



FOREWORD BY THE MAYOR



Cllr H.M. Ledwaba
Her Worship the Mayor

I would like to introduce the 2010/11 IDP Review and multi-year budget for the year 2010 – 2011 – 2011 – 2012/13 with the warmest welcome of the 2010 Fifa World Cup that will take place in South Africa. The contribution of ward councilors and their commitment to various constituencies has been phenomenal. I am humbled by the fact that not a single ward was left out and the allocation of funds has been done equitably and much work has since been done.

The 2010/11 IDP process had the sufficient public participation. We started with the needs identification of each ward, whereby all the community identified their needs as per municipal priorities. After the resources were allocated, we then had roadshows in all the wards. This was done to ensure that the community take realize/confirm if their needs are addressed within the budget. Therefore, the 2010/11 IDP and Budget are community driven outputs.

As a municipality we are going through testing times. Whilst the provision of infrastructure such as community access roads, community halls, crèches, sport fields, taxi ranks, etc is critical, we have also seen an emphasis on bread and butter issues by some



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people in our ranks. By this we mean the underscoring of food parcels and other handouts. Clearly our people are hungry! There are less job opportunities. But it would be wrong to perpetuate the culture of dependency and the misconception that people are poor and cannot claw their out of poverty. People must be helped to realize their potential and capitalize on their strengths and the abundant opportunities in Bela Bela. During the State of the Nation Address by our president, he actually said that “this is the year of action”. Subsequent to that, COGTA came up with the Municipal Turn-Around Strategy that will ensure that the municipality, together with other spheres of government, will ensure that critical issues that need urgent attention will be addressed.

As a municipality we are striving to create a favourable conducive environment to attract and enable investors to invest in our towns and surrounding areas. In creating an investor-friendly climate we are guided by our competitive and comparative advantage. We are largely an eco-tourism oriented economy and we need to build on this strength whilst we gradually diversify the same through value adding mechanisms. We need to enhance tourism sector as key economic driver of our economy. We need to prioritize capacity building of emerging tourism practices and mitigate all risks that might derail our resolve to promote them. Our people also need to be educated about their rights and responsibilities, particularly with regard to tourism. All stakeholders must be tolerant to each other's expectations and play their part of the bargain when due processes require of them to do so.

There is also a need to ensure that our organogram is in line with our strategic goals as a municipality. There is a need for restructuring and human resource capacity building if we are to achieve our objectives as a municipality. The incidence of global economic meltdown and recession that is beginning to be even in our shores means that we have to tighten our belts. We have to cut down on unnecessary expenditure and enhance our revenue base through proper and adequate rating system and efficient credit control.

Thank you



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MUNICIPAL POWERS AND FUNCTIONS

Bela Bela Local Municipality (NP 366) is a Category B Municipality as established in terms of Chapter 2 of the Municipal Structures Act 1998. In terms of section 84(1) of the Municipal Structures Act, Bela Bela has the following Powers and Functions.

Table 1: Powers and Functions

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



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Facilities for the accommodation, Care and Burial of Animals	N	Social and Community Services
Fencing and Fences	N	Technical Services
Local Sports Facilities	N	Social and Community Services
Municipal Parks and Recreation	N	Social and Community Services
Municipal Roads	N	Technical Services
Noise Pollution	N	Social and Community Services
Public Places	N	Social and Community Services
Refuse Removal, Refuse Dumps and Solid Waste Disposal	N	Social and Community Services
Street Trading	N	Economic Development and Planning
Street Lighting	N	Social and Community Services
Traffic and Parking	N	Social and Community Services



SECTION A: EXECUTIVE SUMMARY

INTRODUCTION AND BACKGROUND

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

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

ROLE OF BELA BELA IN THE REGIONAL CONTEXT

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

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



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Bela Bela Central Business District (CBD) is directly linked with the major cities of Gauteng through the National (N1) Route which connects the area with Pretoria at the approximate distance of 100 km and Johannesburg which is approximately 170 km from Bela Bela CBD. This spatial linkage presents a number of opportunities for Bela Bela, such that it has become a fast growing getaway to the tourism market of Gauteng who are mainly attracted to the natural environment that is less congested by human activity and the nature-based tourism products. Further to that Gauteng has been the primary location for the major investments in the country and Bela Bela's location in close proximity to Gauteng has made it highly attractive for major private investments.

Mpumalanga is ranked as the fourth province with the high GVA in the country but unlike Gauteng, this province is 61% rural and the dominant economic sectors are mining, energy and manufacturing. Bela Bela shares its borders with Mpumalanga province and it is directly linked to it through the Provincial (R516) Routes. In terms of tourism Mpumalanga is considered to be the third most visited province in the country (following Gauteng and Western Cape). The tourism status of this province and its close proximity to Bela Bela is also a contributing factor towards the growth of the tourism industry in Bela Bela since the visitors easily commute between these three regions (i.e. Gauteng, Mpumalanga and Bela Bela).

According to Provincial (Limpopo) Growth and Development Strategy, the economic potential of the Limpopo Province is mainly centred on the five economic clusters and these includes mining, agriculture (horticulture and food processing – red and white meat), logistics, forestry and tourism. At the administrative level, Limpopo province comprises of 5 District Municipalities and Bela Bela exists within the Waterberg District's area of jurisdiction.

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

However there are key areas of concern and weakness in terms of the space economy of Waterberg District such as the high clusters of poor which indicates a 'mismatch' between where people are located and where economic activities are taking place. This was also exacerbated by the demand of specialised skills in key sectors of the economy since the skills base is relatively low amongst the



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poorer communities. The other level of hardships that is currently experienced by Waterberg District's areas is the provision of sufficient water supply to cater for future economic growth and development.

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

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

BELA BELA'S INTEGRATED DEVELOPMENT PLAN (IDP)

Since the first democratic elections in South Africa in 1994, the nature and functions of municipalities changed drastically, with more emphasis being placed on the developmental role of local authorities. Developmental local government can only be realized through Integrated Development Planning and specifically the compilation of an Integrated Development Plan (IDP). Bela Bela adopted its first Integrated Development Plan in 2002 and this plan is reviewed annually.

Bela Bela Municipality IDP (2010/ 11) serves as a strategic guide within all spheres of development within the municipality (please refer to Box 1). It is based on the issues articulated by the stakeholders and it is aligned with the national and provincial development imperatives such as National Spatial Development Perspective (NSDP), Accelerated and Shared Growth Initiatives for South Africa (AsgiSA) and the Limpopo Economic Growth and Development Strategy (LEGDS).



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Its objectives are as follows:

- To guide decision making in respect of service delivery and public sector investment.
- To inform budgets and Service delivery programs of various government departments and service agencies.
- To coordinate the activities of various service delivery agencies within Bela Bela.

Box 1: Section 25 (1) of the Municipal Systems Act (MSA) (2000)

Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality which:

- a) Links integrates and coordinates plans and takes into account proposals for the development of the municipality;*
- b) Aligns the resources and capacity of the municipality with the implementation of the plan;*
- c) Complies with the provisions of this Chapter (Chapter 5 of MSA); and*
- d) Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.*

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

- A programme specifying the time frames for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
- An indication of the organizational arrangements for the IDP process;
- Binding plans and planning requirements, i.e. policy and legislation; and



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PREPARATORY PHASE

ACTIVITY	SCHEDULE DATE (PROCESS PLAN)	ACTUAL DATE	RESPONSIBILITY
1. PREPARATORY PHASE			
1.1 Preparation of the IDP Process Plan	Beginning of August 2009	4 September 2009	IDP Manager
1.2 Approval of the IDP Process Plan	End of August 2009	26 August 2009	Mayor and Executive Council
2. ANALYSIS PHASE			
2.1 Municipal wide analysis and assessment of the level of development	Beginning of September 2009	1 September 2009	IDP Manager
2.2 In – depth analysis of priority issues per ward – needs identification	Mid of November 2009	23 October 2009 to 23 November 2009	IDP Manager
2.3 First IDP Steering Committee Meeting	Mid of September 2009	31 October 2009	Steering Committee Members
2.4 First IDP Rep Forum	End of September 2009	5 November 2009	Rep Forum Members
3. STRATEGIC PHASE			
3.1 Preliminary Review of the Long Term Development Framework	Beginning of October 2009	6 November 2009	IDP Manager
3.2 Second IDP Steering Committee	Beginning of October 2009	12 February 2010	Steering Committee Members



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3.3 Second IDP Rep Forum	Mid of October 2009	22 February 2010	Rep Forum Members
4. PROJECT PHASE			
4.1 Preliminary Project Review and preliminary budget allocations	Mid of October 2008	25 February 2010	IDP Manager
5. INTEGRATION PHASE			
5.1 Integrating all reviewed activities including sector departments projects and programmes	End of October 2009	19 March 2010	Steering Committee and Rep Forum
5.2 Municipal Turn – Around Strategy Session	March 2010	4-5 March 2010	Management and Executive Committee
6.1 Draft approval of the IDP by council	End of February 2010	31 March 2010	Municipal Council
6.2 Invitation of Public Comments	Beginning of March 2010	02 April 2010	IDP Manager and Municipal Manager
6.3 Invitation of Comments and Recommendations by the Audit Committee	Mid March 2010	29 March 2010	Audit Committee, Senior Managers and Municipal Manager.
6.4 Final Approval by Sub-committee	Beginning of May 2009	-- May 2010	Planning and Infrastructure Sub-committee
6.5 Final Approval by Executive Committee	Mid of May 2009	-- May 2010	Executive Committee

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6.6. Budget/IDP Roadshows	Mid of April 2010	10 – 18 April 2010	Mayor and IDP Manager
6.7 Fourth IDP Rep Forum	Mid of May 2010	04 May 2010	Mayor and IDP Manager
6.8 Mayoral IMBIZO for consolidation	Mid of May 2010	09 May 2010	Mayor and IDP Manager
6.7 Final Adoption of the IDP by Council as a legally binding document	End of May 2010	27 May 2010	Municipal Council



SECTION B: SITUATIONAL ANALYSIS

1. DEMOGRAPHIC OVERVIEW

1.1. Population Dynamics and Future Growth Trends

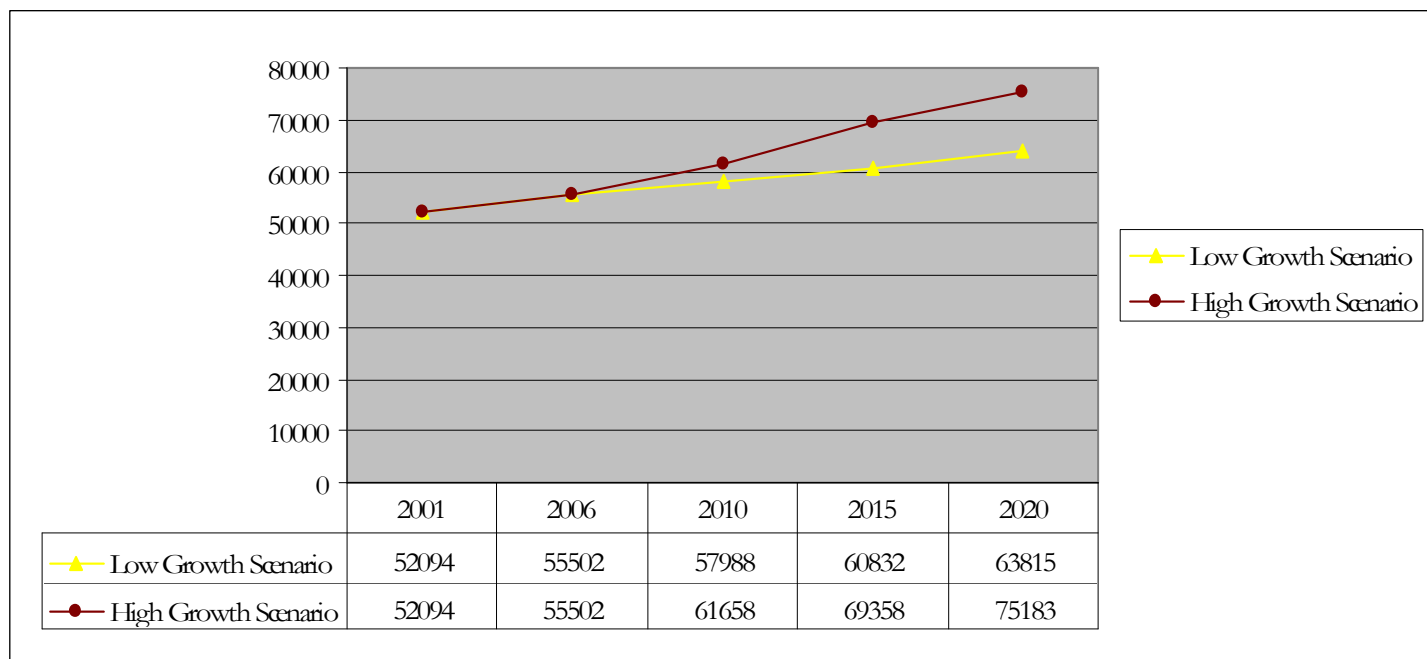
1.1.1. Population size and Growth Projections

The total size of Bela Bela's population is currently estimated at 55 841 individuals. This is based on census 2007 which also estimate that there are approximately 14 290 households within Bela Bela. Statistics South Africa indicated that this figure also takes into account Rapotokwane Village which was incorporated into the municipality from Dr J.C. Moroka Municipality (Mpumalanga Province) in 2000. Figure 1 below illustrates the estimated population projection when the information from BMR is taken into account.



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Figure 1: Population Growth 2001 – 2020



Source: BMR Growth Rates

HIV/ AIDS is continuously having an impact on population growth and the DBSA database estimated approximately 14 333 individuals were infected in Bela Bela by 2006. The high growth ratio takes into account other main factors such as in – migration, which can result in further increase in the population within Bela Bela. It would be recalled from the 2007/ 08 IDP that there are a number of people who have relocated from Gauteng to Bela-Bela Town (specifically in the Warmbaths Extensions) to get away from the busy life of Gauteng.



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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 to such an extent that the number of home owners increases. 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. It can be assumed that the real growth rate for permanent residence in Bela-Bela Municipal area might even be higher than anticipated BMR growth rates up to the year 2020 as indicated in Figure 1 above.

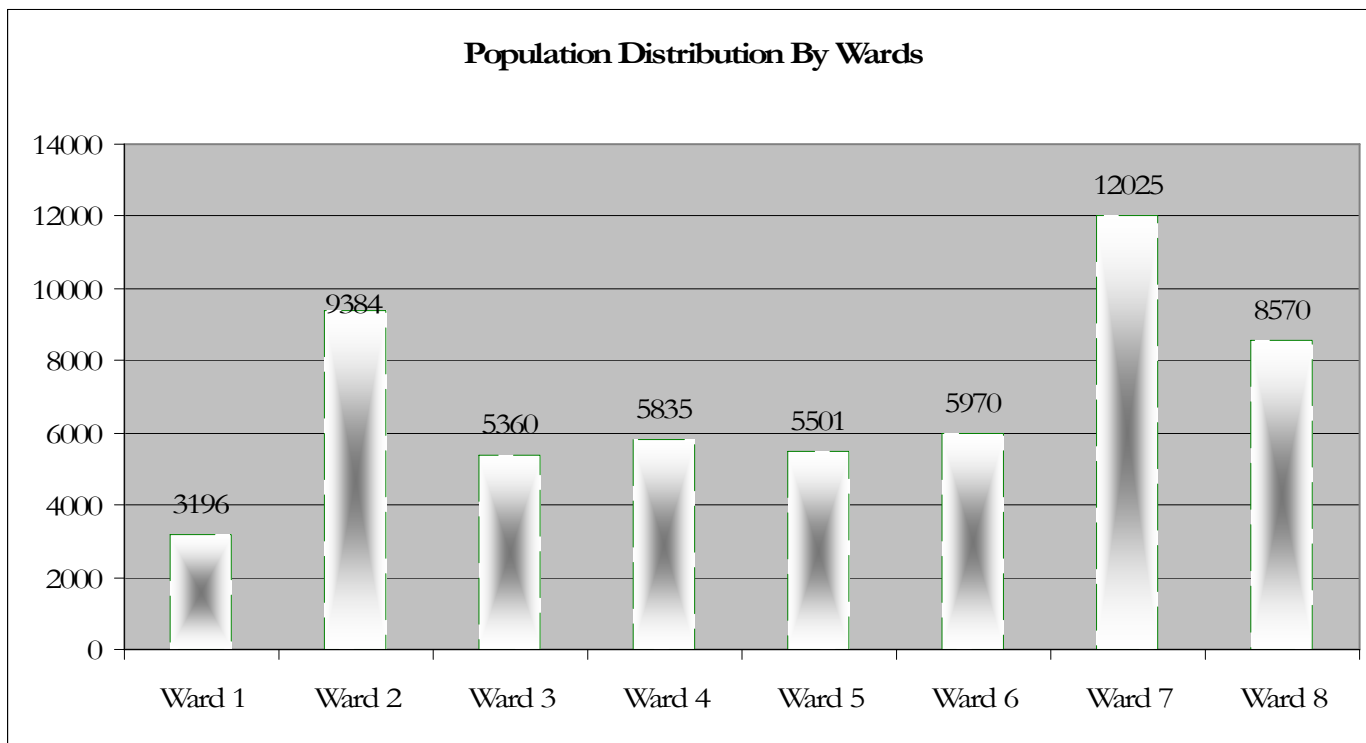
1.1.2 POPULATION DISTRIBUTION

Population in Bela Bela is unevenly distributed amongst eight wards, with ward seven accommodating more people (22%) than other wards within the municipality. Ward seven shares borders with the Mpumalanga Province and comprises of areas such as Settlers and parts of Bela Bela Township/ Extensions. Ward two accommodated approximately 17% of the population which makes it the second most populated ward within the municipal area, it also comprises of many parts of Warmbath Extensions. The third ward with a high number is ward eight (15%) which shares the borders with the Gauteng Province and includes areas such as Pienaarsriver and Rust de Winter.



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Figure 2: Population Distribution in Bela Bela Municipality



Source: Census 2007

The other wards that exist within the municipal area with different population densities include ward six (11%), ward four (10%), ward five (10%), ward three (10%) and ward one (6%) which includes areas such as Radium. The total number of households within the municipality is estimated at 14 290.



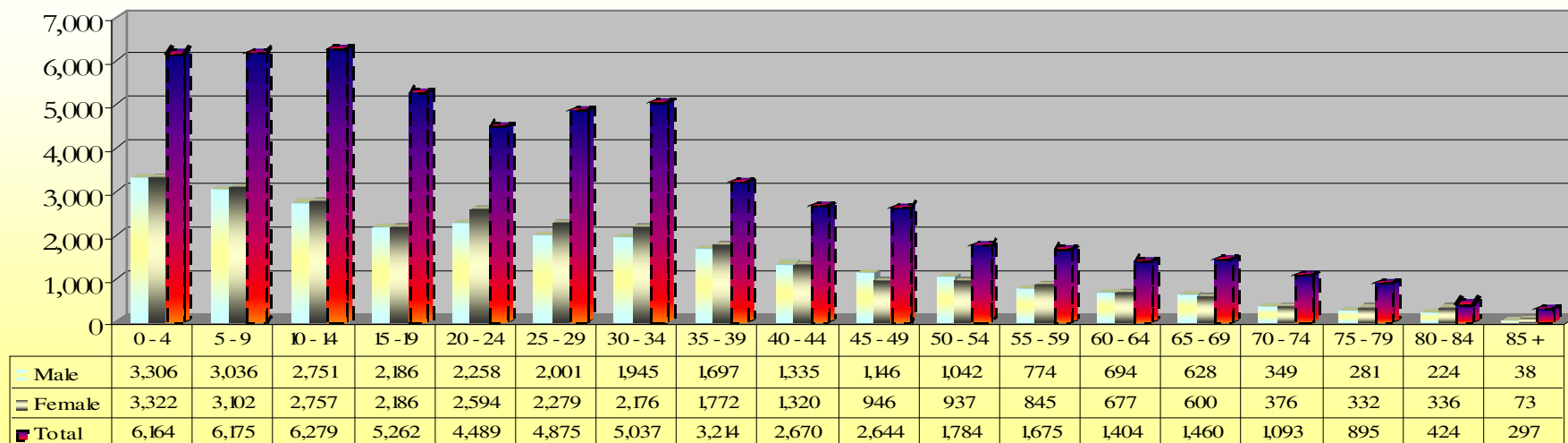
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1.1.3 AGE COMPOSITION

The age composition or structure determines the kinds of economic activities within the locality. Different age groups have different economic needs and different spending patterns. According to the Census 2007, Bela Bela is dominated by the youthful population with the largest age group being the children between the ages 0 – 14 constituting 33% of the entire population. This is followed by the youth between 15 – 34 age group constituting 35% of the total population. The adults ranging from the ages of 35 – 64 constitute of 25% of the population and the aged (over 65) accounts for 9% of the total population.

Figure 3: Age Structure in Bela Bela Municipal Area.

Population Breakdown By Age



Source: Census 2007



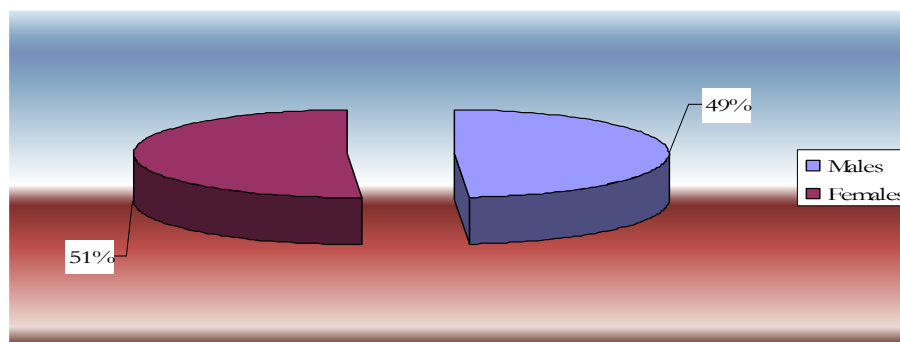
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This trend in age composition obliges the government departments and the municipality to ensure that a large percentage of the budget is allocated to social development facilities in order to meet the needs of a youthful population and ensuring that people falling within this age acquire relevant skills and grow up to become responsible adults. The creation of more job opportunities should also be one of the key aspects of the developmental agenda by the municipality in partnership with the sector departments such as the Department of Education.

1.1.4 GENDER DIFFERENTIATION

With reference to figure 4 below, the gender composition within Bela Bela indicates a slight imbalance between the males and females. The Census 2007 revealed that approximately 51% (28 304) of the population within Bela Bela comprises of females while 49% (27 546) comprises of males. Nevertheless this confirms with the national trends that a higher proportion of women are found in the rural areas than men. This in many instances, especially amongst the African communities is attributed by the fact that men are generally attracted to places such as the bigger cities (i.e. Johannesburg etc.) that presents the employment opportunities sometimes regardless of the nature of work involved.

Figure 4: Gender Composition



Source: Census 2007



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



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KPA 1: SERVICE DELIVERY & INFRASTRUCTURE DEVELOPMENT

Why this KPA? *The lack of municipal infrastructure is regarded as a critical impediment to ensuring a dignified quality of life for the majority of the population within Bela Bela. Especially critical is the situation with regard to water, sanitation, housing, roads and stormwater.*

2.1. FREE BASIC SERVICES: WATER, SANITATION, ENERGY AND REFUSE REMOVAL

The provision of equitable basic infrastructure especially water and sanitation is central to the developmental local government mandate. Table 1 below reflects that the extent to which Bela Bela have access to basic infrastructural services.

Table 1: Trends of Free Basic Services

FREE BASIC SERVICES	2006/2007		2007/2008		2008/2009		2009/2010	
	No of HH	Budget	No of HH	Budget	No of HH	Budget	No of HH	Budget
Water	2860	89 596	3 732	206 342	3 500	209 475	2 304	137 894
Electricity	2860	55 427	3 732	110 616	3 500	168 000	2 304	148 193
Sanitation	2860	25 740	3 732	97 853	3 500	98 945	2 304	68 763
Refuse Removal	2860	25 740	3 732	114 871	3 500	115 710	2 304	80 714

Source: Bela Bela Municipality, 2009

The Department of Water Affairs and Forestry (DWAF) in the Community Water Supply and Sanitation (CWSS) Strategic Study states that **the need for water is measured in the number of people who do not comply with the standards** referred to in the White



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Paper on Water Supply and Sanitation. These standards are referred to as the RDP level and for the purposes of water supply the following 5 criteria define the minimum RDP level, viz.:

- ❖ **Quality:** 4 water quality classes to qualify the portability of water (e.g. classes 0 and 1 are ideal, class 2 is for short term use only and class 3 is unacceptable for domestic use);
- ❖ **Quantity:** a minimum quantity of 25 litres per person per day;
- ❖ **Distance:** water must be within a distance of 200m from the dwelling/house;
- ❖ **Reliability:** access to the water resource for at least 98% of the time (1 in 50 year resource reliability); and
- ❖ **Flow:** the availability or flow of water at a communal tap should at least be equal to 10 litres per minute.

The sanitation types that are below the minimum RDP level are pits or none. The sanitation types that satisfy the minimum RDP level include the following, viz.:

- ❖ Ventilated improved pits [VIP];
- ❖ Double ventilated improved pits [DVIP];
- ❖ Digesters;
- ❖ French drains;
- ❖ Suction tanks;
- ❖ Small water-borne; and
- ❖ Full water-borne.



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1.2 WATER SUPPLY

Water is life – it is the most important resource to encourage both social and economic development within communities. It is on this basis that water provision tops the list of community lists/needs during consultation meetings. The municipality, together with DWAF, have done exceptionally well in this area.

TABLE 2: ACCESS TO WATER, 2001 vs 2007

Total no. of HH		Piped water inside the yard		Piped water from access point outside the yard		Piped water inside the dwelling		No access to piped water		N/A & Other	
2001	2007	2001	2007	2001	2007	2001	2007	2001	2007	2001	2007
12336	14293	7375	2462	1544	1078	3004	8911	275	1425	138	417

Source: Census 2001 & Community Survey 2007

From Table 4 above, it is evident that the number of households in Bela Bela Municipality has increased by 1957 households since 2001. However, the number of households with piped water inside their dwellings has decreased from 7375 in 2001 to 2462 in 2007. The accessibility to water from access point outside the yard has also decreased from 1544 in 2001 to 1078 in 2007. It is still important for the Bela Bela Municipality to encourage communities to harvest rainwater for household usage. This is very critical due to the fact that Bela Bela Municipality is water scarce.

It can be reported that 100% (14 290HH) of Bela Bela households do have access water with effect from 2008 since water supply was expanded to the informal settlements within that period. This then means that there are no households within Bela – Bela that make use of other water sources (including Dam/ Pool, Water Vendor and Water Rain Tanker). It can however be noted that the provision of



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water to the informal settlements is only a temporally solution, the permanent arrangement to address the water supply needs by the community is to move the informally settled households to the new housing projects which are more suitable for human habitation.

1.1.1. WATER SOURCES

SOURCE	SURFACE WATER	GROUNDWATER
	<ul style="list-style-type: none">• Warmbad Dam• Platrivier Dam• Pipeline from Klipdrift purification works (Magalies)	Four boreholes

1.3. PROVISION OF SANITATION FACILITIES, 2001 vs 2007

Sanitation is about dignity. The availability of sanitation facilities no only improves the dignity of people, but also promotes their health. Areas without proper sanitation systems give rise to water borne diseases like cholera, diarrhea, typhoid, etc. it is therefore important that as a municipality, prioritization should be given to this service, particularly taking into account the backlog (rural sanitation) and the national target.



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TABLE 2: PROVISION OF SANITATION FACILITIES, 2001 vs 2007

Total no. of HH		Flush toilet (connected to sewerage system)		Flush toilet (with septic tank)		Dry toilet facility		Pit toilet with ventilation (VIP)		Pit toilet without ventilation		Chemical toilet		Bucket toilet system		None	
2001	2007	2001	2007	2001	2007	2001	2007	2001	2007	2001	2007	2001	2007	2001	2007	2001	2007
12336	14293	8611	10939	390	524	1853	92	274	56	1853	1835	90	25	204	0	916	820

Source: Census 2001 & Community Survey 2007

In terms of sanitation, Table 2 indicates that 13 574HH of Bela Bela household have access to sanitation at the appropriate standard. The remaining 715HH do not currently have the appropriate sanitation facilities. The backlog as estimated by the municipality is approximately 1 300 households which do not have access to the sanitation facilities at the appropriate standard.

TABLE 3: ENERGY SOURCE FOR LIGHTING, 2001 vs 2007

Total no. of HH		Electricity		Gas		Paraffin		Candles		Solar		Other	
2001	2007	2001	2007	2001	2007	2001	2007	2001	2007	2001	2007	2001	2007
12336	14293	8879	11308	17	0	232	409	3144	2550	24	0	38	24

Source: Census 2001 & Community Survey 2007



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According to Table 3 above, approximately 79% (11 289HH) of Bela Bela households have access to electrical services at the appropriate standard. Even though this census (2007) data reflect a backlog of 21% (3 000HH), the records from the municipality indicates that the actual backlog is currently estimated at 1 300HH who mainly in the informal settlements. However, taking into account the electricity shortage facing the country, as well as the principles of sustainable development, it is important for the municipality to develop its Energy/Electricity Plan. This plan would explore various energy sources to be used/developed. The plan should, among others, ensure that the physical environment is protected for future generations. The development of an Energy/Electricity Plan that considers renewable and non-renewable energy sources is therefore very critical.

1.4. SOLID WASTE MANAGEMENT – Refuse Removal

Table 4 indicates that approximately 96% (13 718HH) of Bela Bela households use the appropriate means in terms of refuse removal such that 77% of the households refuse is removed by the municipality and 19% use their own refuse dump. Approximately 4% (571HH) are considered to have no refuse removal. Based on the municipal information the households that encounter the backlog are estimated at approximately 1000HH.



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TABLE 4: REFUSE & DISPOSAL, 2001 vs 2007

Total no. of HH		Removed by local authority/private company at least once a week		Removed by local authority/private company at less often		Communal Refuse Dump		Own Refuse Dump		No Rubbish Disposal		Other	
2001	2007	2001	2007	2001	2007	2001	2007	2001	2007	2001	2007	2001	2007
12336	14293	8380	10883	72	112	129	73	3098	2645	654	554	3	24
NUMBER OF LAND FILL SITES								PERMITTED SITES					
3 (2 are illegal)								1					

Source: Census 2001 & Community Survey 2007

1.5. MOVEMENT PATTERN AND ROAD INFRASTRUCTURE

1.5.1. TRANSPORT

Car ownership within the Bela Bela Municipal area is low and commuters on public transportation. Even though most of people walk to/from work, mobility of communities is a serious concern. Bela Bela municipality has **13 total number of taxi routes** within one formal taxi rank in town.



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Roads Agency Limpopo (RAL) is the institution responsible for provincial and district roads. Bela Bela Local Municipality is responsible for local roads. The information provided in this document is to assist the municipality to confirm the need for road upgrading and ultimately identify projects required to address the backlog/needs.

The roads play a pivotal role in terms of economic development such that all major economic developments are located along the roads of strategic importance and thus they provide a key link between consumers and suppliers as well as between components parts manufactured and finished product manufactures. The road hierarchy within Bela Bela can be classified in four categories and it is through this hierarchy that one can be able to rank the strategic importance of the roads as well as their impact on the economy. This identification of roads that are of strategic importance should ultimately inform the level of commitment that local and provincial government should have in terms allocating the budget in order meet the infrastructure needs for these roads since this is in line with the government mandate of creating an enabling environment for economic development. The road hierarchy within Bela Bela can be broadly classified as follows:-

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



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- District Distributor Routes – these include D936 which links with P85/ 1 (R 516) from Codrington to Settlers, D626 which links Piernaarsriver and Rust de Winter Dam to Rapotokwane. These routes provide linkages between the emerging growth points. The major concern was raised regarding the condition of D626 route which link Rapotokwane to Rust De Winter and other villages within Mpumalanga Province. Some of these routes are managed by the Provincial (Limpopo) Department of Roads and Transport while the rest are managed by Waterberg District Municipality.
- Local Access Routes (i.e. often referred to as the internal roads) – are the lowest order of small access roads that provide direct access to the settlements and properties within the municipal area. The majority of these roads are a competency of Bela Bela Local Municipality in terms of maintenance and upgrade. The state of the local access roads (internal roads) that require attention of the municipality due to poor condition can be highlighted as follows:-

Table 5: State of Bela Bela Municipal Roads (2009)

<i>Settlement</i>	<i>Length (km)</i>		<i>Type of Upgrading</i>
	Total Road Length	Length Requiring Upgrading	
Bela Bela Town	30km	20km	Resealing
Bela Bela Township	38km	28km	Upgrading, Tarring and Paving
Radium (Masakhane)	4,3km	4,3km	Tarring, Paving and Regravelling
Pienaarsriver	6,4km	6,4km	Paving and Tarring
Rapotokwane (KwaLitho)	19km	19km	Tarring, Paving and Regravelling
Total	97,7km	77,7km	



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In terms of storm water drainage, there are four parts of Bela – Bela Township which were developed without sufficient infrastructure for stormwater drainage and this prone these areas to the excessive water surface run – off or even flooding during the heavy rains. These areas are Bela Bela Township Extension 2 (“Leseding”), 5 (Mandela Village), 6 and 7. These areas accommodate approximately 23% [3 343HH (i.e. Ext. 2 = 836HH, Ext. 5 = 1098HH, Ext. 6 = 1084HH and Ext. 7 = 325HH)] of the total population within Bela – Bela. The municipality should also ensure that the future settlements (i.e. Bela Bela Extension 8 and 9) are well provided with sufficient stormwater infrastructure at the early stages to avoid future backlogs occurrence.

The need for increased and drastically improved public transport across all income groups have been emphasized at the National Level. The function of Public Transport is currently residing with the District Municipality rather than Bela – Bela Local Municipality, however the municipality still have a role to play in this regard particularly around the aligning ensuring that the District Transport Plan is compatible with Spatial Planning of Bela Bela such that integrated planning is required whereby public transport corridors will be planned along areas demarcated for serious intensification and densification. In terms of the infrastructure facilities there a number of issues that have come to the attention of the municipality which require consideration and these include the following:-

- Inadequate public transport facilities such as taxi ranks within Bela Bela Town and Township;
- Lack of shelters and ablution facilities;
- Lack of parking areas within the CBD;
- Parking meters within the CBD are not functional,
- Insufficient space for heavy vehicle loading and off-loading, and
- The damages occurring in the local roads due to heavy vehicles (Trucks) that passes the area through R101 to Modimolle or Thabazimbi Area.



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The addition to that there is a need for a pedestrian friendly environment especially in town since the majority of the residents walk by foot within the Central Business District (CBD).

1.5.2. BACKLOGS IN THE DELIVERY OF BASIC INFRASTRUCTURE: ROADS, ELECTRICITY AND SANITATION

The infrastructure issues which was raised during the 2009/ 10 IDP review was that the condition of roads and stormwater drainage within major settlement areas (Bela Bela Town and Township, Radium, Pienaarsriver and Rapotokwane) are considered to be in a very bad condition and needs to be improved. The length of these roads accounted for approximately 77,7 kilometers. The additional infrastructure backlog issues that has been identified during the 2009/ 10 analysis phase is the lack of access to electricity by some of the households within Rapotokwane and informal settlements (i.e. “JZ” and *Tsakani*). The total energy backlogs amounts to approximately 1 300 households.

The quality of drinking water provided through boreholes within Rapotokwane was also considered unsatisfactory since this water is salty in taste. The municipality was then requested to liaise with the Department of Water Affairs and Forestry to improve the quality of the drinking water. Sanitation was not raised as a serious concern, nevertheless the municipality has a responsibility to eradicate the existing backlog which is estimated at approximately 1 300 households (Rapotokwane and informal settlements). There are also major arterial routes (i.e. controlled by Dept. of Transport) which are in a very bad condition and these include P85/ 1 (R516), P1/ 4 (R101) and P20/ 1.

1.6 HOUSING DEVELOPMENT AND DELIVERY WITHIN BELA BELA MUNICIPAL AREA

The right to adequate housing is enshrined in the Constitution (Act 108 of 1996) and it states that everyone has the right to have access to adequate housing and that the state must take reasonable legislative and other measures within its available resources to achieve the progressive realization of this right.



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1.5.3. CURRENT HOUSING NEEDS, DEMAND AND PROVISION

The estimated housing backlog within Bela Bela is currently 2700. This figure is based on the Municipal Housing Plan (2008) and waiting list which indicated that 1 100 households are residing within the informal settlements, 1 000HH resides on backyard units within Bela Bela Town and Township and 400 for the middle (Gap Market) earners. The Department of Local Government and Housing in partnership with Bela Bela Local Municipality are currently playing an important role in terms of housing provision for the low – income group who earn between R0 – R 3 500 pm. The current housing project that is targeting to address housing backlogs for the people within this income category is Bela Bela Township Ext. 8 which comprises of 900 Units (i.e. 750 RDP + 150 Bonded). The rest of the projects that are still at the proposal stage include the following:-

- Bela Bela Township Ext. 9 – 900 Units (800 RDP + 100 Bonded)
- Airstrip Area (Town) – Social Housing
- Spa Park (PTN 4 of Roodepoort 467 KR) – 200 RDP Units
- Spa Park North (Town) – 300 Bonded Units (middle income)
- North of Alma Road (Town) – (Middle/ Upper Income)
- Radium/ Masakhane Ext 1 – 150 Unit
- Lebogang Rural Village (Farm Tweefontein 452 – KR) – 50 Units

The 2008/ 09 IDP noted that the need for the provision of housing to the middle income group (i.e. especially those who fall within the income category ranging from R 3 501 – R7000 pm) is also critically important since it was noted that there are individuals who fall on this category and are registered on the municipal housing waiting list since they requires assistance with regards to accessing shelter. The need for middle income housing may also be exacerbated by the fact that housing development that is driven by the



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private developers is mainly accessible and affordable to the upper income earners i.e. the minimum value for the houses provided by the private developers is in many instances more than R 500 000.

As noted from the proposed priority projects above, the municipality is intending to address the housing backlog for both low income and middle income earners. The total number of units proposed is 3 050 which would fully eradicate the housing backlogs. The majority (7) of these projects are proposed on the municipal owned land except Spa Park (North of Alma Road) and Lebogang Rural Village.

1.6.2 PRINCIPLES ON SUSTAINABLE HUMAN SETTLEMENTS (SHS)

The notion of sustainable human settlement (SHS) refers to an integrated approach to housing provision for the residents of Bela Bela (especially those who are classified as the low income group). At the concept level the requirements of sustainable human settlement are precise and unambiguous in terms of the level in which housing should be provided for the residents within the Bela Bela area and these can be briefly summarized as follows:-

- The focus on the provision of housing should not only be on *housing delivery* but also on *housing development* with a greater positive impact for the residents to be able to sustain their livelihood within that particular locality. This implies that the future housing delivery and development that takes place within Bela Bela should be incorporated within the vicinity of social facilities and economic opportunities to make it easier for the community to easily commute in order to obtain the services and employment opportunities. This requirement is intended to address the legacies of the past whereby individuals (especially the less privileged) were subjected to poor living conditions with the serious lack of amenities to sustain their livelihoods within those settlements.
- The provision of housing should be an integrated approach to development using the delivery of shelter as a primary focus but including amongst other things basic service delivery (i.e. potable water, appropriate sanitation and access to electricity),



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obtaining or upgrading of land tenure rights, ease access to adjacent community and economic services, job creation plus skill transfer (i.e. during construction stages) and the outcomes should also build self esteem by the end users.

Housing delivery and development within Bela Bela occurs in two different forms. The first regards the state funded, low cost housing in which the Department of Local Government and Housing serves as the developer. The second pertains to private sector developments targeting mainly the upper income groups. Bela Bela Spatial Development Framework (*adopted in 2006*) should be the pillar in terms of informing the realization of sustainable human settlements through the implementation of these housing projects.

In line with the SDF the municipality has embarked on facilitating housing delivery within the areas that are earmarked for opportunity for future housing within the SDF growth nodal points (i.e. Bela Bela Town, Pienaarsriver and Radium) and these areas are within the urban fabric plus housing delivery is integrated to the delivery of services and reasonable proximity to the adjacent social and economic opportunities. There has been challenges in terms of achieving all the expectations by the sustainable human settlement concept in the past to such an extent that the concern was raised especially for housing delivery within Bela Bela Town (Main Growth Point) that the majority of these low cost housing projects still focus on extending the black townships which now perpetuate disintegration by income groups while in the apartheid era disintegration was perpetuated through racial segregation.

Despite these challenges which includes the limited availability of land within the existing central business district (CBD) and financial viability (i.e. high cost of land within the CBD) which might be a substantial sacrifice to achieve the low cost housing there, the municipality is however aiming to achieving this through creative ways such as through residential densification within the few vacant patches of land parcels that are located within the CBD and are considered by the SDF to be ideal for future housing development.



12336	2001	Total no. of HH
14293	2007	
8048	2001	House or brick structure on a separate stand or yard
7632	2007	
467	2001	Traditional dwelling/hut/struc made of traditional materials
41	2007	
176	2001	Flat in block of flats
617	2007	
180	2001	Town/ cluster/ semi – detached house (simplex: duplex: triplex)
691	2007	
953	2001	House / Flat / Room in back yard
1007	2007	
738	2001	Informal dwelling / shack in back yard
1775	2007	
1298	2001	Informal dwelling / shack not in back yard e.g. in an informal / squatter settlement
1417	2007	
426	2001	Room / Flatlet not in back yard but on a shared property
678	2007	
38	2001	Caravan or tent
0	2007	
5	2001	Other
73	2007	

Source: Census 2001 & Community Survey 2007.



1.6. ENVIRONMENTAL MANAGEMENT AND MUNICIPAL HEALTH

1.6.1. ENVIRONMENTAL MANAGEMENT

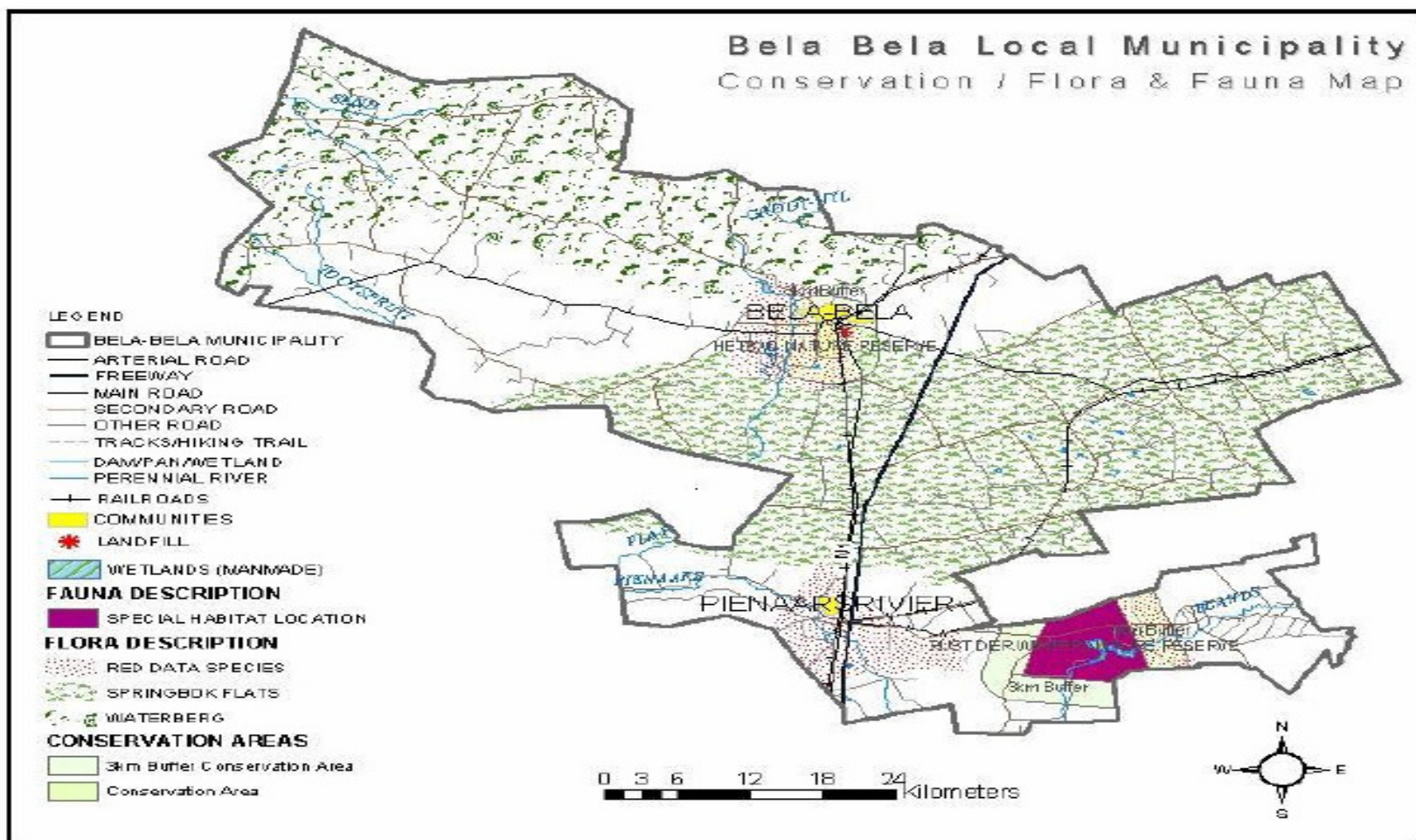
The National Environmental Management Act (NEMA) stipulates that environmental management must place people and their needs at the forefront, and serve their physical, psychological, developmental, cultural and social needs equitably. It is also required that development be socially, environmentally and economically sustainable. The challenge is therefore to regulate development in such a manner that the disturbance of eco-systems is avoided, or where this is not possible, the disturbance be minimized and remedied. The application of the Environmental Conservation Act since early 2000 ensures that all formal development is subjected to an environmental channel process, or Environmental Impact Assessment (EIA). A serious threat to the approach is that informal development is left to its own devices, with considerable implications in respect of pollution, deforestation, etc.

It is critically important that the sustainability of the environmental is mainstreamed within all the aspect of physical development within Bela Bela Municipal Area. As depicted on map 1 below, Bela Bela has a number of Nature Conservation Areas, these are the Rust de Winter Nature Reserve situated on the southern border which is $\pm 2\,500$ ha in extent, the Enkeldoornspoort Nature Conservation Area in the south-eastern corner of the Municipal Area, Mabula Game Reserve, Bonwa Phala Game Reserve, Kunkuru Game Reserve, Sondela Nature Reserve, Mabalingwe Game Reserve, the Bothasvley Nature Conservation Area adjacent to the N1 National Road between Bela-Bela and Pienaarsrivier and the Het Bad Nature Reserve in the central area of Bela-Bela Local Municipality. The whole of the western part of the Bela-Bela Local Municipal Area is classified as a Conservation area as well as the area directly surrounding the Bothasvley Nature Conservation



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Map 1. Conservation/ Flora & Fauna Map



Source: Waterberg Environmental Management Plan (2006)



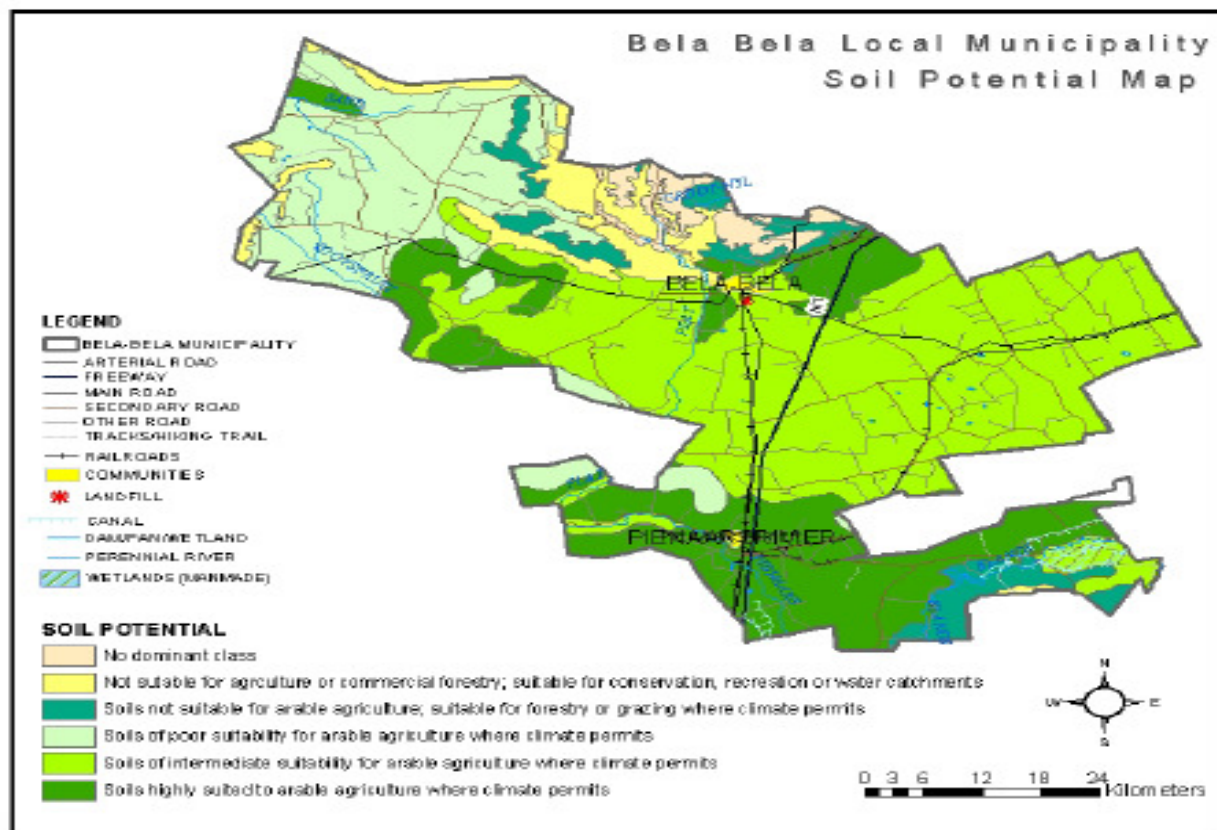
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While Bela Bela is at an advantageous position in terms of the environment since there are no heavy industries and soil degradation and erosion is minimal, it is very important that the municipal ensures, with its available resources that the sensitive environments (as depicted on map 1 above and wetland areas next to Bospoort and Klein Kariba River) are adequately protected in line with the requirements of environmental management as discussed above 2.1.3. The potential risks that can be highlighted as this stage include the poor management of landfill sites, inadequate sanitation systems, informal settlements, veld fires, chemical spills and/or other hazardous accidents, droughts and physical development that is not conducive for the sustainability of the sensitive environment. The adequate protection of high potential agricultural land (in terms of the soil classification) is also an important environmental element within Bela Bela given the pressure that the area is currently experiencing with due regards to the range of developments (i.e. upmarket estates and tourism initiatives) that can compromise this potential. Map 2 below is an illustration of the different agricultural potential classification within the farmlands of Bela Bela.



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Map 2. Agricultural Potential within Bela Bela in terms of the soil classification



Source: Waterberg Environmental Management Plan (2006)



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The above discussed issues are at the broad strategic level and it is important that the municipality considers these as a baseline when evaluating the credibility of the EIA's for the development of applications that are submitted on an on-going basis. At the project evaluation level, the municipality relies on the environmental impact assessment (EIA) as 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 municipality should also have an Environmental Management Plan that can address; vegetation, water, fuel and sewage treatment, with specific reference to the following:

- 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.



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The additional Strength, Weakness, Opportunities and Threats (SWOT) can be summarized as follows:-

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



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

In line with section 1.6.1 of the draft heading: Environmental Management.

NEMA is not the Act alone which deals with environmental management matters,

Conservation of Agricultural Resources Act: Act 43 of 1983 (CARA) is one of the Acts enforced by the Department of Agriculture, Forestry and Fisheries that regulates that regulates the environmental issues by making provisions for the conservation of the natural agricultural resources of South Africa. The objectives of the Act are:

- Maintenance of the production potential of land
- Combating and prevention of erosion
- Prevention of weakening or destruction of the water sources
- Protection of vegetation and
- Combating of weeds and invader plants

Regulation 15 of the Acts makes provisions for control of weeds and invader plants as according to their categories,

category 1, 2, and 3

Category 1 are: plants that may not occur on any land or inland water surface other than in a biological control reserves



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Category 2 are: plants that may not occur on any land or inland water surface other than a demarcated area or a biological control reserves

Category 3 are: plants that shall not occur on any land or inland water surface other than in a biological control reserves

Eucalyptus species (gum tree) a category 2 plant was identified by the Directorate: Land Use and Soil Management during 2007 on the municipal ground around Bela-Bela Dam.

The occurrence of Eucalyptus should feature on the IDP as one of the identified projects as it poses threat to the Bela Bela environment. Plans to control the species should also be indicated in the IDP. One of the strategies can be to involve the Working for Water Programme that can assist in the species under control.

1.6.2. MUNICIPAL HEALTH

This function was devolved to Waterberg District Municipality in June 2007. The service is provided by qualified Environmental Health Practitioners and 11 of those are based in Bela Bela Municipal Area. The District municipality is currently in a process to avail mechanisms such as by-laws and municipal health plan to ensure that appropriate and standardized municipal health services are effectively and equitably provided.

1.6.3 DISASTER MANAGEMENT

Disaster Management arrangements are designed to:

- **Deal with all hazards.** While most attention is given to the obvious emergencies such as fire and transport accidents, a wide range of hazards could be dealt with using disaster management arrangements and resources. This might include emergencies for which there is little or no experience in the Limpopo Province, such as earthquakes or environmental emergencies.



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- **Be integrated.** (Involve all people and relevant agencies). The management of emergencies is a shared responsibility involving many people and organizations in the community. It is not something done by one sector of the community to or for the rest of society, although some organizations have specialist roles of this kind, viz;
 - **Private sector organizations** are often involved when their services and resources are needed for prevention, response or recovery activities, or where emergencies affect their buildings, equipment, personnel, suppliers or customers.
 - **Individual members** of the community are also responsible for taking preventative, protective and restorative actions in their own and community's best interests.
 - **Government departments** and **Voluntary Organizations** are also playing a major role in disaster management.
- **Be comprehensive.** (Cover prevention, response and recovery). Prevention response and recovery are all important aspects of disaster management, and each should be explicitly addressed in the arrangements.

The following possible disasters were identified:

- Refugees;
- Epidemics;
- Explosions;
- Extreme weather e.g. strong winds, droughts, floods, etc;
- Hazardous material;
- Aircraft crashes;
- Fire, (veldt fire);
- Transport;
- Power; and



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- Nuclear waste.

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

- Bulk water supply and sanitation – upgrading the capacity of the existing bulk infrastructure i.e. sanitation has a design capacity of 1,260Ml while the actual usage is 1,642Ml.
- Electricity supply – The notified maximum demand is 10MVA while the actual usage is 15MVA and the electrical network has aged. The municipality then needs to upgrade the bulk electricity supply and network.
- Solid Waste Management – There is only one (1) dumping site which serving the entire Bela – Bela. There are no dumping sites at Pienaarsrivier, Radium and Rapotokwane. The municipality needs to consider the establishment of waste management sites in Radium and Pienaarsriver. In terms of Rapotokwane the municipality must at least introduce an awareness program to teach the community of proper disposal of waste within their home yards.

SUMMARY OF KEY CHALLENGES

- Inadequate roads and storm water provision.
- Ageing of electrical network system.
- Overloaded sanitation treatment plants.
- Below standard quality of water
- Inadequate land and housing to address current backlog and to accommodate future development.
- Refuse removal and waste management still not accessible to all areas within the municipality.



KPA 2: LOCAL ECONOMIC DEVELOPMENT

Why this KPA? *Strengthen Municipal Local Economic Development Practice*

2.1. SOCIO – ECONOMIC DEVELOPMENT AND LIVELIHOODS

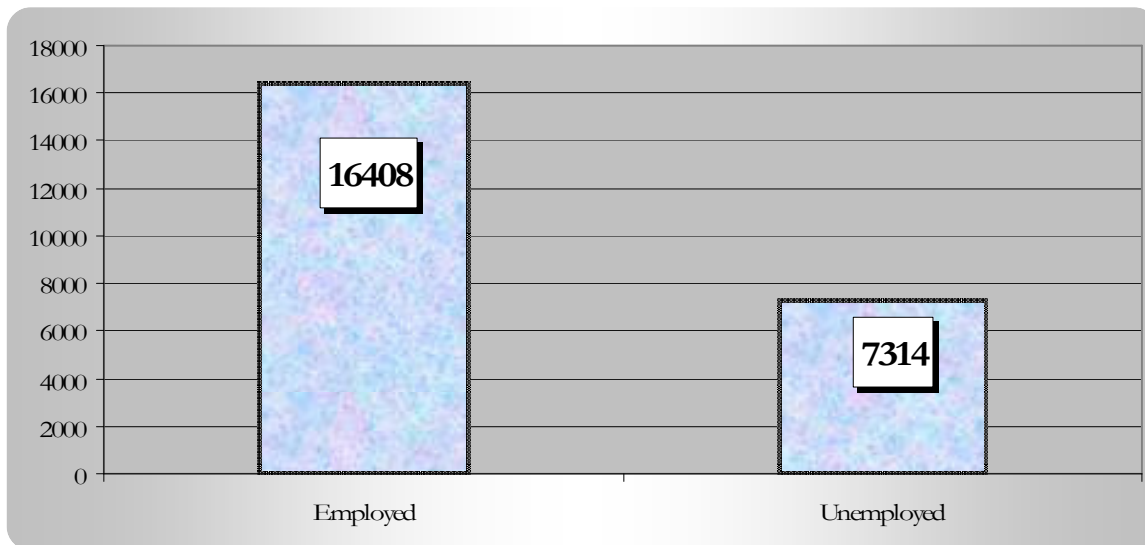
2.2.1 UNEMPLOYMENT AND POVERTY ANALYSIS

It was previously indicated that the age composition of population in Bela Bela comprises of children who are under the age of 15 and who are not accounted as the labour force. The active labour force is estimates at 23 722 individuals who are between the ages of 18 – 64. Figure 5 below indicates that approximately 31% of the active labour force is unemployed.

Figure 5: Employment and Unemployment Status



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Source: Census 2007

Although the employment figure is currently at 69%, Bela Bela still needs more efforts to develop a better economically functioning environment that should create more job opportunities and that is critical since the dependency ratio is quite high based on the structure of the population (i.e. dominance of the population group that is dependant on the active labour force to provide for their needs). Further to the above discussed unemployment profile and with reference to figure 6 below, approximately 11% (1 534HH) of the households is dependant on an income which is below R 12 000 per annum (i.e. less than R 1 100 per month). According to the municipalities indigent policy these households can be classified as very poor and they need to be subsidies in the provision of basic services. The ssustainable community economic development projects/ programmes should be utilized to fast track the mandate by ASGISA to Half Poverty by 2014.



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

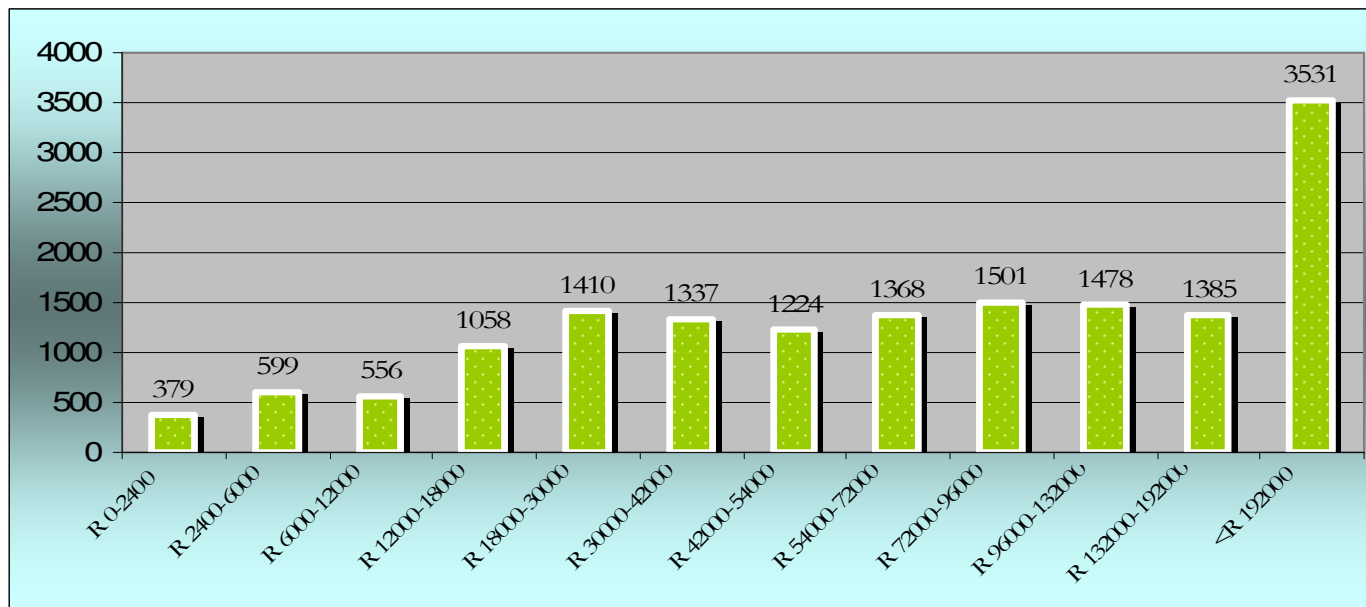
There are currently three community economic development projects that the LED Unit of Bela – Bela is supporting in terms of the management of those projects and ensuring that the project beneficiaries are adequately trained. These projects (i.e. Rua-naga Poultry, Pienaarsriver Bakery and Radium Mamerogo Hydroponic) have existed for 3 – 7 years and a total of 27 jobs have been created in this process.

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

Figure 6: Annual Household Income



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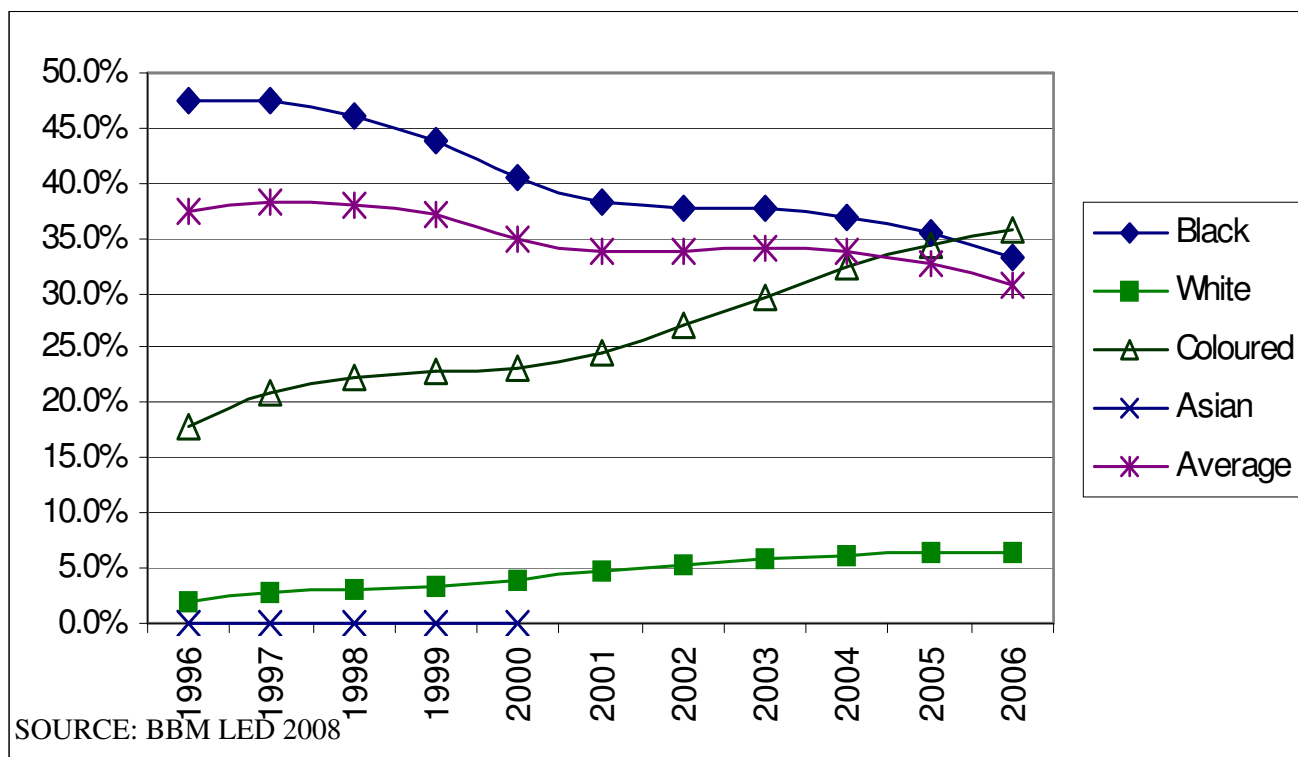
Source: Bela Bela LED Strategy 2008

The municipality has an indigent policy in place and the households that qualify to be registered as the indigents must have an income that does not exceed R 1 100 pm (R 13 200 per annum). The policy is currently benefiting 3 732 households. This figure (3 732HH) is substantially higher than the demographic quantification (1 534HH) and this indicates that the poverty levels on the ground are more than what has been projected.

According to the draft Local Economic Development Strategy of Bela Bela and with reference to Graph 7 below (which compares the poverty levels across the main race groupings), there are very few White population who lives in poverty, whereas more than 30% of the Black households do. The graph indicates a decrease in the number of Black households who were living in poverty from 1996 – 2006, whereas there appears to be an increase in the number of Colored and White households living in poverty.



Figure 7: Comparison in poverty levels (1996 to 2006)



However, it is possible to argue that the results of these calculations have been skewed by the fact that a large portion of the formal economy was driven by the tertiary sectors and in particular the real estate industry, which is very narrow in terms of the people that can participate. Also, these do not create much job opportunities. As such, it is highly questionable if the poverty levels amongst the Black population have decreased to the degree suggested by the graph. Moreover, the recent strong upward movement in inflation



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levels, which is mostly driven by food and transport cost, affect the poor section of the population more than the affluent section. As such, the poverty levels have probably worsened and not improved.

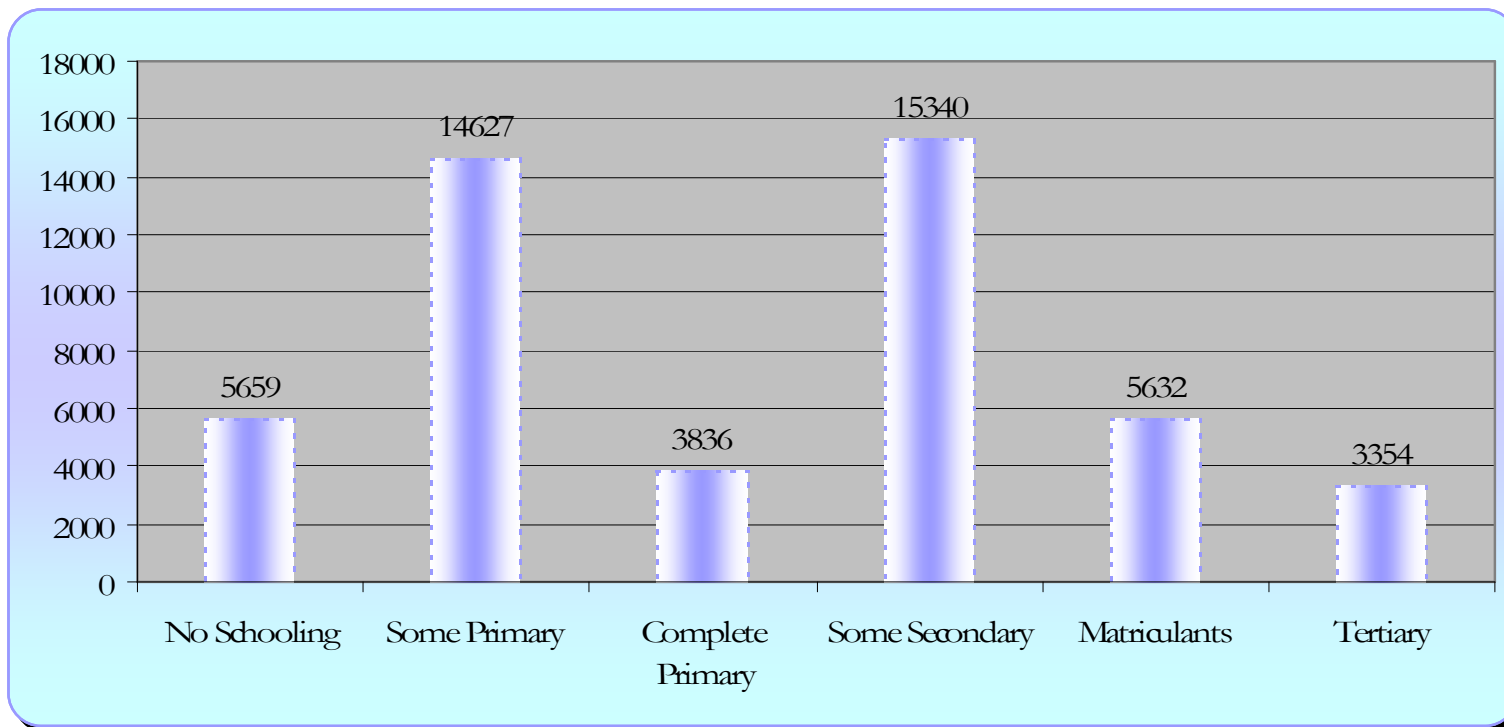
2.2.2 EDUCATION PROFILE AND LITERACY LEVELS

Education plays a pivotal role on community development. It provides a set of basic skills for development, creativity and innovative abilities within individuals. The South African Constitution provides that everyone has a right to education, which includes Adult Basic Education. The education profile in Bela Bela is another area of concern such that approximately 16% of the adult population (18 – 85+) can be considered as illiterate since they did not obtain any schooling. The majority of the population (28%) had obtained education to the secondary level and approximately 17% of the population comprises of the matriculants who can be classified as semi – skilled. There are a relatively few people who can be considered as skilled and who were able to reach the tertiary level of education, these individuals' accounts for 7% of the population.

Figure 8: Level of Education



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Source: Community Survey, 2007

There are various factors that may have contributed to the situation of low education profile in Bela Bela such as the people not having any funding to further their education and this can also be exacerbated by the fact there is a lack of adequate tertiary institutions within the municipal area thus further limiting further education to only the few who can be considered as privileged. At the present moment there is only one (1) private educational institution that offers tertiary training within Bela – Bela (i.e. Sondela Academy). This tertiary institution currently provides training in Tourism (Guiding and Hospitality), Nature Conservation and Technical Courses. It can be



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recommended that this training institution be supported to expand in terms of number of learners it can absorb as well as the training courses that are offered.

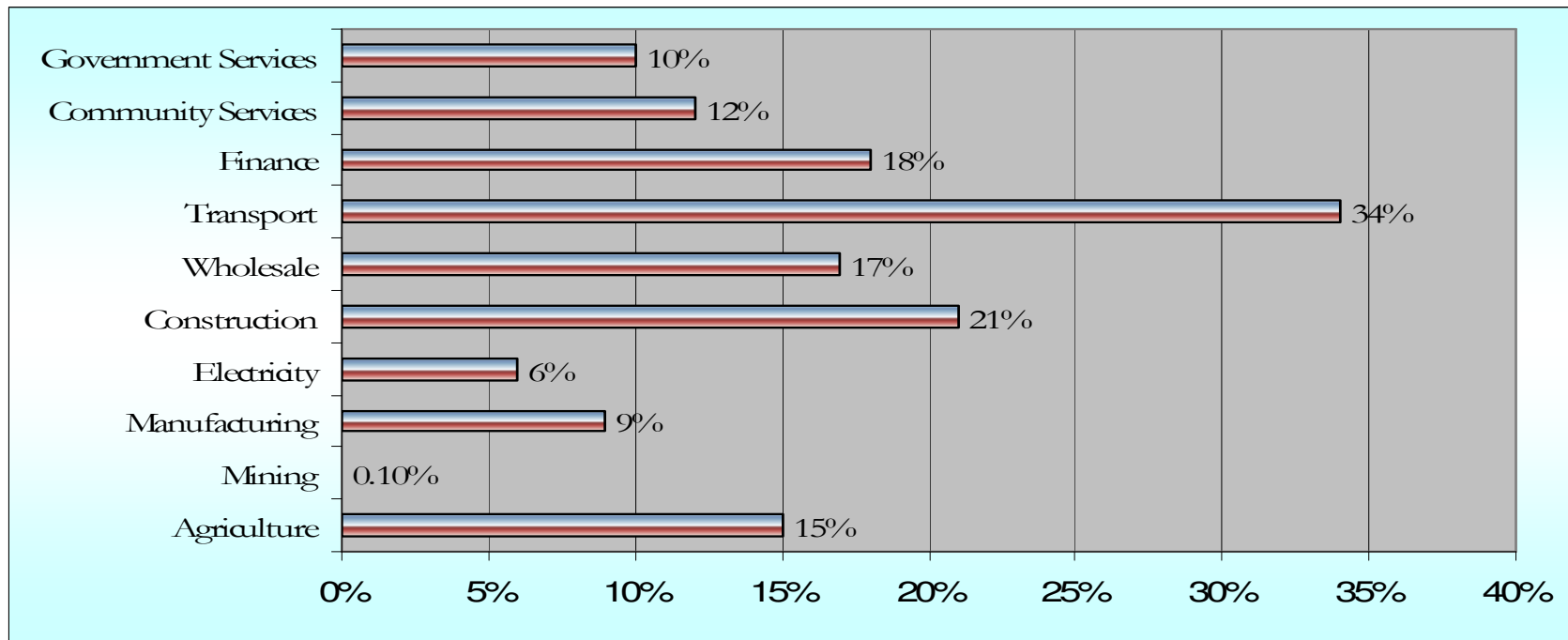
2.2.3. Economic Development: Size and Structure of the Local Economy

Bela-Bela's formal economy represents about 8% of the provincial economy, whereas the population represents about 9% of the provincial population and it is considered to be one of the largest contributors to the economy of Waterberg District Municipality. The sectors that have a massive contribution to the economy are the tertiary sector (i.e. which includes tourism as the most dominant sector), primary sector (i.e. agriculture which has experienced a severe decline of approximately 40% since 1980) and there are secondary sectors which has improved drastically and these includes trade, finance, real estate, commerce, manufacturing and construction. The graph below is an indication of various contributions towards the economy of Bela Bela.



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Figure 11: The composition of Bela Bela's Gross Domestic Product (GDP), 2005



Source: Quantec & UE calculations

Figure 11 above is an indication of the performance of Bela Bela in the Waterberg Economy. It should also be noted that figure 10, uses the traditional model of economic indicators which does not specifically group the tourism activities as one sector. The indicators that are closely associated with tourism in the context of figure 11 above includes Transport (34%) and Wholesale (17%) which accounts for a 51% contribution to the economy of Bela Bela.



Figure 12: Comparison in year-on-year growth for period 1996 to 2006 (constant value at 2000 prices)

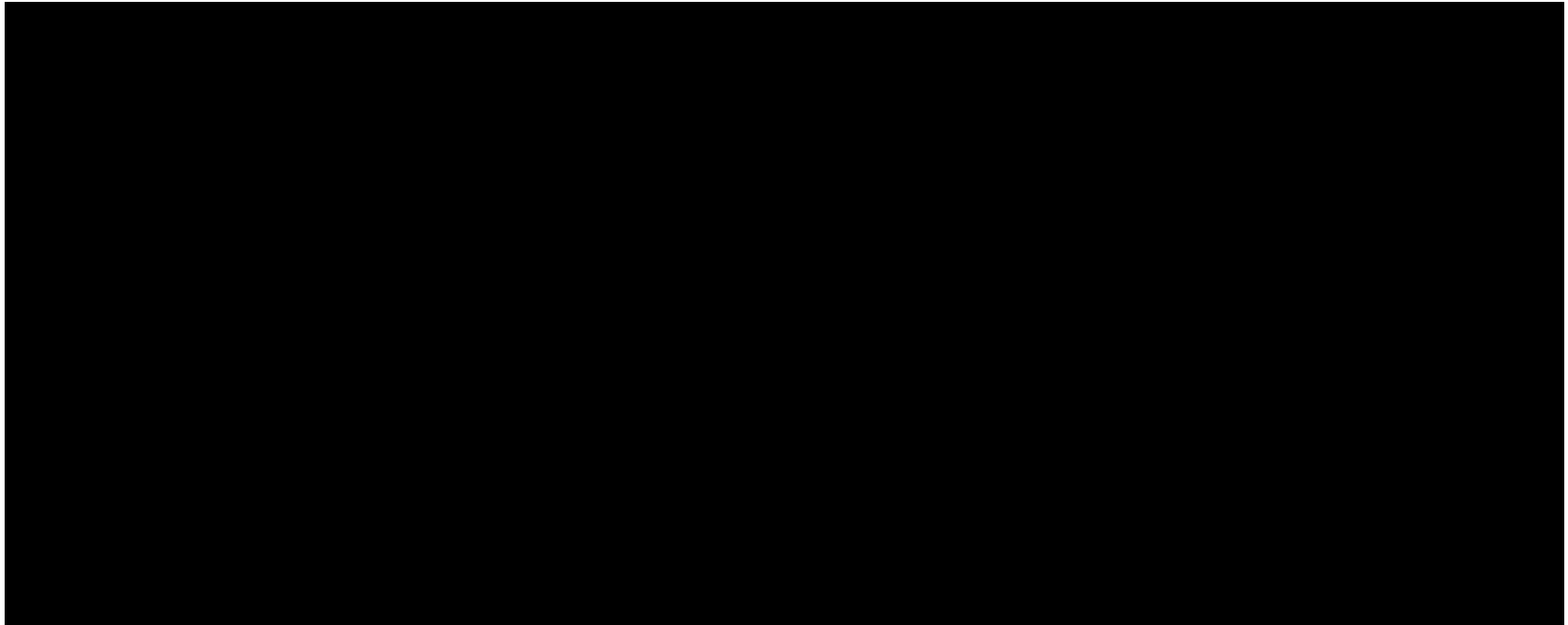


Figure 12 above indicates that Bela-Bela managed a higher average growth rate over this period at 9.5% p.a., compared with 3.9% for Limpopo and 4.5% for Waterberg. The graph also shows the significant annual fluctuations. There seem to have been a major upturn in 2001, followed by an immediate downturn from 2001 to 2003, and then a steady increase (except Waterberg). As will be seen in the following paragraphs, the underlying reasons for these fluctuations can be found in slight decreases in the production levels of the main drivers and not in an absolute decrease in the sectors. These fluctuations which are caused by one or two of the drivers clearly show the vulnerability of the economy.



2.2.3.1. TOURISM

It is commonly emphasized that tourism is one of the largest and fast growing industry and with the potential to become the focal point of the emerging economy. In economic terms Bela Bela is one of the success stories in tourism within Waterberg District and the rest of Limpopo. The area gained popularity mainly from its natural hot springs coupled with its strategic location with regards to its proximity to Gauteng and the massive private investments in tourism facilities and hospitality enterprises such as 68 cozy accommodations (i.e. game lodges, nature reserves, hotels, guesthouses) and other places of interest. This ultimately made Bela-Bela one of the prime inland resort destinations in South Africa.

There is an initiative by Gauteng Provincial Government (i.e. The Dinokeng Integrated Tourism Initiative) which should stimulate flows of new visitors into the southern tip of Limpopo province with various secondary benefits for Bela-Bela Municipality. There are plans for huge new reserves which will offer a big five, as well as a circuit of cultural centres. The relevance of the Dinokeng project is that Rust De Winter Village, Rust De Winter Nature Reserve and the section of the Limpopo province situated to the east of 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.

The key challenge lies to the fact that the benefits of this sector has not mainstreamed Broad Based Black Economic Empowerment (BBBEE) and its success has not reflected any impact to deepen prosperity by the emerging SMMEs since it has mainly been private sector or investor driven. The additional constraints that hampers the further development of the Bela-Bela tourism industry is the lack of a shared vision for tourism. As a result, the effort is fragmented, with each establishment pursuing its own goals, rather than working towards a shared vision. Although the industry has the proven potential to make a meaningful contribution to an economy, the following observations must be noted with specific reference to Bela-Bela:



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

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

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



2.2.3.2. AGRICULTURE

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

In terms of the weather conditions, Bela Bela comprises of temperatures between 20-29°C, with the average rainfall between 520 – 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.

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

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



- **Mechanization** – As with most other sectors, there is a trend towards mechanization (e.g. precision farming) in order to increase production output (per hectare).
- **Availability of labour** – There are claims that those people that have access to some form of social grant, may find the agriculture sector less attractive as they can probably get a similar, or very close to, a similar income through the social grant. As such, they may either withdraw their labour effort, or only offer it partially, which presents practical problems for the farmer.
- **Effects of ESTA** - The Extension of Security of Tenure Act (No. 62 of 1997) (ESTA) stipulates that farm labour that has worked on the farm for longer than 10 years and is 60 years and older, has a right to stay on the farm. Some of the farmers are trying to avoid this by employing less people.

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

2.2.3.3. MINING

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



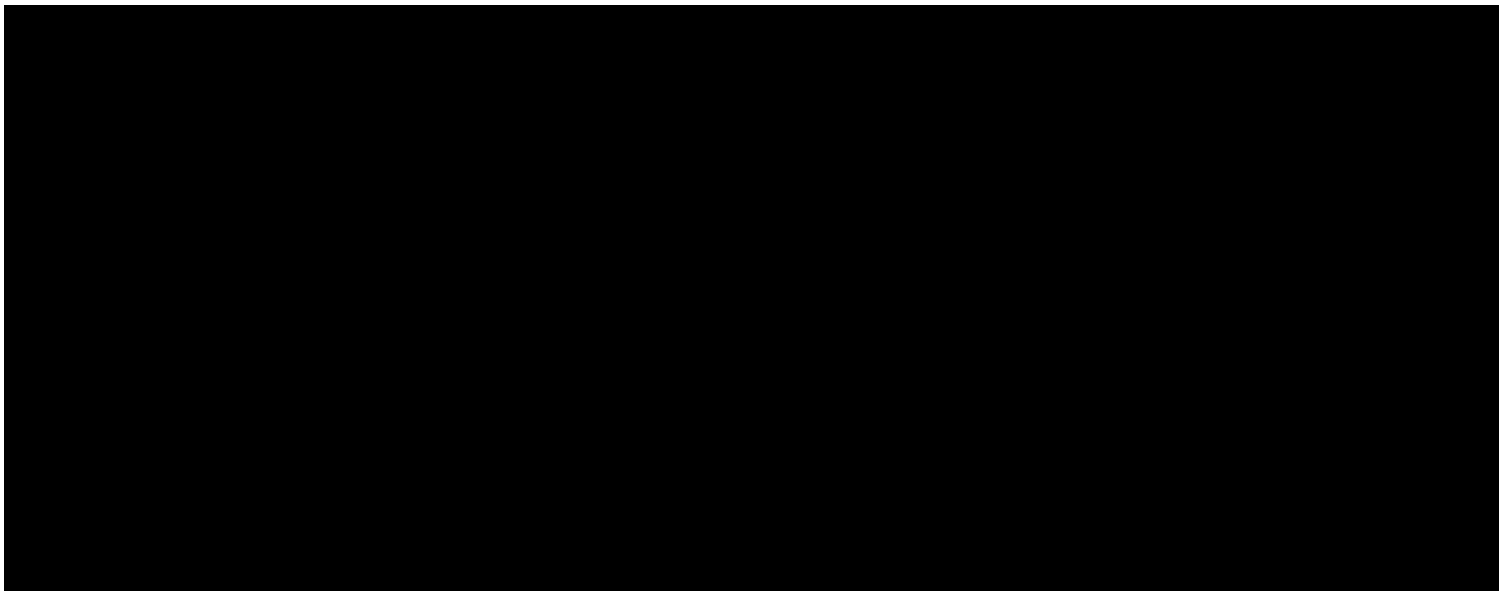
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limestone industrial mineral is small, with a medium scale supply of sandstone and clay which is used to manufacture the bricks within the area.

2.2.3.4. TRADE AND COMMERCE

The performance of Bela Bela in terms of trade and commerce can be considered to be at its infancy stages with the main CBD that is still developing with a wide range of retail outlets, business services and financial institutions. The number of businesses within Bela Bela is increasing with an increase in the number of players in major retailing (i.e. motor retailing) as well as the large construction and building material supplies.

Figure 13: Production levels achieved in Wholesale and Retail, 1996 to 2006 (2000 prices)





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Figure 13 presents the performance of the Trade sector in Bela-Bela at constant prices for the period 1996 to 2006. The graph shows a strong growth trend, which was mainly driven by Retail & Repairs, whereas the initial growth achieved in Wholesale & Commission seems to have flattened out from 2001. The high growth rate achieved in Retail can possibly be attributed to the town of Bela-Bela developing as a local trade node. However, in view of the decrease in the CCI and Retail Confidence Indices, it can be expected that more recent figures will show a downturn in the business levels. This was confirmed in discussions with the Business Forum which indicated that a number of new enterprises have opened during the period of high consumer confidence around 2005 to the second half of 2006. However, many of these enterprises have since closed.

2.2.3.5. SMME DEVELOPMENT AND THE SECOND ECONOMY

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

The LED Strategy for Bela Bela (2008) indicated that the informal sector in Bela-Bela can be divided into two groups namely the hawkers that are located at the entrance to Bela-Bela township, and the flea market which is located at Checkers in the CBD area. The hawkers were provided with a few shelters at the main entrance to Bela-Bela Township where there is high traffic volume. The shelters are supposed to provide interim space until the hawker has developed the enterprise to such an extent that he needs larger premises. To date, none of the hawkers have achieved this, which can be ascribed to a number of factors such as:

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



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- The clients have the option to buy the same commodities at the shops located in Warmbaths town, where there is more variety at lower prices.
 - In some cases, the farmers (from whom hawkers buy the fruit and vegetables) sell the same products next to the hawkers at the original purchase price.
- ii. There is virtually no differentiation in the products offered. As a result, turnover and profit levels are very low and the enterprises can be considered as survivalist.
 - iii. The shelters are not provided with any services, which present practical problems such as sanitation.
 - iv. The hawkers store their goods in the shelters which pose the risk of theft.
 - v. Most of the entrepreneurs have no basic business skills such as cashflow management.

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

Challenges include the following:

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



SUMMARY OF KEY CHALLENGES

- Insufficient funds to maintain existing and develop new infrastructure for economic development.
- Lack of institutional capacity to drive local economic development.
- Inadequate land for future development.



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KPA 3: FINANCIAL VIABILITY AND MANAGEMENT

Why this KPA? *Improve Municipal Financial Planning and Management System and Practice*

3.1. FINANCIAL VIABILITY

	2007/08	2008/09
Cash collected from customers	57 481 989	81 605 541
Billings to customers	63 230 188	87 317 928
Total operating transfers (Grant + Subsidy income)	25 462 411	34 739 792
Total operating expenditure	88 414 954	131 251 183
Capital budget spent in year	17 419 321	17 558 087
Council approved capital budget in year	28 560 874	23 213 462
Invoices Outstanding	0	74 94 920
Invoices Charged	46 214 540	64 982 198
Total outstanding customer debt as at 30 June 2008 and 30 June 2009	11 634 131	23 092 560
Billed revenue for year	63 230 188	87 317 928
Current assets as at 30 June 2008 and 30 June 2009	22 263 429	27 252 079



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Current liabilities as at 30 June 2008 and 30 June 2009	32 582 210	33 077 514
Total revenue	99 050 805	136 496 850
Revenue from grants	25 462 411	34 739 792
Salaries budget (including benefits)	31 749 679	40 019 605
Total operating budget	78 292 787	102 814 629

3.2. GRANT EXPENDITURE & MANAGEMENT

	2007/08	2008/09
Did Bela Bela Municipality receive the Municipal Systems Improvement Grant (MSIG) during	Yes	Yes
What was the allocation for		1. Valuation roll 2. Assets conversion
What amount of this allocation was utilized in	-	2 834 779
What amount of this allocation rolled over	759 170	424 391



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Did Bela Bela Municipality receive the Local Economic Development Fund (LED) in	No	No
What was the allocation for	N/A	N/A
What amount of this allocation was utilized in	N/A	N/A
What amount of this allocation was rolled over	N/A	N/A
Did Bela Bela Municipality receive the Municipal Infrastructure Grant (MIG) in	Yes	Yes
What was the allocation for	Capital Projects	Capital Projects
What amount of this allocation was utilized in	4 285 802	9 138 466
What amount of this allocation was rolled over	135 807	1 869 273

3.3. AUDITED REPORTS

FINANCIAL YEARS	DISCLAIMER	QUALIFIED	UNQUALIFIED
2003/04	X		
2004/05	X		
2005/06	X		
2006/07	X		



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2007/08		X	
2008/09		X	

3.4. FINANCIAL POLICIES, STRATEGIES & SYSTEMS IN PLACE

SYSTEMS/POLICY/STRATEGY	AVAILABLE (YES/NO)	COMMENTS
Rates policy	Yes	
Compilation of valuation rolls	Yes	
Established audit committee	Yes	
Utilization of “shared services” of audit committee	No	
Credit Control	Yes	
Debt Collection	Yes	
Property Rates	Yes	
Indigent and Write – off Policy	Yes	



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Risk Management Strategy	Yes	It was adopted on 30 th June 2009.
Establishment of Internal Audit Unit	Yes	
Adopted anti-corruption policy	Yes	It was adopted on 30 th June 2009.
Adopted supply chain management	Yes	
Established budget and treasury office	Yes	

SUMMARY OF KEY CHALLENGES

- Difficulty in recovering outstanding debts.
- Adhering to legislative requirements e.g. GRAP 17 (Asset register).
- Revenue not sufficient to fund capital projects.



KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Why this KPA? Increase effectiveness of Corporate Governance and Public Participation Systems and Practices

4.1. COMMUNITY AND STAKEHOLDER PRIORITY ISSUES

The IDP process of Bela Bela Municipality for 2010/11 is people driven. Various stakeholders were in the position to identify their needs and their key development priorities. The following stakeholders played an important role in identifying their community needs and development priorities:

- Ward Committees: 80 members and are all functional
- Community Development Workers: 9
- Traditional Leaders: 1 Tribal Authority – Litho Tribal Authority
- Taxi Organisation: WATA
- Farmers and farmers union
- Business sector
- Civic Society & Community based organisations i.e. Disabled Organisations, Pensioners Associations
- All government sector departments
- Parastatals
- Council of churches
- Traditional Healers Associations
- Bela Bela Municipality Disability Forum



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4.2. AUDIT, ANTI – CORRUPTION AND RISK MANAGEMENT CHALLENGES

- Anti – Corruption Strategy and Risk Management Strategy were adopted by Municipal Council on the 30 June 2009. The implementation of these strategies will start during the 2009/10 Financial Year.

4.3. NEEDS OF THE DESIGNATED GROUPS AND OTHERS (SPECIAL FOCUS)

- No municipal policies/strategies in place to address the special focus

4.4. SOURCE OF PARTICIPATION ROUTE

AREA	VENUE	TARGETED WARDS
Masakhane Vengerkraal Radium	Mashakhane at Primary School and Vengerkraal	1
CBD, Boosport, Town	Dean Sentrum	2
Extension 5 Part of Mazhakhela Thlalampsa Donosa	Albert Lethuli primary school	3
Spa Park Jinnah Park Part of Leseding	Maope high and Spar park community hall	4
Soweto Part of Mazhakhela Mampatile	Bela-Bela community hall	5



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Part of Extension 1		
Old Location Part of Extension 1 Part of Leseding	Khabele primary school	6
Tsakani Extension 6 Extension 7 Phomolong/Skierlek	Double story and Tsakani	7
Rapotokwane Piennarsrevier Rust de Venter Lehau	Litho primary school and Pienarsrevier	8



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KPA 5: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Bela Bela Municipal Council has a total number of 15 Councillors, with the African National Congress being the majority party. The Mayor of Bela Bela Municipality is Mrs H Ledwaba and the Speaker is Ms Fatima Maloka. The Municipality has a total number of 1 village, 1 township, 1 town and 7 farm areas which makes a total of 10 settlements in 8 wards.

5.1. SETTLEMENTS, WARDS AND LEADERS

PR COUNCILLORS	WARD NUMBER AND COUNCILLOR	SETTLEMENTS/AREAS
1. Mukhawane E G	1 Makgoba R J	Masakhane Vengerkraal Radium
2. Moeletsi R Z	2 Gravette D	CBD, Boosport, Town
3. Seleka G M	3 Monanyane M M	Extension 5 Part of Mazhakhela Thlalampsa Donosa
4. Kekana M P	4 Boikhutso M R	Spa Park Jinnah Park Part of Leseding
5. Maloka F E (Speaker)	5 Ledwaba H (Mayor)	Soweto Part of Mazhakhela Mampatile Part of Extension 1



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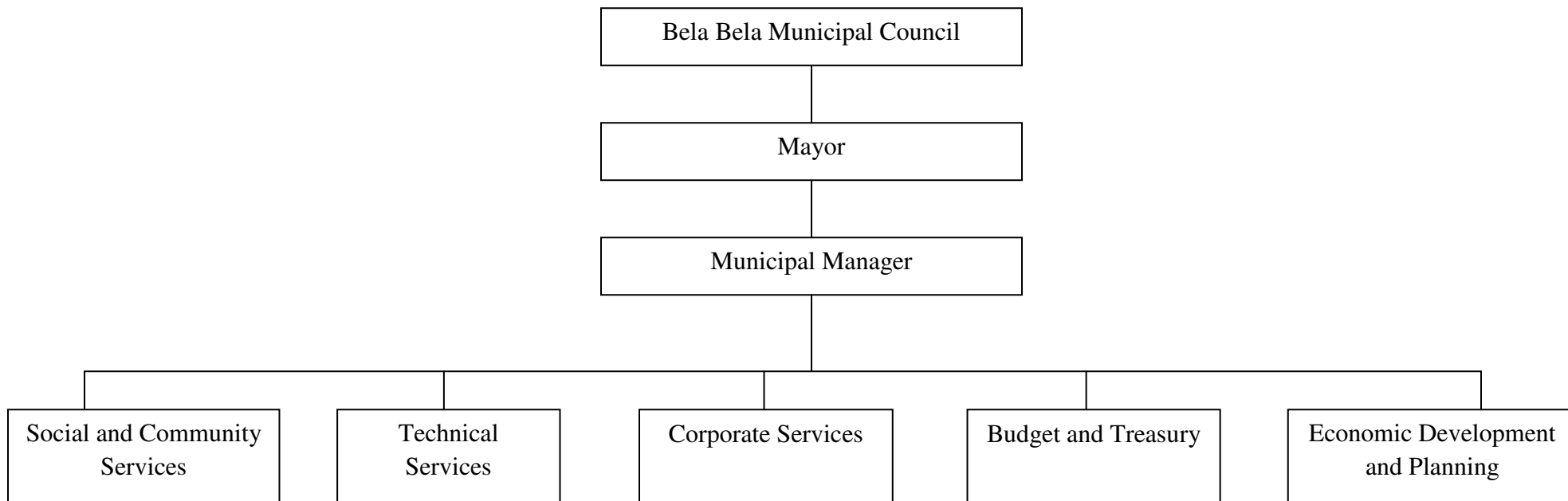
6. Fourie J W	6 Maluleka S E	Old Location Part of Extension 1 Part of Leseding
7. Van der Merwe	7 Radebe R	Tsakani Extension 6 Extension 7 Phomolong/Skierlek
	8 Mahlangu M S	Rapotokwane Piennarsrevier Rust de Venter Lehau



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5.2. ORGANISATIONAL STRUCTURE OF BELA BELA LOCAL MUNICIPALITY

The municipality has a staff compliment of 308 full time staff as provided in the revised Organogram. The municipal organogram makes provision for a Municipal Manager, 5 Senior Managers (Head of Departments) and 17 Middle Managers (Divisional Heads)





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Table 7: Municipal Staff Compliment

Level of Employment	Number of Employees	%
Senior Managers including MM	4	1%
Middle Managers	16	6%
Technical/ Professional Staff	37	15%
Other Staff (clerical, labourers etc.)	247	78%
Grand Total	304	100%

Table 8: Management Capacity for Executing the Municipal Powers and Functions

Managerial Level	Management Accountability	Subordinate Management (Divisional Heads/ Managers)
Municipal Manager	Head of Administration	I Communications II Internal Auditing
Head of Departments (4) (Section 57 Managers)	1. Budget and Treasury	<i>I Budgeting and Financial Reporting (Vacant)</i> II Expenditure III Revenue
	2. <i>Technical Services (vacant)</i>	I Water and Sanitation II Roads and Stormwater III Electrical Services
	3. <i>Social and Community Services (Vacant)</i>	I Parks, Cemeteries and Community Facilities II Protection and Emergency Services III Waste Management and Cleansing Services
	4. Economic Development and Planning	I Integrated Development Planning II Local Economic Development III Town Planning and Housing



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	5. Corporate Services	I Human Resources II Information Management III Council Administration and Legal Services
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Table 9: Core Departmental Functions, Capacity and Constraints: Budget and Treasury Department

Divisions	Functions	Number of Staff				Constraints that compromises Service Delivery
		Total	Man	Profess.	Vac	
Budgeting and Financial Reporting	<ul style="list-style-type: none"> • Compiling financial statements and executing budgetary controls • Compliance with MFMA reporting formats • Ensuring implementation of GAMAP/ GRAP 	2	0	1	1	Fully staffed
Expenditure Management	<ul style="list-style-type: none"> • Payment of Municipal Expenses • Preparing monthly bank reconciliation • Administering Asset Register • Managing stores 	9	1	3	0	Fully staffed
Revenue Management	<ul style="list-style-type: none"> • Supervise the Revenue staff • Verify daily revenue, direct payments into bank accounts via. Cashiers, debit orders and through Post Office • Reconcile revenue with bank statements, taking into consideration the amounts for revenue paid into banks and accounts of other divisions e.g. Traffic • Handling enquiries on accounts through telephonic, correspondence and in person. • Balancing the trial balance and ledger accounts 	20	1	6	1	Vacancies in the availability of Junior Staff (Cashiers)



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	<ul style="list-style-type: none"> • Balancing evaluation roll • Certifying documents for payment etc. • Contract – Loan agreements 					
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Table 9: Core Departmental Functions, Capacity and Constraints: Technical Services Department

Divisions	Functions	Number of Staff				Constraints that compromises Service Delivery
		Total	Manag	Profess.	Vacancies	
Water and Sanitation	<ul style="list-style-type: none"> • Provision of water, sewerage and sanitation. • Reticulation of water, sewerage pipeline • Maintenance of water and sewerage network • Water and sewer purification 	80	1	2	11	Vacancies are mainly the Junior Staff i.e. Machine Operators and General Assistants
Roads and Stormwater	<ul style="list-style-type: none"> • Construction and maintenance of roads and stormwater. • Render Project Management Services and upkeep of Municipal Buildings. • Coordinate mechanical services. 	30	1	1	8	Staff shortages due to vacancies on the building services section.
Electrical Services	<ul style="list-style-type: none"> • Provision, distribution, Maintenance of electrical connections with the Municipal Area. • Render electric services to support municipal construction projects. 	34	1	3	13	Staff shortages due to the many vacancies for electrical assistants and other labourers.



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Table 10: Core Departmental Functions, Capacity and Constraints: Social and Community Services Department

Divisions	Functions	Number of Staff				Constraints that compromises Service Delivery
		Total	Manag	Profess.	Vacancies	
Parks, Cemeteries and Community Facilities	<ul style="list-style-type: none"> • Provide Parks, Recreation and Cemetery Services i.e. maintenance and upkeep of cemeteries, parks and municipal facilities • Provide Library Services which includes procurement and issue of library material 	55	1	2	9	Staff shortages due to vacant positions for clerical work and general works.
Protection and Emergency Services	<ul style="list-style-type: none"> • Providing registration and licensing services. • Promote traffic safety and law enforcement. • Render fire fighting and disaster management services • Render security services. 	24	1	9	4	Staff shortages due to vacant positions for a professional officer and general assistant.
Waste Management and Cleansing Services	<ul style="list-style-type: none"> • Render environmental health services. • Render landfill management services. • Render refuse and waste management services. 	45	1	1	5	Staff shortages due to vacant positions on the waste management section.



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Table 11: Core Departmental Functions, Capacity and Constraints: Economic Development and Planning Department

Divisions	Functions	Number of Staff				Constraints that compromises Service Delivery
		Total	Manag.	Profess	Vacancies	
Integrated Development Planning (IDP)	<ul style="list-style-type: none"> • Managing the development, approval and implementation of the IDP. • Monitoring the performance of the Municipality through PMS requirements. • Compiling and monitoring the implementation of strategic, operational and activity plans to give effect to the IDP. • Compiling and submitting progress performance reports on all the development initiatives, projects, programmes and activities taking place within Bela Bela (i.e. Quarterly, Mid - yearly and Annual Reports). • Developing and 	2	1	0	1	Staff shortages due to vacant positions to assist senior and middle management (i.e. Professional Officer).



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	Implementing policies and procedures to manage and co – ordinate all approved public participation and communication projects, programmes and activities.					
Local Economic Development (LED)	<ul style="list-style-type: none"> • Marketing of Bela Bela. • Co – ordinating investments proposals • Liaison with investors • Promotion of tourism • Supporting the LED projects • Providing incentives for the SMMEs./Support SMME Development 	2	1	1	0	Staff shortages due to vacant position of a professional officer.
Town Planning and Housing	<ul style="list-style-type: none"> • Ensuring the implementation of the town planning requirements within the development taking place in Bela Bela Municipal Area. • Render land use, Building and Housing administration. • Render survey and demarcation of sites. • Decision – making in 	8	1	3	2	Staff shortages due to the structure of the organogram which does make provisions for the Junior Planners to assist senior and middle management with the workload.



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	terms of spatial and physical planning.					
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Table 12: Core Departmental Functions, Capacity and Constraints: Corporate Services Department

Divisions	Functions	Number of Staff				Constraints that compromises Service Delivery
		Total	Manag	Profess	Vacancies	
Human Resource	<ul style="list-style-type: none"> • Render acquisition of staff. • Administer employees benefits. • Render administration, labour and legal relations. • Render training and development services. • Render organisational development services. 	7	1	3	2	Fully staffed
Information Management	<ul style="list-style-type: none"> • Render record management services. • Render information technology services. • Provide auxiliary services. 	15	1	1	3	Staff shortages due to vacant positions for the Professional Technician.
Council Administration and Legal Services	<ul style="list-style-type: none"> • Oversee the drafting and updating of by-laws. • Compilation of council 	6	1	1	2	Fully Staffed



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- | | | | | | | |
|--|---------------------------------------|--|--|--|--|--|
| | agendas.
• Provide legal services. | | | | | |
|--|---------------------------------------|--|--|--|--|--|

It should be noted there are 16 additional staff which is not captured on the above tables and that includes the Section 57 managers (5), Personnel in the office of the Municipal Manager (5), Personnel in the office of the Mayor (2) and Personal Assistants to Section 57 Managers (4).

5.3. EMPLOYMENT EQUITY

The employment equity plan intends to achieve equity in the workplace, in order to make the municipal workforce more representative and ensuring fair and equitable employment practices for employees. Furthermore it is intended to create an organisational culture that is non – discriminatory, values diversity and legitimises the input of all employees. The employment equity policy within Bela-Bela has recently been reviewed and implementation of this policy has commenced (within 2008/ 09 financial year). The gender composition within Bela-Bela Municipality by the end of June 2009 indicated that 76,4% of the municipal employees are males while only 23,6% are female. This indicates that a lot of work still needs to be done on the side of recruitment to ensure that the municipality meets its target of having 40% of the municipal employees being women. In terms of gender composition at Section 57 Management, the municipality is currently not doing well to such an extent that all section 57 managers are currently male following the resignation of one (1) female section 57 manager and the target that has been set by this equity plan in this regard is 40% of women in Section 57 position by 2011.



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TABLE 16 MANAGEMENT OF BELA BELA LOCAL MUNICIPALITY

Municipal Manager appointed	Yes
Municipal Manager signed performance contracts 2009/10 FY	Yes
CFO appointed	Yes
CFOs signed performance contracts	Yes
Technical Manager appointed	No
Technical Manager signed Performance Contracts	No
Total of section 57 Managers posts	6
Total number of Section 57 managers posts filled	4
Total number of Section 57 managers posts vacant	2

TABLE 17 PERFORMANCE MANAGEMENT SYSTEM OF BELA BELA LOCAL MUNICIPALITY

PMS revised in line with Performance Management Regulations	Yes
Have all Section 57 managers signed performance agreements for 2009/10	Yes



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2008/09 Annual Performance Reviews Conducted	Yes
Total Budget used to pay 2008/09 Performance Bonus to Section 57 managers	0
Submission of Performance Agreements MEC by 31/08/09	Yes

5.4. STRENGTH, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS OF INSTITUTIONAL SITUATION

The current institutional situation reflects an immense improvement and stability in terms of staffing arrangements within Bela Bela Local Municipality. This is evident from the SWOT analysis table 18 below reflects a significant number of strengths against the weaknesses that are currently in existence within the arrangements that the municipality has undertaken in terms of Municipal Administration.



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Table 18: SWOT Analysis

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none">1. All senior management positions are filled and senior staff members are well trained and experienced.2. Well developed sense of teamwork amongst senior management members.3. Good potential amongst middle management for staff capacitating.4. Senior and Middle Management are computer literate.5. Fairly good computer programs.6. Contingency plan in place for equipment breakdown.7. Business plan for capacity building in place.8. Enough computers available for senior management.	<ol style="list-style-type: none">1. Staff shortages in some departments2. Lack of skills/ capacity at the lower levels.3. Service providers do not always respond on time for emergencies.4. Lack of adequate funds for training5. Lack of sufficient internet connection6. Lack of strategy for skills retention
OPPORTUNITIES	THREATS
<ol style="list-style-type: none">1. Staff development through training.2. Potential to contribute to job creation through LED/IDP/EPWP projects and learnership programmes.3. Internal redeployment/ placement and better utilisation of staff with improved morale and job satisfaction.4. Conducting the staff audit	<ol style="list-style-type: none">1. Delays in service delivery2. Delays in programmes/ projects with implementation3. Possible failure to respond to emergencies

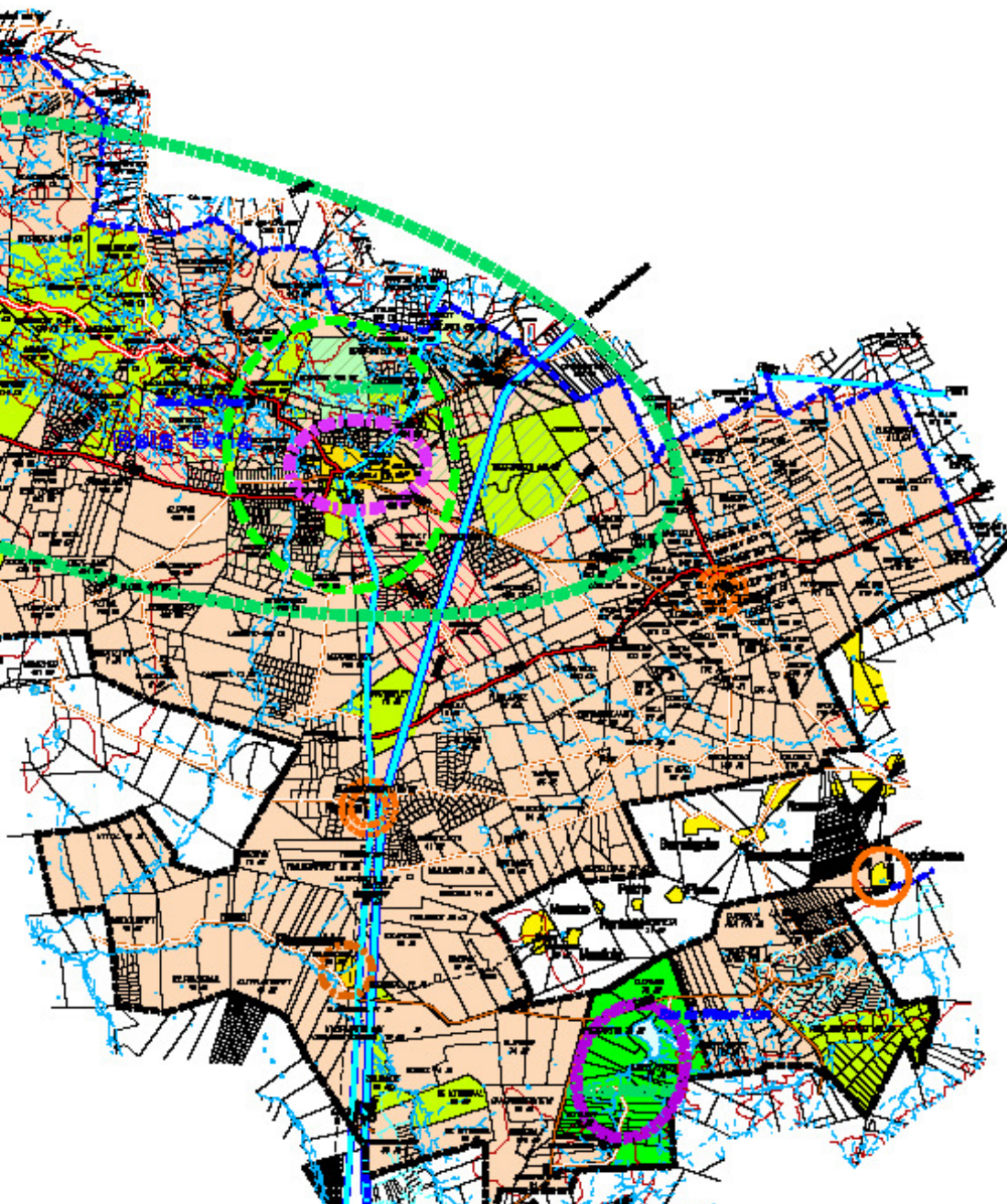
SUMMARY OF KEY CHALLENGES

- Lack of financial resources for filling of both vacant and required posts.(the structure only reflects the budgeted positions)
- High staff turnover
- Inefficient implementation of performance monitoring and evaluation mechanisms for employees (not cascaded to lower levels)
- Ineffective IGR structure
 - Matters raised at the IGR are not attended to
 - Projects that are submitted to the Provincial Development Planning Forum is not what is implemented at the end of the day



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- None participation in IDP processes by sector departments
- None alignment of IDP processes of the District and Locals/None adherence to both the District Framework and Process Plan/s



**MAP 9 : BELA - BELA SPATIAL
DEVELOPMENT FRAMEWORK**

- Resorts (Approved Application)
- Nature Reserve
- Wildlife Estate/Game Reserve
- Lifestyle Estate
- Farms with Partial Exemption (Act 70 of 1970)
- Application for Exemption Under Consideration (Act 70 of 1970)
- Bela - Bela Municipality
- International Boundary
- Provincial Boundary
- Municipal Boundary
- National Roads
- Provincial Roads (Tar)
- Provincial Roads (Gravel)
- Railway Lines
- Perennial Rivers
- Contours (100m)
- Perpet Farms
- Farm Portions
- Towns/Settlements
- Village/Local Community



MAPPING DONE BY :





6.2. LAND REFORM AND RURAL DEVELOPMENT

Land in the rural area is still largely White owned. However, a total of 56 land claims, were lodged within Bela Bela through the Land Claims Commission in 2001. The majority of these claims are still under investigation and there are two claims that have been settled within three farms as indicated in table 19 below. The size of these farms in total accounts for 5 381, 6 ha in extent. To date, some of the claims have been rejected whereas the remainder is being assessed at the moment. The existence of these land claims increases the general business risk for the farmer, resulting in the postponement of investment decisions until more security has been established. It is therefore imperative that the claims be processed as speedily as possible not only to reduce the investment risk, but also to promote landownership amongst the previously disadvantaged communities.

Table 19. Audited Restituted/Settled Land Claims within Bela Bela Municipal Area

Project Name	No.	Properties Restored	Total area (ha)	No. of households	Status of the project	Challenges	Post-settlement support requirement
Moretele (pienansrevier) phase 1, 2 & 3	1	Vaalboschblt 66 JR Ptn 1& 13	1,966	111	Cattle farm utilized by beneficiaries	Conflict of the usage of land that benefit individuals rather than beneficiaries	Subdivision of camps with motive of catering individual commercial farmers with the beneficiaries
Letlhakaneng (phase 1, 2 & 3)	1	Turffontein 499KR Ptn 24, 25, & 39. Phase 2 ptn 17, 19 23, 29, 32, 34 and 35 (152. 6582) ptn 18, 20, 32 and 33	305	95	Small holdings not utilized	Limited agricultural potential	Explore alternative land use



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		of farm Turfontein 499					
Mawela family	1	Farm Gruispan 16 JR	1,392	37	Recently restored	Lack of project and natural resource information	Develop business for cattle and cash crops
Bela Bela (phase 1 & 2)	1	ptn 2, 4, 5 and ptn 8 of Olieventein 475 KR, R/E of Olieventein 562 KR, ptn 3, 31 and R/E of ptn 34 of the farm Rietspruit 527 KQ and ptn 1 of Zandspruit 472 KR (Phase 1) Ptn 11, 14, 16, 20, 21, 22, R/E of ptn 24, 25 & 38 of the farm Rietspruit 527 KR R/E of ptn 9 & 10 of the form Zoete-inval 484 KR Ptn 4 of the Farm Aliwal 486 KR	6,724	90	Recently restored	Lack of project and natural resource information	Conduct feasibility study to determine possible agricultural enterprises
Ga Mashong Matlala (phase 1 to 3)	1	Haakdoringfontein 85 JR: R/E Ptn 1, 2, 3 4, 6, 7, Kameelrevier 77 JR: Ptn 2, 4, 5, 6, 7, 8, 13 Kliprand 76 JR: R/E Ptn 1, 2, 3, 7, 8,			Project partially utilized by the beneficiaries for cattle enterprise. Game farming and tourism development on the remainder portion	Obtaining operational capital for agricultural production programme for cattle and poultry farming	Release of available grant funding: provision of training for the identified farmers/beneficiaries who will be actively



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		9, 13, 15, 17, Elandsoewer 707 JR, Uitvlugt 709 JR Apiesdoring 78 JR, Kumnandi 67 JR	6, 042	174			involved with farming
Nosijeje/'Maurine Patience		R/E of Ptn 21, 22, 32, 33, 34, and 35 of the farm Buiskop	62	0			
		R/E of ptn 4 of Middelkopje 33 JR, ptn 11, 5, 6, 7 R/E of ptn 8 of Middelkopje 33 JR ptn 12, 13, 14, R/E of De Kuil 28 JR, Turflaagte 35 JR Ptn 5 of Turflaagte 35 JR R/E of Palmietgat 34 JR R/E of ptn 3 of Palmietgat 34 JR Ptn 4 of Turflaagte 35 JR Ptn 1 of Granspan 37 JR R/E OF Kalkheuvel 73 JR	8,217 59	0	Recently restored		



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		Ptn 1 of Vaalbosch 38 JR					
		Ptn 1, 2, & 3 of the farm Turflaagte 35 JR					

There are ten (10) claims which have been gazetted to date and table 20 below is detailed indications of these land claims and the period through which each claim was published.

Table 20. Gazetted Land Claims within Bela Bela Municipal Area

CLAIMANT	KRP	PROPERTY DESCRIPTION/ FARM NAME	GAZETTE NO.	PERIOD
Sindane Family	891	Boomfontein 666 KS	620 of 2003	2003/03/14
Bela Bela Community	2441	Cyferfontein 434 KR	3269 of 2003	2004/11/07
		Droogesloot 476 KR		
		Olievenfontein 475 KR		
		Rietspruit 527 KR		
Letlakaneng Community	744	Turfontein 499 KR	3167 of 2003	2003/11/07
		Rust De Winter 178 JR	29689 of 2007	
Mathole Family	900	Middelkopye 33 JR	29689 of 2007	
Moikanyane CP	6277	Tambotiepan 175 JR	29689 of 2007	
Matsemela E Ramakete Community	11505	Vaalboschbult 39 JR Zaagkuil drift`	29689 of 2007	



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There are remaining land claims (42) are still under investigations; table 21 below is the details of all these claims which are currently outstanding.

Table 21. Outstanding Land Claims within Bela Bela Municipal Area

KRP NO.	PROPERTY DESCRIPTION	CLAIMANT NAME	STATUS OF CLAIM	SIZE OF LAND IN EXTENT
1606	Cyferfontein 434 KR & others	Bela Bela Community	Negotiations	1715, 3695 ha
1509	Buiskop 464 KR	Buiskop Community	Further Research	2487, 3905 ha
335	Diepdrift	Mookgopong Community	Further Research	2123 ha
6276	Driefontein 553 KQ	Mokitlane Mosehlane	Further Research	4432, 56 ha
1798	Hartebeesfontein 558 KQ	Seama Community	Further Research	2122, 33 ha
958	Unclear	Bjatladi Phase 2	Further Research	3242, 44 ha
12008	Uitvlugt 79 JR	Sindane Community	Further Research	3241, 123 ha
9160	Drooglaagte 485 KR	Moneki Makgai Community	Further Research	2134, 234 ha
1632	Unclear	Dilokweng Community	Further Research	2314, 23 ha
461	Groothoek 99 KS	Manaileng	Further Research	3456, 56 ha
6274	Prague 7734 LR	Chokwe Community	Further Research	4432, 56 ha
7856	Zandfontein 31 JR	Matlala TK	Further Research	3242,44 ha
7311	Unclear	Nasser L	Further Research	2122, 34 ha
10563	Unclear	Olifant DJ	Further Research	3212, 34 ha
8249	Unclear	Motlapodi Community	Further Research	2341, 123 ha
7314	Unclear	Mogotlane MR	Further Research	2134, 234 ha
7313	Unclear	Dikobala MH	Further Research	3000 ha
1073	Unclear	Manaka KK	Further Research	3456, 56 ha
8247	Platreef, Mapela (Unclear)	Masenya MP	Further Research	4432, 56 ha
8246	Unclear	Hassim MH	Further Research	2122, 33 ha
10990	Erf 169 Piet Potgietersus (Unclear)	Bryat IE	Further Research	3242, 44 ha



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6275	Unclear	Teffo WR	Further Research	3242, 44 ha
11173	Witfontein 526 KQ	Mahlangu JP	Further Research	2218, 5298 ha
6275	Eldorado 388 LQ	Bangwato Ba Sekgathe Community	Further Research	2487, 3905 ha
7847	Zandfontein 31 JR	Matlala TK	Further Research	2979, 9362 ha
9928	Unclear	Mosam AH	Further Research	35, 874 ha
1502	Unclear	Monyamane MD	Further Research	52, 36985 ha
7315	Bellevue 577 & Others	Matlala Dichoneng Tribe	Further Research	68, 874 ha
9175	Unclear	Johannes Ramaru	Further Research	1933 ha
12181	Unclear	ME Chauke	Further Research	28552 ha
10545	Louwiskraal 1104 MS	Maake MM	Further Research	1187 ha
1797	Erf 1650 (Unclear)	Ahmed Hassim	Further Research	2123 ha
8243	Mooimeisfontein 536 LR	Mokitlane MS	Further Research	2487, 3905 ha
10317	Unclear	Hassim I	Further Research	2123 ha
10893	Strikkloof	Matlou MH	Further Research	2487, 3905 ha
5249	Unclear	Kekana MJ	Further Research	1715, 3695 ha
741	Kalkfontein 140 JR	Nokaneng Community	Further Research	2487, 3905 ha
11265	Elsjeskraal 613 KR	Bagatla a Mmakau of Mokgoko	Further Research	1715, 3695 ha
1631	Mantsole 40 JR	Ntshodisane MI	Further Research	1987, 5455 ha

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



6.3. SPATIAL DEVELOPMENT OBJECTIVES

The development of Bela Bela SDF was informed amongst others by the three key objectives. The basic principle is to promote development and land-uses which will contribute to efficiency, sustainability and viable communities over the long term to stimulate economic activity in a sensible manner. These can be briefly highlighted as follows:-

6.3.1. Ensure protection of the natural environment and optimal usage of limited natural resources in Bela-Bela:

- Delineation of the urban edge to limit ad-hoc, non-structured development;
- Promote “in fill” development in open spaces in the Bela-Bela Town area in order to promote densification of the urban area;
- Identify desired directions of growth within the Municipal area;
- Rectify past environmental impacts; and
- Define environmental sensitive areas, nature conservation areas and areas where certain land-uses should be avoided in order to protect the environment.

6.3.2 Ensure sustainable economic growth of Bela-Bela Local Municipality:

- Identify land-uses which can contribute to the economic development of the area;
- Increase the economic viability of Bela-Bela Town by supporting the densification and incorporation of mixed land-uses within urban areas;



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- Identify a hierarchy of business centres, [i.e. the Central Business District (CBD) and neighborhood centres];
- Identify areas in which the intensity of land development could be increased or reduced;
- Develop the Bela-Bela Local Municipality area as an attractive, unique and preferred tourism destination by:
 - Promoting and supporting the development of new tourism destinations;
 - Promote the Dinokeng Tourism Initiative;
 - Develop a tourist support and supply system to promote local crafters and suppliers;
- Protect and manage areas with significant natural resource base from human settlement development, e.g. agricultural, mineral and ecological potential;
- Identify criteria for evaluating land development applications with respect to economic viability with respect to infrastructure etc, and
- Use existing infrastructure and land more optimally.

6.3.3 Creating sustainable human settlements and quality urban environments for all communities:

- Ensure that affordable and sustainable services and infrastructure are available for all communities that promote the optimum utilization of scarce resources;
- Ensure the supply of serviced sites for residential (i.e. all socioeconomic categories) and non-residential uses;
- Identify special development areas to redress past imbalances;



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- Promote different housing and tenure options that increase choice in the municipal area while contributing to residential densification;
- Promote the establishment of economic activities and job opportunities within urban areas and discourage development outside these areas;
- Prohibit illegal land occupation;
- Ensure equitable access to natural and non-natural resources; and
- Built habitable and safe communities where homes are safe and places of work are productive.

6.4. SPATIAL DEVELOPMENT RATIONALE AND HIERARCHY OF NODES

The Limpopo Province developed a Provincial Spatial Rationale in 2002, reviewed in 2007, which identified a settlement hierarchy for the whole province. This settlement hierarchy is not based on individual settlements only, but settlement clusters for priority development nodes. *Settlement clusters* therefore indicate priority development areas/nodes in which primarily first order settlements (three types of growth points) and second order settlements (population concentration points) are identified. Growth points are therefore the highest order in the settlement hierarchy, with Population Concentration Points being the second order in the settlement hierarchy.

First order settlements (Growth Points) are individual settlements (e.g. towns/villages) or a group of settlements located relatively close to each other where meaningful economic, social and institutional activities, and in most instances a substantial number of people are grouped together. These growth points seem to have a natural growth potential, but do not develop to their optimum



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potential due to the fact that capital investments are made on ad hoc basis without any long-term strategy for the growth point and/or the area as a whole.

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

- **Provincial Growth Point (PGP).** A provincial growth point is the highest order in the hierarchy and therefore also the most important type of growth point. All the PGP's have a sizable economic sector providing jobs to many local residents. They have a regional and some a provincial service delivery function, and usually also a large number of social facilities (e.g. hospitals, tertiary educational institutions). All of them have institutional facilities such as government offices as well as local and/or district municipal offices. The majority of these provincial growth points have a large number of people. The only Provincial Growth Point identified in the Bela-Bela Local Municipal Area is Bela-Bela Town.
- **District Growth Point (DGP).** These growth points already have a meaningful economic sector with some job creation, various higher order social facilities such as hospitals and/or health centres, and some accommodate tertiary educational institutions. Most of these district growth points have regional government offices and in many instances also district and/or local municipal offices. Most of the district growth points have a large number of people grouped together. There is no District Growth Point in the Bela-Bela Local Municipal Area.
- **Municipal Growth Point (MGP).** In terms of the various categories of growth points the municipal growth points have a relatively small economic sector compared to the district, but more specifically the provincial growth points. Municipal growth points serving mainly the farming areas often have a sizable business sector providing a meaningful number of job opportunities. These growth points usually have a few higher order social and institutional activities. In most instances these growth points have a reasonable number of people. Pienaarsrivier is the only Municipal Growth point identified for the Bela-Bela Local Municipal Area.



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

6.5. BELA BELA SPATIAL FRAMEWORK FOR FUTURE DEVELOPMENT

6.5.1. BELA BELA TOWN AND URBAN EDGE

Bela-Bela Town is the primary provider of social services and bulk infrastructure for the Local Municipal Area. It is important to promote the development of Bela-Bela Town as a compact integrated town. An urban edge has been identified and growth should be stimulated in the undeveloped areas within the urban edge.

The necessity to define a clearly demarcated and functional urban edge for Bela-Bela Town is clear if the amount of urban sprawl that has already taken place is taken into consideration. It is a well known fact that a compact, well-planned town can be serviced easily and more cost effectively. In order to ensure a compact town specific guidelines need to be set out for future development that will take place in the urban edge.

A substantial volume of ad-hoc development leading to urban sprawl has already taken place around Bela-Bela Town. Enormous pressure exists for this unsustainable urban form to further escalate if it can not be contained and linked to a strategy of intensifying and compacting the urban areas. The first step in promoting a compact town and infill development in Bela-Bela Town is to identify a definite urban edge with an indication of priority or “preferred” areas for future urban development.



6.5.2. Small Towns: Pienaarsriver, Radium and Settlers

Pienaarsrivier was identified as a Municipal Growth Point according to the Limpopo Province Spatial Rationale. After Bela-Bela Town, Pienaarsrivier is the second most important growth point in the Bela-Bela Local Municipal Area and it is important to develop this node as such, based on the local economic growth potential.

Settlers is a relatively small agricultural town within the Springbok Flats Area with a substantial agricultural potential, specifically for cash crop farming. The existing town has a farmer's co-operative which service the farming community, an agricultural school, as well as a combined primary/high school. There are also a few small businesses, a community hall, etc. to serve the local community. Settlers is also very well located in terms of important provincial roads

No major future development is envisaged for Settlers. New residential development (if any) must follow a formal township application procedure as the town is located in an area with relative high agricultural potential. The town is surrounded by arable land, used for cash crop farming.

Radium is a very small town in close proximity to the N1 National road, but adjacent to Road P1/3 almost halfway between Bela-Bela Town and Pienaarsrivier.

6.4.3 SETTLEMENT AREAS AND VILLAGES: RAPOTOKWANE

Rapotokwane is a village which does not have an economic base and is a dormitory settlement with people working as migrant laborers elsewhere or in the surrounding areas and farms. It is proposed that the village be provided, as far as possible, with basic municipal infrastructure. No expansion of the village is proposed, but rather upgrading with formalization and "in-fill" planning as far as possible to address the existing problems and improve the quality of life of the village's residents. There are approximately 141 vacant erven which is adequate for normal population growth (with no influx).



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Vingerkraal is an informal settlement which is situated within the farm and isolated from an economic activity and basic infrastructure within the municipal area. It is proposed that the option for the relocation of this community to one of the existing economically viable nodes be determined and considered by Council prior to a final decision on this matter.

6.4.4 FARMLANDS AND AGRICULTURE DEVELOPMENTS

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

SUMMARY OF KEY CHALLENGES:

- Identification of land to eradicate informal settlement
- Adherence to Spatial Development Framework and Land Use Management Scheme
- Slow process of Land Claims



7. NON – CORE FUNCTIONS

7.1. HEALTH AND SOCIAL DEVELOPMENT

7.1.1. HEALTH

Bela Bela municipal area is currently serviced with two hospital, six clinics and two mobile clinics. Table 22 below is an indication of accessibility to these two hospitals by the settlement areas within the municipal area and the location of other health facilities (i.e. clinics and mobile clinics) in relation to these settlement areas. As evident from the table 4 below the majority of the health facilities are clustered within Bela Bela Town and this can be considered to be logically acceptable given the fact that it has a largest concentration of population which implies a greater demand for the health service.

Table 22.Availability of Health Facilities in Bela Bela

<i>Settlement</i>	<i>Level of Service</i>
Bela Bela CBD and Township	<ul style="list-style-type: none">• Two Hospitals (-20km distance to settlements)• Two Clinics (-5km distance to settlements)• One Clinic (+5km distance to settlements)• One Mobile Clinic (- 10km distance to settlements)• One Mobile Clinic (+10km distance to settlements)
Pienaarsriver	<ul style="list-style-type: none">• Two Hospital (+20km distance to settlements)• One Clinic (-5km distance to settlements)
Radium	<ul style="list-style-type: none">• Two Hospital (+20km distance to settlements)
Settlers	<ul style="list-style-type: none">• Two Hospital (-20km distance to settlements)• One Clinic (-5km distance to settlements)
Rus de Winter	<ul style="list-style-type: none">• Two Hospital (+20km distance to settlements)• One Clinic (+5km distance to settlements)
Rapotokwane	<ul style="list-style-type: none">• Two Hospital (+20km distance to settlements)• One Clinic (-5km distance to settlements)

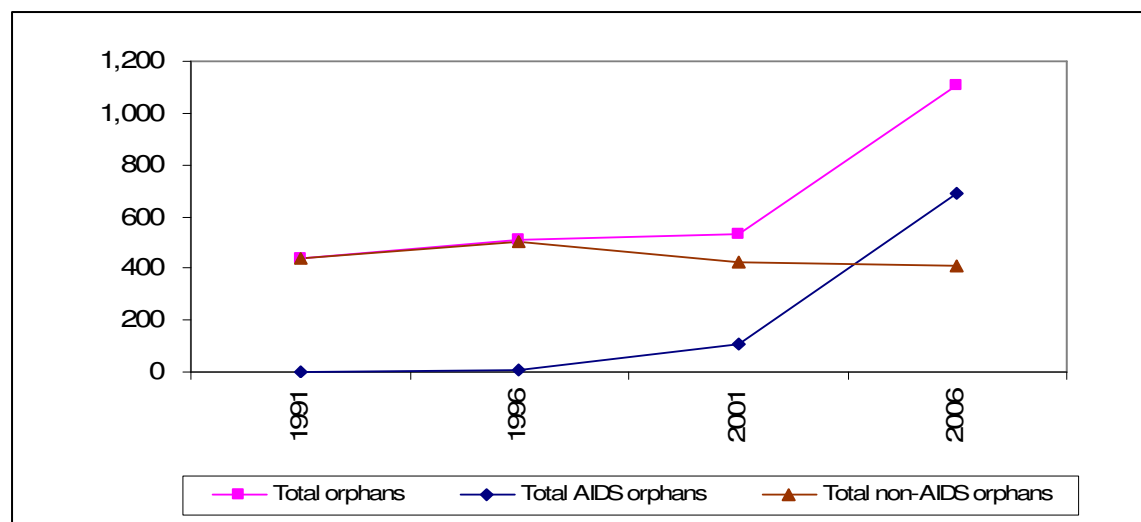


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An application of a 5 km radius from each clinic suggests that a number of settlements are not well provided with health facilities such that Pienaarsrivier, Radium and Rust de Winter are located quite far from the health facilities i.e. beyond the twenty kilometers of reach from hospitals and beyond five kilometers from clinics. The need for the provision of either mobile or immovable clinics would need to be determined within these settlements. Rapotokwane on the other hand has a clinic nevertheless; the community is not impressed with the fact that it only operates during the five working days (i.e. Monday – Friday) and it is closed during the weekend.

The statistics prepared by the Development Bank of Southern Africa indicates a drastic increase in the number of people affected with HIV/ AIDS within Bela Bela. According to the projections, the number of the people affected by the HIV/ AIDS epidemic increased from 7 810 to 14 333 from the period 2001 – 2006. Figure 10 below is an indication of the increased in the number of HIV/ AIDS orphans due to the AIDS epidemic within Bela Bela.

Figure 13: Impact of HIV/ AIDS on Orphanage



Source: DBSA 2006



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

- Low and/ or zero population growth rate, thus affecting the sustainability of projects that are based on certain population projections.
- A significant number of households will suffer a loss of income when the economically active member/ breadwinner dies of AIDS pandemic.
- Families of HIV/ AIDS victims will be forced to divert their income, which could have been used for other socio – economic activities to conduct burial ceremonies as the African cultures encourages expensive funerals.
- The economy of Bela Bela in particular will be negatively affected, as income will be lost due to absenteeism caused by ill health, and the necessary training of new incumbents.

On the financial perspective the increase in the number of orphans and abject poverty will eventually force the government to spend more on social activities than on capital infrastructure, which propels economic development. This will also impact negatively on the ability of the municipality as investments rely heavily on the availability of capital infrastructure.



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7.1.2. SASSA

LOCAL MUNICIPALITY	OLD AGE	DIS	WAR VETERAN	COMB	GRAND IN AID	FOSTER CARE BENEFICIARIES	FOSTER CARE CHILDREN	CARE DEPENDENCY BENEFICIARIES	CARE DEPENDENCY CHILDREN	CHILD SUPPORT BENEFICIARIES	CHILD SUPPORT CHILDREN	TOTAL	
												BEN	CHIL DREN
BELA BELA	2432	1023	1	3	42	383	588	80	83	5736	10422	9700	11093

Source: South African Social Security Agency, Limpopo Region, 2009

7.1.3. SOCIAL DEVELOPMENT

7.1.3.1BELA BELA OPERATIONAL PLAN-SOCIAL WORK SERVICES 2009/2010

STRATEGIC OBJECTIVE	PERFORMANCE MEASURES	ACTIVITIES	TIME FRAME	TARGET	RESPONSIBILITY
Provide intervention for substance abuse Prevention, treatment and rehabilitation	Establishment and implementation of LSP	<ul style="list-style-type: none"> - Seeks permission from schools to conduct the programme - Request promotional material - Recruitment and selection of participants - Implimentation 	April 2009 May 2009 July 2009 August 2009	20 Learners from Maope Secondary School	Supervisor, Social worker and Light of Africa
	1 local drug committee to be established in Bela Bela	<ul style="list-style-type: none"> -Invitation of stake holders -Recruitment and selection of the committee -Launching of the forum 	July 2009 July 2009 February 2010	SAPS DOJ Dept of Health Dept of Education Dept of Correctional Ministers Fraternal	District and sub district coordinators and social worker
	2 volunteers to trained on EPWP	<ul style="list-style-type: none"> -Identification of volunteers - Submission of the list to the support services after the training 	May 2009 May 2009 March 2010	Substance abuse volunteers	Sub district coordinator
	1 Substance abuse	Meeting with stakeholders	July 2009	Bela Bela community	SAPS



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	awareness campaign to be conducted	-Mobilization -Implimentation	July 2009		DOJ Dept of Health Dept of Education Dept of correctional services Minister Fraternal Supervisor Social workers and Light and Africa
Provide VEP services to the victim of crime and violence	5 Volunteers to be trained on EPWP	Identification of volunteers Submission of list to the district		Volunteers of VEP	Sub district coordinators
	93 persons serving services in the vep centerrun by MOP	Monthly monitoring of services that are rendered by vep center		Victims of domestic violence	Supervisor Social worker Sub district coordinator
	1 campaign for women month and 1 for 16 days	Coordination of meeting with stakeholders and mobilization	Aug and Nov 2009	community	Supervisor Social worker Sub district coordinator Community developers
Provide protection and care services to the children	1 campaign to be conducted on the rights of the children	Caring ECD protect children	Sep 2009	Crèches andc foster children	Supervisor Social worker Sub district coordinator and other stakeholders
	1 parental skill programmers to be implemented	Recruitment and selection of participants implementation	April 2009	Parents to 0 – 5 years children	Social workers
	Registration and funding of 2 creches	Identification of unregistered private and community own creches	May – March 2009	Unregistered creches	Supervisor Social worker Community developers
	1 capacity workshop on registration procedure	Identify unregistered creches	June 2009	Unregistered creches	Supervisor Social worker Community developers
Provide intergrated services to the people with disability	1 awareness campaign on discrimination	Meeting with stakeholders Mobilization	Aug 2009	Community	Supervisor Social worker



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		Implementation			Community developers
	1 workshop for older persons on healthy ageing	Recruitment and selection of participant Implementation	July 2009	Community	Supervisor Social worker Community developers
	Training care givers on norms and services standards	Recruitment and selection of participant Implementation	July 2009	Community based workers	Supervisor Social worker Community developers
	Grand parents day	Seek permission for venue Request for promotional material Recruitment and invitations Implementation -	Oct 2009	Older persons	Supervisor Social worker Community developers District coordinators and age group in action

7.1.3.2 Bela Bela Operational Plan: Community Development Section 2009/2010

STRATEGIC OBJECTIVE	MEASURABLE OBJECTIVE	INDICATOR	TARGET (2009/2010)	ACTIVITIES	TIME FRAME	BUTGET	RESPONSIBILITY
1 Reduce the incidence of poverty	Sustainable and integrated poverty reduction programmes established	Number of municipal wards profile in poverty pockets	1 (ward 7)	Identify stakeholders Invite and hold consultative meetings to conduct community based profiling Conduct community profiling Analyse data Compile research report	June 2009		Supervisor and CDP



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		Number of households profiled in poverty pockets	1399	Hold consultation meetings with stakeholders Hold community awareness campaigns about SL Conduct household profiling. Analyse data Compile report Identify and implement strategic interventions Evaluate impact of the strategy employed	March 2010		
		Number of profiled vulnerable household supported towards sustainable livelihoods	909	Identify strategic interventions for vulnerable households Monitor the implementation Evaluate impact of the employed strategy Referrals to relevant stakeholders	March 2010		Community development Practitioners Masupatsela Pioneers and Relevant stakeholders
		Number of poverty alleviation projects converted to livelihood programmes	1 (Bonolo Bakery Project)	Profile individual project members households Analyse data Compile individual households report Identify strategic interventions for 1 projects Monitor the conversion progress	March 2010		Supervisor and CDPs



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				Evaluate converted projects			
		Number of food relief beneficiaries linked to sustainable livelihood programmes	167	Profile individual food security beneficiaries households Analyse data Compile individual households report Identify strategic interventions for Individual households Monitor the linkage Evaluate linkage progress	Dec 2009		Supervisor and CDPs
		Number of poverty alleviation projects funded	1 (Bonolo Bakery Project)	Evaluate poverty alleviation projects Recommend ofr additional funds for strengthening Invites business plans for recommended project Assess business plans Allocate funds according to projects priorities	March 2010		Supervisor and CDPs
2 Institutional capacity building and support	Governance structure of sustanaable livelihood capacitated	Number of structures capacitated on structures	8	Conduct skills Audit Compile data base Identify and appoint service provider	May 2009 June 2009		
	Project members capacitated on technical skills	Number of project members capacitated on technical skills	4	Arrange venue and date	July 2009		Supervisor and CDPs



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	Women and people with disabilities capacitated on entrepreneurship	Number of women capacitated on entrepreneurship	24	Monitor capacity building progress	August 2009		Supervisor and CDPs
		Number of women capacitated on life skills	19	Evaluate the impact of capacity building processes	September 2009		Supervisor and CDPs
		Number of people with disabilities capacitated on entrepreneurship	5	Compile report	October 2009 November 2009		Supervisor and CDPs
		Number of people with disabilities capacitated on life skills	63		January 2010 and February 2010		Supervisor and CDPs
3 Provision of Youth Development Services	Vocational skills and entrepreneurship for youth development	Number of youth capacitated on vocational skills	21	Conduct skills Identify relevant stake holders Arrange venue and date Hold meeting and establish stakeholders forum Identify youth groups Develop data base Compile report	March 2010		District co-ordinators Supervisor and CDPs
		Number of youth capacitated on entrepreneurship	20	Conduct skills Develop data base for youth Identify services provider Arrange venue and date Invite youth and	June 2010		Supervisor and CDPs



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				services provider Monitor capacity building processes Evaluate all capacity building processes Compile report			
		Num,ber of youth trained through Masupatsela Programme	8	Identification of youth Develop data base of youth Conduct skills audit Link youth to Masupatsela program Compli reports	February 2009		District co- ordinators, Supervisor and CDPs

7.2. EDUCATION

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

Source: Department of Education, 2009



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7.2.1. THE PROVISION OF SCHOOL NUTRITION

NAME OF THE SCHOOL	GRADES	NO OF LEANERS	LOCALITY
Albert Lethuli Primary	R to 7	1040	Bela Bela Toenship Ext 05
Blaauwbosch Primary	R to 7	260	Masakhane, Radium
Gretna Primary	R to 6	20	Gretna Farm, Settlers
Hleketani Primary	R to 7	1027	Bela Bela Township, Leseding
Khabele Primary	R to 7	546	Bela Bela Township, Moraka Street
Malebone Primary	R to 7	76	Douglas Farm, Noodhulp
Mathintha Combined	R to 09	47	Bala Farm, Lehau
Mmamakwa Primary	R to 7	941	Bela Bela Township, Khona Street
Mmampatile Primary	R to 7	1058	Bela Bela Township, Kgosana Street
Modderspruit Primary	R to 7	54	Marulane Farm, Bela Bela
Pienaarsrivier/Moutse Primaries	R to 7	472	Pienaarsriver
Ramorokoimary Primary	R to 7	09	Westwood Farm, Hammanskraal
Reamogetswe Primary	R to 7	06	Roodekuil, Bela Bela
Sehoale Primary	R to 7	14	Sondela Nature Reserve, Bela Bela
Spar Park Primary	R to 7	1094	Spar Park, Bela Bela
Motswedi Primary	R to 7	49	Mabula (Bela Bela/Thabazimbi road)
Rhenosterkloof Primary	R to 7	194	Vingerkraal
Tloutona/Leeupoort Primary	R to 7	78	Leeupoort
Total number of primary schools	17 with 47		
Total number of combined schools	01 with 3969		
Total number of Q1 secondary schools	0 with 0		
Grant Total	18 with 4016		



7.2.1.1. CRITICAL ISSUES AND CHALLENGES TO PROVIDE THE SERVICE

- Poor road conditions in some of the areas that makes it difficult during rainy seasons for service providers to deliver NSNP ingredient to targeted schools
- Inadequate storage facilities and poor unhygienic food preparation areas
- Lack of foodhandlers/helper mothers in farm schools
- Inadequate or lack of water in some of the areas to enable schools to start with the Sustainable Food Production projects
- No sustainability of food production initiatives during school holidays due to non availability of funds to appoint or pay stipend to gardeners.

7.2.2. PROVISION OF TRANSPORTATION OF LEARNERS TO SCHOOL (LEARNER/SCHOLAR TRANSPORT)

ROUTE NO.	SCHOOL (S)	NO OF LEARNERS	KM PER DAY	LOCALITY
L/W/S/14(a)	Moutse/Pienaarsrivier Primary	24	88	Pienaarsrivier
L/W/S/15(a)	Mathintha Comb.	18	20	Bala/Lehau
L/W/S/15(b)	Mathintha Comb.	09	50	Bala/Lehau
L/W/S/16	Motswedi Primary	50	84	Mabula
L/W/S/28	Khabele Primary	60	28	Bela Bela
L/W/S/66	Laerskool Warmbad	40	80	Bela Bela
L/W/S/67	Malebone Primary	78	32	Bela Bela, Noodhulp
L/W/S/12	Leeupoort/Tloutona	86	84	Leeupoort
Total number of routes = 08				
Total number of learners = 365				



7.2.2.1. CRITICAL ISSUES AND CHALLENGES TO PROVIDE THE SERVICE

- Poor road conditions that lead to some of the routes not tendered for,
- Learner migration from farm to urban areas
- Long awaiting periods for route amendments
- Poor conditioned vehicles used by some service providers
- Some farmers resisting scholar transport operations within their private land and as such learners residing in those farms which are disadvantaged
- The closures of some escape roads by some of the farmers.

7.3. SAFETY AND SECURITY

Bela Bela is currently serviced with three police stations to cater for public safety. These facilities are located within three different areas (i.e. Bela Bela Town, Piernaarsriver and Rus de Winter) within the municipality as indicated in table 23, below.

Table 23. Availability of Police Stations

<i>Location</i>	<i>Level of Service</i>
Bela Bela (Warmbath) Town	• Main Station
Bela Bela Township	• There is no Station
Piernaarsriver	• Main Station
Rus de Winter	• Main Station
Rapotokwane	• There is no Station

The areas that do not currently have Police Stations are Bela Bela Township and Rapotokwane Village. According to the crime statistics (as sourced from South African Police Services), the crime levels in Bela Bela can be considered to be very low, nevertheless



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table 24 below reflects the number of cases that were recorded in 2007 and 2008 which also also gives an indication of the crimes that increased or declined during that period.

Table 24. Crime Statistics in Bela Bela

Crime	2007	2008	Percentage
Murder	4	9	+125
Attempted Murder	17	9	-47,05
Armed Robbery	<u>38</u>	38	0
Robbery Common	27	26	-3,7
Assault GBH	<u>149</u>	<u>138</u>	-7,38
Assault Common	<u>139</u>	<u>108</u>	-22,30
Rape	30	24	-20
Housebreaking (Residence)	<u>206</u>	<u>213</u>	+3,39
Housebreaking (Business)	<u>60</u>	<u>61</u>	+1,66
Theft of Vehicles	37	13	-64,86
Theft from vehicles	30	<u>65</u>	+116,66
Stock Theft	19	28	+47,36
Total	756	732	-3,17

The need and location of future public safety facilities should be informed by the crime statistics and the good road network to ensure that the emergencies are attended to efficiently.

7.4. SPORTS, ARTS AND RECREATIONAL FACILITIES

Sports and recreation facilities play a major role in the overall social development of the society such that these activities provide moral discipline and keep the youth out of the street. The ever – increasing crime and other social ills (i.e. teenage pregnancies, drug



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abuse etc.) gave rise to the importance of these activities and they should be viewed as the productive alternative that the youth can engage itself with. The existing facilities can be described as follows:-

Table 25. Availability of Sports, Arts, Culture and Recreational Facilities in Bela Bela

<i>Location</i>	<i>Facilities</i>	<i>Constraints and Challenges</i>
Bela Bela Township	<ul style="list-style-type: none"> • Bela Bela Community Hall i.e. Performing Arts and Culture. • Sporting amenities i.e. Netball, Volleyball, Basket Ball and Tennis Court. • SUNFA “stadium” • Moloto Str “stadium” • Bela Bela High Stadium • Two Community Park 	<ul style="list-style-type: none"> • The Hall is multi – functional because it is also booked for special events and it is not always readily available for sports, arts, culture and recreational activities. • The sporting amenities indicated on the column for facilities are the only sporting code facilities available at the municipal level and they is a lot of pressure they encounter due to overuse as a result the facilities are deteriorating very quickly. • The long distance travelled by individuals who stay in the remote parts of the township. • The condition on the football grounds (stadium) is not satisfactory. The parks do not have the ablution facilities and lights.
Bela Bela Town	• No Facilities	• Lack of Facilities
Pienaarsriver	• Community Hall	• Lack of Facilities
Radium	• No facilities	• Lack of facilities
Rus de Winter and Rapotokwane	<ul style="list-style-type: none"> • Community Hall • Sport Ground 	• These facilities are only located within Rapotokwane.



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As evident from table 25 above, Bela Bela can be considered to be underprovided with facilities of sports, arts, culture and recreation. The majority of the settlement areas lack these facilities at the basic level and the existing facilities that are located within Bela Bela Township encounter an enormous pressure since they are currently overused.

7.5. KEY CHALLENGES

The crime rate in Bela-Bela Municipality is considered to be a concern and the intervention is urgently recommended. The IDP Forums held with the community has reflected that Public Safety is a key area of concern within specific parts of the municipal area (i.e. Bela Bela Township and Rapotokwane) and these will need to be addressed.

The number of people infected and affected by HIV/AIDS within Bela Bela is considered to be increasing and this requires urgent attention. With reference to the HIV/ AIDS statistics in sub section 4.3.3, it is evident that a lot needs to be done by Dept of Health in association with the municipality in order to avoid the impact that this epidemic will have on the social and economic development of Bela Bela.

In terms of education the 2008/ 09 IDP review noted that there are 20 schools on private properties (farms) and the key issues was that these schools are too far from the settlements and the children have to travel long distances to attend their classes. These schools comprises of 67 classrooms and 1062 learners. The limited facilities for tertiary education within Bela Bela was also considered to be limiting a factor in terms of ensuring that the population is skilled and therefore the facilitation of the establishment of FET institution within Bela-Bela was identified as the priority issue.



8. SPECIAL PROJECTS ATTRIBUTES – STATUS QUO

8.1. YOUTH DEVELOPMENT

The Youth Summit which was hosted to target youth development should therefore be taken seriously as it presented the challenges and drafted the recommendations that should inform youth development within the spheres of entrepreneurship, sports, arts and culture. This therefore presents a mandate by Bela Bela Municipality and other government structures to ensure that facilities for youth development are provided in an equitable manner as a means to develop the youth into respectable and responsible leaders of tomorrow.

8.2. PEOPLE WITH DISABILITY CHALLENGES

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

8.3. WOMEN, AGED & CHILDREN

- No support for women, aged, children and people living with HIV/Aids – The municipality must coordinate and facilitate programmes together with the District Municipality



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9. COMMUNITY NEEDS AND MUNICIPAL PRIORITIES

PRIORITIES	ISSUES/CHALLENGES	AFFECTED WARDS	AFFECTED AREAS	2009/10 PROJECTS AND PROGRESS REPORT
Roads and Stormwater	<ul style="list-style-type: none"> • Roads flooded during rainy season • Roads and internal streets are not tarred/paved/regravelled • Naming of streets • Construction of proper stormwater drainage 	1,2, 3, 4, 7 & 8	Tsakani, Rapotokwane, Ext 5, Phomolong, Masakhane, Leseding, Spa Park, Jacob Zuma, Kope Way (Informal settlements) and CBD	
Electricity	<ul style="list-style-type: none"> • No vending machine for electricity • Installation/maintenance of high mast lights or street lights • Maintenance of electricity's meter box • Free Basic Electricity cut 	1,2, 3,4, 7 & 8	Tsakani, Rapotokwane, Ext 5, Phomolong, Masakhane, Leseding, Spa Park, Jacob Zuma, Kope Way (Informal settlements)	



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	for indigents by the municipality not satisfactory			
Water, Saination & Refuse Removal	<ul style="list-style-type: none"> • Completion/construction of the reservoirs • Completion/construction of sewer pump station • Construction of borehole • Connection of water inside the yard • Identification of landfill site • Allocation of refuse bins • Construction of sanitation facilities to RDP Houses • Free Basic Water cut for indigents not satisfactory 	1,2,3,4,5.6,7,8	Masakhane, Rapotokwane, Tsakane, Spa Park	
Land, Housing and Infrastructure	<ul style="list-style-type: none"> • 150 serviced RDP houses to eradicate skwatta camp in Masakhane, Jacob Zuma and Kope Way 	1, 4, and all wards	Masakhane, Jacon Zuma and Kope Way (all areas)	



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	<ul style="list-style-type: none"> • Assessment of housing needs for people without houses • Issuing of title deeds • Consolidation scheme housing Bock Project 			
Local Economic Development	<ul style="list-style-type: none"> • Usage of local labour when implementing projects • Development Tourism Development Plan and Marketing Strategy • Establishments of cooperatives • SMME Training and workshops • Construction of Informal trading facilities • Formalization of Flea Market 	All Wards	All Areas	
Good Governance	<ul style="list-style-type: none"> • Most of municipal officials do not practice customer – care and batho – pele principles 	All wards	Municipal Wide	



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	<ul style="list-style-type: none"> • Establish internal and external communication systems i.e. intranet and newsletters • Proper planned Imbizo's • No strong relation with BBusiness Forum, CTA, NGOs, CBO, CDWs, and other structures 			
Sports, Arts, Culture, Recreational Facilities and Cemeteries	<ul style="list-style-type: none"> • No recreational parks/sports grounds • Identification of land for cemetery and provision of ablution facilities • Fencing of cemetery • Construction of a community hall 	1,4,7,8	Phomolong, Masakhane, Rapotokwane, Tsakani, Leseding, Spa Park, Jacob Zuma, Kope Way (Informal settlements)	
Safety and Security	<ul style="list-style-type: none"> • No satellite police stations • Provision of mobile police stations • Reinforce and support community policing forum 	1,3, 8	Masakhane, Rapotokwane, Ext 5	



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Health (prevention of HIV/ AIDS and Other Life – Threatening Diseases) and Social Development	<ul style="list-style-type: none"> • No support of the initiatives for the prevention of life-threatening diseases such as TB, Cancer, HIV/ AIDS etc. i.e. No Municipal HIV/Aids Plan • Provision/construction of mobile/clinics • No Assistance offered for residence to obtain IDs • Identification of pay - points 	1,3,7, 8	Tsakani, Ext 5, Masakhane, Rapotokwane	
Education	<ul style="list-style-type: none"> • Construction of primary and secondary schools • Provision of learner transport • Quarterly cleaning of school yards to support learning and teaching at schools 	1, 4,7	Phomolong, Masakhane, Tsakani, Leseding, Spa Park, Jacob Zuma, Kope Way (Informal settlements)	
Municipal Financial Viability	<ul style="list-style-type: none"> • Implementation of GAMAP/GRAP • Development of Debt 	All Wards	Municipal Wide	



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	Recovery Plan <ul style="list-style-type: none"> • Development of Cost Recovery Plan 			
Municipal Transformation and Institutional Development	<ul style="list-style-type: none"> • Implementation of Work Skills Plan • Implementation of the employment equity • Annual review of the Organizational arrangement and development • Audit queries are not addressed adequately 	All Wards	Municipal Wide	



SECTION C: VISION

***To be a tourist destination
of choice in Limpopo Province.***

This new vision of Bela Bela was developed during the 2009/ 10 IDP Steering Committee Meetings and adopted by the IDP Representative Forum. It was agreed that upon the review of the Municipal Vision and Mission the guiding principles should be the tourism characteristics of the Area “Bela Bela as a Tourism Getaway”, Service Delivery Commitment for the community of Bela-Bela, Sustained Environmental friendliness and Economic Growth and Employment Creation.



SECTION D: MISSION & VALUES

MUNICIPAL MISSION STATEMENT

Bela Bela Municipality commits itself to the following mission in pursuit of the above – mentioned vision and developmental agenda. The mission of Bela Bela can be generally outlined in Box 2 below:-

Mission Statement:

- # Through commitment to effective and efficient service delivery;**
- # By exploiting opportunities in development and tourism;**
- # By striving for economic growth and job creation;**
- # Promoting a safe, healthy and sustainable environment;**
- # Fostering active community participation and stakeholder involvement.**

MUNICIPAL VALUES

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

- Accountability
- Fairness
- Effectiveness
- Commitment
- Honesty and Sincerity



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SECTION E: STRATEGIC OBJECTIVES AND LINKAGE WITH NATIONAL KPAs, TARGETS & KPIS

IDP PRIORITIES IN LINE WITH NATIONAL KPAs, LOCAL KPIS AND PERFORMANCE TARGETS

NATIONAL KPAS (KEY PERFORMANCE AREAS)	IDP PRIORITIES	PERFORMANCE TARGETS	KEY PERFORMANCE INDICATORS (KPIS)
KPI 1: Spatial Analysis and Rationale	Priority 4: Land, Housing and Infrastructure	Spatial and physical development to fully comply with NSDP, SDF and LUMS.	Harmonious development, environmental sustainability, efficient land use activities.
		Eradication of the housing backlogs (2 500HH) by 2014	Access to basic services and housing by all (14 290HH) within Bela Bela.
KPI 2: Basic Service Delivery	Priority 1: Roads and Stormwater	Revamp and upgrade 75,5% (77,7km) of the municipal roads and stormwater infrastructure by 2014	Decent Roads and Stormwater infrastructure by 2014
	Priority 2: Electricity	Eradication of the backlogs for housing (2500HH) by 2014, Electricity (1300HH) by 2012 and Sanitation (1 300HH) by 2010	Access to basic services by all households (14 290HH) within Bela-Bela
	Priority 3: Water, Sanitation and Refuse Removal		
	Priority 7: Sports, Arts, Culture, Recreation and	Improved access to sports, arts, culture and recreational facilities by 2012.	Fair access to sports, arts, culture and recreation facilities by all



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	Public Facilities.		residents.
KPI 3: Local Economic Development	Priority 5: Local Economic Development	Reduction of Unemployment by 50% (3 657) and 5% Economic Growth by 2014.	Decrease in unemployment from 31% (7 314) to 15% (3 657) by 2014. Establishment of new sustainable businesses and retention of existing ones.
KPI 4: Municipal Transformation and Organizational Development	Priority 12: Municipal Transformation and Institutional Development	Capacity and Capability of the Institution to perform its service delivery functions must improve by 20% annually. This will be achieved through training the Technical Services Officials on Infrastructure Development Courses and Budget and Treasury Officials on Advanced Financial Management Skills.	Improved Service Delivery and Municipal Institution must be accredited with good ethics/ values.
		100% Corruption free institution by 2009/ 10	
		Efficient and Effective internal controls within the institution by 2009/ 10 with particular focus on developing the relevant policies and monthly reconciliation.	
KPI 5: Municipal Financial Viability	Priority 11: Municipal Financial Viability	100% compliant with MFMA, GAMAP and GRAP by 2009/10	Financial Viability and Sustainability. Unqualified Auditor General's Opinion
		Expand the financial base of the municipality by 10% annually.	
KPI 6: Good Governance and	Priority 6: Good Governance	100% compliance with Chapter 4 of the Municipal Systems Act (Community Participation) from 2008/ 09	Public involvement in the affairs of the municipality. The ward committees and councilors



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Public Participation			understand the local government systems
		Strengthened relations of the municipality with stakeholders and the Media from 2008/ 09.	Good image of the Municipality.
		Enhance customer care by 50% by 2009/10.	Improved customer care.
		Improving the understanding of local government system for councilors and CDWs from 2008/ 09	Effective decision – making.

Priority No. 1: Roads and Stormwater

Well developed, upgraded, improved and maintained Roads and Stormwater infrastructure within Bela Bela.

Priority No. 2: Electricity

Eliminate backlogs of 432HH without the power supply by 2012, improved quality of electricity supply, upgraded bulk electricity supply and network.

Priority No. 3: Water, Sanitation and Refuse Removal

Improved access to safe and healthy water, sanitation and environment for the residents of Bela Bela.

Priority No. 4: Land, Housing and Infrastructure



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To address the current housing backlog including the eradication of the current informal settlements by 2014, catering for all income categories and housing typologies.

To facilitate for the acquisition of security of tenure for all residents (without secured tenure) of the municipality

Priority No. 4: Land, Housing and Infrastructure .

To create an effective system of land use management and orderly development within the whole municipal area

Priority No. 5: Local Economic Development

To create a climate conducive to local economic development, reduce the level of unemployment by 50% by 2014 and to ensure that the local economy grows at a rate of 5 % per annum.

Priority No. 6: Good Governance

To inform the community about service delivery.

To promote the image of the Municipality and interaction with the community.

To promote Batho-Pele principles.

To promote effective decision – making and monitoring.

Priority No. 7: Sports, Arts, Culture, Recreational Facilities and Cemeteries



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Improved access to the sport, recreational, art, cultural and community facilities within Bela Bela Municipal Area.

Priority No. 8: Safety and Security

To provide support to the Safety and Security programmes intended to reduce the Levels of Crime and to facilitate the construction of Public Safety Facilities which would reduce the service backlogs.

Priority No. 9: Health and Social Development

To support the programmes intended to prevent life – threatening diseases and projects intended to reduce backlogs in terms of public health facilities.

Priority No. 10: Education

To facilitate the delivery of Education Facilities in order to address the backlogs in terms of this service.

Priority No 11: Municipal Financial Viability

To manage and use the public funds in an efficient and Accountable Manner.

Priority No. 12: Municipal Transformation and Institutional Development

To create a properly upgraded and functional workplace for Municipal Staff and Cllrs to work in.

To perform local government service delivery functions efficiently and effectively



SECTION F: DEVELOPMENT STRATEGIES

INTRODUCTION

The strategic framework presents the long-term development vision, the mission statements; municipal values, associated localized strategic guidelines, objectives and strategies as ranked by priority. The latter serves as guidelines for specific actions that the municipality will undertake and embark upon to ensure the implementation of projects. For practical purpose the performance indicators' formulations are based on the action plans identified in this phase.

LOCALISED STRATEGIC GUIDELINES

INTRODUCTION

The localized strategic guidelines assist in terms of considering the relevance and application of policy guidelines in the local context and give direction to the development of strategies that ultimately result in the identification of projects for local development. The idea behind the development of localized strategic guidelines is to ensure that planning takes into cognizance all relevant policies and legislations which are adapted for local conditions.

LOCALISED STRATEGIC GUIDELINES FOR SPATIAL IMPERATIVES

The principles of the National Spatial Development Perspective (NSDP), White Paper on Spatial Planning, Land Use Management Bill as well as other spatial policies were intended to lay a foundation that guides the preparation of the local “home ground” frameworks (i.e. SDF) and operational action plans (i.e. LUMS) which are assisting the local municipalities to reach sound decisions of regarding the use of land. These principles can be briefly localized as follows:-



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Table 19: Localised Strategic Guidelines on Spatial Imperative

POLICY AND LEGISLATIVE PRINCIPLES	LOCALISED STRATEGIC GUIDELINES
<p>The NSDP's Economic Growth principle requires the government spending on fixed investments to be focussed on localities of economic potential in order to sustain and stimulate economic activities and create long – term employment.</p>	<p>Bela Bela should ensure that the capacity of existing infrastructure (water, electricity, roads etc.) is sufficient within the identified economic growth points (Bela Bela Urban Areas, Radium, Pienaarsriver and Settlers) and the government should invest in fixed investments (infrastructure and public facilities) within these areas.</p>
<p>The NSDP principle on Integrated Development requires Bela Bela to overcome the spatial distortion of the apartheid, future settlements to be channelled within the nodes and activity corridors which links to the main growth points.</p>	<p>The location of new housing projects should be located within existing urban areas in order to optimise the utilisation of existing infrastructure (e.g. roads, schools, water, clinics, etc.). The new land development (commercial investments) should promote the compaction of the urban area(s) within the Bela Bela Municipality. All social, economic, institutional, physical and environmental issues should be considered during planning processes.</p>
<p>The Land Use Management Bill and Housing Act stipulates that the people should reside closer to the areas where they work.</p>	<p>New housing projects (i.e. Especially Low – Cost and Middle Income Housing projects) must be located within the SDF described nodes and economic hubs to ensure that the residents can easily commute for work.</p>

To harmonize the implementation of the above the municipality also has the Spatial Development Framework which gives the broad direction of future development, desired pattern of land-use, urban edges, special development areas and areas that need conservation. The SDF should also be the mechanism that is used to discourage urban sprawl, discourage land invasions, provision for development of rural and urban areas, promoting environmental sustainability, ensure land use integration, equality and efficiency. In addition to



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the SDF the municipality has also adopted the Land Use Management Schemes (LUMS) which is a detailed guidance and a control mechanism for land use at the local level to support the implementation of the SDF.

LOCALISED STRATEGIC GUIDELINES FOR ECONOMIC DEVELOPMENT

The principles of Accelerated and Shared Growth Initiative of South Africa (ASGiSA), Limpopo Growth and Development Strategy (PGDS) and National Framework on Local Economic Development are crucial in ensuring that all the government agencies are gearing themselves toward creating a good climate for the economy to be sustained in a manner that can best benefit the larger community. These principles can be localized as follows:-

Table 20: Localised Strategic Guidelines on Economic Development

POLICY AND LEGISLATIVE PRINCIPLES	LOCALISED STRATEGIC GUIDELINES
ASGiSA brought a mandate of halving poverty by 2014 within the country. This mandate is further intensified by the objective to reduce unemployment by 30% and ensuring economic growth of 6% by 2014.	There are a lot of vigorous efforts required by Government institutions (including the municipality) to ensure that this is realised and that includes ensuring that the (1) state institutions are efficient and Red tape is cleared, (2) creating better conditions for business, (3) closing the skills gap in short and long term, (4) linking the 1st and 2nd economy and (5) ensuring that women, youth and disabled have access to finance (micro – to – mega bucks) if they demonstrate bankable entrepreneurship skills, those who are in the second economy must be fast – tracked out of it, ensuring their participation in agriculture or creative industries and increasing their participation in EPWP.
National Framework on Local Economic Development stipulated the Governments vision on “Robust and inclusive local economies exploiting local opportunities, real potential and competitive advantages addressing local needs and contributing to national	It should be noted that the sole purpose of the National Framework on LED was to instil passion of ensuring that the local municipalities craft and implement the realist, credible and practical Economic Development Strategies that will ensure that economic potential of all areas is fully exploited, the competitive and comparative advantages of each individual area are appropriately and creatively used to meet the



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development objectives.”	local needs. Bela Bela has robustly moved towards through the preparation of the credible strategy for Local Economic Development. The fundamental issue now is the implementation of this strategy which requires even more efforts from various spheres government, the private sector and the local community.
The Limpopo PGDS target is to increase economic growth of the province by 9% from 2001 – 2010 and 12% by 2010 – 2020 through capitalizing on existing economic clusters and positioning the province for international competitiveness. [i.e. Economic Clusters are mining, agriculture (horticulture and food processing – red and white meat), logistics, forestry and tourism]	The leading sectors within Bela Bela (which are the distinguished features of Limpopo PGDS) are Tourism and Agriculture. Bela Bela should therefore capitalize on investing these economic clusters in order to grow its economy, create an enabling environment for the entrance of SMMEs, BEE and Job Creation.

Bela Bela Municipality has prepared a Local Economic Development Strategy for its area of jurisdiction this strategy is due to be adopted within before the end of 2008/ 09 financial year. This new LED strategy will therefore serve as an instrument that Bela Bela will use to grow its economy in line with the above legislative requirements.

LOCALISED STRATEGIC GUIDELINES FOR ENVIRONMENT MANAGEMENT

Although there is a plethora of legislation addressing environmental issues in South Africa, the 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 more imperative to adhere to the basic planning principles. A key principle that governs the relationship between development and nature is the belief that what benefits us today, should also benefit future generations. The table below is the localized environmental strategic guideline.



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Table 21: Localised Strategic Guidelines on Environmental Management

POLICY AND LEGISLATIVE PRINCIPLES (NATIONAL ENVIRONMENTAL MANAGEMENT ACT – NEMA)	LOCALISED STRATEGIC GUIDELINES
Avoiding the pollution and degradation of the environment.	Bela Bela intends to develop an Environmental Management Plan which will serve as a proactive mechanism to ensure that pollution and degradation of the environment is minimized 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 peoples environmental rights	Developing environmental remedy plans to reverse or try to reverse environmental damage that may have been 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.



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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.

It was previously indicated in section 2.4, that Bela Bela has a number of nature reserves, flora & fauna and other environmental significance areas which require environmental protection and therefore the importance of localizing the environmental issues within Bela Bela is indeed critical.

LOCALISED STRATEGIC GUIDELINES FOR GENDER EQUALITY, SOCIAL TRANSFORMATION AND POVERTY RELIEF

The groups that can be considered to be the most vulnerable in terms of poverty and exclusion are the women, children, disabled and aged. While it is acknowledged that the most appropriate and sustainable manner of improving the lives of the society who experience poverty is through economic development, job creation and skills development it should also be understood that such initiatives does not take place over a short – term period and this therefore necessitate the need for short – term relief measures. Exclusion on the other hand originated as result of the historical trend to regard women as inferior and marginalized in the mainstream economy, society and politics. The localized strategic guidelines in this context will be informed by the supreme law of the country (i.e. Constitution) since it provides the most basic and conscience platform for social transformation in terms of human rights as well as basic needs.



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Table 22: Localised Strategic Guidelines on Gender Equality, Social Transformation and Poverty Relief.

POLICY AND LEGISLATIVE PRINCIPLES (CONSTITUTIONAL IMPERATIVES)	LOCALISED STRATEGIC GUIDELINES
Equal rights with regard to housing	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	Property rights, land ownership and security of tenure.
Provision of adequate health and social facilities	Increase frequency of mobile services with maternity facilities and reduce the distance between Rus de Winter and Pienaarsriver 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 projects (i.e. EPWP)
Protection from violence	Establish a community forum, with 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.

The government structures with instrumental programmes and projects to tackle poverty and exclusion issues include the Department of Local Government and Housing, Agriculture, Health and Welfare, Land Affairs and the Municipalities. There are also international agencies that are directing their efforts to areas that encounter poverty and these include the UN Food Program and IFAD



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(International Fund for Agricultural Development). The local municipality can then play a facilitating role to evaluate the effectiveness of these initiatives (e.g. effectiveness of land reform projects in creating emerging black commercial farmers) and offer supports that might be deemed necessary.

LOCALISED STRATEGIC GUIDELINES FOR SERVICE DELIVERY, INSTITUTIONAL ARRANGEMENTS AND GOOD GOVERNANCE

The backlogs in terms of service delivery were inflicted by amongst others the apartheid planning which left the major backlogs within every sphere of public life (i.e. basic services, health, education, public safety etc.). With this background, local government institutions are now faced with the reality of transforming themselves to meet the new constitutional objectives which is to become developmentally orientated. This role requires the local government institutions (i.e. municipality) to organize and manage themselves in fulfilling this service delivery role and that is where the institutional arrangements become important. In order for service delivery and socio-economic development to be sustainable government agencies should embark on integrated planning. Such integrated planning should facilitate a process where the delivery of housing, basic infrastructure, public facilities and private investment take place in spatially combined and synergized manner to address the backlogs.

Table 23: Localized Strategic Guidelines on Service Delivery, Institutional Development and Good Governance

PRINCIPLES AND NORMS	LOCALISED STRATEGIC GUIDELINES
Provision of sustainable basic infrastructure services in line with the Constitutional Mandate and eradication of the backlogs	The municipality has a responsibility to ensure that it utilizes the Municipal Infrastructure Grant in order to eradicate the backlogs through infrastructure development and also ensuring that the existing infrastructure is well maintained.
Transform existing organizational arrangements and cultures	Reviewing the municipal organizational structure in line with the demand and required capacity for service delivery.
Provide a democratic and accountable government to the people.	Mainstreaming public participation in the affairs of the municipality i.e. IDP Rep Forums, Mayoral Imbizo, Community satisfaction surveys etc.



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Establish a performance management system to inform institutional reforms and organizational development.	Ensuring that the municipality has a PMS framework in place in order to manage the performance of the municipality in service delivery
Ensure demographic representation in the institution.	Development and revision of the equity plan that also shows a balanced representation of the municipal demographics and ensure that recruitment of staff is consistent with the employment equity plan of the municipality
Ensure gender representation.	Recruitment to be consistent with the Employment Equity plan of the municipality.

It should also be noted that one of the major challenges in terms of developing the infrastructure to its full extent is the limited funds, since the majority of the small municipalities such as Bela Bela, heavily depend on Municipal Infrastructure Grant (MIG) for infrastructure projects.

MUNICIPAL FINANCIAL STRATEGY

As previously indicated, one of the challenges facing Bela Bela 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 2008/ 09 IDP noted the following strategies which are followed in order to address the above priorities:



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Table 24: Financial Strategies

STRATEGY	INCOME SOURCE	DESCRIPTION OF STRATEGY	IMPACT ON REVENUE	COST OF IMPLEMENTATION
Improve billing System	All levied Income	<ul style="list-style-type: none"> Design more user- friendly invoices in consultation with community; Send out in- voices at least five working days before the end of each month; Install prepaid meters in all residential areas and phase conventional meters out over the following ten years. 	Increase revenue	None
Ensure accessibility of pay-points to all members of the community.		<ul style="list-style-type: none"> Install pay points in close proximity of the community facilities; Provide accessibility for tax-payers and consumers to pay via the Internet. The Absa Kiosk has been installed and is fully functional. A function is going to be added to enable the community to pay their traffic fines at the kiosk. 		R60 000.00 to erect pay points. R 200 000 to enable ABSA kiosk to be fully functional.
Ensure registration of all liable levy payers.		<ul style="list-style-type: none"> Ensure effective communication between trade departments and income Division; Ensure that all relevant information is correctly captured on the data information system. 		None
Consumer and Water Meter Audit		<ul style="list-style-type: none"> Undertake a study of all electricity and water meters on the ground. Compare the information on the system with the actual audit. 		R 140 000



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Reduce Water and Electricity Losses		<ul style="list-style-type: none"> Currently water loss is at 23% and electricity at R1.2m. 		R 1 500 000
Contract Management		<ul style="list-style-type: none"> Ensuring that all municipal houses have lease contract. Establish a contract register. Process the lease contract timeously. 		None
Implementation of Property Rates Act		<ul style="list-style-type: none"> Entering into contracts with all stakeholders that have build properties on municipal land. Negotiate for sale or transfer of land. 		R700 000
Ensure the effective implementation of the Credit Control Policy		<ul style="list-style-type: none"> Appoint external consultants to assist Council with the first phase of implementation; Train employees in managing the credit Control policy Implementation of Credit and Debt Management Control Policy. 	Outstanding debts to be reduced with 15% per financial year.	<ul style="list-style-type: none"> - None – Consultants will be remunerated out of additional revenue received. - R30 000.00 to train employees. - R 400 000 for credit and debt management policy implementation



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Data cleansing to ensure that consumer details on the system are correct		<ul style="list-style-type: none"> Opening of accounts, Cleansing of a debtors age analysis and suspense account. 	Contribute to 15% decrease in outstanding debts	R30 000.00 for collecting Costs
Ensure a positive cash flow.		<ul style="list-style-type: none"> Reduce the Accumulated Deficit by budgeting for a surplus per financial year over the following ten years; Approve budgets of all financial years, based on actual cash flow. 	To avoid 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.
Improving the effectiveness of a vending Machine.	Cash power	<ul style="list-style-type: none"> Upgrading vending machine for cash power 	Increase revenue. Reduce electricity losses.	



10.5. OBJECTIVES AND STRATEGIES

Priority No. 1: Roads and Stormwater	
<u>Municipal Objectives</u>	<u>Municipal Strategies</u>
Well developed, upgraded, improved and maintained Roads and Stormwater infrastructure within Bela Bela.	To improve the condition of the municipal controlled roads and ensure proper upgrading
	To improve and upgrade the drainage systems in the township.
Priority No. 2: Electricity	
Eliminate backlogs of 432HH without the power supply by 2012, improved quality of electricity supply, upgraded bulk electricity supply and network.	Eradicate electricity backlogs by 2012 through utilizing the municipal capital budget.
	Liaise with Eskom in order to upgrade bulk electricity supply.
	Improve the quality of electricity supply through conducting a research to investigate the most efficient electricity supply e.g. solar energy.
Priority No. 3: Water, Sanitation and Refuse Removal	
<u>Municipal Objectives</u>	<u>Municipal Strategies</u>



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Improved access to safe and healthy water, sanitation and environment for the residents of Bela Bela.	Upgrading of bulk water supply at Bela-Bela.
	Identification of land for dumping site to minimise littering Awareness campaigns to minimise illegal dumping
Priority No. 4: Land, Housing and Infrastructure	
To address the current housing backlog including the eradication of the current informal settlements by 2014, catering for all income categories and housing typologies. To facilitate for the acquisition of security of tenure for all residents (without secured tenure) of the municipality	Apply the “Breaking New Ground (BNG) in Housing Delivery” Policy/ A Comprehensive Plan for the Development of Sustainable Human Settlements
	Identify Strategically located land within the municipality in line with the Principles of the National Spatial Development Perspective and the Spatial Development Framework to accommodate the current Housing Backlog
Priority No. 4: Land, Housing and Infrastructure .	
<u>Municipal Objectives</u>	<u>Municipal Strategies</u>
	Engage other spheres of government and private sector (banks and property developers) to assist with planning, infrastructure provision and housing delivery for different income categories and housing options or typologies.
	Put mechanisms in place to deal with the emergence or mushrooming



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	of new informal settlements timeously.
	Conduct an audit on all land occupied without any secured tenure, and facilitate for the issuing of title deeds for the affected residents
To create an effective system of land use management and orderly development within the whole municipal area	<p>Ongoing revision, implementation, monitoring, and evaluation of the Spatial Development Framework informed by current realities and policy frameworks</p> <p>Monitor implementation of the Land Use Scheme and capture current future development</p> <p>Development of the By-Laws to enforce the implementation of the Land Use Schemes</p>
Priority No. 5: Local Economic Development	
<u>Municipal Objectives</u>	<u>Municipal Strategies</u>
To create a climate conducive to local economic development, reduce the level of unemployment by 50% by 2014 and to ensure that the local economy grows at a rate of 5 % per annum.	Implementation of opportunities identified by the LED Strategy
	<p>Develop and maintain infrastructure in areas with economic development potential and high levels of poverty.</p> <p>Identify and plug the leaks in the local economy.</p>



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	Train and workshop SMME's to Intensify Human Capital Development
Priority No. 6: Good Governance	
To inform the community about service delivery.	To improve and maintain the content of the Imbizo's, pamphlets, official notices, etc. Awareness Campaigns Liaise with sector departments (health, education, sports, arts & culture, safety & security) w.r.t amendment of their priorities to cater for the local needs.
To promote the image of the Municipality and interaction with the community.	To forge closer ties with stakeholders i.e. Business Forum, CTA, NGOs, CBO, CDWs and other structures.
To promote Batho-Pele principles.	Training of staff about customer care
To promote effective decision – making and monitoring.	On – going training of councilors and CDWs on local government matters.
Priority No. 7: Sports, Arts, Culture, Recreational Facilities and Cemeteries	
<u>Municipal Objectives</u>	<u>Municipal Strategies</u>
Improved access to the sport, recreational, art, cultural and community facilities within Bela Bela Municipal Area.	To improve and maintain the existing sports, recreational and other community facilities and promotion of different sporting codes.



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	Allocate or seek funds in order to develop sporting and recreational facilities.
	Promotion of different sporting codes
Priority No. 8: Safety and Security	
To provide support to the Safety and Security programmes intended to reduce the Levels of Crime and to facilitate the construction of Public Safety Facilities which would reduce the service backlogs.	Promote the reduction of crime in Bela Bela Municipal Area
	Improve access to safety and security services
Priority No. 9: Health and Social Development	
<u>Municipal Objectives</u>	<u>Municipal Strategies</u>
To support the programmes intended to prevent life – threatening diseases and projects intended to reduce backlogs in terms of public health facilities.	Support the initiatives for the prevention of life-threatening diseases such as TB, Cancer, HIV/ AIDS etc.
Priority No. 10: Education	
To facilitate the delivery of Education Facilities in order to address the backlogs in terms of this service.	Facilitating the provision of additional schools in areas of need.



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	Facilitation of the establishment of institution of higher learning (Tourism)
Priority No 11: Municipal Financial Viability	
To manage and use the public funds in an efficient and Accountable Manner.	Sound Financial Management
Priority No. 12: Municipal Transformation and Institutional Development	
<u>Municipal Objectives</u>	<u>Municipal Strategies</u>
To create a properly upgraded and functional workplace for Municipal Staff and Cllrs to work in. To perform local government service delivery functions efficiently and effectively	To improve the working condition of staff and cllrs in order to achieve a high standard of service delivery



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11. PROPOSED 2010/11 PROJECTS

NKPAs	Municipal Priorities	Project	Budget	Source of funding
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	Roads & Stormwater	Rehabilitation of streets in Bela Bela Township	R1 200 000	MIG
		Rehabilitation of Streets: Spa Park	R1 250 000	MIG
		Resealing of roads in Bela Bela Town	R1 000 000	Own
		Road Paving Phase 3: Hostel View, Baloi Street (Ward 5) , Ngobeni Street (Ward 5), Mandela Street (Ward 4)	R4 640 000	MIG
	Electricity	High Mast Light at Masakhane	R250 000	MIG
		Electrification of new houses (332HH) in Bela Bela Ext 8	R3 000 000	DME
		Replacing HT cables in town	R2 000 000	Own
		Upgrade of switchgear and building at the main substation	R2 000 000	Own
	Water, Sanitation and Refuse Removal	Sewer Purification Plant	R4 338 000	MIG
		Discolouration of water in the Township (dead-ends)	R200 000	MIG
	Sports, Arts, Culture, Recreational & Public Facilities and Cemeteries	Recreational park: Pienaarsrivier	R200 000	Own
		License Testing Ground	R500 000	MIG
		Phase 2 of Upgrading of drivers License testing ground machinery	R250 000	Own
Sub - Total			R20 828 000	
SPATIAL PLANNING	Land, Housing and Infrastructure	Review of SDF(operational)	R235 000	MSIG
Sub - Total			R235 000	



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NKPA's	Municipal Priorities	Project	Budget	Source of funding
LOCAL ECONOMIC DEVELOPMENT	Local Economic Development	Formalisation of flea market	R500 000	Own
Sub – total			R500 000	
GOOD GOVERNANCE	Good Governance	Ward Committees (operational)	R100 000	MSIG
Sub - total			R100 000	



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NKPA's	Municipal Priorities	Project	Budget	Source of funding
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	Municipal Transformation and Institutional Development	Purchase of furniture & equipments for offices at the municipal building	R2 000 000	Own
		HR System	R500 000	Own
		4x servers	R1 000 000	Own
Sub - total			R3 500 000	
MUNICIPAL FINANCIAL VIABILITY	Municipal Financial Viability	Valuation Roll (operational)	R100 000	MSIG
		Verification of Asset Register (operational)	R300 000	MSIG
Sub - total			R400 000	
TOTAL			R25 563 000	



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11.1. 2009/10 ROLL – OVER PROJECTS

Stormwater in Bela Bela	= R882 000
VIP Toilets in Rapotokwane	= R2 000 000

11.2. 2010/11 PROJECTS OF WATERBERG DISTRICT MUNICIPALITY TO BE IMPLEMENTED WITHIN BELA BELA

CBD Development Plan	= R125 000
Voltage increase	= R333 333
Paving of street in Radium/Masakhane	= R1 900 000
Installation of cctv cameras in Bela Bela Town	= R400 000

	Sub programme / Project name	District / Region	Municipality	Project description/ type of structure	Total project cost - latest estimate	Planning and design		MTEF Forward estimates					SUM MTEF
						F/Y	Budget	MTEF 2010/11	MTEF 2011/12	MTEF 2012/13	MTEF 2013/14	MTEF 2014/15	
	BLAauWBOSCHKUIL PRIM	Waterberg	Bela-Bela Local Municipality	New - Permanent	23,091	2008	1,616	12,739	-	-	0	-	12,739
	VINGERKRAAL	Waterberg	Bela-Bela Local Municipality	New - Permanent	17,700	2011	1,239	1876	13,483	6,193	-	-	21,553
ggested schools (s)	RHENOSTERKLOOF PRIMARY	Waterberg	Bela-Bela Local Municipality	Upgrading and additions	1,500	2011	105	-	1264	447	-	-	1,711
2008-09	Jinna park primary	Waterberg	Bela-Bela Local Municipality	Maintenance and repair	3,000	2010	210	3,180	-	-	-	-	3,180
ggested schools	LORD MILNER PRIMARY	Waterberg	Bela-Bela Local Municipality	Rehabilitation and refurbishment	5,500	2013	385	0	0	0	6944	-	6,944
ervice Schools 2	THUSANANG SCHOOL	Sekhukhune	Bela-Bela Local Municipality	Rehabilitation and refurbishment	20,000	2010	1,400	12,720	8,427	-	-	-	21,147

Sub programme / Project name	District / Region	Municipality	Project description / type of structure	Total project cost - latest estimate	Planning and design		MTEF Forward estimates					Latitude South	Longitude East	SUM MTEF
					F/Y	Budget	MTEF 2010/11	MTEF 2011/12	MTEF 2012/13	MTEF 2013/14	MTEF 2014/15			
BLAauWBOSCHKUIL PRIM	Waterberg	Bela-Bela Local Municipality	New - Permanent	23,091	2008	1,616	12,739	-	-	0	-	25.076	28.2827	12,739
VINGERKRAAL	Waterberg	Bela-Bela Local Municipality	New - Permanent	17,700	2011	1,239	1876	13,483	6,193	-	-	24.7298	27.9863	21,553

														1,711
SETTLERS AGRICULTURAL HIGH	Waterber g	Bela-Bela Local Municipalit y	Upgrading and additions	6,000	2011	420	0	6405	357	-	-	24.955 4	28.538	
														6,762
LORD MILNER PRIMARY	Waterber g	Bela-Bela Local Municipalit y	Rehabilitati on and refurbishme nt	5,500	2013	385	0	0	0	6944	-	24.955 3	28.5372	
														6,944

RE

Project Location	Project Description	Implementing Agent	Overall Budget	Planning and Design		Implementation Period and Budget R thousand				
				FY	Budget	2010/11	2011/12	2012/13	2013/14	2014/15
Towoomba ADC	Renovations of 14 farm-worker's houses at Towoomba	LDA	R 1,000,000.00	2009/10		R 200,000.00	R 250,000.00	R 250,000.00	R 250,000.00	
Towoomba ADC	Revitalisation of sheds for equipment & implements, hay shed	LDA	R 2,000,000.00	2009/10		R 750,000.00	R 750,000.00			
Towoomba ADC	Building of Office Block	LDA	R 3,500,000.00	2009/10		R 3,500,000.00				
Towoomba ADC	Revitalization of boreholes, animal handling facilities, houses & farm infrastructure	LDA	R 120,000.00	2009/10		R 100,000.00				

Towoomba ADC	Rehabilitation of sheds for sheep, goats & cattle	LDA	R 700,000.00	2009/10			R 300,000.00	R 200,000.00	R 200,000.00	
Towoomba ADC	Erection of the shade net	LDA	R 340,000.00	2009/10		R 340,000.00				
Towoomba ADC	Revitalisation of the irrigation system	LDA	R 350,000.00	2009/10		R 30,000.00				
Towoomba ADC	Revitalization of lapa	LDA	R 200,000.00	2010/11		R 200,000.00				
Towoomba ADC	Erecting male single quarters	LDA	R 1,000,000.00	2010/11			R 1,000,000.00			
Towoomba ADC	Erecting female single quarters	LDA	R 1,000,000.00	2010/11			R 1,000,000.00			
Towoomba ADC	Erecting 2 new 3 bedroom houses	LDA	R 1,500,000.00	2010/11			R 1,500,000.00			
Towoomba ADC	Erecting 10 garages for parking of GG's and revitalizing existing ones.	LDA	R 750,000.00	2010/11			R 750,000.00			
Rietfontein Prt 26 of Prt 9 389 KR		LDA	R 2,727,669.00	2009/10		R 2,597,780.00	R 129,889.00			
Radium		LDA/ IDT	R 300,000.00	2009/10		R 300,000.00				
Kliprand		LDA	R 800,000.00	2010/11			R 800,000.00			
Radium		LDA	R 500,000.00	2011/12				R 500,000.00		

		LDA	R 800,000.00	2010/11			R 800,000.00			
		LDA	R 500,000.00	2011/12				R 500,000.00		
		LDA	R 400,000.00	2012/13					R 400,000.00	
		LDA	R 400,000.00	2013/14						R 400,000.00

PROGRAM	HA	MUNICIPALITY	ACTIVITIES	ALLOCATED BUDGET
	43.9	Bela Bela	Sprinkler irrigation	R100 000
	86	Bela Bela	Centre Pivot 5Ha	R700 000
	42	Bela Bela	Centre Pivot 5Ha	R700 000
	21.4	Bela Bela	Centre Pivot 5Ha	R700 000
	202.4	Bela Bela	Drip Irrigation 3 Ha	R600 000

D SOCIAL DEVELOPMENT

Municipality	Project Location	Project Description	Implementing Agent	Total Project Cost	Planning and Design		Implementation Period and Budget		
					Financial Year	Budget	2010/11	MTEF 2011/12	MTEF 2012/13
Bela	See Project Name	Clinic	Sakhiwo Health Solutions	10,209	2009/10	1,021	8,000	2,000	-
Bela	See Project Name	District Hospital	Public Works	150,800	2010/11	30,160	60,000	57,000	33,800

la-Bela	See Project Name	Community Based Rehabilitation Centre	Ngonyama Okpanum & Ass	11,650	2008/09	1,165		6,000	5,000
						1,165	-	6,000	5,000

TIME		KEY PERFORMANCE AREA						HOD RESPONSIBLE	
Projects		KPA 2: BASIC SERVICE DELIVERY						Manager: Technical Services	
PRIORITY 1: ROADS AND STORMWATER									
Location	Cost	Five (5) Year Capital Investment Framework					Funder	Total Project Allocation	
		Medium Term Expenditure Framework							
		2010/11	2011/12	2011/13	2013/14	2014/15			
Bela Township i.e.	11,960,000	4,600,000	5,360,000	2,000,000	-	-	MIG	11,960,000	
Bela Township	1,000,000	-	1,000,000	-	-	-	MIG	1,000,000	
um/Masakhane	1,900,000	1,900,000	-	-	-	-	WDM	1,900,000	
Bela Township	300,000	-	300,000	-	-	-	MIG	300,000	
Bela Township	3,200,000	1,200,000	2,000,000	-	-	-	MIG	3,200,000	
Bela Town	1,000,000	1,000,000	-	-	-	-	Operational Budget Bela Bela Municipality	1,000,000	
oewoon	300,000	-	300,000	-	-	-	Bela Bela Municipality	300,000	
Park	1,250,000	1,250,000	-	-	-	-	MIG	1,250,000	
Bela Town	168,000	-	168,000	-	-	-	Bela Bela Municipality	168,000	
tokwane	17,100,000	-	1,000,000	-	-	-	Bela Bela Municipality	4,000,000	
		-	-	-	3,000,000.00	-	MIG		
Bela Town	700,000	-	-	700,000	-	-	Bela Bela Municipality	700,000	
Bela Township	28,000,000	-	-	-	4,150,000.00	-	MIG	4,150,000	
ownship	1,925,000	-	-	-	1,925,000.00	-	MIG	1,925,000	

TIME		KEY PERFORMANCE AREA					HOD RESPONSIBLE	
Projects		KPA 2: BASIC SERVICE DELIVERY					Manager: Technical Services	
PRIORITY 2: ELECTRICAL SERVICES								
Location	Cost	Five (5) Year Capital Investment Framework					Funder	Total Project Allocation
		Medium Term Expenditure Framework			2013/14	2014/15		
		2010/11	2011/12	2012/13				
Bela Township Division 8	R 3 000 000	3,000,000	-	-	-	-	DME	3,000,000
Khane	R250 000	250,000	-	-	-	-	Bela Bela Municipality	250 000
Bela	R 2 000 000	2,000,000	-	-	-	-	Bela Bela Municipality	2,000,000
Bela Town	2,000,000	2,000,000	-	-	-	-	Bela Bela Municipality	2,000,000
Bela	R1 000 000	1,000,000	-	-	-	-	WDM	1,000,000
Bela Town	760,000	-	760,000	-	-	-	Bela Bela Municipality	760,000
Mararsriver and Bela Town	150,000	-	150,000	-	-	-	Bela Bela Municipality	150,000
Bela Township	100,000	-	-	100,000	-	-	Bela Bela Municipality	100,000
Bela Town	250 000	-	-	250,000	-	-	Bela Bela Municipality	

Bela Town	145,000		-	-	145,000	-	-	Bela Bela Municipality	145,000
Bela Town	594,000		-	-	594,000	-	-	Bela Bela Municipality	594,000
Bela Town	110,000		-	-	-	110,000	-	Bela Bela Municipality	110,000
Bela Town	1,500,000		-	-	-	1,500,000	-	Bela Bela Municipality	1,500,000

TIME		KEY PERFORMANCE AREA						HOD RESPONSIBLE	
Projects		KPA 2: BASIC SERVICE DELIVERY						Manager: Technical Services	

PRIORITY 3: WATER AND SANITATION, REFUSE REMOVAL									
Location	Cost	Five (5) Year Capital Investment Framework						Funder	Total Project Allocation
		Medium Term Expenditure Framework				2013/14	2014/15		
		2010/11	2011/12	2012/13					
Botetswane	2,500,000		1,000,000	-	-	-	-	MIG	1,000,000
Bela Township	200 000		200 000	-	-	-	-	MIG	200,000
Bela Town	4,338,000		4,338,000	-	-	-	-	MIG	4,338,000
Park (2000 stands)	15,000,000		-	8,951,000	-	-	-	MIG	-
Bela Extension 9 (stands) and um (150 stands)	11,000,000		-	-	11,000,000	-	-	MIG	11,000,000
Bela Township	800,000		-	-	-	800,000	-	Bela Bela Municipality	800,000

PRIORITY 4: LAND, HOUSING AND INFRASTRUCTURE								
ID	Location	Cost	Five (5) Year Capital Investment Framework				Funder	Total Project Allocation
			Medium Term Expenditure Framework			2013/14	2014/15	
			2010/11	2011/12	2012/13			
55	Bela Bela Town	-	-	-	-	-	-	Private Sector
DP	Bela Bela Township	37,187,200	-	-	-	-	-	DLGH
	Bela Bela Town	-	-	-	-	-	-	DLGH
200	Bela Bela Town	9,296,800	-	-	-	-	-	DLGH
ising	Bela Bela Town	-	-	-	-	-	-	DLGH
per	Bela Bela Town	-	-	-	-	-	-	DLGH
	Radium	6,972,600	-	-	-	-	-	DLGH
	Farm Tweefontein 452 - KR	-	-	-	-	-	-	DLGH
eed	Municipal Wide	1,100,000	-	-	1,100,000	-	-	Operational Budget (BBM)
	Bela Bela Town	1,000,000	1,000,000	-	-	-	-	WDM
	Municipal Wide	235,000	235,000	-	-	-	-	Operational Budget (BBM)
	Municipal Wide	400,000	-	1,500,000	-	-	-	Operational Budget (BBM)
	Municipal Wide	-	-	-	-	-	-	Operational Budget (BBM)
AMME			KEY PERFORMANCE AREA				HOD RESPONSIBLE	
Projects			KPA 3: LOCAL ECONOMIC DEVELOPMENT				Manager: Economic Dev. and Planning	

PRIORITY 5: LOCAL ECONOMIC DEVELOPMENT								
ID	Location	Cost	Five (5) Year Capital Investment Framework				Funder	Total Project Allocation
			Medium Term Expenditure Framework			2013/14	2014/15	
			2010/11	2011/12	2012/13			

								Budget (BBM)	200,000
omy	Municipal Wide	400,000	-	-	-	400,000	-	Operational Budget (BBM)	400,000
	BB Township, Jinna Park and Spa Park	350,000	-	-	-	-	350,000	Operational Budget (BBM)	350,000
	Bela Bela Town	400,000	-	-	-	-	400,000	Operational Budget (BBM)	400,000
	Municipal Wide	-	-	-	-	-	-	Operational Budget (BBM)	-
Es to	Municipal Wide	-	-	-	-	-	-	Operational Budget (BBM)	-
w small m	Municipal Wide	-	-	-	-	-	-	Operational Budget (BBM)	-
	Municipal Wide	-	-	-	-	-	-	Operational Budget (BBM)	-
y and g to	Municipal Wide	-	-	-	-	-	-	Operational Budget (BBM)	-
e data	Municipal Wide	-	-	-	-	-	-	Operational Budget (BBM)	-
	Municipal Wide	-	-	-	-	-	-	Operational Budget (BBM)	-
flea	Municipal Wide	-	-	-	-	-	-	Operational Budget (BBM)	-
	Municipal Wide	-	-	-	-	-	-	Operational Budget (BBM)	-
w LED	Municipal Wide	-	-	-	-	-	-		-
ater Rus	Rus De Winter	-	-	-	-	-	-	Operational Budget (BBM)	-
D /	Municipal Wide	-	-	-	-	-	-	Operational Budget (BBM)	-

PROGRAMME			KEY PERFORMANCE AREA					RESPONSIBLE	
Projects			KPA 2: BASIC SERVICE DELIVERY					Manager: Social and Community Services	
PRIORITY 7: SPORTS, ARTS, CULTURE, RECREATION AND PUBLIC FACILITIES									
Location	Location	Cost	Five (5) Year Capital Investment Framework					Funder	Total Project Allocation
			Medium Term Expenditure Framework			2013/14	2014/15		
			2010/11	2011/12	2012/13				
	Bela Bela Town	500,000		-	-	-	-	MIG	500,000
ers achinery	Bela Bela Town	250,000		-	-	-	-	Bela Bela Municipality	250,000
	Pienaarsriver	200,000		-	-	-	-	Bela Bela Municipality	200,000
d	Radium/ Masakhane	30,000		-	-	-	30,000	Bela Bela Municipality	30,000
d	Rapotokwane	30,000		-	-	-	30,000	Bela Bela Municipality	30,000
d	Bela Bela Township	30,000		-	-	-	30,000	Bela Bela Municipality	30,000
er	Pienaarsriver	120,000		-	120,000	-	-	Bela Bela Municipality	120,000
High	Bela Bela Township	650,000		-	-	650,000	-	Bela Bela Municipality	650,000
and 5	Bela Bela Township	180,000		-	-	180,000	-	Bela Bela Municipality	180,000
ovision	Radium	500,000		-	-	-	500,000	Bela Bela Municipality	500,000
	Radium	180,000		-	-	-	180,000	Bela Bela Municipality	180,000
ir-	Bela Bela Township	290,000		-	-	-	290,000	Bela Bela Municipality	290,000
for	Bela Bela Town	48,000		-	-	-	48,000	Bela Bela Municipality	48 000

truck	N/A	1,000,000	-	-	-	-	1,000,000	Bela Bela Municipality	1,000,000
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MME	KEY PERFORMANCE AREA	HOD RESPONSIBLE
Strategic Operations	KPA 4: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT	Manager: Corporate Services

PRIORITY 12: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Department Responsible	Cost	Five (5) Year Capital Investment Framework					Funder	Total Project Allocation
		Medium Term Expenditure Framework			2013/14	2014/15		
		2010/11	2011/12	2012/13				
Corporate Services	2,000,000	2,000,000	-	-	-	-	Bela Bela Municipality	2,000,000
Corporate Services	500,000	500,000	-	-	-	-	Bela Bela Municipality	500,000
Corporate Services	1,000,000	1,000,000	-	-	-	-	Bela Bela Municipality	1,000,000
Corporate Services	-	-	-	-	-	-	Operational Budget	-
Internal Auditor	-	-	-	-	-	-	Operational Budget	-

Operations			KPA 5: MUNICIPAL FINANCIAL VIABILITY						Chief Financial Officer	
PRIORITY 11: MUNICIPAL FINANCIAL VIABILITY										
Department Responsible	Cost	Five (5) Year Capital Investment Framework						Funder	Total Project Allocation	
		Medium Term Expenditure Framework			2013/14	2014/15				
		2010/11	2011/12	2012/13						
Budget and Treasury	-		-	-	-	-	-	Operational Budget	-	
Budget and Treasury	300,000		300,000	-	-	-	-	MSIG	300,000	
Budget and Treasury			100,000	-	-	-	-	MSIG	100,000	
Budget and Treasury	-		-	-	-	-	-	Operational Budget		
Budget and Treasury	-		-	-	-	-	-	Operational Budget	-	
Budget and Treasury	-		-	-	-	-	-	Operational Budget	-	
Budget and Treasury	-		-	-	-	-	-	Operational Budget	-	
MME			KEY PERFORMANCE AREA						HOD RESPONSIBLE	
Operations			KPA 6: GOOD GOVERNAMCE						MM	
PRIORITY 11: MUNICIPAL FINANCIAL VIABILITY										
Department Responsible	Cost	Five (5) Year Capital Investment Framework						Funder	Total Project Allocation	
		Medium Term Expenditure Framework			2013/14	2014/15				
		2010/11	2011/12	2012/13						
MM'S Office	100,000		100,000	-	-	-	-	MSIG	100,000	



12. INTEGRATION

12.1. ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

12.1.1. LEGISLATIVE BACKGROUND: PERFORMANCE MANAGEMENT SYSTEM

12.1.2. OVERVIEW

A performance Management System refers to the 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. PMS is a legal requirement and it is enforced by the Municipal Systems Act (MSA), Municipal Finance Management Act (MFMA), Municipal Planning and Performance Management Regulations (2001).

The system is intended to continuously monitor the performance of municipalities in fulfilling their developmental mandate. Central to the system is the development of key performance indicators as an instrument to assess performance.

12.1.3. POLICIES AND LEGISLATIVE FRAMEWORK FOR PERFORMANCE MANAGEMENT

The framework for Performance Management is informed by the following policy and legislation on performance management:

- The Constitution (1996)
- The Batho Pele White Paper (1998)
- The White Paper on Local Government (1998)
- The Municipal Systems Act, Act 32 of 2000
- Municipal Planning and Performance Management Regulations (2001)
- Municipal Financial Management Act 56 of 2003 (MFMA)
- Municipal Planning and Performance Management Regulations (2006)



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The Municipal Systems Act, No. 32 of 2000, states that a municipality must:

- Develop a Performance Management System
- Set targets, monitor and review performance based on indicators linked to their Integrated Development Plan (IDP)
- Publish an Annual Report on performance for the councilors, staff, the public and other spheres of Government
- Conduct an internal audit of performance before tabling the report
- Have their annual performance report audited by the Auditor-General
- Involve the community in setting indicators and targets and reviewing municipal performance

The Local Government: Municipal Planning and Performance Management Regulations, 2001, Section 7(2) require that the Municipality, in developing its Performance Management System, must ensure that the system:

- Complies with all the requirements set out in the Municipal Systems Act
- Demonstrates how it is to operate and be managed from the planning stage up to the stages of performance review and reporting
- Clarifies the roles and responsibilities of each role player, including the local community, in the functioning of the system
- Clarifies the processes of implementing the system within the framework of the Integrated Development Planning process
- Determines the frequency of reporting and the lines of accountability for performance
- Relates to the Municipality's Employee Performance Management processes

Furthermore, Section 43 of the Regulations prescribes the following seven general key performance indicators:

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal
- The percentage of households earning less than R1,100-00 per month with access to free basic services
- The percentage of the municipality's capital budget actually spent on capital projects in terms of the IDP
- The number of local jobs created through the municipality's local, economic development initiatives, including capital projects
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan
- The percentage of a municipality's budget actually spent on implementing its workplace skills plan
- Financial viability with respect to debt coverage; outstanding debtors in relation to revenue and cost coverage



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The Local Government Municipal Performance Regulations, 2006:-

- Seeks to set out uniform manner to monitor and improve the performance of the Municipal Manager and the Managers directly accountable to the Municipal Manager.
- Set the standard requirements for the context of the Employment Contract and Performance Agreement that is entered of the Municipal Manager and the Managers that are directly accountable to him
- Base the assessment of the Municipal Managers performance on outcomes (performance indicators) identified as per the performance plan which are linked to the KPA's, which constitute 80% of the overall assessment result. The KPAs identified in that regard is Basic Service Delivery, Municipal Institutional Development and Transformation, Local Economic Development (LED), Municipal Financial Viability and Management, and Good Governance and Public Participation
- In the case of managers directly accountable to the municipal manager, the key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager
- The respective manager is also assessed based on the Core Competency Requirement (CCR) which must make up the other 20% of the employee's assessment score. The CCR comprises of the Core Managerial Requirement (i.e. Strategic Capability and Leadership, Programme and Project Management, Financial Management, Change Management, Knowledge Management, Problem Solving and Analysis, Service Delivery Innovations, People Management and Empowerment, communication, Honesty and Integrity) and
- Core Occupational Competency (i.e. Self Management, Implementation and Interpretation of legislations and National Policy Frameworks, Knowledge of developmental local government and Performance Management and Reporting, knowledge of global and South African Political, Social and Economic Context, knowledge of more than one functional field in the municipality, skills in governance and mediation, exceptional and dynamic creativity to improve the functioning of the municipality)

The objective of institutionalizing a Performance Management System (PMS), beyond the fulfilling of legislative requirements, is to serve as a primary mechanism to monitor, review and improve the implementation of the Municipality's IDP. In doing so, it should fulfill the following functions:

- Promote accountability
- Guide decision-making and resource allocation
- Guiding development of municipal capacity-building programmes



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- Creating a culture of best practice, share learning among Municipalities
- Develop meaningful intervention mechanisms and early warning system
- Create pressure for change at various levels
- Contribute to the overall development of a Local Government system

12.2. IMPLEMENTATION OF PERFORMANCE MANAGEMENT SYSTEM IN BELA BELA LOCAL MUNICIPALITY

12.2.1 BACKGROUND

In compliance with the basic requirement of Chapter 6 of the Municipal Systems Act (2000), Bela Bela Local Municipality prepared the policy framework for implementing Performance Management System (PMS) in 2006. The municipality facilitates the implementation of this framework on an on – going basis as a tool to meet the targets that are outlined on the municipal objectives and priorities as entailed in the comprehensive Integrated Development Plan (IDP). The Service Delivery and Budget Implementation Plan (SDBIP) is prepared on an annual basis to monitor the implementation of the IDP and Budget in the immediate term. The SDBIP captures the IDP capital projects and other municipal operational activities which have been resourced with funding and human capital for the current financial year and set the measurable annual and quarterly targets for Council to be able to monitor development on the ground versus what has been planned. It is also through the SDBIP that Bela Bela Management report to the Municipal Council in a structured manner (i.e. Monthly and Quarterly) and the performance of the Municipal Manager and Section 57 Managers is thus monitored.

The Municipal Manager is directly responsible for the Performance of the Municipality, but due to the vast responsibilities of the Municipal Manager the responsibility to monitor performance is currently delegated to the direct line managers and current structure of the personnel responsible for PMS in Bela Bela can be briefly outlined as follows:-

⇒ Planning and Economic Development (IDP/ PMS Office) – this office is responsible for the development and review of the Municipal Integrated Development Plan, compilation of the Service Delivery and Budget Implementation Plan, consolidation of the SDBIP quarterly reports for Council, Mid – Year Budget and Performance Report, Annual Performance Report and co –



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ordination other ad hoc municipal performance reporting (i.e. Five Year Local Government Strategic Agenda, Reports on Service Delivery Challenges etc.)

- ⇒ Corporate Services (Human Resources) – this office is responsible for the preparation of the Section 57 manager’s performance contracts and plans, undertaking of individual performance assessment in line with SDBIP and recommendations on performance appraisal.
- ⇒ Budget and Treasury (Budget and Reporting) – this office is responsible for monitoring the municipality’s performance in terms of financial expenditure in line with the IDP, Budget and SDBIP. This also includes consolidation of monthly and quarterly financial reports that are part of the SDBIP quarterly reports, Mid Year Report and Annual Report.
- ⇒ Office of the Municipal Manager (Internal Auditing) – this office of the Internal Auditor is mainly responsible for performance audit in order to ensure that performance management is implemented in a manner that complies with the legislations. This office also serves as internal advisory to the existing personnel responsible for PMS and co – ordinate the Audit Committee meeting.
- ⇒ Independent Advisory (Audit Committee) – The Audit Committee is responsible for commissioning in-depth performance investigations where there is either continued poor performance, a lack of reliability in the information being provided or on a random ad-hoc basis. The performance investigations should assess the reliability of reported information, the extent of performance gaps from targets, the reasons for performance gaps, corrective action and improvement strategies. While the internal audit may be used to conduct these investigations, it is preferable that external service providers, preferably academic institutions, who are experts in the area to be audited, should be used.

12.2.2 CURRENT CHALLENGES

Despite the above efforts by Bela Bela Municipality to robustly implement PMS, there are a number of challenges that still exists. At a policy framework level there are gaps in terms of meeting the legislative requirements including the mechanisms of conducting public participation on the PMS. The matters pertaining to public participation are currently being undertaken at the level of the Integrated Development Plan and not at the level of Performance Management System. Nevertheless during the 2008/ 09 and 2009/10 financial years the municipality has to a greater extent attempted to overcome this through ensuring that all the quarterly reports are made available on the municipal’s website and the annual report is made public in order to invite public comments. The municipality reviewed the PMS policy framework during 2009/10 in an attempt to address all the above mentioned gaps and this will also assist in ensuring that the municipality is able to cascade performance management down to middle management and the rest of the officials.



12.3. STATUS OF SECTOR PLANS

BELA BELA LAND USE MANAGEMENT SYSTEM (LUMS)

In 2008, Bela Bela Municipality adopted a municipal wide Land Use Management Scheme in order to manage and control land use within Bela Bela Area of jurisdiction. This meant that Land-use Control and Management within Bela-Bela Local Municipal was simplified into a single and uniform land-use management system (specifically a land-use/zoning scheme for the total municipal area). The Spatial Development Framework operates as a broad and indicative plan indicating the desired patterns of land-use, directions of growth, urban edges, priority development areas and areas where stricter land-use control should be enforced. This plan has a legal effect of guiding and informing land development and management. The detail administration of land development and land-use changes is being dealt with by a Land-Use Management Scheme (LUMS) for the whole municipal area. A direct link must exist between the Spatial Development Framework Plan, the LUMS, the municipality's budget and the capital expenditure framework because:

- ⇒ the rights recorded in the scheme determine the value of land which influence the rates and income of the municipality; and

- ⇒ any new development or change in land-use has to be adequately serviced by infrastructure and the capital expenditure

framework will indicate where the municipality is able to allocate funds for the upgrading of infrastructure.

LUMS include a land-use or zoning scheme recording the land-use and development rights and restrictions applicable to each property (i.e. farm portion or erf). The scheme should be binding and only amended where required for a particular development and to meet



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certain requirements, with the most important being conformity with the Spatial Development Framework Plan. The latter influences the contents of the Scheme. A zoning or land-use scheme has a binding effect on land development and management.

BELA BELA WATER SERVICES DEVELOPMENT PLAN (WSDP)

Bela Bela Local Municipality is a Water Service Authority. The municipality has compiled a draft plan (WSDP) and it was assisted by the DWAF (Dept. of Water Affairs and Forestry) and private service provider in finalizing it. This plan is due for submission and approval by the Municipal Council. The context of this IDP particularly on the proposed water and sanitation bulk infrastructural needs has been informed by this draft WSDP.

BELA BELA COMMUNICATION STRATEGY

Bela Bela Municipality prepared and adopted the 2007 – 2012 Communication Strategy in August 2007. The purpose of the communication strategy is to enable the municipality, both Council and Management, to communicate in an efficient, co-ordinated, integrated and coherent fashion thus building capacity, both human and capital, within the Municipality with a view of ensuring that the municipality's central messages will be well articulated, consistent with the national GCS.

BELA BELA RISK MANAGEMENT PLAN (RMP)

The municipality is currently having the draft plan (RMP) and it was adopted by council in June 2009. The purpose of this plan is to ensure the efficient and effective internal controls within the institution.

BELA BELA FRAUD AND ANTI – CORRUPTION STRATEGY (FAC)

The municipality the plan (FAC) and it was adopted by council in June 2009. The purpose of this plan is to ensure that the municipal institution is free from illegal activities relating to fraud and corruption.

BELA BELA LOCAL ECONOMIC DEVELOPMENT STRATEGY (LED)

Bela Bela Municipality has reviewed its Local Economic Development Strategy with the assistance of the Department of Local Government and Housing. This plan was adopted by Municipal Council during September 2009. The development of an LED Strategy



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therefore has focused on the strengths of the economy (sectors with locational, comparative and competitive advantage) and overcoming the weaknesses in the current LED approach. The LED strategies has been crafted in a manner that will guide the Bela Bela on how to take advantage of economic opportunities, mitigate weaknesses in the economy and assist in the development of an appropriate institutional environment (internally and externally). The economic context, economic strategies and projects/ initiatives that appear on this IDP have been informed by the draft LED strategy.

BELA BELA TOURISM DEVELOPMENT STRATEGY

The municipality has a tourism plan which mainly focused on the identification of tourism products within Bela Bela. The municipality is intending to review and redevelop the tourism development plan and the marketing strategy. The revised strategy should be credible with a robust analysis and quantification of the existing industry and formulate the long term sustainable strategy for tourism development.

BELA BELA INFRASTRUCTURE CAPITAL PLAN

The municipality is has conducted an Infrastructure Capital Study and produced a draft plan which is due for Council adoption. The purpose of this plan is to guide the municipality in terms of infrastructure requirements within the key growth points of the municipal area. The context of roads and stormwater infrastructure needs, strategies and projects which appears in this IDP document has been informed by this plan.

BELA BELA MUNICIPAL HOUSING PLAN

The municipality has developed the Municipal Housing Plan (“Housing Chapter”) which was adopted by Council in June 2009. The context of housing and proposed housing projects that appear on this IDP document were informed by this housing plan.

AREA BASED PLANS: LAND REFORM

The Land Reform is the competency of the Department of Land Affairs and the Land Claims Commission. The Department of Land Affairs has appointed the service provider to prepare the Area Based Plan of Waterberg District and Bela Bela and the municipality has been involved in this process. Nevertheless the municipality is not aware of any draft plans which have been prepared at this stage.



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BELA BELA PMS POLICY FRAMEWORK

The municipality has a PMS Policy Framework in place. The PMS was reviewed and subsequently adopted in December 2009, to address the shortcomings that were identified on the section of Organizational Performance Management additional sections on individual performance, especially to officials below section 57 level.

BELA BELA ELECTRICITY SERVICES PLAN

The current Electricity Services Plan for Bela Bela Municipality is outdated and needs to be reviewed based on the current status quo.

BELA BELA INDIGENT POLICY

The municipality prepared and adopted the indigent policy for Bela Bela Municipal Area in June 2007. This policy was reviewed during 2009/ 10 financial year.

BELA BELA EPWP PROGRAMME

The municipality participates actively on the EPWP initiatives based on the criteria as set by the provincial Department of Public Works. Nevertheless there is no sector plan in place within Bela Bela which serves as the guide towards the implementation of the EPWP Programme.

BELA BELA HIV/ AIDS POLICY

The municipality does not have the HIV/ AIDS Policy in place.

BELA BELA FINANCIAL STRATEGY

The municipality prepared the Financial Strategy which has been incorporated within this IDP document.

BELA BELA FINANCIAL RECOVERY PLAN

The municipality prepared the Financial Recovery Plan and it was presented to the Municipal Manager's Forum in April 2008.



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BELA BELA HUMAN RESOURCE POLICY

The municipality has prepared and adopted this policy in May 2008

BELA BELA INSTITUTIONAL PLAN

The municipality does not have the Institutional Development Plan in place.

BELA BELA WORKPLACE SKILLS DEVELOPMENT PLAN

The municipality prepares and submits the Workplace Skills Plan to the Department of Labour for each financial year.

BELA BELA MUNICIPAL RECRUITMENT AND SELECTION POLICY

The municipality has prepared and adopted the Recruitment and Selection Policy by May 2008.

BELA BELA STAFF RETENTION POLICY

The municipality prepared and adopted the staff retention policy in May 2008.

BELA BELA ENVIRONMENTAL MANAGEMENT PLAN

The municipality does not have the Environmental Management Plan in place.

BELA BELA WASTE MANAGEMENT PLAN

The municipality does not have the Waste Management Plan in place.

WATERBERG DISASTER MANAGEMENT FRAMEWORK

Waterberg District Municipality adopted the District Disaster Management Plan which was also mainstreamed on the 2007/ 08 Integrated Development Plan. The purpose of the Disaster Management Plan is to provide a basis of planning disaster interventions



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and prevention strategies and 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. The summary of this plan is attached as Annexure A.

WATERBERG WASTE MANAGEMENT FRAMEWORK

Waterberg District Municipality adopted the Waste Management Framework in 2007.

WATERBERG AIR QUALITY MANAGEMENT PLAN

The district municipality does not currently have an Air Quality Management Plan in place.

WATERBERG TOURISM DEVELOPMENT STRATEGY

The district wide tourism development strategy was prepared and adopted in 2006. The strategy captured that tourism is one of the three key pillars of the economy within the district followed by mining and agriculture. There are a number of strengths and weaknesses that the strategy identified at the analysis stage. The strengths include the nature based attractions with supporting products e.g. wilderness, tranquility, unspoiled & unpolluted environment and hospitality are the main themes.

The weakness include poor infrastructure especially roads, tourism products are not properly branded e.g. Accommodation, rail tourism is not capitalized upon, shortage of tour guides skills, education of SMMEs on business management and expansion, fragmented institutional arrangements (i.e. poor communication, poor relationship between tourism public & private bodies and lack of proper reporting lines), few public and private sector partnership, no transformation in the tourism sector and the utility services (i.e. water, electricity and telecommunication) are a growing problem.

The district tourism vision was then developed as follows:-

“To position the Waterberg as a leading weekend, shortbreak, holiday, meetings and events destination for domestic travellers and a new “must see” destination for international business and leisure tourists”

In order to support the implementation of this vision the objectives, strategies and implementation programmes were then developed as part of the strategy.



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WATERBERG AGRICULTURAL DEVELOPMENT STRATEGY

The district wide agricultural development strategy was prepared in 2005. This strategy made the followed recommendations with regards to the agricultural development within Waterberg:-

- Waterberg is a unique area with high agricultural and agri tourism potential. A lot of this potential is being realised at primary production level. Value and wealth is being lost outside the district both up and down the value chain.
- Local government (Municipalities) has two major roles to play in order to help to fine tune a relatively well-developed commercial agricultural & agri-tourism sector. Help nurture and develop the emerging agricultural sector to integrate into mainstream commercial agriculture.
- Need for good governance, sound management, maintenance and development of bulk infrastructure. Enabling and facilitating environment – law & order, stable property values & efficient rates and taxes.
- Building and preparation of adequate resources to assist emerging agriculture – interim implementation structure & other resource gaps.

WATERBERG ENVIRONMENTAL MANAGEMENT PLAN

The district wide Environmental Management Plan was prepared in September 2006. The context of this plan has been mainstreamed on 4.6 which is the environmental analysis for Bela Bela.

WATERBERG INTEGRATED TRANSPORT PLAN

Waterberg District prepared the Integrated Transport Plan in 2007. The preparation of the Integrated Transport Plan is enforced by Section 27(2) of the NLTTA which indicates that the ITP must formulate the planning authority's official vision, policy and objectives, consistent with the national and provincial policies, with due regard being given to any relevant integrated development planning or land development objectives. This plan is attached as Annexure B.



WATERBERG LED STRATEGY

The district wide LED Strategy was prepared and adopted in 2007. The purpose of this study was to investigate the economic development opportunities in the district. As part of the process which was used to develop the district wide LED strategy, the various sectoral and functional strategies were also combined into the LED strategy. This enabled an LED implementation plan that guides implementation and facilitation of initiatives. The District LED strategy is also focused on potential development of a range of sectors and not only on a specific few.

WATERBERG MINING STRATEGY

Waterberg District prepared and adopted the Mining Strategy in 2006. The purpose of this strategy was to provide Waterberg District with a policy instrument by which leadership and strategic direction can be given to the mining industry for increased competitiveness on a sustainable basis, increased investment as a basis for job creation and economic growth, and improvements in the quality of life of the district population, including priorities such as BEE, as well as reductions in HIV/AIDS and poverty, regional integration. This strategy noted that Bela Bela role in terms of mining is insignificance with a very limited potential in terms of mineral resources occurrence.



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