



BELA BELA MUNICIPALITY

BELA-BELA LOCAL MUNICIPALITY

LOCAL ECONOMIC DEVELOPMENT STRATEGY (LED) REVIEW & IMPLEMENTATION PLAN

01.JULY.2021



PREPARED BY:



Spatialize (Pty) Ltd

Co. Reg. 2015/023778/07

We Work Rosebank, The Link, 173 Oxford
Road, Rosebank, Johannesburg, 2196

PO Box 835, Houghton, 2041

Contact Person: Yusuf Patel

tel / +27 10 203 9488

e-mail: yusuf@spatialize.co.za

DOCUMENT CONTROL

Prepared & Submitted By	Designation	Signature	Date
Yusuf Patel	Director: Spatialize and Project Lead		01 July 2021
Received By	Designation	Signature	Date
Boitumelo Mogweemang	Manager: LED and Project Manager (Bela-Bela LM)		01 July 2021
Received By	Designation	Signature	Date
Themba Mnisi	Senior Manager: Planning and Economic Development (Bela-Bela LM)		01 July 2021

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EXECUTIVE SUMMARY

Figure 1: Economic Transformation Areas

The Bela-Bela LED Strategy Review and Implementation Plan presents a pathway for developing a high growth and globally competitive region that has a competitive edge in tourism, agriculture and infrastructure provisioning. The LED Strategy Review and Implementation Plan analyses the current economic realities and trends and outlines strategic objectives in



7 economic transformation areas that will contribute to achieving a desired economic future for the Bela-Bela Local Municipality:

The strategies have been shaped and built to achieve a desired future. A key informant in the formulation of the vision and strategic objectives for Local Economic Development in Bela-Bela came from the current economic reality and input received from key stakeholders of the economy.

The LED Strategy Review and Implementation Plan presents a 5-year vision which will significantly alter the municipalities path to one that will improve the quality of life for all citizens by increasing appropriate investments, expanding employment opportunities and services, providing growth and stimulating sustainable development.

The key economic sectors in Bela-Bela are tourism, agriculture and real estate development. It is a serious matter of concern that an overwhelming majority of the population earns R 3500 and less. This is startling as the employment levels are high in Bela-Bela. High employment levels coupled with low income levels indicates the low levels of skills amongst the working class population and points to up-skilling and entrepreneurship skills development as key intervention areas. The delivery of basic, community and social services needs to occur in underprivileged and underserved areas of the municipality. This kind of service delivery forms the bedrock of sustainable local economic development interventions. Housing and Real Estate Development should be viewed as a key economic sector. There is a housing backlog to be addressed and a growing market for wildlife/golfing real estate development and living. This industry should be harnessed to create jobs at scale and across the value chain. The scope of agricultural produce and finished product packaging should be developed to create jobs across the value chain as well. It is imperative that strong links are created

between emerging agriculture and the established tourism industry.

Based on the situational analysis study of the economic landscape in Bela-Bela Local Municipality, it is vividly apparent that commercial agriculture is strong and emerging agriculture is struggling. The tourism sector is robust, however, poor infrastructure impedes tourism, agriculture, informal trading and other small businesses. Together with this, poor Water and Irrigation Infrastructure obstructs the effective development and enhancement of agriculture. The economy is dominated by small businesses which indicates that Small Business Development Support is critical.

To enable the economy to function well, there is a need to build a competitive platform for the critical economic sectors:

- Roads to support tourism,
- Power generation to provide price competitive energy for critical economic sectors,
- Water and irrigation infrastructure, and
- Bulk infrastructure and High-Speed Broad Band.

Below is a synopsis of the desired futures and strategic objectives that will be employed to drive Local Economic Development in Bela-Bela:

VISION

Infrastructure and Extension services must be developed on all strategic arable land in a manner that contributes to inclusive rural economies and the expansion of commercial agricultural produce. The Agricultural sector must contribute significantly to increasing food security, rural income and employment.



1. AGRICULTURAL DEVELOPMENT

<ul style="list-style-type: none"> - Determine the size of the agricultural sector in terms of gross value addition and employment creation to the local economy. 	<ul style="list-style-type: none"> - Identify arable land Parcels . 	<ul style="list-style-type: none"> - Determine the water availability and irrigation infrastructure. - Set goals about additional land to be put under production. - Assist small scale farmers to access land on communal basis. 	<ul style="list-style-type: none"> - To Implement water supply and irrigation infrastructure projects. - To Mobilise commercial finance providers to support farmers. - To Mobilise public sector grant funding to support both the development of irrigation infrastructure and support for individual farmers 	<ul style="list-style-type: none"> - Build capacity for the provision of extension services with provincial Department of Agriculture. - To Mobilise the sector to invest in seed and fertilizer supply
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2. HOUSING AND REAL ESTATE DEVELOPMENT



VISION

To develop sustainable human settlements and to create an inclusive and compact spatial form that supports the economic positioning of Bela-Bela Local Municipality.

- Determine Current and Projected Future Housing Demand.

- Identify suitable land for Human Settlement Development with a focus on meeting the housing backlog and the eradication of informal settlements.

- To install the necessary bulk infrastructure to support Human Settlement Development according to the needs of the entire market spectrum.

- Identify different funding sources in both public (grant and equitable share) and commercial private sector finance.

- To facilitate Private Sector Participation in the delivery of Human Settlements and Real Estate Developments.

3. TOURISM DEVELOPMENT

VISION

To be recognized as a premier local, national and international destination for tourism.

- Develop Roads Infrastructure to support Tourism.

- Implement place-making interventions to enhance the attractiveness of Bela Bela as a tourism destination.

- Develop and Implement a Marketing Strategy.

- Develop and Implement a Comprehensive Skills Development Programme according to the needs of Tourism Sector.



4. SMALL BUSINESS DEVELOPMENT



VISION

To implement a transformed and inclusive economy driven by sustainable, innovative SMMEs and Co-operatives in a spatially transformed landscape

- To Grow Agricultural production for the local market, hospitality industry, national and international markets.

- Develop Agro-Processing Industry to supply the Hospitality Industry.

- Develop a Framework to formally include informal trading into the urban fabric.

- To facilitate production of Consumables for the Hospitality Industry.





5. BUILDING A COMPETITIVE PLATFORM

VISION

Mobilising, targeting, aligning and managing investment in infrastructure in a sustainable way supporting the economic positioning and transformed spatial structure of Bela-Bela Local Municipality.

- Develop Roads Infrastructure to support Tourism.

- Implement place-making interventions to enhance the attractiveness of Bela Bela as a tourism destination.

- Develop and Implement a Marketing Strategy.

- Develop and Implement a Comprehensive Skills Development Programme according to the needs of Tourism Sector.



6. BUILDING A SOCIAL SAFETY NET

VISION

Ensuring that all vulnerable households are receiving the necessary support.

- To up-skill, Support and Develop Informal Traders.

- To Facilitate Small-Scale Food Production Through the Development of Community Gardens.

- Develop Agr-Villages.

- Ensuring access to free basic services to all who qualify and to ensure access to social grants for all who qualify.

7. DEVELOPING A FLUORO-CHEMICAL PRODUCT CLUSTER

VISION

Ensuring that the Mining Sector serves as one of the LED anchors in Bela Bela Local Municipality.

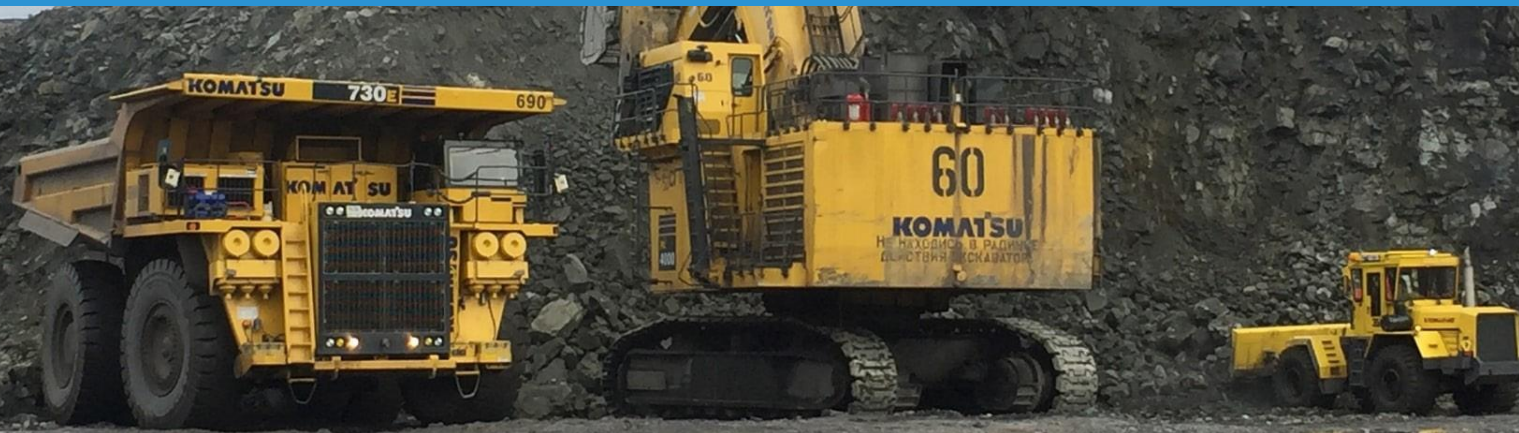
- To anchor the BBLM economy around a world-class Fluorochemical Industry that competes on a global scale and stimulates local transformation, inclusion, job creation and prosperity.

- Develop a master plan and physically established industrial cluster consisting of network of production firms, incubators and research centre.

- Leading knowledge, training and skills development programmes.

- Well-functioning public-private partnerships and sustainable funding models.

- Leading use and application of technology.



The Local Economic Development visions and strategic objectives will be implemented through a process of institutionalising The LED Strategy Review and Implementation in Bela-Bela Local Municipality focusing on the following key actions:

- Establishment of a renewed Local Economic Development Planning Unit with clear mandates and dedicated resources that are aligned to implementing key actions that are coupled with each strategic objective.
- Sustained political championship programme;
- Identification and preparation of priority projects in accordance with Key Performance Indicators (KPIs) and Actions;
- Establishment of Local Economic Development Steering Committee and multi-disciplinary task teams;
- Implementation of projects and quarterly reporting; and
- Monitoring and evaluation system and incorporation of the LED Strategy into organisational and individual performance management systems.

1. INTRODUCTION

Bela-Bela Local Municipality is embarking on a journey to secure a prosperous future for its people by becoming a more attractive investment destination and place to live in. The aim is to grow the economy in a competitive, inclusive and robust manner. The vision is to evolve the economy into a high growth and globally competitive region that has a competitive edge in tourism, agriculture and infrastructure provisioning.

In doing so, the proposed economic development strategies and actions will ensure that a competitive edge is created for the municipality that enables domestic and foreign investment attraction and job creation.

The latest Bela-Bela Local Economic Development (LED) Strategy was developed in 2008 and needs to be reviewed. The timing of the review is critical as it is an opportunity to reposition the local economy taking into account the massive negative impact of the COVID-19 pandemic in terms of high number of job losses, business closures and loss of income at individual and household levels.

The reviewed LED strategy will be credible, functional and implementable. The overall objective is to guide local economic development, growth and recovery. The strategy review will also formulate programmes and propose structures with capability to implement. The strategy will outline promotion and marketing of local opportunities with emphasis placed on the Township economy, tourism, agriculture and inclusive rural economies. The LED strategy ought to outline immediate, medium, and long-term measures and plans for the repositioning of the local economy in a resilient, inclusive and sustainable way.

The objectives of the assignment are as follows:

- To develop a shared understanding of the environment, conditions, key drivers and constraints facing the local economy;
- To develop a common vision and desired outcomes and results in respect of local economic growth, transformation and resilience;
- To articulate strategies and interventions that would lead to sustained growth and development;
- To identify the critical implementation success factors and identify required capabilities, resourcing and performances.

1.2 PROCESS AND METHODOLOGY TO UNDERTAKE THE LED STRATEGY REVIEW



The process of developing a vision and strategic objectives for Bela-Bela LM departs by conducting a thorough analysis of the current economic reality and developing a Local Economic Development (LED) Framework that is informed by the National Development Plan (NDP), the National Spatial Development Framework (NSDF), the Waterberg District Economic Development Strategy, the Bela-Bela IDP and District Development Model (DDM). The 2008 Bela- Bela LED Strategy is juxtaposed to the current economic reality and the economic development directives outlined in LED Framework The employed process and methodology has assisted in identifying gaps and key issues in economy and has provided the required insights to formulate the updated Local Economic Development Strategy and Implementation Plan.

Figure 2: Process and Methodology to undertake the LED Strategy Review.

1.3 CORE COMPONENTS OF THE BELA-BELA LED STRATEGY REVIEW



Figure 3: Core components of the Bela-Bela LED Strategy Review.

The 2008 Bela-Bela LED Strategy will be juxtaposed to the current economic reality and the economic development directives outlined in the National Development Plan (NDP), the National Spatial Development Framework (NSDF), the Waterberg District Economic Development Strategy and the Bela-Bela IDP. This process will assist in identifying gaps and will provide the required insights and impetus to formulate updated local economic development strategies.

1.4 THE REVIEW AND ASSESSMENT PROCESS

Local Economic Development is viewed as a key transformation area in the sustainable development of Bela-Bela. The economic positioning of Bela-Bela according to its competitive edge, key economic sectors and inclusive rural and township economies is necessary to move from the current situation to a new desired future. The process diagram below outlines the strategic approach that will be adopted to effectively review the current LED Strategy. The holistic review will inform the new pillars of the LED Strategy:



Figure 4: The LED Review and Assessment Process.

1.5 STRATEGIC INTENT

The Review of the Bela-Bela LED strategy revolves around ensuring that there is sustained economic growth as this is the largest contributor to sustained reduction in poverty. The LED Review will serve as a mechanism by which poverty is reduced consciously and systematically. The LED Strategy aims to unite economic stakeholders to cooperate to realise an improved economic future.

To achieve results on a larger scale, LED effort must strategically focus on the **right sectors** and **spatial locations**. The review will represent a process by which **public sector, business and civil society work collectively** to create better conditions for **economic growth** and **employment generation**. The high-level purpose is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. The success of the strategy rests on its ability to enhance competitiveness, increase investment, sustainable and inclusive growth.

The review will localize national, provincial and district level economic directives:

- Support the pursuit of inclusive economic development that provides for both the promotion of local wealth creation and poverty reduction;
- Ensure that those excluded through past exclusionary policies are active participants and have access to opportunities resulting from development;
- Inclusive, recognizing formal as well as informal economies;
- Incorporate explicit poverty reduction actions;
- Optimize local resources and local capacities to build local potential;
- Create economic links to the regional, national and international economies and markets
- Facilitate market access and create a climate conducive to investment and business activity;

The section below presents the local economic development directives/policy imperatives that have been outlined at a national, provincial and district scale. The policy review is designed to assess how the current LED Strategy encapsulates various economic directives and also to ensure that recommendations and interventions put forth in the Reviewed LED Strategy are critically aligned to the existing policy framework.

2. NATIONAL, PROVINCIAL AND DISTRICT POLICY FRAMEWORK AND IMPLICATION FOR LED IN BELA-BELA

2.1 THE NATIONAL DEVELOPMENT PLAN

The National Development Plan (NDP) offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal.

As a long-term strategic plan, it serves four broad objectives:

1. Providing **overarching goals** for what we want to achieve by 2030.
2. Building **consensus on the key obstacles** to us achieving these goals and what needs to be done to overcome those obstacles.
3. Providing a **shared long-term strategic framework** within which **more detailed planning can take place** in order to advance the longterm goals set out in the NDP.
4. Creating a basis for making choices about **how best to use limited resources**.

The Plan aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality.

The core elements of a decent standard of living identified in the Plan are:

- Housing, water, electricity and sanitation
- Safe and reliable public transport
- Quality education and skills development
- Safety and security
- Quality health care

- Social protection
- Employment
- Recreation and leisure
- Clean environment
- Adequate nutrition

Aligned to the context of Bela-Bela, the importance of Local Economic Development is highlighted in Chapters in chapters 3, 4 and 6 of the National Development Plan (NDP). These chapters speak to **Economy and employment, Economy infrastructure, integrated and inclusive rural economies**.

2.1.1 Economy and Employment

The vision is to eliminate poverty and reduce inequality. Employment levels need to rise through productivity and the increased income levels of the working population. Faster and more inclusive growth is a critical need. Key strategic objectives to achieve this include:

Raising exports

- Skills Development
- Lowering the cost of living for the poor
- Investing in competitive infrastructure
- Facilitating private investment and improving the performance of the labour market
- Sectors to focus on

- Spatial targeting

Key problems facing the Economy

- Low levels of competition
- Large numbers of work seekers that cannot enter the labour market
- Low saving levels
- A poor skills profile

Key Proposal for the Economy and Employment

There needs to be a focus on infrastructure that promotes efficiency in the economy and reduces costs for businesses and individuals.

IMPLICATIONS FOR BELA-BELA

The Bela-Bela LED Strategy has to place an emphasis on developing **a more competitive and diversified economy**. In doing so, strategic interventions should revolve around raising levels of investment, **improving skills and human capital formation** and **increasing the net export of agricultural products**. Invariably, this will lead to rising employment, increased productivity, improved living standards and a decline in poverty. A greater part of investment in Bela-Bela should be directed at **supporting productive sectors that already have a competitive advantage**.

2.1.2 Economy Infrastructure- the foundation of social and economic development

South Africa needs to maintain and expand its electricity, water, transport and telecommunications infrastructure in order to support economic growth and social development goals. Private funding will need to be sourced for many of these investments.

Economic infrastructure is a precondition for providing basic services such as electricity, water, sanitation, telecommunications and public transport. Infrastructure needs to be robust and extensive enough to meet industrial, commercial and household needs. The challenge is to maintain and expand networks to meet the growing economy.

Underlying causes to be addressed

- Many households are too poor to pay for the cost of services
- Municipalities are poorly managed and have limited financial and human resources capital execute plans and deliver economic infrastructure services.

IMPLICATIONS FOR BELA-BELA

There needs to be **adequate investment in energy infrastructure** and **social equity** should be achieved through access to sustainable energy at affordable tariffs. The use of gas and solar energy should be explored as **an alternative to coal for energy production**. Bela-Bela should work towards achieving a **greater mix of energy sources**. The provision of roads and ICT infrastructure should be spatially targeted and aligned to the economic positioning of Bela-Bela. The **provision of water** is imperative to **agricultural success**.

2.13 Inclusive Rural Economies

Rural communities require greater social, economic and political opportunities to overcome poverty. For this to be realised, agricultural development programmes should introduce land reform and livelihood strategies that ensure sustainable jobs are created. Plans for rural towns should be tailor made according to contextualised and spatialized opportunities. Intergovernmental relations should become more effective to improve rural governance and development.

- Rural communities must have better developmental platforms to participate fully in the economy
- Rural communities should be supported by agriculture, mining, tourism, agro-processing and fisheries
- Rural based enterprises should be supported be assisted with market support to enhance skills and competitiveness. Access to land, finance and services are key intervention areas.

IMPLICATIONS FOR BELA-BELA

There should be **tailor made economic development plans** for each rural area in Bela-Bela. Investment needs to be made to provide economic and social development platforms. This should be enabled by the **provision of internet and infrastructure services** in these areas. **Irrigated and dry-land production** should be focused on with an **emphasis on small holder farmers**. **The big agri-industries must be the supporting partners.**

Place-making interventions are needed to create **well-functioning communities** that enable people to seek and find **economic opportunities**. **High potential land** in communal areas should be earmarked as **catalytic commercial production projects**. **Job creation** should be supported in **upstream and downstream economies**.

2.14 A Synopsis of Directives and Enabling Economic Development Milestones Outlined in The NDP

Key Issues:

- High levels of unemployment
- Poor infrastructure
- Spatial divide hobbles inclusive development
- Quality of Education for black people is poor

Enabling Milestones:

- The NDP plans to reduce unemployment to 14% by 2020 and to 6% by 2030, placing an obligation on all actors in the economic space to achieve the target
- Reducing the proportion of households earning less than R 409 per month (2009) prices from 39% to zero. Increasing employment is a priority
- GDP should increase by 2.7 times in real terms, requiring an annual growth of 5,4 % over the period.
- Increase fixed capital formation from 17% to 30%
- Increasing the competitive base of infrastructure, human resources and regulatory frameworks
- Produce sufficient energy to support industry at competitive prices.
- Universal access to clean running water
- Make high speed-broad band internet universally available
- Realise a food trade surplus, with one third produced by households and small farmers.

2.2 THE NATIONAL SPATIAL DEVELOPMENT FRAMEWORK (NSDF)

The NSDF presents a national spatial development vision and outlines a rationale and ways in which the spatial vision can be realised. The NSDF is closely aligned to the IDP.

As part of the NSDF, **Bela-Bela forms part of the Central Innovation Belt**. Areas around the core of Gauteng are spatially positioned to be **economically diverse production areas** and plays an integral part of the core economic drivers of the economy. This belt is key to economic growth and employment. Bela-Bela has a role to play in realising this economic growth, **most notably in the tourism and agricultural sectors**.

The adjacent graphic spatially represents the central innovation belt:



Figure 5: The LED Review and Assessment Process.

IMPLICATIONS FOR BELA-BELA

Bela-Bela is classified as a regional anchor in the central innovation belt. It is advised that land reform is expedited and existing small and medium agriculture support programmes are consolidated. High value agricultural land should be optimised with a focus on job intensive agro-processing and tourism developments.

Bela-Bela also falls part of the Waterberg River Catchment area; these areas are regarded as spatial locations that are of national importance to the economy of the country. Water is integral to the survival of many economic activities in the Waterberg Region:

- Mining
- Tourism
- Agriculture
- Human Settlements

Water and irrigation systems are vital for a strong Agricultural Sector. The graphic below spatially represents the Waterberg River Catchment Area:

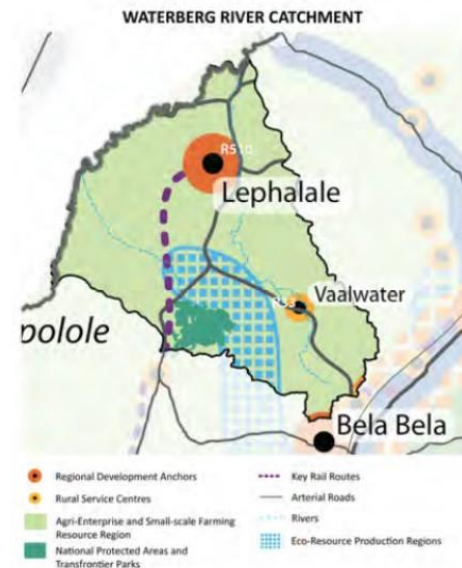


Figure 6: Waterberg River Catchment Area (Draft NSDF, 2019).

23 NATIONAL LED IMPLEMENTATION PLAN

The key intention of this plan is to create and expand the productive capacity of local economies by supporting businesses from informal, small, medium, and catalytic enterprises. Focus is placed on business development and on competitive and comparative advantages of local economies.

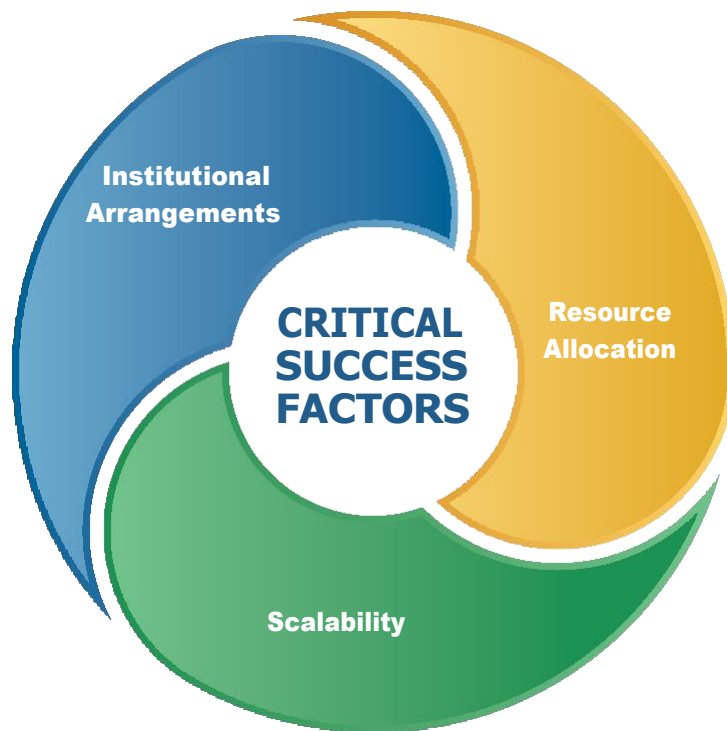


Figure 7: Critical success factors for LED Implementation (National LED Policy Framework, 2017).

24 THE INDUSTRIAL POLICY ACTION PLAN (IPAP)

The Industrial Policy Action Plan notes that special emphasis should be placed on economic sectors that are particularly well positioned for scaling up through leveraging market growth and associated upgrading of supply capacity and capabilities. The sectors most relevant to Bela- Bela would be:

- Green and Renewable Energy-saving industries;
- Agro-processing, linked to food security and food pricing imperatives;
- Creative and cultural industries linked to tourism in Limpopo Province;
- Business and skills development services;
- Electro-technical and ICT.



Figure 8: Core Objectives of the IPAP.

25 THE LIMPOPO DEVELOPMENT PLAN (2015-2020)

The Limpopo Development Plan (2015-2020) builds on the Limpopo Provincial Growth and Development Strategy (PGDS) and the Limpopo Economic Growth and Development Plan (2009-2014). It is a comprehensive provincial development plan to take advantage of Limpopo's comparative position and to uplift and improve the general condition of all facets of development in the province.

The vision is to fulfill the potential for prosperity of Limpopo Province in a socially cohesive, sustainable, prosperous and peaceful manner. The vision will be attained by emphasising participatory leadership aimed at promoting excellence and an **entrepreneurial spirit, improved service delivery, facilitation of decent job creation and systematic poverty reduction**.

The LDP aims to achieve the following provincial objectives (all of which are relevant to Bela Bela):

- Create decent employment through inclusive economic growth and sustainable livelihoods; Improve the quality of life of citizens;
- Prioritise social protection and social investment;
- Promote vibrant and equitable sustainable rural communities;
- Raise the effectiveness and efficiency of a developmental public service;
- Ensure sustainable development.

26 THE LIMPOPO GREEN ECONOMY PLAN

The Limpopo Green Economy Plan centres on local production and consumption, efficient use of energy and water, and care of natural and created resources giving everyone the opportunity to participate in economic activities. It offers socially and environmentally just solutions to economic exclusion and resource degradation and concludes that the green economy will be the mainstream economy of the future, as the world transitions into sustainable consumption and production patterns. The following initiatives have been identified for the Province:

- **Sustainable Production and Consumption;**
- Water Management;
- Sustainable Waste Management Practices;
- **Clean Energy and Energy Efficiency;**
- Resource Conservation and Management;
- **Agriculture, Food Production and Forestry;**

27 WATERBERG DISTRICT SPATIAL DEVELOPMENT FRAMEWORK

The space economy of the Waterberg District municipal area comprises three zones namely a western zone along the Limpopo River that is characterized by extensive cattle and game farming; a central zone around the Waterberg area which is more known for tourism activities; and the eastern parts of the District that are the most densely populated and include the N1 axis. Bela-Bela LM mostly falls within the central and eastern zones.



Figure 9: Map of the Waterberg District Municipality (BBLM SDF, 2018).

The following proposals stemming from the District SDF relate to the Bela-Bela municipal area:

- The Waterberg SDF promotes the stimulation of priority nodes and corridors by means of focused investment in areas where **settlement must be encouraged**, and **redevelopment initiatives** that engender consolidation of settlement areas, while discouraging excessive investment in areas where settlement must be discouraged;
- Bela-Bela Town is indicated as a **Second Order Settlement (District Growth Point)** in a District context, together with Thabazimbi and Modimolle (Nylstroom);
- Lephalale (Ellisras) and Mokopane (Potgietersrus) are the District's

- capital/ First Order Settlements (Provincial Growth Points);
- Pienaars River was identified as a Population Concentration Point and Radium, Settlers, Vingerkraal and Rapotokwane and Tsakane as Local Service Points;
- Routes R516 and R576 with route R101 were identified as strategic links.
- Undesirable development should not occur in areas earmarked as environmentally sensitive, including within the Biosphere as depicted on the SDF

*The graphic below illustrates the 2019 Waterberg Spatial Development Framework

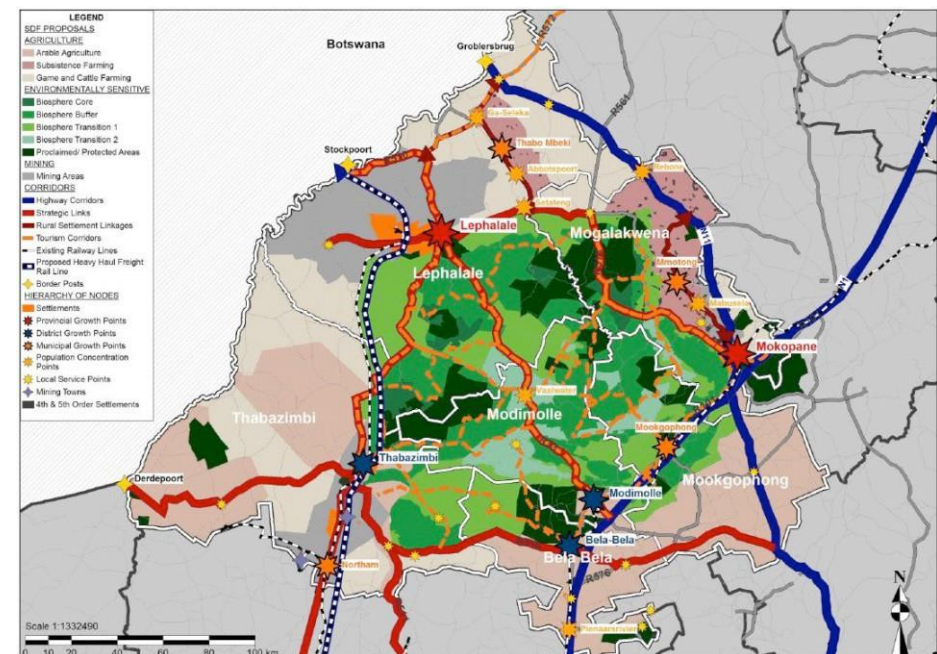


Figure 10: Waterberg Spatial Development Framework (Bela-Bela SDF, 2019).

2.8 THE DISTRICT DEVELOPMENT MODEL (DDM)

The District Development Model (DDM) has been developed as a unique form of social compacting that involves all key players to unlock development and economic opportunities. The DDM represents a new Integrated district based approach to address challenges related to, localised job creation, promoting and supporting small businesses and spatial transformation. The model consists of a process by which joint and collaborative planning is undertaken at a local, district and metropolitan by all three spheres of government resulting in a single strategically focussed plan where the district context is the departure point.

The Local Economic Development Strategies outlined in this document will contribute to unlocking the Strategic Role of the Waterberg District in National Economy and will also contribute to building a Resilient and Transformed Regional Economy. The DDM is a key instrument for aligning LED planning and budgetary allocations.

3. THE CURRENT DEVELOPMENTAL REALITY IN BELA-BELA: A FOCUS ON ECONOMIC POSITIONING

The section to follow presents an analysis of the current local economic development reality in Bela-Bela. The analysis phase is a key stage in the formulation of renewed and scalable economic strategies. The intention is to understand the current reality in Bela-Bela Local Municipality and to address improvements in existing municipal plans in their attempts to strategically achieve a desired economic future.

The Diagnostic Approach is informed by the need for the local development strategy to assist people to generate economic wealth in their respective space economies. The triple challenges of poverty, inequality and unemployment is to a large degree a consequence of non-optimal delivery of services and strategic developmental projects. The pattern of working in silos disrupts spatial transformation efforts.

The Bela-Bela LED Strategy Review and Implementation Plan presents a picture of the full road map for successful local economic development in the municipality. In doing so, a diagnostic study of the economic development landscape will be unpacked and analysed and will be used to inform the desired economic future and implementation strategies for LED in Bela-Bela.

The following themes will be critically analysed as part of the diagnostic study:

- Demographic Profile
- Economic Positioning
 - Competitive Advantage
 - Key Economic Sectors

- Self- Sustaining communities/Township Economies
- The Space Economy

The diagnostic study will depart from an acknowledgement of the Waterberg District Developmental context. This will be followed by a diagnostic study that pertains to local economic development/positioning in Bela-Bela.

3.1 THE WATERBERG DISTRICT MUNICIPALITY

The Waterberg District Municipality is located in the south western part of Limpopo, which is South Africa’s most Northern Province. The district was formed in 2000 and is one of the five District Municipalities in the Limpopo Province. The district borders Botswana and shares boundaries with the North West and Gauteng provinces as well as Sekhukhune and Capricorn District Municipalities (Waterberg District Profile DDM, 2020). Bela-Bela Local Municipality is located within this district.



Figure 11: The Waterberg District Municipality.

3.1.1 Key Economic Sectors

The economy of the Waterberg DM is largely dominated by three (3) sectors, namely; **mining, tourism and agriculture**. In 2018, the Waterberg's formal economic growth (GDP) contracted to an **annual growth rate of -0.57%**, which is significantly lower than the 0.22% per annum GDP growth of Limpopo Province and the 0.79% per annum growth of South Africa in 2018. The greatest contributor to Waterberg's **Gross Value Add (GVA) is mining with 56%**, followed by **community services with 12% and Trade with 9%** (Waterberg District Development Profile, DDM, 2020).

3.1.2 Poverty and Inequality

In terms of **poverty**, Waterberg District has a South African Multidimensional Poverty Index (SAMPI) head count poverty of **9%**, which is an **increase of 6.5% from 2011**. Waterberg together with Capricorn has consistently been the most unequal district in the province, with a **Gini coefficient of 0.609**. The Waterberg District has a **Human Development Index (HDI) of 0.62 compared to Limpopo's 0.59** (Waterberg District Development Profile, DDM, 2020).

3.1.3 Key Social Demographics

- Waterberg has a population of 761 590 people. According to the 2016 Community Survey there were 211 472 Households. 76% of the residents live in formal structures whilst 13% are informal structures or shacks (Waterberg District Development Profile DDM, 2020).
- The district has an unemployment rate of 28.8% which means 42 749 people are unemployed. It also has an employment rate of 38.4%, 68% of them are in the formal sector.
- There is an overall improvement in the level of education is visible with

- an increase in the number of people with 'matric' or higher education
- There are currently no public universities or campuses of public universities in the Waterberg.

3.1.4 Drivers of the economy

- Waterberg has the leading extent of agricultural land in Limpopo. The total current agricultural production area for the Waterberg District is **4.3 million hectares**. This translate to 38.51% of the provincial agricultural area.
- The land is mainly used for **game ranching, grazing land for livestock, horticulture (vegetables) and field crops (Sunflower, Wheat, Maize and Sorghum)**.
- The Waterberg's **comparative advantage in tourism**.
- With **an abundance of privately owned game reserves**, the district plays a critical role in the game industry.
- The Limpopo State of Tourism Report identified the 10 popular destinations in Limpopo by determining the number of visitors and cost of visiting at each attraction. The report revealed that 4 of the top 10 popular destination were located in Waterberg District.
- The **education sector** in the Waterberg District should be able to produce the type of skills that would correspond with those required by the regional economy. Therefore, adequate skills in engineering, hospitality and agriculture will be required to support the developing **mining, tourism and agricultural economies in the region**.

(Waterberg District Development Profile, DDM, 2020).

The profile of the Waterberg District Municipality illustrates that tourism, agriculture and mining are the three biggest economic sectors. An area of concern is the increase in poverty levels and the high levels of inequality. The district has an unemployment rate of 28.8%, however there are signs of improvement with regards to education levels. The above profile aimed to present the broader developmental context in which Bela-Bela Local Municipality is located. Local Economic Development in Bela-Bela should be packaged in a manner that contributes significantly to the development of the district as a whole. The section below presents a diagnostic study of the economic landscape in Bela-Bela Local Municipality.

3.2 ZOOMING INTO BELA-BELA LOCAL MUNICIPALITY

Bela-Bela Municipality is located on the south – western region within the administrative boundaries of Waterberg District Municipality which forms part of the Limpopo Province. The municipality shares the boundaries with Modimolle Municipality to the north, Thabazimbi to the west.

The municipality also shares the boundaries with Mpumalanga Province to the south east, Gauteng to the south and North – West province to the south west (BBLM SDF, 2018).

Bela-Bela plays a significant role in the regional space economy due to its proximity to Gauteng which is the most dominant province in the country in economic terms, with a Gross Domestic Product (GDP) that accounts for 33% in the sub – national African economy. There are massive tourism attractions that cut across Bela-Bela, Modimolle, Mogalakwena and Lephalale areas and these include Makapan’s Valley, World Heritage Site, Nature Reserves, hot-springs, fauna and flora (BBLM SDF, 2018).

Bela-Bela already boasts an extensive and well known tourism network with key attractions and facilities. A competitive edge is enhanced through its proximity to Gauteng. However, there are key areas of concern in Bela-Bela that require strategic spatial and economic interventions.

The reviewed LED Strategy will address these concerns.

The total area of the Bela-Bela Local Municipality is approximately **337 605.55 ha** in extent. It is the smallest Local Municipality in the Waterberg District and represents ±6.8% of the total Waterberg District area. The Bela-

Bela Municipal Area includes two formal towns, namely Bela-Bela Town and Pienaarsrivier as well as other smaller settlements such as Settlers, Radium/Masakhane, Rapotokwane, Vingerkraal and Tsakane (BBLM SDF, 2018).

The socio-economic and spatial landscape, the demographic profile and the human settlement need in Bela-Bela are key indicators for local economic development strategies. Spatial targeting of specific interventions across all functional areas is key to effective Implementation. Below is a map that presents the spatial footprint of settlements across Bela-Bela.

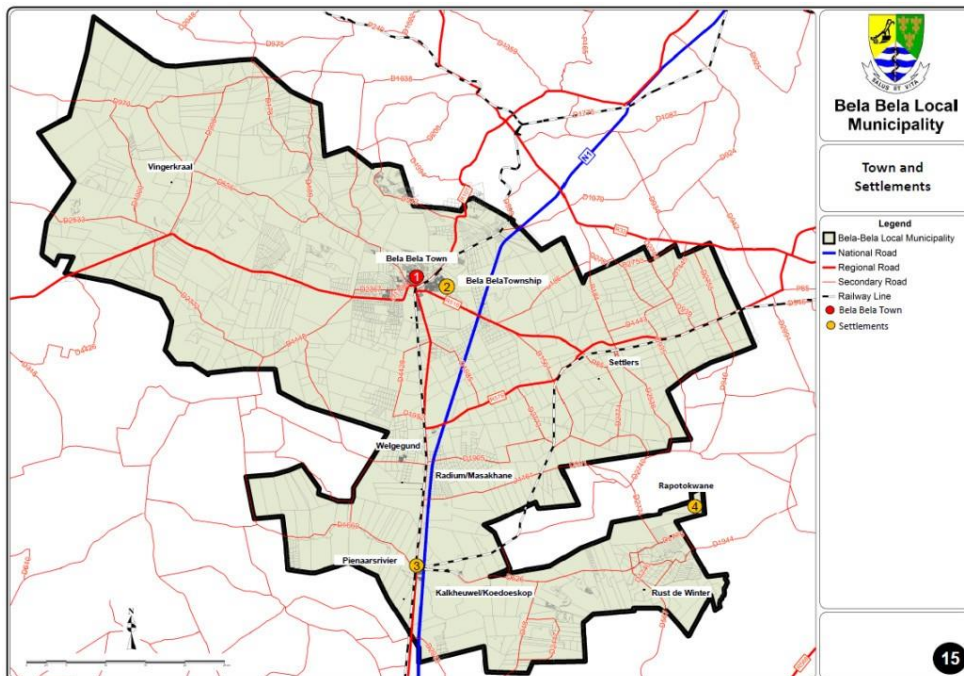


Figure 12: Towns and Settlements in Bela-Bela (Source: BBLM SDF, 2018).

TOWNS AND SETTLEMENTS IN BELA-BELA

Bela-Bela is made up for the following towns and settlements:

1. **Bela-Bela Town**
2. **Bela-Bela Township**
3. **Pienaarsrivier**
4. **Rapotokwane**
5. **Rust de Winter**
6. **Radium**
7. **Koedoeskop**
8. **Settlers**
9. **Welgegund**
10. **Vingerkraal**

3.3 DEMOGRAPHIC PROFILE

In Africa, the urban population has grown from 15% of the total population in 1960 to over 40% in 2010 and is predicted to exceed 60% by 2050. It is expected that South Africa will follow this trend and experience high population growth and urbanization according to the Centre for Scientific and Industrial Research (CSIR).

The table below illustrates the current and future population projections for Bela-Bela as reflected in the Bela-Bela 2019 Spatial Development Framework SDF.

3.3.1 Population and Household Projections in Bela-Bela

The data below will assist in informing the scope and extent of local economic development strategies. The graphics below illustrate the deeper dynamics of Bela-Bela with regards to income levels, poverty and employment levels, access to services and education and demands for housing and economic opportunities. The spatial spread of economic activities will be outlined as well. The overarching rationale is to present the current challenges and opportunities with regards to local economic development in the Bela-Bela Local Municipality.

Below is the Demographic Profile of Bela-Bela in relation to the key Nodal Areas in the Municipality:

- Bela-Bela Town
- Bela-Bela Townships
- Pienaarsrivier
- Rapotokwane
- Rural Remainder

Bela-Bela Local Municipality Growth Rates	2011 Population <i>(Stats SA)</i>	2016 Population <i>(Community Survey, 2016)</i>	2016 Households <i>(Community Survey, 2016)</i>	2020 Population <i>(Bela-Bela, SDF, 2018)</i>	2020 Households <i>(Bela-Bela, SDF, 2018)</i>	2025 Population <i>(Bela-Bela, SDF, 2018)</i>	2025 Households <i>(Bela-Bela, SDF, 2018)</i>
Population Numbers	66 500	76 296	21 354	82 831	22 386	93 578	25 506

Table 1: BBLM Population Projections (Source: BBLM 2018 SDF).

3.3.2 Socio-Economic Profile

Population Profile

Population Contribution to Waterberg	Bela-Bela LM contributes 9.8% towards the total Waterberg district's total population.
Population Profile	The town of Warmbaths represents 10.0% of the total population of the Bela-Bela LM Whilst, 57.7% of the total population of the Bela-Bela LM is situated in the Bela-Bela Township .
Age Profile	Bela-Bela LM is primarily represented by a young adult and mature population segment (47.6%) aged 25 to 65.

Table 2: Population profile of Bela-Bela (BBLM SDF, 2018).

Population Profile per Nodal Area.

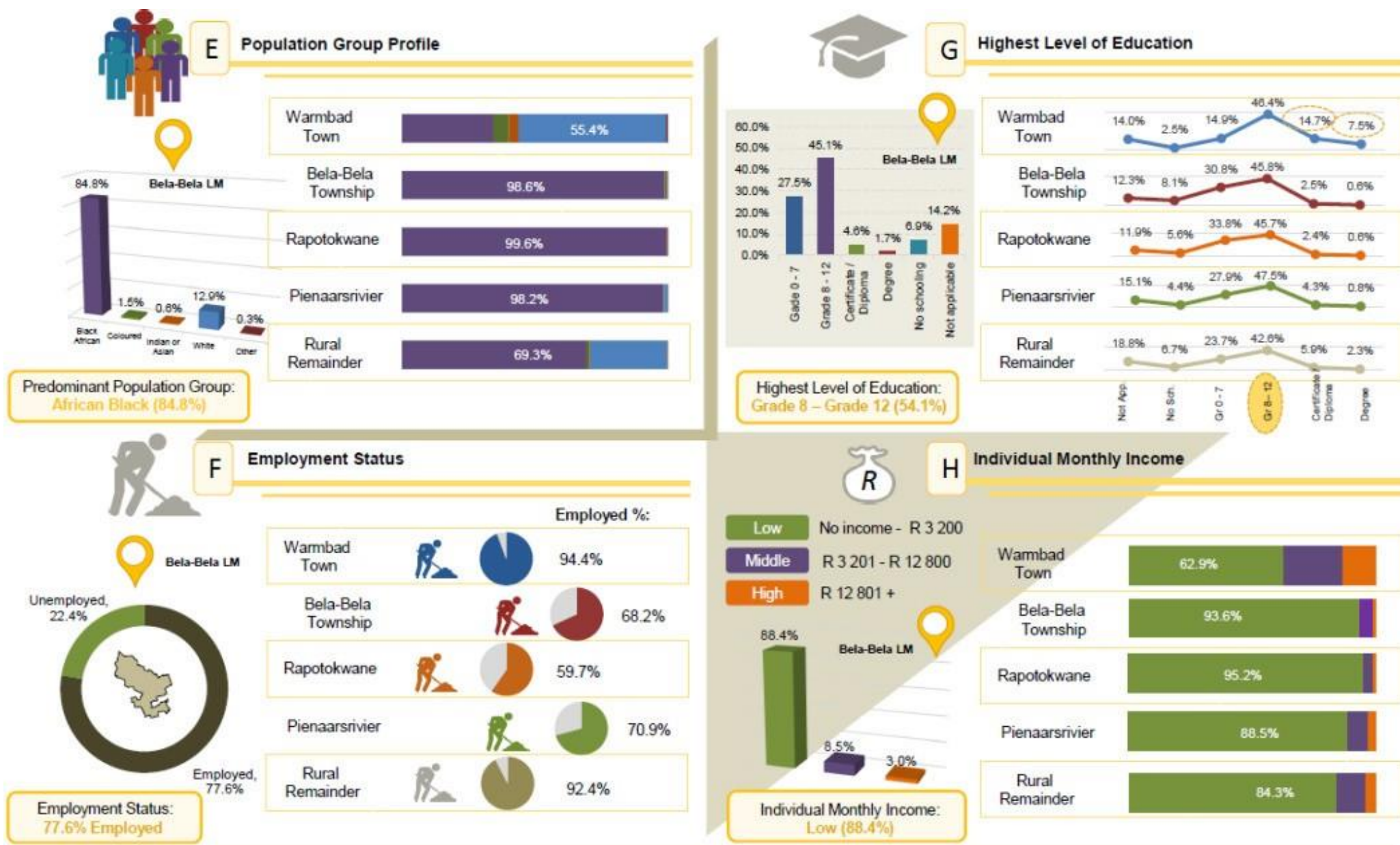


Figure 13: Employment, Education and Income Levels in Bela-Bela LM (Source: BBLM 2018 SDF).

Employment Status	The Bela-Bela LM is characterised by high employment levels, with 77.6% of the economically active population segment (aged 16 to 65) being employed. Whilst the highest number of unemployment is recorded for the Rapotokwane node (40.3%).
Highest Level of Education	Within the Bela-Bela LM, 45.1% of the population has at least a Grade 8 to Grade 12 education level. The highest number of the population with a Certificate / Diploma (14.7%) and / or a Degree (7.5%) is located within the Warmbaths Town.
Individual Monthly Income	Within the Bela-Bela LM most of the households earn no income to R3 200 per month (88.4%) – low income bracket. The Town of Warmbad has the highest number of individuals earning an income within the middle to upper income levels.

Table 3: Employment, Education and Income Levels (BBLM SDF, 2018).

Dwelling Type and Tenure Status

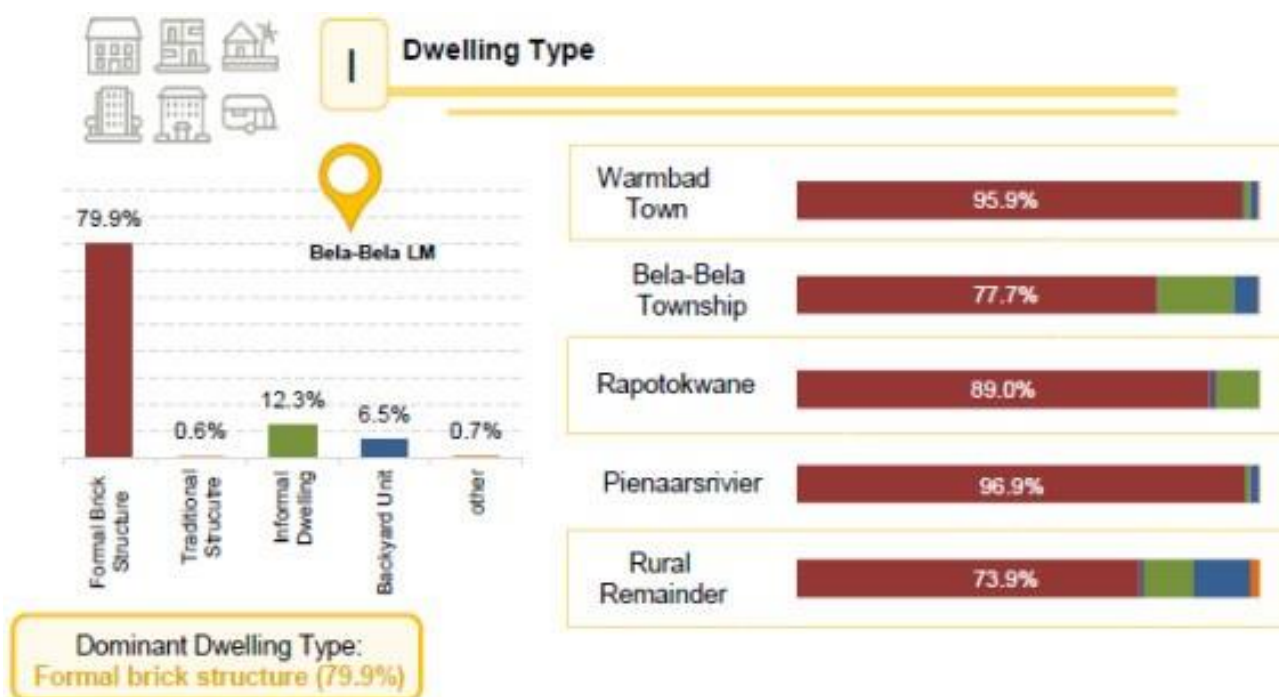


Figure 14: Spread of Dwelling type in Bela-Bela (Source: BBLM, SDF 2018).

Dwelling Type	Most households within the Bela-Bela LM reside in a house / formal brick structure (79.9%). The Bela-Bela Township has the highest number of households residing in Informal Dwellings (16.5%).
Tenure Status	Most of the properties within the Bela Bela LM is owned and fully paid off (37.6%) followed by rental properties representing 27.8% . Bela-Bela Township has the highest number of owned and fully paid off (51.9%) properties, whilst Pienaarsrivier has the highest number of rental properties.

3.4 ECONOMIC DEVELOPMENT ANALYSIS

Bela-Bela has a relatively small local economy with an economic value of production of only R1.8 billion (BBLM IDP 2020-2021 Review). Trade and tourism activities contribute significantly to local economic production.

Composition of the BBLM GDP per sector

Sector	Percentage
Agriculture, Forestry and Fishing	4%
Mining and Quarrying	17%
Manufacturing	3%
Electricity Gas and Water	2%
Construction	6%
Wholesale and Retail Trade, catering and accommodation	22%
Transport, storage and accommodation	11%
Finance, insurance, real estate and business services	16%
Community, social and Personal Services	20%
TOTAL	100%

Table 4: Composition of the Bela-Bela Economy (Community Survey, 2016).

The above mentioned is an indication of the performance of each economic sector in Bela-Bela. It should be noted that table above does not group entire spectrum of the tourism sector as one sector. The indicators that are closely associated with tourism in the context of the figures above includes Transport (11%) and Wholesale (22%) which accounts for a 33% contribution to the economy of Bela-Bela.

In 2018, the community services sector was the major contributor to the local economy accounting for R769 million (or 20.6% of the total GVA), followed by trade (which includes tourism) at 19% and mining at 18.1%. The key economic driver in the municipality is tourism and there are many exclusive hotels, lodges, guesthouses, nature reserves and game ranches in the municipality (BBLM IDP 2020-2021).

3.4.1 Spatial Distribution of Economic Activities

Business

Bela-Bela Town has a well-defined CBD which is functionally linked to the industrial area. This is the only business node of significance in the municipal area although Pienaarsrivier also has a very small business footprint that comprises of six business erven of which two are developed.

Masakhane (Welgegund) holds two developed business erven with five business erven still being vacant. Settlers and Pienaarsrivier both have well-established co-operations with grain silos serving surrounding farmers (BBLM SDF, 2018).

Industrial

There are two small industrial areas in Bela-Bela Town (north and south of route R516). These mainly comprise service industries with very limited manufacturing taking place in the industrial areas (BBLM SDF, 2018).

Agriculture

From the graphic below it is evident that the mountainous northern extents of the municipal area and areas around Rust de Winter to the south are predominantly used for game farming while cattle farming is concentrated in the southern areas around Pienaarsrivier. Crop farming is dominant in the central parts – especially towards the eastern parts of the Settlers-Springbok Flats. The following trends are prevalent pertaining to crop farming activities:

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

Tourism

Tourism activities are mainly clustered in three focus areas in the municipality as shown in the graphic below. The following range of facilities are on offer in the municipal area:

- The Aventura Resort and lodges in the vicinity of Bela-Bela Town;
- The Rust der Winter area to the south which functionally links into the

Dinokeng Nature Reserve in Gauteng Province; and

- A range of facilities located along route R516 (west) between Bela-Bela Town and Thabazimbi, and along route R101 from Bela-Bela Town towards Modimolle (BBLM SDF, 2018).

Three broad categories of tourism related facilities are found in the Bela-Bela municipal area.

Public and Private Resorts

These developments mainly comprise of public and private facilities such as chalets, caravan parks, hotels and other recreational facilities. These facilities also play an important role in the tourism industry, mainly catering for the weekend visitors, the majority of which originate from Gauteng. There are more than 14 such facilities in the municipal area, the most prominent being the Forever Resort, Mbizi and Klein Kariba all in close proximity to Bela-Bela Town and easily accessible from the N1 (BBLM SDF, 2018).

Wildlife Estates/Private Nature Reserves

This involves low-density residential developments in the deeper rural area (about 1 unit / 20 ha). The units are normally clustered to preserve the environment. Although these facilities initially catered for occasional visits, there seem to be a trend with some of the owners locating on a more permanent basis. Many of the private game reserves in the area attract foreign internationals that spend a lot of money for accommodation (BBLM SDF, 2018).

Lifestyle Estates

These are very similar to the wildlife estates, but they tend to be located closer to town with more permanent residents. They provide recreational facilities such as golf courses and spa/resort facilities (BBLM SDF, 2018).

Spatial Spread of Agricultural Activities

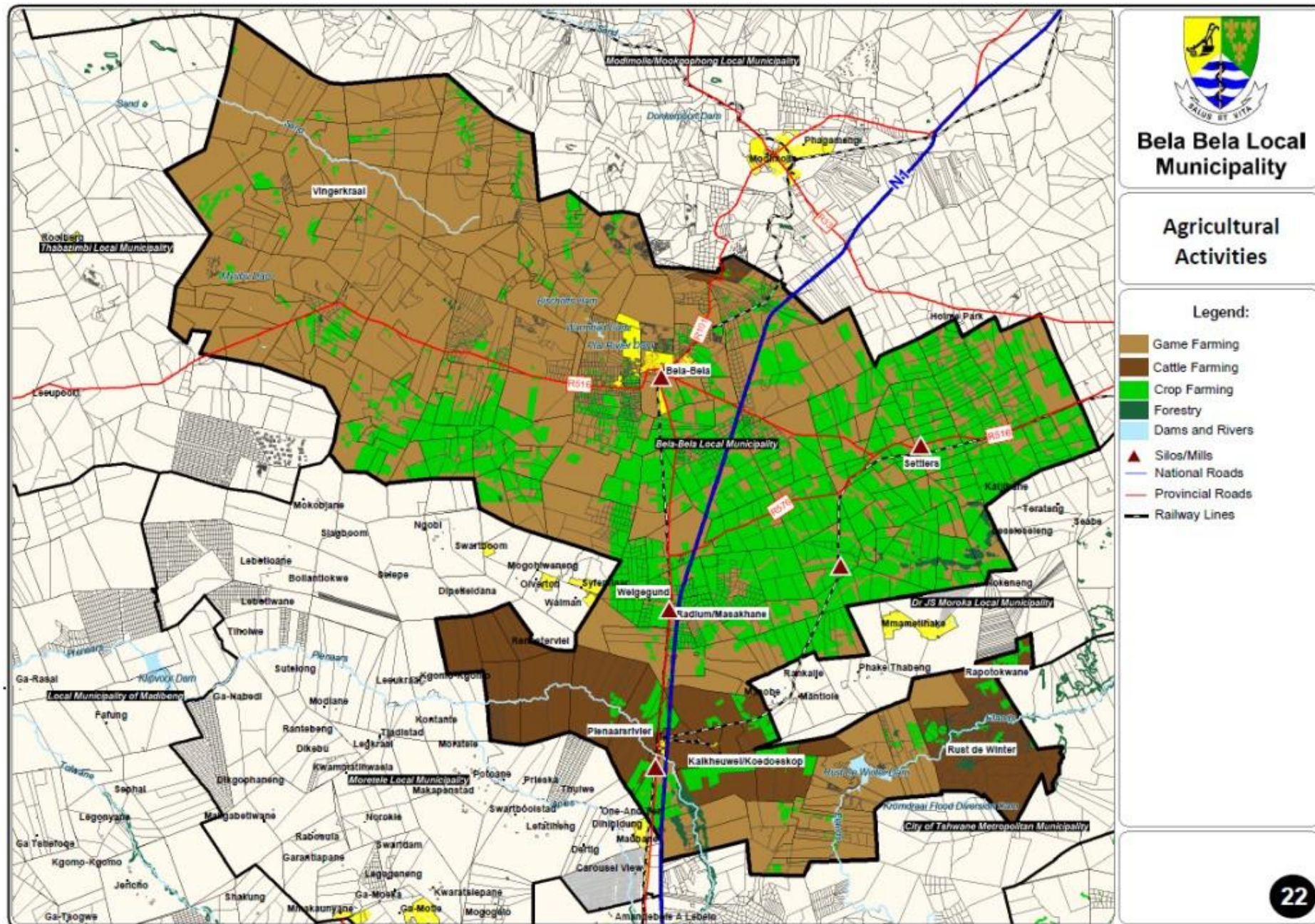


Figure 15: Spread of Agricultural Activities in Bela-Bela (Source: BBLM SDF, 2018).

Spatial Spread of Tourism Activities

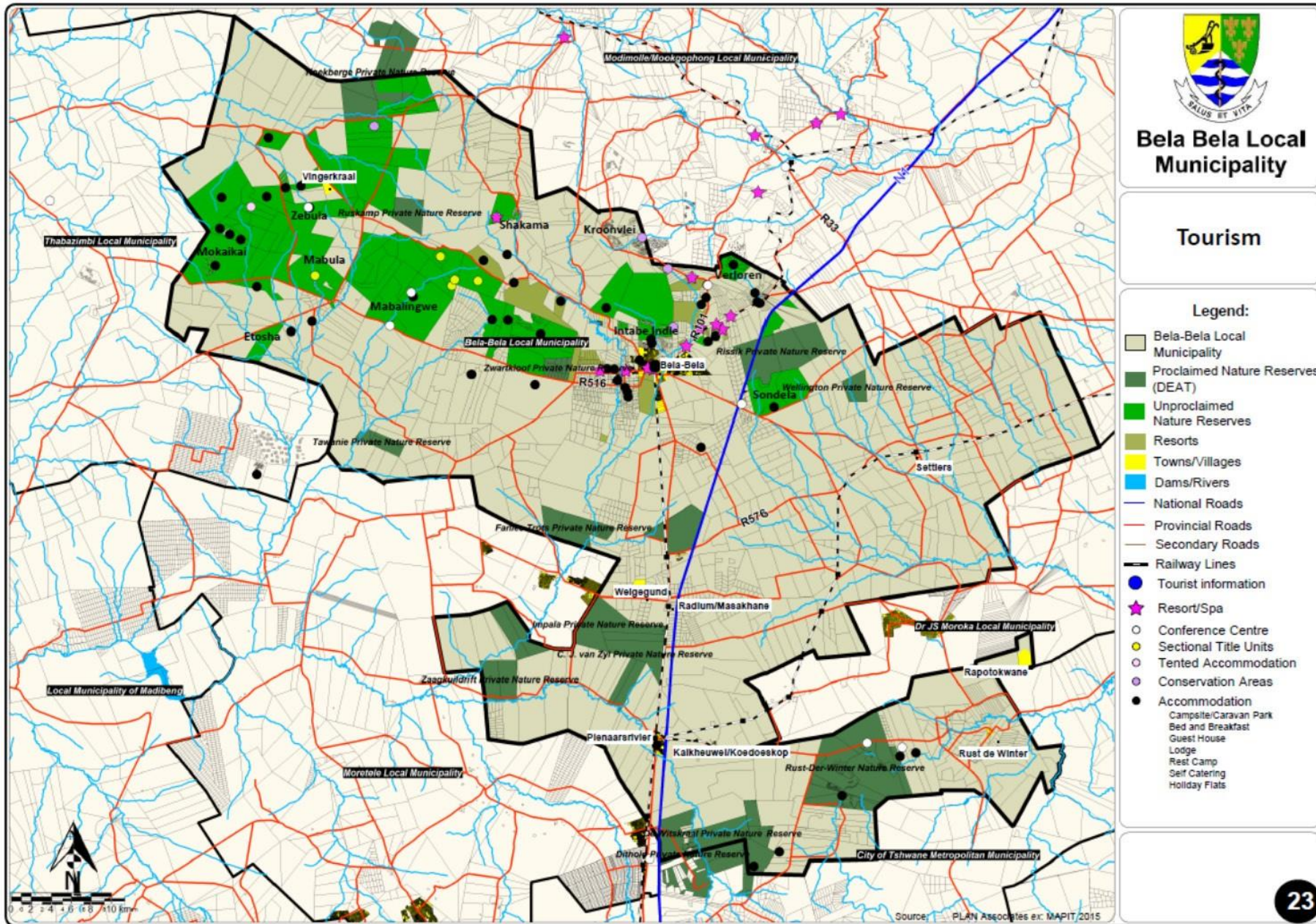


Figure 16: Spatial Spread of Tourism Activities (Source: BBLM SDF, 2018).

Mining Activity

The contribution of the mining sector towards economic development in Bela-Bela Municipality is not significant in terms of inclusive economic growth. There are only 2 key mines in Bela Bela Local Municipality, Vergenoeg Mining Co and Nokeng Mining Co. Vergenoeg Mine is regarded as a leader in Fluorspar production in South Africa. The world's reserves of Fluorite are estimated to be 230 million tonnes with the largest deposits found in South Africa. The mine is located in the Rust de Winter area. Vergenoeg is the main and frequently the only South African producer of this mineral, and is of the largest in the World, with a growing production capacity (currently, 240,000 tpy) of acid grade fluorspar and metallurgical grades in various formats. Vergenoeg Mining (VMC Fluorspar) has mineral resources in excess of 122 million tons, which allows it to cover, for over 100 years, both current export needs and the needs of South Africa, including projects to beneficiate the mineral domestically. Vergenoeg's fluorspar operations exist on a large dimension open pit mine, and there is an on-site processing plant equipped with advanced processing and control means. Vergenoeg Mine produces a wide variety of Fluorochemical Products

Nokeng Mining Co exists in the Bela Bela region and also focuses on fluorspar mining, concentration and fluorochemical production. Nokeng Mining Co has four fluorspar mining projects in South Africa, ranging from early exploration to almost complete mines. The graphic below illustrates the geographic location of these operations.

been earmarked for future mining exploration and the development of a significant fluorspar resource base. Exploration was supposed to occur in 2020. The status of this project is unclear at this point in time.



Figure 17. Nokeng Mining Co. Roadmap.

The Nokeng Mining Co website illustrates that the Welgevonden area has

The graphic below illustrates the Fluorspar Value Chain.

- Calcium fluoride (CaF₂) is a critical commodity for all industrialised nations
- On USA's top 5 and EU's list of 14 critical minerals

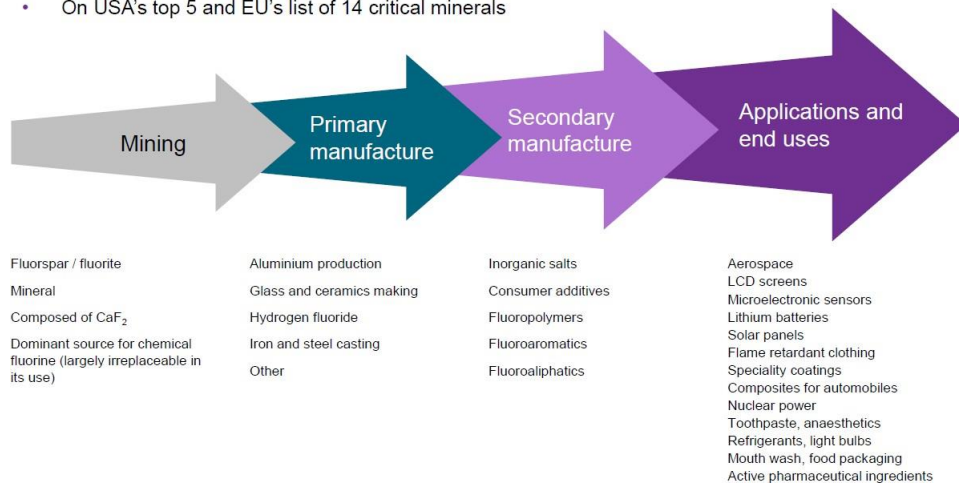


Figure 18: Fluorspar Value Chain.

These mines provide Bela Bela Local Municipality with a competitive edge at a global scale. A strategy will be outlined to highlight key actions that are required to stimulate local economic development that is related to the Mining industry in BBLM.

Community Facilities

The graphic on the next page illustrates the extent of community facilities provided in and around the Bela-Bela municipal area.

It is evident that the vast majority of facilities are located in Bela-Bela Town. These include higher order functions like hospitals (public and private), magistrates court and police station as well as a fire station. Pienaarsrivier to the south and Settlers to the east also hold a number of basic community facilities serving the surrounding rural/ farming communities. Limited facilities are also provided at Rust de Winter, Radium-Masakhane and at Vingerkraal. It is evident that there is a shortage of social, community and economic development institutions in the outer-lying areas of Bela-Bela.

**See graphic on the next page*

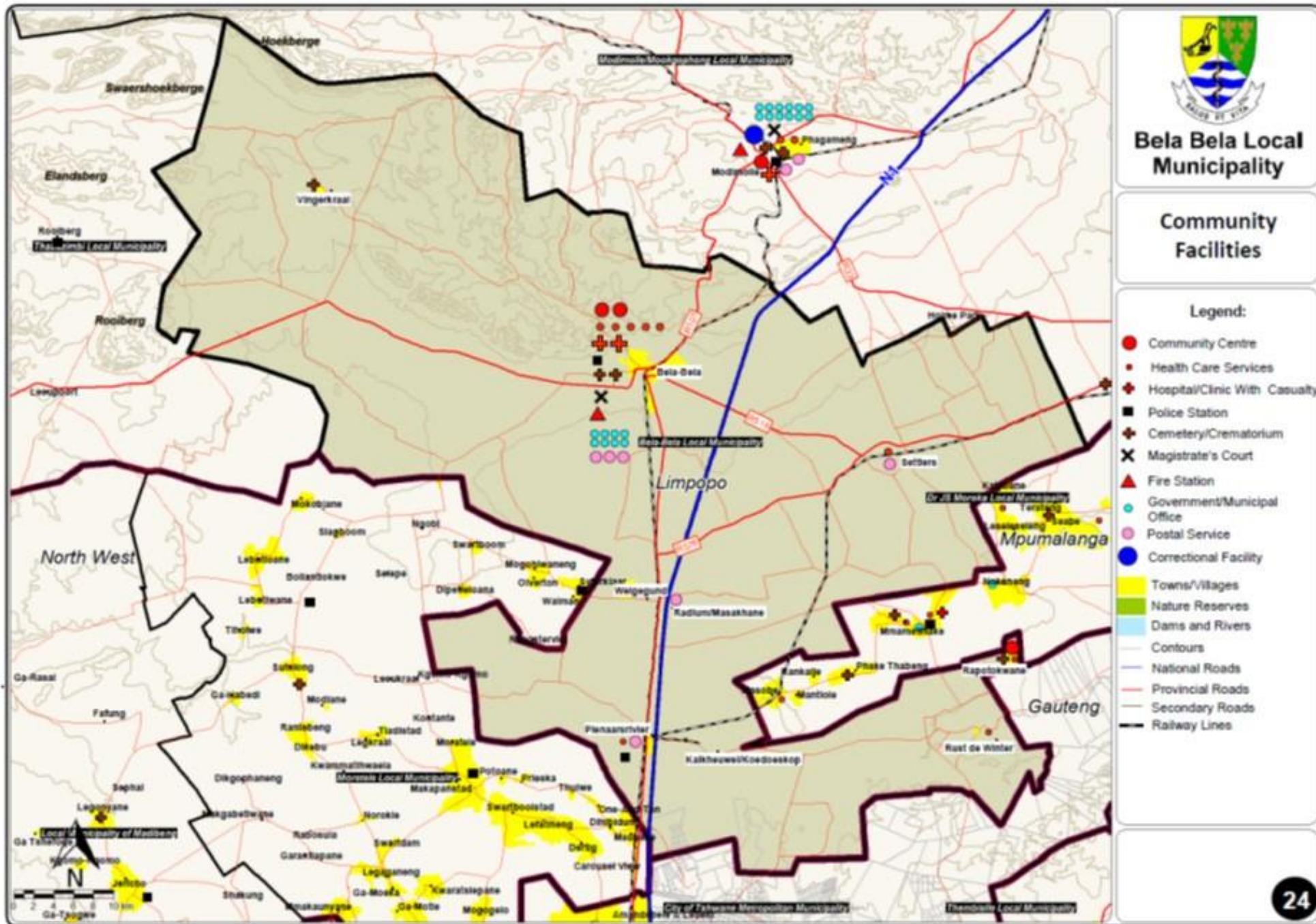


Figure 19: Spatial Spread of Community Facilities across Bela-Bela (Source: BBLM SDF, 2018).

Housing

There are 7 occurrences of informal settlements in the Bela-Bela municipal. Collectively these **7 areas** cover approximately **459 hectares** of land and represent **3408 structures** (BBLM SDF, 2018).

- Four of these informal settlements are clustered around Bela-Bela Town of which Jacob Zuma (753 units) and Bela-Bela X9 (1275 units) are the largest.
- Erf 9331 in Bela-Bela Township holds about 66 units while an additional 421 units were recorded in Spa Park to the north-west of town.
- The Eersbewoon/ Tsakane informal settlement to the north-east of town towards Modimolle consist of an estimated 573 units while 294 units have been recorded at Vingerkraal which is located to the north-west of town close to Zebula.

*The **housing backlog** totals approximately **4 037 units**. It consists of the **3 408 informal settlement units** and the **629 backyard units** and it represents an estimated population of about **15 699 people**.*

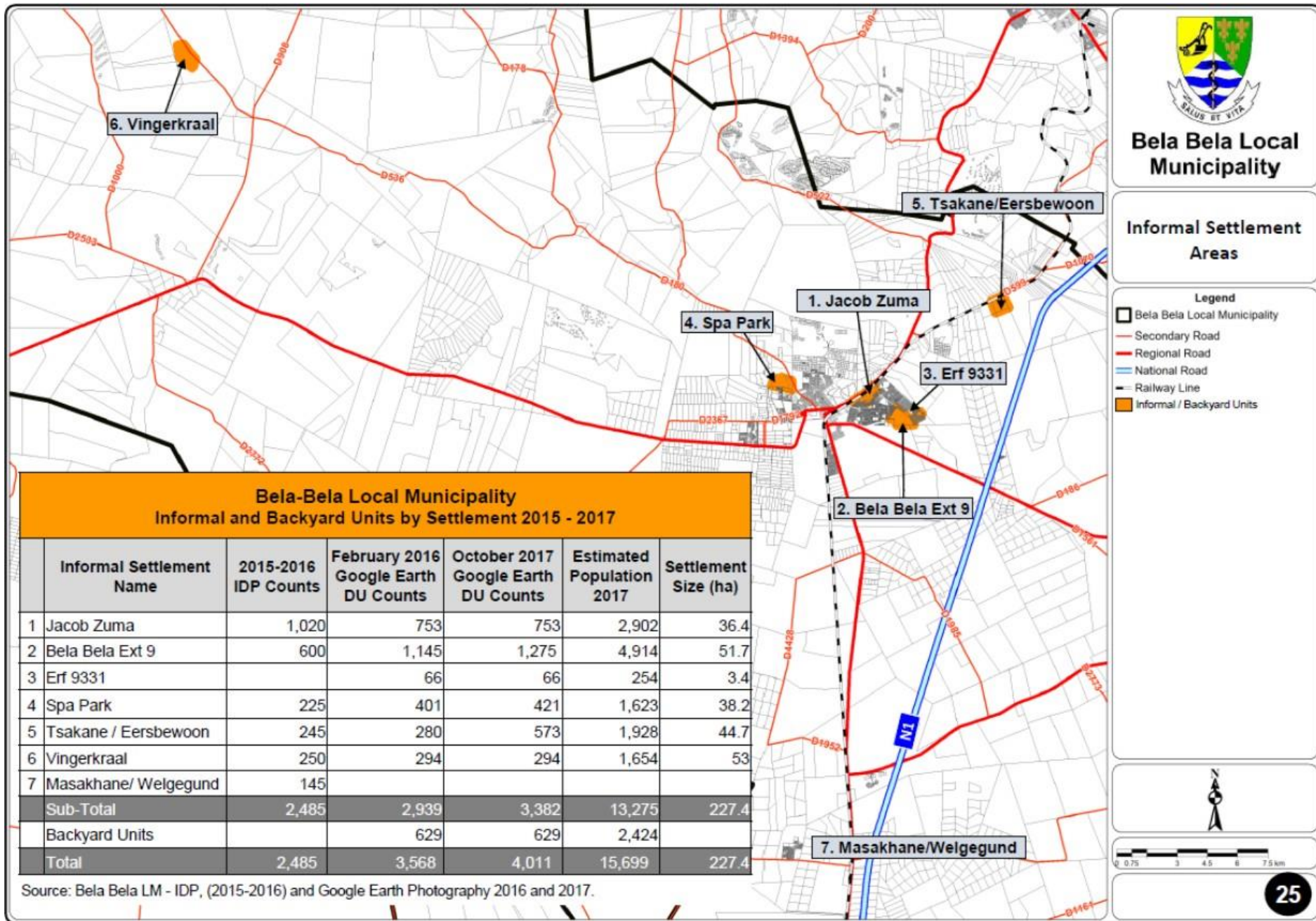


Figure 20: Spatial Spread of Informal Settlements across Bela-Bela (Source: BBLM SDF, 2018).

According to the Limpopo Multi-Year Housing Plan that was supposed to be implemented until 2019, a total of 3658 housing units were planning to be delivered under the Informal Settlements Upgrading programme. The estimated cost of the projects was R 514.9 million. The list of projects is highlighted below.

Area	Type	No. of Units	Funding Estimate
Tsakane	ISU	120	R 19 335 514
Bela Bela X9	ISU	927	R 87 664 433
Wambaths X25	ISU	350	R 56 395 248
Jacob Zuma	ISU	1800	R290 032 704
Hostel View	ISU	130	R 22 786 806
Leseding	ISU	170	R 23 332 618
Welgegund Village X1	ISU	161	R 15 389 184
Total	8	3658	R514 936 507

Figure 21: Housing Projects planned for in Bela-Bela (BBLM SDF, 2018).

Access to Services

The table below presents a summary of the infrastructure provisioning profile of the four identified nodal areas:

Source of Water	<ul style="list-style-type: none"> • Most of the households (70.5%) within the within the Bela-Bela LM has access to the Regional / local water scheme. • Although, most of the households residing within the rural remainder (69.3%) only has access to a borehole as source of water.
Piped Water Sanitation	<ul style="list-style-type: none"> • Within the Bela-Bela LM most households have access to either piped water inside dwelling (41.9%) or inside yard (43.0%). • Rapotkwane has the highest number of households (36.1%) with no access to piped (tap) water and 51.5% only has access to piped water on a community stand.
Electricity	<ul style="list-style-type: none"> • Within the Bela-Bela LM most households have access to electricity (85.1%) as main source of fuel for lighting. • Bela-Bela township has the highest number of households (17.0%) still utilizing candles as source of fuel for lighting.
Sanitation	<ul style="list-style-type: none"> • Most of the households (78.9%) within the Bela-Bela LM has access to a flush toilet. • Within Rapotkwane most households (39.2%) only has access to Pit toilet with ventilation (VIP) or a pit toilet without ventilation (27.8%).
Waste Management	<ul style="list-style-type: none"> • Most households within the Bela-Bela LM (65.7%) has access to waste removed by local authority. Although approximately a quarter of households (26.1%) utilize their own refuse dump. • Most households residing within Rapotkwane (78.0%) and the rural remainder (68.7%) utilize their own refuse dump.

Figure 22: Access to Services in Bela-Bela (BBLM SDF, 2018).

3.5 SALIENT LOCAL ECONOMIC DEVELOPMENT ISSUES FACING BELA-BELA LM.

- The key economic sectors in Bela-Bela are **tourism, agriculture** and **real estate development**
- It is a serious matter of concern that an overwhelming majority of the population earns R 3500 and less.
- This is surprising as the employment levels are high in Bela-Bela. High employment levels coupled with low income levels indicates the low levels of skills amongst the working class population. Up-skilling and entrepreneurship skills are key intervention areas.
- Social classes within lower income categories have limited consumption capacity for both basic necessities and aspirational items as opposed to their higher income social classes. The strong relationship between education and income make present a dynamic that requires focussed attention. The key goal is to **increase income and education levels**.
- The delivery of **basic community and social services** needs to occur in Bela-Bela Township and the surrounding areas. This kind of service delivery forms the **bedrock of sustainable local economic development interventions**.
- Rust te Winter needs to be focussed on with regards to **scalable agro-tourism projects**. Projects of this nature should be expedited through the unlocking of funds for infrastructure and skills development programmes.
- The development of **human settlements should be viewed as a key economic sector**. There is a housing backlog to be addressed and a growing market for wildlife/golfing real estate development and living. This industry should be harnessed to create jobs at scale and across

the value chain.

- The scope of agricultural produce and finished product packaging should be developed to **create jobs across the value chain** (meat, hides, animal feed, fruit and vegetables and all products that can support the tourism industry and be exported across the country).
- There needs to be a strong **link between emerging agriculture and the established tourism industry**. Effective and targeted skills development should take place in the fields of farming and hospitality.
- The provision of ICT Infrastructure in township and rural areas (township economies) is key for accessing and stimulating economic growth and development.

The above economic development analysis will serve as a key impetus for the formulation of local economic development strategies for Bela-Bela LM. The section below seeks to analyse the success of the 2008 LED Strategy by assessing how relevant the strategies contained therein are to the current economic reality in Bela-Bela. The successes and identified gaps will be highlighted as well.

4. REVIEW OF THE 2008 LOCAL ECONOMIC DEVELOPMENT STRATEGY

The current local economic development strategy is reviewed to determine the following:

- Key pillars of the strategy
- Their relevance
- Implementation effort and success or failure of the strategy to have the desired impact.

In order to effectively review the LED Strategy, a high level SWOT analysis of the economic reality is presented. The current LED Strategy will also be juxtaposed to **key national, provincial and district economic development policies**. Directives outlined in these policies and programmes are required to be addressed in the LED Strategy. The New LED Strategy is aligned to the strategies of national, provincial and district economic development addresses the immediate challenges facing the local economic development landscape in Bela-Bela.

2008-Key Economic trends in Bela-Bela were summarised as follows:

- The **formal economy was dominated by the tertiary sectors**, particularly the finance sector.
- The agricultural sector contributed to 15% of all jobs in the municipality. This confirms the labour intensive nature of the agricultural sector.
- The rate of **employment creation was on a decreasing trend**. The economy was unable to absorb the natural increases in the labour market (economic growth fell behind population growth).
- It was noted that economic growth in the municipality was largely attributed to **real estate developments** that involved, economically and financially, a small fraction of the population. No scalable job

creation came from the growth in real estate developments.

- A worrisome factor at the time was the **low literacy levels**. This lowers the market value of the labour force and also limits the entrepreneurial ability.
- The **informal economy has developed into an important component** of the aggregate economy and should inculcated into the LED Strategy.

4.1 2008 LED STRATEGY PILLARS

- The 2008 LED Strategy was based on **strategic thrusts** and support **measures**. The purpose of the thrusts was to drive the growth and development of the Bela-Bela economy, while the purpose of the support measures was to provide the enabling environment. The section below outlines the core components of the 2008 LED Strategy.

FIGURE 3.1: Main components and design of strategy

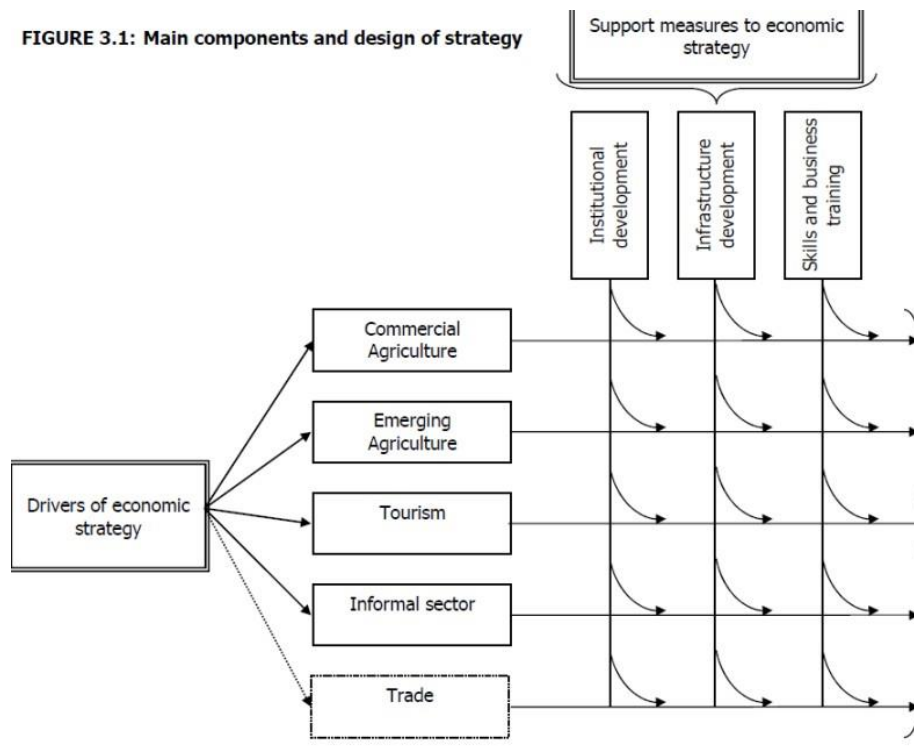


Figure 23: Design of the 2008 Bela-Bela LED Strategy: extracted from the 2008 Bela-Bela LED Strategy.

The design of the strategy indicated that a comprehensive approach has been adopted as the strategic thrusts are coupled with mechanisms that aimed at assisting in creating an enabling environment. **Institutional development, infrastructure development and skills development** were key facets of the 2008 Local Economic Development Strategy. Below is an outline of the 2008 LED Strategy.

4.1.1 Commercial Agriculture

Development of a Meat Cluster

The goal was to develop the entire value chain from the upstream stages of producing the animal feed (e.g. sorghum by emergent farmers), to animal production, to the downstream stages of meat processing (slaughtering, processing and packaging). The cluster should have been enlarged not only to involve cattle, but also animals such as chicken, wild game and goats. The development of the cluster should have also focused on horizontal opportunities such as the economic use of the hides, taxidermist, production of offal and products that can be made from offal.

Recommendations for the Development of a Meat Cluster that were proposed in the 2008 LED Strategy:

- It was recommended that the production of **animal feed** by emerging farmers be investigated through the commissioning of a prefeasibility study.
- More emphasis should have been placed on higher value animal feed such as sorghum.
- It was recommended that the establishment of a **local feedlot** be investigated which should have included **abattoir facilities**. This strategy required discussions with industry stakeholders such as:
 - Red Meat Producers Organization (RPO)
 - South African Feedlot Association
 - National Emergent Red Meat Producers Organization (for the emerging agriculture sector)
 - South African Meat Processors Organization (SAMPA)
 - South African Meat Industry Company (SAMIC)
 - Red Meat Abattoir Association

Production of Hides

[Recommendations made in 2008 LED Strategy](#)

It was recommended that a study should have been undertaken to establish the **potential value of hides** and skins in the study area, starting with cattle and including the game industry. The study should have at least focused on the following:

- The **main trends** (national) in the demand and supply of hides (including imports and exports) – specific focus on the drivers of these trends such as the automotive industry.
- The **problems experienced** by tanners in South Africa.
- The **views and opinions** of the local farmers on hides and skins.
- The **bottlenecks** that exist between the local farmers and tanners.

4.1.2 Emerging Agriculture

Development of Rust de Winter Scheme

The Rust de Winter Scheme comprised of highly fertile land. However, in 2008, production levels were well below potential for the following reasons

- The uncertainty caused by the **pending land claim**
- **A lack of irrigation water** and a dilapidated state of the **irrigation infrastructure**
- **Limited support services** (extension services)
- Not all beneficiaries are serious about agriculture and merely stay on the land rather than working the land.

Support to the Tiisetso Chicken Project

Tiisetso Farming, a Black owned business that was primarily involved in the production of slaughter chickens which were sold on contract basis to a buyer

in Delmas. The initial design allowed for a capacity of 600 birds per cycle, with 8 cycles per annum. However, funds procured through Comprehensive Agriculture Support Programme (CASP) have increased the capacity. The credibility of the business was demonstrated by the fact that the owner has won several awards.

[A number of problems hampered the success of the Project:](#)

Water – need a secure water supply.

Roads – the quality of the access roads is bad and it presents problems for the trucks that deliver the feed and collect the chickens.

Electricity – a large part of the operation is electronic and disruptions in electricity are particularly problematic.

4.1.3 The Informal Sector

In 2008, the informal sector grew into a key element of the Bela-Bela economy and was broadly be divided into two sections namely; the hawkers and the flea market. The hawkers mainly sold fruit & vegetables and catered for the local market, whereas the flea market sold curio products and focused on the tourism market. The informal sector was “managed” by means of a by-law that specified what is allowed to be traded and where trading may take place. However, by-laws by their nature are essentially “policing” instruments” and are applied reactively. In view of the growing importance of the informal sector, support measures should have been developed to allow and facilitate the informal sector to increase its contribution towards the economy.

[Recommendations that were made in 2008 to develop the Informal Sector:](#) A comprehensive policy on the informal sector should have been developed to address the following topics:

- Access to funding
- Skills development
- Access to support services
- Access to finance and infrastructure (this can include hides and shelters)
- Technical support and advice for informal trader's associations
- Establish properly constituted forums for the informal sector
-

4.1.4 Tourism

Bela-Bela enjoyed a comparative advantage in the tourism industry with a wide portfolio of attractions that include world-class golf resorts, game ranches to natural hot springs. It was proposed that Bela-Bela develop a Tourism Strategy that focuses on the following components:

Market and product offering

The tourism industry is highly competitive which requires a definition of the particular market segments to be pursued, as well as the requirements of each segment. As a basic point of departure, it was necessary to develop an understanding of the broad market segments that visit the local attractions, distinguishing between the domestic and international visitors. A critical assessment of the product offering was required. In broad, the following should have been defined:

- Natural attractions (e.g. warm springs, wildlife, etc.)
- Man-made attractions (e.g. golf resorts)

- Hard infrastructure (roads and water)
- Soft infrastructure (e.g. training)
- Support Services

The market definition should typically distinguish between the following:

Core market – This segment represents the “bread and butter” visitors, such as the families that visit the area over weekends and during school holidays, as well as those attending the conferences and workshops

Tactical market – This segment mainly comprises the international market such as the visitors that engage in specialized activities such as hunting and game viewing.

Growing market – This segment involves the golf industry and the various adventure orientated offerings.

Undeveloped market – This segment involves markets that do not exist or have not been explored as yet, such as medical tourism.

Marketing and marketing channels

As a starting point, it was important that the existing website be properly maintained and updated to provide access to relevant information on the various product offerings, as well as providing a secure platform to make bookings.

Transformation

Transformation should have been achieved through the following mechanisms:

- Skills Development Programmes,
- Business development Programmes,
- A comprehensive tourism strategy that defined the Long Term Tourism Vision of Bela-Bela.

The above strategies were proposed to achieve local economic development in Bela-Bela. A noticeable gap in the above strategies is that they lack an element of spatial targeting and scalable projects. However, to a large degree the strategic thrusts are aligned to the economic needs of the municipal area namely.

A key strength of the 2008 LED Strategy is that the strategic thrusts have been coupled with support measures. These support measures were key tools for implementation. The new LED Strategy will build on existing LED Structures in the Municipality. In the next subsection is an outline of the 2008 LED Strategy support measures.

4.2 PROPOSED LED SUPPORT MEASURES MADE IN THE 2008 LED STRATEGY

The support measures revolved around **institutional development, skills development and infrastructure development.**

a) Institutional Development

- Establish a LED Committee.
- Put systems in place to improve communication and service levels with customers.

The ultimate goal was to establish a set up an appropriate structure to implement the strategies. The LED forum should be composed of representatives from tourism, business, the agricultural sector and the informal sector. It was also recommended that a critical assessment of the communication strategy be conducted.

b) Skills Development

- Labour Skills Development
- Entrepreneurial and Business Skills Development

c) Infrastructure Development

- **Road Infrastructure**
 - More land should have been made available on the south side of the rail bridge, that off ramps from the N1, for trading purposes.
 - There was a need to make the CBD more pedestrian friendly.
 - Tourism Roads: P85/1 (R516), P1/4 (R101) and P20/1 required upgrades
- **Electrical Infrastructure**

- Substations and electrical networks required upgrading as a matter of priority.
- **Sanitation Infrastructure**
 - Sewer treatment upgrades were required to be upgraded as a matter of priority.
- **Water Infrastructure**
 - The planning of water schemes and networks were required to support agricultural development.

All the above aimed at presenting the core components of the 2008 Bela-Bela LED Strategy. The strategy was developed over 13 years ago. Hence, it is inevitable that gaps exist with regards to addressing contemporary local economic development issues in Bela-Bela. The section below looks into how the LED Strategies have been included into the Bela-Bela LM 2020 IDP Review.

5. IDENTIFICATION OF GAPS IN THE 2008 LED STRATEGY

An appraisal is presented to determine the relevance of the current strategy that has been in existence from 2008, given the current economic reality. The primary rationale of this section is to measure the extent of relevance of the strategy. In other words, are its key pillars capable of driving economic development progress in the local economy to the extent required and are they connected to the significant sectors of the economy.

The identified gaps are made apparent by juxtaposing the current LED Strategy against the current reality in Bela-Bela and against the economic directives outlined at the national, provincial and district levels.

5.1 LINKAGES TO THE NATIONAL POLICY FRAMEWORK

5.1.1 Economy and Employment

- The 2008 LED Strategy does place an emphasis on agri-processing through the development of a meat cluster and the production of hides. This has been proposed with the rationale of turning Bela-Bela into a net exporter of agricultural products. These developments will enhance the competitive edge of the municipality. The strategy aims to develop the full value chain from animal feed to meat processing with a focus on:
 - Animal Feed
 - Animal Production
 - Slaughtering, processing and Packaging

The Development of a hide cluster is also proposed. However, the respective strategies do not outline goals to be achieved with regards to job creation and economic growth. Based on these gaps, it is assumed that the

recommendations are limited in scale and scope. No reference is made to the required spatial restructuring and economic positioning and economic infrastructure that is required to develop a competitive meat and hide production cluster. This relates to place making, access roads, electricity and ICT infrastructure on a spatially targeted basis.

- A strength of the current LED Strategy is that plans are being conceptualised to develop a more competitive and diversified economy by supporting productive sectors that already have a competitive edge. However, there is no recommendations that speak to improving specific skills that are needed to increase the net export of agricultural products.
- Bela-Bela enjoys a comparative advantage and competitive edge in tourism. The COVID-19 pandemic is having a substantial impact on this economic sector. This reality requires a renewed approach to marketing that focusses on how the tourism sector will implement protocols in each of the tourism destinations to ensure the safety of all visitors.
- With regards to the strategies to enhance the tourism sector, no mention is made as to how jobs will be created and how the township economy can be intervened in to align to the tourism sector. The tourism product offering across the board should be presented and within each offering, possibilities for employment, skills development and wealth generation for all income groups and businesses should be outlined.
- The tourism sector is still dominated by white individuals/companies. Clear directives are lacking with regards to how sustainable and

scalable transformation tourism developments can be initiated and successfully implemented.

- Based on the National LED Implementation Plan the critical success factors for implementation revolves around; institutional arrangements, scalability and resource allocation. To a certain degree the LED Strategy has addressed these issues. However, there is most certainly a lack of projects that have scalable impacts on job creation and income levels. The projects budgeted for in the IDP do not fully encapsulate the entire spectrum of economic needs in Bela-Bela. In the same breath, the roles and responsibilities of each role player in each project should be clearly stated.

5.1.2 Economic Infrastructure

- There are no strategies that speak to the critical need to provide economic infrastructure as enabling platforms in specific spatial locations aligned to the economic positioning and future visioning of these geographic locations. Economic infrastructure for township economies is a key theme in national economic development plans. The current LED Strategy does not address investment strategies for township economies and does not place an emphasis on economic infrastructure and technology development in township and rural spaces.
- The use of gas and solar energy as a means of a more sustainable and consistent energy supply has not been explored. There needs to be a greater mix of energy sources to effectively support the economic positioning of Bela-Bela. The provision of energy solutions has to be reflective of spatially targeted interventions that responds to specific economic needs in specific geographic locations.

- In relation the Industrial Policy Action Plan (IPAP), the LED Strategy lacks plans that speak to the following integral components of local economic development:
 - Green and Renewable Energy Investments.
 - Agro-processing Linked to food security.
 - Electro-technical and ICT Infrastructure on a large scale to enhance to rural economies.
 - Scalable and profitable labour absorbing projects

5.1.3 Inclusive Rural Economies and Township Economies

- A stark gap in the LED Strategy is the lack of interventions that relate to developing inclusive rural economies. There needs to be tailor made LED projects for each rural area in Bela-Bela
- The LED Strategy should focus on irrigated and dry-land agricultural production. Big Agricultural industries should offer support to emerging industries through the application of lucrative incentives.
- There is no strategy that speaks to place-making interventions that are required to establish sustainable communities and to effectively display economic opportunities in Bela-Bela.
- The 2018-2028 National Framework for LED reveals how science, technology and innovation should be used to develop better development outcomes and identify interventions for systematic change which will improve the performance of LED. This framework identifies the creation of rural economies as a key pillar- with a view of integration of township economies into the mainstream economic landscape. This unit has initiated a process to develop an Intergrated Township Economic Development Programme to respond to the imperative of developing thriving local economies and position

township economies as focal points. The current LED Strategy does not address the development of township economies based on the following guidelines:

- Spatial Transformation of Township Economies
- Mapping and Profiling of townships
- Exemption incentives for township economies
- Investment strategies for township economies
- Eco-systems for township economies
- The existing townships and associated economies have not been highlighted in the current LED Strategy.

5.1.4 Central Innovation Belt

- Bela-Bela forms part of the Central Innovation Hub as part of the NSDF. This key spatial element is not made reference to in the LED Strategy. Economic strategies need to speak to innovation in the tourism and agricultural sectors. Knowledge specific institutions that house sector specific skills development programmes should be developed to complement and enhance the already productive and competitive industries. High value agricultural land should be optimised with a focus on job-intensive agro-processing and tourism related developments. The LED Strategy does relate to the NSDF innovation belt in a sense that a focus has been placed on agri processing. To expand the scope and potential of innovation in Bela-Bela the following economic themes should be explored:
 - Human Capital Development, Youth Dividend
 - Large-Scale Agglomeration-Based Service and Trade Economies
 - High value agriculture production, small scale agriculture

- Inter-regional and national connectivity
- Agro-processing and beneficiation
- Large scale and small scale manufacturing
- Special Economic Zones

5.1.5 Goal Setting and Enabling Milestones

As part of the implementation plan, the LED Strategy does present goals and objectives that are aligned to 3-year budget cycles. However, no targets have been set with regards to reducing poverty, increasing income levels, scalable job creation and spatially transforming the landscape to support economic visioning. This is a key gap that needs to be addressed in the new LED Strategy.

5.2 LINKAGES TO THE PROVINCIAL AND DISTRICT POLICY FRAMEWORK

5.2.1 Agri-processing

- Water and irrigation systems and extension services needs to be planned for in all spatial locations that partake in agricultural produce subsistence and commercial. Infrastructure services that will enable the efficient functioning of; agricultural land and micro agriprocessing plants. The goods produced should feed directly in the local consumption market. The current LED does propose the strategies to develop agri-processing. However, it is imperative that the economic strategies are coupled and aligned with spatial interventions (place-making), profitable business plans, vivid marketing strategies and infrastructure investments that will truly create a nodal cluster and increase income levels.

- All high potential land should be earmarked as catalytic commercial agricultural production plants that are scalable with regards to job and skills intensity.
- The Limpopo Development Plan 2015-2020 illustrates that the development of vibrant equitable and sustainable rural communities is a key provincial objective. To a large extent, the LED Strategy does not present holistic interventions that will result in inclusive rural economies.

The LDP identifies the following directives with regards to agriculture in rural communities:

- Improved land administration and spatial planning for integrated development in rural areas;
- Sustainable land reform for agrarian transformation;
- Improved food security; smallholder farmer development and support (technical, financial, infrastructure) for agrarian transformation;
- Increased access to quality basic infrastructure and services, particularly in education, healthcare and public transport in rural areas;
- Support for sustainable rural enterprises and industries with strong rural-urban linkages; and
- Increased investment in agro-processing, trade.
- With regards to the informal sector, the target was that all Local Municipalities in the province should have an informal sector support strategy by 2015. The respective LED Units should adopt a proactive approach in terms of main streaming projects and budgets directed at

the informal sector. Private Property owners that share pavement and visibility space with informal traders should be engaged throughout the process to assist in finding joint solutions for the development of trading spaces for informal traders. The private sector (established businesses) can offer valuable entrepreneurial and business management skills to informal traders as well.

- The current LED Strategy proposed that a comprehensive policy on the informal sector should be developed that focusses on the following components:
 - Access to funding
 - Skills Development
 - Access to support Services
 - Access to finance and Infrastructure

5.2.2 District Growth Point

- The Limpopo Development Plan classifies Bela-Bela as a Provincial Growth Point and Pienaarsrivier is classified as a Municipal Growth Point. Tourism and Agriculture are earmarked as sectors that require strategic intervention. Bela-Bela plays an integral role in the Limpopo Tourism cluster due to its vast offerings and proximity to Gauteng. It is proposed that value chain opportunities must be presented through the following interventions:
 - Improved signage for tourism destinations,
 - More effective tourist information areas,
 - Industry regulation that is pro-active for tourism development,
 - Appropriate skills development programmes.
- The reviewed Bela-Bela LED Strategy will focus on interventions that

serve as a gateway to tourism and agricultural economic opportunities in the Limpopo Province at large. Placing making developments and spatial transformation principles need to be implemented to increase the imageability and investment appeal of Bela-Bela.

5.3 MEASURING IMPLEMENTATION OF THE 2008 LED STRATEGY- CAPACITY AND RESOURCE GAPS

The section below seeks to measure the capacity and institutional arrangements that are currently mandated to achieve Local Economic Development and also to present the local economic development projects that have been included in the 2020-2021 IDP. An appraisal of this nature provides insights into the attempts that have been made to implement the strategies that have been outlined in the 2008 LED Strategy for Bela-Bela Local Municipality.

5.3.2) Institutional Arrangements

LED Organogram

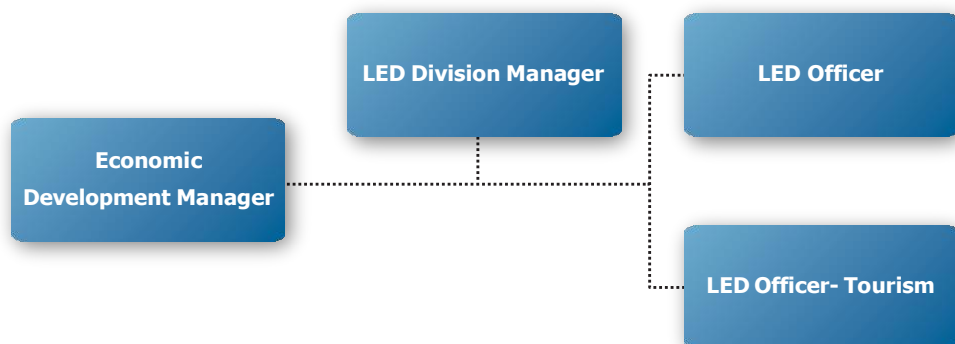


Figure 24: LED Organogram Bela-Bela (BBLM IDP 2020-2021).

Given the complexity and transversal nature of Local Economic Development in Bela-Bela, there needs to be more arms with added capacity in the LED Unit.

5.3.3) Allocation of Resources and Scalability

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

The tables below illustrate budgets that have been allocated for economic development in Bela-Bela:

Local Economic Development, Environment and Tourism (LEDET)		
Project Description	Budget 2019/2020	Budget 2020/2021
Wildlife Economy	R 22,063,230.00	R 22,063,230.00
Working for Land	R 10,000,000.00	R 10,000,000.00
TOTAL	R32,063,230.00	R32,063,230.00

Table 7: LED, Environment and Tourism Budgets for 2019-2021 (BBLM IDP 2020-2-21).

Local Economic Development Directorate	
Project	Project Value
LED Forum	R 200 000
Feasibility Study for possible PPP arrangement for commercializing Municipal Airfields	R 250 000
Sonskyne Festival	R 200 000
Carribbean Mas Feeva	R 200 000
Motor Rally	R 1 500 000
5150 Triathlon	R 200 000
Working for Land Bakgatla Ba Mocha CPA	R 30 000 000
Bela-Bela Game Farm	R 60 000 000
Bakgatla Ba Mocha CPA Game Farming	R 60 000 000
Kwalitho Game Farming and Cultural Village	R 60 000 000
Bela-Bela Environmental Centre with Botanical Garden/Visitors Information Centre/Limpopo Gateway	R 50 000 000

Formalization of formal Trading Zone through development of Market Stalls (Township)	R 750 000
Formalization of Business Incubation Hub	R 15 000 000
Development of the LED Implementation Strategy	R 1 000 000
Development of the Investment Plan	R 1 000 000
TOTAL	R 293 350 000

Table 8: LED Project Budgets (BBLM IDP 2020-2021).

Support for SMME's as outlined the 2020-2021 Bela-Bela IDP Review.

- The table on the next page illustrates the programmes that have been planned to support SMME's in Bela-Bela Local Municipality. This gives an indication of how the emerging agriculture sector has progressed to date.

No.	NAME OF CO-OPERATIVES	No. of Beneficiaries	LOCALITY	CHALLENGES/NEEDS
1.	Dinaletsana Co-operative	3	Masakhane	<ul style="list-style-type: none"> - No commitment from other members. - Irrigation System. - No fencing. - Tractor and implements. - Non-functional Borehole.
2.	Legong Co-operative	5	Radium	<ul style="list-style-type: none"> - Dedicated Market. - Withdrawals of the members who are afforded to work on the farm.
				<ul style="list-style-type: none"> - Transport. - Non-functional Borehole.
3.	Mmamero Hydroponic Greenery Co-operative.	6	Plot 17 Wilgegung Radium (Masakhane)	<ul style="list-style-type: none"> - Dilapidated Hydroponic Infrastructure. - Water shortage.
4.	Morajomo Co-operative Limited	14	Plot 17 Wilgegung Radium (Masakhane)	<ul style="list-style-type: none"> - No commitment from other members. - No fencing. - Non-functional Borehole.
5.	Moselane Agricultural Co-operative	5	Radium	<ul style="list-style-type: none"> - Dedicated Market. - Only 2 members are active. - Transport. - Non-functional Borehole.
6.	Bela-Bela Agriculture & Projects	6	2096 Leseding	<ul style="list-style-type: none"> - Lack of land for Agricultural activities.
7.	Rua Naga Pataka	25	Bela-Bela	<ul style="list-style-type: none"> - Dedicated Market. - Withdrawals of the members who are afforded to work on the farm. - Transport. - Non-functional Borehole.
8.	Bela-Bela Leather Value Manufacturing	5	83 van der Merwe Street	<ul style="list-style-type: none"> - No challenges were raised.
9.	Bunolo Agricultural Co-operative	-	Rust de Winter 180 JR	<ul style="list-style-type: none"> - No commitment from other members. - Agriculture Equipment.
10.	Lekhureng Co-operative Limited	-	549 Hulpfontein (Radium)	<ul style="list-style-type: none"> - Land
11.	Tetembumo Chix Agricultural Co-operative	5	7644 Ext 6	<ul style="list-style-type: none"> - No challenges were raised. - Land.
12.	Batho le Temo Agriculture & Farming Primary Co-operative Limited	-	958 Mazakhele	<ul style="list-style-type: none"> - Need Land. - Agricultural Equipment.
13.	Bela-Bela Livestock Farmers			<ul style="list-style-type: none"> - Applied for Municipal Farms. - Need Land.
14.	Tlou Multi-Purpose and Agricultural primary Co-operative limited	5	2190 Ext 2 & 13	<ul style="list-style-type: none"> - Land 21 Ha (Farm 42 Blaauwboschkul 20 JR, Radium/Masakhane), Sheep, Goat & Crop Farming. - Funding. - Training.
15.	Sizakhele Primary Co-operative Limited	6	Stand 914 Mazakhela Str, Bela-Bela	<ul style="list-style-type: none"> - Request land to be leased for 10years. - Portion 25 of Farm Hertbad 465 KR.

The above provides evidence that the programmes are relevant to the economic potential in the area. The results of these programmes need to be tracked to see the outcomes and outputs of the cooperatives. The scalability and the number beneficiaries of the projects needs to increase.

The IDP 2020-2021 Review budgets for a vast array of economic development Projects. Most of the budget is allocated to projects that relate to the development of game farms. However, there is no clear indication of the exact nature of the projects as they relate to the strategies outlined in the 2008 LED Strategy. There are no projects that speak to the township economies, inclusive rural economies and scalable job creation.

The foundation for economic transformation is present, nevertheless there is a need to channel catalytic economic projects to the forefront of budgetary allocations. The core components of the strategy are relevant. However, the interventions do not speak to scalable economic interventions that make big enough strides towards achieving the milestones outlined in the National Development Plan (NDP).

5.4 ADEQUACY OF THE 2008 LED STRATEGY

- The key pillars of the existing strategy are capable of driving economic progress in Bela-Bela and the Waterberg District. However, more alignment needs to take place with the national, provincial and district economic directives. Based on the inclusion of economic projects in the IDP, it is apparent that the scalability of interventions needs to be increased.
- To a large degree the core components of the current LED Strategy

are adequate. However, the economic development landscape has seen radical changes and trends at a global scale since 2008. These trends have informed contemporary national, provincial and district economic policy imperatives. It is necessary to update the current LED Strategy based on these imperatives. The most outstanding economic themes that have to be addressed and packaged for successful local economic development is outlined below:

- Green and Renewable Energy
- Inclusion of township economies into the main stream economy by applying principles of the Intergrated Urban Development Framework (IUDF)
- The economic positioning of the municipality should be supported and coupled with appropriate spatial restructuring interventions.
- Given that real estate development is a growing financial sector, strategies are needed to harness the growth of this sector to scalable job creation is a matter that has to be addressed in the new LED Strategy.
- There needs to be a critical focus on the implementation of water schemes and extension service that support all agricultural developments across the entire spatial landscape of Bela-Bela.
- Goal setting, visioning and action plans should be attached to each strategic intervention.
- There needs to be a focus on Innovation-driven economic interventions with low barriers to entry and high productivity and entrepreneurship rates- tourism and agriculture.
- Science, technology and innovation should be used to develop

better development outcomes and identify interventions for systematic change which will improve the performance of LED

- Investment strategies for township economies needs to be facilitated.
- Place-making and urban design interventions are needed to improve the imageability and marketability of Bela-Bela as a national tourism destination of choice.
- The delivery of services and human settlements has to serve as a focal point in the LED Strategy.
- Agro-processing and beneficiation and the tourism sector are anchors of the economy. These sectors should be used leverage economic growth across the board.

6. KEY ISSUES EMANATING FROM THE SITUATIONAL ANALYSIS

The section below presents a concise and streamlined synopsis of contemporary and pertinent Local Economic Development Issues that need to be addressed. These issues, together with feedback received from stakeholder consultations that took place with key role players in the Bela-Bela economy directly informs the new vision and strategic objectives to achieve sustained Local Economic Development:

- Commercial agriculture is strong.
- Emerging Agriculture is weak.
- Tourism is strong.
- Poor infrastructure impedes tourism, agriculture, informal trading and other small businesses. Poor Water and Irrigation infrastructure impedes the development of agriculture
- Inadequate housing and informal settlements.
 - Need for bulk infrastructure
 - Will stimulate real estate development
 - Will stimulate construction
- The economy is dominated by small businesses. **Small Business Development Support is critical.**
- There is a strong presence of informal trading.
- Agriculture and agro-processing can benefit from tourism (supplying lodges, hotels and conference centres with food).
- Small business needs business skills support.
- It also needs infrastructure such as production and trading facilities.
- There is a need to build a competitive platform for the critical economic sectors such as agriculture, tourism, housing and real estate sectors such as:

- Roads to support tourism;
- Own power generation to provide price competitive energy for critical economic sectors;
- Water and irrigation infrastructure;
- Bulk infrastructure; and
- High speed broad band.

7. FEEDBACK RECEIVED FROM STAKEHOLDER CONSULTATIONS

The section below presents the outcomes of stakeholder consultations that took place in Bela-Bela on the 9th April 2021 and on the 21st of April 2021. The situational analysis report, key issues emanating from the status quo and proposed Local Economic Development Strategies were presented with the aim of gaining feedback from all relevant stakeholders that are aligned to Local Economic Development in Bela-Bela Local Municipality. The points below highlight the outstanding issues/concerns that were generated from the stakeholders.

Feedback received on the 9th of April 2021:

- The private sector needs to know the LED plans and implementation programmes;
- It is not sufficient to have plans, there needs to be implementation;
- The private sector needs to have their role defined so that they can make a contribution;
- The private sector finds the municipality unresponsive to their needs as their requests are often ignored and this makes private sector contribution difficult;
- The municipality often fails in carrying out its responsibilities and this undermines investment in the economy. For example, some areas earmarked for investment are affected by offensive smells from sewer spillage;
- The private sector needs to participate in the implementation, monitoring and evaluation of LED plans;
- Emerging Black and township-based businesses have good working relationships with the established white businesses and they are willing to invest in black businesses;
- The lack of electricity connections when requested by businesses makes it impossible to realise many business projects;
- The absence of a Land Release Programme means businesses struggle to access land for business purposes;
- Refuse collection remains poor and undermines investment plans where there is filth and grime;
- The lack of sewer connections as well as leakage undermines business investments projects;
- Large trucks coming through the middle of town cause massive congestion and a bypass must be built to alleviate the congestion;
- There needs to be a register of the unemployed looking for jobs as well as their skills profile;
- The township remains neglected and there are no plans for the township to receive investment;
- There is a need to have both the private and public sectors at various spheres of government to meet regularly around a joint implementation programme;
- Projects should be grouped according to sectors and sub-sectors to make it easier for each cluster to see what their suggested projects are such as infrastructure, transport, housing and real estate, etc;
- The service provider should suggest the required institutional arrangements necessary for effective implementation of the LED strategy and projects.

Feedback received on the 21st of April 2021:

- The proposed Local Economic Development Vision and Strategies were endorsed and appreciated by all stakeholders in attendance;
- The inclusion of economic infrastructure as a key strategic objective was in line with the thoughts of the stakeholder;
- A point was made that to date, do efforts are being made to drive the development of township economies and housing development;
- The tourism industry has been on a declining trend due to a lack of support from the municipality;
- The lack of implementation of progressive economic development proposals is an outstanding problem in Bela Bela;
- A proposal was made to use Education as key thrust for Economic Development in Bela Bela;
- The Bela-Bela landscape needs to become more attractive to entice investors;
- The Spatial Development Framework needs to be more accurately aligned to the development opportunities and realities in Bela Bela;
- Corruption is a big hindrance for Local Economic Development;
- The sewer plant needs to be fixed as there are spillages along key arterials. The stanch from this keeps below away from the key economic nodes;

The New Local Economic Development Strategy is developed based on the feedback from stakeholders, key issues arising from the socioeconomic context combined with the results of the strategy evaluation process highlighted above. The strategy will seek to build on the strength of the more robust of the economic sectors identified, key success factors in

implementation and building defences around identified threats.

Each pillar of the strategy will have a rational basis. Each must be capable of driving change and achieving the desired results in the local economy so that their combined effect delivers a bigger impact. Pillars with transversal utility will have to occupy a premier position in the strategy making process. The strategy will be designed with an implementation plan showing the key pillars, its space in the organizational design, human resource drivers and budget allocations.

8. NEW LOCAL ECONOMIC DEVELOPMENT STRATEGY AND 5-YEAR IMPLEMENTATION PLAN

The section below presents the Vision, Strategic Objectives and Key Actions/ KPIs for each of the 6 economic transformation areas, that will be applied to drive and sustain effective Local Economic Development in Bela-Bela Local Municipality. The strategies are spread out over a 5-year period- 2021 to 2026. The Proposed Economic Development Strategy will be implemented in parallel with the IDP that is due for a review. The strategic objectives, Key Actions/KPIs and proposed projects will inform the economic development directives to be outlined in the reviewed IDP.

The vision is to position Bela-Bela Local Municipality (BBLM) as a **high growth globally competitive district growth point that specializes in and has a competitive edge in tourism, agriculture and infrastructure provisioning**. The local economic development achievements in BBLM should be a result of implementable strategies with high positive impacts on the economy, employment levels and increasing income levels of the population. An outstanding economic strength of BBLM lies in the tourism, real estate and agricultural industries. There needs to be deliberate rejuvenation, investment and focus with regards to turning these industries into drivers of the economy across all income groups and across the value chain.

The vast impacts of Covid-19, poor urban and rural infrastructure, weak institutional systems and availability of resources, the lack of bulk and reticulation infrastructure, transport infrastructure, lack of municipal service delivery and intergovernmental integration is resulting in an economic landscape with reduced competitiveness and scalable economic prospects and outputs.

Local Economic Development (LED) is a means of **systematic identification, development and utilisation of economic opportunity, to benefit local businesses**. As the private sector grows inclusively, poverty is reduced sustainably, and public sector income also increases. LED is therefore a multi-stakeholder effort in support of private sector development.

Bela -Bela is blessed with much economic prosperity in the tourism and agricultural sector, **inclusive economic growth still remains far below potential**, this is illustrated in the 28% unemployment rate and the lack of access to universal services. Sustained economic growth is the largest contributor to reduction in poverty. The vision and strategies presented in the reviewed LED Strategy pursues an **inclusive pattern of economic growth** that will critically contribute to **reducing poverty consciously and systematically. A healthy business environment is therefore essential for growth and poverty reduction**.

The reviewed Bela-Bela LED strategy aims to **unite economic stakeholders** to cooperate to realise an improved economic future. The aim of reviewed LED Strategy is to create a unique advantage for the locality and its firms, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of SMME's.

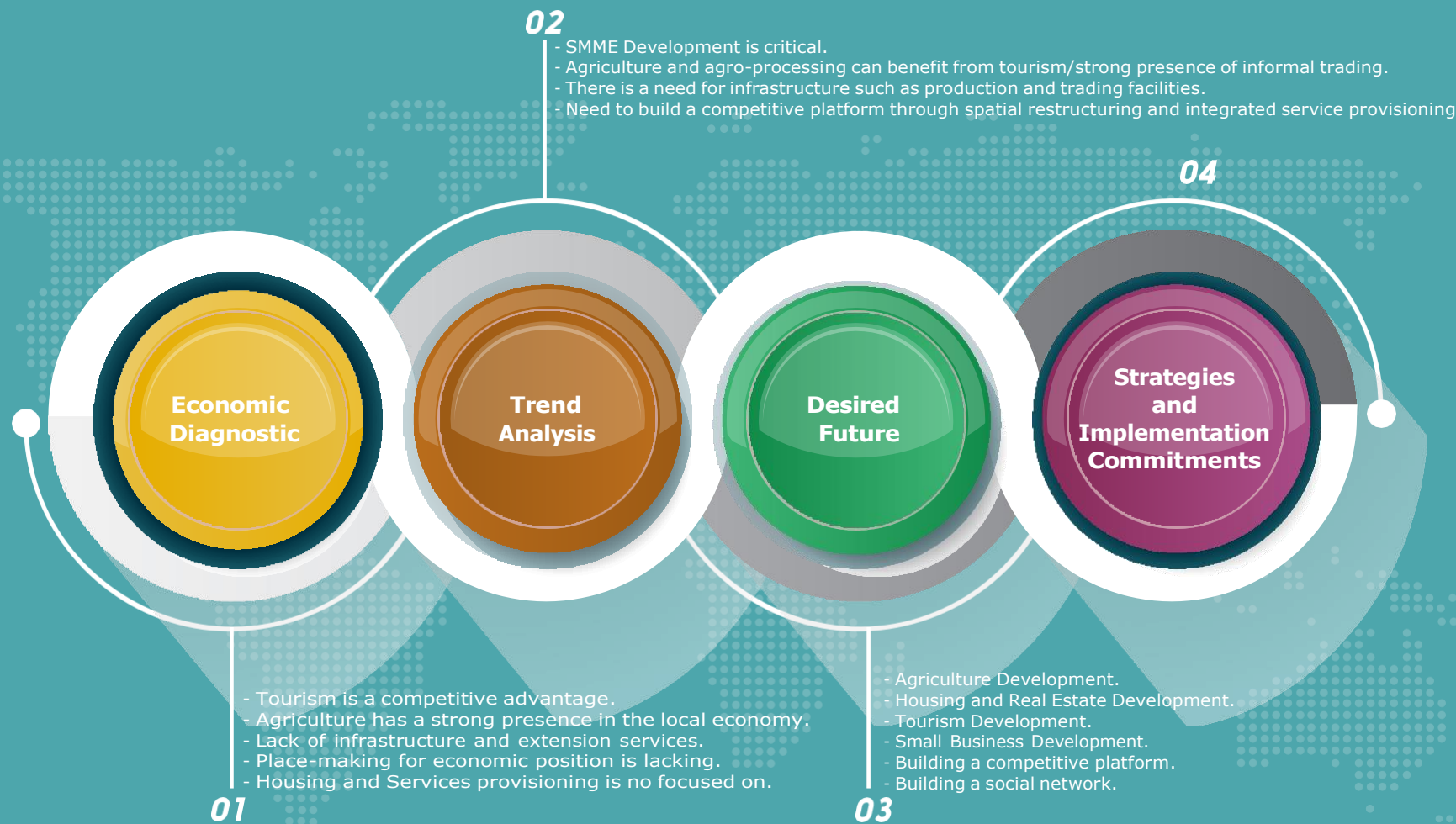
The renewed strategy pillars present a roadmap for moving from the **current situation** as outlined in the Situational Analysis **towards the Desired Economic Future of Bela-Bela LM**. The new local economic development strategy focuses on the needs of the population and improving their quality of life, and uses the competitive advantage and key economic sectors as a solid foundation for positioning economy-boosting strategies that encapsulates

all key role players in the economy.

The situational analysis study found many pockets of LED excellence in Bela-Bela, there are various existing LED directives outlined in the 2008 LED Strategy that serve as key platforms to build on and advance. However, the economic directives need to be updated and more critically aligned to the economic reality of contemporary Bela-Bela. The 6 economic transformation areas are as follows:

1. Agricultural Development
2. Housing and Real Estate Development
3. Tourism Development
4. Small Business Development
5. Building a Competitive Platform
6. Building a Social Network
7. Developing a Fluorochemical Product Cluster

PROCESS OF DEVELOPING STRATEGIES TO ACHIEVE DESIRED FUTURE.



AGRICULTURAL DEVELOPMENT

Agriculture has a strong presence in the local economy and is characterised by a combination of well-established and emerging farmers as well as subsistence farmers. There is a need to enable farmers across the board to become commercially viable. The strategy for agricultural development should build and reinforce partnerships between all role players that are needed for inclusive economic growth (public and private).

The strategy should focus on the following critical issues:

- Helping Farmers to access suitable and serviced land
- Access to finance
- Access to seeds, fertilizers and effective extension services
- Access to the market.

Strategic Intent and Economic Rationale for Agricultural Development

Agriculture plays an important role in the process of economic development and can contribute significantly to improving the quality of lives for people in BBLM. The National Development Plan (NDP) sets out a broad vision to eliminate poverty and reduce inequality by 2030. A key outcome of the plan is to develop Integrated and inclusive rural economies. The BBLM economy has the potential to contribute significantly to increasing agricultural exports at national, international and local scale.

"The agricultural sector has the potential to employ many more people.

Rural and Township economies must be ignited the stimulation of agriculture and tourism. The neglect of agricultural development speaks to the neglect of rural communities" (NDP, 2030).

The NDP proposes the following directives for agricultural development and Processing:

- Substantial investment in irrigation infrastructure and extension services
- Greater investment in providing innovative market linkages
- Tenure Security
- Technology development to fuel growth in agricultural production
- Exploration of innovative measures.

1. AGRICULTURAL DEVELOPMENT

VISION: By 2030, the Agricultural sector should contribute to 20% of the municipalities GVA. Infrastructure and Extension services must be developed on all strategic arable land in a manner that contributes to inclusive rural economies and the expansion of commercial agricultural produce. The Agricultural sector must contribute significantly to increasing food security, rural income and employment

KEY OUTCOMES:

- A united and prosperous agricultural sector
- Established Public-Private partnerships and social compacts
 - Thriving Agricultural sector
- Established Agri-Processing and Agri Hub Facilities

Strategic Objectives:	2021-2023 Actions/KPIs	2023-2026 Actions/KPIs
1.1 Determine the size of the agricultural sector in terms of gross value addition and employment creation to the local economy.	<ul style="list-style-type: none"> • Precise understanding of the Agricultural Sector Contribution to the local economy. • Spatial representation of best performing agricultural production businesses in Bela-Bela. • Earmark agricultural businesses that show the most potential with regards to employment. 	<ul style="list-style-type: none"> • Consolidated and strengthened agricultural cluster and networks. • High quality and leading finished products and brands. • Highly productive and sustainable businesses and operations.
1.2 Identify all arable land parcels	<ul style="list-style-type: none"> • All land parcels with the potential for agricultural development must be spatially represented and earmarked. • Technology must be applied to fuel the growth and development of arable land parcels. • Required infrastructure on each land parcel must be clearly presented. • Economic transformation concepts for selected land parcels developed and implemented. 	<ul style="list-style-type: none"> • Greater investment in providing innovative market linkages for small scale farmers in communal and land reform areas. • All arable land parcels must be developed to full potential.

<p>1.3 Determine the status quo of Water Availability and Irrigation infrastructure across Bela-Bela LM</p>	<ul style="list-style-type: none"> • Develop an Infrastructure and water irrigation master plan that speaks to the potential for agricultural development across the municipality. • Communal farming areas (rural economies) must be demarcated and provided with the required infrastructure to support agricultural produce of products that have been determined by the local community. • Set goals about additional land to be put under production. 	<ul style="list-style-type: none"> • Substantial investment in Infrastructure and Extension Services. • Growth in irrigated agriculture and land production.
<p>1.4 Assist small scale farmers to access land for agricultural land on a communal basis</p>	<ul style="list-style-type: none"> • Support small scale farmers with business plans that will that will enable access to land and funding. • Link small scale farmers to Operation Phakisa and to the Land and Agricultural Development Bank of South Africa. • Facilitate the entry of a generation of black agri-entrepreneurs into the commercial agricultural sector. 	<ul style="list-style-type: none"> • Established and nationally recognized small scale farmer in BBLM. • Local produce to supply the entire municipal area. • Procurement of goods from small scale farmers to create local buffer stocks. • Agri-Processing and Agri Hub Facilities in rural areas.
<p>1.5 Mobilise commercial finance providers to support farmers</p>	<ul style="list-style-type: none"> • Engage all role players with regards to agricultural development in BBLM <ul style="list-style-type: none"> • Credit and financial assistance • Micro-Agricultural Financial Institutions of South Africa (MAFISA) • Agri South Africa (Agri SA) • Agricultural Business Chamber (ABC) • Agricultural Research Council (ARC) • Land Reform and Rural Development 	<ul style="list-style-type: none"> • High proportion of public and private investment in BBLM. • Agri-Hub Facilities. • Farmer Production Support Unit • Urban agricultural enterprises.

<p>1.6 Mobilise public sector grant funding to support both the development of irrigation infrastructure and support for individual farmers.</p>	<ul style="list-style-type: none"> • Promote the efficient use of agricultural land should equally promote access and recognise the important economic role of subsistence agriculture in some rural communities- align to provincial and district programmes. • Business support for farmers, processors in buying, marketing, finance, and managing a nexus of contracts. • Irrigated agriculture and dry-land production should be expanded, with emphasis on smallholder farmers 	<ul style="list-style-type: none"> • Effective implementation of irrigation infrastructure and support for individual farmers- agriculture sectors and regions that have the highest potential for growth and employment must be realised. • Job's must have been created in the upstream and downstream agricultural industries.
<p>1.7 Build capacity for the provision of extension services with provincial Department of Agriculture.</p>	<ul style="list-style-type: none"> • § Find creative combinations between opportunities- emphasis should be placed on land that has the potential to benefit from irrigation infrastructure; priority should be given to successful farmers in communal areas, which would support further improvement of the area; and industries and areas with high potential to create jobs should receive the most support. Increase collaboration between existing farmers and the beneficiaries of land reform. • Professionals and leaders in the field should skills development programmes for new and emerging farmers. 	<ul style="list-style-type: none"> • Entrance of emerging farmers in the mainstream commercial agricultural industry. • Develop micro technical institution with a curriculum that focuses on: <ul style="list-style-type: none"> • Livestock Farming • Renewable Energy • Crop farming • Business Development
<p>1.8 Mobilize the Sector to invest in Seed and Fertilizer Supply</p>	<ul style="list-style-type: none"> • Quantify and define the optimum supply of seed and fertilizer supply across agricultural establishments. 	<ul style="list-style-type: none"> • High rates of investments in seeds and fertilizers for established and emerging agricultural sectors.

HOUSING AND REAL ESTATE DEVELOPMENT

Access to suitably located land is problematic because of the cost of land, vested interests and the importance of land and land value for municipal revenue. Most low-income housing developments are poorly located, although additional upgrading and public transport investments result in certain areas becoming “better located” over a number of years (McGaffin and Kihato, 2013). The problem is that housing provision has been driven by a socio-political logic and not an economic logic. Part of the solution could be a long-term planning approach, whereby lower income and mixed neighborhoods are strategically developed in areas with potential for future growth.

Housing, with its physical aspect, is an economic sector that creates direct and indirect multiplier effects and is presented as a stimulant for economic development. The multiplier effects of housing through the facilitation of investment in other sectors generated by the demand in the construction sector for their products. A full-value chain of economic benefits can be derived from the delivery of Human Settlements.

Sustainable Human Settlements is a key organ of the economic prosperity of a municipality. Informed by the above mentioned, housing development is serving as a key strategy pillar in the reviewed economic development strategy.

Economic Rationale for Housing Development as a key economic sector

The municipality currently has housing a shortage and the proliferation of informal settlements across various spatial locations

- *The housing strategy should focus on:*
 - The elimination of informal settlements;
 - Anticipate urbanization and accommodate new arrivals in the municipal area.
- *The development of housing:*
 - Needs bulk infrastructure
 - Will stimulate real estate development;
 - Stimulate the construction sector;

Chapter 8 of the National Development Plan (NDP) is particularly important because of its focus on Transforming Human Settlements and the National Space economy.

There is a strong emphasis placed on spatial transformation with regards to addressing poverty and inequality. Stimulating discussions and implementation strategies around opening and expanding access to the benefits of living in towns and cities should be a key responsibility for urban planners and developers. Strategic thinking will harness win-win situations for both developers and recipients of the infrastructure provision (hard and soft), bulk infrastructure provision is a priority intervention platform.

Careful attention should also be given to realizing the co-benefits of access; most importantly, social cohesion and environmental sustainability. Overcoming the triple challenges of poverty, unemployment and inequality requires transforming our physical space:

- Disrupt the inherited and inefficient spatial layouts
- Make radical changes to space
- Introducing inclusionary economic growth and spatial transformation directed investment

2. HOUSING DEVELOPMENT AND REAL ESTATE DEVELOPMENT

VISION:

To develop sustainable human settlements and to create an inclusive and compact spatial form that supports the economic positioning of Bela-Bela local Municipality.

KEY OUTCOMES:

- *Connecting and Integrating places and communities across the municipality through mixed income housing typologies*
 - *Strategic land packaging, release, and land use management*
- *Efficient, smart, sustainable and cost-effective connectivity and movement of people, goods and services along the central innovation belt*
 - *Serve as a district growth point*

Strategic Objectives:	2021-2023 Actions/KPIs	2023-2026 Actions/KPIs
<p>2.1 Determine the Current and Projected Future Housing Demand.</p>	<ul style="list-style-type: none"> • Agreement on Backlog figures between the various role players. • Validate Housing Needs List as compiled by national government • Undertake a Validation Process of households in informal settlements. • Validate households residing in backyard shacks. • Validate households sharing housing. Until they find new houses • Determine the spatial spread of demand for housing in the different functional areas with a view to deliver Integrated human settlements. 	<ul style="list-style-type: none"> • Identify available strategic land parcels in line with directives from the SDF. • Determine the size of each of the market segments from the fully subsidized market up to the upper middle income market.
<p>2.2 Develop a human settlement strategy for the elimination of Informal Settlements</p>	<ul style="list-style-type: none"> • Conceptualization, modelling and development of new urban nodes and housing to be developed. • Precinct/Neighbourhood plans for townships and rural areas. • Micro-Agri-Villages to be developed in rural and township spaces. 	<ul style="list-style-type: none"> • Strategically Located developable land to meet current and future economic, demographic and sustainable human settlement needs have been developed to eliminate informal settlements.

<p>2.3 Develop a strategy to consolidate existing settlements and enable new mixed-use and integrated sustainable human settlement developments providing mixed typology housing units catering for all income groups.</p>	<ul style="list-style-type: none"> • Identify available strategic residential land parcels. • Land preparation and planning for service provision. • Plan for mixed typology housing that addresses current and future housing needs. • Emerging developers, home builder and contractor support programmes. • Expand employment in urban services, home building and home maintenance. 	<ul style="list-style-type: none"> • Connected and compact spaces that sustain globally competitive economic activity. • Mixed-use developments should exist on the edges of all new housing settlements. • Mixed typology housing units to be developed with supporting services and economic development
<p>2.4 Develop a Bulk Provision Programme.</p>	<ul style="list-style-type: none"> • Determine the required bulk infrastructure. • Link the size, output and income projection of the infrastructure to the housing and real estate developments. This will help attract commercial funding sources and supplement available grant funding. • Secure funding and install the infrastructure. • Integrated Infrastructure Master Plan, project preparation and funding that is aligned to the estimated household projections in the various spatial areas. 	<ul style="list-style-type: none"> • Sustained infrastructure platform for all existing households and planned new households, and community, social services (water, sanitation, electricity, waste management, and roads and storm water). • Housing development opportunities facilitated through spatial planning, bulk infrastructure provision and land release.
<p>2.5 Develop a Housing Finance Strategy</p>	<ul style="list-style-type: none"> • Identify different funding sources in both public (grant and equitable share) and commercial private sector finance. 	<ul style="list-style-type: none"> • Increased presence of social and inclusionary housing developments.
<p>2.6 Develop a Private Sector Participation Framework</p>	<ul style="list-style-type: none"> • Facilitate the participation for private sector developers to construct GAP Market Housing. • Develop appropriate incentives and commercial viability enhancements. 	<ul style="list-style-type: none"> • Comprehensive social compacting and a solid and profitable public-private partnership model in place. This should be a social and an economic model.

TOURISM DEVELOPMENT

Tourism is the existing and well established competitive edge of Bela-Bela. This sector contributes to 33% of the local GVA. There is a vast array of exclusive hotels, lodges, guesthouses, nature reserves and game lodges in the municipality. Tourism facilities are most densely clustered around three focus areas:

- Aventura Resort and lodges in the vicinity of Bela-Bela Town.
- Rust te Winter area to the south which is spatially linked to the Dinokeng Nature Reserve on the border of Limpopo and Gauteng.
- A range of facilities along the route R516 (west) between Bela-Bela Town and Thabazimbi and along route R107 from Bela-Bela towards Modimolle.

Three broad categories of tourism related facilities are found in the Bela-Bela municipal area:

- **Public and Private Resorts**
 - These facilities also play an important role in the tourism industry, mainly catering for the weekend visitors, the majority of which originate from Gauteng. There are more than 14 such facilities in the municipal area (BBLM SDF, 2018).
- **Wildlife Estates/Private Nature Reserves**
 - This involves low-density residential developments in the deeper rural area (about 1 unit / 20 ha). Many of the private game reserves in the area attract foreign internationals that spend a lot of money for accommodation.
- **Lifestyle Estates**
 - These are very similar to the wildlife estates, but they tend to

be located closer to town with more permanent residents. They provide recreational facilities such as golf courses and spa/resort facilities (BBLM SDF, 2018).

Economic Rationale

Tourism is identified as one of the top six priority areas in the New Growth Path for the promotion of economic development and job creation. There is a growing concern from the public sector about the increased reliance on imported labour to fill skilled local job positions. Not only has this contributed to revenue losses for South Africa, but has also resulted in a sector littered with low paying job opportunities. Government initiated programmes such as CATHSSETA's Skills development programmes are underutilised. Employers and tourism businesses have a role to play in attracting and retaining skills within the sector and are encouraged to utilise these initiatives to aid stimulate the sustainability of the tourism sector (NDP, 2030).

The NDP 2030 points out that, in the area of tourism, rising costs in South Africa can be partly offset by the **packaging and marketing of regional tourism destinations together** with South African ones – so that the relative attractiveness of both the local and regional offerings are enhanced and sustained. This could necessitate a different approach towards the development and expansion of regional transport routes and modes. The tourism industry and the creative economy sector are labour intensive, and stimulate the growth of small businesses:

- Emphasis should be placed on increasing the total number of tourists entering the country, and the average amount of money spent by each tourist

- Ease of doing business, as well as availability of appropriate levels of tourism infrastructure (particularly transport, tourism offerings/products and accommodation), will play an important role in attracting different types of tourists.
- South Africa can do more to develop the region as an international tourist destination by emphasising the broader biodiversity, cultural diversity, scenic beauty and range of tourism products.
- In areas with greater economic potential like in Bela-Bela, industries such as agro-processing, tourism, and small enterprise development should be developed with market support.

Tourism is the mainstay of the economy, with a strong comparative advantage.

- The strategy needs to focus on:
- Infrastructure such as roads to access the different tourism facilities;
- Marketing the municipal area and the region as a whole to local, national and international markets.
- Easier access to training for staff to enhance skills, customer experience and income upgrades.

**See on the net page the Tourism Development Strategies.*

3. TOURISM DEVELOPMENT

VISION:

To be recognized as a premier local, national and international destination for tourism.

KEY OUTCOMES:

- *Strategic economic advantage developed through tourism*
 - *Globally renowned place*
- *Tourism as an economic driving growth and jobs*

Strategic Objectives:	2021-2023 Actions/KPIs	2023-2026 Actions/KPIs
3.1 Develop a Place Making Strategy and Implementation Plan	<ul style="list-style-type: none"> • Attractive signage and urban design interventions that presents an enticing tourism destination. • Earmark strategic locations for outdoor furniture interventions. • Develop micro-precinct plans and artists impressions for earmarked locations. 	<ul style="list-style-type: none"> • A highly attractive image of Bela-Bela LM. • High visibility of tourism offerings from the N1. • Tourism corridors lined with attractive signage • A Tourism Master Plan that presents ways maintain and improve the standards of facilities and services that tourists use.
3.2 Develop a Roads Infrastructure Delivery Programme	<ul style="list-style-type: none"> • Identify all the roads networks that support key tourism facilities. • Include the national, provincial and district roads in the intergovernmental agenda. • Agree with those role players on the priority list and the implementation timelines. • Prioritise municipal roads for development and maintenance. • Identify appropriate grant funding sources at national level. 	<ul style="list-style-type: none"> • Maximized employment, investment and growth through tourism. • Sustained and substantial involvement of SMMEs and previously neglected groups and individuals • Easy access to all tourism facilities.

<p>3.3 Develop a Marketing Strategy.</p>	<ul style="list-style-type: none"> • Create a stakeholder forum that will focus on tourism development. • Get the sector to agree on key messaging for the area, media platforms and budgetary allocations for marketing. • Package tourism offerings for an international audience and develop relationships with international tourism bodies. • Put together a tourism task team. • Ensure that Cape Town stays top of mind in key source markets via targeted social media messaging and social media monitoring to 	<ul style="list-style-type: none"> • Bela-Bela is vividly recognized as a gateway adventure, recreational and natural conservation tourism in Limpopo. • Bela-Bela is listed as a top tourism municipality in South Africa. • Tourism contributes to 40 % of Bela-Bela's GVA. • Increased direct foreign spend in Bela-Bela Local Municipality. • Increased international awareness of SA as a travel destination.
<p>3.4 Develop a Tourism Skills Development Programme</p>	<ul style="list-style-type: none"> • Place the skills development items on the sectoral forum agenda. • The forum to identify areas of skills development. • Develop the most effective and cost-efficient way to offer training programmes for both current employees and aspirant entrants into the sector. • Identify sources of funding. • Assist the sector to get started and monitor progress. • Facilitate the development of a tourism curriculum context specific to Bela-Bela. • Facilitate the registration of unemployed to join CATHSSETA's Skills development programmes. 	<ul style="list-style-type: none"> • An integrated and co-ordinated approach to tourism skills development seriously limits the that has a substantial impact on tourism transformation and development in Bela-Bela Local Municipality. • 1000 jobs in the tourism industry

SMALL BUSINESS DEVELOPMENT

There is a large proportion of small businesses in Bela-Bela Local Municipality. Small businesses generally have unique challenges with regard to access to finance, permits, professional services, skills and the market, that are not faced by large businesses.

The following sub-sectors will form the focus of small business development:

- Informal Trading;
- Agriculture for local market, hospitality industry, national and international markets;
- Agro-processing to supply the hospitality industry; and
- Production of consumables in the hospitality industry.

The mandate of the Department of Small Business Development is to lead and coordinate an integrated approach to the promotion and development of entrepreneurship, small businesses and co-operatives, and ensure an enabling legislative and policy environment to support their growth and sustainability. SMME's have the potential to radically transform the space economy (Department of Small Business Development, 2020).

SMME's are vital contributors to the well-being and survival of local economies. Assistance for SMME's need to be centered around creating enabling environments that will contribute to revitalising communities and strengthening local and national economies. Many municipalities in South Africa are not productive enough to generate a sufficient amount of jobs. Support for township economies is imperative. A key challenge is that township economies are unable to retain local spending power or attract productive investment. Mechanisms that integrate township/informal

economies into wider economic functioning localities is a key focus area for local economic development in South Africa. The NDP 2030 highlights that support for economic development hubs, nodes and linkages should be developed in township and rural spaces.

Core SMME Developmental Goals

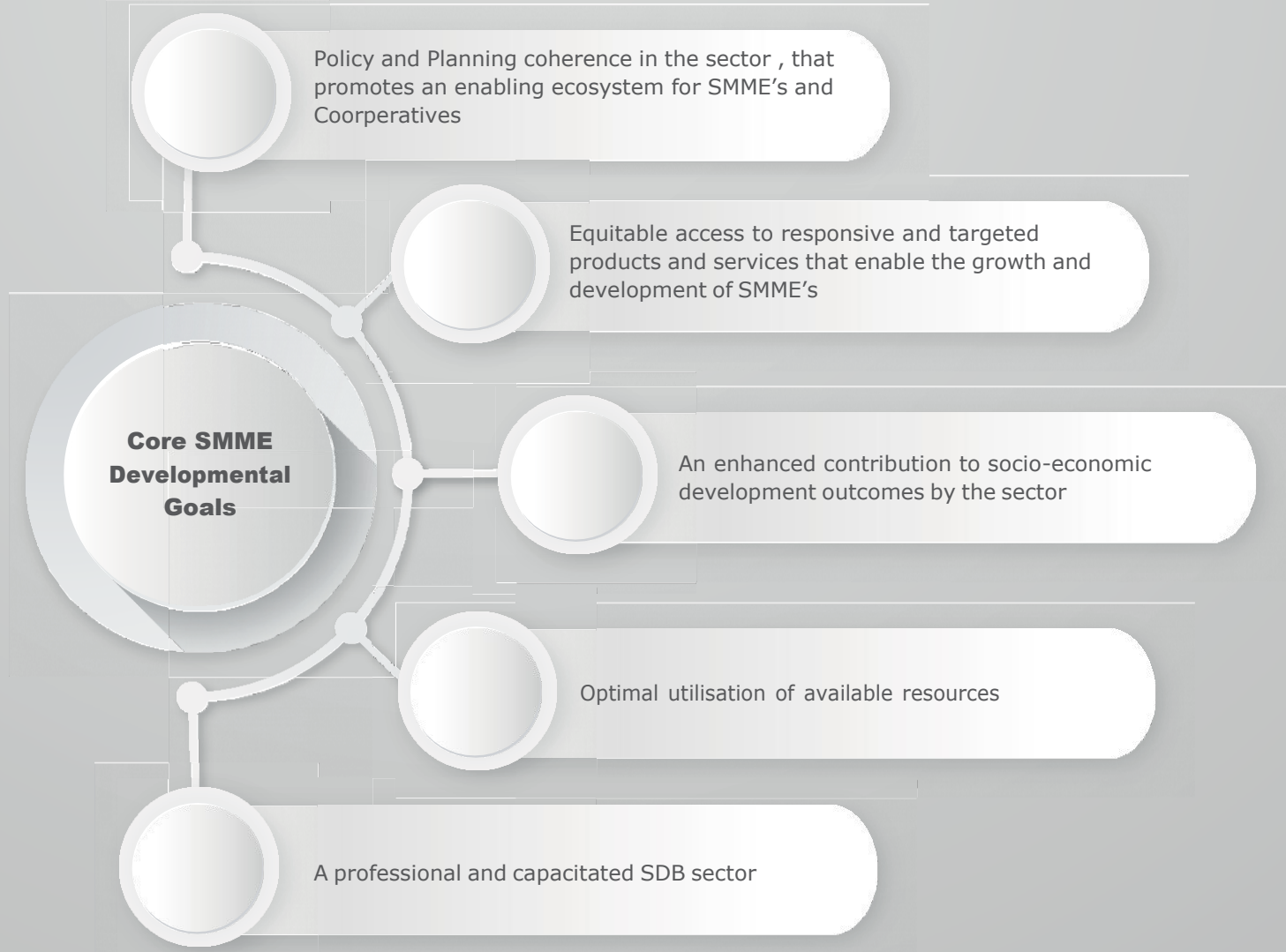


Figure 25: Department of Small Business Development, 2020.

In response to the **COVID-19 pandemic and the special adjustment budget**, the Department of Small Business Development has developed and introduced several interventions to support SMMEs and Co-operatives affected by the COVID-19 pandemic. The interventions include the Business Growth and Resilience Facility; SMME Relief Finance Scheme and Debt Restructuring Facility; Automotive Aftermarkets Support Scheme; Small Scale Bakeries and Confectioneries Business Support Scheme; Small Scale and Micro Clothing, Textile and Leather Business Support Scheme; Spaza Shop Support Programme, amongst others (Department of Small Business Development, 2020).

It is important to emphasise that these interventions are well aligned to the **Township and Rural Entrepreneurship Programme (TREP)** which was approved by Cabinet on 4 March 2020 (Department of Small Business Development Strategic Plan 2020-2025). This programme has facilitated the accelerated implementation of interventions that offer **dedicated support to entrepreneurs that are based in marginalised areas (Rural and Township spaces)**. The vision of the programme is to ensure that the **majority of the people are included in the mainstream economy**. The strategies outlined below are informed by the **Department of Small Business Development Strategic Plan 2020-2025**.

4. SMME DEVELOPMENT

VISION:

A transformed and inclusive economy driven by sustainable, innovative SMMEs and Co-operatives in a spatially transformed landscape

KEY OUTCOMES:

- *Upscale and expand support to small businesses*
 - *Increased access to and uptake of ICT*
 - *Inclusive economic growth*
 - *High job absorbing growth*

Strategic Objectives :	2021-2023 Actions/KPIs	2023-2026 Actions/KPIs
4.1 Develop a programme to grow Agricultural production for local market, hospitality industry, national and international markets.	<ul style="list-style-type: none"> • Install the necessary irrigation infrastructure; • Identify suitable land for agriculture; • Identify beneficiaries; • Provide them with training; • Secure market access; • Procure extension support services for them; • Procure input materials; and begin planting 	<ul style="list-style-type: none"> • Increased contribution of SMMEs to the agriculture GVA in Bela-Bela Local Municipality. • SMME Support Plan aligned with the District Development Model implemented. • 1000 Township and Rural enterprises supported.
4.2 Develop the Agro-processing Industry to supply the hospitality industry	<ul style="list-style-type: none"> • Conduct a market study to determine the products that can be supplied in the local market, local tourism facilities/hospitality market and national market. • Work with the agro-processing sector to identify specific opportunities which government can support. • Determine the support measures required such as the development of production facilities. • Determine the financial support required and the different potential sources. • Provide the required support and begin implementation. 	<ul style="list-style-type: none"> • § Land Bank and other financial institutions to provide production loans and other financial services. • 50% of tourism facilities to be supplied by SMME's • Agri-hubs and agro-processing facilities established.

<p>4.3 Formulate an Informal Trading Develop Framework</p>	<ul style="list-style-type: none"> • Secure land and trading facilities in urban environments where land values are high. • The municipality should include informal trading part of its urban policy framework, proving for: <ul style="list-style-type: none"> • Access to Land; • Access to Trading Facilities; • Incorporating Informal Trading Facilities in its Urban Design; • Maintain minimum level of Aesthetics; and • Public Health. • Create a Stakeholder Forum to formulate policy proposals, informal trading strategy and implementation. • Determine places where informal trading is most viable and appropriate. • Commission an urban design concept/ strategy to infuse informal trading in the urban fabric. • Determine the support measures relating to the buying of stock, storage, payment systems and marketing. • Develop trading facilities and Implement a training programme for the traders and monitor performance 	<ul style="list-style-type: none"> • Attractive and well-Intergrated microretail parks developed for informal traders – well located and profitable spaces • Increased access to ICT technology for informal traders • Intergrated informal trading spaces with formal businesses
<p>4.4 Develop Infrastructure for the production of consumables for the hospitality industry.</p>	<ul style="list-style-type: none"> • Determine the market size, product lines and opportunities to supply the tourism industry. • Develop a package of support measures required such as production facilities, finance, technology and market access. • Create incentives to encourage the tourism industry to support local producers. • Mobilise all funding sources including grant and commercial finance. 	<ul style="list-style-type: none"> • 50% of the tourism/hospitality industry should be supplied with consumables manufactured by SMME's.

BUILDING A COMPETITIVE PLATFORM

Strategies to develop a competitive platform are transversal in nature and are informed by all the strategies mentioned above. The spatial and hard infrastructure landscape must enable a high level of efficiency and functionality to give effect to global competitiveness, creation of digital economy platforms and sustained economic growth and development of integrated mixed-use/mixed-income sustainable human settlements.

The objective of infrastructure provisioning in Bela-Bela must be to plan, install, maintain and operate infrastructure that adequately supports transformed spatial structure, economic positioning, universal access to basic services, and differentiated service requirements of households and human settlements. The section below presents guidelines on how a competitive platform should be developed.

5. BUILDING A COMPETITIVE PLATFORM

VISION:

Mobilise, target, align and manage investment in infrastructure in a sustainable way supporting the economic positioning and transformed spatial structure of Bela-Bela Local Municipality

KEY OUTCOMES:

- *Excellent Infrastructure provisioning to support Economic Positioning of Bela-Bela Local Municipality.*
 - *Safe and conducive business environment*
 - *Linkages and development of local SMMEs*
- *Cooperatives, micro and small businesses and township industries thriving*
 - *Promote new paradigms and innovative models*

Strategic Objectives:	2021-2023 Actions/KPIs	2023-2026 Actions/KPIs
5.1 Develop a Roads Infrastructure Delivery Programme to support Tourism	<ul style="list-style-type: none"> • Plan and cost all road infrastructure required to support tourism by making facilities attractive and easily accessible. 	<ul style="list-style-type: none"> • Strategic project pipeline according to different precincts/economic nodes identified, planned, packaged, funded and initiated.
5.2 Develop a Solar Plant to produce energy at competitive prices to support electricity dependent sectors	<ul style="list-style-type: none"> • Earmark land for solar farms that produces energy for productive and uninterrupted agricultural development. • Mass scale renewable energy production designed and initiated with focus on supplying the agricultural cluster • Reduce carbon emissions • Agri-processing expansion and Farmer Production Support system 	<ul style="list-style-type: none"> • Energy Service provider at competitive prices • Solar Energy supporting the agricultural Sector.
5.3 Install High speed broadband across the municipal space	<ul style="list-style-type: none"> • Private Sector and SMME's to become developers and suppliers of high speed broadband. 	<ul style="list-style-type: none"> • 80% of the population should be connected to broadband internet.
5.4 Develop an Irrigation Infrastructure Delivery Programme	<ul style="list-style-type: none"> • Irrigation Infrastructure Master Plan based on identified agricultural development projects 	<ul style="list-style-type: none"> • Irrigation Infrastructure provided for high impact and labour intensive agricultural projects.

<p>5.5 Develop a Bulk Infrastructure Delivery Programme to support Housing and Real Estate Development.</p>	<ul style="list-style-type: none"> To plan, invest and provide adequate infrastructure according to the projected household growth projections and allocations to the four settlement focus areas as a platform for basic, community and social services. 	<ul style="list-style-type: none"> Sustained infrastructure platform for all existing households and planned new households
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BUILDING A SOCIAL SAFETY NET

Although efforts are made to create employment not all households will find work. A strong social safety net is important to protect households from extreme poverty. The landscape of people living in poverty in South Africa is represented by a lack of access to adequate housing and amenities such as education, health, economic opportunities, financial institutions and developments that contribute to positive community development. All of which are important to a quality of life for individuals to prosper and achieve their full potential. Many marginalized areas in Bela-Bela do not have access to government opportunities and are subject to amongst the poorest levels of service delivery. As a result, inhabitants of these areas are unable to sustain even a minimum standard of living.

Vulnerable Households do not have access to improved technologies and do not have resources to invest in infrastructure and machinery.

The following strategic objectives are proposed:

- Informal Trading;
- Small scale food production through gardens;
- Agri-villages;
- Ensuring access to free basic services to all who qualify; and
- Access to social grants for all who qualify.

6. BUILDING A SOCIAL SAFETY NET

VISION:

All vulnerable households in Bela Bela Local Municipality should receiving the necessary support and are protected from extreme poverty

KEY OUTCOMES:

- *Vulnerable Families are well protected from economic shocks*
 - *Eradication of extreme poverty*
- *Easy access to social grants and free-easy access to basic services for all that qualify.*

Strategic Objectives:	2021-2023 Actions/KPIs	2023-2026 Actions/KPIs
6.1 Provide Support to Informal Trading	<ul style="list-style-type: none"> • Conduct Business Development Programmes • Provide interest free loans • Assist Informal Traders to save and invest • Market and Assist small scale enterprises 	<ul style="list-style-type: none"> • Informal Traders have grown their businesses substantially.
6.2 Finance Small Scale Food Production through the Development of Community Gardens.	<ul style="list-style-type: none"> • Finance the development of community gardens in all vulnerable communities. • Facilitate Initiatives that encourage the location of manufacturing businesses in Underprivileged and Underserviced areas 	<ul style="list-style-type: none"> • Well-established and sustainable Community Gardens in all vulnerable communities across Bela Bela Local Municipality.
6.3 Finance the Development of Agri-Villages	<ul style="list-style-type: none"> • To Finance the effective Development of Agri-Villages • All Vulnerable Households to be included in the construction of the Agri-Villages through public works programmes. • Invest in Productive Community assets 	<ul style="list-style-type: none"> • Established industries that process raw materials. • Increased access to resources, infrastructure and technology • Increased levels of business skills and management skills amongst all those that are part of the Agri-Villages.
6.4 To ensure access to free basic services to all who qualify.	<ul style="list-style-type: none"> • Develop a comprehensive registry of social information which gives beneficiaries access to detailed information on their current participation in social programs and eligibility for other programs. • Connect Beneficiaries with existing programs. • Conduct Outreach Programmes 	<ul style="list-style-type: none"> • All beneficiaries that qualify, have easy access to free basic services.

<p>6.5 Provide Access to social grants for all who qualify.</p>	<ul style="list-style-type: none"> • Assist all vulnerable households and individuals with paperwork that is required to access to social grants, • Widespread and easy to access platforms that outline the kind of social grants that are available and clear indications on the process of acquiring the social grants. 	<ul style="list-style-type: none"> • All those that qualify have easy access to available social grants
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DEVELOPING A FLUORO-CHEMICAL PRODUCT CLUSTER

This strategic objective and related strategies are directed at anchoring the economy of BBLM around the areas geographical advantage and potential in the Fluorochemical Mining and Beneficiation Industry. It represents a unique role within the national economy and a strategic growth asset for the country. This anchoring around the Fluorochemical Product Industry is to be supported by a range of other sectors that are earmarked for local economic diversification. The development of this niche mining sector should contribute substantially to local economic development in the municipality. All of this is to be undertaken in an inclusive and transformative way by bridging the spatial and economic divide and addressing the root causes of unemployment, poverty and inequality.

7. DEVELOPING A FLUORO-CHEMICAL PRODUCT CLUSTER

VISION:

- Ensuring that the Mining Sector serves as one of the LED anchors in Bela Bela Local Municipality.

KEY OUTCOMES:

- A thriving and robust Fluorochemical Cluster
 - An outstanding Beneficiations Hub
- To link rural and urban economies and develop and transform township and rural areas into robust, connected and productive spaces in BBLM through the enhancement of the Mining Sector
 - A globally competitive Fluorochemical Investment destination
 - To develop and promote locally made products internationally.

Strategic Objectives:	2021-2023 Actions/KPIs	2023-2026 Actions/KPIs
<p>7.1 To anchor the BBLM economy around a world-class Fluorochemical Industry that competes on a global scale and stimulates local transformation, inclusion, job creation and prosperity.</p>	<ul style="list-style-type: none"> • Formulate a Master Plan for the Development of a Fluorochemical Cluster • Leading knowledge, training and skills development programmes • High calibre talent and skills pool emanating from incubator and specialized training programmes • Mass scale renewable energy production designed and initiated with focus on supplying the Fluorochemical Industrial Cluster • Plan and prepare for growth in warehouses, storage areas, distribution centre, offices, trucking and rail and air freight services • Branding and Marketing of BBLM as a compelling investment destination • Place making strategies • Well packaged catalogue of investment and work opportunities. 	<ul style="list-style-type: none"> • Develop the Cluster • Well-functioning cluster management and institutional arrangements • Export and Local Use of High quality and leading Fluorochemical finished products and brands • Sustained global recognition as a leading manufacturing centre for Fluorochemical finished products • Product branding and quality assurance support and coordination • Centre of excellence for knowledge, training and talent harnessing • Expansion of Solar Energy and other Renewable/Alternative Energy Plants • Increased and sustainable municipal Income generation from renewable energy.

9. IMPLEMENTATION PLAN

The implementation of the Local Economic Development Strategic Objectives according to the Actions and Key Performance Indicators (KPIs) outlined in the section above will be undertaken by Bela-Bela Local Municipality through a process of elaborating, implementing and reviewing detailed action plans. This is to be done in terms of the process of mainstreaming and institutionalising the Local Economic Development Strategies and implementation in the municipality.

The implementation of the Strategies will be cyclical, including interventions of various scales and types – some small for implementation in the short term, and others major, which will require further research and analysis on their desirability, feasibility and viability.

In order to implement the Local Economic Development Strategy, it will be essential to put in place sustainable implementation processes. This is not a rigid strategy and plans may evolve after strategic reviews. Sustained Local Economic Development is about intent and focus as well as the leadership required to act with a collective vision towards agreed outcomes. There will however be strict accountability to perform in accordance with the direction set.

The Local Economic Development Plan should serve as a reference point to catalyze short term action and collaboration towards long term change and restructuring of the economy. The emphasis is on what has to be done now to achieve the vision and strategies in each of the transformation areas:

1. Agricultural Development

2. Housing and Real Estate Development
3. Tourism Development
4. Small Business Development
5. Building a Competitive Platform
6. Building a Social Safety Net
7. Developing a Fluorochemical Product Cluster

9.1 ROLES AND FUNCTIONS

Below is an indication of the roles and functions that have to be fulfilled as part of the successful implementation of the Local Economic Development Strategy:

1. [Managing the LED Plan and Implementation Process](#)

- § Identify political champion/s to look at the different strategies/focal areas
- § Establish a renewed Local Economic Development Planning Unit with clear mandates and dedicated resources- in parallel with implementing actions.
- § Functions of the unit would include championing the plan, managing the process, communicating with stakeholders, institutionalizing across municipal departments, and overall strategic economic positioning of the municipality;
- Develop systems, processes and a culture of strategic thinking and planning;
- Undertake research, conduct benchmarking, set up twinning arrangements and knowledge sharing networks; and
- Form strategic collaborations and partnerships.

2. Project Packaging including cost-benefit and feasibility studies

- Identify strategic, critical and high impact projects that will deliver the transformations/change required;
- Develop project concepts;
- Develop business cases for these projects;
- Undertake costing exercises;
- Identify revenue streams;
- Prepare feasibility studies with cost-benefit assessment;
- Prepare financial models and institutional arrangements;
- Undertake due diligence;
- Engage with funders and investors; and
- Legal and finance capabilities to close transactions

3. Implementing Projects and Actions

- Secure and apply budget allocations and pair with external funding;
- Funding and procurement strategies;
- Credible procurement processes;
- Contract management;
- Project and delivery management;
- Manage project institutional arrangements;
- Project meetings – secretariat and administration;
- Stakeholder and community engagement; and
- Ongoing Public communications.

4. Monitoring and Evaluation

- Specify performance measures and targets based on the outcomes

and actions specified for each of the strategies.

- Incorporate into the municipal performance management system;
- Translate into departmental performance measures;
- Translate into individual performance measures;
- Regular monitoring and reporting against institutional, departmental and individual KPIs
- Conduct independent evaluations and ongoing benchmarking exercises;
- Conduct community satisfaction surveys; and
- Identify key issues for updating and reviewing plans and actions

9.2 IMPLEMENTATION APPROACH

Everything that is done by municipal department must be done with an appreciation of the economic impact of their actions on the local economy. The actions of every department has an impact on the local economy. A key approach is to build a culture of trying to advance the local economy-proactively ensuring positive outcomes for action on the economy.

The implementation approach is informed by the following principles:

- The Bela-Bela LED Strategy should be mainstreamed and included in all the municipalities processes instead of a being a stand-alone strategy;
- The Bela-Bela LED Strategy is a living document and will be updated and refined with successive cycles of further alignment, implementation and review;
- The Bela-Bela LED Strategy should be performance and delivery focused;

- The Bela-Bela LED Strategy should support new ways of thinking, address economic challenges and implement innovative solutions;
- The Bela-Bela LED Strategy should support progressive movement and as needed, stepped changes towards achieving the visions and strategies; and
- Implementation of the Bela-Bela LED Strategy should be collaborative, coordinated and sustained.

9.3 IMPLEMENTATION MECHANISMS

The Bela-Bela LED Strategy is measurable. The packaging of the Strategic Objectives and Key Performance Indicators in the above section provides the measures. These strategies will be implemented via actions projects to be incorporated into the IDP cycles to achieve milestones.

Each project will be led by a lead department with an appointed official to chair and drive the project task team. Project task teams will consist of officials from across all relevant departments to ensure that all necessary inputs for project success are covered and there is working across silos towards agreed outcomes.

Transversal project task teams are required to achieve each strategic objective, as well as a realistic allocation (or reallocation) of the budget. Resources are vital for success, as are committed leaders and implementors. Each lead department will be responsible for managing the compilation of a project plan with the task team. The project plan will outline contribution to the overall strategy and target, key activities, allocation of responsibilities for activities, time frames for completion of activities, phasing strategies, budget requirements, and funding strategies towards achieving the set

targets.

9.4 MANAGING IMPLEMENTATION

The implementation of the LED Strategy will be directed, coordinated and managed through the LED Planning Unit. The steering committees and project task teams strategically supported by the LED Planning Unit will need to review and integrate the respective proposed projects with their work programmes. Moving forward up to 2026, they will also have to link all projects in the LED Strategy to relevant policies, programmes and interventions.

The sequencing and prioritizing of projects will need to be considered. Each project will need a feasibility study that scopes the project and resources required, the likely time horizons, the implementing agency or partnerships required eg: local government departments, university faculties/ departments, private-sector expertise).

Partnerships, both within the Municipality and in other spheres of government, business, academia and civil society, are essential. Below is a list of proposed projects that stimulate discussions and steps to develop

more detailed projects and action plans:

PROPOSED PROJECTS

1. Agricultural Development

- Land Identification
- Provision of Irrigation Water
- Building Capacity to support farmers with extension services, access to finance and the market.

2. Housing and Real Estate Development

- Development of Bulk Infrastructure Programme
- Development of Housing and Commercial Projects

3. Tourism Development

- Development of Roads supporting Tourism
- Development of Local Airport
- Tourism Information Centre
- Marketing Strategy for Bela-Bela as a Tourism and Investment destination.

4. Small Business Development

- Development of Informal Trading Markets
- Industrial Parks for rental to Small Business Operator
- TVET College for Skills Development
- Industry/Sector Value Chain Analysis to identify Opportunities

5. Building a Competitive Platform

- Development of a Solar Plant

- High Speed Broadband

6. Building a Social Safety Net

- Vegetable Gardens
- Agri-Villages
- Provision of Free Basic Services to all those that qualify
- Assisting Beneficiaries to access Social Grants

7. Developing a Fluorochemical Product Cluster

- Formulate a master-plan for the development of a Fluorochemical Cluster.
- Mass scale renewable energy to support the cluster.
- Develop a beneficiation strategy and implementation plan.

9.5 IMPLEMENTATION PROGRAMME

No.	Outputs/Actions	Time Frame	
		2021 - 2023	2023 -2026
1.	Local Economic Development Unit		
1.1	Design the organisational structure of the unit and setting within the municipality.		
1.2	Develop job descriptions, budget and obtain approval.		
1.3	Recruit and make necessary appointments.		
1.4	Develop work plan and obtain approval.		
1.5	Support establishment and functioning of LED steering committee.		
1.6	Consolidate the functions and working of the unit.		
1.7	Sustain the LED unit.		
2.	Political championship		
2.1	Identify political champions and develop action plan.		
2.2	Design and execute public awareness and communication campaigns.		
2.3	Stakeholder engagement.		

3.	Project Preparation		
3.1	Prepare a project prioritization framework and tool.		
3.2	Review existing plans (IDP, LED, Sector Plans, CMIP Financial Plan, etc., projects and budget frameworks against the LED Strategy objectives.		
3.3	Identify and elaborate new list of priority projects to align and give effect to the strategies and related KPIs.		
3.4	Establish and operate multi-disciplinary and cross-departmental project task teams reporting into LED steering committee.		
3.5	Undertake full cycle of project preparation and project packaging, review projects.		
4.	Implementation		
4.1	Implementation of projects according to project preparation outcomes and plans		
4.2	Alignment of LED objectives and projects into IDP and budget cycles.		
4.3	Report quarterly on progress against project plans and KPIs.		
5.	Monitoring and Evaluation		
5.1	Prepare a Monitoring and Evaluation framework and undertake monitoring accordingly.		
5.2	Prepare and discuss quarterly progress reports.		

5.3	Incorporate LED Unit responsibilities into organisational and individual performance management.		
5.4	Implement performance management system according to LED objectives, KPIs, and projects.		

9.6 LED STRATEGY MONITORING AND EVALUATION

The implementation of the LED Strategy will need to be monitored as it progresses. A monitoring and evaluation framework needs to be developed that is aligned with and forms part of the LED Planning Unit and steering committee and project task team working processes as well as Bela-Bela Local Municipalities directorates and departments.

The framework should enable the implementation of the LED Strategy to be monitored at a strategic, administrative and operational level, as well as being able to monitor progress towards the achievement of the LED Strategies KPI's. In time, as the LED Strategy becomes integrated with the IDP, the monitoring and evaluation framework should also be used for the monitoring and evaluation of IDP implementation.

10. CONCLUSION

The Bela-Bela LED Strategy Review and Implementation Plan has identified 6 economic transformation areas, each underpinned by its own set of strategic objectives, with early-victory and game-changer interventions enabling Bela-Bela Local Municipality to achieve its goals and desired economic futures.

The institutionalisation of the Reviewed LED Strategy as highlighted in the above section will enable a consistent and sustainable approach in unpacking strategies, identifying key actions and projects, and ensuring performance that is measured according to further detailing of project level KPIs that are aligned with achieving the strategy level KPIs.

This approach will ensure that there is a mission-directed focus broken up into incremental steps and milestones to develop Bela-Bela Local Municipality into a high growth globally competitive district growth point that specializes in and has a competitive edge in tourism, agriculture and infrastructure provisioning.

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