

BITOU LOCAL MUNICIPALITY



REVISED INTEGRATED DEVELOPMENT PLAN

2015/2016

"To be the best together"

TABLE OF CONTENTS

LIST OF ABBREVIATIONS	8
EXECUTIVE MAYOR'S FOREWORD	10
OVERVIEW BY MUNICIPAL MANAGER.....	11
CHAPTER 1: INTRODUCTION	12
1.1. Legislative and policy frame work.....	12
1.2. Main focus of this revision.....	14
1.3. What is the 2015/2016 IDP review in relation to the 2012/2017 IDP	28
1.4. MEC comments.....	28
1.5. Performance 2012/2013 performance highlights	28
1.6. National and Provincial Development Planning and Policy Directives	33
1.7. Integrated development planning process	35
1.8. Roles and responsibilities in the IDP process	38
1.8.1. External stakeholders.....	38
1.8.2. Internal stakeholders	40
1.9. Overview of document structure	42
1.10 IDP / budget process self-assessment	43
CHAPTER 2: MUNICIPAL PROFILE	45
2.1. Bitou geography	45
2.2. Demographic profile.....	47
2.3. Household Information	51
2.3.1. Household dynamics	51
2.3.2. Household monthly income	52
2.4. Household services.....	53
2.4.1. Dwelling type	53
2.4.2. Households with access to water	55
2.4.3. Households with access to electricity or lighting, cooking and heating	57
2.4.4. Households with access to Sanitation	58
2.4.5. Households with access to waste removal	59
2.5. Socio-Economic Development Profile.....	61
2.5.1. Public facilities	61
2.5.1.1. Kranshoek (MAP).....	62
2.5.1.2. Wittedrift (MAP)	63
2.5.1.3. Kurland	64
2.5.1.7. New Horizons	64
2.5.1.8. Kwa-Nokuthula.....	65
2.5.2. Education	67
2.5.3. Health.....	68
2.5.4. Safety and Security.....	70
2.5.5. Social Grants	72
2.5.6. Human Development Index	72
2.5.7. People Living in Poverty	73
2.5.8. Gini Coefficient	74
2.6. development Economics.....	74
2.6.1.1. Employment Status	74
2.6.1.2. Employment by Sector	76
CHAPTER 3: COMMUNITY DEVELOPMENT (WARD PLANNING).....	77
WARD 2 PRIORITIES	84

WARD 3 PRIORITIES	89
WARD 4 PRIORITIES	92
WARD 5 & 6 PRIORITIES	96
CHAPTER 4: IN-DEPTH ANALYSIS	102
4.1 Institutional Analysis	102
4.1.1 Political Leadership.....	102
4.1.2. Administrative leadership.....	102
4.1.3 Staff Complement	105
4.1.4. Employment equity and targets	106
4.1.5. Organogram and vacant posts.....	108
4.1.6. Staff turnover rate	109
4.1.7 Skills Development	110
4.1.8 Municipal Policies and Service Delivery Improvement Plans	113
4.2.1. Liquidity ratio.....	116
4.2.2. IDP regulation financial viability indicators.....	116
4.2.3. Borrowing Management	116
4.2.4. Employee costs are the financial ratios.....	116
4.3. Local Economic Development.....	116
4.4. Good Governance and Public Participation	119
4.4.1. COUNCIL	120
4.4.1.2. EXECUTIVE MAYORAL COMMITTEE	120
4.4.2. WARD.....	121
4.4.3. Audit Committees.....	122
4.4.4. Local Labour Forum	123
4.4.5. Performance audit committee	123
4.4.6. Intergovernmental relations.....	125
4.5. Basic services and infrastructure development.....	125
4.5.1. Water	125
CHAPTER 5: DEVELOPMENT STRATEGY	127
5.1. Vision.....	127
5.2. Mission	128
5.3 Strategic Goals.....	128
5.6. Strategic Projects and Programmes.....	133
CHAPTER 6: projects and programmes.....	137
CHAPTER 7: SECTOR PLANNING.....	141
7.1 Municipal Function	141
7.2 Sector Plans.....	142
7.2.1 Spatial Development Framework Summary	144
7.2.2. Local Economic Development.....	152
7.2.4 Integrated Waste Management Plan.....	167
7.2.5 Integrated Human Settlement Plan (IHSP)	168
7.2.6. Local Integrated Transport Plan	170
7.2.7. Air Quality Management Plan	179
7.2.8. Coastal Management Plan	180
7.2.9. Fleet management plan	182
7.2.10. Disaster Management Plan	183
7.2.11. Thusong Service Centre Programme	185
7.2.12 Risk Management Plan.....	186

7.2.13. WORKPLACE Skills Plan	189
7.2.14. PERFORMANCE Management Policy Framework	189
7.3 Other Municipal Functions	190
7.3.1. Cemeteries.....	190
7.3.2 Airfields and Landing Strips.....	191
7.4 Sector Departments.....	193
7.4.1 Sector Departments Foot-print.....	193
CHAPTER 8 BUDGET FRAMEWORK.....	196
Executive Summary	196
Operating Revenue Framework	197
Property Rates	200
Sale of Water and Impact of Tariff Increases.....	201
Sale of Electricity and Impact of Tariff Increases.....	203
Sanitation and Impact of Tariff Increases.....	203
Waste Removal and Impact of Tariff Increases	204
Overall impact of tariff increases on households	205
Operating Expenditure Framework	206
Priority given to repairs and maintenance	209
Free Basic Services: Basic Social Services Package	210
Capital expenditure	211
CHAPTER 9: PERFORMANCE MANAGEMENT	215
9.1 Performance Management	215
9.2 Organisational performance	215
9.3 Individual Performance	216
9.4 Key Performance Indicators (KPI's)	217
9.5 Performance Reporting	218
9.5.1 Quarterly Reports	218
9.5.2 Mid-Year Assessment	218
9.5.3 Annual Assessment.....	218

Figure 1: IDP cycle 2012 - 2017	28
Figure 2: Locality Map	46
Figure 3: Map indicating the spatial location of each ward.	47
Figure 4: Population growth trends since 1996. (source StatsSA)	48
Figure 5: Map illustrating the population distribution by national group per ward (source StatsSA)	50
Figure 6: Population pyramids illustrating the population dynamics since 1996 (source StatsSA).....	51
Figure 7: Household size percentage (source StatsSA)	52
Figure 8: Household monthly income levels(source StatsSA)	53
Figure 9: Percentage size of household dwelling types (source StatsSA)	54
Figure 10: Informal dwellings by ward (source StatsSA)	55
Figure 11: Percentage of households with access to portable water. (source StatsSA)	56
Figure 12: Map indicating wards with piped water and number of households with no access to piped water(source StatsSA)	57
Figure 13: Household percentage with access to electricity (source StatsSA).....	58
Figure 14: Household percentage of households with access to toilet facilities. (source StatsSA).....	59
Figure 15: Household percentage with access to municipal waste removal services.....	60
Figure 16: Wards with households with no access to municipal waste removal services	60
Figure 17: Percentage share of education levels in Bitou. (source StatsSA)	67
Figure 18: FET retention rate, source; borrowed from DoE indaba 2 presentation (source DoE)	68
Figure 19: Primary health care facilities in Bitou	69
Figure 20: Status of social grants in the province January 2013.	72
Figure 21: Employment status in Bitou (source StatsSA)	75
Figure 22: Unemployment per age cohort (source StatsSA).....	76
Figure 23: Bitou Municipality approved macro structure	103
Figure 24: Graphs representing the approved positions and vacancy rates over the past 2 financial years	108
Figure 25: Proposed Kurland Spatial Development Proposals	145
Figure 26: Proposed Kurland Spatial Development Proposals	145
Figure 27: Proposed Keurbooms development proposals	146
Figure 28: Wittedrift Spatial Development Proposal.....	147
Figure 29: Plettenberg Bay Spatial Development Proposal	148
Figure 30: Kranshoed Spatial Development Proposal	149
Figure 31: Kwa-Nokuthula/New Horizon proposed Spatial Development Corridor	150
Figure 32: Kurland Development Corridor	151
Figure 33: Natures Valley Area	152
Figure 34: CemAir aircraft landing for the first time at Plettenberg Bay Airport	192
Figure 35: Main operational expenditure categories for the 2015/2016 financial year	209
Figure 36: Capital infrastructure programme	214
Figure 37: Bitou Municipality performance management framework.....	215
Figure 38: Bitou Municipality's performance management system.....	216

Table 1: Abbreviations.....	9
Table 2: Bitou Municipality LG MTEC 3 assesment report: Budget and IDP Ananlysis	27
Table 3: Summary of financial performance for the 2013/2014 financial year	32
Table 4: External role player's roles and responsibilities of stakeholders in the IDP process	40
Table 5: Internal role players.....	42
Table 6: Document structure.....	43
Table 7: Ward delineation	47
Table 8: Bitou population by national group and gender (source StatsSA).....	48
Table 9: Summary of household dynamics.....	52
Table 10: Household numbers by size of households(source StatsSA)	52
Table 11: Number of dwellings by type of dwelling (Source StatsSA).....	54
Table 12: Number of households with access to water above the RDP standards. (source StatsSA)	55
Table 13: Energy source for lighting (source StatsSA)	57
Table 14: Household percentage with access to toilet facilities (source StatsSA)	58
Table 15: Refuse removal (source StatsSA).....	59
Table 16: Education levels of individuals in the Bitou Area.(source StatsSA)	67
Table 17: Percentage of children age between 7 and 16 years not attending school in Bitou per ward. (source StatsSA)	68
Table 18: Eden burden of diseases in 2010, Source DoH indaba 2 presentation.....	70
Table 19: Crime levels in Bitou.....	70
Table 20: Crime statistics	71
Table 21: Crime trends- Plettenberg Bay	71
Table 22: Human development index in Eden District	73
Table 23: Poverty rate in Eden DM	73
Table 24: Gini Coefficient in Eden DM.....	74
Table 25: The official unemployment rate in Bitou. (source StatsSA).....	75
Table 26: Unemployment age cohort. (source StatsSA)	75
Table 27: Employment by economic sector.....	76
Table 28: Departmental functions	105
Table 29: Occupational categories	105
Table 30: Employment equity targets by occupation level.....	107
Table 31: Vacancy rate per post and functional level	109
Table 32: Staff turnover rate	110
Table 33: Skills matrix.....	111
Table 34: Number of training recipients per occupation category	112
Table 35: Planned trainings for 2014/2015.....	113
Table 36: Schedule of policies and systems of Bitou Municipality	115
Table 37: Economic Activity by sector.....	117
Table 38: Prioritised projects within each of the industry categories.....	118
Table 39: Proposed top LED Programmes	118
Table 40: Composition of Bitou Municipal Council.....	120
Table 41: Composition of the executive mayoral committee	121
Table 42: IGR forums	125
Table 43: Municipal Functions.....	142
Table 44: List of Sector plans and their status	143
Table 45: Sector contribution to the GDP	153
Table 46: Bitou Water Sources and Status.....	158
Table 47: Blue drop awards.....	159
Table 48: Implementation of water master plan.....	160
Table 49: Implementation of storm water master plan	162
Table 50: Status of wastewater treatment works.....	163
Table 51: green drop ratings	163
Table 52 : Waste water management plan programmes	164
Table 53: Electricity notified maximum demand	166
Table 54: Municipal electrification programme.....	167
Table 55: Integrated waste management programme	168

Table 56: Housing pipeline	170
Table 57: List of LITP projects	178
Table 58: Coastal management implementation plan	182
Table 59: Disaster management plan implementation plan	185
Table 60: Thusong centre implementation programme is continuous	186
Table 61: Risk environment	187
Table 62: Municipal potential risks	188
Table 63: Implementation of the risk programme	189
Table 64: PMS implantation programme	190
Table 65: Status of cemeteries	190
Table 66: Airfield information	191
Table 67: Indaba 2 agreements	195
Table 68: Consolidated overview of the 2015/2016 MTREF	197
Table 69: Summary of revenue classified by main source	198
Table 70: Percentage of revenue by main revenue source	199
Table 71: Percentage of revenue by main revenue source	199
Table 72: Major sources of revenue for 2015/2016	199
Table 73: Operating transfers and grant receipts	200
Table 74: Comparison of proposed rates	201
Table 75: Proposed water tariffs	202
Table 76: Comparison current vs. new electricity charges	203
Table 77: Comparison between current charges and increases	204
Table 78: Comparison between current charges and new per customer type	204
Table 79: Comparison between current waste removal fees and increases	205
Table 80: MBRR table SA 14-Household bills	206
Table 81: Operational repairs and maintenance	209
Table 82: Repairs and maintenance per asset class	210
Table 83: Medium-term capital budget per vote	211
Table 84: Capital budget	212

LIST OF ABBREVIATIONS

ABBREVIATION	DESCRIPTION
AG	AUDITOR-GENERAL
AADT	AVERAGE ANNUAL DAILY TRAFFIC
AADTT	ANNUAL AVERAGE DAILY TRUCK TRAFFIC
AQMP	AIR QUALITY MANAGEMENT PLAN
BESP	BUILT ENVIRONMENT SUPPORT PROGRAM
CAPEX	CAPITAL EXPENDITURE
CBO	COMMUNITY BASED ORGANISATION
CFO	CHIEF FINANCIAL OFFICER
CMP	COASTAL MANAGEMENT PROGRAMME
CPTR	CURRENT PUBLIC TRANSPORT RECORD
COGTA	COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS,
DCAS	DEPARTMENT OF CULTURAL AFFAIRS AND SPORT
DEA	DEPARTMENT OF ENVIRONMENTAL AFFAIRS
DEADP	DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND DEVELOPMENT PLANNING DITP
DLG	DEPARTMENT OF LOCAL GOVERNMENT
DM	DISTRICT MUNICIPALITY
DMG	DISTRICT MUNICIPALITY GRANT
DORA	DIVISION OF REVENUE ACT
DRDLR	DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM
DWA	DEPARTMENT OF WATER AFFAIRS
DWAF	DEPARTMENT OF WATER AFFAIRS AND FORESTRY
EE	EMPLOYMENT EQUITY
EDM	EDEN DISTRICT MUNICIPALITY
EDMED	EDEN DISTRICT MUNICIPALITY EDUCATION DEPARTMENT
EMDMC	EDEN MUNICIPAL DISASTER MANAGEMENT CENTRE
EMF	ENVIRONMENTAL MANAGEMENT FRAMEWORK
EMS	EMERGENCY MEDICAL SERVICES
EPWP	EXPANDED PUBLIC WORKS PROGRAMME
GIS	GEOGRAPHICAL INFORMATION SYSTEM
GAMAP	GENERALLY ACCEPTED MUNICIPAL ACCOUNTING PRACTICE GRAP
HDI	HUMAN DEVELOPMENT INDEX
HH	HOUSEHOLDS
HOD	HEAD OF DEPARTMENT
HSP	HUMAN SETTLEMENTS PROGRAMME
HR	HUMAN RESOURCES
ICZMP	INTEGRATED COASTAL ZONE MANAGEMENT PLAN
IDT	INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION
IDP	INTEGRATED DEVELOPMENT PLAN
IFRS	INTERNATIONAL FINANCIAL REPORTING STANDARDS
IHSP	INTEGRATED HUMAN SETTLEMENT PLAN
IIF	INFRASTRUCTURE INVESTMENT FRAMEWORK
IIAMP	INTERGRATED INFRASTRUCTURE ASSEST MANAGEMENT PLAN
IMAP	IMPLEMANTATION PLAN
INEP	INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME

IT	INFORMATION TECHNOLOGY
ITP	INTEGRATED TRANSPORT PLAN
IWMP	INTEGRATED WASTE MANAGEMENT PLAN
JOC	JOINT OPERATION CENTRE
KL	KILOLITER (1 000 LITERS)
KPA	KEY PERFORMANCE AREA
KPI	KEY PERFORMANCE INDICATOR
KWH	KILOWATT-HOUR
LED	LOCAL ECONOMIC DEVELOPMENT
LG	LOCAL GOVERNMENT
LM	LOCAL MUNICIPALITY
LITP	LOCAL INTEGRATED TRANSPORT PLAN
MBRR	MUNICIPAL BUDGET AND REPORTING REGULATIONS
MDG	MUNICIPAL DEVELOPMENTAL GOAL
MERO	MUNICIPAL ECONOMIC REVIEW AND OUTLOOK REPORT
MFMA	LOCAL GOVERNMENT: MUNICIPAL FINANCE MANAGEMENT ACT (ACT NO. 56 OF 2003)
MIG	MUNICIPAL INFRASTRUCTURE GRANT
MIP	MUNICIPAL INFRASTRUCTURE PLAN
ML	MEGALITER (1 000 000 LITRES)
MM	MUNICIPAL MANAGER
MMP	MAINTENANCE MANAGEMENT PLAN
MOD	MASS OPPORTUNITY DEVELOPMENT
MSDF	MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK
MSID	MUNICIPAL SERVICE AND INFRASTRUCTURE DEVELOPMENT
ABBREVIATION	DESCRIPTION
AG	AUDITOR-GENERAL
AADT	AVERAGE ANNUAL DAILY TRAFFIC
AADTT	ANNUAL AVERAGE DAILY TRUCK TRAFFIC
AQMP	AIR QUALITY MANAGEMENT PLAN
BESP	BUILT ENVIRONMENT SUPPORT PROGRAM
CAPEX	CAPITAL EXPENDITURE
CBO	COMMUNITY BASED ORGANISATION
CFO	CHIEF FINANCIAL OFFICER
CMP	COASTAL MANAGEMENT PROGRAMME
CPTR	CURRENT PUBLIC TRANSPORT RECORD
COGTA	COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS,
DCAS	DEPARTMENT OF CULTURAL AFFAIRS AND SPORT
DEA	DEPARTMENT OF ENVIRONMENTAL AFFAIRS
DEADP	DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND DEVELOPMENT PLANNING DITP

Table 1: Abbreviations



Mandated by the
Municipal
Systems Act, No
32 of 2000, and
other legislation,
Bitou Municipal

Integrated Development Plan (IDP) provides the strategic framework that guides the municipality's planning and budgeting over the course of each political term.

Given the almost simultaneous occurrences of a political election and organisational processes, some administrations in the past experienced a disconnection between the political leadership and the organisation. After the election of the current administration in 2011, we crafted a strong plan of action for the municipality, this was to be a blue print that guides the strategic focus of the municipality.

This plan was based on a clear understanding of what needs to be achieved during this term of office: We want to create a more inclusive society by working towards greater economic freedom for all the people of Bitou. This requires us to create a business environment suitable for

economic growth and subsequently reduce unemployment.

The Integrated Development Plan (IDP) is such a strategy that informs our government over the next five years and we annually adjust our planning in line with provincial and national programmes.

I would also like to take the opportunity to thank the communities that provided input into the IDP through our Ward Committee Meetings and IDP Forum. I would also like to encourage more of our citizens to be involved in the process of developing the IDP. Secondly I would like to thank Council for their political leadership in guiding and drafting of the IDP. Thirdly as the custodians of the IDP, we acknowledge the work of the Municipal Manager, senior administration and staff in general for their contribution in developing a strategic integrated development plan that aligns our budget and service delivery implementation plans.

The drafting of the 2015/16 revised IDP will assist the Municipality to adjust its strategic focus and align its budget to ensure that the long-term vision and outcomes are achieved.

A handwritten signature in dark ink, appearing to read 'Memory Booysen', written over a light blue horizontal line.

**EXECUTIVE MAYOR
MEMORY BOOYSEN**

OVERVIEW BY MUNICIPAL MANAGER

It is another exciting era in the IDP cycle, a time where municipalities are legally obliged to revise their Integrated Development Plans to ensure that the IDP is in tandem with changing circumstances as experienced locally and nationally. This revision does not take away the strategic direction adopted by council in 2012.



The 2015/2016 revised IDP is therefore not replacing the 2012-2017 municipal IDP but it is the municipality's continuous effort to improve and comply with the requirements of a credible, well-aligned and strategic IDP. The past few years did not pass without hindrances, but as an institution we emerged victorious and we are planning to use all our energy ensuring that we keep the momentum. The fruits of our labour was a clean audit opinion awarded to Bitou Municipality by the office of the Auditor General for the 2013/2014 financial year.

The revised IDP and 2015/2016 budget are products of an in-depth consultation and participatory process of both internal and external stakeholders. The challenge is that the available resources will not satisfy every individual need but we are committed to sparingly utilize the available resources in delivering high quality and uninterrupted basic services for all. Our administration is poised, ready to take on the new challenges and deliver on our mandate as outlined in the IDP and budget.

All stakeholders (private or public) are free to use the content of this document as a planning instrument to guide their investment decisions. The 2015/2016 IDP further provides a platform to engage and refine the strategic thrust of the municipal.

A handwritten signature in black ink, appearing to be 'A. Paulse', written over a faint diagonal line.

ALLEN ANTHONY PAULSE
MUNICIPAL MANAGER

CHAPTER 1: INTRODUCTION

Integrated development planning is a process by which the Municipality and its key stakeholders prepare a strategic development plan for the municipal area over a period of five years. Bitou Municipality already adopted a five-year strategic plan in 2012. This strategic plan known as the Integrated Development Planning (IDP) is an instrument, which lies at the centre of developmental local government in South Africa and represents the driving force for making municipalities more strategic, inclusive, responsive and performance driven.

Bitou Municipality seeks to integrate and balance the economic, ecological and social pillars of sustainability within the municipal area without compromising the institutional capacity required to implement and coordinate the efforts needed across sectors and relevant spheres of government.

This is the second revised IDP of the 2012/2017 IDP review period. The aim of this revision is to fill the legislative and compliancy gaps, but most importantly to give attention to the gaps identified during the 2013/2014 IDP/budget assessment, 2013 Audit findings and on improving the municipal past performance.

The IDP process is a legislative process. Revision of the IDP is informed by legislation and policies from National and Provincial governments.

1.1. LEGISLATIVE AND POLICY FRAME WORK

All municipal operations are governed and guided by legislation and a policy framework to enhance good governance to assist municipalities to achieve the objectives of developmental local government. The revision of the IDP is also guided by legislation such as:

- ✓ The Constitution of the Republic of South Africa, Act 106 of 1996

This Act stipulates that a municipality must give priority to the basic needs of its communities and promote social and economic development, to achieve a democratic, safe and healthy environment.

- ✓ The Local Government: Municipal Systems Act (MSA) Act 32 of 2000 , section 34 in particular

This Act stipulates the need for each municipality to develop and adopt an IDP, which should be reviewed annually. In addition, it outlines the process and components.

- ✓ Local Government: Municipal Finance Management Act (Act 56 of 2003) (MFMA).

This Act makes provision for the alignment of the IDP and municipal budget. The SDBIP is the binding service delivery contract between municipal administration, council and communities.

- ✓ The Local Government: Municipal Planning and Performance Management Regulations of 2001 set out the minimum requirements for an Integrated Development Plan.

These regulations make provision for the inclusion in the IDP of the following:

- a) Institutional framework for the implementation of the IDP;
- b) Investment and development initiatives in the municipality;
- c) Key performance indicators and important statistical information;
- d) A financial plan; and
- e) A special development framework.

1.2. MAIN FOCUS OF THIS REVISION

Bitou's revised IDP for the 2014/2015 was declared credible after the April 2014 LG MTEC analysis. There are major improvements since the 2013 IDP/Budget assessments. The focus of this revision will be addressing the gaps identified during the LG MTEC analysis and improving on aligning the IDP with the municipal budget. In addition, we need to consider aligning the IDP with the Provincial Government strategic objectives and the provincial point planning initiative of identifying development game changers.

The table below is a detailed 2014 LG MTEC IDP and Budget report:

Responsive Findings and Recommendations				
No	Parameter	Yes/No	Evidence	Recommendations
Responsiveness Findings and Recommendations				
Integrated Development Plan (DLG)				
1 DLG	Has the IDP of the municipality been reviewed taking cognisance of Section 34 of the MSA regarding:			
	An assessment of its performance measurements in terms of Section 41 and;	Yes	The municipality has set appropriate KPI's which is included in the municipality's SDBIP of which the top layer is annexed to the IDP. Performance targets in the SDBIP are linked to the municipality's Key Performance Areas and the municipality's strategic objectives. Performance targets also adhere to the SMART principle.	N/A
	The extent that changing circumstances so demand (taking cognisance of economic and demographic trends as well as service delivery backlogs)	Yes	Chapter 2 in the 2013/14 Bitou IDP Review document provides an in depth situational analysis of the main socio-economic conditions within the municipal area (page 11 to 2;	N/A
	Are social, economic and demographic statistics and assumptions credible?	Yes	The situational analysis referred to in the preceding point is considered credible because it uses the latest available date (Census 2011). Trends have been determined using comparisons between 2001 and 2011 Census figures. Data sets	N/A

Responsive Findings and Recommendations				
No	Parameter	Yes/No	Evidence	Recommendations
Responsiveness Findings and Recommendations				
Integrated Development Plan (DLG)				
	Does the reviewed IDP contain a council resolution clarifying the status of the IDP in terms of Section 34 (a)(i) and (b)?	No	<p>looked at include; economic trends, demographic trends, basic services backlogs and various socio-economic data sets. The IDP also reflects trends by juxtaposing the Census 2001 data sets with the Census 2011 data sets which allows the municipality to gain insight on municipal development challenges and opportunities. The IDP complies with the requirement in the MSA.</p> <p>Although the IDP does not contain a council resolution clarifying the status of the IDP in terms of Section 34 (a)(i) and (b); a letter which indicates the council resolution number and signed off by the municipal manager was submitted with the ID.</p>	It is recommended that the 2014/15 IDP indicates the date upon which the IDP was adopted by council as well as the resolution number under which was adopted.
2 DLG	<p>Section 26 of the MSA states that an integrated development plan must reflect (i) the key performance indicators and performance targets determined in terms of section 41.</p> <p>Section 41 (a) of the MSA: Key performance indicators “as a yardstick for measuring performance, including outcomes and impact, with regard to the Municipality's development priorities and objectives set out in its Integrated Development Plan”.</p>	Yes	The key performance indicators and performance targets contained in the 2013/14 Top Layer SDBIP are incorporated in the IDP implementation (IMAP) as referred to as an annexure to IDP 2012-2016. (DLPM) Critical development needs,	N/A

Responsive Findings and Recommendations				
No	Parameter	Yes/No	Evidence	Recommendations
Responsiveness Findings and Recommendations				
Integrated Development Plan (DLG)				
	Measurable performance targets for each of the development priorities and objectives.	Yes	<p>reflected in a table on page 59 as municipal Key Performance Areas in the IDP are identified by the municipality. Full compliance with this requirement has therefore been achieved.</p> <p>The Top Layer SDBIP was approved by the Executive Mayor on 28 June 2013. The Municipality's IMAP has got clear alignment between the National Development Priorities (NDP) and outcomes and Provincial Strategic Objectives (PSO). (DLPM)</p>	N/A
	Does the IDP reflect performance indicators and clear targets to measure performance on its development priorities and objectives?	Yes	<p>The operating and capital budgets are aligned to the Municipality's KPAs and are responsive to the Municipality's IDP as the largest proportions of both the operating and capital budget are allocated to the KPA: Development of New Services and Infrastructure. The measurable objectives are clearly defined, adhere to the SMART principles and there is alignment between the draft IDP, the SDBIP and the Budget. Furthermore the IDP indicates that "the overall performance of the municipality is managed and evaluated by a municipal scorecard (Top Layer SDBIP) at organisational level and through monitoring and evaluation of the detailed Departmental Service Delivery budget implementation plan (SDBIP) at directorate and departmental (H.O.D) levels. The municipal scorecard (Top Layer SDBIP) sets out consolidated service delivery targets for senior management and provides an overall picture of performance for the municipality as a whole, reflecting the performance on each strategic objective and service delivery priorities. The SDBIP includes non-financial and financial key performance indicators. The Key Performance Indicators and performance</p>	N/A

Responsive Findings and Recommendations				
No	Parameter	Yes/No	Evidence	Recommendations
Responsiveness Findings and Recommendations				
Integrated Development Plan (DLG)				
			targets contained in the 2013/14 draft Top Layer SDBIP (Annexure D) are incorporated in the IDP Implementation Plan (IMAP) that is an attachment to (the 2013/14 IDP) this document."	
3 DLG	<p>Preparing for an IDP Review :Public Participation Does the IDP contain evidence of the following: Mechanisms put in place to ensure meaningful / active citizen participation beyond ward committees in the municipal IDP Processes e.g. Public Participation Policy, PP Process plan</p> <p>Ward Committee involvement in IDP Processes? Please elaborate. E.g. Ward committee meetings specific to IDP / IDP Workshops with ward committees, developed Ward Committee Operational Plans</p> <p>What municipal public participation processes in respect of the IDP (meetings etc.) has been put in place to empower communities to take control of IDP processes and the development within their wards, e.g. evidence of types of meetings / workshops held</p> <p>A breakdown of community structures (e.g. ward committees, CBO's, NGO's, number of persons that attended, key issues raised etc.) involved in municipal IDP/ Budget processes.</p> <p>Mechanisms reflected in the municipal process plan that incorporates feedback on progress made on the</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Although it is clear that the municipality has institutionalised certain structures in order to guide its public participation. Processes; It is not evident within the IDP whether the municipality has an adopted community participation strategy and plan.</p> <p>Ward committees were clearly well involved in the IDP processes as can be seen in Chapter 5. The IDP also indicates that IDP public engagements were held during which a total of 1034 people attended.</p> <p>The IDP provides evidence that IDP public engagements were held with the broader community, during which various service delivery issues were raised and reaffirmed. These issues were then further refined and prioritised by ward committees and forms the basis of the municipality's ward plans as well as the budget and development priorities of the municipality.(Chapter 5) The IDP adequately provides a breakdown of community structures involved in municipal IDP/ Budget processes. Chapter 5 of the IDP clearly illustrates the key issues raised per ward as well as projects identified and prioritised by the municipality.</p> <p>The IDP provides a summary of the 2013/14 IDP Review Process followed by the municipality. It is evident that within the IDP review process followed various structures were implemented to ensure that</p>	

Responsive Findings and Recommendations				
No	Parameter	Yes/No	Evidence	Recommendations
Responsiveness Findings and Recommendations				
Integrated Development Plan (DLG)				
	implementation / non-implementation of existing community priorities as indicated in the IDP.		<p>communities could provide feedback to the municipality on the progress made regarding the implementation of existing community priorities. Said structures included 21 public IDP engagement sessions which were held across all 14 wards. Furthermore on page 5 of the IDP, the various mechanisms put in place to ensure active citizen participation in the IDP process are:</p> <p>The IDP and budget process plan together with a schedule of all IDP related public engagement sessions were placed at all libraries and satellite offices for information, scrutiny and comments;</p> <p>Notifications to communities and stakeholder invitations were communicated in all 3 official languages of the Western Cape by means of :</p> <p>Published dates of IDP public sessions in local newspapers and Municipal newsletter.</p> <p>Dissemination of IDP educational flyers.</p> <p>Displaying of posters in all wards.</p> <p>IDP talk sessions on regional radio stations.</p> <p>Loud Hailing in all wards.</p>	
4 DLG	<p>Monitoring:</p> <p>Does the IDP Review contain sufficient information that measures progress with the implementation of programmes and projects through a series of indicators that have been set, to determine whether the outcomes strived for have been achieved.</p> <p>Does the IDP Review contain information about the achievements of objectives set in the IDP that will have to be measured over time? Is this done in terms of the indicators that have been set, to determine whether or not the outcomes strived for have been achieved?</p> <p>Does the IDP contain any new information that has been generated from internal or external sources</p>	<p>Yes</p> <p>Yes</p>	<p>The Top Layer SDBIP as an annexure to the reviewed IDP has got a series of key performance indicators with targets for the year under review and outer years.</p> <p>The key performance indicators are categorised into National and Municipal Key Performance Areas (KPA). Each indicator is assigned a program driver for the purposes of accountability.</p> <p>The Municipality had to consider other external sources in their planning for the</p>	<p>N/A</p> <p>The Municipality need to consider including the achievements or progress made in the previous year (2012/2013: Year 1). It is recommended that the column should reflect the "audited/actual performance" as set out in the IDP, to determine whether or not the outcomes strived for have been achieved.</p>

Responsive Findings and Recommendations				
No	Parameter	Yes/No	Evidence	Recommendations
Responsiveness Findings and Recommendations				
Integrated Development Plan (DLG)				
	and reflects changes to the internal context of the municipal area that impacts on the appropriateness of the IDP?	Yes	reviewed IDP. The following documents amongst others were consulted: Census 2011 National Development Plan (SA Vision 2030)	
5 DLG	Evaluation Has information gathered in the process of monitoring the IDP implementation been packaged in a way that facilitates discussion by the Representative Forum for discussion and decision making by Council?	Yes	The Bitou Municipality has made use of its monitoring systems to evaluate the processes they have put in place in order to review their service delivery needs and priorities. The areas of improvements identified are: Planning for the next IDP review cycle; ii) Improving on their communication strategy; Increasing their level of public participation in particular strategic planning through IDP; clear identification of projects and prioritisation; and Allocation of more resources where it's mostly needed.	N/A
6 DLG	Review Does the reviewed IDP of the municipality contain a refined understanding of the situation around priority issues refined/amended/additional objectives revised or new strategies, including strategies to improve implementation revised or new projects reflect all the above in all plans and programmes including a revised Medium Term Expenditure Framework.	Yes	Within Chapter one of the IDP the municipality reflects on the purpose of the 2013/14 review IDP. To this extent the IDP reflects an acute understanding of the need to reflect and report on progress made towards implementing the Bitou five year strategy as articulated in the 2012/17 Bitou five year IDP. The IDP indicates that because of various changing circumstances such as the availability of new and updated statistics a need exists to make adjustments to the strategy in the five-year IDP necessary because of changing internal and external circumstances that impact on the appropriateness of the IDP as well as to determine annual targets and activities for the next financial year in line with the five year strategy. In the end, the aim is to ensure that the IDP review document informs the Municipality's financial and institutional planning and most importantly,	

Responsive Findings and Recommendations				
No	Parameter	Yes/No	Evidence	Recommendations
Responsiveness Findings and Recommendations				
Integrated Development Plan (DLG)				
			the drafting of the annual budget. The extent to which all of the revised plans and projects are reflected in the IDP can be seen under Chapter 5 of the IDP. In this chapter, priorities identified by ward committees are aligned to the municipalities budget as well as the municipality's overall strategies as outlined in the IDP itself.	
7 DLG	Council Adoption/Tabling of the Revised IDP	Yes	The 2013/14 Bitou IDP review document and 2013/14 budget was adopted on the 30TH of May 2013 under the council resolution of E71-05/2013.	Yes
	Has the revised IDP and budget of the municipality been tabled to Council within the legislated timeframes as per Section 16 of the MFMA.			
	Has the municipality's budget been informed by the IDP and reflects the objectives, strategies, projects and programmes contained in the IDP?	Yes	Chapter 4 of the IDP provides linkages to the financial plan of the municipality by stating: The municipality's total capital and operating budget and revenue sources; the capital replacement reserve of the municipality for the 2013/14 Medium Term Revenue and Expenditure Framework (MTREF) period; and the Average salary increases. Furthermore page 59 and 60 also provides an excellent reflection of how the municipality has outlined its Key Performance Areas, Strategic Objectives and its Pre-Determined Objectives with its Operational and Capital Expenditure(i.e. its budget)	Yes
	Alternatively, has the municipality's financial strategies and MTREF informed the IDP Review Process?			
10 DLG	Alignment Assess how the local IDP and budget priorities reflect national/provincial support initiatives.	Yes	The 2013/14 Bitou IDP Review document admirably reflects sector department's investments in the Bitou municipal space within the 2013/14 budget year. It is however not clear to what extent, other than the municipality's contribution towards the National Development Plan, the IDP and the municipality is responsive to the	N/A

Responsive Findings and Recommendations				
No	Parameter	Yes/No	Evidence	Recommendations
Responsiveness Findings and Recommendations				
Integrated Development Plan (DLG)				
	Assess the level of responsiveness of the reviewed IDP to IDP Indaba generated initiatives/agreements		IDP Indaba agreements and other national/provincial support initiatives.	
12 DLG (MI)	Municipal Infrastructure Planning			
	Does the municipality have a Municipal Infrastructure Plan (MIP)?	No	The Bitou municipality IDP has referenced a lot of items pertaining to the planning of new infrastructure and maintenance of old infrastructure within the municipality. However no mention is made to a specific all-encompassing Municipal Infrastructure Plan.	The Department of Local Government's Municipal Infrastructure Directorate to Draft a Municipal Infrastructure and Growth plan for the municipality during the 2014/15 financial year.
	If the IDP makes mention of the MIP, does this MIP include all sectors: Water, Sanitation, Roads and Stormwater, Electricity and Waste Management?	Yes	Although the municipality does not have a MIP per say, they do have sector plans for their various infrastructure components.	Sector plans to be included in the Municipal Infrastructure and Growth plan.
	If no Infrastructure Plans are indicated, does the IDP refer to the availability of sector specific plans, e.g. WSDP, waste management plan, electricity master plan etc.	Yes	All of the plans have been aligned to the municipality's SDF. The SDF informs all the sectoral plans in order for development to occur in a coordinated manner eliminating duplication in all the processes.	N/A
	Has the master planning of the various Infrastructure Plans as reflected in the consolidated Municipal Infrastructure Plan, been based on a development forecast which is aligned with the SDF & growth plans per town within the municipality?	No	The municipality does not have a consolidated Municipal Infrastructure Plan; hence alignment with the development forecasts and the SDF cannot be assessed. It is however noted that sectoral plans are aligned to the SDF.	Drafting of the Municipal Infrastructure and Growth plan should be aligned with the municipality's SDF.
	Has the Infrastructure Investment Framework (IIF) been included in the MIP?		No infrastructure investment framework in the IDP.	Municipality should reference its IIF in the IDP.

Responsive Findings and Recommendations				
No	Parameter	Yes/No	Evidence	Recommendations
Responsiveness Findings and Recommendations				
Integrated Development Plan (DLG)				
	Does the municipality have council a resolution for the MIP?	No	No council resolution for a MIP. However there are council resolutions for various infrastructure projects at the municipality.	Municipality should include a council resolution in the IDP for the drafting of the Municipal Infrastructure and Growth plan.
		No		
13 DLG (MI)	Integrated Infrastructure Asset Management Plan (IIAMP)	No	The IDP indicates that the role of asset management falls under the financial services directorate. The municipality does not have an IIAMP.	The municipality to draft an IIAMP and budget accordingly.
	Does the municipality have an Integrated Infrastructure Asset Management Plan (IIAMP)?	No	The IDP indicates that inadequate maintenance is a high level risk and that it needs to update the asset management system.	Asset Management programmes need to be developed and implemented as part of the SDBIP.
	If it is not in place, does the IDP make mention of any other sectorial specific asset management plans? E.g. water & sanitation asset management plan, etc.	No	No linkage between infrastructure assets and asset management plans are made.	Once drafted, asset management plans need to be linked to an asset register.
	Is the municipal infrastructure asset register linked to the IIAMP?	No	The IDP states that maintenance of assets are done on an ad-hoc basis when and where necessary.	Systems need to be developed in order to ensure a proactive approach rather than a reactive approach to asset management is implemented.
	Does the Municipality have systems in place to assist in the execution of the IIAMP?	No	Inadequate funding is made available but the municipality does recognise that a pipe replacement programme is necessary.	Adequate funding needs to be made available in the budget for an infrastructure replacement programme.
	Is there a funded infrastructure replacement programme in place?			
14 DLG (MI)	Municipal Infrastructure Operations and Maintenance Plans			
	Does the municipality have an Operations and Maintenance (O&M) plans for: Water Sanitation Roads and Stormwater Electricity	Not clear	The municipality does have operational budgets for Sewerage, waste, roads and stormwater, water and electrification. Also, the IDP makes mention of a maintenance management plan (MMP)	The IDP to make mention of the status of the relevant O&M plans.

Responsive Findings and Recommendations				
No	Parameter	Yes/No	Evidence	Recommendations
Responsiveness Findings and Recommendations				
Integrated Development Plan (DLG)				
	<p>Waste Management</p> <p>Does the Municipality have Standard Operating Procedures in place for all sectors: Water Sanitation Roads and Stormwater Electricity Waste Management</p> <p>Is the O&M adequately funded?</p> <p>Does the organogram of the technical services department adequately respond to the requirements of the O&M plan?</p> <p>Are all critical posts directly involved in O&M filled?</p> <p>Are all critical plant & equipment involved in O&M in place?</p>	<p>No</p> <p>No</p> <p>Not Clear</p> <p>Not Clear</p> <p>Not Clear</p>	<p>SOP's for the various sectors are not indicated in the IDP.</p> <p>Due to the limited budget (budget constraints) of the municipality, the O&M is not adequately funded, a fact that the municipality is aware of.</p> <p>Organogram of councillors and top management only indicated in IDP. IDP also shows amount of posts in the departments as well as the number of these posts that are vacant. IDP does not indicate if these posts respond to O&M requirements.</p> <p>IDP does not indicate status of O&M posts.</p> <p>IDP does not indicate if all critical plant & equipment for O&M are in place.</p>	<p>The IDP to indicate the SOP's for the various sectors. The municipality to source alternative funding for O&M processes.</p> <p>IDP to align technical organogram to O&M requirements.</p> <p>It is recommended that the IDP indicates the status of O&M posts and any capacity constraints that exist in O&M.</p> <p>IDP to indicate if critical plant and equipment is sufficient for the O&M processes or if there is constraints in this department.</p>
15 DLG (MI)	<p>Municipal Roads and Stormwater Specific</p> <p>Is a Pavement Management System in place?</p> <p>Is a Stormwater Master Plan (SWMP) in place?</p>	<p>Yes, but not indicated in IDP.</p> <p>Yes</p> <p>No</p> <p>Yes</p> <p>Yes</p>	<p>No pavement management system is in place but the municipality has prioritised the roads infrastructure that needs to be upgraded. The municipality indicates in the MIG (Municipal Infrastructure Grant) section the roads projects to be</p>	<p>IDP to include indications of the pavement management systems draft by V&V Consultants. N/A</p>

Responsive Findings and Recommendations				
No	Parameter	Yes/No	Evidence	Recommendations
Responsiveness Findings and Recommendations				
Integrated Development Plan (DLG)				
	<p>Is the submission of a SWMP set as prerequisite for the approval of new developments (private and subsidised housing)?</p> <p>Is a Roads Master Plan in place?</p> <p>Has the priority service backlogs been identified?</p> <p>Does the municipality have a funded programme to address the backlogs?</p>	Yes	<p>implemented as well as an allocated budgeted for each project.</p> <p>A stormwater Master plan is in place. The municipality has identified stormwater management systems for certain areas.</p> <p>The IDP indicates that stormwater master plans have been drafter for three of its areas.</p> <p>The municipality does practice stormwater management on all new developments but does not indicate if a SWMP for the new development is a prerequisite for approval of the plans.</p> <p>The IDP does indicate that approved Transport Management Plans and Roads Master Plans are in place and used in practice.</p> <p>Priority service backlogs for the municipality at this stage are water, sanitation and housing. These have all been identified.</p> <p>The municipality is using the MIG programme to help eradicate its roads and stormwater backlogs and have budgeted to counter fund these projects where necessary</p>	<p>The IDP to indicate if a SWMP for the new development is a prerequisite for approval of the plans.</p> <p>N/A</p> <p>N/A</p> <p>N/A</p>
16 DLG (MI) & DWA	<p>Water Infrastructure Specific</p> <p>Planning</p> <p>Has the WSDP been adopted?</p> <p>Was it reviewed in last year?</p> <p>Access to service:</p> <p>Backlogs?</p> <p>Basic Services provision (1 stand pipe per 25 households)?</p> <p>Free Basic Water (6kl per household/month)?</p> <p>Higher Levels of service requirements?</p> <p>Access to services e.g. Schools and clinics?</p> <p>Cost Recovery:</p>	<p>Yes</p> <p>No</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>No</p> <p>Unclear</p> <p>Yes</p>	<p>Planning:</p> <p>The WSDP has been adopted.</p> <p>IDP does not indicate if it has been reviewed.</p> <p>Access to service:</p> <p>Backlogs for this service are indicated.</p> <p>All basic service provisions have been identified and a 2012/13 KPA, 100% implementation of Access to Basic Services have been achieved.</p> <p>Included in basic service provision.</p> <p>IDP does not mention higher level service requirements.</p>	<p>N/A</p> <p>IDP to indicate status of WSDP.</p> <p>N/A</p> <p>N/A</p> <p>N/A</p> <p>IDP to indicate higher level service requirements.</p> <p>IDP to indicate the level of access to services of schools and clinics.</p> <p>N/A</p> <p>IDP to indicate if bulk and zoned water meters are in place.</p>

Responsive Findings and Recommendations				
No	Parameter	Yes/No	Evidence	Recommendations
Responsiveness Findings and Recommendations				
Integrated Development Plan (DLG)				
	<p>Has the water service billing with associated budget been ring-fenced? Is bulk and zoned water meters in place? Are monthly water balance calculations performed?</p> <p>Water Quality Compliance: Is Blue Drop per system in the municipality identified? Does the municipality have strategies in place to achieve Blue Drop Status (If not already achieved)?</p> <p>Water Conservation/Water Demand Management (WC/WDM): Does the municipality have a funded WC/WDM programme? Is the WC/WDM adequately funded to meet the Non-Revenue Water (NRW) targets & timeframes?</p> <p>Priority Projects: Does the IDP reflect priority projects as identified in the WSDP, MIP, and IIAMP and by the community?</p>	<p>Unclear Unclear</p> <p>No Yes</p> <p>Unclear Unclear</p> <p>Yes</p>	<p>Service requirements at facilities not mentioned. Cost recovery: Tariff increases for water have been indicated in the IDP. IDP does not indicate if bulk and zoned water meters are in place. Water balance calculations are not indicated in the IDP. Water Quality Compliance: The blue drop status per system is not identified but it is indicated in the IDP that the municipality has achieved blue drop status. The blue drop status per system can be found in the municipality's blue drop report. The municipality has strategies in place to achieve blue drop status and because of these strategies; it have attained the blue drop status. Water Conservation/Water Demand Management (WC/WDM): The technical services department has a Water Demand Management policy. The IDP does not indicate if this policy is funded to meet NRW targets. Priority Projects: The IDP does indicate priority projects on its plans.</p>	<p>IDP to indicate Water balance calculations. The IDP to indicate blue drop status per system at the municipality. N/A IDP to indicate whether the municipality's WDM policy is adequately funded. IDP to indicate municipal NRW targets and timeframes. N/A</p>
17 DLG (MI) & NDHS	<p>Sanitation Infrastructure Specific</p> <p>Planning: Has the WSDP been adopted? Was it reviewed in last year and updated?</p> <p>Access to Service: Backlogs? Basic Services provision (what ratio of household per toilet is provided) e.g. 1 toilet per 5 households? Current situation and future plans. Free Basic Sanitation? (3-4kl extra water per household/month). Access to services e.g. Schools and clinics?</p>	<p>Yes No Yes Yes Yes No Unclear No No Yes Yes</p>	<p>Planning: a) The WSDP has been adopted. b) IDP does not indicate if it has been reviewed. Access to service: a) Backlogs for this service are indicated. b) All basic service provisions have been identified and a 2012/13 KPA, 100% implementation of Access to Basic Services have been achieved. c) Included in basic service provision.</p>	<p>•N/A •IDP to indicate status of WSDP. N/A N/A N/A IDP to indicate higher level service requirements. IDP to indicate the level of access to services of schools and clinics. IDP to include information on WWTW systems that are over</p>

Responsive Findings and Recommendations				
No	Parameter	Yes/No	Evidence	Recommendations
Responsiveness Findings and Recommendations				
Integrated Development Plan (DLG)				
	<p>Wastewater Quality Compliance?</p> <p>Are the Wastewater Treatment Works (WWTW) Capacity's indicated and are the WWTWs that are operating above the design capacity identified?</p> <p>Is Green Drop per system in the municipality identified?</p> <p>Does the municipality have strategies in place to achieve Green Drop Status (If not already achieved)?</p> <p>Priority Projects:</p> <p>Does the IDP reflect priority projects as identified in the WSDP, MIP, and IIAMP and by the community?</p>		<p>d) IDP does not mention higher level service requirements.</p> <p>e) Service requirements at facilities not mentioned.</p> <p>Water Quality Compliance:</p> <p>a) The IDP does not indicate which WWTW are over capacity.</p> <p>b) The green drop status per system is not identified but it is indicated in the IDP that the municipality has achieved green drop status. The green drop status per system can be found in the municipality's bi-annual green drop report.</p> <p>c) The municipality has strategies in place to achieve green drop status and because of these strategies; it have attained the green drop status.</p> <p>Priority Projects:</p> <p>The IDP does indicate priority projects on its plans.</p>	<p>capacity so that upgrading of infrastructure can be prioritised. The IDP to indicate blue drop status per system at the municipality.</p> <p>N/A</p> <p>N/A</p>
18 DLG (MI) & ESKOM	<p>Energy and Electricity:</p> <p>Electricity Provision</p> <p>Does the municipality have an updated electricity master plan in place?</p> <p>Is there a 10 year electricity forecast for capacity (MVA) and consumption (MWh) for existing intake points and new intake points (if applicable)?</p> <p>Electrification (which is based on the human settlement plan for formal and informal housing)</p> <p>Is there an electrification plan based on a five year formal housing plan?</p> <p>Is there an electrification plan based on a five year informal housing plan?</p> <p>Free Basic Electricity(50kWh household/month)</p> <p>Does an indigent policy exist?</p> <p>Have the number of FBE recipients been determined?</p> <p>Where Eskom provides electricity, has Eskom been informed and contracted to provide the FBE?</p>	<p>No</p> <p>No</p> <p>No</p> <p>No</p> <p>Yes</p> <p>No</p>	<p>a. The IDP mentions electricity infrastructure but no mention is made of a specific electricity master plan</p> <p>b. The electrical needs of the different wards are mentioned as well as the allocated capital budget for various bulk electrical projects in the municipality. No 10 year electrical forecast mentioned.</p> <p>a. Municipality has identified the needs of the poor communities but the electrification plans does not seem to be based on a 5 year formal housing plan.</p> <p>b. Municipality has identified the needs of the poor communities but the electrification plans does not seem to be based on a 5 year formal housing plan.</p> <p>a. Yes an indigent policy does exist at the municipality.</p> <p>b. It does not indicate if the number of free basic electricity recipients has been identified but the IDP does indicate in which communities the need exists.</p>	<p>DLG has applied for funding from Provincial Treasury for the drafting of electrical master plans at local municipalities within the province.</p> <p>The IDP to indicate a 10 year electricity forecast for capacity (MVA) and consumption (MWh) for existing intake points and new intake points (if applicable)?</p> <p>The IDP to indicate the status of its electrification plan based on a five year formal housing plan?</p> <p>N/A</p> <p>IDP to indicate the number of FBE recipients been determined.</p>

Responsive Findings and Recommendations				
No	Parameter	Yes/No	Evidence	Recommendations
Responsiveness Findings and Recommendations				
Integrated Development Plan (DLG)				
30 DLG (MSCB)	<p>Institutional Development and Transformation</p> <p>Does the Municipality have an approved organisational structure /organogram in place?</p> <p>Does the Municipality have a functional Performance Management System in place that is approved by council?</p> <p>Total no. of approved S56 posts in the organisational structure.</p> <p>Vacancy rate at section 56/57 level.</p> <p>Vacancy rate within the Municipality.</p> <p>Does the IDP clearly identify objectives to improve organisational effectiveness?</p> <p>Programmes and projects identified and funded which will positively impact on institutional functioning.</p> <p>Does the IDP encourage the principle of building internal capacity?</p>		<p>The municipality has an approved organisational structure. A total of 902 posts have been budgeted for and are filled. The Municipality has a functional Performance Management System in place which has been approved by Council. Chapter 10 of the IDP further outlines the link between the IDP and the Municipality's Performance Management System. The Municipality has a total number of six Section 56 posts, of which a total number of 5 are filled. 1 position vacant (Director Planning and Integrated Services) position subsequently filled on 01 October 2013 as per our unit's information.</p> <p>A total number of 88 positions are vacant within the municipality.</p> <p>A number of policies and plans have been adopted and implemented to improve organisational effectiveness.</p> <p>A number of projects has been identified which will enhance institutional capacity within the organization.</p> <p>Provision is made in the IDP for training and development.</p>	

Table 2: Bitou Municipality LG MTEC 3 assesment report: Budget and IDP Ananlysis

1.3. What is the 2015/2016 IDP review in relation to the 2012/2017 IDP

In May 2012 Council approved a five year IDP which is an overarching strategic framework through which the Municipality aims to realise its vision and strategic objectives. The Municipality is therefore required to revisit, revise and amend its strategies based on its past performance and if changing circumstances so demand. This revision takes stock of the municipal performance against the set key performance objectives, targets and adjusts its institutional capacity to perform optimally to achieve the set targets.

This is the third revision of the third generation IDP. This revision provides a perfect opportunity to Council to revise its performance based services delivery trends built on the past IDP processes of the current administration.

Figure 1 below gives a schematic diagram of the IDP cycle and the actual position of the current review (green bar).

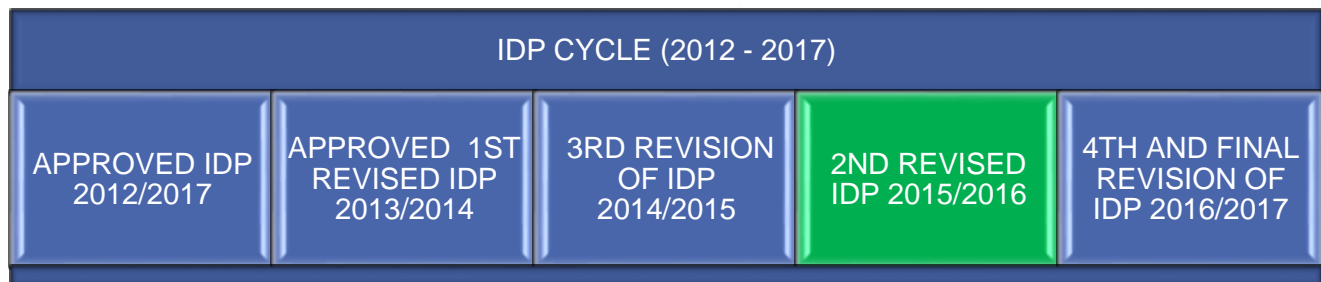


Figure 1: IDP cycle 2012 - 2017

1.4. MEC COMMENTS

The Provincial Department of Local Government reported that they no longer issue MEC letters; but the Head of Department signs off on the LG MTEC report for municipalities to factor in the recommendations from the departments into the IDP.

1.5. PERFORMANCE 2012/2013 PERFORMANCE HIGHLIGHTS

The IDP is revised based on the municipal past performance. The focus of this section is on municipal performance per key performance area. The data used in this section is extracted from the 2013/2014 annual report

1.5.1. Good governance and public participation

KPA & Indicators	Municipal Achievement	Municipal Achievement	Municipal Achievement
	2011/12	2012/13	2013/2014
<i>The percentage of a Municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the Municipality's integrated development plan</i>	70	69	98

Highlight	Description
Ward Committee Summit	Interacting with the Municipality, Provincial DLG and other sector departments.

1.5.2. Local Economic Development performance highlights

Highlight	Description
Re-opening of the Plettenberg Bay Airport to scheduled flights.	CemAir, a small commuter airline requested permission to fly to the Plettenberg Bay airfield. The airport provides easy access to Plettenberg Bay for business and leisure.
Initiation of development of new municipal offices and development of municipal properties.	Plans to consolidate municipal properties and evaluate freed up land for usage which extracts long- term economic value for the community
Surveying of airport precinct with a view to determining best economic usage.	Good development potential of land around the airport- perfect for ICT, warehousing, logistics, high-value assembly
Plettenberg Bay Tourism voluntary association	Plettenberg Bay Tourism is a voluntary association and has been established to assist with promotions, events and product development

1.5.3. Basic Services and infrastructure development

The table below reports on the high level KPI's for service delivery.

Ref	KPI	Unit of Measurement	Wards	Annual Target
-----	-----	---------------------	-------	---------------

TL1	Install civil services on the sites for the Qolweni housing project by 30 June 2015	Number of sites serviced by 30 June 2015	3	333
TL2	Complete top structures for the Qolweni housing project by 30 June 2015	Number of top structures completed by 30 June 2015	7	358
TL3	Complete top structures for the Kwa-Nokuthula housing project by 30 June 2015.	Number of top structures completed by 30 June 2015.	1	226
TL4	Install civil services on the sites for the Kwa-Nokuthula housing project by 30 June 2015	Number of sites serviced by 30 June 2015	3	233
TL17	Provide electricity to formal residential properties connected to the municipal electrical infrastructure network for both credit and prepaid electrical metering	Number of formal residential properties connected to the municipal electrical infrastructure network (credit and prepaid electrical metering)	All	15,653
TL18	Number of formal residential properties for which refuse is removed once per week	Number of residential properties which are billed for refuse removal	All	16,655
TL19	Provide sanitation services to residential properties which are connected to the municipal waste water (sanitation/sewerage) network & are billed for sewerage service, irrespective of the number of water closets (toilets)	Number of residential properties which are billed for sewerage in accordance with the financial system	All	14,328
TL20	Provide piped water to formal residential properties which are connected to the municipal water infrastructure network	Number of formal residential properties that receive piped water (credit and prepaid water)	All	14,513
TL24	Limit electricity losses to not more than 15% $\{(\text{Number of Electricity Units Purchased and/or Generated} - \text{Number of Electricity Units Sold}) / \text{Number of Electricity Units Purchased and/or Generated} \} \times 100$	% electricity losses	All	15%
TL25	90% of the electricity maintenance budget spent by the end of June $\{ (\text{Actual expenditure on maintenance} / \text{total approved maintenance budget}) \times 100 \}$	% of the maintenance budget spent	All	90%
TL26	90% of the electricity capital budget spent by the end of June $\{ (\text{Actual capital expenditure} / \text{total approved capital budget}) \times 100 \}$	% of the capital budget spent	All	90%
TL27	90% of the roads and stormwater maintenance budget spent by the end of June $\{ (\text{Actual expenditure on maintenance} / \text{total approved maintenance budget}) \times 100 \}$	% of the maintenance budget spent	All	90%
TL28	Kilometres of roads resealed by 30 June	Kilometres of roads resealed	All	1
TL29	90% of the roads and stormwater capital budget spent by the end of June $\{ (\text{Actual capital expenditure} / \text{total approved capital budget}) \times 100 \}$	$(\text{Actual expenditure on roads and stormwater capital} / \text{total approved budget}) \times 100$	All	90%

1.5.4. Institutional performance

The table below indicates how the municipality performed against the objective of “Create an institution that can align planning with implementation for effective and efficient service delivery”

Ref	KPI	Unit of Measurement	Wards	Annual Target
TL5	90% of funded posts filled {(Actual funded posts filled divided by approved funded posts)x100}	% of posts filled (Actual funded posts filled divided by approved funded posts)x100	All	90%
TL6	Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	Number of people employed in the three highest levels of management	All	1
TL7	Spent 0.1% of operational budget on training {(Actual total training expenditure divided by total operational budget)x100}	% of personnel budget spent	All	0.10%

1.5.5. Financial performance for the past two financial years

The Statement of Financial Performance provides an overview of the financial performance of the municipality and focuses on the financial health of the municipality.

Financial Summary						
R'000						
Description	2012/13	2013/14			2013/14 %Variance	
	Actual	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustment Budget
Financial Performance						
Property rates	83 816	90 447	99 584	95 015	4.81	-4.81
Service charges	174 984	192 923	192 820	190 343	-1.36	-1.30
Investment revenue	2 844	1 770	2 340	3 365	47.40	30.46
Transfers recognised - operational	82 274	102 052	106 109	86 994	-17.31	-21.97
Other own revenue	24 681	13 056	19 461	49 128	73.42	60.39
Total Revenue (excluding capital transfers and contributions)	368 600	400 248	420 314	424 845	5.79	1.07
Employee costs	108 939	127 524	125 969	134 355	5.08	6.24
Remuneration of councillors	4 043	4 415	4 701	4 710	6.28	0.20
Depreciation & asset impairment	41 218	36 114	36 114	30 791	-17.29	-17.29

Finance charges	13 559	13 845	13 927	13 683	-1.18	-1.78
Materials and bulk purchases	73 165	80 710	76 860	76 400	-5.64	-0.60
Transfers and grants	2 332	2 630	2 678	2 443	-7.67	-9.62
Other expenditure	103 980	138 823	145 797	146 607	5.31	0.55
Total Expenditure	347 236	404 060	406 046	408 990	1.21	0.72
Surplus/(Deficit)	21 364	(3 812)	14 267	26 562	114.35	46.29
Transfers recognised - capital	22 857	36 447	42 215	47 883	23.88	11.84

Table 3: Summary of financial performance for the 2013/2014 financial year

1.6. NATIONAL AND PROVINCIAL DEVELOPMENT PLANNING AND POLICY DIRECTIVES

This section will identify the relationship between Bitou's Integrated Development Plan and other key planning and policy instruments from the National, Provincial Government and Eden District Municipality.

Millennium Development Goals	National Development Plan 2030	National Outcomes(s)	Provincial Strategic Goals (s)	Eden Strategic Goal(s)
MDG 1: Eradicate extreme poverty and hunger MDG 4: Reduce child mortality MDG 5: Improve maternal health MDG 6: combat HIV/AIDS, malaria and other diseases	Chapter 10: Health Care for all Chapter 11: Social Protection	Outcome 2: Improve health and life expectancy Outcome 7: Vibrant, equitable and sustainable rural communities and food security	PSG 3: Increasing Wellness, Safety and Tackling Social Ills	G1: Healthy and Socially stable communities
MDG 3: Promote gender equality and empower women	Chapter 9: Improving Education, training and innovation Chapter 15: Nation building and Social Cohesion	Outcome 1: Improve the quality of basic education Outcome 5: A skilled a capable workforce to support inclusive growth	PSG 2: Increase education outcomes Improving Education Outcomes and Opportunities for Youth Development	G2: Build a capacitated workforce and communities
		Outcome 6: An efficient, competitive and responsive economic infrastructure network	PSG 1: Create Opportunities for Growth and Jobs PSG 2: Improving Education Outcomes and Opportunities for Youth Development	G3: Conduct regional bulk infrastructure planning and implement projects, roads maintenance and public transport: manage and develop council fixed assets

MDG 7: Ensure environmental sustainability	Chapter 5: Environmental Sustainability and resilience	Outcome 3: All people in South Africa protected and feel safe Outcome 10: Protection and enhancement of environmental assets and natural resources Outcome 11: A better South Africa, a better and safer Africa and world	PSG 4: Enabling a Resilient, Sustainable, Quality and Inclusive Living Environment	G4: Promote sustainable environmental management and public safety
		Outcome 9: A responsive and accountable, effective and efficient local government system	PSG 5: Embedding Good Governance and Integrated Service Delivery through Partnerships and Spatial Alignment	G5: Ensure financial viability of the Eden District Municipality
MDG 8: Develop a global partnership for development	Chapter 14: Fighting corruption	Outcome 9: A responsive and accountable, effective and efficient local government system Outcome 12: A development-orientated public	PSG 5: Embedding Good Governance and Integrated Service Delivery through Partnerships and Spatial Alignment PSG 2: Improving Education Outcomes and Opportunities for Youth Development	G6: Promote Good Governance
	Chapter 3: Economy and Development	Outcome 4: Decent employment through inclusive economic growth Outcome 6: An efficient, competitive and responsive economic infrastructure network	PSG 1: Create Opportunities for Growth and Jobs PSG 2: Improving Education Outcomes and Opportunities for Youth Development	G7: Grow the district economy

1.7. INTEGRATED DEVELOPMENT PLANNING PROCESS

The Municipal Systems Act pays particular attention regulating how the IDP should be drafted. The Act states that the Council must adopt a plan that sets out how it intends to draft, adopt and review the IDP document. The Act also places a high priority on the elements of vertical integration and community participation. The process plan for the review of Bitou Municipality five-year IDP for the 2014/2015 financial year was adopted by Council on 31 August 2013.

The table below summarizes the processes followed and ensures that the role players involved in the process are prepared and provide the required inputs.

ACTIVITY			RESPONSIBLE PERSON / DEPARTMENT	TIME LINE	Applicable Legislation / Policy directive
PREPARATION					
IDP analysis report / MEC for Local Governments comments			Municipal Manager / IDP Manager	July 2014	MSA, Section 32 (1) (a)
IDP/Budget Steering Committee Meeting (Analysing MEC comments)			IDP / Budget /office	17 July 2014	Best Practise
Draft and sign performance agreements for section 57 officials. Sent copies of signed agreements to Minister: Cooperative Governance & Traditional Affairs as well as MEC: Local Government, publish on website and local newspaper			Manager: PMS, SDBIP	31 July 2014	Performance Regulations 805
District IDP Mangers Forum			IDP Manager	08 August 2014	Best practice
Council approves process plan/time schedule plan – MFMA Section 21(1)(b)			Mayor / Municipal Manager	28 August 2014	Best practice
Formal review of staff performance of the period January – June. Finalise performance plans (scorecards) for staff			Manager: PMS, SDBIP	August 2014	
Advertise IDP process in local news papers			IDP Manager	5 September 2014	Best practice
Ward Committee Summit			Communication unit	September 2014	Best practise
IDP / Budget / PMS Workshop			Mayor/MM/HOD's and line Managers (IDP/Budget steering committee)	10 September 2014	Best practice
IDP INDABA/ MINMAY			Municipal Manager / IDP/Mun Manager	September 2014	Best practice
Provincial IDP Managers Forum			IDP Manager	04 & 05 September 2014	Best practice
District IDP Managers Workshop			IDP Manager	18 September 2014	Best Practice
Update IDP forum list			IDP Manager	26 September 2014	Best practice
ANALYSIS					
Ward meetings (meeting with ward committees and Council of Stakeholders in the case of ward 4). (Revision of chapter 7 of 2014/2014 IDP)			Ward Councillors/ IDP Manager / Speakers Office	02 – 30 September 2014	Approved process plan
Wards	Venue (Tentative)	TIME			
Ward 1	Green Valley Hall	19:00	Ward Councillor	October 2014	Best practice
Ward 2	Strategic Services Board room	18:00	Ward Councillor	October 2014	Best practice
Ward 3	Bicycle Shed	19:00	Ward Councillor	October 2014	Best practice

ACTIVITY			RESPONSIBLE PERSON / DEPARTMENT	TIME LINE	Applicable Legislation / Policy directive
Ward 4	Councillors office	19:00	Ward Councillor	October 2014	Best practice
Ward 5	Kwano-Library	18:00	Ward Councillor	October 2014	Best practice
Ward 6	Kwano-Library	18:00	Ward Councillor	October 2014	Best practice
Ward 7	Kranshoek Boardroom	19:00	Ward Councillor	October 2014	Best practice
IDP FORUM MEETING (presenting community issues to government and NGO sectors)			MAYOR/MUNICIPAL AND IDP MANAGERS	November 2014	Best practice
Finalise and submit performance report to AG. Annual performance review of section 57 officials			Evaluation Panel headed by Executive Mayor	September 2014	Performance Regulations 805
IDP / PMS Steering Committee (considering community issues and targets)			Mayor Municipal Manager	November 2014	Best Practice
Bitou Municipality INDABA 1 engagement			Municipal Manager	06 October 2014	Best Practice
Bitou Profiling (Revision of chapter 3 of 2014/2015 IDP)			HOD: Strategic Services	November 2014	Best practice
institutional analysis (Revision of chapter 4 of 2014/2015 IDP)			HOD: Corporate Services	November 2014	Best practice
Financial Analysis (Revision of chapter 8 of 2014/2015 IDP)			HOD: Financial Services	November 2014	
IDP / Budget / PMS Steering Committee Analysing gaps: - Institutional - Financial - Governance - Service Gaps - Performance			HOD's Corporate, Finance and Strategic services	November 2014	Best practice
Municipal Strategic Planning Session			Municipal Manager	November 2014	Best Practice
Provincial IDP Managers forum			IDP Manager	Dec 2014	Best Practice
STRATEGY / INDICATORS/TARGETS					
Strategic workshop: Consolidate priorities for Budget purposes. (Revision of chapter 5 of 2014/2014 IDP)			Mayor, Councillors Municipal Manager and HOD,s	January 2015	Best practice
Piloting of the implementation of the SALGA IDP framework in Hessequa			IDP Manager	11 November 2014	Best practice
PROJECTS / PROGRAMMS / BUDGETS					
Capital Projects			All Departments	February 2015	Best practice
- Community projects (Roads, housing etc.)				February 2015	Best practice
- Staff items (office furniture etc.)				February 2015	Best practice
Operational Projects			Budget Office	February 2015	Best practice
- Personnel (New position)				February 2015	Best practice
- Administration and Personnel				February 2015	Best practice
Submission of Adjustment Budget information			Budget Office	2-9 January 2015	Best practice
- IDP / Budget Steering Committee (considering adjustment budget)			Budget Office	13 January 2015	Best practice
- Setting of performance indicators (Draft SDBIP)			IDP forum	February 2015	Best practice
INTEGRATION					
Approval of adjustment budget in conjunction with mid-year assessment.			Budget Office	March 2015	Approved process plan
District IDP Managers work session			IDP Manager	March 2015	Approved process plan
Integration of sector plans			All departments	March 2015	Approved process plan
APPROVAL (IDP & Budget and Performance Documentation)					
Final changes to Draft Budget submissions			All departments	6 February 2014	
Council approves first drafts of the revised IDP and Budget			Mayor / Municipal Manager	19 March 2015	MFMA Section 16 (1) & (2)

ACTIVITY			RESPONSIBLE PERSON / DEPARTMENT	TIME LINE	Applicable Legislation / Policy directive	
Give notice for 21 days to the public for comments the draft IDP & Budget			IDP and Budget Offices	03 – 23 April 2015	Municipal Planning and performance regulations, 2001 (GNR.796)	
Submit copies of the draft IDP and Budget to Provincial Treasury and Provincial and National Departments responsible for local government			IDP and Budget Offices	03 April 2015	MFMA Section 22 (a) & (b)	
Submit the proposed revised IDP to Eden DM			IDP Manager	6 April 2015	MSA Section 29(3)(b) MPPM Regulation 3(6)	
Conduct ward based public meetings to inform the public about the IDP and Budget for 2014/2014			IDP Steering Committee	April 2015	MFMA Section 23(1)	
WARDS			VENUE	TIME		
Ward 1			Covey	19:00	Ward Councillor	
			Kurland	19:00	Ward Councillor	
	Wittedrift	19:00	Ward Councillor			
- Ward 2	Piesang Hall	18:00	Ward Councillor	April 2015		
Ward 3	Bicycle shed	18:30	Ward Councillor	April 2015		
Ward 4	New horizon Hall (transport Split VD)	19:00	Ward Councillor	April 2015		
- Ward 5	Kwa-Nokuthula Hall	18:00	Ward Councillor	April 2015		
- Ward 6	Kwa-Nokuthula Hal	18:00	Ward Councillor	April 2015		
- Ward 7	Kranshoek	19:00	Ward Councillor	April 2015		
	Harkeville(transport Split VD)	19:00	Ward Councillor	April 2015		
Respond to public comments	Mayor and Municipal Manager		MFMA Section 23(2)	13 April 2015		
Council approves IDP and Budget.	Council		MFMA Section 24(1) MPPM Regulation 3(3)	29 May 2015		
Place approved IDP, and annual budget related documents and policies on municipal website (within 5 days of adoption)			MFMA Section 75(1) & (2) MSA Section 21A(1)(b)	5 June 2015		
Respond to public comments			Mayor and Municipal Manager	20 May 2015	MFMA Section 23(2)	
- IDP / Budget Steering Committee (considering Budget)			Budget Office	May 2015		
Council approves IDP and Budget.			Council	28 May 2015	MFMA Section 24(1)	
MPPM Regulation 3(3)						
Place approved IDP, and annual budget related documents and policies on municipal website (within 5 days of adoption)			IDP and Budget Offices	5 June 2015	MFMA Section 75(1) & (2)	
MSA Section 21A(1)(b)						
Submit copies of the revised IDP and Budget to Provincial Treasury and MEC for Local Government (within 10 days of the adoption)			IDP and Budget Offices	10 June 2015	MSA Section 32(1)(a)	
Give notice to the public of the adoption of the IDP (within 14 days of adoption)			IDP and Budget Offices	10 June 2015	MSA Section 25(4)(a)	
MSA Section 21A(1)(b)						
Publicise a summary of the IDP (within 14 days of adoption)			IDP Office	10 June 2015	MSA Section 25(4)(b)	
Make public the approved annual budget and supporting documentation (including tariffs) (within 10 working days after approval of the						
budget)-			Budget Office	10 June 2015	Budget & Reporting Regulations 2009, Rag 18 (1-3)	

ACTIVITY	RESPONSIBLE PERSON / DEPARTMENT	TIME LINE	Applicable Legislation / Policy directive
Submit approved budget to Provincial Treasury and National Treasury (within 10 working days after approval of the budget)	Budget Office	10 June 2015	MFMA Section 24(3)
Budget & Reporting Regulations 2009, Rag 20			
Submit to the Executive Mayor the draft SDBIP and draft annual performance agreements for the next year (within 14 days after approval of the budget)	Director Strategic Services	12 June 2015	MFMA Section 69(3)
Executive Mayor takes all reasonable steps to ensure that the SDBIP is approved (within 28 days after approval of the budget)	Municipal Manager and Director Strategic Services	Before 26 June 2015	MFMA Section 53(1)(c)(ii)
Performance management			
Place the performance agreements and all service delivery agreements on the website	Director Strategic Services	12 June 2014	
Before or on 31 July 2014	MFMA Section 75(1)		
Budget & Reporting Regulations 2009, Rag 19			
Submit copies of the performance agreements to Council and the MEC for Local Government as well as the national minister responsible for local Government (within 14 days after concluding the employment contract and performance agreement)	Director Strategic Services	Before or on 31 July 2015	MFMA Section 53(3)(b)

The IDP and Budget of Bitou Municipality is therefore a people driven process. It is informed by ward-based planning, an analysis of the current status of service delivery and the environment, requirements of the community prioritized in terms of their needs, and various stakeholder engagements.

1.8. Roles and responsibilities in the IDP process

Bitou Municipality adopted a culture of municipal governance that complements formal representative government with a system of participatory governance which encourages and creates conditions for the local community to participate in the affairs of the Municipality, including in the preparation, implementation and review of its integrated development plan, budget and performance management system.

For a well-organized and smooth IDP process all role players must be fully aware of their own and other role player's responsibilities. Therefore there should be a clear understanding of all the required roles needed for the successful implementation of the IDP process plan. The following two tables provide information pertaining to stakeholders.

1.8.1. External stakeholders

ROLE PLAYER	ROLES AND RESPONSIBILITIES
Bitou Municipality	<ul style="list-style-type: none"> ➤ Prepare and adopt the IDP process plan; ➤ Undertake the overall management and coordination of the IDP process which includes ensuring that; ➤ All relevant role players are appropriately involved; ➤ Appropriate mechanisms and procedures for community participation are applied; ➤ Events are undertaken in accordance with the time schedule; ➤ The IDP relates to the real burning issues in the Municipality ➤ The sector planning requirements are satisfied. ➤ Prepare and adopt the IDP; ➤ Adjust the IDP in accordance with the MEC's proposals/recommendations; and ➤ Ensure that the annual business plans, budget and performance management decisions are linked to and based on the IDP.
Role of Ward Committees Members	<ul style="list-style-type: none"> ➤ Serve as an official participatory structure ➤ Assist the Ward Councillor in identifying challenges and needs of residents ➤ Disseminate information in the ward concerning municipal affairs, such as Budget, Integrated Development Planning, Performance Management systems, service delivery options and municipal properties. ➤ Serve as a mobilisation agent for community action within the IDP and other related matters.
Bitou communities, residents and stakeholders	<ul style="list-style-type: none"> ➤ Represent interests and contribute knowledge and ideas in the IDP process by participating in and through the ward committees; ➤ Analyse issues, determine priorities and provide input; ➤ Keep their constituencies informed on IDP activities and their outcomes; and ➤ Discuss and comment on the draft IDP; ➤ Check that annual business plans and budget are based on and linked to the IDP; and ➤ Monitor performance on the implementation of the IDP.
Eden District Municipality	<ul style="list-style-type: none"> ➤ Same roles and responsibilities as municipal governments of local municipalities but related to the preparation of a district IDP; ➤ The District Municipality must also prepare a District Framework (Sec 27 of the MSA); ➤ Fulfil a coordination and facilitation role by: <ul style="list-style-type: none"> • Ensuring alignment of the IDP's of the municipalities in the district council area • Ensuring alignment between the district and local planning; • Facilitation of alignment of IDP's with other spheres of government and sector departments; and

ROLE PLAYER	ROLES AND RESPONSIBILITIES
	<ul style="list-style-type: none"> • Preparation of joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists.
Provincial Government: Department of Local Government	<ul style="list-style-type: none"> ➤ Ensure horizontal alignment of the IDP's of the District Municipalities within the province. ➤ Ensure vertical/sector alignment between provincial sector departments/ provincial strategic plans and the IDP process at local/district level by: <ul style="list-style-type: none"> • Guiding the provincial sector departments participation in and their required contribution to the municipal IDP process and; • Guiding them in assessing draft IDP's and aligning their sector programs and budgets with the IDP's. ➤ Efficient financial management of Provincial IDP grants. ➤ Monitor the progress of the IDP processes. ➤ Facilitate resolution of disputes related to IDP. ➤ Assist municipalities in the IDP drafting process where required. ➤ Coordinate and manage the MEC's assessment of IDP's.
Sector Departments	<ul style="list-style-type: none"> ➤ Contribute relevant information on the provincial sector department's plans, programs, budgets, objectives, strategies and projects in a concise and accessible manner. ➤ Contribute sector expertise and technical knowledge for the formulation of municipal strategies and projects. ➤ Engage in a process of alignment with District Municipalities. ➤ Participate in the provincial management system of coordination.
National Government	<ul style="list-style-type: none"> ➤ National Treasury issues guidelines on the manner in which municipal councils should draft and process their annual budgets.

Table 4: External role player's roles and responsibilities of stakeholders in the IDP process

1.8.2. Internal stakeholders

The Municipality has a specific role to fulfil in relation to the implementation of the process plan. Table 3 below defines the roles of internal stakeholders:

Role Player	Roles and Responsibilities
Municipal Council	<ul style="list-style-type: none"> ○ Consider and approve the IDP ○ Consider and approve the Budget
Executive Mayor & Mayoral Committee	<ul style="list-style-type: none"> ○ Overall management, coordination and monitoring of the process and drafting of the IDP ○ Assign and delegate the function to the municipal manager ○ Approve nominated persons to be in charge of the different roles, activities and responsibilities of the process and drafting.

Role Player	Roles and Responsibilities
	<ul style="list-style-type: none"> ○ Submit the draft IDP to Council for adoption.
Ward Councillors	<ul style="list-style-type: none"> ○ Link the planning process with their constituencies and/or wards ○ Assist with organising public consultation and participation (ward committees) ○ Monitor the implementation of the IDP with respect to their particular wards; ○ Ensure the annual business plans and municipal budget are linked to and based on the IDP. ○ Ward Councillor must ensure that full and proper records are kept of minutes of ward committee meetings are kept ○ Must chair ward and public meetings. Ward Councillor may delegate in writing the chairing of the meeting in his/her absence
Speaker	<ul style="list-style-type: none"> ○ Overall monitoring of the public participation process; ○ Exercise oversight of the ward committee system.
Municipal Manager and / Director Strategic Services / IDP Manager	<ul style="list-style-type: none"> ○ Prepare and finalize the Process Plan; ○ Be responsible for overall management, coordinating and monitoring of the process and drafting the IDP Review; ○ Responsible for the day to day management of the planning process, ensuring that all relevant actors are appropriately involved; ○ Nominate persons in charge of different roles ○ Ensure that the process is participatory, strategic and implementation orientated and is aligned with sector planning requirements ○ Respond to public and MEC's comments on the draft IDP review ○ Ensure proper IDP documentation ○ Adjust the IDP in accordance with the MEC's recommendations ○ Monitor the implementation of the IDP proposal
Directors and Heads of Department	<ul style="list-style-type: none"> ○ Prepare departmental budgets in line with IDP ○ Prepare selected Sector Plans ○ Provide relevant technical, sector and financial information for analysis for determining priority issues. ○ Contribute technical expertise in the consideration and finalization of strategies and identification of projects. ○ Provide departmental, operation and capital budgetary information. ○ Responsible for the preparation of project proposals, the integration of projects and sector programmes.
Communication Sub-Directorate	<ul style="list-style-type: none"> ○ Assist the Speaker to coordinate the process of establishing ward committees. ○ Responsible for logistical arrangements pertaining to ward committee meetings. ○ The responsibility to meet regularly with the ward committees to ensure appropriate communication with the communities through the ward committee structure. ○ The responsibility to ensure that representations made through the ward committees and ward councillors are channelled to the appropriate structures/functionaries for further attention/information. ○ To provide the administrative support to ward committees.

Role Player	Roles and Responsibilities
IDP-Steering Committee	<ul style="list-style-type: none"> ○ Refinement and Quality check of IDP document to ensure compliance with legislation. ○ Consist of Municipal Manager, Senior Management/Directors, IDP Manager/Office, and Speaker.
Budget-Steering Committee	<ul style="list-style-type: none"> ○ To provide technical assistance to the mayor in discharging the responsibilities set out in Section 53 of the MFMA. ○ Consist of portfolio Councillor for Financial matters, the Municipal Manager, the Chief Financial Officer, Senior Managers/Directors and Head of Departments to give technical advice if necessary.
IDP Representative Forum	<ul style="list-style-type: none"> ○ Provide an organisational mechanism for discussion, negotiation and decision-making between stakeholders. ○ Represents the interest of their constituencies in the IDP process. ○ Monitors the performance of the planning and implementation process.

Table 5: Internal role players

1.9. OVERVIEW OF DOCUMENT STRUCTURE

Section 25 of the Municipal Systems Act is particular about the content of the IDP. The content in of this document is outlined as follow:

Chapter 1: introduction	This chapter sets the scene by giving the context for revising the IDP and outlines the institutional arrangements for the successful implementation of the IDP. Included in this chapter is the approved process plan, MEC comments and the municipal past performance.
Chapter 2: municipal profile	This is one of the most important sections of the IDP because it outlines the current realities based on scientifically tested data. The purpose of this chapter is to give users the current reality of the population figures, population growth trends and the socio-economic profile of Bitou.
Chapter 3: community development (ward planning)	Community participation is central in the development of the IDP and communities are legislatively encouraged to participate in the affairs of local government. They are also encouraged to demand services and be part of all municipal decision making processes. This chapter gives a list of priorities raised by communities in the different wards. These issues are raised for consideration in the planning and budgeting process
Chapter 4: in-depth analysis	This chapter focuses on analysing the institutional situation, financial viability, issues of good governance and public participation, local economic development and the levels of basic services delivery with the view of finding a balance between the issues facing the socio-economic wellbeing of Bitou and the available resources.
Chapter 5: development strategy	The IDP is a strategic tool that is meant to guide the municipal planning, and decision-making processes. It is a tool, which needs to steer municipal expenditure in a direction of achieving the municipal developmental imperatives. This chapter describes the municipal strategic focus, the vision, mission and all related strategic planning requirements.
Chapter 6: one year project implementation plan (2014/2015)	After the analysis is completed, based on sections 2, 3 and 4 projects are identified for implementation. This chapter gives a list of projects per key performance area for implementation in the 2014/2015 financial year. User can now see where, what and how much is going to be spent per ward.

Chapter 7: sector planning and department investments	Sector alignment is one of the fundamental prerequisites in the process and the legislation is clear on which sector plans must find prominence in the IDP. This chapter reports on the status of sector plans and also the provincial sector departments' foot print in the Bitou area.
Chapter 8: financial plan	The Municipality will not meet its developmental mandate without sound finances and proper financial management systems. This section focuses on the municipal financial plans for the next MTREF cycle. The plan looks into mechanisms of funding both the CAPEX and OPEX budgets
Chapter 9: performance management	This chapter reports on the status of the municipal performance management systems and how the implementation of the municipal development strategies will be measured against set key performance indicators and targets. This plan also outlines the reporting mechanisms as prescribed by legislation and adopted by Bitou Municipality for compliancy and accountability.

Table 6: Document structure

1.10 IDP / budget process self-assessment

MAYCO adopted the IDP and time schedule in August and Council could only approve them on the 16 October 2014 due to a by-election in September 2014.

Mechanism for participation

Community participation took place in all phases of the IDP drafting process. The following tables give a full account of how communities were encouraged to participate in the IDP drafting process:

Ward Committee Meetings

During October and November IDP Meetings were held with ward committees in all wards, some ward committees made written submissions and Ward Plans were developed for Wards 1, 3 and 4 through a provincial sponsored programme.

IDP Forum

IDP Forum meetings were held during the drafting of the IDP and invitations were extended to the Business Chambers, NGO's, CBO's, Sector Departments, Rate Payers Associations, Small Contractors and the Griqua Traditional Authority.

Date	Venue	POE
02/12/2014	Piesang Valley Community Hall	Attendance Register
14/04/2015	Piesang Valley Community Hall	Next Meeting

Inputs and comment

- Written inputs to the IDP were received from the Natures Valley Rate Payers Association, Mr Vlok and Ward 2 Committee through the Ward Councillor.

Provincial Participation (IGR)

During the IDP drafting process the Municipality participated in the following forums:

- IDP indaba 1 & 2 (Joint Planning initiative)
- MGRO
- Quarterly IDP Managers Forum
- LGMTEC 1 & 3;

The draft IDP review for 2015/2016 and Budget will be submitted to the MEC for Local Government, Provincial and National Treasuries; and to Eden District Municipality

The main aim of this chapter is to give users, investors and the public up to date data on service levels, backlogs and economic status of Bitou. This report will highlight the following data sets:

1. Geographic profile
2. Socio-economic information
3. Household service
4. Tenure status
5. Spatial management concepts
6. Environmental management

These data sets are also supported with comprehensive maps that indicate the geography or spatial spread of service gaps.

This profile of the Municipality relies on the 2011 census data (done every 10 years) and the provincial Municipal Economic Review and Outlook.

2.1. Bitou geography

Bitou Municipality (WC044) is situated along the Garden Route within the Western Cape; it falls in the jurisdiction of Eden District Municipality (DC4) and the Bloukrans River its eastern boundary that bisects the Western and Eastern Cape Provinces.

Bitou includes towns like Plettenberg Bay “the Jewel of the Garden Route”, Covie, Nature's Valley, the Crags, Kurland, Keurbooms, Wittedrift, Green Valley, Kranshoek, Harkerville, Kwa-Nokuthula, New Horizons, Qolweni and Bossiesgif.

Bitou Municipality's area of jurisdiction.

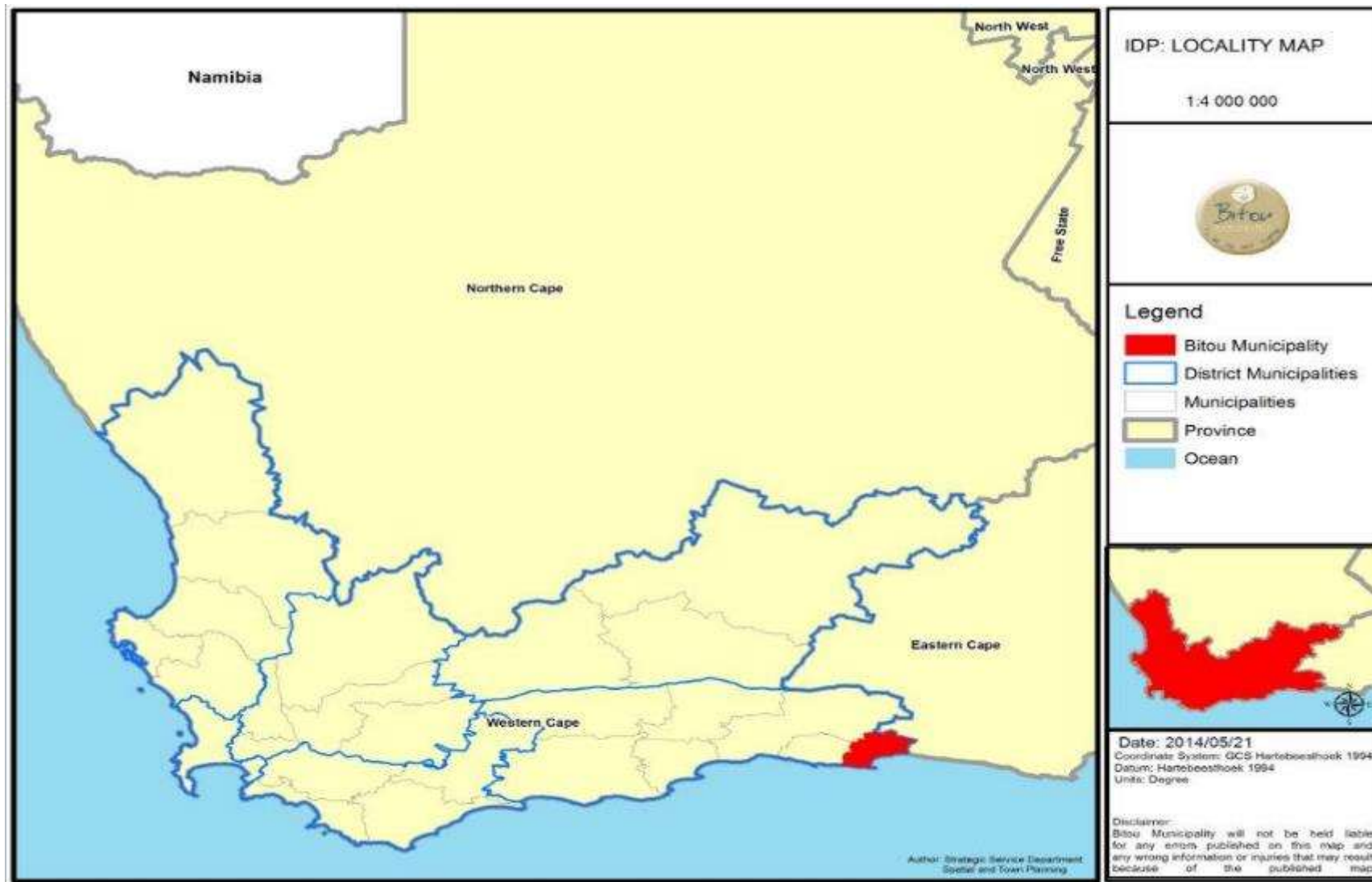


Figure 2: Locality Map

The Demarcation Board increased the number of wards from six to seven wards. The table below give a description of each ward and the map that follow indicates the geography of each ward.

Ward	Description
Ward 1	Green Valley, Wittedrift, Craggs, Kurland, Keurbooms, Nature's Valley and Covie
Ward 2	Plett South and Plett North
Ward 3	Bossiesgif, Qolweni, Pine Trees and Gatjie
Ward 4	New Horizons and Kwa-Nokuthula Split VD
Ward 5	Phase 1 and 2 Kwa-Nokuthula
Ward 6	Phase 3 Kwa-Nokuthula
Ward 7	Kranshoek, Harkerville and Split VD Phase 3 Kwa-Nokuthula

Table 7: Ward delineation

Figure below demonstrates the geographic location of each ward.



Figure 3: Map indicating the spatial location of each ward.

2.2. Demographic profile

Demography is a very important variable in an IDP because through demography, planners can study the population size and composition. The change in population size and composition has a bearing on the quantity and cost of services delivery. Through demographic studies, it is easy to identify, population trends, causes and consequences of these trends.

The last census was held in 2011. The census results of 2011 indicates, “Bitou Municipality has the fourth fastest growing population in the country and the second fastest growing population in the Province with an annual growth rate of 5.4 percent.

The Table below indicates the population trends from 1996 to 2011 and this is done by comparing population growth by national group and gender.

NATIONAL GROUP	1996		2001		2011	
	Male	Female	Male	Female	Male	Female
<i>Black African</i>	2513	2143	5638	5429	11338	10901
<i>Coloured</i>	3697	3948	5659	6080	7478	7866
<i>Indian or Asian</i>	38	25	45	50	116	133
<i>White</i>	2286	2428	3001	3280	3960	4347
<i>Other</i>	0	0	0	0	1576	1447
<i>Unspecified</i>	665	684	0	0	0	0
TOTAL		18427		29182		49162

Table 8: Bitou population by national group and gender (source StatsSA)

The graph in below shows the population growth trends since 1996.

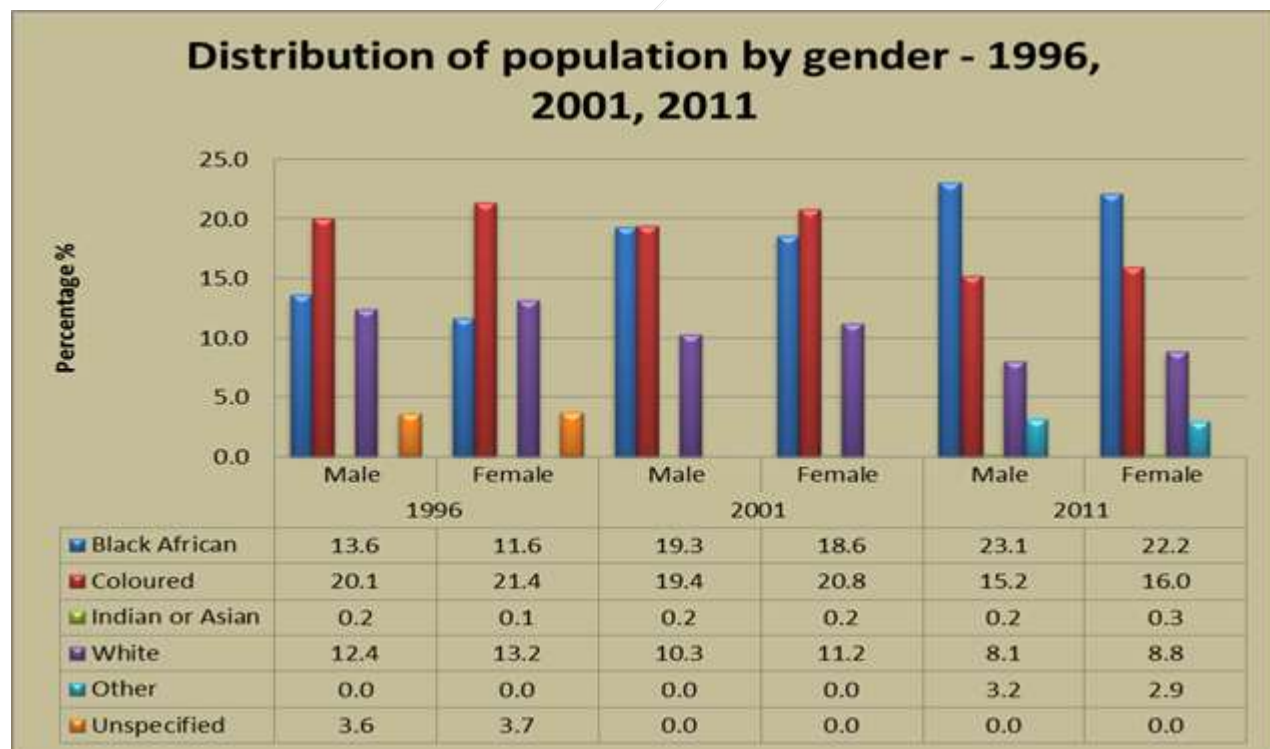


Figure 4: Population growth trends since 1996. (source StatsSA)

Population projection by 2030

Rapid population growth is a major contributor to the municipal development challenge. It is said that Bitou is the 4th fastest growing town in South Africa with an annual growth rate of 5.8 percent. The table below give the population figures as per the past census and a population forecast to 2030.

POPULATION				
1996	2001	2011	2014	2030
18427	29182	49162	59629	138776

We used the double period formula to forecast the doubling period of the population in Bitou and we realized that the population will double in the next **11 – 12 years**. This simply means that Bitou will have a population of close to a **100 000** residents by **2025**.

The exponential population growth in Bitou breeds the following challenges:

- a. A need for additional housing opportunities;
- b. NEED for additional infrastructure services and bulk infrastructure (to cater even for the seasonality of the town)
- c. Increasing backlogs of infrastructure maintenance
- d. Encroachment and illegal dwellings;
- e. Illegal electrical connections;
- f. Unemployment;
- g. Health hazards and
- h. crime

The map below demonstrates the population distribution by national grouping in all wards. This data set can be used to inform the communication strategy for each ward.

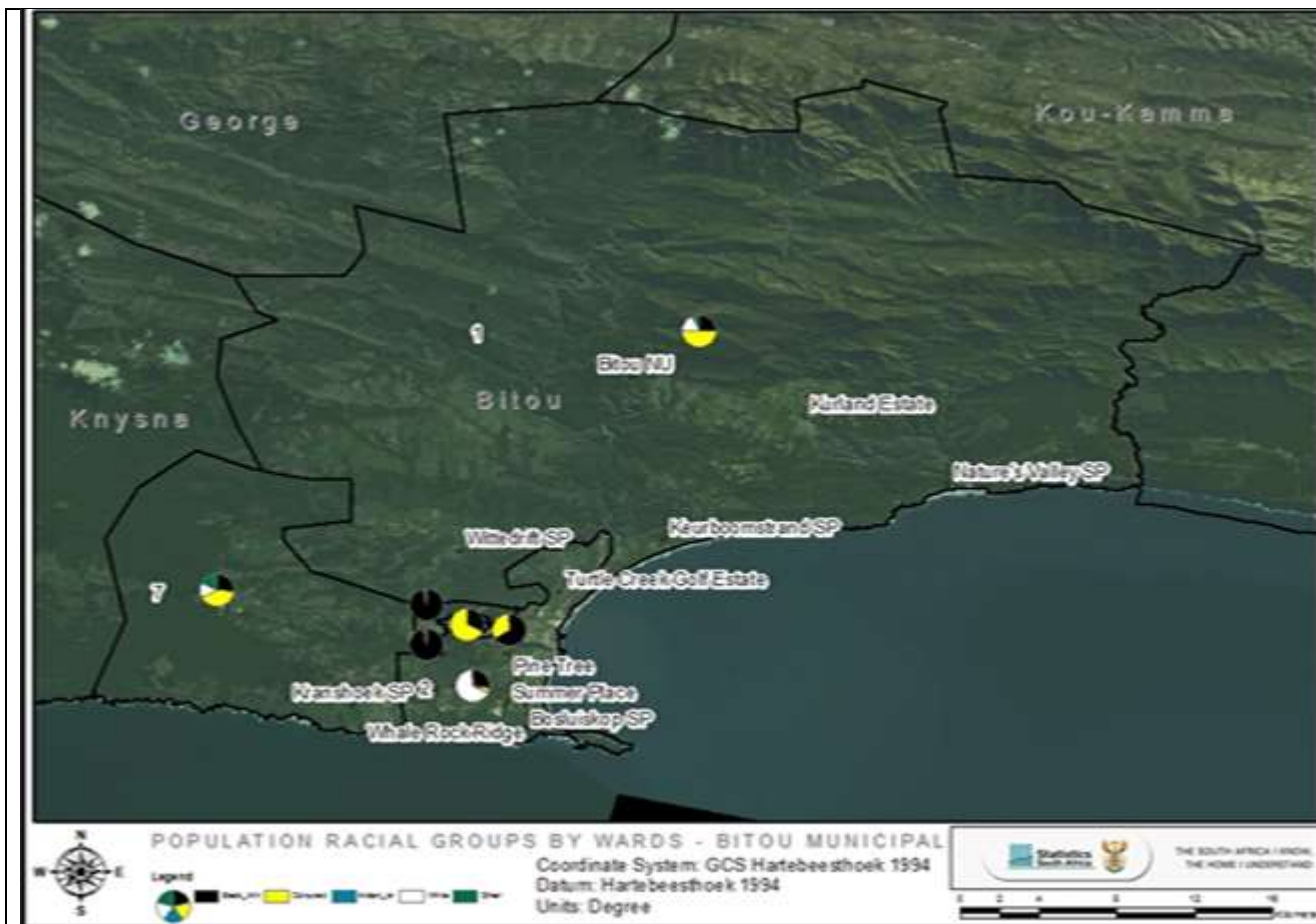


Figure 5: Map illustrating the population distribution by national group per ward (source StatsSA) .

The population pyramid graphs below illustrate the levels of growth per age group. The evidence presented by the graph in figure 6 below demonstrates that the population is growing primarily between the ages of **20 and 65 years** and **0 – 20 years**. These growth trends mean demand for shelter, employment, health and education facilities increased.

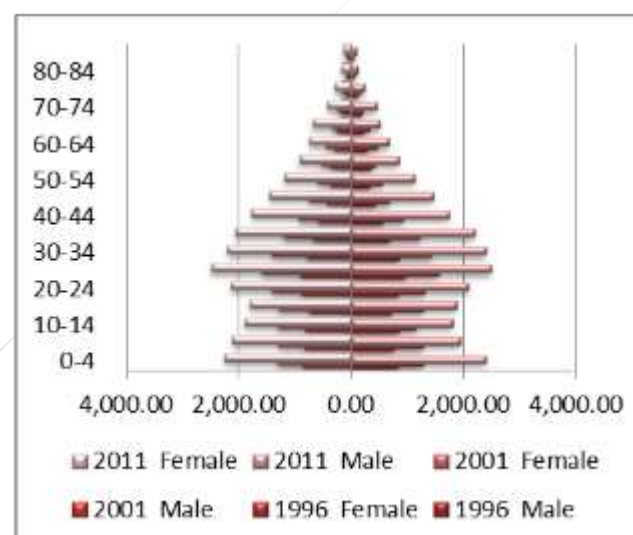
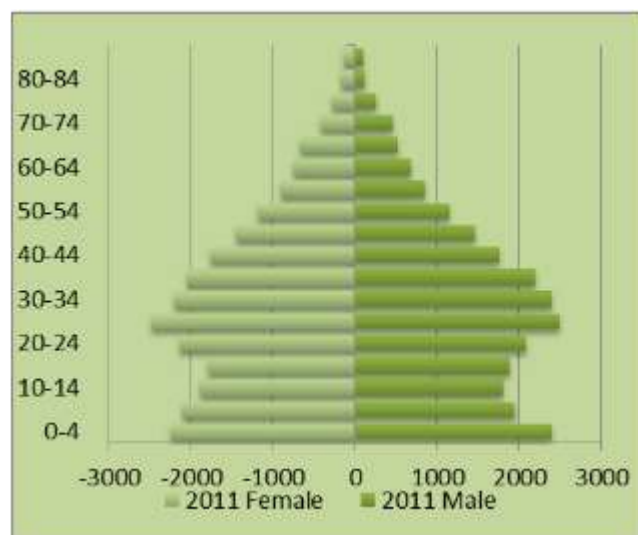
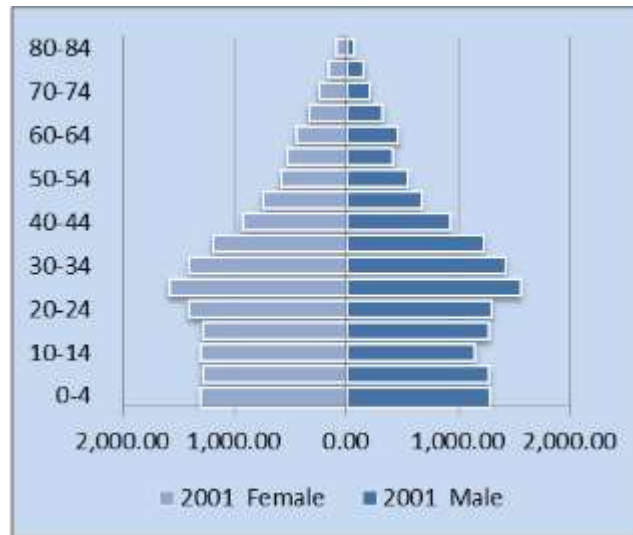
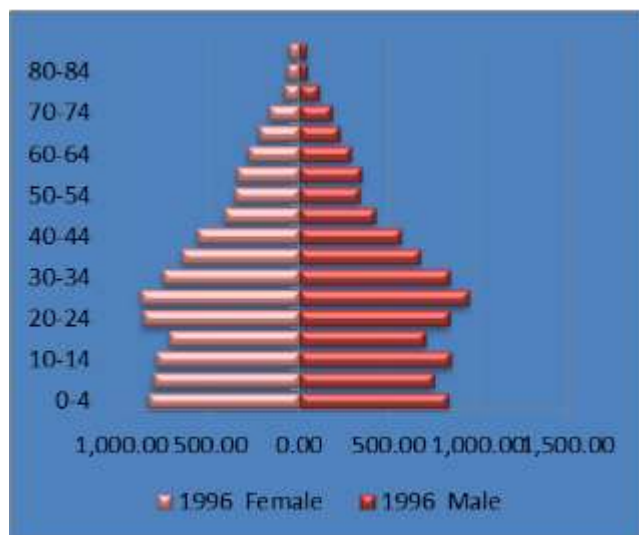


Figure 6: Population pyramids illustrating the population dynamics since 1996 (source StatsSA)

Bitou Municipality's population had more females than males in 2011. The gender ratio in 2001 was 96,7% males (per 100 females). The ratio increased to 99,1% in 2011.

2.3. HOUSEHOLD INFORMATION

In 2011, 16 645 households were living in the Bitou municipal area. The number of households nearly doubled since 2001. There is also an increase in the number of households headed by females and a decrease of households living in formal dwellings.

2.3.1. HOUSEHOLD DYNAMICS

HOUSEHOLD DYNAMICS									
Households		Average household size		Female headed households %		Formal dwellings %		% Housing owned/paying off	
8 763	16 645	3,2	2,8	32,8	33,5	79,8	72,2	58,9	45,9

Table 9: Summary of household dynamics

The size cohort with the highest number of households is where the households consist of a single person; it represents 28,1% of households. Nearly 26,7% of households consist of not more than 2 persons.

HH size	1	2	3	4	5	6	7	8	9	10+	Total
Nr of HH's	4 692	4460	2677	2228	1294	689	287	149	77	91	16 645

Table 10: Household numbers by size of households(source StatsSA)

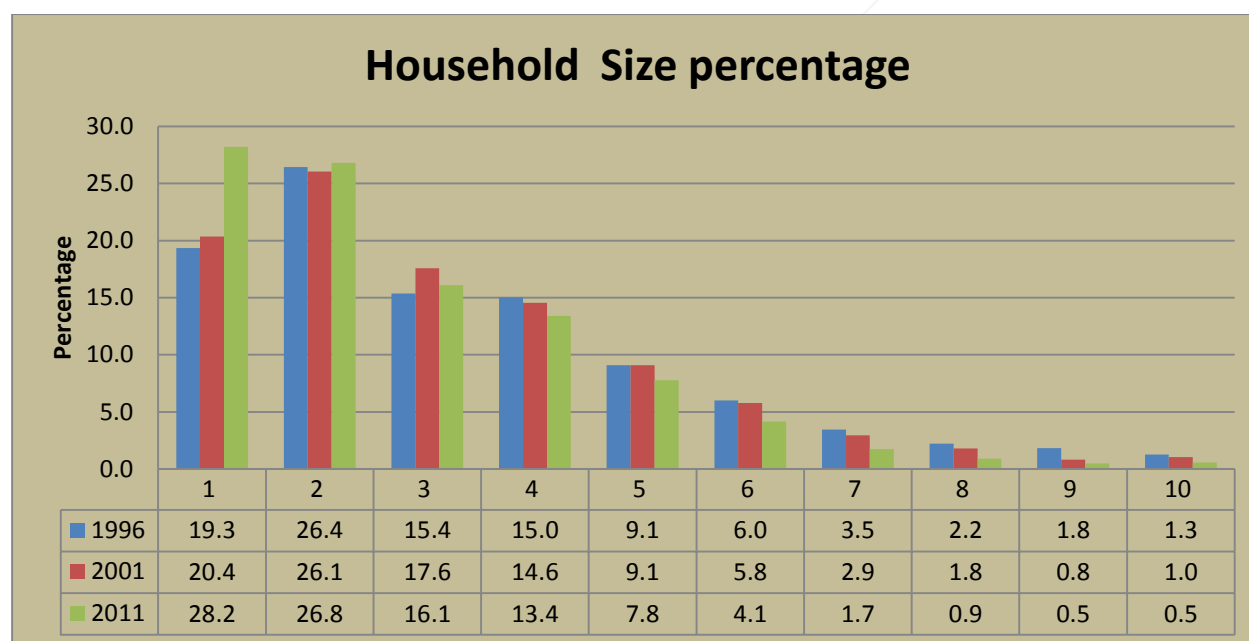


Figure 7: Household size percentage (source StatsSA)

2.3.2. HOUSEHOLD MONTHLY INCOME

The graph below illustrates the monthly household income levels from households with no income to house households with the highest income per capita per month.

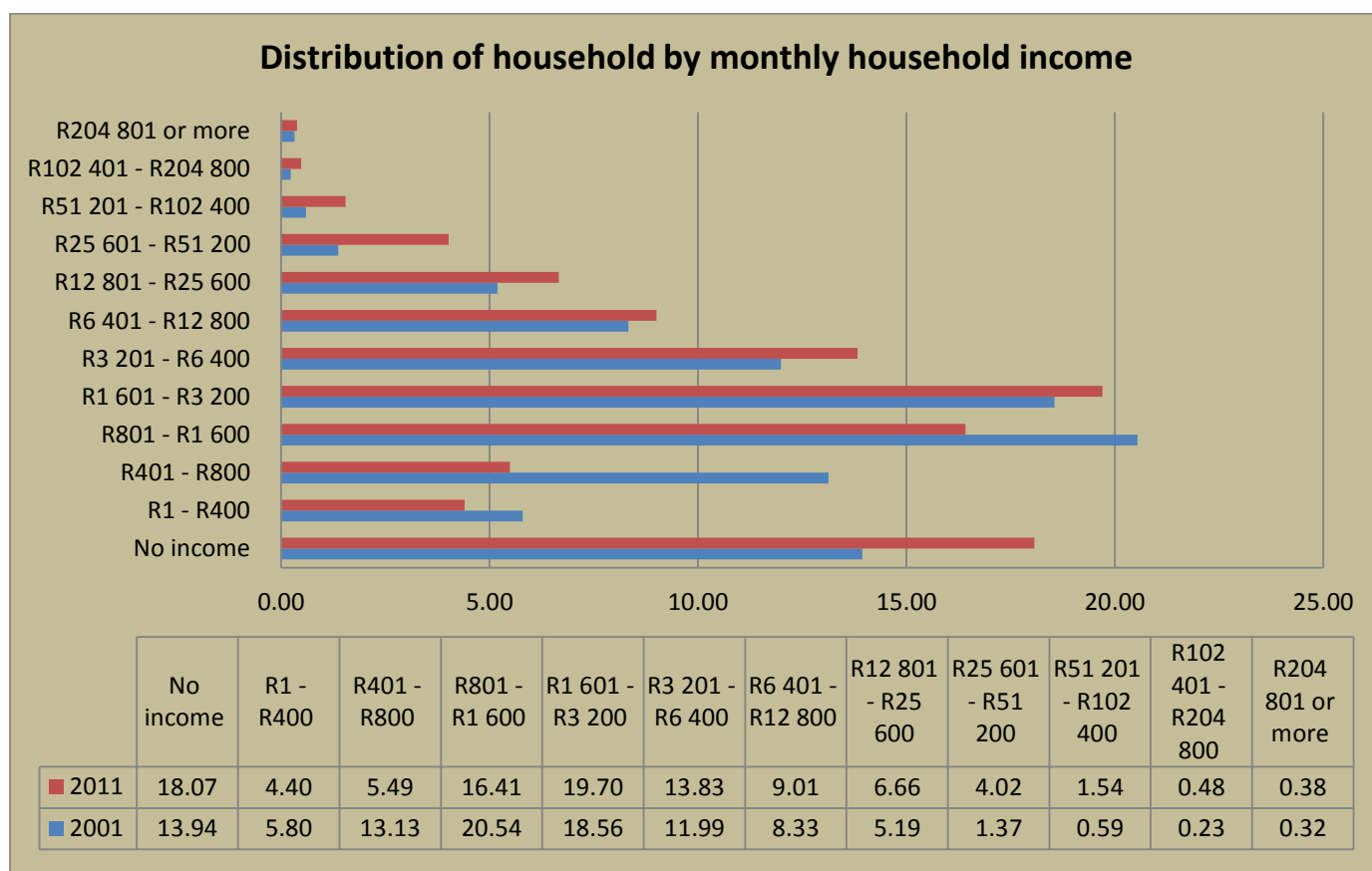


Figure 8: Household monthly income levels(source StatsSA)

2.4. HOUSEHOLD SERVICES

This section focuses on the number of households with access to basic services such as water, electricity, sanitation and waste removal above RDP standards.

2.4.1. DWELLING TYPE

The number of formal dwellings increased with more than 6 000 dwellings from 1996 to 2011. The increase in the number of dwellings can be attributed to the population increase. At the same time the number of informal dwellings nearly trebled from 2001 to 2011. Bitou had 1 478 informal dwellings in 2001, which increased to 4 049 in 2011. The map in figure 10 below gives a spatial link to informal dwellings. The informal dwellings in wards 5 and 4 are mostly back yard dwellings on plots with formal dwellings.

The table below gives the actual figures of the dwelling types whilst figure 8 schematic demonstration of trends since 1996.

DWELLING TYPE	1996	2001	2011
Formal dwelling	3879	6989	12013
Traditional dwelling	93	223	168
Informal dwelling	960	1478	4059
Other	48	72	405
Unspecified	59	0	0
TOTAL	5039	8762	16645

Table 11: Number of dwellings by type of dwelling (Source StatsSA)

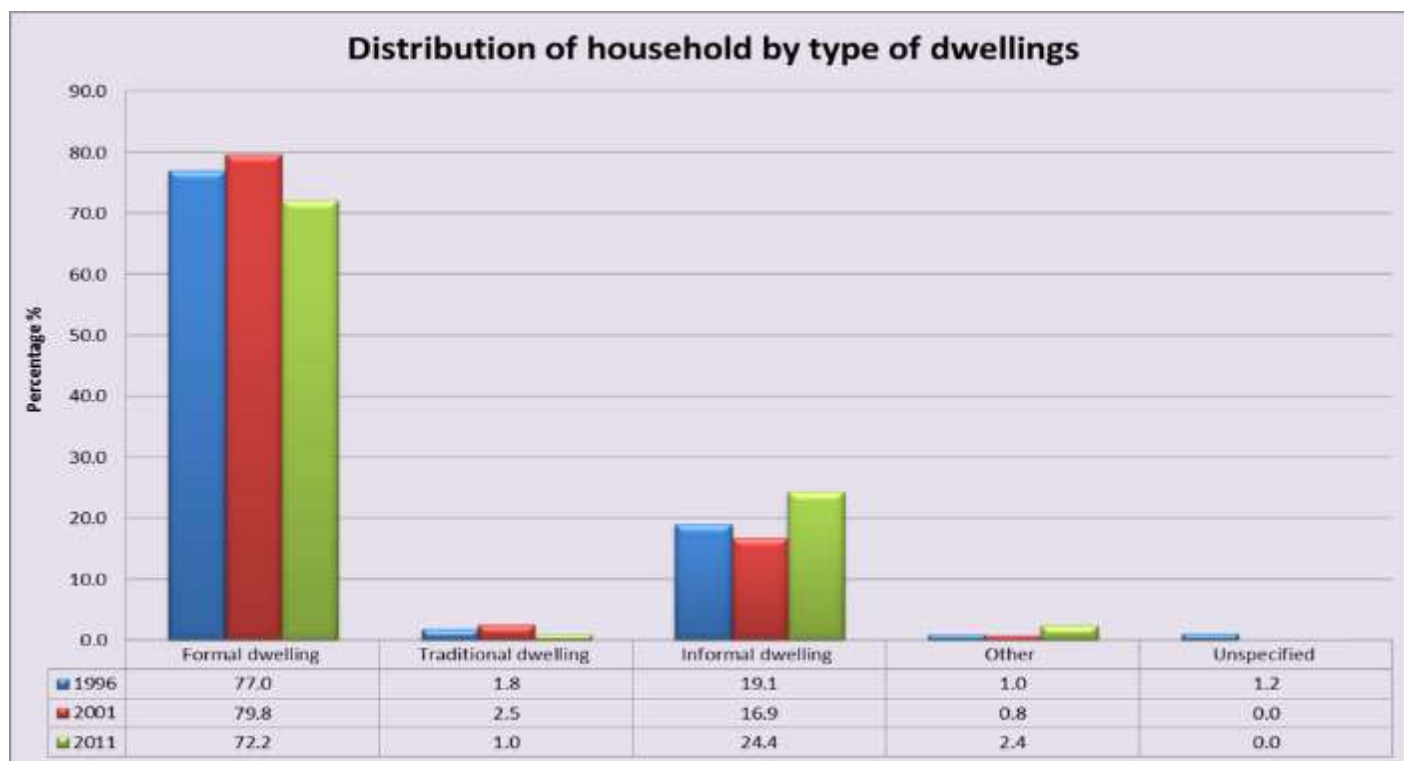


Figure 9: Percentage size of household dwelling types (source StatsSA)

The integrated human settlement plan provides a strategic and a policy framework to deal with human settlement issues.

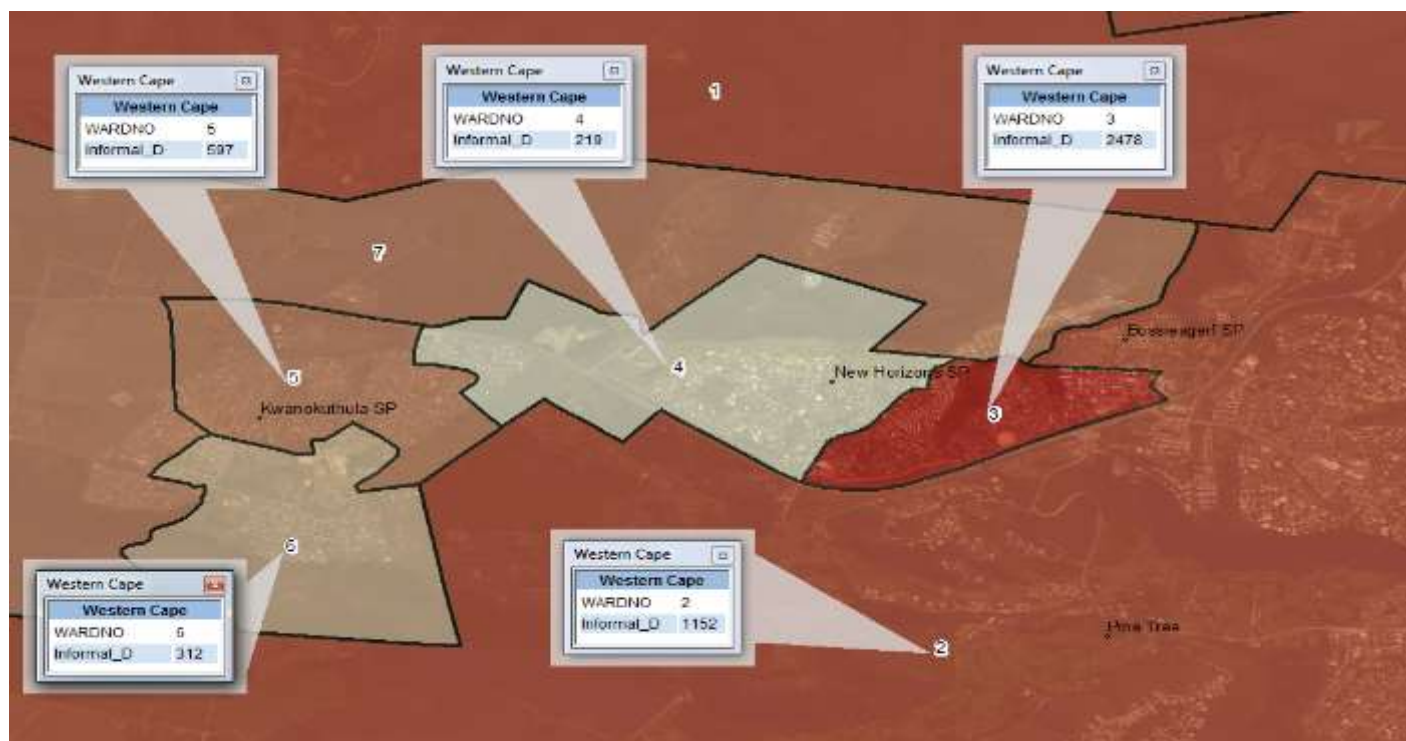


Figure 10: Informal dwellings by ward (source StatsSA)

The map above indicates the wards with the most number of informal dwellings.

2.4.2. HOUSEHOLDS WITH ACCESS TO WATER

The number of household with piped water inside dwelling increased from **2 300 in 1996 to 9 743 in 2011**. The number of households with access to piped water in the yard also increased from **1 109 in 1996 to 3 999 in 2011** and households with access to potable water from an access point also increased from **1 041 in 1996 to 2 649 in 2011**. At the same time the number of households with no access to piped water decreased from **563 in 1996 to 254 in 2011**.

CENSUS YEAR	PIPED WATER INSIDE THE DWELLING	PIPED WATER INSIDE THE YARD	PIPED WATER FROM ACCESS POINT OUTSIDE THE YARD	NO ACCESS TO PIPED WATER	UNSPECIFIED	TOTAL
1996	2300	1109	1041	563	26	5039
2001	4132	2863	1404	364	0	8763
2011	9743	3999	2649	254	0	16645

Table 12: Number of households with access to water above the RDP standards. (source StatsSA)

The table above indicates the number of households with access to clean drinking water beyond RDP standards and the graph below demonstrates the trend in which the Municipality delivered potable water over the past census's.

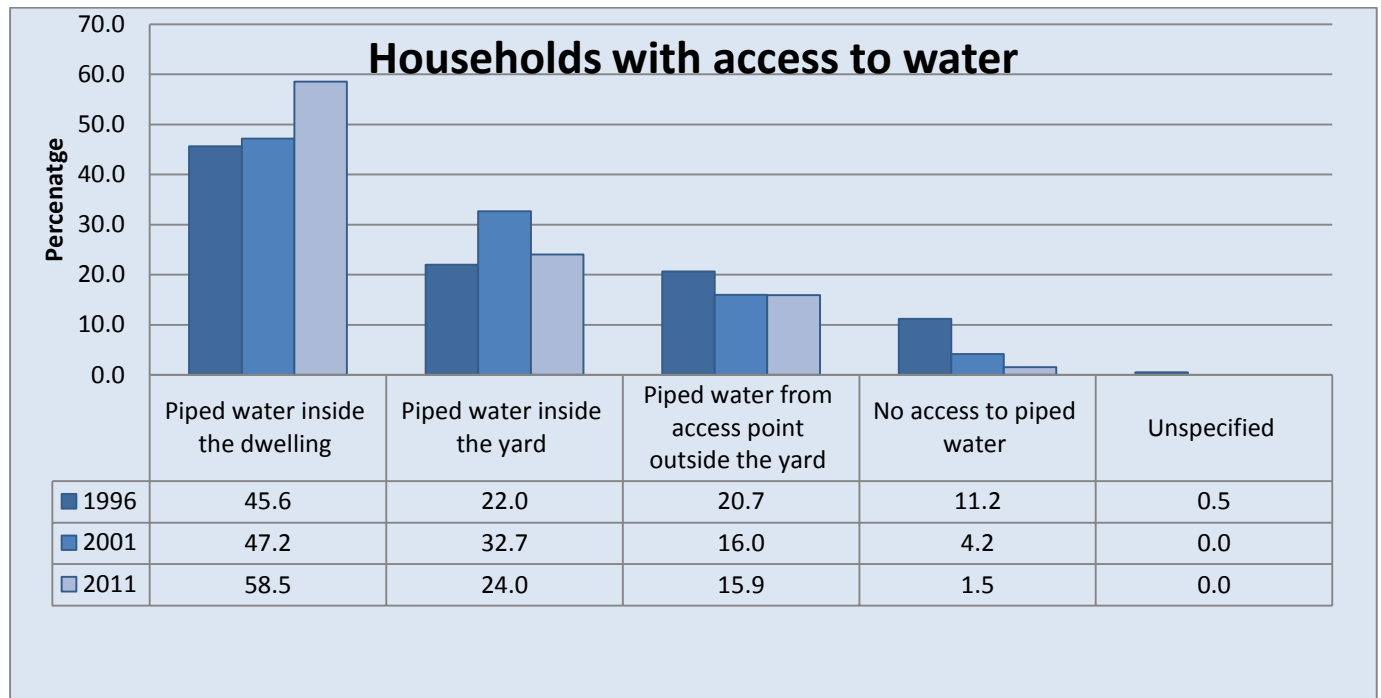


Figure 11: Percentage of households with access to portable water. (source StatsSA)

The map below presents the wards with the highest number of households with no access to water. All water projects should be directed in addressing the water backlogs.

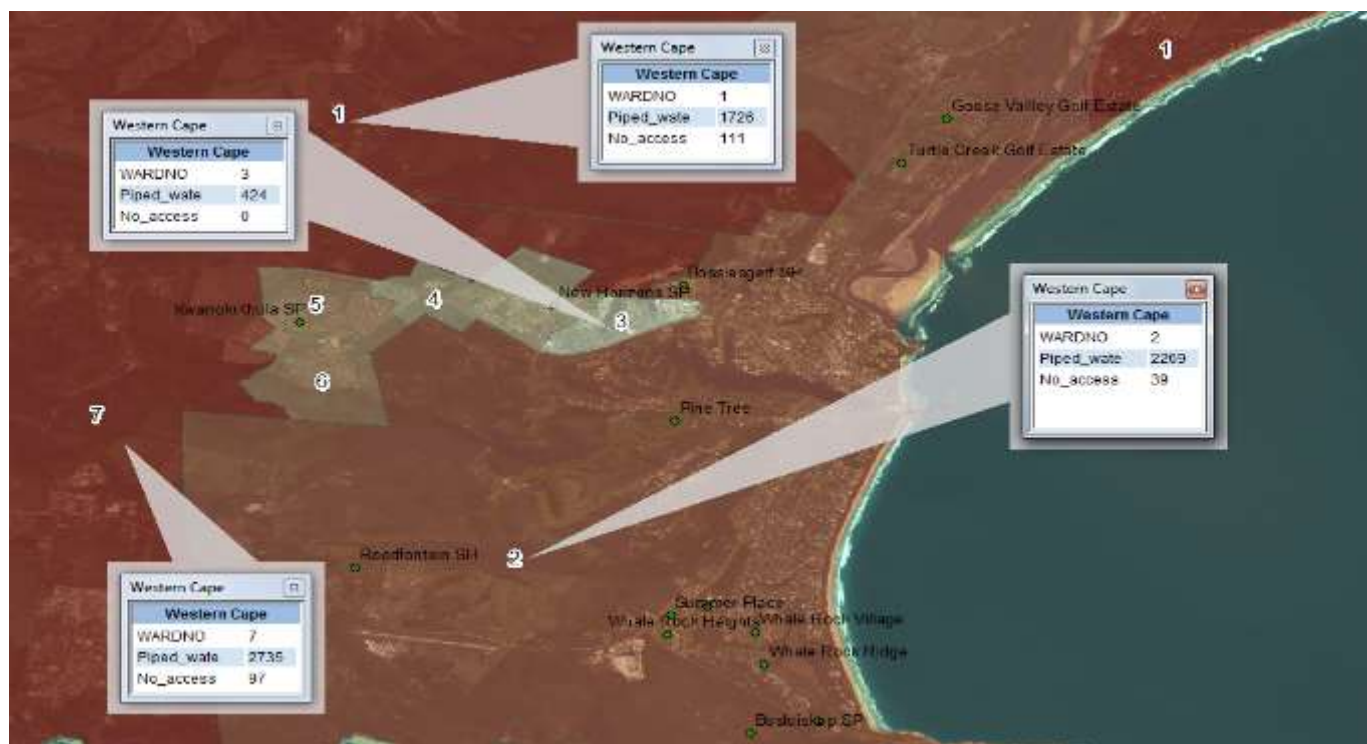


Figure 12: Map indicating wards with piped water and number of households with no access to piped water(source StatsSA)

2.4.3. HOUSEHOLDS WITH ACCESS TO ELECTRICITY OR LIGHTING, COOKING AND HEATING

The table below show the different sources of energy used by households since 1996 census. Electricity has been the main source of energy since 1996. The number of households with access to electricity increased from **73,9 percent** in 1996 to **94 percent** in 2011.

	<i>Electricity</i>	<i>Gas</i>	<i>Paraffin</i>	<i>Candles</i>	<i>Solar</i>	<i>Other</i>	<i>None</i>	<i>Unspecified</i>
1996	73.9	0.6	12.9	11.9	0.0	0.0	0.0	0.7
2001	80.7	0.3	7.9	10.7	0.2	0.1	0.0	0.0
2011	94.0	0.2	1.6	3.8	0.2	0.0	0.2	0.0

Table 13: Energy source for lighting (source StatsSA)

The graph below illustrates the trend in which the municipality connected citizens to the grid.

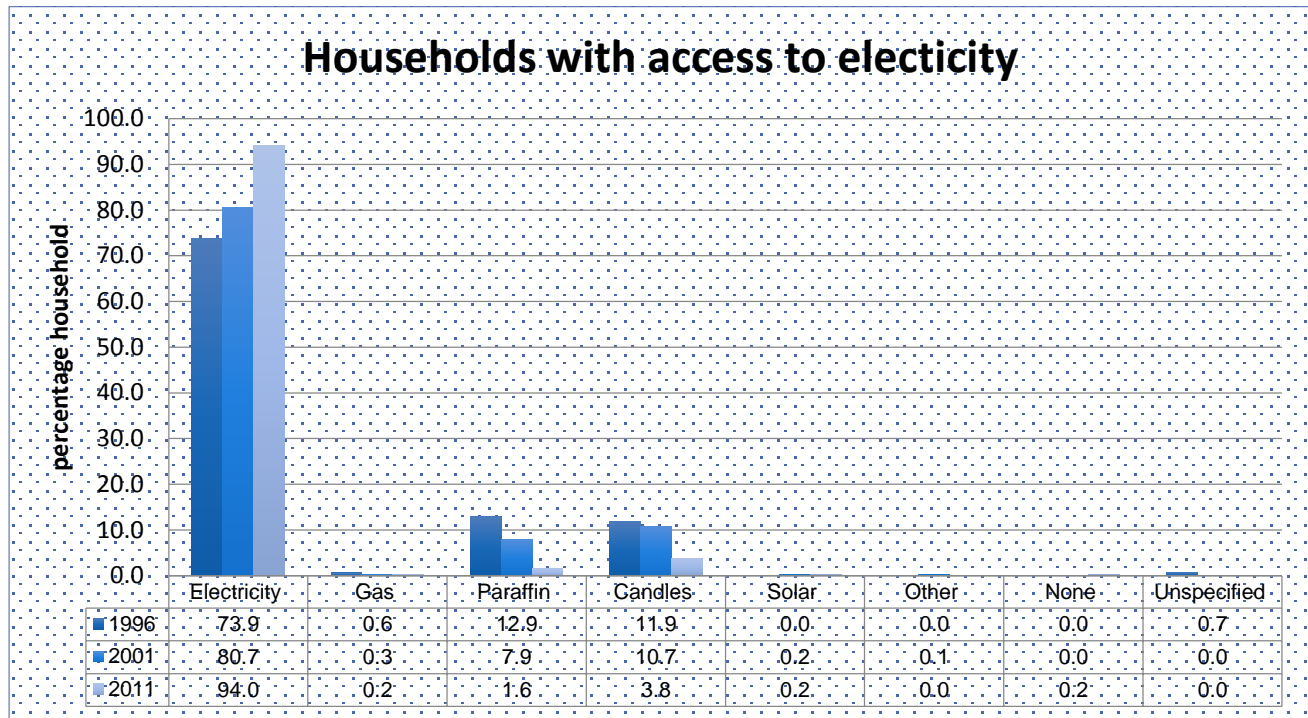


Figure 13: Household percentage with access to electricity (source StatsSA)

2.4.4. HOUSEHOLDS WITH ACCESS TO SANITATION

Seventy five percent of households have access to a water bourn sanitary system. The municipality refutes the notion that there is a form of a bucket toilet system in Bitou and this dispute was raised at a highest level at Statistics South Africa as a result the questionnaire for the community survey will be revised.

	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Chemical toilet	Pit toilet with ventilation (VIP)	Pit toilet without ventilation	Bucket toilet	Other	None
2001	71.09	10.28	1.64	1.83	3.57	3.39	0.00	8.19
2011	75.61	8.40	0.23	3.55	8.07	0.75	0.86	2.54

Table 14: Household percentage with access to toilet facilities (source StatsSA)

The map below demonstrate the trend of providing sanitation to households since 2001.

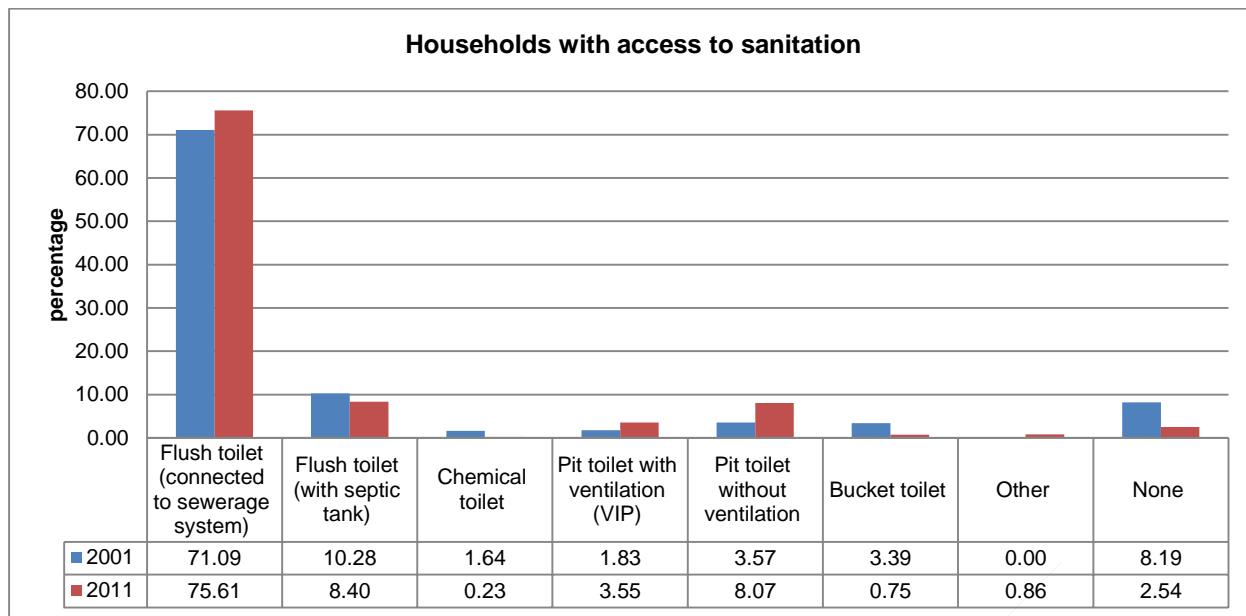


Figure 14: Household percentage of households with access to toilet facilities. (source StatsSA)

2.4.5. HOUSEHOLDS WITH ACCESS TO WASTE REMOVAL

There was an increase in households that access municipal waste removal services since 1996. The percentage of households who has access to municipal waste removal services increased from 75,8 percent in 1996 to 87,7 percent in 2011.

	REMOVED BY LOCAL AUTHORITY AT LEAST ONCE A WEEK	REMOVED BY LOCAL AUTHORITY LESS OFTEN	COMMUNAL REFUSE DUMP	OWN REFUSE DUMP	NO RUBBISH DISPOSAL	OTHER	UNSPECIFIED
1996	75.8	4.5	2.0	14.3	1.5	0.0	1.7
2001	86.6	0.2	3.1	8.1	1.9	0.0	0.0
2011	87.7	0.8	4.7	4.3	1.1	1.3	0.0

Table 15: Refuse removal (source StatsSA)

The map below presents the increasing trend of households accessing municipal waste removal services.

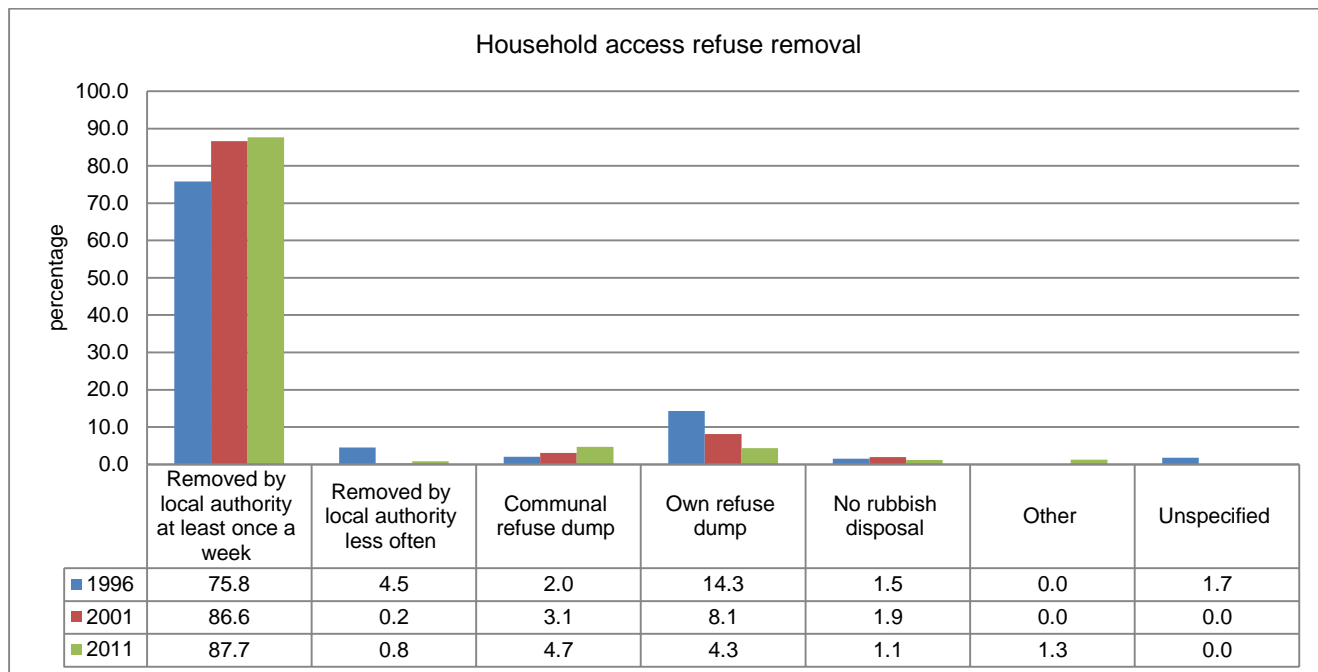


Figure 15: Household percentage with access to municipal waste removal services

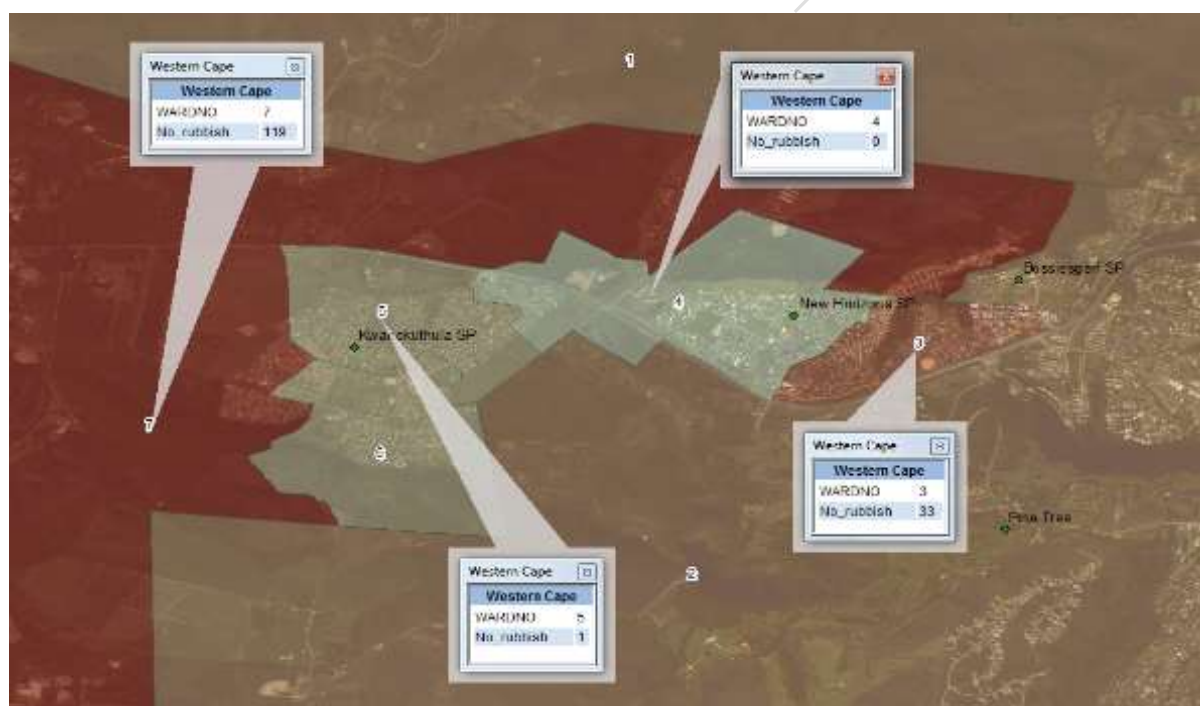


Figure 16: Wards with households with no access to municipal waste removal services

2.5. SOCIO-ECONOMIC DEVELOPMENT PROFILE

In this section, the focus is on the proximity of individuals to private and public amenities. We therefore analyse the geography of service delivery in terms of access in cost and time. There are development parameters that outlines the community characteristics and type of service they require. With its growing population, Bitou is yet to get a public hospital and the community of New Horizon is still without a police station or SAPS contact point.

The maps below illustrate the kind of public services enjoyed by each of the communities in Bitou.

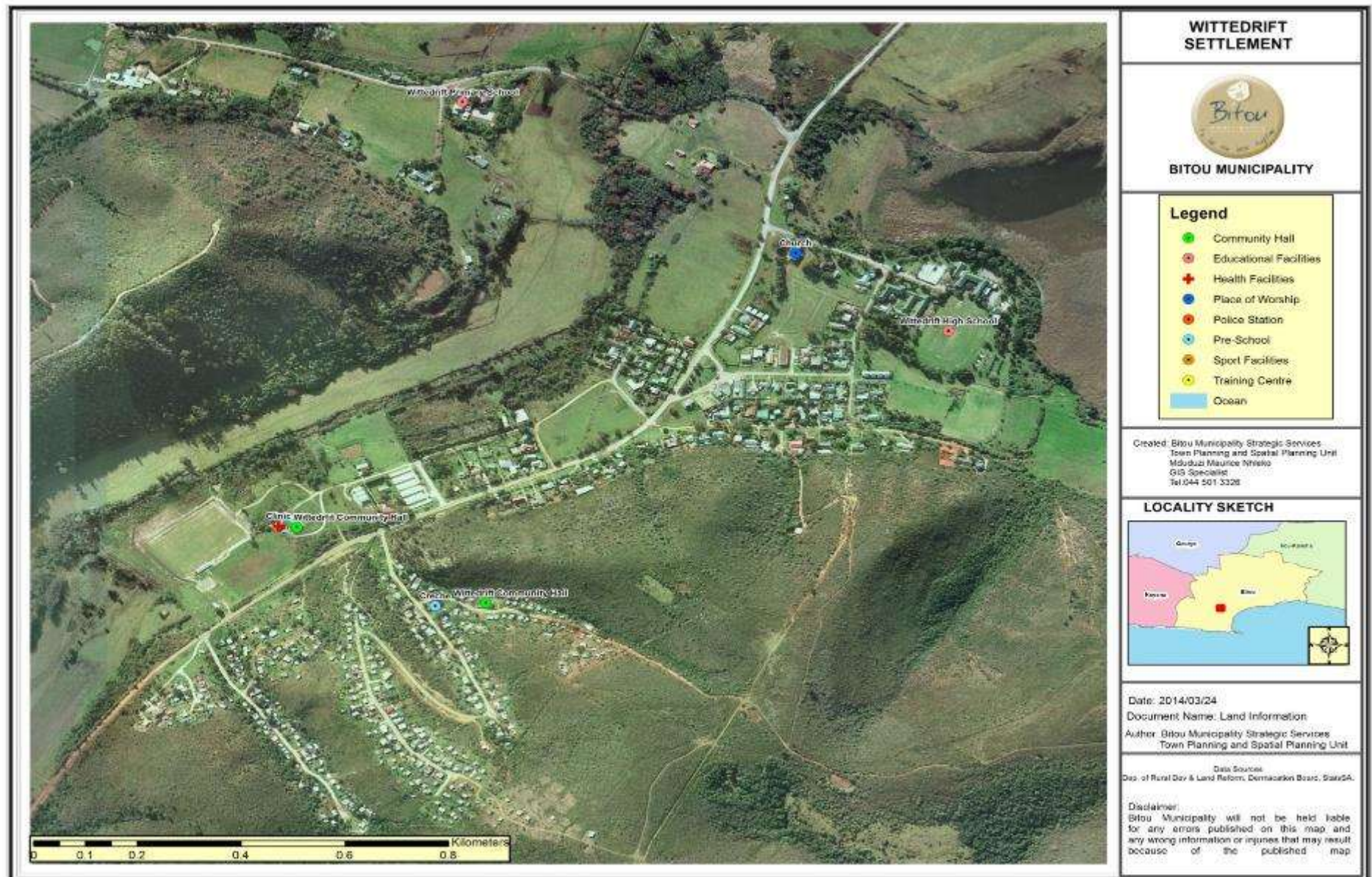
2.5.1. PUBLIC FACILITIES

A spatial location of public facilities by area.

2.5.1.1. KRANSHOEK (MAP)



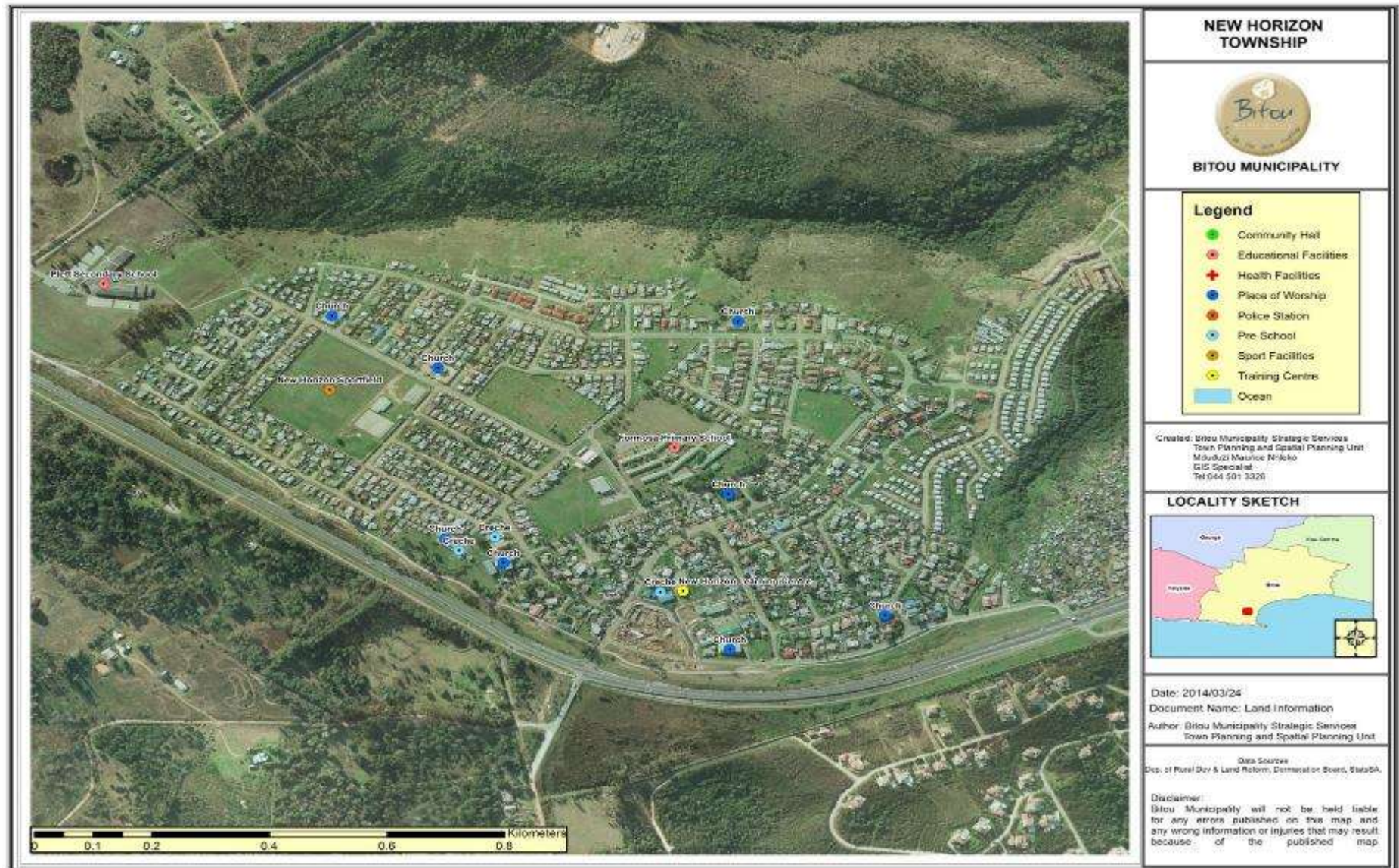
2.5.1.2. WITTEDRIFT (MAP)



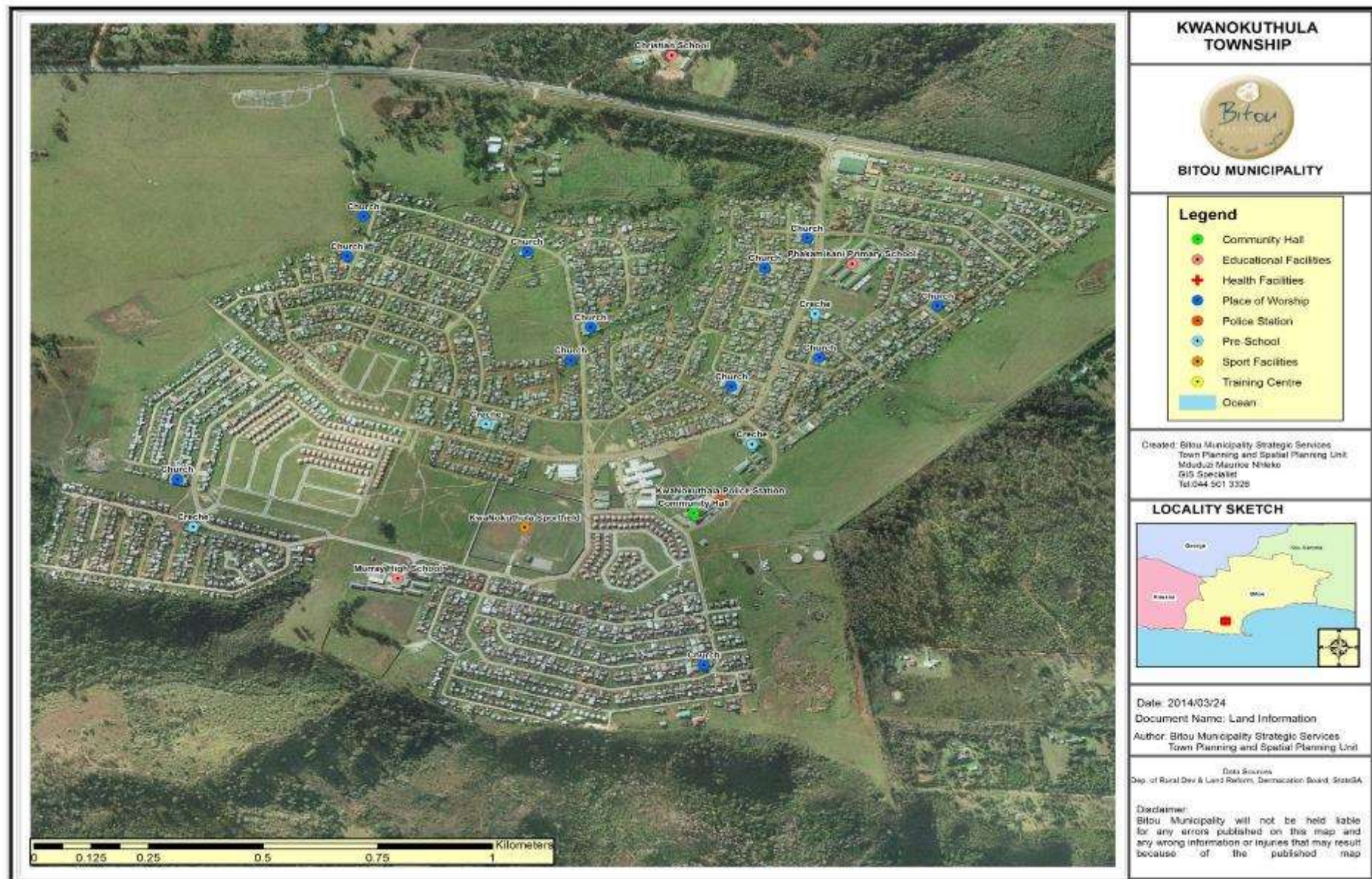
2.5.1.3. KURLAND



2.5.1.7. NEW HORIZONS



2.5.1.8. KWA-NOKUTHULA



2.5.2. EDUCATION

The Table below compares the educational attainment profile of Bitou's population in 2001 and 2011. The percentage of individuals (aged 20+) that have not received any schooling decreased from 7,3% to 2,4%.

The percentage of individuals (aged 20+) that attained Grade 12 increased from 24,5% to 28,2%. The percentage of individuals (aged 20+) that have higher education qualifications increased from 11,4% in 2001 to 12,1% in 2011. The overall observation is that the level of educational attainment of Bitou residents has improved from 2001 to 2011.

	1996	2001	2011
No schooling	1736	2357	1231
Some primary	4067	6971	10316
Complete primary	1408	2204	2897
Some secondary	4469	8117	15236
Grade 12/Std 10	2344	4807	9560
Higher	1275	2145	3913
Unspecified	1442	0	154
Not applicable	1684	2582	5855
Total	18427	29182	49162

Table 16: Education levels of individuals in the Bitou Area.(source StatsSA)

The graph below show a declining trend of people with no schooling since census 1996.

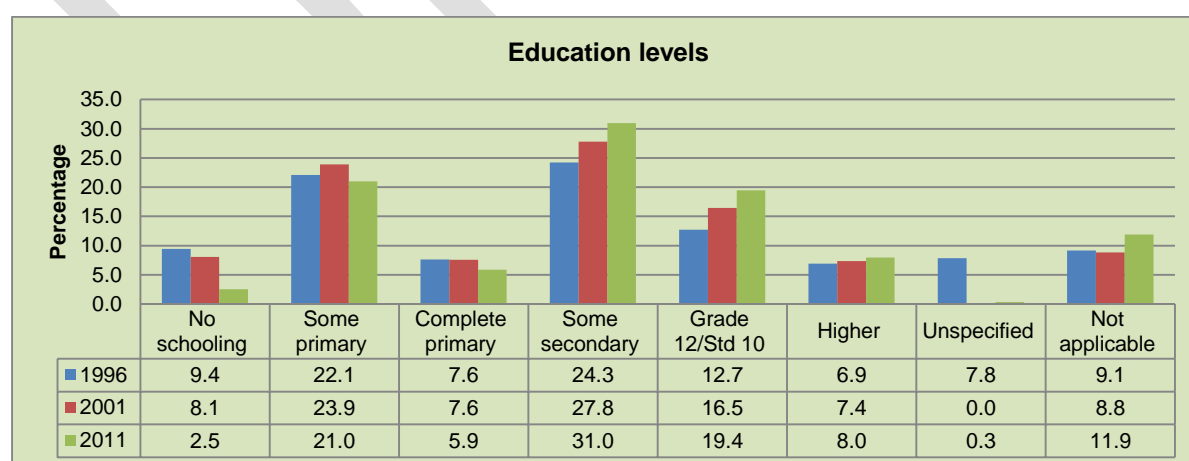


Figure 17: Percentage share of education levels in Bitou. (source StatsSA)

Our major concern is the percentage of children between the ages 7 and 16 years who are not attending school.

LOCATION	AGE										Total
	7	8	9	10	11	12	13	14	15	16	
Bitou	4.4	2.1	4.2	3.7	5.2	4.4	5.7	6.1	9.8	11.9	5.8
Ward 1	2.5	2.7	2.5	2.4	2.5	0.0	2.7	5.3	9.0	17.0	4.9
Ward 2	0.0	0.0	0.0	0.0	0.0	0.0	3.5	0.0	7.6	1.9	1.5
Ward 3	0.0	0.0	4.1	5.7	10.0	0.0	5.4	4.6	7.8	15.1	4.9
Ward 4	8.7	2.7	5.2	5.6	4.9	12.4	14.7	6.6	13.1	14.5	8.8
Ward 5	2.9	7.5	3.8	4.3	9.7	3.3	7.7	0.0	9.0	21.6	6.8
Ward 6	0.0	0.0	0.0	0.0	5.1	0.0	8.7	12.8	5.5	11.4	3.8
Ward 7	8.4	3.2	7.0	4.1	7.7	5.2	4.3	8.3	10.5	11.5	6.9

Table 17: Percentage of children age between 7 and 16 years not attending school in Bitou per ward. (source StatsSA)

Bitou has the highest FET phase learner retention rate in the district and this rate exceeds the provincial average.

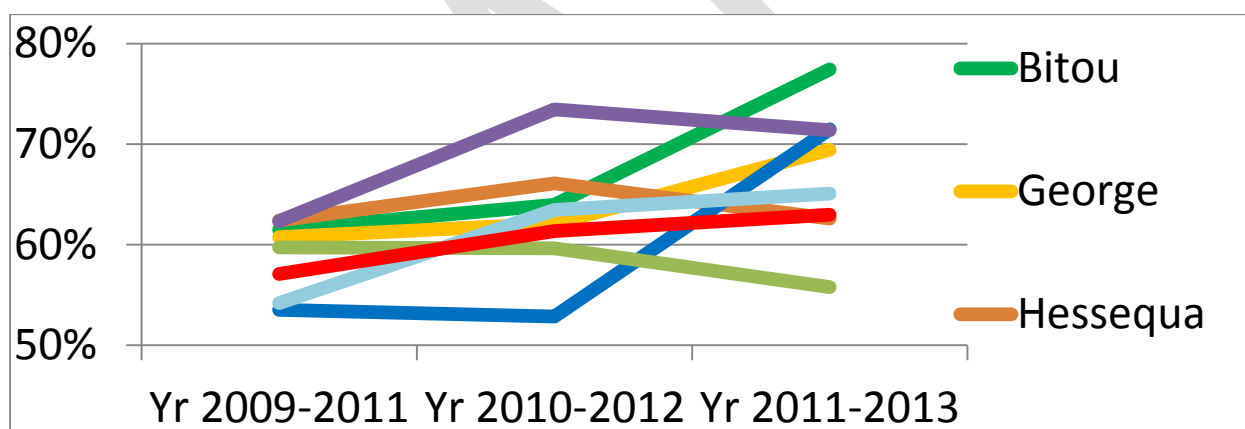


Figure 18: FET retention rate, source; borrowed from DoE indaba 2 presentation (source DoE)

2.5.3. HEALTH

This section of the profile highlights current healthcare infrastructure and services in the public health sector in Bitou. The table below shows the number of primary health care (PHC) facilities available. The department is planning to build a district hospital in 2025 and we would like them to revisit this date it is too far in the future.

Municipality	Community Health Centre	Community Day Centre	Clinics	Satellite Clinics	Mobile Clinics	District Hospitals	Regional Hospitals	Total
Bitou (2010)	0	1	3	1	1	0	0	7

Bitou (2012)	0	1	4	1	1	0	0	7
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Figure 19: Primary health care facilities in Bitou



Bitou have eight primary healthcare facilities, which includes four fixed clinics, one mobile, two satellite clinics and one community day centre.

The table below indicates the disease burden per town.

Rank	Kannaland	Hessequa	Mossel Bay	George	Oudtshoorn	Bitou	Knysna	Eden
1	Tuberculosis (11.7%)	Ischaemic heart disease (12.6%)	HIV/AIDS (14.2%)	HIV/AIDS (14.6%)	Tuberculosis (10.3%)	HIV/AIDS (16.9%)	HIV/AIDS (16.6%)	HIV/AIDS (12.7%)
2	HIV/AIDS (9.2%)	Road injuries (6.9%)	Tuberculosis (8.7%)	Tuberculosis (9.2%)	HIV/AIDS (8.9%)	Interpersonal violence (7.3%)	Interpersonal violence (8.7%)	Tuberculosis (8.5%)
3	Interpersonal violence (7.2%)	Diabetes mellitus (6.9%)	Ischaemic heart disease (6.5%)	Interpersonal violence (8.3%)	Ischaemic heart disease (7.9%)	Lower respiratory infections (7%)	Cerebrovascular disease (7.7%)	Interpersonal violence (6.8%)
4	Road injuries (6.8%)	Cerebrovascular disease (5.4%)	Cerebrovascular disease (5.3%)	Ischaemic heart disease (5.5%)	Cerebrovascular disease (7.3%)	Cerebrovascular disease (6.3%)	Tuberculosis (6.5%)	Ischaemic heart disease (6.5%)

Rank	Kannaland	Hessequa	Mossel Bay	George	Oudtshoorn	Bitou	Knysna	Eden
5	COPD (6.7%)	Tuberculosis (4.8%)	Interpersonal violence (5.1%)	Trachea/bronchi/lung (5.1%)	COPD (6.2%)	Tuberculosis (5.4%)	Road injuries (6%)	Cerebrovascular disease (5.7%)
6	Ischaemic heart disease (6.7%)	Interpersonal violence (4.6%)	Diabetes mellitus (4.7%)	COPD (4.9%)	Interpersonal violence (4.9%)	Road injuries (4.7%)	Ischaemic heart disease (4.3%)	Road injuries (4.7%)
7	Cerebrovascular disease (6.2%)	COPD (4.4%)	Lower respiratory infections (4.2%)	Cerebrovascular disease (4.2%)	Road injuries (4.6%)	Trachea/bronchi/lung (4.5%)	COPD (3.5%)	COPD (4.4%)
8	Lower respiratory infections (5.3%)	Trachea/bronchi/lung (4.2%)	Road injuries (4.1%)	Diabetes mellitus (4.1%)	Diabetes mellitus (4.3%)	Ischaemic heart disease (4.4%)	Lower respiratory infections (3.1%)	Trachea/bronchi/lung (4.2%)
9	Diabetes mellitus (3.7%)	Lower respiratory infections (3.6%)	COPD (3.7%)	Road injuries (4%)	Lower respiratory infections (3.6%)	Self-inflicted injuries (4%)	Trachea/bronchi/lung (3%)	Lower respiratory infections (4.2%)
10	Trachea/bronchi/lung (2.8%)	Self-inflicted injuries (2.9%)	Trachea/bronchi/lung (3.7%)	Lower respiratory infections (3.8%)	Hypertensive heart disease (3.6%)	COPD (3.2%)	Fires, hot substances (2.9%)	Diabetes mellitus (4.1%)

Table 18: Eden burden of diseases in 2010, Source DoH indaba 2 presentation

2.5.4. SAFETY AND SECURITY

Two police stations (Plettenberg Bay and Kwa-Nokuthula) service the Bitou area. Below is a table with top crimes taking place in Bitou.

Crime Category	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Murder	7	9	4	7	12	9	7	5	11
Sexual crimes	36	54	38	31	31	38	39	41	41
Burglary at residential premises	127	130	80	86	71	84	116	207	166
Drug related crime	236	227	215	197	215	200	226	184	138
Driving under the influence alcohol/drugs	19	48	50	35	39	45	32	67	51

Table 19: Crime levels in Bitou

The following table below show different crimes against a person since 2008 to 2012:

Crime Category	2008	2009	2010	2011	2012	TOTAL
CONTACT CRIMES (CRIMES AGAINST A PERSON)						
Murder	3	8	7	8	5	31
Total Sexual Crimes	52	21	47	42	40	202
Attempted murder	3	1	2	5	8	19

Crime Category	2008	2009	2010	2011	2012	TOTAL
Assault with the intent to inflict grievous bodily harm	267	190	134	139	177	907
Common assault	189	157	122	127	148	743
Common robbery	29	24	21	30	39	143
Robbery with aggravating circumstances	9	24	20	48	70	171
Total Contact Crimes (Against a Person)	552	425	353	399	487	2216
CONTACT-RELATED CRIMES						
Arson	5	2	5	5	6	23
Malicious damage to property	219	171	137	103	161	791
Total Contact Related Crimes	224	173	142	108	167	814
PROPERTY-RELATED CRIMES						
Burglary at non-residential premises	53	51	119	87	91	401
Burglary at residential premises	508	499	470	439	463	2379
Theft of motor vehicle and motorcycle	12	6	8	16	13	55
Theft out of or from motor vehicle	222	197	214	241	208	1082
Stock-theft	3	5	4	2	8	22
Total Property Related Crimes	798	758	815	785	783	3939
CRIMES HEAVILY DEPENDENT ON POLICE ACTION FOR DETECTION						
Illegal possession of firearms and ammunition	9	7	2	3	2	23
Drug-related crime	308	256	314	335	328	1541
Driving under the influence of alcohol or drugs	114	132	159	135	137	677
Total Crimes Heavily Dependent on Police Action for Detection	431	395	475	473	467	2241
OTHER CRIME CATEGORIES						
Culpable homicide	6	11	3	9	6	35
Public violence	4	1	4	3	8	20
Crimea injury	59	38	29	13	27	166
Neglect and ill-treatment of children	2	2	4	2	4	14
Kidnapping	1	0	0	0	0	1

Table 20: Crime statistics

The graph below shows the selected crime categories growth over five years:

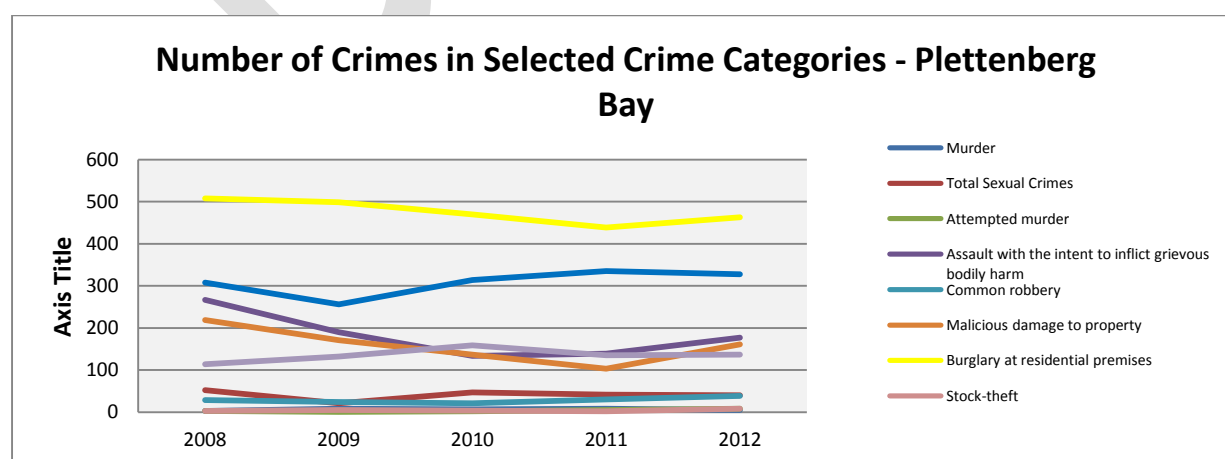


Table 21: Crime trends- Plettenberg Bay

2.5.5. SOCIAL GRANTS

The social security system is one of government's initiatives to address poverty, inequality and unemployment in the country. This system has two main objectives:

- a. To reduce poverty amongst the groups of people who are not expected to participate in the labour market and these include the elderly, those with disabilities and children; and
- b. To increase governments investment in health, education and nutrition.

There are five major social security grants in South Africa and payment of each grant is dependent on an income-based means test. The grants are implemented and administered by the South African Social Security Agency (SASSA). The next chart provides a statistical summary of the distribution of social grants in the Western Cape.

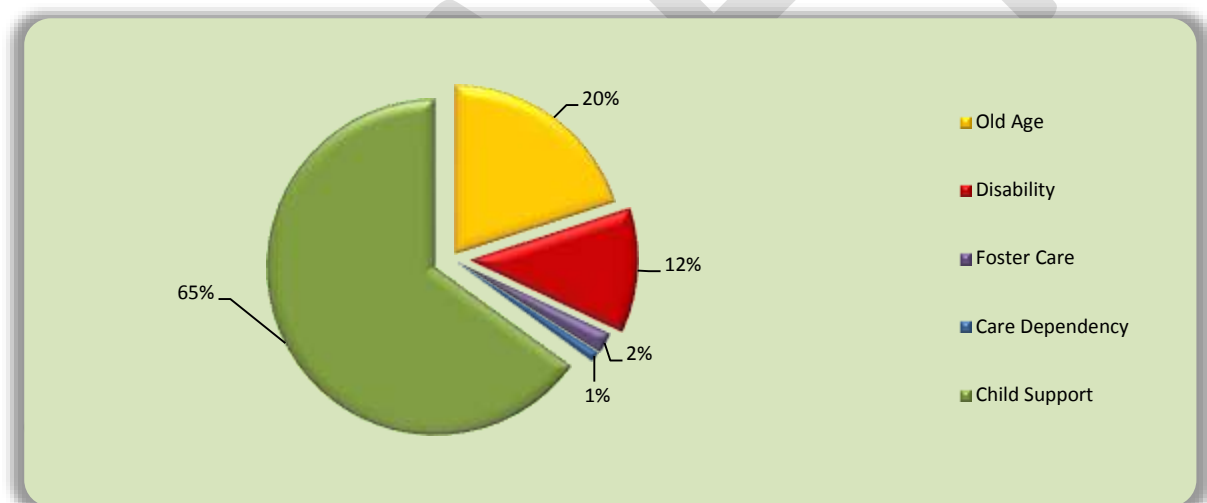


Figure 20: Status of social grants in the province January 2013.

2.5.6. HUMAN DEVELOPMENT INDEX

The Human Development Index (HDI) is a composite, relative index that attempts to quantify the extent of human development of a community. It is based on measures of life expectancy, literacy and income. It is seen as a measure of people's ability to live a long and healthy life, to communicate, to participate in the life of the community and to have sufficient resources to obtain a decent living.

The HDI can assume a maximum level of one, indicating a high level of human development, and a minimum value of zero. The following table indicates the HDI in local municipalities and the Eden District Municipality.

Municipality	HDI 2001	HDI 2007	HDI 2010
Kannaland	0.56	0.59	0.60
Hessequa	0.63	0.67	0.68
Mossel Bay	0.68	0.74	0.75
George	0.66	0.68	0.68
Oudtshoorn	0.59	0.62	0.62
Bitou	0.65	0.67	0.68
Knysna	0.68	0.72	0.73
Eden DM	0.64	0.68	0.69

Table 22: Human development index in Eden District

2.5.7. PEOPLE LIVING IN POVERTY

The poverty rate is the percentage of people living in a household with an income less than the poverty income. The poverty income is defined as the minimum monthly income needed to sustain a household and varies according to household size (the larger the household the larger the income required to keep its members out of poverty).

Municipality	% in 2001	% in 2007	% in 2010
Kannaland	43.8	32.8	29.9
Hessequa	28.9	19.2	16
Mossel Bay	27.3	14	12.4
George	26.2	21.1	20.4
Oudtshoorn	43.8	36.7	34.1
Bitou	33.5	27.9	27.2
Knysna	24.2	15.9	15
Eden DM	31.6	23.4	21.7

Table 23: Poverty rate in Eden DM

The proportion of people living in poverty in the Eden District has declined sharply between 2001 and 2007. The estimated number of people living in poverty in the district was ± 120 203 people in 2010. The proportion of people living in poverty in Bitou has declined steadily from 33,5% to 27,2% in 2010.

2.5.8. GINI COEFFICIENT

The Gini coefficient is a summary statistic of income inequality, which varies from 0, in the case of perfect equality where all households earn equal income, to 1 (in the case where one household earns all the income and other household earns nothing). In practice the coefficient is likely to vary from approximately 0,25 to 0,70. The national figure is 0,7.

Municipality	2001	2007	2010
Kannaland	0.59	0.60	0.57
Hessequa	0.56	0.54	0.51
Mossel Bay	0.58	0.56	0.52
George	0.58	0.58	0.56
Oudtshoorn	0.59	0.59	0.57
Bitou	0.61	0.64	0.62
Knysna	0.58	0.58	0.55
Eden DM	0.59	0.59	0.56

Table 24: Gini Coefficient in Eden DM

In general income inequality is common across the Eden District but showed steady decline in the past decade. In Bitou, the Gini coefficient increased from 0,61 in 2001 to 0,64 in 2007, but declined from 0,64 in 2007 to 0,62 in 2010. We still waiting for new figures.

2.6. DEVELOPMENT ECONOMICS

2.6.1. Labour force

2.6.1.1. EMPLOYMENT STATUS

In 2011 nearly 34% of Bitou's population were employed, 14% indicated they were unemployed, 17% were not active economically and 3% were discouraged work-seekers.

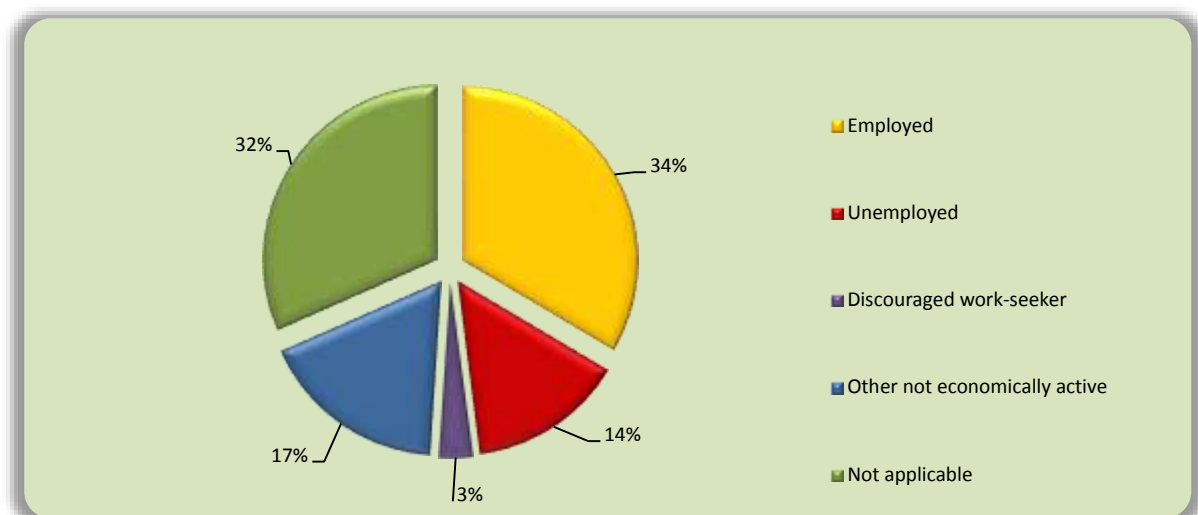


Figure 21: Employment status in Bitou (source StatsSA)

The official unemployment rate in Bitou Municipality is 30,1% according to Census data, the highest of the seven local municipalities in the Eden district. The unemployment rate increased by 3,8% from 2001 to 2011. The percentage increase is also the highest in the district.

LABOUR MARKET			
UNEMPLOYMENT RATE %		YOUTH UNEMPLOYMENT RATE %	
2001	2011	2001	2011
26,3	30,1	33,4	37,9

Table 25: The official unemployment rate in Bitou. (source StatsSA)

Unemployment is concentrated amongst the youth (15 - 34 years), the youth accounts for 37,9% of the unemployed in 2011.

	Year 15 - 19	Year 20 - 24	Year 25 - 29	Year 30 - 34	Year 35 - 39	Year 40 - 44	Year 45 - 49	Year 50 - 54	Year 55 - 59	Year 60 - 65	Grand Total
Unemployed	735	1 455	1 322	1 004	890	645	495	335	169	57	7 107
Percentage (%)	10.4 %	20.5 %	18.6 %	14.1 %	12.5 %	9.1 %	7%	4.7%	2.4%	0.8 %	100%

Table 26: Unemployment age cohort. (source StatsSA)

The graph below gives a schematic representation on the unemployment per age cohort as in 2011.

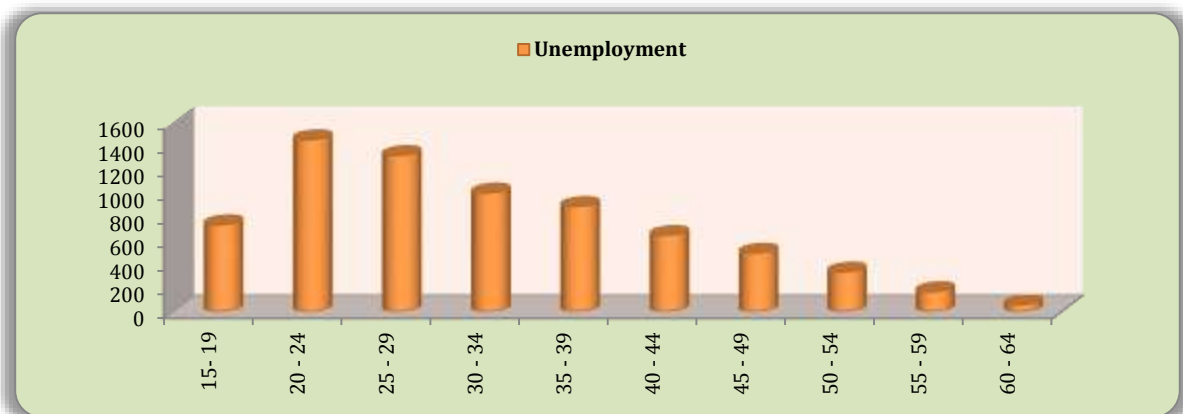


Figure 22: Unemployment per age cohort (source StatsSA)

2.6.1.2. EMPLOYMENT BY SECTOR

The sector that employed the largest proportion of people in the municipal area in 2007 was 'wholesale and retail trade' with 20,5%, this was followed by construction with 17,3%. The table below provides an overview of employment by sector per Municipality in the district.

SECTOR	EDEN DM	KANN ALAN D	HESS EQUA	MOSS EL BAY	GEOR GE	OUDT SHOO RN	BITOU	KNYS NA
Wholesale and retail trade	15.5	8.8	10.7	14.9	15.5	14	20.5	20.4
Unspecified	12.1	8.3	17.9	14.4	11.1	8	12.6	11.2
Transport, storage and communication	2.7	1	2	1.8	4.5	2.7	1.8	2.4
Other & not adequately defined	9.3	5.3	6.6	7.3	11.9	9.1	13.1	8.6
Mining and quarrying	0.3	0.3	0	0.1	0.5	0.2	0.1	0.7
Manufacturing	11.8	13.6	10.5	11.8	12.1	12	10	12.3
Finance, insurance, real estate and business services	7.8	4.8	6.3	9.2	8.5	6.4	7.5	7.7
Electricity, gas and water	0.7	0.7	0.6	1.2	0.5	0.5	0.4	0.8
Construction	13.8	7.7	11.2	17.2	13.5	9.2	17.3	15.4
Community, social and personal services	15	12.1	14	14.4	15.5	24.5	9.7	12.3
Agriculture, hunting, forestry & fishing	10.8	37.4	20.2	7.5	6.4	13.3	7	8.2

Table 27: Employment by economic sector

CHAPTER 3: COMMUNITY DEVELOPMENT (WARD PLANNING)

Bitou Municipality is divided into seven wards and each ward has a functional ward committee that meet quarterly to discuss development progress and service delivery issues of the ward. After conducting a desktop analysis. A comprehensive community participation process was conducted and a list of priorities were submitted.

Some of the community priorities fall outside of the scope of municipality and therefore municipalities rely on other spheres of government to address them.

Ward Councillors and Ward Committees were responsible for updating or reprioritising their ward issues in consultation with their constituencies.

Here is a comprehensive list of Ward issues as revised in 2015 by Ward Committees and Ward Councillor.

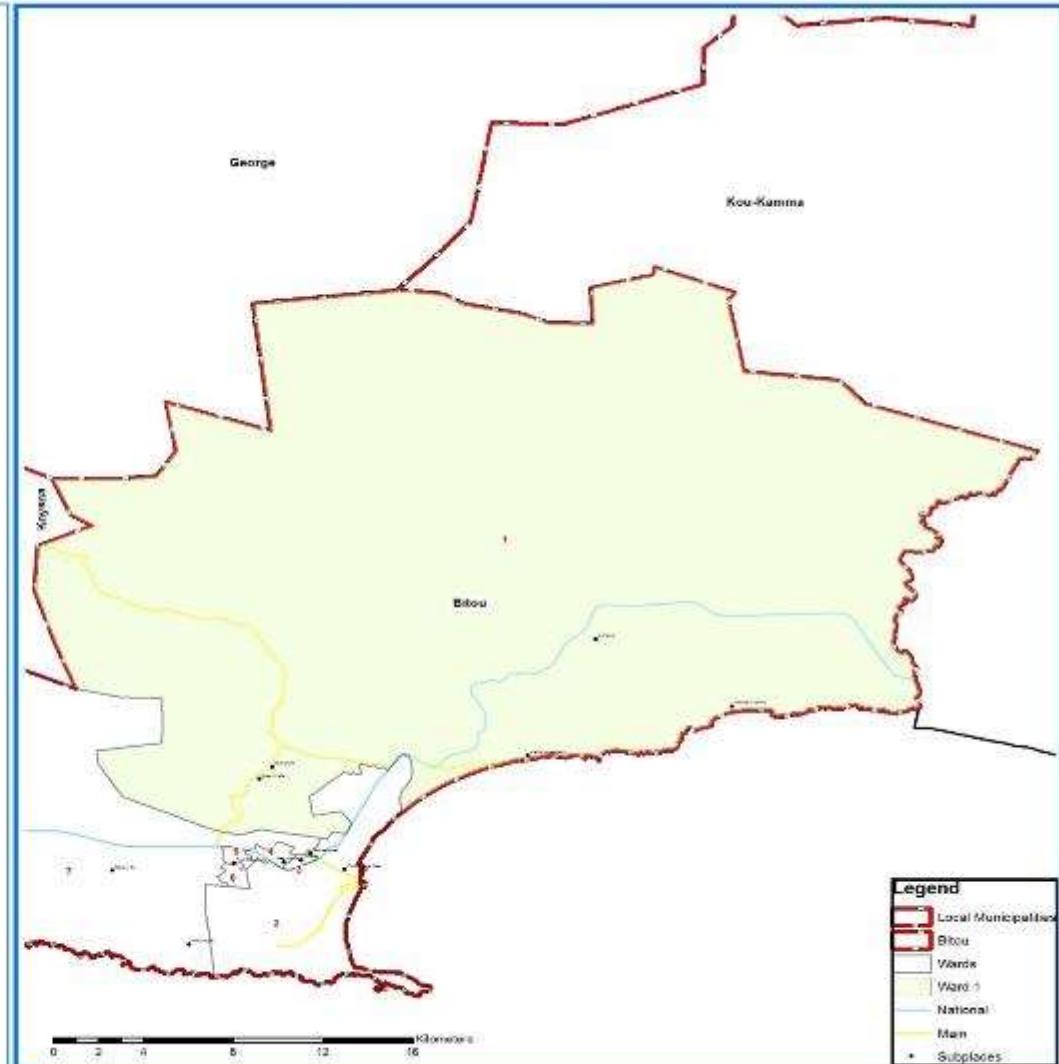
WARD PLAN FOR WARD 1



Governance : The Ward is DA led
Ward Councilor : Cllr. Neville de waal
Ward Committee Status: Active

WARD COMMITTEE MEMBERS:

1. Mrs. Julie Carlisle
2. Mr. Paul Zietseman
3. Mr. Stanley Juries
4. Mr. Leoni Andrews
5. Mr. Zwelibanzi Sam
6. Mr. Bill Nel
7. Mrs. Annie De Jongh
8. Mr. Rawayne Swartz
9. Mr. Ralph Mapondo
10. Mr. Stuart Palmer



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WC047 Bitou Electoral Wards
Bitou Municipality

Date: 19-03-2015
Scale: 1: 280 000
Plan: IDP 2015/16

WARD 1 – IDP Priorities						
ISSUE	No	DESCRIPTION	LOCATION	2014/2015	2015/2016	2016/2017
ELECTRICITY	1.	High mast lights	Dam area in Green Valley	Two high mast lights are installed and the street lighting is still under investigation.		
	2.	Street lighting				
	3.	Monitoring and maintenance of all substations and consumer cubicles to prevent electricity outages as experienced in 2013.	Natures Valley	The Electrical manager had already checked all substations and they will commence as soon SCM stores have the items or tender out the products.		
WATER	4.	Water reservoir	Natures Valley	The installation of the Ozone generators and automation of the diesel standby plant is in process and the project is almost done.		
	5.	New water pipeline(current pressure too low)				
	6.	Ozone water treatment plant				
SANITATION	7.	Improve sewerage system	Green Valley	None of the projects have commence due to budget constraints. There was no funding for the projects		
		Provide toilet facilities at the dam area	Natures Valley			
		New sewage system (an EIA was done ±5 years ago) Public toilets at the entrance	Green Valley			
HOUSING	8.	Move outside toilets into dwellings.	Kurland	Application will be made under the rectification programme to reconstruct toilets to the dwellings.	Application for 325 civil services and purchase of college land portion 28 of the	Application for 325 top structure
	9.	Build more houses	Kurland & Green Valley			

	10.	Renovate old houses	Kurland & Green Valley	Applications are being drafted plus or minus 110 houses by clinic and purchase of land.	farm Wittedrift 306 (18.75Ha). Rectification of certain houses (EHP)	
WASTE REMOVAL	11.	Need central point in CBD for recycling collection.	Wittedrift	In process – bins has been procured already		
	12.	Garden waste drop off facility required because people do not have the means to transport garden waste to the landfill site.	Natures Valley	Environmental process to obtain waste license. Part of drop-off application currently with environmental affairs		
	13.	Wheelie bins will be delivered to Natures Valley	Natures Valley	Wheelie bins has already been delivered to Natures Valley.		
	14.	Recycling Organic waste drop-off facility (Covie residents are willing to process this waste)	Keurbooms	The LED section is currently busy planning a recycling project with Kurland bricks.		
PARKS AND REACTION AND SPORT	15.	Upgrade and maintenance of sport fields.	Kurland & Green Valley	Attention will be given within the availability of budget.		
	16.	Beautification of the CBD Park and planting trees next to access road.	Wittedrift & Green Valley	This will be attended to by Park & Recreation Department within availability of budget.		
	17.	Increase cemetery	Green Valley			
ROADS	18.	Tarring of Rotterdam and Kammassie Streets.	Green Valley	Under Roads and Storms Water there are no funds. There is R 1 million for the department, which would not be able to cater all the projects. The available budget will only cover potholes and patching.		
	19.	Update Road marking and signage.	Green Valley			
	20.	Maintenance of roads (potholes)	Kurland & Green Valley			

	21.	Construction of speed humps	Kurland & Green Valley			
	22.	Proposed parking facilities opposite butchery	Wittedrift Green Valley			
	23.	Upgrade road to clinic	Kurland			
	24.	Cycling path way from N2 to Wadrikt	Wittedrift			
	25.	Provide proper street names in Kurland to avoid confusion and delays during emergencies because some streets have two names.	Kurland			
	26.	Increase and upgrade parking at Keurbooms Beach	Keurbooms			
	27.	Maintenance of walk way				
SKILLS DEVELOPMENT	28.	Development of SMME's and implement skills development programmes	Kurland & Green Valley			
HEALTH	29.	There is a need for a permanent doctor at the clinic Storage facility for medication and medical equipment is required	Kurland & Green Valley Kurland			
SAFETY	30.	Establishment of a satellite police station Establishment of a satellite fire station	Kurland & Green Valley Green Valley	Discussion with the South African Police Services (SAPS) has taken place and they are aware of the community's needs but the project would not commence anytime soon.		
VODACOM TOWER	31.	There is an enquiry about the lease payment by Vodacom to Covie community	Covie			

EDUCATION	32	Construction of a new primary school	Green Valley			
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WARD PLAN FOR WARD 2



Governance : The Ward is DA led
Ward Councillor : Cllr. Wayne Craig
Ward Committee Status: Active

WARD COMMITTEE MEMBERS:

1. Mr. Paul Fella
2. Mr. Gustav Gouw
3. Mr. Christo Vlok
4. Mr. David Wilms
5. Mr. Dave Swart
6. Mr. Achim Ecker
7. Mr. Bruce Richardson
8. Mrs. Rhian Beming
9. Mr. Andrew Wesley
10. Mr. Stuart Palmer



WARD 2 PRIORITIES					
ISSUE	No.	DESCRIPTION	2014/215	2015/2016	2016/2017
ELECTRICITY	1.	Streets lights along Odlands Drive and Longships Drive	NIL	R 300 000	R 500 000
	2.	Streets lights and pedestrian walkway extended along bottom section along Beacon way	NIL	R 200 000	R 500 000
	3.	Replace electrical substation at corner of Dorothea street and Beacon Way	NIL (funding – CRR)	NIL	NIL
	4.	Put solar geysers on each house in RDP area	NIL	NIL	NIL
WATER	5.	Replacement of old asbestos / cement water reticulation pipes			
	6.	Give rain water tanks for each house in the RDP area			
ECONOMIC DEVELOPMENT	7.	Make development more accessible and expedite applications			
	8.	Replacing timer constructed building on Central Beach (Moby Dicks)			
	9.	Residential multi-level development on municipal erven 2317 and 2070 (like santini)			
	10.	Support to tourism board			
	11.	Upgrading of airport facilities			
	12.	Tarring of Robberg Road extension from airport towards N2			
	13.	Speedy development of Checkers Shopping mall in Beacon Way opposite Market Square			
	14.	New Sentech mast for digital TV reception			
	15.	Telkom LTE internet with fast data speed to be introduced for computers and to be used in schools			
	16.	Development of Wine Route (see tourism plan for detail)			

WARD 2 PRIORITIES					
ISSUE	No.	DESCRIPTION	2014/215	2015/2016	2016/2017
	17.	New industrial township between Kwa-Nokuthula and N2 route to replace overcrowded existing Plett Industrial Area			
	18.	Suggested small tourism office at Signal Hill to promote Plett to tourist			
	19.	Upgrade of Taxi Rank in town			
	20.	Formal shops for traders near Taxi Rank to replace temporary hawker tables			
INSTITUTIONAL DEVELOPMENT	21.	Centralize municipal offices to minimize rent			
	22.	Move tourism office from Melville corner to main street			
	23.	Collect all outstanding debt from rate payers			
	24.	Urgent appointment of professional registered engineer			
	25.	Improve communication with all governmental bodies to obtain counter funding for projects			
	26.	Quality improvement of SDF and IDP to complete budget process			
	27.	Make municipal projects more transparent to public (formalized communications)			
WASTE REMOVAL	28.	Keep Plett clean at all times to promote tourism			
	29.	Removal of waste and recycling bags needs fine tuning and standard times of collection			
	30.	Garden waste shredding machine needs attention	Garden waste will be composed at refuse transfer station.	R 1 500 000	NIL
	31.	Full closure of landfill site	License application received but cannot start until transfer station is completed.		

WARD 2 PRIORITIES					
ISSUE	No.	DESCRIPTION	2014/215	2015/2016	2016/2017
PARKS, RECREATION, ENVIRONMENT AND SPORTS	32.	Organic waste and recycling bins facilities to be operational within ward 2			
	33.	Steel cages must be fitted over waste collecting bins in rural areas			
	34.	Cementry			
	35.	Upgrading of parks, access and bathrooms on beaches			
	36.	Alien clearing(all areas in ward 2 and also along the Keurbooms and Bitou rivers)			
	37.	Heated swimming pool to encourage people to learn to surf			
ROADS	38.	Implement the Keurbooms River Catchment Management Plan			
	39.	Wood pole fences in parks must be either removed or keep in good condition			
	40.	Fix street signs for Anthonv Street, Roche Bonne and Longships intersection	NIL	NIL	NIL
	41.	Establish parking and shuttles down to Lookout Beach for season	Community Service		
	42.	Extension termac surface of Robberg Road to link up with N2	NIL	NIL	NIL
	43.	Cycling routes	NIL	NIL	NIL
	44.	Road replacement of lower Beacon Way	NIL	NIL	NIL
	45.	Parking area at Lookout Beach for season	NIL	NIL	R 500 000
	46.	Improvement of Beacon Way and N2, with taxi facility and ablutions	NIL	NIL	NIL

WARD 2 PRIORITIES					
ISSUE	No.	DESCRIPTION	2014/215	2015/2016	2016/2017
	47.	Pedestrian walk way along N2 between Marine and Beacon way	NIL	NIL	NIL
	48.	Maintain minimum flow in Keurboms River after Bitou Municipal water extraction			
	49.	Replace old asbestos water pipes in old part of ward 2			
	50.	Construct information board highlighting attractions			
SAFETY	51.	Safety and security			
	52.	Employ or improve security at Poortjies Beach			
	53.	More security cameras to be installed			
	54.	Upgrading of security fence at end of Bowtie Drive			
EDUCATION	55.	Development of schools/university			
	56.	School next to rugby field in Plett South			
	57.	Complete study made of all schools and acceptable education levels must be maintained			

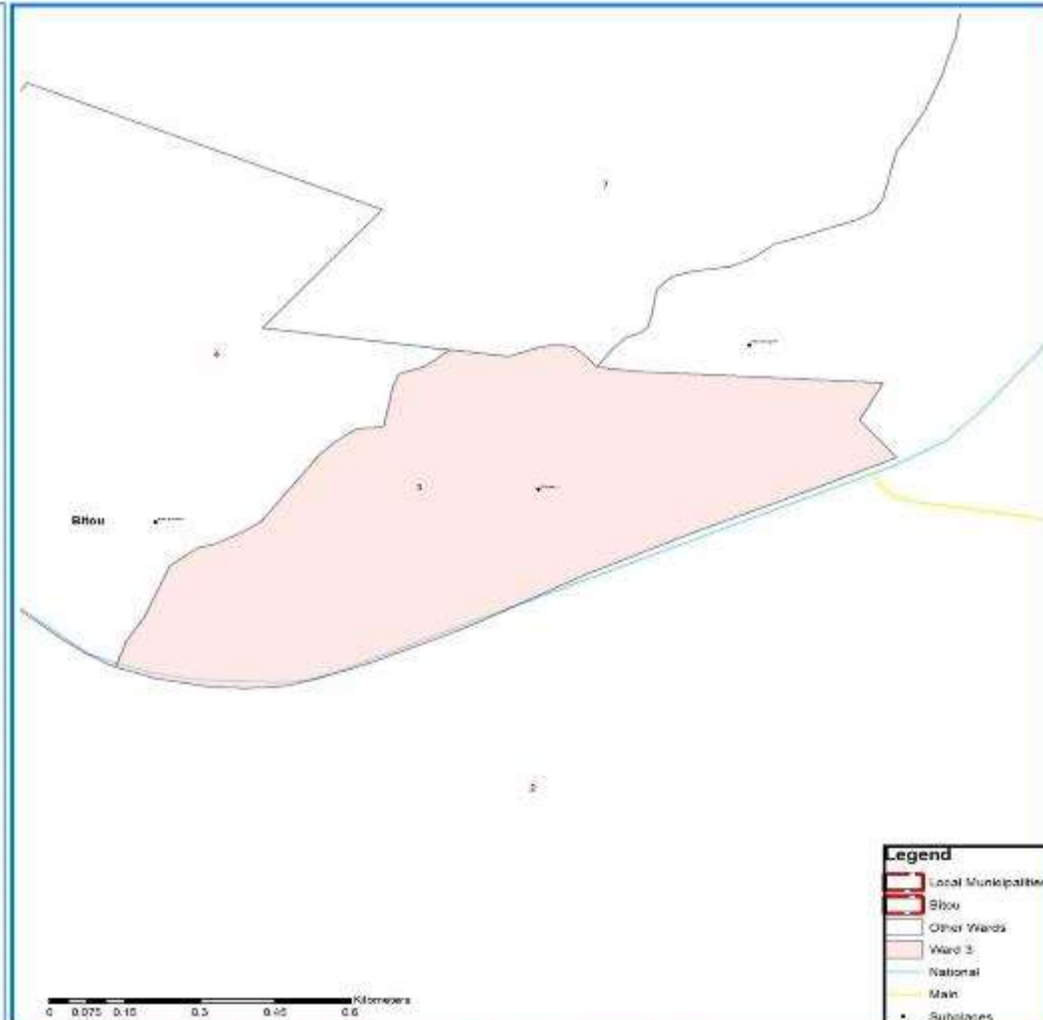
WARD PLAN FOR WARD 3



Governance : The Ward is ANC led
Ward Councillor : Cllr. Monica Seyisi
Ward Committee Status: Active

WARD COMMITTEE MEMBERS:

1. Mr. Muliamele Siphango
2. Ms. Ntombekhaya Vena
3. Mr. Xola Maryota
4. Ms. Nozuko Isaac
5. Mr. Xolani Jack
6. Ms. Mhlangeni Kweke
7. Mr. Sifundo Mapha
8. Mr. Makhosi Tshibebu
9. Mr. Xolani Booth
10. Mr. Charlie Nongudu



WARD 3 PRIORITIES					
ISSUE	No.	DESCRIPTION	2014/215	2015/2016	2016/2017
ELECTRICITY	58.	Reduce or eradicate the illegal electricity connections	Underway		
	59.	Erect a high mast light in Pola Park	Completed		
	60.	Fix electrical cables in the Cuba area			
WATER	61.	There is need more water taps and toilet facilities	Part of Civil Phase 3		
ECONOMIC DEVELOPMENT	62.	Support LED projects: <ul style="list-style-type: none"> • Waste recycling • Open air amphitheater • Tourism route • Craft shop at the drop-off facility close to the N2 			
	63.	Provide land for food gardens and agriculture			
	64.	Pave parking at Beehive units in Bossiesgif			
	65.	Land for live stock			
	66.	Construct a business park for SMME's			
WASTE REMOVAL	67.	Prevent illegal dumping and give resident additional refuse bags	Done	R 1 500 000	NIL
PARKS, RECREATION, ENVIRONMENTAL MANAGEMENT AND SPORTS	68.	Tree felling and bush clearing on the valley between Pine Trees/Gaatjie, Qolweni, Bossiesgif and Pola Park			
	69.	Support the rocks that are falling in the Pola Park			
ROADS	70.	Construction an access road from Bossiesgif to Pola Park	NIL	NIL	R 500 000
	71.	Construct speed humps in Pola Park and road below Robberg Fisheries	NIL	NIL	NIL
	72.	Upgrade of access roads to Qolweni	Under construction		
SAFETY, DISASTER MANAGEMENT	73.	Satellite Police Station			
	74.	Establish a satellite fire station			

AND SOCIAL SECURITY	75.	Social grants services			
	76.	Extension of present clinic			
	77.	Provide more housing opportunities	Construction of 100 H.D units-Qolweni	Construction of 150 H.D units – Qolweni	Construction of 158 H.D units - Qolweni
EDUCATION	78.	Construction of a school at the Bossiesgif/Qolweni area			
	79.	Provide scholar transport			

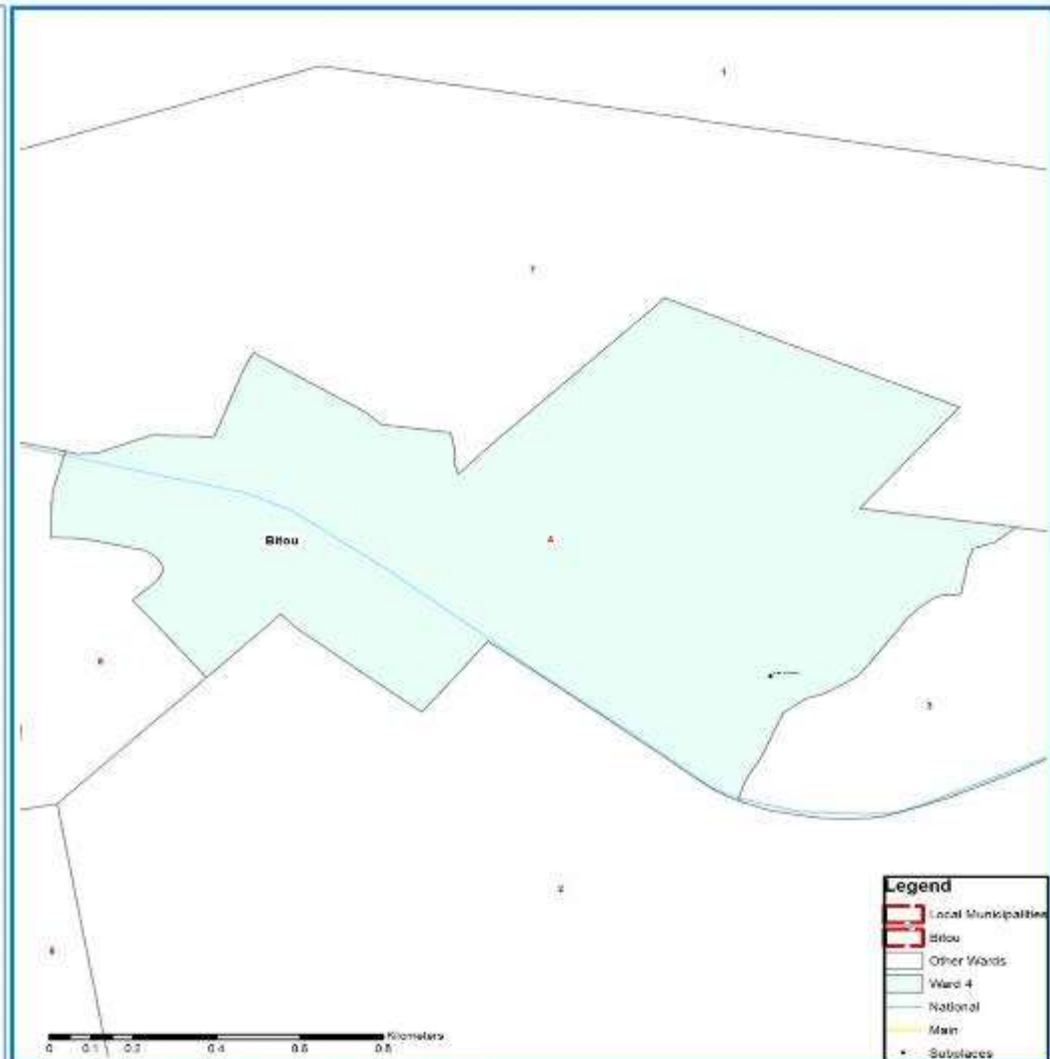
WARD PLAN FOR WARD 4



Governance : The Ward is ANC led
Ward Councillor : Cllr. Hilda Phatjies
Ward Committee Status: Active

WARD COMMITTEE MEMBERS:

1. Mr. David Karofe
2. Ms. Ntombiyakhe Pokwa
3. Mr. Jenny Montague
4. Ms. Berenise Beausick
5. Mr. Richard Phatjies
6. Mr. Stonebridge Masha
7. Mr. John Lawrence
8. Mr. Ruth Levendal
9. Ms. John Paulsen
- 10.



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WC047 Bitou Electoral Wards
Bitou Municipality

Date: 18-03-2015
Scale: 1:15 000
Plan: IDP 2015/16

WARD 4 PRIORITIES					
ISSUE	No.	DESCRIPTION	2014/215	2015/2016	2016/2017
ELECTRICITY	1.	Erect high mast lights and streets lights			
	2.	Provide for a 24 hour electricity kiosk			
HOUSING	3.	Provide housing			
	4.	Upgrade old municipal houses		E.H.P New Horizon purchase of Land (portion 20 of 437)	Construction of civil services
WASTE REMOVAL	5.	Construct the waste transfer station	Tender currently at BAC level, proposed starting date January 2015.	In process	
	6.	Illegal dumping and refuse removal	In process of appointing contractor for cleaning of residential areas plus grass cutting	R 1 500 000	NIL
SANITATION	7.	Move outside toilets at the old houses into the house			
WATER	8.	Water pressure need to be increased			
PARKS AND RECREATION AND SPORTS	9.	Upgrading & maintenance of sports field	The sport field will be upgraded within available budget	NIL	NIL
	10.	Indoors sports facility		NIL	NIL
	11.	Play park with visible signage			
	12.	Clearing of alien vegetation			
	13.	Convert community hall into multi-purpose centre		NIL	NIL
	14.	Upgrading of cemetery	Cemetery investigation by Department of Strategic Services.		
ROADS AND STORMWATER DRAINAGE	15.	Upgrade storm water drainage system			
	16.	Upgrading of taxi rank			
	17.	Construct more sidewalks		NIL	NIL
	18.	Streets names on kerbside		NIL	NIL
	19.	Convert drifts into speed humps		NIL	NIL

SKILLS DEVELOPMENT	20.	Economic revitalization of area			
HEALTH	21.	Drug rehabilitation centre			
	22.	Upgrading of clinic	Complete		
SAFETY	23.	Satellite Police Station			
	24.	Control of dogs/cows			
EDUCATION	25.	Implement a school safety plan for Plett Secondary School in particular	The department of education committed to implement plan by the first quarter of 2015		

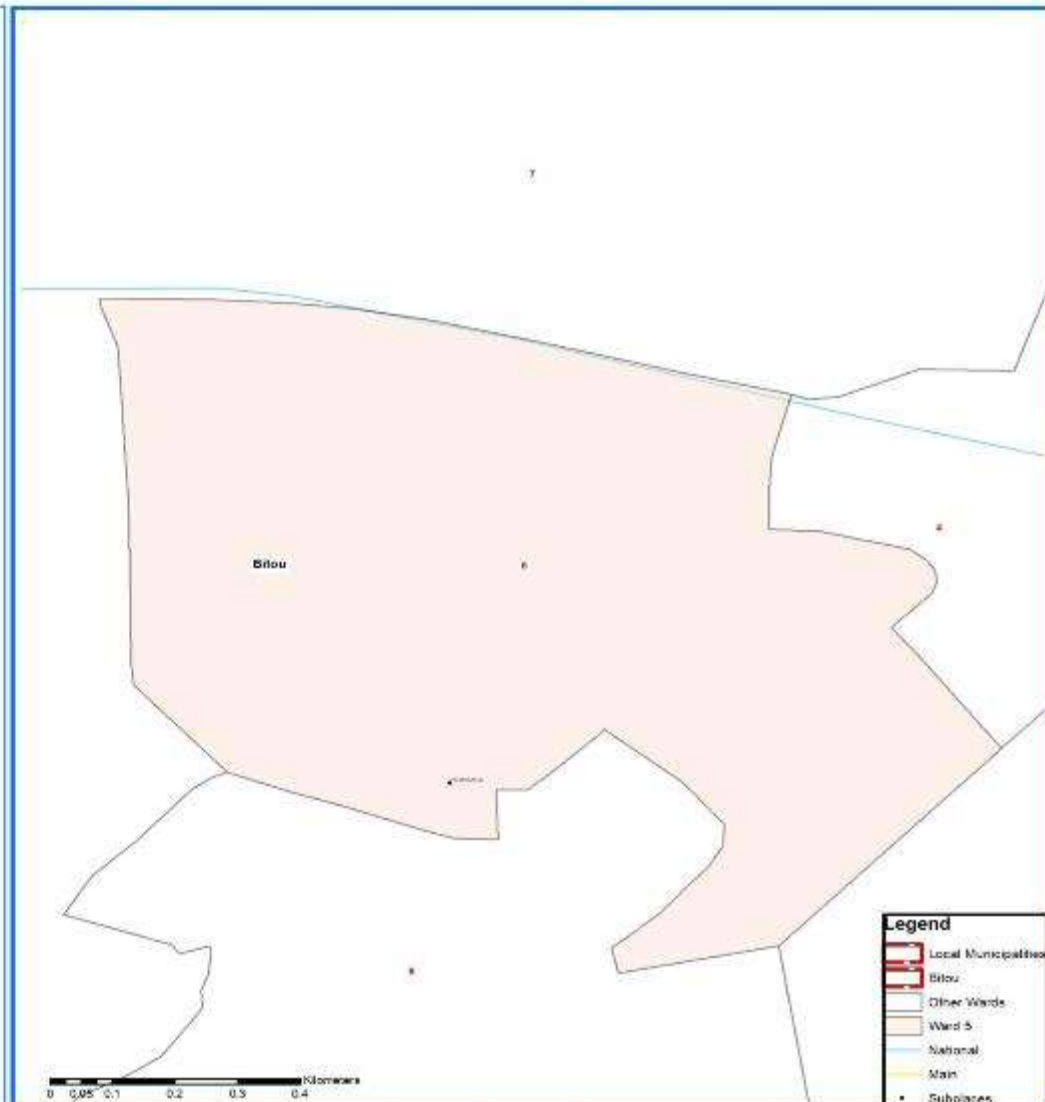
WARD PLAN FOR WARD 5



Governance : The Ward is ANC led
Ward Councillor : Cdr. Phakamile Mbatl
Ward Committee Status: Active

WARD COMMITTEE MEMBERS:

1. Mr. Nozipho Madikane
2. Mrs. Luyanda Dingela
3. Mr. Loyiso Ntshokovu
4. Mr. Siphwe Lando
5. Mr. Mxolisi Sijama
6. Mr. Bulclani Sibuyashe
7. Mr. Mzwakhe Mziyathi
8. Ms. Cynthia Jacobs
9. Ms. Asende Ngcobondwana
10. Mr. Nkosi Nathi Tende



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of the
BITOU MUNICIPALITY

WC047 Bitou Electoral Wards
Bitou Municipality

Date: 18-03-2015
Scale: 1:10 000
Plan: IDP 2016/16

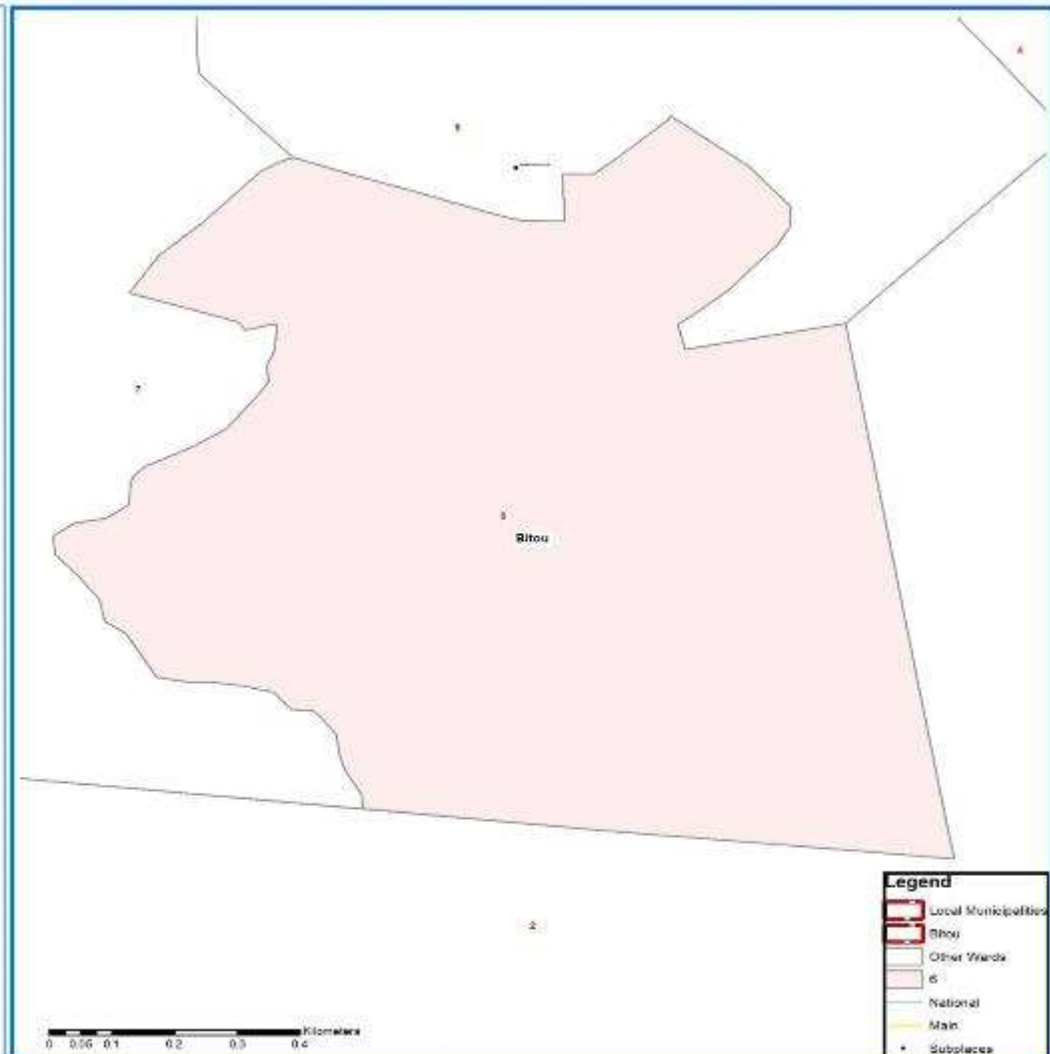
WARD PLAN FOR WARD 6



Governance : The Ward is ANC led
Ward Councillor : Mr. Sandiso Gcabayi
Ward Committee Status: Active

WARD COMMITTEE MEMBERS:

1. Ms. Vuyokazi Lukhele
2. Ms. Thandazwa Mphahlele
3. Ms. Nokuthula Sesi
4. Mr. Vuyani Rastjane
5. Ms. Naxipho Dlamini
6. Mr. Phumlani Qondo
7. Ms. Bongile Mphahlele
8. Mr. Vuyolwethu Mphahlele
9. Mr. Mcedisi Ncedane
10. Ms. Naximela Mungu



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WC047 Bitou Electoral Wards
Bitou Municipality

Date: 18-03-2015
Scale: 1: 10 000
Plan: IDP 2015/16

WARD 5 & 6 PRIORITIES					
ISSUE	No.	DESCRIPTION	2014/215	2015/2016	2016/2017
ELECTRICITY	1.	Street lighting especially in the new areas	High mast light was installed & street lighting is ongoing	Completed	NIL
	2.	Upgrading the electrical network to prevent outages.	Appointed consultants to do planning work. Implementation will commence as soon as constructor is appointed	R 1 150 000	R 150 000
HOUSING	3.	Housing development should speed up.	Ongoing currently building 226 units	Construction of 126 top structure	Application for 441 civil services
WASTE REMOVAL	4.	Clearing of illegal dump site	Ongoing the tender is out	In progress	
	5.	Educating communities to prevent illegal dumping	Ongoing		
	6.	Clearing of waste from water channels	Ongoing		
SANITATION	7.	Upgrade the sewerage network to prevent spilling or bursting sewerage pipes.	Budget constraints	NIL	
PARKS AND RECREATION AND SPORTS	8.	Construction of a central theme park for the whole family. Upgrade of Simunye Community Hall	Planning phase – budget constraints Budget constraints		
ROADS AND STORMWATER DRAINAGE	9.	Opening of a second entrance into Kwa-Nokuthula from N2	Planning will form part of MIG application with the Kwa-Nokuthula development	NIL	R 5000 000
	10.	Construction of a pedestrian bridge to link Kwa-Nokuthula with New Horizon to prevent people crossing the N2 by foot.	Budget constraints. Engaging with provincial road agency for possible funding.	NIL	NIL
	11.	Update Road Marking and signage	Ongoing with budget availability	Ongoing with budget availability	Ongoing with budget availability
	12.	Maintenance of roads (potholes)	Ongoing with budget availability	Ongoing with budget availability	Ongoing with budget availability
	13.	Construction of speed humps	Budget constraints, in planning & will be implemented with available funding.		

	14.	Construction of sidewalks in all major roads to prevent accidents involving pedestrians.	Application forwarded to province based on IDP projects. Will await outcomes of approvals.		
	15.	Improve the storm water drainage to prevent flooding of rainwater.	Process of appointing consultants for a stormwater master plan for all areas. Project implementation will depend on budget availability.		
	16.	Clearing of weeds and waste at the water channel at Skhosana street	Ongoing as part of maintenance.		
SKILLS DEVELOPMENT	17.	Development of SMME's and implement skills development programmes	Lack of skills and funding		
	18.	Revival of the Mbokotho bricks making project at Sishuba Street	Site will be used for something else		
	19.	Upgrading of South Cape Collage (facility and curriculum)	Plans are underway to upgrade College in 2015		
	20.	Construction of a primary school to relieve overcrowding at Phakamisani.	Under Construction		
	21.	Upgrading of Simunye Centre	Funding constraints		
HEALTH	22.	Old age home	Will never happen		
	23.	Establishment of a Soup kitchen at the old clinic	Under investigation		
	24.	Establishment of an HIV/AIDS Centre at the old clinic			
SAFETY	25.	Crime prevention and schools safety projects	Department of education will take the lead		
	26.	Establishment of a satellite firefighting services or park fire truck at police station for rapid response	Planning phase. Implementation from time to time.		

	27.	Road safety programmes and more speed pumps			
EDUCATION	28.	Construction of a new primary school	Construction underway	33000000.00	

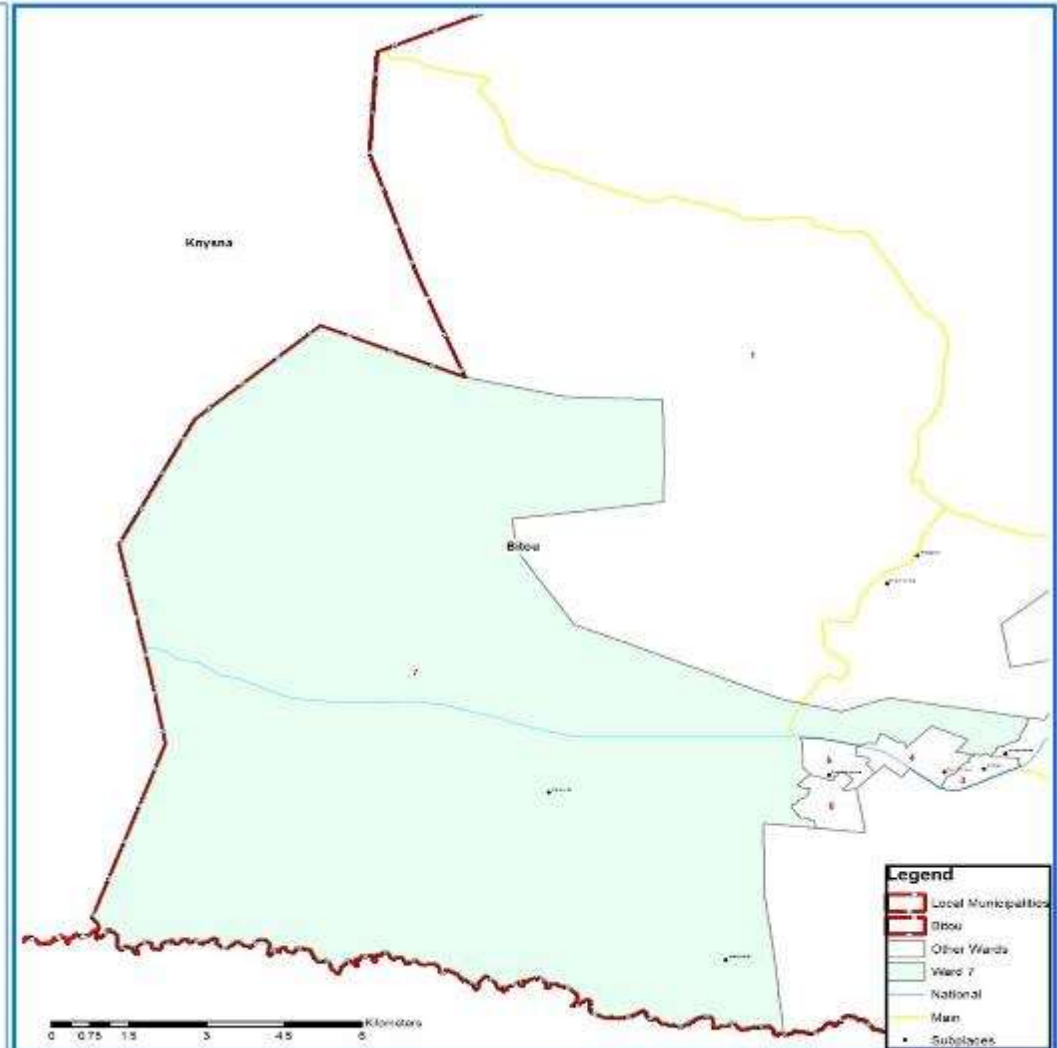
WARD PLAN FOR WARD 7



Governance : The Ward is DA led
Ward Councillor : Cllr. Annelise Olivier
Ward Committee Status: Active

WARD COMMITTEE MEMBERS:

1. Mr. Justin Ramando
2. Mr. Susan Swarts
3. Ms. Michelle Jordens
4. Mr. John Koopman
5. Ms. Ann Ruiters
6. Mr. Chris Manuel
7. Mr. Zolani Dyabirishie
8. Ms. Lee-ann Petersen
- 9.
- 10.



Bitou Municipality

This plan was prepared on ArcGIS 10.2.2 by
MOUDUZI MAURICE NHLEKO
of the
BITOU MUNICIPALITY

WC047 Bitou Electoral Wards
Bitou Municipality

Date: 18-03-2015
Scale: 1: 10 000
Plan: IDP 2015/16

WARD 7 PRIORITIES						
ISSUE	No.	DESCRIPTION	LOCATION	2014/2015	2015/2016	2016/2017
ELECTRICITY	1.	Electrification of streets and houses	Kranshoek and Harkerville	Budget constraints. Will proceed with availability of funds.	R 1 312 281	R 315 789
	2.	Street lighting				
WATER	3.	Provision of drinking water	Harkerville	At planning stage with department of Strategic Services	NIL	NIL
SANITATION	4.	Provision of sanitation	Harkerville	At planning stage with department of Strategic Services	NIL	NIL
LAND AND HOUSING	5.	Construction of houses	Kranshoek	Completed 447 units	NIL	NIL
	6.	Land required for houses and for churches				
	7.	Development at the dam area		Planning stage		
WASTE REMOVAL	8.	Removal of illegal dump sites	Kranshoek	Ongoing tender is out	R 1 500 000	NIL
PARKS AND RECREATION AND SPORTS	9.	Upgrading of sport facilities and establishment of an indoor facility at the multi-purpose centre	Kranshoek	Planning phase	NIL	NIL
ROADS AND STORMWATER DRAINAGE	10.	Upgrade and tarring of streets	Kranshoek	Planning – in the process of appointing consultants to do designs for all untarred roads. Implementation will depend on availability of funds. Part of MIG application	NIL	NIL
	11.	Construction of speed humps and sidewalks			NIL	NIL
	12.	Construction of taxi rank			R 250 000	NIL
	13.	Upgrading of storm water drainage system			R 232 000	R 1 389 205
SKILLS DEVELOPMENT	14.	Construction of primary school	Split VD Kwa-Nokuthula			
	15.	Education for the audio impaired				
	16.	Establishment of a pre-school				
	17.	Provide basic adult education				
HEALTH	18.	Stray animal control	Kranshoek	Ongoing		
SAFETY	19.	Need more police visibility	Kranshoek			

WARD 7 PRIORITIES						
ISSUE	No.	DESCRIPTION	LOCATION	2014/2015	2015/2016	2016/2017
ECONOMIC DEVELOPMENT	20.	Establishment of a fuel station	Kranshoek			
	21.	Construction of a mini mall				
	22.	Construction of a light industrial park				
	23.	Establishment of a tourism village				
	24.	Establishment of a flight school at the airport				
	25.	Alien vegetation clearing				
	26.	Construction of community hall				
	27.	Construction of a place of safety for the abused women and children				
	28.	Job creation with SANPARKS				
		Establishment of an agricultural village for stock farming	Harkeville, the department of Agriculture is on board			
EDUCATION	29.	Construction of a primary and high school	Kranshoek			

Ward Plans were created for Wards 1, 3 and 4 with the help of the public participation unit of Provincial DLG.

CHAPTER 4: IN-DEPTH ANALYSIS

Integrated Development Planning is a strategic management tool to realize the developmental role of local government. Performance management, on the other hand, it is a management tool to facilitate the implementation of the IDP, and as such forms an integral part of the IDP. The budget attaches money to the IDP objectives and this is monitored through the service delivery and budget implementation plan (SDBIP).

4.1 INSTITUTIONAL ANALYSIS

The following section focuses on the factors contributing to the sustainability of the Municipality ranging from continuity of the prevailing political environment and the internal capacity of the Municipality, particularly in relation to personnel and the systems used within the Municipality.

4.1.1 POLITICAL LEADERSHIP

The council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated its executive function to the Executive Mayor and the Mayoral Committee. Their primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision makers, Councillors are also actively involved in community work and the various social programmes in the municipal area.

4.1.2. ADMINISTRATIVE LEADERSHIP

The Municipal Manager is the Accounting Officer of the Municipality. He is the head of the administration, and primarily has to serve as chief custodian of service delivery and implementation of political priorities. He is assisted by his direct reports, which constitute the Management Team (5 Section 56 Directors), whose structure is outlined in the table below:

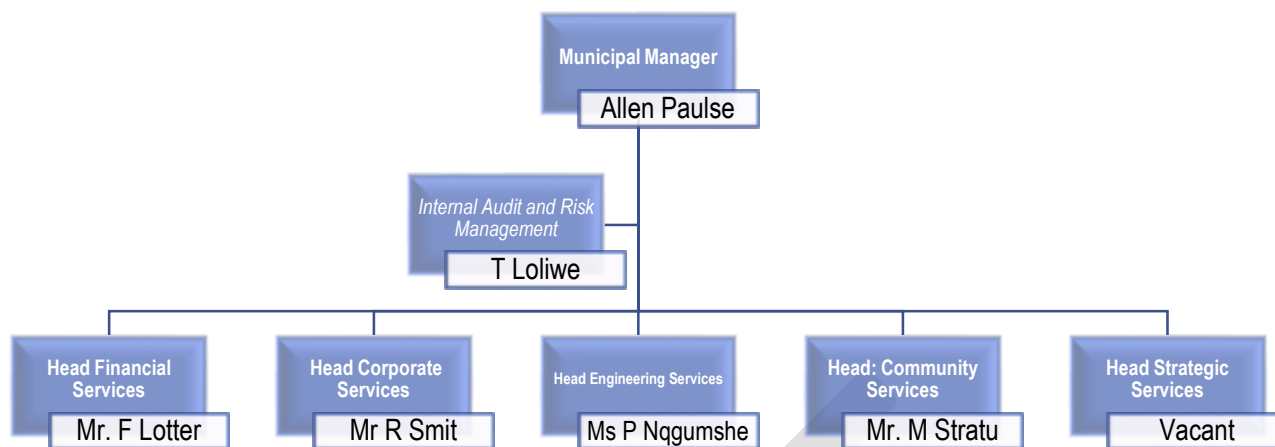


Figure 23: Bitou Municipality approved macro structure

The departmental functions of the macro organizational structure above are as follows:

DIRECTORATE	SUB DIRECTORATE	CORE FUNCTION
Office of the Municipal Manager	I. Internal Auditing <ul style="list-style-type: none"> Internal Auditing Risk Management II. Office of the political office bearers <ul style="list-style-type: none"> Close protection EPWP Youth and Sport Development Special Programmes Provides support to the Speakers office 	The Municipal Manager is generally the Accounting Officer of the Municipality. <ul style="list-style-type: none"> Provides strategic leadership Supports the office of the Political Office bearers Manages all heads of departments reports Internal Auditing Risk Management
Financial Services	<ul style="list-style-type: none"> Budget and Financial Reporting Revenue Services Expenditure Supply Chain Management Information Technology 	The HOD in this department is the Chief Financial Officer for the Municipality <ul style="list-style-type: none"> Manage and control the implementation of the budget policies, systems and procedures and financial statements processes to ensure legislative compliance and sound financial management practices. Financial reporting Implement and maintain revenue and credit control policies and procedures to Sound revenue management practices and compliance. Ensure the recording, authorization and proper execution of expenditure systems, procedures and transactions.

DIRECTORATE	SUB DIRECTORATE	CORE FUNCTION
		<ul style="list-style-type: none"> • Manage supply chain management services to ensure appropriate systems, procedures and control for demand, acquisition, logistics, assets and disposal management. • Manage and maintain the municipal information technologies
Corporate Services	i. Administration <ul style="list-style-type: none"> • Committee and Administration Services • Registry services ii. Human Resources <ul style="list-style-type: none"> • Occupational Health and Safety • Skills Development • Labour Relations iii. Communication <ul style="list-style-type: none"> • Public Participation • Ward Committees • Customer Care Services iv. Legal Services	<ul style="list-style-type: none"> • Corporate Services is the secretariat of Council and supports the legislative and executive functions of Council; • It is also responsible for cultivating a culture of good governance and administration and to ensure administrative processes take place in an environment which promotes productivity; and lastly • It renders legal services to council and administration. • Ensures the wellness of the municipal workforce • Ensures continues up skilling of the municipal employees to keep-up with new developments and latest innovations for effective and efficient service delivery.
Strategic Services	<ul style="list-style-type: none"> • IDP/PMS/SDBIP • Building Control; • LED/Tourism • Town Planning • Property Management • Environmental Management • Planning and Project Management 	<ul style="list-style-type: none"> • Ensure the provisioning of effective land use management, spatial planning and regulation of building control activities and services. • Plan, develop and implement a coherent and integrated framework for local economic development. • Render project planning, design and project/program management services to the Municipality in execution of the IDP and development strategies. • Develop, implement and maintain GIS. • Responsible for Municipal reporting • Manage property assets and maintain property asset register.
Community Services	<ul style="list-style-type: none"> • Human Settlement & Housing, Parks and Recreation, Sport and Public Facilities Management • Waste Management • Public Safety • Library and Information Services 	<ul style="list-style-type: none"> • Provide human settlement and housing administration services. • Manage and regulate the rendering of solid waste management services to ensure a clean and healthy environment. • Manage the provision of protection services to the people of Bitou. • Provide and maintain parks and recreation facilities. • Provide library and information services to the Municipality's communities.

DIRECTORATE	SUB DIRECTORATE	CORE FUNCTION
Engineering Services	<ul style="list-style-type: none"> Roads & Fleet Maintenance Water Services Project Facilitation Electrical and Mechanical Engineering 	<ul style="list-style-type: none"> Manage the provisioning and maintenance of roads, municipal buildings and vehicle fleet. Manage the provisioning and maintenance of water and wastewater services. Manage the provisioning and maintenance of electrical distribution networks and mechanical equipment. Manage and ensure compliance to applicable legislation, policies and guidelines.

Table 28: Departmental functions

4.1.3 STAFF COMPLEMENT

The Bitou Municipality's senior management team is supported by a workforce of 479 personnel. From the 479 positions 465 are permanent and 14 are temporary positions. The total funded positions on the municipal organogram are **607**. The plan is to fill all funded vacant positions during this revised IDP (2014/2015) cycle.

Below is a table indicating the current number of employees at Bitou Municipality, by race within a specific occupational category (including Councillors):

OCCUPATIONAL LEVELS	MALE				FEMALE				TOTAL
	A	C	I	W	A	C	I	W	
Top management	1	2	0	1	1	0	0	0	5
Senior management	0	1	0	5	0	0	0	0	6
Professionally qualified and experienced specialists and mid-management	6	5	1	2	1	3	0	1	19
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	19	23	1	16	9	11	0	2	81
Semi-skilled and discretionary decision making	59	37	0	5	52	37	0	3	193
Unskilled and defined decision making	77	51	0	0	21	12	0	0	161
TOTAL PERMANENT	162	119	2	29	84	63	0	6	465
Temporary employees	1	3	0	1	4	5	0	0	14
GRAND TOTAL	163	122	2	30	88	68	0	6	479

Table 29: Occupational categories

4.1.4. EMPLOYMENT EQUITY AND TARGETS

The Employment Equity Act (1998) Chapter 3, Section 15 (1) states that affirmative action measures are measures designed to ensure that suitable qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer.

The table below represents the employment equity targets for the 2014/2015 financial year

DRAFT

	MALE						FEMALE						GRAND TOTAL
OCCUPATIONAL LEVEL	AFRICAN	COLOURED	INDIAN	WHITE	DISABLED	TOTAL	AFRICAN	COLOURED	INDIAN	WHITE	DISABLED	TOTAL	
Economically Active Profile (Province)	15%	24%	0.7%	9%		49%	15%	25%	0.70%	10%		51%	100%
TOP MANAGEMENT	1	2	0	1	0	4	1	0	0	0	0	1	5
% Representation for Occupational Level per designated category	20%	40%	0%	20%	0%	80%	20%	0%	0%	0%	0%	20%	100.00%
% Representation iro total labour turn over per designated category	0.61%	1.64%	0.00%	3.33%	0.00%	1.26%	1.14%	0.00%	0.00%	0.00%	0.00%	0.62%	1%
TARGET	-5%	-16%	1%	-11%	0%	-31%	-5%	25%	1%	10%	0%	31%	
SENIOR MANAGEMENT	0	1	0	5	0	6	0	0	0	0	0	0	6
% Representation for Occupational Level	0%	17%	0%	83%	0%	100%	0%	0%	0%	0%	0%	0%	100.00%
% Representation iro total labour turn over per designated category	0.00%	0.82%	0.00%	16.67%	0.00%	1.89%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	1.25%
TARGET	15%	7%	1%	-74%	0%	-51%	15%	25%	1%	10%	0%	51%	
PROFESSIONALLY QUALIFIED AND EXPERIENCED SPECIALISTS AND MID-MANAGEMENT	6	5	1	2		14	1	3	0	1	0	5	19
% Representation for Occupational Level	32%	26%	5%	11%	0%	74%	5%	16%	0%	5%	0%	26%	100%
% Representation iro total labour turn over per designated category	3.68%	4.10%	50.00%	6.67%	0.00%	4.40%	1.14%	4.41%	0.00%	16.67%	0.00%	3.09%	3.97%
TARGET	-17%	-2%	-5%	-1%	0%	-25%	10%	9%	1%	5%	0%	25%	
SKILLED TECHNICAL & JUNIOR MNG, SUPERVISORS & Superintendents	19	23	1	16		59	9	11	0	2	0	22	81
% Representation for Occupational Level	23%	28%	1%	20%	0%	73%	11%	14%	0%	2%	0%	27%	100%
% Representation iro total labour turn over per designated category	11.66%	18.85%	50.00%	53.33%	0.00%	18.55%	10.23%	16.18%	0.00%	33.33%	0.00%	13.58%	16.91%
TARGET	-8%	-4%	-1%	-10%	0%	-24%	4%	11%	1%	8%	0%	24%	
SEMI – SKILLED and discretionary decision making	59	37	0	5	0	101	52	37	0	3	0	92	193
% Representation for Occupational Level	31%	19%	0%	3%	0%	52%	27%	19%	0%	2%	0%	48%	100%
% Representation iro total labour turn over per designated category	36.20%	30.33%	0.00%	16.67%	0.00%	31.76%	59.09%	54.41%	0.00%	50.00%	0.00%	56.79%	40.29%
Target	-16%	5%	1%	7%	0%	-3%	-12%	6%	1%	8%	0%	3%	
Unskilled and Defined decision making	77	51	0	0	1	129	21	12	0	0	0	33	162
% Representation for Occupational Level	48%	31%	0%	0%	1%	80%	13%	7%	0%	0%	0%	20%	100%
% Representation iro TOTAL labour turn over per designated category	47.24%	41.80%	0.00%	0.00%	0.00%	40.57%	23.86%	17.65%	0.00%	0.00%	0.00%	20.37%	33.82%
Target	-33%	-7%	1%	9%	-1%	-31%	2%	18%	1%	10%	0%	31%	
TOTAL PERMANENT	162	119	2	29	1	313	84	63	0	6	0	153	465
% representation permanent staff	35%	26%	0%	6%	0%	67%	18%	14%	0%	1%	0%	33%	100%
% Representation iro total labour turn over per designated category	99.39%	97.54%	100.00%	96.67%	0.00%	98.43%	95.45%	92.65%	0.00%	100.00%	0.00%	94.44%	97.08%
Target	-20%	-2%	0%	3%	0%	-18%	-3%	11%	1%	9%	0%	18%	
TEMPORARY STAFF	1	3	0	1	0	5	4	5	0		0	9	14
% Representation for Occupational Level (temporary staff)	7%	21%	0%	7%	0%	36%	29%	36%	0%	0%	0%	64%	100%
% Representation iro permanent staff to total labour turnover (temps and permanents) per designated category	99.39%	2.46%	0.00%	3.33%	0.00%	1.57%	4.55%	7.35%	0.00%	0.00%	0.00%	5.56%	2.92%
TARGET representation temp staff	8%	3%	1%	2%	0%	13%	-14%	-11%	1%	10%	0%	-13%	
GRAND TOTAL	163	122	2	30	1	318	88	68	0	6	0	162	479

Variance between provincial and local (%)based on

PERMANENT STAFF

-20% -2% 0% 3% 0% -18% -3% **11%** **1%** **9%** 0% 18%

Overall % representation based on total labour turnover (temp and permanent workers)

34% 25% 0% 6% 0% 66% 18% 14% 0% 1% 0% 34%

Variance Between Provincial and Actual Overall(Permanent and temp staff)

-19% -1% 0% 3% 0% -17% -3% 11% 1% 9% 0% 17%

Table 30: Employment equity targets by occupation level

4.1.5. Organogram and vacant posts

4.1.5.1. The Municipal human resources during the 2012/2013 and 2013/2014 financial years

The Municipality had **669 positions** approved for the 2012/13 financial year. **222** Posts were vacant at the end of 2012/13, resulting in a vacancy rate of **33.18 per cent**.

During the 2014/2015 financial year the municipality had **708** positions approved on the organogram and **607** of the **708** positions were funded during the 2014/2015 financial year. A total number of **479** positions are filled of which **465** are permanently filled and **14** positions are filled temporarily.

128 funded positions were vacant as at July 2014 resulting in a vacancy rate of **21 per cent**.

The vacancy growth rate has **increase from 12.47% to 21.0%** at Bitou Municipality over the past financial year. The graph below demonstrates how the staff complement has increased and how the vacancy rate has decreased in the past two financial years.

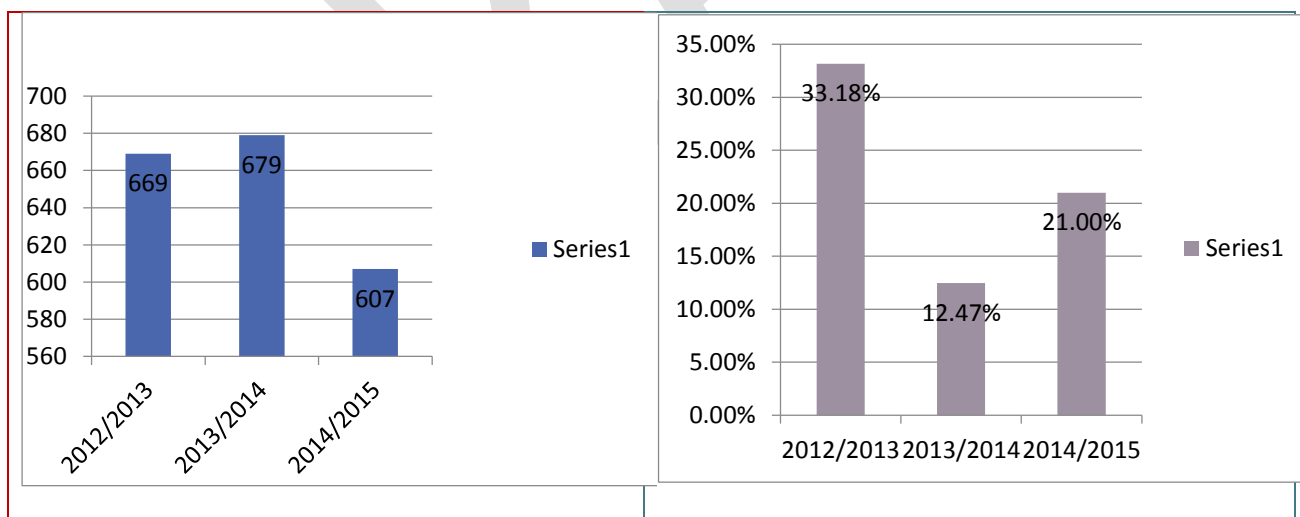


Figure 24: Graphs representing the approved positions and vacancy rates over the past 2 financial years

The table below presents the number of filled and vacant positions per functional area during the 2013/2014 financial year.

PER POST LEVEL		
Post level	Filled	Vacant
MM & MSA section 57 & 56	5	1
Middle management	6	1
Professionally qualified and experienced specialists and mid-management	19	23
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	81	51
Semi-skilled and discretionary decision making	193	98
Unskilled and defined decision making	161	72
Temporary Employees	14	0
Total	479	246
PER FUNCTIONAL LEVEL		
Functional area	Filled	Vacant
Office of the Municipal Manager	13	16
Corporate Services	25	18
Financial Services	51	29
Planning & Strategic Services	25	13
Community Services	219	103
Municipal Services and Infrastructure Development	128	67
Total	465	246

Table 31: Vacancy rate per post and functional level

4.1.5.2. Human resource projections for 2014/2015

The final organizational structure of the Municipality was approved on Wednesday, 11 March 2015 under council resolution C/1/98/03/15. The municipality is in the process of developing and finalising job descriptions for each position on the approved organizational organogram.

4.1.5.2.1 Staff projection for the 2015/2016 financial year.

Due to resource constraints, the municipality is planning to fill **128 vacant permanent positions** in 2015/2016.

Attached is a copy of the latest Council approved organisational structure.

4.1.6. Staff turnover rate

The table below shows the staff turnover rate for the past four financial years.

FINANCIAL YEAR	TOTAL NO OF FILLED POSTS AT THE END OF EACH FINANCIAL YEAR	NEW APPOINTMENTS	NO TERMINATIONS DURING THE YEAR	TURN-OVER RATE
2010/11	486	33	20	4.1
2011/12	488	20	18	3.6
2012/13	447	45	26	5.8
2013/2014	456	49	27	5.9
2014/2015	476	95	19	4.0

Table 32: Staff turnover rate

4.1.7 Skills Development

Section 68(1) of the Municipal Structures Act states that *“a Municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable manner”*.

To meet the minimum requirements of the Municipal Structures Act as describe the human resource capacity of the Municipality must comply with the Skills Development Act, Act No 81 of 1998 and the Skills Development Levies Act, Act No 28 of 1999.

4.1.7.1. Skills development 2014/2015

The table below indicates the number of beneficiaries per occupational category who received training during the 2014/15 financial year. The tables below show the number of individuals (headcount) trained and not the number of training interventions.

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management	1	1		1	1				4
Senior management		1		3					4
Professionally qualified and experienced specialists and mid-management	5	5	1	5	1	3		1	21
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	13	17	1	10	9	8			58
Semi-skilled and discretionary decision making	23	15			18	13			69
Unskilled and defined decision making	13	6			3	2			24
TOTAL PERMANENT	55	45	2	19	32	26		1	180
Temporary employees	1	2			1				4
GRAND TOTAL	56	47	2	19	33	26		1	184

Table 33: Skills matrix

4.1.7.2 Trainings provided in during 2014/2015

The following table presents the types of trainings provided to Bitou employees and number of participant per training course in the 2014/2015 financial year:

TRAINING	NUMBER OF PARTICIPANTS	TYPE OF TRAINING	DURATION
AET	30	Learnership	07 Months
Water Process Controllers NQFL 4	4	Learnership	09 Months
Electrical Learnership	1	Apprenticeship	36 Months
Plumbing Learnership	3	Apprenticeship	36 Months
Brick-Layer Learnership	5	Apprenticeship	36 Months
Municipal Minimum Competency Training	25	Learnership	12 Months
Skills Development Facilitator	23	Skills Programme	8 Days
Basic Billing	5	Skills Programme	5 Days
Law Enforcement	14	Skills Programme	5 Days

Industrial Relations Training	40	Skills Programme	8 Days
Assertive Behaviour	23	Short Course	1 Day
Commercial Mediation	1	Skills Programme	5 Days
Minute Taking	10	Short Course	2 Days

4.1.7.3. Beneficiaries for Upcoming Training events for 2014/2015

The table below indicates the number of beneficiaries per occupational category who will receive training during the 2014/15 financial year. The table show the number of individuals by equity.

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Topmanagement		2		1					3
Senior management		1		5					6
Professionally qualified and experienced specialists and mid-management	5	5	1	4	1	2		1	19
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	9	8	1	3	3	6		1	31
Semi-skilled and discretionary decision making	9	6			7	8			30
Unskilled and defined decision making	10	9			13	8			40
TOTAL PERMANENT	32	29	2	13	24	24		2	129
Temporary employees	1	1			1				
GRAND TOTAL	33	30	2	13	25	24		2	129

Table 34: Number of training recipients per occupation category

4.1.7.4 Upcoming trainings for 2014/2015

The following table presents the types of upcoming training provided to Bitou Municipal employees and number of participant per training course in the 2015/2016 financial year:

NAME OF LEARNING PROGRAMME	TYPE OF LEARNING PROGRAMME (APPRENTICESHIP/ LEARNERSHIP/ SKILLS PROGRAMME)	TARGETED NUMBER OF CURRENTLY EMPLOYED LEARNERS (18.1)	TARGETED NUMBER OF CURRENTLY UNEMPLOYED LEARNERS (18.2)
Local Economic Development	Learnership	5	
Computer Training	Skills Programme	9	

IsiXhosa Training	Skills Programme	20	
Supervisory Training NQF L2-4	Skills Programme	20	
Fire Arm Training	Skills Programme	15	
First Aid & She Rep	Skills Programme	20	
Water & Wastewater Treatment	Learnership	10	
Horticulture	Learnership	10	
Employment Equity Training	Short Course	20	

Table 35: Planned trainings for 2014/2015

4.1.8 Municipal Policies and Service Delivery Improvement Plans

The Municipality has the following policies, service delivery improvement plans and systems to support the workforce in delivering on the strategic objectives and to promote institutional viability and cohesion:

NAME OF POLICY, PLAN, SYSTEM	STATUS	RESPONSIBLE DIRECTORATE	COUNCIL RESOLUTION
Employment equity	Approved on 27 June 2013	Corporate Services	C68/03/06/13
Scarce skills and retention policy	Approved on 27 June 2013	Corporate Services	C68/03/06/13
Recruitment and selection policy	Approved on 27 June 2013	Corporate Services	C3/68/06/13
Substance Abuse: Alcohol and drug policy and procedure	Approved on 27 June 2013	Corporate Services	C3/68/06/13
Leave policy	Approved on 27 June 2013	Corporate Services	C3/68/06/13
Dress code policy	Approved on 27 June 2013	Corporate Services	C3/68/06/13
Employee study aid and leave policy	Approved on 27 June 2013	Corporate Services	C3/68/06/13
Placement policy	Approved on 27 June 2013	Corporate Services	C3/68/06/13
Review of macro and organizational structure	Approved on 27 June 2013	Corporate Services	C3/68/06/13
HIV/AIDS policy	Approved 26 March 2009	Corporate Services	C3/68/06/13
Revised Substance Abuse: Alcohol and drug policy & procedure	Approved 26 March 2009 Revised to be approved	Corporate Services	C3/68/06/13
Sexual harassment policy	Approved 26 March 2009	Corporate Services	C3/68/06/13
Overtime policy	Revised approved 26 September 2013	Corporate Services	C3/74/09/13
Cellular phone policy	Approved on 27 June 2013	Corporate Services	C68/03/06/13
Protective clothing policy	Revised approved on 27 March 2013	Engineerin	C5/29/03/13

NAME OF POLICY, PLAN, SYSTEM	STATUS	RESPONSIBLE DIRECTORATE	COUNCIL RESOLUTION
Travelling and subsistence allowance policy	To be reviewed during 2013-2014	Financial Services	
Training and skills development policy	Approved on 27 June 2013	Corporate Services	C3/68/06/13
Occupational health and safety policies	Revised approved on 27 March 2013	Engineering Services	C5/29/03/13
Fleet Management Policy	New	Engineering Services	2015
Credit control policy	To be reviewed by March 2013	Financial Services	
Asset management policy	Reviewed in 2011	Financial Services	
Property rates policy	Reviewed March 2013	Financial Services	
Tariff policy	Reviewed March 2013	Financial Services	
Cash and investment and management policy	Reviewed in 2013/14	Financial Services	
Liability management policy	To be developed 2013/14	Financial Services	
Funding and reserves policy	To be reviewed in 2013/14	Financial Services	
Budget process policy	To be reviewed in 2013/14	Financial Services	
Procurement policy	To be reviewed by March 2013	Financial Services	
Anti-corruption strategy	Reviewed in 2010/11	Office of the Municipal Manager	
Fraud prevention strategy	Approved in April 2008	Office of the Municipal Manager	
Ward Committee Policy	Approved 29 June 2012 Council Resolution C/3/35/06/12	Corporate Services	To be revised in 2016
Tourism Policy	Approved 29 June 2012 Council Resolution C/6/83/05/12	Strategic Services	
Property Management Policy	Draft approved – final approval May 2014	Strategic Services	
Encroachment Policy	Draft approved – final approval May 2014	Strategic Services	
Staff Housing Policy	Approved August 2013	Strategic Services	
Systems			
Human resource management system	Utilize modules of Samras System, and collaborator	Corporate Services	Not applicable , Service level agreements in place
Financial management system	SAMRAS DB4 System	Financial Services	
Performance management and related systems	Ignite	Strategic Services	
GIS Systems:	GIS	Municipal Services and Infrastructure Development	

NAME OF POLICY, PLAN, SYSTEM	STATUS	RESPONSIBLE DIRECTORATE	COUNCIL RESOLUTION
	IMQS	Strategic Services	
Audit Management System	MVisio	Municipal Manager	
Document management and process flow systems	Collaborator	Corporate Services	Not applicable , Service level agreements in place
By-laws			
Liquor trading hours by-law	Been published for comment – approval date 30 June 2013	Community Services	

Table 36: Schedule of policies and systems of Bitou Municipality

It is Council's intention to develop a schedule of all policies and by-laws that will indicate an annual action plan for reviewing all policies and by-laws. This process will assist the Municipality to be developmental and innovative in conducting its business.

4.2 Municipal finance viability and performance analysis

Successful engagement of the political, social, economic, technological and geographic trends and realities are only possible if a Municipality operates effectively and efficiently within the constitutional mandate. Financial viability is paramount to the latter. Accordingly, this part of the document addresses the financial viability and sustainability of the Municipality.

The financial position is best illustrated by the following tables below:

4.2.1. LIQUIDITY RATIO

DESCRIPTION	2011/12	2012/13
	Audit Outcome	Audit Outcome
Current ration	90,9	82,3
Current ratio adjusted for aged debtors	0,69	0,97
Liquidity ratio	0,74	1,15

4.2.2. IDP REGULATION FINANCIAL VIABILITY INDICATORS

DESCRIPTION	2011/12	2012/13
	Audit Outcome	Audit Outcome
Cost coverage	4,98	11,43
Total Outstanding Debtors to revenue	20%	17%
Debt coverage	11%	14%

4.2.3. BORROWING MANAGEMENT

DESCRIPTION	2011/12	2012/13
	Audit Outcome	Audit Outcome
Capital charges to operating expenditure	4%	4%

4.2.4. EMPLOYEE COSTS ARE THE FINANCIAL RATIOS

DESCRIPTION	2011/12	2012/13
	Audit Outcome	Audit Outcome
Employee costs	33%	29%

The financials show a steady improvement for most factors with a continuous improvement in compliance to the MFMA and NT policies and prescriptions.

4.3. LOCAL ECONOMIC DEVELOPMENT

Bitou is blessed in many ways from an economic point of view. Situated in the Western Cape with a current 3,2 percent growth rate, it is also part of the Eden District which boasts a 5,2% economic growth rate. MERO-data itself claim an 8,4% economic growth rate for Bitou in 2000-2011. It is also evident that Bitou must capitalize on its excellent Wholesale and Retail Trade, Catering and Accommodation (17,9%), Finance, Insurance, Real Estate and Business Services (24,3%).

The LED strategy and the LED Implementation plan were approved respectively in March 2012 and August 2013 by Council and are being implemented. They focus on enhancing the local business and competitive environment and thus increase sustainable growth and development in the area and ensure that this growth is inclusive of all communities. Additional focus is on identifying the current resources and infrastructure that are available in the local municipal area, as well as the skills that are available; with the purpose of assessing what still needs to be done in order to allow for the growth of the economy and generate opportunities for all the stakeholders.

The table below identifies the economic activity within the different sectors:

Sector	2010/11	2011/12
Agriculture, forestry and fishing	76 045	85 049
Mining and quarrying	0	0
Manufacturing	231 823	237 193
Wholesale and retail trade	521 310	719 244
Finance, property, etc.	347 874	396 640
Community and social services	137 841	187 539
Infrastructure services	105 503	133 083
Total	1 420 396	1 758 748

Table 37: Economic Activity by sector

Below presents the top three prioritised projects within each of the industry categories:

Priority area	Description
Agriculture	Development of fishing industry and marine culture activities
	Establishment of a saw mill and development of forestry and milling industry in municipal area
	Promotion and development of Viticulture and wine farming
Manufacturing	Increased provision of light industrial space in Bitou Municipality
	Manufacturing activities related to Viticulture (bottling and processing plant, packaging plant)
	Dairy Farming manufacturing activities (cheese production, bottling plant)

Priority area	Description
Construction	Creating favourable investment environment for investors looking to invest in local residential market (increasing efficiency of approvals, relaxing of building costs and other taxes or levy's on construction industry)
	Facilitating increased access to formal and especially middle income and low income/social housing markets for black entrepreneurs
	Development of Bitou Coming Together Project (industrial, residential, commercial and infrastructural components)
Wholesale and Retail	Provision of space for SMME and informal trading
	Skills development and training for SMME and informal traders (mentorship programmes and basic business skills training)
	Promotion of establishment of cooperatives amongst small business owners and informal sector
Finance and business services	Establishment and operation of tourism as a central business (marketing, advertising and accessing of tourist information all performed by central organisation)
	Recreation and youth entertainment facilities and activities
	Facilitation and establishment of specialised financial services catering for SMME environment (legal services, recruitment, bookkeeping services, human resource development)
Transport	Establishment of transport network centred around Coming Together Project
	Increased use of public transport services in tourism industry
	Establishment of transport cooperatives for manufacturing and agro-processing activities (linked to agricultural and manufacturing opportunities)

Table 38: Prioritised projects within each of the industry categories

From the above list of prioritised projects the following were identified as the most important projects required for local economic development:

Priority nr	Project	Industry
1	Creating favourable investment environment for investors looking to invest in local residential market (increasing efficiency of approvals)	Construction
2	Increased provision of light industrial space in Bitou Municipality	Manufacturing
3	Manufacturing activities related to Viticulture (pro-active land use management)	Manufacturing
4	Establishment of a wine route	Agri-processing
5	Establishment of an Agricultural Village	Agriculture

Table 39: Proposed top LED Programmes

Creating an environment for the top prioritised projects that is conducive and attractive for investors, especially within the residential and industrial construction industry will predominately be the role of Bitou Municipality. With the construction industry being one of the dominant industries in the local municipal area, the implementation of this initiative will help strengthen one of the area's major industries which will also benefit the business services and wholesale and retail industries. It are directly and indirectly reliant on the performance of the local construction industry. This represents the top-down approach to economic development in the Bitou Municipality.

The other 2 top prioritised projects aim at developing the local manufacturing industry, through the increased provision of industrial space as well as developing manufacturing activities related to growing the agricultural industry in the area of viticulture. The increased provision of industrial space is thus also linked with the top prioritised projects through creating a more favourable environment for investment within the development of more industrial space, and prioritised project number 3 represents the bottom-up approach to economic development. This project not only falls within a value chain derived from the viticulture activities and processes, but is also aiding the diversification of the local economy away from the dominant services and construction industry to more primary and secondary economic activities of agriculture and manufacturing.

Three reasons to spend on infrastructure:

- ❖ Fulfil public services demand (Political support benefits);
- ❖ Quick access for developers (Economic growth); and
- ❖ Job Creation (Political and Economic benefits).

4.4. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The purpose of this section is to report on the status of governance structures and the participation of communities in the affairs of local government as required by legislation.

Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. We have a draft public participation policy that still needs to be adopted by council these policy is also to align our 8 major characteristics with the back to basic approach as agreed by national government

4.4.1. COUNCIL

Bitou Municipal Council comprises 13 councillors, including seven Ward Councillors and six Proportional Representation Councillors. The Municipality has an Executive Mayoral system. The Executive Mayor appointed and Executive Committee, made up of Councillors drawn from the ruling parties, namely the DA and Cope Alliance.

Below is a table that categorised the Councillors within their specific political parties and wards:

Name of councillor	Capacity	Political party	Ward representing or proportional
Cllr M Booysen	The Executive Mayor	DA	PR
Cllr R S Koeberg	The Deputy Executive Mayor	COPE	PR
Cllr EE Pause	Mayoral Committee Member	DA	PR
Cllr Ndayi	PR Councillor	DA	PR
Cllr S Farrow	PR Councillor	DA	PR
Cllr S Besana	PR Councillor	ANC	PR
Cllr NM de Waal	Ward Councillor	DA	Ward 1
Cllr W Craig	Ward Councillor	DA	Ward 2
Cllr LM Seyisi	Ward Councillor	ANC	Ward 3
Cllr H Plaatjies	Ward Councillor	ANC	Ward 4
Cllr MM Mbali	Ward Councillor	ANC	Ward 5
Cllr SE Gcabayi	Ward Councillor	ANC	Ward 6
Cllr AR Olivier	Speaker	DA	Ward 7

Table 40: Composition of Bitou Municipal Council

4.4.1.2. EXECUTIVE MAYORAL COMMITTEE

The Executive Mayor of the Municipality, Councillor Memory Booysen, assisted by the Mayoral Committee, heads the executive arm of the Municipality. The Executive Mayor is at the centre of the system of governance, since executive powers are vested in him to manage the day-to-day affairs. This means that he has an overarching strategic and political responsibility. The key element of the executive model is that executive power is vested in the Executive Mayor,

delegated by the Council, and as well as the powers assigned by legislation. Although accountable for the strategic direction and performance of the Municipality, the Executive Mayor operates in concert with the Mayoral Committee.

The name and portfolio of each member of the Mayoral Committee is listed in table 28 below:

Name of member	Capacity
Cllr M Booyesen	The Executive Mayor
Cllr R S Koeberg	The Deputy Executive Mayor
Cllr AR Olivier	The Speaker
Cllr N De Waal	Mayoral Committee Member
Cllr EE Paulse	Mayoral Committee Member

Table 41: Composition of the executive mayoral committee

4.4.2. WARD

The ward committees support the Ward Councillor who receives reports on development, participate in development planning processes, and facilitate wider community participation. To this end, the Municipality constantly strives to ensure that all ward committees function optimally with community information provision; convening of meetings; ward planning; service delivery; IDP formulation and performance feedback to communities.

Council adopted a ward committee policy on the 22 June 2013. The municipal area was demarcated into seven wards and a ward committee represents each of the seven wards. Bitou has a fully functional ward committee system of which members are active participants. Ward committee members were recently trained on municipal processes and meeting procedure this was to get them all in line with municipal legislative framework.

The Council at its Special Council meeting held 25 February 2015 adopted an item on the the establishment of a Ward Committee Forum in order to enhance strategic relationships between the Bitou communities and the municipality. The forum can be used as a platform for all stakeholders to unblock service delivery issues as well as to improve ward committee functionality. This will reflect that Bitou Local Municipality maintains the ideal co-operational

approach towards operational and geographical solutions. The management team of Bitou municipality will gain hands on experience on what the needs and challenges of the Bitou community are.

The establishment of the forum will maximize administrative and operational efficiency and provide for adequate checks and balances.

Frequency of meetings of ward committees

Ward Committees meet quarterly.

4.4.3. AUDIT COMMITTEES

Section 166(2) of the MFMA states that an audit committee is an independent advisory body which must –

- (a) advise the municipal council, the political office-bearers, the accounting officer and the management staff of the Municipality, on matters relating to –
 - internal financial control;
 - risk management;
 - performance Management; and
 - effective Governance.

The Audit Committee has the following main functions as prescribed in section 166 (2) (a-e) of the MFMA and the Local Government: Municipal Planning and Performance Management Regulation, 2000.

Functions of the Audit Committee

- To advise the Council on all matters related to compliance and effective governance.
- To review the annual financial statements to provide Council with an authoritative and credible view of the financial position of the Municipality, its efficiency and its overall level of compliance with the MFMA, the annual Division of Revenue Act (DoRA) and other applicable legislation.
- Respond to the council on any issues raised by the Auditor- General in the audit report.
- To review the quarterly reports submitted to it by Internal Audit.
- To evaluate audit reports pertaining to financial, administrative and technical systems.

- The compilation of reports to Council, at least twice during a financial year.
- To review the performance management system and make recommendations in this regard to Council.
- To identify major risks to which Council is exposed and determine the extent to which risks have been minimised.
- To review the annual report of the Municipality.
- Review the plans of the Internal Audit function and in so doing; ensure that the plan addresses the high-risk areas and ensure that adequate resources are available to manage identified high risks.
- Provide support to the Internal Audit function.
- Ensure that no restrictions or limitations are placed on the Internal Audit section.
- Evaluate the activities of the Internal Audit function in terms of their role as prescribed by legislation.

4.4.4. LOCAL LABOUR FORUM

Name of representative	Capacity
Councillor EE Pause	Councillor
Councillor Koeberg	Councillor
Councillor S E Gcabayi	Councillor
Councillor N M De Waal	Councillor
Mr Monde Stratu	Head: Community Services
Ms Phumla Ngqumshe	Head: Engineering Services
Vacant	Head: Strategic Services
Mr Felix Lotter	Chief Financial Officer
Mr Reginald Smit	Head Corporate Services
Mr Henry Toyis	IMATU
Miss Audrey Reed	SAMWU
Mrs Mary Vries	SAMWU
Mr Lindi Nceba Nkentsha	SAMWU

4.4.5. PERFORMANCE AUDIT COMMITTEE

The Regulations require that the performance audit committee is comprised of a minimum of three members, the majority of whom are external (neither a councillor nor an employee) of

the Municipality. Section 14(2) (b) of the Regulations further stipulates that the performance audit committee must include at least one person who has expertise in performance management. It is also a requirement of the Regulations in Section 14(2)(d) that the Council of a Municipality designate a member of the performance audit committee, who is neither a councillor nor an employee of the Municipality, as the chairperson of the committee.

Section 166(5) of the MFMA, requires that the members of an audit committee must be appointed by the council of the Municipality. One of the members, not in the employ of the Municipality, must be appointed as the chairperson of the committee. No councillor may be a member of an audit committee.

Both the Regulations and the MFMA, indicate that three is the minimum number of members needed to comprise a performance audit committee. While the regulations preclude the appointment of a councillor as chairperson of the performance audit committee, the MFMA excludes the involvement of a councillor in the composition of a performance audit committee entirely.

Further, Section 14(2) (f) of the Regulations provides that, in the event of a vacancy occurring amongst the members of the performance audit committee, the Municipality concerned must fill that vacancy for the unexpired portion of the vacating member's term of appointment.

Section 14(3) (a) of the Regulations requires that the performance audit committee of a Municipality must meet at least twice during each financial year. However, any member of the committee may call for additional special meetings of the performance audit committee, where sufficient justification exists in terms of Section 14(3) (b) of the Regulations.

Functions of the Performance Audit Committee

In terms of Section 14(4) (a) of the Regulations, the performance audit committee has the responsibility to -

- i) Review the quarterly reports produced and submitted by the internal audit process;
- ii) Review the Municipality's performance management system and make recommendations in this regard to the council of the Municipality; and
- iii) At least twice during each financial year, submit a performance audit report to the council of the Municipality.

4.4.6. INTERGOVERNMENTAL RELATIONS

The Municipality fosters relations with other spheres of government and participates in various intergovernmental activities to promote a closer working relationship between the various spheres of government. Council is of the view that these relationships can assist in enhancing government's services to the communities of the Municipal Area.

The Municipality delegated officials and councillors to the following forums:

Forum	Frequency	Responsibility
Municipals managers forum	Quarterly	Municipal Manager
SALGA working groups	Quarterly	Directors and councillor specific to working group
District coordinating forum	Quarterly	Mayor and Municipal Manager
Premiers coordinating forum	Quarterly	Mayor and Municipal Manager
Provincial and district managers IDP forums	Quarterly	IDP Manager
Disaster management forum	Quarterly	Community Services
Human resources forum	Quarterly	Corporate Services
Legal advisors forum	Quarterly	Corporate Services
Environmental health forum	Quarterly	Community Services
ICT Managers Forum	Every 2 months	Financial Services
Chief finance officers	Quarterly	Chief Financial Officer
Supply chain management forum	Quarterly	Financial Services
South Cape Development Forum	Quarterly	Strategic Services
Municipal Planning Heads Forum	Quarterly	Strategic Services
Local Economic Development Forum	Quarterly	Strategic Services
Municipal Risk Management Forum	Quarterly	Office of the Municipal Manager
Chief Audit Executive Forum	Quarterly	Office of the Municipal Manager
Predetermined Objectives Forum	Quarterly	PMS, IDP and Internal Audit Managers
Standard operating Procedures Forum	Quarterly	Internal Auditor

Table 42: IGR forums

4.5. BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

The Municipality has been able to provide the deemed necessary services to its residents. The services include water and sanitation reticulation and bulk services road and storm water infrastructure, electricity reticulation and bulk services waste removal and health services. The number of these services has been increasing on yearly basis.

4.5.1. WATER

Major factors influencing water demand:

Population growth

The population in Bitou is growing at an average annual rate of 5.4 percent and it is projected that by 2030 the current population would have doubled. That will have a direct impact on the Municipality's ability to provide water. Now more than 90 percent of households have access to water beyond the RDP standards.

The major challenge with water provision is at the informal settlements and urban settlements in rural areas, e.g. Kranshoek, Kurland and Covie. The water infrastructure cannot reach and service such areas efficiently or sustainably.

Weather (climate)

Climate change also plays a major role in the provision of water. Drought, changing rainfall and run-off patterns and increased evaporation rates all affect the provision of potable water.

The IDP is defined as the ultimate municipal strategic plan that has to inform all planning, budgeting and decision making processes. This strategy has to take into account the development trends as outlined by relevant data which is sourced from accredited institutions like StatsSA. The communities as consumers of municipal services have to be consulted, engaged and be given an opportunity to inform or demand services from the Municipality. Most importantly the Municipality has to consider sector requirements and the legal framework to ensure that services are delivered in a sustainable manner which does not compromise the environment, the livelihood of communities and the financial viability of the Municipality as an institution.

An in-depth analysis of the current situation was done in chapters three and four above and the following critical development challenges were identified:

1. The gap in service delivery;
2. Unemployment is on the rise;
3. The gini coefficient
4. The crime levels are on the rise;
5. Seasonality of the economy is a challenge;
6. In migration of low skilled workers;
7. Poor, or lack of, health facilities;
8. Environmental degradation

To create an ideal situation the Municipality must adopt a vision to work towards establishing that ideal environment that will eradicate the development challenges listed above. On the 1 – 3rd November 2013 the leadership of Bitou Municipality embarked on an intensive strategic session which aimed at deriving tactics or strategies that would enhance developmental local government. The municipal and strategic objectives remained unchanged; however, 13 priority projects to enhance the Municipality's developmental obligations were identified and implemented.

5.1. VISION

Vision 2022:

"To be the best together"

"Om saam die beste te wees"

"SobalaselaSonke"

5.2. MISSION

The political office bearers and staff of the Bitou Local Municipality commit to:

- Effecting participative and accountable development local government and governance.
- Fostering effective intergovernmental relations.
- Facilitating sustainable people-centred development and ensuring environmental integrity.
- Proactively identifying and securing suitable land for settlement.
- Providing effective basic services in a sustainable manner.
- Facilitating local economic development with a particular focus on reducing poverty, creating jobs and developing the tourism and eco-tourism sectors.
- Facilitating social upliftment and community integration.
- Adhering to the Batho Pele principles for its community.

5.3 STRATEGIC GOALS

Council has approved the following strategic goals:

- a) To ensure efficient and affordable basic services to all residents of Bitou.
- b) To strengthen the economy of Bitou for sustainable growth and job creation.
- c) To develop a municipal governance system that complies with international best practise.
- d) Create an institution that can align planning with implementation for effective and efficient service delivery.
- e) To be a financially viable institution geared to provide affordable and sustainable services to the clientele of Bitou Municipality.

These strategic goals are unpacked in section 5.5.

5.4 Municipal Planning and Co-operative Government

This section provides the background of the National, Provincial and District development-planning framework that was considered during the development of the municipal strategy and illustrates the alignment of all these strategies. The alignment table towards the end of this section summarises the integration of the developmental frameworks into one strategy for the Bitou Municipal area.

In terms of section 24 of the Municipal Systems Act –

- (1) The planning undertaken by a Municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state to give effect to the principles of co-operative government contained in section 41 of the Constitution.
- (2) Municipalities must participate in national and provincial development programmes as required in section 153(b) of the Constitution.”
- (3) It is therefore important for municipalities to align their strategic objectives with national and provincial development programmes. The alignment of the Bitou Strategic Objectives with the key national, provincial and regional strategies is illustrated in the table below.

Millennium Development Goals	Vision for 2030	Medium Term Strategic Framework	National Outcomes	Provincial Strategic Objectives	Eden District Municipality Strategic Objectives	Bitou Strategic Goals
Eradicate extreme poverty and hunger	An economy that will create more jobs	Speed up economic growth and transform the economy to create decent work and	Decent employment through inclusive economic growth	Creating opportunities for growth and jobs	Grow the district economy	To strengthen the economy of Bitou for sustainable growth and job creation

Millennium Development Goals	Vision for 2030	Medium Term Strategic Framework	National Outcomes	Provincial Strategic Objectives	Eden District Municipality Strategic Objectives	Bitou Strategic Goals
		sustainable livelihoods				
	Improving Infrastructure	Massive programme to build economic and social infrastructure	An effective, competitive and responsive economic infrastructure network	Integrating service delivery for maximum impact	Conduct regional bulk infrastructure planning, implement projects, roads maintenance, public transport, manage and develop Council fixed assets	To ensure efficient and affordable basic services to all residents of Bitou
	Transition to a low-carbon economy			Increasing access to safe and efficient transport		
	An inclusive and integrated rural economy	Comprehensive rural development strategy linked to land and agrarian reform and food security	Vibrant, equitable and sustainable rural communities and food security	Mainstreaming sustainability and optimizing resource-use efficiency	Facilitate the comprehensive rural development plan	
Ensure environmental sustainability	Reversing the spatial effects of apartheid	Build cohesive, caring and sustainable communities	Sustainable human settlements and improved quality of household life	Developing integrated and sustainable human settlements	Promote sustainable environmental management and public safety	To strengthen the economy of Bitou for sustainable growth and job creation
		Sustainable resource	Protection and			

Millennium Development Goals	Vision for 2030	Medium Term Strategic Framework	National Outcomes	Provincial Strategic Objectives	Eden District Municipality Strategic Objectives	Bitou Strategic Goals
		management and use	enhancement of environmental assets and natural resources			
Achieve universal primary education	Improving the quality of education, training and innovation	Strengthen the skills and human resource base	<p>Improve the quality of basic education</p> <p>A skilled and capable workforce to support inclusive growth</p>	Improving education outcomes	Build a capacitated workforce and communities	Create an institution that can align planning with implementation for effective and efficient service delivery
Reduce child mortality	Quality health care for all	Improve the health profile of society	Improve health and life expectancy	Increasing wellness	Healthy and socially stable communities	To strengthen the economy of Bitou for sustainable growth and job creation
Improve maternal health	Social protection			Reducing poverty		
Combat HIV/AIDS, malaria, and other diseases	Building safer communities	Intensify the fight against crime and corruption	All people in south Africa protected and feel safe	Increasing safety		
	Reforming the public service	Build a developmental state including improvement of public services and strengthening	A development-orientated public service and inclusive citizenship	Building the best-run regional government in the world	Ensure financial viability of the EDM	To be a financially viable institution geared to provide affordable and sustainable
	Fighting corruption					

Millennium Development Goals	Vision for 2030	Medium Term Strategic Framework	National Outcomes	Provincial Strategic Objectives	Eden District Municipality Strategic Objectives	Bitou Strategic Goals
		democratic institutions	A responsive and, accountable, effective and efficient local government system		Promote good governance	services to the clientele of Bitou Municipality To develop a municipal governance system that complies with international best practice
Promote gender equity and empower women Develop a global partnership for development	Transforming society and uniting the country	Pursue regional development, African advancement and enhanced international co-operation	A better South Africa, a better Africa and world	Increasing social cohesion		To strengthen the economy of Bitou for sustainable growth and job creation

Table 5.1: Performance objectives alignment

5.5 Strategic Goals and Priorities

As a Municipality that is committed to enhance the characteristics of a developmental state, the following goals, priorities, strategies and outcomes have been developed to address the challenges identified during the IDP development process. The agreed strategic goals are linked to service areas and departmental objectives. The information will be used in the IDP implementation plan (iMAP) to finalise the predetermined objectives (PDO) and align it with the municipal budget and performance system.

The Top Institutional Risks identified by the Municipality during the risk analysis were considered in the development of the departmental objectives.

5.6. STRATEGIC PROJECTS AND PROGRAMMES

Thirteen interventions were identified to spur economic activity in the Bitou Area and these programmes are listed below:

- Project 1: Economic Development and Catalytic Project Driver
- Project 2: Coming-together/New Horizons/Ladywood
- Project 3: Checkers Development Project
- Project 4: Central Beach Re-development
- Project 5: South Cape College Initiative
- Project 6: Offices Development Project
- Project 7: Krantzkop Secure School Development
- Project 8: Social Housing Project
- Project 9: Establishment of a Government Footprint
- Project 10: Airport Development
- Project 11: Alien Vegetation Control
- Project 12: Kwa-Nokuthula Electricity Upgrade

The challenges in implementing the above programmes are linked to bulk services, administrative red tape and lack of technical and financial resources. The following programmes are game changers:

Bulk Electricity supply					
Description	Some of the electrical supply equipment like networks, transformers and substations are out of date or has limited capacity that result in electrical outages during the peak season. The municipality has developed an electricity master plan with an implementation cost of R208m				
Impact	Some development initiatives cannot be approved due to limited capacity which results in lost job opportunities, lost revenue and loss of economic injection into the economy. More than 3000 households are affected when outages occur and more than 16 000 households are affected when the whole load shedding process occur.				
Affected areas	Kwa-Nokuthula and Surrounding areas, Plettenberg Bay, Kuerbooms, and Nature Valley.				
Programme/ Project	<ul style="list-style-type: none"> a. Construction of a 66/11kv substation at Kwa-Nokuthula b. Increase 22Kv overhead line for Keurbooms, Witterdrift and Natures Valley c. The Keurbooms pump station NMD is 600KVA needs to be upgraded to 1000KVA d. Upgrade 10MVA 66/22Kv at Robberg 10MVA transformer to 20MVA e. Bitou S/S 20MVA f. ESKOM Upgrade Blanco Knysna 132Kv overhead line g. New 66Kv feeder at Robberg SS to supply Brakloof SS h. Upgrade cable from SS1 TO SS7 				
Stakeholders	Eskom, DEA, Municipality, DOE, DBSA and DME				
Required Funding	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	R34 900 000	R34 750 000	R52 120 000	R20 600 000	R65 930 000

DRAFT

Bulk Water supply					
Description	<p>The municipality is a water authority responsible for the provision, purification, and provision of water and sewerage services. The water situation in Bitou is dire and needs urgent attention. The following factors influence water supply:</p> <ol style="list-style-type: none"> 1. Population growth and human behaviour patterns; 2. Intensification of use (new water supply to existing rural areas and supply) 3. Climate change 4. Efficiency of water use (WC/WDM) 5. Seasonal variability <p>The impact of these factors on consumption growth patterns can be absorbed for now but in 2016 the demand for water will outstrip the supply. A storage dam needs to be constructed at Wadrift.</p> <p>Current consumption on average out of season is 9Ml/day. In season on average is 17Ml/day at peak.</p> <p>Current storage is 58Ml/day which is only 48hrs storage and insufficient in case of a disaster.</p>				
	<p>Impact</p> <p>All social and economic activities will be affected and life will be threatened, importing or buying bottled water will be very expensive for the poor and marginalized.</p>				
	<p>Affected areas</p> <p>All areas and surrounding farms.</p>				
	<p>Programme/Project</p> <ol style="list-style-type: none"> 1. Investigating a new source or increasing abstraction for Kurland 2. Busy with a feasibility study for the Regional Bulk Water Scheme with Knysna 3. Increasing storage by construction of the Wadrift Dam a linking pipeline to Knysna (R200m) 4. MSID is currently increasing the current capacity of the Water Treatment Works from 22 Ml/day to 27 Ml/day. Electrical and mechanical installations still outstanding. 5. New reservoir constructed in Kwa-Nokuthula, the linking pipeline infrastructure from the reservoir will be constructed when the housing project resumes 6. Planning for storage with linking pipeline for Natures Valley 7. The Water and Sewer Master Plans, for the internal networks within the various towns, recommends upgrades to the value of R288 million and R131 million in the foreseeable future. 				
	<p>Stakeholders</p> <p>DWA, DEA, Eden DM and Knysna Municipality, DBSA</p>				
Required Funding	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	R11 100 000.00	R29 000 000.00	R41 600 000.00	R115 000 000.	R95 500 000.00

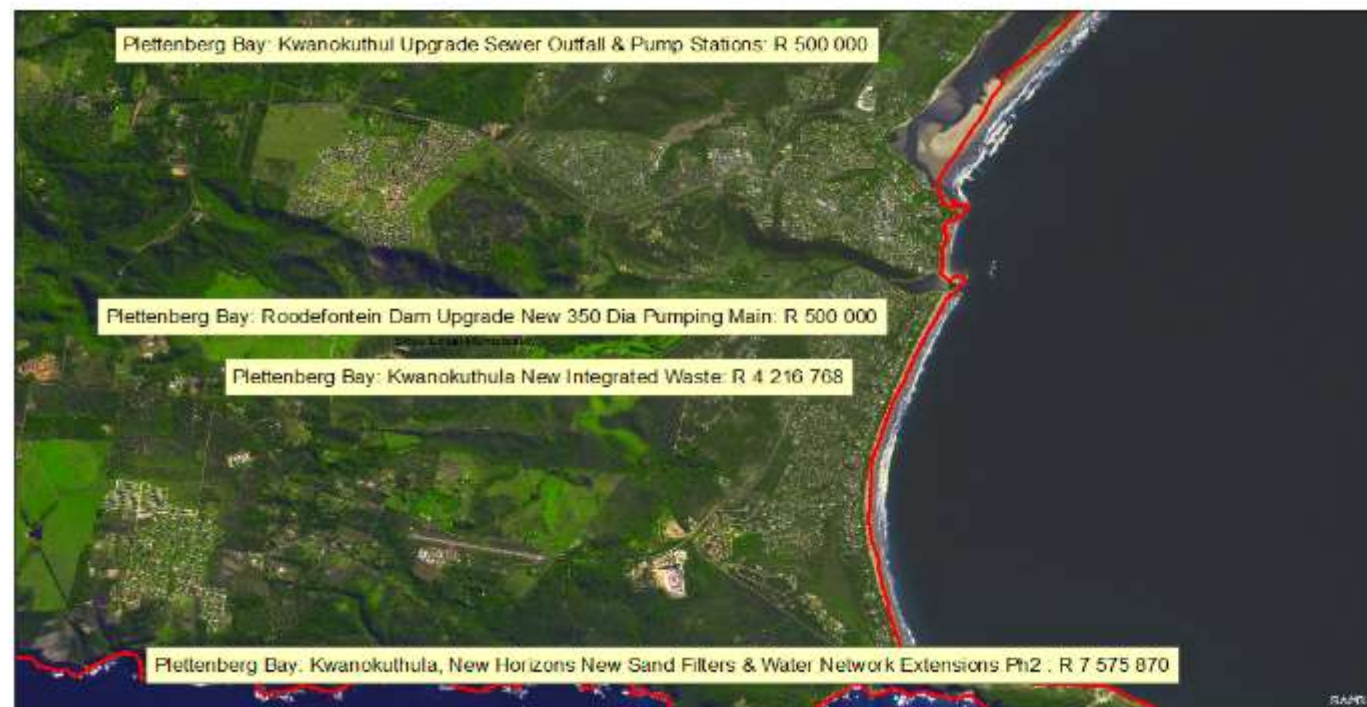
INCREASE GOVERNMENT FOOT PRINT

Description	Currently people have to travel long distances to access government services and if there are services in the Bitou area they are limited or provided on a piecemeal basis. If the recently developed development parameters are used for the provision of certain government services Bitou's has surpassed those requirements because of the rapid population growth. At the moment there is no 24hrs health facility for the poor, some areas don't have police facilities, SARS is about an one hour (100km) away, Department Labour is opening half a day etc.				
Impact	People must take time off/leave at work to access some of government services whilst these services are in abundance in other areas. The impact is the loss of income, impacts o productivity, risk of being on the road sometimes people must spend their last cents (contribute to food insecurity) to access these services.				
Affected areas	Covey, Kranshoek, Kurland, Green Valley, Kwa-Nokuthula, New Horizon and Harkeville				
Programme/ Project	<ol style="list-style-type: none"> 1. Construction of a 500 – 800 bed correctional facility 2. Construction of a hospital 3. Construction or opening of SARS contact office 4. Construction of a Magistrate Court 5. Construction of a Government precinct inclusive of municipal offices with the following departments (SASSA, Home Affairs, Labour, Social Development, SEDA, SARS etc) 6. Setting up of satellite police stations in all areas 7. Construction of additional education facilities (Qolweni and Plett South) and increase South Cape College capacity. 8. Air force or navy to use the Municipal air strip 9. Construction of a Public Safety Centre inclusive of a weigh-bridge and disaster management centre. 				
Stakeholders	Bitou Municipality, Department of Correctional Services and Constitutional Development, Social Development, South African Revenue Services, SASSA, SANDF (Air force and Navy), Health, SAPS, South Cape College, Department of Education, Department of Higher Education.				
Required Funding	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
	R15 000 000.00	R70 000 000.00	R70 000 000.00	R30 000 000.00	R40 000 000.00

Below is the draft capital budget for 2015/2016 and the outer financial years.

5	5 320 012	1	PURCHASE OF LAND (GRANTS)	6 887 428.00	5 711 227.00	6 729 888.00	Housing
5	5 322 015	1	LDV LONG WHEEL BASE DIESEL		300 000.00		CRR
5	5 340 012	1	FIRE HYDRANTS		80 000.00		CRR
5	5 342 015	1	TRAILOR		200 000.00		CRR
5	5 342 032	1	LAND AND BUILDINGS 2	2 700 000.00			External Loans
5	5 350 035	1	UPGRADE OF SPORTS FACILIT: MIG	438 596.00	2 562 275.00	1 754 386.00	MIG
5	5 820 032	1	STORM WATER IMPROVEMENTS 3	1 689 208.00			MIG
5	5 820 061	1	HOUSING SERVICES-QOLWENI	1 851 226.00	1 535 083.00	1 808 882.00	Housing
5	5 820 102	1	RURAL INFRASTRUCTURE DEV-CRR		366 013.00		CRR
5	5 820 105	1	INTEGRATED TRANSPORT PLAN-CRR	200 000.00			CRR
5	5 820 107	1	NON-MOTORISED TRANS FAC-CRR	900 000.00	980 000.00	1 000 000.00	CRR
5	5 820 200	1	SAFELY HOME PROGRAM-CRR		60 000.00	260 000.00	CRR
5	5 820 205	1	COMMUNITY DEVELOP PLAN-CRR			100 000.00	CRR
5	5 820 206	1	COMMUNITY DEVELOP PLAN-EFF			750 000.00	External Loans
5	5 820 207	1	KRANSHOEK-UPGRADING OF GRAVEL	1 315 789.00	2 441 461.00	2 631 579.00	MIG
5	5 820 208	1	UPGRADING OF UNPAVED ROADS-CRR			500 000.00	CRR
5	5 820 209	1	REHABILIT OF PAVED ROADS-CRR	3 646 771.00	3 426 291.00	3 308 407.00	CRR
5	5 820 307	1	KWANO:UPGRADING GRAVEL ROAD-MI	1 315 789.00	1 816 451.00	1 245 263.00	MIG
5	5 820 308	1	KWANO-UPGRADE SISHUBA EXT-MIG		877 193.00	1 754 386.00	MIG
5	5 824 000	1	REPLACEMENT OF FLEET VEHICLE	6 000 000.00			CRR
5	5 824 001	1	NEW PLAN & MACHINERY			2 500 000.00	CRR
5	5 830 006	1	WASTE TRANSFER STATION (G)	877 193.00			MIG
5	5 830 007	1	WASTE TRANSFER STATION	5 000 000.00			External Loans
5	5 830 100	1	WASTE TRANSFER ST:E&M-MIG	3 698 919.00			MIG
5	5 830 101	1	WASTE TRANSFER ST:E&M-EFF	1 268 800.00			External Loans
5	5 840 033	1	KWANO OUTFALL SEWER		1 754 386.00	2 631 579.00	MIG
5	5 840 061	1	QOLWENI/BOSSIESGIF	2 408 756.00	1 997 401.00	2 353 660.00	Housing
5	5 840 102	1	UPGRADING OF PUMPSTATION-GRANT	2 702 632.00			ACIP
5	5 840 103	1	UPGRADING OF PUMPSTATION-CRR	1 000 000.00			CRR
5	5 840 104	1	UPGRADING OF PUMPSTATION-EFF		600 000.00	500 000.00	External Loans
5	5 840 105	1	UPGRADING OF TELEMATRY-CRR	770 000.00			CRR
5	5 840 107	1	UPGRADE WASTE WATER TREAT-CRR	80 000.00		700 000.00	CRR
5	5 840 108	1	UPGRADE BPS PUMPSTATION-GRANT				
5	5 840 109	1	UPGRADE BPS PUMPSTATION-CRR		405 000.00	917 000.00	CRR
5	5 840 200	1	UPGRADE BPS PUMPSTATION-EFF	1 000 000.00	3 890 000.00	4 890 000.00	External Loans
5	5 850 016	1	ELECTIFICATION:HOUSING PROGRAM	6 140 351.00	7 017 544.00	4 385 965.00	INEP
5	5 850 062	1	STREET LIGHTS-GRANT	1 130 934.00	1 497 136.00		MIG
5	5 850 063	1	STREET LIGHTS-CRR	500 000.00	400 000.00	300 000.00	CRR
5	5 850 064	1	ELECTRICITY MASTER PLANS-CRR		2 183 000.00	2 800 000.00	CRR
5	5 850 065	1	ELECTRICITY MASTER PLANS-EFF	7 131 200.00	8 988 800.00		External Loans
5	5 850 066	1	UNIT DEVELOPMENT PLAN-CRR	1 300 000.00	4 000 000.00	1 750 000.00	CRR

5	5 850 067	1		UNIT DEVELOPMENT PLAN-EFF	2 000 000.00	1 000 000.00	2 000 000.00	External Loans
5	5 850 206	1		SECURITY KEY SITES-CRR		150 000.00	150 000.00	CRR
5	5 860 047	1		RETICULATION UPGRADES & REPLAC	400 000.00	900 000.00	700 000.00	External Loans
5	5 860 049	1		KEURBOOMS WATER SUPPLY AND ABS		877 193.00	2 438 071.00	MIG
5	5 860 055	1		WATER DEMAND MANAGEMENT(PRESSU	355 000.00	455 000.00	20 000.00	CRR
5	5 860 061	1		QOLWENI/BOSSIESGIF	1 669 261.00	1 384 192.00	1 631 078.00	Housing
5	5 860 062	1		ROODEFONTEIN DAM UPGRADES 3		877 193.00	1 754 386.00	MIG
5	5 860 084	1		SUPPLY TO KWANO & SURROUNDS	6 745 851.00	2 430 923.00		MIG
5	5 860 091	1		WATER TREAMENT WORKS UPGRD-CRR	375 000.00			CRR
5	5 860 102	1		KURLAND WTW,WATER SUPP,BOREHOL		877 193.00	1 754 386.00	MIG
5	5 860 103	1		UDP KRANSHOEK WATER SUPP-GRANT		1 754 386.00	2 631 579.00	MIG
5	5 860 105	1		NEW NATURESVALLEY RES&PIPELINE		500 000.00	2 000 000.00	CRR
5	5 860 107	1		DISTRIBUTION SYSTEMS-CRR		2 525 000.00	3 241 000.00	CRR
5	5 860 108	1		BULK SUPPLY SYSTEMS-GRANT				
5	5 860 109	1		BULK SUPPLY SYSTEMS-CRR		1 695 000.00	1 800 000.00	CRR
5	5 860 200	1		WDM:TELEMETRY@RESERV&PUMPSTATI	570 000.00	200 000.00	70 000.00	CRR
5	5 860 207	1		PUMP STATION EQUIPMENT-EFF	500 000.00	500 000.00	500 000.00	External Loans
					74 568 704.00	69 215 341.00	66 261 495.00	
					81 515 216.00	71 719 341.00	67 051 495.00	
					-6 946 512.00	-2 504 000.00	-790 000.00	





**Western Cape
Government**
Local Government

Bitou Municipality Planned Human Settlements Investment 2015/16 - 2017/18

CHAPTER 7: SECTOR PLANNING

Bitou Municipality is responsible for the execution of municipal functions as specified in Schedule 4B and 5B of the Constitution. All the strategic planning processes to address these functions should be aligned and fully integrated to ensure sustainable growth and development. It is therefore required that all the sector plans are considered as these plans should guide the departments on specific issues to be addressed during planning and implementation of the IDP.

7.1 MUNICIPAL FUNCTION

The Municipality is responsible for delivering the following services:

Municipal Function	Municipal Responsibility
Constitution Schedule 4, Part B functions:	
Air pollution	Community Services
Building regulations	Strategic Services
Electricity reticulation	Municipal Services & Infrastructure Development
Fire fighting services	Community Services
Local tourism	Strategic Services
Municipal planning	Strategic Services
Municipal public transport	Municipal Services & Infrastructure Development / Community Services
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Municipal Services & Infrastructure Development
Storm water management systems in built-up areas	Municipal Services & Infrastructure Development
Trading regulations enforcement	Community Services
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Municipal Services & Infrastructure Development
Constitution Schedule 5, Part B functions:	
Beaches and amusement facilities	Community Services
Billboards and the display of advertisements in public places	Strategic Services
Cemeteries, funeral parlours and crematoria	Community Services
Cleansing	Community Services
Control of public nuisances	Community Services
Local amenities	Municipal Services & Infrastructure Development / Community Services
Local sport facilities	Community Services
Municipal parks and recreation	Community Services

Council resolution:

Municipal Function	Municipal Responsibility
Municipal roads	Municipal Services & Infrastructure Development
Noise pollution	Community Services
Public places	Community Services
Refuse removal, refuse dumps and solid waste disposal	Community Services
Street trading	Strategic Services
Street lighting	Municipal Services & Infrastructure Development
Traffic and parking	Community Services

Table 43: Municipal Functions

7.2 SECTOR PLANS

The sector plans focus on specific sectors within the context of local government. The alignment of sector plans between all spheres of government is important in ensuring integration of programmes and maximum utilization of available resources.

The following table highlights the status of the sector plans where after each of the sector plans are discussed in more detail:

SECTOR PLAN	STATUS OF PLAN	DATE APPROVED	DATE WHEN REVIEW IS DUE	COUNCIL RESOLUTION NUMBER
Air Quality Management Plan	In place	27/06/2013	2017	C/4/47/06/13
Disaster Management Plan	1st Level Disaster Management Plan approved New plan to be developed for Council approval	2008	September 2013	M4/02/08
Electricity Master Plan	Approved and in process of being implemented	March 2013	2016	C/5/18/06/12
HIV/Aids Policy	The policy was approved and need urgent revision.	Approved 26 March 2009	Lack resources	
Integrated Coastal Management Strategy	The Municipality does not yet have a strategy but collaborated with Eden DM when Eden drafted a District plan.	October 2012	2013/14	
Integrated Human Settlement Plan	The IHSP was approved by Council	August 2013	Ongoing	M/4/48/08/13
Integrated Waste Management Plan	The draft 2 nd generation IWMP was approved by Council and	September 2013	Annually	M/4/50/09/13
Local Economic Development Strategy and LED Implementation Plan	Are Approved	March 2012	Annually	M/64/03/12
Local Integrated Transport Plan	The Revised LITP was approved by Council (revised chapters 3,6, 8)	May 2013	Annually	C/5/32/05/13

SECTOR PLAN	STATUS OF PLAN	DATE APPROVED	DATE WHEN REVIEW IS DUE	COUNCIL RESOLUTION NUMBER
Long Term Financial Plan	Not in place yet	n/a	2015/2016	
Pavement Management System	Approved and being implemented Updated June 2011	June 2013	June 2016	C/5/34/06/13
Public Safety Master Plan	Approved	June 2013	Annually	c/4/43/06/13
Performance Management Policy Framework	Approved and in process of being implemented	May 2013	2014/15	C/6/19309/13
Risk Management Plan	Plan completed and adopted by Council - To be reviewed	2008	2013/14	C/2/10/06/08
Sewer Master Plan	Available and needs to be reviewed	2008	2014/15	
Spatial Development Framework	Approved	September 2013	2018/19	C/6/186/09/13
Storm Water Master Plan	Available only for town area / Plettenberg Bay	Under review	2014/15	
Water Demand Management Strategy	In place and being implemented	2010	2014/15	
Water Master Plan	Currently being reviewed	2009	2015/2016	
Water Safety Plan	In place and being implemented	Reviewed annually	Reviewed annually	
Water Services Development Plan	Currently being reviewed	Oct 2013	Annually	C/5/39/12/13
Workplace Skills Plan	Approved and in process of being implemented and revised annually	June 2013	Annually	C/3/67/06/13

Table 44: List of Sector plans and their status

7.2.1 SPATIAL DEVELOPMENT FRAMEWORK SUMMARY

A Municipal Spatial Development Framework (MSDF) is a five year development strategy required in terms of the Municipal Systems Act 32 of 2000 and forms part of the Integrated Development Plan (IDP). The main aim of the MSDF is to clearly outline the spatial status quo of the Municipality, identify the opportunities and threats and then set out the local authority's goal, strategies and supporting policies in achieving medium - and long term growth. It must give spatial expression on the Municipality's service delivery and development agenda. Furthermore it clarifies and directs development and management activities in urban and rural areas in alignment with National and Provincial spatial policies and legislations.

In June 2013, Bitou Council approved the new MSDF for 2013 -2017, which was then sent to the MEC together with the IDP for consideration and approval. The MSDF will be reviewed in 2017 to incorporate newly approved developments, capital investment framework of the municipality and to spatially reflect the future IDP Projects. The vision of the MSDF is to *make Bitou the Garden Route's sustainable playground for the benefit of all*. In order to achieve the municipal vision of the MSDF, short and medium term goals/objectives must be identified together with an implementation plan for all identified projects. The objectives of the Bitou Municipal SDF can be summarised as follows:

- Facilitating, but with spending the minimum of public resources, the Increase of attractions that attract wealthy residents; – these include, conserving the natural environment, promoting accessibility through the upgrading of the airport and installing excellent IT services, and more golf courses, polo facilities, MTB and hiking trails, accommodation and restaurant venues;
- Making sure that every effort is made to broaden access to economic opportunities spinning off this wealthy core market, e.g. compulsory caddies on golf courses, street markets and public transport interchanges integrated into shopping centres, township retail that is easily accessible to external passing traffic;
- Ensuring that this strengthening of attractions is not done at the expense of the natural or social environment. For example, any further golf courses should follow Audubon or similar concepts
- making maximum use of natural vegetation and minimum consumption of water or use recycled waste water, similar principle should apply to polo fields including using hardy indigenous grasses such as Buffalo rather than Kikuyu;
- Directing the majority of public resources to ensure that the settlements work as well as possible for the poor and middle income groups. This includes planning and implementing development programs such as Coming Together and extending this approach to other settlements such as Kranshoek, Kurland and Wittedrift;

Agriculture, although a minor economic sector in the Bitou economy remains important as a creator of low skilled jobs. The limited amount of arable land means that protection and better use of this resource should occupy a high priority. The Bitou MSDF advocates integration of various areas to create a well-functioning space economy. The Bitou MSDF strategies are divided according to different settlement areas due existing spatial patterns and varying characteristics of settlement areas namely Kurland, Keurbooms, Wittedrift, Plettenberg bay and Kranshoek.

7.2.1.1. Summary of SDF per settlement

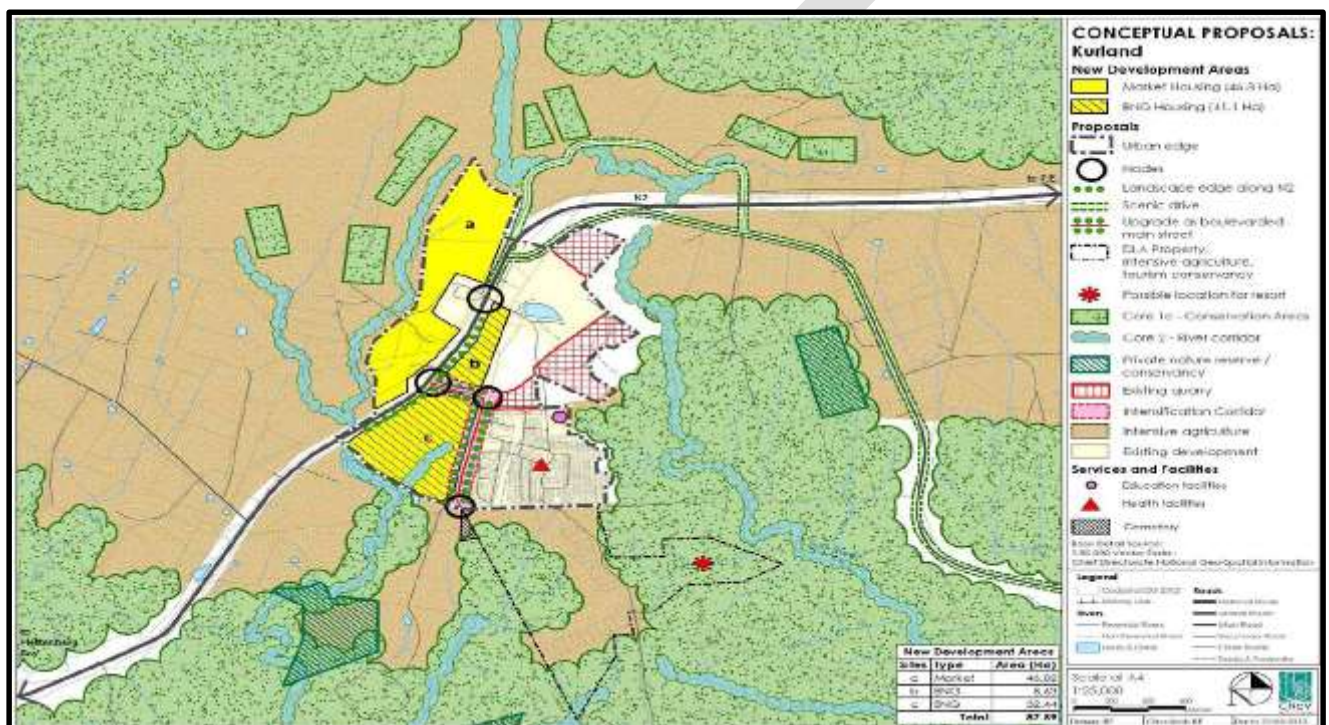


Figure 26: Proposed Kurland Spatial Development Proposals

7.2.1.1.1. Kurland

The SDF proposes two nodes in Kurland linking Kurland estate to the west with Kurland village to the east at the existing intersection along the N2 with Kurland garage and Kurland hotel. The Kurland hotel intersection can be reinforced by closing the current Nature's Valley intersection on the side of the long curve on the N2 and linking it with this intersection. A service road with low key commercial and light industries is also proposed into Kurland. Upmarket urban development can be considered on the side of Kurland polo estate abutting the N2. With an audited housing demand of approximately 670 houses, there is adequate land for housing and surplus space for future development. Kurland will be developed on the principle of walking distance to facilities and services.

7.2.1.1.2. Keurbooms

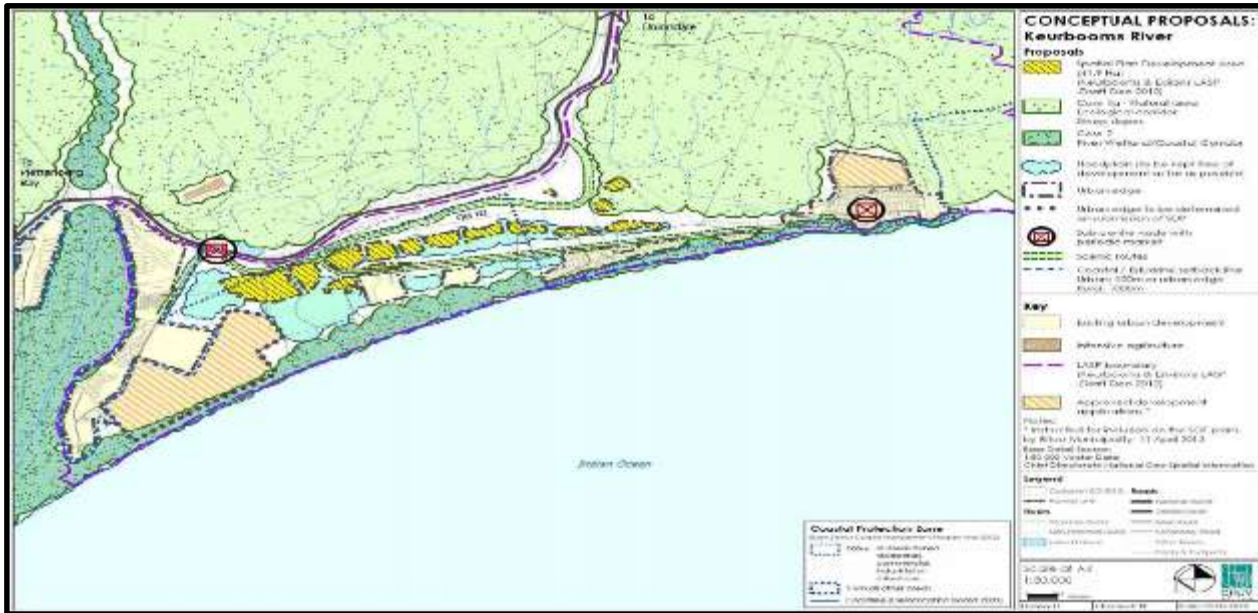


Figure 27: Proposed Keurbooms development proposals

The road to Keurbooms strand, the first road to Keurbooms beach as well as the old N2 should be declared as scenic routes. The flood plain should be kept clean of urban development and it should be encouraged within its fringes. A low key node around the farm stall is proposed where Keurbooms river access road intersects with the N2 for periodic markets. A balance has to be found between utilising the most attractive sites and complying with the coastal setback lines.

7.2.1.1.3. Wittedrift

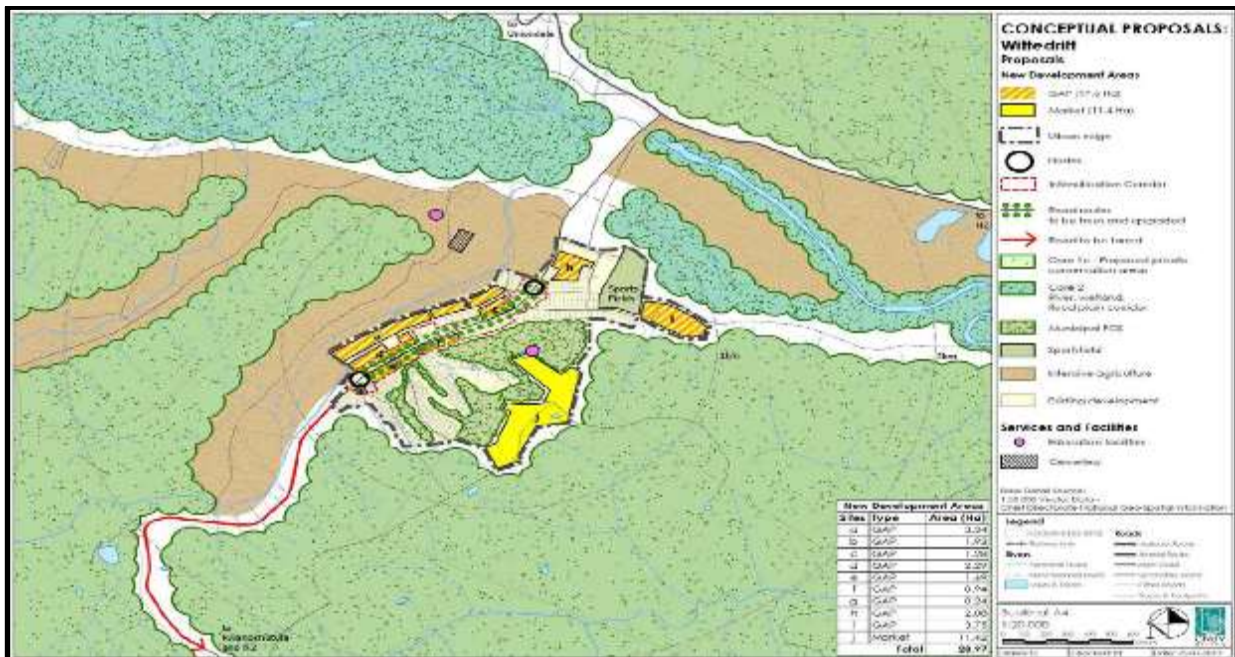


Figure 28: Wittedrift Spatial Development Proposal

Wittedrift should be developed and promoted on the principles of;

- Walking distance as the primary measure of accessibility
- Functional integration
- Socio economic integration

Urban design, landscape architectural guidelines are required to minimise negative visual impacts on the landscapes. Within the urban edge critical biodiversity areas should be managed as municipal nature reserves. It is proposed that all future development be concentrated on both sides of the main access road creating a stronger image and sense of arrival within Wittedrift. The land on top of the ridge can be considered for upmarket development to strengthen support for businesses and facilities. Another business node is proposed at the intersection of Green Valley.

7.2.1.1.4. Plettenberg Bay

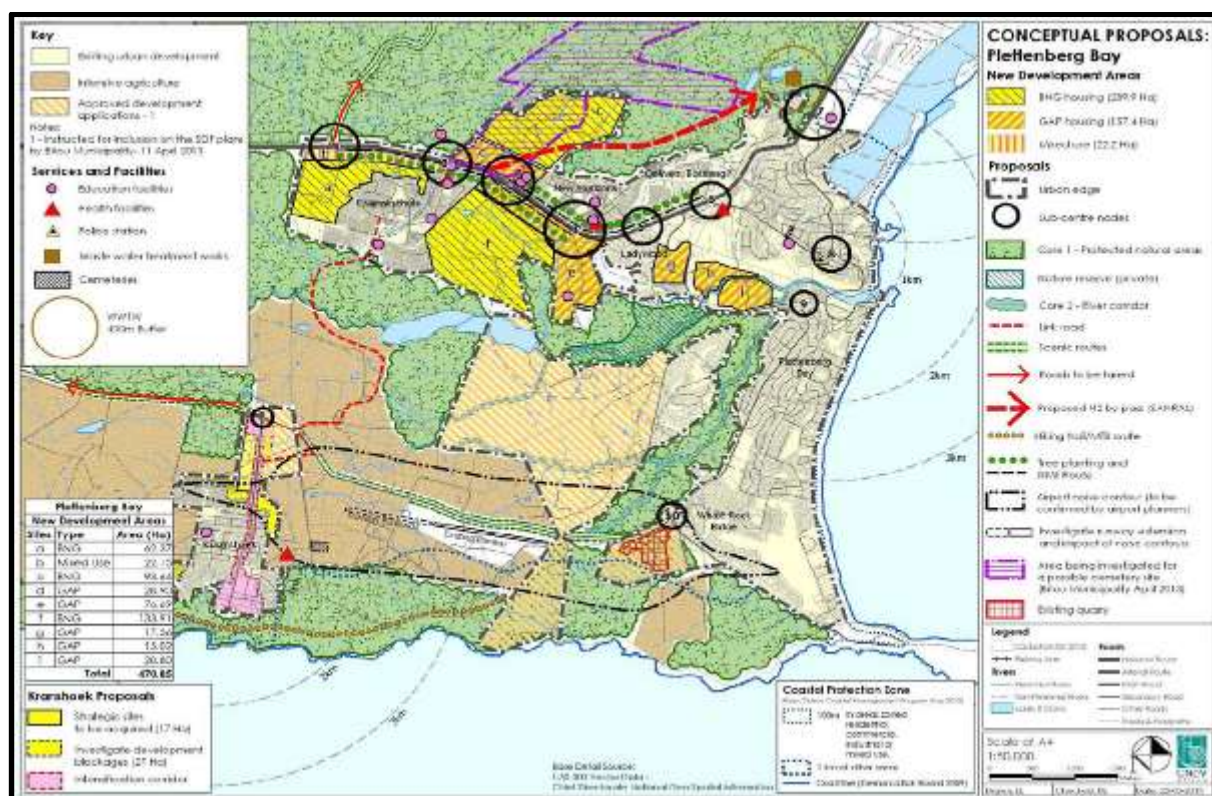


Figure 29: Plettenberg Bay Spatial Development Proposal

Plettenberg Bay Continue to promote development and densification of the current urban settlements but ensure that ubiquitous development typologies such as standard shopping centre or house and apartment design found elsewhere in the country are not repeated so as to not weaken the sense of place. There is more than enough land to cater for the housing backlog in Kwa-Nokuthula and new horizon. The two settlements require 2700 houses and a surplus of 1700 houses can be provided. The opportunity should be taken to create new precedent setting mixed income mixed use projects with different housing typologies and other land uses on identified future development areas. Infill developments are supported to effect Integration of all existing settlements around Plettenberg area. Several mixed use nodes are also proposed to cater for scattered settlements.

7.2.1.1.5. Kranshoek

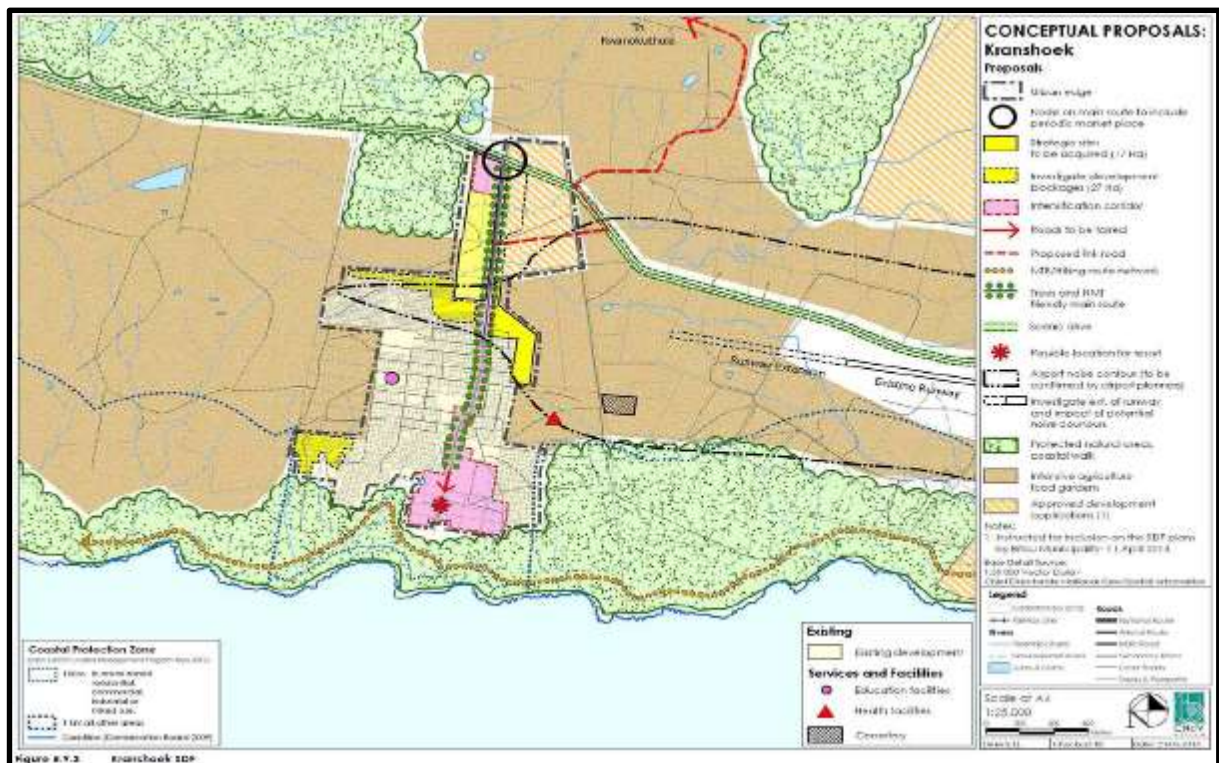


Figure 30: Kranshoek Spatial Development Proposal

In order to reinforce the sense of linkage and integration, future township development should prioritise creating a linear corridor towards the Robberg road intersection before spreading laterally. The Municipality must acquire land on either side of the access road until Robberg road. A node is proposed at the intersection of Kranshoek road and Robberg road. The node could include the proposed heritage centre, a farm stall as well as the farmers market selling produce from the surrounding farms. Another resort node should also be developed between the southern boundary and the rocky headland to the south.

7.2.1.2. Priority actions and projects

Bitou's approved SDF proposes development of six mixed use activity nodes in different settlements along the National Road (N2). Development of scenic activity corridors linking the existing townships of Kwa-Nokuthula and New Horizon with the rest of Plettenberg Bay was also proposed in the SDF. Due to stringent budgets, lack of capacity and resources, Bitou Municipality is unable to develop precinct plans and tourism corridors for all proposed nodes and will have to identify areas of need and prioritise the development of local plans. Ladywood, Kurland and Nature's Valley were identified as priority areas for development of Local Area Plans.

7.2.1.2.1. Ladywood Corridor Precinct

Ladywood including areas of Kwa-Nokuthula and New Horizon, was identified as an urban precinct requiring development of an activity corridor linking the settlements with the rest on

Plettenberg Bay. The area constitutes a large number of Bitou's population with over 24 000 people residing in the area.

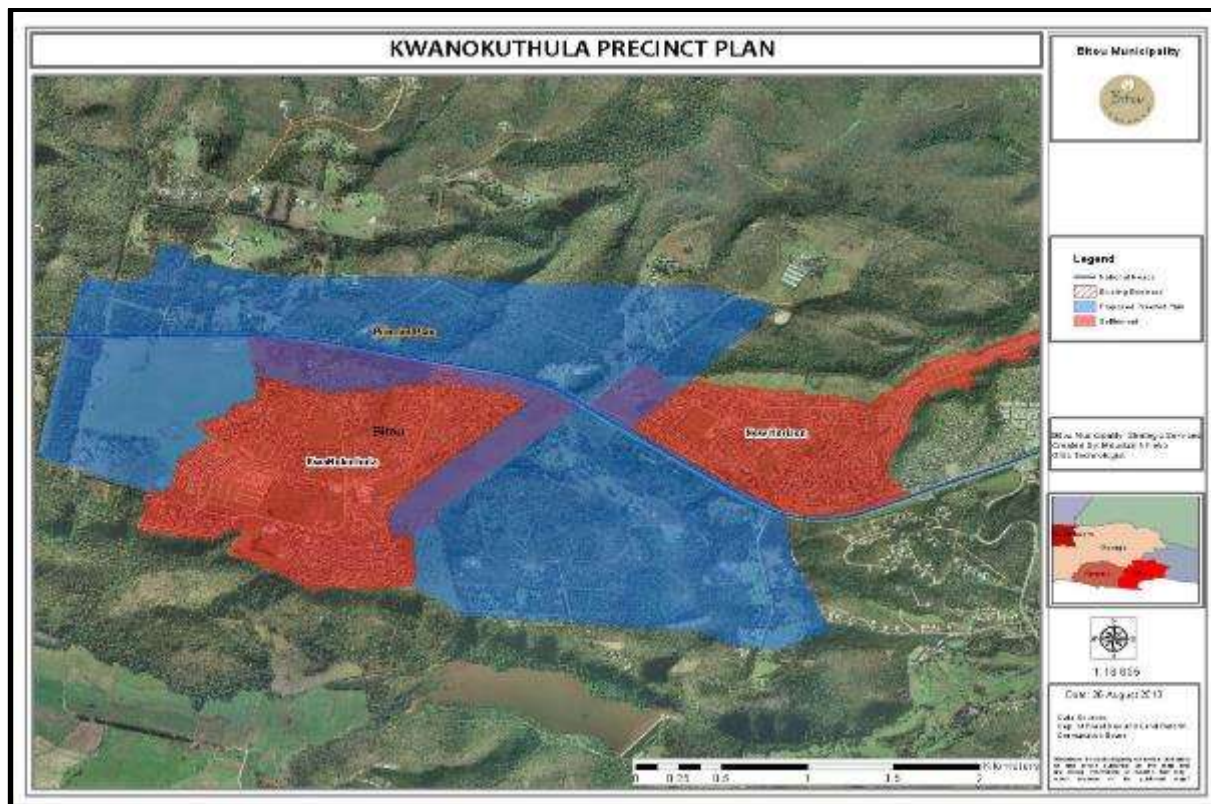


Figure 31: Kwa-Nokuthula/New Horizon proposed Spatial Development Corridor

a) Scope of Work

The proposed corridor precinct plan will integrate the proposed central cemetery (currently under investigation) to be developed around Ebenezer, the proposed transfer station and the Kwa-Nokuthula land identified for housing. It will outline objectives, best possible uses and vision for Ladywood. The precinct plan will attempt to incorporate all development projects identified in the IDP within the proposed area. The plan should align with Human Settlement Plan (HSP) and all other development plans for Bitou Municipality that are relevant for this area. The plan will serve as a guiding framework for the municipality when making decisions on land development applications.

b) Estimated Cost and Duration

The development of Kwa-Nokuthula/New Horizon corridor precinct plan is estimated to cost around six hundred thousand rand (R600 000.00) inclusive of all expenses. The plan was not budgeted for in the 2014/2015 financial year. In September 2013, attempts by the Bitou Municipality to get assistance from the Department of Rural Development and Land Reform (DRDLR) was not successful due to DRDLR not funding any spatial project in the 2014/2015 financial year. The Municipality will continue to request funding from DRDLR and many

other relevant departments for the development of this precinct plan in the 2015/2016 financial year if not budgeted for by Council.

7.2.2.1.2 Kurland Precinct Plan

Kurland, with characteristics of a rural community in the vicinity on the N2 was identified as a priority area which would require immediate development of a precinct plan. The area consists of a population of around 5000 low income residents. There are a number of tourism facilities in the area which broaden development potential for Kurland community.

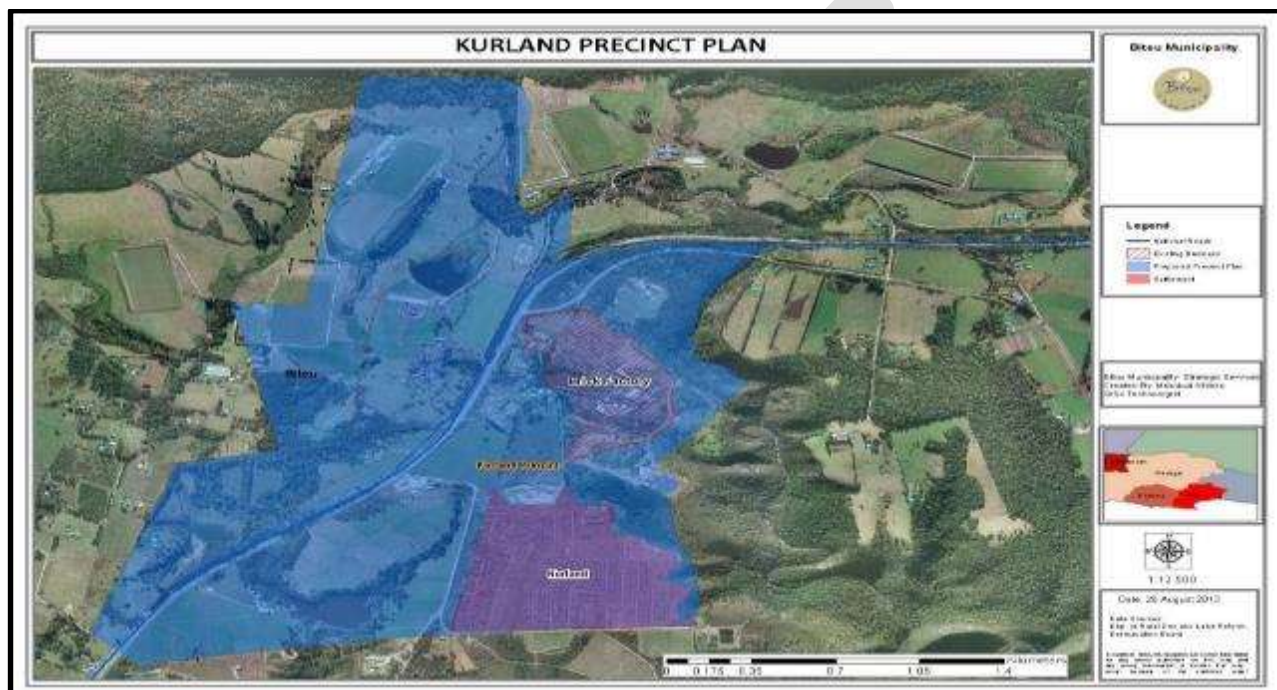


Figure 32: Kurland Development Corridor

a) Proposed Scope of Work

The proposed Kurland precinct should not only cover the existing Kurland settlement but will include the polo fields on the other side of the N2 as proposed in the approved SDF. Amongst other things, the plan will include the Craggs area and a study to recommend the best possible use of agricultural land that exists in and around Kurland area. It will link the existing tourism facilities and other local economic opportunities i.e. the filling station and Kurland Bricks and Timber which provides most of the employment in the area. Kurland should be developed based on the principle of walking distance to facilities, thus a mixed use node with facilities is proposed in proximity of the N2.

b) Estimated Cost and Duration

The development of Kurland Precinct node is estimated to cost around three hundred thousand (R300 000.00) inclusive of all expenses. The Municipality did not budget for the development of Kurland precinct plan in the 2014/2015 financial year and thus alternative

sources would be required. Kurland will also be included in the projects to be funded by DRDLR.

7.2.2.1.3 Nature's Valley Local Area Spatial Plan

The Bitou Council approved the development of Nature's Valley Local Spatial Area Plan (NVLSAP) as a priority project. In 2009, the Nature's Valley Ratepayers Association appointed a service provider to develop a Nature's Valley Local Area Spatial Plan. The draft plan covers the entire area of Nature's Valley. The plan was then advertised and circulated to relevant government and non-governmental organisations for comments. The plan will be finalised and presented to Council for adoption as a priority project.

Figure 33: Nature's Valley Area



Figure 33: Natures Valley Area

7.2.2. LOCAL ECONOMIC DEVELOPMENT

Bitou Municipal area's economy is mainly based on the wholesale and retail trade, catering and, accommodation; construction; finance, insurance, real estate and business services; community, social and personal services and agriculture and fisheries sectors. In the Municipal Economic Review and Outlook Report (MERO Report) of 2012 completed by Provincial Treasury, Bitou economy received a positive rating.

Bitou has been the fastest growing municipal economy in the Eden District, expanding at a rate of 8% per annum, 2000 - 2010. It also created jobs at a rate of 1,2% per annum, despite the adverse impact of the recession. The most striking feature of the Municipality's growth is the double digit real growth rate of the retail, wholesale, catering & accommodation sector, with this sector accounting for close to 30% of Bitou's GRDP. Both the size and rate of expansion of this sector reveal the

favourable impact of tourism on the local economy; the sector also created employment (adding a cumulative net 2 300 jobs over the period 2000 to 2010).

The other large services sub-sector, which also grew strongly (8,3% per annum) and created employment on a net basis, is the finance, real estate & business services sector. Apart from services, the Municipality's manufacturing sector also grew strongly, albeit from a low base; it also managed to create jobs on a net basis despite the impact of the recession. Bitou also shares in a general tendency in the Eden District, namely that of a growing agriculture, forestry & fishing sector with a relatively small real of up to 7,5% per annum over the period 2008 - 2010.

Sector	GDPR (% share)	Employment (number)	GDPR Year on Year %	Expansion Year on Year %	Recession Year on Year %
Agriculture, forestry and fishing	4.3	-790	4.2	2.9	7.5
Mining and quarrying	0.1	7	-1.2	2.8	-11.7
Manufacturing	15.1	427	8.5	10.3	3.7
Electricity, gas and water	1	2	0.7	1.7	-28
Construction	11.9	657	11.9	13.4	8
Wholesale and retail trade, catering and accommodation	29.4	2 254	10.6	13.1	4
Transport, storage and communication	5.8	-21	1.8	4.4	-5.2
Finance, insurance, real estate and business services	22.7	872	8.3	10.1	3.4
Community, social and personal services	4.7	469	5.1	6.5	1.3
General government	5.1	353	4.1	4.4	3.5
Total	100	4 230	8	9.6	3.7

Table 45: Sector contribution to the GDP

Municipality's role and mandate

The purpose of local economic development (LED) is to facilitate the build-up economic capacity of a local area to improve its economic future and the quality of life for all. Bitou Municipality has always played a significant role in the economic development of the area by employing people, purchasing goods and services, developing infrastructure and by regulating the development of land. The Constitution defines the "promotion of social and economic development" as one of the key objectives of local government. Local Government's development mandate encourages municipalities to seek ways to address poverty, joblessness and redistribution in their service areas.

Local Tourism

Tourism is outsourced to an existing tourism organisation namely the Plett Voluntary Tourism Association (PTVA) which acts as an executive and coordination organ for the

promotion of sustainable tourism and tourism development in the municipal area by means of a strategic partnership with the Municipality. The responsibilities are based on a Service Level Agreement which includes 3 important areas such as marketing, administration and development. They receive an annual grant from the Municipality but also receive membership fees from members who belong to the organisation.

The PTVA utilises a variety of marketing tools to promote the area as a tourist destination, e.g. its new website; brochures, print media; line advertising; social media; exhibitions; educational as well as consumer and trade shows.

Name	Description
Brand Strategy	Develop unique brand and strategy for use by all related stakeholders
Events Marketing	Market events outside of Bitou area to draw new investors, visitors and tourists
Brand Marketing	Market “Plettenberg Bay and Surrounds” as tourism and investment destination

7.2.3 Municipal infrastructure programme

Bulk infrastructure services are strategic assets that must be managed and improved in a sustainable manner. The levels of the provision of bulk services within an area is a good indication of the area’s level of development and contribute to the sub-regional economy in terms of the tourism potential and industry development.

Adequate and timeous service infrastructure provision is important in supporting the potential growth for the Bitou municipal area. Provision must also be made in the future planning of the infrastructure for an increase in the rate of population growth. The revision of the infrastructure management plans must not only provide for growth, but must also take cognisance of the specific spatial proposals which are highlighted in the SDF. Furthermore, it is essential that infrastructural services support and enable development to be undertaken as is proposed in the SDF.

The Municipality should further ensure that the provision of bulk services for industrial development do not impact negatively on the level of services for household purposes. Furthermore development applications should be adjudicated in terms of the existing supply capacity of infrastructure and services in order to ensure that a set of minimum service standards is met. Supply and services include the water supply sources, proposed sewage treatment and disposal system, electricity supply, as well as access roads / servitudes.

Prior planning should be carried out to ensure that the needs of the Municipality and community are balanced with what is practically possible with available human and financial capacity. Therefore sector planning is important in order to focus on a specific area /service and to guide the Municipality in what projects need to be initiated and implemented. The sector plans also need to be aligned to the IDP to ensure that there is holistic planning, integration and alignment of budget processes.

7.2.3.1 WATER MASTER PLAN

Community Engineering Services (Pty) Ltd was appointed in 2008 to compile a water master plan of the water distribution system for Bitou Municipality. The project was funded by the Department of Water Affairs and Forestry (DWAF). The process entailed the following:

- Computer models for the water systems in Bitou Municipality
- Linking these models with the stand and water meter databases of the financial system, evaluation and master planning of the networks
- Posting of all information to an engineering geographic information system (GIS)

The master plan report lists the analyses and findings of the study on the water distribution systems of all the towns in the Bitou Municipality. Review of the Water Master plan commenced in the 2012/13 financial year and it is due for completion in the 2013/14 financial year.

One of the most important aspects of public health is access to clean water that is suitable for consumption and domestic use. The Municipality therefore has a public health responsibility to ensure the provision of safe drinking water. Bitou Municipality has three (3) water treatment plants situated in Plettenberg Bay, Kurland and Natures Valley. The Municipality's water reticulation network consists of 314 069 meters of water main with diameters ranging from 50mm to 500mm. This network carries treated water from various service reservoirs to consumers within the municipal area.

With the implementation of a water main replacement program and the replacement of pressure reducing valves, breakages have been reduced to ± 70 per annum. Communities in the municipal service area receive water from different water sources and storage facilities which are indicated in the following table:

Area	Ward	Water Source & Storage Status Quo
Plettenberg Bay	2	<p>Water Source:</p> <p>The main supply for Plettenberg Bay is abstracted on a run-of-river basis from the Keurbooms River. This is supplemented by groundwater and by the Roodefontein Dam on the Piesang River which is owned by Department of Water Affairs and operated and maintained by the Bitou Local Municipality. Groundwater supply to the Plettenberg Bay Water Treatment Works (WTW) consists of two boreholes that supplement the water supply during the peak demand months.</p> <p>The Municipality's central water treatment works is located in Plettenberg Bay, and treats water from the Keurbooms River, the Piesang River and groundwater sources. The differences in water chemistry of the various sources make the treatment process challenging.</p> <p>The treatment works was upgraded during 2004 and has an operating capacity of 22ML per day.</p> <p>Plettenberg Bay is in dire need for additional water sources, as the current supply cannot meet the water requirements. The shortfall would increase to 1,162 million m³/a by 2035 for a low-growth scenario and 6,235 m³/a for a high-growth scenario.</p> <p>The Desalination Plant supplies 2 ML/Day for a period of 5 months of the year. Production starts 1st December and ends 30 April.</p> <p>Water Storage:</p>

Area	Ward	Water Source & Storage Status Quo
		<p>Archiewood Reservoir: Archiewood reservoir serves the Industrial Area, Formosa Garden Village and part of the Bowling club area. The water source for the Archiewood reservoir is the Plettenberg Bay water treatment works Reservoir capacity = 2 ml</p> <p>Brackenridge Reservoir: The Brackenridge reservoir serves the Brackenridge development area The water source for the Brackenridge reservoir is the Plettenberg Bay's water treatment works Reservoir capacity = 4 ml</p> <p>Tower Reservoir: The Tower reservoir serves Plettenberg Bay central, Police Station and Cutty shark area. The water source for the Tower reservoir is the Plettenberg Bay's water treatment works Reservoir consists of three reservoirs with the following capacity: Booster reservoir = 2 ml Concrete reservoir = 3ml</p> <p>Town Reservoir: The Town reservoirs serve the greater Plettenberg Bay town area. It consists of three reservoirs. The water source for the Town reservoir is the Plettenberg Bay water treatment works Reservoir consists of three reservoirs with the following capacity: Reservoir A = 2.5 ml Reservoir B = 2.5 ml Reservoir C = 3.5 ml</p>
New Horizon	4	<p>Water Source and Storage: The New Horizon reservoir serves the community of New Horizon and Castleton complex and it consists of two concrete reservoirs. The water source for the New Horizon reservoir is the Plettenberg Bay water treatment works and three boreholes. Reservoir capacity: Concrete reservoir = 2 ml Concrete reservoir = 3ml</p>
Kwa-Nokuthula	4; 5; & 6	<p>Water Source and Storage: The water source for the Kwa-Nokuthula reservoirs is the New Horizon reservoir which in turn gets its water from Plettenberg Bay water treatment works. The Kwa-Nokuthula reservoir serves the community of also known as Hillview. It consists of two steel tower reservoirs and two concrete reservoirs Reservoir capacity: Steel reservoirs = 500kl each Concrete reservoir = 2 ml Concrete reservoir = 3ml New concrete Reservoir = 3.5 ml</p>

Area	Ward	Water Source & Storage Status Quo
Kurland	1	<p>Water Source: The main water supply for Kurland is run-off from the Wit River. Statistical data shows a demand which is under the design capacity of the water treatment works. The permitted abstraction from the Wit River is 360 ML/ per annum and the average annual demand is 180ML/ per annum.</p> <p>Water Storage: The Kurland reservoirs are situated in the Kurland area and serve Kurland village, hotel and polo area. The water source for the reservoirs is the Kurland water treatment works that gets its water supply from the Wit River.</p> <p>Reservoir capacity: Reservoir 1 = 1 ml Reservoir 2 = 2.5 ml</p>
Keurbooms	1	<p>Water Source and Storage: The Keurbooms top reservoir supply the Keurbooms Strand area with water The water source for the Keurbooms top reservoir is the Matjies reservoir Reservoir capacity = 1 ml</p>
Wittedrift	1	<p>Water Source and Storage: The Wittedrift reservoir supplies the Wittedrift community and Green Valley reservoir with water The water source for the reservoir is the Goose Valley reservoir Reservoir capacity = 500 kl</p>
Green Valley	1	<p>Water Source and Storage: The Green Valley reservoir supplies the community of Green Valley with water The water source for the reservoir is the Wittedrift reservoir Reservoir capacity = 600 kl</p>
Goose Valley	1	<p>Water Source and Storage: The Goose Valley reservoir serves the Goose Valley golf course development, the Matjiesfontein reservoir and Wittedrift reservoir The water source for the Keurbooms top reservoir is the Matjies reservoir Reservoir capacity = 3.5 ml</p>
Natures Valley	1	<p>Water: The main water supply for Nature's Valley is abstracted from a natural pool on the Groot River using a floating intake. Statistical data shows a demand which is well under the design capacity of the water treatment works. The permitted abstraction from the Groot River is 1ML/day (water services development plan – page 48), due to low consumption only about 0.25ML/day is abstracted.</p> <p>Water Storage: The Natures Valley reservoir provides water to Natures Valley village, De Vasselot Camping Resort and Tsitsikamma National Park. Reservoir capacity = 600 kl</p>
Harkerville Area	7	<p>Water Source and Storage: The source is the borehole which is situated inside the fence of the reservoir Harkerville reservoir serves the Harkerville rural area.</p>

Area	Ward	Water Source & Storage Status Quo
		Reservoir capacity = 100kl
Kranshoek	7	Water Source and Storage: The water source for the reservoirs is the Brakkloof reservoir which in turn gets its water from Plettenberg Bay's water treatment works. Three (3) reservoirs serve the community of Kranshoek Reservoir capacity: Concrete reservoir = 600kl Steel reservoir = 500kl Header reservoir = 1,5ml
Brakkloof	2	Water Source and Storage: The Brakkloof reservoir supplies part of Longships Drive and Robberg Road areas as well as Robberg en Kranshoek reservoir. The main water source for the reservoir is the Plettenberg Bay water treatment works and Airport borehole Reservoir capacity = 6 ml
Robberg	2	Water Source and Storage: The Robberg reservoir is situated on the Robberg quarry and the water source for the reservoir is the Brakkloof reservoir It supplies the Robberg End and Whale Rock Ridge development areas Reservoir capacity = 3 ml
Whale Rock	2	Water Source and Storage: The Whale Rock reservoir is inside the Whale Rock area and the water source is the Keurbooms River. It supplies water to Whale Rock Gardens and Whale Rock. The main water source for the reservoir is the Plettenberg Bay water treatment works. It can also get water from the Robberg reservoir. Reservoir capacity = 2 ml
Uplands balancing tanks	1	Water Source and Storage: The Uplands balancing tanks are situated on the Plettenberg Bay Game Reserve It supplies water to the Plettenberg Bay's water treatment works Tank capacity : Tank 1 = 1 ml Tank 2 = 3 ml

Table 46: Bitou Water Sources and Status

The augmentation programme is on target and such programme provides for future demand and growth in usage, including diversity in terms of water resources. MIG funding is primarily used for this programme. The main challenge is to secure funding for the off-channel raw water storage facility (Wadrift Dam) and feasibility studies is now underway to explore RBIG funding for this purpose. Raw water storage is a vital component of the augmentation programme, whereby water from the Keurbooms will be pumped and stored in the facility during off-peak and seasonal periods.

The recent droughts highlighted the weakness by dependence on surface water only. Other sources such as ground water and seawater have been explored to supplement and enhance the security of this commodity. In future more emphasis need to be placed on

alternative sources and a ratio of 50/50 has developed – i.e. 50% (groundwater, seawater and re-use of sewer effluent) – to enable sufficient water to satisfy demand patterns.

The Municipality has already experienced problems in meeting the water demand because of a number of dry years. There is a need to augment storage capacity to ensure continuity of supply. Construction of additional storage dams and pump stations will be required to maintain an adequate supply of water. A desalination plant was constructed which yields as an additional resource.

The large low-income and indigent population stresses available capital and operational funding and the Municipality depends on grants from other spheres of government to supply services to this section of the population. MIG funding is utilized for bulk water provision projects. The challenge has always been adequate funding to maintain the water infrastructure assets. As a result some of the infrastructure is giving in, especially old asbestos cement pipes. Leaking results in water losses in the system. The MSID is however proactive in using whatever resources are available to try and curb these losses. The Demand Management Strategy is used to address the issues. A telemetry system is in place to monitor flow levels in all reservoirs in order to avoid water losses. Under the operational budget, some bulk water meters were replaced due to age and inaccurate readings.

Bitou received a Blue Drop Certificate for its water treatments works in Plettenberg Bay with an overall score of 98,75 per cent and full compliance with drinking water standards during the 2012 evaluation.

Plant Description	Year of Assessment		
	2010	2011	2012
Plettenberg Water Treatment Works	97.85	96.19	97.76
Kurland Water Treatment Works	95.55	95.00	97.38
Natures Valley Water Treatment Works	96.35	95.00	97.76

Table 47: Blue drop awards

The Municipality has identified the following actions to address water challenges within the municipal service area:

Outcome / Response Required	Municipal Action
Address unaccounted water losses (internal transmission losses \pm 37%)	Install meters to measure daily production of clean water (Kurland and Natures Valley WTW) Attend to water leakages at storage reservoirs (Kurland and Natures Valley WTW) Limit technical losses to not more than 15%
Challenges with filters that may compromise water quality during heavy rainfall	Reinstatement of Ozone Clear Process (generator) - (Natures Valley water treatment works - completed)
All areas under Bitou's service area jurisdiction have access to clean water	Planning to address the backlogs with the funding received from the Provincial Government

Outcome / Response Required	Municipal Action
Water backlogs – specify wards	Backlogs addressed with roll out of housing program.
Blue drop status	Comply with assessment requirement
Operational and maintenance plan	Operational plans to be implemented within the available budget.
Water Master Plan	Review and updating completed in 2014/15
Water Demand Management Strategy	Review and implementation of strategy
Off-channel storage dam (Wadrif Dam)	Strengthen intergovernmental liaison with national & provincial sector departments and neighbouring municipalities. EIA was finalised in 2014/15 but subject to an appeal submitted by the PBCEF Land acquisition Construction of dam
Maintenance of infrastructure	Complete Phase 1 and 2 New Kwa-Nokuthula rising main to 3,5 Mega litre reservoir
Maintenance of infrastructure	Replacement of AC pipes (reticulation and upgrade)
Maintenance of infrastructure	New rising main from Roodefontein to Water Treatment Works
Maintenance of infrastructure	Upgrade Oxi to ozone generators
Maintenance of infrastructure	Complete Phase 3 of the upgrade of the water supply and abstraction system in Keurbooms River
Maintenance of infrastructure	Install surge tank
Maintenance of infrastructure	Installation of suction booster system
Maintenance of infrastructure	Replacement and improvement of Whale Rock pumping scheme and associated drainage networks
Maintenance of infrastructure	Upgrade inlet works for the Kurland Treatment Works
Maintenance of infrastructure	Provide additional security measures and generators at vulnerable sites to mitigate against the impact of continued vandalism and load shedding
Maintenance of infrastructure	Provide additional security measures and generators at vulnerable sites to mitigate against the impact of continued vandalism and load shedding

Table 48: Implementation of water master plan

7.2.3.2. STORMWATER

The major storm water system of Bitou Municipality's service area consists of all natural water ways, including springs, streams, rivers, wetlands and dams. It includes detention and retention dams and other devices constructed to control storm water. Roadways and their associated drainage structures are part of the major storm water system if they result in a significant deflection of storm water from its natural overland flow path.

The minor storm water system consists of any measures provided to accommodate storm water runoff within sites and road reserves and convey the runoff to the major storm water system. These measures include gutters, conduits, beams, channels, road verges, small watercourses and infiltration constructions.

Storm water runoff should not be concentrated to an extent that would result in any damage to the environment during storms with a probability frequency more than 1 in 10 years and would result in only minor, repairable damage in storms with a probability frequency more than 1 in 50 years. All elements of the built and natural environment must be able to withstand a 1 in 100 year storm event without significant consequential loss and risk to property and life. Note that a “storm frequency” equates to a “probability of occurrence” of a storm event that should be used to assess the annual budget or insurance provision for remedial works, should the event occur.

In all catchments, the water courses and built storm water infrastructure must be maintained in a clean state, free of any rubbish, debris and matter likely to pose any pollution threat to the lower reaches of the water courses.

The as built info collection of all the areas in Bitou Municipality is in progress. This will determine the requirements of needed storm water upgrading caused by funding constraints. The strategy was to develop a Storm Water Master Plan which is currently being implemented. Funding in the current financial year 2014/15 will allow for the investigation and planning of the Kranshoek storm water system and the other areas to follow in future years.

Master drainage planning should be contemplated on a catchment-wide basis, irrespective of urban and other man-made boundaries. The full environmental impact of the storm water on that catchment must be investigated and is the responsibility of the controlling regional or local authority. The hydrological processes in the specific area need to be investigated and statistical data obtained. Hydraulic routing of the storm water must be considered. In analysing storm water drainage, consideration may need to be given to the use of open spaces like parks, sports fields, and transport circulation routes. It is assumed that with development there is an increase in both the overall quantity and the peak flow rate of the runoff.

The stormwater management philosophy encourages the following:

- ✓ Maintain adequate ground cover at all places and at all times to negate the erosive forces of wind, water and all forms of traffic.
- ✓ Prevent concentration of storm water flow at any point where the ground is susceptible to erosion.
- ✓ Reduce storm water flows as much as possible by the effective use of attenuating devices.

- ✓ Ensure that development does not increase the rate of storm water flow above that which the natural ground can safely accommodate at any point in the sub-catchments.
- ✓ Ensure that all storm water control works are constructed in a safe and aesthetic manner in keeping with the overall development theme for the area.
- ✓ Prevent pollution of waterways and water features by suspended solids and dissolved solids in storm water discharges.
- ✓ Contain soil erosion, whether induced by wind or water forces, by constructing protective works to trap sediment at appropriate locations. This applies particularly during construction.
- ✓ Avoid situations where natural or artificial slopes may become saturated and unstable, both during and after the construction process.

The Municipality has identified the following actions to address storm water challenges within the municipal service area:

Outcome / Response Required	Municipal Action
Development of Storm Water Master Plan	Storm Water Master Plan for the whole Bitou area to guide the maintenance of existing systems and the provision of new capital infrastructure where required.
Address storm water needs	Storm water upgrades in the following areas – Kwa-Nokuthula, New Horizon, Kranshoek, Green Valley, Wittedrift, Kurland,
Maintenance of infrastructure	New storm water pipe improvements

Table 49: Implementation of storm water master plan

The estimated cost to address storm water demands will be addressed in the Storm Water Master Plan.

7.2.3.3. SEWERAGE

In September 2008, Community Engineering Services (Pty) Ltd compiled the Sewer Master Plan for the sewer distribution system for Bitou Municipality. The development of the master plan was funded by the then Department of Water Affairs and Forestry (DWAF). The plan contains computer models for the sewer systems in Bitou Municipality, linking these models with the stand and water meter database of the municipal financial system, evaluation and master planning of the networks, and posting of all information to an engineering Geographic Information System (GIS). The master plan report lists the analyses and findings of the study on the sewer distribution systems of all the towns within the Bitou Municipality. As with water services provision, the challenge has always been adequate funding to maintain the sewer infrastructure assets, as a result some of the infrastructure is deteriorating. A telemetry system is in place in certain areas like pump stations and treatment works to avoid sump overflows, which might result in spills into streams and the ocean causing an environmental hazard.

Area	Ward	Waste Water Treatment Works (WWTW): Capacity & Status Quo
Gansvlei	2	Wastewater from Plettenberg Bay is treated at the Gansevallei WWTW.

Area	Ward	Waste Water Treatment Works (WWTW): Capacity & Status Quo
		It has an average capacity of 6,25 MI/day and a peak capacity of 9 MI/day. The total volume of water treated per year is 3 200 MI. The WWTW is currently being upgraded to cater for a peak hydraulic capacity of 14 MI/day.
Kurland	1	Waste water from Kurland Village is treated at the Kurland WWTW. It has an average capacity of 6,5 MI/day and a peak capacity of 7.5MI/day. The average daily flow to the plant is 2.4 MI/day, therefore only 37% of the design capacity of the WWTW is currently utilized. The capacity of the plant is adequate and can serve a community double the size of the current Kurland Village.

Table 50: Status of wastewater treatment works

The WWTW's received a Green Drop Score of 79% during the 2011 assessment failing, only in the category of 'waste water quality compliance', which is a concern for potential water re-use. Bitou's rating for their waste water treatment works for the past years in the Green Drop programmes of Department of Water Affairs is summarised in the following table:

Plant Description	Year of Assessment			2013
	2009	2010	2011	
Plettenberg Waste Water Treatment Works	77.5	No assessment	96.1	98.77
Kurland Waste Water Treatment Works	79	No assessment	96.5	99.45

Table 51: green drop ratings

The Municipality has identified the following actions to address sewerage challenges in the municipal service area:

Outcome / Response Required	Municipal Action
Review of waste water master plan	Review master plan
Finalize the installation of the telemetry system	Budget and procure a maintenance contract for the telemetry system
Improve access to sanitation services in areas identified for improvement	In-situ upgrade, de-densification and/or relocation Accelerate housing provision
Improve green drop status	Comply with and improve on assessment requirements
Maintenance of infrastructure	Replacement and improvement of Whale Rock pumping scheme and associated drainage networks
Maintenance of infrastructure	Upgrade of Kwa-Nokuthula Outfall sewer
Upgrade of pump stations	Refurbish pump stations in Kwa-Nokuthula: Pump station 23 was refurbished and new equipment installed in 2013/14 financial year. Pump station 2 is currently upgraded to include a new generator room, aboveground self-priming pumps and an emergency overflow tank.

Outcome / Response Required	Municipal Action
	Pump station 3 is to be overhauled in 2015/16 financial year. Pump Stations 18, 19 and 20 in Piesang Valley need to be upgraded to accommodate increased development challenges.
Upgrade of pump stations	Pump Stations 18, 19 and 20 in Piesang Valley need to be upgraded to accommodate increased development challenges.
Upgrade of pump stations	Relocation of pump station Poortjies: Pump station 1 was replaced with a new pump station in a new position and the existing pump station converted to a storm water pump station to reduce the problems being experienced in the Poortjies area when heavy rains are experienced. A new Pump Station (1A) was constructed on the corner of Beacon Way and Dorothea Street.
Upgrade of pump stations	Beacon Isle pump station was rebuilt in 2013.
Upgrade of pump stations	Kranshoek: New pump station 4 became operational in 2013. Refurbishment required at the other 3 existing pump stations due to continued vandalism and load shedding requirements. Kurland: New pump station became operational in 2013. Refurbishment required at the other 2 existing pump stations due to capacity and load shedding requirements.
Maintenance of infrastructure	Upgrade inlet works for the Kurland Treatment Works
Maintenance of infrastructure	Upgrade of Kwa-Nokuthula outfall sewer
Maintenance of infrastructure	Provide additional security measures and generators at vulnerable sites to mitigate against the impact of continued vandalism and load shedding

Table 52 : Waste water management plan programmes

The estimated cost to address wastewater treatment works demand is R5 million.

7.2.3.4. ELECTRICITY

Bitou's electricity master plan was reviewed in January 2013. The purpose of the Master plan can be summarised as follows:

- To identify the HV (66000 volts) and MV (22000 volts and 11000 volts) network components that need to be augmented to address immediate problems and to cater for long term load growth and new developments.
- To serve as a basis for any new construction work so that it can be carried-out in a planned and phased manner, thus minimizing any abortive work due to a lack of insight into the future requirements.

- c. To provide a network development plan which takes into account all known future developments in order to avoid unnecessary expenditure through duplication of network extensions.

The plan further addresses: electrification of informal houses at Qolweni/Bossiesgif (light industrial area) and all informal areas within Greater Bitou Municipality; electrical losses; asset management costs (operations and maintenance); energy saving measures; a plan layout showing municipal area of supply and escalation.

The Master Plan includes the identification of projects, programme and cash flow over a minimum period of three years. Successes achieved are securing of funds with the Department of Energy in terms of their Integrated National Electrification Programme and the first phase of upgrading the electrical infrastructure to Kwa-Nokuthula. The Department of Energy supported the Municipality in providing funding for specific projects. The Municipality will strengthen the good relations with the department and ensure all grant funds are spent to secure additional financial support.

Bitou Municipality receives its electricity supply via a main NMD cable which is a 18 500 kVA power cable that runs from George. The Municipality has 5 main cable supplies that feed into various substations located throughout the municipal area.

The Municipality's strategy is to make electricity available to all households identified within a year after the requirement has been identified. The top three service delivery priorities are to complete the planning on time, including additional capacity into the municipal grid, to ensure that funding is in place for all bulk infrastructure and electricity connections, and to perform in terms of the standards set during the construction stages.

Measures to improve performance are to work closer with the Human Settlement Departments, to integrate all functions within the relevant parties involved in the projects, and to have approved Master Plans in place for the roll out of the projects. This means working closely with ESKOM as well in ensuring implementation of their projects on time to provide additional capacity to the town

ESKOM informed the Municipality in writing that electricity supply at Eskom's Robberg Substation is experiencing capacity constraints. The 15 MVA transformer at Robberg Substation has reached its full capacity; therefore, any increase in electricity supply from the substation cannot take place before a new 20 MVA transformer is commissioned.

Electrification priorities are determined in line with the Municipality's IDP and Human Settlements/Housing Programmes. With the exception of Kranshoek and Kurland, where ESKOM is responsible for electrification, the Municipality is responsible for all other townships within the municipal area.

Major Towns	Notified Maximum Demand (NMD)	Maximum Demand Growth (NMD)	Maximum Demand Peak (NMD)
Plettenberg Bay	18500 kVA	-1158 kVA	16 326 kVA
Wittedrift	400 kVA	64 kVA	395 kVA
Keurboomstrand	1700 kVA	-186 kVA	1 840 kVA
Natures Valley	1000 kVA	-113 kVA	779 kVA
Kwa-Nokuthula	4000 kVA	-575 kVA	5 301 kVA
Brakkloof	5000 kVA		

Table 53: Electricity notified maximum demand

Some of the distribution transformers are more than 20 years old and corrosive coastal sea air is taking its toll on the iron parts of the equipment due to rust and oxidation. In some cases equipment need refurbishment as well as routine maintenance.

The Municipality will continue with implementation of the Electrical Load Control System in the municipal area. The system was installed in 1999/2000 in Plettenberg Bay and Keurbooms to reduce the peak MVA demand at the Eskom bulk supply points and thereby reducing the cost of purchasing electricity and to create additional supply and capacity.

The Municipality will continue with implementation of Phase 2 (installation of 1500 switches) and Phase 3 (installation of 1500 switches) for the total cost of R5.2 million. Funding for this energy efficiency initiative for energy conservation will be funded by Eskom. A formal proposal was submitted to Eskom.

The Municipality has identified the following actions to address electricity challenges in the municipal service area:

Outcome / Response Required	Municipal Action
Implementation of Phase 2 & 3 of the Electrical Load Control System	Formal communication with Eskom and follow up on funding request
Address unaccounted electricity losses	Limit unaccounted losses to not more than 10%. Replace faulty meters with pre-paid meters
Address illegal connections	Public awareness campaigns
Deliver electricity to all households at affordable rates	Actions to minimise electricity losses
Maintenance of substations and mini-substations	Implementation of maintenance schedules
Network challenges	Development network maintenance plan
Sufficient and efficient human resource capacity	Create critical post on organogram (electricians and fitters)
Maintenance of infrastructure	New electricity connections for Kwa-Nokuthula and Bossiesgif/Qolweni
Maintenance of infrastructure	New substation for Kwa-Nokuthula
Maintenance of infrastructure	Upgrade MV cables Plett

Outcome / Response Required	Municipal Action
Maintenance of infrastructure	Installation of new high mast lights were completed in Qolweni/Bossiesgif, Kwanokuthula and Kurland in 2013/14.
Maintenance of infrastructure	Replacement of existing sub stations
Maintenance of infrastructure	Upgrade of transformer from 10 MVA to 20MVA at Robberg
Maintenance of infrastructure	Completion of 66kV feeder bay at Robberg
Upgrading of Infrastructure	Upgrading the reticulation network in Kwanokuthula to improve electricity supply
New infrastructure	Electrification of new subsidy housing units in Kwanokuthula and Qolweni/Bossiesgif.
New infrastructure	Provision of new street lighting in Kranshoek, Beacon Way and Odlands Drive
To use the power that has been supplied to the new Brakkloof substation	Upgrade the power feeds from the substation into the Plettenberg Bay town
Increase capacity from 26 MVA to 40 MVA	Application to be made when the need arises.
Upgrade of transformer from 10 MVA to 20 MVA at Ferdinand Substation.	When the need arises, provision must be made and the transformers ordered at least 12 month before.
All equipment in all substations to be upgraded	Many require replacement for safety reasons but no funds available.
Maintenance of infrastructure	Electricians to be trained on switching and high voltage regulations
Training for Trade Test for deserving general workers to be qualified as electricians	HR has a programme for suitable candidates.

Table 54: Municipal electrification programme

The estimated cost to address electricity service demands for the next three years is R24 million for 2013/14; R16,2 million for 2014/15; R23,5 million for 2015/16 and R24,3 million for 2016/17.

7.2.4 INTEGRATED WASTE MANAGEMENT PLAN

The municipal 2nd generation waste management plan is complete, the first draft was adopted in 2013 and the final draft will serve before Council during May 2014.

The purpose of the plan is to identify the different types of waste that is generated in the municipal area including the volumes/quantities thereof. Waste is classified in categories and the methods of disposal of each category are identified. The plan will further assist in identifying the resources such as waste management personnel, vehicles, plant and machinery, funding, required managing the waste. The waste management plan will comply with the NEM: Waste Act and other legislation.

A study conducted by the National Department of Environmental Affairs revealed that the airspace at the Plettenberg Bay landfill site is exhausted and that alternative measures must be implemented to dispose waste. Currently the Municipality transports waste to PetroSA facility in Mossel Bay and implement recycling initiatives. The Municipality provides drop off areas for farm areas where there is no access for the municipal air refuse compactors. The Municipality introduced a wheelie bin system to residents to improve waste collection and plastic bags where wheel bins are not provided.

The Municipality has identified the following actions to address waste management challenges within the municipal service area:

Outcome / Response Required	Municipal Action	Timeframe
Develop a 2nd generation integrated waste management plan	Approve and implement the plan	January 2014
Waste management by-law	Develop and approve a waste management by-law	2014/15
Education of the public pertaining to waste, new environmental legislation and waste management procedures and available facilities	Conduct awareness programme	Annually
Review of collection service and available fleet for the function	Provision and replacement of wheelie bins	Annually
Complete the Waste Transfer Station	Advertise and award tender to successful bidder Construction of transfer station	2014 - 2016
Landfill closure	Complete environmental scoping – submission of required documents to DEADP Design and tender documentation for closure Advertise and award tender to successful bidder	2013 - 2016
Drop offs and builders rubble disposal facilities	Finalise draft basic assessment reports (DBAR's) DBAR's advertised for public comment Consider comments and finalise final BAR Submit final BAR to DEADP	2013/14

Table 55: Integrated waste management programme

7.2.5 INTEGRATED HUMAN SETTLEMENT PLAN (IHSP)

Bitou Municipality adopted an Integrated Human Settlement Plan in September 2011. During 2012 the Municipality, with assistance of the Build Environment Support Programme (BESP) consultants CNdV and IQ Vision initiated a process to update and revise the draft Sustainable Human Settlement Plan (SHSP) into a more credible plan. The primary objective of this initiative was:

“ To draft a “sustainable human settlement plan” that will assist the Municipality by providing sound strategic context to the issue of housing supply and demand and thereby ensure that residents have proper access to sustainable housing solutions”.

Bitou Municipality and Provincial Housing Department together with IQ Vision, and the Professional Resource Team (PRT) drafted a ‘Multi-year Human Settlement Planning and Financials 2012 – 2018’. This plan is registered with the Professional Resource Team. The short term objective is the provision of basic services and the long term objective to create sustainable human settlements, with beneficiaries taking greater responsibility. The multiyear plan makes provision for the following:

- ✓ A multi-year housing plan, high, medium and long term
- ✓ A municipal housing needs assessment
- ✓ The identification, surveying and prioritization of informal settlements
- ✓ The identification of well-located land for housing
- ✓ The identification of areas for densification
- ✓ Sustainability criteria on identified land
- ✓ A project pipeline and detailed implementation plans

Derive linkages between housing and urban renewal and the integration of housing, planning and transportation frameworks.

The objective of this review process of the IHSP:

- a. To ensure effective allocation of limited resources, financial and human, to a wide variety of potential development initiatives;
- b. To ensure more integrated development through coordinating cross-sector role players to aligning their development interventions in one plan
- c. To ensure budget allocations to the Bitou Municipality are most effectively applied for maximum impact;
- d. To provide effective linkages between the Bitou spatial development framework and the location of housing projects which include a range of social economic environmental and infrastructure investment.
- e. To provide the Bitou IDP and budgeting process with adequate information about the housing plan, its choices, priorities parameters as well as strategic and operational requirements
- f. To ensure that the local and district municipal HSP's are integrated
- g. To match demand and supply in all areas and
- h. To ensure there is an indicative project pipeline and multi-year human settlement planning and financial schedule at both the municipal and provincial level.

The following table provides progress information regarding planned housing projects for the next three years:

HOUSING PIPELINE; 2015/2016

- 1) Qolweni
Completion of 258 HD. Top structures.
- 2) Kwanokuthula;
Completion of 126 HD. Top Structures.
- 3) Green Valley;
Application for funding to purchase portion 28 of the farm Wittedrift 306.(18,75ha)(Colledge land)for housing project.Development includes 325 top structures, at the clinic, rugbyfield and Colledge land.
- 4) New Horizons
Application for funding to purchase portion 20 of the farm Hillview no. 437 for housing project. (14, 56ha). Construction of +- 800 top structures.
- 5) Kwanokuthula;
Application for construction of 441 civil engineering services.
- 6) Social housing project. (Erf 4367 Ultra City)
Appointment of Social Housing Institution for establishing a rental housing project.(165 Units)

2016/2017/ & 2018

- 1) Qolweni
Application for construction of 433 Top structures.
- 1) Kwa-Nokuthula;
Construction of 300 civil engineering services.
- 2) Green Valley;
Application for construction of 325 Civil services.
- 3) New Horizons
Application for construction of 800 civil services.
- 4) Application for funding; Social housing project.(Erf 4367)

Table 56: Housing pipeline

7.2.6. LOCAL INTEGRATED TRANSPORT PLAN

The preparation of the District Integrated Transport Plan (DITP) is the responsibility of the Eden District Municipality (EDM) as outlined in the National Land Transport Act (NLTA) and is designed to provide a vision of transport for the district Municipality (DM), a register summarising the conditions and issues surrounding transport, identifying priority projects and developing an implementation plan that emphasises the transport priorities for local officials in the various local municipalities (LMs). Part of this process includes the preparation of a Local Integrated Transport Plan (LITP) for the LMs.

The current LITP for Bitou LM has been prepared in 2010 by Vela VKE Consulting Engineers. In accordance with the NLTA, the LITP must be updated annually. An update was undertaken in 2011 by Pendulum Consulting which focused on updating the Current Public Transport Record and the Operating License Strategy for Bitou LM. In 2012 the

Western Cape Government's (WCG) Department of Transport and Public Works called for bids for updating the EDM DITP, including LITPs for the LMs, in terms of the Minimum Requirements for preparing ITPs, with a particular focus on updating the following chapters of the ITP:

- Chapter 3: Transport Register
- Chapter 6: Transport Needs Assessment
- Chapter 8: Transport Improvement Proposals and Implementation Budget and Programs

A DITP Steering Committee (i.e. the Eden District Transport Forum) has been established, as well as a working group in Bitou LM that formed part of the consultation process and was designed to facilitate the preparation of the Bitou LM ITP.

Bitou LM forms part of the EDM and comprise of the main town of Plettenberg Bay and surrounding settlements of Keurboomsrivier, Kranshoek, Kurland, Nature's Valley and Wittedrift.

7.2.6.1 TRANSPORT REGISTER

Bitou LM is one of seven LMs contained in the EDM, which also includes George, Kannaland, Mossel Bay, Oudtshoorn, Hessequa and Knysna. Bitou LM is one of the smallest municipalities in terms of population size within the EDM. According to the 2011 Census a total of 49 162 people reside in Bitou LM. The Municipality is classified as a Category B Municipality with medium capacity and is responsible for basic service delivery

The population is diversified across race groups and culture and are characterized by varying socio-economic levels of development. Bitou LM regional gross value added GGP of R1.086 billion in 2009 accounted for 6.6% of the region's economy. Bitou LM's regional gross value added GGP increased at an annual average rate of 6.3% from R665.087 million in 2001 to R1,086 billion in 2009. Bitou LM is ranked 5th in the economic contribution to the EDM Economy. In 2009, Bitou LM contributed 7.8% of the total GGP in EDM.

Bitou LM is the second most densely populated (49%) LM in the EDM. Approximately 22.5% of the working population in the Bitou LM are unemployed. About 65% % of the population of the Bitou LM population live below the poverty line. This is very worrisome since this indicates more and more individuals and households are dependent on grants as their income is low.

7.2.6.1.1 PUBLIC TRANSPORT SERVICES AND INFRASTRUCTURE

Taxi services operating from the towns in Bitou LM are administered by 2 taxis associations based in Plettenberg Bay. Rank surveys were undertaken in 2011 as part of the update of the Current Public Transport Record (CPTR) and Operating Licensing Strategy (OLS). The highest demand for taxis occurs on a weekday, particular because of homework and home-

school trips. Most of the settlements in the Bitou LM are small and thus there is not a great demand for motorised travel. Public transport is required for inter-town movement as the towns are quite far from one another. Most daily activities can usually be accomplished on foot since the distance to be travelled is relatively small in comparison to the greater distances between towns and settlements.

Route utilisation and passenger waiting times are important criteria when determining whether additional vehicles are required on a route. Generally passenger waiting time is not an issue in Bitou LM, with passengers waiting on average 15 minutes for a taxi during the peak periods. Most taxi routes in the Bitou LM are operating close to capacity.

Although quite an extensive rail network exists in EDM there are no passenger rail services that exist in Bitou LM. Commercial bus services that operate through the Bitou LM are Greyhound, Citiliner, Translux, City to City, SA Roadlink and Intercape. All bus services operate along the N2 route. There are 6 buses going to Durban via Port Elizabeth and back, 3 morning buses and 3 evening buses. The buses traveling to East London are only two buses in the evening and back. There is one bus to Port Elizabeth and Queenstown. There is three formal taxi facility located in Bitou LM. Furthermore, there are four informal facilities and stopping points in Bitou LM. There is no railway infrastructure located within Bitou LM.

7.2.6.1.2 ROADS AND TRAFFIC

The road network through Bitou LM consists of nearly 230 km of national and provincial roads. The provincial RNIS system reports that the estimated asset value of the provincial road network in Bitou is R0.4 billion (2012 rands). The surfaced road network accounts for 99% of this amount.

The Average Annual Daily Traffic (AADT) and the Annual Average Daily Truck Traffic (AADTT) in Bitou LM are as follow:

- 7 456 AADT and 927 AADTT between Moss gas and Mossel Bay which amounts to 12.4% of heavy vehicles.
- 999 AADT and 10 690 AADTT Eastern side of Groot Brak I/C which amounts to 9.3% of heavy vehicles. 3 517 AADT and 258 AADTT between R328 T/O & Oudtshoorn which amounts to 7.3% of heavy vehicles.

The road section with the highest number of accidents is Main Street in Plettenberg Bay with 254 accidents over this period, resulting in 36.3 accidents per annum. Marine Drive in Plettenberg Bay follows this with 200 accidents over this period, resulting in 28.6 accidents per annum. The roundabout at the N2/ Marine Way/ Theron Street in Plettenberg Bay has also been identified as a road safety hazardous location. A total of 135 accidents were recorded for the period 2005 – 2012, i.e. 20 accidents per annum.

7.2.6.1.3 NON-MOTORISED AND LEARNER TRANSPORT

As part of undertaking the Update of the CPTR and OLS for the EDM 2 NMT locations were identified in Plettenberg Bay as area with high volumes of pedestrian activity. These included Park Lane between Wilder and High Streets and along the Main Road (N2) in the vicinity of Piesang Valley Road foot bridge.

Records received from the Eden District Municipality Education Department (EDMED) in 2011 indicated that there were a total of 5 primary, secondary and combined schools in Bitou LM that were served by 7 learner contract routes and each of these schools received a learner subsidy from the Western Cape Education Department (WCED).

7.2.6.1.4 EMERGENCY MEDICAL SERVICES

The EMS is a subsidiary of the Department of Health and is divided into emergency and Healthnet services. Healthnet is not an emergency service, but it provides services for patients going for treatments and to collect medication. There is 1 Patient Transport Vehicle (PTV) servicing the 1 sub-station within Bitou LM.

7.2.6.2. OPERATING LICENSING STRATEGY

An OLS is a strategic document that should enable planning authorities to make recommendations and representations to the Provincial Regulatory Entity (PRE) in respect of applications for operating licences for all types of public transport, with the exception of tourism and charter services. As these recommendations are binding in terms of section 39(4) of the National Land Transport Act (NLTA, Act 5 of 2009), the OLS must provide the planning authority with reliable and accurate information on which to base its decisions. This section is an extract from the 2011 OLS for the Bitou LM which was informed by the 2011 CPTR.

7.2.6.2.1. PROCESS

The CPTR data collection in Bitou LM was carried out during October and November 2011. The surveys, which included NMT surveys, cordon surveys and taxi rank surveys, were done on a typical weekday (06:00 to 18:00) and on a Saturday (08:00 to 14:00) to establish the fluctuation in demand.

The relevant legislation, national and provincial policies guiding the OLS and the disposal of operating licences were used to develop the OLS. The LM's OLS contains an analysis of the utilisation of minibus taxi services in relation to the available capacity. The analysis is based on the utilisation levels obtained through surveys, as well as the operating license information and resulting capacities obtained from the PRE.

In order to develop an OLS and make recommendations regarding the issuing of operating licenses, it was important to analyse each route separately with regard to the demand and

supply of public transport services. A route in this context refers to a single origin-destination or a combination of routes with the same origin and destination, but with route variations distinguishing them. Additionally, information from the EDM Mobility Strategy is incorporated into the observations and recommendations.

The actual route driven by the operator varies depending on the demand at any point in time as well as the actual destination of the passenger. In this way, the operators respond to the demand and make minor adjustments to the service to suit the needs of the demand. Therefore, where a route serves the same origin and destination, but has minor route variations, it is treated as a single route.

7.2.6.2.2. RECOMMENDATIONS

The resulting recommendations focus on current capacity, whether or not additional operating licences can be issued and the enforcement of illegal operations.

Analysis of the PRE information of the existing licenses reveal that there are too many operating licences issued on existing taxi routes when compared with the perceived (surveyed) demand. Most of the routes can potentially warrant an investigation into additional operating licenses. Seemingly, unlicensed operators are meeting the passenger demand on such routes. Some of these operators may include those awaiting documentation from the PRE. Most of the routes can potentially warrant an investigation into additional operating licenses. Seemingly, unlicensed operators are meeting the passenger demand on such routes. Some of these operators may include those awaiting documentation from the PRE.

Law enforcement is a vital component, but there are a number of challenges to enforcement in the short-term and the various strategies are recommended to improve the current conditions. These include additional resources for enforcement, the enforcement of illegal operations, training and the provision of a public transport depot in the EDM.

7.2.6.2.3. IMPLEMENTATION

The following prioritised actions are required for implementation of the proposed public transport strategies:

- Assistance to the local authorities in managing operating license applications
- Identification of routes with significantly high numbers of illegal operators in order to utilise law enforcement services effectively
- Update of the PRE EDM public transport registration database.
- The implementation of an IPTN for the EDM
- Maintain close relations with the PGWC to ensure intimate knowledge of NLTA-related processes and impact on public transport operations.

The implication of the prioritised projects is not clear at this stage as it is subject to the implementation of the IPTN for the EDM.

7.2.6.3. TRANSPORT NEEDS ASSESSMENT

In order to identify particular issues with respect to transport in the Bitou LM a public meeting was held on 30 October 2012 in New Horizons, Plettenberg Bay. The overall aim of the meeting was to ensure that any member of the public, as well as key identified interested parties, have an adequate opportunity to provide input into the updating and reviewing of the EDM ITP. The following issues were raised in the meeting:

Taxi – related issues

- Lack of proper public transport infrastructure (embayment and shelter) and services at taxi ranks
- Illegal taxi operators
- Informal taxi ranks to be upgraded to formal structures.

Non – motorised transport

- Additional bicycle lanes and more pedestrian crossings are needed for cyclist and children.
- Pedestrian routes are required along frequented roads.
- Potential pedestrian crossing locations were identified where pedestrians tend to cross roads. Of great concern was the crossing of the N2 especially between Kwa-Nokuthula and New Horizons. A need for a footbridge or a roundabout was identified.

Road conditions and road safety

- Generally roads require more maintenance, especially after heavy rainy seasons.
- A few gravel roads in the area do require surfacing.
- Drag racing occurs in the area.
- Intersection where traffic lights need to be erected where identified.

Freight

- Heavy vehicle drivers are picking up hitch-hikers along the N2 as this is a cheaper means of transport for the hitch-hikers.
- People with special needs
- There is a need for public transportation for persons with special needs, including the elderly.

Emergency Medical Transportation

- Only 1 ambulance is allocated per Municipality which is located in one town. Additional ambulances are required which could more efficiently service the Plettenberg Bay.

Parking Facilities

- Parking facilities are required at the local beach.

7.2.6.4. FUNDING STRATEGY AND SUMMARY OF PROPOSALS AND PROGRAMS

Summary of project proposals

The aim of this chapter is to summarise the project proposals, to develop a list of prioritised projects through project prioritisation and to arrive at an implementation plan that is affordable, given the available budgets and the different sources of funding available to the planning authority.

Project proposals were identified from the following sources: Previous projects contained in the 2010 ITP which were not implemented, reports and documents that describe needs as identified through previous public participation processes, stakeholder inputs and studies, public participation meetings and meetings and discussions and working groups with LM representatives. From the comments, suggestions, remarks and complaints gathered during the meetings with all the relevant parties mentioned above, an initial summary of issues/needs was compiled. The issues were then categorised into different transport focus areas. The projects are listed hereafter and the prioritised projects are highlighted in blue.

List of projects

N o	PROJECT	CASH FLOW				
		2013/14	2014/15	2015/16	2016/17	2017/18
NON-MOTORISED TRANSPORT						
1	Create a Pedestrian priority zone within the CBD (850m)	5 600 000	5 600 000	9 500 000		
2	Wittedrift road to Green Valley pedestrian walkway along MR395 (1300m)	2 300 000				
3	Kwa-Nokuthula Primary School pedestrian crossing	70 000				
4	Development of a local area NMT Plan		300 000			
5	Walkway along Marine Drive (MR383) from N2 to the taxi rank in Plettenberg CBD	400 000	1 500 000	1 500 000		
6	Walkway along Beacon Way	2 700 000				
7	Walkway and cycleway along Piesang Valley Road (DR1775)			500 000	4 500 000	4 500 000
8	New Horizon, Formosa Primary School pedestrian crossing		70 000			
9	Walkway and cycle lane along MR390 from N2/8 to MR395 (about 2 km and 1.5m wide)			400 000	4 000 000	4 600 000
10	Cycleway along MR395 from Wittedrift to N2/8 (approximately 8 km)		400 000	5 000 000	4 600 000	
11	Walkway and cycleway along N2 between Craggs and Kurland		400 000	4 000 000	3 600 000	
12	Walkway (about 5km)and taxi embayments (x3) along Longships Drive (MR382)			400 000	4 000 000	6 000 000
13	Walkway along beach front road from Beacon Isle Hotel to Robberg				4 000 000	6 000 000
14	Cycleway along DR1770 between N2 and Plettenberg Bay via Kranshoek				6 500 000	6 500 000
15	Speed humps (x3)on taxi routes in Ward 5 (Kwa-Nokuthula)				60 000	
16	Improve safety around Marine Drive pedestrian crossing					150 000

1 7	Pedestrian bridge across N2 between Kwa-Nokuthula and new Horizons		500 000	5 000 000	4 500 000	
	TOTAL BUDGET REQUIRED PER PSO3 PROGRAM PER ANNUM	11 070 000	8 770 000	26 300 000	35 760 000	27 750 000
	TOTAL BUDGET REQUIRED PER PSO3 PROGRAM FOR NEXT 5 YEARS	109 650 000				
PUBLIC TRANSPORT						
1 8	Scholar bus stop at Keurboomstrand on MR394, including a public transport embayment	200 000				
1 9	Upgrading of Plettenberg Bay Taxi Rank	500 000	7 500 000	7 500 000		
2 0	Shelter and embayment needed along MR389 between roundabout and Odwell Way			400 000		
2 1	New rank at “Coming Together” node along N2				8 000 000	10 000 000
2 2	Taxi embayments along the N2 in the vicinity of New Horizon				400 000	
2 3	2 taxi stops for Kurland in new extension			800 000		
2 4	2 taxi stops for Kranshoek along the main road				800 000	
2 5	Taxi embayment and shelter along Marine Drive/ Challenge intersection				400 000	
2 6	Taxi embayment and shelter along Marine Drive/ Cutty Shark intersection				400 000	
2 7	Taxi embayment and shelter along Marine Drive/ Muller intersection				400 000	
2 8	Taxi embayment and shelter along Magoto Street in Kurland			400 000		
2 9	Taxi embayment and shelter at Jakobregop/ Steve Biko intersection, Kurland			400 000		
3 0	Taxi embayment and shelter at Sksona/ Biko intersection, Kwa-Nokuthula			400 000		
3 1	Taxi embayment and shelter at the 2nd Skosana/ Sishuba intersection (not at the rank), Kwa-Nokuthula			400 000		
3 2	Taxi embayment and shelter at Gqamlamu/ January intersection in Kwa-Nokuthula					400 000
3 3	Taxi embayment and shelter at Shishuba/ Tshembese intersection, Kwa-Nokuthula					400 000
3 4	Improved public transport and learner transport services as part of an Integrated Public Transport Network		400 000			
3 5	Manage operating license applications and improved communication between taxi operators and the PRE	20 000				
3 6	Law enforcement services	20 000				
3 7	Update of the PRE EDM public transport registration database		2 000 000			
3 8	Close relations with the WCG to ensure knowledge of NLTA- related processes and impact on public transport operations	120 000				
3 9	Identification of all un-scheduled stops in the town and identification for a suitable location		200 000			
	TOTAL BUDGET REQUIRED PER PSO3 PROGRAM PER ANNUM	860 000	10 100 000	10 300 000	10 400 000	10 800 000
	TOTAL BUDGET REQUIRED PER PSO3 PROGRAM FOR NEXT 5 YEARS	42 460 000				

ROADS						
40	Traffic signals at N2/ Beacon Way junction	300 000	4 700 000			
41	Safety investigation along Main Street, Plettenberg Bay	300 000				
42	Safety investigation along Marine Drive, Plettenberg Bay	300 000				
43	Safety investigation at N2/ Marine Driver intersection, Plettenberg Bay	300 000				
44	Development of a Transport Master plan to respond to growth and development opportunities		500 000			
45	Parking at Robberg 5 to be re-established (about 2 km of angled parking)				1 500 000	2 000 000
46	Ring road system to decongest the CBD			400 000	4 000 000	6 000 000
47	Resurfacing of streets	4 000 000	5 000 000	6 000 000	5 000 000	5 000 000
48	Rehabilitation of roads	2 000 000	8 000 000	8 000 000		
49	Upgrading of the Beacon Way corridor (portion of the N2 to Plett CBD to be re-built)	400 000	5 000 000	4 600 000		
50	Surface Kranshoek Road (DR7207)				3 000 000	6 700 000
51	Storm water improvement along Green Oak Street (construction of a speed hump)					70 000
52	Implementation of traffic signals at Sishuba/ N2 at Kwa-Nokuthula			300 000	470 000	
TOTAL BUDGET REQUIRED PER PSO3 PROGRAM PER ANNUM		7 600 000	23 200 000	19 300 000	13 970 000	19 770 000
TOTAL BUDGET REQUIRED PER PSO3 PROGRAM FOR NEXT 5 YEARS		83 840 000				
TOTAL BUDGET PER YEAR		19 530 000	42 070 000	55 900 000	60 130 000	58 320 000

Table 57: List of LITP projects

After estimation of the cost of implementation of the priority projects, the next step would be to identify all possible sources of funding available to transport over the five-year implementation period. The available funding then needs to be matched with the costs of implementation to determine the affordability cut-off line.

The municipal budget for transport projects in Bitou LM is expected to be R36.5 million over the next 3 years. Discussions with the officials of the EDM indicated that they do not have a dedicated budget for transport, but that it comprises budget items of the LM's and the Province. EDM is not the designated road authority for provincial roads. Therefore the final prioritisation of the roads projects, as well as budget allocations, is based on final prioritisation conducted by the WCG on the PLTF. The road projects included on the WCG are listed below.

Roads projects of WCG

Project	Description	'2012/13	'2013/14	'2014/15	'2015/16	'2016/17	'2017/18	Period total
C0816: Rehab/Reseal DR1770, rehab DR1775, MR382 & MR390 - Plettenberg Bay	Rehabilitation & Reseal of DR1775, MR382 and MR390 near Plettenberg Bay.	46 920	0	0	0	0	0	46 920
C0865.05: Flood Damage Repairs to DR1615 - Sedgfield (Hoogekraal)	Flood damage repairs to DR1615 near Sedgfield	0	0	0	501	599	0	1 100
TOTAL		46 920	0	0	501	599	0	48 020

The LM projects were prioritised in one-on-one meetings with the various municipal officials which Bitou LM eventually revised indicating their preferred priority projects. Prioritisation of road maintenance projects took place through the Infrastructure Management Query Software (IMQS) Pavement Management System.

7.2.7. AIR QUALITY MANAGEMENT PLAN

The Air Quality Management Plan is a statutory requirement in the National Environmental Management: Air Quality Act 39 of 2004 section 15(1). The objective of the plan is to investigate the state of air quality in the region with respect to the relevant knowledge and capacity. With the promulgation of the National Environmental Management: Air Quality Act the focus of air quality management shifted from source control to management of pollutants in the ambient environment through air quality management planning.

The Bitou Air Quality Management plan was approved on the 27 June 2013 and the Council resolution number is C/4/47/06/13.

Section 24 of the Constitution provides for the rights of citizens to an environment that is not harmful to their health or well-being. The Air Quality Act 39 of 2004 seeks to generally give effect to that right and requires as per section 15 of that Act

Bitou Municipality will pursue the vision and mission of the AQMP through a series of nine objectives, each aimed at supporting the air quality management plan compiled for EDM

Objective 1: Set Air Quality Goals

Objective 2: Set Up Air Quality Manager System

Objective 3: Carry Out Risk Assessment

Objective 4: Assess and Select Control Measures

Objective 5: Implement of Intervention and Monitoring Effectiveness

Objective 6: Revise Air Quality Goals

Objective 7: Integrate the AQMP into the IDP

Objective 8: Compliance Monitoring

Objective 9: Review the Air Quality Management Plan

In various sections of the AQMP Bitou Municipality executes its air quality management obligations in close co-operation with Eden's AQO. Following this approach will provide the best co-operation to air quality management in the Bitou region

7.2.8. COASTAL MANAGEMENT PLAN

Bitou's location along the coast and its vegetation makes coastal management one of the most important plans that should accompany the IDP. The community proposed a wetlands project and this is aimed at preserving the wetlands and its biodiversity. There is also conservation that needs to take place especially along the Indian Ocean and the Keurbooms River.

The National Environmental Management: Integrated Coastal Management Act, Act 24 of 2008 (ICM Act) specifies a number of responsibilities for Municipalities regarding the sustainable development and management of the coastal environment. In terms of chapter 6 of the National Environmental Management: Integrated Coastal Management Act 24 of 2008 it is required that all coastal Municipalities develop a Coastal Management Programme (CMP).

Coastal management in the Western Cape is managed at district level Municipalities and Bitou Municipality is located within Eden District Municipality. Eden District Municipality has drafted a Coastal Management Programme. The drafts await endorsement by the Nation Department of Environmental Affairs.

The draft CMP provides a vision for the entire district which expresses "the coastal zone is Eden's most significant asset and must be nurtured through innovative and integrated cooperative management interventions that will ensure both the environmentally sustainable functioning and enhancement of the natural systems, while optimizing economic and social

benefits, protecting the diverse cultural heritage, maintaining its unique sense of place, increasing awareness through education and ensuring the spiritual well-being of all users.”

The CMP outlined objectives that seek to give effect to the vision of the CMP, are the following:

1. Public access

Public access was viewed as the highest priority of Eden Coastal Management Programme. Reasonable and equitable access to the coastal public property must be recognized as a basic human right. All known legal coastal access must be clearly demarcated and indicated on the maps and on the ground. Keurbooms was identified as one of the coastal areas with public access that were not clearly indicated for the public and requires special attention

2. Infrastructure spatial planning and development

Existing infrastructure within the coastal zone must be maintained or upgraded so as to prevent degradation of the environment and all existing spatial planning strategies must be strictly enforced. All future infrastructure and developments should be restricted to land already zoned for that purpose and no new zonings must be considered within the coastal protection zone. Future spatial planning strategies must consider the coastal protection zone as a no-go area for infrastructure or developments and set back lines must be determined as a matter of priority.

3. Biodiversity protection, conservation & enhancement

Biodiversity must also be protected and conserved through innovative spatial planning strategies, a network of protected conservation areas, proactive management and the prevention of over exploitation. Biodiversity should be enhanced through alien eradication, re-introduction and nurturing of indigenous fauna, flora and rehabilitation programmes

4. Water quality and quantity

Organs of state and other interested NGO's must co-operate to ensure that water resources are managed in such a way as to ensure a clean and healthy environment that supports ecosystem functioning and the well-being of all users.

5. Education and awareness

The value of the Municipality environment and its people must be communicated at all levels of basic education and within communities and a culture of learning, co-operation and sense of ownership fostered between organs of state and civil society.

6. Economic development, tourism and recreation

Confidence and an enabling environment must be created in the Municipality in order to attract private investors and government programmes to boost the economy, create jobs and raise the profile of the area; all within a framework that preserves the integrity of a district as a whole.

The plan requires the Municipality to address the following actions:

Outcome / Response Required	Municipal Action	Timeframe
Development of blue flag beaches	Continuous provision of services and facilities. Effective management and development of coastal management committee Providing open public access to beaches	2013/2014 2014/2015
Equal access to economic opportunities and public resources	Municipality is developing an Integrated Coastal Zone Management Plan (ICZMP). Awareness and education campaigns to inform and educate the public on opportunities that exists and the rights they can practice within coastal zones.	2013-2018
Exploiting tourism and economic growth potential that exists	ICZMP will focus on coastal management strategies that will protect the coastal zone and maintenance facilities and service provision	2013-2018
Conserving natural resources and protecting critical bio diversity area.	Municipality is in the process of developing an overall Environmental Management Framework(EMF) Environmental Management Programs for the following estuaries: Piesang River Salt River Matjies River	2014/2015 2015/2016
Coastal Planning Scheme By-laws	Development and approval of By-laws	2013/2014 2014/2015

Table 58: Coastal management implementation plan

Due to the IDP lending itself to concerns around officials abusing the use of Municipal vehicles.

It is imperative that we implement a new Fleet Management Policy. This policy is currently in circulation to all Department HOD's to get their inputs and must form part of the agenda at the next council meeting.

The new Fleet Management Policy will ensure that we at Bitou Municipality strive towards us operating an efficient and cost effective Fleet of vehicles to better enable us to deliver on Service Delivery.

Fleet Management are in the process of the Fleet replacement project, whereby a decision was made to rather procure our fleet with an outright purchase of vehicles. This decision was based on the high operational cost associated with the leasing of vehicles.

This project will address some of the service delivery issues that surround the following departments: Electrical, Waste –Refuse, Public Safety, Water and Roads.

Project cost: R 6 000 000.00

The procurement of vehicles that each department requires in order to meet its service delivery demands will be resolved by July 2015.

DEPARTMENT	VEHICLE DESCRIPTION	QUANTITY
Electrical	Bakkies	8
	Cherry Picker	1
	Hydraulic Crane Truck	1
Waste –Refuse collection	Refuse compactor Trucks	2
	Bakkies	2
Public Safety	Bakkies	7
	MPV	1
	Sedans	7
Water Department	Trucks	2
Roads	Bakkies	1
	TLB -Grader	1

The Fleet replacement plan will be an on-going exercise to ensure that our fleet is able to deliver during the execution process of our department's demands.

7.2.10. DISASTER MANAGEMENT PLAN

As per Section 53 (1) of the Disaster Management Act, 57 of 2005 each Municipality must:

Prepare a disaster management plan for its area according to the circumstances prevailing in the area;

- co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players; and
- Regularly review and update its plan; and through appropriate mechanisms, processes and procedure established in terms of Chapter 4 of the MSA, consult the local community on the preparation or amendment of its plan.

The disaster management plan for a municipal area:

- forms an integral part of a Municipality's Integrated Development Plan;

- b. anticipates the types of disasters that are likely to occur in the municipal area and their possible effect;
- c. places emphasis on measures that reduce the vulnerability of disaster-prone areas, communities and households;
- d. seeks to develop a system of incentives that will promote disaster management in the Municipality;
- e. identifies the areas, communities or households at risk;
- f. takes into account indigenous knowledge relating to disaster management;
- g. promotes disaster management research;
- h. identifies and address weaknesses in capacity to deal with disasters;
- i. provides for appropriate prevention and mitigation strategies;
- j. facilitates maximum emergency preparedness; and
- k. Contains contingency plans and emergency procedures in the event of a disaster.

A regional disaster risk assessment was completed in April 2006 by the Eden DM. Fires (Wild Mountain - and shack fires); flooding, drought and road accidents were identified during this assessment process as the main disasters faced by Bitou Municipality. Natural disasters pose a serious threat to the natural assets and resources of the Municipality.

A fully equipped municipal disaster management centre for the region is located in George at the offices of Eden DM. The Eden Municipal Disaster Management Centre (EMDMC) provides a 24 hour call taking and dispatch facility. An organisational facility is also available that is not only used as a Joint Operation Centre (JOC) during disasters, but also as a venue for planning sessions outside disaster periods. A tactical facility is available as well as offices for various emergency services. The aim is to make it a one stop centre for all incident reporting. This centre is a big advantage to Bitou Municipality as it is too costly for Bitou to have its own disaster management centre.

Disaster management functions are currently performed by the Fire and Disaster Management Sub Directorate. The Municipality is also participating in capacity building exercises coordinated by EDMC in collaboration with the Provincial Disaster Management Centre. The following training was provided:

- a. Disaster management planning
- b. Development of contingency plans

Bitou Municipality entered into a shared fire fighting service agreement with Eden DM. This entails the following:

- ✓ Bitou provides infrastructure, equipment, vehicles and operational cost for Kurland sub-fire station.
- ✓ Eden DM covers all personnel related cost

Bitou Municipality drafted and approved a Level 1 Disaster Management Plan in April 2008. This plan made provision for:

- 1. the allocation of responsibilities to various role players;
- 2. the coordination of the responsibilities;
- 3. prompt disaster response and relief;
- 4. the establishment of communication links and dissemination of information; and
- 5. other matters that may be prescribed.

Bitou Municipality just completed a Level 2 Disaster Management Plan. The plan will be submitted for Council approval in May 2014.

The Municipality will develop detailed programmes to address the above requirements during this IDP period.

Outcome / Response Required	Municipal Action	Timeframe
Ensure Safety of Community	Risk identification	Annually
Ensure Safety of Community	Upgrade and replace emergency equipment for the fire department	2014/15 2015/16
Ensure Safety of Community	Install new and replace existing fire hydrants	2014/14 2014/15
Immediate Relief to Victims	Operating Budget	Annually
Emergency Housing Kit	Operating Budget	Annually
Awareness (Fire prevention)	Awareness Campaigns	Annually
Updated & signed fire fighting service agreement	Renewal of agreement with Eden DM	Annually

Table 59: Disaster management plan implementation plan

7.2.11. THUSONG SERVICE CENTRE PROGRAMME

The Municipality is working closely with all sector departments and management of the Thusong Centre to upgrade, maintain and manage the facility as an asset for the community of Bitou. The Municipality started to make provision for the Thusong Centre in its operational budget and will continue doing so.

There are currently requests to upgrade the Thusong Centre and the Kranshoek centre. The provincial government is working tirelessly to revive Thusong Centres and to restore the initial purpose of these centres of being a one stop government service centre.

Challenges of Simunye Thusong Centre:

1. The Thusong Centre is too small and cannot be upgraded and the existing offices cannot be extended. As a result the Department of Social Development will vacate their office for bigger premises;

2. The revenue generated by the centre is not sufficient to sustain it;
3. A lot of maintenance needs to be under taken to revive it and maintain its aesthetics.

Outcome / Response Required	Municipal Action	Timeframe
Signed lease agreements with all tenants	Draft lease agreements	2013/14
Viable funding model	Investigate funding model for centre	2013/14
	Budget for Centre	2014/15 & 2015/16

Table 60: Thusong centre implementation programme is continuous.

7.2.12 RISK MANAGEMENT PLAN

Risk management is as much about identifying opportunities as avoiding or mitigating losses. It is a logical and systematic process of establishing the context, identifying, analysing, evaluating, treating, monitoring and communicating risks associated with any activity, function or process, in a way that enables an organisation to minimise losses and maximise opportunities.

Section 62 of the Municipal Finance Management Act (MFMA), No. 56 of 2003, states that the Accounting Officer should take all reasonable steps to ensure that the Municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control, as well as the effective, efficient and economical use of the resources of the municipality.

In order to ensure the inclusion of all the factors impacting on Risk Management within the Municipality it is important to identify the environment within which the Municipality operates. As with most municipal disciplines the risk management environment has altered substantially and requires a complete review of current policies, practices and assumptions. The Municipality identified its risk environment which is summarised on the figure below:

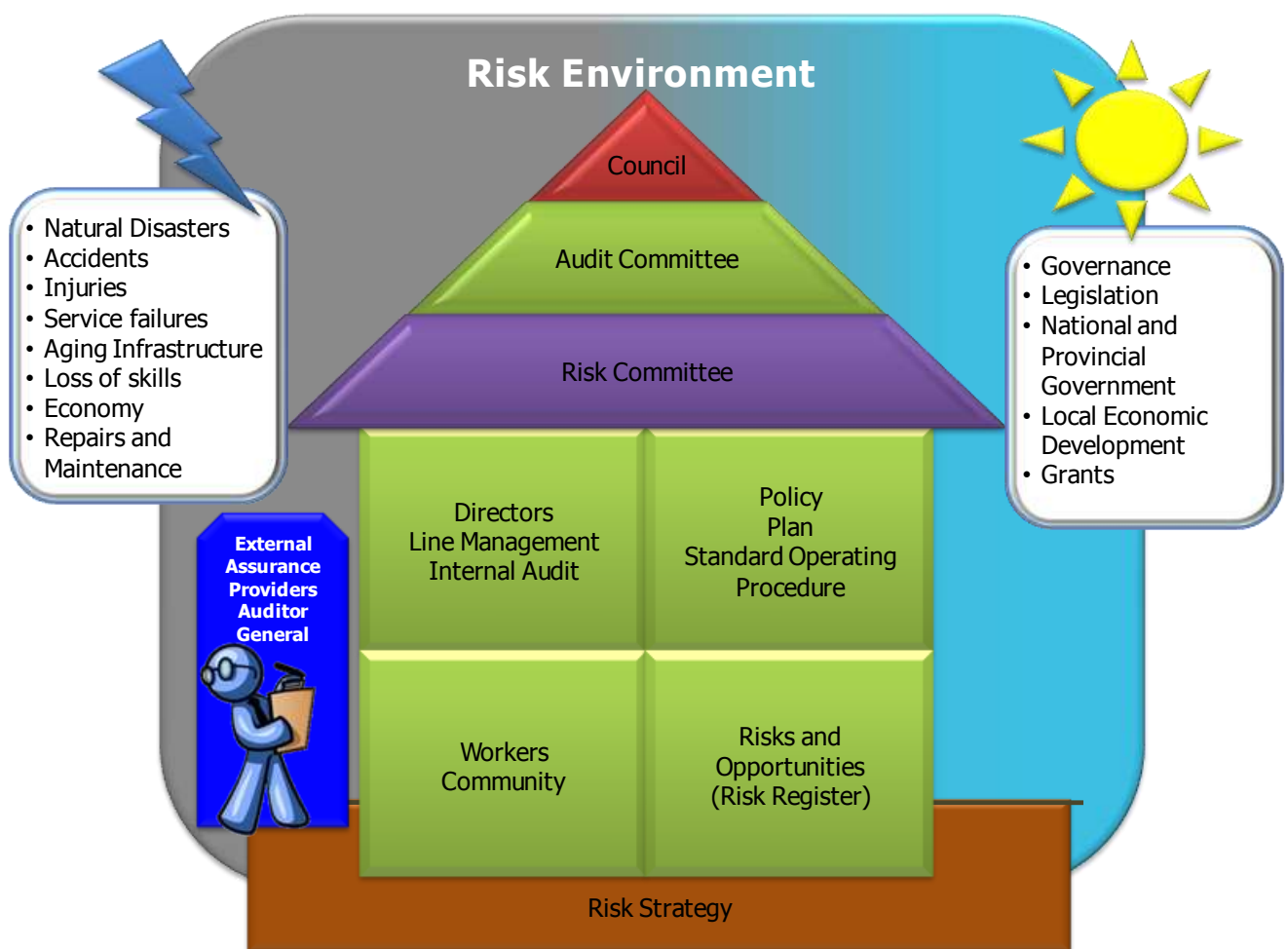


Table 61: Risk environment

Council has adopted a risk management policy and strategy in compliance with the Municipal Finance Management Act and King II during June 2008. Operational and Strategic Risk Assessment workshops were conducted and the following top risks per department were identified:

TOP RISKS PER DEPARTMENT	
MSID	CORPORATE SERVICES
1. Insufficient Funding	1. Insufficient Funding
2. Shortage of Skills and Personnel	2. Shortage of Skills and Personnel
3. Non Compliance to legislation and Policies	3. Non Compliance to legislation and Policies
4. Health and Safety risks	4. Health and Safety risks
5. Poor Staff Discipline	5. Non Implementation of Council Resolutions
6. Water and electricity losses	6. Fraud and Unethical Behaviour
7. Ageing fleet and Infrastructure	7. Poor Interdepartmental Communication
8. Illegal Connections	8. Abuse of Sick leave
9. Climate Change	9. Inadequate office space

TOP RISKS PER DEPARTMENT	
MSID	CORPORATE SERVICES
	10. Litigations
FINANCE	COMMUNITY SERVICES
1. Insufficient Funding	1. Insufficient Funding community development projects
2. Shortage of Skills and Personnel	2. Shortage of Skills and Personnel to plan and implement municipal programmes
3. Non Compliance to legislation and Policies	3. Non Compliance to legislation and Policies
4. Health and Safety risks	4. Poor Staff Discipline
5. Fraud and Corruption	5. Poor Interdepartmental Communication
6. Poor Contract Management	6. Fraud and corruption
7. Ineffective SCM processes	7. Lack of land for housing development
8. Poor Interdepartmental Communication	8. Lack of Disaster Management capabilities
9. Ineffective Asset Management	9. Abuse of sick leave by employees
10. IT failure	10. Public Unrest result in vandalism and physiological risks
STRATEGIC SERVICES	POLITICAL OFFICE
1. Insufficient Funding	1. Inadequate funding
2. Shortage of Skills and Personnel	2. Mismanagement of projects
3. Non Compliance to legislation and Policies	3. Ineffective communication
4. Health and Safety risks	4. Perceived Pollicisation of projects
5. Poor Service Delivery	
6. Poor integration between IDP and Budget	
7. Poor Performance	
8. Ineffective Procurement Processes	
9. Loss of Income	

Table 62: Municipal potential risks

The following is required in terms of Risk Management:

OUTCOME / RESPONSE REQUIRED	MUNICIPAL ACTION	TIMEFRAME
Update risk management policy	Submitted to and approved by Council	2014/15
Updated risk register	Facilitate risk assessment engagements	2014/15

OUTCOME / RESPONSE REQUIRED	MUNICIPAL ACTION	TIMEFRAME
	Compile a risk register for each department	
Appointment of a Risk Manager / Official	Provide budget for post Recruitment and selection process	2014/15

Table 63: Implementation of the risk programme

7.2.13. WORKPLACE SKILLS PLAN

Bitou Municipality has a skills development plan which is updated and reviewed every year in line with the prescripts of the Skills Development Act 1998 (Act No. 97 of 1998). The act aims to improve the quality of life of the labour force, their prospects of work, improve productivity in the workplace and to encourage workers to participate in leadership and other programmes.

The Municipality promotes and implements skills development strategies to capacitate its staff to participate in the implementation the objectives of the Integrated Development Plan.

The workplace skills plan is the key strategic planning document relating to workplace training, career path and employment equity for the Municipality. The workplace skills plan is prepared annually and each municipal department is required to implement the plan with the support of the Corporate Services Department. The budget is made available for skills development and is reviewed quarterly to ensure implementation of the plan.

7.2.14. PERFORMANCE MANAGEMENT POLICY FRAMEWORK

The policy framework approved by Council prescribes the methodology that the Municipality implemented to measure the overall performance of the organisation. The performance management system is discussed in Chapter 9 of this document.

OUTCOME / RESPONSE REQUIRED	MUNICIPAL ACTION	TIMEFRAME
Implement performance management incrementally to all levels of staff	Implementation of performance management to all level in a phased approach	On-going
Review Performance Management Framework	Submitted reviewed framework to Council	2013/14

OUTCOME / RESPONSE REQUIRED	MUNICIPAL ACTION	TIMEFRAME
Quarterly performance reports in terms of the top layer SDBIP	Submit quarterly reports to Council	On going

Table 64: PMS implantation programme

7.3 OTHER MUNICIPAL FUNCTIONS

7.3.1. CEMETERIES

The Municipality currently has 8 cemeteries located throughout the municipal area. The majority of the cemeteries have limited capacity. The table below indicates the capacity of cemeteries as of 2013.

Location	Nr of Cemeteries	Current Occupancy (%)
Plettenberg Bay	1	100%
Wittedrift	2	75%
Kranshoek	1	75%
Kwa-Nokuthula	1	50%
New Horizon	1	100%
The Craggs	2	60%

Table 65: Status of cemeteries

The capacity of the existing cemeteries is inadequate for the area and finding vacant land for new cemeteries or extensions to existing cemeteries needs to be explored given the current capacity challenges. The Municipality made provision in the budget (2013/14) for the planning and development of a cemetery.

Bitou Municipality appointed Marike Vreken Urban and Environmental Planners to conduct an investigation into the suitability of five alternative sites to establish a new regional cemetery consisting of at least 12 ha and also incorporate an integrated urban development. Phase 1 of the study is to investigate the five sites and to identify the most suitable alternative. Phase 2 will be the design of the cemetery and integrated development as well as obtaining authorisations and development rights for the new regional cemetery and integrated urban development. This report serves as Phase 1 of this study.

Site alternatives

Bitou Municipality identified five potential properties that could be used for cemetery purposes. The properties are listed below and shown in Figure 1.

- Site A Portion 28 of Knysna Farm Wittedrift No 306;

- Site B: Portion 1 of Knysna Farm Ganse Vallei No 444;
- Site C: Portion 3 of Knysna Farm Hill View No 437;
- Site D: Portion 33 of Knysna Farm Hill View No 437;
- Site E: Portion 7 of Knysna Farm Harkerville No 428.

7.3.2 AIRFIELDS AND LANDING STRIPS

Bitou Municipality has one public airfield, namely the Plettenberg Bay Airport. It is located to the southwest between Plettenberg Bay town and Kranshoek. The airport precinct has a land area of approximately 62 hectares.

Location	ICAO Code	IATA Code	Usage	Runway	Runway Dimensions
Plettenberg Bay	FAPG	PBZ	Civilian	Paved, lighted	1 220 x 20 meters

Table 66: Airfield information

Commencing in March 2014, the airport is currently being service by scheduled flights between Johannesburg and Cape Town on Fridays, Saturdays and Sundays. The airline concerned is operating a 19 seat commuter aircraft and operates on a number of routes to smaller towns such as Margate, Lephalale and Kathu. The airline undertook, at its own expense to do painting and maintenance on the airport building as well as installing an X-ray baggage scanner and a metal detector to ensure CAA and ICAO compliance.



Figure 34: CemAir aircraft landing for the first time at Plettenberg Bay Airport

Additional security personnel were trained and certified in the use of the equipment and work shifts on the days of the scheduled service. The fire brigade was certified as being compliant with CAA requirements for the scale of the airport operation.

The airline operator, at their own expense, placed on station 300 litres of fire retardant at the airport, as well as sending a certified Fire Instructor to train fire brigade personnel on emergency procedures regarding the aircraft being used.

The runway at 1220m can accommodate aircraft capable of carrying 50 passengers. If the demand for larger planes increases the runway could be extended by a further 250 metres without having to acquire additional land.

The entire airport precinct is to be surveyed to establish with certainty, current land usage, and potential future land use areas. This will be the basis of a strategic business plan, to ensure maximum returns for the broader community from this unique asset.

Land can then be made available through sale or public private partnership for development and occupancy by suitable commercial enterprises, not only in aviation, but sectors such as ICT, logistics, light manufacture and the like.

An upgrade of the airport will encourage current general aviation activities such as air charter, aircraft maintenance organisations and flight training. The airport is a unique strategic asset and should be evaluated on a rolling ten, twenty, and thirty year timeline. The economic multiplier effect of the

airport should be in the region of 1: 3.3 from on-airport activities. The value to tourism through ease of access to Plettenberg Bay and surrounding areas has high economic potential, in addition to the development potential in terms of relevant land development and appropriate business mix.

7.4 SECTOR DEPARTMENTS

Chapter 5 of the MSA provides direction on co-operative governance, encouraging municipalities to develop their strategies in line with other organs of state so as to give effect to the five-year strategic plan. It goes further to inform that the IDP must link, integrate and co-ordinate development plans for the Municipality. Resources and capacity must align with the implementation of the plan, forming the foundation on which the annual budget must be based. The plan must also be compatible with national development plans and planning requirements binding on a Municipality in terms of legislation.

The IDP should therefore guide where sector departments allocate their resources at local government sphere. The Municipality should however also take into consideration the sector department's policies and programmes when developing its own policies and strategies. For this reason it is in the interest of the sector departments to participate in municipal IDP planning processes to ensure alignment between programmes.

7.4.1 SECTOR DEPARTMENTS FOOT-PRINT

The Department of Local Government is championing a process which is called an IDP indaba (Colloquium of All spheres of government). The indaba is divided into two. In the first indaba provincial and national departments present to municipalities their focus areas. This process is followed by a submission of municipal priorities for sector departments. These priorities are meant to be catalytic for further development and investment promotion.

After receiving the municipal priorities, departments then allocate resources to address the proposed priorities, if these priorities are in line with the department's strategic focus areas.

The IDP indaba 1 was held on the 06 October 2014 in Mosselbay. The Municipal Manager HOD's and IDP Manager attended the joint planning initiative. The Municipal manager presented the municipal case for the Western Cape Joint Planning initiative. A comprehensive list of proposed interventions were presented at the INDABA 1.

INDABA 2 was also held in Mosselbay, sector departments presented their interventions for the 2015/2016 and beyond projects. There were a number of agreements reached between the Municipality and Province.

Municipality	Ref No:	Project Description	Salient Points of Discussion	On Site Agreement / Action Items	Deadline (Per Quarter)/ Urgent Matters end March)	Progress (Sector update/Response)	Agreement Status No response Partially addressed Fully addressed
Bitou	EDM Agreement 81_2014	Accessibility at Green Valley Clinic	The municipality requested funding from the Department of Health in order to make the Wittedrift Clinic more accessible. The clinic is currently a shared facility at the community hall, the road is of poor quality and the parking area is unpaved.	It was agreed that a bilateral with Bitou municipality and the Department of Health be set up to discuss the issue of accessibility to the Green Valley Clinic as well as the possibility of adding an annexure in the future.	15-Apr-14	<p>June 2014: DOH: Letter written to Municipality on this. Health will do paving project in 2014/15 financial year if funding can be acquired.</p> <p>July 2014: Bitou Municipality: The municipality is reliant on the commitment made by the department of health.</p> <p>November 2014: DOH: Just comments to review this understanding: DOH is planning to pave the area. Letter sent to Municipality asking them to pave the road to the facility. Still awaiting reply.</p> <p>DLG: For municipal response</p> <p>January 2015: DOH: Status quo remains.</p> <p>February 2015: DOH: DOH will initiate paving project before end of financial year. Letter written to Municipality re request for improved access. Awaiting response from Municipality</p>	Referred to municipality

						<p>re feasibility of improved access. IDP Indaba Update: DOH: The paving has been completed</p> <p>March 2015 : DLG: DOH awaits response from the municipality with regard to the feasibility of improved access. For Municipal Attention</p>	
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Table 67: Indaba 2 agreements

Executive Summary

The application of sound financial management principles for the compilation of Bitou Municipality's financial plan is essential and critical to ensure that Bitou Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

Bitou Municipality's business and service delivery priorities were reviewed as part of this year's planning and budgeting process. Where appropriate, funds were transferred to address crucial service delivery needs and to ensure compliance with legislative requirements and to meet service delivery obligations. The current year adjustment budget is reflective of this principle and supports the municipality's quest for financial sustainability.

Bitou Municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers and to ensure that all revenue due is billed and collected. Furthermore, Bitou Municipality has undertaken various customer care initiatives to ensure the municipality truly involves all citizens in the process of ensuring true community participation.

National Treasury's MFMA Circular No. 77 and 75 were used to guide the compilation of the 2015/16 MTREF.

The main challenges experienced during the compilation of the 2015/16 MTREF can be summarized as follows:

- The slow recovery from the economic downturn that is still hampering growth and development not only locally but provincially and nationally.
- Limited available own funding to fund much needed infrastructure.
- Above average population growth placing a strain on infrastructure and housing needs.
- Ageing and poorly maintained water, roads and electricity infrastructure;
- The increased cost of bulk electricity as a result of continued annual increases which is placing upward pressure on service tariffs to residents.
- Wage increases for municipal staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies;
- Availability of affordable capital/borrowing.

The following budget principles and guidelines directly informed the compilation of the 2015/16 MTREF:

- The 2014/15 February Adjustments Budget priorities and targets, as well as the base line allocations contained in this Adjustments Budget were adopted as the upper limits for the new baselines for the 2015/16 annual budget; where appropriate a zero base approached has been used.
- Tariff and property rate increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality, for instance the cost of bulk electricity and the continued escalation in the fuel price. In addition, tariffs need to remain or move towards being cost reflective, and should take into account the need to address infrastructure backlogs;

In view of the aforementioned, the following table is a consolidated overview of the proposed 2015/16 Medium-term Revenue and Expenditure Framework:

Table 68 Consolidated Overview of the 2015/16 MTREF

Description	Adjusted Budget R'000	Budget Year 2015/16 R'000	Budget Year 2016/17 R'000	Budget Year 2017/18 R'000
Total Operating revenue	477,439	510,145	544,325	592,945
Total Operating Expenditure	488,468	500,555	529,011	571,405
<i>Surplus/(Deficit) for the year</i>	38,582	54,365	56,002	47,739
Total Capital Expenditure	72,528	82,581	71,719	67,051

Table 68: Consolidated overview of the 2015/2016 MTREF

Total operating revenue has grown by 6.9% or R 32, 7 million for the 2015/16 financial year when compared to the 2014/15 last Adjustments Budget. For the two outer years, operational revenue will increase by 6.7% and 8.9% respectively, equating to a total revenue growth of R 115, 5 million over the MTREF when compared to the 2014/15 financial year.

Total operating expenditure for the 2015/16 financial year has been appropriated at R 500,5 million and translates into a budgeted surplus of R 54,3 million after taking into consideration capital funding from own revenue and Loan funding. When compared to the 2014/15 Adjustments Budget, operational expenditure has grown by 2.5% in the 2015/16 budget and increase by 5.7% for 2016/2017 and increases by 8.0% for 2017/2018 being the outer years of the MTREF. The operating surplus for the two outer years steadily increase by R 2,0 million for 2016/2017 and decrease by R 8,2 Million for 2017/2018 after capital funding is accounted for. These surpluses will be used to fund capital expenditure and to further ensure cash backing of reserves and funds.

The capital budget of R 82, 5 million for 2015/16 is 13.8% more when compared to the 2014/15 Adjustments Budget. This is mainly due to loan and own funding increasing. The capital program decreases to R 71, 7 million in the 2016/17 financial year and R 67, 0 million in the 2017/18 financial year. The major portion of the capital budget will be funded from Government grants and subsidies as the municipality's cash position is still under pressure thereby limiting its own funds to capital financing. A portion of the capital budget will be funded from borrowing over MTREF with anticipated borrowings not exceeding R 21, 0 Million per year over the MTREF. It needs to be noted that Bitou Municipality has not yet reached its prudential borrowing limits and so there is still room for increasing borrowing over the medium-term. It is however very important to ensure that the municipality sufficiently improves financially prior to the taking up of additional capital loan funding excessively more than the total current annual redemption. The repayment of capital and interest (debt services costs) will substantially increase over the MTREF and will therefore have an effect on the improved financial position of the municipality.

Operating Revenue Framework

For Bitou Municipality to continue improving the quality of life of its citizenry through the delivery of high quality services, it is necessary to generate sufficient revenue from rates and service charges. It is also important to ensure that all billable revenue is firstly correctly charged and secondly adequately collected. The prevailing economic circumstances are adding to the difficulties in collecting the revenue due to the municipality and additional savings initiatives will need to be implemented in the MTREF to ensure the financial sustainability of the municipality.

The expenditure required to address the needs of the community will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

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

- National Treasury's guidelines and macroeconomic policy;
- Revenue enhancement and maximizing the revenue base;
- Efficient revenue management, which aims to ensure a minimum 95% annual collection rate for property rates and other key service charges;
- Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- Moving towards cost reflective tariff increases for water, sanitation and refuse collection;
- Budgeting for a moderate surplus to ensure availability of cash reserves to back statutory funds and current provisions.
- Fully subsidizing all indigent households in terms of the relief offered by the municipality

The following table is a summary of the 2015/16 MTREF (classified by main revenue source):

Table 69 Summary of revenue classified by main revenue source

Description	Ref	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
R thousand	1										
Revenue By Source											
Property rates	2	66 730	84 155	95 015	110 314	110 314	110 314	110 314	116 933	123 949	131 385
Property rates - penalties & collection charges		-	-	-	3 485	285	285	285	302	319	338
Service charges - electricity revenue	2	90 451	94 001	100 054	109 308	109 308	109 308	109 308	123 179	138 810	156 425
Service charges - water revenue	2	29 979	35 411	35 555	40 022	40 022	40 022	40 022	42 546	45 208	48 037
Service charges - sanitation revenue	2	28 085	32 222	32 885	41 816	41 816	41 816	41 816	44 609	47 570	50 729
Service charges - refuse revenue	2	16 184	18 165	19 162	29 079	29 079	29 079	29 079	31 259	33 604	36 124
Service charges - other		-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		763	1 207	1 347	1 322	1 322	1 322	1 322	1 395	1 465	1 538
Interest earned - external investments		1 614	2 844	3 365	2 639	3 911	3 911	3 911	4 087	4 271	4 463
Interest earned - outstanding debtors		3 162	3 538	3 641	-	2 558	2 558	2 558	3 142	3 313	3 467
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines		5 144	4 864	28 612	5 300	30 591	30 591	30 591	32 426	34 047	35 920
Licences and permits		94	65	54	74	74	74	74	78	82	86
Agency services		761	1 140	1 147	1 439	1 439	1 439	1 439	1 518	1 601	1 689
Transfers recognised - operational		37 107	82 274	84 124	116 966	98 634	98 634	98 634	101 375	102 694	114 539
Other revenue	2	6 647	13 866	19 343	6 186	8 088	8 088	8 088	7 598	7 710	8 203
Gains on disposal of PPE		391	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		287 110	373 752	424 303	467 949	477 439	477 439	477 439	510 447	544 644	592 945

Table 69: Summary of revenue classified by main source

Table 70 Percentage of revenue by main revenue source

Description	Ref	2014/15 Medium Term Revenue & Expenditure Framework							
R thousand	1	Adjusted Budget	%	Budget Year 2015/16	%	Budget Year +1 2016/17	%	Budget Year +2 2017/18	%
Revenue By Source									
Property rates	2	110 314	23.11%	116 933	22.91%	123 949	22.76%	131 385	22.16%
Property rates - penalties & collection charges		285	0.06%	302	0.06%	319	0.06%	338	0.06%
Service charges - electricity revenue	2	109 308	22.89%	123 179	24.13%	138 810	25.49%	156 425	26.38%
Service charges - water revenue	2	40 022	8.38%	42 546	8.34%	45 208	8.30%	48 037	8.10%
Service charges - sanitation revenue	2	41 816	8.76%	44 609	8.74%	47 570	8.73%	50 729	8.56%
Service charges - refuse revenue	2	29 079	6.09%	31 259	6.12%	33 604	6.17%	36 124	6.09%
Service charges - other		–	0.00%	–	0.00%	–	0.00%	–	0.00%
Rental of facilities and equipment		1 322	0.28%	1 395	0.27%	1 465	0.27%	1 538	0.26%
Interest earned - external investments		3 911	0.82%	4 087	0.80%	4 271	0.78%	4 463	0.75%
Interest earned - outstanding debtors		2 558	0.54%	3 142	0.62%	3 313	0.61%	3 467	0.58%
Dividends received		–	0.00%	–	0.00%	–	0.00%	–	0.00%
Fines		30 591	6.41%	32 426	6.35%	34 047	6.25%	35 920	6.06%
Licences and permits		74	0.02%	78	0.02%	82	0.02%	86	0.01%
Agency services		1 439	0.30%	1 518	0.30%	1 601	0.29%	1 689	0.28%
Transfers recognised - operational		98 634	20.66%	101 375	19.86%	102 694	18.86%	114 539	19.32%
Other revenue	2	8 088	1.69%	7 598	1.49%	7 710	1.42%	8 203	1.38%
Gains on disposal of PPE		–	0.00%	–	0.00%	–	0.00%	–	0.00%
Total Revenue (excluding capital transfers and contributions)		477 439	100.00%	510 447	100.00%	544 644	100.00%	592 945	100.00%

Table 71: Percentage of revenue by main revenue source

Revenue generated from services charges remain the major source of revenue for the municipality amounting to 47.3% of total revenue.

The major sources of revenue for the 2015/2016 financial year can be summarized as follows:

Source	Amount (R Million)	Percentage
Assessment Rates	116.93	22.91%
Electricity revenue	123.18	24.13%
Water revenue	42.55	8.34%
Sewerage Charges	44.61	8.74%
Refuse Charges	31.26	6.12%
Grants and subsidies	101.37	19.86%

Table 72: Major sources of revenue for 2015/2016

Property rates is the second largest revenue source totaling 22.9% or R 116,9 million and increases to R123, 9 million by 2016/17. The third largest source is grants and subsidies totaling R 101, 3 million and mainly comprises of Equitable Share allocated through the Division of Revenue Act and Provincial housing allocation for the construction of Houses. Other operating grants include the Finance management grant, municipal systems improvement grant as well as EPWP incentive grant.

Other revenue consists of various items such as income received from permits and licenses, building plan fees, connection fees, fines collected and other sundry receipts and totals R 42, 6 Million for the 2015/2016 financial year. Departments have been urged to review the tariffs of these items on an annual basis to ensure they are cost reflective and market related.

Table 73 Operating Transfers and Grant Receipts

Description	Ref	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		21 526	26 425	32 804	44 701	44 701	44 701	60 730	67 444	74 158
Local Government Equitable Share		18 978	23 375	29 614	40 946	40 946	40 946	57 298	65 012	71 575
Finance Management		1 250	1 250	1 300	1 450	1 450	1 450	1 450	1 475	1 550
Municipal Systems Improvement		790	800	890	934	934	934	930	957	1 033
EPWP Incentive		502	1 000	1 000	1 371	1 371	1 371	1 052	–	–
Municipal Infrastructure Grant (MIG)		6	–	–	–	–	–	–	–	–
Provincial Government:		19 873	43 167	53 904	72 265	53 917	53 917	40 645	35 250	40 381
Housing		16 327	39 287	46 705	63 324	43 527	43 527	30 419	25 224	29 723
Proclaimed Roads		800	(498)	1 140	100	100	100	766	–	–
Library Services - Conditional Grant		425	468	525	2 007	2 007	2 007	1 471	1 559	1 653
Library Services - MRF Grant		2 069	3 439	4 884	6 578	6 578	6 578	7 853	8 324	8 824
CDW - Operational Support		52	54	33	35	35	35	36	38	40
Thusong Centre		–	218	218	221	221	221	100	105	141
Provincial Management Support Grant		200	200	400	–	1 449	1 449	–	–	–
Total Operating Transfers and Grants	5	41 399	69 592	86 708	116 966	98 618	98 618	101 375	102 694	114 539
Capital Transfers and Grants										
National Government:		24 065	29 203	15 949	26 914	26 914	26 914	29 703	28 253	26 199
Municipal Infrastructure Grant (MIG)		12 075	14 655	14 845	18 914	18 914	18 914	19 622	20 253	21 199
Integrated National Electrification Program (INEG)		2 000	500	–	5 000	5 000	5 000	7 000	8 000	5 000
ACIP		–	–	1 104	3 000	3 000	3 000	3 081	–	–
Neighbourhood Development Partnership		9 990	213	–	–	–	–	–	–	–
Municipal Drought Relief		–	13 835	–	–	–	–	–	–	–
Other capital transfers/grants [insert desc]		–	–	–	–	–	–	–	–	–
Provincial Government:		–	732	19 060	300	20 847	20 847	14 771	12 116	–
Housing		–	–	18 589	–	20 547	20 547	14 611	12 116	–
Sport and Recreation Facilities		–	200	–	–	–	–	–	–	–
Library Services - MRF Grant		–	–	320	–	–	–	160	–	–
Internal Audit Grant		–	532	150	–	–	–	–	–	–
Library Services - Conditional Grant		–	–	–	300	300	300	–	–	–
District Municipality:		–	–	329	–	1 372	1 372	–	–	–
Emergency Funding NDMC		–	–	329	–	1 372	1 372	–	–	–
Total Capital Transfers and Grants	5	24 065	29 935	35 337	27 214	49 133	49 133	44 474	40 369	26 199
TOTAL RECEIPTS OF TRANSFERS & GRANTS		65 464	99 527	122 045	144 180	147 750	147 750	145 849	143 063	140 738

Table 73: Operating transfers and grant receipts

Tariff Setting

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

National Treasury continues to encourage municipalities to keep increases in rates, tariffs and other charges as low as possible. Municipalities should justify in their budget documentation all increases in excess of the upper boundary of the South African Reserve Bank's inflation target. Circular 72 state that, if municipalities continue to act in this manner that increase tariff above inflation, the National Treasury will have no other option but to set upper limits of tariff increases for property rates and service charges to which municipalities will have to conform. Excessive increases are likely to be counterproductive to economic growth and development, resulting in higher levels of non-payment.

The 14.2 percent increases in the average Eskom bulk purchase price once again exceeds the upper boundary of the Reserve bank inflation target resulting in an average proposed increase of 12.6% in the municipal electricity tariff.

Other factors contributing to the rising cost include the anticipated collectively agreed upon wage increase which is also likely to be above upper boundary, the excessive increase in the price of operational cost like chemicals, spares and other materials that collectively contribute to the extent that tariffs needs to be increased annually.

Property Rates

Property rates cover the cost of the provision of general services. Determining the effective property rate tariff is therefore an integral part of the municipality's budgeting process. The municipality has recently completed the compilation of Supplementary Valuation roll 2 did not add significantly to the revenue base and it is anticipated that the trend will remain over the duration of the validity of the current valuation roll.

A moderate, increase of 6% in the assessment rates tariff is none the less proposed for the 2015/2016 financial year.

The following stipulations in the Property Rates Policy are highlighted:

- The first R 15 000 of the market value of a property used for residential purposes is exempted from the rate-able value (Section 17(h) of the MPRA).
- In terms of the property rates policy of the municipality all residential properties (excluding vacant stands) with a value of up to R 350,000 are exempted from paying assessment rates.
- 100% rebate will be granted to registered indigents in terms of the Indigent Policy, based on the maximum limits as contained in the policy.
- Relief measures based on income also provides for rebates varying from 40% where the monthly income of an owner is less than R 3,630 per month to 10% where the monthly income is less than R 6,050 per month.
- The following conditions apply to the granting of the rebates
 - The rate-able property concerned must be occupied only by the applicant and his/her spouse.
 - The applicant must submit proof of his/her age and identity and also proof of the annual income.
 - The property must be categorized as residential.
- The Municipality may also award a 100% rebate on the assessment rates of rate-able properties of certain classes such as registered welfare organizations, institutions or organizations performing charitable work and public benefit organizations as defined in the property rates policy of the municipality. The owner of such a property must apply to the Chief Financial Officer in the prescribed format and at the prescribed date in order to qualify for the relief.

The categories of rate-able properties for purposes of levying rates and the proposed rates for the 2015/16 financial year based on a 6% increase from 1 July 2015 is contained below:

Table 74 Comparison of proposed rates 2015/2016 to levied for 2014/15

Category	Current Tariff (1 July 2014)	Proposed tariff (from 1 July 2015)
	c/R	c/R
Residential properties	0.494	0.523
State owned properties	0.494	0.523
Business & Commercial	0.825	0.875
Agricultural	0.123	0.130
Vacant land	0.641	0.679
Industrial	0.825	0.875
Non-permitted use	1.031	1.093
Public benefit organizations	0.825	0.875

Table 74: Comparison of proposed rates

Sale of Water and Impact of Tariff Increases

South Africa faces similar challenges with regard to water supply as it did with electricity, since demand growth outstrips supply. Budget Circular 67 makes specific reference to the fact that water tariffs should be cost reflective and that municipalities should ensure that water complies with all applicable quality standards. The water tariff structure must therefore ensure that:

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

A tariff increase of 6.4% from 1 July 2015 for water is proposed. This is based on input cost assumptions inclusive of the increase in the cost of bulk water from Department of Water Affairs, standard levels set by the same department and increased wage bill of 6% and the cost of other inputs increasing by between 6% and 7%. In addition 6 kℓ water per month will again be granted free of charge to residents where the value of the property is below R 350, 000.

A summary of the proposed tariffs for households (residential) and non-residential are as follows:

Table 75 Proposed Water Tariffs

CATEGORY	CURRENT TARIFFS 2014/15	PROPOSED TARIFFS 2015/16
	Rand per kℓ	Rand per kℓ
RESIDENTIAL		
Basic/Minimum Charge	264.44 p.m.	281.36
(i) 0 to 25 kℓ	Incl. in Basic charge	Incl. in Basic charge
(ii) Above 25 to 30 kℓ	6.21	6.61
(iii) Above 30 to 40 kℓ	8.69	9.25
(iv) Above 40 to 50 kℓ	10.55	11.23
(v) Above 50 to 60 kℓ	13.66	14.53
(vi) Above 60 to 70 kℓ	17.39	18.50
(vii) Above 70 kℓ	34.15	36.34
NON-RESIDENTIAL		
(i) 0 – 60 kℓ	8.57	9.12
(ii) Above 60 to 100 kℓ	19.41	20.65
(iii) Above 100 to 200 kℓ	22.19	23.61
(iv) Above 200 kℓ Excl. Laundromats	24.93	26.53
(v) Above 200 kℓ Laundromats	22.19	23.61

Table 75: Proposed water tariffs

The following table shows the impact of the proposed increases in water tariffs on the water charges for a single dwelling-house:

Table 76 Comparison between current water charges and increases (Domestic)

Monthly consumption kℓ	Current amount payable R	Proposed amount payable R	Difference (Increase) R	Percentage change
25	264.44	281.36	16.92	6.4%
30	295.47	314.38	18.91	6.4%
40	382.41	406.88	24.47	6.4%
50	487.94	519.17	31.23	6.4%
60	624.54	664.51	39.97	6.4%

70	798.42	849.52	51.10	6.4%
100	1822.80	1939.46	116.66	6.4%

Table 76: Comparison between current water charges and increases

The tariff structure of the 2014/15 financial year has not been changed.

Sale of Electricity and Impact of Tariff Increases

NERSA has announced the revised bulk electricity pricing structure. A 14.2% increase in the Eskom bulk electricity tariff to municipalities will be effective from 1 July 2015.

Considering the Eskom increases, the consumer tariff had to be increased by 12.6% to offset the additional bulk purchase cost as well as recover the additional cost components such as the increase in the wage bill, general expenditure and increased maintenance and material cost for the 2015/2016 financial year. The continued above average increase in electricity prices has resulted in a downward trend in the average consumption patterns of consumers in an attempt to mitigate the effect of the increased cost of electricity resulting in a negative impact on the municipal electricity revenue. The Minister of Finance in his budget speech announced a 2 cent charge per kWh on electricity, which has not been included in the tariffs nor in the purchase costs for purposes of drafting the proposed budget. Clarity is still sought in this regard and the impact on this on the budget will be made public as soon as possible.

Registered indigents as well as sub-economic consumers will again be granted 50 kWh per month free of charge.

The following table shows the impact of the proposed increases in electricity tariffs on the electricity charges for domestic customers:

Table 76 Comparison current vs. new electricity charges (Domestic up to 60A connection)

Monthly Consumption kWh	Current amount payable R	Proposed amount Payable R	Difference (Increase) R	Percentage change
100.00	79.44	89.52	10.08	12.69
250.00	212.42	239.38	26.96	12.69
500.00	560.12	631.20	71.08	12.69
750.00	894.01	1007.46	113.45	12.69
1 000.00	1250.92	1409.66	158.74	12.69
2 000.00	2678.57	3018.48	339.91	12.69

Table 76: Comparison current vs. new electricity charges

Sanitation and Impact of Tariff Increases

A tariff increase of 6.8% for sanitation from 1 July 2015 is proposed. The increase in tariffs can also be ascribed to rising wage cost, the increase in electricity used in purification and pumping processes, the service standards set by Department of Water and Sanitation and the general increase in the price of goods and services. It must also be emphasized that the municipality must ensure that purification processes complies with quality standards and that green drop status is maintained. Additional budgetary allocation was made for the full time employment of process controllers and other waste water purification staff members critical in maintaining high quality purification processes and results.

Table 77 Comparison between current sanitation charges and increases

	TARIFF PER Annum	TARIFF PER Annum
	R	R
Single Residential	3,904.00	4,169.47
Shops, B&B's Offices, Hotels	6,002.00	6,410.14
Single residential used for business purposes, restaurants	7,803.00	8,333.61
Group housing and resort zones	3,904.00	4,169.47
Residential property valuation below R350,000 (70% / 50% rebate on single residential tariff)	1,171.20	2,084.74
Septic tank removals	360.00	384.48
Sanitation fee no waterborne sewerage	1,525.00	1,628.70

Table 77: Comparison between current charges and increases

The following table shows the impact of the proposed increases in sanitation tariffs on the amounts charged per consumer category

Table 78 Comparison between current sanitation charges and new, per consumer type

Consumer type	Current amount payable R	Proposed amount Payable R	Difference R	(% increase)
Single Residential	3,903.90	4,169.37	265.47	6.8%
Shops, B&B's Offices, Hotels	6,001.80	6,409.92	408.12	6.8%
Single residential used for business purposes, restaurants	7,802.55	8,333.12	530.57	6.8%
Group housing and resort zones	3,903.90	4,169.37	265.47	6.8%
Residential property valuation below R350,000	1,171.20	2,084.74	913.54	78%
Septic tank removals	359.74	384.20	24.46	6.8%
Sanitation fee no waterborne sewerage	1,524.60	1,628.27	103.67	6.8%

Table 78: Comparison between current charges and new per customer type

Waste Removal and Impact of Tariff Increases

Budget circular 66 and 67 state that municipalities should strive to budget for a moderate surplus in order to ensure that the required funding levels are maintained and to ensure that the provision for the rehabilitation of the land fill site is cash backed. The Municipality is currently in a process to close the current land fill site and it is therefore of essence that sufficient funds are available for the rehabilitation of the landfill site estimated to be in excess of R 6 Million. The construction of a waste transfer facility will commence upon conclusion of the revised EIA process and for the time being, the municipality has no alternative but to transport its waste to the Petro SA dumpsite in Mosselbay at an exorbitant cost. In an attempt to reduce this cost, composting of green waste will be done to reduce the volumes. Recycling is promoted to further reduce the volumes and subsequent cost of transporting of waste. The combined cost of transporting, composting and recycling is estimated at R 3.4 Million for the 2015/2016 financial year.

In accordance with the National Treasury directive cost reflective tariff setting is engaged with resulting in an increase of 7.5% in the waste removal tariff with effect from 1 July 2015. To avoid further higher than normal increases in the refuse tariff it is essential that consumers make use of composting and recycling to reduce refuse volumes.

In order to ensure that all owners of property contribute fairly towards to cost associated with the service, an availability charge for refuse was implemented in the 2014/2015 budget year as the refuse facilities needs to make provision for all possible units of refuse generated measured in terms of all approved erven.

The following table compares current and proposed amounts payable from 1 July 2015:

Table 79 Comparison between current waste removal fees and increases

	Current Tariff	Proposed Tariff	Difference	%
	2014/2015	2015/2016	Per Annum	Difference
One removal per bin per week	Per Annum (R)	Per Annum (R)	Per Annum	
Domestic 80ℓ container removed once a week	2,065.80	2,220.74	154.94	7.5%
Domestic 240ℓ container removed once a week	2,167.39	2,329.94	162.55	7.5%
Business/Commercial 80ℓ container removed twice a week	2,686.66	2,888.16	201.50	7.5%
Business/Commercial 240ℓ container removed once a week	2,955.04	3,176.67	221.63	7.5%

Table 79: Comparison between current waste removal fees and increases

Overall impact of tariff increases on households

The following table shows the overall expected impact of the tariff increases on a large and small household, as well as an indigent household receiving free basic services.

Note that in all instances the overall impact of the tariff increases on household's bills has been kept to between 6% and 7.5%, with the increase for indigent households 0% due to full subsidization.

Table 80 MBRR Table SA14 – Household bills

Description	Ref	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16 % incr.	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
Rand/cent											
Monthly Account for Household - 'Middle Income Range'	1										
Rates and services charges:											
Property rates		216.92	252.31	266.01	281.99	281.99	281.99	6.1%	299.12	316.81	335.65
Electricity: Basic levy		265.20	183.60	187.20	201.05	201.05	201.05	12.7%	226.56	255.31	287.71
Electricity: Consumption		770.00	1 017.50	1 087.50	1 167.98	1 167.98	1 167.98	12.7%	1 316.19	1 483.22	1 671.44
Water: Basic levy		204.47	237.59	251.85	264.44	264.44	264.44	6.4%	281.36	299.37	318.53
Water: Consumption		24.00	27.90	29.55	31.05	31.05	31.05	6.4%	33.05	35.15	37.40
Sanitation		250.58	3 494.00	309.83	325.33	325.33	325.33	6.8%	347.42	371.00	396.25
Refuse removal		131.25	152.50	163.17	172.17	172.17	172.17	7.5%	185.08	199.00	213.92
Other		–	–	–	–	–	–	–	–	–	–
sub-total		1 862.42	5 365.40	2 295.11	2 444.01	2 444.01	2 444.01	10.0%	2 688.78	2 959.86	3 260.90
VAT on Services		230.37	715.83	284.07	302.68	302.68	302.68	10.5%	334.55	370.03	409.54
Total large household bill:		2 092.79	6 081.23	2 579.18	2 746.69	2 746.69	2 746.69	10.1%	3 023.33	3 329.89	3 670.44
% increase/-decrease			190.6%	(57.6%)	6.5%	–	–		10.1%	10.1%	10.2%
Monthly Account for Household - 'Affordable Range'	2										
Rates and services charges:											
Property rates		153.58	178.64	188.34	199.66	199.66	199.66	6.1%	211.78	224.31	237.65
Electricity: Basic levy		265.20	183.60	187.20	201.05	201.05	201.05	12.7%	226.56	255.31	287.71
Electricity: Consumption		385.00	417.50	444.50	477.39	477.39	477.39	12.7%	537.97	606.24	683.17
Water: Basic levy		204.47	237.59	251.85	264.44	264.44	264.44	6.4%	281.36	299.37	318.53
Water: Consumption		–	–	–	–	–	–	–	–	–	–
Sanitation		250.58	3 494.00	309.83	325.33	325.33	325.33	6.8%	347.42	371.00	396.25
Refuse removal		131.25	152.50	163.17	172.17	172.17	172.17	7.5%	185.08	199.00	213.92
Other		–	–	–	–	–	–	–	–	–	–
sub-total		1 390.08	4 663.83	1 544.89	1 640.04	1 640.04	1 640.04	9.2%	1 790.17	1 955.23	2 137.23
VAT on Services		173.11	627.93	189.92	201.65	201.65	201.65	9.6%	220.97	242.33	265.94
Total small household bill:		1 563.19	5 291.76	1 734.81	1 841.69	1 841.69	1 841.69	9.2%	2 011.14	2 197.56	2 403.17
% increase/-decrease			238.5%	(67.2%)	6.2%	–	–		9.2%	9.3%	9.4%
Monthly Account for Household - 'Indigent' Household receiving free basic services	3										
Rates and services charges:											
Property rates		–	–	–	–	–	–	–	–	–	–
Electricity: Basic levy		265.20	183.60	187.20	201.05	201.05	201.05	12.7%	226.56	255.31	287.71
Electricity: Consumption		–	–	–	–	–	–	–	–	–	–
Water: Basic levy		204.47	237.59	251.85	264.44	264.44	264.44	6.4%	281.36	299.37	318.53
Water: Consumption		–	–	–	–	–	–	–	–	–	–
Sanitation		250.58	3 494.00	309.83	325.33	325.33	325.33	6.8%	347.42	371.00	396.25
Refuse removal		131.25	152.50	163.17	172.17	172.17	172.17	7.5%	185.08	199.00	213.92
Other		(851.50)	(4 067.69)	(912.05)	(962.99)	(962.99)	(962.99)	8.0%	(1 040.42)	(1 124.68)	(1 216.41)
sub-total		–	–	–	–	–	–	–	–	–	–
VAT on Services		–	–	–	–	–	–	–	–	–	–
Total small household bill:		–	–	–	–	–	–	–	–	–	–
% increase/-decrease			–	–	–	–	–		–	–	–

Table 80: MBRR table SA 14-Household bills

Operating Expenditure Framework

Bitou Municipality's expenditure framework for the 2015/16 budget and MTREF is informed by the following:

- The asset renewal strategy and the repairs and maintenance plan;
- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
- The financial recovery of the municipality to ensure the required funding levels are achieved and maintained.

- Continued provision of basic services and financial sustainability
- Operational gains and efficiencies will be directed to ensure appropriate cash backing of statutory funds, provisions and reserves as well as funding the capital budget and other core services.

The following table is a high level summary of the 2015/16 budget and MTREF (classified per main type of operating expenditure):

Table 13 Summary of operating expenditure by standard classification item

Description	Ref	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
R thousand	1										
Expenditure By Type											
Employee related costs	2	100 829	111 342	132 990	145 381	149 341	149 341	149 341	170 376	187 915	201 954
Remuneration of councillors		3 735	4 043	4 701	5 032	5 047	5 047	5 047	5 029	5 343	5 691
Debt impairment	3	10 468	11 650	28 167	15 920	36 289	36 289	36 289	37 192	39 166	41 229
Depreciation & asset impairment	2	25 578	29 396	30 791	22 821	18 555	18 555	18 555	19 798	20 729	21 910
Finance charges		12 792	13 559	13 683	13 837	14 358	14 358	14 358	14 482	14 873	14 894
Bulk purchases	2	64 256	70 626	76 836	79 694	79 694	79 694	79 694	91 012	103 939	118 706
Other materials	8	–	2 548	3 044	3 155	3 536	3 536	3 536	3 503	3 665	3 851
Contracted services		10 999	18 876	19 773	19 573	23 188	23 188	23 188	19 802	17 854	17 867
Transfers and grants		632	2 332	2 438	2 700	3 550	3 550	3 550	4 014	2 881	3 005
Other expenditure	4, 5	78 138	86 943	97 945	152 581	154 829	154 829	154 829	135 264	132 559	142 208
Loss on disposal of PPE		25	–	–	80	80	80	80	83	87	90
Total Expenditure		307 451	351 315	410 368	460 774	488 468	488 468	488 468	500 555	529 011	571 405

The budgeted allocation for employee related costs for the 2015/16 financial year totals R 170, 3 Million, which equals 34% of the total operating expenditure. Based on the collective SALGBC wage agreement, salary increases have been factored into this budget at a percentage increase of 6% for the 2015/16 financial year. An annual increase of 6% has been included respectively for the 2016/2017 and 2017/2018 financial year

In order to ensure economic viability and to not overstretch the already limited financial resources, cash management strategy and vacancies have to be significantly rationalized downwards and budgeted in a staggering manner. Only the positions that are critical for service delivery have been included in the 2015/2016 budget. These positions are mainly at electricity services, water and waste water, cemeteries and parks and to some extent the revenue and supply chain section. In line with National Treasury advocacy on use of external service providers, departments are to provide detailed exit plan on use of consultants before any positions can be funded and appointments be made within each directorate.

In this MTREF funding of new post has been done in a staggering approach, meaning core service delivery positions and some critical positions are funded since last year and continue to take priority again.

The cost associated with the remuneration of public office bearers is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The remuneration cost of councillors is partially subsidized through the equitable share allocation awarded to the municipality in terms of the division of revenue Act. An allocation in the amount of R 57 million is awarded to Bitou for the 2015/2016 financial year.

The provision of debt impairment was determined based on an annual collection rate of 93.2% and the Debt Write-off Policy of the Municipality. The current average collection rate equals 97.5% as at end of February 2015 and it is anticipated that the recovery of debt, through the increase in debt

collection action will reach a level of 97% upon conclusion of the current financial year. The provision amounts to R 15,920 million for the 2015/16 financial year.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate at which assets are consumed. Budget appropriations in this regard total R 19, 7 million for the 2015/16 financial year and equates to 4% of the total operating expenditure.

Finance charges consist primarily of the repayment of interest on long-term borrowing (cost of capital). Finance charges make up 3% (R14, 4 million) of operating expenditure excluding annual redemption for 2015/16 and remains constant through the remainder of the MTREF. Bitou Municipality has nearly reached its prudential limits for borrowing and care needs to be taken to ensure that annual finance charges remains within the affordability threshold of ratepayers and consumers considering the prevailing economic circumstances.

Bulk purchases are directly informed by the purchase of electricity from Eskom. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The expenditure includes electricity distribution losses which equals 17%, Water distribution losses as at 30 June 2014 amounted to 7% and a concerted effort is necessary to ensure the reduction of the losses to within acceptable norms.

Other materials comprise of amongst others the purchase of materials and spares for maintenance, cleaning materials and chemicals. In line with Bitou Municipality's repairs and maintenance plan this group of expenditure has been prioritized to ensure sustainability of Bitou Municipality's infrastructure. For 2015/16 the appropriation against this group of expenditure has slightly decreased by 0.99%

Contracted services relates to the provision of services by means of the appointment of service providers where the necessary in-house skills are not available or have not yet been adequately developed. Certain functions also require the contracting of specialist knowledge contracted from time to time due to the fact that the municipality cannot afford to employ experts on a full-time basis. This category of expenditure decreases by (R3, 3 million). This again emphasizes the need to build capacity to ensure certain functions are performed in-house as recommended by National Treasury.

Other expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved. Other expenditure decrease by 12.63% for the 2015/16 financial year and reduces with 2% for the 2016/2017 year, where-after it increase by 7.28% for the 2017/2018 year.

The following graph gives a breakdown of the main expenditure categories for the 2015/16 financial year.

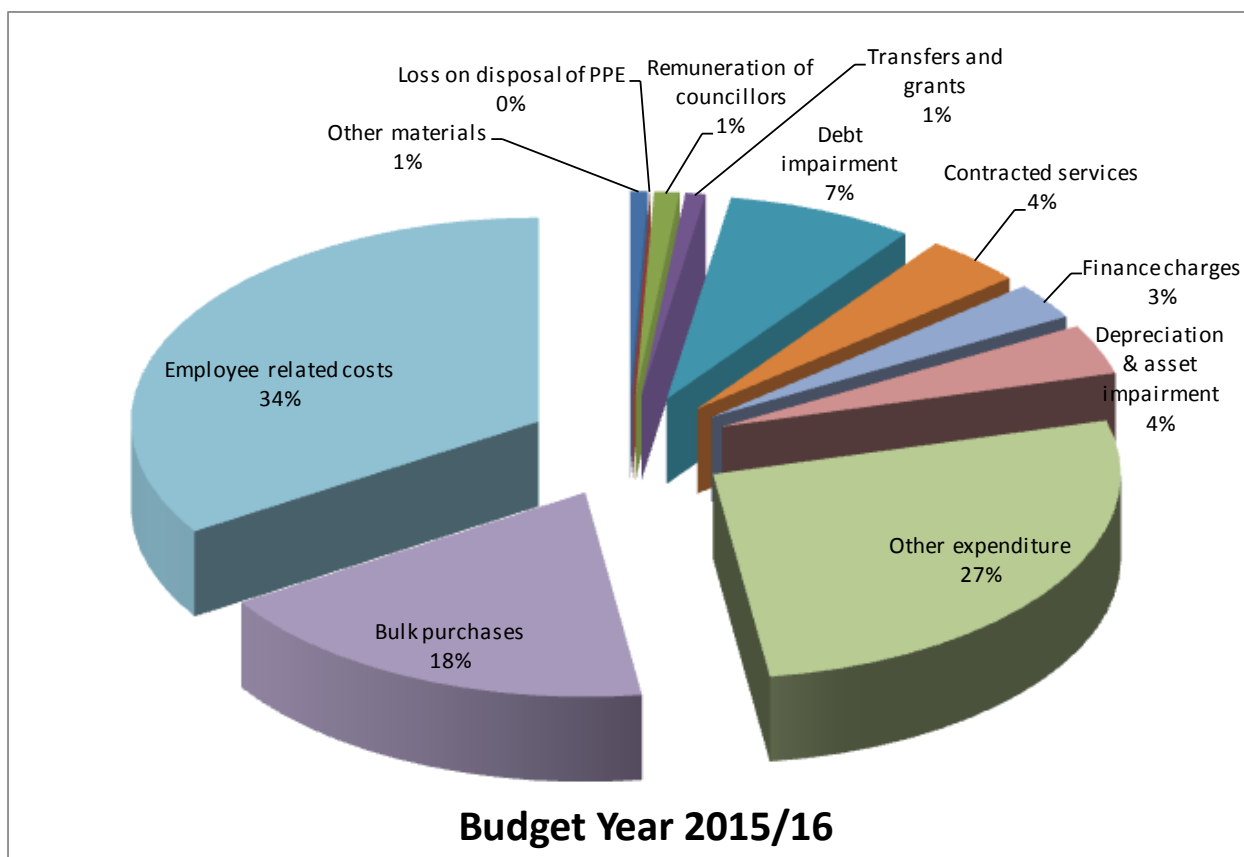


Figure 35: Main operational expenditure categories for the 2015/2016 financial year

Priority given to repairs and maintenance

In order to ensure the health of the assets of the municipality and to prolong the useful lives, it is necessary to ensure that repairs and maintenance is adequately budgeted. Budget circular 66 cautions municipalities not to affect savings in repairs and maintenance to balance the budget but to ensure that sufficient budgetary allocation is made for this expenditure item. The following table is a consolidation of all the expenditures associated with repairs and maintenance:

Table 81 Operational repairs and maintenance

Description	Ref	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
R thousand											
Repairs and Maintenance	8										
Other Expenditure		10 243	9 900	12 073	16 242	17 657	17 657	17 657	16 865	17 220	17 162
Total Repairs and Maintenance Expenditure	9	10 243	9 900	12 073	16 242	17 657	17 657	17 657	16 865	17 220	17 162

Table 81: Operational repairs and maintenance

Repairs and maintenance is decrease by 4.49% in the 2015/2016 financial year, from R 17, 6 million to R 16, 8 million. During the 2014/2015 Adjustment Budget this allocation was adjusted slightly upwards by 8.71%. As part of the 2015/16 MTREF this strategic imperative remains a priority as can be seen by the budget appropriations over the MTREF. The allocation to repairs and

maintenance gradually increases over the MTREF and is reliant on the financial recovery of the municipality to be further supplemented.

The table below provides a breakdown of the repairs and maintenance in relation to asset class:

Table 81 Repairs and maintenance per asset class

Description R thousand	Ref	2011/12	2012/13	2013/14	Current Year 2014/15			2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
EXPENDITURE OTHER ITEMS										
<u>Depreciation & asset impairment</u>		25 578	29 396	30 791	22 821	18 555	18 555	19 798	20 729	21 910
<u>Repairs and Maintenance by Asset Class</u>	3	10 243	9 900	12 073	16 242	17 657	17 657	16 865	17 220	17 162
Infrastructure - Road transport		1 793	1 659	3 144	2 485	2 465	2 465	2 667	2 805	2 950
Infrastructure - Electricity		1 688	1 540	2 022	2 874	2 832	2 832	2 445	2 543	2 645
Infrastructure - Water		31	134	255	722	682	682	801	833	866
Infrastructure - Sanitation		959	1 257	983	2 828	3 360	3 360	2 037	2 123	2 213
Infrastructure - Other		881	623	523	690	-	-	718	746	-
Infrastructure		5 352	5 213	6 927	9 598	9 338	9 338	8 667	9 050	8 674
Community		2 097	1 846	1 958	1 832	1 861	1 861	2 854	2 655	2 729
Heritage assets		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Other assets	6, 7	2 794	2 841	3 189	4 812	6 458	6 458	5 344	5 515	5 760
TOTAL EXPENDITURE OTHER ITEMS		35 821	39 296	42 865	39 063	36 212	36 212	36 663	37 949	39 072

Table 82: Repairs and maintenance per asset class

For the 2015/16 financial year, 51.3% or R 8, 6 million of total repairs and maintenance will be spent on infrastructure assets. Electricity infrastructure receives an allocation totaling 14.5% (R2, 8 million), road infrastructure has received a slightly higher proportion of this allocation totaling 15.8% (R2, 6 million), sanitation 12.1% (R2,0 million) and water 4.7% (R801,000). Community assets have been allocated R 2, 8 million of total repairs and maintenance equating to 16.9%.

Free Basic Services: Basic Social Services Package

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services the households are required to register in terms of Bitou Municipality's Indigent Policy. It is estimated that between 6000 and 7000 households will receive subsidy on tariffs and rates in the 2015/2016 financial year, either by means of the full basket of services given as Indigent subsidies or in terms of the property value threshold where owners of properties with a value of less than R 350, 000 qualify for services at sub-economic tariffs. The estimated expenditure on free and subsidized services, inclusive of assessment rate rebates will exceed to R 21 Million for the 2015/2016 financial year.

The results of Census 2011 has also shown that the population of Bitou have significantly increased over the last 10 years, making it the fourth fastest growing area, measured by population in the country from census to census. The indigent process is one of self-registration therefore households needing assistance must annually apply for the subsidy. Detail relating to free services, cost of free basis services, revenue lost owing to free basic services as well as basic service delivery measurement is contained in Table 27 MBRR A10 (Basic Service Delivery Measurement) The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

Capital expenditure

The following table provides a breakdown of budgeted capital expenditure by vote:

Table 82 2015/16 Medium-term capital budget per vote

Vote Description	Ref	2011/12	2012/13	2013/14	Current Year 2014/15				2015/16 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2015/16	Budget Year +1 2016/17	Budget Year +2 2017/18
R thousand	1										
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - Council		-	-	-	-	-	-	-	-	-	-
Vote 2 - Office of the Municipal Manager		-	-	-	-	-	-	-	-	-	-
Vote 3 - Community Services		-	351	1 745	6 000	6 767	6 767	6 767	12 668	260	-
Vote 4 - Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 5 - Financial Services		-	-	-	1 000	1 000	1 000	1 000	1 000	-	-
Vote 6 - Strategic Services		-	-	-	-	-	-	-	-	-	-
Vote 7 - Municipal Services and Infrastructure Development		-	8 981	28 910	-	100	100	100	-	877	2 438
Capital multi-year expenditure sub-total	7	-	9 331	30 654	7 000	7 867	7 867	7 867	13 668	1 137	2 438
Single-year expenditure to be appropriated	2										
Vote 1 - Council		43	11	-	-	-	-	-	-	-	-
Vote 2 - Office of the Municipal Manager		10	-	44	-	223	223	223	310	-	-
Vote 3 - Community Services		17 577	334	26 858	4 814	20 906	20 906	20 906	25 848	21 244	24 343
Vote 4 - Corporate Services		-	30	248	-	686	686	686	-	-	-
Vote 5 - Financial Services		2 414	59	1 508	1 483	2 384	2 384	2 384	1 859	-	-
Vote 6 - Strategic Services		38	218	369	-	114	114	114	150	-	-
Vote 7 - Municipal Services and Infrastructure Development		17 470	30 290	9 863	32 409	40 347	40 347	40 347	40 747	49 338	40 271
Capital single-year expenditure sub-total		37 551	30 942	38 890	38 706	64 661	64 661	64 661	68 914	70 582	64 613
Total Capital Expenditure - Vote		37 551	40 273	69 544	45 706	72 528	72 528	72 528	82 581	71 719	67 051

Table 83: Medium-term capital budget per vote

An amount of R 48.47 million has been appropriated for the development of infrastructure that represents 58.69% of the total capital budget.

New assets represent 95.5 cent or R 78, 8 million of the total capital budget while asset renewal equates to 4.5% or R 3.6 million. Further detail relating to asset classes and proposed capital expenditure is contained in Table 26 MBRR A9 (Asset Management). In addition to the MBRR Table A9, MBRR Tables SA34a, b, c provides a detailed breakdown of the capital program relating to new asset construction, capital asset renewal as well as operational repairs and maintenance by asset class.

The following is a list of projects to be undertaken over the medium-term:

					Provision. Budget	Provision. Budget	Provision. Budget	FUNDING Sources
					2015/2016	2016/2017	2017/2018	
5	5 112 003	1	FURNITURE AND EQUIPMENT		40 000.00			CRR
5	5 210 046	1	FURNITURE AND EQUIPMENT		70 000.00			CRR
5	5 312 016	1	TOOLS AND EQUIPMENT		1 100 000.00			CRR
5	5 312 046	1	FURNITURE AND EQUIPMENT		240 000.00			CRR
5	5 320 012	1	PURCHASE OF LAND (GRANTS)		6 887 428.00	5 711 227.00	6 729 888.00	Housing
5	5 322 015	1	LDV LONG WHEEL BASE DIESEL			300 000.00		CRR
5	5 330 018	1	BOOK DETECTION SYSTEM		160 000.00			Library MRF Grant
5	5 330 039	1	UPGRADE OF MUNICIPAL BUILDINGS		750 000.00	500 000.00		Library MRF Grant
5	5 330 046	1	FURNITURE AND EQUIPMENT		165 000.00			Library MRF Grant
5	5 340 012	1	FIRE HYDRANTS			80 000.00		CRR
5	5 340 013	1	TOOLS AND EQUIPMENT			400 000.00		CRR
5	5 342 013	1	TOOLS AND EQUIPMENT			60 000.00		CRR
5	5 342 015	1	TRAILOR			200 000.00		CRR
5	5 342 032	1	LAND AND BUILDINGS 2		2 700 000.00			External Loans
5	5 350 034	1	EQUIPMENT			188 000.00		CRR
5	5 350 035	1	UPGRADE OF SPORTS FACILIT: MIG		438 596.00	2 562 275.00	1 754 386.00	MIG
5	5 412 003	1	FURNITURE AND EQUIPMENT		200 000.00			CRR
5	5 510 047	1	FURNITURE AND EQUIPMENT		200 000.00			CRR
5	5 540 013	1	COMPUTER EQUIPMENT 1		400 000.00			CRR
5	5 540 020	1	DR SERVER/STORAGE PROJECT		191 370.00			CRR
5	5 540 021	1	MAIN BUILDING NETWORK SWITCHES		58 965.00			CRR
5	5 540 022	1	COMPUTER REPLACEMENT		655 012.00			CRR
5	5 540 023	1	WIRELESS EQUIPMENT		175 665.00			CRR
5	5 540 026	1	WIRELESS UPGRADES		147 500.00			CRR
5	5 540 027	1	MANAGEMENT SOFTWARE		30 000.00			CRR
5	5 560 016	1	WATER MANAGEMENT DEVICES		1 000 000.00			External Loans
5	5 740 003	1	FURNITURE AND EQUIPMENT 1		150 000.00			CRR
5	5 820 023	1	TOOLS AND EQUIPMENT		140 000.00	130 000.00	40 000.00	CRR
5	5 820 032	1	STORM WATER IMPROVEMENTS 3		1 689 208.00			MIG
5	5 820 061	1	HOUSING SERVICES-QOLWENI		1 851 226.00	1 535 083.00	1 808 882.00	Housing
5	5 820 102	1	RURAL INFRASTRUCTURE DEV-CRR			366 013.00		CRR
5	5 820 105	1	INTEGRATED TRANSPORT PLAN-CRR		200 000.00			CRR
5	5 820 107	1	NON-MOTORISED TRANS FAC-CRR		900 000.00	980 000.00	1 000 000.00	CRR
5	5 820 200	1	SAFELY HOME PROGRAM-CRR			60 000.00	260 000.00	CRR
5	5 820 205	1	COMMUNITY DEVELOP PLAN-CRR				100 000.00	CRR
5	5 820 206	1	COMMUNITY DEVELOP PLAN-EFF				750 000.00	External Loans
5	5 820 207	1	KRANSHOEK-UPGRADING OF GRAVEL		1 315 789.00	2 441 461.00	2 631 579.00	MIG
5	5 820 208	1	UPGRADING OF UNPAVED ROADS-CRR				500 000.00	CRR

Table 84: Capital budget

5	5 820 209	1	REHABILIT OF PAVED ROADS-CRR	3 646 771.00	3 426 291.00	3 308 407.00	CRR
5	5 820 307	1	KWANO:UPGRADING GRAVEL ROAD-MI	1 315 789.00	1 816 451.00	1 245 263.00	MIG
5	5 820 308	1	KWANO-UPGRADE SISHUBA EXT-MIG		877 193.00	1 754 386.00	MIG
5	5 824 000	1	REPLACEMENT OF FLEET VEHICLE	6 000 000.00			CRR
5	5 824 001	1	NEW PLAN & MACHINERY			2 500 000.00	CRR
5	5 830 006	1	WASTE TRANSFER STATION (G)	877 193.00			MIG
5	5 830 007	1	WASTE TRANSFER STATION	5 000 000.00			External Loans
5	5 830 100	1	WASTE TRANSFER ST:E&M-MIG	3 698 919.00			MIG
5	5 830 101	1	WASTE TRANSFER ST:E&M-EFF	1 268 800.00			External Loans
5	5 840 033	1	KWANO OUTFALL SEWER		1 754 386.00	2 631 579.00	MIG
5	5 840 034	1	TOOLS AND EQUIPMENT	170 000.00	40 000.00	80 000.00	CRR
5	5 840 061	1	QOLWENI/BOSSIESGIF	2 408 756.00	1 997 401.00	2 353 660.00	Housing
5	5 840 102	1	UPGRADING OF PUMPSTATION-GRANT	2 702 632.00			ACIP
5	5 840 103	1	UPGRADING OF PUMPSTATION-CRR	1 000 000.00			CRR
5	5 840 104	1	UPGRADING OF PUMPSTATION-EFF		600 000.00	500 000.00	External Loans
5	5 840 105	1	UPGRADING OF TELEMATRY-CRR	770 000.00			CRR
5	5 840 107	1	UPGRADE WASTE WATER TREAT-CRR	80 000.00		700 000.00	CRR
5	5 840 108	1	UPGRADE BPS PUMPSTATION-GRANT				
5	5 840 109	1	UPGRADE BPS PUMPSTATION-CRR		405 000.00	917 000.00	CRR
5	5 840 200	1	UPGRADE BPS PUMPSTATION-EFF	1 000 000.00	3 890 000.00	4 890 000.00	External Loans
5	5 840 202	1	UPGRADE PBS OUTFALL SEWER-CRR		366 000.00		CRR
5	5 840 206	1	SECURITY FOR SITE SITES-CRR	250 000.00	250 000.00	250 000.00	CRR
5	5 840 207	1	PUMP STATION EQUIPMENT-CRR	300 000.00			CRR
5	5 840 036	1	STORMWATER IMPROV-GRANT	1 066 048.00			Disaster
5	5 850 016	1	ELECTIFICATION:HOUSING PROGRAM	6 140 351.00	7 017 544.00	4 385 965.00	INEP
5	5 850 046	1	TOOLS AND EQUIPMENT		150 000.00	150 000.00	CRR
5	5 850 062	1	STREET LIGHTS-GRANT	1 130 934.00	1 497 136.00		MIG
5	5 850 063	1	STREET LIGHTS-CRR	500 000.00	400 000.00	300 000.00	CRR
5	5 850 064	1	ELECTRICITY MASTER PLANS-CRR		2 183 000.00	2 800 000.00	CRR
5	5 850 065	1	ELECTRICITY MASTER PLANS-EFF	7 131 200.00	8 988 800.00		External Loans
5	5 850 066	1	UNIT DEVELOPMENT PLAN-CRR	1 300 000.00	4 000 000.00	1 750 000.00	CRR
5	5 850 067	1	UNIT DEVELOPMENT PLAN-EFF	2 000 000.00	1 000 000.00	2 000 000.00	External Loans
5	5 850 206	1	SECURITY KEY SITES-CRR		150 000.00	150 000.00	CRR
5	5 860 023	1	TOOLS AND EQUIPMENT	53 000.00	150 000.00		CRR
5	5 860 047	1	RETICULATION UPGRADES & REPLAC	400 000.00	900 000.00	700 000.00	External Loans
5	5 860 049	1	KEURBOOMS WATER SUPPLY AND ABS		877 193.00	2 438 071.00	MIG
5	5 860 055	1	WATER DEMAND MANAGEMENT(PRESSU	355 000.00	455 000.00	20 000.00	CRR
5	5 860 061	1	QOLWENI/BOSSIESGIF	1 669 261.00	1 384 192.00	1 631 078.00	Housing
5	5 860 062	1	ROODEFONTEIN DAM UPGRADES 3		877 193.00	1 754 386.00	MIG
5	5 860 084	1	SUPPLY TO KWANO & SURROUNDS	6 745 851.00	2 430 923.00		MIG
5	5 860 091	1	WATER TREATMENT WORKS UPGRD-CRR	375 000.00			CRR
5	5 860 102	1	KURLAND WTW,WATER SUPP,BOREHOL		877 193.00	1 754 386.00	MIG
5	5 860 103	1	UDP KRANSHOEK WATER SUPP-GRANT		1 754 386.00	2 631 579.00	MIG
5	5 860 105	1	NEW NATURESVALLEY RES&PIPELINE		500 000.00	2 000 000.00	CRR
5	5 860 107	1	DISTRIBUTION SYSTEMS-CRR		2 525 000.00	3 241 000.00	CRR
5	5 860 108	1	BULK SUPPLY SYSTEMS-GRANT				
5	5 860 109	1	BULK SUPPLY SYSTEMS-CRR		1 695 000.00	1 800 000.00	CRR
5	5 860 200	1	WDM:TELEMETRY@RESERV&PUMPSTATI	570 000.00	200 000.00	70 000.00	CRR
5	5 860 206	1	SECURITY FOR KEY SITES-CRR	300 000.00	270 000.00	270 000.00	CRR
5	5 860 207	1	PUMP STATION EQUIPMENT-EFF	500 000.00	500 000.00	500 000.00	External Loans
				82 581 264.00	71 719 341.00	67 051 495.00	

The following graph provides a breakdown of the capital budget to be spent on infrastructure related projects over the MTREF.

Figure 33 Capital Infrastructure Program

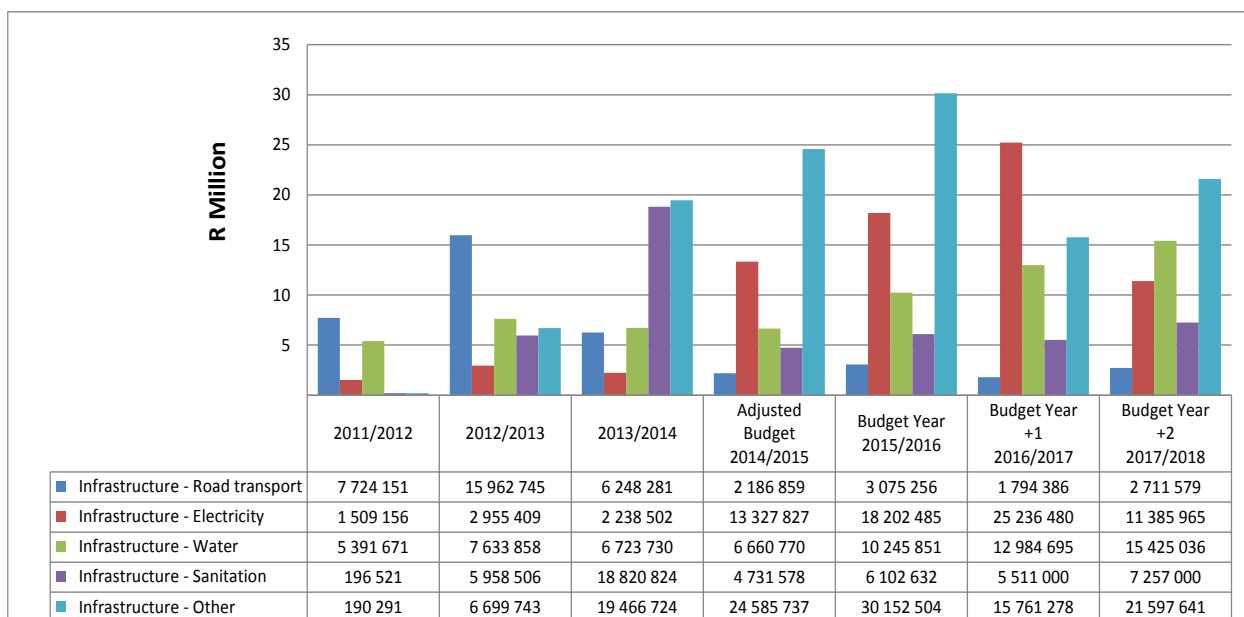


Figure 36: Capital infrastructure programme

CHAPTER 9: PERFORMANCE MANAGEMENT

This Chapter deals with the implementation and monitoring of the IDP projects and programmes aimed at achieving the vision and objectives of the Municipality as set out in this document. The IDP and Budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP). The Top Layer SDBIP is used as a scorecard to measure, monitor, evaluate and report on institutional performance (monthly, quarterly, bi-annual and annual basis). The Departmental SDBIP measures the performance of the departments and performance agreements and plans are used to measure the performance of employees.

9.1 PERFORMANCE MANAGEMENT

The Performance Management System implemented at the Municipality is intended to provide a comprehensive, step by step planning system that helps the Municipality to manage the process of performance planning and measurement effectively. The PM System serves as primary mechanism to monitor, review and improve the implementation of the Municipality IDP and eventually the budget. The performance management policy framework was approved by Council which provided for performance implementation, monitoring and evaluation at organisational as well as individual levels.

Figure 37: Bitou Municipality performance management framework is reflected in the diagram below:

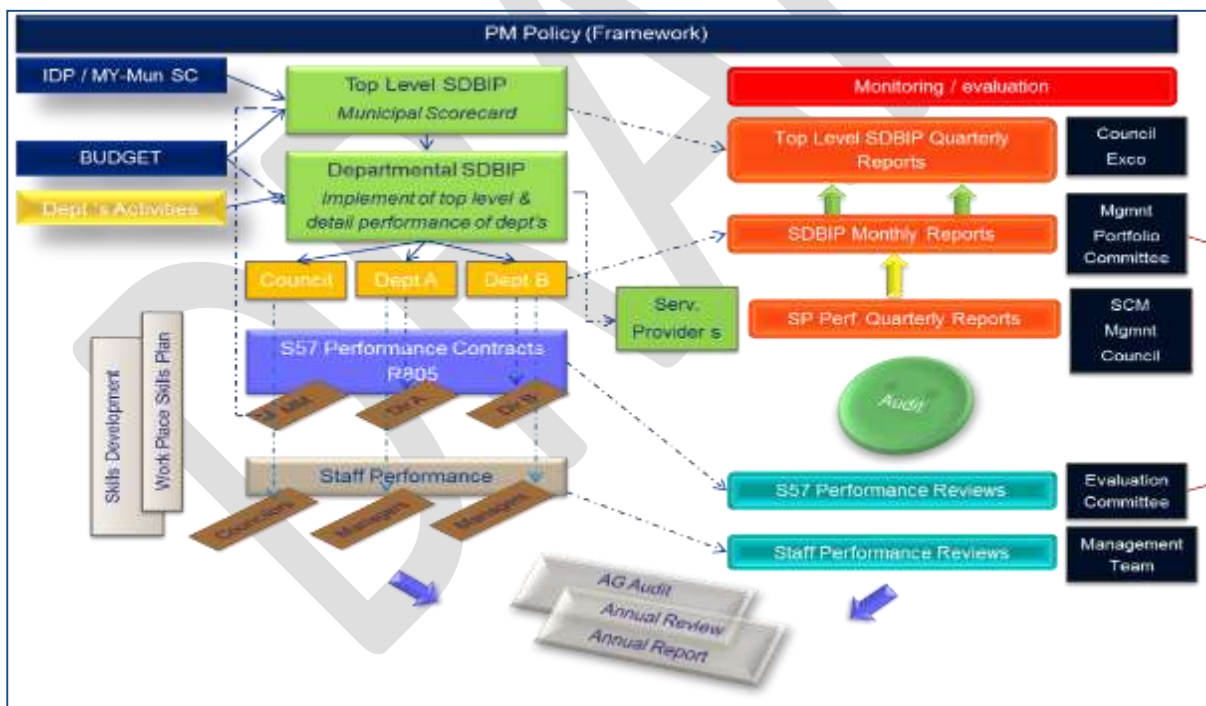


Figure 37: Bitou Municipality performance management framework

9.2 ORGANISATIONAL PERFORMANCE

The organisational performance of the Municipality is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation

plan (SDBIP) at directorate and departmental levels. The Top Layer SDBIP set out consolidated service delivery targets and provides an overall picture of performance for the Municipality as a whole, reflecting performance on its strategic priorities.

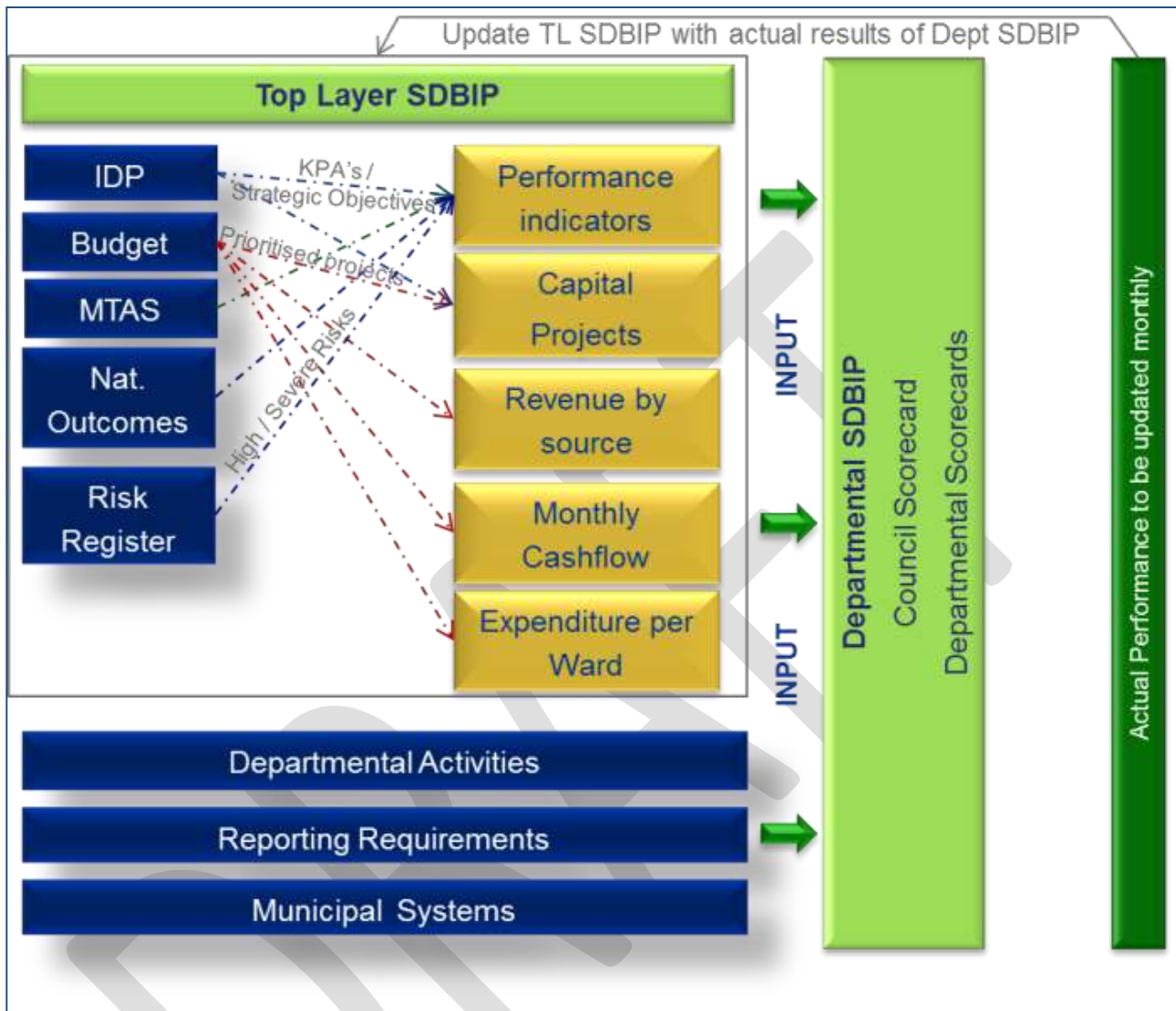


Figure 38: Bitou Municipality's performance management system

The departmental SDBIP capture the performance of each defined department which reflects on the strategic priorities of the Municipality. The SDBIP provides detail of each outcome for which the senior management is responsible for, in other words a comprehensive picture of the performance of that directorate/sub-directorate.

9.3 INDIVIDUAL PERFORMANCE

The Municipality have implementing a performance management system for all its senior managers (Section 56 and 57 employees). This has led to specific focus on service delivery. Each manager has to develop a scorecard which is based on the balanced scorecard model. At the beginning of each financial year (01 July 2015) all senior managers (Section 57 employees) will sign Performance Agreements for the 2015/ 2016 financial year.

The Municipality has instituted all performance management committees including the performance audit committee is tasked to audit performance outcomes against the planned KPI's and Targets.

To improve service delivery and employee morale, the Municipality is planning to cascade Performance management to the lower levels in the organisation beginning with the middle managers in the initial roll-out (2014/ 2015).

9.4 KEY PERFORMANCE INDICATORS (KPI'S)

Section 38 (a) of the Systems Act requires Municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and objectives set out in its Integrated Development Plan. Section 9 (1) of the Regulations to this Act maintains in this regard, that a Municipality must set key performance indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives.

Every year, as required by Section 12 (1) of the Regulations to the Systems Act, the Municipality also set performance targets for each of the key performance indicators. The IDP process and the performance management process are therefore seamlessly integrated. In addressing the challenge of developing smart indicators the following general key performance indicators are prescribed in terms of section 43 of the Act were adopted by the Municipality as a barometer of writing smart KPI's and targets:

- a. The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;
- b. the percentage of households earning less than R1100.00 per month with access to free basic services;
- c. the percentage of a Municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the Municipality's integrated development plan;
- d. the number of jobs created through Municipality's local economic development initiatives including capital projects;
- e. the number of people from employment equity target groups employed in the three highest levels of management in compliance with a Municipality's approved employment equity plan;
- f. the percentage of a Municipality's budget actually spent on implementing its workplace skills plan; and
- g. financial viability as expressed by the following ratios:

Where-

'A' represents debt coverage

'B' represents total operating revenue received

'C' represents operating grants

'D' represents debt service payments (i.e. interest + redemption) due within the financial year;

(ii)

Where-

'A' represents outstanding service debtors to revenue

'B' represents total outstanding service debtors

'C' represents annual revenue actually received for services;

(iii)

Where-

'A' represents cost coverage

'B' represents all available cash at a particular time

'C' represents investments

'D' represents monthly fixed operating expenditure.

9.5 PERFORMANCE REPORTING

Performance is reported on a regular basis and it includes the evaluation of performance, the identification of poor performance and corrective actions to improve performance.

9.5.1 QUARTERLY REPORTS

Reports on the performance in terms of the Top Level SDBIP are generated from the system and submitted to Council. This report is published on the municipal website on a quarterly basis. Informal performance evaluations for the municipal manager and the heads of departments, followed after the adoption of the first quarter performance report. This is done in accordance to the performance agreements signed by the incumbents as well as the performance regulations governing the performance of municipal managers and managers directly accountable to the municipal manager.

9.5.2 MID-YEAR ASSESSMENT

The performance of the first 6 months of the financial year should be assessed and reported on in terms of section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustments of KPI's, if necessary.

The format of the report must comply with the section 72 requirements. This report is submitted to Council for approval before 25 January of each year and published on the municipal website. A section 72 report was adopted by Council on 22 January 2015 (Council Resolution number: C/6/264/01/15) and it was placed on the municipal website as per the legal requirement. Mid-year performance evaluations for the municipal manager and the heads of departments followed in accordance to the municipal performance regulations for municipal managers and managers reporting directly to the municipal manager.

9.5.3 ANNUAL ASSESSMENT

The performance of the financial year should be assessed and reported on in terms of section 46 of the MSA. The Municipality will analyse its performance and report on its performance annually before the end of August. The performance report will be submitted to the Office of the Auditor-General for audit purposes where after it will be included in the annual report of the Municipality. The Annual Report is completed in the new format prescribed by National Treasury.

The draft 2013/ 2014 Annual Report was tabled in Council on the 22nd January 2015 (Council Resolution number C/6/265/01/15). Copies of the annual report were placed in all public offices, it was also advertised in the local newspapers on 29 January 2015, and also placed on the municipal website.