BELA-BELA LOCAL MUNICIPALITY

DRAFT 2021 – 2022

INTEGRATED DEVELOPMENT PLAN

"THE PRIME AGRICULTURAL HUB AND ECO-TOURISM DESTINATION OF CHOICE"

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LIST OF ACRONYMS

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

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

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

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

VISION, MISSION & VALUES

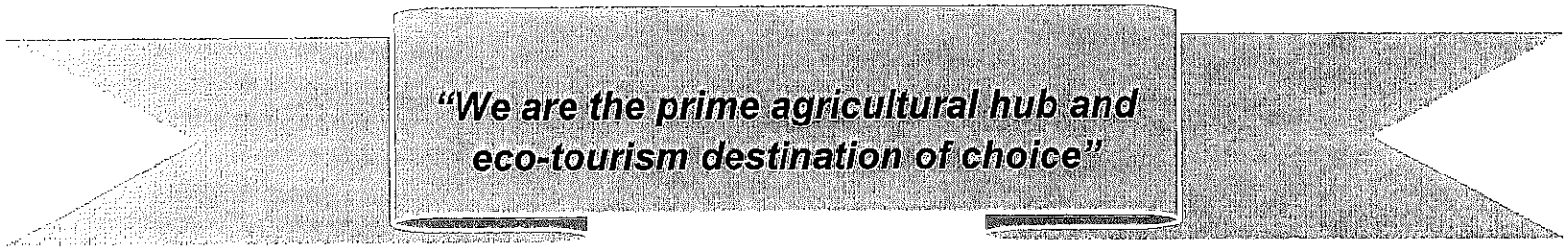
Each and every Organization is defined by its long-term Developmental Vision, which is the guiding tenant for its development. This encapsulates a shared developmental aspiration of all the Stakeholders within a locality about the desired outlook of their respective neighbourhood's ion parts and locality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

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

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

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

VISION



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

MISSION STATEMENT

Our mission is to constantly strife towards the achievement of:

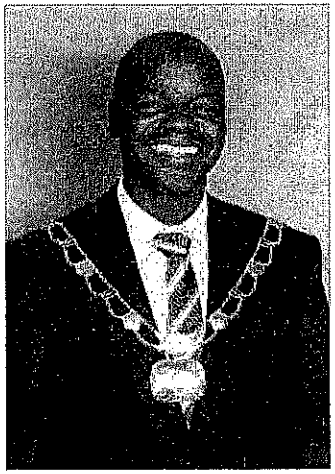
- An effective and efficient services delivery
- Stakeholders driven economic development and growth
- Sustainable job creation opportunities of communities
- A safe, healthy and prosperous environment

Municipal Values

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

I. Accountability
II. Fairness
III. Effectiveness
IV. Commitment
V. Honesty and Sincerity

FOREWORD BY THE MAYOR



(Cllr MJ Ngobeni)

As we enter the last leg of our race as Councillors, meaning as the term of our office moves closer to an end, our eyes our more focused than ever before to deliver on our Constitutional mandate of delivering quality basic services to our communities. We are acutely aware that there is a huge sense of anticipation and expectation from all members of the community including ourselves however we are not deterred or scared and remain unwavering in our determination and quest to build dignified and safe communities through delivery of basic services in a sustainable manner.

The IDP forms the cornerstone of our planning process, it is the business plan of the Municipality and allows us to continuously plan ahead, work and deliver the services we are responsible for, over five years. The IDP creates the framework within which the Municipality will fulfil its mandate and apply its budget. As the

Mayor of Bela-Bela Municipality I am pleased to once again present to Council and the public, the 2020/21 Integrated Development Plan (IDP) review and amendment.

Our 2020/21 Integrated Development Plan (IDP) is representative of the developmental aspirations of our communities and all the Stakeholders within our jurisdictional area. This were gathered through our public engagement processes which took place throughout the 2019/20 Financial Year albeit difficult or not possible during the last phases of the IDP due to the Covid-19 pandemic.

The public meetings on the draft IDP review and amendment as well as the Draft Budget, scheduled for April 2020 could unfortunately not take place due to the President declaring the COVID-19 pandemic a National State of Disaster on 15 March 2020. A nationwide lockdown was imposed from 27 March 2020 and stringent measures were announced to contain the spread of the Covid-19 virus, amongst these was the prohibition of public gatherings. The draft IDP review and proposed amendment, draft Budget and draft sector plans were advertised on electronic media platforms and the municipal website. The public was afforded the opportunity of commenting on the draft IDP/Budget review and proposed amendment until 08 May 2020.

We are thus pleased to record that this document and its contents is a culmination and a product of the IDP process plan approved by Council in the 1st quarter of the 2019/2020 financial year. During our engagements with the communities and stakeholders, it emerged explicitly evident that whilst much work has been done towards improving the quality of livelihoods for our communities, there is much really that still needs to be done.

As members of the community, we need to bear in mind and realize that the backlog in infrastructure development exceeds the resources or budget that is available to deal with all at once. While we agree with our Minister of Finance that infrastructure development should be the priority of our government as is capital spending the fastest growing component of non-interest spending, however;

- Our economy is not growing,
- Our finances are under severe pressure,

- We are not generating enough revenue to meet our expenses,
- Our debt is heading towards unsustainable levels,
- Our spending is towards consumption and debt-servicing,

We therefore must take tough and difficult choices in line with the demands by our communities. We must reach common ground to set priorities that would tackle the most of the fundamental needs within the communities.

Local municipalities are battling with paying their huge debts to water boards and Eskom, and they are often threatened with being cut off due to the culture of none payment of services by households, business and government departments. This is a serious threat and we must therefore as Council continue to implement credit control measures to protect and maximize revenue collection and call upon all to continue paying for services they have received.

We are pleased as a Municipality and government that, in pursuit of Sustainable Development Goal no. 7 (ensure access to affordable, reliable, sustainable and modern energy for all) and Sustainable Development Goal no. 8 (make human settlements inclusive, safe, resilient and sustainable), we will be completing road paving and storm-water project in Ext.5 Hostel View. We will be commencing with road paving and storm-water projects in Ext. 6, 7 and 8, electrification of households in Ext. 9 and Koppewaai and the replacement of HPS street lights with LED luminaries in greater Bela-Bela.

We will be spending a total of approximately R 24M from MIG, R 37M from WSIG, R 11M from INEP and R 4M from EEDSM. And for the first time in almost five (5) years, R 5M from own funds on capital projects. These will go a long way in improving the lives and livelihoods of our communities.

We are urging the Municipal Manager and his administration to ensure that at all costs that these projects are completed in record time in this financial year otherwise there should be repercussions.

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

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

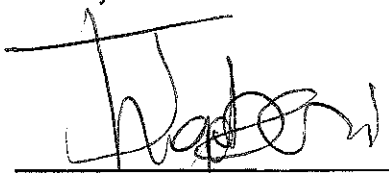
As a Municipality we are determined to serve everyone within our jurisdictional area through good corporate governance that is truly accountable to its populace at all times, thereby enhancing how we provide Services to them in an efficient, effective and excellent manner. This, we will do through ensuring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

We are currently faced with Covid-19 pandemic that has instilled fear and uncertainty in our lives. Whilst it has and is still disrupting our normal way of living, it has equally disrupted the normal running and management of municipalities. We are living at a time of great difficulty and uncertainty, however we still have a responsibly to work and persevere. We will not surrender the future of our community to fear, doubt and despair. We will embrace change, cherish life and continue with our onward march to improve the lives of our people.

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

We are much more hopeful about our better tomorrow.

Faithfully Yours



Cllr MJ NGOBENI
MAYOR

EXECUTIVE SUMMARY BY THE ACTING MUNICIPAL MANAGER

Section 152 (1) of the Constitution of the Republic of South Africa, 1996 sets out the objects of Local Government as follows;

(a) To provide democratic and accountable government for local communities;

(b) To ensure the provision of services to communities in a sustainable manner;

(c) To promote social and economic development;

(d) To promote a safe and healthy environment, and

(e) To encourage the involvement of communities and community organizations in matters of local government.

The Integrated Development Plan (IDP) is the principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making processes in a municipality.

The Local Government: Municipal Systems Act, No 32, 2000 (MSA) mandates Municipalities to review the Integrated Development Plans annually in accordance with an assessment of its performance measurements. The Act furthermore allows for the review or an amendment of the IDP following a prescribed process. Consequently this IDP review and amendment for 2020/21 was compiled in accordance with section 34 of the MSA.

This IDP review and amendment was furthermore informed by the harsh socioeconomic realities facing our communities in the Bela-Bela local Municipalities. The majority of our people still live in abject poverty which is evident as you move around our township settlements and this lends credence to the indictment of our old spatial planning. Our residential areas, in particular townships do not resemble functional neighbourhoods. There is a "moving backlog" of services as there are always new areas that needs development.

We are very conscious of the fact that, ours is still a journey of building a responsive, caring and accountable government, as we continue to work with the citizens and groups of people within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives.

The municipality has budgeted approximately R 74M for infrastructure development for the 2020/2021 financial year. This will indeed improve the lives of our people and restore their dignity. As the head of administration, I commit to ensure that these projects are implemented on time and within the budget. We are very conscious of the fact that we cannot postpone the social and economic development for our people anymore.

Housing opportunities remains central to our developmental agenda, especially the need to accommodate backyarders. Simultaneously, it is also apparent that the need for housing amongst our more vulnerable members is on the increase. To this end, the municipality is embarking on social housing initiatives with relevant sector departments to cater for backyarders in particular. Albeit housing not being our mandate, we however have a responsibility to provide bulk infrastructure for basic services and other services so that they become human settlements that are safe, resilient and sustainable. The infrastructure development in the new township establishments is well catered for in the 2020/2021 budget.

While we are building these new infrastructure for our people, we need to maintain them. This is one critical component of administration that we should improve on so that we are able to deliver these services in a sustainable manner and there is also value for money invested in the projects.

What I have just alluded to is called urban management in some quarters and township management in other quarters. These are concepts that we need to concretise for us to be able to manage our municipalities efficiently and effectively.

These concepts covers a range of issues from the maintenance of infrastructure, public buildings and spaces through to policing and marketing. The base objectives of urban or township management are to maintain public capital investments and to enforce basic rules of public life, with the ultimate objectives relating to the contribution to an improved quality of life that effective urban/township management might bring to the community and other users of the space under management.

The results of our management will yield:

1. Vibrant, safe, regulated, managed, maintained and resilient municipality.
2. Increased community involvement in the management of the municipality.
3. Higher rates of social and economic returns from investment in public infrastructure.

I hereby make a clarion call to the Council of this municipality, fellow employees and the community at large to join hands with us as we implement the 2020/2021 IDP but equally be the ears and eyes in monitoring the progress of implementation of the plan thus holding administration accountable.

My sincere appreciation to Council, the administration and all external role-players for your valued contribution to this 2020/21 IDP review and amendment.

Let us work together on this plan to leave a lasting legacy for future generations.

Faithfully Yours

J B SELAPYANE
ACTING MUNICIPAL MANAGER

CHAPTER ONE: THE PLANNING FRAMEWORK

1.1. INTRODUCTION

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

1.2. LEGISLATIVE BACKGROUND AND POLICY IMPERATIVES

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

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

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

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

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

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

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

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

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

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

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

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

1.2.3. White Paper on Local Government (1998)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

1.2.8. Performance Management System

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

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

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

1.3. POWERS AND FUNCTIONS

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

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

1.4 MUNICIPAL PRIORITIES

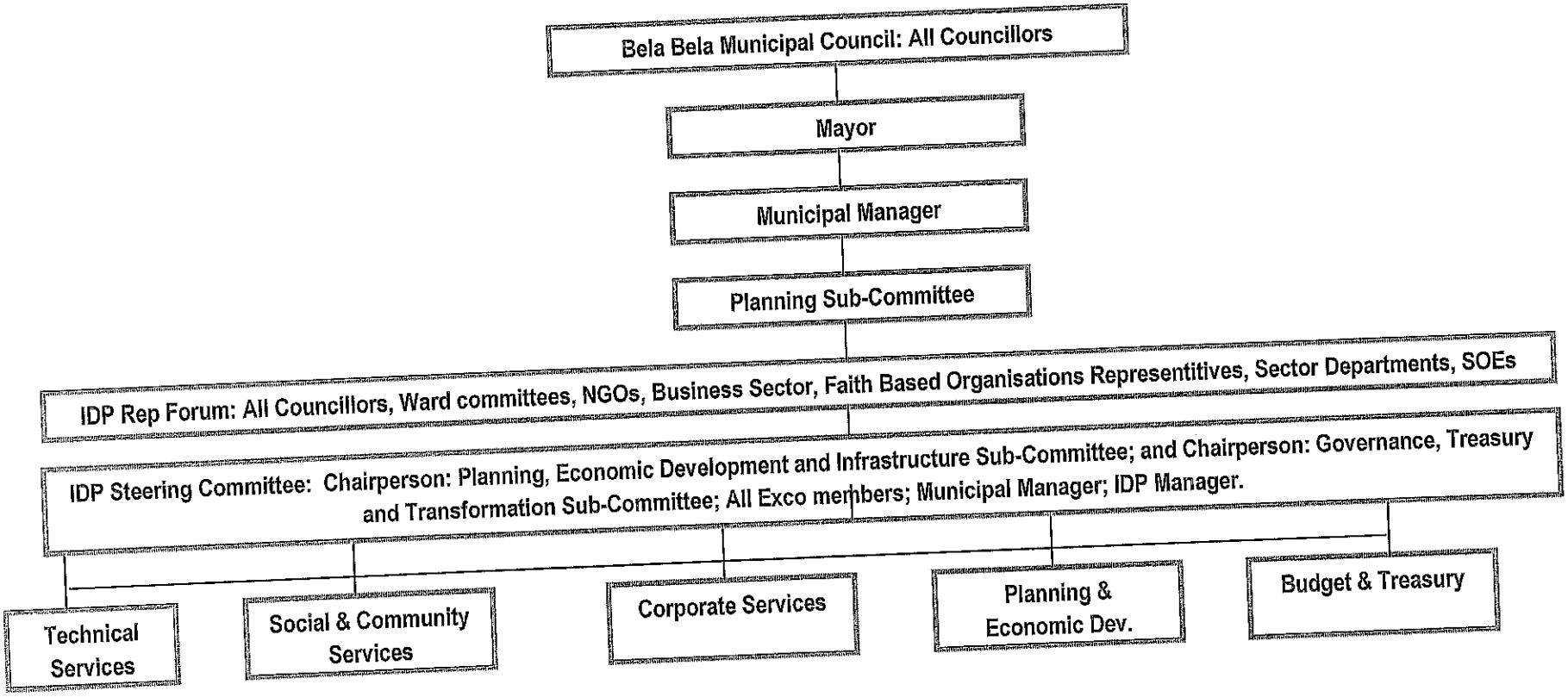
No	ISSUE OR NEED	MUNICIPAL PRIORITY
SPATIAL RATIONALE		
1.	Land and Housing	- To ensure access to land for Human Settlements and business purposes; - Sustainable, integrated rural development; - Housing and infrastructure; and - Eradication of informal settlements.
BASIC SERVICE DELIVERY		
2.	Water	-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

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

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

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

1.5 INSTITUTIONAL ARRANGEMENTS TO DRIVE THE IDP PROCESS



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

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

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

An indication of the organizational arrangements for the IDP process;

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

The objectives of the Process Plan are as follows:

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

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

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

1.6 PROCESS OVERVIEW: STEPS AND EVENTS

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

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

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

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

Table 1: Phases of the IDP

TASK/ACTIVITY	RESPONSIBILITY	Close-off 2017/18	Close-off 2018/19	2020/21 Budget
		FINANCIAL YEAR	FINANCIAL YEAR	TIME FRAME
PREPARATION PHASE				
Table in Council a budget and IDP time schedule of key deadlines (Every year – at least 10 months before the start of the budget year)	OFFICE OF THE MM/BTO			31 July 2020
District IDP Managers Forum (Activity alignment – coordinated by WDM – IDP Head)	OFFICE OF THE MM			August 2020
IDP/PMS/Budget Process workshop for new ward committees	OFFICE OF THE MM /BTO			September 2020
Submission of the time schedule to the Provincial Treasury, National Treasury and Coghsta	OFFICE OF THE MM /BTO			August 2020
Place public notice on the IDP/Budget time schedule approval	OFFICE OF THE MM /BTO			August 2020
1st IDP Review/Budget Steering Committee Meeting	OFFICE OF THE MM			12 September 2020

1st IDP Review/Budget/LED Representative Forum	OFFICE OF THE MM			13 September 2020
ANALYSIS, STRATEGY AND PROJECT PHASE				
Identification of Gaps, Stakeholder Registration, and Information Gathering	OFFICE OF THE MM			27 September 2020
Review status of Capital Projects on Capital wish list + current 3 year MTREF	BTO			September 2020
Managers for respective departments receive wish list of previous project requests for ward committees/ward councilors to review	BTO			September 2020
Distribute Capital Projects template to all managers to complete for existing projects on the two outer years, prioritise outer year (2017/21 and new projects in exceptional circumstances)	BTO			September 2020
Provincial Development Planning Forum	Local/Provincial alignment – Quarter 2 Provincial engagement – OFFICE OF THE MM			13 December 2020
Ward committees meet to review current needs	OFFICE OF THE MM			September 2020
Managers for the respective departments submit ward request based on review of current needs identification	Managers			October 2020
2nd IDP Review/Budget Steering Committee Meeting	OFFICE OF THE MM			19 November 2020
2nd IDP Review/Budget/LED Representative Forum	OFFICE OF THE MM			14 November 2020
Managers submit completed capital projects template on the 2018/2020 MTREF Capital Budget	Managers			October 2020

Budget Steering Committee Meeting – direction on proposed tariff increases & increases in revenue, expenditure and capital	BTO			October 2020
Managers to review existing 3 year MTREF capital project and submit completed Capital project templates with priorities to BTO	Managers			October 2020
BTO sends Tariff lists to managers for review	BTO			October 2020
Top management meeting to discuss budget proposals and budget affordability	OFFICE OF THE MM BTO			November 2020
Based on the Budget Steering Committee meeting directive, ward committees meet to priorities their ward requests	OFFICE OF THE MM /BTO			November 2020
Mayoral Roadshow	OFFICE OF THE MM /BTO			November 2020
Managers of respective departments to submit prioritised ward requests to the BTO	Managers			November 2020
3rd IDP Review/Budget Steering Committee Meeting	OFFICE OF THE MM			March 2021
3rd IDP Review/Budget/LED Representative Forum	OFFICE OF THE MM			March 2021
	INTEGRATION PHASE			
Budget Steering Committee Meeting – To discuss & review capital budget request (Round 1)	BTO			November 2020
Managers to submit proposed tariffs to BTO	Managers			November 2020
BTO/PED distributes prioritized ward requests to managers for ward committee's final verification	BTO			November 2020
Workshop on tariffs and tariff related policies	BTO			November 2020

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

Compilation of Mid-Year Review Report (2017 – 18)	OFFICE OF THE MM /BTO			January 2021
Submit Mid-Year Review Report to the Mayor	OFFICE OF THE MM /BTO			January 2021
Table Mid-Year Review Report & Draft Annual Report in Council	OFFICE OF THE MM /BTO			31st January 2021
Budget Steering Committee Meeting – Final discussion on Tariffs & Final Adjustment Budget Review (2017/2018 Budget)	OFFICE OF THE MM /BTO			February 2021
BTO distributes all operational budget request to managers for final verification	OFFICE OF THE MM /BTO			February 2021
BTO determines final revenue projections & tariffs and Review of Budget related policies	OFFICE OF THE MM /BTO			February 2021
Strategic Planning Session – for discussion on preliminary budget proposals and IDP review focus areas for 2019/20	OFFICE OF THE MM /BTO			27th Feb – 01 March 2021
Compile Adjustment Budget (2018/2019): NT Reports and circulars	OFFICE OF THE MM /BTO			February 2021
Budget Steering Committee Meeting – to discuss & review Opex, Capex, new posts, revenue projections & filling of vacancies for determination of salary contingency	BTO/TM/TG&BT Sub-committee			February 2021
Provincial Development Planning Forum	Local/Provincial alignment – Quarter 4 Provincial engagement – PED			February 2021
Start with the compilation of Draft SDBIP (2019/20)	OFFICE OF THE MM /BTO			February 2021
Final Review of 2019/20 Adjustment Budget documents	BTO			February 2021
Managers return final operational and capital budget including the statistical information with final sign off to verify information submitted	Managers			February 2021

BTO to finalise Draft tariffs & revenue projections	BTO			February 2021
Managers to submit final policies to CFO	Managers			February 2021
Submit Electricity Tariffs to NERSA	BTO			February 2021
Managers to submit Activity/Business Plans for Grants to BTO	Managers			March 2021
Finalise the draft IDP Review/Budget 2019/20	OFFICE OF THE MM /BTO			March 2021
BTO does final review of Draft Budget Report & Schedules	BTO			March 2021
BTO distributes Draft Budget Report	BTO			March 2021
BTO March 2020 Draft IDP/Budget tabled in Council	OFFICE OF THE MM /BTO			31st March 2021
2016/17 Oversight Report tabled at Council by MPAC	OFFICE OF THE MM /BTO			31st March 2021
Advertise Draft IDP & Budget for public comments	OFFICE OF THE MM /BTO			April 2021
CONSULTATION & APPROVAL PHASE				
Mayoral Road-shows	Mayor			02 April 2020 – 25 April 2021
Electronic Draft IDP/Budget files submitted to PT, Coghsta and NT after Council meeting	OFFICE OF THE MM /BTO			April 2021
Submission of Annual Draft Budget and IDP for representation to PT, Coghtsa and NT	OFFICE OF THE MM /BTO			April 2021

Managers to submit Demand Management Plans to SCM	Managers			April 2021
Provincial Budget Assessment	PT/Municipal Delegation			TBC by the PT
Summarise all community feedback and distribute to the relevant stakeholders for consideration to be included in the Final Budget report	OFFICE OF THE MM /BTO			May 2021
4th IDP Review/Budget Steering Committee Meeting	OFFICE OF THE MM			May 2021
4th IDP Review/Budget/LED Representative Forum	OFFICE OF THE MM			May 2021
Budget Steering Committee Meeting – consideration of Budget Comments (Review Budget comments to make decision on comments)	BTO/TM/TG&BT Sub-committee			May 2021
BTO compile final Budget Report and Schedules	BTO			May 2021
Approval of IDP/Budget/PMS Framework by Council	OFFICE OF THE MM /BTO			May 2021
IMPLEMENTATION PHASE				
Place Final IDP Review/Budget documents on the website	OFFICE OF THE MM /BTO			June 2021
Advertise Final IDP Review/Budget and Tariffs in the media	OFFICE OF THE MM /BTO			June 2021
Submission of Final Budget and IDP to NT, PT and Coghsta	OFFICE OF THE MM /BTO			June 2021
Municipal Manager submits SDBIP to Mayor	OFFICE OF THE MM			June 2021
Publish a summary of Budget	BTO			June 2021
Approval of SDBIP by the Mayor	Mayor			June 2021

Finalise and approval of the performance agreements of the S54A and S56 appointees	OFFICE OF THE MM /BTO /Mayor			July 2021
REPORTING AND REVIEW				
Monthly Budget statement to Municipal Manager and Mayor	BTO		June 2020	June 2021
Quarterly Reporting by Mayor to Council	Mayor		October 2019, January 2020, April 2020, July 2020	October 2020, January 2021, April 2021, July 2021
Table adjustments Budget	BTO		February 2020	February 2021
Finalise Roll Over Projects	BTO		31ST July 2019	31st July 2021
Table Adjustments Budget for approval of Roll over projects	BTO		March 2019	
Table in Council Draft unaudited Annual Performance Report/AFS	OFFICE OF THE MM		August 2019	August 2020
Submission of the AFS to AG	BTO		30TH August 2019	30th August 2020
Submit Draft audited Annual Report to Council	OFFICE OF THE MM		25 Januar 2020	25 January 2021
Submit Adjustment Budget, if necessary	OFFICE OF THE MM		30th March 2020	30th March 2021
Final Annual Report Comments and Approval	OFFICE OF THE MM		February 2020 to March 2020	February 2020 to March 2021

1.7. Mechanisms and Procedures for Alignment

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

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

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

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

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

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

1.7.1. Legislative and Planning Requirements

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

Table 3: Legislative Guideline for IDP Process

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

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

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

1.7.2. BASIS FOR IDP REVIEW PROCESS

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

KEY ASPECTS OF SONA – FEBRUARY 2021.

Covid-19 Vaccine Rollout

The government intended to start providing shots developed by AstraZeneca Plc and the University of Oxford to health-care workers this month. Its plans were thrown into disarray this week when a study showed the vaccine had little impact on mild infections caused by a variant of the virus first identified in South Africa.

Ramaphosa noted the findings of Astra-Zeneca's low efficacy against the 501-Y variant prevalent in South Africa and applauded our scientists for their research.

He said rolling out the Johnson & Johnson vaccine is now government's immediate contingency plan.

"We have secured 9 million doses of the Johnson & Johnson vaccine. The first batch, of 80,000 doses, will arrive in the country next week. The success of the vaccination programme will rely on active collaboration between all sectors of society," Ramaphosa said.

A further 12 million jabs will be supplied by COVAX, and Pfizer are set to give us 20 million doses. These two inoculations will start arriving in this country from March onwards.

"We are greatly encouraged by the active involvement of business, labour, the health industry and medical schemes in particular, in preparing for this mass vaccination drive," he added.

The President also said we have decided to extend the period for the Special COVID-19 Grant of R350 by a further three months.

Economic Recovery

The central bank estimates that Africa's most-industrialized economy shrank 7.1% in 2020 because of the pandemic and accompanying lockdowns. Ramaphosa unveiled a recovery plan in October last year that targets an average annual economic growth rate of 3% over the next decade, and focuses on job creation and increased infrastructure investment.

In his speech, Ramaphosa said a priority intervention of the Recovery Plan is to support a massive increase in local production and to make South African exports globally competitive.

"They have identified 42 products – ranging from edible oils to furniture, fruit concentrates, personal protective equipment, steel products and green economy inputs – that can be sourced locally."

"If we achieve our target, we will significantly expand our productive economy, potentially returning more than R200 billion to the country's annual output."

Last year, we undertook to create a larger market for small businesses and designate 1,000 locally produced products that must be procured from SMMEs, said Ramaphosa.

"Through the implementation of the poultry master plan, the industry has invested R800 million to upgrade production. South Africa now produces an additional one million chickens every week.

"The sugar master plan was signed during the lockdown, with a commitment from large users of sugar to procure at least 80% of their sugar needs from local growers."

Eskom / Measures to address Electricity shortages

South Africa has been plagued by rolling blackouts since 2005 because state power utility Eskom Holdings SOC Ltd. has been unable to meet demand for electricity from its old, poorly maintained plants.

Power utility Eskom estimates that, without additional capacity, there will be an electricity supply shortfall of between 4,000 and 6,000 megawatts over the next five years, as old coal-fired power stations reach their end of life.

To address this shortfall, Ramaphosa said that government will in the coming weeks issue a request for proposals for 2,600 megawatts from wind and solar energy as part of a bid window.

He said restoring Eskom to operational and financial health and accelerating its restructuring process is central to this objective. Eskom has been restructured into three separate entities for generation, transmission and distribution.

"Over the last year, we have taken action to urgently and substantially increase generation capacity in addition to what Eskom generates."

"Eskom has already started work to expedite its commercial and technical processes to allow this additional capacity onto the grid without undue delay."

The Department of Mineral Resources and Energy will also soon be announcing the successful bids for 2,000 megawatts of emergency power. In the coming weeks a request for proposals for 2,600 megawatts from wind and solar energy as part of Bid Window 5 will be issued, followed by another bid window in August 2021.

Eskom will be looking to partner with investors to repurpose and repower part of its coal fleet, Ramaphosa said.

Smart Cities

The President announced that government is currently 'conceptualising' a number of post-apartheid smart cities in provinces around the country. He said that these infrastructure projects form a key part of the government's Covid-19 recovery plan.

Lanseria Smart City, will become the first new city to be built in a democratic South Africa.

"The draft masterplan for this smart city – which will become home to between 350,000 to 500,000 people within the next decade – was completed in November 2020 and is now out for public comment."

"In the State of the Nation Address last year, I said that our vision for industrialisation is underpinned by sector master plans to rejuvenate and grow key industries.

President Ramaphosa says we have launched "two major human settlements projects that will provide homes to almost 68 000 households in the Gauteng province", since the announcement of the Reconstruction and Recovery Plan.

Infrastructure

Ramaphosa added that government's R100 billion infrastructure fund is now in operation and that the country has billions of rands in planned infrastructure development, including upgraded highways.

"We have now developed an infrastructure investment project pipeline worth R340 billion in network industries such as energy, water, transport and telecommunications," he said.

"This includes the rehabilitation of the N1, N2 and N3 highways, the student housing infrastructure programme, and the Mokolo and Crocodile River water project."

Land and Agrarian Reform Agency coming soon

During the course of the next financial year, government will establish a Land and Agrarian Reform Agency to fast-track land reform.

To date, government has redistributed over 5 million hectares of land, totalling around 5,500 farms, to more than 300,000 beneficiaries. This is in addition to the land restitution process, which has benefited over two million land claimants and resulted in the transfer of around 2.7 million hectares.

Jobs

Ramaphosa said an the intervention of an employment stimulus to create jobs and support livelihoods was one of four of his government's priority interventions.

"Over the past year, South Africa has experienced a sharp decline in growth and a significant increase in unemployment. Poverty is on the rise. Inequality is deepening. In the third quarter of 2020, our economy was 6% percent smaller than it was in the last quarter of 2019. There were 1.7 million fewer people employed in the third quarter of 2020 than there were in the first quarter, before the pandemic struck. Our unemployment rate now stands at a staggering 30.8%,"

"The Presidential Employment Stimulus is one of the most significant expansions of public and social employment in South Africa's history. By the end of January 2021, over 430 000 opportunities have already been supported through the stimulus. A further 180 000 opportunities are currently in the recruitment process. These opportunities are in areas like education, arts and culture, global business services, early childhood development, and small-scale and subsistence farming," Ramaphosa said.

He announced that the National Youth Development Agency and Department of Small Business Development would provide grant funding and business support to 1 000 young entrepreneurs within 100 days.

"While the programme had to be put on hold due to the coronavirus restrictions, it nevertheless managed to reach its target of 1 000 businesses by International Youth Day on August, 12, 2020. This provides a firm foundation for our efforts to support 15,000 start-ups by 2024," he said.

Fighting Corruption

Ramaphosa was frank in his assessment of corruption among government officials.

"Corruption is one of the greatest impediments to the country's growth and development," Ramaphosa said.

"The revelations from the Zondo Commission of Inquiry lay bare the extent of state capture and related corruption.Testimony at the Commission has shown how the criminal justice system was compromised and weakened."

"We will shortly be appointing the members of the National Anti-Corruption Advisory Council, which is a multi-sectoral body that will oversee the initial implementation of the strategy and the establishment of an independent statutory anti-corruption body that reports to Parliament," he said.

KEY ASPECTS OF SOPA – FEBRUARY 2021

This year's address is taking place amid a devastating and deadly global coronavirus pandemic. Covid-19 has severely impacted our plans.

The coronavirus pandemic has forced schools to close, businesses to shut their doors, borders and other ports of entry to be sealed off, and millions of people to be placed under lockdown, restricting movements and social interactions, all in the interest of protecting life.

Covid-19 Pandemic

To move Limpopo forward to a destination of equality, prosperity and a better life for all, we have aligned our work for the year ahead with the four national priorities outlined by President Matamela Cyril Ramaphosa in the State of the Nation Address.

These priorities are:

- Defeating the coronavirus pandemic;
- Accelerating our economic recovery;
- Implementing economic reforms to create sustainable jobs and drive inclusive growth; and.
- Fighting corruption and strengthening the state

We remain committed to the idea of using the muscles of state procurement to transform and diversify our economy, to allow more and meaningful participation of the historically disadvantaged people.
During the year under review, we ensured that at least 19 %of state procurement benefitted women-owned businesses.

About 12 %of state procurement benefitted enterprises owned by young people. Our target is to increase this number to at least 20 %in the next Financial Year.

We will also improve the participation of people living with disabilities in the provision of goods and services to our government.

Transportation

The implementation of the Great North Transport Turnaround Strategy is in full swing. Just recently, the Great North Transport has acquired a fleet of new 75 buses which have since been distributed across the five districts. We are in the process of acquiring additional 150 buses through a rental arrangement to

supplement our existing fleet.

There can be no doubt that the additional fleet of buses will go a long way in ensuring that our people have access to affordable and reliable public transport service.

Digital economy

Digital economy as a driver of growth and a creator of employment, we have made significant progress with the rollout of the Limpopo Broadband Network project. We have already established the Data Centre, Network Operating Control Centre and the Contact Centre.

We have connected a total of 52 sites to the network infrastructure, using both fibre and satellite technologies. These sites include Wi-Fi spots which enable our communities, particularly young people to enjoy access to reliable connectivity.

We encourage the youth particularly to use the connectivity provided productively. This can help those who are looking for employment, learning, research and other educational activities. The digital technological revolution also provides opportunities for young people to create employment and self-employment through their own initiatives. There are already a number of young people in this province who are using the opportunity of the internet to empower themselves and others.

Covid-19 Response

In response to the Covid-19 pandemic that has worsened the challenges of unemployment, poverty, inequality, and the associated difficulty of many families to support themselves, we have adopted the Limpopo Socio-Economic Recovery Plan.

We have set aside an amount of R3.5 billion to augment the available resources to drive our response. A large sum of this allocation will go to the social cluster, which include health, education and social development. This is in line with the caring and social content of our response. Human development and the wellbeing of our people are essential.

From the R3.5 billion, we have allocated R500 million to support enterprise development, farmer support and road infrastructure.

As part of this Covid-19 relief programme, we are providing relief through our existing financing facility to the value of R10 million to Co-operatives, Small, Medium and Micro Enterprises.

The Tourism sector in our province has been growing and flourishing since 2015. The tourism sector in Limpopo held poll position countrywide in domestic travels with approximately 22.2 million arrivals.

For the period under review, Limpopo held a comfortable position number two with regard to international travels. The impact of Covid-19 on our provincial economy was particularly devastating in the tourism sector.

Accordingly, we are implementing a Provincial Tourism Recovery Plan, focussing on:
- Protecting the provincial share of the tourism market;
- Protecting the tourism infrastructure; and
- Implementing a revised Provincial Marketing Plan to rigorously promote Limpopo as a preferred tourist destination.

We have secured assistance to 294 tourism establishment from the National Tourism Relief Fund, to the tune of R14.7 million. We supplemented this amount with R10 million to cater for those not covered by the National Tourism Relief Fund.

We are currently re-commercialising a number of Limpopo Nature Reserves, through a Private Public Partnership Model. We are confident that this initiative will uplift communities around the identified provincial parks. The first candidates for this initiative are Masebe, Rust de Winter and Lekgalameetse Nature Reserves. We will add more candidates in the next Financial Year.

As part of the program to revitalise rural and township economies
As part of the program to revitalise rural and township economies, we have designed the Township & Rural Entrepreneurship Programme (TREP) in collaboration with Small Enterprise Development Agency and Department of Small Business Development. Numerous enterprises will be assisted with compliance, business development services, access to markets and structured finance.

Support schemes qualifying enterprises include:

- Spaza-shops support programme;
- Clothing, leather and textile support programme;
- Small-scale bakeries and confectioneries support programme;
- Autobody repairs and mechanics support programme;
- Fruit and vegetables support programme;

Agricultural sector

We are repositioning the agricultural sector to take a leading position in our economic recovery for growth and development.
Last year I announced our government's plans to establish Farmer Production Support Units as part of our Agri-Parks. These Units provides a cluster of services for primary production, post-harvest handling, storage as well as coordination of transportation logistics.

The agricultural sector has been the most resilient and as such saw positive growth during these difficult times of Covid-19 and lockdowns. Our exports have been doing particularly well throughout the period. We appreciate the current good rains and we hope that they will help facilitate even more growth for the sector.

We have since allocated an amount of R57.5 million to fund Farmer Support Relief Programme. We believe that this package will help support our farmers and mitigate the impact of Covid-19 on agricultural production. This will also contribute towards food security in the province. Our projections are that this funding will bring relief to over 1000 farmers in the province.

Over and above, no less than 2 500 farmers in the province will benefit from a R1.2 billion relief support initiated by National Department of Agriculture, Land reform and Rural Development.

The support is in the form of production inputs to enable them to continue with production, covering areas such as livestock feed and medication, seeds, seedlings, fertilizers, pesticides, herbicides and soil correction.

Provincial Industrialisation Strategy

In line with our Provincial Industrialisation Strategy, we are prioritising the revitalisation of agriculture and agro-processing value chain as catalytic projects. This will contribute to job creation, foreign exchange earnings and more importantly, food security. Starting in the next Financial Year, we intend to increase agricultural production, linked to agro-processing. In the same vein, we will finalise the operational model and infrastructure planning for Limburg Citrus in the Waterberg District. This project will establish 500 citrus orchards and a pack house. Through this initiative we will create approximately 300 jobs. We will also be placing 120 young unemployed agriculture graduates in commercial farms to equip them with practical experience.

Infrastructure development and economic transformation

The relationship between infrastructure development and economic transformation cannot be over emphasised. Infrastructure is a magnetic force that attracts investment. For us to breathe life into our struggling economy, we need a focussed investment in infrastructure. Ending the legacy of unequal development is our priority. Our goal is to upgrade rural areas through equitable distribution of development and investment to bring them on par with developed areas.

Education

We will continue with our measures to expand access to education and to improve the learning and teaching outcomes. In this regard, we will continue to expand the network of our no-fee schools in order to ensure that no child is left out of the schooling system simply because of his or her family background.

As a measure of promoting access to schooling, the government will continue to expand on the network of our Scholar Transport programme. Our School Nutrition Programme remains one strategic intervention to support effective learning in poorer communities. We have been able to supply our eligible learners with food parcels during the period of lockdown. We were able to provide learners with their meals on the very first day of school reopening in this academic year.

Employment Stimulus Relief Fund for Early Childhood Development

Employment Stimulus Relief Fund for Early Childhood Development will go a long way to ensure that our ECD centres continue with their operations. This will

be done through a direct payment of an amount of approximately to R4 500 per qualifying staff.

Service delivery

Local government is an engine that powers the delivery of basic services to our communities. Our communities rely on this important sphere of governance for delivery of water, housing, electricity, sanitation, and other basic services.

This important sphere of governance was the hardest hit by the effects of coronavirus. Even during the most stringent lockdown levels, the pulse of our municipalities kept pumping.
During this period, our municipalities were still required to provide essential services such as water, sanitation, electricity and waste removal. Most of our municipalities which already had strained cash flow had to endure a significant negative impact on their revenues as a result of Covid-19.

This is because during strict lockdown, a number of municipalities had to adopt considerate measures to assist struggling household. Part of these measures included;

- Temporary suspension of credit control and debt collection policies
- Temporary suspension of interest on arrears
- Writing some of the debts off, and
- Temporary suspension of rates collection

Human settlements
We continue to honour the commitment to restore the dignity of our people by providing them with safer, well-located and decent housing. This will go a long way in improving the quality of life for our people, particularly the poor.

In this coming Financial Year, we will deliver five thousand houses across all the districts in the province. This will be further supplemented by 148 rental units for those who qualify to participate in the housing rental market.

Through the construction of houses and servicing of sites, we aim to create no less than three thousand additional jobs in the sector. This will provide the much-needed shelter for over 20 thousand residents of our province.

As part of the programme to guarantee security of housing ownership, in the coming Financial Year, we will present over three thousand housing beneficiaries with Title Deeds.

2021 Local government elections

This year is the year of local government elections. Our people across the country and in our province will be refreshing the mandate of public representatives in this important sphere of government.
We encourage the people of Limpopo to participate in the forthcoming local government elections and choose their councillors.

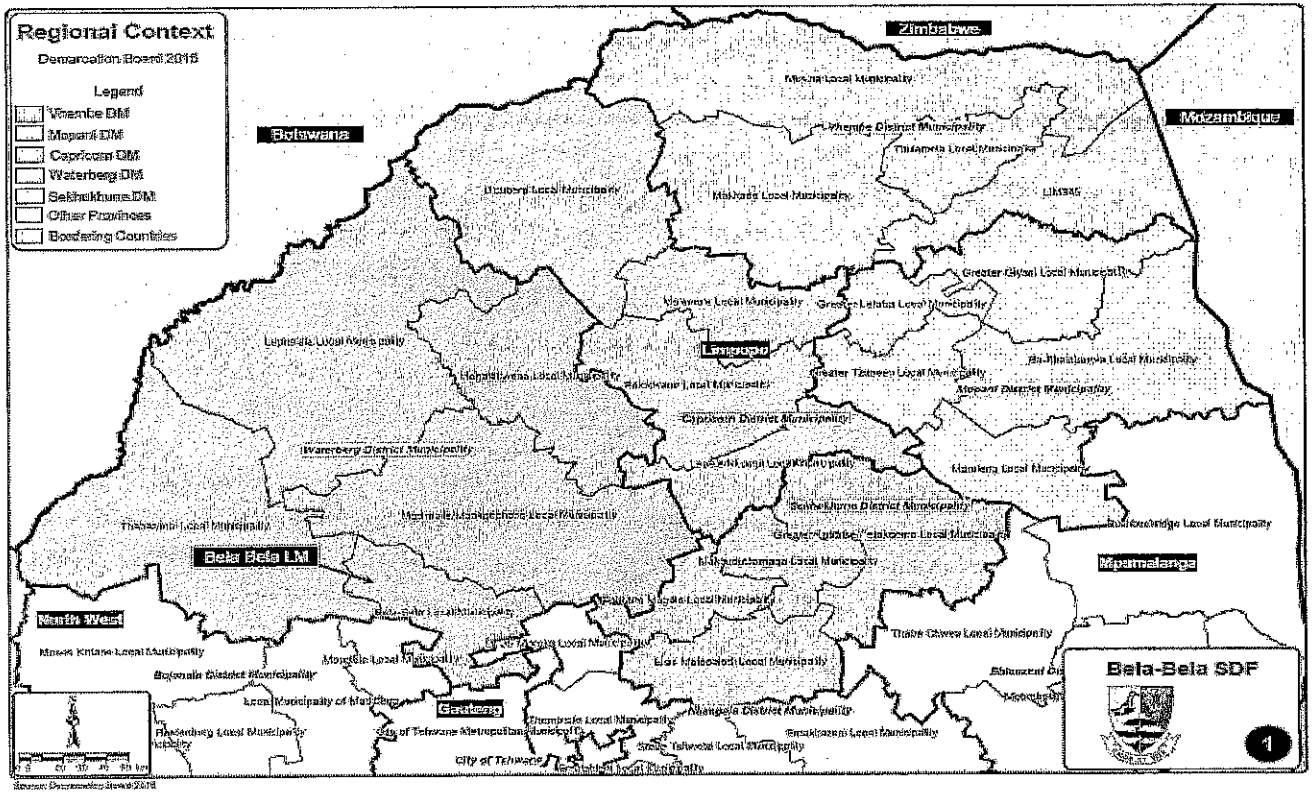
CHAPTER 2: MUNICIPAL PROFILE

2.1. GEOGRAPHIC DESCRIPTION OF THE MUNICIPAL AREA

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

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

Map 1: Geographic Area of Bela-Bela



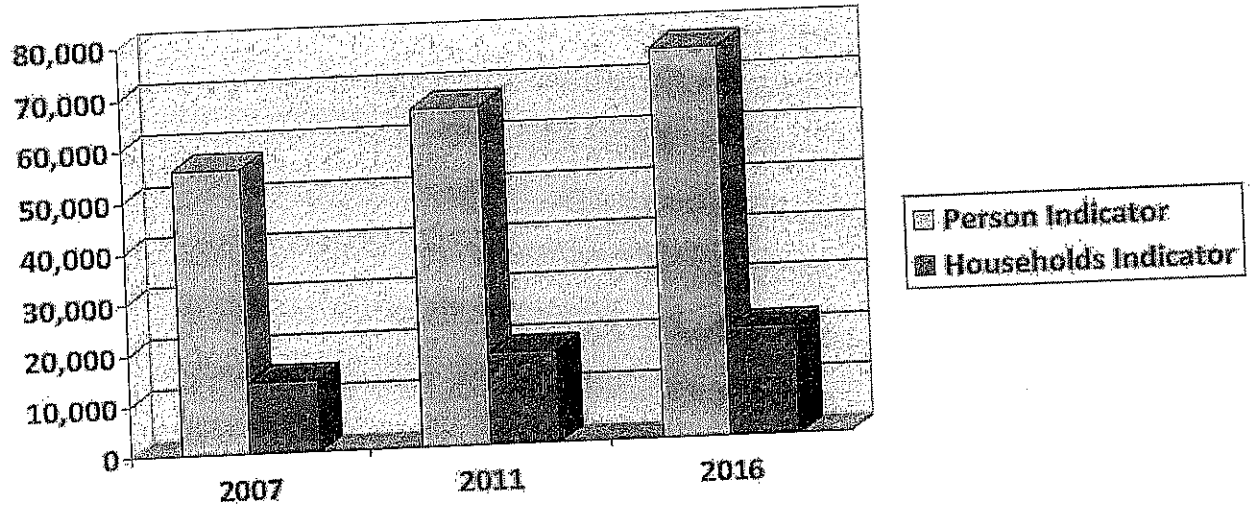
2.2. DEMOGRAPHIC PROFILE

2.2.1. Population Dynamics and Growth Trends

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

Table 4: Population Dynamics and Growth Trends

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



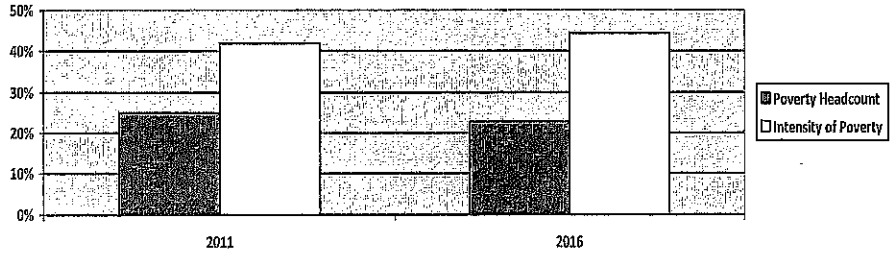
Source: StatsSA: Community Survey, 2016

Table 5: Household and Poverty Indicators

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

Source: StatsSA: Community Survey, 2016

Figure 1: Poverty Indicators

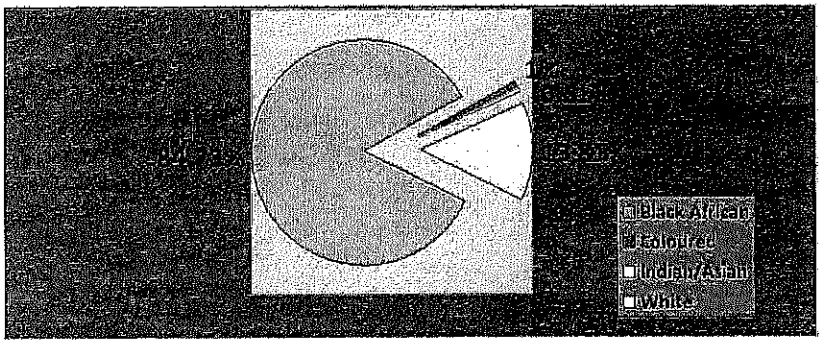


Source: StatsSA: Community Survey, 2016

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

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

Figure 2: Population Groups



Source: StatsSA: Community Survey, 2016

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

Population by Age group

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

Table 6: Population by Age Group

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

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

Source: StatsSA: Community Survey, 2016

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

Population Gender Profile

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

Table 7: Gender Composition

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

Source: StatsSA: Community Survey, 2016

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

2.2.3. Number of Households

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

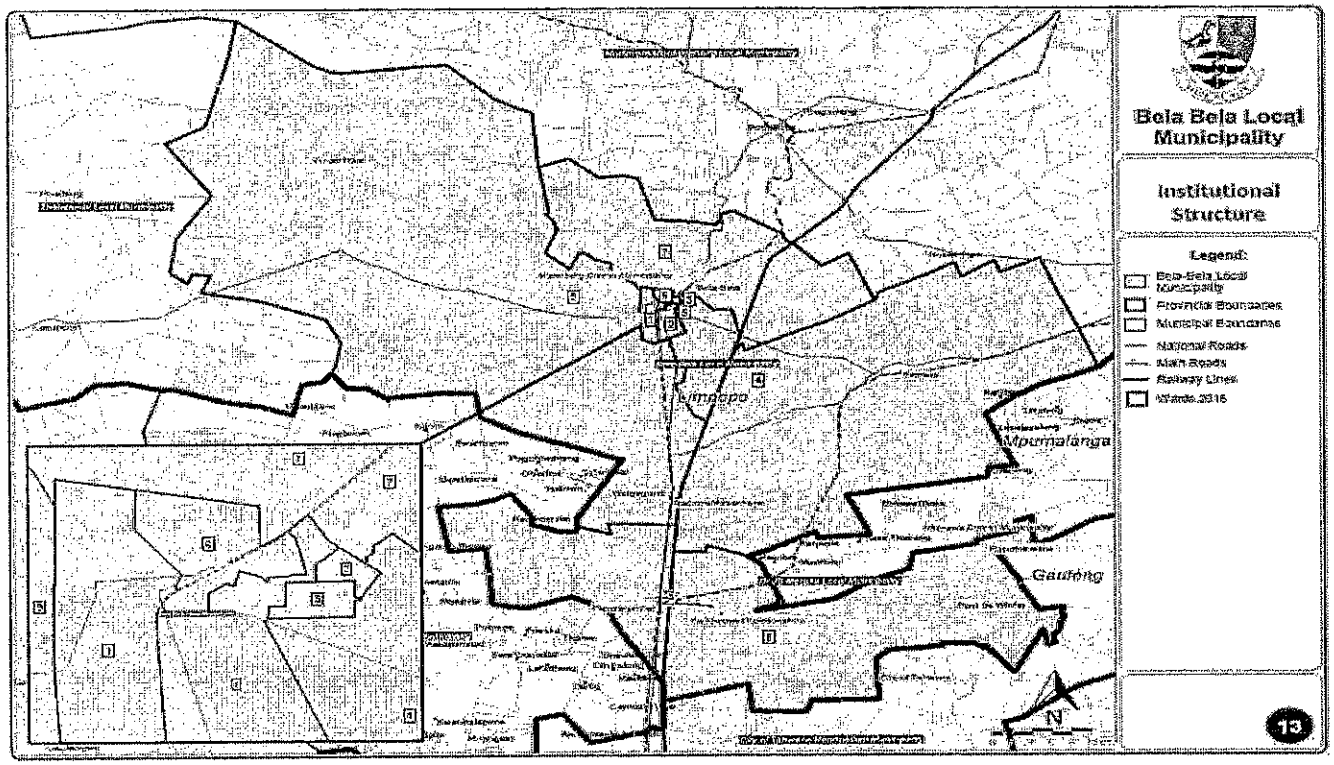
Table 8: Bela-Bela Household Projections 2015 - 2040

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

2.2.4. Number of Wards

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

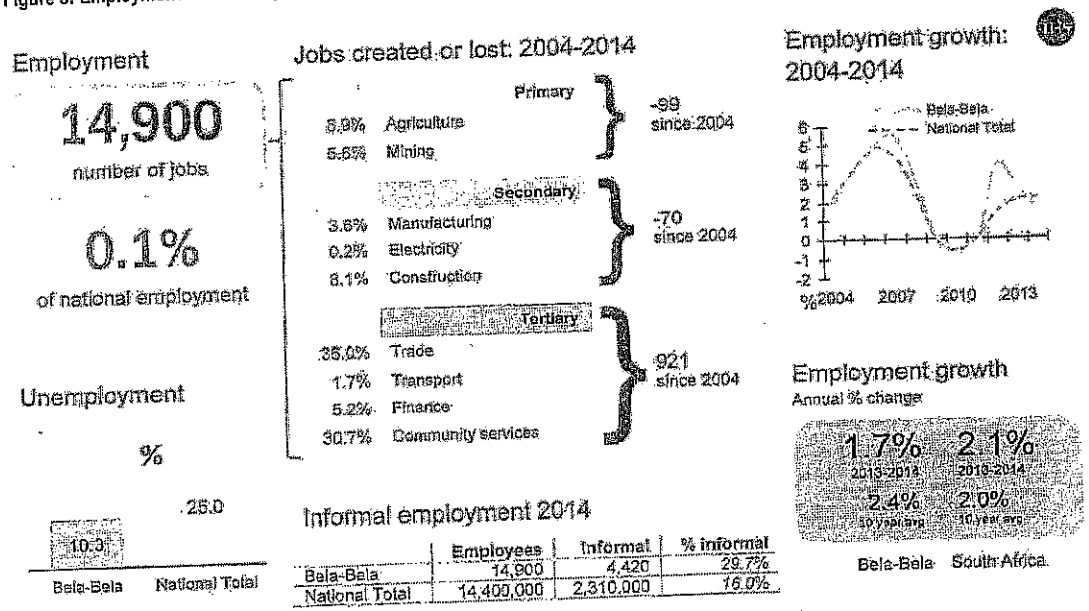
Map 2: Bela-Bela Wards



2.2.5. Employment and Poverty Analysis

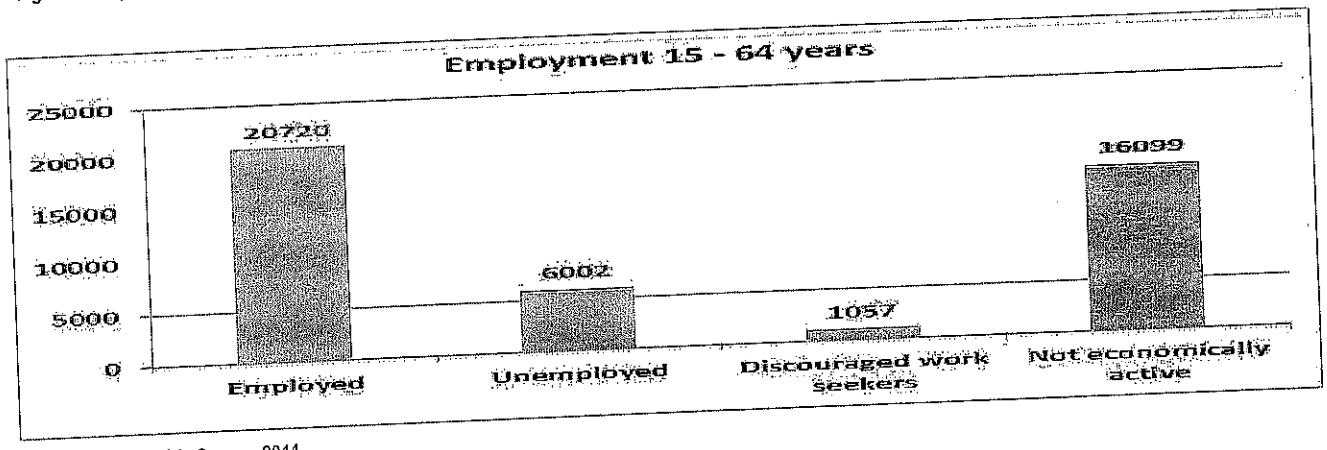
The employment status of people between the ages of 15 and 65 is depicted on **Figure 3** below. Whilst the number of people discouraged from looking for employment any longer is very low, it should not be allowed to increase any further.

Figure 3: Employment and Poverty Analysis



Source: Global Insight, 2016

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



Source: StatisticsSA: Census, 2011

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

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

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

Table 8: Employment and Unemployment Status

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

Source: Quantec Regional Economic Database 2013

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

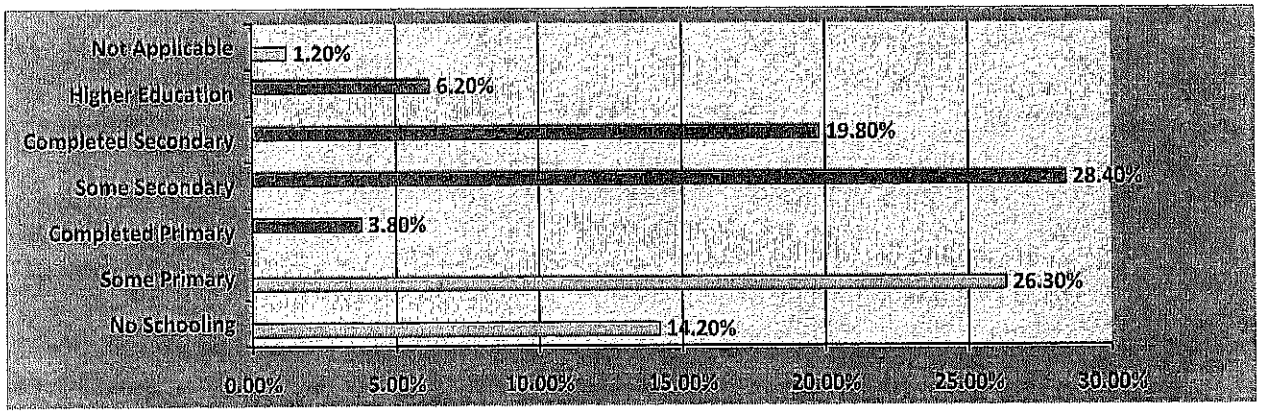
This is critical since the dependency ratio is quite high based on the structure of the population (i.e. dominance of the population group that is dependent on the active labour force to provide for their needs). Further to the above discussed unemployment profile and with reference to figure 4 below,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

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

2.2.6. Education Profile and Literacy Levels

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

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

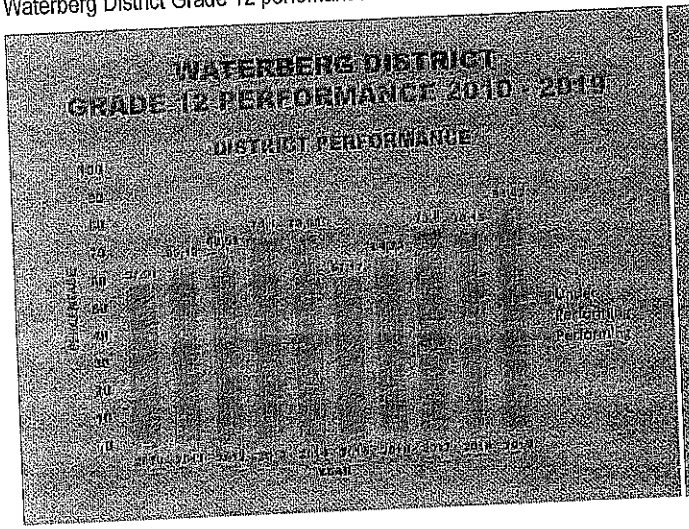


Source: StatsSA: Community Survey, 2016

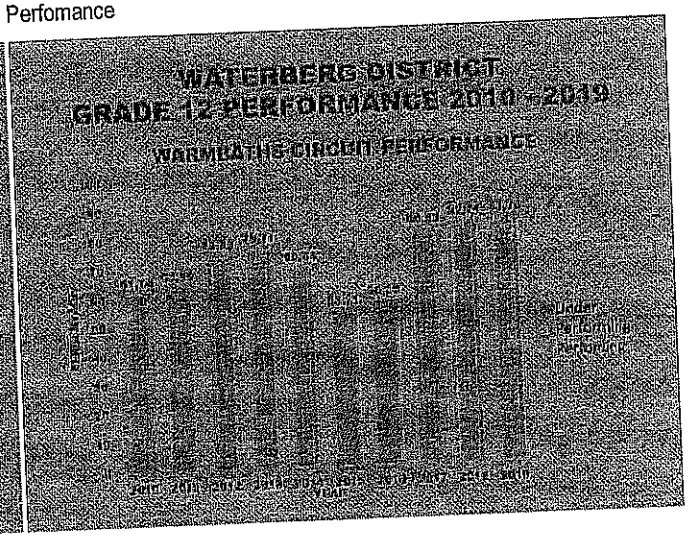
The level of literacy and manner of participation by the communities within the Municipality on various development engagements is in agreement with the statistics articulated herein. The fact that the population of the Municipality is still less than 100 000 is an ample opportunity that should not be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

Grade 12 perfomanace

Waterberg District Grade 12 perfomance vs Warmbaths Circtuit Grade 12 Perfomance

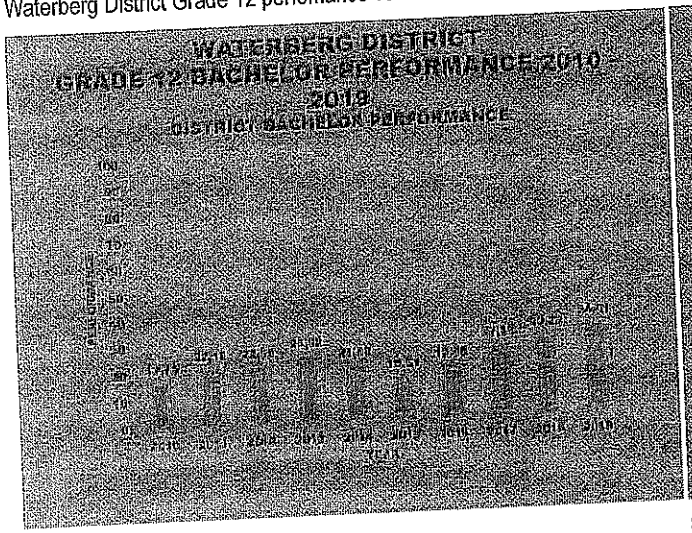


Source: Department of education, 2020

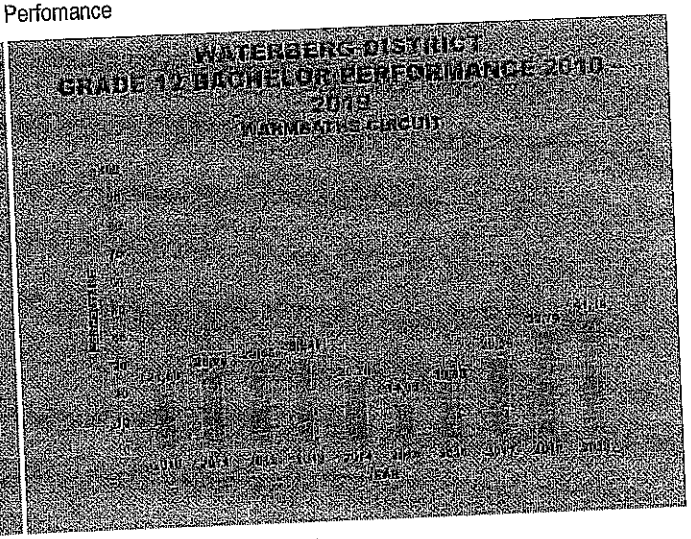


Source: Department of education, 2020

Waterberg District Grade 12 perfomance vs Warmbaths Circtuit Grade 12 Perfomance



Source: Department of education, 2020



Source: Department of education, 2020

2.2.7. Income Categories

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

Table 9: Incremental Household per Income Category 2015 - 2040

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

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

2.2.8. People with Disalibilities

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

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

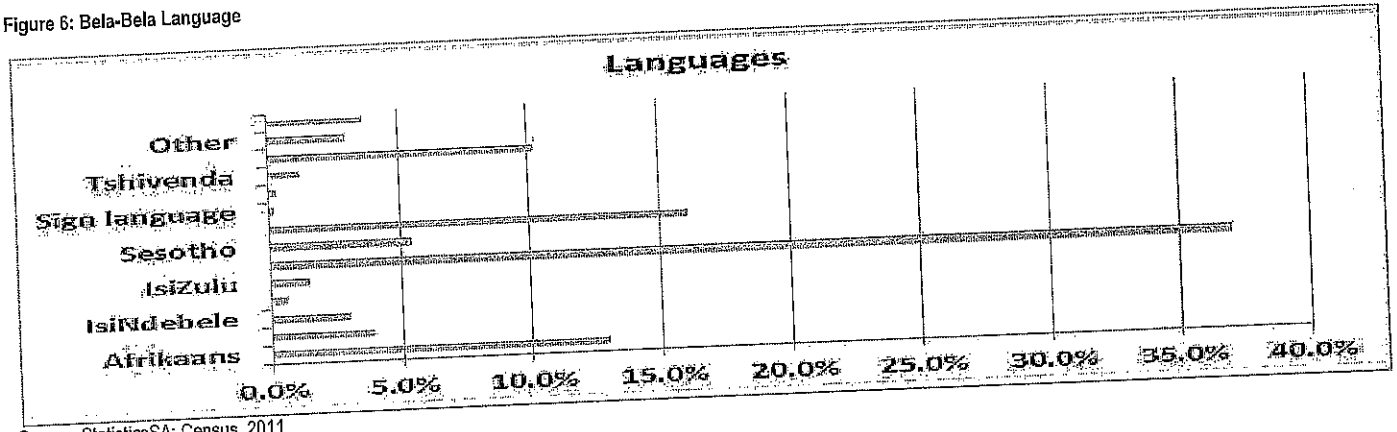
- No support – Municipality must coordinate and facilitate programmes together with the WDM.
- No mainstreaming/implementation of people with disability in municipal employment equity plan.
- Establishment/ identification of education and skills development for people living with disability i.e. learnership,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

2.2.9. Language Profile

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

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

Figure 6: Bela-Bela Language



Source: StatisticsSA: Census, 2011

CHAPTER 3: SITUATIONAL ANALYSIS

3.1. SPATIAL RATIONALE

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

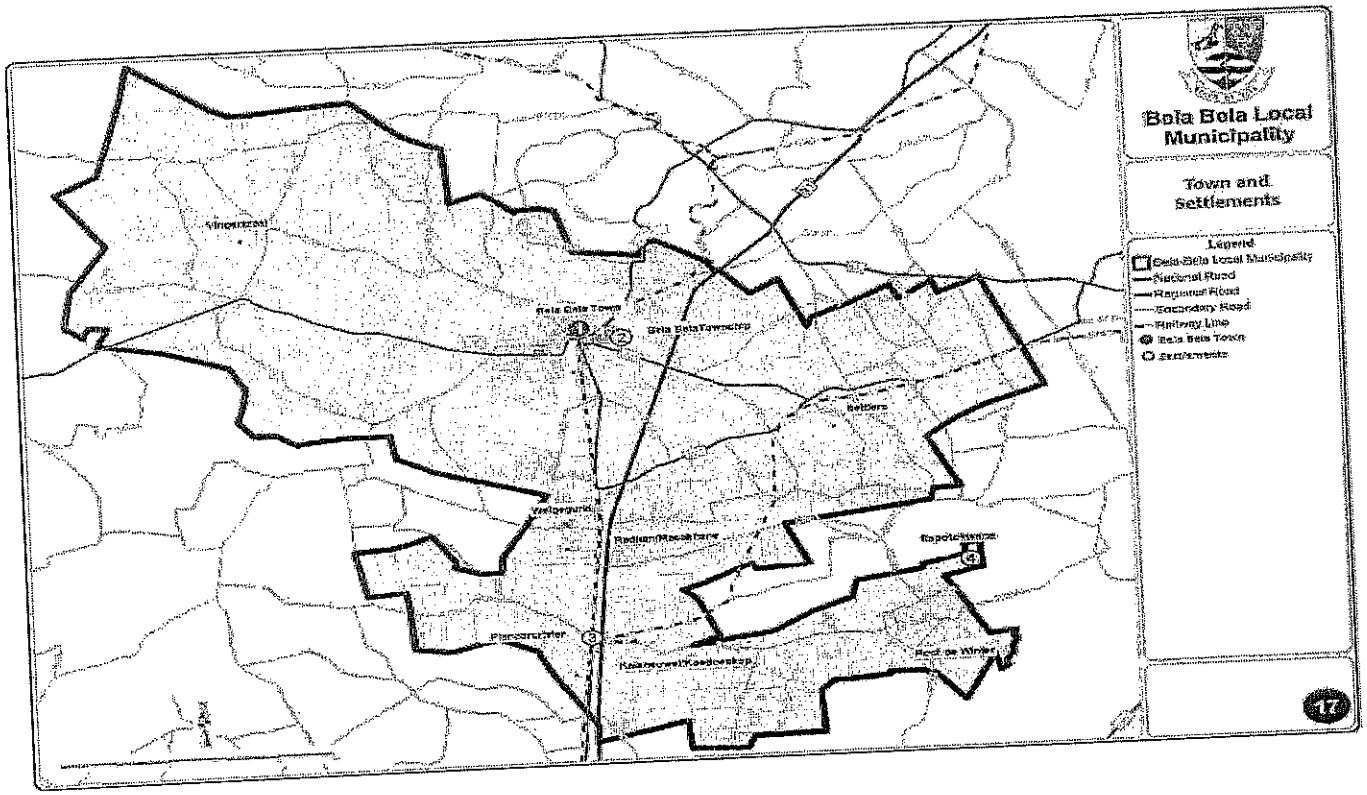
The Municipality has adopted the Spatial Development Framework (SDF) and it was gazetted on the 15th of February 2019. The Land Use Management Scheme that was adopted during 2008 to be aligned to Spatial Planning and Land Use Management Act (**SPLUMA**) and its Regulations are being finalised. Map 3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

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

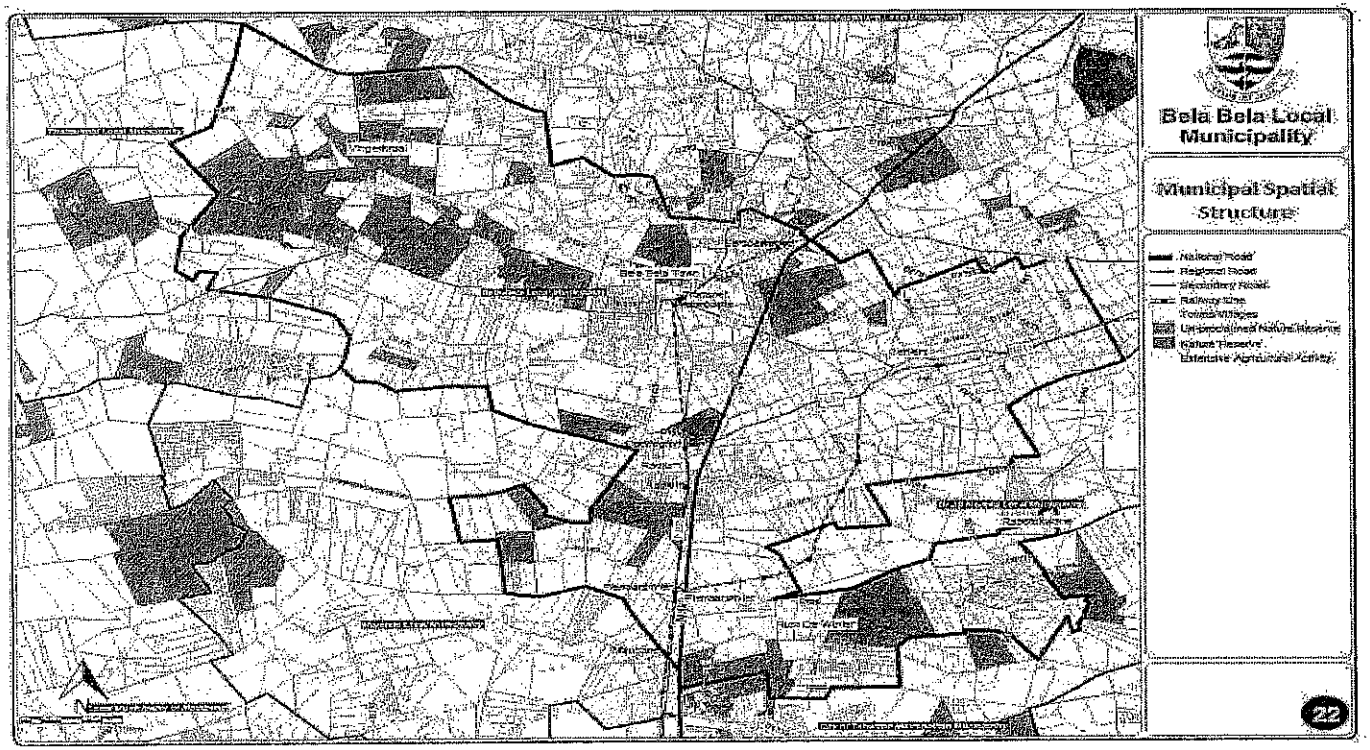
Map 3 to 5 below depicts the Space Economy of the Municipality in the form of Towns and Settlements; Bela-Bela SDF; Depiction of Land Uses within Bela-Bela Municipality and Major Land Uses in Town respectively, and the incidental uses thereto.

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

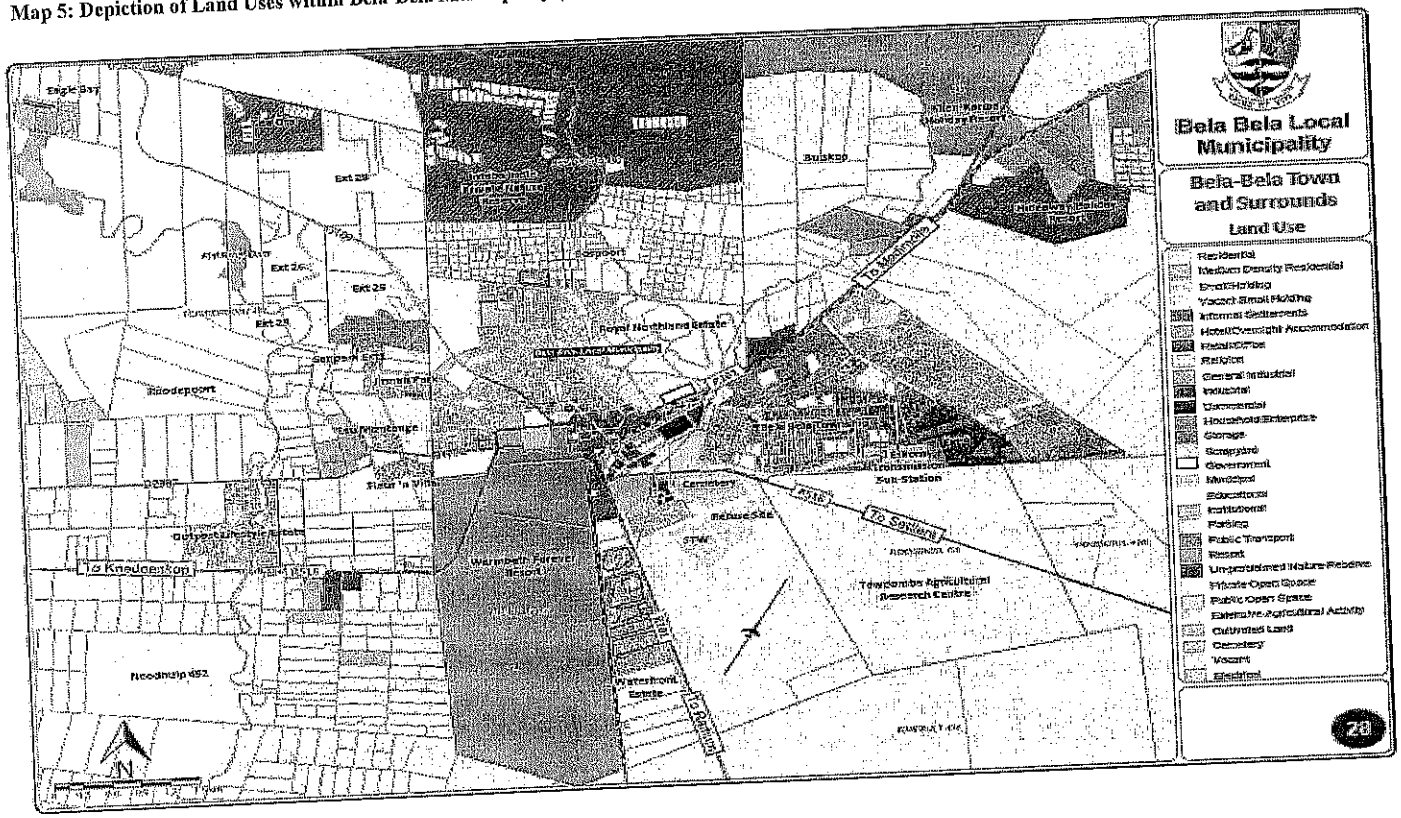
Map 3: Bela-Bela Town and Surroundings



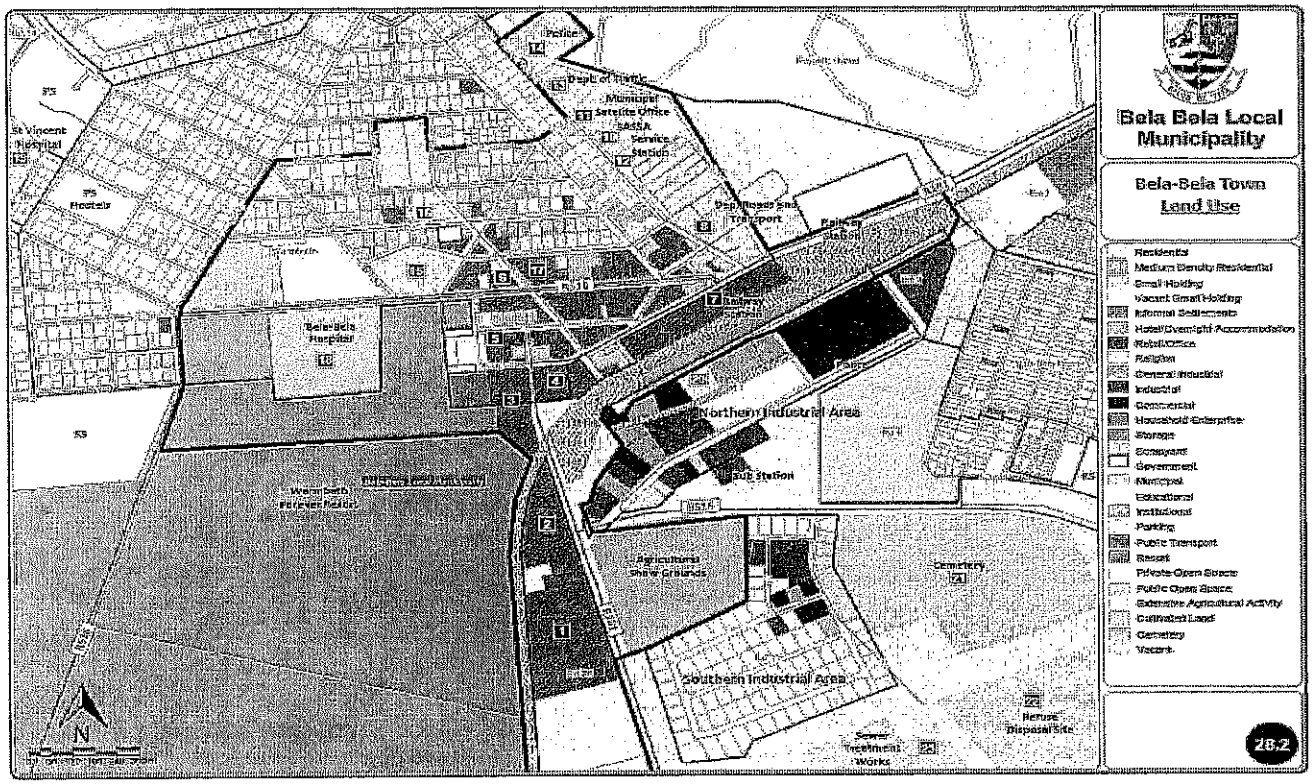
Map 4: Municipal Spatial Structure



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


Bela Bela Local Municipality
Bela-Bela Town and Surrounds
Land Use
Residential
Medium Density Residential
Small Holding
Vacant Small Holding
Informal Settlements
Hotel/Overnight Accommodation
Religion
General Industrial
Industrial
Commercial
Household Enterprise
Storage
Scrapyard
Government
Municipal
Educational
Institutional
Parking
Public Transport
Resort
Public Open Space
Extensive Agricultural Activity
Cultivated Land
Cemetery
Vacant
Electrical
To Mookgopong
To Settlers
To Kgaudeskop
Sun Station
Transmission
Tswelompho Agricultural Research Centre
Waterfront Estate
Rhodesport
Nooitgedacht 492
Ext 25
Ext 26
Ext 28
Bushkop
Sewage Works
Refuse Site
STW
Cemetery
Warmbad Airfield
Royal Residence Estate
Sport Field
Police Station
Fire Station
Taxi Rank
Bus Stop
Clinic
Post Office
Library
Municipal Offices
Magistrate Court
Primary School
Secondary School
Sport Field
Sport Field
Sport Field

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



3.1.1. Settlement Patterns, Hierarchy of Nodes and Growth Points

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

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

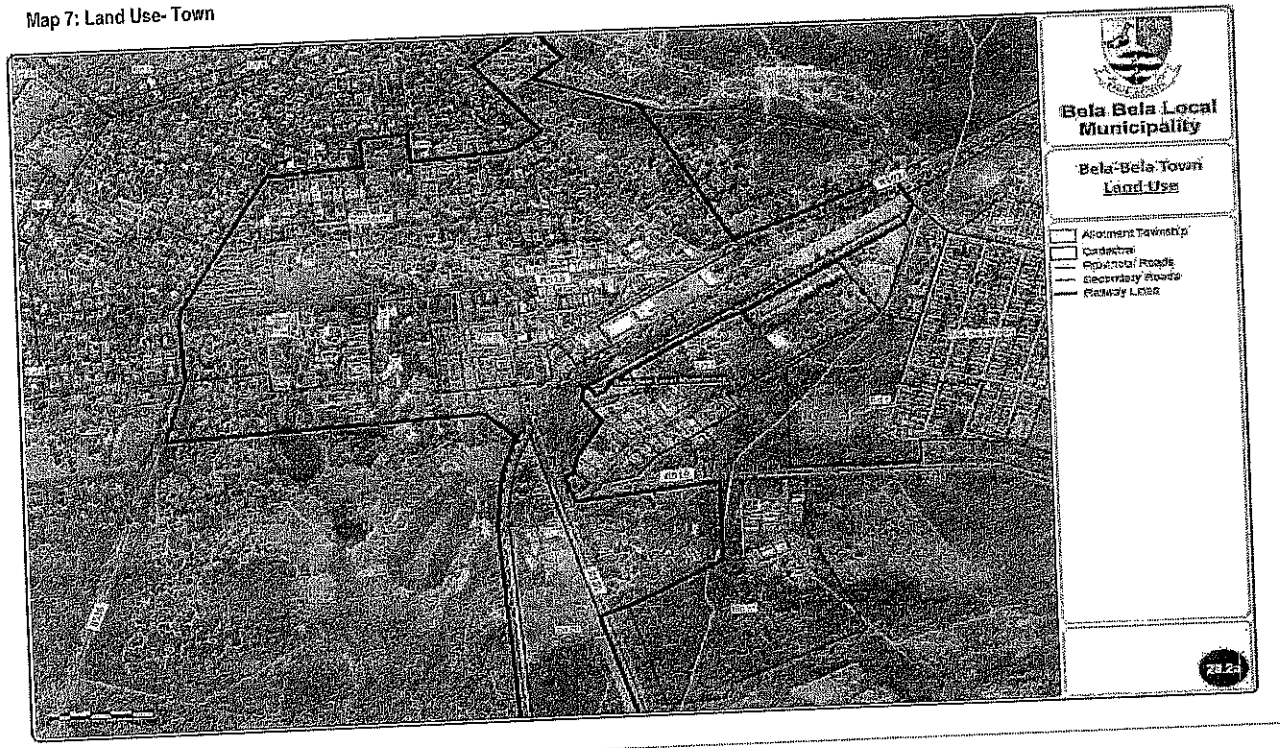
potential, but do not develop to their optimum potential due to the fact that capital investments are made on ad hoc basis without any long-term strategy for the growth point and/or the area as a whole.

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

a) Historic background

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

Map 7: Land Use- Town



b) Spatial Structure and Movement Network

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

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

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

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

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

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

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

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

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

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

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

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

c) Residential Development

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

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

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

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

Map 8: Land Use - Pienaarsrivier



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

a) Residential Development

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

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

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

Map 9: Land Use - Radium/Masakhane



a) Residential Development

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

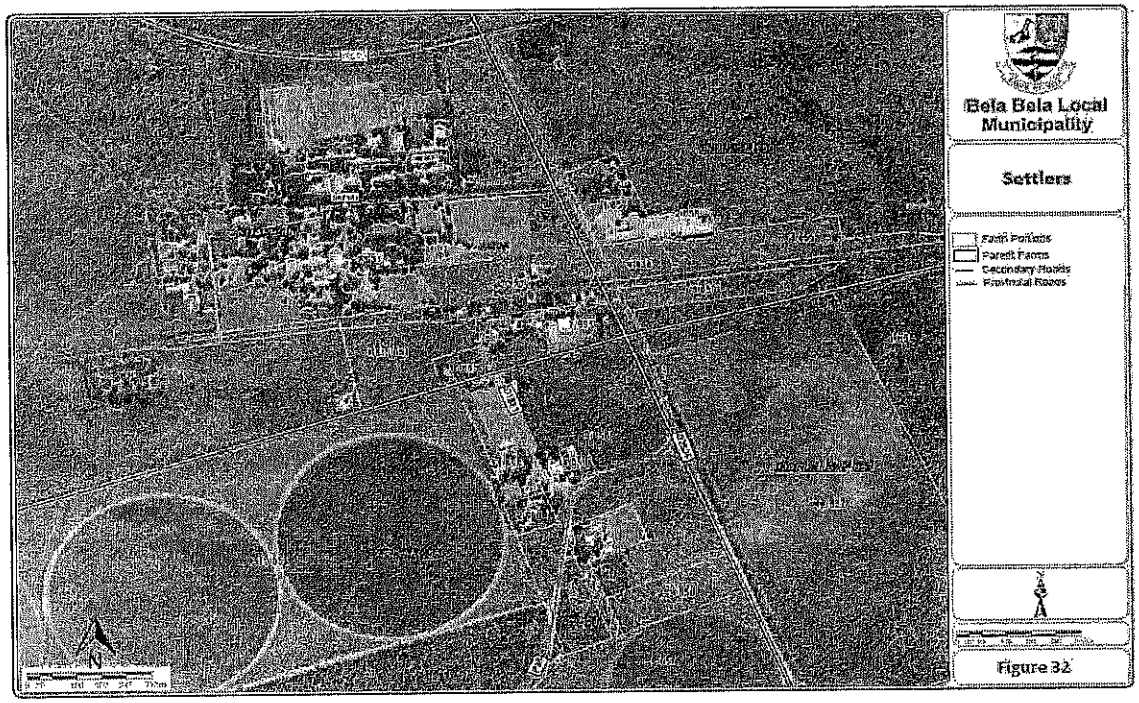
3.1.1.4. Towns and Settlements: Settlers (Small Towns).

a) Spatial Structure and Movement Network

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

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

Map 10: Land Use - Settlers



a) Residential Development

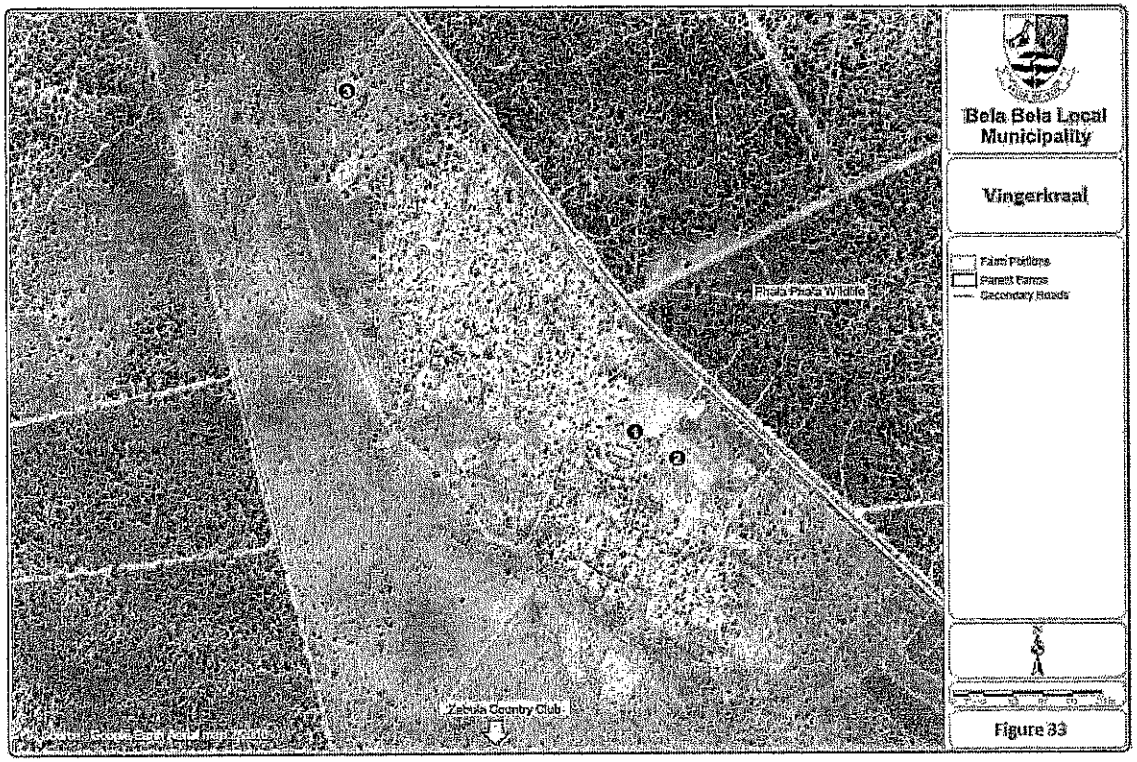
There is limited residential development with the strip of railway houses parallel to the south of the railway line in the vicinity of the Settlers railway station being the most prominent.

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

a) Spatial Structure and Movement Network

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

Map 11: Land Use - Vingerkraal

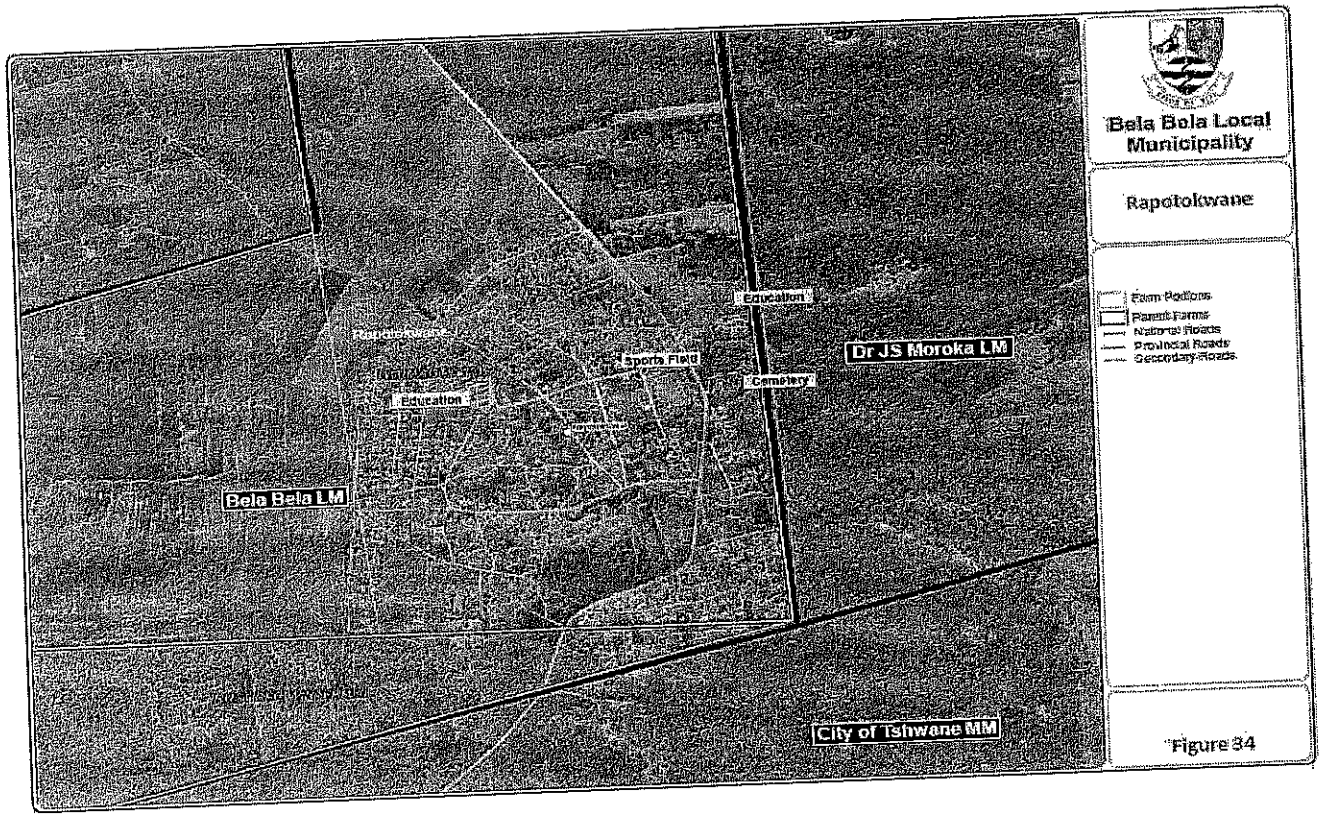


3.1.1.6. Towns and Settlements: Rapotokwane (Small Towns).

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

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

Map 12: Land Use - Rapotokwane



a) Residential Development

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

3.1.2. Land Use Management Tools

Spatial Development Framework (SDF)

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

Land Use Management Scheme (LUMS)

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

Central Business District (CBD) Development Plan

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

Spatial Planning and Land Use Management By-laws

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

3.1.3. Growth Points Areas

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

Provincial Growth Point (PGP).

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

District Growth Point (DGP).

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

Municipal Growth Point (MGP).

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

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

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

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

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

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

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

The following are development proposals for Pienaarsrivier.

a) **Housing Development**

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

b) **Business Activity**

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

c) **Community Facilities**

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

d) **Movement Network**

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

3.1.4. Land Claims

Land Reform, Rural Development and Land Tenure

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

Map 13: Land Claims within the Municipality

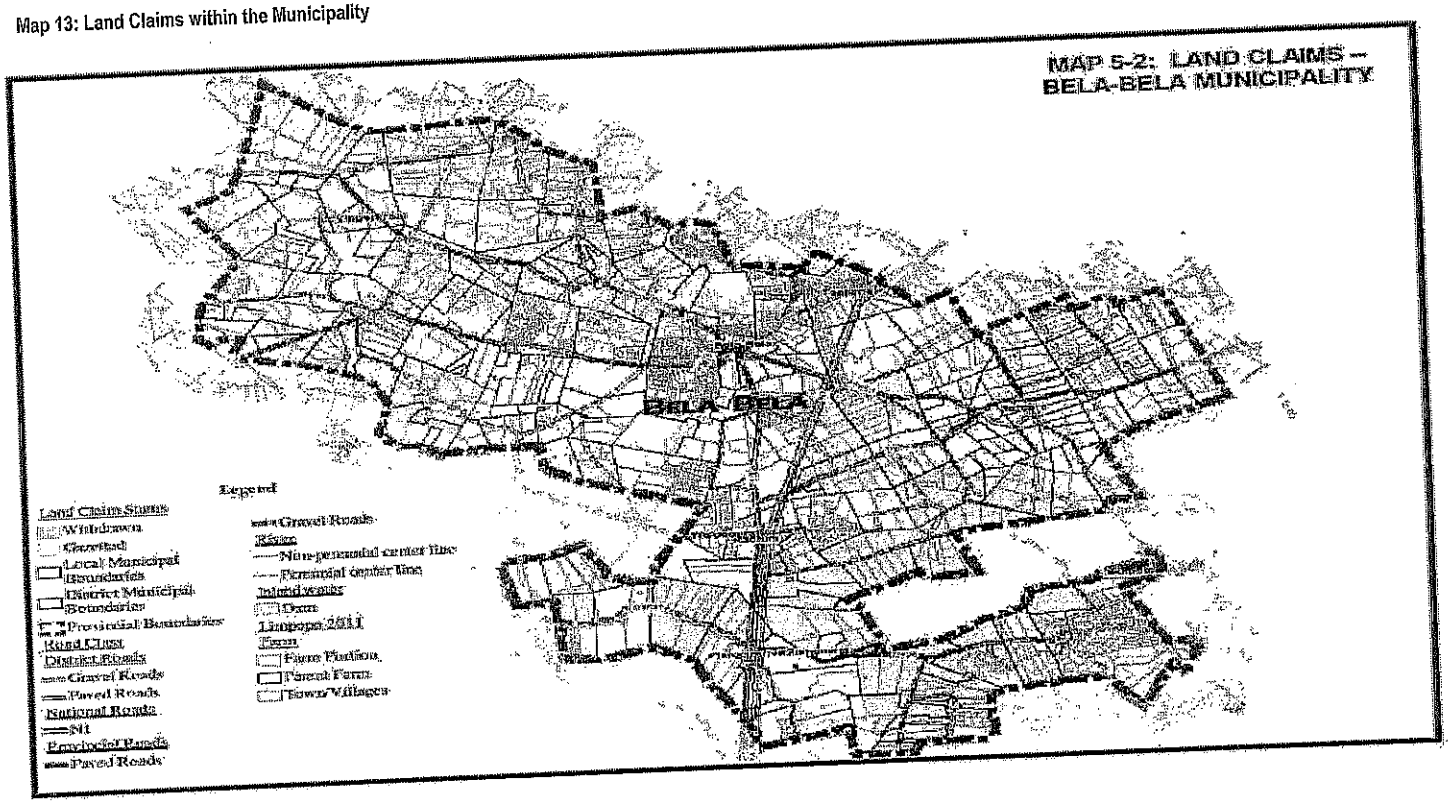


Table 10: Audited Restituted /Settled Land Claims within Bela-Bela Municipal Area

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

		527 KQ and ptn 1 of Zandspruit 472 KR (Phase 1) 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			
Ga Mashong Matlala (phase 1 to 3)	1	Haakdoringfontein 85 JR: R//E Ptn 1, 2, 3 4, 6, 7, Kameelrevier 77 JR: Ptn 2, 4, 5, 6, 7, 8, 13 Kliprand 76 JR: R/E Ptn 1, 2, 3, 7, 8, 9, 13, 15, 17, Elandsoewer 707 JR, Uitvlugt 709 JR Apiesdoring78 JR, Kumnandi 67 JR	6, 042	174	Project partially utilizedby the beneficiaries for cattle enterprise. Game farming and tourism drvelopment on the remainder portion	Obtaining operational capitalfor agricultural production programme for cattle and poultry farming	Release of available grant funding: provision of training for the identified farmers/beneficiaries who will be actively involved with farming.

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

		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 11** below details these land claims and the period through which each claim was published.

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

CLAIMANT	KRP	PROPERTY DESCRIPTION/ FARM NAME	GAZETTE NO	PERIOD
Sindane Family	891	Boomfontein 666 KS	620 of 2003	**2003/03/14**
Bela-Bela Community	2441	Cyferfontein 434 KR	3269 of 2003	**2004/11/07**
		Droogesloot 476 KR		
		Olievenfontein 475 KR		
		Rietspruit 527 KR		
Letlakaneng Community	744	Turfontein 499 KR	3167 of 2003	**2003/11/07**
		Rust De Winter 178 JR	29689 of 2007	
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 10 below is the details of all these claims which are currently outstanding.

Table 12: Ourstanding Land Claims within Bela-Bela Municipality

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

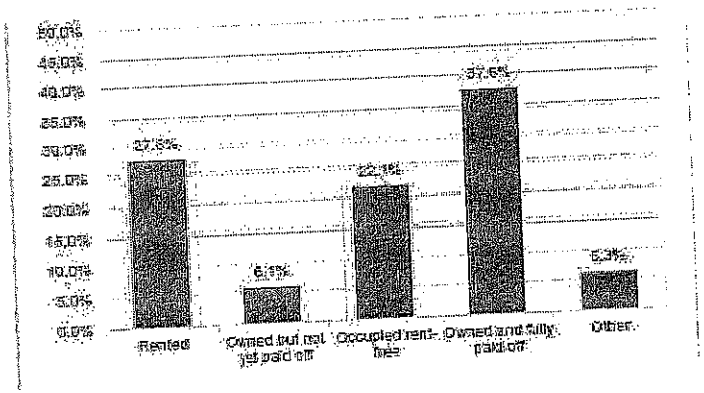
12181	Unclear	ME Chauke	Further Research	28552 ha
10545	Louwiskraal 1104 MS	Maake MM	Further Research	1187 ha
1797	Erf 1650 (Unclear)	Ahmed Hassim	Further Research	2123 ha
8243	Mooimei-siesfontein 536 LR	Mokitlane MS	Further Research	2487, 3905 ha
10317	Unclear	Hassim I	Further Research	2123 ha
10893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

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

Land Tenure

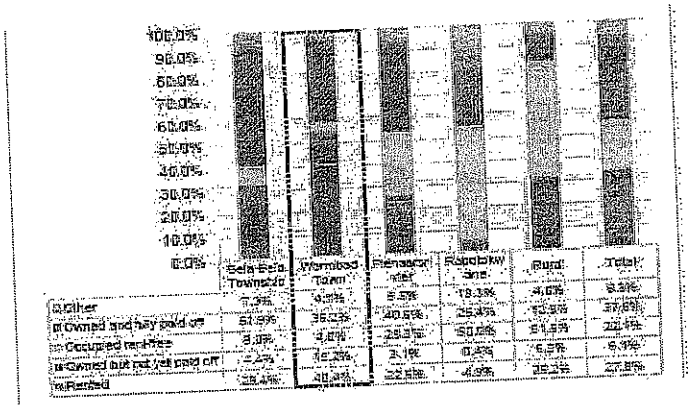
The tenure status gives an indication of the residential home ownership profile of the Bela-Bela LM. **Map 14** as well as **Figure 7 and 8 below** indicate the tenure status of the the Bela-Bela LM and the identified nodes with the rural remainder.

Figure 7: Bela-Bela Tenure Status



Source: StatsSA, 2011

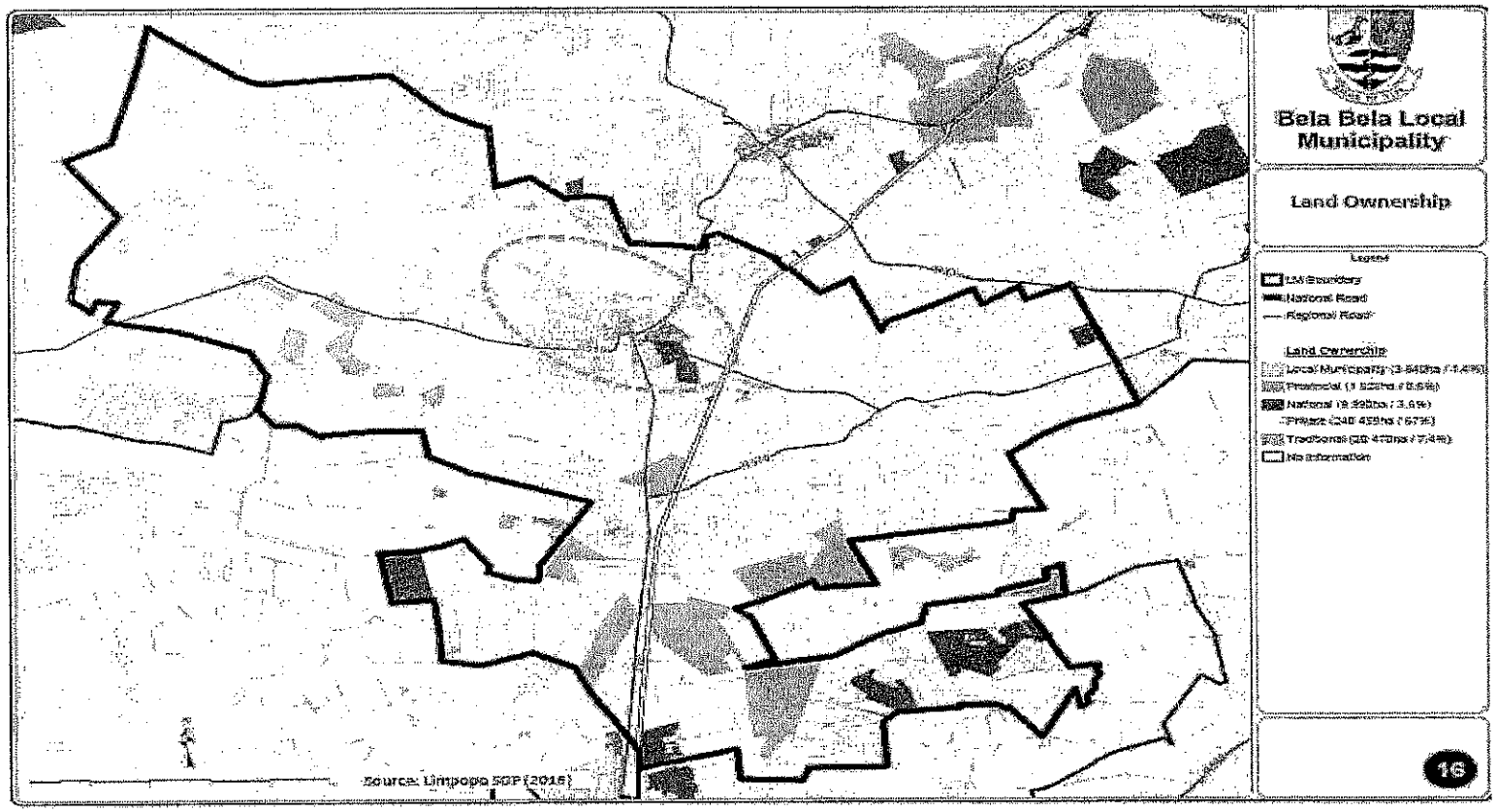
Figure 8: Tenure Status per Node



Source: StatsSA, 2011

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

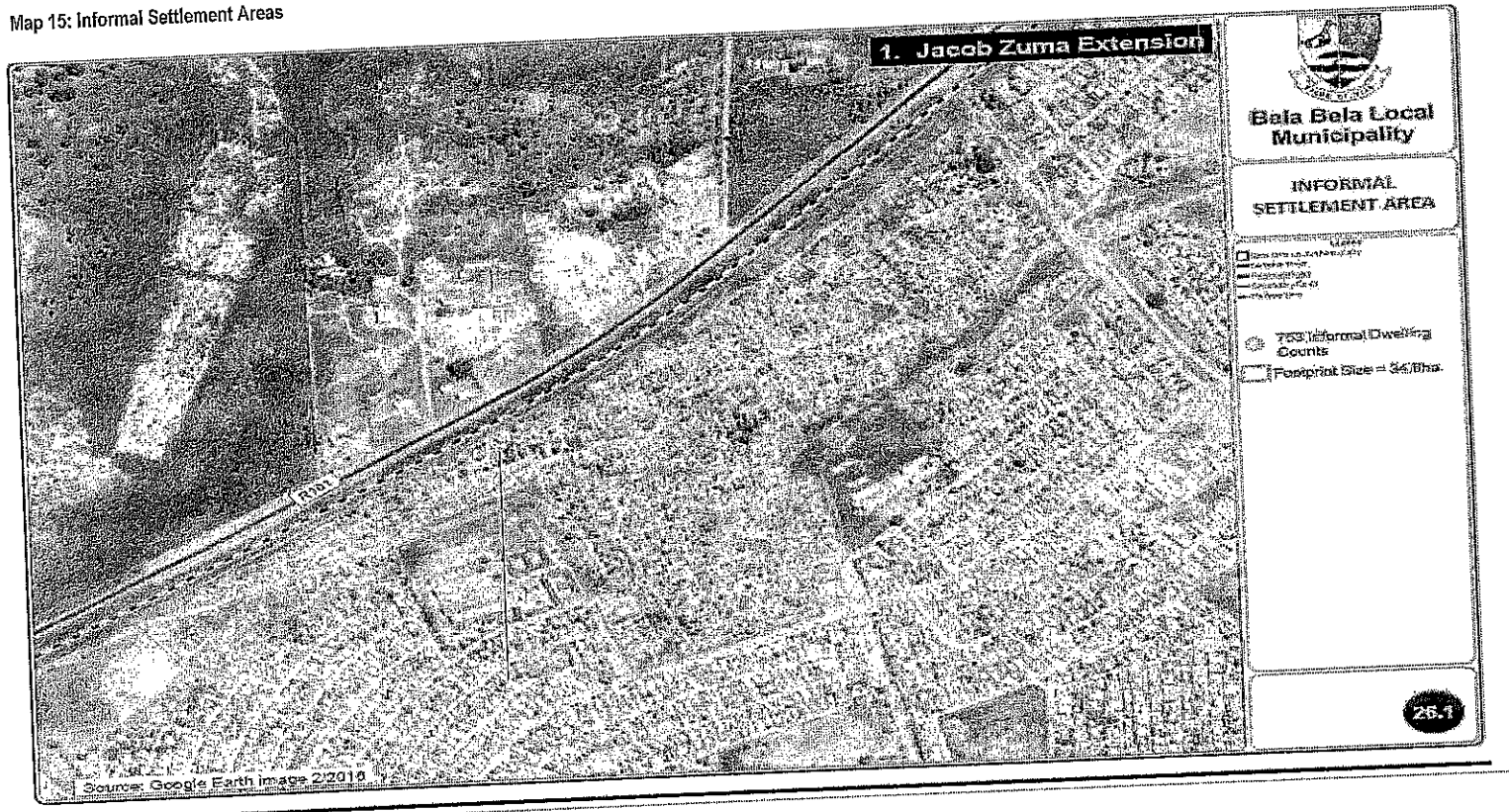
Map 14: Land Ownership



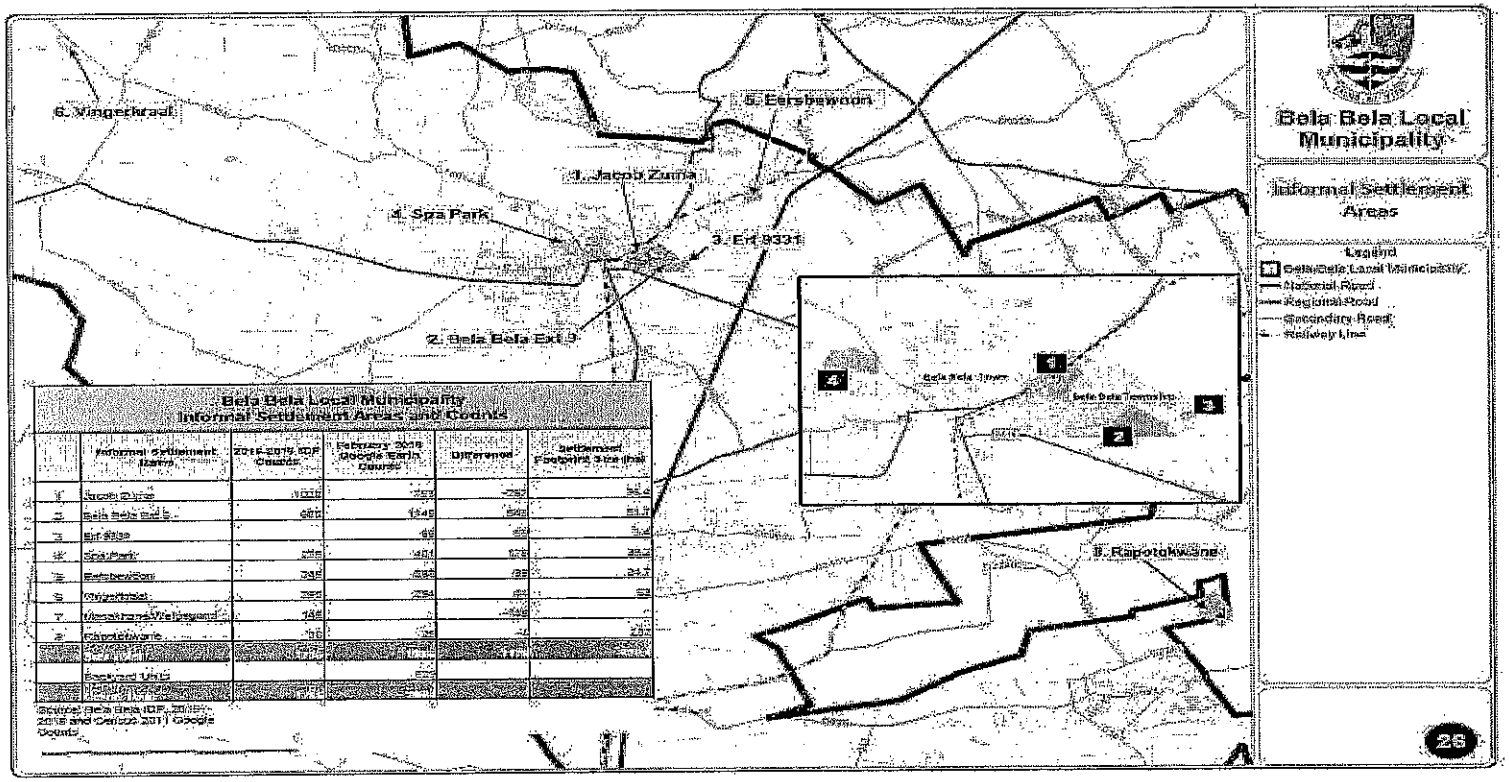
3.1.5. Illegal Occupation of Land: Informal Settments

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

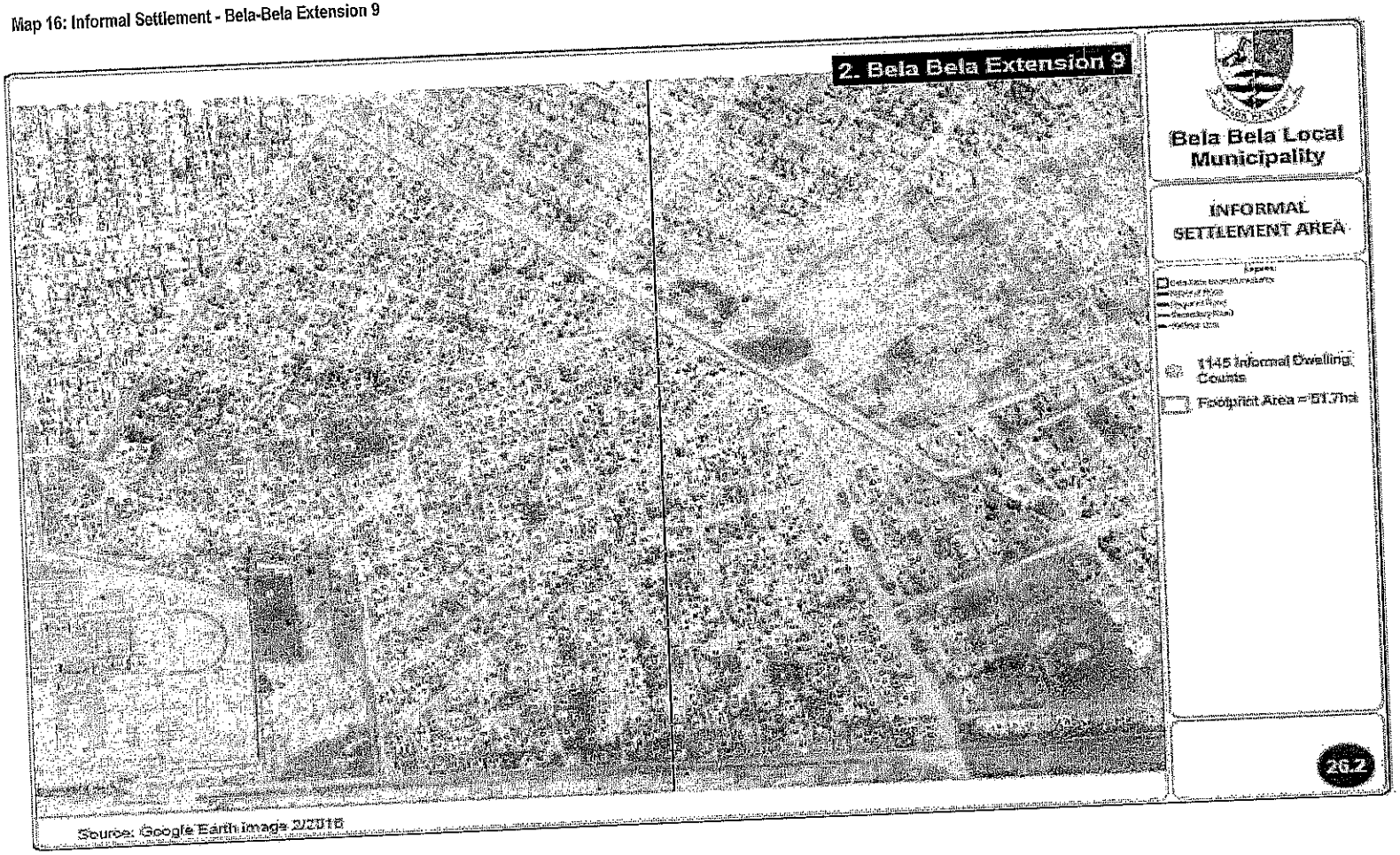
Map 15: Informal Settlement Areas



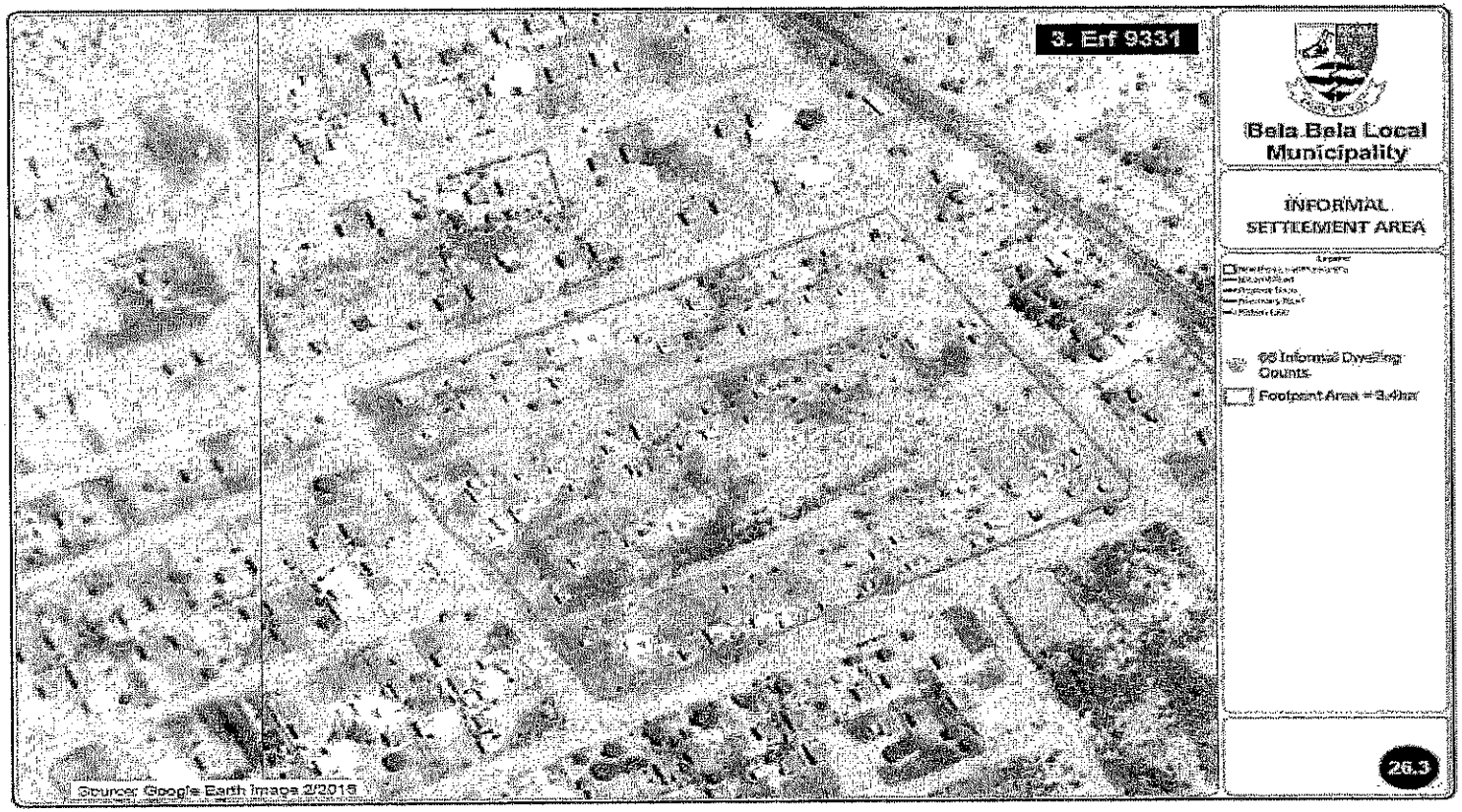
Map 6: Informal Settlement-Zuma



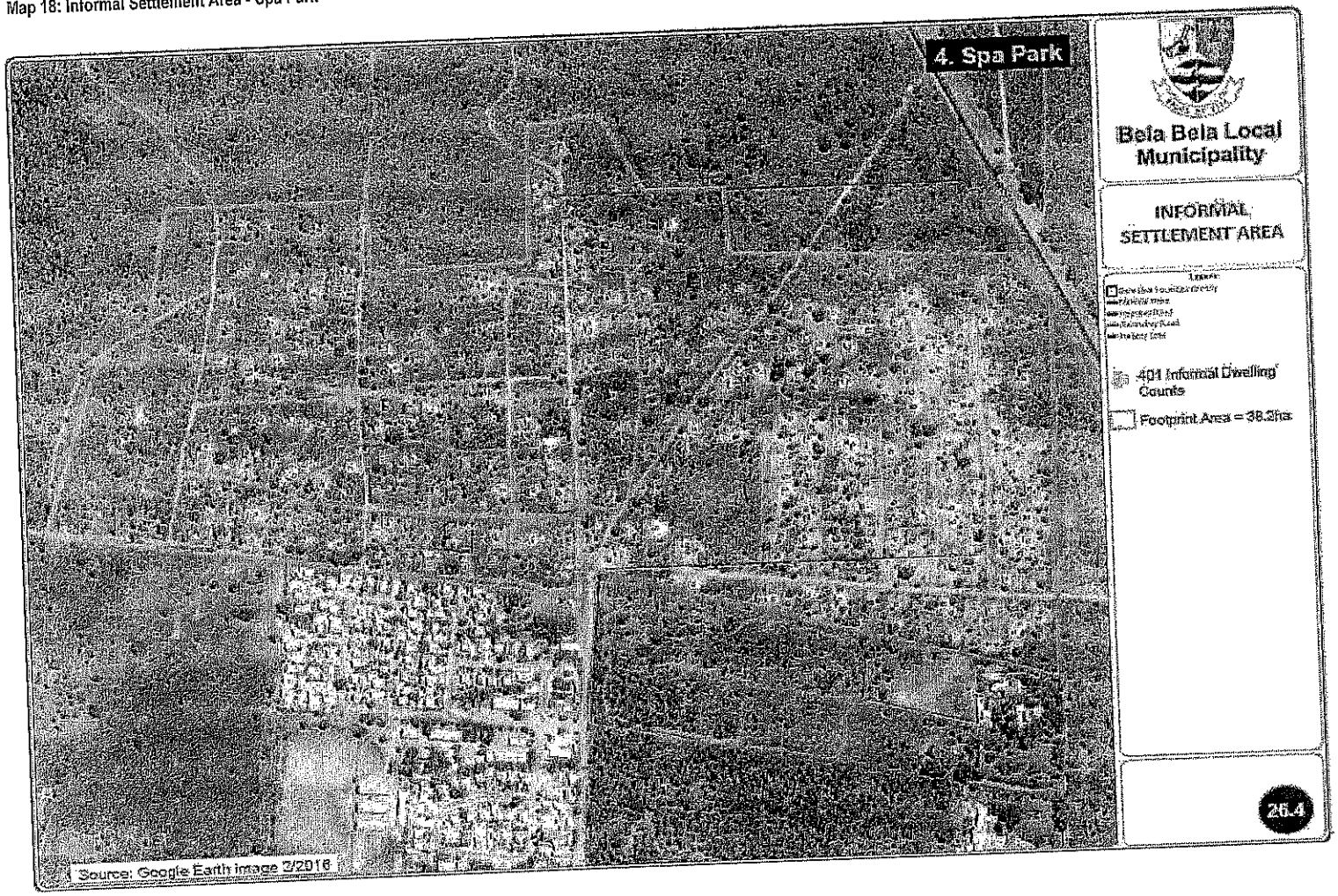
Map 16: Informal Settlement - Bela-Bela Extension 9



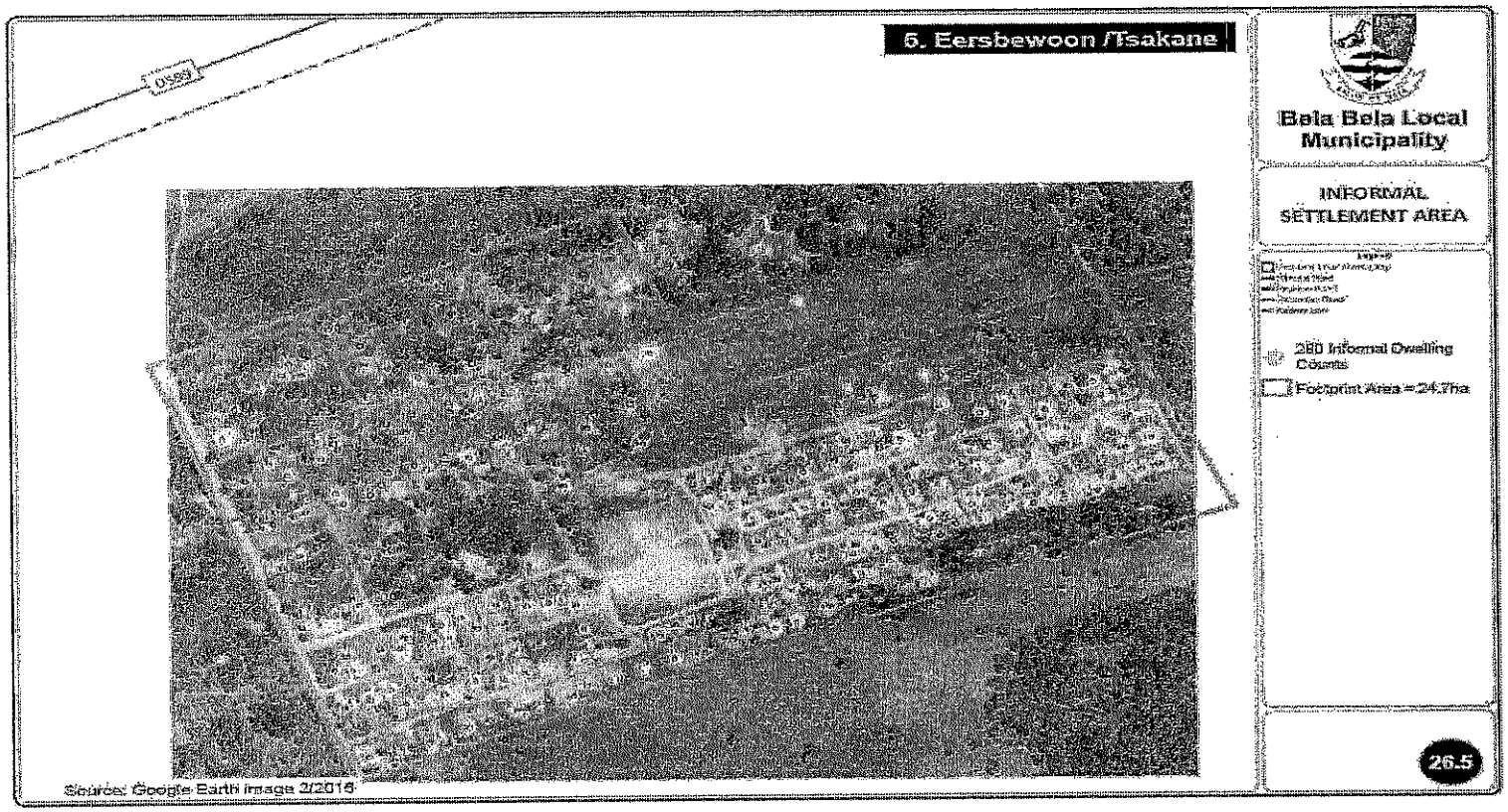
Map 17: Informal Settlement Area - Erf 9331



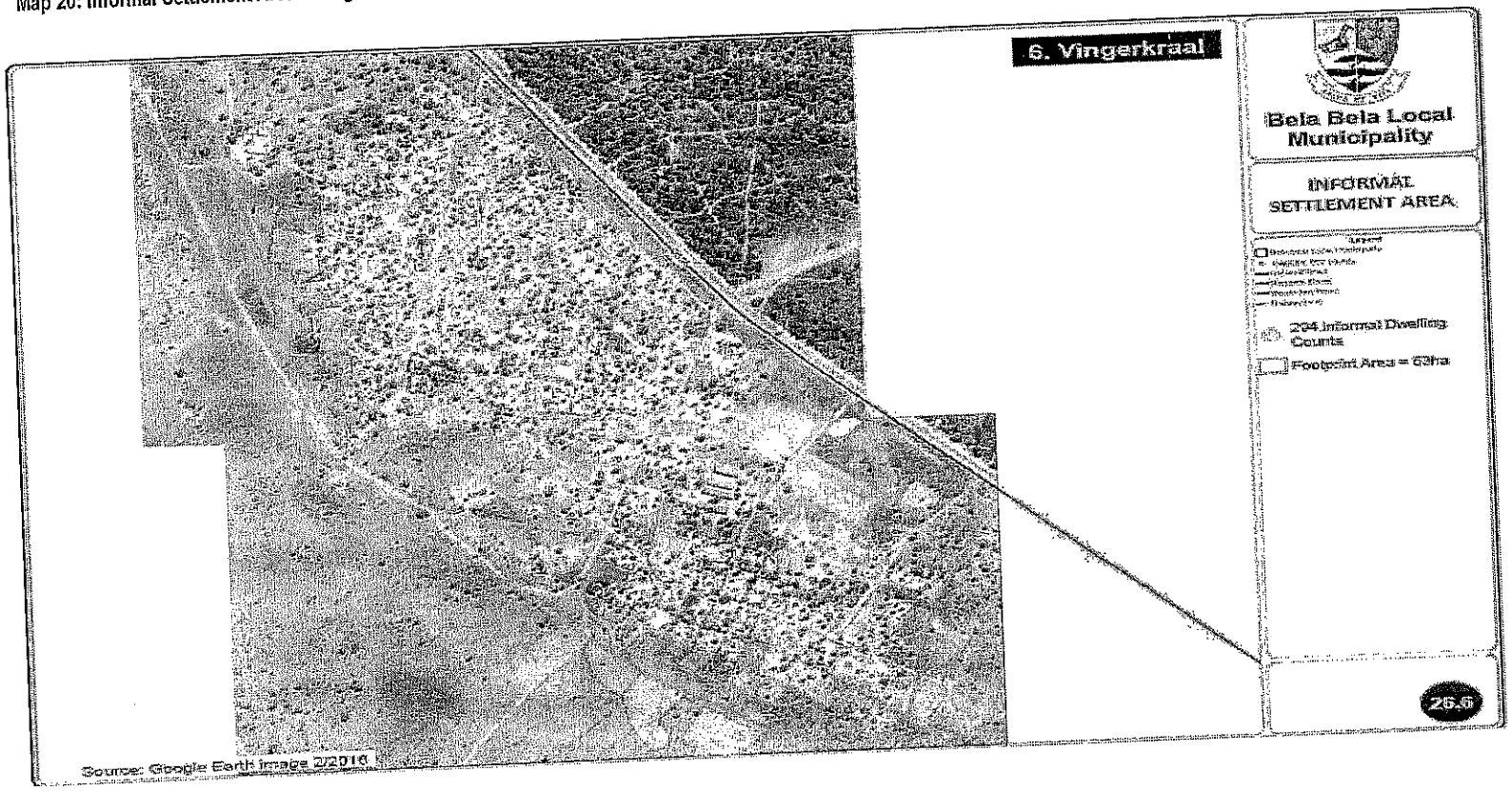
Map 18: Informal Settlement Area - Spa Park



Map 19: Informal Settlement Area - Eerbewoon/Tsakane



Map 20: Informal Settlement Area – Vingerkraal



3.1.6. Land Availbality

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

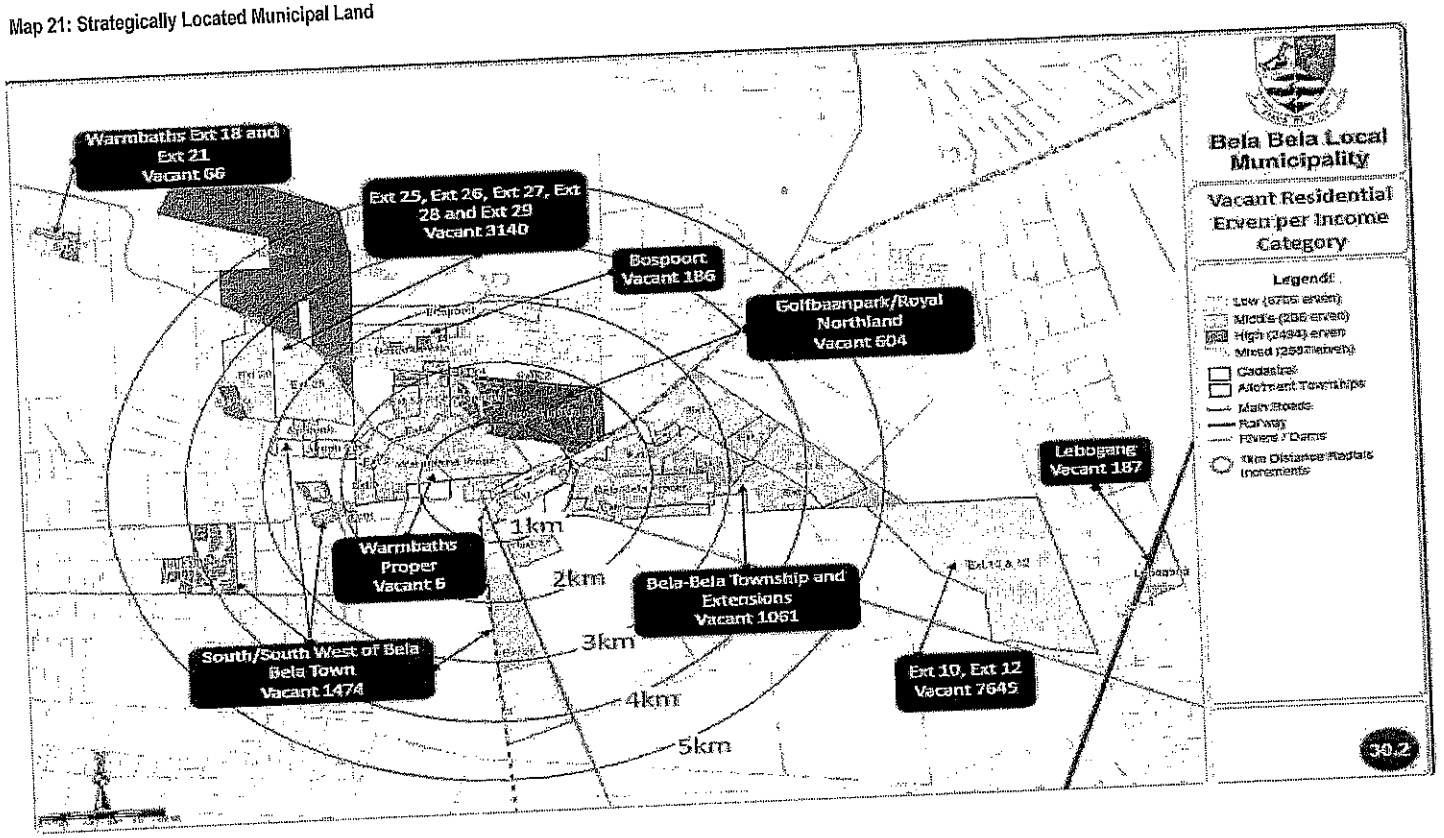
Table 13 below shows portions of strategically located Municipal Land as also depicted on Map 22 below.

Table 13: Strategically Located Municipal Land

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

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

Map 21: Strategically Located Municipal Land



3.1.7. Spational Rationale – Ward Base Challenges

Table 14: Spatial Rationale - Challenges per Ward

PRIORITY	WARD NUMBER/AREA IN THE WARD	CHALLENGES/ISSUES
Land, Housing & Infrastructure	Ward 1 (appro. 380 Informal Settlement 170 in Spa Park) Ward 2 (appro. 740 people in the ward) Ward 4 (Ext 7, 8 & 9) Ward 5 (Ext: 1) Ward 6 (appro. 200 people in the ward) Ward 7 (Tsakane) Ward 8 (Rust de Winter)	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 1 (2) (380 Informal Settlement & Vingerkraal) Ward 2 (appro. 280 in Jacob Zuma) Ward 4 (1)	Illegal occupation of land (Informal Settlements)

	Ward 6 (appro. 740 Jacob Zuma) 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 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 7 (Tsakane)	Formalisation of informal settlements
	Ward 7 (Ext 6 & Tsakane)	RDP Houses waiting list takes long time.

3.2. ENVIRONMENTAL ANALYSIS

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

3.2.1. Environmental legislative framework

The Constitution

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

Prevent pollution and ecological degradation;

Promote conservation; and

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

Environmental Legislative framework

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

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

The National Environmental Management Act

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

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

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

Sustainable Development

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

Polluter Pays Principle

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

The National Water Act

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

The basic human needs of present and future generations;

The need to protect water resources;

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

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

National Environmental Management: Waste Act

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

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

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

National Environmental management: Biodiversity Act

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

National Environmental management: Air quality act

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

3.2.2. Environmental Management within Bela-Bela Local Municipality

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

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

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

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

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

Table 15: Municipal Environmental Management Plan

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

3.2.3. Environmnetal Features

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

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

Climate Change

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

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

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

Causes of Climate change

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

Observed climate trends for South Africa (1960–2010)

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

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

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

Climate change and its impact on water resources or sector

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

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

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

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

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

Climate change and its impact on Biodiversity

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

Climate change and its impact on Human Health

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

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

Climate change and its impact on the Agricultural sector

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

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

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

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

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

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

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

3.2.3.2. Land Form – Geology, Soil, Vegetation

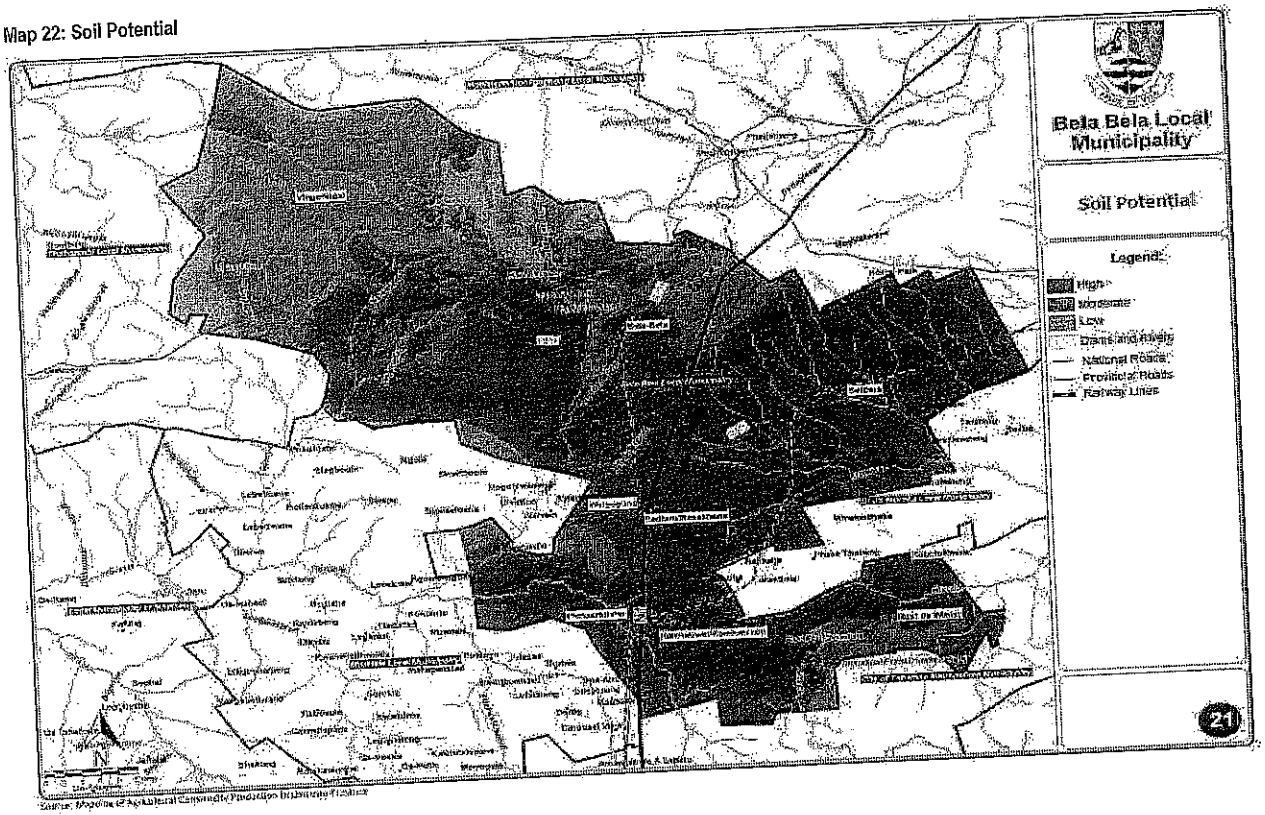
Geology

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

Soil

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

Map 22: Soil Potential



Vegetation Classification

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

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

3.2.3.3. Hydrology and Topography

Hydrology

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

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

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

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

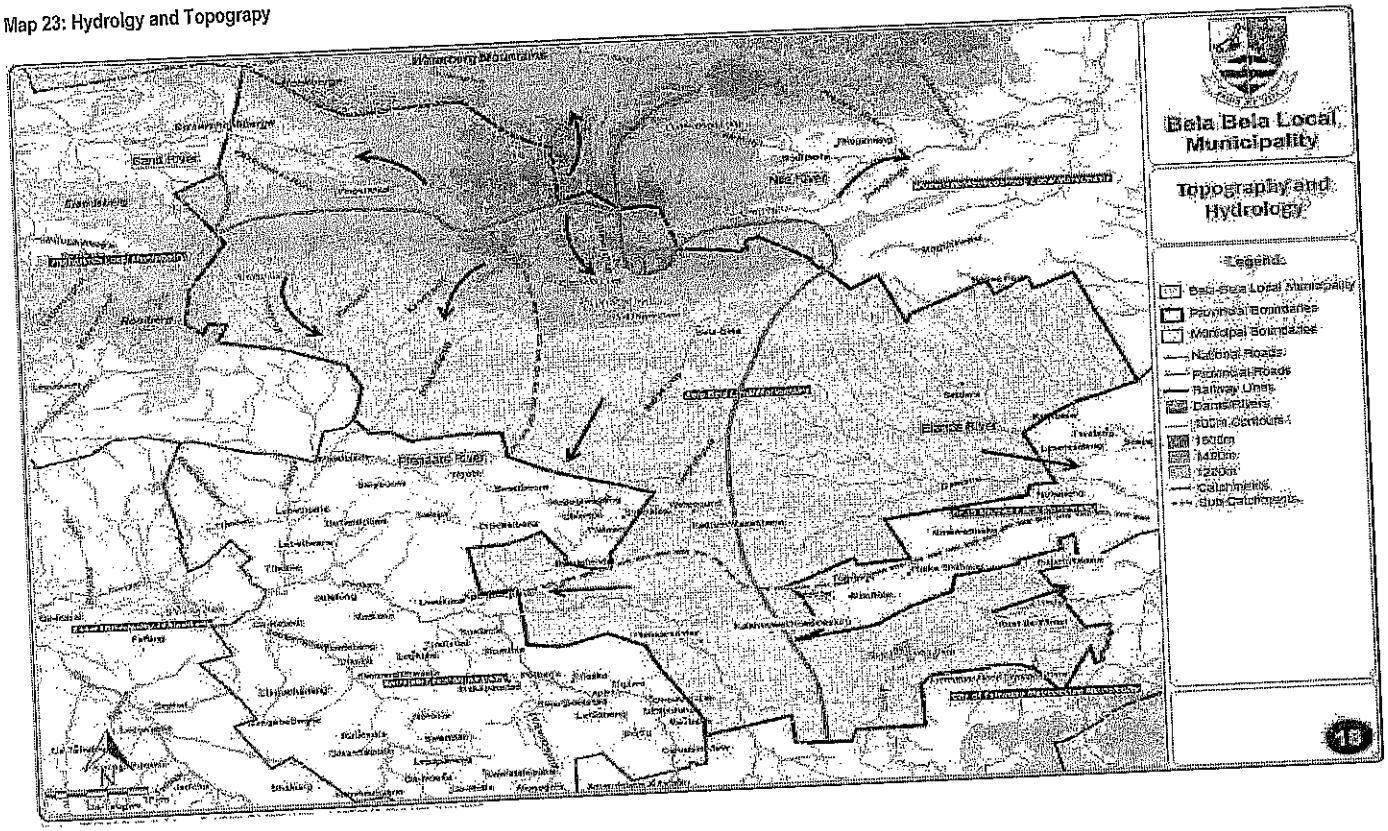
The Droeëkloofspruit, Kareespruit and Rietspruit sub-catchment serving the far south-western extents of the municipal area before linking up with the Pienaars River further to the south.

Topography

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

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

Map 23: Hydrolgy and Topograpy



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

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

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

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

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

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

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

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

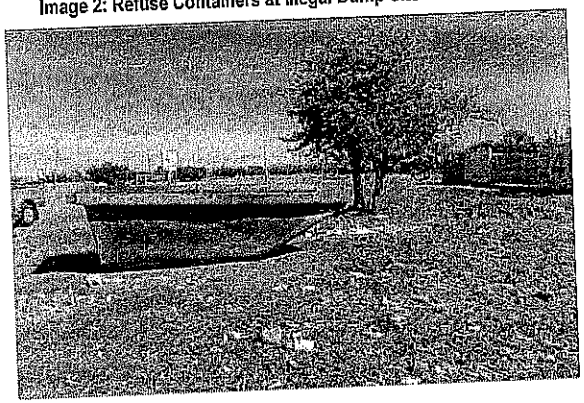
Solid Waste – Refuse Removal

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

Image 1: Kerbside Collection and Compactor Truck

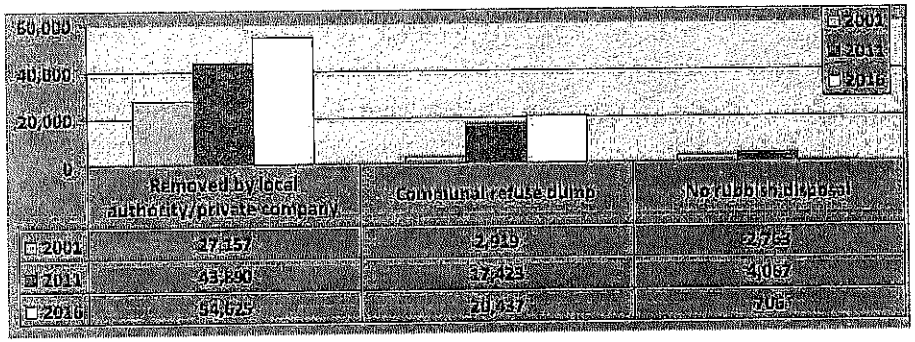


Image 2: Refuse Containers at Illegal Dump Site



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

Figure 9: Distribution of Households by Type of Refuse Removal



Source: StatsSA: Community Survey, 2016

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

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

Waste collection in Bela-Bela Municipality is as follows:

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

Refuse Disposal System

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

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

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

Source: Municipal Data, 2015

Households receiving Free Basic Refuse Removal Services (Indigents)

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

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

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

The total monthly income of all occupants is not more than an amount as determined by the Council. This amount is determined at the beginning of every financial year and will be applied for the duration of that particular financial year. For the 2018/2019 financial year this amount is deemed to be equal than **R3 600**. The policy is currently benefiting 4 095 households. The current figure is substantially higher than the demographic quantification and this indicates that the poverty levels on the ground are more than what has been projected.

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

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

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

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

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

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

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

Table 17: Ward Based Development Challenges

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

3.3. KPA 2 BASIC SERVICES DELIVERY: INFRASTRUCTURE ANALYSIS

3.3.1. Water and Sanitation Analysis

- **Water Services**

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

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

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

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

Free Basic Water

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

Sources of Water and Water Demand

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

Table 18: Water Sources and Demand

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

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

Water Services Access

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

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

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

Source: Stats SA, Community Survey, 2016

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

Water Services Challenges

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

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

- **Sanitation Services**

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

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

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

Access to Sanitation

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

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

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

Source: StatsSa, Community Survey, 2016

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

Sanitation Services Challenges

Table 22: Challenges - Sanitation Services

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

3.3.2. Energy and Electricity

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

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

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

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

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

Table 23: Electrical Network Data

Area	Electricity Licence	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

Free Basic Electricity

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

Access to Electricity

Table 24: Access to Electricity

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

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

Electrical Services Challenges

Table 25: Challenges - Electrical Services

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

3.3.3. Roads and Storm Water

Road network

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

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

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

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

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

Table 26: Inventory Roads within Municipality

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

The Classification of road hierarchy within Bela-Bela

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

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

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

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

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

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

Table 27: Local Access Roads reuqiring Maintanance/Upgrading

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

Source: 2016 BBLM Visual Road assessment report

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

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

Rail network

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

Stormwater

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

Table 28: Stormwater Assets

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

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

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

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

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

Source: Stormwater Master Plan, 2012

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

Roads and Stormwater Services Challenges

Table 30: Challenges - Roads and Stormwater Services

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

3.3.4. Public Transport

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

Mode of Transport include:

- Road
- Railway

Provision and Backlog

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

Type of transport and facilities

Road Transport

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

Rail Transport

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

3.4. SOCIAL ANALYSIS

3.4.1. Integrated and Sustainable Human Settlements

3.4.1.1. Provision and Backlogs

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

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

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

The following can be derived from this table:

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

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

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

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

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

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

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

3.4.1.2. Challenges pertaining to housing provision

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

3.4.1.3. Informal settlements.

Table 32: Bela-Bela Informal Settlements

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

* Spa Park X3: 342 erven

** Can alternatively be accommodated by Bela Bel X13, X14 (low income capacity of 1805 Units)

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

3.4.2. Health and Social Development

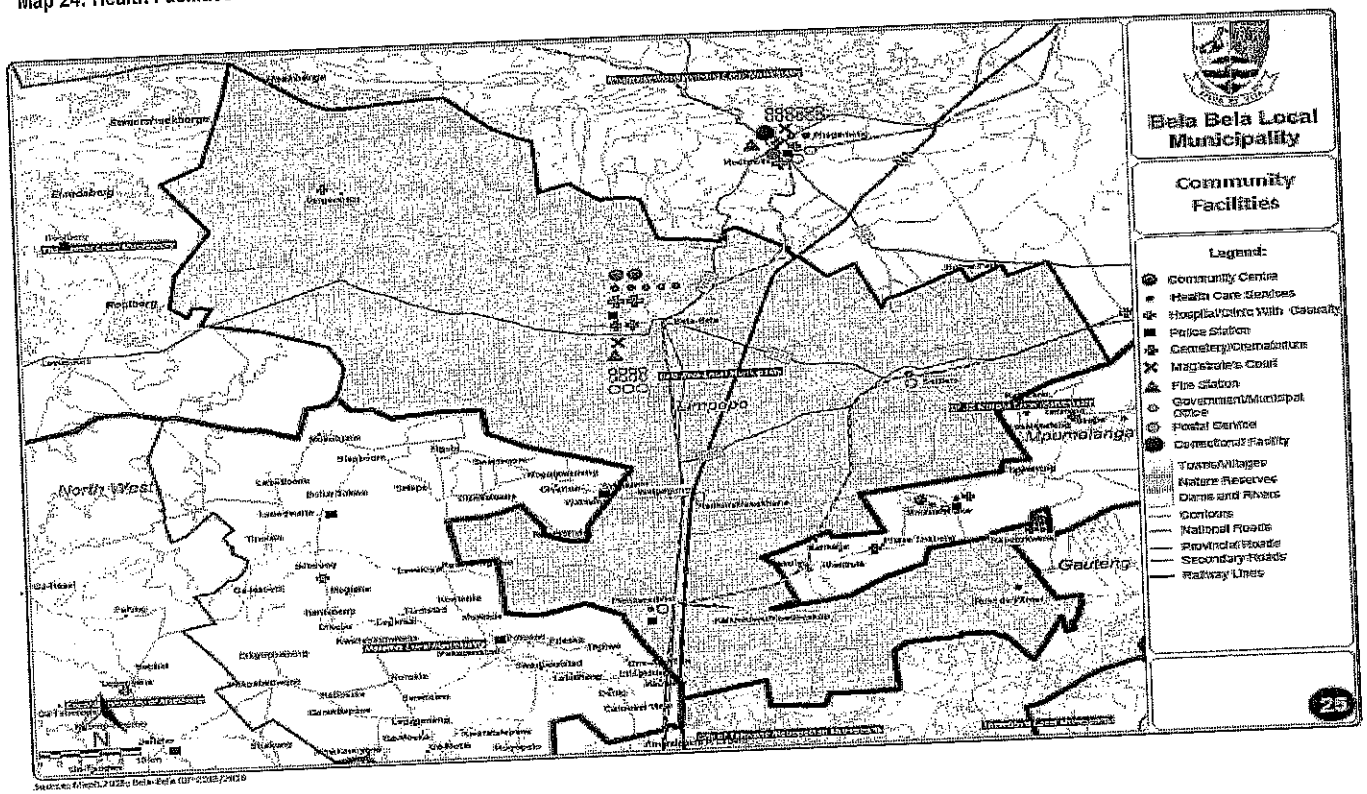
3.4.2.1. Health and Social Development Facilities

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

Table 33: Availability of Health Facilities in Bela-Bela

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

Map 24: Health Facilities



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

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

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

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

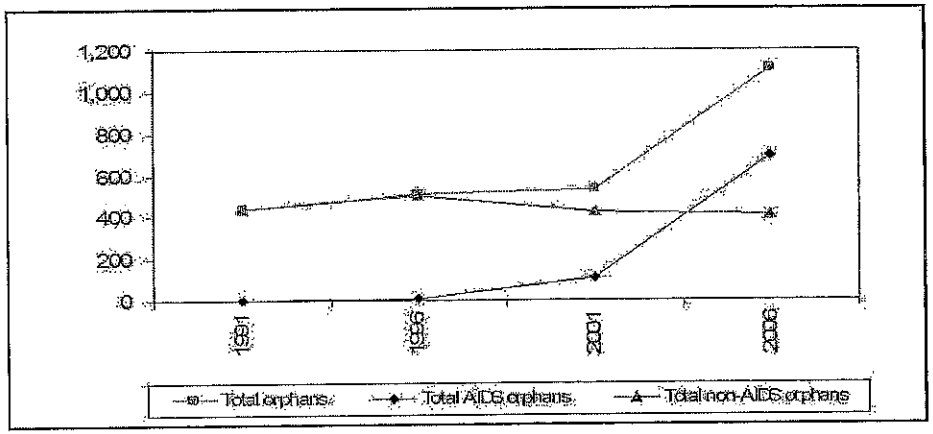
Settlers Clinic: (7 days a week) - Clinic not operating on weekends.

3.4.2.3. Range of diseases

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

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

Figure 10: Impact of HIV/AIDS on Orphanages



Source: DBSA 20

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

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

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

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

3.4.3. Safety and Security

3.4.3.1. Provision and backlogs

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

3.4.3.2. The number of police stations in the municipality

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

Table 34: Availabity of Police Station

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

3.4.3.3. Crime categories

Table 35: Crime Statistics in Bela-Bela

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

CONTACT-RELATED CRIMES		
	2017	2018
Arson	4	4
Malicious damage to property	104	152
PROPERTY-RELATED CRIMES		
	2017	2018
Burglary at non-residential premises	98	86
Burglary at residential premises	490	408
Theft of motor vehicle and motorcycle	20	44
Theft out of or from motor vehicle	105	85
Stock-theft	28	40
CRIME DETECTED AS A RESULT OF POLICE ACTION		
	2017	2018
Illegal passion of firearms and ammunition	11	16
Drug-related crime	610	853
Driving under the influence of alcohol or drugs	28	34
OTHER SERIOUS CRIMES		
	2017	2018
All theft not mentioned elsewhere	497	481
Commercial crime	80	71
Shoplifting	89	82
SUB-CATEGORIES OF AGGRAVATED ROBBERY		

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

Source: SAPS Website, Visited 16 March 2019

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

3.4.3.4. Fire fighting, Traffic, Environmental Health

Traffic Law Enforcement

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

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

3.4.4. Education

3.4.4.1. The number and categories schools

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

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

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

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

Table 37: Education - Challenges per Ward

WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Ward 2 (Raeleng School)	Need for an administration block
Ward 2 (Raeleng School)	Need for additional Classes to minimize overcrowding in classrooms
Ward 1(Spa Park primary school) 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

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

There are two libraries in the Municipality

3.4.5. Sports, Art and Culture

3.4.5.1. Challenges and backlogs with regard to provision of sports

Table 38: Sports - Challenges per Ward

WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Ward 2 (Leseding) Ward 3 (behind Sunfa Stadium) Ward 4 (Ponto) Ward 6 Ward 9 (Masakhane)	No community hall / Multi – Purpose Center
Ward 6 (Next to Railway line)	No fence at Sports field
Ward 2 Ward 8 (Rapotokwane, Rus de Winter) Ward 9 (Masakhane)	No sports/recreational facilities
Ward 1 (Spa Park sports ground) Ward 3 (SANFA Stadium) Ward 6 (Next to Railway Line)	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

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

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

LOCATION	FACILITIES	CONSTRAINTS AND CHALLENGES
Bela-Bela Township	Bela-Bela Community Hall i.e. Performing Arts and Culture. 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.

3.4.6. Telecommunication Services

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

3.4.7. Cemetery and Cremation

Bela-Bela municipality has four (4) cemeteries:

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

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

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

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

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

3.4.8. Ward Based Developmental Challenges

Table 40: Ward Based Developmental Challenges

WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Ward 1 (Spa Park & Jinnah Park) **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

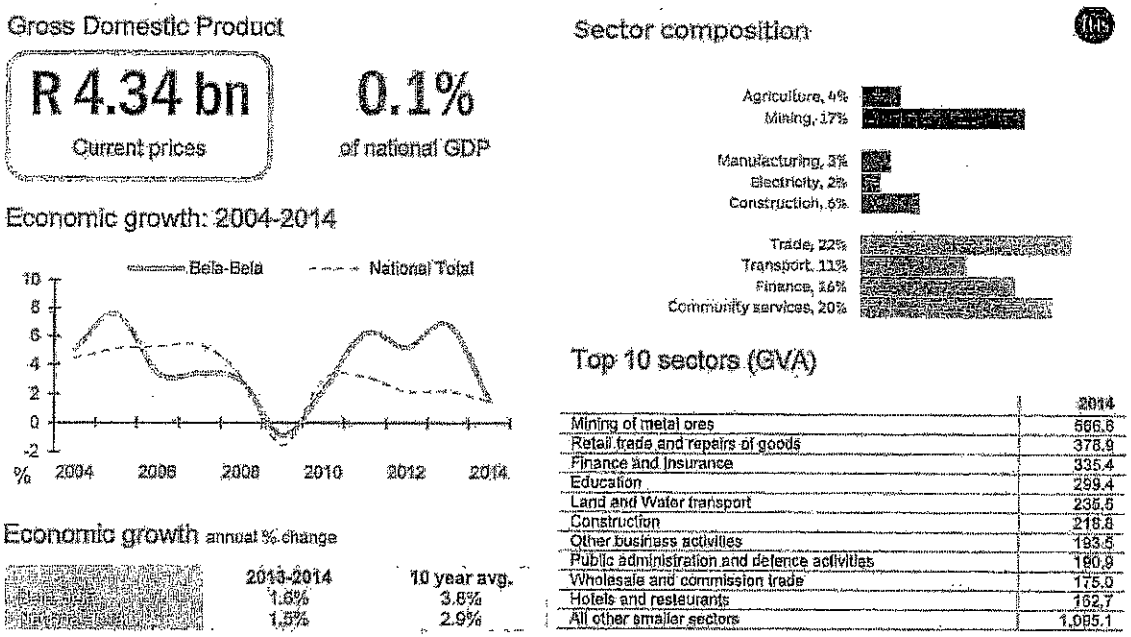
Ward 5	Ineffective health inspections
Ward 9 (Masakhane)	Health services still in Mpumalanga Province
Ward 8 (Rapotokwane)	Inadequate Food parcels for poor families
Ward 1 (Spa Park & Informal Settlement)	
Ward 7 (Ext 6 & Tsakane)	
Ward 8 (Rapotokwane)	
Affects all wards	Need for assistance offered for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

3.5. ECONOMIC DEVELOPMENT ANALYSIS

3.5.1. Size and Structure of the Local Economy

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

Figure 11: Impact Analysis per Economic Sector



	2014
Mining of metal ores	566.6
Retail trade and repairs of goods	376.9
Finance and Insurance	335.4
Education	299.4
Land and Water transport	236.6
Construction	216.8
Other business activities	193.5
Public administration and defence activities	180.9
Wholesale and commission trade	175.0
Hotels and restaurants	162.7
All other smaller sectors	1,085.1

Source: Global Insight, 2016

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

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

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

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

3.5.2. Spatial Distribution of Economic Activities

3.5.2.1. Tourism

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

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

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

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

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

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

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

- **Rust de Winter**

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

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

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

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

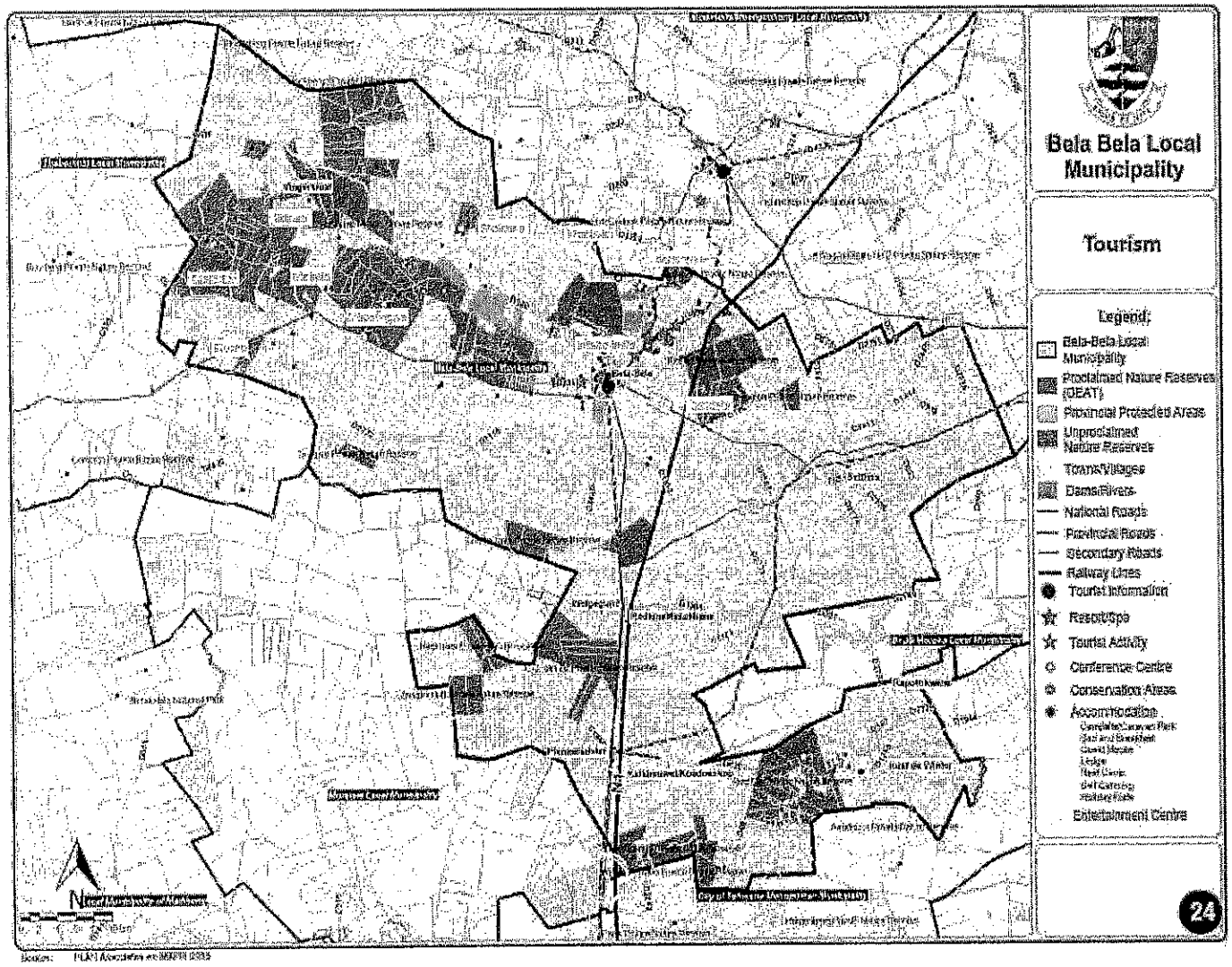
- **Bonwapala, Kaya-Ingwe, Mabula, Mabalingwe, Sondela and others**

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

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

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

Map 25: Tourism



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

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

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

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

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

3.5.2.2. Agriculture

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

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

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

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

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

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

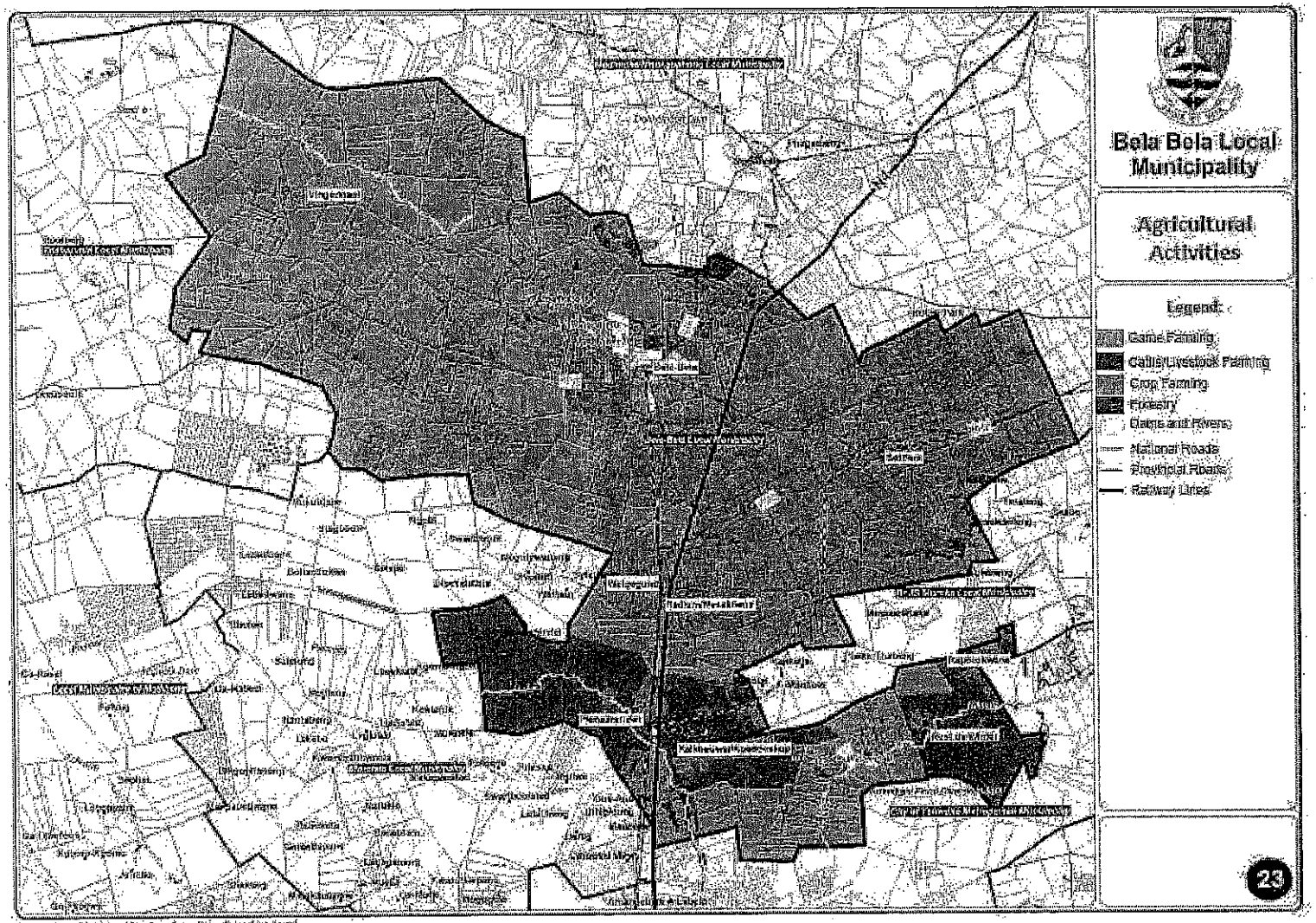
Mechanization – As with most other sectors, there is a trend towards mechanization (e.g. precision farming) in order to increase production output (per hectare).

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.

Map 26: Agriculture



3.5.2.3. Mining

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

NAMCO

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

Vergenoeg Mining (VMC Fluorspar)

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

Vergenoeg's fluorspar operations consist on a large dimension open pit mine, an on site processing plant equipped with advanced processing and control means, a modern laboratory, drying and bagging facilities, a briquetting plant, offices etc. It has mineral resources in excess of 122 million tons, which allows it to cover, for over 100 years, both current export needs and the needs of South Africa, including any potential project to beneficiate the mineral domestically. Not surprisingly, **Vergenoeg** keeps one of the largest customer base in the World, with customers located in all continents and market niches, who buy from us year after year. **Vergenoeg** is also delighted to be also the supplier of preference for the domestic market.

Nokeng Fluorspar Mine

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

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

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

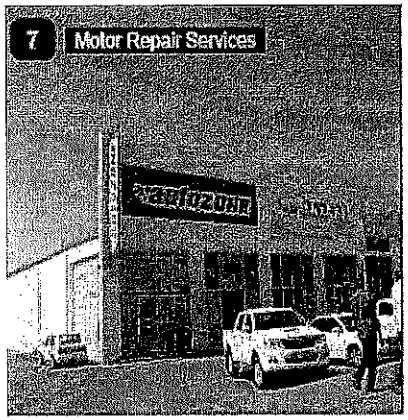
3.5.2.4. Business

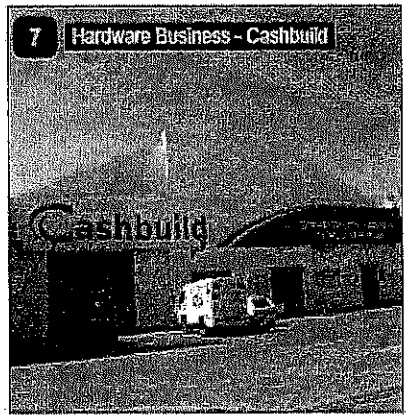
Bela Bela Town has a well-defined CBD which is gradually expanding southwards to the Waterfront development and Bela Bela Mall (**Refer to Image 3 & 4 below**). This is the only business node of significance in the municipal area although Pienaarsrivier also has a very small business area.

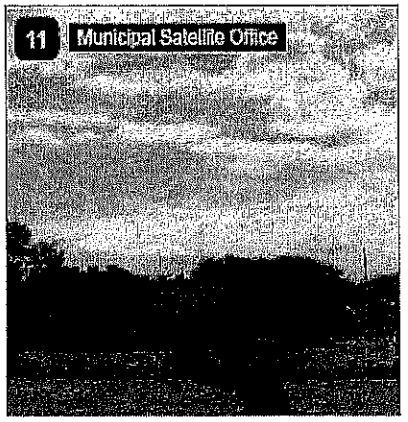
Image 3: Prominent Businesses in Town



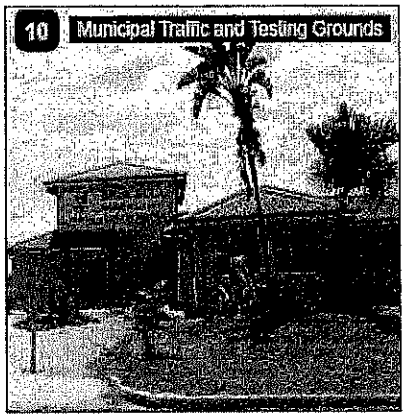
Image 4: Prominent Businesses in Town (Motor, Hardware and Community Facilities)

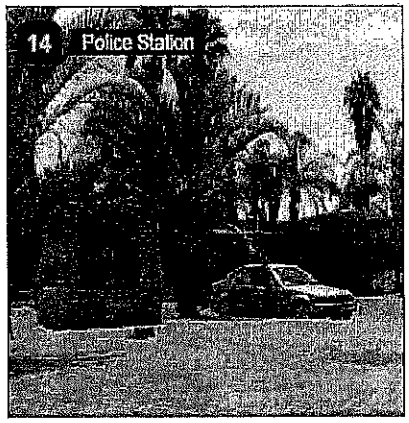












3.5.2.5. Industrial

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

Image 5: Northern Industrial Area

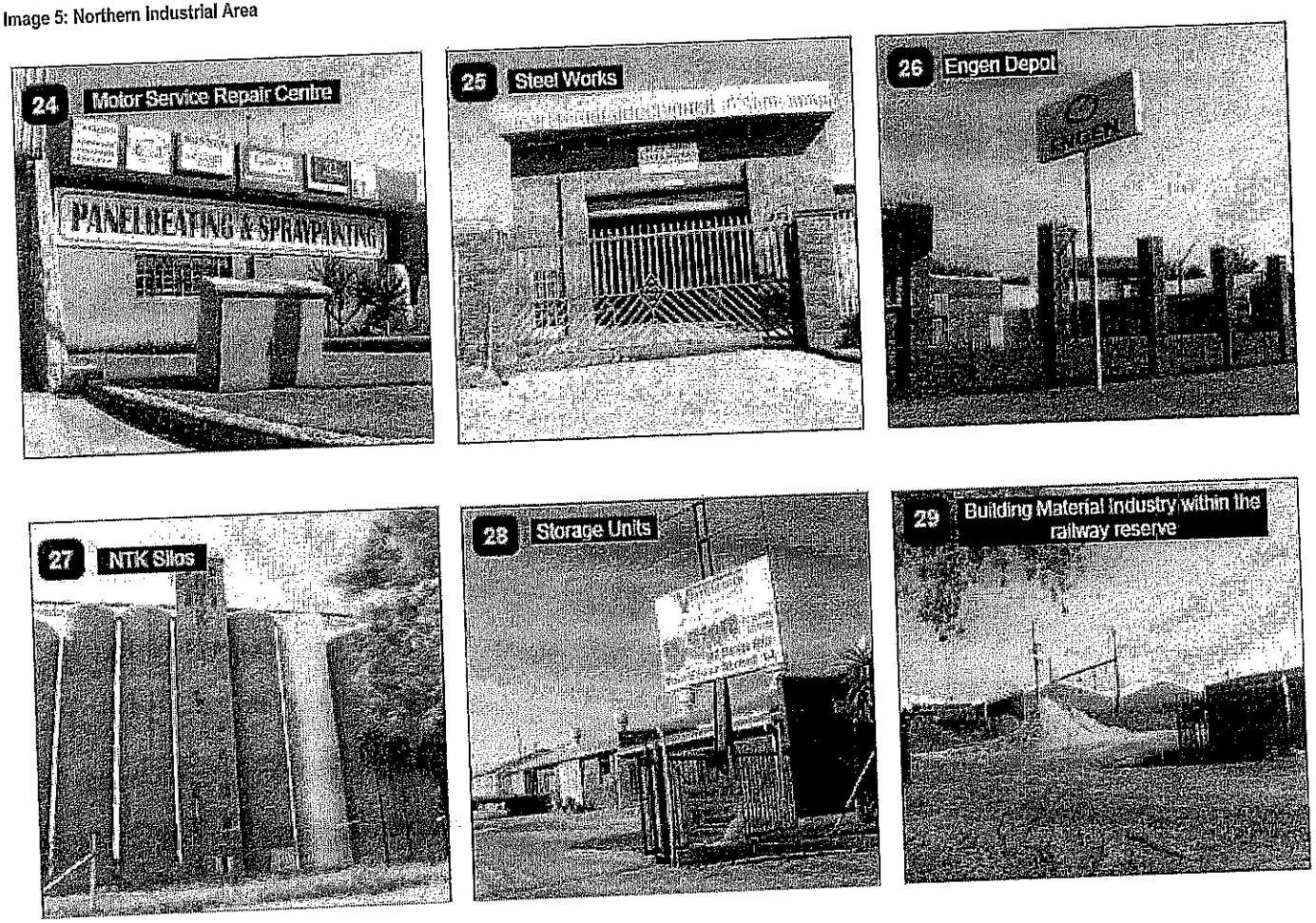


Image 6: Southern Industrial Area



3.5.3. SMME Development and the Second Economy

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

Map 27: Mile and Mothokoa Street Business Node

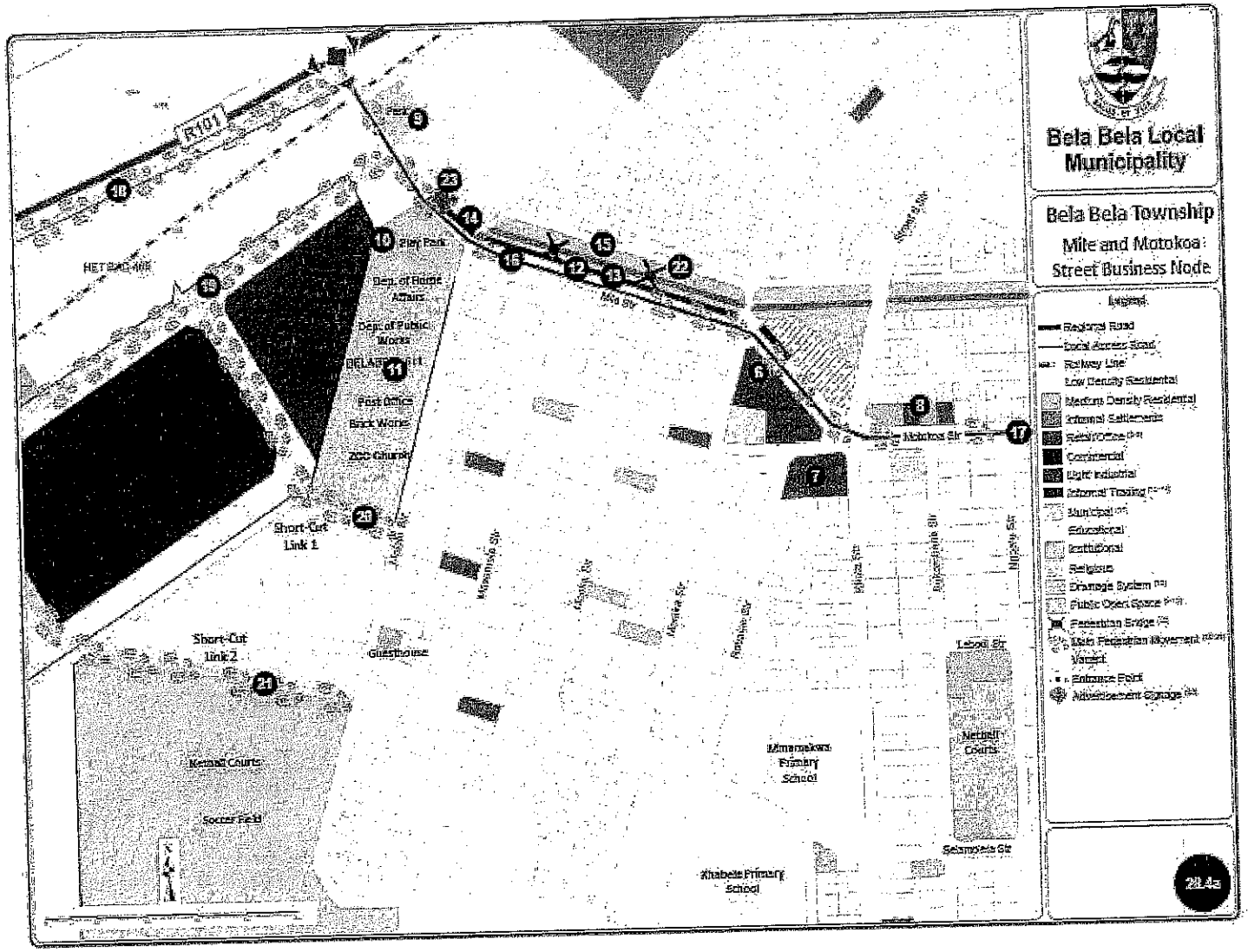


Image 7: Township Primary Business Node

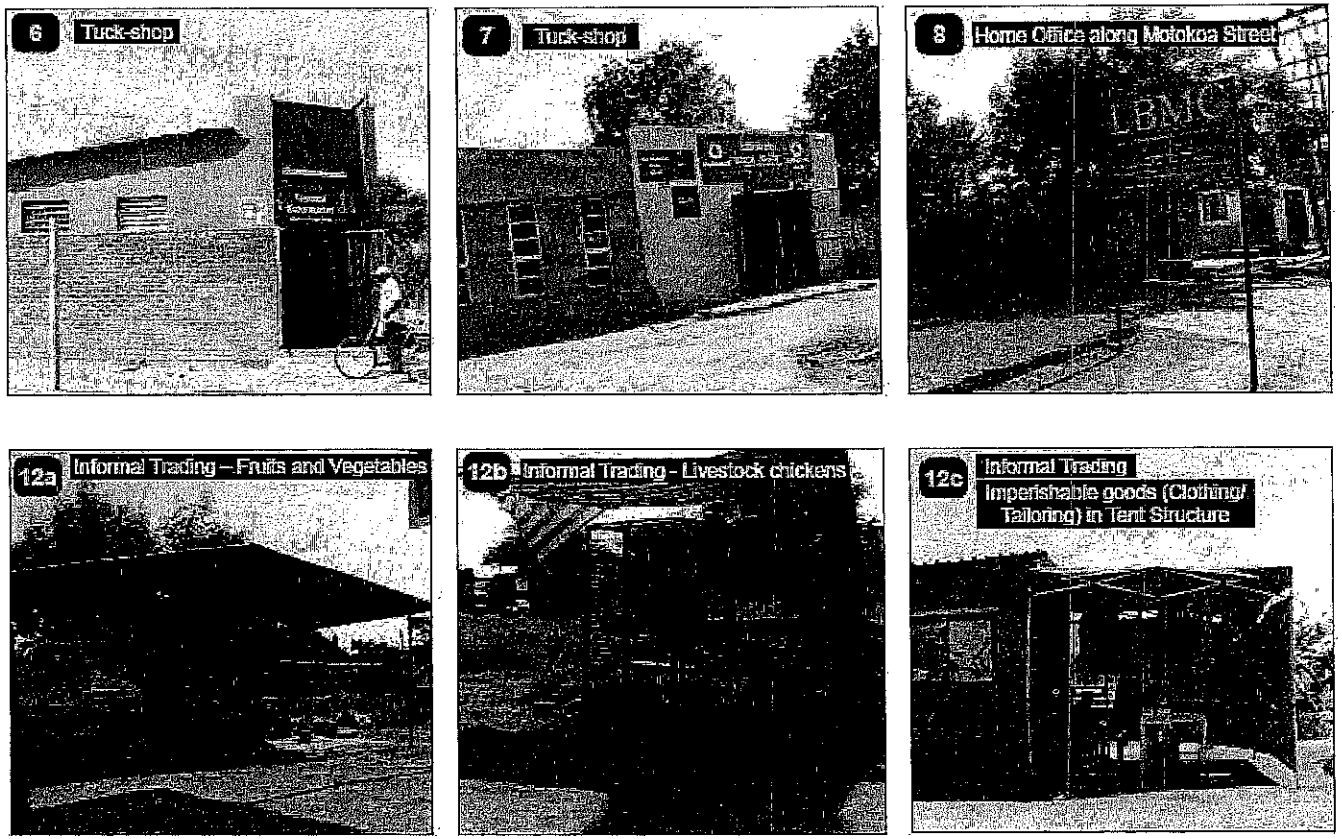


Image 8: Township Primary Business Node



Image 9: Township Secondary Business Node



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

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

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

Challenges include the following:

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

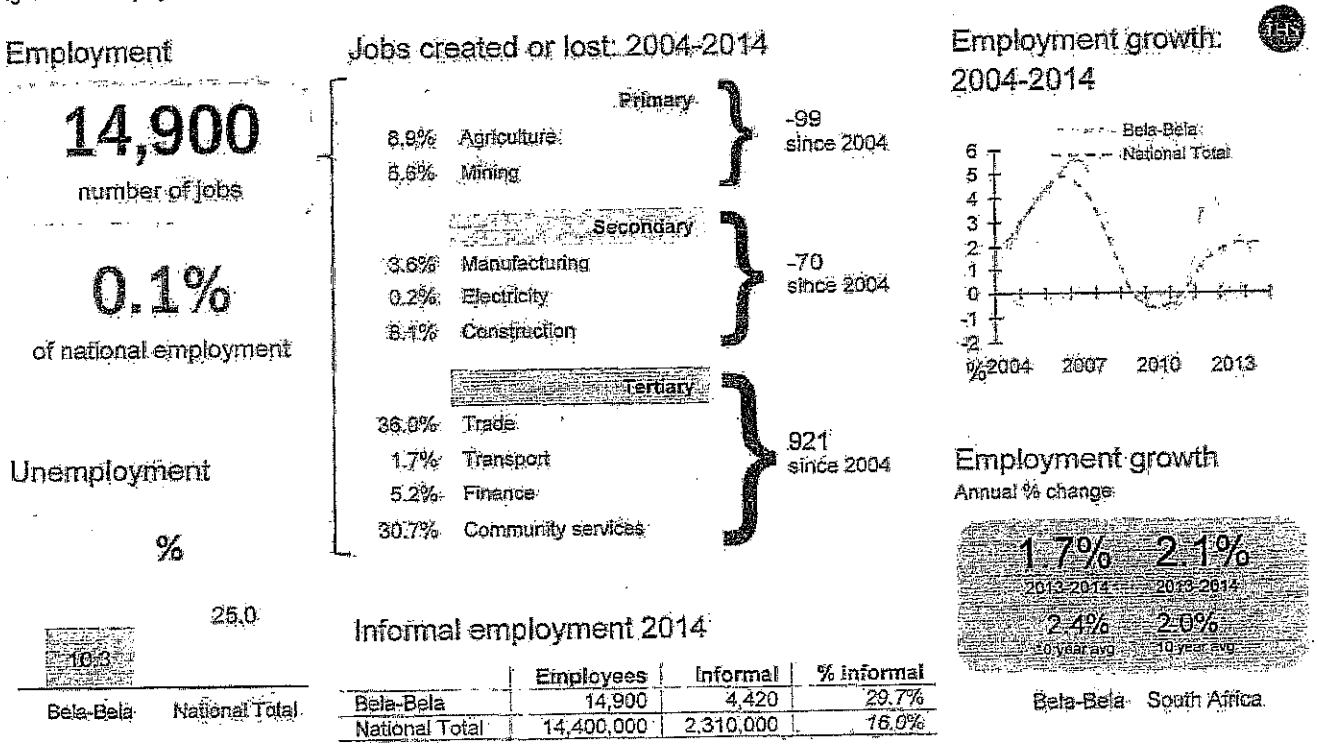
Table 42: Support to SMMEs

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

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

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

Figure 12: Unemployment and Poverty Analysis



Source: Global Insight, 2016

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

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

Table 43: Annual Household Increase

Individual monthly income by Gender and Type of sector for Person weighted, DC366: Bela-Bela											
	Male					Female					Grand Total
	Formal sector	Informal sector	Private household	Do not know	Not applicable	formal sector	informal sector	Private household	Do not know	Not applicable	
No income	477	131	101	29	10358	500	104	88	12	12157	23956
R 1 - R 400	148	61	56	8	5117	147	59	58	13	5394	11060
R 401 - R 800	249	171	155	40	362	364	164	177	25	458	2165
R 801 - R 1 600	1710	872	721	156	1633	1306	518	585	97	2233	9830
R 1 601 - R 3 200	1950	609	683	154	295	1282	299	342	62	349	6025
R 3 201 - R 6 400	1077	206	199	51	220	719	102	79	34	234	2921
R 6 401 - R 12 800	796	121	88	27	223	703	53	44	6	146	2206
R 12 801 - R 25 600	516	77	46	14	146	369	27	13	3	62	1274
R 25 601 - R 51 200	173	32	21	6	27	77	6	5	-	20	367
R 51 201 - R 102 400	43	12	3	1	8	17	2	-	1	8	95
R 102 401 - R 204 800	26	4	-	-	17	15	-	1	-	6	70
R 204 801 or more	13	3	3	-	5	11	3	2	-	-	40
Unspecified	269	44	36	16	1610	230	28	37	6	1725	4002
Not applicable	-	-	-	-	1330	-	-	-	-	1158	2488
Grand Total	7447	2342	2111	503	21351	5741	1366	1432	259	23949	66500

Source: StatsSA-Census, 2011

3.5.4. Monitoring of Job Creation

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

3.5.5. Municipal Wide Local Economic Development Challenges

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

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

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

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

Table 44: Ward Based Developmental Challenges

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

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).	
Ward 1 (affect all sections)	Sustainable projects/initiatives are limited (farming, agriculture, business managerial skills, etc).

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

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

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

profile of attractions ranging from the hot water springs (which used to be the mainstay of the local tourism attraction) to the high quality golf courses and game ranches.

- The local tourism industry is well organised with tourism association.

Agriculture:

- Commercial agriculture is well organised with two Unions in place.
- Commercial agriculture has managed to remain competitive which shows the technical and business ability of farmers.
- There seem to be general willingness of commercial agriculture to assist emerging agriculture as mentors. However the availability of time is a challenge.
- Number of emerging farmers are successful in producing for local commercial market.

Infrastructure:

- Municipality should have sufficient water for the period until 2025.

- Lack of sufficient job opportunities.
- Income levels are highly skewed along racial lines (there is a significant leakage of buying power especially for luxury goods).
- Most of the tourism establishments do not purchase their consumables locally, but in Gauteng where there's more variety and possibly lower prices.
- The economy is small and open, and does not have much critical mass/threshold.

Infrastructure:

- Sanitation
- Electricity

Labour:

- Bela-Bela population and youth in particular have low levels of functional literacy which has an impact on the following issues: marketability of the general population and youth in particular, reduce the general entrepreneurial capacity and the probability to successfully establish an enterprise.

Tourism:

- There is lack of a strong and shared vision for the further development of tourism industry.
- The full value chain is not developed resulting in a significant loss of potential business and job opportunities.
- Tourism sector is still white-owned with virtually no progress made with regard to BBBEE.
- A large number of tourism establishments are not star graded.
- Lack of accurate data in terms of number of tourists visiting Bela-Bela establishments.
- Not all members are registered with local Tourism Association.
- Most of the local tourists attractions, including the hot water springs, have become almost unaffordable for the local population.
- The physical appearance of the town and in particular the entrance, is not appropriate for the town renowned as a "hub tourism".

- Municipality does not provide financial support to the tourism industry, which is one of the main economic drivers of the local economy.
- There are number of challenges with regard to signage: the place names are confusing with different names used along the N1 national road namely, "Bela-Bela", "Warmbath" and "Warmbad".
- There seem to be no control over signage in terms of where it is allowed (with the large number of signs spoiling the area) as well as design and appearance of the signs (use of incorrect colouring and lettering).
- Some niche markets have not been explored (medical tourism).

Real Estate:

- It would seem as if past property boom did very little to stimulate a property market in the former black residential areas.
- The housing stock in the areas still have very little commercial value and add little value to wealth creation for the owners (the houses has utility value and less market/commercial value).
- There is a general concern that the municipality is not "encouraging" new property developments with long delays in applications and steep increases in bulk contributions.

Emerging Agriculture:

- The concern is that large number of beneficiaries are not interested in agriculture but only stays on the land.

Commercial Agriculture:

- A lack of proper communication with the municipality.
- Value chain especially in the meat and game cluster is underdeveloped, resulting in loss of business opportunities.
- The outstanding land claims increase the overall risk and hamper investment.
- Lack of extension services.
- Very few young people are interested in commercial farming.
- The availability of water for irrigation is a challenge.

- A general concern that not all communities that benefitted from land claims are really interested in farming, thus resulting in high potential land not being used optimally, or even becoming fallow.

OPPORTUNITIES

Institutional:

- Establishment of LED Forum.
- Improve communication with customers.
- Finalize the outstanding land claims.

Training:

- Business skills development.
- Improve skills of labour force.
- Improve marketability of school leavers through improves career guidance and support mathematics and since.

Emerging Agriculture:

- Finalize water allocation to farmers in Rust De Winter.
- Improve extension services.

Commercial Agriculture:

- Development of meat cluster.
- Improve extension services.

Tourism:

- Development of comprehensive Tourism Strategy.
- Encourage establishment to apply and maintain star grading.
- Development of accurate intelligence.
- Further development of the tourism related transport such as a passenger train form Gauteng. This can play

THREATS

- The increase in HIV/AIDS and TB pose a threat to both the households and business environment. Households both direct (medication) and indirect (loss of potential income). It may also reduce the economic opportunities for children who may be taken out of school to either work and/or take care of the households.
- The steep increase in the input cost that are not matched by a comparative increase in the farm gate prices (putting much pressure on profit).
- The outstanding land claims increase uncertainty both for the established and potential beneficiaries.
- The possible impact of the Expropriation Act.

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

3.6. FINANCIAL ANALYSIS/FINANCIAL VIABILITY

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

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

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

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

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

3.6.3. Revenue and Expenditure Management

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

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

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

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

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

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

Table 45: Revenue Sources of the Municipality

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

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

Table 46: Expenditure Trends of the Municipality

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

3.6.4. Asset and Liability Management

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

3.6.5. Municipal Wide Challenges

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

Billing related Challenges:

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

Table 47: Ward Based Financial Management Development Challenges

WARD NUMBER (AREA IN THE WARD)	CHALLENGES/ISSUES
Ward 1 (Spa Park & Jinnah Park) 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)	Unaffordable municipal rates/tariffs

Ward 7 (Ext 6) Ward 9 (Masakhane)	Delay in delivery of municipal accounts
Ward 7 (Ext 6)	Inadequate community consultation on municipal rates/tariffs
Ward 3 (Mandela) Ward 7 (Ext 6)	All indigents are not catered for provision of municipal services
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) Ward 3(affects all sections)	Tariffs for burial purposes are very high

3.7. KPA 5 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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

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

Municipal Council

Performs all its Legislative undelegated Responsibilities as core its business

Constituted of 17 Councillors.

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

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

Executive Committee

Performs all the responsibilities delegated by Council as core its business

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

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

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

Sub-Committees

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

Planning and Economic Development/Infrastructure Sub Committee

Social and Community Services Sub committee

Governance & Transformation /Budget & Treasury

MPAC

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

Municipal Quality Assurance Structures

Council established the following Structures to enhance its Good Governance Processes: Municipal Public Accounts Committee

Audit Committee

Performance Audit Committee

Performance Assessment Committee.

Risk Management Committee

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

The participation of Traditional Leader (in the for of Kgoshi, Mahlangu) in Council is satisfactory

Traditional Leadership is supportive to the Developmental Programmes of the Municipality particularly in the area of his constituency.

3.7.3. Structures of Intergovernmental Relations

The Municipality in the District IGR Structure

3.7.4. Availability and functionality of Municipal Committees

- **Municipal Public Accounts Committee:**

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

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

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

- **Audit Committee/Performance Audit Committee**

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

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

- **Performance Assessment Committee**

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

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

The Committee held one combine Meeting for both Assessments

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

- **Risk Management Committee**

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

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

Meetings were held during 2018/19 Financial Year.

- **Internal Audit**

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

Internal controls

Compliance with Acts and regulations

Performance Management

Risk management

The Municipality has a functional Internal Audit Unit.

- **Anti-Corruption**

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

- **Risk Management**

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

- **Information Technology and Communication**

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

Table 48: Municipal Website - Content and Currency of Material

Documents published on the Municipality's Website<Yes / No>		Publishing Date
2020/21 Annual Budget	Yes	May 2020
2020/21 Adjustments Budgets	Yes	July 2020

The previous annual report (2018/19)	Yes	March 2020
The annual report (2019/20) published/to be published	Yes	Not yet
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (2019/20) and resulting scorecards	Yes	August 2020
All service delivery agreements (2019/20)	No	-
All long-term borrowing contracts (2019/20)	NO	-
All supply chain management contracts above a prescribed value (give value) for 2019/20	No	-
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during 2019/20	No	-
Contracts agreed in 2019/20 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	No	-
Public-private partnership agreements referred to in section 120 made in 2017/18	No	-
All quarterly reports tabled in the council in terms of section 52 (d) during 2019/20	Yes	Annual

3.7.5. Functionality of Ward Committees

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

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

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

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

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

3.7.7. An outline of the municipal audit outcomes

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

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

2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Unqualified With 42 findings Audit Action Plan developed and implemented = yes % of issues adequately resolved during the next Audit Cycle = 90%	**Unqualified** With 49 findings Audit Action Plan developed and implemented = yes % of issues adequately resolved during the next Audit Cycle = 90%	**Qualified** With 39 findings Audit Action Plan developed and implemented = yes % of issues adequately resolved during the next Audit Cycle = 90%	**Qualified** 68 Audit Findings were issued	**Qualified** 63 Audit Findings were issued	

Table 50: Audit Action Plan for the 2019/20 Financial Year

NOT YET READY – WAITING FOR AUDIT REPORT FROM AG

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

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

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

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

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

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

3.7.9. Municipal Wide Challenges

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

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

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

Ward number (Area in the ward)	Challenges/Issues
Ward 3, 4, 6 & 7	Batho - pele principles is not practiced by the Municipality / municipal officials **(officials at billing section)**

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

3.8. MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT (INSTITUTIONAL ANALYSIS)

3.8.1. Institutional Structure (Organogram) – Political and Administrative

Political Leadership

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

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

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

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

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

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

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

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

Members of Bela-Bela Municipal Council

MAYOR - Cllr MJ Ngobeni



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

SPEAKER- Cllr RZ Moeletsi



PR Councillor, Political Management Team

Chiefwhip – Cllr MH Ledwaba



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

EXECUTIVE COMMITTEE MEMBERS

Cllr A Ras (Ward 1)



Member of the Governance, Treasury & Transformation Sub-Committee

Cllr S Maluleka (Ward 2)



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

PORTFOLIO HEADS OF MUNICIPAL SUB-COMMITTEES

Cllr LR Modimola (Ward 3)



Chairperson: MPAC

Cllr MP Aphane (Ward 8)



Chairperson: Governance, Treasury and Transformation Sub-Committee

Cllr MA Shika (PR Cllr)



Chairperson: Planning, Economic Development and Infrastructure Sub-Committee

Cllr YSM Malete(Ward 7)



Chaiperson: Social and Community Services Sub-Committee

Proportional Representitives and Ward Councillors

Cllr MJ Makhubela



PR Councillor

Cllr MD Senoshe



PR Councillor

Cllr KF Mothokwa



PR Councillor

Cllr TR Masemola



PR Councillor

Cllr F Hlongwane



Ward 4

Cllr B Maname



Ward 9

Cllr AR Moswoeu



PR Councillor

Cllr SD Seale



PR Councillor

Table 52: Settlements, Wards and Designated Councillor

AREA	WARD COUNCILLOR	WARD NUMNBER
Bela-Bela Town Residential and Urban Sorrounding Farming Areas	Cllr T Ras	1
Old Location Part of Extension 1 Part Mmampatile Part of Leseding Part of Jacob Zuma View (Informal Settlement)	Cllr SE Maluleka	2
Most Part of Extension 5	Cllr L Modimola	3
Part of Extension 5 Phomolong (Skierlek) Extension 8 Extension 9 Thlalampsa/Donosa (Informal Settlement)	Cllr FS Hlungwane	4
Soweto Mazhakhela Part Mmampatile Part of Extension 1 Part of Extension 5	Cllr H Ledwaba	5
Part of Leseding	Cllr MJ Ngobeni	6

Part of Town Residential Part of Jacob Zuma View (Informal Settlement)		
Extension 6 & 7 Tsakane (Informal Settlement)	Cllr Y Malete	7
Rapotokwane Plennarsrevier Rust de Winter Lehau	Cllr PM Aphane	8
Spa Park Jinnah Park Koppevaai (informal settlements) Vingerkraal (informal settlements) Masakhane Radium Surrounding Farms	Cllr B Manamе	9

Administrative Leadership

The Municipality has a total staff compliment of **364** constituent of Fixed Term and full time staff as provided for in the Council Approved Organogram. The Municipal Organogram makes provision for a Municipal Manager, 5 Senior Managers (HOD), 1 Deputy CFO, 1 Manager Strategic Support, 1 Manager Legal Services and **27** Middle Managers (Divisional Heads).

Table 53: Summary of Municipal Staff Compliment

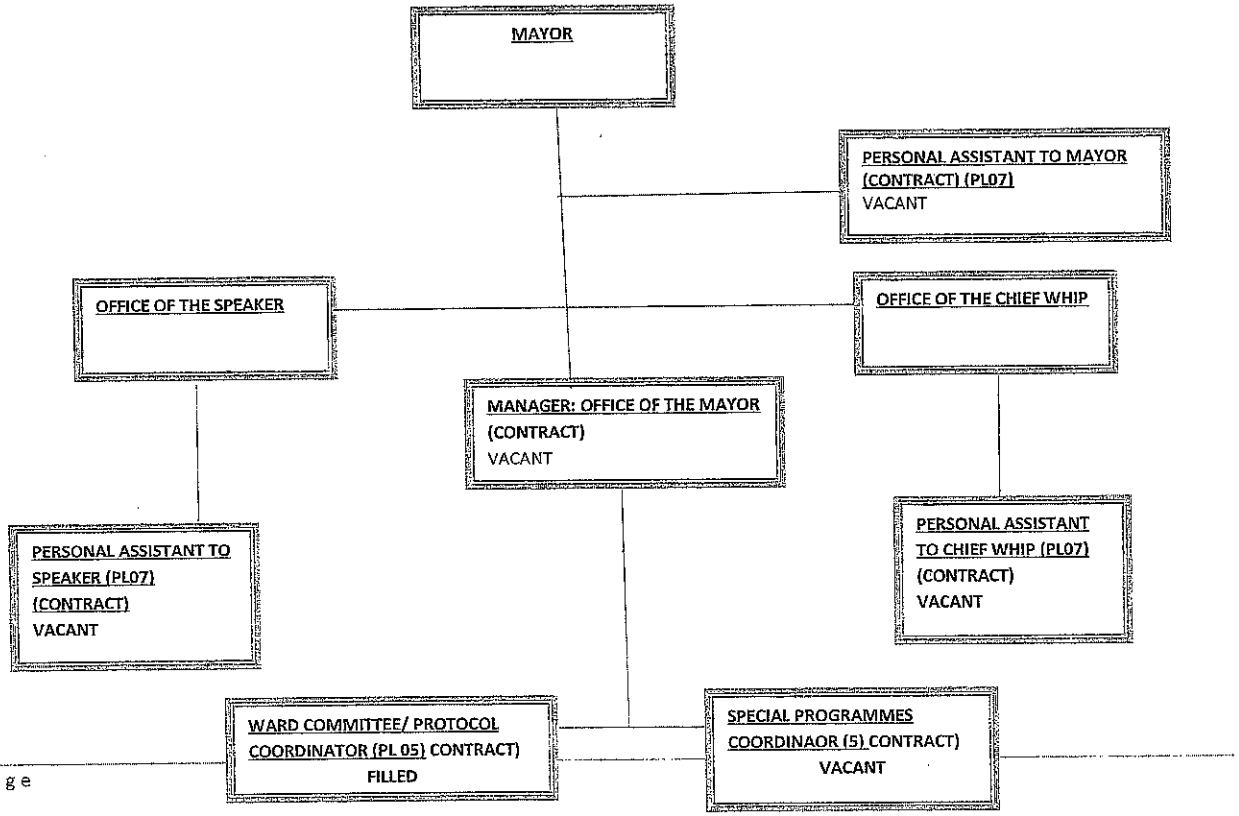
Level of Employment	Number of Posts on Approved Structure	Present Number of Employees/Structure	Number of Vacant Posts	% of Vacancy per Department
Office of the Mayor	6	1	5	83%
Council Support	31	20	11	35%
Municipal Manager	29	13	16	55%
Budget & Treasury	84	50	34	40%
Corporate Services	22	12	10	45%
Planning & Economic Development	31	16	15	48%
Technical Services	228	117	111	49%
Social and Community Services	220	134	86	39%
TOTAL	651	363	288	44%

Organizational Structure

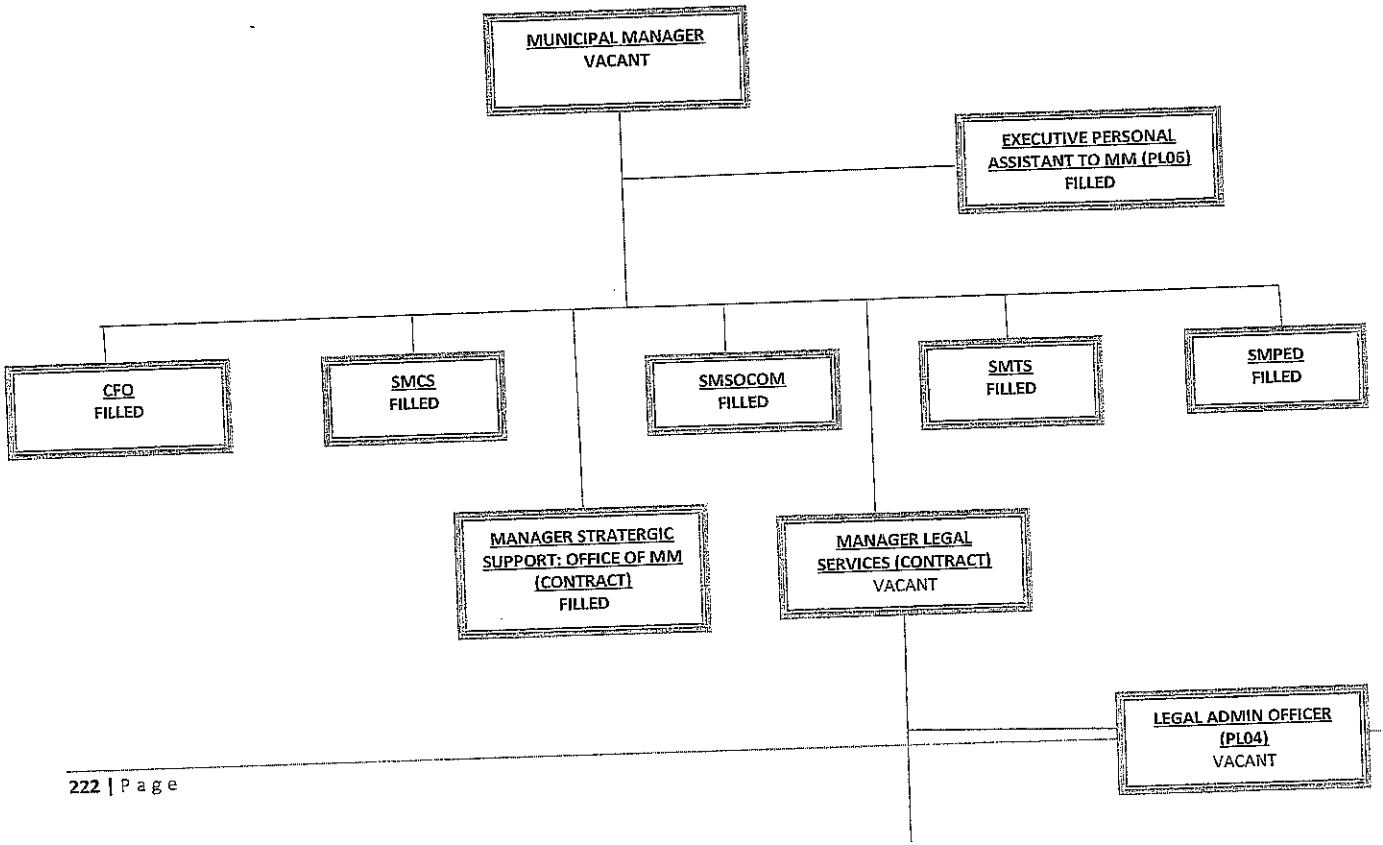
After evaluation of its Powers & Functions, Bela-Bela Local Municipality's Council approved the following Organizational Structure to harness its capacity to adequately respond to the developmental challenges within its jurisdictional area. Whilst the Municipality is committed towards ensuring that all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

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

ORGANOGRAM- OFFICE OF THE MAYOR/CHIEF WHIP/SPEAKER

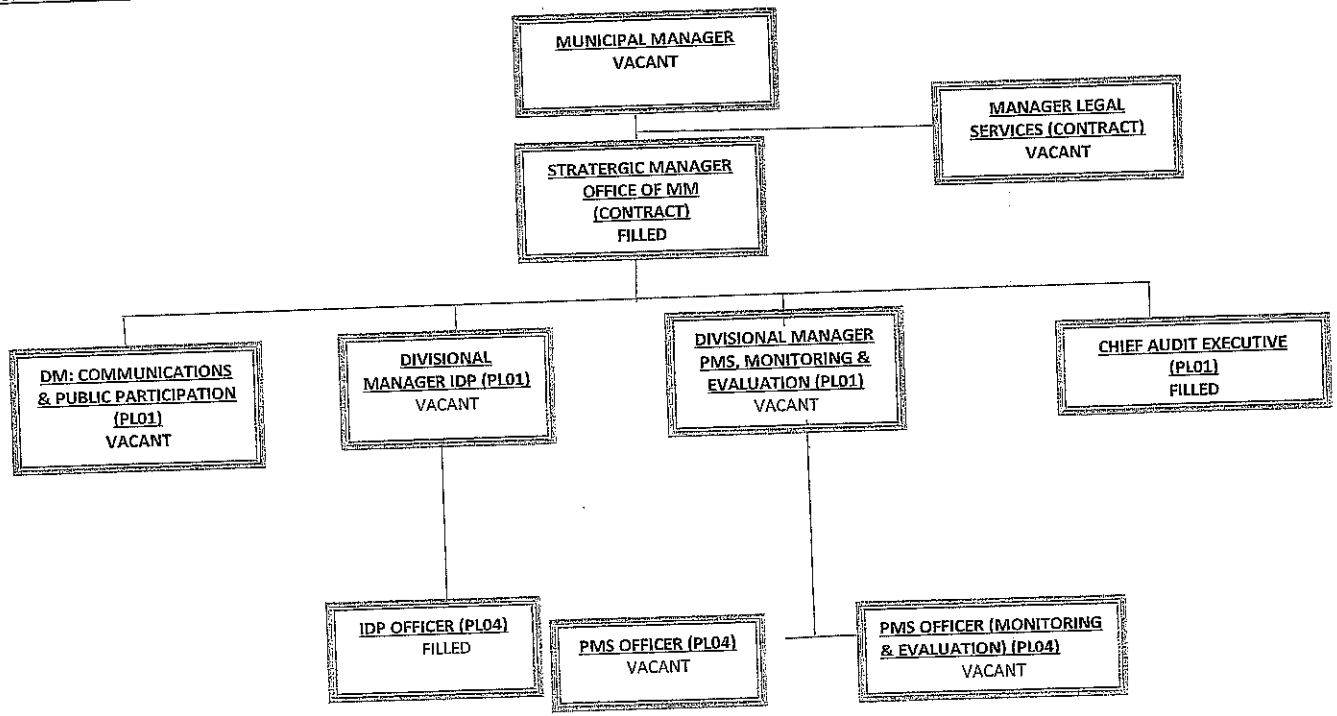


ORGANOGRAMS – MUNICIPAL MANAGER'S OFFICE DIVISION

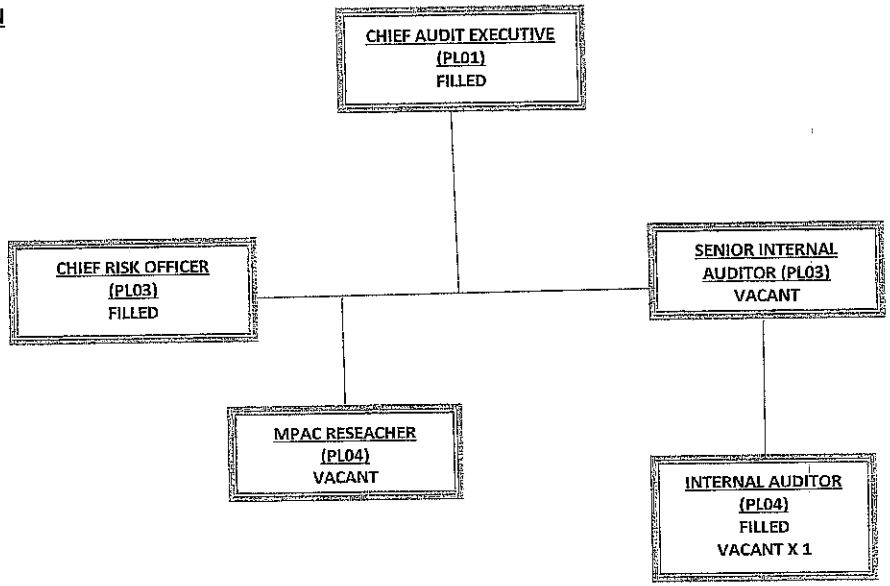


LEGAL ADMIN ASSISTANT CLERK (PL09) FILLED

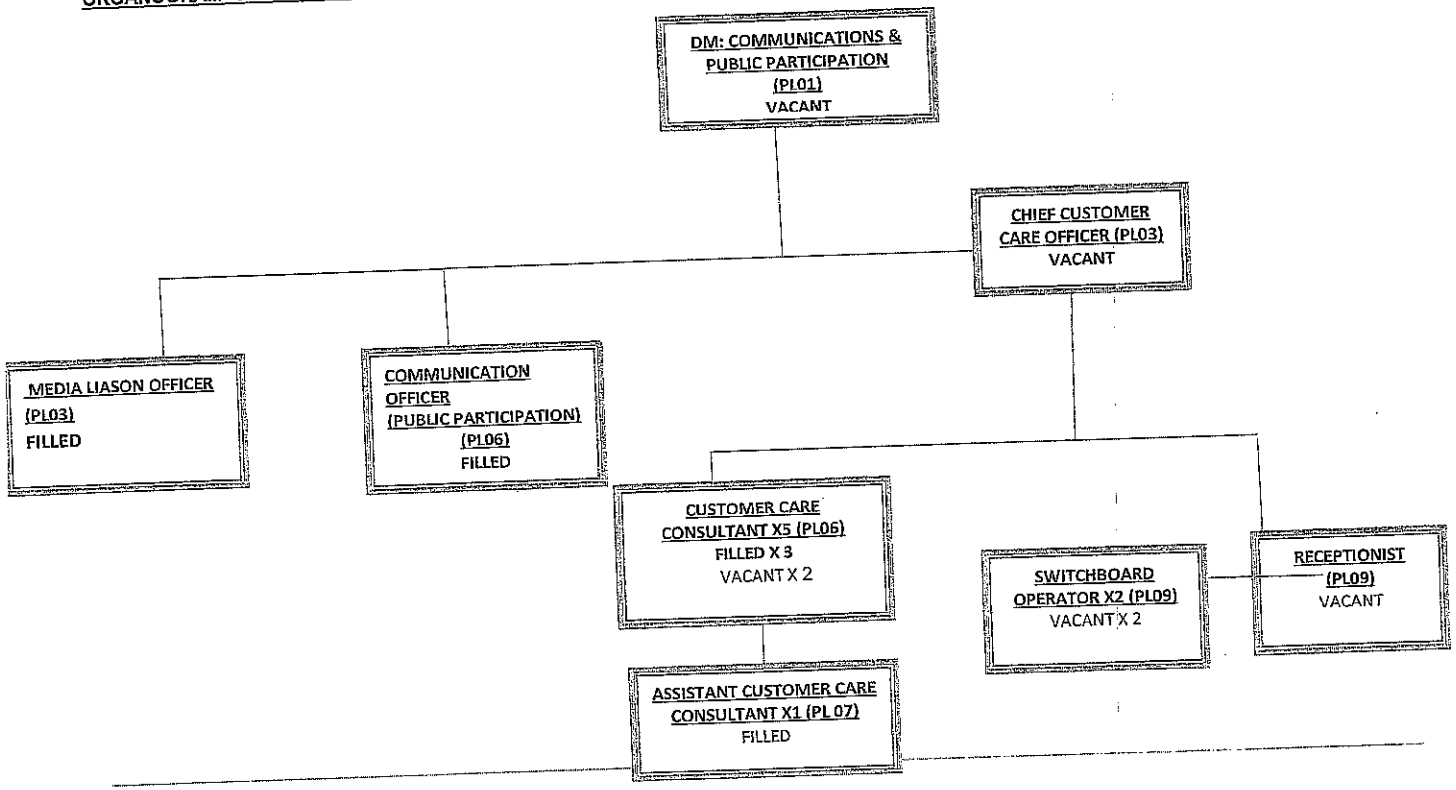
ORGANOGRAMS – MUNICIPAL MANAGER'S OFFICE DIVISION



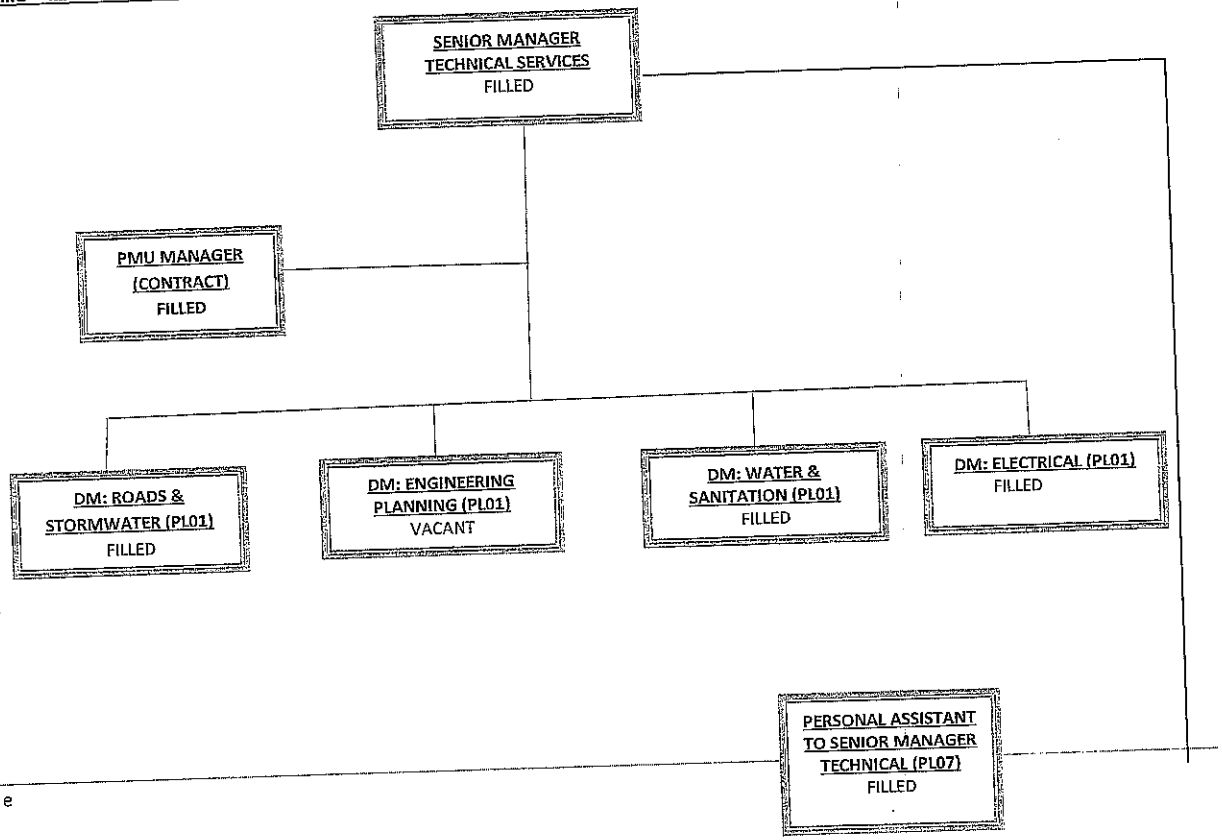
INTERNAL AUDIT DIVISION



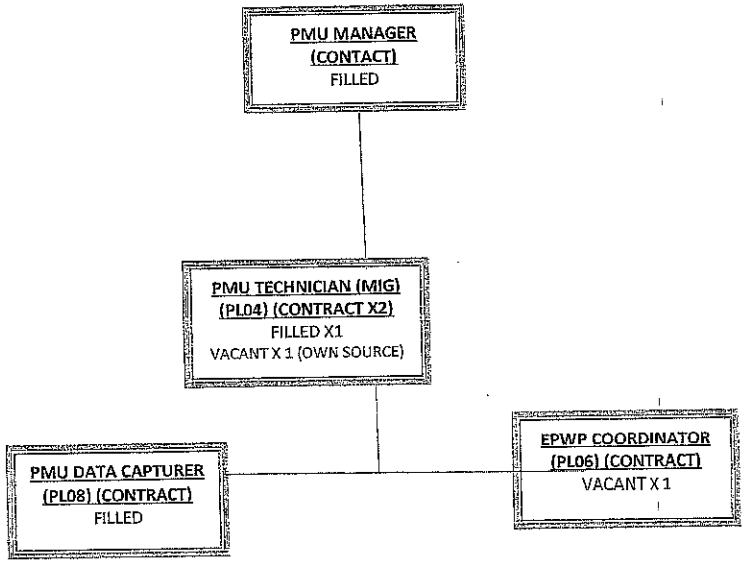
ORGANOGRAM- COMMUNICATION DIVISION



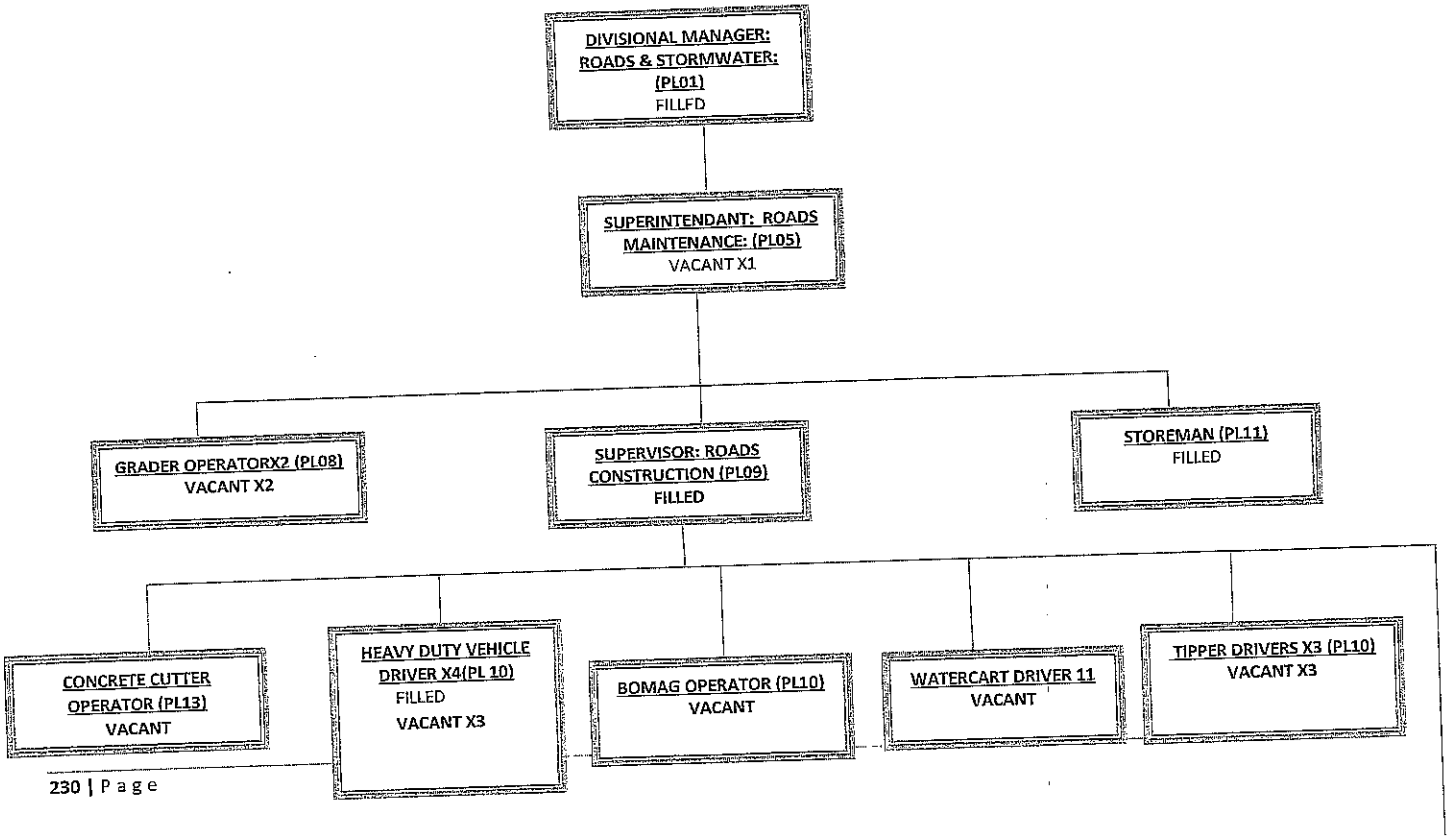
ORGANOGRAMS – MANAGER TECHNICAL SERVICES



PROJECT MANAGEMENT UNIT



DIVISION: ROADS & STORMWATER

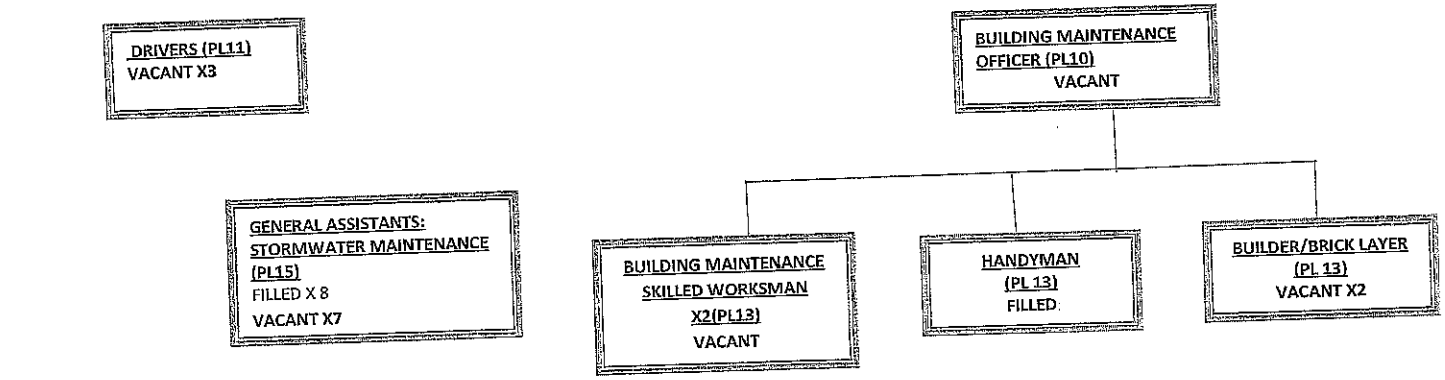


GENERAL ASSISTANTS: ROADS CONSTRUCTION X10 (PL15)
FILLED X 7
VACANT X 3

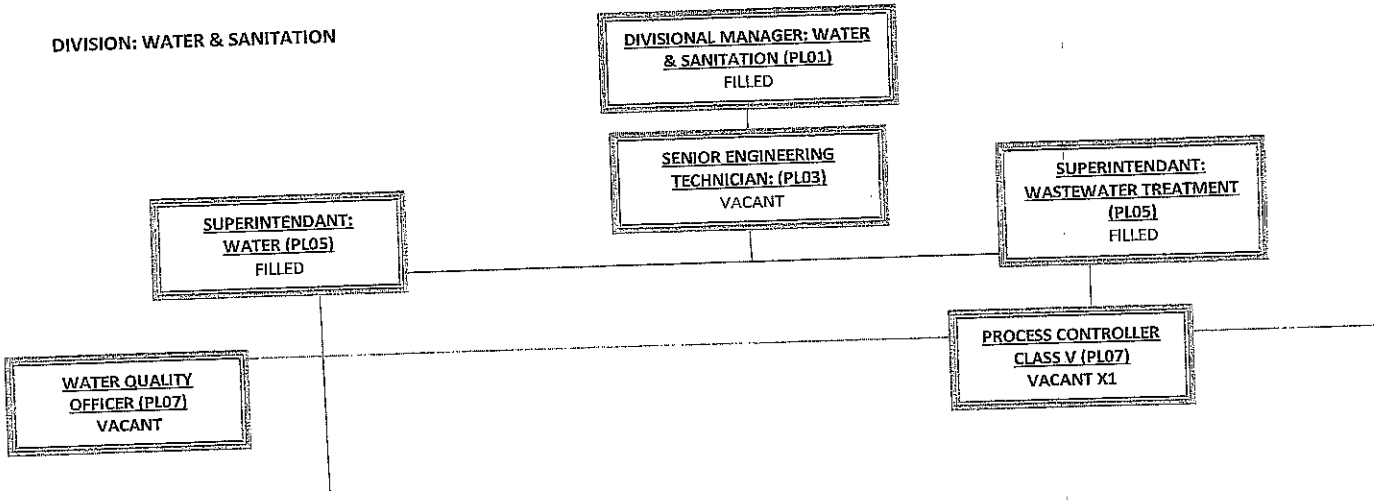
DIVISION: ROADS & STORMWATER

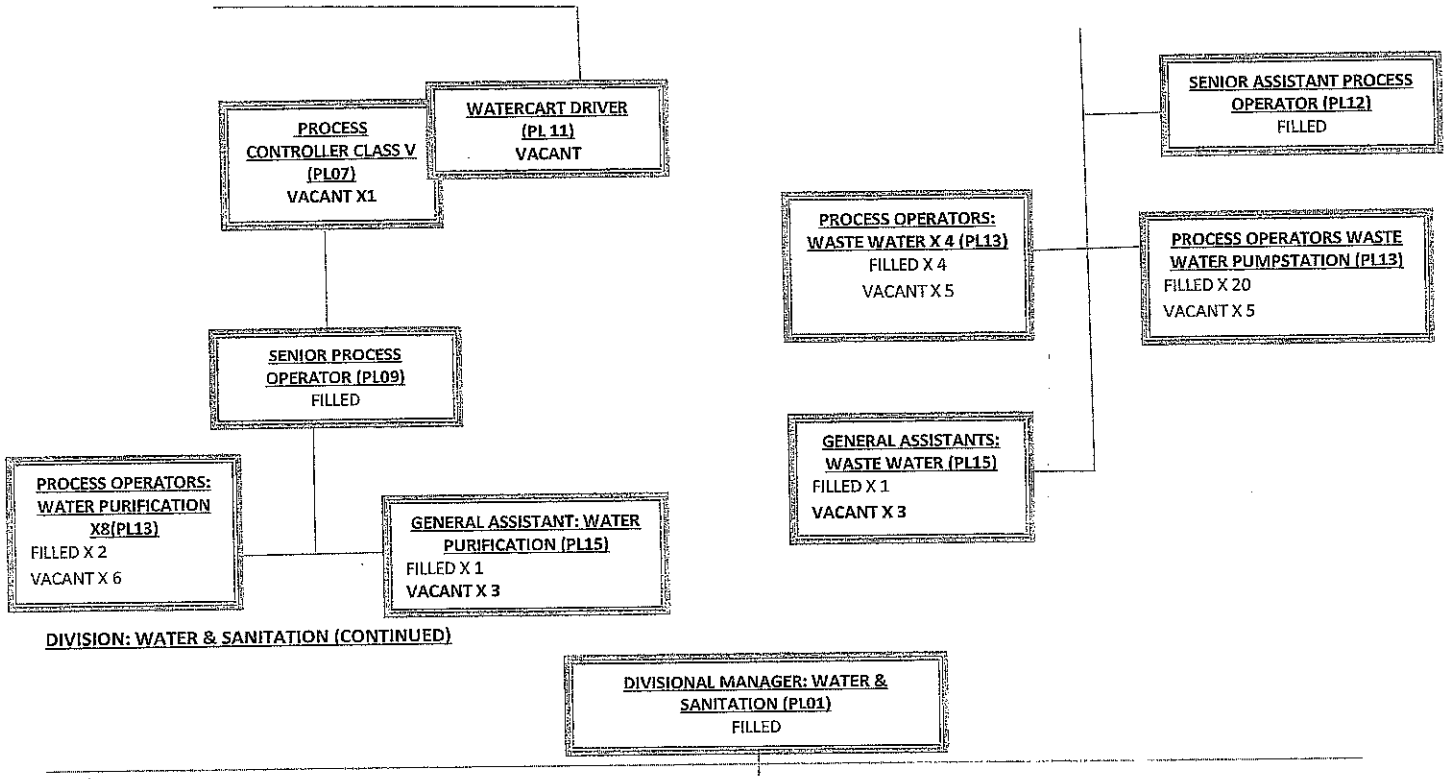
SUPERINTENDANT: STORMWATER MAINTENANCE: (PL05)
VACANT

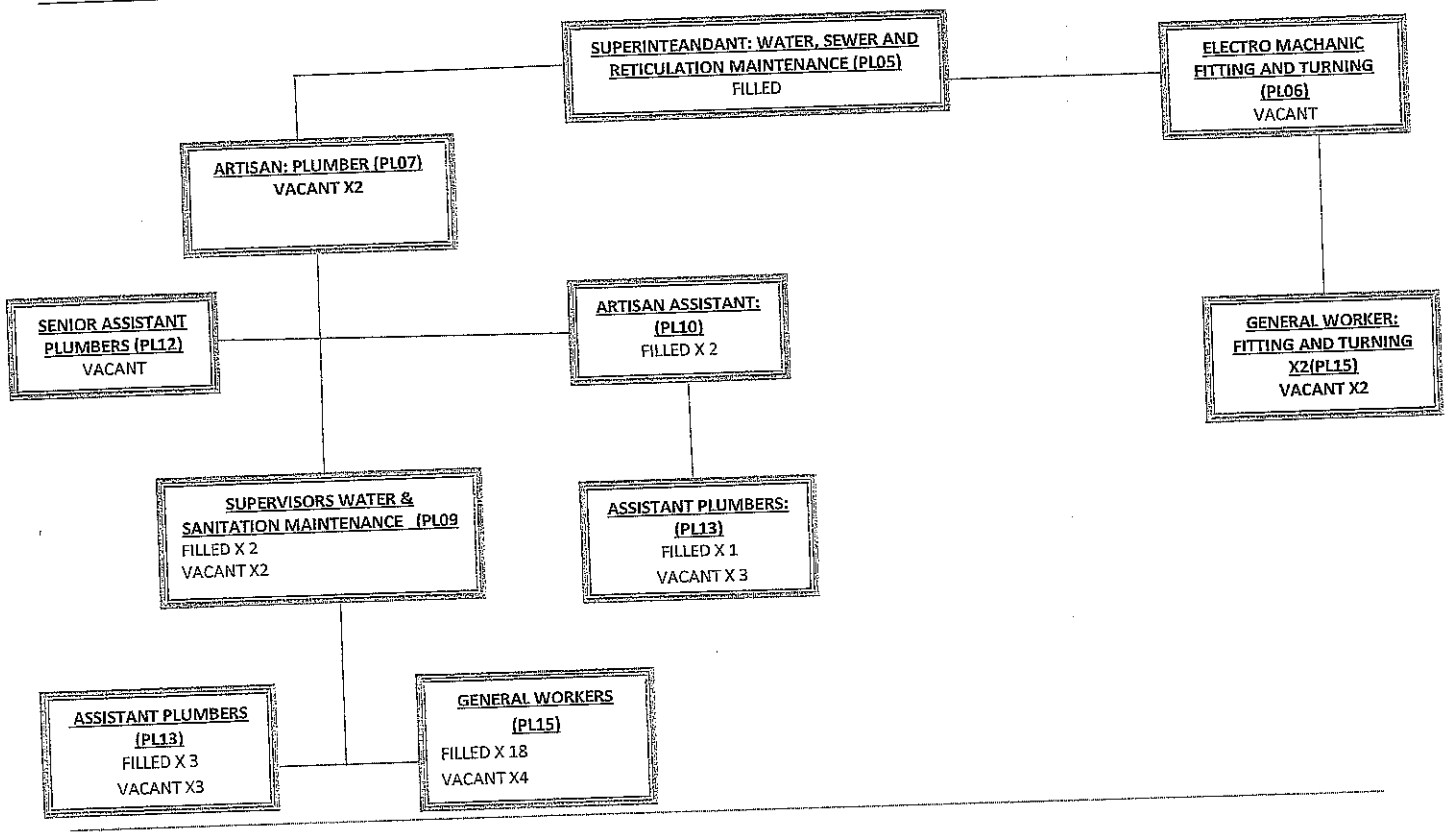
SUPERVISOR: STORMWATER MAINTENANCE (PL 09)
VACANT



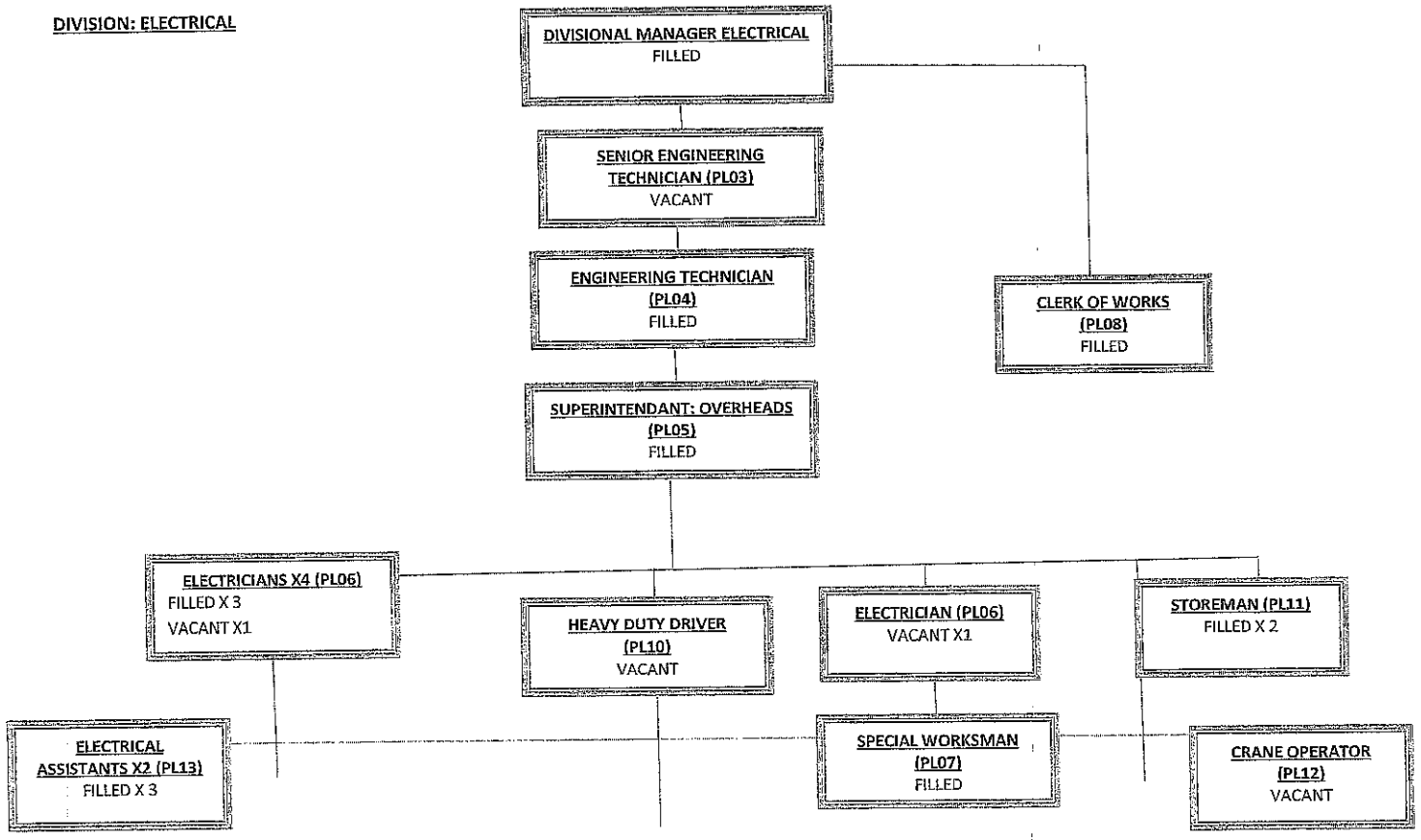
DIVISION: WATER & SANITATION



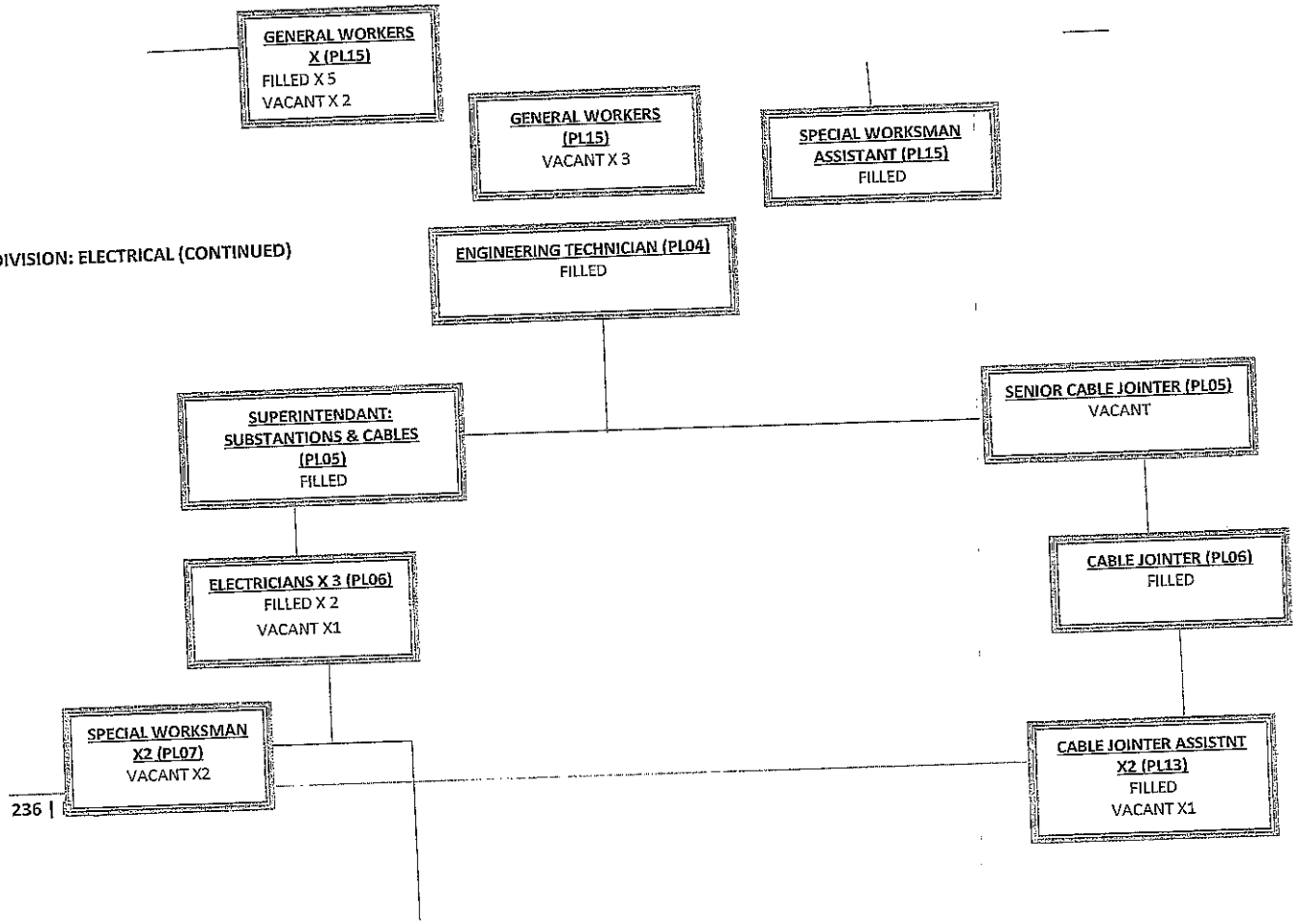

PROCESS CONTROLLER CLASS V (PL07)
VACANT X1
WATERCART DRIVER (PL 11)
VACANT
SENIOR PROCESS OPERATOR (PL09)
FILLED
PROCESS OPERATORS: WATER PURIFICATION X8(PL13)
FILLED X 2
VACANT X 6
GENERAL ASSISTANT: WATER PURIFICATION (PL15)
FILLED X 1
VACANT X 3
SENIOR ASSISTANT PROCESS OPERATOR (PL12)
FILLED
PROCESS OPERATORS: WASTE WATER X 4 (PL13)
FILLED X 4
VACANT X 5
PROCESS OPERATORS WASTE WATER PUMPSTATION (PL13)
FILLED X 20
VACANT X 5
GENERAL ASSISTANTS: WASTE WATER (PL15)
FILLED X 1
VACANT X 3
DIVISION: WATER & SANITATION (CONTINUED)
DIVISIONAL MANAGER: WATER & SANITATION (PL01)
FILLED

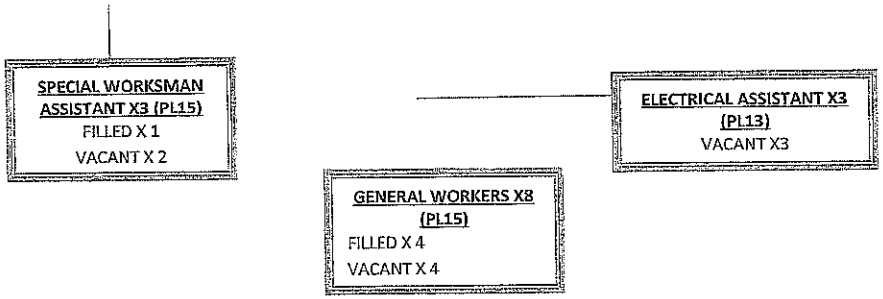

SUPERINTEANDANT: WATER, SEWER AND RETICULATION MAINTENANCE (PL05)
FILLED
ELECTRO MACHANIC FITTING AND TURNING (PL06)
VACANT
ARTISAN: PLUMBER (PL07)
VACANT X2
SENIOR ASSISTANT PLUMBERS (PL12)
VACANT
ARTISAN ASSISTANT: (PL10)
FILLED X 2
GENERAL WORKER: FITTING AND TURNING X2(PL15)
VACANT X2
SUPERVISORS WATER & SANITATION MAINTENANCE (PL09
FILLED X 2
VACANT X2
ASSISTANT PLUMBERS: (PL13)
FILLED X 1
VACANT X 3
ASSISTANT PLUMBERS (PL13)
FILLED X 3
VACANT X3
GENERAL WORKERS (PL15)
FILLED X 18
VACANT X4

DIVISION: ELECTRICAL

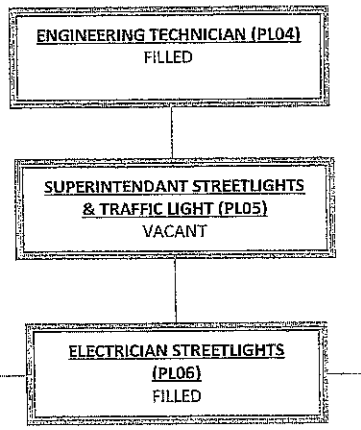


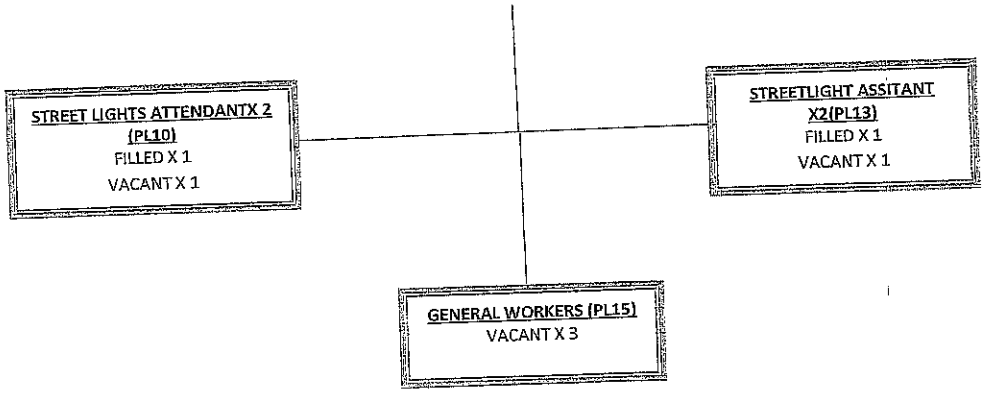
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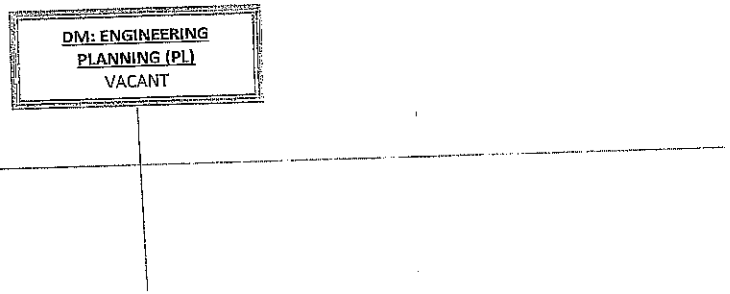


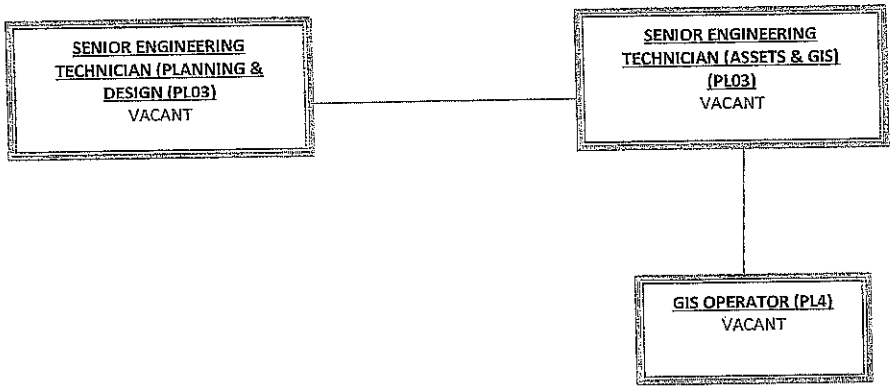
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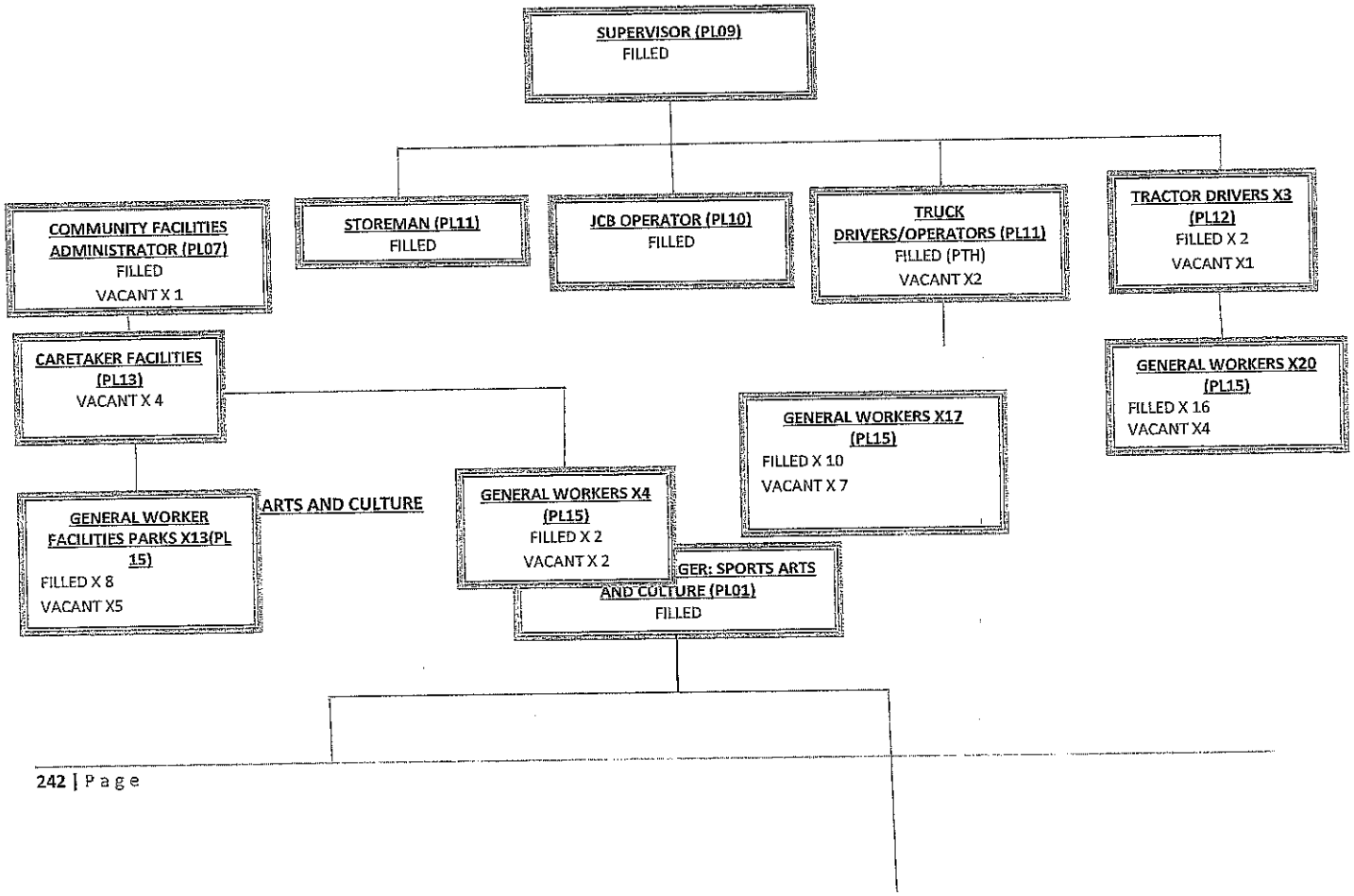


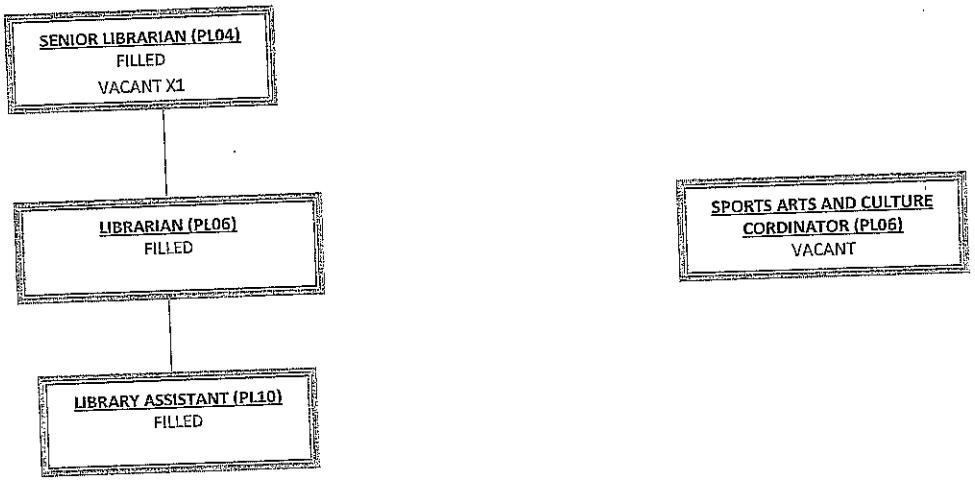


ENGINEERING PLANNING DIVISION

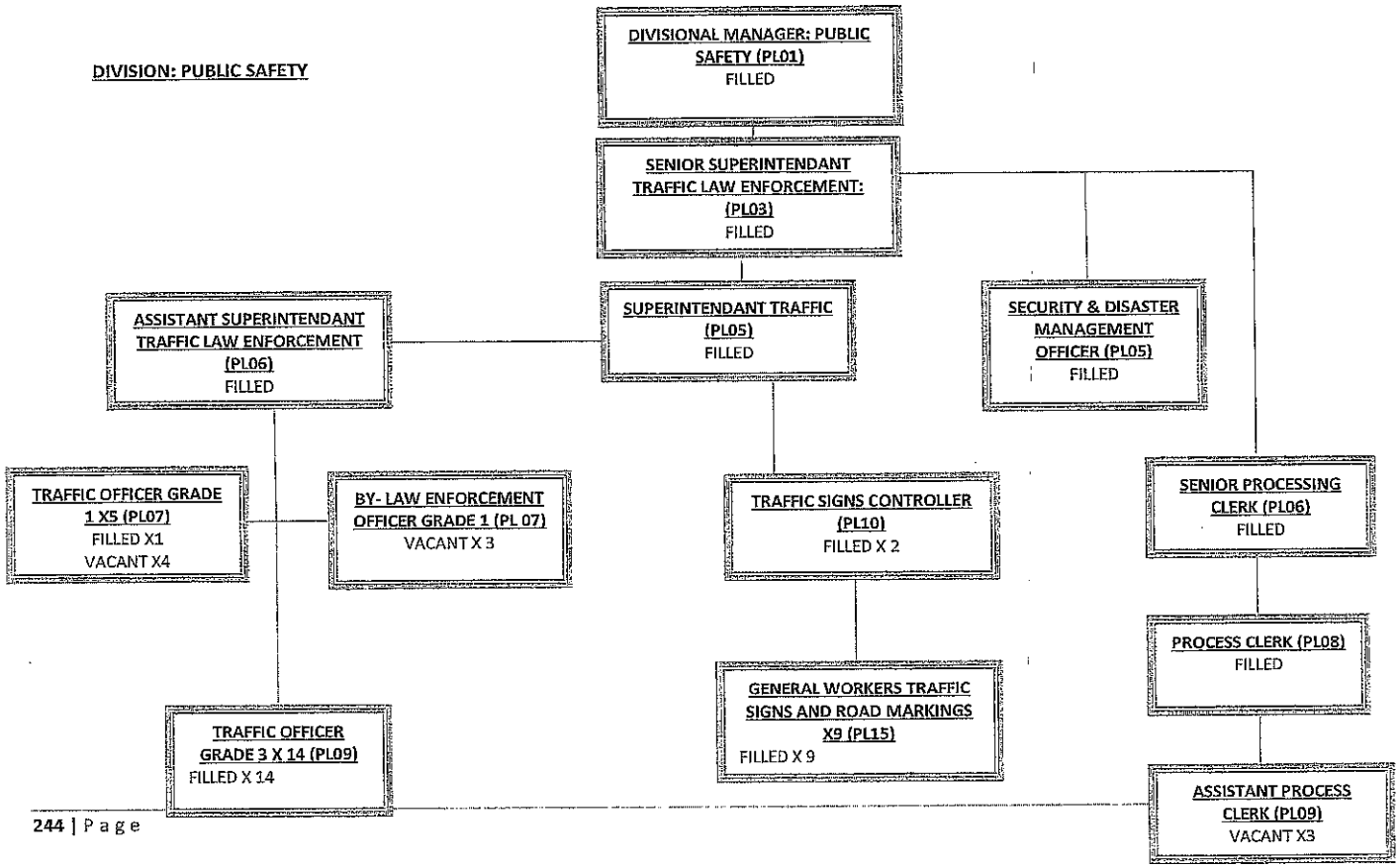



SENIOR ENGINEERING TECHNICIAN (PLANNING & DESIGN (PL03)
VACANT
SENIOR ENGINEERING TECHNICIAN (ASSETS & GIS) (PL03)
VACANT
GIS OPERATOR (PL4)
VACANT

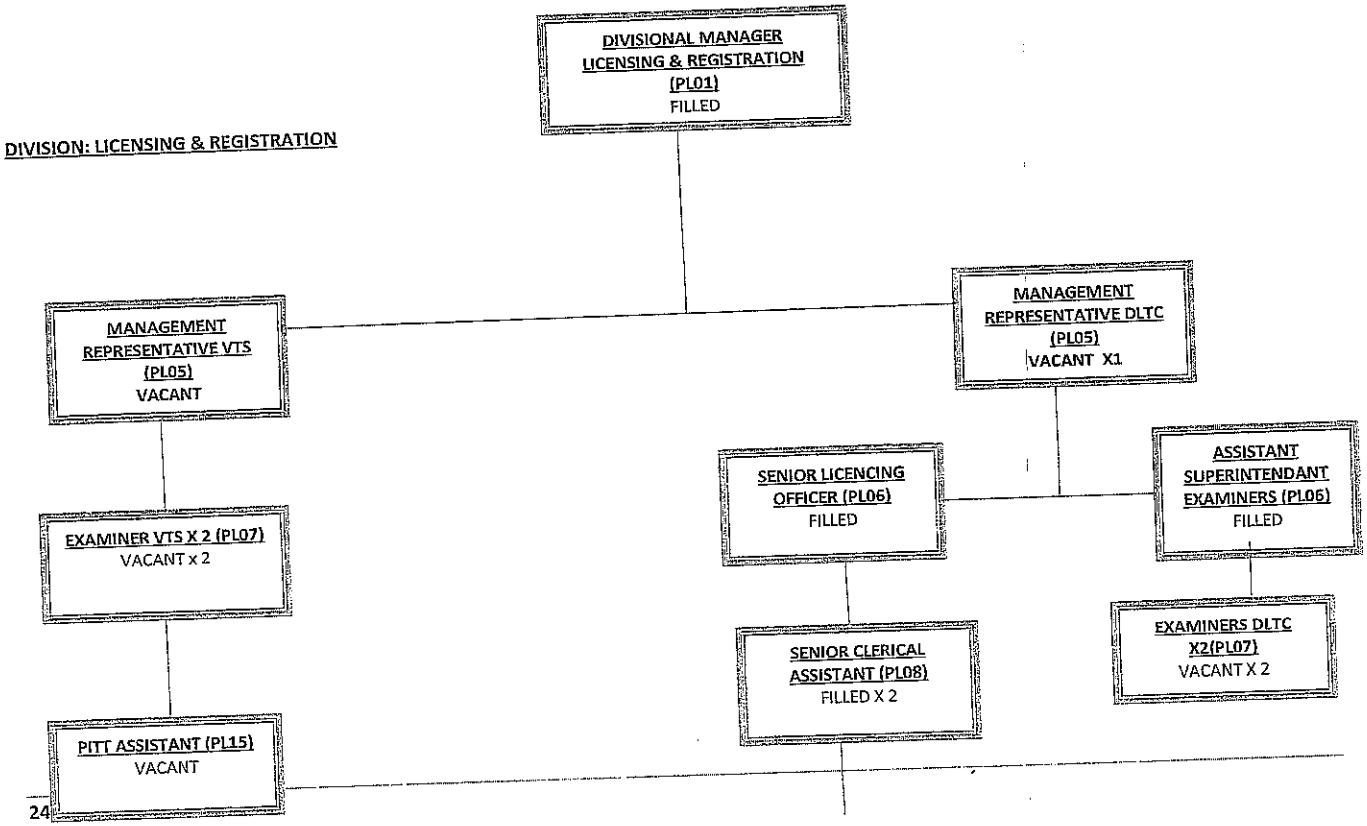

SUPERVISOR (PL09)
FILLED
COMMUNITY FACILITIES ADMINISTRATOR (PL07)
FILLED
VACANT X 1
STOREMAN (PL11)
FILLED
JCB OPERATOR (PL10)
FILLED
TRUCK DRIVERS/OPERATORS (PL11)
FILLED (PTH)
VACANT X2
TRACTOR DRIVERS X3 (PL12)
FILLED X 2
VACANT X1
CARETAKER FACILITIES (PL13)
VACANT X 4
GENERAL WORKERS X17 (PL15)
FILLED X 10
VACANT X 7
GENERAL WORKERS X20 (PL15)
FILLED X 16
VACANT X4
GENERAL WORKER FACILITIES PARKS X13(PL 15)
FILLED X 8
VACANT X5
ARTS AND CULTURE
GENERAL WORKERS X4 (PL15)
FILLED X 2
VACANT X 2
GER: SPORTS ARTS AND CULTURE (PL01)
FILLED


SENIOR LIBRARIAN (PL04)
FILLED
VACANT X1
LIBRARIAN (PL06)
FILLED
LIBRARY ASSISTANT (PL10)
FILLED
SPORTS ARTS AND CULTURE CORDINATOR (PL06)
VACANT

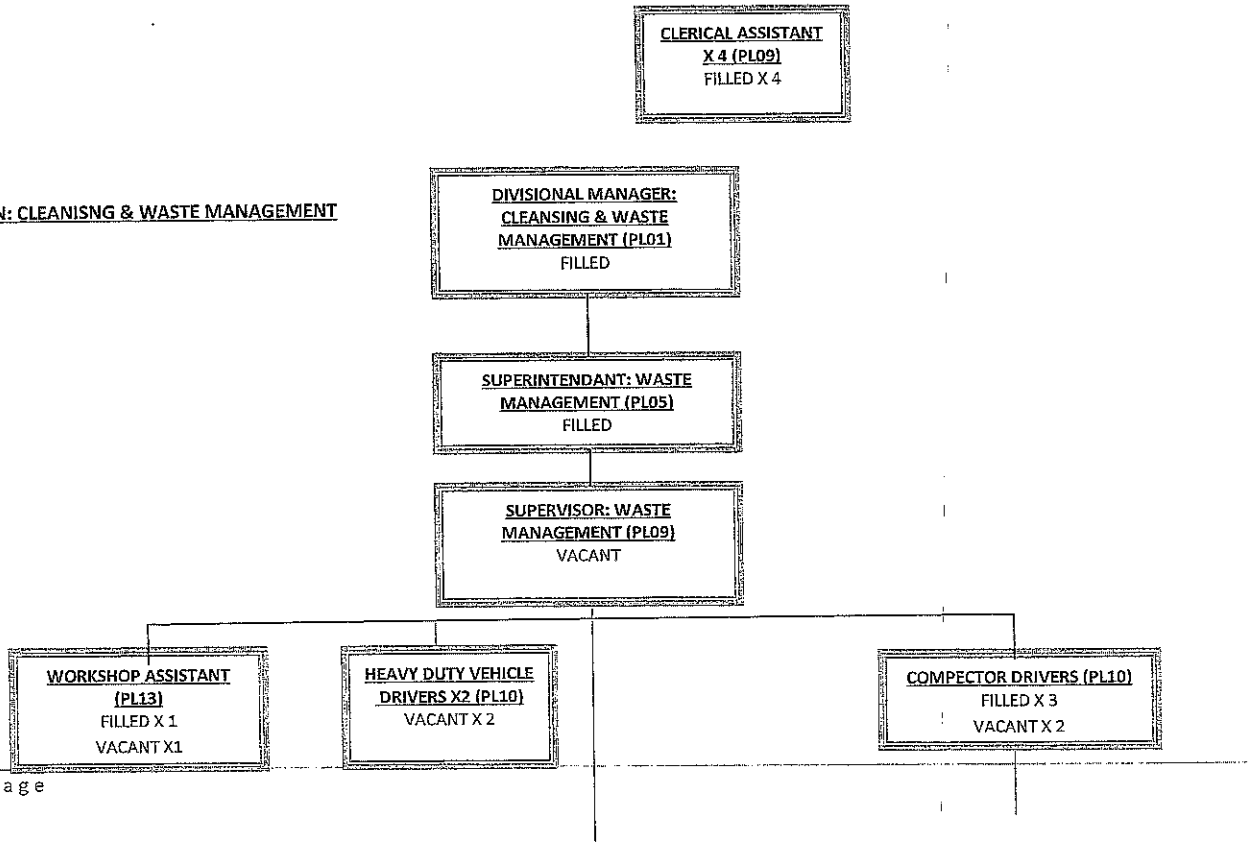
DIVISION: PUBLIC SAFETY

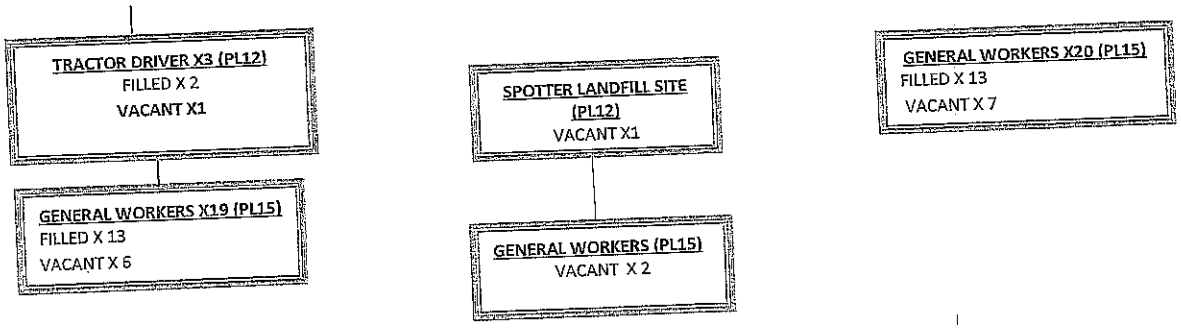


DIVISION: LICENSING & REGISTRATION

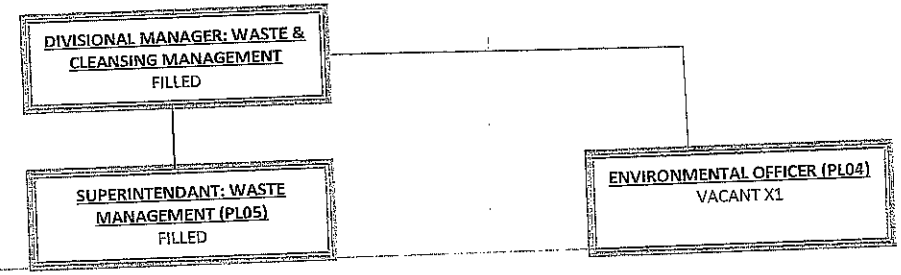


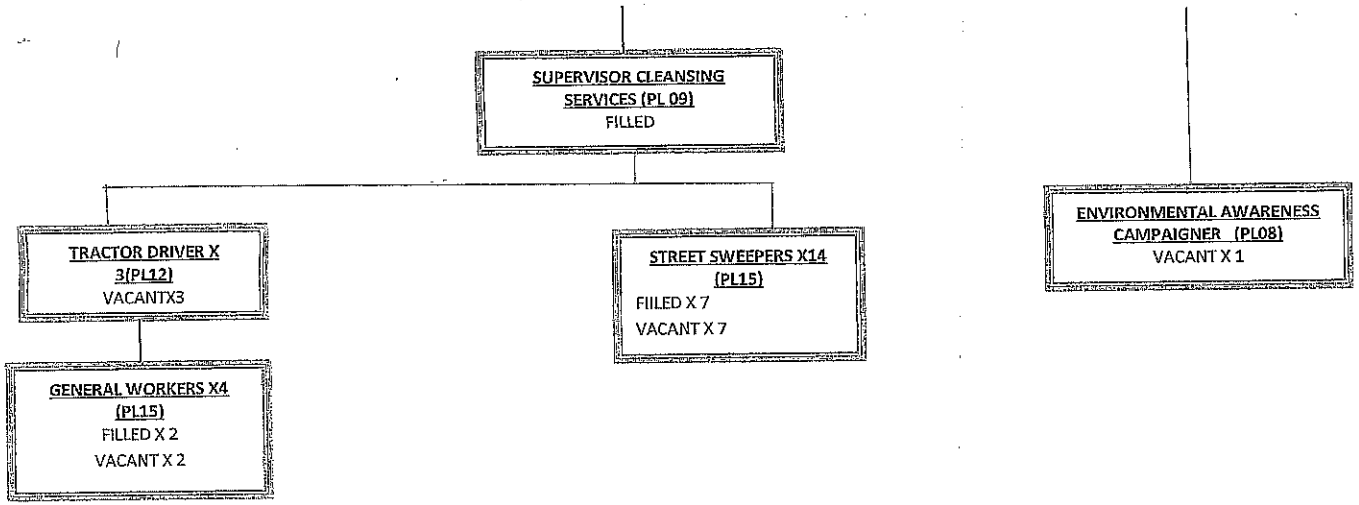
DIVISION: CLEANISNG & WASTE MANAGEMENT



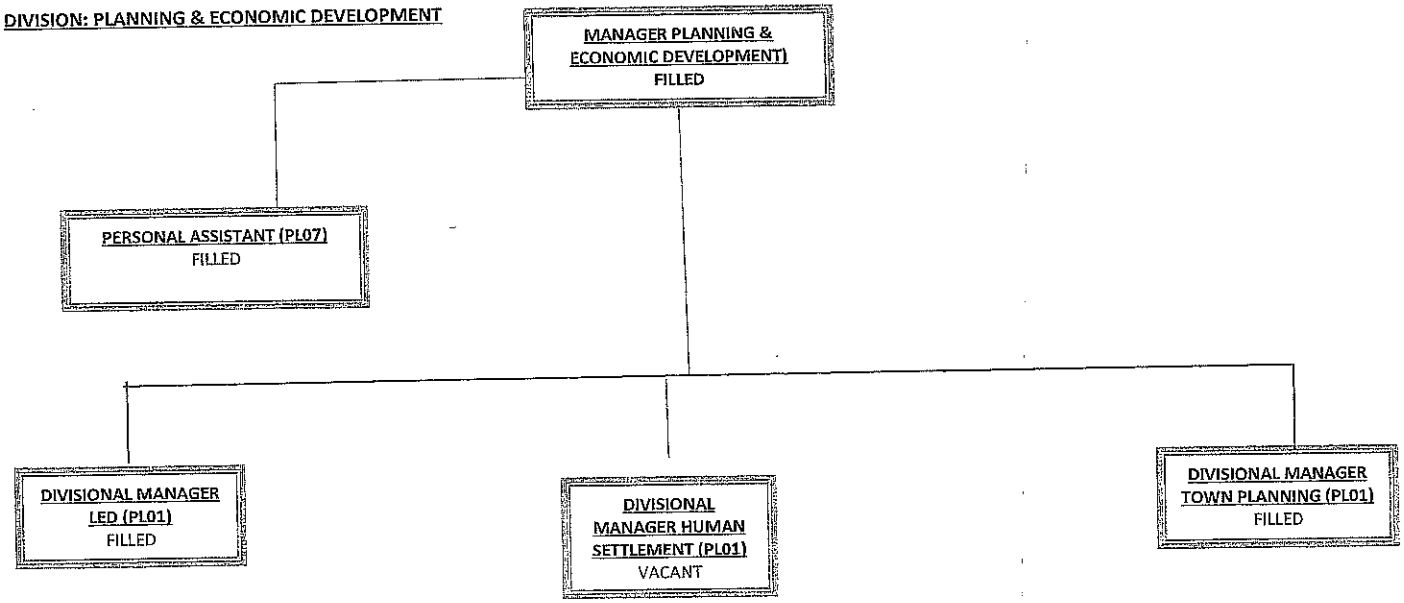


DIVISION: CLEANSING & WASTE MANAGEMENT (CLEANSING)

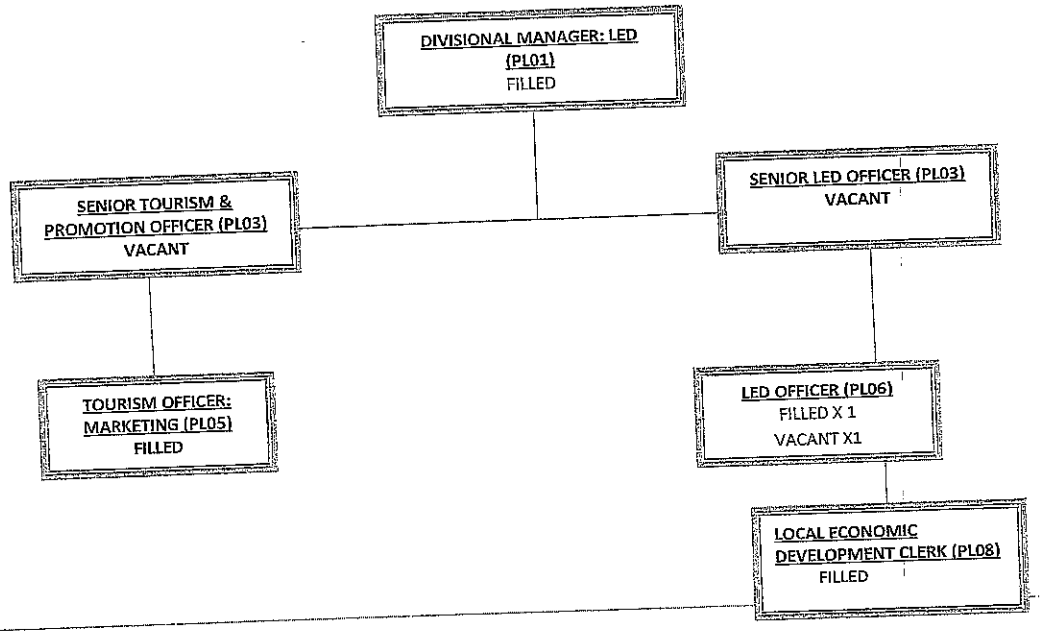



SUPERVISOR CLEANSING SERVICES (PL 09)
FILLED
TRACTOR DRIVER X 3(PL12)
VACANTX3
GENERAL WORKERS X4 (PL15)
FILLED X 2
VACANT X 2
STREET SWEEPERS X14 (PL15)
FIILED X 7
VACANT X 7
ENVIRONMENTAL AWARENESS CAMPAIGNER (PL08)
VACANT X 1

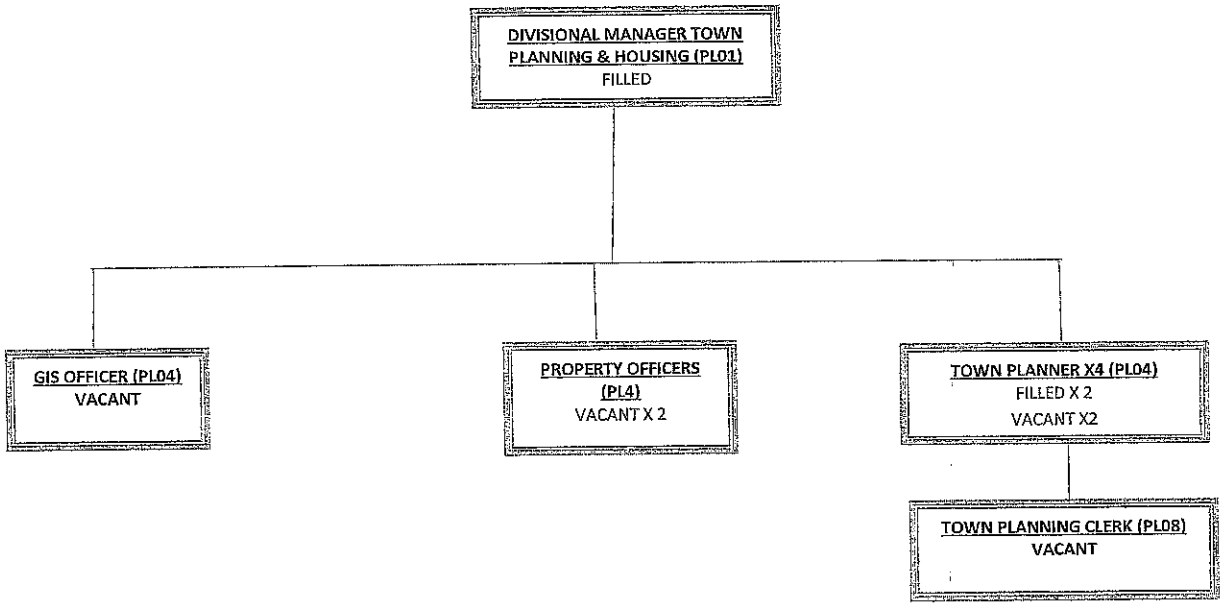
DIVISION: PLANNING & ECONOMIC DEVELOPMENT



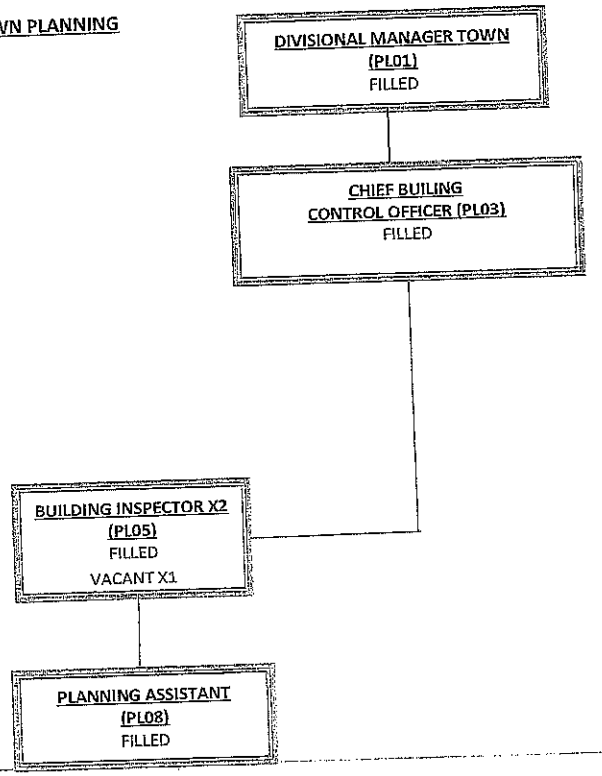
DIVISION: LOCAL ECONOMIC DEVELOPMENT



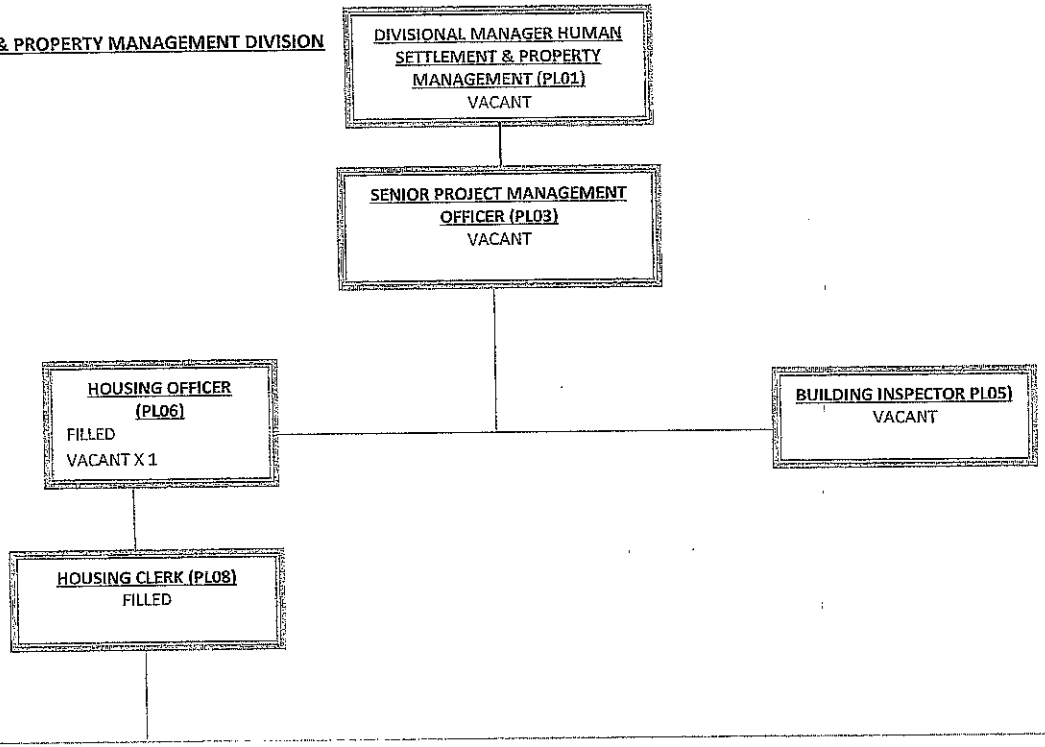
DIVISION: TOWN PLANNING



DIVISION: TOWN PLANNING

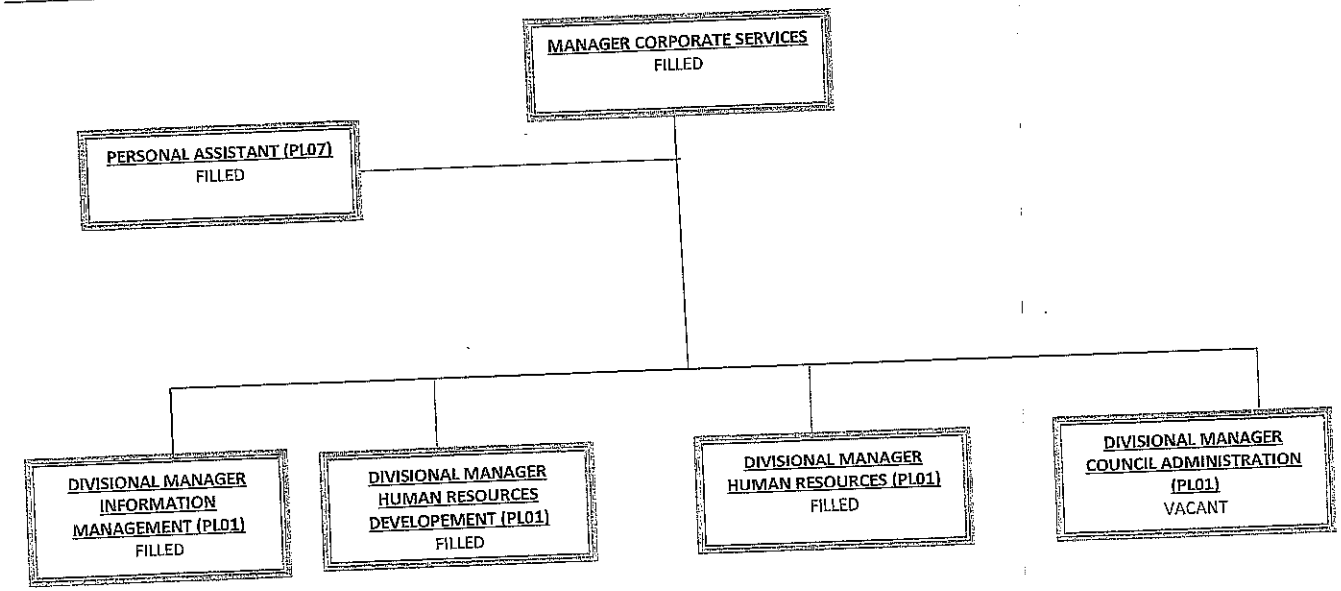


HUMAN SETTLEMENT & PROPERTY MANAGEMENT DIVISION

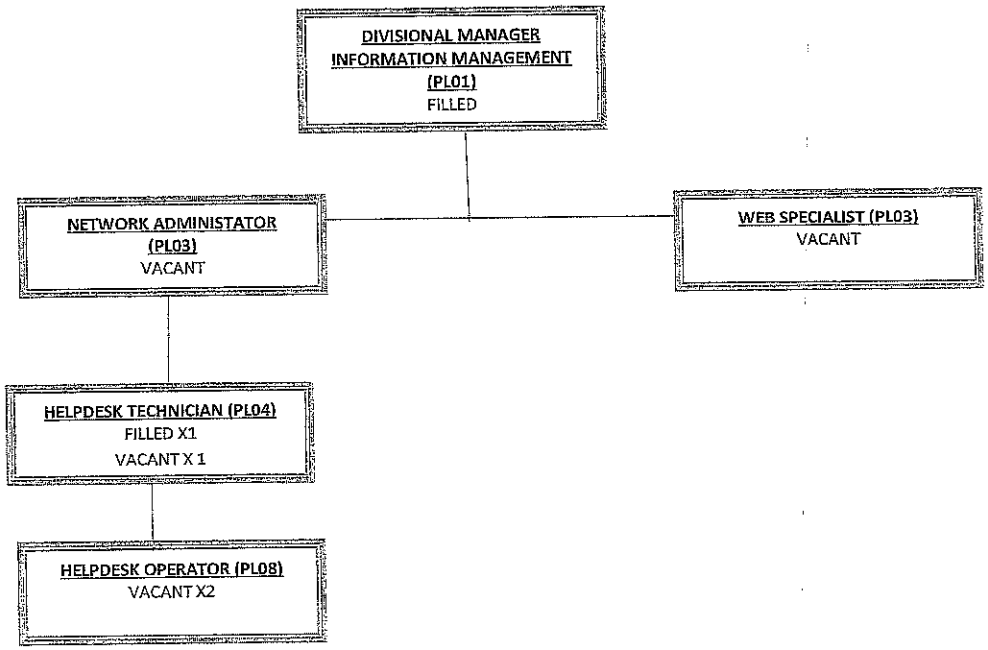


DATA CAPTURER (PL09)
FILLED
VACANT X 4

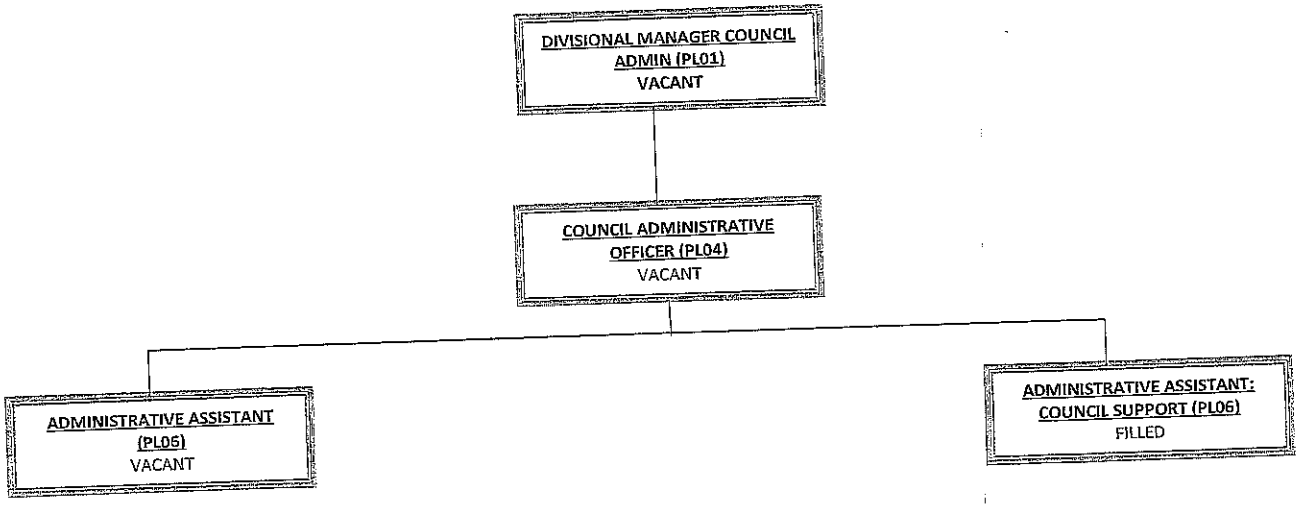
DEPARTMENT: CORPORATE SERVICES



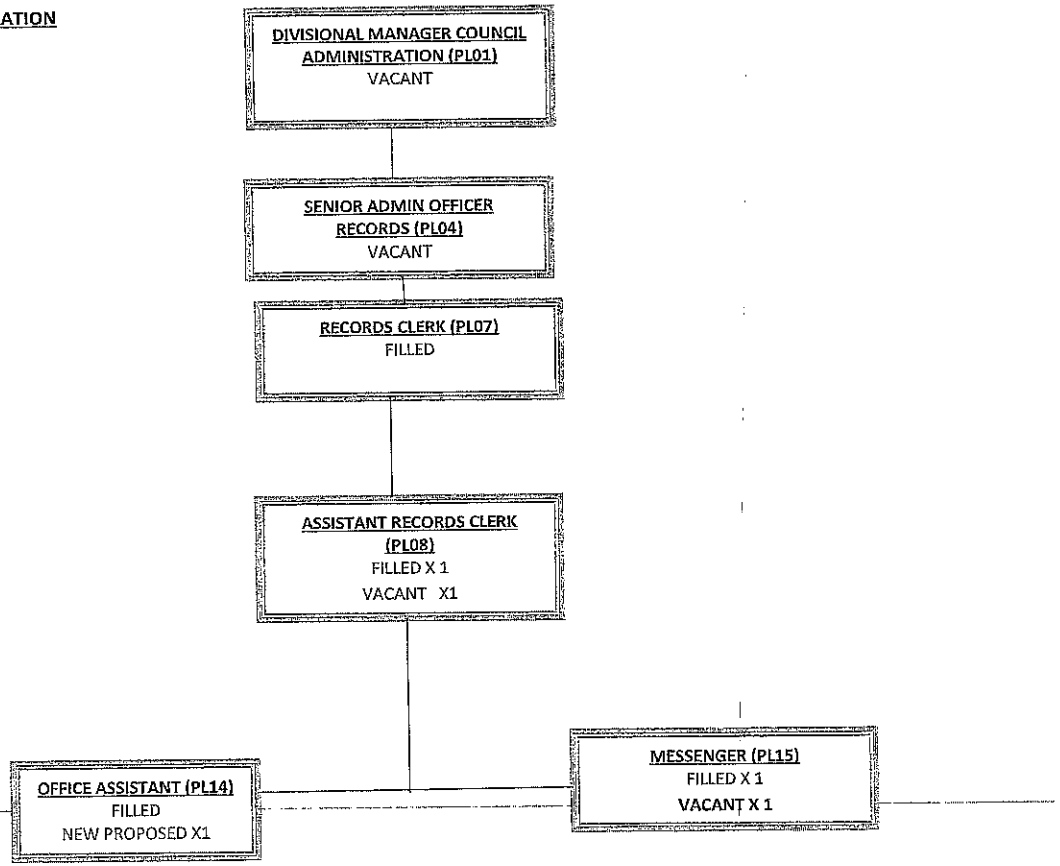
INFORMATION TECHNOLOGY DIVISION



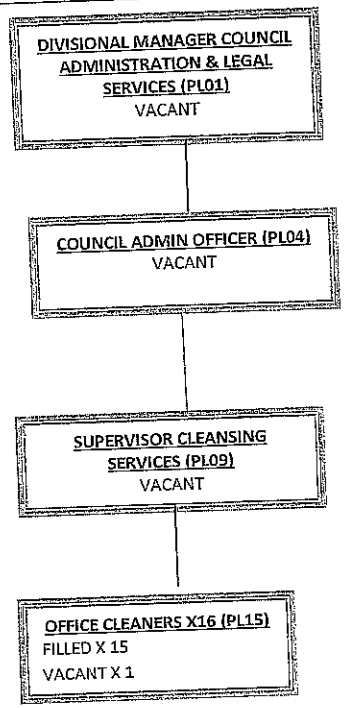
DIVISION: COUNCIL ADMIN



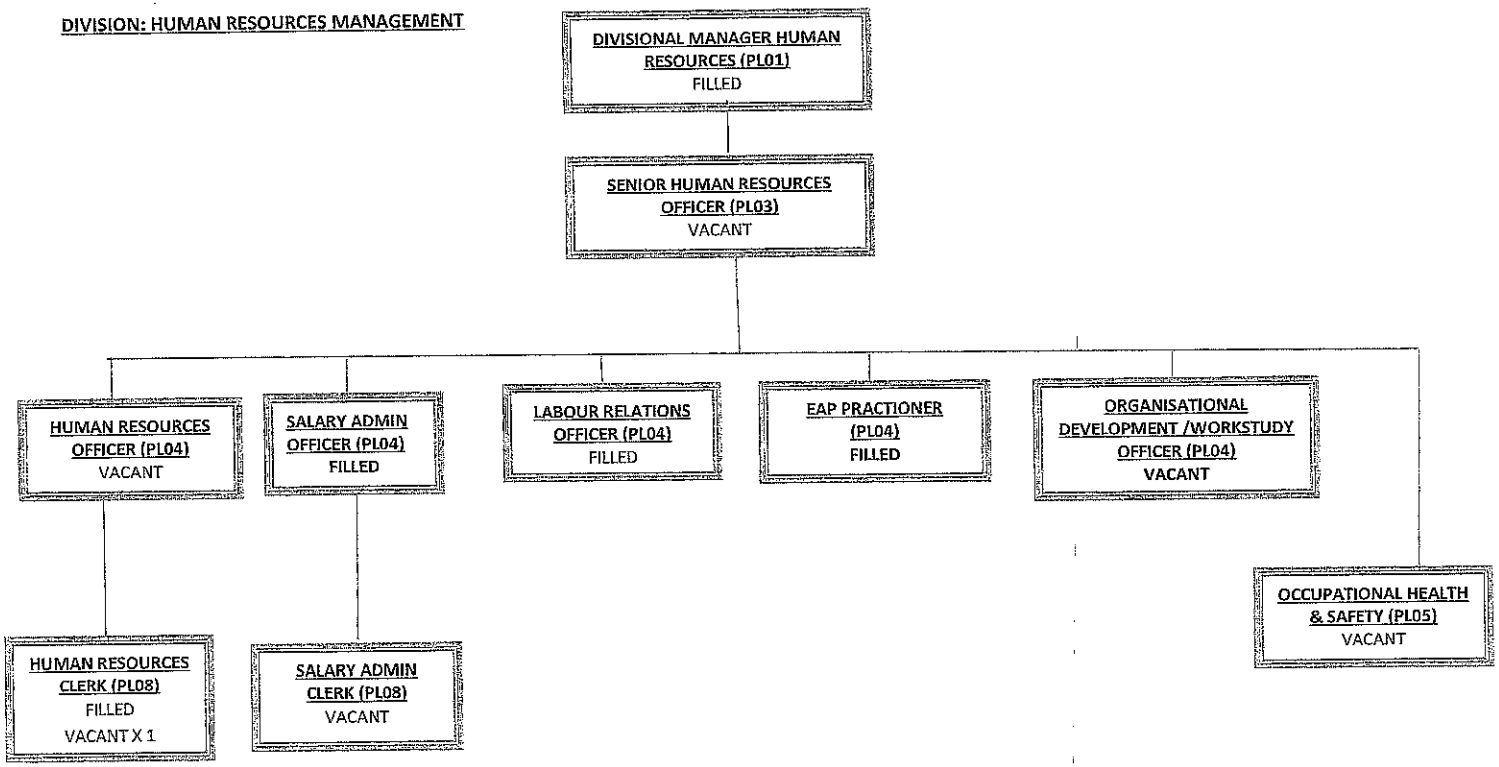
DIVISION: COUNCIL ADMINISTRATION



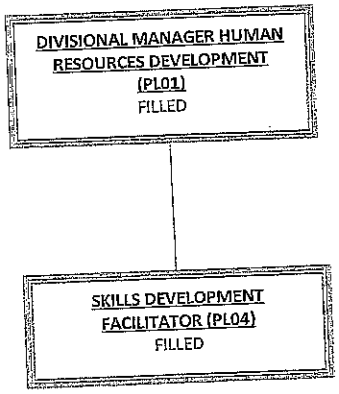
DIVISION COUNCIL ADMINISTRATION (CONTINUED)



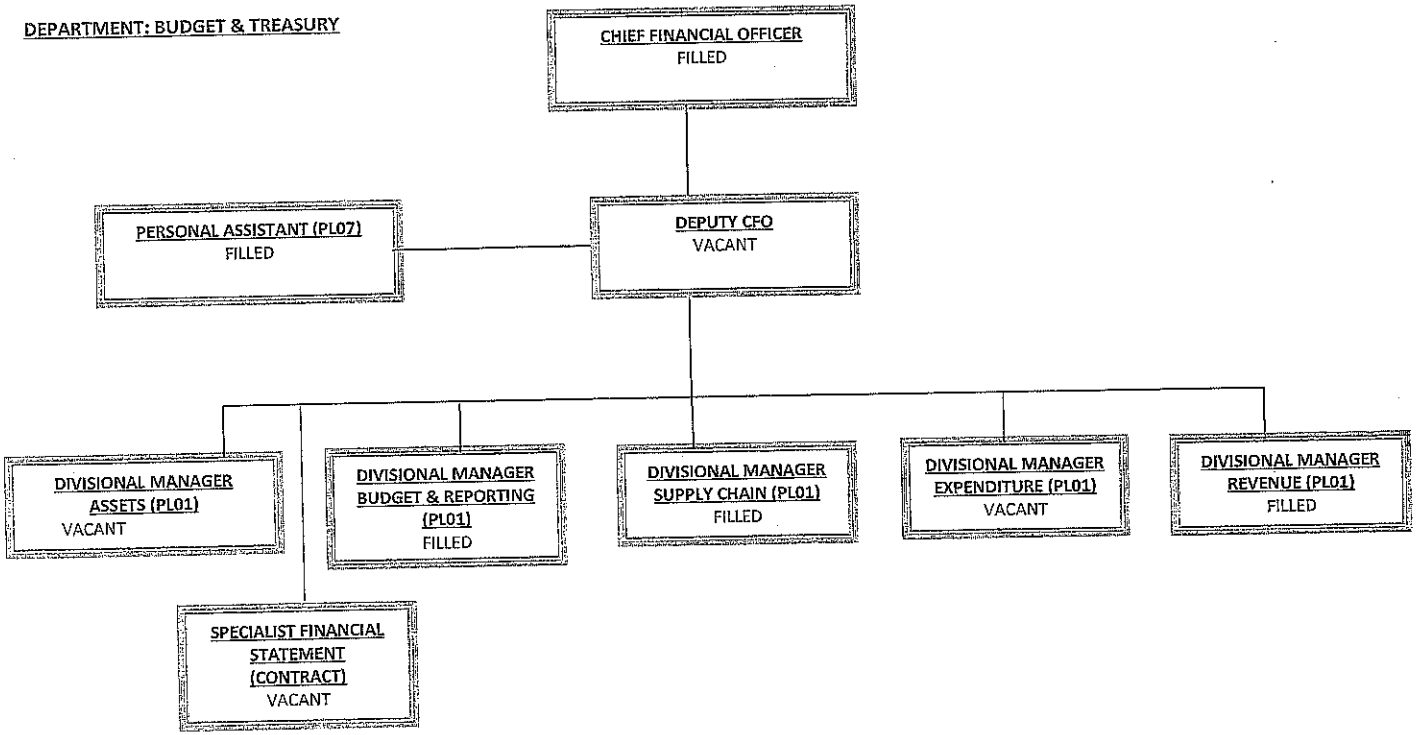
DIVISION: HUMAN RESOURCES MANAGEMENT



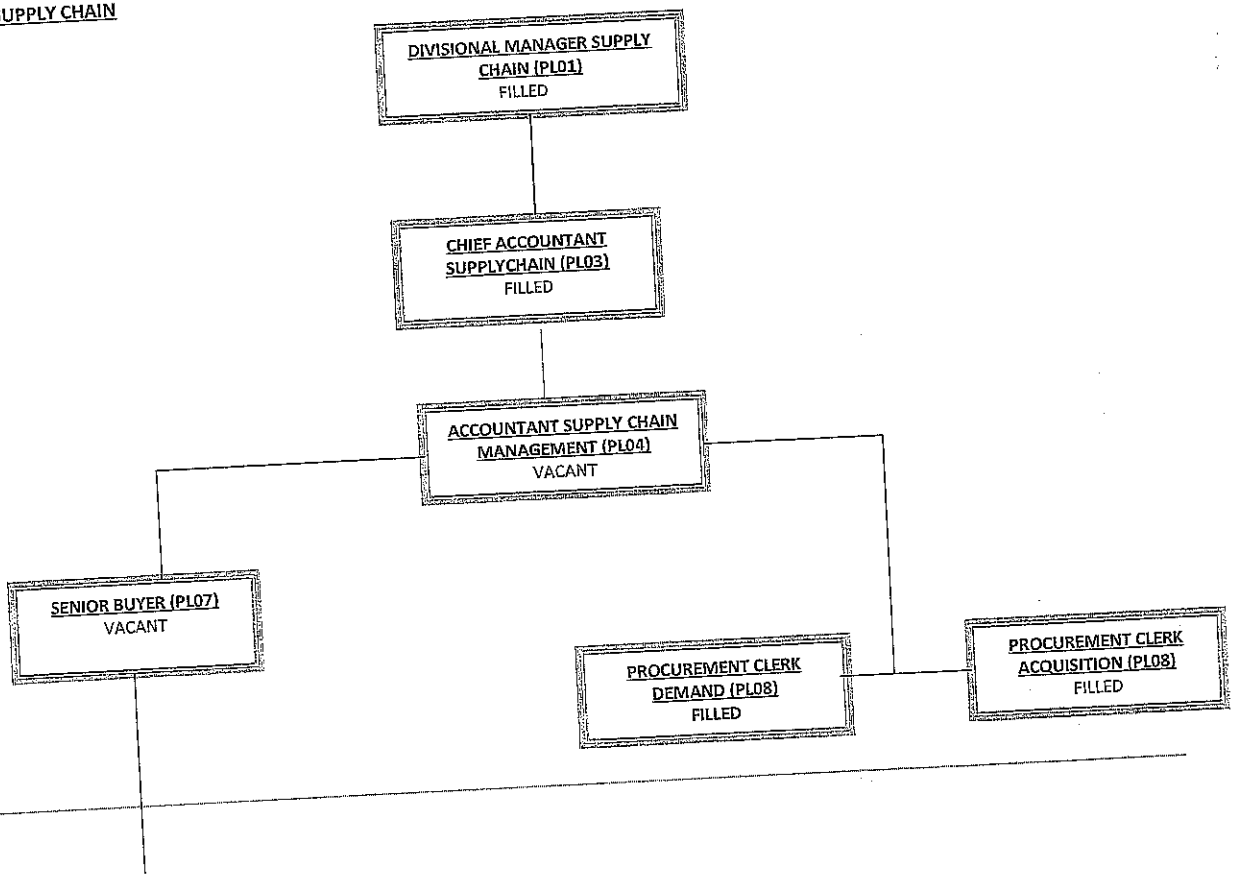
DIVISION: HUMAN RESOURCES DEVELOPMENT



DEPARTMENT: BUDGET & TREASURY



DIVISION: SUPPLY CHAIN



BUYER (PL08)
FILLED X 1
VACANT X1

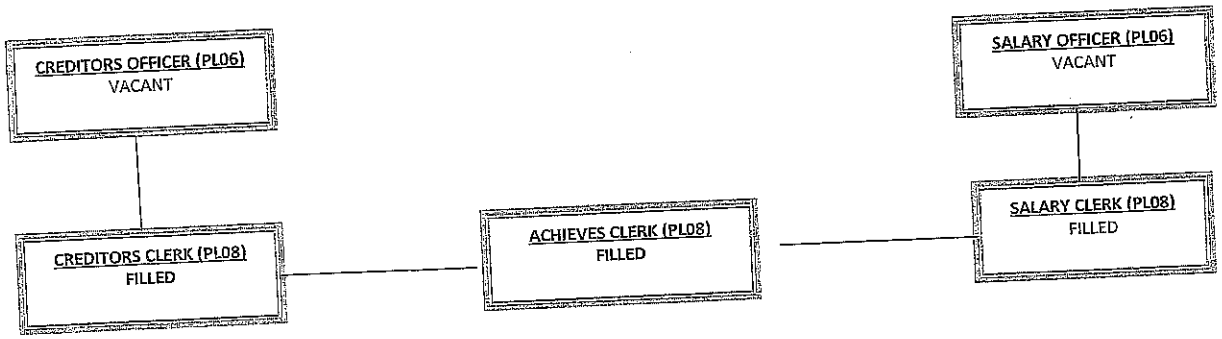
DIVISION: EXPENDITURE

DIVISIONAL MANAGER EXPENDITURE (PL01)
VACANT X 1

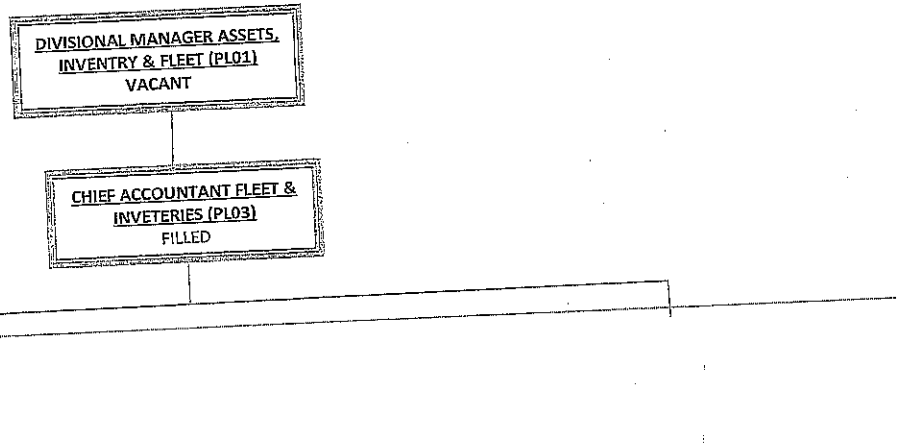
CHIEF ACCOUNTANT EXPENDITURE (PL03)
FILLED

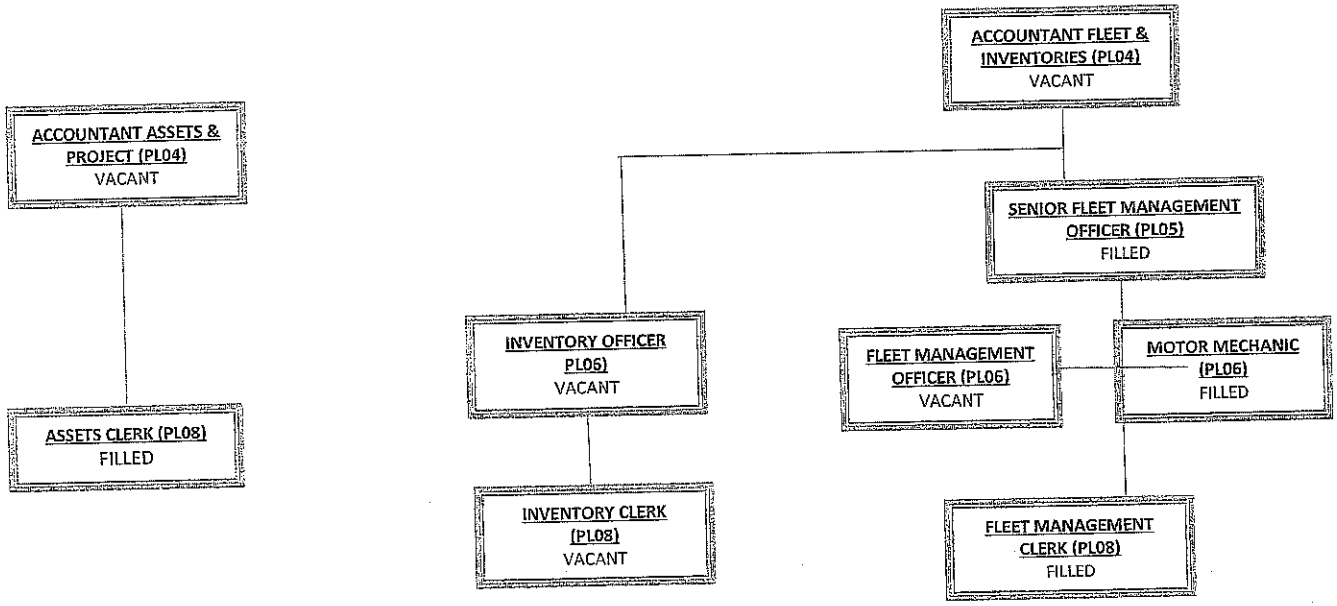
ACCOUNTANT CREDITORS (PL04)
VACANT

ACCOUNTANT EXPENDITURE (PL04)
FILLED

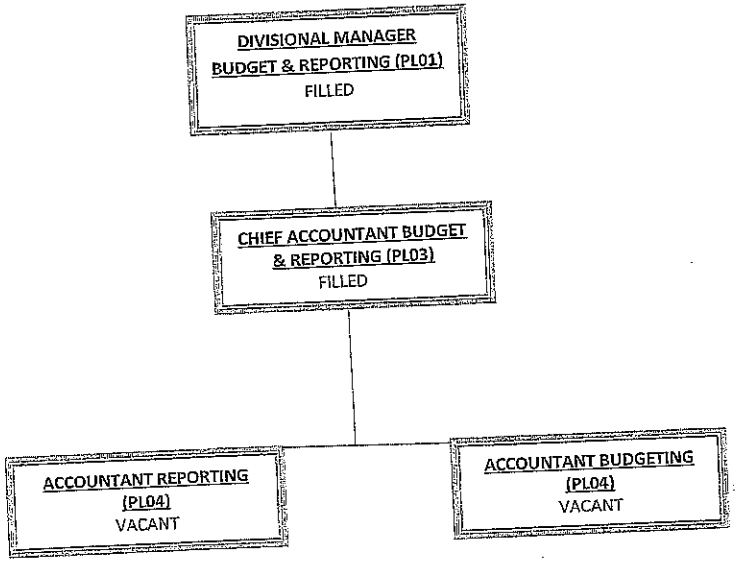


DIVISION: ASSETS MANAGEMENT

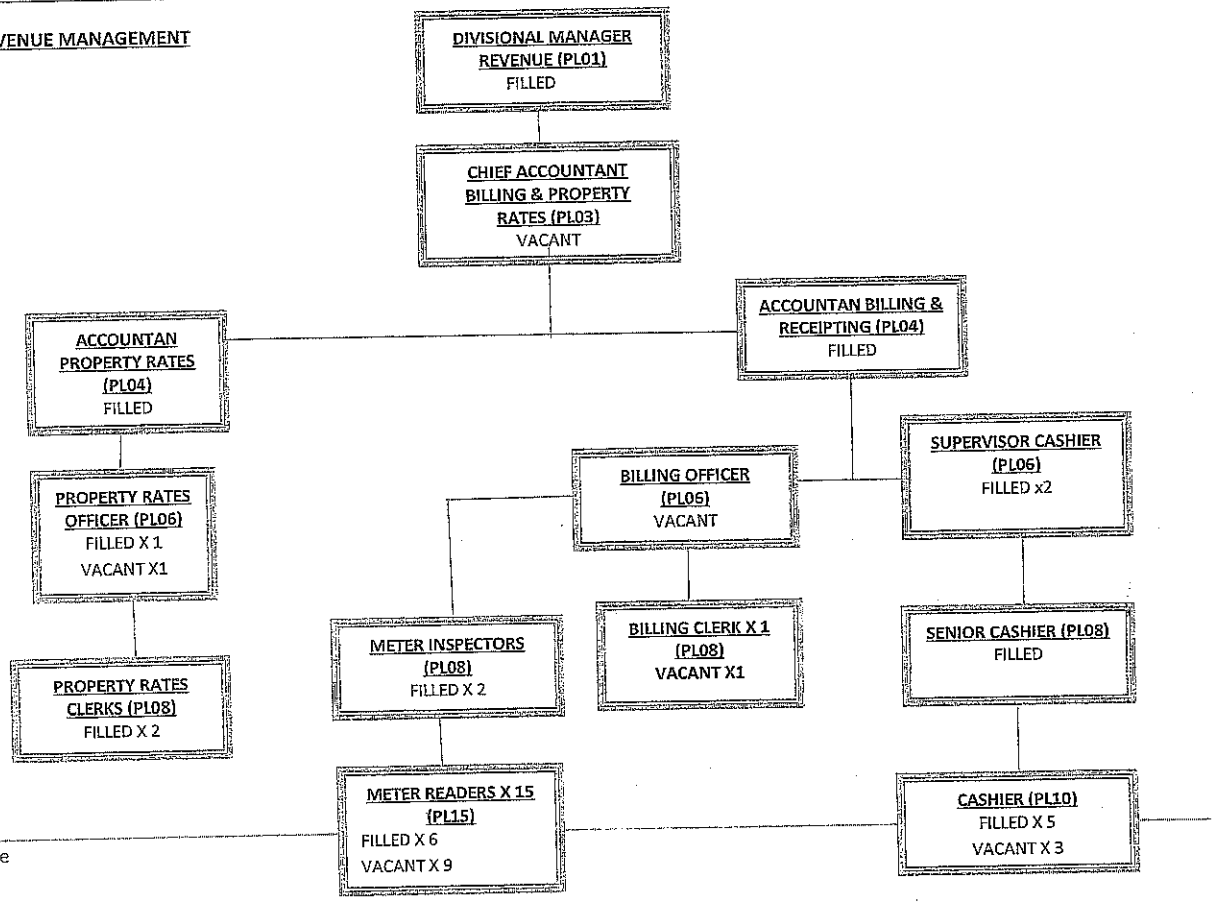



ACCOUNTANT FLEET & INVENTORIES (PL04)
VACANT
ACCOUNTANT ASSETS & PROJECT (PL04)
VACANT
SENIOR FLEET MANAGEMENT OFFICER (PL05)
FILLED
INVENTORY OFFICER PL06)
VACANT
FLEET MANAGEMENT OFFICER (PL06)
VACANT
MOTOR MECHANIC (PL06)
FILLED
ASSETS CLERK (PL08)
FILLED
INVENTORY CLERK (PL08)
VACANT
FLEET MANAGEMENT CLERK (PL08)
FILLED

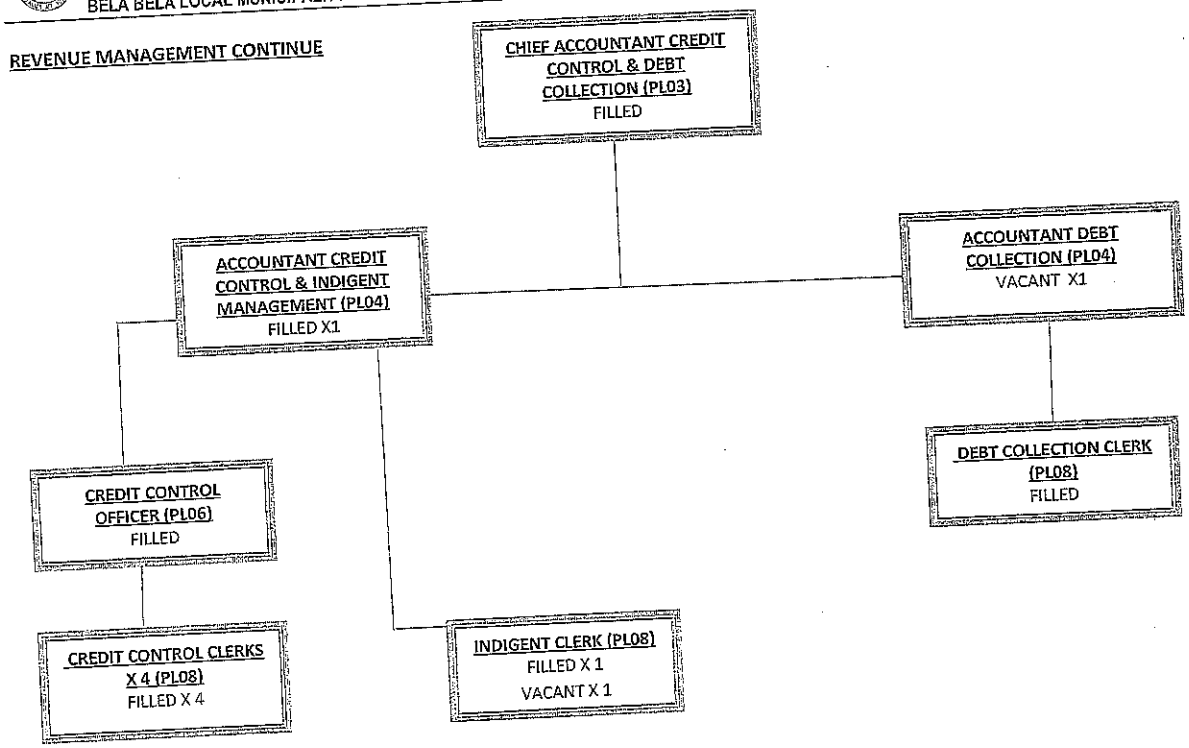
DIVISION BUDGET & REPORTING



DIVISION: REVENUE MANAGEMENT

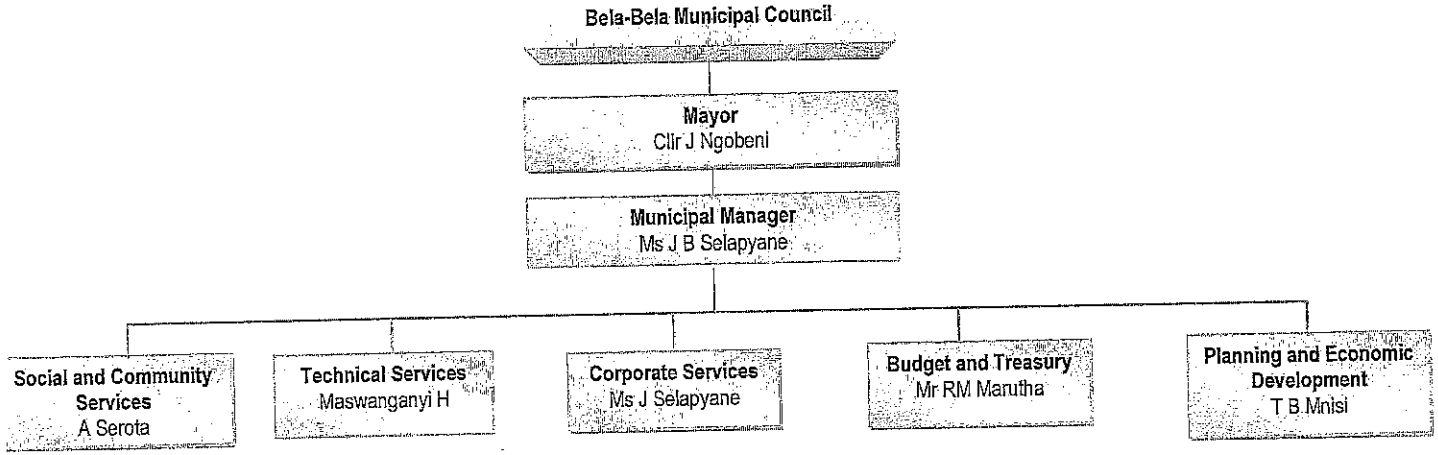


REVENUE MANAGEMENT CONTINUE



MAYOR'S OFFICE ORGANOGRAM

Figure 13: Municipal Administrative Leadership



3.8.2. An analysis of vacancy rate

Vacancy Rate

Currently the vacancy rate within the Municipality is **56%,** which means that 283 Posts of the 651 are yet to be filled. All Senior Management Level positions are filled except of the Municipal Manager who resigned during February 2021. The Municipality is committed in keeping its total operational costs under the accepted norm of 35% by ensuring that its Organizational Structure is not unduly bloated and also by ensuring that majority of its personnel is versatile in terms of performance of multiplicity of tasks and related functions through sustained skilling in accordance with its Workplace Skills Development Plan.

3.8.3. Human Resource Management System

Bela-Bela Staff Retention Policy

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

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

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

The issue of succession Planning is also addressed at the same time through the aforementioned interventions, in that the more our Divisional Managers are knowledgeable and competent on issues within their respective jurisdictional area, they also also able to apply for higher positions as and when there are

vacancies.Ultimately any training provided to those Practitioners who are further appointed to senior posts therein becomes a worthy investment on the part of the Municipality.

Bela Bela Scarce Skills Policy

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

Employment Equity

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

The employment equity policy within Bela-Bela has recently been reviewed and implementation of this policy has commenced. The gender composition within Bela-Bela Municipality by the end of June 2019 indicated that 76, 4% of the municipal employees are males while only 23, 6% are female. This indicates that a lot of work still needs to be done on the side of recruitment to ensure that the Municipality meets its target of having 40% of the municipal employees being

women. in terms of gender composition at Section 56 Management, the Municipality is currently doing well to such an extent that 1 out of 3 section 56 managers is currently male and the target that has been set by this equity plan in this regard is 40% of women in Section 56 position by June 2020.

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

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

Basic Service Delivery and Infrastucture Development	Skills Programme	AARTO	0	4	\
Basic Service Delivery and Infrasture Development	Skills Programme	Customer Care	4	23	18
Basic Service Delivery and Infrasture Development	Skills Programme	Fire Fighter 1 & Hazmart Awareness	5		1
Basic Service Delivery and Infrastrcuture Development	Skills Programme	Best Practices in Managing Libraries Information	5	2	1
Basic Service Delivery and Infrasture Development	Skills Programme	Brush Cutter	2	3	10
Basic Service Delivery and Infrasture Development	Skills Programme	Facilities Management	5	1	1
Basic Service Delivery and Infrasture Development	Skills Programme	Chain Saw	2	3	9
Basic Service Delivery and Infrasture Development	Skills Programme	Landscaping	4	1	1
Basic Service Delivery and Infrasture Development	Skills Programme	Horticulture	2	4	6
Basic Service Delivery and Infrasture Development	Skills Programme	CAD	5	2	5
Basic Service Delivery and Infrasture Development	Skills Programme	Construction Contract Management	5		1
Basic Service Delivery and Infrasture Development	Skills Programme	Gravelling & Surfacing of Road maintenance	3		6
Basic Service Delivery and Infrasture Development	Skills Programme	Chip & Spray surface treatment	3	3	7
Basic Service Delivery and Infrasture Development	Skills Programme	Concrete Works Training	3	2	8
Basic Service Delivery and Infrasture Development	Skills Programme	Laying of stormwater pipes	3	3	7

Basic Service Delivery and Infrastrure Development	Skills Programme	TLB & Grader Operator	3		4
Basic Service Delivery and Infrastrure Development	Skills Programme	Water Network & Pipeline Design	5		1
Basic Service Delivery and Infrastrure Development	Skills Programme	Water Quality Management	5		1
Basic Service Delivery and Infrastrure Development	Skills Programme	Fitting & Turning	3	2	8
Basic Service Delivery and Infrastrure Development	Skills Programme	Plumbing	4	2	8
Basic Service Delivery and Infrastrure Development	Learnership	Water & Waste Water Treatment Process Operations	2	8	2
basic Service Delivery and Infrastrure Development	Learnership	Wastewater and Water Reticulation Services	4	2	4
Basic Service Delivery and Infrastrure Development	Skills Programme	Maintenance of Distribution Networks	3		2
Municipal Transformation and Institutional Development	Skills Programme	Advanced Labour Law	5	2	1
Municipal Transformation and Institutional Development	Skills Programme	Programme in Local Government law and Municipal Administration	5	1	
Municipal Transformation and Institutional Development	Skills Programme	Civil litigation in the Magistrate's Court	4		1
Municipal Transformation and Institutional Development	Skills Programme	Civil litigation in the Hight Court	4		1
Municipal Transformation and Institutional	Skills Programme	Occupational Health & Safety Meter	5	2	20

Development		Readers & Electrical Personnel			
Municipal Transformation and Institutional Development	Skills Programme	SAMTRAC	5	1	1
Municipal Transformation and Institutional Development	Skills Programme	Job Evaluation	5		1
Municipal Transformation and Institutional Development	Skills Programme	ICT Governance	5	1	1
Municipal Transformation and Institutional Development	Skills Programme	Corbit 5	5		1
Municipal Transformation and Institutional Development	Skills Programme	CCNA	5	1	1
Municipal Transformation and Institutional Development	Skills Programme	LINUX	5	1	1
Municipal Transformation and Institutional Development	Skills Programme	ITIL	5	1	1
Municipal Transformation and Institutional Development	Skills Programme	MCSA	5	1	1
Municipal Transformation and Institutional Development	Skills Programme	MCITP	5	1	1
Municipal Transformation and Institutional Development	Skills Programme	Hygiene and Cleaning Services	3	5	

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

Good Governance and Deepening of Democracy	Skills Programme	Councillor Development Programme	4	6	9
Good Governance and Deepening of Democracy	Skills Programme	Public Participation in Local Governance	5	6	9
Basic Service Delivery and Infrasture Development	Skills Programme	Landfill Operation	4		1
Basic Service Delivery and Infrasture Development	Skills Programme	Handle and Dispose of Waste	1	10	10
Basic Service Delivery and Infrasture Development	Skills Programme	Introduction to Integrated Waste Management	5		1
Basic Service Delivery and Infrasture Development	Skills Programme	Fall Arrest System (FAS)	4	5	5
Basic Service Delivery and Infrasture Development	Skills Programme	MV & LV Cable Jointing & Termination	4	5	5
Basic Service Delivery and Infrasture Development	Skills Programme	MV & LV Cable Fault Locating	4	5	5
Basic Service Delivery and Infrasture Development	Skills Programme	MV & LV Switchgears Operating	4	5	5
Basic service Delivery Infrastrure Development	Skills Programme	First Aid	1	5	5
Basic service Delivery Infrastrure Development	Skills Programme	Fire Fighting		5	5
Basic Service Delivery and Infrasture Development	Skills Programme	MV & LV Overhead Line	3	5	5
Basic Service Delivery and Infrasture Development	Skills Programme	ORHVS (Authorised)	5	3	7
Basic Service Delivery and Infrascture Development	Skills Programme	ORHVS (Responsible)	5	1	3
Basic Service Delivery and Infrascture Development	Skills Programme	Metering and Measurement	4	5	5

Basic Service Delivery and Infrascture Development	Skills Programme	Battery Maintenance	4	5	5
Basic Service Delivery and Infrascture Development	RPL	Electrical RPL	4		10
Basic Service Delivery and Infrasture Development	Skills Programme	ORHVS (Gain Access) Meter Readers & Electrical Personnel	4	4	27
Municipal Transformation and Institutional Development	Skills Programme	Report Writing for Managers	5	8	17
Municipal Financial Viabilty and Management	Skills Programme	GRAP	5	9	9
Municipal Financial Viabilty and Management	Skills Programme	Caseware	5	2	5
Municipal Financial Viabilty and Management	Skills Programme	Revenue Management	4	12	8
Municipal Financial Viabilty and Management	Skills Programme	Cash Flow,Credit Control & Debt Collection	5	3	4
Municipal Financial Viabilty and Management	Learnership	Local Government Accounting Certificate	3	3	3
Municipal Financial Viabilty and Management	Learnership	Advanced Local Government Accounting Certificate	4	2	
Municipal Financial Viabilty and Management	Learnership	Municipal Finance Management Programme	6	10	10
Municipal Transformation and Institutional Development	Skills Programme	Project Management	5	3	9

Municipal Transformation and Institutional Development	Skills Programme	Management Development Programme	6	5	8
Municipal Transformation and Institutional Development	Skills Programme	Risk Management in Local Government	6		1
Municipal Transformation and Institutional Development	Skills Programme	Audit Projects	5	2	
Municipal Transformation and Institutional Development	skills ProgrammeSupply Chain Management		5	2	0
Municipal Financial Viabilty and Management	Skills Programme	Assets Management	4	1	0
Municipal Transformation and Institutional Development	Skills Programme	Supervisory Management Course	4	4	5
Municipal Transformation and Institutional Development	Skills Programme	Conflict resolution management , Business Writing and Speech	5		1
Municipal Transformation and Institutional Development	Skills Programme	Advanced Public Relations Management	5	1	1

3.8.4. Mainstreaming of HIV/AIDS Programme in the workplace

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

- The Municipality also conduct employee HIV awareness campaign annually.

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

The Municipality is conducting the following programmes:

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

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

3.8.6. Municipal Wide Developmental Challenges

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

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

Table 55: Ward Based Municipal Transformation and Organisational Development Challenges

WARD NUMBER/AREA IN THE WARD	CHALLENGES/ISSUES
Ward 1(all section) **Ward 8 (Rapotokwane & Pienaarsrivier)** **Ward 9 (Masakhane)**	Need for municipal service delivery area/office (satellite office)
Ward 1(all section) **Ward 8 (Rapotokwane)** **Ward 7 (Tsakane)** **Ward 9 (Masakhane)**	Not all local community are catered for in both managerial and general work positions

Affects all wards	Unemployment of people with disability by the Municipality
Affects all wards	Non-commitment of some Councillors
Ward 8 (Rapotokwane)	Non Branding of Ward Committees & CDWs
	Need for seat/s for Traditional Authority within a council

3.9. CROSS CUTTING ANALYSIS

3.9.1. Disaster Risk Analysis

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

Disaster Management arrangements

The Municipal Disaster Management are arranged as follows:

- **Deal with all hazards.** While most attention is given to the obvious emergencies such as fire and transport accidents, a wide range of hazards could be dealt with using disaster management arrangements and resources. This might include emergencies for which there is little or no experience in the Limpopo Province, such as earthquakes or environmental emergencies.
- **Be integrated.** (Involve all people and relevant agencies). The management of emergencies is a shared responsibility involving many people and Organizations in the community. It is not something done by one sector of the community to or for the rest of society, although some Organizations have specialist roles of this kind.

- **Private sector Organizations** are often involved when their services and resources are needed for prevention, response or recovery activities, or where emergencies affect their buildings, equipment, personnel, suppliers or customers.
- **Individual members** of the community are also responsible for taking preventative, protective and restorative actions in their own and community's best interests.
- **Government departments** and **Voluntary Organizations** are also playing a major role in disaster management.

- **Be comprehensive** (Cover prevention, response and recovery). Prevention response and recovery are all important aspects of disaster management, and each should be explicitly addressed in the arrangements.

Potential Disasters within Bela-Bela

The Municipality is susceptible to the following Disasters:

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

SWOT Analysis

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

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

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

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

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

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

Table 56: SWOT Analysis - Strength and Weaknesses

STRENGTHS	WEAKNESSES

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

OPPORTUNITIES	THREATS

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

CHAPTER 4: STRATEGY PHASE

4.1. BBLM 2020/21 STRATEGIC PLANNING SESSION

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

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

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

- an economy that will create more jobs

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

The strategies of the Bela-Bela Local Municipality have been developed to link to programmes and projects and are aligned to these priorities. In most Organizations, strategic planning is conducted to define the strategy or direction of the Organization and thus make decisions on resource allocations to pursue the Vision of that Organization. The Green Paper on National Strategic Planning (2009) [this green paper lead to the development of the NDP states that strategic planning in government organisations is imperative to ensure growth and development, strengthening of institutions, nation building and the establishment of a developmental state. The main outputs of strategic planning include a long-term Vision, a five-year strategic framework, an annual

programme of action, spatial perspectives and occasional research that will ensure ongoing leadership in the management of major social dynamics and key drivers of social development.

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

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

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

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

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

Table 57: Municipal Development Goals

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

BBLM Development Priorities

Figure 14: Current Planning Trajectory

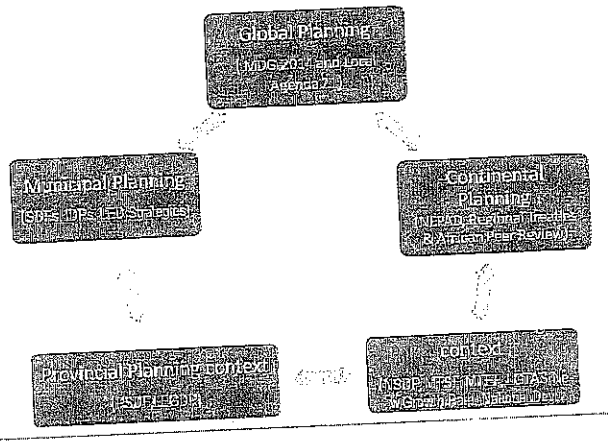

Global Planning
Municipal Planning
Continental Planning
Provincial Planning
Context

Table 58: Municipal KPAs and KPIs

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

Table 59: Municipal Development Priorities in line with Development Strategies

MUNICIPAL PRIORITIES ALIGNED TO BACK TO BASIC APPROACH	NATIONAL SPATIAL DEVELOPMENT PLAN	THE MEDIUM TERM STRATEGIC FRAMEWORK (MTSF)	NATIONAL DEVELOPMENT PLAN	LIMPOPO EMPLOYMENT GROWTH AND DEVELOPMENT PLAN	12 OUTCOMES OF GOVERNMENT
• Water, Sanitation & Refuse Removal. • 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 Security	• Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside	• Improve the nation's health profile and skills based and ensure universal access to basic services • 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	• performanc e culture	• Access to quality education • Improved health care • Fighting crime and corruption • Cohesive and sustainable communities • Creation of a better Africa and a better world	• Improve the quality of basic education • Improve heath and life expectanc y • All people in South Africa protected and feel safe
• 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		• review of powers and functions • public participatio n • organisatio nal transformat ion	• Sustainable resource management and use • A developmental state including improvement of public services	• A skilled and capable workforce to support inclusive growth • Sustainabl e human settlement s and

	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.				improved quality of household life • A response and, accountable, effective and efficient local government system • Protection and enhancement of environmental assets and natural resources
• **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		• Review of powers and functions • Public participation • Organisational transformation	• Sustainable resource management and use • A developmental state including improvement of public services	• A better South Africa, a better and safer Africa and World • A development-oriented public service and inclusive

	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.				citizenship

4.2. 2020/21 STRATEGIC RESOLUTIONS

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

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

Table 60: Governance and Finance Cluster

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

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

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

Table 61: Service Delivery Cluster

STRATEGIC OBJECTIVE	STRATEGIC OUTCOME	PROGRAMME	SHORT TERM STRATEGIES (0 - 1 YEAR)	SHORT TERM STRATEGIES (2 - 3 YEARS)	LONG TERM STRATEGIES (4 - 5 YEARS)
To resource management of infrastructure and services	Satisfied communities	Water	Augment water supply by drilling boreholes. Implement water conservation and demand management	Upgrade WTW to produce 10mg/day. Recycle treated waste water for bulk raw water augmentation	Engage Magalies, DWS and DJSM for increased water supply in Rapotokwane, Masakhane and Pienaarsrivier
To resource management of infrastructure and services	Satisfied communities	Water	Develop water supply resources (boreholes and network connections)	Undertake township water supply establishment	Not Applicable
To resource management of infrastructure and services	Satisfied communities	Water	Engage nine (9) defined wards to obtain representation from the Forum	Community satisfaction survey	Not Applicable
To resource management of infrastructure and services	Satisfied communities	Water	Replace faulty metres	Develop Water metre replacement programme	Not Applicable
To resource management of infrastructure and services	Satisfied communities	Sanitation	Upgrade reticulation and pump stations. Conduct preventative maintenance	Upgrade WWTW to treat at least 12mg/day. Redesign WWTW in Masakhane and Pienaarsrivier	Investigate Optimal WWT Technology
To resource management of infrastructure and services	Satisfied communities	Sanitation	Source funding for the construction of VIP toilets	Develop township establishment and connect the existing sewer system	Not Applicable
To resource management of infrastructure and services	Satisfied communities	Electricity	Conduct a preventative maintenance. Maintain the availability of notified maximum demand	Construct 10 MVA substation	Review electricity provision feasibility study
To resource management of infrastructure and services	Satisfied communities	Electricity	Not Applicable	Electrify proclaimed households	Engage Eskom and HDA for electrification for villages and settlement not serviced by the municipality
To resource management of infrastructure and services	Satisfied communities	Electricity	Replace faulty metres. Reduce the households capacity from 60A to 20A	develop electricity metre replacement programme	Uphold that all households to utilise the 20A. Implement DSM Programme
To resource management of infrastructure and services	Satisfied communities	Roads and Storm water	Construct 3.5 KM roads and storm water by June 2018	Construct 7.5 KM roads and storm water by 2021	Construct 9 KM access roads and storm wate
To resource management of infrastructure and services	Satisfied communities	Roads and storm water	Fill potholes identified and reported	Rehabilitate 7200m2 of roads	Rehabilitate 14400m2 of roads
To resource management of infrastructure and services	Satisfied communities	Roads and storm water	incorporate storm water design and construction in all future roads projects.	Develop the Roads and Storm water master plan	Implementation of the Roads and Storm wate master plan
To promote the welfare of the community	Satisfied communities	Waste management and cleansing	Develop by-laws for animal keeping	Develop by-laws for animal keeping	Implementation of Animal Keeping by-laws
To promote the welfare of the community	Satisfied communities	Waste management and cleansing	Review collection schedule	Acquire waste disposal equipment	Acquire waste disposal equipment
To promote the welfare of the community	Satisfied communities	Waste management and cleansing	Collect waste from households and businesses	Not Applicable	Acquire waste disposal equipment
To promote the welfare of the community	Satisfied communities	Waste management and cleansing	Conduct awareness campaigns	Not Applicable	Acquire waste disposal equipment
To promote the welfare of the community	Satisfied communities	Waste management and cleansing	Conduct awareness campaigns	Not Applicable	Not Applicable

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

Table 62: Planning and Economic Development Cluster

STRATEGIC OBJECTIVE	STRATEGIC OUTCOME	PROGRAMME	SHORT TERM STRATEGIES (0 - 1 YEAR)	SHORT TERM STRATEGIES (2 - 5 YEARS)	SHORT TERM STRATEGIES (6 - 5 YEARS)
To plan for the future	Liveable and integrated communities	Housing	Engage Coghsta to acquire suitable land for human settlement development and formalisation/relocation of informal settlements	Acquire suitable land for human settlement development and formalisation/relocation of informal settlements	Acquire suitable land for human settlement development and formalisation/relocation of informal settlements
To plan for the future	Liveable and integrated communities	Land use			
To plan for the future	Liveable and integrated communities	Building control	Intensify Awareness campaigns on requirements and procedures for having buildings plans timeously approved	Implement building standards and regulation act by processing and approving building plans	Implement building standards and regulation Act by processing and approving building plans
To promote and encourage sustainable economic environment	Employment and growth in the GDP investment	Local economic development	Review Comprehensive LED Strategy. Establish inclusive LED forum	Implement all proposals within the LED Strategy through external sources of funding	Implement all proposals within the LED Strategy through external sources of funding
To promote and encourage sustainable economic environment	Employment and growth in the GDP investment	Local economic development	Liaise with all government funding agencies and private sector driven funding for economic development initiatives	Source external funding for LED initiatives	Source external funding for LED initiatives
To promote and encourage sustainable economic environment	Employment and growth in the GDP investment	Local economic development	Establish a governance structure with LEDET and other government departments to deal with matters of Climate Change and Drought	Implement climate change and Drought policy recommendations in partnership with other public service departments	Implement climate change and Drought policy recommendations in partnership with other public service departments
To promote and encourage sustainable economic environment	Investment Strategy	Local economic development	Develop Investment Strategy developed by end of June 2021	Implement Investement Strategy	Implement Investement Strategy
To promote and encourage sustainable economic environment	Investment Strategy	Local economic development	Formalise Informal Stalls formalised	Monitor Informal Businesses	Monitor Informal Businesses
To ensure sustainable development	Liveable and integrated communities	Liveable and integrated communities	Develop Land Invasion By-Laws developed	Enforce Land Invasion By-Laws developed	Enforce Land Invasion By-Laws developed
To ensure sustainable development	Liveable and integrated communities	Liveable and integrated communities	Review Urban Renewal Strategy	Implement Review Urban Renewal Strategy	Implement Review Urban Renewal Strategy
To ensure sustainable development	Liveable and integrated communities	Liveable and integrated communities	Develop densification policy developed	Develop densification policy developed	Develop densification policy developed
To ensure sustainable development	Liveable and integrated communities	Liveable and integrated communities	Develop Building Control By-Law developed	Enforce Develop Building Control By-Law developed	Enforce Develop Building Control By-Law developed
To ensure sustainable development	Liveable and integrated communities	Liveable and integrated communities	Develop Housing Beneficiary Allocation policy developed	Enforce Housing Beneficiary Allocation policy developed	Enforce Housing Beneficiary Allocation policy developed

4.3. CRITICAL SUCCESS FACTORS

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

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

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

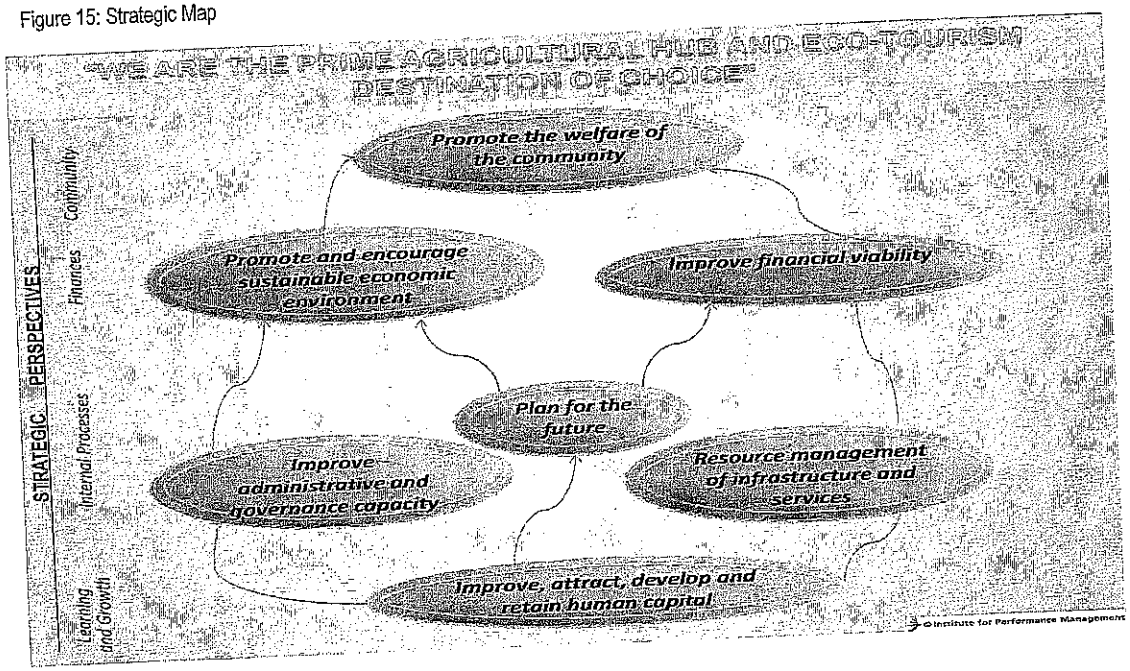
- Emergency mobile communications system Establishment of more libraries
- Finance and risk management early warning system
- Staff-up internal audit department
- Revenue Customer complaints handling system with a link with other systems of interest (town planning, technical services etc)
- Tourism promotion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

4.4. BBLM STRATEGIC MAP

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

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

Figure 15: Strategic Map



Strategic Goals and Outcomes

A goal is a desired result a person or a system envisions, plans and commits to, to achieve a personal or organizationally desired end-point in some sort of assumed development. A goal should ideally be written as statement of intent o 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 desirec 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 t achieve".

Table 63: Municipal Strategic Goals

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

4.5. KEY PERFORMANCE INDICATORS FOR THE FINANCIAL YEAR 2021/22

Table 64: Perfomance Indicators for the Financial Year 2021/22

NOT YET READY

CHAPTER 5: PROJECT PHASE AND BUDGET SUMMARY

5.1. INTRODUCTION

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

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

The objectives of the Capital Infrastructure Investment Plan are to:

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

5.2. INFRASTRUCTURE CAPITAL INVESTMENT PLAN: 2021/22 – 2023/24

5.2.1. MUNICIPAL INFRASTRUCTURE GRANT (MIG) FUNDED PROJECTS

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	EXPENDITURE IN PAST FINANCIAL YEARS *(Until 30 June 2021)*	BALANCE ON PROJECT	FINANCIAL YEAR BUDGETS				
						2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
ROADS AND STORMWATER										
5.2.1.1	Construction of the R101 Intersection in Bela Bela Ext 6	7	R8 800 000,00	R 500 000,00	R7 500 000,00	R 7 500 000,00	-	-	-	-
5.2.1.2	Construction of Road paving & Stormwater in Bela Bela Ext 7 - Phase 1	4 & 7	R 8 951 348,84	R 474 019,00	R 8 951 348,84		R 8 477 329,83	-	-	-
5.2.1.3	Construction of Road paving & Stormwater in Bela Bela Ext 8 - Phase 1	4	R 4 918 944,47	R 262 162,22	R 4 918 944,47		R 4 656 782,25	-	-	-
5.2.1.4	Construction of Road paving & Stormwater in Bela Bela Mabunda Street	5	R 8 974 000,00	-	R 8 974 000,00	R 538 440,00	R5 000 000,00	R 3 435 560,00	-	-
5.2.1.5	Construction of Road paving & Stormwater in Bela Bela Kgosana, Matshapa and street 49	5	R 6 663 195,00	-	R 6 663 195,00	R 450 000,00	R6 213 195,00		-	-

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	EXPENDITURE IN PAST FINANCIAL YEARS *(Until 30 June 2021)*	BALANCE ON PROJECT	FINANCIAL YEAR BUDGETS				
						2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
5.2.1.6	Construction of Road Paving and Stormwater in Bela Bela X6 - Phase 2	7	R 8 275 000,00	-	R 8 275 000,00	R 496 500,00	R5 778 000,00	R 2 000 500,00	-	-
5.2.1.7	Construction of Road Paving and Stormwater in Bela Bela X8 - Phase 2	4	R 4 350 000,00	-	R 4 350 000,00	R 261 000,00	R4 089 000.00	-	-	-
SOLID WASTE MANAGEMENT										
5.2.1.8	Upgrading of the Bela Bela Municipal landfill site	2	R 15 000 000,00	-	R 15 000 000,00	R 1 363 136,20	R6 593 305,00	R 7 043 558,80	-	-
CEMETERIES										
5.2.1.9	Development of a new Cemetery in Pienaarsrivier	8	R 12 000 000,00	-	-	-	-	R 11 792 081,20	R 207 918,80	-
SPORTS AND RECREATIONAL FACILITIES										
5.2.1.10	Development of sports facilities in Leseding	6	R 4 500 000,00	R 2 237 683,82	R 2 262 316,18	R 2 079 611,71	-	-	-	-
5.2.1.11	Development of sports facilities in Masakhane	9	R 4 500 000,00	-	R 4 500 000,00	-	-	R 4 500 000,00	-	-
MUNICIPAL FACILITIES										
5.2.1.12										
PUBLIC LIGHTING										
5.2.1.13	Construction of High mast lights in Bela Bela X9	4	R 2 000 000,00	-	R 2 000 000,00	-	-	-	-	-
					TOTAL MIG BUDGETS	**R 25 834 300,00**	**R 27 673 500,00**	**R 28 771 700,00**	**-**	**-**

5.2.2. WATER SERVICES INFRASTRUCTURE GRANT (WSIG) FUNDED PROJECTS

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	EXPENDITURE IN PAST FINANCIAL YEARS (Until 30 June 2021)	BALANCE ON PROJECT	FINANCIAL YEAR BUDGETS				
						2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
WATER										
5.2.2.1	Water Conservation and Demand Management (WCDM): Replacement of damaged valves and the Installation of Bulk Zonal Meters in Bela Bela Town & Township and the Installation of Counter Bulk Meters on all Magalies Draw Points	1, 2, 3, 4, 5, 6, 7, 8	R9 560 977,64	R275 350,00	R9 285 627,64	R3 724 650,00	R5 560 977,64	-	-	-
5.2.2.2	Refurbishment of the Warmbad Dam	9	R 12,613,533.28	R5 949 934,84	R6 663 598,44	R6 663 598,44	-	-	-	-
5.2.2.3	Water Augmentation and the construction of the water reticulation network in Rapotokwane ***(Subject to DWS Approval)***	8	R9 000 000,00	R505 545,75	R8 494 454,25	R8 494 454,25	-	-	-	-
5.2.2.4	Construction of a New 10ML Reservoirs in Bela Bela Town (Ext 25 and 26)	1	R15 000 000,00	-	R15 000 000,00	-	-	R3 655 319,67	R11 344 680,33	-
5.2.2.5	Upgrading of the Bela Bela Water Treatment Works to 10ML	1	R10 000 000,00	-	-	-	-	-	-	-
SANITATION										
5.2.2.6	Refurbishment and automation of the Bela Bela Waste Water Treatment Works (WWTW) ***(Subject to DWS Approval)***	2	R 49 747 000.00	-	R 49 747 000.00	R1 203 297,31	R26 449 022,36	R22 094 680,33	-	-
5.2.2.7	Construction of Sewer outfall from Aventura PS to WWTW	1 & 2	R12 000 000,00	-	R12 000 000,00	R12 000 000,00	-	-	-	-
5.2.2.8	Refurbishment of the sewer network and yard connections in Bela-Bela Ext 9	4	R15 000 000,00	-	R15 000 000,00	-	-	-	-	-
TOTAL WSIG BUDGETS						**R 32 086 000.00**	**R32 010 000,00**	**R25 750 000,00**	-	-

5.2.3. INTEGRATED NATIONAL ELECTRIFICATION (INEP) FUNDED PROJECTS

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	EXPENDITURE IN PAST FINANCIAL YEARS *(Until 30 June 2021)*	BALANCE ON PROJECT	FINANCIAL YEAR BUDGETS				
						2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
BULK INFRASTRUCTURE										
5.2.3.1										
ELECTRIFICATION										
5.2.3.2	Electrification of Households (500HH) in Bela Bela Ext 25 (Koppewaai)	9	R 8 500 000,00	-	R 8 500 000,00	-	R 8 000 000,00	R 500 00,00	-	-
					TOTAL INEP BUDGETS	R 0,00	R 8 000 000,00	R 500 000,00	-	-

5.2.4. ENERGY EFFICIENCY DEMAND SIDE MANAGEMENT (EEDSM)FUNDED PROJECTS

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	EXPENDITURE IN PAST FINANCIAL YEARS *(Until 30 June 2021)*	BALANCE ON PROJECT	FINANCIAL YEAR BUDGETS				
						2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
5.2.4.1	Energy Efficiency Demand Side Management (EEDSM) Programme: Bela Bela - Replacement Of HPS Street Lights with LED Luminaires	1	R10 000 000,00	R 3 600 000,00	R 6 400 000,00	R 3 000 000,00	-			
					TOTAL EEDSM FUNDED BUDGETS	R 3 000 000,00	R 0,00	-	-	-

5.2.5. OWN FUNDED PROJECTS

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	EXPENDITURE IN PAST FINANCIAL YEARS *(Until 30 June 2021)*	BALANCE ON PROJECT	FINANCIAL YEAR BUDGETS				
						2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
5.2.5.1	Electrification of Households (900HH) Bela Bela Ext 9 – Phase 2 *(700 HH – Counterfunding)*	4	R 15 468 439,80	R14 548 000,00	R 920 439,80	R 920 439,80	-	-	-	-
5.2.5.2	Construction of the 132/11kVA 2 X 20MVA sub-station	2			R 6 901 694,34	R 16 901 694,34	R 27 098 305,76	-	-	-
5.2.5.3										
5.2.5.4										

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	EXPENDITURE IN PAST FINANCIAL YEARS (Until 30 June 2021)	BALANCE ON PROJECT	FINANCIAL YEAR BUDGETS				
						2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026
	TOTAL OWN FUNDED BUDGETS					R 17 822 134,14	R 27 098 305,76	-	-	-

5.3. PROJECTS IMPLEMENTED BY OTHER ORGANS OF STATE

5.3.1. WATERBERG DISTRICT MUNICIPALITY

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2021/ 2022	2022/ 2023	2023/ 2024	
	TOTALS WDM PROJECTS			R	R	R	

5.3.2. MAGALIES WATER CORPORATE SOCIAL INVESTMENT (CSI) AND OTHER

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2021/ 2022	2022/ 2023	2023/ 2024	
5.3.2.1	Bela Bela: Equip, treat and connect the SASSA Borehole to the water reticulation network	1	TBA	TBA			CSI project proposed until approved by Magalies Water Board.
5.3.2.2	Vingerkraal: Drill, Equip and connect Boreholes to the water reticulation network	9	TBA	TBA			CSI project proposed until approved by Magalies Water Board.
5.3.2.3	Masakhane: Electrifical connection of 2 X Existing Boreholes	9	TBA				CSI project proposed until approved by Magalies Water Board.
5.3.2.4	Supply and installation of 2 X 200KVA diesel operated 3-phase back-up generators for Lapa Raw Water Pump Station (RWPS) and the Renaissance Reservoir Water Pump Station (RRWPS).	1	TBA				CSI project proposed until approved by Magalies Water Board.
	TOTALS MAGALIES WATER CSI PROJECTS			TBA			

5.3.3. ESKOM

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2021/ 2022	2022/ 2023	2023/ 2024	
7.3.3.1	Electrification of 500 Households in Vingerkraal	9	TBA	R 5 563 063,67	TBA	TBA	Project area has now been formalized, therefore electricification will resume in the 2021/22 financial year.
TOTALS ESKOM PROJECTS				TBA	TBA	TBA	

5.3.4. DEPARTMENT OF COOPERATIVE GOVERNANCE, HUMAN SETTLEMENTS AND TRADITINAL AFFAIRS (COGHSTA)

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2021/ 2022	2022/ 2023	2023/ 2024	
5.3.4.1	Formalization of Vingerkraal (1000 Stands)	9	TBA	TBA	TBA	TBA	
5.3.4.2	Bela-Bela Ext 25 (Koppewaal): Geotechnical Investigation, Design and Installation of Engineering Services for 250 Stands	9	TBA	TBA	TBA	TBA	
TOTALS COGHSTA PROJECTS				TBA	TBA	TBA	

5.3.5. DEPARTMENT OF EDUCATION

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2021/ 2022	2022/ 2023	2023/ 2024	
7.3.5.1							
TOTALS EDUCATION PROJECTS				TBA	TBA	TBA	

5.3.6. DEPARTMENT OF HEALTH

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2021/ 2022	2022/ 2023	2023/ 2024	
5.3.6.1							
5.3.6.2							
TOTALS HEALTH PROJECTS				TBA	TBA	TBA	

5.3.7. DEPARTMENT OF SOCIAL DEVELOPMENT

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2021/ 2022	2022/ 2023	2023/ 2024	
5.3.7.1							
5.3.7.2							
TOTALS SOCIAL DEVELOPMENT PROJECTS				TBA	TBA	TBA	

5.3.8. DEPARTMENT OF SPORTS, ARTS & CULTURE

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2021/ 2022	2022/ 2023	2023/ 2024	
5.3.8.1							
5.3.8.2							
TOTALS SPORTS, ARTS & CULTURE PROJECTS				TBA	TBA	TBA	

5.3.9. DEPARTMENT OF RURAL DEVELOPMENT & LAND REFORM

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2021/ 2022	2022/ 2023	2023/ 2024	
5.3.9.1							
5.3.9.2							
TOTALS RURAL DEVELOPMENT & LAND REFORM PROJECTS				TBA	TBA	TBA	

5.3.10. LOCAL ECONOMIC DEVELOPMENT, ENVIRONMENT AND TOURISM (LEDET)

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2021/ 2022	2022/ 2023	2023/ 2024	
5.3.10.1							
5.3.10.2							
TOTALS LEDET PROJECTS				TBA	TBA	TBA	

5.4. UNFUNDED CAPITAL PROJECTS

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2021/ 2022	2022/ 2023	2023/ 2024	
WATER AND SANITATION							
5.4.1	Bela Bela: Equip, treat and connect SASSA Borehole	1, 2, 3, 4, 5, 6, 7	R 1 200 000,00				Augmentation of water supply is important for the sustainable supply without interruption of water supply to our consumers (Water supply must exceed water demand).

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2021/ 2022	2022/ 2023	2023/ 2024	
5.4.2	Supply and installation of 3 X 200KVA diesel operated 3-phase back-up generators for Lapa Raw Water Pump Station (RWPS), Bela-Bela Water Treatment Works (WTW) and the Renaissance Reservoir Water Pump Station (RRWPS).	1	R1 500 000,00				Critical for instances where there are Power outages, to eliminate interruptions in the water purification process which affects water supply services.
5.4.3	Construction of a Laboratory	2	5 000 000.00				Need for testing/ analysis of the water quality for drinking water and treated effluent to minotor compliance with SANS 241 standards, also as per requirements of the Blue and Green drop assessment.
5.4.4	Bela Bela: The construction of a package plant for the Showgrounds borehole.	1	1 200 000.00				There is an urgent need to construct of a package plant to remove the high content of fluoride. There is already a steel tank that exists at the borehole, but must be connected to the water reticulation network.
5.4.5	Bela Bela: The construction of a package plant for the Roodepoort Street borehole.	1	1 200 000.00				There is an urgent need to construct of a package plant to remove the high content of fluoride, and connect it to the water reticulation network.
5.4.6	Vingerkraal: Drilling, testing, equipping and connection of new boreholes	9	1 000 000.00				There is an urgent need to augment water supply in Rapotokwane. Either the existing boreholes must be redrilled **OR** the surrounding private game farms must be engaged for permission to drill, test, equip and connect to the water reticulation network new boreholes within their private properties spotted as per the groundwater exploration report previously done by the Municipality.
5.4.7	Vingerkraal: Drilling, testing, equipping and connection of new boreholes	7	1 000 000.00				Tsakane has a new extension settlement and it is proposed that a new borehole be drilled, tested, equipped and connected to the water reticulation network in order for this area to be covered with water supply. The two (2) existing boreholes are not sufficient for the whole settlement.
ROADS AND STORMWATER							
5.4.4	Resealing of Roads	All	TBA	TBA	TBA	TBA	Some of the Municipal roads are in a bad condition and require refurbishment. The Rural Road Asset Management System (RRAMS) is in the process of being developed by the Waterberg District Municipality through grant funding and the condition of our roads infrastructure has already been identified through a visual assessment. Therefore, funding for the proposed projects will be required.

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2021/ 2022	2022/ 2023	2023/ 2024	
5.4.5	Bela Bela: Upgrading of the Stormwater System	1, 2, 3, 4, 5, 6 & 7	TBA	TBA	TBA	TBA	The Stormwater system is undercapacitated. A Stormwater Master Plan will still be developed to identify gaps and propose projects to improve the stormwater management system.
5.4.6	Bela Bela Ext 6B: Roads and Stormwater	7		TBA	TBA	TBA	Upgrade gravel roads to paved roads and consider underground stomwater channels.
5.4.7	Bela Bela Leseding and Hostel View: Roads and stormwater	2 & 6		TBA	TBA	TBA	Upgrade gravel roads to paved roads and consider underground stomwater channels.
5.4.8	Bela Bela: Paving of "Eskom road"	5		TBA	TBA	TBA	1.3km to be paved at Mabunda street.
5.4.9	Rapotokwane: Stormwater drainange and Bus Stop booth along the surfaced Bus route	8		TBA	TBA	TBA	Consider underground storm water drainages and construct 2 x bus stops.
5.4.10	Masakhane: Roads and stormwater	9		TBA	TBA	TBA	Upgrade gravel roads to paved roads and consider underground stomwater channels. Clean existing paved roads.
5.4.11	Pienaarsrivier: Storm water drainage	8		TBA	TBA	TBA	Upgrade gravel roads to paved roads and consider underground stomwater channels. Clean existing paved roads and unblock existing storm water channels
ELECTRICAL							
5.4.12	Bela Bela: Replacement of old 11kV underground cables	1	R 16 090 000.00	TBA	TBA	TBA	The asset is ageing and currently at a critical state. It needs urgent attention for efficient electricity supply.
5.4.13	Bela Bela: Refurbishment of the Switchinggear stations.	1	R 40 000 000.00	TBA	TBA	TBA	The asset is ageing and currently at a critical state. It needs urgent attention for efficient electricity supply and the safety of the Municipal Electricians in case of a major break down.
5.4.14	Bela Bela: Refurbishment of the Mini-Substation	1	R 1 000 000.00	TBA	TBA	TBA	The asset is ageing and currently at a critical state. It needs urgent attention for efficient electricity supply and the safety of the Municipal Electricians during time of operations.
5.4.15	Replacement of batteries to all Municipal substations	All	R 300 000.00	TBA	TBA	TBA	The asset is ageing and currently at a critical state. It needs urgent attention for efficient electricity supply and the safety of the Municipal Electricians in case of a major break down.

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2021/ 2022	2022/ 2023	2023/ 2024	
5.4.16	Refurbishment of the Electricity Main distribution boxes (Kiosk)	All	R1 200 000.00	TBA	TBA	TBA	Refurbishment of the existing streetlights
5.4.17	Retrofitting of 20 relays at substations	1	R 1 200 000.00	TBA	TBA	TBA	The asset is ageing and currently at a critical state. It needs urgent attention for efficient electricity supply and the safety of the Municipal Electricians in case of a major break down.
	Install statistical metering and data loggers at each substation		R9 740 204,16				This is to obtain load data for each feeder, at each substation. This information will prove critical in improving accuracy of future load forecasts and master planning exercises. The information will also assist finance department staff when processing Eskom billing and calculating efficiency indicators for the Electricity business unit
	Updated single line diagrams and cable routes		R2 480 302,32				
	Municipal Substation: Commission MV switchgear upgrade program for all substations (including substation buildings refurbishment)		R 8 840 000,00				It is essential to protect the existing old cables while gradually replacing cables in the network.
	Brandweer Substation: Commission MV switchgear upgrade program for all substations (including substation buildings refurbishment)		R 4 760 000,00				It is essential to protect the existing old cables while gradually replacing cables in the network.
	Hervormde Substation: Commission MV switchgear upgrade program for all substations (including substation buildings refurbishment)		R 4 760 000,00				It is essential to protect the existing old cables while gradually replacing cables in the network.
	Bospoort Substation: Commission MV switchgear upgrade program for all substations (including substation buildings refurbishment)		R 4 080 000,00				It is essential to protect the existing old cables while gradually replacing cables in the network.
	Olienhout Substation: Commission MV switchgear upgrade program for all substations (including substation buildings refurbishment)		R 3 400 000,00				It is essential to protect the existing old cables while gradually replacing cables in the network.

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2021/ 2022	2022/ 2023	2023/ 2024	
	Circle Substation: Commission MV switchgear upgrade program for all substations (including substation buildings refurbishment)		R 3 400 000,00				It is essential to protect the existing old cables while gradually replacing cables in the network.
	Elandsfontein Substation: Commission MV switchgear upgrade program for all substations (including substation buildings refurbishment)		R 4 080 000,00				It is essential to protect the existing old cables while gradually replacing cables in the network.
	Municipal Substation Incomer: Underground cable replacement		R 6 360 000,00				It is of utmost importance to obtain load profiling information before embarking on a project of this scale. Load profile information will indicate the how each feeder is loaded and hence influence the sequence in which cables are prioritized.
	Brandweer Substation Incomer: Underground cable replacement		R 3 936 000,00				
	Hervormde Substation Incomer: Underground cable replacement		R 1 560 000,00				
	Bospoort Substation Incomer: Underground cable replacement		R 3 036 000,00				
	Olienhout Substation Incomer: Underground cable replacement		R 1 740 000,00				
	Circle Substation Incomer: Underground cable replacement		R 2 710 000,00				
	Elandsfontein Substation Incomer: Underground cable replacement		R 2 061 000,00				
PUBLIC LIGHTING							
5.4.18	Energy Efficiency and Demand Side Management (EEDSM) Programme: Retroffing of Public Lights.	All	TBA	TBA	TBA	TBA	Critical to reduce and save on energy consumption for Public Lights

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2021/ 2022	2022/ 2023	2023/ 2024	
5.4.19	Bela Bela: Street lights along the cemetery through to BBK area	2	TBA	TBA	TBA	TBA	Refurbishment of the existing streetlights
5.4.20	Bela Bela Ext 8: Street lights	4	TBA	TBA	TBA	TBA	Refurbishment of the existing streetlights
5.4.21	Bela Bela Ext 6B: Street lights	7	TBA	TBA	TBA	TBA	Refurbishment of the existing streetlights
5.4.22	Bela Bela: Streetlights next to the rail trail	2	TBA	TBA	TBA	TBA	Refurbishment of the existing streetlights
5.4.23	Bela Bela Spa Park: Street lights	9	TBA	TBA	TBA	TBA	Refurbishment of the existing streetlights
5.4.24	Pienaarsrivier: Street lights	8	TBA	TBA	TBA	TBA	Rerfubishment of the existing streetlights
SOLID WASTE MANAGEMENT							
5.4.26	Bela Bela Landfill Site: Installation of above ground weigh bridge	2	TBA				
SPORTS AND RECREATION FACILITIES							
5.4.27	Bela Bela Ext 6: Sports Facility	7	TBA				
5.4.28	Pienaarsrivier: Sports Facility	8	TBA				
MUNICIPAL FACILITIES							
5.4.29	Energy Efficiency and Demand Side Management (EEDSM) Programme: Retroffing of the Municipal main building lights with energy efficient technologies.	All	TBA	TBA	TBA	TBA	Critical to reduce and save on energy consumption for Public Lights
5.4.30	Pienaarsrivier: Municipal Satelite Office	8	TBA	TBA	TBA	TBA	
5.4.31	Bela Bela: Extension of Main Municipal with Political Wing and new Council Chamber.	1	TBA	TBA	TBA	TBA	Critical due to a shortage of office space
COMMUNITY FACILITIES							

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2021/ 2022	2022/ 2023	2023/ 2024	
CEMETERIES							
	Rapotokwane: Fencing of the Cemetery	8					
LOCAL ECONOMIC DEVELOPMENT							
	LED Forum		R200 000				
	Feasibility Study for possible PPP arrangement for commercializing Municipal Airfiled		R250 000				
	Sonskyne Festival		R200 000				
	Carribean Mas Feeva		R200 000				
	Motor Rally		R1 500 000				
	5150 Triathlon		R200 000				
	Working for Land Bakgatla Ba Mocha CPA		R30 000 000				
	Bela-Bela Game Farm		R60 000 000				
	Bakgatla Ba Mocha CPA Game Farming		R60 000 000				
	Kwalitho Game Farming and Cultural Village		R60 000 000				
	Bela-Bela Environmental Centre with Botanical Garden/Visitors Information Centre/Limpopo Gateway		R50 000 000				
	Formalization of formal Trading Zone through development of Market Stalls (Township)		R750 000				
	Formalization of Business Incubation Hub		R15 000 000				
	Development of the LED		R1 000 000				

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2021/ 2022	2022/ 2023	2023/ 2024	
	Implementation Strategy						
	Development of the Investment Plan		R1 000 000				
TOWN PLANNING							
	Comprehensive Land Audit		R1 000 000				
	Identification of suitable Land for Cemetery in BBLM		R500 000				
	Finalisation of township establishment (Ext 7, 9 & Spa Park Ext 1)		R200 000				
OTHER							
	Street names in town						
	Installation of CCTV Surveilance Cameras in CBD		R2 500 000				
	Fire Arms including Ammunition and Holsters		R250 000				
	Audit and Risk Software		R1 600 000				
	Grass and tree cutting machinery		R600 000				
	TOTALS UNFUNDED PROJECTS		R.....	TBA	TBA	TBA	

CHAPTER 6: INTEGRATION PHASE

Intergovernmental Relations

Intergovernmental Relations in South African context concern the interaction of the different spheres of government. The Constitution declares that government is comprised of National, Provincial and Local spheres of government which are distinctive, interdependent and interrelated. According to the Constitution of the Republic of South Africa, Act, No.108 of 1996, Section 41 (2), an Act of Parliament must establish or provide structures and institutions to promote and facilitate Intergovernmental Relations and provide for appropriate mechanisms and procedures to facilitate settlement of Intergovernmental disputes. Intergovernmental relations processes are further developed to facilitate processes of development and cooperation between spheres of government.

Provincial Intergovernmental Structure

Bela-Bela Local Municipality participates in the Premiers Inter – Governmental Forum (P-IGF) that is comprised of the Premier as the chair and Members of the Executive Council and all the Executive Mayors supported by their Heads of Departments and Municipal Managers. Through the P-IGF both the Provincial and local sphere of government are able to inform and take decisions on policy and development issues that emanate from National, Provincial and local government level. The P-IGF discussed the implementation of the Limpopo Employment Growth Development Plan. Bela-Bela Local Municipality participates in the forum to discuss and integrate development plans between the Province and the municipality.

District Intergovernmental Structure

Beside the P-IGF the municipality participates in established Waterberg District Municipality. The established forums are important for the purpose of integrated development planning and strengthening governance processes within the District. The following are intergovernmental relations forums that

Polokwane Municipality participates in:

- **Mayor Forum**

Mayors Forum seeks to bring together Mayors and Executive Mayors to interact on common interest issues as well.

- **Municipal Manager Forum and other Technical forum**

Municipal Manager's Forum which seeks to create a platform for all Accounting Officers to share and interact on common interest issues. Municipal Managers attend these meetings

- **Speaker Forum**
- **Communicators Forum:**

Mainly facilitated through GCIS, the aim of this structure is to bring all government communicators together to share common issues.

Accordingly, Bela-Bela Local Municipality developed and/or endorsed the following Strategies/Plans to harness in response to the varying Developmental priorities within its jurisdictional area.

Table 65: Status of Bela-Bela Sector Plans

SECTOR	STRATEGY APPLICABLE IN RESPECTIVE SECTORS	PLANS APPLICABLE IN RESPECTIVE SECTORS	POLICIES APPLICABLE IN RESPECTIVE SECTORS	STATUS	PLANNED ACTION
KPA 1: SPATIAL RATIONAL					
Land Use and Land Development	Bela-Bela Spatial Development Framework (SDF)	N/A	N/A	Adopted in 2019	Currently being implemented
Land Use and Land Development	Bela-Bela Land Use Management System (LUMS)	N/A	N/A	Adopted in 2008	Currently being reviewed
Land Use and Land Development	Bela-Bela CBD Revitalization Strategy	N/A	N/A	Adoptedin 2017	Currently being implemented
KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE PLANNING					
Water Services	N/A	Bela-Bela Water Services Development Plan	N/A	Adopted in 2013	To be reviewed
Stormwater	N/A	Bela-Bela Stormwater Master Plan	N/A	Adopted in 2015	To be reviewed
Electricity	N/A	Bela-Bela Electricity Services Plan	N/A	Adopted in 2013	To be reviewed
Roads	N/A	Bela-Bela Road Master Plan	N/A	Adopted in 2015	To be reviewed
Waste Management	N/A	Integrated Waste Management Plan	N/A	Adopted in 2014	To be reviewed
Infrastructure Development	N/A	Bela-Bela infrastructure Capital Plan	N/A	Adopted in 2014	To be reviewed
Transport Planning	N/A	Waterberg Integrated Tran sport Plan	N/A	Adopted in 2009	
Human Settlements/Housing	N/A	Bela-Bela Housing Plan	N/A	Adopted in 2009	To be reviewed
Disaster Management	Waterberg Disaster Management Framework	N/A	N/A	Adopted in 2009	
Disaster Management	N/A	Bela-Bela Disaster Management Plan	N/A	Adopted in 2009	
Environmental Management	N/A	Bela-Bela Integrated Environmental Management Plan	N/A	Adopted in 2006	To be reviewed
Environmental Management	Waterberg Disaster Management Framework	N/A	N/A	Adopted in 2006	

SECTOR	STRATEGY APPLICABLE IN RESPECTIVE SECTORS	PLANS APPLICABLE IN RESPECTIVE SECTORS	POLICIES APPLICABLE IN RESPECTIVE SECTORS	STCATUS	PLANNED ACTION
Environmental Management	Bela-Bela Waterberg Environmental Management Framework	N/A	N/A	Adopted in 2006	To be reviewed
Environmental Management		Waterberg Air Quality Management Plan	N/A	Adopted in 2006	
Sports & Recreation		Policy on Usage of sports and recreational facilities		Adopted in 2019	
Environmental Management	Waterberg Environmental Management Plan		N/A	Adopted in 2006	
Sports & Recreation		Bela-Bela Sports Master Plan	N/A	Adopted in 2012	To be reviewed
Health	N/A	N/A	Bela-Bela HIV/AIDS Policy	Adopted in 2009	
KPA: LOCAL ECONOMIC DEVELOPMENT					
Local Economic Development	Bela-Bela Local Economic Development Strategy	N/A	N/A	Adopted in 2009	To be reviewed
Local Economic Development	Waterberg LED Strategy	N/A	N/A	Approved in 2009	
Mining	Waterberg Mining Strategy	N/A	N/A	Approved	
Tourism	Bela-Bela Tourism Development Strategy	N/A	N/A	Adopted in 2006	To be reviewed
Tourism	Waterberg Tourism Development Strategy	N/A	N/A	Adopted	
EPWP	N/A	Bela-Bela EPWP Programme	N/A	Adopted in 2012	To be reviewed
Informal Trading	N/A	N/A	Bela-Bela Informal Trading Policy	Adopted in 2013	To be reviewed
Advertising	N/A	N/A	Bela-Bela Outdoor Advertising Policy	Adopted in 2006	To be reviewed
Agricultural Development	Waterberg Agricultural Development Strategy	N/A	N/A	Adopted in 2006	
KPA 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION					
Back to Basic	N/A	Back to Basic Action Plan	N/A	Adopted in 2019	Being Implemented
Communication	Bela-Bela Communication Strategy	N/A	N/A	Adopted in 2018	To be reviewed
Risk Management		Bela-Bela Risk Management Plan	N/A	Adopted in 2019	To be reviewed

SECTOR	STRATEGY APPLICABLE IN RESPECTIVE SECTORS	PLANS APPLICABLE IN RESPECTIVE SECTORS	POLICIES APPLICABLE IN RESPECTIVE SECTORS	STATUS	PLANNED ACTION
Fraud and Anti-Corruption	Bela-Bela Fraud and Anti-Corruption Strategy	N/A	N/A	Adopted in 2009	To be reviewed
KPA 5: FINANCIAL VIABILITY					
Financial Management	Bela-Bela Financial Strategy	N/A	N/A	Adopted in 2015	Revised
Financial Management	N/A	Bela-Bela Financial Recovery Plan	N/A	Adopted in 2013	Revised
Financial Management	N/A	N/A	Bela-Bela Indigent Policy	Adopted in 2016	Revised
Financial Management	N/A	N/A	**Credit Control and Debt Collection Policy**	Adopted in 2016	Revised
Financial Management	N/A	N/A	**Property Rates Policy**	Adopted in 2016	Revised
Financial Management	N/A	N/A	**Assets Management Policy**	Adopted in 2016	Revised
Financial Management	N/A	N/A	**Indigent Policy**	Adopted in 2016	Revised
Financial Management	N/A	N/A	**Borrowing framework policy**	Adopted in 2016	Revised
Financial Management	N/A	N/A	**Budget Implementation and Monitoring Policy**	Adopted in 2016	Revised
Financial Management	N/A	N/A	**Cash Management and Investment Policy**	Adopted in 2016	Revised
Financial Management	N/A	N/A	**Funding Reserves Policy**	Adopted in 2016	Revised
Financial Management	N/A	N/A	**Prioritisation Model for Capital Assets Investment**	Adopted in 2016	Revised
Financial Management	N/A	N/A	**Policy on Infrastructure Investment and Capital Projects**	Adopted in 2016	Revised
Financial Management	N/A	N/A	**Policy on Long Term Financial Planning**	Adopted in 2016	Revised

SECTOR	STRATEGY APPLICABLE IN RESPECTIVE SECTORS	PLANS APPLICABLE IN RESPECTIVE SECTORS	POLICIES APPLICABLE IN RESPECTIVE SECTORS	STATUS	PLANNED ACTION
Financial Management	N/A	N/A	**Policy on Provision for doubtful debts and writing off of irrecoverable debts**	Adopted in 2016	Revised
Financial Management	N/A	N/A	**Principles and Policy on Tariffs**	Adopted in 2016	Revised
Financial Management	N/A	N/A	**Petty Cash Policy**	Adopted in 2016	Revised
Financial Management	N/A	N/A	**Supply Chain Management Policy**	Adopted in 2016	Revised
KPA 6: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT					
Performance Management	Performance Management Policy Framework	N/A	N/A	Adopted in 2016	To be reviewed
Human Resources	N/A	N/A	Bela-Bela Human Resources Policy	Adopted in 2009	To be reviewed
Human Resources	N/A	Bela-Bela Institutional Plan	N/A	Adopted in 2009	To be reviewed
Skills Development	N/A	Bela-Bela Workplace Skills Development Plan	N/A	Adopted in 2016	To be reviewed
Human Resources	N/A	N/A	Bela-Bela Municipal Recruitment and Selection Policy	Adopted in 2012	To be reviewed
Human Resources	N/A	N/A	Bela-Bela Staff Retention Policy	Adopted in 2012	To be reviewed

CHAPTER 7: APPROVAL PHASE

It is espoused in the MSA that prior to the submission of the Final IDP for approval to Council, Local Communities and Stakeholders therein, must be given at least 21 days to comment on it, submit written comments where necessary on any developmental considerations they may want addressed through the IDP to the Municipal Manager. The Bela Bela Local Muncipality's Council will adopt the Final 2021/2022 IDP/Budget Review by the 31st of May 2021.

Subsequent to the conclusion of all the processes required for the Annual review of its Integrated Development Plan (IDP), Bela-Bela Local Municipality in accordance with the provisions of the Act approved *its* **2021/2022 – 2023/24 Draft IDP/Budget Review during March 2021 at a duly convined Special Council meeting.**

The MEC of COGHSTA, Provincial & National Treasuries and Communities within Bela-Bela Local Municipality will be accordingly informed of the approved Draft *2021/22 – 2023/24 IDP/Budget Review by the Municipality* as per priscripts of MSA, 2000 as amended.