

**ANNUAL REPORT  
FOR  
2020 - 2021**



**BELA – BELA LOCAL MUNICIPALITY**

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## PROPOSED REVISED ANNUAL REPORT TEMPLATE

The purpose of this revised Annual Report template is to address the need expressed by several municipalities for assistance in the preparation and development of improved content and quality of Municipal Annual Reports. It replaces a template dating back to August 2003.

This template gives effect to the legal framework requirement, concepts and principles espoused in the White Paper on Local Government and Improving Government Performance. It reflects the ethos of public accountability. The content gives effect to information required for better monitoring and evaluation of government programmes in support of policy decision making. The template provides an improved overview of municipal affairs by combining the performance report data required under Municipal Systems Act Section 46 with annual report data referred to in that Act and the MFMA.

The revised template makes its contribution by forging linkages with the Integrated Development Plan, Service Delivery and Budget Implementation Plan, Budget Reforms, In-year Reports, Annual Financial Statements and Performance Management information in municipalities. This coverage and coherence are achieved by the use of interlocking processes and formats.

The revised template relates to the Medium Term Strategic Framework particularly through the IDP strategic objectives; cross-cutting nature of services offered by different spheres of government, municipal service outcome indicators; and the contextual material as set out in Chapters 3, 4 & 5. It also provides information on good management practice in Chapter 4; risk management in Chapter 2; and Supply Chain Management in Chapter 5; and addresses the Auditor-General's Report, dealing with Financial and Performance Management arrangements in Chapter 6. This opens up greater possibilities for financial and non-financial comparisons between municipalities and improved value for money.

The revised template provides information on probity, including anti-corruption strategies; disclosure of financial interests by officials and councillors; disclosure of grants by external parties, disclosure of loans and grants by municipalities. The appendices talk to greater detail including disaggregated information on municipal wards, among others.

Notes are included throughout the format to assist the compiler to understand the various information requirements. Once the draft has been finalised, training will be provided to facilitate the implementation of this initiative, and separate additional guidance may be issued if necessary.

We wish to express our gratitude to the members of the Annual Report Reference Group, consisting of national, provincial and municipal officials for their inputs and support throughout the development of this document.

MFMA Implementation Unit, National Treasury

## CHAPTER 1

### COMPONENT A: MAYOR'S FOREWORD

I present the 2020/2021 Annual Report at the time the world is recovering from the COVID-19 Pandemic, the effect thereof will undoubtedly have an impact on our country's economy for the foreseeable future.

Whilst the Municipality has began the recovery process, it is important to note that the Municipality has recorded the lowest revenue collection due to the inability of ratepayers to service their debts.

Performance indicators had to be reviewed and programs and projects had to be reprioritized to suit the current material conditions brought about by Covid-19.

The Municipality has been able to continue rendering services even during this difficult and uncertain time. Of great concern to the Municipality is the deteriorating and ageing infrastructure which frequently results in service delivery interruptions. We remain committed to taking proactive and reactive maintenance to the bulk infrastructure including road networks to prolong their lifespan.

I table this Annual Report for public scrutiny guided by the Principles of Batho Pele, Openness, Transparency and Accountability. These principles have been established to hold both the Political Leadership and Administration accountable on the Municipal performance in as far as service delivery is concerned.

I wish to record that the Municipality has been subjected to the annual audit process by the Auditor-General South Africa, and record that as at the time of publishing this document, the findings from the Auditor General were still pending. The public will be kept abreast of the findings as soon as same has been released.

Service delivery is very dynamic and mostly influenced by the needs of the community for sustainable livelihood. It requires collective efforts by all stakeholders inclusive of the Municipal institution, ratepayers and structures of Civil Society to all execute their responsibilities.

Of utmost importance is for all parties to work together for the enhancement of service delivery mechanisms.

**Yours Truly,**

---

**MAYOR**

**Cllr MG Seleka**

## COMPONENT B: EXECUTIVE SUMMARY

It is with great honor and privilege that we present the 2020/2021 Annual Report to the community, rate payers of Bela-Bela in particular and South Africans in general.

Bela-Bela Local Municipality is a Category B Municipality as determined by the Demarcation Board in terms of Section 4 of the Act. It is also established in terms of Chapter 2 of the Local Government: Municipal Structures Act, No. 117 of 1998.

It is located in the Southern part of Limpopo Province and falls within the Waterberg District Municipality. It derives its mandate and objectives directly from the Constitution of the Republic of South Africa.

Section 152 (1) of the Constitution sets out the objectives of Local Government as follows:

- (a) To provide democratic and accountable local government for local communities;
- (b) To ensure the provision of services to communities in a sustainable manner;
- (c) To promote social and economic development;
- (d) To promote a safe and healthy environment; and
- (e) To encourage the involvement of communities and community organizations in the matters of local government.

Section 152 (2) states that a municipality must strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1).

The constitution requires us to prioritize the delivery of basic services. It is widely accepted that basic needs and basic services refer to the same set of functions/services being water, electricity, sanitation and refuse removal.

Section 121(3) of the Municipal Finance Management Act 2003, read together with section 46 of the Municipal Systems Act 2000, prescribes the minimum contents of an annual report of a municipality. In preparation of this 2020/2021 Annual Report, we have considered these legislative requirement

Hereunder is the 2020/2021 Annual Report of Bela-Bela Local Municipality that captures at large our performance and achievements against the set strategic objectives, amidst the unprecedented and unexpected pandemic called Covid-19 that ravaged the world at the beginning March 2020 and disrupted the lives of all of our people in South Africa.

Between 1 July 2020 30 June 2021, the country was moved up and down between Alert Level 2 and 4. Social and economic activities were literally disrupted and that had a serious negative impact on the operations of the municipality. The delivery of services to the community was affected and equally revenue collection declined significantly. As the financial year ended, on the 28 of June 2021, the country was at lockdown level 4.

We regret to state and equally ashamed that we regressed and have received a ***“Disclaimer” as an audit opinion*** from AGSA. There are however lessons learnt from the whole audit process. We are committed to improve and we will leave nothing to stand in our way of transcending to an unqualified opinion.

Despite this, the municipality made a steady progress in fulfilling its constitutional obligations of delivering basic services in a sustainable manner to its communities and affirming its vision **“To be the prime agricultural hub and eco-tourism destination of choice”** under very difficult economic circumstances.

The report presents us with an opportunity to reflect on our achievements since the last reporting period, and to

provide a detailed account of our performance as a municipality against our strategic plans and resources that were at our disposal for the period under review. The Integrated Development Plan (IDP), Budgets, Service Delivery and Budget Implementation Plans (SDBIP), Performance Plans and Agreements of section 57 managers, remains the key service delivery planning tools which we have to utilize in an effort to deliver sustainable services to our communities.

The municipality was able to prepare and submit the four (4) quarterly performance report to council as required in terms of sec. 52 (d) of the Local Government: MFMA, 2003 (Act 56 of 2003) and the mid-year budget and performance assessment report to the Mayor, National Treasury and Provincial Treasury as required in terms of sec. 72 of the Local Government MFMA, 2003 (Act 56 of 2003).

The total number of applicable KPIs for reporting were at 109 after withdrawing 10 and adding 7 new KPIs, and these were KPIs considered for performance rating for targets achievements. A total of 91 KPIs were achieved out of 109 applicable indicators which were due for reporting by end of the financial year. The overall performance of the institution is sitting at 81%.

The Municipality had a full complement of the Municipal Manager and Senior Managers making the administration and management to be stable and thus capacitating it administratively and financially. Unfortunately, the Municipal Manager resigned and left the position vacant since 1 March 2021. However, the Top Management was representative of equity targets with 50% males and 50% women.

The Municipality had a total of **R 85 067 000, 00** conditional grants allocated to implement basic service delivery projects. A total of **R 74 586 469. 00** has been spent by end of June 2021 which translate to **88%** expenditure. An improvement of 7% from the previous financial year. The projects that could not be completed was largely due to the Covid-19 hard lockdown restrictions where materials could not be procured and delivered.

The majority of our people still live in abject poverty which is evident as you move around our township settlements and this lends credence to the indictment of our old spatial planning. Our residential areas, in particular townships do not resemble functional neighbourhoods. There is a “moving backlog” of services as there are always new areas that needs development.

There is still so much to be done to improve the lives of our people for the better. We have a firm believe that we are still on course to go back to basics, and build an accountable, responsive and caring government.

**Sincerely Yours**

---

**JB SELAPYANE**

**ACTING MUNICIPAL MANAGER**

## MUNICIPAL FUNCTIONS, POPULATION AND ENVIRONMENTAL OVERVIEW

### 1. INTRODUCTION TO BACKGROUND DATA

Bela-Bela Local Municipality is performing the Powers and Functions on Table 1 below, as assigned through the 1996 Constitution of the Republic of South Africa and the Local Government Municipal Structures Act No 117 of 1998 and Regulations. Refer to the table below: **Table 1:**

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

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

Accordingly, the Municipality has developed and approved an Organizational Structure. However, the structure below depicted Top Management composition that seeks to ensure optimal performance of these Functions. The picture correctly painted by the Organizational Structure is that the Departments of Technical Services, Social & Community Services and Planning & Economic Development respectively as the primary Service Delivery oriented Departments in line with the depiction under Table 1 above jointly constitutes more than 60% of the personnel of the entire Municipality.

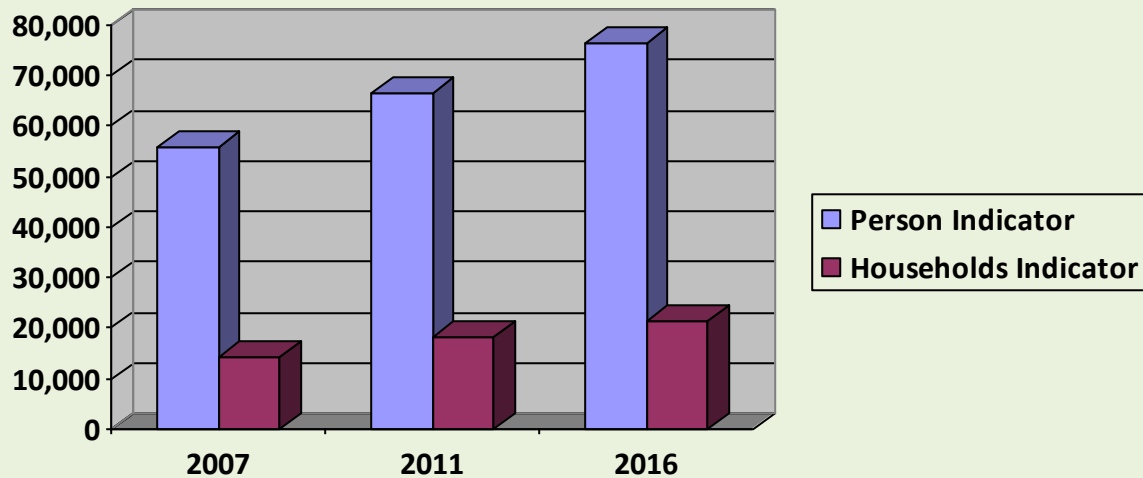
### 1.1 POPULATION DYNAMICS AND FUTURE GROWTH TRENDS

The total size of Bela-Bela's population is currently estimated at 76 296 individuals which have increased by 14.73 % by 2016 compared to Census 2011. The total population intercensal growth rate (2011-2016) of 0.031 has been recorded within Bela Bela Municipal area. This is based on Census 2016 Community Survey which also estimates that there are approximately 21 354 households within Bela-Bela municipal area which is an 18.9% increase from 2011. Statistics South Africa indicated that this figure also takes into account Rapotokwane Village which was incorporated into the Municipality from Dr J.S. Moroka Local Municipality (Mpumalanga Province) in 2000. The graph below illustrates the estimated population projection when the information from BMR is taken into account.

**Table: 2** below illustrate the estimated population trend's pattern 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	21 354

**Graph: 1** below illustrate the estimated population trend's pattern population dynamics and growth trends Population Growth 2001-2020



**Source: StatsSA: Community Survey, 2016**

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

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

**Table:2 Households Dynamics**

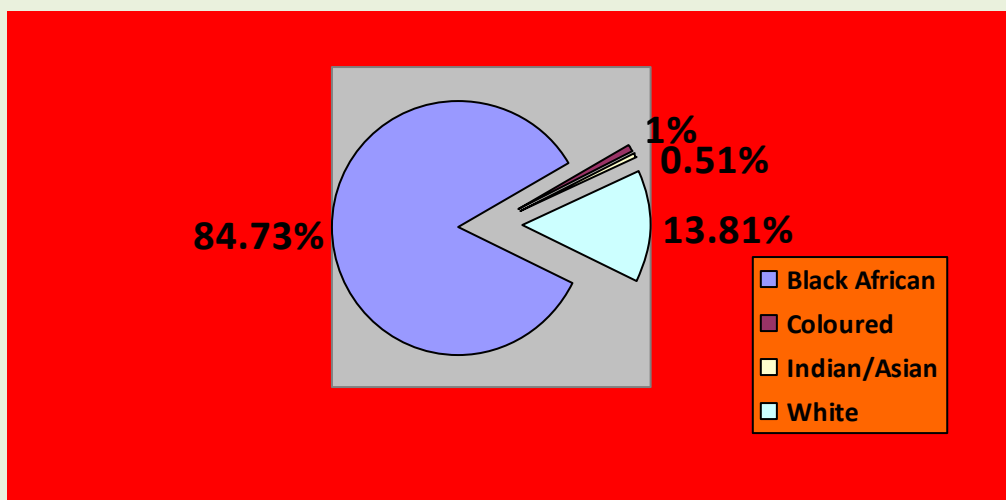
Census 2001		Census 2011		Community Survey 2016	
Households	Ave HH size	Households	Ave HH size	Households	Ave HH size
12 335	3.7	18 068	3.7	21 354	3.6

**Source: StatsSA: Community Survey, 2016**

## 1.2 POPULATION GROUP, AGE GROUP AND GENDER IN BELA-BELA MUNICIPAL AREA

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

Graph: 2 Population Groups



**Source: StatsSA: Community Survey, 2016**

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

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

## POPULATION BY AGE GROUP AND NATIONALITY

**Table 3:** Population by Age Group and Nationality

Age	Black African	Coloured	Indian or Asian	White	Grand Total
0 – 4	9 003	72	-	396	9 471
5 – 9	7 638	63	-	566	8 267
10 - 14	6 670	93	29	612	7 403
15 - 19	5 551	50	22	281	5 904
20 - 24	5 863	77	24	638	6 602
25 - 29	6 086	30	90	800	7 007
30 - 34	5 233	28	58	604	5 922
35 - 39	4 178	139	19	444	4 780
40 - 44	3 490	18	16	573	4 097
45 - 49	3 324	71	34	539	3 967
50 - 54	2 639	45	25	910	3 619
55 - 59	2 076	35	23	886	3 020
60 - 64	1 276	-	12	915	2 203
65 - 69	760	-	-	711	1 471
70 - 74	471	11	12	649	1 143
75 - 79	193	-	-	565	757
80 - 84	84	-	22	336	442
85 +	109	-	-	111	220
Grand Total	64 642	733	386	10 535	76 296

Source: StatsSA: Community Survey, 2016

This trend in age composition obliges the government departments and the Municipality to ensure that a large percentage of the budget is allocated to Social Development Facilities and services delivery to meet the needs of a

youthful population and ensuring that people falling within this age acquire relevant skills and grow up to become responsible adults. The creation of more job opportunities should also be one of the key aspects of the developmental agenda by the Municipality in partnership with the sector departments such as the Department of Education, Health, Public Works, Roads and Transport etc.

The goal of the Local Economic Development Unit is to facilitate economic development, job creation and poverty eradication within Bela-Bela Local Municipality which is part of Waterberg District Municipality. This will be achieved by reducing the number of unemployed people, especially the youth, women and people with disabilities. Secondly, by ensuring that there is economic development in the Municipality and in particular in the identified sectors. Furthermore, there is a reduction in the number of people living below the poverty line. Section 153 of the Constitution stipulates the following developmental duties of all Municipalities:

A Municipality must structure and manage its administration, budgeting and planning processes to give priority to the needs of the community, and to promote social and economic development.

A Municipality must participate in national and provincial developmental programmes.

### Population Gender Profile

Regarding Table 4 below, the gender composition within Bela-Bela indicates a slight imbalance between the males and females. The Census 2011 revealed that approximately 51% (28 304) of the population within Bela-Bela comprises females while 49% (27 546) comprises males. Nevertheless, that confirmed with the national trends that a higher proportion of women are found in the rural areas than men. This in many instances, especially amongst the African communities is attributed to the fact that men are generally attracted to places such as the bigger cities (i.e. Johannesburg etc.) that presents employment opportunities sometimes regardless of the nature of work involved. However, the 2016 Community Survey illustrate an apposite picture and revealed that 49% (37 335) of the population within Bela Bela comprises of female and 51% (38 961) of the population comprises of male.

**Table 4** : Gender Composition

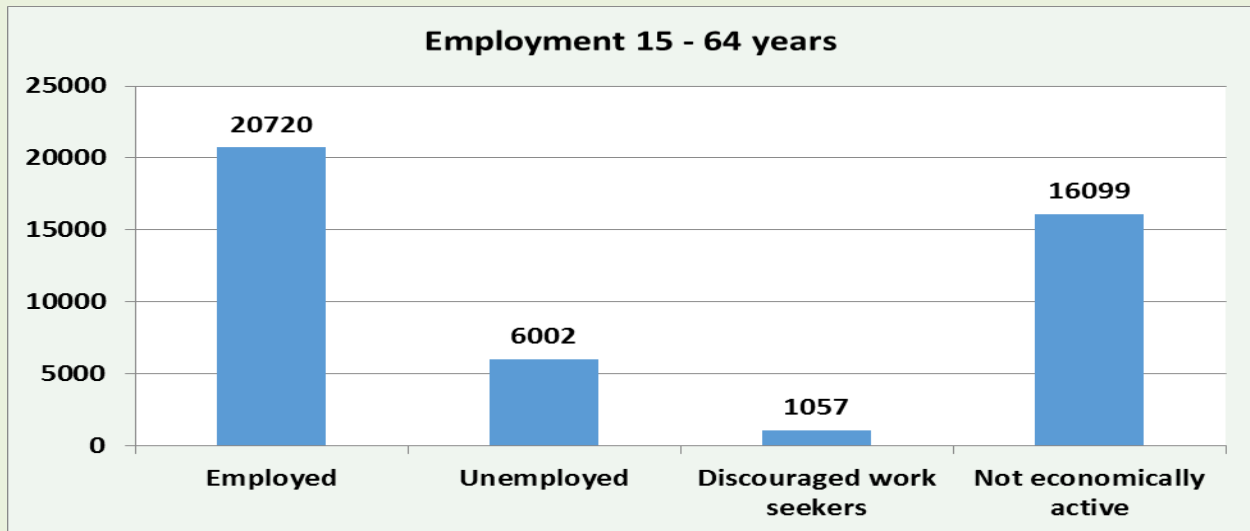
Total Population (2011)			Total Population (2016)		
Male	Female	Total	Male	Female	Total
33 754	32 746	66 500	38 961	37 335	76 296

Source: StatsSA: Community Survey, 2016

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

The graph below depicts the employment of people between the ages of 15 to 65.

**Graph 3: EMPLOYMENT 15 – 64 YEARS**



[Source: StatisticsSA: Census, 2011]

It was previously indicated that the age composition of the population in Bela-Bela comprises of children who are under the age of 15 and who are not accounted as the labour force. The active labour force is estimated at 36 069 in 2011 individuals who are between the ages of 18 – 64. **table 5** below indicates that approximately **23%** of the active labour force is unemployed of which **30%** is Youth. The unemployment rate in Bela-Bela Municipal area is similar to unemployment in the Province, but the labour force participation rate in the Municipality is considerably higher than that of the Province. This could be the result of labour migration out of Bela-Bela in search of work in Gauteng, particularly among younger adult members of the households.

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

**Table 5: Formal Employment Sector**

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

Based on the above, Bela Bela Local Municipality is actively participating in the Expanded Public Works Programme (EPWP) as well as the Community Works Programme (CWP). A Municipal budget is being implemented and equally redistributed within the parameters or principles of **EPWP**, this implies that for every Capital project that the Municipality is implementing (capital expenditure) the element of social partnership is being taken into cognizance. Notably, Local Economic Development is also concerned with the creation of an environment, which will engage stakeholders in implementing strategies and programmes.

The LED Unit is currently reviewing the LED Strategy, which will guide the implementation of programmes and projects going forward.

**Table 6:** Natural Resources within Bela-Bela

Natural Resources within Bela-Bela	
Major Natural Resource	Relevance to Community
Hot Natural Springs	One of the key Tourism attraction points and the origin of the name of the Municipality. A large number of job and business opportunities.
Agriculture	Food security and job creation

**MINING:** The contribution of the mining sector towards the economic development of Bela-Bela is not highly significant. There is two (1) mine (i.e. NAMCO which mine Industrial Diamonds) that exists within Bela-Bela. This mine is located in the southern parts of the municipal area and approximately six (6) kilometres to the south-east of Radium. (2) Vergenoeg Mining Company (PTY) Ltd falls within Region 5 comes from a wide-spread and diverse area which covers 42 different areas and predominantly three provinces, namely Gauteng, Limpopo and Mpumalanga.

Although diamonds are found on the existing mining activity the previous research undertaken as part of the past IDP reviews revealed that the mineral occurrences that existed in Bela-Bela for mining resources and precious metals (i.e. gold and diamonds) are of a very low grade and potential to such an extent that it cannot be considered probable that these minerals can be mined within the next 20 – 50 years.

Other metals that are found on a limited scale include manganese, copper, tin, cobalt and the supply of calcite, refractory clay and fluorspar are sufficient. The distribution of limestone industrial mineral is small, with a medium-scale supply of sandstone and clay which is used to manufacture the bricks within the area.

**AGRICULTURE:** In terms of the weather conditions, Bela-Bela comprises temperatures between 20-29°C, with the average rainfall between 520 – 650 mm per annum. There are black and red clay soils of medium to high potential in the Springbok flats. Sandy, red soils and wetlands cover the rest of the area.

Vegetable crops include the following: Squash butternut, Squash hub barb, Onions, Watermelons, Cabbage assorted, Sweet Corn, Pumpkin Grey, Pumpkin White, Beetroot, Carrots, and Peppers. Fruit types include the following: Grapes, Citrus, and Peaches. Other crops include Maize, Cotton, Millet, Tobacco, Lucerne, Cowpeas, Groundnuts, Wheat, Jug beans, China beans and Sunflower.

### **1.3 COMMENT ON BACKGROUND DATA**

Whilst Hot Water Springs attracts thousands upon thousands of tourists to Bela-Bela, the benefits beyond mere employment opportunities, but for those aspiring to enter the Tourism, business is still to be realised, particularly to the majority of the Black population therein.

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

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

- (a) Mechanization – As with most other sectors, there is a trend towards mechanization (e.g. precision farming) to increase production output (per hectare).
- (b) Availability of labour – There are claims that those people that have access to some form of a social grant, may find the agriculture sector less attractive as they can probably get a similar, or very close to, a similar

income through the social grant. As such, they may either withdraw their labour effort or only offer it partially, which presents practical problems for the farmer.

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

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

## **CHAPTER 2**

### **2. INTRODUCTION TO GOVERNANCE**

To promote and ensure accountability and that governance arrangements are in place, Section 121(2) (c) of the Local Government: Municipal Finance Management Act, No. 56 of 2003 (MFMA) supports the requirements of Section 18(1) (d) of the Local Government: Municipal Systems Act, No 32 of 2000 (MSA) that information on matters of governance should be communicated to communities. This should, according to Sections 65(1) (a) of the MFMA and 46 of the MSA be undertaken through the compilation and publication of the Annual Report. The purpose of the Annual Report is to promote accountability to communities for decisions taken by the Council and matters relating to administrative structures, throughout a financial year.

### **COMPONENT A: POLITICAL AND ADMINISTRATIVE GOVERNANCE**

#### **2.1 INTRODUCTION TO POLITICAL GOVERNANCE**

Bela-Bela Local Municipality is a Category B Municipality established in terms of Section 12 of the Local Government: Municipal Structures Act, No. 117 of 1998 (MSrA) and applying a collective Executive Committee System. The Municipality has established Committees in terms of Section 79 of the MSA and they are functional. The Committees meet on monthly basis. The recommendations of the Committees are then forwarded to the Executive Committee chaired by the Mayor.

The Municipality also established an Audit Committee which comprises of four members. The Committee is functional and established in terms of section 166 of the MFMA. For the audit of performance, the Municipality utilizes the existing Audit Committee for the Performance Audit Committee as per Municipal Performance Regulations. Municipal Public Account Committee (MPAC) is also established and performs the role of the Oversight Committee. This committee further ensures that the Municipality complies with Section 127, 129 and 75 (c) of MFMA and Section 21A of the MSA and Regulations.

Bela-Bela Local Municipality has established section 79 committees and they are structured as follows: Planning and Economic Development/Infrastructure Sub Committee, Governance, Transformation and Budget & Treasury Sub-Committee and Social and Community Services Sub-Committee.

## POLITICAL STRUCTURE

## FUNCTION

### MAYOR - Cllr MJ Ngobeni



**Ward 6 Councillor and member of the Budget & Treasury and Transformation Sub-Committee**

The Mayor provides general political guidance over the fiscal and financial affairs of the Municipality and performs all duties as prescribed in Section 53 of the Local Government Municipal Finance Management Act No 56 of 2003.

Presides at the meetings of the Executive Committee.

Performs the duties, including ceremonial functions, and exercises the powers delegated to the Mayor by the Municipal Council or Executive Committee. In terms of Section 49 of the Local Government Municipal Structures Act No. 117 of 1998 and Regulations.

### **Governance, Transformation and Budget & Treasury Sub-Committee .**

The Mayor is a member of the Governance, Transformation and Budget & Treasury Sub-Committee and also provide political leadership to the meetings of the Sub-Committee. Councillors in this Sub- Committee advises the Executive Committee on Financial and Budget related issues, Administration, HR and HRD, Legal Services, Occupational Health and Safety matters. The Sub-Committee also plays an oversight role on the performance of Budget & Treasury and Corporate Services Departments.

### SPEAKER- Cllr RZ Moeletsi



**PR Councillor**

### **The Speaker of Council presides at meetings of Council**

Performs the duties and exercises the powers delegated to the Speaker in terms of Section 59 of the MSA

Ensures that Council meets at least quarterly and also maintain order during meetings.

The Speaker is also responsible for ensuring compliance in Council and Council Committees with the Code of Conduct set out in Schedule 7 of the Municipal Structures Act No. 1 of 2021 (MStrA).

Ensures that Council meetings are conducted in accordance with the Rules and Orders of Council.

**Chiefwhip – Cllr MH Ledwaba**



**Ward 5 Councillor and member of the Budget & Treasury and Transformation Sub- Committee**

The Chief Whip of Council maintains sound relations between the Municipal Council and various political parties. Ensure that relationships are constructive and focused on the key issues at hand. Furthermore, the Chief Whip is responsible for ensuring that Councillors of the various Political Parties are allocated to different Committees.

It is the responsibility of the Chief to ensure a quorum at Council meetings, Advise councillors belonging to various parties to convene party caucuses to determine the party's position on specific item/motions on the Council's agenda. To collaborate with the Speaker concerning issues of discipline and code of conduct of councillors. Attend IDP Rep Forum. Also, draw Speaker's lists for the Council debates and determine the speaking time for members after consultation with the respective chief whips of all political parties in Council.

**Governance, Transformation and Budget & Treasury Sub-Committee member.**

Members of the Budget & Treasury and Transformation Sub- Committee advises the Executive Committee on Financial and Budget related issues, Administration, HR and HRD issues, Legal Services, Occupational Health and Safety issues. Plays an oversight role on the performance of Budget & Treasury and of Corporate Services Department

**EXCO – Cllr MN Ras**



**Ward 1 Councillor, EC member and member of the Budget & Treasury and Transformation Sub- Committee**

The Executive Committee (EXCO) is the Principal Committee of the Council in the Municipality. The Committee receives reports from other Committees and Sub-Committees of Council. Members of EXCO identify the needs of the Municipality. They also review and evaluate those needs in order of priority. Recommend to the municipal council strategies, programs and services to address priority needs through the Integrated Development Plan (IDP) and estimates of revenue and expenditure, taking into account any applicable national and provincial development plans; and also recommend or determine the best methods, including partnership and other approaches, to deliver those strategies, programs and services to the maximum benefit of the community.

**Governance, Transformation and Budget & Treasury Sub-Committee member.**

Members of the Budget & Treasury and Transformation Sub- Committee advises the Executive Committee on Financial and Budget related issues, Administration, HR and HRD issues, Legal Services, Occupational Health and Safety issues. Plays an oversight role on the performance of Budget & Treasury and of Corporate Services Department

**Cllr A Shika**



**PR Councillor and Chairperson of the Planning & Economic Development and Infrastructure Sub - Committee**

**Planning and Economic Development/ Infrastructure Sub – Committee, Chairperson.**

The Chairperson of the Planning & Economic Development and Infrastructure Committee presides and provide political leadership to the meetings of the Committee. The Committee is responsible for advising the Executive Committee on issues of Local Economic Development, Tourism, Town Planning and Human Settlement. The Committee further advise the Executive Committee on Infrastructure development and service delivery issues and proposals that include water, sanitation, electricity, roads and maintenance. The Committee also serves as a hearing panel for all the applications as and when there are objections received by Council. It also plays an oversight role on the performance of the Planning & Economic Development as well as the Technical Services Departments

**Cllr S Maluleka**



**Ward 2 Councillor, EC member and member of the Planning & Economic Development and Infrastructure Sub - Committee**

**Planning and Economic Development/ Infrastructure Sub – Committee, member.**

Members of this Committee are responsible for advising the Executive Committee on issues of Local Economic Development, Tourism, Town Planning and Human Settlement. The Committee members further advise the Executive Committee on Infrastructure development and service delivery issues and proposals which includes water, sanitation, electricity, roads and maintenance. Plays an oversight role on the performance of the Planning & Economic Development as well as the Technical Services Departments.

**Cllr AR Moswoeu**



**Planning and Economic Development/ Infrastructure Sub – Committee, member.**

Members of this Committee are responsible for advising the Executive Committee on issues of Local Economic Development, Tourism, Town Planning and Human Settlement. The Committee members further advise the Executive Committee on Infrastructure development and service delivery issues and proposals which includes water, sanitation, electricity, roads and maintenance. Plays an oversight role on the performance of the

**PR Councillor and member of the Planning & Economic Development and Infrastructure Sub – Committee**

Planning & Economic Development as well as the Technical Services Departments.

**Cllr KF Mothokoa**



**Planning and Economic Development/ Infrastructure Sub – Committee, member.**

Members of this Committee are responsible for advising the Executive Committee on issues of Local Economic Development, Tourism, Town Planning and Human Settlement. The Committee members further advise the Executive Committee on Infrastructure development and service delivery issues and proposals which includes water, sanitation, electricity, roads and maintenance. Plays an oversight role on the performance of the Planning & Economic Development as well as the Technical Services Departments.

**PR Councillor and member of the Planning & Economic Development and Infrastructure Sub – Committee**

**Cllr YSM Maletse**



**Social & Community Services Sub – Committee, Chairperson**

The Chairperson of the Social & Community Chairperson presides and provide political leadership to the meetings of the Committee. The Committee is responsible for advising the Executive Committee on issues of Social & Community Services. The Committee further advises the Executive Committee on Social Services, Disaster Management, Environment, Waste Management, and Safety & Security. The Committee also plays an oversight role in the performance of the Community and Social Services.

**Ward 7 Councillor and the Chairperson of the Social & Community sub-committee**

**Cllr HJL Kruger**



**PR Councillor and member of the Social and Community Services Sub-Committee**

**Social & Community Services Sub – Committee, Member**

Councillors in this Committee advises the Executive Committee on Social Services, Disaster Management, Environment and Waste Management and Safety & Security, The Committee also plays an oversight role on the performance of the Community and Social

**Cllr FS Hlongwane**



**Ward 4 Councillor and member of the Social and Community Services Sub-Committee**

**Social & Community Services Sub – Committee, Member**

Councillors in this Committee advises the Executive Committee on Social Services, Disaster Management, Environment and Waste Management and Safety & Security, The Committee also plays an oversight role on the performance of the Community and Social

**Cllr B Maname**



**Ward 9 and Councillor and member of the Social and Community Services Sub-Committee**

**Social & Community Services Sub – Committee, Member**

Councillors in this Committee advises the Executive Committee on Social Services, Disaster Management, Environment and Waste Management and Safety & Security, The Committee also plays an oversight role on the performance of the Community and Social

**Social & Community Services Sub – Committee, Member**

**Cllr SD Seale**



**PR Councillor and member of the Social and Community Services Sub-Committee**

Councillors in this Committee advises the Executive Committee on Social Services, Disaster Management, Environment and Waste Management and Safety & Security, The Committee also plays an oversight role on the performance of the Community and Social

**Cllr P Aphane**



**Ward 8 of Governance, Transformation and Budget & Treasury Sub-Committee**

**Governance, Transformation and Budget & Treasury Sub-Committee Chairperson.**

Councillors in the Budget & Treasury and Transformation Sub- Committee advises the Executive Committee on Financial and Budget related issues, Administration, HR and HRD issues, Legal Services, Occupational Health and Safety issues. Plays an oversight role on the performance of Budget & Treasury and of Corporate Services DepartmentsServices.

**Cllr L Modimolle**



**Ward 3 Councillor and the  
Chairperson of the Municipal  
Public Account Committee**

**Municipal Public Accounts Committee (MPAC) Chairperson**

The Chairperson of the MPAC convene and presides over the MPAC meetings. The core functions of the MPAC includes amongst others playing an oversight on the performance of the Municipality through interrogating financial and non-financial reports and the report findings to the Council. The Committee further examine the Financial Statements and the Audit Reports of the Municipality. It is this committee that considers and evaluate the content of the Annual Report and make recommendations to the Council when adopting an Oversight Report on the Annual Report. The Committee further promote good governance, transparency and accountability on the use of municipal resources. The Committee further recommend or undertake any investigation in its area of responsibility, after reviewing any investigation report already undertaken by the Municipality or the Audit Committee. The Committee also performs any other functions assigned to it through a resolution of Council.

**Cllr J Makhubela**



**PR Councillor and the  
member of the Municipal  
Public Account Committee**

**Municipal Public Accounts Committee (MPAC) Member**

As indicated above members of MPAC plays an oversight on the performance of the Municipality by means of interrogating financial and non-financial reports and the report findings to Council. The Committee members further examine the Financial Statements and the Audit Reports of the Municipality. It is the members of this committee who consider and evaluate the contents of the Annual Report and make recommendations to the Council when adopting an Oversight Report on the Annual Report. The Committee members further ensure the promotion of good governance, transparency and accountability on the use of municipal resources.

**Cllr MD Senosha**



**PR Councillor and the  
member of the Municipal  
Public Account Committee  
PR Councillor**

**Municipal Public Accounts Committee (MPAC) Member**

As indicated above members of MPAC plays an oversight on the performance of the Municipality by means of interrogating financial and non-financial reports and the report findings to Council. The Committee members further examine the Financial Statements and the Audit Reports of the Municipality. It is the members of this committee who consider and evaluate the contents of the Annual Report and make recommendations to the Council when adopting an Oversight Report on the Annual Report. The Committee members further ensure the promotion of good governance, transparency and accountability on the use of municipal resources.

Bela-Bela Municipal Council has a total number of 17 Councillors, with the African National Congress being the majority party. The number of seats is as follows: 17 Councillors, 9 ward councillors and 8 are councillors appointed on a proportional representative (PR)

## **2.2 POLITICAL DECISION-TAKING**

Bela-Bela Local Municipality has established section 79 committees in terms of Local Government: Municipal Structures Act 117 and regulations of 1998 as follows:

Planning and Economic Development/Infrastructure Sub Committee

Social and Community Services Subcommittee

Governance, Transformation and Budget & Treasury Sub-Committee

MPAC

Planning and Economic Development/Infrastructure, Social and Community Services, Governance & Transformation /Budget & Treasury committees sit every month. All recommendations are then forwarded to the Executive Committee for consideration. The Executive Committee has the authority to approve delegated functions and the remaining are resolved at Council meetings. During the financial year under review, four ordinary Council meetings and four Special Council meetings held as follows: 30 July 2020 - ordinary, 30 September 2020 - special, 29 October 2020 – ordinary, 17 January 2021 - special, 29 January 2021 - ordinary, 25 February 2021 - special, 12 March 2021 - special, 30 March 2021 - special, 29 April 2021 – ordinary - and 27 May 2021 - special. The Municipal Council took

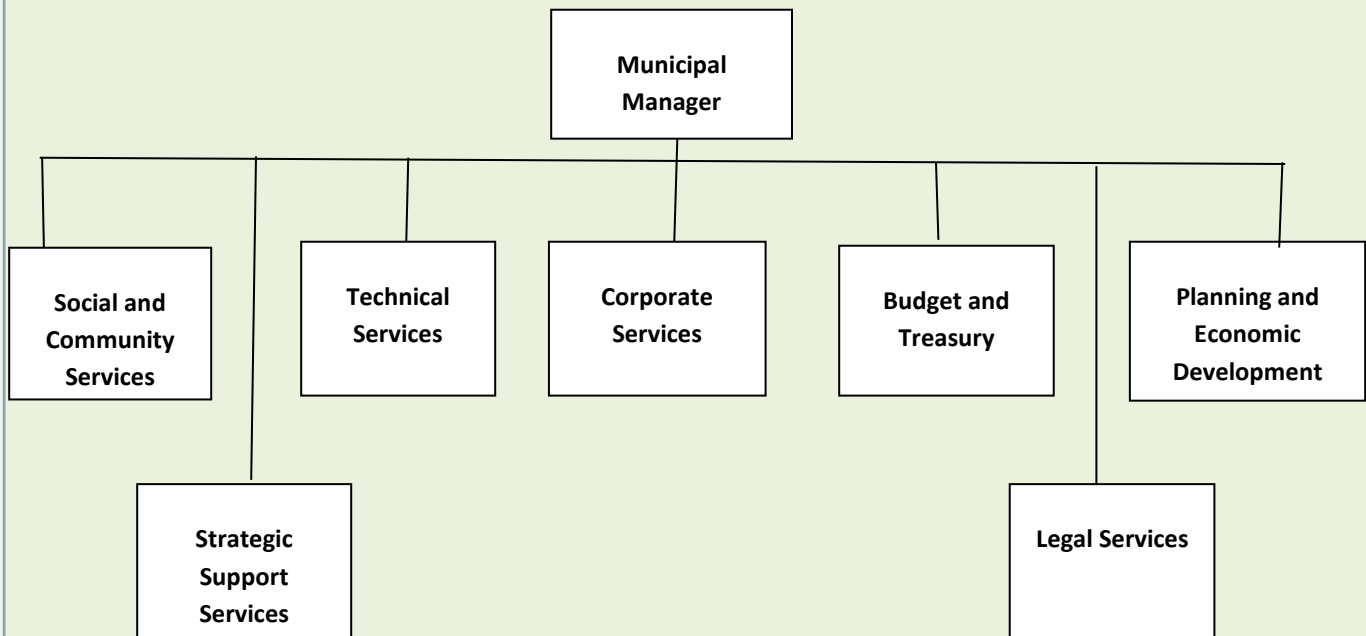
several resolutions during the 2020/2021 financial year of which were forwarded to the relevant departments for implementation.

## 2.3 ADMINISTRATIVE GOVERNANCE

### 2.3.1 INTRODUCTION TO ADMINISTRATIVE GOVERNANCE

Organizational Structure of Bela- Bela Local Municipality makes provision for a Municipal Manager and five Section 56 Managers and additional two non-sectional Managers who are also reporting directly to the Municipal manager. This indicates that there are 7 Head of Departments reporting to the Municipal Manager thematically depicted as follows:

Structure:1



**TIER 1 TOP ADMINISTRATIVE  
STRUCTURE**

**Acting Municipal Manager**



**JB Selapyane**

**Function**

a) The Municipal Manager -

(i) as head of the administration, is responsible for the effective day to day running of the administration of the Municipality;

(ii) is responsible for the execution of Council resolutions;

(iii) plays a prominent role, together with the Mayor, in building, maintaining and enhancing a good relationship between the Council, Councillors and the administration;

(iv) must ensure, after consultation with the Mayor and Speaker, that a proper and effective Committee service responsible for the agenda and minutes is in place for each of the Committees, and that then Committees meet regularly;

(v) receives reports with recommendations from the Managers on all matters that must be handled by either the Municipal Manager, the Mayor or the Council in terms of the delegation of powers of the Council.

(vi) Compiling and submitting progress performance reports on all the development initiatives, projects, programmes and activities taking place within Bela Bela (i.e. Quarterly, Mid - yearly and Annual Reports).

Developing and Implementing policies and procedures to manage and coordinate all approved public participation

(vii) Managing the development, approval and implementation of the IDP.

Monitoring the performance of the Municipality through PMS requirements.

Compiling and monitoring the implementation of strategic, operational and activity plans to give effect to the IDP

**Senior Manager: Planning & Economic Development**

**Mr Mnisi T**



Communication projects, programmes and activities.  
Marketing of Bela Bela.  
Co-ordinating investments proposals  
Liaison with investors  
Promotion of tourism  
Supporting the LED projects  
Providing incentives for the SMMEs./Support SMME Development  
Ensuring the implementation of the town planning requirements within the development taking place in the Bela- Bela Municipal Area.  
Render Land Use, Building and Housing administration.  
Render survey and demarcation of sites.  
Decision-making in terms of spatial and physical planning.  
Develop and advertise by-laws and policies related to Town Planning under the applicable laws.

**Acting Senior Manager: Corporate Services**



**TJ Mothapo**

Render acquisition of staff.  
Administer employees' benefits.  
Render administration, labour and legal relations.  
Render training and development services.  
Render organisational development services.  
Render record management services.  
Render information technology services.  
Provide auxiliary services.  
Oversee the drafting and updating of by-laws.  
Compilation of council agendas.  
Provide Legal Services

**Senior Manager: Community and Social Services**



**Serote MA**

Responsible for the maintenance of Parks, Cemeteries and Community Facilities.  
Protection and Emergency Services  
Licensing and Registration  
Waste Management and Cleansing Services.

**Senior Manager: Technical Services**



**Ms. B Maswanganyi**

Technical Services Directorate is responsible for the provision of Water and Sanitation

Roads and Storm-water

Electrical Services

PMU

**Chief Financial Officer**



**Mr. Marutha RM**

The Chief Financial Officer (CFO) is responsible for the Budget and Treasury Office( Finance)

Budgeting and Financial Reporting, Expenditure and Revenue collection.

The CFO play an advisory role to the Accounting Officer on the exercise of powers and duties assigned to the Accounting Officer in terms of the MFMA. It is also the CFO who assist the Accounting Officer with the administration of the Municipality bank's accounts and in the preparation and implementation of the Municipality's budget.

Other than advising the Accounting Officer, the CFO also advise the Senior Managers and other Senior Officials in the exercise of powers and duties assigned to them in terms of Section 78 and 79 of the MFMA.

Additionally, the CFO review budget, account, analyse and draw financial reports, manage debts, supply chain and other duties as delegated to the CFO and the Accounting Officer.

## **2.4 COMPONENT B: INTERGOVERNMENTAL RELATIONS**

### **INTRODUCTION TO CO-OPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS**

Bela-Bela Local Municipality participates in different forums for intergovernmental relations which are Premier Mayor's forum, the Municipal Manager's forum, CFOs Forum and Technical Managers forum The municipal IDP/PMS Divisions also participates in the Provincial and District Municipality's Fora. These prime forums include sector departments operating at the cold face of society and communities. The Presidential hotline is established and deals with queries raised from various stakeholders inclusive of community members.

## **2.4 1 INTERGOVERNMENTAL RELATIONS**

### **2.4.1 .1 NATIONAL INTERGOVERNMENTAL STRUCTURES**

Besides Provincial forums attended by both officials and politicians, other formal intergovernmental structures are dealing directly with the National Government. The interaction between National Government and the Municipality is done through the Provincial forums which are as follows: The Provincial IDP forum, Premier's Lekgotla, Premier's Monitoring and Evaluation forum and the Monitoring and Evaluation Forum by Limpopo Department of Cooperative Governance, Human Settlement and Traditional Affairs (CoGHSTA).

### **2.4.1.2 PROVINCIAL INTERGOVERNMENTAL STRUCTURE**

The Provincial Planning forum, Premier's Lekgotla, Premier's Monitoring and Evaluation forum and Limpopo Department of Cooperative Governance, Human Settlement and Traditional Affairs (CoGHSTA). These forums assist with the implementation of the Performance Management Systems (PMS) at the municipal level and the establishments of credible IDP and SDBIP and further ensuring that municipalities are striving to obtain Clean Audit Opinions.

### **2.4.1.3. DISTRICT INTERGOVERNMENTAL STRUCTURES**

Waterberg District Municipality role is to coordinate, facilitate and provide support to the local municipalities on service delivery and governance-related matters. Bela- Bela Local Municipality participates fully in the Waterberg District forums, such as District Planning Forums, the Mayor's forum and the Municipal Managers forum and quarterly back to basic engagement meetings. The latest forum to be established is the District Development Model and is called Khauleza.

## **2.5 COMPONENT C: PUBLIC ACCOUNTABILITY AND PARTICIPATION**

### **OVERVIEW OF PUBLIC ACCOUNTABILITY AND PARTICIPATION**

Communities within Bela Bela Municipality play a vital role to ensure accountability in Municipal affairs. Through an established ward committee system and scheduled IDP/Budget/PMS community participation processes the community was able to hold Council accountable.

The community participation processes have entrenched a culture of involving communities in decision-making processes including finalising the IDP/Budget/PMS of the Municipality.

Through the usage of the local media, Council sittings and established Council Committees (ward committees) communities are continuously informed on municipal governance, management and other development.

## **2.5.1 PUBLIC MEETINGS**

### **2.5.1.1 COMMUNICATION, PARTICIPATION AND FORUMS**

Communication is an important element of good governance. It is through communication that the communities and other stakeholders are informed about the activities of the Municipality and thereby getting empowered to participate in the affairs of the Municipality. Section 18 of the MSA stresses the importance of communication between Councils and Communities. It gives guidelines of issues that the Municipality must communicate to its community. It is in this regard that over the years the Municipality has utilized different strategies to encourage community participation as enshrined in Section 152 of the South African Constitution of 1996. This included programmes of mobilising, informing and educating, engaging and empowering communities in Municipal affairs.

IDP/Budget/PMS public participation processes and ward committee meetings are the cornerstone sessions that entrenches community participation and accountability to the community on municipal programmes. The IDP/Budget/PMS process plan is approved by Municipal Council with a schedule indication date, time and venue. The purpose of these meetings is to give feedback and account to the community on the implementation of the IDP/Budget of the Municipality. They are further utilized as a platform to agree on community needs which shapes the planning processes.

Further than the IDP/Budget/PMS public participation processes, the Municipality involves the community on targeted consultations at ward level, with interested and affected stakeholders (NGOs, business, etc.) and through the IDP/Budget /PMS Representative Forums.

Other methods used to communicate with the community includes ward Imbizos, other forms such as media and utilization of the Municipal website. Over and above acquisition and confirmation of community needs, the Rep Forum meeting serves as a platform for Bela- Bela Local Municipality to engage the different stakeholders during the different stages of the IDP Process as a built-up towards the approval of the future budgets, reports on performance on current and past financial years activities.

### **2.5.1.2 WARD COMMITTEES**

The Municipality has established nine wards committees within 9 wards with 10 members each. The key purpose of ward committees is to create formal unbiased communication channels and cooperative partnership between the community and the Municipality in the ward and facilitate public participation in the process of development, review and implementation management of the Integrated Development Planning of the Municipality and municipal processes.

### **2.5.1.3 WARD COMMITTEE MEETINGS**

During the 2020/2021 financial year, several ward committee meetings were held as follows 27 September 2020 EXT 9 (Ward 4), 30 September 2020 (Ward 5) and 10 June 2021 at Spa Park to inform the local community about the IDP process, and also provide a report back about the implementation of the IDP review process as well as on projects which were implemented in the Municipal area. Amongst other things which were discussed are the status of the past and current financial year and planning for the future development priorities in their respective wards which must find expression in the IDP projects list

### **2.5.1.4 IDP REP FORUM MEETINGS**

IDP Representative forum consists of ward committee members, formalized organizations, special focus formations, Non Profit formations and other community-based organizations. The Bela Bela Local Municipality held four 2020/2021 IDP Representative as follows:

1<sup>st</sup> Rep Forum – Virtual due to Covid19 Regulations. Letters to request comments on the Draft 2021/22 IDP/Budget/PMS process plan were sent to all members of the Rep Forum on 20 August 2020.

2<sup>nd</sup> Rep forum – 22 October 2020

3<sup>rd</sup> Rep Forum – 31 March 2021

4<sup>th</sup> Rep Forum – 26 May 2021

### **2.5.1.5 IDP ROAD-SHOWS**

The 2020 - 2021 IDP/Budget Mayoral Roadshows did not take place in all the wards within the jurisdiction of Bela Bela Local Municipality due to the outbreak of coronavirus which lead to the country being declared to national disastrous status. Therefore the national lockdown regulations were put in place.

### **2.5.1.6 STRATEGIC PLANNING SESSION FOR 2020/2021 FY**

Strategic Planning Session was from 03 – 04 March 2020 all councillors, Executive Committee Members, The Mayor, Municipal Manager, Senior and Middle Management members and Ikosi Mahlangu who is the only chief within the jurisdiction of Bela Bela Municipality. The Strategic Framework provided the strategic direction of the Municipality, which also formed the basis for updating the Vision, Mission, Values, Objectives and Strategies. Furthermore, the most important aspect was the formulation of key performance indicators.

## 2.5.1.7 2020/21 STRATEGIC PLANNING RESOLUTIONS

### BUDGET AND TREASURY

1. Implementation of Indigent Policy in a fair, just and equitable manner.
2. Put measures to improve revenue collection (Revenue Enhancement Strategy)
3. Provision of the appropriate fleet in an affordable manner (Including Monitoring System)
4. Open a centralized store or appoint suppliers on a short time basis for bulk purchases to avoid delays
5. Households with rental rooms and shops should not be considered for indigents' registration.
6. To encourage the Community of Masakhane and Piennarsrevier to pay for municipal services
7. Improve Audit opinion.

### TECHNICAL SERVICES.

1. Seek funding from the DBSA for the development of the Roads and Stormwater Master Plans.
2. Budget from own source in each financial year for the rehabilitation of at least 500m (0.5km) of the road network that is in a bad condition.
3. Budget a portion of the MIG each financial year to cover the roads and stormwater backlog.
4. Update the Water and Sanitation Master Plan through the DBSA grant.
5. Investigate and implement an alternative source of water for Rapotokwane Village.
6. Incorporate the development of the Storm Water Ingress Management Plan into the Water and Sanitation Master Plans funded through the DBSA grant.
7. Prioritize at least one project in each financial year to refurbish the sewerage infrastructure through WSIG funding.
8. Update the Electricity Master Plan through the DBSA grant.
9. Budget from own source to complete the construction of the 132/11kVA 2 X 20MVA sub-station in phases.
10. Budget from own source in each financial year to refurbish the ageing electrical infrastructure in multiple phases.
11. Re-install the capacitor bank at Bela-Bela main sub-station in order to rectify the power factor and thereby reduce/ make as accurate as possible the Eskom Bulk account.
12. Budget from own source in each financial year for the refurbishment of street light cabling and related infrastructure.

## **SOCIAL AND COMMUNITY SERVICES**

1. The Vehicle Testing Station is to be opened to the public from April 2021
2. Adherence to a payment arrangement with the Department of Transport to ensure consistent provision of face value documents.
3. Commission an investigation into alleged corrupt activities in the traffic licensing department.
4. Provision of appropriate tools of the trade including firearms
5. Explore the usage of drones and cameras for traffic monitoring
6. Ensure that the traffic officials are visible in all municipal areas.
7. Convert Marx and Sutter road into a one-way street (Technical Services to provide technical support).
8. Develop a program on reduction of illegal dumping sites
9. To conduct educational awareness campaigns concerning waste management and second burials.
10. Consider using Telkom network at traffic and licensing
11. Identification of land for cemeteries within Bela-Bela (R101).

## **PLANNING AND ECONOMIC DEVELOPMENT**

1. Finalization of the appointment of town planning specialist
2. Finalization of the improved LED Strategy
3. Budget provision for the SMME and Cooperatives supports
4. To conduct a feasibility study for Bela Bela Dam (Game Reversed, Dam and Caravan Park) to be done once the panel of town planning specialists is appointed.
5. Land Audit report should be presented before Municipal Council
6. Management of Council Facilities for rental purposes
7. Finalization of outstanding property transactions at Gholbapanpark and middle income.

## **CORPORATE SERVICES**

1. Install Virtual Private Network (VPN) and Video conferencing facility to enhance municipal operations
2. Implement full functional electronic document system
3. Restore/install internet and telephone connectivity in all remote buildings
4. Replace ICT infrastructure in phases
5. Replace laptops, desktops and servers
6. Procurement of mobile office
7. Procurement of furniture

8. Development of HRD and HRM Strategy
9. Training of employees in line with legal requirements for personal and career development guided by WSP
10. Identify and prioritize all critical vacancies to be filled in all departments (at least 50% per post level range)
11. Engage with organized labour concerning the development of a policy to regulate employment around Covid-19.

#### **OFFICE OF THE MUNICIPAL MANAGER**

1. Filling of strategic positions e.g. DM: Communications/ IDP/PMS/Legal Services
2. Appointment of a panel of forensic investigators
3. Procurement of Electronic Customer Care System.
4. Secure Radio Interviews for Community engagements
5. Conduct public awareness on fraud and corruption whistleblowing

**Table:7** below illustrate public meeting for the 2020 -2021 financial year

<b>PUBLIC MEETINGS</b>		
<b>2020 – 2021 MEDIA RELEASED ON STATEMENTS SPECIAL PROGRAMS</b>		
<b>Nature of the Meeting</b>	<b>Date Media Statement Released</b>	<b>Ward no</b>
Active Ageing Campaign	09 August 2020	Municipal wide
Special Programmes HIV/AIDS & TB Awareness Campaign	01 December 2020	Municipal wide
Mayoral Matric Awards	01 April 2021	Municipal wide
Mayoral Youth Message	16 June 2021	Municipal wide

### 2.5.1.8 COMMENT ON THE EFFECTIVENESS OF THE PUBLIC MEETINGS HELD

The Municipality is committed to fostering strategic partnerships with public and private sector institutions to implement programs and projects that are services delivery oriented. Office of the Mayor managed to establish formations such as special focus groups for the youth, the aged, people with disabilities, Church fraternal, traditional health practitioners.

A database has been developed to ensure that the Municipality implements activities that respond to stakeholders' needs and thus creating a sustainable relationship with members of the community.

Municipality developed Communication Strategy intending to enhance effecting and efficient communication with the community. And Customer Care Policy is in place including Batho Pele Service Standards that are implemented by the Customer Care Unit.

Implementation of the Communications Strategy enhanced Municipality communication with the community on service delivery updates. The community is continuously updated on service delivery interruptions via social media platforms and municipal website. Issues that are within Municipal power and functions are addressed and those of other sector departments are referred to the relevant office through the Office of the Mayor.

**Table:9** IDP Participation and Alignment

IDP Participation and Alignment Criteria*	Yes/No
Does the Municipality have impact, outcome, input, output indicators?	Yes
Does the IDP have priorities, objectives, KPIs, development strategies?	Yes
Does the IDP have multi-year targets?	Yes
Are the above aligned and can they calculate into a score?	Yes
Does the budget align directly to the KPIs in the strategic plan?	Yes
Do the IDP KPIs align to the Section 56 Managers	Yes
Do the IDP KPIs lead to functional area KPIs as per the SDBIP?	Yes
Do the IDP KPIs align with the provincial KPIs on the 12 Outcomes	Yes
Were the indicators communicated to the public?	Yes
Were the four-quarter aligned reports submitted within stipulated time frames?	Yes

## **2.5.1.9 PUBLIC SATISFACTION WITH MUNICIPAL SERVICES**

### **PUBLIC SATISFACTION LEVELS**

The Municipality did not conduct a Customer Satisfaction Survey during the 2020/2021 financial year, However, a Customer Care Unit is in place and functional, and is effectively gathering service delivery issues and complaints forwarded by community members. The information gathered by the Customer Care Unit is communicated to various departments within the Municipality to be attended to as soon as possible. Issues raised that are not for the Municipality are referred to relevant departments via the Office of the Mayor. Only one community protest took place on the 15<sup>th</sup> October 2020 in the 2020/21 financial year.

## **2.6 COMPONENT D: CORPORATE GOVERNANCE**

### **OVERVIEW OF CORPORATE GOVERNANCE**

To ensure accountability and governance arrangements are in place, Section 121 (2)(c) of the MFMA supports the requirements of Section 18(1)(d) of the MSA of 2000: stipulates that information on matters of governance should be communicated to communities. This should, according to Sections 65(1)(a) of the MFMA and 46 of the MSA be undertaken through the compilation and publication of the Annual Report. The purpose of the annual report is to promote accountability to communities for decisions taken by the Council and matters relating to administrative structures, throughout a financial year.

### **2.6.1 RISK MANAGEMENT**

No organization operates in a risk-free environment. Risk management is an integral component of good management and decision-making at all levels. It is about making decisions that contribute to the achievement of the Municipality's objectives.

The purpose of an Enterprise Risk Management (ERM) process is to ensure that all significant risks that the Municipality is exposed to (whether at an executive, cluster, branch, component or project level) are proactively identified and managed to acceptable levels continuously. The key drivers to embed such a process within the Municipality are:

- a) The avoidance of unplanned impacts as a consequence of risks that take us by surprise;
- b) The need to protect the Municipality's reputation and image;
- c) To comply with the requirements of applicable laws and regulations;
- d) To ensure that we live the Municipality's values and comply with our code of conduct, and
- e) To foster a culture of responsible risk-taking.

Risks are defined as 'uncertain future events that could influence the achievement of objectives. These could include strategic, operational, financial and compliance objectives. Some risks must be taken in pursuing the opportunity, but the organization should be protected against avoidable losses.

In turn, ERM is defined as a 'process that is affected by people at every level of an organization, is applied in strategy setting and across the organization. It is designed to identify events potentially affecting the entity and manages risks within its risk appetite. It further provides management and the Executive Authority with reasonable assurance regarding the achievement of the entity's objectives.

The definition of ERM reflects certain fundamental concepts. It is:

A process, ongoing and flowing through an entity;

Affected by people at every level of the organization;

Applied in strategy setting;

Applied across the business, at every level and unit,

Includes taking an entity level portfolio view of risk;

Designed to identify potential events that, if they occur, will affect the entity and manage risk within its risk appetite;

Able to provide reasonable assurance to an entity's management and oversight structure; and

Geared to the achievement of objectives in one or more separate but overlapping categories.

Benefits of risk management

Some of the benefits of risk management can be summarized as follows:

Ensures that management is focused on strategic objectives

Identifies and manages cross-organizational risks

Provides integrated responses to risks

Ensures rationalization of capital and financial resources

The Municipality has a risk management committee composed of the head of departments and chaired by an external person.

The risk management committee sits every quarter to discuss risks that threaten the municipal objectives. Below are five high risks identified by the Municipality:

## TOP TEN RISKS

1. High service delivery backlog.
2. Litigations against the Municipality
3. Illegal dumping of waste
4. Fraud and corruption
5. Cashflow constraints
6. Lack of land for human settlement
7. Covid-19 may jeopardise municipal operations
8. Negative audit outcome
9. Non-compliance with laws and regulations
10. Aging ICT infrastructure

### 2.6.2 RISK MANAGEMENT MEETINGS WERE HELD AS FOLLOWS – TABLE:10

RISK MANAGEMENT MEETINGS	VENUE
29 July 2020	Committee room
27 October 2020	Committee room
21 April 2021	Committee room
07 May 2021	Committee room

### 2.6.3 ANTI-CORRUPTION AND FRAUD

Bela-Bela Local Municipality has prioritised fraud risk management as per the Local Government Municipal Finance Management Act (MFMA) No 56 of 2003. Fraud prevention policy and plan are in place. The hotline through which service delivery complaints are received and whistleblowers anonymous are reporting is centralized at the District Municipality and as well as at the Office of the Premier. To instil confidence in the anonymous reporting of incidents of fraud and corrupt activities, the hotline is managed independently. Bela- Bela Local Municipality has sound internal controls in place to work as a deterrent and to also prevent the occurrence of fraud. All reported cases are monitored,

investigated and discussed during the Top and Broader Management meeting as well as during the Audit Committee meetings. Internal Audit and Risk Management Committee assist to detect fraudulent and corrupt activities.

#### **2.6.4 INTERNAL AUDIT FUNCTION**

Internal Audit Division is a governance structure. The unit reports administratively to the Municipal Manager, functionally to the Audit Committee and has a staff complement of three officials.

The Internal Audit Division is responsible to evaluate the adequacy, effectiveness and efficiency of the internal control system and performance management. The Division provides the necessary assurance and advisory services to the organization and reports quarterly to the Audit Committee.

During the 2020/2021 Financial Year the internal controls were rated to be adequate, moderate and effective to accomplish the Municipal goals and objectives. Furthermore, through the internal control systems out of 100% control weaknesses, 80% of the weaknesses have been resolved while 20% are in the process of being resolved.

#### **COMPOSITION OF MEMBERS OF THE PERFORMANCE AND AUDIT COMMITTEE**

**The following are members of the Committee:**

- Adv. HSRR Nke - Chairperson
- Dr. K.F Netshiombo - Member
- Ms. A K Mabitsela - Member
- Mr.L Langalibalela - Member

**PERFORMANCE AND AUDIT COMMITTEE MEETINGS WERE VIRTUAL AND RECORDED VIA ZOOM AND WERE HELD AS FOLLOWS:**

<b>MEETINGS</b>	<b>DATE OF MEETING</b>
Audit Committee	04 August 2020
Audit Committee	14 August 2020
Performance Audit Committee Meeting	26 October 2020

Audit Committee with AGSA	18 December 2020
Audit Committee with AGSA	18 February 2021
Audit Committee – Final Audit Report (AGSA)	01 March 2021
Performance Audit Committee	26 May 2021
Audit Committee	24 June 2021

## **BBLM PERFORMANCE AND AUDIT COMMITTEE ANNUAL REPORT 2020/2021**

We are pleased to present our report for the financial year ended 30 June 2020.

### **Audit Committee Responsibility**

The Audit Committee reports that it has complied with its responsibilities arising from Section 166 of the Municipal Finance Management Act and Circular 65 issued by the National Treasury. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter, and it has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein, except that we have not reviewed changes in accounting policies and practices.

### **Audit Committee members and attendance**

The above-mentioned Audit Committee members were appointed on the 21<sup>st</sup> of June 2018. The appointment is with effect from 29 June 2018 for three (3) years.

Subsequently, the additional member of the Audit Committee was appointed on the 31<sup>st</sup> of July 2019 and the appointment is with effect from 01 August 2019 for the duration of the existing contract of the above performance and audit committee. The contracts of the above members lapsed on the 30<sup>th</sup> of June 2021 and the contracts were extended until 31<sup>st</sup> August 2021.

### **Evaluation of Financial Statements**

The Audit Committee has:

1. Reviewed and discussed the Annual Financial Statements.

Therefore the Audit Committee concurs and accepts the conclusions on the Annual Financial Statements and is of the opinion that the annual financial statements be accepted and read together with the report of the Auditor-General.

**The Effectiveness of Internal Control**

Our review of the findings of the Internal Audit work, which was based on the risk assessments conducted in the Municipality revealed certain weaknesses, which were then raised with the Municipality.

There has been an improvement in the system of internal control of the Municipality and reducing qualification issues of the previous year. There are several deficiencies in the system of internal control and/or deviations there were reported by the internal auditors and the Auditor-General. In certain instances, the matters reported previously have not been fully and satisfactorily addressed. The Audit Committee notes management’s commitment to correct the deficiencies. During the year under review, there was consistent monitoring of action plans and progress.

**In-Year Management and Monthly/Quarterly Report**

The Municipality has a monthly and quarterly reporting system to the Council as required by the Municipal Finance Management Act (MFMA). Monitoring and reviews of performance information were periodically in the year under review.

**Performance Management**

The AC reviewed the functionality of the performance management system and it appears to be functional, however, there is room for improvement so far as the achievement of planned targets is concerned.

**Risk Management**

The AC is of the opinion that Municipality’s risk management appears to be effective, and the Municipality did implement a comprehensive risk management strategy and related policies.

**Compliance with laws and regulations**

A number of non-compliance with the enabling laws and regulations were revealed by Internal Audit during the year. Thus there is a room for improvement in so far as establishing an effective system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including disciplinary action) of any instances of non-compliance.

### **Internal Audit**

The AC is satisfied with the effectiveness of Internal Audit and commends Management and Council for supporting the unit, however, the unit is not adequately capacitated and the position of additional Internal Auditor should be filled.

### **Performance Management system**

The AC is satisfied that management did implement an effective management system, however, there is room for improvement in so far assessment of external service providers' performance regularly.

### **Conclusion**

The Audit Committee wishes to acknowledge the commitment from the Council, management and staff of the Municipality. The stability in terms of the political and administrative leadership of the Municipality has contributed to these improvements reported above. We would also like to thank the Mayor for his support, Councillors, senior management for their efforts and internal audit for their contribution.

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HSRR Nke (Mr)

Chairperson of the Audit Committee

Bela-Bela Local Municipality

30 June 2020

### **AUDITOR-GENERAL REPORT FOR 2020/2021 FINANCIAL YEAR**

The Municipality has complied with the requirements of the Municipal Finance Management Act No. 56 of 2003 by compiling the 2020/2021 Annual Financial Statements and submitted these to the Auditor-General for auditing.

## 2020/2021 AUDITOR-GENERAL ACTION PLAN

The 2020/2021 AGSA is in place and implemented been implemented

### 2.6.5 BY-LAWS

During the 2020/2021 financial year, the Municipal Council Approved four by-laws that were taken for public participation and promulgated. The table below depicts details of public participation dates.

Table: 11

BY-LAWS REVIEWED DURING 2020/2021 FY					
Description	Date Revised	Public Participation Conducted Prior to Adoption of By-Laws (Yes/No)	Dates of Public Participation	By-laws Gazetted (Yes/No)	Date of Publication
Debt Collection	May 2021	Yes	April – May 2021	Yes	30 June 2021
Credit control	May 2021	Yes	April – May 2021	Yes	30 June 2021
Property Rates	May 2021	Yes	April – May 2021	Yes	30 June 2021
Tariff	May 2021	Yes	April – May 2021	Yes	30 June 2021

## CHAPTER 3

### 3 FINANCIAL HEALTH OVERVIEW

Municipality average debt collection rate was 84% in the 2020/2021 financial year which is above average in the Province.

The Municipality's 2020/2021 financial year's total revenue is R496 million. The highest source of revenue was Service Charges (i.e. income from the sale of water, electricity, waste collection and sanitation) followed by government grants and property rates respectively. The total expenditure of the Municipality for the 2020/2021 financial year was R466 million. The highest expenditure was incurred on employee costs followed by bulk purchases (water and electricity) and general expenditure respectively.

The Municipality's financial performance resulted in a surplus of R30 million. Total consumer debtors before provision for doubtful debts was R128 million and the provision was R109 million at the end of June 2021. Debt collectors are being utilized to collect long outstanding debts.

Trade payables amounted to R84 million as of 30 June 2021. Major creditors included bulk purchases (ESKOM) for electricity distributions and (Magalies) for water respectively. Contracted services are reflected as the second-highest expenditure under trade payables.

**Table: 12 below illustrate financial performance for the 2020/2021 financial year.**

<b>Financial Overview 2020/2021</b>			
<b>Description</b>	<b>Original Budget</b>	<b>Adjustment Budget</b>	<b>Actual</b>
<b>Total Revenue (inclusive of capital transfers and contributions)</b>			
Grants	180 769 000	202 868 000	192 586 288
Taxes and Service charges	301 136 784	298 136 784	258 307 705
Other	41 787 180	37 399 832	45 007 192
Sub total	<b>523 692 956</b>	<b>538 344 616</b>	<b>495 901 185</b>
<b>Total Expenditure</b>			
(Less Expenditure)	(424 226 928)	(438 031 572)	(466 378 103)

Financial Overview 2020/2021			
Description	Original Budget	Adjustment Budget	Actual
Surplus / (Deficit)	99 466 028	100 313 044	29 523 082

### 3.1 OPERATING RATIOS

Table:13 below depicts the main operating cost ratios in comparison with national treasury norms

Operating cost ratios 2020/2021	
Details	Value
Increase in revenue	$\frac{(\text{Period Under Review's Total Revenue} - \text{Previous Period's Total Revenue})}{\text{Previous Period's Total Revenue}} \times 100$ $\frac{(495\,901\,185 - 441\,275\,230)}{441\,275\,230} \times 100$ <p>12%</p>
Employee cost	$\frac{\text{Employee Related Costs}}{\text{Total Operating Expenditure}} \times 100$ $\frac{152\,100\,029}{466\,378\,103} \times 100$ <p>33%</p>
Repairs and maintenance	$\frac{\text{Total Repairs and Maintenance expenditure}}{\text{Property, Plant and Equipment and Investment property}} \times 100$ $\frac{20\,662\,337}{1\,121\,887\,394} \times 100$

	1.84%
Finance charges and depreciation	$\frac{\text{Finance charge and depreciation}}{\text{Total operating expenditure}} \times 100$ $\frac{10\,666\,930 + 36\,209\,274}{466\,378\,103} \times 100$ 10.02%
Increase in expenditure	$\frac{(\text{Period Under Review's Total Expenditure} - \text{Previous Period's Total Expenditure})}{\text{Previous Period's Total Expenditure}} \times 100$ $\frac{(466\,378\,103 - 421\,532\,377)}{421\,532\,377} \times 100$ 10.6%
Interest cover	$\frac{\text{Earnings before interest and taxation}}{\text{Finance charges}}$ $\frac{40\,190\,012}{10\,666\,930}$ 3.76
Net surplus percentage	$\frac{(\text{Total Operating Revenue} - \text{Total Operating Expenditure})}{\text{Total Operating Revenue}} \times 100$ $\frac{(300\,314\,897 - 466\,378\,103)}{300\,314\,897} \times 100$ -55.29%

- 3 In the 2020/2021 financial year revenue increased by 12%. The increase in the total revenue was a result of the actuarial gains. The increase in service charges is due to tariff increases that were triggered by the increase in bulk purchases, materials and employee-related costs. There is also an increase in other income as a result of an increase in staff recoveries and unknown deposits recognized as own revenue. There was a decline in revenue

derived from licenses and permits, this is due to a decline in the number of applications received by the Municipality.

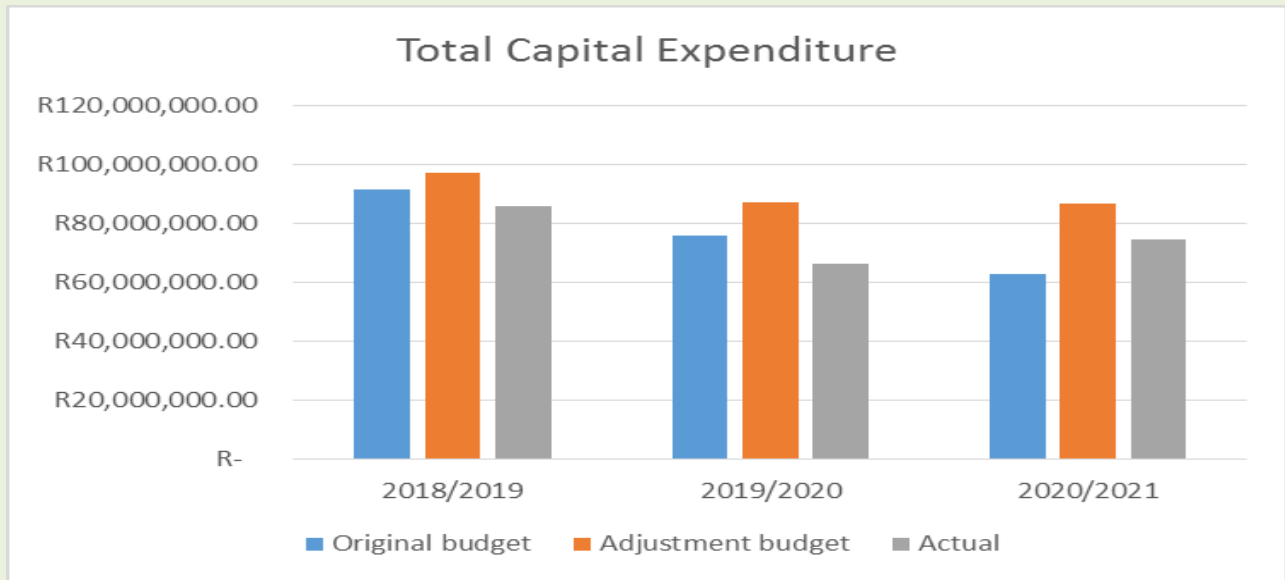
- 4 Employee costs are at 33% of the total operating expenditure and are considered to be within the National Treasury norms of between 25% and 40% as stipulated on MFMA Circular No. 71. Repairs and maintenance are at 1.84%. Acquisition and construction of new infrastructure while gradually replacing the old infrastructure and cash flow limitations resulted in lower repairs and maintenance. Depreciation is at 10.02% of the total operating expenditure.
- 5 Total expenditure for the 2020/2021 financial year increased by 10.6% from the 2020/2021 financial year. The increase is attributable to bulk purchases increase as per the regulation.
- 6 The interest cover ratio of 3.76 indicates that the Municipality has more than sufficient earnings to cover interest payments as they fall due and there are no solvency concerns.
- 7 The net surplus constitutes -55.29% of the total revenue. The surplus has been arrived at after taking into account the non-cash Items amounting to R79 million.

### 3.2 CAPITAL EXPENDITURE

Table: 14 below shows the total capital expenditure over three financial years.

Total capital expenditure			
Details	2018/2019	2020/2021	2020/2021
Original budget	91 366 777	75 615 456	62 697 241
Adjustment budget	96 866 777	86 884 330	86 440 307
Actual	85 660 583	66 353 109	74 586 460

Graph:4 below illustrate capital expenditure over the period of three financial years

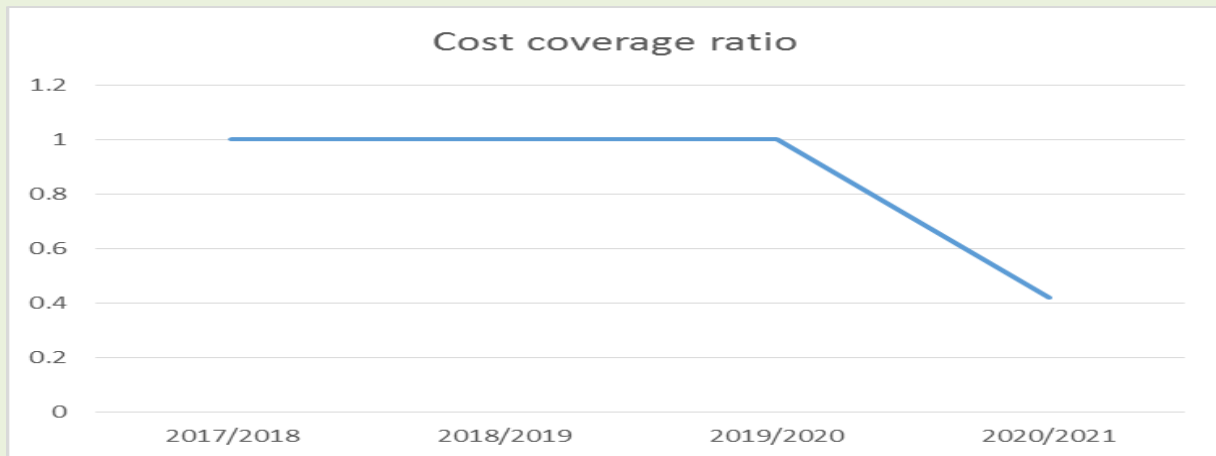


Municipal infrastructure grant spending was 100%, Water Services Infrastructure Grant spending was 78% and the Integrated Electrification Programme grant had spent 100%. The Municipality had spent 95% on the capital budget as of 30 June 2021. All the capital projects undertaken by the Municipality were funded through the capital grants stated above, no projects were funded through their own sourced funds.

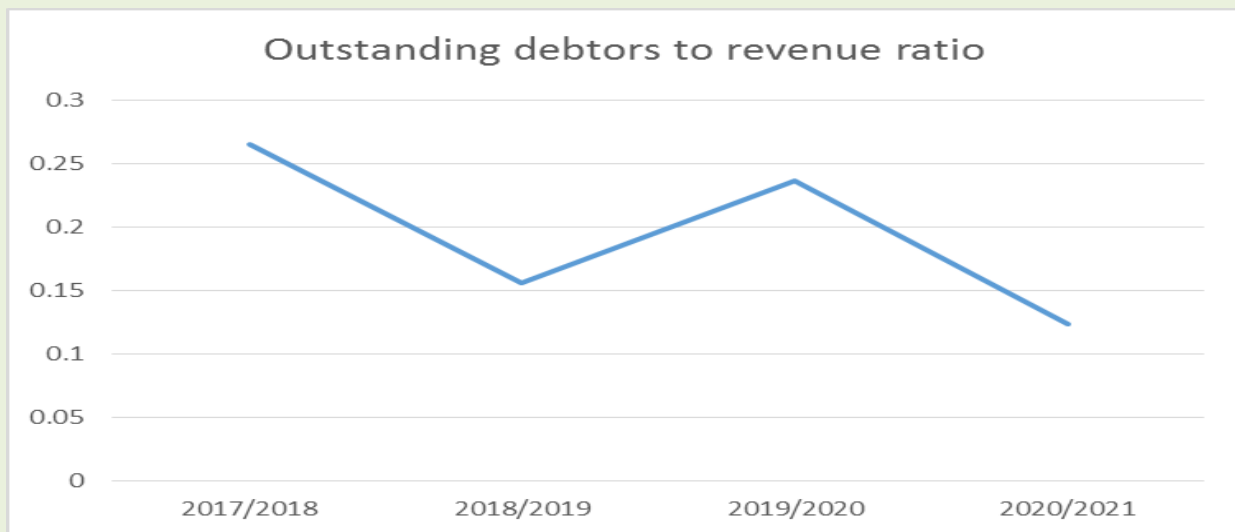
### 3.3 INTRODUCTION TO FINANCIAL PERFORMANCE

The graphs below depict the financial performance analyzed in terms of the financial ratios.

**Graph:5 – COST COVERAGE RATIO**

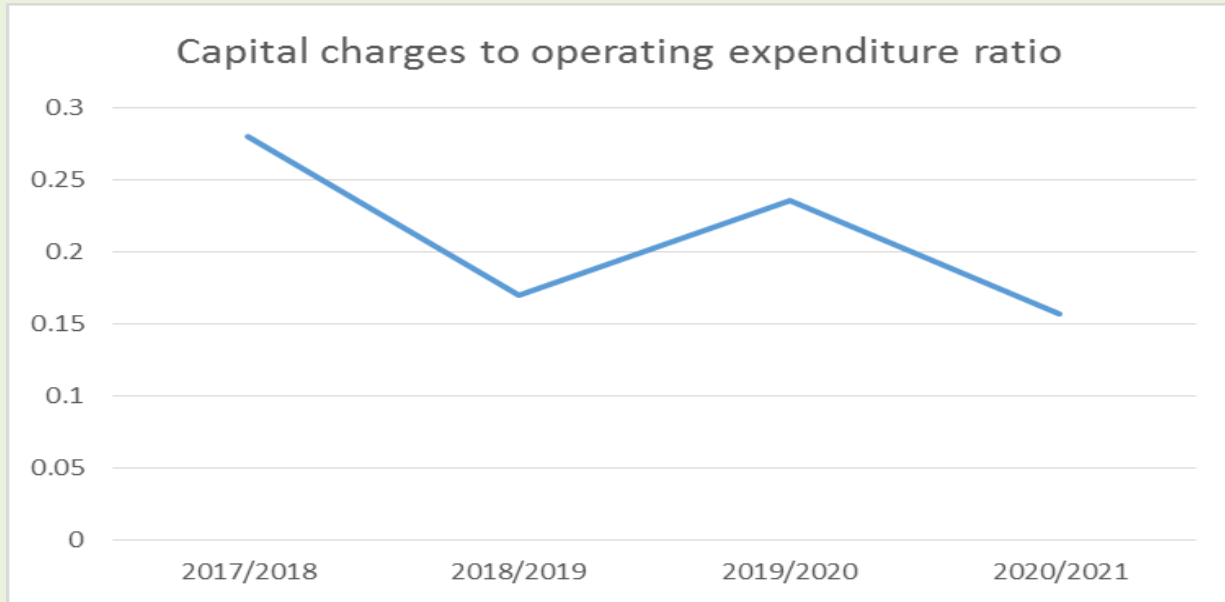


**3.4 GRAPH:6 – OUTSTANDING SERVICE DEBTORS TO REVENUE RATIO**

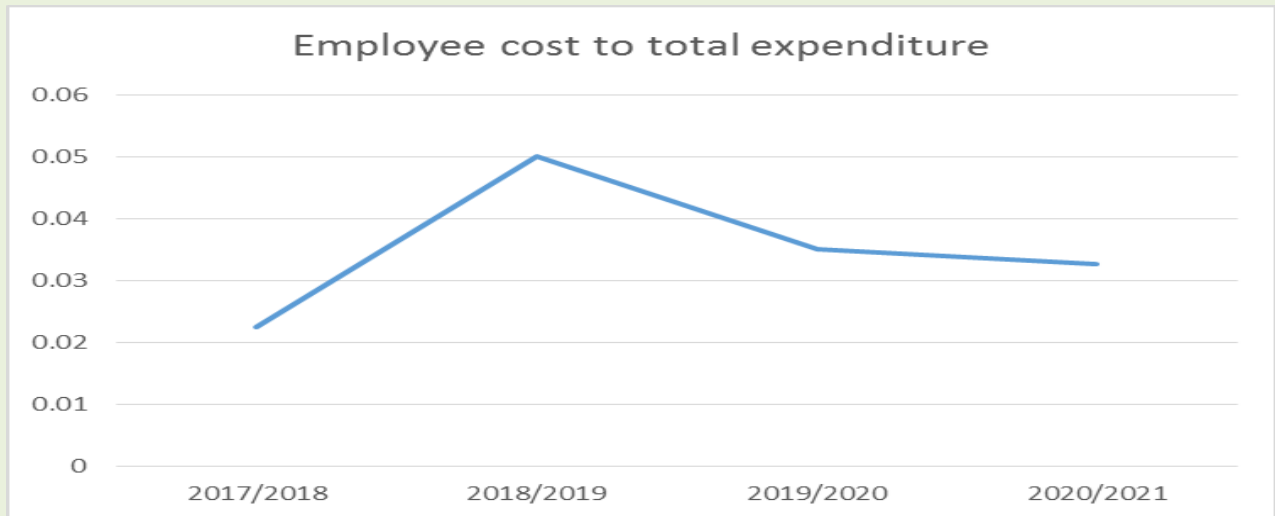


$$\frac{\text{Outstanding debtors}}{\text{Revenue}}$$

### 3.5 GRAPH:7 – CAPITAL CHARGES TO OPERATING EXPENDITURE RATIO

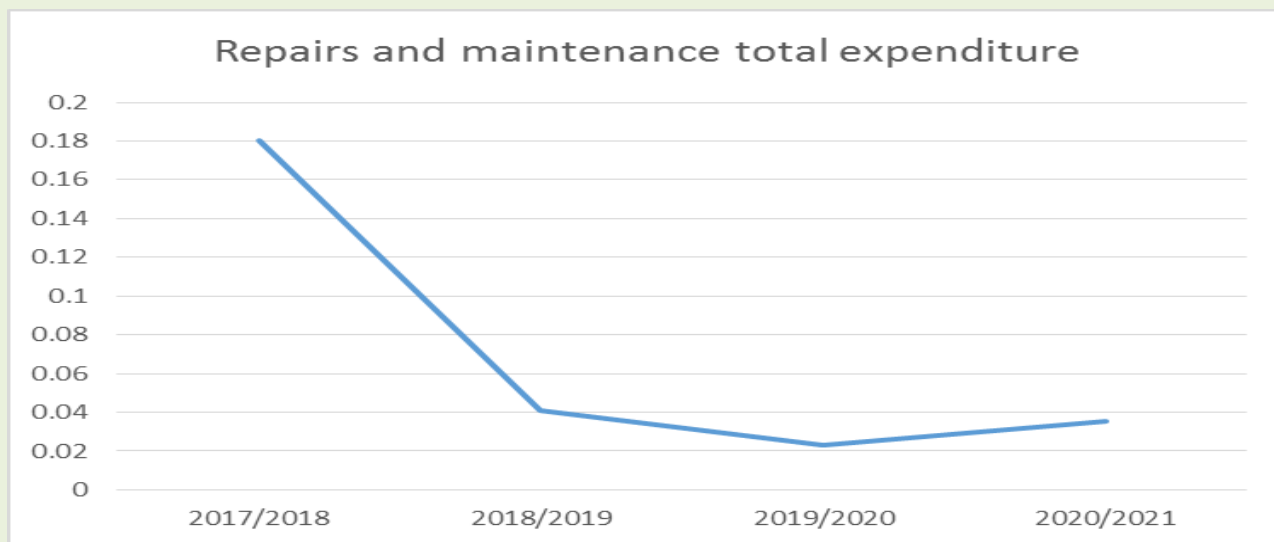


### 3.6 GRAPH:8 – EMPLOYEE COST RATIO



$$\frac{\text{Employee Related Costs}}{\text{Total Expenditure}}$$

### 3.7 GRAPH:9 – REPAIRS MAINTENANCE TO OPERATING EXPENDITURE



$$\frac{\text{Total Repairs and Maintenance expenditure}}{\text{Total Expenditure}}$$

### 3.4 STATEMENT OF FINANCIAL PERFORMANCE

#### Statement of Financial Performance

Figures in Rand	2021	2020 (Restated)
Revenue		
Revenue from exchange transactions		
Service charges	178 847 201	173 173 730
Sale of goods and rendering of services	324 710	220 068
Rental of facilities and equipment	1 365 599	1 412 062
Agency services	4 593 395	3 490 156
Licenses and permits	1 938 558	1 414 302
Cemetery fees	449 027	360 111
Commission received	99 846	87 298

Demand charges	144 589	305 333
Other income	5 677 543	5 808 952
Interest received-investment	13 058 328	13 246 994
Fair value adjustments	-	-
Actuarial gains	1 295 000	-
Total revenue from exchange transactions	207 793 793	199 519 006
Revenue from non-exchange transactions		
Taxation revenue		
Property rates	79 460 504	74 791 581
Transfer revenue		
Government grants and subsidies	192 586 288	160 399 393
Fines	16 060 600	6 565 250
Total revenue from non-exchange transactions	288 107 392	241 756 224
Total revenue	495 901 185	441 275 230
Expenditure		
Employee related costs	(152 100 029)	(141 456 383)
Remuneration of councilors	(7 508 552)	(7 691 102)
Depreciation and amortization	(36 209 274)	(30 432 459)
Finance costs	(10 666 930)	(14 044 563)
Debt impairment	(68 382 485)	(28 437 470)
Bulk purchases	(116 651 348)	(111 705 282)
Contracted services	(34 566 745)	(27 588 188)
Loss on disposal of assets and liabilities	(289 543)	(30 779)
Fair value adjustments	-	(5 696 711)
Actuarial losses	-	(2 723 792)
General expenses	(40 003 197)	(51 705 657)

Total expenditure	(466 378 103)	(421 532 377)
Surplus for the year	29 523 082	19 742 853

### 3.5 COMMENT ON FINANCIAL PERFORMANCE

The final Unaudited Financial Statements reflect total revenue of R495 901 185. Revenue from exchange transactions consisted mainly of service charges. Revenue from non-exchange transactions was earned primarily from property rates and government grants.

Total expenditure for the year was R 466 378 103. Employee related costs and bulk purchases constituted 33% and 25% of total expenditure respectively. Total expenditure increased by 11%. The increase is mainly due to an increase in debt impairment.

### 3.6. GRANTS

Operating grants

(Figures in Rand)	2021	2020
Equitable share	115 041 000	90 909 000
Finance Management Grant	1 700 000	1 700 000
Extended Public Works Program	1 060 000	1 046 000
SETA	198 828	211 634
Municipal Disaster Relief Grant	-	179 650
Total Operating grants	117 999 828	85 053 306

Operating grant revenue for the year amounted to R 117 999 828. All the operating grants allocated to the Municipality in terms of the Division of Revenue Act for 2020/2021 were received. No operating grants were withheld by National Treasury during the financial year.

### 3.6.1 COMMENTS ON CONDITIONAL GRANTS AND GRANTS RECEIVED FROM OTHER SOURCES

Finance Management Grant	1 700 000	1 700 000
Extended Public Works Program	1 060 000	1 046 000
SETA	198 828	211 634
Municipal Infrastructure Grant	25 443 778	23 329 696
Municipal Water Infrastructure Grant	36 994 682	35 209 373
Integration National Electrification Programme	8 548 000	7 814 040
Municipal Disaster Relief Grant	-	179 650
Total Conditional Grants	73 945 288	69 490 393

A total of R 73 945 288 was recognised as revenue from conditional grants. Conditional grants include both operational and capital grants. Conditional grants are included in revenue only to the extent that the Municipality has met the conditions of those grants. All conditional grants were received from the National Treasury as per the Division of Revenue Act, except for the SETA grant which is received from the Department of Higher Education and Training.

### 3.6.2 COMMENTS ON CAPITAL EXPENDITURE

Capital Expenditure relates mainly to the construction and rehabilitation of municipal assets that will have value lasting over many years. capital expenditure is funded from grants and own generated funds. components deals with capital spending indicating the source of funding and whether the Municipality was able to spend on its planned and approved capital projects

### 3.7 SPENDING AGAINST CAPITAL BUDGET (FIGURES IN RAND)- TABLE:15

Project Name	Funding	Current budget	Total Expenditure
Bela Bela: Storm Water - Spa Park	MIG	R 3,446,364.70	R 3,446,364.70
Bela Bela: Extension Grave Yard	MIG	R 5,808,520.00	R 5,808,544.61
Bela Bela: Development of sport facilities - Spa Park	MIG	R 2,192,278.46	R 2,171,495.41
Bela Bela: Development of sport facilities - Lesiding	MIG	R 1,921,231.82	R 2,183,517.77
Bela Bela: Road Paving and Storm Water 1 (Hostel View & X5)	MIG	R 2,784,943.55	R 2,784,943.54
Bela Bela: Road paving & Storm water X6- Phase 1	MIG	R 4,383,405.80	R 4,142,944.74
Bela Bela: Road paving & Storm water X7- Phase1	MIG	R 474,019.00	R 474,000.00
Bela Bela: Road paving & Storm water X8- Phase1	MIG	R 262,162.22	R 262,160.00
Bela Bela: X 6 Intersection	MIG	R 500,000.00	R 498,747.51
Bela Bela: Road Paving X 4, 6, 7 & 8(Roll-Over)	MIG	R 2,383,074.45	R 2,383,005.45
Supply and install new and faulty water meters (±1200HH in All V	WSIG	R 7,031,278.34	R 6,255,821.58
WCDM: Installation of Bulk Zonal Meters in Bela Bela(Ward 1 to	WSIG	R 275,350.00	R -
2ML WTW in Masakhane	WSIG	R 10,876,927.14	R 10,842,694.72
Bela-Bela Refurbishment of old section of water treatment works	WSIG	R 3,054,349.00	R 2,690,452.37
Upgrade of Bela-Bela Aventura sewer pump station(19_20)	WSIG	R 4,650,647.56	R 4,641,552.27
Bela-Bela water desalination plant -Rapotokwane(19_20)	WSIG	R 5,130,967.98	R 5,032,118.46
Refurbishment of the Warmbad Dam	WSIG	R 5,949,934.84	R 3,714,749.85
Water reticulation in Rapotokwane	WSIG	R 505,545.75	R -
Refurbishment of the Bela Bela Waste Water Treatment Works-P	WSIG	R 9,300,000.00	R 3,119,000.34
Refurbishment of sewer outfall from Aventura PS to Bela-Bela W	WSIG	R 700,000.00	R 698,291.21
Electrification of 900HH-INEP	INEP	R 8,548,000.00	R 8,564,429.10
Energy Efficiency and Demend Side Management	EEDSM	R 3,600,000.00	R 3,600,000.00
<b>Total</b>		<b>R 83,779,000.62</b>	<b>R 73,314,833.63</b>

### 3.8 CASH FLOW MANAGEMENT AND INVESTMENTS

#### CASH FLOW

##### Cash Flow Statement

Figures in Rand Note(s)	2021	2020
		*Restated
Cash flows from operating activities		
Receipts		
Property rates and traffic fines	100 129 300	51 353 066
Service charges	178 847 201	149 600 017
Grants	189 104 828	170 956 633
Interest income	-	13 246 994
Other receipts	15 464 160	14 004 952
	483 545 489	399 161 662
Payments		
Employee costs	(152 904 581)	(144 027 043)
Suppliers	(50 829 313)	(188 441 694)
Finance costs	-	(9 834 224)
Net cash flows from operating activities	68 182 450	56 858 701
Cash flows from investing activities		
Purchase of property, plant and equipment	(78 925 968)	60 335 239
Cash flows from financing activities		

Interst Income	13 058 328	-
Net cash flows from financing activities	13 058 328	-
Net increase/ (decrease) in cash and cash equivalents	2 314 810	(3 476 538)
Cash and cash equivalents at the beginning of the year	10 201 964	13 678 502
Cash and cash equivalents at the end of the year	12 516 774	10 201 964

### **3.9 SUPPLY CHAIN MANAGEMENT**

Section 112 of the Municipal Financial Management Act (MFMA) No.56 of 2003 requires municipalities to have a Supply Chain Management Policy which is fair, equitable, transparent, competitive, cost-effective and complying with the prescribed regulatory framework. As guided by the above mentioned Act Bela-Bela Local Municipality revised its SCM Policy during the 2020/2021 financial year to comply and implement the provisions of Section 112 of MFMA. And taking into account other development in Supply Chain Management (SCM) such as the new South African Revenue Services (SARS) phasing out of tax clearance certificates and introduction of compliance PINs, the new Centralized Supplier Database (CSD) and the e-Tender advertisement platform.

### **3.10 COMMENTS SUPPLY CHAIN MANAGEMENT**

With regards to the long term contracts and Public-Private Partnerships (PPP) it should be indicated that the Municipality did not have long term contracts and PPP's during the 2020/2021 financial year.

The Municipality is also adhering and complying with Section 26(b) of Local Government Municipal Finance Management Regulations, which allows the Accounting Officer to appoint members of bid committees as and when required.

### **3.11 GRAP COMPLIANCE**

GRAP is the acronym for Generally Recognized Accounting Practice and it provides the rules by which municipalities are required to maintain their financial accounts. Successful GRAP compliance will ensure that municipal accounts are comparable and more informative for the Municipality. It will also ensure that the Municipality is more accountable to its citizens and other stakeholders. Information on GRAP compliance is needed to enable National Treasury to assess the pace of progress and consider the implications.

### **3.12 INTRODUCTION TO FREE BASIC SERVICES AND INDIGENT SUPPORT**

Bela-Bela Local Municipality has approved an Indigent support policy where consumers who earn R3 500 and below qualify to receive free/subsidised basic services. These services include 6kl of water, 50KWH of electricity, free weekly waste collection, free sanitation services and 100% subsidy on property rates. An indigent register has been developed and it is being used as a guide of the number of households provided with the above mentioned free basic services. According to the statistics in the register, Bela-Bela local Municipality provides 4 984 houses with free basic services (Indigents) during the 2020/2021 financial year.

<b>SERVICES</b>	<b>NUMBER</b>
<b>FREE BASIC WATER</b>	4 037
<b>FREE BASIC ELECTRICITY</b>	3 021
<b>FREE BASIC SANITATION</b>	4 187
<b>FREE BASIC REFUSE</b>	4 219

## CHAPTER 4 – SERVICE DELIVERY PERFORMANCE

### 4.1 INTRODUCTION TO BASIC SERVICES

This component includes: water services; waste water (sanitation) services; electricity services; and roads and stormwater services.

Bela-Bela Local Municipality has a total of 18 068 households as per “Census 2011 Statistics” of which 14 497 constitute Urban Residential as per the “Spatial Development Framework Bela-Bela 2011”, meaning that the difference is either not proclaimed, illegal or rural settlements. However the household has increased based on Census 2016 Community Survey which also estimates that there are approximately 21 354 households within Bela-Bela municipal area which is 18.9% increase from 2011. It is anticipated that the next Census will reveal an even bigger growth due to emerging informal settlements and formal extensions in the Township and Rural Areas. The inclusion of Savannah Estates is also inevitable. Although it is on the boundary of the Dr JS Moroka Local Municipality in the Mpumalanga Province, the Demarcation Board has since confirmed that the Settlement is within the Bela-Bela Local Municipality Boundaries.

The Municipality is a Water Services Authority and Provider. During the 2020/2021 financial year there was improvement on the water supply system, and the Municipality was able to supply water reasonably to the Community of particularly Bela-Bela Town and Township.

Magalies water board is contracted to the municipality to provide purified water at 7.5 Mega-Litres (ML) per day. However, on average 6ML/day was received, which is an improvement of 4.1Mega-Liters per day from the previous financial year. The improvement was brought about by the commissioning of the Sondela Pump Station.

Waste Water Treatment Plant and all Pump Stations are on a high critical risk and need to be refurbished and upgraded in order to accommodate all the Settlements. Programmes to develop funding business plan has already started and the Municipality received R10 million from the Department of Water and Sanitation through WSIG funding to start with the refurbishment of the Bela-Bela Waste Water Treatment Plant, and the programme will continue in phases over three (3) financial years.

The Municipality was able to secure an in-kind grant from the Development Bank of Southern Africa (DBSA) for the Development of the Water and Sanitation Master Plan, Water Services Development Plan and the Plan to reduce non-revenue Water, due to be completed in the 2021/22 financial year. These plans will assist in effective planning of Water and Sanitation projects, ensuring sustainability of service provisioning.

The Municipality is licenced to provide electricity to Bela-Bela Town, Township and the Farms. Pienaarsrivier, Radium (Masakhane), Rapotokwane Village, Vingerkraal and Tsakane are serviced by Eskom. The Municipality is in a process of applying for the licence to also supply electricity in those areas which are currently serviced by Eskom so as to also improve Revenue and be able to apply credit control measures on defaulting customers on the municipal account.

During the financial year under review the Municipality has successfully maintained the electricity supply to all consumers, although it was mostly reactive maintenance due to challenges with resources. The electrical infrastructure is ageing and there is a dire need to refurbish it. Bulk capacity remains a challenge, however the Municipality is in the process to develop an electrical master plan through the in-kind grant from the Development Bank of Southern Africa (DBSA), and also in the process to resuscitate the Bela-Bela new substation project.

The municipality has also conducted a road visual assessment and produced a status quo report on the municipal roads and further developed a standard guidelines for design and maintenance specifications. Routine road maintenance was maximized to improve roads infrastructure conditions and accessibility. The biggest challenge remains with the undercapacitated stormwater system, which was also regularly maintained to ensure effectiveness. There is an urgent need to develop and Roads and Stormwater Master Plan, and to also upgrade the stormwater system.

#### 4.1.1 INTRODUCTION TO WATER PROVISION

Note: Recent legislation includes the Water Services Act 1997 and the General Enabling Act 2005

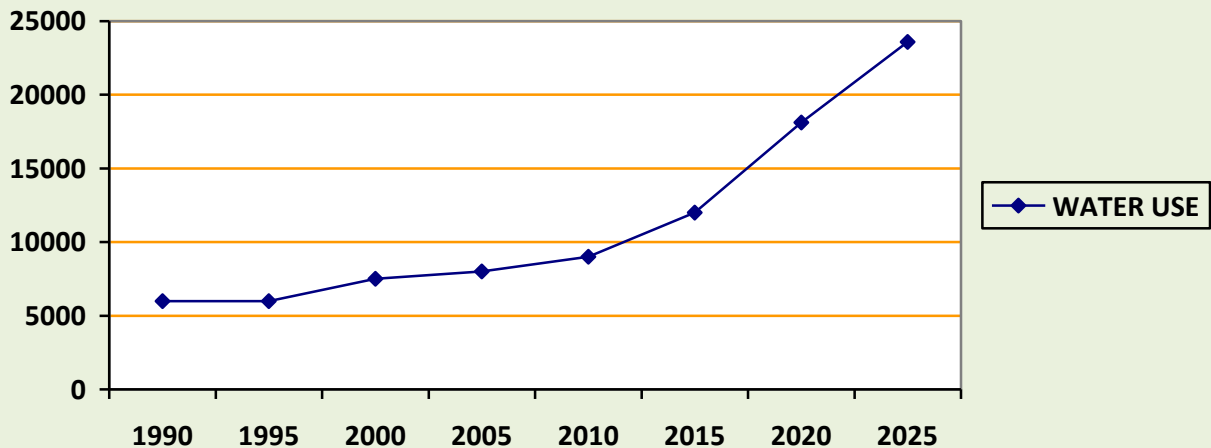
Bela-Bela is supplied predominantly with water sourced from the Warmbaths and Platrivier dams, whose levels improved due to recent high rainfall. Therefore, much challenge with water shortages was not experienced particularly in Bela-Bela Town and Township.

Bela Bela Local Municipality recorded 23,5% water losses in 2020/2021 financial year. The Water losses were more often discussed as un-accounted for water which is in two aspects i.e Technical losses (water loss in the system due to infrastructure failure. Non-revenue water (water theft through illegal connections and non - payment by consumers). More stringent measures must be in place to reduce water losses.

Urban Water Usage by 2021 was 15 273kℓ/day, while for the other category the use is on the Moderate level of 2 865kℓ/day. The indigent households received 6kℓ of free basic water per month.

The Total Water Demand in the Jurisdiction of Bela- Bela Local Municipality is calculated at 18 138kℓ/day (Including Savannah Estates). **(Source: Zutari Situational Analysis Report - 2022).**

**GRAPH 10: WATER DEMAND**



#### 4.1.2 BULK WATER RESOURCES IN BELA-BELA LOCAL MUNICIPALITY

Bulk Water supply for the Bela-Bela area of jurisdiction is sourced as follows:

- Potable water from Magalies Water Board
- Bela- Bela Local Municipality Water Treatment Works
- Boreholes/ Ground Water

**TABLE 16: AVAILABLE BULK WATER SUPPLY**

<b>Bulk Resource</b>	<b>Average kℓ/day</b>	<b>% Contribution</b>
Magalies Water	6 000	42%
BBLM WTW	5 000	35%
Ground water	3 304	23%
<b>Total</b>	<b>14 304</b>	<b>100%</b>

*\*\*\*Note that the % Contribution is rounded off to 2 decimal places*

Table above illustrates that there is a deficit of 3 834kℓ/day on the current demand (18 138kℓ/day). These water shortages are experienced mostly in areas supplied from Boreholes; viz Masakhane, Rapotokwane Village, Savannah Estates, Vingerkraal and Tsakane.

#### **4.1.3 COMMENT ON WATER USAGE**

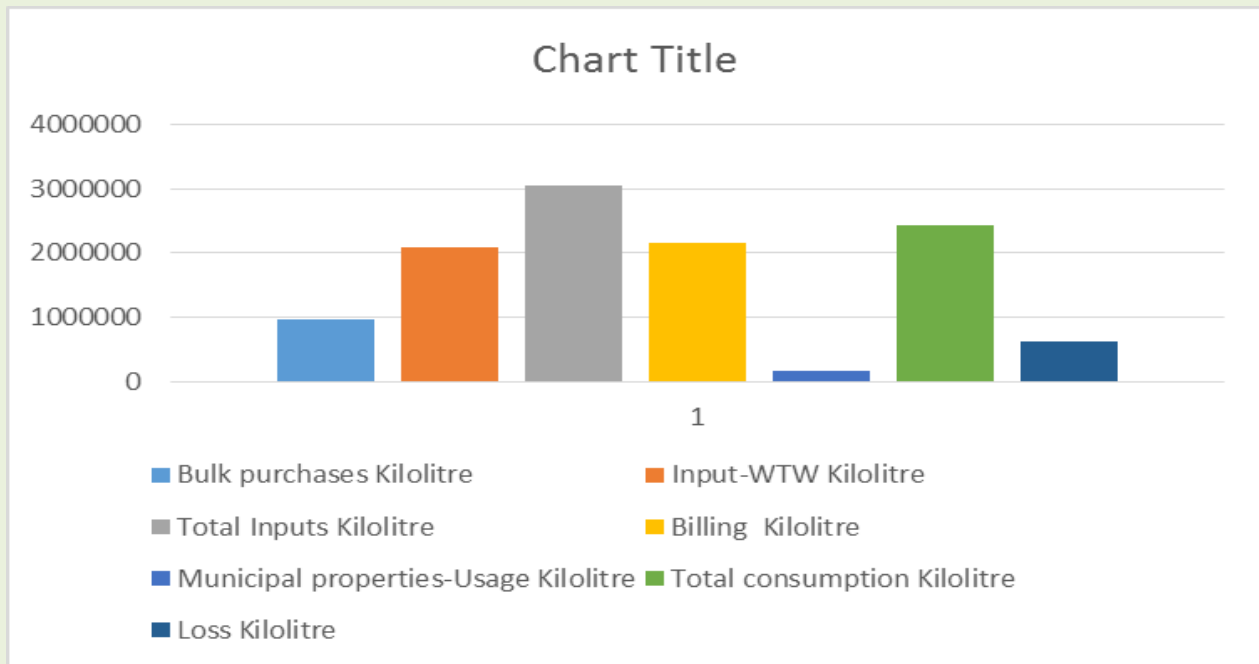
For supply in Bela-Bela Town and Township, only one borehole (Roodepoort) was functional, however its delivery of 800kℓ/day was unsustainable. The Bela- Bela Water Treatment Works constantly provided water without any challenges, with Magalies Water augmenting the Supply as contracted.

Challenges remained with boreholes in Rapotokwane, Tsakane and Vingerkraal, although repairs were regularly done to ensure functionality. Boreholes in Masakhane were recently refurbished to ensure constant water supply.

**TABLE 17: WATER USE**

<i>Water Use – July 2020 to June 2021</i>						
<i>Bulk Purchases (kl)</i>	<i>Input WTW (kl)</i>	<i>Total Input (kl)</i>	<i>Billing (kl)</i>	<i>Municipal Properties - Usage</i>	<i>Total Consumption (kl)</i>	<i>Loss (kl)</i>
<b>9 558 795</b>	<b>2 078 120</b>	<b>3 045 433</b>	<b>2 166 451</b>	<b>175 637</b>	<b>2 524 916</b>	<b>587 254</b>

**GRAPH 11: WATER USE**



Due to the high water losses, the following Water Conservation Demand Management actions were prioritized:

- a) Metering of newly formalized areas/ households (Bela-Bela Ext 9 and Ext 25-Koppewaai)
- b) Replacement of Non-functional meters
- c) Reduce pressure in the reticulation system
- d) Reduce water losses to minimum acceptable levels
- e) Education & awareness
- f) Replacement of ageing infrastructure



**IMAGE 1: REHABILITATION OF ACCESS ROAD TO THE WARMBAD DAM**

The pictures above indicate a project underway; **Refurbishment of the Warmbad Dam** which was funded from the Water Services Infrastructure Grant. The rehabilitation of access road to the Dam was part of the scope of works.

**4.1.4 TABLE 18: RESIDENTIAL WATER SERVICES DELIVERY ACCESS PROFILE [WATER]**

Census Category	Description	2017		2018		2019		2020		2021	
		Nr	%	Nr	%	Nr	%	Nr	%	Nr	%
<b>WATER (ABOVE MIN LEVEL)</b>											
Piped (tap) water inside dwelling/ institution	House connections	14 073	78%	14 073	78%	14 073	78%	14 073	78%	14 073	78%
Piped (tap) water inside yard	Yard connections	855	5%	855	5%	855	5%	855	5%	855	5%

Census Category	Description	2017		2018		2019		2020		2021	
		Nr	%	Nr	%	Nr	%	Nr	%	Nr	%
<b>WATER (ABOVE MIN LEVEL)</b>											
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%	3 136	17%	3 136	17%
<b>Sub-Total: Minimum Service Level and Above</b>		<b>18 064</b>	<b>100%</b>	<b>18 064</b>	<b>100%</b>	<b>18 064</b>	<b>100%</b>	<b>18 064</b>	<b>100%</b>	<b>18 064</b>	<b>100%</b>
<b>* To include informal settlements</b>											

The wording “*within/more 200m from dwellings*” be replaced with “*stand pipes*” as it is challenging to measure.

#### 4.1.5 TABLE 19: EMPLOYEES WATER AND SANITATION SERVICES

Employees: Water and Sanitation Services - 2020/2021 Financial year				
Job Level	Number of Employees	Number of Posts	Vacancies	% Vacancy
0-3	2	1	1	50%
4-6	4	3	1	25%
7-9	10	3	7	70%
10-12	4	3	1	25%
13-15	84	50	34	40%
<b>Total</b>	<b>104</b>	<b>60</b>	<b>44</b>	<b>42%</b>

Vacancies in the Water and Sanitation Division is mostly caused by retirements more than resignations. This leaves the Division with serious skills shortages. The vacancy rate of 42% indicates that there is a serious gap in covering operations and maintenance work.

#### **4.1.6 COMMENT ON WATER SERVICES PERFORMANCE OVERALL**

The Blue Drop assessment for the 2020/2021 financial year is still underway. So far only the system analysis has been done, with physical verifications and assessments still to be concluded in 2022.

The last Blue Drop assessment was done in 2014 and the risk rating was high due to the borehole system posing significant health risks. However the water quality compliance was adequate (within the SANS 2410 summarized as follows:




- i. Chemical Compliance 99.7%
- ii. Microbiological Compliance 95.3%

Positive improvements by the Municipality on the Blue Drop:

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

The Water supply systems in Rapotokwane and Masakhane have also since been improved through the installation of Package Plants to improve the water quality.

TABLE 20: 2014 BLUE DROP ASSESSMENT

Water Services Authority		Bela-Bela Local Municipality		
Water Services Provider(s)		Magalies Water , Bela-Bela LM		
<b>2014 Municipal Blue Drop Score</b>	<b>43.11%</b>			
<b>2012 Municipal Blue Drop Score</b>	<b>71.21%</b>			
<b>2011 Municipal Blue Drop Score</b>	<b>71.07%</b>			
Performance Area	Bela-Bela	Radium	Rapotokwane	
				
Water Services Provider(s)	Magalies Water , Bela-Bela LM	Bela-Bela LM	Bela-Bela LM	
<b>Water Safety Planning (35%)</b>	<b>21.35</b>	<b>18.55</b>	<b>18.55</b>	
<b>Treatment Process Management (8%)</b>	<b>6.00</b>	<b>0.00</b>	<b>0.00</b>	
<b>DWQ Compliance (30%)</b>	<b>17.63</b>	<b>0.00</b>	<b>0.00</b>	
<b>Management Accountability (10%)</b>	<b>7.75</b>	<b>3.30</b>	<b>3.30</b>	
<b>Asset Management (14%)</b>	<b>9.42</b>	<b>6.16</b>	<b>6.16</b>	
<b>Use Efficiency, Loss Management (3%)</b>	<b>0.27</b>	<b>0.27</b>	<b>0.27</b>	
Bonus Scores	4.79	3.15	3.75	
Penalties	1.50	2.83	1.70	
<b>2014 BLUE DROP Score</b>	<b>65.70%</b>	<b>28.60%</b>	<b>30.33%</b>	
<i>2012 Blue Drop Score</i>	74.88%	38.59%	69.72%	
<i>2011 Blue Drop Score</i>	78.67%	38.95%	48.45%	
<i>System Design Capacity (Ml/d)</i>	24.0	N/A	N/A	
<i>Operational Capacity (% lta Design)</i>	37%	N/A	N/A	
<i>Average daily Consumption (l/p/d)</i>	514	N/A	N/A	
<i>Microbiological Compliance (%)</i>	<b>95.3%</b>	<b>84.2%</b>	<b>80.0%</b>	
<i>Chemical Compliance (%)</i>	<b>99.7%</b>	<b>99.9%</b>	<b>50.0%</b>	
<b>Blue Drop Risk Rating (2012)</b>	<b>89.6%</b>	<b>95.3%</b>	<b>90.5%</b>	
<b>Blue Drop Risk Rating (2013)</b>	<b>57.8%</b>	<b>89.7%</b>	<b>91.6%</b>	
<b>Blue Drop Risk Rating (2014)</b>	<b>38.1%</b>	<b>81.5%</b>	<b>82.0%</b>	

## 4.2 INTRODUCTION TO WASTE WATER (SANITATION) PROVISION

BBLM households predominantly have a water borne sanitation system, except in rural areas such as Tsakane, Vingerkraal, Masakhane and Rapotokwane which use Dry Sanitation.

Backlog exists mainly in informal settlements and new extensions within the entire Municipal area, and was recorded at 4 120 households (including informal settlements and rural areas) as of end of June 2021. In order to address this matter the Municipality is supported by the Department of Cooperative Governance, Human Settlements and Traditional Affairs (CoGHSTA) to formalize informal settlements and the realignment of stands in line with township establishment requirements.

The Sanitation Infrastructure comprises of 1 X Biological Activated Sludge Plant in Bela-Bela (Bela-Bela Waste Water Treatment Works), 2 x Oxidation Ponds (Pienaarsrivier and Masakhane), 8 Sewer Pump Stations (Masakhane PS, Pienaarsrivier PS, Settlers PS, Leseding PS, Ext 6 PS, Bospoort 1 PS, Bospoort 2 PS, Aventura PS) and about 1056 Manholes over total length of 175,4km of pipeline.

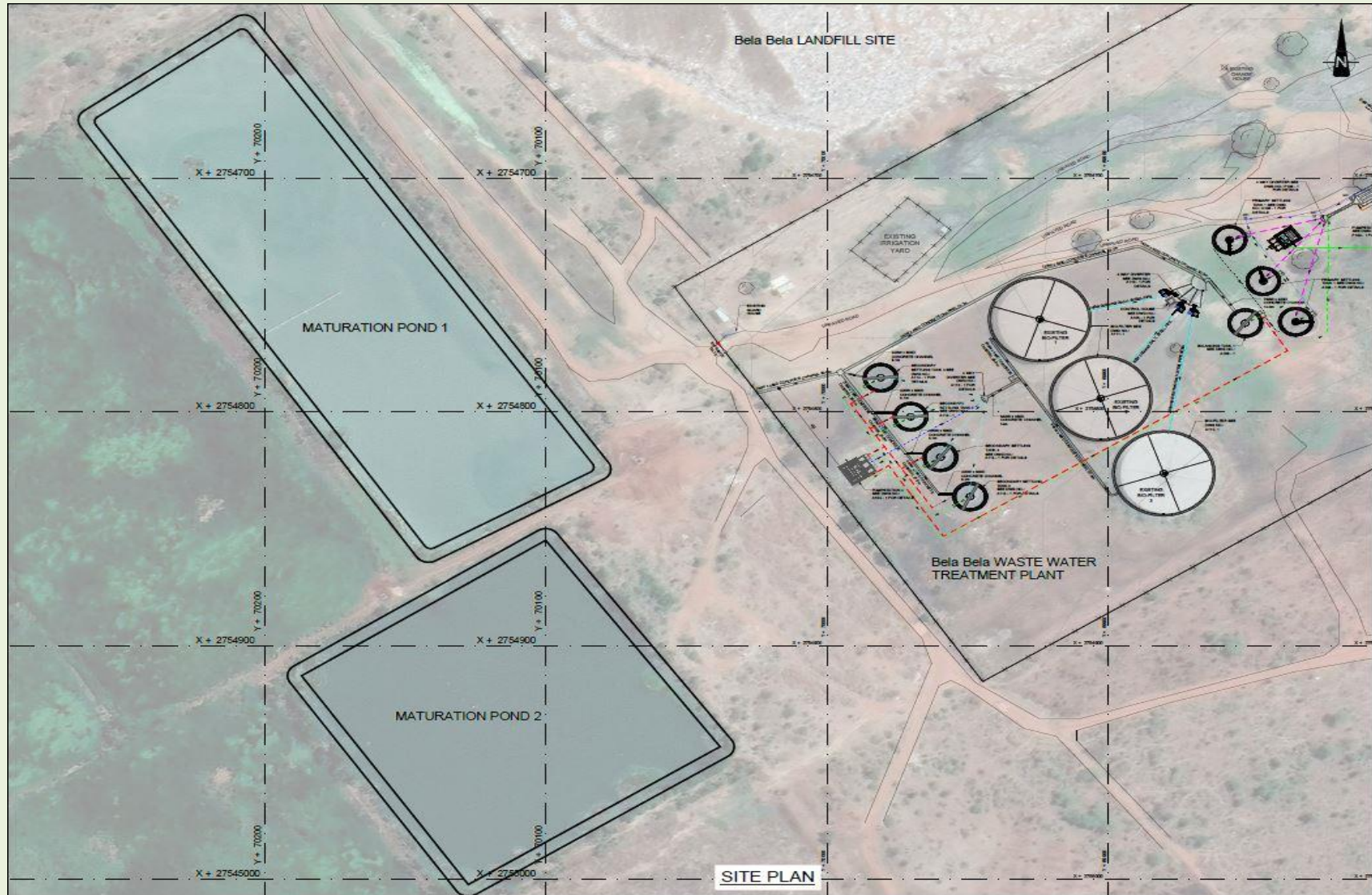
The main challenges with sanitation services are:

- i. Ageing Infrastructure.
- ii. Under capacitated Bulk Infrastructure, including Waste Water Treatment Plant (Bela-Bela) and Pump Stations.
- iii. Misuse of sewer network (Flushing of foreign objects).
- iv. Stormwater ingresson caused by direct connection of household stormwater drains into the sewer system.

These challenges cause major sewage spillages thus causing an Environmental Hazards.

The Bela-Bela Waste Water Treatment Works (WWTW) is not fully functional due to broken down equipment and is also under capacitated. In the 2020/21 financial year the Municipality received Water Services Infrastrucre Grant (WSIG) funding to start with the refurbishment of the WWTW, which will proceed over three (3) financial years up to 2022/23 financial year. Thereafter, further funding will be sought to upgrade the Plant up to a capacity of 10ML/day so as to accommodate the current and future growth particularly in Bela-Bela Town and Township. The Bela-Bela Township Ext 9 and Ext 25 (Koppewaai) are the newly formalized Settlements that have been connected to the sewerage system. Jacob Zuma is in the process to be formalized and re-aligned and will therefore also be connected to the sewerage system.

FIGURE 2: BELOW INDICATE THE LAYOUT OF THE BELA-BELA WASTE WATER TREATMENT WORKS (WWTW)



**4.2.1 TABLE 21: RESIDENTIAL WATER SERVICES DELIVERY ACCESS PROFILE  
[SANITATION]**

Actual service levels	2018		2019		2020		2021	
	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	14 928	82.60%	14 928	82.60%	14 928	82.60%	14 928	82.60%
Low Flush - connected to a sewage system	855	4.73%	855	4.73%	855	4.73%	855	4.73%
Septic tanks - full flush with septic tank	20	0.01%	20	0.01%	20	0.01%	20	0.01%
VIP - Pit latrine with ventilation	862	5.47%	962	5.69%	987	5.69%	987	5.69%
Chemical toilet	0	0	0	0	0	0	0	0
Pit Latrines without ventilation ( Backlog)	1399	7.19%	1299	7.13%	1274	7.00%	1274	7.00%
Bucket toilet	0	0	0	0	0	0	0	0
Other <RDP sanitation services	0	0	0	0	0	0	0	0
No services	0	0	0	0	0	0	0	0
<b>Total</b>	<b>18 064</b>	<b>100</b>	<b>18 064</b>	<b>100</b>	<b>18 064</b>	<b>100</b>	<b>18 064</b>	<b>100</b>

#### 4.2.2 TABLE 22: EMPLOYEES WATER AND SANITATION SERVICES

Employees: Water and Sanitation Services - 2020/2021 Financial year				
Job Level	Number of Employees	Number of Posts	Vacancies	% Vacancy
0-3	2	1	1	50%
4-6	4	3	1	25%
7-9	10	3	7	70%
10-12	4	3	1	25%
13-15	84	50	34	40%
<b>Total</b>	<b>104</b>	<b>60</b>	<b>44</b>	<b>42%</b>

#### 4.2.3 COMMENT ON SANITATION SERVICES PERFORMANCE OVERALL

The Green Drop assessment was previously suspended by the Department of Water and Sanitation (DWS) since the last one that was done in 2014, however DWS has since rescuscitated the process and the Municipality was assessed for the 2020/21 financial year with the outcome still pending.

**TABLE 23: GREEN DROP COLOUR CODED SCORESHEET FOR THE 2014 ASSESSMENT**

Technology Description		Pienaarsrivier	Radium	Warmbaths
Technology( Liquid)		Anaerobic ponds/ Facultative ponds	Rotating biological contractors and Evaporation ponds (no effluent)	Biological filters and Evaporation ponds (no effluent)
Technology ( Sludge)		Sludge lagoon/ pond	Sludge lagoon/pond	Not specified
Key Risk Areas				
A	ADWF Design Capacity (Ml/d)	2	1	5
B	Operational Flow (% of Design Capacity )	151% (NI)	151% (NI)	96% (NI)
C	Annual Average Effluent Quality Compliance ( 2012- 2013)	5.2%	33.3%	57.3%
	Microbiological Compliance (%)	0.0%	25.0%	16.7%
	Physical Compliance (%)	5.6%	44.4%	100.0%
	Chemical Compliance (%)	6.3%	27.1%	35.4%
D	Technical skills ( Reg 813)	Yes	No	Yes
<b>2014 Wastewater Risk Rating</b>		<b>82.4%</b>	<b>100.0%</b>	<b>52.9%</b>

Technology Description	Pienaarsrivier	Radium	Warmbaths
<b>(%CRR/CRR max)</b>			
2013 Wastewater Risk Rating (%CRR/CRRmax)	88.2%	64.7%	76.5%
<b>Risk Abatement Planning</b>			
Highest Risk Areas based on the CRR	Effluent compliance, flow measurement	Effluent compliance, flow measurement and technical skills	Microbial and chemical compliance
WW Risk Areas based on the CRR	None	None	None
Capital & Refurbishment expenditure for Fin Year 2012-2013 (Rand)	NI	NI	NI
Description of Projects Expenditure 2012- 2013	NI	NI	NI

The Municipality has implemented and continues to implement remedies to improve the status of all the three (3) Treatment Works. Therefore, it is anticipated that the upcoming assessments will produce improved results.

## 4.3 ELECTRICITY

### 4.3.1 INTRODUCTION TO ELECTRICITY

Note: Recent legislation includes the Electricity Amendment Acts 1989; 1994; 1995; and the Electricity Regulation Act 2006.

During the 2020/2021 financial year the Municipality targeted to electrify 700 households in Bela-Bela Ext 9, however only 576 households could be connected due to budgetary constraints. A backlog of about a further 390 households still exists for Bela-Bela Ext 9 and Ext 25 (Koppewaai). This Backlog can only be covered once the Substation project is complete and functional.

There are two electricity providers in the Bela-Bela municipal area, namely the Bela- Bela Local Municipality and Eskom. As per the Billing information, the Municipality provided access to electricity to 10 468 residential properties and 1 524 non-residential properties (Business, Churches, Schools & Hospitals) as at the end of June 2021.

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

### 4.3.2 BULK ELECTRIC SUPPLY

Bela-Bela Local Municipality has one main supply substation namely, Bela-Bela main substation located within town at Industrial Str. Next to the main substation, is the Eskom yard with 2 x 20MVA transformers which supply the substation via 2 x 11kV feeder cables of +/-160 m (each feeder consist of 2x 300mm<sup>2</sup> cables). Eskom is only responsible for supply into the main substation (i.e. 2 x 20MVA supply transformers). The reported Notified Maximum Demand was at 17.75 MVA, however it is currently exceeding our rated capacity. Current usage throughout the year varies between 19 MVA and 25 MVA, with the higher peak in the winter months. Therefore its critical that the new Bela-Bela 135/11KV 2 x MVA Substation project be completed.

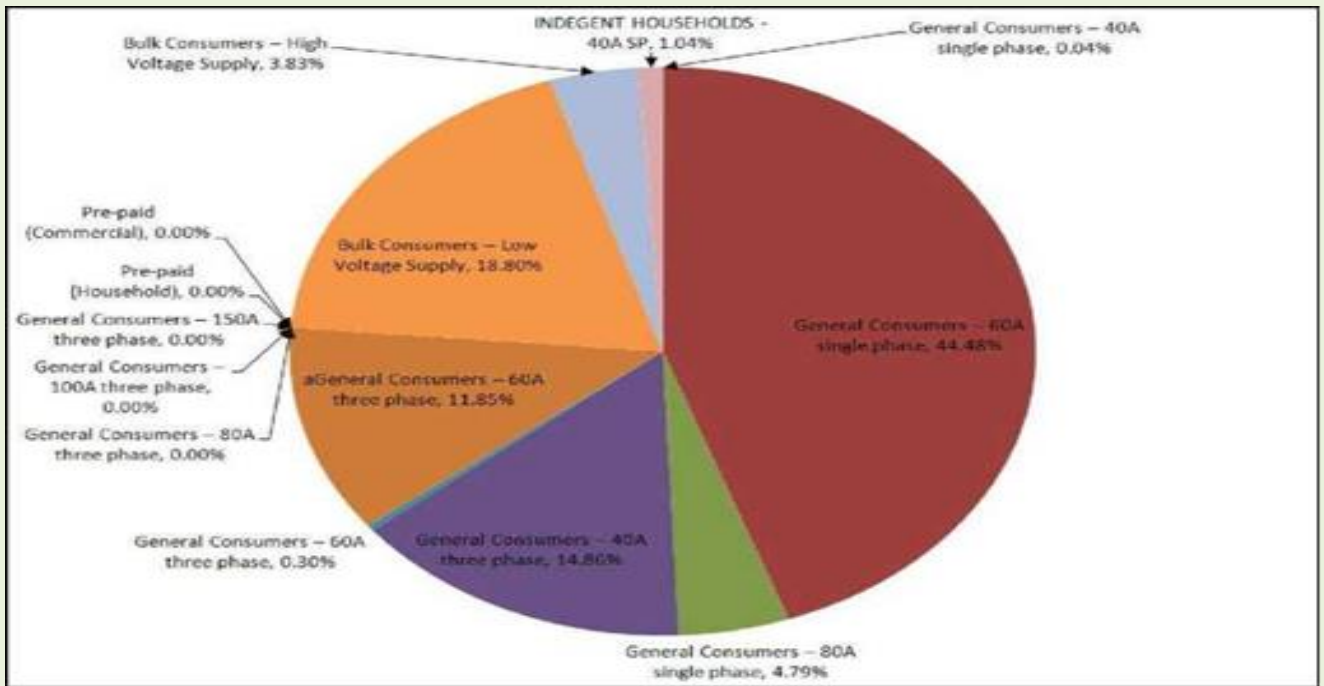
## BELA-BELA MAIN SUB STATION



### 4.3.3 ELECTRICITY SERVICES DELIVERY LEVEL – TABLE: 24

<b>ELECTRICITY SERVICES DELIVERY LEVEL</b>	
ENERGY ABOVE ( Above Minimum Level )	2020/201 H/H
ELECTRICITY : (AT LEAST MIN.LEVEL )	658
ELECTRICITY – (AT LEAST MIN.SERVICE LEVEL)	1101
ELECTRICITY –PREPAID (MIN.SERVICE LEVEL)	8504
MINIMUM SERVICE LEVEL AND ABOVE SUB TOTAL	<b>13 827</b>
BELOW MINIMUM LEVEL	0
OTHER SOURCES	3 364

**GRAPH BELOW IS A PERCENTAGE BREAKDOWN OF CAPACITY ALLOCATIONS BY CONSUMER CLASS – GRAPH: 15**



#### 4.3.4 ELECTRICAL MAINTENANCE

Maintenance of the Electrical Infrastructure was reactively conducted as follows:

- i. Replacement of faulty Transformer
- ii. Replacement of faulty Meters
- iii. Repair of cable faults
- iv. Replacement of damaged wooden poles
- v. Repair/ replacement of blown Fuses and tripped circuit breakers
- vi. Repair of street lights
- vii. Vegetatation management
- viii. Switch gear maintenance
- ix. Mini Substation maintenance
- x. Maintenance of Municipal Facilities/ Building Electricity

One of the biggest challenges with routine maintenance is the shortage of resources, particularly Plant and Equipment, personnel and materials. There is an urgent need to address this challenge.

#### 4.3.5 EMPLOYEES - ELECTRICITY SERVICES – TABLE: 25

<b>Employees : Electricity Services 2020/2021 Financial Year</b>				
<b>Job level</b>	<b>Number of Employees</b>	<b>Number of Posts</b>	<b>Number of Vacancies</b>	<b>% Vacancy</b>
0-3	1	2	1	50 %
4-6	10	15	5	33%
7-9	2	4	2	50%
10-12	3	6	3	50%
13-15	16	35	17	48%
<b>Total</b>	<b>32</b>	<b>62</b>	<b>28</b>	<b>45%</b>

#### 4.3.6 CAPITAL ELECTRIFICATION PROGRAMME – TABLE: 26

<b>Service Objectives</b>	<b>Project Name</b>	<b>2020/2021 Budget</b>
Electricity	Electrification of Ext 9-Phase 2 (700 Households)	R8 548 000.00
Street Lights	Energy Efficiency Demand Side Management (EEDSM) Programme: Bela Bela - Replacement of HPS Street Lights with LED Luminaires (Phase 1)	R3 000 000.00

#### 4.3.7 COMMENT ON ELECTRICITY SERVICES PERFORMANCE OVERALL:

Based on the 2019/2020 financial year electrical losses calculations, various reasons could be observed which are contributory factors such as technical elements. Therefore the Municipality should implement several interventions which includes:

- i. Replacement of 1000 Conventional meters
- ii. Cost of supply study to an in depth tariff analysis and review
- iii. Conclusion of supply Contracts with large power users

- iv. Continuous audits on the large power users.
- v. Continuous of the audits on the streetlights and municipal buildings energy meters.
- vi. Continuation of the audits in the plots around the BBLM.
- vii. Replacement of identified faulty electrical energy meters.

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

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

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

## **4.4 ROADS AND STORMWATER**

*This component includes: roads and stormwater drainage.*

### **4.4.1 INTRODUCTION TO ROADS AND STORMWATER**

Bela- Bela Local Municipality is responsible for routine road maintenance, upgrade and rehabilitation. The roads in the municipal jurisdiction is in an appalling state. It is against this backdrop that the Technical Services Department conducted a Road Visual Assessment in order to obtain much details on work to be done over various streets. However, it must be emphasised that the routine road maintenance as well as refurbishment and upgrade of roads and stormwater infrastructure requires more funds.

Routine road maintenance was maximized to improve roads infrastructure conditions and accessibility. The biggest challenge remains with the undercapacitated stormwater system, which was also regularly maintained to ensure effectiveness. There is an urgent need to develop and Roads and Stormwater Master Plan, and to also upgrade the stormwater system.

#### 4.4.2 TABLE 27: RECORDS OF MUNICIPAL ROADS INFRASTRUCTURE

Settlements	Length of Roads/Street		Total
	Paved	Unpaved	
Bela- Bela Town Bela- Bela Township	161.3km	73.82km	235.12km
Radium ( Masakhane)	1.03km	3.27km	4.3km
Piennarsrivier	5.1km	3.7km	8.8km
Rapotokwane	1.9km	17.1km	19km
<b>Total</b>	<b>169.33km</b>	<b>97.89km</b>	<b>267.22km</b>

#### 4.4.3 TABLE 28: RECORDS OF MUNICIPAL STORMWATER INFRASTRUCTURE

DESCRIPTION	DISTANCE/ QTY
Guardrails	15.6 KM
Concrete open channels	15.6 KM
Earth open channels	1.7 KM
Underground pipes	62 KM
Catch Inlets (number)	52

#### 4.4.4 ROUTINE ROAD AND STORM WATER MAINTENANCE

Routine Maintenance of the Roads and Stormwater Infrastructure was conducted as follows:

- xi. Repair of damaged concrete block paved surfaces
- xii. Patching of potholes as and when necessary coupled with availability of materials.
- xiii. Clear roads of debris to ensure safe operating environment (Use of EPWP & CWP Workers)
- xiv. Regravelling and blading of unpaved roads as and when resources are available, to enable free flow of traffic.
- xv. Maintenance of stormwater infrastructure on a quarterly basis to avoid damage to property and loss of life. *(Cleaning open lined channels, cleaning underground pipelines, catchpits, etc).*

One of the biggest challenges with routine maintenance is the shortage of resources, particularly Plant and Equipment and personnel. There is an urgent need to address this challenge.

#### 4.4.5 TABLE 29: EMPLOYEES ROADS AND STORMWATER SERVICES

Job level	Number of Positions	Number of filled positions	Number of Vacancies	% Vacancy Rate
0-3	1	1	0	0 %
4-6	2	0	2	100 %
7-9	4	1	3	75%
10-12	13	2	11	84%
13-15	31	16	15	48%
<b>Totals</b>	<b>51</b>	<b>20</b>	<b>31</b>	<b>61%</b>

#### 4.4.6 TABLE 30: CAPITAL PROJECTS

Programme	Project Description	Allocated Budget	Annual Milestone	Expenditure by June 2021
Roads and Storm Water	Bela Bela Ext 4, 6, 7 & 8: Road Paving	R2 383 074.45	3.5 kilometers of new roads constructed/ surfaced in Bela-Bela Ext 4, 6, 7 & 8.	R 2 383 055.45 (100%)
Roads and Storm Water	Bela Bela Spa Park: Stormwater	R 3 446 364.70	Construction of Stormwater in Bela-Bela Spa Park completed.	R 3 446 364.70 (100%)
Roads and Storm Water	Bela Bela Ext 5 & Hostel view: Road paving & storm water	R2 784 943.54 (Multi-year project)	1.6 kilometers of the roadbed for the new road in Bela-Bela Ext 5 & Hostel view constructed.	R 2 784 943.54 (100%)
Roads and Storm Water	Construction of Road paving & Storm water in Bela-Bela Ext 7 - Phase 1	R 474 019.00 (Multi-year project)	Designs completed and tender advertised for the Construction of Road paving & Storm water in Bela-Bela Ext 7 - Phase 1.	R 474 000.00 (100%)
Roads and Storm Water	Construction of Road paving & Storm water in Bela-Bela Ext 8 - Phase 1]	R 262 162.22 ( Multi-year project)	Designs completed and tender advertised for the Construction of Road paving & Storm water in Bela-Bela.	R 262 160.00 (100%)

Capital Projects are mainly funded from the Municipal Infrastructure Grant (MIG).

## 4.6 INTRODUCTION TO PLANNING

Planning in South Africa operates within the Legal Framework, which strives to ensure that municipalities deliver their developmentally-oriented planning objectives as embraced under Sections 152 and 153 of the Constitution of South Africa. Bela-Bela Local Municipality, through the Planning and Economic Development Department, is the custodian of land development and land use; and this is guided by planning policies including the Spatial Development Framework (SDF) and Land Use Management Scheme (LUMS).

- a. Ongoing revision, implementation, monitoring, and evaluation of the SDF informed by current realities and policy frameworks
- b. Monitor implementation of the LUMS, capture current and future development
- c. Development of the Land Use and other By-Laws as well as other policy guidelines to enforce the implementation of the LUMS
- d. Coordinated building control activity. (Building plans, and Certificate of Occupancies, implementation of National Building Regulations Act 103 of 1977)
- e. Coordinated/administered land development applications (township establishment, rezoning, consent uses, subdivision and consolidation and any developmental application).

**4.6.1 TABLE:31 BELOW ILLUSTRATE APPLICATIONS FOR LAND USE DEVELOPMENT**

Applications for Land Use Development									
Detail	Formalisation of Township			Rezoning			Built Environment		
	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21
Planning Applications Received	0	2	1	6	3	3	141	142	124
Determination made in a year of recipient	0	0	1	0	6	3	141	170	124
Determination made in the	0	1	0	0	0	0	0	0	0

Applications for Land Use Development									
Detail	Formalisation of Township			Rezoning			Built Environment		
	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21	2018/19	2019/20	2020/21
following year									
Applications withdrawn	0	0	0	0	0	0	0	0	0
Applications outstanding at a year end	0	1	0	6	0	0	28	9	05

#### 4.6.2 BUILDING PLANS APPLICATIONS –TABLE:32

Building Plans Applications: 2020/2021 Financial Year				
Number of Building Plans received		Number of Building plans approved		Number of Building plans not approved
100		85		15
Details of Building Plans approved and Not-Approved and reasons thereafter				
Month	Building Plans Received	Building Plans Approved	Building Plans not Approved	Reason
July 2020	13	5 (From previous month)	2	Outstanding document (Title deed) To submit Land use rights
August 2020	17	5 (From previous	0	N/A

		month)		
September 2020	15	6 (From previous month)	3	Outstanding Documents and pending building line relaxation
October 2020	10	11 (From previous month)	1	Outstanding document (Title deed) To submit Land use rights
November 2020	2	16 (From previous month)	2	Withdrawn
December 2020	9	4 (From previous month)2020	0	
January 2021	6	0	0	
February 2021	13	7 (From previous month)	3	Pending Correction by Architect. Non-compliance with property land use rights
March 2021	3	6 (From previous month)	1	Circulating at Final Approval Stage
April 2021	5	11 (From previous month)	0	N/A
May 2021	6	3 (From previous month)	3	Awaiting for Written Consent Approval Outstanding Document (Title Deed)
June 2021	11	11 (From previous month)	0	N/A

NB: By the end of FY 2020/2021 there were 15 outstanding building plans which will be processed in 2021/2022 FY. It must be noted that there is an accumulation of building plans which are not approved during the months which were received, therefore they are processed and approved in the following months within the FY.

**4.6.3 EMPLOYEES SERVICES IN TOWN PLANNING DIVISION – TABLE:33**

<b>Employees Services in Town Planning Division</b>			
<b>Job Level</b>	<b>2020/21</b>		
	<b>Post Number</b>	<b>Employees Number</b>	<b>Vacancy</b>
0-3	2	2	0
4-6	7	2	5
7-9	2	1	1
<b>Total</b>	<b>11</b>	<b>5</b>	<b>6</b>

**4.6.4 COMMENT ON THE PERFORMANCE OF PHYSICAL PLANNING OVERALL**

The Municipality has the approved Spatial Development Framework and Land Use Management Scheme which is currently implemented, however, few challenges were experienced during the implementation. Enforcement of LUMS is one of the challenges that Municipalities face, as a result, illegal land uses is experienced within Municipality areas. To educate communities about the negative impact of the illegal land use that affects municipal planning for the provision of basic services, the Municipality conducted several awareness campaigns regarding compliance with Land Use Management to reduce the illegal land use and ensure proper planning for the provision of basic services. Another major challenge identified in town planning was the shortage of land for human settlement which resulted in an increasing number of informal settlements. The Municipality has requested the Provincial Department of Cooperative Governance, Human Settlement and Traditional Affairs (CoGHSTA) through the Housing Development Agency (HDA) to purchase the land for the Municipality to develop for human settlement to reduce the number of informal settlements within the Municipality area.

**4.6.5 SPA PARK (KOPPEWAAI)**

The informal settlement is located at Erven 1491 & 1492. Erven 1491 is registered under the ownership of the Housing Development Agency (HAD), whereas Erf 1492 is registered under SBN Family Trust. The Map below illustrates the location of the informal Settlement:

## Spa Park Informal Settlement



During 2020/21 FY there were 250 stands which are serviced and 82 houses were built out of 250 serviced stands, Currently, there is an informal settlement upgrade.

### 4.6.6 TSAKANE INFORMAL SETTLEMENT

The informal settlement is located at portion 52 of the farm Tweefontein which is registered under Bosvel Distrikraad. The Map below illustrates the location of the settlement:



#### **4.6.7 VINGERKRAAL INFORMAL SETTLEMENT LOCATED ON PORTION 05 OF THE FARM VINGERKRAAL 472-KQ THE SETTLEMENT IS OUTSIDE THE URBAN EDGE**



During 2020/21 FY township establishment was approved at Vingerkraal with 1000 stands, the township is not yet serviced.

#### **4.6.8 HUMAN SETTLEMENT**

Bela Bela is accredited by the Department of Human Settlement and Department of Cooperative Governance, Human Settlement and Traditional Affairs to manage and administrate beneficiaries within the Municipality. During the financial year, the Municipality was allocated 82 houses which were built at Warmbaths Extension 25. Spa Park Extension 1 and Welgegund (Masakhane) there were land tenure upgrade projects that aimed at rectifying the town planning process to enable residents to receive title deeds. There were 250 title deeds received properties are allocated at Bela Bela Extension 7 and 8.

#### 4.7 INTRODUCTION TO ECONOMIC DEVELOPMENT

The Bela-Bela Local Economic Development Strategy is a document that is borne out of the 1996 Constitution, White Paper of Local Government of 1998, and the Municipal Systems Act of 2000. The latter states LED as one of the core components of the Integrated Development Plan which is the strategic document of the Municipality. It is a legislated mandate derived from the objects of the local government as stipulated in the Constitution of the Republic of South Africa. As one of the objects of local government that the municipalities should take care of the social and economic development within the jurisdiction of each Municipality.

##### 4.7.1 ECONOMIC EMPLOYMENT BY SECTOR –TABLE:34

Economic Employment by Sector			
	Jobs		
Financial Year	2018/19	2019/20	2020/21
Sector	Year 2	Year -1	Year 0
Agric, forestry and fishing	1 533	1 042	8.9%
Mining and quarrying	420	576	5.6%
Manufacturing	592	518	3.6%
Wholesale and retail trade	4 690	4 342	36.0%
Finance, property, etc.	1 660	1 623	13.3%
Govt, community and social services	2 716	2 468	30.7%
Infrastructure services	1 753	1 876	1.9
Total	13 364	12 445	100.0%

##### 4.7.2 JOB CREATION THROUGH EXTENDED PUBLIC WORKS PROGRAMME – TABLE: 35

Job creation through EPWP* projects		
Details	EPWP Projects	Number of jobs created through Municipality's LED initiatives including capital projects (EPWP, CWP)
Capital Project	Technical	123
CWP	Community Works Program	1 030
EPWP	EPWP	99

#### 4.7.3 EMPLOYEES: LOCAL ECONOMIC DEVELOPMENT SERVICES – TABLE:36

Employees: Local Economic Development Services			
Job Level	2020/21		
	Number of Posts	Number of Employees	Number of Vacancies
0 - 3	1	1	0
4 - 6	3	1	1
7 - 9	1	1	0
Total	5	3	1

*Totals should equate to those included in Chapter 4 total employee schedule. Employees and Posts numbers are as of 30 June.  
\*Posts must be established and funded in the approved budget or adjustments budget. Full-time equivalents are calculated by taking the total number of working days lost (excluding weekends and public holidays) while a post remains vacant and adding together all such days lost by all posts within the same set (e.g. 'senior management') then dividing that total by 250 to give the number of posts equivalent to the accumulated days.*

#### 4.7.4 LOCAL ECONOMIC DEVELOPMENT (INCLUDING TOURISM AND MARKET PLACES) – TABLE:37

Economic Activity by Sector			
Financial Year	2018/19	2019/20	2020/21
Sector	Year -2	Year -1	Year 0
Agric, forestry and fishing	89	90	4%
Mining and quarrying	82	88	17%
Manufacturing	38	39	3%
Wholesale and retail trade	284	288	22%
Finance, property, etc.	594	602	22%
Govt, community and social services	84	84	20%
Infrastructure services	244	253	19
Total	1 415	1 444	129%

#### **4.7.5 COMMENTS ON LOCAL ECONOMIC DEVELOPMENT**

The economy of Bela-Bela is mainly composed of two sectors as tourism and agriculture. The mining sector is not as prominent. Wholesale and retail trade as a sector is creating jobs in the economy more than other sectors in terms of economic employment by sector. This is a sector that the tourist participate in by buying items that they need urgently. Agriculture, forestry and fishing is a sector that bears testimony to the fact that this is the second biggest sector of the economy in Bela-Bela. There are many game reserves in Bela-Bela to the extent that agricultural land has been converted to game farming. Thus, as a result, tourism in Bela-Bela is forever growing making the town a tourist's destination.

The flea market opposite Aventura bears testimony to that. Here the tourists can buy souvenirs and at the same time contribute and participate in the economy of Bela-Bela.

In 2019 the World was hit by a global contagious disease commonly known as a coronavirus (COVID-19). South Africa had to implement measures to curb the spread of the virus was later led to the revision and implementation of lockdown regulation which saw many businesses temporally close down to minimize the impact of spread. This move has had major adverse implications for various economies including local economies. Bela –Bela Local Municipality is no exception to this, since our economy largely depends on tourism the impact was huge and this has had effects on other tourism support services that included retail and others.

The Municipality initiated a process to revitalise and reconstruct the economy which led to the establishment of all-inclusive economic structures and the revision of the LED Strategy in order to pave a positive way forward on which the economy is going to be reconstructed

## 4.8 COMMUNITY & SOCIAL SERVICES

This component includes: community parks & open spaces, community halls, sports fields, grounds and courts, cemeteries & crematoria and libraries & archives and waste management services

### 4.8.1 INTRODUCTION TO SOCIAL AND COMMUNITY SERVICES

Two of the objects of local government as enshrined in Section 152 (1) (c) (d) of the Constitution of the RSA is:

- a. To promote social and economic development and
- b. To promote a safe and healthy environment.

Section 24 of the Constitution of RSA Chapter 2 (b) i, ii and iii of Bill of Rights mandate municipalities to protect the environment for the benefit of present and future generations, through reasonable measures that prevent pollution and ecological degradation, promote conservation, secure ecologically sustainable development and use of natural resources. In recognition of this Constitutional obligation, National Environmental Management: Protected Areas Act No 57 of 2003 and Biodiversity Act No 10 of 2004 was promulgated to provide for the protection and conservation of ecologically viable areas and biodiversity.

Some of the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5 within the Constitution of RSA are as follows:

- a. Cemeteries and crematoria
- b. Local sports facilities
- c. Municipal parks and recreation
- d. Bela-Bela Local Municipality within the Social and Community Services department aims to improve the quality of life of its citizens by effectively and efficiently identifying, developing and delivering comprehensive programmes that provide safe, sustainable and aesthetically pleasing recreational parks, municipal buildings, community facilities, streetscape locations, road reserves/verges, sports facilities and cemeteries in accordance with acceptable management practices or standards.
- e. Provide the community with a dignified and responsive cemetery and memorialisation service and consistent maintenance in accordance with acceptable management practices or standards.
- f. promote effective and sustainable “Greening initiatives.

#### **4.8.2 CEMETERIES AND CREMATORIUM**

Bela-Bela local Municipality has Four cemeteries that are consistently maintained.

- a) Mokoena cemetery is closed and inactive. However, those who have previously booked conduct burials as and when funerals occur.
- b) Masakhane cemetery is used by both communities of Masakhane and Pienaarsrivier.
- c) Warmbaths cemetery is actively used by the community members from Bela-Bela Township, Muslim community, Town, Spa Park and Jinnah Park areas.
  
- d) Luna street cemetery is inactive and currently closed. We confirm that the cemetery is currently maintained and situated next to the Municipal Main Building.

#### **4.8.3 MAINTENANCE ACTIVITIES**

Maintenance activities at the cemetery include the following:

- a) Clearing of space;
- b) Mowing, edging, and blowing grass;
- c) Herbicides application and Litter picking;
- d) Tree pruning;
- e) Digging of graves as per bookings.

#### **Challenges**

1. Warmbaths cemetery is busy with a high rate of burials with an average of 432 burials on average per year. (Most deaths recently are due to the COVID-19 Pandemic);
2. The paupers' burials (burial of unknown persons) requests from Sector Departments;
3. The Municipality is gradually running out of burial space;
4. Theft and vandalism of tombstones and ablution facilities;
5. Rainy seasons leads to overgrowing of grass;
6. Inadequate fleet and equipment.

#### **Recommendations and interventions**

1. Identification of land for the development of a new cemetery in Pienaarsrivier and Bela-Bela Township as matter of urgency;
2. Security officers to be placed in all graveyards to curd theft and vandalism;
3. Construction of a crematorium to be fast-tracked;
4. Installation of high mast lights in all cemeteries which are solar operated.

#### 4.8.4 PARKS AND RECREATIONAL FACILITIES

Municipal parks and recreational facilities are used and enjoyed by members of the community and members. The Municipality should emphasise measures to protect and preserve the natural vegetation of parks and recreational facilities to control the use and enjoyment by members of the community.

The Municipality maintained the following parks Mabusela Street park, Leseding Park, Bulbulia street park, Grobler street park, Miles Street park, Oosthuizen Street park, Wood Packer (Town) park.

The Municipality had an obligation of taking care of the parks and hereunder are scheduled maintenance activities: Cutting and mowing of grass; Irrigation; Weed control; Litter picking, Pruning of trees; Laying of soil/compost/fertilizers.



Madiba Park



Ext 6 & 7 Park



Letlhabile Park



Piennarsrevier

### **Challenges**

- a) Most of our parks are not secured as a result their amenities are vandalised as people have unfettered access to the parks
- b) Trees and plants are stolen from the parks
- c) Water restrictions because of drought which leads to incapacity to irrigate

### **Recommendations**

- a) Installation of the security fence in all parks;
- b) Installation Access control gates;
- c) Installation of a functioning system to transport greywater to the identified facilities.

## **4.8.5 COMMUNITY HALLS**

Bela-Bela Municipality rents out the community halls to the community as part of revenue collection. Community halls are booked for various events such as funerals, wedding, church services, political gatherings and any other event that meet the municipal policy concerning bookings. However, the Municipality uses this venue for its meetings and other government stakeholders are allowed to use these public facilities.

The Municipality has and maintained the following 5 Community Halls:

- a) Spa Pak Community Hall
- b) Jinnah Park Community hall
- c) Bela-Bela Community Hall
- d) Multi-Purpose Center
- e) Pienaarsrivier Community Hall

**Scheduled maintenance activities:**

- a) Cleaning of the hall
- b) Litter picking
- c) Cutting of grass outside and the surrounding

**Multi-Purpose Center**



**4.8.6 SPORTS FIELDS, GROUNDS AND COURTS**

The Municipality has and maintained 13 Sports facilities

Bela-Bela high, SUNFA, Ext 6 ,Ext 8, Ponto, Khabele A, Khabele B, Masakhane A, Masakhane B, Pienaarsrivier, Rapotokwane, Moloto & Spa Park)

Concerning the Bela-Bela Sports Fields, it should be noted that seven of the ten are just ground sports fields and two with lawn pitches. Furthermore, it should be noted that the Municipality has the responsibility of maintaining the sports fields, however, there is a challenge of insufficient cleaning machinery such as Graders. The Municipality is currently depending on one grader to maintain both Roads and Municipal Sports Fields hence the delays and or non-adherence to the maintenance schedule which also lead to the outsourcing of the function.

**Scheduled maintenance activities are:**

- a) Cutting of lawn;
- b) Cutting of grass of surrounding areas;
- c) Litter control;
- d) Weed control;
- e) Line markings with lime;
- f) Irrigation;
- g) Laying of soil/compost/fertilizers and
- h) Grading of sports grounds

**Bela - Bela High Sports Field**



#### 4.8.7 COMMUNITY FACILITIES – TABLE: 38

Community Facilities Objectives Taken From IDP								
Service Objectives  Service Indicators (i)	OUTPUT		2018/19		2019/20		2020/21	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual
Community Halls	Cleaning of 5 Com Hall		5	5	5	5	5	5
Maintenance of Parks	Maintenance of 6 Parks		6	6	11	11	8	8
Maintenance of Sports Fields	Maintain 10 sports grounds		14	14	13	13	13	13
Cemeteries	Maintenance of Cemeteries		4	4	4	4	4	4

#### 4.9 INTRODUCTION TO WASTE MANAGEMENT (THIS SECTION TO INCLUDE: REFUSE COLLECTIONS, WASTE DISPOSAL, STREET CLEANSING AND RECYCLING

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

prevent pollution and ecological degradation;

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

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

protect health, wellbeing and the environment by providing reasonable measures for-

Minimising the consumption of natural resources.

Avoiding and minimising the generation of waste

Reducing, reusing, recycling and recovering waste.

Treating and safely disposing of waste as a last resort.

Preventing pollution and ecological degradation.

Securing ecologically sustainable development while promoting justifiable economic and social development.

Promoting and ensuring the effective delivery of waste services.

Remediating land where contamination presents or may present a significant risk of harm to health or the environment and

Achieving integrated waste management reporting and planning.

To ensure that people are aware of the impact of waste on their health, well- being and the environment.

To provide for compliance with the measures set out.

Generally, it gives effect to section 24 of the constitution to secure an environment that is not harmful to health and well-being.

The Municipality has an approved Integrated Waste Management Plan (IWMP), currently under review which has an optimum approach to waste management planning in terms of the resources allocation, time scheduling achievable targets and allocation of responsibilities.

The overall objective of this IWMP is to reduce the generation of waste and the environmental impact of all forms of waste, thereby ensuring sound socio-economic development, a healthy population and that the quality of environmental resources is no longer adversely affected by uncontrolled and uncoordinated waste management. The internationally accepted waste hierarchy approach for waste avoidance/reduction, reuse, recovery, treatment and disposal is adopted in the strategy.

The Municipality is offering efficient curbside collection programs for recyclables and engaging community participation, recycling programs also contribute to the overall wellbeing of a community. The amount of waste being sent to landfills can both be reduced

The saying that one man's trash is another man's treasure couldn't be true than in the case of recycling, these days there are growing opportunities for communities to earn money by selling their recyclable or their already recycled materials such as papers, plastic bottles and cans. With communities earning money and companies saving money, this is a recycling win-win.

#### 4.9.1 WASTE AND REFUSE REMOVAL ACHIEVEMENTS:

To comply with the requirements of Section 24 of the 1996 Constitution of Republic of South Africa, (NEMA) 107 of 1998 and Bela Local Municipality approved Integrated Waste Management Plan, which highlighted all the pivotal areas where the Municipality is responsible for Waste Management. During the 2020/2021 financial year, the Municipality collected waste from all formal settlements once per week per household which was at (Bela-Bela Town, Bela-Bela Township, Pienaarsrivier and Masakhane). The collection of waste was also done twice per week in business areas. Furthermore, it should be noted that apart from the collection of waste in the formalised areas, the Municipality could not ignore the informal settlements. The collection of waste was further extended to informal settlements through emptying of Mass Refuse Containers placed in different areas of the informal settlements. The Waste collection service in informal settlements covered Zuma, Koppewaii and Ext 8 & 9.

#### 4.9.2 KERBSIDE COLLECTION BY COMPACTOR TRUCK



#### 4.9.3 MASS REFUSE CONTAINERS AT PICK N PAY(BOSVELD MALL)



#### 4.9.4 LANDFILL SITE ENTRANCE



#### 4.9.5 LANDFILL DISPOSAL AREA (BEFORE)



#### 4.9.6 LANDFILL DISPOSAL AREA (AFTER)



#### **4.9.7 STREETS CLEANSING**



#### **4.9.8 ILLEGAL DUMPING SITES**

Due to the mushrooming of informal settlements in the municipal area, the Municipality is faced with the challenge of illegal dumping in some areas. For the Municipality to comply with the provisions of Section 24 of the Constitution of RSA the Municipality cleared the illegal dumping areas bi-weekly.

#### **4.9.9 ENVIRONMENTAL AWARENESS CAMPAIGNS**

The Municipality conducted 4 community awareness campaigns. Due to the COVID 19 outbreak restrictions, physical interaction with communities could not take place, therefore the Municipality came with a strategy of conducting awareness campaigns through social media, by writing media statements and posting them on the municipal Facebook page and also on the municipal website.

#### **4.9.10 WASTE MANAGEMENT AWARENESS CAMPAIGNS (WASTE MANAGEMENT)**

An awareness campaign was conducted to educate the community on waste management. The Municipality was concerned about the alarming rate at which household waste is disposed of by the public and littering resulting in illegal dumping areas in the township and some parts of town. Such behaviour has a negative long term environmental impact and also portrays a bad image of the town. The awareness campaign was conducted using media statements (facebook and the Municipal website), Municipalities statement of account and pamphlets.



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 Office of the Municipal Manager

**MEDIA STATEMENT**

For immediate release  
 08 September 2020

**MUNICIPAL WASTE MANAGEMENT**

According to Section 152(1) (d) of the Constitution of the Republic of South Africa, the Municipality has a mandate to promote a safe and healthy environment to its residents. The National Environmental Management: Waste Act 59 of 2008 came for effect reform of the law regulating waste management in order to protect health and the environment by providing reasonable measures for the prevention of pollution and ecological degradation and for securing ecologically sustainable development and to provide for national norms and standards for regulating the management of waste by all spheres of government.

Everyone has the constitutional right to have an environment that is not harmful to his or her health and to have the environment protected for the benefit of present and future generations through reasonable legislative and other measures that:

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

The Municipality is concerned with the alarming rate at which household waste is disposed by the public and littering resulting in illegal dumping areas in the township and some parts of town. Such behaviour have a negative long term environmental impact and it also portrays a bad image of our town.

Council has as a result adopted Solid Waste Management By-Law which is in the process of promulgation to prohibit unauthorised waste disposal and littering.

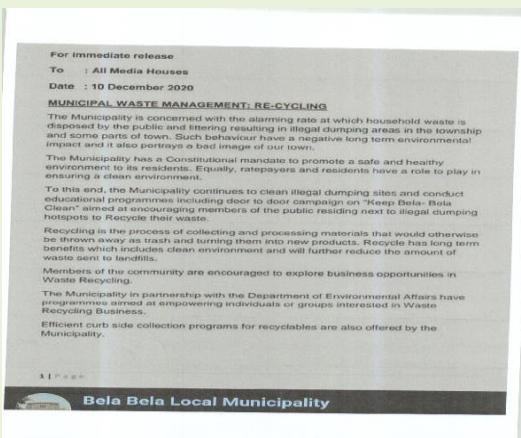
As much as the municipality is obligated to effect environmentally sound management, equally ratepayers and residents have a responsibility in this regard.

Members of the public are encouraged to explore economic benefits associated with **Reduce, Re-Use and Recycle** of waste that can create long term entrepreneurial and employment opportunities.



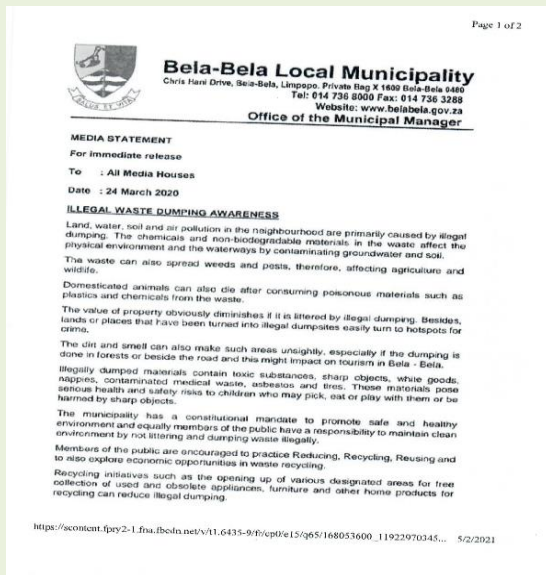
**4.9.11 ENVIRONMENTAL AWARENESS CAMPAIGN ( RECYCLING )**

An Environmental awareness campaign was conducted to educate the community on recycling. The awareness campaign was aimed at encouraging members of the community to recycle their waste. Recycling has long term benefit which includes a clean environment and will further reduce the amount of waste sent to the landfill. The awareness campaign was conducted using media statements (facebook and the Municipal website), Municipalities statement of account and pamphlets.



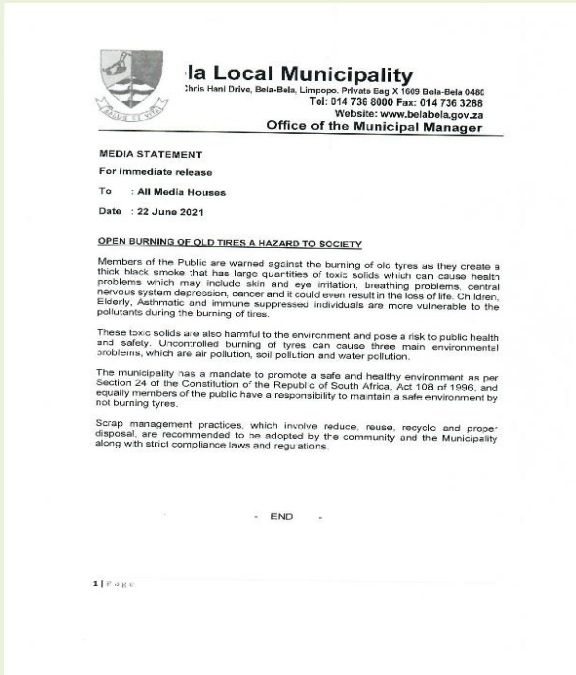
#### 4.9.12 ENVIRONMENTAL AWARENESS CAMPAIGN (ILLEGAL DUMPING SITES)

An Environmental awareness campaign was conducted to educate the community on illegal dumping sites. The awareness campaign was aimed at making the public aware of the land, water and soil pollution caused by illegal dumping sites. Illegal dumping materials also contain toxic substances like sharp objects, white goods, nappies, contaminated medical waste, asbestos and tires, which may pose serious health and safety risks to the community members, especially children. The members of the community were also encouraged to practice the three R's which are Reduce, Reuse and Recycle. The awareness campaign was conducted using media statements through (facebook and the Municipal website), Municipalities statement of account and pamphlets.



#### 4.9.13 ENVIRONMENTAL AWARENESS CAMPAIGN( BURNING OF SCRAP TIRES)

An Environmental awareness campaign was conducted to educate the community on the burning of scrap tires. The awareness campaign was aimed at making the public aware of the dangers of burning old tyres as this can have a long term effect on the environment which are land, water and soil pollution and also causing health problems which include respiratory problems. The community was encouraged to practice scrap tire management practice which involves reducing, reusing, recycle and proper disposal. The awareness campaign was conducted using media statements (facebook and the Municipal website), Municipalities statement of account and pamphlets.



#### 4.9.14 WASTE COMPLAINTS MANAGEMENT

The Municipality had developed a complaints management register. The Municipality registered all complaints received from community members and other stakeholders as well as all complaints identified by municipal officials. All complaints reported in either way were attended to within 48 hours upon receipt.

#### 4.9.15 WASTE MANAGEMENT INITIATIVES

In cognizance of the challenges of a high rate of unemployment, the Municipality came up with waste management initiatives whereby the community can make use of recyclable material to create commodities that can be sold to make money and support their own families or create jobs for other community members

#### 4.9.16 WASTE MANAGEMENT INITIATIVES (KEEP BELA BELA CLEAN CREATIVE ARTS INITIATIVE -CARNIVAL)

On 29 October 2020, the Municipality embarked on “Keep Bela-Bela clean initiatives” which focused on educating schools about the triple R’s. Six(6) x Eco Primary Schools(i.e Jinnah Park, Spa Park, Kgabele, Mmampatile , Mamakwa and Albert Luthuli were given a theme on Triple R’s to enable learners to creatively

compose edutainment activities on several activities as a way of enhancing the support to be given to the recycling activities in the municipal era.

Namely:-

- To incorporate the recycling activities in the school curriculum
- To emphasise the importance of school environmental management
- To participate in school recycling initiatives



#### 4.9.17 WASTE MANAGEMENT INITIATIVES (TYRE RECYCLING INITIATIVE)

A community member based in Bela-Bela Township has come up with waste minimization and recycling initiative by starting a food garden project using old scrap tires and disposable cups. Because there is no land for this community member, he is using his backyard for the food garden. This waste management initiative assists the Municipality in ensuring that tires are not being disposed of in the landfill site as they fall under hazardous waste material. He collects scrap tires from the landfill site and disposable cups from formal food establishments and reuses these materials for planting vegetable crops. He also uses animal waste as manure to grow the plants inside the scrap tires and the disposable cups. Once the crops have grown and are ready, he sells them to the community. Below are the pictures of the project:



#### 4.9.18 CHALLENGES

The Municipality is experiencing an increase in the number of illegal dumping areas. There is also a shortage of mass refuse containers to be used at illegal dumps and for rental to businesses and to the community.

The Municipality has only 1 permitted landfill site which has a lifespan of 6 years remaining, furthermore the landfill site is not accessible during rainy days. With regard to waste collection, it should be noted that most households are using 85l waste bins which are not able to handle the amount of waste generated. Other households use receptacles without handles (e.g bathtubs and buckets) which pose danger to workers

Due to the new demarcation of boundaries conducted during the 2005/2006 financial year Rapotokwane (Kwa – Litho) was transferred from Mpumalanga province to Limpopo Province within Bela-Bela municipal jurisdiction. Rapotokwane is a rural area situated about 80km from the Bela-Bela landfill site and is currently not serviced in terms of waste management.

Absence of a recycling infrastructure will enable separation of waste at source and diversion of waste streams to material recovery and buy back facilities.

A growing population and economy, which means increased volumes of waste generated. This puts pressure on waste management facilities, which are already in short supply.

#### 4.9.19 SOLID WASTE SERVICE DELIVERY – TABLE:39

Solid Waste Service Delivery Levels				
Description	Actual	Actual	Actual	Actual
	No.	No.	No.	No.
Solid Waste Removal: (Minimum level)				
Removed at least once a week	10005	9779	9189	9294
Minimum Service Level and Above sub-total	10005	9779	9189	9294

Minimum Service Level and Above percentage	100%	100%	100%	100%
Solid Waste Removal: (Below minimum level)				
Removed less frequently than once a week	0	0	0	0
Using communal refuse dump	0	0	0	0
Using own refuse dump	0	0	0	0
Other rubbish disposal	0	0	0	0
No rubbish disposal	0	0	0	0
Below Minimum Service Level sub-total	0	0	0	0
Below Minimum Service Level percentage	0%	0%	0%	0%
Total number of households	10005	9779	9189	9294

**4.9.20 HOUSEHOLDS - SOLID WASTE SERVICE DELIVERY LEVELS BELOW THE MINIMUM  
- TABLE:40**

Households - Solid Waste Service Delivery Levels below the minimum						
Description	2016/17	2017/18	201/19	2020/21		
	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual
Formal Settlements						
Total households	0	0	0	0	0	0
Households below minimum service level						
The proportion of households below minimum	%	%	%	%	%	%

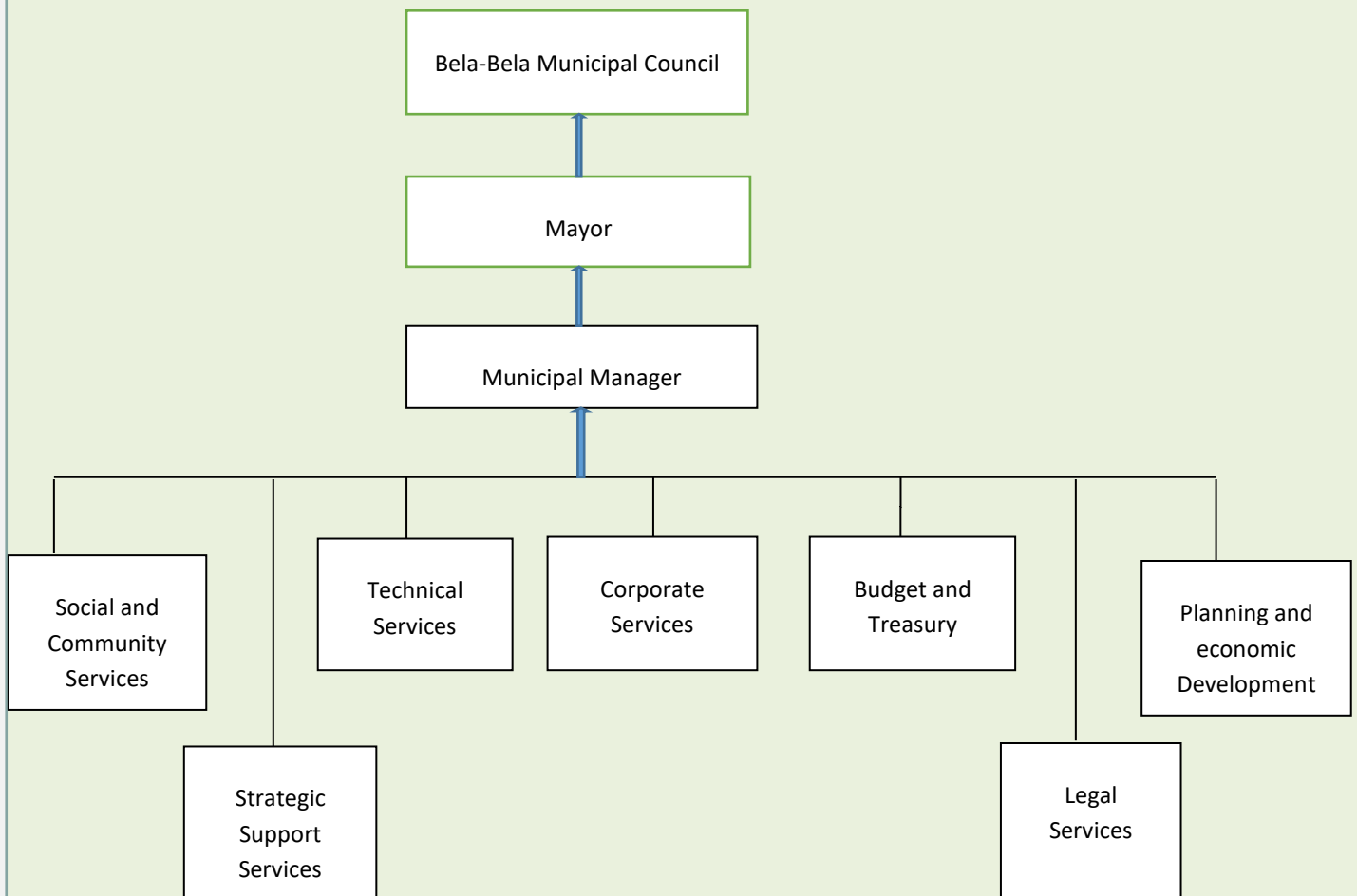
Informal settlements						
Total households						
Households below minimum service level						
The proportion of households below minimum	%	%	%	%	%	%

## CHAPTER 5 – ORGANISATIONAL DEVELOPMENT PERFORMANCE

### 5. INTRODUCTION ORGANISATIONAL DEVELOPMENT PERFORMANCE

The Municipality had a staff compliment of 370 as provided in the revised Organogram. The municipal organogram makes provision for a Municipal Manager, five Senior Managers (Head of Departments), and three additional Managers which is the Manager Legal Services, Manager PMU and Manager Strategic Support Services. Furthermore, the organogram also make provision for 21 Middle Managers (Divisional Heads)

Figure: 1



## 5.1 INTRODUCTION TO THE MUNICIPAL PERSONNEL

### EMPLOYEE TOTALS, TURNOVER AND VACANCIES

Section 66 of the MSA, requires the Municipality through the Office of the Municipal Manager within the Policy Framework as determined by the Municipal Council subject to any applicable legislation to develop a staff establishment for the Municipality which subsequently led to the appointment of personnel as per the Council approved organizational structure. It is in light of the above that the Municipality managed to appoint 346 permanent staff members and 10 contract employees during the 2020/2021 financial year. It should further be noted that although most posts were advertised in an attempt to reduce the vacancy rate some of the positions could not be filled due to financial constraints. The tables below provide details of employee totals, vacancy rate and staff turnover.

#### 5.1.1 TOTAL NUMBER OF EMPLOYEES – TABLE:41

Employees					
Description	2020/2021	2020/2021			
	Approved Posts	Approved Posts	Appointed Employees	2020/2021 Variance	2020/2021 Variance
	No.	No.	No.	No.	%
Water	49	60	33	27	45%
Waste Water (Sanitation)	47	45	27	18	40%
Electricity	59	63	32	31	49.2%

<b>Employees</b>					
<b>Description</b>	<b>2020/2021</b>	<b>2020/2021</b>			
	<b>Approved Posts</b>	<b>Approved Posts</b>	<b>Appointed Employees</b>	<b>2020/2021 Variance</b>	<b>2020/2021 Variance</b>
	No.	No.	No.	No.	%
Waste Management	79	80	42	38	47.5%
Housing	11	11	3	8	73%
Waste Water (Storm water Drainage)	24	27	12	15	55.5%
Roads	25	25	10	15	60%
Transport/Fleet Management	6	9	5	4	44.4%
Planning	11	13	5	8	61.5%
Local Economic Development	7	8	4	4	50%
Planning (Strategic & Regulatory)	11	2	2	0	0%
Community & Social Services	7	2	1	1	50%

<b>Employees</b>					
<b>Description</b>	<b>2020/2021</b>	<b>2020/2021</b>			
	<b>Approved Posts</b>	<b>Approved Posts</b>	<b>Appointed Employees</b>	<b>2020/2021 Variance</b>	<b>2020/2021 Variance</b>
	No.	No.	No.	No.	%
Protection & Emergency	41	43	33	10	23
Parks, Sport and Recreation	79	79	50	29	36.7%
Corporate, Budget, MM, Audit and Other	166	167	111	56	33.5%
<b>Totals</b>	<b>622</b>	<b>634</b>	<b>370</b>	<b>264</b>	<b>42%</b>

**5.1.2 VACANCY RATE – TABLE: 42**

<b>VACANCY RATE 2020/2021</b>		
<b>Designations</b>	<b>*Total Approved Posts</b>	<b>*Variances (Total time that vacancies exist using full-time equivalents)</b>
	No.	No.
Municipal Manager	1	1

VACANCY RATE 2020/2021		
Designations	*Total Approved Posts	*Variances (Total time that vacancies exist using full-time equivalents)
CFO	1	0
Firefighters	Function of WDM	Function of WDM
Other Management: Levels 1-3 (excluding Finance Posts)	39	6
Senior Management: Levels 1-3 (Finance posts)	14	5
Highly Skilled Supervision: Levels 4-6 (excluding Finance posts)	82	39
Highly Skilled Supervision: Levels 4-6 (Finance posts)	23	11
Total	160	61
Total	160	61

### 5.1.3 TURNOVER RATE – TABLE: 43

Turn-over Rate			
Details	Total appointments as of beginning of Financial Year	Terminations during the Financial Year	Turn-over Rate%
	No.	No.	
2020/2021	389	23	5.9 %

### 5.1.4 COMMENT ON VACANCIES AND TURNOVER:

During the 2020/2021 financial year, the Municipality had 23 terminations of services. The terminations were due to the following reasons: 9 reached retirement age 9 death cases and 5 resignations.

### 5.1.5 APPROVED POLICIES – TABLE: 44

During the 2020/2021 financial year, the Municipality had 23 terminations of services. The terminations were due to the following reasons: 9 reached retirement age 9 death cases and 5 resignations.

No	Policy Name	Status
1	Recruitment and Selection Policy	Approved
2	Staff Retention Policy	Approved
3	Overtime Policy	Approved
4	Training Policy	Approved
5	HIV AIDS Policy	Approved

No	Policy Name	Status
6	Occupational Health and Safety Policy	Approved
7	Code of Conduct	Approved
8	Travelling Allowance Policy	Approved
9	Stand-by Allowance	Approved
10	Cell phone Allowance	Approved
11	Dress Code Policy	Approved
12	Bereavement Policy	Approved
13	Employment Equity	Approved
14	Disciplinary Code and Procedure Policy	Approved
15	Long service Recognition Policy	Approved
16	Scarce Skills Policy	Approved
17	EAP Policy	Approved

#### **5.1.6 INJURY ON DUTY AND SICK LEAVES**

Bela-Bela Local Municipality developed and approved the Occupational Health and Safety Policy as guided by the provisions of the OHS Act No 85 of 1993. The policy is aimed at giving effect to the provisions of the OHS Act which requires the Municipality to ensure that all employees and other people who are in any of the premises of the Municipality are safe and the environment is conducive for employees to perform their duties. Although there are policies in place, it should be noted that no institution is risk-free hence always striving to mitigate and prevent the risks. With all the efforts of avoiding risks, there are some accidents such as injuries

occurring while performing official duties. Table 45 below depicts the details of the injuries that occurred during the financial year under review:

**5.1.7 NUMBER AND COST OF INJURIES ON DUTY 2020/2021 – TABLE:45**

Number and Cost of Injuries on Duty 2020/2021						
Type of injury	Injury Leave Taken	Employees using injury leave	Average injury leave taken per employee	Average Injury Leave per employee	Total Estimated Cost	
	Days	No.	%	Days	R'000	
Required basic medical attention only	0	0	0	0	0	
Temporary total disablement	250	1	67.5%	0.67	R 196 515.00	
Permanent disablement	0	0	0	0	0	
Fatal	0	0	0	0	0	
<b>Total</b>	<b>250</b>	<b>0</b>	<b>67.5%</b>	<b>0.67</b>	<b>R 196 515.00</b>	
Number of days and Cost of Sick Leave (excluding injuries on duty)						
Salary band	Total sick leave	The proportion of sick leave without medical certification	Employees using sick leave	Total employees in post*	*Average sick leave per Employee	Estimated cost

	Days	%	No.	No.	Days	R' 000
Senior management (Levels 0-2)	5	1	1	21	0.23	10 220.84
Highly skilled supervision (Levels 3-5)	36	0	5	48	0.75	56 197.65
Highly skilled production (levels 6-8)	16	1	3	56	0.28	21 462.76
Skilled (levels 9-12)	35	0	3	72	0.48	23 541.87
Lower skilled(Levels 13-15)	386	3	35	167	2.20	213 523.62
MM and S56	0	0	0	6	0	0
Total	478	5	47	370	3.94	324 949 .74
* - Number of employees in post at the beginning of the year						
*Average calculated by taking sick leave in column 2 divided by total employees in column 5						

#### 5.1.8 COMMENT ON INJURY AND SICK LEAVE:

For the financial year under review, 250 injury leave days were taken by 1 employee who was injured on duty. Awareness campaigns and employee wellness programmes have been initiated and conducted by the Municipality to alert employees on how to avoid health hazards. Capacity building was also identified as a means of reducing injuries on duty. The table above provides details of injuries on duty and the sick leave days taken during the 2020/2021 financial year.

### 5.1.9 NUMBER OF DISCIPLINARY / MISCONDUCT CASES AND STATUS – TABLE:46

No:	Number of Employees	NATURE OF THE ALLEGED MISCONDUCT	DATE OF SUSPENSION	DETAILS OF THE DISCIPLINARY HEARING: STATUS OF THE CASE	DATE FINALISED
1.	3	Fraud & Corruption	05 February 2020	All matters Finalized	October 2020
2.	3	Gross negligence and failure to perform tasks and responsibilities diligently	One official was not suspended however was charged and two suspended on: 19 February 2020	Two matters not finalized and one was closed on the 26 <sup>th</sup> August 2020 due to the passing the affected employee	Two is on going
3.	7	Incitement	March 2021	Matter not finalized	N/A

#### 5.1.10 COMMENT ON SUSPENSIONS AND CASES OF FINANCIAL MISCONDUCT:

The Municipality adheres strictly to the provisions of the Disciplinary Code, the Collective Agreement and the Labour Relations Act 66 of 1995. The table above depicts only the disciplinary case in place for the year 2020/2021 financial year.

## 5.2 CAPACITATING THE MUNICIPAL WORKFORCE

Section 68 (1) of the Local Government Municipal System Act No: 32 of 2000, requires municipalities to develop their human resource capacity to a level that enables them to perform their functions and exercise their powers in an economical, effective, efficient and accountable way. For the Municipality to comply with the above-mentioned act, the Municipality had developed the 2020/2021 Work Skills Plan (WSP) which was submitted to the Local Government Sector Education Training Authority (LGSETA). The Municipality implements its WSP throughout the year to ensure workforce capacity development. Though the Municipality is required to train its employees and councillors, the Municipality has also focused on initiating training of community members

through different groups. The table below depicts the details of training programmes offered during the financial year under review.

**5.2.1 SKILLS MATRIX –TABLE: 47**

SKILLS MATRIX							
Management level	Gender	Number of skilled employees trained by 30 June 2021					
		Learnership		Skills programmes & another short course		Other forms of training	
		Actual 30 June 2021	Target	Actual 30 June 2021	Target	Actual 30 June 2021	Target
Mayor and Councilor's	Female	1	6	0	7	0	0
	Males	2	10	0	10	0	0
MM and S57	Female	0	2	0	2	0	0
	Males	0	2	0	5	0	0
Technicians and trade workers	Female	0	0	0	1	0	0
	Males	0	0	0	8	0	0
Professionals	Female	0	2	0	1	0	0
	Males	0	3	0	1	0	0
Community	Female	0	0	1	11	0	0

SKILLS MATRIX							
Management level	Gender	Number of skilled employees trained by 30 June 2021					
		Learnership		Skills programmes & another short course		Other forms of training	
		Actual 30 June 2021	Target	Actual 30 June 2021	Target	Actual 30 June 2021	Target
and personal service workers	Males	0	0	3	14	0	0
Clerical and administrative workers	Females	6	6	0	10	0	0
	Males	4	4	0	7	0	0
Machine Operators and Drivers	Females	0	4	0	0	0	0
	Males	0	36	0	3	0	0
Skilled Agricultural, Forestry, Fishery, Craft and Related Trades Workers	Females	0	0	0	2	0	0
	Males	0	0	0	11	0	0
Elementary Occupations	Females	0	22	0	42	0	0
	Males	0	27	0	55	0	0

SKILLS MATRIX							
Management level	Gender	Number of skilled employees trained by 30 June 2021					
		Learnership		Skills programmes & another short course		Other forms of training	
		Actual 30 June 2021	Target	Actual 30 June 2021	Target	Actual 30 June 2021	Target
<b>Total Trained as 30 June 2021</b>	<b>Females</b>	<b>8</b>					
	<b>Males</b>	<b>9</b>					

### 5.3 INTRODUCTION TO INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) SERVICES

The purpose of Information and Communication Technology (ICT) is to enable the Public Service in its service delivery quest. The ICT House of Values depicts the values and key focus areas of ICT service delivery. These objectives, principles, values and key focus areas inform the acquisition, management and use of ICT. ICT Governance is one of the key performance areas as indicated in the 2020/2021 Bela-Bela Municipality's SDBIP. This accountability enables the Institution to align the delivery of ICT services with the strategic and business goals of the Institution.

During 2020/2021 Financial Year (FY), Bela-Bela Local Municipality ICT division has conducted ICT Steering committee meetings to ensure effective and efficient management of ICT resources and processes to facilitate the achievement of Municipal goals and objectives as stipulated in the Municipal Finance Management Act (MFMA) No 56 of 2003. The table below depicts details of Steering Committee meetings held during 2020/2021 FY.

### 5.3.1 ICT STEERING COMMITTEE MEETINGS – TABLE:48

ICT STEERING COMMITTEE MEETINGS WERE HELD AS FOLLOWS:	
DATE	VENUE
30 September 2020	Virtual Zoom
15 November 2020	Virtul Zoom
15 February 2021	Virtual Zoom
21 June 2021	Virtual Zoom

The Information Communication and Technology (ICT) Governance Framework guides the organizational accountability and responsibilities concerning the ICT functions and its operations as per the Corporate Governance of ICT Policy Framework and the Public Service Act. The ICT Division has the responsibility to develop, implement and review ICT policies to comply with the ICT Governance Framework and Standards Procedures and to adapt to the technological changes of the ICT infrastructure.

The lack of an ICT governance framework can result in a fragmented approach to the implementation and adherence to policies, standards and unlocking the value that ICT could contribute to business enablement, hence it is of vital importance to continuously develop and review policies that will give effect to different pieces of legislation guiding the usage of ICT in the Public Sector inclusive of Municipalities. It is in light of the above that Bela-Bela Local Municipality developed and reviewed its ICT Policies. Below are the details of the ICT Policies developed, reviewed and approved by the Municipal Council for implementation during the financial year under review (2020/2021 FY).

ICT Helpdesk Procedure Policy  
ICT Patch Management Policy  
ICT Management Framework

ICT Charter  
 ICT Continuity Management  
 ICT Disaster Recovery Policy  
 ICT Usage  
 ICT Change Management Policy

**5.3.1.1 WEBSITES**

Section 21B of the Local Government Municipal Systems Act (MSA) No 32 of 2000 requires Municipalities to establish official Municipal Website depending on its affordability, the Municipality is further expected to place on the Municipal Website information required to be made public in terms of the MSA and the Local Government Municipal Finance Management Act (MFMA) No 56 of 2003

Municipal Website: Content and Currency on Material	
Documents published on the Municipality's Website	Yes/No
Current annual and adjustments budget and all budget-related documents	Y
All current budget-related policies	Y
The previous Annual Report (2020/2021)	Y
All current performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act no 32 of 2000	Y
All service delivery agreements 2020/2021	N/A
All long term borrowing contracts 2020/2021	N/A
All supply chain management contracts above a prescribed value give the value for 2020/2021 FY	N/A
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 2020/2021 FY	Y

Municipal Website: Content and Currency on Material	
Documents published on the Municipality's Website	Yes/No
Contracts agreed in 2020/2021 to which subsection (1) of Section 33 applies, subject to subsection (3) of that section	N/A
All quarterly reports tabled in Council in terms of Section 52 of the Municipal Finance Management Act no 56 of 2003 during 2020/2021 Financial Year	Y

### 5.3.1.2 COMMENT MUNICIPAL WEBSITE CONTENT AND ACCESS

In terms of Section 75 of the Municipal Finance Act, No 56 of 2003, the Accounting Officer of a Municipality is expected to place on the municipal website referred to in section 21 of the Local Government Municipal Systems Act No 32 of 2000 information as may be required and prescribed by the above-mentioned Acts. It is in this regard that Bela-Bela Local Municipality established its website which is regularly updated.

### 5.3.2 ICT HUMAN RESOURCE STATISTICS

In terms of Section 67 (1) (a)- (K) of the Local Government Municipal Systems Act (MSA) No 32 of 2000, human resource development must ensure fair, efficient, effective and transparent personnel administration amongst others –

- a) *The recruitment, selection and appointment of persons as staff members,*
- b) *Service conditions of staff*

In terms of the section stated above and Section 66 of the MSA No 32 of 2000, the Municipal Manager established the ICT Division and appointed staff thereof, and further determined the conditions of service. The table below depicts the details of the Human Resource statics for the ICT Division.

**Table:49 below depicts the details of the Human Resource statics for the ICT Division.**

Job Level	Number of employees	Number of posts approved	Number of posts filled	Vacancies
Level 1	1	1	1	0
Level 3	1	2	1	1
Level 4	1	2	1	1
Level 6	0	2	0	2

## **CHAPTER 6**

### **6 ANNUAL PERFORMANCE SCORECARD REPORT FOR THE 2020/2021 FINANCIAL YEAR**

Bela-Bela Local Municipality established Performance Management Systems (PMS) as guided by Section 38 of the Local Government Municipal Systems Act, No 32 of 2000. As required by the above mentioned Act the established PMS commensurate with the resources of the Municipality, its circumstances and is also in line with the priorities, objectives, indicators and targets contained in its Integrated Development Plan (IDP). Furthermore, the Municipality set appropriate key performance indicators as a yardstick for measuring the 2020/2021 performance. The set indicators also outlined the outcomes and impact concerning the Municipality's developmental priorities and objectives as set out in the Approved 2020/2021 Integrated Development Plan (IDP).

Emanating from 2020/2021 Approved IDP and budget, the Municipality developed an SDBIP which organizational scorecard providing a strategic direction on how will the organization implement and account for the budget, developmental objectives and priorities approved for the financial year under review. The Municipality also established the process of regular reporting to Council and to communities, whereby Management, Audit Performance Committee, and the Mayor tabled quarterly Service Delivery and Budget Implementation Plan performance reports. The Municipality also complied with the provisions of Section 46 of the Local Government Municipal Systems Act by compiling the 2020/2021 Annual Performance Report which was submitted to the Auditor General as required by Section 45 of the Local Government Municipal Systems Act No 32 of 2000.

#### **AUDITOR-GENERAL REPORT FOR 2020/2021 FINANCIAL YEAR**

Bela-Bela Local Municipality complied with the provisions of Section 125 of MFMA and Section 45 of MSA of 2000 by compiling and submitting both the 2020/21 Annual Performance Report and the 2020/2021 Annual Financial Statements. Both the 2020/2021 Annual Performance Report and 2020/2021 Annual Financial Statements were submitted to the Auditor General for auditing by the Auditing as per regulation

#### **2020/21 ANNUAL PERFORMANCE REPORT - ANNEXURE A**

#### **2020/21 AUDITED ANNUAL FINANCIAL STATEMENT - ANNEXURE B**

#### **2020/21 AUDITOR-GENERAL REPORT - ANNEXURE C**

**STATUTORY ANNUAL REPORT PROCESS – TABLE: 50**

No.	Activity	Timeframe
1	Consideration of next financial year's Budget and IDP process plan. Except for the legislative content, the process plan should confirm in-year reporting formats to ensure that reporting and monitoring feed seamlessly into the Annual Report process at the end of the Budget/IDP implementation period.	July
2	Implementation and monitoring of approved Budget and IDP commences (In-year financial reporting).	
3	Finalize 4 <sup>th</sup> quarter Report for the previous financial year	
4	Submit the Draft 2020/2021 Annual Report to Internal Audit and Auditor-General	
5	Audit/Performance committee considers Annual Performance Report of the Municipality	August
6	Municipality submits Annual Performance Report including consolidated Annual Financial Statements to Auditor General.	
8	Auditor General assesses Draft Annual Report including consolidated Annual Financial Statements and Performance data	September - October
9	The Municipality receives the Auditor General findings and began to address the Auditor General's comments	November
10	Mayor tables Annual Report and audited Financial Statements to Council complete with the Auditor-General's Report	
14	Audited Annual Report is made public and representation is invited	
15	Oversight Committee assesses Annual Report	
16	Council adopts Annual and Oversight report, Publicise both reports and Submitted to the relevant provincial and national sector departments	December
19	Commencement of draft Budget/ IDP finalization for next financial year. Annual Report and Oversight Reports being used as input.	January

## 6.1 COMMENT ON THE ANNUAL REPORT PROCESS

In terms of Section 127 (2) of the Local Government Municipal Finance Management Act No 56 of 2003, the Mayor of the Municipality must within seven months after the end of the year, the table in the Municipal Council the Annual Report of the Municipality and any Municipal Entity under the Municipality's sole or shared control. To comply with the provisions of the above-mentioned Act, Bela-Bela Local Municipality established a process of compiling the 2020/2021 Annual Report. The process began with the adoption of the National Treasury Circular 11 and 63 which provides guidance on how and when to compile and to submit the Annual Report. It should be noted that the requirements of the two circulars complement each other hence both applied in the compilation of the 2020/2021 Annual Report of the Municipality.

Over and above, the compilation of the 2020/2021 Annual Report as per the above mentioned National Treasury Circulars allow the Municipality to provide more and comprehensive information on the activities and decisions made by the Municipality during the financial year under review.

Furthermore, the Municipality adhered to the timeliness on the compilation of the Annual Report to provide more range of information on the challenges, successes and the overall performance of the Municipality. The information assists the new planning cycle for the 2020/2021 Financial Year. The Municipality also compiled the 2020/2021 four quarterly performance reports in line with the Approved 2020/2021 IDP, Approved 2020/2021 Service Delivery and Budget Implementation Plan (SDBIP) and the Approved 2020/2021 Budget, which formed the basis of the 2020/2021 Annual Performance Report which was compiled and submitted to the relevant sector departments on the 31<sup>st</sup> August 2021.

## 6.2 TABLE:51 2020/2021 AUDIT ACTION PLAN

<b>Accessibility indicators</b>	Explore whether the intended beneficiaries are able to access services or outputs.
<b>Accountability documents</b>	Documents used by executive authorities to give “full and regular” reports on the matters under their control to Parliament and provincial legislatures as prescribed by the Constitution. This includes plans, budgets, in-year and Annual Reports.
<b>Activities</b>	The processes or actions that use a range of inputs to produce the desired outputs and ultimately outcomes. In essence, activities describe “what we do”.
<b>Adequacy indicators</b>	The quantity of input or output relative to the need or demand.
<b>Annual Report</b>	A report is to be prepared and submitted annually based on the regulations set out in Section 121 of the Municipal Finance Management Act. Such a report must include annual financial statements as submitted to and approved by the Auditor-General.
<b>Approved Budget</b>	The annual financial statements of a Municipality as audited by the Auditor General and approved by a council or a provincial or national executive.
<b>Baseline</b>	The current level of performance that a Municipality aims to improve when setting performance targets. The baseline relates to the level of performance recorded in a year prior to the planning period.
<b>Basic municipal service</b>	A municipal service is necessary to ensure an acceptable and reasonable quality of life to citizens within that particular area. If not provided it may endanger the public health and safety or the environment.
<b>Budget year</b>	The financial year for which an annual budget is to be approved – means a year ending on 30 June.
<b>Cost indicators</b>	The overall cost or expenditure of producing a specified quantity of outputs.
<b>Distribution indicators</b>	The distribution of capacity to deliver services.
<b>Financial Statements</b>	Includes at least a statement of financial position, statement of financial performance, cash-flow statement, notes to these statements and any other statements that may be prescribed.
<b>General Key performance indicators</b>	After consultation with MECs for local government, the Minister may prescribe general key performance indicators that are appropriate and applicable to local government generally.
<b>Impact</b>	The results of achieving specific outcomes, such as reducing poverty and creating jobs.
<b>Inputs</b>	All the resources that contribute to the production and delivery of outputs. Inputs are “what we use to do the work”. They include finances, personnel, equipment and buildings.
<b>Integrated Development Plan (IDP)</b>	Set out municipal goals and development plans.
<b>National Key performance areas</b>	<ul style="list-style-type: none"> <li>• Service delivery &amp; infrastructure</li> <li>• Local Economic development</li> <li>• Municipal transformation and institutional development</li> <li>• Financial viability and management</li> <li>• Good governance and community participation</li> <li>• Spatial Rational</li> </ul>
<b>Outcomes</b>	The medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. Outcomes should relate clearly to an institution's strategic goals and objectives set out in its plans. Outcomes are “what we wish to achieve”.
<b>Outputs</b>	The final products, or goods and services produced for delivery. Outputs may be defined as “what we produce or deliver”. An output is a concrete achievement (i.e. a product such as a passport, an action such as a presentation or immunization, or a service such as processing an application) that

	contributes to the achievement of a Key Result Area.
<b>Performance Indicator</b>	Indicators should be specified to measure performance in relation to input, activities, outputs, outcomes and impacts. An indicator is a type of information used to gauge the extent to which output has been achieved (policy developed, presentation delivered, service rendered)
<b>Performance Information</b>	Generic term for non-financial information about municipal services and activities. Can also be used interchangeably with performance measures.
<b>Performance Standards:</b>	The minimum acceptable level of performance or the level of performance that is generally accepted. Standards are informed by legislative requirements and service-level agreements. Performance standards are mutually agreed on criteria to describe how well work must be done in terms of quantity and/or quality and timeliness, to clarify the outputs and related activities of a job by describing what the required result should be. In this EPMDS performance standards are divided into indicators and the time factor.
<b>Performance Targets:</b>	The level of performance that municipalities and their employees strive to achieve. Performance Targets relate to current baselines and express a specific level of performance that a Municipality aims to achieve within a given time period
<b>Service Delivery Budget Implementation Plan</b>	The detailed plan was approved by the mayor for implementing the Municipality's delivery of services; including projections of the revenue collected and operational and capital expenditure by vote for each month. Service delivery targets and performance indicators must also be included.
<b>Vote:</b>	One of the main segments into which a budget of a Municipality is divided for the appropriation of money for the different departments or functional areas of the Municipality. The Vote specifies the total amount that is appropriated for the purpose of a specific department or functional area. Section 1 of the MFMA defines a "vote" as: <i>a) one of the main segments into which a budget of a Municipality is divided for the appropriation of money for the different departments or functional areas of the Municipality; and</i> <i>b) which specifies the total amount that is appropriated for the purposes of the department or functional area concerned</i>

## APPENDICES

### APPENDIX A – COUNCILLORS; COMMITTEE ALLOCATION AND COUNCIL ATTENDANCE

Section 18 (1) of the Local Government Municipal Structures Act No 117 of 1998 indicates that Municipalities must have Municipal Councils which consists of a number of Councillors determined by the MEC for Local Government in the Province. Sub-section 2 of the Act further indicates that a Municipal Council must meet at least quarterly, however, it should be noted that Bela-Bela Local Municipality held Council meetings quarterly as per the Council approved schedule of meetings, furthermore, Special Council meetings were also held as and when necessary. Table 51 below depicts the number of Council and Subcommittee meetings held and the attendance by each Councillor.

NAME OF COUNCILLOR	FULL TIME/PART-TIME	PARTY REPRESENTATIVE	NO OF COUNCIL MEETINGS SCHEDULED	NO OF COUNCIL MEETINGS ATTENDED	% OF ATTENDANCE	NO OF SUBCOMMITTEE MEETINGS SCHEDULED	NO OF SUBCOMMITTEE MEETINGS ATTENDED	% OF ATTENDANCE
CLLR NGOBENI MJ	Full time	ANC	10	10	100%	11	04	36%
CLLR MOELETSI RZ	Full time	ANC	10	10	100%	Not assigned to attend Subcommittees	Not assigned to attend Subcommittees	Not assigned to attend Subcommittees
CLLR LEDWABA MH	Full time	ANC	10	06	60%	11	04	36%
CLLR HLUNGWANE FS	Part time	ANC	10	05	50%	11	03	27%
CLLR MALULEKA SE	Part time	ANC	10	10	100%	11	06	55%
CLLR MASEMOLA TR	Part time	DA	10	03	30%	11	03	27%
CLLR SEALE SD	Part time	EFF	10	10	100%	11	10	90%

NAME OF COUNCILLOR	FULL TIME/ PART-TIME	PARTY REPRESENTATIVE	NO OF COUNCIL MEETINGS SCHEDULED	NO OF COUNCIL MEETINGS ATTENDED	% OF ATTENDANCE	NO OF SUBCOMMITTEE MEETINGS SCHEDULED	NO OF SUBCOMMITTEE MEETINGS ATTENDED	% OF ATTENDANCE
CLLR MALETE YMS	Part time	ANC	10	10	100%	11	10	90%
CLLR MODIMOLALR	Part time	ANC	10	10	100%	Not assigned to attend Subcommittees	Not assigned to attend Subcommittees	Not assigned to attend Subcommittees
CLLR APHANE MP	Part time	ANC	10	07	70%	11	03	27%
CLLR SHIKA MA	Part time	ANC	10	08	80%	11	07	64%
CLLR MOTHOKWAKF	Part time	DA	10	10	100%	11	07	64%
CLLR SENOSHAMD	Part time	DA	10	10	100%	Not assigned to attend Subcommittees	Not assigned to attend Subcommittees	Not assigned to attend Subcommittees
CLLR MAKHUBELAMJ	Part-time	BRA	10	10	100%	Not assigned to attend Subcommittees	Not assigned to attend Subcommittees	Not assigned to attend Subcommittees
CLLR MOSWEOUAR	Part time	EFF	10	10	100%	11	07	64%
CLLR RAS MN	Part	DA	10	10	100%	11	04	36%

NAME OF COUNCILLOR	FULL TIME/ PART-TIME	PARTY REPRESENTATIVE	NO OF COUNCIL MEETINGS SCHEDULED	NO OF COUNCIL MEETINGS ATTENDED	% OF ATTENDANCE	NO OF SUBCOMMITTEE MEETINGS SCHEDULED	NO OF SUBCOMMITTEE MEETINGS ATTENDED	% OF ATTENDANCE
	time							
CLLR KRUGER HJL	Part time	DA	10	4	40%	11	2	18%
CLLR MANAME B	Part time	ANC	10	09	90%	11	11	100%

## APPENDIX B – COMMITTEES AND COMMITTEE PURPOSES

Section 79 of the Local Government Municipal Structures Act No 117 of 1998 requires Municipal Councils to establish one or more Section 80 Committees necessary for the effective and efficient performance of any of its functions or to exercise its powers. It is in light of the above that Bela-Bela Local Municipal Council during its inaugural sitting in 2016 it established various Council Committees to assist the Executive Committee to function effectively and further determined the functions of each Committee and also appointed the Chairpersons for each Committee. Table 52 below depicts the details of the Committees established as well as the purpose of such Committees.

## Committees of Council excluding the Mayoral/Executive Committees

<b>Committees (other than Mayoral / Executive Committee) and Purposes of Committees</b>	
<b>Municipal Committees established in terms of Section 79 of the Municipal Systems Act No 117 of 1998</b>	<b>Purpose of Committee</b>
Social and Community Services Sub-Committee	Section 80 Committee appointed in terms of Section 79 of MSA No 117 of 1998 to assist the Executive Committee in performing its responsibilities of amongst others advising Council on matters related to Social and Community Services.
Planning and Economic Development/Infrastructure Sub-committee	Section 80 Committee appointed in terms of Section 79 of MSA No 117 of 1998 to assist the Executive Committee in performing its responsibilities of amongst others advising Council on matters related to Planning and Technical Services.
Governance and Transformation/ Budget & Treasury Subcommittee	Section 80 Committee appointed in terms of Section 79 of MSA No 117 of 1998 to assist the Executive Committee in performing its responsibilities of amongst others advising Council on matters related to the Budget and Treasury and Corporate Services.
Municipal Public Account Committee (MPAC)	Oversight Committee which plays an oversight role over the work of the administration and advice Council as per the legislative requirements.
Audit and Risk Management Committees	Oversight Committee established in terms of Section 166 of the Local Government Municipal Finance Management Act (MFMA) No 56 of 2003. This Committee advises the Municipal Council, the Political Office Bearers, the Accounting Officer and the Management Staff on matters listed under Section 166 (2)(a-e) of the MFMA.
Integrated Development Planning (IDP) Steering Committee	Technical support through IDP Review process
IDP Rep Forum	Stakeholder participatory mechanism during the IDP Review process
Top Management	Strategic management decision-making structure established in terms of Section 77 of the Local Government Municipal Finance Management Act no 56 of 2003. This Committee assists the Accounting Officer in managing and coordinating the financial administration of the Municipality.
Broader Management	Operational management decision-making structure established to assist the Top Management in performing its responsibilities.

## APPENDIX C –THIRD-TIER ADMINISTRATIVE STRUCTURE

Third Tier Structure		
Initials & Surname	Title	Directorate/ Department
Ramolobeng MN	Divisional Manager: Human Resources Management	Corporate Services
Nkuna D	Divisional Manager: Information Technology	Corporate Services
Vacant	Divisional Manager: Council Support and Administration	Corporate Services
Mahlare K	Divisional Manager: Human Resources Development	Corporate Services
Vacant	Manager Legal Services	Office of the Municipal Manager
Tshikovhi C	Divisional Manager: Integrated Development & Planning	Office of the Municipal Manager
Mogweemang L	Divisional Manager: Local Economic Development	Planning & Economic Development
Mhlongo v	Divisional Manager: Performance Management System	Office of the Municipal Manager
Manzini M	Divisional Manager: Town Planning	Planning & Economic Development
Pilane T	Divisional Manager: Roads & Stormwater	Technical Services
Moloto MJ	Divisional Manager: Water & Sanitation	Technical Services
Dilinga P	Divisional Manager: Parks and Cemeteries	Social & Community Services
Monare I	Divisional Manager: Protection and Emergency Services	Social & Community Services
Mohlala AMS	Divisional Manager: Waste & Cleansing	Social & Community Services

Third Tier Structure		
Initials & Surname	Title	Directorate/ Department
Kabe KC	Chief Audit Executive	Office of the Municipal Manager
Vacant	Divisional Manager: Communications	Office of the Municipal Manager
Mothapo TJ	Manager Strategic Support Services	Office of the Municipal Manager
Titi T	Divisional Manager: Revenue	Budget & Treasury Office
Matwalana LT	Divisional Manager: Licensing	Social & Community Services
Vacant	Divisional Manager: Expenditure	Budget & Treasury Office
Mohale T	Divisional Manager: SCM	Budget & Treasury Office
Motshoane LJ	Divisional Manager: Budget and Reporting	Budget & Treasury Office
Vacant	Specialist Financial Statements	Budget & Treasury Office