

**2019/2020**  
**FINANACIAL YEAR**

# **ANNUAL REPORT**

DRAFT

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## PROPOSED REVISED ANNUAL REPORT TEMPLATE

The purpose of this revised Annual Report template is to address the need expressed by a number of municipalities for assistance in the preparation and development of improved content and quality of Municipal Annual Reports. It replaces a template dating back to August 2003.

This template gives effect to the legal framework requirement, concepts and principals espoused in the White Paper on Local Government and Improving Government Performance. It reflects the ethos of public accountability. The content gives effect to information required for better monitoring and evaluation of government programmes in support of policy decision making. The template provides an improved overview of municipal affairs by combining the performance report data required under Municipal Systems Act Section 46 with annual report data referred to in that Act and in the MFMA.

The revised template makes its contribution by forging linkages with the Integrated Development Plan, Service Delivery and Budget Implementation Plan, Budget Reforms, In-year Reports, Annual Financial Statements and Performance Management information in municipalities. This coverage and coherence is achieved by the use of interlocking processes and formats.

The revised template relates to the Medium Term Strategic Framework particularly through the IDP strategic objectives; cross cutting nature of services offered by different spheres of government, municipal service outcome indicators; and the contextual material as set out in Chapters 3, 4 & 5. It also provides information on good management practice in Chapter 4; risk management in Chapter 2; and Supply Chain Management in Chapter 5; and addresses the Auditor-General's Report, dealing with Financial and Performance Management arrangements in Chapter 6. This opens up greater possibilities for financial and non-financial comparisons between municipalities and improved value for money.

The revised template provides information on probity, including: anti-corruption strategies; disclosure of financial interests by officials and councillors; disclosure of grants by external parties, disclosure of loans and grants by municipalities. The appendices talk to greater detail including disaggregated information on municipal wards, among others.

Notes are included throughout the format to assist the compiler to understand the various information requirements. Once the draft has been finalised, training will be provided to facilitate the implementation of this initiative, and separate additional guidance may be issued if necessary.

We wish to express our gratitude to the members of the Annual Report Reference Group, consisting of national, provincial and municipal officials for their inputs and support throughout the development of this document.

MFMA Implementation Unit, National Treasury

## CHAPTER 1

### COMPONENT A: MAYOR'S FOREWORD

Sincerely Yours

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**CLLR J NGOBENI**

**MAYOR: BELA-BELA LOCAL MUNICIPALITY**



## COMPONENT B: EXECUTIVE SUMMARY

Section 121 of the Local Government: MFMA 56 of 2003 requires municipalities to prepare annual reports for each financial year.

Sincerely Yours

.....

**JB SELPYANA**

**ACTING MUNICIPAL MANAGER**

## MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

### 1. INTRODUCTION TO BACKGROUND DATA

Bela-Bela Local Municipality is performing the Powers and Functions on Table 1 below, as assigned through the 1996 Constitution of the Republic of South Africa and the Local Government Municipal Structures Act No 117 of 1998 and Regulations. Refer to the table below:

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

Whilst the Administration of the Municipality is tasked with the responsibility of ensuring optimal performance of all the Powers and Functions assigned to the Municipality as per the determination of the prescripts of the Law, Council through its Structures regularly performs an Oversight to all the respective Departments to ensure Legislative compliance to that effect and impacts aimed at improving the livelihoods of the communities therein.

Accordingly, the Municipality has developed and approved an Organizational Structure as depicted under graph 1 below that seeks to ensure optimal performance of these Functions. The picture correctly painted by the Organizational Structure is that the Departments of Technical Services, Social & Community Services and Planning & Economic Development respectively as the primary Service Delivery oriented Departments in line with the depiction under Table 1 above jointly constitutes more than 60% of the personnel of the entire Municipality.

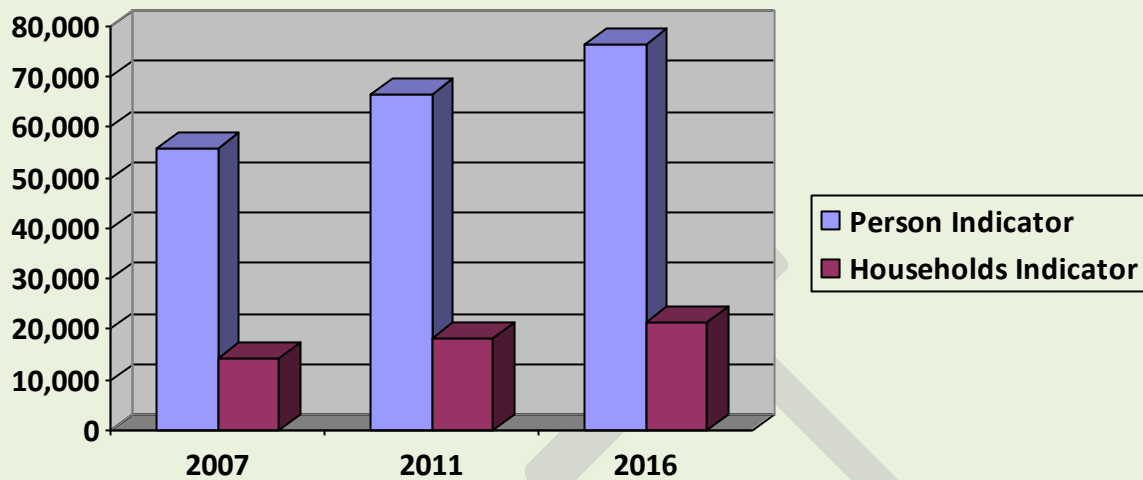
### 1.1 POPULATION DYNAMICS AND FUTURE GROWTH TRENDS

The total size of Bela-Bela's population is currently estimated at 76 296 individuals which has increased by 14.73 % by 2016 compared to Census 2011. Total population inter-censal growth rate (2011-2016) of 0.031 has been recorded within Bela Bela Municipal area. This is based on Census 2016 Community Survey which also estimates that there are approximately 21 354 households within Bela-Bela municipal area which is 18.9% increase from 2011. Statistics South Africa indicated that this figure also takes into account Rapotokwane Village which was incorporated into the Municipality from Dr J.S. Moroka Local Municipality (Mpumalanga Province) in 2000. The graph below illustrates the estimated population projection when the information from BMR is taken into account.

Table a below illustrate the estimated population trend's pattern population dynamics and growth trends

DEMOGRAPHIC INDICATORS	COMMUNITY SURVEY 2007	CENSUS 2011	COMMUNITY SURVEY 2016
Person indicator	55 841	66 500	76 296
Households indicator	14 290	18 068	21 354

Graph below illustrate the estimated population trend's pattern population dynamics and growth trends  
Population Growth 2001-2020



Source: StatsSA: Community Survey, 2016

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.

- Low and/or zero population growth rate – affecting revenue base of the Municipality and sustainability of projects.

Table Households Dynamics

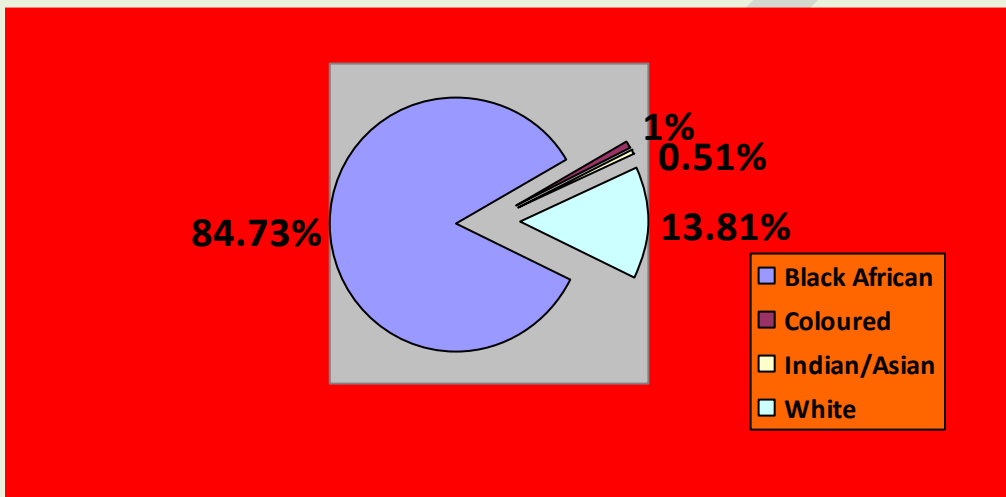
Census 2001		Census 2011		Community Survey 2016	
Households	Ave HH size	Households	Ave HH size	Households	Ave HH size
12 335	3.7	18 068	3.7	21 354	3.6

Source: StatsSA: Community Survey, 2016

## 1.2 POPULATION GROUP, AGE GROUP AND GENDER IN BELA-BELA MUNICIPAL AREA.

The population of Bela-Bela Local Municipality in terms of groupings categorized as per the **Graph 2** below. It is evident that Black Africans are in the Majority followed by Whites. It is therefore imperative to take caution that whilst the development priorities within the Municipality seeks to address the plight of Black Africans who majority of which is still characteristics of the previous dispensation in the Country, such should not be at the detriment of the other minority groupings therein.

Graph: 2 Population Groups



Source: StatsSA: Community Survey, 2016

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

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

POPULATION BY AGE GROUP AND NATIONALITY

Age	Black African	Coloured	Indian or Asian	White	Grand Total
0 – 4	9 003	72	-	396	9 471
5 – 9	7 638	63	-	566	8 267
10 - 14	6 670	93	29	612	7 403
15 - 19	5 551	50	22	281	5 904
20 - 24	5 863	77	24	638	6 602
25 - 29	6 086	30	90	800	7 007
30 - 34	5 233	28	58	604	5 922
35 - 39	4 178	139	19	444	4 780
40 - 44	3 490	18	16	573	4 097
45 - 49	3 324	71	34	539	3 967
50 - 54	2 639	45	25	910	3 619
55 - 59	2 076	35	23	886	3 020
60 - 64	1 276	-	12	915	2 203
65 - 69	760	-	-	711	1 471
70 - 74	471	11	12	649	1 143
75 - 79	193	-	-	565	757
80 - 84	84	-	22	336	442
85 +	109	-	-	111	220
Grand Total	64 642	733	386	10 535	76 296

Source: StatsSA: Community Survey, 2016

This trend in age composition obliges the government departments and the Municipality to ensure that a large percentage of the budget is allocated to Social Development Facilities and services delivery in order to meet the needs of a youthful population and ensuring that people falling within this age acquire relevant skills and grow up to become responsible adults. The creation of more job opportunities should also be one of the key aspects

of the developmental agenda by the Municipality in partnership with the sector departments such as the Department of Education, Health, Public Works, Roads and Transport etc.

The goal of the Local Economic Development Unit is to facilitate economic development, job creation and poverty eradication within Bela-Bela Local Municipality which is part of Waterberg District Municipality. This will be achieved by reducing the numbers of unemployed people, especially the youth, women and people with disabilities. Secondly, by ensuring that there is economic development in the Municipality and in particular in the identified sectors. Furthermore, that there is reduction in the number of people living below the poverty line. **Section 153 of the Constitution** stipulates the following developmental duties of all Municipalities:

- (a) A Municipality must structure and manage its administration, budgeting and planning processes to give priority to the needs of the community, and to promote social and economic development.
- (b) A Municipality must participate in national and provincial developmental programmes.

#### Population Gender Profile

With reference to **Table 5** below, the gender composition within Bela-Bela indicates a slight imbalance between the males and females. The Census 2011 revealed that approximately 51% (28 304) of the population within Bela-Bela comprises of females while 49% (27 546) comprises of males. Nevertheless that confirmed with the national trends that a higher proportion of women are found in the rural areas than men. This in many instances, especially amongst the African communities is attributed by the 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. However, the 2016 Community Survey illustrate an apposite picture, and revealed that 49% (37 335) of the population within Bela Bela comprises of female and 51% (38 961) of the population comprises of male.

#### GENDER COMPOSITION

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

Source: StatsSA: Community Survey, 2016

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

Employment of people between the Ages of 15 to 65.

## EMPLOMENT 15 – 64 YEARS



[Source: StatisticsSA: Census, 2011]

It was previously indicated that the age composition of population in Bela-Bela comprises of children who are under the age of 15 and who are not accounted as the labour force. The active labour force is estimates at 36 069 in 2011 individuals who are between the ages of 18 – 64. **Figure 3** below indicates that approximately **23%** of the active labour force is unemployed of which **30%** is Youth. The unemployment rate in Bela-Bela Municipal area is similar to unemployment in the Province, but the labour force participation rate in the Municipality is considerably higher than that of the Province. This could be the result of labour migration out of Bela-Bela in search of work in Gauteng, particularly among younger adult members of the households.

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



#### FORMAL EMPLOYMENT SECTOR

Sector	2012 - %	2014%
Agriculture, forestry and fishing	5	4
Mining and quarrying	4.9	17
Manufacturing	2.1	3
Electricity, gas and water	3.9	2
Construction	6.2	6
Wholesale and retail trade, catering and accommodation	15.9	22
Transport, storage and communication	10.1	11
Finance, insurance, real estate and business services	33.2	16
Community, social and personal services	18.6	20
Total	100	100

Based on the above, Bela Bela Local Municipality is actively participating in the Expanded Public Works Programme (EPWP) as well as the Community Works Programme (CWP). A Municipal budget is being implemented and equally redistributed within the parameters or principles of **EPWP**, this implies that each and every Capital project that the Municipality is implementing (capital expenditure) the element of social partnership is being taken into cognizance.

Notably, Local Economic Development is also concerned with the creation of an environment, which will engage stakeholders in implementing strategies and programmes.

The LED Unit is currently reviewing the LED Strategy, which will guide implementation of programmes and projects going forward.

#### NATURAL RESOURCES WITHIN BELA-BELA

Natural Resources within Bela-Bela	
Major Natural Resource	Relevance to Community
Hot Natural Springs	One of the key Tourism attraction point and the origin of the name of the Municipality. Large number of job and business opportunities.
Agriculture	Food security and job creation

**MINING:** The contribution of the mining sector towards economic development of Bela-Bela is not highly significant. There are two (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) kilometres to the south east of Radium. (2) Vergenoeg Mining Company (PTY) Ltd falls within Region 5 comes from a wide spread and diverse area which covers 42 different areas and predominantly three provinces, namely Gauteng, Limpopo and Mpumalanga.

Although diamonds are found on the existing mining activity the previous research undertaken as part of the past IDP reviews revealed that the mineral occurrences that existed in Bela-Bela for mining resources and precious metals (i.e. gold and diamonds) is of a very low grade and potential to such an extent that it cannot be considered probable that these minerals can be mined within the next 20 – 50 years.

Other metals that are found on a limited scale include manganese, copper, tin, cobalt and the supply of calcite, refractory clay and fluorspar is sufficient. The distribution of limestone industrial mineral is small, with a medium scale supply of sandstone and clay which is used to manufacture the bricks within the area.

**AGRICULTURE:** 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 hub barb, 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, Jug beans, China beans and Sunflower.

### **1.3 COMMENT ON BACKGROUND DATA**

Whilst the Hot Water Springs attracts thousands upon thousands of tourists to Bela-Bela, the benefits beyond mere employment opportunities, but for those aspiring to enter the Tourism business are still to be realised, particularly to the majority of the Black population therein.

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:

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

## CHAPTER 2

### 2. INTRODUCTION TO GOVERNANCE

To ensure accountability and governance arrangements are in place, Section 121(2) (c) of the MFMA support the requirements of Section 18(1) (d) of the Municipal Systems Act information on matters of governance should be communicated to communities. This should, according to Sections 65(1) (a) of the MFMA and 46 of the MSA be undertaken through the compilation and publication of the Annual Report. The purpose of Annual Report is to promote accountability to communities for decisions taken by the Council and matters relating to administrative structures, throughout a financial year.

### COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE

#### 2.1 INTRODUCTION TO POLITICAL GOVERNANCE

Bela-Bela Local Municipality is a Category B municipality established in terms of Section 12 of the Municipal Structures Act (Act 117 of 1998) and applying a collective Executive Committee System. The Municipality has established Section 80 Committees and are functional. The Committees meet on monthly basis. The recommendations of the Committees are then forwarded to the Executive Committee chaired by the Mayor.

The Municipality also established an Audit Committee which comprises of three members. The Committee is functional and established in terms of section 166 of MFMA (2003). For the audit of performance the Municipality utilizes the existing Audit Committee for the purpose of the Performance Audit Committee as per Municipal Performance Regulations. Municipal Public Account Committee (MPAC) is also established, and performs the role of the Oversight Committee. These committee further ensures that the municipality complies with Section 127, 129 and 75 (c) of MFMA 2003 and Section 21A of the Local Government: Municipality Systems Act No. 32 of 2000 and Regulation.

## POLITICAL STRUCTURE

### MAYOR - Cllr MJ Ngobeni



**Ward 6 Councillor and member of the Budget & Treasury and Transformation Sub-Committee**

## FUNCTION

The Mayor provides general political guidance over the fiscal and financial affairs of the municipality and perform all duties as prescribed in of Section 53 of the Local Government Municipal Finance Management Act No 56 of the 2003.

Presides at the meetings of the Executive Committee.

Performs the duties, including and ceremonial functions, and exercises the powers delegated to the Mayor by the Municipal Council or Executive Committee. In terms of Section 49 of the Local Government Municipal Structures Act No. 117 of 1998 and Regulations.

### **Budget & Treasury/Governance and Transformation Sub-Committee member.**

The Mayor is the Chairperson of the Budget & Treasury and Transformation Sub-Committee also presides and provide political leadership to the meetings of the Sub-Committee. Councillors in this Sub- Committee advises the Executive Committee on Financial and Budget related issues, Administration, HR and HRD, Legal Services, Occupational Health and Safety matters. The Sub-Committee also plays an oversight role on the performance of Budget & Treasury and of Corporate Services Department

### SPEAKER- Cllr RZ Moeletsi



**PR Councillor**

The Speaker of Council presides at meetings of Council

Performs the duties and exercises the powers delegated to the Speaker in terms of Section 59 of the Local Government Municipal Systems Act (MSA) No 32 of 2000.

Ensures that Council meets at least quarterly and also maintain order during meetings.

The Speaker is also responsible for ensuring compliance in Council and Council Committees with the Code of Conduct set out in Schedule 1 of MSA No 32 of 2000.

Ensures that Council meetings are conducted in accordance with the Rules and Orders of Council.

**Chiefwhip – Cllr MH Ledwaba**



**Ward 5 Councillor and member of the Budget & Treasury and Transformation Sub- Committee**

The Chief Whip of Council maintain sound relations between the Municipal Council and various political parties. Ensure that relationships are constructive and focused on the key issues at hand. Furthermore the Chief Whip is responsible for ensuring that Councillors of the various Political Parties are allocated to different Committees.

It is the responsibility of the Chief to ensure quorum at Council meetings, Advise councillors belonging to various parties to convene party caucuses so as to determine the party's position on specific item/motions on the Council's agenda. To collaborate with the Speaker in relation to issues of discipline and code of conduct of councillors. Attend IDP Rep Forum. Also draw Speaker's lists for the Council debates and determine the speaking time for members after consultation with the respective chief whips of all political parties in Council.

**Budget & Treasury/Governance and Transformation Sub-Committee member.**

Members of the Budget & Treasury and Transformation Sub- Committee advises the Executive Committee on Financial and Budget related issues, Administration, HR and HRD issues, Legal Services, Occupational Health and Safety issues. Plays an oversight role on the performance of Budget & Treasury and of Corporate Services Department

**EXCO – Cllr N Ras**



**Ward 1 Councillor, EC member and member of the Budget & Treasury and Transformation Sub- Committee**

The Executive Committee (EXCO) is the Principal Committee of Council in the Municipality. The Committee receives reports from other Committees and Sub-Committees of Council. Members of EXCO identify the needs of the Municipality. They also review and evaluate those needs in order of priority. Recommend to the municipal council strategies, programs and services to address priority needs through the Integrated Development Plan (IDP) and estimates of revenue and expenditure, taking into account any applicable national and provincial development plans; and also recommend or determine the best methods, including partnership and other approaches, to deliver those strategies, programs and services to the maximum benefit of the community.

**Budget & Treasury/Governance and Transformation Sub-Committee member.**

Members of the Budget & Treasury and Transformation Sub- Committee advises the Executive Committee on Financial and Budget related issues, Administration, HR and HRD issues, Legal Services, Occupational Health and Safety issues. Plays an oversight role on the

performance of Budget & Treasury and of Corporate Services Department

**Cllr A Shika**



**PR Councillor and  
Chairperson of the Planning &  
Economic Development and  
Infrastructure Sub -  
Committee**

**Planning & Economic Development and Infrastructure Committee Chairperson.**

The Chairperson of the Planning & Economic Development and Infrastructure Committee presides and provide political leadership to the meetings of the Committee. The Committee is responsible for advising the Executive Committee on issues of Local Economic Development, Tourism, Town Planning and Human Settlement. The Committee further advise the Executive Committee on Infrastructure development and service delivery issues and proposals that includes water, sanitation, electricity, roads and maintenance. The Committee also serves as a hearing panel for all the applications as and when there are objections received by Council. It also plays an oversight role on the performance of the Planning & Economic Development as well as the Technical Services Departments

**Cllr S Maluleka**



**Ward 2 Councillor, EC mem  
ber and member of the  
Planning & Economic  
Development and  
Infrastructure Sub -  
Committee**

**Planning & Economic Development and Infrastructure Committee member.**

Members of this Committee are responsible for advising the Executive Committee on issues of Local Economic Development, Tourism, Town Planning and Human Settlement. The Committee members further advise the Executive Committee on Infrastructure development and service delivery issues and proposals which includes water, sanitation, electricity, roads and maintenance. Plays an oversight role on the performance of the Planning & Economic Development as well as the Technical Services Departments.

**Cllr AR Moswoeu**



**PR Councillor and member of the Planning & Economic Development and Infrastructure Sub – Committee**

**Planning & Economic Development and Infrastructure Committee member.**

Members of this Committee are responsible for advising the Executive Committee on issues of Local Economic Development, Tourism, Town Planning and Human Settlement. The Committee members further advise the Executive Committee on Infrastructure development and service delivery issues and proposals which includes water, sanitation, electricity, roads and maintenance. Plays an oversight role on the performance of the Planning & Economic Development as well as the Technical Services Departments.

**Cllr KF Mothokoa**



**Planning & Economic Development and Infrastructure Committee member.**

Members of this Committee are responsible for advising the Executive Committee on issues of Local Economic Development, Tourism, Town Planning and Human Settlement. The Committee members further advise the Executive Committee on Infrastructure development and service delivery issues and proposals which includes water, sanitation, electricity, roads and maintenance. Plays an oversight role on the performance of the Planning & Economic Development as well as the Technical Services Departments.

**Cllr YSM Malete**



**Ward 7 Councillor and the Chairperson of the Social & Community sub - committee**

**Social & Community Services Chairperson**

The Chairperson of the Social & Community Chairperson presides and provide political leadership to the meetings of the Committee. The Committee is responsible for advising the Executive Committee on issues of Social & Community Services. The Committee further advises the Executive Committee on Social Services, Disaster Management, Environment, Waste Management, and Safety & Security. The Committee also plays an oversight role on the performance of the Community and Social Services.



**Cllr TR Masemola**



**PR Councillor and member of the Social and Community Services Sub-Committee**

**Social & Community Services Member**

Councillors in this Committee advises the Executive Committee on Social Services, Disaster Management, Environment and Waste Management and Safety & Security, The Committee also plays an oversight role on the performance of the Community and Social

**Cllr FS Hlongwane**



**Ward 4 Councillor and member of the Social and Community Services Sub-Committee**

**Social & Community Services Member**

Councillors in this Committee advises the Executive Committee on Social Services, Disaster Management, Environment and Waste Management and Safety & Security, The Committee also plays an oversight role on the performance of the Community and Social

**Cllr B Maname**



**Ward 9 and Councillor and member of the Social and Community Services Sub-Committee**

**Social & Community Services Member**

Councillors in this Committee advises the Executive Committee on Social Services, Disaster Management, Environment and Waste Management and Safety & Security, The Committee also plays an oversight role on the performance of the Community and Social

**Cllr SD Seale**



**PR Councillor and member of the Social and Community Services Sub-Committee**

**Social & Community Services Member**

Councillors in this Committee advises the Executive Committee on Social Services, Disaster Management, Environment and Waste Management and Safety & Security, The Committee also plays an oversight role on the performance of the Community and Social

**Cllr P Aphane**



**Ward 8 Councillor and Chairperson of Budget & Treasury and Transformation Sub- Committee**

**Budget & Treasury/Governance and Transformation Sub-Committee Chairperson.**

Councillors in the Budget & Treasury and Transformation Sub- Committee advises the Executive Committee on Financial and Budget related issues, Administration, HR and HRD issues, Legal Services, Occupational Health and Safety issues. Plays an oversight role on the performance of Budget & Treasury and of Corporate Services DepartmentsServices.

**CLlr L Modimolle**



**Municipal Public Accounts Committee (MPAC) Chairperson**

The Chairperson of the MPAC convene and presides over the MPAC meetings. The core functions of the MPAC includes amongst others playing an oversight on the performance of the municipality by means of interrogating financial and non-financial reports and the report findings to Council. The Committee further examine the Financial Statements and the Audit Reports of the municipality. It is this committee that consider and evaluate the content of the Annual Report and to make recommendations to Council when adopting an Oversight Report on the Annual Report. The Committee further promote good governance, transparency and accountability on the use of municipal resources. The Committee further recommend or undertake any investigation in its area of responsibility, after reviewing any investigation report already undertaken by the municipality or the Audit Committee. The Committee also performs any other functions assigned to it through a resolution of Council.

**Ward 3 Councillor and the  
Chairperson of the Municipal  
Public Account Committee**

**CLlr J Makhubela**



**Municipal Public Accounts Committee (MPAC) Member**

As indicated above members of MPAC plays an oversight on the performance of the municipality by means of interrogating financial and non-financial reports and the report findings to Council. The Committee members further examines the Financial Statements and the Audit Reports of the municipality. It is the members of this committee who consider and evaluate the contents of the Annual Report and to make recommendations to Council when adopting an Oversight Report on the Annual Report. The Committee members further ensures the promotion of good governance, transparency and accountability on the use of municipal resources.

**PR Councillor and the  
member of the Municipal  
Public Account Committee**

**CLlr MD Senosha**



**PR Councillor and the  
member of the Municipal  
Public Account Committee  
PR Councillor**

**Municipal Public Accounts Committee (MPAC) Member**

As indicated above members of MPAC plays an oversight on the performance of the municipality by means of interrogating financial and non-financial reports and the report findings to Council. The Committee members further examines the Financial Statements and the Audit Reports of the municipality. It is the members of this committee who consider and evaluate the contents of the Annual Report and to make recommendations to Council when adopting an Oversight Report on the Annual Report. The Committee members further ensures the promotion of good governance, transparency and accountability on the use of municipal resources.

**COUNCILLORS**

Bela-Bela Municipal Council has a total number of 17 Councillors, with the African National Congress being the majority party. Number of sits are out of 17 Councillors, 9 are ward councilors and 8 are councilors appointed on a proportional basis.

**2.2 POLITICAL DECISION-TAKING**

Bela-Bela Local Municipality has established section 79 committees in terms of Local Government: Municipal Structures Act 117 and regulations of 1998.

The committees are structured as follows:

- a) Planning and Economic Development/Infrastructure Sub Committee
- b) Social and Community Services Sub committee
- c) Governance & Transformation /Budget & Treasury
- d) MPAC

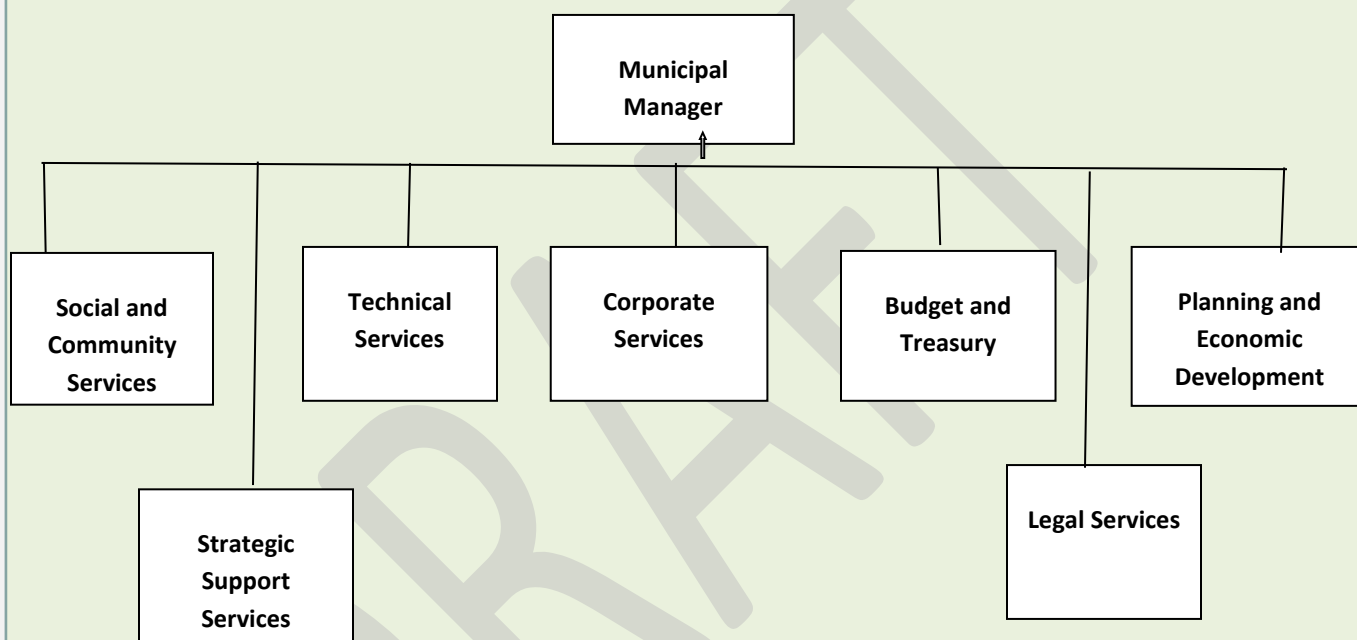
Planning and Economic Development/Infrastructure, Social and Community Services, Governance & Transformation /Budget & Treasury committees sit every month. All recommendations are then forwarded to the Executive Committee for consideration. The Executive Committee has the authority to approve delegated functions and the remaining are resolved at Council meetings. During the financial year under review, four ordinary Council meetings and four Special Council meetings held as follows on 31 July 2019, 30 October 2019, 13 November 2019, 30 January 2020, 26 February 2020, 25 March 2020, 8<sup>th</sup> May and 26<sup>th</sup> of June 2020. The Municipal Council took number of resolutions during 2019/2020 financial year of which were forwarded to the relevant departments for implementation.

## 2.3 ADMINISTRATIVE GOVERNANCE

### 2.3.1 INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

Organizational Structure of Bela- Bela Local Municipality makes provision for a Municipal Manager and five Section 56 Managers and additional two non sectional Senior Managers who are also reporting direct to the Municipal manager. This indicates that there are 7 Head of Departments reporting to the Municipal Manager thematically depicted as follows:

Graph:1



**TIER 1 TOP ADMINISTRATIVE  
STRUCTURE**

**Municipal Manager**



**SM Makhubela**

**Function**

a) The Municipal Manager -

- (i) as head of the administration, is responsible for the effective day to day running of the administration of the municipality;
- (ii) is responsible for the execution of Council resolutions;
- (iii) plays a prominent role, together with the Mayor, in building, maintaining and enhancing a good relationship between the Council, Councillors and the administration;
- (iv) must ensure, after consultation with the Mayor and Speaker, that a proper and effective Committee service responsible for the agenda and minutes is in place for each of the Committees, and that then Committees meet on a regular basis;
- (v) receives reports with recommendations from the Managers on all matters that must be handled by either the Municipal Manager, the Mayor or the Council in terms of the delegation of powers of the Council;

**Senior Manager: Planning &  
Economic Development**

**Mr Mnisi T**



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 Implementing policies and procedures to manage and co – ordinate all approved public participation and communication projects, programmes and activities.  
Marketing of Bela Bela.  
Co – coordinating investments proposals  
Liaison with investors  
Promotion of tourism  
Supporting the LED projects  
Providing incentives for the SMMEs./Support SMME Development  
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 terms of spatial and physical planning.  
Develop and advertise by-laws and policies related to Town Planning in accordance with the applicable laws.

<p><b>Senior Manager: Corporate Services</b></p>  <p><b>Selepyana J</b></p>	<p>Render acquisition of staff. Administer employees' benefits. Render administration, labour and legal relations. Render training and development services. Render organisational development services. Render record management services. Render information technology services. Provide auxiliary services. Oversee the drafting and updating of by-laws. Compilation of council agendas. Provide Legal Services</p>
<p><b>Senior Manager: Community and Social Services</b></p>  <p><b>Serore A</b></p>	<p>Responsible for the maintenance of Parks, Cemeteries and Community Facilities.</p> <p>Protection and Emergency Services</p> <p>Licensing and Registration</p> <p>Waste Management and Cleansing Services.</p>
<p><b>Senior Manager: Technical Services</b></p>  <p><b>Ms. B Maswanganyi</b></p>	<p>Technical Services Directorate is responsible for the provision of Water and Sanitation</p> <p>Roads and Storm-water</p> <p>Electrical Services</p> <p>PMU</p>
<p><b>Chief Financial Officer</b></p>  <p><b>Mr. Marutha RM</b></p>	<p>The Chief Financial Officer (CFO) is responsible for Budget and Treasury Office( Finance), Budgeting and Financial Reporting, Expenditure and Revenue collection.</p> <p>The CFO play an advisory role to the Accounting Officer on the exercise of powers and duties assigned to the Accounting Officer in terms of the MFMA. It is also the CFO who assist the Accounting Officer with the administration of the Municipality bank's accounts and in preparation and implementation of the Municipality's budget.</p> <p>Other than advising the Accounting Officer, the CFO also advise the Senior Managers and other Senior Officials in the exercise of powers and duties assigned to them in terms of Section 78 and 79 of the MFMA.</p> <p>Additionally the CFO review budget, account, analyse and draw financial reports, manage debts, supply chain and other duties as delegated to the CFO and the Accounting Officer.</p>

## **COMPONENT B: INTERGOVERNMENTAL RELATIONS**

### **2.4 INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS**

Bela-Bela Local Municipality participates in different forums for intergovernmental relations which are Premier Mayor's forum, the Municipal Manager's forum, CFOs Forum and Technical Managers forum. The municipal IDP/PMS Divisions also participate in the Provincial and District Municipality's Fora. These prime forums include sector departments operating at cold face of society and communities. The Presidential hotline is established and deals with queries raised from various stakeholders inclusive of community members.

#### **2.4.1 INTERGOVERNMENTAL RELATIONS**

##### **2.4.1.1 NATIONAL INTERGOVERNMENTAL STRUCTURES**

Besides Provincial forums attended by both officials and politicians, there are other formal intergovernmental structures dealing directly with the National Government. The interaction between National Government and the Municipality is done through the Provincial forums which are as follows: The Provincial IDP forum, Premier's Lekgotla, Premier's Monitoring and Evaluation forum and the Monitoring and Evaluation Forum by Limpopo Department of Cooperative Governance, Human Settlement and Traditional Affairs (CoGHSTA).

##### **2.4.1.2 PROVINCIAL INTERGOVERNMENTAL STRUCTURE**

The Provincial Planning forum, Premier's Lekgotla, Premier's Monitoring and Evaluation forum and Limpopo Department of Cooperative Governance, Human Settlement and Traditional Affairs (CoGHSTA). These forums assist with implementation of the Performance Management Systems (PMS) at municipal level and the establishments of credible IDP and SDBIP and further ensuring that municipalities are striving to obtain Clean Audit Opinions.

##### **2.4.1.3. DISTRICT INTERGOVERNMENTAL STRUCTURES**

Waterberg District Municipality role is to coordinate, facilitate and provide support to the local municipalities on service delivery and governance related matters. Bela- Bela Local Municipality participate fully in the Waterberg District forums, such as District Planning Forums, the Mayor's forum and the Municipal Managers forum and quarterly back to basic engagement meetings.



## **COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION**

### **2.5 OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION**

Communities within Bela Bela Municipality play a vital role to ensure accountability in Municipal affairs. Through established ward committee system and scheduled IDP/Budget/PMS community participation processes the community was able to hold Council accountable.

The community participation processes have entrenched a culture of involving communities in decision making processes including finalising the IDP/Budget/PMS of the Municipality.

Through the usage of the local media, Council sittings and established Council committee (ward committees) communities are continuously informed on municipal governance, management and other development.

#### **2.5.1 PUBLIC MEETINGS**

##### **2.5.1.1 COMMUNICATION, PARTICIPATION AND FORUMS**

Communication is an important element of good governance. It is through communication that the communities and other stakeholders are informed about the activities of the municipality, and thereby getting empowered to participate in the affairs of the Municipality. Section 18 of the Municipal Systems Act No 32 of 2000 stresses the importance of communication between Councils and Communities. It gives guidelines of issues that the Municipality must communicate about to its community. It is in this regard that over the years the Municipality has utilized different strategies to encourage community participation as enshrined in Section 152 of the South African Constitution of 1996. This included programmes of mobilising, informing and educating, engaging and empowering communities in Municipal affairs.

IDP/Budget/PMS public participation processes and ward committee meetings are the cornerstone sessions that entrenches community participation and accountability to the community on municipal programmes. The IDP/Budget/PMS process plan is approved by Municipal Council with schedule indication date, time and venue. The purpose of these meetings is to give feedback and account to the community on the implementation of the IDP/Budget of the Municipality. They are further utilized as a platform to agree on community needs which shapes the planning processes.

Further than the IDP/Budget/PMS public participation processes, the Municipality involves the community on targeted consultations at ward level, with interested and affected stakeholders (NGOs, business, etc.) and through the IDP/Budget /PMS Rep Forum.

Other methods used to communicate with the community includes ward Imbizos, other forms such as media and utilization of the Municipal website. Over and above acquisition and confirmation of community needs, the Rep Forum meeting serves as a platform for Bela- Bela Local Municipality to engage the different stakeholders during the different stages of the IDP Process as a built up towards the approval of the future budgets, reports on performance on current and past financial years activities.

#### **2.5.1.2 WARD COMMITTEES**

The Municipality has established nine wards committee's with within 9 wards with 10 members each. The key purpose of ward committees is to create formal unbiased communication channels and cooperative partnership between the community and the municipality in the ward and facilitate public participation in the process of development, review and implementation management of the Integrated Development Planning of the Municipality and municipal processes.

#### **2.5.1.3 WARD COMMITTEE MEETINGS**

During the 2019/2020 financial year a number of ward committee meetings were held in order to inform local community about the IDP process, and also provide report back with regard to the implementation of the IDP review process as well as on projects which were implemented in the Municipal area. Amongst other things which were discussed are the status of the past and current financial year and planning for the future development prioritites in their respective wards which must find expression in the IDP projects list.

#### **2.5.1.4 IDP REP FORUM MEETINGS**

The forum should be restructured so as to include the recently established ward committees, service providers and other community – based organizations. The Municipality held its 2019/2020 IDP Representative Forum meetings 4x IDP Representative Forums on the 26 September 2018, 22 November 2018, 25 March 2019 & 23 May 2019

#### **2.5.1.5 IDP ROAD SHOWS**

The 2019 - 2020 IDP/Budget Mayoral Roadshows did not take place in all the wards within the jurisdiction of Bela Bela Local Municipality due to the national lockdown regulations

#### **2.5.1.6 STRATEGIC PLANNING SESSION FOR 2019/2020 FY**

Strategic Planning Session was from 26<sup>th</sup>, 28<sup>th</sup> February & 01 March 2019 all councillors, Executive Committee Members, The Mayor, Municipal Manager, Senior and Middle Management members and Ikosi Mahlangu who is the only chief within the jurisdiction of Bela Bela Municipality. The Strategic Framework provided the strategic direction of the municipality, which also formed the basis for updating the Vision, Mission, Values, Objectives and Strategies. Furthermore, the most important aspect was the formulation of key performance indicators.

Tabling below illustrate public meeting for the 2019 -2020 financial year

PUBLIC MEETINGS						
Nature of the Meeting	Date of events	Ward no	Venue	Number of participating Municipal Councilors	Number of Participating Municipal Administrators	Number of Community members attending
2019 – 2020 SPECIAL PROGRAMS						
Active Ageing Campaign	05 September 2019	WARD 5	Bela- Bela Crech	1	2	14
Special Programmes HIV/TB Awareness Campaign	03 October 2019	Ward 7	Multi-Purpose Center	0	1	22
Mayoral Matric Awards	31 January 2020	Ward 7	Multi-Purpose Center	3	4	221
2019 - 2020 IDP/ BUDGET MAYORAL ROADSHOW						
IDP/Budget Show Ward 6	Road 02 April 2019	6	Madiba Park	8	11	66
IDP/Budget Show Ward 2	Road 04 April 2019	2	Bela-Bla Community hall	4	7	109
IDP/Budget Show Ward 9	Road 6 April 2019	9	Spa Park	6	8	113
IDP/Budget Show Ward 9	Road 06 April 2019	9	Masakhan e	3	10	10
IDP/Budget Show Ward 8	Road 14 April 2019	8	Kwa-litho Community hall	4	6	42
IDP/Budget Show Ward 5	Road 14 April 2019	5	Bel - Bela High	3	8	107
IDP/Budget Show Ward 5	Road 13 April 2019	8	Pienaarsrivier	5	7	85
IDP/Budget Show Ward 4	Road 07 April 2019	4	Ponto	4	7	173

PUBLIC MEETINGS							
Nature of the Meeting		Date of events	Ward no	Venue	Number of participating Municipal Councilors	Number of Participating Municipal Administrators	Number of Community members attending
2019 – 2020 SPECIAL PROGRAMS							
IDP/Budget Show Ward 3	Road	07 April 2019	3	Sunfa	2	5	75
IDP/Budget Show Ward 7	Road	14 April 2019	7	Multi-Purpose Center	6	8	71
IDP/Budget Show Ward 1	Road	25 & 26 April 2019	1	Laerskool Warmbad	5	9	93

#### 2.5.1.7 COMMENT ON THE EFFECTIVENESS OF THE PUBLIC MEETINGS HELD

The municipality is committed in fostering strategic partnerships with public and private sector institutions to implement programs and projects that are services delivery oriented. Office of the Mayor managed to establish formations such as special focus groups for the youth, the aged, people with disabilities, Church fraternal, traditional health practitioners.

A database has been developed to ensure that the Municipality implements activities that response to stakeholder's needs and thus creating a sustainable relationship with members of the community.

Municipality developed Communication Strategy intending to enhance effecting and efficient communication with the community. And Customer Care Policy is in place including Batho pele Service Standards that are implemented by the Customer Care Unit.

Implementation of the Communications Strategy enhanced municipality communication with the community on service delivery updates. That assisted in avoiding community protest in the 2019/20 financial year. The community is continuously updated on service delivery interruptions.

Public participation is implemented through community feedback meetings during which ward Councilors and members of ward committees collect service delivery issues from their respective wards and report to Office of the Speaker and IDP Division.

Issues that relates to Municipal functions are addressed and those that relates to sector departments are referred to relevant office through Office of the Mayor.

**TABLE BELOW ILLUSTRATE IDP PARTICIPATION AND ALIGNMENT**

<b>IDP Participation and Alignment Criteria*</b>	<b>Yes/No</b>
Does the municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 56 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four quarter aligned reports submitted within stipulated time frames?	Yes

**2.5.1.8 PUBLIC SATISFACTION ON MUNICIPAL SERVICES****PUBLIC SATISFACTION LEVELS**

The Municipality did not conduct Customer Satisfaction Survey during 2019/2020 financial year, However a Customer Care Unit is in place and functional, and is effectively gather information with regard to service delivery issues raised by the community. The information gathered by Customer Care Unit is communicated to various departments within the municipality to be attended too. Issues that are raised by the community that are not for the municipality are referred to relevant departments via the Office of the Mayor. No community protest took place in the 2019/2020 financial year with regard to services delivery issues

## COMPONENT D: CORPORATE GOVERNANCE

### 2.6 OVERVIEW OF CORPORATE GOVERNANCE

To ensure accountability and governance arrangements are in place, Section 121 (2)(c) of the MFMA supports the requirements of Section 18(1)(d) of the MSA of 2000: stipulates that information on matters of governance should be communicated to communities. This should, according to Sections 65(1)(a) of the MFMA and 46 of the MSA be undertaken through the compilation and publication of the Annual Report. The purpose of annual report is to promote accountability to communities for decisions taken by the Council and matters relating to administrative structures, throughout a financial year.

#### 2.6.1 RISK MANAGEMENT

No organization operates in a risk-free environment. Risk management is an integral component of good management and decision-making at all levels. It is about making decisions that contributes to the achievement of the Municipality's objectives.

The purpose of an Enterprise Risk Management (ERM) process is to ensure that all significant risks that the Municipality is exposed to (whether at an executive, cluster, branch, component or project level) are proactively identified and managed to acceptable levels on a continuous basis. The key drivers to embed such a process within the Municipality are:

The avoidance of unplanned impacts as a consequence of risks that take us by surprise;

The need to protect the Municipality's reputation and image;

To comply with the requirements of applicable laws and regulations;

To ensure that we live the Municipality's values and comply with our code of conduct, and

To foster a culture of responsible risk taking.

Risks are defined as 'uncertain future events that could influence the achievement of objectives'. These could include strategic, operational, financial and compliance objectives. Some risks must be taken in pursuing opportunity, but the organization should be protected against avoidable losses.

In turn, ERM is defined as a 'process that is effected by people at every level of an organization, is applied in strategy setting and across the organization. It is designed to identify events potentially affecting the entity and manages risks within its risk appetite. It further provides management and the Executive Authority with reasonable assurance regarding the achievement of the entity's objectives.

The definition of ERM reflects certain fundamental concepts. It is:

A process, ongoing and flowing through an entity;

Effected by people at every level of the organization;

Applied in strategy setting;

Applied across business, at every level and unit,

Includes taking an entity level portfolio view of risk;

Designed to identify potential events that, if they occur, will affect the entity and to manage risk within its risk appetite;

Able to provide reasonable assurance to an entity's management and oversight structure; and

Geared to achievement of objectives in one or more separate but overlapping categories.

Benefits of risk management

Some of the benefits of risk management can be summarized as follows:

Ensures that management is focused on strategic objectives

Identifies and manages cross-organizational risks

Provides integrated responses to risks

Ensures rationalization of capital and financial resources

Municipality has risk management committee which composed of head of departments and chaired by an external person.

The risk management committee sits on a quarterly basis to discuss risks that threatens the municipal objectives. Below are five high risks identified by the municipality:

High service delivery backlogs

- Aging ICT infrastructure
- High outstanding debts
- High amount of distribution losses
- Illegal occupation of land.

### 2.6.2 RISK MANAGEMENT MEETINGS WERE HELD AS FOLLOWS:

RISK MANAGMENT MEETINGS	VENUE
15 August 2019	Committee room
14 November 2019	Committee room
03 February 2020	Committee room
22 May 2020	Committee room

### 2.6.3 ANTI-CORRUPTION AND FRAUD

Bela-Bela Local Municipality has priorities fraud risk management as per the Local Government Municipal Finance Management Act (MFMA) No 56 of 2003. Fraud prevention policy and plan are in place. The hotline through which service delivery complaints are received and whistle blowers anonymous are reporting is centralized at the District Municipality and as well as at the Office of the Premier. To instill confidence in the anonymous reporting of incidents of fraud and corrupt activities, the hotline is managed independently. Bela-Bela Local Municipality has sound internal controls in place to work as a deterrent and to also prevent occurrence of fraud. All reported cases are monitored, investigated and furthermore discussed during Top and Broader Management meeting as well as during the Audit Committee meetings. Internal audit and Risk Management Committee assist to detect fraudulent and corrupt activities.

### 2.6.4 INTERNAL AUDIT FUNCTION

Internal Audit Division is a governance structure. The unit report administratively to the Municipal Manager, functionally to the Audit Committee and has a staff complement of three officials.

The Internal Audit Division is responsible to evaluate the adequacy, effectiveness and efficiency of the internal control system and performance management. The Division provides the necessary assurance and advisory services to the organization and report quarterly to the Audit Committee.

During the 2019/2020 Financial Year the internal controls were rated to be adequate, moderate and effective to accomplish the Municipal goals and objectives. Furthermore through the internal control system 95% of control weaknesses were raised during the year under review and the 90% of the weaknesses have been resolved while 5% are in the process of being resolved.



## 2.6.5 BY-LAWS

During 2019/2020 financial year the Municipal Council Approved four by laws that were taken for public participation and promulgated. The table below depicts details of public participation dates.

By-laws Introduced during 2019/2020					
Description	Date Revised	Public Participation Conducted Prior to Adoption of By-Laws (Yes/No)	Dates of Public Participation	By-laws Gazetted (Yes/No)	Date of Publication
Debt Collection	May 2019	Yes	April – May 2019	Yes	30 June 2019
Credit control	May 2019	Yes	April – May 2019	Yes	30 June 2019
Property Rates	May 2019	Yes	April – May 2019	Yes	30 June 2019
Tariff	May 2019	Yes	April – May 2019	Yes	30 June 2019

## 2.6.6 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The purpose of Information and Communication Technology (ICT) is to enable the Public Service in its service delivery quest. The ICT House of Values depicts the values and key focus areas of ICT service delivery. These objectives, principles, values and key focus areas inform the acquisition, management and use of ICT. ICT Governance is one of the key performance areas as indicated in the 2019/2020 Bela-Bela Municipality's SDBIP. This accountability enables the Institution to align the delivery of ICT services with the strategic and business goals of the Institution.

During 2019/2020 Financial Year (FY), Bela-Bela Local Municipality ICT division has conducted ICT Steering committee meetings to ensure effective and efficient management of ICT resources and processes to facilitate the achievement of Municipal goals and objectives as stipulated in the Municipal Finance Management Act (MFMA) No 56 of 2003. The table below depicts details of Steering Committee meetings held during 2019/2020 FY.

## 2.6.7 ICT STEERING COMMITTEE MEETINGS

ICT STEERING COMMITTEE MEETINGS WERE HELD AS FOLLOWS:	
DATE	VENUE
15 August 2019	Committee Room
15 November 2019	Committee Room
18 February 2020	Committee Room
19 June 2020	Virtual Zoom

The Information Communication and Technology (ICT) Governance Framework guides the organizational accountability and responsibilities with regard to the ICT functions and its operations as per the Corporate Governance of ICT Policy Framework and the Public Service Act. The ICT Division has the responsibility to develop, implement and review ICT policies to comply with the ICT Governance Framework and Standards Procedures and to adapt to the technological changes of the ICT infrastructure. The lack of ICT governance framework can result in a fragmented approach to the implementation and adherence to policies, standards and unlocking the value that ICT could contribute to business enablement, hence it is of vital importance to continuously develop and review policies which will give effect to different pieces of legislation guiding the usage of ICT in the Public Sector inclusive of Municipalities. It is in light of the above that Bela-Bela Local Municipality developed and reviewed its ICT Policies. Below are the details of the ICT Policies developed, reviewed and approved by the Municipal Council for implementation during the financial year under review (2019/2020 FY).

ICT Change Management Policy

ICT Patch Management Policy

ICT Helpdesk Procedure Policy

ICT Disaster Recovery Policy

ICT Information Security Policy

ICT Firewall Policy

ICT User Account Management Policy

ICT Backup Policy

ICT Management Framework

## 2.6.8 WEBSITES

Section 21B of the Local Government Municipal Systems Act (MSA) No 32 of 2000 requires Municipalities to establish official Municipal Website depending on its affordability, the Municipality is further expected to place on the Municipal Website information required to be made public in terms of the MSA and the Local Government Municipal Finance Management Act (MFMA) No 56 of 2003.

<b>Municipal Website : Content and Currency on Material</b>	
Documents published on the Municipality's Website	Yes/No
Current annual and adjustments budget and all budget related documents	Y
All current budget-related policies	Y
The previous Annual Report (2018/2019)	Y
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act no 32 of 2000	Y
All service delivery agreements 2019/2020	N/A
All long term borrowing contracts 2019/2020	N/A
All supply chain management contracts above a prescribed value give the value for 2019/2020 FY	N/A
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of Section 14 (2) or (4) during 2019/2020 FY	Y
Contracts agreed in 2019/2020 to which subsection (1) of Section 33 apply, subject to subsection (3) of that section	N/A
All quarterly reports tabled in Council in terms of Section 52 of the Municipal Finance Management Act no 56 of 2003 during 2019/2020 Financial Year	Y

#### **COMMENT MUNICIPAL WEBSITE CONTENT AND ACESS**

In terms of Section 75 of the Municipal Finance Act No 56 of 2003, the Accounting Officer of a Municipality is expected to place on the municipal website referred to in section 21 of the Local Government Municipal Systems Act No 32 of 2000 information as may be required and prescribed by the above mentioned Acts. It is in this regard that Bela-Bela Local Municipality established its website which is regularly updated.

DRAFT

## CHAPTER 3

### 3. FINANCIAL HEALTH OVERVIEW

Municipality average debt collection rate was 84% in the 2019/2020 financial year which is above average in the Province.

The Municipality's 2019/2020 financial year's total revenue is R441 million. The highest source of revenue was Service Charges (i.e. income from Sale of water, electricity, waste collection and sanitation) followed by the government grants and property rates respectively. Total expenditure of the municipality for the 2019/2020 financial year was R421 million. The highest expenditure was incurred on employee costs followed by bulk purchases (water and electricity) and general expenditure respectively.

The Municipality's financial performance resulted in a surplus of R19 million. Total consumer debtors before provision for doubtful debts was R118 million and the provision was R97 million at the end of June 2020. Debt collectors are being utilized to collect long outstanding debts.

Trade payables amounted to R90 million as at 30 June 2019. Major creditors included ESKOM for electricity distributions and the fleet service provider of which payment of the balance will depend on the outcome of the currently continuing court proceedings.

#### 3.1 Table below illustrate financial performance for the 2019/2020 financial year.

Financial Overview 2019/2020			
Description	Original Budget	Adjustment Budget	Actual
Income			
Grants	93 655 008	94 045 643	160 399 393
Taxes and Service charges	289 219 464	289 219 464	247 965 311
Other	47 700 965	40 374 869	32 910 526
Sub total	<b>430 575 437</b>	<b>423 639 976</b>	<b>441 275 230</b>
Less expenditure	(424 117 104)	(417 099 902)	(421 532 377)

Financial Overview 2019/2020			
Description	Original Budget	Adjustment Budget	Actual
Surplus / (Deficit)	6 458 333	6 540 074	19 742 853

### 3.2 OPERATING RATIOS

Table below depicts the main operating cost ratios in comparison with national treasury norms

Operating cost ratios 2019/2020	
Details	Value
Increase in revenue	-2%
Employee cost	34%
Repairs and maintenance	1%
Finance charges and depreciation	2%
Decrease in expenditure	-4%
Interest cover	5.20%
Net surplus percentage	4%

In the 2019/2020 financial year revenue decreased by 2%. The decrease in the total revenue was as a result of material undecollection due to the covid\_19 pandemic. The increase in service charges is due to tariff increases that were triggered by the increase in bulk purchases, materials and employee related costs. There is also an increase in other income as a result of increase in staff recoveries and unknown deposits recognized as own revenue. There was a decline in revenue derived from licenses and permits, this is due to a decline in the number of applications received by the municipality.

Employee costs is at 34% of the total operating expenditure and is considered to be within the National Treasury norms of between 25% and 40% as stipulated on MFMA Circular No. 71. Repairs and maintenance is at

1%. Acquisition and construction of new infrastructure while gradually replacing the old infrastructure and cash flow limitations resulted in lower repairs and maintenance. Depreciation is at 4% of the total operating expenditure.

Total expenditure for the 2019/2020 financial year increased by 4% from the 2018/2019 financial year. The increase is attributable to bulk purchases increase as per the regulation.

The interest cover ratio of 5.20 indicates that the municipality has more than sufficient earnings to cover interest payments as they fall due and there are no solvency concerns.

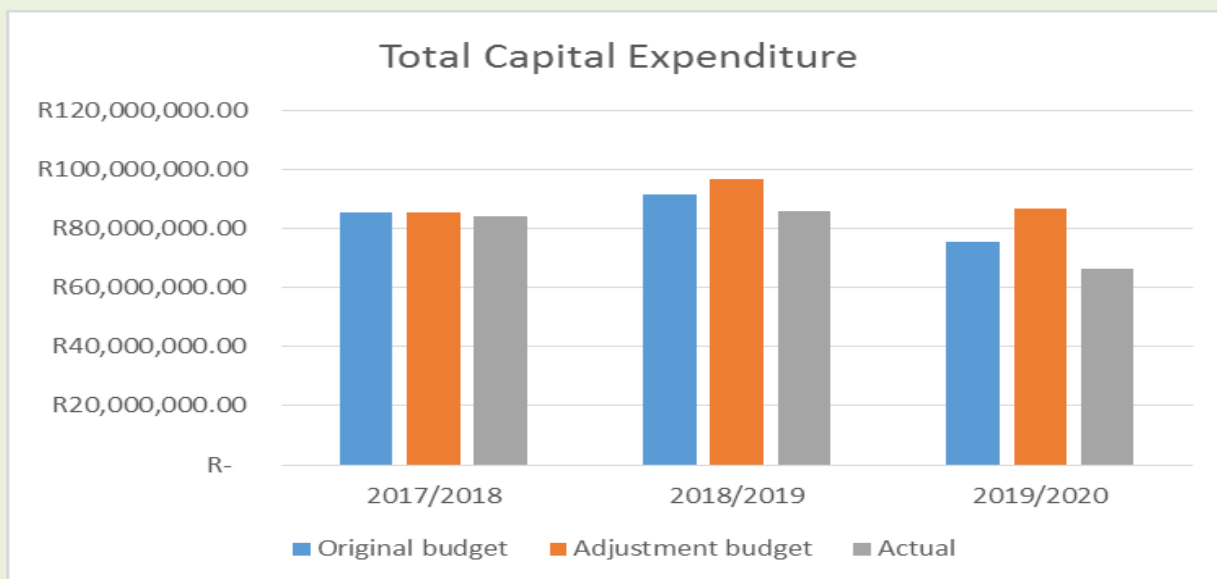
The net surplus constitutes 4% of the total revenue. The surplus has been arrived at after taking into account the non-cash Items amounting to R63 million.

### 3.3 CAPITAL EXPENDITURE

Table below shows the total capital expenditure over the period of three financial years.

Total capital expenditure			
Details	2017/2018	2018/2019	2019/2020
Original budget	85 238 800	91 366 777	75 615 456
Adjustment budget	85 238 800	96 866 777	86 884 330
Actual	84 028 380	85 660 583	66 353 109

### 3.4 Graph below illustrate capital expenditure over the period of three financial years

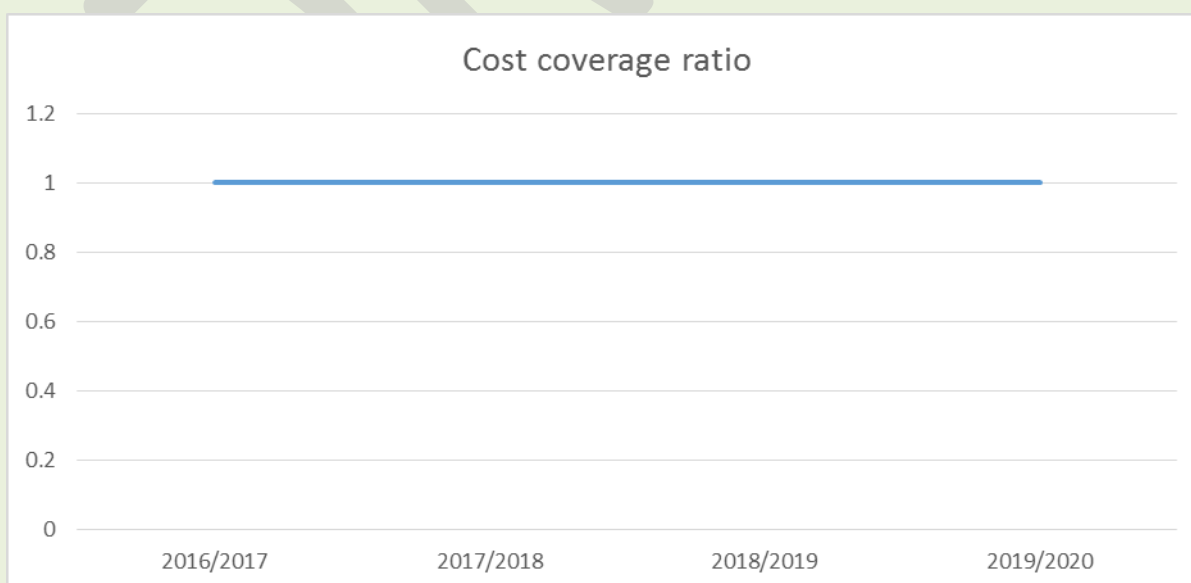


Municipal infrastructure grant spending was 90%, Water Services Infrastructure Grant spending was 74% and the Integrated Electrification Programme grant had a spending of 53%. The Municipality had spent 72% on the capital budget as at 30 June 2020. All the capital projects undertaken by the municipality were funded through the capital grants stated above, no projects were funded through own sourced funds.

### 3.5 INTRODUCTION TO FINANCIAL PERFORMANCE

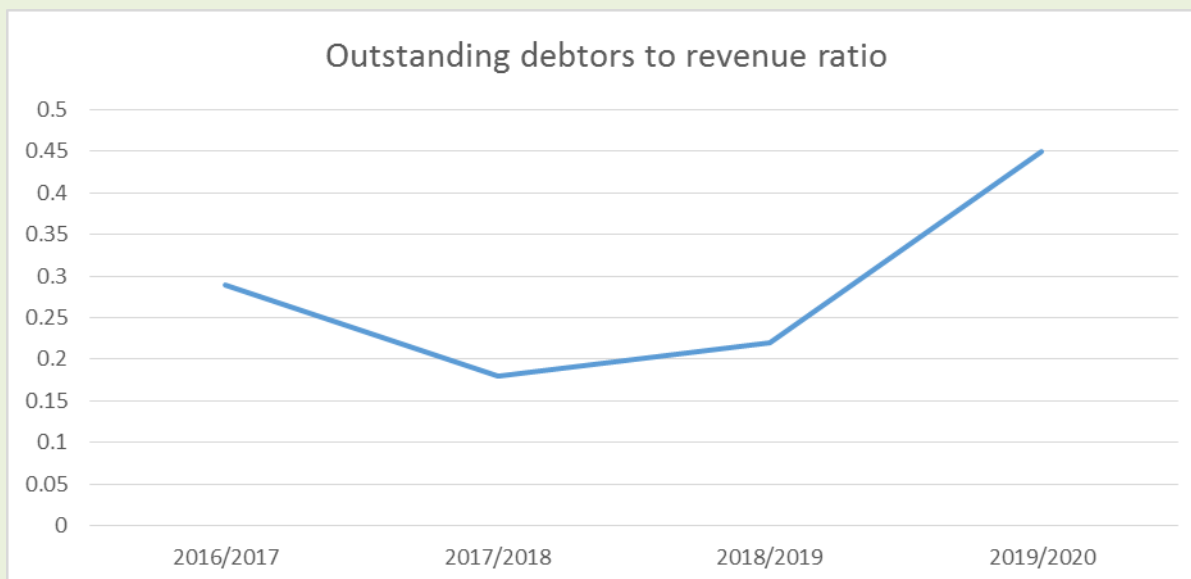
The graphs below depicts the financial performance analyzed in terms of the financial ratios.

#### COST COVERAGE RATIO

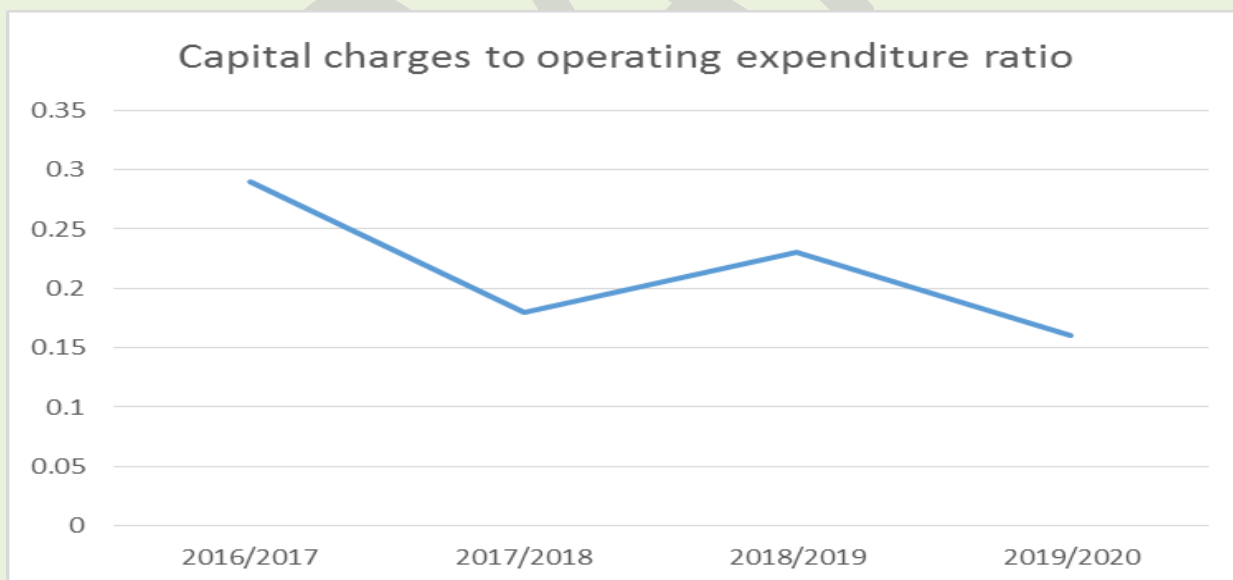




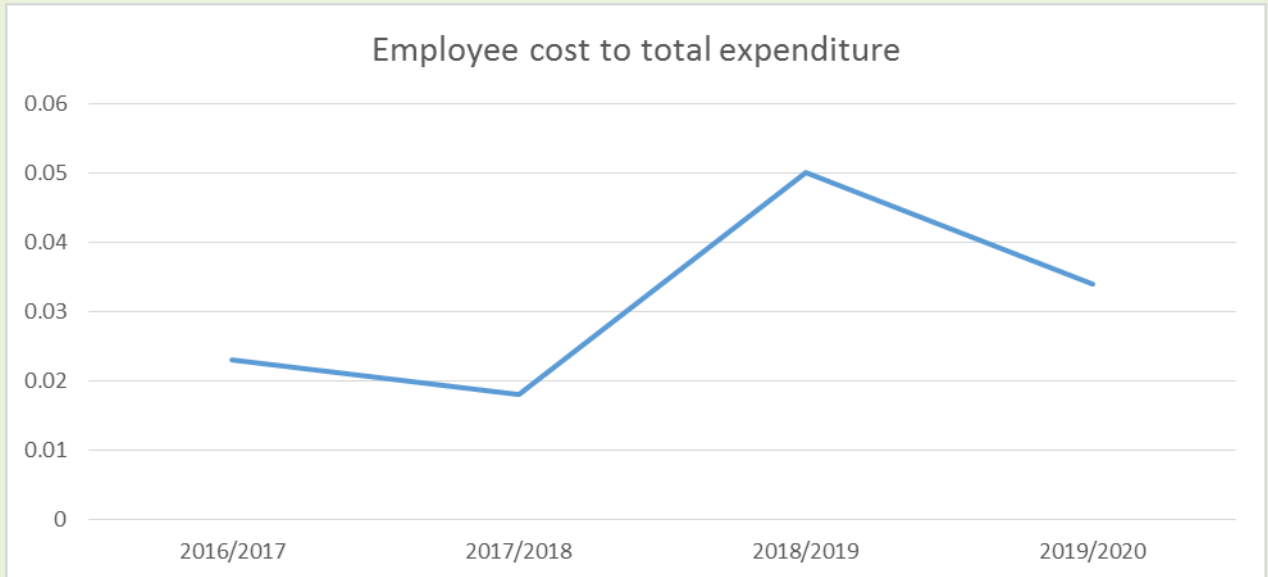
### 3.6 OUTSTANDING SERVICE DEBTORS TO REVENUE RATIO



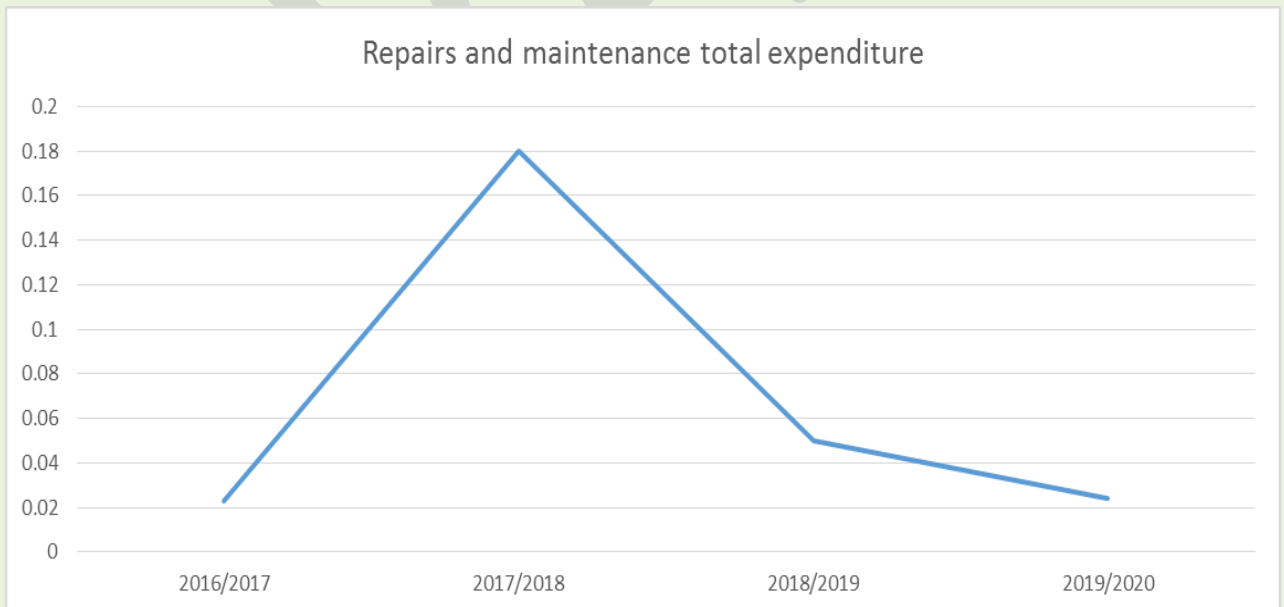
### 3.7 CAPITAL CHARGES TO OPERATING EXPENDITURE RATIO



### 3.8 EMPLOYEE COST RATIO



### 3.9 REPAIRS MAINTANANCE TO OPERATING EXPENDITURE



### 3.10 STATEMENT OF FINANCIAL PERFORMANCE – TABLE 58

#### Statement of Financial Performance

Figures in Rand	2020	2019
		(Restated)
Revenue		
Revenue from exchange transactions		
Service charges	173 173 730	159 834 123
Sale of goods and rendering of services	220 068	276 874
Rental of facilities and equipment	1 412 062	1 387 518
Agency services	3 490 156	2 496 703
Licenses and permits	1 414 302	1 241 209
Cemetery fees	360 111	323 554
Commission received	87 298	70 841
Demand charges	305 333	454 263
Other income	5 808 952	7 371 152
Interest received-investment	13 246 994	12 787 807
Fair value adjustments	-	2 820 154
Actuarial gains	-	13 767 173
Total revenue from exchange transactions	199 519 006	202 831 371
Revenue from non-exchange transactions		
Taxation revenue		
Property rates	74 791 581	68 760 592
Transfer revenue		
Government grants and subsidies	160 399 393	172 373 407
Fines	6 565 250	6 090 600
Total revenue from non-exchange transactions	241 756 224	247 224 599

Total revenue	441 275 230	450 055 970
Expenditure		
Employee related costs	(142 458 444)	(130 128 348)
Remuneration of councilors	(7 691 102)	(7 363 906)
Depreciation and amortization	(30 432 459)	(29 950 597)
Finance costs	(14 044 563)	(13 446 637)
Debt impairment	(28 437 470)	(36 879 735)
Bulk purchases	(111 705 282)	(97 198 509)
Contracted services	(26 606 118)	(31 269 700)
Loss on disposal of assets and liabilities	(30 779)	(76 765)
Fair value adjustments	(5 696 711)	-
Actuarial losses	(2 723 792)	-
General expenses	(51 705 657)	(57 841 941)
Total expenditure	(421 532 377)	(404 156 138)
Surplus for the year	19 742 853	45 899 832

### 3.11 COMMENT ON FINANCIAL PERFORMANCE

The final Audited Financial Statements reflect total revenue of R441 275 230. Revenue from exchange transactions consisted mainly of service charges. Revenue from non-exchange transactions was earned primarily from property rates and government grants.

Total expenditure for the year was R 421 532 377. Employee related cost and bulk purchases constituted 34% and 26% of total expenditure respectively. Total expenditure increased by 4%. The increase is mainly due to an incline in actuarial losses and fair value adjustments.

### 3.12 GRANTS

#### Operating grants

(Figures in Rand)	2020	2019
Equitable share	90 909 000	81 986 259
Finance Management Grant	1 700 000	1 699 999
Extended Public Works Program	1 046 000	1 154 000
SETA	211 634	213 048
Municipal Disaster Relief Grant	179 650	-
Total Operating grants	94 046 284	85 053 306

Operating grant revenue for the year amounted to R 94 046 284. All the operating grants allocated to the municipality in terms of the Division of Revenue Act for 2019/2020 were received. No operating grants were withheld by National Treasury during the financial year.

### COMMENTS ON CONDITIONAL GRANTS AND GRANTS RECEIVED FROM OTHER SOURCES

Finance Management Grant	1 700 000	1 699 999
Extended Public Works Program	1 046 000	1 154 000
SETA	211 634	213 048
Municipal Infrastructure Grant	23 329 696	37 530 000
Municipal Water Infrastructure Grant	35 209 373	42 928 119
Integration National Electrification Programme	7 814 040	6 861 982
Municipal Disaster Relief Grant	179 650	-
Total Conditional Grants	69 490 393	90 387 148

A total of R 69 490 393 was recognised as revenue from conditional grants. Conditional grants include both operational and capital grants. Conditional grants are included in revenue only to the extent that the municipality has met the conditions of those grants. All conditional grants were received from the National

Treasury as per the Division of Revenue Act, with the exception of the SETA grant which is received from the Department of Higher Education and Training.

### 3.13 COMMENTS ON CAPITAL EXPENDITURE

Capital expenditure relates mainly to the construction and rehabilitation of municipal assets that will have value lasting over many years. Capital expenditure is funded from grants and own generated funds. Component B deals with capital spending indicating the source of funding and whether the Municipality was able to spend on its planned and approved capital projects.

### 3.14 SPENDING AGAINST CAPITAL BUDGET (FIGURES IN RAND)- TABLE: 58

Project name	Funding	Adjusted Budget	Expenditure
Bela Bela: Road Paving X 4, 6, 7 & 8	MIG	R 14 043 602.30	R 11 276 900.51
Bela Bela: Storm Water - Spa Park	MIG	R 4 937 999.69	R 4 937 999.67
Bela Bela: Extension Grave Yard	MIG	R 453 475.59	R 453 475.59
Bela Bela: Development of sport facilities - Spa Park	MIG	R 1 565 520.66	R 1 810 416.73
Bela Bela: Road Paving and Storm Water 1 (Hostel View & X5)	MIG	R 3 614 827.37	R 3 555 329.53
Electrical Sub-Station	INEP	R 14 718 018.07	R 7 814 040.23
Upgrade of Bela-bela Raw water pumps station, refurbishment of control panels	WSIG	R 17 531.12	R 6 366.79
Bela- Bela Water Conservation and Demand Management	WSIG	R 1 897 690.85	R 1 549 473.22
Design and Construction of 9 drying beds.2. Upgrade of Pumpstation	WSIG	R 197 032.15	R 196 913.76
Design and construction of 1ML Contact tank	WSIG	R 456 625.36	R 455 237.71
Bulk sewer outfall line Bela Bela X 8 and future	WSIG	R 6 971 836.54	R 6 941 036.69
Refurbishment of old section of Water Treatment Works	WSIG	R 7 334 803.40	R 4 280 455.01
Recycle grey water for parks and sport facilities	WSIG	R 6 849 006.66	R 6 849 006.66
Upgrade Aventura Sewer Pump Station	WSIG	R 8 888 314.74	R 5 112 371.44
Water desalination plant - Rapotokwane	WSIG	R 10 425 317.00	R 5 294 349.02
Supply , installation and commissioning of water meters	WSIG	R 4 530 721.66	R 4 524 172.39
		<b>R 86 902 323.16</b>	<b>R 65 057 544.95</b>

### 3.15 CASH FLOW MANAGEMENT AND INVESTMENTS

#### CASH FLOW

##### Cash Flow Statement

Figures in Rand Note(s)	2020	2019
		*Restated
Cash flows from operating activities		
Receipts		
Property rates and traffic fines	51 353 066	73 582 697
Service charges	149 600 017	147 084 201
Grants	170 956 633	182 661 048
Interest income	13 246 994	1 764 101
Other receipts	14 004 952	11 904 378
	399 161 662	416 996 425
Payments		
Employee costs	(144 027 043)	(132 003 873)
Suppliers	(188 441 694)	(184 059 670)
Finance costs	(9 834 224)	(10 110 310)
Net cash flows from operating activities	56 858 701	90 822 572
Cash flows from investing activities		
Purchase of property, plant and equipment	(60 335 239)	(73 656 385)
Cash flows from financing activities		

Finance lease payments	-	(7 669 362)
Net cash flows from financing activities	-	(16,192,693)
Net increase/ (decrease) in cash and cash equivalents	(3 476 538)	9 496 823
Cash and cash equivalents at the beginning of the year	13 678 502	4 181 679
Cash and cash equivalents at the end of the year	10 201 964	13 678 502

### 3.16 SUPPLY CHAIN MANAGEMENT

Section 112 of the Municipal Financial Management Act (MFMA) No.56 of 2003 requires municipalities to have a Supply Chain Management Policy which is fair, equitable, transparent, competitive, cost-effective and comply with the prescribed regulatory framework. As guided by the above mentioned Act Bela-Bela Local Municipality revised its SCM Policy during 2019/20 financial year in order to comply and implement the provisions of Section 112 of MFMA. And taking into account other development in Supply Chain Management (SCM) such as the new South African Revenue Services (SARS) phasing out of tax clearance certificates and introduction of compliance PIN numbers, the new Centralized Supplier Database (CSD) and the e-Tender advertisement platform.

Supply Chain Management (SCM) has been improving year by year. The Municipality improved its SCM through implementation of the sound internal policies and procedures. Furthermore, it should be noted that with the improvement on SCM and other areas the Municipality received Qualified Audit Opinion in the 2019/20 financial year with reduced SCM compliance findings. However, it should be reported that there were few non-compliance issues raised by the Auditor General. In order to address the findings of the Auditor General in this regard the municipality developed an action plan to closely monitor the implementation of the Auditor General's recommendations. The action plan is attached as a separate annexure.

### 3.17 COMMENTS SUPPLY CHAIN MANAGEMENT

With regards to the long term contracts and Public Private Partnerships (PPP) it should be indicated that the Municipality did not have long term contracts and PPP's during the 2019/20 financial year.

The Municipality is also adhering and complying with Section 26(b) of Local Government Municipal Finance Management Regulations, which allows the Accounting Officer to appoint members of bid committees as and when required.

### GRAP COMPLIANCE

GRAP is the acronym for Generally Recognized Accounting Practice and it provides the rules by which municipalities are required to maintain their financial accounts. Successful GRAP compliance will ensure that municipal accounts are comparable and more informative for the municipality. It will also ensure that the



municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications.

### **3.18 INTRODUCTION TO FREE BASIC SERVICES AND INDIGENT SUPPORT**

Bela-Bela Local Municipality has approved Indigent support policy where consumers who earn R3 500 and below qualify to receive free / subsidised basic services. These services include 6kl of water, 50KWH of electricity, free weekly waste collection, free sanitation services and 100% subsidy on property rates. An indigent register has been developed and it is being used as a guide of the number of household provided with the above mentioned free basic services. According to the statistics in the register Bela-Bela local municipality provide 4 984 houses with free basic services during 2019/2020 financial year.

SERVICES	NUMBER
FREE BASIC WATER	4294
FREE BASIC ELECTRICITY	3511
FREE BASIC SANITATION	4262
FREE BASIC REFUSE	4283

## CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

### 4. INTRODUCTION

During the 2019/2020 financial year BBLM managed to maintain water services and access to all its consumers. The Municipality's water sources were under extreme pressure due to drought therefore, the Municipality had to implement water restrictions measures. Water supply was augmented by ground water in all the settlements through the MWIG funding. It is worth mentioning that informal settlements such as Vingerkraal and Tsakane were provided with water at an RDP standard. It should further be mentioned that the Municipality experienced mushrooming of new households in these areas. DWS donated 24 jojo tanks for covid 19 intervention which were distributed to various area which had no access to water or communal taps which were far more than RDP stipulated.

The Municipality utilized infrastructure and service support as provided by Eskom in some of its areas such as Tsakane where 270 Households were electrified. In addition, the same settlement benefited from Magalies Water Board where a total of 250 VIP toilets were constructed and handed over to the beneficiaries.

During the financial year under review the Municipality has successfully maintained the electricity supply to all consumers and carried out preventive maintenance in order to minimize and where possible avoid load outages and shedding. In order to improve the electricity supply and to address the backlog on electricity, the Municipality embarked on a process of constructing a 10MVA substation with the assistance from Department of Energy. For the financial year under review the Municipality conducted an assessment on the current electricity capacity, and submitted a business plan to construct the 10MVA substation. The business plan was approved on a 3 year funding cycle by the Department of Energy however Eskom also has to approve the designs hence the project implementation is anticipated to commence during the 2020/2021 financial year.

The municipality has also conducted a road visual assessment and produced a status quo report on the municipal roads and further developed a standard guidelines for design and maintenance specifications. Routine road maintenance was maximized to improve roads infrastructure conditions and accessibility.

#### 4.1 INTRODUCTION TO BASIC SERVICES

This component includes: water; waste water (sanitation); electricity; and roads and stormwater services; and a summary of free basic services.

Bela-Bela Local Municipality is a water services authority and provider. During the 2019/2020 financial year the Municipality experienced challenges with regard to the water supply system. The municipality was under severe strain due to drought and high water demands. The informal settlements in the municipal jurisdiction continued to grow and had to be catered for in the provision of water services even though they were not included during the planning processes.

Magalies water board is contracted to the municipality to provide purified water at 4.6 Mega-Litres (ML) per day. However, on average 3.9ML/day was received in this financial year. Obviously this was less than half of the required supply from the water board, hence the strain on the municipal resources.

Sewerage plants are on a high critical risk according to the green drop 2014 and need to be refurbished and upgraded in order to accommodate all the settlements. Programmes to develop funding business plan has already started and the municipality received R2 million from the Department of Water and Sanitation to do some maintenance at the Bela-Bela Waste Water Treatment Plan. Other plants will be covered as funds are made available from other sources.

The Municipality is as well licenced to provide electricity to the town and its townships. The outskirts of the municipal town is serviced by Eskom and that is where there is majority of the backlog. The municipality is in a process of applying for the licence to also supply electricity in those areas which are currently services by Eskom.

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#### **4.1.1 INTRODUCTION TO WATER PROVISION**

Note: Recent legislation includes the Water Services Act 1997 and the General Enabling Act 2005

Bela-Bela Local Municipality is a predominantly dry area with an average annual rainfall of 481mm which is below the Country's average (500mm). The rainfall is seasonal and very variable over the past year resulting in unpredictable drought coupled by high evaporation.

The draught situation resulted in low water levels for Bela-Bela dam's i.e Warmbaths and Platrivier dams which also influenced the discharge of raw water for socio- economic factors.

Due to the irregular, rather unsustainable water supply in the area, the Municipality embarked on a plan to conserve, save and manage the supply of water and the plan had to be documented for purposes of reporting.

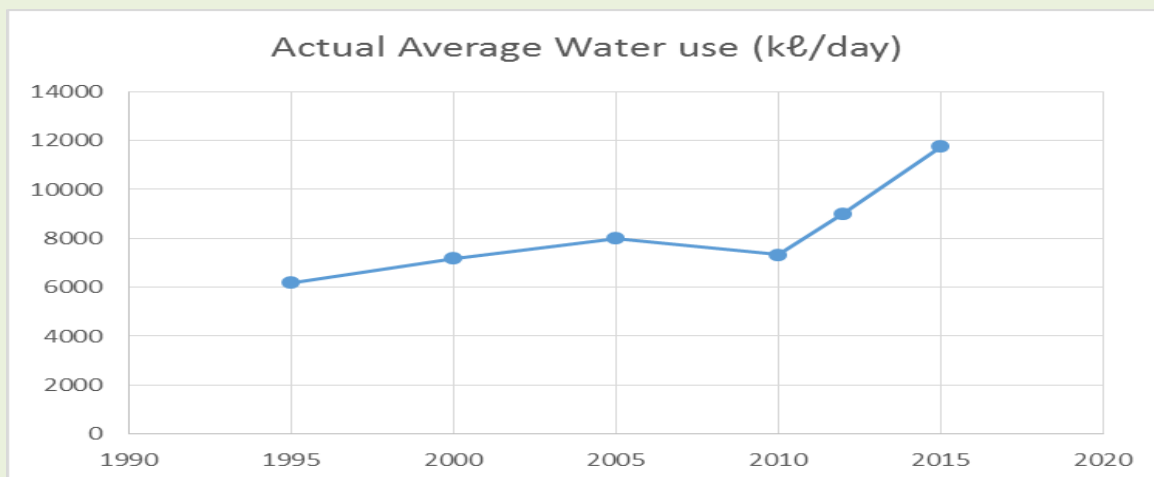
Bela Bela Local Municipality recorded 24,10% water losses in 2019/2020 audited financial year. The Water losses was more often discussed as un-accounted for water which is in two aspects i.e Technical losses ( water loss in the system due to infrastructure failure. Non-revenue water (water theft through illegal connections and non - payment by consumers).-

Bela-Bela Local Municipality has a total of 18 068 households as per "Census 2011 Statistics" of which 14 497 constitute Urban Residential as per the "Spatial Development Framework Bela-Bela 2011", meaning that the difference is either not proclaimed, illegal or rural settlements. However the household has increased based on Census 2016 Community Survey which also estimates that there are approximately **21 354 households** within Bela-Bela municipal area which is 18.9% increase from 2011

Urban Water Usage by 2020 was 11747kℓ/day, while for the other category the use is on the Moderate level of supply of 80ℓ/c/day (320ℓ/H/d) on 3571 households, the need is therefore 1143kℓ/day.

The indigent household in BBLM received 10kℓ of free basic water per month

The Water Demand in Bela- Bela Local Municipality jurisdiction is calculated at 12890kℓ/day.



#### 4.1.2 BULK WATER RESOURCES IN BELA-BELA

The urban regions of Bela-Bela Local Municipality receive bulk water as follows:

Portable water from Magalies Water Board

Bela- Bela Local Municipality Water Treatment Works

Boreholes/ Ground Water

Bulk Resource	Average kℓ/day	% Contribution
Magalies Water	3900	39.39
BBLM WTW	4800	48.48
Ground water	1200	12.12
Total	9900	99.99

\*\*\*Note that the % Contribution is rounded off to 2decimal place

Table-----above illustrates that there is a deficit of 2447kℓ/day on the current demand (11 747kℓ/day)



Bela- Bela Water Works



Warmbad Dam

The pictures above shows the state of water works. As depicted from the picture on the left side, it is confirmed that the old section of the water works need to be re-worked and incorporated to the current functioning plant.

The Warmbaths dam was at almost at 69% level and there was no enough water to be drawn from it. This then confirms that water management and conservation has to be improved.

Only one borehole (Roodepoort) was functional during the 2020 year and the delivery of 800kℓ/day was unsustainable.

The Bela- Bela Local Municipality Water Treatment Works was the only sustainable Bulk Supply Resources.

To argument the bulk water supply, Bela- Bela Local Municipality embarked on the process of developing boreholes.

Additional six new boreholes were drilled & equipped while four were refurbished. All the work was done both at Bela- Bela urban area and in other settlements around Bela- Bela Local Municipality .it therefore be noted that the project was funded by the Department of Water & Sanitation.

While faced with challenges of draught, low water levels, and infrastructure in some areas, it is recommended that the Municipality prioritize reduction of water losses to acceptable limits and negotiate with Magalies Water Board to supply the Municipality with the agreed quota in order to reduce the shortfall.

Furthermore, the Municipality continued with Water Conservation Demand Management programme with the aim of reducing the impact of drought and also improve municipal revenue and performance.

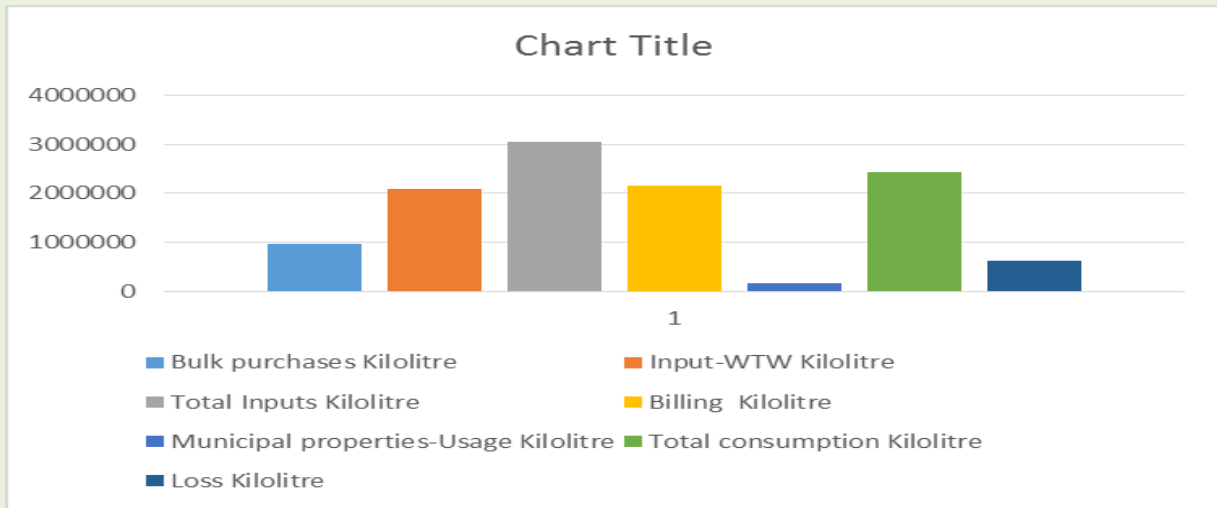
While implementing the austerity measures to reduce water supply challenges the Municipality Water Conservation Demand Management Plan prioritized the following actions:

- Reduce the level of non- revenue demand
- Reduce pressure in the reticulation system
- Water recycling
- Manage high water demand areas
- Reduce water losses to minimum acceptable levels
- Explore use of Ground water
- Education & awareness
- Replace aged infrastructure

Table 2

Water use (quantity)-July 2018 to June 2019						
Bulk purchases	Input WTW	Total Inputs	Billing	Municipal properties-Usage	Total consumption	Loss
		Kilolitre	Kilolitre		Kilolitre	Kilolitre
9558795	2078120	3045433	2166451	175637	2524916	587254

Graph 2



#### 4.1.3 COMMENT ON WATER USE BY SECTOR:

Due to persistent drought, the Municipality continued with water shading for management and storage accumulation for bulk. Serious consideration on bulk water availability was done when considering applications for settlements with high service level.

The following Water Conservation Demand Management actions were prioritized:

- Reduce the level of non- revenue demand
- Reduce pressure in the reticulation system
- Water recycling
- Manage high water demand areas
- Reduce water losses to minimum acceptable levels
- Explore use of Ground water
- Education & awareness
- Replace aged infrastructure

Magalies Water Board was constantly engaged to ascertain its capacity to supply water to the municipality.

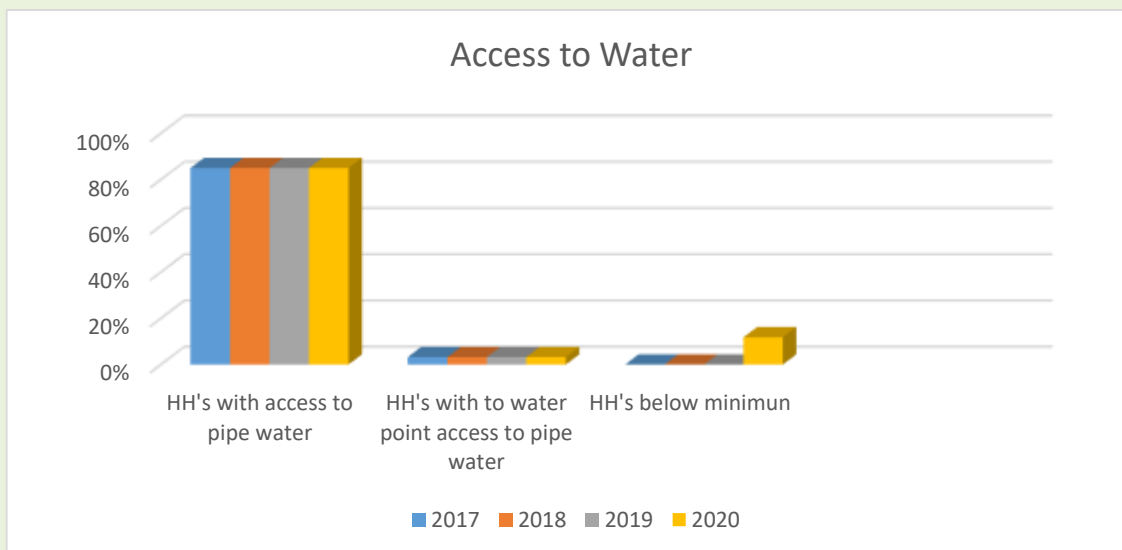
#### 4.1.4 BELA BELA :RESIDENTIAL WATER SERVICES DELIVERY ACCESS PROFILE [WATER]

Bela Bela :Residential water services delivery access profile [Water]

Census Category	Description	2016		2017		2018		2019		2020	
		Nr	%	Nr	%	Nr	%	Nr	%	Nr	%
	<b>WATER (ABOVE MIN LEVEL)</b>										
Piped (tap) water inside dwelling/institution	House connections	14 073	78%	14 073	78 %	14 073	78%	14 073	78 %	14 073	78 %
Piped (tap) water inside yard	Yard connections	855	5%	855	5 %	855	5%	855	5%	855	5%
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	Standpipe connection < 200 m	3 136	17%	3 136	17 %	3 136	17%	3 136	17 %	3 136	17 %
	<b>Sub-Total: Minimum Service Level and Above</b>	<b>18 064</b>	<b>100%</b>	<b>18 064</b>	<b>100 %</b>	<b>18 064</b>	<b>100 %</b>	<b>18 064</b>	<b>100 %</b>	<b>18 064</b>	<b>100 %</b>
* To include informal settlements											

The wording "within/more 200m from dwellings" be replaced with "stand pipes" as it is challenging to measure.





\* Means access to 25 liters of potable water per day supplied within 200m of a household and with a minimum flow of 10 liters per minute

# 6,000 liters of potable water supplied to indigent households per formal connection per month

#### 4.1.5 EMPLOYEES: WATER SERVICES: 2019/2020 FINANCAIL YEAR

Employees: Water Services: 2019/2020 Financail year				
Job Level	Number of Employees	Number of Posts	Vacancies	% Vacancy
0-3	2	2	0	0
4-6	1	1	0	0
7-9	0	1	1	100%
10-12	3	3	0	0
13-15	17	17	0	0
16-18	10	10	0	0

Employees: Water Services: 2019/2020 Financial year				
Job Level	Number of Employees	Number of Posts	Vacancies	% Vacancy
Total	34	34	1	2.9%

A narrative providing information on the staff critical to service delivery and shortage hereof to accompany the above table on all municipal services. Municipalities should report for employees where cost centers are allocated.



Vingerkraal pump line.



Replacement of old Valves at 7ML Reservoir

#### 4.1.6 COMMENT ON WATER SERVICES PERFORMANCE OVERALL:

The municipality has no assessment due to covid 19 2019/2020 blue and green drop assessments. The Blue Drop risk rating remain high in the risk category due to the borehole system posing significant health risks. However the water quality compliance was adequate (within the SANS 2410 summarized as follows:

Chemical Compliance 99.7%




Microbiological Compliance 95.3%

Positive improvements by the municipality on the Blue Drop:

- (i) Improved microbiological compliance on Water Supply by Magalies
- (ii) Developed & presented a WCDM Strategy coupled with a business plan
- (iii) Some improvements on Blue drop risk rating for Bela- Bela Water Treatment Works (WTW).
- (iv) General workplace satisfaction is adequate.

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#### 4.1.7 BELOW IS THE BLUE DROP ASSESSMENT SUMMARY LAST ASSESSMENT

Water Services Authority		Bela-Bela Local Municipality	
Water Services Provider(s)		Magalies Water , Bela-Bela LM	
2014 Municipal Blue Drop Score	43.11%		
2012 Municipal Blue Drop Score	71.21%		
2011 Municipal Blue Drop Score	71.07%		
Performance Area	Bela-Bela 	Radium 	Rapotokwane 
Water Services Provider(s)	Magalies Water , Bela-Bela LM	Bela-Bela LM	Bela-Bela LM
Water Safety Planning (35%)	21.35	18.55	18.55
Treatment Process Management (8%)	6.00	0.00	0.00
DWQ Compliance (30%)	17.63	0.00	0.00
Management Accountability (10%)	7.75	3.30	3.30
Asset Management (14%)	9.42	6.16	6.16
Use Efficiency, Loss Management (3%)	0.27	0.27	0.27
Bonus Scores	4.79	3.15	3.75
Penalties	1.50	2.83	1.70
<b>2014 BLUE DROP Score</b>	<b>65.70%</b>	<b>28.60%</b>	<b>30.33%</b>
2012 Blue Drop Score	74.88%	38.59%	69.72%
2011 Blue Drop Score	78.67%	38.95%	48.45%
System Design Capacity (Ml/d)	24.0	N/A	N/A
Operational Capacity (% lto Design)	37%	N/A	N/A
Average daily Consumption (l/p/d)	514	N/A	N/A
Microbiological Compliance (%)	95.3%	84.2%	80.0%
Chemical Compliance (%)	99.7%	99.9%	50.0%
Blue Drop Risk Rating (2012)	89.6%	95.3%	90.5%
Blue Drop Risk Rating (2013)	57.8%	89.7%	91.6%
Blue Drop Risk Rating (2014)	38.1%	81.5%	82.0%

The Municipality has currently submitted business plans to Department of Water & Sanitation in an attempt to implement recommendations of the Blue drop regarding Rapotokwane and Masakhane. Other recommendations are already actioned at the water works.



## 4.2 INTRODUCTION TO WASTE WATER (SANITATION) PROVISION

BBLM household predominantly have water borne sanitation system. The biggest challenge in this kind of technology is the continuous spillages of sewerage in the township due to limited understanding on what can and cannot be flushed down the toilet. Another challenge being that the household stormwater is connected to the sewer drains causing high flows during rainy days.

Communities that are not connected in the sewer system have dry sanitation system but mainly this is in the informal settlements and Rapotokwane village.

The municipal backlog on sanitation was 1 274 households (7%) as of end of June 2020. In order to address this matter the Municipality is in a process of formalising informal settlements by either moving them to proclaimed townships and or alternatively realign their stands in anticipation of township establishment process.

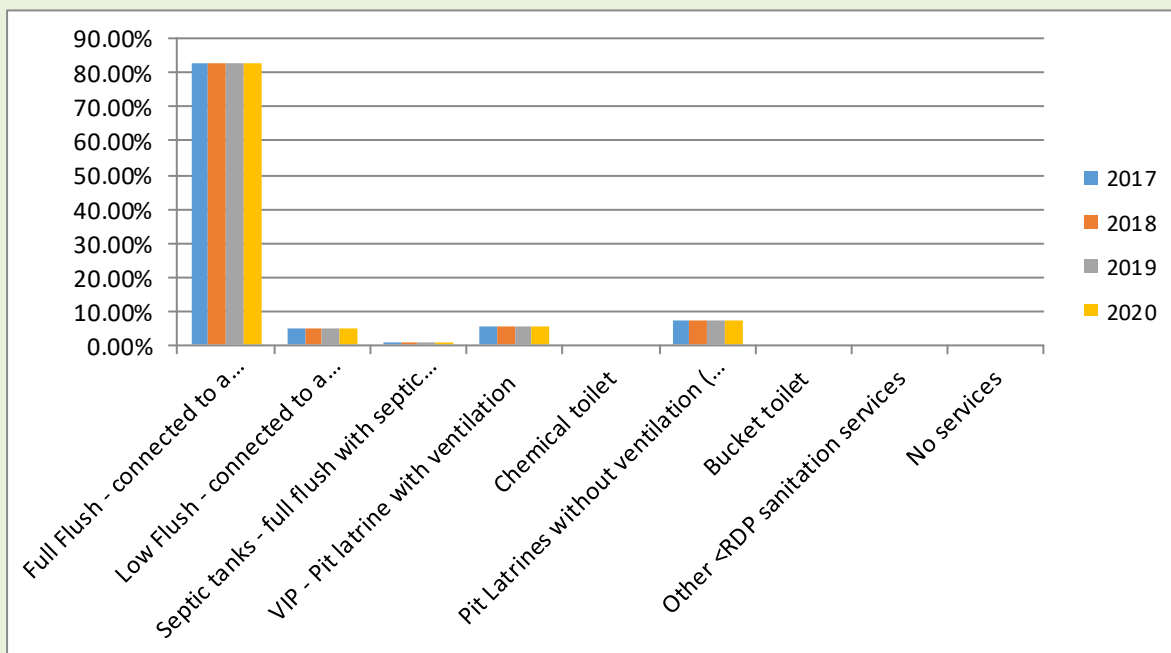
The three municipal treatment plants are over capacity and need urgent refurbishment and upgrades



### Warmbarths Waste Water Treatment Plant

The Municipality received support from Messrs Magalies Water Board and Waterberg District Municipality in construction of 250 Ventilated Improved Pit Latrines in Tsakane. However, it should be mentioned that the area has since mushroomed and more toilets are needed.

The approved township development in Bela-Bela Ext 9 and Ext 25 (Koppewaai) will assist with sanitation backlog reduction but will be placing more strain on the Water Waste Treatment Works (WWTW).



#### 4.2.1 RESIDENTIAL WATER SERVICES DELIVERY ACCESS PROFILE [SANITATION]

Actual service levels	2017		2018		2019		2020	
	Actual Nr of HHs	% of total HHs	Actual Nr of HHs	% of total HHs	Actual Nr of HHs	% of total HHs	Actual Nr of HHs	% of total HHs
Full Flush - connected to a sewage system	14928	82.60%	14928	82.60%	14928	82.60%	14928	82.60%
Low Flush - connected to a sewage system	855	4.73%	855	4.73%	855	4.73%	855	4.73%
Septic tanks - full flush with septic tank	20	0.01%	20	0.01%	20	0.01%	20	0.01%

VIP - Pit latrine with ventilation	862	5.47%	962	5.69%	987	5.69%	987	5.69%
Chemical toilet	0	0	0	0	0	0	0	0
Pit Latrines without ventilation ( Backlog)	1399	7.19%	1299	7.13%	1274	7.00%	1274	7.00%
Bucket toilet	0	0	0	0	0	0	0	0
Other <RDP sanitation services	0	0	0	0	0	0	0	0
No services	0	0	0	0	0	0	0	0
<b>Total</b>	<b>18064</b>	<b>100</b>	<b>18064</b>	<b>100</b>	<b>18064</b>	<b>100</b>	<b>18064</b>	<b>100</b>

#### 4.2.2 EMPLOYEES SANITATION SERVICES

Employees: Sanitation Services: 2019/2020 Financial year

Job Level	Number of Employees	Number of Posts	Vacancies	% Vacancy
0-3	2	2	0	0,00%
4-6	2	2	1	50,00%
7-9	1	2	1	50,00%
10-12	1	1	0	0,00%
13-15	34	37	3	25,00%

Employees: Sanitation Services: 2019/2020 Financial year

Job Level	Number of Employees	Number of Posts	Vacancies	% Vacancy
Total	40	44	4	9,09%

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#### 4.2.3 COMMENT ON SANITATION SERVICES PERFORMANCE OVERALL:

In 2019/2020 financial year there was no assessment due to covid 19

The 2014 Green drop Assessment produced reports per system as presented in the Table below:

Technology Description		Pienaarsrivier	Radium	Warmbaths
Technology( Liquid)		Anaerobic ponds/ Facultative ponds	Rotating biological contractors and Evaporation ponds ( no effluent)	Biological filters and Evaporation ponds ( no effluent)
Technology ( Sludge)		Sludge lagoon/ pond	Sludge lagoon/pond	Not specified
Key Risk Areas				
A	ADWF Design Capacity (MI/d)	2	1	5
B	Operational Flow (% of Design Capacity )	151% (NI)	151% (NI)	96% (NI)
C	Annual Average Effluent Quality Compliance ( 2012- 2013	5.2%	33.3%	57.3%
	Microbiological Compliance (%)	0.0%	25.0%	16.7%

	Physical Compliance (%)	5.6%	44.4%	100.0%
	Chemical Compliance (%)	6.3%	27.1%	35.4%
D	Technical skills ( Reg 813)	Yes	No	Yes
<b>2014 Wastewater Risk Rating (%CRR/CRR max)</b>		<b>82.4%</b>	<b>100.0%</b>	<b>52.9%</b>
2013 Wastewater Risk Rating (%CRR/CRRmax)		88.2%	64.7%	76.5%
<b>Risk Abatement Planning</b>				
Highest Risk Areas based on the CRR		Effluent compliance, flow measurement	Effluent compliance, flow measurement and technical skills	Microbial and chemical compliance
WW Risk Areas based on the CRR		None	None	None
Capital & Refurbishment expenditure for Fin Year 2012-2013 (Rand)		NI	NI	NI
Description of Projects Expenditure 2012-2013		NI	NI	NI

It is further highlighted that the Warmbaths Waste Water Treatment Works (WWTW) design capacity has exceeded with no budget allocation to upgrade the plant. In order to address the above mentioned challenges the Municipality is currently in a process of applying for funds to upgrade all three WWTW.

## 4.3 ELECTRICITY

### 4.3.1 INTRODUCTION TO ELECTRICITY

Note: Recent legislation includes the Electricity Amendment Acts 1989; 1994; 1995; and the Electricity Regulation Act 2006.

There are two electricity providers in the Bela-Bela municipal area, namely the Bela- Bela Local Municipality and Eskom. The access to electricity is recorded at 16450 households with a backlog of 3 364 households. These backlog is found in areas that are predominately informal.

Bela-Bela Local Municipality supplies areas such as Bela-Bela Town, Bela-Bela Township, Spa Park, Jinnah Park, Feur n Villa, Eu Montagne, Golfbaanpark as well as outer plot areas like Bospoort and Noodhulp / Roodepoort.

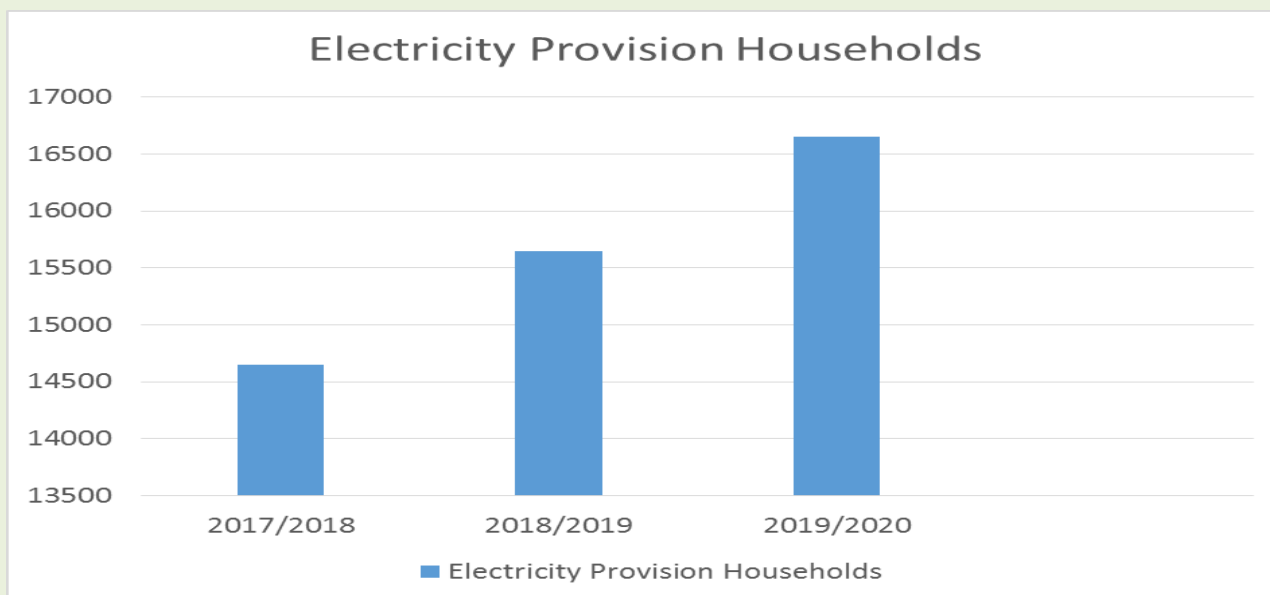
Eskom supplies the remaining areas, smaller towns/nodal points and the rural areas of Bela-Bela Local Municipality viz Radium/ Masakhane, Rapotokwane, Settlers, Pienaarsriver and farms areas.

Bela-Bela Municipality has one main supply substation namely, Bela-Bela main substation located within town at Industrial Str. Next to the main substation, is the Eskom yard with 2 x 20MVA transformers which supply the substation via 2 x 11kV feeder cables of +/-160 m (each feeder consist of 2x 300mm<sup>2</sup> cables). Eskom is only responsible for supply into the main substation (i.e. 2 x 20MVA supply transformers). The reported Notified Maximum Demand was at 17.75 MVA we currently exceeding our rated capacity. Current usage throughout the year varies between 19 MVA and 25 MVA, with the higher peak in the winter months.

### 4.3.2 BELA-BELA SUB STATION



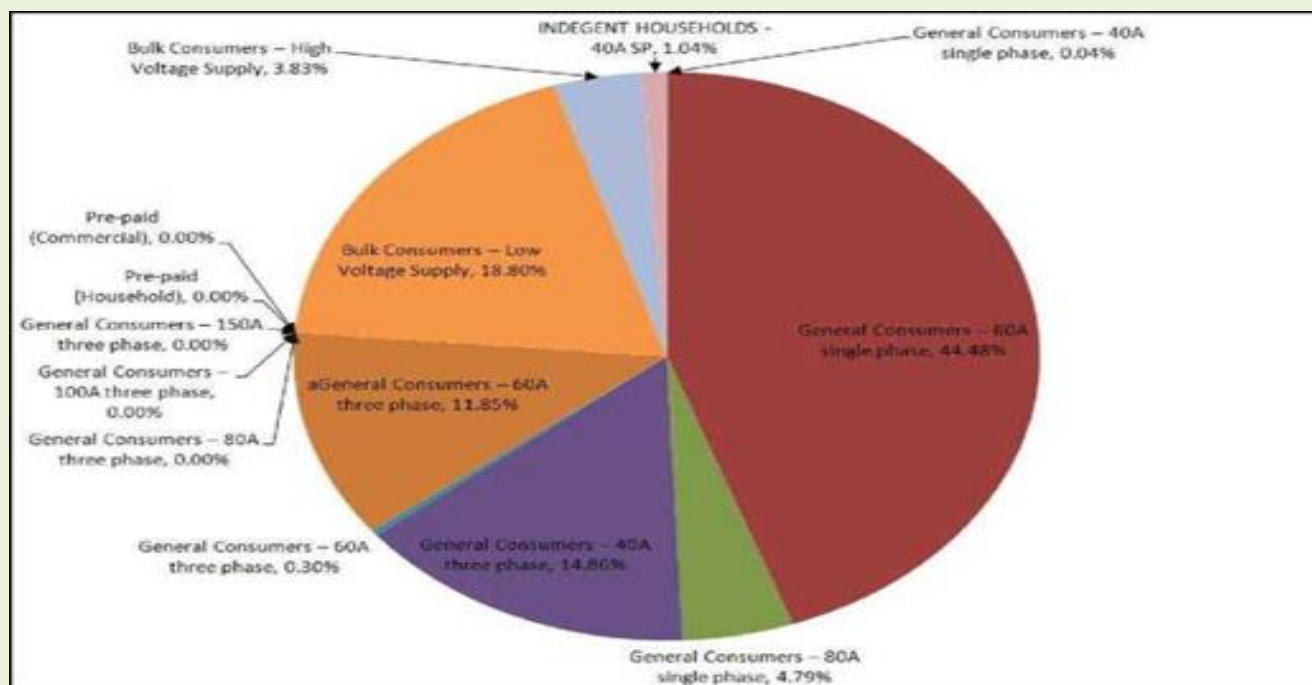
#### 4.3.3 ELECTRICITY PROVISION



#### 4.3.4 ELECTRICITY SERVICES DELIVERY LEVEL

ELECTRICITY SERVICES DELIVERY LEVEL	
ENERGY ABOVE ( Above Minimum Level )	2019/20 H/H
ELECTRICITY : (AT LEAST MIN.LEVEL )	658
ELECTRICITY – (AT LEAST MIN.SERVICE LEVEL)	1101
ELECTRICITY –PREPAID (MIN.SERVICE LEVEL)	8504
MINIMUM SERVICE LEVEL AND ABOVE SUB TOTAL	<b>10263</b>
BELOW MINIMUM LEVEL	
OTHER SOURCES	3564

#### 4.3.5 GRAPH BELOW IS A PERCENTAGE BREAKDOWN OF CAPACITY ALLOCATIONS BY CONSUMER CLASS



#### 4.3.6 CAPITAL ELECTRIFICATION PROGRAMME

Service Objectives	Project Name	2019/2020 Budget
Electricity	Electrification of Ext 9-Phase 1 (200 connections)	R6 000 000.00
Electricity	New 10MVA Substation	R 15 580 000.00

#### 4.3.7 EMPLOYEES - ELECTRICITY SERVICES

Employees : Electricity Services 2019/2020 Financial Year				
Job level	Number of Employees	Number of Posts	Number of Vacancies	%Vacancy
0-3	1	2	1	50 %

4-6	10	14	4	28 %
7-9	1	4	3	75 %
10-12	3	6	3	50 %
13-15	17	33	16	48 %
Total	32	59	27	45%

#### 4.3.8 COMMENT ON ELECTRICITY SERVICES PERFORMANCE OVERALL:

Based on the 2019/2020 financial year electrical losses calculations, various reasons could be observed which are contributory factors such as technical elements. Therefore the municipality should implement several interventions which includes:

Continuous audits on the large power users.

Continuous of the audits on the streetlights and municipal buildings energy meters.

Continuation of the audits in the plots around the BBLM.

Replacement of identified faulty electrical energy meters.

Some of the emanating challenges reported by the staff are symptomatic to aged cables.

These are:

Inefficient sections of cable that can no longer carry the rated load

Cables that are prone to faults

Repeated faulting on the same length of cable

Cable breakdown i.e. cables that will operate for a long time and then instantly fail. With no gradual deterioration experienced.

All of the substation buildings structures require work to address leaks, ventilation, and security. With the exception of the main substation, all substations require major upgrade to MV switchgear panels (with busbars), breakers including protection, control and instrumentation.

## 4.5 ROAD TRANSPORT

This component includes: roads; transport; and waste water (stormwater drainage).

### 4.5.1 INTRODUCTION TO ROAD TRANSPORT

Bela- Bela Local Municipality is responsible for routine road maintenance, upgrade and rehabilitation. The roads in the municipal jurisdiction is in an appalling state. It is against this backdrop that the Technical Services Department conducted a Road Visual Assessment in order to obtain much details on work to be done over various streets. Details are in Visual Roads Assessment Report with Council Resolution number MC141/03/2016.

However, it must be emphasised that the routine road maintenance as well as refurbishment and upgrade of roads requires more funds.

Council approved the Standard Road Specification in October 2015, these Standards provide guidance on design, and specification of roads for construction as well as guidance on Routine Roads Maintenance.

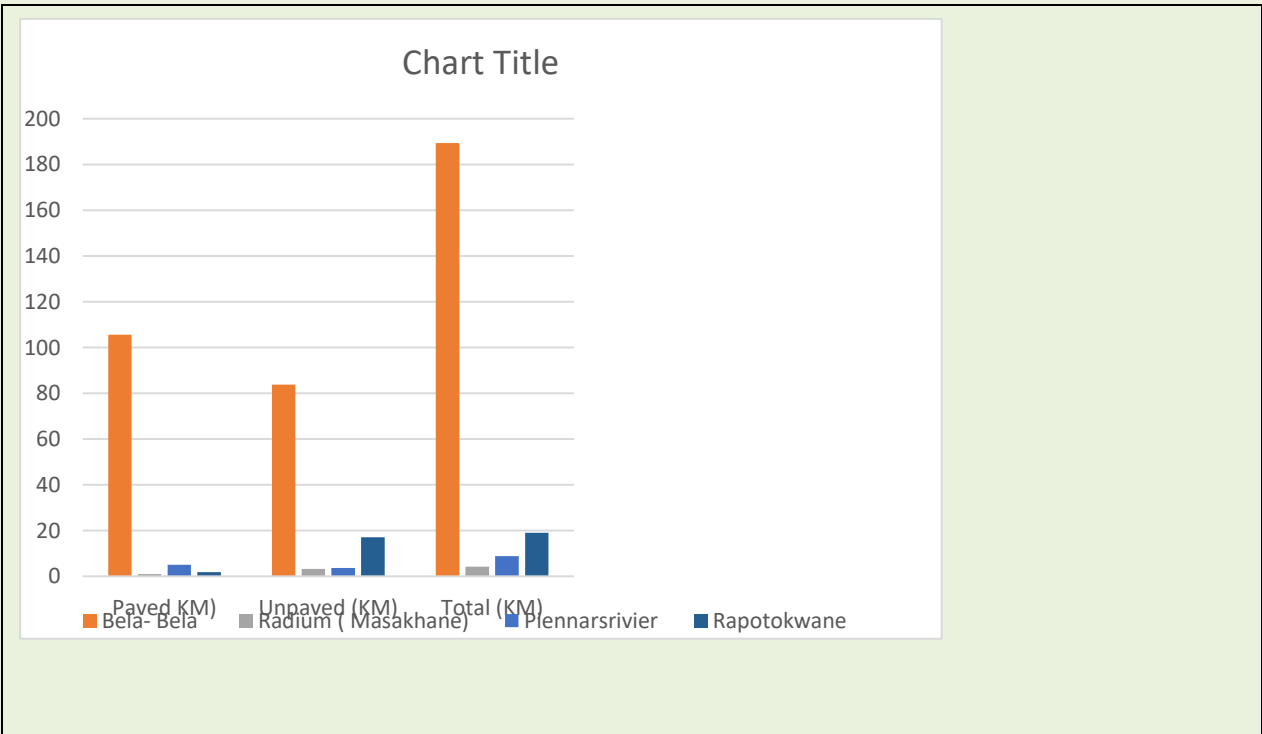
The state of the local access roads (internal roads) that require attention of the Municipality due to poor condition can be highlighted as follows:-

### 4.5.2 TABLE BELOW SHOWS RECORDS OF MUNICIPAL ROADS AS FOLLOWS:

Settlements	Length of Roads/Street		Total
	Paved	Unpaved	
Bela- Bela Town Bela- Bela Township	105.6km	83.8km	189.4km
Radium ( Masakhane)	1.03km	3.27km	4.3km
Piennarsrivier	5.1km	3.7km	8.8km
Rapotokwane	1.9km	17.1km	19km
<b>Total</b>	<b>113.63km</b>	<b>107.87km</b>	<b>221.5km</b>



#### 4.5.3 GRAPH: THE GRAPH BELOW REPRESENT MUNICIPAL ROAD INFRASTRUCTURE



#### 4.5.4 FIGURE ROUTINE ROAD MAINTENANCE WAS DONE AS FOLLOWS:

Damaged road with potholes



Pavement repairs



BBBBBBBSGHS

#### 4.5.5 EMPLOYEES: ROADS SERVICES AND STORM WATER

Employees: Roads Services and Storm water				
Job Level	2019/2020			
	Employees #	Posts #	Vacancies#	% Vacancy
0-3	1	1	0	0%
4-6	0	2	2	100 %
7-9	1	4	3	75%
10-12	2	14	12	86%
13-15	17	31	14	45%
Total	21	52	31	60%

#### 4.5.6 CAPITAL PROJECT ALLOCATION

Programme	Project Description	Allocated Budget	Annual Milestone	Expenditure by June 2020
Roads and Storm Water	Bela Bela Ext 4, 6, 7 & 8: Road Paving	R14 043 602,3	3.5 kilometer s of new roads construct ed/ surfaced in Bela-Bela Ext 4, 6, 7 & 8 by 30 June 2020.	11 276 900. 51
Roads and Storm Water	Bela Bela Spa Park: Stormwater 9	R 4 937 999,69 (Multi-year project)	55% of the work completed as measured according to the PPII for the Bela-Bela Spa Park: Storm-water by 30 June 2020	4 937 999,69

Roads and Storm Water	Bela Bela Ext 5 & Hostel view: Road paving & storm water	R3 614 827,37 (Multi-year project)	1,2 kilometers of the roadbed for the new road in Bela-Bela Ext 5 & Hostel view constructed by 30 June 2020.	3 555 329,53
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## 4.6 INTRODUCTION TO STORMWATER (WASTEWATER) DRAINAGE

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

DESCRIPTION	DISTANCE/ QTY
Guardrails	15.6 KM
Concrete open channels	15.6 KM
Earth open channels	1.7 KM
Underground pipes	62 KM
Catch Inlets (number)	52

### 4.6.1 DIRTY STORMWATER DRAINAGE SYSTEM





#### 4.6.2 CLEANED STORMWATER DRAINAGE SYSTEM



#### 4.6.3 COMMENT ON THE PERFORMANCE OF STORMWATER DRAINAGE OVERALL:

In terms of storm water drainage, there are four parts of Bela-Bela Township which were developed without sufficient infrastructure for stormwater drainage and this prone these areas to the excessive water surface run – off or even flooding during the heavy rains.

These areas are Bela-Bela Township Extension 2 (“Leseding”), 5 (Mandela Village), 6 and 7. These areas accommodate approximately 23% [3 343HH (i.e. Ext. 2 = 836HH, Ext. 5 = 1098HH, Ext. 6 = 1084HH and Ext. 7 = 325HH)] of the total population within Bela-Bela.

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

## 4.7 INTRODUCTION TO PLANNING

Planning in South Africa operates within the Legal Framework, which strives to ensure that municipalities deliver their developmentally-oriented planning objectives as embraced under Sections 152 and 153 of the Constitution of South Africa. Bela-Bela Local Municipality, through the Planning and Economic Development Department is the custodian of land development and land use; and this is guided by planning policies including the Spatial Development Framework (SDF) and Land Use Management Scheme (LUMS).

- a. Ongoing revision, implementation, monitoring, and evaluation of the SDF informed by current realities and policy frameworks
- b. Monitor implementation of the LUMS, capture current and future development
- c. Development of the Land Use and other By-Laws as well as other policy guidelines to enforce the implementation of the LUMS
- d. Coordinated building control activity. (Building plans, and Certificate of Occupancies, implementation of National Building Regulations Act 103 of 1977)
- e. Coordinated/administered land development applications (township establishment, rezoning, consent uses, subdivision and consolidation and any developmental application).

### 4.7.1 TABLE BELOW ILLUSTRATES APPLICATIONS FOR LAND USE DEVELOPMENT

Applications for Land Use Development									
Detail	Formalisation of Township			Rezoning			Built Environment		
	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
Planning Applications Received	0	0	2	2	6	3	40	141	142
Determination made in a year of recipient	0	0	0	2	0	6	40	141	170
Determination made in the following year	0	0	1	4	0	0	5	0	0
Applications withdrawn	0	0	0	0	0	0	0	0	0

Applications for Land Use Development									
Detail	Formalisation of Township			Rezoning			Built Environment		
	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
Applications outstanding at a year end	0	0	1	0	6	0	0	28	9

#### 4.7.2 BUILDING PLANS APPLICATIONS

Building Plans Applications: 2019/2020 Financial Year				
Number of Building Plans received			Number of Building plans approved	Number of Building plans not approved
88			55	33
Month	Building Plans Received	Building Plans Approved	Building Plans not Approved	Reason
July 2019	10	5	5	Outstanding document (Title deed) To submit Land use rights
August 2019	14	11	3	Awaiting for Municipality Consent and Contracts to be signed
September 2019	14	8	6	Outstanding Documents and pending building line relaxation
October 2019	5	4	1	Outstanding document (Title deed) To submit Land use rights
November 2019	10	7	3	Withdrawn

December 2019	4	2	2	Outstanding Document (Title Deed)
January 2020	6	6	0	Awaiting for Written Consent Approval Outstanding Document (Title Deed)
February 2020	6	1	5	Pending Correction by Architect
March 2020	12	5	7	Circulating at Final Approval Stage
April 2020	National Lock Down			
May 2020	National Lock Down			
June 2020	7	6	1	Circulating at Final Approval Stage Outstanding Document (Title Deed)

#### 4.7.3 EMPLOYEES SERVICES IN TOWN PLANNING DIVISION

Employees Services in Town Planning Division			
Job Level	2019/20		
	Post Number	Employees Number	Vacancy
0-3	2	2	0
4-6	7	3	4
7-9	2	1	1
Total	11	6	5



#### 4.7.4 COMMENT ON THE PERFORMANCE OF PHYSICAL PLANNING OVERALL

Municipality has the approved Spatial Development Framework and Land Use Management Scheme which is currently implemented, however, there are few challenges which were experienced during the implementation. Enforcement of LUMS is one of the challenges that Municipality face, as the result the illegal land uses is experienced within municipality area. In order to educate communities about the negative impact of the illegal land use that affects municipal planning for provision of basic services, the Municipality conducted number of awareness campaigns regarding the compliance with Land Use Management to reduce the illegal land uses and ensuring proper planning for provision of basic services. Other major challenge identified in town planning was shortage of land for human settlement which resulted in increasing number of informal settlements. The Municipality has requested the Provincial Department of Cooperative Governance, Human Settlement and Traditional Affairs (CoGHSTA) through Housing Development Agency (HDA) to purchase the land for the Municipality to develop for human settlement with the aim of reducing the number of the informal settlements within the Municipality area.

#### 4.7.5 SPA PARK (KOPPEWAAI)

The informal settlement is located at Erven 1491 & 1492. Erven 1491 is registered under the ownership of Housing Development Agency (HAD), whereas Erf 1492 is registered under SBN Family Trust. The Map below illustrate the location of the informal Settlement:

##### SPA PARK INFORMAL SETTLEMENT



#### 4.7.6 TSAKANE INFORMAL SETTLEMENT

The informal settlement is located at portion 52 of the farm Tweefontein which is registered under Bosvel Distrikraad. The Map below illustrate the location of the settlement:



#### 4.7.7 VINGERKRAAL INFORMAL SETTLEMENT LOCATED ON PORTION 05 OF THE FARM VINGERKRAAL 472-KQ THE SETTLEMENT IS OUTSIDE THE URBAN EDGE.



## 4.7 INTRODUCTION TO ECONOMIC DEVELOPMENT

The Bela-Bela Local Economic Development Strategy is a document that is borne out of the 1996 Constitution, White Paper of Local Government of 1998, and the Municipal Systems Act of 2000. The latter states LED as one of the core of the Integrated Development Plan which is the strategic document of the municipality. It is a legislated mandate derived from the objects of the local government as stipulated in the Constitution of the Republic of South Africa. As one of the objects of local government that the municipalities should take care of the social and economic development within the jurisdiction of each municipality.

The priorities of the municipality with regard to service delivery is job creation opportunities, followed by skills development and tourism. The creation of the favourable environment for businesses to operate including the retention and expansion of those businesses that are currently constituting the economy is very important.

### 4.7.1 ECONOMIC EMPLOYMENT BY SECTOR

Economic Employment by Sector			
	Jobs		
Financial Year	2017/18	2018/19	2019/20
Sector	Year 2	Year -1	Year 0
Agric, forestry and fishing	1 533	1 042	8.9%
Mining and quarrying	420	576	5.6%
Manufacturing	592	518	3.6%
Wholesale and retail trade	4 690	4 342	36.0%
Finance, property, etc.	1 660	1 623	13.3%
Govt, community and social services	2 716	2 468	30.7%
Infrastructure services	1 753	1 876	1.9
Total	13 364	12 445	100.0%

### 4.7.2 JOB CREATION THROUGH EXTENDED PUBLIC WORKS PROGRAMME

Job creation through EPWP* projects		
Details	EPWP Projects	Number of Jobs created through EPWP projects
Capital Project	Technical	123
CWP	Community Works Program	945
EPWP	EPWP	99
Job opportunities created through LED strategy	Hospitality	47

#### 4.7.3 EMPLOYEES: LOCAL ECONOMIC DEVELOPMENT SERVICES

Employees: Local Economic Development Services			
Job Level	2019/20		
	Number of Posts	Number of Employees	Number of Vacancies
0 - 3	1	1	0
4 - 6	3	2	1
7 - 9	1	1	0
Total	4	4	1
<p><i>Totals should equate to those included in the Chapter 4 total employee schedule. Employees and Posts numbers are as at 30 June. *Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.</i></p>			

#### 4.7.4 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES)

Economic Activity by Sector			
Financial Year	2017/18	2018/19	2019/20
Sector	Year -2	Year -1	Year 0
Agric, forestry and fishing	89	90	4%
Mining and quarrying	82	88	17%
Manufacturing	38	39	3%
Wholesale and retail trade	284	288	22%
Finance, property, etc.	594	602	22%
Govt, community and social services	84	84	20%
Infrastructure services	244	253	19
Total	1 415	1 444	129%

#### **4.7.5 COMMENTS ON LOCAL ECONOMIC DEVELOPMENT**

The economy of Bela-Bela is mainly composed of two sectors such as tourism and agriculture. The mining sector is not as prominent. Wholesale and retail trade as a sector is creating jobs in the economy more than other sectors in terms of economic employment by sector. This is a sector that the tourist participate in buy buying items that they need urgently. Agriculture, forestry and fishing is a sector bears testimony to the fact that this is a second biggest sector of the economy in Bela-Bela. There are many game reserves in Bela-Bela to the extent that agricultural land has been converted to game farming. Thus, as a result tourism in Bela-Bela is forever growing making the town a tourists destination.

The flea market opposite Aventura bears testimony to that. Here the tourists are able to buy souvenirs and at the same time contribute and participate in the economy of Bela-Bela.

The property that seems to be doing well is the tourist establishment/property development.



## **4.8 COMMUNITY & SOCIAL SERVICES**

This component includes: community parks & open spaces, community halls, sports fields, grounds and courts, cemeteries & crematoria and libraries & archives and waste management services

### **4.8.1 INTRODUCTION TO SOCIAL AND COMMUNITY SERVICES**

Two of the objects of local government as enshrined in Section 152 (1) (c) (d) of the Constitution of the RSA is:

- a. To promote social and economic development and
- b. To promote safe and healthy environment.

Section 24 of the Constitution of RSA Chapter 2 (b) i, ii and iii of Bill of Rights mandate municipalities to protect the environment for the benefit of present and future generations, through reasonable measures that prevent pollution and ecological degradation, promote conservation, secure ecologically sustainable development and use of natural resources. In recognition of this Constitutional obligation, National Environmental Management: Protected Areas Act No 57 of 2003 and Biodiversity Act No 10 of 2004 were promulgated to provide for the protection and conservation of ecologically viable areas and biodiversity.

Some of the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5 within the Constitution of RSA are as follows:

- a. Cemeteries and crematoria
- b. Local sports facilities
- c. Municipal parks and recreation
- d. Bela-Bela Local Municipality within Social and Community Services department aim to improve the quality of life of its citizens by effectively and efficiently identifying, developing and delivering comprehensive programmes that provide safe, sustainable and aesthetically pleasing recreational parks, municipal buildings, community facilities, streetscape locations, road reserves/verges, sports facilities and cemeteries in accordance with acceptable management practices or standards.
- e. the community with a dignified and responsive cemetery and memorialisation service and consistent maintenance in accordance with acceptable management practices or standards.
- f. promote effective sustainable "Greening initiatives.

#### 4.8.2 CEMETERIES AND CREMATORIUM

Bela-Bela municipality has Four (4) cemeteries, however, only three are consistently maintained. Hereunder are the three (3) cemeteries that the Municipality is maintaining:

- a) Mokoena cemetery which is closed and inactive. However those who have booked conduct burial as and when funeral occurred.
- b) Masakhane cemetery used by both community of Masakhane and Pienaarsrivier.
- c) Warmbaths cemetery is active and is town used by the community of Bela-Bela Township, those residing in town, Spa Park and Jinnah Park.
- d) Luna street cemetery is inactive and currently closed. However the cemetery is maintained.



#### 4.8.3 MAINTENANCE ACTIVITIES

Maintenance activities at the cemetery includes the following:

- a) Clearing of space, (b) Mowing/edging/ and blowing grass, (c) Herbicides application Litter picking, (d) Tree pruning, (e) Digging of graves as per bookings

##### Challenges

1. Warmbaths cemetery is busy with an interment rate of 318 burials on average per year. Most death are corona virus related.
2. The rise in paupers' burials is actually exacerbating the situation
3. The municipality is gradually running out of burial space,
4. Theft and vandalism of tombstones and ablution facilities.

##### Recommendations

1. Identification of land for the development of a new cemetery in Pienaarsrivier and Bela-Bela Township as matter of urgent.
2. Security officers to be placed in all graveyard in order to curd theft and vandalism.

3. Construction of a crematorium to be fasttracked
4. Installation of high mast lights in all cemeteries.

#### **4.8.4 PARKS AND RECREATIONAL FACILITIES**

Municipal parks and recreational facilities are used and enjoyed by members of the community and members. Municipality should emphasize measures to protect and preserve the natural vegetation of parks and recreational facilities to control the use and enjoyment by members of the community.

The municipality is maintaining 11 X parks namely Bulbulia park, Piennarsrevier park, Grobler park, Mabusela park, Moloto park, Miles park, Oosthuizen park, Woodpacker park, Leseding Park, Town park and Ext 6 park

The municipality had an obligation of taking care of the parks and hereunder are scheduled maintenance activities: Cutting and mowing of grass; Irrigation; Weeds control; Litter control; Pruning of trees; Laying of soil/compost/fertilizers.



Madiba Park



Ext 6 & 7 Park





Letlhabile Park



Piennarsrevier

### Challenges

- a) Most of our parks are not secured as a result their amenities are vandalised as people have unfettered access to the parks
- b) Trees and plants are stolen from the parks
- c) Water restrictions because of drought which leads to incapacity to irrigate

### Recommendations

- a) Installation of security fence in all parks.
- b) Access control
- c) Construction of bore holes in each park

#### **4.8.5 COMMUNITY HALLS**

Bela-Bela municipality rent out community halls to the community as part of revenue collection. Community halls are booked for event such as funerals, wedding, church services, political gathering and any other event meet the municipal policy with regard to bookings. However municipality uses this venue for it meentings and other government stakeholders allowed to use this public facilities.

has four community halls situated at:

- a) Bela-Bela township
- b) Spa Park
- c) Jinnah Park
- d) Pienaarsrivier
- e) Multipurpose Centre

Scheduled maintenance activities:

- a) Cleaning of the hall
- b) Litter picking
- c) Cutting of grass outside and the surrounding



**Multi – Purpose Center**

#### 4.8.6 SPORTS FIELDS, GROUNDS AND COURTS

With regard to the Bela-Bela Sports Fields, it should be noted that seven of the ten are just ground sports fields and two with lawn pitches. Furthermore it should be noted that the Municipality has the responsibility of maintaining the sports fields, however there is a challenge of insufficient cleaning machinery such as Graders. The Municipality is currently depending on one grader to maintain both Roads and Municipal Sport Fields hence the delays and or non-adherence to the maintenance schedule which also lead to the outsourcing of the function.

Scheduled maintenance activities

- a) Cutting of lawn
- b) Cutting of grass of surrounding areas
- c) Litter control
- d) Weed control
- e) Line markings with lime
- f) Irrigation
- g) Laying of soil/compost/fertilizers
- h) Grading of sports grounds



Inner fencing at Bela - Bela high sports field

#### 4.8.7 COMMUNITY FACILITIES

Community Facilities Objectives Taken From IDP							
Service Objectives  <i>Service Indicators</i> (i)	OUTPUT	2017/18	2017/18	2018/19	2018/19	2019/20	2019/20
		Target	Actual	Target	Actual	Target	Actual
Community Halls	Cleaning of 5 Com Hall	5	5	5	5	5	5
Maintenance of Parks	Maintenance of 6 Parks	5	5	6	6	11	11
Maintenance of Sports Fields	Maintain 10 sports grounds	10	10	14	14	13	13
Cemeteries	Maintenance of Cemeteries	4	4	4	4	4	4

#### **4.9 INTRODUCTION TO WASTE MANAGEMENT (THIS SECTION TO INCLUDE: REFUSE COLLECTIONS, WASTE DISPOSAL, STREET CLEANING AND RECYCLING)**

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

prevent pollution and ecological degradation;

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

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

protect health, wellbeing and the environment by providing reasonable measures for-

Minimising the consumption of natural resources.

Avoiding and minimising the generation of waste

Reducing, reusing, recycling and recovering waste.

Treating and safely disposing of waste as a last resort.

Preventing pollution and ecological degradation.

Securing ecologically sustainable development while promoting justifiable economic and social development.

Promoting and ensuring the effective delivery of waste services.

Remediating land where contamination presents or may present a significant risk of harm to health or the environment and

Achieving integrated waste management reporting and planning.

To ensure that people are aware of the impact of waste on their health, well- being and the environment.

To provide for compliance with the measures set out.

Generally to give effect to section 24 of the constitution in order to secure an environment that is not harmful to health and well-being.

The Municipality has an approved Integrated Waste Management Plan (IWMP) , currently under review which has an optimum approach to waste management planning in terms of the resources allocation, time scheduling achievable targets and allocation of responsibilities.

The overall objective of this IWMP is to reduce the generation of waste and the environmental impact of all forms of waste, thereby ensuring sound socio-economic development, a healthy population and that the quality of environmental resources are no longer adversely affected by uncontrolled and uncoordinated waste



management. The internationally accepted waste hierarchy approach for waste avoidance/reduction, reuse, recovery, treatment and disposal is adopted in the strategy.

The municipality is offering efficient curb side collection programs for recyclables and engaging community participation, recycling programs also contribute to the overall wellbeing of a community. The amount of waste being sent to landfills can both be reduced

The saying that one man's trash is another man's treasure couldn't be true than in the case of recycling, these days there are growing opportunities for communities to earn money by selling their recyclable or their already recycle materials such as papers, plastic bottles and cans .With communities earning money and companies saving money, this is a recycling win-win.

#### **4.9.1 WASTE AND REFUSE REMOVAL ACHIEVEMENTS:**

In order to comply with the requirements of Section 24 of the 1996 Constitution of Republic of South Africa, (NEMA) 107 of 1998 and Bela Local Municipality approved Integrated Waste Management Plan, which highlighted all the pivotal areas where the municipality is responsible for Waste Management. During the 2019/2020 financial year the Municipality collected waste from all formal settlements once per week per household which was at (Bela-Bela Town, Bela-Bela Township, Pienaarsrivier and Masakhane). The collection of waste was also done twice per week in business areas. Furthermore, it should be noted that apart from the collection of waste in the formalised areas, the municipality could not ignore the informal settlements. The collection of waste was further extended to informal settlements by means of emptying of Mass Refuse Containers placed in different areas of the informal settlements. The Waste collection service in informal settlements covered Zuma, Koppewaaai and Ext 8 & 9.

#### **4.9.2 KERBSIDE COLLECTION BY COMPACTOR TRUCK**



#### 4.9.3 MASS REFUSE CONTAINERS AT ELEPHANT SPRINGS



#### 4.9.4 LANDFILL SITE ENTRANCE



#### 4.9.5 LANDFILL DISPOSAL AREA (BEFORE)





#### 4.9.6 LANDFILL DISPOSAL AREA (AFTER)



#### 4.9.7 STREETS CLEANSING



#### 4.9.8 ILLEGAL DUMPING SITES

Due to the mushrooming of informal settlements in the municipal area, the municipality is faced with the challenge of illegal dumping in some areas. In order for the municipality to comply with the provisions of Section 24 of the Constitution of RSA the municipality cleared the illegal dumping areas bi-weekly.

In order to eradicate illegal dumping the municipality has put up a plan to transform at least 2 illegal dumping areas every financial year starting from 2019/20 FY. Illegal dumping next to Raeleng Secondary School however, illegal dumping at Sedibeng Bar was planned to be transformed during 4<sup>th</sup> quarter but could not be transformed due to COVID 19 national lock down.



#### **4.9.9 ILLEGAL DUMPING NEXT TO RAELENG HIGH SCHOOL TRANSFORMED INTO LANDSCAPED AREA**



In the financial year 2020/21 we are planning on transforming 2 illegal dumping areas (i.e. illegal dumps next to Hleketani Secondary School and Sedibeng bar)

#### **4.9.10 ILLEGAL DUMPING NEXT TO HLEKETANI PRIMARY SCHOOL**



#### 4.9.11 ILLEGAL DUMPING NEXT TO SEDIBENG BAR



#### 4.9.12 ENVIRONMENTAL AWARENESS CAMPAIGNS

The municipality embarked on the environmental awareness campaigns at schools, government institutions, businesses and communities, these are aimed at advising on the best waste management practices such as Reduce, Reuse and Recycle (3RS). Five( 5) environmental awareness campaigns were planned for 2019/20 FY, however only 3 x environmental awareness campaigns were held due to the COVID 19 outbreak and national lock down restrictions .

#### 4.9.13 WASTE MANAGEMENT AWARENESS CAMPAIGNS HELD AS FOLLOWS

WASTE MANAGEMENT AWARENESS CAMPAIGNS HELD AS FOLLOWS		
DATE	VENUE	NUMBER OF COMMUNITY IN ATTENDANCE
17 September 2019	Bela Bela Community Hall	65
07 October 2019	Thlokomelanang Care Centre	67
27 February 2020	1. Jinnah Park Primary School	16
	2. Spa Park Primary School	10
	3. Mmamakwa Primary School	12
	4. Mampatile Primary School	14



#### 4.9.14 ENVIRONMENTAL AWARENESS CAMPAIGN ( BELA BELA COMMUNITY HALL)



#### 4.9.15 ENVIRONMENTAL AWARENESS CAMPAIGN (TLHOKOMELANG CARE CENTRE)



#### 4.9.16 ENVIRONMENT AWARENESS CAMPAIGN( WORLD WETLAND) HELD AS FOLLOWS

##### SPA PARK PRIMARY SCHOOL



##### JINNAH PARK PRIMARY SCHOOL



#### MAMPATILE PRIMARY SCHOOL



#### MMAMAKWA PRIMARY SCHOOL



#### 4.9.17 WASTE COMPLAINTS MANAGEMENT

With regard to waste management complaints the municipality had developed a complaints management register. The municipality registered all complaints received from community members and other stakeholders as well as all complaints identified by municipal officials. All complaints reported in either way were attended to within 48 hours upon receipt.

#### 4.9.18 WASTE MANAGEMENT INITIATIVES

- In cognizance of the challenges of high rate of unemployment, the municipality came up with waste management initiatives whereby 6 x Eco Primary Schools (i.e Jinnah Park, Spa Park, Kgabele, Mampatile, Mamakwa and Albert Luthuli) were given a theme on Triple R's to enable learners to creatively compose edutainment activities around drama, song, poetry or storytelling. On the 1<sup>st</sup> of November we had a Competition Festival and the performances were very informative.
- Eco primary schools defined the 3R's (reduce, reuse and recycle) in all the municipal service line functions and the role of councilors thereof.
- The portfolio committee on Social & Community Services and management embraced the event.
- Four steel drums (i.e Paper, Tin, Plastic & Waste) were issued to the following schools as an initiative to encourage recycling:
  1. Jinnah Park Primary School
  2. Spa Park Primary School
  3. Mampatile Primary School
  4. Mamakwa Primary School
  5. Albert Luthuli Primary School
  6. Kgabele Primary School
  7. Ulando Combined School
  8. Pienaarsrivier Primary School
  9. Bluaboschkuil Primary School



#### 4.9.19 WASTE MANAGEMENT INITIATIVES (KEEP BELA BELA CLEAN SCHOOL INITIATIVE)



#### 4.9.20 CHALLENGES

The municipality is experiencing an increase in the number of illegal dumping areas. There is also a shortage of mass refuse containers to be used at illegal dumps and for rental to businesses and to the community.

The municipality has only 1 permitted landfill site which has the lifespan of 6 years remaining, furthermore the landfill site is not accessible during rainy days. With regard to waste collection it should be noted that most households are using 85l waste bins which are not able to handle the amount of waste generated. Other households use receptacles without handles (e.g bath tubs and buckets) which pose danger to workers

Due to the new demarcation of boundaries conducted during 2005/2006 financial year Rapotokwane (Kwa – Litho) was transferred from Mpumalanga province to Limpopo Province within Bela-Bela municipal jurisdiction. Rapotokwane is a rural area situated about 80km from the Bela-Bela landfill site and is currently not serviced in terms of waste management.

Absence of a recycling infrastructure which will enable separation of waste at source and diversion of waste streams to material recovery and buy back facilities.

A growing population and economy, which means increased volumes of waste generated. This puts pressure on waste management facilities, which are already in short supply.

#### 4.9.21 SOLID WASTE SERVICE DELIVERY

Solid Waste Service Delivery Levels				
Description				
	Actual No.	Actual No.	Actual No.	Actual No.
Solid Waste Removal: (Minimum level)				
Removed at least once a week	9779	9763	9763	9763
Minimum Service Level and Above sub-total	9779	9763	9763	9763
Minimum Service Level and Above percentage	100%	100%	100%	100%
Solid Waste Removal: (Below minimum level)				
Removed less frequently than once a week	0	0	0	0
Using communal refuse dump	0	0	0	0
Using own refuse dump	0	0	0	0
Other rubbish disposal	0	0	0	0
No rubbish disposal	0	0	0	0
Below Minimum Service Level sub-total	9779	9779	9763	9763
Below Minimum Service Level percentage	0%	0%	0%	0%
Total number of households	9779	9779	9763	9763
			T 3.4.2	

#### 4.9.22 HOUSEHOLDS - SOLID WASTE SERVICE DELIVERY LEVELS BELOW THE MINIMUM

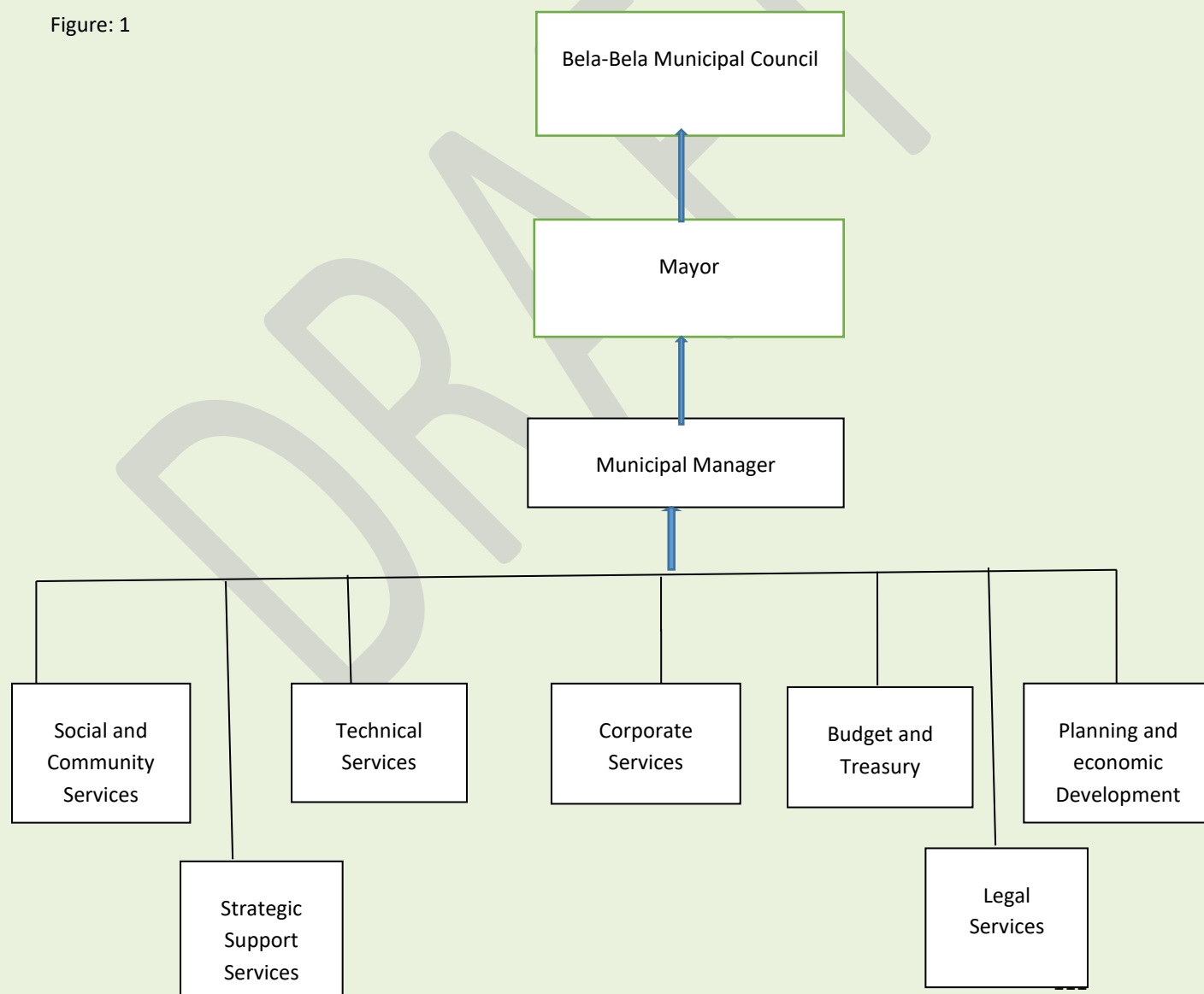
Households - Solid Waste Service Delivery Levels below the minimum						
Description	2016/17	2017/18	2018/19	2019/20		
	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual
Formal Settlements						
Total households	0	0	0	0	0	0
Households below minimum service level						
Proportion of households below minimum service level	%	%	%	%	%	%
Informal settlements						
Total households						
Households below minimum service level						
Proportion of households below minimum service level	%	%	%	%	%	%

## CHAPTER 5 – ORGANISATIONAL DEVELOPMENT PERFORMANCE

### 5. INTRODUCTION ORGANISATIONAL DEVELOPMENT PERFORMANCE

The municipality had a staff complement of 523 as provided in the revised Organogram. The municipal organogram makes provision for a Municipal Manager, five Senior Managers (Head of Departments), and two additional Managers which is the Manager Legal Services and Manager Electrical Services. Furthermore the organogram also make provision for 19 Middle Managers (Divisional Heads)

Figure: 1





## 5.1 INTRODUCTION TO THE MUNICIPAL PERSONNEL

### EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Section 66 of the Local Government Municipal Systems Act No 32 of 2000, requires the Municipality through the Office of the Municipal Manager within the Policy Framework as determined by the Municipal Council subject to any applicable legislation to develop a staff establishment for the Municipality which subsequently led to the appointment of personnel as per the Council approved organizational structure. It is in light of the above that the Municipality managed to appoint 374 permanent staff members and 9 contract employees during the 2019/2020 financial year. It should further be noted that although most posts were advertised in an attempt to reduce the vacancy rate some of the positions could not be filled due to financial constraints. The tables below provide details of employee totals, vacancy rate and the staff turnover.

#### 5.1.1 TOTAL NUMBER OF EMPLOYEES

Employees					
Description	2018/2019	2019/2020			
	Approved Posts	Approved Posts	Appointed Employees	2019/2020 Variance	2019/2020 Variance
	No.	No.	No.	No.	%
Water	48	49	33	16	33%
Waste Water (Sanitation)	41	47	29	18	38%
Electricity	51	59	32	27	46%
Waste Management	65	79	49	30	38%

Employees					
Description	2018/2019	2019/2020			
	Approved Posts	Approved Posts	Appointed Employees	2019/2020 Variance	2019/2020 Variance
	No.	No.	No.	No.	%
Housing	7	11	3	8	72%
Waste Water (Storm water Drainage)	26	24	9	15	62%
Roads	25	25	12	13	52%
Transport/Fleet Management	10	6	4	2	33%
Planning	5	11	6	5	45%
Local Economic Development	5	7	4	3	43%
Planning (Strategic & Regulatory)	6	11	6	5	45%
Community & Social Services	7	7	6	1	14%
Protection & Emergency	48	41	34	7	17%
Parks, Sport and	70	79	51	28	35%

Employees					
Description	2018/2019	2019/2020			
	Approved Posts	Approved Posts	Appointed Employees	2019/2020 Variance	2019/2020 Variance
	No.	No.	No.	No.	%
Recreation					
Corporate, Budget, MM, Audit and Other	147	166	96	70	42%
Totals	561	622	374	248	40%

### 5.1.2 VACANCY RATE

VACANCY RATE 2019/2020		
Designations	*Total Approved Posts	*Variances (Total time that vacancies exist using fulltime equivalents)
	No.	No.
Municipal Manager	1	0
CFO	1	0
Fire fighters	Function of WDM	Function of WDM

VACANCY RATE 2019/2020		
Designations	*Total Approved Posts	*Variances (Total time that vacancies exist using fulltime equivalents)
Other Management: Levels 1-3 (excluding Finance Posts)	42	22
Senior Management: Levels 1-3 (Finance posts)	13	3
Highly Skilled Supervision: Levels 4-6 (excluding Finance posts)	77	34
Highly Skilled Supervision: Levels 4-6 (Finance posts)	23	13
Total	161	72

### 5.1.3 TURNOVER RATE

Turn-over Rate			
Details	Total appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-over Rate%
	No.	No.	
2019/2020	378	9	2.3 %

### 5.1.4 COMMENT ON VACANCIES AND TURNOVER:

During 2019/2020 financial year the Municipality had 9 termination of services. The terminations were due to the following reasons: 7 reached retirement age and 2 resignations.

### 5.1.5 APPROVED POLICIES

No	Policy Name	Status
1	Recruitment and Selection Policy	Approved
2	Staff Retention Policy	Approved
3	Overtime Policy	Approved
4	Training Policy	Approved
5	HIV AIDS Policy	Approved
6	Occupational Health and Safety Policy	Approved
7	Code of Conduct	Approved
8	Travelling Allowance Policy	Approved
9	Stand-by Allowance	Approved
10	Cell phone Allowance	Approved
11	Dress Code Policy	Approved
12	Bereavement Policy	Approved
13	Employment Equity	Approved
14	Disciplinary Code and Procedure Policy	Approved
15	Long service Recognition Policy	Approved

No	Policy Name	Status
16	Scarce Skills Policy	Approved
17	EAP Policy	Approved

#### 5.1.6 INJURY ON DUTY AND SICK LEAVES

Bela-Bela Local Municipality developed and approved the Occupational Health and Safety Policy as guided by the provisions of the OHS Act No 85 of 1993. The policy is aimed at giving effect to the provisions of the OHS Act which requires the Municipality to ensure that all employees and other people who are in any of the premises of the Municipality are safe and the environment is conducive for employees to perform their duties. Although there are policies in place, it should be noted that no institution is risk-free hence always striving to mitigate and prevent the risks. With all the efforts of avoiding risks, there are some accidents such as injuries occurring while performing official duties. Table 5 below depicts the details of the injuries occurred during the financial year under review:

#### 5.1.7 NUMBER AND COST OF INJURIES ON DUTY 2019/2020

Number and Cost of Injuries on Duty 2019/2020					
Type of injury	Injury Leave Taken	Employees using injury leave	Average injury leave taken per employee	Average Injury Leave per employee	Total Estimated Cost
	Days	No.	%	Days	R'000
Required basic medical attention only	8	2	25	0.25	9 846 .76
Temporary total disablement	298	2	67	0.67	205 196.84
Permanent disablement	0	0	0	0	0

Fatal	0	0	0	0	0	
Total	306	4	92	0.92	215 043.60	
Number of days and Cost of Sick Leave (excluding injuries on duty)						
Salary band	Total sick leave	Proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employees	Estimated cost
	Days	%	No.	No.	Days	R' 000
Senior management (Levels 0-2)	55	0	4	24	2.3	120 558.41
Highly skilled supervision (Levels 3-5)	63	25	10	43	1.5	138 911.39
Highly skilled production (levels 6-8)	547	23	45	51	10.72	524 254.71
Skilled (levels 9-12)	274	9	28	52	2.98	179 402.82
Lower skilled(Levels 13-15)	968	54	138	198	5.6	495 630.82
MM and S56	17	0	2	6	2.83	40 795.22
Total	1924	111	227	374	25.93	1 499 553.37
* - Number of employees in post at the beginning of the year						

\*Average calculated by taking sick leave in column 2 divided by total employees in column 5

#### 5.1.8 COMMENT ON INJURY AND SICK LEAVE:

For the financial year under review 306 injury leave days were taken by 4 employee who were injured on duty. Awareness campaigns and employee wellness programmes have been initiated and conducted by the Municipality to alert employees on how to avoid health hazards. Capacity building was also identified as a means of reducing injuries on duty. The table above provide details of injuries on duty and the sick leave days taken during 2019/2020 financial year

#### 5.1.9 NUMBER OF DISCIPLINARY / MISCONDUCT CASES AND STATUS

NUM BER	NAME	POSITION	NATURE OF THE ALLEGED MISCONDUCT	DATE OF SUSPENSION	DETAILS OF THE DISCIPLINARY HEARING: STATUS OF THE CASE	DATE FINALISE D
1.	MR MJ Ndlovu	Indigent Clerk	Fraud & Corruption	05 February 2020	Matter not finalized	N/A
2.	Ms. Madisha MM	Debt Collection Clerk	Fraud & Corruption	05 February 2020	Matter not finalized	N/A
3.	Ms. Malewa MM	Procuremen t Clerk	Misconduct: Fraud & Corruption	05 February 2020	Matter not finalized	N/A
4.	Mr. Nkuna D	Divisional Manager Information Managemen t	Gross Negligence and failure to perform tasks and responsibilities diligently	N/A	Matter not finalized	N/A



5	Mr. Mhangwani K	Network Administrator	Gross negligence and failure to perform tasks and responsibilities diligently	19 February 2020	Matter not finalized	N/A
6	Ms. Maluleke JM	Creditors Clerk	Gross negligence & gross insubordination	19 February 2020	Matter not finalized	N/A

#### **5.1.10 COMMENT ON SUSPENSIONS AND CASES OF FINANCIAL MISCONDUCT:**

The Municipality adheres strictly to the provisions of the Disciplinary Code, the Collective Agreement and the Labour Relations Act 66 of 1995. The table above depicts only the disciplinary case in place for the year 2019/2020 financial year.

## 5.2 CAPACITATING THE MUNICIPAL WORKFORCE

Section 68 (1) of the Local Government Municipal System Act No: 32 of 2000, requires municipalities to develop their human resource capacity to a level that enables them to perform their functions and exercise their powers in an economical, effective, efficient and accountable way. In order for the municipality to comply with the above mentioned act, the Municipality had developed the 2018/2019 Work Skills Plan (WSP) which was submitted to the Local Government Sector Education Training Authority (LGSETA). The Municipality implements its WSP throughout the year to ensure workforce capacity development. Though the Municipality is required to train its employees and councilors, the Municipality has also focused on initiating training of community members through different groups. Table below depicts the details of training programmes offered during the financial year under review.

### 5.2.1 SKILLS MATRIX

SKILLS MATRIX							
Management level	Gender	Number of skilled employees trained by 30 June 2020					
		Learnership		Skills programmes & other short course		Other forms of training	
		Actual 30 June 2020	Target	Actual 30 June 2020	Target	Actual 30 June 2020	Target
Mayor and Councilor's	Female	4	7	1	1	0	0
	Males	5	8	1	1	0	0
MM and S57	Female	1	2	1	3	0	0
	Males	7	7	0	3	0	0

SKILLS MATRIX							
Management level	Gender	Number of skilled employees trained by 30 June 2020					
		Learnership		Skills programmes & other short course		Other forms of training	
		Actual 30 June 2020	Target	Actual 30 June 2020	Target	Actual 30 June 2020	Target
Technicians and trade workers	Female	0	0	3	6	0	0
	Males	0	0	3	2	0	0
Professionals	Female	5	5	0	0	0	0
	Males	9	9	0	3	0	0
Community and personal service workers	Female	0	0	1	5	0	0
	Males	0	0	3	9	0	0
Clerical and administrative workers	Females	11	11	0	17	0	0
	Males	10	10	0	12	0	0
Machine Operators and Drivers	Females	0	1	2	2	5	5
	Males	0	8	4	4	6	6
Skilled	Females	0	0	4	2	0	0

SKILLS MATRIX							
Management level	Gender	Number of skilled employees trained by 30 June 2020					
		Learnership		Skills programmes & other short course		Other forms of training	
		Actual 30 June 2020	Target	Actual 30 June 2020	Target	Actual 30 June 2020	Target
Agricultural, Forestry, Fishery, Craft and Related Trades Workers	Males	0	0	10	12	0	0
Elementary Occupations	Females	0	36	7	37	0	0
	Males	0	20	14	19	0	0
<b>Total Trained as 30 June 2020</b>	<b>Females</b>	<b>45</b>					
	<b>Males</b>	<b>72</b>					

### 5.2.3 ICT HUMAN RESOURCE STATISTICS

In terms of Section 67 (1) (a)- (K) of the Local Government Municipal Systems Act (MSA) No 32 of 2000, human resource development must ensure fair, efficient, effective and transparent personnel administration amongst others –

- a) *The recruitment, selection and appointment of persons as staff members,*
- b) *Service conditions of staff*

In terms of the section stated above and Section 66 of the MSA No 32 of 2000, the Municipal Manager established the ICT Division and appointed staff thereof, and further determined the conditions of service.

**5.2.4 TABLE BELOW DEPICTS THE DETAILS OF THE HUMAN RESOURCE STATICS FOR THE ICT DIVISION.**

Job Level	Number of employees	Number of posts approved	Number of posts filled	Vacancies
Level 1	1	1	1	0
Level 3	1	2	1	1
Level 4	1	2	1	1
Level 6	0	2	0	2

## **CHAPTER 6**

### **6.1 ANNUAL PERFORMANCE SCORECARD REPORT FOR THE 2019/2020 FINANCIAL YEAR.**

Bela-Bela Local Municipality established Performance Management Systems (PMS) as guided by Section 38 of the Local Government Municipal Systems Act, No 32 of 2000. As required by the above mentioned Act the established PMS commensurate with the resources of the municipality, its circumstances and is also in line with the priorities, objectives, indicators and targets contained in its Integrated Development Plan (IDP). Furthermore, the Municipality set appropriate key performance indicators as a yardstick for measuring the 2019/2020 performance. The set indicators also outlined the outcomes and impact with regard to the Municipality's developmental priorities and objectives as set out in the Approved 2019/2020 Integrated Development Plan (IDP).

Emanating from 2019/2020 Approved IDP and budget , the Municipality developed an SDBIP which organizational score card providing a strategic direction on how will the organization implement and account for the budget, developmental objectives and priorities approved for the financial year under review. The municipality also established the process of regular reporting to Council and to communities, whereby Management, Audit Performance Committee, and the Mayor tabled quarterly Service Delivery and Budget Implementation Plan performance reports. The Municipality also complied with the provisions of Section 46 of Local Government Municipal Systems Act by compiling the 2019/2020 Annual Performance Report which was submitted to the Auditor General as required by the Section 45 of the of the Local Government Municipal Systems Act No 32 of 2000.

## **ANNEXURE**

### **6.2 2019/20 ANNUAL PERFROMANCE REPORT**

### **6.3 2019/20 AUDITED ANNUAL FINANCIAL STATEMENT**

### **6.4 2019/20 AUDITOR GENERAL REPORT**

## 6.5 AUDITOR GENERAL REPORT FOR 2019/2020 FINANCIAL YEAR

Bela-Bela Local Municipality complied with the provisions of Section 125 of MFMA and Section 45 of MSA of 2000 by compiling and submitting both the 2019/20 Annual Performance Report and the 2019/2020 Annual Financial Statements. Both the 2019/2020 Annual Performance Report and the 2019/2020 Annual Financial Statements were submitted to the Auditor General for auditing by the Auditing as per regulation

### STATUTORY ANNUAL REPORT PROCESS

No.	Activity	Timeframe
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feeds seamlessly into the Annual Report process at the end of the Budget/IDP implementation period.	July
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalize 4 <sup>th</sup> quarter Report for previous financial year	
4	Submit the Draft 2019/2020 Annual Report to Internal Audit and Auditor-General	
5	Audit/Performance committee considers Annual Performance Report of municipality	August
6	Municipality submits Annual Performance Report including consolidated Annual Financial Statements to Auditor General.	
8	Auditor General assesses Draft Annual Report including consolidated Annual Financial Statements and Performance data	September - October
9	Municipality receive Auditor General findings and began to address the Auditor General's comments	November
10	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor-General's Report	
14	Audited Annual Report is made public and representation is invited	
15	Oversight Committee assesses Annual Report	
16	Council adopts Annual and Oversight report, Publicise both reports and Submitted to the relevant	December



	provincial and national sector departments	
19	Commencement of draft Budget/ IDP finalization for next financial year. Annual Report and Oversight Reports to be used as input.	<b>January</b>

## 6.6 2019/20 AUDITOR GENERAL ACTION PLAN

		2019/2020									
		BelaBela Municipality				Issued	69				
		Qualified				Resolved	14				
							20%				
Audit Findings	Category of Finding	Description of Finding	Finding status	Root Cause	Action Plan Description	Start Date	Completion Date	Position	Progress	Probability	Narrative to Progress
1	Liabilities	Matters affecting the auditor's report	Inadequate controls to confirm the accuracy of the electricity bill.	New	The cause of the above finding is the lack of meter reading that will track the amount of electricity distributed by Eskom.	Install and commission 6 x 800/1 Current transformers, class 0.2 and 2 x 0.2 class meters to read and compare the readings from those of Es	January	30-Jun-21	Manager Technical services	Not yet started	

2	Other Disclosure	Matters affecting the auditor's report	Commitments inaccurately valued..	New	Management did not in all instances implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting.	Make corrections to the amount disclosed	January	30-Jun-21	CFO	In progress		
3	Immovable Assets	Matters affecting the auditor's report	3. Finance lease classification has not been considered and payment not made within 30 days.	New	The cause of the above finding is the lack of adequate management review of the recorded amounts to ensure that they relate to the correct vote.  The cause of the above finding is lack of adequate analysis of the contract against the requirement	4 and 5 – The segment settings will be have to be adjusted.	January	28-Feb-21	CFO	In progress		The movement shall be presented in the AFS as at 30 June 2020
						3, 6, and 7 – An adjustment will be proposed to reallocate to the correct account/guid						

4				of GRAP 13 This is due to the municipality not having adequate controls in place to ensure that all invoices that are overdue per the creditors age analysis are paid with 30 days of receiving the invoice							
	Other Disclosure	Matters affecting the auditor's report	4. Inadequate supporting documents for journals	New	The cause of the above finding is the lack of adequate document management controls that will ensure that information is available when requested.	1 and 2 – The journal 4248 is attached and the council decision on writing off the amount. The write off is a result of an investigation of incorrect migration of the system to mscoa. The signed council resolution will be sent	January	28-Feb-21	CFO	In progress	Other consumers will be disclosed in the AFS as at 30 June 2020

5											
	Predetermined Objectives	Matters affecting the auditor's report	. Basic service delivery and infrastructure development- Inconsistencies noted regarding the reported achievement	New	Manager: Performance management Unit did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information.	KPI 39 – The correct registers were filed and recorded separately and there was an oversight during the submission of the POE. Please find attached the correct registers for the 3rd quarter	January	30-Jun-21	Manager Social and Community	In progress	
						KPI 38 - Other activities such as cutting of lawns, cutting of grass etc. were done and recorded separately. Please find attached registers.					

6	Predetermined Objectives	Matters affecting the auditor's report	. Indicator does not meet SMART criteria for usefulness	New	Review processes in place were inadequate to ensure that the indicators meet the requirements of reporting standards, that the indicators and targets allow accurate and reliable assessment of achievements against targets, and are verifiably.	The performance Indicators will be corrected to be specific on the type of work to be done/ completed.	January	30-Jun-21	Manager Technical services	Not yet started		
7	Predetermined Objectives	Matters affecting the auditor's report	Failure to submit the supporting documents for the disclosed measures taken to improve performance as report in the annual performance report on.	New	Management did not adequately review the annual performance report to ensure that the report was presented in accordance with legislated requirement and to ensure consistency between the APR and the SDBIP.	Information to prove improvement/ remedy for non-performance will be voluntarily made available in future.t.	January	30-Jun-21	Manager Technical services	In progress		

8	Predetermined Objectives	Matters affecting the auditor's report	Planned and reported performance indicators and targets are not consistent.	New	Management did not consistency reviews between the planned and reported documents	KPI 37: To correct the annual actual performance and add the word "reviewed" policy.	January	30-Jun-21	Manager Social and Community	In progress		
9	Predetermined Objectives	Matters affecting the auditor's report	Indicator does not meet SMART criteria for usefulness	New	MReview processes in place were inadequate to ensure that the indicators meet the requirements of reporting standards, that the indicators and targets allow accurate and reliable assessment of achievements	Consider extensions at the mid-term review of the SDBIP	January	30-Jun-21	Manager Technical services	In progress		



10				against targets, and are verifiable							
10	Predetermined Objectives	Matters affecting the auditor's report	Inconsistencies noted between the annual targets (2019/20) as per the APR and Portfolio of Evidence (POE) submitted for audit for the indicators expressed as a percentage.	New	Manager: Performance management Unit did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable inform	KPI 7: Correct the numbers on the APR to match the billing report..	January	30-Jun-21	Manage Technical services	In progress	

11	Procurement	Matters affecting the auditor's report	The winning bidder was incorrectly not disqualified	Recurring	Management did not ensure that processes are in place to ensure compliance with the applicable laws, regulations and municipality policies.		January	March	CFO	In progress	This is a recurring audit finding, due to financial and cashflow constraints the municipality is facing. The age analysis is being used to make payments within 30 days.
											There are controls in place to ensure that invoice are recorded upon receiving them as an e-mail address was created

12											where all invoices must be sent to for payment. This e-mail address is being communicated to Service Providers and Creditors.
	Procurement	Matters affecting the auditor's report	Understatement of Unauthorised expenditure	New	Management did not implement controls over daily and monthly processing and reconciling of transactions.		January	30-Jun-21	CFO	Not yet started	

13	Procurement	Matters affecting the auditor's report	Performance of contractors not monitored on a monthly basis	New	Managements did not in all instances review and monitor compliance with applicable legislation.		January	30-Jun-21	All Managers	Not yet started		
14	Other Disclosure	Matters affecting the auditor's report	Discrepancies identified between the Annual Financial Statements and supporting schedules submitted for audit	New	Management did not prepare regular, accurate and complete financial reports that are supported and evidenced by reliable information as there was no reconciliation	Difference between AFS and TB · Analysis of TB to AFS 2020 working paper submitted to AGSA.	January	30-Jun-20	CFO	Completed		
						VAT receivables						
						· Difference due to invoice basis and cash basis. See VAT						

15				performed between the schedules submitted for audit and the annual financial statements	reconciliation and supporting document in audit file 31.29 – 31.45						
	Payments	Matters affecting the auditor's report	Invoices not paid within 30 days of receiving the relevant invoice resulting in noncompliance with section 65(2)(a) of the MFMA.	New	Management did not implement adequate internal controls over prepare daily and monthly processing and reconciling of transactions.	Implementation of additional controls to ensure that the processing is not delayed.	January	30-Jun-21	CFO	In progress	

16											
	Bank	Matters affecting the auditor's report	16. Discrepancies between unspent conditional grants and the cash balance on handding).	New	Managements did not in all instances review and monitor compliance with applicable legislation		January	30-Jun-21	CFO	Not yet started	
17	Payments	Matters affecting the auditor's report	Invoices not paid within 30 days of receiving the relevant invoiceture	New	Management did not implement adequate internal controls over prepare daily and monthly processing and reconciling of trans	Implementation of additional controls to ensure that the processing is not delay.	January	30-Jun-21	DM: Expenditure	In progress	

18											
18	Payments	Matters affecting the auditor's report	Invoices not paid within 30 days of receiving the relevant invoice.	New	Management did not implement adequate internal controls over prepare daily and monthly processing and reconciling of transactions	Implementation of additional controls to ensure that the processing is not delayed.	January	30-Jun-21	CFO	In progress	

19	Payments	Matters affecting the auditor's report	Invoices not paid within 30 days of receiving the relevant invoice.	New	This is due to the municipality not having adequate controls in place to ensure that all invoices that are overdue per the creditors age analysis are paid with 30 days of receiving the invoice	Invoices will only be accepted with the POE.	January	30-Jun-21	CFO	In progress		



20	Payments	Matters affecting the auditor's report	Invoices not paid within 30 days of receiving the relevant invoice.	New	Management did not implement adequate internal controls over prepare daily and monthly processing and reconciling of transactions	Implementation of additional controls to ensure that the processing is not	January	30-Jun-21	DM: Expenditure	In progress		this arised due to the negotiatio n regarding the inflated price
21	Other Disclosure	Matters affecting the auditor's report	Inadequate supporting documents for journals	New	Financial and Performance Management: proper record keeping to ensure that complete, relevant and accurate information is accessible and	Submission of supporting documents The journal 4234 is attached and the council decision on writing off the amount. The write off is a result of	January	30-Jun-21	CFO	Not yet started		spending has been disclosed as irregular expenditu re

22				available to support financial and performance reporting was not implemented on a timely manner.	an investigation of incorrect migration of the system to mscoa. The signed council resolution will be sent						
	Receivables	Other important matters	Balance recorded in the debtor's statements not agreeing to the balance recorded in payments received in advance age analysis	New	Managements did not in all instances review and monitor compliance with applicable legislation. This was due to that management did not follow the proper procurement processes.	Please see attached statements that indicates no differences	January	February	DM: Revenue	Completed	This has been reported as irregular expenditure. A check list has been developed both for 3 quotation and tender compliance.

23											
	Payments	Other important matters	Differences noted between supplier's statement and recorded amount.	New	The cause of the above finding is the lack of management review of the payable listing to ensure that it agrees to the statements and all the supporting documents are available including the reconciling item	Please see attached statements that indicates no differences	January	30-Jun-21	DM: Expenditure	Completed	irregular expenditure was reported. A checklist for 3 quotations and tender compliance has been developed.

24	Other Disclosure	Matters affecting the auditor's report	Inaccuracy of the payables valuation	New	Management did not implement adequate controls in place to ensure that trade payables are correctly valued on the AFS	The credit note will be passed in the 2021 financial year.	January	30-Jun-21	DM: Expenditure	In progress	irragalur expenditu re was reported and in addition to the reporting, SCM regulation policies are followed when appointin g new suppliers.

25	Payments	Matters affecting the auditor's report	Invoices not attached on the payment vouchers resulting to a limitation of scope.	New	The cause of the above finding is due to the adequate record management that will ensure that the requested payment voucher is supported by all the invoices indicated to have bels.	The missing invoice for no 1 and 2 will be submitted	January	30-Jun-21	DM: Expenditure	In progress		

26	Other Disclosure	Other important matters	Parts of the balance of prior year misstatements on cash and cash equivalents not corrected.	New	Regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information were not prepared.		January	30-Jun-21	DM: Expenditure	In progress		this was reported as irregular expenditure and a check list has been developed for compliance.

27	Bank	Other important matters	Difference between the amount disclosed in the AFS and the bank statements	New	Managements did not in all instances review and monitor compliance with applicable legislation		January	30-Jun-21	DM: Budget and Reporting	Not yet started		Irregular expenditure was reported. A check list has been developed both for 3 quotation and tender compliance.

28	Immovable Assets	Other important matters	Note to the investment property is inadequately disclosed.	New	Management did not ensure that processes are in place to ensure compliance with the applicable laws, regulation and municipality policies.		January	February	CFO	Not yet started		irregular expenditure was reported. A checklist has been developed both for 3 quotation and tender compliance.
						Disagree						



29	Movable Assets	Other important matters	The accounting policy not in line with the assets register.	New	Managements did not in all instances review and monitor compliance with applicable legislation	Accounting policy will be updated accordingly	January	February	CFO	Completed	The irregular expenditure was reported. A check list has been developed both for 3 quotation and tender compliance.
30	Immovable Assets	Other important matters	Property, plant and equipment-Limitation of scope	New	Management did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance	Submission of information will be attached	January	30-Jun-21	CFO	In progress	

31				reporting. Management did not maintain a proper filing system to ensure that the financial information is supported by relevant information and can be made available on request.							
	Other Disclosure	Other important matters	Misstatement of opening balance	New	PAn adequate high level review of the Annual Financial Statements was not performed prior to submission for audit to ensure that the amounts presented and the information disclosed agree to the supporting schedules.		January	28-Feb-21	CFO	Completed	

32	Receivables	Other important matters	Incorrect rates applied on the calculation of Interest revenue	New	PAn adequate review of the interest rates used to charge debtors on outstanding interest bearing balance was not performed by management. The interest rates on the system were not updates as and when the prime rate changes	An adjustment is proposed to reverse the journal that was not processed completely, reverse the transaction with the incorrect interest rate and process the transactions with the correct interest rate	January	28-Feb-21	CFO	Completed		
33	Receivables	Other important matters	Misstatements identified in the audit of Fines, penalties and forfeits	New	An adequate review of the traffic fines listings against the iForce report and the ticket register books was not done on a regular basis.	Due to the mass volume of tickets to inspect and limitation of time. The schedule will be inspected in detail after the audit and corrected. The	January	30-Jun-21	Manager Social and Community	In progress		

34					schedule for the 2020/2021 Financial year will be prepared more accurately implementing more controls on the preparation of the schedule to ensure accuracy.						
	Liabilities	Other important matters	General expenditure items incorrectly classified under contracted services, security servicesnt	New	lack of adequate management review of the recorded amounts to ensure that they relate to the correct vote.	All the above Suppliers are under contract and therefore disclosed under contracted services.	January	30-Jun-21	CFO	In progress	

35	Liabilities	Other important matters	General expenditure items incorrectly classified under contracted services, security services	New	lack of adequate management review of the recorded amounts to ensure that they relate to the correct vote.	IGS - This is under contract and therefore disclosed under contracted services. Ntheng Marobane – This amount was reversed and then captured correctly under Audit Committee with EF002839-0090.	January	30-Jun-21	CFO	Not yet started		
36	Immovable Assets	Other important matters	PPE item incorrectly classified under contracted services and invoices recorded under incorrect accounting period.	New	Lack of adequate management review of the recorded amounts to ensure that they relate to the correct vote and financial period.	Management did not implement adequate internal controls over the daily and monthly processing and reconciling of transactions	January	30-Jun-21	CFO	Not yet started		

37	Liabilities	Other important matters	Invoices inaccurately recorded on the general ledger and targets during the financial year.	New	the lack of adequate management review of the recorded amounts to ensure that they are accurate between the planned and reported documents.	A journal will be processed to take the amounts to VAT. The Munsoft segment vote/guid will be adjusted to process the VAT to the correct vote/guid.	January	30-Jun-21	CFO	Not yet started		
38	Bank	Other important matters	Finance cost items incorrectly classified under general expenditure and invoices recorded under incorrect accounting period.	New	lack of adequate management review of the recorded amounts to ensure that they relate to the correct vote and financial period	Interest - An adjustment will be proposed to reallocate the interest to the correct account/guid	January	30-Jun-21	CFO	In progress		

39	Revenue	Other important matters	Consumer deposits not traceable to consumer deposits register	New	Management did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting.	Consumer account 1003873 and 1004296 - Do not appear on the deposit register as these are guarantees and not actual deposits. Guarantees do not have any financial implications as there is no physical deposit paid like a normal water or electricity deposits.	January	February	CFO	Completed		

40	Immovable Assets	Other important matters	Incorrect disclosure of landfill site provision	New	lack of adequate management review of the Provisions note to ensure that it complies with the GRAP disclosure requirements.	Change disclosure in financial statements	January	February	CFO	Completed		



41	Payments	Other important matters	Evidence not sufficient to support accrual from Eskom, invoices not signed as proof of receipt of goods/services and invoices recorded on the incorrect accounting period. Framework for Managing Performance Information	New	Management did not implement adequate internal controls over the daily and monthly processing and reconciling of transactions.	An adjustment Journal will be passed to record the Accrued interest in the correct financial periods	January	30-Jun-21	CFO	In progress		

42	Procurement	Other important matters	Limitation of scope - supporting documents not provided for audit (Procurement and contract management.	New	Management did not maintain a proper filing system to ensure that the financial information is supported by relevant information and can be made available on request	RFI extension was requested on 25 January 2021 due to staff unavailability due to the COVID regulation for a scheduled work staff rotation and the volume of supporting documents to be scanned. The extension was denied and the supporting documents were submitted on 26 January 2021	January	February	CFO	Completed		

43	Procurement	Other important matters	Supporting information for quotations not submitted for audit	New	Management did not maintain a proper filing system to ensure that the financial information is supported by relevant information and can be made available on request.it.	Information will be submitted	January	30-Jun-21	CFO	In progress		

44	Procurement	Other important matters	Suppliers have not submitted declarations of interest	New	Managements did not in all instances review and monitor compliance with applicable legislation.	Information will be submitted	January	30-Jun-21	CFO	In progress		

45	Procurement	Other important matters	Splitting of expenditure to avoid complying with Preference point system.	New	Management should follow procurement processes in all transactions and not split transactions to lesser value to preference points process for payments over R30000 and R200 000.		January	30-Jun-21	CFO	Not yet started		
46	Payments	Other important matters	Overpayment of councilors remunerations	New	MManagements did not in all instances review and monitor compliance with applicable legislation.		January	30-Jun-21	CFO	Not yet started		

47											
	Payments	Other important matters	Overstatement of Performance Bonuses	New	Managements did not in all instances review and monitor compliance with applicable legislation		January	30-Jun-21	CFO	Not yet started	

48		Other important matters	Fruitless and wasteful expenditure understated	New	During the audit of fruitless and wasteful expenditure it was noted that the municipality did not record the below transaction as fruitless and wasteful expenditure		January	30-Jun-21	CFO	Not yet started		
49	Payments	Other important matters	Invoices not paid within 30 days of receiving the relevant invoice. (General Expenditure)	New	Management did not implement adequate internal controls over prepare daily and monthly processing and reconciling of transactions.	Implementation of additional controls to ensure that the processing is not delayed.	January	30-Jun-21	DM: Expenditure	In progress		Record keeping of payment vouchers is in place to scan and file in a safe place. Reconciliation of Magalies Water and Eskom invoices are in progress.

50	Payments	Other important matters	Invoices not paid within 30 days of receiving the relevant invoice.	New	Management did not implement adequate internal controls over prepare daily and monthly processing and reconciling of transactions	Implementation of additional controls to ensure that the processing is not delayed..	January	30-Jun-21	DM: Expenditure	Not yet started	HR must update the leave on the system for employees who don't have access to the leave system and ensure that they are authorised before sending the final leave report to the Salary Office
51	Payments	Other important matters	Invoices not paid within 30 days of receiving the relevant invoice. (General Expenditure)	New	Management did not implement adequate internal controls over prepare daily and monthly processing and reconciling of transactions	Implementation of additional controls to ensure that the processing is not delayed.	January	30-Jun-21	DM: Expenditure	Not yet started	



52	Payments	Other important matters	Invoices not paid within 30 days of receiving the relevant invoice. (General Expenditure.	New	This is due to the municipality not having adequate controls in place to ensure that all invoices that are overdue per the creditors age analysis are paid with 30 days of receiving the invoice.	Implementation of additional controls to ensure that the processing is not delayed.	January	30-Jun-21	CFO	Not yet started		
53	Liabilities	Other important matters	Legal case disclosed as a contingent liability when the requirements of GRAP 19 are no longer met.	New	Management did not perform adequate reviews before the annual financial statements were submitted for audit to ensure that disclosures are accurate and complete.	Adjustment in AFS will made	January	February	CFO	Completed		

54	Liabilities	Other important matters	Failure to disclose comparative information in respect of the preceding years in relation to contingent liabilities	New	Management did not perform adequate reviews before the annual financial statements were submitted for audit to ensure that disclosures are complete	Disclosure was adjusted to clearly separate the current year information and comparative information	January	February	CFO	Completed		
55	Liabilities	Other important matters	Inappropriate information disclosed for Commitments	New	This is due to insufficient proper review of the Commitments note to ensure that errors are identified and corrected in time		January	31-Jul-21	CFO	Not yet started		

56	Liabilities	Other important matters	Contracts inappropriately listed as part of the contracted commitment for 2020	New	Management did not in all instances implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting	To make correction in AFS	January	February	CFO	Completed		
57	Other Disclosure	Other important matters	Prior year misstatements not addressed in 2020 financial year.	New	Leadership: Action plans to address internal control deficiencies was not adequately developed and monitored	The Item does is not part of the 2018/2019 management report. Kindly provide Management with the source of the finding for further processing	January	31-Jul-21	CFO	Not yet started		

58	Predetermined Objectives	Other important matters	Planned achievement overstated	New	Management did not properly prepare accurate, valid and complete performance reports that are supported and evidenced by reliable information.	KPI 18: Set realistic targets and review accordingly at midterm.	January	31-Mar-21	Acting DM:PMS	Not yet started		there is a contract register that has been formulated and all the contracts are captured and filed
59	Predetermined Objectives	Other important matters	Presentation of performance information is not in compliance with legislative requirements: Basic service delivery and infrastructure development	New	Management did not adequately review the annual performance report to ensure that the report was presented in accordance with legislated requirement and to ensure consistency between the	To make correction in the APR	January	February	Acting DM:PMS	Completed		Record keeping of payment vouchers is in place to scan and file in a safe place.

60					APR and the SDBIP.							
	Predetermined Objectives	Other important matters	Inconsistencies noted between the Annual Performance Report (APR) and Portfolio of Evidence (POE) submitted for audit.	New	<p>Manager: Performance management Unit did not:</p> <ul style="list-style-type: none"> <li>· exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls.</li> </ul> <p>Management report of Bela bela local municipality 200</p> <ul style="list-style-type: none"> <li>· not implement a proper review process to ensure that the information contained in the annual performance report is accurate and agrees to the portfolio of evidence (billing reports) as submitted for</li> </ul>	<p>KPI 3 - Information for Quarters 1, 2 and 3 has now been presented to the Auditors, and recalculations will have to be redone.</p> <p>KPI 15 – Correct the Quarterly report to measure achievements in km as per the target.</p> <p>KPI 25 – Correct the achievement to 100% as verified by the A</p>	january	February	DM: SCM	Completed		

61					audit.							
	Information Technology	Other important matters	The IT establishment was still not fully furnished	New	Vacant positions could compromise the segregation of duties if tasks that should be assigned to more than one person are assigned to only one person. Furthermore, ICT may not cope with the demands of users, which could disadvantage the municipal services that rely on information technology	Vacant positions will be filled	January	31-Jul-21	Manager: IT	Not yet started		

62	Information Technology	Other important matters	The IT strategic plan was not developed	New	the budget will be allocated for 2021/2022 financial year	the budget will be allocated for 2021/2022 financial year	January	30-Jun-21	Manager: IT	Not yet started		
63	Information Technology	Other important matters	The security policy was inadequately designed. There was no evidence that firewall traffic and administrator's activities were being reviewed. Security patches were not tested before deployment into production environment. Audit finding	New	The IT security policy was inadequately designed due to management oversight. Lack of the monitoring of the activities happening in the firewall could result in attempts to breach security not being detected and addressed in time. The test environment was not available to test patches before	The municipality could not procure system for the test environment due to budget constraint. Budget will be set aside for the next financial year to implement the test environment. The firewall rules traffic and administrators' activities were reviewed based on reports. Evidence of reviews will be	January	30-Sep-21	Manager: IT	Not yet started		irregular expenditure was reported

64					deployment into production	kept aside.						
	Information Technology	Other important matters	The user account management procedure was not adequately designed		The IT manager did not improve the documentation of the user account management procedure as recommended in the last audit hence some of the access controls were still not addressed	The policy will be amended and submitted to address the finding	January	30-Jun-21	Manager: IT	Not yet started		
65	Information Technology	Other important matters	Information not provided for audit Annexure B		Unavailability of IT manager during the audit resulted in some of the audit evidence not being presented	Information was not provided because the IT Manager was sick and not enough time was given to provide the requested information. Information will be submitted to AG on time in the next audit.	January	31-Jul-21	Manager: IT	Not yet started		



66	Information Technology	Other important matters	Activities performed with administrator rights on Payday were not reviewed by an independent person Annexure B		Administrators' activities on Payday were not monitored because internal controls for managing privileged access were not developed.	Control will be developed to specifically include administrator activities. Administrator activities will be reviewed by independent person	January	31-Oct-21	Manager:IT	Not yet started		
67	Information Technology	Other important matters	Disaster recovery planning was inadequate		The business continuity plan was not developed due to budget constraints.	DRP could not be implemented due to financial constraints. Budget will be set aside for Disaster Recovery Plan in the next financial year.	January	30-Sep-21	Manager:IT	Not yet started		
68	Information Technology	Other important matters	Insufficient evidence was provided for the audit of program change management		The IT manager did not obtain logs of changes deployed into production from Munsoft who is responsible for developing, testing and deploying changes hence evidence was not provided	The evidence could not be submitted due to limited time as I was sick. Information requested will be submitted on time in the next audit	January	30-Sep-21	Manager:IT	Not yet started		

				for audit.							
69	Information Technology	Other administrative matters	Limitation of scope – License and permits	Management did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting. Management did not maintain a proper filing system to ensure that the financial information is supported by relevant information and can be made available on request	Information submitted on 17 February 2019	January	February	Manager: Social and Community services	Completed		
70											

**BLANK INTENTIONALLY**



## GLOSSARY

<b>Accessibility indicators</b>	Explore whether the intended beneficiaries are able to access services or outputs.
<b>Accountability documents</b>	Documents used by executive authorities to give “ <i>full and regular</i> ” reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
<b>Activities</b>	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “ <i>what we do</i> ”.
<b>Adequacy indicators</b>	The quantity of input or output relative to the need or demand.
<b>Annual Report</b>	A report to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
<b>Approved Budget</b>	The annual financial statements of a municipality as audited by the Auditor General and approved by council or a provincial or national executive.
<b>Baseline</b>	Current level of performance that a municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
<b>Basic municipal service</b>	A municipal service that is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
<b>Budget year</b>	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
<b>Cost indicators</b>	The overall cost or expenditure of producing a specified quantity of outputs.
<b>Distribution indicators</b>	The distribution of capacity to deliver services.
<b>Financial Statements</b>	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
<b>General Key performance indicators</b>	After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
<b>Impact</b>	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
<b>Inputs</b>	All the resources that contribute to the production and delivery of outputs. Inputs are “what we use to do the work”. They include finances, personnel, equipment and buildings.
<b>Integrated Development Plan (IDP)</b>	Set out municipal goals and development plans.
<b>National Key performance areas</b>	<ul style="list-style-type: none"> <li>• Service delivery &amp; infrastructure</li> <li>• Economic development</li> <li>• Municipal transformation and institutional development</li> <li>• Financial viability and management</li> <li>• Good governance and community participation</li> </ul>
<b>Outcomes</b>	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are “what we wish to achieve”.
<b>Outputs</b>	The final products, or goods and services produced for delivery. Outputs may be defined as “what we produce or deliver”. An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that contributes to the achievement of a Key Result Area.

<b>Performance Indicator</b>	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which an output has been achieved (policy developed, presentation delivered, service rendered)
<b>Performance Information</b>	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measure.
<b>Performance Standards:</b>	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.
<b>Performance Targets:</b>	The level of performance that municipalities and its employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a municipality aims to achieve within a given time period
<b>Service Delivery Budget Implementation Plan</b>	Detailed plan approved by the mayor for implementing the municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
<b>Vote:</b>	One of the main segments into which a budget of a municipality is divided for appropriation of money for the different departments or functional areas of the municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area. Section 1 of the MFMA defines a "vote" as: <i>a) one of the main segments into which a budget of a municipality is divided for the appropriation of money for the different departments or functional areas of the municipality; and</i> <i>b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned</i>

## APPENDICES

### APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Section 18 (1) of the Local Government Municipal Structures Act No 117 of 1998 indicates that Municipalities must have Municipal Councils which consists of a number of Councillors determined by the MEC for Local Government in the Province. Sub-section 2 of the Act further indicates that a Municipal Council must meet at least quarterly, however, it should be noted that Bela-Bela Local Municipality held Council meetings quarterly as per the Council approved schedule of meetings , furthermore, Special Council meetings were also held as and when necessary. Table 1 below depicts the number of Council and Subcommittee meetings held and the attendance by each Councillor.

NAME OF COUNCILLOR	FULL TIME/ PART TIME	PARTY REPRESENTATIVE	NO OF COUNCIL MEETING SCHEDULED	NO OF COUNCIL MEETING ATTENDED	% OF ATTENDANCE	NO OF SUBCOMMITTEE MEETING SCHEDULED	NO OF SUBCOMMITTEE MEETING ATTENDED	% OF ATTENDANCE
CLLR J NGOBENI	Full time	ANC	09	09	100%	09	09	100%
CLLR MOELETSI Z	Full time	ANC	09	09	100%	N/A	N/A	N/A
CLLR H LEDWABA	Full time	ANC	09	09	100%	09	05	56%
CLLR F HLONGWANE	Part time	ANC	09	09	100%	10	08	80%
CLLR S MALULEKA	Part time	ANC	09	09	100%	10	07	70%
CLLR R MASEMOLA	Part time	DA	09	08	89%	10	09	90%
CLLR D SEALE	Part time	EFF	09	09	100%	10	07	70%
CLLR MALETE	Part time	ANC	09	09	100%	10	09	90%

NAME OF COUNCILLOR	FULL TIME/ PART TIME	PARTY REPRESENTATIVE	NO OF COUNCIL MEETING SCHEDULED	NO OF COUNCIL MEETING ATTENDED	% OF ATTENDANCE	NO OF SUBCOMMITTEE MEETING SCHEDULED	NO OF SUBCOMMITTEE MEETING ATTENDED	% OF ATTENDANCE
CLLR MODIMOLA	Part time	ANC	09	09	100%	N/A	N/A	N/A
CLLR P APHANE	Part time	ANC	09	09	100%	09	06	67%
CLLR A SHIKA	Part time	ANC	09	09	100%	10	09	90%
CLLR F MOTHOKWA	Part time	DA	09	09	100%	10	09	90%
CLLR SENOSHA	Part time	DA	09	08	89%	N/A	N/A	N/A
CLLR MAKHUBELA	Part time	BRA	09	09	100%	N/A	N/A	N/A
CLLR MOSWEOU	Part time	EFF	09	09	100%	10	08	80%
CLLR RAS	Part time	DA	09	08	90%	09	08	89%
CLLR MANAME	Part time	ANC	09	08	89%	10	06	60%



## APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

Section 79 of the Local Government Municipal Structures Act No 117 of 1998 requires Municipal Councils to establish one or more Section 80 Committees necessary for the effective and efficient performance of any of its functions or to exercise its powers. It is in light of the above that Bela-Bela Local Municipal Council during its inaugural sitting in 2016 it established various Council Committees to assist the Executive Committee to function effectively and further determined the functions of each Committee and also appointed the Chairpersons for each Committee. Table 2 below depicts the details of the Committees established as well as the purpose of such Committees.

### Committees of Council excluding the Mayoral/Executive Committees

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees established in terms of Section 79 of the Municipal Systems Act No 117 of 1998	Purpose of Committee
Social and Community Services Sub-Committee	Section 80 Committee appointed in terms of Section 79 of MSA No 117 of 1998 to assist the Executive Committee in performing its responsibilities of amongst others advising Council on matters related to Social and Community Services.
Planning/Infrastructure Sub-committee	Section 80 Committee appointed in terms of Section 79 of MSA No 117 of 1998 to assist the Executive Committee in performing its responsibilities of amongst others advising Council on matters related to Planning and Technical Services.
Budget and Treasury/Governance Subcommittee	Section 80 Committee appointed in terms of Section 79 of MSA No 117 of 1998 to assist the Executive Committee in performing its responsibilities of amongst others advising Council on matters related to the Budget and Treasury and Corporate Services.
Municipal Public Account Committee (MPAC)	Oversight Committee which plays an oversight role over the work of the administration and advice Council as per the legislative requirements.
Audit and Risk Management Committees	Oversight Committee established in terms of Section 166 of the Local Government Municipal Finance Management Act (MFMA) No 56 of 2003. This Committee advises the Municipal Council, the Political Office Bearers, the Accounting Officer and the Management Staff on matters listed under Section 166 (2)(a-e) of the MFMA.
Integrated Development Planning (IDP) Steering Committee	Technical support through IDP Review process
IDP Rep Forum	Stakeholder participatory mechanism during the IDP Review process

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees established in terms of Section 79 of the Municipal Systems Act No 117 of 1998	Purpose of Committee
Top Management	Strategic management decision making structure established in terms of Section 77 of the Local Government Municipal Finance Management Act no 56 of 2003. This Committee assists the Accounting Officer in managing and co-ordinating the financial administration of the Municipality.
Broader Management	Operational management decision making structure established to assist the Top Management in performing its responsibilities.

### APPENDIX C –THIRD TIER ADMINISTRATIVE STRUCTURE

Third Tier Structure		
Initials & Surname	Title	Directorate/ Department
Ramolobeng MN	Human Resources Divisional Manager	Corporate Services
Nkuna D	Divisional Manager Information Technology	Corporate Services
Vacant	Divisional Manager: Council Support and Administration	Corporate Services
Mahlare K	Divisional Manager: Human Resources Development	Corporate Services
Vacant	Manager Legal Services	Office of the MM
Vacant	Divisional Manager: Integrated Development & Planning	Planning & Economic Development
Mogweemang L	Divisional Manager: Local Economic Development	Planning & Economic Development
Vacant	Divisional Manager: Performance Management System	Planning & Economic Development
Manzini M	Divisional Manager: Town Planning	Planning & Economic Development
Pilane T	Divisional Manager: Roads & Storm water	Technical Services
Moloto MJ	Divisional Manager: Water & Sanitation	Technical Services
Vacant	Divisional Manager: Parks	Community & Social Services
Monare I	Divisional Manager: Protection and Emergency Services	Community & Social Services
Mohlala AMS	Divisional Manager: Waste & Cleansing	Community & Social Services

Third Tier Structure		
Initials & Surname	Title	Directorate/ Department
Kabe KC	Divisional Manager: Internal Audit	Office of the Municipal Manager
Vacant	Divisional Manager: Communications.	Office of the Municipal Manager
Mothapo TJ	Manager Strategic Support	Office of the Municipal Manager
Titi T	Divisional Manager: Revenue	Budget & Treasury Office
Matwalana LT	Divisional Manager: Licensing	Community & Social Services
Baartman V	Divisional Manager: Expenditure	Budget & Treasury Office
Mohale T	Divisional Manager: SCM	Budget & Treasury Office
Motshoane LJ	Divisional Manager: Assets	Budget & Treasury Office
Vacant	Specialist Financial Statements	Budget & Treasury Office