BELA-BELA LOCAL MUNICIPALITY

2016/17 – 2020/21 DRAFT INTEGRATED DEVELOPMEMT PLAN (IDP)

To be the prime agricultural hub and tourism destination of choice

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List of Acronyms

ANC	African National Congress
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
LOP	
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 OF 2000	Local Government: Municipal Systems Act
MSA OF 1998	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
PS	
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

Mayor's Foreword

It gives me great pleasure to present this 2015/16, which is a culmination of many fruitful engagements with our Stakeholders from their various walks of life.

Our performance during the last Financial Year, and 2014/15 Performance indicated through our Mid-Year Performance Assessment Report played a pivotal role in ensuring that our 2015/16 IDP is truly responsive to the needs of our populace.

We have also continued improving the capacity of the Municipality in terms of bringing personnel with Technical knowhow in the area of Municipal Planning, Electricity and Municipal Governance Services.

During our Community Consultation, number of developmental challenges were raised in all our Wards. Key amongst which were Housing, Water & Sanitation, Electricity, Recreational Facilities, Road & Stormwater, Job opportunities and many.

Key amongst our resolve during our Strategic Planning Session held on the 24th – 26th February 2015 was that issues pertaining to Organizational Performance Management and Governance must be prioritized, as they have a propensity of ensuring that we are able to adequately and timeously attend to plan for and implement projects/programmes primarily aimed at addressing all the aforementioned Developmental needs of our communities.

We also concluded that with our Governance System functions as it ought to, issues of accountability and oversight shall be strengthened, thereby entrenched in the Organizational culture

We therefore call upon all our Stakeholders to continue rallying behind us as we work towards our shared developmental Vision of ***"We are the prime agricultural hub and tourism destination of choice"***

It is our conviction that the impact of all the interventions as espoused in this IDP shall be truly realized if all our Stakeholders optimally play their role of jointly monitoring and consistently evaluating the implementation thereof.

It is therefore against this backdrop we hereby make this clandestine call to make the Sustainable development of Bela-Bela the Business of all who lives and do business therein.

Yours in Building a Developmental Local Government

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CLLR ML NHLAPO
MAYOR

Executive Summary by the Municipal Manager

1) Introduction

The final revised 2015/16 IDP has been prepared against the background of the objective of the Bela-Bela Local Municipality (BBLM), which is in line with the government's aim of addressing the triple challenges of poverty, inequality and unemployment in the country.

The elected Council that assumed office in May 2011, has its work cut-out, in the final year of the 5 year term of IDP process. Now is the time to review the progress and to strengthen the achievements of government by working together with local communities, labour, business, religious, youth and other stakeholders.

The IDP serves as a single broad strategic guide for the priority issues of the community and residents of BBLM, which government should implement in this term of Council. It also assists administration to prepare a medium term finance framework and annual budget that seeks to allocate resources to address all these needs.

During the annual revisions of the IDP plan, it is important to be mindful of the need for alignment with all National, Provincial and Local Government imperatives. The IDP is not only a local government programme but the delivery plan of the entire government in a particular local space.
The annual review of this 5 year IDP should be seen as a government's plan, not just of the BBLM.

Government perspective of IDP is that of addressing all service delivery issues, with a particular interest in addressing job creation, poverty and eradicating the inequalities of the past. Like many other localities in the Country, the scale of the challenges is enormous in the BBLM, but all efforts are focused on those previously disadvantaged areas. The objective is therefore of a developmental state and developmental local government where the state actively intervenes in raising the quality of life of citizens through creating an enabling environment through the deployment of resources to realise the objectives it sets for itself. The major focus is the implementation of the objectives of the National Development Plan (NDP).

2) Amendments to the 2015/16 IDP of the 5 five year 2011 – 2016 IDP

The final revision of the draft BBLM IDP would result in some amendments. The annual amendment has been prepared. The amendments made to the revised IDP are the following:

- *The new National IDP framework, published in 2013 is used as a guide to 2014/15 IDP structure.*
- *The situational analysis of BBLM has been updated to take into consideration the newly published ward cluster Census 2011 from Statistic South Africa.*
- *Revised Medium Term Budget Framework for 2015/16 annual financial year.*
- *Community inputs raised during the public participation processes.*
- *Performance Management plan review in line with the changes in the 2014/15 Service Delivery and Budget Implementation Plan.*
- *Findings of the Auditor-General in the last Audit period.*

- *MEC Comments on 2014/15* IDP

3) Legislative Framework

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.

4) IDP Context

The context of the Final 2016/17 IDP is a process that consists of sub-activities that culminates in to the adoptions of the IDP by Council of BBLM, this includes but not limited to the following;

a) IDP Process Plan

In terms of the Council approved IDP and Budget process plan, Council should approve the final IDP before the start of the new financial year, that is, no later than 30 June 2015.
In order for Bela Bela Local Municipality to prepare a credible IDP document, several stakeholders had to be engaged to provide inputs and guide the final IDP plan. The draft process of the IDP involves the following consultation process:

b) IDP Assessment

The annual IDP assessment requires all municipalities to submit the final council approved IDP to the Provincial MEC responsible for Local Government. The purpose of the IDP assessment is for Provincial departments, led by local government to assess the credibility of the IDP and provide a provincial perspective that should be considered in preparation for the upcoming financial year IDP.

c) MEC comments on the 2016/17 IDP

In terms of the provisions of the Local Government: Municipal Systems Act, 2000 municipality should submit a copy of the Council approved IDP to the MEC for Local Government in the province. The MEC is tasked by legislation to assess the IDP and give comments on its alignment to government programme. The MEC comments have largely provided guidance on

the preparation of the 2016/17 IDP. All the MEC comments on the 2015/16 were considered in compiling the current IDP.

d) Mayoral IDP Road Shows

The Mayoral Road shows are a major part of the mass public consultation. In terms of the IDP process plan BBLM mayoral road shows take places during October 2014- November 2014 and April 2015- May 2015 of each year. The Mayor together with Councillors undertake a 9 ward meetings to listen to the IDP inputs and provide feedback on the draft IDP and Draft Budget, which culminated into the Development priorities as identified herein.

e) Council and Council Committees

Approval and adoption of the IDP and Budget are few of the non- delegated items in the Municipality. Thus only full Council has the responsibility of approving the IDP and Budget. BBLM council is to approve the IDP before end of June 2016. Section 80 portfolio committee has to however, review and recommend that Council approves the IDP and Budget prior to Council adoption of the reports.

5) Content of the IDP

The 2016/17 Final IDP document consists of core components as required in terms of Section 26 of the Local Government: Municipal Systems Act. Thus the Bela-Bela Local Municipality's 2016/17 Final IDP document is constituent of the following:

a) Executive Summary

It provides Introduction and context of preparing this IDP.

b) Chapter One: The Planning Framework

Outlines the Legislative Framework, and the methodology of preparing the IDP. It further provides for the timelines and framework, role players and the adoption process

c) Chapter Two: Municipal Profile

It analyses the demographic, economic, institution, financial and socio-economic issues of the municipality. The section also discusses service delivery backlogs. The 2016/17 IDP focus on detail wards information than ever before. Future Information will outlines the Wards data in order to provide details ward planning approach.

d) Chapter Three: Situational Analysis

It expresses BBLM Space Analysis and various land uses as guided by the Municipal Spatial Development Framework (SDF) and Land Use Scheme (LUMS)

e) Chapter Four: – Environmental, Social and Economic Analysis

It deals with the Environmental, Social and Economic An analysis in accordance with developmental issues identified during engagements with varying Stakeholders within the Municipality, and the interrelations between the three Sectors towards ensuring sustainable development.

f) Chapter Five: Basic Services

Deals with the analysis of all the Service delivery issues within the Municipality, and the backlogs thereto.

g) Chapter Six: Financial Analysis

It explains the Financing Model of the Municipality, and the sources of Municipal revenue in an MTEF period.

h) Chapter Seven: Good Governance and Public Participation

Deals with Structures, Mechanisms, Processes and Systems aimed at ensuring Good Corporate, Sound and Accountable Governance within the Municipality.

i) Chapter Eight: Institutional Analysis

Deals with the Powers and Functions, Vision & Mission of the Municipality and how the Municipality is lead both politically and administratively, and also the responsibilities thereto.

j) Chapter Nine: Cross Cutting Analysis

Deals with External and Internal Risks the Municipality is susceptible to and mechanisms and processes of managing and mitigating against such risks.

k) Chapter Ten: Municipal Priorities

Deals with developmental issues as raised across the Nine (9) Wards of the Municipalities and the Municipal wide priorities.

l) Chapter Eleven: Municipal Strategies

Deals with Organizational SWOT Analysis; Critical Success Factors; Strategic Goals; Development/Programme Objectives; Short, Medium & Long-Term Strategies and Performance Targets and Indicators.

m) Chapter Twelve: Projects and Budget Summary

It explains the IDP prioritization model and projects to be undertaken for the next financial year and in the Medium Expenditure Framework. It also includes projects to be implemented by the Sector Departments.

n) Chapter Thirteen: Integration

It provides all the requisite and important Sectoral plans, from such as Medium Financial Management Plan, Spatial Development Framework, Performance Management Policy Framework to mentioned but a few, which are essential part of the inclusive nature of the IDP.

o) Chapter Fourteen: Approval

Deals with the process leading to the approval of this IDP and subsequent submission to the MEC.

CHAPTER ONE: THE PLANNING FRAMEWORK

1. 1. Legislative Framework

1.1.1. Introduction

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.

1.1.2. 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.
The Constitution further encourage the Municipality to involve communities in their affairs

1.1.3. 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.

1.1.4. 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.

1.1.5. 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.

1.1.6. 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.

1.1.7. 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.

1.1.8. 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.

1.1.9. 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.

1.2. Process Plan

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

(i) 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. Outlined therein are the 5 Phases of the IDP and the activities that will happen under each, and also the deliverables per Phase.

PHASE	ACTIVITY	RESPONSIBLE	OUTPUT	TIME FRAME	
PREPARATION PHASE	Alignment with WDM framework IDP, Budget and PMS process plan	WDM	Approved 2016/2017 IDP, Budget and PMS process plan	16 - 18 July 2014	
	MECs Assessment of 2015-2016 IDP	IDP Manager /Municipal Manager		29 July 2014 – 01 August 2014	
	Council Sitting	Mayor/ Municipal Manager		30 July 2014	
	Develop Draft 2016/2017 IDP, Budget and PMS process plan	IDP Manager		04 - 08 August 2014	
	Tabling of 2016/2017 IDP, Budget and PMS process Plan to Planning Sub-Committee	IDP Manager		13 August 2014	
	1st Waterberg District Forum Representative Forum	IDP Manager		21 August 2014	
	Tabling Draft 2016/2017 IDP, Budget and PMS process plan for EC /Council approval	Mayor & Municipal Manager		26 August 2014	
	Publication of IDP2016/2017 IDP, Budget and PMS Process Plan	IDP Manager		28 August 2014	
	Submission of 2014/ 2015 Annual Performance Report to the Auditor – General and	PMS Manager /Municipal Manager		29 August 2014	

	MEC				
	First IDP Steering Committee Meeting	IDP Manager /Municipal Manager		02 September 2014	
	First IDP Representative Forum	Municipal Manager/ Mayor		04 September 2014	
ANALYSIS PHASE	Identification of Gaps, Stakeholder Registration, and Information Gathering.	IDP Manager	• Priority issues/problems • Understanding of causes of priority issues/problems	05 September 2014	
	Community Based Planning (CBP) Ward Consultative Meetings	IDP Manager		08 -12 September 2014	
	1st Provincial IDP Consultative Forum	COGHSTA, OTP and WD		22– 26 September 2014	
	Community Consultation Forums on Tariffs, Indigent Credit, Credit Control, and Free Basic Electricity Revisit Community Needs, Consult, and Assess Community Based Planning (CBP) Wards Consultative Meetings	Budget & Treasury and IDP Manager		13 - 17 October 2014	
	Submission of Draft Annual Report to the Mayor	IDP Manager / Municipal Manage		28 October 2014	

	Council Sitting	Mayor & Municipal Manage		30 October 2014	
	Second 2016/17 IDP Steering Committee Meeting	IDP Manager/ Municipal Manage		04 November 2014	
	Second 2016/17 IDP Representatives Forum	Mayor/ Municipal Manager		06 November 2014	
	Draft 2016/17 IDP Analysis Phase Completed	IDP Manager		07 November 2014	
	2nd WDM Representative Forum	WDM		12 November 2014	
	2nd Provincial IDP Consultative Forum	COGHSTA, OTP and WDM		17 – 18 November 2014	
	Proposed IDP/Budget and Tariff Policies	Dept Financial Services & IDP Manager		Week 1 December 2014	
	Consultative Forum on Vision, Mission, Objectives, and Localized Strategic Guidelines	IDP Manager		Week 2 December 2014	
STRATEGIES PHASE	WDM Strategic Planning Session	WDM	• Vision(For Municipality) • Objectives(For each priority issue) • Strategic options and choice of strategy • framework Tentative financial for projects • Identification of projects	19 - 21 January 2015	
	Review Financial Strategies, Adjustment Budget & SDBIP and Review of Organizational Structure	All Departments/Municipal Manager		05 – 16 January 2015	
	Draft 2015/2016 Mid – Year Report and Draft 2014/ 2015 Annual	All Departments/Municipal Manager		21 - 29 January 2015	

	Report				
	3rd Provincial IDP Consultative Form	COGHSTA, OTP and WDM		06 February 2015	
	Strategic Planning Session	IDP Manager /Municipal Manager		18 - 20 February 2015	
	Third IDP Steering Committee Meeting	IDP Manager/ Municipal Manager		17 March 2015	
	Third IDP Representative Forum	Mayor & Municipal Manager		18 March 2015	
PROJECTS PHASE	Review and Rationalization of Projects, Redesigning and Upgrading Project Designs	IDP Manager	• Project output, targets, and location • Project related activities and time schedule • Cost and budget estimates • Performance Indicators	Week 2 March 2015	
	3RD WDM IDP Representatives Forum	WDM		20 March 2015	
	Submission of 2014/ 2015 Annual Report to council for Approval	PMS Manager & Municipal Manager		25 March 2014	
	Tabling of Draft IDP/Budget and SDBIP for Council Approval	Mayor & Municipal Manager		Week 3 March 2015	

	Submission of Draft IDP/Budget to National Treasury and Coghsta	Municipal Manager		31 March 2015	
INTEGRATION PHASE	Alignment with Waterberg District Municipality, Provincial, and National Programs	COGHSTA, OTP and WDM	• 5 Year Financial Plan • 5 Year Capital Investment Plan • Institutional Plan • Reference to Sector Plans • Integrated Sectoral Plans	Week 1 April 2015	
	2016/ 2017 IDP - Budget Mayoral Roadshow	All Departments/Municipal Manager		09 – 15 April 2015	
	4th IDP Steering Committee Meeting	IDP Manager/ Municipal Manager		08 May 2015	
	4th IDP Representative forum	Mayor & Municipal Manager		13 May 2015	
	4TH WDM Representative Forum	WDM		22 May 2015	
	Screening of Draft IDP Projects Integration of Sector Plans and Institutional Programs	IDP Manager & All Departments		28 May 2015	
APPROVAL PHASE	Publishing of a Draft 2016/ 2017 IDP - Budget	IDP Manager	• Public Comments • Approved IDP for the Municipality	Week 3 & 4 May 2015	
	Screening of Inputs and Comments from Communities	IDP Manager		Week 3 & 4 May 2015	

	Approval of 2016/2017 IDP and Budget	Mayor & Municipal Manager		26 June 2015	
	Approval of Service Delivery and Budget Implementation Plan(SBDIP)	Municipal Manager		26 June 2015	
	Publishing of Approved 2016/2017 IDP and Budget	IDP Manager		30 June 2015	
	Submission of Approved IDP/Budget to National Treasury and Coghsta	Mayor & Municipal Manager		30 June 2015	
	Signing of Annual Performance Agreements for Section 57 Managers	Mayor & Municipal Manager		30 June 2015	

1.3. Key points extracted from the 2015 SONA and SOPA

Below are extract from State of the Nation Address by ***His Excellency Jacob G Zuma, 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 12 Feb 2015, 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 24th of February 2015 respectively.

1.3.1. State of the Nation Address (SONA)

1) Government focus will be on ***Five Priorities issues,a***
- ***(a) Education,***
- ***(b) Health,***
- ***(c) the fight against Crime and Corruption,***
- ***(d) Rural Development and Land reform as well as***
- ***(e) Creating decent work.***

2) **Government's *Nine Point Plan* to ignite growth and create jobs**.

2.1 Resolving energy challenges.
2.2 Revitalizing agriculture and the agro-processing value chain.
2.3 Advancing beneficiation or adding value to our mineral wealth.
2.4 More effective implementation of a higher impact Industrial Policy Action Plan.
2.5 Encouraging private sector investment.
2.6 Moderating workplace conflict.
2.7 Unlocking the potential of Small, Medium and Micro Enterprises (SMMEs), cooperatives, township and rural enterprises.
2.8 State reform and boosting the role of state owned companies, information and communications technology (ICT) infrastructure or broadband roll-out, water, sanitation and transport infrastructure as well as
2.9 Operation Phakisa aimed growing the ocean economy and other sectors.

3) The Regulation of Land Holdings Bill will be submitted to Parliament this year. Through the Land Reform Programme, more than 90 000 ha of land have been allocated to small holder farmers, farm dwellers and labour tenants.
4) The process of establishing the Office of the Valuer-General is underway, which is established in terms of the Property Valuation Act. Once implemented the law will stop the reliance on the Willing Buyer-Willing Seller method in respect of land acquisition by the State
5) Agriculture is a catalyst for growth and food security. We are working with the private sector to develop an Agricultural Policy Action Plan which will bring one million ha of under-utilized land into full production over the next three years.
6) Promote the establishment of agri-parks or cooperatives and clusters in each of the 27 poorest District Municipalities to transform rural economies. An initial funding of R2 billion has been made available for the agri-park initiative

7) We will also prioritize the review of visa regulations to strike a balance between national security and growth in tourism
8) One hundred and thirty three (133) informal settlements are being assessed or prepared for upgrading through the National Upgrade Support Programme.
9) Thirty two (32) settlements are being upgraded and 87 housing projects are being implemented across the prioritised mining towns.
10) Government also continues to provide social development support within mining communities. Other support includes technical expertise with regard to Integrated Development Plans and the development of Special Economic Zones.
11) Government will set-aside 30% of appropriate categories of State procurement for purchasing from SMMEs, cooperatives as well as township and rural enterprises.
12) Water is a critical resource for economic growth and a better life. Several projects aimed at providing water for industrial and household use are in the implementation or planning phases around the country.
13) Major projects include Umzimvubu Water Project in the Eastern Cape, Jozini Dam in UMkhanyakude in KwaZulu-Natal and projects in Bushbuckridge in Mpumalanga and phase one of the Mokolo Crocodile Water Augmentation in Limpopo.
14) We will also continue to improve the infrastructure in schools and higher education institutions to create a conducive environment for learning and teaching.
    - Through the Accelerated School Infrastructure Delivery Initiative which is part of the National Infrastructure Plan, 92 new schools have been completed to date and 108 are under construction. About 342 schools have received water for the first time.
    - Three hundred and fifty one (351) schools have received decent sanitation while 288 have been connected to electricity.
    - Government has identified 16 sites for the construction of 12 new technical and vocational education and training college campuses and the refurbishment of two existing campuses.

15) We continue to deliver houses to our people. By 30 September 2014, a total number of more than 50 000 houses were delivered in the subsidy and affordable housing segments.
16) This year, we are going to launch a massive programme to turn the tide against tuberculosis (TB), with a special focus on three communities, offenders at Correctional Services facilities, mineworkers and communities in mining towns.
17) In fighting the scourge of HIV and AIDS, the state-owned pharmaceutical company, Ketlaphela, has been established and will participate in the supply of anti-retrovirals to the Department of Health
18) We have to continue working harder together to fight crime and to create safer communities. We are making progress in fighting crimes against women and children.
19) To prevent corruption and promote ethical governance, in December I signed into law the Public Administration and Management Act which amongst others prohibits public servants from doing business with the State.

20) We have launched the 'Back to Basics' programme to promote good governance and effective administration through cutting wastage, spending public funds prudently, hiring competent staff, and ensure transparency and accountability in Municipalities.
21) The Integrated Urban Development Framework announced in the SONA last June, has been approved by Cabinet.

1.3.2. State of the Province Address (SOPA)

Below are the extracts from the 2015 State of the Province Address as delivered by the Premier of Limpopo Province, Honourable Stanley Chupu Mathabatha on the 24th of February 2015:

1) We are happy to report here today that the **Limpopo Development Plan (LDP)** has been finalized. We now have a blue print to guide and put our province on a higher trajectory of economic growth and development.
2) Worth noting is that in the development of this Plan, we were guided by the prescripts of the National Development Plan when it says: "***Active citizenry and social activism is necessary for democracy and development to flourish. The state cannot merely act on behalf of the people, it has to act with the people, working together with other institutions to provide opportunities for the advancement of all communities***"
3) We are convinced that the Limpopo Development Plan reflects our shared vision and strategic imperatives towards poverty reduction, elimination of social inequality and a creation of sustainable jobs in our province.
4) We aim to achieve this through sustainable socio-economic, infrastructural and institutional development. We will do this with a view to achieve radical economic and social transformation. With regard to economic development and transformation, we identified strategic programmes across the mining, agriculture and tourism sectors. Our fundamental goal is to ensure an industrialization programme through mineral beneficiation, development of agro-processing cluster and logistics.
5) In addition, we have re-affirmed the role of SMME's and Cooperatives in the productive sectors as a critical component towards radical economic transformation.
6) Limpopo Development Plan also acknowledges that a critical condition for job creation is improved levels of education and skills development. Human Resource Development is therefore identified as one of the key priorities. In this regard, we have identified the required skills to support both social and economic development in the Province.
7) We have since developed strategic partnerships between government, the private sector and educational institutions to ensure a strategic coordination of human resource development in the province.
8) Underpinning the Limpopo Development Plan is **10 High-Level Development Targets** to be attained by 2020. These targets are:

- the achievement of economic growth rate of 3% revised in the light of the current performance of the global economy,
- the creation of 429 000 jobs;
- Increased access to basic water from 83% in 2014 to 90%;
- Increased access to electricity supply from 83% in 2014 to 90%;
- Increased access to sanitation from 43% in 2014 to 50%;
- Increased Matric Pass Rate from 72% in 2014 to at least 80%;
- Increased Geographic Gross Product contribution to the national GDP from 7.15% in 2014 to 9%;
- Reduction of the unemployment rate from 16.9% in 2014 to 14%;
- Increased average life expectancy from 58.3 in males in 2014 to 60, and 62.5 in females in 2014 to 65,and above all;
- Reduction of inequality in terms of Gini-Coefficient from 0.61 in 2014 to 0.50;

9) We have put aside an amount of R3.187 billion to upgrade from gravel to tar 18 projects over the next three years.
10) These projects will include the so-called “Bermuda” roads that were started in the past and were not concluded due to budgetary constraints. The distance to be covered will be no less than 344 kms.
11) We have also established a dedicated unit in the Office of the Premier to support the work of the Council
12) In collaboration with the national Department for Social Development, we are making inroads in the fostering sustainable livelihoods and poverty alleviation. We have thus far empowered 12 Community Nutrition Development Centers to manage and distribute food to needy individuals across the province.
13) The implementation of the **Back-to-Basics Programme** as launched by the president must also be implemented without delay
14) The provision of water is an integral part of our strategy to ensure economic development and poverty eradication. Although we have provided no less than 86% of our people with access to basic water, a lot more still needs to be done.
15) To this end, I have appointed a Provincial Multi-Stakeholder Task Team to help develop a medium-term Water Resources and Services Strategy. This strategy will help with the planning, management and allocation of water to support both economic social and environmental needs of our province.
16) Underpinning this Strategy will be a mechanism for bulk infrastructure projects that support mining and commercial agriculture, provision of water to households, management of waste water treatment works and a sustainable availability of water. The focus for this year will be to speed up reticulation of water to households so that our people can enjoy clean water.

17) We are also convening a Provincial Water and Sanitation Summit in the next two months to help find long lasting solutions to the problems of water.
18) We should invest lot of resources in research and development especially in the area renewable energy sources such as solar heating.
19) As part of implementing our Provincial Crime Prevention Strategy, we have been engaged in various programmes that are aimed at squeezing crime and criminals out of our communities and institutions. These programmes include amongst others, community mobilization, crime awareness campaigns and community education.
20) As the Provincial Government, we support the proposal by Minister. Pravin Gordon to the Municipal Demarcation Board for the redetermination of municipal boundaries.

CHAPTER TWO: MUNICIPAL PROFILE AND SITUATIONAL ANALYSIS

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

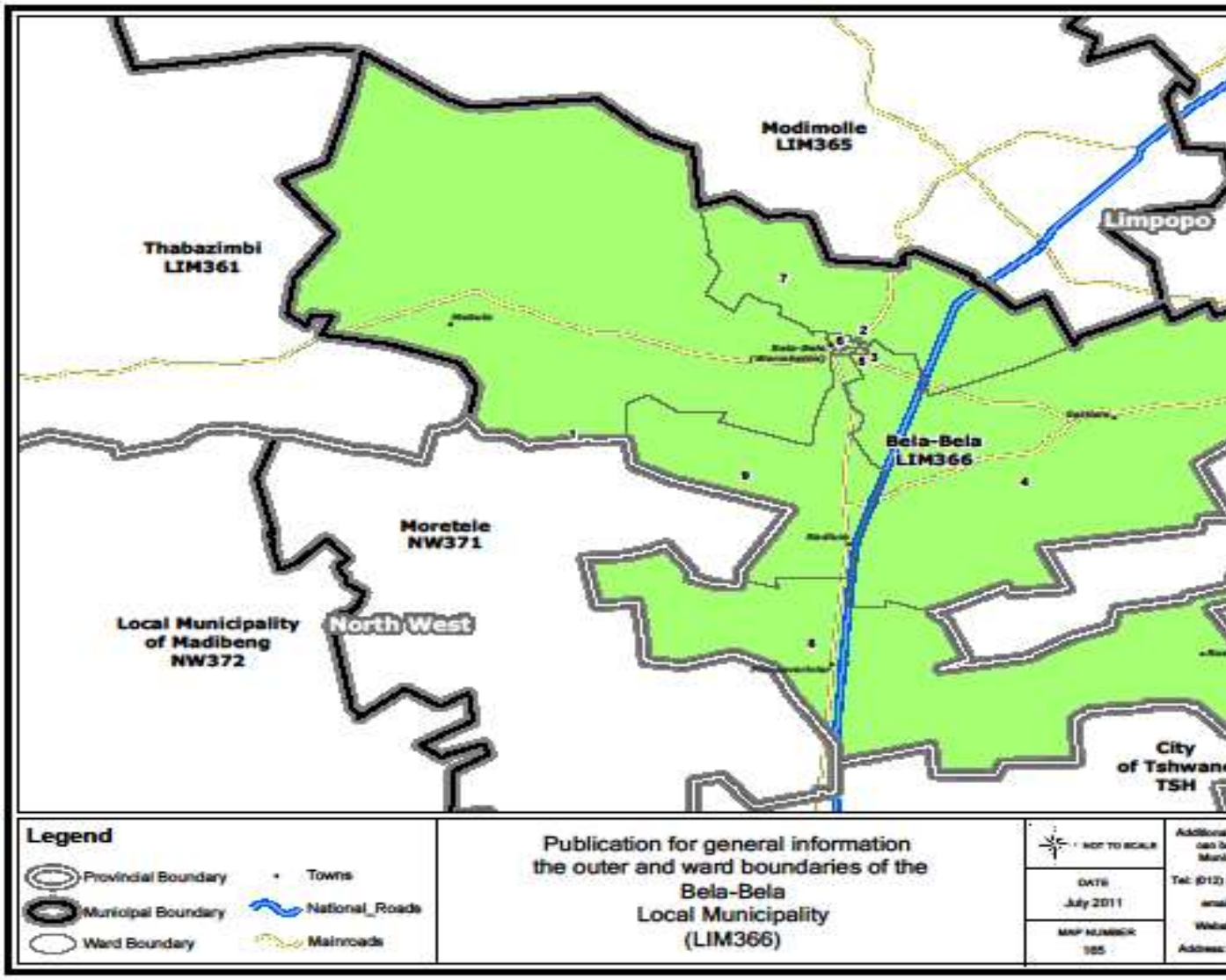
Climate: Very hot in summer with frequent thunderstorms developing during the late afternoons. Cooler across the higher locations. Winter temperatures are significantly cooler with clear sunny days. Warm clothes are necessary during these months. Annual rainfall 350mm - 750mm falling mainly during the 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 between 20 – 29 Degree Celsius.

Health: 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.

Figure 1: Geographic Area of Bela-Bela

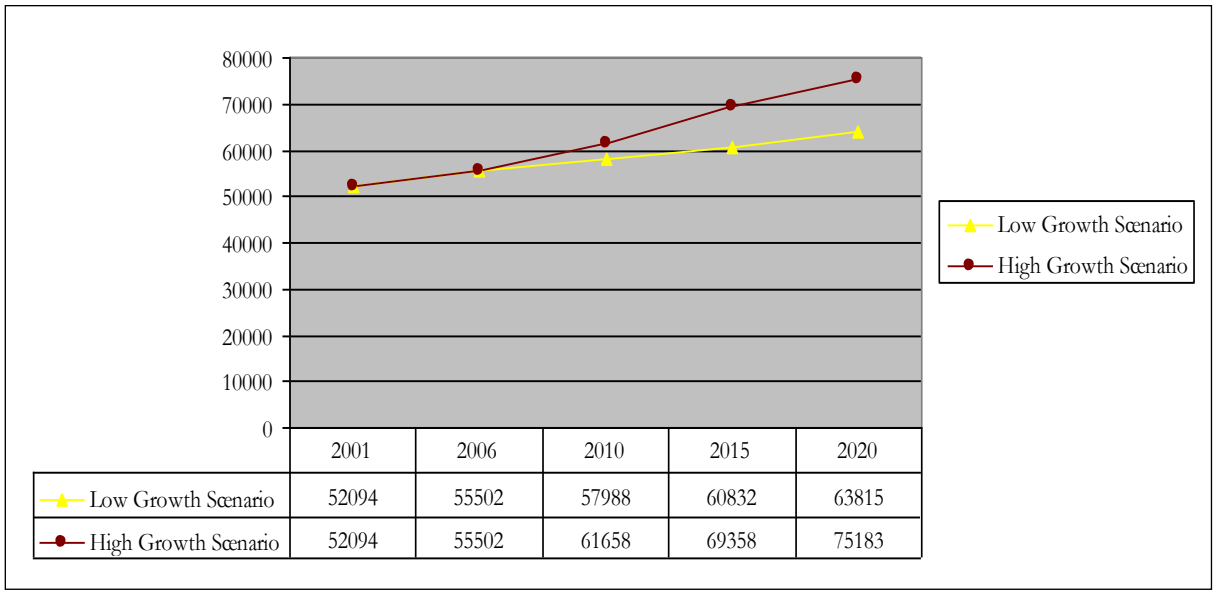


2.2. Demographic overview

2.2.1 Population Dynamics and Future Growth Trends

The total size of Bela-Bela's population is currently estimated at **66 500** individuals which has increased by 27. 6 % by 2011 compared to Census 2001. Annually, the Population of the Municipality is growing at the rate of **2.44%.** This is based on Census 2011 which also estimates that there are approximately **18 068 households** within Bela-Bela which is 3.7% increase from 2001 figure See **Table X** below. Statistics South Africa indicated that this figure also takes into account Rapotokwane Village which was incorporated into the Municipality from Dr J.S. Moroka Local Municipality (Mpumalanga Province) in 2000. **Figure 1** below illustrates the estimated population projection when the information from BMR is taken into account.

Figure 1.1: Population Growth 2001 – 2020



	2001	2006	2010	2015	2020
Low Growth Scenario	52094	55502	57988	60832	63815
High Growth Scenario	52094	55502	61658	69358	75183

Source: BMR Growth Rates

The high growth ratio takes into account other main factors such as in – migration, which can result in further increase in the population within Bela-Bela. It would be recalled from the 2007/ 08 IDP that there are a number of people who have relocated from Gauteng to Bela-Bela Town (specifically in the Warmbaths Extensions) to get away from the busy life of Gauteng.

Some of the impacts of the HIV/AIDS

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

Table 2: Households Dynamics

	Census 2001		Census 2011	
Municipality	**Households**	**Ave HH size**	**Households**	**Ave HH size**
Bela-Bela	**12 335**	**3.7**	**18 068**	**3.7**
Waterberg	**145 883**	**3.7**	**179 866**	**3.8**

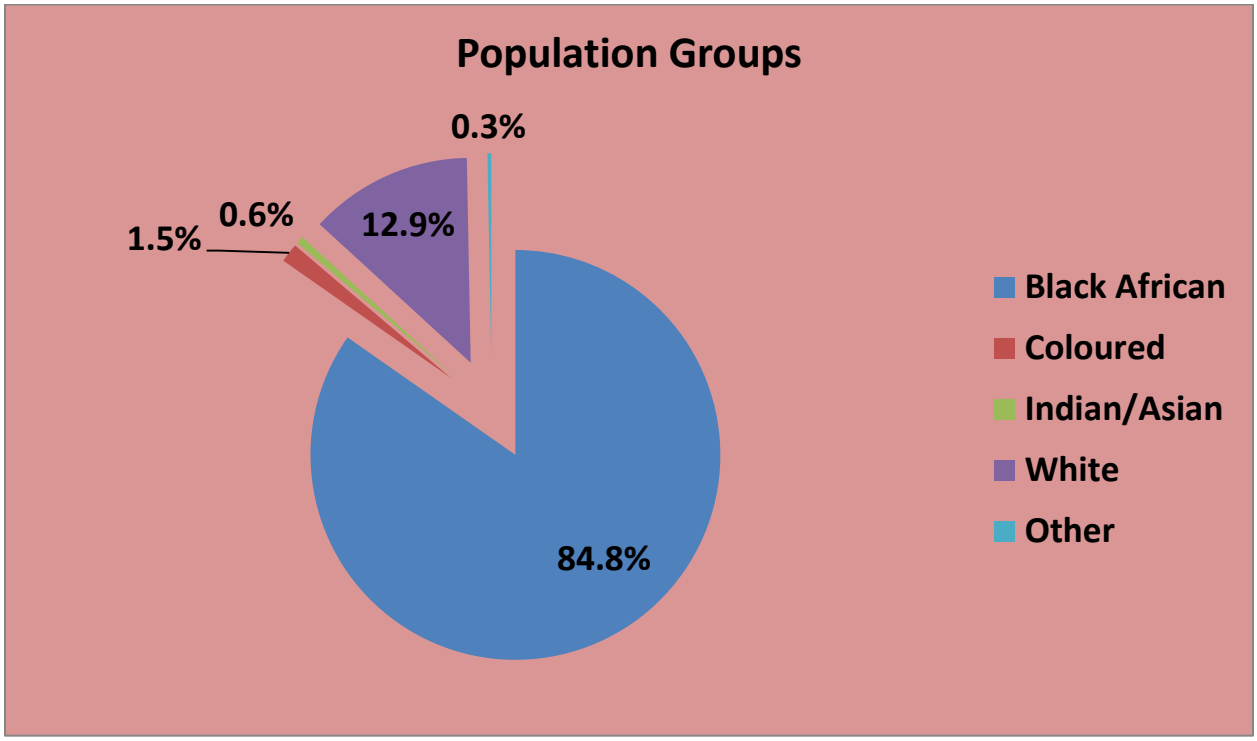
[Source: StatisticsSA: Census, 2011]

They still have offices in Gauteng, but due to the development of technology they do not need to go to the office every day and therefore choose to live in areas such as Bela-Bela Town, further away from the city. The second factor is the increase of people entering the property market to such an extent that the number of home owners have increased. There was also an increase in people who bought weekend/holiday homes in resorts, estates, etc., of which some also opted for permanent residency specifically in the Estate developments. It can be assumed that the real growth rate for permanent residence in Bela-Bela Municipal area might even be higher than anticipated BMR growth rates up to the year 2020 as indicated in **Figure 1** above.

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 are in the Majority followed by Whites. It is therefore imperative to take caution that whilst the development priorities within the Municipality seeks to address the plight of Black Africans who majority of which is still characteristics of the previous dispensation in the Country, such should not be at the detriment of the other minority groupings therein.

Figure 2: Population Groups



[Source: StatisticsSA: Census, 2011]

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

The age composition or structure determines the kinds of economic activities which are currently existing and may need to be explored in the future within the locality. Different age groups have different economic needs and different spending patterns. According to Census 2011, the composition of the Population of the Municipality is Young (0–14) 28.1%, Working age (15-64) 66% and Elderly 65+ 5.9%

Table 3: **Census 2011 age group, gender and population group**

	Black African	Coloured	Indian or Asian	White	Other	Unspecified
LIM366: Bela-Bela						
Male						
0 - 4	**3 225**	**52**	**14**	**206**	**5**	**-**
5 - 9	**2 730**	**43**	**17**	**208**	**2**	**-**
10 - 14	**2 563**	**37**	**13**	**225**	**5**	**-**
15 - 19	**2 686**	**47**	**8**	**214**	**2**	**-**
20 - 24	**3 377**	**63**	**27**	**201**	**28**	**-**
25 - 29	**3 243**	**66**	**36**	**243**	**22**	**-**
30 - 34	**2 619**	**28**	**31**	**241**	**9**	**-**
35 - 39	**1 997**	**37**	**18**	**260**	**11**	**-**
40 - 44	**1 690**	**27**	**17**	**280**	**12**	**-**
45 - 49	**1 371**	**18**	**9**	**250**	**7**	**-**
50 - 54	**1 119**	**16**	**7**	**282**	**1**	**-**
55 - 59	**817**	**20**	**7**	**254**	**2**	**-**
60 - 64	**599**	**23**	**5**	**338**	**3**	**-**
65 - 69	**350**	**10**	**5**	**333**	**6**	**-**
70 - 74	**188**	**3**	**2**	**239**	**2**	**-**
75 - 79	**101**	**1**	**-**	**198**	**2**	**-**
80 - 84	**68**	**-**	**-**	**107**	**1**	**-**
85 +	**56**	**-**	**4**	**47**	**1**	**-**
Total	**28 799**	**489**	**218**	**4 127**	**122**	**-**
Female						
0 - 4	**3 188**	**39**	**16**	**204**	**8**	**-**

5 - 9	**2 798**	**29**	**11**	**213**	**7**	**-**
10 - 14	**2 540**	**43**	**11**	**211**	**3**	**-**
15 - 19	**2 496**	**44**	**18**	**219**	**1**	**-**
20 - 24	**2 849**	**61**	**14**	**197**	**5**	**-**
25 - 29	**2 782**	**38**	**12**	**257**	**8**	**-**
30 - 34	**2 094**	**31**	**16**	**229**	**9**	**-**
35 - 39	**1 992**	**33**	**8**	**248**	**8**	**-**
40 - 44	**1 606**	**30**	**10**	**305**	**4**	**-**
45 - 49	**1 525**	**30**	**14**	**268**	**2**	**-**
50 - 54	**1 123**	**41**	**5**	**334**	**5**	**-**
55 - 59	**910**	**24**	**8**	**310**	**3**	**-**
60 - 64	**554**	**18**	**4**	**393**	**1**	**-**
65 - 69	**385**	**8**	**3**	**336**	**3**	**-**
70 - 74	**312**	**4**	**6**	**287**	**4**	**-**
75 - 79	**205**	**3**	**4**	**207**	**3**	**-**
80 - 84	**129**	**1**	**-**	**134**	**-**	**-**
85 +	**117**	**-**	**-**	**82**	**-**	**-**
Total	**27 603**	**476**	**161**	**4 433**	**74**	**-**

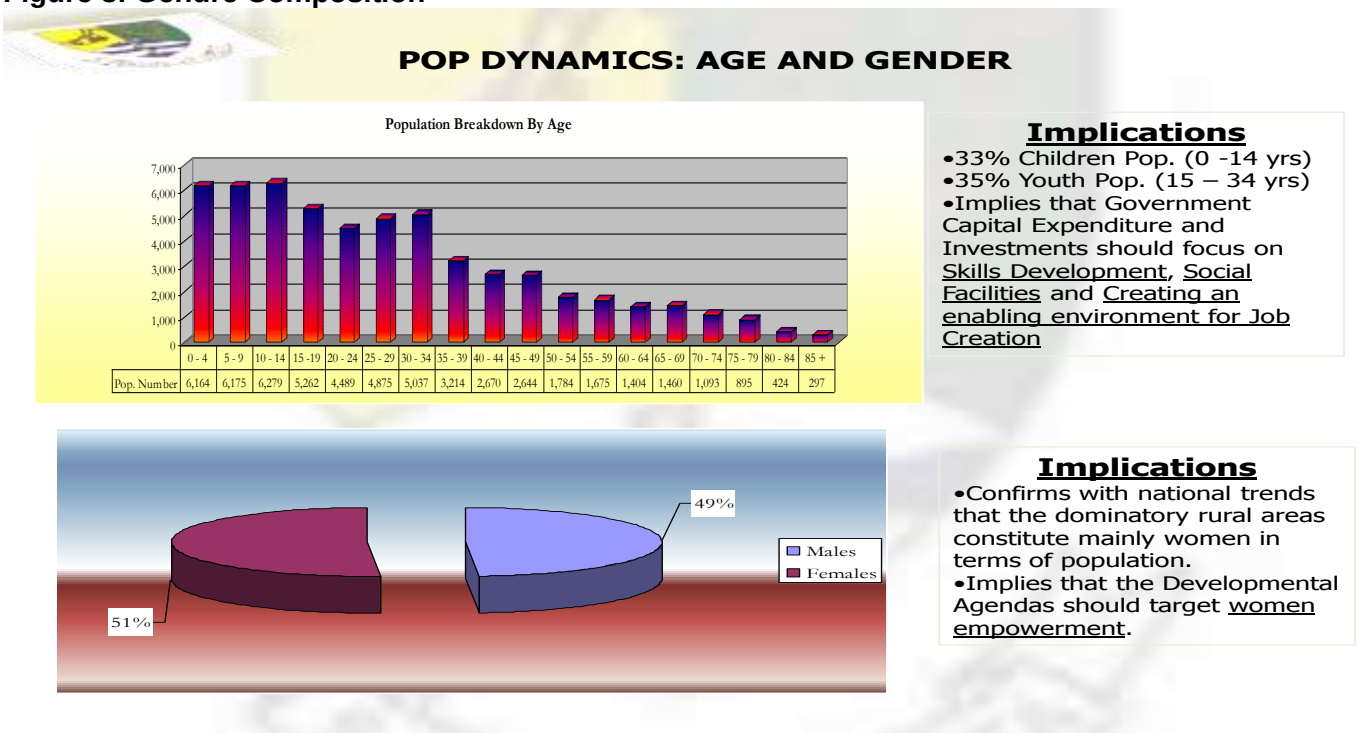
[Source: StatisticsSA: Census, 2011]

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.

2.2.3. Population Gender Profile

With reference to **figure 3** 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 this confirms with the national trends that a higher proportion of women are found in the rural areas than men. This in many instances, especially amongst the African communities is attributed by the fact that men are generally attracted to places such as the bigger cities (i.e. Johannesburg etc.) that presents the employment opportunities sometimes regardless of the nature of work involved.

Figure 3: Gendre Composition



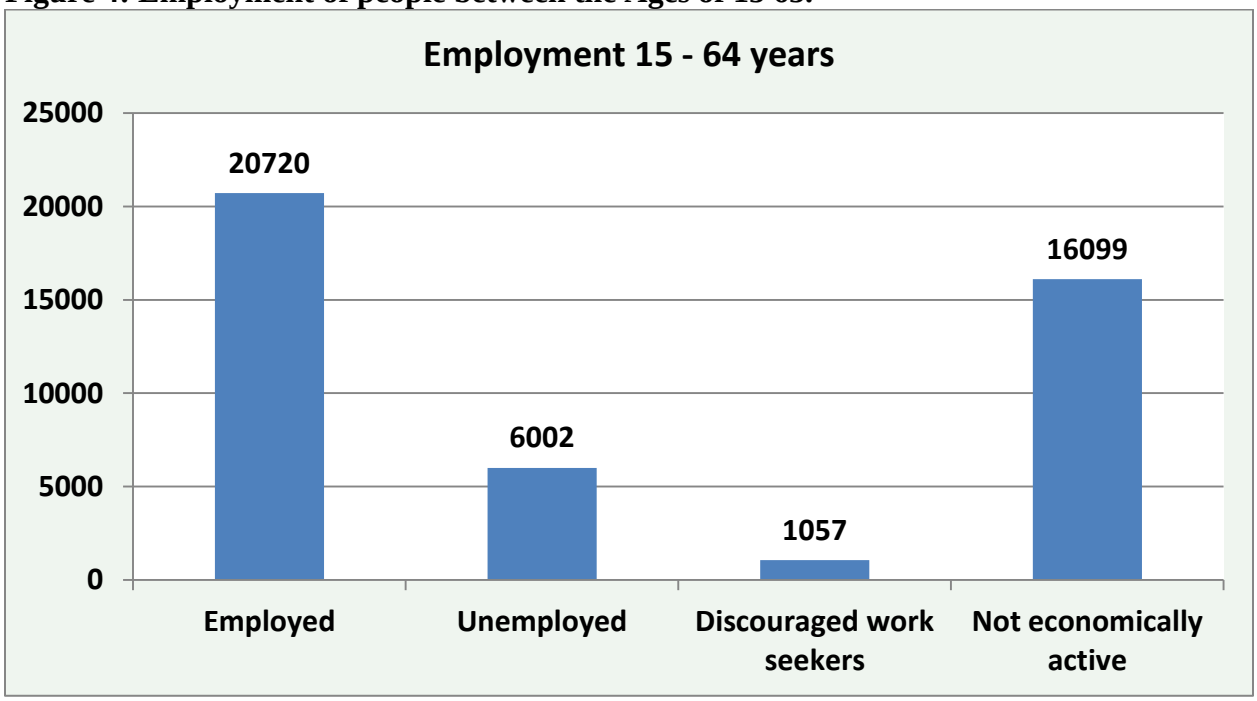
[Source: StatisticsSA : Census 2011]

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.

2.3. Unemployment and Poverty Analysis

The employment status of people between the ages of 15 and 65 is depicted on **Figure 4** 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 4: Employment of people between the Ages of 15 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. **Figure 4** below indicates that approximately **23%** of the active labour force is unemployed of which **30%** is Youth. The unemployment rate in Bela-Bela Municipal Area is similar to unemployment in the Province, but the labour force participation rate in the Municipality is considerably higher than that of the Province. This could be the result of labour migration out of Bela-Bela in search of work in Gauteng, particularly among younger adult members of the households.

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

Table 4 below the trends of these statistics over a period of 5 years, where minor improvements can be witnessed.

Table 4: 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.

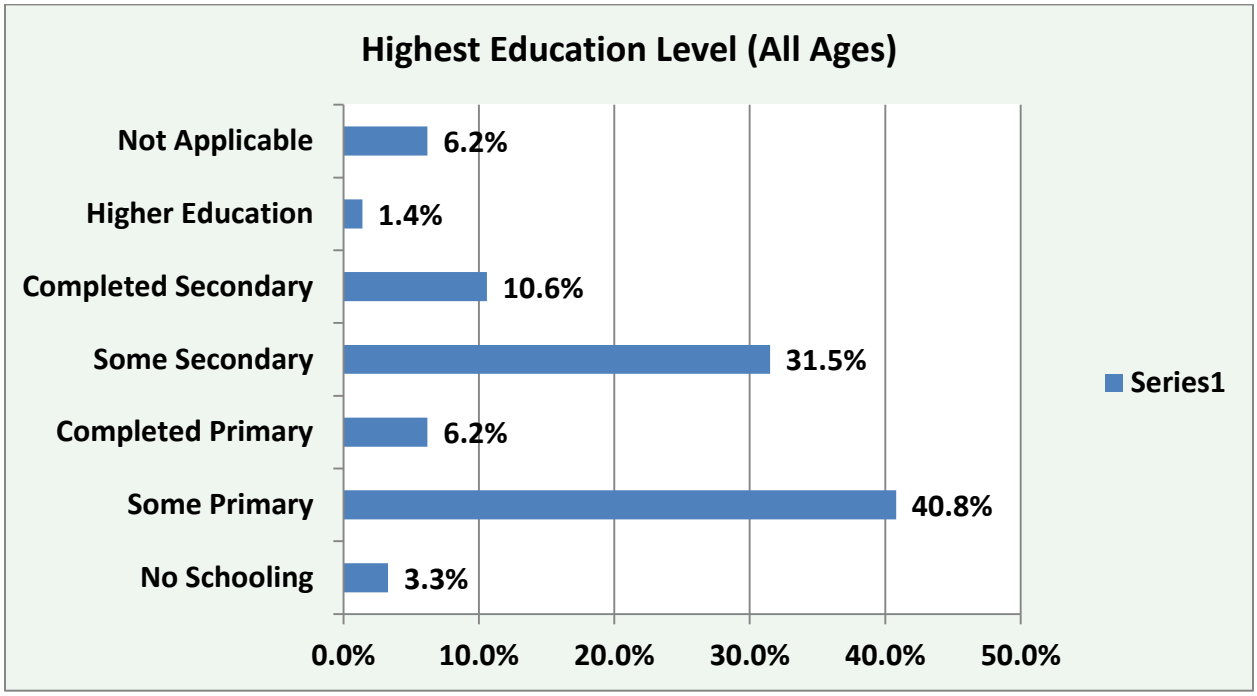
This is critical since the dependency ratio is quite high based on the structure of the population (i.e. dominance of the population group that is dependent on the active labour force to provide for their needs). Further to the above discussed unemployment profile and with reference to figure 5 below, 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 ssustainable community economic development projects/ programmes should be utilized to fast track the mandate by ASGISA to Half Poverty by 2014.

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.

2.4. 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 9.5%, people over the age of 20 with no schooling is 9.7% and people over the age of 20 with Matric is 26.2%. **Figure 5** below depicts a breakdown of education profile within the Municipality in detail.

Figure 5: Level of Education



[Source: StatisticsSA: Census, 2011]

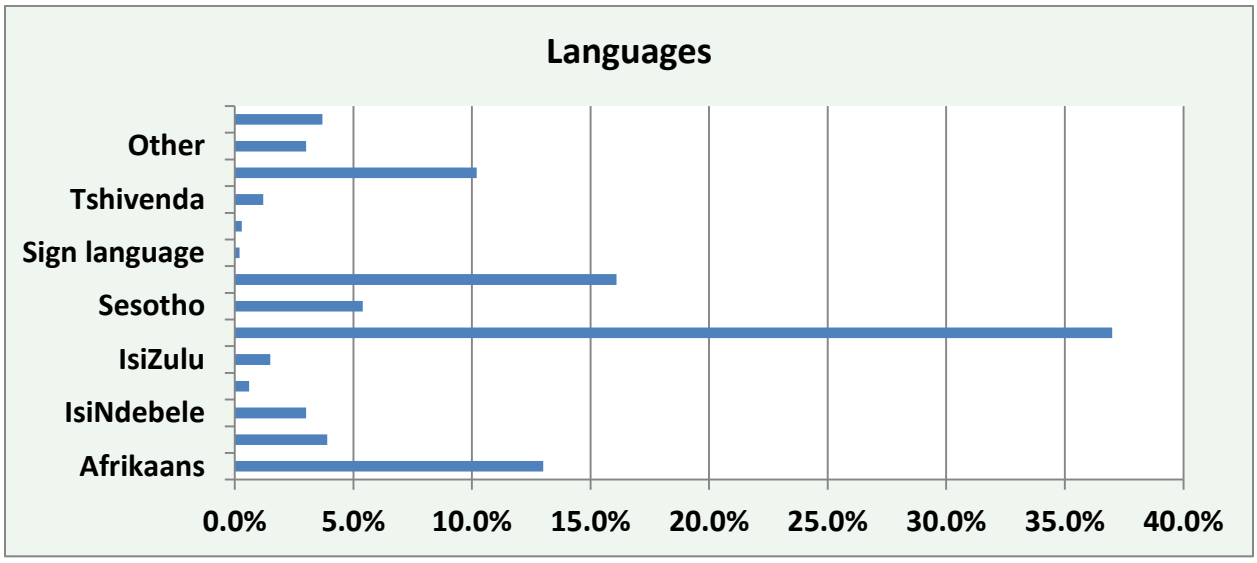
The level of literacy and manner of participation by the communities within the Municipality on various development engagements is in agreement with the statistics articulated herein. The fact that the population of the Municipality is still less than 100 000 is an ample opportunity that should not be missed by the Municipality and its Social Partners to turn around the current situation whilst it is still fairly manageable.

2.5. 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 **Table 6** below.

Figure 6: Bela-Bela Language Profile.



[**Source: StatisticsSA: Census, 2011**]

2.6. People with Disability

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 this 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 DM
- 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

CHAPTER THREE: SITUATIONAL ANALYSIS

3.1. Municipal Spatial Rationale

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

The Municipality embarked on a process to review the Spatial Development Framework (SDF) that was adopted during 2006. This SDF was followed by the approval of the Land Use Management Scheme (LUMS) in 2008. Figures 11 and 12 in particular depicts various Land uses within the Municipality.

The SDF was subsequently reviewed in 2011, and approved by Council in May 2012. The LUMS was however not reviewed up to the very day

Subsequently Waterberg District Municipality also assisted the Municipality with the compilation of the Central Business District (CBD) Development Plan. The CBD Development Plan upon development was not implemented and consequently there are vast changes in the makeup of the CBD and will be revised and submitted to Council as a component of the SDF, during the review of the SDF. Both these 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 is currently in the process of finalizing its By-Laws pertaining the implementation of SPLUMA. The revision of SDF and LUMS is earmarked for the first nine Months of the 2015/16 Financial Year to ensure they are SPLUMA compliant.

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

- 1 Provincial Growth Point (PGP) i.e. Bela-Bela Town; and
- 1 Municipal Growth Point (MGP) i.e. Pienaarsrivier.

Figures 9 to 12 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 Figure 10, in that the comparative advantage of the Municipality, i.e. Tourism and incidental and/or supporting uses are clearly outlined therein.

Figure 7: Towns and Settlements

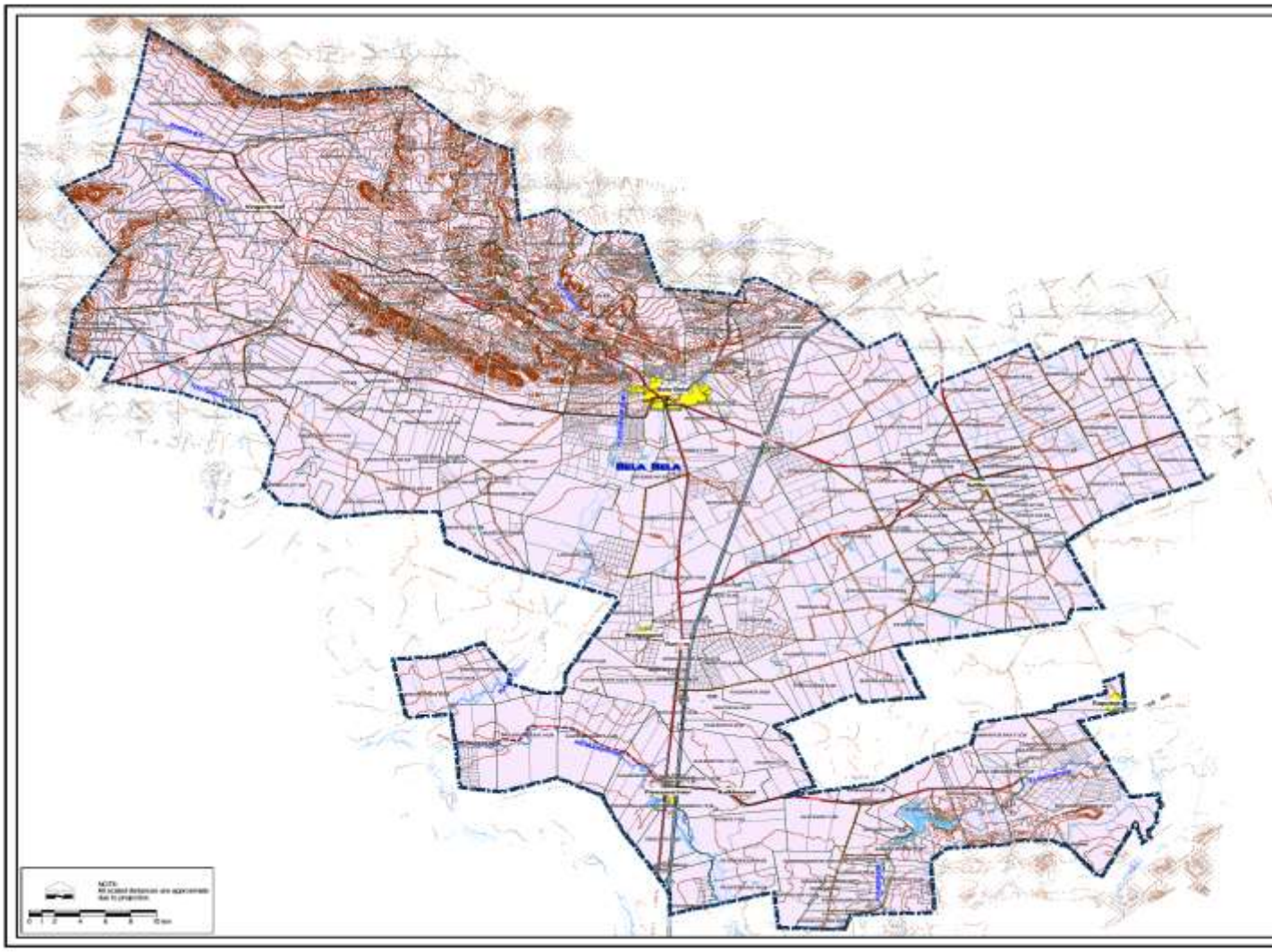


Figure 8: Bela-Bela SDF, 2011

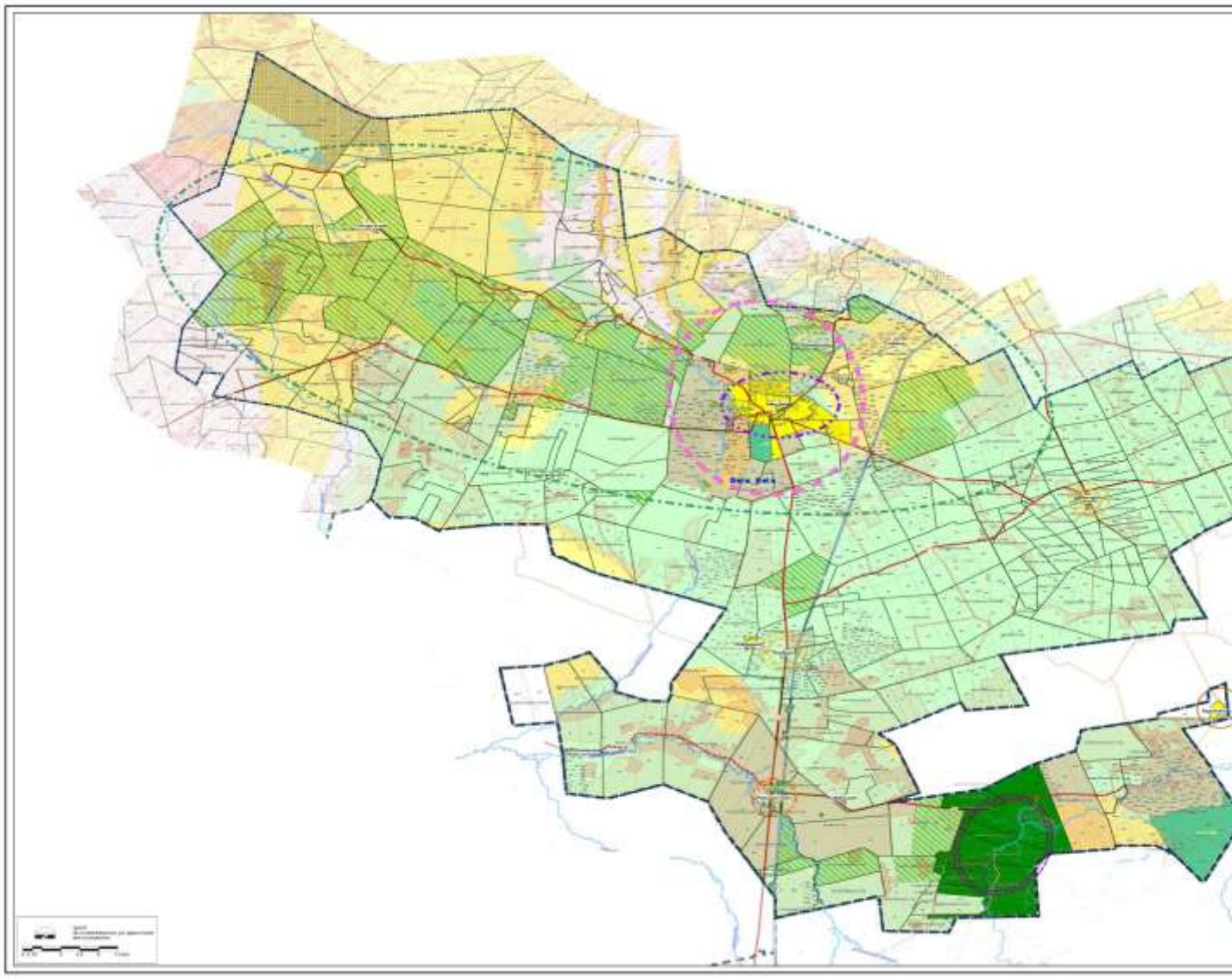


Figure 9: Depiction of Land Uses within Bela-Bela Municipality

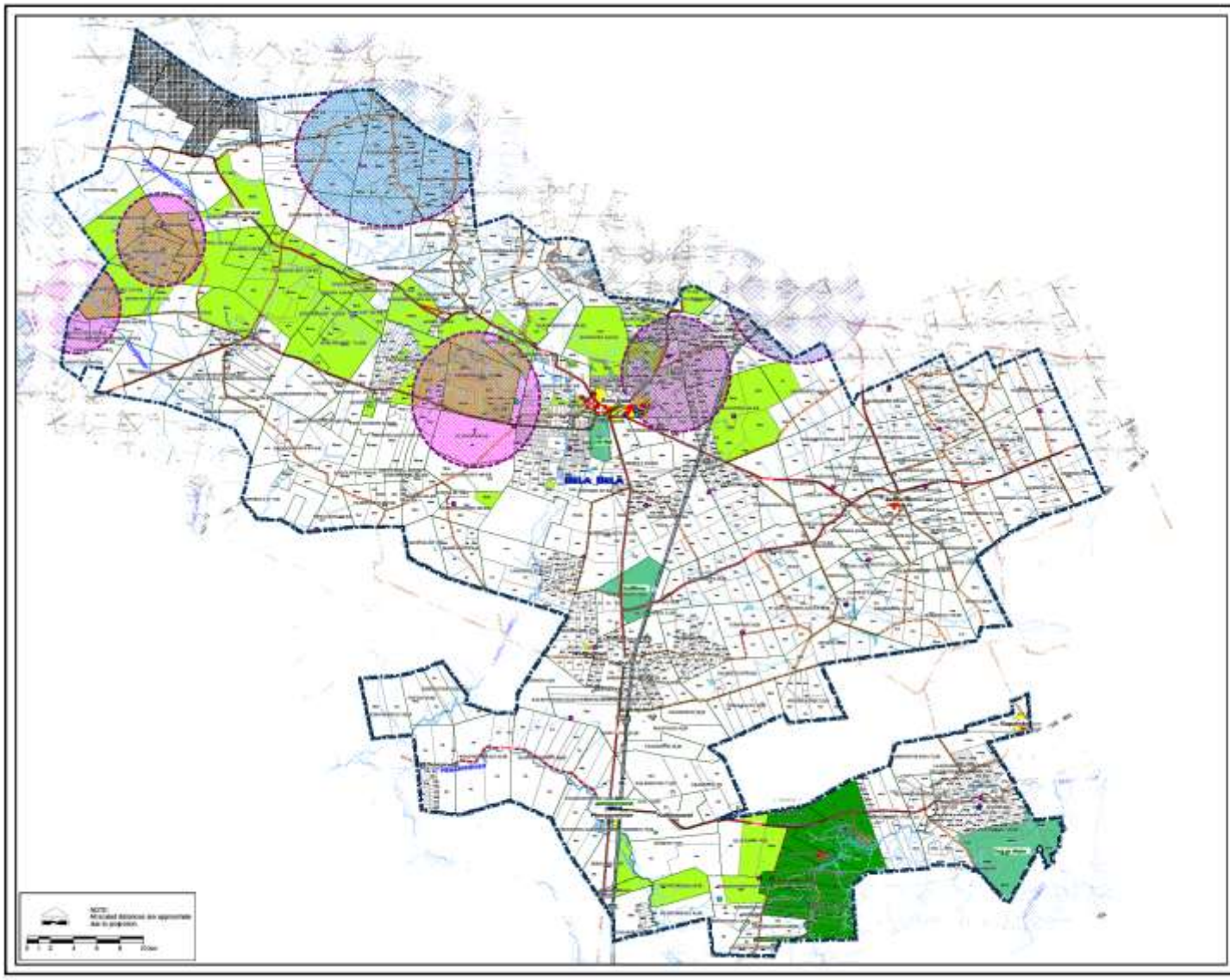
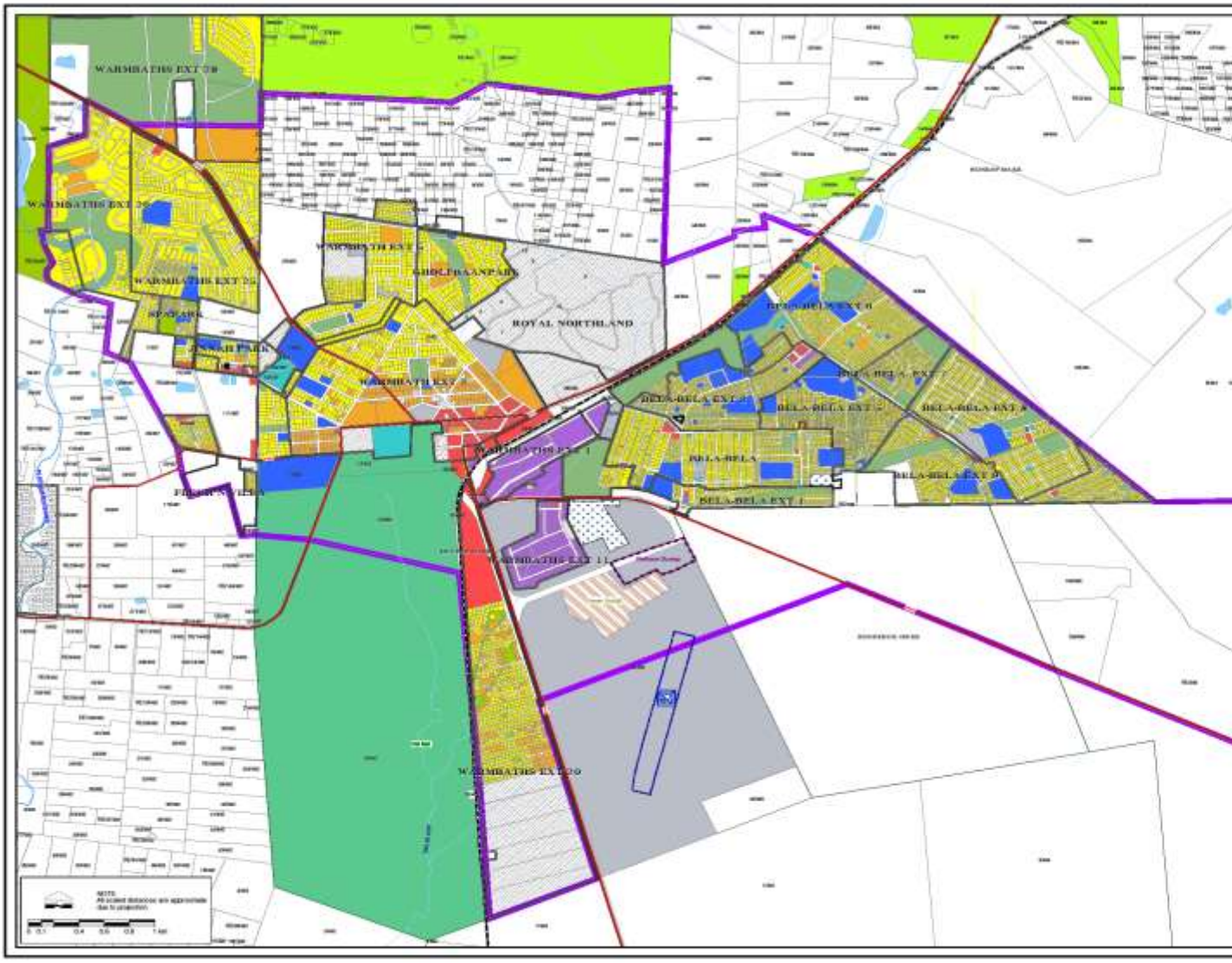


Figure 10: Major Land Uses in Town



3.1.1. Spatial Development Objectives

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

1) **Ensure protection of the natural environment and optimal usage of limited natural resources in Bela-Bela:**

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

2) Ensure sustainable economic growth of Bela-Bela Local Municipality:

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

- Use existing infrastructure and land more optimally.

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

- Ensure that affordable and sustainable services and infrastructure are available for all communities that promote the optimum utilization of scarce resources;
- Ensure the supply of serviced sites for residential (i.e. all socioeconomic categories) and non-residential uses;
- Identify special development areas to redress past imbalances;
- Promote different housing and tenure options that increase choice in the municipal area while contributing to residential densification;
- Promote the establishment of economic activities and job opportunities within urban areas and discourage development outside these areas;
- Prohibit illegal land occupation;
- Ensure equitable access to natural and non-natural resources; and
- Built habitable and safe communities where homes area safe and places of work are productive.

3.1.2. Hierarchy of Nodes

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

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

3.1.3. Growth Points

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

3.1.3.1. Provincial Growth Point (PGP).

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

3.1.3.2. 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.

3.1.3.3. 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.

3.1.4. Bela-Bela Town and Urban Edger

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

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

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

3.1.5. Small Towns: Pienaarsrivier, Radium and Settlers

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

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

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

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

3.1.6. Settlement Areas and Villages: Rapotokwane

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

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

3.2. Land Reform and Rural Development

Land in the rural area is still largely White owned. However, a total of 56 land claims, were lodged within Bela-Bela through the Land Claims Commission in 2001. The majority of these claims are still under investigation and there are two claims that have been settled within three farms as indicated in table 19 below. The size of these farms in total accounts for 5 381, 6 ha in extent. To date, some of the claims have been rejected whereas the remainder is being assessed at the moment.

The existence of these land claims increases the general business risk for the farmer, resulting in the postponement of investment decisions until more security has been established. It is therefore imperative that the claims be processed as speedily as possible not only to reduce the investment risk, but also to promote landownership amongst the previously disadvantaged communities. 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.

Figure 13: Land Claims within the Municipality

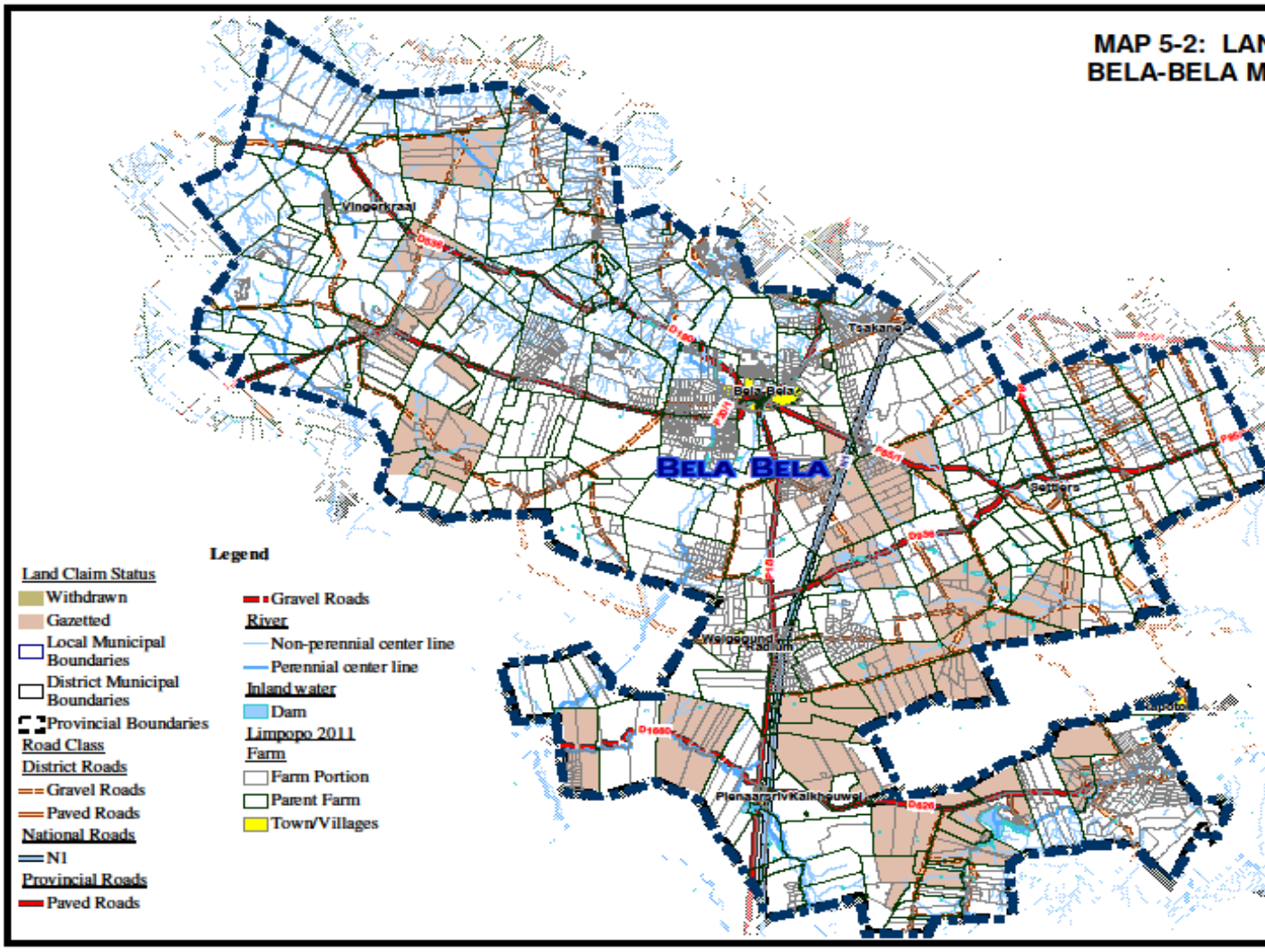


Table 9: Audited Restituted/Settled Land Claims within Bela-Bela Municipal Area

PROJECT NAME	NO.	PROPERTIES RESTORED	TOTAL AREA (HA)	NO. OF HOUSEHOLDS	STATUS OF THE PROJECT	CHALLENGE
Moretele (pienansrevier) phase 1, 2 & 3	1	Vaalboschblt 66 JR Ptn 1& 13	1,966	111	Cattle farm utilized by beneficiaries	Conflict of usage of land t benefit individu rather t

PROJECT NAME	NO.	PROPERTIES RESTORED	TOTAL AREA (HA)	NO. OF HOUSEHOLDS	STATUS OF THE PROJECT	CHALLENGE
						beneficiaries
Letlhakaneng (phase 1, 2 & 3)	1	Turffontein 499KR Ptn 24, 25, & 39. Phase 2 ptn 17, 19 23, 29, 32, 34 and 35 (152. 6582) ptn 18, 20, 32 and 33 of farm Turfontein 499	305	95	Small holdings not utilized	Limited agricultural potential
Mawela family	1	Farm Gruispan 16 JR	1,392	37	Recently restored	Lack of proj and natu resource information
Bela-Bela **(phase 1 & 2)**	1	ptn 2, 4, 5 and ptn 8 of Olieventein 475 KR, R/E of Olieventein 562 KR, ptn 3, 31 and R/E of ptn 34 of the farm Rietspruit 527 KQ and ptn 1 of Zandspruit 472 KR (Phase 1) Ptn 11, 14, 16, 20, 21, 22, R/E of ptn 24, 25 & 38 of the farm Rietspruit 527 KR R/E of ptn 9 & 10 of the form Zoete-inval 484 KR Ptn 4 of the Farm Aliwal 486 KR	6,74	90	Recently restored	Lack of proj and natu resource information
Ga Mashong Matlala (phase 1 to 3)	1	Haakdoringfontein 85 JR: R//E Ptn 1, 2, 3 4, 6, 7, Kameelrevier 77 JR: Ptn 2, 4,			Project partially utilizedby the beneficiaries for cattle enterprise.	Obtaining operational capitalfor agricultural

PROJECT NAME	NO.	PROPERTIES RESTORED	TOTAL AREA (HA)	NO. OF HOUSEHOLDS	STATUS OF THE PROJECT	CHALLENGE
		5, 6, 7, 8, 13 Kliprand 76 JR: R/E Ptn 1, 2, 3, 7, 8, 9, 13, 15, 17, Elandsoewer 707 JR, Uitvlugt 709 JR Apiesdoring78 JR, Kumnandi 67 JR	6, 042	174	Game farming and tourism drvelopment on the remainder portion	production programme cattle and pou farming
Nosijeje/'Maurine Patience		R/E of Ptn 21, 22, 32, 33, 34, and 35 of the farm Buiskop	62	0		
		R/E of ptn 4 of Middelkopje 33 JR, ptn 11, 5, 6, 7 R/E of ptn 8 of Middelkopje 33 JR ptn 12, 13, 14, R/E of De Kuil 28 JR, Turflaagte 35 JR Ptn 5 of Turflaagte 35 JR R/E of Palmietgat 34 JR R/E of ptn 3 of Palmietgat 34 JR Ptn 4 of Turflaagte 35 JR Ptn 1 of Granspan 37 JR	8,217 59	0	Recently restored	

PROJECT NAME	NO.	PROPERTIES RESTORED	TOTAL AREA (HA)	NO. OF HOUSEHOLDS	STATUS OF THE PROJECT	CHALLENGE
		R/E OF Kalkheuvel 73 JR Ptn 1 of Vaalbosch 38 JR Ptn 1, 2, & 3 of the farm Turflaagte 35 JR				

There are ten (10) claims which have been gazetted to date and **table 2** below details these land claims and the period through which each claim was published.

Table 10: Gazetted Land Claims within Bela-Bela Municipal Area

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

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 3 below is the details of all these claims which are currently outstanding.

Table 11: Outstanding Land Claims within Bela-Bela Municipal Area

KRP NO.	PROPERTY DESCRIPTION	CLAIMANT NAME	STATUS OF CLAIM	SIZE OF LAND IN EXTENT
1606	Cyferfontein 434 KR & others	Bela-Bela Community	Negotiations	**1715, 3695 ha**
1509	Buiskop 464 KR	Buiskop Community	Further Research	**2487, 3905 ha**
335	Diepdrift	Mookgopong Community	Further Research	**2123 ha**
6276	Driefontein 553 KQ	Mokitlane Mosehlane	Further Research	**4432, 56 ha**
1798	Hartebeesfontein 558 KQ	Seama Community	Further Research	**2122, 33 ha**
958	Unclear	Bjatladi Phase 2	Further Research	**3242, 44 ha**
12008	Uitvlugt 79 JR	Sindane Community	Further Research	**3241, 123 ha**
9160	Drooglaagte 485 KR	Moneki Makgai Community	Further Research	**2134, 234 ha**
1632	Unclear	Dilokweng Community	Further Research	**2314, 23 ha**
461	Groothoek 99 KS	Manaileng	Further Research	**3456, 56 ha**
6274	Prague 7734 LR	Chokwe Community	Further Research	**4432, 56 ha**
7856	Zandfontein 31 JR	Matlala TK	Further Research	**3242,44 ha**
7311	Unclear	Nasser L	Further Research	**2122, 34 ha**
10563	Unclear	Olifant DJ	Further Research	**3212, 34 ha**

KRP NO.	PROPERTY DESCRIPTION	CLAIMANT NAME	STATUS OF CLAIM	SIZE OF LAND IN EXTENT
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

3.3. Informal Settlements and Illegal Occupation of Land

Table 12: Informal Settlements

NO	SETTLEMENT	ESTIMATE NO. OF HOUSEHOLDS	COMMENTS.
1	JACOB ZUMA	1020	The area is not habitable due to flood lines challenges. To be relocated and accommodated at Ext 9
2	BELA-BELA EXT 9	600	To be formalised at Ext 9.
3	SPA PARK(Pr)opposed Warmbath Extension 25)	255 (HDA)	To be formalised at proposed Extensions of Spa Park (Portions of the farm Roodepoort) being earmarked for purchase by the Dept.(DLGH).
4	VINGERKRAAL	250	The area has no enough water sources to sustain a formal township and this has been confirmed by specialist studies. To be relocated to proposed Extension 1 at Masakhane / Radium and other Areas within the Municipality(proposed Extensions at Spa Park).
5	EERSBEWOON/Tsakane	245	The area is too small and isolated to warrant formalization, and may not be sustainable in terms of Spatial Planning principles. To be relocated to other Townships Extensions within Bela-Bela
6	MASAKHANE	145	T o be formalised at Masakhane or other areas within the Municipality
7	RAPOTOKWANE	30	To be formalised at the present location in Rapotokwane.

3.3.1. Strategically located Land owned by the Municipality (within the Urban Edge and Adjacent to existing Settlements)

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: Portions of 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 the area for Housing as part of the the Proposed ABSA/ DLGH project.
2	REMAINDER OF PORTION 25 OF HATBAD 465KR(pieces of land along Alma Road)	URBAN	42HA	COGHSTA bought the land for Municipality through HDA who currently developing the land establishment of the Township which at the advanced stage.
3	REMAINDER OF 655 WARMBATHS	URBAN	13HA	Council resolved on the development the area for middle income, and it is located closer to the CBD. Potential B 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.

Figure 14: Identified Vacant Land

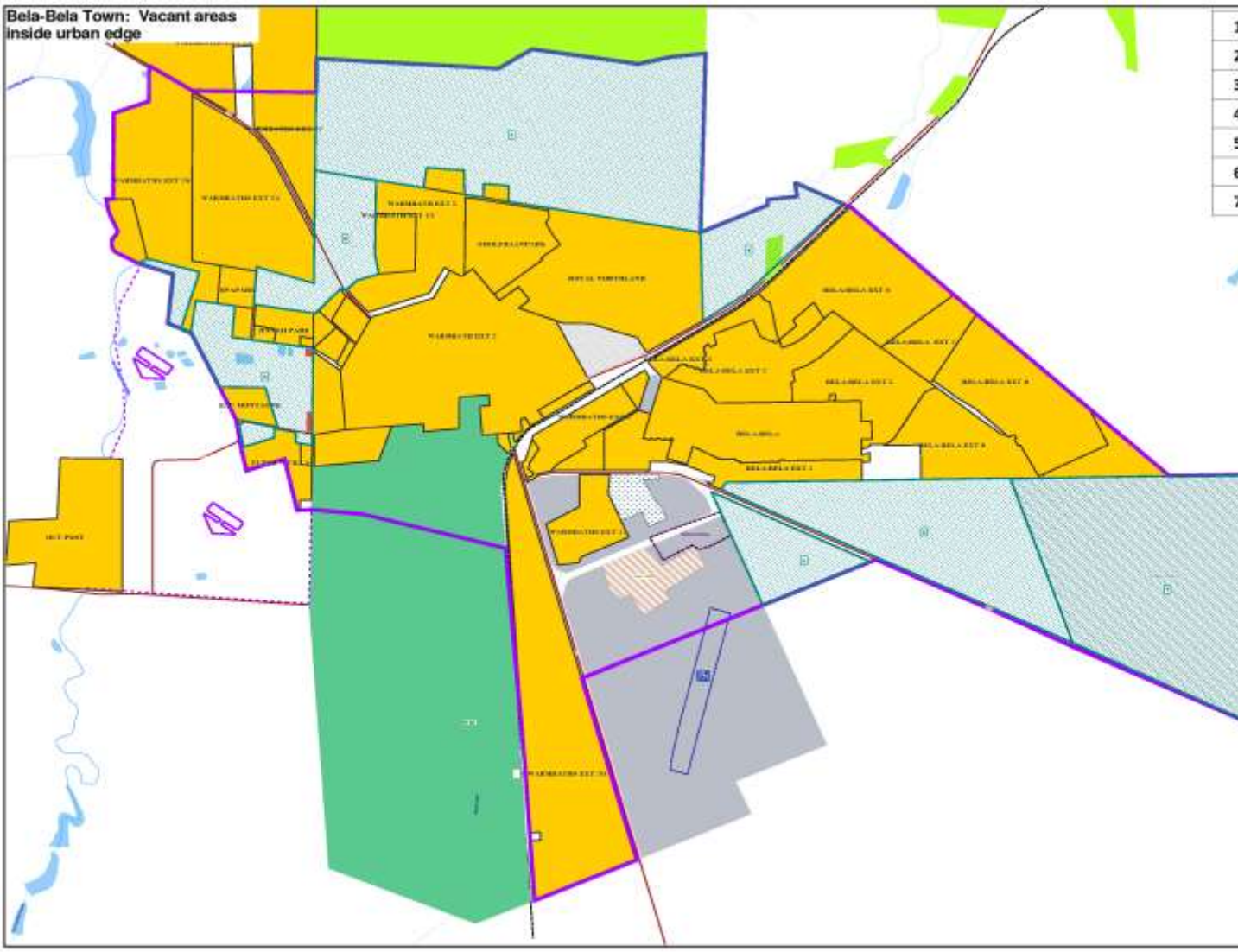


Table 14: Challenges pertaining to Spatial Rationale

PRIORITY	WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Land, Housing & Infrastructure	Ward 1 (appro. 380 Informal Settlement 170 in Spa Park) Ward 2 (appro. 740 people in the ward) Ward 4 (Ext 7 & 8 – appro. 150 people) Ward 6 (appro. 200 people in the ward) Ward 7 (Tsakane) Ward 8 (Rapotokwane and Rus de Winter) Ward 9 (appro. 135 Masakhane)	High number of people with RDP housing needs.
	Ward 2 (old location) Ward 5 (1204) Ward 7 (Ext 6 & Tsakane)	Orphans and the aged are not considered for Emergency housing needs
	Ward 3 (land behind Sanfa Stadium) Ward 7 (behind clinic etc) Ward 8 (Rapotokwane – business land) 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 7 Ward 4	Illegal sales of land/ stand and RDP houses by municipal officials
	Ward 1 (2) (380 Informal Settlement & Vingerkraal) Ward 2 (appro. 280 in Jacob Zuma) Ward 4 (1)	Illegal occupation of land (Informal Settlements)

PRIORITY	WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
	Ward 6 (appro. 740 Jacob Zuma) Ward 7 (appro. 150 Tsakane & Ext 6 next to Double Story) Ward 9 (appro. 110 Masakhane)	
	Ward 1 (appro. 300 HDA property next to informal settlement) Ward 5 (appro.2300) Ward 6 (appro. 900) Ward 7 (1000)	Provision of middle income housing or empty stands is limited
	Ward 3 (all sections in the ward) Ward 9 (all sections in the ward)	Poor quality of RDP houses
	Ward 3 Ward 4 (Ext 7 & 8) Ward 9 (Masakhane)	Illegal occupation of RDP houses
	Ward 3 (all sections in the ward) Ward 7 (Ext 6)	Shortage of Agricultural land
	Ward 9 (Masakhane 110 stand) Ward 7 (Tsakane)	Formalisation of informal settlements
	Ward 7 (Ext 6 & Tsakane) Ward 5	RDP Houses waiting list takes long time.

CHAPTER EIGHT: ENVIRONMENTAL, SOCIAL AND ECONOMIC ANALYSIS

8.1. Three Principles of Sustainable Development

The first set of broad principles that needs to be considered is that of Social, Ecological and Economic sustainability. It important that all three of these principles are addressed and carefully considered in Planning and Decision – making.

a) **Economic Sustainable : Economic Viability and Integrity**

Focus on the economic growth that is viable, fair and occurs at a rate that does not exceed the ability of Natural and Social system to support economic growth. It also consider how wealth is distributed and questions the inequality of the current neoliberal global economic system

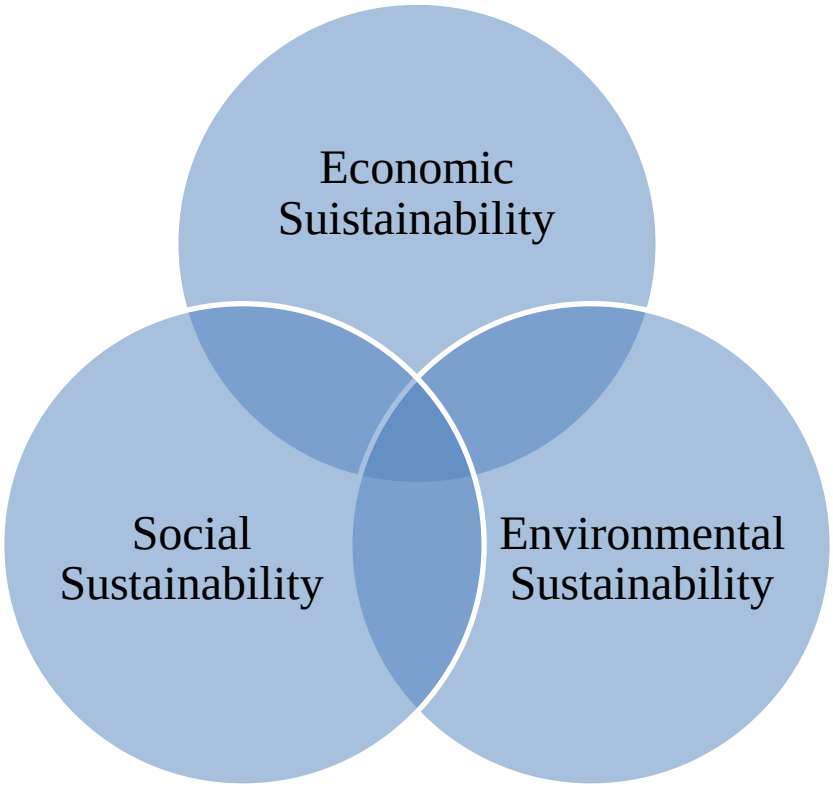
b) **Ecological Sustainability: The Conservation of Biodiversity and Maintenance of Ecological Integrity**

It encourages a limited use of natural resources to a level that allows nature to regenerate such resources and minimizes the use of non- renewal resources. It aims at reducing the amount of waste and pollution that is released into the system, and so does not over – extend the carrying capacity of the Global sinks such as Oceans and Atmosphere. It recognizes the intrinsic value of the Natural Environment.

c) **Social Sustainability: Social Justice and Equity**

Social sustainability stresses community participation and social justice, paying particular attention to the most vulnerable people in society. Value is attached to social capital and social networks. It support the use of appropriate technology, and meeting people's basic needs without degrading the ecological system.

Figure 18 illustrates the three broad principles of sustainable development with a conceptual framework.



8.2. Municipal 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.

8.2.1. Legislative Framework

8.2.1.1. 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.

8.2.1.2. 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.

a) 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.

I. 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.

II. 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.

b) 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.

c) 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.

d) 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.

e) 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.

8.2.2. Importance of 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.

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

i. **landfill sites -** is managed on average level

ii. Inadequate sanitation systems

iii. **Mushrooming of Informal Settlement**

iv. **Veld fires** – working on fire employees are from private sector

v. **Deforestation** – is very high in Bela-Bela and therefore community is encouraged to plan threes in their yards and each year the Municipality is planting trees within its jurisdiction.

vi. **Chemical spills and/ or other hazardous accidents** – the Municipality is not having heavy industries so very rare for chemical spillage to happen but if it may happen the Waterberg District Municipality will attend to it as Disaster.

vii. **Urban sprawl** -

viii. **Land Degradation** -

ix. **Spreading of Alien species into the Nature Vegetation** -

x. **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:

Waste Management	***Soil Management***	***Pollution***	***Deforestation***
- *Solid waste* - *Littering* - *General waste* - *Hazardous waste*	- Drainage - Earth - Quarries & Borrow Pits	Noise and Dust control	Non selective cutting down of trees

8.2.4. Environmental Sustainability

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

Figure 19: Environmentally Sensitive Areas

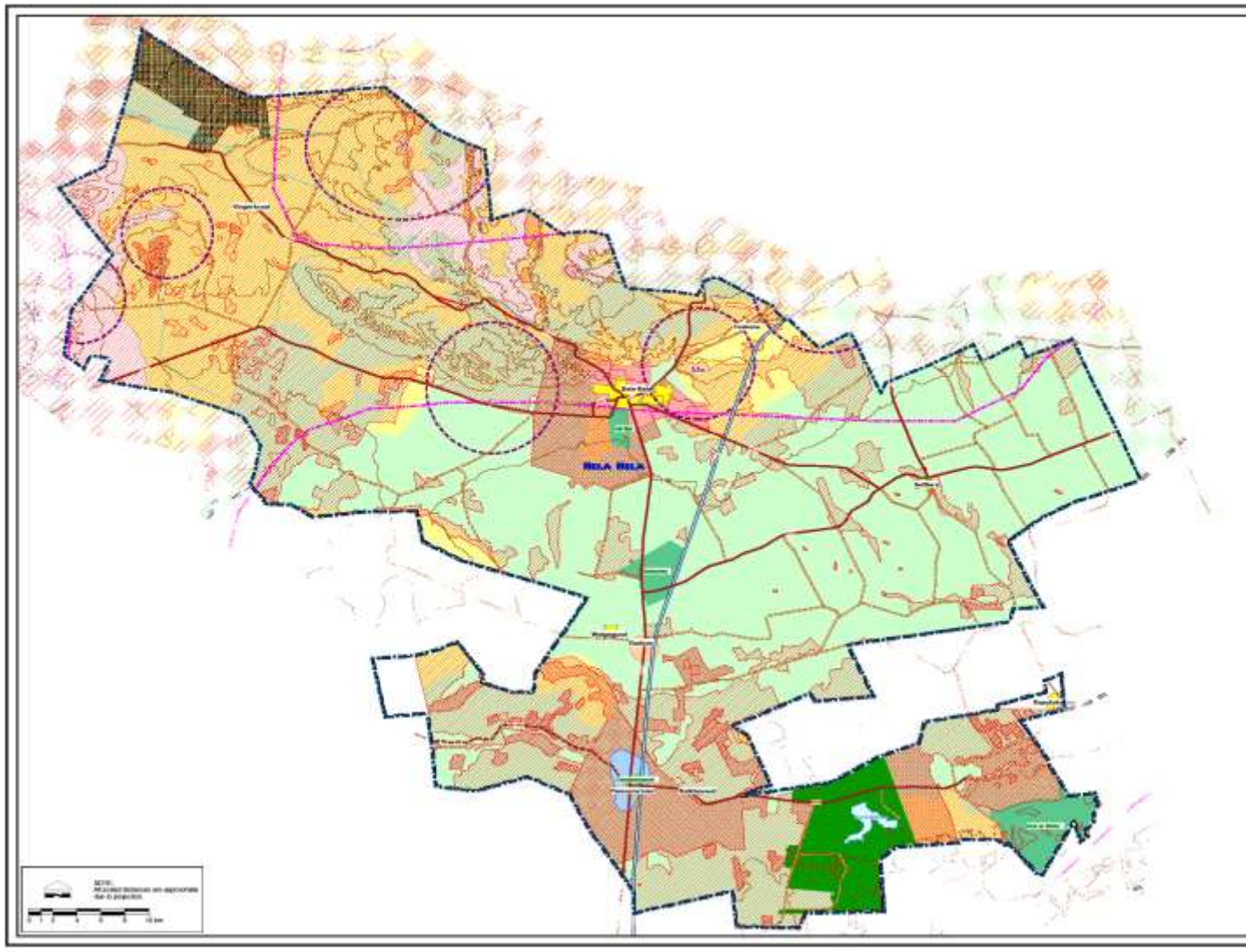
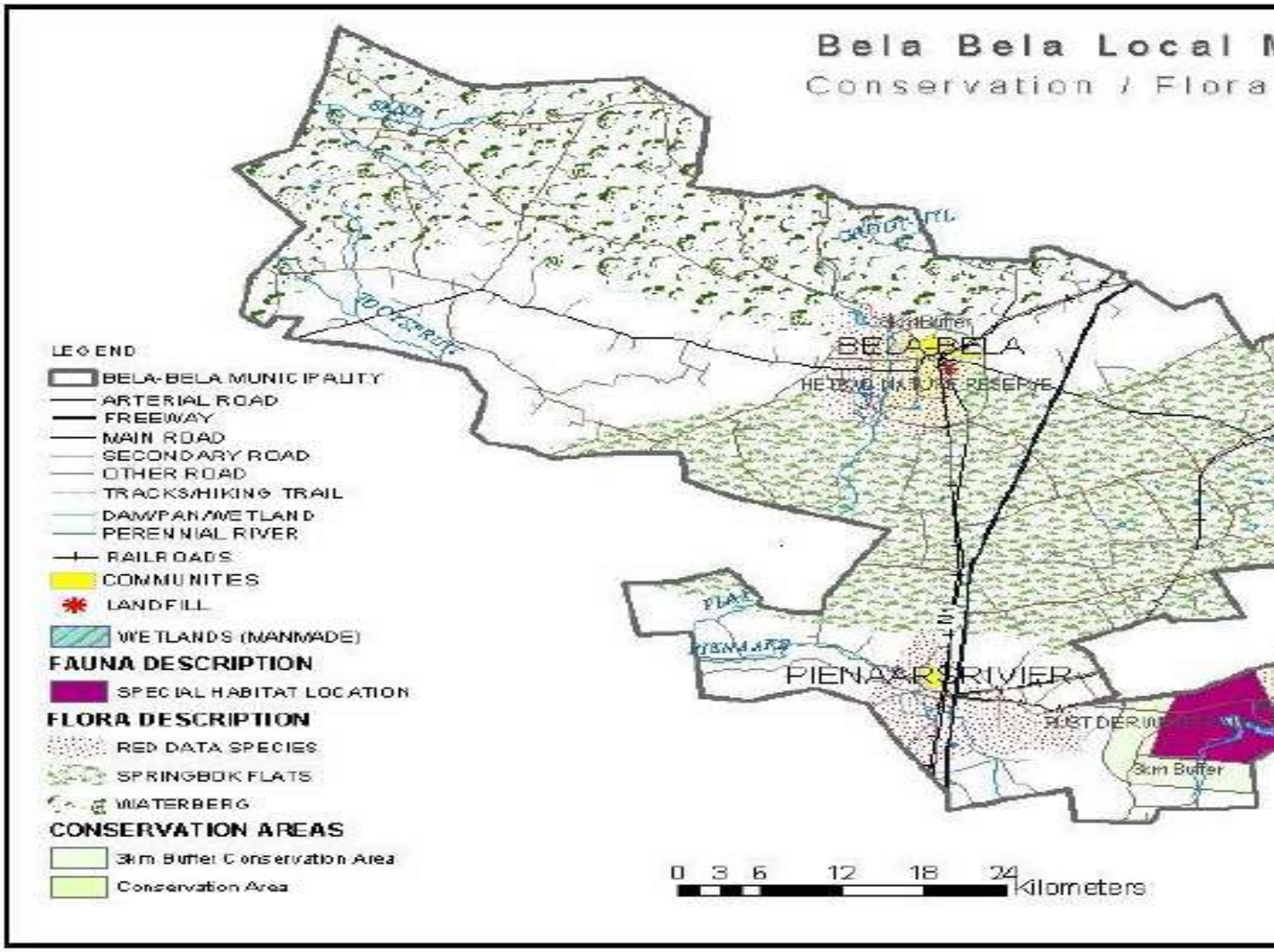


Figure 20: Conservation of Flora and Fauna



Source: Waterberg Environmental Management Plan (2006)

Whilst Bela-Bela is at an advantageous position in terms of the environment since there are no heavy industries and soil degradation and erosion is minimal, it is very important that the municipal ensures, with its available resources that the sensitive environments (as depicted on **Figure X** above and wetland areas next to Bospoort and Klein Kariba River) are adequately protected in line with the requirements of environmental management as discussed above.

The potential risks that can be highlighted as this stage include the poor management of landfill sites, inadequate sanitation systems, informal settlements, veld fires, chemical spills and/or other hazardous accidents, droughts and physical development that is not conducive for the sustainability of the sensitive environment. The adequate protection of high potential agricultural land (in terms of the soil classification) is also an important environmental element within Bela-Bela given the pressure that the area is currently experiencing with due regards to the range of developments (i.e. upmarket estates and tourism initiatives) that can compromise this potential.

8.2.5. Climate Change and global warming

8.2.5.1. Climate

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 2º 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)

a) Natural Disturbances

Natural Disturbances includes floods and droughts, winds, fire earthquakes and outbreaks of pests and diseases occur from time to time. Although man has little or no control over theses natural events, risk management to minimize their economic, social and environmental effects is important. Responsible management of land, which helps maintaining their proper functioning, also favours the recovery of ***Ecosystems*** after natural disturbances. For instances drought may form a catalyst for desertification and but soils that are already degraded are more prone to drought. Degraded soils will also suffer more severely from the impacts of drought.

b) Increase Mobility of People

The recent acceleration of international human movements and international trade has introduced many alien species can rapidly dominate ***Ecosystems,*** particularly when they are disturbed or stressed, replacing natural vegetation and animals, or using large amounts of water. This reduces the functionality of the natural system and lowers their ability to support the natural life forms including humans (DEAT 1999).

c) Pressure

Population growth, in disparity, population mobility and government policies have resulted in a steadily increase demand for resources. This manifests as pressure to exploit natural resource to convert land from natural to ***man – made*** systems and to increase productivity of agricultural, forestry and industrial systems in order to meet this demand. Increased productivity is often associated with generation of wastes and pollutants which compromise the environment's ability to function normally

d) 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

e) Geology and Soils

The area has significant amounts of basalt and granite. Arenite and Mudstoneare also quite prevalent. Rhylite, Dolerite, Dolomite, Shale, Sedimentary and Gabbro are also found. The Geology is underlined by Sand stone and Lava deposits of Letaba Formation. Letabe Formation marks the upper boundary of the Karoo Sequence.the formation consist of intercalated volcanic flows and sand stone units of Jurassic Age (190 – 136 Ma old). The quaternary and younger sandy horizons overlying the sand stone are of the mixed origin and consist of soils from fluvial (river borne) and Aeolian (wind – blown) origin.

The most important instrusive rock formation is the Bushveld Ingenious Complex that holds large reserves of Platinum. A substantial amount of minerals are found in clusters in the whole Waterberg District and there is also a cluster situated within Bela-Bela. Areas with mineral resources are indicted on Map below: Most of theseminiral zones are located in the northern

and north – eastern parts of Bela-Bela Municipal area. Minerals in the municipal area primarily include Fluor, Manganese and Limestone.

f) Topography

The map above shows that woodland covers the northwest with small islands of grass land degraded: forest, woodland, thicket and bushland. Thicket and bushland is predominatly on the north of Bela-Bela. Commercial cultivated land covers most the middle and eastern part of the Municipality that is interspaced with small patches of woodland degraded: grass can be found in the south in small patches with the predominant land cover being degraded: forest and woodland. A few mines and quarries are demarcated near Pienaarsrevier and in the southeast corner on the Municipality.

Bela-Bela is situated on the northern end of the large Springbok Flats at the feet of the Waterberg Mountains. The average height above sea level 1 140 meters. The ridges of the Waterberg Mountain on the north – western side of Bela-Bela is on average 230 meters higher than than of the immediate surrounding area. The topography of and surrounding area of the Municipality depend on two characteristics formed by the geology. The Waterberg Mountains are formed by “Rooibergfelsiet ‘’ and “Granofier,” which are fined in texture but resistant against erosion.

There some significant drainage areas these include the Sand River in the north – east , the Buffelspruit River draining the central area, the Pienaarsrevier in the southeast and the Elandsrivier in the south, including the Rus de Winter Dam draing the Rus De Winter area. The drainage flows from north to south. The drainage to the west of Bela-Bela 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 Springs Resort as its name suggest. Theses drainage areas drain the southern part of the Waterberg plateau. Drainage areas are important 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

8.2.5.2. Climate Change

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.

a) 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.

b) 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.

c) 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.

d) 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.

e) 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.

f) 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 fire fighting.
- ✓ 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:

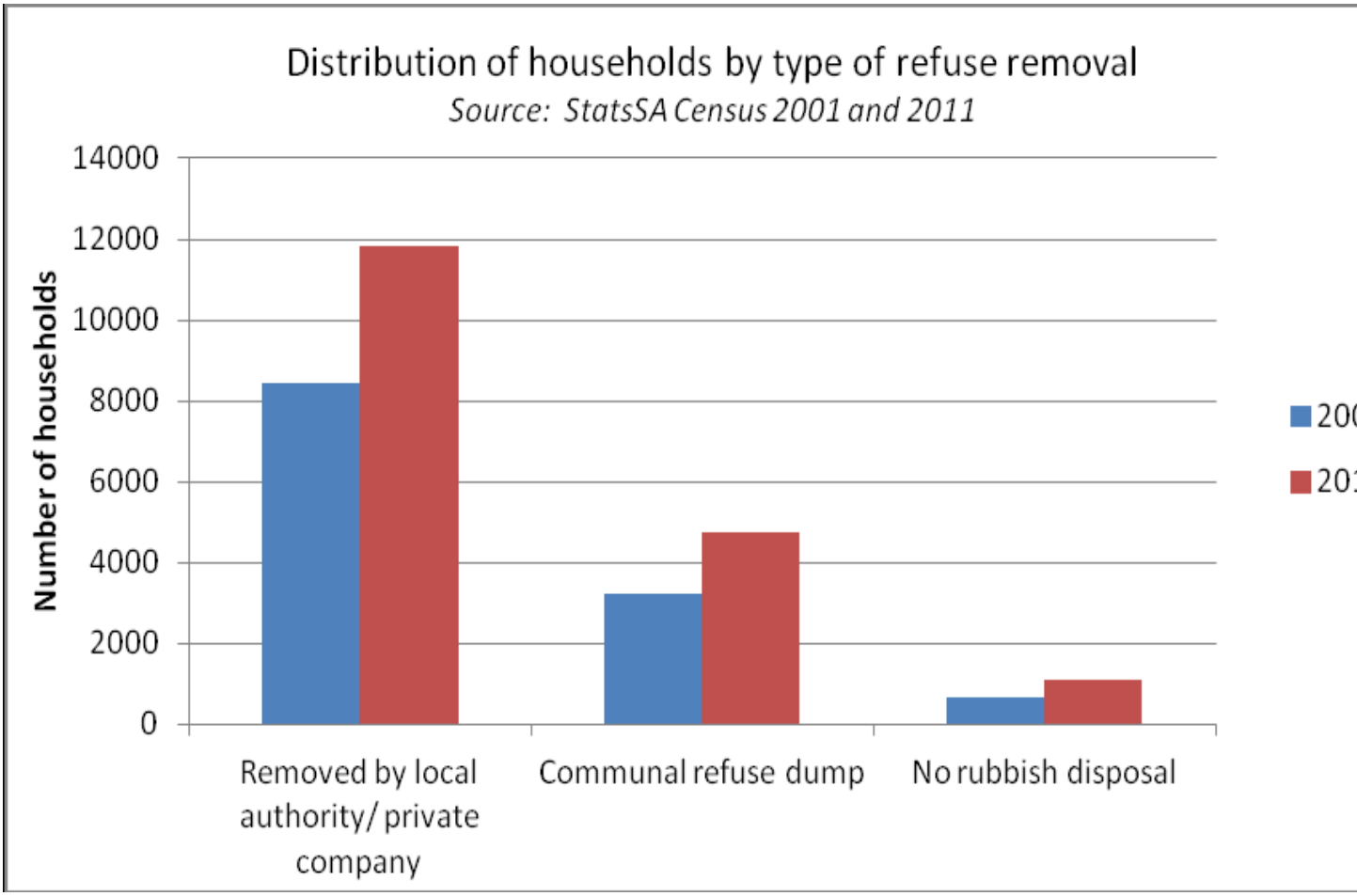
- ✓ Bush encroachment
- ✓ Alien plant invasion
- ✓ Soil erosion
- ✓ Poaching
- ✓ Water and air pollution
- ✓ Poorly managed waste disposal sites.
- ✓ Air Quality

8.2.6. Waste Management

8.2.6.1. Solid Waste – Refuse Removal

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 2011, as depicted on **Figure 21** below, Bela-Bela Local Municipality in the of refuse removal service provision is ***rated 94 of 234*** Municipalities in the country. The percentage of households whose refuse is removed by local authority weekly increased consistently from ***52, 1% in 2001 to between 64.2% and 66%in 2011***. The percentage of households depending on a communal refuse dump slightly increased from ***25.60 to 26.2%to %*** in that same period. There was an increase in the proportion of households without any refuse disposal from ***5.3% to 6.1%.***

Figure 21: Distribution of Households by Type of Refuse Removal



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.

8.2.6.2. 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 24: Level of Waste Collection in BBLM as per Waste Collection Standards

Type of Households	Member 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[

8.2.6.3. 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 2014/2015 financial year this amount is deemed to be equal than R***2440***. 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) 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 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.

8.2.6.4 Ward Based Developmental Challenges

During the 2015/16 IDP review Community Participation process, the following issues were raised with regard to **Water, Sanitation & Refuse Removal**

WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Ward 1(all sections in the ward) **Ward 2 (all sections in the ward)** **Ward 3 (all sections in the ward)** **Ward 4 (all sections in the ward)** **Ward 5 (all sections in the ward)** **Ward 6 (all sections in the ward)** **Ward 7 (all sections in the ward)**	Uncollected pruned trees
Ward 1 (Informal Settlement)	Mass refuse containers are provided but not emptied in time
Ward 1 (Spa Park) **Ward 2 (next to Chris Tarvern)** **Ward 4 (Informal Settlements)** **Ward 5 (all sections in the ward)** **Ward 7 (Ext 6)** **Ward 9 (Masakhane)**	Mass refuse containers not provided in all sections
Ward 7 (Tsakane) **Ward 8 (Rapotokwane)**	No refuse collection

8.3. Social Analysis

8.3.1. Integrated Human Settlements

8.3.1.1. Current Housing Needs, Demands and Provision

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.

a) Preliminary Analysis

The preliminary analysis was based on the following key planning instruments and guidelines of the Municipality.

The 2012/13 IDP Review for the Municipality indicates a housing backlog 2 500 housing units. It was indicated that over 400 units are for middle income while 2 100 units are for low cost/RDP housing. These figures were mainly based on the waiting list that was kept at the Municipality during the review of the IDP. The number of backlog is considered to be conservative and it is expected that the actual backlog could be higher since not all people would have come to register.

b) The IDP Housing Chapter

The Municipality also adopted the Housing Chapter of the IDP compiled with the support of COGHSTA.

The housing chapter presents 3 different figures from various sources for housing backlog within the Municipality; being Bela – Bela IDP (2012/13) estimates of 2500 waiting list, Limpopo

Province Multi Year Housing Plan 2012, of about 2800 and the Community Survey (2007) figures of 4239.

The Housing Chapter concludes that the more realistic estimated figures appear to be those from the Municipality in their IDP and those from the Limpopo Province Multi Year Housing Plan, that is between 2200 to 2800 for the low income housing backlog.

The projected figures for housing demand up to 2012 as estimated by the Provincial Multi Year Housing Plan are at 3077. Our proposed housing projects as contained in the IDP Housing Chapter are estimated to accommodate 3050 housing units which more or less might deal with the demand up to 2012.

The above picture indicates that beyond 2012 the Municipality will not be able to meet the housing demand as the remainder of the land is privately owned and therefore the Municipality may not dictate the pace of development nor regulate the price to suit the majority of the population, being the low to middle income category.

c) The SDF

The Municipality adopted the Reviewed Spatial Development Frame work during September 2011. SDF in particular identified nodal points or key settlements for the development of the Municipality. The following Settlement is key development node for the Municipality:

d) Bela-Bela Growth Point

This area includes the Bela-Bela Town and Townships and the surrounding land. This area has also been identified as a provincial growth point by the provincial Spatial Development Framework.

Of particular importance in this area is the urban edge that has been defined as a key feature of the SDF. This was done as part of the need to densify the development and also to discourage urban sprawl which is generally characterized by the unsustainable and inefficient utilization of engineering services. It is a well-known fact that compact and well planned towns and settlements can be serviced more cost-effectively that unplanned sprawling settlements.

The SDF also made estimates for growth and housing needs. The conclusion from the SDF is that there is adequate land within the urban edge up to 2020 based on population projections or

estimates. It is estimated that the Municipality will require 1287 houses by 2015, 1187 by 2020. This effectively means that we will require about 2474 houses up to 2020.

The challenge with the above scenario is that while there is land within the urban edge, that land is privately owned and it is not certain that the land can meet the housing demand since the majority of the people may not afford the market related prices that may be put on the housing units that may be planned from these pieces of land.

8.3.1.2. Specific Proposals with regard to strategically located pieces of land

Based on the above analysis it is important to identify potential pieces of land that are strategically located to meet the housing demands for the next 10 years, that is at least up to 2020 and beyond.

8.3.1.3. The Bela-Bela Provincial Growth Point

The following pieces of land are located within the urban edge and may form part of potential land that are subject for negotiations with the relevant property owners:

1. Portions 5, 7, 14 and 59, 88 and 11 of the farm Roodepoort 467 KR or parts thereof. In particular part of portions 7 (about 12 hectares) was already earmarked by the Municipality for the expansion of Spa Park town ship and there were already negotiations with the land owner either to swop with municipal land or buying should funds be available. Correspondence in this regard has already been submitted to the Department.

4) Certain portions of the farm Bospoort 450 KR, where owners may be willing to sell.
5) Parts of portion 1 of the farm Roodekuil 498 KR; and
6) The remainder of the farm Roodekuil 496 KR - (this piece of land is adjacent to Bela-Bela Township, and the land owner already has draft plans to accommodate low, middle and high income).

It was recommended that the Department of Co-operative Governance, Human Settlement and Traditional Affairs assist the Municipality with the implementation of the council resolution through:

1) Forming part of the negotiating team with the Municipality for the purpose of acquiring strategically located land for future development of the municipal growth points;
2) Committing funds to purchase the strategically located land upon successful negotiations; and
3) Assisting in the detailed analysis of some of the strategically located pieces of land to confirm the preliminary analysis by the Municipality

Table 25: Housing Backlog in relation to the Population Increase Scenario

AREA	Estimated Population increase between 2010 and 2015	Houses needed	Estimated Population increase between 2015 and 2020	Houses needed	Estimated Population increase between 2020 and 2025	Houses needed	Estim Popul increa betwe and 2
Urban Areas	3310	847	3165	809	2993	765	2783
Rural Areas	1598	409	1369	350	1329	340	1254
Pienaarsriver	125	32	107	27	104	27	120
Total	**5033**	**1287**	**4641**	**1187**	**4426**	**1132**	**4157**

[Source: Bela-Bela SDF, 2011]

Table 26: Housing Needs per Income Group

Income Group	Total HH per income group 2010				Additional Housing 2030
	Urban (Bela-Bela Town)		Rural		Urban (Bela-Bela To
	Nr of HH	%	Nr of HH	%	Nr of HH
Subsidized	6816	72.52	4415	81.25	2272
Low	1343	14.29	569	10.47	448
Low/Middle and Middle	1156	12.30	379	6.97	385
High	84	0.89	71	1.31	28
Total	**9399**	**100**	**5434**	**100**	**3133**

Source: Bela-Bela SDF, 2011

It is estimated that approximately 81% of house that will be needed in the rural areas of Bela-Bela Municipality will be for subsidized housing. Approximately 14% of the estimated additional housing need in urban areas will be for the low income group and 12% for low/middle and middle income group. In the rural areas approximately 11% of additional houses up to 2030 will fall into the low income group and 7% in the low/middle and middle income group.

Table 27: Land earmarked for Residential Development

Area nr	Area (Ha)	Developable area (ha)	Nr of erven with average 600m^{2*2}	Nr of erven with average of 800m^{2*2}
1	391.57	254.52	4242	3182
2	66.24	43.06	718	538
3	75.71	49.21	820	615
6	184.07	119.65	1994	1496
7	367.89	239.13	6039*[1]	
Total	**1085.48**	**705.56**	**13813**	**11870**

[Source: Bela-Bela SDF, 2011].

8.3.1.4. Principles on Sustainable Human Settlements (SHS)

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

1) The focus on the provision of housing should not only be on *housing delivery* but also on *housing development* with a greater positive impact for the residents to be able to sustain their livelihood within that particular locality. This implies that the future housing delivery and development that takes place within Bela-Bela should be incorporated within the vicinity of social facilities and economic opportunities to make it easier for the community to easily commute in order to obtain the services and employment opportunities. This requirement is intended to address the legacies of the past whereby

individuals (especially the less privileged) were subjected to poor living conditions with the serious lack of amenities to sustain their livelihoods within those settlements.

2) The provision of housing should be an integrated approach to development using the delivery of shelter as a primary focus but including amongst other things basic service delivery (i.e. potable water, appropriate sanitation and access to electricity), obtaining or upgrading of land tenure rights, ease access to adjacent community and economic services, job creation plus skill transfer (i.e. during construction stages) and the outcomes should also build self - esteem by the end users.

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

4) In line with the SDF the Municipality has embarked on facilitating housing delivery within the areas that are earmarked for opportunity for future housing within the SDF growth nodal points (i.e. Bela-Bela Town, Pienaarsriver and Radium) and these areas are within the urban fabric plus housing delivery is integrated to the delivery of services and reasonable proximity to the adjacent social and economic opportunities.

5) There has been challenges in terms of achieving all the expectations by the sustainable human settlement concept in the past to such an extent that the concern was raised especially for housing delivery within Bela-Bela Town (Main Growth Point) that the majority of these low cost housing projects still focus on extending the black townships which now perpetuate disintegration by income groups while in the apartheid era disintegration was perpetuated through racial segregation.

Despite these challenges which includes the limited availability of land within the existing central business District (CBD) and financial viability (i.e. high cost of land within the CBD) which might be a substantial sacrifice to achieve the low cost housing there, the Municipality is however

aiming to achieving this through creative ways such as through residential densification within the few vacant patches of land parcels that are located within the CBD and are considered by the SDF to be ideal for future housing development.

8.3.1.5. Ward Based Developmental Challenges

During the 2015/16 IDP review Community Participation process, the following issues were raised with regard to Land, Housing & Infrastructure

WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Ward 1 (appro. 380 Informal Settlement 170 in Spa Park) **Ward 2 (appro. 740 people in the ward)** **Ward 4 (Ext 7 & 8 – appro. 150 people)** **Ward 6 (appro. 200 people in the ward)** **Ward 7 (Tsakane)** **Ward 8 (Rapotokwane and Rus de Winter)** **Ward 9 (appro. 135 Masakhane)**	High number of people with RDP housing needs.
Ward 2 (old location) **Ward 5 (1204)** **Ward 7 (Ext 6 & Tsakane)**	Orphans and the aged are not considered for Emergency housing needs
Ward 3 (land behind Sanfa Stadium) **Ward 7 (behind clinic etc)** **Ward 8 (Rapotokwane – business land)** **Ward 9 (business, taxi rank, church site - ZCC)**	Need of 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 7 **Ward 4**	Alleged Illegal sale of land/ stand and RDP houses by some Municipal Officials
Ward 1 (2) (380 Informal Settlement & Vingerkraal) **Ward 2 (appro. 280 in Jacob Zuma)** **Ward 4 (1)** **Ward 6 (appro. 740 Jacob Zuma)** **Ward 7 (appro. 150 Tsakane & Ext 6 next to Double Story)** **Ward 9 (appro. 110 Masakhane)**	Illegal occupation of land (Informal Settlements)
Ward 1 (appro. 300 HDA property next to informal settlement) **Ward 5 (appro.2300)** **Ward 6 (appro. 900)** **Ward 7 (1000)**	Provision of middle income housing or empty stands is limited
Ward 3 (all sections in the ward) **Ward 9 (all sections in the ward)**	Poor quality of RDP houses
Ward 3 **Ward 4 (Ext 7 & 8)** **Ward 9 (Masakhane)**	Illegal occupation of RDP houses
Ward 3 (all sections in the ward) **Ward 7 (Ext 6)**	Shortage of agricultural land

WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Ward 9 (Masakhane 110 stand) **Ward 7 (Tsakane)**	Need for Formalization of informal settlements
Ward 7 (Ext 6 & Tsakane) **Ward 5**	RDP Houses waiting list takes long time.

8.3.2. Health and Social Development

8.3.2.1. Health Profile

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 table 4 below the majority of the health facilities are clustered within Bela-Bela Town and this can be considered to be logically acceptable given the fact that it has a largest concentration of population which implies a greater demand for the health service.

8.3.2.2. Health Facilities

Figure 22: Health Facilities

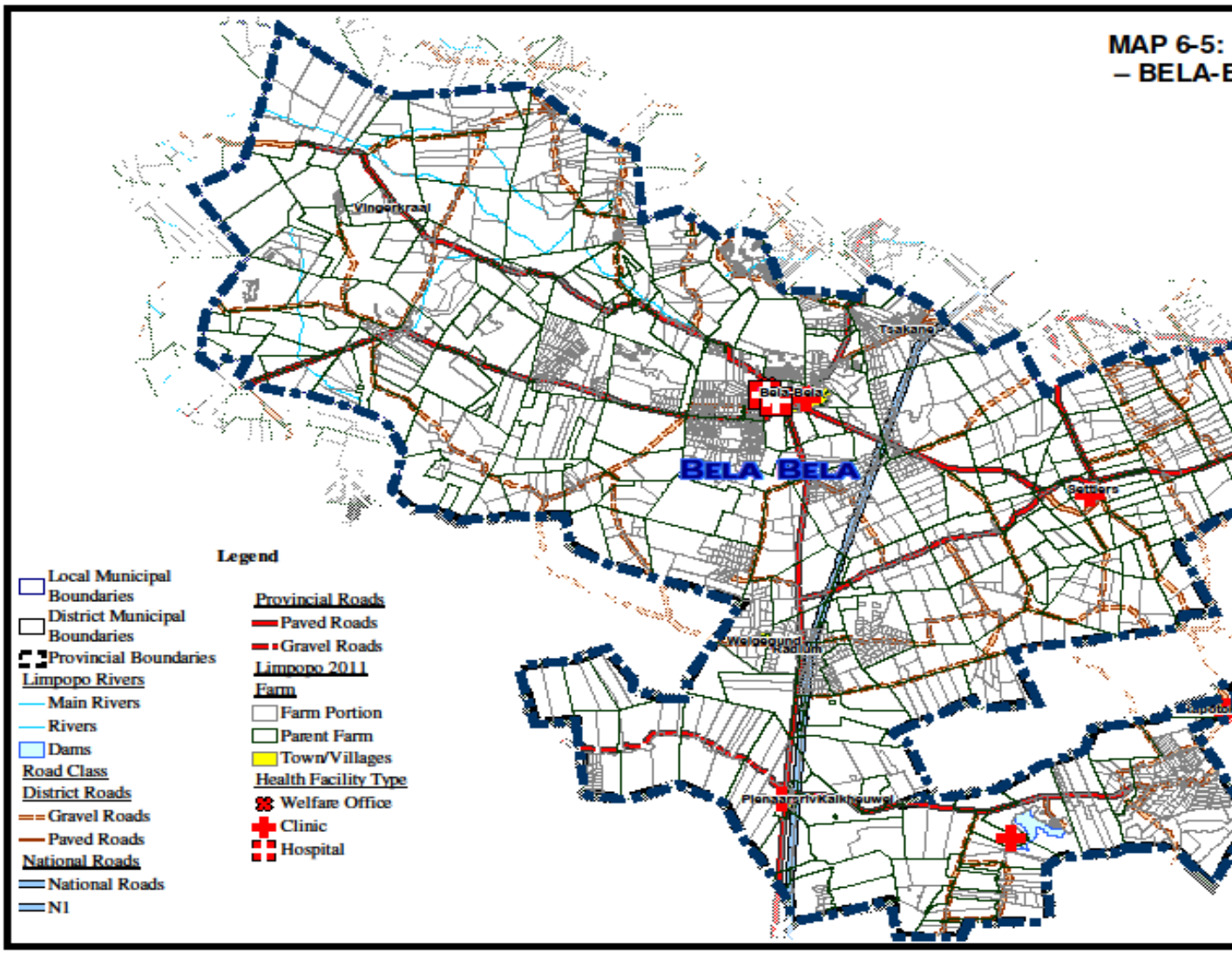


Table 28: Availability of Health Facilities in Bela-Bela

Sub-District	Hospital	Clinics	Mobiles	Community Health Centers
Bela-Bela	1 Public Hospital and 1 Private Hospital	6	2	0

Source: Dept of Health, 2013

8.3.2.3. Backlog of Heath Facilities

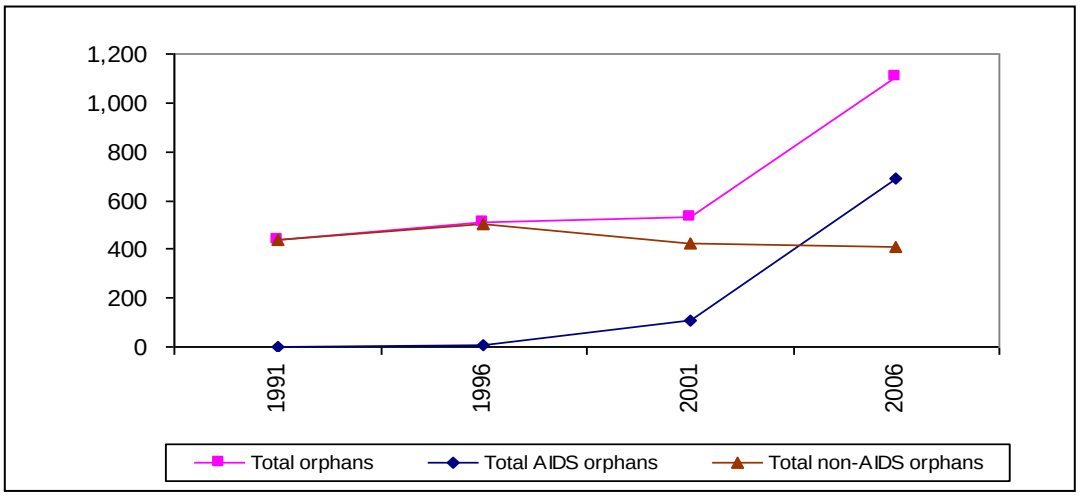
An application of a 5 km radius from each clinic suggests that a number of settlements are not well provided with health facilities such that Pienaarsrivier, Radium and Rust de Winter are located quite far from the health facilities i.e. beyond the twenty kilometers of reach from hospitals and beyond five kilometers from clinics. The need for the provision of either mobile or immovable clinics would need to be determined within these settlements. The old clinic which is situated at Leseding section is Health risk because is sinking in and is not safe for usage. There is a need for new clinics in other extensions in Bela-Bela such as extension 5, 8, Masakhane.

Rapotokwane on the other hand has a clinic nevertheless; the community is not impressed with the fact that it only operates during the five working days (i.e. Monday – Friday) and it is closed during the weekend.

8.3.2.4. HIV/ AIDS Prevalence

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 23** below is indicative of the trends in the number of HIV/ AIDS orphans due to the AIDS epidemic within Bela-Bela.

Figure 23: Impact of HIV/ AIDS on Orphanage



Source: DBSA 2006

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 need from all Stakeholders within Bela-Bela and surroundings to come up with innovative approaches to sustain the current interventions and implement new solution

8.3.2.5. Ward Based Developmental Challenges

During the 2015/16 IDP review Community Participation process, the following issues were raised with regard to Health:

Ward number (Area in the ward)	Challenges/Issues
Ward 1 (Spa Park & Jinnah Park) **Ward 7 (Ext 6)**	Unused build clinic
Ward 2 **Ward 4 (Ext 8 & Informal Settlement)** **Ward 7 (Tsakane)** **Ward 9 (Masakhane)**	Need for a clinic / Mobile clinic
Ward 2 **Ward 3** **Ward 5** **Ward 6** **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 **Ward 3** **Ward 5** **Ward 8 (Rapotokwane)**	Ineffective HIV/AIDS awareness campaigns
Ward 3 (Mandela) **Ward 5** **Ward 7 (Ext 6,7 & Tsakane)**	Ineffective TB awareness campaigns
Ward 5 **Ward 9 (Masakhane)**	Ineffective health inspectors
Ward 8 (Rapotokwane)	Health services still in Mpumalanga Province
Ward 1 (Spa Park & Informal Settlement) **Ward 7 (Ext 6 & Tsakane)** **Ward 8 (Rapotokwane)**	Inadequate Food parcels for poor families
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)	

8.3.3. Protection and Emergency Services

8.3.3.1. 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.

8.3.3.2. Road markings an traffic signs maintenance

Installation and maintenance of traffic signs and traffic road markings for purposes of traffic control is regularly done, however, the following challenges still remains:

- Old road infrastructure
- Vandalism of road signs
- Accidents
- potholes

8.3.3.3. Licensing (Registering Authority) (RA) DLTC & VTS

The service is conducted in agreement with Dept. of Roads and Transport.

All clients are getting service as and when required from the office. Roadworthy tests, applicants for learners and drivers are tested weekly according to the schedule, however the old testing ground is still used to test drivers. There are approximately 1000 registration and Licensing of motor vehicles performed.

Processing of Fines

Traffic fines are captured and processed to enable the offender to pay admission of guilt or to represent himself at court.
Appointed Service provider renders a service on tracing and sending out summonses that are due. Offender from foreign countries are not traced up to the letter and this has an impact on revenue collection.

Challenges

- The old testing ground is not easily accessible, due to road conditions (Paul Sauer Street).
- Service Level Agreement is valid for three (3) years, and there is no discussion around some functions that are performed by Municipality
- Tariffs are increased by the Department without proper consultation.

8.3.4. Safety and Security

Bela-Bela is currently serviced with three police stations to cater for public safety See **Table 29** below. 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 29: Availability 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**

8.3.4.1. Backlog on provision of Safety and Security Service

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 30** 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

Table 30: Crime Statistics in Bela-Bela

Crime	2009	2010	2011	Percentage
Murder	**4**	**9**		**+125**
Attempted Murder	**17**	**9**		**-47,05**
Armed Robbery	**38**	**38**		**0**
Robbery Common	**27**	**26**		**-3,7**
Assault GBH	**149**	**138**		**-7,38**
Assault Common	**139**	**108**		**-22,30**
Rape	**30**	**24**		**-20**
Housebreaking (Residence)	**206**	**213**		**+3,39**
Housebreaking (Business)	**60**	**61**		**+1,66**
Theft of Vehicles	**37**	**13**		**-64,86**
Theft from vehicles	**30**	**65**		**+116,66**
Stock Theft	**19**	**28**		**+47,36**
Total	**756**	**732**		**-3,17**

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

Table 31: Crime Situation Increased/Decreased Pending Aggregation

CRIME CATEGORY	BELABELA CLUSTER
CONTACT	All down but high volumes in assault
CONTACT RELATED	All down but high volumes of Malicious damage
PROPERTY	Burglary residential gone up
CRIME DEPENDENT ON POLICE	Drug related gone up
OTHER SERIOUS	Commercial Gone up
OTHER RELATED WITH ROBBERY	Kidnapping

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

Table 32a: Identified Hotspots in Bela-Bela (Town)

Burglaries	**Industria, Paul Sauer str (1a)**
	CBD: Stutter, Voortrekker str (1a)
	Golf Course Park, Flamboyant str, V/D Merwe str (1c)
	Mentz, Gilfillan Str (1c)
	Becket, Soetdoring, Tembotie, Geelhout, Knoppiesdoring str (1c)
	Ootshuizen, McCord str (1c)
	Caritas Village – Meiniger str
Copper Theft	Industria, Potgieter str (1a)
Assaults	CBD: Potgieter, Voortrekker str (1a)
	Spa Pak (1c)
Robberies	Potgieter, Pretoria str, Industria (1a)
	Roodepoort str, Spa Park (1c)

Theft of m/v	CBD: Potgieter, Luna str (1a)
Theft out/from m/v	Potgieter,Voortrekker str, Industria (1a)
	Flamboyant, Sering str (1c)

Table 32b: Identified Hotspots in Bela-Bela (Township)

Burglaries	**Malebye, Maseko str (2b)**
	Ngubeni str (2b)
	Motokoa str (2e)
	Street 201, 21 (2e)
	Phofu Cresc. (2f)
	Skierlik (2f)
	Ext. 6 (2f)
Robberies	Moloto, Masemola, Motokoa str (2a)
	Hecter Perterson, Street 15 (2e)
Rape	Tambo, street 15 (2d)

	Hlalampja (2e)
	Skierlik (2f)
Theft of Copper	Kutu, Mabunda, Manyamo str (2c)
Murder	Street 23, 61 (2e)
Stock theft	Limpopo rd & Ext 9 (2f)
Assaults	Masemols str (2a)
	Miles, Mooka, Mooka str (2a)
	Ngubeni str (2b)
	Hlalampja (2e)
	Street 5, 6 (2d)
	Zuma view (2d)
	36th Crescent (2e)
	Motokoa str 2017 – 2042 (2e)
	Street 15 (2e)
	Street 20, 21 (2e)

	Street 23, 24 (2e)
	Street 52, 53 (2e)
	Tambo Drive (2e)
	Mogalakwena rd (2f)
	Tlhong, Sisha str (2f)
	Skierlik (2f)

Table 32c: Identified Hotspots in Bela-Bela (Farm Areas)

Burglaries	**Buiskop (3a)**
	Knapp (3a)
	Tweefontein (3a)
	Bospoort (3b)
	Buisfontein (3b)
	Buiskop (3b)
	Cyferfontein, Olievenfontein, Boschpoort (3b)
	Roodepoort (3b)

	Valencia (3b)
	Noodhulp (3c)
	Vlakplaats (3c)
Stock theft	Bala, Illawarra, Turfontein, Turfbult, Vlaklaagte (3a)
Assaults	Buiskop (3a)
	Droogekloof (3b)
	Roodepoort (3b)
Theft of copper and transformers	De kuil (3a)
	Palmietgat (3a)
	Roodekuil (3a)
	Tweefontein (3a)
	Cardiff, Deeside, Leeuwkuil (3a)
	Buiskop (3b)
	Roodepoort (3b)
	Grootfontein (3c)

	Langkuil (3c)
	Welgegund (3c)
Robberies	R101 & R576 – Bthasvley (3a)
Theft out m/v	Tweenfontein – Eersbewoond (3a)
	Buisfontein (3b)
	Buiskop (3b)

8.3.4.2. Ward Based Developmental Challenges

During the 2015/16 IDP review Community Participation process, the following issues were raised with regard to Safety and Security:

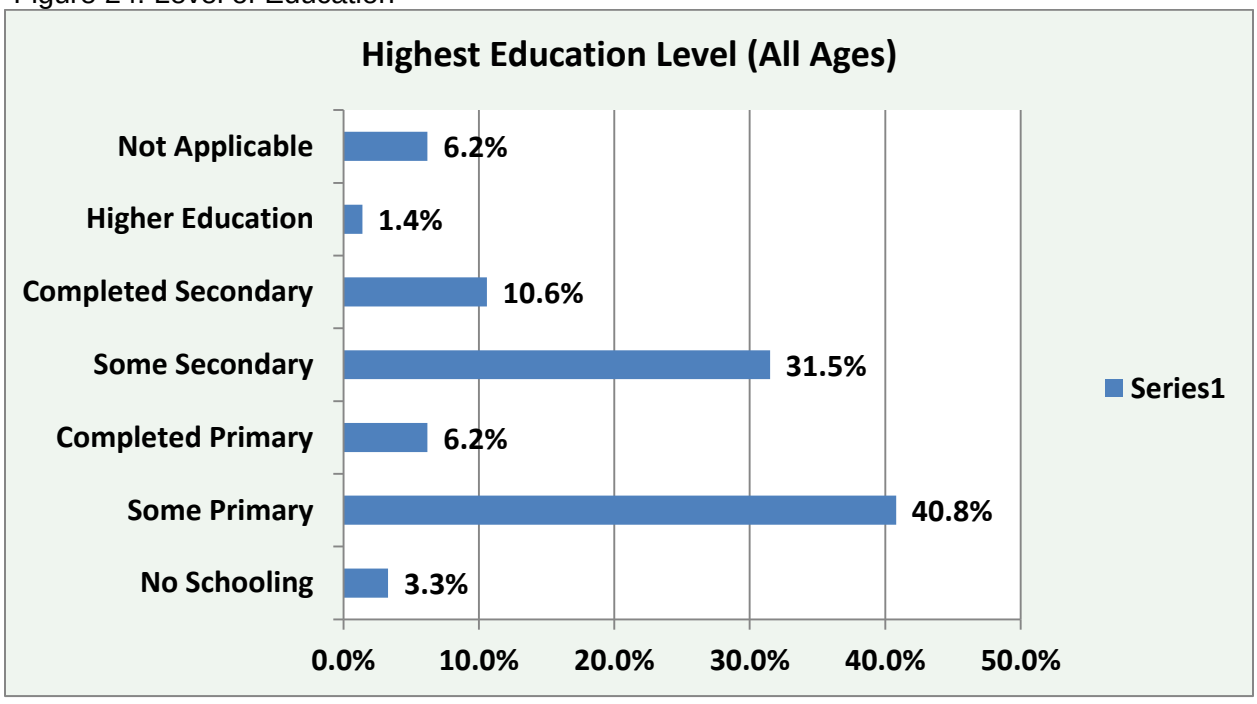
Ward number (Area in the ward)	Challenges/Issues
Ward 2 **Ward 3(old municipal building behind Albert Luthuli)** **Ward 4 (Ext 5, & 8 and Informal settlement)** **Ward 5** **Ward 6** **Ward 7 (Ext 7)** **Ward 8 (Rapotokwane)** **Ward 9 (Masakhane)**	Need for satellite/mobile police station
Ward5 **Ward 5** **Ward 7** **Ward 8 (Rapotokwane)**	Invisibility of police officer during the night (patrol)
Ward 7 (Ext 7) **Ward 8 (Rapotokwane)** **Ward 9 Masakhane)**	Ineffective community policing forum
Affects all wards	Untimely response to crime situation by SAPS
Ward 1 (Informal Settlement) **Ward 2 (Hleketani School)** **Ward 4 (Ext 7 – Phomolong , Ext 8 &**	Lack of street lighting

informal settlements) Ward 5 (Ext 1)	
Affects all wards	Illegal operations of shebeens
Affects all wards	Lack of proper monitoring of utilization of issued liquor licenses and permits
Affects all wards	Municipal by-laws are not enforced
Affects all wards	Invisibility of traffic officers throughout the night

8.3.5. 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 9.5%, people over the age of 20 with no schooling is 9.7% and people over the age of 20 with Matric is 26.2%. **Figure 24** below depicts a breakdown of education profile within the Municipality in detail.

Figure 24: Level of Education



[Source: StatisticsSA: Census, 2011]

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.

There are various factors that may have contributed to the situation of low education profile in Bela-Bela such as the people not having any funding to further their education and this can also be exacerbated by the fact there is a lack of adequate Institutions of Higher Learning within the municipal area thus further limiting further education to only the few who can be considered as privileged. At the present moment there is only one (1) Private Institution of Higher Learning within Bela-Bela **(i.e. Sondela Academy).** This tertiary institution currently provides training in Tourism (Guiding and Hospitality), Nature Conservation and Technical Courses. It can be recommended that this training institution be supported to expand in terms of number of learners it can absorb as well as the training courses that are offered

Deliberate investment in the medium to long-term to ensure sustainable up skilling of all the people within the Municipality should be rolled out. These should include amongst others ensuring that all the Schools within the Municipality are at good and favourable learning conditions, ensuring that the output of learners successfully progressing to the uppers grades is sustainably increased, Ensuring increased access to Education Funding opportunities for further studies, and building of and FET College within the Municipality.

A Municipal wide integrated Human Resource Strategy, which will analyse the Economy of the municipally and its future Skills needs must also be undertaken so that any future investment of skills up skilling of the population will be properly informed.

8.3.5.1. Education Facilities and Categories

Table 33: Categories of Schools within Bela-Bela

MUNICIPALITY	TYPE OF SCHOOL						SCHOOLS WITHOUT		
	SEC	SPECIAL	PRIMARY	COMBINED	FET	TOTAL	ELECT	WAT	SAN
BELA-BELA	5	1	12	1	0	19	Non	1 (Malebone)	Non

Figure 24: Basic Services Infrastructure in Schools

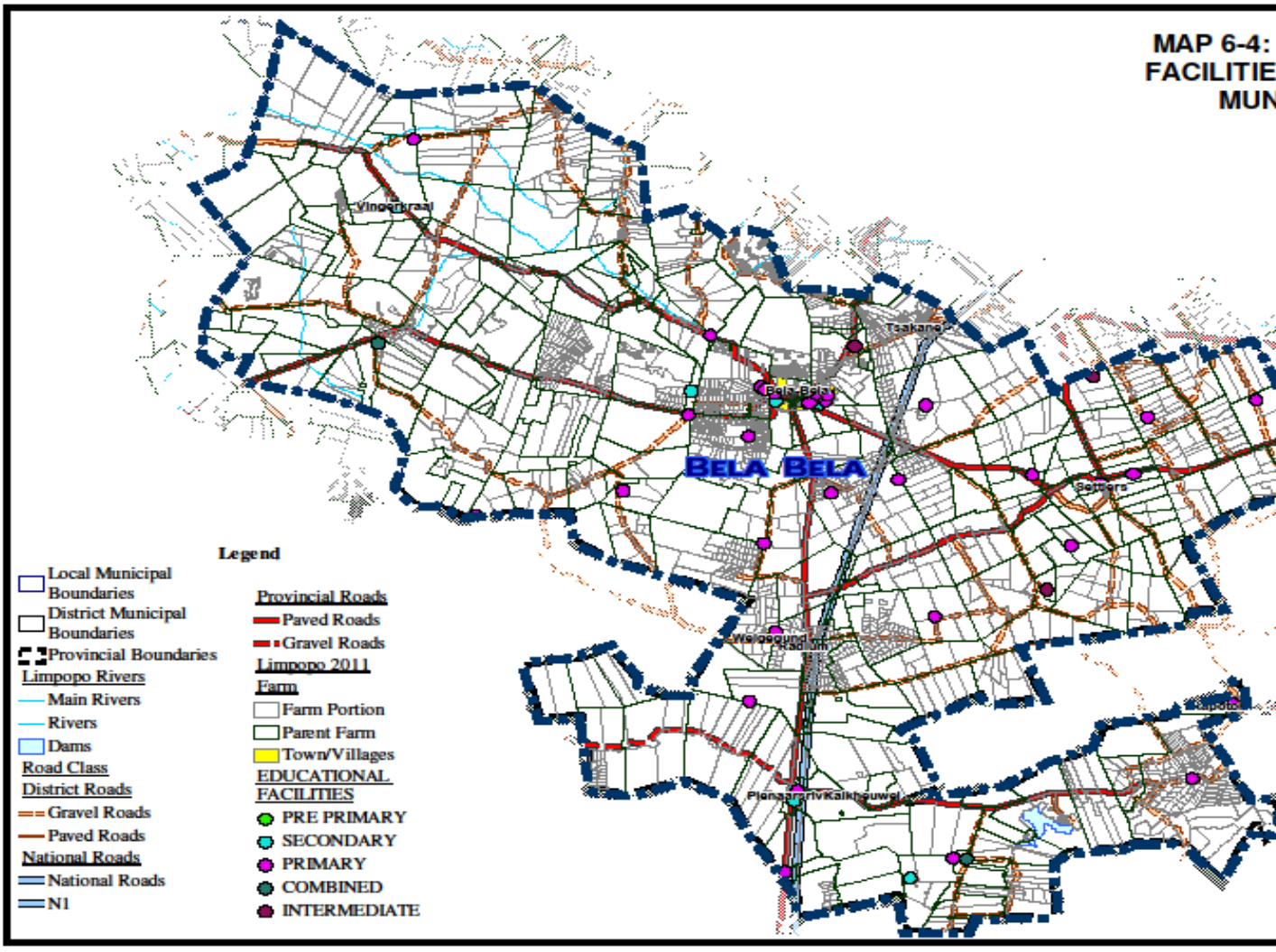


Table 34: Enrolment of Learners per School

NAME OF THE SCHOOL	TYPE OF SCHOOL	GRADES	NO OF LEANERS	LOCALITY
Albert Lethuli	Primary	R to 7	1112	Bela-Bela Township Ext 05
Blaauwbosch	Primary	R to 7	361	Masakhane, Radium
Hleketani	Primary	R to 7	1015	Bela-Bela Township, Lese
Jinnah Park	Primary	R to 7	528	Bela-Bela, Jinnah Park
Khabele	Primary	R to 7	540	Bela-Bela Township, Mora
Laerskool Warmbad	Primary	R to 7	917	Bela-Bela Town
Malebone	Primary	R to 7	74	Douglas Farm, Noodhulp
Mathintha	Combined	R to 09	30	Bala Farm, Lehau
Mmamakwa	Primary	R to 7	1117	Bela-Bela Township, Khota
Mmampatile	Primary	R to 7	1068	Bela-Bela Township, Kgos
Modderspruit	Primary	R to 7	83	Marulane Farm, Bela-Bela
Pienaarsriver	Primary	R to 7	793	Pienaarsriver Township
Spar Park	Primary	R to 7	1164	Bela-Bela, Spar Park
Batho Pele	Secondary	8 - 12	505	Pienaarsriver Township
Bela-Bela	Secondary	8 - 12	1272	Bela-Bela Township
Hoerskool Warmbad	Secondary	8 - 12	619	Bela-Bela Towns
Maope	Secondary	8 - 12	1341	Bela-Bela Township- Lese
Raeleng	Secondary	8 - 12	595	Bela-Bela Township- Lese
Thusanang	Special	Special	232	Bela-Bela Township- Lese
Total number of primary s	**12**			
Total number of combine	**01**			
Total number of special s	**01**			
Total number of Q1 schools	**05**			
Grant Total	**19**		**13366**	

Table 35: Learner/Scholar Transport

Currently Operating Routes				
ROUTE NO.	**NAME SCHOOL (S)**	**NO OF LEARNERS**	**KM PER DAY**	**LOCALITY**
L/W/S/28	Khabele Primary	60	14	Bela-Bela
L/W/S/67	Malebone Primary	72	32	Bela-Bela
L/W/S/15(A)	Mathintha Comb.	18	20	Bela-Bela/Lehau
L/W/S/08(B)	Mathintha Comb.	09	50	BelBela/Lehau
L/W/S/14(A)	Piennarsrivier Primary	27	88	Bela-Bela / Piennarsrivier
L/W/S/66	L/S Warmbad Primary	40	80	Bela-Bela/ Town
L/W/S/2/(a)	Ulando Combined	23	38	Bela-Bela
L/W/S/2/(b)	Ulando Combined	90	16	Bela-Bela
Total number of routes = 08 **Total number of learners = 339**				

Route currently not operating but submission forwarded to Head Office				
L/W/S/15(c)	Mathintha Comb.	23	42	BelaBela
L/W/S/14(b)	Piennarsrivier Primary	20	46	BelaBela
L/W/S/14(b)	Bela-Bela	58	14	BelaBela
Total number of routes = 03 **Total number of learners = 101**				

In terms of education, the 2015/16 IDP review noted that there are 20 schools on private properties (farms) and the key issues was that these schools are too far from the settlements and the children have to travel long distances to attend their classes. These schools comprises of 67 classrooms and 1062 learners. The limited facilities for tertiary education within Bela-Bela was also considered to be limiting a factor in terms of ensuring that the population is skilled and therefore the facilitation of the establishment of FET institution within Bela-Bela was identified as the priority issue

8.3.5.2. Critical Issues and Challenges to efficiently provide the Service:

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

8.3.5.3. Backlog Regarding Class Rooms

- 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. But it has been verified that how many additional class are needed per school

8.3.5.4. Ward Based Developmental Challenges

During the 2015/16 IDP review Community Participation process, the following issues were raised with regard to Education:

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) **Ward 2 (Raeleng School)** **Ward 3 (Albert Lethuli Primary School)** **Ward 8 (Rapotokwane – Khobongwane Primary School & Litho Secondary School)**	Need for sports facilities and Recreational
Ward 8 (Rust de Winter) **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) **Ward 7 (All section in a ward)** **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

8.3.6. Sports, Arts and Recreational Facilities

Sports and recreation facilities play a major role in the overall social development of the society such that these activities provide moral discipline and keep the youth out of the street. The ever – increasing crime and other social ills (i.e. teenage pregnancies, drug abuse etc.) gave rise to the importance of these activities and they should be viewed as the productive alternative that the youth can engage itself with. The existing facilities are described on **Table 36** below.

Table 36: Availability of Sports, Arts, Culture and Recreational Facilities in Bela-Bela

LOCATION	*FACILITIES*	*CONSTRAINTS AND CHALLENGES*
Bela-Bela Township	• **Bela-Bela Community Hall i.e. Performing Arts and Culture.** • **Sporting amenities i.e. Netball, Volleyball, Basket Ball and Tennis Court.** • **SUNFA "stadium"** • **Moloto Str "stadium"** • **Bela-Bela High Stadium** • **Two Community Park** • **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.** • **The sporting amenities indicated on the column for facilities are the only sporting code facilities available at the municipal level and they is a lot of pressure they encounter due to overuse as a result the facilities are deteriorating very quickly.** • **The long distance travelled by individuals who stay in the remote parts of the township.** • **The condition on the football grounds (stadium) is not satisfactory. The parks do not have the ablution facilities and lights.**
Bela-Bela Town	• **Jinnah Community Hall** • **Spa Park Community Hall** • **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** • **Sport Ground** • **1 library**	• **These facilities are only located within Rapotokwane.**

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

The function of library services is performed by the department of Sports, Arts and Culture so the officials however there ***are three officials*** that are appointed by the Municipality.

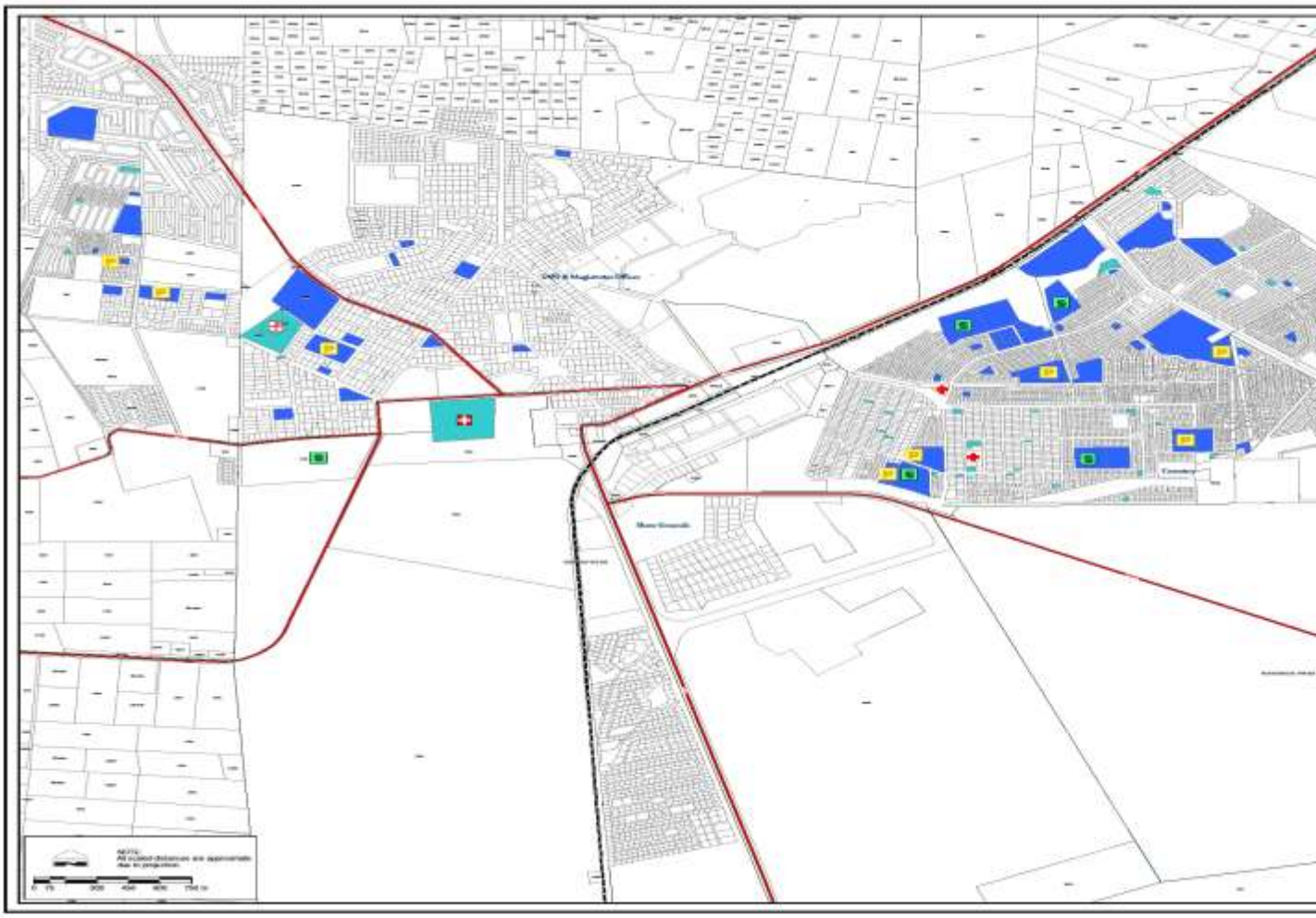
Arts Council

- No support from the Municipality (Funding)
- No Arts & Culture facilities (Arts Centre)
- Inadequate local market development
- No network in Masakhane, Rapotokwane and Pienaarsrivieis

Sports Council

- **Events**
    - No motivational events included in the municipal budget (i.e. morality building camps, sports summits, drugs free awareness, mayors cup)
- **Equipment**
    - High shortage of equipment
    - Unavailability of municipal equipment
- **Communication**
    - Limited knowledge of municipal policies
    - Inadequate consultation of IDP/Budget process
    - Non-communication when events are taking place within the Municipality.
- **Administration**
    - No access to resources. The Council request an office space to rapidly administer sports without boundaries
    - Limited knowledge of sporting codes by people who take care of the facilities which lead to inconsistence maintenance
    - Unavailability of sports desk at the Municipality
- **Facilities**
    - Shortage of facilities for indoor sports
    - Refurbishment of existing sports courts at the Bela-Bela Community Hall
    - Inadequate development of athletes

Figure 25: Community Facilities



8.3.6.1. Ward Based Developmental Challenges

During the 2015/16 IDP review Community Participation process, the following issues were raised with regard to **Sports, Arts, Culture, Recreational Facilities and Cemeteries:**

WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Ward 2 (Leseding) **Ward 3 (behind Sunfa Stadium)** **Ward 4 (Ponto)** **Ward 6** **Ward 7 (Ext 6 – double story & Tsakane)** **Ward 9 (Masakhane)**	No community hall / Multi – Purpose Center
Ward 6 (Next to Railway line)	No fence at Sports field
Ward 1 (Spa Park & Informal Settlement) **Ward 2** **Ward 7 (Ext 6 – double story)** **Ward 8 (Rapotokwane, Rus de Winter and Piennarsrevier)** **Ward 9 (Masakhane)**	No sports/recreational facilities
Ward 1 (Spa Park sports ground) **Ward 3 (SANFA Stadium)** **Ward 6 (Next to Railway Line)** **Ward 5 (Bela-Bela Community Hall & stadium next to Bela-Bela High School)**	Upgrading of sports/recreational facilities
Ward 1 (Spa Park & Informal Settlement) **Ward 7 (Tsakane)** **Ward 8 (Pienaarsrivier)**	Need for a cemetery
Ward 8 (Rapotokwane) **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

8.3.7. Post Office and Telecommunication

8.3.7.1. Post Office Facilities and Services

The Municipality has three Post offices one in Town, Township, Radium and in Pienaarsrivier. Post net is also available and is situated in town at Bushveld shopping complex. Whilst there are sufficient facilities in this Service, the quality thereto remains critical.

In addition a need for Post Office at Bela-Bela (Township) and Masakhane areas, there is therefore a need to ensure sustained improvement in the quality of Service where Service norms and Standards in all the Post Offices therein are adhered to at all times.

9.3.7..2. Network Infrastructure and Challenges

Cell phones: Operate within reasonable range of all centres 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 centres 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.

8.3.8. Cemetery and Crematorium

Bela-Bela municipality has three (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

8.3.9.. Social Development and Social Cohesion

8.3.9.1. Social Services and Facilities

In terms of Social Services and Facilities, the Municipality does have facilities like Community Halls, Children Home, Old Age Home, Police Station, Magisterial Court, Post Office, SASSA Offices, Home Affairs Office Cemeteries to mention but a few.

Whilst there is evidently work happening in most of these facilities, the inadequacy and quality of these Facilities and that of the service rendered therein remains a challenge that must be addressed by all levels of Government to ensure wholesale improvements in servicing our communities.

Need for additional facilities, personnel and urgent improvement in the manner at which communities are served in some of the Facilities/Centre were sharply raised during the 2015/16 Public Engagement processes.

8.3.9.2. Social Grants

The Municipality is third in terms of Social Grant consumption within the District, which is indicative of the bleak future of the Municipality is the current trend is not arrested in the medium to long-term duration.

It is a common course that by addressing all the aforementioned ramifications of High Unemployment, high illiteracy rate, and high HIV/AIDS prevalence this overly dependence of our population on Social Grants will be drastically reduced in a sustainable manner thereby affording Government an opportunity to direct the funds previously used for Social Grants to Capital Infrastructure and incidental activities aimed at developing the wellbeing of communities.

8.3.9.3. Teenage Pregnancy and Substance Abuse

High rate of Teenage Pregnancy and Substance Abuse were raised as key challenges destructive to the future of the Youth within the Municipality. The Municipality will continue to partner with its Social Partners to empower young people through campaigns and other initiatives, with the primate aim of drastically the number of young people who fall victims to these ills.

In the medium to long-term, the Municipality will work with varying Departments and Private Sector to increase the pool of learners who succeed from each Grade leading to Tertiary

Institutions thereby increasing their chances of being absorbed in the work market in and beyond Bela-Bela.

8.4. Economic Analysis

8.4.1. 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. The table below is an indication of various contributions towards the economy of Bela-Bela.

Table 37: The composition of Bela-Bela's Gross Domestic Product (GDP)

Sector	2010	2011	2012	2012 - %
Agriculture, forestry and fishing	93	89	90	5
Mining and quarrying	85	82	88	4.9
Manufacturing	40	38	39	2.1
Electricity, gas and water	71	68	71	3.9
Construction	100	112	113	6.2
Wholesale and retail trade, catering and accommodation	310	284	288	15.9
Transport, storage and communication	182	176	184	10.1
Finance, insurance, real estate and business services	593	594	602	33.2
Community, social and personal services	87	84	84	4.6
General government	245	244	253	14
Total	**1807**	**1770**	**1812**	**100**

Source: Quantec & UE calculations, 2012

Above is an indication of the performance of Bela-Bela in the Waterberg Economy. It should also be noted that figure 26, uses the traditional model of economic indicators which does not specifically group the tourism activities as one sector. The indicators that are closely associated with tourism in the context of figure above includes Transport (10.1%) and Wholesale (15.9%) which accounts for a 26% contribution to the economy of Bela-Bela.

8.4.1.1. 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:

a) 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.

b) 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^{o}C. The natural hot water is rich in sodium chloride, calcium carbonate and other salts that are believed to have healing properties.

c) 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.

8.4.1.2. Agriculture

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, Lucerne, Cowpeas, Groundnuts, Wheat, Jugebeans, Chinabeans and Sunflower.

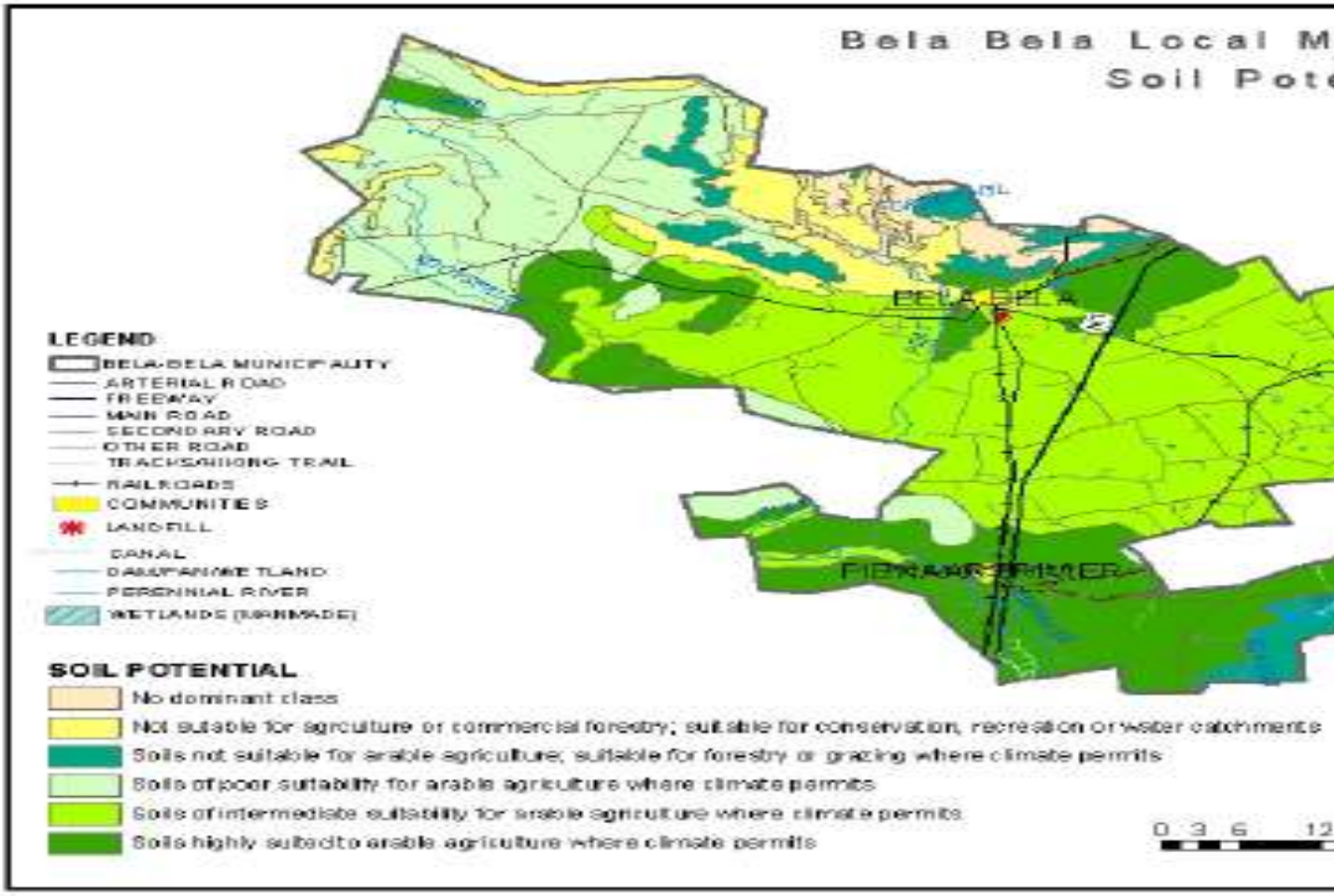
Due to the various crops produced, production systems vary widely. Although the trend is changing the whole industry is still characterized by a high unskilled labour input and a serious lack of middle management capacity. In the commercial estate farming the competitiveness of commercial production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

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

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

Figure 26: Agricultural Potential within Bela-Bela in terms of Soil Classification



Source: Waterberg Environmental Management Plan

8.4.1.3. Mining

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

8.4.1.3. Trade and Commerce

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

8.4.1.4. SMME Development and the Second Economy

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

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

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

- The clients have the option to buy the same commodities at the shops located in Warmbaths town, where there is more variety at lower prices.
- In some cases, the farmers (from whom hawkers buy the fruit and vegetables) sell the same products next to the hawkers at the original purchase price.

ii. There is virtually no differentiation in the products offered. As a result, turnover and profit levels are very low and the enterprises can be considered as survivalist.

iii. The shelters are not provided with any services, which present practical problems such as sanitation.

iv. The hawkers store their goods in the shelters which pose the risk of theft.

v. Most of the entrepreneurs have no basic business skills such as cashflow management.

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

Challenges include the following:

i. The area is not serviced.

ii. Due to the lack of proper storage facilities, they have to take all their commodities with them at the end of each day, which pose major logistical problems.

iii. Although they are well located in terms of the through-flow of tourists, very few tourists know about them and stop at the market (i.e. in most cases, the tourists will drive past to their destinations).

iv. Flea markets tend to be to develop a unique product.

v. Similarly to the hawkers, very few have basic business skills.

vi. 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 38: Support to SMMEs

NAME OF COOPERATIVE	NO OF BENEFICIARY	LOCALITY	CH
Dinaletsna Cooperative	3	Masakhane	• Non commitme • Irrigation syste • No Fencing • Tractor and imp • Equip non-func
Legong Farming Cooperative	5	Radium	• Dedicated mar • Withdrawals fr afforded an op farm • Transport • Nonfunctional
Mmamerogo Hydrophonic Greenery Cooperative	6	Plot 17 Wilgeguns Radium (Masakhane)	• Dilapidated hy • Water shortage
Morajomo Cooperative limited	14	Plot 17 Wilgeguns Radium (Masakhane)	• Non commitme • No Fencing • Non-functional
Moselane Agricultural Coop	5	Radium	• Dedicated mar • Only 2 membe • Transport • Non-functional
Bela Bela Agricultural and Projects	6	2096 Leseding	• Lack of land fo
Rua Naga Pataka	25	Bela Bela	• Dedicated mar • Withdrawals fr afforded an op farm • Transport • Non-functional
Bela Bela Leather Value Manufacturing	5	83 van der Merwe Street	• No challenges
Bunolo Agricultural Cooperative	-	Rusd de Winter 180 JR	-
Lekhureng cooperative limited	-	549 Hulpfontein (Radium)	-
Tetembumo Chix Agricultural Cooperative	5	7644 Ext 6	• No challenges
Batho le teme agricultural and farming primary cooperative limited	-	958 Mazakhele	-

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

8.4.2. Unemployment and Poverty Analysis

It was previously indicated that the age composition of population in Bela Bela comprises of children who are under the age of 15 and who are not accounted as the labour force. The active labour force is estimates at 36 069 in 2012 individuals who are between the ages of 18 – 64. Figure 4 below indicates that approximately 23% 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.

Table 39: 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 functioning environment that should create more job opportunities and that is critical since the dependency ratio is quite high based on the structure of the population (i.e. dominance of the population group that is dependent on the active labour force to provide for their needs). Further to the above discussed unemployment profile and with reference to figure 5 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 ssustainable community economic development projects/ programmes should be utilized to fast track the mandate by ASGISA to Half Poverty by 2014.

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.

Table 40: Employment by Sector in Bela Bela Municipality / Contributing Sector

Sector	2009	2010	2011	2012%
Agriculture, forestry and fishing	1 533	1326	1042	7
Mining and quarrying	420	447	576	4
Manufacturing	592	544	518	3
Electricity, gas and water	82	88	73	0
Construction	2494	2778	2804	18
Wholesale and retail trade, catering and accommodation	4690	4355	4342	28
Transport, storage and communication	374	368	303	2
Finance, insurance, real estate and business services	1660	1623	1623	10
Community, social and personal services	2716	2670	2468	16
General government	1753	1787	1876	12
Total	**16 314**	**15 985**	**15 625**	**100**

[Source: Quantec Regional Economic Database, 2012]

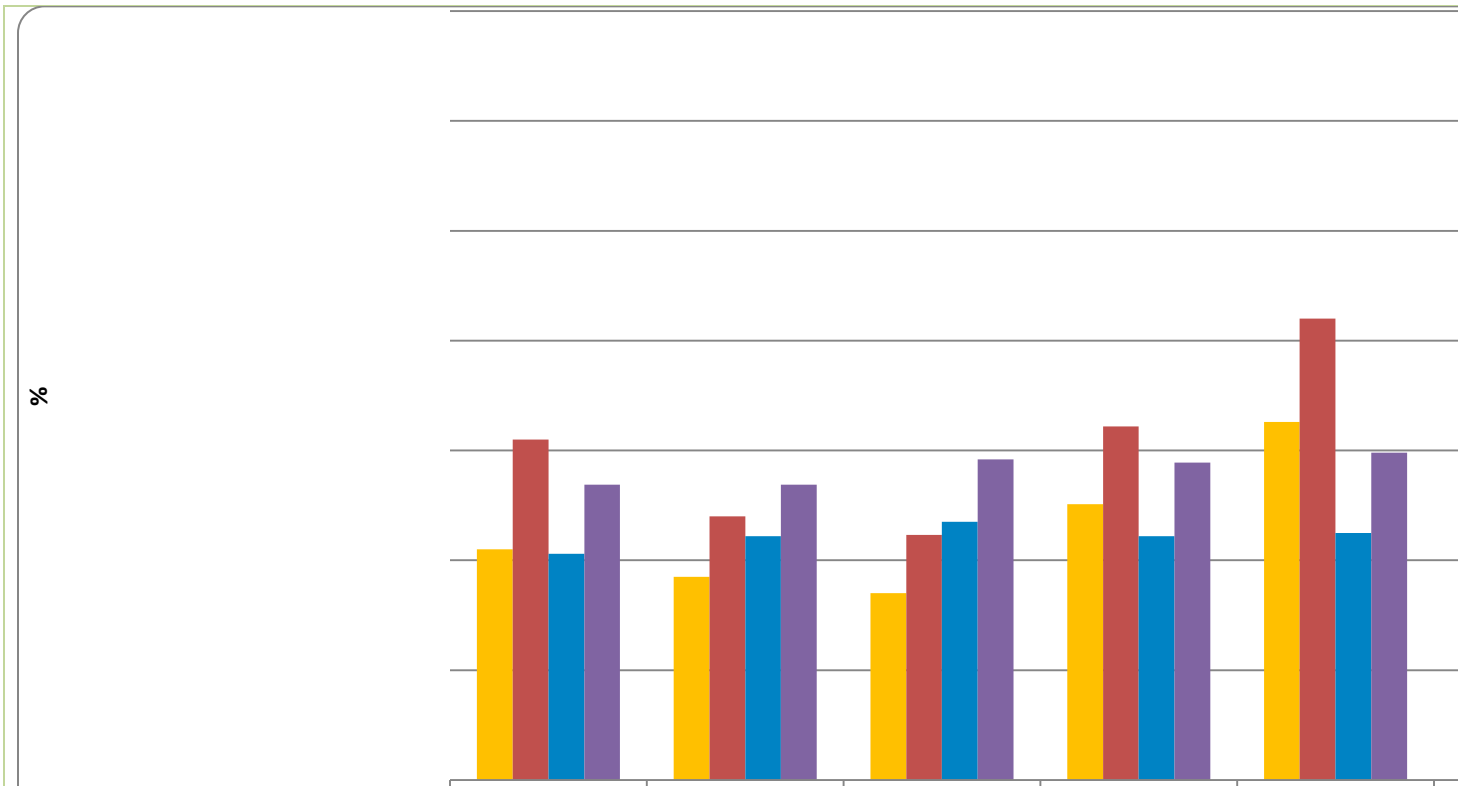
The biggest is the trade, catering and accommodation sector, which includes a large number of popular tourist destinations.

Table 41: Annual Household Increase

Individual monthly income by Gender and Type of sector for Person w							
	Male						
	Formal sector	**Informal sector**	**Private household**	**Do not know**	**Not applicable**	**formal sector**	
No income	477	131	101	29	10358	500	
R 1 - R 400	148	61	56	8	5117	147	
R 401 - R 800	249	171	155	40	362	364	
R 801 - R 1 600	1710	872	721	156	1633	1306	
R 1 601 - R 3 200	1950	609	683	154	295	1282	
R 3 201 - R 6 400	1077	206	199	51	220	719	
R 6 401 - R 12 800	796	121	88	27	223	703	
R 12 801 - R 25 600	516	77	46	14	146	369	
R 25 601 - R 51 200	173	32	21	6	27	77	
R 51 201 - R 102 400	43	12	3	1	8	17	
R 102 401 - R 204 800	26	4	-	-	17	15	
R 204 801 or more	13	3	3	-	5	11	
Unspecified	269	44	36	16	1610	230	
Not applicable	-	-	-	-	1330	-	
Grand Total	**7447**	**2342**	**2111**	**503**	**21351**	**5741**	

[Source: StatsSA-Census, 2013]

Figure 27: Labour Market



	Thabazimbi	Lephalale	Mookgophong	Modimolle	Bela-Bela
2001 Unemployment rate	21.0	18.5	17.0	25.1	32.6
2001 Youth unemployment rate	31.0	24.0	22.3	32.2	42.0
2011 Unemployment rate	20.6	22.2	23.5	22.2	22.5
2011 Youth unemployment rate	26.9	26.9	29.2	28.9	29.8

8.4.2.1. Monitoring of Job Creation

The EPWP under Environment and Culture sector has created 99 temporary jobs of which 36 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

8.4.3. 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:

i. Not all product owners belong to the Tourism Association, which implies a “silo” approach with each owner pursuing his own goals and market segment instead of working together towards a shares goal.

ii. A lack of tourism intelligence (e.g. the number of visitors, their demographic profile, length of stay, spend, etc.).

iii. Very few of the facilities are star graded.

iv. Illegal signage along the roads spoils the area.

v. Total lack of progress with BEE (at best, the establishments are compliance driven) – also a lack of knowledge and understanding of the Tourism BEE Charter.

vi. Huge leakages with establishments not buying local (minimize the potential multiplier effect).

vii. Potential market segments are not developed (e.g. medical tourism).

viii. Too much emphasis on “Eurocentric” markets whereas facilities too expensive for local communities.

8.4.3.1. Ward Based Developmental Challenges

During the 2015/16 IDP review Community Participation process, the following issues were raised with regard to **Local Economic Development**

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) **Ward 3 (affect all sections)** **Ward 5 (affect all sections)** **Ward 6 (affect all sections)** **Ward 7 (affect all sections)**	High level of unemployment (mostly youth)
Ward 3 (ward based people are not employed on the road paving projects) **Ward 4 (Ext 5, 8 & informal settlements)** **Ward 5 (affect all business people in the ward)** **Ward 7(affect all business people in the ward)**	Capital projects do not benefit the local people within the ward
Ward 1 (affect all sections)	Sustainable projects/initiatives are limited (farming, agriculture, business managerial skills, etc)

CHAPTER NINE: BASIC SERVICES

The lack of municipal infrastructure is regarded as a critical impediment to ensuring a dignified quality of life for the majority of the population within Bela-Bela. Especially critical is the situation with regard to water, sanitation, housing, roads and storm water. The graph below illustrates the trends of Basic Services provision such as water, sanitation, electricity and refuse removal between 2001 and 2011

9.1. Water, Sanitation, Housing, Roads and Stormwater

9.1.1. Free Basic Services: Water, Sanitation, Energy and Refuse Removal

The Municipality has an indigent policy in place and the households that qualify to be registered as the indigents must have income of **R0 –to– R2 576.64** per month. The policy is currently benefiting 4500 households. This figure (3046HH) is substantially higher than the demographic quantification (1 534HH) and this indicates that the poverty levels on the ground are more than what has been projected.

Bela Bela Local Municipality is a water services authority (WSA) responsible for water and sanitation provision. This responsibility cannot be achieved without proper infrastructure maintenance, development, upgrade and refurbishment. For this purpose to be clear, the municipality developed a water serviced development plan (WSDP) as guided by chapter 3 section 12 and 13 of the Water Services Act 108 of 1997. Council considered this plan as per resolution MC83/01/2016

The water provision service backlog is less than 5% of the households that do not have access to piped (tap) water. It can however be noted that the provision of water to the informal settlement is only for relief while the municipality finalises it permanent plans for the areas.

The municipality further has powers and functions for provision of access roads in its jurisdiction. The municipality has an ongoing programme for refurbishment, upgrade and maintenance of roads. The municipality further developed a visual road assessment report to guide its development in this regard.

Added to the municipal powers and functions is the provision of electricity. However, municipality is not licenced for the following villages, Tsakane, Vingerkraal, Pienarsriver, Masakhane and Rapotokwane. This villages are serviced by Eskom and the municipality has very limited control on their access to electricity.
For this services, the municipality developed an electricity master plan as well as a feasibility study for the development of electrical infrastructure to increase the electrical capacity.

With regards to all the above services, the municipality has in the past five years invested R 43 471 939.57 as per the table below:

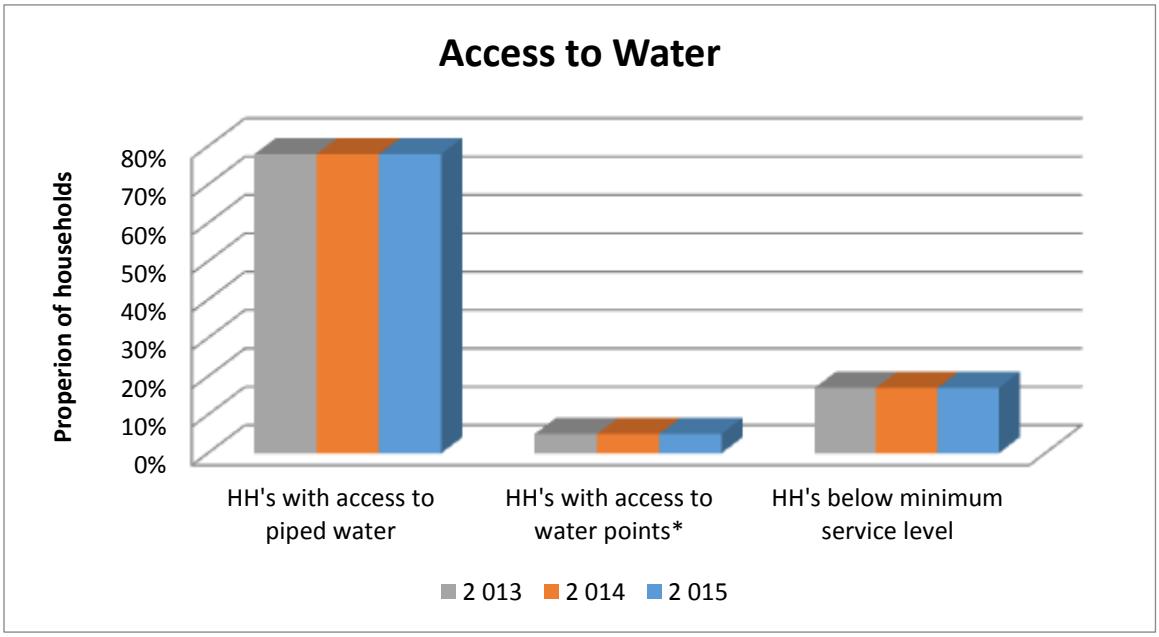
	ACTUAL EXPENDITURE				PROJECTED EXP.	TOTAL
CATOGORY	**11/12**	**12/13**	**13/14**	**14/15**	**15/16**	
WATER		R 1 401 762,00	R 3 508 944,98	R 4 591 293,02		R 9 502 000,00
SANITATION	R 1 168 137,21				R 4 145 545,00	R 5 313 682,21
ELECTRICITY	R 507 338,57					R 507 338,57
ROADS & STORM WATER	R 5 465 924,38	R 6 789 915,10	R 2 442 194,15	R 7 424 627,16	R 6 026 258,00	R 28 148 918,79
Total investment	R 7 141 400,16	R 8 191 677,10	R 5 951 139,13	R 12 015 920,18	R 10 171 803,00	R 43 471 939,57

9.1.2. Water Supply

Bela- Bela Local Municipality is a Water Services Authority providing Water Supply to 18068 Households. To this end, the municipality invested R 9 502 000, 00 in the past 5 years for the development of infrastructure in water services.

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

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



The table above, indicate that the municipality has a backlog of 17% with regard to basic water provision.

This backlog is predominantly found in informal areas and villages as explained below.

The Municipality has 3 sources of water i.e

- Own Bulk Water (BBLM Water Treatment Works)- 6MG/day
- Magalies Water (Klipdrift Water Treatment Works – 6MG/day)
- Boreholes- 2.8 MG/day

The Bela- Bela Local Municipality Water Treatment Works (WTW) is producing water to its design capacity but it needs a major upgrade to at least to produce 11 MG/day.

Emanating challenges

Magalies Water is unable to supply the agreed quantity due to its capacity challenges. Recently only less than 2MG/day is supplied to the Municipality.

Boreholes have dried – up and an urgent need for new drilling is realised.

Villages and Informal Settlements i.e Tsakane, Rapotokwane, Masakhane and Vingerkraal are only reliant no Boreholes for water supply.

While Piennarsrevier, Bela- Bela Ext 5, 8, 9 and 10 are augmented by Magalies Water.

The town is supplied by the Water Treatment Works augmented by the Boreholes which have dried up.

Bela- Bela Local Municipality need 13 MG/day to adequately supply its constituency. Currently the production is as follows:

- Bela – Bela Water Treatment Works: 6MG/day
- Magalies Water : 2MG /day
- Boreholes : 1MG/day

The figures above depicts that a short fall of 4MG/day is experienced. This short fall is even more felt due to high demands caused by High temperature. However, the municipality experiences high water losses due to aged infrastructure.

Strategies to resolve challenges

There is a need to urgently augment the bulk water supply by:

- Exploring ground water,
- Recycling waste water,
- Improve storage capacity by building reservoirs,
- Replace Asbestos cement pipes
- Engage demand management and conservation programme,
- Reduction of irrigation water by reallocating licenced raw water to potable.

- Manage use of ground water by individual household.
- Water use license application.

Performance on the water supply system

Bela- Bela Local Municipality as a WSA is participating in the Blue Drop Certification programme. The assessment was conducted in March 2015.

The regulator impressed that the municipality had a positive attitude towards the assessments. However, there are significant challenges in uploading information onto the BDS due to lack of personnel. Furthermore, the borehole system in Radium and Rapotokwane still poses a significant health risks. Additionally the very same system has not yet been classified as per regulation 2834 and monitoring is not undertaken.

It is reported by the regulator that the municipality does not have a water balance information as well as no evidence of implementing the WCDM strategy.

The Blue Drop risk rating remain high in the risk category due to the borehole system posing significant health risks.

Positive improvements by the municipality on the Blue Drop:

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

Regulatory recommendations to improve compliance

(i) WSA should budget for appointment of personnel to upload the required compliance data required by DWS.
(ii) WSA to issue notices to the Radium (Masakhane) and Rapotokwane community about the elevated concentrations of nitrate and fluoride respectively with the associated health risks.
(iii) WSA to identify an alternative water supply for both Radium (Masakhane) and Rapotokwane community.
(iv) WSA to implement daily operational programme at all boreholes to verify the quality and quantity of water.
(v) WSA to implement preventative maintenance programme.

9.1.3. Provision of Sanitation Facilities

Sanitation is about dignity. The availability of sanitation facilities not only improves the dignity of people, but also promotes their health. Areas without proper sanitation systems give rise to water borne diseases like cholera, diarrhoea, typhoid, etc. it is therefore important that as a Municipality, prioritization should be given to this service, particularly taking into account the backlog (rural sanitation) and the national target.

Proper sanitation facilities are key in health of the community. As their shortage can cause chaos in terms of disease and airborne infections, it is recommended to have proper structures.

9.1.3.1. Sanitation Access

The municipality have three (3) Waste Water Treatment Works (WWTW) in the area viz. Pienaarsrivier WWTW (Pond system), Radium WWTW (packaged Plant) and Warmbaths WWTW (Conventional system 6Ml/d).

The Warmbaths Waste Water Treatment Works (WWTW) design capacity is exceeded with no budget allocation to upgrade the plant.

The Pienaarsrivier ponds system as well as Radium WWTW has no records of its capacity.

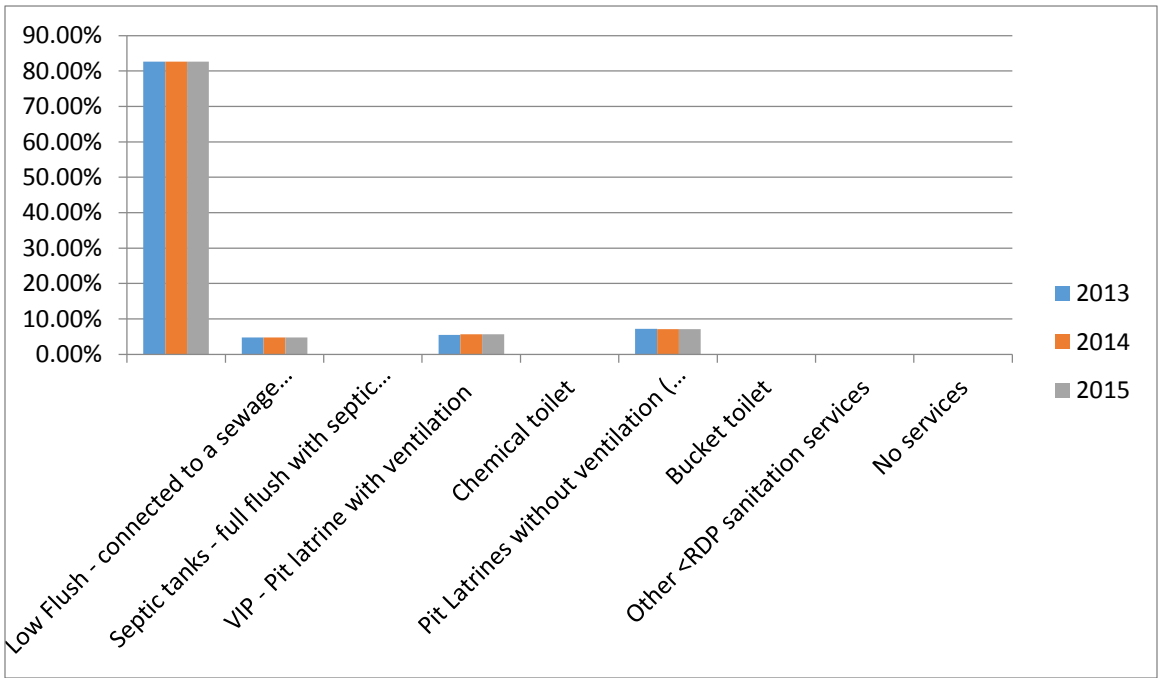
The percentage of households with access to flush toilets connected to sewerage increased from 65.27% in 2001 to 80.8% in 2011 according to census 2011 data. However, 4.2% has no sanitation facilities. To this end, the municipality invested R 5 313 682.00 for the development if sanitation infrastructure in the past 5 years.

The sanitation backlog is approximately 1 399 households, refer to the table below:

Residential water services delivery access profile [Sanitation]

Actual service levels	2013		2014		2015	
	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%
Low Flush - connected to a sewage	855	4.73%	855	4.73%	855	4.73%

system						
Septic tanks - full flush with septic tank	20	0.01%	20	0.01%	20	0.01%
VIP - Pit latrine with ventilation	862	5.47%	962	5.69%	987	5.69%
Chemical toilet	0	0	0	0	0	0
Pit Latrines without ventilation (Backlog)	1399	7.19%	1299	7.13%	1274	7.00%
Bucket toilet	0	0	0	0	0	0
Other <RDP sanitation services	0	0	0	0	0	0
No services	0	0	0	0	0	0
Total	**18064**	**100**	**18064**	**100**	**18064**	**100**



Strategies to resolve challenges

There is a need to urgently sanitation services by:

- Re designing the Radium water treatment works
- Upgrading various pump stations
- Upgrading the Bela Bela WWTW

Performance on the sanitation system

Regulatory impression on the system are that the Green Drop System (GDS) show consistency in submission of Data for Radium and Warmbaths but not for Piennarsrivier system hence the overall risk remain high.

It should be noted that piennarsrivier and Radium systems are in high and critical risk positions.

This is caused by the following:

(i) Lack of flow monitoring
(ii) Poor effluent quality
(iii) Poor Microbial and Chemical Compliance

The municipality has to budget for refurbishment and upgrade of all 3 WWTW to be compliant with the DWS standards

9.1.4. Ward Based Water Services Developmental Challenges

During the 2015/16 IDP review Community Participation process, the following issues were raised with regard to **Water and Sanitation:**

WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Ward 3 (all sections in the ward) **Ward 7 (all sections in the ward)** **Ward 9 (all sections in the ward)**	Constant leakage/overflowing of sewerage network
Ward 3 **Ward 4 (Informal settlements)** **Ward 7 (Ext 6)** **Ward 9 (all sections in the ward)**	Leakage of water meters
Municipal wide	Unpurified drinking water
Ward 1 (Informal Settlement)	Mass refuse containers are provided but not emptied in time
Ward 1 (Informal Settlement) **Ward 7 (Tsakane)** **Ward 8 (Rapotokwane –connected taps are dry)**	No water connection in the yard
Ward 1 (Informal settlement) **Ward 2 (Jacob Zuma)** **Ward 6 (Jacob Zuma)** **Ward 7 (Tsakane)** **Ward 9 (Masakhane – next to pump station & Informal settlement)**	No access to proper sanitation

9.2. Electricity

There are two electricity providers in the Bela-Bela municipal area, namely the Bela-Bela Local Municipality and Eskom. The access to electricity is recorded at 14504 households with a backlog of 3 564 households. These backlog is found in areas that are predominately informal.

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

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

Bela-Bela Municipality has one main supply substation namely, Bela-Bela main substation located within town on Industrial Str. Next to the main substation, is the Eskom yard with 2 x 20MVA transformers which supply the substation via 2 x 11kV feeder cables of +/-160 m (each feeder consist of 2x 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 minisubs within town namely:

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

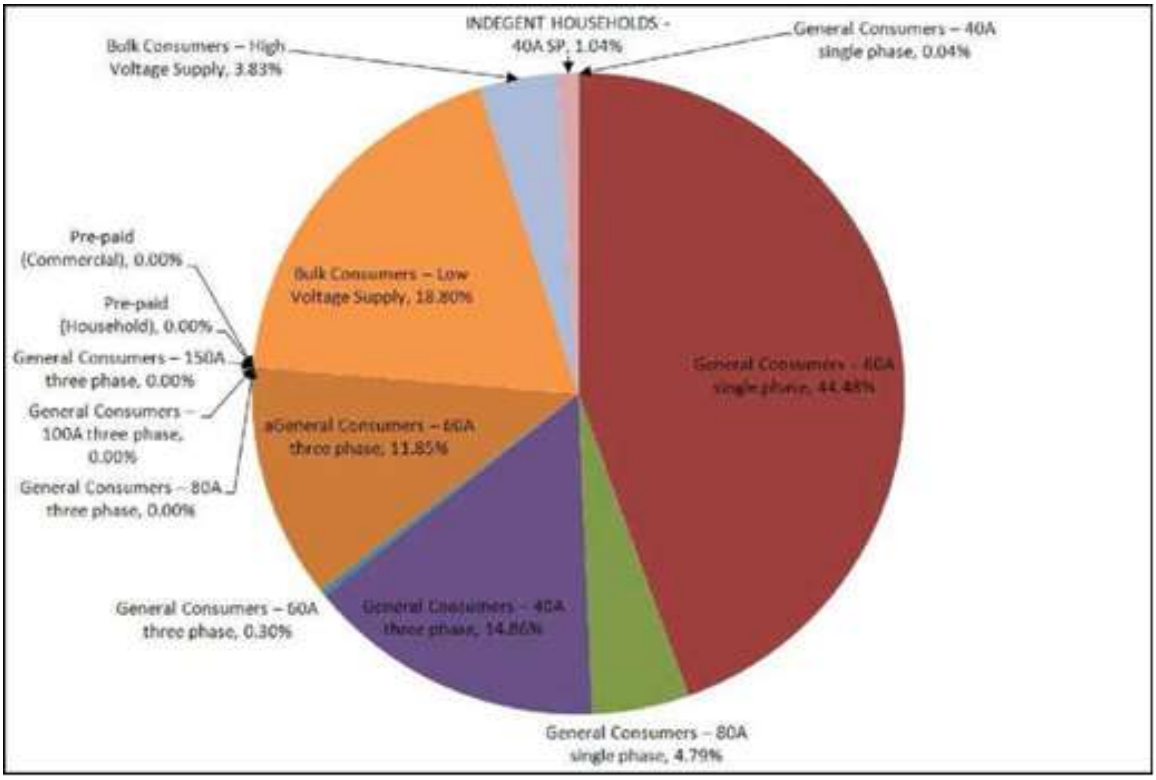
There are also two feeders from the main substation, that exit town to supply farm plots in Bospoort and Noodhulp / Roodepoort. The network largely consists of an 11kV

underground cable network, with miniature substations (minisubs) 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.

ELECTRICAL NETWORK DATA

Area	Electricity License	MV Cables (meters)	LV Cables (meters)	MV 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**

A percentage breakdown of capacity allocations by consumer class.



Load forecast for residential loads in Bela Bela Town

			Load estimate [kVA]	
Period	Income Group	Additional Houses needed	Initial (In first 5-7yr)	Final (up to 15-20yr)
2015-2020		**809**	**1766.964406**	**2397.661615**
	Subsidized	586.6868	979.766956	1390.447716
	Low Income	115.6061	289.01525	415.025899
	Low/Middle & Middle	99.507	447.7815	527.3871
	High Income	7.2001	50.4007	64.8009
2020-2025		**765**	**1670.86251**	**2267.257275**
	Subsidized	554.778	926.47926	1314.82386
	Low Income	109.3185	273.29625	392.453415
	Low/Middle & Middle	94.095	423.4275	498.7035
	High Income	6.8085	47.6595	61.2765
2025-2030		**712**	**1555.103408**	**2110.17932**
	Subsidized	516.3424	862.291808	1223.731488

	Low Income	101.7448	254.362	365.263832
	Low/Middle & Middle	87.576	394.092	464.1528
	High Income	6.3368	44.3576	57.0312

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

These are:

- Inefficient sections of cable that can no longer carry the rated load
- Cables that are prone to faults
- Repeated faulting on the same length of cable
- Cable breakdown i.e. cables that will operate for a long time and then instantly fail. With no gradual deterioration experienced.

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

9.2.6. Ward Based Water Services Developmental Challenges

During the 2015/16 IDP review Community Participation process, the following issues were raised with regard to**. Electricity Supply:**

WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Ward 2 (Hostel view 2 & corner Khota & Lebudi street) **Ward 5 (Malebe, Motsitsi, Lebudi, Ngobeni, Mokone & Mosuhlane str and all High Mast light in a ward)** **Ward 6** **Ward 7 (Ext 6 & Ext 6B)** **Ward 8 Piennarsrevier**	Upgrading of installed street lights & High-mast light
Ward 1 (Informal Settlement) **Ward 2 (Hleketani School, Cocos Tarvern & Civic offices)** **Ward 3 (next to Mmampatile, Albert Lethuli & Varenda tuckshop)** **Ward 4 (Ext 7 – Phomolong , informal settlements)** **Ward 5 (Mabunda street)** **Ward 6 (Jacob Zuma, Mashile Church, Show house, Mazambane Tuck shop, Sportsfield)** **Ward 8 (Rapotokwane)**	Installation of street lights & High-mast light on identified areas
Ward 3 (all section in a ward) **Ward 6 (all sections in the ward)** **Ward 7 (Ext 6)**	Constant tripping of electricity
Ward 2 (Bele Bela Community Hall) **Ward 3 (Mandela – Mazakhela)** **Ward 5 (Lithlabile Complex)** **Ward 6 (Civic Office)** **Ward 7 (Tsakane)**	No electricity vending machine/satellite office - Eskom

WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Ward 8 (Rapotokwane)	
Ward 5 (all sections in the ward) **Ward 7 (Ext 6)**	Threat of trees under electric wires
Ward 7 (Ext 6)	Unannounced termination of electricity
Ward 1 (Informal settlement) **Ext 6 (7606 – stolen cable)** **Ward 9 (Masakhane – informal settlement)**	No electricity connection in the yard
Ward 3 (all sections in the ward) **Ward 7 (all sections in the ward)** **Ward 9 (all sections in the ward)**	Constant leakage/overflowing of sewerage network
Ward 1(all sections in the ward) **Ward 2 (all sections in the ward)** **Ward 3 (all sections in the ward)** **Ward 4 (all sections in the ward)** **Ward 5 (all sections in the ward)** **Ward 6 (all sections in the ward)** **Ward 7 (all sections in the ward)**	Uncollected pruned trees
Ward 3 **Ward 4 (Informal settlements)** **Ward 7 (Ext 6)** **Ward 9 (all sections in the ward)**	Leakage of water meters
Municipal wide	Unpurified drinking waterwater
Ward 1 (Informal Settlement)	Mass refuse containers are provided but not emptied in time
Ward 1 (Spa Park) **Ward 2 (next to Chris Tarvern)** **Ward 4 (Informal Settlements)** **Ward 5 (all sections in the ward)** **Ward 7 (Ext 6)** **Ward 9 (Masakhane)**	Mass refuse containers not provided in all sections
Ward 1 (Informal Settlement) **Ward 7 (Tsakane)** **Ward 8 (Rapotokwane –connected taps are dry)**	No water connection in the yard
Ward 1 (Informal settlement) **Ward 2 (Jacob Zuma)** **Ward 6 (Jacob Zuma)** **Ward 7 (Tsakane)** **Ward 9 (Masakhane – next to pump station & Informal settlement)**	No access to proper sanitation

WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Ward 7 (Tsakane) **Ward 8 (Rapotokwane)**	No refuse collection

9.3. Roads and Stormwater

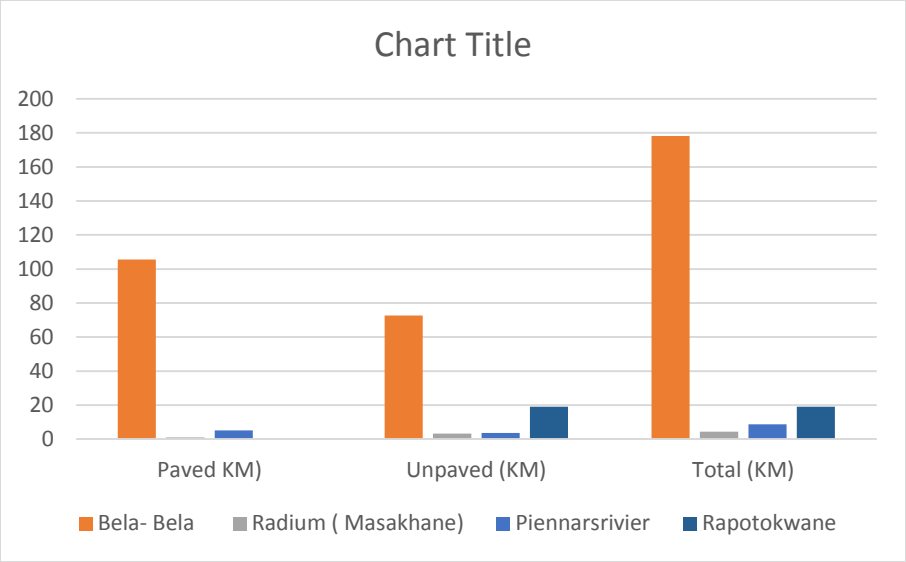
Bela- Bela Local Municipality is responsible for routine road maintenance, upgrade and rehabilitation. The roads in the municipal jurisdiction is in an appalling state. It is against this backdrop that the Technical Services Department conducted a Road Visual Assessment in order to obtain much details 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:

Settlements	**Length of Roads/Street**		**Total**
	Paved	**Unpaved**	
Bela- Bela Town 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

Below is a bar chart representing the table above.



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:-

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.

Below is the budget breakdown proposed per financial year.

Road Works	**Budget (10 years)**	**Financial Years**						
		2016/17	**2017/18**	**2018/19**	**2019/20**	**2020/21**	**2021-2026**	**Funding Agent**
Rejuvenation	10 000 000	2000 000	2000 000	2000 000	2000 000	2000 000		Own/MIG
Re- seal	45 000 000	4500 000	4500 000	4500 000	4 500 000	4 500 000	22 500 000	Own
Diluted Emulsion	1900 000	1000 000	900 000	0.00	0.00	0.00	0.00	Own
Rehabilitation	30 000 000	3000 000	3000 000	3000 000	3000 000	3000 000	15 000 000	MIG/Own
Upgrade to pave	122 000 000	12 200 000	12 200 000	12 200 000	12 200 000	12 200 000	61 000 000	MIG
Totals (+_)	**209 000 000**	**22 200 000**	**22 100 000**	**21 700 000**	**21 700 000**	**21 700 000**	**98 500 000**	

Source: 2016 BBLM Visual Road assessment report

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 : 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]

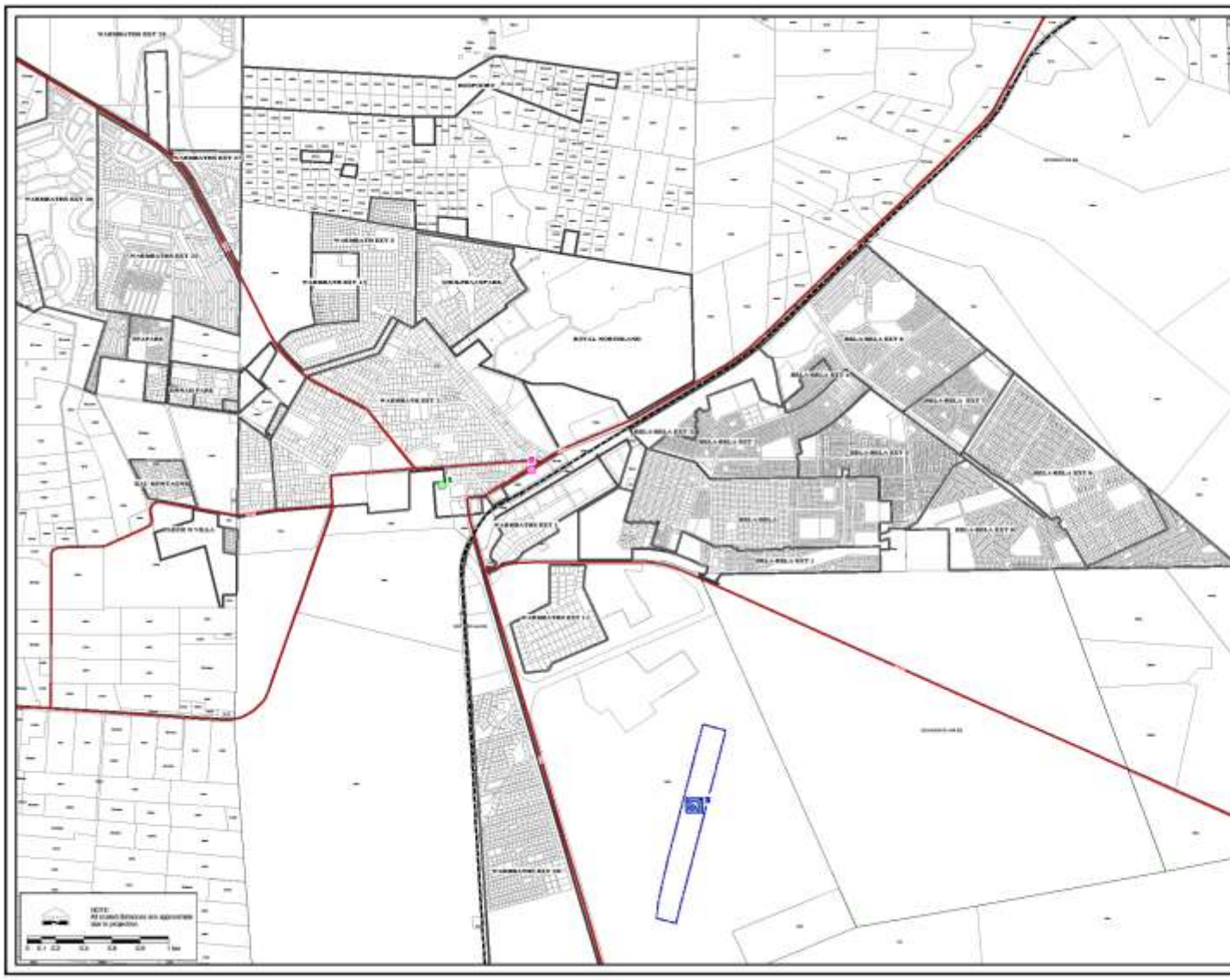
Problem B has been identified as priority 1 having the highest excess flow, which can result in severe flooding of the surrounding area. This is followed by Problem C, the Quagga Road system. Problem E has been identified as priority 3 since the excess flow is higher than that of Problem

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).

Figure 30: Transportation Infrastructure



9.3.4. Ward Based Water Services Developmental Challenges

During the 2015/16 IDP review Community Participation process, the following issues were raised with regard to **Roads & Stormwater:**

WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Ward 2 (most of streets in the ward) **Ward 3 (most of streets in the ward)** **Ward 4 (Ext 8)** **Ward 7 (Tsakane)** **Ward 9 (Masakhane – Lunkuil road to the farm)**	Regravelling of roads (muddy during rainy season)
Ward 1 (Informal Settlement, Spa Park & Jinnah Park) **Ward 2 (all sections to be paved in future)** **Ward 3 (most of the streets in the ward)** **Ward 4 (Ext 8)** **Ward 6 (Most of Leseding)** **Ward 7 (Most of Ext 6 e.g clinic street toward the farm)** **Ward 8 (main bus road)**	Unpaved of roads/streets
Ward 8 (Rapotokwane – Tshamahansthi & Chachaneng)	Need for warning signs indicating a bridge ahead
Ward 5 (Ngobeni & Lebudi str.)	Recurrence of Potholes
Ward 1(Spa Park main road) **Ward3 (Tlou street)**	Need for erection of speed hump
Ward 3	Flow of water blocked by Speed humps which lead water to neighbouring houses.
Ward 2 (next to Civic offices) **Ward 4 (Ext 5 & 7)** **Ward 5 (All stormwater in a ward)**	Unblocking of exist stormwater drainage system
Ward 3 (Mandela, Mazakhele & Sunfa Street) **Ward 4(Ext 5 & Phomolong)** **Ward 7 (Limpopo road to R101 & Clinic street towards Ext6 B)** **Ward 9 (Masakhane – main road)**	Erection of stormwater drainage system on upgraded road
Ward 7 (Tsakane)	Inaccessibility of roads/streets
Ward 3 (Mandela – Mazakhela)	No street names

9.3.5. Municipal wide Challenges Regarding Transport

- Inadequate public transport facilities such as taxi ranks within Bela-Bela Town and Township;
- Lack of shelters and ablution facilities;
- Lack of parking areas within the CBD;

- Parking meters within the CBD are not functional,
- Insufficient space for heavy vehicle loading and off-loading, and
- The damages occurring in the local roads due to heavy vehicles (Trucks) that passes the area through R101 to Modimolle or Thabazimbi Area.
- The infrastructure issues which was raised during the 2015/16 IDP review was that the condition of roads and Stormwater drainage within major settlement areas (Bela-Bela Town and Township, Radium, Pienaarsrivier and Rapotokwane) are considered to be in a very bad condition and needs to be improved. The length of these roads accounted for approximately 60.5 kilometres.
- There are also major arterial routes (i.e. controlled by Dept. of Transport) which are in a very bad condition and these include P85/ 1 (R516), P1/ 4 (R101) and P20/ 1.

CHAPTER TEN: FINANCIAL ANALYSIS

10.1. Financial Overview of the 2015/16 MTREF

Bela-Bela Local Municipality recognizes 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 compilation of the 2015/16 MTREF was guided by the following legislative and policy framework:

- Municipal Finance Management Act (No. 56 of 2003);
- Municipal Budget and Reporting Regulations (Government Gazette 32141);
- Budget Formats Guideline;
- Annual Division of Revenue Act;
- Municipal Structures Act (No. 117 of 1998), as amended;
- Municipal Systems Act (No. 32 of 2000), as amended;
- Municipal Property Rates Act (No. 6 of 2004), as amended;
- Municipal Fiscal Powers and Functions Act (No. 12 of 2007);
- MFMA Circular 12: Definition of Vote in MFMA ;
- MFMA Circular 42: Funding a Municipal Budget;
- MFMA Circulars 48, 51, 54, 55, 66, 67, 70, 72; and
- Local Government Capital Asset Management Guideline.

The following budget principles and assumptions directly informed the compilation of the 2015/2016 MTREF;

- National Treasury's MFMA Circular No. 48, 51, 55, 58, 59, 66, 67, 70, 72 and 74 were used to guide the compilation of the 2016-2018 MTERF.
- Headline inflation predictions;
- National outcomes and priorities
- NERSA guidelines
- The priorities and targets in relation to the key strategic focus areas as determined in the IDP;
- The 2014/2015 Adjustment Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baseline for the 2015/2016 annual budget;
- Tariff and property rate increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the Municipality, for instance the cost of bulk water and electricity. In addition, tariffs need to remain or move towards being cost reflective, and should take into account the need to address infrastructure backlogs.
- There will be no budget allocated to national and provincial funded projects unless the necessary grants to the Municipality are reflected in the national and provincial budget and have been gazetted as required by the annual Division of Revenue Act;
- The level of tariff increases to ensure the delivery of services on a financially sustainable basis;

- An assessment of the relative human resources capacity to implement the Budget;
- The need to enhance the Municipality's revenue base,
- All conditional grants should always be cash backed;
- Cash flow projections should be strictly maintained to ensure the Municipality ability to meets its obligations;
- Operational cost will be maintained at current levels or reduced as cost containment measures will continue to be implemented.
- Expenditure will be strictly monitored and be limited to the "absolutely necessary" items. Expenditure on the "nice to have" will be stopped forthwith.

The main challenges experienced during the compilation of the 2015/16 to 2017/18 MTREF can be summarised as follows:

- The on-going difficulties in the national and local economy;
- Aging and insufficiently funded maintenance for water, roads and electricity infrastructure;
- Reprioritisation of capital projects and operating expenditure within the financial affordability limits of the Budget, taking the Municipality's cash position into account;
- The increased cost of bulk water and electricity (due to tariff increases from Magalies Water and Eskom), which is placing upward pressure on service tariffs to residents. Continuous high tariff increases are not sustainable - as there will be a point where services will no-longer be affordable;
- Insufficient Capital Replacement Reserve, impacting on the Municipality's ability to fund capital expenditure from internal sources;

The rates and tariffs for various municipal services are increased as follows from the previous year. These increases are in line with the National Treasury guidelines contained in Budget Circulars 66 and 67.

- Property rates tariffs remain unchanged for 2015/2016. The same applied in the 2014/2015 financial period.
- Electricity tariff was increased by 12.2% for the 2015/16 financial year.
- Refuse was increased by 5.8% and the impact are as follows;
- Tariffs for sundry services have increased by 5.8% in the 2015/16
- Major changes which will take place in the 2015/16 financial are as follows:

    - **Water** – Commercial, old age, hospitals and churches will no longer be levied at fixed tariffs. It is proposed to be charged on the water gladding scale/step tariffs;
    - **Sanitation** – Will no longer be levied at fixed tariffs. It is proposed to be levied at 4% of the residential and 2% to other in accordance to the water gladding scale/steps tariffs.
    - **Electricity** – We are introducing block tariffs for agricultural, commercial and industrial customers in line with NERSA guidelines.

On the expenditure side, the percentage increases were as follows:

- Councillor's allowances increased by 6%. Provision for 2014/15 upper limit will be provided in case the allowance increases are not implemented before the end of the 2014/15 financial year.
- Water purchases 10%

- Electricity purchases 12.2%
- Employee salaries have been budgeted in terms of the TASK system, this will allow the Municipality to implement the Wage curve agreement should the processes be finalised during the 2015/16 financial year.

The 2015/16 MTREF as tabled before Council on 30 March 2015 for community consultation was published on the Municipality's website, and hard copies were made available at municipal offices and municipal library. Electronic and hard copies were sent to National Treasury and the Limpopo Provincial Treasury.

The Municipality continue to hold public participation sessions with the communities in terms of the relevant legislation. A budget summary document, called "Budget at a Glance", was issued and discussed at these sessions. Comments were received from the local communities. The applicable dates and venues were published in all the local newspapers and municipal notice boards.

On a yearly basis, a budget review exercise is conducted by the Provincial Treasury. Subsequent to the review, a preliminary feedback report submitted to the Municipality together with a compliance checklist are reviewed and action being implemented by the Municipality. The National Treasury also submit a compliance checklist on the tabled budget. The key issues raised by both the Treasuries were:

- Inaccurate in the historical data

The Municipality found that the review exercise conducted by Provincial Treasury is extremely helpful and bolstered its effort to turnaround our unfortunate history of non-compliance. The improvement in the issue of non-compliance can further be evidence with the positive audit report received from the Auditor General in the 2013/2014 financial year. All the comments that were received from both the Provincial and National Treasury were incorporated into the final budget that was presented to Council for adoption. A huge effort was made to ensure that all budget schedules are accurately completed.

Council has in the past resolved to build up a Capital Reserve Fund over the medium-term in terms of the long-term financial plan/policy. This means that over the MTREF outer years Council expects to have built up enough cash reserve to fund capital expenditure. The Municipality has built up a cash backed-reserve of R10 million during 2013/2014 to fund the construction of road infrastructure in the 2014/2015 financial year. The project have already been implemented.

The Municipality will continue to build up Cash Replacement Reserves in the upcoming financial years. The performance agreements of both the Accounting Officer and the Chief Financial Officer will include the building of a reserve fund as a milestone.

The credit and debt collection drive that Council embarked on in the past financial year resulted in the payment level improving. In this regard the administration is continuing to implement the following;

- Efficient revenue management, which aims to ensure a 85 per cent annual collection rate for property rates and other key service charges.

- Consistent and sustainable implementation of credit control action to all households and other consumers that can afford payment of services, including reminder letters, telephone, sms and other means of reminding consumers of the obligation with regard to their municipal accounts;
- Approval of indigent register;
- Resolution of the current stand-off between the farmers and Council;
- Accurate and predictable monthly billing of municipal services, which requires that accounts are send regularly and on time can enable consumers to plan or arrange for payment of services; and
- A ward based campaign that is led by the respective ward Councillor to promote payment of services within each ward. This campaign should include all stakeholders and the ward committees.

The Municipality also held a strategy breakaway session on the 04th to 6th March 2015 where strategic objective were reviewed. The review of these strategic objectives was crucial for the compilation of the budget. The strategic session emphasised on the continuance improvement in the Municipality infrastructure and to sustain the core strategic objectives that is driven by Municipality.

10.2. Funding Compliance

A key reform programme of the National Treasury is to test whether the municipal budgets have been sufficiently funded. This resulted in the development of the Funding Compliance test on all budgets. After receipt of the feedback report from the Provincial and National Treasury, the Municipality conducted a funding compliance test on the budget. It was found out that the budget was sufficiently funded and credible, as can be observed from Supporting Table SA10.

10.2.1 Budget Overview for the 2015/16 MTREF

This section provides an overview of the Bela-Bela Municipality's 2015/16 to 2017/18 MTREF. It focuses on the billing and revenue environment of the Municipality, the expenditure framework includes an assessment of how the budget links with the national and provincial government contexts along with a review of the fiscal position of Bela-Bela Municipality.

10.2.2 Operating Revenue Framework

For Bela-Bela Municipality to continue improving the quality of services provided to its citizens, it needs to generate the required revenue levels. 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 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:

- National Treasury's guidelines and macroeconomic policy;
- Growth in the Municipality and continued economic development;

- Efficient revenue management, which aims to ensure a 85 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;
- 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.

Table 49: Summary of revenue classified by main revenue source

scription	Ref	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium T Revenue & Expend Framework		
sand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	
ue By Source											
erty rates	2	39,360	44,807	53,069	59,402	53,799	53,799	27,853	55,863	59,215	
ce charges - ity revenue	2	70,432	80,584	84,138	103,517	103,512	103,512	50,314	114,516	120,929	1
ce charges - evenue	2	19,419	20,979	18,780	24,433	22,146	22,146	10,977	23,612	24,934	
ce charges - on revenue	2	7,183	7,676	6,816	7,310	5,379	5,379	3,551	6,365	6,722	
ce charges - revenue	2	6,708	6,932	6,030	6,490	4,496	4,496	3,533	6,379	6,736	
ce charges –		19	517	1,407	4,002	4,002	4,002	793	1,489	1,572	
al of facilities											
uipment		1,303	596	998	1,616	1,616	1,616	627	1,089	1,150	
est earned - l investments		134	325	782	376	2,000	2,000	1,471	1,000	1,056	
est earned - ding debtors		9,479	6,005	3,891	10,333	10,333	10,333	3,974	10,333	10,912	
s		1,197	4,056	29,904	6,013	6,000	6,000	2,458	11,639	12,291	
ses and		8,540	11,529	9,123	10,000	10,000	10,000	5,354	10,000	10,560	
sfers sed - onal		42,317	34,903	64,022	60,905	61,905	61,905	43,053	80,819	113,840	1
r revenue	2	6,769	(4,401)	6,460	12,781	22,054	22,054	6,542	21,973	23,203	
s on disposal		(2,555)	758	–	–	–	–	–	–	–	
evenue ling capital rs and utions)		**210,306**	**215,266**	**285,420**	**307,179**	**307,242**	**307,242**	**160,498**	**345,078**	**393,121**	4

Bela-Bela municipal budget is financed through realistically anticipated revenue streams.

Anticipated operating revenue (total operating revenue less revenue forgone) for 2015/2016 is estimated at R345 million or R 37.90 million (12.34%) more than the adjustments budget revenue of R307.1 million for 2014/2015. This increment is above the CPI rate and this is as a result of restructuring of the billing method on sanitation revenue.

Property rates revenue increases with 4% from the adjusted budget for 2014/15 and services charges revenue on average with 15% compared with the individual increases for electricity (11%) water (7%), sanitation (18%) and refuse removal (42%). Operating grants increased by R18.9 Million (31%). Bela-Bela Municipality had during the financial period utilized all conditional grant accordingly which led to increased grants being affected in the 2015/16 financial year.
Operating grants and transfers totals R64.2 million in the 2013/14 financial year and steadily increases to R80.8 million in the 2015/16 financial year. Note that the year-on-year growth for 2015/16 financial year which is 26%, 41% in 2016/17 and increase of 8% in 2017/18.

The following table gives a breakdown of the various operating grants and subsidies allocated to the Municipality over the medium term:

Table 50: Operating Transfers and Grant Receipts

No	Grant	Amount
1	Extended Public Works Program	R 1 200 000.00
2	DWAF Grant	R 1 000 000.00
3	District - Fire services	R 625 000.00
4	SETA Grant	R 211 200.00
5	Finance Management Grant	R 1 600 000.00
6	Municipal System Improvement G	R 930 000.00
7	Equitable Share	R 63 253 000.00
8	Integration National Electrification	R 2 000 000.00
	TOTAL	**R 70 819 200.00**

10.3. Grant dependence

Grant dependence ratio is sitting at 77% of total revenue of R345 Million. The ratio measures the extent to which the Municipality's total capital expenditure is funded through internally generated funds or borrowings.

As **table X** above shows, operating grants increased from R60.9.2 million in 2014/15 to R70.8 million in 2015/16. These allocations are in line with allocations in the 2015/16 annual Division of Revenue Act. The Municipality has been allocated a new Municipal Water Infrastructure Grant (MWIG) amounting to R10 000 000 for the erection of water infrastructure in the informal settlement areas.

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When rates, tariffs and other charges were revised, local economic conditions, input costs and the affordability of services were taken into account to ensure the financial sustainability of the Municipality.

National Treasury continues to encourage Municipalities to keep increases in rates, tariffs and other charges as low as possible. Municipalities must justify in their budget documentation all increases in excess of the 6 per cent upper boundary of the South African Reserve Bank's inflation target. Excessive increases are likely to be counterproductive, resulting in higher levels of non-payment.

The percentage increases of both Eskom and Magalies Water bulk tariffs are above the mentioned inflation target. These tariff increases are determined by external agencies, the impact they have is largely outside the control of the Municipality. Discounting the impact of these price increases in lower consumer tariffs will erode the Municipality's future financial position and viability.

It must also be appreciated that the consumer price index, as measured by CPI, is not a good measure of the cost increases of goods and services relevant to Municipalities. The basket of goods and services utilized for the calculation of the CPI consist of items such as food, petrol and medical services, whereas the cost drivers of a Municipality are informed by items such as the cost of remuneration, bulk purchases of electricity and water, petrol, diesel, chemicals, cement, etc. The current challenge facing the Municipality is managing the gap between cost drivers and tariffs levied, as any shortfall must be made up by either operational efficiency gains or service level reductions. Within this framework the Municipality has undertaken the tariff setting process relating to service charges as follows.

10.4. Property Rates

During the 2014/2015 financial year, the property taxes paid by owners remained unchanged, the same will apply for 2015/16 financial year. However, the total rates income will increase by 4%. This increase in total rates income is as a result of projected growth due to natural growth and infrastructure developments. Rates rebates to residential areas and bona fide farmers are also available as per the requirements of the amended property rates policy, to qualifying ratepayers.

The following stipulations in the revised Property Rates Policy are highlighted:

Municipal properties
Municipal properties are exempted from paying property rates.

Residential properties
All residential properties with a market value of less than the amount as annually determined by the Municipality are exempted from paying property rates. **For the 2015/2016 financial year the maximum amount is determined as R50 000.** The impermissible rates of R15 000 contemplated in terms of section 17(1)(h) of the Act are included in the amount as referred to above as annually determined by the Municipality. The remaining R35 000 is aimed primarily at alleviating poverty and forms an important part of the Municipality's indigent policy.

Public Service Infrastructure

Public Services Infrastructure is exempted from paying rates as it provides essential services to the community.

Public Benefit Organizations

Public Benefit Organization Property means property owned by public benefit organizations and used for any specified public benefit activity listed in item 1 (welfare and humanitarian), item 2 (health care), and item 4 (education and development) of part 1 of the Ninth Schedule to the Income Tax Act.

The abovementioned exemptions will automatically apply and no application is thus required by the owners of such property.

10.4.1. Electricity

According to NERSA, the inclining block rate tariff structure is commonly used to charge for electricity usage. The feature of this tariff structure is that the more a consumer uses, the higher the average price. The objective of the inclining block tariff is to provide protection for lower usage customers against high price increases resulting in a reduction in tariffs to these customers. This means that higher consumption customers will see increasingly punitive charges based on their electricity usage. The Municipality is implementing the directive from NERSA as part of the Municipality's Licensing Agreement.

Municipality is also introducing block tariffs for agricultural, commercial and industrial in line with NERSA guidelines in the 2015/16 financial year.

Council's attention is further drawn to the fact that the proposed electricity tariff increase is prescribed at 12.2% whereas the increase in electricity bulk purchases for the 2015/2016 financial year is also 12.2% as approved by NERSA (National Electricity Regulator of South Africa) for implementation by all Municipalities.

10.4.2. Water

Our country is facing a similar challenges with regard to water supply as it did with electricity, since demand growth outstrips supply. As a result, National Treasury is encouraging all Municipalities to carefully review the level and structure of their water tariffs to ensure:

- Water tariffs are fully cost-reflective – including the cost of maintenance and renewal of purification plants, water networks and the cost of associated with reticulation expansion;
- Water tariffs are structured to protect basic levels of service and ensure the provision of free water to the poorest of the poor (indigent); and
- Water tariffs are designed to encourage efficient and sustainable consumption.

Therefore, maintenance of infrastructure, new dam construction and cost-reflective tariffs will ensure that the supply challenges are managed in future to ensure sustainability. Magalies has increased it bulk tariffs with 10% from 01July 2015.

In the 2015/16 financial year commercial, old age, hospitals and churches will no longer be levied at fixed tariffs. It is proposed to be charged on the water gladding scale/step tariffs as follows;

Water	2014/15(R/c)	2015/16(R/c)
a) Residential: Flats and Security		
• 1kl – 30kl	10.63	11.69
• 31kl – 50kl	12.66	13.93
• 51kl – 80kl	13.16	14.48
• 81kl and more	20.24	22.26
b) Commercial Erven	12.66	
• 1kl – 30kl		13.93
• 31kl – 50kl		16.16
• 51kl – 80kl		16.71
• 81kl and more		24.50
c) Hospitals - Private	12.66	
• 1kl – 30kl		13.93
• 31kl – 50kl		16.16
• 51kl – 80kl		16.71
• 81kl and more		24.50
d**) Hospitals - State**	11.65	
• 1kl – 30kl		12.82
• 31kl – 50kl		15.05
• 51kl – 80kl		15.60
• 81kl and more		23.39
e**) Old Age Homes/Schools**	11.65	
• 1kl – 30kl		12.82
• 31kl – 50kl		15.05
• 51kl – 80kl		15.60
• 81kl and more		23.39
f**) Places of Worship**	11.65	
• 1kl – 30kl		12.82
• 31kl – 50kl		15.05
• 51kl – 80kl		15.60
• 81kl and more		23.39

10.4.3. Sewerage (Sanitation)

In the 2015/16 financial year this tariff had undergo a restructuring process in order to break-even the cost.
The restructuring had led to Municipality no longer levying sanitation at fixed tariffs. It is proposed to be levied at 4% of the residential and 2% to other in accordance to the water gladding scale/steps tariffs. Bellow table depict the outcome of the restructuring.

Sanitation	2014/15(R/c)	2015/16(R/c)
a) Residential: Flats and Security	41.22/114.70	
• 1kl – 30kl		0.56
• 31kl – 50kl		0.65
• 51kl – 80kl		0.67
• 81kl and more		0.98
b) Commercial Erven	304.67	
• 1kl – 30kl		0.56
• 31kl – 50kl		0.65
• 51kl – 80kl		0.67
• 81kl and more		0.98
c) Hospitals - Private	537.65	
• 1kl – 30kl		0.56
• 31kl – 50kl		0.65
• 51kl – 80kl		0.67
• 81kl and more		0.98
d) Hospitals - State	984.34	
• 1kl – 30kl		0.51
• 31kl – 50kl		0.60
• 51kl – 80kl		0.62
• 81kl and more		0.94
e) Old Age Homes/Schools	117.47	
• 1kl – 30kl		0.51
• 31kl – 50kl		0.60
• 51kl – 80kl		0.62
• 81kl and more		0.94

Sanitation	2014/15(R/c)	2015/16(R/c)
f) Old Age Homes/Schools	117.47	
• 1kl – 30kl		0.51
• 31kl – 50kl		0.60
• 51kl – 80kl		0.62
• 81kl and more		0.94

10.4.4. Refuse (Solid Waste)

The solid waste tariffs were modelled to give effect to the principle of the service charge being cost reflective as the service cannot be cross-subsidized. It is proposed that the tariff increases by 5.80% as a result of the before mentioned. The very nature of this tariff does not lend it to financing the expansion of the landfill site.

10.5. Debt Management

The Municipality is currently executing all credit control and debt collection procedures as required in the Credit Control and Debt Collection policy approved by council. These internal procedures followed include the disconnection of services, where there are services that can be disconnected, the issuing of final notices, the conclusion of reasonable agreements where the settlement of the accounts are not possible and also the follow up on defaulting debtors not honoring arrangements.

The Municipality continuously enforces the above procedures to ensure that debt which is collectable is collected and all debt that is regarded as not recoverable, be written off.

The Municipality has also promulgated the Credit Control and Debt Collection to strengthen the internal credit control and debt collection procedures through handing over of all debt over 60 days to the appointed debt collector. The debt collector is employed on a basis of performance and certain targets been agreed to between the service provider and the Municipality. If these performance targets are not met, the Municipality will have to enforce all penalty clauses

During 2014/2015 financial year, Municipality utilized the incentive scheme which was approved by council. As a result of the incentive, Municipality managed to collect R11 370 377.98 and has written-off R11 370 377.98 which contributed to a reduction in the debtors book by an amount of R22 740 755.96 or 9.4%. The incentive will be discontinued end of June 2015.

For 2015/2016 financial year, provision for debt impairment is decreased from R17.7 million to R10 million. This decrease is due to initiative taken by the Municipality to enforce debt collection procedures as stated above. While this expenditure is considered to be a non-cash item, it informed the total cost associated with rendering the services of the Municipality, as well as the Municipality's realistically anticipated revenues to be collected

The Municipality continuously enforces the above procedures to ensure that debt which is collectable is collected and all debt that is regarded as not recoverable should be written off. A zero tolerance approach will be followed where consumers are able to pay for services, as this indirectly denies paying consumers the level and standard of service that they are entitled to.

10.6. Employee costs

The budgeted allocation for employee related costs for the 2015/16 financial year totals R101.9 million, which equals 31% of the total operating expenditure. MFMA circular 71 sets the norm to be between 25 % and 40%. Bela-Bela is sitting at 31%, which is favourable to the Municipality. The proportion of personnel expenditure to total operating expenditure for the Municipality is favourable at just below 30.0 per cent over the medium term. This leaves around 70.0 per cent of operating expenditure available for other major service delivery expenditure items such as bulk water and electricity purchases, contracted services and finance charges.

Based on the three year collective SALGA agreement, salary increases have been factored into this budget at a percentage increase of 6.8% per cent for the 2015/16 financial year. An annual increase of 6.8% has been included in the two outer years of the MTREF. In order to curtail personnel costs, the rationalisation of the Municipality's organizational structure was reconsidered and additional position been proposed.

The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998).In this regard, the most recent proclamation of an increase of 5% has been taken into account in compiling the Municipality's budget.

10.7. Bulk Purchases

Directive/decision issued by NERSA setting the bulk purchase increase at 10%, whilst the increase on water was estimated at 12.2% as the bulk purchase charge. This expenditure includes distribution losses.

10.8. Repairs and maintenance

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, increased the investment in repairs and maintenance as its priority. Due to funding challenges, the Municipality's budget for repairs and maintenance is around 8% per cent or R21.2 million of total operating expenditure for the 2015/16 financial year.

During the benchmarking exercise for the 2013/2014 budget year, Council resolved that our Technical Service Department must develop an Assets Renewal Strategy and a repairs and maintenance plan that will inform all future allocation decisions on repairs and maintenance. Both this documents were used as a tool in determining the priority of the Municipality maintenance plan. Supporting table SA34c shows the budget for repairs and maintenance over the MTREF.

10.9. Contracted Services

We anticipate to utilize contracted services in the 2015/2016 with spending of 2% more when compare to adjusted budget for 2014/15 financial year.

In a long run, Municipality intend not to solely rely on the contracted services to avoid reliance on the consultant. We constantly monitor the consultant and ensure skills transfer is being done to our internal staff.

The 2% increase can be attributed to the additional consultant being appointed, such as debt collectors. Continuance review is done for all current contracts to ensure that the Municipality receives value for money.

The norm for contracted service consist of between 2% and 5%. Bela-Bela Municipality is sitting at 2% which is within the required norm. The Municipality have initiated a process to review certain contracted services in the past and certain contracted services was highlighted as services which can be done internal by our own staff, such as preparation of the annual financial statements.

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of the Municipality's Indigent Policy. The number of households budgeted to receive a package of free basic services was 4000 in the 2014/15 and is expected to increase to 4150 for 2015/2016 MTREF. Detail relating to free services, cost of free basis services, revenue lost owing to free basic services as well as basic service delivery measurement is contained in TableA10 of the MBRR(see attached schedule A - Basic Service Delivery Measurement).

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

10.9.1Municipal Wide Challenges

- Grand Dependence
- Poor Service Payment Rate in those areas under Eskom
- Increasing Number of Indigents
- Billing related Challenges:
  - ✓ Large number of damaged Meters that needs to be either repaired or replaced and nothing as yet has happened.
  - ✓ Poor Management of Customer queries from some of the Revenue Collection Personnel.
  - ✓ Lack of commitment from some of the Municipal Officials to promptly attend to community quarries.
  - ✓ Lack of clarity amongst Customers about the contents of their Municipal Accounts.
  - ✓ Fragmented Financial Systems.
  - ✓ Illegal connections of Services in some Extensions.

10.9.2. Based Development Challenges

During the 2015/16 IDP review Community Participation process, the following issues were raised with regard to Municipal Financial Viability

Ward number (Area in the ward)	Challenges/Issues
Ward 1 (Spa Park & Jinnah Park) **Ward 2 (affects All sections)** **Ward 3 (affects All sections)** **Ward 4 (affects All sections)** **Ward 5 (affects all sections)** **Ward 6 (affects all sections)** **Ward 7 (Ext 6 & Ext 7)** **Ward 9 (Masakhane)**	Incorrect billing
Ward 2 (Affects all sections) **Ward 6 (Affects all sections)** **Ward 7(Affects all sections)**	Contracted services for Dept Collection is not effect enough
Ward 1 (Spa Park) **Ward 2 (Bux Shopping Complex)** **Ward 3 (Mandela)** **Ward 5 (Affects all sections)** **Ward 7 (Chester Cash & Carry)** **Ward 9 (Masakhane)**	Inadequate vending machine particularly for the purchase of electricity
Ward 1(all section) **Ward 2 (all section)** **Ward 3 (Mandela)** **Ward 5 (all sections)** **Ward 6 (all sections)** **Ward 7 (Ext 6)** **Ward 9 (Masakhane)**	Unaffordable municipal rates/tariffs
Ward 7 (Ext 6)	Delay in delivery of municipal accounts
Ward 3 (Mandela) **Ward 7 (Ext 6)**	Inadequate community consultation on municipal rates/tariffs
Ward 1 (Spa park) **Ward 2 (Leseding, part of ext 1, part of Mmapatile & Old Location)** **Ward 3 (Mandela)** **Ward 4 (Phomolong Ext 5, & 8)** **Ward 6 (affects all sections)** **Ward 5 (affects all sections)** **Ward 7(affects All sections)** **Ward 9 (Masakhane)**	All indigents are not catered for provision of municipal services
Ward 3(affects all sections)	Tariffs for burial purposes are very high

CHATER ELEVEN: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

11.1. Good Corporate Governance

Governance is commonly referred to as how we ensure that we do the right things, in the right way, for the right people, in a timely, inclusive, open and accountable manner. Good Corporate Governance arrangements lead to Sound Management, Performance Management, and Accountability to Public Money, Sound Management of Risk, Good Stakeholder Management & Public Participation, and ultimately realistic and achievable outcomes for Customers and Community Members within the Municipality.

11.2. Municipal 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 and DA. To this effect the functionality of the Structures of Council can be reported as follows:

11.2.1. Municipal Council

- Performs all its Legislative undelegated Responsibilities as core its business
- Constituted of 17 Councillors.
- Held 4 Ordinary Meetings and 5 Special Meetings during 2014/15 Financial Year.
- The attendance Rate of Councillors on all the meetings averages 75% due to variety of reasons outside the control of the Municipality.

11.2.2. 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 6 Ordinary Meetings and 5 Special Meetings during 2014/15 Financial Year.

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

11.2.3. Sub-Committees

- 3 Portfolio/Sub-Committee: Governance & Treasury; Planning & Infrastructure and Social & Community Services Sub-Committees
- Performs all the responsibilities delegated by Council as core its business
- Constituted of Councillors appointed by Council per Portfolio and Managers from those respective Portfolios.
- Held 10 Ordinary Meetings for each Committee during 2014/15 Financial Year.
- The attendance Rate of Councillors on all the meetings of the three Committees averages 75% due to variety of reasons outside the control of the Municipality.

11.2.4. Role of Traditional Leaders in the Municipality's Developmental Agenda

- The participation of Traditional Leaders in Council is satisfactory
- Traditional Leadership is supportive to the Developmental Programmes of the Municipality particularly in the area of his constituency.

11.2.5. 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

11.2.5.1. Functionality of the Established Committees

a) Municipal Public Accounts Committee:
   - Has full compliments of Membership who consistently participates in the meetings of the Committee.
   - Held 3 meetings including the probing of the 2013/14 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.

b) Audit Committee/Performance Audit Committee

- Have full compliments of Membership who consistently participates in the meetings of the Committee.
- In 2014/15 Financial Year, Audit Committee held approximately 5 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.

c) Performance Assessment Committee

- Has full compliments of Membership who consistently participates in the meetings of the Committee.
- The CFO, Manager Corporate Services and Manager: Technical Services signed the Performance Agreements for 2013/14 and were submitted to the MEC of COGHSTA.
- The Committee held one combine Meeting for both Assessments
- Performance Assessment were done for the 2nd and 4th quarters of 2014/15 Financial Year.

d) 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
- Has full compliments of Membership who consistently participates in the meetings of the Committee.
- 4 meetings were held during 2014/15 Financial Year

11.2.6. Internal Audit

The Internal Audit 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.

11.2.7. 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.

11.2.8. 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.

11.2.9. Information Technology and Communication

11.2.9.1. Municipal Website

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:51: Municipal Website: Content and Currency of Material

Documents published on the Municipality's Website<Yes / No>		
Current annual and adjustments budgets and all budget-related documents	Yes	April 2
All current budget-related policies	Yes	Not y
The previous annual report (2012/13)	NO	-
The annual report (2012/13) published/to be published	Yes	April 2
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (2013/14) and resulting scorecards	Yes	Augu
All service delivery agreements (2013/14)	Yes	Augu
All long-term borrowing contracts (2013/14)	NO	-
All supply chain management contracts above a prescribed value (give value) for 2012/13	Yes	-
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 2012/13	Yes	-
Contracts agreed in 2013/14 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	Yes	Augu
Public-private partnership agreements referred to in section 120 made in 2012/13	No	-
All quarterly reports tabled in the council in terms of section 52 (d) during 2013/14	Yes	Yes

11.3. Municipal Audit Outcomes

The Municipality has over the past three Financial Years put more efforts in addressing some of the challenges identified as matters of emphasis in its Audit Outcomes. Table X below depicts a trend of Audit picture, which has evidently been improving. Hence the Municipality has managed to get an Unqualified Outcome for the 2013/14 Financial Year, and the Council has developed and Approved an Action Plan to attend to all the findings for the 2013/14 Financial with the Target of having no matter of emphasis in the 2014/15 Financial Year.

Table 52: Municipal Audit Trend over the five (5) period

2011/12	2012/13	2013/14	2014/15	2015/16
Adverse • **With 101 findings** • **Audit Action Plan developed and implemented = yes** • **% of issues adequately resolved during the next Audit Cycle = 88%**	**Qualified** • With 49 findings • Audit Action Plan developed and implemented = yes • % of issues adequately resolved during the next Audit Cycle = 92%	**Unqualified** • With 54 findings • Audit Action Plan developed and implemented = yes • % of issues adequately resolved during the next Audit Cycle = 89%	n/a	n/a

11.3.1. Actual Audit Findings for the 2013/14 Financial Year

1) Procurement - No reasonable steps taken to prevent Unauthorized, Irregular and Fruitless expenditure
2) Procurement - Awards made to persons in the service of state
3) Procurement- Municipal SCM policy not in line with SCM regulations (from R10 000-R30 000).
4) Procurement- Awards to close family member of persons in service of the state.
5) Procurement- Bid awarded to bidders with the lower CIDB grading.
6) Procurement- Composition of bid adjudication committee.
7) Procurement- Inadequate supply chain management control
8) AoPO - Reported information is not accurate and complete
9) AOPO - No consistencies between planned and reported targets.
10) AOPO - No indicators for access to basic water and sanitation.
11) PPE- Projects completed are not removed from the list of work in progress.
12) Investment Property- Amounts as per the valuation report differs to asset register.
13) Investment Property- Amounts as per the asset register does not agree to the amounts as per the general valuation roll.
14) PPE- Method of funding not included in the asset register.
15) PPE- Assets sold are not removed from the asset register.
16) PPE- Carrying amounts as per the asset register do not agree to the amounts as per appendix B.
17) PPE- Difference between prior year adjustments as per AFS and recalculated amount.
18) Depreciation- Total depreciation as per the asset register does not agree to the amount presented in AFS.
19) Commitment- Inaccurate disclosure of commitment
20) Commitment - Incompleteness of commitments
21) Sundry debtors - The amounts per AFS do not agree to the general ledger.
22) Revenue - Rental agreements not signed
23) Receivables - Provision for impairment of traffic fines erroneously calculated.
24) Revenue - Property rates still charged after disconnection of services.
25) Revenue - Prior year tariffs incorrectly used for electricity billing.
26) Revenue - Monthly water and electricity distribution loss rates are beyond acceptable range.
27) Revenue - Water distribution loss rate incorrectly calculated and disclosed.
28) Revenue - Recalculation of revenue amount from licensing could not be done.
29) Cash flow statement not accurately prepared.
30) Retirement benefit obligation - Disclosure and presentation not in line with GRAP.
31) Long term loan - Incorrect disclosure of current portion
32) Unknown deposit - Amounts disclosed is not complete.
33) Expenditure - Misclassification of tracker expenses as operating lease.
34) Expenditure - Incompleteness of operating lease expenditure and commitments.
35) Expenditure - Payments over 30 days

36) Expenditure – Payments to suppliers are made before the services are rendered of goods are received.
37) Expenditure - VAT charged on interest due to late payments of invoices.
38) Expenditure - Supply chain management regulations not followed.
39) Provision - Discrepancies in the interest cost amount.
40) Contingent liabilities – Discrepancies
41) Employee cost - No detailed disclosure of remunerations to councillors.
42) Employee cost- UIF and SDL audited amounts differ with the financial statements.
43) Employee cost – Overall and senior management vacancy rate are regressed.
44) Employee Cost - Section 57 Managers claimed allowance for distances below 500 km per month
45) Presentation of the AFS in accordance with GRAP.
46) Agreements - No accounting policy for agreements and unknown deposits
47) Operating lease - Differences between recalculation and amounts disclosed.
48) Operating lease - Smoothing of operating lease
49) Uncorrected misstatements in prior year figures
50) Prior period error - Discrepancies identified in licencing and traffic fines.
51) Prior period error - Discrepancies identified in licencing and traffic fines.
52) Security management
53) User management access
54) Information technology service continuity

11.4. Public Participation

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.

11.4.1. Ward Committees

Currently, the Municipality is constituted out of nine (9) Wards, from which 9 Ward Committees Structures are established in accordance with the Provisions of the Local Government: Municipal Structures Act.

All the nine Ward Committees with the exception of two (2), i.e. 1 and 6 respectively have full complements of their members. Ward 1 and 6 are still to replace 1 and 5 members respectively who have since being employed by the Municipality.
All the Wards are however, submitting 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.

The working relation between Ward Committee Members is still an area that must be finally resolved in most Ward Committees.

11.4.2. Community Development Workers (CDWs)

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.. The Team is highly polarized, and finds itself entangled in the Political wrangles therein.

11.5. Municipal Wide Governance 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.

11.5.1. Ward Based Development Challenges

During the 2015/16 IDP review Community Participation process, the following issues were raised with regard to Good Governance and Public Participation

Ward number (Area in the ward)	Challenges/Issues
Ward 3 **Ward 4 (officials at billing section)** **Ward 6** **Ward 7**	Batho - pele principles is not practiced by the Municipality / municipal officials
Ward 7	Need for name Tags for municipal officials
Ward 2 **Ward 6** **Ward 7**	Need for proper consultation in the community about increase of tariffs.
Ward 2 **Ward 6** **Ward 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 **Ward 4** **Ward 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 **Ward 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

Ward number (Area in the ward)	Challenges/Issues
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.

CHAPTER TWELVE: INSTITUTIONAL ANALYSIS

12.1. Municipal Vision, Mission and Values of the Municipality

During the 2015 Municipal Strategic Planning Session held on 24th – 26th February 2015 Vision, Mission and Organizational Values of the Municipality were considered and confirmed as follows:

12.1.1**. Developmental Vision**

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

This developmental Vision is embraced with the primary aim of leveraging the Agriculture and Tourism comparative advantage the Municipality is having in the District to positively impact on other Sectors of the Economy of the Municipality and ultimately improving the livelihoods of the Communities therein.

To achieve this Vision the Mission was confirmed to be still appropriate as follows:

12.1.2. **Mission**

Our mission is to constantly strife towards the achievement of:

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

12.1.3. **Municipal Values**

To ensure that its developmental Vision together with the Mission are attained, the Municipality have approved Service Delivery Charter and Standards aimed at ensuring upholding the following overarching Organization Values:-

I. Accountability

II. Fairness

III. Effectiveness

IV. Commitment

V. Honesty and Sincerity

12.2. Municipal Powers and Functions

Bela-Bela Local Municipality is performing the Powers and Functions on **Table 5:** as assigned through the Constitution of the Republic of South Africa and the Local Government: Municipal Structures Act.

Table 53: Powers and Functions performed by BBLM

Function	Is this a Shared Service (Y/N)	RESPONSIBLE DEPARTMENT AT THE MUNICIPALITY
Air Pollution	N	**Social and Community Services**
Building Regulation	N	**Economic Development and Planning**
Electricity Reticulation	N	**Technical Services**
Fire Fighting	Y	**Social and Community Services**
Local Tourism	Y	**Economic Development and Planning**
Municipal Airports	N	**Social and Community Services**
Municipal Planning	Y	**Economic Development and Planning**
Stormwater Management Systems in Built Up Areas	N	**Technical Services**
Trading Regulation	N	**Economic Development and Planning**
Potable Water	**N**	**Technical Services**

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

Accordingly, the Municipality has developed and approved an Organizational Structure as depicted under **Figure 8** below that seeks to ensure optimal performance of these Functions. The picture correctly painted by the Organizational Structure is that the Departments of

Technical Services, Social & Community Services and Planning & Economic Development respectively as the primary Service Delivery oriented Departments in line with the depiction under **Table 5** above jointly constitutes more than 60% of the personnel of the entire Municipality.

12.3. Municipal 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 1 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 M.L Nhlapo, Speaker is Cllr S Maluleka and Chief Whip is Cllr Radebe. The Municipality as shown in **Table 2** below has a total number of 1 village, 3 townships, 1 town and 7 farm areas which constitutes a total of 12 settlements within 9respective wards.

The Executive Committee is constituted of 3 Members which are:

- Cllr ML Nhlapo : Mayor (ANC)
- Cllr MJ Ngobeni (ANC)
- Cllr JF van der Merwe (DA)

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 eight Months is 88%

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.

Figure 31: Members of Bela-Bela Municipal Council

MAYOR

CLLR L Nhlapo – PR Councillor

SPEAKER

Cllr E Maluleka (Ward 2)

CHIEFWHIP

Cllr R Radebe – PR

WARD 6

Cllr J Ngobeni – EC

WARD 7

Cllr J Sesane

WARD 5

WARD 9

WARD 8

PR

Cllr H Ledwaba

WARD 4

Cllr F Hlongwane

Cllr W Mokgethoa

PR

Cllr P Mahlangu

Cllr P Aphane

PR

Cllr Senosha

Cllr T Mokonyane

PR

Cllr Malete

PR

Cllr K Alberts

WARD 1

Cllr Van der Merwe - EC

WARD 3

Cllr L Mpete

PR

Cllr MN Ras

Table 54: Settlements, Wards and Designated Councillor

AREA	WARD COUNCILLOR	WARD NUMNBER
Spa Park **Jinnah Park** **Koppevai (Informal Settlement)** **Vengerkraal (Informal Settlement)** **Bela-Bela Town Residential and Urban**	Cllr JF van der Merwe (EC Member)	1
Old Location **Part of Extension 1** **Part Mmampatile** **Part of Leseding** **Part of Jacob Zuma View (Informal Settlement)**	Cllr SE Maluleka (Speaker)	2
Part of Mazakhela **Part of Extension 5**	Cllr L Mpete	3
Part of Extension 5 **Phomolong (Skierlek)** **Ext 9 Thlalampsa/Donosa (Informal Settlement)** **Extension 8**	Cllr FS Hlungwane	4
Soweto **Part of Mazhakhela** **Part Mmampatile** **Part of Extension 1**	Cllr H Ledwaba	5
Part of Leseding **Part of Town Residential** **Part of Jacob Zuma View (Informal Settlement)**	Cllr MJ Ngobeni - EC	6
Extension 6 & 7 **Tsakane (Informal Settlement)**	Cllr J Sesane	7
Rapotokwane **Piennarsrevier** **Rust de Winter**	Cllr PM Aphane	8

AREA	WARD COUNCILLOR	WARD NUMNBER
Lehau		
Masakhane **Radium** **Surrounding Farms**	Cllr WK Mokgethoa	9

12.4. 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) and **18** Middle Managers (Divisional Heads)

12.4.1. 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**	**8**	**9**	**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%**

12.4.2. Vacancy Rate

Currently the vacancy rate within the Municipality is **24%,** which means that 128 Posts of the 526 are yet to be filled. At Senior Management Level as depicted on **Figure 8 below**, there are three (3) vacant Posts of the Chief Financial Officer (CFO), Manager: Technical Services, Corporate Services and Social & Community Services Departments respectively that must still be filled. Recruitment process for both the CFO and Manager: Technical Services are at an advanced Stage and could have been concluded at the approval of this IDP in May 2015.

The Manager Corporate Services has since resigned from the employ of Bela-Bela, leading to the post being vacant as of the end of April 2015. The Municipality will then start with the process of filling the post during the new Financial Year.

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.

12.4.3. Staff Retention

12.4.3.1. 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.

12.4.3.2. Scarce Skills

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.

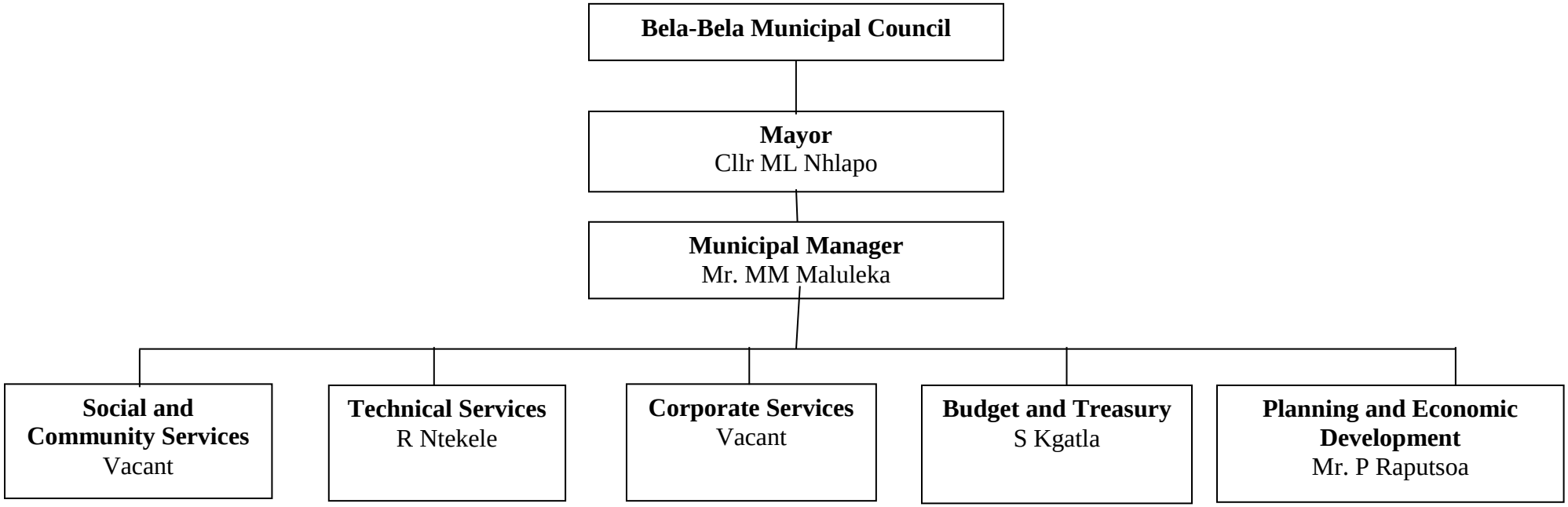
12.5. Organizational Structure

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.

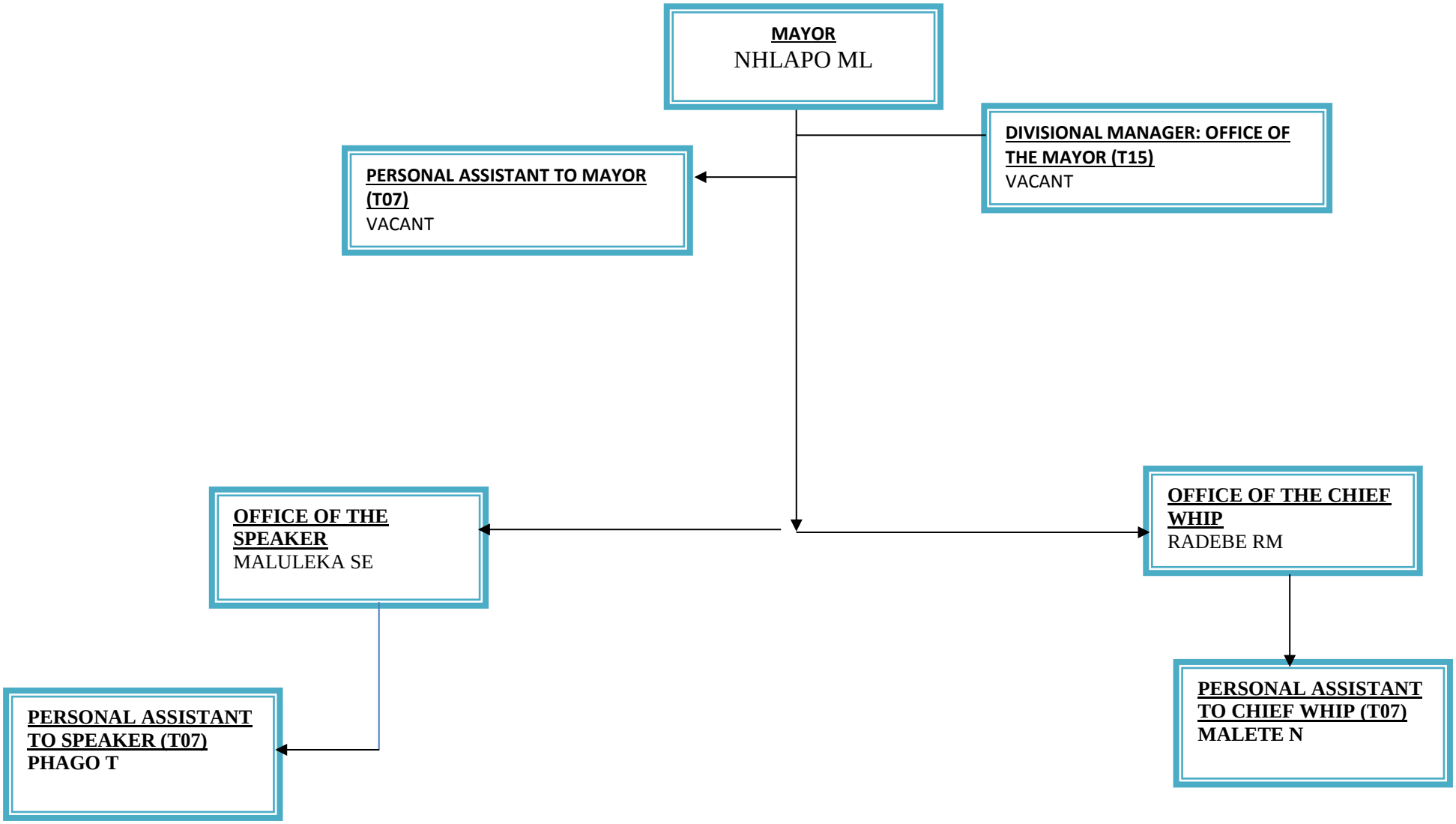
Whilst the Municipality is committed towards ensuring that all the posts, in particular the critical ones, and those that are Service Delivery oriented are filled, challenge of Office Accommodation may serve as a deterrent to the 100% filling of posts as indicated on the Structure.

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.

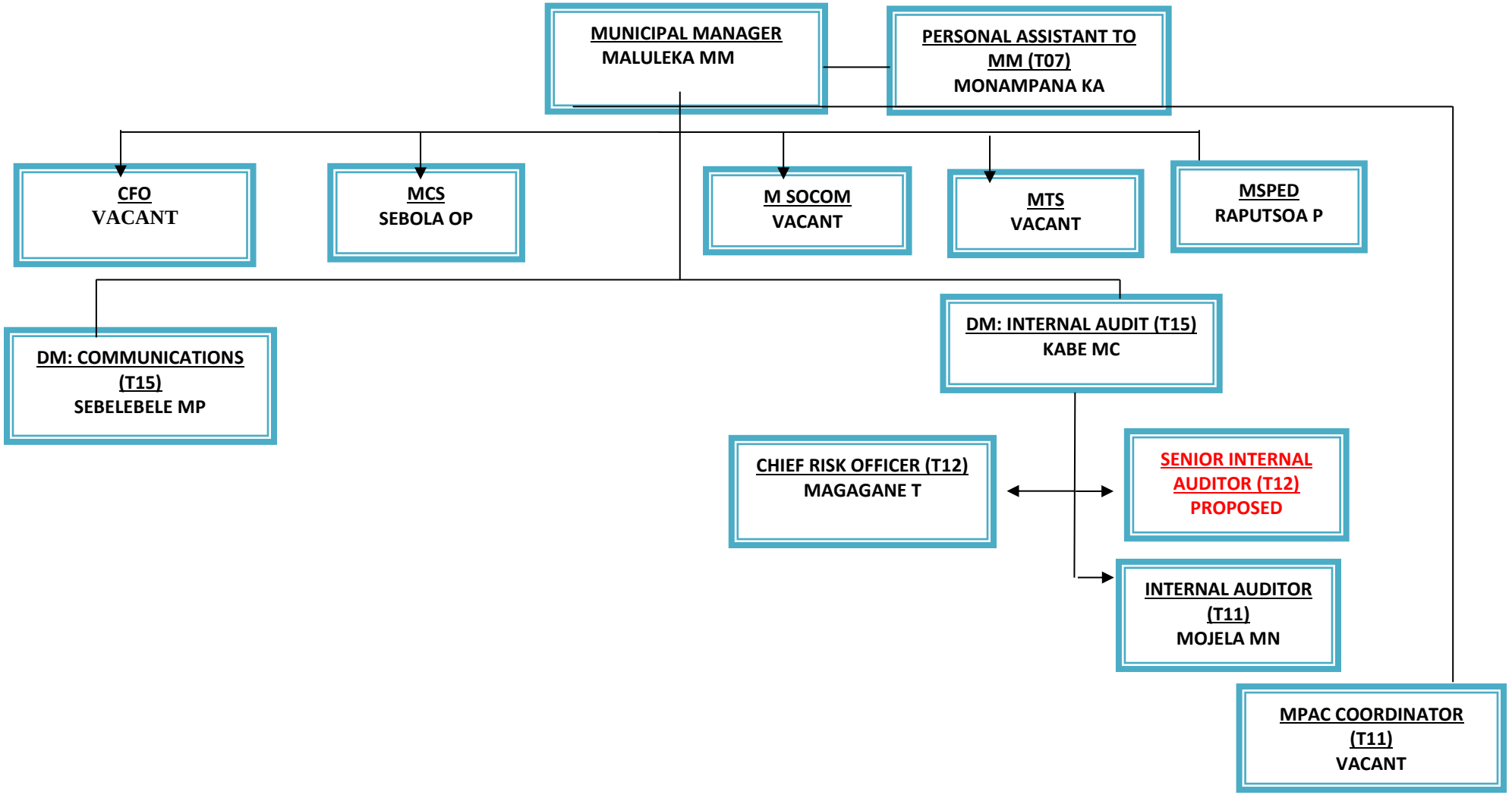
Figure 32: Municipal Administrative Leadership



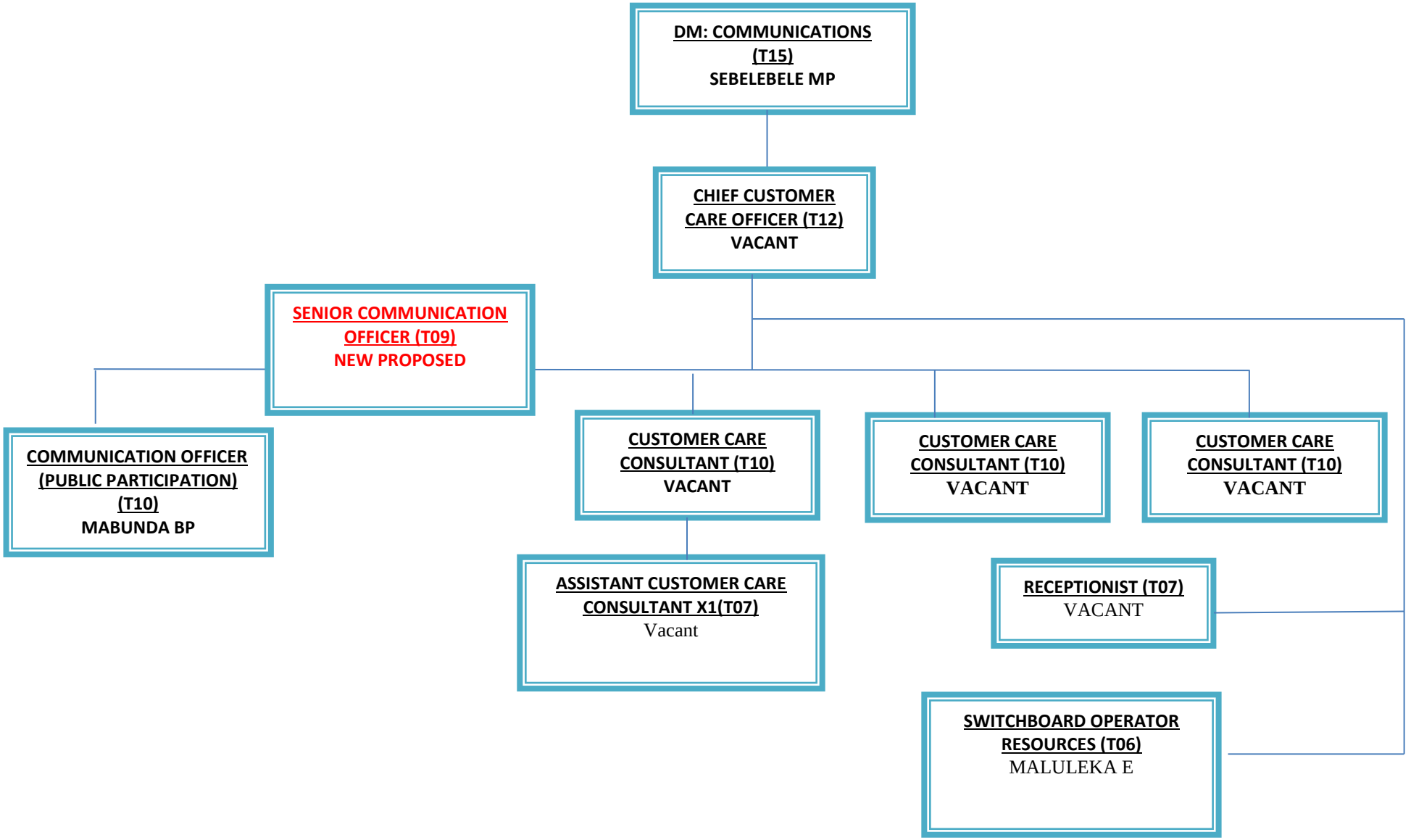
Office of the Mayor/Speaker and Chief Whip



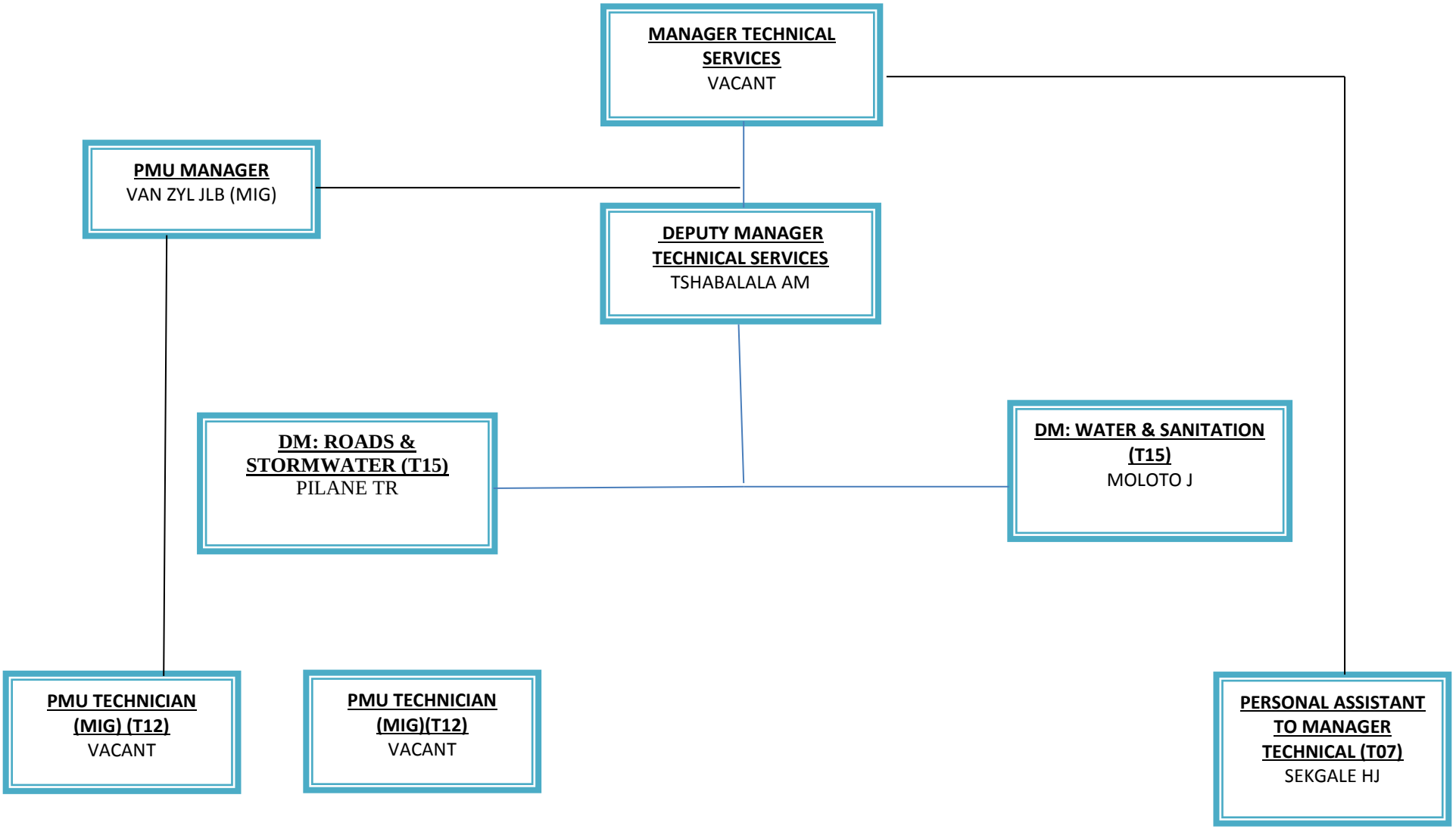
ORGANOGRAMS – MUNICIPAL MANAGER'S OFFICE DIVISION



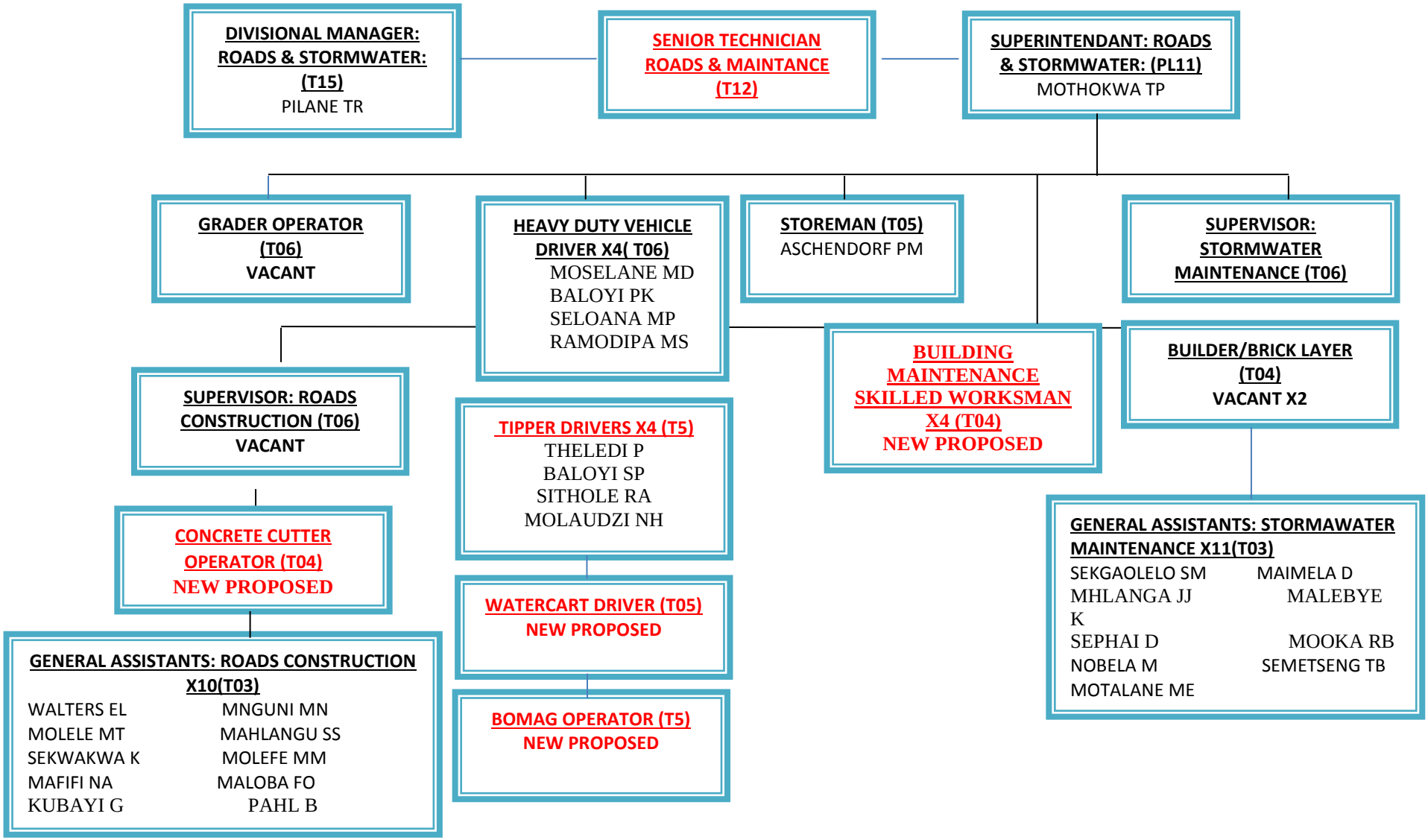
ORGANOGRAM- COMMUNICATION DIVISION



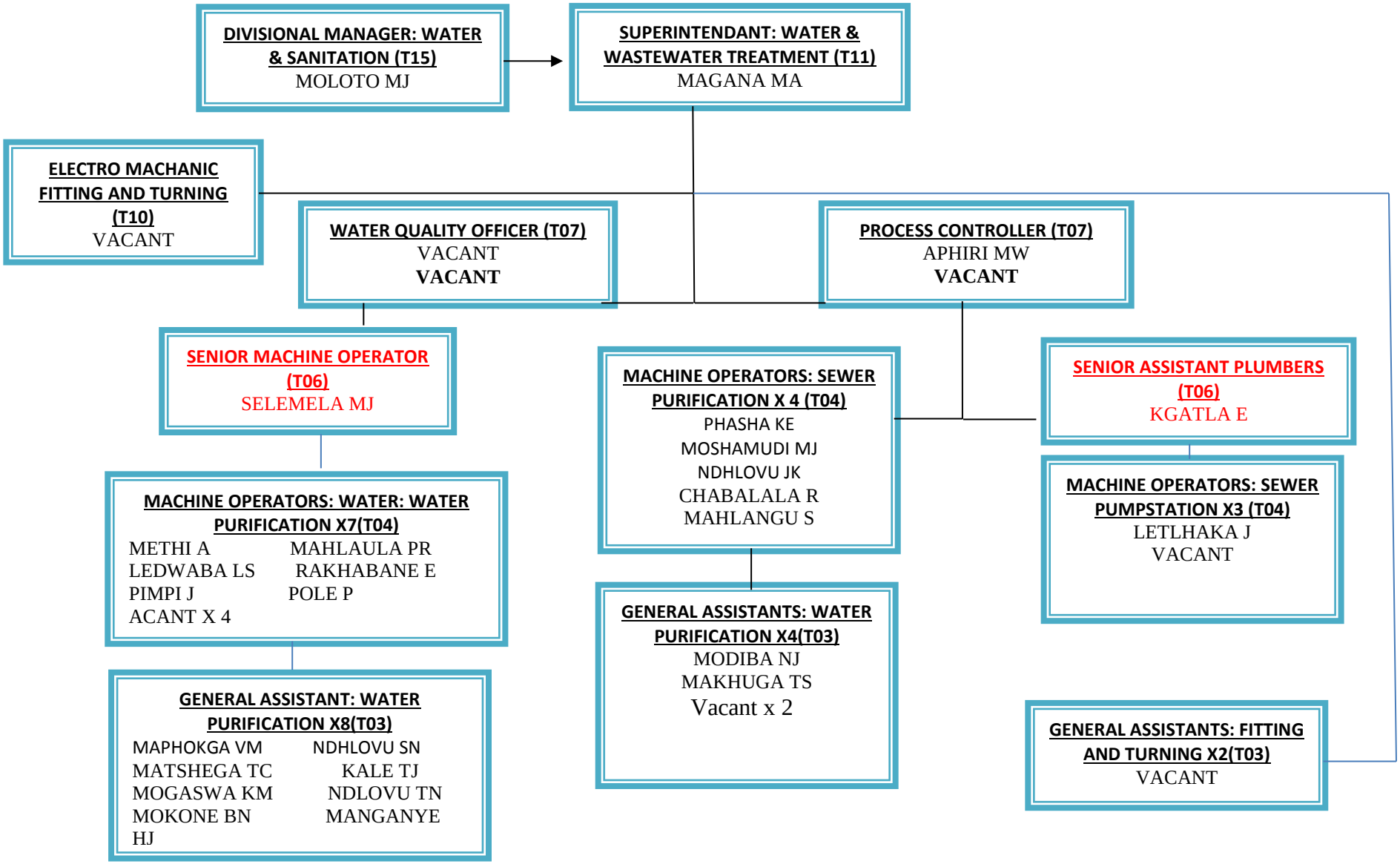
ORGANOGRAMS – MANAGER TECHNICAL SERVICES



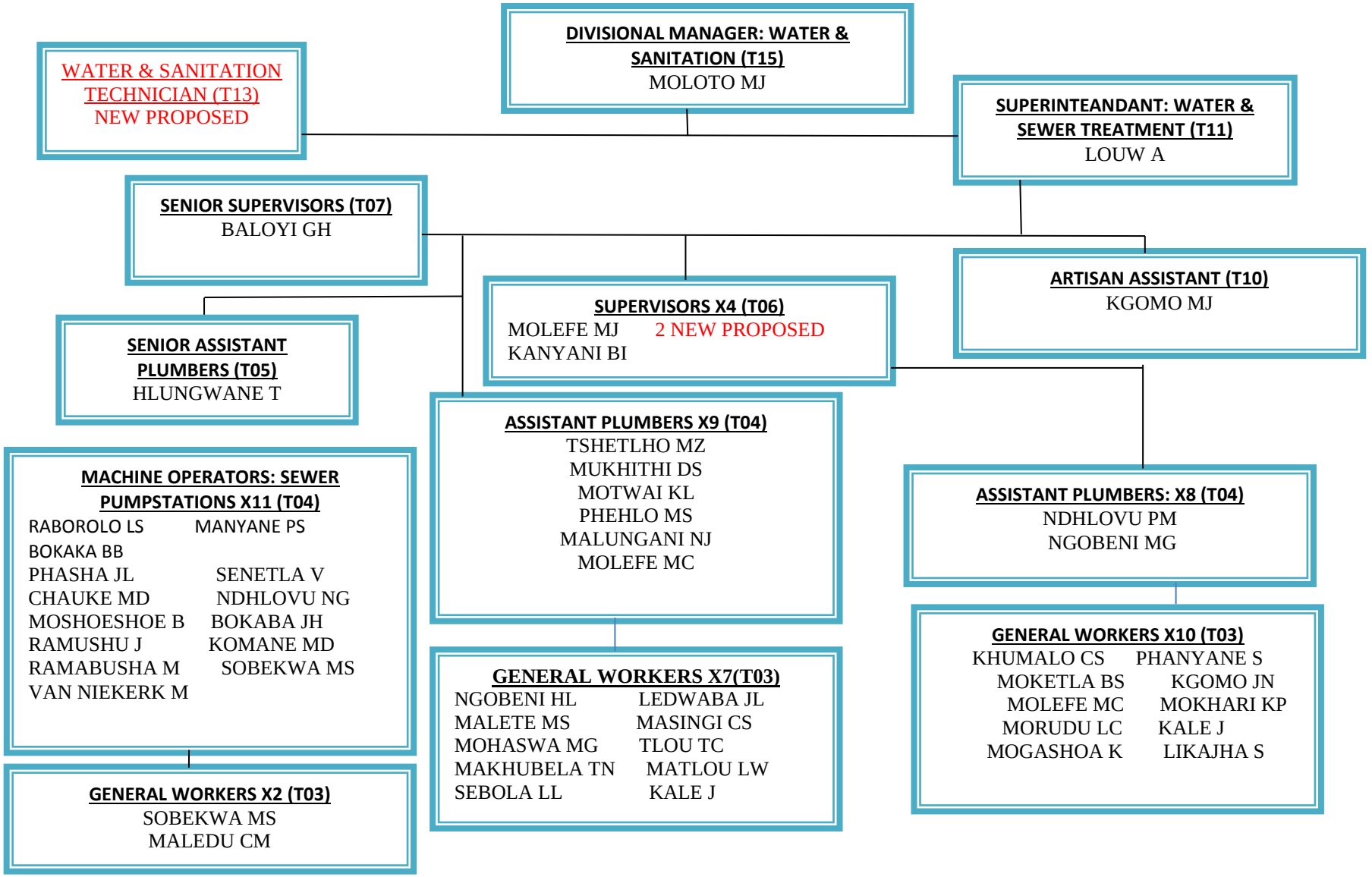
DIVISION: ROADS & STORMWATER



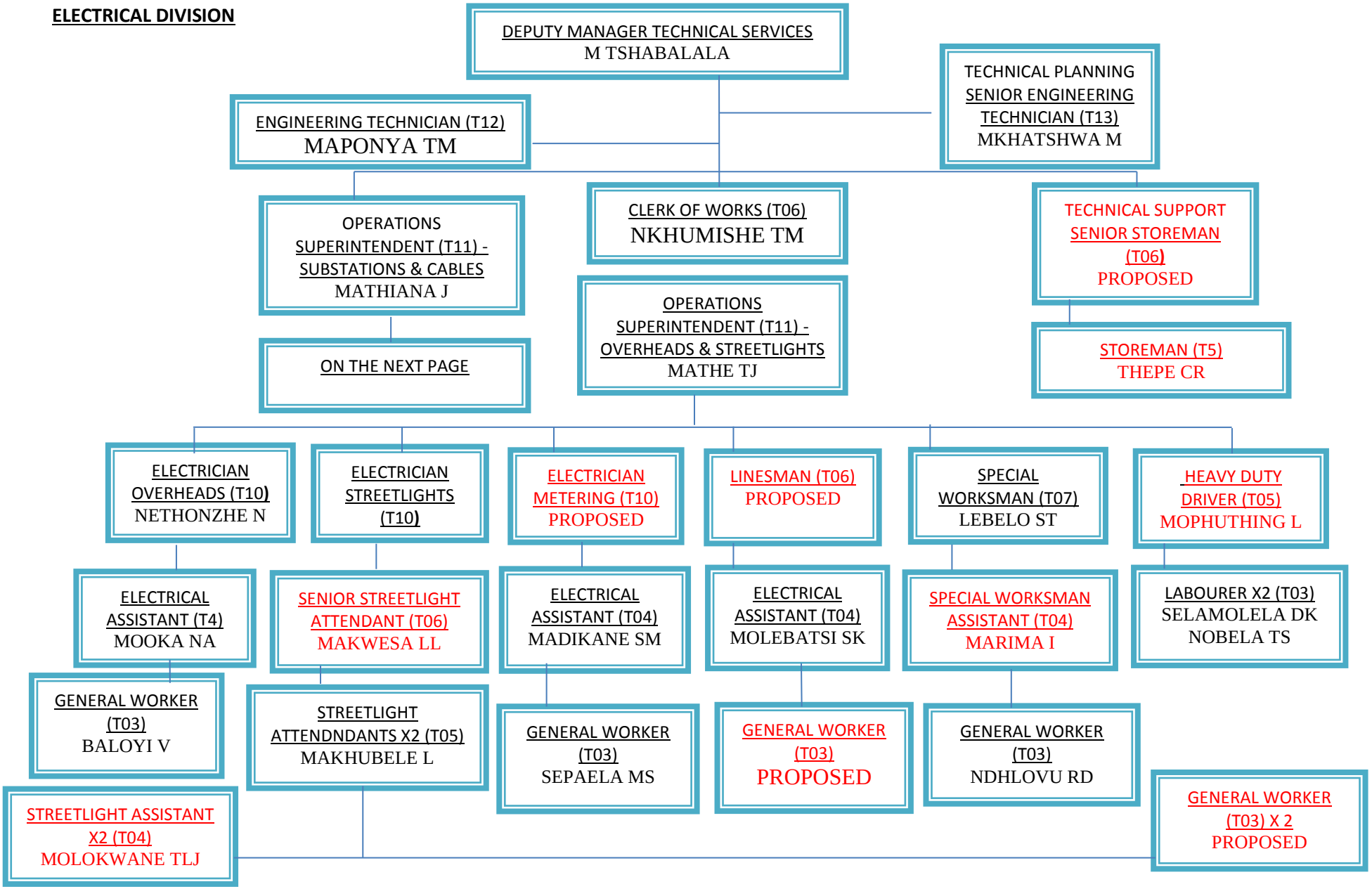
DIVISION: WATER & SANITATION



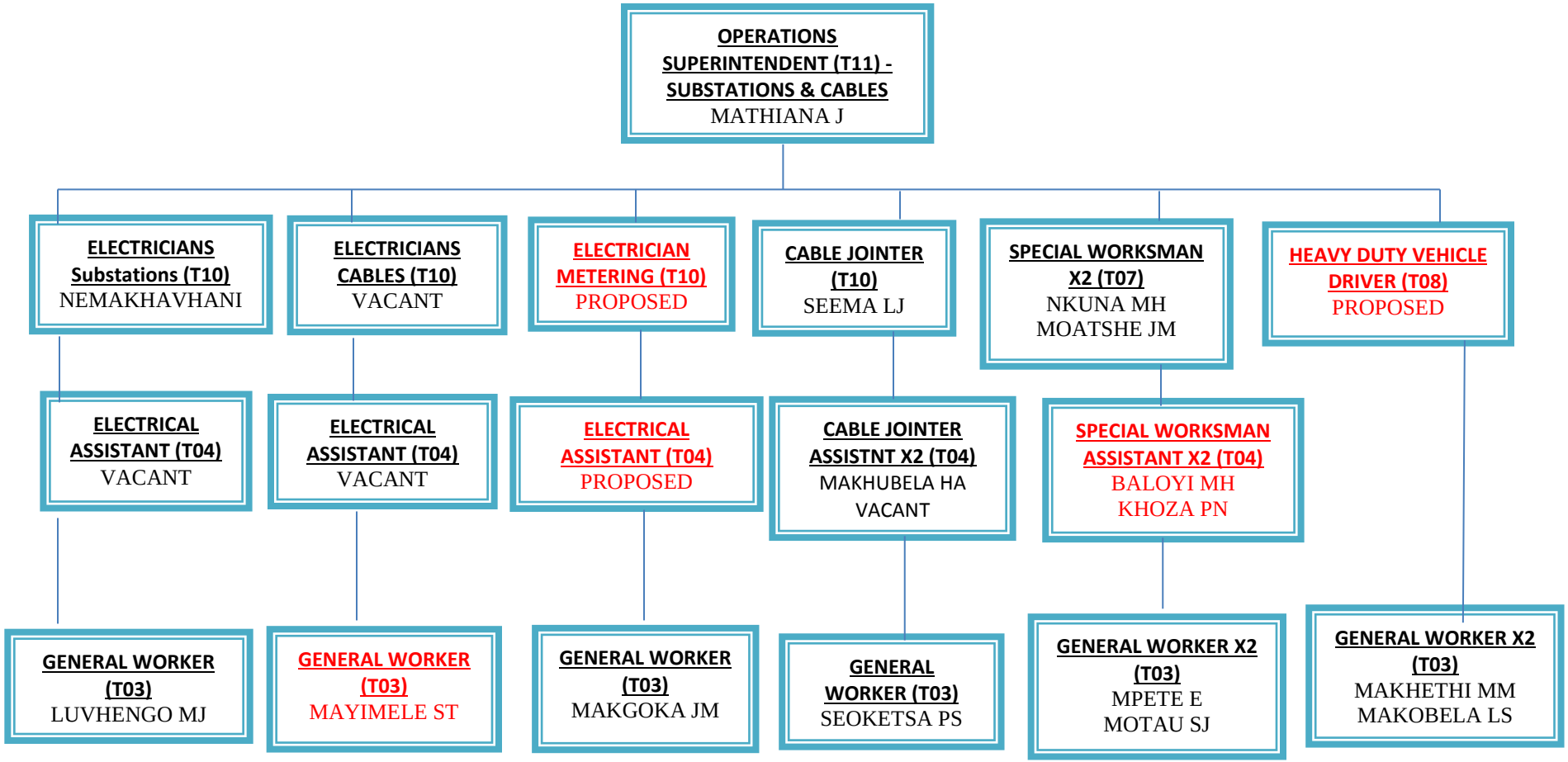
DIVISION: WATER & SANITATION (CONTINUED)



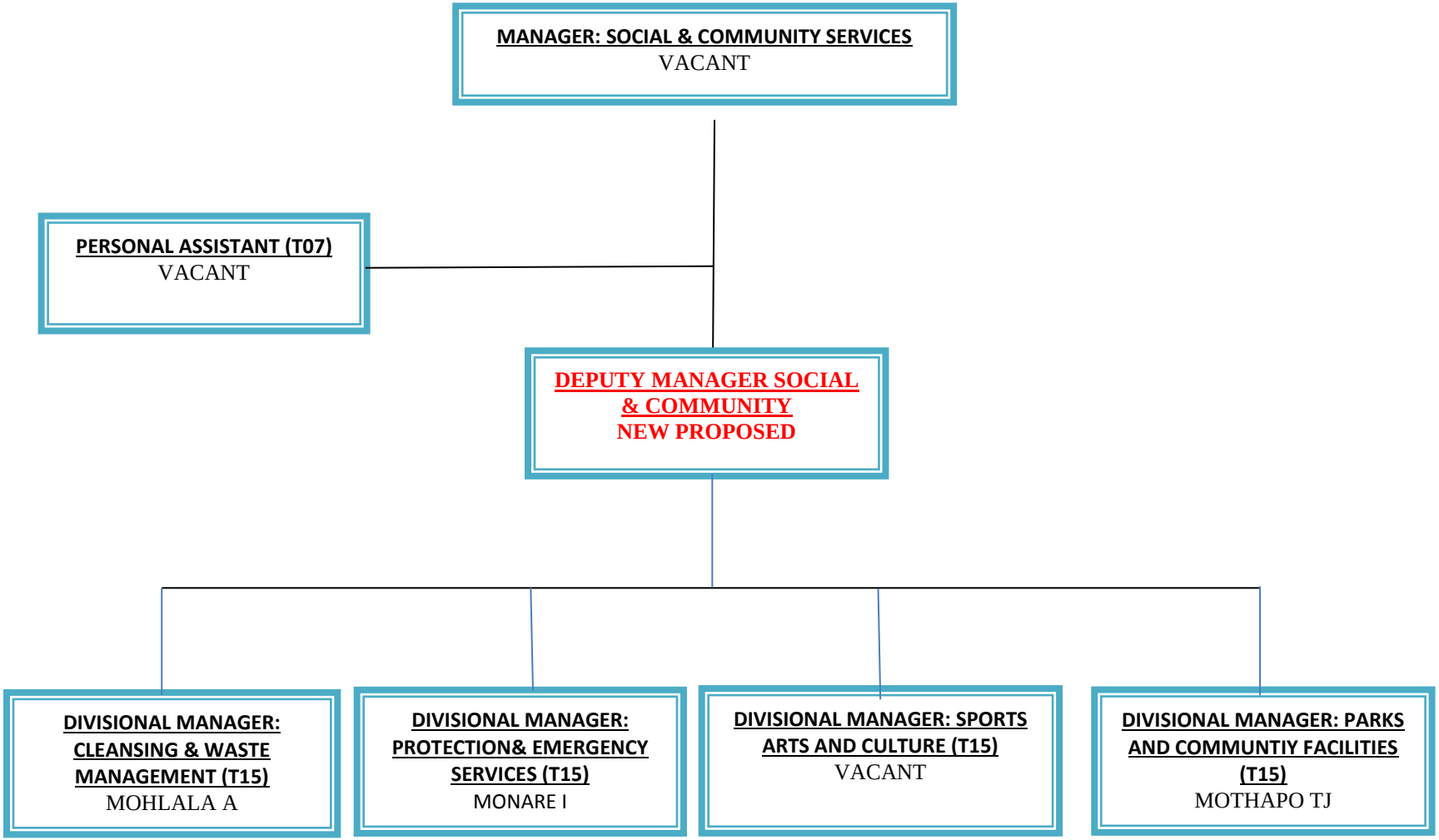
ELECTRICAL DIVISION



ELECTRICAL DIVISION



SOCIAL AND COMMUNITY SERVICES



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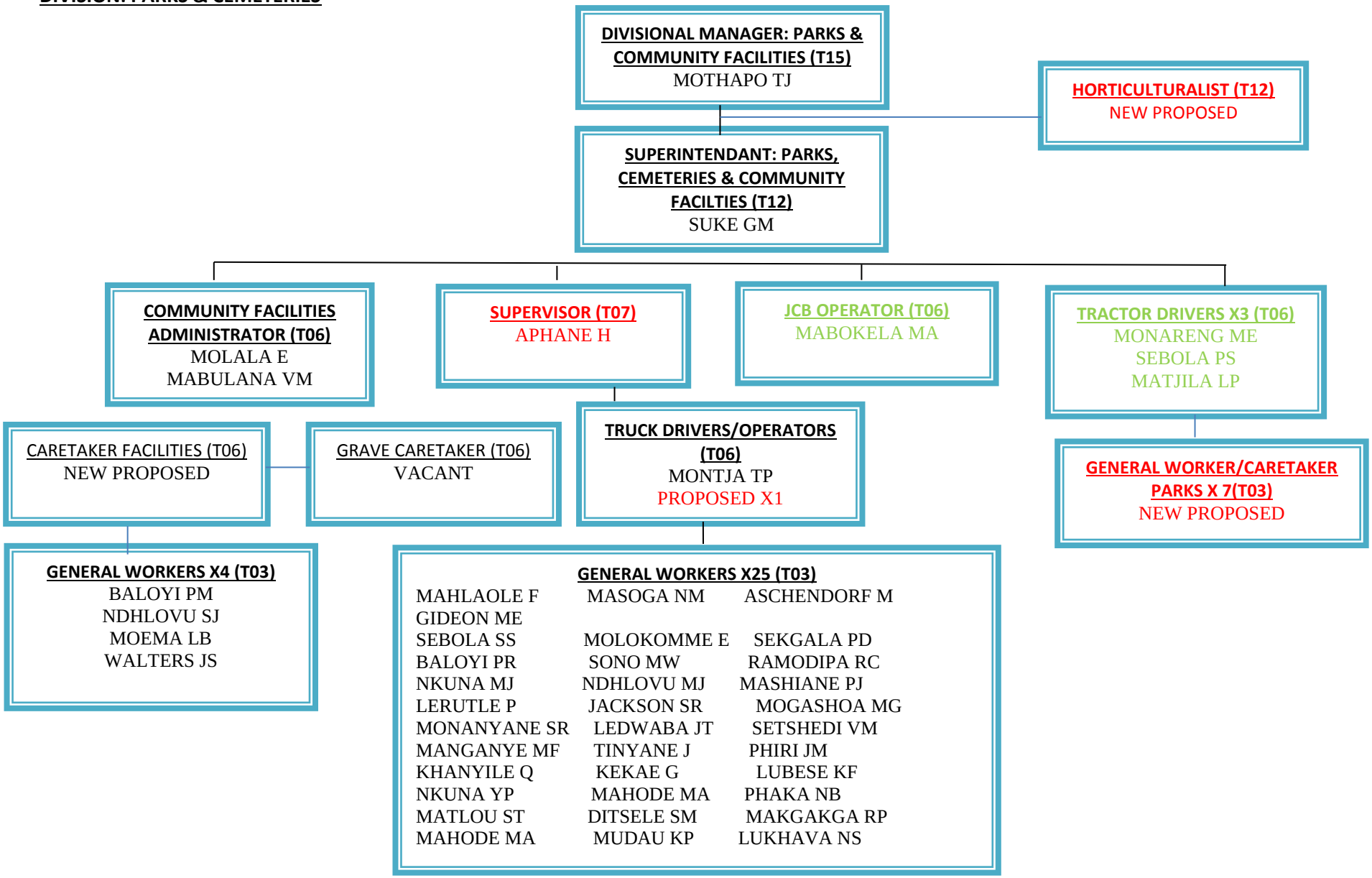
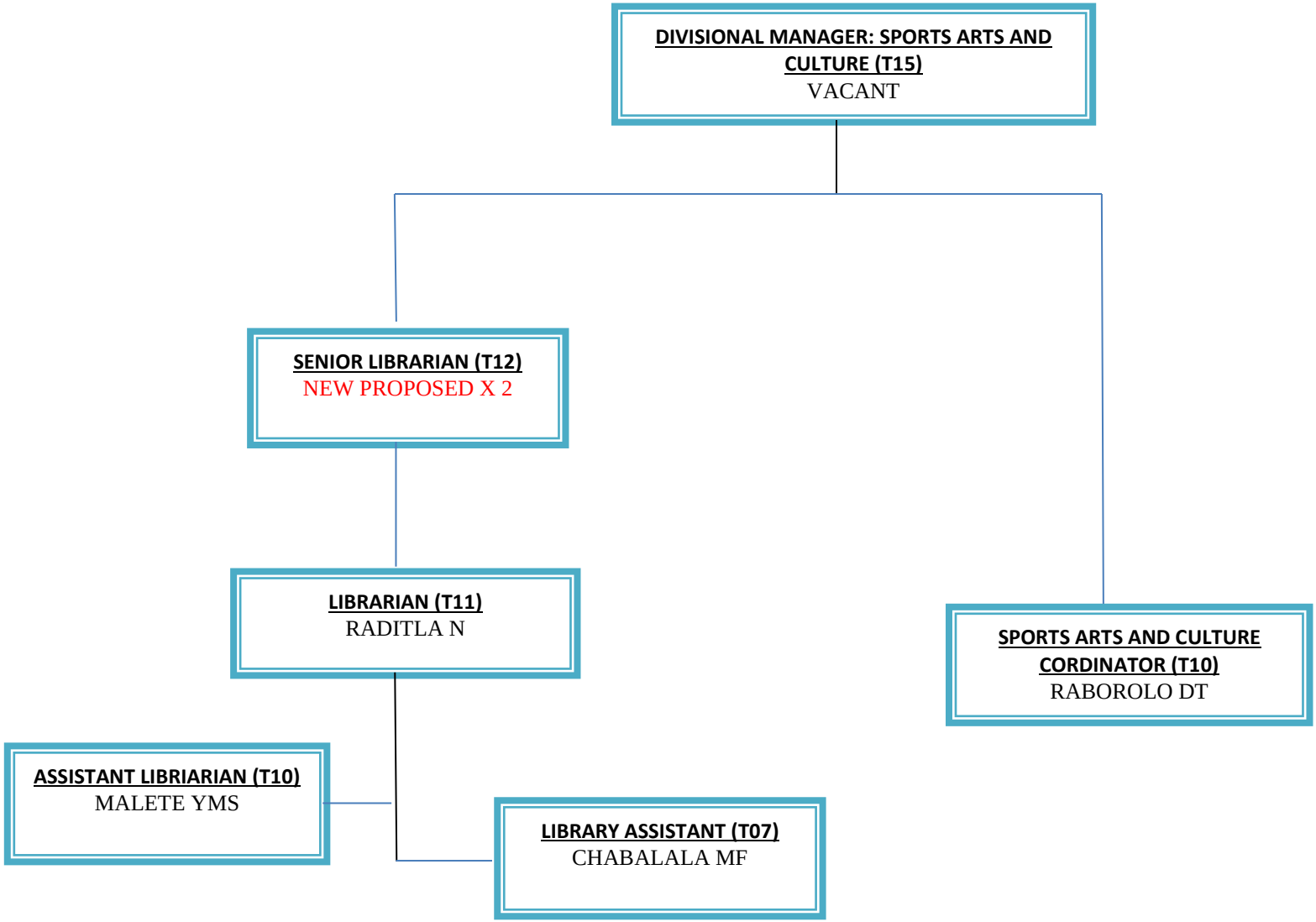
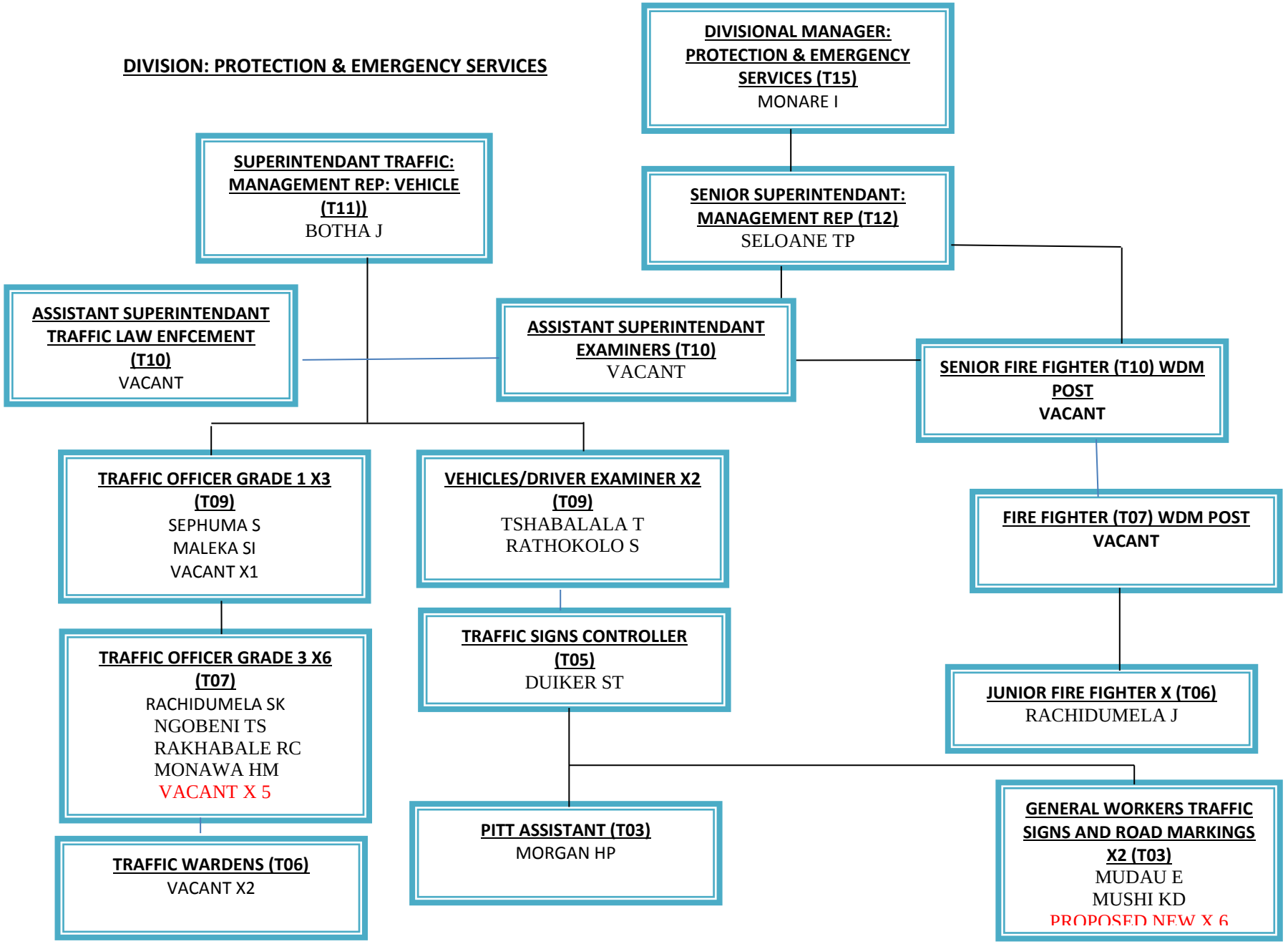


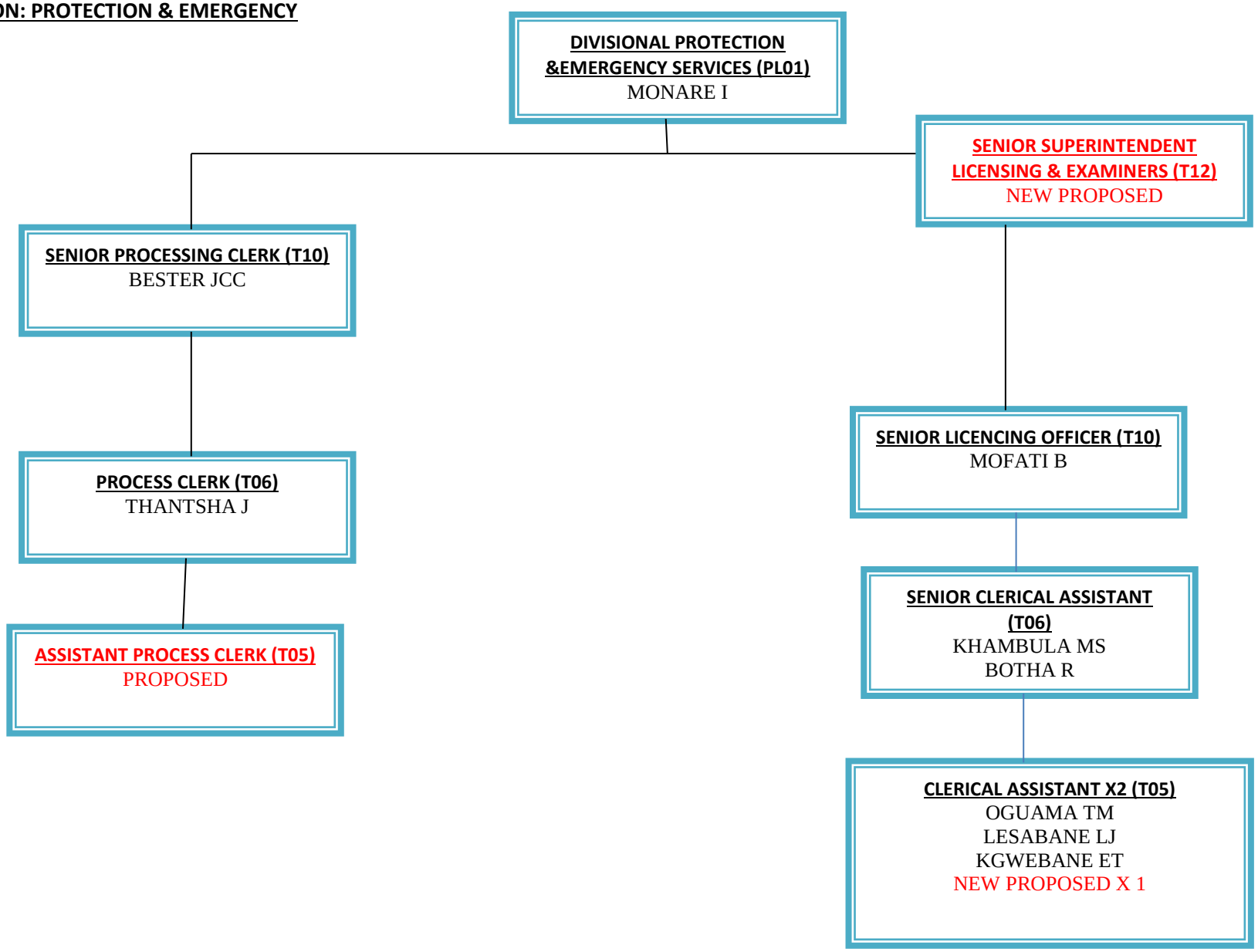
DIVISION: SPORTS ARTS AND CULTURE



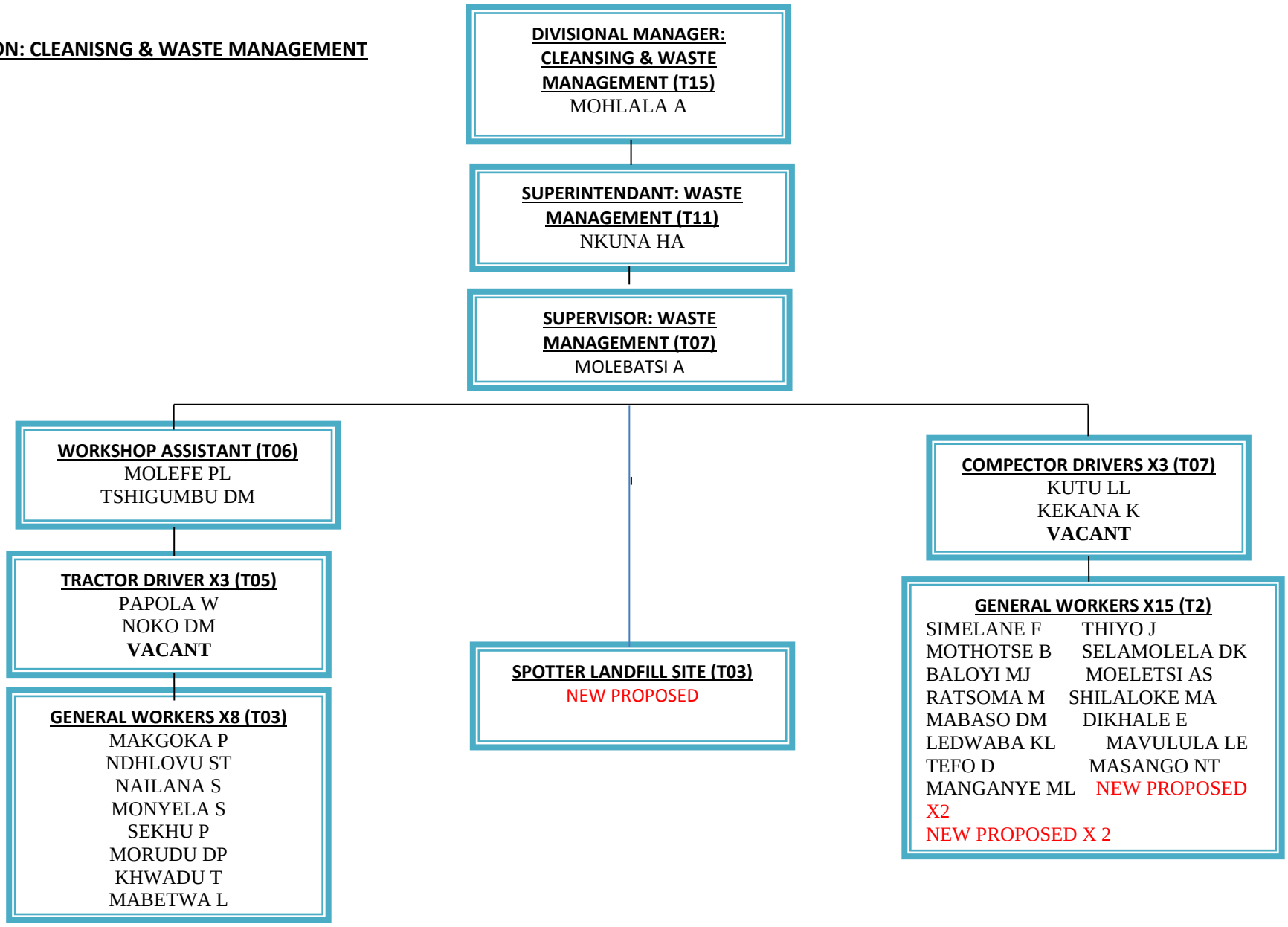
DIVISION: PROTECTION & EMERGENCY SERVICES



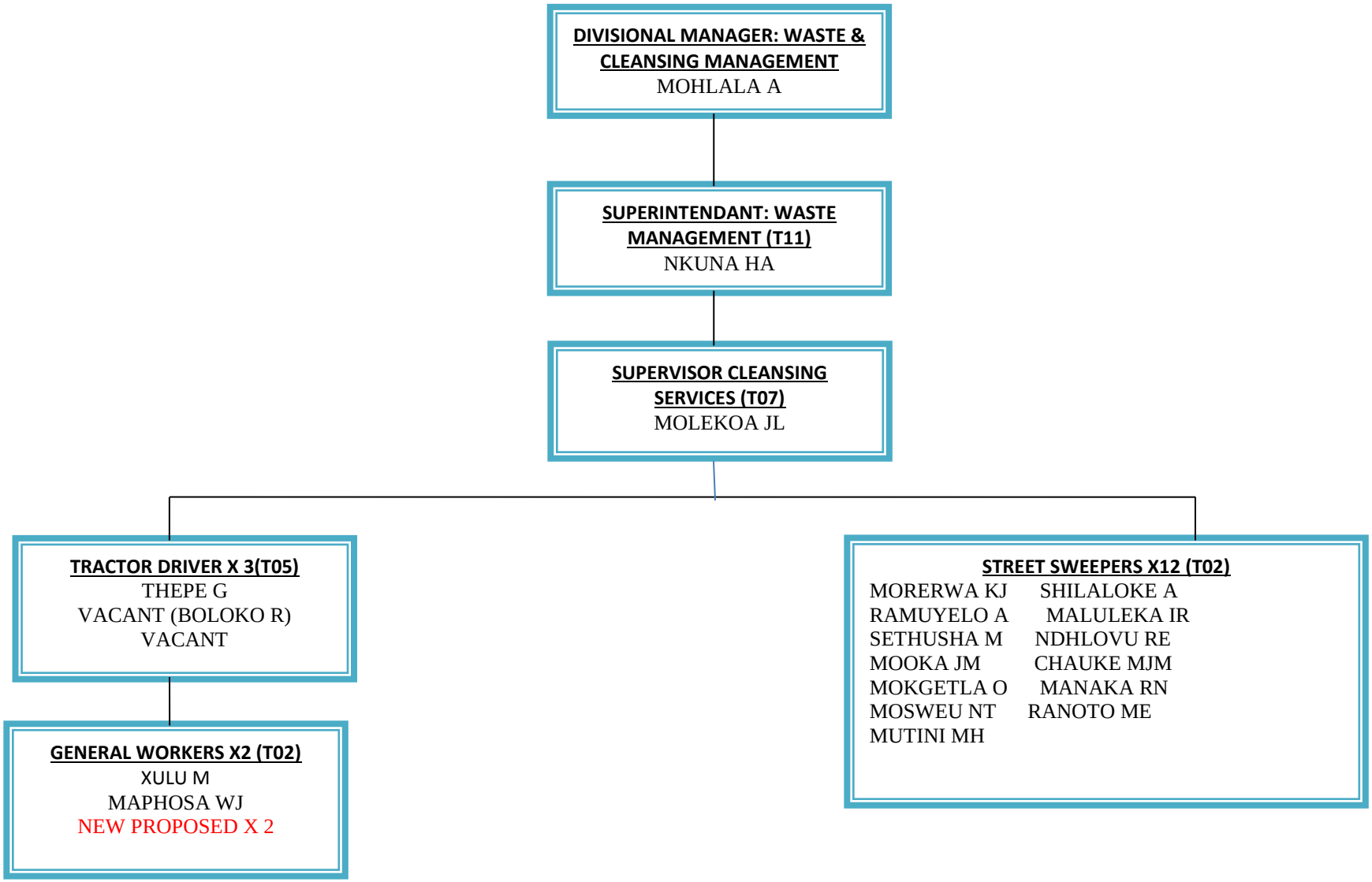
DIVISION: PROTECTION & EMERGENCY



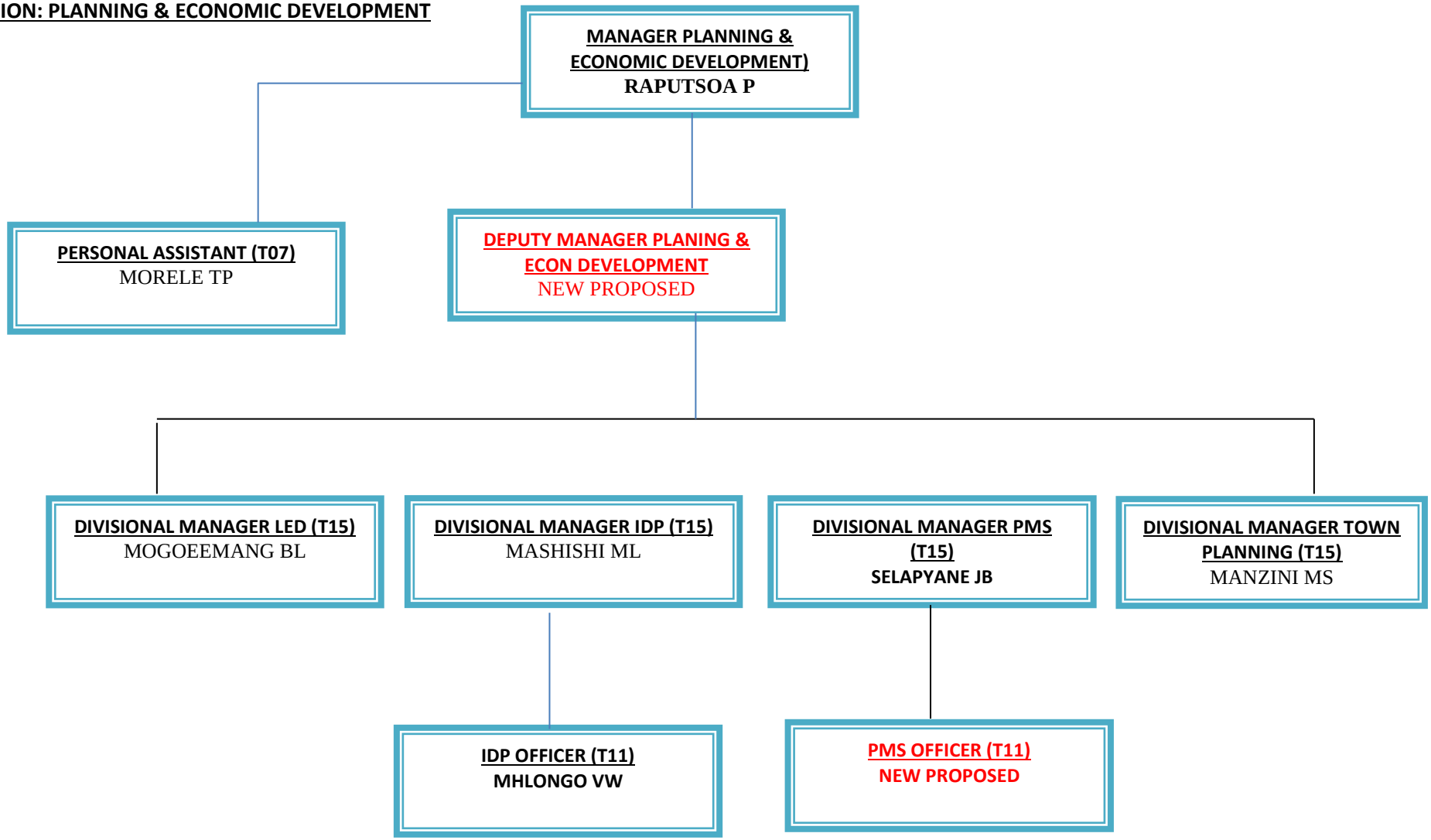
DIVISION: CLEANISNG & WASTE MANAGEMENT



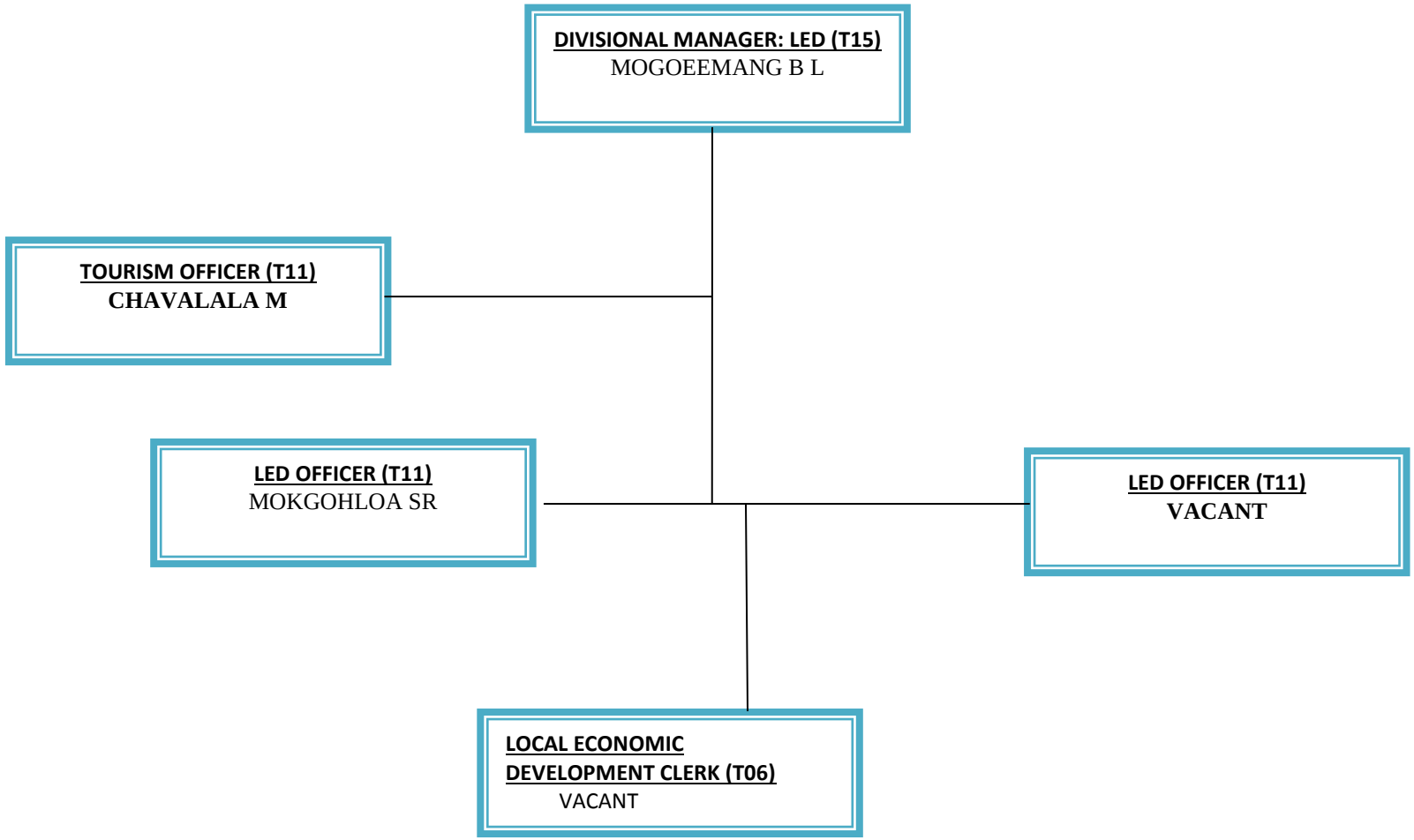
DIVISION: CLEANSING & WASTE MANAGEMENT (CLEANSING)



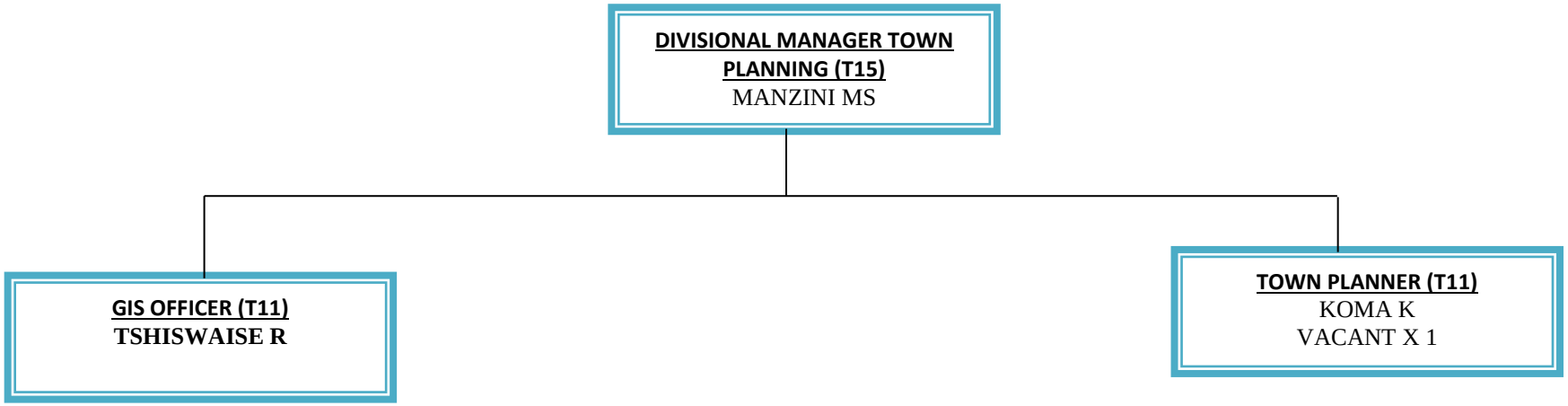
DIVISION: PLANNING & ECONOMIC DEVELOPMENT



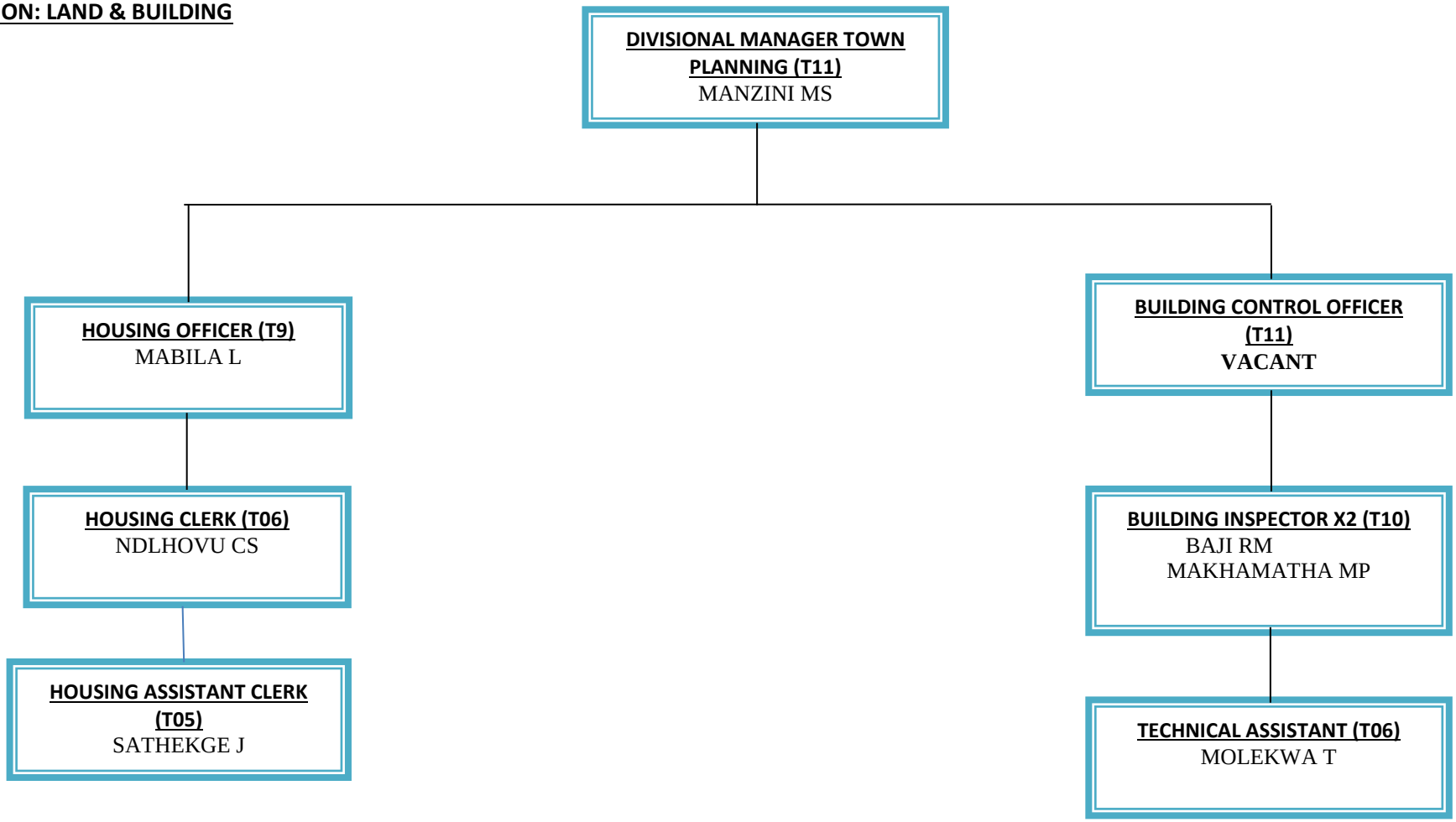
DIVISION: LOCAL ECONOMIC DEVELOPMENT



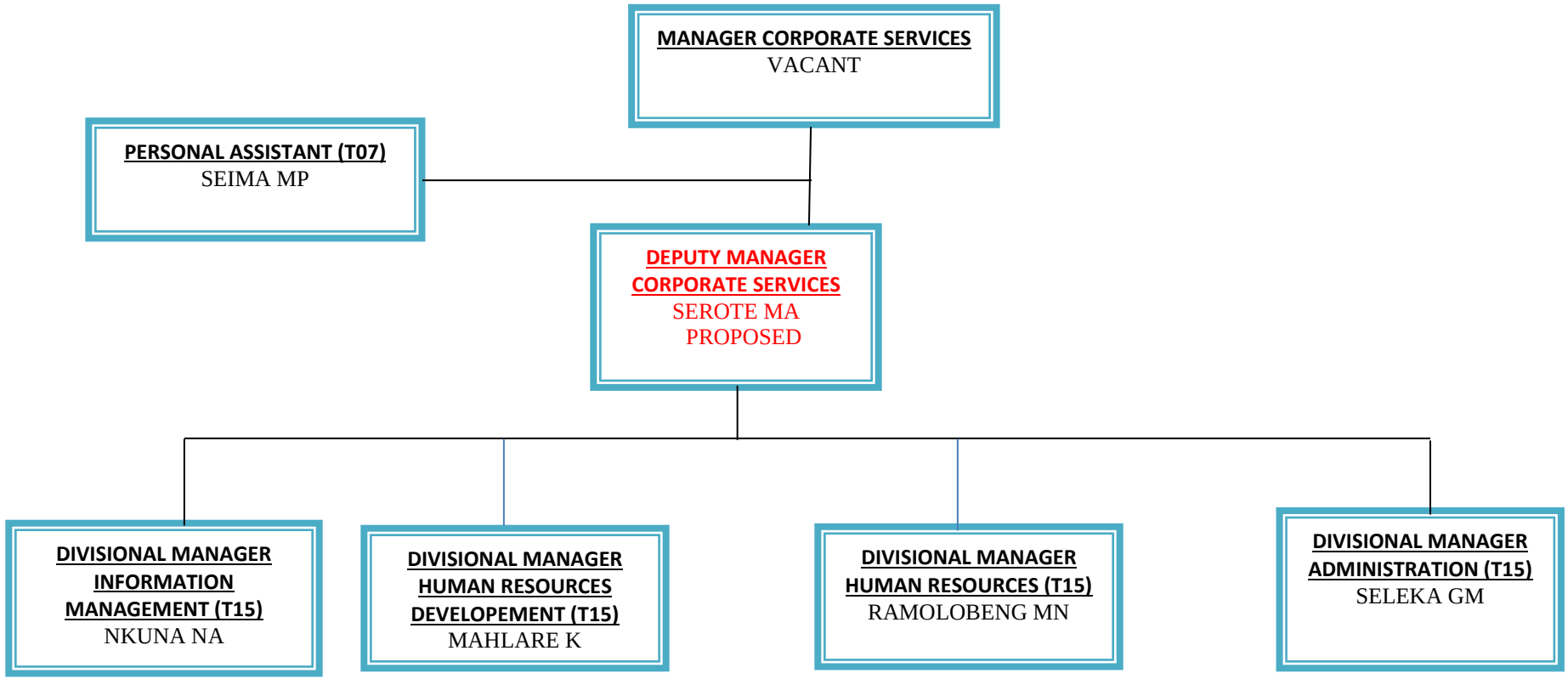
DIVISION: TOWN PLANNING



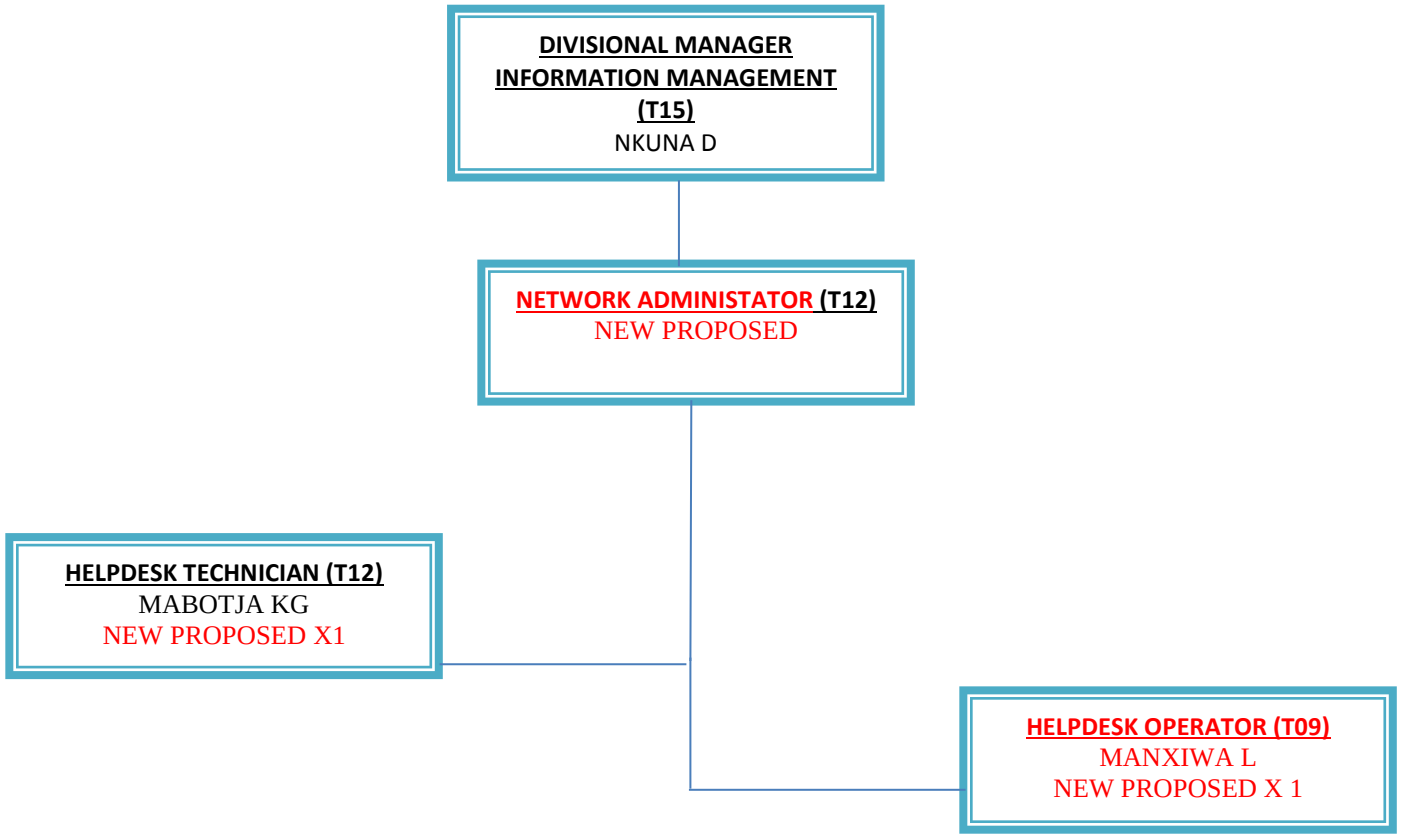
DIVISION: LAND & BUILDING



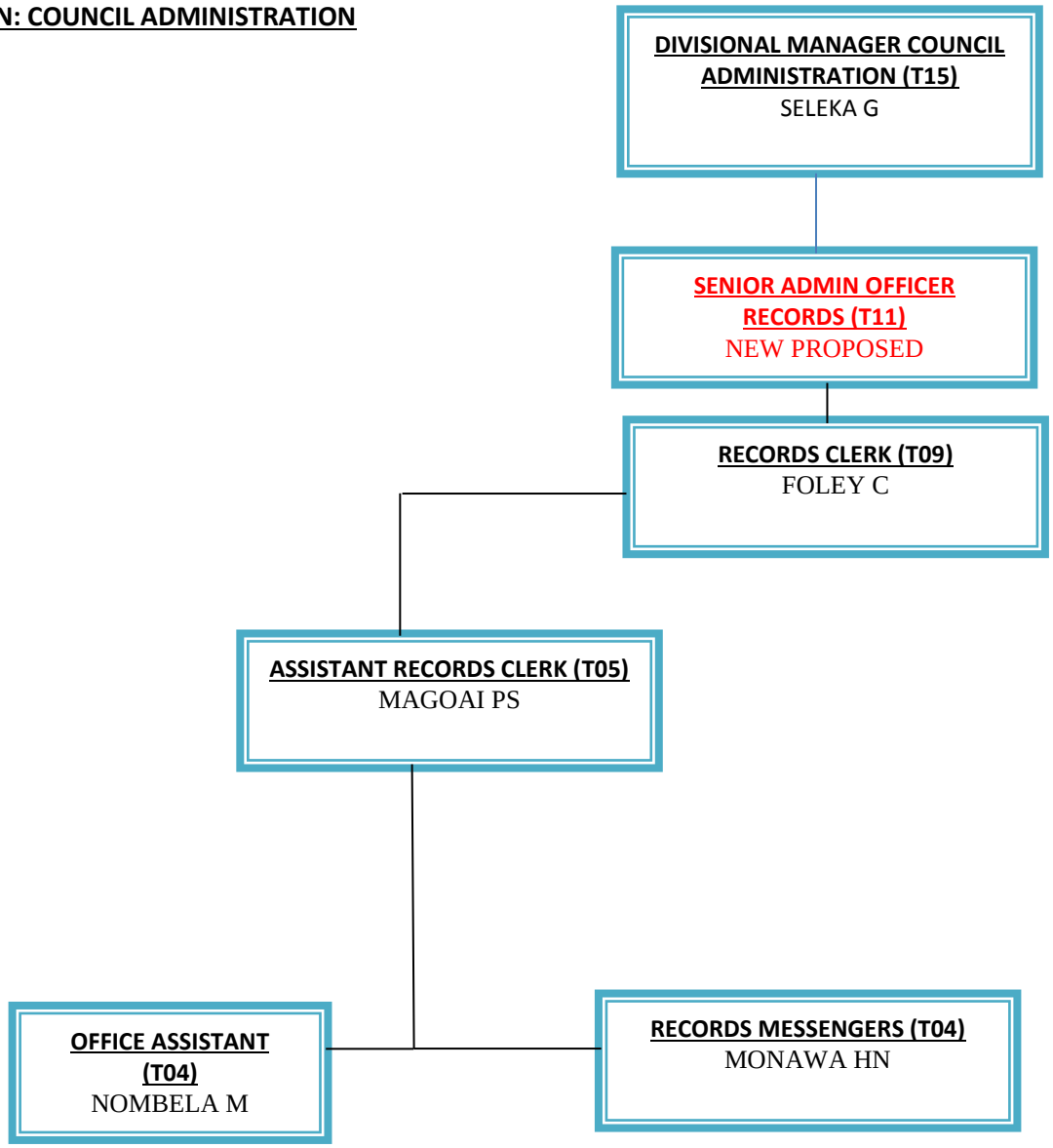
DEPARTMENT: CORPORATE SERVICES



INFROMATION TECHNOLOGY DIVISION

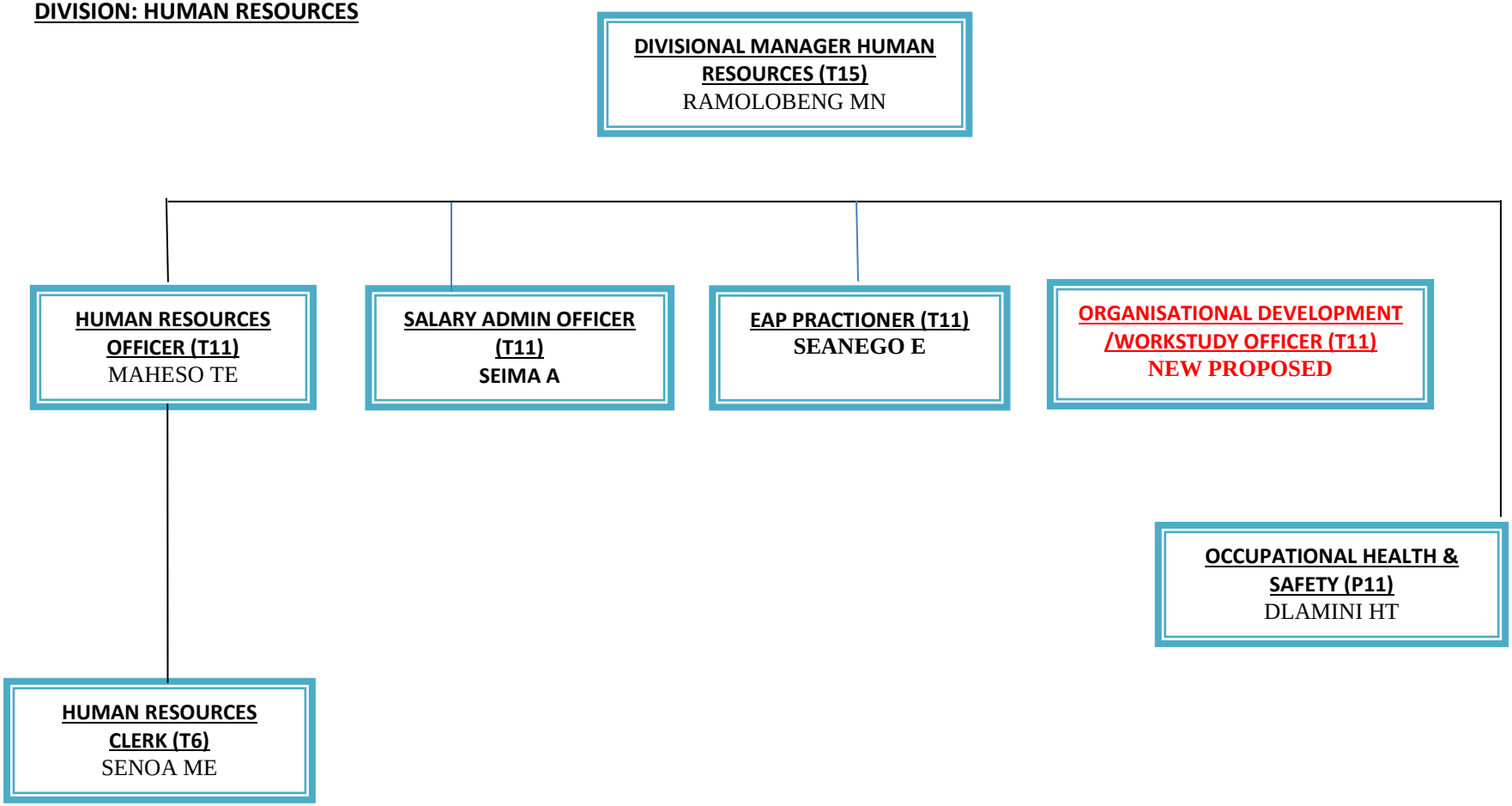


DIVISION: COUNCIL ADMINISTRATION

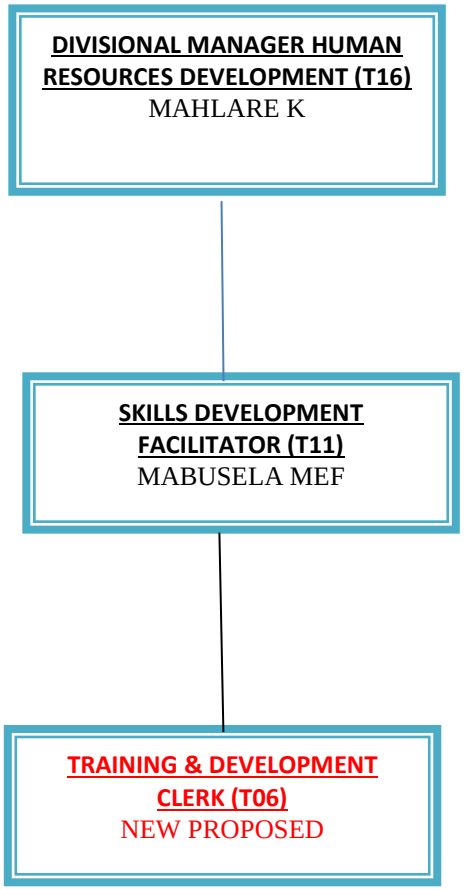


DIVISION COUNCIL ADMINISTRATION (CONTINUED)

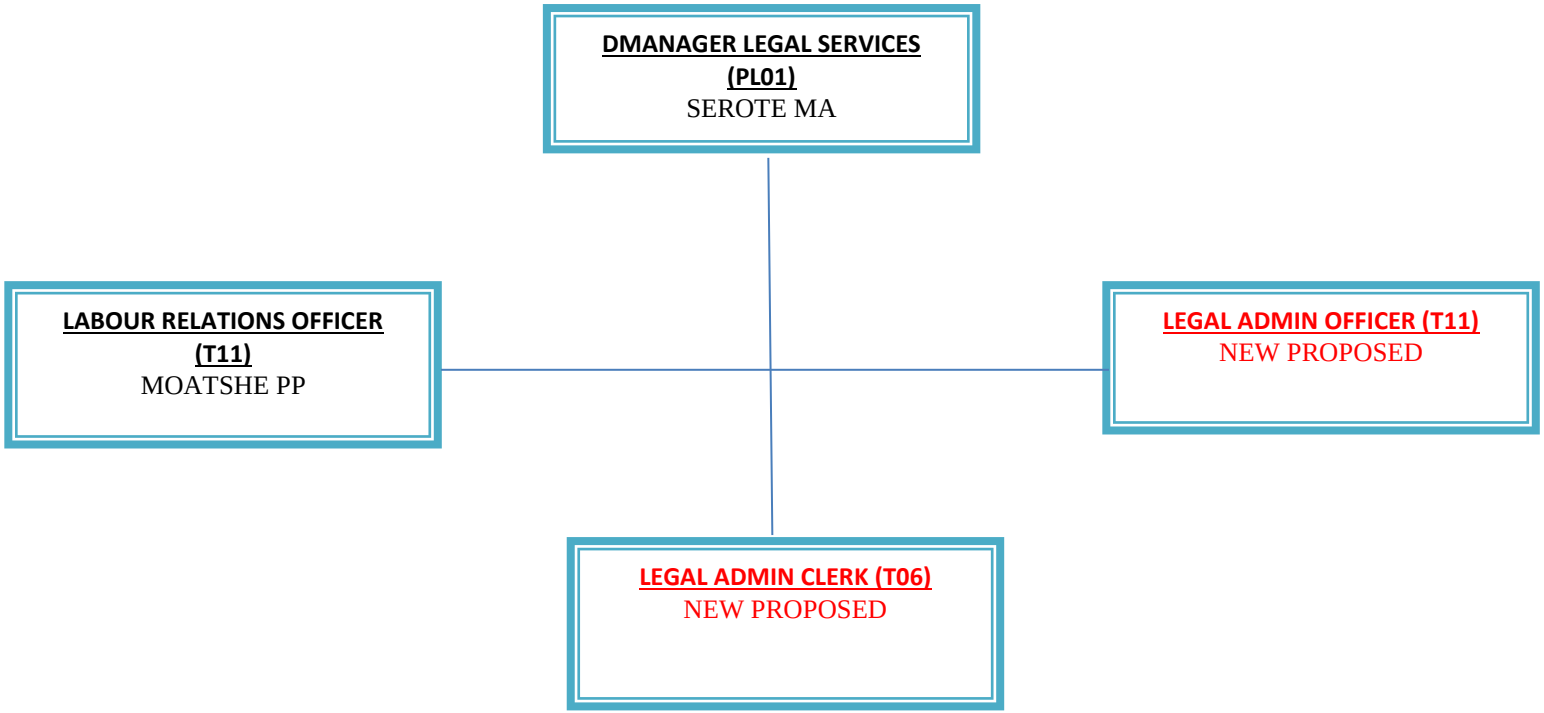
DIVISION: HUMAN RESOURCES



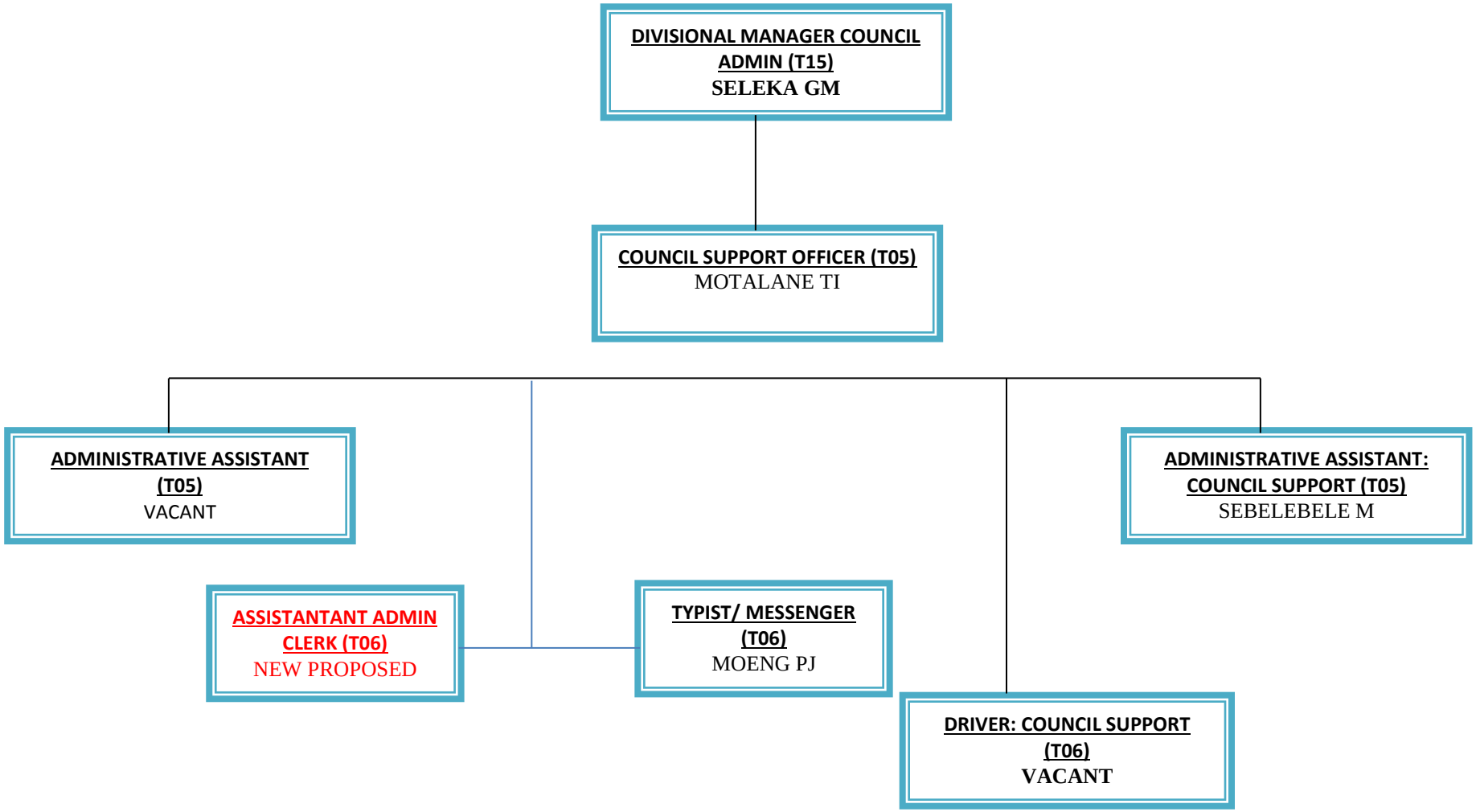
DIVISION: HUMAN RESOURCES DEVELOPMENT



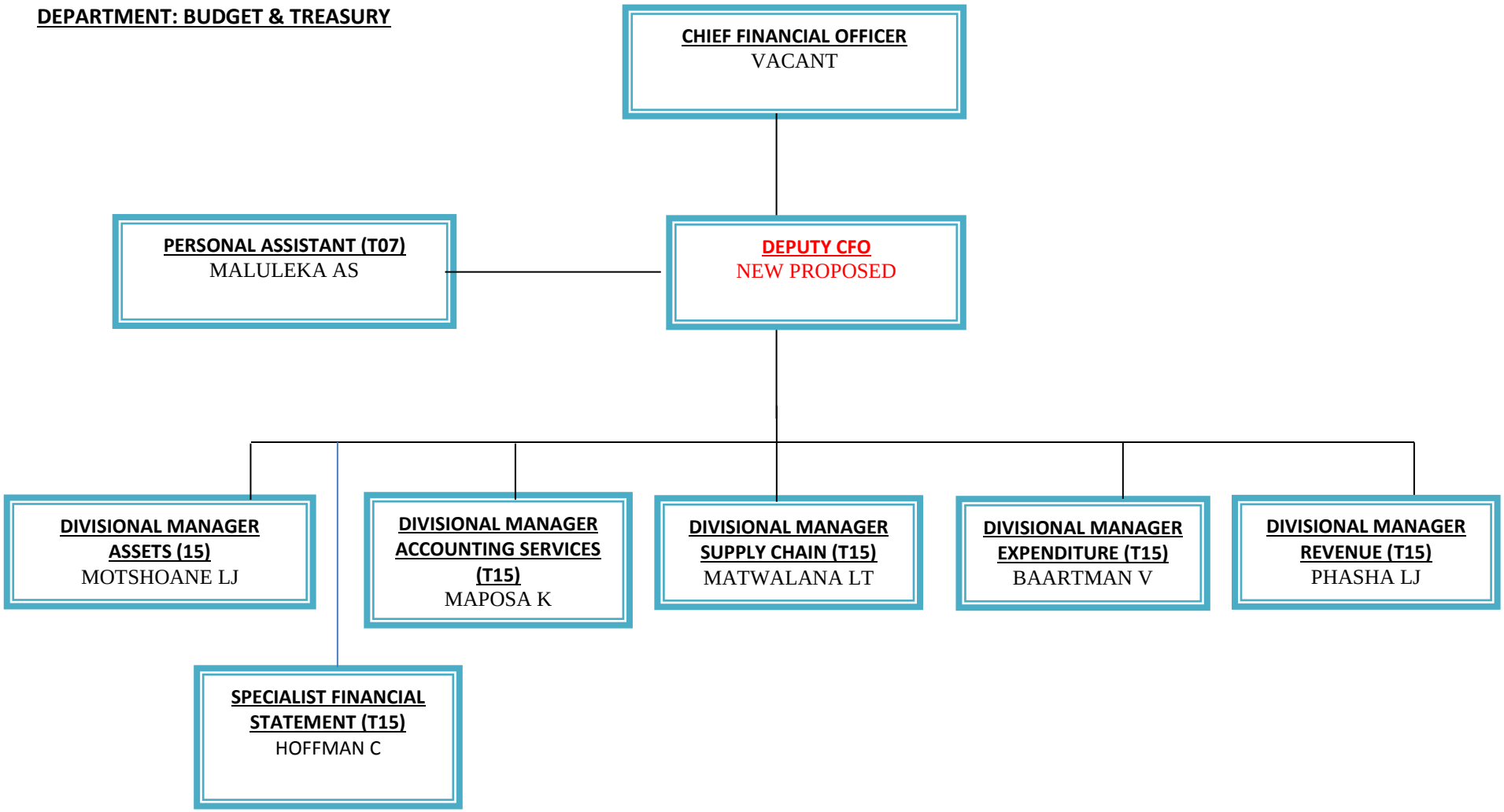
DIVISION: LEGAL SERVICES



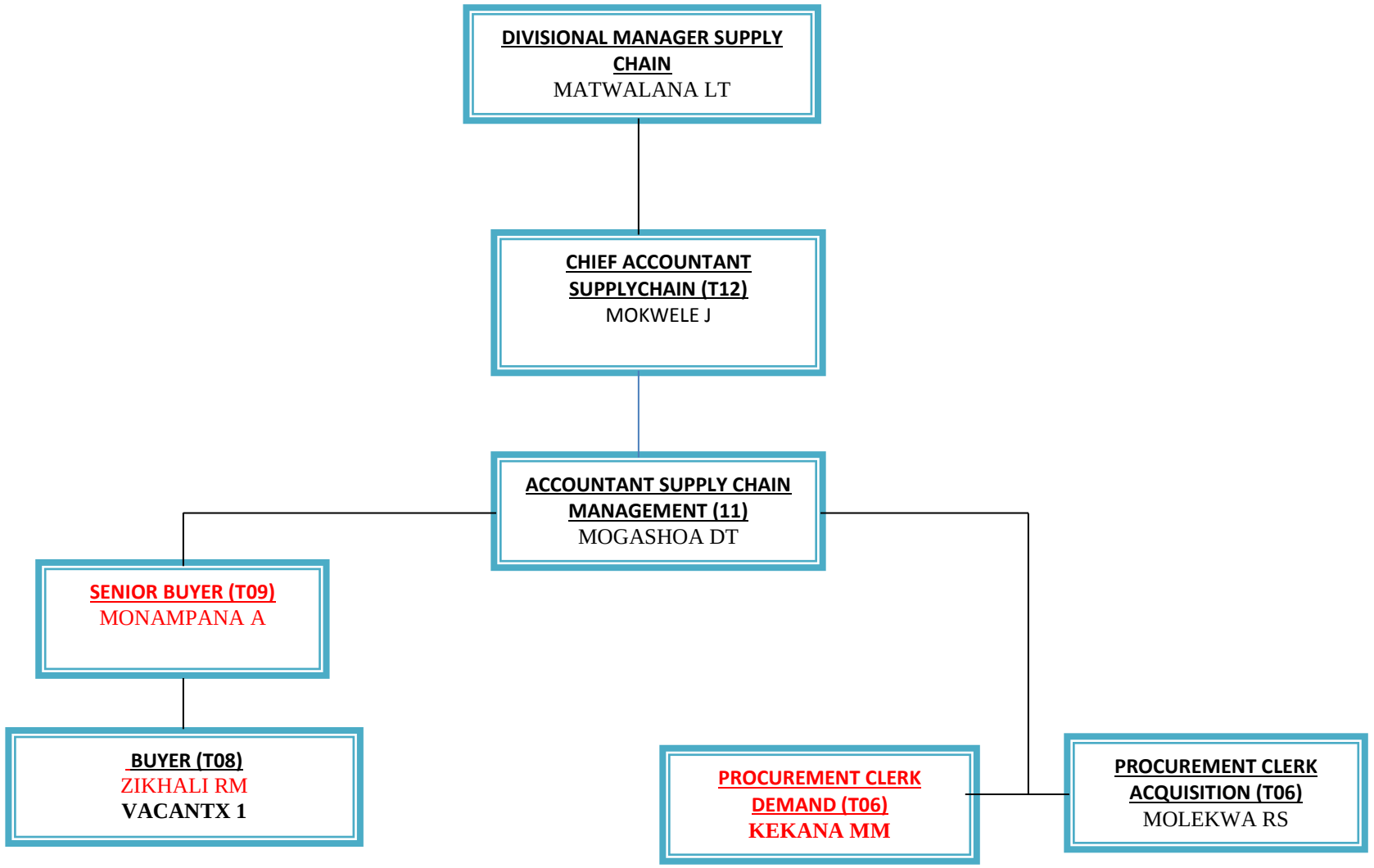
DIVISION: COUNCIL ADMIN



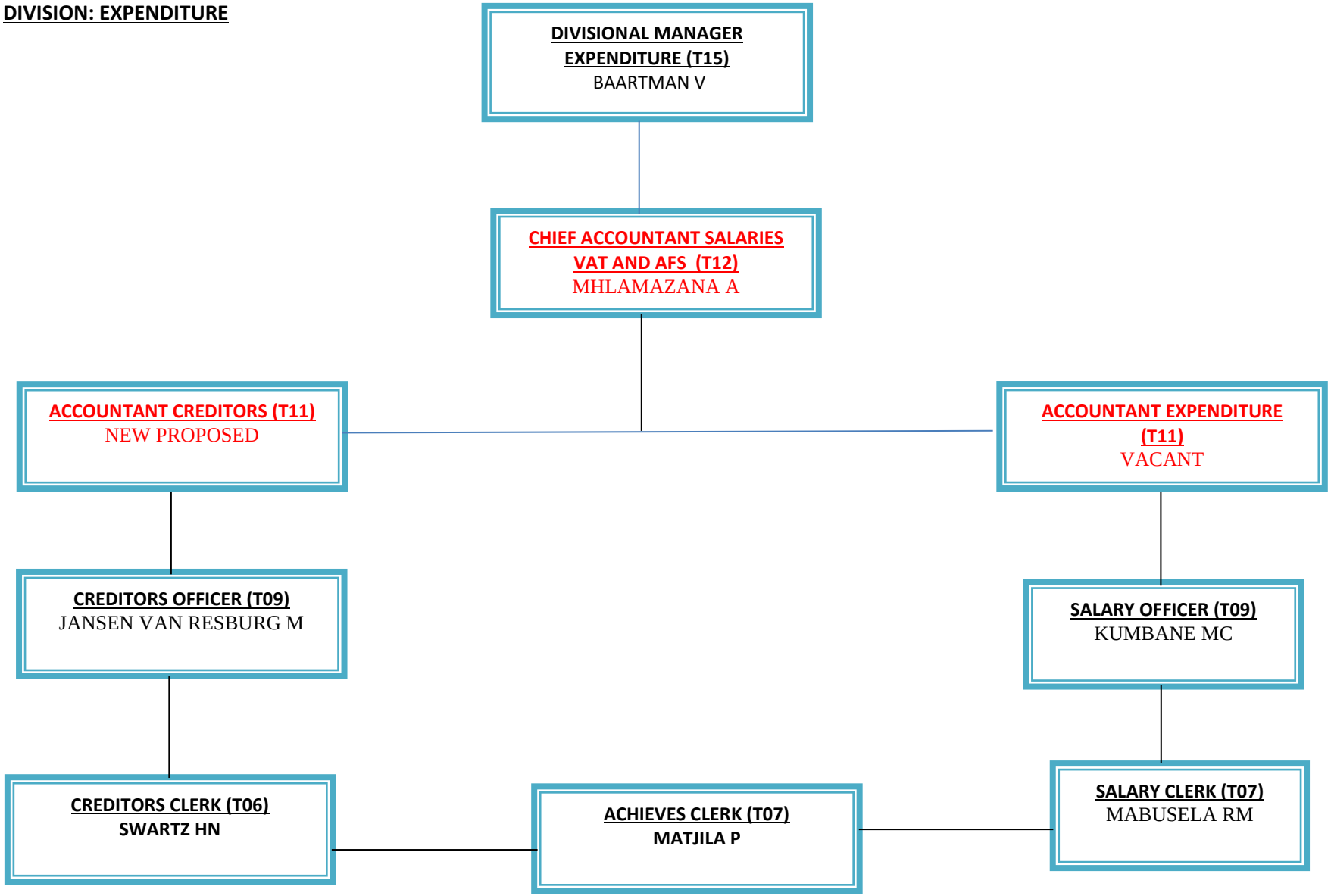
DEPARTMENT: BUDGET & TREASURY



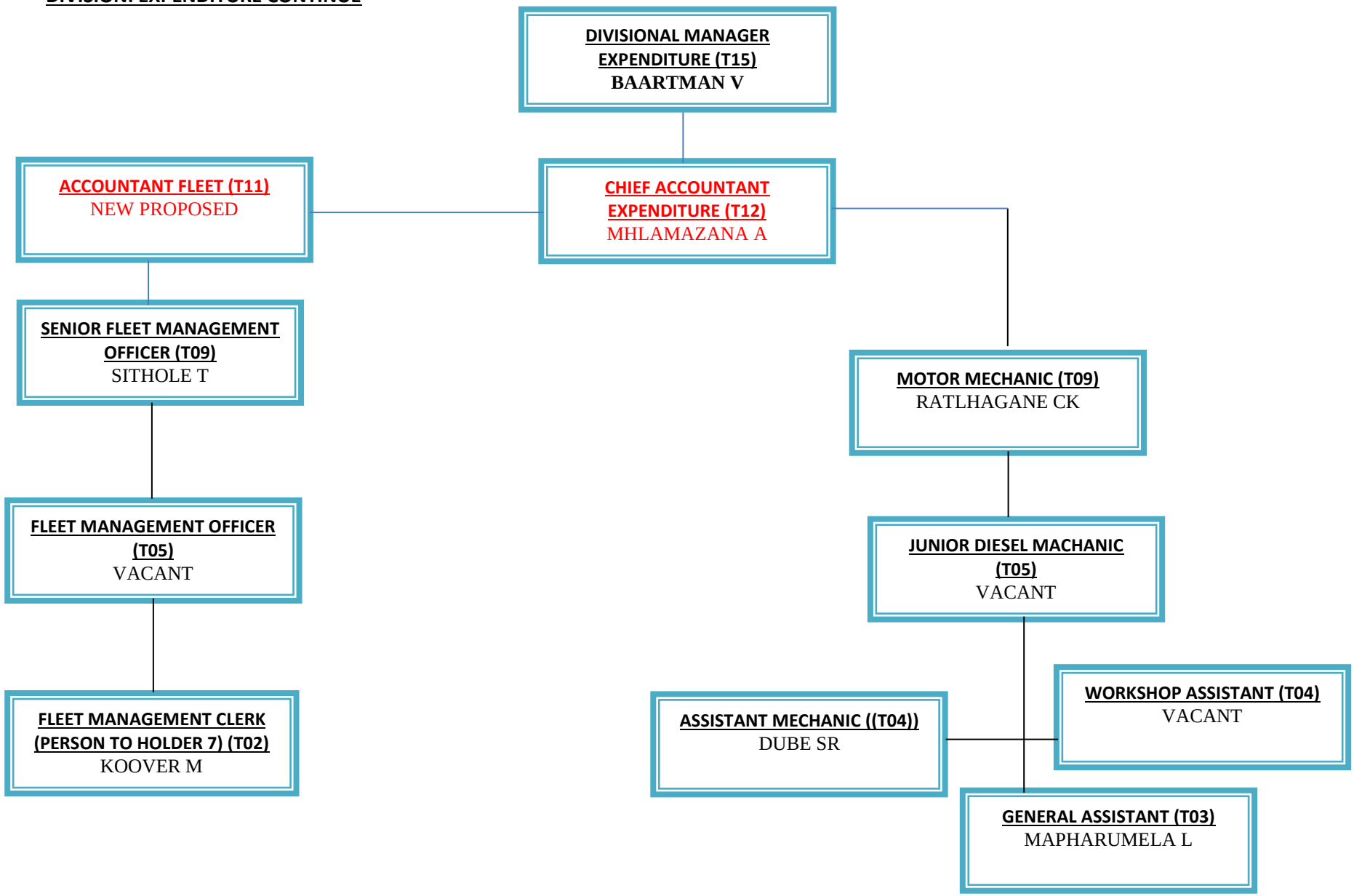
DIVISION: SUPPLY CHAIN



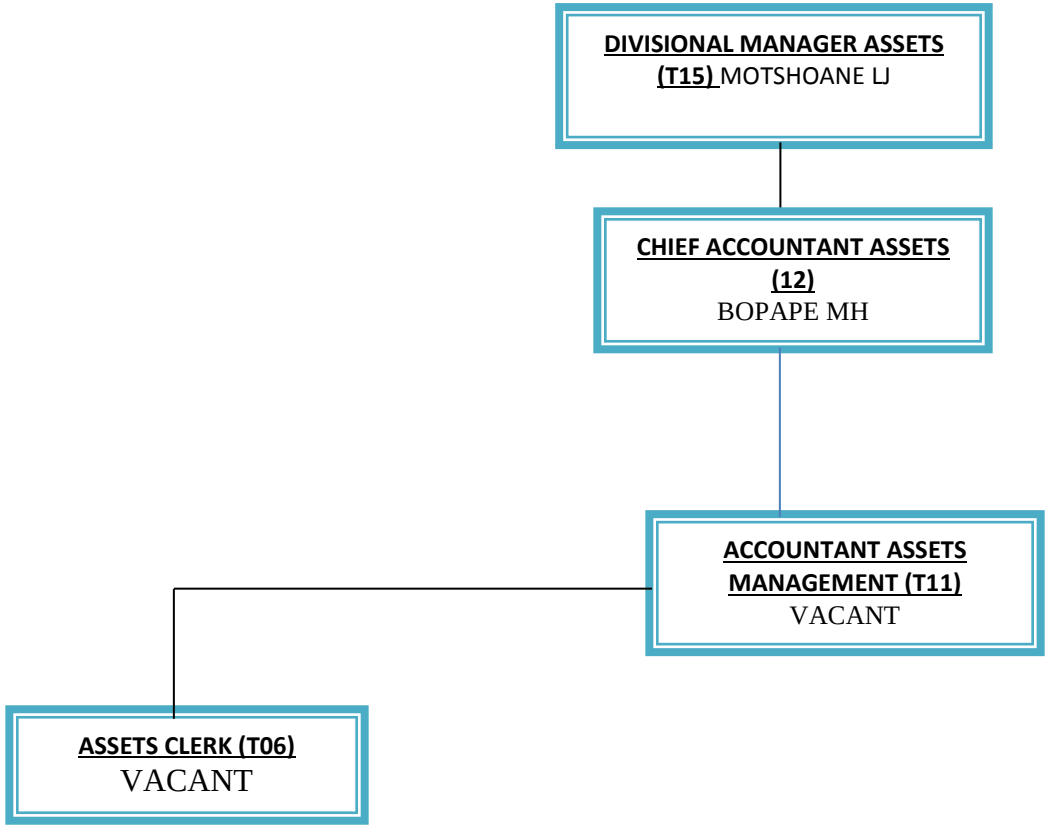
DIVISION: EXPENDITURE



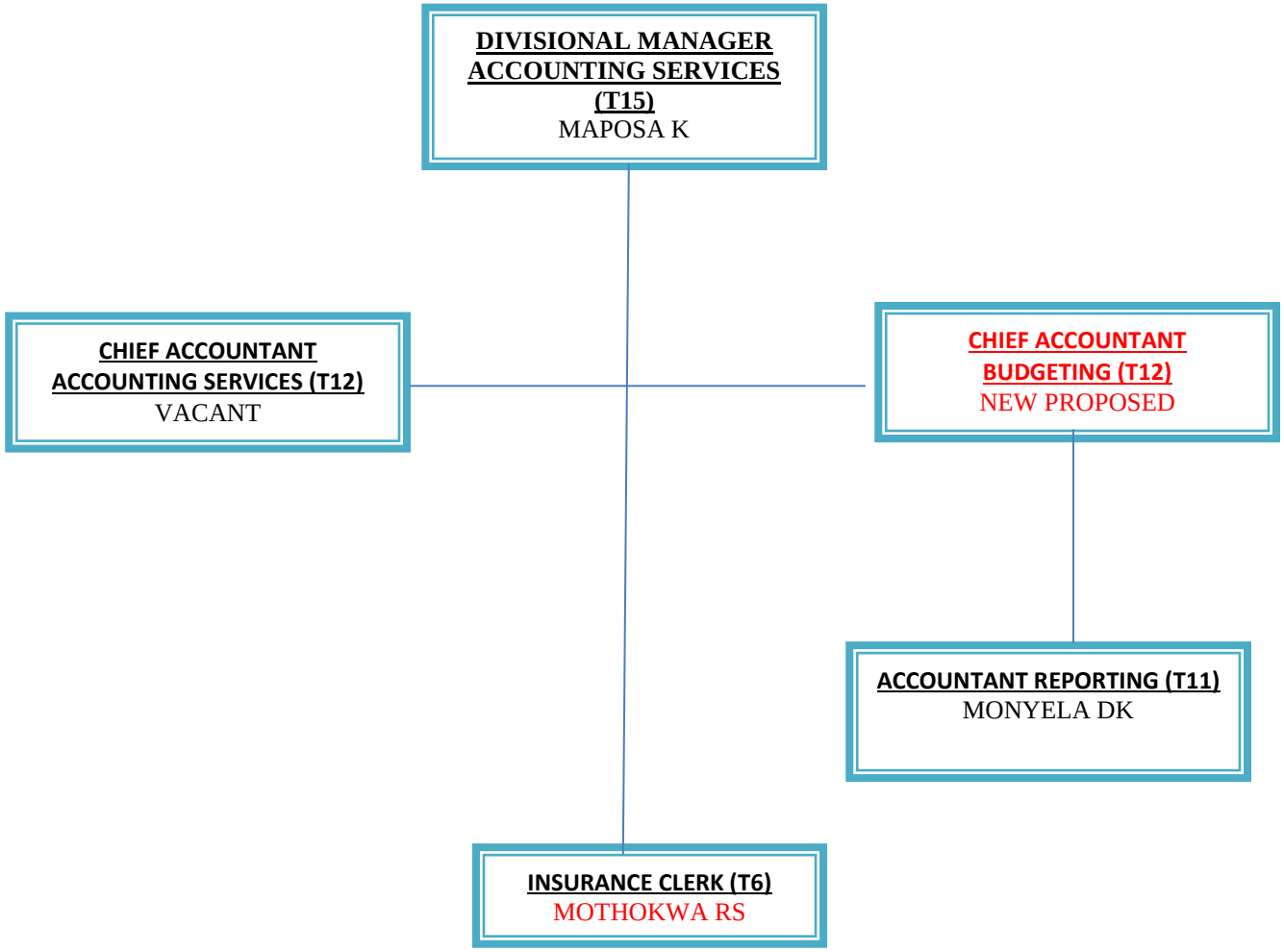
DIVISION: EXPENDITURE CONTINUE



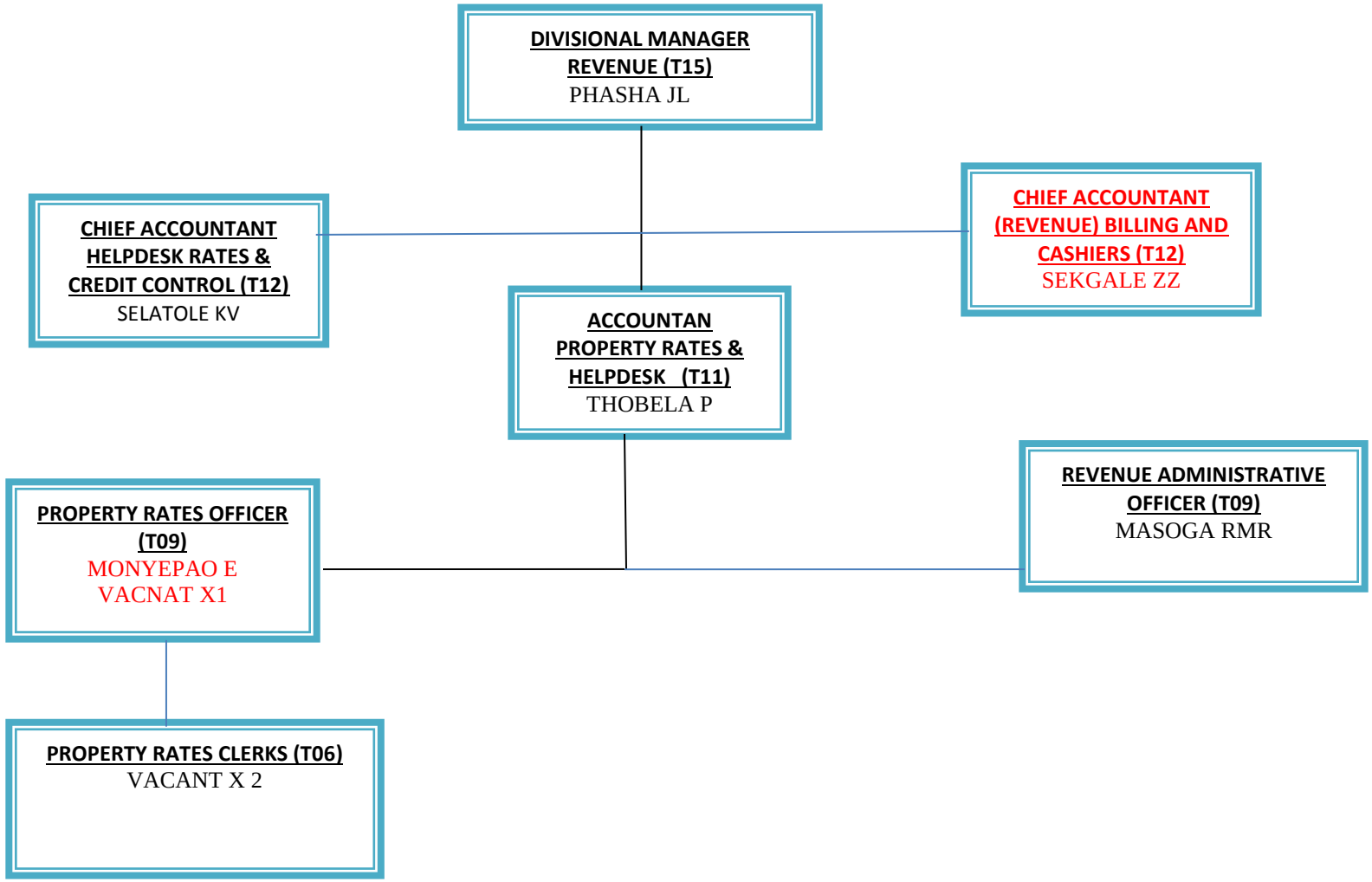
DIVISION ASSETS MANAGEMENT



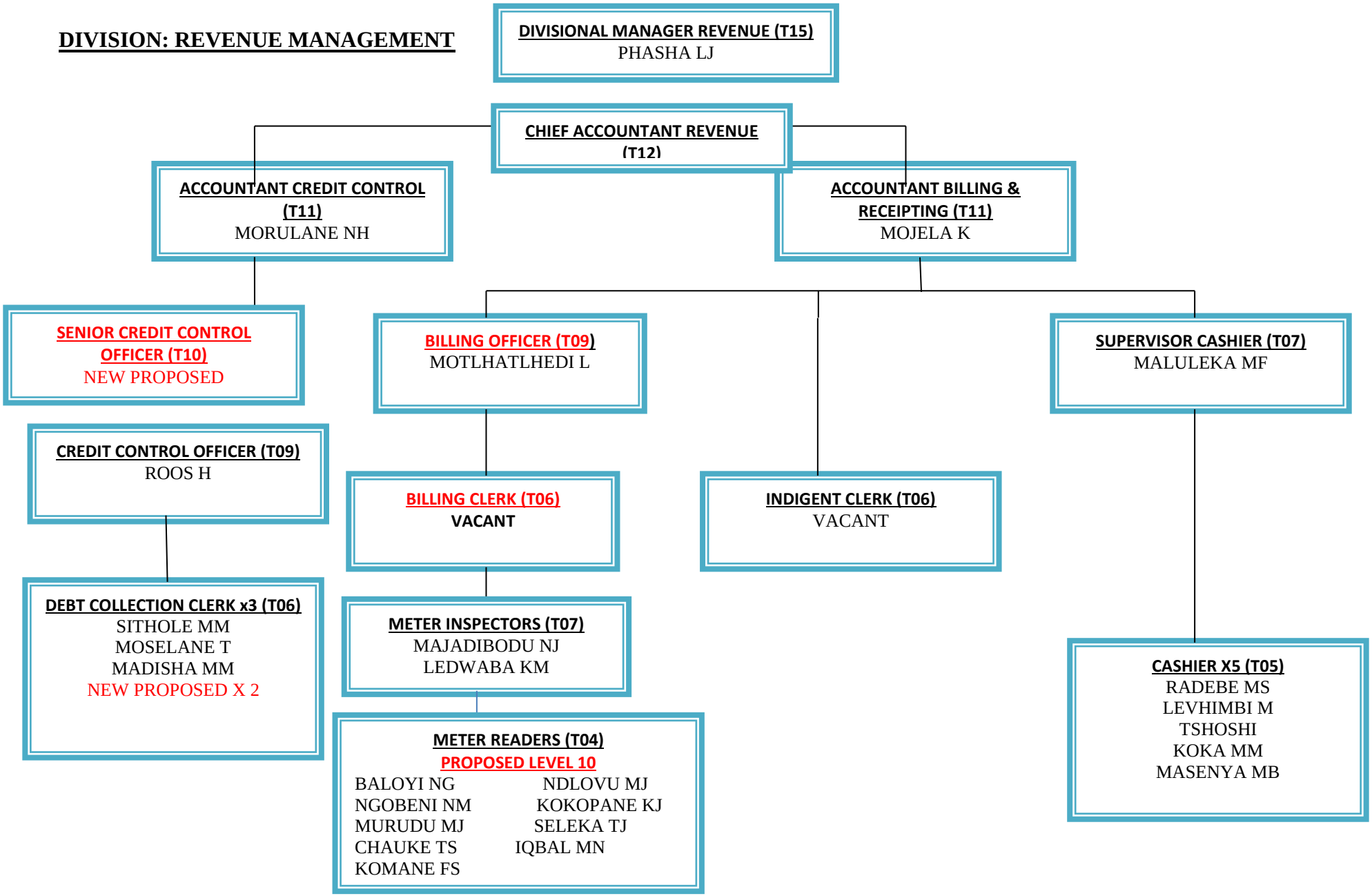
DIVISION ACCOUNTING SERVICES



DIVISION: REVENUE MANAGEMENT (PROPERTY & RATES)



DIVISION: REVENUE MANAGEMENT



12.6 Bela-Bela Workplace Skills Development Plan

The Municipality has trained 33 municipal officials in the following skill, fields, and courses:

E11: LIST OF LEARNING INTERVENTIONS BY NAME - EMPLOYED					
NOTE 1: Please provide the names of the Learning Interventions as at 30 April 2014 for the EMPLOYED by Municipal key performance area, NQF level and numbers trained					
MUNICIPAL KEY PERFORMANCE AREA	**TYPE OF LEARNING INTERVENTION**	**NAME OF LEARNING INTERVENTION**	**NQF LEVEL**	**NUMBER TRAINED**	
				FEMALE	**MALE**
Municipal Financial Viability and Management	Learnership	Advanced Local Government Accounting Certificate	4	3	
Good Governance and the Deepening of Democracy	Learnership	Executive Leadership Development Management Programme	5	2	1
Municipal Financial Viability and Management	Learnership	Municipal Finance Management Programme	6	4	4
Basic Service Delivery and Infrastructure Development	Learnership	Water & Waste Water Process Contoller	4		3
Basic Service Delivery and Infrastructure Development	Learnership	Water & Waste Water Process Contoller	3	1	
Basic Service Delivery and Infrastructure Development	Learnership	Waste & Waste Water Reticulation	2	2	3
Basic Service Delivery and Infrastructure Development	Learnership	Sanitation Project Coordinators	5		2
Municipal Transformation and Institutional Development	Skills Programme	Disability Management In the Public Sector	5		1
Municipal Transformation and Institutional Development	Skills Programme	Public Relations Practice	5		1
Municipal Transformation and Institutional Development	Skills Programme	Introduction to Environmental Management	5		1

Basic Service Delivery and Infrastructure Development	Skills Programme	Refresher Course on Examiner of Motor Vehicles &	5		1
		Licences			
Good Governance and the Deepening of Democracy	Learnership	Executive Municipal Leadership and Finance	5	2	1
		Management Programme			
Basic Service Delivery and Infrastructure Development	Learnership	Examiner of Motor Vehicles & Drivers Licenses	5	1	

12.7. 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 2012 indicated that 76, 4% of the municipal employees are males while only 23,6% are female.

This indicates that a lot of work still needs to be done on the side of recruitment to ensure that the Municipality meets its target of having 40% of the municipal employees being women. In terms of gender composition at Section 57 Management, the Municipality is currently not doing well to such an extent that 1 out of 4 section 56 managers is currently female and the target that has been set by this equity plan in this regard is 40% of women in Section 57 position by June 2013

12.8. 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 Ethic 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

12.8.1. Ward Based Development Challenges

During the 2015/16 IDP review Community Participation process, the following issues were raised with regard to **Municipal Transformation and Institutional Development**

Ward number (Area in the ward)	Challenges/Issues
Ward 1(all section) **Ward 8 (Rapotokwane & Pienaarsrivier)** **Ward 7 (Ext 6 & 7 – Show house opposite Sun valley)** **Ward 9 (Masakhane)**	Need for municipal service delivery area/office (satellite office)
Ward 1(all section) **Ward 8 (Rapotokwane)** **Ward 7 (Ext 6 & 7)**	Not all local community are catered for in both managerial and general work positions

Ward 9 (Masakhane)	
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

CHAPTER THIRTEEN: CROSS CUTTING 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.

13.1. Disaster Management arrangements

The Municipal Management 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.

13.2. 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.

CHAPTER FOURTEEN: MUNICIPAL PRIORITIES

10.1. Municipal Wide Developmental Issues

Municipal priority needs are identified during 2015/2016 IDP needs identification process which was done by visits all municipal wards During the Community Consultation Process, the following developmental were collated from all the nine (9) Wards within the Municipality:

Each ward has a specific needs as priority which may differ from other wards. The needs of the Municipality may not be achieved at once due to budget constraints and our revenue base is through collection on services that are provided to the community. Competencies of either the National and/or Provincial Government and have since been referred to the jurisdictional Sector Departments Bela-Bela Local Municipal priorities for the 2015/16 Financial are:;

a) MUNICIPAL TRANSFORMATION AND INSITUTIONAL DEVELOPMENT

- Sustainable building and capacitation of Human Capital
- Viable and Environmentally Friendly Office Accommodation
- ITC (Information Technology and Communications)
- Personnel disciplinary code
- Innovative and proactive thinking
- Management Development Programme

b) GOOD GOVERNANCE AND PUBLIC PARTICIPATION

- Good Corporate and Accountable Governance
- Relationships with stakeholders
- Strengthening of Public Participation Structures, Mechanisms and Processes
- Ensuring Optimal Functionality of all the Quality Assurance Committees of Council (Audit Committee and MPAC)
- Clean audits

c) FINANCIAL VIABILITY AND MANAGEMENT

- Ensuring Financially viable Municipality
- Financial management (Revenue, expenditure and supply chain)

d) SPATIAL PLANNING

- Land for Human Settlements and Business purposes
- Sustainable and integrated rural development and human settlements
- Housing and Infrastructure
- Eradication of Informal Settlements

e) BASIC SERVICE DELIVERY

- Roads & Stormwater
- Water & Sanitation
- Refuse Removal
- Electricity
- Improved turnaround time on Service Queries
- Maintenance and upgrading of infrastructure
- Use of Green Technology
- Quality services in all municipal areas
- Community empowerment (special projects)
- Environmental Management

f) LOCAL ECONOMIC DEVELOPMENT

- Sustainable local economic development (Public Private co-operation agreements, manufacturing, SMME training, buy and employ locally)
- Development and support of SMMEs
- Development and Support of Cooperatives
- Tourism towns twinning

Strategies, Projects and Programmes aimed at addressing these Developmental Priorities within the Municipality will be outlined in the subsequent Chapters.

CHAPTER FIFTEEN: MUNICIPAL STRATEGIES

15.1. BBLM 2015 Strategic Planning Session

The Strategic Planning session for 2015/16 addressed the fifth and final year term of the democratically elected Council and was held against a backdrop of pending local government elections in 2016. This has created a new urgency to deliver.

A marked shift has taken place in the 12 months since this process was undertaken. The Council has approved the permanent appointment of senior management including the municipal manager. Measurement of delivery progress has been placed on a scientific footing. A new mood exists among both the administration and political branches of the Municipality. Creative “game changing” projects have been put forward that will have a significant impact on the Bela-Bela Local Municipality.

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)[1] [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 Provincial Employment Growth and Development Plan (PEGDP).

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15.2. Municipal Game Changers, SWOT Analysis and Critical Success Factors

15.2.1. Municipal Game Changers

Game-changers are actions based on new thinking and taken to shift an Organization or Municipality in a fresh strategic direction. It is defined as "*an event, idea, or procedure that effects a significant shift in the current way of doing or thinking about something*" [2]. During the Bela-Bela 2015-2016 Strategic Planning Workshop a number of proposed game changers were put forward:

- Establishment of new offices for the Bela-Bela Local Municipality to consolidate all municipal offices in a single building through a public-private partnership and off-balance sheet financing leveraged off the existing land on which the municipal offices are found.
- Development of the dam
- Development of the Showground to support conferencing tourism
- Introduction of a SMART billing system
- An annual "Mass Fever" Festival

15.2.2. SWOT Analysis

A SWOT (Strength, Weaknesses, Opportunities and Threats) analysis is conducted as a major part of a situation analysis. It is one of the most used forms of business analysis. A SWOT examines and assesses the impacts of internal strengths and weaknesses, and external opportunities and threats of an Organization. An important part of a SWOT analysis involves listing and evaluating the Organization's strengths, weaknesses, opportunities, and threats. Each of these elements is described:

STRENGTHS	WEAKNESSES
Senior staff members are well trained and experienced.	Staff shortages in some departments
Well-developed sense of teamwork amongst senior management members.	Lack of skills/ capacity at the lower levels.
Good potential amongst middle management for staff capacitating.	Lack of adequate funds for training
Senior and Middle Management are computer literate.	Need for computer skills training
Contingency plan in place for equipment breakdown.	Inadequate ICT policies
Workplace skills plan for capacity building in	Insufficient of implementation of resolutions
	Not all senior posts permanently filled
	Inadequate management of service providers
	Inadequate capacity of Municipality to handle emergency situations
	Inadequate branding of the Municipality (internal

place.	and external)
● **Enough computers available for management**	● Ageing basic services infrastructure
● **Zero backlog of water supply**	● Insufficient land to accommodate human settlement
● **ICT infrastructure**	
● **Overarching "game changers" for the Municipality**	● Inadequate office accommodation
	● Poor housing list administration
OPPORTUNITIES	**THREATS**
● **Potential to contribute to job creation through LED/IDP/EPWP projects and learnership programmes.**	● High HIV/ AIDS Prevalence Rate
	● International economic recession
	● Poor education outputs
● **Tourism is growth industry**	● Shrinking national government budgets
● **Strategic location and gateway to Limpopo**	● Slow land redistribution
● **Land redistribution**	● Gas exploitation and mining (pollution)
● **Gas exploitation and mining**	● Lack of tourism/comfort industry training institute
● **Rich natural resources**	● Social ills
● **Game parks**	● Inequality, poverty and unemployment (adults and youth)
● **R101 and R516 roads tourism corridors**	
● **Social cohesion through multi-cultural tourism**	● Natural disasters
● **Low crime rate**	● Vandalism of infrastructure
● **Supplementary external government funding**	● Illegal occupation of land
● **Public-private partnership (funding)**	● Inadequate human settlement funding
● **Attract tourism and comfort industry training institute (FET)**	● Poor title deed administration
	● Illegal water and electricity connections
● **Rail service for town**	● Prolonged Load shedding
	● Heavy Duty motor vehicles

15.2.3. 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

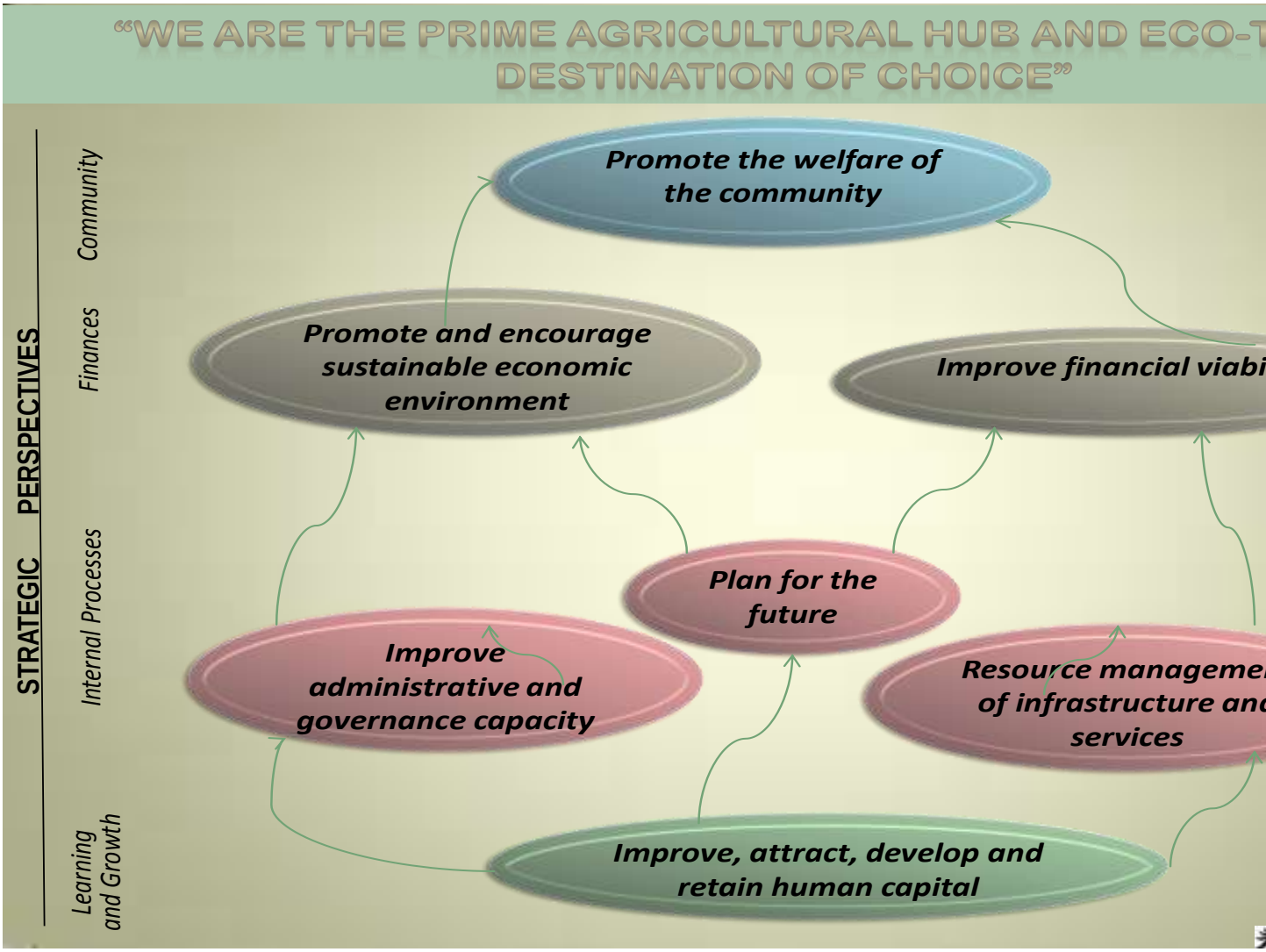
- Sound Financial management
- Team work
- Sound knowledge of Legislation
- Administrative Support
- Research Capacity
- Technological Innovation
- Strong Performance Management
- Effective and efficient safe keeping of Council documentation.
- Fully functional Council and Council Committees.
- Recruitment 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

15.3. 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 32** below:

Figure 32: Strategic Map



15.4. 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.[3] 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".

The Municipality developed the following strategic goals and outcomes:

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

15.5. Programmes, Operational Objectives and Strategies

Programme Management is the process of managing multiple ongoing inter-dependent projects. It is a set of related projects and internal/routine processes and procedures which collectively deliver an overall change for the Municipality. The programmes, operational objectives and strategies have been identified and developed to achieve the strategic goals and outcomes.

An Operational or operating objective is a short-term goal whose attainment moves an Organization towards achieving strategic or long-term goals.

Strategy is about choice, which affects outcomes. The nature of the strategy adopted and implemented emerges from a combination of the structure of the organization, the type of resources available and the nature of the coupling it has with environment and the strategic objective being pursued. There is strategic consistency when the actions of an organisations are consistent with the expectations of the community.

Strategy, a word of military origin, refers to a plan of action designed to achieve a particular goal. A Strategy will rarely be successful if it shows no adaptability.

The programmes, operational objectives and strategies have been identified and developed to achieve the strategic goals and outcomes and are indicated in the table below:

Programme	Programme Objective	Short Term Strategies	Me
Waste Management and Cleansing	• To keep the environment safe and healthy for the community • To collect waste from all households and businesses once and twice a week respectively • To promote recycling of waste material	• Conduct environmental awareness campaigns • Enforcement of waste management bylaws	• Provi contain and info settlem • Provi contain contrac busines • Suppl consum • Provi bins to
Community Facilities	To improve access to the sport, recreational, art, cultural and community facilities within Bela-Bela Municipal Area	• Improve and maintain the existing sports, recreational and other community facilities and promotion of different sporting codes – (Golf course) • Allocate (15% of MIG) or seek funds in order to develop sporting and recreational facilities	
Library Services	To provide the management of Library Services	• Engage management from both institutions (National and Provincial government) to fast track the Implementation of SLA • Strengthening partnership with stakeholders to resource the library	
Protection and Emergency Services	• To promote road safety and law enforcement • To provide the management of Registering Authority as per legislative framework • To provide a responsive disaster management and fire services	• Implement disaster management plan • Enforce road and traffic by-laws	

Programme	Programme Objective	Short Term Strategies	Me
Parks and Cemeteries	To promote a healthy community and a healthy environment	• Construct 3 additional parks • Rehabilitate 4 existing parks • Provide ablution facilities and fencing • Train horticulturist • Improve access and parking facilities in the cemeteries • Conduct skills development and capacity building	• Acqui develop cemete
Tourism	To increase tourism influx from 400 000 to 800 000 by 2020	• Facilitate the Tourism Summit • Develop integrated tourism action plan	• Imple integra action p
LED	To facilitate Economically Sustainable and Viable Municipality by 2020	• Develop Comprehensive LED Strategy inclusive of Branding and Marketing component	• Imple compre Strateg
SMMEs	To support (#) of SMMEs by 2020	• Train and workshop SMME's to intensify Human Capital Development • Identify and facilitate SMMEs support partners	• Estab forum a econom the sec
Industrial Development/ Investment	To ensure CBD renewal and commercial development 2020	• Review the CBD Revitalization Plan • Source of funding for implementation of CBD Revitalization Plan	• Imple Revitali
Job Creation	To create a climate conducive to local economic development	• Review and Implement existing policy framework (SDF, LUMS LED Strategy, etc.) to ensure conducive environment	

Programme	Programme Objective	Short Term Strategies	Me
Revenue Management	To increase revenue collection to 95% by June 2016	• Develop and uphold accurate billing system by completion of proper data cleansing of the system • Establish a functional customer care section to ensure resolution of queries within turnaround time • Review revenue enhancement strategy	• Capac staff
Supply Chain Management	To uphold zero tolerance to non-compliance with SCM policy and regulations	• Source a vetting system • Intensify implementation of procurement plan	• Blackl procure service
Budget and Reporting	• Monthly development of credible financial statements • Obtain clean audit opinion	• Compile monthly recons and reports • Effective archiving of supporting documents • Maintain positive bank balance	
Audit	To ensure compliance with relevant legislations	• Develop and implement Internal controls Framework • Review and implement governance processes • Develop and implement audit action plan on issues raised by the Auditor General (AG) and Internal Audit (IA)	• Forge with sta facilitat matters and Pro Treasur
Risk Management	To ensure quarterly identification and management of risk as contained in the risk register	• Identify risk and implement mitigation strategies to address identified risks • Implement monthly monitoring and reporting of progress made in implementation of mitigations • Review and Implement risk register • Security clearance and Vetting of all personnel	• Effect of risk c • Secur and Vet personn
By-laws	• To regulate constitutional powers and functions. • To enforce by-laws	• Review by-laws • Enforce compliance on reported or suspected contraventions and taking legal actions	

Programme	Programme Objective	Short Term Strategies	Me
ICT	To upgrade of IT network infrastructure by June 2015	• Upgrade of ICT infrastructure services • Develop and review ICT policies	
Legal	To reduce risk of litigation by 50% by 2017	• Establish Legal unit • Drafting and Review all contracts and align contracts with general conditions of contracts	
Performance Management	To provide service delivery functions efficiently, effectively and economically	• Develop and implement organisational performance management system	• Indivi perform manage develop implem of the a
Performance Management			• Indivi perform manage develop implem of the a • Perfo manage be casc division
Anti-Corruption and anti-fraud	To uphold zero tolerance to fraud and corruption		• Imple prevent policy
Communication	To keep community informed about service delivery matters and streamline internal communication	• Improve and maintain the content of the Imbizo's, pamphlets, official notices, etc. • Establish communication strategy	• Estab commu through monthl
Special programmes	To mainstream vulnerable groups through awareness campaigns and support	• Facilitate awareness programmes and support for vulnerable groups	

Programme	Programme Objective	Short Term Strategies	Me
Ward Committees	To have established ward committees that meet at least once per quarter and report back to Council and constituencies on time	• Facilitate awareness campaigns in relation to all municipal priorities • Liaise with sector departments (health, education, sports, arts & culture, safety & security) w.r.t amendment of their priorities to cater for the local needs	• Forge stakeho Busines NGOs, other st • Condu training on loca matters
Integrated Development Plan	To uphold credible Integrated Development Plan by June 2016	• Ensure optimal and active involvement of all the Managers on Municipal IDP processes • Ensure Development of Legislatively compliant and implementable IDP • Hosting of the annual Municipal Strategic Planning	
Spatial and Town Planning	To facilitate security of tenure for all residents of the Municipality	• Identify Strategically located land within the Municipality in line with the Principles of the National Spatial Development Perspective and the Spatial Development Framework to accommodate the current Housing Backlog • Review Land Use Scheme • Development of the Municipal GIS	
Spatial and Town Planning	To create an effective system of land use management and orderly development within the whole municipal area	• Development of the Informal Settlements Eradication Policy • Advance mechanisms in place to deal with the emergence or mushrooming of new informal settlements timeously • Conduct an audit on all land occupied without any secured tenure, and facilitate for the issuing of title deeds for the affected residents	• Eradi Settlem Municip
Building Control	To enforce the Building control instruments by 2014/15 in the whole municipal area	• Appoint Building Officer • Capacitate Building Control Team	• Upho Control campai whole M

Programme	Programme Objective	Short Term Strategies	Me
Housing	To facilitate provision of housing to 5040 housing list by 2016	• Apply the "Breaking New Ground (BNG) in Housing Delivery" Policy/ A Comprehensive Plan for the Development of Sustainable Human Settlements	
Housing	To facilitate provision of housing to Middle Income	• Engage developers and financing institutions to develop Middle Income housing on designated plans.	
Water	To improve blue drop status from 71.2% to 95% To improved access to safe and healthy water for the residents of Bela- Bela	• Conduct annual assessment report • Ensure that reservoirs are cleaned every six months • Address OHS issues • Address water losses	• Condu develop employ
Water	To reduces water losses with 10% by 2017	• Replace non- functional meters • Eradicate illegal connections	• Condu develop employ
Sanitation	Improve Green drop status from 17.5% to 70% To address backlog issues	• Conduct annual assessment report • Implement preventative maintenance • Fill vacant position s with suitable personnel • Manage storm water infiltration at sewer network • Automate all the inlet works • Address backlog with VIP toilets for Tsakani and Vingerkraal • Address OHS issues	• Condu develop employ
Electricity	To increase electrical supply capacity from 17.5 MVA to 22 MVA by 2016 To build a new substation by 2017 To explore the use of solar energy	• Complete and submit application to Eskom • Replace worn out cables • Address electricity blackouts • Acquire services of qualified engineers • Engage service provider for Masakhane, Tsakani, Pienaarsrevier and Rapotokwane • Conduct skills development and also employ suitable staff • Procure a switchgears • Address OHS issues	

Programme	Programme Objective	Short Term Strategies	Me
		• Address electricity losses • Explore use of Green Energy	
Electricity	Reduces electricity losses with 10% by2015	• Eradicate illegal connection • Conduct skills development and also employ suitable staff • Implement preventative maintenance	• Introd meterin
Roads	To upgrade 38KM of gravel roads to paved roads by 2020	• Pave 5km of road Grade gravel roads internally • Implement preventative maintenance • Conduct skills development and also employ suitable staff • Establish of internal construction team • Address OHS issues • Apply rural grant for Rapotokwane	• Appoi
Public Lighting	To provide adequate public lighting to all areas by 2016	• Fund and roll-out public lighting programme	
Project management	To efficiently deliver projects within time and budget	• Build relevant capacity • Appropriate hiring plan	
Human Resources	To appoint, develop and retain competent personnel by June 2016	• Review the organisational structure and align it to the IDP • Review and implement a training plan in accordance with the organisational objectives	

15.6. Institutional Scorecard

This component of the IDP is in compliance to Section 26(i) of the Local Government: Municipal Systems Act, Act 32 of 2000 as Amended, and is constituent of amongst others the Municipal Performance Indicators and Targets for the ensuing Financial Year.

Key Performance Area	Strategic Goal	Responsible Department	Programme	Indicator	KPI Code	Unit of Measure	Baseline	Annual Target 2015/16	1st Quarter Target	2nd Quarter Target
Basic Service Delivery	*Promote the welfare of the community*	*Community & Social Services*	*Waste Management and Cleansing*	*Number of Integrated Waste Management Plan recommendations implemented through establishment of Waste minimization initiative*	*KPI 1*	*#*	*0*	*2*	*Not applicable*	*1X project initiative*
Basic Service Delivery	*Promote the welfare of the community*	*Community & Social Services*	*Waste Management and Cleansing*	*Number of households with access to basic level of solid waste removal (kerbside collection once a week)*	*KPI 2*	*#*	*16 000*	*16 000*	*16 000*	*16 000*
Basic Service Delivery	*Promote the welfare of the community*	*Community & Social Services*	*Protection and Emergency Services*	*Number of fire prevention awareness campaigns*	*KPI 3*	*#*	*0*	*2*	*1*	*Not applicable*

Key Performance Area	Strategic Goal	Responsible Department	Programme	Indicator	KPI Code	Unit of Measure	Baseline	Annual Target 2015/16	1st Quarter Target	2nd Quarter Target
				held by 30 June 2016						
Basic Service Delivery	*Promote the welfare of the community*	*Community & Social Services*	*Protection and Emergency Services*	*Percentage maintenance of road traffic signs and markings as per the planned schedule*	*KPI 4*	*100%*	*100%*	*100%*	*100%*	*100%*
Basic Service Delivery	*Promote the welfare of the community*	*Community & Social Services*	*Community Facilities*	*Number of Community Halls Maintained by 30 June 2016*	*KPI5*	*#*	*4*	*4*	*4*	*4*
Basic Service Delivery	*Promote the welfare of the community*	*Community & Social Services*	*Community Facilities*	*Number Sports & Recreational facilities maintained by 30 June 2016*	*KPI 6*	*#*	*10*	*14*	*14*	*14*
Basic Service Delivery	*Promote the welfare of the community*	*Community & Social Services*	*Community Facilities*	*Number of municipal parks and gardens maintained by 30 June 2016*	*KPI 7*	*#*	*4*	*7*	*7*	*7*
Basic Service Delivery	*Promote the welfare of the community*	*Community & Social Services*	*Community Facilities*	*Number of Cemeteries maintained by 30 June 2016*	*KPI 8*	*#*	*3*	*3*	*3*	*3*
Basic Service Delivery	*Promote the welfare of the community*	*Municipal Manager*	*Special Programmes*	*Number of HIV/Aids and TB campaigns held by 30 June 2016*	*KPI 9*	*#*	*1 HIV/AIDS Awareness Campaign held*	*2 X HIV/AIDS and TB Awareness Campaigns held*		*1 X HIV/AIDS and TB Awareness Campaigns held*
Local Economic Development	*Promote and encourage sustainable economic environment*	*Planning & Economic Development*	*Job Creation*	*Number of reports tabled to Council on jobs created through*	*KPI 10*	*#*	*2*	*2*	*Not applicable*	*1*

Key Performance Area	Strategic Goal	Responsible Department	Programme	Indicator	KPI Code	Unit of Measure	Baseline	Annual Target 2015/16	1st Quarter Target	2nd Quarter Target
				municipal LED initiatives / projects by 30 June 2016						
Local Economic Development	*Promote and encourage sustainable economic environment*	*Planning & Economic Development*	*Local Economic Development*	*Number of Awareness and Compliance Campaigns conducted by 30 June 2016*	*KPI 11*	*#*	*1 Awareness and Compliance Campaign held*	*4 Set of Awareness & Compliance Campaigns conducted*	*Street Traders*	*Tourism Establishments*
Local Economic Development	*Promote and encourage sustainable economic environment*	*Planning & Economic Development*	*Local Economic Development*	*Number of LED Strategies developed/ reviewed by 30 June 2016*	*KPI 12*	*#*	*Current LED Strategy approved in 2012*	*1 X LED Comprehensive Strategy reviewed and Approved*		
Local Economic Development	*Promote and encourage sustainable economic environment*	*Planning & Economic Development*	*Local Economic Development*	*Number of LED Stakeholder Forum launched and held by 30 June 2016*	*KPI 13*	*#*	*0*	*I X LED Forum established & Quarterly Meetings held*	*1 X LED Forum Meeting Held*	*1 X LED Forum Meeting Held*
Municipal Financial Viability and Management	*Improve Financial Viability*	*Budget &Treasury*	*Budget and Reporting*	*2016/17 Budget approved by 30 May 2016*	*KPI 14*	*#*	*2015/16 Approved Budget*	*2016/17 approved Budget*	*Not applicable*	*Not applicable*
Municipal Financial Viability and Management	*Improve Financial Viability*	*Budget &Treasury*	*Accounting Services*	*Number of Budget related policies reviewed/developed by 30 June 2016*	*KPI 15*	*#*	*16 Policies and 4 By-Laws reviewed and approved*	*16 Policies and 4 By-Laws*	*Not applicable*	*Not applicable*
Municipal Financial Viability and Management	*Improve Financial Viability*	*Budget &Treasury*	*Accounting Services*	*Number of MFMA Section 71 Reports submitted to the Mayor*	*KPI 16*	*#*	*12 Monthly Section 71 Reports for*	*12 Monthly Financial Reports*	*3 Monthly Financial Reports*	*3 Monthly Financial Reports*

Key Performance Area	Strategic Goal	Responsible Department	Programme	Indicator	KPI Code	Unit of Measure	Baseline	Annual Target 2015/16	1st Quarter Target	2nd Quarter Target
				and Provincial Treasury by no later than 10 days after the end of each month			*2013/14 FY*			
Municipal Financial Viability and Management	*Improve Financial Viability*	*Budget &Treasury*	*Accounting Services*	*Number of MFMA Section 72(1)(a)(i)(ii) Mid-Year Budget and Performance Assessment Report tabled to Council to Council, National & Provincial Treasury by 25 January 2016*	*KPI 17*	*#*	*Approved 2014/2015 Section MFMA Section 72 (1)(a)(i)(ii) Mid-Year Budget and Performance Assessment Report*	*1 MFMA Section 72 (1)(a)(i)(ii) Mid-Year Budget and Performance Assessment Report*	*Not applicable*	*Not applicable*
Municipal Financial Viability and Management	*Improve Financial Viability*	*Budget &Treasury*	Accounting Services	*Percentage Maintenance of monthly Cost coverage above 100% (R-value all cash at a particular time plus R-value investments, divided by R-value monthly operating*	*KPI 18*	*%*	130%	*135%*	*131%*	*132%*
Municipal Financial Viability and Management	*Improve Financial Viability*	*Budget &Treasury*	Accounting Services	*Percentage Maintenance of Debt coverage ratio above 20:1 (total R-value operating revenue received minus R-value*	*KPI 19*	*% Ratio*	*20:1*	*24:1*	*21:1*	*22:1*

Key Performance Area	Strategic Goal	Responsible Department	Programme	Indicator	KPI Code	Unit of Measure	Baseline	Annual Target 2015/16	1st Quarter Target	2nd Quarter Target
				Operating grants, divided by R-value debt service payments (i.e. interest + redemption) due within financial year)						
Municipal Financial Viability and Management	*Improve Financial Viability*	*Budget & Treasury*	*Revenue Management*	*Percentage Reduction of Service debtors to revenue to below 50% (R-value total outstanding service debtors divided by R-value annual revenue actually received for services)*	*KPI 20*	*%*	*48%*	*45%*	*48%*	*47%*
Municipal Financial Viability and Management	*Improve Financial Viability*	*Budget &Treasury*	*Revenue Management*	*Reduce of Total R-value debt owed to the municipality to R100 million*	*KPI 21*	*R-value*	*R105 Million*	*R100 Million*	*R104 million*	*R103 million*
Municipal Financial Viability and Management	*Improve Financial Viability*	*Budget &Treasury*	*Revenue Management*	*Number of indigents that are registered for free basic services*	*KPI 22*	*R-Value*	*4100*	*4000*	*3500*	*4000*
Municipal Financial Viability and Management	*Improve Financial Viability*	*Budget &Treasury*	*Expenditure Management*	*Percentage capital budget actually spent on budgeted capital projects identified for 2015/2016 financial year i.t.o. IDP*	*KPI 23*	*%*	*52%*	*100%*	*25%*	*50%*

Key Performance Area	Strategic Goal	Responsible Department	Programme	Indicator	KPI Code	Unit of Measure	Baseline	Annual Target 2015/16	1st Quarter Target	2nd Quarter Target
Municipal Financial Viability and Management	*Improve Financial Viability*	*Budget &Treasury*	*Expenditure Management*	*Percentage MIG spent on MIG grants approved projects by 30 June 2016*	*KPI 24*	*%*	*87%*	*100%*	*25%*	*50%*
Municipal Financial Viability and Management	*Improve Financial Viability*	*Budget &Treasury*	*Asset Management*	Percentage Maintenance of Liquidity ratio of above 150% (R-value assets / R-value liabilities as %)	*KPI 25*	*%*	*189%*	*160%*	*150%*	*154%*
Basic Service Delivery	*Resource Management of infrastructure and services*	*Technical Services*	*Water*	*Number of Water Master Plan reviewed and approved by Council by 30 June 2016*	*KPI 26*	*#*	*2011 Water Master Plan*	*1x Water Master Plan reviewed*	*Not applicable*	*Not applicable*
Basic Service Delivery	*Resource Management of infrastructure and services*	*Technical Services*	*Water*	*Number Water Services Development Plan reviewed and approved by Council by 30 June 2016*	*KPI 27*	*#*	*2008 Water Services Development Plan*	*1x Water Services Development Plan reviewed*	*Not applicable*	*Not applicable*
Basic Service Delivery	*Resource Management of infrastructure and services*	*Technical Services*	*Water*	*Percentage households with access to basic level of water (communal taps within 200m from households)*	*KPI 28*	*%*	*100%*	*100%*	*100%*	*100%*
Basic Service Delivery	*Resource Management of infrastructure and services*	*Technical Services*	*Water*	*Percentage households with access to yard connections by 30 June 2016*	*KPI 29*	*%*	*100% (18 062 HH)*	*100% (18 062 HH)*	*100% (18 062 HH)*	*100% (18 062 HH)*

Key Performance Area	Strategic Goal	Responsible Department	Programme	Indicator	KPI Code	Unit of Measure	Baseline	Annual Target 2015/16	1st Quarter Target	2nd Quarter Target
Basic Service Delivery	*Resource Management of infrastructure and services*	*Technical Services*	*Water*	*Municipal blue drop quality rating by 30 June 2016*	*KPI 30*	*%*	*71.20%*	*75%*	*Not applicable*	*Not applicable*
Basic Service Delivery	*Resource Management of infrastructure and services*	*Technical Services*	*Sanitation*	*Number of Sanitation Master Plan developed/reviewed by 30 June 2016*	*KPI 31*	*#*	*Approved Sanitation Master Plan d/reviewed*	*Revised Sanitation Master Plan APPROVED*		
Basic Service Delivery	*Resource Management of infrastructure and services*	*Technical Services*	*Sanitation*	*Percentage households with access to basic level of sanitation*	*KPI 32*	*%*	*93% (17 895HH)*	*93.5%*	*Not applicable*	*Not applicable*
Basic Service Delivery	*Resource Management of infrastructure and services*	*Technical Services*	*Sanitation*	*Percentage of households having water borne sewer services*	*KPI 33*	*#*	*100% (14 900)*	*100%*	*100%*	*100%*
Basic Service Delivery	*Resource Management of infrastructure and services*	*Technical Services*	*Sanitation*	*Municipal green drop quality rating by 30 June 2016*	*KPI 34*	*%*	*17.2%*	*50%*		
Basic Service Delivery	*Resource Management of infrastructure and services*	*Technical Services*	*Electricity*	*Number of Electrification Master Plan reviewed and approved by Council by 30 June 2016*	*KPI 35*	*#*	*1*	*1X Electrification Master Plan*	*Not applicable*	*Not applicable*
Basic Service Delivery	*Resource Management of infrastructure and services*	*Technical Services*	*Electricity*	*% implementation of projects (Designs & EIA) for the substations) contained in the master plan by 30 June 2016*	*KPI 36*	*%*	*0%*	*100%*	*10%*	*30%*
Basic Service Delivery	*Resource Management of infrastructur*	*Technical Services*	*Electricity*	*% reduction in electricity backlog by 30 June 2016*	*KPI 37*	*%*	*5%*	*Reduce current Backlog to less than*		*Reduce current Backlog to less*

Key Performance Area	Strategic Goal	Responsible Department	Programme	Indicator	KPI Code	Unit of Measure	Baseline	Annual Target 2015/16	1st Quarter Target	2nd Quarter Target
	e and services							*5%*		*than 5%*
Basic Service Delivery	*Resource Management of infrastructure and services*	*Technical Services*	*Project Management*	*Completion rate as per the project plan of all capital projects identified through 2015/2016 IDP by 30 June 2016*	*KPI 38*	*%*	*75%*	*100%*		
Basic Service Delivery	*Resource Management of infrastructure and services*	*Technical Services*	*Roads & Stormwater*	*Number of Municipal Roads assets Master Plan developed/reviewed and approved by Council by 30 June 2016*	*KPI 39*	*#*	*Approved Municipal Roads assets Master Plan*	*Revised Municipal Roads assets Master Plan approved*		
Spatial Rationale	*Plan for the future*	*Planning & Economic Development*	*Land Use Management*	*Number of Spatial Development Frameworks developed/reviewed by 30 June 2016*	*KPI 40*	*#*	*Spatial Development Framework approved in 2011*	*Revised Spatial Development Frameworks APPROVED*		
Spatial Rationale	*Plan for the future*	*Planning & Economic Development*	*Land Use Management*	*Percentage of Land Use & Land Development applications meeting all requirements approved within legislative timeframes by 30 June 2016*	*KPI 41*	*#*	*92%*	*100%*	*100%*	*100%*
Spatial Rationale	*Plan for the future*	*Planning & Economic Development*	*Land Use Management*	*Number of Spatial Development Frameworks (SDF) and Land Use Management Skills (LUMS) revised and*	*KPI 42*	*#*	*2008 LUMS & 2011 SDF*	*1x SDF & 1x LUMS revised and approved*	*Not applicable*	*1x SDF revised and approved*

Key Performance Area	Strategic Goal	Responsible Department	Programme	Indicator	KPI Code	Unit of Measure	Baseline	Annual Target 2015/16	1st Quarter Target	2nd Quarter Target
				approved by 30 June 2016						
Spatial Rationale	*Plan for the future*	*Planning & Economic Development*	*Building Control*	*Percentage of building plans meeting all requirements approved within 30 days by 30 June 2016*	*KPI 43*	*%*	*94%*	*100%*	*100%*	*100%*
Spatial Rationale	*Plan for the future*	*Planning & Economic Development*	*Human Settlement*	*Number of informal Settlements formalised by 30 June 2016*	*KPI 44*	*#*	*7*	*1*		
Spatial Rationale	*Plan for the future*	*Planning & Economic Development*	*Human Settlement*	*Number of Partitions (in Hectors) of land required for Human Settlements developed by 30 June 2016*	*KPI 45*	*#*	*1 at Ext 25 purchased by HDA*	*1 (Rodekuil Farm) purchased by COGSHTA for BBLM*		
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Municipal Manager*	*Audit*	*Number of Unqualified Audit Outcome received from AG for the 2014/2015 FY*	*KPI 46*	*#*	*2013/2014 Unqualified Audit Outcome*	*1X Unqualified Audit Opinion*	*Not applicable*	*1X Unqualified Audit Opinion*
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Municipal Manager*	*Audit*	*% of Audit Queries satisfactorily addressed by 30 June 2016*	*KPI 47*	*%*	*100% of Audit Queries from the 2013/14 Financial Year addressed*	*100% of the Audit Queries from the 2014/15 Financial Year fully addressed.*		
Good Governance and Public Participation	*Improve administrative and governance*	*Municipal Manager*	*Risk Management*	*Number of Risk Management Plan,*	*KPI 48*	*#*	*2015/16 Council Approved Risk*	*1x 2016/2017 Risk Manageme*	*Not applicable*	*Not applicable*

Key Performance Area	Strategic Goal	Responsible Department	Programme	Indicator	KPI Code	Unit of Measure	Baseline	Annual Target 2015/16	1st Quarter Target	2nd Quarter Target
	capacity			*Developed and approved by Council by 30 June 2016*			*Management Plan*	*nt Plan Developed by 30 June 2016*		
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Municipal Manager*	*Risk Management*	*Number of Risk Management Committee (RMC) meetings held by 30 June 2016*	*KPI 49*	*#*	*4 RMC meetings*	*4 RMC meetings*	*1 RMC Meeting*	*1 RMC Meeting*
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Municipal Manager*	*Risk Management*	*Number of Corruption and Anti-Corruption Strategy developed and approved by Council by 30 June 2016*	*KPI 50*	*#*	*Approved Fraud and An ti-Corruption Strategy*	*1 X Fraud and Anti—Corruption Strategy reviewed*		
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Municipal Manager*	*Audit Committee*	*Number of Audit (AC) Committee Meetings held by 30 June 2016*	*KPI 51*	*#*	*4 AC meetings*	*4 AC meetings*	*1 AC meeting*	*1 AC meeting*
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Municipal Manager*	*Performance Audit Committee*	*Number of Performance Audit (PAC) Committee meetings held by 30 June 2016*	*KPI 52*	*#*	*2 PAC meetings*	*2 PAC meetings*	*1 PAC Meeting*	*Not applicable*
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Municipal Manager*	*Municipal Public Account Committee(MPAC)*	*Number of MPAC meetings held by 30 June 2016*	*KPI 53*	*#*	*4 MPAC meetings*	*4 MPAC meetings*	*1 MPAC meeting*	*1 MPAC meeting*
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Municipal Manager*		*Number of AFS compiled submitted to AG by 30 August 2016*	*KPI 54*	*#*	*1x AFS (2013/2014)*	*1x AFS (2014/15)*	*1x AFS (2014/15)*	
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Municipal Manager*	*Performance Management & Reporting*	*Number of Annual Performance Report compiled in terms of Section 46 of MSA and*	*KPI 55*	*#*	*1 (2013/14) Annual Performance Report*	*1 (2014/15) Annual Performance Report*	*1 (2014/15) Annual Performance Report*	*Not applicable*

Key Performance Area	Strategic Goal	Responsible Department	Programme	Indicator	KPI Code	Unit of Measure	Baseline	Annual Target 2015/16	1st Quarter Target	2nd Quarter Target
				submitted to Auditor General by 30 August 2015						
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Municipal Manager*	*Performance Management & Reporting*	*Number of Annual Reports compiled in terms of Section 127 of the MFMA and tabled to Council by 30 January 2016*	*KPI 56*	*#*	*1 (2013/2014) Annual Report)*	*1 (2014/2015) Annual Report*	*2014/2015 First Draft Annual Report submitted to Auditor General by 30 August 2015*	*Final Draft submitted to the Municipal Manager by 30 November 2015*
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Municipal Manager*	*Performance Management & Reporting*	*Number of Oversight Report compiled in terms of Section 129 of the MFMA and tabled to Council by 30 March 2016*	*KPI 57*	*#*	*1 (2013-2014) Oversight Report*	*1X (2014-2015) Oversight Report*	*Not applicable*	*Not applicable*
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Municipal Manager*	*Service Delivery & Budget Implementation Plan (SDBIP)*	*Number of 2016/2017 SDBIP approved by the Mayor 28 days after the approval of the Budget*	*KPI 58*	*#*	*1x 2015/16 Approved SDBIP*	*1x 2016/17 Approved SDBIP*	*Not applicable*	*Not applicable*
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Municipal Manager*	*Performance Management & Reporting*	*Number of quarterly SDBIP performance reports compiled in terms of Section 52 (d) of the MFMA and tabled to Council by 30 June 2016*	*KPI 59*	*#*	*4 Quarterly SDBIP Reports*	*4 Quarterly SDBIP Reports*	*4th Quarterly SDBIP Report*	*1st Quarterly SDBIP Report*
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Municipal Manager*	*Performance Management (PM)*	*Number of Performance Management Systems (PMS)*	*KPI 60*	*#*	*Current Performance Management*	*1x PMS Framework /Policy reviewed*	*Not applicable*	*Draft Framework in place*

Key Performance Area	Strategic Goal	Responsible Department	Programme	Indicator	KPI Code	Unit of Measure	Baseline	Annual Target 2015/16	1st Quarter Target	2nd Quarter Target
				Framework/ Policy Developed/ Reviewed and approved by Council by 30 June 2016			*Systems (PMS) Framework/Policy*			
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Municipal Manager*	*Performance Management*	*Number of Performance Agreements signed by the Municipal manager and Senior Managers by 3o July 2016*	*KPI 61*	*#*	*3*	*4*	*4*	*Not applicable*
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Municipal Manager*	*Performance Management*	*Number of individual performance reviews for Senior Managers conducted by 30 June 2016*	*KPI 62*	*#*	*2*	*4*	*1*	*1*
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Municipal Manager*	*Reporting*	*Number of Organizational Structure reviewed and approved by Council by 30 May 2016*	*KPI 63*	*#*	*2015/16 Approved Organizational Structure*	*1X 2016/17 Approved Organizational Structure*	*Not applicable*	*Not applicable*
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Municipal Manager*	*Reporting*	*% implementation of Council resolutions by 30 June 2016*	*KPI 64*	*%*	*0*	*100%*	*100%*	*100%*
Municipal Institutional Development and Transformation	*Improve, Attract, develop and retain human capital*	*Corporate Services*	*Human Resources*	*Number of Senior Management posts filled by 30 June 2016*	*KPI 65*	*#*	*4*	*2*	*Not applicable*	*Not applicable*
Municipal Institutional Development	*Improve, Attract, develop and*	*Corporate Services*	*Human Resources*	*% reduction in vacancy rate by 30*	*KPI 66*	*%*	*24%*	*18%*	*1%*	*2%*

Key Performance Area	Strategic Goal	Responsible Department	Programme	Indicator	KPI Code	Unit of Measure	Baseline	Annual Target 2015/16	1st Quarter Target	2nd Quarter Target
and Transformation	*retain human capital*			*June 2016*						
Municipal Institutional Development and Transformation	*Improve, Attract, develop and retain human capital*	*Corporate Services*	*Human Resources*	*Number of people from employment equity groups employed in the three highest levels of management in compliance with the municipality's approved employment equity plan by 30 April 2016*	*KPI 67*	*#*	*28*	*5*		
Municipal Institutional Development and Transformation	*Improve, Attract, develop and retain human capital*	*Corporate Services*	*Training and Development*	*Percentage of municipality's (operating) budget actually spent on implementing its workplace skills plan by 30 June 2016*	*KPI 68*	*%*	*49.4%* *(Allocated Budget 1 476 852.21 Expenditure 730 453)*	*100%*	*100%*	*100%*
Municipal Institutional Development and Transformation	*Improve, Attract, develop and retain human capital*	*Corporate Services*	*Training and Development*	*Number of reports on the Workplace Skills Plan submitted to LGSETA by 30 April 2016*	*KPI 69*	*#*	*1*	*1*		
Municipal Institutional Development and Transformation	*Improve, Attract, develop and retain human capital*	*Corporate Services*	*Policies review and Development*	*Number of Human Resources (HR) policies reviewed/developed by 30 June 2016*	*KPI 70*	*#*	*8 x Human Resources (HR) policies reviewed /developed*	*6 (Training ; Recruitment & Selection; Long service Award; Leave Management and Employment Equity*	*3 (Training Policy; Employment Equity Plan and Long Service Award Policy)*	*1* *(Recruitment & Selection Policy)*

Key Performance Area	Strategic Goal	Responsible Department	Programme	Indicator	KPI Code	Unit of Measure	Baseline	Annual Target 2015/16	1st Quarter Target	2nd Quarter Target
								Plan Policies)		
Municipal Institutional Development and Transformation	*Improve, Attract, develop and retain human capital*	*Municipal Manager*	*By -Laws*	*Number of By-Laws reviewed /developed and gazetted by 30 June 2016*	*KPI 71*	*#*	*15*	*5 (Property Rates By Law, Credit Control and Indigent Support) reviewed and gazetted*		
Municipal Institutional Development and Transformation	*Improve, Attract, develop and retain human capital*	*Corporate Services*	*Legal Services*	*Number of litigation Reports compiled and tabled to Council by 30 June 2016*	*KPI 72*	*#*	*1*	*4*	*1*	*1*
Municipal Institutional Development and Transformation	*Improve, Attract, develop and retain human capital*	*Corporate Services*	*OHS Compliances*	*Percentage implementation of Occupational Health and Safety Policy by 30 June 2016*	*KPI 73*	*%*	*30%*	*100%*	*25%*	*50%*
Municipal Institutional Development and Transformation	*Improve, Attract, develop and retain human capital*	*Corporate Services*	*OHS Compliance*	*Development / Review of Emergency Plan by 30 June 2016*	*KPI 74*	*#*	*0*	*1x Evacuation plan developed/ reviewed*	*1x Evacuation plan developed/reviewed*	*Not applicable*
Municipal Institutional Development and Transformation	*Improve, Attract, develop and retain human capital*	*Corporate Services*	*Local Labour Forum*	*Number of LLF meetings held by 30 June 2016*	*KPI 75*	*#*	*4 LLF Meetings held*	*4 LLF Meetings*	*1 LLF Meeting*	*1 LLF Meeting*
Good Governance and Public Participation	*Plan for the future*	*Municipal Manager*	*Integrated Development Planning*	*Number of 2016/2017 IDP, Budget & PMS review Process Plan approved by 30t May 2016*	*KPI 76*	*#*	*Approved 2015/2016 IDP, Budget & PMS Process Plan*	*2016/2017 IDP, Budget & PMS review Process Plan approved*	*Not applicable*	*Not applicable*
Good Governance and Public Participation	*Plan for the future*	*Municipal Manager*	*Integrated Development Planning (IDP)*	*Number of 2016/2017 IDPs approved by 30 May 2016*	*KPI 77*	*#*	*2015/2016 Council Approved IDP*	*1X 2016/2017 Council Approved IDP*	*Not applicable*	*Not applicable*

Key Performance Area	Strategic Goal	Responsible Department	Programme	Indicator	KPI Code	Unit of Measure	Baseline	Annual Target 2015/16	1st Quarter Target	2nd Quarter Target
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Municipal Manager*	*Intergovernmental Relations*	*Percentage of District IGR Forums attended (as per invitation) by 30 June 2016*	*KPI 78*	*%*	*100%*	*100%*	*100%*	*100%*
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Corporate Services*	*ICT*	*Number of ICT related policies, frameworks, standards and guidelines reviewed YTD*	*KPI 79*	*#*	*6*	*15*	*5*	*3*
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Corporate Services*	*ICT*	*# of days taken to place a document in a municipal website in compliance with Section 75 (1)of MFMA and Section 21A (1) of the MSA*	*KPI 80*	*#*	*2 day*	*2 day*	*2 day*	*2 day*
Good Governance and Public Participation	*Improve administrative and governance capacity*	*Municipal Manager*	*Communications*	*Number of Communication s Strategy developed/reviewed and approved by Council by 31 December 2015*	*KPI 81*	*#*	*Approved Communication Strategy*	*1 X Communication Strategy Reviewed*		*1 X Communication Strategy Reviewed*
Good Governance and Public Participation	*Improve, Attract, develop and retain human capital*	*Municipal Manager*	*Communications*	*Number of Public Participation Schedule developed and advertised by 30 September 2015*	*KPI 82*	*#*	*Approved 2014/15 Community Participation Schedule*	*2015/16 Community Participation Schedule*	*1 x 2015/16 Community Participation Schedule*	

The Final Service Delivery and Budget Implementation Plan (SDBIP) of the Municipality will further contain a breakdown of the Annual Targets for 2015/2016 as depicted in the Institutional Scorecard herein by means of Quarterly targets to ensure monitoring, reporting and the achievement of the annual targets.

CHAPTER SIXTEEN: MUNICIPAL PROJECTS AND BUDGET SUMMARY

16.1. BBLM Programmes/Projects

The following projects with accompanied budgets were identified that would lead to the achievement of programme objectives and ultimately the strategic goals and outcomes:

Programme	Project/Initiative	Implementing Agent	Funding Source	201
Water & Sanitation	Bela Bela: Bulk Sewer Infrastructure X9	BBLM	MIG	4 14
Water & Sanitation	Bela Bela: Bulk Infrastructure X25	BBLM	MIG	0

Programme	Project/Initiative	Implementing Agent	Funding Source	201
Water & Sanitation	Water infrastructure (MWIG)	BBLM	MWIG	10 0
Water & Sanitation	Water pumps	BBLM	OWN	500
Roads & Stormwater	CBD Roads tarring - Phase2	BBLM	OWN	12 5
Roads & Stormwater	Bela Bela: Upgrade Sport facilities stand 752	BBLM	OWN	1 79
Roads & Stormwater	Bela Bela: Storm water – Limpopo road	BBLM	MIG	5 50
Roads & Stormwater	Bela Bela: Road Paving X's 2, 7 &8	BBLM	OWN	3 51
Roads & Stormwater	Bela1-Bela: Landfill Road Paving	BBLM	MIG	1 20
Electricity	Integration Electrification Programme	BBLM	IEP	2 00
Electricity	Electrical Assets	BBLM	OWN	500
Environmental Management	Grass Cutting Machinery	BBLM	OWN	300
Waste Management and Cleansing	240L Wheelie BinsX18000units	BBLM	OWN	
Waste Management and Cleansing	500mm round Concrete Bins X 100units	BBLM	OWN	600
Waste Management and Cleansing	Sorting Bins(Post wink Igloo)X 10units	BBLM	OWN	
Community Facilities	Bela-Bela: Multi-purpose center X9	BBLM	MIG	5 24
Community Facilities	Bela-Bela High	BBLM	MIG	3 40
Community Facilities	Bela-Bela: Upgrade Moloto Street Stadium	BBLM	MIG	0
Community Facilities	Bela Bela: Upgrade SUNFA stadium	BBLM	MIG	0
Community Facilities	Fencing at Old Testing Ground and Airfield	BBLM	External	0
Community Facilities	Construction of Municipal Office Accommodation	BBLM	External	0
Community Facilities	Construction of a Municipal Library	BBLM	DPW	0
Library Services	Launch a re baleng campaign	BBLM	OWN	100
Protection and Emergency Services	CCTV Cameras in CBD	BBLM	OWN	200
Traffic Management	Weigh Bridges at the Landfill Site	BBLM	External	0
Traffic Management	Road Painting Machine	BBLM	External	0

Programme	Project/Initiative	Implementing Agent	Funding Source	201
Parks, Cemeteries & Crematorium	• Ablution facilities • Fencing • Paving Bricks • Development of 3 new parks and rehabilitation of 4 existing parks including the development of a nursery	BBLM	BBLM/DEA	
Parks, Cemeteries & Crematorium	Construction of Crematorium	BBLM	External	0
Tourism	Convene Tourism Summit in September 2015	BBLM	OWN	500
LED	Review of LED Strategy Development of Bela-Bela Growth & Development Strategy	BBLM	OWN	
SMMEs	Establishment of Bela-Bela Business Incubation Centre	BBLM	OWN	
Job Creation	5150 Triathlon Caribbean Mas Feeva	BBLM	OWN	0
Revenue Management	Revenue enhancement strategy	BBLM	OWN	200
By-laws	Promulgating of by-laws	BBLM	OWN	200
ICT	Network infrastructure refresh project. Electronic Records Management System	BBLM	OWN	400
Performance Management	Integrated performance management system	BBLM	OWN	0
Communication	Development of intranet	BBLM	OWN	200
Spatial and Town Planning	Revision of the Spatial Development Framework	BBLM	OWN & Ext Funding	1 50
	Revision of the CBD Revitalization Plan			
	Revision of the Land Use Scheme Development of the GIS for BBLM			
	Development of the GIS for BBLM			
Human Resources	Develop Human Resource Strategy	BBLM	OWN	500
Human Resources	Access Control System	BBLM	OWN	921
Human Resources	Furniture and other office equipment	BBLM	OWN	500
Customer Care	MUNSOFT Customer care system	BBLM	OWN	648

16.2. Sector Departments Programmes/Projects within BBLM

Department/ Institution	Project/Initiative	Implementing Agent	Funding Source	Total project cost	2015/
DEPARTMENT OF ENVIRONMENTAL AFFAIRS (DEA)					
Open Space Management Development - New Parks Development for Eco-Tourism: Belabela Municipal Project (planning phase)		DEA	DEA	R12m	**8,375,**
LIMPOPO ECONOMIC DEVELOPMENT, ENVIRONMENT AND TOURISM (LEDET)					
Development of Economic Indicators Compile quarterly Economic Development Indicators		LEDET	LEDET	R 500 000 (provincially)	R 500 (provi
Tree planting / Promote greening in communities		LEDET	LEDET	R 170 000	R 170
Greenest Municipality Competition (GMC Assist municipalities to implement the Green Economy Plan		LEDET	LEDET	R 50 000	R50 0
Environmental awareness and capaci A programme designed to empower communities and various organizations with information and skills through awareness campaigns and workshops		LEDET	LEDET	R 600 000	R 600
Tourism Transformation and Community Empowerment Capacity building and awareness within municipalities		LEDET	LEDET	R 300 000	R 300
Tourism development Development of tourism products and destinations		LEDET	LEDET	R 150 000	R 150
Rust de Winter Nature Reserve Reserve Infrastructure Programme (RIP)		LEDET	LEDET	R 730 000 RIP/LTA	R 730 RIP/L
DEPARMENT OF BASIC EDUCATION (DBE)					
Albert Lithuli Primary Upgrade and Additions - Build 4 clsrms, nutrition centre		LDPW	LDPW	R 4 200 000	**R 3 00**
Bathopele Secondary Upgrade and Additions - Build 4 Classrooms, Build Nutrition centre, Medium admin block, Parking bays Fence. Minor renovations to the existing 12 clsrms and waterborne toilets.		IDT	IDT	R 9 093 000	**R 2 800**
Jinnah Park Primary Maintenance and Repairs - Build medium admin block, Nutrition Centre, Refurbish 8 clsrooms and 12 existing waterborne toilets, Parking bay (8 covered).		IDT	IDT	R 13 940 000	R 3 000
Raeleng Secondary Upgrade and Additions - Build 20 clsrms, Build Medium Admin block and Nutrition centre. Demolish all existing infrastructure in the school		IDT	IDT	R 19 475 000	R 4 00
Spa Park Primary Upgrade and Additions - Build 8 clsrms, nutrition center		LDPW	LDPW	R 6 930 000	R 0
Thusanang Special school Refurbishments and Rehabilitations - Demolish collapsing girls hostel, build new hostel.build Medium admin block		LDPW	LDPW	R 24 480 000	**R 3 800**
ROADS AND PUBLIC WORKS (R&PW)					
UPGRADING PROJECTS Pienaarsrivier/Zwartkop (D1944) to Rapotokwane: Witlaagte - 16.5KM		R&PW	R&PW	R 71 923 271.96 (MULTI-YEAR)	R 1 0 563.0
UPGRADING PROJECTS Settlers to Witlaagte - 15.0KM		R&PW	R&PW	**R 37 018 728.04**	R **37 728.0**

Department/ Institution	Project/Initiative	Implementing Agent	Funding Source	Total project cost	2015/
PREVENTATIVE MAINTENANCE Bela-Bela to Modimolle (PUDP 682)		R&PW	R&PW	R **260 493 310.28**	R 806
PREVENTATIVE MAINTENANCE Bela-Bela to Koedoeskop (PUDP 677)		R&PW	R&PW	R **260 493 310.28**	R 65
PREVENTATIVE MAINTENANCE Settlers to Codrington (D936)		R&PW	R&PW	**R113 136 718.10**	**R 11 718.1**
DEPARTMENT OF AGRICULTURE (DoA)					
CASP Infrastructure Cyferskuil Disabled Coop Renovation of tunnels for vegetable production		**DoA**	**DoA**	R 300 000	R 300

CHAPTER SEVENTEEN: INTEGRATION

17.1. Municipal IDP Priorities in Relation to National/Provincial Plans, Strategies and Policies

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)[4] [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 Provincial Employment Growth and Development Plan (PEGDP).

17.1.1. The Current Planning Trajectory

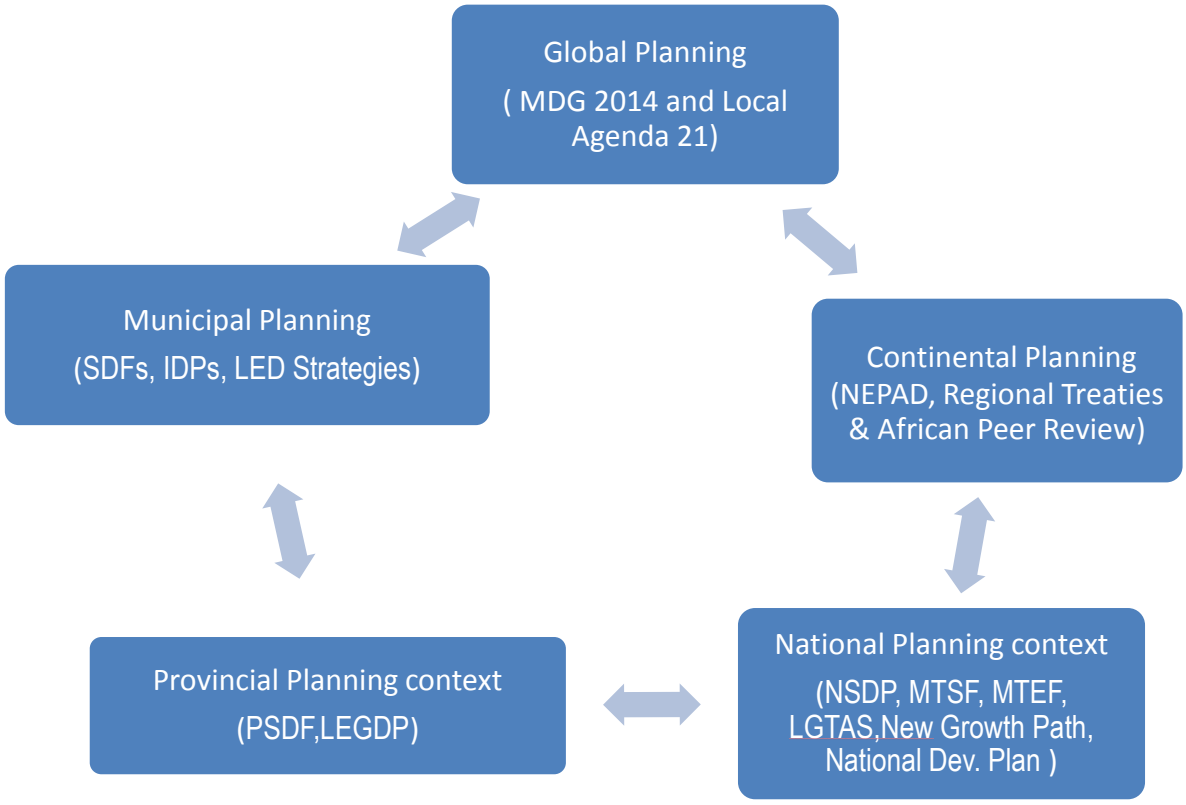


Table 55: Municipal KPAs in Relation to NDP Milestones

NDP MILESTONES	MUNICIPAL KPAS	MUNI
Ensure household security	Spatial Rationale	• Highly rated IDP • Reviewed SDFs development tre • Reserved munic • Approved buildi
• **Ensure that all South Africans have access to clean running water in their homes** • **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 acces dwellings • Improved provis alternatives to a
• **Ensure that skilled, technical, professional and managerial posts better reflect the country's racial, gender and disability makeup** • **Make high-speed broadband internet universally available at competitive price**	Institutional Transformation & Administration	• Trained and skil • Widened broadb stimulation • Budgeted positi
Increase employment from 13 million in 2010 to 24 million in 2030	LED	• Jobs created thr initiatives • Functional Local
Realize a developmental, capable and ethical state that treats citizens with dignity.	Municipal Financial Viability & Management	• Increased reven • Reliable debt co • Sound internal fi management • Contract manag • Legislative comp
Realize a developmental, capable and ethical state that treats citizens with dignity. (also cuts across on Transformation and Administration)	Good Governance & Public Participation	• Approved IDP/B • Council resolutio • Community feed • Identified risks r • Anti-corruption c • Presidential Hot

MUNICIPAL PRIORITIES	NATIONAL SPATIAL DEVELOPMENT PLAN	THE MEDIUM-TERM STRATEGIC FRAMEWORK (MTSF)	NATIONAL DEVELOPMENT PLAN	LIMPOPO EMPLOYMENT GROWTH AND DEVELOPMENT PLAN

Table 56: Municipal Priorities in Relation to National/Provincial Plans, Strategies and Policies

• **Local Economic Development** • **Land, Housing and Infrastructure**	• Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, among which poverty alleviation is key • Beyond the constitutional obligation identified in Principle 2 below, government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private-sector investment, to stimulate sustainable economic activities and to create long-term employment opportunities.	• Halve poverty and unemployment • Ensure a more equitable distribution of the benefits of economic growth and reduce inequality	• Planning	• Ensuring more inclusive economic growth, dece work, and sustainable livelihoods • Economic and social infrastructure • Rural development, foo security and land reform
• **Water, Sanitation & Refuse Removal.** • **Roads & Stormwater** • **Electricity** • **Sports, Arts, Culture, Recreational Facilities and Cemeteries** • **Education** • **Health (prevention of of HIV/ AIDS and Other Life – Threatening Diseases) and Social Development** • **Safety and**	• 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 • Improve the safety of citizens by reducing incidents of crime and corruption • Build a nation free of all forms of racism, sexism, tribalism and xhemophobia	• performance culture	• Access to quality education • Improved health care • Fighting crime and corruption • Cohesive and sustainable communitie • Creation of a better Africa and a better worl

Security				
• **Good Governance (and Public Participation)** • **Municipal Financial Viability** • **Municipal Transformation and Institutional Development**	.	• Efforts to address past and current social inequalities should focus on • people, not places. In localities where there are both high levels of poverty and • demonstrated economic potential, • In order to overcome the spatial distortions of apartheid, future • settlement and economic development opportunities should be channelled into • activity corridors and nodes that are adjacent to or that link the main growth centres.	• review of powers and functions • public participation • organisational transformation	• Sustainable resource management and use • A developmental state including improvement public services

Key Sector Plans

Development and Inclusion of the Sectoral Strategies/Plans in the IDP is in compliance with Section 26(d) of the Local Government: Municipal Systems Act, Act 32 of 200 as Amended. 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.

SECTOR	STRATEGY APPLICABLE IN RESPECTIVE SECTORS	PLANS APPLICABLE IN RESPECTIVE SECTORS	POLICIES APPLICABLE IN RESPECTIVE SECTORS	STGA
KPA 1: SPATIAL RATIONAL				
Land Use and Land Development	Bela-Bela Spatial Development Framework (SDF)	N/A	N/A	Adopted i
Land Use and Land Development	Bela-Bela Land Use Management System (LUMS)	N/A	N/A	Adopted
Land Use and Land Development	Bela-Bela CBD Revitalization Strategy	N/A	N/A	Adopted
KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE PLANNING				
Water Services	N/A	Bela-Bela Water Services Development Plan	N/A	Adopted
Stormwater	N/A	Bela-Bela Stormwater Master Plan	N/A	Adopted
Electricity	N/A	Bela-Bela Electricity Services Plan	N/A	Adopted
Roads	N/A	Bela-Bela Road Master Plan	N/A	Adopted
Waste Management	N/A	Integrated Waste Management Plan	N/A	Adopted
Infrastructure Development	N/A	Bela-Bela Infrastructure Capital Plan	N/A	Adopted
Transport Planning	N/A	Waterberg Integrated Tran sport Plan	N/A	Adopted
Human Settlements/Housing	N/A	Bela-Bela Housing Plan	N/A	Adopted
Disaster Management	Waterberg Disaster Management Framework	N/A	N/A	Adopted
Disaster Management	N/A	Bela-Bela Disaster Management Plan	N/A	Adopted
Environmental Management	N/A	Bela-Bela Integrated Environmental Management Plan	N/A	Adopted
Environmental Management	Waterberg Disaster Management Framework	N/A	N/A	Adopted
Environmental Management	Bela-Bela Waterberg Environmental Management Framework	N/A	N/A	Adopted
Environmental Management		Waterberg Air Quality Management Plan	N/A	Adopted

SECTOR	STRATEGY APPLICABLE IN RESPECTIVE SECTORS	PLANS APPLICABLE IN RESPECTIVE SECTORS	POLICIES APPLICABLE IN RESPECTIVE SECTORS	STGA
Environmental Management	Waterberg Environmental Management Plan		N/A	Adopted
Sports & Recreation		Bela-Bela Sports Master Plan	N/A	Adopted
Health	N/A	N/A	Bela-Bela HIV/AIDS Policy	
KPA: LOCAL ECONOMIC DEVELOPMENT				
Local Economic Development	Bela-Bela Local Economic Development Strategy	N/A	N/A	Adopted
Local Economic Development	Waterberg LED Strategy	N/A	N/A	Approved
Mining	Waterberg Mining Strategy	N/A	N/A	Approved
Tourism	Bela-Bela Tourism Development Strategy	N/A	N/A	Adopted
Tourism	Waterberg Tourism Development Strategy	N/A	N/A	Adopted
EPWP	N/A	Bela-Bela EPWP Programme	N/A	Adopted
Informal Trading	N/A	N/A	Bela-Bela Informal Trading Policy	Adopted
Advertising	N/A	N/A	Bela-Bela Outdoor Advertising Policy	Adopted
Agricultural Development	Waterberg Agricultural Development Strategy			
KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION				
Back to Basic	N/A	Back to Basic Action Plan	N/A	Adopted
Communication	Bela-Bela Communication Strategy	N/A	N/A	Adopted
Risk Management		Bela-Bela Risk Management Plan	N/A	Adopted
Fraud and Anti-Corruption	Bela-Bela Fraud and Anti-Corruption Strategy	N/A	N/A	Adopted
KPA 5: FINANCIAL VIABILITY				
Financial Management	Bela-Bela Financial Strategy	N/A	N/A	Adopted
Financial Management	N/A	Bela-Bela Financial Recovery Plan	N/A	Adopted
Financial Management	N/A	N/A	Bela-Bela Indigent Policy	Adopted
Financial Management	N/A	N/A	**Credit Control and Debt Collection Policy**	Adopted
Financial Management	N/A	N/A	**Property Rates Policy**	Adopted
Financial Management	N/A	N/A	**Assets Management Policy**	Adopted
Financial Management	N/A	N/A	**Indigent Policy**	Adopted
Financial Management	N/A	N/A	**Borrowing framework policy**	Adopted
Financial Management	N/A	N/A	**Budget Implementation and Monitoring Policy**	Adopted
Financial Management	N/A	N/A	**Cash Management and Investment Policy**	Adopted
Financial Management	N/A	N/A	**Funding Reserves Policy**	Adopted
Financial Management	N/A	N/A	**Prioritisation Model for Capital Assets Investment**	Adopted
Financial Management	N/A	N/A	**Policy on Infrastructure Investment and Capital Projects**	Adopted
Financial Management	N/A	N/A	**Policy on Long Term Financial**	Adopted

SECTOR	STRATEGY APPLICABLE IN RESPECTIVE SECTORS	PLANS APPLICABLE IN RESPECTIVE SECTORS	POLICIES APPLICABLE IN RESPECTIVE SECTORS	STGA
			Planning	
Financial Management	N/A	N/A	**Policy on Provision for doubtful debts and writing off of irrecoverable debts**	Adopted
Financial Management	N/A	N/A	**Principles and Policy on Tariffs**	Adopted
Financial Management	N/A	N/A	**Petty Cash Policy**	Adopted
Financial Management	N/A	N/A	**Supply Chain Management Policy**	Adopted
KPA 6: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT				
Performance Management	Performance Management Policy Framework	N/A	N/A	N/A
Human Resources	N/A	N/A	Bela-Bela Human Resources Policy	Adopted
Human Resources	N/A	Bela-Bela Institutional Plan	N/A	Adopted
Skills Development	N/A	Bela-Bela Workplace Skills Development Plan	N/A	Adopted
Human Resources	N/A	N/A	Bela-Bela Municipal Recruitment and Selection Policy	Adopted
Human Resources	N/A	N/A	Bela-Bela Staff Retention Policy	Adopted

1) Bela-Bela Land Use Management System (LUMS)

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

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

⇒ Any new development or change in land-use has to be adequately serviced by infrastructure and the capital expenditure framework will indicate where the Municipality is able to allocate funds for the upgrading of infrastructure.

LUMS include a land-use or zoning scheme recording the land-use and development rights and restrictions applicable to each property (i.e. farm portion or erf). The scheme should be binding and only amended where required for a particular development and to meet certain requirements, with the most important being conformity with the Spatial Development Framework Plan. The latter influences the contents of the Scheme. A zoning or land-use scheme has a binding effect on land development and management.

2) Bela-Bela Water Services Development Plan *(WSDP)*

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

3) Bela-Bela Communication Strategy

Bela Bela Municipality prepared and adopted the 20012 – 2017 Communication Strategy in May 2013. The purpose of the communication strategy is to enable the Municipality, both Council and Management, to communicate in an efficient, co-ordinated, integrated and coherent fashion thus

building capacity, both human and capital, within the Municipality with a view of ensuring that the Municipality's central messages will be well articulated, consistent with the national GCS.

4) Bela-Bela Risk Management Plan (RMP)

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

5) Bela-Bela Fraud and Anti-Corruption Strategy (FAC)

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

6) Bela-Bela Local Economic Development Strategy (LED)

Bela Bela Municipality has reviewed its Local Economic Development Strategy with the assistance of the Department of Local Government and Housing. This plan was adopted by Municipal Council during September 2009. The development of an LED Strategy therefore has focused on the strengths of the economy (sectors with locational, comparative and competitive advantage) and overcoming the weaknesses in the current LED approach. The LED strategies has been crafted in a manner that will guide the Bela Bela on how to take advantage of economic opportunities, mitigate weaknesses in the economy and assist in the development of an appropriate institutional environment (internally and externally). The economic context, economic strategies and projects/ initiatives that appear on this IDP have been informed by the draft LED strategy.

7) Bela-Bela Tourism Development Strategy

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

8) Bela-Bela Infrastructure Capital Plan

The Municipality is has conducted an Infrastructure Capital Study and produced a draft plan which is due for Council adoption. The purpose of this plan is to guide the Municipality in terms of infrastructure requirements within the key growth points of the municipal area. The context of

roads and Stormwater infrastructure needs, strategies and projects which appears in this IDP document has been informed by this plan.

9) Bela-Bela Housing Plan

The Municipality has developed the Municipal Housing Plan ("Housing Chapter") which was adopted by Council in June 2009. The context of housing and proposed housing projects that appear on this IDP document were informed by this housing plan. However, the plan is outdated

10) Bela-Bela Stormwater Master Plan

The Municipality has approved the said plan in 2012/13 financial year. This Master Plan is the primary Plan used in strategically addressing all the Stormwater challenges within the Municipality.

As and when the Communities raise issues relating to the Stormwater during the in year IDP engagements within their respective neighbourhoods, the Plan is updated ton ensure its relevancy pertaining issues raised and addressed.

11) Bela-Bela Electricity Services Plan

The Municipality has approved the said plan in 2012/13 financial year. This Plan is the Primary Plan used in addressing all the Electricity related challenges within the Municipality.

All the Electricity related issues which are collated during the engagement of the Communities during the IDP processes are then incorporated into the Plan to ensure its appropriateness in addressing the jurisdictional issues.

12) Bela-Bela Road Master Plan

The Municipality has approved the said plan in 2012/13 Financial year. This Plan is a Primary instrument towards addressing all the Roads related challenges therein.

13) Bela-Bela Informal Trading Policy

The Municipality has developed the said policy in 2012/13 Financial Year, and is currently in the process of finalizing its review to ensure its implementation during the 2015/16 Financial Year. The significance of this Policy in the Planning process of the Municipality is that it enables the

Municipality to efficiently and effectively manage and control informal Traders within the Municipality in accordance with the permitted Land Uses therein.

14) Bela-Bela Indigent Policy

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

15) Bela-Bela EPWP Programme

The Municipality participates actively on the EPWP initiatives based on the criteria as set by the provincial Department of Public Works. The Municipality developed a sector plan which serves as the guide towards the implementation of the EPWP Programme.

16) Bela-Bela HIV/AIDS Policy

The Municipality does not have the HIV/ AIDS Policy in place, and is being reviewed to ensure its currency. The Strategy provides for the mechanisms, processes and Partnerships that are being implemented to turn around or halt the ensuing prevalence rate within the Municipality.

17) Bela-Bela Financial Strategy

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

18) Bela-Bela Financial Recovery Plan

The Municipality prepared the Financial Recovery Plan and it was presented to the Municipal Manager's Forum in April 2013.

19) Bela-Bela Human Resources Policy

The Municipality has prepared and adopted this policy in May 2008.

20) Bela-Bela Institutional Plan

The Municipality does not have the Institutional Development Plan place.

21) Bela-Bela Back to Basic Action Plan

The recent launch of Back to Basic approach is designed to ensure that all Municipalities performs their basic responsibilities and functions without compromise. The Programme is built on 5 Pillars, viz:

- Putting People and their Concerns First

- Demonstrating Good Governance and Administration
- Delivering Municipal Services
- Sound Financial Management and Accounting; and
- Sound Institutional and Administrative capabilities

To date Bela-Bela Local Municipality has fully implemented the Back to Basic approach as a fundamental pillar of its Governance Model, and has started seeing greater dividends as a consequence of its implementation and reporting mechanisms that accompanies it. The Action Plan has been approved by the Municipal Council, and also incorporated into both the Departmental and Divisional Scorecards to ensure that the Municipality at all its levels of Management does perform its basic responsibilities and functions, thereby promptly responding at the realization of any early warning signs with regard to any Service rendered by the Municipality.

22) Performance Management Policy Framework

The Municipality has approved a Performance Management Policy Framework, which is a guiding instrument in the Management, Monitoring, Evaluation, Implementation and Reporting. This Framework is duly utilised in ensuring that the Administration of the Municipality performs its responsibility at an optimum levels.

To enhance the implementation of this Policy Framework, the Municipality have developed Service Delivery Charter and Standards, which seeks to improve the turnaround time in responding to varying Service Delivery issues.

These Standards are further incorporated into the Departmental Scorecards and Scorecards of the Divisional Managers.

23) Bela-Bela Workplace Skills Development Plan

The Municipality prepares and submits the Workplace Skills Plan to the Department of Labour for each financial year. The primary aim of this Plan is to ensure that all the Municipal employees are regularly empowered through training within their respective Fields of operation so as to enhance their capability in performing their assigned responsibility, thereby enabling the Municipality to fulfil its developmental mandate to the communities therein.

24) Bela-Bela Municipal Recruitment and Selection Policy

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

25) Bela-Bela Staff Retention Policy

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

26) Bela-Bela Integrated Environmental Management Plan

The Municipality prepared and adopted the IEMP in May 2012.

27) Bela-Bela Integrated Waste Management Plan

The Municipality developed the IWMP in May 2012.

28) Bela-Bela Sports Master Plan

The Municipality developed the Sports Master Plan in May 2012.

29) Waterberg Disaster Management Framework

Waterberg District Municipality adopted the District Disaster Management Plan which was also mainstreamed on the 2007/ 08 Integrated Development Plan. The purpose of the Disaster Management Plan is to provide a basis of planning disaster interventions and prevention strategies and to afford the Bela-Bela Municipality the capacity to prevent and deal with disaster and to avoid developments which are likely to be subject to high risk of disaster.

30) Waterberg Environmental Management Framework

Waterberg District Municipality adopted the Waste Management Framework in 2007.

31) Waterberg Air Quality Management Plan

The District Municipality has developed the plan

32) Waterberg Tourism Development Strategy

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

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

The District tourism vision was then developed as follows:-

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

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

33) Waterberg Agricultural Development Strategy

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

- Waterberg is a unique area with high agricultural and agri-tourism potential. A lot of this potential is being realised at primary production level. Value and wealth is being lost outside the District both up and down the value chain.

- Local government (Municipalities) has two major roles to play in order to help to fine tune a relatively well-developed commercial agricultural & agri-tourism sector. Help nurture and develop the emerging agricultural sector to integrate into mainstream commercial agriculture.

- Need for good governance, sound management, maintenance and development of bulk infrastructure. Enabling and facilitating environment – law & order, stable property values & efficient rates and taxes.

- Building and preparation of adequate resources to assist emerging agriculture – interim implementation structure & other resource gaps.

34) Waterberg Environmental Management Plan

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

35) Waterberg Integrated Transport Plan

Waterberg District prepared the Integrated Transport Plan in 2007. The preparation of the Integrated Transport Plan is enforced by Section 27(2) of the NLTTA which indicates that the ITP must formulate the planning authority's official vision, policy and objectives, consistent with

the national and provincial policies, with due regard being given to any relevant integrated development planning or land development objectives.

36) Waterberg LED Strategy

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

37) Waterberg Mining Strategy

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

CHAPTSER EIGHTEEN: APPROVAL

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.

Subsequent to the conclusion of all the processes required for the Annual review of its Integrated Development Plan (IDP), Bela-Bela Local Municipality has in accordance with the provisions of the Act approved it's 2015/16 IDP on Thursday, the 28th of May 2015.

The MEC of COGHSTA and Communities within Bela-Bela Local Municipality will be accordingly informed of the approval of the Final 2015/16 IDP by the Municipality.