# BELA-BELA LOCAL MUNICIPALITY

## DRAFT 2020 – 2021

## INTEGRATED DEVELOPMENT PLAN


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## LIST OF ACRONYMS

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

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

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

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

## VISION, MISSION & VALUES

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

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

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

Accordingly, during the 2020/21 – 2022/2023 IDP Review drafting process, the mission and vision of the Municipality were revised as follows:

### VISION

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

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

**MISSION STATEMENT**

**Our mission is to constantly strife towards the achievement of:**

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

**Municipal Values**

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

I. Accountability

II. Fairness

III. Effectiveness

IV. Commitment

V. Honesty and Sincerity

## FOREWORD BY THE MAYOR

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

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

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

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

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

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

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

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

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

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

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

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

We are much more hopeful about our better tomorrow.

Faithfully Yours

**Cllr MJ NGOBENI**
**MAYOR**

## EXECUTIVE SUMMARY BY THE MUNICIPAL MANAGER

### Introduction and Background

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

The size of Bela Bela Municipal Area is approximately 4000 $km^2$ in extent. This local authority consists of nine municipal wards and it is considered to be a significant contributor to the economy of the district due to a number of positive factors that it entails, particularly its location and role in the regional economy brought by the cross boundary opportunities which includes the areas that fall outside of the Limpopo Province.

### Role of Bela Bela in the Regional Context

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

Gauteng is the most dominant province in the country in economic terms, with the Gross Domestic Product (GDP) that accounts for 33% in the sub – national African economy. The composition of Gauteng's GDP is mainly built of tertiary sectors (i.e. Transport/ Communication, Finance/ Real Estate and Other Business Services), manufacturing industries and mining (i.e. secondary and primary sector). On the spatial perspective Gauteng is the smallest province in the country in

terms of geographical size, 97% of it is urbanised and it is currently experiencing environmental degradation due to industrial base and manufacturing activities (i.e. deterioration of air quality through gaseous emissions), bio – diversity destruction and habitat loss due to population pressure (<500 people per ha) and it generates the highest volumes of waste which accounts for approximately 80% of the total waste generated in the country.

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

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

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

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

- Habitat and natural resources should be adequately protected to sustain the areas intrinsic characteristics

**Bela Bela's Integrated Development Plan (IDP)**

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

# CHAPTER ONE: THE PLANNING FRAMEWORK

## 1.1. INTRODUCTION

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

## 1.2. LEGISLATIVE BACKGROUND AND POLICY IMPERATIVES

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

Section 25 of Municipal Systems Act stipulates that each Municipal Council must within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of its Municipality. The Municipality should develop IDP document which is a five year plan of the Municipality and it has to be reviewed annually.

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

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

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

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

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

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

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

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

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

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

### 1.2.3. White Paper on Local Government (1998)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

a) Be based on the principles of mutual respect and recognition of the status and roles of the respective parties; and

b) Be guided by and based on the principles of co – operative governance.

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

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

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

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

### 1.2.8. Performance Management System

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

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

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

## 1.3. POWERS AND FUNCTIONS

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

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

Municipal Priorities

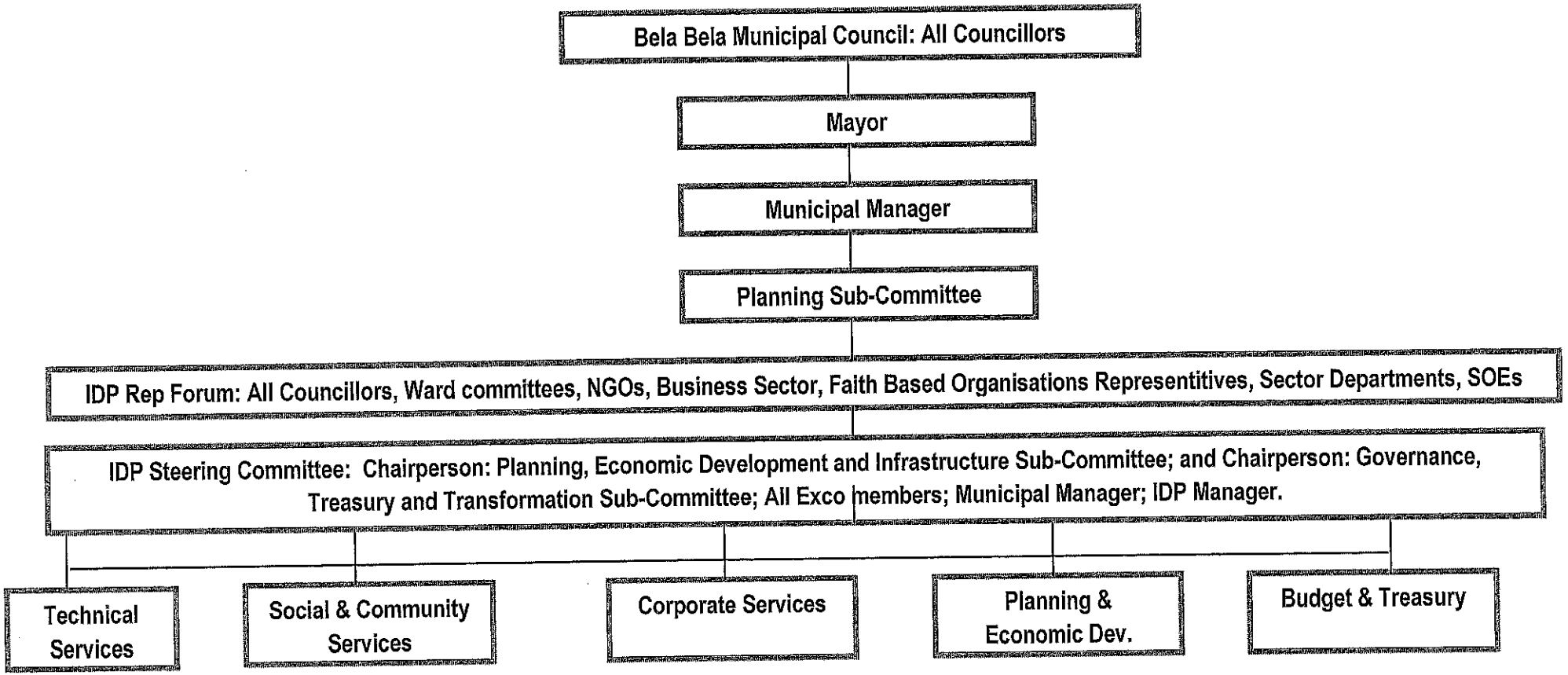
| No | ISSUE OR NEED | MUNICIPAL PRIORITY |
|---|---|---|
| **SPATIAL RATIONALE** | | |
| 1. | Land and Housing | - To ensure access to land for Human Settlements and business purposes;<br>- Sustainable, integrated rural development;<br>- Housing and infrastructure; and<br>- Eradication of informal settlements. |
| **BASIC SERVICE DELIVERY** | | |
| 2. | Water | - Improved turnaround time on service queries;<br>- Maintain and upgrade infrastructure;<br>- Quality services in all municipal areas;<br>- Community empowerment (special projects); |

| | | |
|---|---|---|
| | | - To ensure that all households in formal and informal settlements in Municipal area has access to basic level of water; and<br>- To ensure that all (100%) of registered indigents have access to free basic services. |
| 3. | Sanitation | - Improved turnaround time on service queries;<br>- Maintain and upgrade infrastructure;<br>- Quality services in all municipal areas;<br>- Community empowerment (special projects);<br>- To ensure that all households in formal and informal settlements in Municipal area has access to basic level of sanitation; and<br>- To ensure that all (100%) of registered indigents have access to free basic services. |
| 4. | Electricity | - Improved turnaround time on service queries;<br>- Maintain and upgrade infrastructure;<br>- Quality services in all municipal areas;<br>- Community empowerment (special projects);<br>- To ensure that all households in formal and informal settlements in Municipal area has access to electricity; and<br>- To ensure that all (100%) of registered indigents have access to free basic services. |
| 5. | Roads and Stormwater | - Improved turnaround time on service queries; |

| | | |
|---|---|---|
| | | - Maintain and upgrade infrastructure;<br>- Quality services in all municipal areas;<br>- Community empowerment (special projects);<br>- To ensure that internal roads in the Municipal area are maintained and /or upgraded to facilitate economic and social activity required for the sustainable development of the Municipality, considering the capacity limitations facing the municipality; and<br>- To provide safe environment for all road users |
| **6.** | Refuse Removal | - To ensure that all households have access to waste removal;<br>- Maintain and upgrade infrastructure; and<br>- Quality services in all municipal areas. |
| **FINANCIAL VIABILITY** | | |
| **7.** | Financial Viability | - Ensure a financially viable municipality; and<br>- Ensure effective financial management (revenue, expenditure, and supply chain). |
| **GOOD GOVERNANCE AND PUBLIC PARTICIPATION** | | |
| **8.** | Good Governance and Public Participation | - Ensure Clean audits Opinion;<br>- Good corporate and accountable governance;<br>- Ensure strong relationship with all stakeholders;<br>- Strengthen public participation structures, mechanisms and processes;<br>- Ensure optimal functionality of all the quality assurance committees of council (Audit Committee and MPAC);<br>- Ensure zero tolerance on fraud and corruption; and<br>- Improve current customer satisfaction |

| | | |
|---|---|---|
| **LOCAL ECONOMIC DEVELOPMENT** | | |
| **9.** | Local Economic Development | - To create an environment conducive for investment and increased economic activity in the Municipal area<br>- Creating job opportunities through facilitation of business development<br>- To promote agricultural production and processing<br>- Stimulate and facilitate sustainable tourism<br>- To market the Municipality and the opportunities it offers<br>- To upgrade the informal sector |
| **TRANFORMATION AND INSTITUTIONAL DEVELOPMENT** | | |
| **10.** | Municipal Support and Institutional Arrangements | - Sustainable building and capacitation of human capital;<br>- Viable and environmental friendly office accommodation;<br>- ICT (information communications technology);<br>- Personnel disciplinary code;<br>- Innovative and proactive thinking; and<br>- Management development programme. |
| **SPORTS, ARTS AND CULTURE** | | |
| **11.** | Sport, Arts and Culture Facilities | - To ensure access to quality sport and recreational in the Municipal area |

## 11.1. INSTITUTIONAL ARRANGEMENTS TO DRIVE THE IDP PROCESS



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

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

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

An indication of the organizational arrangements for the IDP process;

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

The objectives of the Process Plan are as follows:

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

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

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

## 11.2. PROCESS OVERVIEW: STEPS AND EVENTS

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

Section 29, subsection b, paragraph (i), (ii) of Municipal Systems Act no. 32 of 2000 stipulates that appropriate mechanisms, processes and procedures established in terms of Chapter4, allow for

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

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

**Table 1: Phases of the IDP**

| TASK/ACTIVITY | RESPONSIBILITY | Close-off 2017/18 | Close-off 2018/19 | 2019/20 Budget |
|---|---|---|---|---|
| | | FINANCIAL YEAR | FINANCIAL YEAR | TIME FRAME |
| **PREPARATION PHASE** | | | | |
| Table in Council a budget and IDP time schedule of key deadlines ( Every year – at least 10 months before the start of the budget year) | PED/BTO | | | 31 July 2019 |
| **District IDP Managers Forum (Activity alignment – coordinated by WDM – IDP Head)** | PED | | | August 2019 |
| **IDP/PMS/Budget Process workshop for new ward committees** | PED/BTO/MM | | | September 2019 |
| **Submission of the time schedule to the Provincial Treasury, National Treasury and Coghsta** | PED/BTO | | | August 2019 |
| **Place public notice on the IDP/Budget time schedule approval** | PED/BTO | | | August 2019 |
| **1st IDP Review/Budget Steering Committee Meeting** | PED | | | 12 September 2019 |

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|---|---|---|---|---|
| | | | | 13 September 2019 |
| **1st IDP Review/Budget/LED Representative Forum** | MM | | | |
| **ANALYSIS, STRATEGY AND PROJECT PHASE** | | | | |
| Identification of Gaps, Stakeholder Registration, and Information Gathering | MM | | | 27 September 2019 |
| **Review status of Capital Projects on Capital wish list + current 3 year MTREF** | BTO | | | September 2019 |
| Managers for respective departments receive wish list of previous project requests for ward committees/ward councilors to review | BTO | | | September 2019 |
| **Distribute Capital Projects template to all managers to complete for existing projects on the two outer years, prioritise outer year (2017/21 and new projects in exceptional circumstances)** | BTO | | | 13 December 2019 |
| Provincial Development Planning Forum | Local/Provincial alignment – Quarter 2<br>Provincial engagement – MM | | | September 2019 |
| **Ward committees meet to review current needs** | MM | | | October 2019 |
| Managers for the respective departments submit ward request based on review of current needs identification | Managers | | | 19 November 2018 |
| **2nd IDP Review/Budget Steering Committee Meeting** | MM | | | 14 November 2019 |
| **2nd IDP Review/Budget/LED Representative Forum** | MM | | | October 2019 |
| **Managers submit completed capital projects template on the** | Managers | | | |

| | | | | |
|---|---|---|---|---|
| 2018/2020 MTREF Capital Budget | | | | |
| Budget Steering Committee Meeting – direction on proposed tariff increases & increases in revenue, expenditure and capital | BTO | | | October 2019 |
| Managers to review existing 3 year MTREF capital project and submit completed Capital project templates with priorities to BTO | Managers | | | October 2019 |
| BTO sends Tariff lists to managers for review | BTO | | | October 2019 |
| Top management meeting to discuss budget proposals and budget affordability | PED/BTO | | | November 2019 |
| Based on the Budget Steering Committee meeting directive, ward committees meet to priorities their ward requests | PED/BTO | | | November 2019 |
| Mayoral Roadshow | BTO/PED | | | November 2019 |
| Managers of respective departments to submit prioritised ward requests to the BTO | Managers | | | November 2018 |
| 3rd IDP Review/Budget Steering Committee Meeting | MM | | | March 2020 |
| 3rd IDP Review/Budget/LED Representative Forum | MM | | | March 2020 |
| **INTEGRATION PHASE** | | | | |
| Budget Steering Committee Meeting – To discuss & review capital budget request (Round 1) | BTO | | | November 2019 |
| Managers to submit proposed tariffs to BTO | Managers | | | November 2019 |
| BTO/PED distributes prioritized ward requests to managers for ward committee's final verification | BTO | | | November 2019 |
| Workshop on tariffs and tariff related policies | BTO | | | November 2019 |

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

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|---|---|---|---|---|
| **Compilation of Mid-Year Review Report (2017 – 18)** | BTO/PED | | | January 2020 |
| **Submit Mid-Year Review Report to the Mayor** | BTO/MM | | | January 2020 |
| **Table Mid-Year Review Report & Draft Annual Report in Council** | BTO/MM | | | 31st January 2020 |
| **Budget Steering Committee Meeting** – Final discussion on Tariffs & Final Adjustment Budget Review (2017/2018 Budget) | BTO | | | February 2020 |
| **BTO distributes all operational budget request to managers for final verification** | BTO | | | February 2020 |
| **BTO determines final revenue projections & tariffs and Review of Budget related policies** | BTO | | | February 2020 |
| **Strategic Planning Session – for discussion on preliminary budget proposals and IDP review focus areas for 2019/20** | PED/MM | | | 27th Feb – 01 March 2020 |
| **Compile Adjustment Budget (2018/2019): NT Reports and circulars** | BTO | | | February 2020 |
| **Budget Steering Committee Meeting – to discuss & review Opex, Capex, new posts, revenue projections & filling of vacancies for determination of salary contingency** | BTO/TM/TG&BT Sub-committee | | | February 2020 |
| **Provincial Development Planning Forum** | Local/Provincial alignment – Quarter 4<br>Provincial engagement – PED | | | February 2020 |
| **Start with the compilation of Draft SDBIP (2019/20)** | MM | | | February 2020 |
| **Final Review of 2019/20 Adjustment Budget documents** | BTO | | | February 2020 |
| **Managers return final operational and capital budget including the statistical information with final sign off to verify information submitted** | Managers | | | February 2020 |

| | | | | |
|---|---|---|---|---|
| **BTO to finalise Draft tariffs & revenue projections** | BTO | | | February 2020 |
| **Managers to submit final policies to CFO** | Managers | | | February 2020 |
| **Submit Electricity Tariffs to NERSA** | BTO | | | February 2020 |
| **Managers to submit Activity/Business Plans for Grants to BTO** | Managers | | | March 2020 |
| **Finalise the draft IDP Review/Budget 2019/20** | MM/BTO | | | March 2020 |
| **BTO does final review of Draft Budget Report & Schedules** | BTO | | | March 2020 |
| **BTO distributes Draft Budget Report** | BTO | | | 31st March 2020 |
| BTO March 2020 Draft IDP/Budget tabled in Council | BTO/PED | | | 31st March 2020 |
| 2016/17 Oversight Report tabled at Council by MPAC | MM | | | April 2020 |
| **Advertise Draft IDP & Budget for public comments** | PED/BTO | | | |
| **CONSULTATION & APPROVAL PHASE** | | | | |
| Mayoral Road-shows | Mayor | | | 02 April 2019 – 25 April 2020 |
| **Electronic Draft IDP/Budget files submitted to PT, Coghsta and NT after Council meeting** | MM/BTO | | | April 2020 |
| **Submission of Annual Draft Budget and IDP for representation to PT, Coghtsa and NT** | PED/BTO | | | April 2020 |

| | | | | |
|---|---|---|---|---|
| **Managers to submit Demand Management Plans to SCM** | Managers | | | April 2020 |
| **Provincial Budget Assessment** | PT/Municipal Delegation | | | TBC by the PT |
| **Summarise all community feedback and distribute to the relevant stakeholders for consideration to be included in the Final Budget report** | PED/BTO | | | May 2020 |
| **4th IDP Review/Budget Steering Committee Meeting** | PED | | | May 2020 |
| **4th IDP Review/Budget/LED Representative Forum** | PED | | | May 2020 |
| **Budget Steering Committee Meeting – consideration of Budget Comments (Review Budget comments to make decision on comments)** | BTO/TM/TG&BT Sub-committee | | | May 2020 |
| **BTO compile final Budget Report and Schedules** | BTO | | | May 2020 |
| **Approval of IDP/Budget/PMS Framework by Council** | BTO/PED/MM | | | May 2020 |
| **IMPLEMENTATION PHASE** | | | | |
| **Place Final IDP Review/Budget documents on the website** | PED/BTO | | | June 2020 |
| **Advertise Final IDP Review/Budget and Tariffs in the media** | PED/BTO | | | June 2020 |
| **Submission of Final Budget and IDP to NT, PT and Coghsta** | PED/BTO | | | June 2020 |
| **Municipal Manager submits SDBIP to Mayor** | MM | | | June 2020 |
| **Publish a summary of Budget** | BTO | | | June 2020 |
| **Approval of SDBIP by the Mayor** | Mayor | | | June 2020 |

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

### 11.2.1. Mechanisms and Procedures for Alignment

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

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

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

| INFRASTRUCTURE | SOCIAL | ECONOMIC | INSTITUTIONAL BUILDING |
|---|---|---|---|
| **DWA** | Dept. of Health and Social Development | Dept. of Economic Affairs – LEDET | **COGHSTA – PMS Unit and IDP Unit** |
| **ESKOM** | Dept. of Education | Dept. of Trade and Industry | **National and Provincial Treasury** |
| **Waterberg District – Infrastructure Unit** | | Waterberg District – European Union | **Waterberg District – IDP Unit** |
| **Telkom** | Dept. of Land Affairs | Waterberg District – LED Unit | **Office of the Premier – Planning** |

| | | | |
|---|---|---|---|
| | | Dept. of Home Affairs | **Co-ordination Unit** |
| **Department of Roads and Transport** | Dept. of Safety and Security | Department of Agriculture | |
| **Department of Public Works** | Dept. of Sports, Arts and Culture | COGHSTA – LED Unit | |
| **Road Agency Limpopo** | Dept. of Labour | Limpopo Business Support Agency | |
| **Magalies Water** | COGHSTA – Housing | Trade and Investment Limpopo | |
| **COGHSTA – MIG Unit** | | Small Enteprise Development Agency (SEDA) | |
| | | Productivity SA | |
| | | Limpopo Tourism and Parks | |
| | | **Community Tourism Association (CTA)** | |

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

### 11.2.2. Legislative and Planning Requirements

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

**Table 3: Legislative Guideline for IDP Process**

| SECTOR DEPARTMENTS | LEGAL REQUIREMENT | LEGALLY BINDING LEGISLATION/POLICY/DIRECTIVE | VALUE ADDING CONTRIBUTION |
|---|---|---|---|
| **COGHSTA**<br>**COGTA**<br>**National and Provincial Treasury** | IDP<br>PMS<br>Financial Management /Financial Plan (Budgeting) | Municipal Systems Act,<br>Municipal Structures Act,<br>MFMA<br>IGR Framework Act | **Co – ordination of Development** |
| **COGTA/Presidency**<br>**Department of Environment and Tourism** | NDP/LDP/IDP Alignment<br>Integrated Waste Management<br>Integrated Environmental Management Plan | Cabinet Lekgotla Decision<br>NEMA<br>White Paper on pollution and waste management<br>White Paper on Conservation and Sustainable use of South | **Alignment and co-ordination of development**<br>**Attainment of Local Agenda 21**<br>**Promotion of economic** |

| | | | |
|---|---|---|---|
| **Department of Economic Development** | Disaster Management Plan<br><br>Local Economic Development | Africa's biodiversity<br><br>Business Registration Act<br><br>Local Economic Development Policy<br><br>White Paper on Local Government<br><br>Disaster Management Act/ Municipal Systems Act | **growth and job creation**<br><br>**Attainment of millennium development goals** |
| **DWA** | WSDP | Water Services Act | **Management of scarce water resources.**<br><br>**Regulation of water services.** |
| **COGHSTA** | Housing strategy and targets/ Housing Chapter of the IDP | National Housing Policy<br><br>Housing Act | **Housing Urbanization Information System (HUIS)**<br><br>**Provision of secured and sustainable human settlement** |
| **DOT** | Integrated Transport Plan | National Transport Act | **Co – ordination and standardization of transportation** |

| | | | |
|---|---|---|---|
| DLA | Land Reform<br><br>Development and Planning /Directive Principles | South African Land Policy<br><br>Restitution of Land Act<br><br>Development Facilitation Act<br><br>White Paper on Spatial Planning and Land Use Management and Land Use Bill | Redress to the previously disadvantaged and<br><br>Promote sustainable human settlements |

## 11.3. BASIS FOR IDP REVIEW PROCESS

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

### KEY ASPECTS OF SONA – FEBRUARY 2019

### Load-shedding

*"At its core, load-shedding is the inevitable consequence of Eskom's inability over many years – due to debt, lack of capacity and state capture – to service its power plants.*

*The reality that we will need to accept is that in order for Eskom to undertake the fundamental maintenance necessary to improve the reliability of supply, load-shedding will remain a possibility for the immediate future."*

### Climate change

"Through these immediate measures and the work underway to fundamentally restructure our electricity industry, we will achieve a secure supply of reliable, affordable and, ultimately, sustainable energy.

We undertake this decisive shift in our energy trajectory at a time when humankind faces its greatest existential threat in the form of climate change."

**Digital future for children and new university**

"This year, we will be introducing coding and robotics in grades R to 3 in 200 schools, with a plan to implement it fully by 2022.

We have decided to establish a new University of Science and Innovation in Ekurhuleni."

**Gender-based violence**

"*We will amend the Domestic Violence Act to better protect victims in violent domestic relationships and the Sexual Offences Act to broaden the categories of sex offenders whose names must be included in the National Register for Sex Offenders, and we will pass a law to tighten bail and sentencing condition in cases that involve gender-based violence.*"

**Corruption**

"We will not let up in the fight against corruption and state capture. We need to work together to root out corruption and strengthen the rule of law.

We should not solicit or pay bribes or engage in corrupt acts. We should upgrade our culture of reporting crime when we see it being committed."

PIC inquiry report to be made public

"I have received a detailed and voluminous report on the Commission of Inquiry into the Public Investment Corporation.

I will make it available to the public together with a plan on taking the findings and recommendations forward in a few days."

**Student accommodation**

"The young people who are at university and TVET Colleges face serious accommodation challenges. Some don't even have places to sleep after lectures and resort to sleeping in libraries.

We are going to spend R64 billion over the next years in student accommodation and will leverage at least another R64 billion in private investment.

These building projects are ready to start."

**A new smart-city to be established in Lanseria**

"Last year, I asked the nation to join me in imagining a new smart-city, a truly post-apartheid city that would rise to change the social and economic apartheid spatial architecture.

A new smart-city is taking shape in Lanseria, which 350,000 to 500,000 people will call home within the next decade."

**Spotlight on youth unemployment**

"On youth employment, as from today, we begin the implementation of the Presidential Youth Employment Intervention – six priority actions over the next five years to reduce youth unemployment."

**Data prices**

*"The competition authorities are now working towards a resolution with the large mobile operators to secure deep cuts to data prices across pre-paid monthly bundles, additional discounts targeted at low income households, a free daily allocation of data and free access to educational and other public interest websites."*

**Regulation of the use of hemp products**

"This year we will open up and regulate the commercial use of hemp products, providing opportunities for small-scale farmers; and formulate policy on the use of cannabis products for medicinal purposes, to build this industry in line with global trends."

**Empowerment of persons with disabilities**

"I have established the Presidential Working Group on Disability to advise my office on measures to advance the empowerment of persons with disabilities as government plans, budgets, and implements programmes.

Following the recognition by the Department of Basic Education in 2018 of South African Sign Language as a home language and the recommendation by the Parliamentary Constitutional Review Committee that it be the 12th official language, we are now poised to finalise the matter."

**Ministers to sign performance agreements**

"To strengthen the capacity of the state and increase accountability, I will be signing performance agreements with all Ministers before the end of this month.

These agreements – which are based on the targets contained in the Medium-Term Strategic Framework – will be made public so that the people of South Africa can hold those who they elected into office to account."

## KEY ASPECTS OF SOPA – FEBRUARY 2020

**Agriculture and agro-processing**

According to Mathabatha, the province has made remarkable progress in revitalising primary agriculture and supporting agro-processing. "Accordingly, we have put together a team of experts to drive the revitalisation of our agriculture and agro-processing value chain plan. This plan, which should be finalised in June this year, will focus on research and development, land availability and access, finance and partnership models, production, markets and logistics and capacity building and training," the Premier indicated.

Mining and ancillary services

"Mining and ancillary services dominate our provincial economy at 25% contribution to the GDP. During the period under review, Limpopo accounted for 24% of the national mining output. Despite being a dominant sector in our provincial economy, employment in this sector has decreased from 106 000 to 86 000 jobs

between the 4th quarter of 2018 and the 4th quarter of 2019. Despite all these challenges in the sector, mining still has a future in the province. The industry has committed a total investment of R36,3 billion in the next five years," Mathabatha reported.

**Tourism**

According to Mathabatha, the tourism sector remains one of the most resilient of Limpopo's economy. "In 2018, it contributed R109 billion to the national GDP and employed 1,5 million people and it is reported that the international tourist arrivals in Limpopo recorded 2,2 million during the period under review. This pattern is indicative of a constant increase in international arrivals to the province. We are rated the most visited province with regard to domestic travel. In 2018, our province welcomed 3,3 million visitors," Mathabatha said.

**Review of Limpopo Development Plan (LDP)**

According to the Premier, the 2015-2019 LDP served mainly to guide the 5th Administration in terms of integrated planning and ensuring effective and efficient delivery of services. In this 6th Administration, the revised LDP will focus on specific areas in order to put the province on a higher trajectory of economic development. "With regard to mining, the emphasis will be beneficiation of our mineral endowments such as coal, iron ore, platinum and silicon through our industrialisation strategy, with regard to the agricultural sector, we will strive to expand our agro-processing muscles to ensure that as a province we reap full benefits, we will promote our tourism sector through tailored tourism offerings, we will diversify the economy through placing emphasis in manufacturing, thus creating value along commodities with competitive advantage and we will also support SMMEs and cooperatives through better coordination, financing and public-private incubation," Mathabatha said.

**Review of Industrial Strategy**

As part of the province's strategic economic partnerships, it is finalising the review of an Industrial Strategy. This Strategy is intended to help intensify the implementation of identified clusters across mining, agriculture and tourism and will help to position the province in terms of dealing with emerging new sectors such as renewable energy, the impact of the Fourth Industrial Revolution in the economy and the creative industry. The strategy is expected to be finalised by the end of September, according to the Premier.

**Limpopo Provincial Theatre**

"I have instructed the MEC for Sport, Arts and Culture to expedite the process for the realisation of the much-awaited Limpopo Provincial Theatre. The MEC will make a detailed pronouncement during her budget speech next month," Mathabatha announced.

**Access to health care**

"We are intensifying our efforts in dealing with the leading causes of death and disease in our society. We are continuing with the work to ensure increased life expectancy; reduce infant and maternal mortality, and turn the tide against HIV/AIDS and TB. Our efforts in this regard are rallied around the philosophy of health promotion. Indeed, through public health education, we can reduce infections, end lifestyle diseases, prevent disability and premature deaths," the Premier said.

**Stabilising of Provincial Administration**

According to Mathabatha, much focus was placed on stabilising the provincial government during the 5th Administration, including addressing issues of financial mismanagement and improving audit outcomes.

"We have achieved much progress in this regard, although there is still more work to be done. We have completely eliminated disclaimer and adverse audit opinions in the Provincial Administration. In the last audit we have managed to receive two clean audit opinions. The number of unqualified audit opinions has also increased. The target for this administration is to substantially reduce the number of qualified audit opinions and increase the number of clean audits and to achieve this we need to deal with the issues of irregular expenditure in the Provincial Administration," Mathabatha reckoned.

**Conclusion**

"We will not betray our commitment to the people of Limpopo. We will traverse this journey towards our promised land, the land of the dreams and aspirations of the Freedom Charter. We will marshal every effort, skill and commitment towards the task of growing the economy and creating the much-needed jobs for our people. We will not rest for as long as women and children are not free to walk our streets because of the demon of Gender-Based-Violence. We will not rest

until the fight against alcohol and substance abuse is won. We will not tire from the task of building a capable state that serves all our people. Let's grow Limpopo together," the Premier concluded.

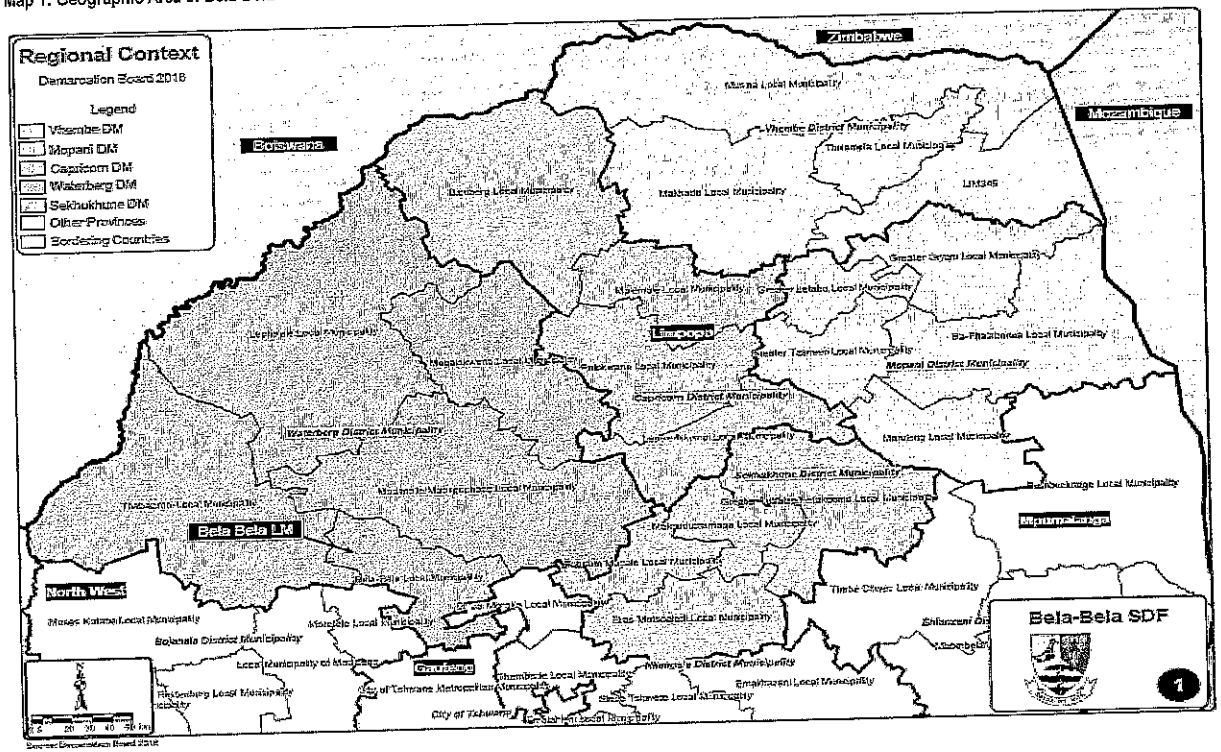
# CHAPTER 2: MUNICIPAL PROFILE

## 2.1. GEOGRAPHIC DESCRIPTION OF THE MUNICIPAL AREA

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

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

Map 1: Geographic Area of Bela-Bela



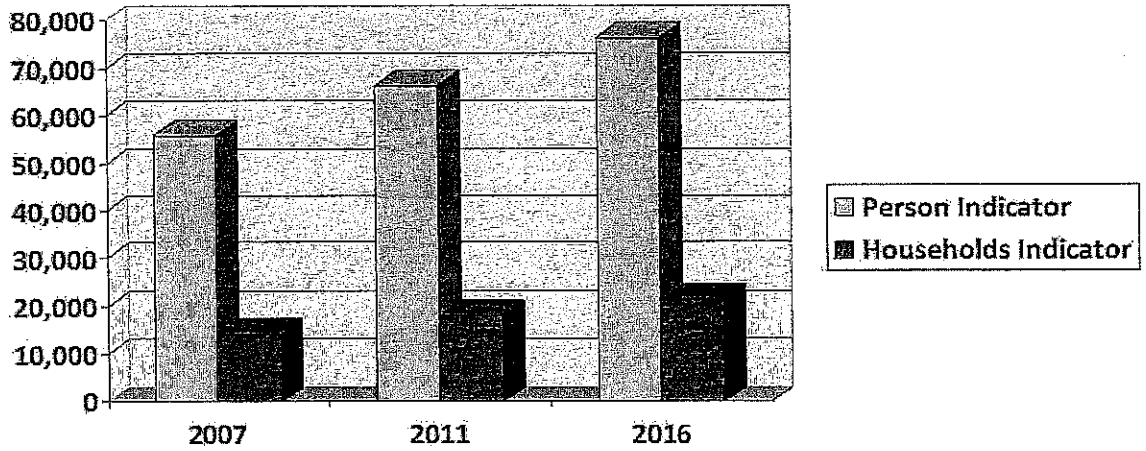

## 2.2. DEMOGRAPHIC PROFILE

### 2.2.1. Population Dynamics and Growth Trends

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

Table 4: Population Dynamics and Growth Trends

| DEMOGRAPHIC INDICATORS | COMMUNITY SURVEY 2007 | CENSUS 2011 | COMMUNITY SURVEY 2016 |
|---|---|---|---|
| Person indicator | 55 841 | 66 500 | 76 296 |
| Households indicator | 14 290 | 18 068 | 21 54 |



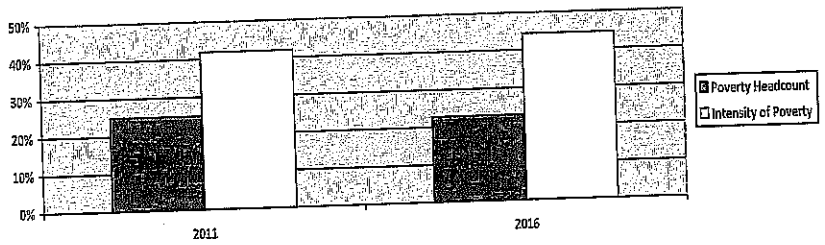

Source: StatsSA: Community Survey, 2016

Table 5: Household and Poverty Indicators

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

Source: StatsSA: Community Survey, 2016

Figure 1: Poverty Indicators

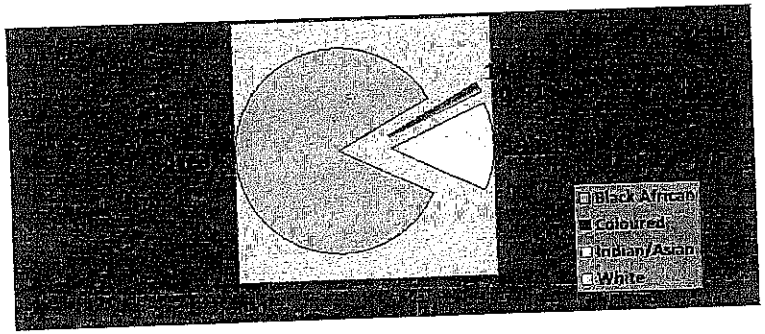



Source: StatsSA: Community Survey, 2016

### 2.2.2. Population Group, Age Group and Gender in Bela-Bela Municipal Area.

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

Figure 2: Population Groups




Source: StatsSA: Community Survey, 2016

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

### Population by Age group

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

**Table 6: Population by Age Group**

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

| | | | | | |
|---|---|---|---|---|---|
| 80 – 84 | 84 | - | 22 | 336 | 442 |
| 85 + | 109 | - | - | 111 | 220 |
| Grand Total | 64 642 | 733 | 386 | 10 535 | 76 296 |

Source: StatsSA: Community Survey, 2016

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

**Population Gender Profile**

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

**Table 7: Gender Composition**

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

Source: StatsSA: Community Survey, 2016

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

### 2.2.3. Number of Households

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

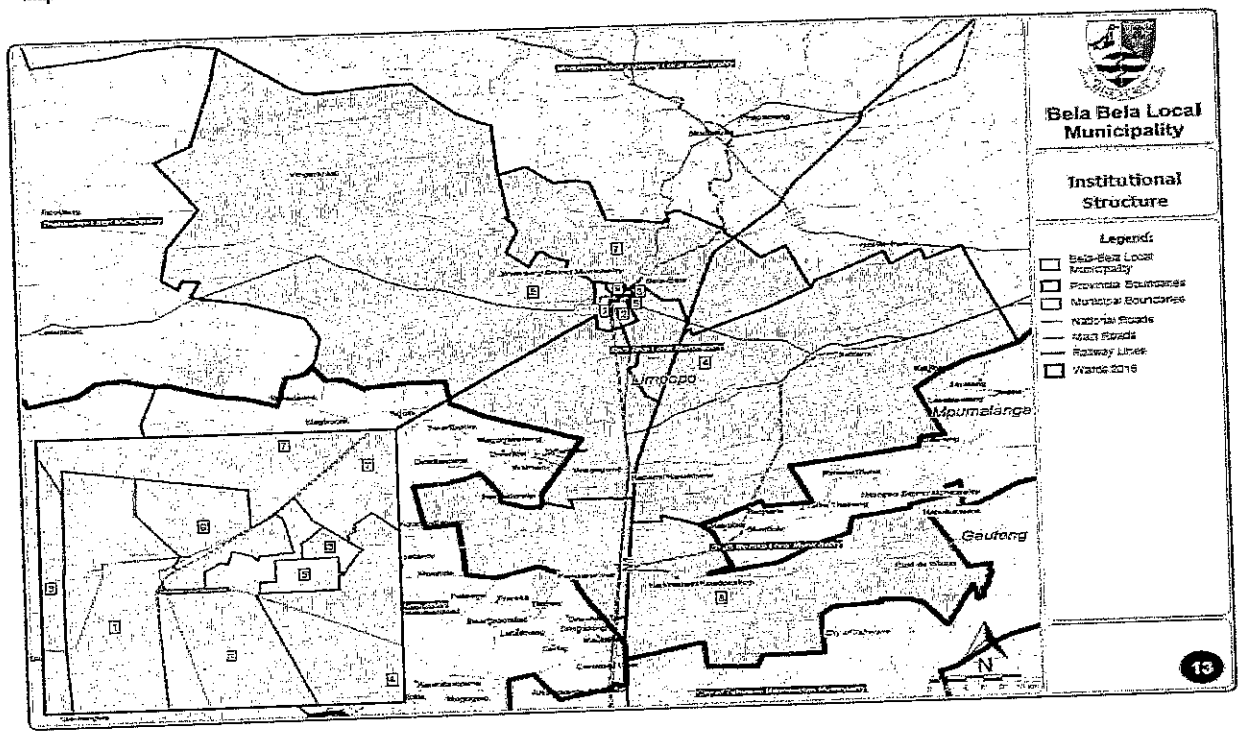
**Table 8: Bela-Bela Household Projections 2015 - 2040**

| Household Growth Scenario | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Historic | Existing | Projections | | Household Increment | | | Increment per annum | | |
| | 2011 | 2015 | 2025 | 2040 | 2011-2015 | 2015-2025 | 2025-2040 | 2001-2011 | 2015-2025 | 2025-2040 |
| Urban | 11,675 | 13,365 | 17,638 | 24,828 | 1,690 | 4,273 | 7,191 | 272 | 427 | 479 |
| Rural | 6,391 | 6,566 | 7,868 | 11,157 | 175 | 1,303 | 3,288 | 121 | 130 | 219 |
| Total | 18,066 | 19,931 | 25,506 | 35,985 | 1,865 | 5,575 | 10,479 | 393 | 558 | 699 |

### 2.2.4. Number of Wards

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

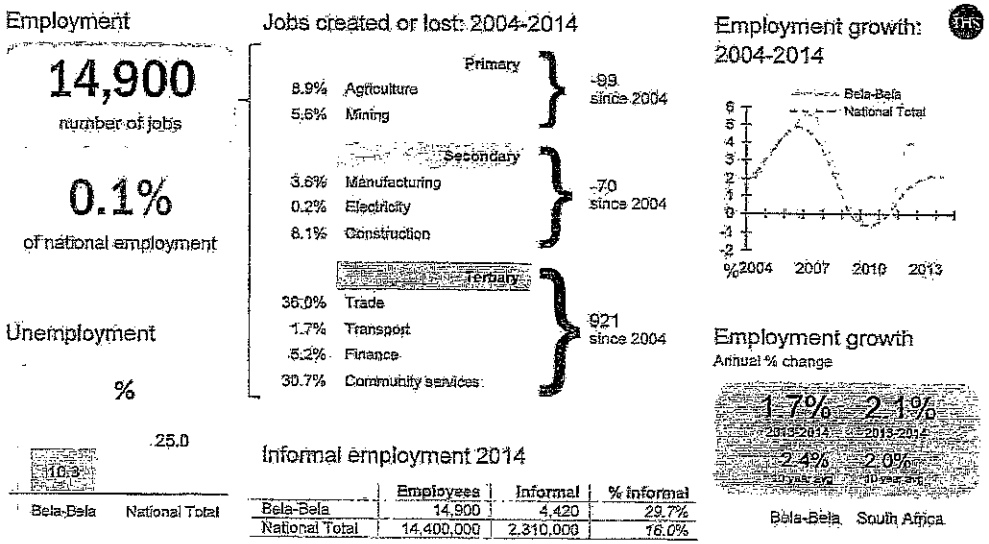
Map 2: Bela-Bela Wards




### 2.2.5. Employment and Poverty Analysis

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

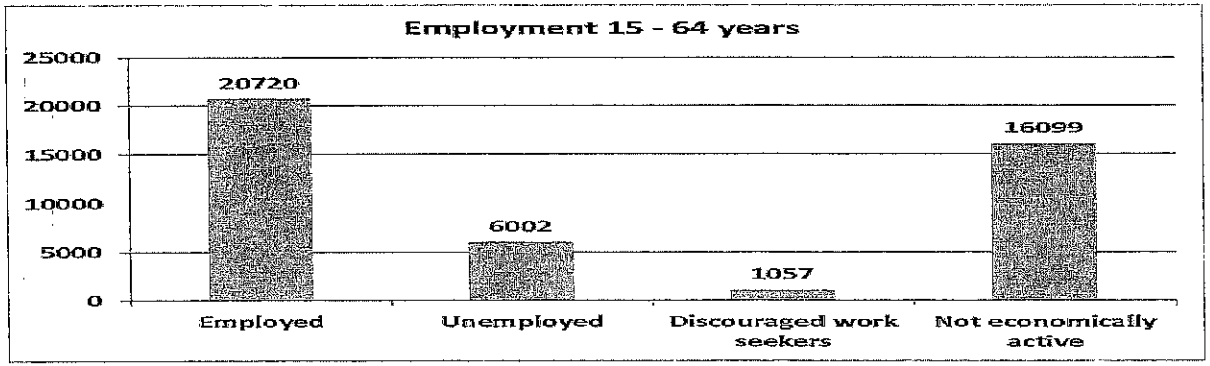
Figure 3: Employment and Poverty Analysis




| | Employees | Informal | % informal |
|---|---|---|---|
| Bela-Bela | 14,900 | 4,420 | 29.7% |
| National Total | 14,400,000 | 2,310,000 | 16.0% |

Source: Global Insight, 2016

Figure 4: Employment of People between the Ages of 15 and 65




Source: StatisticsSA: Census, 2011

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

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

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

**Table 8: Employment and Unemployment Status**

| Indicator | 2009 | 2010 | 2011 | 2012 |
|---|---|---|---|---|
| **Population – Total (Number)** | 56 289 | 57 283 | 58 083 | 66 500 |
| **Population – Working age (Number)** | 34 710 | 35334 | 36 069 | 18 – 64 |
| **Age less than 15 years** | - | - | - | - |
| **Employed – Formal and informal – Total (Number)** | 16 387 | 16 314 | 15 985 | 20720 |
| **Labour force participation rate (Percentage)** | 64.1 | 61.6 | 58.2 | - |
| **Unemployed (Number)** | 5 866 | 5 462 | 5 001 | 6003 |
| **Unemployment rate (Percentage)** | 26.4 | 25.1 | 23.8 | - |
| **Discouraged work - seekers** | - | - | - | 1056 |
| **Other Economically active** | - | - | - | 15 801 |
| **Labour force participation rate (Percentage)** | 64.1 | 61.6 | 58.2 | - |

*Source: Quantec Regional Economic Database 2013*

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

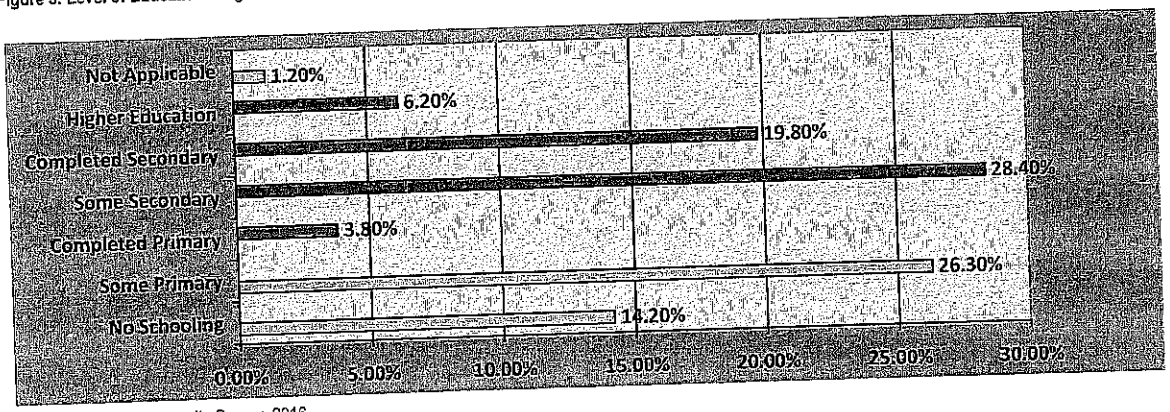
This is critical since the dependency ratio is quite high based on the structure of the population (i.e. dominance of the population group that is dependent on the active labour force to provide for their needs). Further to the above discussed unemployment profile and with reference to figure 4 below,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

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

### 2.2.6. Education Profile and Literacy Levels

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

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




Source: StatsSA: Community Survey, 2016

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

### 2.2.7. Income Categories

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

Table 9: Incremental Household per Income Category 2015 - 2040

| TOTAL INCREMENT | | | | |
|---|---|---|---|---|
| | 2015-2040 | | | |
| Area | Low R 0 - R 3183 | Middle R 3 184 - R 12 817 | High R 12 818 + | Total |
| Urban | 7,463 | 3,386 | 614 | 11,463 |
| Rural | 2,706 | 959 | 925 | 4,591 |
| Total | 10,169 | 4,345 | 1,539 | 16,054 |
| % | 63% | 27% | 10% | 100% |

| TOTAL INCREMENT PER ANNUM | | | | |
|---|---|---|---|---|
| | 2015-2040 | | | |
| Area | Low R 0 - R 3183 | Middle R 3 184 - R 12 817 | High R 12 818 + | Total |
| Urban | 299 | 135 | 25 | 459 |
| Rural | 108 | 38 | 37 | 184 |
| Total | 407 | 174 | 62 | 642 |
| % | 63% | 27% | 10% | 100% |

### 2.2.8. People with Disalibilities

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

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

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

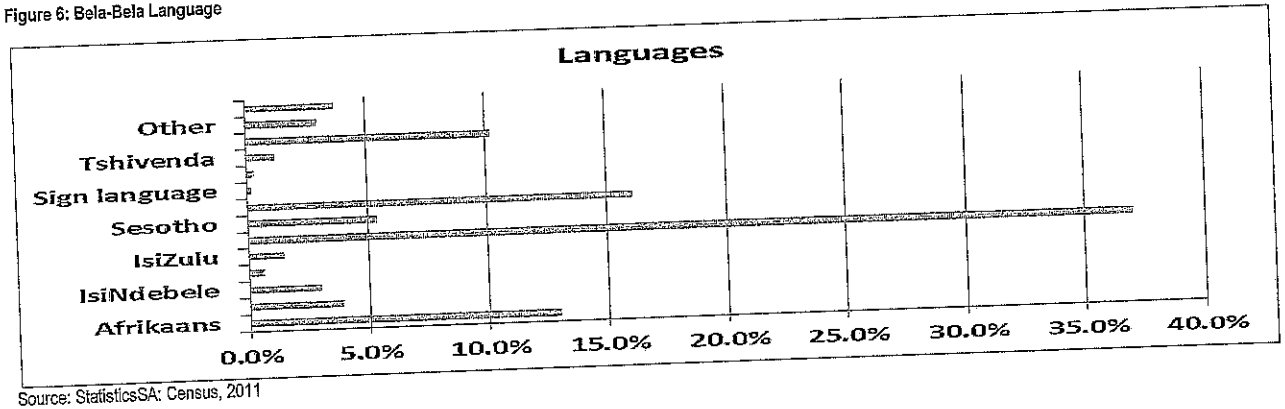
- Housing needs for people living with disability must be considered when constructing RDP houses.

### 2.2.9. Language Profile

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

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

**Figure 6: Bela-Bela Language**




Source: StatisticsSA: Census, 2011

## CHAPTER 3: SITUATIONAL ANALYSIS

### 3.1. SPATIAL RATIONALE

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

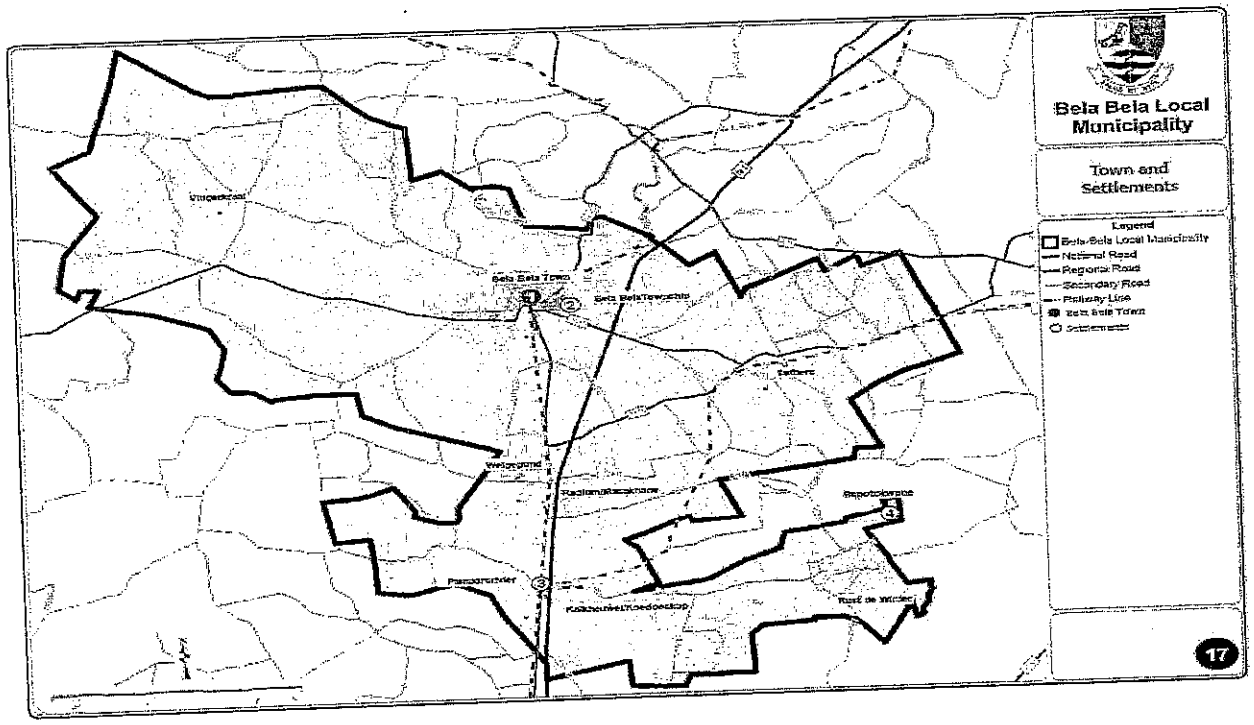
The Municipality has adopted the Spatial Development Framework (SDF) and it was gazetted on the 15th of February 2019. The Land Use Management Scheme that was adopted during 2008 to be aligned to Spatial Planning and Land Use Management Act (**SPLUMA**) and its Regulations are being finalised. Map 3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

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

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

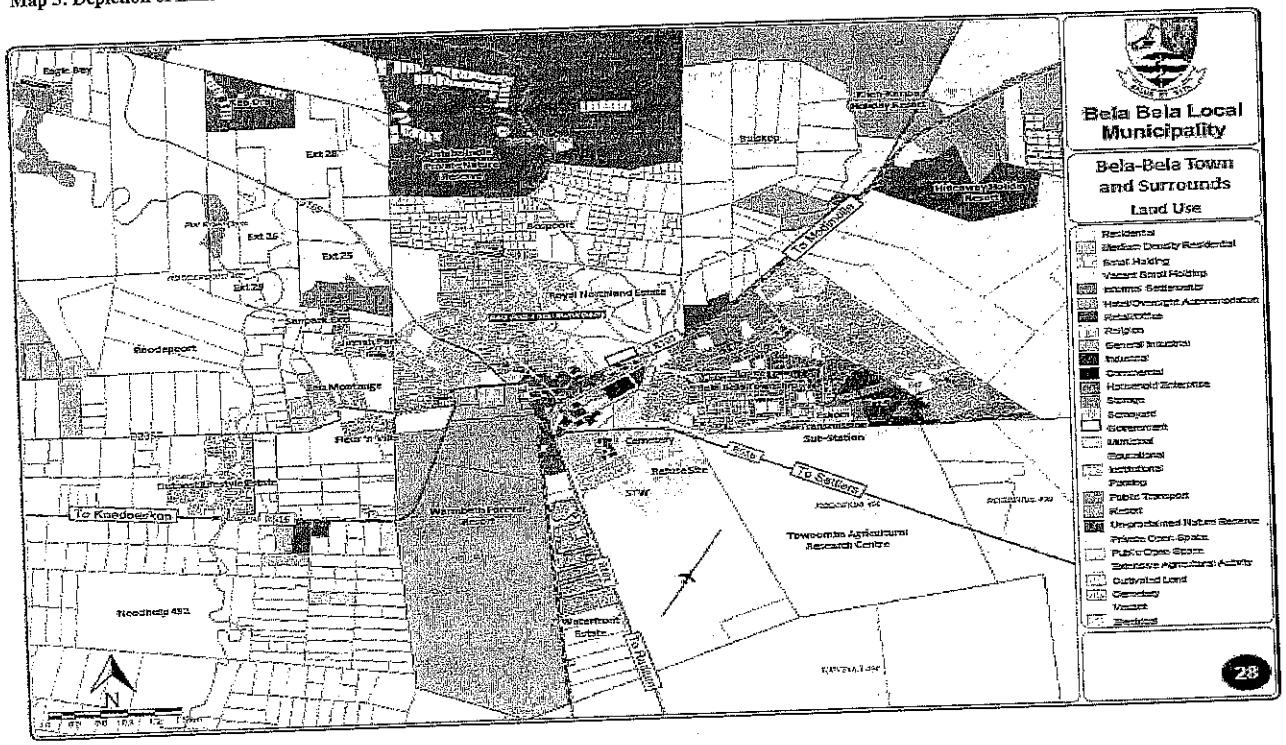
The developmental path and imperatives of the Municipality are clearly articulated by the SDF under Map 3, in that the comparative advantage of the Municipality, i.e. Tourism and incidental and/or supporting uses are clearly outlined therein.

Map 3: Bela-Bela Town and Surroundings

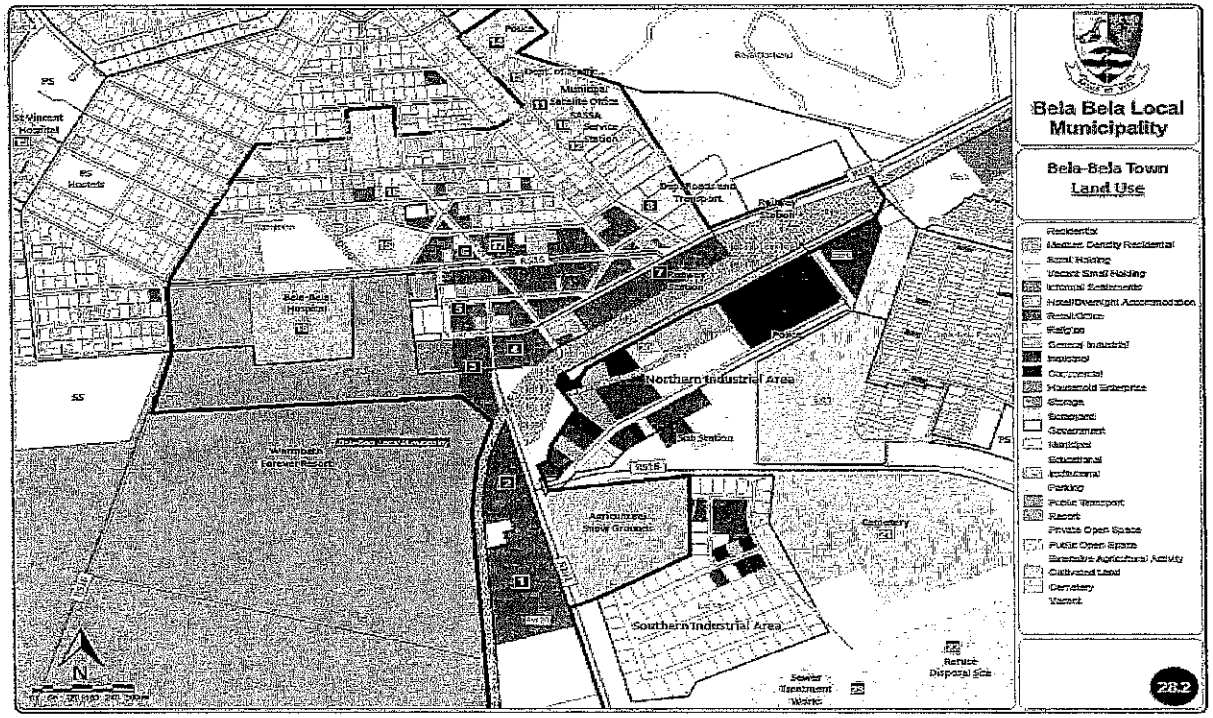


**Map 4: Municipal Spatial Structure**

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



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




### 3.1.1. Settlement Patterns, Hierarchy of Nodes and Growth Points

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

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

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

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

#### a) Historic background

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

Map 7: Land Use- Town

**b) Spatial Structure and Movement Network**

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

The centre of gravity of the town is located at the point of convergence of several prominent regional routes (e.g. IR101, R516 east and R516 west, and route D180) as well as the railway line. This radial movement network created six functional wedges representing distinct functional areas of the town e.g. Bela Bela Township between route R101 and R516, the Warmbaths Forever Resort between the railway line and route R516 west, and the Waterfront precinct to the south between the railway line and route R101.

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

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

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

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

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

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

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

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

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

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

**c) Residential Development**

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

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

**3.1.1.2. Towns and Settlements: Pienaarsrivier (Municipal Growth Point (MGP).**

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

Map 8: Land Use - Pienaarsrivier

Figure 29

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

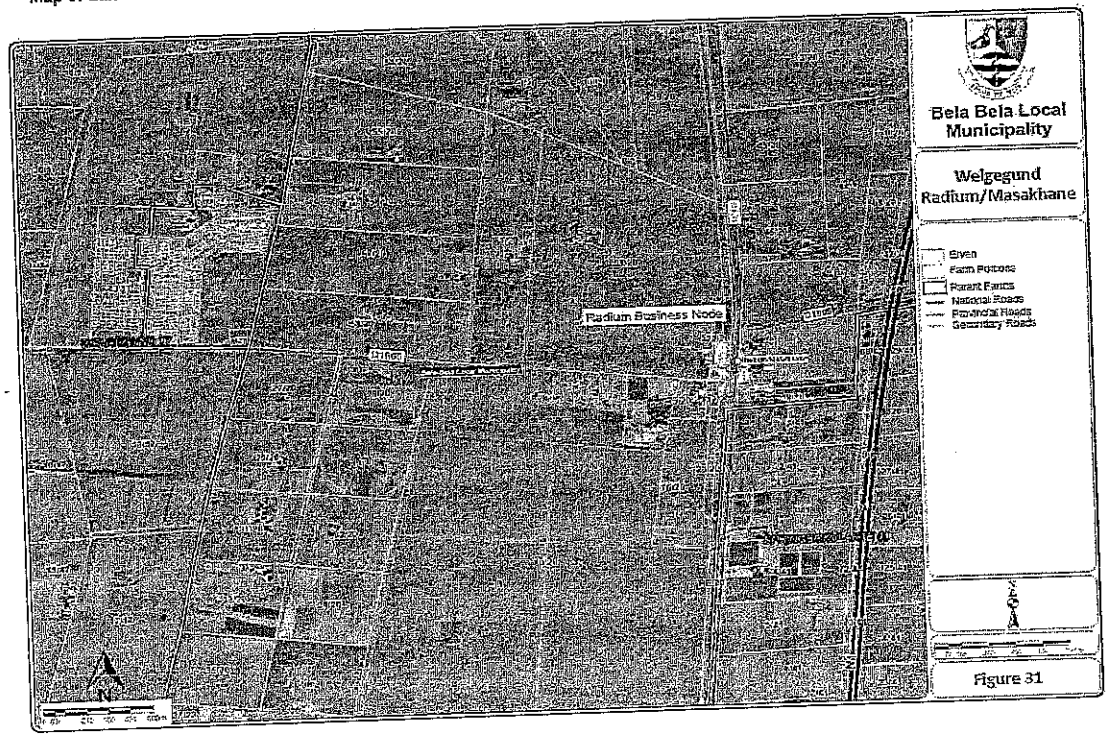
**a) Residential Development**

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

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

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

**Map 9: Land Use - Radium/Masakhane**



**a) Residential Development**

The immediate area of Radium does not have much residential development, except for the cluster of residential dwelling along route D1660. Welgegund is a formal residential settlement comprising low-cost housing (RDP houses) with approximately 497 residential stands (average erf size of 600m²). The area is roughly 70 percent developed. Approximately six large stands are vacant and could accommodate future community and educational facilities.

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

**a) Spatial Structure and Movement Network**

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

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

**Map 10: Land Use - Settlers**

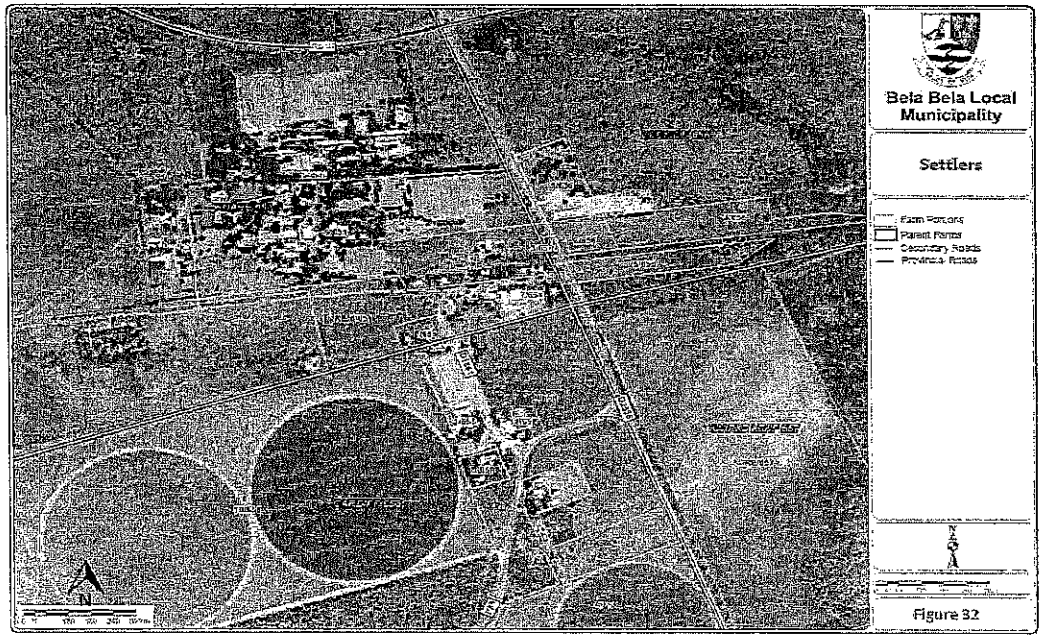



Figure 32

**a) Residential Development**

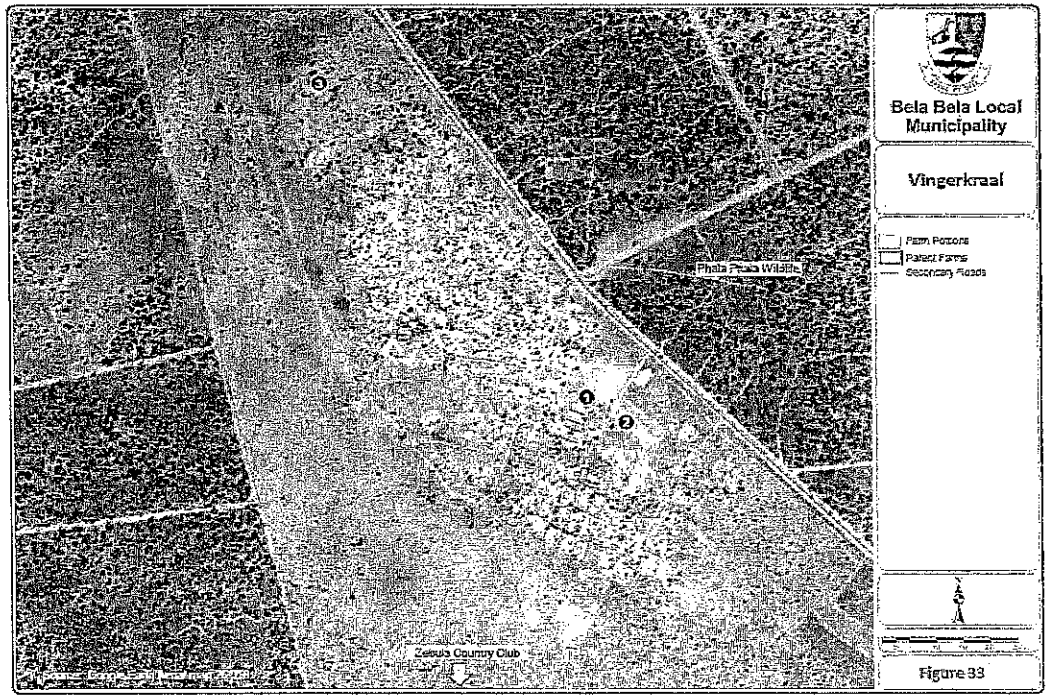
There is limited residential development with the strip of railway houses parallel to the south of the railway line in the vicinity of the Settlers railway station being the most prominent.

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

**a) Spatial Structure and Movement Network**

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

Map 11: Land Use - Vingerkraal

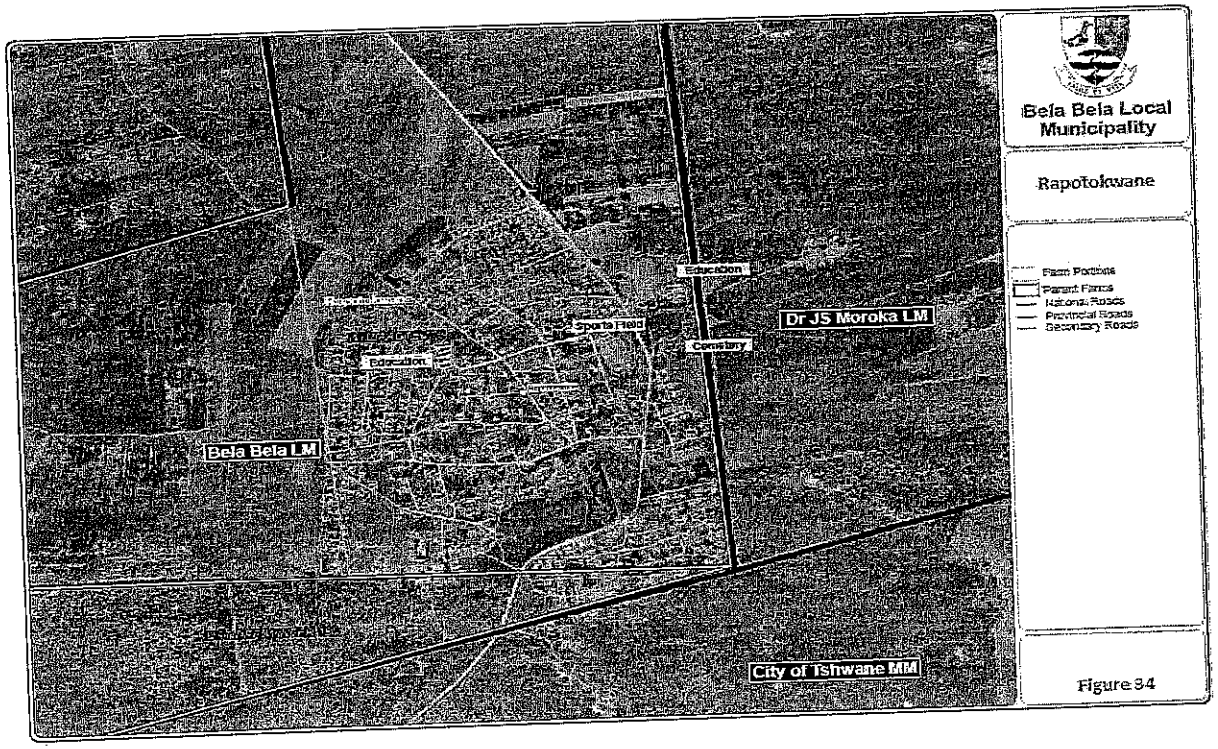



### 3.1.1.6. Towns and Settlements: Rapotokwane (Small Towns).

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

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

Map 12: Land Use - Rapotokwane




**a) Residential Development**

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

### 3.1.2. Land Use Management Tools

**Spatial Development Framework (SDF)**

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

**Land Use Management Scheme (LUMS)**

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

**Central Business District (CBD) Development Plan**

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

**Spatial Planning and Land Use Management By-laws**

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

### 3.1.3. Growth Points Areas

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

**Provincial Growth Point (PGP).**

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

**District Growth Point (DGP).**

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

**Municipal Growth Point (MGP).**

In terms of the various categories of growth points the municipal growth points have a relatively small economic sector compared to the District, but more specifically the provincial growth points. Municipal growth points serving mainly the farming areas often have a sizable business sector providing a meaningful number of job opportunities. These growth points usually have a few higher order social and institutional activities. In most instances these growth points have a reasonable number of people. Pienaarsrivier is the only Municipal Growth point identified for the Bela-Bela Local Municipal Area.

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

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

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

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

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

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

The following are development proposals for Pienaarsrivier.

a) **Housing Development**

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

b) **Business Activity**

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

**c) Community Facilities**

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

**d) Movement Network**

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

### 3.1.4. Land Claims

Land Reform, Rural Development and Land Tenure

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

Map 13: Land Claims within the Municipality

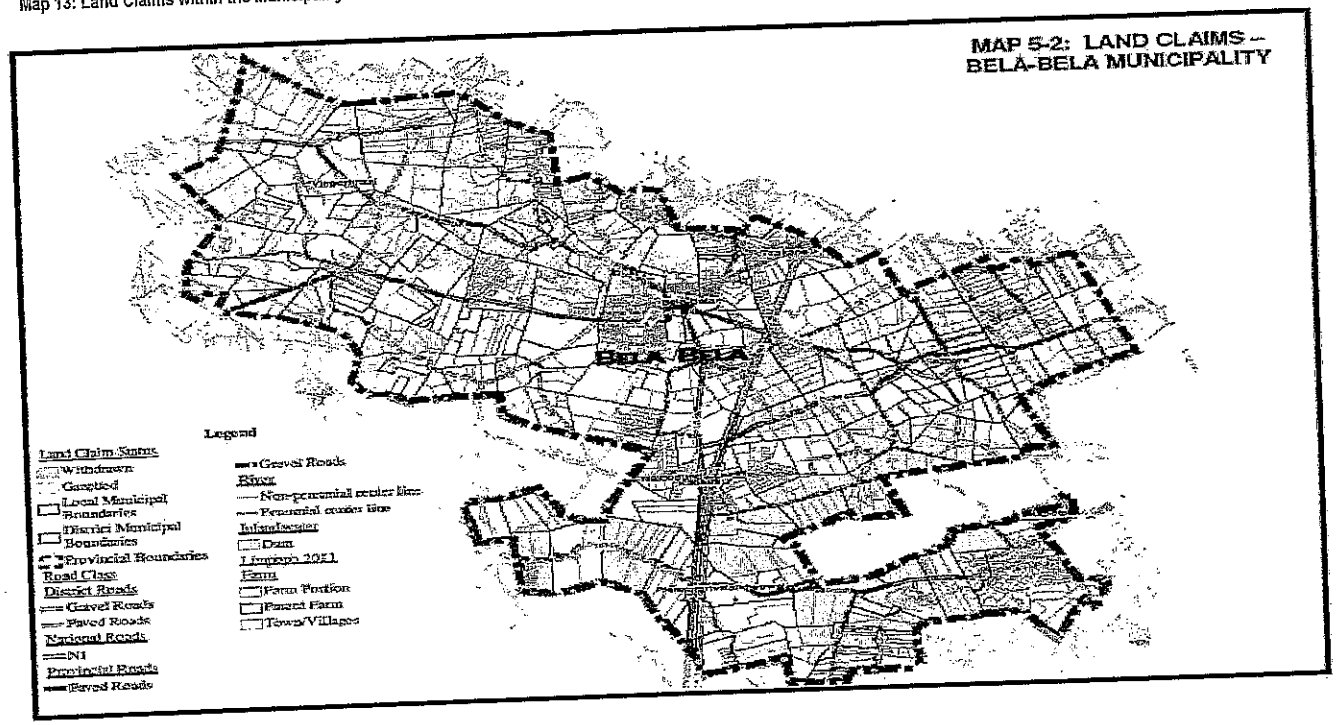


Table 10: Audited Restituted /Settled Land Claims within Bela-Bela Municipal Area

| PROJECT NAME | NO. PROPERTIES RESTORED | TOTAL AREA (HA) | NO. OF HOUSEHOLDS | STATUS OF THE PROJECT | CHALLENGES | POST-SETTLEMENT SUPPORT REQUIREMENT |
|---|---|---|---|---|---|---|
| **Moretele (pienansrevier) phase 1, 2 & 3** | 1 | Vaalboschblt 66 JR Ptn 1& 13 | 1,966 | 111 | Cattle farm utilized by beneficiaries | Conflict of the usage of land that benefit individuals rather that beneficiaries | Subdivision of camps with motive of catering individual commercial farmers with the beneficieries |
| **Letlhakaneng (phase 1, 2 & 3)** | 1 | Turffontein 499KR Ptn 24, 25, & 39. Phase 2 ptn 17, 19 23, 29, 32, 34 and 35 (152. 6582) ptn 18, 20, 32 and 33 of farm Turfontein 499 | 305 | 95 | Small holdings not utilized | Limited agricultural potential | Explore alternative land use |
| **Mawela family** | 1 | Farm Gruispan 16 JR | 1,392 | 37 | Recently restored | Lack of project and natural resource information | Develop business for cattle and cash crops |
| **Bela-Bela (phase 1 & 2)** | 1 | ptn 2, 4, 5 and ptn 8 of Olieventein 475 KR, R/E of Olieventein 562 KR, ptn 3, 31 and R/E of ptn 34 of the farm Rietspruit | | | Recently restored | Lack of project and natural resource information | Conduct feasibility study to determine possible agricultural enterprises |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | 527 KQ and ptn 1 of Zandspruit 472 KR (Phase 1)<br><br>Ptn 11, 14, 16, 20, 21, 22, R/E of ptn 24, 25 & 38 of the farm Rietspruit 527 KR<br><br>R/E of ptn 9 & 10 of the form Zoete-inval 484 KR Ptn 4 of the Farm Aliwal 486 KR | 6,74 | 90 | | | |
| **Ga Mashong Matlala (phase 1 to 3)** | 1 | Haakdoringfontein 85 JR: R//E Ptn 1, 2, 3 4, 6, 7,<br><br>Kameelrevier 77 JR: Ptn 2, 4, 5, 6, 7, 8, 13<br><br>Kliprand 76 JR: R/E Ptn 1, 2, 3, 7, 8, 9, 13, 15, 17,<br><br>Elandsoewer 707 JR, Uitvlugt 709 JR<br><br>Apiesdoring78 JR, Kumnandi 67 JR | 6, 042 | 174 | Project partially utilizedby the beneficiaries for cattle enterprise. Game farming and tourism drvelopment on the remainder portion | Obtaining operational capitalfor agricultural production programme for cattle and poultry farming | Release of available grant funding: provision of training for the identified farmers/beneficiaries who will be actively involved with farming |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Nosijeje/'Mauri ne Patience** | | R/E of Ptn 21, 22, 32, 33, 34, and 35 of the farm Buiskop | 62 | 0 | | | |
| | | R/E of ptn 4 of Middelkopje 33 JR, ptn 11, 5, 6, 7<br>R/E of ptn 8 of Middelkopje 33 JR ptn 12, 13, 14,<br>R/E of De Kuil 28 JR, Turflaagte 35 JR<br>Ptn 5 of Turflaagte 35 JR<br>R/E of Palmietgat 34 JR<br>R/E of ptn 3 of Palmietgat 34 JR<br>Ptn 4 of Turflaagte 35 JR<br>Ptn 1 of Granspan 37 JR<br>R/E OF Kalkheuvel 73 JR | 8,217 59 | 0 | Recently restored | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | Ptn 1 of Vaalbosch 38 JR<br><br>Ptn 1, 2, & 3 of the farm Turflaagte 35 JR | | | | | |

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

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

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

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

**Table 12: Ourstanding Land Claims within Bela-Bela Municipality**

| KRP NO. | PROPERTY DESCRIPTION | CLAIMANT NAME | STATUS OF CLAIM | SIZE OF LAND IN EXTENT |
|---|---|---|---|---|
| 1606 | Cyferfontein 434 KR & others | Bela-Bela Community | Negotiations | 1715, 3695 ha |
| 1509 | Buiskop 464 KR | Buiskop Community | Further Research | 2487, 3905 ha |
| 335 | Diepdrift | Mookgopong Community | Further Research | 2123 ha |
| 6276 | Driefontein 553 KQ | Mokitlane Mosehlane | Further Research | 4432, 56 ha |
| 1798 | Hartebeesfontein 558 KQ | Seama Community | Further Research | 2122, 33 ha |
| 958 | Unclear | Bjatladi Phase 2 | Further Research | 3242, 44 ha |
| 12008 | Uitvlugt 79 JR | Sindane Community | Further Research | 3241, 123 ha |
| 9160 | Drooglaagte 485 KR | Moneki Makgai Community | Further Research | 2134, 234 ha |
| 1632 | Unclear | Dilokweng Community | Further Research | 2314, 23 ha |
| 461 | Groothoek 99 KS | Manaileng | Further Research | 3456, 56 ha |
| 6274 | Prague 7734 LR | Chokwe Community | Further Research | 4432, 56 ha |
| 7856 | Zandfontein 31 JR | Matlala TK | Further Research | 3242,44 ha |
| 7311 | Unclear | Nasser L | Further Research | 2122, 34 ha |
| 10563 | Unclear | Olifant DJ | Further Research | 3212, 34 ha |
| 8249 | Unclear | Motlapodi Community | Further Research | 2341, 123 ha |
| 7314 | Unclear | Mogotlane MR | Further Research | 2134, 234 ha |
| 7313 | Unclear | Dikobala MH | Further Research | 3000 ha |
| 1073 | Unclear | Manaka KK | Further Research | 3456, 56 ha |
| 8247 | Platreef, Mapela (Unclear) | Masenya MP | Further Research | 4432, 56 ha |
| 8246 | Unclear | Hassim MH | Further Research | 2122, 33 ha |
| 10990 | Erf 169 Piet Potgietersus (Unclear) | Bryat IE | Further Research | 3242, 44 ha |
| 6275 | Unclear | Teffo WR | Further Research | 3242, 44 ha |
| 11173 | Witfontein 526 KQ | Mahlangu JP | Further Research | 2218, 5298 ha |
| 6275 | Eldarado 388 LQ | Bangwato Ba Sekgathe Community | Further Research | 2487, 3905 ha |
| 7847 | Zandfontein 31 JR | Matlala TK | Further Research | 2979, 9362 ha |
| 9928 | Unclear | Mosam AH | Further Research | 35, 874 ha |
| 1502 | Unclear | Monyamane MD | Further Research | 52, 36985 ha |
| 7315 | Bellevue 577 & Others | Matlala Dichoneng Tribe | Further Research | 68, 874 ha |
| 9175 | Unclear | Johannes Ramaru | Further Research | 1933 ha |

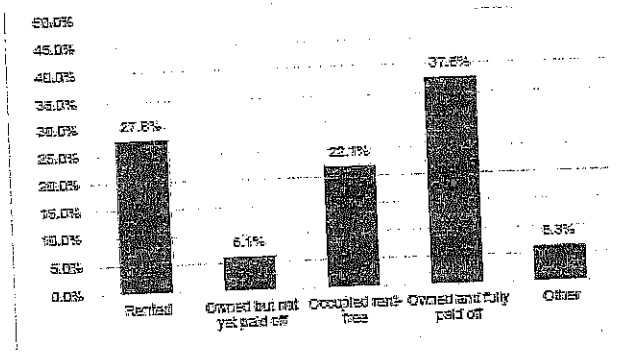
| | | | | |
|---|---|---|---|---|
| 12181 | Unclear | ME Chauke | Further Research | 28552 ha |
| 10545 | Louwiskraal 1104 MS | Maake MM | Further Research | 1187 ha |
| 1797 | Erf 1650 (Unclear) | Ahmed Hassim | Further Research | 2123 ha |
| 8243 | Mooimei-siesfontein 536 LR | Mokitlane MS | Further Research | 2487, 3905 ha |
| 10317 | Unclear | Hassim I | Further Research | 2123 ha |
| 10893 | Strikkloof | Matlou MH | Further Research | 2487, 3905 ha |
| 5249 | Unclear | Kekana MJ | Further Research | 1715, 3695 ha |
| 741 | Kalkfontein 140 JR | Nokaneng Community | Further Research | 2487, 3905 ha |
| 11265 | Elsjeskraal 613 KR | Bagatla a Mmakau of Mokgoko | Further Research | 1715, 3695 ha |
| 1631 | Mantsole 40 JR | Ntshodisane MI | Further Research | 1987, 5455 ha |

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

**Land Tenure**

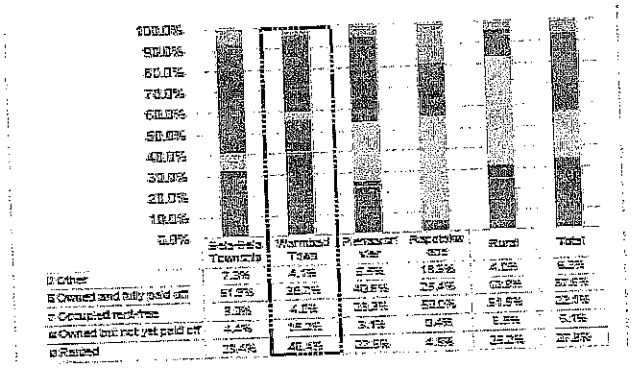
The tenure status gives an indication of the residential home ownership profile of the Bela-Bela LM. **Map 14** as well as **Figure 7 and 8 below** indicate the tenure status of the the Bela-Bela LM and the identified nodes with the rural remainder.

**Figure 7: Bela-Bela Tenure Status**




Source: StatsSA, 2011

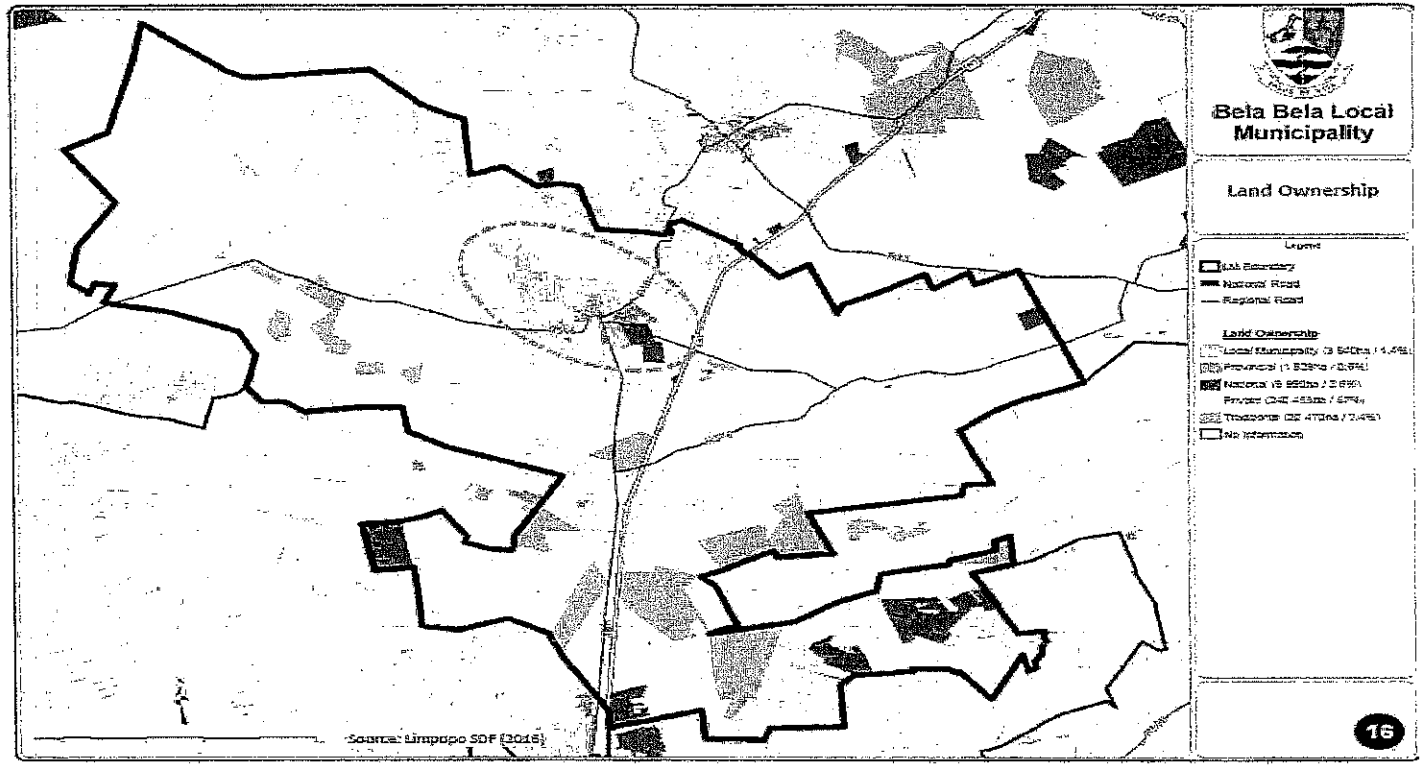
**Figure 8: Tenure Status per Node**




Source: StatsSA, 2011

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

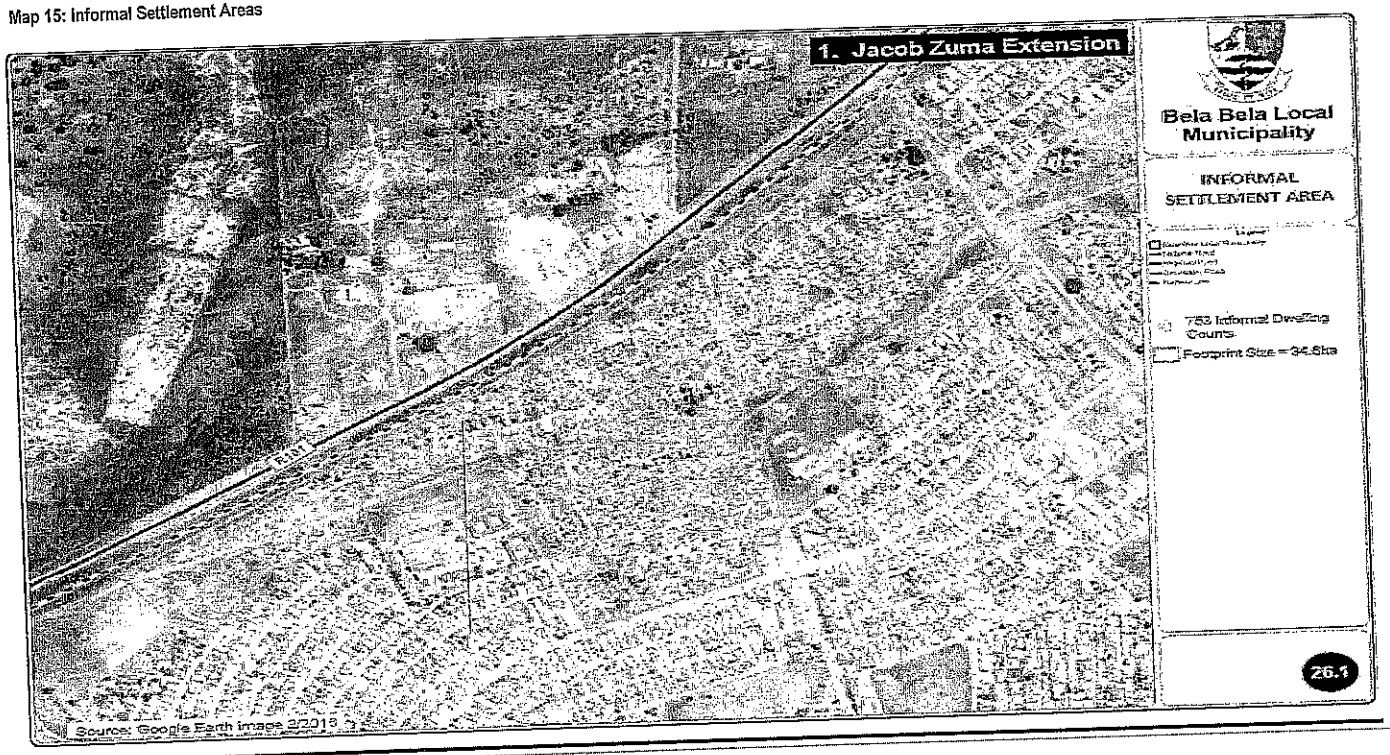
**Map 14: Land Ownership**



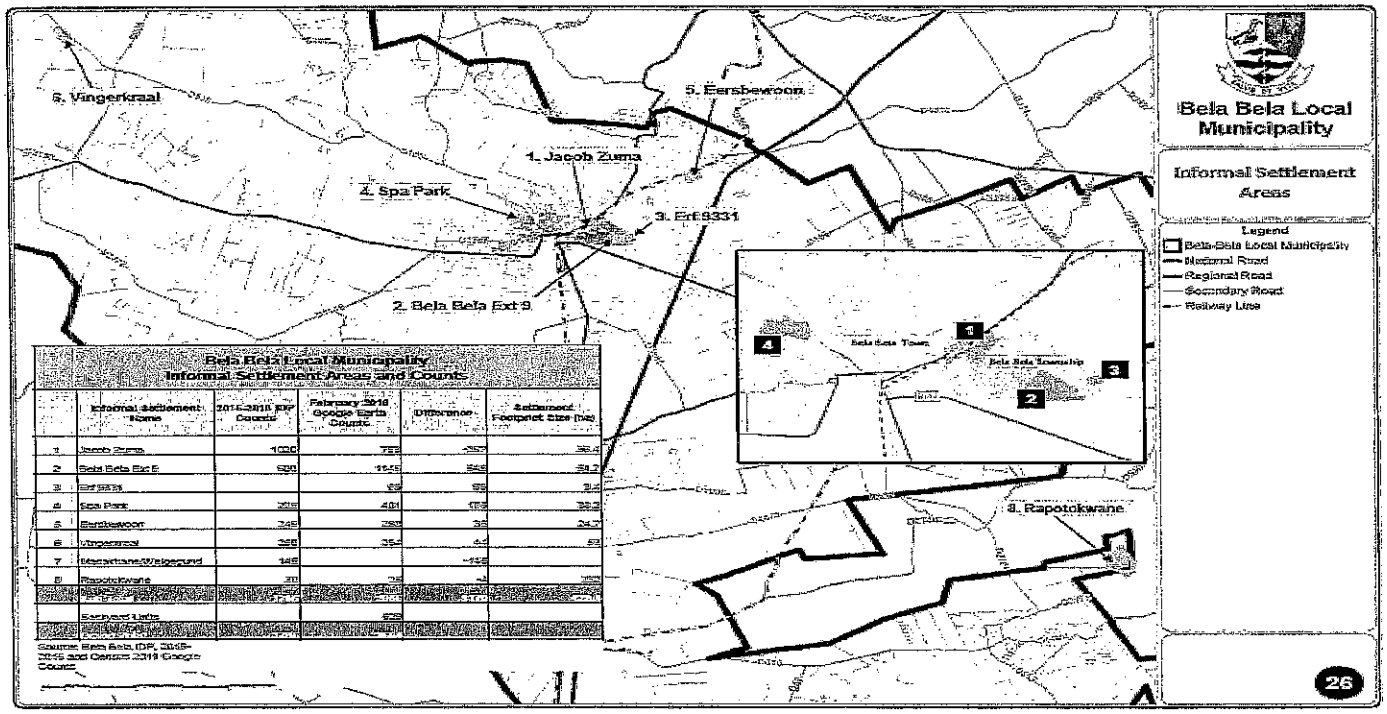
### 3.1.5. Illegal Occupation of Land: Informal Settments

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

**Map 15: Informal Settlement Areas**



Map 6: Informal Settlement-Zuma

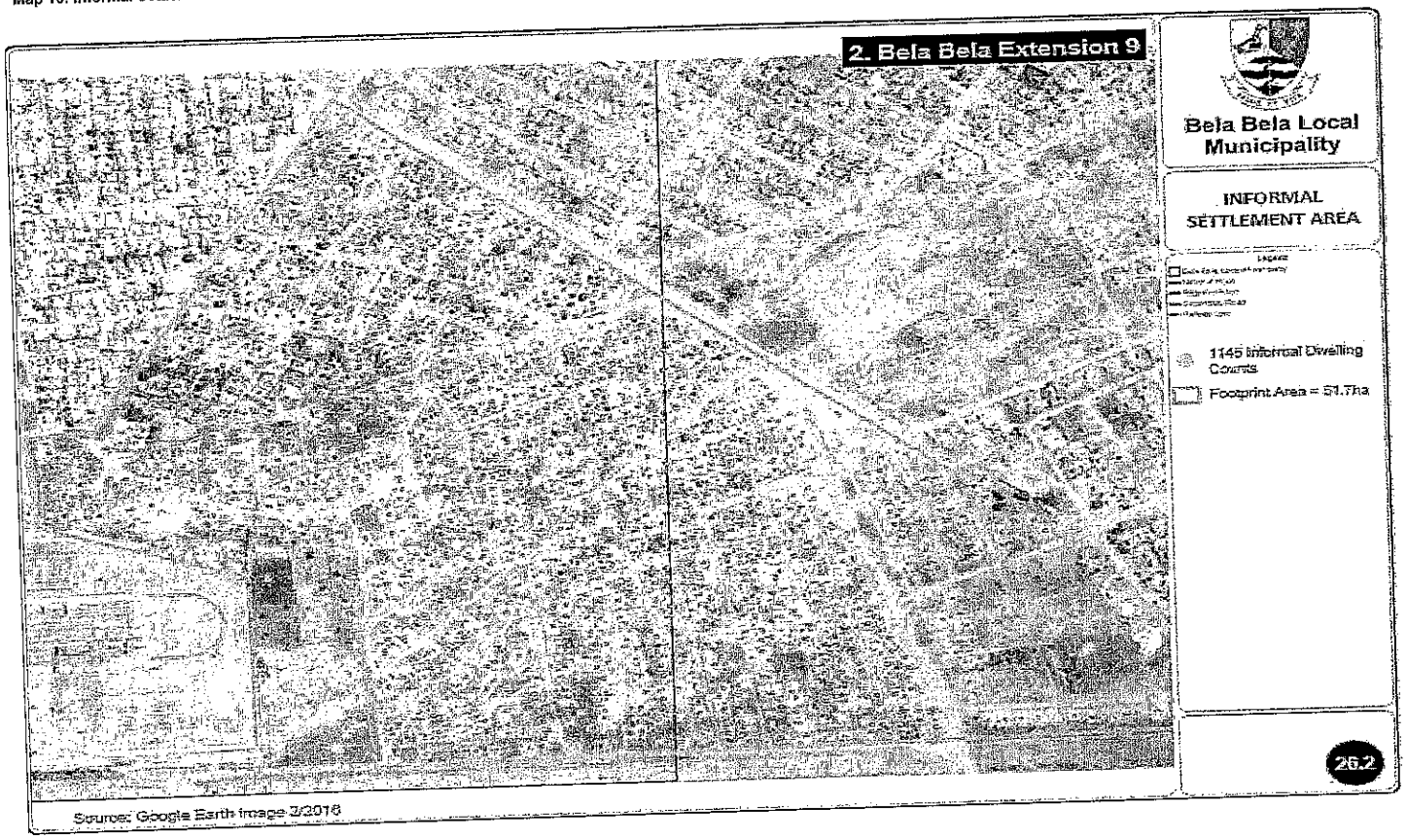



Bela Bela Local Municipality
Informal Settlement Areas and Counts

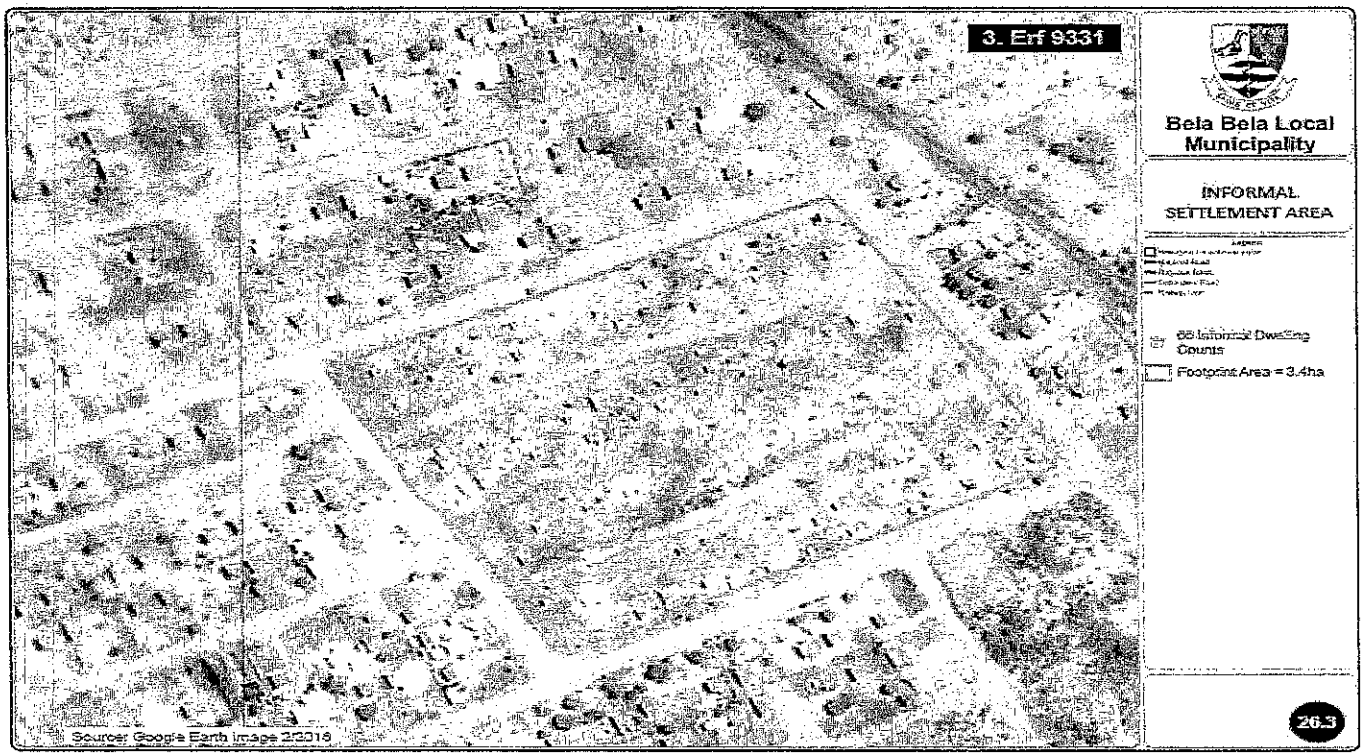
| | Informal Settlement Name | 2015-2016 IDP Counts | February 2018 Google Earth Counts | Difference | Settlement Footprint Size (ha) |
|---|---|---|---|---|---|
| 1 | Jacob Zuma | 1000 | 782 | -218 | 36.4 |
| 2 | Bela Bela Ext 9 | 600 | 1515 | 915 | 39.2 |
| 3 | Erf 9331 | | 69 | 69 | 3.6 |
| 4 | Spa Park | 300 | 481 | 181 | 33.2 |
| 5 | Eersbewoon | 345 | 280 | -65 | 24.7 |
| 6 | Vingerkraal | 356 | 354 | -2 | 69 |
| 7 | Masakhane/Welgegund | 146 | | -146 | |
| 8 | Rapotokwane | 30 | 34 | 4 | 3.6 |
| | Backyard Units | | 629 | | |

Source: Bela Bela IDP, 2015-2016 and Census 2011 Google Earth Counts

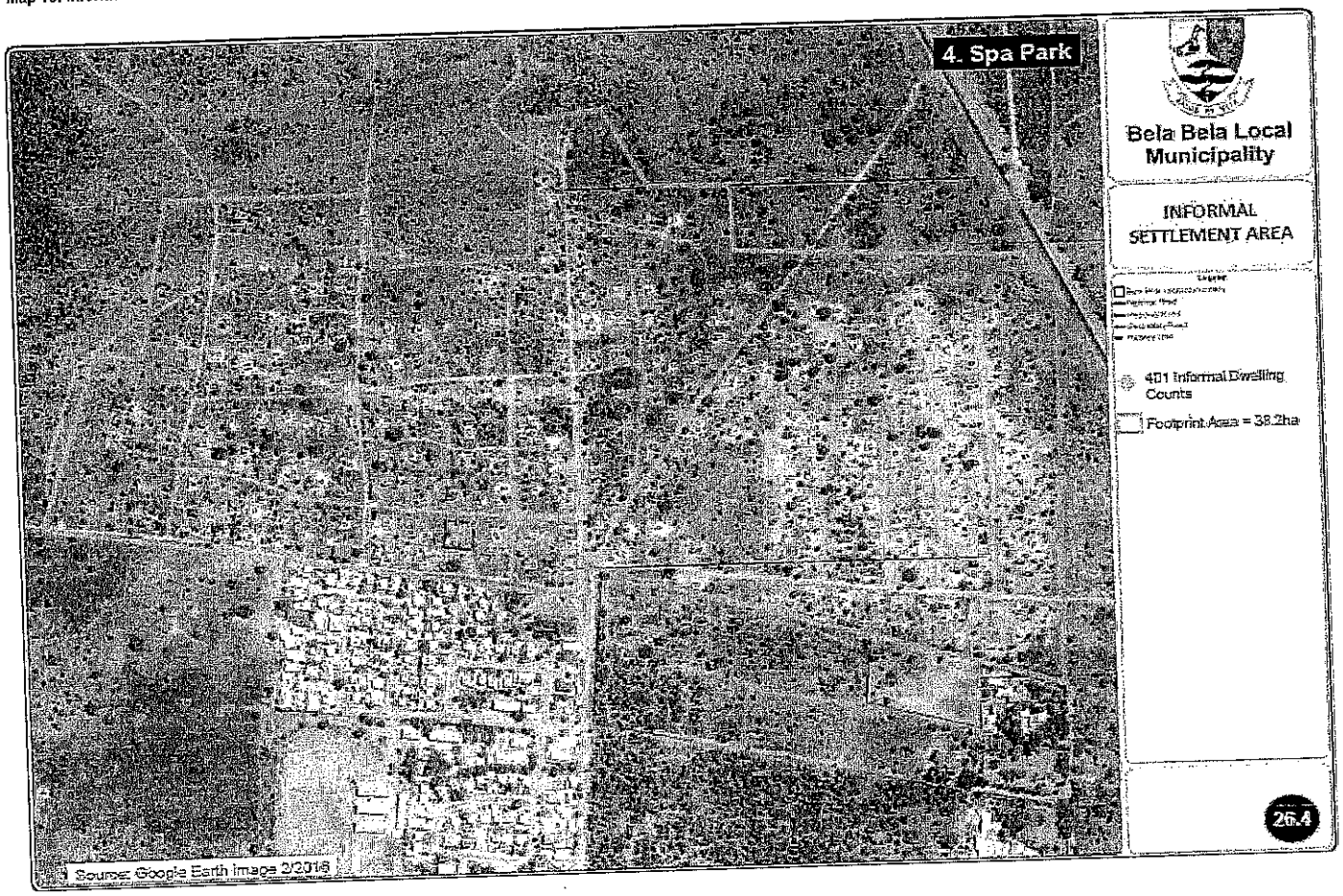
Map 16: Informal Settlement - Bela-Bela Extension 9



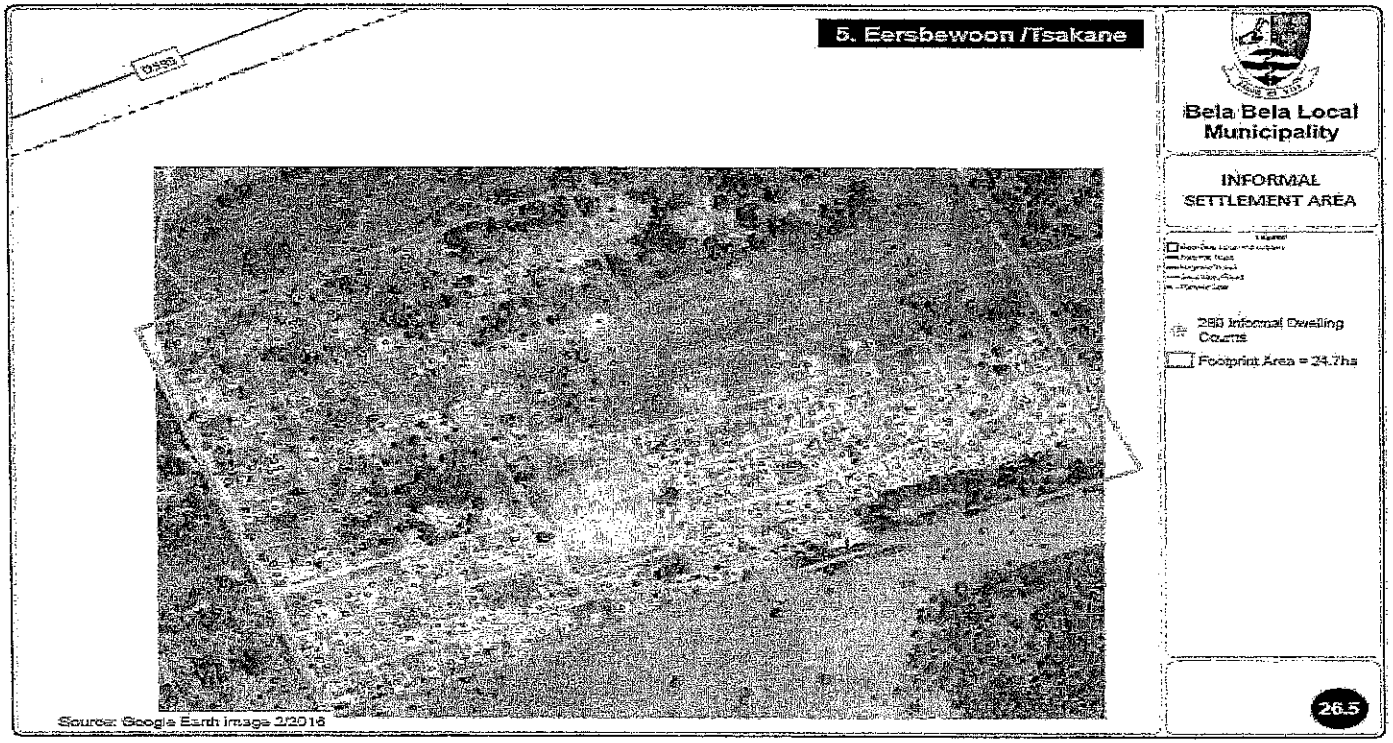
Map 17: Informal Settlement Area - Erf 9331



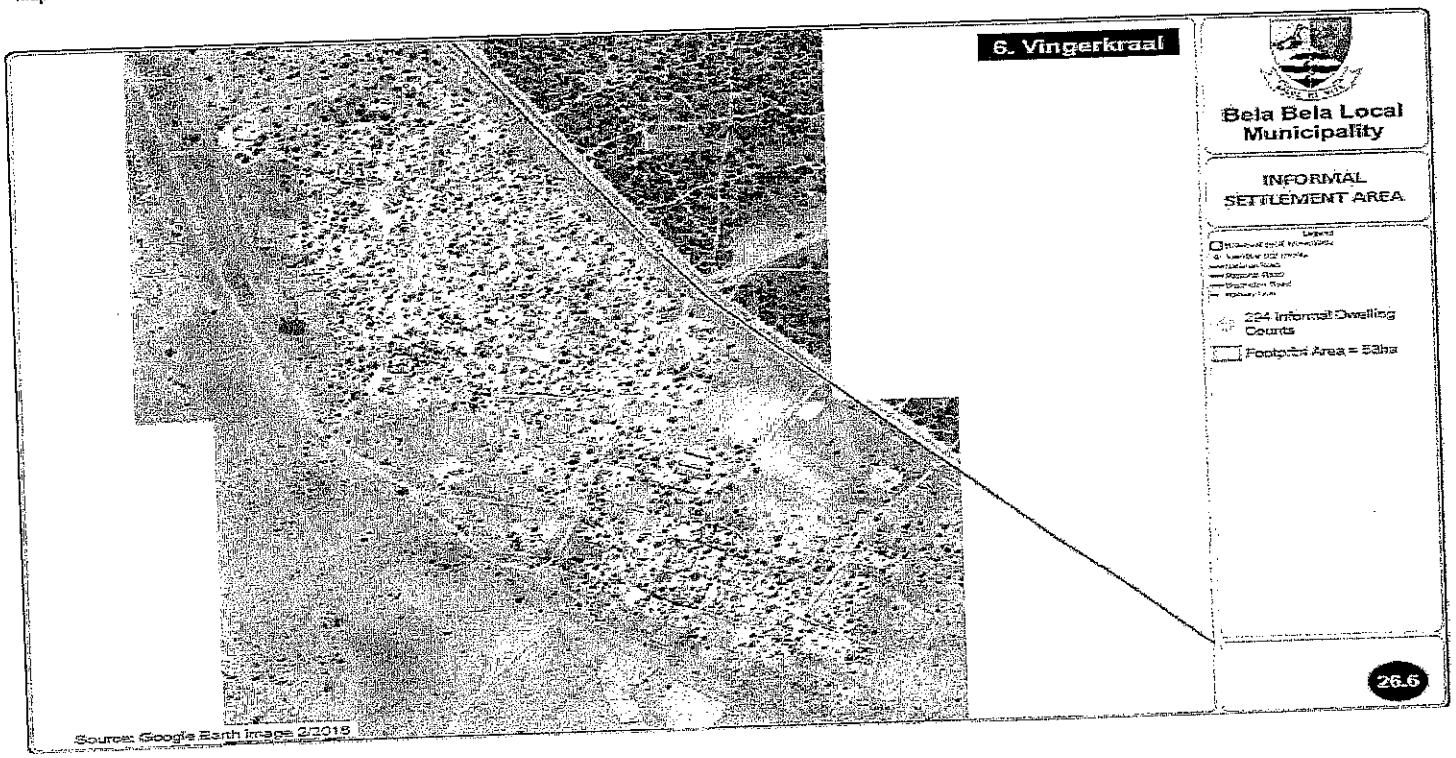
Map 18: Informal Settlement Area - Spa Park



Map 19: Informal Settlement Area - Eerbewoon/Tsakane



Map 20: Informal Settlement Area – Vingerkraal



### 3.1.6. Land Availbality

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

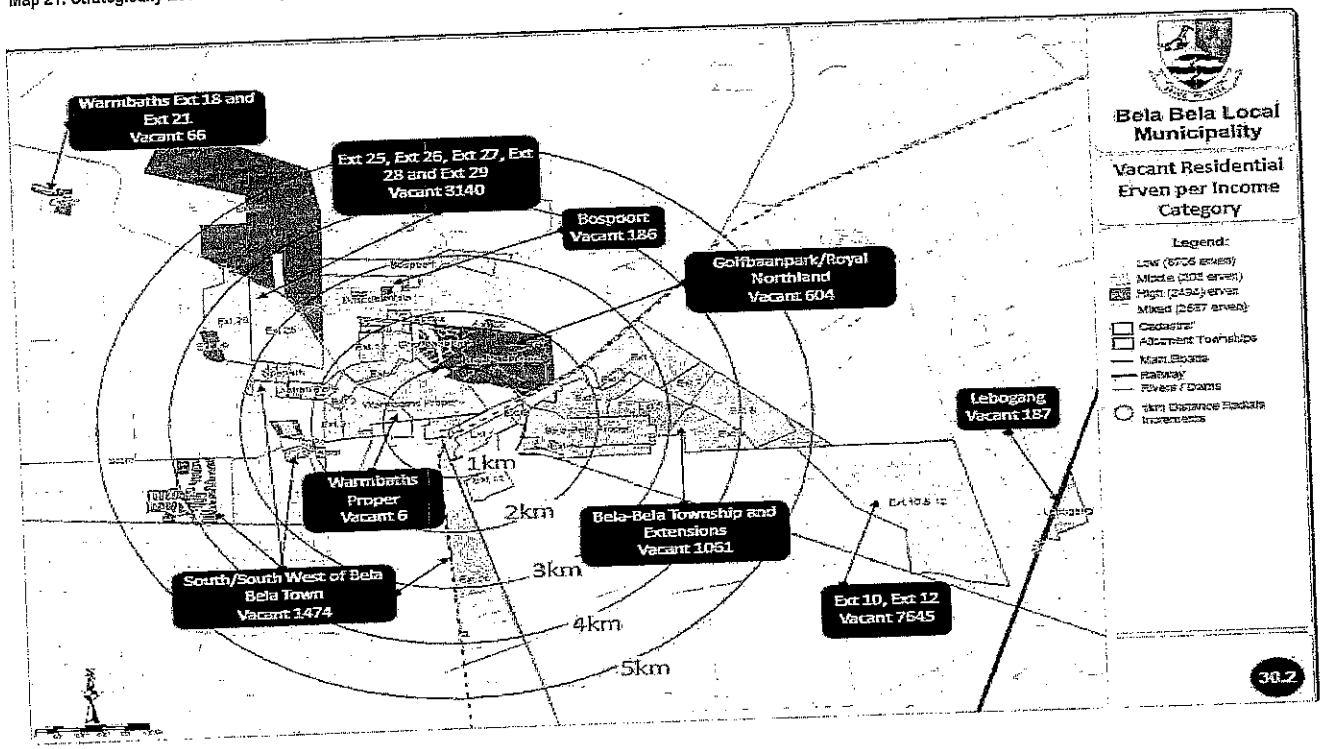
Table 13 below shows portions of strategically located Municipal Land as also depicted on Map 22 below.

**Table 13: Strategically Located Municipal Land**

| NO | Property Description/ERF | SUBSIDY PROGRAMME | SIZE | COMMENTS/REMARKS |
|---|---|---|---|---|
| 1 | ERF 1067 WARMBARTH EXT 5 (Park) | URBAN | 2.6239 HA | Council resolved on the development of the area for Housing as part of the then Proposed ABSA/ Coghsta project. |
| 2 | REMAINDER OF PORTION 25 OF HATBAD 465KR(pieces of land along Alma Road) | URBAN | 42HA | COGHSTA bought the land for the Municipality through HDA who are currently developing the land i.e. establishment of the Township which it is at the advanced stage. |
| 3 | REMAINDER OF 655 WARMBATHS | URBAN | 13HA | Council resolved on the development of the area for middle income, and it is located closer to the CBD. Potential BNG project. |
| 4 | REMAINDER OF WILGEGEND 17JR ( MASAKHANE) | URBAN | 197Ha of which over 100 ha is still undeveloped/planned and may be available for future development. | The land has been transferred to Bela-Bela Municipality |

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

Map 21: Strategically Located Municipal Land



### 3.1.7. Spational Rationale – Ward Base Challenges

Table 14: Spatial Rationale - Challenges per Ward

| PRIORITY | WARD NUMBER / AREA IN THE WARD | CHALLENGES/ISSUES |
|---|---|---|
| Land, Housing & Infrastructure | Ward 1 (appro. 380 Informal Settlement 170 in Spa Park)<br>Ward 2 (appro. 740 people in the ward)<br>Ward 4 (Ext 7, 8 & 9)<br>Ward 5 (Ext: 1)<br>Ward 6 (appro. 200 people in the ward)<br>Ward 7 (Tsakane)<br>Ward 8 (Rust de Winter) | High number of people with RDP housing needs. |
| | Ward 2 (old location)<br>Ward 5 (1204)<br>Ward 7 (Ext 6 & Tsakane) | Orphans and the aged are not considered for Emergency housing needs |
| | Ward 3 (land behind Sanfa Stadium)<br>Ward 7 (behind clinic etc)<br>Ward 8 (Rapotokwane – business land)<br>Ward 9 (business, taxi rank, church site - ZCC) | No land for development |
| | Ward 9 (Masakhane) | Agricultural land that was provided by DRDLR is not properly used because of lack of interest by the beneficiaries. |
| | Ward 1 (2) (380 Informal Settlement & Vingerkraal)<br>Ward 2 (appro. 280 in Jacob Zuma)<br>Ward 4 (1) | Illegal occupation of land (Informal Settlements) |

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

## 3.2. ENVIRONMENTAL ANALYSIS

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

### 3.2.1. Environmental legislative framework

**The Constitution**

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

Prevent pollution and ecological degradation;

Promote conservation; and

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

**Environmental Legislative framework**

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

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

**The National Environmental Management Act**

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

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

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

**Sustainable Development**

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

**Polluter Pays Principle**

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

**The National Water Act**

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

The basic human needs of present and future generations;

The need to protect water resources;

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

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

**National Environmental Management: Waste Act**

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

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

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

**National Environmental management: Biodiversity Act**

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

**National Environmental management: Air quality act**

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

### 3.2.2. Environmental Management within Bela-Bela Local Municipality

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

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

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

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

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

**Table 15: Municipal Environmental Management Plan**

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

### 3.2.3. Environmnetal Features

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

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

**Climate Change**

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

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

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

**Causes of Climate change**

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

**Observed climate trends for South Africa (1960–2010)**

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

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

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

**Climate change and its impact on water resources or sector**

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

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

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

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

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

**Climate change and its impact on Biodiversity**

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

**Climate change and its impact on Human Health**

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

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

**Climate change and its impact on the Agricultural sector**

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

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

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

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

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

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

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

### 3.2.3.2. Land Form – Geology, Soil, Vegetation

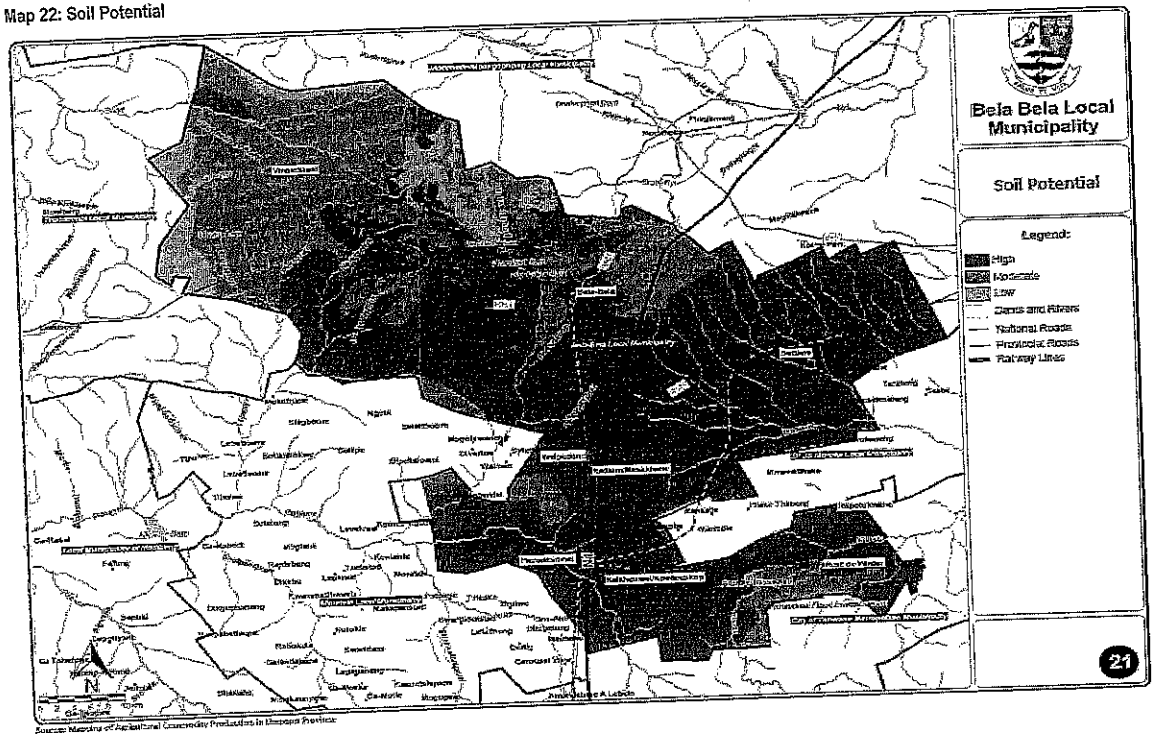
**Geology**

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

**Soil**

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

**Map 22: Soil Potential**




## Vegetation Classification

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

The grass layer is moderate to well developed and grasses such as Elionurusmuticus, Loudetiasimplex, Panicummaximunm, Digitariaeriantha and Urelytrumagropyroides are the conspicuous species the area is also characterized by the Mixed Bushveld and Clay Thorn Bushveld

### 3.2.3.3. Hydrology and Topography

#### Hydrology

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

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

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

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

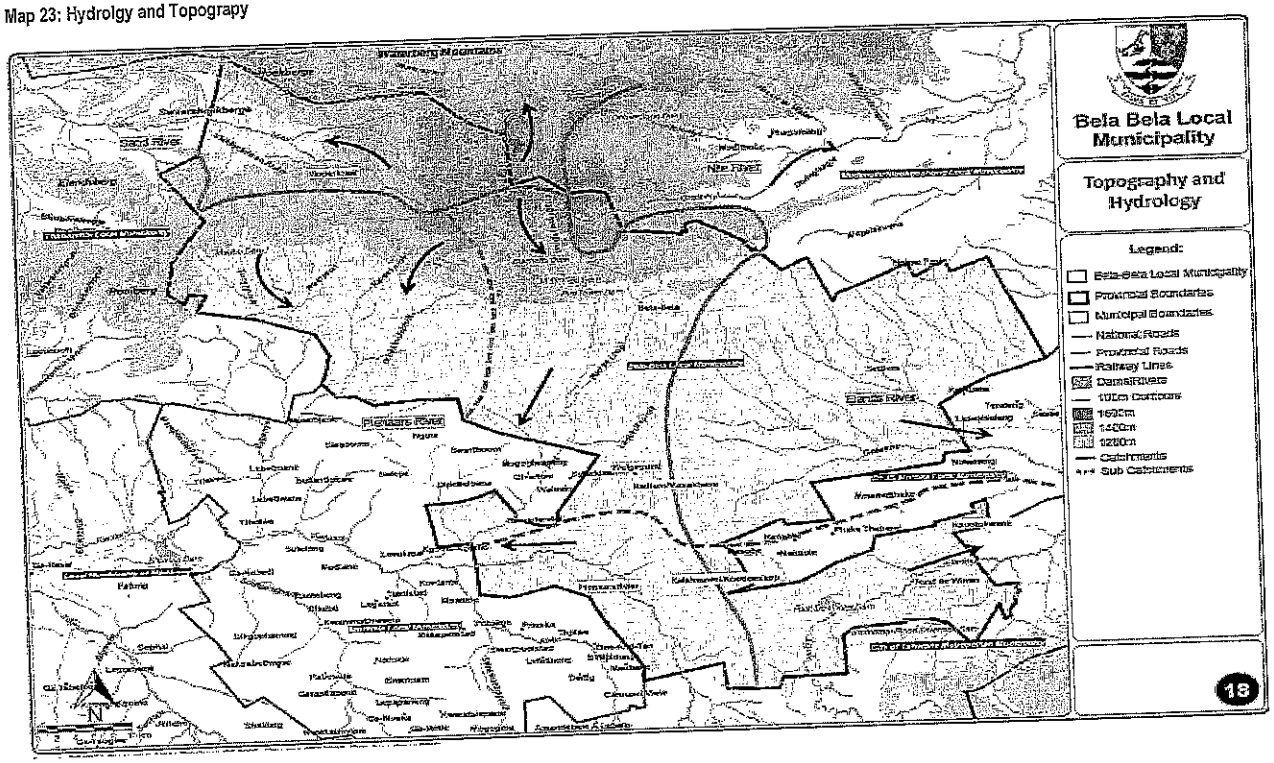
The Droeëkloofspruit, Kareespruit and Rietspruit sub-catchment serving the far south-western extents of the municipal area before linking up with the Pienaars River further to the south.

#### Topography

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

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

Map 23: Hydrolgy and Topograpy




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

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

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

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

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

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

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

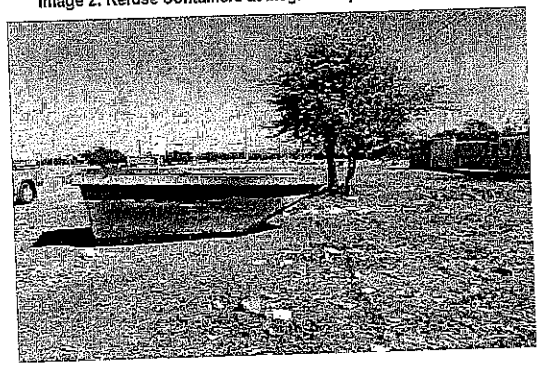
no longer adversely affected by uncontrolled and uncoordinated waste management. The internationally accepted waste hierarchy approach for waste avoidance/reduction, reuse, recovery, treatment and disposal is adopted in the strategy.

**Solid Waste – Refuse Removal**

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

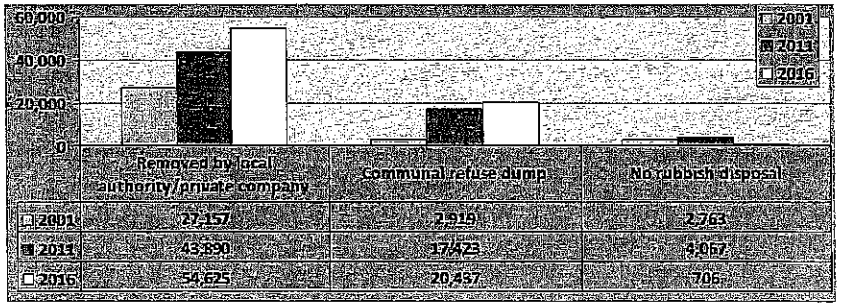
Image 1: Kerbside Collection and Compactor Truck

Image 2: Refuse Containers at Illegal Dump Site



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

Figure 9: Distribution of Households by Type of Refuse Removal




Source: StatsSA: Community Survey, 2016

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

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

Waste collection in Bela-Bela Municipality is as follows:

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

**Refuse Disposal System**

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

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

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

Source: Municipal Data, 2015

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

Section 152(1) (b) and 153(b) of the Constitution of RSA provides that: ***The Municipal Council must give priority to the basic needs of the community, promote the social and economic development of the community and ensure that all residents and communities in the Municipality have access to at least the minimum level of basic municipal services.***

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

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

The total monthly income of all occupants is not more than an amount as determined by the Council. This amount is determined at the beginning of every financial year and will be applied for the duration of that particular financial year. For the 2018/2019 financial year this amount is deemed to be equal than R**3 600**. The policy is currently benefiting 4 095 households. The current figure is substantially higher than the demographic quantification and this indicates that the poverty levels on the ground are more than what has been projected.

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

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

Electricity supply – The notified maximum demand is 10MVA while the actual usage is 15MVA and the electrical network has aged. The Municipality then needs to upgrade the bulk electricity supply and network.

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

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

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

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

**Table 17: Ward Based Development Challenges**

| WARD NUMBER/ AREA IN THE WARD | CHALLENGES/ISSUES |
|---|---|
| **Municipal wide** | Late collection of waste |
| **Ward 9 (Masakhane)**<br>**Ward 2 (Kalebe Tarven)**<br>**Ward 4 (Informal Settlements)**<br>**Ward 9 (Spa park, Koppewaai, Jinnah park & Masakhane** | Mass refuse containers not provided<br>Dumping waste next to mass containers<br>Mushrooming of illegal dumping sites |
| **Ward 7 (Tsakane)**<br>**Ward 8 (Rapotokwane)** | No refuse collection |

## 3.3. KPA 2 BASIC SERVICES DELIVERY: INFRASTRUCTURE ANALYSIS

### 3.3.1. Water and Sanitation Analysis

- **Water Services**

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

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

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

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

**Free Basic Water**

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

**Sources of Water and Water Demand**

The Municipality has two main sources of water, namely; surface water and underground water. The volumes of water produced from the available sources are illustrated on **Table 18** below:

**Table 18: Water Sources and Demand**

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

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

### Water Services Access

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

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

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

Source: Stats SA, Community Survey, 2016

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

## Water Services Challenges

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

| CHALLENGES | PROPOSED INTERVENTIONS |
|---|---|
| Inability to supply water to full demand of 13,9ML/day | ▪ Increase the capacity of the WTW<br>▪ Construct additional Reservoirs<br>Refurbish existing Boreholes *(Vingerkraal X2, Masakhane/ Radium X2, Rapotokoane 3)*<br>Magalies Water is currently implementing a project to improve their supply capacity *(Sondela Booster PS)* |
| Ageing Infrastructure | ▪ Updating and implementation of the Water and Sanitation Master Plan<br>▪ Decommissioning of AC pipelines to replace with HDPE pipelines.<br>▪ Acquire leak detection services and reactively repair invisible water leakages |

- **Sanitation Services**

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

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

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

### Access to Sanitation

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

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

| Actual service levels | 2013 | | 2014 | | 2015 | | 2016 | |
|---|---|---|---|---|---|---|---|---|
| | Actual Nr of HHs | % of total HHs | Actual Nr of HHs | % of total HHs | Actual Nr of HHs | % of total HHs | Actual Nr of HHs | % of total HHs |
| Full Flush - connected to a sewage system | 14928 | 82.60% | 14928 | 82.60% | 14928 | 82.60% | 15 213 | 71% |
| Low Flush - connected to a sewage system | 855 | 4.73% | 855 | 4.73% | 855 | 4.73% | 2 441 | 11.6% |
| Septic tanks - full flush with septic tank | 20 | 0.01% | 20 | 0.01% | 20 | 0.01% | 1 098 | 5.1% |
| VIP - Pit latrine with ventilation | 862 | 5.47% | 962 | 5.69% | 987 | 5.69% | 1 056 | 5% |
| Chemical toilet | 0 | 0 | 0 | 0 | 0 | 0 | 1 199 | 5.6% |
| Pit Latrines without ventilation | 1399 | 7.19% | 1299 | 7.13% | 1274 | 7.00% | 4 | 0.1% |
| Bucket toilet | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other <RDP sanitation services | 0 | 0 | 0 | 0 | 0 | 0 | 219 | 1% |
| No services | 0 | 0 | 0 | 0 | 0 | 0 | 123 | 0.5% |
| **Total** | **18064** | **100** | **18064** | **100** | **18064** | **100** | **21 354** | **100** |

Source: StatsSa, Community Survey, 2016

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

## Sanitation Services Challenges

Table 22: Challenges - Sanitation Services

| CHALLENGES | PROPOSED INTERVENTIONS |
|---|---|
| Ageing Infrastructure | ▪ Updating and implementation of the Water and Sanitation Master Plan<br>▪ Assessment of the sewer network by CCTV camera inspection<br>▪ Assessment of the Sewer Pump Stations<br>▪ Seek funding for the refurbishment of ageing infrastructure |
| Misuse of sewer network (Flushing of foreign objects) | ▪ Implement a Community awareness programme on the use of sewers with the assistance of an outsourced expert |
| Stormwater ingression caused by direct connection of household stormwater drains into the sewer system | ▪ Development of Stormwater Ingress Management Plan<br>▪ Implementation of Water Services by-laws and other related new developmental by-laws and/or policies to prohibit illegal connections into sewer networks. |
| The Warmbaths Waste Water Treatment Works (WWTW) design capacity is exceeded | ▪ Upgrading of the Warmbaths WWTW |

### 3.3.2. Energy and Electricity

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

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

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

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

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

Table 23: Electrical Network Data

| Area | Electricity License | MV Cables (meters) | LV Cables (meters) | HV Overheads (meters) | LV Overheads (meters) | Miniature Substations (number) | Transformers (number) | Re-closers (number) | High Mast Lights (number) | Streetlights (number) |
|---|---|---|---|---|---|---|---|---|---|---|
| Jinnah Park | Municipality | 300 | 7 500 | 0 | 0 | 1 | 0 | 0 | 0 | 25 |
| Spa Park | Municipality | 100 | 14 000 | 350 | 0 | 1 | 1 | 0 | 0 | 35 |
| Town | Municipality | 36 000 | 68 000 | 0 | 0 | 61 | 2 | 0 | 0 | 850 |
| Township | Municipality | 1 500 | PVC – 28 000 Airdac – 150 000 | 13 500 | 55 000 | 0 | 77 | 1 | 7 | 700 |
| Industria | Municipality | 960 | 1 100 | 400 | 0 | 3 | 0 | 0 | 0 | 40 |
| Noodhulp | Municipality | 0 | 5 500 | 42 000 | 9 500 | 0 | 61 | 1 | 0 | 0 |
| Roodepoort | Municipality | 0 | 6 000 | 42 500 | 7 200 | 0 | 72 | 1 | 0 | 0 |
| Bospoort | Municipality | 0 | 1 500 | 28 500 | 5 900 | 1 | 39 | 1 | 0 | 0 |
| Vingerkraal | Municipality | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Koppewaai | Municipality | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Tsakane | Eskom | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Pienaarsrivier | Eskom | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 120 |
| Masakhane | Eskom | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 |
| Rapotokwane | Eskom | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| | | | | | | | | | | |
| Totals | | 38 860 | 256 400 | 127 250 | 77 600 | 67 | 252 | 4 | 11 | 1 770 |

**Free Basic Electricity**

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

## Access to Electricity

Table 24: Access to Electricity

| NO. OF HOUSEHOLDS | SOURCE OF ENERGY | COVERAGE | BACKLOGS | % OF BACKLOGS |
|---|---|---|---|---|
| 21 354 | **Electricity:** Bela-Bela Main substation sourced by Eskom substation | **Eskom areas:**<br>Pienaasrivier<br>Rapotokwane<br>Tsakane<br>Masakhane<br>**Bela-Bela areas:**<br>Belabela township<br>Belabela town<br>Spa-park<br>Noodhuip<br>Rodepoort<br>Rietfotein<br>Bospoort<br>**Total No. of Households = 18 136** | Bela Bela Ext 9: 900<br>Zuma: 1200<br>Koppewaai: 255<br>Vingerkraal: 510<br>Tsakane: 298<br>**Total 3163** | **15%** |

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

### Electrical Services Challenges

Table 25: Challenges - Electrical Services

| CHALLENGES | PROPOSED INTERVENTIONS |
|---|---|
| Ageing Infrastructure | ▪ Updating and implementation of the Electricity Master Plan<br>▪ Seek funding for the for the implementation of Electricity Infrastructure Plan<br>▪ Cutting of trees with roots interfering with underground electrical cables. |
| Under capacitated bulk infrastructure to supply the demand of electricity in Municipal area of supply. | Completion of the project for the construction of the 132/11kVA 2 X 20MVA sub-station before the end of 2019. |
| Electricity supply and Public Lighting backlogs | Seek funding to cover the backlog |
| Shortage of electricity vending services for areas supplied by Eskom | Engage Eskom to expand its vending services |

### 3.3.3. Roads and Storm Water

**Road network**

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

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

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

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

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

**Table 26: Inventory Roads within Municipality**

| Settlements | Length of Roads/Street | | Total |
|---|---|---|---|
| | Paved | Unpaved | |
| Bela- Bela Town<br>Bela- Bela Township | 105.6km | 72.6km | 178.2km |
| Radium ( Masakhane) | 1.03km | 3.27km | 4.3km |
| Piennarsrivier | 5.1km | 3.7km | 8.8km |
| Rapotokwane | 0 | 19km | 19km |
| **Total** | **111.73km** | **98.57km** | **210.3km** |

**The Classification of road hierarchy within Bela-Bela**

- **Principal Trunk Distributors** – the national (N1) route is the most dominant road within the municipal area. It can be considered as the principal distributor in terms of the volume of traffic it carries and linkages that Bela-Bela has with bigger cities (i.e. Gauteng, Polokwane) due to its existence. The N1 route is in a relatively good condition. The National Department of Transport is a responsible for managing and maintaining this route.

- **Major Arterial Distributors** – these include P1/ 4 (R101) which is mainly used by tourist and it link Bela-Bela with Modimolle, Radium, Pienaarsriver and Gauteng; P20/ 1 links Bela-Bela with Thabazimbi; and P85/ 1 (R516) which link the town of Bela-Bela with Settlers. These routes provide linkages between the economic growth points within the Municipality as well as to other economic growth points that fall out of the municipal jurisdiction. A major concern can be noted with regards to the condition (very bad) of these major arterial routes which include parts of P85/ 1 (R516), P1/ 4 (R101) and P20/1. These routes are managed by Provincial (Limpopo) Department of Roads and Transport.

- **District Distributor Routes** – these include D936 which links with P85/ 1 (R 516) from Codrington to Settlers, D626 which links Piernaarsriver and Rust de Winter Dam to Rapotokwane. These routes provide linkages between the emerging growth points. The major concern was raised regarding the condition of

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

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

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

**Table 27: Local Access Roads reuqiring Maintanance/Upgrading**

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

Source: 2016 BBLM Visual Road assessment report

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

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

**Rail network**

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

**Stormwater**

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

**Table 28: Stormwater Assets**

| DESCRIPTION | DISTANCE/QTY |
|---|---|
| **Guardrails** | 15.6 KM |
| **Underground pipes** | 62 KM |
| **Catch Inlets (number)** | 154 |

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

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

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

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

Source: Stormwater Master Plan, 2012

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

### Roads and Stormwater Services Challenges

Table 30: Challenges - Roads and Stormwater Services

| CHALLENGES | PROPOSED INTERVENTIONS |
|---|---|
| Ageing Infrastructure | ▪ Development of the Roads and Stormwater Master Plans<br>▪ Development, resource and implementation of a roads maintenance Plan<br>▪ Seek funding for the for the full rehabilitation of portions of the Road Network that are in a bad condition |
| Under capacitated stormwater drainage system | ▪ Development of the Roads and Stormwater Master Plans<br>▪ Seek funding to upgrade the stormwater system |
| Roads and Stormwater Backlog | ▪ Budget a portion of the MIG each financial year to cover the backlog |

### 3.3.4. Public Transport

The Municipality in the transport authority, although integrated transport plan is not in place, the Department of roads and transport provide public transport services.

**Mode of Transport include:**

- Road
- Railway

**Provision and Backlog**

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

**Type of transport and facilities**

***Road Transport***

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

***Rail Transport***

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

## 3.4. SOCIAL ANALYSIS

### 3.4.1. Integrated and Sustainable Human Settlements

#### 3.4.1.1. Provision and Backlogs

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

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

Table 31 below summarises the current situation in terms of housing units to be provided in the urban and rural parts of the municipality.

The following can be derived from this table:

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

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

| | DEMAND | | | | | | SUPPLY | DEFICIT/ SURPLUS |
|---|---|---|---|---|---|---|---|---|
| | Informal Units | Backyard Units | TOTAL BACKLOG | GROWTH 2015-2025 | GROWTH 2025-2040 | TOTAL UNITS (DEMAND) | TOTAL UNITS | TOTAL UNITS |
| URBAN | | | | | | | | |
| High | | | - | 271 | 343 | 614 | 3,577 | 2,963 |
| Middle | | | - | 1,304 | 2,082 | 3,386 | 3,257 | (128) |
| Low | 2,515 | 629 | 3,144 | 2,698 | 4,765 | 10,607 | 9,510 | (1,097) |
| Mixed | | | - | | | - | 3,325 | 3,325 |
| Subtotal Urban | 2,515 | 629 | 3,144 | 4,273 | 7,191 | 14,607 | 19,670 | 5,062 |
| RURAL | | | | | | | | |
| High | | | - | 286 | 639 | 925 | 293 | (633) |
| Middle | | | - | 296 | 664 | 959 | 533 | (426) |
| Low | 867 | | 867 | 721 | 1,985 | 3,573 | 304 | (3,269) |
| Subtotal Rural | 867 | - | 867 | 1,303 | 3,288 | 5,458 | 1,130 | (4,328) |
| TOTAL BELA-BELA | 3,382 | 629 | 4,011 | 5,575 | 10,479 | 20,065 | 20,799 | 734 |

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

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

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

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

**3.4.1.2. Challenges pertaining to housing provision**

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

### 3.4.1.3. Informal settlements.

Table 32: Bela-Bela Informal Settlements

| | BACKLOG | | | SUPPLY (PROJECTS) | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| SETTLEMENT NAME | Informal Units | In Situ | To be Relocated | Bela-Bela Ext 7 | Bela-Bela Ext 8 | Bela-Bela Ext 9 | Warmbaths Ext 25 | Towoomba RDP | Towoomba Site & Service | Towoomba Total | Part of Ptn 42 Buiskop 464 (Social Housing) | TOTAL |
| | | | | 37 | 116 | 905 | 250 | 2 000 | 3 900 | 5 900 | 500 | 7 708 |
| Jacob Zuma | 753 | | 753 | | | | | 377 | 377 | 753 | | 753 |
| Bela Bela Ext 9 | 1 275 | | 1 275 | 37 | 50 | 905 | | 76 | 207 | 283 | | 1 275 |
| Erf 9331 | 66 | | 66 | | 66 | | | | | - | | 66 |
| Spa Park | 421 | | 421 | | | | 250 | | 171 | 171 | | 421 |
| Backyard Units | 629 | | 629 | | | | | 315 | 314 | 629 | | 629 |
| Tsakane | 573 | 200 | 373 | | | | | | 373 | 373 | | 373 |
| Vingerkraal | 294 | 147 | 147 | | | | | | 147 | 147 | | 147 |
| TOTAL ALLOCATED | 4 011 | 347 | 3 664 | 37 | 116 | 905 | 250 | 768 | 1 589 | ** 2 356 | - | 3 664 |
| Surplus/Deficit | | | | - | - | - | - | 1 233 | 2 312 | 3 544 | 500 | 4 044 |

* Spa Park X3: 342 erven
** Can alternatively be accommodated by Bela Bel X13, X14 (low income capacity of 1805 Units)

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

### 3.4.2. Health and Social Development

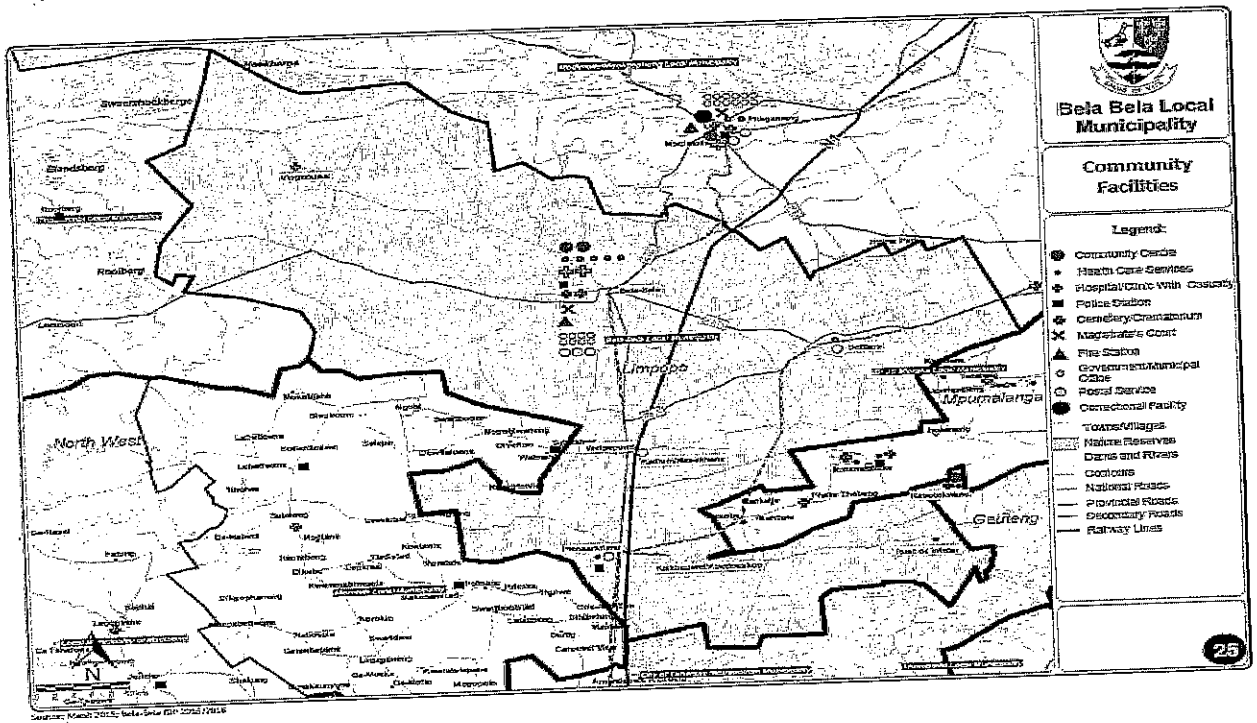
#### 3.4.2.1. Health and Social Development Facilities

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

**Table 33: Availability of Health Facilities in Bela-Bela**

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

Map 24: Health Facilities




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

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

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

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

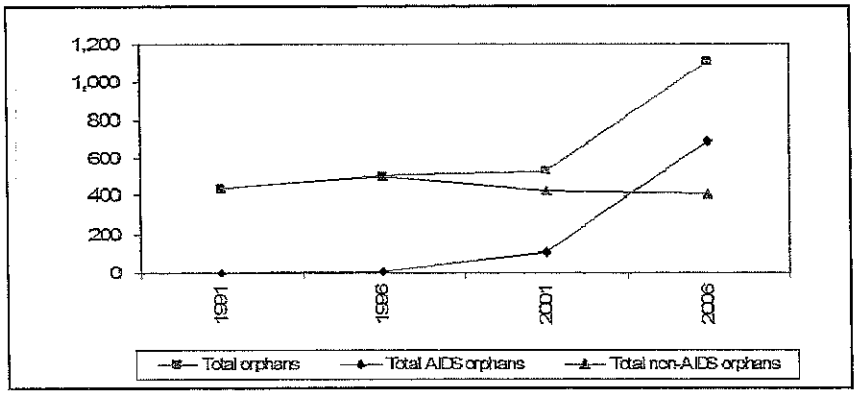
Settlers Clinic: (7 days a week) - Clinic not operating on weekends.

### 3.4.2.3. Range of diseases

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

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

**Figure 10: Impact of HIV/AIDS on Orphanages**




Source: DBSA 20

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

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

- Families of HIV/ AIDS victims will be forced to divert their income, which could have been used for other socio – economic activities to conduct burial ceremonies as the African cultures encourages expensive funerals.
- The economy of Bela-Bela in particular will be negatively affected, as income will be lost due to absenteeism caused by ill health, and the necessary training of new incumbents.
- Potential increase in Child Headed Families in instances where one of both Parents perish as a consequence of the Epidemic
- On the financial perspective, the increase in the number of orphans and abject poverty will eventually force the government to spend more on social activities than on capital infrastructure, which propels economic development. This will also impact negatively on the ability of the investment attraction Municipality as investments rely heavily on the availability of capital infrastructure.

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

### 3.4.3. Safety and Security

#### 3.4.3.1. Provision and backlogs

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

#### 3.4.3.2. The number of police stations in the municipality

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

Table 34: Availabity of Police Station

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

#### 3.4.3.3. Crime categories

Table 35: Crime Statistics in Bela-Bela

| CONTACT CRIMES (CRIMES AGAINST THE PERSON) | | |
|---|---|---|
| | 2017 | 2018 |
| Murder | 10 | 10 |
| Sexual Offences | 63 | 48 |
| Attempted murder | 14 | 15 |
| Assault with the intent to inflict grievous bodily harm | 251 | 226 |
| Common assault | 227 | 280 |
| Common robbery | 56 | 59 |
| Robbery aggravating circumstances | 89 | 79 |

| CONTACT-RELATED CRIMES | | |
|---|---|---|
| | 2017 | 2018 |
| Arson | 4 | 4 |
| Malicious damage to property | 104 | 152 |

| PROPERTY-RELATED CRIMES | | |
|---|---|---|
| | 2017 | 2018 |
| Burglary at non-residential premises | 98 | 86 |
| Burglary at residential premises | 490 | 408 |
| Theft of motor vehicle and motorcycle | 20 | 44 |
| Theft out of or from motor vehicle | 105 | 85 |
| Stock-theft | 28 | 40 |

| CRIME DETECTED AS A RESULT OF POLICE ACTION | | |
|---|---|---|
| | 2017 | 2018 |
| Illegal passion of firearms and ammunition | 11 | 16 |
| Drug-related crime | 610 | 853 |
| Driving under the influence of alcohol or drugs | 28 | 34 |

| OTHER SERIOUS CRIMES | | |
|---|---|---|
| | 2017 | 2018 |
| All theft not mentioned elsewhere | 497 | 481 |
| Commercial crime | 80 | 71 |
| Shoplifting | 89 | 82 |

| SUB-CATEGORIES OF AGGRAVATED ROBBERY |
|---|

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

Source: SAPS Website, Visited 16 March 2019

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

### 3.4.3.4. Fire fighting, Traffic, Environmental Health

**Traffic Law Enforcement**

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

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

### 3.4.4. Education

#### 3.4.4.1. The number and categories schools

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

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

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

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

Table 37: Education - Challenges per Ward

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

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

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

There are two libraries in the Municipality

### 3.4.5. Sports, Art and Culture

### 3.4.5.1. Challenges and backlogs with regard to provision of sports

Table 38: Sports - Challenges per Ward

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

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

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

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

### 3.4.6. Telecommunication Services

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

### 3.4.7. Cemetery and Cremation

Bela-Bela municipality has four (4) cemeteries:

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

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

- The cemetery in town is over busy with an interment rate of 450 burials on average per year.
- The rise in paupers' burials is actually making things worse.
- The municipality is gradually running out of burial space,
- This cemetery is not completely secured as a result we encounter vandalism of tombstones and other amenities.

In an endeavor to address some of these challenges, the Municipality will amongst others do the following:

- Embark on Public awareness on alternative disposal of bodies or second and third burial in one grave.
- Start the process of Identification of land for the development of a new cemetery.
- Construction of a crematorium

### 3.4.8. Ward Based Developmental Challenges

**Table 40: Ward Based Developmental Challenges**

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

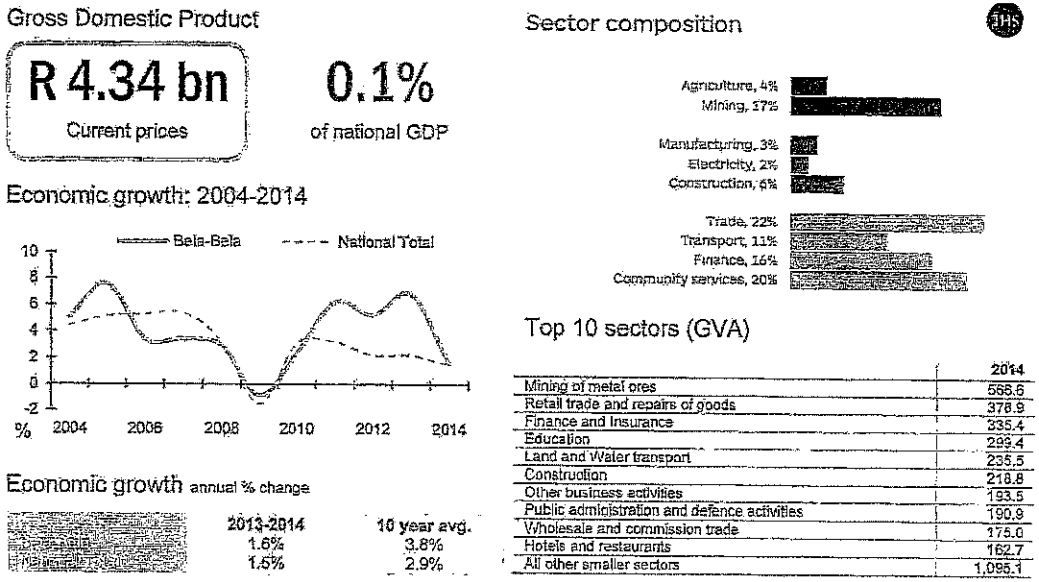
| | |
|---|---|
| Ward 5 | Ineffective health inspections |
| Ward 9 (Masakhane) | |
| Ward 8 (Rapotokwane) | Health services still in Mpumalanga Province |
| Ward 1 (Spa Park & Informal Settlement) | Inadequate Food parcels for poor families |
| Ward 7 (Ext 6 & Tsakane) | |
| Ward 8 (Rapotokwane) |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

## 3.5. ECONOMIC DEVELOPMENT ANALYSIS

### 3.5.1. Size and Structure of the Local Economy

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

**Figure 11: Impact Analysis per Economic Sector**




Source: Global Insight, 2016

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

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

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

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

### 3.5.2. Spatial Distribution of Economic Activities

#### 3.5.2.1. Tourism

Tourism is one of the largest and fastest growing industries with the potential of becoming the focal point of the emerging economy in Bela-Bela Municipality. The principal attraction to Bela-Bela today is clearly its Natural Hot Springs. This spring water rises to the surface at a temperature of 53 degrees centigrade, is rich in limestone minerals. These springs is attracting thousands of visitors who come to town to enjoy the healing qualities of the waters. Apart from being one of South Africa's prime tourism destinations, Bela-Bela is also an important farming and game management and business hub.

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

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

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

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

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

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

- **Rust de Winter**

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

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

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

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

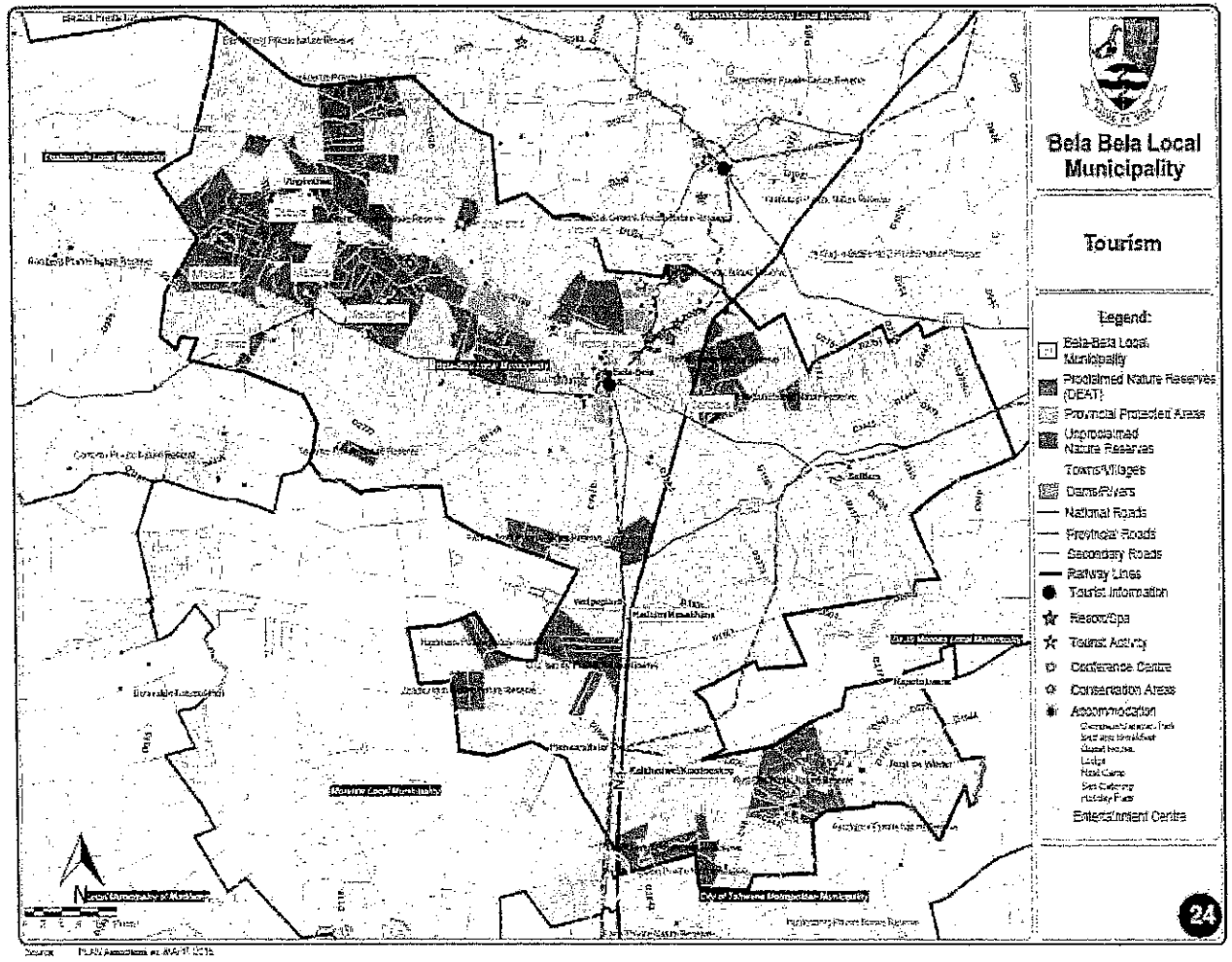
- **Bonwapala, Kaya-Ingwe, Mabula, Mabalingwe, Sondela and others**

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

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

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

Map 25: Tourism



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

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

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

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

**Bonwapala, Kaya-Ingwe, Mabula, Zebula, Mabalingwe, Sondela and others:**
The third cluster of tourism attractions in the Bela Bela Municipality as identified in the Tourism Development Strategy is this cluster. These areas are well developed already and the identified potential markets are domestic and international.

### 3.5.2.2. Agriculture

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

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

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

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

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

In terms of the weather conditions, Bela Bela comprises of temperatures between 20-29°C, with the average rainfall between 520 – 650 mm per annum. There are black and red clay soils of medium to high potential in the Springbok flats. Sandy, red soils and wetlands cover the rest of the area. Vegetable crops include the following: Squash butternut, Squash hubbarb, Onions, Watermelons, Cabbage assorted, Sweet Corn, Pumpkin Grey, Pumpkin White, Beetroot, Carrots, and Peppers. Fruit types include the following: Grapes, Citrus, and Peaches. Other crops include: Maize, Cotton, Millet, Tobacco, Luceme, Cowpeas, Groundnuts, Wheat, Jugebeans, Chinabeans and Sunflower.

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

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

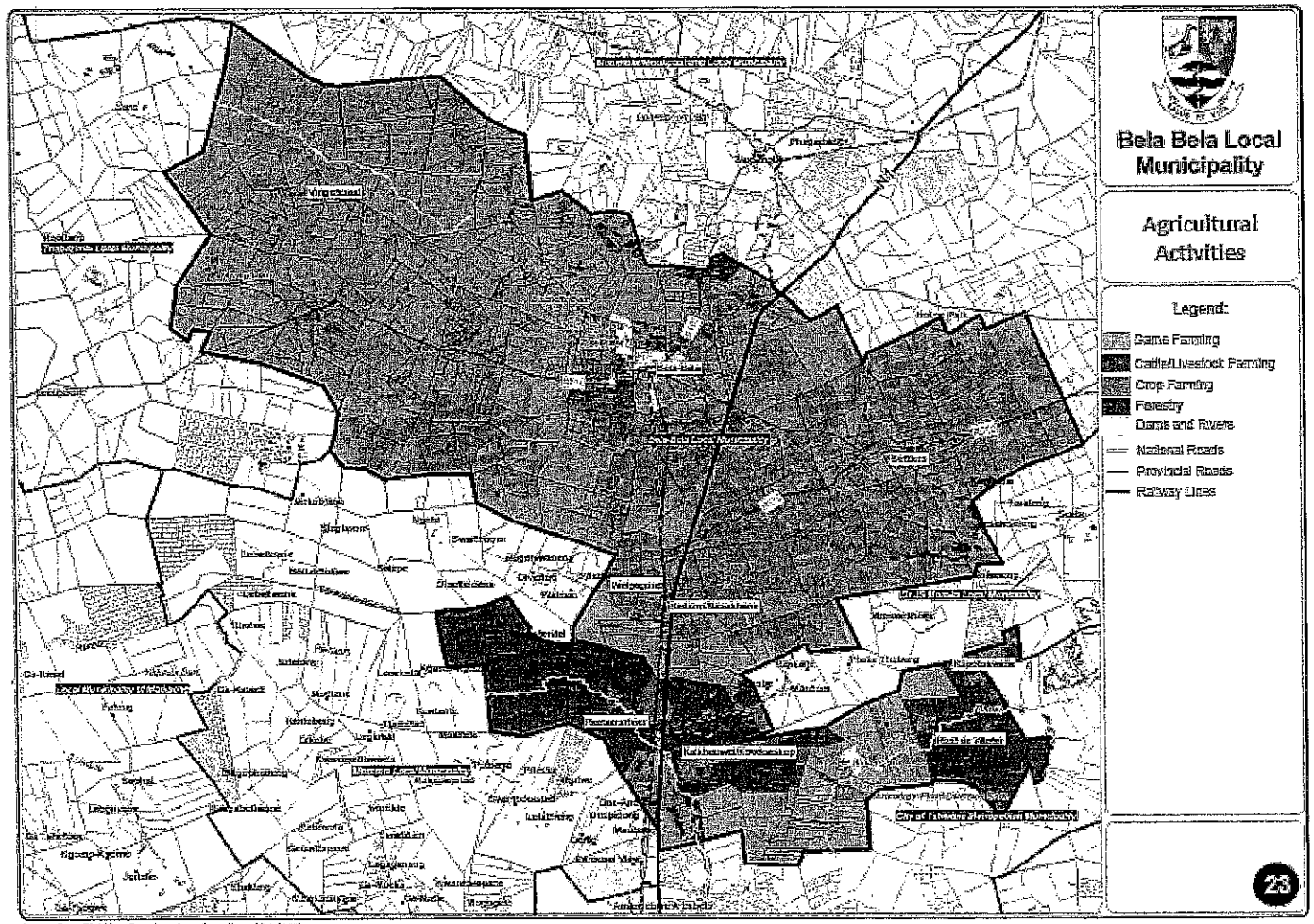
**Mechanization** – As with most other sectors, there is a trend towards mechanization (e.g. precision farming) in order to increase production output (per hectare).

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

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

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

Map 26: Agriculture



### 3.5.2.3. Mining

The contribution of the mining sector towards economic development of Bela-Bela is not highly significant. There is only three (3) mines (i.e):

**NAMCO**

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

**Vergenoeg Mining (VMC Fluorspar)**

Vergenoeg Mining (VMC Fluorspar) is located on the Farm Kromdraai 209 JR farm which cross cut between Mpumalanga, Limpopo and Gauteng. Located 8 km SW of Rust de Winter, 65 km NE of Pretoria. One of the largest fluorite mines, which also produced iron ore (Fe-F-REE mineralisation). 40+ minerals (mostly iron). Extreme differentiation of granitic magma. Numerous cavities and caves are found in the ore that have unusual fluorite and goethite stalactites.

Vergenoeg's fluorspar operations consist on a large dimension open pit mine, an on site processing plant equipped with advanced processing and control means, a modern laboratory, drying and bagging facilities, a briquetting plant, offices etc. It 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 any potential project to beneficiate the mineral domestically. Not surprisingly, **Vergenoeg** keeps one of the largest customer base in the World, with customers located in all continents and market niches, who buy from us year after year. **Vergenoeg** is also delighted to be also the supplier of preference for the domestic market.

**Nokeng Fluorspar Mine**

Nokeng Fluorspar projects is located on two adjoining farms, namely Naauwpoort 208 JR and Kromdaal 209 JR. The farms are located approximately 80km NE of Pretoria. Nokeng ore deposits comprise two adjacent, high-quality hematite-fluorspar deposits: Plattekop and Outwash Fan; containing an estimated total mineral reserve (SAMREC-compliant) of 12.2Mt.

The mine cosist of conventional open pit; drilling and blastic; and loading and hauling. The open pit is backfilled concomitantly with the mining. An auxilliary mining fleet of dozers, graders, bowsers, water carts and utility vehicles support the mining operation. ROM is hauled tom the primary crusher stock pads and the overburden waste to

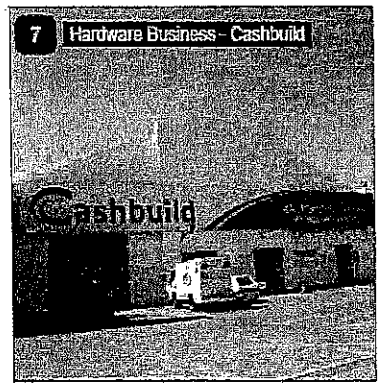
backfill sites for use as construction material for the TFS wall. According to the 2016 Compony's Social Labor Plan, Nokeng Mine was planning to employ 143 permanent employees for the processing plant and adminstration. Mining operations and security services will be outsourced and their staff is estimated at 43 permanent employees.

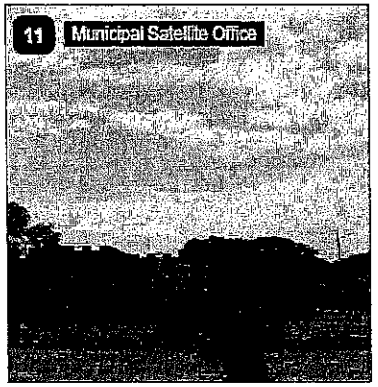
### 3.5.2.4. Business

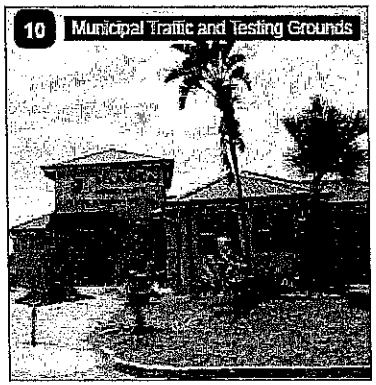
Bela Bela Town has a well-defined CBD which is gradually expanding southwards to the Waterfront development and Bela Bela Mall (**Refer to Image 3 & 4 below**). This is the only business node of significance in the municipal area although Pienaarsrivier also has a very small business area.

Image 3: Prominent Businesses in Town

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



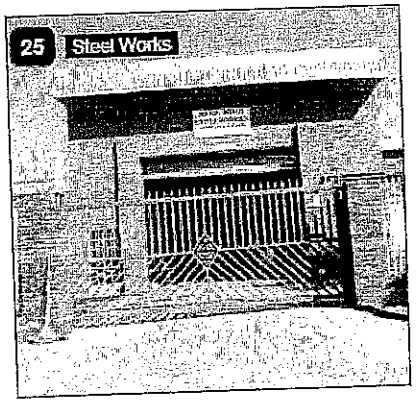



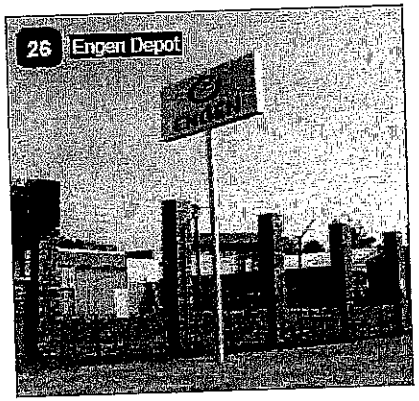


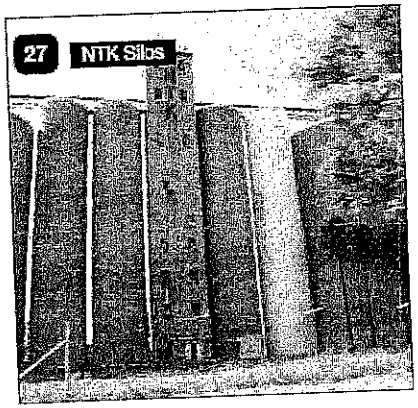
### 3.5.2.5. Industrial

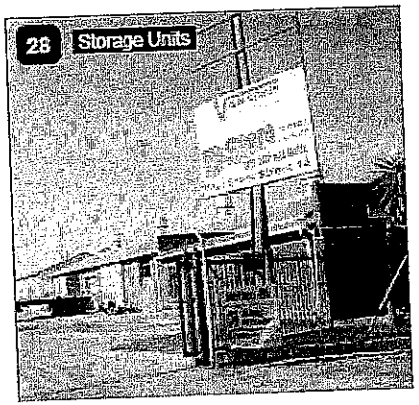
There are two small industrial areas in Bela Bela Town (north and south of route R516 – **refer Image 5 & 6 below**). It mainly comprises service industries with very limited manufacturing taking place in the industrial areas.

Image 5: Northern Industrial Area



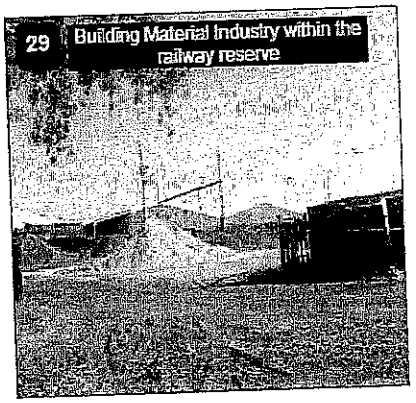



Image 6: Southern Industrial Area

### 3.5.3. SMME Development and the Second Economy

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

Map 27: Mile and Mothokoa Street Business Node

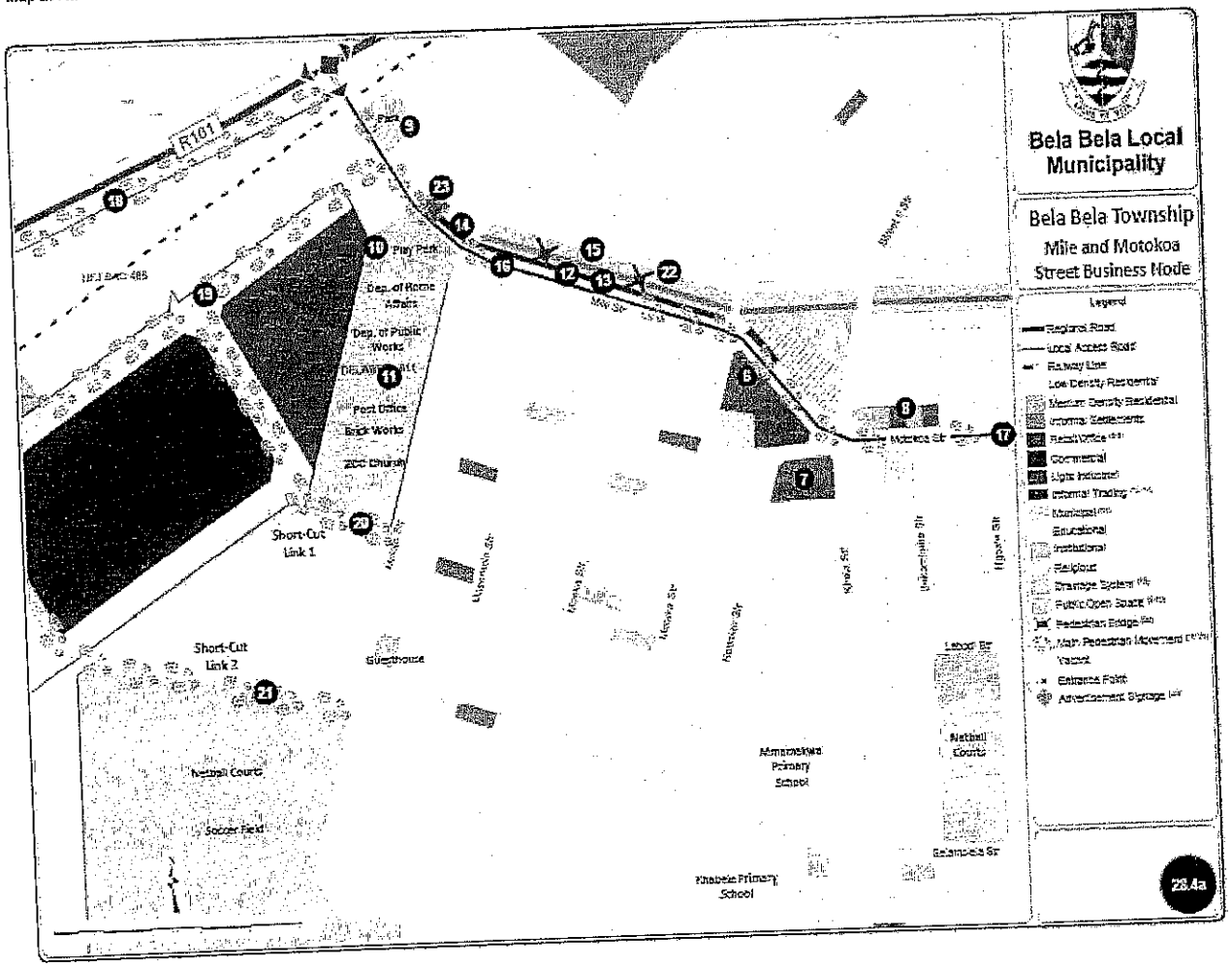
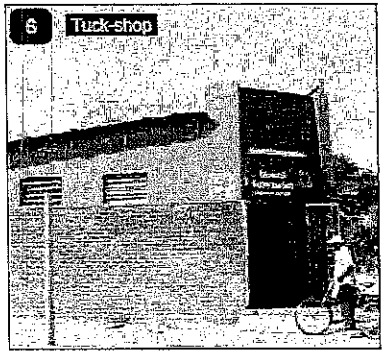
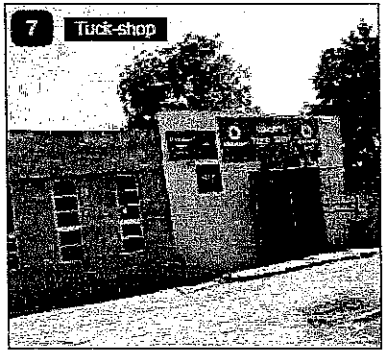
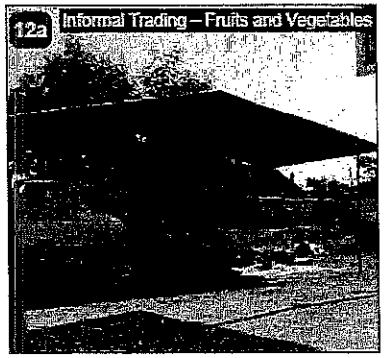
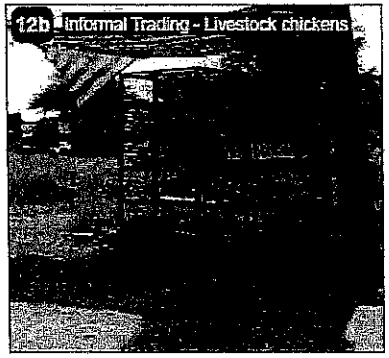


Image 7: Township Primary Business Node





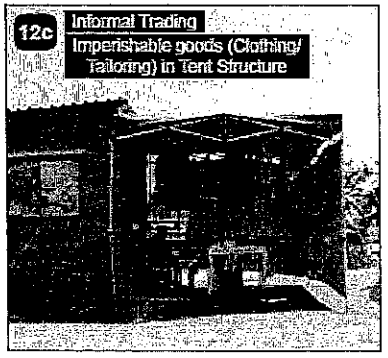
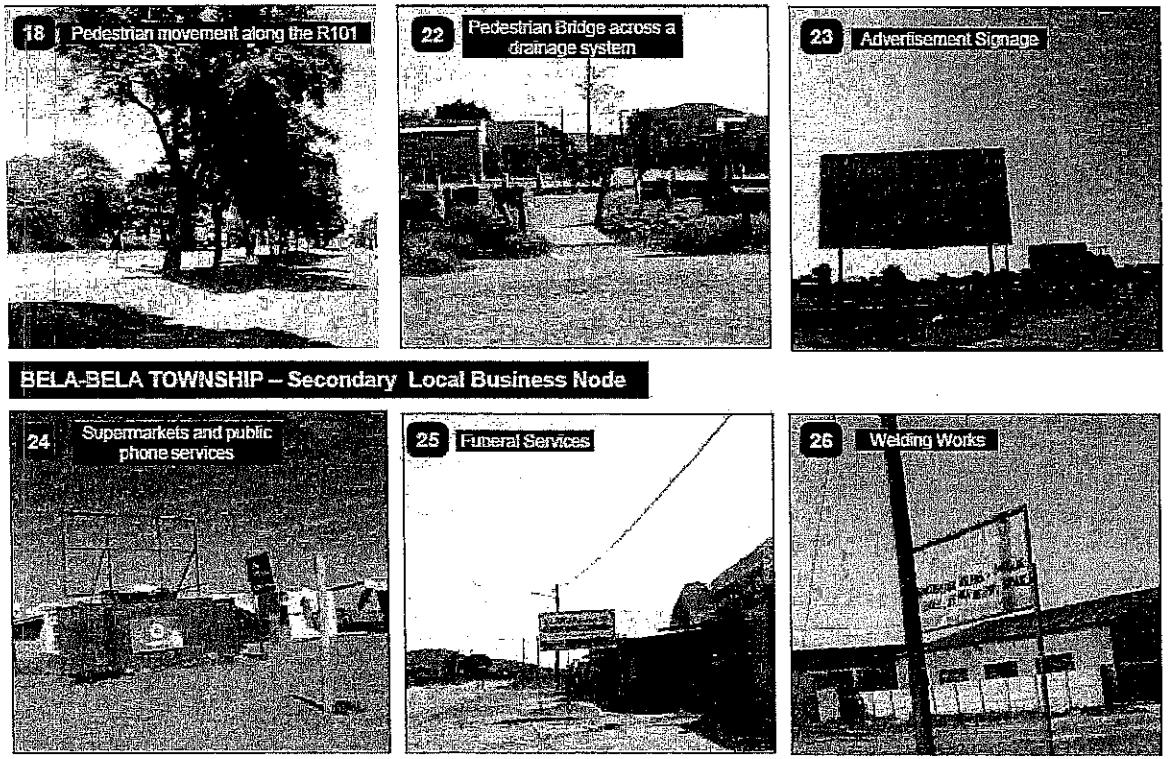



Image 8: Township Primary Business Node

Image 9: Township Secondary Business Node




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

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

- Severe limitations on their potential mark-up for the following reasons:
  The clients have the option to buy the same commodities at the shops located in Warmbath town, where there is more variety at lower prices.
  In some cases, the farmers (from whom hawkers buy the fruit and vegetables) sell the same products next to the hawkers at the original purchase price.
- There is virtually no differentiation in the products offered. As a result, turnover and profit levels are very low and the enterprises can be considered as survivalist.
- The shelters are not provided with any services, which present practical problems such as sanitation.
- The hawkers store their goods in the shelters which pose the risk of theft.
- Most of the entrepreneurs have no basic business skills such as cashflow management.
- The flea market entrepreneurs construct their own shelters. They either manufacture the commodities themselves, or purchase it from suppliers. Their primary market differs from the hawkers as they do not target the local market, but the tourists visiting the area.

**Challenges include the following:**

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

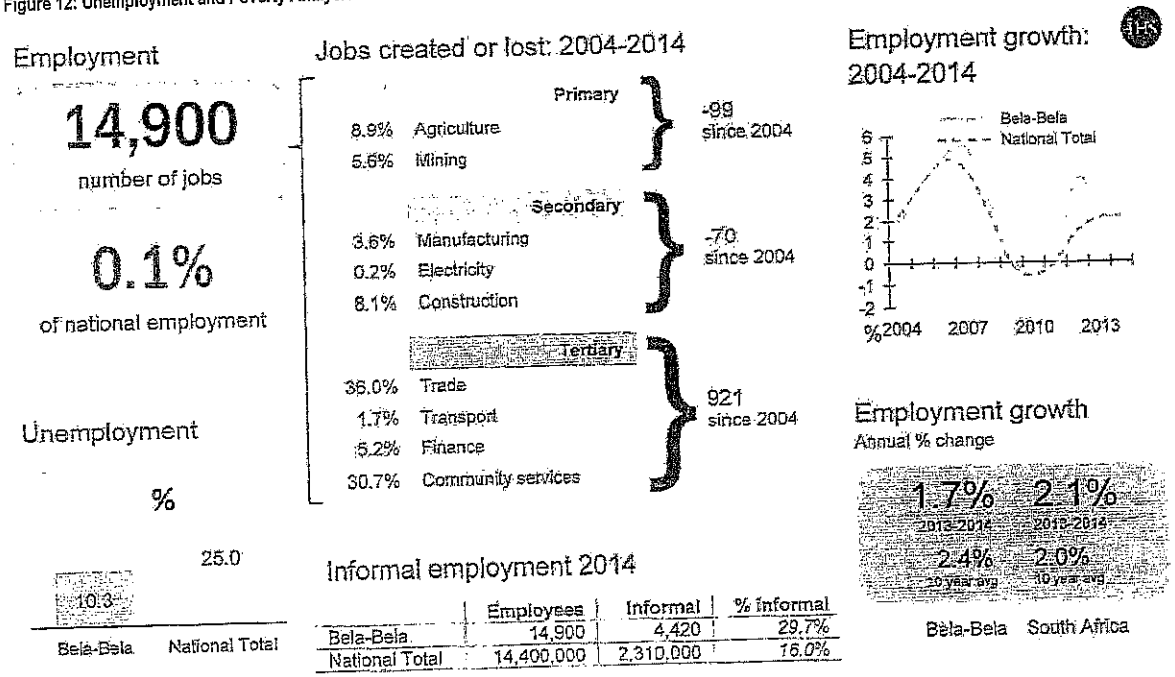
**Table 42: Support to SMMEs**

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

| | | | | |
|---|---|---|---|---|
| | | | | - Transport.<br>- Non-functional Borehole. |
| 3. | Mmamerogo Hydrophonic Greenery Co-operative. | 6 | Plot 17 Wilgeguns Radium (Masakhane) | - Dilapidated Hydrophonic Infrastructure.<br>- Water shortage. |
| 4. | Morajomo Co-operative Limited | 14 | Plot 17 Wilgeguns Radium (Masakhane) | - No commitment from other members.<br>- No fencing.<br>- Non-functional Borehole. |
| 5. | Moselane Agricultural Co-operative | 5 | Radium | - Dedicated Market.<br>- Only 2 members are active.<br>- Transport.<br>- Non-functional Borehole. |
| 6. | Bela-Bela Agriculture & Projects | 6 | 2096 Leseding | - Lack of land for Agricultural activities. |
| 7. | Rua Naga Pataka | 25 | Bela-Bela | - Dedicated Market.<br>- Withdrawals of the members who are afforded to work on the farm.<br>- Transport.<br>- Non-functional Borehole. |
| 8. | Bela-Bela Leather Value Manufacturing | 5 | 83 van der Merwe Street | - No challenges were raised. |
| 9. | Bunolo Agricultural Co-operative | - | Rust de Winter 180 JR | - No commitment from other members.<br>- Agriculture Equipment. |
| 10. | Lekhureng Co-operative Limited | - | 549 Hulpfontein (Radium) | - Land |
| 11. | Tetembumo Chix Agricultural Co-operative | 5 | 7644 Ext 6 | - No challenges were raised.<br>- Land. |
| 12. | Batho le Temo Agriculture & Farming Primary Co-operative Limited | - | 958 Mazakhele | - Need Land.<br>- Agricultural Equipment. |
| 13. | Bela-Bela Livestock Farmers | | | - Applied for Municipal Farms.<br>- Need Land. |
| 14. | Tlou Multi-Purpose and Agricultural primary Co-operative limited | 5 | 2190 Ext 2 & 13 | - Land 21 Ha (Farm 42 Blaauwboschkuil 20 JR, Radium/Masakhane), Sheep, Goat & Crop Farming.<br>- Funding.<br>- Training. |
| 15. | Sizakhele Primary Co-operative Limited | 6 | Stand 914 Mazakhela Str, Bela-Bela | - Request land to be leased for 10years.<br>- Portion 25 of Farm Hertbad 465 KR. |

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

**Figure 12: Unemployment and Poverty Analysis**




Informal employment 2014

| | Employees | Informal | % informal |
|---|---|---|---|
| Bela-Bela | 14,900 | 4,420 | 29.7% |
| National Total | 14,400,000 | 2,310,000 | 16.0% |

Source: Global Insight, 2016

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

considerably higher than that of the Province. This could be the result of labour migration out of Bela Bela in search of work in Gauteng, particularly among younger adult members of the households. However, the Annual Employment growth average is 1.7% with Informal employment sector contributing 29.7%.

Table 43: Annual Household Increase

| Individual monthly income by Gender and Type of sector for Person weighted, LIM366: Bela-Bela | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Male | | | | | Female | | | | | Grand Total |
| | Formal sector | Informal sector | Private household | Do not know | Not applicable | formal sector | informal sector | Private household | Do not know | Not applicable | |
| No income | 477 | 131 | 101 | 29 | 10358 | 500 | 104 | 88 | 12 | 12157 | 23956 |
| R 1 - R 400 | 148 | 61 | 56 | 8 | 5117 | 147 | 59 | 58 | 13 | 5394 | 11060 |
| R 401 - R 800 | 249 | 171 | 155 | 40 | 362 | 364 | 164 | 177 | 25 | 458 | 2165 |
| R 801 - R 1 600 | 1710 | 872 | 721 | 156 | 1633 | 1306 | 518 | 585 | 97 | 2233 | 9830 |
| R 1 601 - R 3 200 | 1950 | 609 | 683 | 154 | 295 | 1282 | 299 | 342 | 62 | 349 | 6025 |
| R 3 201 - R 6 400 | 1077 | 206 | 199 | 51 | 220 | 719 | 102 | 79 | 34 | 234 | 2921 |
| R 6 401 - R 12 800 | 796 | 121 | 88 | 27 | 223 | 703 | 53 | 44 | 6 | 146 | 2206 |
| R 12 801 - R 25 600 | 516 | 77 | 46 | 14 | 146 | 369 | 27 | 13 | 3 | 62 | 1274 |
| R 25 601 - R 51 200 | 173 | 32 | 21 | 6 | 27 | 77 | 6 | 5 | - | 20 | 367 |
| R 51 201 - R 102 400 | 43 | 12 | 3 | 1 | 8 | 17 | 2 | - | 1 | 8 | 95 |
| R 102 401 - R 204 800 | 26 | 4 | - | - | 17 | 15 | - | 1 | - | 6 | 70 |
| R 204 801 or more | 13 | 3 | 3 | - | 5 | 11 | 3 | 2 | - | - | 40 |
| Unspecified | 269 | 44 | 36 | 16 | 1610 | 230 | 28 | 37 | 6 | 1725 | 4002 |
| Not applicable | - | - | - | - | 1330 | - | - | - | - | 1158 | 2488 |
| Grand Total | 7447 | 2342 | 2111 | 503 | 21351 | 5741 | 1366 | 1432 | 259 | 23949 | 66500 |

Source: StatsSA-Census, 2011

### 3.5.4. Monitoring of Job Creation

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

### 3.5.5. Municipal Wide Local Economic Development Challenges

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

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

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

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

Table 44: Ward Based Developmental Challenges

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

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

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

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

| STRENGTH | WEAKNESS |
|---|---|
| Institutional:<br><br>A number of key plans and policies are in place:<br><br>- SDF<br>- LUM<br>- INDIGENT Policy<br>- Tariff Policy<br>- Write-off Policy<br><br>Municipal Finance:<br><br>- Bela-Bela municipality is in a sound financial state.<br>- Municipality is implementing MFMA.<br>- Municipal revenue stream is improving with the implementation of Property Rates Act and Credit Control Policy (which has resulted in a decrease of outstanding debts).<br><br>Tourism:<br><br>- Bela-Bela enjoys a particular comparative advantage in the tourism industry being accessible to the largest domestic market i.e. Gauteng, and having | Institutional:<br><br>- LED Forum has not being constituted.<br>- Informal Trading By-Laws have not being gazetted.<br>- There seem to be a proper relationship between the municipality and some of the established platforms such as Business Chamber and commercial agriculture.<br>- There are concerns with regard to property development (long delays in approving building plans)<br>- Bulk service costs and contributions are increased without consultation with communities (high service fees put pressure on the feasibility on developments and some have relocated).<br><br>Tourism:<br><br>- Local Visitors Information Centre is not yet functional<br><br>Business:<br><br>There are signs of negativity amongst business owners within the CBD<br><br>- Lack of enough parking for clients in the CBD.<br><br>Economy:<br><br>- High unemployment among the youth of working age. |

| | |
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| the largest profile of attractions ranging from the hot water springs (which used to be the mainstay of the local tourism attraction) to the high quality golf courses and game ranches.<br>- The local tourism industry is well organised with tourism association.<br><br>Agriculture:<br>- Commercial agriculture is well organised with two Unions in place.<br>- Commercial agriculture has managed to remain competitive which shows the technical and business ability of farmers.<br>- There seem to be general willingness of commercial agriculture to assist emerging agriculture as mentors. However the availability of time is a challenge.<br>- Number of emerging farmers are successful in producing for local commercial market.<br><br>Infrastructure:<br>- Municipality should have sufficient water for the period until 2025. | - Lack of sufficient job opportunities.<br>- Income levels are highly skewed along racial lines (there is a significant leakage of buying power especially for luxury goods).<br>- Most of the tourism establishments do not purchase their consumables locally, but in Gauteng where there's more variety and possibly lower prices.<br>- The economy is small and open, and does not have much critical mass/threshold.<br><br>Infrastructure:<br>- Sanitation<br>- Electricity<br><br>Labour:<br>- Bela-Bela population and youth in particular have low levels of functional literacy which has an impact on the following issues: marketability of the general population and youth in particular, reduce the general entrepreneurial capacity and the probability to successfully establish an enterprise.<br><br>Tourism:<br>- There is lack of a strong and shared vision for the further development of tourism industry.<br>- The full value chain is not developed resulting in a significant loss of potential business and job opportunities.<br>- Tourism sector is still white-owned with virtually no progress made with regard to BBBEE.<br>- A large number of tourism establishments are not star graded.<br>- Lack of accurate data in terms of number of tourists visiting Bela-Bela establishments.<br>- Not all members are registered with local Tourism Association.<br>- Most of the local tourists attractions, including the hot water springs, have |

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| | become almost unaffordable for the local population.<br>- The physical appearance of the town and in particular the entrance, is not appropriate for the town renowned as a "hub tourism".<br>- Municipality does not provide financial support to the tourism industry, which is one of the main economic drivers of the local economy.<br>- There are number of challenges with regard to signage: the place names are confusing with different names used along the N1 national road namely, "Bela-Bela", "Warmbath" and "Warmbad".<br>- There seem to be no control over signage in terms of where it is allowed (with the large number of signs spoiling the area) as well as design and appearance of the signs (use of incorrect colouring and lettering).<br>- Some niche markets have not been explored (medical tourism).<br>Real Estate:<br>- It would seem as if past property boom did very little to stimulate a property market in the former black residential areas.<br>- The housing stock in the areas still have very little commercial value and add little value to wealth creation for the owners (the houses has utility value and less market/commercial value).<br>- There is a general concern that the municipality is not "encouraging" new property developments with long delays in applications and steep increases in bulk contributions.<br>Emerging Agriculture:<br>- The concern is that large number of beneficiaries are not interested in agriculture but only stays on the land.<br>Commercial Agriculture:<br>- A lack of proper communication with the municipality.<br>- Value chain especially in the meat and game cluster is underdeveloped, resulting in loss of business opportunities.<br>- The outstanding land claims increase the overall risk and hamper investment. |

| | |
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| | - Lack of extension services.<br>- Very few young people are interested in commercial farming.<br>- The availability of water for irrigation is a challenge.<br>- A general concern that not all communities that benefited from land claims are really interested in farming, thus resulting in high potential land not being used optimally, or even becoming fallow. |
| OPPORTUNITIES<br>Institutional:<br>- Establishment of LED Forum.<br>- Improve communication with customers.<br>- Finalize the outstanding land claims.<br>Training:<br>- Business skills development.<br>- Improve skills of labour force.<br>- Improve marketability of school leavers through improves career guidance and support mathematics and since.<br>Emerging Agriculture:<br>- Finalize water allocation to farmers in Rust De Winter.<br>- Improve extension services.<br>Commercial Agriculture:<br>- Development of meat cluster.<br>- Improve extension services.<br>Tourism:<br>- Development of comprehensive Tourism Strategy.<br>- Encourage establishment to apply and maintain star | THREATS<br>- The increase in HIV/AIDS and TB pose a threat to both the households and business environment. Households both direct (medication) and indirect (loss of potential income). It may also reduce the economic opportunities for children who may be taken out of school to either work and/or take care of the households.<br>- The steep increase in the input cost that are not matched by a comparative increase in the farm gate prices (putting much pressure on profit).<br>- The outstanding land claims increase uncertainty both for the established and potential beneficiaries.<br>- The possible impact of the Expropriation Act. |

| | |
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| grading.<br>- Development of accurate intelligence.<br>- Further development of the tourism related transport such as a passenger train form Gauteng. This can play an important role in unlocking further potential for the weekend market.<br>- Improve the physical appearance of the town, and in particular the entrance.<br>- Address the problem of confusing road sinage (the confusing use of place names such as "Bela-Bela" Warmbath" and Warmbad").<br>- Aggressive branding should follow from the Tourism Strategy.<br>- Research/investigation of different niche market.<br>Infrastructure:<br>- Upgrade electricity infrastructure.<br>- Engage in planning for water.<br>- Address problems of access roads.<br>- Municipality is involved with Magalies and other stakeholders in planning for water.<br>Informal Sector:<br>- Establish forums for both hawkers and Flea Market groups.<br>- Produce commodities for sports industry.<br>- Improve awareness with regard to tourism industry. | |

## 3.6. FINANCIAL ANALYSIS/FINANCIAL VIABILITY

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

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

### 3.6.2. Assessment of the financial status/soundness of the municipality

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

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

### 3.6.3. Revenue and Expenditure Management

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

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

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

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

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

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

**Table 45: Revenue Sources of the Municipality**

| Description | Ref | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 Medium Term Revenue & Expenditure Framework | | |
|---|---|---|---|---|---|---|---|---|
| R thousand | 1 | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Budget Year 2019/20 | Budget Year +1 2020/21 | Budget Year +2 2021/22 |
| Revenue By Source | | | | | | | | |
| Property rates | 2 | 54 229 | 62 468 | 62 003 | 84 996 | 90 845 | 96 296 | 102 074 |
| Service charges - electricity revenue | 2 | 84 980 | 102 848 | 103 166 | 133 286 | 141 362 | 149 844 | 158 835 |
| Service charges - water revenue | 2 | 17 523 | 23 259 | 25 122 | 29 540 | 31 200 | 33 072 | 35 057 |
| Service charges - sanitation revenue | 2 | 6 366 | 14 862 | 15 101 | 17 332 | 17 383 | 18 426 | 19 532 |
| Service charges - refuse revenue | 2 | 5 469 | 6 074 | 7 259 | 10 666 | 8 428 | 8 934 | 9 470 |
| | | | | | | | | |
| Rental of facilities and equipment | | 1 114 | 1 099 | 1 216 | 1 939 | 1 462 | 1 535 | 1 612 |
| Interest earned - external investments | | 2 268 | 2 583 | 742 | 4 069 | 4 272 | 5 000 | 5 250 |
| Interest earned - outstanding debtors | | 6 049 | 7 896 | 9 103 | 10 604 | 11 252 | 9 002 | 5 401 |
| Dividends received | | – | – | – | – | – | – | – |
| Fines, penalties and forfeits | | 4 451 | 12 756 | 15 526 | 19 598 | 17 526 | 18 578 | 19 692 |
| Licences and permits | | 2 | 3 | 3 | 7 | 4 | 5 | 5 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | 742 | 256 | 926 | 259 | 926 | 221 | 535 |
| Agency services | | – | – | – | – | – | – | – |
| Transfers and subsidies | | 59<br>137 | 71<br>426 | 77<br>791 | 84<br>840 | 91<br>859 | 101<br>255 | 101<br>255 |
| Other revenue | 2 | 6<br>915 | 8<br>795 | 10<br>934 | 9<br>779 | 8<br>252 | 8<br>722 | 9<br>220 |
| Gains on disposal of PPE | | – | – | – | – | – | – | – |
| Total Revenue (excluding capital transfers and contributions) | | 251<br>243 | 317<br>324 | 331<br>890 | 413<br>908 | 428<br>769 | 455<br>885 | 472<br>931 |

Table 46: Expenditure Trends of the Municipality

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

### 3.6.4. Asset and Liability Management

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

### 3.6.5. Municipal Wide Challenges

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

Billing related Challenges:

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

**Table 47: Ward Based Financial Management Development Challenges**

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

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

## 3.7. KPA 5 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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

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

**Municipal Council**

Performs all its Legislative undelegated Responsibilities as core its business

Constituted of 17 Councillors.

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

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

**Executive Committee**

Performs all the responsibilities delegated by Council as core its business

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

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

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

**Sub-Committees**

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

Planning and Economic Development/Infrastructure Sub Committee

Social and Community Services Sub committee

Governance & Transformation /Budget & Treasury

MPAC

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

**Municipal Quality Assurance Structures**

Council established the following Structures to enhance its Good Governance Processes: Municipal Public Accounts Committee
Audit Committee
Performance Audit Committee
Performance Assessment Committee.
Risk Management Committee

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

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

### 3.7.3. Structures of Intergovernmental Relations

The Municipality in the District IGR Structure

### 3.7.4. Availability and functionality of Municipal Committees

- **Municipal Public Accounts Committee:**

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

Held 3 meetings including the probing of the 2018/19 Annual Report and Preparation of the Oversight Report.

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

- **Audit Committee/Performance Audit Committee**

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

In 2018/19 Financial Year, Audit Committee held approximately 4 meetings to discuss issues relating to compliance, performance and risk management, internal controls, financial issues and issues raised by internal audit. Audit Committee advised management to implement all issues raised by the Auditor General and also to meet targets as per SDBIP, reviewed the Annual Financial Statements, enforced the issues raised by the Internal Auditor, advised management on compilation of IDP/Budget and Annual Report.

- **Performance Assessment Committee**

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

All Senior Managers has signed the Perfomance contracts and were submitted to the MEC of COGHSTA.

The Committee held one combine Meeting for both Assessments

Performance Assessment were not done for 2018/19 Financial Year.

- **Risk Management Committee**

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

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

Meetings were held during 2018/19 Financial Year.

- **Internal Audit**

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

Internal controls

Compliance with Acts and regulations

Performance Management

Risk management

The Municipality has a functional Internal Audit Unit.

- **Anti-Corruption**

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

- **Risk Management**

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

- **Information Technology and Communication**

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

**Table 48: Municipal Website - Content and Currency of Material**

| Documents published on the Municipality's Website | Yes / No | Publishing Date |
|---|---|---|
| 2019/20 Annual Budget | Yes | May 2019 |
| 2019/20 Adjustments Budgets | Yes | March 2020 |

| | | |
|---|---|---|
| The previous annual report (2018/19) | Yes | 30 March 2019 |
| The annual report (2018/19) published/to be published | Yes | Not yet |
| All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (2019/20) and resulting scorecards | Yes | August 2019 |
| All service delivery agreements (2019/20) | Yes | August 2019 |
| All long-term borrowing contracts (2019/20) | NO | - |
| All supply chain management contracts above a prescribed value (give value) for 2019/20 | Yes | August 2019 |
| An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during 2019/20 | Yes | August 2019 |
| Contracts agreed in 2017/18 to which subsection (1) of section 33 apply, subject to subsection (3) of that section | Yes | August 2019 |
| Public-private partnership agreements referred to in section 120 made in 2017/18 | No | - |
| All quarterly reports tabled in the council in terms of section 52 (d) during 2019/20 | Yes | February 2019 |
| | | |

### 3.7.5. Functionality of Ward Committees

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

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

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

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

from the responsible Section at the Provincial level or if that exists, a deliberate disregards of the Structures and process within the Municipality, which can be empowered by the reports shared by the CDWs from varying Wards within the Municipal jurisdictional area.

### 3.7.7. An outline of the municipal audit outcomes

The Municipality has over the past five Financial Years put more efforts in addressing some of the challenges identified as matters of emphasis in its Audit Outcomes. *Table 49* below depicts a trend of Audit picture, which has been constant for the past 3 years. The Municipality has managed to get an qualified Outcome for the 2018/19 Financial Year, and the Council has developed and Approved an Action Plan to attend to all the findings for the 2018/19 Financial year with the Target of improving the Audit Outcome.

**Table 49: Municipal Audit Trends over five (5) year period**

| 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 |
|---|---|---|---|---|---|
| **Unqualified**<br>With 54 findings<br>Audit Action Plan developed and implemented = yes<br>% of issues adequately resolved during the next Audit Cycle = 89% | **Unqualified**<br>With 42 findings<br>Audit Action Plan developed and implemented = yes<br>% of issues adequately resolved during the next Audit Cycle = 90% | **Unqualified**<br>With 49 findings<br>Audit Action Plan developed and implemented = yes<br>% of issues adequately resolved during the next Audit Cycle = 90% | **Qualified**<br>With 39 findings<br>Audit Action Plan developed and implemented = yes<br>% of issues adequately resolved during the next Audit Cycle = 90% | **Qualified**<br>68 Audit Findings were issued | **Qualified**<br>63 Audit Findings were issued |

**Table 50: Audit Action Plan for the 2018/19 Financial Year**

| FINANCIAL YEAR | 2018/19 | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **Municipality Name** | **Bela Bela Local Municipality** | | | | | Issued | 63 | | | |
| **Audit Opinion** | **Qualified** | | | | | Resolved | 4 | | | |
| | | | | | | | 6% | | | |
| **Reporting Period** | | | | | | | | | | |
| **Audit Findings** | **Category of Finding** | **Description of Finding** | **Finding status** | **Root Cause** | **Action Plan Description** | **Start Date** | **Completion Date** | **Position** | **Progress** | **Probability** | **Narrative to Progress** |
| **Movable** | Matters | Discrepancies | New | Management | Management | January | 30-Jul-20 | CFO | Not yet | | |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Assets** | affecting the auditor's report | were noted and identified between disclosures in purchases and sales of inventory. This occurred during the audit of inventory. | | did not review the inventories Note disclosed in the AFS to ensure that the amounts presented are supported by a schedule of movements in water assets and that it agrees to the Bulk purchases expenditure. | must adequately review the AFS schedule for accuracy and proof for review should be kept on file. | | | | started | | |
| **Receivables** | Matters affecting the auditor's report | It was noted during the audit of non-exchange that the amounts for the provision for doubtful debts was not presented for Consumer debtors- Rates. | New | Management did not prepare accurate financial statements as there were disclosures that were omitted from the financial statements submitted for audit. | Management must adequately review the AFS schedule for accuracy and proof for review should be kept on file. | January | 30-Jul-20 | CFO | In progress | | The amount will be presented in the AFS as per the debtors ageing report |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Receivables** | Matters affecting the auditor's report | During the audit of receivables, it was noted that the movement (being an increase) in the allowance for impairment was not presented in the statement of financial performance. | New | The requirements of GRAP 108 was inappropriately and incorrectly applied dealing with allowance for impairment (provision for doubtful debts). | Management will provide the disclosure in the financial statements and include the movement in the statement of financial performance. | January | 30-Jul-20 | CFO | In progress | | The movement shall be presented in the AFS as at 30 June 2020 |
| | | | | | Management must adequately review the AFS schedule for accuracy and proof for review should be kept on file. | | | | | | |
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| **Receivables** | Matters affecting the auditor's report | Whilst auditing the consumer debtors as listed in note 13 we noted a category of debtor identified as "Other" which has | New | The requirements of GRAP was inappropriately and incorrectly applied by | Management will correctly disclosure in note 13 and define what the "other" consumer | January | 30-Jul-20 | CFO | Not yet started | | Other consumers will be disclosed in the AFS as at 30 June 2020 |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | a balance of R 58 064 961. The amount of R58 064 961 has been presented separately but has not been defined as the use of the word "other" makes it difficult to understand what this amount relates to. Properly defining what the "other" consumer debtors relate to is relevant to the understanding of the amount. | | management. | debtors relate to. Management must adequately review the AFS schedule for accuracy and proof for review should be kept on file. | | | | | | |
| **Bank** | Matters affecting the auditor's report | While auditing cash and cash equivalent it was noted that there is discrepancies between the bank balance reported and the bank statement balance in note 14 as per the annual financial statement. | New | Management did not prepare accurate financial statements which are supported by reliable information as some of the amounts disclosed in note 14 are not accurate | Management must adequately review the AFS schedule for accuracy and proof for review should be kept on file. | January | March | CFO | Completed | | |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | and are not supported | | | | | | | |
| Movable Assets | Matters affecting the auditor's report | While testing of Presentation and Disclosure of Property, plant and equipment it was found that there is an error accumulated depreciation and Impairment value is more than the valuation of vehicles and also the valuation of vehicles has positive amount and accumulated depreciation and inpairment has positive amounts. | New | A regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information was not prepared effectively. | Management must adequately review the AFS schedule for accuracy and proof for review should be kept on file. | January | 30-Jul-20 | CFO | Not yet started | | |
| Immovable Assets | Matters affecting the auditor's report | It was noted that the municipality incorrectly recorded a journal relating to a write off of an intangible asset that had reached its useful life in the incorrect account and it has resulted in the overstatement of depreciation and | New | Management did not implement controls over daily and monthly processing and reconciling of transactions and a proper review before authosation was not done | Management ensure that all journals recorded are adequately reviewed and both the debit and credit are to the relevant account and are mapped tp the correct | January | 30-Jul-20 | DCFO | Not yet started | | |

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|---|---|---|---|---|---|---|---|---|---|---|---|
| | | amortisation. | | effectively. | account and journal file to be kept. | | | | | | |
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| **Other Disclosure** | Matters affecting the auditor's report | A schedule for accrued payroll expenses which was submitted does not agree to the financial statements and has resulted in limitation during testing because there was no supporting schedule for the difference. | New | Management did not prepare regular, accurate and complete financial reports that are supported and evidenced by reliable information as there was no reconciliation performed between the schedules submitted for audit and the annual financial statements. | Management will perform a reconciliation of the Annual Financial Statements to the supporting schedules, follow up on differences identified and address all discrepancies prior to the presentation of the Annual Financial Statements. | January | 30-Jul-20 | CFO | Not yet started | | |
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| **Other Disclosure** | Matters affecting the auditor's report | It was noted that included in the line item for provisions are:Rehabilitation of landfill site and Long service award provisions which do not meet the criteria to be classified as current liability, due to the fact that the amount provided it is not due to be settled within twelve months after the reporting date. | New | Management did not ensure that provisions are presented in accordance to the requirements of paragraph 75 of Grap1 which should be non-current liability. | Management will ensure that provisions are presented in accordance to the requirements of paragraph 75 of Grap1 which should be non-current liability. In addition, management must adequately review the AFS schedule for accuracy and proof for review should be kept on file | January | 30-Jul-20 | CFO | Not yet started | | |
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| **Bank** | Matters affectin | During the audit of the unspent | New | Management did not | Management must | January | 30-Jul-20 | CFO | Not yet started | | |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | g the auditor's report | conditional grants it was noted that the amount disclosed as an unspent conditional grant is more than the amount of cash the municipality has in its bank account. | | ensure that processes are in place to ensure compliance with the applicable laws and regulations and the monitoring of the spending funds received for conditional grants adequately. | adequately review the AFS schedule for accuracy and proof for review should be kept on file. | | | | | | |
| **Payments** | Matters affecting the auditor's report | Invoices not settled within 30 days | New | Management did not implement controls and processes to ensure that payments are made within 30 days. | Management will ensure that there are processes in place to ensure that payments are made within 30 days of receiving invoices. | January | March | DM:Expenditure | Not yet started | | This is a recuring audit finding, due to financial and cashflow constraints the municipality is facing. The age analysis is being used to make payments within 30 days. |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Invoices that are not submitted directly finance should be reviewed and sent to finance within reasonable time after it was confirmed that the good or service was received by the municipality. | | | | | | There are controls in place to ensure that invoice are recorded upon receiving them as an e-mail address was created where all invoices must be sent to for payment. This e-mail address is being communicated to Service Providers and Creditors. |
| Bank | Matters affecting the auditor's report | During the testing of cash flow statement submitted for audit there were differences which was noted between the cash flow statement submitted by management and recalculation done | New | Management did not implement controls over daily and monthly processing and reconciling of transactions. | Management must adequately review the AFS schedule for accuracy and proof for review should be kept on file. | January | 30-Jul-20 | CFO | Not yet started | | |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | by the auditors. | | | | | | | | | |
| **Other Disclosure** | Matters affecting the auditor's report | During testing of commitments, WIP projects and contract from contract register was selected and traced to the commitment register and it could be confirmed that the municipality did not include commitment relating to projects that are still under construction. | New | Management did not in all instances implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting. | Management will ensure that all capital and operational contracts that are still in existence as at year end are included as part of commitments. | January | 31 June 2020 | CFO | Not yet started | | |
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| **Movable Assets** | Matters affecting the auditor's report | During the testing of lease commitment, the were difference which was identified between management | New | Management did not implement proper record keeping in a timely manner to | Lease schedule calculation should be reviewed and included on the audit file. | January | 31 June 2020 | CFO | Not yet started | | |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | calculation and the auditors calculated amount. | | ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting. | | | | | | | |
| **Other Disclosure** | Matters affecting the auditor's report | During the audit of irregular expenditure it was noted that the municipality did not disclose the particulars of material irregular expenditure and material fruitless and wasteful expenditure in note 44 and note 43 of the AFS. This will result in misstatement on the financial statement and non-compliance. | New | Management s did not in all instances review and monitor compliance with applicable legislation. | Detailed of irregular to be disclosed on AFS and review of the AFS to be done by management . | January | March | DM: SCM | Completed | | |
| **Other Disclosure** | Matters affecting the auditor's report | During the audit of unauthorised expenditure there were difference identified between budgeted | New | Management did not implement controls over daily and monthly | Before finalisation of AFS a detailed review between | January | 31 June 2020 | CFO | Not yet started | | |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | expenditure and actual expenditure (overspending). | | processing and reconciling of transactions. | budget and actual spent should be done and included on the audit file | | | | | | |
| **Other Disclosure** | Matters affecting the auditor's report | During the audit of unauthorised, irregular and fruitless and wasteful expenditure the following issues were noted: (a) no evidence could be obtained from the investigation report that the council committee did determine whether any person was liable for the unauthorised, irregular and fruitless and | New | Management s did not in all instances review and monitor compliance with applicable legislation. | A file containing all investigation report on unauthorised, irregular and fruitless and wasteful expenditure should be kept by managemen and reviewed. | January | March | DM: SCM | Not yet started | | |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | wasteful expenditure. (b) No evidence could be obtained from the investigation report that the expenditure is irrecoverable. (c) No evidence could be obtained that the recommendations from the council committee were relevant to the allegations.(d) No evidence could be obtained that the accounting officer has taken steps to prevent a recurrence unauthorised, irregular and fruitless and wasteful expenditure | | | | | | | | | |
| Records | Matters affecting the auditor's report | The Bela Bela Local Municipality submitted the Annual Financial Statements, Trial Balance, General Ledger, sub ledgers and registers for audit | New | An adequate high level review of the Annual Financial Statements was not performed prior to | Management must adequately review the AFS schedule for accuracy and proof for review should be | January | 30-Jul-20 | CFO | Not yet started | | |

| | | | | | | | | | | | |
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| | | on 31 August 2019. The auditors performed a high level review of the documentations and identified difference in: Employee related Costs, Consumer Debtors: Other (Ageing), Remuneration of Councillors, Depreciation, Amortisation, Contracted Services, Intangible Assets, Payables, Provisions, Property, Plant and Equipment, Appropriation Statement and Fruitless and Wasteful Expenditure. | | submission for audit to ensure that the amounts presented and the information disclosed agree to the supporting schedules. Management did not prepare regular, accurate and complete financial reports that are supported and evidenced by reliable information as there was no reconciliation performed between the schedules submitted for audit and the annual financial statements. | kept on file. | | | | | | |

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| Other Disclosure | Matters affecting the auditor's report | The auditors have performed a high level review of the documentation submitted and it was identified that the schedules that support Revenue from exchange transactions,Revenue from non-exchange transactions, Finance Cost, Bulk Purchases,General Expenditure, Intangible Assets, Agreements, Payables, Inventories, Provisions and Unknown Deposits as presented in the Annual Financial Statements were not submitted for audit to substantiate the figures presented. Also including Contingent Liabilities, Unauthorised Expenditure, Statement of Cash flows, Related Parties Note and | New | Management did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting. Management submitted the Annual Financial Statement, Notes and Trial Balances without supporting schedules that validates the amounts and figures presented. | Audit file should be established and kept to support the compiled AFS | January | 30-Jul-20 | CFO | Not yet started | | |

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| | | Prior period error Note. | | | | | | | | | |
| **Procurement** | Matters affecting the auditor's report | During the completion of the business process for supply chain management we inspected the payment vouchers for a procurement that went through the three quotations process and it was noted that Ocean 85 (Pty) Ltd submitted two quotations with different prices | New | Management did not ensure that processes are in place to ensure compliance with the applicable laws, regulations and municipality policies | Management will implement proper review processes with regard to the appointment of suppliers through the SCM processes to ensure that the Municipality's SCM policy and the SCM regulation requirements are complied with. This will ensure that the municipality | January | February | DM: SCM | Not yet started | | |

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| | | | | | minimises the irregular expenditure incurred | | | | | | |
| | | | | | In addition SCM should develop a check list for all compliance requirement as part of SCM process. | | | | | | |
| **Procurement** | Matters affecting the auditor's report | During the audit of procurement and contract the following issues were identified. (a) Management decided to participate in the contract secure by the other organ of state, however management could not provide a detailed report on what benefits or demonstrable discounts are they getting from not following the competitive | New | Managements did not in all instances review and monitor compliance with applicable legislation. | Management to develop procurement plan and regular review of contract register to ensure contract expiring in 6 months procurement process will be started which will ensure the use of section 32 is avoided. | January | February | DM: SCM | Not yet started | | |

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| | | process. (b) The municipality procured beyond the scope of the original contract. The contract between the other organ of state and the provide is ending in 08/2020 and the one for the municipality will end in 08/2021 which is beyond the original scope. (c) By the time of the awards the tax certificate of the supplier was expired and no evidence could be obtained that the new certificate was obtained before the final award was made. | | | | | | | | | |
| Procurement | Matters affecting the auditor's report | During the audit of SCM, it was identified that less than three quotations were obtained and that there was no deviation report approved by a | New | Management s did not in all instances review and monitor compliance with applicable legislation. | Management will ensure that the SCM regulation policies are followed when appointing the suppliers | January | February | DM: SCM | Not yet started | | |

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| | | delegated official. 1. Thabiso M Business Enterprise (Pty) Ltd (R 98 427) | | This was due to that management did not follow the proper procurement processes. | In addition SCM should develop a check list for all compliance requirement as part of SCM process. | | | | | | |
| **Procurement** | Matters affecting the auditor's report | While auditing the procurement and contract management it was noted that quotes were splitted to avoid complying with the requirement of the preference points criteria. Khahli & Sons (PTY) Ltd and Khahli & Sons (PTY) Ltd (a) The description and specification of the quotes is material for water and sanitation which is the same for both quotes. (b) The request comes from the same | New | Management did not in all instances exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls. | Management will ensure that the SCM regulation policies are followed when appointing the suppliers | January | February | DM: SCM | Not yet started | | |
| | | | | | In addition SCM should develop a check list for all compliance requirement as part of SCM process. | | | | | | |

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| | | departments, for the same project and the request to purchase the goods and services is dated 2019/03/07 which is the same date. (c) The specification for requesting to procure goods and services is signed by the same people on the same day. (d) The invoice from the winning bidder is dated 10/01/2019 which is before the date of the quotes 18/01/2018. (e) The goods procured were going to be used for the same project. | | | | | | | | | |
| **Procurement** | Matters affecting the auditor's report | During the execution of procurement and contract management, the issue that was identifiedis that: | New | Management s did not review and monitor compliance with applicable | Management will ensure that the SCM regulation policies are followed when | January | February | DM: SCM | Not yet started | | |

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| | | (a) The winning bidder municipality utility account is not in the name of the director of the winning bidder and no affidavit was attached. The municipality utility account holder is Mothapo ME & ME and the director of the company is Mothapo Tebogo as per MDB forms and company registration certificate. | | legislation | appointing the suppliers | | | | | | |
| | | | | | In addition SCM should develop a check list for all compliance requirement as part of SCM process. | | | | | | |
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| **Procurement** | Matters affecting the auditor's report | During the audit the of procurement and contract management it noted that the reason provided by management for deviating is not justifiable. | New | Management did not in all instances exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls. | Management will ensure that the SCM regulation policies are followed when appointing the suppliers | January | February | DM: SCM | Not yet started | | |
| | | | | | In addition SCM should develop a check list for all compliance requirement | | | | | | |
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| | | | | | as part of SCM process. | | | | | | |
| Procurement | Matters affecting the auditor's report | During the audit of procurement and contract management it was noted the municipality appointed service providers without applying the preferential point system as required the Act. | New | Management did not ensure that all bids/quotations are evaluated in terms of the preferential point system as required by the Act. | Management will ensure that the SCM regulation policies are followed when appointing the suppliers | January | February | DM: SCM | Not yet started | | |
| | | | | | In addition SCM should develop a check list for all compliance requirement as part of SCM process. | | | | | | |
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| Procurement | Matters affecting the auditor's report | While auditing of procurement and contract bidders were evaluated in accordance to the requirements stipulated in the bid invitation. | New | Management did not ensure that processes are in place to ensure compliance with the | Management will ensure that the SCM regulation policies are followed when appointing | January | February | DM: SCM | Not yet started | | |

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| | | However, there were number bidders that were incorrectly disqualified. | | applicable laws, regulation and municipality policies. | the suppliers | | | | | | |
| | | | | | In addition SCM should develop a check list for all compliance requirement as part of SCM process. | | | | | | |
| **Procurement** | Matters affecting the auditor's report | During the audit of procurement and contract it was noted that the bidders were incorrectly disqualified. The bid evaluation and adjudication minutes indicated that the bidder did not attach the complete documents as required. No evidence could be obtained on why other bidders were disqualified. | New | Management did not ensure that processes are in place to ensure compliance with the applicable laws, regulation and municipality policies. | Management will ensure that the SCM regulation policies are followed when appointing the suppliers | January | February | DM: SCM | Not yet started | | |
| | | | | | In addition SCM should develop a check list for all compliance requirement as part of SCM process. | | | | | | |
| | | | | | Training should be provided to all evaluation and | | | | | | |

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| | | | | | adjustication committee members | | | | | | |
| **Procurement** | Matters affecting the auditor's report | Bidders were incorrectly disqualified.The bid evaluation and adjudication minutes indicated that the bidder did not attach the documents as required, however when inspecting the bid documents of the bidders it was noted that the documents were attached to the bidder's bidding documents. | New | Management did not ensure that processes are in place to ensure compliance with the applicable laws, regulation, municipality policies and also a review of compliance with applicable legislation was not effectively done. | Management will ensure that the SCM regulation policies are followed when appointing the suppliers | January | February | DM: SCM | Not yet started | | |
| | | | | | In addition SCM should develop a check list for all compliance requirement as part of SCM process. | | | | | | |
| | | | | | Training should be provided to all evaluation and adjustication committee members | | | | | | |
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| **Predetermined Objectives** | Matters affecting the auditor' | Whilst auditing the performance management reporting, it was noted that there is | New | Performance management Unit and management did not | Reported perfomance management on AFS should be | January | 31-Jul-20 | HOD: Planning | Not yet started | | |

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| | s report | inconsistencies between what has been reported in the annual performance report (APR) with regards to the Basic Service Delivery, Local Economic Development and the portfolio of evidence (POE). | | prepare reguiar, accurate and complete financial and performance reports that are supported and evidenced by reliable information. Additionally, implementation of a proper review process to ensure that the information contained in the annual performance report is accurate and agrees to the portfolio of evidence was inadequately done. | reviewed by management and file submited to Internal Audit for review together with all portofolia of evidance before AFS submitted to AG. | | | | | | | |
| **Predetermined Objectives** | Matters affecting the auditor's report | It was noted that there is inconsistencies between what has been reported in the annual | New | Performance management Unit did not implement a proper review process to | Reported perfomance management on AFS should be reviewed by | January | 31-Jul-20 | HOD: Planning | Not yet started | | | |

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| | | performance report (APR) and billing report with regards to the Basic Service Delivery as at 30 June 2019 along with the portfolio of evidence (POE) submitted for audit. | | ensure that the information contained in the annual performance report is accurate and agrees to the portfolio of evidence (billing reports). | management and file submited to Internal Audit for review together with all portofolia of evidance before AFS submitted to AG. | | | | | | |
| **Predetermined Objectives** | Matters affecting the auditor's report | Inconsistencies regarding the presentation on the APR, therefore reliance could not be placed on the information presented on the portfolio of evidence and resulting in non-compliance with Framework for Managing Performance Information. | New | Performance management Unit did not implement a proper review process to ensure that the information contained in portfolio of evidence (quarterly reports) as submitted for audit was adequate, sufficient and reliable. Additionally, Performance | Management should structure each indicator and its related target in such a manner that it directly addresses the legislative or mandated responsibilities of the municipality. The indicator and its related target should | January | February | HOD: Planning | Not yet started | | |

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| | | | | management Unit did not exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls. | be service delivery driven and should clearly show how management delivered the services to the community. The SDBIP must be reviewed to ensure that indicators and targets are related. | | | | | | |
| **Predetermined Objectives** | Matters affecting the auditor's report | Whilst reviewing the indicators and targets in relation to the key performance area: basic service delivery, against the requirements of Section 153 of the Constitution, there are deficiencies which are noted. This indicator and its related targets are thus not structured in a way to explain whether the | New | Management did not ensure that indicator and its related targets are assessed against the criteria set in the FMPPI and that they relate logically to the mandate or legislative requirements of the municipality. | Management should structure each indicator and its related target in such a manner that it directly addresses the legislative or mandated responsibilities of the municipality. The indicator and its | January | February | HOD: Planning | Not yet started | | |

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| | | municipality delivered the service to the community. | | | related target should be service delivery driven and should clearly show how management delivered the services to the community. The SDBIP must be reviewed to ensure that indicators and targets are related. | | | | | | |
| **Predetermined Objectives** | Matters affecting the auditor's report | For the audit of performance information, it was noted that the annual performance report was not prepared in accordance with the requirements of the Municipal Systems Act as follows:<br>- No corrective action or reasons for non-achievement | New | Management did not adequately review the annual performance report to ensure that the report was presented in accordance with legislated requirement and to ensure consistency | Reported perfomance management on AFS should be reviewed by management and file submited to Internal Audit for review together with all portofolia of evidance before AFS | January | 31-Jul-20 | HOD: Planning | Not yet started | | |

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| | | - No reasons for the over-achievement | | between the APR and the SDBIP. | submitted to AG. | | | | | | |
| **Predetermined Objectives** | Matters affecting the auditor's report | Reported achievements does not relate to the planned targets as they were not aligning to the targets, which created a limitation in the assessment of the achievement and non-achievement of the targets. Planned Target: Construct 3.5km roads and storm water, Reported achievement: 4.26km roads re-graveled with G5 material in Ext. 5,8,9, Tsakane and Zuma section | New | The lack of review of the relevance of the reported achievements in relation to the planned targets resulting in misstatements in the annual performance report due to performance information being inaccurately reported on. Performance management unit did not adequately review the annual performance report to ensure that the performance reported is in line with the planned targets. | Reported perfomance management on AFS should be reviewed by management and file submited to Internal Audit for review together with all portofolia of evidance before AFS submitted to AG. | January | 31-Jul-20 | HOD: Planning | Not yet started | | |
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| **Predetermined Objectives** | Matters affecting the auditor's report | When assessing the performance indicators for usefulness, it was noted that some of the indicators did not indicate the time period or deadline for delivery of that indicator. Indicator: Number of quarterly assessment on water quality conducted to meet acceptable limits in terms of standards ( SANSA241) and Number of quarterly assessment on water quality conducted to meet acceptable limits in terms of standards ( SANSA241) Treated Effluent. | New | Review processes in place were inadequate to ensure that the indicators meet the requirements of reporting standards, that the indicators and targets allow accurate and reliable assessment of achievements against targets, and are verifiable. | Reported perfomance management on AFS should be reviewed by management and file submited to Internal Audit for review together with all portofolia of evidance before AFS submitted to AG. | January | 31-Jul-20 | HOD: Planning | Not yet started | | |
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| **Predetermined Objectives** | Matters affecting the auditor' | The municipality's planned performance indicators and | New | Lack of human resource with sufficient and | Reported perfomance management on AFS | January | 31-Jul-20 | HOD: Planning | Not yet started | | |

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| | s report | targets, per the service delivery budget implementation plan (SDBIP), and the Annual performance report (APR), were not consistent. Additionally, there was no evidence to support the approval of such amendments to the strategic objectives, indicators and targets during the financial year. | | extensive knowledge and understanding of performance Management and also Management did not consistency reviews between the planned and reported documents. | should be reviewed by management and file submited to Internal Audit for review together with all portofolia of evidance before AFS submitted to AG. | | | | | | |
| **Predetermined Objectives** | Matters affecting the auditor's report | The achievement performance indicators has been incorrectly reported on the annual performance report and there as follows (a) Number of sports facilities maintained by June 2019. (b) Number of | New | Management did not properly prepare accurate, valid and complete performance reports that are supported and evidenced by reliable information. | Reported perfomance management on AFS should be reviewed by management and file submited to Internal Audit for review together with all | January | 31-Jul-20 | HOD: Planning | Not yet started | | |

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| | | quarterly assessment conducted to meet acceptable limits in terms of the standard (SANS 241) treated effluent. (c) Number of quarterly assessment on water quality conducted to meet acceptable limits in terms of the standard (SANS 241). | | Additionally, Performance management Unit did not exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls. | portofolia of evidance before AFS submitted to AG. | | | | | | |
| **Predetermined Objectives** | Matters affecting the auditor's report | In auditing the performance management for Local economic development, KPI 30: Number jobs created through Municipality's local economic development initiatives and including capital projects the following inconsistencies were noted with regards to the contracts submitted for | New | Performance management Unit did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information. Furthermore, Performance management Unit did not | Reported perfomance management on AFS should be reviewed by management and file submited to Internal Audit for review together with all portofolia of evidance before AFS submitted to AG. | January | 31-Jul-20 | HOD: Planning | Not yet started | | |

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| | | audit:<br>• No ID copies attached to some of the contracts.<br>• The auditor further noted that there were contracts that were not signed and also included certified copies that date back as far as 2014<br>• few contracts contained dates which were from the previous financial year of which they were not supporting achievement in the current financial year. this has resulted in discrepancies noted between what has been reported in the Annual Performance Report (APR) and Contract listing. | | implement a proper review process to ensure that the information contained in the annual performance report is accurate and agrees to the portfolio of evidence as submitted for audit. | | | | | | | |
| **Predetermined Objectives** | Matters affecting the auditor' | For auditing of the Local economic development programme, it was noted that the | New | Management did not adequately review the annual | Reported perfomance management on AFS should be | January | 31-Jul-20 | HOD: Planning | Not yet started | | |

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| | s report | annual performance report was not prepared in accordance with the requirements of the Municipal Systems Act as follows: - No corrective action or reasons for non-achievement. Indicator: Number of jobs created through municipality's local economic development initiatives and including capital projects . Planned Target: 1 295 jobs and Actual Achievement: 1 054 jobs created. | | performance report to ensure that the report was presented in accordance with legislated requirement and to ensure consistency between the APR and the SDBIP. | reviewed by management and file submited to Internal Audit for review together with all portofolia of evidance before AFS submitted to AG. | | | | | | |
| **Predetermined Objectives** | Matters affecting the auditor's report | During the test of Local Economic Development LED for reliability, we noted that the number of jobs created by the municipality were not reported completely due to the following:• It | New | Performance management Unit did not prepare regular, accurate and complete financial and performance reports that are supported | Reported perfomance management on AFS should be reviewed by management and file submited to Internal Audit for | January | 31-Jul-20 | HOD: Planning | Not yet started | | |

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| | | was noted that the municipality did not submit and report on other jobs created through other initiatives.• Only 5 schedules from 4 different projects were submitted for audit and reported on the APR for the 2018/19.• Through inspection of the grant projects and the capital projects, the auditor noted that the municipality did not report on the jobs created from the projects. it resulted in the non-compliance of Chapter 5 par 5.2 of the National Treasury Framework for Managing Programme Performance Information (FMPPI) and the section 3.2 (a) and (c) of the Framework for | | and evidenced by reliable information. | review together with all portofolia of evidance before AFS submitted to AG. | | | | | | | |

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| | | Managing Performance Information | | | | | | | | | |
| **Predetermined Objectives** | Matters affecting the auditor's report | Reported achievements does not relate to the planned targets as they are not aligning to the targets, which created a limitation in the assessment of the achievement and non-achievement of the targets. Indicator: Number of kilometers of roads constructed by 30 June 2019, Planned Target: Construct 3.5km roads and storm water, Reported | New | Manager: Performance management unit did not adequately review the annual performance report to ensure that the performance reported is in line with the planned targets. The lack of review of the relevance of the reported achievements | Reported perfomance management on AFS should be reviewed by management and file submited to Internal Audit for review together with all portofolia of evidance before AFS submitted to AG. | January | 31-Jul-20 | HOD: Planning | Not yet started | | |

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| | | achievement: 4.26km roads re-graveled with G5 material in Ext. 5,8,9, Tsakane and Zuma section | | in relation to the planned targets resulting in misstatements in the annual performance report due to performance information being inaccurately reported on. | | | | | | | | |
| **Predetermined Objectives** | Matters affecting the auditor's report | While auditing Basic service delivery and infrastructure development for reliability, it was noted that there are inconsistencies with regards to the maintenance of the cemeteries, parks and sports facilities. The municipality did not report on all of these services regarding sports & recreation as well as the parks and community services as required by the | New | Performance management Unit did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information. Furthermore, performance management Unit did not implement a proper review process to ensure that | Reported perfomance management on AFS should be reviewed by management and file submited to Internal Audit for review together with all portofolia of evidance before AFS submitted to AG. | January | 31-Jul-20 | HOD: Planning | Not yet started | | | |

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| | | constitution. | | the information contained in the annual performance report is complete and agrees to the portfolio of evidence as submitted for audit. | | | | | | | |
| **Predetermined Objectives** | Matters affecting the auditor's report | The achievement of performance indicators has been incorrectly reported on the annual performance report and thisnare the following indicators: Number of sports facilities maintained by June 2019, Number of quarterly assessment conducted to meet acceptable limits in terms of the standard (SANS 241) treated effluent, Number | New | Management did not properly prepare accurate, valid and complete performance reports that are supported and evidenced by reliable information. additioally, performance management Unit did not prepare regular, accurate and complete financial and performance | Reported perfomance management on AFS should be reviewed by management and file submited to Internal Audit for review together with all portofolia of evidance before AFS submitted to AG. | January | 31-Jul-20 | HOD: Planning | Not yet started | | |

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| | | of quarterly assessment on water quality conducted to meet acceptable limits in terms of the standard (SANS 241). this resulted in non- compliance with chapter 5.2 of the FMPPI | | reports that are supported and evidenced by reliable information. | | | | | | | |
| Immovable Assets | Matters affecting the auditor's report | During the testing of work in progress misstatement it was noted in the fixed asset register that the work in progress amount of R112 180 133.00 has been overstated by R966 258.00. Furthermore, the R 966 258.00 overstatement was disclosed in note 4 of the annual financial statements as an adjustment to work in progress and supporting documentation | New | Management did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information. | Management should ensure that appropriate reviews are done when preparing annual financial statements. Allow independent review to the AFS before submission to AGSA. | January | 31-Jul-20 | CFO | Not yet started | | |
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| | | could not be provided for the adjustment. | | | | | | | | | |
| **Movable Assets** | Matters affecting the auditor's report | During the testing of Depreciation expense, it was noted that the amount disclosed in note 32 of R 28 716 657 for 2019 and R 32 021 258 for 2018 has been understated when compared to the amount disclosed as per Note 4 Property plant and equipment. The current year depreciation expense for Property, plant and equipment has been understated by R 905 814 and the comparative amount was also understated by R 2 010 896. | New | Management did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information. Additionally, management did not inadequately review during the preparing of Financial Statement. | Management should ensure that appropriate reviews are done when preparing annual financial statements. Allow independent review to the AFS before submission to AGSA. | January | 31-Jul-20 | CFO | Not yet started | | |
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| Bank | Matters affecting the auditor's report | Lack of adequate review of bank reconciliation by management. The weakness in control identified could result in management no being able to identify and rectify errors and omissions on a timely and continuous basis, which could result in cash and cash equivalent being misstated. | New | Management did not implement controls over daily and monthly processing and reconciling of transactions. | Bank reconciliation should be prepared monthly and reviewed by management and proof of review be kept on file. | January | February | DM: Budget | Not yet started | | |
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| Payments | Matters affecting the auditor's report | While auditing it was noted that there are differences between creditors listing and suppliers statements. Supplier names: 2 MC consulting engineering, SALGA, Munsoft municipal financial, fidelity, evaluations | New | Management did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support | Creditors reconciliation need to be prepared monthly and reviewed by management. | January | February | DM: Expenditure | Not yet started | | Reconciliations have been done until December 2019. |
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| | | enhanced property, laterial unison Ins. brokers, payday software system (PTY) LTD, RTMC, Schweizer engineering laboratories (PTY) LTD, SITA (PTY) LTD and RTIA | | financial and performance reporting. Management did not use suppliers statements to perform creditors reconciliation, hence leading to incorrect amount of payables from exchange transactions. | | | | | | | |
| **Payments** | Matters affecting the auditor's report | In testing Eskom, Magalies and Dikala Plant Hire, we specifically tested these suppliers and identified that the Eskom account has been overstated by R4 571 116.41, Magalies Water overstated by R223 550.31 and Dikala Plant Hire has been understated by R3 323 638.24, these are factual misstatements. | New | Management did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting. Management did not use | Reconciliaito n of bulk purchases account should be done montlhy and file contaiing the reconciliation be made available for review by management , | January | February | DM: Expenditure | Not yet started | | Record keeping of payment vouchers is in place to scan and file in a safe place. Reconciliatio n of Magalies Water and Eskom invoices are in progress. |
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| | | | | suppliers statements to perform creditors reconciliation, hence leading to incorrect amount of payables from exchange transactions. | | | | | | | |
| Liabilities | Matters affecting the auditor's report | The differences between the leave days captured on the manual forms or system and leave days used to determine the accrued leave pay, has resulted in a difference of 19 125,64, we projected the misstatement of the accrued leave pay which amounted to R244 118,68 thus the balance for the leave obligation and expenditure (employee cost) is understated by approximately | New | There is a lack of design and implementation of formal controls over IT systems to ensure the accuracy of the information which was captured and used to determine the accrued leave pay obligation. | Management should ensure that there are adequate and effective internal controls aimed at ensuring that performance monitoring measures are in place to ensure the accuracy of the information used to determine the accrued leave pay obligation. | January | 31-Jul-20 | DM: Expenditure | Not yet started | | HR must update the leave on the system for employees who don't have acess to the leave system and ensure that they are authorised before sending the final leave report to the Salary Office |
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| | | R244 118,68. | | | | | | | | | |
| **Other Disclosure** | Matters affecting the auditor's report | While testing the completeness of accrued payroll expenses. We randomly selected deductions from June 2019 payslips and traced them back to the accrued payroll expenses (Third party listing) and following third party deductions were not recorded;(a) IMATU YFUN and EFF CENTRAL. | New | Management did not prepare accurate and complete financial statements that are supported and evidenced by reliable information. Lack of proper review by the senior personnel of the work performed by the preparer. | Management should ensure that appropriate reviews are done when preparing annual financial statements. Allow independent review to the AFS before submission to AGSA. | January | 31-Jul-20 | CFO | Complete d | | |
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| **Liabilities** | Matters affecting the auditor's report | During the audit of Provision: performance bonus, we noted that the amount as per the Financial Statements and Trial Balance do not agree with a difference of 421 811,13. | New | Management did not review the financial statement and trial balance figures to ensure that they are accurate. | Management should ensure that appropriate reviews are done when preparing annual financial statements. Allow independent review to the AFS before submission to AGSA. | January | 31-Jul-20 | CFO | Not yet started | | |
| **Other Disclosure** | Matters affecting the auditor's report | During the audit of remuneration of councillors it was noted that a difference between the schedule for remuneration of councillors and Note 31 as disclosed in the annual financial statement. | New | Management did not prepare regular, accurate and complete financial reports that are supported and evidenced by reliable information as there was no reconciliation performed between the schedules submitted for audit and the annual financial | Management should ensure that appropriate reviews are done when preparing annual financial statements. Allow independent review to the AFS before submission to AGSA. | January | 31-Jul-20 | CFO | Not yet started | | |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | statements | | | | | | | |
| Other Disclosure | Matters affecting the auditor's report | During the comparison of the amount per actuarial reports and the amount recorded in the Annual Financial Statements, it was noted that there is a difference of 403 967. | New | Management did not prepare regular, accurate and complete financial reports that are supported and evidenced by reliable information as there was no reconciliation performed between the schedules submitted for audit and the annual financial statements | Management should ensure that appropriate reviews are done when preparing annual financial statements. Allow independent review to the AFS before submission to AGSA. | January | 31-Jul-20 | CFO | Not yet started | | |
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| Other Disclosure | Matters affecting the auditor's report | During an understanding of the Bela Bela Local Municipality's core and supporting functions in terms of its mandate, its service delivery objectives, related | New | Management did not review the Organizational Service and Budget Implementation plan to ensure that it | Management should ensure that appropriate reviews are done when preparing annual financial | January | 31-Jul-20 | CFO | Not yet started | | |
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| | | budgets and funding, it was noted that there are discrepancies between the budget amounts as per the Integrated Development Planning (Capital Expenditure) and the budget amount as per the Organizational Service and Budget Implementation plan. | | is aligned to the strategic plan of the Municipality. | statements and reconcile the reported performance information to the SDBIP. Allow independent review to the AFS before submission to AGSA. | | | | | | |
| Other Disclosure | Matters affecting the auditor's report | The municipality cannot write-off the irregular expenditure relating to remuneration of councillors and should therefore write back the irregular expenditure and show the disclosure of this expenditure on the note. This has resulted in non- | New | Management s did not in all instances review and monitor compliance with applicable legislation. | Management should ensure that appropriate reviews are done when preparing annual financial statements. Allow independent review to the AFS before submission to AGSA. | January | 31-Jul-20 | CFO | Complete d | | |

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| | | compliance with the MFMA and also results in the understatement of irregular expenditure. | | | | | | | | | |
| **Human Resources** | Matters affecting the auditor's report | Risk Management Note was not disclosed as part of notes disclosed in AFS. | New | Management did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting. | Management should ensure that appropriate reviews are done when preparing annual financial statements and ensure consistance in reporting with previouse year AFS. Allow independent review to the AFS before submission to AGSA. | January | 31-Jul-20 | CFO | In progress | | |
| **Procurement** | Matters affecting the auditor's report | During audit of procurement and contract management it was noted the municipality has entered into a contract with | New | Management did not prepare regular, accurate and complete financial reports that | Complete contract register should be developed and review done regularly to | January | February | DM: SCM | Not yet started | | |

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| | | Moruleng travel and project for the travel and accommodation services, however upon inspection of the contract register it was noted that the contract is not included in the contract register. | | are supported and evidenced by reliable information as there was no reconciliation performed between the schedules submitted for audit and the annual financial statements. | ensure completeness. | | | | | | | |
| **Procurement** | Matters affecting the auditor's report | During our audit of procurement and contract management information was requested regarding Cabling of Multi-Purpose Centre and Upgrade of Moloto Street Stadium on 29 August 2019. The request for information was due on 3 September 2019 and has not been submitted to date. | New | Management did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting. Additionally, Management | Proper record keeping should be be established by desiging standard operating procedure which will assist to resolve the issues of missing documents | January | February | DM: Expenditure | Not yet started | | Record keeping of payment vouchers is in place to scan and file in a safe place. |

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| | | | | did not maintain a proper filling system to ensure that the financial information is supported by relevant information and can be made available on request. | | | | | | | |
| **Procurement** | Matters affecting the auditor's report | During the process of review of irregular expenditure registers identified that the municipal's registers are not in accordance with format prescribed in Annexure A of MFMA circular no 68. | New | Management did not in all instances implement controls over daily and monthly processing and reconciling of transactions. | Management will implement controls to ensure that irregular expenditure register is set-up and maintained as in prescribed format. | January | February | DM: SCM | Not yet started | | |
| **Other Disclosure** | Matters affecting the auditor's report | During the audit of remuneration of councillors we noted a difference between the schedule for remuneration of councillors and | New | Management did not prepare regular, accurate and complete financial reports that | Management should ensure that appropriate reviews are done when preparing annual | January | 31-Jul-20 | CFO | In progress | | |

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| | | Note 31 as disclosed in the annual financial statement. The difference is R564 663,75. | | are supported and evidenced by reliable information as there was no reconciliation performed between the schedules submitted for audit and the annual financial statements | financial statements and ensure consistance in reporting with previouse year AFS. Allow independent review to the AFS before submission to AGSA. | | | | | | |
| **Other Disclosure** | Matters affecting the auditor's report | During the testing of completeness of revenue from non-exchange transaction (Traffic fines), there were number of tickets were recorded in the book and issued to the offender but were not recorded in the iForce system even though they met the recognition criteria | New | Management did not review the financial statement and trial balance figures to ensure that they are accurate. | Trafic fine reveneu should be reconciled monthly and a file kept as evidance. All journal processed should be reviewed by management on monthly basis | January | February | DM: Revenue | Not yet started | | |

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|---|---|---|---|---|---|---|---|---|---|---|---|
| **Procurement** | Matters affecting the auditor's report | Mabowane Holding (a) The inconsistencies were identified between the advertisement and the minutes of the evaluation of quotations. The minutes attached indicated that the advert was done on the 30th of January 2019 and it closed on the 6th of February 2019, however upon inspection of the advert attached it is indicated that the quotations must be delivered no | New | Management s did not in all instances review and monitor compliance with applicable legislation. | Management will ensure that the SCM regulation policies are followed when appointing the suppliers | January | February | DM: SCM | Not yet started | | |
| | | | | | In addition SCM should develop a check list for all compliance requirement as part of SCM process. | | | | | | |
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| | | later than 12h00 on the 24th January 2019 which is the closing date. (b) The quotation from the winning bidder is dated after the closing date of the bids. The closing date as per the advert is 24th January 2019 and the quotation from Mbawane Holding is dated 04 February 2019. (c) The MBD forms are signed by the director of the winning bidder after the closing date of the bids as per the advert. The advert indicated that the quotation must be delivered no later than 12h00 on the 24th January 2019 and the MBD forms are signed by the director on the 05th February 2019. | | | | | | | | | | |

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| **Revenue from exchange transactions** | Matters affecting the auditor's report | applications for individuals were approved who do not meet the required criteria's as per the policy. | new | Management did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting. Management did not verify the status of the applicants to ensure that they grant the indigent status to the individuals that qualify as per the required criteria in terms of the policy. | Management must implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting. Management must ensure that before an application is approved, it is supported by all the required documentation and valid evidence.<br><br>Management must conduct a search in order to verify that | January | 30-Jun-20 | DM: Reveue | In progress | | Procurement of indigent management system |

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| | | | | | the applicant does not have businesses and they are approved as per the policy requirements | | | | | | |

### 3.7.8. An outline of municipal public participation programme/activities and adherence to the Batho-Pele Standards.

Community Participation is key to the functioning of the Municipality. Importantly, the benefits of Community Participation can be summarized as follows:

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

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

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

The Act thus obliges the Municipality to develop a culture of Municipal Governance that complements formal representative government with a system of participatory governance. Key amongst the Vehicles of Community Participation within the Municipality are Ward Committees, CDWs and other Organized Formations therein.

### 3.7.9. Municipal Wide Challenges

Whilst the Municipality is doing well in the number of fronts, there is strong need to balance that with accountability to the Communities and Stakeholders therein so as to authenticate the accolades directed to the Municipality by other Spheres of Government on how it is administering its Governance affairs.

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

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

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

| | |
|---|---|
| Affects all wards | Need to improve on turn-around time for municipal officials to respond to fire incidents. |

## 3.8. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT (INSTITUTIONAL ANALYSIS)

### 3.8.1. Institutional Structure (Organogram) – Political and Administrative

**Political Leadership**

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

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

Cllr MJ Ngobeni: Mayor (ANC)
Cllr SE Maluleka (ANC)
Cllr JF van der Merwe (DA) resigned during the third quarter of 2017/18 financial year

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

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

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

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

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

**Members of Bela-Bela Municipal Council**

**MAYOR - Cllr MJ Ngobeni**

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

**SPEAKER- Cllr RZ Moeletsi**

**PR Councillor, Political Management Team**

**Chiefwhip – Cllr MH Ledwaba**

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

## EXECUTIVE COMMITTEE MEMBERS

**Cllr A Ras ( Ward 1)**

Member of the Governance, Treasury & Transformation Sub-Committee

**Cllr S Maluleka (Ward 2)**

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

## PORTFOLIO HEADS OF MUNICIPAL SUB-COMMITTEES

**Cllr LR Modimola (Ward 3)**

Chairperson: MPAC

**Cllr MP Aphane (Ward 8)**

Chairperson: Governance, Treasury and Transformation Sub-Committee

**Cllr MA Shika (PR Cllr)**

Chairperson: Planning, Economic Development and Infrastructure Sub-Committee

**Cllr YSM Malete( Ward 7)**

Chaiperson: Social and Community Services Sub-Committee

## Proportional Representitives and Ward Councillors

Cllr MJ Makhubela

PR Councillor

Cllr MD Senoshe

PR Councillor

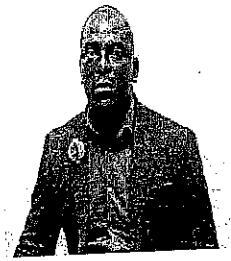
Cllr KF Mothokwa

PR Councillor

Cllr TR Masemola

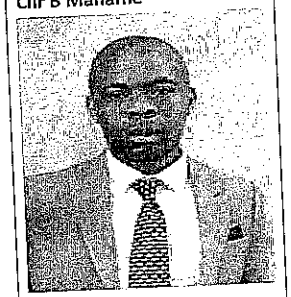
PR Councillor

Cllr F Hlongwane



Ward 4

Cllr B Maname



Ward 9

Cllr AR Moswoeu

PR Councillor

Cllr SD Seale

PR Councillor

Table 52: Settlements, Wards and Designated Councillor

| AREA | WARD COUNCILLOR | WARD NUMBER |
|---|---|---|
| Bela-Bela Town Residential and Urban<br>Sorrounding Farming Areas | Cllr T Ras | 1 |
| Old Location<br>Part of Extension 1<br>Part Mmampatile<br>Part of Leseding<br>Part of Jacob Zuma View (Informal Settlement) | Cllr SE Maluleka | 2 |
| Most Part of Extension 5 | Cllr L Modimola | 3 |
| Part of Extension 5<br>Phomolong (Skierlek)<br>Extension 8<br>Extension 9 Thlalampsa/Donosa (Informal Settlement) | Cllr FS Hlungwane | 4 |
| Soweto<br>Mazhakhela<br>Part Mmampatile<br>Part of Extension 1<br>Part of Extension 5 | Cllr H Ledwaba | 5 |
| Part of Leseding<br>Part of Town Residential<br>Part of Jacob Zuma View (Informal Settlement) | Cllr MJ Ngobeni | 6 |
| Extension 6 & 7<br>Tsakane (Informal Settlement) | Cllr Y Malete | 7 |
| Rapotokwane<br>Piennarsrevier<br>Rust de Winter<br>Lehau | Cllr PM Aphane | 8 |

| | | |
|---|---|---|
| Spa Park<br>Jinnah Park<br>Koppevaai (informal settlements)<br>Vingerkraal (informal settlements)<br>Masakhane<br>Radium<br>Surrounding Farms | Cllr B Maname | 9 |

**Administrative Leadership**

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

**Table 53: Summary of Municipal Staff Compliment**

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

**Organizational Structure**

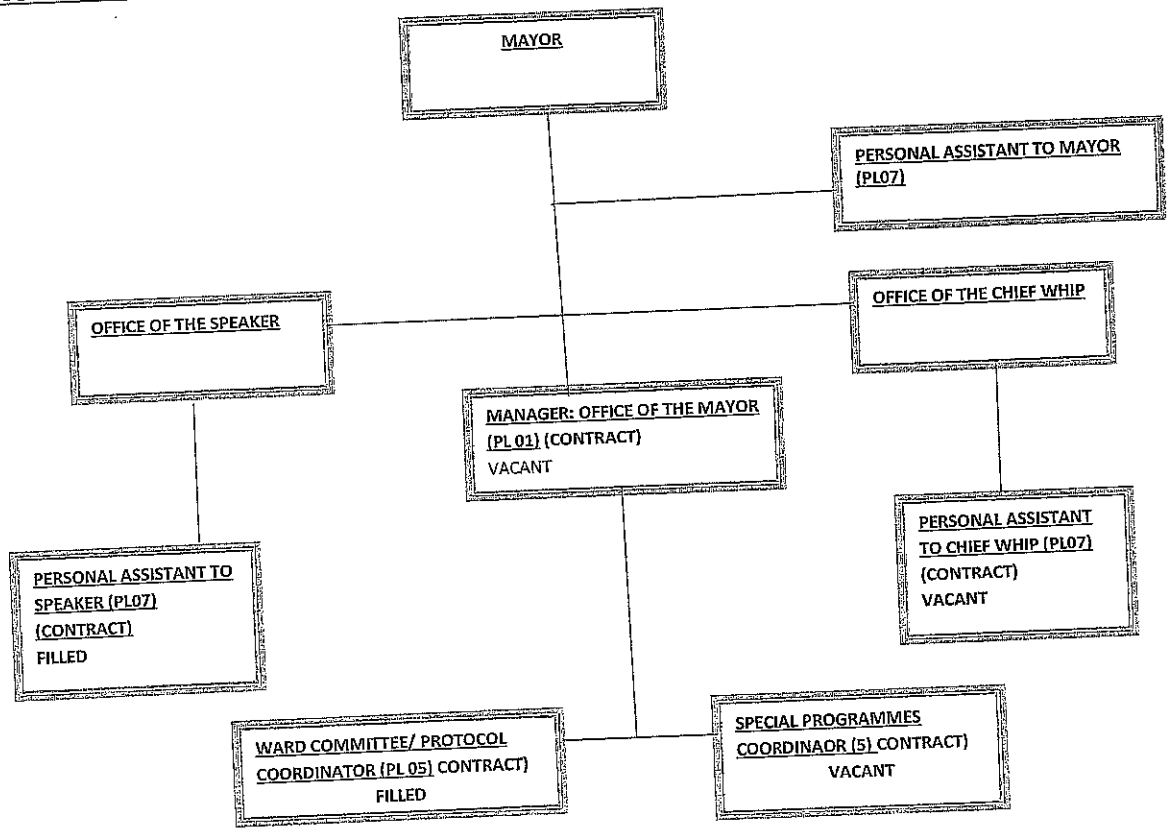
After evaluation of its Powers & Functions, Bela-Bela Local Municipality's Council approved the following Organizational Structure to harness its capacity to adequately respond to the developmental challenges within its jurisdictional area. Whilst the Municipality is committed towards ensuring that all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

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

# DRAFT ORGANIZATIONAL STRUCTURE 2019/20

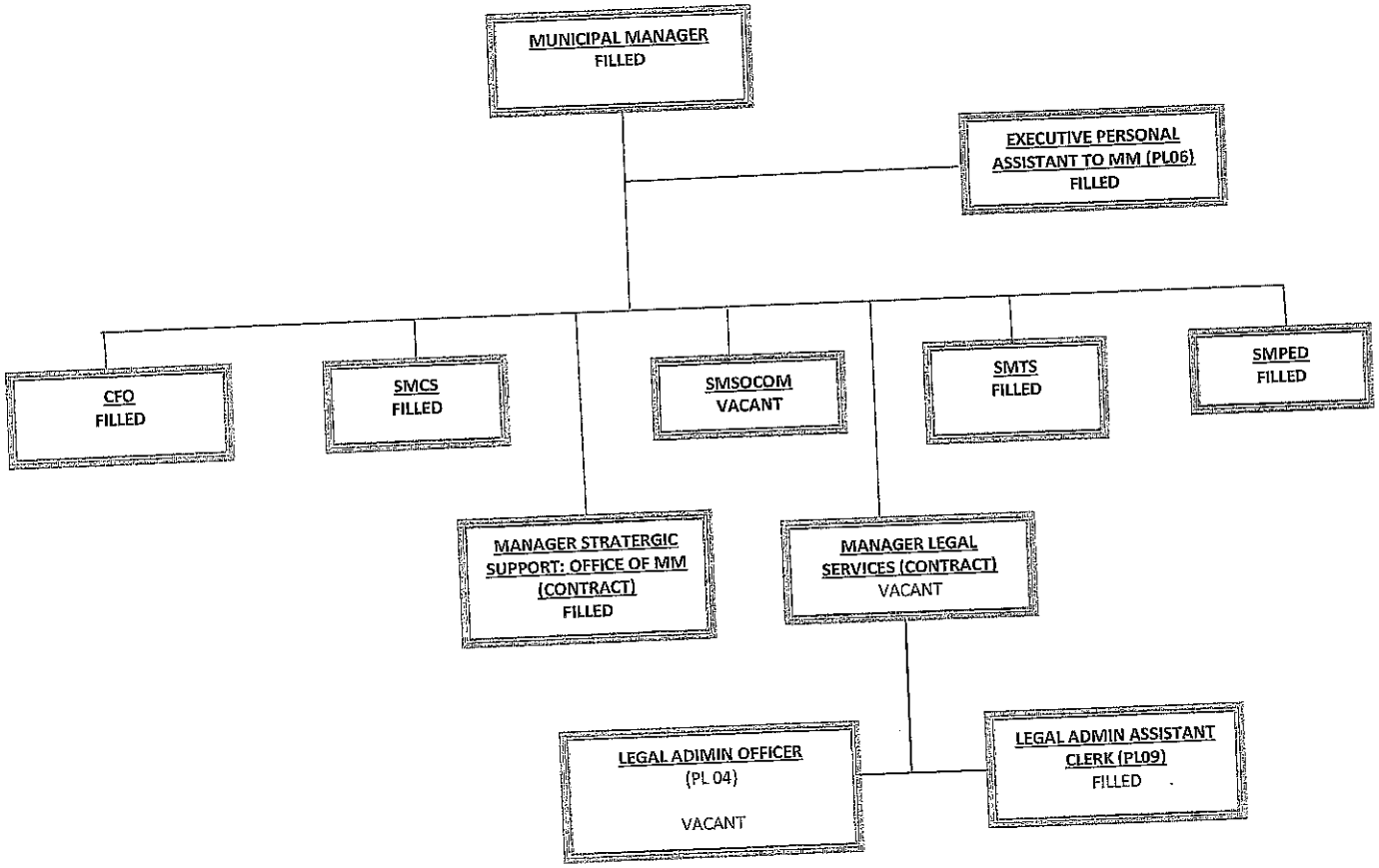
# MAYOR'S OFFICE ORGANOGRAM

## ORGANOGRAM- OFFICE OF THE MAYOR/CHIEF WHIP/SPEAKER

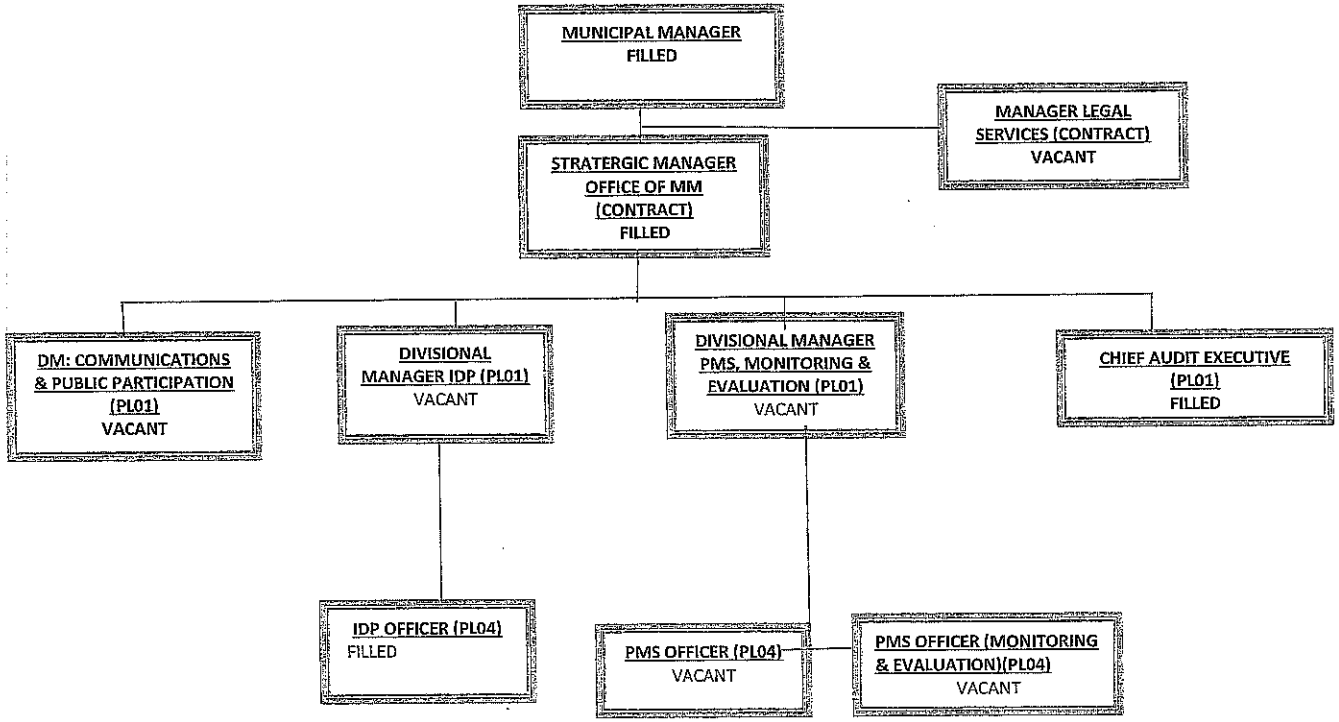


# MUNICIPAL MANAGER'S OFFICE ORGANOGRAM

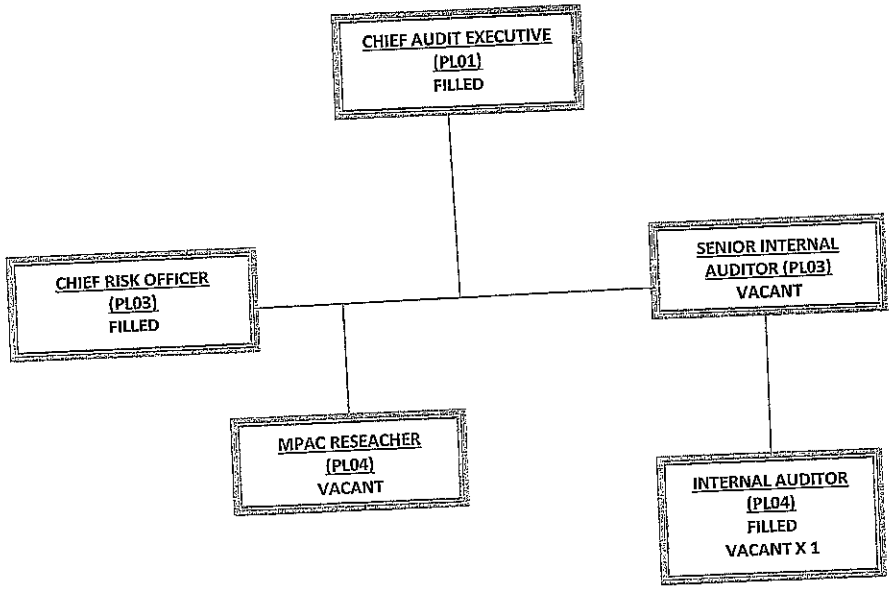
## ORGANOGRAMS – MUNICIPAL MANAGER'S OFFICE DIVISION



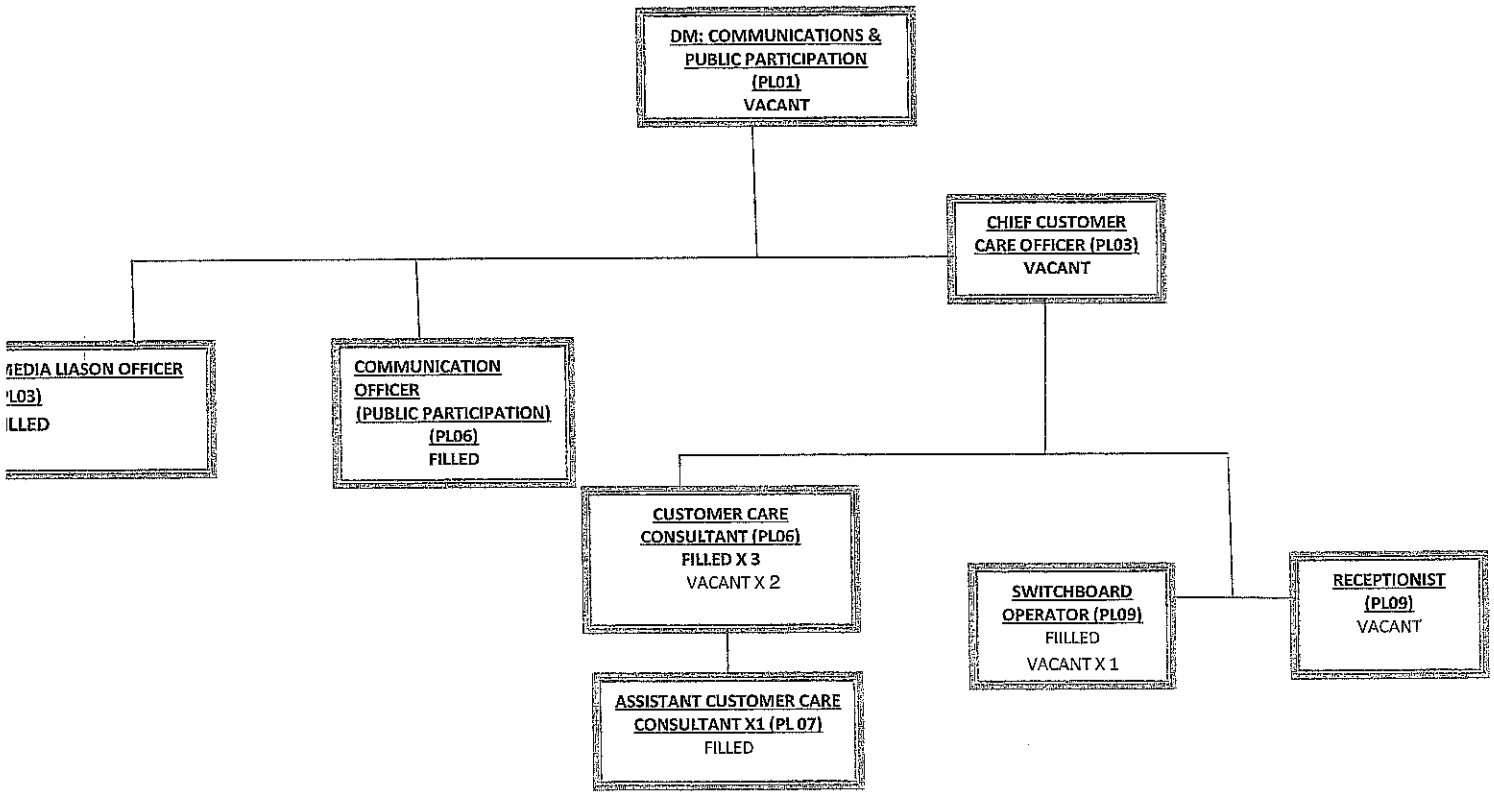
## ORGANOGRAMS – MUNICIPAL MANAGER'S OFFICE DIVISION



INTERNAL AUDIT DIVISION

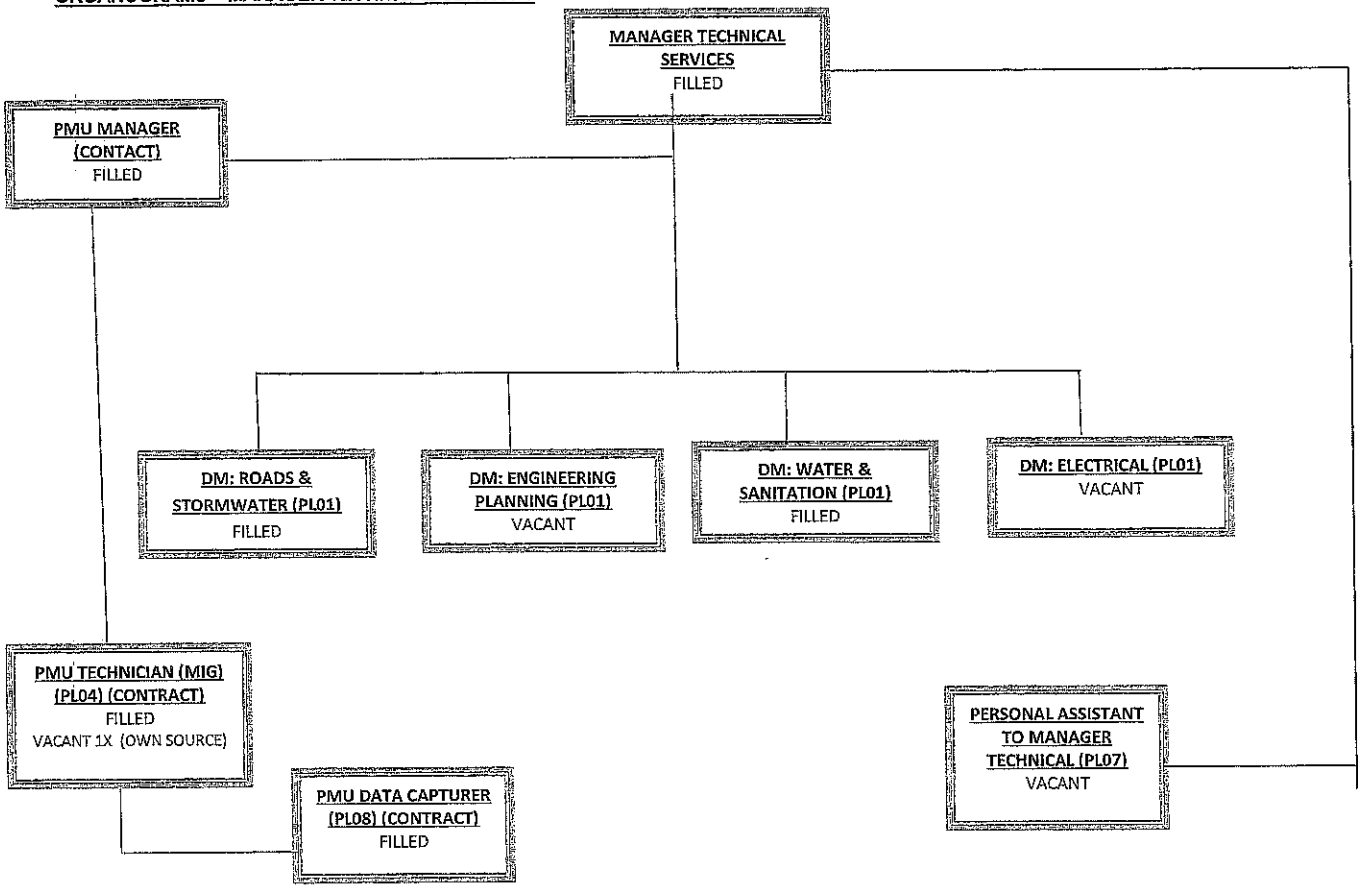


## ORGANOGRAM- COMMUNICATION DIVISION

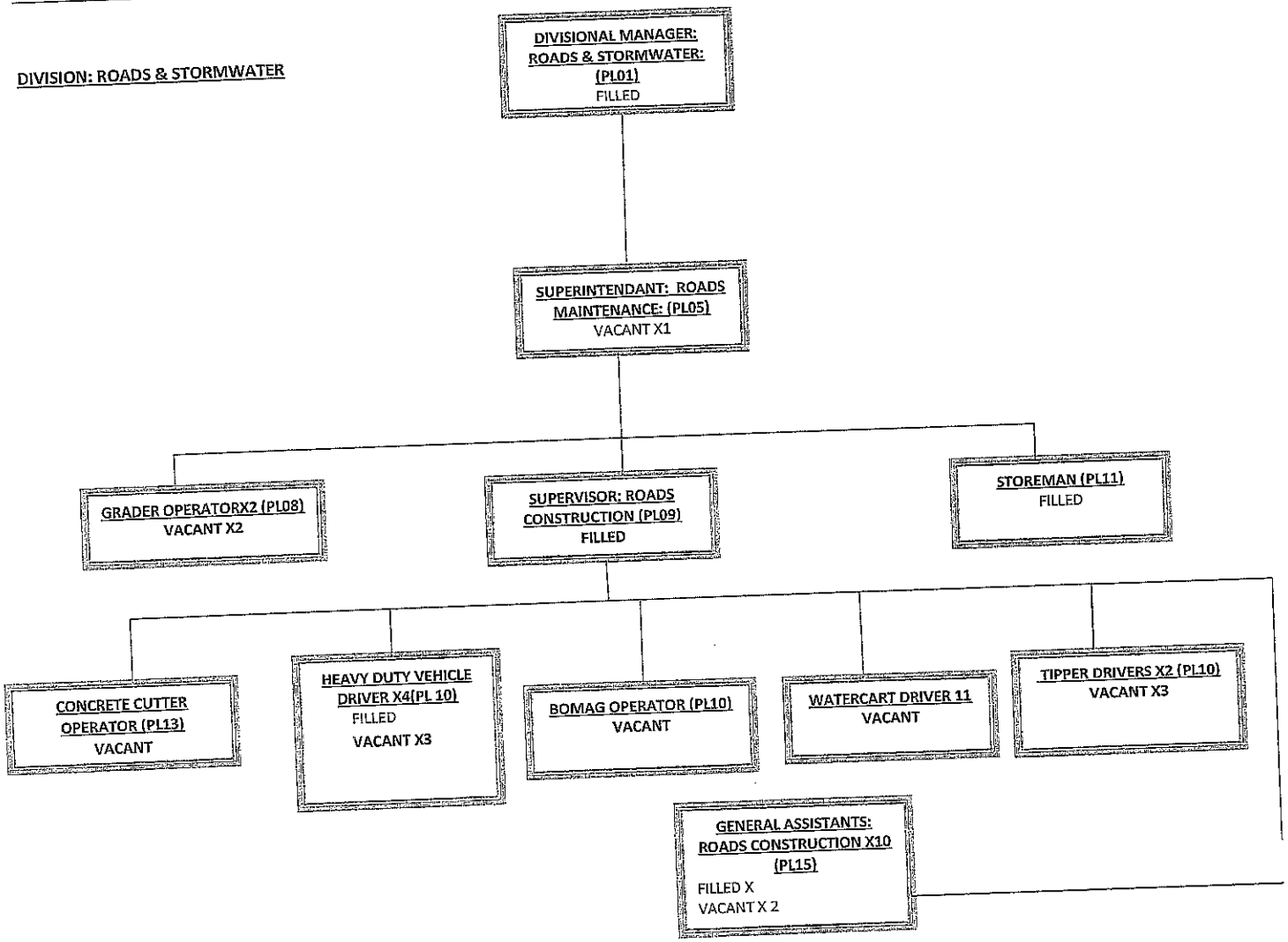


# TECHNICAL SERVICE'S OFFICE ORGANOGRAM

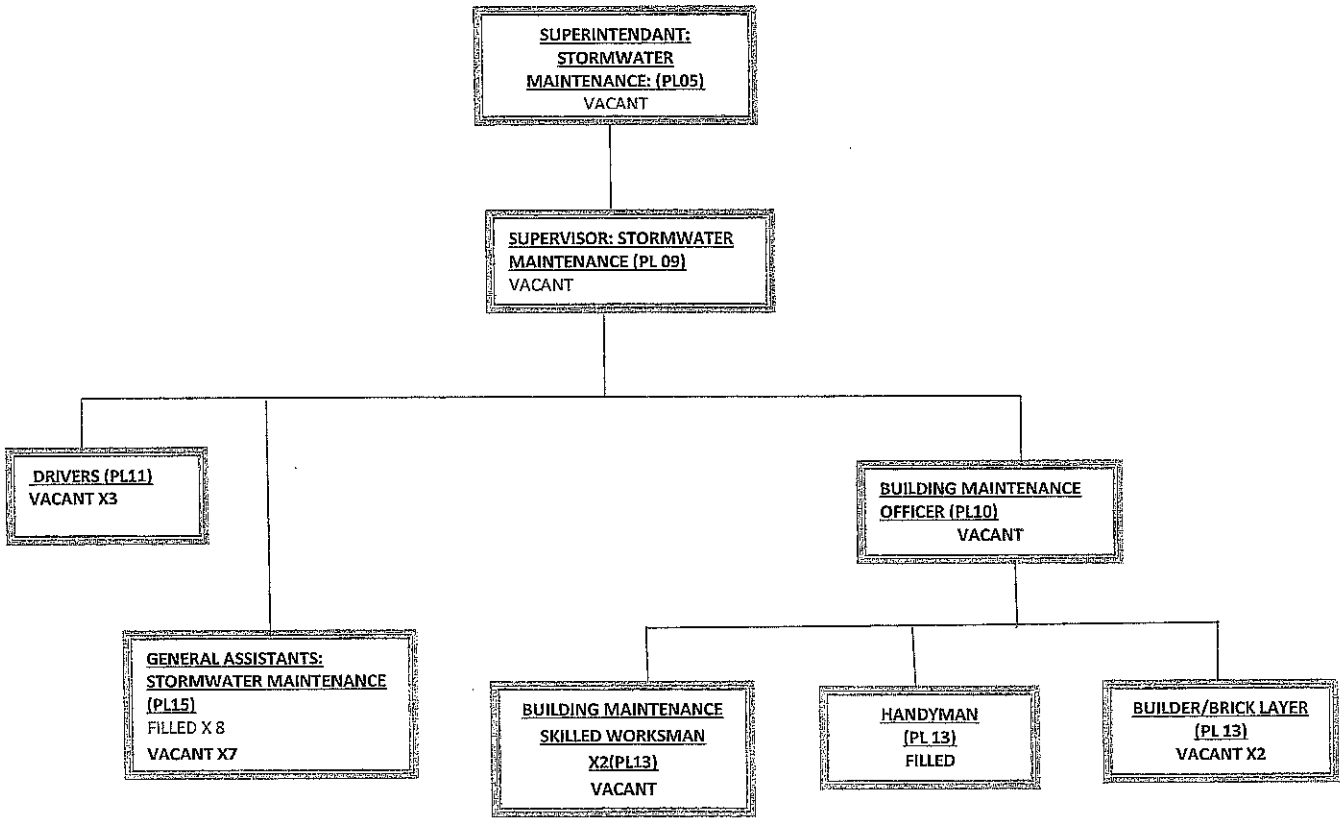
## ORGANOGRAMS – MANAGER TECHNICAL SERVICES



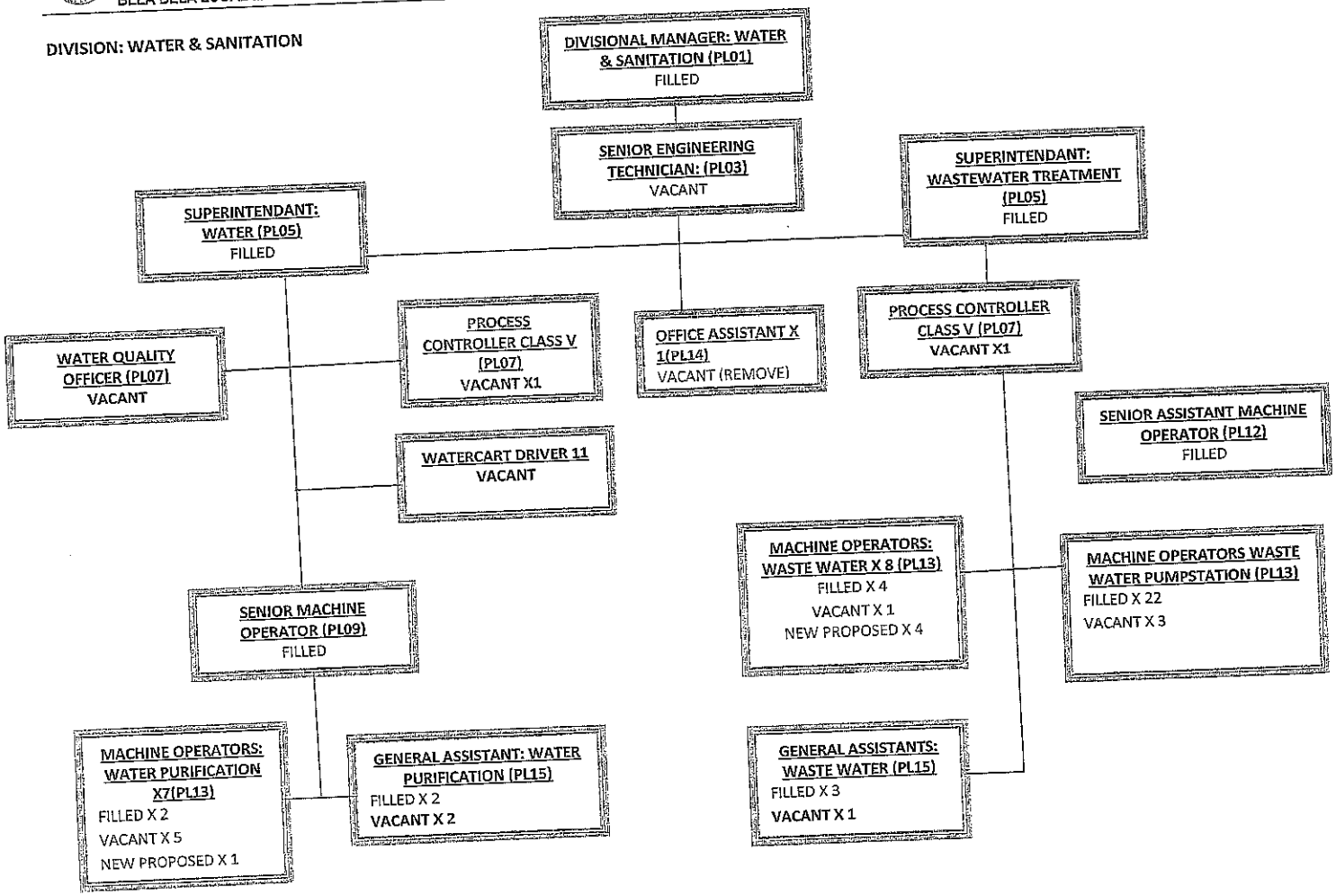
**DIVISION: ROADS & STORMWATER**



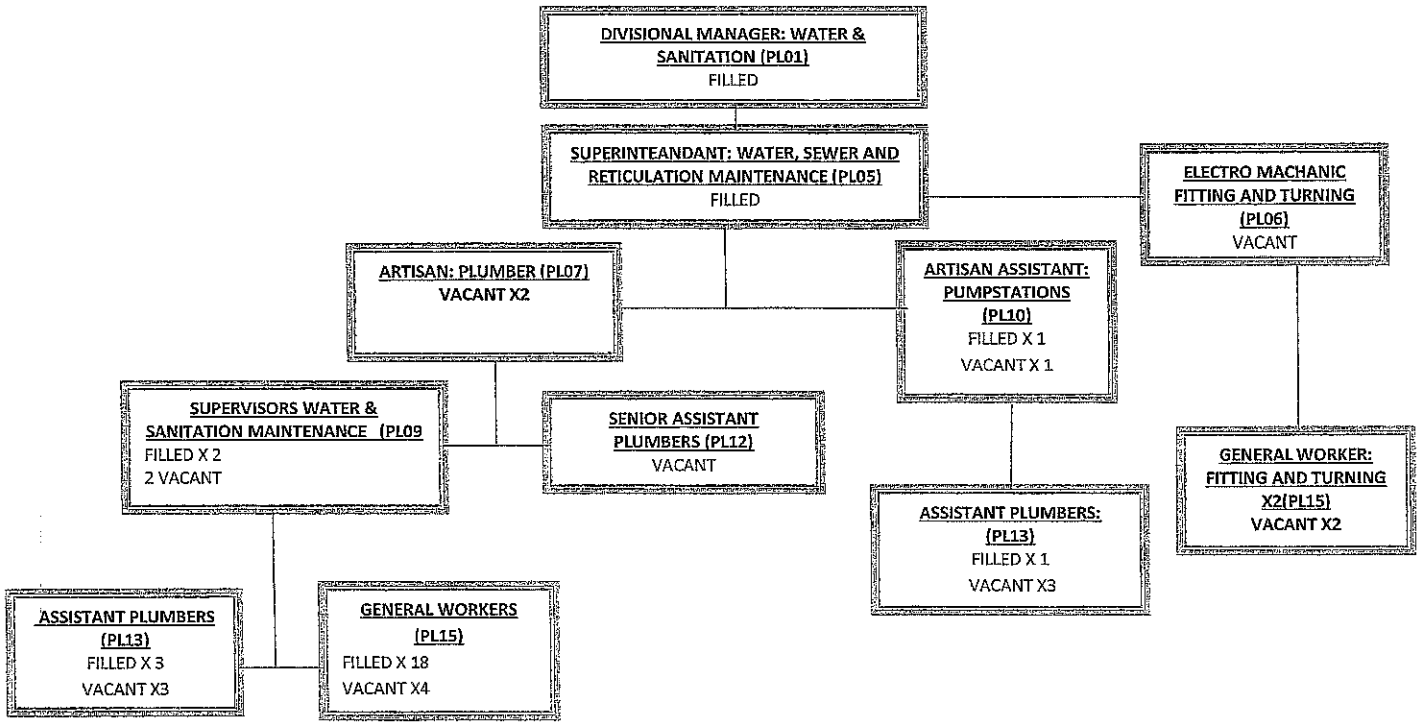
**DIVISION: ROADS & STORMWATER**



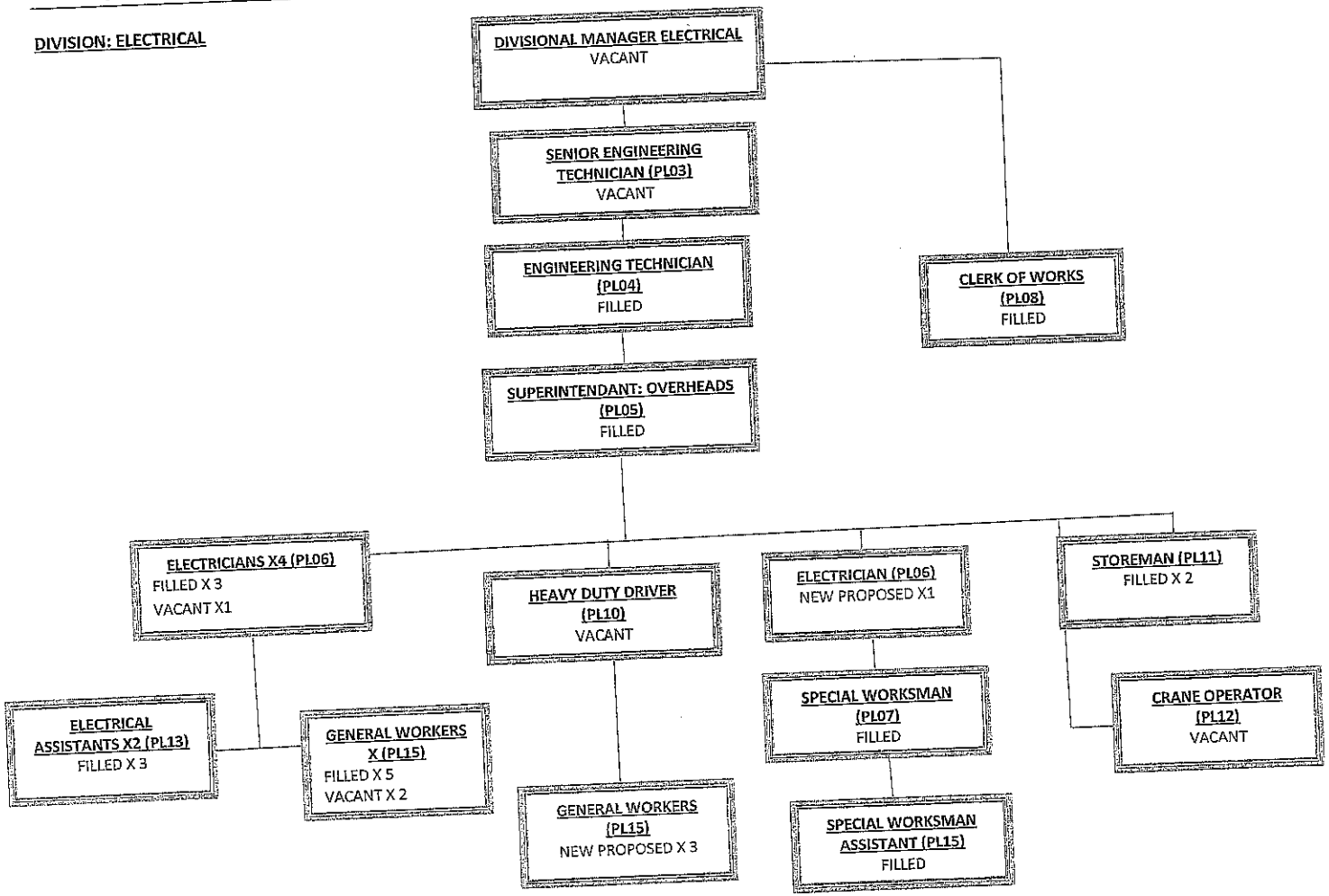
DIVISION: WATER & SANITATION



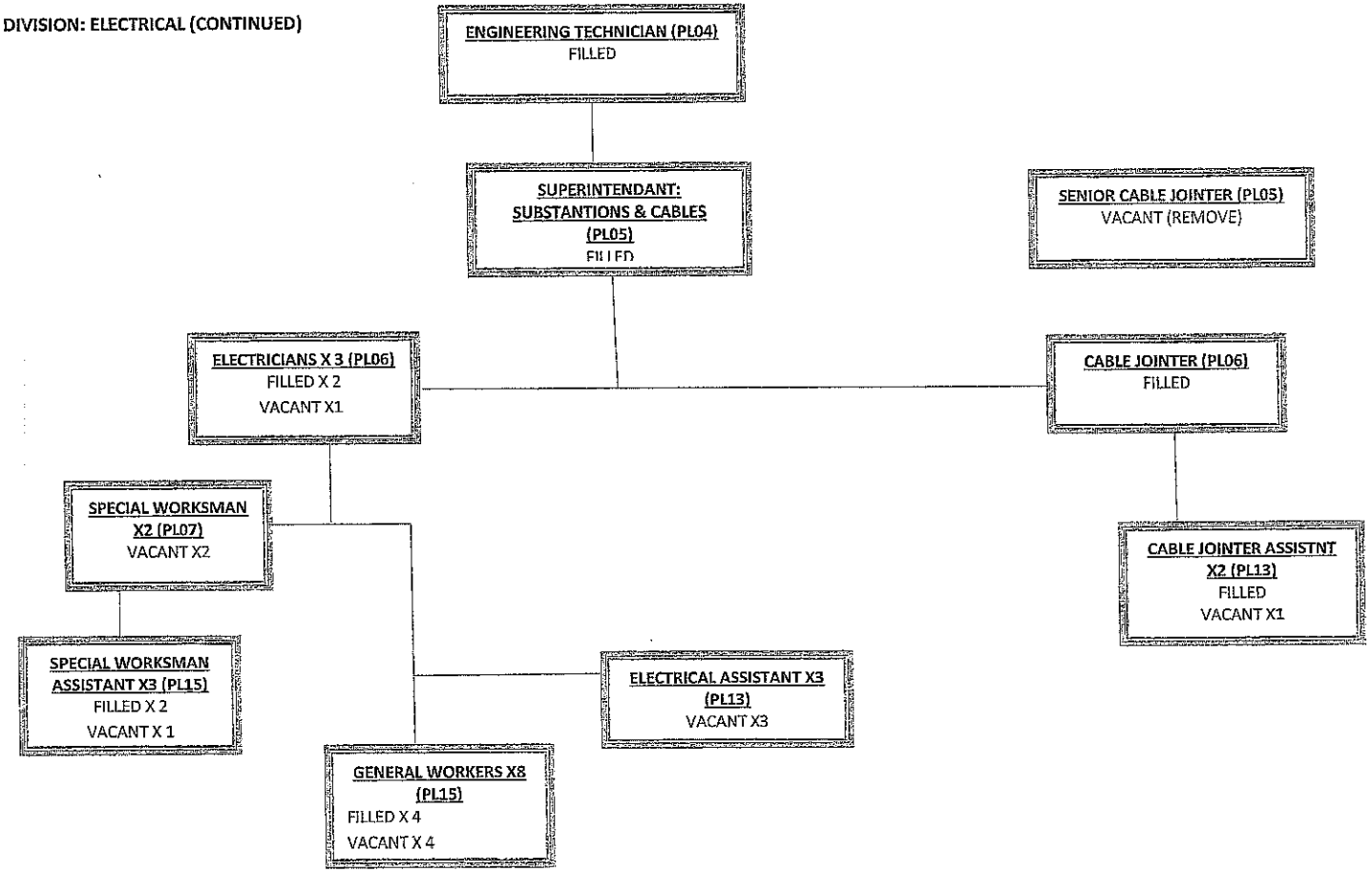
**DIVISION: WATER & SANITATION (CONTINUED)**



**DIVISION: ELECTRICAL**



DIVISION: ELECTRICAL (CONTINUED)



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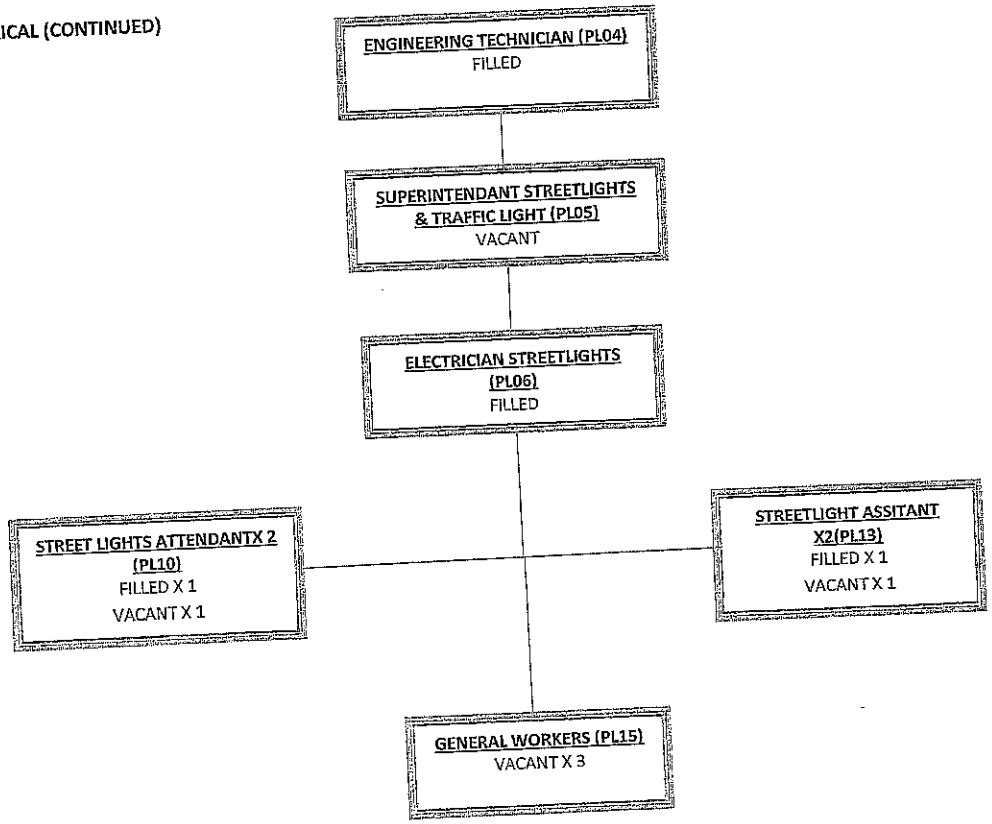
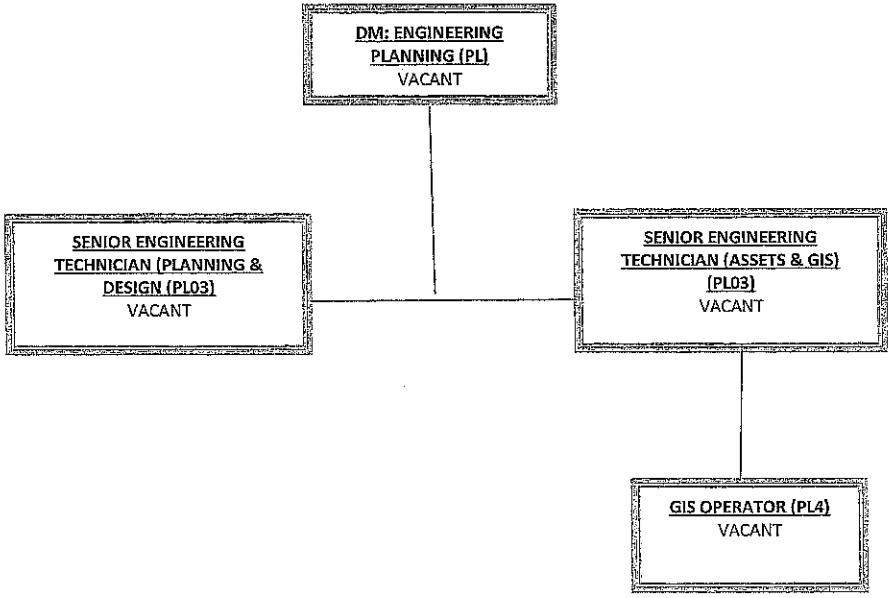
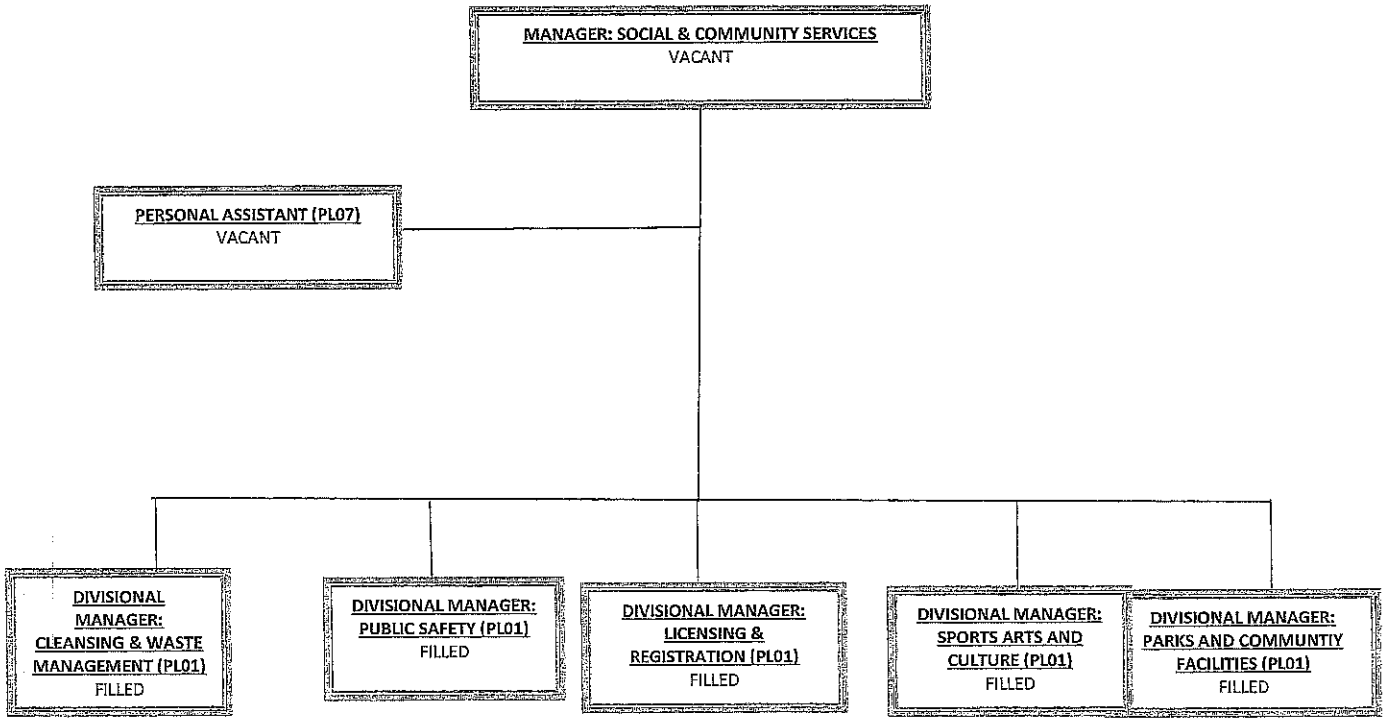


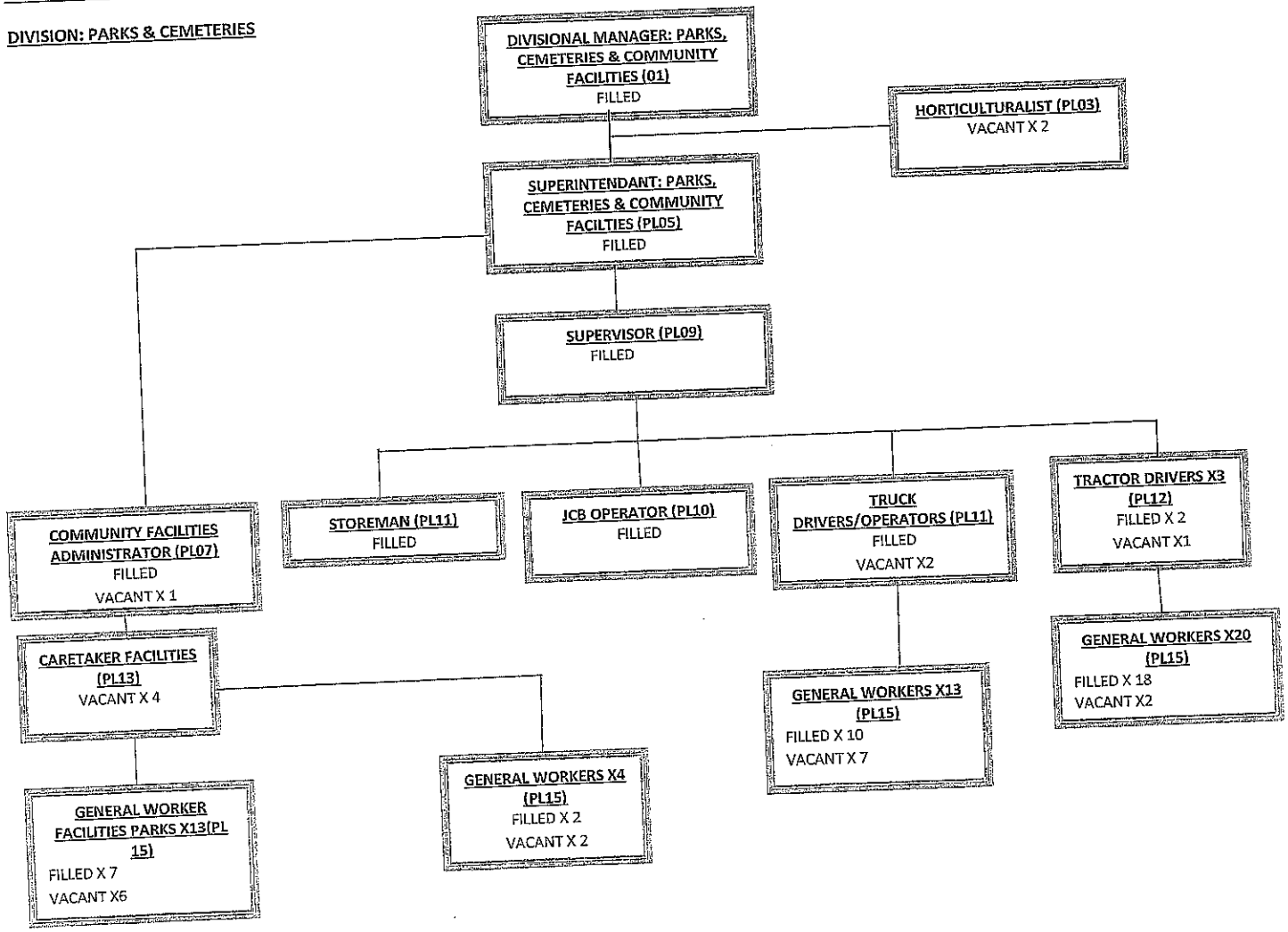
**ENGINEERING PLANNING DIVISION**



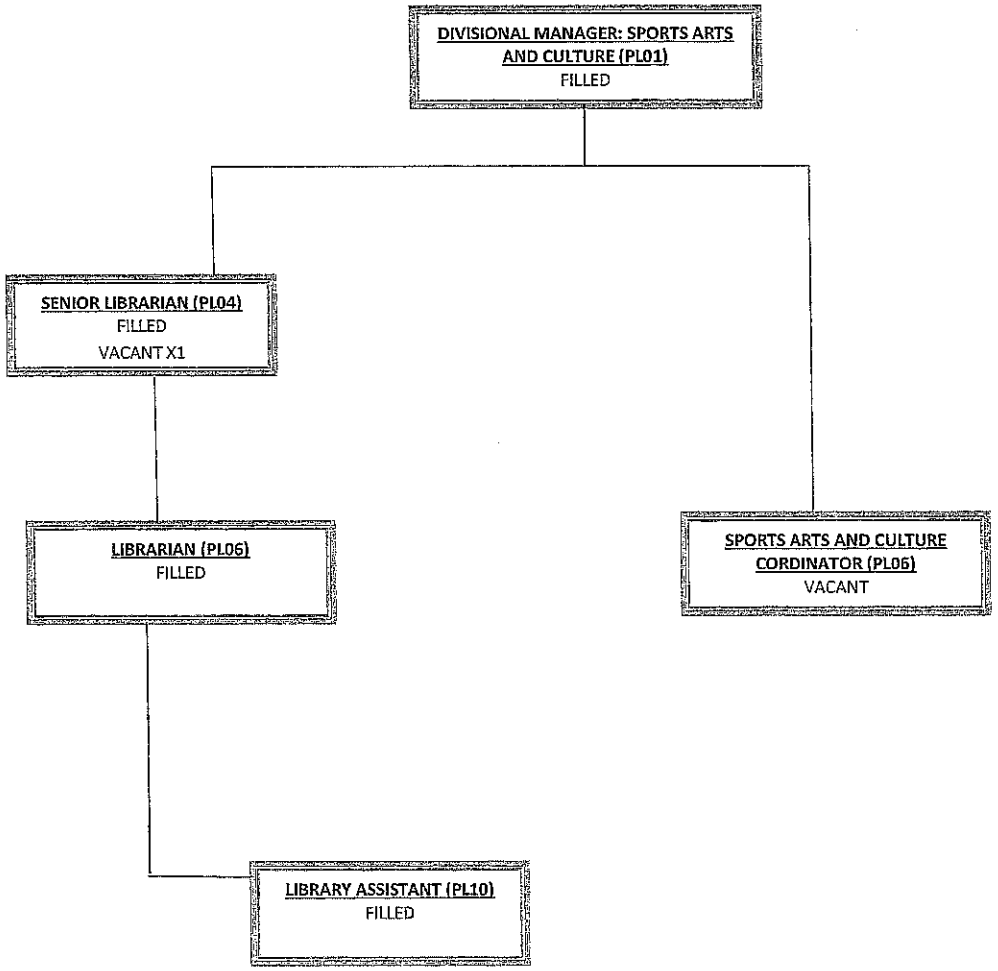
# SOCIAL & COMMUNITY SERVICES ORGANOGRAM


MANAGER: SOCIAL & COMMUNITY SERVICES
VACANT
PERSONAL ASSISTANT (PL07)
VACANT
DIVISIONAL MANAGER: CLEANSING & WASTE MANAGEMENT (PL01)
FILLED
DIVISIONAL MANAGER: PUBLIC SAFETY (PL01)
FILLED
DIVISIONAL MANAGER: LICENSING & REGISTRATION (PL01)
FILLED
DIVISIONAL MANAGER: SPORTS ARTS AND CULTURE (PL01)
FILLED
DIVISIONAL MANAGER: PARKS AND COMMUNTIY FACILITIES (PL01)
FILLED

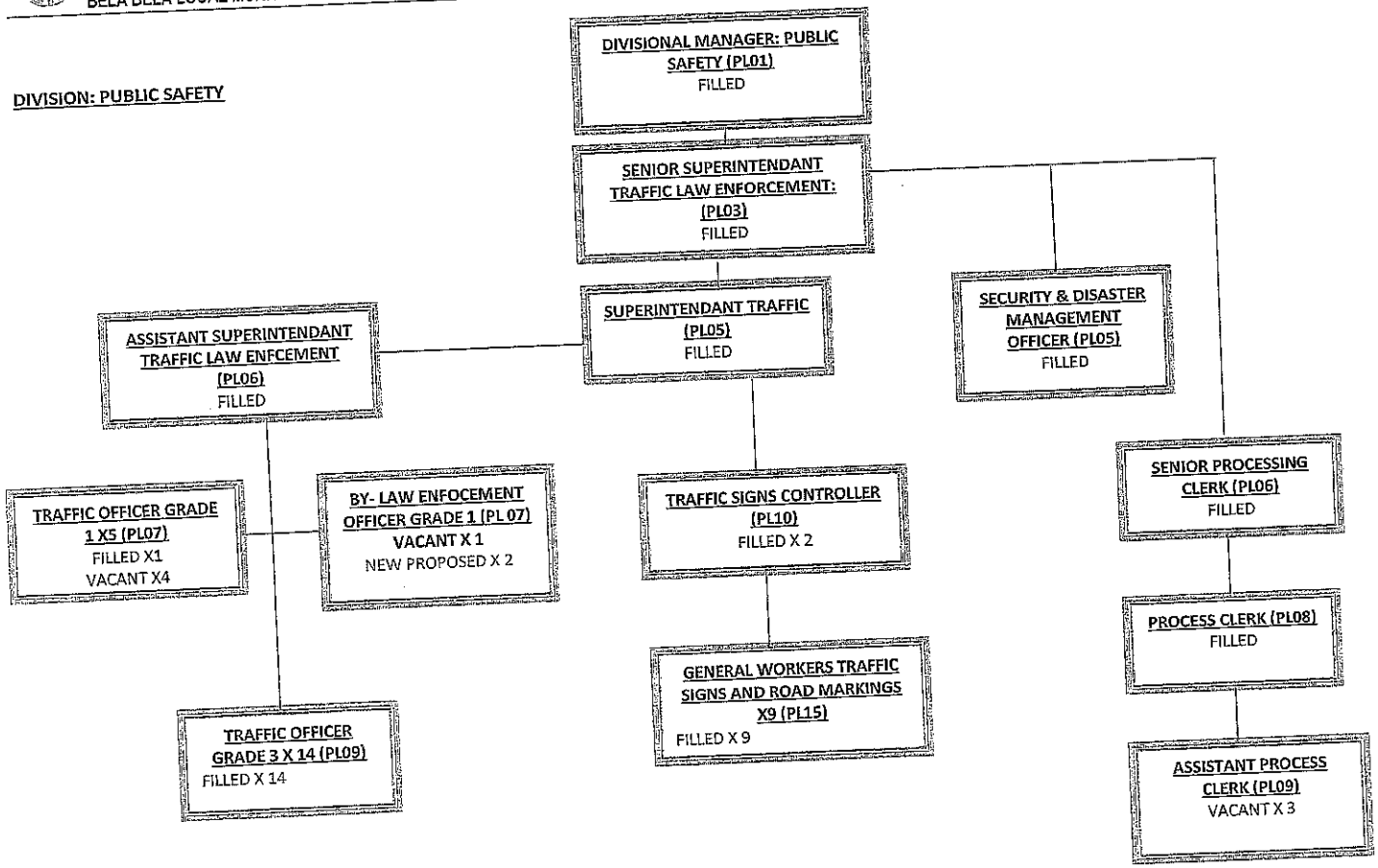
**DIVISION: PARKS & CEMETERIES**



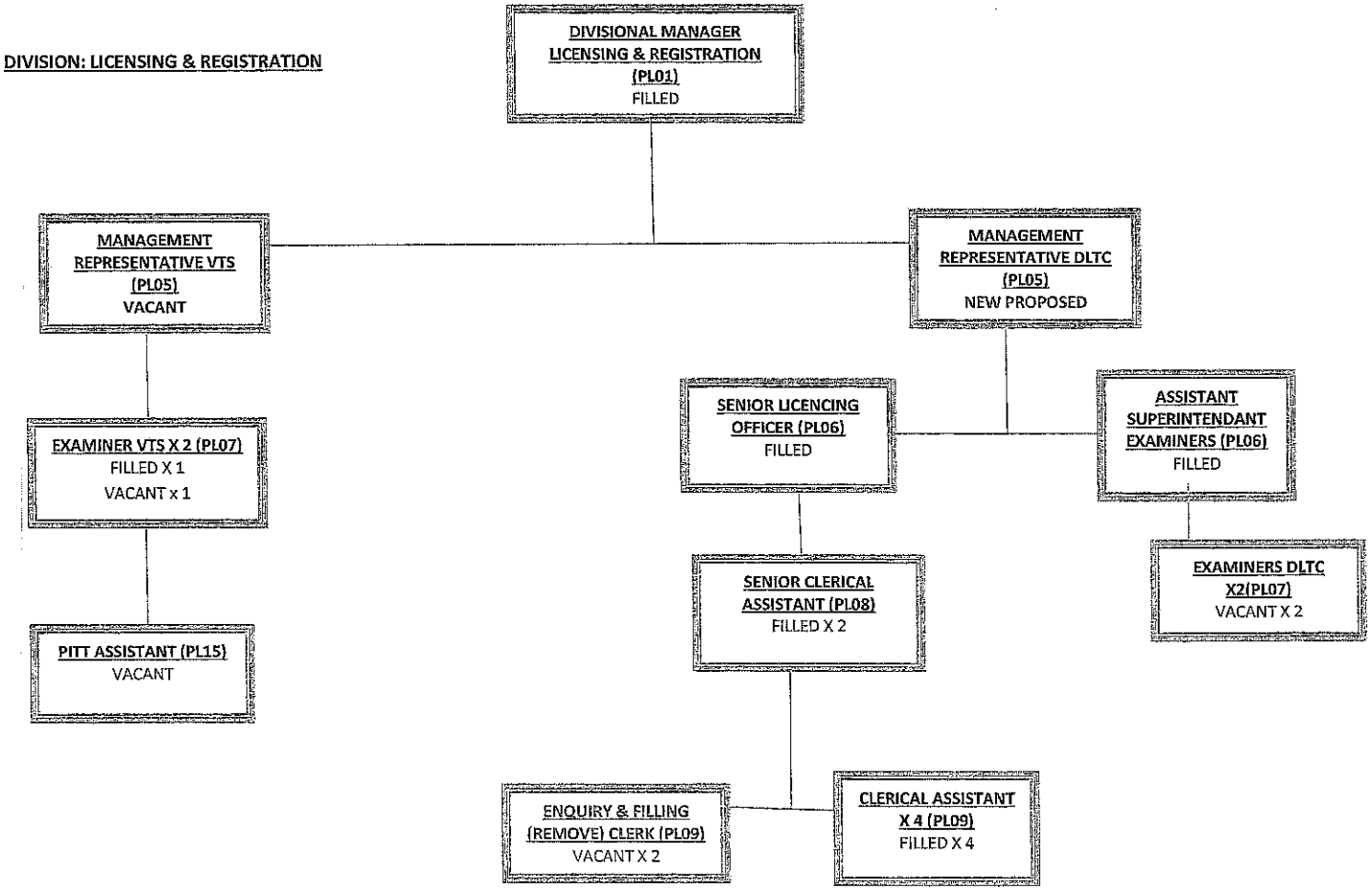
**DIVISION: SPORTS ARTS AND CULTURE**



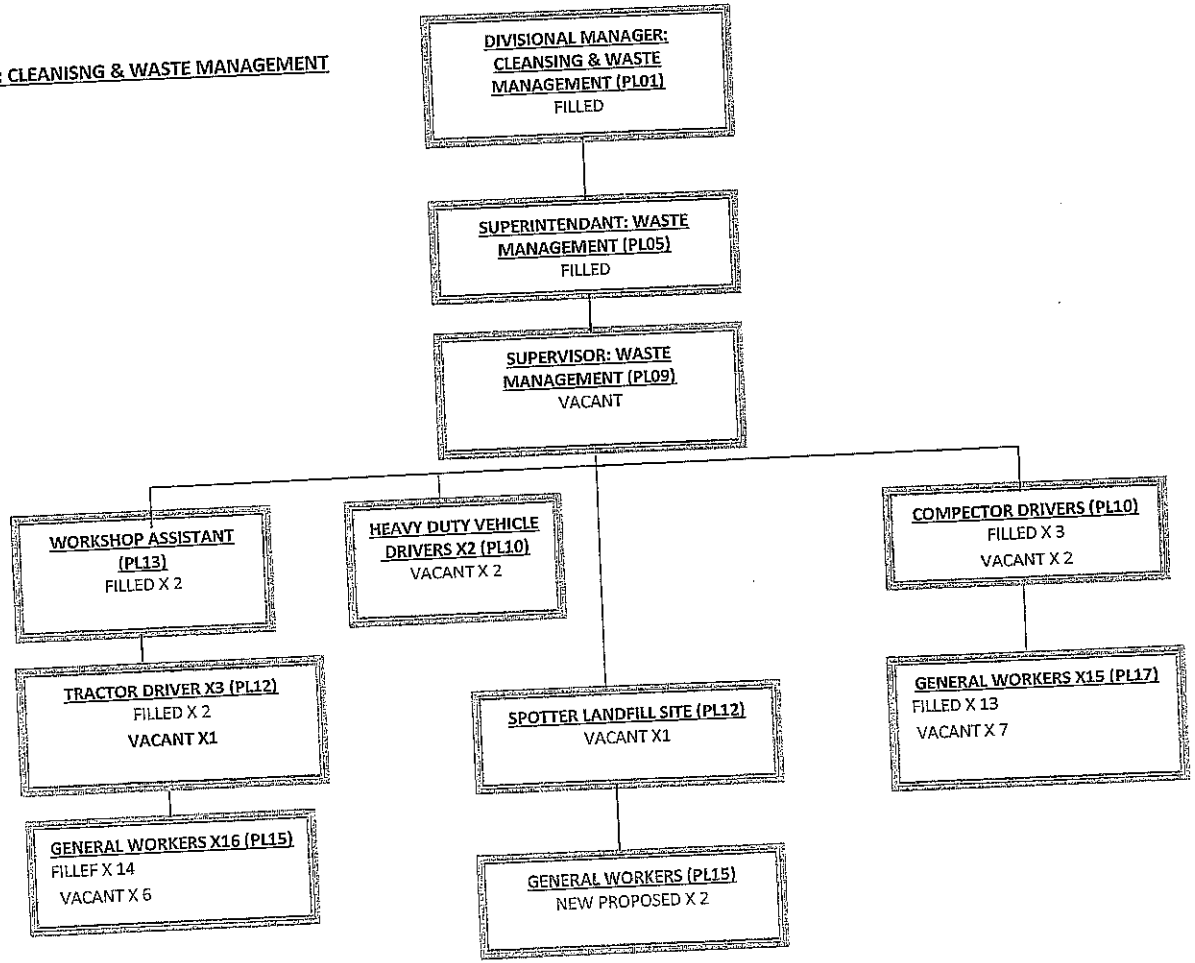
**DIVISION: PUBLIC SAFETY**



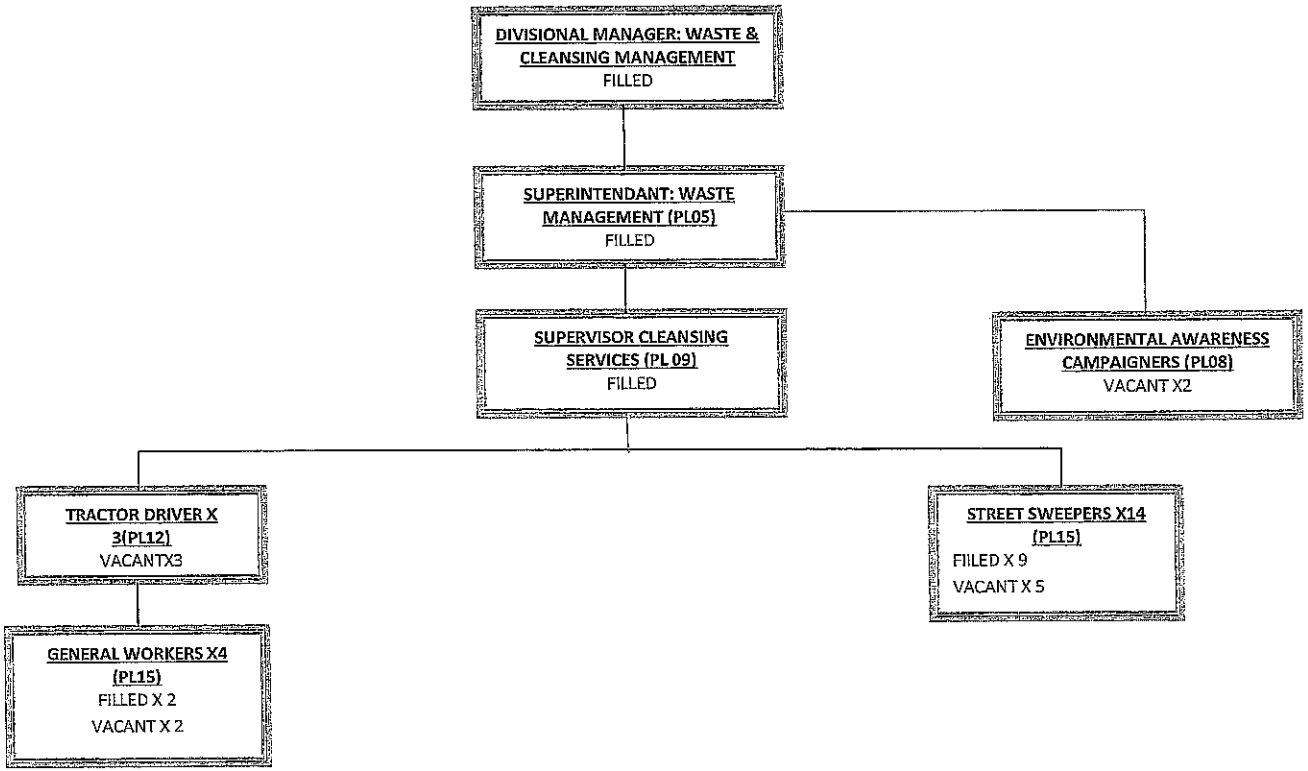
**DIVISION: LICENSING & REGISTRATION**



**DIVISION: CLEANISNG & WASTE MANAGEMENT**

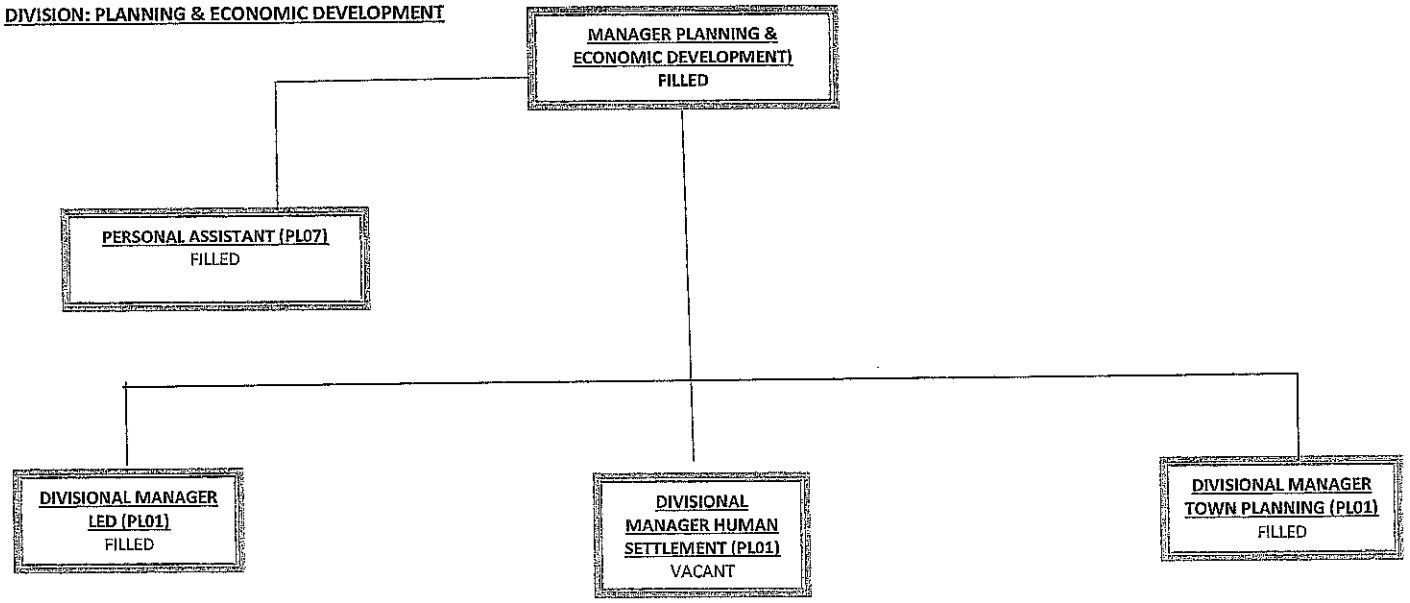


**DIVISION: CLEANSING & WASTE MANAGEMENT (CLEANSING)**

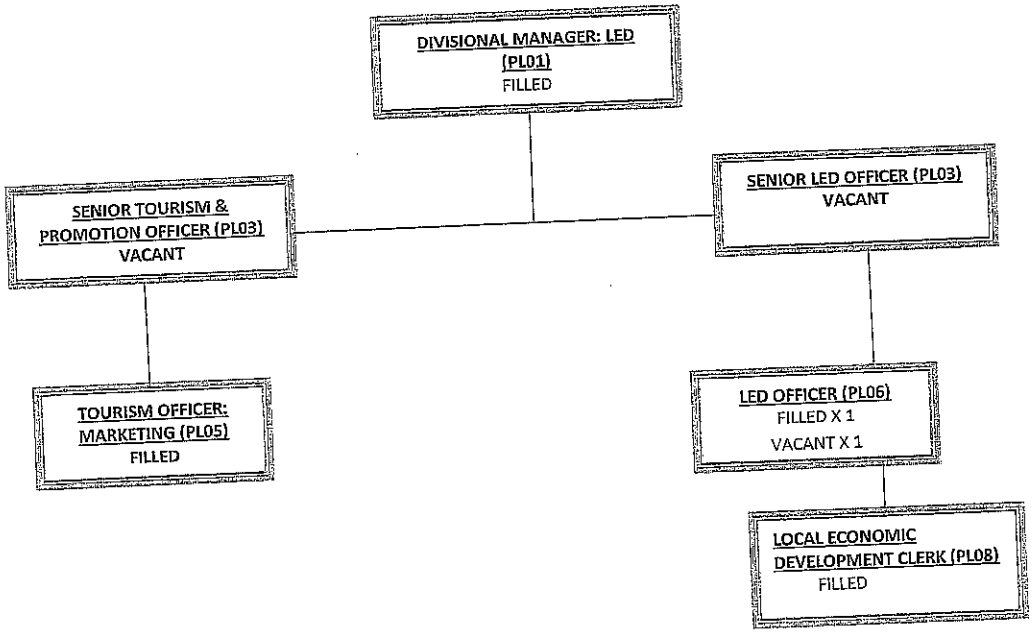


# PLANNING & ECONOMIC OFFICE ORGANOGRAM

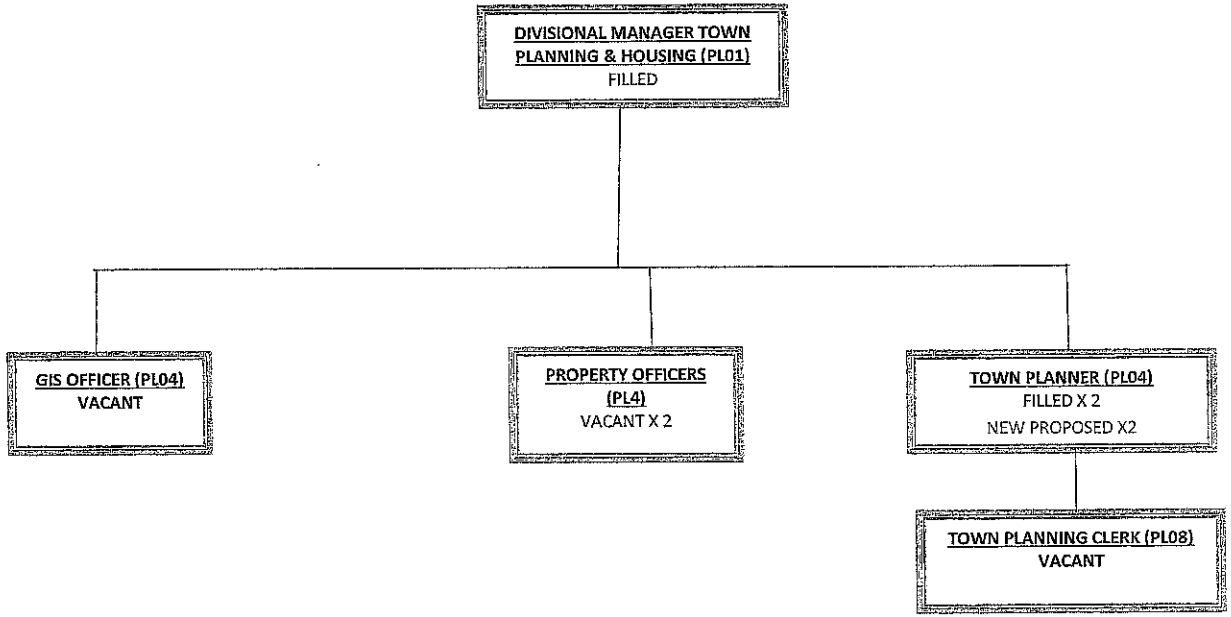
**DIVISION: PLANNING & ECONOMIC DEVELOPMENT**



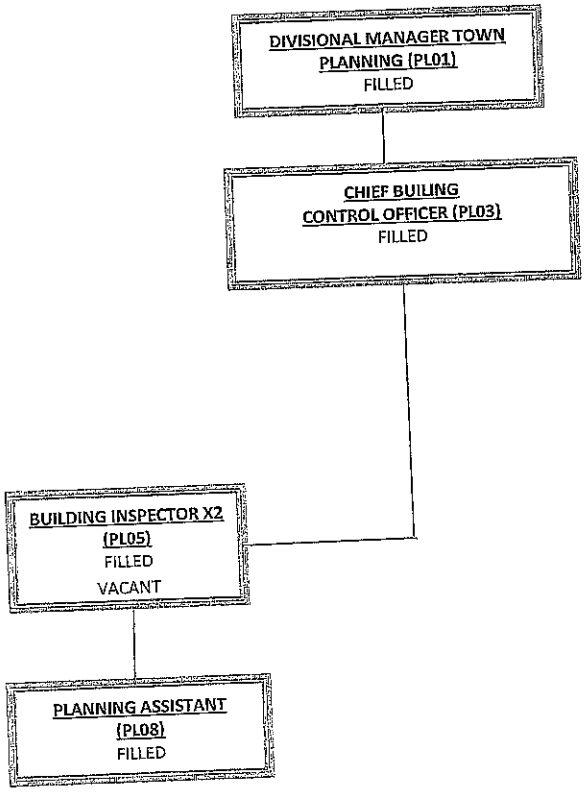
DIVISION: LOCAL ECONOMIC DEVELOPMENT



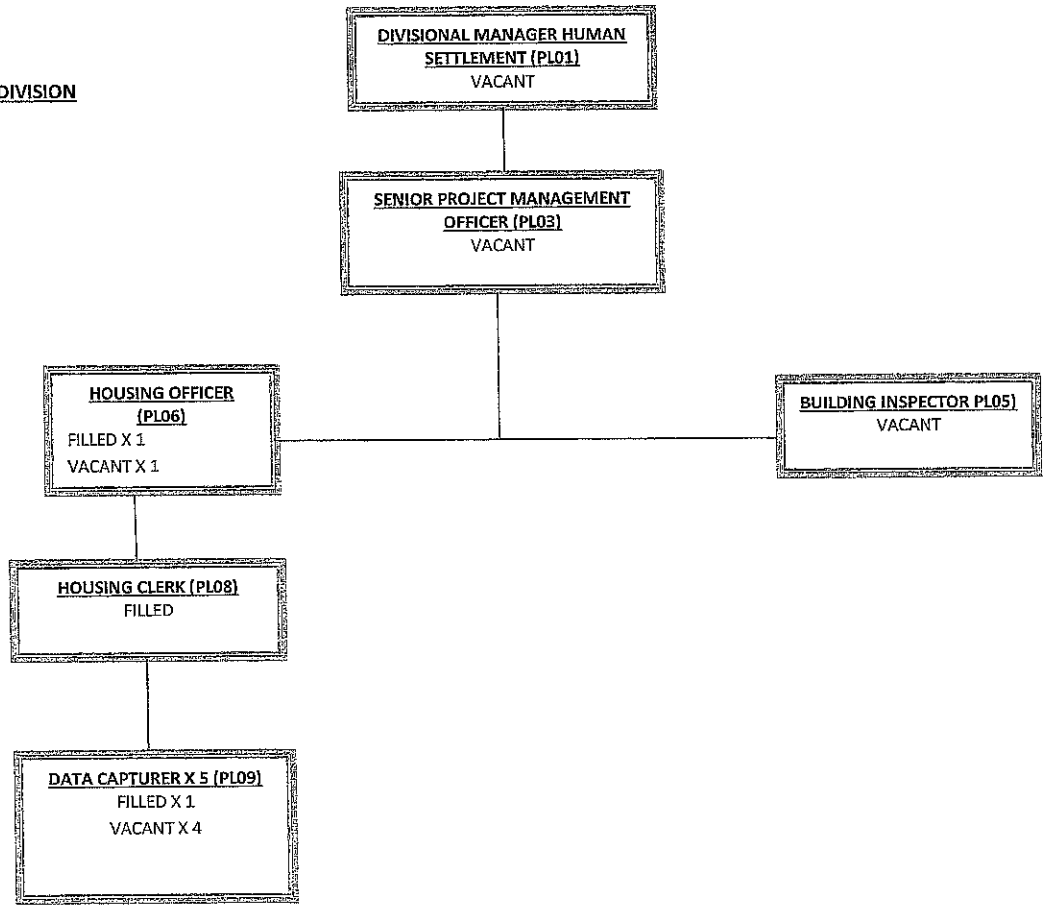
**DIVISION: TOWN PLANNING**



**DIVISION: TOWN PLANNING**

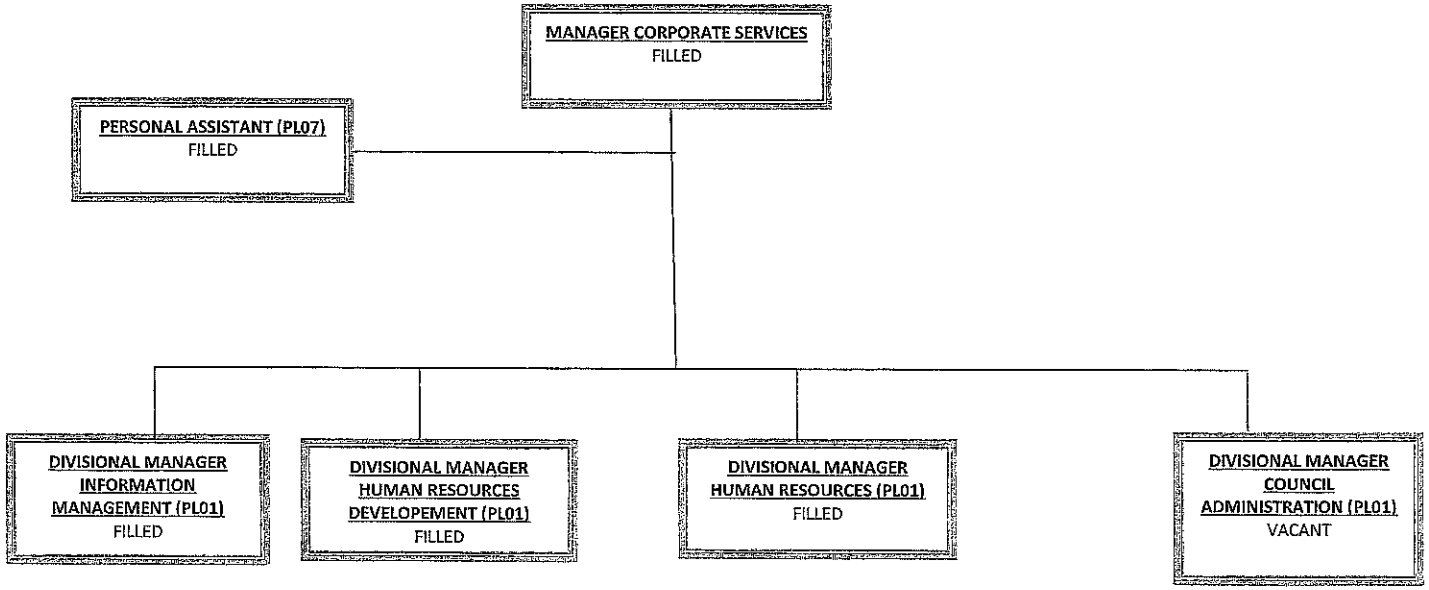


**HUMAN SETTLEMENT DIVISION**

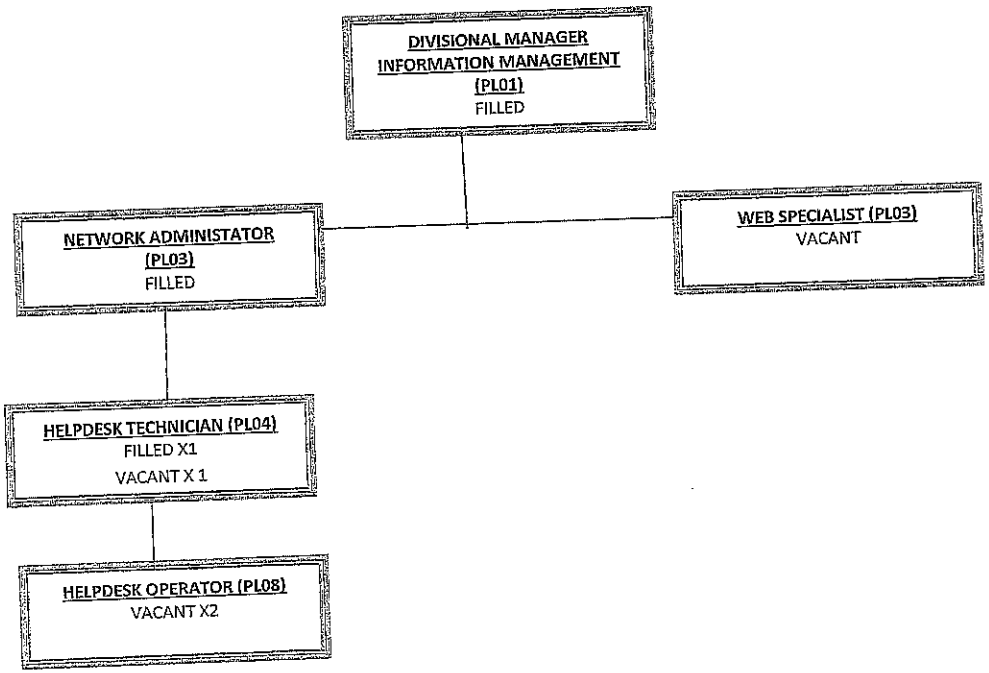


# OFFICE OF CORPORATE ORGANOGRAM

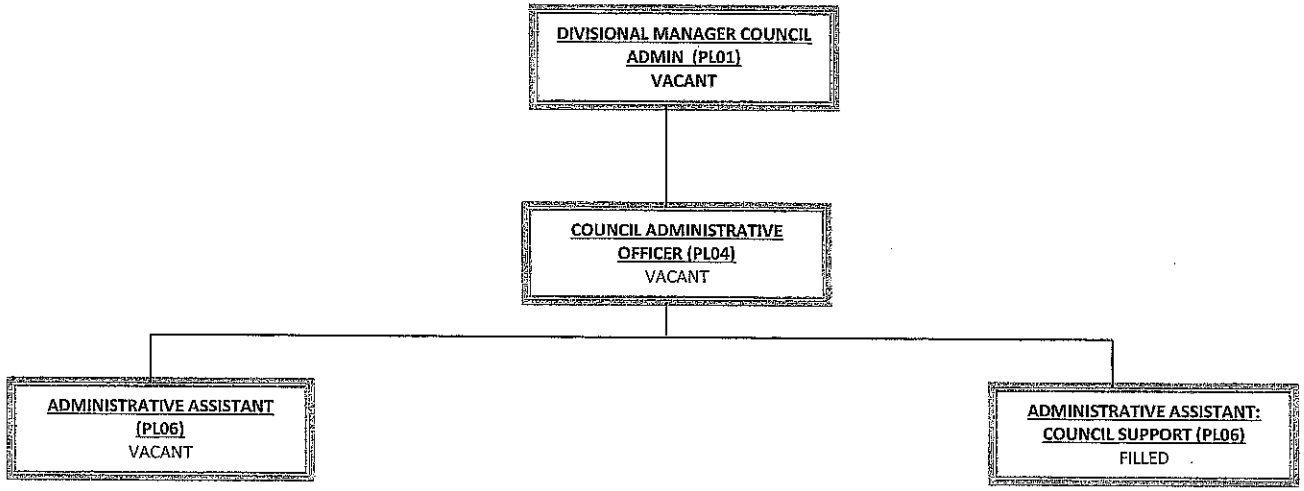
**DEPARTMENT: CORPORATE SERVICES**



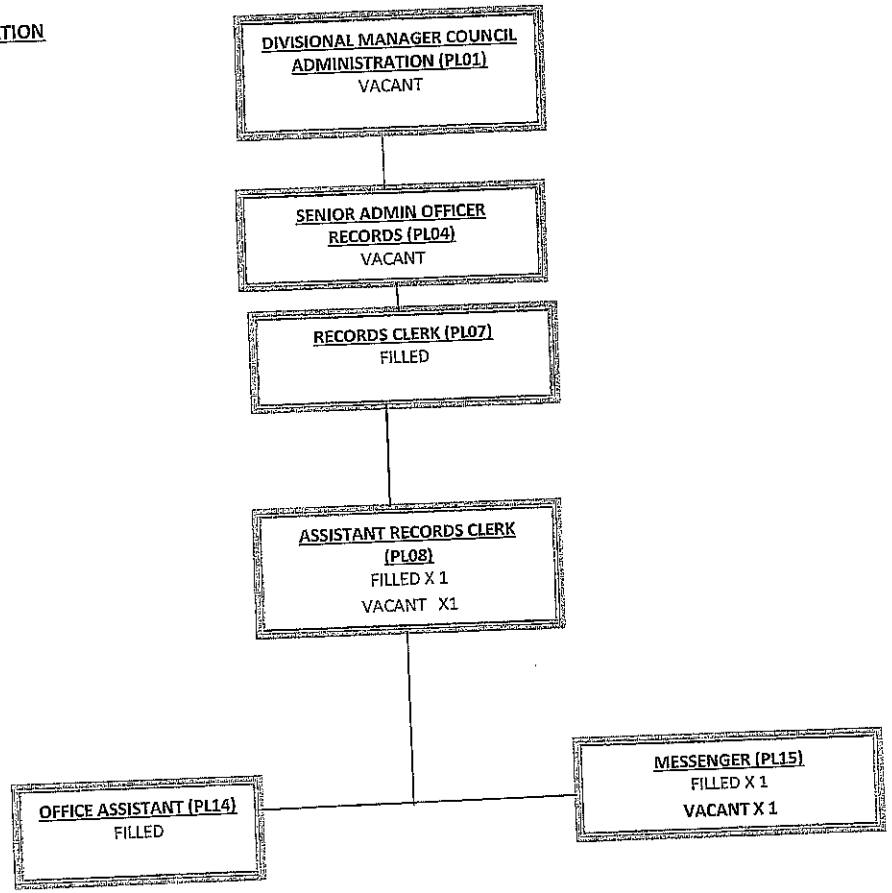
INFORMATION TECHNOLOGY DIVISION



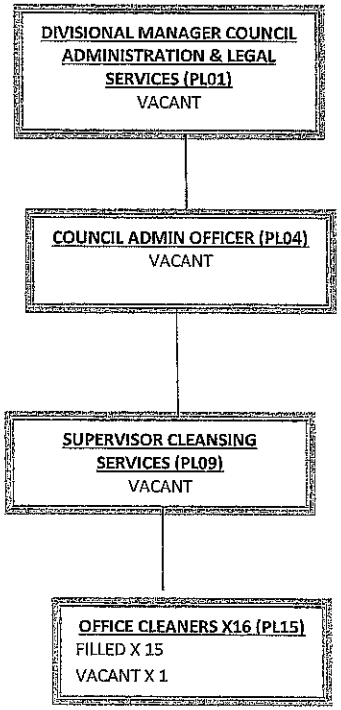
**DIVISION: COUNCIL ADMIN**



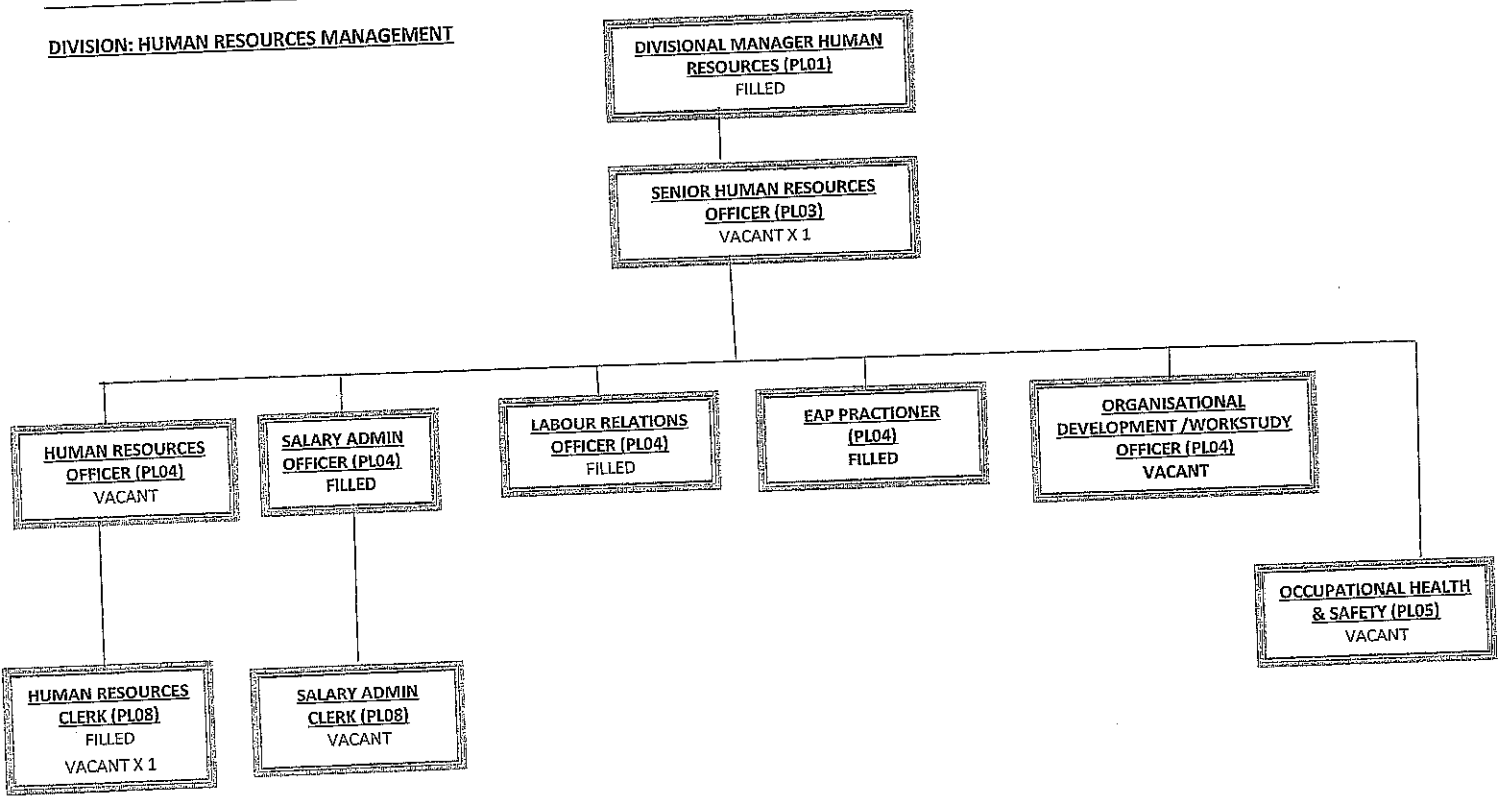
DIVISION: COUNCIL ADMINISTRATION



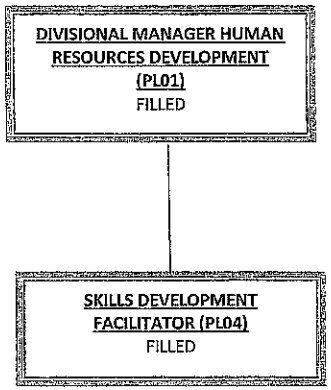
DIVISION COUNCIL ADMINISTRATION (CONTINUED)



**DIVISION: HUMAN RESOURCES MANAGEMENT**

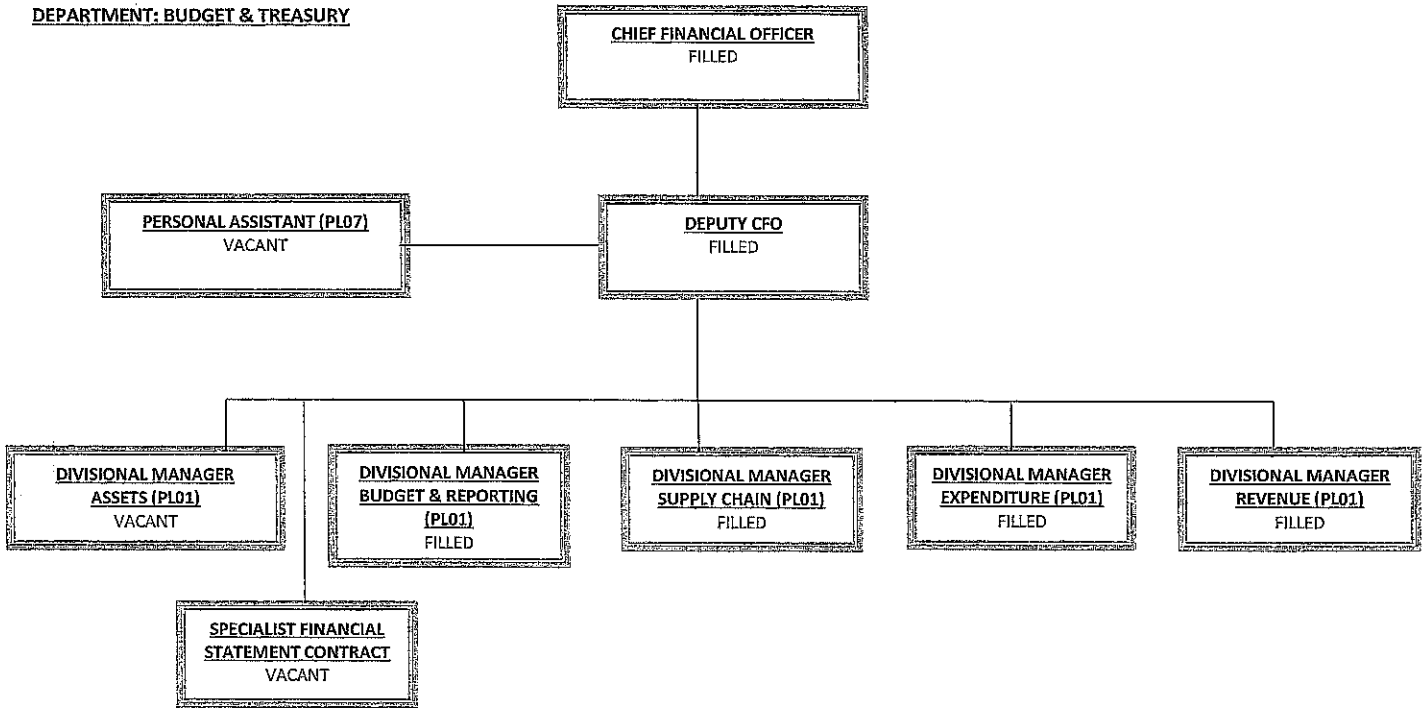


**DIVISION: HUMAN RESOURCES DEVELOPMENT**

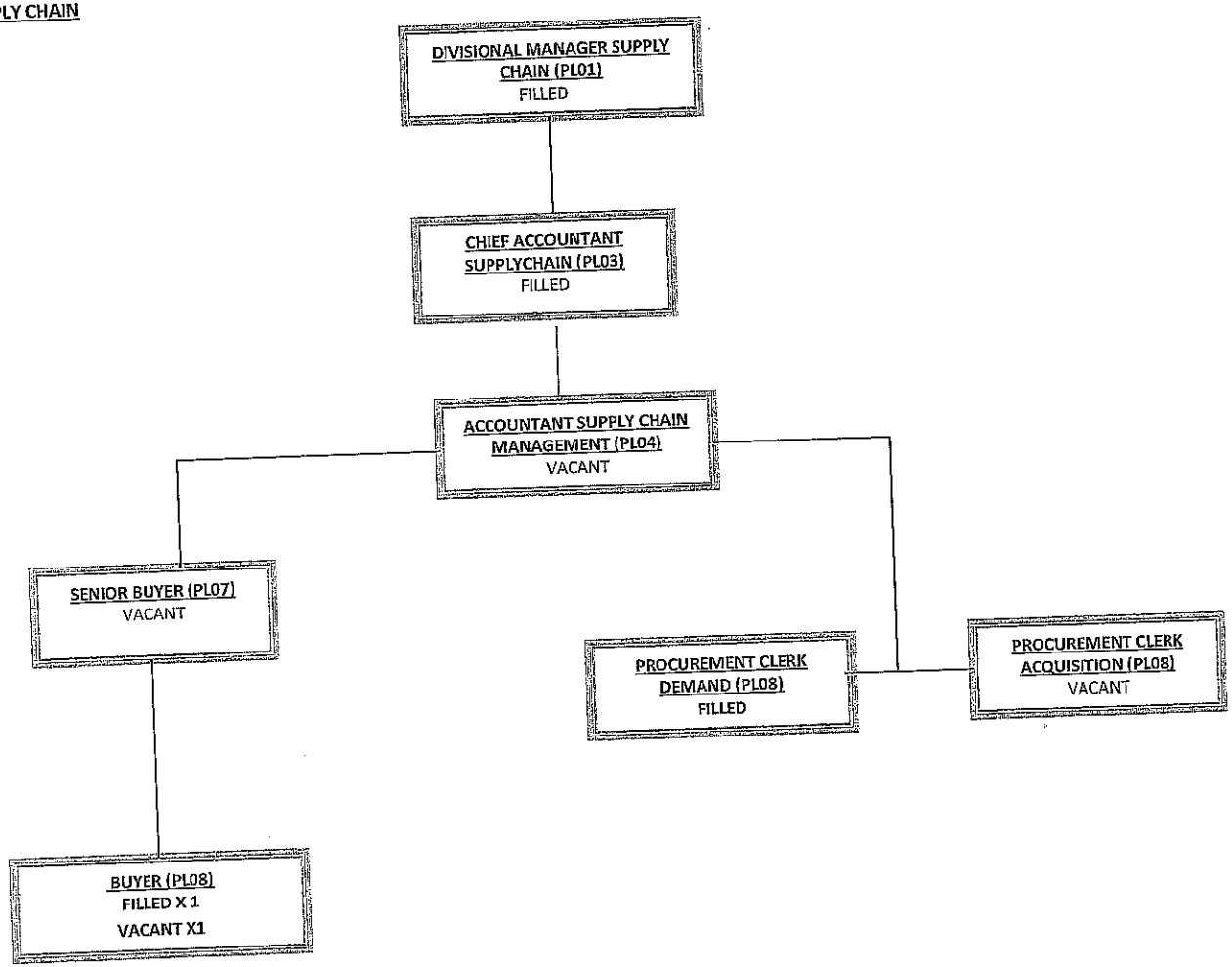


# BUDGET & TREASURY ORGANOGRAM

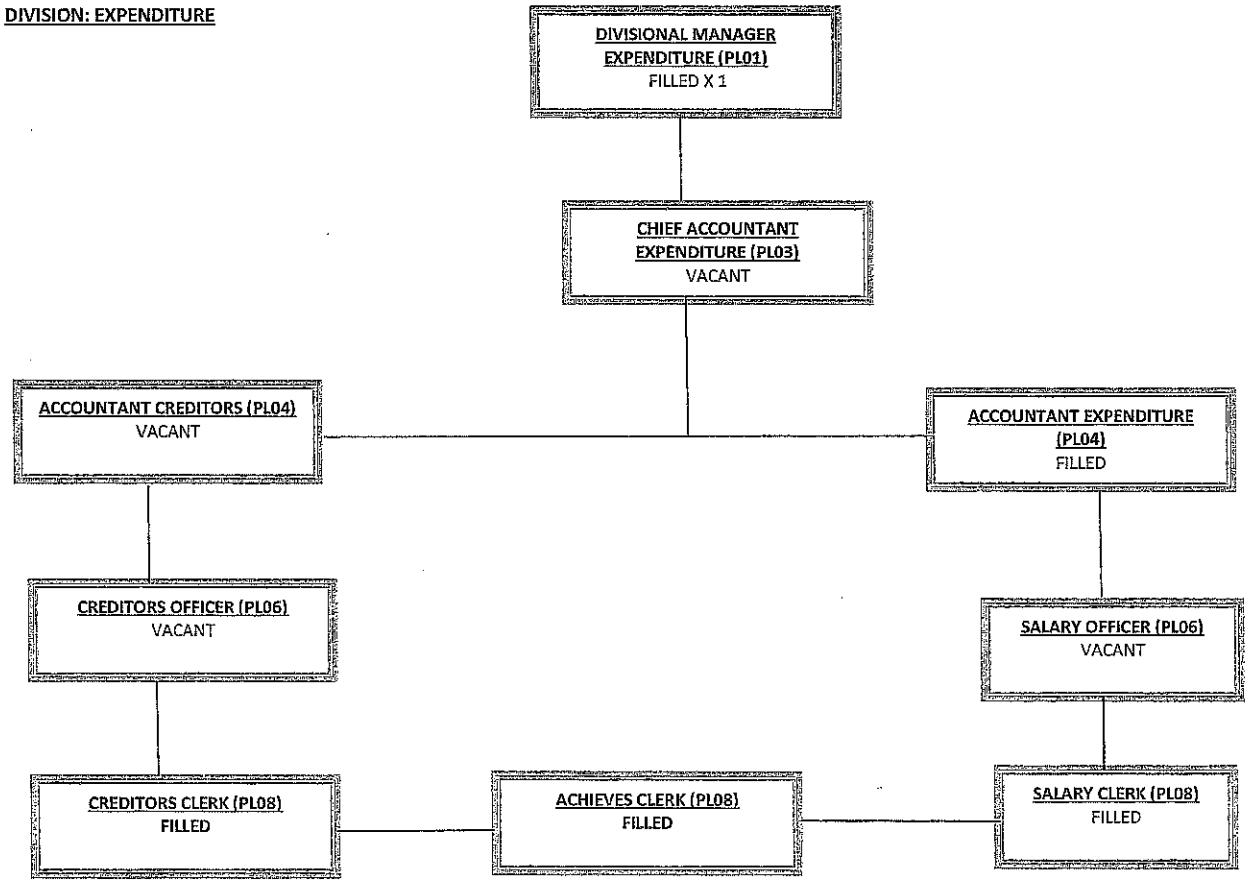
**DEPARTMENT: BUDGET & TREASURY**



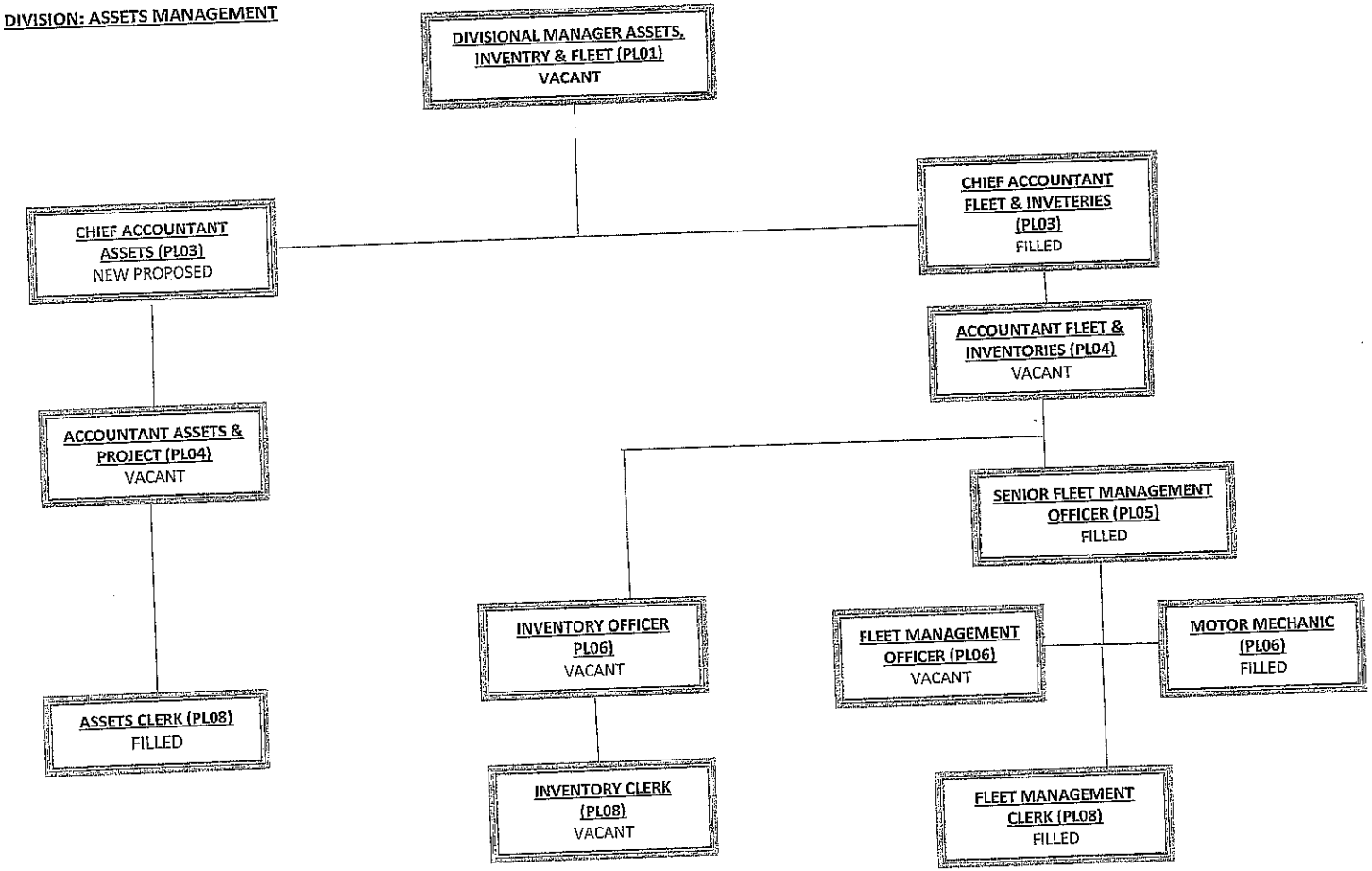
**DIVISION: SUPPLY CHAIN**



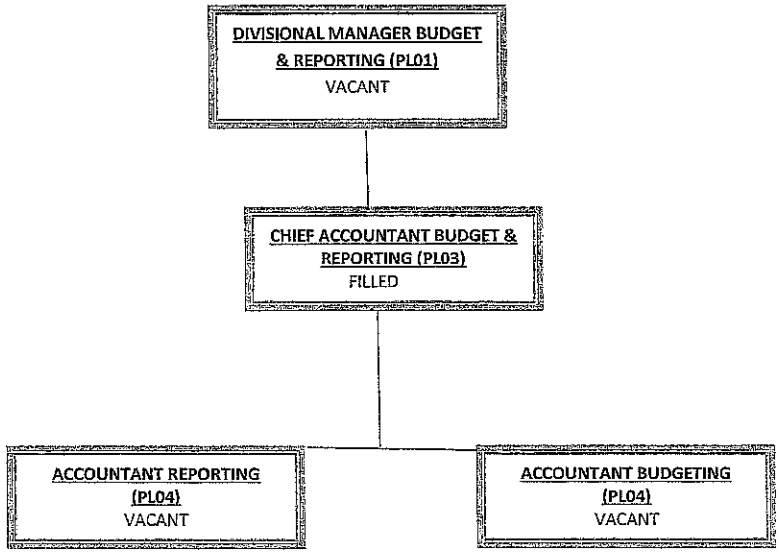
**DIVISION: EXPENDITURE**



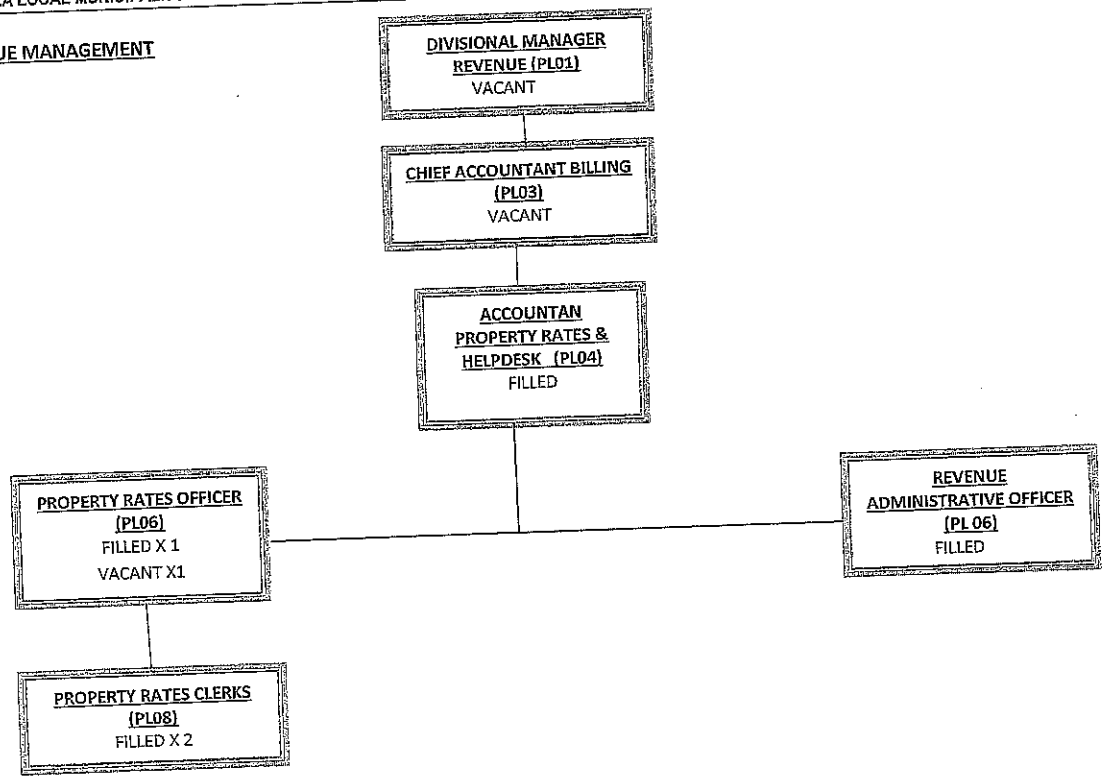
**DIVISION: ASSETS MANAGEMENT**



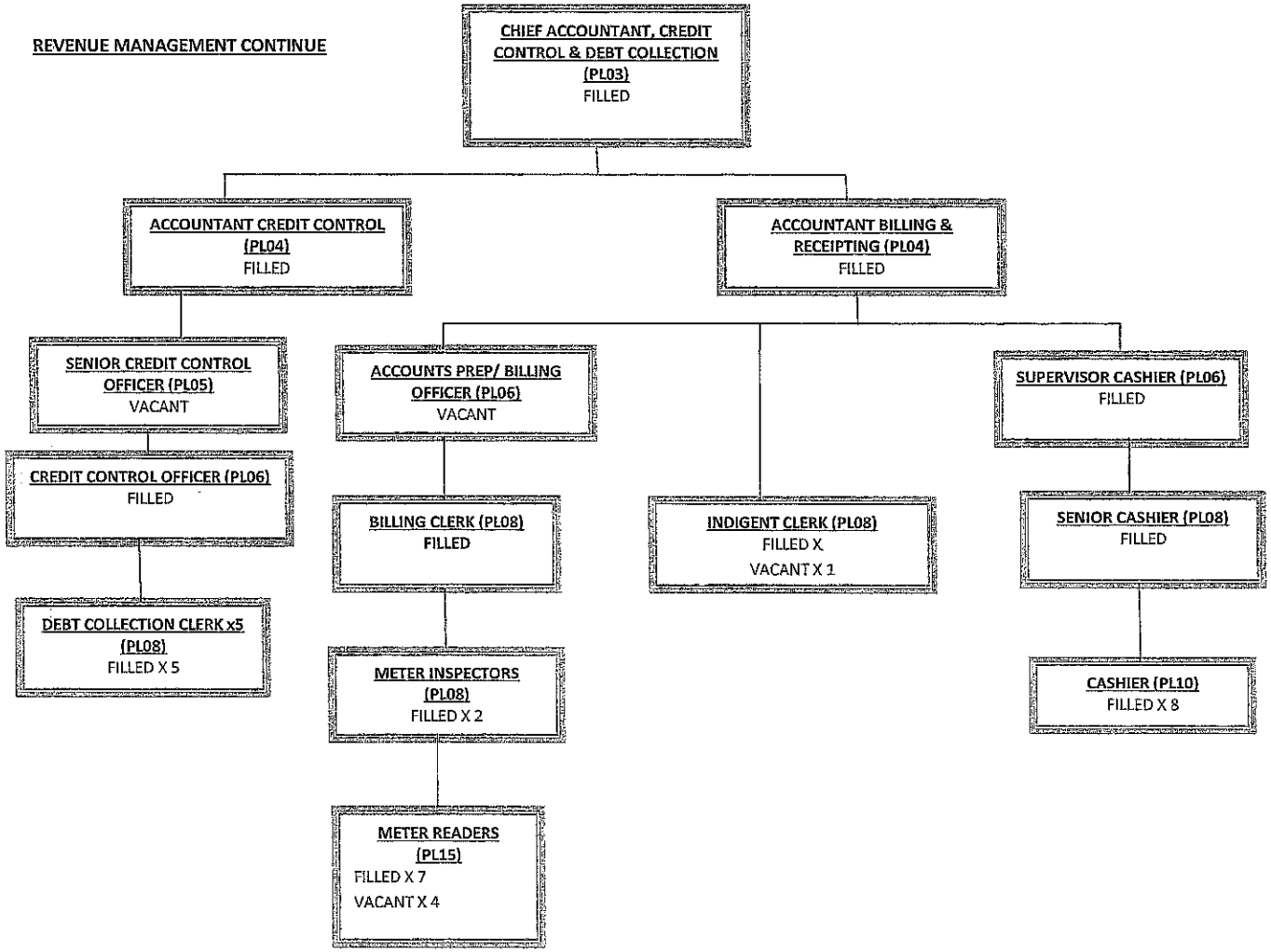
**DIVISION BUDGET & REPORTING**



**DIVISION: REVENUE MANAGEMENT**

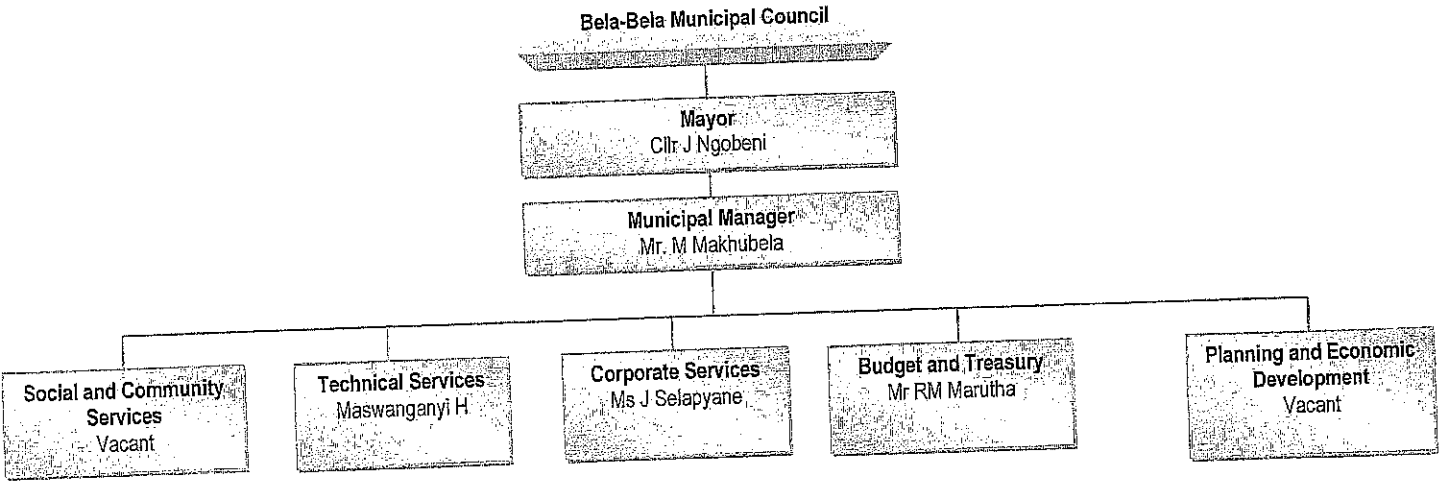


**REVENUE MANAGEMENT CONTINUE**



## MAYOR'S OFFICE ORGANOGRAM

Figure 13: Municipal Administrative Leadership



### 3.8.2. An analysis of vacancy rate

**Vacancy Rate**

Currently the vacancy rate within the Municipality is **24%**, which means that 128 Posts of the 526 are yet to be filled. All Senior Management Level positions are filled. The Municipality is committed in keeping its total operational costs under the accepted norm of 35% by ensuring that its Organizational Structure is not unduly bloated and also by ensuring that majority of its personnel is versatile in terms of performance of multiplicity of tasks and related functions through sustained skilling in accordance with its Workplace Skills Development Plan.

### 3.8.3. Human Resource Management System

**Bela-Bela Staff Retention Policy**

The Municipality prepared and adopted the staff retention policy in May 2008. It is evident judging from the date of adoption that the Policy will need to be reviewed so as to ensure its currency and relevance to the emanating issues that it should be able to provide for within the Municipality.

The primary aim of this Policy when in full implementation is to afford the Municipality an opportunity of building a multi-skilled and capable Team of Practitioners at all levels of Management, which will enable the Municipality to have a sound an d reliable Organizational Memory in the advent that some of the Managers leaves the Municipality for either reason.

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

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

**Bela Bela Scarce Skills Policy**

The municipality has approved the Scarce Skills Policy in November 2015. The staff turnover shall be compared with that of competitors and the labour market as a whole. In so doing, areas of concern and good practices may be identified. Risk of losing staff (scarce/critical skills) shall be assessed. In assessing the supply/ demand, the Municipality must determine the scarce/critical skills on an annual basis. Where scarce skills have been identified; the Municipal Manager may set the salary for the post or employee above the minimum notch of the salary range indicated by the job weight. The process may also be initiated where an employee with scarce/critical skills and/or experience has received a higher job offer and the Municipal Manager may give a counter offer to retain his or her services

## Employment Equity

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

The employment equity policy within Bela-Bela has recently been reviewed and implementation of this policy has commenced. The gender composition within Bela-Bela Municipality by the end of June 2019 indicated that 76, 4% of the municipal employees are males while only 23, 6% are female. This indicates that a lot of work still needs to be done on the side of recruitment to ensure that the Municipality meets its target of having 40% of the municipal employees being women. In terms of gender composition at Section 56 Management, the Municipality is currently doing well to such an extent that 1 out of 3 section 56 managers is currently male and the target that has been set by this equity plan in this regard is 40% of women in Section 56 position by June 2020.

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

| LIST OF LEARNING INTERVENTIONS BY NAME – EMPLOYED | | | | | |
|---|---|---|---|---|---|
| MUNICIPAL KEY PERFORMANCE AREA | TYPE OF LEARNING INTERVENTION | NAME OF LEARNING INTERVENTION | LEVEL | F | M |
| Basic Service Delivery and Infrasture Development | Skills Programme | Enatis Full End User | 4 | 1 | 1 |
| Basic Service Delivery and Infrastructure Development Skills | Skills Programme | Audit & Control (Enatis Supervisory) | 4 | 2 | 2 |
| Basic Service Delivery and Infrascture Development | Learnership | Examiner of Drivers License | 5 | 1 | 1 |
| Basic Service Delivery and Infrascture Development | Learnership | Examiner of Motor Vehicles | 5 | 1 | 1 |
| Basic Service Delivery and infrastructure development | Skills Programme | Eye Test | 0 | 6 | 9 |
| Basic Service Delivery and Infrascture Development | Skills Programme | Advanced Driving | 4 | 3 | 10 |

| | | | | | |
|---|---|---|---|---|---|
| Basic Service Delivery and Infrastructure Development | Learnership | Traffic Officer programme | 5 | 3 | 2 |
| Basic Service Delivery and Infrastucture Development | Skills Programme | AARTO | 0 | 4 | \ |
| Basic Service Delivery and Infrasture Development | Skills Programme | Customer Care | 4 | 23 | 18 |
| Basic Service Delivery and Infrasture Development | Skills Programme | Fire Fighter 1 & Hazmart Awareness | 5 | | 1 |
| Basic Service Delivery and Infrastrcuture Development | Skills Programme | Best Practices in Managing Libraries Information | 5 | 2 | 1 |
| Basic Service Delivery and Infrasture Development | Skills Programme | Brush Cutter | 2 | 3 | 10 |
| Basic Service Delivery and Infrasture Development | Skills Programme | Facilities Management | 5 | 1 | 1 |
| Basic Service Delivery and Infrasture Development | Skills Programme | Chain Saw | 2 | 3 | 9 |
| Basic Service Delivery and Infrasture Development | Skills Programme | Landscaping | 4 | 1 | 1 |
| Basic Service Delivery and Infrasture Development | Skills Programme | Horticulture | 2 | 4 | 6 |
| Basic Service Delivery and Infrasture Development | Skills Programme | CAD | 5 | 2 | 5 |
| Basic Service Delivery and Infrasture Development | Skills Programme | Construction Contract Management | 5 | | 1 |
| Basic Service Delivery and Infrasture Development | Skills Programme | Gravelling & Surfacing of Road maintenance | 3 | | 6 |
| Basic Service Delivery and Infrasture Development | Skills Programme | Chip & Spray surface treatment | 3 | 3 | 7 |
| Basic Service Delivery and Infrasture Development | Skills Programme | Concrete Works Training | 3 | 2 | 8 |
| Basic Service Delivery and Infrasture Development | Skills Programme | Laying of stormwater pipes | 3 | 3 | 7 |
| Basic Service Delivery and Infrasture Development | Skills Programme | TLB & Grader Operator | 3 | | 4 |
| Basic Service Delivery and Infrasture Development | Skills Programme | Water Network & Pipeline Design | 5 | | 1 |
| Basic Service Delivery and Infrasture Development | Skills Programme | Water Quality Management | 5 | | 1 |
| Basic Service Delivery and Infrasture Development | Skills Programme | Fitting & Turning | 3 | 2 | 8 |
| Basic Service Delivery and Infrasture Development | Skills Programme | Plumbing | 4 | 2 | 8 |

| | | | | | |
|---|---|---|---|---|---|
| Basic Service Delivery and Infrasture Development | Learnership | Water & Waste Water Treatment Process Operations | 2 | 8 | 2 |
| basic Service Delivery and Infrasture Development | Learnership | Wastewater and Water Reticulation Services | 4 | 2 | 4 |
| Basic Service Delivery and Infrasture Development | Skills Programme | Maintenance of Distribution Networks | 3 | | 2 |
| Municipal Transformation and Institutional Development | Skills Programme | Advanced Labour Law | 5 | 2 | 1 |
| Municipal Transformation and Institutional Development | Skills Programme | Programme in Local Government law and Municipal Administration | 5 | 1 | |
| Municipal Transformation and Institutional Development | Skills Programme | Civil litigation in the Magistrate's Court | 4 | | 1 |
| Municipal Transformation and Institutional Development | Skills Programme | Civil litigation in the Hight Court | 4 | | 1 |
| Municipal Transformation and Institutional Development | Skills Programme | Occupational Health & Safety Meter Readers & Electrical Personnel | 5 | 2 | 20 |
| Municipal Transformation and Institutional Development | Skills Programme | SAMTRAC | 5 | 1 | 1 |
| Municipal Transformation and Institutional Development | Skills Programme | Job Evaluation | 5 | | 1 |
| Municipal Transformation and Institutional Development | Skills Programme | ICT Governance | 5 | 1 | 1 |
| Municipal Transformation and Institutional Development | Skills Programme | Corbit 5 | 5 | | 1 |
| Municipal Transformation and Institutional Development | Skills Programme | CCNA | 5 | 1 | 1 |
| Municipal Transformation and Institutional Development | Skills Programme | LINUX | 5 | 1 | 1 |
| Municipal Transformation and Institutional Development | Skills Programme | ITIL | 5 | 1 | 1 |

| | | | | | |
|---|---|---|---|---|---|
| Municipal Transformation and Institutional Development | Skills Programme | MCSA | 5 | 1 | 1 |
| Municipal Transformation and Institutional Development | Skills Programme | MCITP | 5 | 1 | 1 |
| Municipal Transformation and Institutional Development | Skills Programme | Hygiene and Cleaning Services | 3 | 5 | |
| Municipal Transformation and Institutional Development | Skills Programme | Telephone Etiquette | 3 | 2 | |
| Municipal Transformation and Institutional Development | Skills Programme | Fleet Management | 4 | 1 | |
| Municipal Transformation and Institutional Development | Skills Programme | Advanced Performance Monitoring & Evaluation | 5 | 1 | |
| Sustainable Local Economic Development | Skills Programme | Local Economic Development | 4 | 1 | 1 |
| Municipal Transformation and Institutional Development | Skills Programme | Practical Guidance Stakeholder Relations | 4 | 1 | 1 |
| Basic Service Delivery and Infrastructure Development Skills | Skills Programme | Construction Methods | 5 | 1 | 1 |
| Sustainable Local Economic Development | Skills Programme | Intergrated Development Planning | 4 | 1 | 1 |
| Sustainable Local Economic Development | Learnership | Advanced Local Economic Development | 6 | | 1 |
| Municipal Transformation and Institutional Development | Skills Programme | GIS | 5 | 3 | 4 |
| Municipal Transformation and Institutional Development | Skills Programme | Advanced Excel Pivot Tables | 5 | 5 | 10 |
| Good Governance and Deepening of Democracy | Learnership | Municipal Governance | 5 | 6 | 9 |
| Good Governance and Deepening of Democracy | Learnership | ELMDP | 5 | 3 | 5 |
| Good Governance and Deepening of Democracy | Skills Programme | Councillor Development Programme | 4 | 6 | 9 |
| Good Governance and Deepening of Democracy | Skills Programme | Public Participation in Local Governance | 5 | 6 | 9 |

| | | | | | |
|---|---|---|---|---|---|
| Basic Service Delivery and Infrasture Development | Skills Programme | Landfill Operation | 4 | | 1 |
| Basic Service Delivery and Infrasture Development | Skills Programme | Handle and Dispose of Waste | 1 | 10 | 10 |
| Basic Service Delivery and Infrasture Development | Skills Programme | Introduction to Integrated Waste Management | 5 | | 1 |
| Basic Service Delivery and Infrasture Development | Skills Programme | Fall Arrest System (FAS) | 4 | 5 | 5 |
| Basic Service Delivery and Infrasture Development | Skills Programme | MV & LV Cable Jointing & Termination | 4 | 5 | 5 |
| Basic Service Delivery and Infrasture Development | Skills Programme | MV & LV Cable Fault Locating | 4 | 5 | 5 |
| Basic Service Delivery and Infrasture Development | Skills Programme | MV & LV Switchgears Operating | 4 | 5 | 5 |
| Basic service Delivery Infrastrure Development | Skills Programme | First Aid | 1 | 5 | 5 |
| Basic service Delivery Infrastrure Development | Skills Programme | Fire Fighting | | 5 | 5 |
| Basic Service Delivery and Infrasture Development | Skills Programme | MV & LV Overhead Line | 3 | 5 | 5 |
| Basic Service Delivery and Infrasture Development | Skills Programme | ORHVS (Authorised) | 5 | 3 | 7 |
| Basic Service Delivery and Infrascture Development | Skills Programme | ORHVS ( Responsible) | 5 | 1 | 3 |
| Basic Service Delivery and Infrascture Development | Skills Programme | Metering and Measurement | 4 | 5 | 5 |
| Basic Service Delivery and Infrascture Development | Skills Programme | Battery Maintenance | 4 | 5 | 5 |
| Basic Service Delivery and Infrascture Development | RPL | Electrical RPL | 4 | | 10 |
| Basic Service Delivery and Infrasture Development | Skills Programme | ORHVS ( Gain Access) Meter Readers & Electrical Personnel | 4 | 4 | 27 |
| Municipal Transformation and Institutional Development | Skills Programme | Report Writing for Managers | 5 | 8 | 17 |
| Municipal Financial Viabilty and Management | Skills Programme | GRAP | 5 | 9 | 9 |
| Municipal Financial Viabilty and Management | Skills Programme | Caseware | 5 | 2 | 5 |

| | | | | | |
|---|---|---|---|---|---|
| Municipal Financial Viabilty and Management | Skills Programme | Revenue Management | 4 | 12 | 8 |
| Municipal Financial Viabilty and Management | Skills Programme | Cash Flow,Credit Control & Debt Collection | 5 | 3 | 4 |
| Municipal Financial Viabilty and Management | Learnership | Local Government Accounting Certificate | 3 | 3 | 3 |
| Municipal Financial Viabilty and Management | Learnership | Advanced Local Government Accounting Certificate | 4 | 2 | |
| Municipal Financial Viabilty and Management | Learnership | Municipal Finance Management Programme | 6 | 10 | 10 |
| Municipal Transformation and Institutional Development | Skills Programme | Project Management | 5 | 3 | 9 |
| Municipal Transformation and Institutional Development | Skills Programme | Management Development Programme | 6 | 5 | 8 |
| Municipal Transformation and Institutional Development | Skills Programme | Risk Management in Local Government | 6 | | 1 |
| Municipal Transformation and Institutional Development | Skills Programme | Audit Projects | 5 | 2 | |
| Municipal Transformation and Institutional Development | skills ProgrammeSupply Chain Management | | 5 | 2 | 0 |
| Municipal Financial Viabilty and Management | Skills Programme | Assets Management | 4 | 1 | 0 |
| Municipal Transformation and Institutional Development | Skills Programme | Supervisory Management Course | 4 | 4 | 5 |
| Municipal Transformation and Institutional Development | Skills Programme | Conflict resolution management , Business Writing and Speech | 5 | | 1 |
| Municipal Transformation and Institutional Development | Skills Programme | Advanced Public Relations Management | 5 | 1 | 1 |

### 3.8.4. Mainstreaming of HIV/AIDS Programme in the workplace

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

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

The Municipality is conducting the following programmes:

People with disability - White Paper on mainstreaming of rights of persons with disabilities. The policy has been implemeneted.

Youth – Annual Career Exhibition, Mayoral Matric Awards, Sports, Arts and Culture Activities

### 3.8.6. Municipal Wide Developmental Challenges

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

- Filling of all Senior Managers Posts.
- Entrenching a Culture of Good Work Ethics to all Councillors and Officials
- Expansion of the current Municipal Office Accommodation
- Capacitate all the Employees to enhance their capability to adhere to Municipal Service Delivery Charter and Standards

**Table 55: Ward Based Municipal Transformation and Organisational Development Challenges**

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

## 3.9. CROSS CUTTING ANALYSIS

### 3.9.1. Disaster Risk Analysis

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

**Disaster Management arrangements**

The Municipal Disaster Management are arranged as follows:

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

**Potential Disasters within Bela-Bela**

The Municipality is susceptible to the following Disasters:

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

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

**SWOT Analysis**

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

- ***Strengths:*** Strengths are those factors that make an organisation more competitive than its marketplace peers. Strengths are attributes what the organisation has as a distinctive advantage or what resources it has that is strategic to the competition. Strengths are, in effect, resources, capabilities and core competencies that the organisation holds that can be used effectively to achieve its strategic objectives.

- ***Weaknesses***: A weakness is a limitation, fault, or defect within the organisation that will keep it from achieving its objectives; it is what an organisation does poorly or where it has inferior capabilities or resources as compared to other organisations.

- ***Opportunities:*** Opportunities include any favourable current prospective situation in the organisation's environment, such as a trend, market, change or overlooked need that supports the demand for a product or service and permits the organisation to enhance its competitive position.

- ***Threats***: A threat includes any unfavourable situation, trend or impending change in an organisation's environment that is currently or potentially damaging or threatening to its ability to compete. It may be a barrier, constraint, or anything that might inflict problems, damages, harm or injury to the organisation.

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

**Table 56: SWOT Analysis - Strength and Weaknesses**

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

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

## CHAPTER 4: STRATEGY PHASE

### 4.1. BBLM 2020/21 Strategic Planning Session

The Strategic Planning session for 2020/21 addressed performance of Council during the current term and agreed that there are some areas where there are still emanating developmental challenges.

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

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

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

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

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

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

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

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

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

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

**Table 57: Municipal Development Goals**

| GOAL | OUTCOME |
|---|---|
| **Promote the welfare of the community** | Satisfied communities |
| **Promote and encourage sustainable economic environment** | Employment and growth in the GDP Investment |

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

## BBLM Development Priorities

Figure 14: Current Planning Trajectory

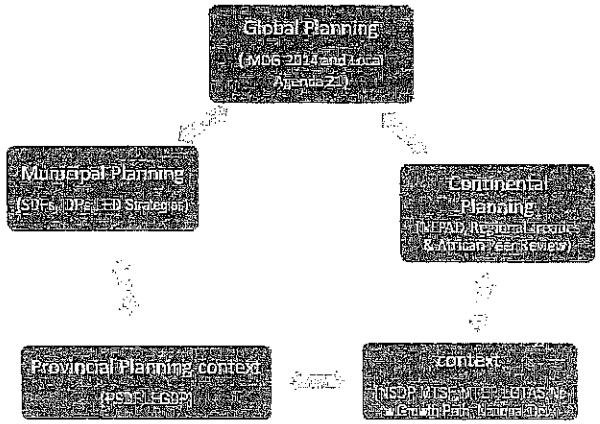


Table 58: Municipal KPAs and KPIs

| NDP MILESTONES | MUNICIPAL KPAS | MUNICIPAL KPIS |
|---|---|---|
| Ensure household security | Spatial Rationale | • Highly rated IDP aligned with Budget<br>• Implement Municipal approved SDF socio-economic and sustainable development.<br>• Reserve municipal land for suastainable human settlement development<br>• Approved building plans (EIAs etc) |
| • Ensure that all South Africans have access to clean running water in their homes<br>• Produce sufficient energy to support industry at competitive prices, ensuring access for poor households, while reducing carbon emissions per unit of power by about one-third | Basic Services | • Improved access to clean portable water in dwellings<br>• Improved provision of energy inclusive of alternatives to all households |
| • Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup<br>• Make high-speed broadband internet universally available at competitive price | Transformation & Administration | • Trained and skilled labour force<br>• Widened broadband access for economic stimulation<br>• Budgeted positions filled within time frame |
| Increase employment from 13 million in 2010 to 24 million in 2030 | LED | • Jobs created through LED and EPWP initiatives<br>• Functional Local Tourism associations |
| Realise a developmental, capable and ethical state that treats citizens with dignity. | Municipal Financial Viability & Management | • Increased revenue base<br>• Reliable debt collection mechanisms<br>• Sound internal financial controls and management<br>• Contract management and reporting<br>• Legislative compliance |
| Realise a developmental, capable and ethical state that treats citizens with dignity. (also cuts across on Transformation and Administration) | Good Governance & Public Participation | • Approved IDP/Budget/SDBIP<br>• Council resolutions implemented<br>• Community feed back meetings<br>• Identified risks resolved<br>• Anti-corruption cases resolved<br>• Presidential Hotline queries resolved |

Table 59: Municipal Development Priorities in line with Development Strategies

| MUNICIPAL PRIORITIES ALIGNED TO BACK TO BASIC APPROACH | NATIONAL SPATIAL DEVELOPMENT PLAN | THE MEDIUM-TERM STRATEGIC FRAMEWORK (MTSF) | NATIONAL DEVELOPMENT PLAN | LIMPOPO EMPLOYMENT GROWTH AND DEVELOPMENT PLAN | 12 OUTCOMES OF GOVERNMENT |
|---|---|---|---|---|---|
| • **Water, Sanitation & Refuse Removal.**<br>• **Roads & Stormwater**<br>• **Electricity**<br>• **Sports, Arts, Culture, Recreational Facilities and Cemeteries**<br>• **Education**<br>• **Health (prevention of of HIV/ AIDS and Other Life – Threatening Diseases) and Social Development**<br>• **Safety and Security** | • Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside. | • Improve the nation's health profile and skills based and ensure universal access to basic services<br>• Improve the safety of citizens by reducing incidents of crime and corruption<br>• Build a nation free of all forms of racism, sexism, tribalism and xhemophobia | • **performanc e culture** | • Access to quality education<br>• Improved health care<br>• Fighting crime and corruption<br>• Cohesive and sustainable communities<br>• Creation of a better Africa and a better world | • Improve the quality of basic education<br>• Improve heath and life expectanc y<br>• All people in South Africa protected and feel safe |
| • **Good Governance (and Public Participation)**<br>• **Municipal Financial Viability**<br>• **Municipal Transformation and Institutional Development** | • . Efforts to address past and current social inequalities should focus on<br>• People, not places. In localities where there are both high levels of | | • **review of powers and functions**<br>• **public participatio n**<br>• **organisatio nal transformat ion** | • Sustainable resource management and use<br>• A developmental state including improvement of public services | • A skilled and capable workforce to support inclusive growth<br>• Sustainabl e human settlement s and |

| | | | | | |
|---|---|---|---|---|---|
| | poverty and<br>• demonstrated economic potential,<br>• In order to overcome the spatial distortions of apartheid, future<br>• settlement and economic development opportunities should be channelled into<br>• Activity corridors and nodes that are adjacent to or that link the main growth centres. | | | | improved quality of household life<br>• A response and, accountable, effective and efficient local government system<br>• Protection and enhancement of environmental assets and natural resources |
| • **Good Governance (and Public Participation)**<br>• **Municipal Financial Viability**<br>• **Municipal Transformation and Institutional Development** | • Efforts to address past and current social inequalities should focus on<br>• People, not places. In localities where there are both high levels of poverty and<br>• demonstrated economic | | • Review of powers and functions<br>• Public participation<br>• Organisational transformation | • Sustainable resource management and use<br>• A developmental state including improvement of public services | • A better South Africa, a better and safer Africa and World<br>• A development-oriented public service and inclusive |

| | | | | | |
|---|---|---|---|---|---|
| | potential,<br>• In order to overcome the spatial distortions of apartheid, future<br>• settlement and economic development opportunities should be channelled into<br>• Activity corridors and nodes that are adjacent to or that link the main growth centres. | | | | citizenship |

### 4.2. 2020/21 Strategic Resolutions

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

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

**Table 60: Governance and Finance Cluster**

| STRATEGIC OBJECTIVE | STRATEGIC OUTCOME | PROGRAMME | SHORT TERM STRATEGIES (0 - 1 YEAR) | Medium TERM STRATEGIES (2 - 3 YEARS) | LONG TERM STRATEGIES (3 - 5 YEARS) |
|---|---|---|---|---|---|
| To improve financial viability | Improve Internal Audit and Risk Working Process (systematically) | Internal Audit | Procurement of Audit and Risk System | Implementation of Procurement of Audit and Risk System | Implementation of Procurement of Audit and Risk System |
| To improve financial viability | Compliance with SCM Regulation | Internal Audit | Assign a Compliance Officer to verify the | Compliance officer to seat in all SCM committee meeting and submit report to | Compliance officer to seat in all SCM committee |

| | | | | | |
|---|---|---|---|---|---|
| | | | work of SCM bid Committee | Municipal Manager | meeting and submit report to Municipal Manager |
| To improve financial viability | Financial stability | Budget and reporting | Confirm cost reflective tariffs | Minimise deficit budget | Build up reserves |
| To improve financial viability | Financial stability | Budget and reporting | Convene weekly AFS meeting, Strengthen internal control framework | Obtain unqualified audit opinion | Not Applicable |
| To improve financial viability | Financial stability | Revenue management | Train revenue personnel on billing system | Embark on data cleansing process | Not Applicable |
| To improve financial viability | Financial stability | Revenue management | Train revenue personnel on billing system | Embark on data cleansing process | Not Applicable |
| To improve financial viability | Financial Stability | Revenue management | Verify indigent register against the Department of Labour; SASSA and other credit checks | Verify indigent register against the Department of Labour; SASSA, SARS and other credit checks | Verify indigent register against the Department of Labour; SASSA, SARS and other credit checks |
| To improve financial viability | Financial Stability | Revenue management | Implementation of cash flow plan | Introduction of the storeroom | Reduction on the dependency on the consultation and empower internal staff |
| To improve financial viability | Financial Stability | Revenue management | Develop Revenue Enhencement Strategy | Implement Revenue Enhencement Strategy | Implement Revenue Enhencement Strategy |
| To improve financial viability | Financial stability | Supply chain management | Train bid adjudication committees, managers and SCM staff | Not Applicable | Not Applicable |
| To improve administrative and governance capacity | Clean governance | Compliance | Resource and capacitate the compliance office | implement compliance register | Not Applicable |
| To improve administrative and governance capacity | Clean governance | Performance management | Sustain compliance with all legislative prescripts. Review PMS. Cascade PMS to all levels of management | Sustain compliance with all legislative prescripts. Implement PMS. Cascade PMS to all levels of management. Automate PMS | Sustain compliance with all legislative prescripts. Implement PMS. Cascade PMS to all levels down to general workers |
| | To plan for the future | Liveable and integrated communities | Integrated development plan | Develop Five (5) year IDP; development and implementation of area/ward based plans. Maintain functional and inclusive IDP representative forum | Develop Five (5) year IDP; development and implementation of area/ward based plans. Maintain functional and inclusive IDP representative forum |
| To improve administrative and governance capacity | Clean governance | Performance management | Annually develop and obtain approval of legislative compliant SDBIP | Annually develop and obtain approval of legislative compliant SDBIP | Annually develop and obtain approval of legislative compliant SDBIP |
| To improve administrative and governance capacity | Clean governance | Council administration | Provide logistical and administrative support to Council | Provide logistical and administrative support to Council | Provide logistical and administrative support to Council |
| To improve administrative and governance capacity | Clean governance | IT and support | Procurement of ICT systems | Develop integrated ICT systems | Not Applicable |
| To improve administrative and governance capacity | Clean governance | IT and support | Develop Electronic Document Management System | Implement Electronic Document Management System | Implement Electronic Document Management System |
| To improve administrative and governance capacity | Clean governance | IT and support | Installation of ICT infrastructure at Multi-purpose Centre | Not Applicable | Not Applicable |
| To improve administrative and governance capacity | Clean governance | Council Support and administration | Provide logistical and administrative support to Council | Provide logistical and administrative support to Council | Provide logistical and administrative support to Council |
| To improve administrative and governance capacity | Clean governance | Legal services | Review existing and develop revised By-Laws and consultation with stakeholders | Promulgation of By-Laws | Enforce By-Laws |

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

Table 61: Service Delivery Cluster

| STRATEGIC OBJECTIVE | STRATEGIC OUTCOME | PROGRAMME | SHORT TERM STRATEGIES (0 - 1 YEAR) | SHORT TERM STRATEGIES (2 - 5 YEARS) | LONG TERM STRATEGIES (5 YEARS) |
|---|---|---|---|---|---|
| To resource management of infrastructure and services | Satisfied communities | Water | Augment water supply by drilling boreholes. Implement water conservation and demand management | Upgrade WTW to produce 10mg/day. Recycle treated waste water for bulk raw water augmentation | Engage Magalies, DWS and DJSM for increased water supply in Rapotokwane, Masakhane and Pienaarsrivier |
| To resource management of infrastructure and services | Satisfied communities | Water | Develop water supply resources (boreholes and network connections) | Undertake township water supply establishment | Not Applicable |
| To resource management of infrastructure and services | Satisfied communities | Water | Engage nine (9) defined wards to obtain representation from the Forum | Community satisfaction survey | Not Applicable |
| To resource management of infrastructure and services | Satisfied communities | Water | Replace faulty metres | Develop Water metre replacement programme | Not Applicable |
| To resource management of infrastructure and services | Satisfied communities | Sanitation | Upgrade reticulation and pump stations. Conduct preventative maintenance | Upgrade WWTW to treat at least 12mg/day. Redesign WWTW in Masakhane and Pienaarsrivier | Investigate Optimal WWT Technology |
| To resource management of infrastructure and services | Satisfied communities | Sanitation | Source funding for the construction of VIP toilets | Develop township establishment and connect the existing sewer system | Not Applicable |
| To resource management of infrastructure and services | Satisfied communities | Electricity | Conduct a preventative maintenance. Maintain the availability of notified maximum demand | Construct 10 MVA substation | Review electricity provision feasibility study |
| To resource management of infrastructure and services | Satisfied communities | Electricity | Not Applicable | Electrify proclaimed households | Engage Eskom and HDA for electrification for villages and settlement not serviced by the municipality |
| To resource management of infrastructure and services | Satisfied communities | Electricity | Replace faulty metres. Reduce the households capacity from 60A to 20A | develop electricity metre replacement programme | Uphold that all households to utilise the 20A. Implement DSM Programme |
| To resource management of infrastructure and services | Satisfied communities | Roads and Storm water | Construct 3.5 KM roads and storm water by June 2018 | Construct 7.5 KM roads and storm water by 2021 | Construct 9 KM access roads and storm water |
| To resource management of infrastructure and services | Satisfied communities | Roads and storm water | Fill potholes identified and reported | Rehabilitate 7200m2 of roads | Rehabilitate 14400m2 of roads |
| To resource management of infrastructure and services | Satisfied communities | Roads and storm water | Incorporate storm water design and construction in all future roads projects. | Develop the Roads and Storm water master plan | Implementation of the Roads and Storm water master plan |
| To promote the welfare of the community | Satisfied communities | Waste management and cleansing | Develop by-laws for animal keeping | Develop by-laws for animal keeping | Implementation of Animal Keeping by-laws |
| To promote the welfare of the community | Satisfied communities | Waste management and cleansing | Review collection schedule | Acquire waste disposal equipment | Acquire waste disposal equipment |
| To promote the welfare of the community | Satisfied communities | Waste management and cleansing | Collect waste from households and businesses | Not Applicable | Acquire waste disposal equipment |
| To promote the welfare of the community | Satisfied communities | Waste management and cleansing | Conduct awareness campaigns | Not Applicable | Not Applicable |
| To promote the welfare of the community | Satisfied communities | Waste management and cleansing | Conduct awareness campaigns | Not Applicable | |

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

Table 62: Planning and Economic Development Cluster

| STRATEGIC OBJECTIVE | STRATEGIC OUTCOME | PROGRAMME | SHORT TERM STRATEGIES (0 - 1 YEAR) | SHORT TERM STRATEGIES (2 - 3 YEARS) | SHORT TERM STRATEGIES (3 - 5 YEARS) |
|---|---|---|---|---|---|
| To plan for the future | Liveable and integrated communities | Housing | Engage Coghsta to acquire suitable land for human settlement development and formalisation/relocation of informal settlements | Acquire suitable land for human settlement development and formalisation/relocation of informal settlements | Acquire suitable land for human settlement development and formalisation/relocation of informal settlements |
| To plan for the future | Liveable and integrated communities | Land use | | | |
| To plan for the future | Liveable and integrated communities | Building control | Intensify Awareness campaigns on requirements and procedures for having buildings plans timeously approved | Implement building standards and regulation act by processing and approving building plans | Implement building standards and regulation Act by processing and approving building plans |
| To promote and encourage sustainable economic environment | Employment and growth in the GDP investment | Local economic development | Review Comprehensive LED Strategy. Establish inclusive LED forum | Implement all proposals within the LED Strategy through external sources of funding | Implement all proposals within the LED Strategy through external sources of funding |
| To promote and encourage sustainable economic environment | Employment and growth in the GDP investment | Local economic development | Liaise with all government funding agencies and private sector driven funding for economic development initiatives | Source external funding for LED initiatives | Source external funding for LED initiatives |
| To promote and encourage sustainable economic environment | Employment and growth in the GDP investment | Local economic development | Establish a governance structure with LEDET and other government departments to deal with matters of Climate Change and Drought | Implement climate change and Drought policy recommendations in partnership with other public service departments | Implement climate change and Drought policy recommendations in partnership with other public service departments |
| To promote and encourage sustainable economic environment | Investment Strategy | Local economic development | Develop Investment Strategy developed by end of June 2021 | Implement Investement Strategy | Implement Investement Strategy |
| To promote and encourage sustainable economic environment | Investment Strategy | Local economic development | Formalise Informal Stalls formalised | Monitor Informal Businesses | Monitor Informal Businesses |
| To ensure sustainable development | Liveable and integrated communities | Liveable and integrated communities | Develop Land Invasion By-Laws developed | Enforce Land Invasion By-Laws developed | Enforce Land Invasion By-Laws developed |
| To ensure sustainable development | Liveable and integrated communities | Liveable and integrated communities | Review Urban Renewal Strategy | Implement Review Urban Renewal Strategy | Implement Review Urban Renewal Strategy |
| To ensure sustainable development | Liveable and integrated communities | Liveable and integrated communities | Develop densification policy developed | Develop densification policy developed | Develop densification policy developed |
| To ensure sustainable development | Liveable and integrated communities | Liveable and integrated communities | Develop Building Control By-Law developed | Enforce Develop Building Control By-Law developed | Enforce Develop Building Control By-Law developed |
| To ensure sustainable development | Liveable and integrated communities | Liveable and integrated communities | Develop Housing Beneficiary Allocation policy developed | Enforce Housing Beneficiary Allocation policy developed | Enforce Housing Beneficiary Allocation policy developed |

### 4.3. Critical Success Factors

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

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

- Professionalism
- Development and implementation of a Disciplinary Code
- Punctuality
- Commitment
- Sound Financial management
- Team work
- Sound knowledge of Legislation
- Administrative Support
- Research Capacity
- Technological Innovation
- Strong Performance Management
- Effective and efficient safe keeping of Council documentation.
- Fully functional Council and Council Committees.
- Recruitment and retention of relevantly qualified and competent staff.
- Regular review of ITC policies and systems.
- Electronic delivery of Council Agendas
- Regular review and updating of by-laws
- Maintaining harmonious employment relations.
- Functional labour forums
- Identification and appointment of priority personnel
- Application of Safety and Health Regulations
- Use of green technology
- Establishment of a consistent statistical database for municipal reporting
- Master planning
- Signage, security and reception for municipal offices
- Emergency mobile communications system Establishment of more libraries

- Finance and risk management early warning system
- Staff-up internal audit department
- Revenue Customer complaints handling system with a link with other systems of interest (town planning, technical services etc)
- Tourism promotion Unit, Indaba and marketing strategy
- Local Economic Development (LED) Indaba inclusive of agriculture
- Public Private Partnership for brick manufacturing
- Sharing and access for stakeholders to Council Policies
- Control and management of overtime work
- Development of middle-income housing (GAP housing)
- Skills transfer by consultants to personnel
- Acquisition of strategic land for housing and commercial development
- Environment – stakeholder relations (mining) is crucial for the Municipality to realise its Eco-Tourism vision.
- Twinning– best practices from neighbouring Municipalities and other Countries (branding, utilisation of local resources, etc.)
- Benchmarking with successful Municipality especially Metro Municipalities
- Implementation of projects on time
- Spending of budgeted and allocated funds
- Upgrading and maintenance of infrastructure
- Timely response to water breakdowns
- Competent and sufficient staff to render quality services
- Enforcement of by-laws (illegal connections)
- Competent and committed employees
- Effective planning of meetings

### 4.4. BBLM Strategic Map

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

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

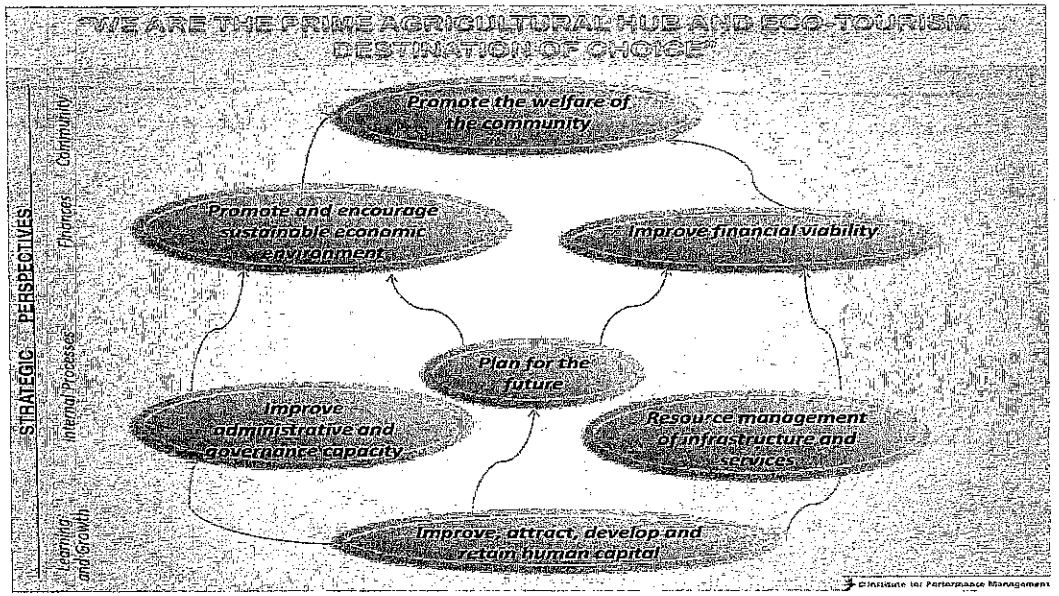



Figure 15: Strategic Map

**Strategic Goals and Outcomes**

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

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

**Table 63: Municipal Strategic Goals**

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

4.4 Key Performance Indicators for the Financial Year 2020/21

Table 64: Perfomance Indicators for the Financial Year 2020/21

Not yet ready

## CHAPTER 5: PROJECT PHASE and BUDGET SUMMARY

### 5.1. Introduction

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

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

The objectives of the Capital Infrastructure Investment Plan are to:

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

### 5.2. Infrastructure Capital Investment Plan: 2020/21 – 2023

#### 5.2.1. Municipal Infrastructure Grant (MIG) Funded

**Table 65: Municipal Infrastructure Grant (MIG) Funded Projects**

| ITEM NO. | PROJECT DESCRIPTION | WARD NO. | PROJECT VALUE | EXPENDITURE IN PAST FINANCIAL YEARS (Until 30 June 2019) | BALANCE ON PROJECT | FINANCIAL YEAR BUDGETS | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2020/ 2021 | 2021/ 2022 | 2022/ 2023 | 2023/ 2024 | 2024/2025 |
| ROADS AND STORMWATER | | | | | | | | | | |
| 5.2.1.1 | Bela Bela: Stormwater Spa Park (Ward 9) | 2, 4, 7 | R 8 500 000,00 | - | - | R 6 046 932,30 | - | - | - | - |
| 5.2.1.2 | Bela Bela: Road paving & storm water X5 & Hostel view | 2 & 3 | R 5 700 000,00 | - | - | R 2 700 000,00 | - | - | - | - |
| 5.2.1.3 | Bela Bela: Road paving & Storm water X6 Phase 1 | 1 | R 2 679 000,00 | - | - | R 2 679 000,00 | - | - | - | - |
| 5.2.1.4 | Bela Bela: Road paving & Storm water X7 Phase 1 | 4 & 7 | R 6 410 800,00 | - | - | R 2 106 316,90 | R 4 304 483,10 | - | - | - |
| 5.2.1.5 | Bela Bela: Ext 6 Intersection | | R 8 000 000,00 | - | - | R 661 650,80 | R 7 338 349,20 | - | - | - |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| 5.2.1.6 | Bela Bela: Road paving & Storm water X8 Phase 1 | 4 | R 2 910 200,00 | - | - | R 2 910 200,00 | - | - | - | - |
| 5.2.1.7 | Bela Bela: Road paving & storm water X5 Phase 1 | 3 | R 4 300 000,00 | - | - | - | R 3 066 691,90 | R11 933 308,10 | | |
| 5.2.1.8 | Road Paving and Storm water X6 Phase 2 | | R 9 500 000,00 | | | | | R5 991 167,70 | | |
| **SOLID WASTE MANAGEMENT** | | | | | | | | | | |
| 5.2.1.8 | Bela Bela Upgrade of Municipal landfill site | 2 | R 15 000 000,00 | - | - | - | - | R 8 000 000,00 | - | - |
| **CEMETERIES** | | | | | | | | | | |
| 5.2.1.9 | Bela Bela: Extention of existing grave yard | 2 | R 6 200 000,00 | - | - | R 5 778 100,00 | - | - | - | - |
| 5.2.1.10 | Bela Bela: Develop new Cemetery - Pienaarsrivier | 8 | R 10 000 000,00 | - | - | - | R 2 588 800,00 | R7 411 200,00 | - | - |
| **SPORTS AND RECREATIONAL FACILITIES** | | | | | | | | | | |
| 5.2.1.11 | Bela Bela: Development of sports facilities - Masakhane | 9 | R 4 500 000,00 | - | - | R 4 150 000,00 | - | - | - | - |
| 5.2.1.12 | Bela Bela: Development of sports facilities - Leseding | 6 | R 4 500 000,00 | - | - | R 350 000.00 | R 4 150 000,00 | - | - | - |
| **MUNICIPAL FACILITIES** | | | | | | | | | | |
| | | | | | | | | | | |
| **PUBLIC LIGHTING** | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | TOTAL MIG BUDGETS | **R 25 760 000,00** | **R 27 706 000,00** | **R29 130 000,00** | - | - |

## 5.2.2. Water Services Infrastructure Grant (WSIG) Funded Projects

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

| ITEM NO. | PROJECT DESCRIPTION | WARD NO. | PROJECT VALUE | EXPENDITURE IN PAST FINANCIAL YEARS (Until 30 June 2019) | BALANCE ON PROJECT | FINANCIAL YEAR BUDGETS | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2020/ 2021 | 2021/ 2022 | 2022/ 2023 | 2023/ 2024 | |
| WATER | | | | | | | | | | |
| 5.2.2.1 | Supply and install new and faulty water meters (±7500HH in All Wards) | All | R 11 562 000,00 | - | - | R7 031 278,34 | - | R4 000 000,00 | - | - |
| 5.2.2.2 | WCDM: Installation of Bulk Zonal Meters in Bela Bela Town & Township (Wards 1 to Ward 7) and Installation of Counter Bulk Meters on all Magalies Draw Points | 1-7 | R 4 000 000,00 | - | - | R 4 000 000,00 | - | - | - | - |
| 5.2.2.3 | 2ML WTW in Masakhane | | R 13 000 000,00 | - | - | R11 143 721,66 | R1 856 278,34 | - | - | - |
| 5.2.2.4 | Refurbishment of the Warmbad Dam | | R 10 000 000,00 | - | - | R5 500 000,00 | R4 500 000,00 | - | - | - |
| 5.2.2.5 | Construction of 10Ml Reservoir in Bela-Bela (Town, Ext 25 and 26) | | R 15 000 000,00 | - | - | - | R8 938 000,00 | R6 062 000,00 | - | - |
| 5.2.2.6 | Upgrading of the Water Treatment Works | | R 10 000 000,00 | - | - | - | - | R4 539 721,66 | - | - |
| SANITATION | | | | | | | | | | |
| 5.2.2.7 | Refurbishment of the Bela Bela Waste Water Treatment Works | 1 | R 56 000 000,00 | - | - | R9 800 000,00 | R24 791 721,66 | R21 408 278,34 | - | - |
| | | | | | TOTAL WSIG BUDGETS | R 37 475 000,00 | R 40 086 000,00 | R32 010 000,00 | - | - |

### 5.2.3. Intergrated National Electrification (INEP) Funded Projects

Table 67: Intergarted National Electrification (INEP) Funded Projects

| ITEM NO. | PROJECT DESCRIPTION | WARD NO. | PROJECT VALUE | EXPENDITURE IN PAST FINANCIAL YEARS (Until 30 June 2019) | BALANCE ON PROJECT | FINANCIAL YEAR BUDGETS | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2020/ 2021 | 2021/ 2022 | 2022/ 2023 | 2023/ 2024 | 2024/25 |
| SUB-STATION | | | | | | | | | | |
| 5.2.3.1 | | | | | | | | | | |
| ELECTRIFICATION | | | | | | | | | | |
| 5.2.3.2 | Bela Bela Ext 9: Electrification of Households (900HH) | 4 | R 15 300 000,00 | - | - | R 9 300 000,00 | - | - | - | - |
| 5.2.3.3 | Bela Bela Ext 25 (Koppewaai): Electrification of Households (1100HH) | 9 | R 18 700 000,00 | - | - | R 2 248 000,00 | R 12 000 000,00 | R 4 452 000,00 | - | - |
| | | | | | TOTAL INEP BUDGETS | R 11 548 000,00 | R 12 200 000,00 | R 4 452 000,00 | - | - |

### 5.3. Projects Implemented by Other Organs of State

### 5.3.1. Magalies Water corporate Social Investment (CSI) and Other

Table 68: Magalies Water Corporate Social Investment (CSI) and Other

| ITEM NO. | PROJECT DESCRIPTION | WARD NO. | PROJECT VALUE | FINANCIAL YEAR BUDGETS | | | COMMENTS |
|---|---|---|---|---|---|---|---|
| | | | | 2019/ 2020 | 2020/ 2021 | 2021/ 2022 | |
| 5.3.1.1. | Bela Bela: Equip, treat and connect the SASSA Borehole to the water reticulation network | 1 | TBA | TBA | | | CSI project proposed until approved by Magalies Water Board. |
| 5.3.2.2 | Masakhane: Electrifical connection of 2 X Existing Boreholes | 9 | TBA | TBA | | | CSI project proposed until approved by Magalies Water Board. |
| 5.3.2.3 | Vingerkraal: Drill, Equip and connect Boreholes to the water reticulation network | 9 | TBA | TBA | | | CSI project proposed until approved by Magalies Water Board. |
| | | | TOTALS MAGALIES WATER SLP PROJECTS | TBA | | | |

### 5.3.2. Eskom

Table 69: Eskom

| ITEM NO. | PROJECT DESCRIPTION | WARD NO. | PROJECT VALUE | FINANCIAL YEAR BUDGETS | | | COMMENTS |
|---|---|---|---|---|---|---|---|
| | | | | 2020/ 2021 | 2021/ 2022 | 2022/23 | |
| 5.3.2.1 | Vingerkraal: Electrification of 1000 Households | 9 | TBA | R1 800 000,00 | TBA | TBA | Project area is currently in the process to formalize by CoGHSTA. The budget for the 2019/20 financial is mainly for planning and design of the project. |
| | **TOTALS ESKOM PROJECTS** | | | **TBA** | **TBA** | **TBA** | |

### 5.3.3. Department of Cooperative Governance, Human Settlements and Traditinal Affairs (COGHSTA)

Table 70: Department of Coopertaive Governance, Human Settlement and Traditional Affairs

| ITEM NO. | PROJECT DESCRIPTION | WARD NO. | PROJECT VALUE | FINANCIAL YEAR BUDGETS | | | COMMENTS |
|---|---|---|---|---|---|---|---|
| | | | | 2020/ 2021 | 2021/ 2022 | 2022/23 | |
| 5.3.3.1 | Formalization of Vingerkraal (1000 Stands) | 9 | TBA | TBA | TBA | TBA | |
| 5.3.3.2 | Bela-Bela Ext 25 (Koppewaai): Geotechnical Investigation, Design and Installation of Engineering Services for 250 Stands | 9 | TBA | TBA | TBA | TBA | |
| | **TOTALS COGHSTA PROJECTS** | | | **R1 800 000,00** | **TBA** | **TBA** | |

### 5.3.4. Department Of Education

Table 71: Department of Education

| ITEM NO. | PROJECT DESCRIPTION | WARD NO. | PROJECT VALUE | FINANCIAL YEAR BUDGETS | | | COMMENTS |
|---|---|---|---|---|---|---|---|
| | | | | 2020/ 2021 | 2021/ 2022 | 2022/23 | |
| 5.3.4.1 | Construct 20 Additional Waterborne toilets;<br>Refurbush 22 waterborne toilets;<br>Upgrade fence;<br>Drill and equip borehole at Hleketani Primary | 2 | 4,290 | 0 | 4,075 | | |
| 5.3.4.2 | Construct 16 classrooms, medium admin block, nutrition centre, 5 Grade facilities;<br>Refurbish 9 classrooms;<br>Demolish 15 classrooms at Hleketani Primary | 2 | 24,000 | 0 | 0 | | |
| | | **TOTALS EDUCATION PROJECTS** | | **4,075** | **0** | **TBA** | |

### 5.3.5. Local Economic Development Projects

| ITEM NO. | PROJECT DESCRIPTION | WARD NO. | PROJECT VALUE | FINANCIAL YEAR BUDGETS | | | COMMENTS |
|---|---|---|---|---|---|---|---|
| | | | | 2020/ 2021 | 2021/ 2022 | 2022/23 | |
| 5.3.5.1 | 22,063,230.00 | | | 22,063,230.00 | TBA | | |
| 5.3.5.2 | 10,000,000.00 | | | 10,000,000.00 | TBA | | |
| | | | **TOTALS LEDET PROJECTS** | **R32,063.00** | | **TBA** | |
| 5.3.5.3 | Rapotokwane: Water augmentation project | 9 | R2 000 000.00 | TBA | | | |
| | | | **TOTALS LEDET PROJECTS** | **TBA** | **R** | **R** | |

### 5.3.6. Department of Public Works

Table 72: Department of Public Works

| Project No. | Road Number | Project Name | IDMS Gate | Road surfaced/gravel/ bridges/drainage structures/erosion protection, etc | Project Start Date | Project End Date | Source of Funding | Budget programme number | Total Project Cost | Total Expenditure to date from previous years | Original Budget (18/19) | MTEF Forward Estimates (20/21) | MTEF Forward Estimates (21/22) | MTEF Forward Estimates (22/23) |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| RAL/T919 B | D2367 | D2367 in Waterberg District (Flood) | Stage 3: Preparation and briefing or prefeasibility | Drainage structure, Road | 4/2/2018 | 2/15/2019 | PRMG | Roads Infrastructure | R1,847,821 | R0 | R1,847,821 | R0 | R0 | R0 |
| RAL/T641 B | D2536 | Roads D2536 from Settlers to Witlaagte | Stage 7: Works | Drainage structure, Road | 2/29/2016 | 2/13/2021 | Equitable Share | Roads Infrastructure | R167,264,661 | R58,177,645 | R7,899,000 | R16,342,663 | R30,000,000 | R20,000,000 |
| TBA | Various roads | Household based Routine Road Maintenance | Stage 7: Works | Maintenance | 3/1/2019 | 3/1/2022 | PRMG | Programme 4 | R43,500,000 | R0 | | R14,500,000 | R14,500,000 | |

### 5.3.7. EEDSM Funded Projects

| ITEM NO. | PROJECT DESCRIPTION | WARD NO. | PROJECT VALUE | EXPENDITURE IN PAST FINANCIAL YEARS (Until 30 June 2019) | BALANCE ON PROJECT | FINANCIAL YEAR BUDGETS | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | 2020/ 2021 | 2021/ 2022 | 2022/ 2023 | 2023/ 2024 | 2024/25 |
| | | | | | | | | | | |
| 5.2.3.1 | Bela Bela Town: Replacement of 250W HPS Street lights with 100W LED Luminaires | | | | | R 4 000 000,00 | R 6 000 000,00 | | | |

| | | | | | |
|---|---|---|---|---|---|
| TOTAL INEP BUDGETS | R 4 000 000,00 | R 6 200 000,00 | - | - | - |

### 5.3.8. Unfunded Capital Projects

| ITEM NO. | PROJECT DESCRIPTION | WARD NO. | PROJECT VALUE | FINANCIAL YEAR BUDGETS | | | COMMENTS |
|---|---|---|---|---|---|---|---|
| | | | | 2020/ 2021 | 2021/ 2022 | 2022/23 | |
| **WATER AND SANITATION** | | | | | | | |
| 5.3.7.1 | Bela Bela: Equip, treat and connect SASSA Borehole | 1, 2, 3, 4, 5, 6, 7 | R 1 200 000,00 | | | | Augmentation of water supply is important for the sustainable supply without interruption of water supply to our consumers (Water supply must exceed water demand). |
| 5.3.7.2 | Supply and installation of 3 X 200KVA diesel operated 3-phase back-up generators for Lapa Raw Water Pump Station (RWPS), Bela-Bela Water Treatment Works (WTW) and the Renaissance Reservoir Water Pump Station (RRWPS). | 1 | R1 500 000,00 | | | | Critical for instances where there are Power outages, to eliminate interruptions in the water purification process which affects water supply services. |
| **ROADS AND STORMWATER** | | | | | | | |
| 5.3.7.4 | Resealing of Roads | All | TBA | TBA | TBA | TBA | Some of the Municipal roads are in a bad condition and require refurbishment. The Rural Road Asset Management System (RRAMS) is in the process of being developed by the Waterberg District Municipality through grant funding and the condition of our roads infrastructure has already been identified through a visual assessment. Therefore, funding for the proposed projects will be required. |
| 5.3.7.5 | Bela Bela: Upgrading of the Stormwater System | 1, 2, 3, 4, 5, 6 & 7 | TBA | TBA | TBA | TBA | The Stormwater system is undercapacitated. A Stormwater Master Plan will still be developed to identify gaps and propose projects to improve the stormwater management system. |
| 5.3.7.6 | Bela Bela Ext 6B: Roads and Stormwater | 7 | | TBA | TBA | TBA | Upgrade gravel roads to paved roads and consider underground stomwater channels. |
| 5.3.7.7 | Bela Bela Leseding and Hostel View: Roads and stormwater | 2 & 6 | | TBA | TBA | TBA | Upgrade gravel roads to paved roads and consider underground stomwater channels. |
| 5.3.7.8 | Bela Bela: Paving of "Eskom road" | 5 | | TBA | TBA | TBA | 1.3km to be paved at Mabunda street. |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 5.3.7.9 | Rapotokwane: Stormwater drainange and Bus Stop booth along the surfaced Bus route | 8 | | TBA | TBA | TBA | Consider underground storm water drainages and construct 2 x bus stops. |
| 5.3.7.10 | Masakhane: Roads and stormwater | 9 | | TBA | TBA | TBA | Upgrade gravel roads to paved roads and consider underground stomwater channels.<br>Clean existing paved roads. |
| 5.3.7.11 | Pienaarsrivier: Storm water drainage | 8 | | TBA | TBA | TBA | Upgrade gravel roads to paved roads and consider underground stomwater channels.<br>Clean existing paved roads and unblock existing storm water channels |
| **ELECTRICAL** | | | | | | | |
| 5.3.7.12 | Bela Bela: Replacement of old 11kV underground cables | 1 | R 16 090 000.00 | TBA | TBA | TBA | The asset is ageing and currently at a critical state. It needs urgent attention for efficient electricity supply. |
| 5.3.7.13 | Bela Bela: Refurbishment of the Switchinggear stations. | 1 | R 40 000 000.00 | TBA | TBA | TBA | The asset is ageing and currently at a critical state. It needs urgent attention for efficient electricity supply and the safety of the Municipal Electricians in case of a major break down. |
| 5.3.7.14 | Bela Bela: Refurbishment of the Mini-Substation | 1 | R 1 000 000.00 | TBA | TBA | TBA | The asset is ageing and currently at a critical state. It needs urgent attention for efficient electricity supply and the safety of the Municipal Electricians during time of operations. |
| 5.3.7.15 | Replacement of batteries to all Municipal substations | All | R 300 000.00 | TBA | TBA | TBA | The asset is ageing and currently at a critical state. It needs urgent attention for efficient electricity supply and the safety of the Municipal Electricians in case of a major break down. |
| 5.3.7.16 | Refurbishment of the Electricity Main distribution boxes (Kiosk) | All | R1 200 000.00 | TBA | TBA | TBA | Refurbishment of the existing streetlights |
| 5.3.7.17 | Retrofitting of 20 relays at substations | 1 | R 1 200 000.00 | TBA | TBA | TBA | The asset is ageing and currently at a critical state. It needs urgent attention for efficient electricity supply and the safety of the Municipal Electricians in case of a major break down. |
| **PUBLIC LIGHTING** | | | | | | | |
| 5.3.7.18 | Energy Efficiency and Demand Side Management (EEDSM) Programme: Retroffing of Public Lights. | All | TBA | TBA | TBA | TBA | Critical to reduce and save on energy consumption for Public Lights |
| 5.3.7.19 | Bela Bela: Street lights along the cemetery through to BBK area | 2 | TBA | TBA | TBA | TBA | Refurbishment of the existing streetlights |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 5.3.7.20 | Bela Bela Ext 8: Street lights | 4 | TBA | TBA | TBA | TBA | Refurbishment of the existing streetlights |
| 5.3.7.21 | Bela Bela Ext 6B: Street lights | 7 | TBA | TBA | TBA | TBA | Refurbishment of the existing streetlights |
| 5.3.7.22 | Bela Bela: Streetlights next to the rail trail | 2 | TBA | TBA | TBA | TBA | Refurbishment of the existing streetlights |
| 5.3.7.23 | Bela Bela Spa Park: Street lights | 9 | TBA | TBA | TBA | TBA | Refurbishment of the existing streetlights |
| 5.3.7.24 | Pienaarsrivier: Street lights | 8 | TBA | TBA | TBA | TBA | Rerfubishment of the existing streetlights |
| **SOLID WASTE MANAGEMENT** | | | | | | | |
| 5.3.7.25 | Bela Bela Landfill Site: Installation of above ground weigh bridge | 2 | TBA | | | | |
| **SPORTS AND RECREATION FACILITIES** | | | | | | | |
| 5.3.7.26 | Bela Bela Ext 6: Sports Facility | 7 | TBA | | | | |
| 5.3.7.27 | Pienaarsrivier: Sports Facility | 8 | TBA | | | | |
| **MUNICIPAL FACILITIES** | | | | | | | |
| 5.3.7.28 | Energy Efficiency and Demand Side Management (EEDSM) Programme: Retroffing of the Municipal main building lights with energy efficient technologies. | All | TBA | TBA | TBA | TBA | Critical to reduce and save on energy consumption for Public Lights |
| 5.3.7.29 | Pienaarsrivier: Municipal Satelite Office | 8 | TBA | TBA | TBA | TBA | |
| 5.3.7.30 | Construction of a Laboratory | 2 | 5 000 000.00 | | | | Need for testing/ analysis of the water quality for drinking water and treated effluent to minotor compliance with SANS 241 standards, also as per requirements of the Blue and Green drop assessment. |
| 5.3.7.31 | Construction of the Political Wing Offices and a Council Chamber | 1 | TBA | TBA | | | There is lack of office space for the officials and the Political Leadership of the Municipality. The Council Chamber is also not well placed. Therefore, there is a need for the expansion of the current offices or construction of new facilities in the close vicinity of the current Municipal building. |
| **COMMUNITY FACILITIES** | | | | | | | |
| | Mashakhane: Community Hall | 9 | TBA | | | | |
| | Bela-Bela: New Community Hall (Ward 4) | 4 | TBA | | | | |

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|---|---|---|---|---|---|---|---|
| **CEMETERIES** | | | | | | | |
| | Rapotokwane: Fencing of the Cemetery | 8 | | | | | |
| **LOCAL ECONOMIC DEVELOPMENT** | | | | | | | |
| | LED Forum | | R200 000 | | | | |
| | Feasibility Study for possible PPP arrangement for commercializing Municipal Airfiled | | R250 000 | | | | |
| | Sonskyne Festival | | R200 000 | | | | |
| | Carribean Mas Feeva | | R200 000 | | | | |
| | Motor Rally | | R1 500 000 | | | | |
| | 5150 Triathlon | | R200 000 | | | | |
| | Working for Land Bakgatla Ba Mocha CPA | | R30 000 000 | | | | |
| | Bela-Bela Game Farm | | R60 000 000 | | | | |
| | Bakgatla Ba Mocha CPA Game Farming | | R60 000 000 | | | | |
| | Kwalitho Game Farming and Cultural Village | | R60 000 000 | | | | |
| | Bela-Bela Environmental Centre with Botanical Garden/Visitors Information Centre/Limpopo Gateway | | R50 000 000 | | | | |
| | Formalization of formal Trading Zone through development of Market Stalls (Township) | | R750 000 | | | | |
| | Formalization of Business Incubation Hub | | R15 000 000 | | | | |
| | Development of the LED Implementation Strategy | | R1 000 000 | | | | |
| | Development of the Investment Plan | | R1 000 000 | | | | |
| **TOWN PLANNING** | | | | | | | |
| | Investment Strategy | | R500 000 | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | Formalisation of Informal Traders | | R900 000 | | | | |
| | Development Phase (Feasibility Study) concluded by end of June 2021 | | R1 000 000 | | | | |
| | Develop Urban Renewal Plan | | R850 000 | | | | |
| | Township Development for Gap Market | | R1 500 000 | | | | |
| | Council Building Plans re-designed (As-Build) | | R1 000 000 | | | | |
| OTHER | | | | | | | |
| | Street names in town | | TBA | | | | |
| | Installation of CCTV Surveillance Cameras in CBD | | R2 500 000 | | | | |
| | Fire Arms including Ammunition and Holsters | | R250 000 | | | | |
| | Audit and Risk Software | | R1 600 000 | | | | |
| | Refurbishment of the VTS | | R600 000 | | | | |
| | Grass and tree cutting machinery | | R600 000 | | | | |
| | Identify and Develop Land for Impounding of Stray Animals | | R350 000 | | | | |
| | Procure and Operate EDMS | | R4 500 000 | | | | |
| | Procurement of ICT System | | R7 000 000 | | | | |
| | Develop HRM and HRD Strategy | | R500 000 | | | | |
| | Procurement of Office Furniture | | R500 000 | | | | |
| | **TOTALS UNFUNDED PROJECTS** | | **R.....** | **TBA** | **TBA** | **TBA** | |

## CHAPTER 6: INTEGRATION PHASE

### Intergovernmental Relations

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

### Provincial Intergovernmental Structure

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

### District Intergovernmental Structure

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

Polokwane Municipality participates in:

- **Mayor Forum**

Mayors Forum seeks to bring together Mayors and Executive Mayors to interact on common interest issues as well.

- **Municipal Manager Forum and other Technical forum**

Municipal Manager's Forum which seeks to create a platform for all Accounting Officers to share and interact on common interest issues. Municipal Managers attend these meetings

- **Speaker Forum**
- **Communicators Forum:**

Mainly facilitated through GCIS, the aim of this structure is to bring all government communicators together to share common issues.

Accordingly, Bela-Bela Local Municipality developed and/or endorsed the following Strategies/Plans to harness in response to the varying Developmental priorities within its jurisdictional area.

**Table 73: Status of Bela-Bela Sector Plans**

| SECTOR | STRATEGY APPLICABLE IN RESPECTIVE SECTORS | PLANS APPLICABLE IN RESPECTIVE SECTORS | POLICIES APPLICABLE IN RESPECTIVE SECTORS | STATUS | PLANNED ACTION |
|---|---|---|---|---|---|
| KPA 1: SPATIAL RATIONAL | | | | | |
| Land Use and Land Development | Bela-Bela Spatial Development Framework (SDF) | N/A | N/A | Adopted in 2019 | Currently being implemented |
| Land Use and Land Development | Bela-Bela Land Use Management System (LUMS) | N/A | N/A | Adopted in 2008 | Currently being reviewed |
| Land Use and Land Development | Bela-Bela CBD Revitalization Strategy | N/A | N/A | Adoptedin 2017 | Currently being implemented |
| KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE PLANNING | | | | | |
| Water Services | N/A | Bela-Bela Water Services Development Plan | N/A | Adopted in 2013 | To be reviewed |
| Stormwater | N/A | Bela-Bela Stormwater Master Plan | N/A | Adopted in 2015 | To be reviewed |
| Electricity | N/A | Bela-Bela Electricity Services Plan | N/A | Adopted in 2013 | To be reviewed |
| Roads | N/A | Bela-Bela Road Master Plan | N/A | Adopted in 2015 | To be reviewed |
| Waste Management | N/A | Integrated Waste Management Plan | N/A | Adopted in 2014 | To be reviewed |
| Infrastructure Development | N/A | Bela-Bela Infrastructure Capital Plan | N/A | Adopted in 2014 | To be reviewed |
| Transport Planning | N/A | Waterberg Integrated Tran sport Plan | N/A | Adopted in 2009 | |
| Human Settlements/Housing | N/A | Bela-Bela Housing Plan | N/A | Adopted in 2009 | To be reviewed |
| Disaster Management | Waterberg Disaster Management Framework | N/A | N/A | Adopted in 2009 | |
| Disaster Management | N/A | Bela-Bela Disaster Management Plan | N/A | Adopted in 2009 | |
| Environmental Management | N/A | Bela-Bela Integrated Environmental | N/A | Adopted in 2006 | To be reviewed |

| SECTOR | STRATEGY APPLICABLE IN RESPECTIVE SECTORS | PLANS APPLICABLE IN RESPECTIVE SECTORS | POLICIES APPLICABLE IN RESPECTIVE SECTORS | STATUS | PLANNED ACTION |
|---|---|---|---|---|---|
| | | Management Plan | | | |
| Environmental Management | Waterberg Disaster Management Framework | N/A | N/A | Adopted in 2006 | |
| Environmental Management | Bela-Bela Waterberg Environmental Management Framework | N/A | N/A | Adopted in 2006 | To be reviewed |
| Environmental Management | | Waterberg Air Quality Management Plan | N/A | Adopted in 2006 | |
| Sports & Recreation | | Policy on Usage of sports and recreational facilities | | Adopted in 2019 | |
| Environmental Management | Waterberg Environmental Management Plan | | N/A | Adopted in 2006 | |
| Sports & Recreation | | Bela-Bela Sports Master Plan | N/A | Adopted in 2012 | To be reviewed |
| Health | N/A | N/A | Bela-Bela HIV/AIDS Policy | Adopted in 2009 | |
| **KPA: LOCAL ECONOMIC DEVELOPMENT** | | | | | |
| Local Economic Development | Bela-Bela Local Economic Development Strategy | N/A | N/A | Adopted in 2009 | To be reviewed |
| Local Economic Development | Waterberg LED Strategy | N/A | N/A | Approved in 2009 | |
| Mining | Waterberg Mining Strategy | N/A | N/A | Approved | |
| Tourism | Bela-Bela Tourism Development Strategy | N/A | N/A | Adopted in 2006 | To be reviewed |
| Tourism | Waterberg Tourism Development Strategy | N/A | N/A | Adopted | |
| EPWP | N/A | Bela-Bela EPWP Programme | N/A | Adopted in 2012 | To be reviewed |
| Informal Trading | N/A | N/A | Bela-Bela Informal Trading Policy | Adopted in 2013 | To be reviewed |
| Advertising | N/A | N/A | Bela-Bela Outdoor Advertising Policy | Adopted in 2006 | To be reviewed |
| Agricultural Development | Waterberg Agricultural Development Strategy | N/A | N/A | Adopted in 2006 | |
| **KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION** | | | | | |
| Back to Basic | N/A | Back to Basic Action Plan | N/A | Adopted in 2019 | Being Implemented |
| Communication | Bela-Bela Communication Strategy | N/A | N/A | Adopted in 2018 | To be reviewed |

| SECTOR | STRATEGY APPLICABLE IN RESPECTIVE SECTORS | PLANS APPLICABLE IN RESPECTIVE SECTORS | POLICIES APPLICABLE IN RESPECTIVE SECTORS | STGATUS | PLANNED ACTION |
|---|---|---|---|---|---|
| Risk Management | | Bela-Bela Risk Management Plan | N/A | Adopted in 2019 | To be reviewed |
| Fraud and Anti-Corruption | Bela-Bela Fraud and Anti-Corruption Strategy | N/A | N/A | Adopted in 2009 | To be reviewed |
| KPA 5: FINANCIAL VIABILITY | | | | | |
| Financial Management | Bela-Bela Financial Strategy | N/A | N/A | Adopted in 2015 | Revised |
| Financial Management | N/A | Bela-Bela Financial Recovery Plan | N/A | Adopted in 2013 | Revised |
| Financial Management | N/A | N/A | Bela-Bela Indigent Policy | Adopted in 2016 | Revised |
| Financial Management | N/A | N/A | **Credit Control and Debt Collection Policy** | Adopted in 2016 | Revised |
| Financial Management | N/A | N/A | **Property Rates Policy** | Adopted in 2016 | Revised |
| Financial Management | N/A | N/A | **Assets Management Policy** | Adopted in 2016 | Revised |
| Financial Management | N/A | N/A | **Indigent Policy** | Adopted in 2016 | Revised |
| Financial Management | N/A | N/A | **Borrowing framework policy** | Adopted in 2016 | Revised |
| Financial Management | N/A | N/A | **Budget Implementation and Monitoring Policy** | Adopted in 2016 | Revised |
| Financial Management | N/A | N/A | **Cash Management and Investment Policy** | Adopted in 2016 | Revised |
| Financial Management | N/A | N/A | **Funding Reserves Policy** | Adopted in 2016 | Revised |
| Financial Management | N/A | N/A | **Prioritisation Model for Capital Assets Investment** | Adopted in 2016 | Revised |
| Financial Management | N/A | N/A | **Policy on Infrastructure Investment and Capital Projects** | Adopted in 2016 | Revised |
| Financial Management | N/A | N/A | **Policy on Long Term Financial Planning** | Adopted in 2016 | Revised |

| SECTOR | STRATEGY APPLICABLE IN RESPECTIVE SECTORS | PLANS APPLICABLE IN RESPECTIVE SECTORS | POLICIES APPLICABLE IN RESPECTIVE SECTORS | STGATUS | PLANNED ACTION |
|---|---|---|---|---|---|
| Financial Management | N/A | N/A | **Policy on Provision for doubtful debts and writing off of irrecoverable debts** | Adopted in 2016 | Revised |
| Financial Management | N/A | N/A | **Principles and Policy on Tariffs** | Adopted in 2016 | Revised |
| Financial Management | N/A | N/A | **Petty Cash Policy** | Adopted in 2016 | Revised |
| Financial Management | N/A | N/A | **Supply Chain Management Policy** | Adopted in 2016 | Revised |
| KPA 5: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT | | | | | |
| Performance Management | Performance Management Policy Framework | N/A | N/A | Adopted in 2016 | To be reviewed |
| Human Resources | N/A | N/A | Bela-Bela Human Resources Policy | Adopted in 2009 | To be reviewed |
| Human Resources | N/A | Bela-Bela Institutional Plan | N/A | Adopted in 2009 | To be reviewed |
| Skills Development | N/A | Bela-Bela Workplace Skills Development Plan | N/A | Adopted in 2016 | To be reviewed |
| Human Resources | N/A | N/A | Bela-Bela Municipal Recruitment and Selection Policy | Adopted in 2012 | To be reviewed |
| Human Resources | N/A | N/A | Bela-Bela Staff Retention Policy | Adopted in 2012 | To be reviewed |

## CHAPTER 7: APPROVAL PHASE

It is espoused in the MSA that prior to the submission of the Final Draft of IDP for approval to Council, Local Communities and Stakeholders therein, must be given at least 21 days to comment on it, submit written comments where necessary on any developmental considerations they may want addressed through the IDP to the Municipal Manager. The Bela Bela Local Muncipality's Council will adopt the draft 2020/2021 IDP/Budget Review by the 31st of March 2020. Subseqent to that, the municipality will emabarged on the 2020/2021 IDP/ Budget Mayoral Roadshow in all Municipal wards through Public Participation process during May and April 2020.

Subsequent to the conclusion of all the processes required for the Annual review of its Integrated Development Plan (IDP), Bela-Bela Local Municipality in accordance with the provisions of the Act approved *its* **2020/2021 – 2022/23 Draft IDP/Budget Review on the ... 2019 at a duly convined Council meeting.**

The MEC of COGHSTA, Provincial & National Treasuries and Communities within Bela-Bela Local Municipality will be accordingly informed of the approved Draft *2020/21 – 2022/23 IDP/Budget Review by the Municipality* as per priscripts of MSA, 2000 as amended.