	166	74
85+	51	26	0	0	0	0	21	14	72	40
<b>TOTAL</b>	<b>21849</b>	<b>23035</b>	<b>294</b>	<b>331</b>	<b>141</b>	<b>157</b>	<b>2896</b>	<b>3085</b>	<b>25180</b>	<b>26608</b>

Source: STATSA, 2001 CENSUS

Table 1.3 indicates that the difference in population figures between males and females is mainly in the economically active age categories which can be ascribed to the absence of males working elsewhere, such as Gauteng. The increase in population since the 1996 census, registers 4 505 people (9.5%), the highest increase being in the category between the ages of 0-4 years due to new births and 30-49 years due to population migration. This will have an impact on planning and budgeting for social services and local economic development.

### 1.1.4. POPULATION PROJECTIONS

#### 1.1.4.1. Low growth scenario

Table 1.4: Population and growth for all areas based on BMR growth rates

	2001	GROWTH RATE 2001 to 2006	2006	GROWTH RATE 2006 to 2010	2010	GROWTH RATE 2010 to 2015	2015	GROWTH RATE 2015 to 2020	2020
Bela-Bela Ext	27978	1.268	29808	1.096	31143	0.958	32670	0.958	34272
Warmbaths Ext	4157	1.268	4429	1.096	4627	0.958	4854	0.958	5092
Rural Areas <sup>*1</sup>	19959	1.268	21265	1.096	22218	0.958	23308	0.958	24451
<b>TOTAL</b>	<b>52094</b>	<b>1.268</b>	<b>55502</b>	<b>1.096</b>	<b>57988</b>	<b>0.958</b>	<b>60832</b>	<b>0.958</b>	<b>63815</b>

Source: BMR and information adapted by Pieterse, du Toit & Ass. CC

Notes: <sup>\*1</sup> Rural areas include rural residential developments such as Wildlife Estates, Private nature Reserves, Resorts, Lifestyle Estates, etc.

According to Table 1.4, using the BMR growth rate there was an increase of 3 408 in the total population of Bela-Bela Local Municipal area between 2001 and 2006 (a five year period). In

order to verify this figure, the number of erven set out in Bela-Bela Local Municipal area in the period from 2000 to 2005, which was  $\pm 884$ , has been multiplied by the number of people per household of 3.7. This shows an increase of approximately 3 270 people over a five year period. These two figures are relatively close to one another and it can therefore be assumed that the BMR growth rate is a fairly good indication of the real growth rate in the Bela-Bela Local Municipal area for this period. The difference of  $\pm 260$  people could be ascribed to erven that have been developed as multi-residential properties, such as townhouses or duplex housing.

#### 1.1.4.2. High growth scenario

*Table 1.5: Population and growth rates for all areas based on amended BMR growth rates (and specific assumptions)*

	2001	GROWTH RATE 2001 to 2006	2006	GROWTH RATE 2006 to 2010	2010	GROWTH RATE 2010 to 2015	2015	GROWTH RATE 2015 to 2020	2020
BELA-BELA EXT	27978	1.268	29808	2,1	32418	1,9	35646	1,5	38420
WARMBATHS EXT	4157	1.268	4429	6,5	5740	6,0	7742	2,5	8772
RURAL AREAS <sup>*1</sup>	19959	1.268	21265	2,0	23500	2,0	25970	1,5	27991
<b>TOTAL</b>	<b>52094</b>	<b>1.268</b>	<b>55502</b>	<b>2,63</b>	<b>61658</b>	<b>2,36</b>	<b>69358</b>	<b>1,61</b>	<b>75183</b>

Source: Information adapted by Pieterse, du Toit & Ass. CC

Notes: <sup>\*1</sup> Rural areas include rural residential developments such as Wildlife Estates, Private nature Reserves, Resorts, Lifestyle Estates, etc.

Two main factors have been brought into account in the high growth scenario for the Warmbaths Extensions. The first is the fact that there are a number of people from Gauteng who located in Bela-Bela Town (specifically in the Warmbaths Extensions) to get away from the busy life of Gauteng. They still have offices in Gauteng, but due to the development of technology they do not need to go to the office every day and therefore choose to live in areas such as Bela-Bela Town, further away from the city. The second factor is the increase of people entering the property market due to factors such as the low interest rate in recent years, as well as the increase in the black middle class who can afford to buy an upmarket home. It means that more and more people become home owners.

There was also an increase in people who bought weekend/holiday homes in resorts, estates, etc, of which some also opted for permanent residency specifically in the Estate developments. The real extent of this will only become clear in the next 3 to 5 years as most of the houses are not yet constructed.

The growth rate in Bela-Bela on the other hand is very much stimulated by the availability of land for housing projects, and can be controlled by Council to some extent. Bela-Bela Extension 8 makes provision for  $\pm 1\ 000$  stands which could be taken up by 2010 or soon after.

Based on the above factors it is assumed that the real growth rate for permanent residence in Bela-Bela Municipal area will be higher and consequently the anticipated higher (than BMR) growth rates up to the year 2020 as indicated in Table 1.5.

## 1.2. SOCIO-ECONOMIC PROFILE OF THE POPULATION

### 1.2.1. EMPLOYMENT STATUS ACCORDING TO SEX AND POPULATION GROUP

Table 1.6: Employment status per sex and population category

EMPLOYMENT STATUS	AFRICAN		COLOURED		INDIAN		WHITE		TOTAL	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
<b>EMPLOYED</b>	7158	4930	80	72	76	25	1117	913	8431	5940
<b>UNEMPLOYED</b>	2633	4056	23	40	3	0	126	84	2785	4180

Source: STATSA (2001) and PIMSS.NET

Table 1.6 reflects the employment status per sex and population group. It is evident that unemployment is higher amongst women. The unemployment figures have doubled since the 1996 census from 3 758 to 6 965 in 2001 (Census). Efforts to create job opportunities should be maximized. Although unemployment is still high, it may have improved slightly since 2001 due to improved economic conditions.

### 1.2.2. TOTAL NUMBER OF HOUSEHOLDS

Table 1.7: Household numbers

WARD	NUMBER OF HOUSEHOLDS	DWELLINGS (%)	
		FORMAL	INFORMAL
1	666	67.4	32.6
2	2832	85.4	14.6
3	1548	86.0	14.0
4	1635	52.9	46.1
5	1617	20.0	80.0
6	1506	36.3	63.7
7	2530	78.8	21.3
<b>Total</b>	<b>12334</b>	<b>60.98</b>	<b>38.92</b>

Source: STATSA, 2001 CENSUS.

**Note:** Currently 8 wards, but population information not yet available for new wards.

Approximately 39% of the total housing stock in the municipal area is informal dwellings. The location thereof in terms of wards also shows that most of these are in Bela-Bela Township area and in the Bela-Bela rural area/s.

### 1.2.3. SERVICE LEVELS PER HOUSEHOLD

Table 1.8: Municipal service levels per household

WARD	NUMBER OF HOUSEHOLDS	MUNICIPAL SERVICES (%)				
		WATER P.D	SANITATION	ELECTRICITY	REFUSE	TELEPHONE
1	673	26.4	42.0	51.2	7.5	30.2
2	2827	62.9	73.0	77.1	56.4	57.5
3	1501	78.9	99.0	78.9	98.4	25.6
4	1612	78.0	98.0	78.0	98.3	7.5
5	1539	70.7	74.0	70.7	73.9	0.9
6	1629	9.9	55.0	9.9	91.4	3.5
7	2525	55.6	39.0	55.6	8.6	25.7
<b>Total</b>	<b>12334</b>	<b>54.6</b>	<b>69.0</b>	<b>60.2</b>	<b>62.0</b>	<b>21.6</b>

Source: Municipal profiles (Municipal Demarcation Board) and STATSA, 2001 CENSUS

**Note:** Currently 8 wards, but population information not yet available for new wards.

Table 1.8 reflects that the service levels are generally above average in all the wards, but sanitation and electricity supply in farming communities is very low, i.e. wards 1 and 7.

#### 1.2.4. INCOME CATEGORY AND POPULATION GROUP

Table 1.9: Monthly income per population group

INCOME (MONTHLY)	AFRICAN		COLOURED		INDIAN		WHITE		TOTAL	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
No income	94	100	3	0	0	0	25	35	122	135
R1 – R400	1336	1610	6	11	0	0	19	13	1361	1634
R401 – R800	2668	1601	16	29	0	0	44	32	2728	1662
R801 – R1600	1827	938	27	11	17	5	128	139	1999	1093
R1601 – R3200	894	405	16	11	24	10	221	254	1155	680
R3201 – R6400	249	226	4	8	22	7	293	300	568	541
R6401 – R12800	74	38	10	3	11	3	225	87	320	131
R12801 – R25600	12	7	0	0	0	0	75	32	87	39
R25601 – R51200	0	3	0	0	0	0	46	7	46	10
R51201 – R102400	4	3	0	0	0	0	26	8	30	11
R102401 – R204800	3	0	0	0	0	0	13	4	16	4
R204801 – or more	0	0	0	0	0	0	3	0	0	0
<b>TOTAL</b>	<b>7161</b>	<b>4931</b>	<b>82</b>	<b>73</b>	<b>74</b>	<b>25</b>	<b>1118</b>	<b>911</b>	<b>8435</b>	<b>5940</b>

Source: STATSA, 2001 CENSUS

Approximately 62% of the households earn less than R1 600 per month (less than the minimum subsistence income) and struggle for survival with the dependents to care for. Poverty alleviation programmes are needed to ease the burden. According to STATSA there was an underreporting with regard to income during the 2001 census, which resulted in figures being relatively inaccurate.

#### 1.2.5. SOURCES OF WATER PER HOUSEHOLD

Table 1.10: (Derived) sources of water per household

WATER SOURCE	AFRICAN	COLOURED	INDIAN	WHITE	TOTAL
PIPED WATER INSIDE DWELLING	1490	31	43	1440	3004
PIPED WATER INSIDE YARD	6936	107	3	329	7375
PIPED WATER ON COMMUNITY STAND :					
(A) LESS THAN 200M FROM DWELLING	752	3	0	18	773
(B) MORE THAN 200M FROM DWELLING	735	0	0	36	771
BOREHOLE	82	0	0	20	102
SPRING	3	0	0	0	3
RAIN-WATER TANK	13	0	0	0	13
DAM / POOL / STAGNANT WATER	58	0	3	0	61

<b>WATER SOURCE</b>	<b>AFRICAN</b>	<b>COLOURED</b>	<b>INDIAN</b>	<b>WHITE</b>	<b>TOTAL</b>
RIVER / STREAM	20	0	0	0	<b>20</b>
WATER VENDOR	76	0	0	0	<b>76</b>
OTHER	135	3	0	0	<b>138</b>
<b>TOTAL</b>	<b>10300</b>	<b>144</b>	<b>49</b>	<b>1843</b>	<b>12336</b>

Source: STATSA, 2001 CENSUS

Most residents in the municipal area have access to water, although some have to walk more than 200m to get water. There are also residents who buy water from people who transport such water to the buyers in specific areas of Bela-Bela municipality for example Vingerkraal where there are no water services. Residents of ward 1 and 7 in Bela-Bela municipality access water from dams and pools or rivers and streams. Most residents in Bela-Bela municipality have however access to water for domestic use and as such water projects will not be a priority except for new developments and maintenance.

### 1.2.6. POPULATION AND LEVEL OF EDUCATION

Table 1.11: (Derived) Educational level

<b>EDUCATIONAL LEVEL</b>	<b>AFRICAN</b>	<b>COLOURED</b>	<b>INDIAN</b>	<b>WHITE</b>	<b>TOTAL</b>
NO SCHOOLING	4300	48	137	293	<b>4778</b>
SOME PRIMARY SCHOOL	2751	452	677	3176	<b>7056</b>
COMPLETE PRIMARY	892	101	234	1004	<b>2231</b>
SOME SECONDARY SCHOOL	3616	242	767	3784	<b>8409</b>
STANDARD 10 /GRADE 12	2242	91	258	2392	<b>4983</b>
HIGHER QUALIFICATION	1084	46	119	1107	<b>2356</b>

Source: STATSA, 2001 CENSUS

The number of people without schooling is high (4 778 people) and renders them likely to be left out of mainstream employment because of this limitation. Action plans to accommodate these people have to be incorporated in development strategies.

### 1.2.7. DISABILITY PER POPULATION GROUP

Table 1.12: Disability according to sex and population group

<b>DISABILITY</b>	<b>AFRICAN</b>		<b>COLOURED</b>		<b>INDIAN</b>		<b>WHITE</b>		<b>TOTAL</b>	
	<b>MALE</b>	<b>FEMALE</b>	<b>MALE</b>	<b>FEMALE</b>	<b>MALE</b>	<b>FEMALE</b>	<b>MALE</b>	<b>FEMALE</b>	<b>MALE</b>	<b>FEMALE</b>
SIGHT	332	434	10	15	3	0	32	37	<b>377</b>	<b>486</b>
HEARING	320	343	3	3	0	0	34	55	<b>357</b>	<b>401</b>
COMMUNICATION	53	57	0	0	0	0	4	7	<b>57</b>	<b>64</b>
PHYSICAL	241	207	3	8	0	3	61	55	<b>305</b>	<b>273</b>
INTELLECTUAL	148	162	3	3	0	0	15	10	<b>166</b>	<b>175</b>
EMOTIONAL	164	160	3	0	0	0	9	13	<b>176</b>	<b>173</b>
MULTIPLE	396	344	7	6	0	0	51	62	<b>454</b>	<b>412</b>
<b>TOTAL</b>	<b>1654</b>	<b>1707</b>	<b>29</b>	<b>35</b>	<b>3</b>	<b>3</b>	<b>206</b>	<b>239</b>	<b>1892</b>	<b>1984</b>
<b>GRAND TOTAL</b>										<b>3876</b>

Source: STATSA, 2001 CENSUS

More people have disability constraints especially sight, hearing and multiple disabilities. Special institutions and centre need to be considered in planning.

## 1.2.8. QUALIFICATION PER POPULATION GROUP

Table 1.13: Qualifications per population group

QUALIFICATION	AFRICAN	COLOURED	INDIAN	WHITE	TOTAL
NOT ATTENDING	3862	1802	1201	286	7151
PRE SCHOOL	156	42	97	120	415
SCHOOL	8122	218	324	4873	13537
COLLEGE	12	0	3	393	54
TECHNIKON	10	3	5	18	36
UNIVERSITY	4	0	0	54	58
ADULT EDUCATION CENTRE	15	2	0	0	17
OTHER	16	0	0	28	44

Source: STATSA, 2001 CENSUS

The high numbers of people not attending school might mean inaccessibility due to lack of facilities or lack of resources to send people to school. Efforts to encourage a culture of learning both at school and ABET level should be maintained.

## 1.2.9. OCCUPATION AND POPULATION GROUP

Table 1.14: Occupation per population group and sex

OCCUPATION	AFRICAN		COLOURED		INDIAN		WHITE		TOTAL	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
LEGISLATORS, SENIOR OFFICIALS AND MANAGERS	273	54	4	3	14	0	55	103	346	160
PROFESSIONALS	227	138	3	5	11	3	46	122	287	268
TECHNICIANS AND ASSOCIATE PROFESSIONALS	270	340	3	3	14	3	55	126	342	472
CLERKS	290	409	4	15	15	10	59	252	371	686
SERVICE WORKERS, SHOP AND MARKET SALES WORKERS	761	493	7	12	37	6	159	116	964	627
SKILLED AGRICULTURAL AND FISHERY WORKERS	539	180	3	0	0	0	165	29	707	209
CRAFT AND RELATED TRADES WORKERS	1043	143	23	3	3	0	102	18	1171	164
PLANT AND MACHINE OPERATORS AND	948	31	5	0	0	0	30	0	983	31
ELEMENTARY OCCUPATIONS	2662	2890	20	24	3	0	54	20	3639	2934
UNDETERMINED	381	252	6	8	7	3	125	125	519	388
<b>TOTAL</b>	<b>7394</b>	<b>4930</b>	<b>78</b>	<b>73</b>	<b>104</b>	<b>25</b>	<b>850</b>	<b>911</b>	<b>9329</b>	<b>5939</b>
<b>GRAND TOTAL</b>										<b>15268</b>

Source: STATSA, 2001 CENSUS

More people are classified in the elementary occupation with Black Africans making the majority of this group, which suggest that the needs of this group should be an influencing factor in planning processes.

### 1.2.10. HOUSEHOLD SIZE AND POPULATION GROUP

Table 1.15: Household size per population group

PEOPLE/HOUSEHOLD	AFRICAN	COLOURED	INDIAN	WHITE	TOTAL
1	2451	19	4	412	2887
2	1728	28	8	785	2551
3	1353	26	10	231	1623
4	1272	15	11	234	1536
5	1142	26	7	125	1305
6	787	12	5	34	844
7	575	0	0	10	592
8	376	8	0	5	397
9	241	3	0	3	256
10 +	371	6	0	4	381
<b>TOTAL</b>	<b>10296</b>	<b>143</b>	<b>45</b>	<b>1843</b>	<b>12327</b>

Source: STATSA 2001 CENSUS

The number of persons staying alone constitutes 5% (2 887) of the total population. At least 20% of the households have 6 people or more which indicates the influence of extended families, specifically in the African population group.

### 1.2.11. LANGUAGE PER POPULATION GROUP AND SEX

Table 1.16: Language per population group

LANGUAGE	AFRICAN		COLOURED		INDIAN		WHITE		TOTAL	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
AFRIKAANS	150	146	236	254	11	6	2532	2807	2929	3213
ENGLISH	204	242	14	17	129	119	324	324	671	702
ISINDEBELE	1239	1527	0	0	0	0	3	0	1242	1527
ISIXHOSA	176	148	0	0	0	0	3	0	179	148
ISIZULU	288	253	0	0	0	0	0	0	288	253
SEPEDI	10940	11612	27	45	0	0	7	3	10974	11660
SESOTHO	645	593	0	0	0	0	0	0	645	593
SETSWANA	4340	4789	16	26	0	0	0	3	4356	4818
SISWATI	112	98	0	0	0	0	0	0	112	98
TSHIVENDA	294	254	0	0	0	0	0	0	294	254
XITSONGA	3024	3144	0	0	0	0	0	0	3024	3144
OTHER	437	492	0	3	7	12	27	26	471	533
<b>TOTAL</b>	<b>21849</b>	<b>23298</b>	<b>293</b>	<b>345</b>	<b>147</b>	<b>137</b>	<b>2896</b>	<b>3163</b>	<b>25185</b>	<b>26943</b>

Source: STATSA, 2001 CENSUS

Table 1.16 indicates the languages spoken at home by the respondents not as the languages that people are able to speak meaning that people are able to communicate in more than one language, but they speak a specific language at home.



## 1.2.12. EMPLOYMENT SECTOR AND POPULATION GROUP

Table 1.17: Employment sector and population group

EMPLOYMENT SECTOR	AFRICAN		COLOURED		INDIAN		WHITE		TOTAL	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
AGRICULTURE, HUNTING FORESTRY AND FISHING	2144	890	11	9	4	0	239	51	2398	950
MINING AND QUARRYING	35	3	0	0	0	0	10	3	45	6
MANUFACTURING	313	93	4	3	7	0	80	42	404	138
ELECTRICITY (GAS AND WATER SUPPLY)	42	7	10	0	5	0	8	9	65	16
CONSTRUCTION	484	43	82	0	13	0	188	9	767	52
WHOLESALE AND RETAIL TRADE	1266	477	240	26	60	15	382	189	1948	707
TRANSPORT STORAGE AND COMMUNICATION	266	57	0	3	0	3	23	29	289	92
INSURANCE REAL ESTATE AND BUSINESS	381	96	3	3	0	0	40	119	424	218
SOCIAL AND PERSONAL SERVICES	1183	1029	16	16	7	4	165	294	1371	1343
NOT ADEQUATELY DEFINED	0	0	0	0	0	0	0	0	0	0
PRIVATE HOUSEHOLDS	495	1420	0	9	0	0	8	16	503	1445
UNDETERMINED	566	343	4	5	6	3	121	153	697	504
<b>TOTAL</b>	<b>7175</b>	<b>4931</b>	<b>370</b>	<b>74</b>	<b>102</b>	<b>25</b>	<b>1264</b>	<b>914</b>	<b>8911</b>	<b>5944</b>
<b>GRAND TOTAL</b>										<b>14855</b>

Source: STATSA, 2001 CENSUS

Table 1.17 indicates that the agriculture, hunting, forestry and fishing industry is the biggest employer with approximately 3 348 people employed in this industry alone. The planning and budgeting processes should take into account the need to support this industry and its labour force.

## 1.2.13. MARITAL STATUS AND POPULATION GROUP

Table 1.18: Marital status and population group

MARITAL STATUS	AFRICAN		COLOURED		INDIAN		WHITE		TOTAL	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
MARRIED CIVIL / RELIGIOUS	211	2315	51	59	60	59	1637	1608	1959	4041
MARRIED TRADITIO- NAL / CUS- TOMARY	2041	2132	0	10	3	0	21	39	2065	2181
POLY- GAMOUS MARRIAGE	15	0	0	0	0	0	0	0	15	0
LIVING TOGETHER LIKE MARRIED PARTNERS	1799	1849	18	21	4	0	76	84	1897	1954

	AFRICAN		COLOURED		INDIAN		WHITE		TOTAL	
NEVER MARRIED	15441	18891	218	261	75	30	1000	1142	16734	20324
WIDOWER / WIDOW	234	282	0	0	3	25	75	128	312	435
SEPARATED	80	77	3	5	0	0	5	34	88	116
TOTAL	19821	25546	290	356	145	114	2817	3035	23073	29051

Source: STATSA, 2001 CENSUS

A meaningful number of people are living together like married partners showing that family stability could be suspect with less tolerance due to the ease with which such cohabitation relationships can be dissolved. There has been no provision of data in terms of the statistics on divorces.

#### 1.2.14. MODE OF TRANSPORT TO SCHOOL AND WORK PER POPULATION GROUP

Table 1.19: Mode of transport to school and work per sex and population group

MODE OF TRANSPORT	AFRICAN		COLOURED		INDIAN		WHITE		TOTAL	
	MALES	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
ON FOOT	10294	9050	111	110	109	22	438	357	10952	9539
BY BICYCLE	358	52	3	3	3	0	62	42	426	97
BY MOTOR CYCLE	37	11	0	0	3	0	14	21	54	32
BY CAR AS DRIVER	420	80	16	4	47	12	690	530	1173	626
BY CAR AS PASSENGER	965	656	25	23	11	22	307	328	1308	1029
BY MINIBUS / TAXI	591	899	19	16	7	4	19	17	636	936
BY BUS	338	246	3	3	0	0	43	51	384	300
BY TRAIN	31	39	0	3	0	0	5	5	36	47
OTHER	40	37	0	0	0	3	13	3	53	43
NOT APPLICABLE	8640	12227	117	182	34	77	1365	1811	10156	14297
TOTAL	21714	23297	294	344	214	140	2956	3165	25178	26946

Source: STATSA, 2001 CENSUS

Most Black Africans, totalling 19 344 (37% of the total population), walk to school or work. The reason could be the proximity to town and facilities. The information provided by STATSA indicates that there were 83 people who responded yes to a question regarding the usage of train to work and to school but the prevailing situation is different to information provided. The information is based on the 2001 census which is outdated (five years old).

### 1.2.15. REFUSE DISPOSAL AND POPULATION GROUP

Table 1.20: Refuse disposal per population group

FREQUENCY OF REFUSE REMOVAL	AFRICAN	COLOURED	INDIAN	WHITE	TOTAL
REMOVED WEEKLY	6953	127	39	1261	8380
REMOVED LESS THAN OFTEN	32	3	0	37	72
COMMUNAL REFUSE DUMP	381	0	0	47	428
OWN REFUSE DUMP	1255	32	11	1814	3112
NO REFUSE DISPOSAL	348	5	0	290	643
TOTAL HOUSEHOLDS	8969	467	50	3449	12635

Source: STATSA, 2001 CENSUS

According to Table 1.20 approximately 77,50% of Black Africans have their refuse removed weekly; whereas approximately 5% of all the households have no refuse disposal. Another approximately 25% uses their own refuse dump which may be environmentally unsuitable.

### 1.2.16. DWELLING TYPE PER POPULATION GROUP

Table 1.21: Dwelling type per population group

DWELLING TYPE	AFRICAN	COLOUR	INDIAN	WHITE	TOTAL
HOUSE OR BRICK STRUCTURE ON SEPARATE STAND OR YARD	6541	105	42	1360	8048
TRADITIONAL DWELLING / HUT / STRUCTURE MADE OF TRADITIONAL MATERIALS	448	0	0	19	467
FLAT IN BLOCK OF FLATS	48	0	0	128	176
TOWN / CLUSTER / SEMI-DETACHED HOUSE (SIMPLEX / DUPLEX / TRIPLEX)	43	0	0	137	180
HOUSE / FLAT / ROOM IN BACKYARD	887	5	3	58	953
INFORMAL DWELLING / SHACK IN BACKYARD	726	8	0	4	738
INFORMAL DWELLING / SHACK NOT IN BACKYARD (E.G. IN INFORMAL / SQUATTER SETTLEMENT)	1275	17	0	6	1298
ROOM / FLAT NOT IN BACKYARD BUT ON A SHARED PROPERTY	303	7	4	112	426
TOTAL	10271	142	49	1824	12286

Source: STATSA, 2001 CENSUS

Table 1.21 indicates that more people in particular Black Africans are living in formal dwelling types, although there are still 10,56% of the people who are living in informal settlements (informal houses or shacks).

### 1.2.17. ENERGY AND FUEL FOR LIGHTING AND POPULATION GROUP

Table 1.22: Energy for lighting per population group

ENERGY SOURCE	AFRICAN	COLOURED	INDIAN	WHITE	TOTAL
ELECTRICITY	6894	125	48	1812	<b>8879</b>
GAS	13	0	0	5	<b>18</b>
PARAFFIN	227	0	0	5	<b>232</b>
CANDLES	3109	20	0	15	<b>3144</b>
SOLAR	21	0	0	3	<b>24</b>
OTHER	34	0	0	4	<b>38</b>
<b>TOTAL</b>	<b>10298</b>	<b>145</b>	<b>48</b>	<b>1844</b>	<b>12335</b>

Source: STATSA, 2001 Census

### 1.2.18. ENERGY AND FUEL FOR HEATING AND POPULATION GROUP

Table 1.23: Energy for heating per population group

ENERGY SOURCE	AFRICAN	COLOURED	INDIAN	WHITE	TOTAL
ELECTRICITY	3452	102	48	1717	<b>5319</b>
GAS	155	3	0	31	<b>189</b>
PARAFFIN	2720	21	0	8	<b>2749</b>
WOOD	2555	10	0	16	<b>2581</b>
COAL	202	0	0	0	<b>202</b>
ANIMAL DUNG	31	0	0	4	<b>35</b>
SOLAR	85	0	0	7	<b>92</b>
OTHER	1098	6	0	61	<b>1165</b>
<b>TOTAL</b>	<b>10298</b>	<b>142</b>	<b>48</b>	<b>1844</b>	<b>12332</b>

Source: STATSA, 2001 Census

### 1.2.19. ENERGY AND FUEL FOR COOKING AND POPULATION GROUP

Table 1.24: Energy for cooking per population group

ENERGY SOURCE	AFRICAN	COLOURED	INDIAN /ASIAN	WHITE	TOTAL
ELECTRICITY	3385	98	37	1767	<b>5287</b>
GAS	384	3	10	49	<b>446</b>
PARAFFIN	4332	28	0	11	<b>4371</b>
WOOD	1993	15	0	4	<b>2012</b>
COAL	80	0	0	0	<b>80</b>
ANIMAL DUNG	49	0	0	6	<b>55</b>
SOLAR	45	0	0	5	<b>50</b>
OTHER	29	0	0	0	<b>29</b>
<b>TOTAL</b>	<b>10297</b>	<b>144</b>	<b>47</b>	<b>1842</b>	<b>12330</b>

Source: STATSA, 2001 CENSUS

Table 1.22, Table 1.23, and Table 1.24 indicate that more people use electricity as an energy and fuel for lighting, cooking and variety of household's activities although some use other sources as energy and fuel for lighting and cooking, etc.

### 1.3. SPATIAL ANALYSIS

#### 1.3.1. SPATIAL LOCATION

Bela-Bela Municipality is situated in the south-western region of the Waterberg District Municipality, which forms part of the Limpopo Province. It borders on the Modimolle Municipality to the north and Thabazimbi to the west. The municipality shares common borders with Mpumalanga Province to the southeast, Gauteng to the south and North-West Province to the southwest. The municipal area stretches about 93 km from east to west, 58 km from north to south, with a corridor of 15 km stretching eastwards from Pienaarsrivier for about 36 km to Rust de Winter. The total municipal area is approximately 4 000 km<sup>2</sup>.

#### 1.3.2. RURAL DEVELOPMENT AND LAND REFORM

Land restitution, land re-distribution and land ownership are all part of the Government's policy of land reform. Land restitution is a programme to restore land to people who were dispossessed since 1913. Land is precious resource that forms the basis of nation's wealth, security pride and history. It is a major resource on which all spatial development proposals are based. Land, its ownership, use and distribution, plays a bigger role in shaping the political, economic, social and cultural processes. The importance of land claims, land redistribution, and land ownership within Bela-Bela Municipality cannot be over-emphasised.

The Integrated Sustainable Rural Development Strategy (ISRDS) has a spatial focus, concentrating on areas that are poverty-stricken. People in poverty stricken areas suffer from social exclusion, which is described as cumulative marginalization from the following:

- Production (unemployment).
- Consumption (income poverty).
- Social networks (community, family and neighbours).
- Decision making.
- An adequate quality of life.

##### 1.3.2.1. Land restitution

Land restitution claims had to be filed before 31 December 1998 in terms of a government notice and legislation in this regard. Most of the land claims have been under investigation as required in terms of the Land Restitution Act. Information contained in the tables below provide an indication of the extent and potential impact these claims may have within Bela-Bela Municipal area.

Table 1.25: Land claims within Bela-Bela Municipal area

NUMBER OF LAND CLAIMS		STATUS OF CLAIMS					
2001	2004	V	R	N	I	G	S
56	54	7	1	3	42	-	1

**Notes:** V - Valid (Confirmed)  
R - Rejected  
N - Negotiations  
I - Investigations  
G - Gazetted  
S - Settled (Finalised)

*Table 1.26: Settled restitution land claims in Bela-Bela Municipal area*

PROJECT	URBAN/ RURAL	NO. OF CLAIMS LODGED	HOUSE- HOLDS	MALE HEADED HOUSE- HOLDS	FEMALE HEADED HOUSE- HOLDS	BENEFI- CIARIES	PROPER- TIES RE- STORED	HEC- TARES	TOTAL AWARD	SETTLE- MENT DATE
P/RIVER COM- MUNITY (MORE- TELE)	Rural	2	101	68	43	369	Ptn 1&13 Vaal- boschbult	1966,0998	R5108,440	9/3/04

*Table 1.27: Outstanding land claims in Bela-Bela Municipal area*

KRP NO.	PROPERTY DESCRIP- TION	CLAIMANT NAME	RURAL	NO. OF BENEFI- CIARIES	NO. OF HEC- TARES	STA- TUS OF CLAIM	BUDGET IMPLICA- TIONS	TARGET SETTLE- MENT DATE	COMMENTS
2441	Turfontein 499 KR	Lethlakaneng Community	1	3428, 5883	2487,3905	Negoti- ations	R3,306,415	2004/ 2005	Research
1606	Cyferfontein 434 KR &others	Bela-Bela Community	1	14475,478	1715,3695	Negoti- ations	R3,220,000	2004/ 2005	Research
1634	Klipplaatdrift 43 JR	Ramorula Community	1	4800	2123	Further research	R3,220,000	2004/ 2005	Research
1509	Buiskop 464 KR	Buiskop Community	1	70	2487,3905	Further research	R3,220,000	2004/ 2005	Research
335	Diepdrift	Mookgopong Community	1	3400	2123	Further research	R3,220,000	2004/ 2005	Research
900	Middelkopye 33 JR & others	Mathole family	1	350	5456,56	Further research	R4,000,000	2004/ 2005	Research
6276	Driefontein 553 KQ	Mokitlane Mosehlane	1	320	4432,56	Further research	R3,500,000	2004/ 2005	Research
1798	Hartebees- fontein 558 KQ	Seama Community	1	340	2122,33	Further research	R4,200,000	2004/ 2005	Research
958	Unclear	Bjatladi phase 2	1	325	3242,44	Further research	R3,000,000	2004/ 2005	Research
12008	Uitvlugt 79 JR	Sindane Community	1	350	3241,123	Further research	R3,200,000	2004/ 2005	Research
9160	Drooglaagte 485 KR	Moneki Makgai Community	1	350	2134,234	Further research	R3,500,000	2004/ 2005	Research
1632	Unclear	Dilokweng Community	1	354	2314,23	Further research	R3,000,000	2004/ 2005	Research
461	Groothoek 99 KS	Manaileng	1	360	3456,56	Further research	R3,200,000	2004/ 2005	Research
6274	Prague 7734 LR	Chokwe Community	1	359	4432,56	Further research	R3,200,000	2004/ 2005	Research
6277	Tamboetiepan 75 JR	Moikanyane CP	1	650	2122,33	Further research	R3,200,000	2004/ 2005	Research
7856	Zandfontein 31 JR	Matlala TK	1	900	3242,44	Further research	R2,100,1000	2004/ 2005	Research
7311	Unclear	Nasser L	1	800	2122,34	Further research	R3,000,000	2004/ 2005	Research
10563	Unclear	Olifant DJ	1	625	3212,34	Further research	R2,400,000	2004/ 2005	Research
8249	Unclear	Motlapodi Community	1	321	2341,123	Further research	R4,000,000	2004/ 2005	Research
7314	Unclear	Mogotlane MR	1	500	2134,234	Further research	R5,000,000	2004/ 2005	Research
7313	Unclear	Dikobala MH	1	500	3000	Further research	R3,000,000	2004/ 2005	Research
1073	Unclear	Manaka KK	1	400	3456,56	Further research	R3,000,000	2004/ 2005	Research
8247	Platreef, Mapela (unclear)	Masanya MP	1	300	4432,56	Further research	R2,500,000	2004/ 2005	Research
8246	Unclear	Hassim MH	1	540	2122,33	Further research	R4,000,000	2004/ 2005	Research

KRP NO.	PROPERTY DESCRIPTION	CLAIMANT NAME	RURAL	NO. OF BENEFICIARIES	NO. OF HECTARES	STATUS OF CLAIM	BUDGET IMPLICATIONS	TARGET SETTLEMENT DATE	COMMENTS
10990	Erf 169 Piet Potgietersrus (unclear)	Bryat IE	1	321	3242,44	Further research	R3,000,000	2004/ 2005	Research
6275	Unclear	Teffo WR	1	650	3242,44	Further research	R2,000,000	2004/ 2005	Research
11173	Witfontein 526 KQ	Mahlangu JP	1	710	2218,5298	Further research	R3,200,000	2004/ 2005	Research
6217	Eldorado 388 LQ	Bangwato Ba Sekgathe community	1	240	2487,3905	Further research	R3,200,000	2004/ 2005	Research
7847	Zandfontein 31 JR	Matlala TK	1	321	2979,9362	Further research	R4,300,000	2004/ 2005	Research
9928	Unclear	Mosam AH	1	654	35,874	Further research	R3,000,000	2004/ 2005	Research
1502	Unclear	Monyamane MD	1	450	52,36985	Further research	R3,000,000	2004/ 2005	Research
7315	Bellevue 577 & others	Matlala Dichoneng tribe	1	351	68,874	Further research	R2,300,000	2004/ 2005	Research
9175	Unclear	Johanes Ramaru	1	650	1933	Further research	R2,000,000	2004/ 2005	Research
12181	Unclear	ME Chauke	1	500	28552	Further research	R3,400,000	2004/ 2005	Research
10545	Louwiskraal 1104 MS	Maake MM	1	400	1187	Further research	R3,500,000	2004/ 2005	Research
1797	Erf 1650 (Unclear)	Ahmed Hassim	1	321	2123	Further research	R4,000,000	2004/ 2005	Research
8243	Mooimeisfontein 536 LR	Mokitlane MS	1	650	2487,3905	Further research	R3,500,000	2004/ 2005	Research
10317	Unclear	Hassan I	1	400	2123	Further research	R4,200,000	2004/ 2005	Research
10893	Strikkloof	Matlou MH	1	150	2487,3905	Further research	R3,000,000	2004/ 2005	Research
5249	Unclear	Kekana MJ	1	350	1715,3695	Further research	R3,200,000	2004/ 2005	Research
11505	Vaalbosch-bult 39 JR	Matsemela E	1	600	2487,3905	Further research		2004/ 2005	Research
6512	Unclear	Maretela Community	1	450	2123	Further research	R3,000,000	2004/ 2005	Research
741	Kalkfontein 140 JR	Nokaneng Community	1	350	2487,3905	Further research	R3,000,000	2004/ 2005	Research
11265	Elsjeskraal 613 KR	Bagatla a Mmakau of Mokgoko	1	250	1715,3695	Further research	R3,200,000	2004/ 2005	Research
1631	Mantsole 40 JR	Ntshodisane MI	1	400	1987,5455	Further research	R3,000,000	2004/ 2005	Research

Source: Land Claims Commissioner

Table 1.28: Gazetted land claims in Bela-Bela Municipal area

NO.	CLAIMANT	KRP	FARM	GAZETTE NO.	PERIOD
1.	Sindane Family	891	Boomfontein 666 KS	620 of 2003	2003/03/14
2.	Bela-Bela Community	2441	Cyferfontein 434 KR	3269 of 2003	2003/11/07
			Droogesloot 476 KR		
			Olievenfontein 475 KR		
			Rietspruit 527 KR		
3.	Lethlakaneng Community	744	Turffontein 499 KR	3167 of 2003	2003/11/07

Source: Land Claims Commissioner

#### 1.3.2.2. Land redistribution

Redistribution is part of land reform's aim to provide the disadvantaged and the poor with access to land for residential and productive purposes. Its scope includes the urban and the rural very poor, labour tenants, farm workers as well as new entrants to agriculture. The land redistribution process is an on-going process which is determined by the supply and demand of land.

Redistributive land reform cannot in itself ensure municipal economic development, but it is a necessary condition for a more secure and balanced civil society. It is an essential precondition for the success of government's growth, employment and redistribution strategy. In contributing to conditions of stability and certainty, land reform is a necessary element of sustainable growth.

#### 1.3.2.3. Land ownership

Land tenure reform is being addressed through review of present land policy, administration and legislation to improve the tenure security of all South Africans and to accommodate diverse forms of land tenure, including communal tenure. Residents of the so-called former township of Bela-Bela obtained full property ownership rights over the past 9 years through the Extended Benefit Scheme implemented by government since 1994.

### 1.3.3. MAJOR ROUTES WITHIN BELA-BELA LOCAL MUNICIPALITY

The N1 highway passes through Bela-Bela from Gauteng in the south to Polokwane and other African countries further north. It is a gateway into Limpopo Province and the rest of Africa. It is also an important economic route used mainly by commercial and private vehicles which travels through Limpopo Province from countries across South African borders in the north such as Zimbabwe, Zambia, DRC, etc.

Road P1/3, is classified as a main route situated in the Bela-Bela Municipal area and it serve as an alternative road to the north. It is an access route into Bela-Bela town used by tourists in the Bela-Bela and Modimolle Municipal areas. It also serves as an access route to Gauteng province. Road P85/1 is classified as a main route which stretches from east to west, it also links the N1 toll road with Bela-Bela Town. This route is mainly situated in the Bela-Bela Municipality. It also connects Waterberg District Municipality and Mpumalanga province. Road P1/4 is classified as a main route and situated mainly in Bela-Bela and Modimolle Municipalities. It links Bela-Bela Town and Modimolle Town and it has high volume of tourism activities. (Also refer to Bela-Bela SDF, 2006 for more information).

### 1.3.4. HIERARCHY OF SETTLEMENTS

Table 1.29: Settlement hierarchy

SETTLEMENT NAME	1 <sup>ST</sup> ORDER NODES	2 <sup>ND</sup> ORDER NODES	3 <sup>RD</sup> ORDER NODES	NOTES
BELA-BELA TOWN	1	0	0	The 1 <sup>st</sup> order node is defined by economic activity and population density
PIENAARSRIEVER	1	0	0	The 2 <sup>nd</sup> and 3 <sup>rd</sup> order nodes, by population density.
RADIUM	0	0	1	



SETTLEMENT NAME	1 <sup>ST</sup> ORDER NODES	2 <sup>ND</sup> ORDER NODES	3 <sup>RD</sup> ORDER NODES	NOTES
RUST DE WINTER	0	0	1	
SETTLERS	0	0	1	

*Source: Limpopo Spatial Rationale (1999), and review (2002).*

The proposed hierarchy is in line with the Limpopo Province SDF, which identified Bela-Bela Town as the highest (1<sup>st</sup> Order) node.

### 1.3.5. SPATIAL PATTERN

The spatial pattern of Bela-Bela Municipality is dispersed, with Pienaarsrivier, Radium, Rust de Winter and Settlers being far from the economic hub of the Municipality. Bela-Bela Town is the growth point (1<sup>st</sup> Order Node) of the municipal area with potential for further economic growth and development. The municipality is characterised by both urban and rural communities. The urban area of Bela-Bela makes provision for all population groups and thus the full socio-economic spectrum. The spatial pattern reflects and is a manifestation of amongst others the following, namely:

- The formalisation of fairly large informal settlements have also taken place since 1994, notably Bela-Bela Extensions 5 and 6 and Spa Park Extension 1. The development of Bela-Bela Extensions 7 and 8 are also underway.
- The buffer zone between Jinnah Park and Warmbaths has been incorporated into Jinnah Park with the result that no buffer zone exists there any longer. The buffer zone between Warmbaths Extension 1 and Bela-Bela proper displays the characteristics of a buffer zone between residential and industrial areas, rather than between residential areas. This is because apart from a few houses belonging to TRANSNET, which are in fact situated adjacent to the CBD, there are no residences in Warmbaths Extension 1.
- The rural area consists of the following distinct settlements: Settlers, Rust de Winter, Pienaarsrivier, Radium, Vingerkraal and Rapotokwane, as well as farms and smallholdings.
- The settlements denoted above, contain formal and informal housing which displays a much less concentrated pattern than in the Bela-Bela urban area. The more concentrated settlements of these areas are Radium and Pienaarsrivier, while the most dispersed settlement is probably Rust de Winter, with the other settlements somewhere between the extreme points of the scale.
- Commercial agriculture and game farming or ecotourism is the main activity on farms. Rural settlement in the form of private game reserves, wildlife estates, eco-estates, golf estates, lodges or holiday resorts, are very popular and many of these developments are at various stages of approval or development.
- The area immediately surrounding Bela-Bela Town reflects urban sprawl and incorporates many smallholdings. The smallholdings closest to the urban edge are more concentrated and more densely populated than those further away. Areas referred to are the Bospoort, Roodepoort and Noodhulp smallholdings. The other small-holdings are further removed from the urban edge and major business/economic development and it is unlikely that they would be incorporated into the town of Bela-Bela. These smallholdings also tend to consist

of larger plots the further they are situated from town and are mainly utilised for small-scale and/or part-time farming.

- Development trends in Bela-Bela municipal area, as indicated above, and the need for updating/reviewing of the Bela-Bela Townplanning Scheme, also to incorporate the total municipal area is important for effective land-use management in the municipal area.
- In conclusion, it can be said that the spatial patterns of the Bela-Bela municipal area display the typical features that are characteristic of the job market and micro-economic development. This necessitates planning efforts to pay attention to the following issues:-
  - development to focus on low income members of the community and facilitating acquisition of land;
  - planning to consider the availability of scarce land for expansion or agricultural ventures, as well as infrastructure which might threaten sustainability of development initiatives;
  - engagement and monitoring by land development consultants to ensure financial assistance and empowerment of beneficiaries through training and administrative support; and
  - co-ordination with all the relevant role-players and sectors on land development.
- Bela-Bela has a Spatial Development Framework for the municipal area which was approved by Council in November 2006.

### 1.3.6. SOCIAL FACILITIES

#### 1.3.6.1. Health facilities

Table 1.30: Availability of health facilities

SETTLEMENT	HOSPITALS		CLINICS		MOBILE HEALTH FACILITIES	
	WITHIN 20 KM	BEYOND 20 KM	WITHIN 5 KM	BEYOND 5 KM	WITHIN 10 KM	BEYOND 10 KM
BELA-BELA TOWN	2	0	2	1	1	1
PIENAARSRIEVER	0	2	0	1	0	0
RADIUM	0	2	0	0	0	0
SETTLERS	0	2	1	0	0	0
RUST DE WINTER	0	2	0	1	0	0

Source: Department of Health and Welfare

Table 1.30 indicates that Bela-Bela Town with a large concentration of population has good access to health services in terms of hospitals, clinics and health facilities. Pienaarsrivier, Radium, Settlers and Rust de Winter are beyond 20 km reach of a hospital and other lower order health facilities are also not within short distance.

Table 1.31: Health priorities

LIMPOPO PROVINCE	WATERBERG DISTRICT MUNICIPALITY	BELA-BELA MUNICIPALITY
HIV/AIDS	HIV/AIDS	HIV/AIDS
TUBERCULOSIS	Tuberculosis	Tuberculosis
PNEUMONIA	Agricultural Poisoning	Agricultural Poisoning
MALARIA	Meningococcal meningitis	Meningococcal meningitis
CANCER	STI's	STI's
FOOD POISONING	Hypertension	Hypertension

Source: Department of Health, 2005

Provincial, District and Bela-Bela Local Municipality's disease priorities are indicated in Table 1.31, of which there is agreement about the highest priorities.

### 1.3.6.2. Education facilities

Table 1.32: Educational facilities and availability of infrastructure

TOTAL NUMBER OF SCHOOLS	NUMBER OF LEARNERS	NUMBER OF EDUCATORS	LEARNERS PER EDUCATOR RATIO	NUMBER OF CLASS-ROOMS	SCHOOLS WITH WATER	SCHOOLS WITH SANITATION	SCHOOLS WITH ELECTRICITY
32	10 755	313	34.4	325	27	29	25

Source: Department of Education

Lack of infrastructure at some of the schools makes it difficult to maintain proper hygiene and provide quality education to the children. The following infrastructural needs of specific schools must be addressed:

- Provision of electricity to seven schools;
- Provision of water to five schools;
- Provision of sanitation to three schools; and
- Ensure that FET institutions are accessible to local learners who want to further their studies.

### 1.3.6.3. Public schools on private property within Bela-Bela Municipality

Table 1.33: Public schools located on private land

TYPE OF SCHOOL	TOTAL NUMBER OF AFFECTED SCHOOLS	NUMBER OF CLASSROOMS	NUMBER OF LEARNERS
CHURCH COMBINED	1	15	247
FARM COMBINED	4	10	234
FARM PRIMARY	13	38	534
FARM SECONDARY	2	4	47
<b>TOTAL</b>	<b>20</b>	<b>67</b>	<b>1062</b>

Most of the schools in Table 1.33 are public schools on private farmland (owned by farmers) providing educational facilities for children of farm workers which are too far away from any nodal point (settlement).

### 1.3.6.4. ABET centre within Bela-Bela Municipality

Table 1.34: ABET centre within Bela-Bela Municipal Area

LEVEL 1	NUMBER OF TUTORS	LEVEL 2	NUMBER OF TUTORS	LEVEL 3	NUMBER OF TUTORS	LEVEL 4	NUMBER OF TUTORS
26	2	27	2	15	3	20	4

### 1.3.6.5. Safety and security facilities

Table 1.35: Distribution of police stations

LOCATION OF POLICE STATION	MAIN STATION	SATELLITE STATION
Bela-Bela Township	0	1
Pienaarsrivier	1	0
Rust de Winter	1	0
Warmbad Town	1	0

Source: SAPS Logistics, 2007

Table 1.35 indicates that the Bela-Bela Municipal area has three (3) Police Stations, and one (1) satellite station. Bela-Bela town and Township need more personnel to stand up to the challenge of preventing and fighting crime. One magistrate court exists at Warmbaths.

### 1.3.6.6. Social facilities and welfare

Table 1.36: Facilities for the aged

NAME OF FACILITY	LOCATION	TOTAL NUMBER OF RESIDENTS
Salus Oord	Bela-Bela Town	75 people
Bela-Bela Rusoord	Bela-Bela Town	120 people

Source: Bela-Bela Local Municipality

Table 1.36 indicates that Bela-Bela only has two (2) facilities for the aged. The two facilities are not adequate to cater for the population of Bela-Bela. Salus Oord is a low cost facility compared to Bela-Bela Rusoord.

### 1.3.6.7. Welfare grants for people in Bela-Bela Municipality

Table 1.37: Welfare grants for people in Bela-Bela Municipality

Old aged grant	Disability grant	War veteran	Combination	Grant in aid	Foster Care grant	Child Support grant	Care dependency grant
1802	876	1	2	17	230	3511	40

Source: Department of Health, 2006.

Notes: Combination refers to people receiving old aged and child support grants.  
Grant in aid refers to old aged people who are at home not in an institution.  
Care dependency grants refer to people with disability from 18 years of age.

Foster care grants totals 230, while 377 children benefit from it, child support grants totals 3511, with 6 040 children benefiting from it and care dependency grants totals 40 and 42 children benefit from it.

Table 1.38: Types of projects under the social work services programme that are supported financially by the social development department within Bela-Bela Municipality

TYPE AND NAME OF FACILITY	AREA OF OPERATION	NUMBER OF REGISTERED PEOPLE	MEANS TEST	AVERAGE PER MONTH
<b>CHRECHES</b>				Each child receives R750 per attendance
1. BELA-BELA	Bela-Bela	150	22	R3630
2. BOITUMELO	Bela-Bela	48	48	R7920
3. FEPA-NGWANA	Pienaarsrivier	50	40	R3300
4. KUTLWELO BOHLOKO	Bela-Bela	18	18	R2970
5. RAKGADI	Bela-Bela	100	80	R13200
6. TSWELOPELE	Bela-Bela	40	40	R6600
<b>CHILDREN'S HOMES</b>				
1. HOME TEKNA	Bela-Bela	30	They have 22 children	R1400 per child per month
2. HOME TALTIJE	Bela-Bela	36	They have 35 children	R1400 per child per month
<b>DISABLED &amp; AGED CENTRES</b>				
1. REAMOGETSWE	Bela-Bela	16	R30 per person per attendance	R10230
2. RUSOORD OLD AGE HOME	Bela-Bela	120	39	R58 500, each inmate receives a flat rate of R1500 monthly
3. AGED CLUB	Bela-Bela	10	-	R20 000 once-off payment
<b>OTHER</b>				
1. CMR	Bela-Bela	-	-	R8972 Funding is for 1 Social Worker post

Source: Department of Health, 2006

Table 1.38 provides information on support for the youth (i.e. crèches and children homes) and the disabled and aged (i.e. disabled and aged centres). The programme for development and support from national to provincial level in terms of prioritization and targets are outlined in Table 1.39. It also shows progress made to date with planning. In total, 11 organizations supporting children and the aged are funded under the social services programme.

*Table 1.39: Programmes and projects for support of the youth, disabled and aged*

NATIONAL PRIORITY	PROVINCIAL PRIORITY	NATIONAL TARGET	PROVINCIAL TARGET FOR 2007/8	STATUS QUO/PROGRESS	PROPOSED SOLUTION
				Bela-Bela Area	
<ul style="list-style-type: none"> <li>Poverty Alleviation</li> <li>Comprehensive social security services</li> <li>Integrated service for child, youth and family</li> <li>HIV/AIDS</li> <li>Integrated Justice system</li> <li>Services to Aged and disabled people</li> <li>Focus on capacity building</li> <li>Access to availability of Social development services</li> <li>Rebuilding of family community</li> <li>Commitment to cooperative governance</li> </ul>	<p>Integrated service for child, youth and family</p> <p>Integrated justice system</p>	-	<p>Early childhood development centres</p> <ul style="list-style-type: none"> <li>90 new crèches to be registered</li> </ul> <p>Provision of residential care facilities &amp; community services</p> <ul style="list-style-type: none"> <li>Children's home 5 private &amp; 6 Government</li> <li>Place of safety 1</li> <li>Secure care centres</li> </ul>	<ul style="list-style-type: none"> <li>Six (6) community crèches registered and funded</li> <li>One (1) new private crèche registered</li> <li>Locally there are two (2) children's homes</li> <li>461 children placed in foster care and 59 still pending</li> <li>10 children placed in place of safety</li> <li>5 children in secure care</li> <li>11 children in school of industries</li> <li>1 in reformatory school</li> <li>96 children in conflict with the law assessed and 30 children put on diversion programmes</li> </ul>	<ul style="list-style-type: none"> <li>No demand for community crèches</li> <li>To address cases of foster care back logs through Letsema</li> </ul>
	Services to aged and disabled people	-	All three residential care facilities to be transformed and monitored	<ul style="list-style-type: none"> <li>Locally there is one centre for the disabled, aged club and Rusoord old age home that received funding</li> </ul>	
				<ul style="list-style-type: none"> <li>One social worker post funded in Bela-Bela CMR</li> </ul>	
	Capacity building			<ul style="list-style-type: none"> <li>Six community crèches and seven NGO's were capacitated on how to complete service plans and memorandum of agreement.</li> <li>SAPS were given information on probation services</li> <li>Foster parents, counsellors and CDW's were given</li> </ul>	

NATIONAL PRIORITY	PROVINCIAL PRIORITY	NATIONAL TARGET	PROVINCIAL TARGET FOR 2007/8	STATUS QUO/PROGRESS	PROPOSED SOLUTION
				Bela-Bela Area information on services provided by social workers in conjunction with other section within the Department.	

Source: Department of Health, 2006.

Table 1.40: Bela-Bela poverty alleviation projects funded by the social development department within Bela-Bela Municipality

NAME OF PROJECT	ACTIVITY	LOCATION	FUNDING	ANTICIPATED FUNDING
MINTIRHO YA VULA-VULA LAUNDRY PROJECT	Laundry	1922 Leseding Bela-Bela Location	R290 000.00	R119 839,94
TSHOMISANO MMOGO SEWING PROJECT	Sewing and Catering	Home Affairs Building, Moloto Street, Bela-Bela Location	R179 000.00	R27 820.00
BAITEMEDI VEGETABLE GARDEN	Gardening	5822 Extension 5 Bela-Bela Location	R90 000.00	R23 359.21
ITIRELENG BAKERY PROJECT	Bakery	Plot no. 77 Extension 6, Bela-Bela Location	R190 000.00	R74 365.00
BONOLO BAKERY PROJECT	Bakery	Stand no. 977 Pienaarsrivier	R234 000.00	R23 359.21

Source: Department of Health, 2006

Table 1.41: Emergency food security programme in Bela-Bela Municipality

DISTRIBUTION POINTS	DISTRIBUTION CENTRES	NUMBER OF BENEFICIARIES
Bela-Bela Community Hall	Bela-Bela Community Hall	94
Pienaarsrivier Community Hall	Mandela Stadium	52
	Flats/Double Storey	54
	Pienaarsrivier Community Hall	43
	Radium	17
	Rust de Winter	8
<b>Total</b>		<b>268</b>

Table 1.40 and Table 1.41 provide information on projects and programmes initiated to alleviate poverty and provide support to the people in need. The programme for development and support from national to provincial level in terms of prioritization and targets are outlined in Table 1.42. Progress made thus far with implementation is also indicated.

Table 1.42: Programme for development and support

NATIONAL PRIORITY	PROVINCIAL PRIORITY	NATIONAL TARGET	PROVINCIAL TARGET	STATUS QUO/PROGRESS	PROPOSED SOLUTION
<ul style="list-style-type: none"> <li>Development of an anti-poverty strategy</li> <li>Support of NPO in their endeavours to meet the diverse needs of</li> </ul>	<p>Integrated poverty alleviation</p> <p>NPO development</p>	<p>MOU signed with TUT baseline document developed</p> <p>All relevant stakeholders input on the amendment of the NPO act by</p>	<p>Nine mega projects established</p> <p>Fifty organizations established and supported</p>	<p>One mega project established in Bela-Bela (Ikaneng)</p> <p>One organization established and registered in Bela-Bela</p>	Funding needed to strengthen four projects

NATIONAL PRIORITY	PROVINCIAL PRIORITY	NATIONAL TARGET	PROVINCIAL TARGET	STATUS QUO/PROGRESS	PROPOSED SOLUTION
communities		<p>March 2007</p> <p>Organizations registered within two months of receipt of application</p> <p>100% of registered organizations comply with the reporting requirements</p> <p>De-registration of non-complying organizations. Appeals requested and considered. Training of NPO's with at least 60% of the beneficiaries representing community based organizations.</p> <p>Set up a reference team of civil society members by June 2006.</p> <p>Conclude consultative process by September 2007.</p> <p>Efficient on-line database on the sector.</p> <p>Assess contribution of NPO sector</p> <p>Report of organizations response to the information needs of the national account system.</p>			
<ul style="list-style-type: none"> <li>Youth development</li> </ul>	Youth development	<p>Finalization of the costing by 2006</p> <p>Guidelines for training completed by December 2006</p> <p>Launch of integrated strategy by June 2006</p> <p>Popularization of the strategy</p>	500 Youth capacitated on life skills and entrepreneurship	48 capacitated in Bela-Bela	
	Food security management		62 431 households benefiting from the programme	268 households benefiting from Bela-Bela Municipality	Distribution of food parcels in intervals
	Women and disabled people's		810 women capacitated	34 women capacitated in	



<b>NATIONAL PRIORITY</b>	<b>PROVINCIAL PRIORITY</b>	<b>NATIONAL TARGET</b>	<b>PROVINCIAL TARGET</b>	<b>STATUS QUO/PROGRESS</b>	<b>PROPOSED SOLUTION</b>
	empowerment  Capacity building of project members		socio-economically  106 disabled person capacitated socio- economically  160 project members capacitated	Bela-Bela  32 members capacitated in Bela-Bela	

## 1.4. ECONOMIC ANALYSIS

### 1.4.1. ECONOMIC TRENDS

Bela-Bela Municipality is the largest contributor to the GDP of the District Municipality in terms of its tourism which constitutes the economic mainstay of the municipal area. The spatial location of Bela-Bela and its many tourist attractions are known worldwide. Despite being the closest municipality in the Limpopo province to Gauteng, it does not have an industrial base for agricultural activities. The economy of Bela-Bela Municipality has experienced a severe economic decline of 40% since 1980, due to the decline in agricultural related activities.

### 1.4.2. TOURISM

Trade and catering is one of the smallest contributors towards the regions economic activity. It can be ascribed to the favourable position of the Bela-Bela municipal area in relation to its neighbours, especially Gauteng. Substantial potential exists to develop the natural resources as it is underutilised. Although statistics are not readily available, it is accepted that the capacity of all resorts and overnight accommodation establishments in the Bela-Bela municipal area totals more than 5 000 beds. During the 2001 calendar year, only 67% of this capacity was utilised (*Bela-Bela Tourism*).

If it is to be accepted that only 95% of this capacity can be utilized in a twelve month period, with vigorous marketing, an additional 47 200 tourists, can easily be accommodated. It is commonly known that for each eight tourist spending money in the area, one additional job is created for a given period. Taking the above in consideration, the area can create 71500 manpower days, or 195 additional permanent employment opportunities for a twelve months period.

Table 1.43: Resorts in Bela-Bela Municipal area

NAME OF RESORT	CONTACT DETAILS
1. Aventura Resorts Warmbaths (Forever Resorts)	014 736 2200
2. Abakhozi Safari Game Lodge	014 736 2512
3. Aloe's Rest Camp	
4. Bambelela Guest Farm	
5. Baden Baden SPA	014 736 2941
6. Bela-Bela Lodge	
7. Bergsig Guest House	
8. Bly by my Holiday Flats	014 737 5175
9. Bonwa phala Game Lodge	014 736 4101
10. Bospoort Caravan Park	
11. Casablanca Holiday Flats	014 736 2480
12. Chateau Anniqui	014 736 2847
13. Chanty's Resort	014 736 5305
14. De Draai Guest House	014 736 47 55
15. Dula Monate Holiday Flats	014 736 3168
16. Edelweis Vakansie Woonstel	
17. Elephant Spring Hotel (Avuxeni)	014 736 2101
18. Etango Game Lodge	
19. Gally Inn	014 736 4358

NAME OF RESORT	CONTACT DETAILS
20. Golden Latern Guest House	
21. Hoogland Spa	014 736 5928
22. Highveld SPA	014 736 2348
23. Hilda Holiday Flats	014 736 2830
24. Innikoppie	
25. Khuluma Lodge	014 736 4737
26. ATKV Klein Kariba Holiday Resort	014 736 9800
27. Lodge Lucanus	
28. Mabalingwe Nature Reserve	014 736 9000
29. Mabula Game Lodge	
30. Mabulani	082 450 7105
31. Mahlapolane Game Lodge	
32. Mala Juba	
33. Malinkwe Safaris	
34. Marula Caravan Park (Mountain Village)	014 736 4474
35. Mbizi Lodge	
36. Mokaikai Private Nature Reserve	
37. Mokopa Reptile Park	014 736 3240
38. Moredouw Guesthouse	
39. Nalana Lodge	
40. Park Holiday Flats	014 736 2707
41. Pendleberry Grove	014 736 5659
42. Pienaarsriver Hotel	
43. Ronwil Vakansie Oord	
44. Shakama Game Lodge	
45. Sondela Nature Reserve	014 736 8800
46. Spa Vista Holiday Flats	014 736 3305
47. Strelitzia Guest House	
48. Sunset Guest Lodge	
49. Tartan Tarvern	083 307 8049
50. Thaba Manzi Wildlife	
51. Thaba Pitsi Private Game farming	014 736 5826
52. Thaba Monate Game Farm	014 736 2291
53. Thabantsu Resort	014 736 3046
54. Thaba Moriri	014 736 2096
55. Thaba Kwena	
56. Themala Lodge	
57. The Guest House	014 736 6635
58. Ubundu Lodge	014 735 0689
59. Villa Palmeiras Guest house	014 736 2558
60. Warmbad Vakansie Chalets	
61. Zwahili Lodge	
62. KwaNdaba Lodge	012 723 0143
63. Tshukudu Lodge	012 521 0300
64. Phumula Holiday Resort	012 722 0072
65. Fish Eagle Camp	012 722 0313
66. Rust De Winter Dam	
67. Pietella Holiday Farm	012 722 0312
68. Phumuza Lodge	

These resorts and overnight accommodation establishments already make a huge contribution to development, but have potential to make a bigger contribution to economic growth.

Potential competitive clusters and growth opportunities, are:

- Tourism;
- Agriculture; and
- Diversity of light industrial development targeting the African market.

Tourism has a direct impact on the economy and should form part of the LED strategy for Bela-Bela. The promotion of tourism can result in areas such as agriculture, manufacturing, trade, accommodation and service provision being developed. The revival of Community Tourism will boost and enhance the promotion of Bela-Bela as a tourist destination.

Tourism is one of the largest and fastest growing industries, not only for Bela-Bela, but the world over and has become the focal point of the emerging economy. Tourism is a dynamic and established industry, which continues to deliver economic, social and environmental benefits for all communities of Bela-Bela and has potential to serve as a catalyst for future economic and social growth in Bela-Bela. Therefore, tourism can create jobs, generate spending, stimulate business activity, support local amenities and conservation, and add to vitality and attractiveness of places. Tourism has a significant role to play in Bela-Bela's future prosperity and enhancing the quality of life for communities. Promotion of tourism can result in sectors such as agriculture, manufacturing, trading, accommodation and service provision being developed. As part of this plan, strategic direction and priorities for tourism development will provide the tourism industry with the framework from which tourism will grow. Bela-Bela is one of the success stories in tourism within the Waterberg District and the rest of the Limpopo province. Bela-Bela has begun to market itself as a hub of nature, health, and recreational tourist destinations. The area has a pleasantly mild climate during the winter months and an average of 286 sunny days every year which adds to the popularity of Bela-Bela. The popularity is mainly due to the hot springs with the healing water. The mineral springs bubble out of the earth at approximately 22 000 litres per hour at a temperature of about 53°C and is rich with sodium chloride, calcium carbonate and other salts and is beneficial to persons suffering from rheumatic ailments. In addition to the places of interests within, there are game lodges, nature reserves, hotels, guest houses and other places of interests that make Bela-Bela the real sunshine town of choice.

Bela-Bela is certainly one of the prime inland resort destinations in South Africa and its proximity to huge Gauteng markets makes it a potential massive generator of income. Markets for the resorts in and around Bela-Bela are mainly domestic South Africans, although it is reported that up to 10% of local beds are sold to tourists from overseas. The game lodges do attract a much higher percentage of tourists from overseas and the easy access of lodges such as Mabula, Mabalingwe and Sondela, is very attractive for the domestic market.

Opportunities for further development in and around Bela-Bela should only be implemented with full regard to the tourist carrying capacity of the recreational facilities and the infrastructure of the town and area itself. However, expanding the tourism activities outside the town may be one

way of earning more revenue from each visitor as this could extend the length of stay and perhaps lead to more referrals and repeat visits.

The Dinokeng Integrated Tourism initiative of the Gauteng Provincial Government 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 Pienaarsrivier, 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.

Tourism in Bela-Bela is to be driven by the vision which put values in tourism industry that will make Bela-Bela a tourist destination of choice. This can be realized through the following vision for tourism, namely:

- Make Bela-Bela an up-market high quality tourist destination;
- Create an eco-tourism model that will serve as a catalyst for development;
- Apply sustainable development principles when considering infrastructure developments;
- Community participation in tourism development must be a priority;
- Contribute to job creation and poverty eradication;
- Offer a rewarding experience for the visitors and creates a positive image for the development of Bela-Bela as a brand;
- Adds a variety to local life and widens opportunities for culture and recreation; and
- Ensure a continued gathering of intelligence data to be more innovative for the improvement of Bela-Bela tourism in the future.

Based on the tourism vision of Bela-Bela, it is anticipated that by 2010, the following objectives must be achieved:

- Establishment of guest houses in Bela-Bela to provide additional accommodation;
- Promote and develop existing cultural heritage sites to attract more tourists;
- Promote a new dimension of tourism in the townships of Bela-Bela;
- Development of Bela-Bela Dam to increase the number of visitors to the area;
- Improvement of signage along the roads around Bela-Bela;
- Promote historical walking trails around Bela-Bela;
- Establishment of home crafts industry;
- Promote SMME's development through BEE initiatives within the tourism sector;
- Promotion and protection of Bela-Bela as a brand;
- Provide tourism related training to local people to increase level of local people participation in the local tourism;
- Development and maintenance of infrastructure to promote Local Economic Development;
- Strong partnerships between the tourism industry and community, including such things as aspects of education, agriculture, manufacturing, production and environment; and
- A more sustainable tourism industry that is less vulnerable to external economic fluctuations;
- Optimize employment opportunities across Bela-Bela at all skill levels and improve tourism related jobs.

### **Opportunities for tourism development**

Opportunities exist for the local tourism industry and broader community to benefit from the unstructured tours of visitors to Bela-Bela. A range of tourism products can be coordinated to appeal to visitors, by building upon the area's points of difference and generate growth from developing traditional art and crafts. The following are opportunities that exist within local tourism industry:

- Maximum collective strengths that can be achieved by bundling the core attractions and additional services;
- Employment opportunities and economic benefits for the local community;
- Provision of business support information;
- Investment attraction;
- Infrastructure development (Bela-Bela facelift);
- Training (Tourism related);
- Tour guiding ;
- Value chain – diversify the market;
- Improve and enhance craft market, safety and cleanliness;
- Organised township tourism association to promote community based tourism development, such as township tours;
- Identify and develop tourism desk for municipality to guide local tourism development;
- Extended trading hours by local businesses; and
- Provision of foreign exchange facilities.

### **1.4.3. AGRICULTURE**

The physical conditions comprise of temperatures between 20-29°C, with the average rainfall between 520-650 mm per annum. There are black and red clay soils of medium to high potential in the Springbok flats. Sandy, red soils and wetlands 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.

### **Production systems**

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.

In terms of the livestock in Bela-Bela municipality there are three livestock projects occupying 19,841 hectares of land. As it stands currently, agriculture is gradually declining due to changing from traditional farming and crop planting to game farming. This has left a large number of people without jobs. There are however still agricultural activities taking place within Bela-Bela

Municipal area. These farms are mostly white owned. Blacks are still the main source of labour for these farms. There is a need for transformation and a number of opportunities exist in this regard. Farm workers can acquire ownership of land and work for themselves or with the white farmers.

### **Opportunities**

Opportunities identified in the agricultural sector include the following:

- Acquire land for emerging farmers;
- Mentoring of black emerging farmers by experienced commercial farmers;
- SMME development within the agricultural sector;
- Job opportunities;
- Market opportunities;
- Sufficient agricultural land (LRAD);
- Emerging Farmer development programmes – through training and infrastructure development (CASP);
- Training the Trainer programmes;
- Fresh produce markets;
- Agri-processing; and
- Learnerships (youth).

#### **1.4.4. INFRASTRUCTURE DEVELOPMENT AND SERVICES**

Local economic development requires acceptable levels of infrastructure to thrive. It includes the development of roads in Bela-Bela. An integrated transport plan needs to be developed and financed for implementation. Public transport issues relating to taxi, bus, rail, etc. must also be addressed. Internal roads under the authority of Bela-Bela Municipality (in terms of municipal roads classification) should be maintained to a high standard. Bela-Bela has a landing strip which presents an opportunity to be developed to a level where it can accommodate charter planes. There are tourists who prefer to fly to Bela-Bela. This may in the longer term trigger a plan for airport development to cater for tourists from abroad and local.

Infrastructure provision such as water, sanitation, waste management, communication, electricity, etc. should support tourism facilities such as hotels, game lodges and golf estates as far as possible. Bela-Bela Town's development should be the first priority in terms of municipal infrastructure provision. This will assist local business to thrive and attract more tourists and have agricultural products transported to markets, processed and exported to other countries.

Infrastructure development should be provided in time and maintained regularly. The service industry strives within an environment where there are good roads, communication, electricity, water, and sanitation networks. These and other issues will make the environment conducive to do business and create jobs and grow the local economy.

#### **1.4.5. MINING**

The contribution of the mining sector towards local economic development in Bela-Bela is insignificant. Although diamond resources are sufficiently available, there is an inadequate

supply of precious metals, particularly gold. Other metals are found on a limited scale and include manganese, copper, tin, and cobalt. 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 in the area.

#### **1.4.6. EMPLOYMENT STATUS**

Employment in Bela-Bela Municipal area consists of formal and informal employment with 14 371 people being employed and 6 965 people unemployed, according to the 2001 census of SSA. The Bela-Bela municipality has an unemployment rate of approximately 22% in terms of the official definition, but could be as high as 30%. This is a negative factor for the local economy. Crop production and game farming provide seasonal jobs during ploughing and harvesting periods and game farming during peak holiday seasons. In addition to the high illiteracy level and low levels of skills which contribute to unemployment, the current market is also inadequate to absorb the available labour force. This necessitate basic level of skills training in construction, entrepreneurship, manufacturing etc, and running of ABET classes to improve the literacy level.

Statistics presented in paragraph 2.1 revealed that a large percentage of the population is living on the poverty line as a result of unemployment. Table 1.44 indicates the percentage of the population employed in the various sectors.

*Table 1.44: Employment in various sectors*

<b>Occupation</b>	<b>Percentage of the population</b>
Professional and technical	6.20
Managerial and administration	1.30
Clerical and sales	8.10
Transport and communications	4.20
Services	14.40
Farming	23.70
Production	25.90
Unspecified	16.30
<b>Total</b>	<b>100.00</b>

*Source: STATSSA, 2001 Census*

It is evident that most people are employed in the farming and production sectors. This augurs well for entrepreneurial development.

#### **Employment by gender**

There are more females than males in Bela-Bela Municipal area which conform with global norms. This may be an indication that more women act as heads of households in the municipal area. A deduction may be that women are more affected by poverty and have to find ways and means of survival. This is also evident in the number of poverty alleviation projects in the area. Most of these projects are led by women and therefore need to be affirmed and supported by the municipality to ensure sustainability. According to available information, the majority of the population is relatively young. This creates a need to align the scope of educational level with business technology and to encourage entrepreneurial characteristics at a young age.



### **HIV/AIDS prevalence**

Based on statistics from the Department of health, the number of people affected by HIV/AIDS increased continuously. Statistics revealed that 30% of people tested positive for the period starting from June 2002 to February 2003. This has serious socio-economic consequences. Although there are a support group providing Home Based Care, there is still need for more such groups within the wider Bela-Bela community.

### **Challenges**

- Reduction of unemployment levels within Bela-Bela Municipality;
- Attraction of other sectors of economy such as manufacturing and industrial development;
- Conversion of game farms at the expense of traditional farming;
- Attraction of investors to Bela-Bela municipality;
- Involvement of local people in tourism development in particular, blacks;
- Institutionalisation of LED function within the municipality;
- Establishment of tourism dedicated unit; and
- Finalisation of LED Plan for Bela-Bela municipality.

## **1.5. ENVIRONMENTAL ANALYSIS**

The White paper on Local Government identified environmental sustainability as a key challenge for municipalities. The South African Constitution, Section 24 on environment stipulates that everyone has the right:

- To an environment that is not harmful to their health or well-being;
- To have an 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.

The National Environment Management Act of 1998 (NEMA) sets out environmental management principles, namely:

- The foundation of environmental management is SA;
- Guidelines for the State when exercising functions decisions in terms of NEMA or any statutory provisions concerning the protection of the environment; and
- Guide the interpretation, administration and implementation of the NEMA and other laws concerned with the protection or management of the environment.

The environment is a holistic concept of which humans are an integral component. In order to ensure sustainable development we must understand and adequately consider the economic environment. Sustainable development extends beyond the protection of plants and animals. Environmental protection and sustainability is about balancing the needs and aspirations of people in terms of basic socio-economic considerations with the capacity of the natural/physical environment to accommodate these needs and aspirations.

Sustainable development address issues of conservation (of renewable and non-renewable resources) as well as managing the influence that people have on the environment. Sustainable development in Bela-Bela Municipality requires the balancing of environmental, economic and social development needs and strategies.

### **1.5.1. ENVIRONMENTAL IMPACT ASSESSMENT AND ENVIRONMENTAL MANAGEMENT**

An environmental impact assessment is a tool for decision – making that entails a process of identifying, analysing and evaluating the positive and negative environmental affects of a proposed development and its alternatives. The EIA Regulations provide procedures that must be followed before a decision making authority such as Bela-Bela Municipality can consider approving scheduled activities that may have a detrimental effect on the environment. Urban planning must consider open space for recreation and social activities. Urban business centres must be more pedestrian friendly with pedestrian malls to decrease conflict with vehicles. In the case of construction works, contractors are normally instructed in the contract to implement mitigation measures and management of environmental impacts in terms of the Record of Decision issued by the relevant department. With new road construction an Environmental Management Plan (EMP) is mandatory, and endorsed prior to the commencement of work on site. The EMP has to address: vegetation, water, fuel and sewage treatment, with specific reference to:

#### **Waste management**

- Solid waste;
- Litter; and
- Hazardous waste.

#### **Soil Management**

- Drainage;
- Earthworks;
- Quarries & Borrow Pits; and
- Excavation, Spoil sites, Batching sites, and stockpiles.

#### **Impact and Mitigation measures**

- Noise and dust control;
- Records; and
- Restoration and Rehabilitation.

Bela-Bela Local Municipality has the responsibility to consider this legislation, principles and policies on environmental management where applications for land development are considered for implementation.

### 1.5.2. ANALYSIS OF ENVIRONMENTAL STATUS

The environmental analysis indicates the strengths, weaknesses, opportunities and threats of the current environmental situation for the Bela-Bela municipal area. It is evident that many strengths and opportunities exist, but there are also weaknesses and threats that require the attention of Bela-Bela municipality.

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> <li>1. Bela-Bela Municipality is not an industrial area and the possibility of industrial effluent is minimum.</li> <li>2. Financial resources to sustain refuse removal contracts.</li> <li>3. More land available for development.</li> <li>4. Safe and sustainable environment.</li> <li>5. No soil degradation and erosion.</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of contingency plans for environmental protection for future developments.</li> <li>2. Inability to implement by-laws that regulate waste disposals.</li> </ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> <li>1. Collaboration with Phomolong waste management group.</li> <li>2. Involvement of schools in waste and environmental awareness.</li> <li>3. Collaboration with business to make available resources to deal with environmental control.</li> <li>4. Formation of waste site committee(s) to regulate the safety of waste dumping site(s).</li> <li>5. Establishment of waste sorting and recycling plant at a proposed site in Pienaarsrivier.</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of control at the dumping site which attracts human scavengers.</li> <li>2. Risk of infection for people interacting with refuse at the dumping site.</li> <li>3. Inappropriate waste disposal methods (which includes burning of waste and the disposal of medical waste in an irresponsible manner).</li> </ol>

## 1.6. INSTITUTIONAL ANALYSIS

### 1.6.1. CAPACITY SHEETS – VARIOUS DIVISIONS OF BELA-BELA MUNICIPALITY

The capacity, responsibilities and constraints for the various departments/divisions of Bela-Bela Municipality are indicated in the various tables (capacity sheets) outlined in this section.

#### 1.6.1.1. Capacity sheet – Division: Office of the Municipal Manager

INSTITUTIONS	NUMBER OF STAFF		MAJOR TASKS	ANNUAL BUDGET OPERATION		CONSTRAINTS THAT COMPROMISES SERVICE DELIVERY
	TOTAL	PROFES.		OPER	CAPITAL	
Division: Office of the Municipal Manager  Vacancies: 1	7	2	Support services: <ul style="list-style-type: none"> <li>• Management and operation of administration and records</li> <li>• Committee work:</li> <li>• Agendas and minutes of council.</li> <li>• Legal work:</li> <li>• Contracts and legal notices.</li> <li>• Building control</li> </ul>			Staff shortage due to vacant positions Insufficient training/capacity building

**1.6.1.2. Capacity sheet - Division: Budget and Treasury (Financial Reporting, Revenue Management, Expenditure Services and Supply Chain Management)**

INSTITUTIONS	NUMBER OF STAFF		MAJOR TASKS	ANNUAL BUDGET OPERATION		CONSTRAINTS THAT COMPROMISES SERVICE DELIVERY
	TOTAL	PROFES.		OPER	CAPITAL	
Budget and Treasury division  Vacancies: 1  Financial Reporting  Vacancies: 2	5   5		Budgeting Financial reporting Investment management Risk and asset management Loans management Compliance with MFMA new reporting format. Compiling financial statements and executing budgetary controls Ensuring implementation of GAMAP Integrated Development Planning Local Economic Development			
Revenue Management  Vacancies: 7	22		<ul style="list-style-type: none"> <li>Supervise, control of Revenue staff.</li> <li>Verify daily revenue, direct payments into bank account, payments via cashiers, payments through Post Office and debit orders.</li> <li>Reconcile revenue with bank statements, taking into consideration amounts for revenue paid into bank accounts of other divisions e.g. traffic.</li> <li>Correspondence.</li> <li>Enquiries: telephonic &amp; personal.</li> <li>Balancing trial balance and ledger accounts.</li> <li>Balancing valuation roll.</li> <li>Certifying documents for repayments etc.</li> <li>Contracts – Loan Agreements</li> </ul>			<p>Not enough personnel for all tasks.</p> <p>Unfilled vacancies</p> <p>Insufficient training for personnel</p>
Expenditure services and supply chain management  Vacancies: 3	10		<ul style="list-style-type: none"> <li>Payment of municipal expenses and other payments</li> <li>Managing the stores</li> <li>Preparing monthly bank reconciliation</li> <li>Administering asset register</li> </ul>		N/a	<p>Resistance to change, for example, implementation of GAMAP.</p> <p>Lack of knowledge and upgrading courses.</p>

### 1.6.1.3. Capacity sheet - Division: Technical Services (Roads and Storm water, Water and Sanitation, Electrical)

INSTITUTIONS	NUMBER OF STAFF		MAJOR TASKS	ANNUAL BUDGET		CONSTRAINTS THAT COMPROMISE SERVICE DELIVERY
	TOTAL	PROFESSIONAL		OPER	CAPITAL	
Division: Technical Services Vacancies: 3	8					Shortage of staff Finance Equipment
Water and Sanitation Vacancies: 9	64		<ul style="list-style-type: none"> <li>Water purification</li> <li>Water network</li> <li>Sewer purification</li> <li>Sewer network</li> </ul>			
Roads and Storm water Vacancies: 9	37		<ul style="list-style-type: none"> <li>Road maintenance</li> <li>Storm water maintenance</li> <li>Construction</li> <li>Building control</li> </ul>			
Electrical Vacancies: 30	53		<ul style="list-style-type: none"> <li>Reticulation and distribution of electricity, maintenance and connections of electricity to Bela-Bela Municipal area.</li> </ul>			Qualified staff Maintenance staff Vehicles Funds for upgrading, maintenance and extensions to the electrical network

### 1.6.1.4. Capacity sheet - Division: Social and Community Services

INSTITUTIONS	NUMBER OF STAFF		MAJOR TASKS	ANNUAL BUDGET		CONSTRAINTS THAT COMPROMISES SERVICE DELIVERY
	TOTAL	PROFESSIONAL		OPER	CAPITAL	
Division: Social and Community services Vacancies:2	5		<ul style="list-style-type: none"> <li>Dealing with applications for in-service training.</li> <li>Processing of forms for pension schemes, death claims, skills development – facilitation.</li> <li>Equity officer.</li> <li>Discipline reports.</li> <li>Coordination of training</li> <li>Social development</li> <li>Sport, Art &amp; Culture</li> <li>Waste management</li> <li>Traffic control</li> <li>Licensing services</li> <li>Driver and vehicle testing</li> <li>Emergency response</li> <li>Library services</li> </ul>			Vacant position Lack of funds Non-filling of all positions compromises service delivery Service delivery is compromised due to staff shortages and unfilled posts Lack of skills/ capacity Limited budget Poor condition of resources, equipment and vehicles Inadequate equipment
Environmental health Vacancies: 5	40					
Protection and Emergency services Vacancies: 13	30					
Sports, arts, culture and special programmes Vacancies: 17	50					

### 1.6.1.5. Capacity sheet - Division: Townplanning and Housing

INSTITUTIONS	NUMBER OF STAFF		MAJOR TASKS	ANNUAL BUDGET		CONSTRAINTS THAT COMPROMISES SERVICE DELIVERY
	TOTAL	PROFESSIONAL		OPER	CAPITAL	
Division: Economic Development  Vacancies: 7	8					
Town planning and housing  Vacancies: 3	9		<ul style="list-style-type: none"> <li>Town planning</li> </ul>			

### 1.6.1.6. Capacity sheet – Division: Human Resources

INSTITUTIONS	NUMBER OF STAFF		MAJOR TASKS	ANNUAL BUDGET		CONSTRAINTS THAT COMPROMISES SERVICE DELIVERY
	TOTAL	PROF		OPER	CAPITAL	
Division: Human Resources  Vacancies: 2	5		<ul style="list-style-type: none"> <li>Human Resource management in general.</li> <li>Working with municipal policies.</li> <li>Prescripts and legislation or public regulations.</li> <li>Advertising and processing forms for new appointees.</li> <li>Dealing with contracts for temporary workers and voluntary workers.</li> </ul>			
Council Secretariat  Vacancies: 3	6					
Information management division  Vacancies: 3	17					

### 1.6.2. ANALYSIS OF INSTITUTIONAL SITUATION

The institutional analysis identified various strengths and opportunities in the institutional framework. It is however a concern that so many weaknesses exist which result ineffective service delivery by the Municipality. There are also threats that require urgent attention, mainly with respect to waste disposal.

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"><li>1. Senior staff members well trained and experienced.</li><li>2. Well-developed sense of teamwork amongst senior management members.</li><li>3. Good potential amongst middle management staff for capacitating.</li><li>4. Senior middle management is computer literate.</li><li>5. Fairly good computer programs.</li><li>6. Contingency plan in place for equipment breakdown.</li><li>7. Business plan for capacity building in place.</li><li>8. Enough computers available for senior management.</li></ol>	<ol style="list-style-type: none"><li>1. Staff shortage due to vacant positions.</li><li>2. Lack of skills/capacity at lower levels.</li><li>3. Lack of funds to replace worn equipment which impacts on outputs of staff.</li><li>4. Insufficient computers for middle and lower level management.</li><li>5. Service providers do not always respond on time for emergencies.</li><li>6. Lack of adequate funds for training.</li><li>7. No computer network linkages to satellite offices.</li><li>8. Insufficient internet connections.</li><li>9. Heavy job demands on existing staff due to vacant positions at senior and middle management.</li><li>10. No replacement of staff in case of emergencies.</li><li>11. Unavailability of councillors and ward committees.</li></ol>
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"><li>1. Staff development through training.</li><li>2. Potential to contribute to job creation through LED/IDP projects and learnership programmes.</li><li>3. Internal redeployment / placement and better utilisation of staff with improved morale and job satisfaction.</li><li>4. Staff audit conducted.</li></ol>	<ol style="list-style-type: none"><li>1. Delay in service delivery.</li><li>2. Delays in programmes/ projects with implementation.</li><li>3. Possible failure to respond to emergencies.</li></ol>

### 1.7. IN-DEPTH ANALYSIS OF PRIORITY ISSUES

This section evaluates the needs (which are sometimes based on perceptions) as it is important that the prioritization process be informed by facts and figures. It must also be informed from a municipal wide perspective. The evaluation in this section therefore reflects the actual situation, need, issue, cause, effect, potential sources and possible solutions.

### 1.7.1. PRIORITY NO. 1: WATER AND SANITATION

HOW MANY AFFECTED	WHERE (LOCATION)	WHAT (BACKLOG)	WHY (CHALLENGES)	IMPACT OF PRIORITY	WITH WHAT (PROPOSED SOLUTION)
Water and sanitation: All Bela-Bela residents (60 000)	Bela-Bela municipal area	Approximately 820 families at Rapotokwane have access to water services at RDP standard and lower	Inability of the current network to cope with the load due to new developments. Supply of good quality water to residents of Rapotokwane.	It creates a problem for new infrastructure developments.	Implement extended sewer and water works.

### 1.7.2. PRIORITY NO. 2: ELECTRICITY

HOW MANY AFFECTED	WHERE (LOCATION)	WHAT (BACKLOG)	WHY (CHALLENGES)	IMPACT OF PRIORITY	WITH WHAT (PROPOSED SOLUTION)
Approximately 12000 consumers	Bela-Bela Municipal area	Upgrading and/or provision of electricity to specific neighbourhoods, and upgrading of network.	Provision of electricity to all residents of Bela- Bela.	It leads to poor living standards and lack of economic development	Upgrading of network. Expansion of services to reduce backlog.

### 1.7.3. PRIORITY NO. 3: ROADS AND STORM WATER

HOW MANY AFFECTED	WHERE (LOCATION)	WHAT (BACKLOG)	WHY (CHALLENGES)	IMPACT OF PRIORITY	WITH WHAT (PROPOSED SOLUTION)
Approximately 60 000 residents of Bela-Bela	Bela-Bela Municipal area	Poor access by residents to their properties.	Poor infrastructure	Inconvenience community and cause damages to infrastructure and properties.	Sustainable road paving and maintenance.

### 1.7.4. PRIORITY NO. 4: LAND, HOUSING AND INFRASTRUCTURE

HOW MANY AFFECTED	WHERE (LOCATION)	WHAT (BACKLOG)	WHY (CHALLENGES)	IMPACT OF PRIORITY	WITH WHAT (PROPOSED SOLUTION)
People at Vingerkraal, Pienaarsrivier, Radium, Eersbewoon and Bela- Bela.	Bela-Bela Municipal area	Approximately 2000 stands and houses over next four years.	Provision of land for housing purposes.	The problem of non-formalised areas result in the growth of informal settlements, evictions by private owners, displacement of	Pienaarsrivier has approximately 300 stands for the middle-income group.  Bela-Bela has 166 stands for the middle-high



HOW MANY AFFECTED	WHERE (LOCATION)	WHAT (BACKLOG)	WHY (CHALLENGES)	IMPACT OF PRIORITY	WITH WHAT (PROPOSED SOLUTION)
				families of farm workers after retrenchments. Hinders the growth rate of Bela-Bela Municipality.	income group and 207 ha of undeveloped land. 900 erven planned waiting to be serviced.

### 1.7.5. PRIORITY NO. 5: LOCAL ECONOMIC DEVELOPMENT

HOW MANY AFFECTED	WHERE (LOCATION)	WHAT (BACKLOG)	WHY (CHALLENGES)	IMPACT OF PRIORITY	WITH WHAT (PROPOSED SOLUTION)
Approximately 60 000 residents of Bela-Bela municipality	Entire area of the municipality.	The decline of the formal sector, traditional agriculture, leads to escalating unemployment.	Municipality fails to attract other sectors of the economy, e.g. manufacturing. Promotion of Tourism development. Decline in traditional agricultural sector.	Lack of employment results in high unemployment levels and poverty and lack of economic development.	Review and implementation of LED Plan for Bela-Bela as a tourist destination. Development of incentive packages.

### 1.7.6. PRIORITY NO. 6: COMMUNICATIONS

HOW MANY AFFECTED	WHERE (LOCATION)	WHAT (BACKLOG)	WHY (CHALLENGES)	IMPACT OF PRIORITY	WITH WHAT (PROPOSED SOLUTION)
Approximately 60 000 residents of Bela-Bela municipal area	Bela-Bela municipal area	Poor communication between the municipality and the communities.	Improving of communication between the municipality and the communities.	Poor access to correct information by communities.	Support the establishment of a community radio station and production of quarterly external municipal newsletter, promotional material.

### 1.7.7. PRIORITY NO. 7: SPORTS, ARTS & CULTURE

HOW MANY AFFECTED	WHERE (LOCATION)	WHAT (BACKLOG)	WHY (CHALLENGES)	IMPACT OF PRIORITY	WITH WHAT (PROPOSED SOLUTION)
Approximately 60 000 residents of Bela-Bela.	Bela-Bela Municipal Area	Lack of Sports, Arts and Culture facilities	Provision of sufficient facilities for Sports, Arts, and Culture.	Lack of interest to Sports, Arts and Culture by youth leads to amongst other, alcohol and drug abuse.	Identification of suitable sites within the municipality for construction of the said facilities.

**1.7.8. PRIORITY NO. 8: SAFETY AND SECURITY**

HOW MANY AFFECTED	WHERE (LOCATION)	WHAT (BACKLOG)	WHY (CHALLENGES)	IMPACT OF PRIORITY	WITH WHAT (PROPOSED SOLUTION)
All residents + 60 000 people	Bela-Bela Municipal area	Approximately 20% reduction of crime in all categories.	Unemployment and insufficient Police Force e.g. Pienaarsrivier	High crime levels due to unemployment and poverty.	Support active Policing Community Forums and encouraging police reservists as well as youth development.

**1.7.9. PRIORITY NO. 9: PREVENTION OF HIV/AIDS AND OTHER LIFE-THREATENING DISEASES**

HOW MANY AFFECTED	WHERE (LOCATION)	WHAT (BACKLOG)	WHY (CHALLENGES)	IMPACT OF PRIORITY	WITH WHAT (PROPOSED SOLUTION)
All residents of Bela-Bela Municipal area.	Bela-Bela municipal area	Residents of Vingerkraal, Eersbewoon and Radium depend on mobile clinics for access to health facilities.	The location of Bela-Bela between two important national roads, the municipality has the second highest incidence of HIV/AIDS in the District.	It creates difficulties in controlling the spread of HIV/AIDS and managing accurate data on the extent of the disease.	To utilise the hospital and local PHC facilities to train volunteers in home-based care, VCT and HIV/AIDS awareness and involve local community. To utilize the hospital and local PHC facilities to train volunteers in home-based care, VCT and HIV/AIDS awareness and involve local community. Facilitate the provision of permanent health facilities to all residents.

**1.7.10. PRIORITY NO. 10: EDUCATION**

HOW MANY AFFECTED	WHERE (LOCATION)	WHAT (BACKLOG)	WHY (CHALLENGES)	IMPACT OF PRIORITY	WITH WHAT (PROPOSED SOLUTION)
± 5000 learners	Bela-Bela Municipal area	20 schools on private properties (farms) with 67 classrooms and 1062 learners. Facilitation of an establishment of a FET institution within Bela-Bela.	Provision of sufficient classrooms to accommodate all learners.	It creates poor learning conditions which results in poor results by schools.	Municipality to facilitate the building of proper classrooms/schools in the affected areas.

## **1.8. PRIORITY ISSUES**

All the issues received from the community and municipality were consolidated in a priority list.

### **1.8.1. COMMUNITY AND STAKEHOLDER PRIORITY ISSUES**

#### **Maintenance of roads and storm water**

Roads in all wards are inaccessible during the rainy season as a result of lack of storm water drainage.

#### **Revival of economy and improvement in unemployment**

Tourism is the economic mainstay of the Bela-Bela Municipality. However, due to a declining economy and an increase in unemployment, the market is unable to absorb the growing labour force.

#### **Education**

There are 20 schools on private properties (farms) with 67 classrooms and 1062 learners. Facilitation and establishment of FET institution within Bela-Bela.

#### **Reduction of crime rate**

The crime rate in Bela-Bela Municipality is reaching alarming proportions and must be reduced.

#### **Combating HIV/AIDS**

The HIV/AIDS problem is on the increase in Bela-Bela and requires urgent attention.

#### **Provision of serviced land for housing**

Ensure availability of serviced land in all wards for housing and infrastructure purposes.

### **1.8.2. MUNICIPAL PRIORITY ISSUES**

#### **Bulk water supply and sanitation**

Upgrading of bulk water supply and sewer purification plant at Bela-Bela.

#### **Solid Waste Management**

There are no dumping sites at Pienaarsrivier, Vingerkraal, or Rapotokwane which result in littering.

#### **Electricity supply**

Upgrade bulk electricity supply and network.

#### **Institutional**

Reconstruction of municipal building.

## **STRATEGY PHASE**

### **2. LOCALISED STRATEGIC GUIDELINES**

#### **2.1. INTRODUCTION**

Localised strategic guidelines form a crucial part of the planning process. They give direction to the development of strategies that ultimately result in identification of projects for local development. The idea behind the development of localised strategic guidelines is to ensure that planning takes into cognisance all relevant policies and legislation which are then adapted for local conditions.

Furthermore, they ensure that during the development of strategies, dimensions such as economic development, spatial development principles, institutional dimensions, poverty, HIV/AIDS and gender issues are taken into consideration.

##### **2.1.1. LOCALISED SPATIAL STRATEGIC GUIDELINES**

Local government, by virtue of its strategic location in spheres of government at a level that is closer to the communities than other spheres of government, is best placed to play a role in spatial planning and development. Because proposed programmes and objectives of other spheres of government occur within a municipality, local government is not only strategically placed for planning purposes, but is also at the forefront of implementing developmental projects and objectives of both the national and provincial governments.

Spatial planning refers to a high-level planning process that is inherently integrative and strategic, takes into consideration a wide range of factors and concerns and addresses the uniquely spatial aspects of those concerns (White Paper on Spatial Planning and Land Use Management). The definition highlights the importance of spatial dimension in strategic planning. The integrated approach to development planning came into being because of the skewed set-up of the South African society and the need to address the spatial dimension of development.

South Africa has emerged from a planning system that focused on segregating settlements in perpetuation of racial segregation. The system also entailed segregation in the provision of basic household infrastructure, social services and amenities, and firmly entrenched segregated settlement patterns. The segregation process resulted in the concentration of infrastructure and economic resources in the former white areas.

An example of this ill-conceived planning is the Bela-Bela Local Municipality itself with Bela-Bela Township (Africans), Bela-Bela Town (Whites), Jinnah Park (Indians) and Spa Park (Coloureds). The situation is not confined only to the growth point, but is also encountered in the smaller settlements of Pienaarsrivier and Radium. Spatial segregation did not segregate settlements only by race, but also according to whether they were urban/rural, rich/poor and provided housing or constituted a work place. Bela-Bela Municipality also comprises a vast area of farms. Africans who settled on these farms as workers did not have security of tenure. The

decline of the agricultural sector and the transforming of traditional farms into game farms resulted in loss of job opportunities and workers and their families becoming destitute. This resulted in informal settlements developing in farming areas and on the periphery of urban areas in new extensions.

The deployment of former Koevoet members on the farm Vingerkraal did not solve their problem, but created a problem for both the people of Vingerkraal and the local municipality.

In view of the above situation, Bela-Bela Municipality is facing serious challenges as a developmental local municipality. Key among these challenges are:

- Concentration of economic resources in former white areas;
- Huge service backlogs;
- Spatial disparities;
- Lack of development orientated land use management; and
- Development of informal settlements.

However, since the birth of the new order, various interventions were made to address the spatial dimension of development. Key legislative interventions are:

- The Development Facilitation Act;
- The White paper on South African Land Policy;
- The Housing Act;
- The National Environment Management Act; and
- The Land-Use Bill and the White Paper on Spatial Planning and Land-Use Management.

In order to address the spatial-related challenges, the Municipal System Act prescribes that every municipality should formulate a Spatial Development Framework (SDF) as an integral part of their IDP. The SDF is a base plan that indicates the desired patterns of land-use, directions of growth, urban edges, special development areas and areas that need conservation. The SDF also gives direction to land development guidelines for:

- Provision for development of rural and urban areas;
- Recognition of existing informal land developments;
- Discouragement of urban sprawl and land invasions;
- Equitable access to land; and
- Tenure security.

The developmental provisions in line with the spatial dimension are based on the directive principles contained in the Land-use Bill and the Spatial Planning and Land-Use Management Bill.

PRINCIPLE AND NORM	AREA OF APPLICATION	LOCALISED STRATEGIC GUIDELINE
Sustainability		Sound economic Policy
Equality		Constitution
Efficiency		Batho Pele Principles

PRINCIPLE AND NORM	AREA OF APPLICATION	LOCALISED STRATEGIC GUIDELINE
Integration	All areas of Bela-Bela Municipality	Integrated Planning
Fairness and good governance of spatial issues		Development Facilitation Act, Chapter 1 The White Paper on South African Land policy The Green Paper on Development and Planning National Environmental Management Act
Tenure security		
Discouraging land invasions		
Discouraging urban sprawl		

### 2.1.2. LOCALISED STRATEGIC GUIDELINES FOR LOCAL ECONOMIC DEVELOPMENT

When South Africa became a democracy in 1994, it became part of the global village and was no longer isolated from international events. This resulted in the national economy, and to some extent also prevailing national political trends, becoming subject to global trends and patterns.

Globalisation is the current reality that must be faced. The opening up of the national market to international role players impacts both positively and negatively on the economy. It brings with it direct foreign investment which contributes to the growth of the economy, job creation and alleviation of poverty. On the other hand, it also brings with it negative impacts on the local economy by exposing weaker local companies and sectors to more advanced international companies. The consequences are:

- Lowering of local prices to meet international competition;
- Staff reduction to increase profits;
- Unemployment; and
- Poverty.

The decline and stagnation of the economy affects employment levels as jobs are lost. South Africa is currently faced with an estimated 41% unemployment rate or five million people being unemployed. This number is increasing annually as more and more jobs are lost and the labour force grows through the injection of new graduates and school leavers. The Bela-Bela Municipality is no exception in this regard. The current unemployment figure is approximately 6 534 of the estimated total economically active population of 60 000.

#### **Challenges facing local government**

##### **Legal challenges**

The Constitution of the Republic of South Africa entrusts local government with the mandate of leading social development and economic growth. Hence the role of local government is no longer focused solely on traditional service provision, but also has a developmental focus. Municipalities occupy a strategic position in the hierarchy of government to be key players in socio-economic development. As this level of government is closer to the communities, municipalities are in a position to make a significant impact on various aspects of developmental local government.

## **Maximising social development and economic growth**

A municipality should maximise its potential to develop the community by creating an enabling environment to attract external investment and give impulse to local capital for economic growth.

## **Integrating and co-ordinating development**

For sustainable service delivery and socio-economic development, a municipality should integrate the various sectors and dimensions, such as housing, transport and infrastructure sectors, as well as the spatial, environmental and economic dimensions, in order to achieve its goals.

## **Democratising development**

Developmental local government is consultative in character. The White paper states that: “developmental local government is local government 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”. This definition implies that local government should consult with the local people as the key tenants in development. Developmental plans should also focus on redistributing resources to previously disadvantaged communities in order to strike a balance.

In line with the above definition of developmental local government and with the emphasis on economy as the core of development, the municipality should:

- Formulate policies and lead IED (Integrated Economic Development);
- Co-ordinate government’s economic development programmes;
- Provide infrastructure for business in previously disadvantaged communities;
- Facilitate sustainable community projects;
- Facilitate access to funding and training for SMME’s;
- Develop incentives for local investment; and
- Maintain a rural focus.

## **Social challenges**

Whilst the local government is grappling with the new mandate, social ills continue to affect the lives of thousands of the people within the Municipality. The economic decline and stagnation poses a serious challenge to the development of the municipality. The result is continued unemployment which leads to poverty, crime, ignorance and infant mortality. For this reason the municipality should move away from the traditional focus on subsidies, grants and social hand-outs to alleviate poverty and strengthen the local economy. On the other hand, the communities should also start realising that creativity is the key to empowerment and not view the municipality as an employment agent. Therefore, a new approach which mobilises internal resources (human and capital) and the support of key local players should be adopted.

This approach will entail the localisation of national principles, policies and norms. While LED can be approached in a variety of ways, the local conditions will give direction as to which approach is feasible and in which locality this takes place. The following factors need to be considered when deciding on an approach:

- Local context;
- Local economy and employment structure;
- Local population and labour market; and
- Possibilities for partnerships.

## Guidelines

PRINCIPLE	AREA WHERE IT IS APPLICABLE	LOCALISED STRATEGIC GUIDELINE
Establishing a leading sector in the economy		The leading sector in terms of the local GDP and job creation in tourism
Maintaining a local context	In all identified areas where developmental projects are viable	Identifying the potential of rural areas and developing projects in line with the local capacity.
Ensuring sensible forms of redistribution		Providing infrastructure for business in previously disadvantaged areas.
Achieving complementarity between large and small projects		Inter-linking projects, i.e., ensuring, where possible, that outputs of large projects benefit the development of smaller projects.
Creating a conducive environment		Security of persons and property. Maintaining existing infrastructure.
Facilitating sustainable community projects		Taking a leading role in identification, facilitation and implementation of projects in consultation with the stakeholders and experts in the field related to the project.
Developing incentives for local municipal investment.		Maintaining current infrastructure and providing economic related incentives such as rebates.
Supporting SMME through facilitation of access to funding and training.		Establishing a SMME support centre. Ensuring joint ventures between large service providers and SMMEs. Providing incentives for the utilisation of SMME services and products.

### 2.1.3. LOCALISED STRATEGIC GUIDELINES FOR THE (NATURAL) ENVIRONMENT

In terms of its new mandate of focusing on local development, local government is faced with new challenges in its line of operation. Developmental issues were previously discussed and resolved from above with little or no input from the local level of government, particularly from the relevant community. The democratic turnaround in 1994 changed both the national and local thinking around development. In the development of communities, no government can make any meaningful developmental impact on the society without interlinking development with other dimensions, such as the natural environment.



The Bela-Bela Municipality incorporates wetland areas next to the Bospoort stream and Klein Kariba River, and south of the Aventura resort. The municipality also incorporates numerous game and nature reserves that are popular tourist destinations within its boundaries. These include the Mabula, Mabalingwe, Bonwa Phala, Kunkuru and Sondela reserves. As tourism is a major contributor to the economy of Bela-Bela Municipality and creates sustainable employment, it should take cognisance of the environmental uniqueness of the Bela-Bela Municipality.

In 1992, world leaders gathered in Brazil at the Earth Summit to focus on issues that affect the environment. It was at this summit that they realised that the world is too small for waste and uneconomic usage of natural resources, hence the adoption of Agenda 21. The localised version of this global resolution (Local Agenda 21), “an action plan for sustainable development,” is not in conflict with IDP, but supplements the process.

A key principle that governs the relationship between development and nature is the belief that what benefits us today, should also benefit future generations. This principle should be regarded as the economic law of the exploitation of natural resources. In South Africa, where there is a plethora of legislation addressing environmental issues, National Environmental Management (NEMA) incorporates all the principles governing environmental issues and should serve as the basic planning principle. The fact that different municipalities will have different developmental objectives, (e.g. Metropolitan Areas in Gauteng and district municipalities in the predominantly rural Limpopo Province) makes it all the more imperative to adhere to basic planning principles.

### **Key principles of NEMA**

- Avoiding pollution and degradation of the environment;
- Avoiding waste and ensuring recycling or disposal in a responsible manner;
- Minimising and remedy negative impacts on the environment and on people’s environmental rights;
- Considering the consequences of the exploitation of non-renewable resources and eco-systems;
- Avoiding jeopardising renewable resources and eco-systems;
- Paying specific attention to sensitive, vulnerable, highly dynamic or stressed eco-systems;
- Minimising loss of biological diversity; and
- Avoiding disturbance to cultural heritage sites.

Endangered resources include not only our renowned wild life, but also, for instance, our soil which through erosion, un-tarred roads and neglected open spaces can be lost forever. Locations that require specific restrictions in the Bela-Bela municipal area include:

- The wetlands near the Bospoort stream, Klein Kariba, Aventura Resort and Bad se Loop;
- Mabula Game Reserve, Mabalingwe Nature Reserve, Bonwa Phala Game Reserve, Kunkuru Game Reserve and Sondela Nature Reserve, etc.; and
- All rivers that are threatened by industrial effluent.

Economic activities that need special attention with regard to environmental impact are:

- Light industries; and
- Agriculture.

#### 2.1.4. LOCALISED ENVIRONMENTAL STRATEGIC GUIDELINES

PRINCIPLE AND NORMS	LOCAL AREAS WHERE IT IS APPLICABLE	LOCALISED STRATEGIC GUIDELINES
Avoiding, pollution and degradation of the environment.		Developing an environmental management plan as a proactive mechanism to ensure that pollution and degradation of the environment is minimised and where possible avoided.
Avoiding waste, ensuring recycling or disposal in a responsible manner.		Identifying sources of waste and implementing source-based controls, storage and final disposal. Encouraging recycling as a method of ensuring a responsible manner of final disposal.
Minimising and remedying negative impact on the environment and on people's environmental rights.		Developing environmental remedy plans to reverse, or try to reverse, environmental damage that can be caused by the envisaged projects.
Considering the consequences of the exploitation of non-renewable natural resources.		Conducting environmental studies on areas that have non-renewable resources to determine the possibility of avoiding their exploitation.
Avoiding jeopardising renewable resources and ecosystems		Developing mechanisms that will eliminate jeopardising renewable resources and seek to replace resources lost.
Paying specific attention to sensitive, vulnerable, highly dynamic or stressed ecosystems		Identifying these areas and placing restrictions on activities that may cause irreversible damage.
Minimising loss of biological diversity.		Ensuring that damage is speedily corrected.
Avoiding disturbance of cultural heritage sites.		Identify and declare cultural sites and formulate bylaws to protect them.

#### 2.1.5. LOCALIZED INSTITUTIONAL STRATEGIC GUIDELINES

##### Background

South Africa is emerging from 48 years of politically imposed racial segregation. Separate development was characterized by spatial separation of settlements with a concentration of basic household infrastructure in the white areas and no, or less, services in the black communities.

‘Black’ was the term used to refer to all people of colour, that is Africans, Coloureds and Indians.

To entrench its policy even further, the then government separated even those that it classified as secondary citizens into three more separate settlements. An example is Bela-Bela where there is Bela-Bela for Africans, Warmbaths for Whites, Jinnah Park for Indians and Mountain View for Coloureds.

Constitutional segregation resulted in a concentration of commercial and industrial activities in the former white areas to contribute to the tax base of those areas, whereas former black local municipalities lacked such potential revenue bases. It was for this reason and as a result of skewed national funding that, despite financial injections into BLA's, there was no sufficient revenue to provide basic household infrastructure and services.

### **Challenges facing local government**

In the light of this background, local government is facing huge service backlogs. For this reason it was given the new mandate in terms of the constitution to become developmentally orientated and consultative.

### **Developmental challenge**

With the focus now on development, local government institutions are faced with the reality of transforming themselves to meet the challenges of the new mandate. In its previous role, local government institutions were faced with the straightforward technical roles that did not warrant integration or a developmental approach. Other challenges that need to be considered:

### **Human resource capacity**

- Skewed settlement patterns;
- Massive backlogs in basic services;
- Disparities between towns and townships, urban and rural areas;
- Creating linkages between urban and rural areas; and
- Provision of services.

### **Guidelines**

<b>Principles and norms</b>	<b>Areas where they apply</b>	<b>Localised strategic guidelines</b>
Transform existing organisational arrangements and cultures.	General administration and line functions.	
Provide a democratic and accountable government to the people.		
Provide sustainable service delivery.		
Establish a performance management system to inform institutional reforms and organisational development.		
Ensure demographic representation in the institution.		
Ensure gender representation.		

## **2.1.6. LOCALIZED STRATEGIC GUIDELINES FOR POVERTY ALLEVIATION AND GENDER EQUITY**

### **Background**

Poverty-related issues are primarily focused on women, children, the disabled and the aged. These social categories constitute a large percentage of the community and are mostly located in the previously disadvantaged areas. Migration of men to economically developed urban areas, such as Johannesburg and Tshwane, leave communities predominantly female. As such, the economic development of the area is in the hands of women. Due to political marginalization and inability to influence economic policy, the contribution of women to the economy remains untapped. For the economy of rural areas to develop, this important sector needs sufficient attention particularly from interested role players who have the necessary resources available. Local government should therefore play a crucial role in facilitating developmental projects aimed at strengthening this sector. The Departments of Local Government and Housing, Agriculture, Health and Welfare and Land Affairs should be coordinated to integrate their efforts in this regard. There are also international agencies that are directing their efforts to rural areas in order to alleviate poverty. The UN Food Program and IFAD (International Fund for Agricultural Development) could be approached for assistance in this regard.

### **Poverty alleviation and the IDP**

Development is about changing people's lives, "to make rural people less poor, rather than to make them more comfortable in poverty". The IDP is a planning tool to channel resources to relevant issues. It is also a tool to deal with poverty-related matters, for example the linkages between poverty and the inability to pay for services, and the problem of HIV/AIDS. Poverty alleviation should be central to the entire IDP process. During the analysis phase, information relating to poverty and the resulting problems should have been captured and analyzed. The results of the analysis phase must inform developmental objectives formulated at the municipal level to give direction to strategy formulation. The strategies must be in line with the policies and principles adopted nationally to curb poverty. However, these strategies need to be concretized according to local conditions. Furthermore, projects must comply with IDP objectives, strategic guideline and operational strategies. Finally, the projects need to be integrated to produce a holistic approach to poverty alleviation by integrating the provision of social infrastructure with economic growth.

### **Gender issues**

Gender issues, like poverty alleviation, should constitute the core of the IDP. These issues originated as result of the historical trend to regard women as inferior and marginalized them from mainstream economy and politics. The unfortunate situation is that while the majority of the population is still reeling from the effects of apartheid, women suffered more than their male counterparts. The gender issue is about transforming the society to be gender conscious when developmental issues are considered. The relationship between gender and poverty can be summarized as a problem of power relations between men and women. Women, particularly in the rural areas, still do not have "access to, and control over social, political and economic

resources”. The IDP process should ensure that gender issues are mainstreamed throughout the planning process. The solution to the poverty problem should start with the identification of the contributing factors of which the marginalization of women is certainly one. During the analysis phase, an in-depth analysis revealed the core of the problem, the affected social grouping and the location, as well as the impact of underdevelopment on women. Inability to access water, results in women having to walk along distances to fetch water and inaccessible health facilities becomes an enormous burden for women who are responsible for their children’s health.

### Gender guidelines

<b>PRINCIPLE AND NORMS</b>	<b>AREAS WHERE IT IS APPLICABLE</b>	<b>LOCALISED STRATEGIC GUIDELINES</b>
Equal rights with regard to housing.	Municipal-wide	Increase the number of female-headed households by providing, where possible, 1/3 of proposed housing projects to women.
Equal rights with regard to land ownership	Municipal-wide	Property rights, land ownership and security of tenure.
Provision of adequate health and social facilities	Rust de Winter and Pienaarsrivier	Increase frequency of mobile services with maternity facilities and reduce the distance between Rust de Winter and Pienaarsrivier and health facilities.
Reduction in poverty amongst women		Allocate, where possible, 1/3 of all projects that the municipality embark upon to women including 1/3 of labour in projects.
Protection from violence		Establish a community forum, with the SAPS, Department of Health and Welfare and NGOs to provide support and counselling to affected women.
Affirmative action		Allocate 30% for new recruits in middle and senior management positions
Legislative measures to realise the above principles and norms		Formulation of policies that address gender related issues.

## **2.2. DEVELOPMENT OBJECTIVES AND STRATEGIES**

### **2.2.1. OBJECTIVES AND STRATEGIES FOR PRIORITY ISSUES**

#### **2.2.1.1. Priority 1: Water and Sanitation**

<b>OBJECTIVES</b>	<b>STRATEGIES</b>
<ol style="list-style-type: none"><li>1. Eradication of water backlog by 2008.</li><li>2. Upgrading of bulk water supply at Bela-Bela.</li><li>3. Eradicate sewer backlog by 2011.</li><li>4. Upgrading of sewer purification plant at Bela-Bela.</li></ol>	<ol style="list-style-type: none"><li>1. To obtain and integrate funds from various sources into budget for improvement of water supply and extension of sewer works.</li></ol>

#### **2.2.1.2. Priority 2: Electricity**

<b>OBJECTIVES</b>	<b>STRATEGIES</b>
<ol style="list-style-type: none"><li>1. Eradicate electricity backlog by 2011.</li><li>2. Upgrade Electricity network.</li><li>3. Upgrade bulk electricity supply (from ESCOM)</li></ol>	<ol style="list-style-type: none"><li>1. Funded by own capital.</li><li>2. To apply for another source.</li><li>3. Liaise with ESCOM.</li></ol>

#### **2.2.1.3. Priority 3: Roads and Storm water**

<b>OBJECTIVES</b>	<b>STRATEGIES</b>
<ol style="list-style-type: none"><li>1. Upgrading of access roads.</li><li>2. Upgrading of the drainage systems.</li><li>3. Develop an Infrastructure Capital Plan Study.</li></ol>	<ol style="list-style-type: none"><li>1. To develop Infrastructure master plan.</li></ol>

#### **2.2.1.4. Priority 4: Land, Housing and Infrastructure**

<b>OBJECTIVES</b>	<b>STRATEGIES</b>
<ol style="list-style-type: none"><li>1. Provision of serviced land and 2000 stands in four years.</li></ol>	<ol style="list-style-type: none"><li>1. Acquisition of land.</li><li>2. Obtain funding for planning and housing.</li></ol>

#### **2.2.1.5. Priority 5: Local Economic Development**

<b>OBJECTIVES</b>	<b>STRATEGIES</b>
<ol style="list-style-type: none"><li>1. Promotion of Tourism.</li><li>2. Facilitate the establishment of co-operatives for various sectors.</li><li>3. SMME's Development.</li><li>4. Facilitate Development.</li><li>5. Review and implementation of LED plan.</li><li>6. Revive Business Forum.</li></ol>	<ol style="list-style-type: none"><li>1. LED Implementation.</li></ol>

#### 2.2.1.6. Priority 6: Communications

OBJECTIVES	STRATEGIES
<ol style="list-style-type: none"><li>1. To identify communication needs by 2007/08.</li><li>2. To inform the community about service delivery.</li><li>3. To promote the image of the Municipality.</li><li>4. To promote Batho-Pele principles.</li></ol>	<ol style="list-style-type: none"><li>1. To conduct a communications audit by 2007/08.</li><li>2. To improve and maintain the content of the Imbizo's, pamphlets, official notices, etc.</li></ol>

#### 2.2.1.7. Priority 7: Sports, Arts and Culture

OBJECTIVES	STRATEGIES
<ol style="list-style-type: none"><li>1. Provision of sporting and recreational facilities.</li></ol>	<ol style="list-style-type: none"><li>1. Maintenance of sporting and recreational facilities.</li><li>2. Promotion of different sporting codes.</li></ol>

#### 2.2.1.8. Priority 8: Safety and Security

OBJECTIVES	STRATEGIES
<ol style="list-style-type: none"><li>1. Reduction of crime.</li><li>2. Promotion of safety and Scholar Patrols.</li></ol>	<ol style="list-style-type: none"><li>1. Facilitate building of satellite police station.</li><li>2. Improve response time service.</li></ol>

#### 2.2.1.9. Priority 9: Prevention of HIV/Aids and other life-threatening diseases

OBJECTIVES	STRATEGIES
<ol style="list-style-type: none"><li>1. Prevention of life-threatening diseases such as TB, Cancer, etc.</li></ol>	<ol style="list-style-type: none"><li>1. Support efforts aimed at prevention and minimization of life-threatening diseases.</li></ol>

#### 2.2.1.10. Priority 10: Education

OBJECTIVES	STRATEGIES
<ol style="list-style-type: none"><li>1. Facilitate the provision of additional classroom</li></ol>	<ol style="list-style-type: none"><li>1. Engage the Department of Education to make allocation for additional classroom.</li></ol>

#### 2.2.1.11. Institutional Arrangements

OBJECTIVES	STRATEGIES
<ol style="list-style-type: none"><li>1. Implementation of Work Place Skills Plan.</li><li>2. Review and Development of Human Resources Policies.</li><li>3. Acquiring of Portable recording System.</li><li>4. Implementation of GRAP.</li></ol>	

### 2.2.1.12. Sector Departments

DEPARTMENT OF AGRICULTURE	
OBJECTIVES	STRATEGIES
1. Redistribution of agricultural land by 2014. 2. Development of Agri-Tourism destination.	

DEPARTMENT OF HEALTH AND SOCIAL DEVELOPMENT	
OBJECTIVES	STRATEGIES
1. Provision of Integrated services to child, youth and families. 2. Building of clinics at Bela-Bela, Radium and Pienaarsrivier.	

DEPARTMENT OF LABOUR	
OBJECTIVES	STRATEGIES
1. Provision of Skills Development Programmes.	

DEPARTMENT OF PUBLIC WORKS	
OBJECTIVES	STRATEGIES
1. Provision of adequate houses, Public Infrastructure and Sound Administration System.	

DEPARTMENT OF ROADS AND TRANSPORT	
OBJECTIVES	STRATEGIES
1. Rehabilitation of access roads at Settlers, Radium and Bospoort.	



## PROJECT PHASE

### 3. LIST OF PROJECTS

#### 3.1. LIST OF PROJECTS LINKED TO IDENTIFIED PRIORITY ISSUES

<b>PRIORITY NO: 1</b>	<b>WATER AND SANITATION</b>
BWA 006	Extension of sewer purification works at Bela-Bela Town
BWA 007	Extension of water purification plant at Bela-Bela Town

<b>PRIORITY NO: 2</b>	<b>ELECTRICITY</b>
BWA 008	Electrification of Radium
BWA 012	Replace 12x protection relays for municipal sub-station
BWA 013	Upgrade electrical network township
BWA 014	Upgrading of H/T lines Bospoort
BWA 015	Upgrading of H/T lines Roodepoort plots
BWA 016	11/22kv step up transformer
BWA 017	Electrification of Rapotokwane
BWA 018	Electrification of Bela-Bela X8
BWA 019	Electrification of Spa-Park

<b>PRIORITY NO: 3</b>	<b>ROADS AND STORM WATER</b>
BRS 002	Access Roads paving (Paving of 6km of access roads in Bela-Bela)
BRS 004	Upgrading of storm water drainage (Develop 1km storm water drainage in Bela-Bela)
BRS 009	Acquiring of two Tipper trucks
BRS 010	Infrastructure Capital Plan Study

<b>PRIORITY NO: 4</b>	<b>LAND, HOUSING AND INFRASTRUCTURE</b>
BLH 001	Servicing of stands and housing at Bela-Bela Extension 8
BLH 002	Making proclaimed township land available for future developments
BLH 003	Land acquisition for housing for middle income group
BLH 004	Township establishment, servicing of stands and housing at Spa-Park
BLH 005	Servicing of stands and housing at Radium
BLH 006	Development of Land Use Scheme
BLH 007	Compilation of Environmental Management Plan
BLH 008	Establishment of Cemetery and Dumping Site at Radium

<b>PRIORITY NO: 5</b>	<b>LOCAL ECONOMIC DEVELOPMENT</b>
BLED 003	Promotion of tourism

<b>PRIORITY NO: 5</b>	<b>LOCAL ECONOMIC DEVELOPMENT</b>
BLED 004	Support Annual Bela-Bela Tourism Festival
BLED 005	Promote SMME Development
BLED 006	Development of incentive packages for tourism

<b>PRIORITY NO: 6</b>	<b>COMMUNICATIONS</b>
BC 006	Training of Councillors and Ward Committee members
BC 007	Establishment of Local Communicators Forum
BC 008	Implementation of Community Strategy

<b>PRIORITY NO: 7</b>	<b>SPORTS, ARTS &amp; CULTURE</b>
BSAC 003	Multi-purpose sports complex
BSAC 005	Addition of Sports courts at Bela-Bela
BSAC 006	Establishment of Ward 1 & 8 Sports Facilities

<b>PRIORITY NO: 8</b>	<b>SAFETY AND SECURITY</b>
BSS 001	Road safety and scholar patrols

<b>PRIORITY NO: 9</b>	<b>PREVENTION OF HIV/AIDS AND OTHER LIFE-THREATING DISEASES</b>
BH 002	Programmes for the prevention of HIV/AIDS

<b>PRIORITY NO: 10</b>	<b>EDUCATION</b>
BED 002	Facilitate the building of a Secondary school in Radium
BED 003	Facilitate the building of a Primary school in Radium
BED 004	Facilitate the building of additional classrooms at Batho-Pele Secondary School in Pienaarsrivier

	<b>INSTITUTIONAL ARRANGEMENTS</b>
001	Reconstruction of Municipal Building
002	New Testing Grounds

## INTEGRATION PHASE

### 4. INTEGRATION

#### 4.1. INTRODUCTION

With the Integration Phase of the IDP the municipality ensures that project proposals conform to objectives and agreed strategies with resource frames (financial and institutional) and with legal requirements. Individual projects have to be scheduled in terms of content, location and timing in order arrive at consolidated integrated programmes for the municipality, and sector agencies or services providers involved in the provision of services. The purpose of this section is to report on and ensure that district and provincial guidelines related to crosscutting issues are adequately considered. Bela-Bela municipality have insufficient resources for drafting of specific sector programmes/plans to the required levels. Only those plans required for the IDP processes at this point in time have been drafted as required.

#### 4.2. INTEGRATED SECTOR PROGRAMMES

##### 4.2.1. WATER AND SANITATION

###### Introduction

Water and sanitation are the competency of the local municipality. Bela-Bela municipality has a Water and Sewer Master Plan. The following are **objectives** for water and sanitation as priority in the Bela-Bela Local Municipality:

- Eradication of water backlog by 2008.
- Upgrading of bulk water supply at Bela-Bela.
- Eradicate sewer backlog by 2011.
- Upgrading of sewer purification plant at Bela-Bela.

###### Strategies

- To obtain and integrate funds from various sources into budget for improvement of water supply and extension of sewer works.

A summary of the water and sanitation projects is provided in Table 5.1.

*Table 4.1: Water and Sanitation projects*

PRIORITY NO: 1	WATER AND SANITATION
BWA 006	Extension of sewer purification works at Bela-Bela Town
BWA 007	Extension of water purification plant at Bela-Bela Town

##### 4.2.2. ELECTRICITY

###### Introduction

Provision of electricity is the competency of the local municipality. Bela-Bela Local Municipality has the authority to provide this service. Electricity is a basic need and Bela-Bela

offers free basic electricity to residents who comply with the requirements. The following are objectives and strategies for provision of electricity, namely:

### Objectives

- Eradicate electricity backlog by 2011.
- Upgrade Electricity network.
- Upgrade bulk electricity supply (from ESCOM).

### Strategies

- Funded by own capital.
- To apply for another source.
- Liaise with ESCOM.

Table 4.2 provides a list of the identified projects.

*Table 4.2: Electricity supply projects*

<b>PRIORITY NO: 2</b>	<b>ELECTRICITY</b>
BWA 008	Electrification of Radium
BWA 012	Replace 12x protection relays for municipal substation
BWA 013	Upgrade electrical network for township
BWA 014	Upgrading of H/T lines Bospoort
BWA 015	Upgrading of H/T lines Roodepoort
BWA 016	11/22kv step up transformer
BWA 017	Electrification of Rapotokwane
BWA 018	Electrification of Bela-Bela X8
BWA 019	Electrification of Spa-Park

### 4.2.3. INTEGRATED TRANSPORT PLAN

Transport planning is the competency of the provincial and national government and therefore this particular function does not fall under the control of the municipality. Modes of transport such as taxis and busses are licensed and regulated by province.

All roads that are classified as district roads are the responsibility of the district municipality to maintain, upgrade and control. Only those roads inside the town and townships of Bela-Bela municipality are the responsibility of the Bela-Bela municipality to maintain, upgrade and control. The IDP does not include a comprehensive Integrated Transport Plan.

#### 4.2.4. ROADS AND STORM WATER

Table 4.3 includes a list of projects identified as part of the IDP process that relates to roads and storm water.

*Table 4.3: Transport and related projects (roads and storm water)*

<b>PRIORITY NO: 3</b>	<b>ROADS AND STORM WATER</b>
BRS 002	Access roads paving (Paving of 6km of access roads in Bela-Bela)
BRS 004	Upgrading of storm water drainage (Develop 1km storm water drainage in Bela-Bela)
BRS 009	Acquiring of two Tipper trucks
BRS 010	Infrastructure Capital Plan Study

#### 4.2.5. LAND, HOUSING AND INFRASTRUCTURE

##### **Introduction**

Issues pertaining to the land are dealt with under Land Use Management Bill of 2003 (still to be enacted) which provide for national, provincial and municipal spatial development frameworks, set basic principles that would guide spatial planning, land use management and land development in the country. It also provides for a uniform land use management system in the country. The purpose of the Spatial Development Framework is to provide direction on spatial location and to guide decision making and development over a multi year period.

The Municipal Planning and Performance Management Regulations of 2001 indicate that a municipality must in its Spatial Development Framework formulate objectives that reflect the desired spatial form of the municipal area and formulate strategies and policies regarding the manner in which to achieve these objectives. The objectives and strategies relate to the desired patterns of the land use, desired direction of growth within the municipality, spatial reconstruction of the municipality, the major movement routes, special development areas to redress past imbalances, conservation of both built and natural environment, areas in which particular types of land use should be encouraged and other discouraged and areas which the intensity of land development could be increased or reduced.

Bela-Bela compiled and approved a Spatial Development Framework for its area of jurisdiction in November 2006. It also identified the need for land, housing and infrastructure up to the year 2020.

The Bela-Bela Local municipality only has a Townplanning scheme for Bela-Bela town. The need exists for a Townplanning/Land-Use scheme for the total municipal area to ensure uniform land use management in the municipal area.

##### **Objectives**

- Provision of serviced land and 2000 stands in next four years.

### Strategies

- Acquisition of land.
- Obtain funding for planning and housing.

Table 4.4 provides a summary of the relevant projects.

*Table 4.4: Land, Housing and infrastructure projects*

<b>PRIORITY NO: 4</b>	<b>LAND, HOUSING AND INFRASTRUCTURE</b>
BLH 001	Servicing of stands and housing at Bela-Bela Extension 8
BLH 002	Making proclaimed township land available for future developments
BLH 003	Land acquisition for housing for middle income group
BLH 004	Township establishment, servicing of stands and housing at Spa-Park
BLH 005	Servicing of stands and housing at Radium
BLH 006	Development of a Land Use Scheme for municipal area
BLH 007	Compilation of Environmental Management Plan
BLH 008	Establishment of Cemetery and Dumping Site at Radium

## 4.2.6. LOCAL ECONOMIC DEVELOPMENT PROGRAMME

### Introduction

Local Economic Development can be described as a locally driven process designed to identify, harness and utilise available resources to stimulate the local economy of the Bela-Bela Local Municipality, which will contribute to employment creation and opportunity creation to the benefit of the communities.

The socio-economic analysis provides a definite indication of the need for the local economic development to explore and use the existing human, physical and economic resources from within the communities to improve development and employment opportunities and quality of life people of Bela-Bela Local Municipality. The above issues are confirmed by the following results of the socio-economic analysis:

Approximately 30% of the population are without jobs and the majority of these people are females and many instances they are heads of households. The majority of households in Bela-Bela municipality earn less than R1200.00 per month and approximately 16% of the population of Bela-Bela municipality have no income at all. Bela-Bela has the smallest contribution in terms of GGP although the tourism industry in Bela-Bela makes a substantial contribution within the Waterberg District Municipality.

## Objectives

Local Economic Development Objectives/Programmes for Bela-Bela Local Municipality are as follows:

- Promotion of Tourism.
- Facilitate the establishment of co-operatives for various sectors.
- SMME's Development.
- Facilitate Development.
- Review and implementation of LED plan.
- Revive Business Forum.

The LED strategy can be optimally implemented if it is guided by development programmes. These programmes will not only ensure that the development needs of the local communities and businesses are addressed, but also that local economic development is achieved.

## Strategies

- This programme entails investigation, planning and implementation of various opportunities which among others includes LED implementation.

The projects listed in Table 4.5 have been identified by the Bela-Bela Local Municipality in support of local economic development.

*Table 4.5: Local Economic Development Projects*

<b>PRIORITY NO: 5</b>	<b>LOCAL ECONOMIC DEVELOPMENT</b>
BLED 003	Promotion of tourism
BLED 004	Support Annual Bela-Bela Tourism Festival
BLED 005	Promote SMME Development
BLED 006	Development of incentive packages for tourism

## 4.2.7. COMMUNICATIONS

The main purpose of having communications as a priority within the Bela-Bela Local Municipality is based on the following **objectives**:

- To conduct a communications audit by 2007/08.
- To improve and maintain the content of the Imbizo's, pamphlets, official notices, etc.

## Strategies

- To identify communication needs by 2007/08.
- To inform the community about service delivery.
- To promote the image of the Municipality.
- To promote Batho-Pele principles.

Table 4.6 provides a list of Communication projects.

*Table 4.6: Communication Projects*

<b>PRIORITY NO: 6</b>	<b>COMMUNICATIONS</b>
BC 006	Training of Councillors and Ward Committee members
BC 007	Establishment of Local Communicators Forum
BC 008	Implementation of Community Strategy

#### **4.2.8. SPORTS ARTS AND CULTURE**

##### **Objectives**

- Provision of sporting and recreational facilities.

##### **Strategies**

- Maintenance of sporting and recreational facilities.
- Promotion of different sporting codes.

Table 4.7 provides a list of Sport, Arts and Culture projects.

*Table 4.7: Sport, Art and Culture projects*

<b>PRIORITY NO: 7</b>	<b>SPORTS, ARTS &amp; CULTURE</b>
BSAC 003	Multi-purpose sports complex
BSAC 005	Addition of Sports courts at Bela-Bela
BSAC 006	Establishment of Ward 1 & 8 Sports Facilities

#### **4.2.9. SAFETY AND SECURITY**

##### **Objectives**

- Reduction of crime.
- Promotion of safety and Scholar Patrols.

##### **Strategies**

- Facilitate building of satellite police station.
- Improve response time service.

Table 4.8 provides a list of safety and security projects.

*Table 4.8: Safety and Security projects*

<b>PRIORITY NO: 8</b>	<b>SAFETY AND SECURITY</b>
BSS 001	Road safety and scholar patrols



#### **4.2.10. PREVENTION OF HIV/AIDS AND OTHER LIFE-THREATENING DISEASES**

Information regarding HIV prevalence in Bela-Bela is not readily available. The indication is that 15% and more of the Bela-Bela population could be infected.

##### **Objectives**

- Prevention of life-threatening diseases such as TB, Cancer, etc.

##### **Strategies**

- Support efforts aimed at prevention and minimization of life-threatening diseases.

#### **4.2.11. EDUCATION**

##### **Objectives**

- Facilitate the provision of additional classrooms.

##### **Strategies**

- Engage the Department of Education to make allocation for additional classrooms.

*Table 4.9: Education projects*

<b>PRIORITY NO: 10</b>	<b>EDUCATION</b>
BED 002	Facilitate the building of a Secondary school in Radium
BED 003	Facilitate the building of a Primary school in Radium
BED 004	Facilitate the building of additional classrooms at Batho-Pele Secondary School in Pienaarsrivier

#### **4.2.12. INSTITUTIONAL ARRANGEMENTS**

Table 4.10 provides a list of identified projects.

*Table 4.10: Institutional projects*

	<b>INSTITUTIONAL ARRANGEMENTS</b>
001	Reconstruction of Municipal Building
002	New Testing Grounds

### **4.3. OPERATIONAL PROGRAMMES / ACTION PLANS / BUDGET**

#### **4.3.1. 5 YEAR FINANCIAL PLAN FOR THE MUNICIPALITY**

##### **Financial Management Arrangement**

Bela-Bela Local Municipality has dedicated and well trained financial staff to deal with the financial supervision on the implementation and control of the Integrated Development Plan. Bela-Bela Local Municipality's main sources of income are the following:

- Assessment rates;
- Water;
- Electricity;
- Waste removal; and
- Sanitation.

The municipality is enforcing credit control and debt collection policy to ensure that all the dues are paid to the municipality.

##### **Financial Strategy**

A financial strategy can only be determined by considering the present financial situation of the municipality and its capability to formulate and implement sound financial policies. An Integrated Development Plan will have no value for any community if funds are not available for the implementation thereof. Equally, adequate financial capacity is meaningless without motivated and capable human resources to implement the Integrated Development Plan successfully. Bela-Bela Local Municipality collects levies from all its consumers and owners of businesses in its area of jurisdiction. Other income is received from interests accrued from external investments and the equitable shares. It is very important for the municipality to investigate alternative means of raising income in order to meet challenges of services delivery.

##### **Financial position of Council**

It is the policy of the Bela-Bela Local Municipality to avoid building large financial reserves, but rather allocate funds effectively to meet its obligations in terms of its mandate as per legislation. Through strict financial control measures and adherence to fiscal policy of the National Government, it is envisioned that the municipality have to ensure that services are delivered to the people.

Table 4.11 represents the Bela-Bela Municipality's Operating Budget financial position for the next three years. The increases are in accordance with the guidelines set by National Treasury. It consists of the total (and net) operating expenditure, operating income, contributions to capital spending with an indication of the unappropriated surplus or accumulated deficit.

Table 4.11: Operating Budget and Financial Position of Council for three years

LINE ITEM	DESCRIPTION	BUDGET 2006/2007	TOTAL YEAR TO DATE 31/12/2006	ADJUSTMENT BUDGET 2006/2007	PROJECTED BUDGET 2007/2008	PROJECTED BUDGET 2008/2009	PROJECTED BUDGET 2009/2010
<b>EMPLOYEE RELATED COSTS</b>							
0001	Salaries	21,878,1116.00	9,960,702.00	19,921,404.00	23,610,182.00	24,625,420.00	25,733,564.00
0002	Transport allowances	1,101,984.00	838,895.00	987,446.00	1,370,164.00	1,429,081.00	1,493,390.00
0004	Mayor's Discretionary Fund	120,000.00	3,932.00	3,932.00	20,000.00	20,860.00	21,799.00
0005	Overtime	-	-	-	1,327,845.00	1,384,942.00	1,447,265.00
0007	Capacity Building	300,000.00	174,753.00	174,753.00	30,000.00	31,290.00	32,698.00
0008	Council's contributions	5,919,692.00	1,995,415.00	3,990,829.00	5,344,258.00	5,574,061.00	5,824,894.00
0009	Uniform and Clothing	229,690.00	366,581.00	366,581.00	79,982.00	83,421.00	87,175.00
0010	Labour levy	21,000.00	-	-	-	-	-
<b>SUBTOTAL BEFORE TRANSFERS</b>		<b>29,600,482.00</b>	<b>13,340,278.00</b>	<b>25,444,946.00</b>	<b>31,782,431.00</b>	<b>33,149,076.00</b>	<b>34,640,784.00</b>
1008	Less: Employee costs Capitalized	-	-	-	-	-	-
1009	Less: Employee costs allocated to other departments	-	-	-	-	-	-
<b>SUBTOTAL</b>		<b>29,600,492.00</b>	<b>13,340,278.00</b>	<b>25,444,946.00</b>	<b>31,782,431.00</b>	<b>33,149,076.00</b>	<b>34,640,784.00</b>
<b>General Costs</b>							
0003	Councillor's Allowances	1,177,231.00	1,804,138.00	3,608,276.00	3,363,970.00	3,508,621.00	3,666,509.00
0019	Advertising	500,000.00	17,722.00	75,000.00	500,000.00	521,000.00	544,968.00
0015	Water bulk purchase	4,468,800.00	1,640,493.00	3,982,715.00	4,468,800.00	4,660,958.00	4,870,702.00
0016	Electricity bulk purchase	15,232,200.00	7,611,639.00	16,369,117.00	17,136,225.00	17,873,083.00	18,677,371.00
0017	HIV/Aids Programmes	40,000.00	-	40,000.00	40,000.00	41,720.00	43,597.00
0018	Contribution	456,355.00	157,996.00	320,000.00	-	-	-

LINE ITEM	DESCRIPTION	BUDGET 2006/2007	TOTAL YEAR TO DATE 31/12/2006	ADJUSTMENT BUDGET 2006/2007	PROJECTED BUDGET 2007/2008	PROJECTED BUDGET 2008/2009	PROJECTED BUDGET 2009/2010
	members medical contribution						
0020	Interest overdraft	160,000.00	149,849.00	300,000.00	50,000.00	52,150.00	54,497.00
0021	Community Outreach Programmes	300,000.00	74,533.00	310,000.00	200,000.00	208,600.00	217,987.00
0022	Disaster Management	50,000.00	64.00	50,000.00	100,000.00	104,300.00	108,994.00
0023	Tea and coffee: employees	12,000.00	7,479.00	12,000.00	13,000.00	13,559.00	14,169.00
0024	External communication & PRO	-	76,516.00	150,000.00	-	-	-
0025	Local Economic Development	500,000.00	157,345.00	400,000.00	350,000.00	365,050.00	381,477.00
0026	Internal Imbizos	40,000.00	2,268.00	40,000.00	40,000.00	41,720.00	43,597.00
0027	Bursary Scheme	90,000.00	-	90,000.00	-	-	-
0028	Oliver Thambo Games	70,000.00	59,255.00	70,000.00	70,000.00	73,010.00	76,295.00
0029	Programmes for Art and Culture	20,000.00	9,407.00	20,000.00	30,000.00	31,290.00	32,698.00
0030	Programmes for the Aged	20,000.00	9,298.00	20,000.00	20,000.00	20,860.00	21,799.00
0031	Banking costs	120,000.00	127,613.00	280,000.00	300,000.00	312,900.00	326,981.00
0032	Promotion of Education	-	-	-	-	-	-
0033	Fuel and oil	15,300.00	549,182.00	1,113,000.00	75,300.00	78,538.00	82,072.00
0034	Sport and Development	60,000.00	9,449.00	60,000.00	60,000.00	62,580.00	65,396.00
0035	Youth Development	100,000.00	79,470.00	100,000.00	60,000.00	62,580.00	65,396.00
0036	Programmes for Women	20,000.00	10,830.00	20,000.00	20,000.00	20,860.00	21,799.00
0037	Programmes for the Disabled	20,000.00	-	20,000.00	20,000.00	20,860.00	21,799.00
0038	Chemicals	142,000.00	122,886.00	247,000.00	302,500.00	315,508.00	329,705.00

LINE ITEM	DESCRIPTION	BUDGET 2006/2007	TOTAL YEAR TO DATE 31/12/2006	ADJUSTMENT BUDGET 2006/2007	PROJECTED BUDGET 2007/2008	PROJECTED BUDGET 2008/2009	PROJECTED BUDGET 2009/2010
0039	Drivers license cards	8,000.00	9,240.00	17,500.00	25,000.00	26,075.00	27,248.00
0040	External Imbizos	200,000.00	8,023.00	200,000.00	100,000.00	104,300.00	108,994.00
0042	Fire breaks	80,000.00	54,500.00	80,000.00	100,000.00	104,300.00	108,994.00
0048	Printing and stationery	346,450.00	136,144.00	275,000.00	377,885.00	394,134.00	411,870.00
0055	Regional Services levies	182,687.00	29,404.00	29,404.00	-	-	-
0063	Hire charges: photo copier	195,000.00	106,775.00	214,828.00	234,350.00	244,427.00	255,426.00
0064	Computer license and contracts	530,000.00	693,204.00	1,000,000.00	650,000.00	677,950.00	708,458.00
0066	Community Outreach Programmes (2)	-	66,595.00	90,000.00	-	-	-
0067	Books and Magazines	24,500.00	2,916.00	24,500.00	24,725.00	25,788.00	26,949.00
0071	Delegation costs: Municipal Manager	60,000.00	16,511.00	45,000.00	63,000.00	65,709.00	68,666.00
0072	Delegation costs: Councillors	350,000.00	1,926.00	100,000.00	150,000.00	156,450.00	163,490.00
0073	Delegation costs: Departments	160,000.00	70,903.00	147,500.00	169,000.00	176,267.00	184,199.00
0077	Affiliation costs	290,650.00	122,673.00	200,000.00	205,182.00	214,005.00	223,635.00
0078	License fees: radio, etc.	11,110.00	4,389.00	11,110.00	10,520.00	10,972.00	11,466.00
0084	Material and cleaning agent	70,420.00	18,607.00	52,420.00	73,070.00	76,212.00	79,642.00
0085	Medical Board Examination	10,000.00	-	10,000.00	-	-	-
0086	Meter reading Services	558,800.00	1,208,573.00	2,000,000.00	200,000,000.00	2,086,000.00	2,179,870.00
0089	Pest control	21,000.00	-	21,000.00	21,000.00	21,903.00	22,889.00
0092	Updating of legislation	25,000.00	10,498.00	25,000.00	26,250.00	27,379.00	28,611.00

LINE ITEM	DESCRIPTION	BUDGET 2006/2007	TOTAL YEAR TO DATE 31/12/2006	ADJUSTMENT BUDGET 2006/2007	PROJECTED BUDGET 2007/2008	PROJECTED BUDGET 2008/2009	PROJECTED BUDGET 2009/2010
0097	Entertainment: Municipal Manager	10,000.00	7,656.00	12,000.00	15,000.00	15,645.00	16,349.00
0098	Entertainment	16,000.00	14,320.00	18,000.00	75,000.00	78,225.00	81,745.00
0099	Workmen compensation	280,000.00	286,536.00	286,536.00	350,000.00	365,050.00	381,477.00
0100	Analysis samples	80,000.00	19,341.00	60,000.00	100,000.00	104,300.00	108,994.00
0103	Plan copy material	6,000.00	1,923.00	6,000.00	6,000.00	6,258.00	6,540.00
0104	Proceeding costs	-	-	-	-	-	-
0113	Legal consultation	400,000.00	282,450.00	500,000.00	420,000.00	438,060.00	457,773.00
0115	Postage	120,000.00	67,828.00	120,000.00	126,000.00	131,418.00	137,332.00
0117	Telephone	389,900.00	167,885.00	331,000.00	400,000.00	417,200.00	435,974.00
0118	Cellphone expenses	100,000.00	381,206.00	600,000.00	600,000.00	625,800.00	653,961.00
0130	Risk and Assets Management	1,470,000.00	1,414,954.00	1,470,000.00	1,543,500.00	1,609,871.00	1,682,315.00
0131	Transport costs	3,409,369.00	217,558.00	916,000.00	2,129,949.00	2,221,537.00	2,321,506.00
0137	Extinguishing material	5,500.00	1,028.00	3,000.00	8,800.00	9,178.00	9,591.00
0139	Valuation costs	450,000.00	853,189.00	2,000,000.00	450,000.00	469,350.00	490,471.00
0143	External Audit	380,000.00	164,351.00	330,000.00	400,000.00	417,200.00	435,974.00
0144	Water Research fund	90,000.00	-	90,000.00	90,000.00	93,870.00	98,094.00
0145	Finance Management grant	-	-	-	500,000.00	521,500.00	544,968.00
0146	Municipal systems improvement grant	-	-	-	734,000.00	765,562.00	800,012.00
0147	Internal Audit	100,000.00	34,075.00	100,000.00	90,000.00	93,870.00	98,094.00
11112	Disaster relief fund	100,000.00	34,075.00	100,000.00	90,000.00	93,870.00	98,094.00
0006	Skills	197,115.00	106,401.00	212,802.00	193,851.00	202,187.00	211,285.00

LINE ITEM	DESCRIPTION	BUDGET 2006/2007	TOTAL YEAR TO DATE 31/12/2006	ADJUSTMENT BUDGET 2006/2007	PROJECTED BUDGET 2007/2008	PROJECTED BUDGET 2008/2009	PROJECTED BUDGET 2009/2010
	Development levy						
Subtotal		34,241,387.00	19,269,014.00	39,295,707.00	39,681,877.00	41,388,198.00	43,250,667.00
<b>REPAIR AND MAINTENANCE</b>							
0201	Tyres and Tubes	-	-	-	-	-	-
0203	Binding of books	2,600.00	-	2,600.00	3,680.00	3,838.00	4,011.00
0204	Buildings	200,000.00	266,082.00	300,000.00	300,000.00	312,900.00	326,981.00
0205	Tools and kit	66,700.00	19162.00	67,700.00	59,600.00	62,163.00	64,960.00
0206	Office equipment	132,200.00	55,329.00	135,900.00	133,935.00	139,694.00	145,980.00
0207	Machinery	662,360.00	157,107.00	661,360.00	605,500.00	631,537.00	659,956.00
0208	Furniture	13,500.00	24,151.00	19,828.00	22,425.00	23,389.00	24,442.00
0209	Traffic lights	10,000.00	1,915.00	10,000.00	10,000.00	10,430.00	10,899.00
0210	Parks and cemeteries	240,000.00	56,274.00	240,000.00	300,000.00	312,900.00	326,981.00
0211	Streets	1,000,000.00	353,476.00	1,000,000.00	1,500,000.00	1,564,500.00	1,634,903.00
0212	Storm water	80,000.00	-	80,000.00	84,000.00	87,612.00	91,555.00
0213	Gravel Pitt	30,000.00	-	30,000.00	30,000.00	31,290.00	32,698.00
0214	Auctioneer's stock yard	7,000.00	-	7,000.00	7,350.00	7,666.00	8,011.00
0215	Traffic signs	50,000.00	21,443.00	50,000.00	50,000.00	52,150.00	54,497.00
0216	Network: Water, sewer and electricity	1,400,000.00	599,844.00	1,400,000.00	2,000,000.00	2,086,000.00	2,179,870.00
0217	Air field	200,000.00	579.00	200,000.00	20,000.00	20,860.00	21,799.00
0222	Dumping site	540,000.00	250,962.00	540,000.00	670,000.00	698,810.00	730,256.00
0223	Parking meters	-	-	-	-	-	-
0238	Vehicle repair and maintenance	-	-	-	-	-	-
<b>SUBTOTAL</b>		<b>4,634,360.00</b>	<b>1,806,362.00</b>	<b>4,744,388.00</b>	<b>5,796,490.00</b>	<b>6,045,739.00</b>	<b>6,317,797.00</b>
<b>CAPITAL COST</b>							
0247	Depreciation	-	-	-	-	-	-
0248	Interest: External loans	1,204,405.00	405,784.00	1,204,405.00	2,764,625.00	2,883,504.00	3,013,262.00
7900e	Internal transfers	-	-	-	-	-	-
0246	Loss on sale of assets	-	-	-	-	-	-

LINE ITEM	DESCRIPTION	BUDGET 2006/2007	TOTAL YEAR TO DATE 31/12/2006	ADJUSTMENT BUDGET 2006/2007	PROJECTED BUDGET 2007/2008	PROJECTED BUDGET 2008/2009	PROJECTED BUDGET 2009/2010
0249	Redemption: External loans	1,140,674.00	184,277.00	1,140,674.00	1,140,674.00	1,189,723.00	1,243,261.00
<b>SUBTOTAL</b>		<b>2,346,079.00</b>	<b>590,060.00</b>	<b>2,345,079.00</b>	<b>3,905,299.00</b>	<b>4,073,227.00</b>	<b>4,256,522.00</b>
<b>TOTAL OPERATING EXPENDITURE</b>		<b>70,821,308.00</b>	<b>35,005,714.00</b>	<b>71,830,120.00</b>	<b>81,166,097.00</b>	<b>84,656,239.00</b>	<b>88,465,770.00</b>
0250	Interest: Internal loans	-	-	-	-	-	-
0251	Redemption: Internal Loans	-	-	-	-	-	-
7900	Internal transfers	7,000.00	(64,879.00)	-	-	-	-
7901	Claimable from district Council	(711,533.00)	-	-	-	-	-
<b>SUBTOTAL</b>		<b>(704,533.00)</b>	<b>(64,879.00)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING EXPENDITURE</b>		<b>70,116,775.00</b>	<b>34,940,836.00</b>	<b>71,830,120.00</b>	<b>81,166,097.00</b>	<b>84,656,239.00</b>	<b>88,465,770.00</b>
<b>INCOME</b>							
8802	Drivers licenses	(220,000.00)	(735,324.00)	(700,000.00)	(500,000.00)	(521,500.00)	(544,968.00)
8803	Connections	(165,000.00)	(56,346.00)	(93,000.00)	(126,320.00)	(131,751.76)	137,680.59)
8806	Fines for late returns of library books	(200.00)	(751.00)	(1,000.00)	(500.00)	(521.50)	(544.97)
8809	Cemetery fees	(70,000.00)	(30,674.00)	(65,000.00)	(70,000.00)	(73,0101.00)	(76,295.45)
8811	Fire brigade levies	(7,000.00)	-	(7,000.00)	-	-	-
8815	Traffic fines	(600,000.00)	(1,968,847.00)	(2,500,000.00)	(2,550,00)	(2,659,650.00)	(2,779,334.25)
8816	Dog Tax	(5,000.00)	-	(5,000.00)	-	-	-
8820	Town Planning Scheme	(150,000.00)	27,378.00	(150,000.00)	(78,420.00)	(81,792.06)	(85,472.70)
8821	Building inspection	-	-	-	(252,000.00)	(262,836.00)	(274,664.00)
8825	Assessment rates	(16,707,048.00)	(7,771,867.00)	(15,543,733.00)	(17,709,471.00)	(18,470,978.25)	(19,302,172.27)
8827	Electricity sales	(23,449,416.00)	(7,881,081.00)	(16,948,562.00)	(18,660,885.00)	(19,463,303.06)	(20,339,151.69)
8835	Rental agreements	(430,000.00)	(130,621.00)	(300,000.00)	(300,000.00)	(312,900.00)	(326,980.50)
8836	Rental: Vehicle shades	(9,000.00)	(7,208.00)	(14,500.00)	(9,540.00)	(9,950.22)	(10,397.98)



LINE ITEM	DESCRIPTION	BUDGET 2006/2007	TOTAL YEAR TO DATE 31/12/2006	ADJUSTMENT BUDGET 2006/2007	PROJECTED BUDGET 2007/2008	PROJECTED BUDGET 2008/2009	PROJECTED BUDGET 2009/2010
8837	Rental Lapa's / Comm Halls	(1,500.00)	(9,343.00)	(15,000.00)	(5,000.00)	(5,215.00)	(5,449.68)
8845	Re-connections	(1,000.00)	(13,457.00)	(25,000.00)	(100,000.00)	(104,300.00)	(108,993.50)
8854	Vehicle province	(1,100,000.00)	(1,729,632.00)	(1,250,000.00)	(1,550,000.00)	(1,616,650.00)	(1,689,399.25)
8857	Parking meters	(45,370.00)	(428.00)	(1,000.00)	(10,000.00)	(10,430.00)	(10,899.35)
8858	Posters and pamphlets	(8,000.00)	(13,578.00)	(18,000.00)	(30,000.00)	(31,290.00)	(32,698.05)
8860	Interest receivable: late payments/investments	(500,000.00)	(1,453,225.00)	(2,900,000.00)	(525,000.00)	(547,575.00)	(572,215.88)
8061	Finance Management grant	-	-	-	(500,000.00)	(521,500.00)	(544,968.00)
8862	Sewerage levies	(3,895,619.00)	(1,858,126.00)	(3,716,253.00)	(4,129,357.00)	(4,306,919.35)	(4,500,730.72)
8863	Municipal Infrastructure Grant	-	-	-	(4,849,000.00)	(5,057,507.00)	(5,285,095.00)
8864	Municipal systems improvement Grant	-	-	-	(734,000.00)	(765,562.00)	(800,012.00)
8865	Equitable share	(12,580,232.00)	(6,546,394.00)	(14,874,675.00)	(17,490,000.00)	(18,242,070.00)	(19,062,963.00)
8866	Waste removal levies	(3,943,085.00)	(1,903,453.00)	(3,943,085.00)	(4,179,570.00)	(4,359,396.00)	(4,555,569.00)
8867	VAT Refund	-	-	-	(3,000,000.00)	(3,129,000.00)	(3,269,805.00)
8869	Surplus cash	-	(20.00)	-	-	-	-
8877	Testing of meters	(700.00)	(839.00)	(1,453.00)	(740.00)	(772.00)	(807.00)
8884	Clearance certificates	(27,000.00)	(19,239.00)	(33,000.00)	(40,000.00)	(41,720.00)	(43,597.00)
8886	Refuse bins / mass containers	(3,000.00)	(18,648.00)	(35,000.00)	(30,000.00)	(31,290.00)	(32,698.00)
8890	Administration levy / supply of information	(30,000.00)	(3,575.00)	(10,000.00)	(31,500.00)	(32,855.00)	(34,333.00)
8895	Water sales	(9,888,038.00)	(4,374,871.00)	(7,954,312.00)	(8,931,570.00)	(9,315,628.00)	(9,734,831.00)

LINE ITEM	DESCRIPTION	BUDGET 2006/2007	TOTAL YEAR TO DATE 31/12/2006	ADJUSTMENT BUDGET 2006/2007	PROJECTED BUDGET 2007/2008	PROJECTED BUDGET 2008/2009	PROJECTED BUDGET 2009/2010
8898	Electricity: prepaid meters	-	(5,064,996)	(9,092,465.00)	(9,442,562.00)	(9,848,592.00)	(10,291,779.00)
88888	Gain of sale of assets	-	-	-	-	-	-
88889	Internal transfers: Income	(850,000.00)	-	-	-	-	-
88887	Unknown income	-	(132,887.00)	(132,887.00)	-	-	-
<b>NET OPERATING INCOME</b>		<b>(74,686,209.00)</b>	<b>(41,698,053.00)</b>	<b>(80,329,924.00)</b>	<b>(95,835,535.00)</b>	<b>99,956,463.00)</b>	<b>(104,454,604.00)</b>
<b>NET OPERATING (SURPLUS) / DEFICIT</b>		<b>(4,569,434.00)</b>	<b>(6,757,217.00)</b>	<b>(8,499,804.00)</b>	<b>(14,669,438.00)</b>	<b>(15,300,224.00)</b>	<b>(15,988,734.00)</b>
<b>CONTRIBUTION TO CAPITAL SPENDING</b>							
0320	As per capital budget	2,651,500.00	1,750.00	2,651,500.00	5,010,751.00	5,226,213.00	5,461,393.00
0138	Municipal Infrastructure Grant	-	-	-	4,849,000.00	5,057,507.00	5,285,095.00
<b>SUBTOTAL</b>		<b>2,651,500.00</b>	<b>1,750.00</b>	<b>2,651,500.00</b>	<b>9,859,751.00</b>	<b>10,283,720.00</b>	<b>10,746,488.00</b>
<b>CONTRIBUTIONS</b>							
0358	Reserve for leave money	300,562.00	(498.00)	292,887.00	479,166.00	499,770.00	522,260.00
0353	Provision for bad debt	1,000,000.00	-	5,500,000.00	4,282,959.00	4,467,126.00	4,668,147.00
<b>SUBTOTAL</b>		<b>1,300,562.00</b>	<b>(498.00)</b>	<b>5,792,887.00</b>	<b>4,762,125.00</b>	<b>4,966,896.00</b>	<b>5,190,407.00</b>
Unappropriated (surplus) /accumulated deficit		(617,373.00)	(6,755,965.00)	(55,417.00)	(47,562.00)	(49,607.00)	(51,830.00)

### 4.3.2. Integration of projects with resource frames (Capital Budget)

Table 4.12 reflects the integration of projects with the Capital Investment Plan (Budget)

Table 4.12: Integration of projects to conform with objectives and strategies - linked to resource frames (Financial and Institutional)

OBJECTIVES	STRATEGIES	IDP PROJECTS	CAPITAL BUDGET				
			2007/08	2008/09	2009/10	2010/11	2011/12
Priority 1: Water and Sanitation							
1. Eradication of water backlog by 2008. 2. Upgrading of bulk water supply at Bela-Bela. 3. Eradicate sewer backlog by 2011. 4. Upgrading of sewer purification plant at Bela-Bela.	1. To obtain and integrate funds from various sources into budget for improvement of water supply and extension of sewer works.	1. Extension of water purification plant at Bela-Bela Town 2. Extension of sewer purification works at Bela-Bela Town	5 500 000				
Priority 2: Electricity							
1. Eradicate electricity backlog by 2011. 2. Upgrade Electricity network. 3. Upgrade bulk electricity supply (from ESKOM)	1. Funded by own capital. 2. To apply for another source. 3. Liaise with ESKOM.	1. Electrification of Radium 2. Replace 12x protection relays for municipal sub-station 3. Upgrade electrical network Bela-Bela Township 4. Upgrading of H/T lines Bospoort 5. Upgrading of H/T lines Roodepoort 6. 11/22kv step up transformer 7. Electrification of Rapotokwane 8. Electrification of Bela-Bela X8 9. Electrification of Spa-Park	112 911  300 000 25 000  200 000 380 000				
Priority 3: Roads and Storm Water							
1. Upgrading of access roads. 2. Upgrading of the drainage systems. 3. Develop an Infrastructure Capital Plan Study.	1. To develop Infrastructure master plan.	1. Access Roads paving (Paving of 6km of access roads in Bela-Bela) 2. Upgrading of storm water drainage (Develop 1km storm water drainage in Bela-Bela) 3. Acquiring of two Tipper trucks 4. Infrastructure Capital Plan Study	1 000 000   750 000				

OBJECTIVES	STRATEGIES	IDP PROJECTS	CAPITAL BUDGET				
			2007/08	2008/09	2009/10	2010/11	2011/12
Priority 4: Land, Housing and Infrastructure							
1. Provision of serviced land and 2000 stands in four years.	1. Acquisition of land. 2. Obtain funding for planning and housing.	1. Servicing of stands and housing at Bela-Bela Extension 8 2. Making proclaimed township land available for future developments 3. Land acquisition for housing for middle income group 4. Township establishment, servicing of stands and housing at Spa-Park 5. Servicing of stands and housing at Radium 6. Development of Land-Use Scheme for Bela-Bela Municipal area 7. Compilation of Environmental Management Plan 8. Establishment of Cemetery and Dumping Site at Radium	800 000				
Priority 5: Local Economic Development							
1. Promotion of Tourism. 2. Facilitate the establishment of co-operatives for various sectors. 3. SMME’s Development. 4. Facilitate Development. 5. Review and implementation of LED plan. 6. Revive Business Forum.	1. LED Implementation.	1. Support Annual Bela-Bela Tourism Festival 2. Promote SMME Development 3. Development of incentive packages for tourism					
Priority 6: Communications							
1. To identify communication needs by 2007/08. 2. To inform the community about service delivery.	1. To conduct a communications audit by 2007/08. 2. To improve and	1. Training of Councilors and Ward Committee members 2. Establishment of Local Communicators Forum					

OBJECTIVES	STRATEGIES	IDP PROJECTS	CAPITAL BUDGET				
			2007/08	2008/09	2009/10	2010/11	2011/12
3. To promote the image of the Municipality. 4. To promote Batho-Pele principles.	maintain the content of the Imbizo's, pamphlets, official notices, etc.	3. Implementation of Community Strategy					
<b>Priority 7: Sports, Arts and Culture</b>							
1. Provision of sporting and recreational facilities.	1. Maintenance of sporting and recreational facilities. 2. Promotion of different sporting codes.	1. Multi-purpose sports complex 2. Addition of Sports courts at Bela-Bela 3. Establishment of Ward 1 & 8 Sports Facilities					
<b>Priority 8: Safety and security</b>							
1. Reduction of crime. 2. Promotion of safety and Scholar Patrols.	1. Facilitate building of satellite police station. 2. Improve response time service.	1. Road safety and scholar patrols					
<b>Priority 9: Prevention of HIV/Aids and other life-threatening diseases</b>							
1. Prevention of life-threatening diseases such as TB, Cancer, etc.	1. Support efforts aimed at prevention and minimization of life-threatening diseases.	1. Programmes for the prevention of HIV/Aids					
<b>Priority 10: Education</b>							
1. Facilitate the provision of additional classroom	1. Engage the Department of Education to make allocation for additional classroom.	1. Facilitate the building of a Secondary school in Radium 2. Facilitate the building of a Primary school in Radium 3. Facilitate the building of additional classrooms at Batho-Pele Secondary school in Pienaarsrivier					
<b>INSTITUTIONAL ARRANGEMENTS</b>							
1. Implementation of Work Skills Plan 2. Review and Development of Human Resources Policies 3. Acquiring of Portable recording System 4. Implementation of GRAP		1. Reconstruction of Municipal Building 2. New Testing Grounds	13 000 000  500 000				

OBJECTIVES	STRATEGIES	IDP PROJECTS	CAPITAL BUDGET				
			2007/08	2008/09	2009/10	2010/11	2011/12
SECTOR DEPARTMENTS							
DEPARTMENT OF AGRICULTURE							
1. Redistribution of agricultural land by 2014. 2. Development of Agri-Tourism destination							
DEPARTMENT OF HEALTH AND SOCIAL DEVELOPMENT							
1. Provision of Integrated services to child, youth and families. 2. Building of clinics at Bela-Bela, Radium and Pienaarsrivier.							
DEPARTMENT OF LABOUR							
1. Provision of Skills Development Programmes.							
DEPARTMENT OF PUBLIC WORKS							
1. Provision of adequate houses, Public Infrastructure and Sound Administration System.							
DEPARTMENT OF ROADS AND TRANSPORT							
1. Rehabilitation of access roads at Settlers, Radium and Bospoort.							

#### 4.4. **FINANCIAL STRATEGY**

The biggest challenge facing this municipality is to ensure that credit control measures are put in place. The second priority is to broaden the basis of revenue and not to restrict income to only assessment rates, sewerage, waste removal water and electricity charges.

The following strategies shall be followed in order to address the above priorities:

STRATEGY	INCOME SOURCE	DESCRIPTION OF STRATEGY	IMPACT ON REVENUE	COST OF IMPLEMENTATION
Improve billing system	All levied income	<ul style="list-style-type: none"> <li>- Design more user- friendly invoices in consultation with community;</li> <li>- Send out in- voices at least five working days before the end of each month;</li> <li>- Install prepaid meters in all residential areas and phase conventional meters out over the following ten years.</li> </ul>	Increase revenue	None
Ensure accessibility of pay-points to all members of the community.	All levied income.	<ul style="list-style-type: none"> <li>- Install pay points in close proximity of the community facilities;</li> <li>- Provide accessibility for tax-payers and consumers to pay via the Internet.</li> </ul>	Increase revenue	R60 000.00 to erect pay-points.
Ensure registration of all liable levy payers.	All levied income	Ensure effective communication between trade departments and income Division; Ensure that all relevant information is correctly captured on the data information system.	Increase revenue	
Ensure the effective implementation of the Credit Control Policy	All levied income	<ul style="list-style-type: none"> <li>- Appoint external consultants to assist Council with the first phase of implementation;</li> <li>- Train employees in managing the credit Control policy</li> </ul>	Outstanding debts to be reduced with 10% per financial year.	None – Consultants will be remunerated out of additional revenue received. R30 000.00 to train employees
Data cleansing to ensure that consumer details on the system are correct			Contribute to 10% decrease in outstanding debts	R30 000.00 for collecting costs
Ensure a positive cash flow.	All levied income.	<ul style="list-style-type: none"> <li>- Reduce the Accumulated Deficit by budgeting for a surplus per financial year over the following ten years;</li> <li>- Approve budgets of all financial years, based on actual cash flow.</li> </ul>	To reduce the bank overdraft and to change the negative cashbook balance to a positive amount which will result in a situation that the bank balance will not be overdrawn.	None.
Upgrading vending machine for cash power	Cash power		Increase revenue. Reduce electricity losses.	

#### **4.5. SPATIAL DEVELOPMENT FRAMEWORK**

Bela-Bela Local Municipality has a comprehensive Spatial Development Framework which was compiled for the municipal area and approved by Council in November 2006. (Refer to report for detail information on Spatial Planning and Land-Use Management for the Bela-Bela Municipal area.)

#### **4.6. DISASTER MANAGEMENT PLAN**

##### **4.6.1. BACKGROUND**

Bela-Bela Municipality is situated in the area that is prone to possible disaster from fires (veld) during dry seasons, chemical /biological accidents or aeroplane, accident. Bela-Bela Municipal area has an estimate population of 60 000 people. This population represent 36 901 urban and 22 237 rural people with 13 595 households and the average of 4,35 people for household. This area has an unemployment rate of 22% with 5779 households earning less than R1000,00 per month (poverty line) and 815 households that has no income. 5684 of the population is between the ages of 15 to 65.

The Disaster Management Plan should be seen as a basis of planning disaster interventions and prevention strategies and should form one of the key plans in the Integrated Development Plan.

##### **4.6.2. PURPOSE**

To afford the Bela-Bela Municipality the capacity to prevent and deal with disaster and to avoid developments which are likely to be subject to high risk of disaster.

This involves risk assessment and vulnerability analysis, developing early warning system, developing a disaster management plan suitable to address local contingency and assist neighbouring localities, developing and effective Emergency Response Strategy, preventing and mitigation strategies, recovery and reconstruction support strategy and other approaches to ensure safety and security.

A good starting point is with a situational analysis of the area in terms anticipated risks and the fact that no risk was experienced over a period of time is no guarantee of freedom from calamities which might present with unprecedented adverse results. Table 4.13 provides a brief outline of the risk profile of the Municipality in terms of severity ranking.

*Table 4.13: Risk profile in terms of priority according to severity*

SERIAL NO	HAZARDS	LOW RISK (LR)	MEDIUM RISK (MR)	HIGH RISK (HR)	PRIORITY
1.	Fires: 1.1 Veld 1.2 Informal Settlement				1
2.	Floods: 2.1 Flash Floods 2.2 Dam / River Floods				4
3.	Hazardous Chemicals (Hazchem)				3
4.	Epidemics				2
5.	Droughts				5
6.	Strong winds				6
7.	Crime / Lawlessness				7
8.	Undocumented persons				9



SERIAL NO	HAZARDS	LOW RISK (LR)	MEDIUM RISK (MR)	HIGH RISK (HR)	PRIORITY
9.	Accidents 9.1 Road 9.2 Rail 9.3 Air 9.4 Mines				8
10.	Industrial / Mass action				10
11.	Sinkholes				12
12.	Terror / Sabotage				11

### **Veld fires**

They are the biggest hazard in the area involving a combination of grass and bush. Most fire occurs in the area North and North-West of Bela-Bela. The area South and South-West of Bela-Bela consists mainly of commercial farming and veldfires are less prevalent due to the better control over the land by farmers. These are areas alongside the N1 and the R101. When fires do occur it poses a danger to the traffic on these roads. It occurs mainly during the month of May to October. The volunteer fire fighting corps are not up to standard and should be addressed urgently. Veld fires pose a big threat to the agricultural sectors in terms of the loss of crops and livestock and property. The Tourism industry in the area is also negatively affected due to loss of game within the game reserves resulting in loss of income to the area. Fire also poses a threat to the informal settlements of Bela-Bela situated to the north east of the town.

### **Floods**

Floods are the second risk plaguing Bela-Bela Municipality. There are four (4) areas in and around Bela-Bela that are usually affected by the floods.

**First:** the north part of the town where the Platriver flows in the direction of Bela-Bela. This river receives its water from the mountainous area of Elandsfontein. Five dams are found in the area of which two (2) belong to the Municipality and are mainly used for drinking water. Three (3) are privately owned dams: the Bischoff, Roodepoort and Platriver dam. Flooding from the Roodepoort dam will threaten the Aventura resort. Warmbad Hoërskool, Jinnah Park, Railway lines and the newly established Waterfront development. Floods from the Buyskop/ Klein Kariba area will affect Bela-Bela town ship, the railway line, the complete industrial area and low-lying areas north and southwest of the Town.

**Second:** the area known as Springbokvlakte. This area is extremely flat and consists mainly of commercial farmers. The area is largely covered in gumbo soil or black turf. This ground formation type holds the water for long periods causing large stagnant areas of water. Damage will be caused to the road and rail network.

**Third:** the area known as Rust de Winter. This area is very flat and is the catchments area of the Elands River and flows in the direction south-north. The Rust de Winter dam is a very large dam in the area and is the main artery of irrigation to the commercial farmers in the area. Commercial farming is the main activity in the area. Flooding will cause serious damage to the commercial farming community concerning livestock and crops as well as the neighbouring areas of Mpumalanga.

**Fourth:** the area of Roodeplaat / Pienaarsrivier. This area to the south of Bela-Bela receives its water from the Roodeplaat dam. The river flows from the south to north and turn to the west. The area into the flood plain is flat. Flooding of this area will cause serious disruption of the road

and rail network to Polokwane and areas in the north. Flooding will restrict the movement and activities of the commercial farming community.

### **Hazardous chemicals**

The area of Bela-Bela is a transit area for the movement of heavy traffic often carrying hazardous chemicals by road and by rail in the directions north to south and south to north through the area. Road transport is via the N1, the R101 and the rail network to the northern parts of the Province and beyond. The volumes and frequency of the traffic is very high and the risk is considered as very high. Authorities in the area have some control over the movement when they are informed of large shipments and peak traffic during some periods like Easter weekends. They have no control over the smaller shipments which is aggravated by higher frequency of movement on the N1 and R101 of vehicles that plan to evade the facilities at Mantsole Traffic Control Station. Hazchem spillage will affect agriculture with regard to the underground water should road and rail accidents happen in close proximity to the Pienaarsrivier on the N1 and R101.

The biggest threat to people is a road accident in town and rail accident in the industrial area due to the movement of the trucks and goods trains through the town. The Hazchem problem is further aggravated by the fact that the emergency services of Bela-Bela have no Hazchem equipments to deal with any accident. EMS staff is of the opinion that they have the basic skills but lack the resources and equipments to support the skills. In case of an accident the nearest Hazchem response will be from Tshwane or Polokwane in the form of Tshwane EMS and Wastetech. The Municipality and other stakeholders are very worried about the response times should a major incident occur. The frequency and volume of Hazchem movement through the Bela-Bela Municipal area warrant the establishment of a Hazchem response facility that has the ability to operate and to support its Municipal neighbours of Tshwane and Polokwane. Bela-Bela is ideally situated to support the other Municipalities in the neighbourhood.

### **Epidemics**

The whole area of Bela-Bela is considered prone to epidemics due to its transit nature and the movement of people through the area. Epidemics may become a factor especially after heavy flooding of the area due to the nature of the gumbo or black turf soil in the area. Stakeholders are concerned about the informal settlement that is presently more vulnerable to the risk of fire and floods. A cholera outbreak occurred on a small scale during 2001 and affected the areas of Klein Kariba and Bela-Bela. The ability to identify the problem is high due to the clinics in the area and laboratory services at the provincial hospital, but the capacity to deal with the problem is regarded as very low to inadequate.

Foot and mouth disease problem exists in the Alma and Ellisras area which are our neighbours. Greater volumes of game and cattle are transported through the area and the. Municipal authorities have little control over such movement of the animals. The biggest threat in terms of affected meat products may come from the abattoirs in Modimolle where Bela-Bela receives its meat.

### **Droughts**

The average rainfall for the area is between 400 and 700mm per annum. The northeast area is the catchments area of Bela-Bela receives its water from two (2) dams that has a present capacity of

about one year reserve in the event of prolonged periods with no rain. The Magaliesberg Water project underground water pipelines from Roodeplaat dam north of Pretoria supplies Bela-Bela with a constant flow of about one million cubic metres of water per month which constantly refills the two Towns reservoirs. The informal settlement of Vingerkraal has a 5000litre reservoir above the ground. Pienaarsrivier has its own reservoir from where the community receives their drinking water. Radium informal settlement and Tweefontein receives their drinking water from boreholes and is relying on underground water. Mobile water supplies have in the past been supplied by the SANDF in various places throughout the period of need. The biggest threat now is within the commercial farming community concerning survival of crops and livestock.

### **Strong winds**

Strong winds and Tornados do occur in the area although it is regarded as a low risk. The Springbokvlakte has only experienced two Tornadoes during the last fifty years but these were devastating in their path. Bela-Bela experienced the last tornado in 1995. Serious damage was done to the overpower lines. The minimum down time is two days. The town does not have the ability to receive power due to the switching from different areas. The biggest problem during the time was crime due to the darkness at night. This situation has no effect on the hospital due to standby facilities at the hospital. Damages due to strong winds normally occur in the Radium / Hammanskraal areas due to the informal nature of the area. Damages are limited to structures in general with damages caused to roofs.

### **Crime**

Crime is of general concern to everybody. Hijacks at off ramps and robots occur regularly. House breaking theft from and out of motor vehicles is increasing in the CBD. Rape and child abuse is high in Bela-Bela.

### **Undocumented persons**

The problem seems to be of low risk and is mostly subjected to undocumented person moving through the area of Gauteng. No information was received from Home Affairs.

### **Accidents**

Generally, the risk is low on the N1 and R101 but increase during long weekends, schools holidays and special events during the month of April and September. Heavy vehicles accidents due to overloading are low due to the Traffic Control facilities Mantsole.

### **Industrial action**

Risk is low.

### **Sinkholes**

Very low risk

### **Terror/Sabotage**

Low risk: The Government structures at National levels have the situation under control under control.

#### **4.6.3. RISK AND VULNERABILITY ANALYSIS**

*A Disaster Management Plan shall be based on a risk and vulnerability assessment or analysis which shall incorporate the following key issues:*

- Incorporation of risk areas of the Municipality, preferably in ranked order, and shall be presented on maps and other graphic forms, depicting all strategic positions. The community and staff shall be trained to interpret these maps and graphs.
- Emergency Services required shall be identified and linked to the high risk areas.
- Baseline data of relevant information in the municipal area and District shall be collected and collated and made available for disaster management planning.
- Communication and protocols thereof , using all available media and systems as well as services, shall be ensured
- An updated inventory of available equipment, vehicles and other resources shall be kept.
- An Early Warning System shall be developed to ensure pre-warning and emergency preparedness of the local people in the event of any eventuality.
- An Emergency Response Centre is necessary for co-ordination of response to disasters.
- Standard Operating Procedures are needed and have to be revised and updated periodically to keep abreast with challenges emanating from threat of disasters.

#### **4.6.4. EARLY WARNING SYSTEM**

Development of an Early Warning System is imperative to ensure emergency preparedness and shall include:

- Establishment or activation of the Early Warning System.
- Support from the District and Province.
- Effective flow of information, appropriate documentation and administration procedures.
- Streamlining of information processing between affected units and / or departments and agencies.

#### **Key Considerations in respect of Disaster Management Plan (DMP)**

- Aligning the local DMP with the DMP of Waterberg District as well as the DMP's of other spheres of government.
- Establishment of a Disaster Management Centre with the assistance from and support of the District (WDM).
- Present the Municipality's DMP to the District for ensuring integration of approaches and approval.
- Emphasis on Prevention and Mitigation to earn support from the District and other spheres of government.
- Progressively budget and schedule implementation in phases over a term due to lack of or limited resources.
- Develop, strengthen and support measures to evaluate DMP and report on progress.
- Ensure update of statutory mandates for disaster management especially in respect of the Municipal Manager and the Disaster Management Centre.

#### **4.6.5. EMERGENCY RESPONSE STRATEGY**

*The Emergency Response Strategy (ERS) shall be co-ordinated at Disaster Management Centre or Joint Operations Centre and shall be guided by the following considerations:*

- Ensuring integration, co-ordination and standardization of approaches to DMP that follow the Incident Command System concept as well as possible designation of emergency support functions;
- Development of DM Standing Operating Procedures (SOPs) to address uncertainties relating to how incidents, emergencies and disasters shall be managed and such SOPs shall include:
  - contingency planning to meet unforeseen eventualities;
  - activating initial Response Team as well as other role-players (SAPS, SANDF, community volunteers etc); and
  - developing and activating Emergency Response and Crises Response Vehicle / functions ensuring smooth transition to Recovery Operations;
- Identifying and addressing weaknesses in the capacity to deal with possible disasters through training and providing the necessary resources and support; and
- Developing measures for risk and vulnerability analysis to enhance hazard specific planning and development of appropriate checklists.

#### **4.6.6. PREVENTION AND MITIGATION STRATEGIES**

This Section deals with planning and measures to prevent the occurrence of disasters and steps to be followed to mitigate or reduce the impact of the consequences of disasters. Such planning shall take care of these issues:

- Training of municipal personnel to raise awareness of possible disasters as well as prevention and mitigation measures and ensure that these measures are integrated in other planning exercises;
- Building capacity in the community through public awareness workshops and education drive in respect of disasters as well as disaster management planning;
- Surveillance programmes and evacuation plans for dealing with possible sabotage;
- New settlement planning to consider flood lines;
- Road safety awareness campaigns and emergency preparedness;
- Effective conflict resolution mechanisms;
- Drought relief measures;
- Spill containment strategies;
- Long term plans for disaster prevention and mitigation shall include:
  - Policy issues (administrative/legislative, mitigation regulations, incentives, resources, conditions for relief, etc.);
  - Admin issues (institutional / technical capacity, enforcement, public information, etc);
  - Private sector involvement;
  - Training and partnerships with relevant role-players (community, NGOs, CBO's and others); and
  - Research issues (hazard mapping, cost-benefit analysis, effectiveness of measures, etc).

#### **4.6.7. RECOVERY AND RECONSTRUCTION STRATEGIES**

*Post-disaster recovery and reconstruction measures must be effective and maximize benefits to the local community. Such measures shall reinforce and be in line with District, Provincial and National strategies. Planning at this level should be informed by and be supplementary to Prevention and Mitigation strategies that are provided for. The following shall be addressed in Recovery and Reconstruction approaches:*

- Standardizing local recovery and reconstruction plans and procedures;
- Ensuring that all municipal departments develop business plans that incorporate prevention, mitigation, recovery and reconstruction strategies based on a worse-case scenario approach;
- Flexibility of recovery and reconstruction approaches as well as direction and co-ordination as dictated to by prevailing circumstances;
- Disaster Management Committee or sub-committees be appointed by the Municipal Manager to make recommendations on disaster management;
- Streamlining Communication on disaster management within the municipality; and
- Developing stable and user-friendly recovery and reconstruction administration procedures.

#### **4.6.8. SUPPORT STRATEGIES**

##### **Disaster Management Committee (DMC)**

There shall be established a Disaster Management Committee comprising relevant role-players and stakeholders from within Bela-Bela Municipality and the District. All departments of the municipality shall be represented on the DMC. The DMC shall be the main structure overseeing disaster management and contact details of members shall be compiled and distributed as well as being placed at strategic locations. The planning, implementation and co-ordination of plans, evaluation of effectiveness of the Disaster Management plans/strategies and review of DMP shall be the main function of the DMC.

The Committee shall report to the Municipal Manager who is the accounting Officer for Disaster Management (DM).

##### **Joint Operations Centre/Committee (JOC)**

The Joint Operations Centre shall be responsible for mobilization of response structures and co-ordinate response action. The JOC and the DMC may be one structure depending on circumstances to avoid duplication and role confusion.

##### **Vehicles and Equipment**

Dedicated vehicles and equipment shall be made available and be maintained in functional state. Drills shall be organized periodically to test emergency preparedness.

##### **Human Resources**

Dedicated staff shall man the Disaster Management Centre and shall be supported with relevant training and capacity to ensure a state of readiness and emergency preparedness.

### **Community Participation**

Community Participation is necessary in all the phases of the DMP but especially in Emergency Response. With the skeletal staff that might be possible to employ or deploy, community support will be critical. The following issues are important for successful community participation:-

- A clear community mobilization strategy is necessary;
- Planning and control of mobilization plans;
- Private sector involvement be ensured;
- Volunteer register be kept and their operations controlled;
- Volunteer needs to be budgeted for and resources be made available when required; and
- Evaluation of community participation shall be done to appraise disaster prevention, response and recovery proposals / inputs for improvement . Such inputs / proposals shall be captured and incorporated into the DMP and strategies.

### **Disaster Management Fund**

Funds need to be identified and allocated to the various phases of the Disaster Management plan. Funding shall be guided by cost estimates as informed by risk and vulnerability assessment. The District allocations shall be augmented by money from the Municipality and other possible funders and sponsors. The following shall be taken care of:-

- possible costs for Disaster Management guided by vulnerability analysis;
- budget be based on worse-case scenario approach;
- DM budget to be controlled in terms of Generally Recognized Accounting Principles (GRAP);
- plan to optimally utilize potential incentives and funding for Disaster Management; and
- investigation of available insurance options and incorporation of such options in financial provisioning for Disaster Management.

### **Quality Assurance**

To ensure quality disaster management efforts and realistic achievement of goals of DMP: The following should be provided for:-

- Training for all levels of the DM hierarchy;
- Training and capacity-building for volunteers;
- Periodic drills to test level of emergency preparedness and general state of readiness;
- Hazchem training and refresher workshops for relevant groups;
- Streamlining and standardizing equipment and communication; and
- Monitoring, evaluation and review of Disaster Management approaches and strategies.

### **Contingency plans and emergency procedures:**

- Disaster management actions plan;
- Joint operation centre (JOC);
- Disaster co-ordinator;
- Emergency and security plan; and
- Communication systems.

**Roles and responsibilities**

- Cross - sectoral team comprising of the following groups (see attached organogram to provide service/assistance/support as indicated by circumstances); and
- Other role players (communities/CBO/Non-governmental organisations and private sector).

**Person in charge of disaster management**

- Disaster Management Officer (DMO)– refer to organogram; and
- The Officer will liaise with the National, Provincial and District Centres for Disaster Management and other relevant role players in implementation, evaluations and review of the Disaster Management Plan.

**Justification for the disaster management plan**

The likelihood of the risk factors outlined above occurring is a reality. The Municipality has to acknowledge and ensure preparedness to deal with any contingency.



# **PERFORMANCE MANAGEMENT SYSTEM FRAMEWORK**

## **5. PERFORMANCE MANAGEMENT SYSTEM FRAMEWORK**

### **5.1. INTRODUCTION**

A performance Management System refers to all processes and systems for measuring, monitoring, reviewing, assessing performance, and then initiating steps to improve performance within the organization by focusing on departments, managers, supervisors and individual workers.

### **5.2. POLICY AND LEGISLATIVE BACKGROUND**

All municipalities are by law required to formulate and implement Performance Management Systems. The rationale is to ensure that

- There is clarity on the statutory provisions pertaining to performance management; and
- To ensure that they adhere to minimum standards, values and ethos required to achieve a sustainable and developmental local government.

Section 152 of the Constitution requires local government to:

- 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 the matters of local government;

Batho-Pele principles affirms the imperative of implementing a performance management system as provided for in by Section 152 of the Constitution as it articulates that public sector, including the local government sphere, should be governed by the following ethos: consultation, quality service standards, accessibility, courtesy, openness and transparency, redress and value for money.

Section 38 of the Municipal Systems Act stipulates that a municipality must:

- a) Establish a performance management system that is:
  - I. commensurate with its resources;
  - II. best suited to its circumstances; and
  - III. in line with the priorities, objectives, indicators and targets contained in its integrated development plan.
- b) Promote a culture of performance management among its political office bearers, councillors, and in its administration.
- c) Administer its affairs in an economical, effective, efficient and accountable manner.

Furthermore, Municipal Planning and Performance Management Regulations, 2001 are explicit in terms of mandating municipalities to develop and implement Performance Management

System. Section 7 (2) of the Regulations stipulates that in developing its performance management system, a municipality must ensure that the system:

- a) Complies with all the requirements set out in the Act.
- b) Demonstrates how it is to operate and be managed from the planning stage up to the stages of performance review and reporting.
- c) Clarifies the roles and responsibilities of each role-player, including the local community in the functioning system.
- d) Clarifies the processes of implementing the system within the framework of the integrated development process.
- e) Determines the frequency of reporting and the lines of accountability for performance.
- f) Relates to the municipality's employee performance management processes.
- g) Provides for the procedure by which the system is linked to the municipality's integrated development planning processes.

Section 8 stipulates that a performance management system must be adopted before or at the same time as the commencement by the municipality of the process of setting key performance indicators and targets in accordance with its integrated development plan.

The Municipal Finance Management Act, 2003 provides far-reaching mandatory provisions that relate to performance management. It also links performance to the IDP Budget Planning and Financial Management.

Section 2 of the Act stipulates that the object is to ensure sound and sustainable management of the financial affairs of the local government institutions to which this act applies by establishing norms and standards for:

- a) Ensuring transparency, accountability and appropriate lines of responsibility in the financial affairs of those institutions.
- b) The management of their revenues, expenditures, assets and liabilities and the handling of their financial dealings.
- c) Budgetary and financial planning processes and the co-ordination of those processes with those of the other spheres of government.
- d) Borrowing.
- e) The handling of financial problems in municipalities.
- f) Other financial matters.

### **Internal Institutional Arrangements for Performance Management**

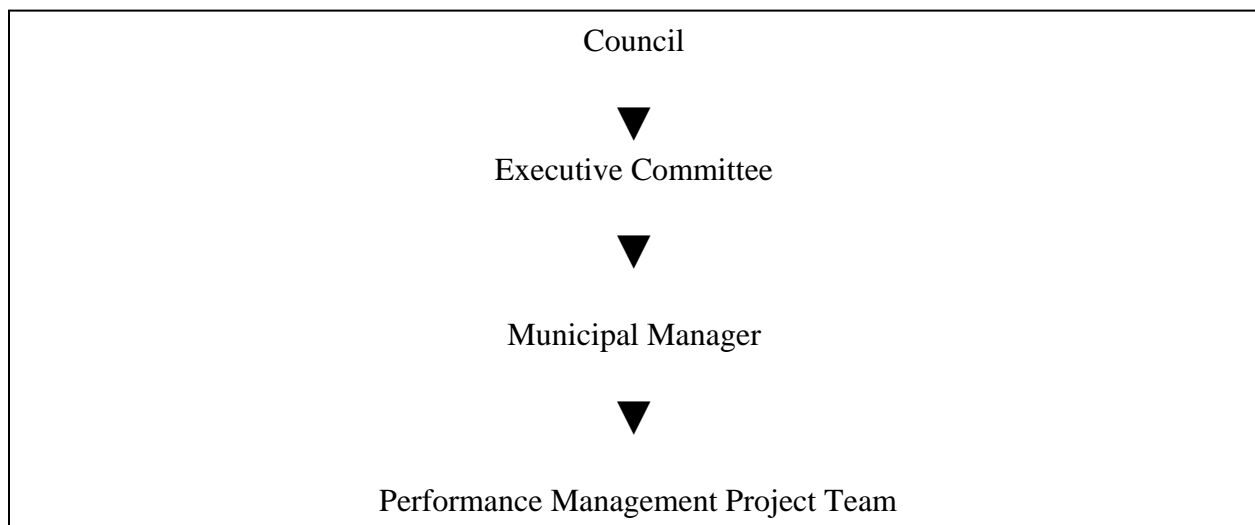
Section 39 of the Municipal Systems Act outlines delegation mechanism that informs development of performance management systems. It indicates that the executive committee:

- a) Manages the development of the municipality's performance management system.
- b) Assigns responsibility in this regard to the municipal manager, and submit the proposed system to the Municipal Council for adoption.

The municipal manager must constitute a Performance Management Project Team or relevant structure that is mandated to drive the implementation of a performance management system for Bela-Bela Municipality. This organ is constituted as a standing committee and is accountable to the Municipal Manager. The municipal manager is then accountable to the executive committee, and ultimately to Council.

The project team should preferably be constituted by the same managers involved in the IDP process and have a direct impact to the success of the performance management system in the organization. The performance management system should be linked with financial planning, budget cycle, human resource development strategy and the IDP process.

The above can be illustrated as follows:



### **Core responsibilities of the Project Team**

- a) To co-ordinate the formulation, implementation and the review of the performance management system;
- b) To ensure that proposed system is aligned to the IDP, budget cycle and human resource development strategy;
- c) To ensure that all statutory provisions in terms of the municipal systems act, planning regulations and the municipal finance management Act are adhered to;
- d) To ensure that public participation is an integral component in the formulation, implementation and the review of performance management system;
- e) To report and advice the municipal manager on issues pertaining to the formulation and implementation of the performance management system; and
- f) To ensure that all the stakeholders are consulted about the imperatives of implementing performance management system, and their respective roles in such process.

### **5.3. STAKEHOLDER PARTICIPATION**

The key determinant towards a successful implementation of performance management is its embracement by stakeholders. It is important to ensure that councillors, management, staff (organised and unorganised) and communities grasp the importance of implementing the system. These sectors should also understand their respective and collective roles in the formulation, implementation and the review process.

An engagement strategy should be developed to ensure that stakeholders are consulted, and furthermore to identify areas that need capacity building. Stakeholders should have a common understanding on the necessity and the imperatives of implementing performance management system. They should at least be familiar with:

- a) Policy and legislative provisions underpinning the adoption and implementation of performance management system.
- b) Institutional, financial and planning implications of performance management system.
- c) Role definition and expectations of various stakeholders.

Political leadership, managers and staff should be involved at an earlier stage of conception of the performance management. All stakeholders should understand that performance management should:

- Ensure accountability of the municipality to its citizens and communities;
- Ensure an efficient and economic allocation of resources;
- Provide a space for continuous assessment and alignment of developmental priorities;
- Clarify roles and obligations of various stakeholders in the planning cycle;
- Serve as an objective basis for managing performance contracts and reward mechanism; and
- Staff development.

### **5.4. DEVELOPING A PERFORMANCE MANAGEMENT SYSTEM**

#### **Planning Cycle of the Performance Management System**

It is asserted that performance cycle has to be linked with IDP and strategic Budgeting processes. Performance management is a tool to monitor and quantify integrated development plans priorities and objectives. Strategic budgeting deals with an efficient allocation of resources to implement IDP priorities and objectives within the framework of performance management indicators.

#### **Managing performance**

- The Municipal Manager shall compile a report to the executive committee on a quarterly basis (three months) for submission to Council.
- Every quarter the executive committee and the management shall have a meeting where each Head of Department will present progress report for the previous three months, as well as outlining activities for the remainder of the financial year.

- These meetings shall serve as platforms for testing whether existing programmes and procedures are advancing the IDP.
- These quarterly reviews shall serve as the basis for the compilation of annual reports to be submitted to the executive mayor, executive council and the MEC responsible for local government. Furthermore, this annual report shall serve as a basis for the formulation of the annual implementation strategy for the incoming annual cycle. It should also serve as a performance linkage between quarterly reports and the five (three) year development priorities and targets contained in the IDP.

### **Annual Timeline Indicator**

1 <sup>st</sup> quarter	2 <sup>nd</sup> quarter	3 <sup>rd</sup> quarter	4 <sup>th</sup> quarter
June – August	September November	December February	March – May

## **5.5. IMPLEMENTATION AND THE REVIEW OF THE PMS**

After the formal adoption of the reviewed PMS, the Executive council, the municipal manager and the project team should play a co-coordinative role during the implementation and constant review of the PMS.

## **5.6. THE ROLE OF SENIOR MANAGEMENT IN THE MONITORING AND ASSESSMENT OF PERFORMANCE TARGETS**

A constant review by managers shall ensure that:

- There is a pro-active identification of structural constraints and trends of underperformance, and formulate alternatives for intervention, mentoring, corrective action and discipline co-ordination;
- Co-ordinate the quality of performance reports submitted to the councillors, the public and other appropriate organs; and
- Management meetings including the Quarterly Mayor's forum meeting shall be used as formal structures for constant reporting and proactive intervention.

## 5.7. PERFORMANCE INDICATORS

PRIORITY	OBJECTIVES	ACTIONS	RESOURCE REQUIREMENTS	OUTCOME	TIMELINE
This should be derived from the IDP. They should be translated into a set of clear and tangible objectives.	These should be time-bound, well-targeted and measurable indicators to be used to achieve broad strategic priorities.	These deals with the How issues in the process to achieve stated objectives.	This deals with the required human and capital resources to achieve stated objectives. It is also important to indicate the main source of such required resources, for example, are they budgeted for or not?	They measure the quality as well as the impact of the actions in terms of achieving the overall objective.	This indicates the cycle of each action. It clarifies when a specific activity is to be completed.

### **The Municipal Manager's Strategic Reports**

The Municipal Manager will provide a strategy report on the overall performance of the administration to the Executive Committee on a quarterly basis or when requested to do so.

The intention of the executive strategic report should be to provide information on policy and legislative trends, socio-economic trends, institutional trends, financial and budget trends, capital projects and implementation challenges and constraints confronting the municipality.

The report should empower decision-makers to have a strategic grasp of the implementation progress and be able to take strategic decisions.

### **The Review Mechanism and Performance Institutions**

The essence of a performance management system is to ensure that organizational objectives and targets are achieved within acceptable timeframe with efficient utilization of both human and capital resources it is therefore proposed that the following review mechanism format be implemented.

#### **Review Mechanism**

ORGAN	RESPONSIBILITY
The Community	Review the performance of municipality and public representatives on a quarterly and annual basis
Council	Review the performance of the executive committee, portfolio committees and its administration on an annual basis
Executive Committee	Review the performance of the administration on a quarterly and annual basis and the performance of the Municipal Manager on a annual basis
Municipal Manager	Review performance of Divisional Heads / managers reporting directly to them. They are also responsible to assist the Municipal Manager with a broad organization view. This should be done on a monthly and quarterly basis.
Divisional Heads / Managers	Review the performance of their respective units on a regular basis, at least on a monthly basis.

## **Council**

Council is tasked to review the performance of the Executive committee, portfolio committees and the administration. An annual review performance report should be tabled to Council for formal consideration at the end of the financial year.

## **The Review Process for Managers**

This shall be undertaken through integrated development plan forums, strategic planning workshops, departmental workshops and bilateral discussions between supervisor and subordinate. An example of a review process, using a Municipal Manager and Head of Department reporting to him/her, is provided below:

- A performance review shall be based on the performance review/ scorecard instrument agreed between the affected parties and approved by Council;
- Municipal Manager obtains and studies the performance scorecard instrument of the Head of Department (HOD), that is, Section 57 Manager heading a Department and reporting to the Municipal Manager;
- Manager evaluates for inputs from HOD's customers;
- Manager requests the HOD to rate himself / herself against the performance measures in his/her scorecard;
- A performance review meeting is held between the Municipal Manager and HOD. Scores on the scorecard are discussed and deviations are also noted on the scorecard. The HOD may be granted time to go and study the scores before final agreement. In the event of disagreement the Municipal Manager has a final say. Should a job output have been assigned a weighting of 10 points and the output was delivered then the score allocated would be 10. However, should the output have not been achieved at all or no satisfactory evidence is provided then a score of 0 would be allocated. On agreement on the final score, the scores are transferred from the scorecard to the Performance Audit Committee, and this will decide the percentages of the performance bonuses to be paid out to managers; and
- The Manager and HOD to develop the HOD's next year performance scorecard.

## **Audit Committee**

A performance Audit committee shall be formed in terms of the Systems Act to monitor and audit the general performance of the municipality, financial management, managers and individuals.

### **A Performance audit committee must:**

- a) Review the quarterly reports submitted to it;
- b) Review the municipality's performance management system and make recommendations in this regard to the Council of that municipality; and
- c) At least twice during a financial year submit an audit report to the municipal Council concerned.

In effecting its functional responsibility, the performance audit committee is compelled to focus on economy, efficiency, effectiveness and impact in relation to the key performance indicators and performance targets adopted by the municipality. The committee's audit reports, will be submitted during the second and the fourth quarters of the municipality's planning cycle. The second quarterly audit report can serve as a milestone for the first half yearly financial and general performance review. While the fourth quarter audit report could take the status of the final review.

**The audit report format shall be as follows:**

1 <sup>st</sup> Term Audit Report	2 <sup>nd</sup> Term Audit Report
June – November	December – May

## **5.8. ANNUAL PERFORMANCE REPORTS**

Public participation process is an ingredient component of the review and the audit process underpinning a performance management system. Public participation should be pursued at two levels, namely:

1. Quarterly reports and the first half yearly assessment report should be presented to the IDP representative forum for formal consideration; and
2. An annual audit report should be dealt with through the process of public participation process.

## **5.9. PERFORMANCE MANAGEMENT AND EMPLOYMENT CONTRACTS**

The performance Management System is the bases from which an employment contracts for senior managers is developed. There should be a synthesis between the senior managers' core functions, performance indicators and overall annual implementation targets stipulated in the Service Delivery and Budget Implementation Plans. Senior managers have embedded responsibilities to ensure that the IDP priorities and the performance management system are adhered to and implemented. It is therefore imperative to articulate the core guidelines to inform the formulation and implementation of employment contracts as provided in the Municipal Systems Act. Section 57 requires that the municipal manager and the senior managers should be appointed in terms of a written contract and be subjected to a separate performance agreement concluded annually and being informed by the targets and indicators in the SDBIP.

The model of performance for this municipality is the Balanced Score Card approach. In terms of the balanced score card there should be a balance between the service delivery, financial and the organizational development. In terms of the institutional context the following perspectives are emphasized:



<b>PERSPECTIVES</b>	<b>COMPONENTS</b>
Financial	Accountability
	Sustainability
	Affordability
Service delivery	Linkages with service delivery outputs
	Internal and external client needs
	Level of Service
	Service delivery mechanisms
Institutional Process	Structural effectiveness
	Human Resource Development
	Staff Recruitment
Learning and Innovation	

## **5.10. STRATEGIC BUDGETING PROCESS, INDICATORS AND TIMELINES**

The Municipal Finance Management Act stipulates on the key provisions relating to financial planning and performance indicators. A financial planning issues and performance indicators should be integrated in the performance management system to encourage a synthesis in the strategic planning process.

### **Municipal Budgets**

Municipalities are allowed to spend only in terms of the annual or an adjusted budget approved by the council of the municipality, and within the limits of the amount appropriated for the different votes in an approved budget. Section 16(1) states that the council of the municipality must for each financial year approve an annual budget for the municipality before the start of the financial year. The tabling of the annual budget should be accompanied by a measurable performance objectives and priorities, any proposed amendment to the IDP emerging from the IDP review process. In terms of the Municipal Finance Management Act at least 12 months before the budget the budget year, the mayor is expected to table in the municipal council a time schedule or a process plan outlining the key deadlines for:

- The preparations, tabling and approval of the budget;
- The annual review of the Integrated Development Plan in terms of Section 34 of the Municipal Systems Act and the budget related policies;
- The tabling and adoption of any amendment to the Integrated Development Plan and the budget related policies; and
- Any other consultative processes forming part of the process plan.

The municipal manager must publish an annual budget immediately after it has been tabled in a municipal council. The publication of an annual budget must encompass:

- Make the annual budget and the documents referred to in section 17(3) available to the public on the municipality's website and by way of printed copies at the municipal head and branch offices and libraries;

- Disseminate the substance of the annual budget and those documents to the local community through appropriate mechanism, process and procedures in terms of Chapter 4 of the Municipal systems Act; and
- Submit annual budget in both print and electronic formats to the National Treasury, and either format to any prescribed national or provincial organ of state and to other municipalities affected by the budget.

The Municipal Finance Management Act stipulates that the Accounting Officer must maintain and regularly update the municipality's official website and promptly, not later than five days after its tabling, place on the website:

- The annual adjustments budget and all budget related documents;
- All policies of the municipality;
- Annual report, financial statements and audit report;
- All performance agreements required in terms of Sec. 57(10)b) of the Municipal System Act;
- All service delivery agreements and other agreements;
- All long-term borrowing contracts;
- All procurement contracts above prescribed value; and
- Any other documents that may be prescribed.

### **Consultations on tabled budget**

The municipality is compelled to consider the views of the stakeholders, including the local community, National Treasury and other national and provincial organs of state. The council must give the mayor the opportunity to respond to the submissions made and revise and table amendments for considerations by council.

The municipal council must consider approval of the budget at least 30 days before the start of the new financial year.

## **5.11. FINANCIAL REPORTING AND AUDITING**

Every municipality and municipal entity must each financial year table and adopt an annual report within nine months after the end of that year. The main purposes of the report are:

- To provide a report on performance against the approved budget and votes of the municipality or municipal entity;
- To provide records of activities and performance of the municipality or municipal entity; and
- To promote accountability to the local community for the decisions made throughout the year by the municipality or municipal entity.

The Accounting Officer must inform and invite the public about the tabling of the annual report. The local community should be informed via media, while the Auditor General and the provincial local government department should be informed in writing. Minutes of the public related to the annual report should be submitted to the Auditor General and the provincial Local Government Department. Accounting Officer must after seven days of the adoption of an annual report and financial statements make copies of the resolution and oversight report adopted by the council when adopting the report.

# ANNEXURES

## ANNEXURE A: LIST OF COUNCILLORS

COUNCILLOR	CONTACT NUMBER	POSITION / WARD
CLR H. Ledwaba	083 232 3351	Mayor / Ward 5
CLR Z. Moeletsi	083 607 8495	Chief Whip
CLR F. Maloka	083 603 4570	Speaker
G. Mukhawana	083 228 3274	
CLR. Y. Lorgat	083 260 7745	
CLR. P. Kekana	083 228 3767	
G. Swanepoel	083 225 8341	
CLR. J. Fourie	082 262 1497	
CLR. R. Boikhutso	083 416 3233	Ward 4
CLR. D. Gravett	082 504 6222	Ward 2
CLR. J. Makgoba	083 607 3497	Ward 1
CLR. E. Maluleka	083 232 9366	Ward 6
CLTR. M. Radebe	083 228 4032	Ward 7
CLR. S. Mahlangu	083 232 9394	Ward 8
M. Monanyane	083 232 9363	Ward 3