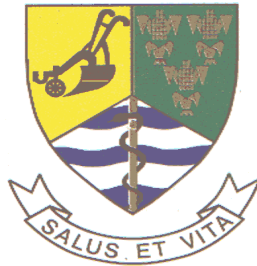


BELA-BELA LOCAL MUNICIPALITY

FINAL 2019 – 2020 INTEGRATED DEVELOPMENT PLAN



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LIST OF ACRONYMS

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



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



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



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



VISION, MISSION & VALUES

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

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

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

Accordingly, during the 2019/20 – 2021/2022 IDP Review drafting process, the mission and vision of the Municipality were revised as follows:

VISION



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



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

MISSION STATEMENT

Our mission is to constantly strive towards the achievement of:

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

Municipal Values

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

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



FOREWORD BY THE MAYOR

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

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

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

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

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

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



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

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

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

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

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



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

We are much more hopeful about our better tomorrow.

Faithfully Yours

Cllr MJ NGOBENI
MAYOR



EXECUTIVE SUMMARY BY THE MUNICIPAL MANAGER

Introduction and Background

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

The size of Bela Bela Municipal Area is approximately 4000 km² in extent. This local authority consists of nine municipal wards and it is considered to be a significant contributor to the economy of the district due to a number of positive factors that it entails, particularly its location and role in the regional economy brought by the cross boundary opportunities which includes the areas that fall outside of the Limpopo Province.

Role of Bela Bela in the Regional Context

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

Gauteng is the most dominant province in the country in economic terms, with the Gross Domestic Product (GDP) that accounts for 33% in the sub – national African economy. The composition of Gauteng's GDP is mainly built of tertiary sectors (i.e. Transport/ Communication, Finance/ Real Estate and Other Business Services), manufacturing industries and mining (i.e. secondary and primary sector). On the spatial perspective Gauteng is the smallest province in the country in terms of geographical size, 97% of it is urbanised and it is currently experiencing environmental degradation due to industrial base and manufacturing activities (i.e. deterioration of air quality through gaseous emissions), bio – diversity destruction and habitat loss due to population pressure (<500 people per ha) and it generates the highest volumes of waste which accounts for approximately 80% of the total waste generated in the country.



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

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

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

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



Bela Bela's Integrated Development Plan (IDP)

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



CHAPTER ONE: THE PLANNING FRAMEWORK

1.1. INTRODUCTION

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

1.2. LEGISLATIVE BACKGROUND AND POLICY IMPERATIVES

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

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

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

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



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

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

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

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

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

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

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



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



1.2.3. White Paper on Local Government (1998)

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

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

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

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

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

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



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

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

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



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

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

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

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



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

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

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

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

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



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

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

- a) Be based on the principles of mutual respect and recognition of the status and roles of the respective parties; and
- b) Be guided by and based on the principles of co – operative governance.

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

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

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

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

1.2.8. Performance Management System

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



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

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

**1.3. POWERS AND FUNCTIONS**

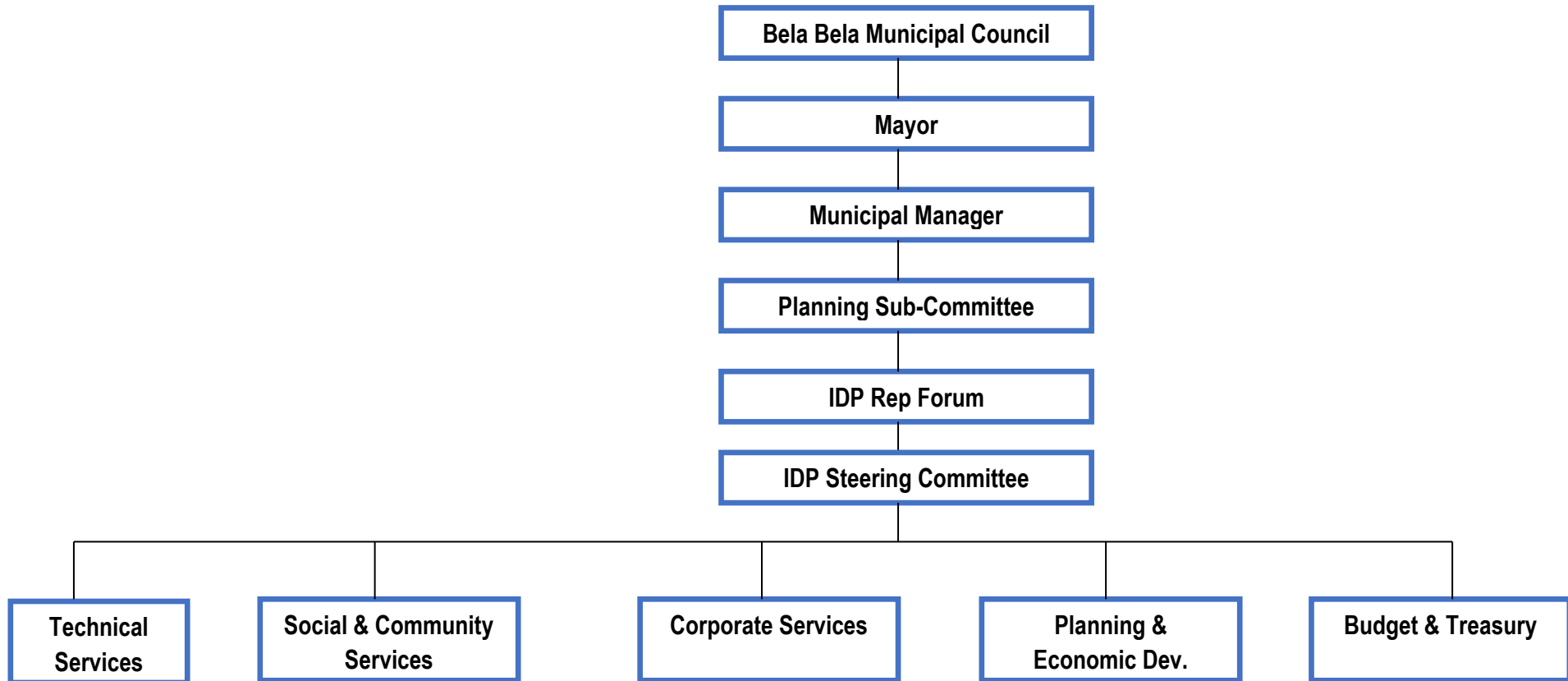
Function	Y/N	Is this a Shared Service (Y/N)	Responsible Department at the Municipality
Air Pollution	Y	N	Social and Community Services
Building Regulation	Y	N	Economic Development and Planning
Electricity Reticulation	Y	N	Technical Services
Fire Fighting	Y	Y	Social and Community Services
Local Tourism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



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



1.4. 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.

1.5. 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 Chapter 4, 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 2016/17	Close-off 2017/18	2018/19 Budget
		FINANCIAL YEAR	FINANCIAL YEAR	TIME FRAME
PREPARATION PHASE				
Table in Council a budget and IDP time schedule of key deadlines (Every year – at least 10 months before the start of the budget year)	PED/BTO			31 July 2018
District IDP Managers Forum (Activity alignment – coordinated by WDM – IDP Head)	PED			August 2018
IDP/PMS/Budget Process workshop for new ward committees	PED/BTO/MM			September 2018
Submission of the time schedule to the Provincial Treasury, National Treasury and Coghsta	PED/BTO			August 2018
Place public notice on the IDP/Budget time schedule approval	PED/BTO			August 2018
1st IDP Review/Budget Steering Committee Meeting	PED			20 September 2018



1st IDP Review/Budget/LED Representative Forum	PED			22 nd November 2018
ANALYSIS, STRATEGY AND PROJECT PHASE				
Identification of Gaps, Stakeholder Registration, and Information Gathering	PED			September 2018 – October 2018
Review status of Capital Projects on Capital wish list + current 3 year MTREF	BTO			September 2018
Managers for respective departments receive wish list of previous project requests for ward committees/ward councilors to review	BTO			September 2018
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 2018
Provincial Development Planning Forum	Local/Provincial alignment – Quarter 2 Provincial engagement – PED			TBC by the Office of the Premier
Ward committees meet to review current needs	PED			September 2018
Managers for the respective departments submit ward request based on review of current needs identification	Managers			October 2018
2nd IDP Review/Budget Steering Committee Meeting	PED			16 November 2018
2nd IDP Review/Budget/LED Representative Forum	PED			22 nd November 2018
Managers submit completed capital projects template on the	Managers			October 2018



2018/2020 MTREF Capital Budget				
Budget Steering Committee Meeting – direction on proposed tariff increases & increases in revenue, expenditure and capital	BTO			October 2018
Managers to review existing 3 year MTREF capital project and submit completed Capital project templates with priorities to BTO	Managers			October 2018
BTO sends Tariff lists to managers for review	BTO			October 2018
Top management meeting to discuss budget proposals and budget affordability	PED/BTO			November 2018
Based on the Budget Steering Committee meeting directive, ward committees meet to priorities their ward requests	PED/BTO			November 2018
BTO to issue directives to departments regarding the compilation of 2018/19 – 2020/21 OPEX Budget	BTO			November 2018
Managers of respective departments to submit prioritised ward requests to the BTO	Managers			November 2018
3rd IDP Review/Budget Steering Committee Meeting	PED			November 2018
3rd IDP Review/Budget/LED Representative Forum	PED			November 2018
INTEGRATION PHASE				
Budget Steering Committee Meeting – To discuss & review capital budget request (Round 1)	BTO			November 2018
Managers to submit proposed tariffs to BTO	Managers			November 2018
BTO/PED distributes prioritized ward requests to managers for ward committee's final verification	BTO			November 2018



Workshop on tariffs and tariff related policies	BTO			November 2018
Budget Office sends summarized capital budget requests to managers for review	BTO			November 2018
Ward Committees/Councillors meet for final confirmation of their ward request	BTO/PED			December 2018
Budget Steering Committee Meeting - Mid Year Review and Performance Assessment (2017/18 Budget): Capex including Draft 2018 – 2021 Capital budget request (Round 2)	BTO/PED			January 2019
Managers to review 2018/2019 – 2020/2021 Opex requests from managers on the new budget programme	Managers			January 2019
Managers to submit new post request to HR	Managers			January 2019
Managers to submit 2018/19 – 2020/2021 Opex requests to BTO	Managers			January 2019
BTO to submit draft tariff list and proposed revenue	BTO			January 2019
District IDP Managers Forum (Activity alignment – coordinated by WDM – IDP Head)	PED			January 2019
Budget Office to distribute Opex performance including Draft 2018 – 2019 Opex	BTO			January 2019
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	BTO/PED			January 2019



BTO distributes all Mid-Year Review (Capex & Opex) changes & Draft Capex & Opex budget request to managers	BTO			January 2019
Compilation of Mid-Year Review Report (2017 – 18)	BTO/PED			January 2019
Submit Mid-Year Review Report to the Mayor	BTO/PED/MM			January 2019
Table Mid-Year Review Report & Draft Annual Report in Council	BTO/PED/MM			31 st January 2018
Budget Steering Committee Meeting – Final discussion on Tariffs & Final Adjustment Budget Review (2017/2018 Budget)	BTO			February 2019
BTO distributes all operational budget request to managers for final verification	BTO			February 2019
BTO determines final revenue projections & tariffs and Review of Budget related policies	BTO			February 2019
Strategic Planning Session – for discussion on preliminary budget proposals and IDP review focus areas for 2019/20	PED/MM			27 th Feb – 01 March 2019
Compile Adjustment Budget (2018/2019): NT Reports and circulars	BTO			February 2019
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 2019
Provincial Development Planning Forum	Local/Provincial alignment – Quarter 4 Provincial engagement – PED			February 2019
Start with the compilation of Draft SDBIP (2019/20)	PED			February 2019
Final Review of 2019/20 Adjustment Budget documents	BTO			February 2019



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



Submission of Annual Draft Budget and IDP for representation to PT, Coghtsa and NT	PED/BTO			April 2019
Managers to submit Demand Management Plans to SCM	Managers			April 2019
Provincial Budget Assessment	PT/Municipal Delegation			TBC by the PT
Summarise all community feedback and distribute to the relevant stakeholders for consideration to be included in the Final Budget report	PED/BTO			May 2019
4th IDP Review/Budget Steering Committee Meeting	PED			May 2019
4th IDP Review/Budget/LED Representative Forum	PED			24 May 2019
Budget Steering Committee Meeting – consideration of Budget Comments (Review Budget comments to make decision on comments)	BTO/TM/TG&BT Sub-committee			May 2019
BTO compile final Budget Report and Schedules	BTO			May 2019
Approval of IDP/Budget/PMS Framework by Council	BTO/PED/MM			29 May 2019
IMPLEMENTATION PHASE				
Place Final IDP Review/Budget documents on the website	PED/BTO			June 2019
Advertise Final IDP Review/Budget and Tariffs in the media	PED/BTO			June 2019
Submission of Final Budget and IDP to NT, PT and Coghsta	PED/BTO			June 2019
Municipal Manager submits SDBIP to Mayor	MM			June 2019



Publish a summary of Budget	BTO			June 2019
Approval of SDBIP by the Mayor	Mayor			28 June 2019
Finalise and approval of the performance agreements of the S54A and S56 appointees	PED/MM/Mayor			July 2019
REPORTING AND REVIEW				
Monthly Budget statement to Municipal Manager and Mayor	BTO		June 2019	June 2019
Quarterly Reporting by Mayor to Council	Mayor		October 2018, January 2019, April 2019, July 2019	October 2018, January 2019, April 2019, July 2019
Table adjustments Budget	BTO		February 2019	February 2020
Finalise Roll Over Projects	BTO		31ST July 2018	31st July 2019
Table Adjustments Budget for approval of Roll over projects	BTO		March 2018	
Table in Council Draft unaudited Annual Performance Report/AFS	BTO/PED		August 2018	August 2018
Submission of the AFS to AG	BTO		30TH August 2017	30th August 2019
Submit Draft audited Annual Report to Council	PED		25 Januar 2019	25 January 2020
Submit Adjustment Budget, if necessary	BTO		30th March 2018	30th March 2019



Final Annual Report Comments and Approval	PED		February 2018 to March 2018	February 2019 to March 2019

1.5.1. Mechanisms and Procedures for Alignment

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

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

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

INFRASTRUCTURE	SOCIAL	ECONOMIC	INSTITUTIONAL BUILDING
DWA	Dept. of Health and Social Development	Dept. of Economic Affairs – LEDET	COGHSTA – PMS Unit and IDP Unit
ESKOM	Dept. of Education	Dept. of Trade and Industry	National and Provincial Treasury



Waterberg District – Infrastructure Unit		Waterberg District – European Union	Waterberg District – IDP Unit
Telkom	Dept. of Land Affairs	Waterberg District – LED Unit Dept. of Home Affairs	Office of the Premier – Planning 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 Enterprise 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.

1.5.2. Legislative and Planning Requirements

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

Table 3: Legislative Guideline for IDP Process

SECTOR DEPARTMENTS	LEGAL REQUIREMENT	LEGALLY BINDING LEGISLATION/POLICY/DIRECTIVE	VALUE ADDING CONTRIBUTION
COGHSTA	IDP	Municipal Systems Act,	Co – ordination of Development
COGTA	PMS	Municipal Structures Act,	
National and Provincial Treasury	Financial Management /Financial Plan (Budgeting)	MFMA IGR Framework Act	
COGTA/Presidency	NDP/LDP/IDP Alignment	Cabinet Lekgotla Decision	Alignment and co-ordination of development
	Integrated Waste	NEMA	
			Attainment of Local



Department of Environment and Tourism Department of Economic Development	Management Integrated Environmental Management Plan Disaster Management Plan Local Economic Development	White Paper on pollution and waste management White Paper on Conservation and Sustainable use of South Africa's biodiversity Business Registration Act Local Economic Development Policy White Paper on Local Government Disaster Management Act/ Municipal Systems Act	Agenda 21 Promotion of economic 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

1.6. BASIS FOR IDP REVIEW PROCESS

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

KEY ASPECTS OF SONA – FEBRUARY 2019

Transformation

- Support black industrialists – to build a new generation of black and women producers that are able to build enterprises of significant scale and capability.
- Use competition policy to open markets to new black entrants.
- Invest in the development of township and rural enterprises.



Infrastructure

- Assemble team to speed up implementation of new projects, particularly Water Projects, Health Facilities and Road Maintenance.

Mining

- Intensify engagements with all stakeholders on the Mining Charter.
- Finalize the Mineral and Petroleum Resource Development Act 28 of 2002 (MPRDA) Amendment Bill by end of first quarter this year.
- Stakeholder engagement to deal with Mining Fatalities.

Small Business, Co –Ops, Township Enterprise

- Honour 30% of procurement allocation to these enterprises.
- Invest in SMME incubation.
- Welcome SMME Fund initiative by corporate sector.

Land and Agriculture

- Accelerate the land redistribution programme and make more land available.
- Expropriate land without compensation, our approach, taking into account food security, agricultural production and growth of the sector. There has to be a process of consultation on modalities

Fourth Industrial Revolution

- Digital Industrial revolution commission to be established.
- Allocation of spectrum to reduce barriers to entry.



National Mining Wage

- Introduce NMW by May 1 benefiting more than 6 million South Africans.

Health and NHI

- Scale up the testing and treating campaign by initiating an additional two million people on anti-retroviral treatment by December 2020.
- The NHI Bill is now ready to be processed through government and will be submitted to Parliament.

Education

- This year free higher education and training will be available to first year students from households with a gross combined annual income of up to R350,000.
- All public schools have begun offering an African language.
- First National Senior Certificate examination on South African Sign Language, which will be offered to deaf learners at the end of 2019.

Social Grant

- Urgently take decisive steps to comply with all directions of the Constitutional Court.
- Take action to ensure no person in government is undermining implementation deadlines set by the court.

Social Sector/Civil Society

- Urgently take decisive steps to comply with all directions of the Constitutional Court.
- Take action to ensure no person in government is undermining implementation deadlines set by the court.

Corruption/ State Capture

- The commission of inquiry into state capture to commence its work shortly.



- The Commission should not displace the regular work of the country's law enforcement agencies in investigating and prosecuting any and all acts of corruption.
- Urge professional bodies and regulatory authorities to take action against members who are found to have acted improperly and unethically.
- Urgently attend to the leadership issues at the National Prosecuting Authority to ensure that this critical institution is stabilized and able to perform its mandate unhindered.
- Appoint a Commission of Inquiry into Tax Administration and Governance of SARS.
- Visit every national department to engage with senior leadership to ensure that the work of government is effectively aligned.

KEY ASPECTS OF SOPA – FEBRUARY 2019

Economy

- A conscious decision has been taken to build an economy that would be a major contributor to the national wealth. In this regard, the Limpopo Development Plan has been developed as a blue-print to guide efforts towards a higher trajectory of economic growth and development.
- The government has acted boldly to attract investments into the provincial economy. The guiding mandate has been the need to speed up social development, create employment, promote equitable distribution of resources and, above all, reduce the levels of poverty in our province.
- The Musina-Makhado SEZ (Special Economic Zone) has been designated and licensed by the national cabinet. The board for the SEZ Company has been appointed by the Provincial Government.
- To date, the Musina-Makhado SEZ project has managed to attract a total investment commitment of around R150 billion to the province. This will create jobs and other economic opportunities, especially for the youth.
- According to existing plans and program, several plants will be constructed under these SEZ projects creating over 21 000 jobs.



Small Business, Co-Ops, Township Enterprises

- There is a commitment to support our Small, Medium and Macro Enterprises (SMMEs) and Cooperatives.
- Since 2014, over 1200 cooperatives were provided with financial support of over R51 million. A similar financial support of over R193 million was provided to SMMEs.
- Working together with the Small Enterprise Development Agency (SEDA), the government has established a construction incubation Centre at Steelpoort in Sekhukhune to train and capacitate emerging contractors.
- Through the same kind of partnership, a jewellery incubation center in Polokwane to train emerging young jewellery makers has been established.
- The Seshego and the Nkowankowa Industrial Parks have been revitalized. This will add the necessary impetus in revitalizing the local economy.
- The Polokwane Anglo-Platinum Smelter intends on constructing a Sulphur Dioxide Abatement, this project is expected to be completed by the end of 2020. Of particular note, the plant will improve air quality by reducing carbon emissions by 96%.
- The National Biodiversity Economy Programme has been launched in Vhembe district Municipality. At full potential the South African Biodiversity Economy will achieve an average annualized GDP growth rate of 10% per annum in line with the National Development Plan, Vision 2030.
- The Department of Economic Development, Environment and Tourism has been assigned to develop mechanisms to take advantage of the province's unique and rich heritage of natural resources. It is in this context that the department of economic development will have to expedite the implementation of the Wildlife Transformation Policy to ensure greater inclusivity and transformation of this industry.

Tourism

- According to the latest available figures from StatsSA, Limpopo has since 2014 received over 27.5 million domestic travellers. During the same period, the province was able to attract 7.8 million international tourists. The government intends on building on these figures as it positions its tourism sector to become a major job creator in the province.



Employment

- Despite the challenges of technical recession, the Limpopo provincial economy remained resilient and was able to create jobs in line with the commitment that was made in 2014. The Stats South Africa's Labour Force Survey indicates that since 2014, the provincial economy has been able to create no less than 317 000 jobs. Suffice to indicate that these numbers do not include the figures for the 2018 fourth quarter labour force survey.
- The latest figures from StatsSA indicate that Limpopo has the lowest unemployment rate in the country. Our unemployment rate is currently at 16.5% against the national average of 27.1%.

Socio-Economic Development

- Socio-economic prosperity cannot be achieved without partnerships and cooperation. It is for this reason that over the past five years the Limpopo government has been working to strengthen and solidify relations with regional partners and counterparts in the BRICS community.
- To this end, appropriate resources will be allocated to send young people to Universities in China. The idea is to train and equip these young people with requisite skills to be able to participate fully in the running of the SEZ project. SEZ is strategically located to accelerate and consolidate economic integration within the SADC region. The focus is to ensure that sister countries such as Botswana, Zimbabwe and Mozambique also benefit from this massive economic project.
- The strategic relations with Cuba continue to pay some handsome dividends. Currently, 328 young people are undergoing training as medical students in Cuba. 145 graduates from this programme are deployed across the Limpopo Province as Doctors.



Education

- The School Nutrition Programme, Scholar Transport and the No-Fee School policies remain amongst the best interventions by the government. These policy imperatives are adding value in ensuring that children arrive at school on time, and are able to concentrate in the classroom.
- The School Nutrition Programme in Limpopo feeds thousands of learners in over 3 795 public schools, whilst the Scholar Transport Programme is currently benefiting learners in almost 380 schools.
- In this current financial year, the number of learners benefitting from the No-Fee School Policy is a little above 1 600 000.
- The province has exceeded its target for enrolling children with Early Childhood Development (ECD) centers. Between 2014 and this year, over 231 000 children in various ECD centers across the province have been enrolled.
- In 2018, Matric results have improved by 3.8%. This is a marked improvement from 65.6% in 2017 to 69.4% in 2018. In terms of the actual number of learners who have passed their Grade 12, Limpopo came at position three in the country and it is amongst the top 5 provinces in terms of bachelor passes produced. 18 000 bachelor passes were produced in 2018. Limpopo contributed the 4th largest number of African children who have passed Mathematics, Science and Technology.
- All the Districts have managed to perform beyond the 60% mark in terms of Grade 12 learner performance.
- A lot of work still needs to be done to achieve the target of 80% Matric pass rate.

Health Care Infrastructure

- The government has invested significantly in expanding access to healthcare facilities, providing access to top quality medication and providing rehabilitative services to the sick.



- The Minister of Finance has allocated R3.9 billion towards the planning and construction of the Limpopo Academic Hospital during the next MTEF Period, starting in the next financial year. The initiative will help create an important platform for research and training of medical students and other health professionals. It will also help provide clinical services at the highest level, such as heart and kidney transplant.
- As a result of multi-faceted interventions, life expectancy has risen to 70 years for both males and females compared to the 2014 life expectancy which was at 55 years. This progress is evidence of the improvements in the quality and accessibility of our healthcare services and facilities.
- People living with HIV/AIDS are now living longer and productively because of our policy interventions. Limpopo has over 350 000 patients on the ARV Programme.
- The rate of infection from mother-to-child transmission of HIV/AIDS was at 0.96%, this number has now reduced to 0.77%.
- The TB cure rate has been drastically reduced with approximately 12% improvement. This has been achieved through a combination of measures which include, the utilization of TB tracer teams, intensive case finding campaigns, intensified counselling and support and compliance to treatment.
- The government has invested heavily to build new and modern healthcare infrastructure. Resources have been invested in revitalizing existing infrastructure.
- As part of the programme to enhance the capacity of emergency medical services, the government has over the past five years managed to purchase 250 new modern ambulances to supplement the existing fleet.

Basic Services

- The latest StatsSA Community Household Survey shows that Limpopo is currently at 94.1% electricity connection. The LDP target of 90% by 2020 has been exceeded.
- During the 2016 General Household Survey, the number of people with access to proper sanitation had risen to 57%. The LDP target of 50% by 2020 has been exceeded.



- In the provision of shelter, the government-owned housing financing institution, RISIMA, is playing a major role in this regard. Many people who could not get funding approval from commercial banks have been assisted through this institution.
- The past five years the Provincial Government has registered a total of 9 262 title deeds. This means that the beneficiaries do not only have houses but valued assets they can call their own.
- In working together with the Department of Military Veterans (DMV) and the South African Military Veterans Associations (SAMVA), contractors have been appointed to build houses for Military Veterans.
- Since 2014, the Provincial Government has provided over 43 000 housing units. This means that, decent shelter has been provided to over 200 000 people in the province.
- Targeted to provide 90% of the people with clean and potable water by the year 2020. At the moment only 74, 7% of our households are enjoying access to clean drinking water. The government has recently convened the Provincial Water Summit to deal with issues that require urgent attention and action.
- Municipalities remain at the heart of the efforts to take services to our communities. It is for this reason that government has been capacitating municipalities to function properly.

Safety

- The government is working together with social partners and the SAPS to reclaim Limpopo's position as the safest province in the country. The work includes strengthening community safety and policing structures to rid communities of all forms of crime, drugs, gangsterism and violence against women and children.
- The province currently has 116 functional Community Policing Forums; most of these Forums are linked with police stations. Working together with our municipalities, Local Community Safety Forums in local and district municipalities have been established.



- The tendency of people masquerading as local business to intimidate lawfully appointed contractors and disrupt projects purely for personal gain is discouraged.

Fourth Industrial Revolution

- Commitment from the provincial administration to ensure that there is a necessary movement towards a knowledge-based economy.
- The Limpopo Connexion has been launched as a leading agency in order to implement a superfast broadband network for the entire province. It will assist in training and equipping young people with the requisite skills for the 4th Industrial Revolution.
- The Director General of the Provincial Administration has been assigned to develop a comprehensive provincial strategy on the 4th Industrial Revolution.

Transport

- Over and above the government owned Great North Transport buses, there are 26 private bus subsidy contracts currently being managed by government. For the year under review, the provincial government has spent over R737 million on bus subsidy services.
- The bus subsidies to private bus operators play a vital role in the socio-economic life of the province. Through these subsidies, millions of people have daily access to public transport and in a cost effective manner.
- As part of the efforts to ensure safety on the roads, over 200 young people have graduated as Traffic Police.

Agriculture

- In order to maximize the economic benefits from the agricultural sector and fight poverty, government has identified five Agricultural Development Zones (ADZs) across the province. These Zones are meant to support the socio-economic priorities of the province.



- The government programme to support smallholder farmers in order to improve productivity was also intensified during this period. Over 99 000 smallholder producers were supported with agricultural advice with regard to aspects of maximizing production. Almost 54 000 smallholder producers received support in the form of irrigation infrastructure, livestock infrastructure and various production inputs. Over 1000 farmers are being trained annually in order to enhance their knowledge and skills relating to advanced production practices.
- Commitment to revitalize small-scale irrigation schemes.

MIG Spending

- Over the years, concerns have been about municipalities' inability to spend the allocated Municipal Infrastructure Grant (MIG) which is directly linked to the urgency of taking services to the people, lack of capacity, which is, having wrong people in strategic positions. But equally important, is the lack of proper and timeous planning but the situation has since improved for the better. There are improvements in MIG spending patterns.
- In the Financial Year 2014/15 the total MIG expenditure was at 73%. By the end of 2017/18 Municipal Financial Year, MIG expenditure had risen to 95%.

Youth Development

- First ever comprehensive Youth Development Strategy has been adopted, focusing on areas such as, youth participation in the economy and job market, youth education and skills development, youth health, nation-building and social cohesion.
- The MEC for Treasury has been directed to allocate the necessary resources for the implementation of Strategy.
- Distribution of sanitary towels to the needy school girls has begun. In this Financial Year, the government has managed to distribute almost 10 000 sanitary towels to no less than 3 000 needy school girls.
- In the coming Financial Year, R21 million has been set aside for the school sanitary towels project.



- The government has managed to put aside R15 million to kick-start the initial phases of the State of the Art Provincial Theatre project and high-level project team has been assigned to work on resolving the challenges that have been impeding the commencement of this project.
- As part of government efforts to rehabilitate youth from the devastating clutches of alcohol and substance abuse, the Seshego Treatment Centre was officially opened in August 2018. Patients at this facility are assisted and supported by a dedicated team of nurses and social workers.

The Elderly and Disabled

- Since 2014, the government has extended community-based care and support to over 20 000 senior citizens and it has also conducted empowerment training and workshops for almost 5 000 people living with disabilities in the Limpopo province.

Mining

- Mining is the biggest contributor towards the provincial economy at 24.5% to the Provincial Gross Domestic Product. Jobs in this sector, have increased from 71 000 in 2013 to 103 000 in 2017/18. With the new mining projects in the pipeline, these figures are expected to increase by a further 3000.
- Limpopo has 147 mining projects that are currently operational and we envisage a further eight new projects in the Capricorn and Sekhukhune Districts. These projects are expected to attract investments worth R2.5 billion and create around 3 000 jobs.
- There is a new mining investments in the Ivanhoe Mine in Mokopane. The current investment in this mine is at R4.5 billion. The mine will be going into full operation by 2024. This mine is expected to create well over 25 000 jobs.
- There has been a recovery of the prices of some commodities. Platinum and Chrome prices that are expected to rise again.
- A consensus has been reached lately in terms of policy direction, particularly around the Mining Charter, and it is expected to renew investor confidence in the sector.



- The government is alert to illegal mining activity and always responds speedily with law-enforcement agencies. Decisive steps have been taken to ensure that illegal mining practices are halted. In this regard, a multi-departmental body, National Coordination and Strategic Management Team (NCSMT), was established which comprises of representatives from Department of Mineral Resources (DMR), the HAWKS, South African Police Service, Intelligence Services and the Department of Home Affairs.

Traditional Leaders

- The government is currently providing support to a total of 2 111 headmen/women, 185 traditional councils, 02 Kingships and 01 Queenship as enjoined by chapter 12 of our Constitution.
- Since 2015, 175 vehicles to be utilized by Senior Traditional Leaders in the Province have been purchased.
- In the past 5 years, eleven offices for traditional councils in the Province have been built. In the next Financial Year, an amount of R70 million to build additional seven offices for traditional councils has been set aside.
- In working together with the National Government, there are engagements with traditional leadership to resolve issues relating to outstanding tools of trade.
- The Kgatla Commission was appointed in 2012 to deal with issues relating to disputes and claims of traditional leadership. The Commission has completed its work and the recommendations are being implemented.
- Through a cordial relationship between government and traditional leaders, Limpopo continues to be shining model in the administration of the initiation schools. The government has since adopted the Limpopo Initiation Schools Act of 2017 to regulate this ancient and sacred traditional practice



of the African people. This has inspired the National Government which is now in the process of developing a national legislation to regulate the management of traditional initiation.

Capable and Accountable Government

- Over the past 5 years, the government has worked hard to restore the credibility of the government, through fighting corruption, minimizing wastage of public resources and promoting efficiency and good governance.
- Decisive steps against those who were involved in wastage and maladministration have been taken.
- The credibility of our public tender system has been restored.
- Limpopo is back on a sound financial footing. The government is delivering services to the people.
- In an effort to stabilize the Provincial Administration, the government has filled all vacant positions of HODs and related strategic positions.
- The intervention of the Provincial Government in the Department of Education through section 18 of the PFMA has yielded positive results. This intervention has led to the improvement in the areas of governance and financial management. For the first time in three years, the Department of Education was pulled out of the disclaimer audit opinion.
- Public service is now operating in a manner consistent and responsive to the needs and aspirations of our people.

Art, Culture, Sport and Recreation

- In the past five years, the government was able to resuscitate and unearth talent through platforms such as I Can Sing and the Literary Competition. Similarly, through the Limpopo Sports Awards and support to initiatives such as the Limpopo Music Awards, the FAME and Limpopo Gospel Awards, the government continues to promote and encourage excellence amongst our local artists.



- A call on the entire business community in Limpopo to invest in the teams in PSL, Black Leopards, Baroka and Polokwane City to sustain their stay in the league.

CHAPTER 2: MUNICIPAL PROFILE

2.1. GEOGRAPHIC DESCRIPTION OF THE MUNICIPAL AREA

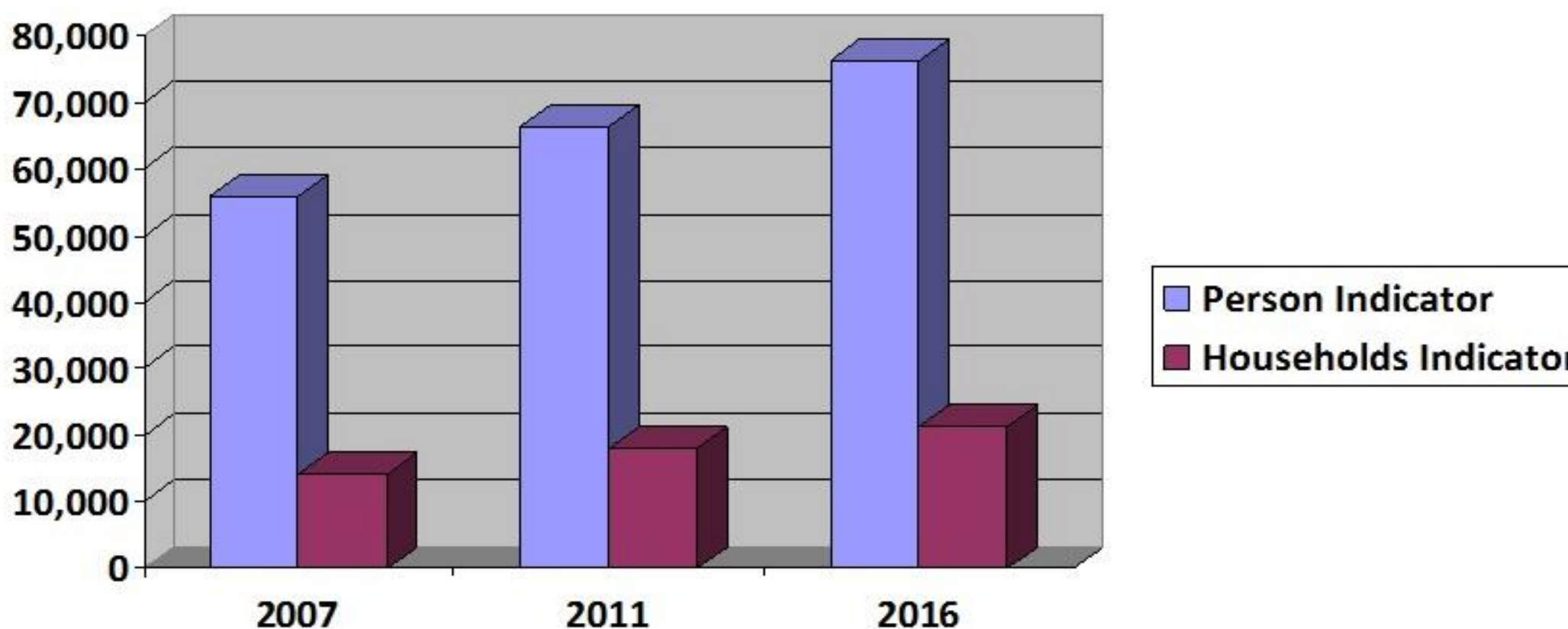
Location: The Bela-Bela Local Municipal area is situated on the southern side of the Waterberg District Municipality in the Limpopo Province. It borders the Gauteng Province on the south and south-east, the Northwest Province on the west and Modimolle Local Municipality on the northern side. The Municipality 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 $\pm 6.8\%$ 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.



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



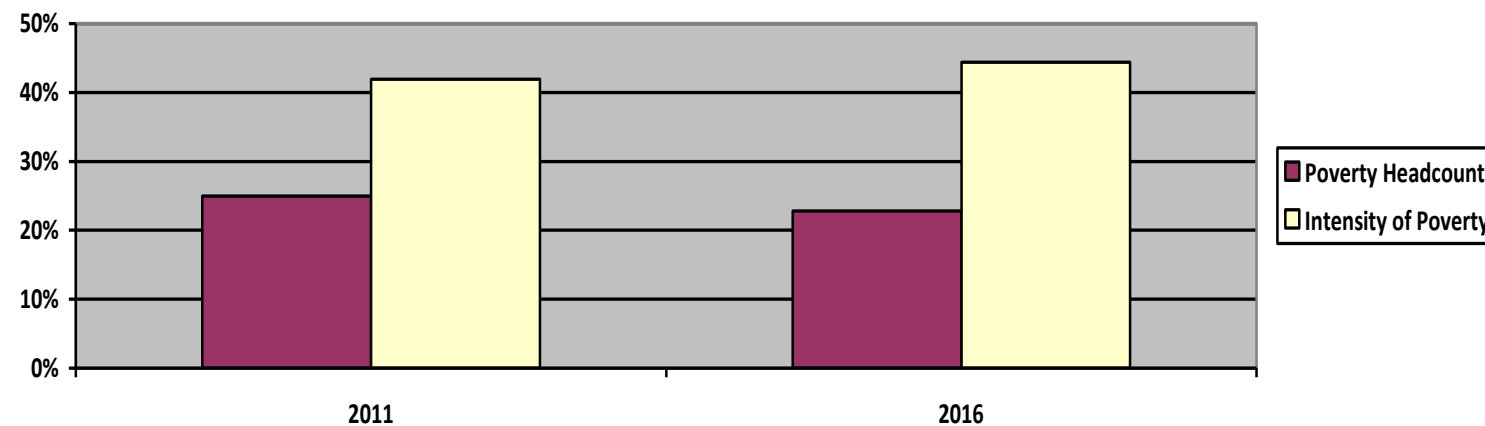
Source: StatsSA: Community Survey, 2016

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



Figure 1: Poverty Indicators

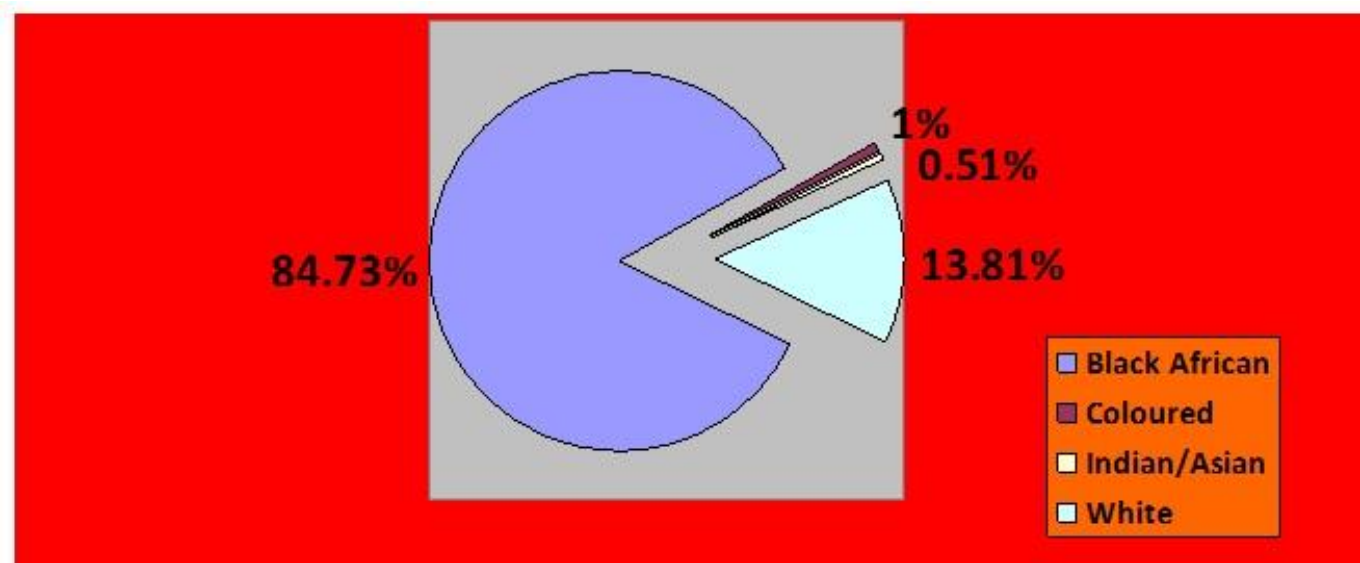


Source: StatsSA: Community Survey, 2016

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 African followed by Whites (10 535). It is therefore imperative to take caution that whilst the development priorities within the Municipality seeks to address the needs 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

Figure 2: Population Groups





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. Different age groups have different economic needs and different spending patterns. According to Community Survey, 2016, the composition 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	12	815	2 203



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 services and facilities in order to meet the needs of a youthful population and ensuring that people falling within this age acquire relevant Skills and training. The creation of more job opportunities should also be one of the key aspects of the developmental agenda by the Municipality and its 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 2011 Census indicates that approximately 51% (28 304) of the population within Bela-Bela comprises of females while 49% (27 546) comprises of males. Nevertheless the 2016 Census reveals trends that a higher proportion of women are found in the rural areas than men. This in many instances, especially amongst the African community, is due to the fact that men are generally attracted to places such as the bigger cities (i.e. Johannesburg etc.) that presents the employment opportunities some of which are of a more skilled nature of work involved. However, the 2016 Community Survey illustrates an apposite picture, and revealed that 49% (37 335) of the population 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



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 from 2011. **Table 8** and a graph below illustrate the estimated population trend's pattern:

Table 8: Bela-Bela Household Projections 2015 - 2040

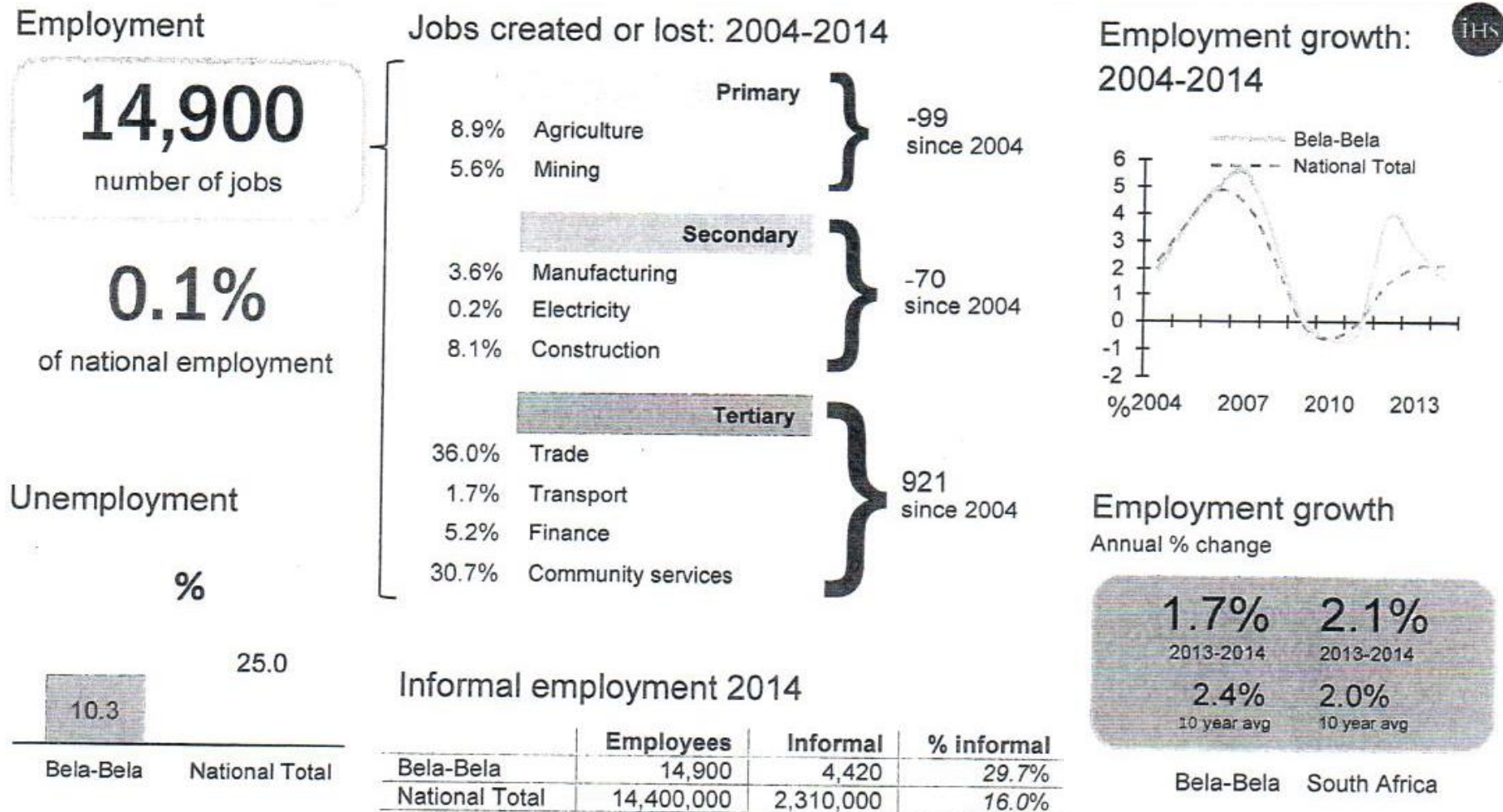
Household Growth Scenario										
	Historic	Existing	Projections		Household Increment			Increment per annum		
	2011	2015	2025	2040	2011-2015	2015-2025	2025-2040	2001-2011	2015-2025	2025-2040
Urban	11,675	13,365	17,638	24,828	1,690	4,273	7,191	272	427	479
Rural	6,391	6,566	7,868	11,157	175	1,303	3,288	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 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 Figure 13.



Figure 3: Employment and Poverty Analysis



Source: Global Insight, 2016

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





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 in the labour force. The active labour force is estimated at 36 069 in 2013 individuals who are between the ages of 18 – 64. Approximately **23%** of the active labour force is unemployed of which **30%** is Youth. The unemployment rate in Bela-Bela Municipal Area is similar to unemployment in the Province, but the 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 employment 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 not all are adequately skilled to be able to actively participate in the job market within the Municipality. Another challenge maybe that those young people's 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	35 334	36 069	18 – 64
Age less than 15 years	-	-	-	-
Employed – Formal and informal – Total (Number)	16 387	16 314	15 985	20 720
Labour force participation rate (Percentage)	64.1	61.6	58.2	-
Unemployed (Number)	5 866	5 462	5 001	6 003
Unemployment rate (Percentage)	26.4	25.1	23.8	-
Discouraged work - seekers	-	-	-	1 056
Other - Total (Number)	-	-	-	15 224



Although the labour force participation rate is currently at 58.2%, Bela-Bela still needs more efforts to develop a better economically viable 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 force to provide for their needs). Further to the above discussed unemployment profile and with reference to figure 4 below, approximately 11% 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 p classified as very poor and they need to be subsidies in the provision of basic services. The sustainable community economic development p utilized to fast track the mandate by National Development Plan vision 2030.

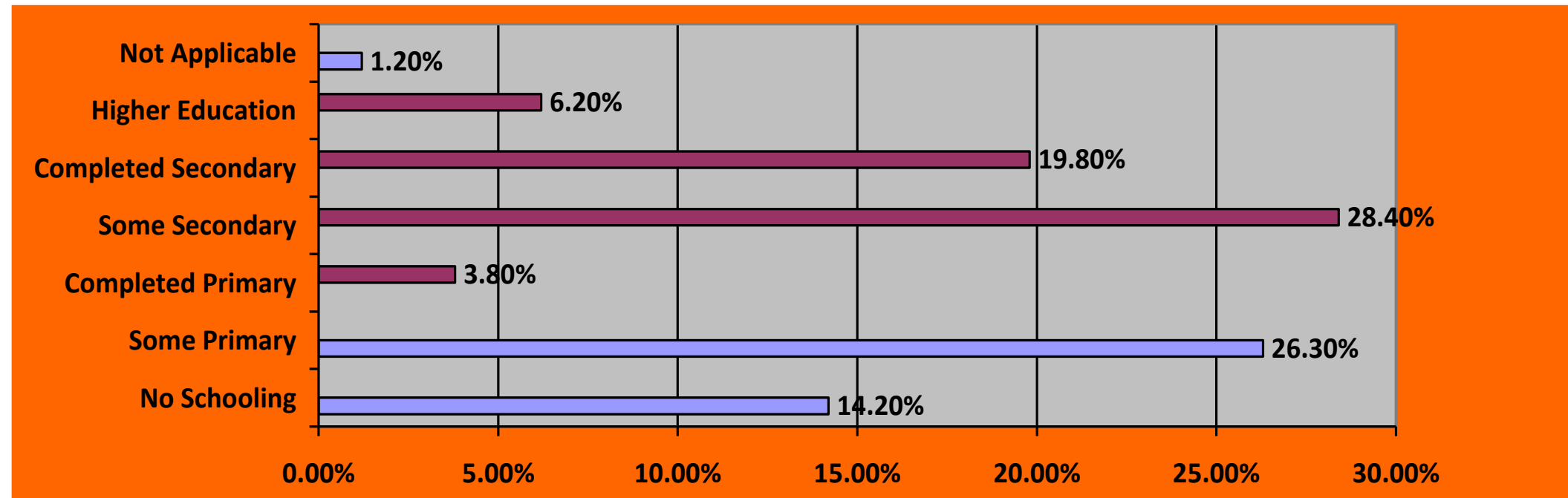
The developmental agenda by the Municipality in targeting poverty does not only lie within the vigorous efforts to create employment opp stricken households must also be assisted within the short term through the welfare grants, indigent policy and the provision of other ba housing.

2.2.4. Education Profile and Literacy Levels

Education plays a pivotal role on community development. It provides a set of basic skills for development, creativity and innovative abilities African Constitution provides that everyone has a right to education, which includes Adult Basic Education. The education profile in Bela-B 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% 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 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. Social Partners to turn around the current situation whilst it is still fairly manageable. Feasibility for Educational Facilities i.e. FET and ABET as an Instrument for uplifting the skills and level of Education for the labour market.

2.2.5. Income Categories

Table 8 depicts the projected income distribution of the incremental population. Essentially, it is expected that approximately 63% of the incremental population 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	Middle	High	Total
	R 0 - R 3183	R 3 184 - R 12 817	R 12 818 +	
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	Middle	High	Total
	R 0 - R 3183	R 3 184 - R 12 817	R 12 818 +	
Urban	299	135	25	459
Rural	108	38	37	184
Total	407	174	62	642
%	63%	27%	10%	100%

2.2.6. People with Disabilities

Ensuring that the needs of people with disability are adequately addressed in all our interventions remains key. This is based on the foundation of the Municipality's Developmental 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 the principles that constitute it.

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

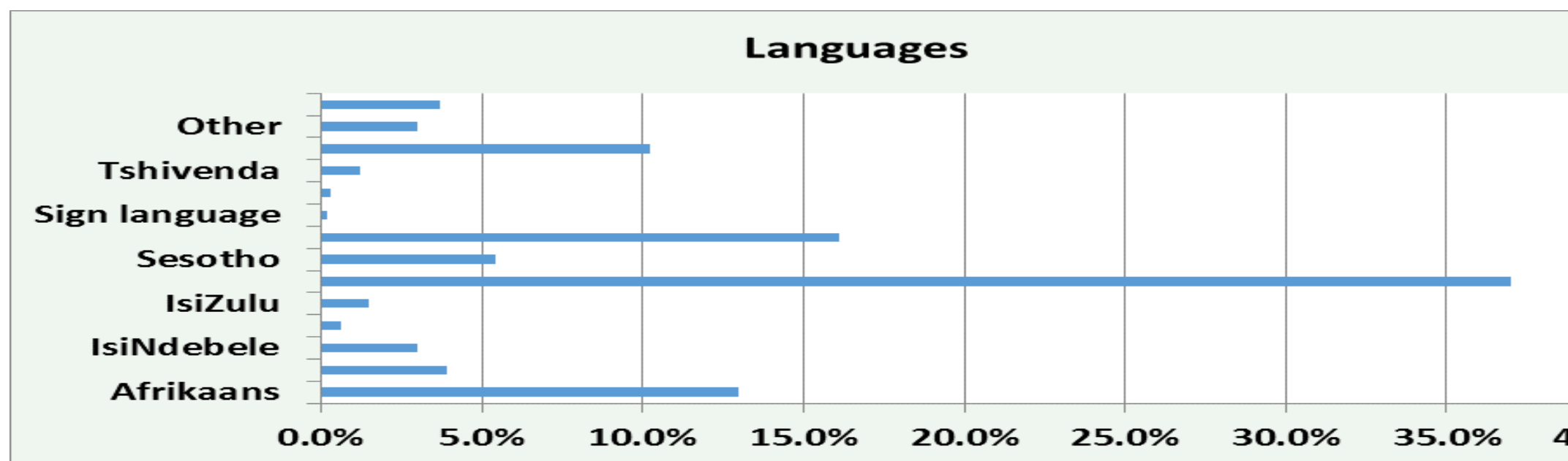


2.2.7. Language Profile

Schooling from foundation plays a pivotal role in preparation of learners for language proficiency, and the preservation thereof. It is through Schools that Languages are entrenched to the young population of the Country, and the place where they are empowered to be proficient in the command of English 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, Tshivena, and Ndebele 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 Framework (LUMF) was adopted during 2008 to be aligned to Spatial Planning and Land Use Management Act (**SPLUMA**) and its Regulations are being finalised. Map 3 depicts various Land uses within the Municipality.

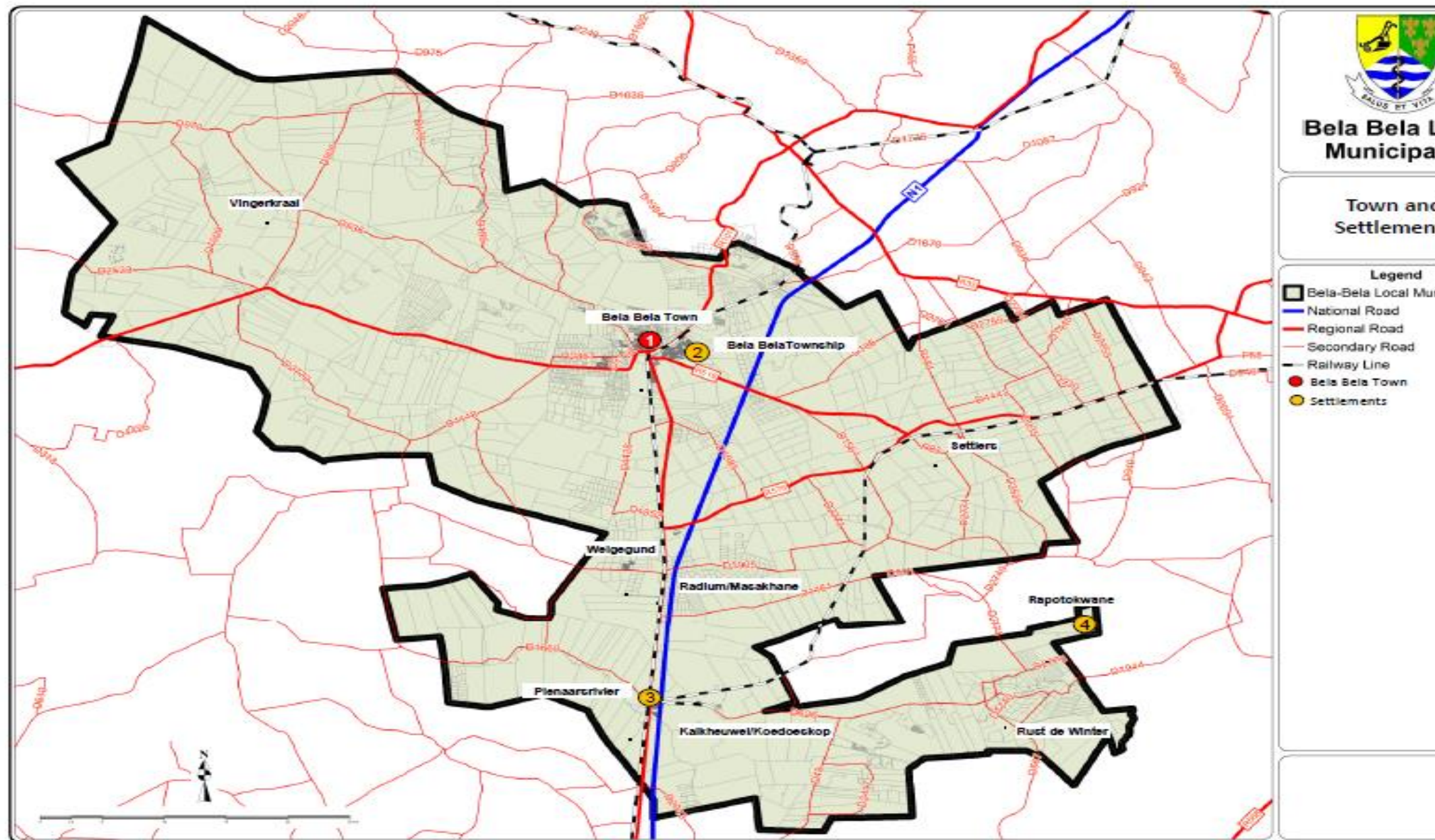
Subsequently Waterberg District Municipality also assisted the Municipality with the compilation of the Central Business District (CBD) Development Plan is being. Both plans will assist the Municipality in processing planning and development applications and thereby contributing to a conducive environment 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 finalised and adopted the SPLUMA 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 Use Management Framework (LUMF) 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 is clearly outlined therein. Tourism and incidental and/or supporting uses are clearly outlined therein.

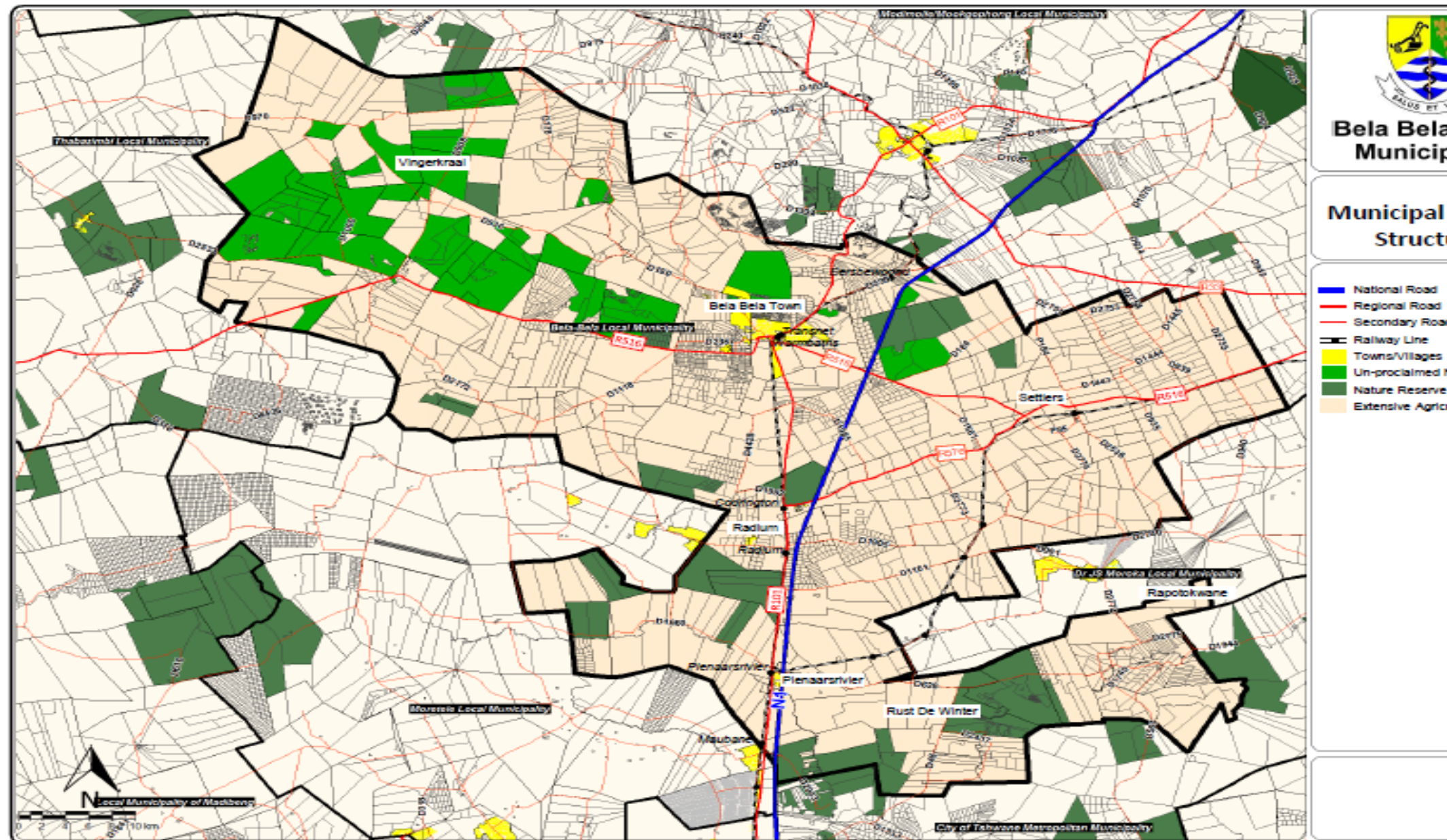


Map 3: Bela-Bela Town and Surroundings



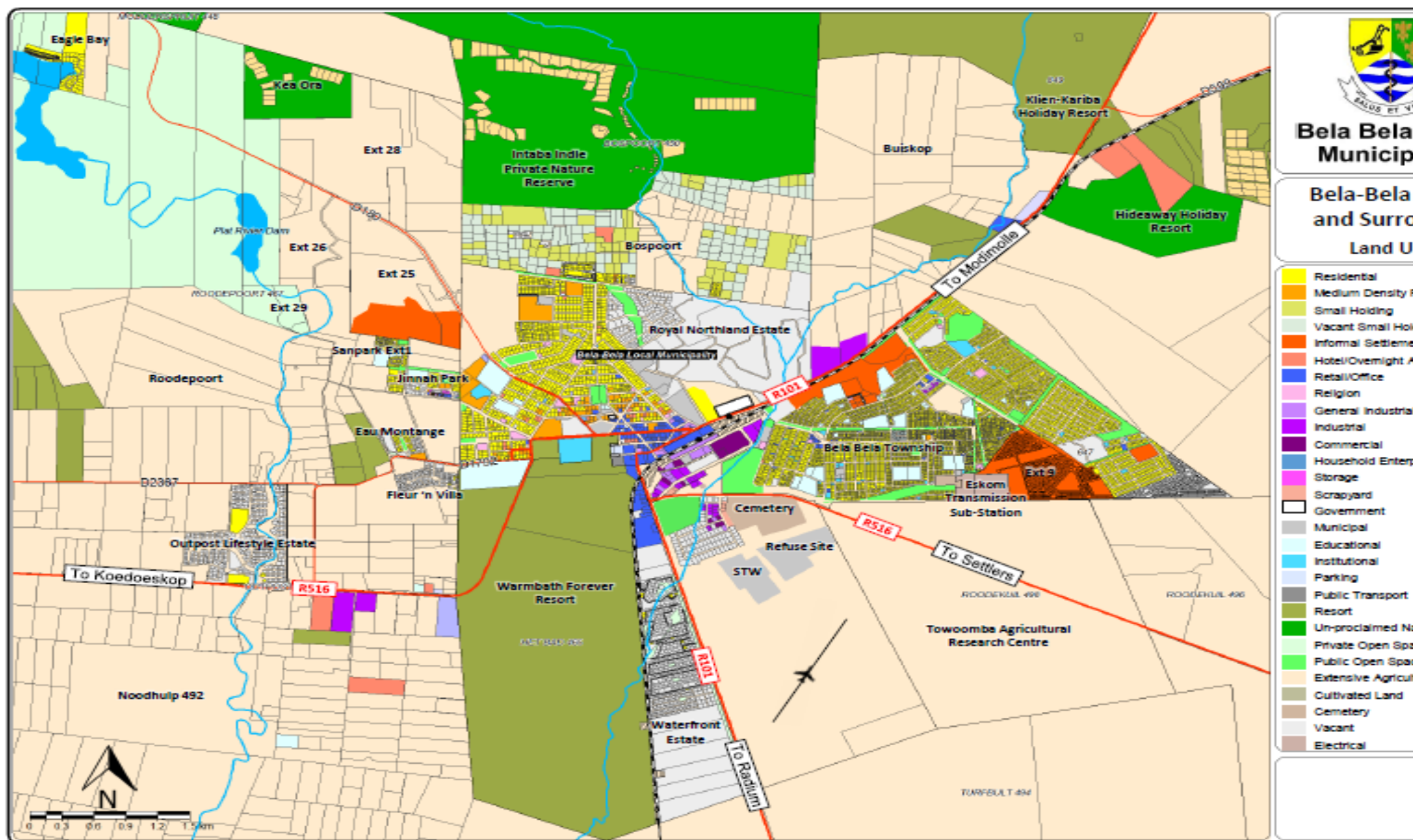


Map 4: Municipal Spatial Structure



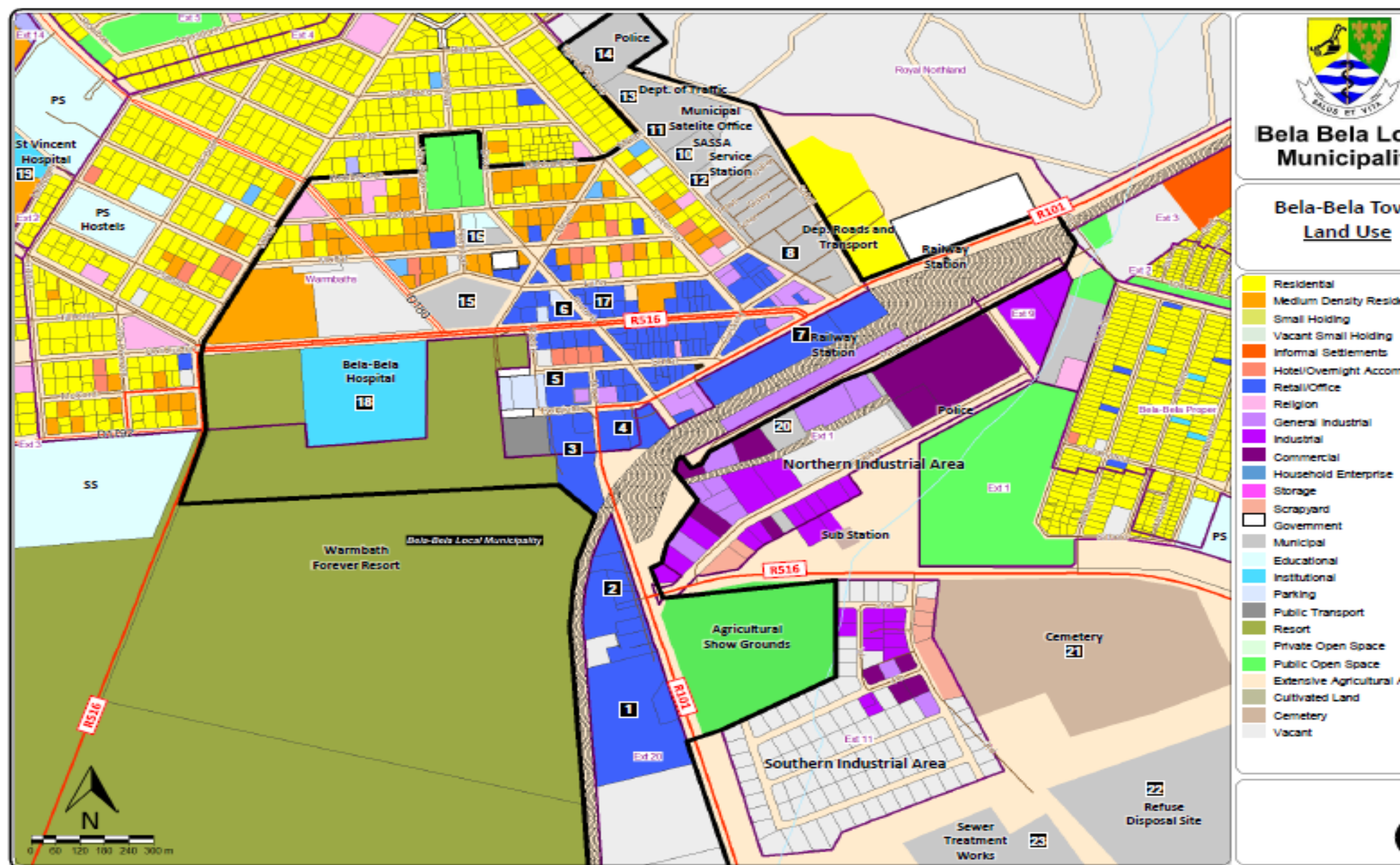


Map 5: Depiction of Land Uses within Bela-Bela Municipality (Towns and Surroundings)





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



3.1.1. Settlement Patterns, Hierarchy of Nodes and Growth Points

The Limpopo Province developed a Provincial Spatial Development Framework identified a settlement hierarchy for the whole province. The framework is based on individual settlements only, but settlement clusters for priority development nodes. *Settlement clusters* therefore indicate priority development nodes. The framework primarily first order settlements (three types of growth points) and second order settlements (population concentration points) are identified. The framework



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 vision for the area 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 a temperature of 52 Degree Celsius (126Degrees F). The general plan for Warmbaths dated 1921 was approved by the Surveyor General and 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 is one of the surrounding agricultural communities, and as the years progressed the Warmbaths area developed to be one of the most preferred holiday spots in the 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) as the railway line. This radial movement network created six functional wedges representing distinct functional areas of the town e.g. Bela Bela, R101 and R516, the Warmbaths Forever Resort between the railway line and route R516 west, and the Waterfront precinct to the south between R101 and R516.

The western peripheral parts of the town comprises the Noodhulp and Roodepoort small holdings which generally comprises high potential agricultural area. 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 area is 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 businesses along 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 townships were 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 the Kea Ora 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 the Eau Montagne 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) and 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. The area is utilised for farming (game, livestock and/ or crop) purposes. The Towoomba Agricultural Research Centre is located on the portion of Roodekuil 496.



The former white town comprising a number of residential townships and the Bela Bela Central Business District (CBD) located to the north of 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 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 traditional architectural designs, and new RDP houses. RDP housing is currently being constructed in extension 8 in the far south-east parts of the township. This means for permanent- residents to gain an additional monthly income.

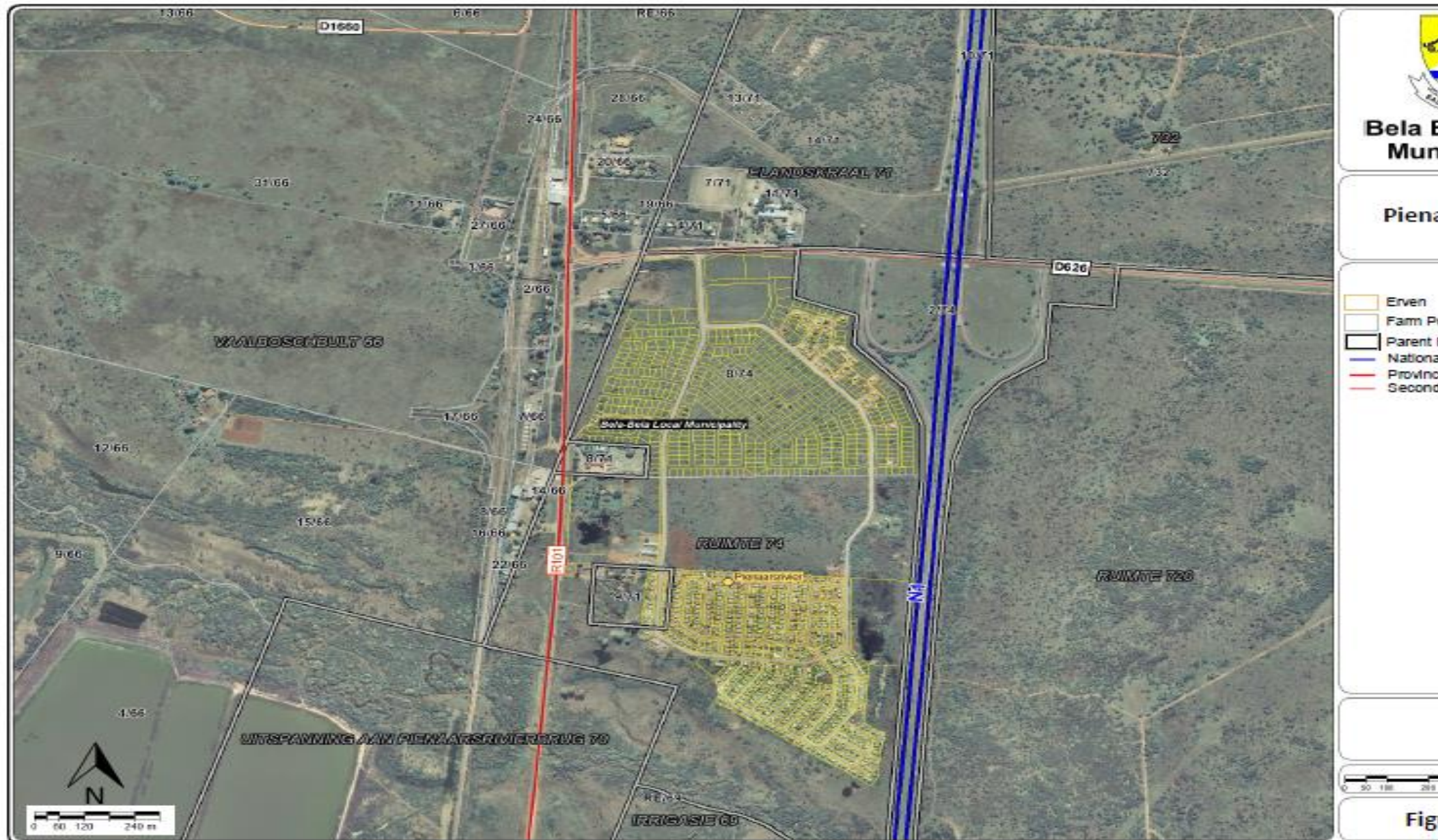
Three informal settlements exist in Bela Bela Township. Jacob Zuma Extension lies to the north of the township, and measures an area of 1.1ha. Extension 9 informal settlement is situated at the southern extent of the township and measures an estimated 51.7ha. Erf 9331 informal settlement measures 36.9ha (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 characterised by limited retail, light industrial and residential development. The area is predominantly developed between route R101 and the N1 freeway (refer to map below). It comprises Pienaarsrivier Extension 1 which is fully developed and Pienaarsrivier Township of which only the eastern extents are developed.



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 interchange onto the N1 freeway. Further to the north route D1160 links to route R101 from where it runs in a westerly direction towards Pienaarsrivier railway station the railway line splits off towards Settlers to the north-east and east to the Kalkheuwel settlement. A pedestrian railway line at the Pienaarsrivier station.



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.

Welgegund/ Masakhane residential area is located about 2.5 km to the west thereof along route D1660 (which also extends into the Morete area).

Route D1905 links into route R101 directly to the north of Radium.

Map 9: Land Use - Radium/Masakhane

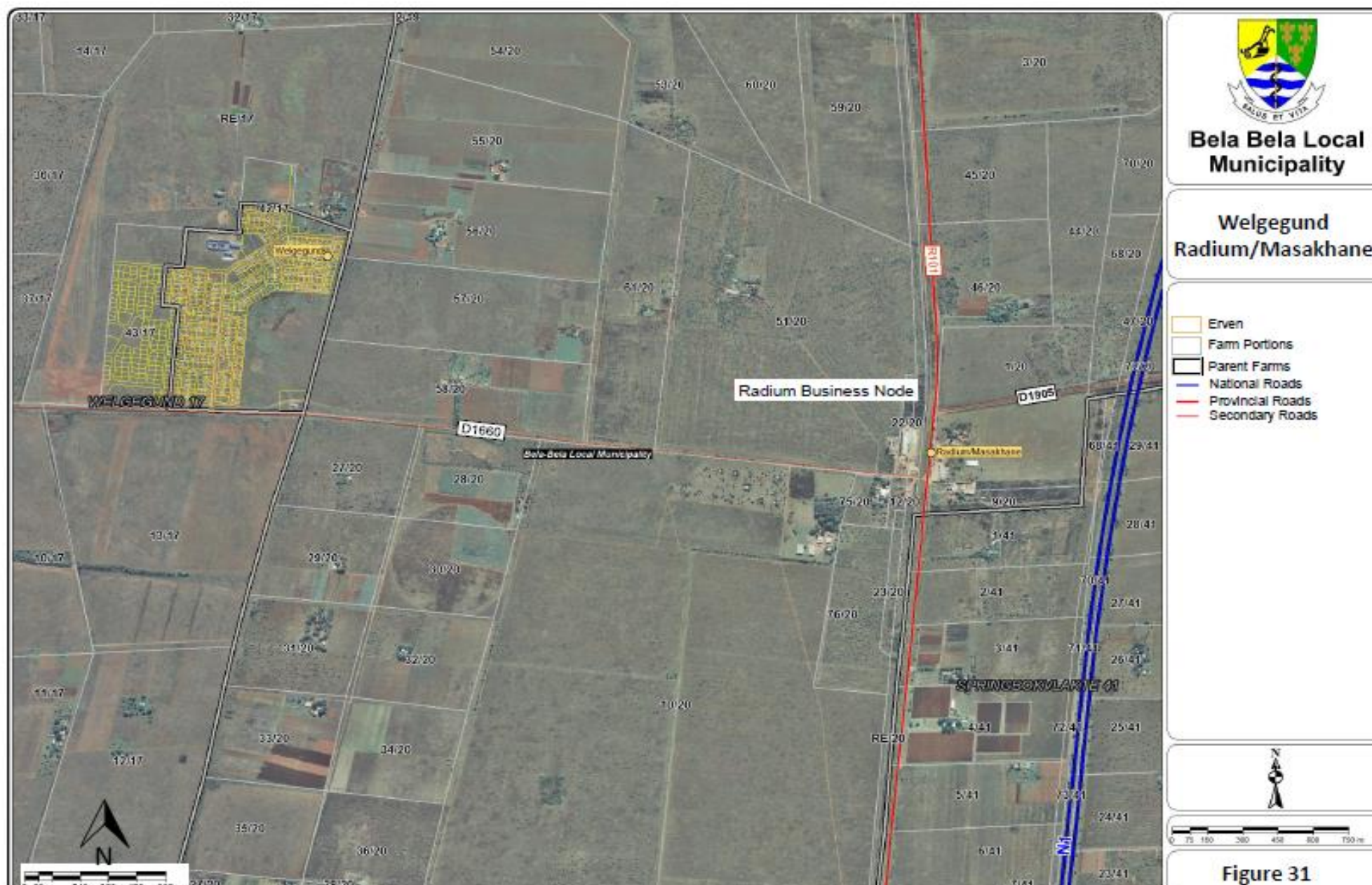


Figure 31



a) Residential Development

The immediate area of Radium does not have much residential development, except for the cluster of residential dwelling along route D residential settlement comprising low-cost housing (RDP houses) with approximately 497 residential stands (average erf size of 600m²). The area is well 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 9).

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) route D1881. Route D1881 provides access to Settlers from route R516 with routes D1881 and P85 providing a secondary network to give access to individual properties.

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 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 situated some 35 kilometres from Bela Bela Town on portion 5 of the farm Vingerkraal 472, and covers an area of approximately 53ha (reference to the settlement area is gained from route D536 which leads to the Thabazimbi LM. There is not much economic activity within the Vingerkraal incidences of subsistence farming. The area is however surrounded by prominent regional tourist attractions such as the Phala Phala Wildlife Zebula Country Club to the south. There are no community facilities nor formal engineering services infrastructure in the area. Water is obtained from boreholes and residents make use of pit latrines for sanitation purposes.



Map 11: Land Use - Vingerkraal

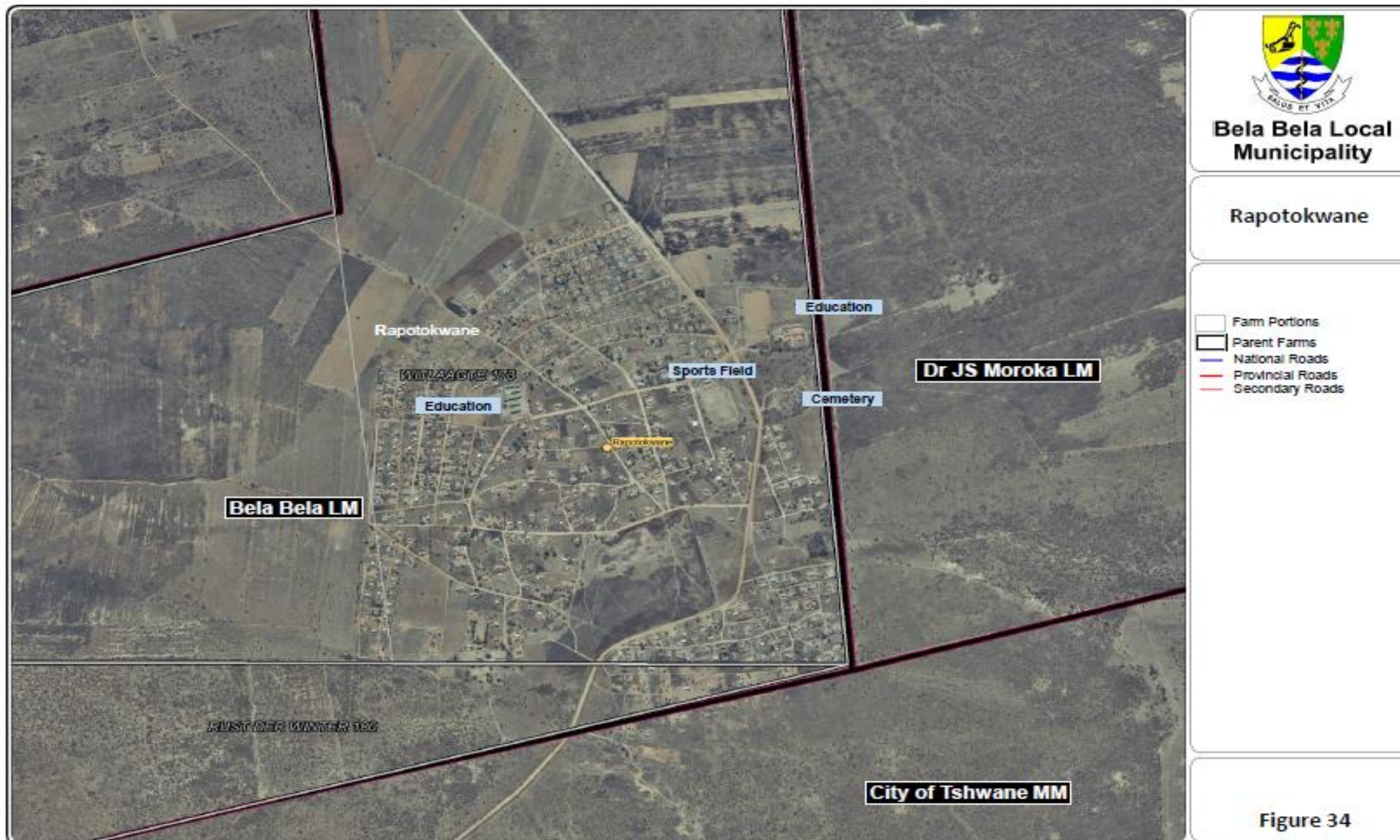


3.1.1.6. Towns and Settlements: Rapotokwane (Small Towns).

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 and City of Tshwane.



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



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) is 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 plan will assist the Municipality in processing planning and development applications and thereby create a 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 adopted the SPLUMA compliant 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 service delivery function, providing jobs to local residents. They have a regional and some a provincial service delivery function, and usually also a large number of tertiary educational institutions). All of them have institutional facilities such as government offices as well as local and/or District municipal offices. 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.



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 and provincial growth points. Municipal growth points serving mainly the farming areas often have a sizable business sector providing a meaningful economic base. These growth points usually have a few higher order social and institutional activities. In most instances these growth points have a reasonable range of services. 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, Rapone 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 industrial and social facilities and services in the municipal area. The majority part of the population of the municipal area also resides within the Bela Bela Town Spatial Development Framework drew an extensive Urban Development Boundary which included sufficient land to cater for all development 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 and utilise 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.



c) Community Facilities

- It is proposed that a **Thusong Centre** be established to serve the surrounding community and local farmers. The Thusong Centre shall provide 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 is earmarked for low intensity land uses such as **sports facilities and communal gardening projects**. The sports and recreational facilities include 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 township to 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 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. 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. 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 processed. The existence of these land claims increases the general business risk for the farmer, resulting in the postponement of investment decisions being established. It is therefore imperative that the claims be processed as speedily as possible not only to reduce the investment risk, but also to provide security amongst the previously disadvantaged communities. At the moment the Government has re – opened the Land Claim process, and the new process is being



Map 13: Land Claims within the Municipality

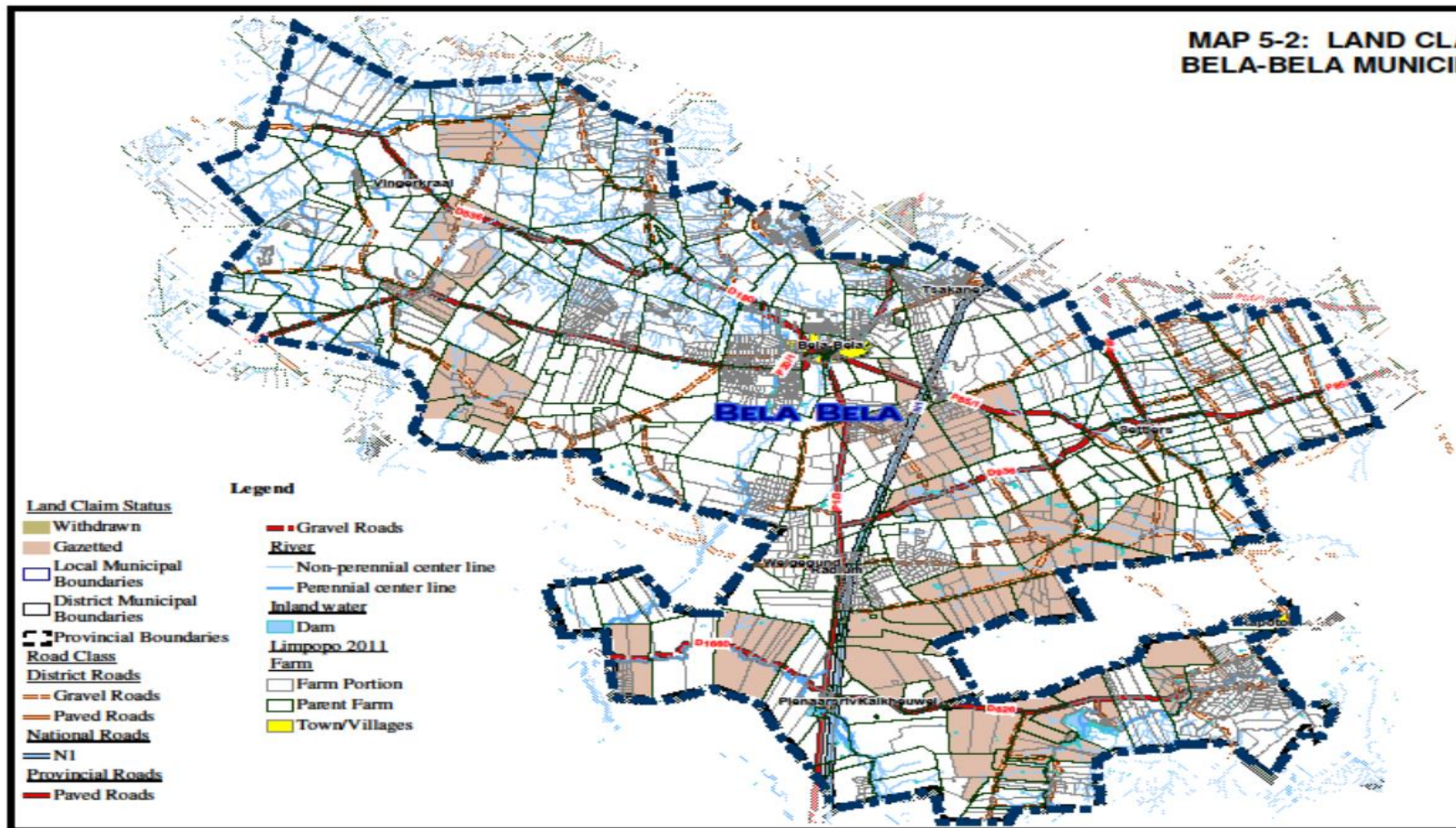


Table 10: Audited Restituted /Settled Land Claims within Bela-Bela Municipal Area

PROJECT NAME	NO.	PROPERTIES RESTORED	TOTAL AREA	NO. OF	STATUS OF THE PROJECT	CHALLENGES	POST-SE SUPPORT R



(pienansrevier) phase 1, 2 & 3		1& 13			by beneficiaries	land that benefit individuals rather than beneficiaries	motive of cat commercial fa beneficiaries
Letlhakaneng (phase 1, 2 & 3)	1	Turffontein 499KR Ptn 24, 25, & 39. Phase 2 ptn 17, 19 23, 29, 32, 34 and 35 (152. 6582) ptn 18, 20, 32 and 33 of farm Turffontein 499	305	95	Small holdings not utilized	Limited agricultural potential	Explore altern
Mawela family	1	Farm Gruispan 16 JR	1,392	37	Recently restored	Lack of project and natural resource information	Develop busi and cash crop
Bela-Bela (phase 1 & 2)	1	ptn 2, 4, 5 and ptn 8 of Olieventein 475 KR, R/E of Olieventein 562 KR, ptn 3, 31 and R/E of ptn 34 of the farm Rietspruit 527 KQ and ptn 1 of Zandspruit 472 KR (Phase 1) Ptn 11, 14, 16, 20, 21, 22, R/E of ptn 24, 25 &	6,74	90	Recently restored	Lack of project and natural resource information	Conduct feas determine agricultural en



		form Zoete-inval 484 KR Ptn 4 of the Farm Aliwal 486 KR					
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 funding: provi for the farmers/benef be actively 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 Middelkopie 33 JR, ptn			Recently restored		



	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 Ptn 1 of Vaalbosch 38 JR Ptn 1, 2, & 3 of the farm Turflaagte 35 JR	8,217 59	0			



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

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 Zaagkuil drift	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 a 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 potential impact it may have depending on the outcome of investigations and research would be substantial and may impact on the spatial Local Municipality Area. There are remaining land claims (42) are still under investigations; table 10 below is the details of all these claims which

Table 12: Ourstanding Land Claims within Bela-Bela Municipality

KRP NO.	PROPERTY DESCRIPTION	CLAIMANT NAME	STATUS OF CLAIM	S
1606	Cyferfontein 434 KR 8	Bela-Bela Community	Negotiations	



958	Unclear	Bjatladi Phase 2	Further Research	3
12008	Uitvlugt 79 JR	Sindane Community	Further Research	3
9160	Drooglaagte 485 KR	Moneki Makgai Community	Further Research	2
1632	Unclear	Dilokweng Community	Further Research	2
461	Groothoek 99 KS	Manaileng	Further Research	3
6274	Prague 7734 LR	Chokwe Community	Further Research	4
7856	Zandfontein 31 JR	Matlala TK	Further Research	3
7311	Unclear	Nasser L	Further Research	2
10563	Unclear	Olifant DJ	Further Research	3
8249	Unclear	Motlapodi Community	Further Research	2
7314	Unclear	Mogotlane MR	Further Research	2
7313	Unclear	Dikobala MH	Further Research	3
1073	Unclear	Manaka KK	Further Research	3
8247	Platreef, Mapela (Unclear)	Masenya MP	Further Research	4
8246	Unclear	Hassim MH	Further Research	2
10990	Erf 169 Piet Potgietersus (Unclear)	Bryat IE	Further Research	3
6275	Unclear	Teffo WR	Further Research	3
11173	Witfontein 526 KQ	Mahlangu JP	Further Research	2
6275	Eldorado 388 LQ	Bangwato Ba Sekgathe Community	Further Research	2
7847	Zandfontein 31 JR	Matlala TK	Further Research	2
9928	Unclear	Mosam AH	Further Research	3
1502	Unclear	Monyamane MD	Further Research	5
7315	Bellevue 577 & Others	Matlala Dichoneng Tribe	Further Research	6
9175	Unclear	Johannes Ramaru	Further Research	1
12181	Unclear	ME Chauke	Further Research	2
10545	Louwiskraal 1104 MS	Maake MM	Further Research	1
1797	Erf 1650 (Unclear)	Ahmed Hassim	Further Research	2
8243	Mooimeisfontein 536 LR	Mokitlane MS	Further Research	2



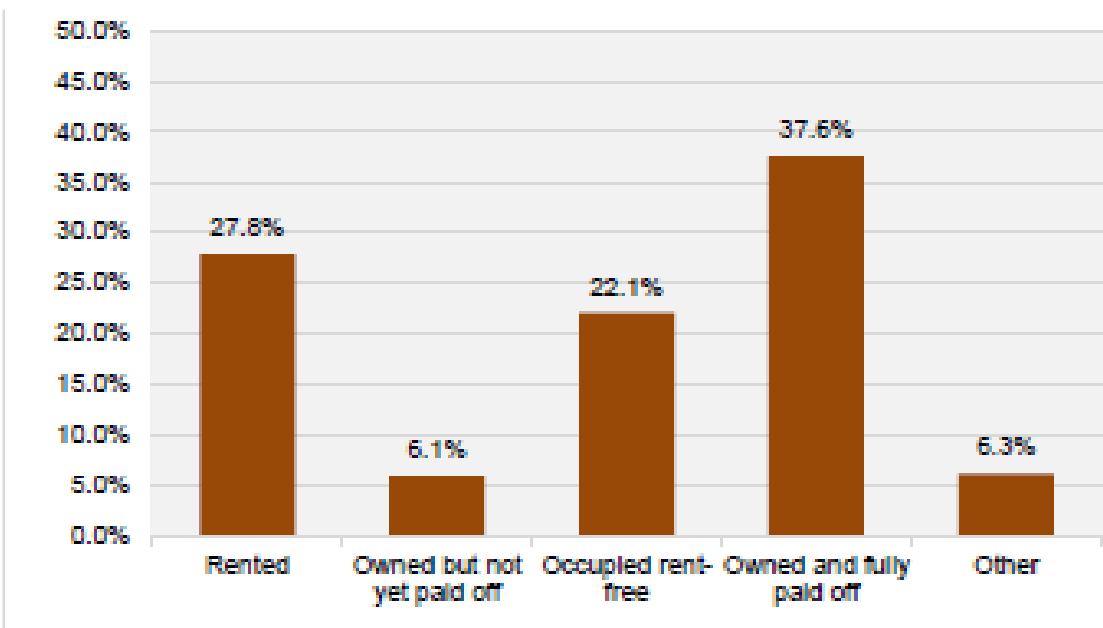
1631	Mantsole 40 JR	Ntshodisane MI	Further Research	1

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 productively, or even laying fallow.

Land Tenure

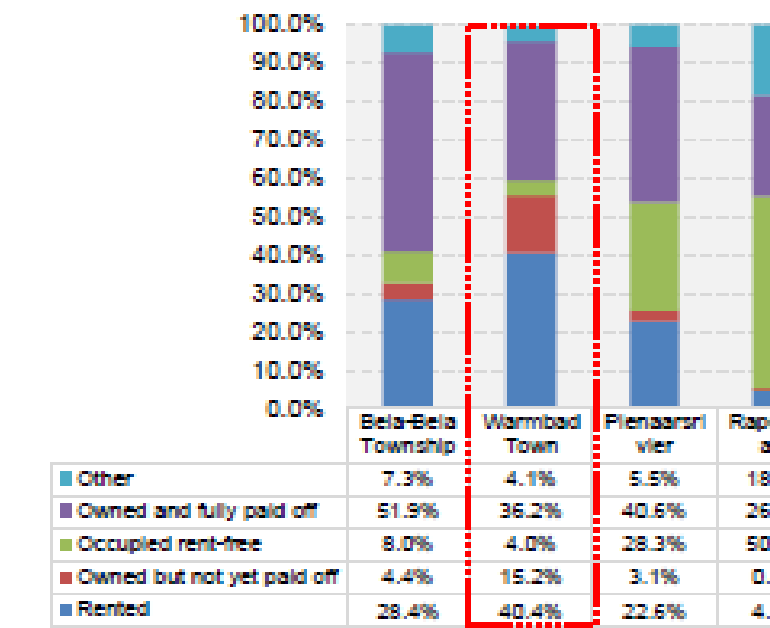
The tenure status gives an indication of the residential home ownership profile of the Bela-Bela LM. Map 14 as well as Figure 7 and 8 below the the Bela-Bela LM and the identified nodes with the rural remainder.

Figure 7: Bela-Bela Tenure Status



Source: StatsSA, 2011

Figure 8: Tenure Status per Node

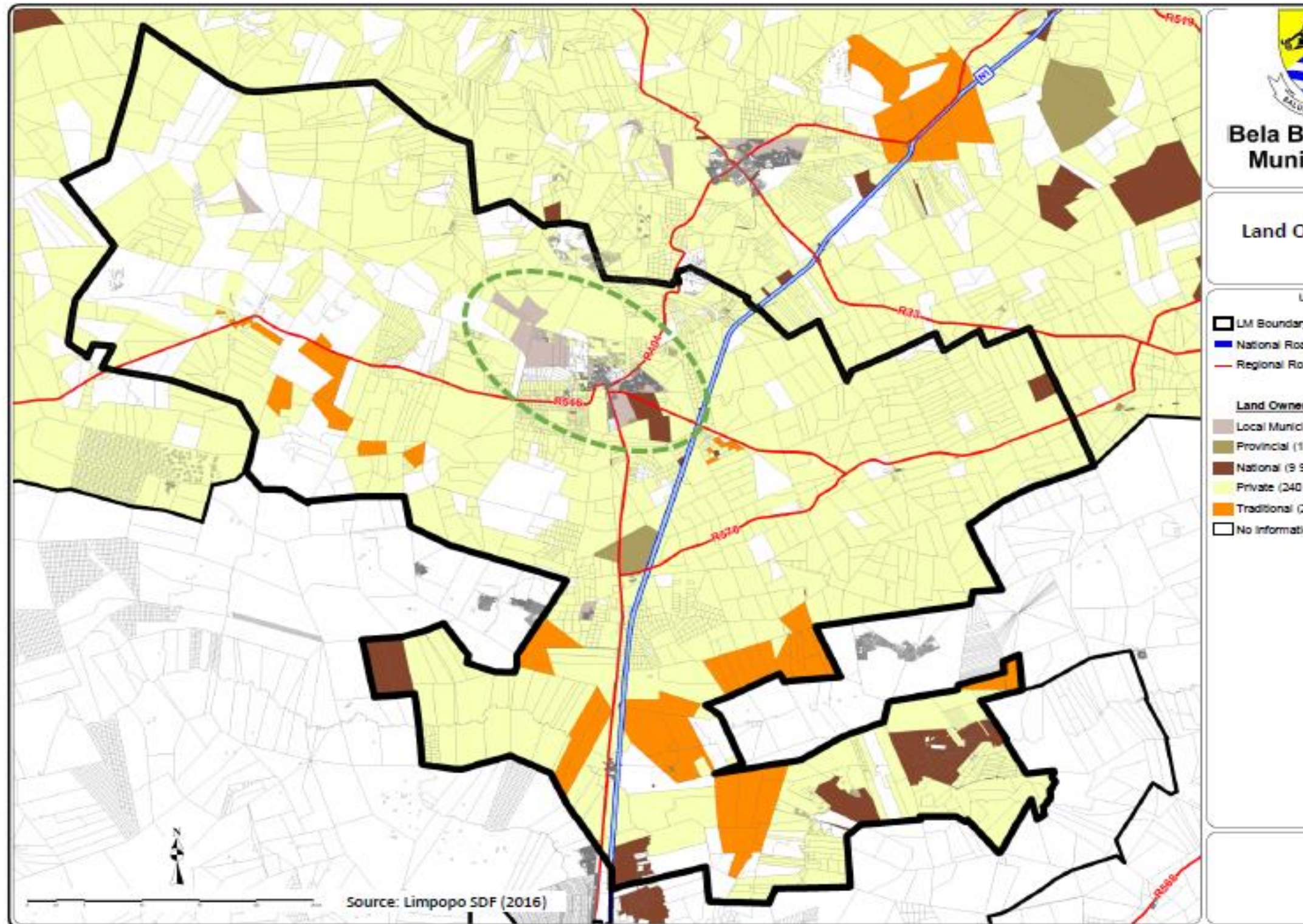


Source: StatsSA, 2011

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 (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



Map 14: Land Ownership



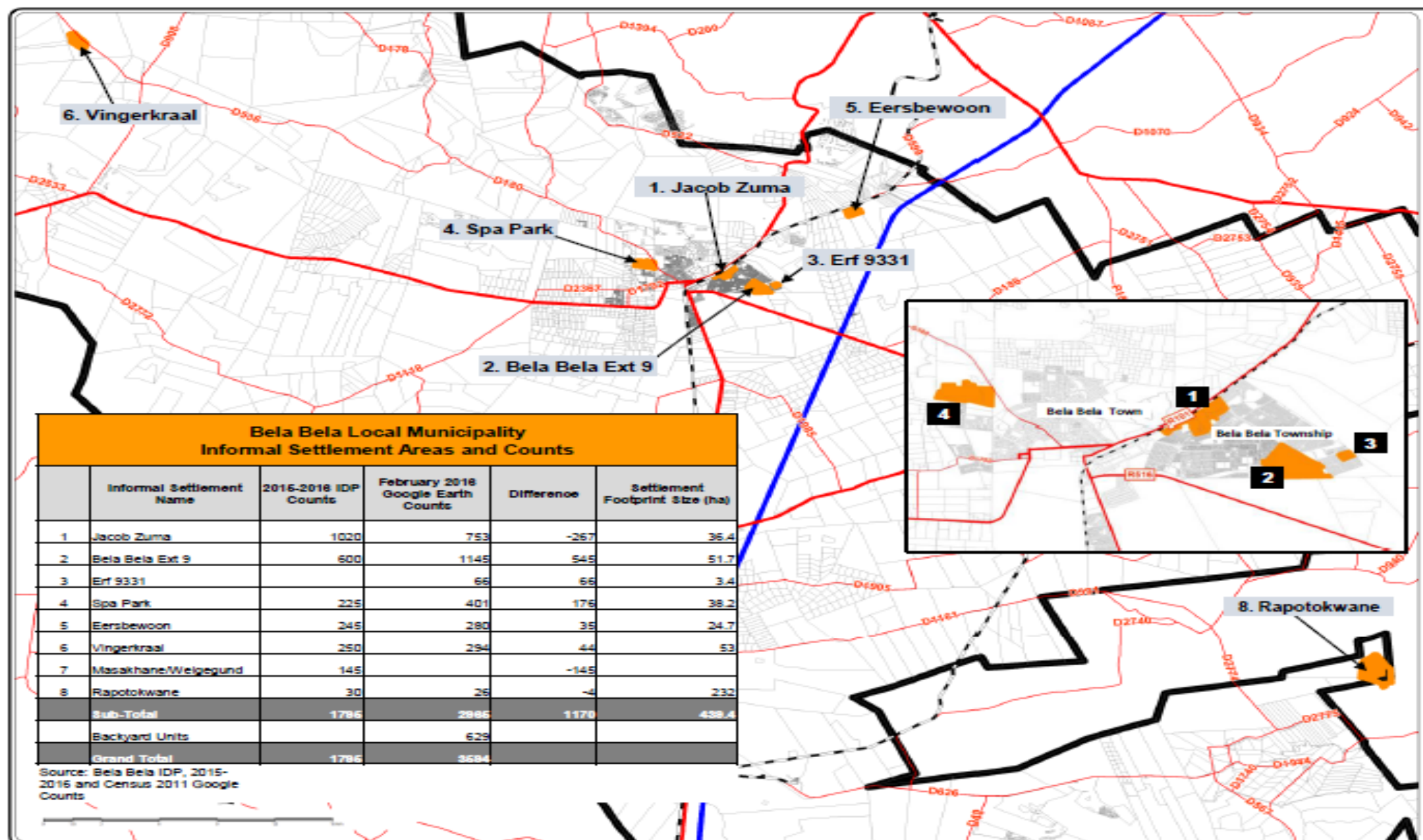


3.1.5. Illegal Occupation of Land: Informal Settlements

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 100 hectares of land and represent 2965 structures counted from 2016 Google images. Four of these informal settlements are clustered around Bela Bela. 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 which 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 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. Rapotokwane consist of 887 units located on land under tribal authority. No informal units were recorded in Masakhane/ Welgegund. The householders in the **4269** informal settlement units and the 629 backyard units (recorded in Census 2011), totals approximately 3594 units.



Map 15: Informal Settlement Areas



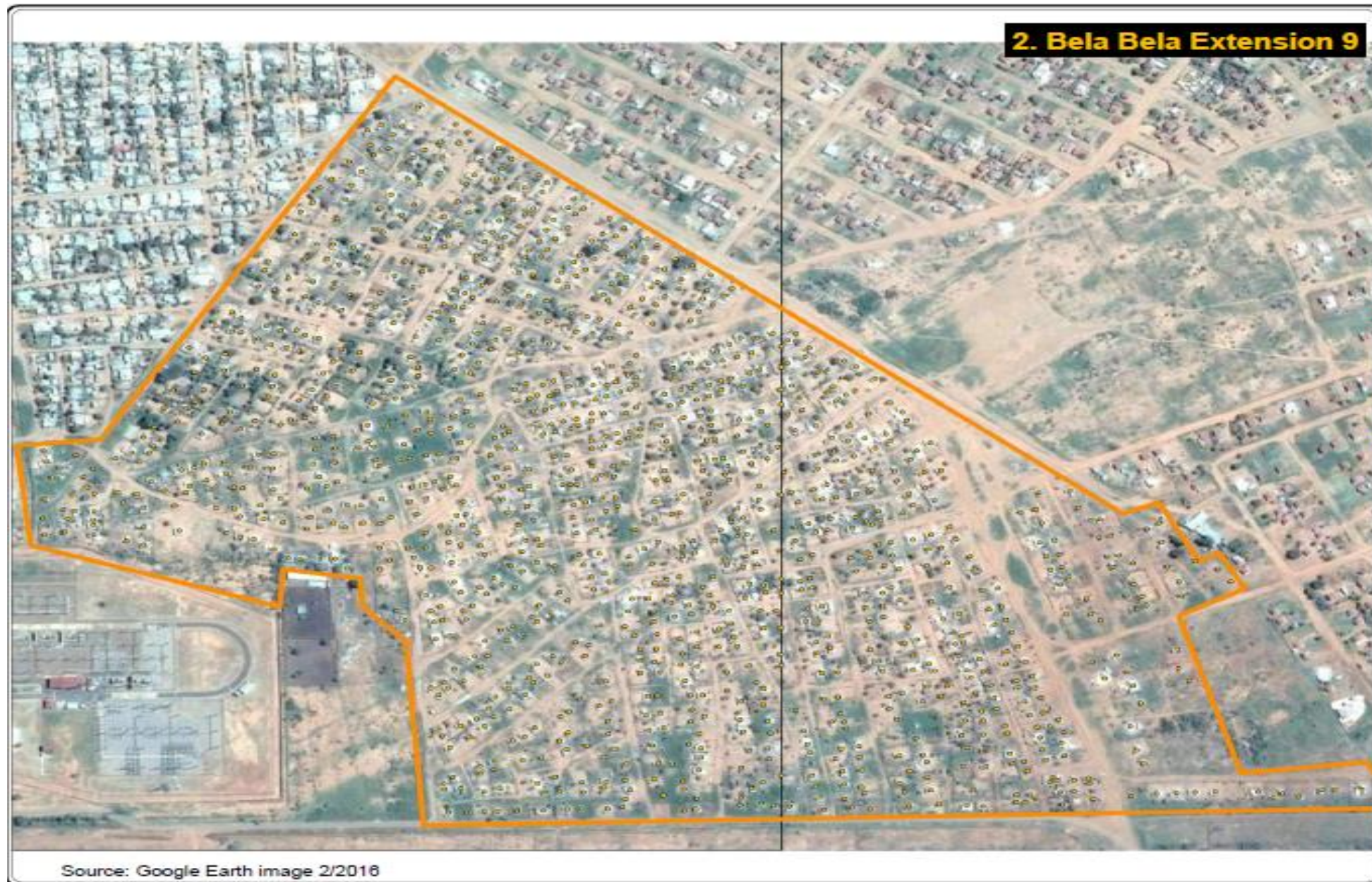


Map 16: Informal Settlement – Zuma





Map 17: Informal Settlement - Bela-Bela Extension 9



Bela Bela
Municipality

INFORMAL
SETTLEMENTS

Legend

- Bela-Bela Local Municipality
- National Road
- Regional Road
- Secondary Road
- Railway Line

- 1145 Informal Counts
- Footprint Area

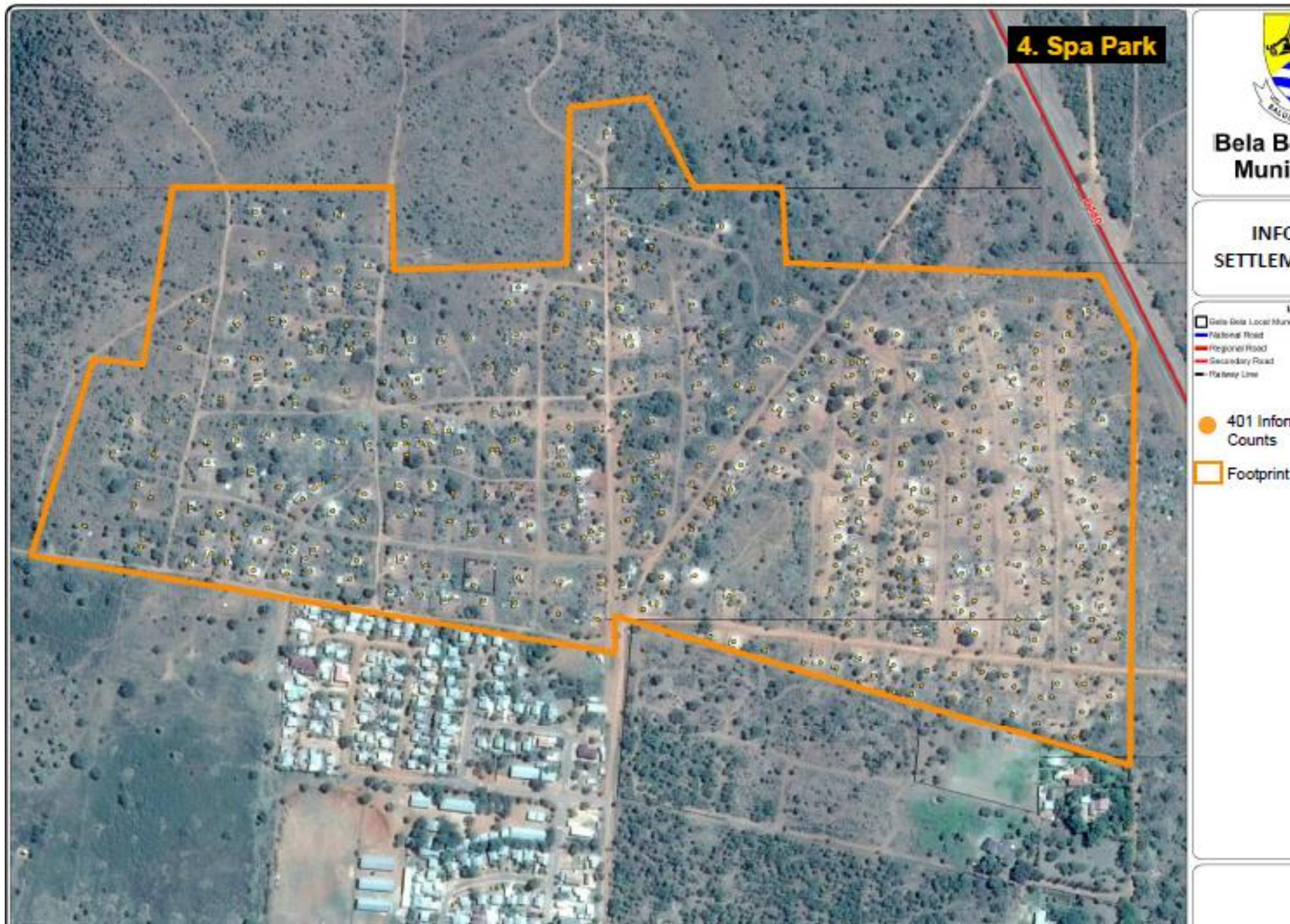


Map 18: Informal Settlement Area - Erf 9331





Map 19: Informal Settlement Area - Spa Park





Map 20: Informal Settlement Area - Eerbewoon/Tsakane





Map 21: 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 in the ownership of the Municipality, which are strategically located for future planned developments in line with the development imperatives outlined in the IDP 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.

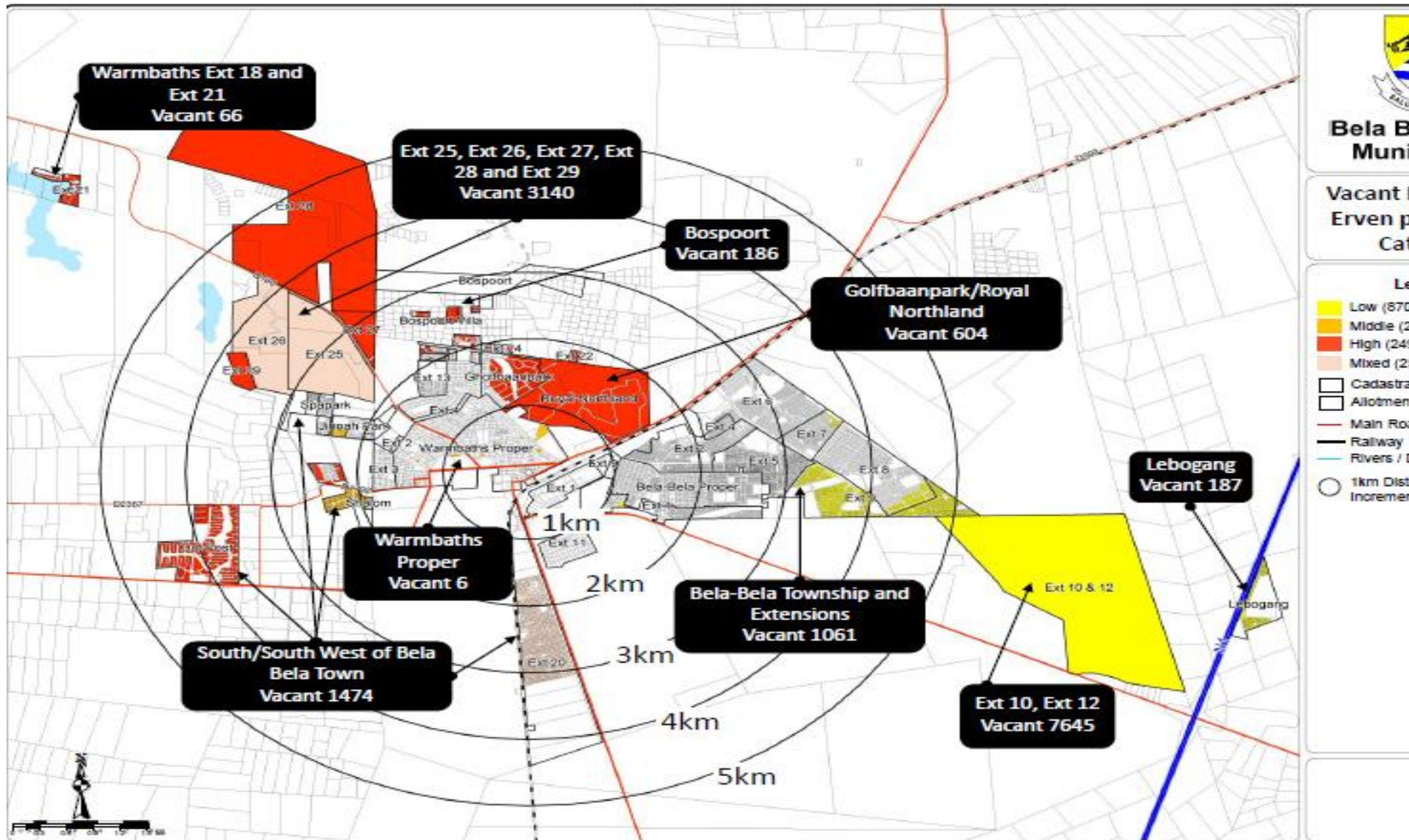
Table 13: Strategically Located Municipal Land

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 land 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 who are currently developing the land i.e. the Township which it is at the advanced stage of development.
3	REMAINDER OF 655 WARMBATHS	URBAN	13HA	Council resolved on the development of the land for income, and it is located closer to the CBD 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 donation and/or purchasing of Land for Human Settlements purposes.



Map 22: 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)	High number of people with RDP needs.
	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)	Orphans and the aged are not cons Emergency housing needs
	Ward 2 (old location)	
	Ward 5 (1204)	
	Ward 7 (Ext 6 & Tsakane)	No land for development
	Ward 3 (land behind Sanfa Stadium)	
	Ward 7 (behind clinic etc)	
	Ward 8 (Rapotokwane – business land)	
	Ward 9 (business, taxi rank, church site - ZCC)	Agricultural land that was provided b is not properly used because of lack by the beneficiaries
	Ward 9 (Masakhane)	



	Ward 6 (appro. 740 Jacob Zuma)	
	Ward 9 (appro. 110 Masakhane)	
	Ward 1 (appro. 300 HDA property next to informal settlement)	Provision of middle income housing o stands is limited
	Ward 5 (appro.2300)	
	Ward 6 (appro. 900)	
	Ward 7 (1000)	
	Ward 3	Illegal occupation of RDP houses
	Ward 4 (Ext 7 & 8)	
	Ward 9 (Masakhane)	
	Ward 3 (all sections in the ward)	Shortage of Agricultural land
	Ward 7 (Ext 6)	
	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 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 tourism industry. However, as a signatory to various international environmental agreements, South Africa is concerned to protect its natural resources and promote sustainable development. In its environmental laws, South Africa attempts to strike a balance between encouraging investment and growth, and the need to protect the environment for 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. This section discusses 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 legislation. NEMA's primary purpose is to provide for co-operative environmental governance by establishing principles for decision-making on all matters of environmental management. NEMA also establishes procedures and institutions that will promote public participation in environmental management.



Sustainable Development

Sustainable development is required to ensure the integration of social, economic and environmental factors in decision-making so that development meets the needs of the present without compromising the ability of 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 or minimising further pollution, environmental damage or adverse health effects must be paid for by those responsible for harming the environment'. It places the burden 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 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 Act provides for the manner in which persons obtain the right to use water and provides for just and equitable utilisation of water resources. Sustainability and the 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 activities. The Waste Act has repealed and replaced those sections of the Environment Conservation Act that dealt with the management of waste.



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 threatened and protected species and ecosystems, the sustainable use of indigenous biological resources and the fair and equitable sharing of 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 for securing ecologically sustainable development while promoting justifiable economic and social development. The Act further provides for 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 adjacent to the Enkeldoornspoort Nature Conservation Area in the south – eastern corner of the Municipal Area, Mabula Game Reserve, BonwaPhala Game Reserve, Sondela Nature Reserved, Mabalingwe Game Reserve, the Bothasvley Nature Conservation Area adjacent to the N1 National Road, 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 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 are not a problem, it is important that the Municipality ensures, with its available resources, and through Partnerships with its Social Partners, that the sensitive environment (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



To preserve its Agricultural and Tourism potential, the Municipality should have Management Plan that can address; vegetation, water and for 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. Environmental 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 is significantly cooler with clear sunny days. Warm clothes are necessary during these months. Annual rainfall 350mm - 750mm falling mainly from 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 of the highest measurements occurs in January and December. The average declines from east to west. Thunderstorms are recorded frequently but are infrequent.
- **Temperature:** Bela-Bela generally experiences hot semi-arid climate. Summer days are hot with temperatures varying between 28 – 32 Degree Celsius. During summer nights are hot to mild, with temperature ranging from 16 – 21 Degree Celsius in winter temperatures are mild during the day 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 annual temperature Bela comprises of temperatures ranging from 20 to 29 Degree Celsius.



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

Climate change is already a measurable reality and along with other developing countries, South Africa is especially vulnerable to its impacts. South Africa is vulnerable to climate change because of its dependence on climate-sensitive economic sectors, high levels of poverty and the inter-related impacts. Poor people typically have limited opportunities and, consequently, are disproportionately affected by the negative impacts of climate change. This is especially true for rural communities who will directly affect the sectors upon which the poor are dependent, namely agriculture, biodiversity, ecosystems and water supplies. Local Municipalities are facing these and other impacts. The burden on Municipalities will grow because of the expected increases in natural disasters, water scarcity and displacement, which will affect production and food security. Some Municipalities will be more sensitive to these changes than others, and many Municipalities may lack the capacity to address existing developmental challenges, such as low incomes, weak institutions, low levels of education and primary health care, lack of markets and degraded ecosystems. Rural communities and local Municipalities will need to find appropriate and efficient ways of developing resilient communities and 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 and manufacture all sorts of products, this adds more greenhouse gases to the atmosphere. By increasing the amount of these gases, the warming of the planet through the greenhouse effect has been enhanced. It's the human-induced enhanced greenhouse effect that causes environmental concern, because it is changing 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 a global average of 0.65°C reported by the Fourth Assessment Report (AR4) of the International Panel on Climate Change (IPCC).

Maximum and minimum daily temperatures have been increasing annually, and in almost all seasons. A notable exception is the central



Rainfall has shown high inter-annual variability, with smoothed rainfall showing amplitude of about 300 mm, about the same as the national average. Trends in rainfall 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, 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 extremes in almost all hydrological zones. Extreme rainfall events show a tendency towards increasing in frequency annually, and especially in spring and autumn 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 early 1990s, 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 addition, rainfall and river flow are unpredictable in time and unevenly distributed in space, with only 12% of the land area generating 50% of surface water resources. Major users of surface water resources are agricultural irrigation, domestic, industrial, mining and power generation. Potential demand for water is expected to increase due to population 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 developed sophisticated water resources planning capacity, founded on a good understanding of the country's variable rainfall. This planning capacity is being used for adaptation planning under ongoing and future climate change. Climate change impacts on water in South Africa could exacerbate existing water quality issues and create new ones related to climate variability, extreme weather events and changing rainfall seasonality. This would affect a wide range of economic activities and impact on the development of infrastructure into the future, including through water quality-related issues. Projected impacts are determined by a number of factors, including evaporation rates, further influenced by climate drivers such as wind speed and air temperature as well as soils, geology, land cover and topography of water catchments. The broader climate change water quality related impacts include the following and as such government should embrace the following 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.
- Human health and ecosystem impacts, associated with increased rainfall intensities, flash floods and regional flooding including overland



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 and ecosystems.
- Increased transportation of water pollutants (petroleum and hazardous substances/chemicals, herbicides, fertilisers and sediments) into groundwater and soil systems leading to human health risks, contamination of drinking water, ecosystem disturbance and aesthetic impacts.
- Increased flooding or drought, resulting in loss of life, livelihoods and assets, damage to infrastructure, contamination and/or limited crop yields, 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 planning in South Africa in order to build the climate resilience of vulnerable communities and groups. International mitigation action could sharply reduce greenhouse gas emissions, which in turn would reduce the risk of extreme 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 green spaces and open spaces form the ecological infrastructure of the Municipality or the country at large and are the foundation for clean air and water, and the livelihoods of South Africans depend on healthy ecosystems for economic and livelihood activities, including agriculture, tourism and a number of income generating activities. These natural ecosystems are currently under pressure from land use change and related processes causing degradation, as well as climate change. Accelerated climate change (resulting in increasing temperature, rising atmospheric CO₂ and changing rainfall patterns) is exacerbating the degradation of functioning ecosystems provide natural solutions that build resilience and help society adapt to the adverse impacts of climate change. This includes protecting communities from extreme weather events such as floods and droughts, reducing erosion and trapping sediment, increasing natural resources for livelihoods, providing food and fibre, and providing habitats for animals and plants which provide safety nets for communities during times of hardship. Healthy and/or restored ecosystems help in adapting to climate change at local or landscape level. Indigenous bird species (for example) are used as indicators of ecosystem health for several reasons. They are highly mobile and sensitive to changes in habitat and climate, for example, certain bird species



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 yellow fever); extreme weather events; air pollution; communicable diseases (such as HIV/AIDS, TB and cholera), and non-communicable diseases (such as heart and respiratory diseases). Climate change could also have deleterious effects on mental and occupational health, and its adverse impacts could include food insecurity, hunger and malnutrition. Potential health impacts from climate change may result from direct exposures, such as extreme temperatures, cyclones and other extreme weather events; and indirect exposures, such as worsening air pollution and increasing pollen production. Over time, climate change could 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 shortages and malnutrition. Ecosystem changes could also lead to loss of ecosystem goods and services that currently support healthy environments. 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: reducing certain criteria pollutants (PM, ozone and sulphur dioxide); developing and strengthening existing public awareness campaigns; developing climate change plans; improving biosafety; developing a spatial and temporal health data capture system; and integrating food security and sound nutrition 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, but with some exceptions. Adverse impacts are projected for key cereal crop production, high value export agricultural production and intensive livestock production, but positive impacts are projected for some tropical crops. Deleterious impacts would also be felt through increases in irrigation demand and increased pests and diseases. With strong international mitigation responses (i.e. under a constrained/mitigated emissions scenario) and with the 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



- 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 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.

The geology of Bela-Bela Town area is underlain by sandstone and lava deposits of the Letaba Formation. The Letaba Formation marks the base of the Karoo Sequence.

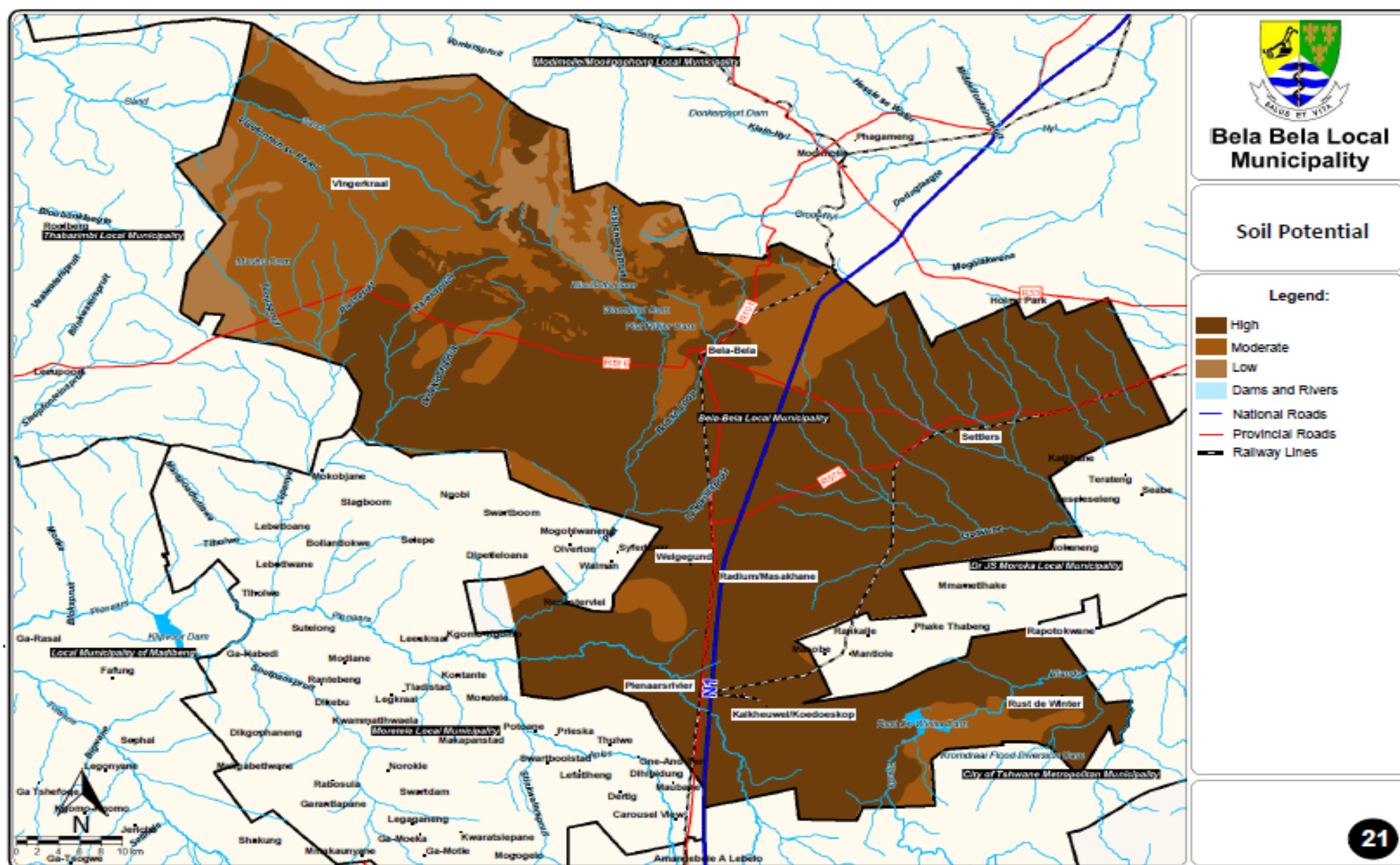
The Formation consists of intercalated volcanic flows and sandstone units of Jurassic Age (190 - 136 Ma old). The quaternary deposits are found in the Bela-Bela area.



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.

Map 23: Soil Potential





The grass layer is moderate to well developed and grasses such as *Elionurus muticus*, *Loudetia simplex*, *Panicum maximum*, *Digitaria arietina* 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 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 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 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). The Droeëkloofspruit, Kareespruit and Rietspruit sub-catchment serving the far south-western extents of the municipal area before linking up to the south.

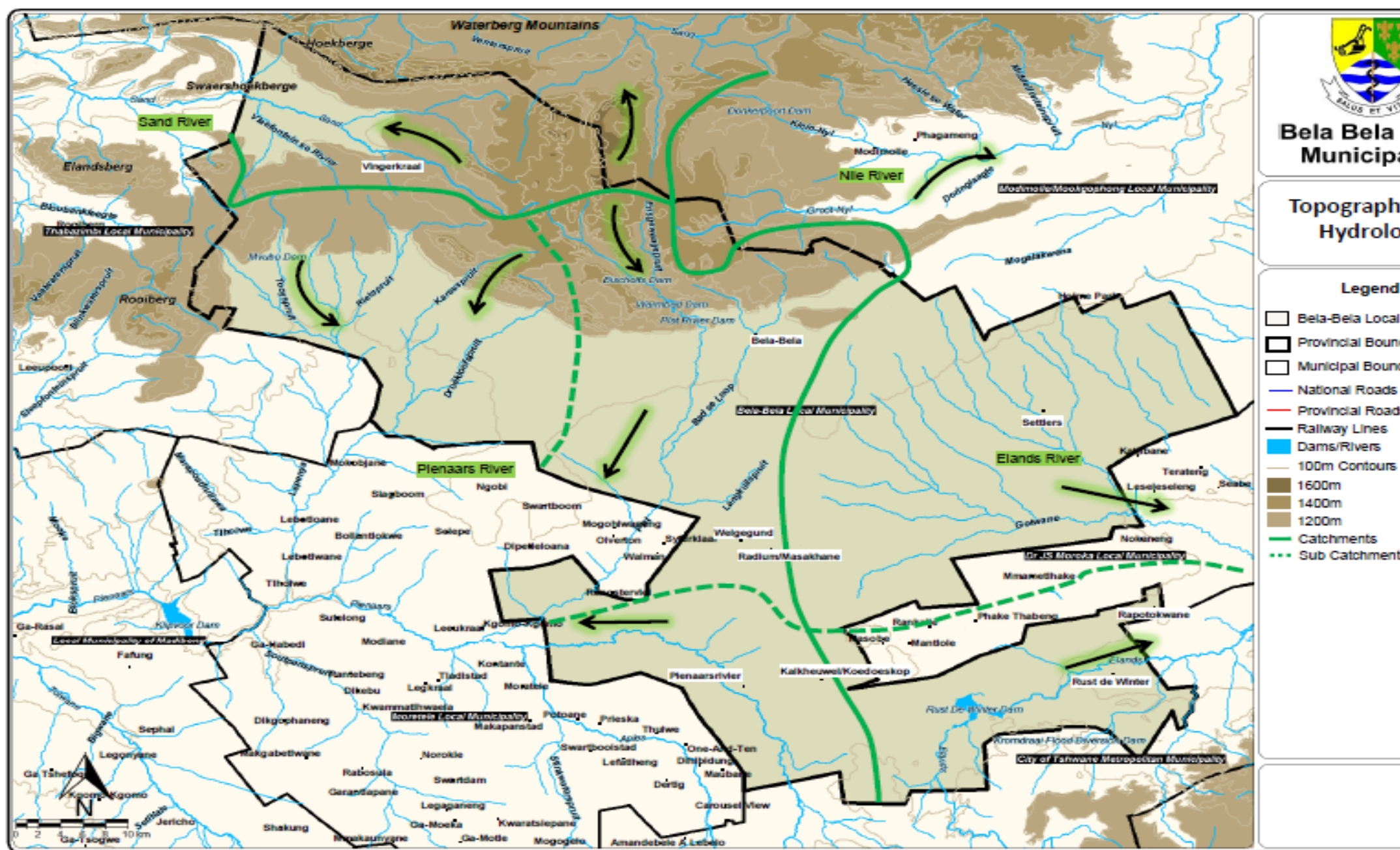
Topography

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 24: Hydrolgy and Topography



The drainage system immediately to the west of Bela-Bela Town is known as the Buffelspruit River in the mountainous headwater areas and 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.



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 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

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.



no longer adversely affected by uncontrolled and uncoordinated waste management. The internationally accepted waste hierarchy approach 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 **Integrated Waste Management Plan**, which highlighted all the pivotal areas where the Municipality is responsible for Waste Management. from all formal settlements once per week per household which is at (Bela-Bela Town, Bela-Bela Township, Pienaarsrivier and Masakhane). done twice per week in business areas. Furthermore, it should be noted that apart from the collection of waste in the formalised areas, the M informal settlements. The collection of waste is further extended to informal settlements by means of emptying of Mass Refuse . Containers (C 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



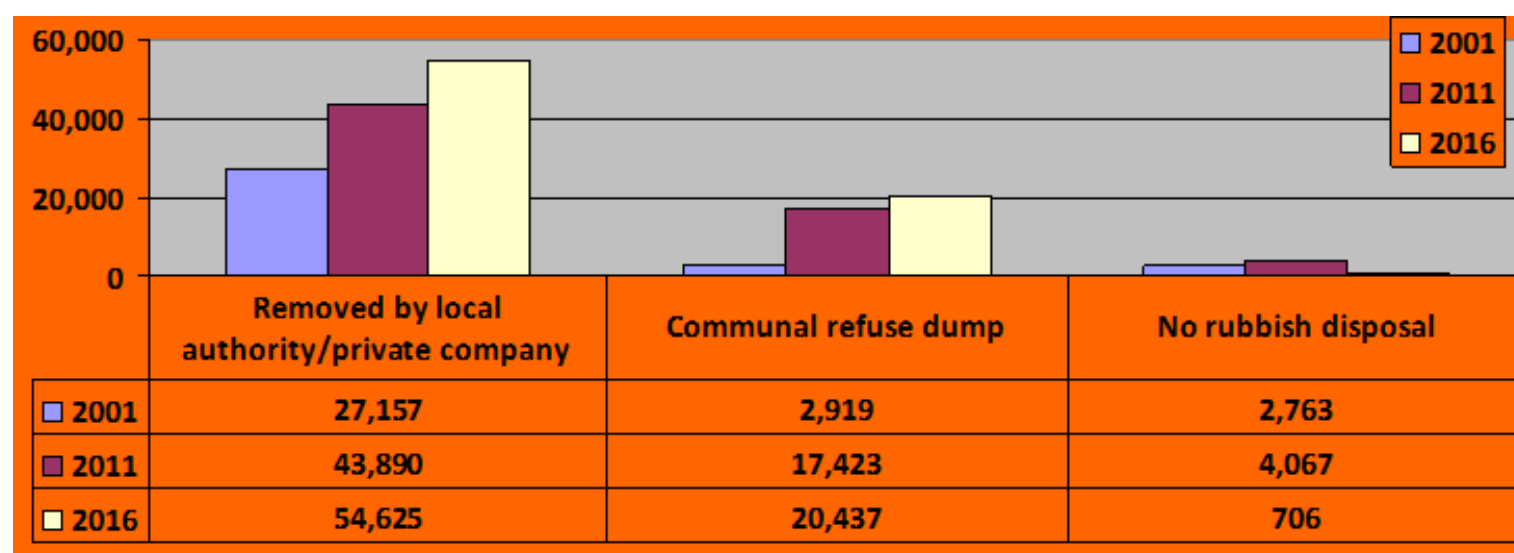
Image 2: Refuse Containers at Illegal Dump Site



Waste minimisation, reducing, reusing, and recycling is fundamental as we try to protect the environment and increase the diversion of waste. Census Community Survey 2016, as depicted on **Figure 6** below, Bela-Bela Local Municipality the percentage of households whose refuse weekly increased consistently from **52.1% in 2001 to 66% in 2011, 71.6% in 2016**. The percentage of households (*i.e. informal settlements*)



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 so in developed area or rural). Based on the municipal information the households that encounter the backlog are estimated at approximately 4 327

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 & Koppewaaai).

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 waste collection 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



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 social and economic development of the community and ensure that all residents and communities in the Municipality have access 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 services for free should be known. The National Waste Collection Standards of 2011 prescribe the levels and types of refuse removal settlement.

All registered indigents shall be subsidised for refuse removal as determined and provided for by the Council in the annual budget from time 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 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 R1000 per month benefiting 4 095 households. The current figure is substantially higher than the demographic quantification and this indicates that the poverty level is higher 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 1,26Ml and 1,642Ml.

Electricity supply – The notified maximum demand is 10MVA while the actual usage is 15MVA and the electrical network has aged. The Municipality is committed to 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 in Bela-Bela. The Municipality is committed to the establishment of a new dumping site in Bela-Bela and the existing dumping site in Bela-Bela.



- 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 population in BBLM is 21 354, whereas only about 17 614 households are supplied with water to an acceptable standard (Source: Stats SA, Community Survey 2011).

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 has been very variable over the past years resulting in unpredictable drought coupled by high evaporation. However, we have managed to keep the Warmbaths and Platrivier dams to an acceptable abstraction level and therefore have been able to supply water to our consumers in Bela Bela adequately. Due to the under capacitated Water Treatment Works (Bela Bela WTW), the Municipality embarked on a plan to conserve, save and manage 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.

Currently the Bela Bela Water Treatment Works (WTW) is producing water to its design capacity but its capacity will be increased to 10 Ml per day.



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 currently benefiting 4500 households. This figure is substantially higher than the demographic quantification and this indicates that the poverty is higher 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 as follows:

Table 18 below:

Table 18: Water Sources and Demand

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



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 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 (<i>Vingerkraal X2, Masakhane/ Radium X2, Rapotokoane 3</i>) Magalies Water is currently implementing a project to improve their supply capacity (<i>Sondela Booster PS</i>)
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) (Biological Activated Sludge Plant of 6ML/d). The Warmbaths Waste Water Treatment Works (WWTW) design capacity is exceeded but will be upgraded in 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 Water Services Infrastructure Grant (WSIG) 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 maintenance of the township due to limited understanding on what can and cannot be flushed down the toilet. Another challenge being that the household stormwater drains causing high flows during rainy days. Communities that are not connected in the sewer system, such as Rapotokwane and Vingerkraal



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 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 ingress 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. Eskom supplies the remaining areas, smaller towns/nodal points and the rural areas of Bela-Bela Local Municipality viz Radium/ Masakanyane, 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 substation is a 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 3 cores. The substation is responsible for supply into the main substation (i.e. 2 x 20MVA supply transformers). The reported Notified Maximum Demand is at 17.87 MVA. The demand over 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 consists of an underground cable network, with miniature substations (mini-substation) within Bela-Bela CBD and residential areas (i.e. Warmbad Extension, Ext 1-9), Spa Park and Jinnah park networks are overhead 11kV lines, with pole top transformers. Supply into the Bospoort and Noodhulp / Roodepoort is via an overhead network of 22kV lines, with pole top transformers.



Table 23: Electrical Network Data

Area	Electricity License	MV Cables (meters)	LV Cables (meters)	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 currently benefiting 4500 households. This figure is substantially higher than the demographic quantification and this indicates that the population is growing 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	<u>Eskom areas:</u> Pienaasrivier Rapotokwane Tsakane Masakhane <u>Bela-Bela areas:</u> Belabela township Belabela town Spa-park Noodhulp Rodepoort Rietfotein Bospoort	Bela Bela Ext 9: 900 Zuma: 1200 Koppewaai: 255 Vingerkraal: 510 Tsakane: 298	15%



The access to electricity is recorded at 18 136 households with a backlog of 3 163 households as per Community Survey 2016. These backlogs 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 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. The route by-passes surrounding towns like Modimolle, Mookgophong, Mokopane and Polokwane from where it leads to the Beitbridge border post. 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 Mokopane and Polokwane Towns. Beyond Polokwane the R101 is merged with route R516;
- Route R516 (P85/1) runs east-west through the BBLM and links Bela Bela Town to Settlers and towards Marble Hall and Groblersdal town;
- The R516 west (also referred to as the P20/1) links Bela Bela Town to Thabazimbi LM in the west. The Waterberg District SDF proposes to extend the route further westward to link to the Derdepoort border post with Botswana. This will enhance its functionality as it also links to the N1 and N2 roads. 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 from the town of Pienaarsrivier to Rust de Winter in the south-east of the municipal area. It extends from the town of Pienaarsrivier to Rust de Winter in the south-east of the municipal area.



Bela- Bela Local Municipality is responsible for routine road maintenance, upgrade and rehabilitation. The roads in the municipal jurisdiction are maintained against this backdrop that the Technical Services Department conducted a Road Visual Assessment in order to obtain much details on work to be done. Council approved the standard Road Specification in October 2015, these Standards provide guidance on design, and specification of roads. The Department also provides 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 backbone of the municipality 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 excellent and relatively good condition. The National Department of Transport is responsible for managing and maintaining this route.
- **Major Arterial Distributors** – these include P1/ 4 (R101) which is mainly used by tourists and it links Bela-Bela with Modimotse in the Free State; P1/ 1 links Bela-Bela with Gauteng; P20/ 1 links Bela-Bela with Thabazimbi; and P85/ 1 (R516) which links the town of Bela-Bela with Settlers. These routes provide access to economic growth points within the Municipality as well as to other economic growth points that fall out of the municipal jurisdiction.



D626 route which link Rapotokwane to Rust De Winter and other villages within Mpumalanga Province. Some of these routes are managed by the (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 properties within the municipal area. The majority of these roads are a competency of Bela-Bela Local Municipality in terms of maintenance.

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

Table 27: Local Access Roads requiring Maintenance/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



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 account. It was also possible to provide for the costs of preparation and routine maintenance (patching, crack sealing, etc.) by doing a visual road infrastructure audit. Using models and information about the network and applying the principle of economic resealing cycles, it was possible to predict the maintenance

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. Stations within the Bela Bela municipal area (Maubane, Pienaarsrivier, Radium, Codrington, Bela Bela, and Eersbewoond). None of these stations are within the municipal area at this stage. The railway line from Pienaarsrivier to Settlers and Marble Hall is also within the study area.

Stormwater

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

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 management. These areas are Bela-Bela Township Extension 2, 3, 4 and 5. These areas experience excessive water surface run – off or even flooding during the heavy rains. These areas are Bela-Bela Township Extension 2 (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 population within Bela-Bela.



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 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



3.3.4. Public Transport

Provision and Backlog

The need for increased and drastically improved public transport across all income groups have been emphasized at the National Level. The currently residing with the District Municipality rather than Bela-Bela Local Municipality, however the Municipality still have a role to play in this aligning ensuring that the District Transport Plan is compatible with Spatial Planning of Bela-Bela such that integrated planning is required which will be planned along areas demarcated for serious intensification and densification. The addition to that there is a need for a pedestrian friendly 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 at a 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 with stations within the Bela Bela municipal area (Maubane, Pienaarsrivier, Radium, Codrington, Bela Bela, and Eersbewoond). None of these perform 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 be used for 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 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 Municipality initiate these processes with affected role players. This was done after preliminary analysis by the Municipality revealed that the available municipal land could not accommodate the current backlog and future housing demand in the medium to long term. COGHSTA was identified as one of the role players with the implementation of the Council resolution. It is against this background that a report on the need for additional land for human settlements was prepared by 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 (municipal area). 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 area to about 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 a incremental demand up to 2025 = 5575 units). When the projected incremental demand (growth) up to 2025 is added to the existing backlog 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 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 2025). For middle income housing the estimated total urban demand by 2025 is 1304 units and in the rural areas the corresponding figure stands 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). 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 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 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



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 estimate of 10 479 units. There is still a deficit of about 1097 units. In the rural areas the low income demand exceeds the supply by about 4328 units of which the majority would be in the 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)								
	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
SETTLEMENT NAME				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

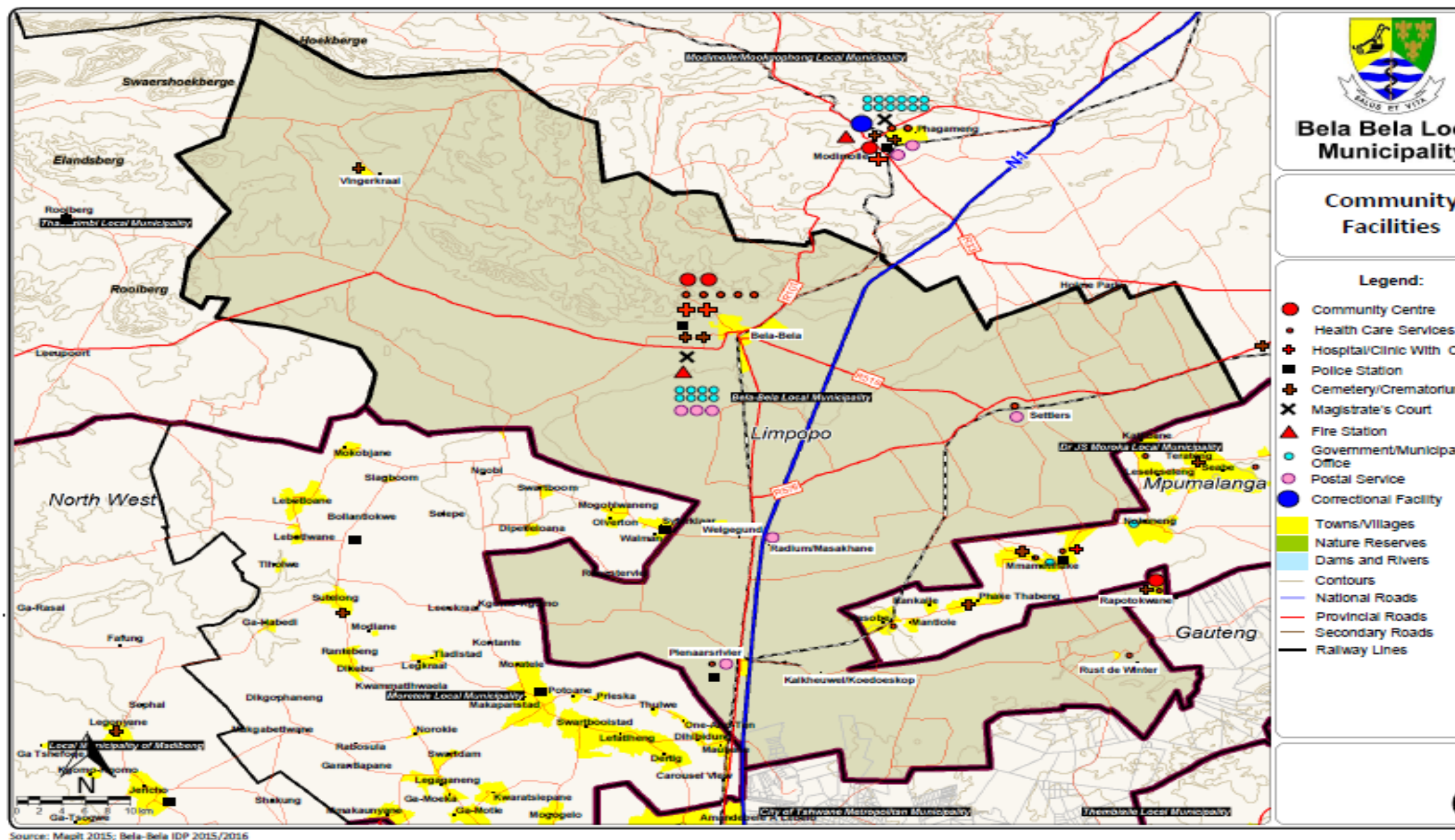
Bela-Bela municipal area is currently serviced with *two hospital, six clinics and two mobile clinics*. Table below is an indication of accessibility of settlement areas within the municipal area and the location of other health facilities (i.e. clinics and mobile clinics) in relation to these settlements.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

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 25: 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 Pietermaritzburg 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 of reach from clinics. The Department operate mobile clinic at Radium (Masakhane and Rust de Winter) on a monthly basis. The old clinic which is situated at Leseding is not operational.



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

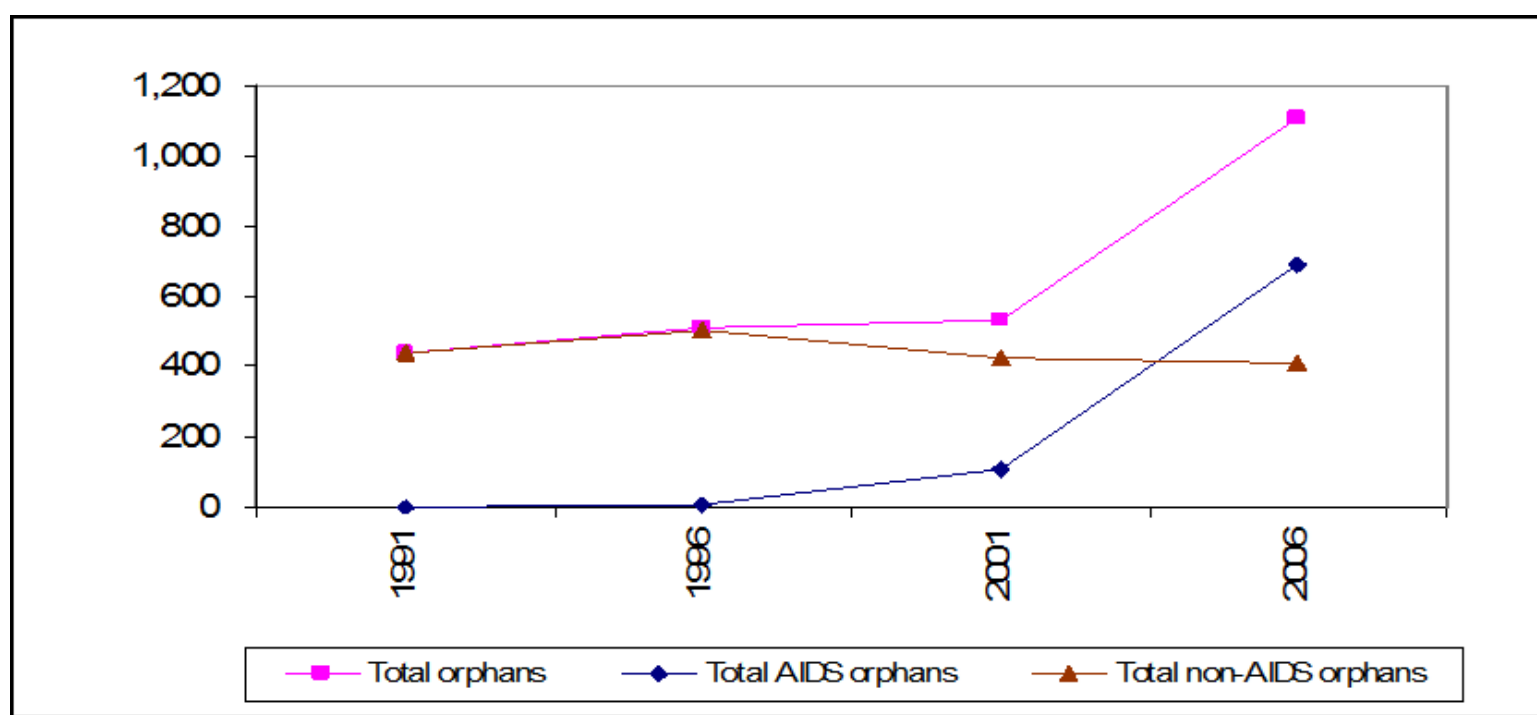
Settlers Clinic: (7 days a week) - Clinic not operating on weekends.

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 all visitors to the region 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 by HIV/AIDS in 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 1991 to 2006. The graph 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 provision for the growing number of 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 region.



- Families of HIV/ AIDS victims will be forced to divert their income, which could have been used for other socio – economic activities to 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 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 capital infrastructure, which propels economic development. This will also impact negatively on the ability of the investment attraction to 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 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 station are Bela-Bela Township, Spa Park, Masakhane and Rapotokwane. V statistics (as sourced from South African Police Services), the crime levels in Bela-Bela can be considered to be very low, nevertheless **Table** 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. The three different areas (i.e. Bela-Bela Town, Piernaarsriver and Rus de Winter) within the Municipality as indicated in table below.

Table 34: Availability of Police Station

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

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



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 possession 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



	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 facilities are placed efficiently. The crime rate in Bela-Bela Municipality is considered to be a concern and the intervention is urgently recommended. The IDP Forum has reflected that Public Safety is a key area of concern within specific parts of the municipal area (i.e. Bela-Bela Township and Rapotokwa) and should 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 prevent ultimately accidents, general crime and apprehend those who contravene the law. Road monitoring are performed weekly in collaboration 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 uniform and stationary to be able to perform their tasks optimally.

Challenges: Most accidents happening around the municipality are caused by drivers who use their cell phones while driving and the use of alcohol and drugs 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 (Blaa)

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 local. 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)	Need for Scholar/ learner transport



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 during Easter and December holidays it becomes very difficult to make or receive a call on all network centers due to the influx of tourists establishment. Innovative ways are currently being explored with some of the Network Providers within the Municipality to improve the reception



- 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	High rate of teenage pregnancy



Ward 8 (Rapotokwane)	
Ward 3 (Mandela) Ward 5 Ward 7 (Ext 6,7 & Tsakane)	Ineffective TB awareness campaigns
Ward 5 Ward 9 (Masakhane)	Ineffective health inspections
Ward 8 (Rapotokwane)	Health services still in Mpumalanga Province
Ward 1 (Spa Park & Informal Settlement) Ward 7 (Ext 6 & Tsakane) Ward 8 (Rapotokwane)	Inadequate Food parcels for poor families
Affects all wards	Need for assistance offered for residence to obtain ID
Ward 9 (Masakhane) Ward 7 (Ext 6,7 – Chester Cash Carry & Tsakane)	Shortage of pay-points



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 compared to the national total of R1.8 trillion). The local economy is dominated by large property developments in this Municipality. Trade and tourism activities contribute significantly to local economic production. The agricultural sector also makes a significant contribution to the local economy, but has a much smaller larger relative contribution to the local economy than most other Municipalities in Limpopo. Table 41 below is an indication of various contributors to the local economy of Bela-Bela.

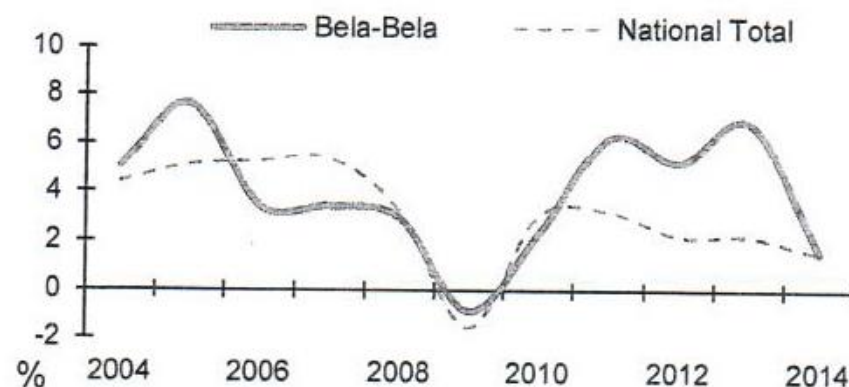
Figure 11: Impact Analysis per Economic Sector

Gross Domestic Product

R 4.34 bn
Current prices

0.1%
of national GDP

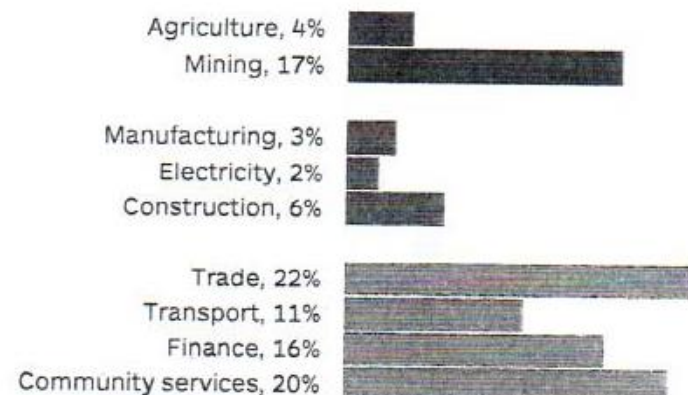
Economic growth: 2004-2014



Economic growth annual % change

	2013-2014	10 year avg.
Bela-Bela	1.6%	3.8%
National Total	1.5%	2.9%

Sector composition



Top 10 sectors (GVA)

	2014
Mining of metal ores	566.6
Retail trade and repairs of goods	378.9
Finance and Insurance	335.4
Education	299.4
Land and Water transport	235.5
Construction	218.8
Other business activities	193.5
Public administration and defence activities	190.9
Wholesale and commission trade	175.0
Hotels and restaurants	162.7
All other smaller sectors	1 095.1



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 economic indicators which does not specifically group the tourism activities as one sector. The indicators that are closely associated with t 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-Bel 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 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 A



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

Some of many tourist attraction include historical and modern sites: Boer trekker, led by **Andries Pretorius**, passed through the town. **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 a commando withstood a siege; the stone from this site was used to construct the **Union Buildings in Pretoria**. On the Springbok flats to the north is **Modimolle**, a place of special significance to the people. In the town visit the **African Craft Market** where traders offer the wood, metal and crafts of Southern Africa.

Today the region faces exciting new challenges as development brings fresh business and employment opportunities to cater for the ever increasing population of 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, a beautiful 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 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 tourists from the Limpopo province with various secondary benefits for Bela-Bela Municipality. There are plans for huge new reserves which will offer a big five game viewing centres. The relevance of the Dinokeng project is that Rust De Winter Village, Rust De Winter Nature Reserve and the section of the Limpopo River of Pienaarsrivier, were an integral part of the feasibility study and have been included as key development sites. The nature reserve will be a game viewing Reserve and two up-market lodges will be located along the western shore of the Dam. The low environmental sensitivity of the reserve and its 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 will have a positive impact on tourism within Bela-Bela Municipality.



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 contains calcium carbonate and other salts that are believed to have healing properties.

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

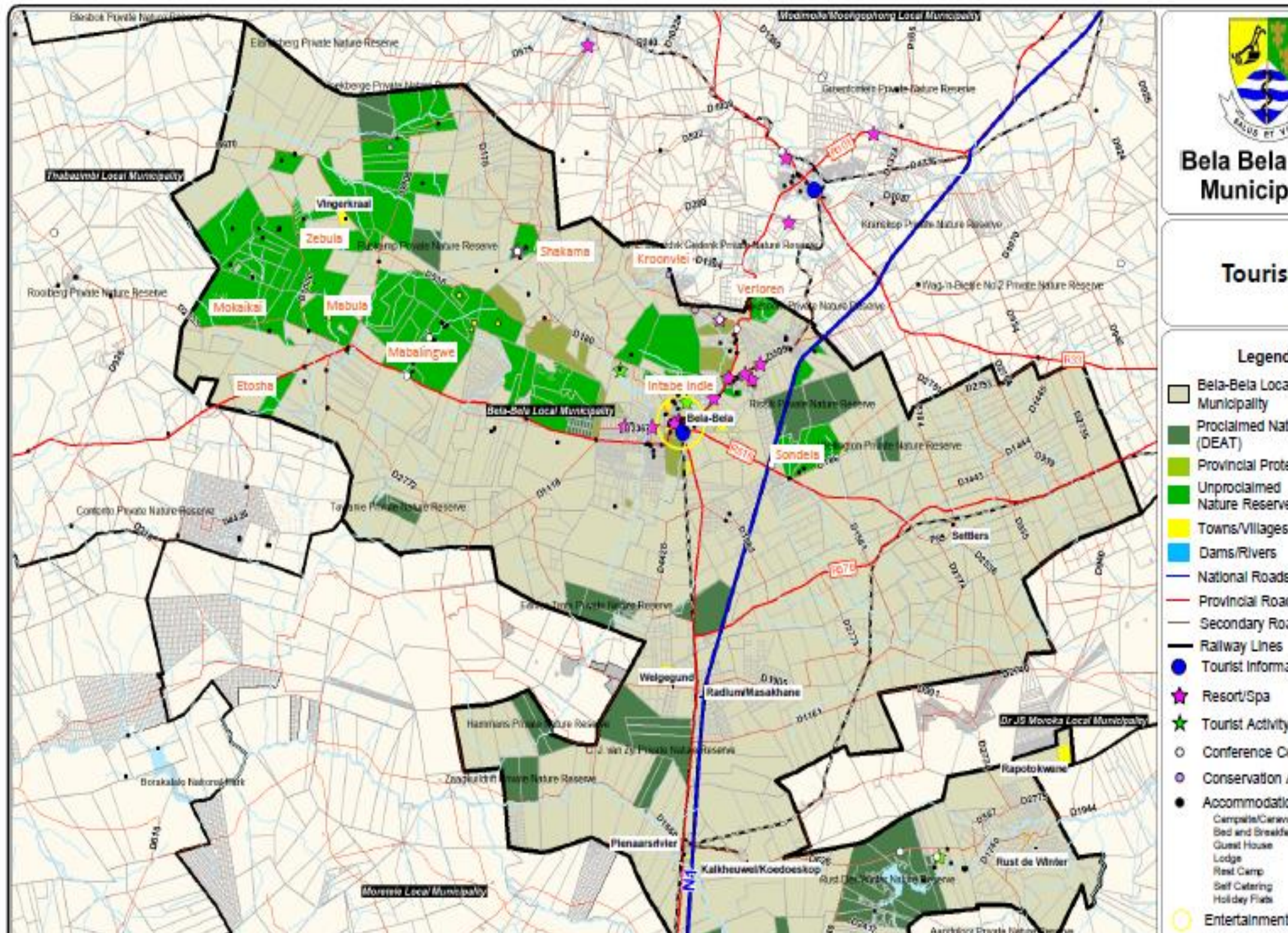
The third cluster of tourism attractions in the Bela Bela Municipality as identified in the Tourism Development Strategy is this cluster. These are the hot springs and the identified potential markets are domestic and international.

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

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



Map 26: Tourism





Tourism activities are mainly clustered in the northern parts of the municipality and comprise the following range of facilities

Public and private resorts – These developments mainly comprise facilities such as chalets, caravan parks, hotels and other recreational facilities. They play an important role in the tourism industry, mainly catering for the weekend visitors, the majority of which originate from Gauteng. The private resorts typically comprise hotels, camping and chalets. There are more than 14 private resorts in the 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 / 2 hectares) clustered to preserve the environment. Although these facilities initially catered for occasional visits, there seem to be a trend with some of them being developed on a 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 residential 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 are located in the northern parts of the municipality 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 used for game farming while cattle farming is concentrated in the southern areas around Pienaarsrivier. Crop farming is dominant in the central parts – 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 by urban development or any alternative land-uses. Township development at existing nodes such as Bela-Bela Town, Pienaarsrivier town and other nodes should not result in the loss of potential agricultural land even though it might be excluded from the Subdivision of Agricultural Land Act (Act No 70 of 1970). It can thus be concluded that the importance of agricultural development within the municipal area as a contributor to local economic development should not be ignored, but rather encouraged to its full potential.



- 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. The sector in many cases is characterized by very poor working conditions and wages are notoriously low with the existence of underemployment. In terms the agricultural sector has extensive backward and forward linkages, thereby contributing tremendously towards the overall development of the 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 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. The area is characterized by 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 produced include: butternut, Squash hubbarb, Onions, Watermelons, Cabbage assorted, Sweet Corn, Pumpkin Grey, Pumpkin White, Beetroot, Carrots, and Potatoes. The following: Grapes, Citrus, and Peaches. Other crops include: Maize, Cotton, Millet, Tobacco, Lucerne, Cowpeas, Groundnuts, Wheat, and Sunflower.

Due to the various crops produced, production systems vary widely. Although the trend is changing the whole industry is still characterized by small-scale production and a serious lack of middle management capacity. In the commercial estate farming the competitiveness of commercial production will be



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

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

Effects of ESTA - The Extension of Security of Tenure Act (No. 62 of 1997) (ESTA) stipulates that farm labourers that has worked on the farm 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 sector in the economy. It is therefore important that all land be used productively.





3.5.2.3. Mining

The contribution of the mining sector towards economic development of Bela-Bela is not highly significant. There is only one (1) mine (i.e. Diamonds) that exists within Bela Bela. This mine is located on the southern parts of municipal area and approximately six (6) kilometers. Although diamonds are found on the existing mining activity the previous research undertaken as part of the past IDP reviews revealed that there is no potential to such an extent. The potential for mining resources and precious metals (i.e. gold and diamonds) is of a very low grade and potential to such an extent is not probable that these minerals can be mined within the next 20 – 50 years. Other metals that are found on a limited scale include manganese, iron, and limestone. The supply of calcite, refractory clay and fluorspar is sufficient. The distribution of limestone industrial mineral is small, with a medium scale supply. Limestone is used to manufacture the bricks within the area.

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** 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

BELA BELA TOWN – PROMINENT BUSINESSES



Land Use Photographs – Diagram

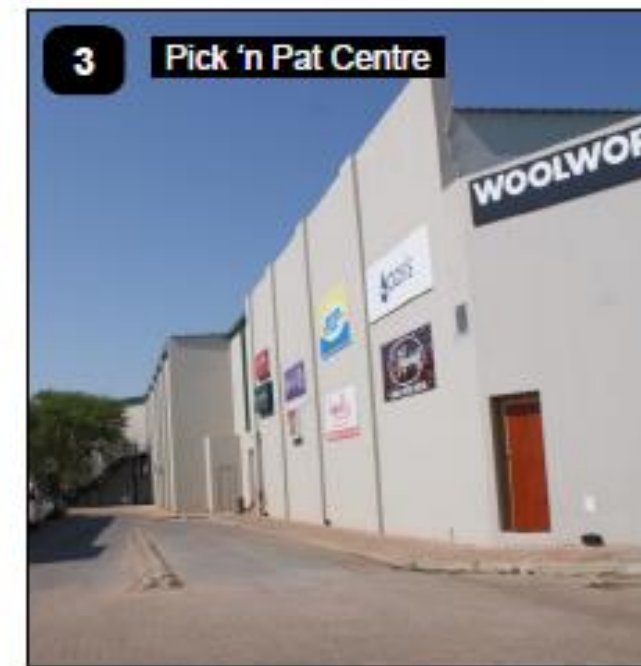




Image 4: Prominent Businesses in Town (Motor, Hardware and Community Facilities)





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 and manufacturing taking place in the industrial areas.

Image 5: Northern Industrial Area

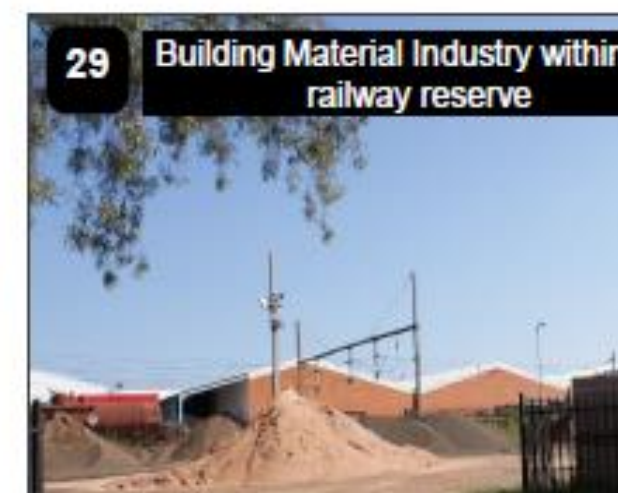
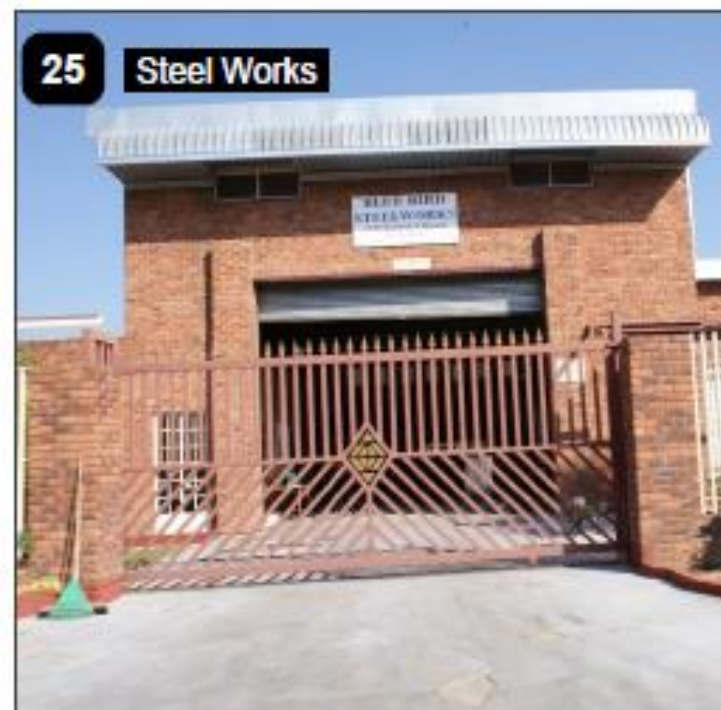
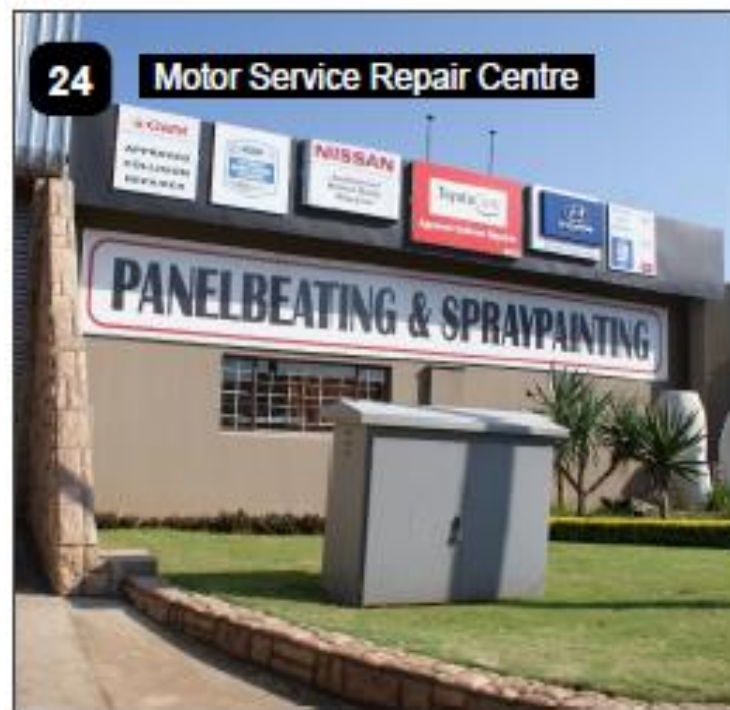
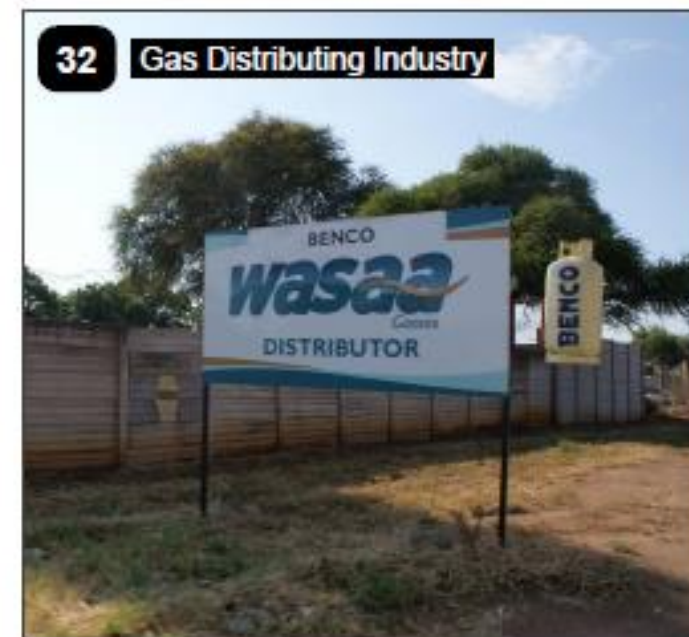




Image 6: Southern Industrial Area



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 contr

Bela as most of the activities cut across economic sectors while some are aligned to survivalists involving vending at taxi ranks and along p



Map 28: Mile and Mothokoa Street Business Node





Image 7: Township Primary Business Node

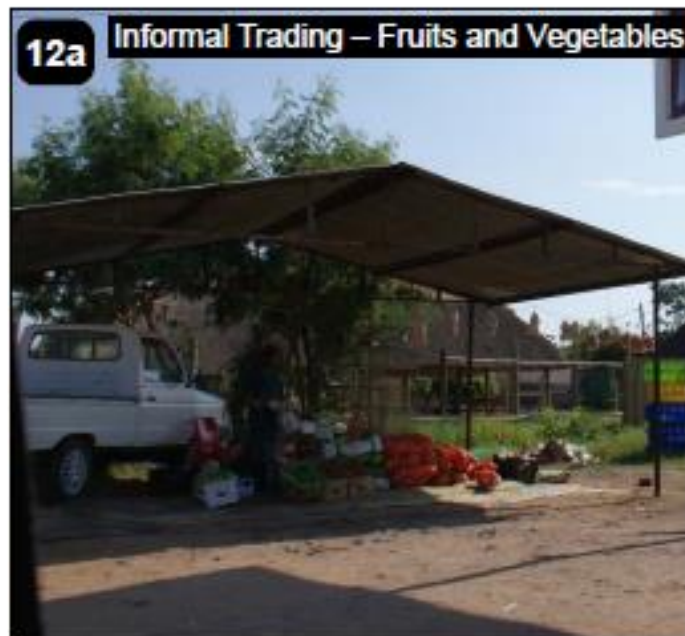




Image 8: Township Primary Business Node





Image 9: Township Secondary Business Node



BELA-BELA TOWNSHIP – Secondary Local 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 operate in the Township, and the flea market which is located at Checkers in the CBD area. The hawkers were provided with a few shelters at the Township where there is high traffic volume



- 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 price.
- There is virtually no differentiation in the products offered. As a result, turnover and profit levels are very low and the enterprises can barely cover their costs.
- 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 elsewhere. Their 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 challenges. Although the markets 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 they pass by without stopping 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 somewhere else already.
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

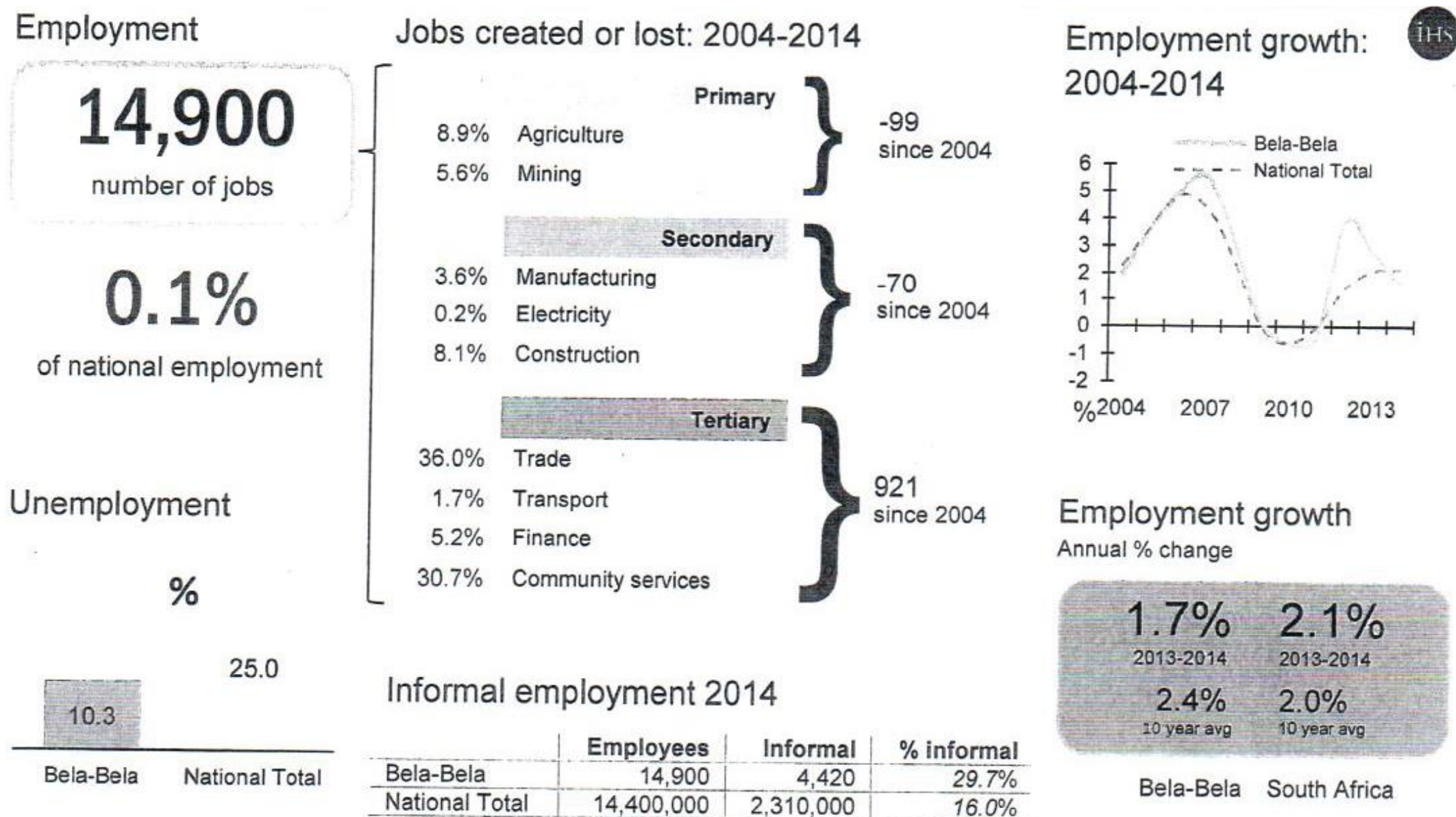


				- Transport. - Non-functional Borehole.
3.	Mmameroogo Hydroponic Greenery Co-operative.	6	Plot 17 Wilgegus Radium (Masakhane)	- Dilapidated Hydroponic Infrastructure - Water shortage.
4.	Morajomo Co-operative Limited	14	Plot 17 Wilgegus Radium (Masakhane)	- No commitment from other members. - No fencing. - 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 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.



In terms of Promoting Public – Private – Partnerships (PPP) and community partnerships in building the local economy, the Municipality has a project in this regard. Nevertheless the Municipality has an intention to outsource the management of the two facilities (i.e. Airfield and Show) which are currently unproductive in order to ensure that these facilities become economically productive and create jobs as well as courses that are offered.

Figure 12: Unemployment and Poverty Analysis





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, pa members of the households. However, the Annual Employment growth average is 1.7% with Informal employment sector contributing 29.7%.

Table 43: Annual Household Increase

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

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 a initiative will run for period of 12 months and its main objectives is job creation and protection of the environment. 87 temporary jobs are implemented by the Bela Bela Municipality 27 are employed at Licence testing ground, 20 Road paving phase 3, 10 Bulk Infrastructure Ext9, and 20 at Multi – purpose complex at Ext6.

3.5.5. Municipal Wide Local Economic Development Challenges



own goals, rather than working towards a shared vision. Although the industry has the proven potential to make a meaningful contribution to the local 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 not working together towards a shared 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 requirements.
- 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 be.
Ward 8 (Masakhane)	Lack of Health inspectors to visit shops that sell products.
Affects all municipal wards	No development for other business activities.
Affects all municipal wards	EPWP temporary workers are not permanently employed in the area and opportunities are not available.
Affects all municipal wards	Tender processes and procedures are not transparent.
Affects all municipal wards	Contracted services for security are not employing local people.
Affects all municipal wards	Lack of information on LED (training, workshops, skills development).
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 skills.
Affects all municipal wards	Businesses are not fit for the local market.



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, agricult



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

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**

WEAKNESS

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:



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

- 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.

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.
- 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



- 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



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



	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.	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.



This can play 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 signage (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, Municipal Properties Rates Act, Medium-term Revenue and Expenditure Framework, Division of Revenue Act, Municipal Infrastructure Grant and other relevant legislation.

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 and to ensure the municipality's financial plan as essential and critical to ensure that the municipality remains financially viable and that municipal services are delivered 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 and to reduce the undertaken of expenditures on noncore and 'nice to have' items and which led to implementation of cost containment measures. Fixed term 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 and 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 the community while maintaining the required revenue levels without creating heavy burden to the community. In these tough economic times, strong revenue management is essential for the sustainability of the municipality. The expenditure required to address these challenges will inevitably always exceed available funding; hence, decisions 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;



- 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 revenue;
- Continuous engagements with key stakeholders, particularly farmers and business, to collect outstanding debt and improve cash flow.

Bela-Bela Local Municipality debtors book have in the past financial year slight increased. Majority of Municipality debtor's book relate to debtors who are not paying 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 credit control policy 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		2	2		4	4	5	5



		742	256	926	259	926	221	535
Agency services		–	–	–	–	–	–	–
Transfers and subsidies		59	71	77	84	91	101	101
		137	426	791	840	859	255	255
Other revenue	2	6	8	10	9	8	8	9
		915	795	934	779	252	722	220
Gains on disposal of PPE		–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		251	317	331	413	428	455	472
		243	324	890	908	769	885	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 the municipality’s revenue generating assets) by increasing spending on repairs and maintenance. The municipality has, over the last two financial years, reduced 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 will require 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

**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)	Inadequate vending machine particularly for the purchas of electricity



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



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 from the various Political Parties within the Municipal jurisdictional area. To ensure good governance, the Municipal Council is expected to act as the focal point for the Municipality's Governance. The Council is expected to play an active role in the Strategy Development Process, It should ensure that the Long-Term Strategy reflects the expectations and needs of the members of the Community and other Stakeholders therein. Proper induction and Skills Development Programmes amongst the key preoccupation of Council at that will be essential to ensure effective execution of assigned duties. The Municipality is using a system of governance where the Executive Committee constituted of Councillors from ANC, EFF, BRA and DA. To this effect the functionality of the Structures 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:



The committees sit every month. All recommendations are then forwarded to the Executive Committee for consideration. The Executive Committee 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 form 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 complements Membership who consistently participates in the Committee.



- **Audit Committee/Performance Audit Committee**

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

In 2017/18 Financial Year, Audit Committee held approximately 4 meetings to discuss issues relating to compliance, performance and risk management. The Committee discussed financial issues and issues raised by internal audit. Audit Committee advised management to implement all issues raised by the Auditor General per SDBIP, reviewed the Annual Financial Statements, enforced the issues raised by the Internal Auditor, advised management on compilation of the Annual Financial Report.

- **Performance Assessment Committee**

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

The CFO, Manager Corporate Services and Municipal Manager signed the Performance Agreements for 2017/18 and were submitted to the Municipality Council.

The Committee held one combine Meeting for both Assessments

Performance Assessment were done for the 2nd and 4th quarters of 2017/18 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 requires all 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.



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 and progress report is then forwarded to Office of the Premier for consideration. The municipality is also in a process of establishing the final board.

- **Risk Management**

Policies and register in relation to Risk Management are in place. The Municipality has established a Risk Management Committee which meets quarterly. The 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 complies with the requirement for Municipal websites as set out in MFMA section 75. However, efforts have been made to ensure that a monthly update is provided. Another challenge arising is that although the web-site is coordinated at a provincial level, sometimes it is very difficult to ensure that the required information is on the site since there is a standard format. The Municipality has not made any progress in placing PCs in accessible locations to the public so that the website can be accessed.

Table 48: Municipal Website - Content and Currency of Material



The previous annual report (2017/18)	Yes	30 March 2018
The annual report (2016/17) published/to be published	Yes	Not yet
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act (2018/19) and resulting scorecards	Yes	August 2018
All service delivery agreements (2017/18)	Yes	August 2018
All long-term borrowing contracts (2017/18)	NO	-
All supply chain management contracts above a prescribed value (give value) for 2018/19	Yes	August 2018
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 2018/19	Yes	August 2018
Contracts agreed in 2017/18 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	Yes	August 2018
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 2017/18	Yes	Yes

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 Municipal Structures Act.

All the nine Ward Committees are established. All the Wards will be expected to submit their monthly reports regularly and play an active role in the Municipality's development.



from the responsible Section at the Provincial level or if that exists, a deliberate disregards of the Structures and process within the Municipality 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. Figure 37 below depicts a trend of Audit picture, which has evidently been improving. The Municipality has managed to get an qualified Outcome for the 2016/17 Financial Year, which is from 2016/17, and the Council has developed and Approved an Action Plan to attend to all the findings for the 2016/17 Financial Year as a matter of emphasis in the 2017/18 Financial Year.

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

2012/13	2013/14	2014/15	2015/16	2016/17
Qualified With 49 findings Audit Action Plan developed and adequately resolved during the next Audit Cycle = 92%implemented = yes % of issues	Unqualified With 54 findings Audit Action Plan developed and implemented = yes % of issues adequately resolved during the next Audit Cycle = 89%	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%

Table 50: Audit Action Plan for the 2017/18 Financial Year

2017/2018						
Bela Bela			Total finding	68		
Qualified			Completed	47		



Cash Flow Statement - Cash Flow Statement differences	Management did not adequately review the annual financial statement for accuracy	Management must adequately review the AFS schedule for accuracy and proof for review should be kept on file. Six month AFS should be compiled and reviewed.	1-Dec-18	31-Mar-19	Mr RM Marutha/Mr K Ngomana	CFO/ Deputy CFO	Not resolved
Supply Chain Management-The losing bidder was incorrectly disqualified.	Management did not ensure that processes are in place to ensure compliance with the applicable laws, regulations and Municipality policies	Irregular expenditure should form part of the investigation on all irregular, fruitless and wasteful expenditure and be reported to council for write off	1-Dec-18	31-Mar-19	Tinyiko Mohale	DM-SCM	Not resolved
Supply Chain Management-A contract was awarded to suppliers whose member or directors are in service of other state institutions.	Supply chain management did not implement adequate controls to monitor and review compliance with laws and regulations including checking the validity and accuracy of information provided by the bidders.	Irregular expenditure should form part of the investigation on all irregular, fruitless and wasteful expenditure and be reported to council for write off	1-Dec-18	28-Feb-19	Tinyiko Mohale	DM-SCM	Not resolved



Limitation of Scope- Late submission of audit evidence	Management did not ensure that proper internal controls are in place to facilitate proper record keeping and easy location. Evidence was submitted too late and as a result could not be audited.	Management must establish internal controls or mechanisms to facilitate good record keeping and accessibility of accurate information. An electronic as well as hard copy audit files (e.g., tender register, PO registers and ect) should be maintained per division, the files must be reviewed weekly to ensure they are properly updated.	1-Dec-18	28-Feb-19	Kulungwana	DCFO	Reso during Audit
Inconsistencies between what has been reported in the Annual Performance Report (APR) and the Portfolio of Evidence (POE) submitted for audit.	Management did not prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information.	Management should conduct a thorough review of the performance reports and other evidence received prior to reporting on achievements to ensure that all the information contained in the reports agrees to the original planning document i.e the annual performance plan in terms of the format of the	1-Dec-18	28-Feb-19	Mr Vimba Mhlongo	Acting Manager: Performanc e	Reso and appro By Coun SDBI been revis



Local Economic Development - Indicator is not relevant	Management did not ensure that indicators and their related targets are assessed against the criteria set in the FMPPI and that they relate logically to the mandate or legislative requirements of the municipality.	Management should structure each indicator and its related target in such a manner that it directly addresses the legislative or mandated responsibilities of the municipality. The indicator and its related target should be service delivery driven and should clearly show how management delivered the services to the community. The SDBIP must be reviewed to ensure that indicators and targets are related.	1-Dec-18	28-Feb-19	Mr Vimba Mhlongo	Acting Manager: Performance	Resolved and approved By Council SDBIP has been revised
Basic Service Delivery - Indicators are not relevant	Management did not ensure that indicators and their related targets are assessed against the criteria set in the FMPPI and that they relate logically to the mandate or legislative requirements of the municipality.	Management should structure each indicator and its related target in such a manner that it directly addresses the legislative or mandated responsibilities of the municipality. The indicator and its related target should be service delivery driven and should clearly show how management delivered the services to the community.	1-Dec-18	28-Feb-19	Mr Vhimba Mhlongo	Acting Manager: Performance	Resolved and approved By Council SDBIP has been revised
Compliance: Reasonable steps not taken to prevent irregular, unauthorized and fruitless and wasteful expenditure	Reasonable steps were not taken to prevent irregular, unauthorised and fruitless and wasteful expenditure as the municipality did not have adequate controls in place for monitoring irregular, unauthorised, fruitless and wasteful expenditure and that the municipality did not have adequate controls in place for monitoring irregular, unauthorised, fruitless and wasteful expenditure	Management should ensure that adequate controls put in place for monitoring irregular, unauthorised, fruitless and wasteful expenditure and that the municipality should have adequate controls in place for monitoring irregular, unauthorised, fruitless and wasteful expenditure	1-Dec-18	31-Mar-19	Tinyiko Mohale	DM-SCM	Not resolved



Payments to supplier not made within 30 days after receiving the invoice	Management did not ensure that working capital requirements are planned for accordingly this is evident with the inability to meet the payment of short term liabilities.	Management should ensure that their working capital requirements are determined in advance and appropriate measures are put in place to have sufficient cash to pay supplier invoices within 30 days of receipt of the invoice this will lead to compliance with the MFMA and unnecessary interests payments will be avoided.	1-Dec-18	31-Mar-19	Mr RM Marutha/Mr K Ngomana	CFO/DCFO	Not resolved
Annual Financial Statements submitted with errors and schedules do not agree with amount in AFS.	Lack of adequate reviews performed to submitted Annual Financial Statements and the supporting schedules. Including the reviews by the Deputy CFO, CFO, internal audit and Audit Committee	Management should ensure that appropriate reviews are done when preparing annual financial statements and related disclosure notes as well as supporting lead schedules. The municipality may use GRAP checklist to perform the reviews. The annual financial statements must be reviewed by internal audit and their recommendation must be implemented by management. Interim financial statements should be complied and reviewed.	1-Dec-18	31-Mar-19	Mr RM Marutha/Mr K Ngomana	CFO/DCFO	Resolved during Audit
Prior year unresolved findings not addressed	Management did not put control measures in place to ensure that the	Management should put control measures in place to ensure that the	1-Dec-18	30-Jun-19	Ms L Motshoane	Manager: Assets	Resolved during Audit



	performed.	Work in Progress schedule/ register to ensure that the balance of Work in Progress at year end is accurate and complete.					
Inadequate information in the inventories note	Management did not implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting.	Management should review the inventories note to the AFS and supporting schedule, taking into account the purchases, sales and distribution losses ensure that the note is accurate and complete.	1-Dec-18	30-Jun-19	Ms L Motshoane	Manager: Assets	Reso during Audit
Casting errors in the note for receivables from non-exchange transactions	Lack of adequate reviews performed to submit Annual Financial Statements against the supporting schedules.	Recasting the AFS, agreeing each line item on the financial statements to the supporting schedules, following up and resolving differences. Preparation and review of interim financial statements.	1-Dec-18	30-Jun-19	Mr RM Marutha/Mr K Ngomana	CFO/DCFO	Reso during Audit
Discrepancies identified during the audit of receivables from non- exchange transactions.	Lack of adequate reviews performed to submitted Annual Financial Statements against the supporting schedules	Management should implement adequate review procedures at year end. Allow independent review to the AFS before submission to AGSA.	1-Dec-18	31-Mar-19	Mr RM Marutha/Mr K Ngomana	CFO/DCFO	Reso during Audit



	accessible and available to support financial and performance reporting.						
Approval of the indigent applications not in accordance with the indigent debtor's policy.	Management did not ensure that before the application is approved, it is supported by an accurate affidavit with contains the required documentation. Management did not verify the status of the applicants to ensure that they grant the indigent status to the individuals that qualify as per the required criteria in terms of the policy.	Management should ensure that before an application is approved, it is supported by all the required documentation and valid evidence. Management should conduct a CIPC search in order to verify that the applicant does not have businesses and they are approved as per the policy. Application form/Affidavit should be changed to agree with the indigent policy.	1-Dec-18	31-Mar-19	Ms N masia/ Ms V Selatole	Acting manager: Revenue	Not resolved
Non-current agreements not disclosed on the AFS	Lack of adequate reviews performed to submitted Annual Financial Statements against the supporting schedules	Management should implement adequate review procedures. Allow independent review to the AFS before submission to AGSA.	1-Dec-18	30-Jun-19	Mr RM Marutha/Mr K Ngomana	CFO/DCFO	Resolved during Audit
Differences between cash and cash equivalents and cash book balances disclosure	Lack of adequate reviews performed to submitted Annual Financial Statements and the supporting	Bank reconciliation should be performed monthly and reviewed. A senior official should sign-off as evidence of review.	1-Dec-18	31-Mar-19	Mr K Mojela	Acting Manager: Accounting Services	Resolved during Audit



Accounts more than three months, not cleared/matched.	Management did not ensure that reconciling items within the current account are resolved within a reasonable time.	The bank reconciliation must be reviewed monthly to ensure reconciling items are cleared within reasonable time.	1-Dec-18	31-Mar-19	Mr K Mojela	Acting Manager: Accounting Services	Not resolved
Casting errors in Investment property note	Lack of adequate reviews performed to submitted Annual Financial Statements and the supporting schedules	Management should ensure that appropriate reviews are done when preparing annual financial statements. Allow independent review to the AFS before submission to AGSA.	1-Dec-18	30-Jun-19	Mr RM Marutha/Mr K Ngomana	CFO/DCFO	Resolved during Audit
Misstatements in property, plant and equipment (assets register does not agree with trail balance and AFS)	Lack of adequate reviews performed to submitted Annual Financial Statements and the supporting schedules	Reconciliation of assets register, trial balance and AFS should be done. Implementation of automated assets register to Munsoft will reduce inaccuracies in the disclosure of PPE	1-Dec-18	30-Jun-19	Ms L Motshoane	Dm-Assets	Resolved during Audit
Incomplete disclosure of the impairment note	This is due to lack of adequate review of financial statements by management against the disclosure requirements of GRAP.	Management should make use of a GRAP disclosure checklist when reviewing the financial statements and a senior official should sign-off on the review.	1-Dec-18	30-Jun-19	Mr RM Marutha/Mr K Ngomana	CFO/DCFO	Resolved during Audit
Depreciation charged inaccurately and not	Lack of adequate reviews performed to	Reconciliation of assets register, trial balance and	1-Dec-18	31-Mar-19	Ms L Motshoane	Dm-Assets	Resolved during



Assets derecognized from the Fixed Asset Register without adequate supporting evidence	Lack of adequate reviews performed to submitted Annual Financial Statements and the supporting schedules	Assets de-recognised should be supported by the audit file which contain all relevant information or which comply with GRAP standard. (Note; All de-recognised assets during 2018 financial should be submitted to council for approval).	1-Dec-18	30-Jun-19	Ms L Motshoane	Dm-Assets	Reso during Audit
Assets selected from valuation roll not included in the asset register	Lack of adequate reviews performed to submitted Annual Financial Statements and the supporting schedules	A proper reconciliation file with support should be requested from the service providers for both immovable and property valuations.	1-Dec-18	31-Mar-19	Ms L Motshoane	Dm-Assets	Reso during Audit
Inaccuracies identified in the amount presented as Intangible Software Systems and Casting errors in Intangible assets note	Lack of adequate reviews performed to submitted Annual Financial Statements against the supporting schedules	Management should implement adequate review procedures. Allow independent review to the AFS before submission to AGSA.	1-Dec-18	30-Jun-19	Ms L Motshoane	Manager: Assets	Reso during Audit
Differences between the Payables from exchange transaction Note 20 and the schedules submitted for audit.	There was no reconciliation done between the schedules submitted for audit and the annual financial statements. Thus, the municipality did not have a proper record to	Monthly creditors reconciliation should be implemented and sign off by DM.	1-Dec-18	28-Feb-19	Ms V Baartman	Manager: Expenditure	Reso during Audit



	statements.						
Differences between the retention certificate and what is recorded in retentions register and annual financial statements.	Lack of review by the senior personnel of the invoices and payment certificates captured on the system by the preparer.	A reconciliation of invoices and payments certificates must be performed monthly and a senior personnel must perform a review of those reconciliations and authorize the payment certificates and invoices after they have been captured on the system.	1-Dec-18	28-Feb-19	Ms V Baartman	Manager: Expenditure	Reso during Audit
Differences between the creditors listing and supplier statements	Management did not use supplier statements when performing the creditors' reconciliation, leading to incorrect amount of payables from exchange transactions being accounted for at year end.	Management must start requesting supplier statements from suppliers and use it to perform the creditors reconciliation and for payment purposes. Monthly creditors reconciliation should be implemented and sign off by DM.	1-Dec-18	28-Feb-19	Ms V Baartman	Manager: Expenditure	Reso during Audit
Expenses belonging to 2018-19 financial year were included in the 2017/18 annual financial statements.	Management did not adequately review and monitor compliance with legislation this is due to the absence of effective internal controls aimed at ensuring that performance monitoring	Management should ensure that only transactions that transactions are recorded in the correct financial year. All invoices captured towards year-end should be reviewed by the manager for cut-off.	1-Dec-18	30-Jun-19	Ms V Baartman	Manager: Expenditure	Reso during Audit



Differences noted when testing accrued leave obligation	There is a lack of design and implementation of formal controls over IT systems to ensure the accuracy of the information which was captured and used to determine the accrued leave pay obligation. As a result, the system captured leave days for July 2018 in June 2018 which resulted in a misstatement above.	Management should ensure that there are adequate and effective internal controls aimed at ensuring that performance monitoring measures are in place to ensure the accuracy of the information used to determine the accrued leave pay obligation.	1-Dec-18	30-Jun-19	Ms V Baartman	Manager: Expenditure	Reso during Audit
Discrepancies identified during the audit of Consumer deposit transactions.	Inadequate controls over daily and monthly processing and reconciling of transactions.	Management should implement adequate controls over daily and monthly processing and reconciling of transactions which includes a senior official drawing a report receipt notes captured on Munsoft, inspecting the report to identify transactions that were not correctly accounted for and ensuring that correction are made.	1-Dec-18	30-Jun-19	Ms N masia/ Ms V Selatole	Acting manager: Revenue	Reso during Audit
Differences in the unspent conditional grants and receipts note	Lack of adequate reviews performed to submitted Annual Financial Statements and the supporting	Management should ensure that appropriate reviews are done when preparing annual financial statements and related disclosure notes as	1-Dec-18	30-Jun-19	Mr K Mojela	Acting Manager: Accounting Services	Reso during Audit



Debit balances in unknown deposits account. Incorrect amount disclosed.	There is lack of adequate reviews performed to submitted Annual Financial Statements and the supporting schedules.	Management should ensure that appropriate reviews are done when preparing annual financial statements and related disclosure notes as well as supporting lead schedules.	1-Dec-18	30-Jun-19	Ms N masia/ Ms V Selatole	Acting manager: Revenue	Not resolved
Inconsistencies in disclosure note for government grants	This is due to lack of adequate reviews performed to submitted Annual Financial Statements	Management should implement adequate review procedures which includes; Making of use a GRAP checklist when reviewing the financial statements and a senior official should sign-off on the review. Recasting the AFS, agreeing each line item on the financial statements to the supporting schedules, following up and resolving differences..	1-Dec-18	30-Jun-19	Mr K Mojela	Acting Manager: Accounting Services	Resolved during Audit
Differences identified between interest received as per AFS compared to bank confirmations	Lack of adequate reviews performed to submitted Annual Financial Statements and the supporting schedules.	Management should compare the interest received as per bank statements to the amounts recorded in the accounting records on a monthly basis.	1-Dec-18	28-Feb-19	Mr K Mojela	Acting Manager: Accounting Services	Resolved during Audit
Payday/Payroll report not agreeing to the AFS –Disclosure note 30 and 31	Financial Management Division did not implement proper record keeping in a	Management should ensure that the amounts per the disclosure notes that are in the financial statements	1-Dec-18	31-Mar-19	Ms V Baartman	Manager: Expenditure	Resolved during Audit



	financial and performance reporting.	the listings/schedules/reports.					
Overpayment of the Remuneration of Councillors	Management did not implement daily and/or monthly internal controls to ensure that the remuneration paid to councillors is not above the upper limits as prescribed by legislation.	The accounting officer should ensure that amounts remunerated to councillors (all including contributions made on behalf of councillors) are within the upper limits as determined by the gazette.	1-Dec-18	31-Mar-19	Mr RM Marutha/Mr K Ngomana	CFO/DCFO	Not resolved
Leave paid out exceeding 48 days capped.	Management did not ensure that leave pay outs are done in compliance with the requirements of the leave policy.	Management to review leave policy to include section 56/57 managers on how they leave pay out should be handled on the day of termination.	1-Dec-18	31-Mar-19	Jamela Selapyane	HOD - Corporate services	Not resolved
Bulk Purchases Invoice Recorded VAT inclusive	Management did not adequately review the transactions processed under general bulk purchases. As a result, capturing errors from incorrect invoice amounts and the	Transactions incorrectly captured should be investigated and the entire population should be revisited to identify further incorrect transactions for corrections	1-Dec-18	28-Feb-19	Ms V Baartman	Manager: Expenditure	Resolved during Audit



Expenditure: General Expenses findings (Cut off, In-accurate recording)	Errors from incorrect invoice amounts and the incorrect classification of transactions were not detected and corrected. Management did not apply the smoothing principle of accounting per the requirements of GRAP 13	Transactions incorrectly captured should be investigated and where necessary the entire population should be revisited to identify further incorrect transactions for corrections	1-Dec-18	30-Jun-19	Ms V Baartman	Manager: Expenditure	Reso during Audit
Differences identified during the recalculation of statement of changes in Net Assets	Lack of adequate reviews performed to submitted Annual Financial Statements and the supporting schedules	Six month AFS should be prepared and management should perform review to the six month AFS and use GRAP checklists to ensure all transaction are disclosed in terms of GRAP.	1-Dec-18	30-Jun-19	Kulungwana	DCFO	Reso during Audit
Recorded amount for commitments in AFS differs with amount per schedules	Management did not ensure that there are adequate controls in place to review of the commitment schedule against supporting evidence	Six month AFS should be prepared and management should perform review to the six month AFS and ensure the commitment register is accurate and supported by valid contract	1-Dec-18	30-Jun-19	Kulungwana	DCFO	Reso during Audit
Contracts amount in the schedule does not agree to the contract amount as per appointment letter	Management did not ensure that there are adequate controls in place to review of the commitment schedule against supporting	Six month AFS should be prepared and management should perform review to the six month AFS and ensure the commitment register is accurate and supported by	1-Dec-18	30-Jun-19	Tinyiko Mohale	DM-SCM	Reso during Audit



	commitment schedule against supporting evidence	GRAP checklists to ensure all transaction are disclosed in terms of GRAP.					
Related Parties Note 44: Differences noted on comparative amounts as per note 30 and 31	Management did not put measures in place to ensure that they disclose accurate and complete related parties note in the Annual Financial Statements which is supported and evidenced by reliable information	Six month AFS should be prepared and management should perform review to the six month AFS and use GRAP checklists to ensure all transaction are disclosed in terms of GRAP.	1-Dec-18	30-Jun-19	Kulungwana	DCFO	Reso during Audit
Inaccuracies in related party relationships as per note 44	Management did not put measures in place to ensure that they disclose accurate and complete related parties note in the Annual Financial Statements which is supported and evidenced by reliable information	Six month AFS should be prepared and management should perform review to the six month AFS and use GRAP checklists to ensure all transaction are disclosed in terms of GRAP.	1-Dec-18	30-Jun-19	Kulungwana	DCFO	Reso during Audit
Contingencies disclosed does not agree to the confirmation obtained from the legal representation	Management did not put measures in place to ensure that they disclose accurate and complete related parties note in	Once final AFS is complete during August 2019, confirmation letter should be reviewed and agreed to the disclosure and the letter to be kept on audit final	1-Dec-18	30-Jun-19	Kulungwana	DCFO	Reso during Audit



Unauthorised expenditure incurred during the year but was not disclosed as per Note 47 to the Annual Financial Statements (AFS)	There are no adequate review processes in preparation of the annual financial statements by management to verify accuracy and completeness of amounts disclosed in the financial statements	Unauthorised expenditure raised during the should be investigated and reported to council in terms of SCM regulation. During month of May before compilation of AFS, Municipality should check all procurements transactions to identify UIF and disclosure them accordingly.	1-Dec-18	31-Mar-19	Tinyiko Mohale	DM-SCM	Not resolved
Fruitless and wasteful expenditure incurred during the year but not disclosed in Note 48 to the Annual Financial Statements (AFS)	There are no adequate review processes in preparation of the annual financial statements by management to verify accuracy and completeness of amounts disclosed in the financial statements	Fruitless and wasteful expenditure raised during the should be investigated and reported to council in terms of SCM regulation. During month of May before compilation of AFS, Municipality should check all procurements transactions to identify UIF and disclosure them accordingly.	1-Dec-18	31-Mar-19	Tinyiko Mohale	DM-SCM	Not resolved
Incorrect disclosure of irregular expenditure as per note 49 to the Annual Financial Statements	There are no adequate review processes in preparation of the annual financial statements by management to verify	Once final AFS is complete during August 2019, irregular expenditure or UIF disclosure should be reviewed and agreed to the supporting document and keep the	1-Dec-18	30-Jun-19	Tinyiko Mohale	DM-SCM	Resolved during Audit



VAT treatment on irregular expenditure	Lack of review and monitoring of compliance with applicable legislation	Once final AFS is complete during August 2019, irregular expenditure or UIF disclosure should be reviewed to ensure the amount of irregular is not VAT inclusive and agreed to the supporting document and keep the evidence on audit file.	1-Dec-18		Tinyiko Mohale	DM-SCM	Reso during Audit
Distribution Losses: Material Losses and Differences	Management did not review the disclosure note to ensure that the formulae used in the calculation are correct and acceptable	Once final AFS is complete during August 2019, distribution losses disclosure should be reviewed and agreed to the supporting document and keep the evidence on audit file.	1-Dec-18	30-Jun-19		Technical manager	Not resolv
No External assessments of the Internal Audit cluster performed	The internal audit officials were not paying their annual fees for a period of more than five years before 2016. This meant that they were not eligible for review by the IIA. · Management did not budget for review of internal audit function for the past five years.	Internal audit to include on the 2019/2020 budget year necessary cost for the annual review. Procurement plan should be in place with timeframe for the review to be conducted.	1-Dec-18	30-Jun-19	C Kabe	DM - Internal Audit	withd during audit
Second acting term of the municipal manager not approved by the	Municipal council did not apply for extension of acting appointment	Filling of senior manager should be prioritise by the Municipality and any acting	1-Dec-18	28-Feb-19	Jamela Selapyane	HOD - Corporate services	Reso



Acting allowance non-compliant to Municipal System Act	Municipal council did not apply for extension of acting appointment for the municipal manager's position	Filling of senior manager should be prioritise by the Municipality and any acting should be submitted to MEC in terms of section 54A(2A) (b) of the Municipal Systems Act	1-Dec-18	28-Feb-19	Jamela Selapyane	HOD - Corporate services	Reso
Non-compliance with MFMA 56 OF 2003 (No regular meetings were held by audit committee during the year)	No regular meetings were held to ensure that there is sufficient monitoring of the compliance with the legislation	Draft audit committee annual plan which will assist Municipality to monitor and enforce compliance with section 56 of the MFMA	1-Dec-18	28-Feb-19	C Kabe	DM - Internal Audit	Reso
Investigation Report of alleged fraudulent debit orders against the municipality not tabled at the First Council meeting after the completion of the investigation	Leadership did not exercise oversight responsibility regarding financial and performance reporting and compliance and related internal controls	ON GOING: compliance with Municipal regulation on financial misconduct procedures and criminal proceedings should be followed in case where fraudulent activities are identified.	1-Dec-18	28-Feb-19	C Kabe	DM - Internal Audit	Reso



	resources are in place and that performance is monitored	agreements and the relevant legislation on quarterly basis.					
High rate of vacancies within the IT department structure (Repeat finding 2015/2016)	The positions were not filled due to budget constraints	Corporate services management should ensure that critical IT positions are filled with appropriately skilled staff as soon as possible	1-Dec-18	28-Feb-19	V Mhlongo	Acting planning manager	Partly Reso
Disaster Recovery Policy does not address key elements	IT Management did not realize the exclusion of the above aspects on the policy	IT Management should review and update the DRP. The DRP should be part of the wider business continuity plan and IT should have input to the business continuity plan. An impact assessment has to be done first to identify the critical business functions and the systems that support these functions	1-Dec-18	31-Mar-19	Jamela Selapyane	HOD - Corporate services	Not Reso
Data backup management controls for Payday and Munsoft are not consistently implemented	The responsibility to perform back-ups was not assigned to a designated official and there is insufficient capacity to perform IT operations	Appoint IT personnel who will be responsible for overseeing the backup processes. Furthermore, management should ensure that backup processing forms part of the IT department daily	1-Dec-18	31-Mar-19	Jamela Selapyane	HOD - Corporate services	Reso



		requirement.					
Key firewall controls were not implemented	Some of the firewall rules activities were not performed due to insufficient capacity and the real time alerts functionality was not operational due to insufficient licenses	Corporate services management should ensure that critical IT positions are filled with appropriately skilled staff as soon as possible	1-Dec-18	31-Mar-19	Jamela Selapyane	HOD - Corporate services	Reso
Inadequate physical access and environmental controls	Some of the server room controls were not serviced due to financial constraints	Server room equipment should be serviced and maintained as per vendors recommended maintenance schedule	1-Dec-18	31-Mar-19	Jamela Selapyane	HOD - Corporate services	Not resolv
Change logs were not provided for Munsoft and Payday system	System logs could not be retrieved due to system functionality limitations	Enhancements to the systems functionality should be implemented or alternative manual logging process should considered	1-Dec-18	31-Mar-19	Jamela Selapyane	HOD - Corporate services	Not resolv
User Access Management procedure and ICT Usage policy did not address all key elements	IT Management did not realize the exclusion of the above aspects on the policy	Information Security Policy should be amended to include ensure that controls are adequately designed and implemented within the financial systems (Munsoft and Payday) for user access management	1-Dec-18	31-Mar-19	Jamela Selapyane	HOD - Corporate services	Reso
Inadequate user access	The weaknesses above	Information Security Policy	1-Dec-18	31-Mar-19	Jamela	HOD -	Reso



		management					

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 Fundamentals. 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 governance. Key amongst the Vehicles of Community Participation within the Municipality are Ward Committees, CDWs and other Organized

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 to authenticate the accolades directed to the Municipality by other Spheres of Government on how it is administering its Governance affairs.



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



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 operates under the Executive Committee System. Bela-Bela Municipal Council has a total number of 17 Councillors as depicted on Figure 27 below, with the ANC 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 a whole covers 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 consists 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 Municipality has established an Audit Committee which comprises of three members. The Committee is functional and established in the year 2003. The Municipality has decided to utilize the existing Audit Committee for the purpose of the Performance Audit Committee as per Municipal Public Account Committee (MPAC) is established, and performs the role of the Oversight Committee to amongst others probe the annual financial statements.

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



Chiefwhip – Cllr MH Ledwaba





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)



Cllr MP Aphane (Ward 8)



Cllr MA Shika (PR Cllr)



Cllr YSM Maletse (Ward 10)





Proportional Representatives and Ward Councillors

ClIr MJ Makhubela



PR Councillor

ClIr MD Senoshe



PR Councillor

ClIr KF Mothokwa



PR Councillor

ClIr TR Masemola



PR Councillor

ClIr F Hlongwane



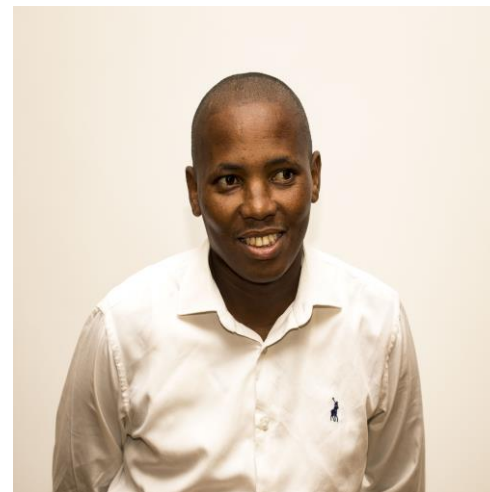
Ward 4

ClIr B Maname



Ward 9

ClIr AR Moswoeu



PR Councillor

ClIr SD Seale



PR Councillor



Table 52: Settlements, Wards and Designated Councillor

AREA	WARD COUNCILLOR	WARD NUMBER
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 Part of Town Residential Part of Jacob Zuma View (Informal Settlement)	Cllr MJ Ngobeni	6
Extension 6 & 7 Tsakane (Informal Settlement)	Cllr Y Malete	7



Spa Park	Cllr B Maname	9
Jinnah Park		
Koppevaai (informal settlements)		
Vingerkraal (informal settlements)		
Masakhane		
Radium		
Surrounding Farms		



Administrative Leadership

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

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 Vacant Department
Office of the Mayor	4	2	2	50%
Council Support	28	21	7	25%
Municipal Manager	17	9	8	53%
Budget & Treasury	80	59	21	26%
Corporate Services	23	17	6	26%
Planning & Economic Development	24	20	4	17%
Technical Services	188	151	37	20%
Social and Community Services	162	120	42	26%
TOTAL	526	398	128	24%

Organizational Structure

After evaluation of its Powers & Functions, Bela-Bela Local Municipality's Council approved the following Organizational Structure to harmonize and respond to the developmental challenges within its jurisdictional area. Whilst the Municipality is committed towards ensuring that all the posts and those that are Service Delivery oriented are filled, challenge of Office Accommodation may serve as a deterrent to the 100% filling of posts. Hence key amongst its medium to Long-Term interventions, the Municipality is looking at constructing a suitable, viable and convenient



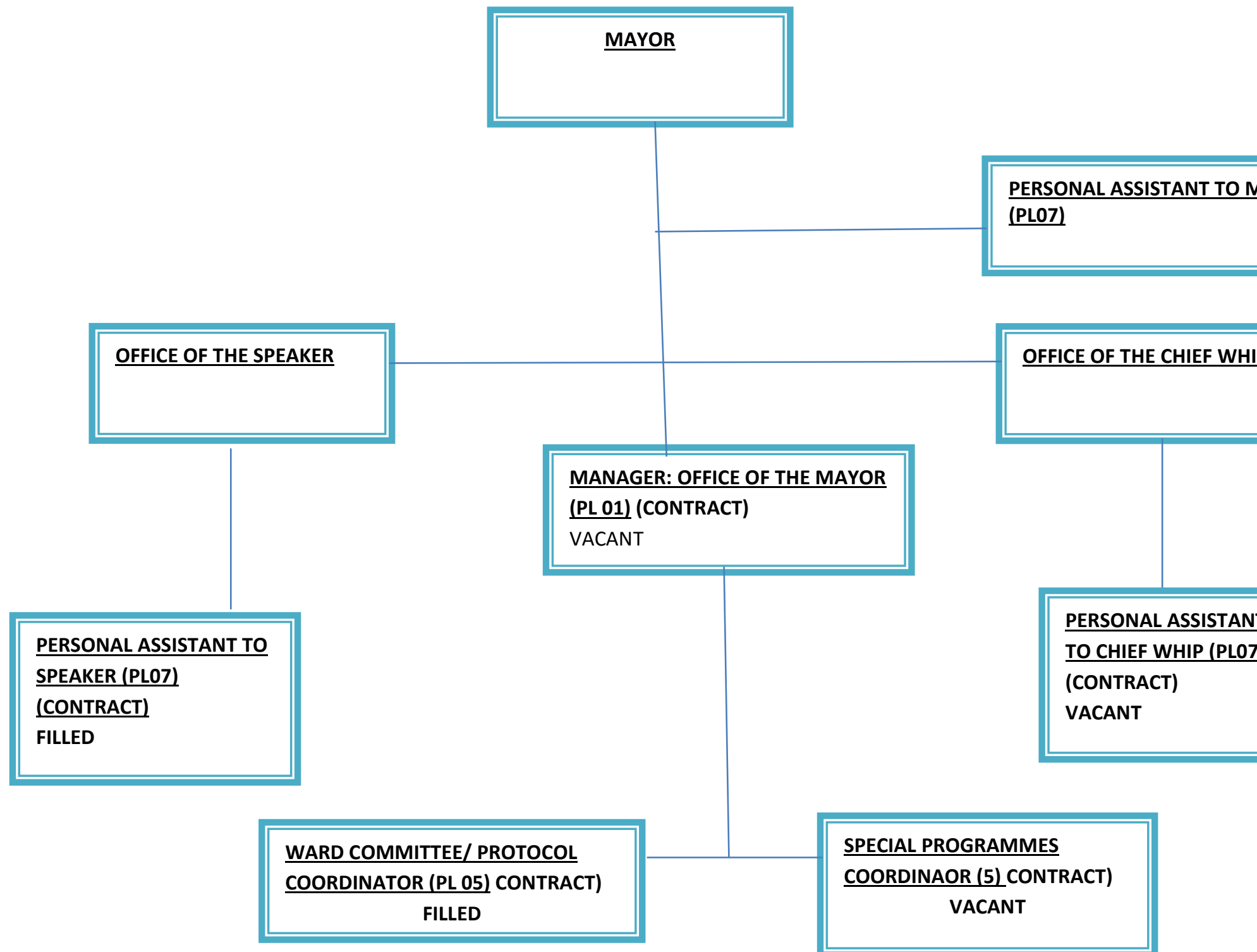
DRAFT ORGANIZATIONAL STRUCTURE 2019/20



MAYOR'S OFFICE ORGANOGRAM



ORGANOGRAM- OFFICE OF THE MAYOR/CHIEF WHIP/SPEAKER

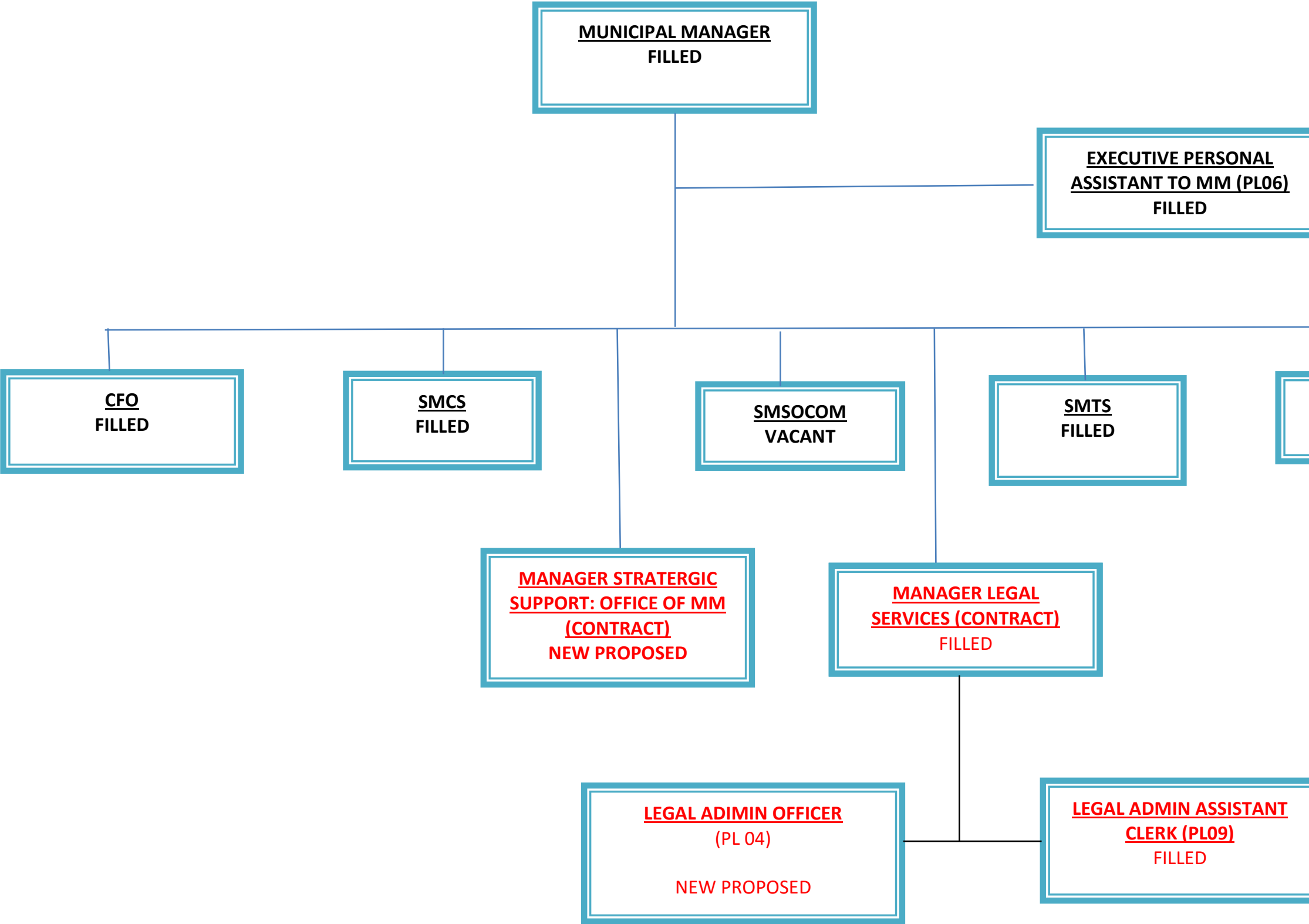




MUNICIPAL MANAGER'S OFFICE ORGANOGRAM

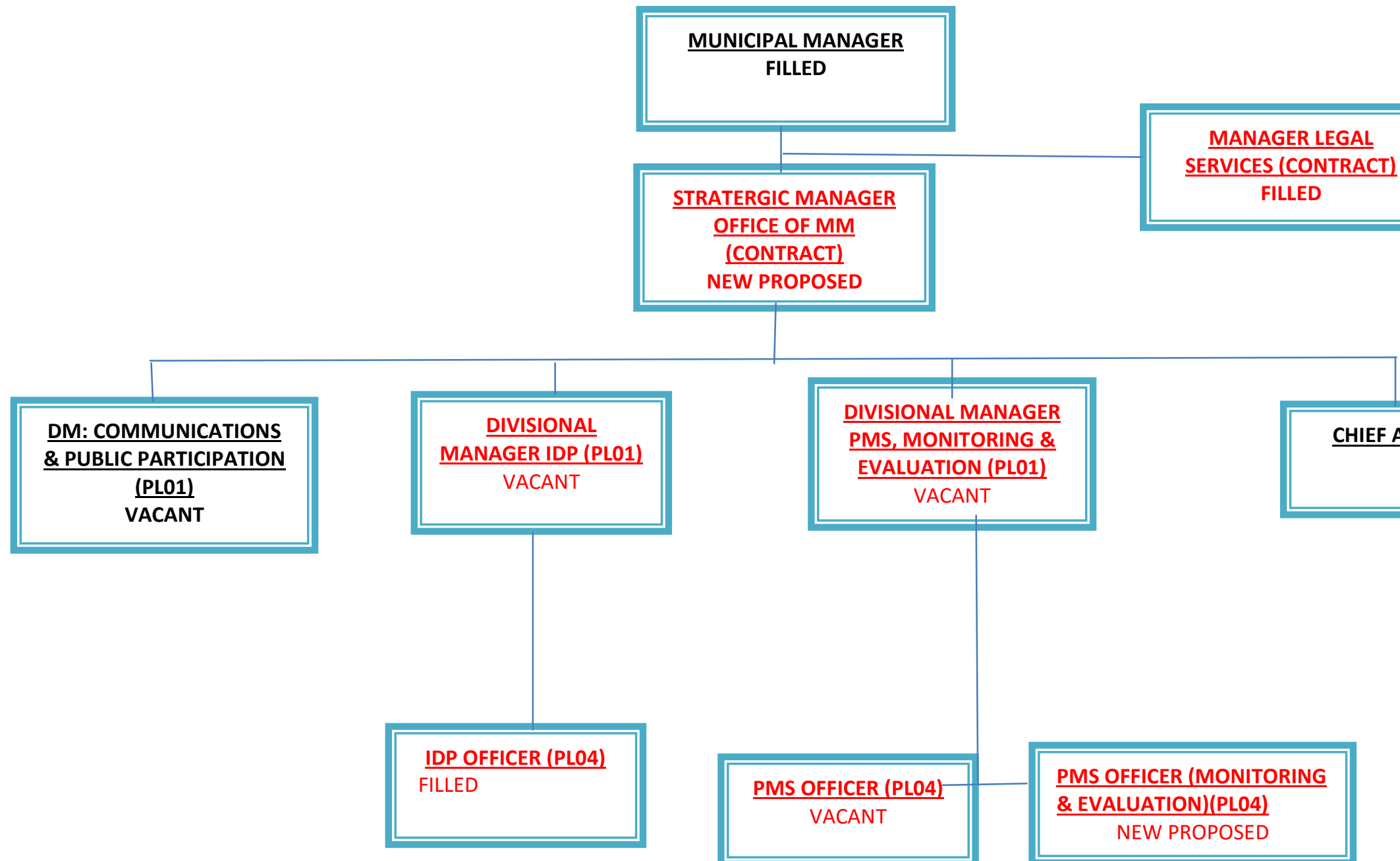


ORGANOGRAMS – MUNICIPAL MANAGER’S OFFICE DIVISION



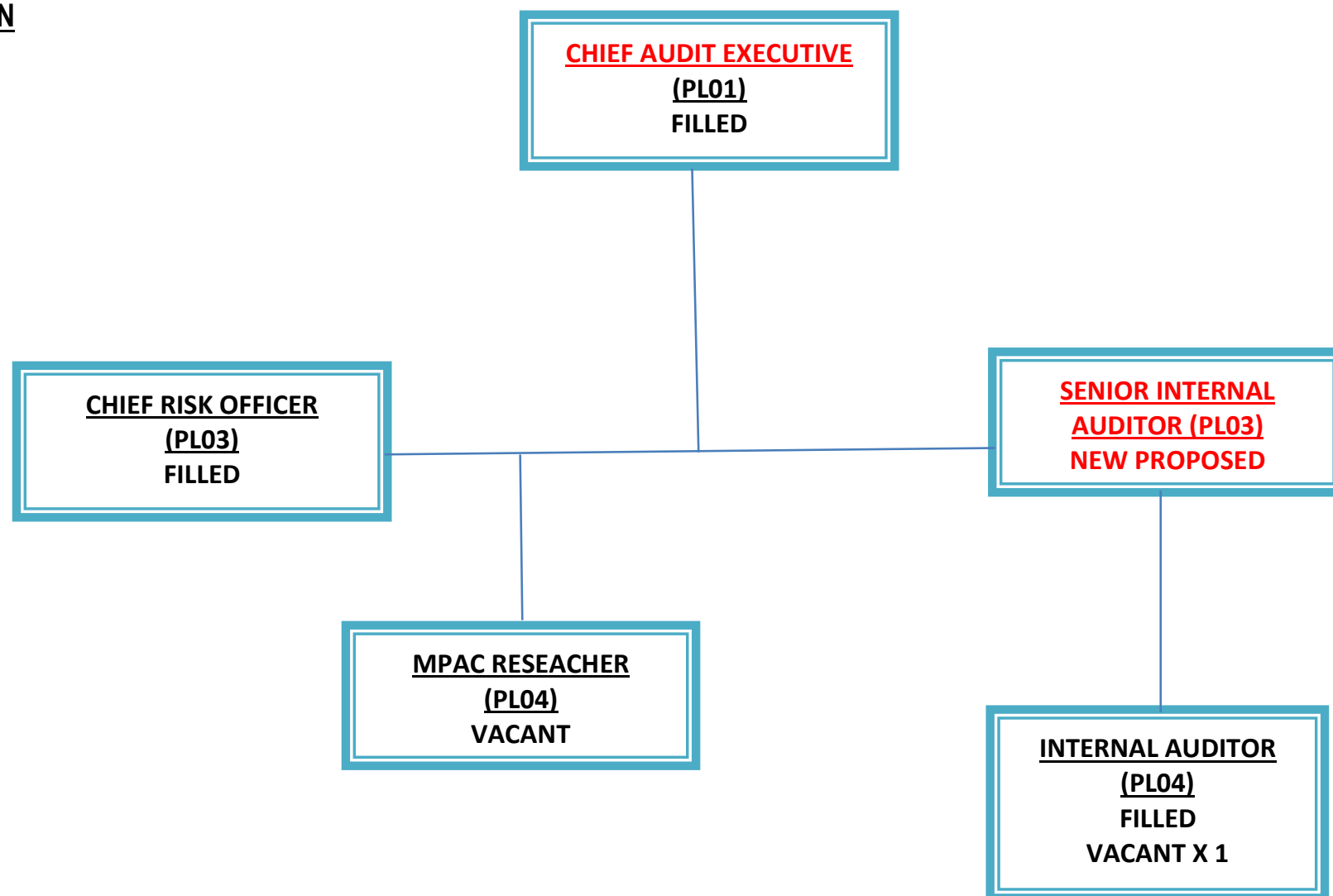


ORGANOGRAMS – MUNICIPAL MANAGER’S OFFICE DIVISION



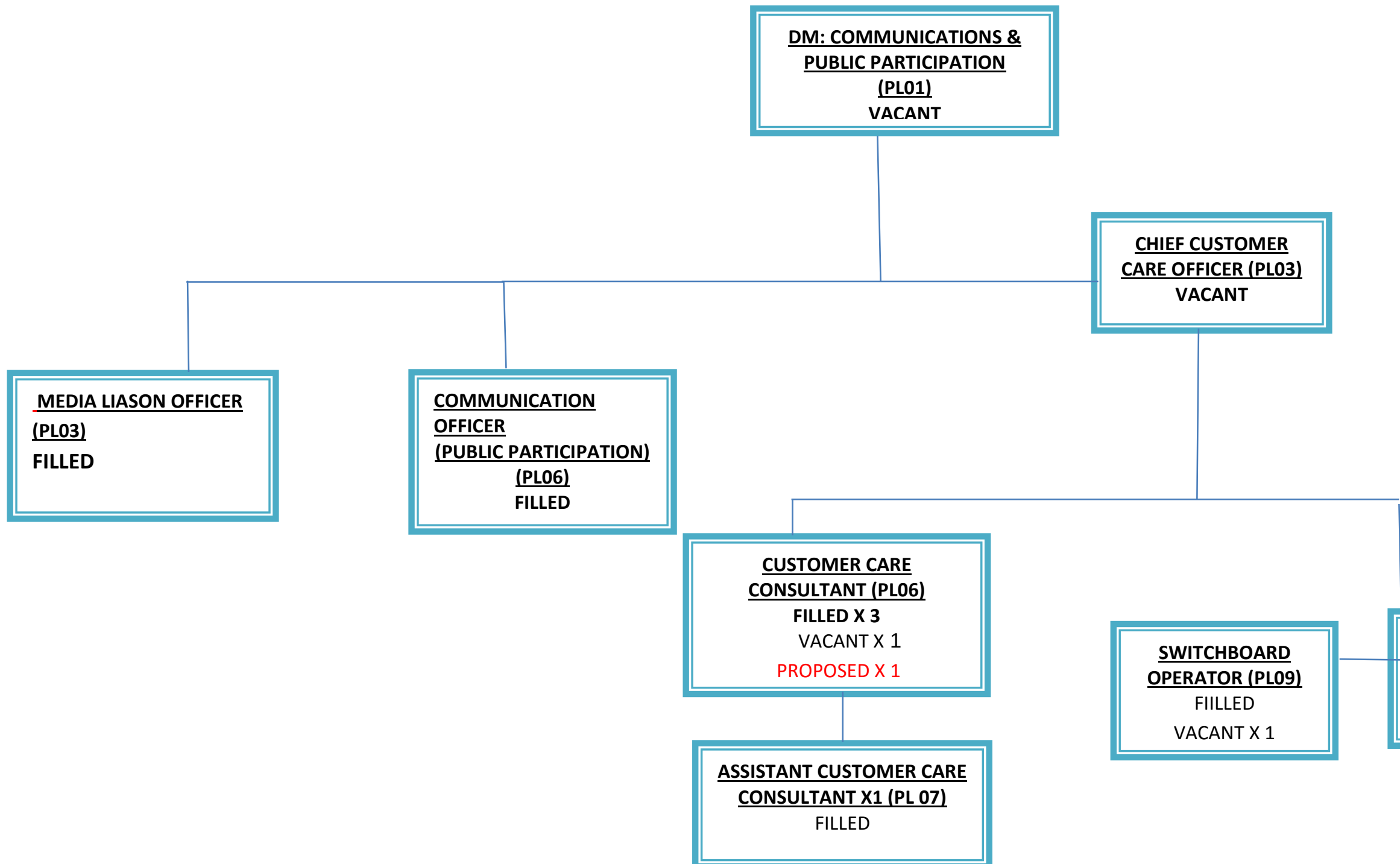


INTERNAL AUDIT DIVISION





ORGANOGRAM- COMMUNICATION DIVISION

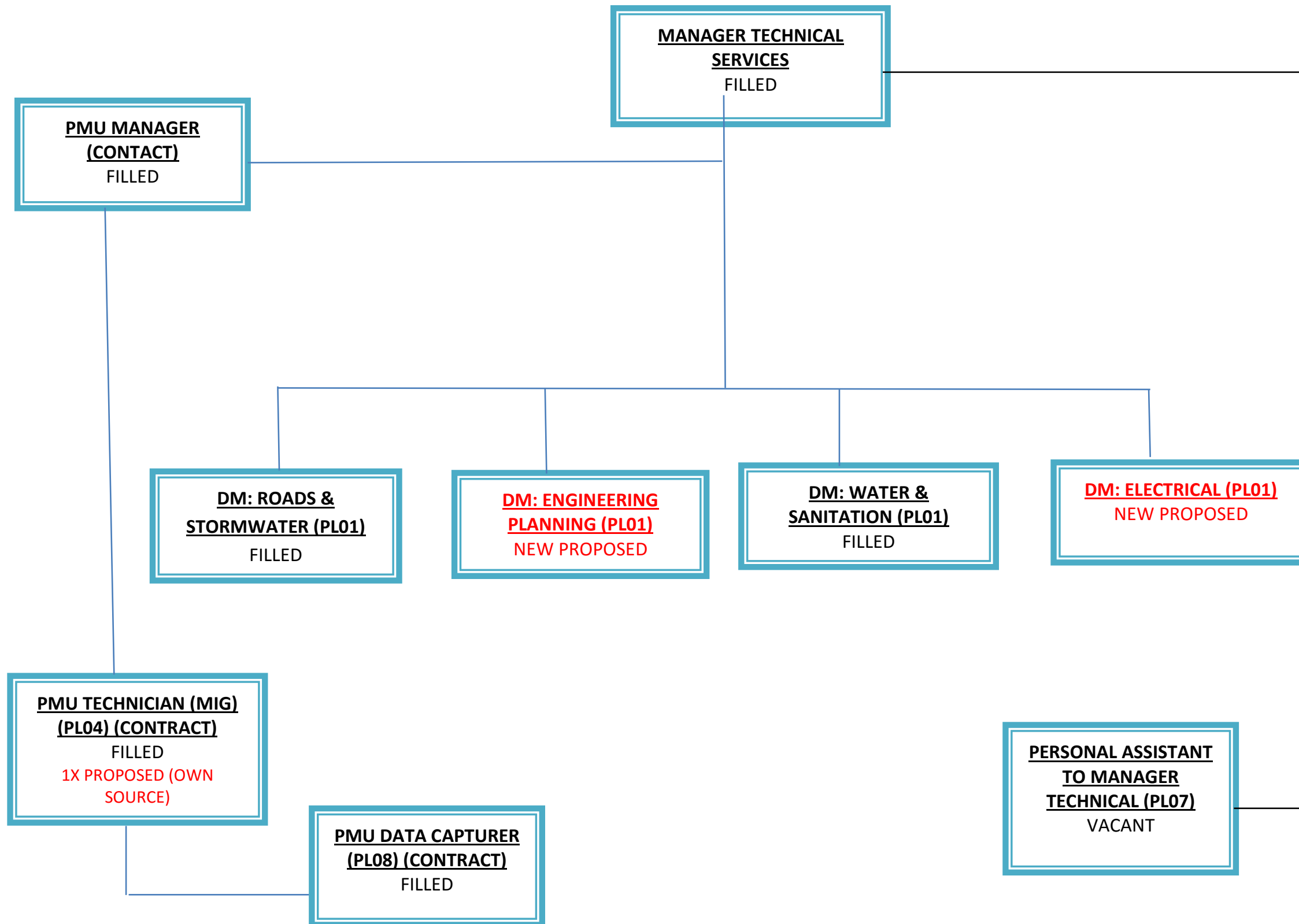




TECHNICAL SERVICE'S OFFICE ORGANOGRAM

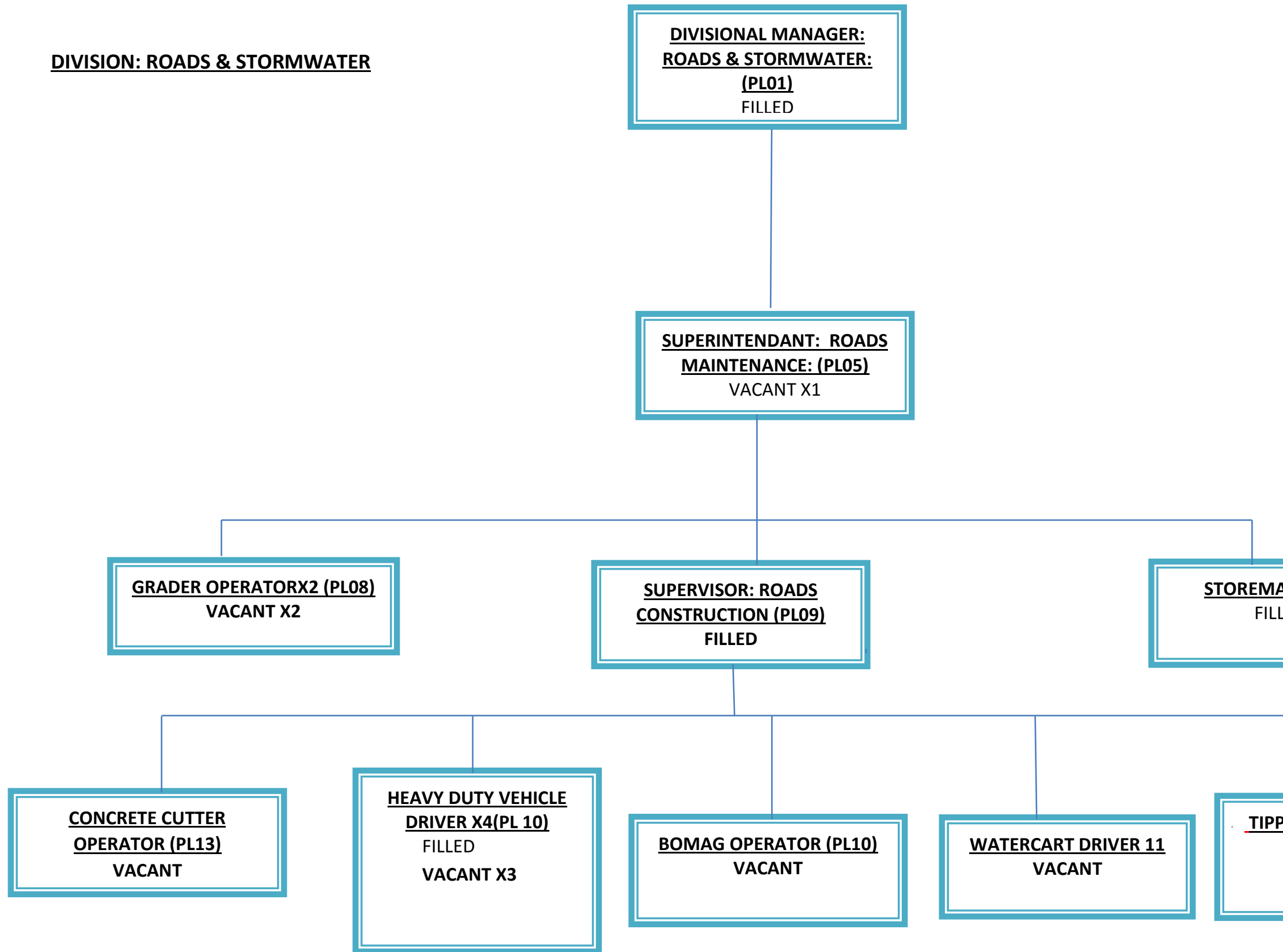


ORGANOGRAMS – MANAGER TECHNICAL SERVICES



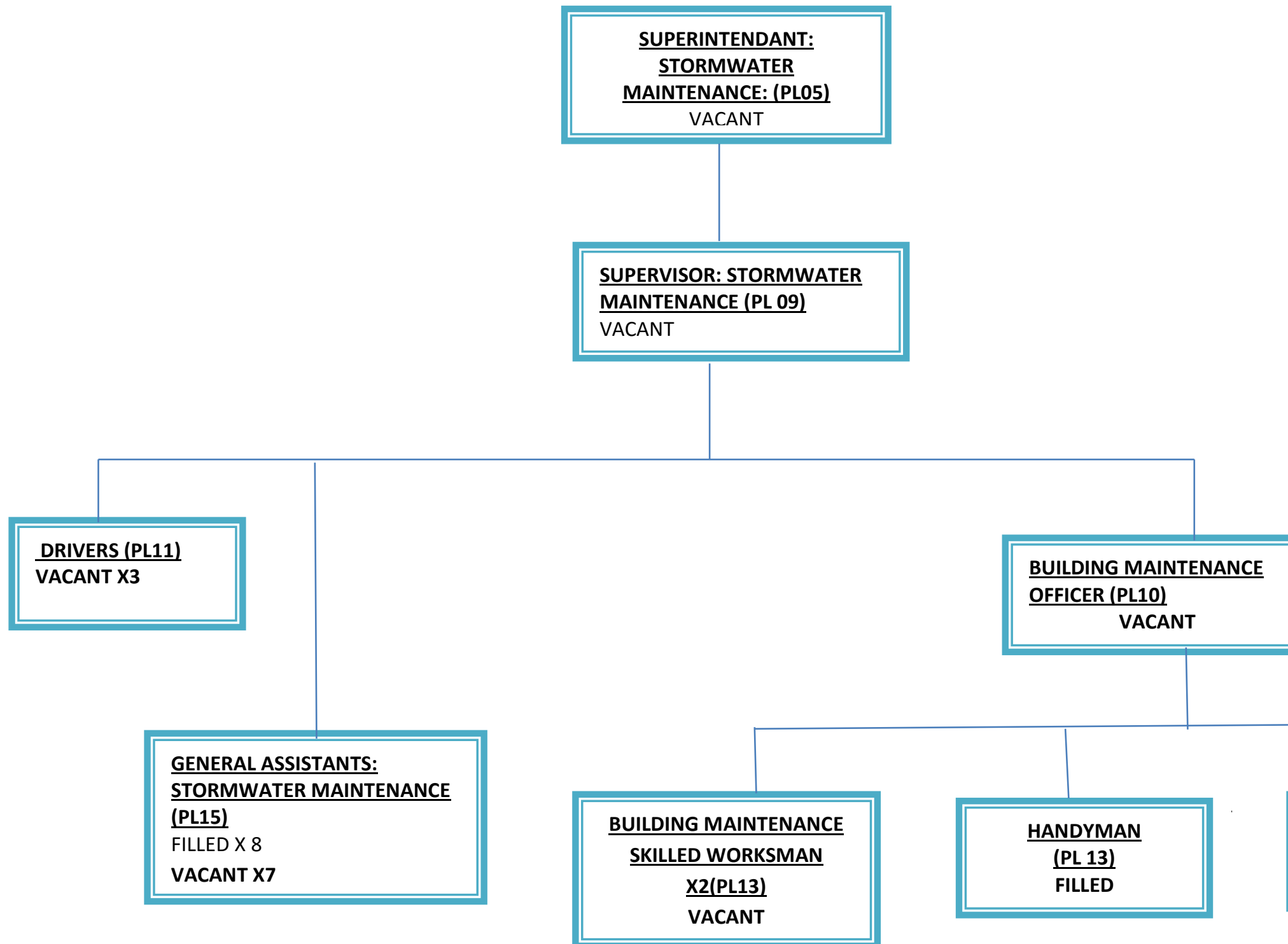


DIVISION: ROADS & STORMWATER



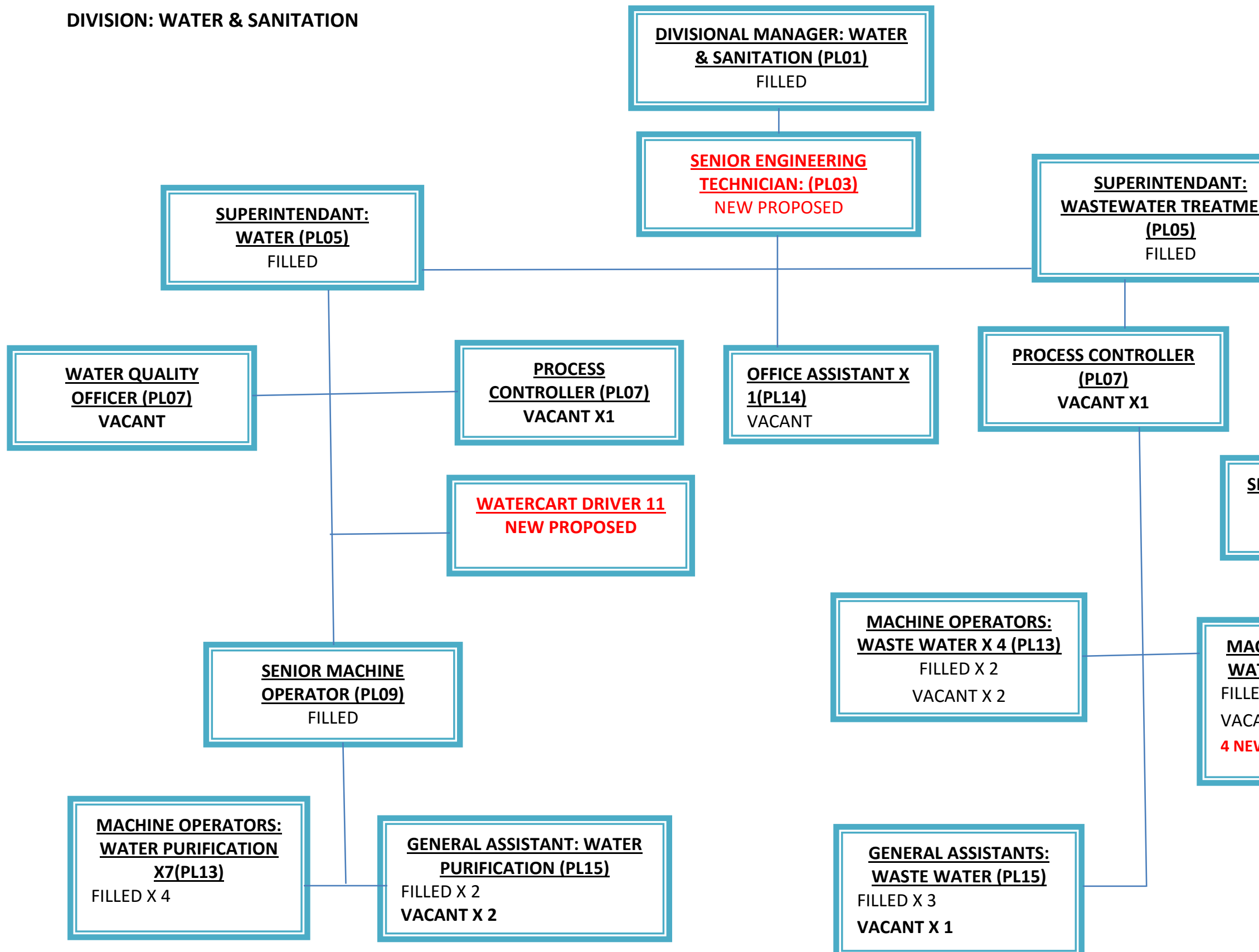


DIVISION: ROADS & STORMWATER



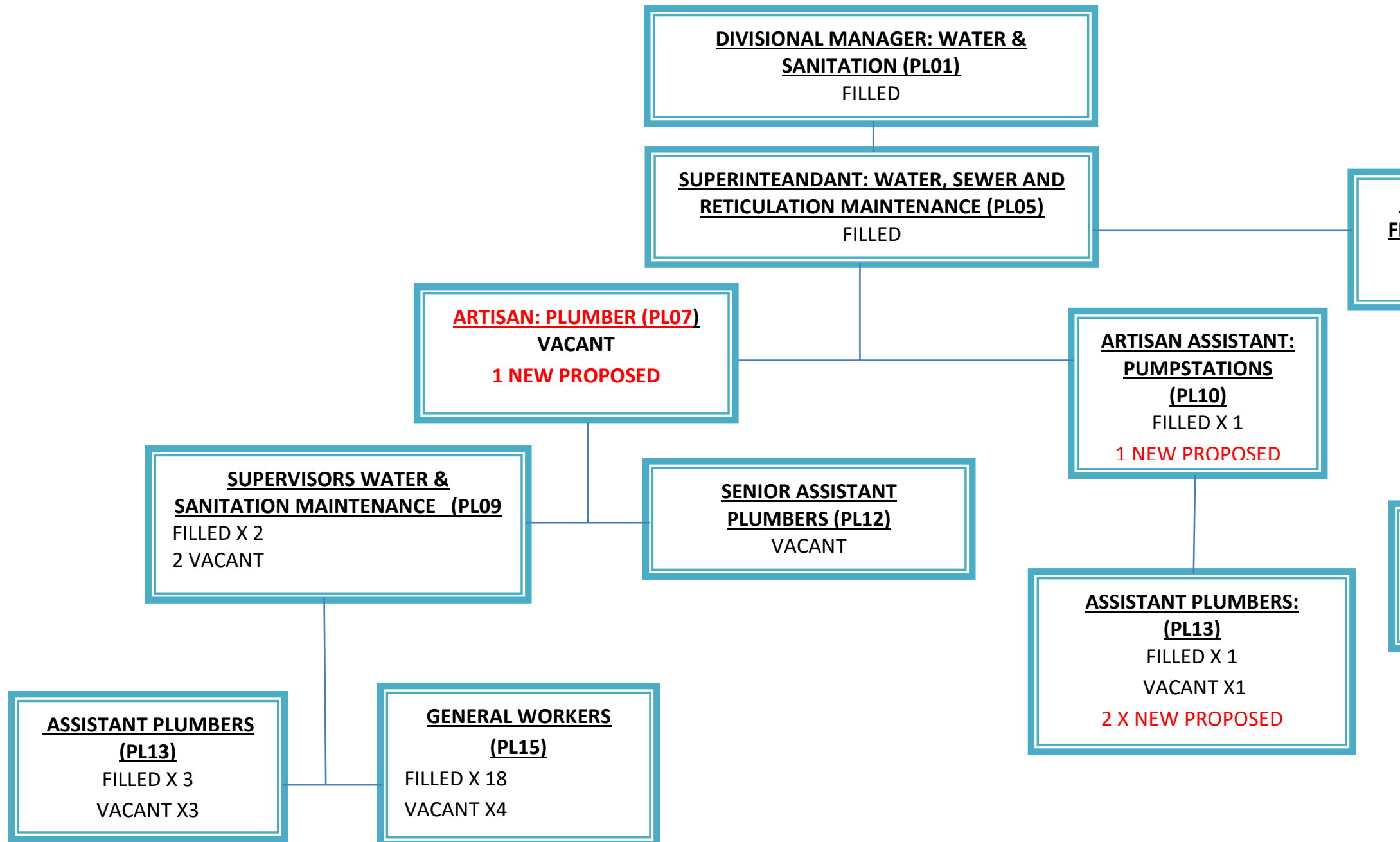


DIVISION: WATER & SANITATION



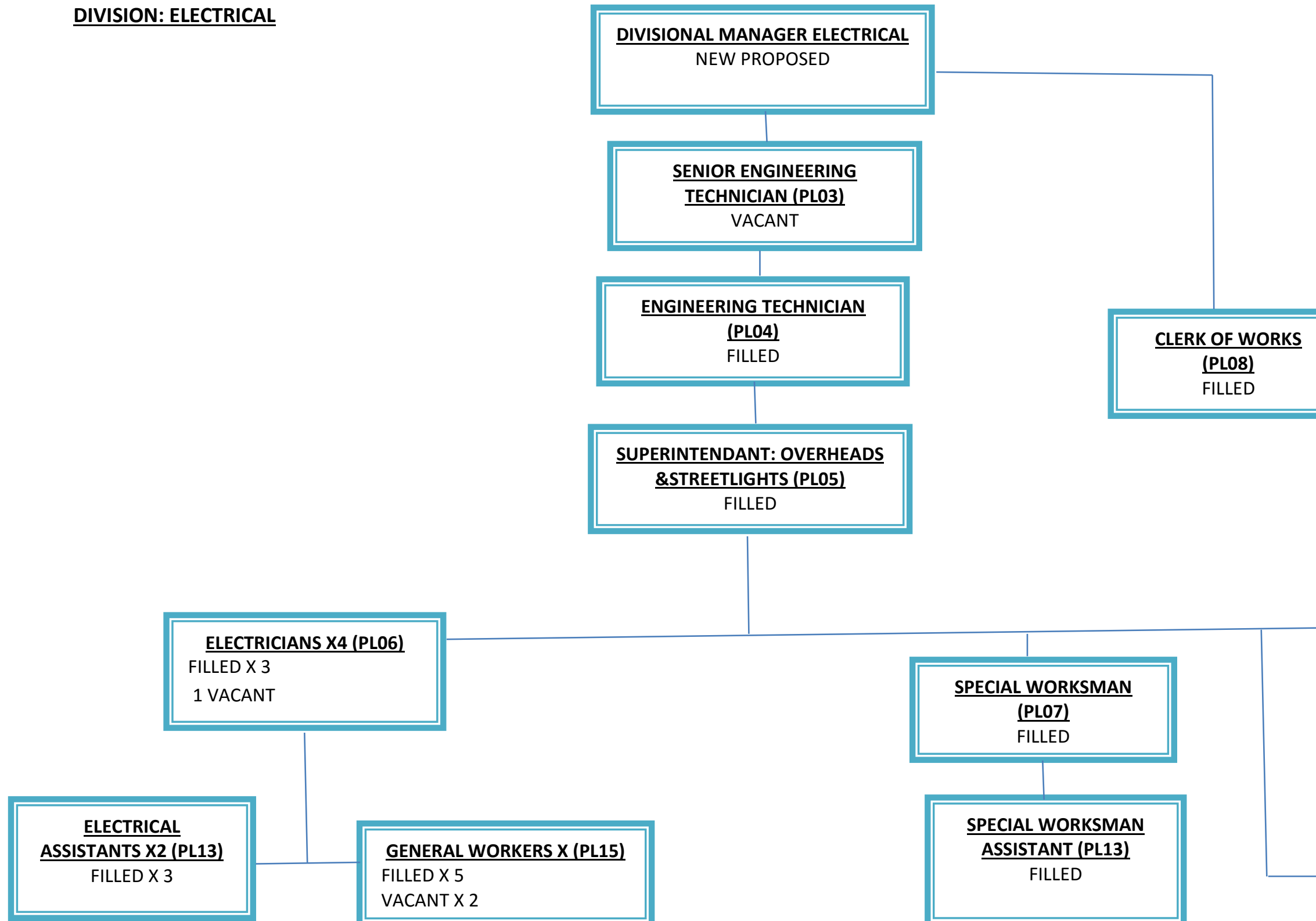


DIVISION: WATER & SANITATION (CONTINUED)



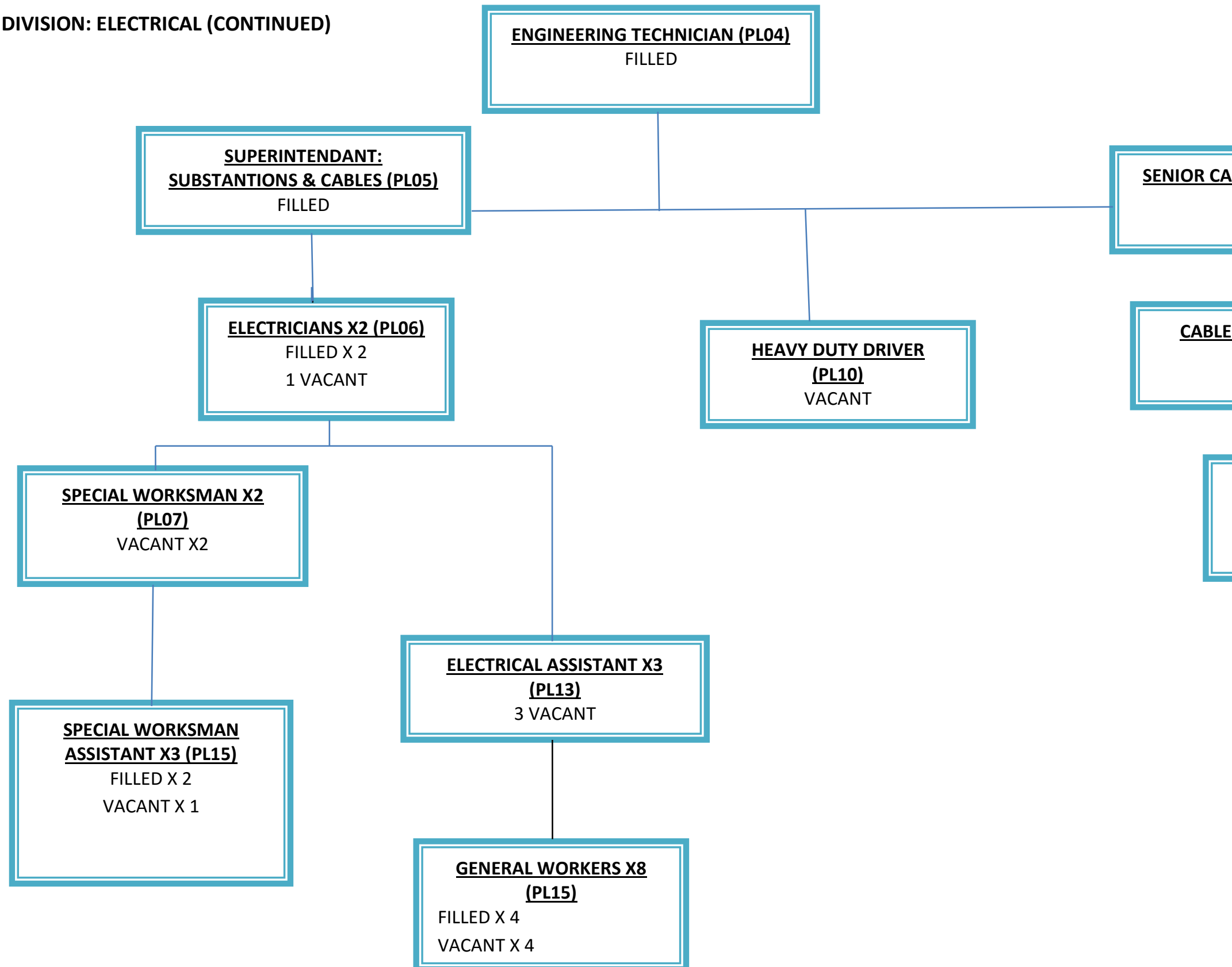


DIVISION: ELECTRICAL



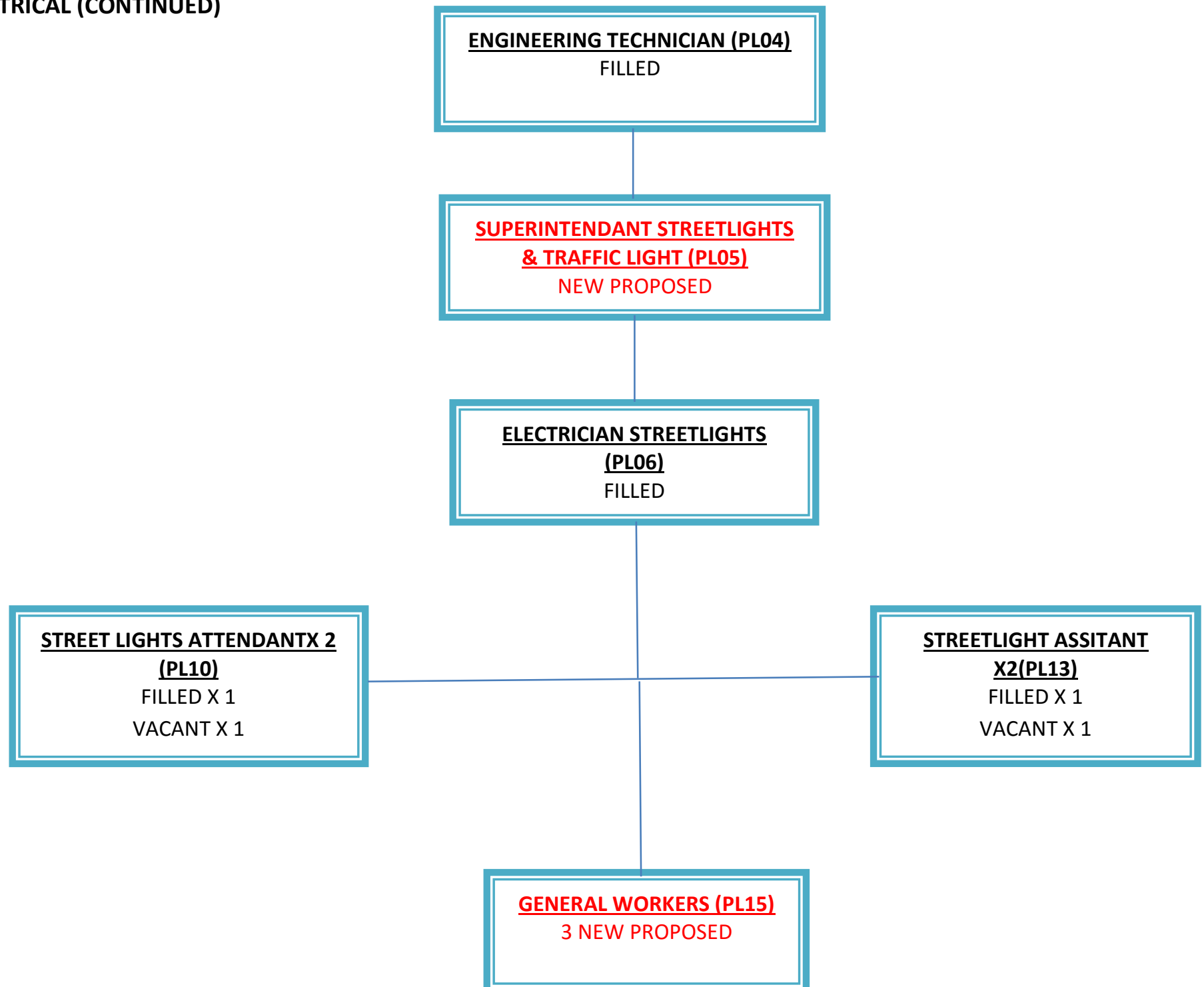


DIVISION: ELECTRICAL (CONTINUED)



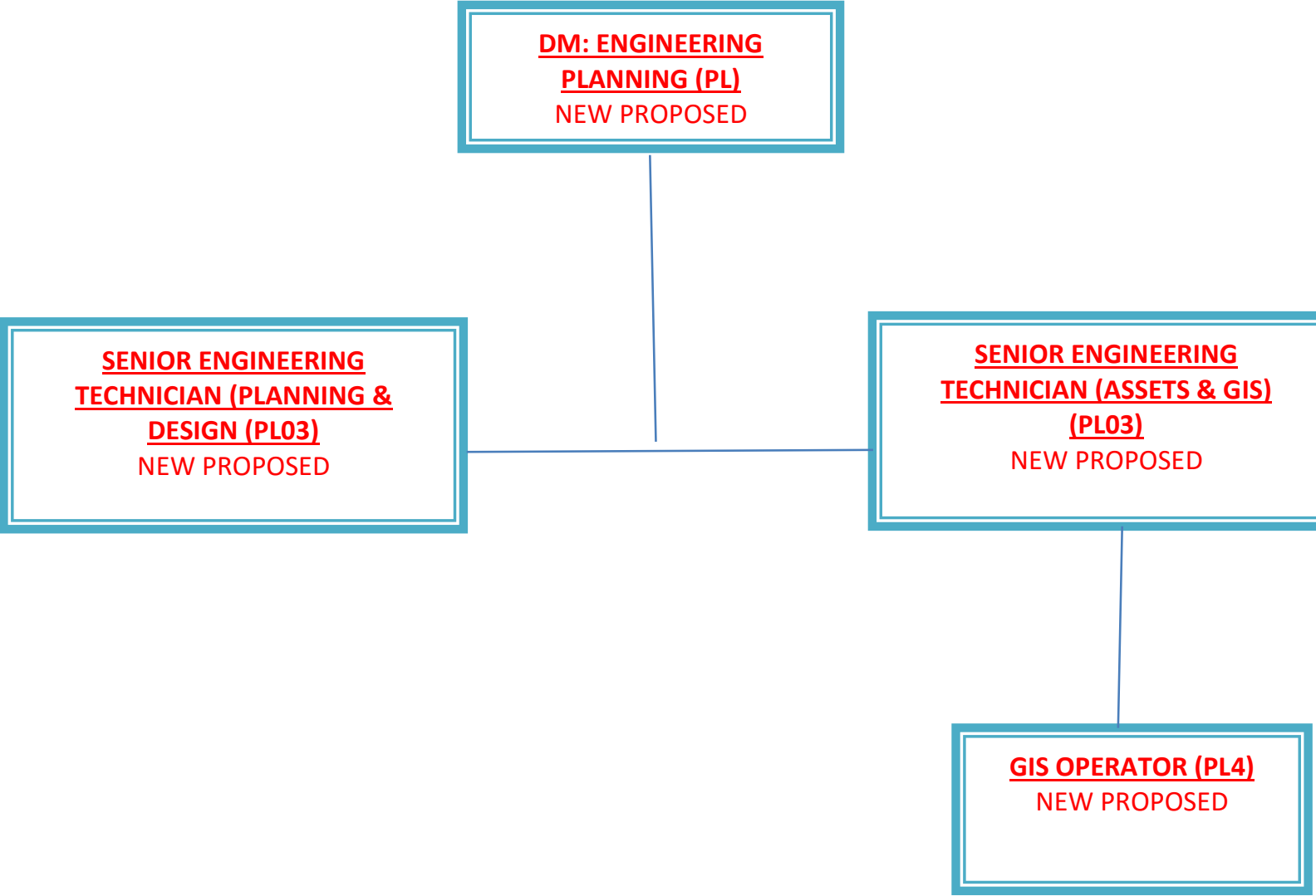


DIVISION: ELECTRICAL (CONTINUED)



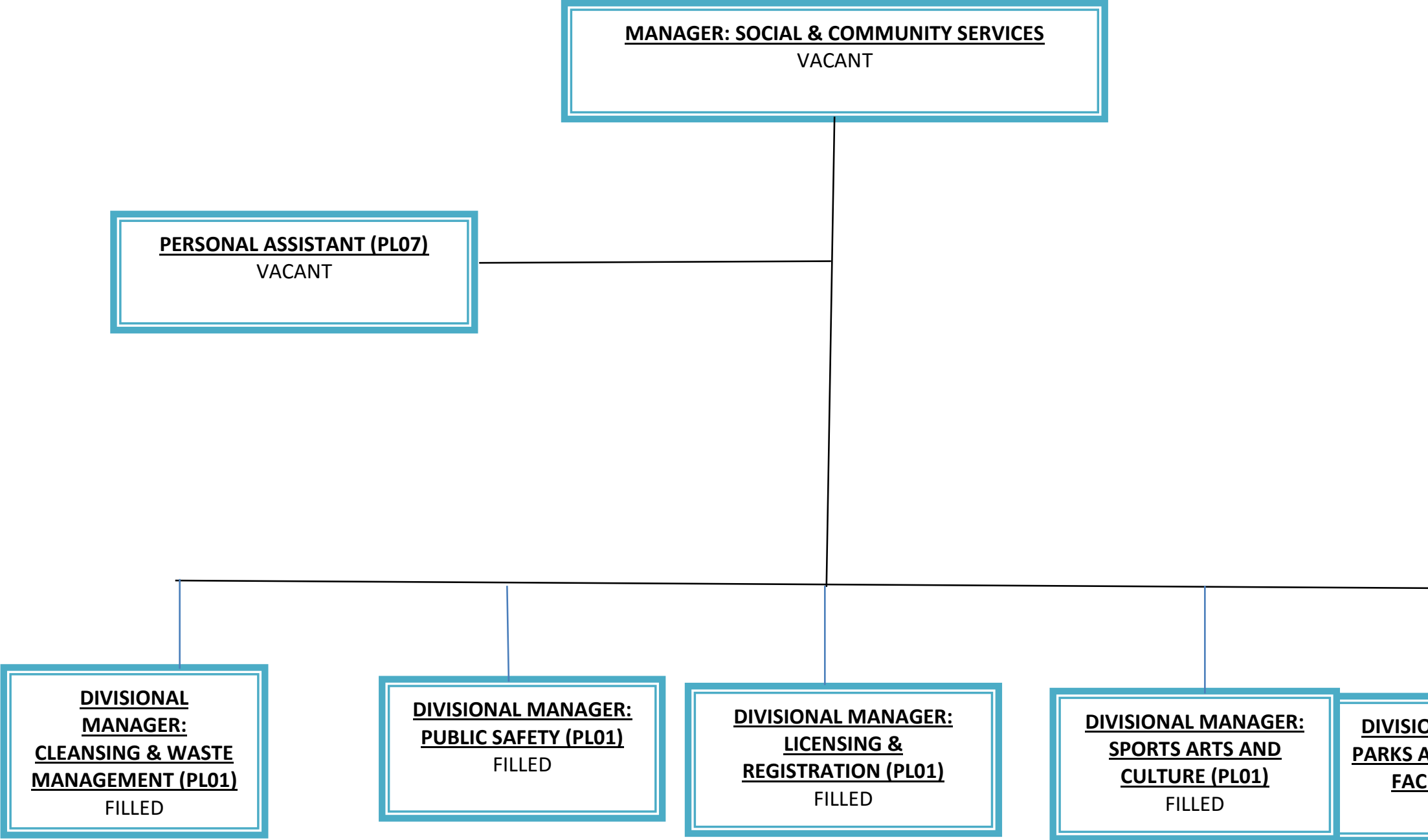


ENGINEERING PLANNING DIVISION



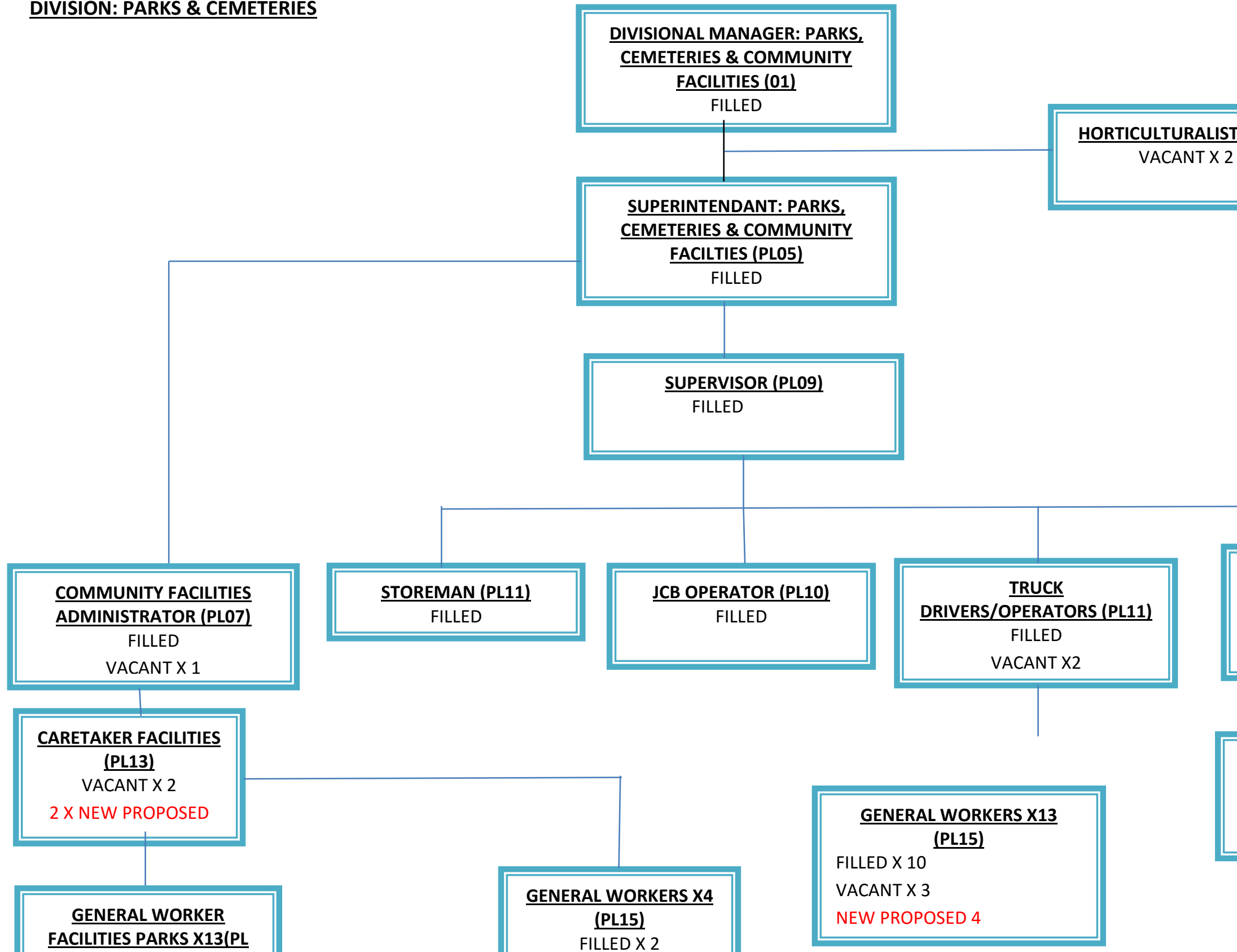


SOCIAL & COMMUNITY SERVICES ORGANOGRAM



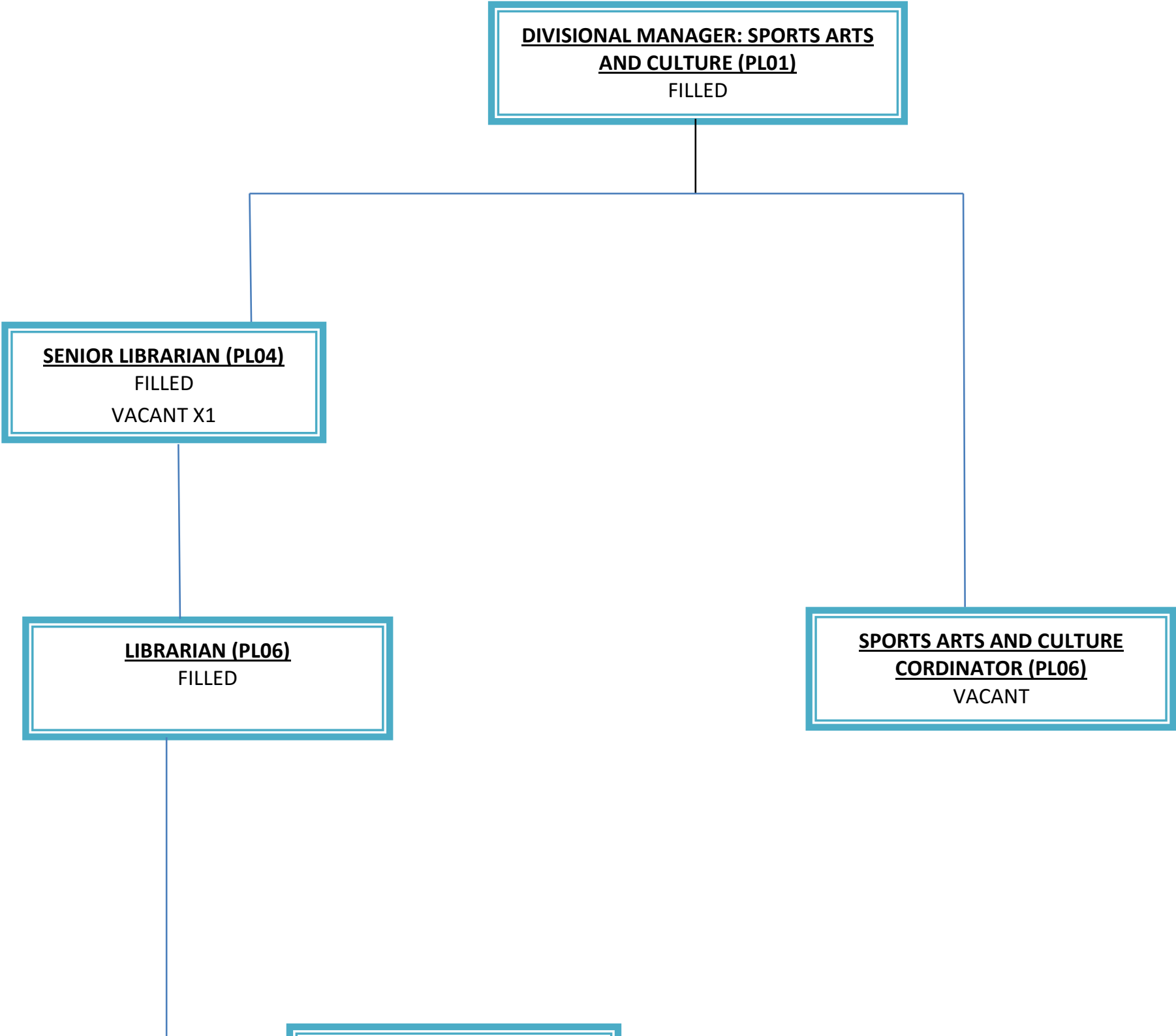


DIVISION: PARKS & CEMETERIES



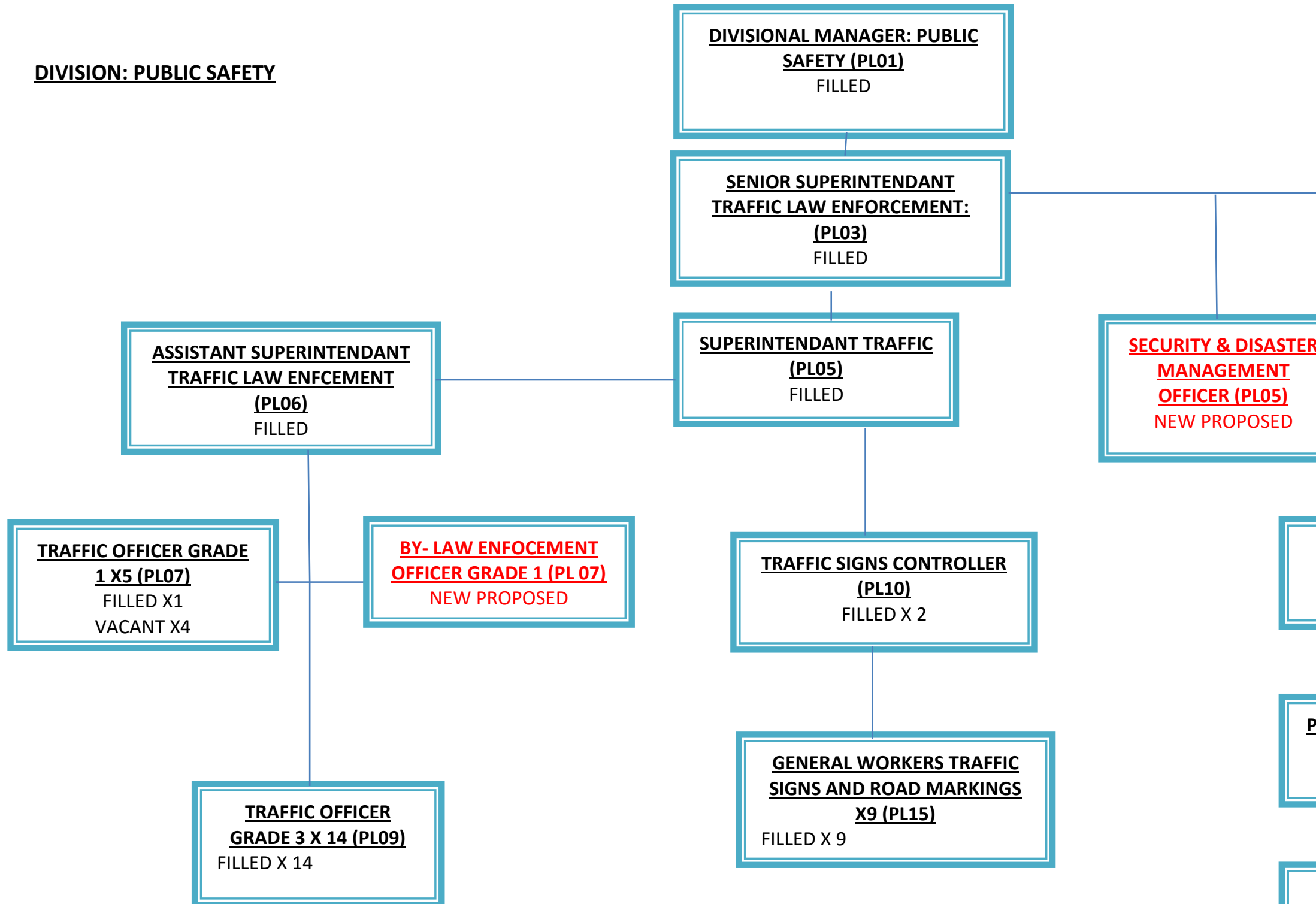


DIVISION: SPORTS ARTS AND CULTURE



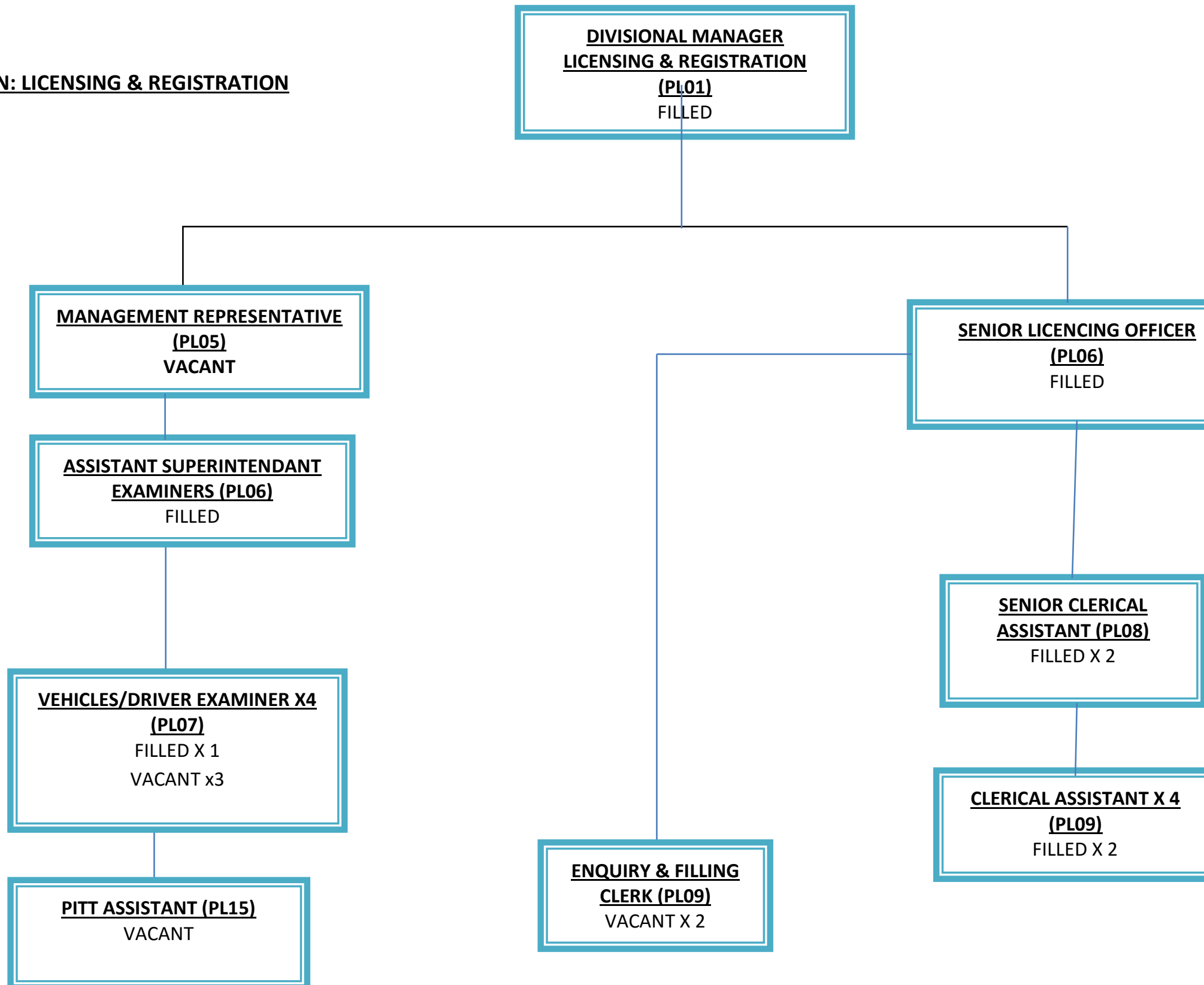


DIVISION: PUBLIC SAFETY



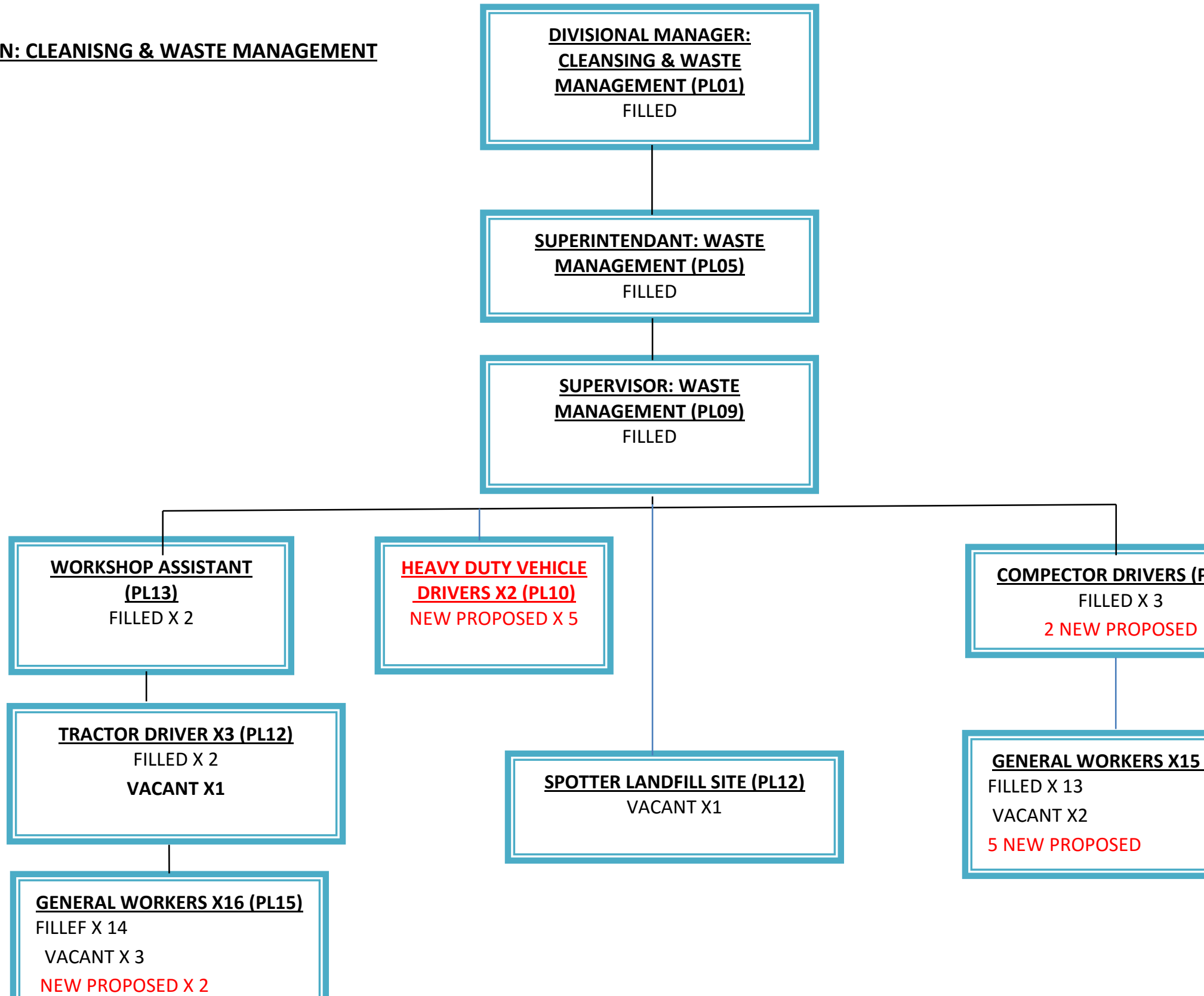


DIVISION: LICENSING & REGISTRATION



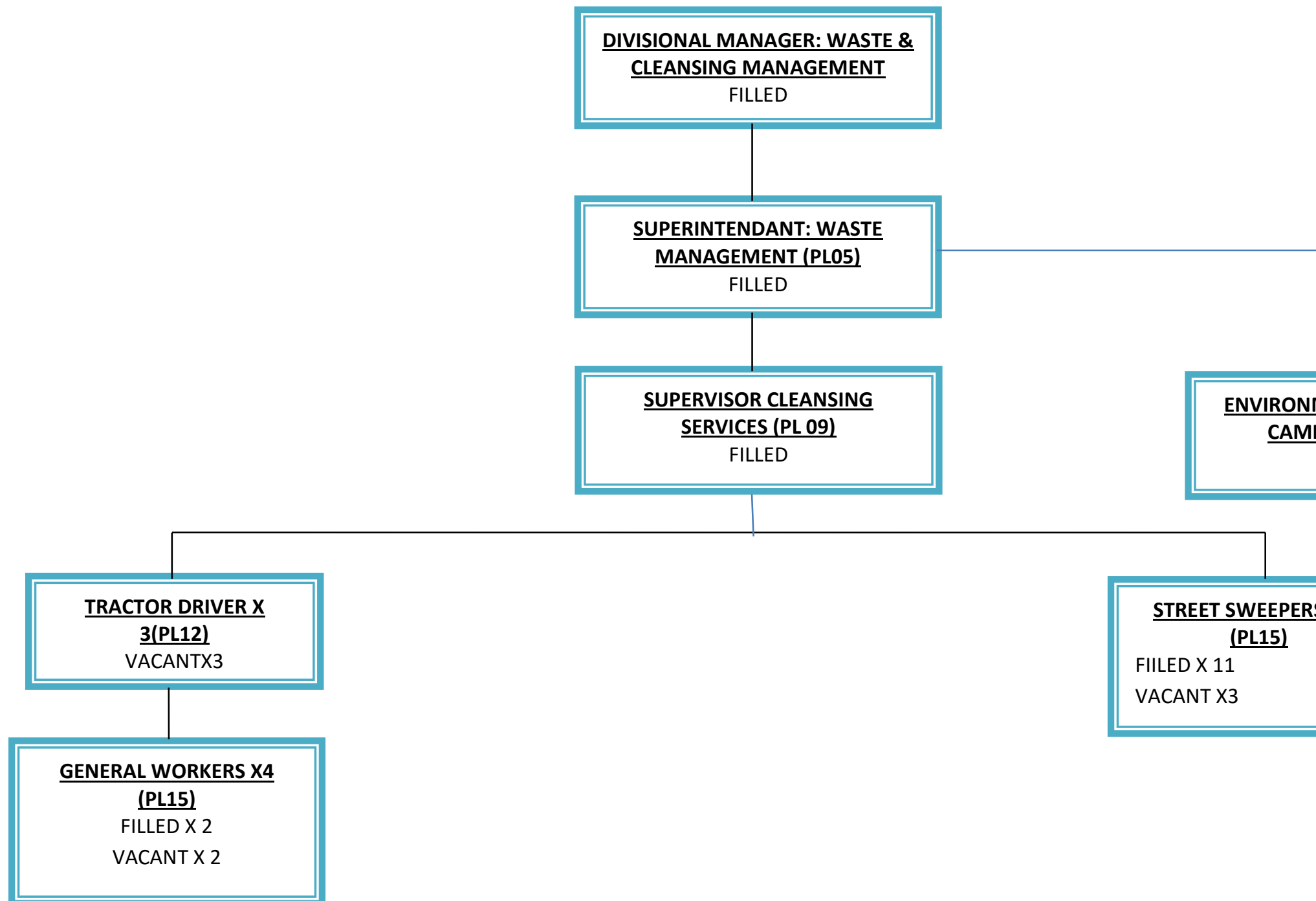


DIVISION: CLEANISNG & WASTE MANAGEMENT





DIVISION: CLEANSING & WASTE MANAGEMENT (CLEANSING)

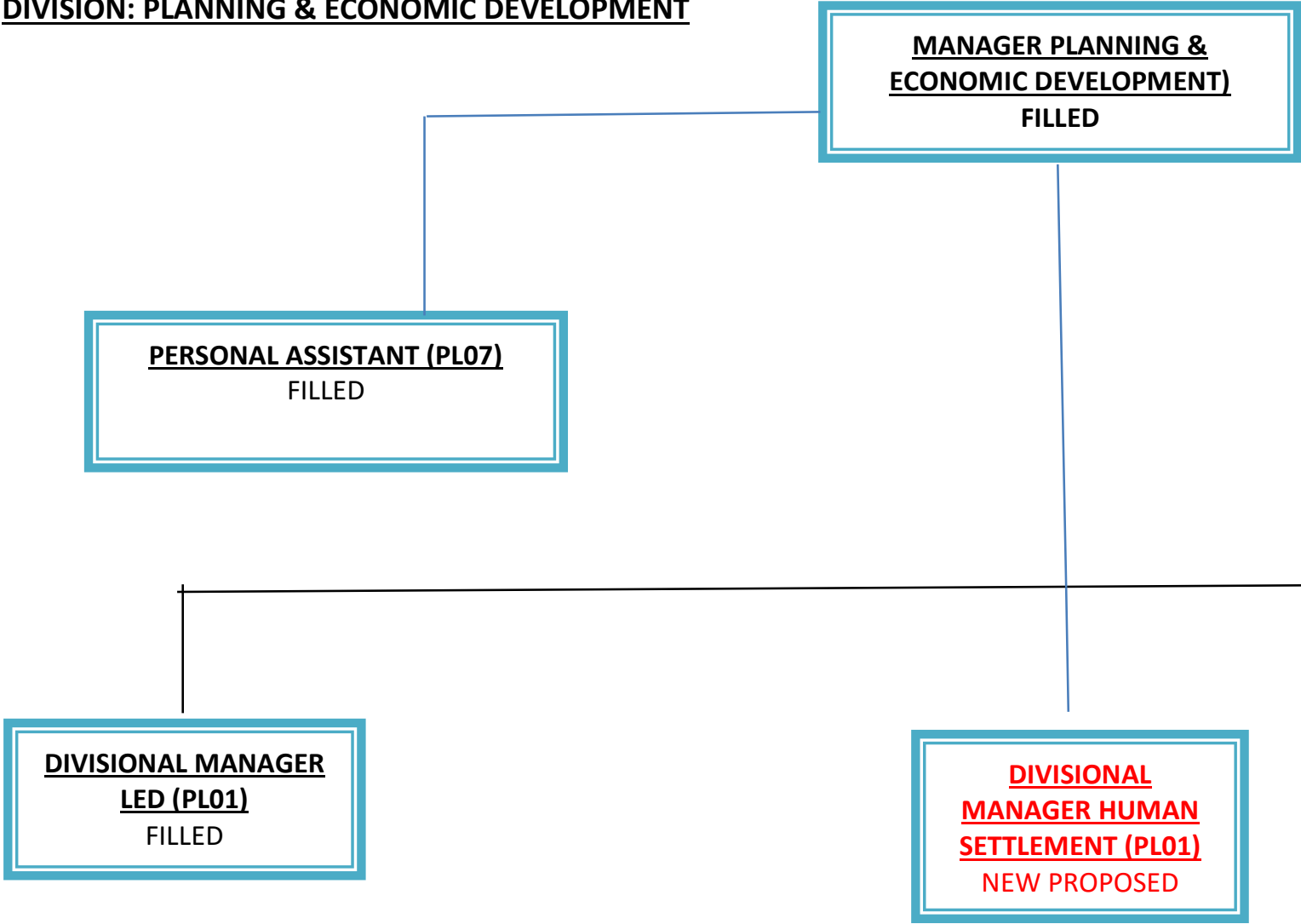




PLANNING & ECONOMIC OFFICE ORGANOGRAM

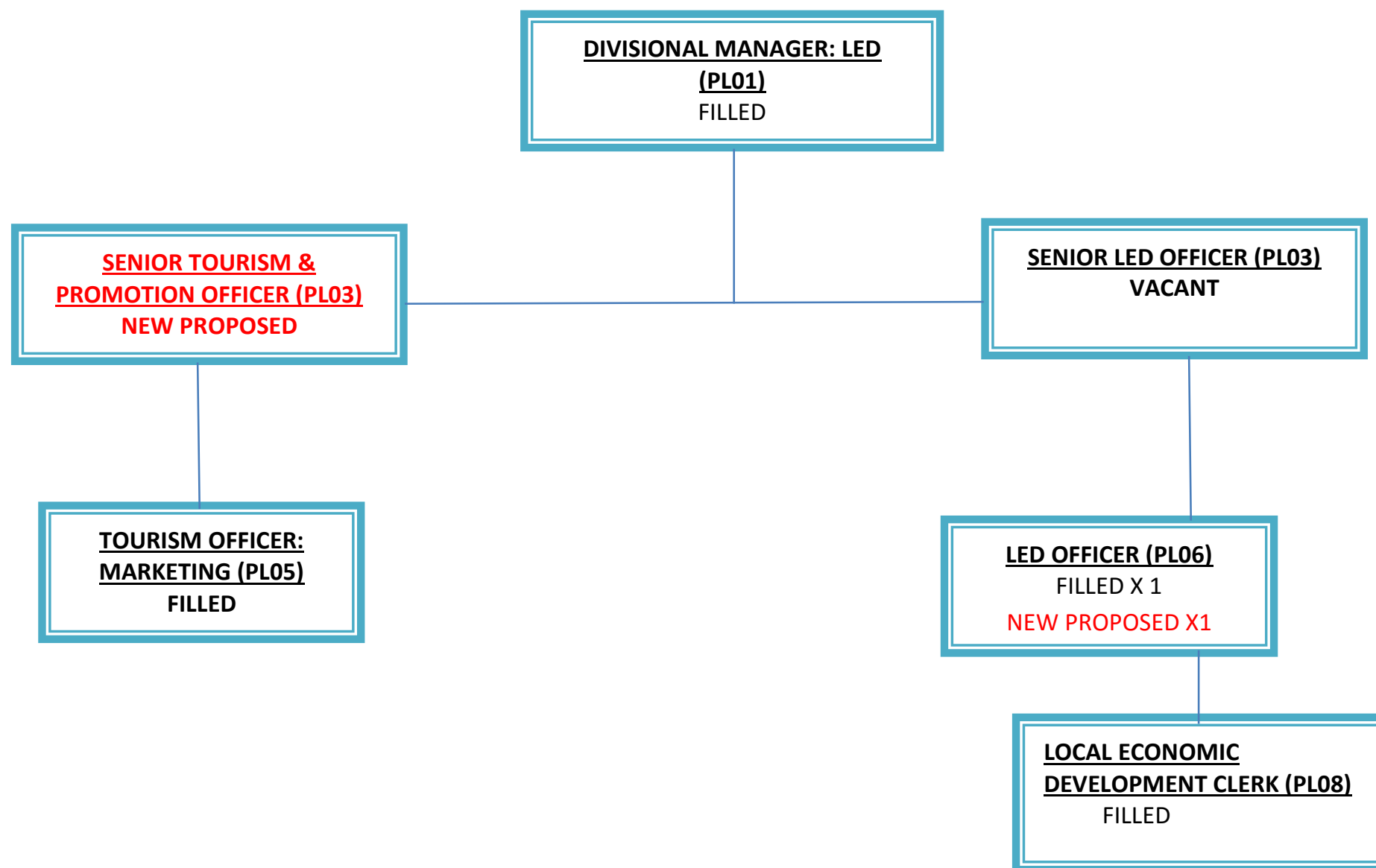


DIVISION: PLANNING & ECONOMIC DEVELOPMENT



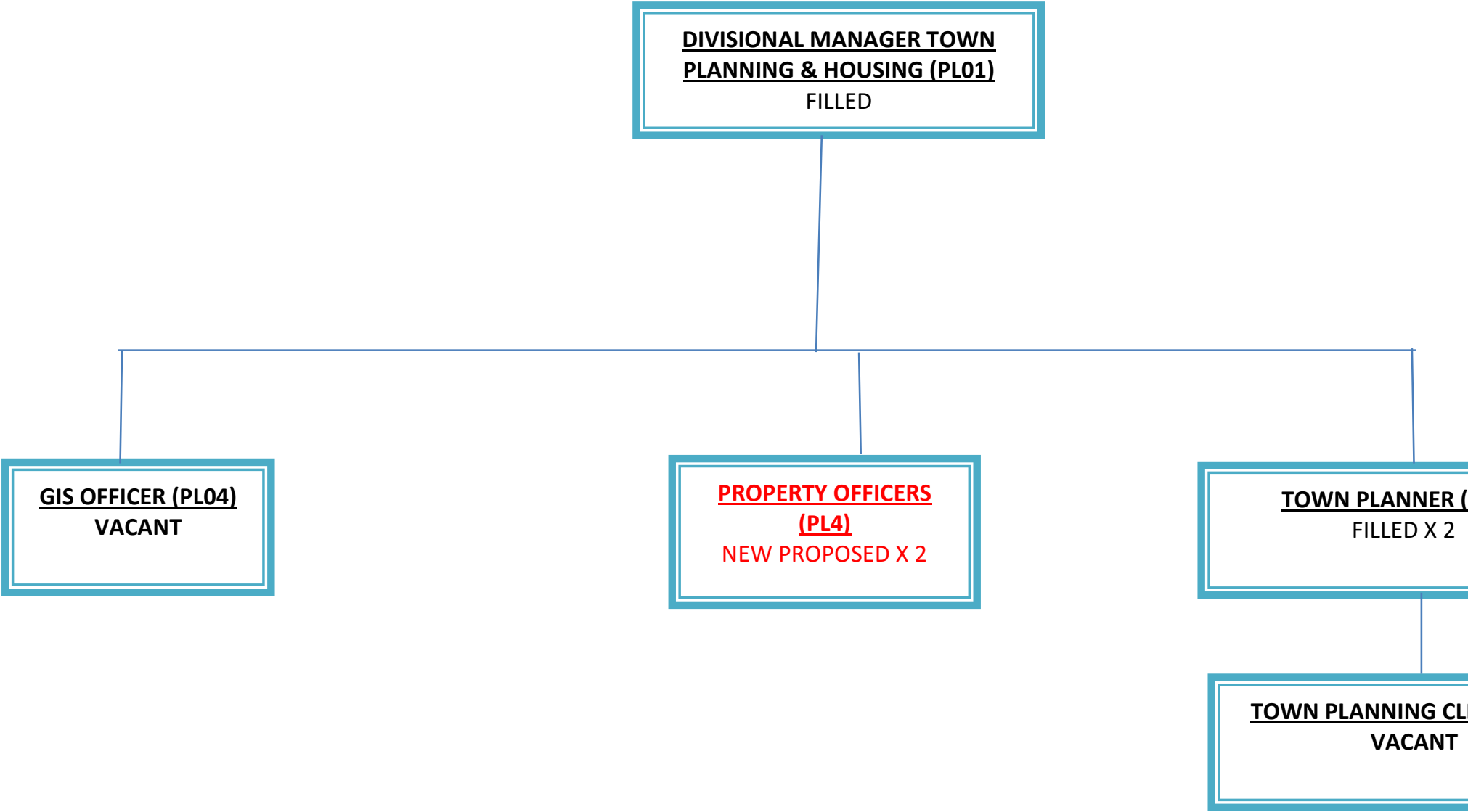


DIVISION: LOCAL ECONOMIC DEVELOPMENT



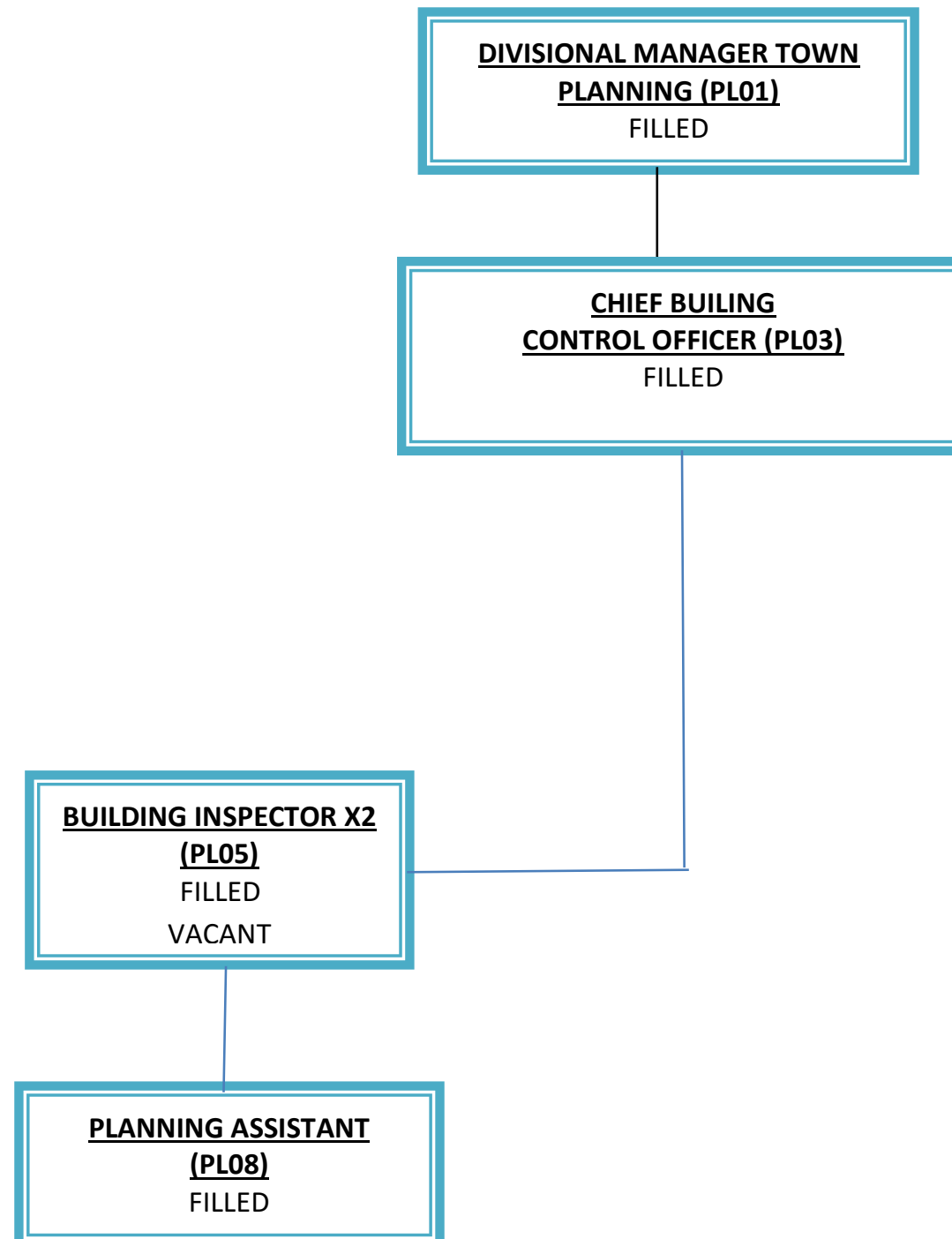


DIVISION: TOWN PLANNING



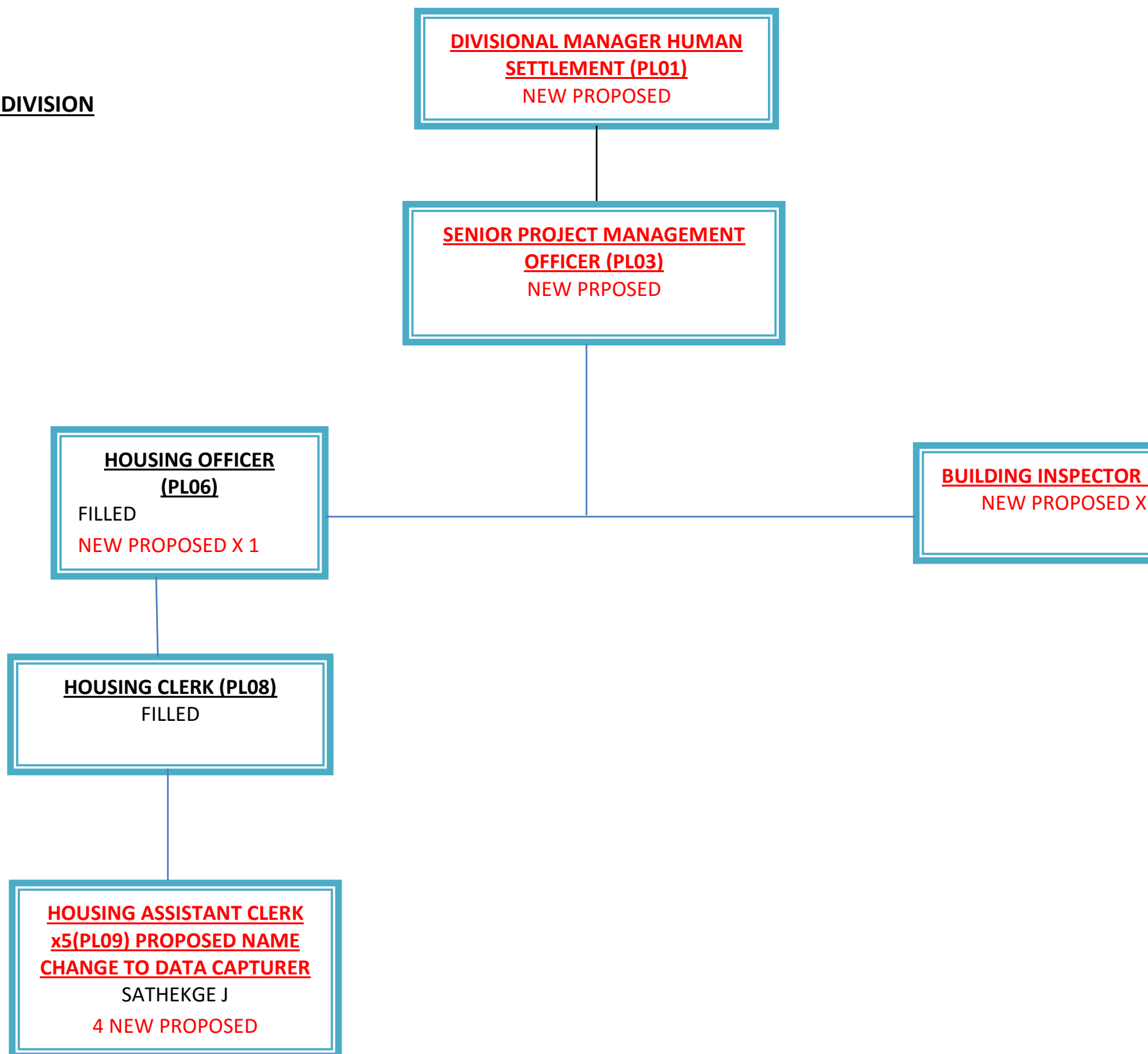


DIVISION: TOWN PLANNING





HUMAN SETTLEMENT DIVISION

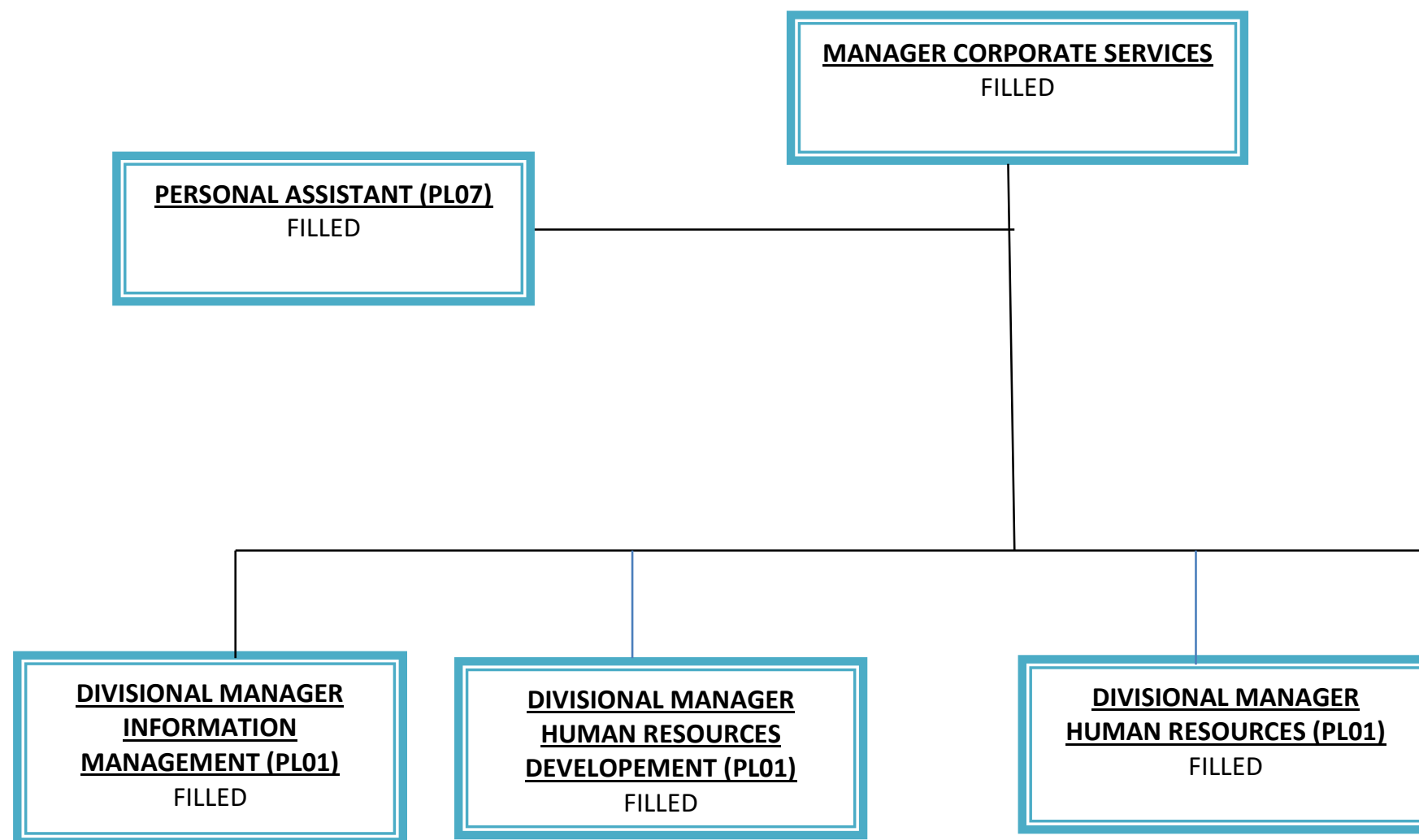




OFFICE OF CORPORATE ORGANOGRAM

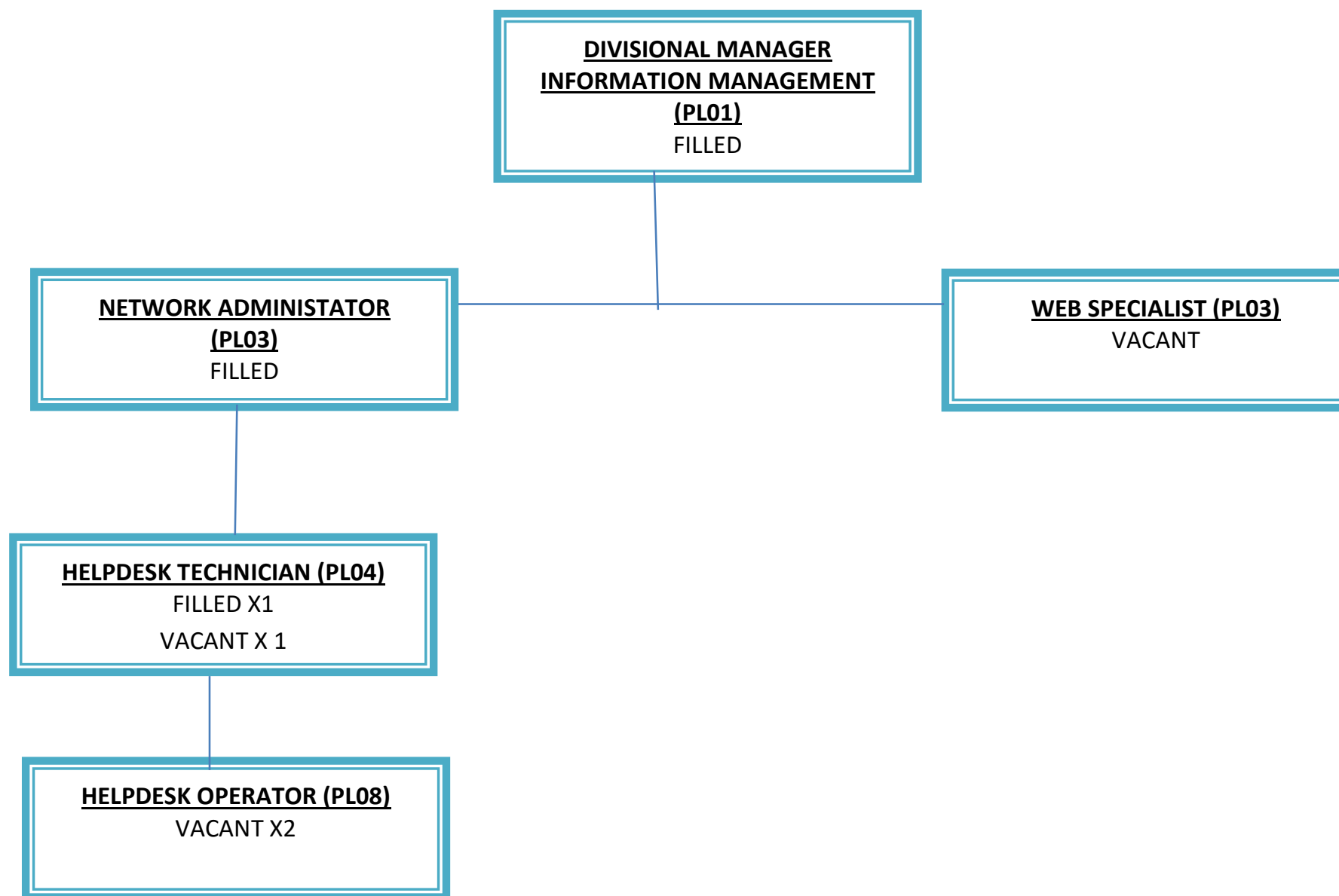


DEPARTMENT: CORPORATE SERVICES



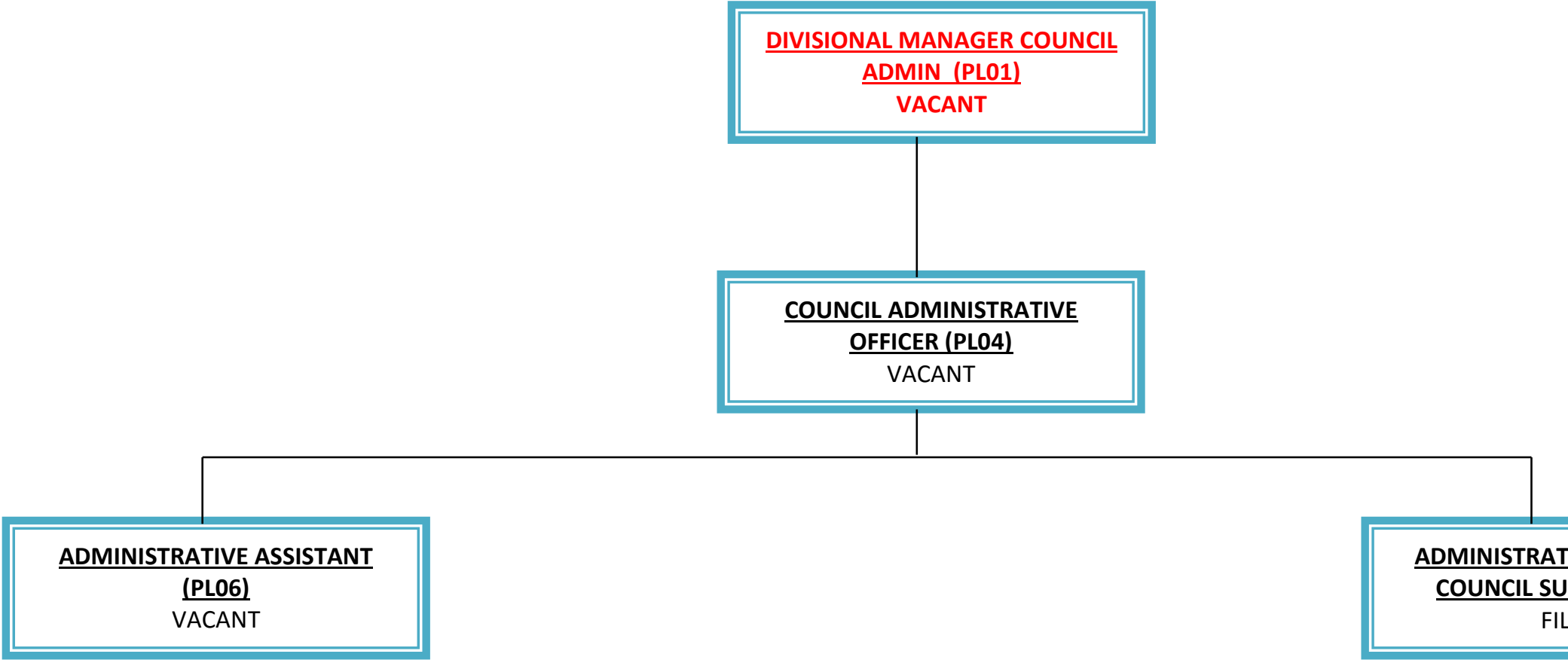


INFORMATION TECHNOLOGY DIVISION



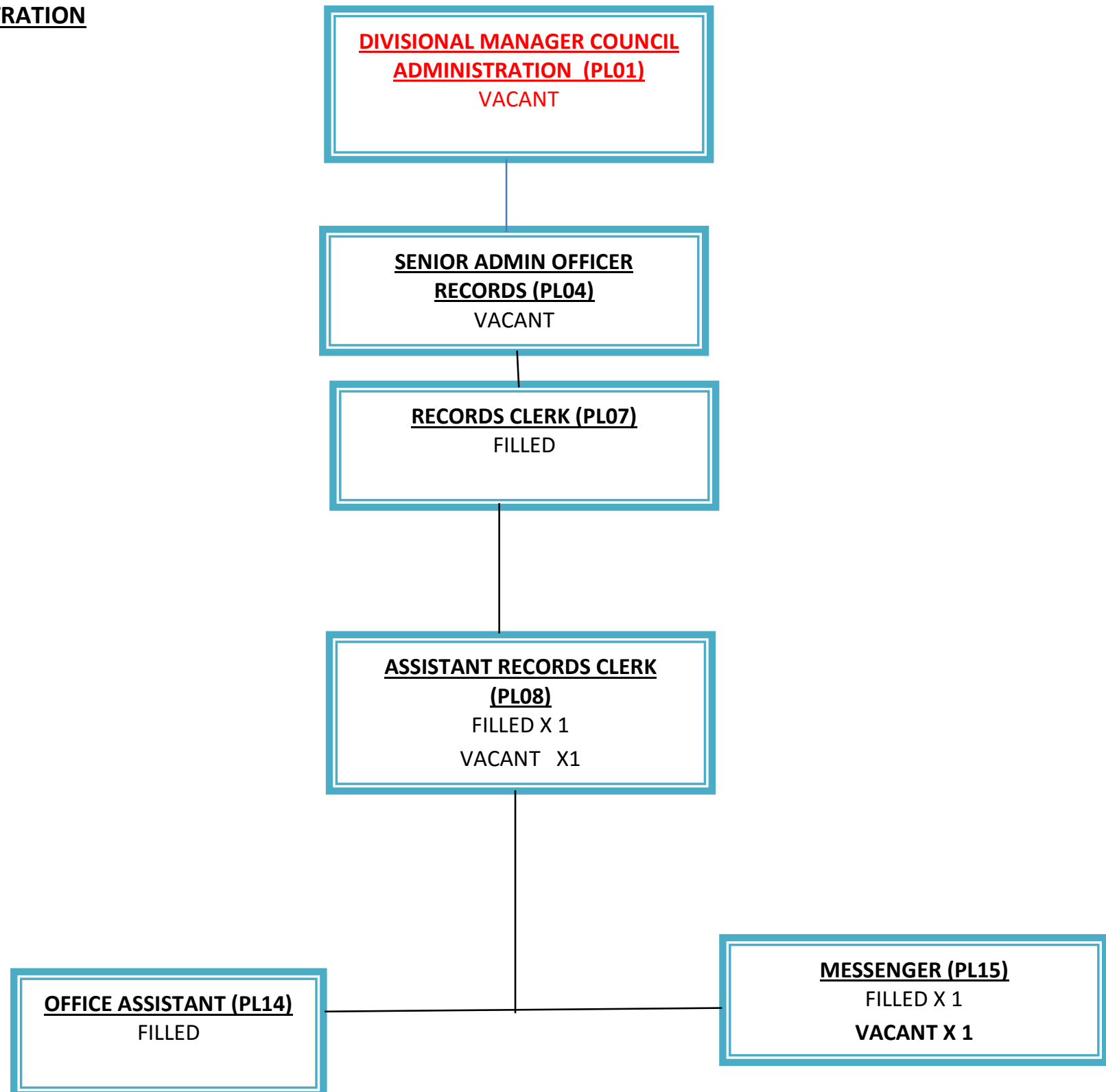


DIVISION: COUNCIL ADMIN



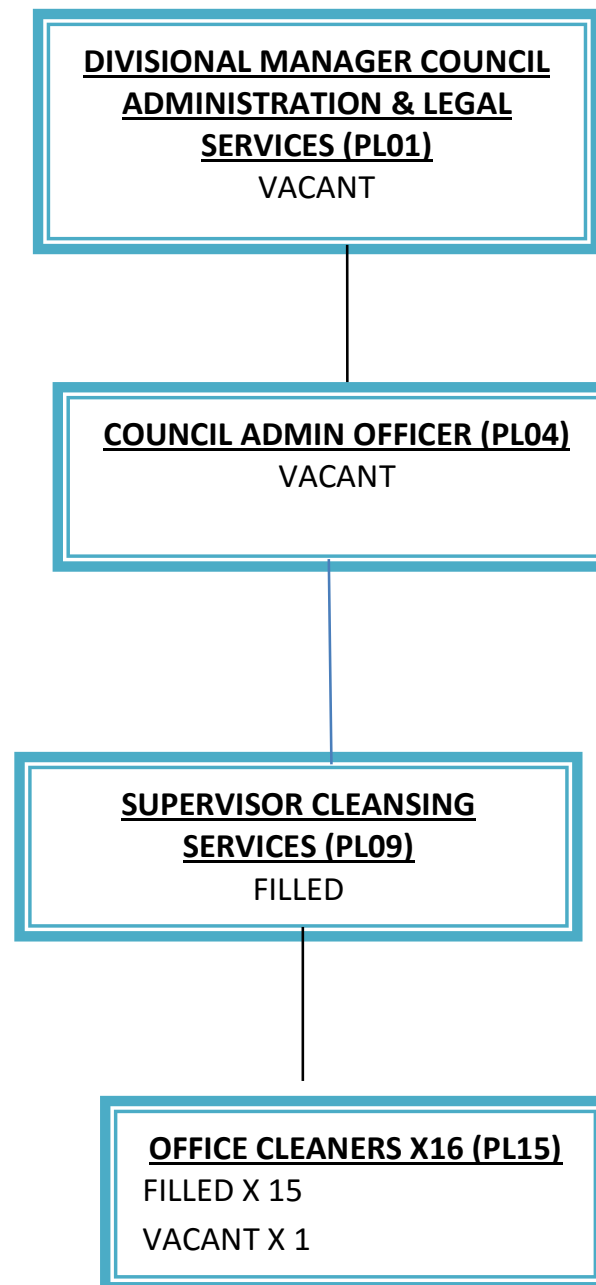


DIVISION: COUNCIL ADMINISTRATION



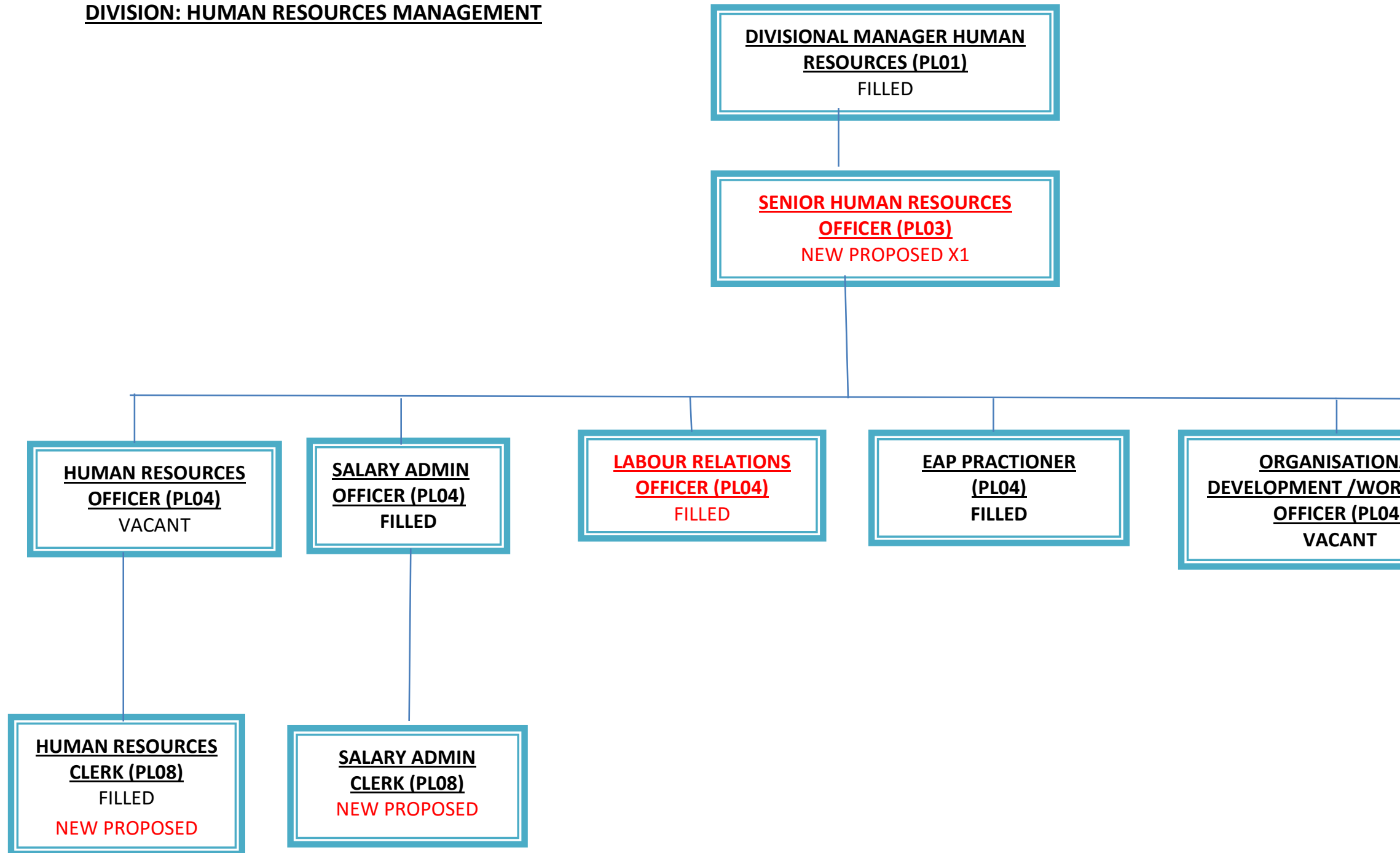


DIVISION COUNCIL ADMINISTRATION (CONTINUED)



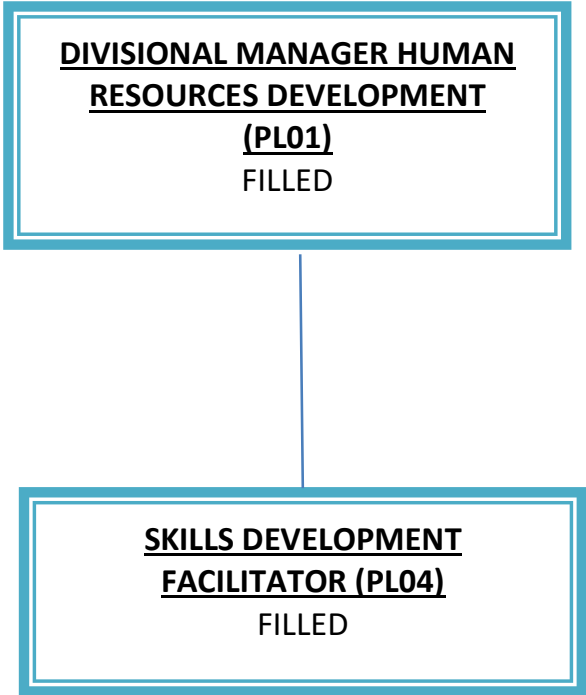


DIVISION: HUMAN RESOURCES MANAGEMENT





DIVISION: HUMAN RESOURCES DEVELOPMENT

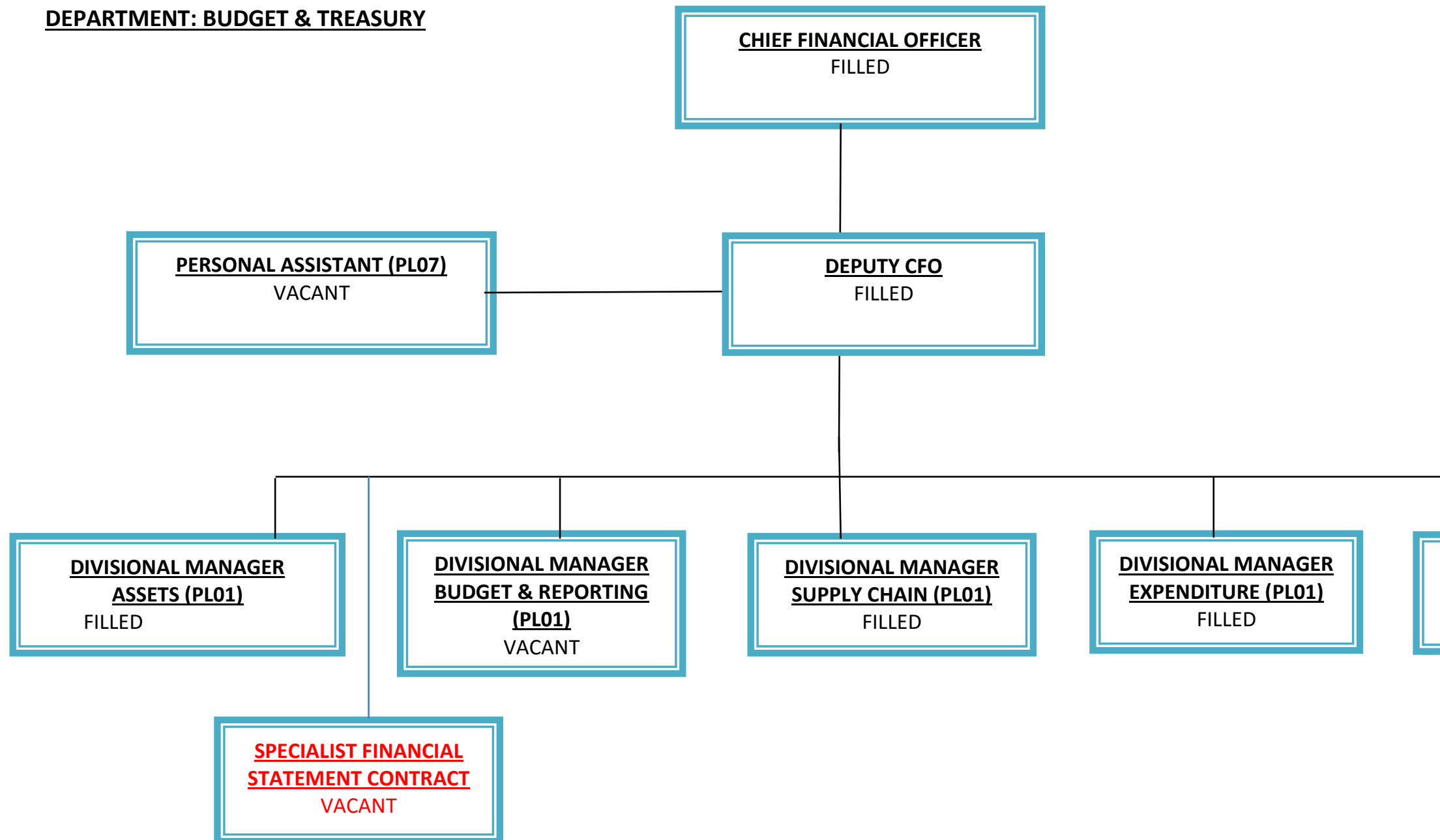




BUDGET & TREASURY ORGANOGRAM

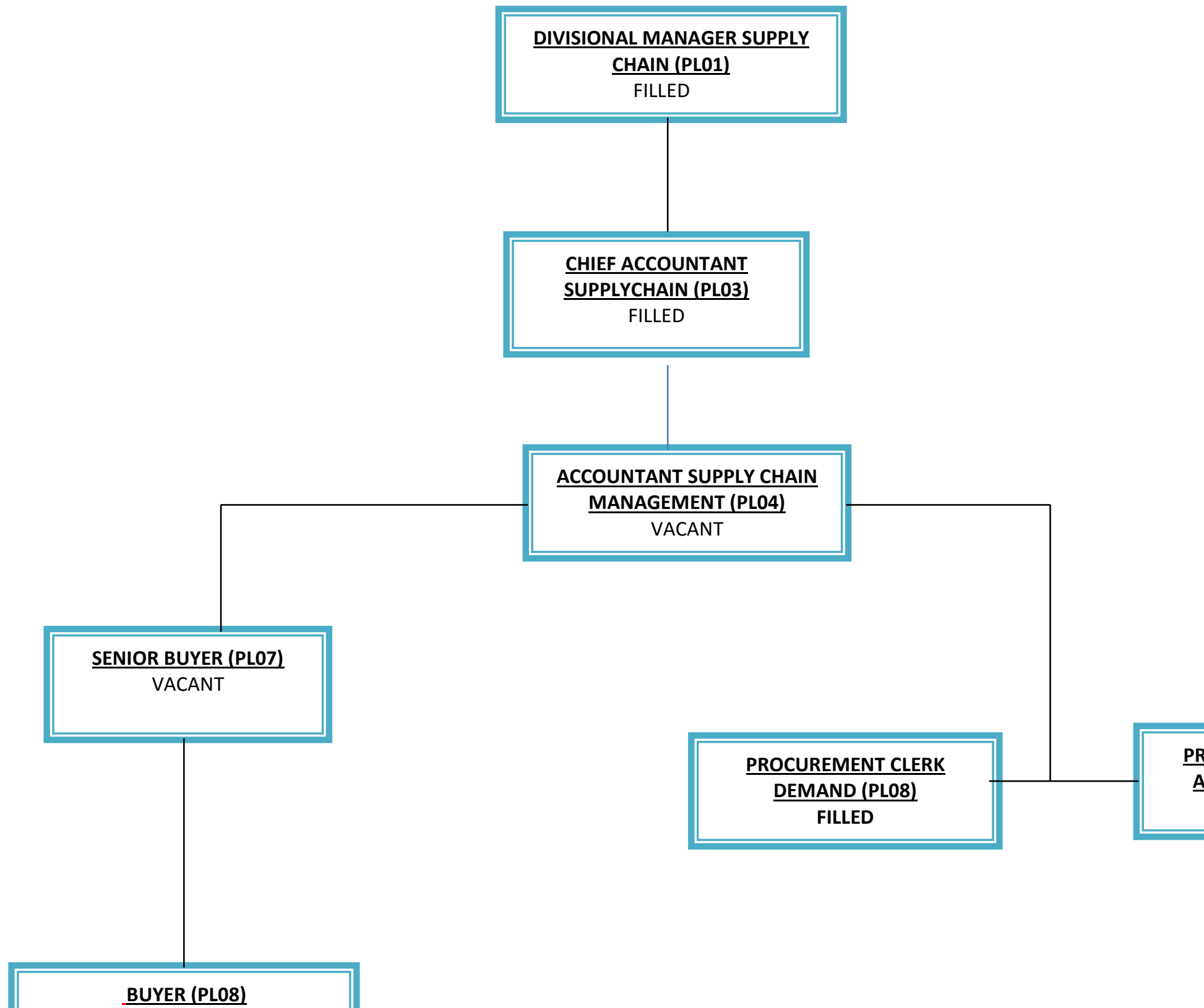


DEPARTMENT: BUDGET & TREASURY



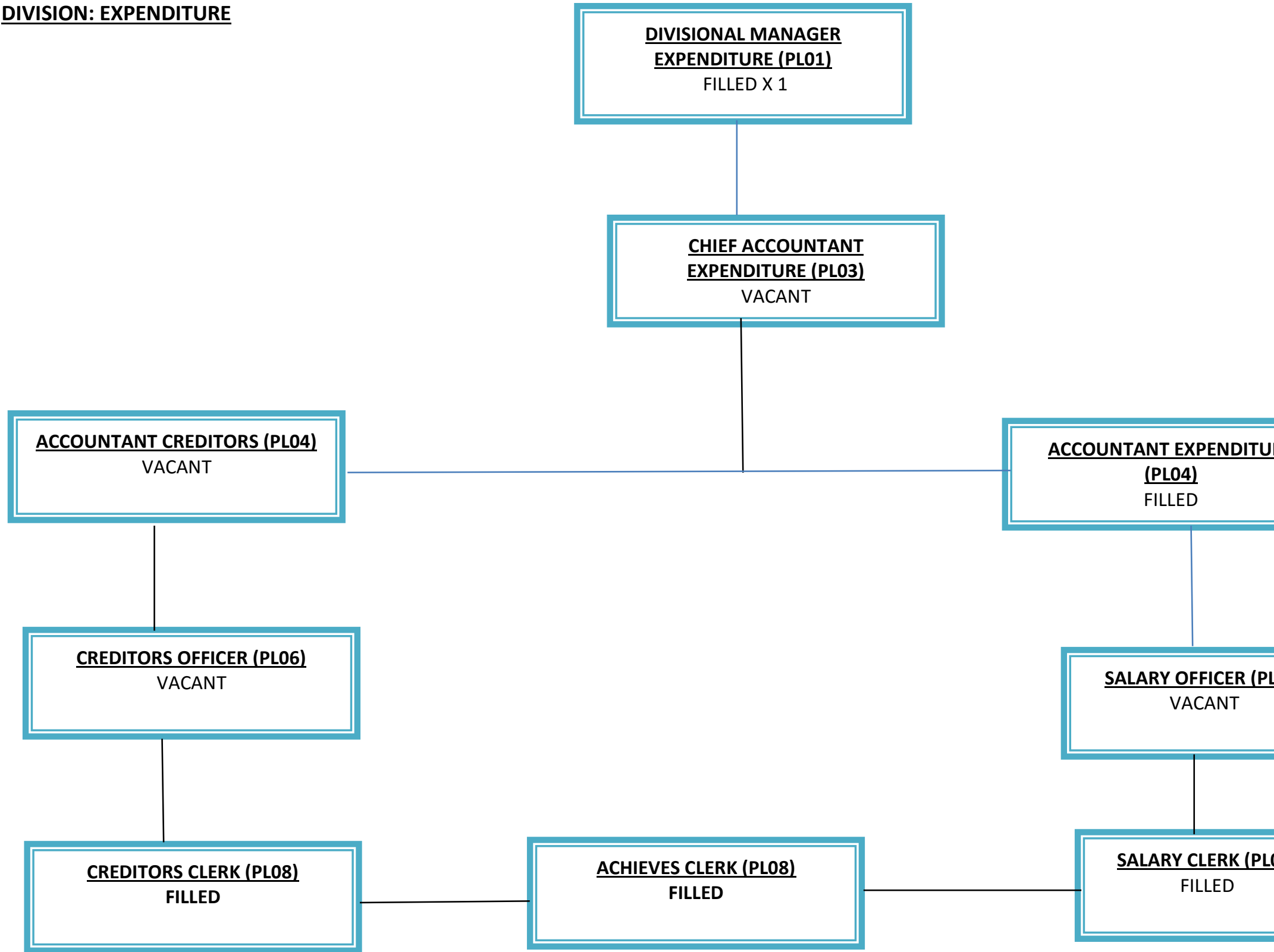


DIVISION: SUPPLY CHAIN



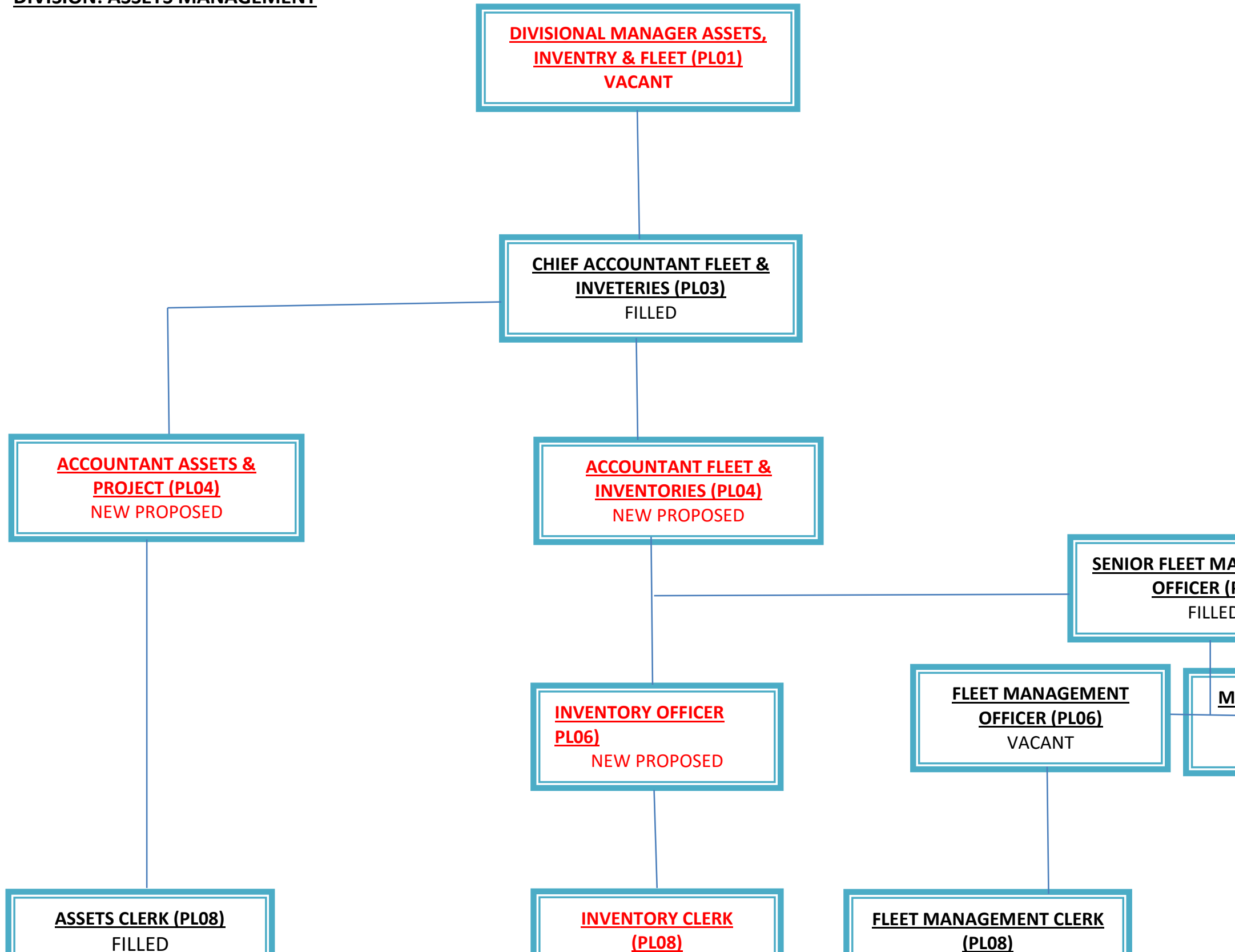


DIVISION: EXPENDITURE



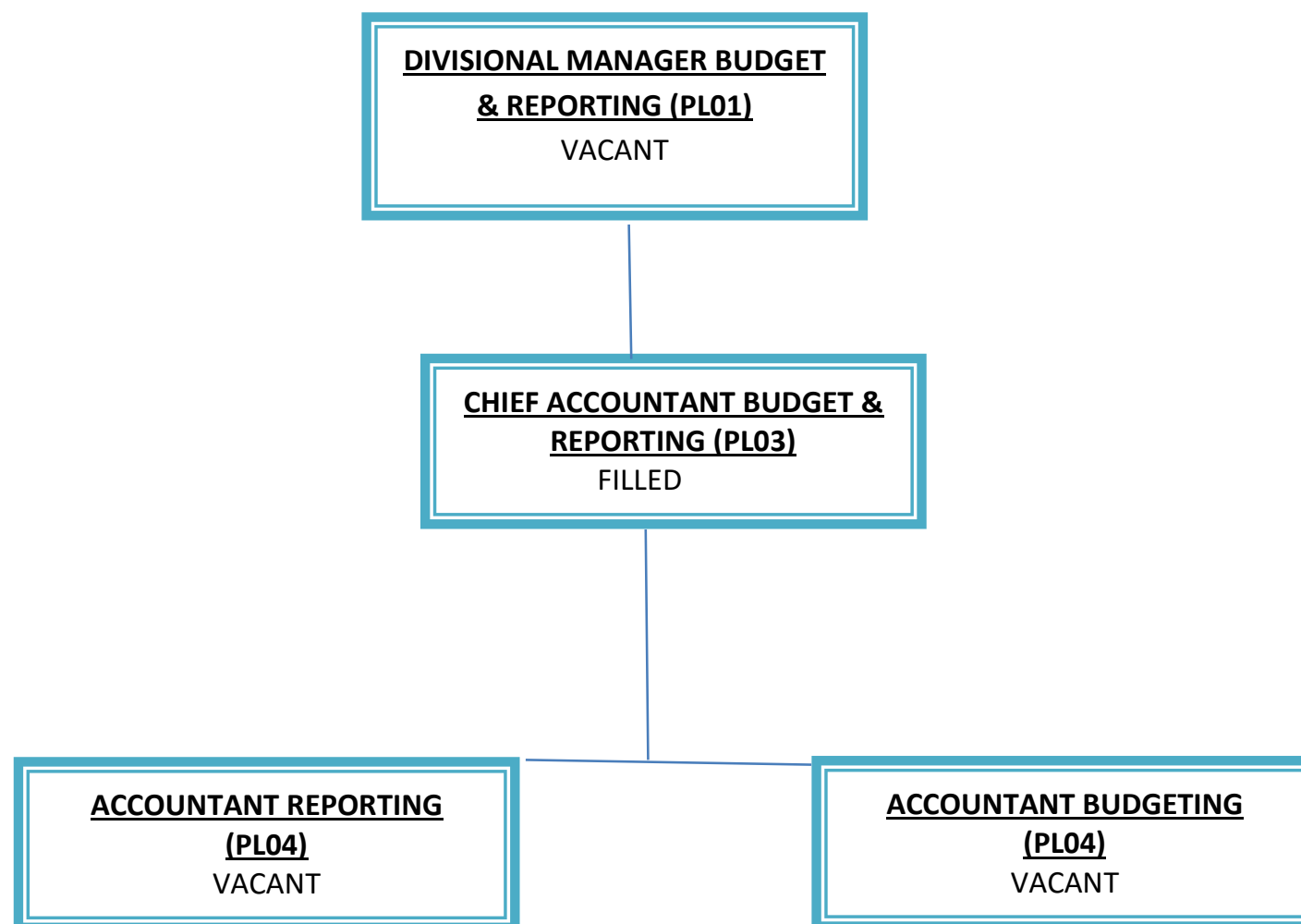


DIVISION: ASSETS MANAGEMENT



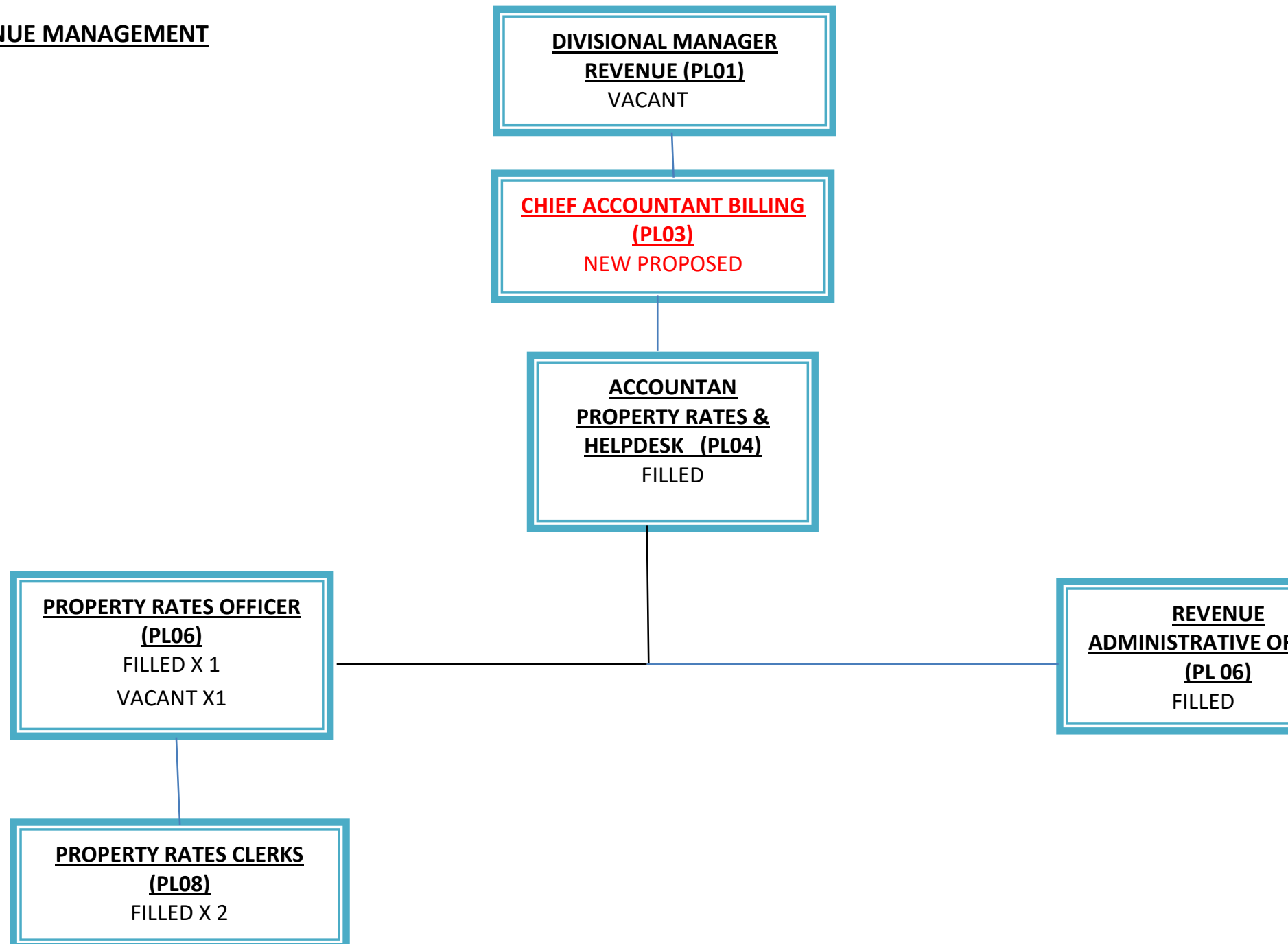


DIVISION BUDGET & REPORTING



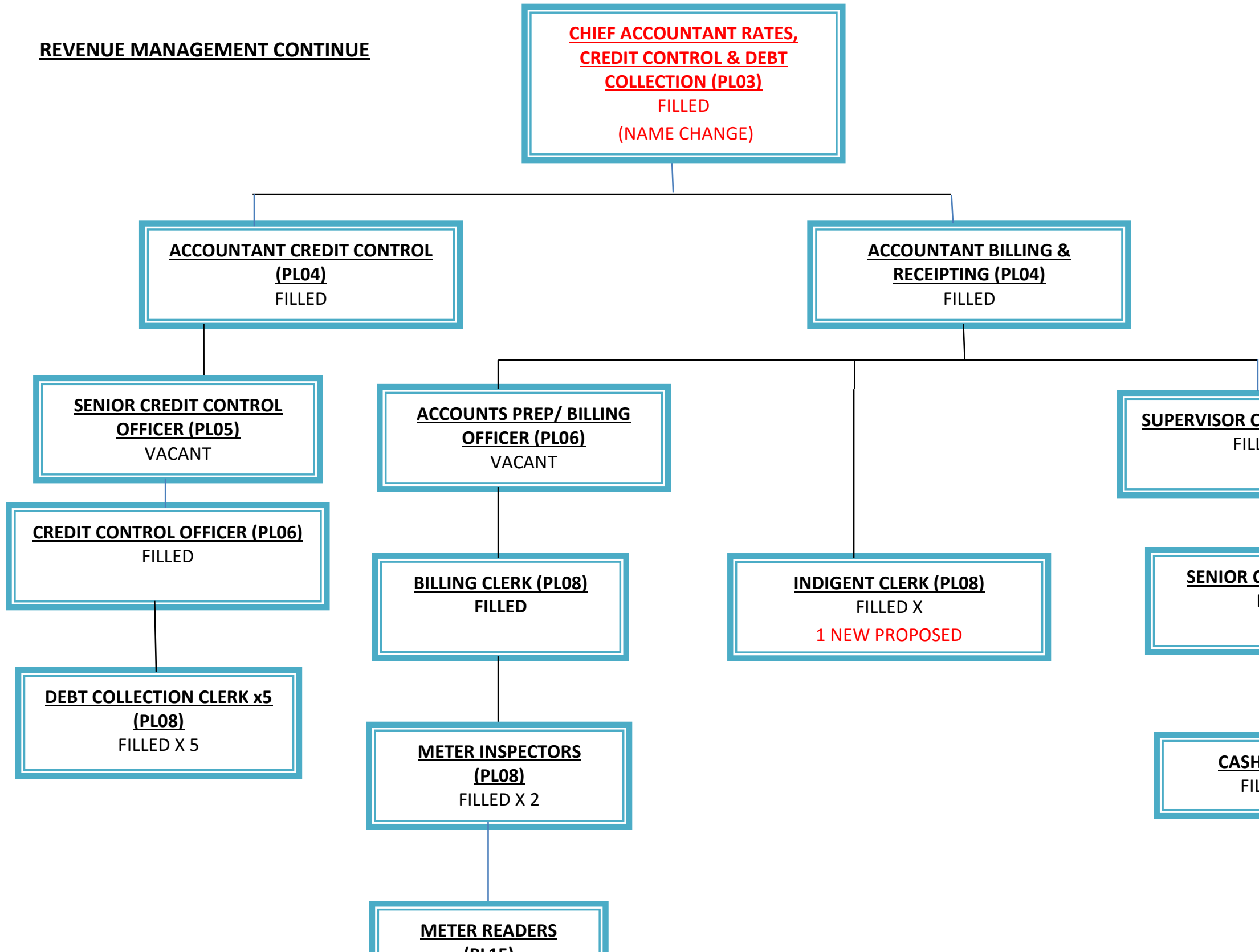


DIVISION: REVENUE MANAGEMENT





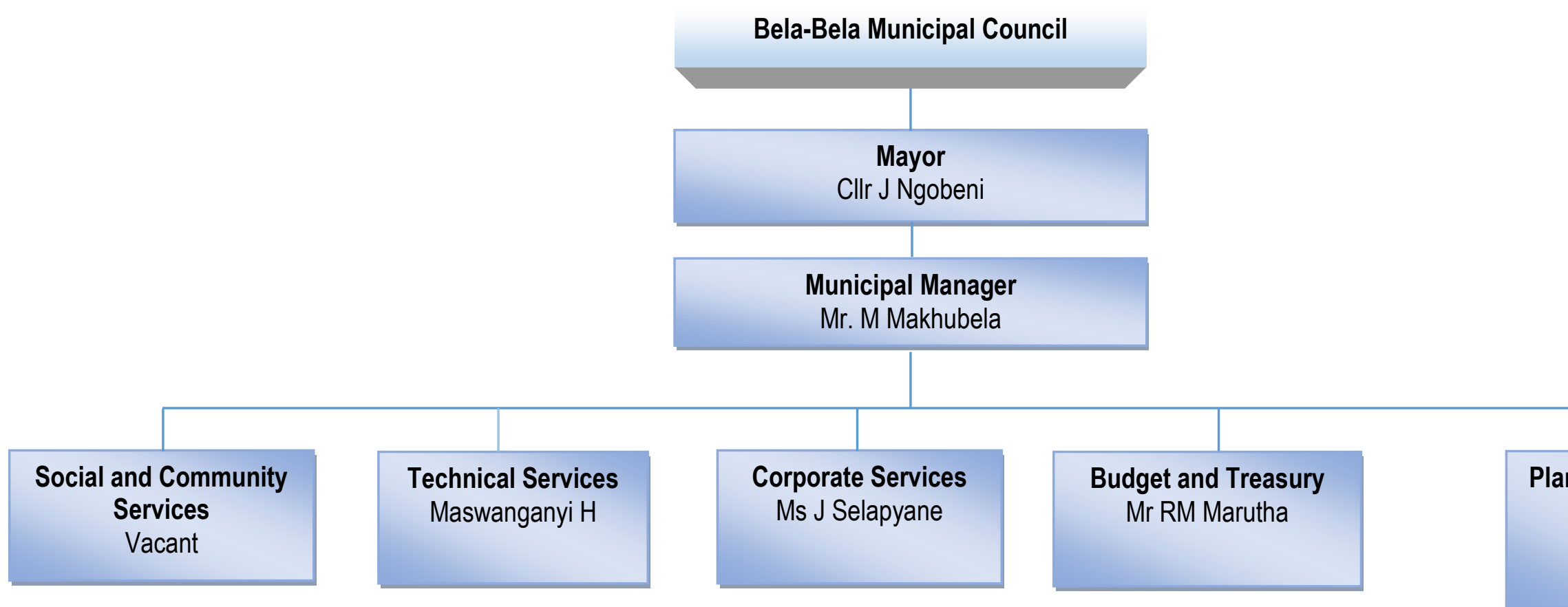
REVENUE MANAGEMENT CONTINUE





MAYOR'S OFFICE ORGANOGRAM

Figure 13: Municipal Administrative Leadership





3.8.2. An analysis of vacancy rate

Vacancy Rate

Currently the vacancy rate within the Municipality is **24%**, which means that 128 Posts of the 526 are yet to be filled. At Senior Management level there are two (2) vacant Posts of the Manager: Planning & Economic Development and Social & Community Services Departments respectively. The Municipality is committed in keeping its total operational costs under the accepted norm of 35% by ensuring that its Organizational Structure is efficient and effective by ensuring that majority of its personnel is versatile in terms of performance of multiplicity of tasks and related functions through sustained 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 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 Management, which will enable the Municipality to have a sound and reliable Organizational Memory in the advent that some of the Managers leave for either reason.

To date, the Municipality have managed to attract a Team of highly skilled and competent Practitioners at its Senior Management Echelon. The 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 skilled and competent on issues within their respective jurisdictional area, they also also able to apply for higher positions as and when there are vacancies provided to those Practitioners who are further appointed to senior posts therein becomes a worthy investment on the part of the Municipality.



employee above the minimum notch of the salary range indicated by the job weight. The process may also be initiated where an employee with 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 transparent personnel administration in accordance with the Employment Equity Act 1998. The employment equity plan intends to achieve equality to make the municipal workforce more representative and ensuring fair and equitable employment practices for employees. Furthermore, it aims 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 audit of the Municipality by the end of June 2018 indicated that 76, 4% of the municipal employees are males while only 23, 6% are female. This indicates that more 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 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 goal of this equity plan in this regard is 40% of women in Section 56 position by June 2019.



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
Basic Service Delivery and Infrastrure Development	Skills Programme	Enatis Full End User	4
Basic Service Delivery and Infrastructure Development Skills	Skills Programme	Audit & Control (Enatis Supervisory)	4
Basic Service Delivery and Infrascuture Development	Learnership	Examiner of Drivers License	5
Basic Service Delivery and Infrascuture Development	Learnership	Examiner of Motor Vehicles	5
Basic Service Delivery and infrastructure development	Skills Programme	Eye Test	0
Basic Service Delivery and Infrascuture Development	Skills Programme	Advanced Driving	4
Basic Service Delivery and Infrastructure Development	Learnership	Traffic Officer programme	5
Basic Service Delivery and Infrastruture Development	Skills Programme	AARTO	0
Basic Service Delivery and Infrastrure Development	Skills Programme	Customer Care	4
Basic Service Delivery and Infrastrure Development	Skills Programme	Fire Fighter 1 & Hazmart Awareness	5
Basic Service Delivery and Infrastrcuture Development	Skills Programme	Best Practices in Managing Libraries Information	5
Basic Service Delivery and Infrastructure Development	Skills Programme	Brush Cutter	2



Basic Service Delivery and Infrastrure Development	Skills Programme	Horticulture	2
Basic Service Delivery and Infrastrure Development	Skills Programme	CAD	5
Basic Service Delivery and Infrastrure Development	Skills Programme	Construction Contract Management	5
Basic Service Delivery and Infrastrure Development	Skills Programme	Gravelling & Surfacing of Road maintenance	3
Basic Service Delivery and Infrastrure Development	Skills Programme	Chip & Spray surface treatment	3
Basic Service Delivery and Infrastrure Development	Skills Programme	Concrete Works Training	3
Basic Service Delivery and Infrastrure Development	Skills Programme	Laying of stormwater pipes	3
Basic Service Delivery and Infrastrure Development	Skills Programme	TLB & Grader Operator	3
Basic Service Delivery and Infrastrure Development	Skills Programme	Water Network & Pipeline Design	5
Basic Service Delivery and Infrastrure Development	Skills Programme	Water Quality Management	5
Basic Service Delivery and Infrastrure Development	Skills Programme	Fitting & Turning	3
Basic Service Delivery and Infrastrure Development	Skills Programme	Plumbing	4
Basic Service Delivery and Infrastrure Development	Learnership	Water & Waste Water Treatment Process Operations	2
basic Service Delivery and Infrastrure Development	Learnership	Wastewater and Water Reticulation Services	4
Basic Service Delivery and Infrastrure Development	Skills Programme	Maintenance of Distribution Networks	3
Municipal Transformation and Institutional Development	Skills Programme	Advanced Labour Law	5
Municipal Transformation and Institutional Development	Skills Programme	Programme in Local Government law and Municipal Administration	5



Municipal Transformation and Institutional Development	Skills Programme	Occupational Health & Safety Meter Readers & Electrical Personnel	5
Municipal Transformation and Institutional Development	Skills Programme	SAMTRAC	5
Municipal Transformation and Institutional Development	Skills Programme	Job Evaluation	5
Municipal Transformation and Institutional Development	Skills Programme	ICT Governance	5
Municipal Transformation and Institutional Development	Skills Programme	Corbit 5	5
Municipal Transformation and Institutional Development	Skills Programme	CCNA	5
Municipal Transformation and Institutional Development	Skills Programme	LINUX	5
Municipal Transformation and Institutional Development	Skills Programme	ITIL	5
Municipal Transformation and Institutional Development	Skills Programme	MCSA	5
Municipal Transformation and Institutional Development	Skills Programme	MCITP	5
Municipal Transformation and Institutional Development	Skills Programme	Hygiene and Cleaning Services	3
Municipal Transformation and Institutional Development	Skills Programme	Telephone Etiquette	3
Municipal Transformation and Institutional Development	Skills Programme	Fleet Management	4



Municipal Transformation and Institutional Development	Skills Programme	Practical Guidance Stakeholder Relations	4
Basic Service Delivery and Infrastructure Development Skills	Skills Programme	Construction Methods	5
Sustainable Local Economic Development	Skills Programme	Intergrated Development Planning	4
Sustainable Local Economic Development	Learnership	Advanced Local Economic Development	6
Municipal Transformation and Institutional Development	Skills Programme	GIS	5
Municipal Transformation and Institutional Development	Skills Programme	Advanced Excel Pivot Tables	5
Good Governance and Deepening of Democracy	Learnership	Municipal Governance	5
Good Governance and Deepening of Democracy	Learnership	ELMDP	5
Good Governance and Deepening of Democracy	Skills Programme	Councillor Development Programme	4
Good Governance and Deepening of Democracy	Skills Programme	Public Participation in Local Governance	5
Basic Service Delivery and Infrastrure Development	Skills Programme	Landfill Operation	4
Basic Service Delivery and Infrastrure Development	Skills Programme	Handle and Dispose of Waste	1
Basic Service Delivery and Infrastrure Development	Skills Programme	Introduction to Integrated Waste Management	5
Basic Service Delivery and Infrastrure Development	Skills Programme	Fall Arrest System (FAS)	4
Basic Service Delivery and Infrastrure Development	Skills Programme	MV & LV Cable Jointing & Termination	4
Basic Service Delivery and Infrastrure Development	Skills Programme	MV & LV Cable Fault Locating	4
Basic Service Delivery and Infrastrure Development	Skills Programme	MV & LV Switchgears Operating	4



Basic Service Delivery and Infrastrure Development	Skills Programme	ORHVS (Authorised)	5
Basic Service Delivery and Infrasture Development	Skills Programme	ORHVS (Responsible)	5
Basic Service Delivery and Infrasture Development	Skills Programme	Metering and Measurement	4
Basic Service Delivery and Infrasture Development	Skills Programme	Battery Maintenance	4
Basic Service Delivery and Infrasture Development	RPL	Electrical RPL	4
Basic Service Delivery and Infrastrure Development	Skills Programme	ORHVS (Gain Access) Meter Readers & Electrical Personnel	4
Municipal Transformation and Institutional Development	Skills Programme	Report Writing for Managers	5
Municipal Financial Viabilty and Management	Skills Programme	GRAP	5
Municipal Financial Viabilty and Management	Skills Programme	Caseware	5
Municipal Financial Viabilty and Management	Skills Programme	Revenue Management	4
Municipal Financial Viabilty and Management	Skills Programme	Cash Flow,Credit Control & Debt Collection	5
Municipal Financial Viabilty and Management	Learnership	Local Government Accounting Certificate	3
Municipal Financial Viabilty and Management	Learnership	Advanced Local Government Accounting Certificate	4
Municipal Financial Viabilty and Management	Learnership	Municipal Finance Management Programme	6
Municipal Transformation and Institutional	Skills Programme	Proiect Management	5



Development			
Municipal Transformation and Institutional Development	Skills Programme	Audit Projects	5
Municipal Transformation and Institutional Development	skills ProgrammeSupply Chain Management		5
Municipal Financial Viability and Management	Skills Programme	Assets Management	4
Municipal Transformation and Institutional Development	Skills Programme	Supervisory Management Course	4
Municipal Transformation and Institutional Development	Skills Programme	Conflict resolution management , Business Writing and Speech	5
Municipal Transformation and Institutional Development	Skills Programme	Advanced Public Relations Management	5

3.8.4. Mainstreaming of HIV/AIDS Programme in the workplace

- The Municipality together with relevant stakeholders 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 implemented.

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

3.8.6. Municipal Wide Developmental Challenges



- 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 in the 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 emergencies are managed using disaster management arrangements and resources. This might include emergencies for which there is little or no experience in the community such as earthquakes or environmental emergencies.
- **Be integrated.** (Involve all people and relevant agencies). The management of emergencies is a shared responsibility involving many 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 a role to play.
 - **Private sector Organizations** are often involved when their services and resources are needed for prevention, response or recovery when 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 the event of emergencies in their 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 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;



- 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. A SWOT analysis is one of the most used forms of organisational analysis. A SWOT examines and assesses the impacts of internal strengths and weaknesses, opportunities and threats, on the success of the "subject" of analysis. An important part of a SWOT analysis involves listing and evaluating internal strengths and 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 attributed to the organisation as a distinctive advantage or what resources it has that is strategic to the competition. Strengths are, in effect, resources, capabilities, and 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 where the organisation is 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, change in technology, or a 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 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
Organisational structure aligned to municipal objectives	High grant dependency (instead of 80/20 own revenue to the MIG)
Alignment between IDP & Budget	Internal and external communication /co-ordination
Compliance with Planning, Reporting, Monitoring & Evaluation mechanisms	Implementation of policy and enforcement by-laws
	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) Sharing of best practices nationally (Municipalities with clean audits / Overall performance) Gateway to Limpopo (Branding & Marketing) Tourism Hub (Tourism levy) Agriculture (food security / Agro-processing / Conducive environment for job creation) Conducive environment for investment (Other private companies & institutions) Functional municipality ito B2B	Magalies undersupply and drought Housing (selling and illegal occupation of RDP houses / potential loss of security tenure) Literacy (High rate of illiteracy / low literacy rate) Communicable diseases (High rate of HIV/AIDS, TB) Employment (High rate of unemployment, poverty and inequality) Slow economic growth of the country Land Use Management (Land invasion / Insufficient land for development for 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 2019 Strategic Planning Session

The Strategic Planning session for 2018/19 addressed performance of Council during the current term and agreed that there are some areas of developmental challenges.

The session was in compliance with the regulatory requirement of an annual review of the Bela-Bela Integrated Development Plan (IDP) 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 Provincial strategies. The NDP puts forward priorities that closely link to the strategic focus of the Bela-Bela Local Municipality. These include the following:

- 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



organisations is imperative to ensure growth and development, strengthening of institutions, nation building and the establishment of ad outputs of strategic planning include a long-term Vision, a five-year strategic framework, an annual programme of action, spatial perspectives 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 manag and objectives through the application of strategies with clear plans of action that are measurable. Therefore, this strategic plan sets out the m outcomes, measurements and targets to be achieved, with clear strategies and plans of actions to be implemented in order to achieve the visio

The continued focus of the National Government is economic growth and socio-economic transformation through the provision of governance service delivery at all spheres of government. In terms of this focus, Municipalities are mandated to give effect to the objects of local government 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 am sustainable jobs, poverty alleviation and relevant skills transfer through successful implementation of government programmes and lastly, by e 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, Nation Outcomes, in particular the outputs from Outcome Nine, Back-to-Basics Approach and the Limpopo Development Plan (LDP).



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

BBLM Development Priorities

Figure 14: Current Planning Trajectory

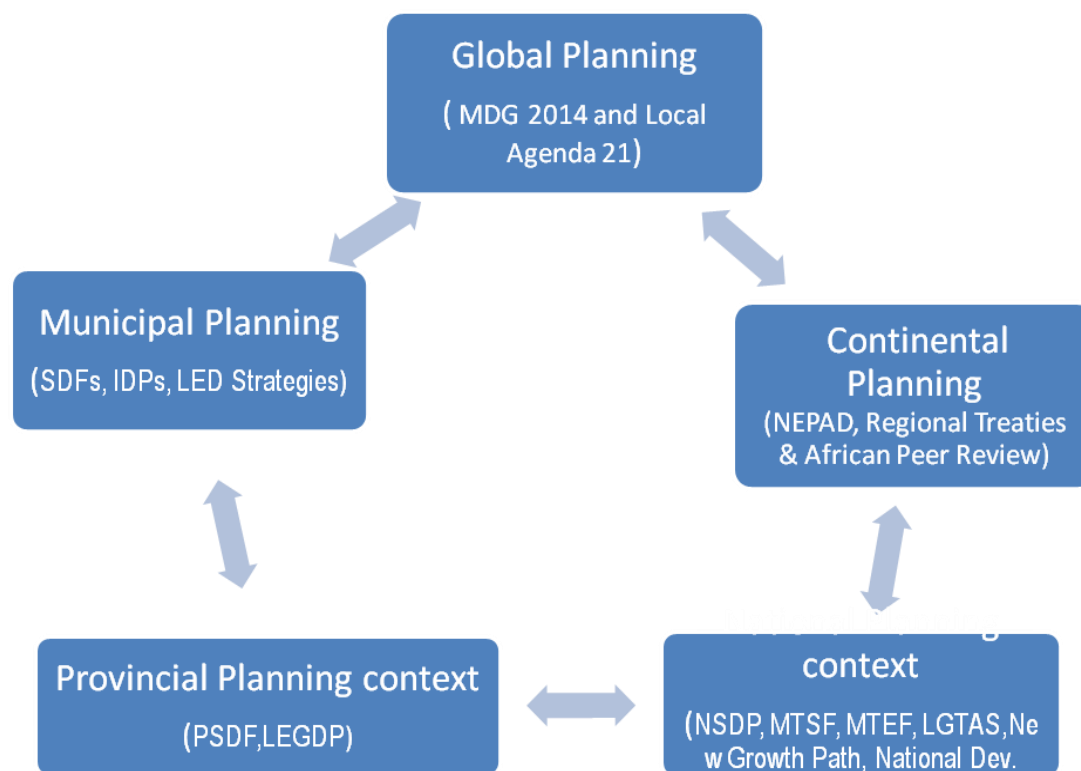




Table 58: Municipal KPAs and KPIs

NDP MILESTONES	MUNICIPAL KPAS	MUNICIPAL KPIS
Ensure household security	Spatial Rationale	- Highly rated IDP aligned with Budget - Implement Municipal approved SDF socio-economic and sustainable development. - Reserve municipal land for sustainable 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	Municipal	Increased revenue base



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,	• 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 expectancy • All people in South Africa protected and feel safe



Institutional Development	• People, not places. In localities where there are both high levels of poverty and • demonstrated economic potential, • In order to overcome the spatial distortions of apartheid, future • settlement and economic development opportunities should be channelled into • Activity corridors and nodes that are adjacent to or that link the main growth centres.		nal transformation	improvement of public services	growth • Sustainable human settlements and improved quality of household life • A response and, accountable, effective and efficient local government system • Protection and enhancement of environmental assets and natural resources



	high levels of poverty and • demonstrated economic potential, • In order to overcome the spatial distortions of apartheid, future • settlement and economic development opportunities should be channelled into • Activity corridors and nodes that are adjacent to or that link the main growth centres.				oriented public service and inclusive citizenship

4.2. 2019/20 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 resource



Table 60: Governance and Finance Cluster

STRATEGIC OBJECTIVE	STRATEGIC OUTCOME	PROGRAMME	SHORT TERM STRATEGIES (0 - 1 YEAR)	Medium TERM STRATEGIES (2 - 5 YEARS)
To improve financial viability	Financial stability	Budget and reporting	Train officials (Finance)	Not Applicable
To improve financial viability	Financial stability	Budget and reporting	Confirm cost reflective tariffs	Minimise deficit budget
To improve financial viability	Financial stability	Budget and reporting	Convene weekly AFS meeting, Strengthen internal control framework	Obtain unqualified audit
To improve financial viability	Financial stability	Revenue management	Train revenue personnel on billing system	Embark on data cleans
To improve financial viability	Financial stability	Revenue management	Train revenue personnel on billing system	Embark on data cleans
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; other credit checks
To improve financial viability	Financial Stability	Revenue management	Implementation of cash flow plan	Introduction of the stor
To improve financial viability	Financial stability	Supply chain management	Train bid adjudication committees, managers and SCM staff	Not Applicable
To improve administrative and governance capacity	Clean governance	Compliance	Resource and capacitate the compliance office	implement compliance
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 to all levels of management
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
To improve administrative and governance capacity	Clean governance	Council administration	Provide logistical and administrative support to Council	Provide logistical and administrative support to Council



		Legal services	Conduct labour related legislative compliance analysis	Conduct labour related compliance analysis
To improve administrative and governance capacity	Clean governance	Corporate governance	Conduct organisational design and development (Work-study analysis)	Conduct organisational development (Work-study analysis)
To improve administrative and governance capacity	Clean governance	Corporate governance	Conduct analysis of municipal skills requirements	Implementation of the a
To improve administrative and governance capacity	Clean governance	Corporate governance	Advertisement and filling of the vacant positions at senior management level	Not Applicable
To improve administrative and governance capacity	Clean governance	Corporate governance	Not Applicable	Development of the HF Strategy
To improve administrative and governance capacity	Clean governance	Corporate governance	Utilisation of the internal EAP services	Utilisation of the interna
To improve administrative and governance capacity	Clean governance	Corporate governance	Appointment for the panel of Medical Specialists	Utilisation of panel of M
To improve administrative and governance capacity	Clean governance	Communication	Develop communication strategy and conduct quarterly ward meetings and ibis	Conduct quarterly ward Imbizo
To improve administrative and governance capacity	Clean governance	Communication	Engage ICASA establishment Community Radio Station	Engage ICASA establish Radio Station
To improve administrative and governance capacity	Clean governance	Communication	Appointment of DM: Communication	Appointment of DM Co
To improve administrative and governance capacity	Clean governance	Communication	Development Social Media Policy	Implementation Social
To improve administrative and governance capacity	Clean governance	Customer care	Develop customer care policy and procedure manual	Build capacity of custom
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 youth; People with disa 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 programmes to ward c



Table 61: Service Delivery Cluster

STRATEGIC OBJECTIVE	STRATEGIC OUTCOME	PROGRAMME	SHORT TERM STRATEGIES (0 - 1 YEAR)	SHORT TERM STRATEGIES (1 - 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 11KV. Recycle treated water for water augmentation
To resource management of infrastructure and services	Satisfied communities	Water	Develop water supply resources (boreholes and network connections)	Undertake township water supply establishment
To resource management of infrastructure and services	Satisfied communities	Water	Engage nine (9) defined wards to obtain representation from the Forum	Community satisfaction survey
To resource management of infrastructure and services	Satisfied communities	Water	Replace faulty metres	Develop Water metering programme
To resource management of infrastructure and services	Satisfied communities	Sanitation	Upgrade reticulation and pump stations. Conduct preventative maintenance	Upgrade WWTW. Redesign WWTW. Pienaarsrivier
To resource management of infrastructure and services	Satisfied communities	Sanitation	Source funding for the construction of VIP toilets	Develop township sanitation. connect the existing
To resource management of infrastructure and services	Satisfied communities	Electricity	Conduct a preventative maintenance. Maintain the availability of notified maximum demand	Construct 10 MV lines
To resource management of infrastructure and services	Satisfied communities	Electricity	Not Applicable	Electrify proclaimed areas
To resource management of infrastructure and services	Satisfied communities	Electricity	Replace faulty metres. Reduce the households capacity from 60A to 20A	develop electricity metering 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 by 2021
To resource management of infrastructure and services	Satisfied communities	Roads and storm water	Fill potholes identified and reported	Rehabilitate 7200m² of roads



To promote the welfare of the community	Satisfied communities	Waste management and cleansing	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
To promote the welfare of the community	Satisfied communities	Protection and emergency services	Conduct traffic violation analysis	Conduct traffic violation analysis
To promote the welfare of the community	Satisfied communities	Protection and emergency services	Develop operational plan	Not Applicable
To promote the welfare of the community	Satisfied communities	Protection and emergency services	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
To promote the welfare of the community	Satisfied communities	Protection and emergency services	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
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
To promote the welfare of the community	Satisfied communities	Protection and emergency services	Manage traffic fines	on-going traffic fine management
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
To promote the welfare of the community	Satisfied communities	Protection and emergency services	Implement full staff complement in licensing division	Recruit alignment with approved
To promote the welfare of the community	Satisfied communities	Protection and emergency services	Conduct capacity building of employees	Capacity building of employees
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
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 parks and recreation are implemented	Develop new facilities and ensure that they are non-extractive



Table 62: Planning and Economic Development Cluster

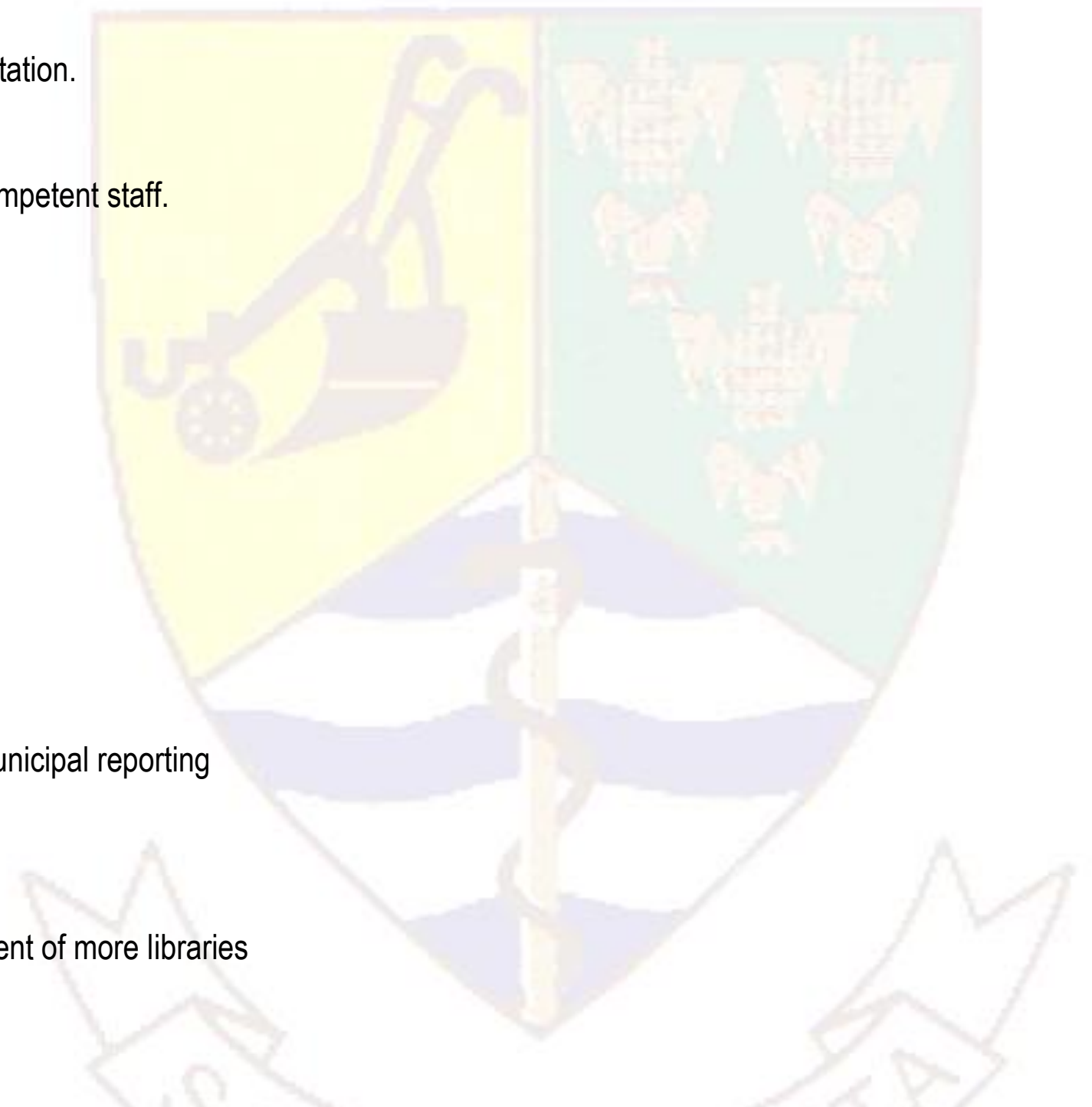
STRATEGIC OBJECTIVE	STRATEGIC OUTCOME	PROGRAMME	SHORT TERM STRATEGIES (0 - 1 YEAR)	SHORT TERM STRATEGIES (1 - 5 YEARS)
To plan for the future	Liveable and integrated communities	Integrated development plan	Develop Five (5) year IDP; development and implementation of area/ward based plans. Maintain functional 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 plan for the future	Liveable and integrated communities	Housing	Engage Cogesta 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
To plan for the future	Liveable and integrated communities	Land use	Review of the SDF and LUMS. Finalise the gazetting of SPLUMA by-laws	Implement SPLUMA by-laws
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 regulation and 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 Comprehensive LED Strategy through 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 economic development 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 policy and other public

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 for the success of an Organization and it is determined during the SWOT analysis. The success of an Organization or project depends on these CSFs. Boynton, A.C., and Zmud, R.W. 1984. "A



- 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





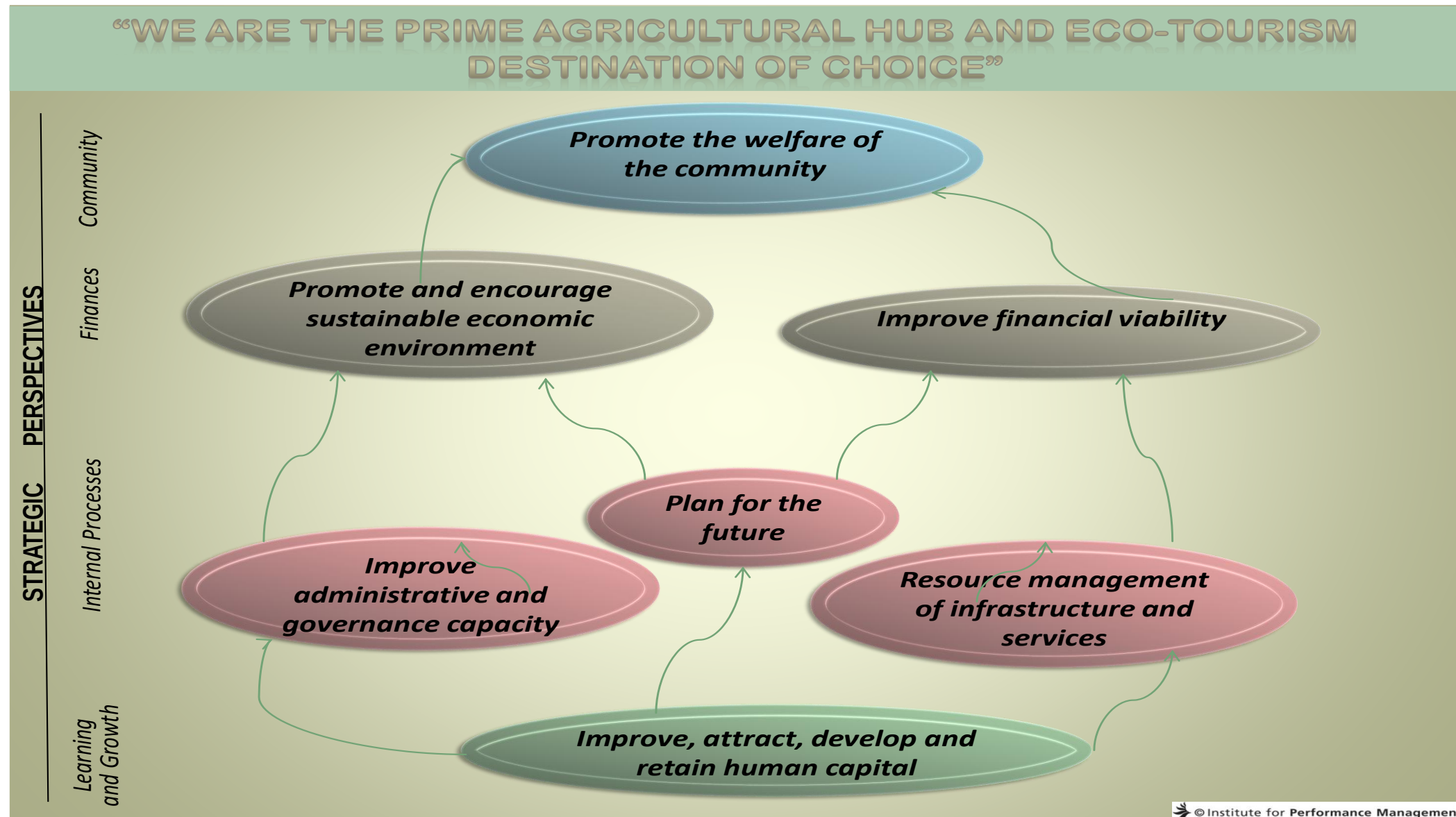
- Acquisition of strategic land for housing and commercial development
- Environment – stakeholder relations (mining) is crucial for the Municipality to realise its Eco-Tourism vision.
- Twinning– best practices from neighbouring Municipalities and other Countries (branding, utilisation of local resources, 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 the Balanced Scorecard (BSC) methodology as developed by Kaplan and Norton, namely the learning and growth perspective, institutional perspective, the financial and the customer perspective. The strategy map of Bela-Bela Local Municipality is a visual representation of 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 a tool to translate these goals into 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 is 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 is achieved 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 outcomes.



4.4 Key Performance Indicators for the Financial Year 2019/20

Table 64: Performance Indicators for the Financial Year 2019/20

Key Performance Area	Strategic Objectives	Project/ Programme	Key Performance Indicator (KPI)	Unit of measure (UoM)	Baseline 2018/2019	Annual Targets 2019/2020	Quarterly Targets				Evidence Required	Department
							1 st Quarter Targets	2 nd Quarter Targets	3 rd Quarter Targets	4 th Quarter Targets		
Priority Area: Roads and Storm Water												
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Bela Bela: Refurbishment of the old section of the Water Treatment Works (WTW)	The Bela Bela: Refurbishment of the old section of the Water Treatment Works (WTW) completed as measured according to the PPII by 30 June 2020.	%	The existing Water Treatment Works has sections that have deteriorated and are non-functional. The Works are also under capacitated.	100% of work completed for the	20% (Approved Designs)	40% (Appointment of the Contractor)	62% (Construction Stage at 40 - 50%)	100% (Final Handover)	Designs approval Letter, Contractor’s appointment Letter, Quarterly progress report and Completion Certificate.	Technical Services
						Bela Bela: Refurbishment of the old section of the Water Treatment Works (WTW) by 30 June 2020.						



			2020.		does not comply with SANS 241 standards, due to the high Fluoride content. Therefore there is a need to treat the water.	2020.						
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Supply and install new and faulty water meters	The Supply and installation of new and faulty water meters completed as measured according to the PPII by 30 June	%	A list of the non-functional and faulty meters exists, and there is also a need to	100% of work completed for the Supply and installation of new and faulty water	20% (Approved Designs)	44% (Construction Stage at 0 - 10%)	62% (Construction Stage at 40 - 50%)	100% (Final Handover)	Designs approval Letter, Contractor's appointment Letter, Quarterly progress report and Completion	Technical Services



					exist.							
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	N/A	Number of formal households provided with access to basic level of water by 30 June 2020	#	9 501 Number of formal households were provided with basic level of water	9 501 Number of formal households to be provided with basic level of water by 30 June 2020.	9 501 Number of formal households	9 501 Number of formal households	9 501 Number of formal households	9 501 Number of formal households	Billing Report	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	N/A	Number of informal households provided with access to basic level of water by 30 June 2020	#	4 269 Number of Informal HH were provided with relief level of water	4 269 Number of Informal HH to be provided with relief level of water by 30 June 2020.	4 269 Number of Informal households	4 269 Number of Informal households	4 269 Number of Informal households	4 269 Number of Informal households	Monthly Water and sanitation services reports	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure	N/A	Number of non-residential properties	#	421 Number of non-resident	421 Number of non-residential	421 Number of non-resident	421 Number of non-residenti	421 Number of non-residentia	421 Number of non-residentia	Billing Report	Technical Services



					provide d with access to basic level of water	by 30 June 2018						
Basic Service Delivery and Infrastructure Development	Resource Manageme nt of Infrastruct ure and Services	N/A	Number of monthly drinking water quality assessments done to monitor compliance with the acceptable limits in terms of the standards (SANS 241) by 30 June 2020	#	12x monthly drinking water quality assessm ents are done monthly to monitor complia nce with standar ds (SANS 241).	12x monthly drinking water quality assessme nts will be done to monitor complianc e with standards (SANS 241) by 30 June 2019	3x monthly drinking water quality assessm ent done	3x monthly drinking water quality assessm ent done	3x monthly drinking water quality assessme nt done	3x monthly drinking water quality assessme nt done	Water quality Laboratory reports	Technical Services

Priority Area: Sanitation

Basic Service Delivery and Infrastructure Development	Resource Manageme nt of Infrastruct ure and	Bela Bela: Waste Water Treatment Works	The Bela Bela: Waste Water Treatment Works	%	There is a need to reduce the use	100% of work complete d for the Bela Bela:	20% (Approv ed Designs)	40% (Appoint ment of the Contract	62% (Construc tion Stage at 40 - 50%)	100% (Final Handover)	Designs approval Letter, Contractor 's	Technical Services



					protect the water revenue for the Municipality. Recycled water is aimed at irrigating parks and stadiums of the Municipality.							
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Bela Bela Ext 8 & Future: Bulk sewer Outfall	The Bela Bela Ext 8 & Future: Bulk sewer Outfall completed as measured according to the PPII by 30 June 2020.	%	Bulk sewer capacity constraint in Ext 8&9 due to the newly connected households.	100% of work completed for the Bela Bela Ext 8 & Future: Bulk sewer Outfall by 30 June 2020.	20% (Approved Designs)	40% (Appointment of the Contractor)	62% (Construction Stage at 40 - 50%)	100% (Final Handover)	Designs approval Letter, Contractor's appointment Letter, Quarterly progress report and Completion Certificate	Technical Services



			the PPII by 30 June 2020.		a lot of stormwater ingress on. Therefore there is a need to upgrade it.	Pump Station by 30 June 2020.					Completion Certificate .	
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	N/A	Number of formal households with access to basic level of Sanitation by 30 June 2020	#	9 548 formal HH were provided with access to basic level of Sanitation	9 463 formal HH to be provided with access to basic level of Sanitation by 30 June 2020	9 463 formal HH	9 463 formal HH	9 463 formal HH	9 463 formal HH	Billing report	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	N/A	Number of non-residential properties (business, churches, schools & hospitals) with access	#	747 Number of non-residential properties (business, churches, schools & hospitals)	747 Number of non-residential properties (business, churches, schools & hospitals)	747 Number of non-residential properties (business, churches, schools & hospitals)	747 Number of non-residential properties (business, churches, schools & hospitals)	747 Number of non-residential properties (business, churches, schools & hospitals)	747 Number of non-residential properties (business, churches, schools & hospitals)	Billing report	Technical Services



					sanitati on							
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	N/A	Number of monthly treated waste water/ effluent water quality assessments done to monitor compliance with the acceptable limits in terms of the standards (SANS 241) by 30 June 2020	#	12x monthly treated waste water/ effluent water quality assessments are done monthly to monitor compliance with standards (SANS 241).	12x monthly treated waste water/ effluent water quality assessments will be done to monitor compliance with standards (SANS 241) by 30 June 2020	3x monthly treated waste water/ effluent water quality assessment done	3x monthly treated waste water/ effluent water quality assessment done	3x monthly treated waste water/ effluent water quality assessment done	3x monthly treated waste water/ effluent water quality assessment done	Treated Waste Water/ Effluent Water quality Laboratory reports	Technical Services
Priority Area: Roads and Storm Water												
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Bela Bela Ext 4, 6, 7 & 8: Road Paving and stormwater	The Bela Bela Ext 4, 6, 7 & 8: Road Paving and stormwater completed as	%	-	100% of work completed for the Bela Bela	44% (Construction Stage at 0 - 10%)	58% (Construction Stage at 30 - 40%)	76% (Construction Stage at 70 - 80%)	100% (Final Handover)	Quarterly progress report and Completion Certificate	Technical Services



Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Bela Bela Spa Park: Stormwater	The Bela Bela Spa Park: Stormwater completed as measured according to the PPII by 30 June 2020.	%	-	44% of work completed for the Bela Bela Spa Park: Stormwater by 30 June 2020.	N/A	20% (Approved Designs)	40% (Appointment of the Contractor)	49% (Construction Stage at 10 - 20%)	Designs approval Letter, Contractor's appointment Letter and Quarterly progress report.	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Bela Bela Ext 5 & Hostel view: Road paving & storm water	The Bela Bela Ext 5 & Hostel view: Road paving & storm water completed as measured according to the PPII by 30 June 2020.	%	-	100% of work completed for the Bela Bela Ext 5 & Hostel view: Road paving & storm water by 30 June 2020.	20% (Approved Designs)	40% (Appointment of the Contractor)	62% (Construction Stage at 40 - 50%)	100% (Final Handover)	Designs approval Letter, Contractor's appointment Letter, Quarterly progress report and Completion Certificate.	Technical Services
Priority Area: Electricity												
Basic Service Delivery and Infrastructure	Resource Management of	Bela Bela: 132/ 11kVA 2 x 20MVA	The Bela Bela: 132/ 11kVA 2 x	%	Incomplete Roll-over	100% of work complete	67% (Construction	76% (Construction	80% (Construction Stage	100% (Final Handover	Quarterly progress report and	Technical Services



Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	Bela Bela Ext 9: Electrification of Households	The Bela Bela Ext 9: Electrification of Households completed as measured according to the PPII by 30 June 2020.	%	Newly developed X9 lacks electricity supply.	58% of work completed for the Bela Bela Ext 9: Electrification of Households by 30 June 2020.	20% (Approved Designs)	40% (Appointment of the Contractor)	49% (Construction Stage at 10 - 20%)	58% (Construction Stage at 30 - 40%)	Designs approval Letter, Contractor's appointment Letter, Quarterly progress report.	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	N/A	Number of households provided with access to basic level of electricity by 30 June 2020.	#	10 466 households were provided with access to basic level of Electricity	10 466 households will be provided with access to basic level of Electricity by 30 June 2020.	10 466 households	10 466 households	10 466 households	10 466 households	Billing Report for conventional meters and Prepaid reports	Technical Services
Basic Service Delivery and Infrastructure Development	Resource Management of Infrastructure and Services	N/A	Number of non-residential properties provided with access to basic level	#	941 non-residential properties provided	941 non-residential properties will be provided with access to	941 non-residential properties	941 non-residential properties	941 non-residential properties	941 non-residential properties	Billing Report for conventional meters and Prepaid	Technical Services



	Services		2020.		ed annually for revenue protection.	30 June 2020					job card	
Priority Area: Refuse Removal												
Basic Service Delivery and Infrastructure	To promote the welfare of the community	Waste Management and Cleansing	Percentage of formal households with access to Solid Waste Removal by June 2020	%	100% (9 763 of formal households with access to Solid Waste Removal)	100% (9 763 of formal households with access to Solid Waste Removal)	100% (9 763HH)	100% (9 763HH)	100% (9 763HH)	100% (9 763HH)	Council Approved Schedule of Collection and billing report	Social and Community Services
	To promote the welfare of the community	Waste Management and Cleansing	Percentage of informal households with access to waste collection by June 2020	%	100% (3088 of informal households with access to waste collection)	100% (3 088 of informal households with access to waste collection)	100% (3 088HH)	100% (3 088HH)	100% (3 088HH)	100% (3 088HH)	Council Approved Schedule of Collection	Social and Community Services



	community		Schools & Hospital) with access to waste collection by June 2020		ial properties (Business, Churches, Schools & Hospital s) with access to basic level of Solid Waste Removal (kerbside collection once a week)	(Business, Churches, Schools & Hospitals) with access to basic level of Solid Waste Removal (kerbside collection once a week)					and billing report	
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Waste Management and Cleansing	Number of awareness campaigns conducted by June 2020	#	5x Waste Management awareness campaigns	5x Waste Management awareness campaigns to be conducted	1x Waste Management awareness campaigns to be	1x Waste Management awareness campaigns to be	1x Waste Management awareness campaigns to be conducte	1x Waste Management awareness campaigns to be conducte	Attendance register	Social and Community Services



			2020		landscaped	d		ally landscaped		d		
Promote the welfare of the community	Waste Management and Cleansing	Number of Landfill Site Audit conducted by June 2020	#	5 X Reports produced	5 X Reports	1 X Report	2 X Reports	1 X Report	1 X Reports	Audit Reports on Landfill site	Social and Community Services	
Promote the welfare of the community	Waste Management and Cleansing	Number of Waste Minimization Initiatives implemented by June 2020	#	2 X Waste Minimization Initiatives conducted	2 X Waste Minimization Initiatives to be conducted	N/A	1 X Initiatives	Not Applicable	1 X Initiatives	Reports	Social and Community Services	
Promote the welfare of the community	Waste Management and Cleansing	Number of by-laws on Solid Waste Management to be developed and approved by Council by the 30 May 2020	#	Draft By-law on Solid Waste Management available	1 X By-law on Solid Waste Management to be developed and approved by Council	Public Consultation on the draft By-law Solid Waste Management	1 X Approved By-law on Solid Waste Management and Gazetted	N/A	N/A	Approved By-Law with Council resolution and Gazette number	Social and Community Services	



Infrastructure Development	of the community	emergency services	conducted by June 2020			awareness campaigns		awareness campaigns	awareness campaigns		al pamphlets / reports	Services
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Protection and emergency services	Number of by-laws on Animal keeping (impounding) to be developed and approved by Council by the 30 May 2020	#	Draft By-law on Animal keeping (impounding) available	1 X By-law on Animal keeping (Impounding) to be developed	Public Consultation on By-law Animal keeping (impounding)	1 X Approved By-law on Animal keeping (Impounding) and Gazette	N/A	N/A	Approved By-Law with Council resolution and gazette number	Social and Community Services
	Promote the welfare of the community	Protection and emergency services	Number of by-laws on Noise pollution developed and approved by Council by the 30 May 2020	#	Outdated Noise pollution By-law	1 X By-law on Noise pollution to be review	N/A	N/A	Draft By-law on Noise pollution	Approved By-Law on Noise pollution	Approve by-law with Council resolution	Social and Community Services
	Promote the welfare of the community	Protection and emergency services	Number of reports on Department of Transport	#	12 X Reports	12 X Reports	3 X Reports	3 X Reports	3 X Reports	3 X Reports	Reports	Social and Community Services



Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Protection and emergency services	Number of reports Road Traffic Infringement Agency generated by June 2020	#	12 X Reports	12x Reports	3 X Reports	3 X Reports	3 X Reports	3 X Reports	Reports on Road Traffic Infringement	Social and Community Services
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Protection and emergency services	Number of reports on Driving License Card Account generated by June 2020	#	12 X Reports	12 X Reports	3 X Reports	3 X Reports	3 X Reports	3 X Reports	Reports on Driving License Card	Social and Community Services

Priority Area: Sport, Arts, Culture, Recreational and Cemeteries

Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Parks and Community facilities	Number of community halls maintained by June 2020	#	5 X Community Halls to be maintained	5 X community halls to be maintained (Spa Pak Community Hall, Jinnah Park Community Hall, Bela-Bela	5 X Community Halls maintained (Spa Pak Community Hall, Jinnah Park Community hall, Bela-Bela Commun	5 X Community Halls maintained (Spa Pak Community Hall, Jinnah Park Community hall, Bela-Bela Communi	5 X Community Halls maintained (Spa Pak Community Hall, Jinnah Park Community hall, Bela-Bela Communi	5 X Community Halls maintained (Spa Pak Community Hall, Jinnah Park Community hall, Bela-Bela Communi	Maintenance Register/ Schedule	Social and Community Services



							nity Hall)					
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Parks and Community facilities	Number of cemeteries maintained by June 2020	#	3 X cemeteries maintained (Mazakhela Cemetery, Currently use/R516 Cemetery & Masakane Cemetery)	3 X Cemeterys to be maintained (Mazakhela Cemetery, Currently use/R516 cemetery & Masakane Cemetery)	3 X cemeteries maintained (Mazakhela Cemetery, Currently use/R516 Cemetery & Masakane Cemetery)	3 X cemeteries maintained (Mazakhela Cemetery, Currently use/R516 Cemetery & Masakane Cemetery)	3 X cemeterys maintained (Mazakhela Cemetery, Currently use/R516 Cemetery & Masakane Cemetery)	3 X cemeterys maintained (Mazakhela Cemetery, Currently use/R516 Cemetery & Masakane Cemetery)	Maintenance Register/schedule	Social and Community Services
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Parks and Community facilities	Number of sports facilities maintained by June 2020	#	14 X sports facilities to be maintained. (Moloto Street, Bela-Bela high, SUNEA	14 X Sports facilities to be maintained. (Moloto street, Bela Bela high, SUNEA	14 X Sports facilities to be maintained. (Moloto street, Bela Bela high	14 X Sports facilities to be maintained. (Moloto street, Bela Bela high	14 X Sports facilities to be maintained. (Moloto street, Bela Bela high	14 X Sports facilities to be maintained. (Moloto street, Bela Bela high	Maintenance Register/schedule	Social and Community Services



					Park, Masakh an A, Masakh ane B, Piennars revier & Rapotok wane)	evier & Rapotokw ane)	Park, Masakh an A, Masakh ane B, Piennars revier & Rapotok wane)	n A, Masakha ne B, Piennars revier & Rapotok wane)	Masakha ne B, Piennarsr evier & Rapotokw ane)	Masakha ne B, Piennarsr evier & Rapotokw ane)		
Basic Service Delivery and Infrastructure Development	Promote the welfare of the community	Parks and Community facilities	Number of parks maintained by June 2020	#	6 X parks maintained (Moloto park, Madiba park, RCC park, Ext 6 park, Piennars revier park & Town-Drive park)	6 X parks to be maintained. (Moloto park, Madiba park, RCC park, Ext 6 park, Piennarsr evier park & Town-Drive park)	6 X parks maintained (Moloto park, Madiba park, RCC park, Ext 6 park, Piennars revier park & Town-Drive park)	6 X parks maintained (Moloto park, Madiba park, RCC park, Ext 6 park, Piennars revier park & Town-Drive park)	6 X parks maintained (Moloto park, Madiba park, RCC park, Ext 6 park, Piennarsr evier park & Town-Drive park)	6 X parks maintained (Moloto park, Madiba park, RCC park, Ext 6 park, Piennarsr evier park & Town-Drive park)	Maintenan ce Register/ schedule	Social and Community Services

Priority Area: Good Governance and Public Participation

Good Governance	To improve administrat	Communica tion	Number of Social Media	#	-	1 X Social Media	N/A	N/A	N/A	1 X Develope	Council Approved	Social and Community



and Public Participation	ive and governanc e capacity		statements issued to communities on quarterly basis by 30 June 2020			media statement s to be released in the local news paper	Stateme nts released in the local news paper	Stateme nts released in the local news paper	ts released in the local news paper	ts released in the local news paper		Services

Priority Area: Health and social development (Prevention of HIV/AIDS and other life threatening Diseases)

Good Governance and Public Participation	To improve administrative and governance capacity	Special Programmes	Number of Special programmes Initiatives implemented (e.g. youth; People with disability; women and elderly people) by 30 June 2020	#	3 X special programme initiatives implemented (Career Exhibition, HIV/Aids & TB and Youth Economic Empowerment Seminar)	4 X Number of Special programmes initiatives to be implemented. (Active Ageing campaign, HIV/TB Awareness Campaign, Mayoral Matric Awards and Career	1 X Special programmes initiative: Active Ageing Campaign	1 X Special programmes initiative: Active Ageing Campaign	1 X Special programmes initiative: Active Ageing Campaign	1 X Special programmes initiative: Active Ageing Campaign	Reports and Signed Registers	Social and Community Services



			Speaker by 30 June 2020									
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Communication Strategy reviewed and approved by Council by 30 June 2020	#	2018/2019 Communication Strategy	1 X Reviewed and approved Communication Strategy by June 2020	N/A	N/A	N/A	1 X Communication Strategy reviewed and approved by Council	Approved Communication Strategy with Council Resolution	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Audit Committee Charter reviewed by 30 June 2020	#	1 X Audit Committee Charter Reviewed	1 X Audit Committee Charter to be reviewed	1 X Audit Committee Charter	N/A	N/A	N/A	Copy, Audit committee minutes and audit report to council	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Internal Audit Charter reviewed by 30 June 2020	#	1 X Internal Audit Charter Reviewed	1 X Internal Audit Charter to be reviewed	1 X Internal Audit Charter	N/A	N/A	N/A	Attendance Register Audit committee minutes and audit report to council	Office of the Municipal Manager
Good	To improve	Corporate	Number of	#	Audit	1 X Audit	N/A	N/A	1 X Audit	N/A	Auditor	Office of the



	e capacity		30 June 2020		Opinion	2018/2019		Opinion				
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Audit Committee meetings held by 30 June 2020	#	2 X Audit Committee Meetings	4 X Audit Committee Meetings	1 X Audit Committee Meeting	1 X Audit Committee Meeting	1 X Audit Committee Meeting	1 X Audit Committee Meeting	Signed Attendance Registers and Minutes	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Performance Audit Committee meetings held by 30 June 2020	#	2 X Performance Audit Committee	2 X Performance Audit Committee	1 X Performance Audit Committee	N/A	1 X Performance Audit Committee	N/A	Signed Attendance Registers and Minutes	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Audit Committee Reports tabled to Council by 30 June 2020	#	4 X Audit Committee Reports	4 X Audit Committee Reports	1 X Audit Committee Report	1 X Audit Committee Report	1 X Audit Committee Report	1 X Audit Committee Report	Audit Reports with Council Resolutions	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Strategic Risk Management Registers Reviewed by 30 June 2020	#	1 X 2018/2019 Strategic Risk Register	1 X 2019/2020 Strategic Risk Register reviewed	N/A	N/A	N/A	1x 2019/2020 Strategic Risk Register reviewed	Reviewed 2019/2020 Risk Management Register, Signed	Office of the Municipal Manager



and Public Participation	tive and Governance Capacity	Governance	meetings convened by 30 June 2020		meeting s	meetings	Meeting	Meeting	Meeting	Meeting	e Registers	Services
Good Governance and Public Participation	To improve administrative and governance capacity	Council Administration	Number of MPAC meetings held by 30 June 2020	#	4 X MPAC meetings	4 X MPAC meetings	1 X MPAC meetings	1 X MPAC meetings	1 X MPAC meetings	1 X MPAC meetings	Signed Attendance Registers	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Fraud and Anti-Corruption Prevention plan reviewed by 30 June 2020	#	1 X Number of Fraud and Anti-Corruption Prevention plan reviewed	1 X Anti-Corruption Prevention plan to be reviewed	N/A	N/A	N/A	1 X Anti-Corruption Prevention plan	Approved plan with council resolution	Office of the Municipal Manager
Good Governance and Public Participation	To improve administrative and governance capacity	Corporate Governance	Number of Anti-Corruption and Fraud awareness campaigns conducted by 30 June 2020	#	1 X Number of Anti-Corruption and Fraud awareness campaigns to be	1 x Anti-Corruption and Fraud awareness campaigns to be held	N/A	N/A	N/A	1 X Anti-Corruption and Fraud awareness campaigns	Signed Attendance register	Office of the Municipal Manager



			2020			2020			2020			
Good Governance and Public Participation	Clean Governance	Corporate Governance	Number of Oversight reports compiled and tabled to Council for approval by 31 March 2020	#	2017-2018 Oversight Report	1 X 2018-2019 Oversight Report	N/A	N/A	1 X 2018/2019 Oversight Report	N/A	Council Approved Report with Council Resolution	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Corporate Governance	Number of MFMA Section 72 Mid-Year report compiled and submitted to Council for approval by 31 January 2020	#	1 X 2017/18 Section 72 MFMA Report	1 X 2018/2019 Section 72 MFMA Report submitted to Council for approval by 31 January 2020	N/A	N/A	1 X Section 72 Mid-Year report submitted to Council for approval	N/A	Council Approved 2018/2019 Section 72 Mid-Year Report with Council Resolutions	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Corporate Governance	Number of MFMA Section 52d reports compiled and submitted to Council for	#	4 X Quarterly performance reports	4 X Quarterly performance reports	4 th Quarter performance report	1 st Quarter performance report	2 nd Quarter performance report	3 rd Quarter performance report	Quarterly performance reports	Office of the Municipal Manager



							signed					
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Council Administration	Number of Section 79 Committee meetings convened by 30 June 2020	#	33 X Section 79 Committee meetings convened	33 X Section 79 Committee meetings to be convened	9 X Section 79 Committee meetings	9 X Section 79 Committee meetings	9 X Section 79 Committee meetings	9 X Section 79 Committee meetings	Signed Attendance Registers	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Corporate Governance	Number of ICT Policies and Standards Procedures reviewed and approved by Council by 30 June 2020	#	8 X ICT Policies Reviewed	8 X ICT Policies to be reviewed	2 X ICT Policies reviewed	2 X ICT Policies reviewed	2 X ICT Policies reviewed	2 X ICT Policies reviewed	Council Resolution	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Corporate Governance	Number of ICT Steering Committee meetings held by 30 June 2020	#	4 X Steering Committee meetings	4 X ICT Steering Committee meetings	1 X ICT Steering Committee meetings	1 X ICT Steering Committee meetings	1 X ICT Steering Committee meetings	1 X ICT Steering Committee meetings	Council Resolution	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Corporate Governance	Develop integrated ICT systems by 30 June	#	Payday and Munsoft Integrat	Integrated ICT systems to be	Develop ment of terms of referenc	N/A	N/A	Integrate d ICT systems	Integrated ICT systems with	Corporate Service



						developed	on to SCM			ent System	with Council Resolution	
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Human Resources	Number of training in labour relations held by 30 June 2020	#	25 X officials trained on Labour matters	4 X Labour workshops to be conducted	1 X Disciplinary policy workshop	1 X Disciplinary policy workshop	1 X Disciplinary policy workshop	1 X Disciplinary policy workshop	Signed Attendance Register	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Human Resources	Number of Employee Wellness Programmes held by 30 June 2020	#	1 X Employee Wellness Programme	1 X Employee Wellness Programme	N/A	1 X Employee Wellness	N/A	N/A	Signed Attendance Registers	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Human Resources	Number of Wellness campaigns and workshops held by 30 June 2020	#	4 X Employee Wellness Campaigns	4x Employee Wellness Campaigns	1x Employee wellness Campaign	1x Employee wellness Campaign	1x Employee wellness Campaign	1x Employee wellness Campaign	Signed Attendance Registers	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Human Resources	Number of Hazard Identification and Risk Assessment to be	#	4 X Hazard Identification and Risk Assessment	4x Hazard Identification and Risk Assessment	1x Hazard Identification and Risk Assessment	1x Hazard Identification and Risk Assessment	1x Hazard Identification and Risk Assessment	1x Hazard Identification and Risk Assessment	4x Reports	Corporate Service



on and Institutional Development	Attract, Develop and Retain Human Capital	Resources	Equity Report compiled and submitted to Department of Labour by 31 January 2020		ment Equity Report	nt Equity Report			ent Equity Report		and the Proof of Submission	Service
Municipal Transformation and Institutional Development	Development of HRM and HRD Strategy	Human Resources	Number of WSP reviewed and submitted to LGSETA by 30 April 2020	#	2018/2019 WSP	1 X 2019/2020 WSP Developed and submitted by June 2020	N/A	N/A	N/A	1 X 2019/2020 WSP Developed and submitted by June 2020	A copy of WSP and Proof of submissions	Corporate Service
Municipal Transformation and Institutional Development	Development of HRM and HRD Strategy	Human Resources	Number of Official and Councillors trained by 30 June 2020	#	90 officials and 2 trained	73 Train Officials and 17 Councillors (90)	20	20	25	25	Signed Attendance Registers and Report	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity		Number of Panel of Medical Specialists to be appointed appointment by 30 June 2020	#	-	Panel of Medical Specialists to be appointed appointment	N/A	Panel of Medical Specialists appointed	N/A	N/A	Appointment Letters and Service Level Agreement	Corporate Service
Municipal	To Improve	Council	Number of	#	8 X LLF	8 X LLF	2 X LLF	2 X LLF	2 X LLF	2 X LLF	Signed	Corporate



Municipal Transformation and Institutional Development	To Improve, Attract, Develop and Retain Human Capital	Human Resources	Number of Organogram Reviewed and approved by 30 June 2020	#	1 X 2019/2020 Approved Organogram	1 X 2020/2021 Organogram reviewed and approved by June 2020	N/A	N/A	N/A	1 X 2020/2021 Organogram reviewed and approved	Approved 2020/2021 Organogram with council resolution	Corporate Service
Municipal Transformation and Institutional Development	Development of HRM and HRD Strategy	Human Resources	Number of Organizational design and development (Work-study analysis) conducted by 30 June 2020	#	-	1 X Organizational design and development (Work-study analysis) to be conducted by June 2020	N/A	N/A	N/A	1 X Organizational design and development (Work-study analysis) to be conducted	A copy of Work-study with council resolution	Corporate Service
Municipal Transformation and Institutional Development	To Improve Administrative and Governance Capacity	Corporate Governance	Renewal of ITC (GIS) System by 30 June 2020	#	Outdated ITC (GIS) System (License	Renewed ITC (GIS) System by June 2020	Renewal of ICT (GIS) license System	N/A	N/A	N/A	Copy of the License for GIS	Corporate Service



			June 2019		Plan	approved by August 2019	ork reviewe d and approve d by Council				Resolution	
Good Governance and Public Participation	To Plan for the Future	Integrated Development Planning	Number of IDP Representative Forums held by 30 June 2020	#	4 X IDP Representative Forums	4 X IDP Representative Forums	1 X IDP Representative Forum	1 X IDP Representative Forum	1 X IDP Representative Forum	1 X IDP Representative Forum	Signed attendance register, Agenda, Resolution register & presentation	Office of the Municipal Manager
Good Governance and Public Participation	To Plan for the Future	Integrated Development Planning	Number of 2020/2021 IDP reviewed and approved by Council by 30 May 2020	#	1 X 2019/2020 reviewed IDP by 27 May 2019	1 X 2020/2021 IDP reviewed and approved by council by 27 May 2019	N/A	N/A	Draft 2020/2021 IDP reviewed and approved by Council BY 30 March 2020	1 X 2020/2021 Final IDP reviewed and approved by Council by 30 May 2020	Council approved IDP and the Council Resolution	Office of the Municipal Manager
Good Governance and Public Participation	Clean Governance	Performance Management	Number of Back to Basics reports compiled and	#	4 X Back to Basics reports	4 X Back to Basics reports	1 X Back to Basics report	1 X Back to Basics report	1 X Back to Basics report	1 X Back to Basics report	4 X sets of Back to Basics Reports	Office of the Municipal Manager



						approval				approval	Mayor's office	
Priority Focus Area: Municipal Transformation and Institutional Development												
Local Economic Development	Promote and Encourage Sustainable Economic Environment	Local Economic Development	Number of LED Strategy developed and approved by council by 30 June 2020	#	2008 LED Strategy (Strategy Outdated)	1 X Draft LED Strategy approved by Council by 30 June 2020	Development of term of reference and Submission of term of reference supply chain Management	Submission of inception report	N/A	1 X Draft LED Strategy approved by council with council resolution	Draft LED Strategy with Council Resolution	Planning & Economic Development
Local Economic Development	Promote and Encourage Sustainable Economic Environment	Local Economic Development	Number of LED summit held by 30 June 2020	#	1 X LED Summit	1 X LED Summit	N/A	N/A	1 X LED Summit	N/A	Signed attendance register	Planning & Economic Development
Local Economic Development	Promote and Encourage Sustainable Economic Environment	Local Economic Development	Number of LED Representative Forums by 30 June 2020	#	LED forum not functional	1 X LED Representative Forums established by June	Business profiling for all economic sectors	N/A	1 X LED Forum established	N/A	Database (Q1)/ Copy of the Advertisement/ List of LED	Planning & Economic Development



Local Economic Development	Promote and Encourage Sustainable Economic Environment	Local Economic Development	Number of jobs created through Municipality's LED initiatives including capital projects by 30 June 2020	#	-	36 Jobs created	21 Jobs created	5 Jobs created	5 Jobs created	5 Jobs created	Report on the employment of people	Planning & Economic Development
Spatial Planning and Rationale	Liveable and Integrated Communities	Integrated Development Planning	Number of LUMS reviewed and approved by Council by 30 June 2020	#	Draft LUMS available	1 X Approved 2020 LUMS	1 X Approved LUMS	N/A	N/A	N/A	1 X Approved 2020 LUS Council Resolution	Planning & Economic Development
Spatial Planning and Rationale	Liveable and Integrated Communities	Integrated Development Planning	Number of township establishment finalized by 30 June 2020	#	2 X finalized township establishment (Bela-Bela Extension 7 & 9)	2 X Finalized township establishment (Masakha ne and Spa Park Extension 1)	Letter submitted to CoGHSTA	N/A	N/A	2 X Finalized township establishment (Masakha ne and Spa Park Extension 1)	Letter submitted to CoGHSTA	Planning & Economic Development
Spatial Planning and Rationale	To Plan for the Future	Corporate Governance	Establishment of Municipal	#	Municipal tribunal	Established municipal	Report to Council	Calling for nomination	Established municipal	N/A	Council resolution (Q1)	Planning & Economic Development



			2020		Land Use Application classification not efficient	2020	ng amend ment of By-Law	amendm ent of SPLUMA By-Law	By-Law		Advert (q2) Gazetting (@3)	nt
Spatial Planning and Rationale	To Plan for the Future	Corporate Governance	Submit a request both Provincial and National Dept for Land purchase for Integrated Human Settlement	#	1 X report submitt ed to COGHTA requesti ng for Land purchas e for Integrat ed Human Settlem ent	1 X report submit a request both Provincial and National Dept. for donation Land Integrated Human Settlement	N/A	1 X report submitte d for purchase of land	N/A	N/A	Proof of submissio n and acknowled gment letter	Planning & Economic Developme nt
Spatial Planning and Rationale	To Plan for the Future	Corporate Governance	Number of awareness campaigns held on Building Control	#	4 X Awaren ess campaig ns	4 X Awarenes s Campaign s to be held	1 X Awaren ess campaig n	1 X Awarene ss campaig n	1 X Awarenes s campaign	1 X Awarenes s campaign	Attendanc e register	Planning & Economic Developme nt
Spatial	To Plan for	Corporate	Number of	#	4 X	4 X	1 X	1 X	1 X	1 X	Attendanc	Planning &



Municipal Financial Viability and Management	To improve financial viability	Corporate Governance	Number of Annual Financial Statements compiled and submitted to the Auditor General by 31 August 2020	#	1 X 2017/2018	1x 2018/2019 AFS	1 X 2018/2019 AFS	N/A	N/A	N/A	2018/2019 AFS and Proof of Submissions to the Auditor General	Budget & Treasury
Municipal Financial Viability and Management	To improve financial viability	Corporate Governance	Number of Action Plan for 2018/19 AG Audit Queries developed and submitted to Council by 31 February 2020	Number	1 X 2018/2017 Action Plan	1 X Action Plan for 2018/2019 AG audit queries compiled	N/A	N/A	1 X Action Plan for 2018/2019 AG audit queries compiled	N/A	2018/2019 Action Plan with Council Resolution	Budget & Treasury
Municipal Financial Viability and Management	To improve financial viability	Corporate Governance	Percentage of AG queries resolved as per the Action Plan by 30 June 2020	Number	90 % of AG findings resolved for 2018/2019	95% of AG queries to be resolved	N/A	N/A	70% of queries resolved	95% of queries resolved	Progress Report on the implementation of the Action Plan	Budget & Treasury



Municipal Financial Viability and Management	Improve Financial Viability	Corporate Governance	Number of MFMA Section 71 Reports submitted to the Mayor, Provincial and National Treasury by no later than 10 days after the end of each month	Number	12 Monthly Section 71 Reports for 2018/19 FY	12 Monthly Section 71 Reports for 2019/20 FY	3 X Monthly Financial Reports	3 X Monthly Financial Reports	3 X Monthly Financial Reports	3 X Monthly Financial Reports	Section 71 Reports, Council Resolutions and proof of Submission to the Provincial and National Treasury	Budget & Treasury
Municipal Financial Viability and Management	Improve Financial Viability	To improve financial viability	Percentage of Maintenance of cost coverage of 100% by 30 June 2020	%	1%	1%	1%	1%	1%	1%	Monthly Report and Bank Statements	Budget & Treasury
Municipal Financial Viability and Management	Improve Financial Viability	Revenue Management	Percentage payment on budgeted capital projects identified for 2019/2020 financial year i.t.o IDP	%	98%	100%	25%	50%	75%	100%	Report	Budget & Treasury
Municipal	To improve	Revenue	Percentage	%	100%	100%	25%	50%	75%	100%	Report	Budget &



			approved projects by 30 June 2020									
Municipal Financial Viability and Management	To improve financial viability	Revenue Management	Percentage payment on the INEP grants approved projects by 30 June 2020	%	100%	100%	25%	50%	75%	100%	Report	Budget & Treasury
Municipal Financial Viability and Management	To improve financial viability	Revenue Management	Number of quarterly asset verification reports complied - movables (sampling) compiled by 30 June 2020	#	4x quarterly assets verification to be conducted 2018/2019 FY	4 X quarterly assets verification to be conducted 2019/2020 FY	1 X quarterly assets verification to be conducted 2019/2020 FY	1 X quarterly assets verification to be conducted 2019/2020 FY	1 X quarterly assets verification to be conducted 2019/2020 FY	1 X quarterly assets verification to be conducted 2019/2020 FY	4 Sets of Quarterly asset verification reports	Budget & Treasury
Municipal Financial Viability and Management	To improve financial viability	Revenue Management	Number of Revenue Enhancement Strategy developed and approved by 30 June 2020	#	None	1x development and Approval of Revenue Enhancement Strategy	N/A	N/A	Development Revenue Enhancement Strategy	Approved Revenue Enhancement Strategy	Council Approved Revenue Enhancement Strategy with Council Resolution	Budget & Treasury



Management			to Free Basic Services by 30 June 2020								register	
Municipal Financial Viability and Management	To improve financial viability	Revenue Management	Percentage reduction of Service Debtors Revenue to below 50% (R-value total outstanding service debtors divided by R-value annual revenue actually received for services) by 30 June 2020	%	45%	45%	45%	45%	45%	45%	Monthly Reports	Budget & Treasury
Municipal Financial Viability and Management	Improve Financial Viability	Revenue Management	Percentage Maintenance of 95% debtors collection rate (Consumer cash collected / Consumer billing) by 30	%	95%	95%	95%	95%	95%	95%	Monthly Report	Budget & Treasury



Municipal Financial Viability and Management	Financial Stability	Supply Chain Management	Number of reports on the implementation of SCM Policy compiled and tabled to Council by 30 June 2020	#	4 X SCM reports	4 X SCM Reports	1 X SCM Reports	1 X SCM Reports	1 X SCM Reports	1 X SCM Reports	Reports with Council Resolutions	Budget & Treasury
Municipal Financial Viability and Management	Financial Stability	Budget and Reporting	Number of Budget related policies reviewed by 30 June 2020	#	16 X Budget related policies reviewed	16 X Budget related policies reviewed	N/A	N/A	N/A	16 X Budget related policies reviewed	Council Approved Policies with Council Resolution	Budget & Treasury



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, 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

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: 2019 – 2021

5.2.1. Municipal Infrastructure Grant (MIG) Funded

Table 65: Municipal Infrastructure Grant (MIG) Funded Projects

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	EXPENDITURE IN PAST FINANCIAL YEARS <i>(Until 30 June 2019)</i>	BALANCE ON PROJECT	FINANCIAL YEAR		
						2019/ 2020	2020/ 2021	2021/ 2022
ROADS AND STORMWATER								
5.2.1.1	Bela Bela Ext 4, 6, 7 & 8: Road Paving and stormwater	2, 4, 7	R 22 750 000,00	R 8 569 113,75	R 14 180 886,25	R 14 180 886,25	-	-
5.2.1.2	Bela Bela Spa Park: Stormwater	9	R 8 500 000,00	-	R 8 500 000,00	R 3 434 563,75	R 5 065 436,25	-



5.2.1.3	Bela Bela Ext 5 & Hostel view: Road paving & storm water	2 & 3	R 3 000 000,00	-	R 3 000 000,00	R 3 000 000,00	-	-
5.2.1.4	Bela Bela Ext 6: Road paving & Storm water	7	R 12 000 000,00	-	R 12 000 000,00	-	R 8 495 489,35	R 12 000 000,00
5.2.1.5	Bela Bela: Road paving & Storm water 1	2, 3 & 5	R 4 500 000,00	-	R 4 500 000,00	-	R 1 700 000,00	R 4 500 000,00
5.2.1.6	Bela Bela Ext 6: R101 Intersection	7	R 6 235 039,35	-	R 6 235 039,35	-	R 1 000 000,00	R 6 235 039,35
SOLID WASTE MANAGEMENT								
5.2.1.7	Bela Bela Upgrade of Municipal landfill site	2	R 8 000 000,00	-	-	-	-	R 8 000 000,00
CEMETERIES								
5.2.1.8	Bela Bela: Extention of existing grave yard	2	R 6 231 600,00	-	-	R 1 000 000,00	R 5 231 600,00	R 6 231 600,00
5.2.1.9	Pienaarsrivier: Develop new Cemetery	8	R 6 000 000,00	-	-	-	-	R 6 000 000,00
SPORTS AND RECREATIONAL FACILITIES								
5.2.1.10	Bela Bela Spa Park: Development of sports facilities	9	R 2 113 226,00	-	-	R 2 113 226,00	-	R 2 113 226,00
5.2.1.11	Masakhane: Development of sports facilities	9	R 2 639 972,20	-	-	R 886 774,00	R 1 753 198,20	R 2 639 972,20
5.2.1.12	Leseding: Development of sports facilities	6	R 2 568 626,20	-	-	-	R 2 568 626,20	R 2 568 626,20

MUNICIPAL FACILITIES



5.2.2. Water Services Infrastructure Grant (WSIG) Funded Projects

Table 66: Water Services Infrastructure Grant (WSIG) Funded Projects

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	EXPENDITURE IN PAST FINANCIAL YEARS (Until 30 June 2019)	BALANCE ON PROJECT	FINANCIAL YEAR		
						2019/ 2020	2020/ 2021	2021/ 2022
WATER								
5.2.2.1	Bela Bela: Refurbishment of the inlet and outlet works for the Platrivier Dam	1	R4 000 000,00	-	-	-	-	R4 000 000,00
5.2.2.2	Bela Bela: Refurbishment of the old section of the Water Treatment Works (WTW)	1	R4 500 000,00	R 371 250.00	R 4 128 750.00	R 4 128 750.00	-	-
5.2.2.3	Bela Bela: Upgrading of the Water Treatment Works to 10ML	1	R10 000 000,00	-	-	-	-	R10 000 000,00
5.2.2.4	Bela Bela: New 10ML Reservoir (Town, Ext 25 and 26)	1	R15 000 000,00	-	-	-	-	R15 000 000,00
5.2.2.5	Bela Bela: Water Conservation and Demand Management (WCDM): Installation of Bulk Zonal Meters and Pressure Reduction Valves	1, 2, 3, 4, 5, 6, 7	R2 000 000,00	-	-	-	R2 000 000,00	-
5.2.2.6	Rapotokwane: Water desalination plant	8	R13 675 000,00	R 1 172 610.99	R 12 502 389.01	R 10 741 070.15	R 1 761 318.86	-
5.2.2.7	Rapotokwane: Water Augmentation and reticulation	8	R9 000 000,00	-	-	-	R9 000 000,00	-
5.2.2.8	Masakhane: New 2ML WTW	9	R13 000 000,00	-	-	-	R13 000 000,00	-
5.2.2.9	Vingerkraal: Water Augmentation for the new 1000HH	9	R1 500 000,00	-	-	-	R1 500 000,00	-
5.2.2.10	Vingerkraal: Supply and install new water	9	R1 000 000,00	-	-	-	R1 000 000,00	-



	Water Treatment Works (WWTW)							
5.2.2.14	Bela Bela Ext 8 & Future: Bulk sewer Outfall	4	R8 000 000,00	R 660 000.00	R 7 340 000.00	R 7 340 000.00	-	-
5.2.2.15	Bela Bela: Upgrading of the Aventura sewer Pump Station	1	R12 500 000,00	R 1 031 250.00	R 11 468 750.00	R 11 468 750.00	-	-
TOTAL WSIG BUDGETS						R 45 000 000,00	R 37 475 000,00	

5.2.3. Intergrated National Electrification (INEP) Funded Projects

Table 67: Intergarted National Electrification (INEP) Funded Projects

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	EXPENDITURE IN PAST FINANCIAL YEARS <i>(Until 30 June 2019)</i>	BALANCE ON PROJECT	FINANCIAL YEAR		
						2019/ 2020	2020/ 2021	2021/ 2022
SUB-STATION								
5.2.3.1	Bela Bela: 132/ 11kVA 2 x 20MVA Sub-Station	2	R70 580 000,00	R48 079 890,88	R22 500 109,12	-	-	-
ELECTRIFICATION								
5.2.3.2	Bela Bela Ext 9: Electrification of Households (900HH)	4	R 14 580 000,00	-	-	R 6 000 000,00	R 8 580 000,00	-
5.2.3.3	Bela Bela Ext 25 (Koppewaai): Electrification of Households (1100HH)	9	R 17 820 000,00	-	-	-	R 3 620 000,00	R 17 820 000,00
5.2.3.4	Rapotokwane: Electrification of Households	8	-	-	-	-	-	R 17 820 000,00
TOTAL INEP BUDGETS						R 6 000 000,00	R 12 200 000,00	R 17 820 000,00

**5.2.4. Own Funded**

Table 68: Own Funded

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	EXPENDITURE IN PAST FINANCIAL YEARS (Until 30 June 2019)	BALANCE ON PROJECT	FINANCIAL YEAR BUDGETS	
						2019/ 2020	2020/ 2021
TOTAL OWN FUNDED BUDGETS						-	-

5.3. Projects Implemented by Other Organs of State**5.3.1. Waterberg District Municipality**

Table 69: Waterberg District Municipality

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2019/ 2020	2020/ 2021	2021/ 2022	
TOTALS WDM PROJECTS				R	R	R	



5.3.2.1.	Bela Bela: Equip, treat and connect the SASSA Borehole to the water reticulation network	1	TBA	TBA			CSI project proposed
5.3.2.2	Masakhane: Electrification connection of 2 X Existing Boreholes	9	TBA	TBA			CSI project proposed
5.3.2.3	Vingerkraal: Drill, Equip and connect Boreholes to the water reticulation network	9	TBA	TBA			CSI project proposed
TOTALS MAGALIES WATER SLP PROJECTS				TBA			

5.3.3. Eskom

Table 71: Eskom

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2019/ 2020	2020/ 2021	2021/ 2022	
5.3.3.1	Vingerkraal: Electrification of 1000 Households	9	TBA	R1 800 000,00	TBA	TBA	Project area is currently in budget for the 2019/2020 project.
TOTALS ESKOM PROJECTS				R1 800 000,00	TBA	TBA	

5.3.4. Department of Cooperative Governance, Human Settlements and Traditional Affairs (COGHSTA)

Table 72: Department of Cooperative Governance, Human Settlement and Traditional Affairs

ITEM	PROJECT DESCRIPTION	WARD	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS



TOTALS COGHSTA PROJECTS	R1 800 000,00	TBA	TBA	

5.3.5. Department Of Education

Table 73: Department of Education

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2019/ 2020	2020/ 2021	2021/ 2022	
5.3.5.1	Construct 20 Additional Waterborne toilets; Refurbish 22 waterborne toilets; Upgrade fence; Drill and equip borehole at Hleketani Primary	2	4,290	0	4,075		
5.3.5.2	Construct 16 classrooms, medium admin block, nutrition centre, 5 Grade facilities; Refurbish 9 classrooms; Demolish 15 classrooms at Hleketani Primary	2	24,000	0	0		
TOTALS EDUCATION PROJECTS				0	4,075	TBA	

5.3.6. Department of Health

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2019/ 2020	2020/ 2021	2021/ 2022	

**5.3.7. Department of Social Development**

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2019/ 2020	2020/ 2021	2021/ 2022	
5.3.7.1	Building of new offices behind new clinic	7	25, 000 0000.00	TBA			
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
				2019/ 2020	2020/ 2021	2021/ 2022	
5.3.8.1							
5.3.8.2							
TOTALS SPORTS, ARTS & CULTURE PROJECTS				R	TBA	TBA	

5.3.9. Department of Rural Development & Land Reform

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS



5.3.10. Local Economic Development Projects

ITEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2019/ 2020	2020/ 2021	2021/ 2022	
5.3.10.1	Wildlife Economy			22,063,230.00	22,063,230.00		
5.3.10.2	Working for Land			10,000,000.00	10,000,000.00		
TOTALS LEDET PROJECTS				R32,063,230.00	R32,063.00	TBA	
5.3.10.3	Rapotokwane: Water augmentation project	9	R2 000 000.00	R2 000 000.00			
TOTALS LEDET PROJECTS				R2 000 000.00	R	R	

5.3.11. Department of Public Works

Table 74: Department of Public Works

Project No.	Road Number	Project Name	IDMS Gate	Road - surfaced/gravel/ bridges/drainage structures/erosion protection, etc.	Project Start Date	Project End Date	Source of Funding	Budget programme number	Total Project Cost	Total Expenditure to date from previous years	Original Budget (18/19)	MTEF Forward Estimate (19/20)
RAL/T919 B	D2367	D2367 in Waterberg District (Flood)	Stage 3: Preparation and briefing or prefeasibility	Drainage structure, Road	4/2/2018	2/15/2019	PRMG	Roads Infrastructure	R1,847,821	R0	R1,847,821	



		Road Maintenance										

5.3.12. Unfunded Capital Projects

TEM NO.	PROJECT DESCRIPTION	WARD NO.	PROJECT VALUE	FINANCIAL YEAR BUDGETS			COMMENTS
				2019/ 2020	2020/ 2021	2021/ 2022	
WATER AND SANITATION							
5.3.11.1	Bela Bela: Equip, treat and connect SASSA Borehole	1, 2, 3, 4, 5, 6, 7	R 1 200 000,00				Augmentation of wa without interruption must exceed water
5.3.11.2	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 interruptions in the v services.
ROADS AND STORMWATER							
5.3.11.4	Resealing of Roads	All	TBA	TBA	TBA	TBA	Some of the Municip refurbishment. The in the process of be through grant fundir already been identif



5.3.11.8	Bela Bela: Paving of “Eskom road”	5		TBA	TBA	TBA	1.3km to be paved
5.3.11.9	Rapotokwane: Stormwater drainange and Bus Stop booth along the surfaced Bus route	8		TBA	TBA	TBA	Consider underground stops.
5.3.11.10	Masakhane: Roads and stormwater	9		TBA	TBA	TBA	Upgrade gravel roads stormwater channels Clean existing paved
5.3.11.11	Pienaarsrivier: Storm water drainage	8		TBA	TBA	TBA	Upgrade gravel roads stormwater channels Clean existing paved

ELECTRICAL

5.3.11.12	Bela Bela: Replacement of old 11kV underground cables	1	R 16 090 000.00	TBA	TBA	TBA	The asset is ageing attention for efficiency
5.3.11.13	Bela Bela: Refurbishment of the Switchinggear stations.	1	R 40 000 000.00	TBA	TBA	TBA	The asset is ageing attention for efficiency Electricians in case
5.3.11.14	Bela Bela: Refurbishment of the Mini-Substation	1	R 1 000 000.00	TBA	TBA	TBA	The asset is ageing attention for efficiency Electricians during t
5.3.11.15	Replacement of batteries to all Municipal substations	All	R 300 000.00	TBA	TBA	TBA	The asset is ageing attention for efficiency Electricians in case
5.3.11.16	Refurbishment of the Electricity Main distribution boxes (Kiosk)	All	R1 200 000.00	TBA	TBA	TBA	Refurbishment of th



5.3.11.19	Bela Bela: Street lights along the cemetery through to BBK area	2	TBA	TBA	TBA	TBA	Refurbishment of the
5.3.11.20	Bela Bela Ext 8: Street lights	4	TBA	TBA	TBA	TBA	Refurbishment of the
5.3.11.21	Bela Bela Ext 6B: Street lights	7	TBA	TBA	TBA	TBA	Refurbishment of the
5.3.11.22	Bela Bela: Streetlights next to the rail trail	2	TBA	TBA	TBA	TBA	Refurbishment of the
5.3.11.23	Bela Bela Spa Park: Street lights	9	TBA	TBA	TBA	TBA	Refurbishment of the
5.3.11.24	Pienaarsrivier: Street lights	8	TBA	TBA	TBA	TBA	Refurbishment of the

SOLID WASTE MANAGEMENT

5.3.11.25	Bela Bela Landfill Site: Installation of above ground weigh bridge	2	TBA				

SPORTS AND RECREATION FACILITIES

5.3.11.26	Bela Bela Ext 6: Sports Facility	7	TBA				
5.3.11.27	Pienaarsrivier: Sports Facility	8	TBA				

MUNICIPAL FACILITIES

5.3.11.28	Energy Efficiency and Demand Side Management (EEDSM) Programme: Retroffing of the Municipal main building lights with energy efficient technologies.	All	TBA	TBA	TBA	TBA	Critical to reduce an
5.3.11.29	Pienaarsrivier: Municipal Satellite Office	8	TBA	TBA	TBA	TBA	
5.3.11.30	Construction of a new	2	5 000 000.00				Need for a new



	Mashakhane: Community Hall	9	TBA				
	Bela-Bela: New Community Hall (Ward 4)	4	TBA				

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		R50 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 Surveillance 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 three spheres of government: national, provincial and local. These spheres 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 Intergovernmental Relations and provide for appropriate mechanisms and procedures to facilitate settlement of Intergovernmental disputes. Intergovernmental relations process 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 of the Province, Members of the Provincial Legislature, Members of the Provincial 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 at the 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 issues affecting 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 at 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.



SECTOR	STRATEGY APPLICABLE IN RESPECTIVE SECTORS	PLANS APPLICABLE IN RESPECTIVE SECTORS	POLICIES APPLICABLE IN RESPECTIVE SECTORS	STGATUS	PLANNED ACTION
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	Adopted in 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 Transport Plan	N/A	Adopted in 2009	
Human Settlements/Housing	N/A	Bela-Bela Housing Plan	N/A	Adopted in 2009	To be reviewed
Disaster Management	Waterberg Disaster Management Framework	N/A	N/A	Adopted in 2009	
Disaster Management	N/A	Bela-Bela Disaster Management Plan	N/A	Adopted in 2009	
Environmental Management	N/A	Bela-Bela Integrated Environmental	N/A	Adopted in 2006	To be reviewed



SECTOR	STRATEGY APPLICABLE IN RESPECTIVE SECTORS	PLANS APPLICABLE IN RESPECTIVE SECTORS	POLICIES APPLICABLE IN RESPECTIVE SECTORS	STGATUS	PLANNED ACTION
			HIV/AIDS Policy		
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 2011	Being Implemented
Communication	Bela-Bela Communication Strategy	N/A	N/A	Adopted in 2006	To be reviewed
Risk Management		Bela-Bela Risk Management Plan	N/A	Adopted in 2015	To be reviewed
Fraud and Anti-Corruption	Bela-Bela Fraud and Anti-Corruption Strategy	N/A	N/A	Adopted in 2009	To be reviewed
KPA 5: FINANCIAL VIABILITY					



SECTOR	STRATEGY APPLICABLE IN RESPECTIVE SECTORS	PLANS APPLICABLE IN RESPECTIVE SECTORS	POLICIES APPLICABLE IN RESPECTIVE SECTORS	STGATUS	PLANNED ACTION
Financial Management	N/A	N/A	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
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



SECTOR	STRATEGY APPLICABLE IN RESPECTIVE SECTORS	PLANS APPLICABLE IN RESPECTIVE SECTORS	POLICIES APPLICABLE IN RESPECTIVE SECTORS	STGATUS	PLANNED ACTION
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



The MEC of COGHSTA, Provincial & National Treasuries and Communities within Bela-Bela Local Municipality will be accordingly informed of the approved 2019/120 – 2021/2022 MSA, 2000 as amended.

