BITOU LOCAL MUNICIPALITY

REVISED INTEGRATED DEVELOPMENT PLAN

2014/2015

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LIST OF ABBREVIATIONS

ABBREVIATION	DESCRIPTION
AG	AUDITOR-GENERAL
BESP	BUILT ENVIRONMENT SUPPORT PROGRAM
CAPEX	CAPITAL EXPENDITURE
CFO	CHIEF FINANCIAL OFFICER
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
DEADP	DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND DEVELOPMENT PLANNING
DITP	DISTRICT INTEGRATED TRANSPORT PLAN
DITP	DISTRICT INTEGRATED TRANSPORT PLAN
DM	DISTRICT MUNICIPALITY
DMG	DISTRICT MUNICIPALITY GRANT
DORA	DIVISION OF REVENUE ACT
DPLG	DEPARTMENT OF PROVINCIAL AND LOCAL GOVERNMENT
DWA	DEPARTMENT OF WATER AFFAIR
DWAF	DEPARTMENT OF WATER AFFAIRS AND FORESTRY
EE	EMPLOYMENT EQUITY
EMDMC	EDEN MUNICIPAL DISASTER MANAGEMENT CENTRE
EPWP	EXPANDED PUBLIC WORKS PROGRAMME
GAMAP	GENERALLY ACCEPTED MUNICIPAL ACCOUNTING PRACTICE
GRAP	GENERALLY RECOGNISED ACCOUNTING PRACTICE
HDI	HUMAN DEVELOPMENT INDEX
HDI	HUMAN DEVELOPMENT INDEX
HH	HOUSEHOLDS
HR	HUMAN RESOURCES
ICZMP	INTEGRATED COASTAL ZONE MANAGEMENT PLAN
IDP	INTEGRATED DEVELOPMENT PLAN
IFRS	INTERNATIONAL FINANCIAL REPORTING STANDARDS
IHSP	INTEGRATED HUMAN SETTLEMENT PLAN
INEP	INTEGRATED NATIONAL ELECTRIFICATION PROGRAMME
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
LITP	LOCAL INTEGRATED TRANSPORT PLAN
MBRR	MUNICIPAL BUDGET AND REPORTING REGULATIONS
MERO	MUNICIPAL ECONOMIC REVIEW AND OUTLOOK REPORT
MFMA	MUNICIPAL FINANCE MANAGEMENT ACT (ACT NO. 56 OF 2003)
MIF	MUNICIPAL INFRASTRUCTURE GRANT
MIG	MUNICIPAL INFRASTRUCTURE GRANT
ML	MEGALITER (1,000,000 LITRES)

MM	MUNICIPAL MANAGER
MOD	MASS OPPORTUNITY DEVELOPMENT
MSA	MUNICIPAL SYSTEMS ACT NO. 32 OF 2000
MTREF	MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK
MTSF	MEDIUM TERM STRATEGIC FRAMEWORK
NDP	NATIONAL DEVELOPMENT PLAN
NERSA	NATIONAL ENERGY REGULATOR OF SOUTH AFRICA
NGO	NON-GOVERNMENTAL ORGANISATION
NKPA	NATIONAL KEY PERFORMANCE AREA
NLTA	NATIONAL LAND TRANSPORT ACT, ACT 22 OF 2000
NPO	NONE-PROFIT ORGANIZATION
NSDF	NATIONAL SPATIAL DEVELOPMENT FRAMEWORK
NT	NATIONAL TREASURY
OPEX	OPERATING EXPENDITURE
PDDWF	PEAK DAILY DRY WEATHER FLOW
PDI	PREVIOUSLY DISADVANTAGED INDIVIDUAL
PGWC	PROVINCIAL GOVERNMENT WESTERN CAPE
PI	PERFORMANCE INDICATOR
PMS	PERFORMANCE MANAGEMENT SYSTEM
PPP	PUBLIC-PRIVATE PARTNERSHIP
PRT	PROFESSIONAL RESOURCE TEAM
PSDF	PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK
PSP	PROVINCIAL STRATEGIC PLAN
PT	PROVINCIAL TREASURY
R	RAND (CURRENCY)
REV	REVEREND
RNIS	ROAD NETWORK INFORMATION SYSTEM
RO	REVERSE OSMOSIS
SALGA	SOUTH AFRICAN LOCAL GOVERNMENT ORGANISATION
SAMDI	SOUTH AFRICAN MANAGEMENT DEVELOPMENT INSTITUTE
SAPS	SOUTH AFRICAN POLICE SERVICE
SASSA	SOUTH AFRICAN SECURITY SERVICE AGENCY
SCM	SUPPLY CHAIN MANAGEMENT
SDBIP	SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN
SDF	SPATIAL DEVELOPMENT FRAMEWORK
SG	STRATEGIC GOAL
STATSSA	STATISTICS SOUTH AFRICA
WCPA	WESTERN CAPE PROVINCIAL ADMINISTRATION
WTW	WATER TREATMENT WORKS
WWTW	WASTE WATER TREATMENT WORKS
PA	PER ANNUM

Table 1: List of abbreviations

EXECUTIVE MAYOR'S FOREWORD

Many of our citizens exist in a self-perpetuating poverty trap. Very young and poor single mothers struggle to provide nutrition and basic healthcare for their children, often unaware of the basic services available to them.

The inadequate availability of skills makes it hard to attract jobs to economically depressed areas, which, in turn, deprives people of employment and leaves them dependant on the state. Low incomes, poor living conditions and inadequate education levels increases the vulnerability of the poor to diseases such as HIV / Aids and tuberculosis.

Local government is judged by its ability to deliver services, promote socio-economic development and govern effectively. As Mayor I am aware of the numerous responsibilities bestowed on the Council to bring about fundamental changes to our region that will have a positive effect on the livelihoods of all our people. Local Government is both the most intimate sphere of government and the one that impacts most on the everyday lives of citizens.

With the approval of this third generation Integrated Development Plan (IDP), Bitou Municipality is embarking on a challenging journey. This journey towards excellent local government basically consists of five steps, each representing a level of achievement, from the lowest level of 'survival' to a level of 'actualisation'. I believe, however, that we cannot progress to a next more fulfilling level before the needs of the existing level have been met. The five levels are:

1. Providing excellent, democratic, transparent, and open government with zero tolerance for corruption at any level.

2. Getting the basics right. Provide for the most fundamental needs of our citizens by getting the basic service delivery right.

3. Putting heart into our communities to make them vibrant and safe. Provide excellent community facilities efficiently and effectively in order to provide places and services through which citizens can take their opportunities.

4. Helping our citizens to be successful by enabling opportunities and driving local economic growth.

5. Creating a better future for all by taking a firmly sustainable approach to our environment.

From the Municipality's side we will commit to:

- A professional service to every town, settlement and rural area;
- create a platform for local economic development that can result in job creation;
- create opportunities so that ordinary citizens can take responsibility and break free from the cycle of poverty;
- Good financial planning and control, free of any form of corruption;
- The spending of municipal funds in a responsible and transparent manner; and
- be a productive workforce with a high work ethic and a high standard of customer care.

I wish to invite all of you – councillors, officials, citizens, business, government and non-government organisations - to become part of this journey. Join hands with us - LET'S BE THE BEST TOGETHER!

MEMORY BOOYSEN
EXECUTIVE MAYOR: BITOU MUNICIPALITY

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OVERVIEW BY THE MUNICIPAL MANAGER

Chapter 5 of the Local Government: Municipal Systems Act, 32 of 2000, enjoins all municipalities in the country, to within a prescribed period of its elected term, adopt a single, inclusive and strategic plan for the development of a municipality. This gives expression to the constitutional imperative of developmentally orientated planning as contemplated in terms of section 152 of the Constitution.

Subsequent to its adoption, a municipality then annually reviews its integrated development plan taking into account national and provincial imperatives, contextual environmental implications, its administrative capacity and financial position, amongst others. One of the major policy imperatives influencing this review document is therefore the National Development Plan, which has the development of a capable state as one of its critical programmes. This review document therefore has been consciously and deliberately written premised on the principles emerging from the NDP.

Another key informant to this IDP review document is the resolutions taken at the Council Strategy Session that was held in November 2013, which steers the municipality into a new economic development trajectory to broaden the local economy, enhance the local tax base and to create sustainable jobs to address unemployment, under-development and poverty. As part of this new economic thrust, 13 catalyst projects have been identified to stimulate the economy.

Public engagement is not only a compliance or legal requirement, but also a critical component to deliver a credible IDP. Yet again, the communities have articulated their plight at every meeting. As did other role-players and stakeholders. Public engagements helps to improve the quality of planning, leads to shared accountability by the communities and leads to better appreciation of the resource and capacity constraints.

We extend our gratitude to the provincial government for its support to the IDP process. Equally, we are grateful to the political office-bearers for their direction and support in creating an enabling environment that gives space for innovative and creative ideas in the disposal of our mandate.

As we deliver this IDP review document, we take cognizance that Bitou has attained an unqualified audit opinion for the 2012/ 2013 financial year. We remain resolute in our efforts towards attaining the national imperative of a CLEAN AUDIT and this IDP document becomes a key ingredient as part of the pre-determined objectives component of the external audit process.

The remaining challenge in the evolution of development local government and the journey of integrated development planning is to move away from a compliance approach, to a perspective where the IDP informs and meaningfully impacts on all planning processes and activities within the municipal environment.

As the Accounting Officer at Bitou, I have no qualms in presenting this 2014/ 2015 IDP review document to Council and all our customers, stakeholders, role-players and beneficiaries of Bitou municipality and I therefore have no hesitation to recommend to Council to adopt this draft IDP review document for the 2014/ 2015 financial year.

Allen Anthony Paulse

Municipal Manager

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CHAPTER 1: INTRODUCTION

Integrated development planning (IDP) 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 document is an instrument which lies at the centre of the of developmental local government in South Africa and represents the driving force for making municipalities more strategic, inclusive, responsive and performance driven.

With its Integrated Development Plan the 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. The

As a learning organisation Bitou Municipality through its IDP review process strives to make the IDP its principal strategic planning instrument which guides and informs all planning, budgeting and all development initiatives within Bitou.

This is the second revised IDP of the 2012/2017 IDP and the aim of this revision is to fill the legislative and compliancy gaps but most importantly is give attention to the gaps identified during the 2013/2014 IDP/budget assessment, 2013 Audit findings and on improving the municipal past performance. Ultimately the municipality strives to achieve a clean audit without compromising service delivery.

The 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 a set of legislation and policy framework to enhance good corporate governance and which also assists municipalities to achieve the objectives of developmental local government. The revision of the IDP is no exception; this process is also guided by legislation such as:

- ✓ The Constitution of the Republic of South Africa, Act 106 of 1996;
- ✓ The Local Government: Municipal Systems Act (MSA) Act 32 of 2000 , section 34 in particular;
- ✓ The Local Government: Municipal Planning and Performance Management Regulations of 2001 set out the following minimum requirements for an Integrated Development Plan.
- ✓ Local Government: Municipal Finance Management Act (Act 56 of 2003) (MFMA) states that, when preparing the annual budget, the Mayor of a municipality must:

1.2. Main focus of this revision

A number of short term and long term short comings were identified in the 2013 IDP assessment and the department of local government committed hands on support to minimise the challenges. Some of the challenges were addressed before the adoption of the 2013/2014 IDP and some of these challenges will be addressed in this revised IDP.

The issues raised as concerns during the 2013 IDP assessment are the following:

a. The inclusion of a map with community facilities;
b. Inclusion of the Coming together as a strategic programme;
c. Implications of census data;
d. Evidence of public participation process followed;
e. Status of sector plans;
f. Three year financial plan and three year projections;
g. Integration with national and provincial plans
h. Sector alignment;
i. Health information;
j. Internal transformational requirements;
k. SDBIP target setting; and
l. Waste collection.

Some of the above items were clearly spelt-out or dealt with diligently in the 2013/2014 revised IDP and will be kept unchanged the chapters on provincial and national policy alignment in particular.

It is safe to say that the main aim of this IDP is to report on the progress made since the adoption of the 5 year IDP (2012 – 2017), refine the municipal strategies for implementation; monitoring and evaluation progress regularly; ensure compliancy and improve the effectiveness of the municipality in addressing service delivery issues, ensure the efficient use of municipal resources and strive for economic prosperity of Bitou as an institution and the communities it serve.

1.3. 2014/2015 review in relation to the 2012/2017 IDP

In May 2012 Bitou Council adopted the municipal Integrated Development Plan for the five year term of the current council this was done in accordance with section 25 of the Municipal systems Act, Act 32 of 2000. The Council has been consistent with the Act in as much as complying with it as a result this is a second revision of the Councils IDP in line with section 34 of the MSA.

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

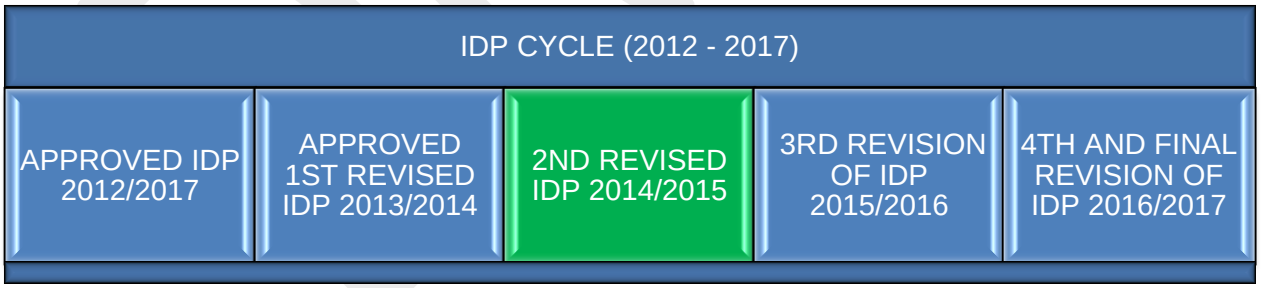


Figure 1: IDP cycle 2012 - 2017

1.4. MEC comments

Copies of the approved IDP or revised IDP's must be submitted to the MEC of local government who in turn give his comments on the extent to which the municipal comply with legislation and make recommendations to the municipality in terms of section 32 of the Municipal Systems Act, Act 32 of 2000.

Bitou municipality would like to extend its gratitude to the hands of support received from DLG because their support is evident in the MEC's comment. The MEC in his letter dated 18/06/2013 which was addressed to the Mayor highlighted the following strengths in the IDP of Bitou Municipality:

a. Bitou municipality is congratulated demonstrating a positive spirit and responsiveness to the recommendation of the LGMETC 3/ IDP assessments;
b. Bitou's IDP clearly articulates the manner in which the IDP is seen as part of an integrated system of planning and delivery;
c. Inclusion of a comprehensive situation analysis including the latest census data and identifying the communities with the greatest need for service delivery and also profiling the wards using the latest census data etc.;
d. The integration of sector departments footprint into the ward plan is highly commendable in particular the use of spatial maps to illustrate government spatial expenditure; lastly
e. The municipality is congratulated for including the approved SDF and a chapter on financial planning which spelt out the budget projections of at least three years in the IDP.

As much as these are good news for the municipality the MEC also flagged areas for improvement especially with this revision. The areas for improvement for this revised IDP are:

a. The municipality is encouraged to conduct its review in accordance with the approved process plan (Section 28, MSA) and Budget time schedule (Section 21, MFMA) to ensure transparency and inclusiveness;
b. The municipality is encouraged to approve an air quality management plan in terms of Act 39 of 2004;
c. The municipality should also adopt a waste management plan as determined by the environmental Management: waste Act.; lastly
d. The municipality must reflect the LITP and Storm water management plans which were revised in 2013/2014 financial year in the 2014/2015 revised IDP.

All comments good or bad are received in the spirit of cooperative governance and work will be done on certain areas and a full report will be given for areas beyond the municipal control and subsequent support will be requested to the relevant departments.

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 extrapolated from the 2012/23 annual report

1.5.1. Good governance and public participation

KPA & Indicators	Municipal Achievement 2011/12	Municipal Achievement 2012/13
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	70	69

Highlight	Description
	Ward committees were establish and inductions took place

Establishment of ward committees during 2012	during November 2012
Training of ward councillors	Workshop were held during April and May 2013 to train ward councillors how to effectively run ward committees
Establishment of Communication unit	Communication unit was establish to manage public participation and to render ward committee logistical support.

1.5.2. Local Economic Development

Highlights	Description
Finalisation of Spatial Development Framework	The SDF was completed and adopted by Council as Sectoral plan as part of the IDP with the view to guide spatial development and give direction to infrastructure development.
Addressing a significant backlog in land use applications	The Departmental staff resources were fairly low in the recent past which has been rectified by making strategic appointments (Spatial Planner, GIS Specialist, Planning staff). This has led to an application backlog being addressed thereby resulting in improved service delivery.

1.5.3. Basic Services and infrastructure development

1.5.3.1. Water

Highlights	Description
Water provision	Construction of reservoir in Kwanokuthula
	Installation of water services in Kranshoek for 426 H/H
	Installation of Ozone Generator at Natures Valley Water Treatment Works
	Received disaster funding for relocation of Poortjies P/S

1.5.3.2. Electricity

Highlights	Description
Electrification	Electrification of Informal houses at Light Industrial Area; contract no. G/4910/E
Electrification	Electrification at Kurland

1.5.3.3. Waste Management

Highlights	Description
Waste Transfer Facility	Obtained ROD for the construction of a Waste Transfer facility
Landfill Site	Received a favourable audit report on the Robberg Landfill site
Green Waste	Identified drop off facilities for green waste
Fleet	Procured 2 x new refuse compactors to be delivered in August 2014

Waste Transportation	Started with the transportation of waste to PetroSA containerization of waste

1.5.3.4. Housing delivery

Highlights	Description
2012/13: Initial Division of Revenue Act allocation: R15,608 million	Revised allocation; R26,165 million
2013/2014: Division of Revenue Act allocation: R76,145 million	In terms of project readiness

1.5.3.5. Sanitation

Highlights	Description
Infrastructure Services	Installation of sanitation services for 426 h/h in Kranshoek
	Installation of sanitation services for 94 h/h in Kurland

1.5.3.6. Roads

Highlights	Description
Reseal roads within Bitou Municipal Area	2.7 km of roads resealed

1.6. National and Provincial Development Planning and Policy Directives

This section will identify the relationship between this Integrated Development Plan and the other key planning and policy instruments from the national, provincial and the district government levels. The instruments aligned to the IDP are those perceived to be key, they also have a cross cutting effect at the other levels of government. They currently occupy the centre stage at their respective spheres of government and they have an overarching role. One of the key objectives of IDP is to ensure alignment between national and provincial priorities, policies and strategies (as listed below):

1. Millennium Development Goals
2. National Development Plan Priorities (2030 Vision)
3. National Spatial Development Perspective
4. National Key Performance Areas
5. National Outcomes
6. Provincial Strategic Objectives

In September 2000, 189 countries, including the Republic of South Africa, committed to the Millennium Declaration. This declaration sets out clear targets that are intended to be met by the year 2015. The municipality is committed to the goals and will plan in accordance.

Chapter 5 of the MSA, in particular, 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

Horizontal and Vertical Alignment

Horizontal alignment is pursued through inter-governmental planning and consultation, co-ordination and ensured through aligning the respective vision, mission and strategic objectives of the respective municipalities in the region. The alignment of key national, provincial and regional strategies is illustrated in the table below:

1.7. Integrated development planning process

The Municipal Systems Act pays particular attention to 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 2013	MSA, Section 32 (1) (a)
IDP/Budget Steering Committee Meeting **(Analysing MEC comments)**			IDP / Budget /office	31 July 2013	Best Practise
District framework			IDP Manager	23 August 2013	Best practice
Council approves process plan/time schedule plan - *MFMA Section 21(1)(b)*			Mayor / Municipal Manager	21 August 2013	Best practice
Advertise IDP process in local news papers			IDP Manager	29 August 2013	Best practice
IDP / Budget / PMS Workshop			Mayor/MM/HOD's and line Managers (IDP/Budget steering committee)	10 September 2013	Best practice
IDP INDABA/ MINMAY			Municipal Manager / IDP/Mun Manager	16 September 2013	Best practice
Provincial IDP Managers Forum			IDP Manager	September 2013	Best practice
Update IDP forum list			IDP Manager	27 September 2013	Best practice
ANALYSIS					
Ward meetings (meeting with ward committees and Council of Stakeholders in the case of ward 4). **(Revision of chapter 7 of 2013/2014 IDP)**			Ward Councillors/ IDP Manager / Speakers Office	02 – 30 September 2013	Approved process plan
Wards	**Venue**	**TIME**			
Ward 1	Green Valley Hall	19:00	Ward Councillor	09 September 2013	Best practice
Ward 2	Strategic Services Board room	18:00	Ward Councillor	10 September 2013	Best practice
Ward 3	Bicycle Shed	19:00	Ward Councillor	11 September 2013	Best practice
Ward 4	Councillors office	19:00	Ward Councillor	12 September 2013	Best practice
Ward 5	Kwano-Library	18:00	Ward Councillor	17 September 2013	Best practice
Ward 6	Kwano-Library	18:00	Ward Councillor	18 September 2013	Best practice
Ward 7	Kranshoek Boardroom	19:00	Ward Councillor	19 September 2013	Best practice
IDP FORUM MEETING (**presenting community issues to government and NGO sectors)**			MAYOR/MUNICIPAL AND IDP MANAGERS	26 September 2013	Best practice
IDP / Budget / PMS Steering Committee **(considering community issues and targets)**			Mayor Municipal Manager	02 October 2013	Best Practice
Bitou Profiling **(Revision of chapter 3 of 2013/2014 IDP)**			HOD: Strategic Services	02 – 30 October 2013	Best practice
institutional analysis **(Revision of chapter 4 of 2013/2014 IDP)**			HOD: Corporate Services	02 - 30 October 2013	Best practice
Financial Analysis			HOD: Financial Services	02 - 30 October 2013	

ACTIVITY	RESPONSIBLE PERSON / DEPARTMENT	TIME LINE	APPLICABLE LEGISLATION / POLICY DIRECTIVE
(Revision of chapter 8 of 2013/2014 IDP)			
IDP / Budget / PMS Steering Committee **Analysing gaps:** - **Institutional** - **Financial** NB: available funding and propose tariff increases - **Governance** - **Service Gaps**	HOD's Corporate, Finance and Strategic services	10 – 21 October 2013	Best practice
STRATEGY / INDICATORS/TARGETS			
Strategic workshop: **Consolidate priorities for Budget purposes. (Revision of chapter 5 of 2013/2014 IDP)**	Mayor, Councillors Municipal Manager and HOD,s	5 November 2013	Best practice
			Best practice
PROJECTS / PROGRAMMES / BUDGETS			
Operational Projects	Budget Office	November 2013	Best practice
- **Personnel (New position)**		November 2013	
- **Administration and Personnel**		November 2013	
Capital Projects	All Departments	November 2013	Best practice
- **Community projects (Roads, housing etc.)**		November 2013	
- **Staff items (office furniture etc.)**		November 2013	
Adjustment Budget Budget steering Committee consider Adjustment Budget		20 – 24 January 2014	
Setting of performance indicators: Draft SDBIP	**IDP forum**	01 - 14 February 2014	
INTEGRATION			
Approval of adjustment budget in conjunction with mid-year assessment.	Budget Office	31 January 2014	Approved process plan
District IDP Managers work session	IDP Manager	28 February 2014	Approved process plan
Integration of sector plans	All departments	28 February 2014	Approved process plan
APPROVAL (IDP & Budget and Performance Documentation)			
Budget steering Committee consider first Draft IDP and Budget	Mayor / MM / CFO BSC members	18 March 2014	Best Practice
Council approves first drafts of the revised IDP and Budget	Mayor / Municipal Manager	31 March 2014	MFMA Section 16 (1) & (2)
Give notice for 21 days to the public for comments the draft IDP & Budget	IDP and Budget Offices	03 – 23 April 2014	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 2014	MFMA Section 22 (a) & (b)
Submit the proposed revised IDP to Eden DM	IDP Manager	6 April 2014	MSA Section 29(3)(b) MPPM Regulation 3(6)
Conduct ward based public meetings to inform the public about the IDP and Budget for 2013/2014	IDP Steering Committee	April 2014	MFMA Section 23(1)
WARDS / VENUE / TIME			
- Ward 1 / Covey / 19:00	Ward Councillor	1 April 2014	
Kurland / 19:00	Ward Councillor	2 April 2014	
Wittedrift / 19:00	Ward Councillor	3 April 2014	
- Ward 2 / Piesang Hall / 18:00	Ward Councillor	7 April 2014	
- Ward 3 / Bicycle shed / 18:30	Ward Councillor	8 April 2014	
- Ward 4 / New horizon Hall (transport Split VD) / 19:00	Ward Councillor	9 April 2014	
- Ward 5 / Kwano Hall / 18:00	Ward Councillor	10 April 2014	
- Ward 6 / Kwano Hal / 18:00	Ward Councillor	14 April 2014	
- Ward 7 / Kranshoek / 19:00	Ward Councillor	15 April 2014	
Harkeville (transport Split VD) / 19:00	Ward Councillor	16 April 2014	
Respond to public comments	Mayor and Municipal Manager	8 May 2014	MFMA Section 23(2)
Council approves IDP and Budget.	Council	31 May 2014	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 2014	MFMA Section 75(1) & (2) MSA Section 21A(1)(b)

ACTIVITY	RESPONSIBLE PERSON / DEPARTMENT	TIME LINE	APPLICABLE LEGISLATION / POLICY DIRECTIVE
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 2014	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 2014	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 2014	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 20114	Budget & Reporting Regulations 2009, Reg 18 (1-3)
Submit approved budget to Provincial Treasury and National Treasury (within 10 working days after approval of the budget)	Budget Office	10 June 2014	MFMA Section 24(3) Budget & Reporting Regulations 2009, Reg 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	10 June 2014	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 28 June 2013	MFMA Section 53(1)(c)(ii)
PERFORMANCE MANAGEMENT			
Place the performance agreements and all service delivery agreements on the website	Director Strategic Services	14 June 2014	MFMA Section 75(1) Budget & Reporting Regulations 2009, Reg 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 28 June 2014	MFMA Section 53(3)(b) Perf Regs: 2006 Reg (5):
Submit the SDBIP to National and Provincial Treasury (within 10 working days approval of the plan)	Director Strategic Services	Before 28 June 2014	Budget & Reporting Regulations 2009, Reg 20(2)(b):
Make public the projections, targets and indicators as set out in the SDBIP (within 10 working days after the approval of the SDBIP)	Director Strategic Services	Before 28 June 2014	MFMA Section 53(3)(a) Budget & Reporting Regulations 2009, Reg 19
Make public the performance agreements of Municipal Manager and senior managers (no later than 14 days after the approval of the SDBIP)	Director Strategic Services	Before 28 June 2014	MFMA Section 53(3)(b)

The IDP and Budget of the Bitou municipal area 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 encourage and create 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 the following:

1.8.1. External Stakeholders

Role Player	Roles and Responsibilities
Bitou Municipality	➢ 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; and ➢ The sector planning requirements are satisfied. ➢ Prepare and adopt the IDP; ➢ Adjust the IDP in accordance with the MEC's proposals/recommendations; ➢ Ensure that the annual business plans, budget and performance management decisions are linked to and based on the IDP.
Bitou communities, residents and stakeholders	➢ Represent interests and contribute knowledge and ideas in the IDP process by participating in and through the ward committees to; ➢ 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	➢ Some 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: ➢ 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 ➢ Preparation of joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists.
Provincial Government: Department of Local Government	➢ 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: ➢ 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	➢ 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 to 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	➢ National Treasury issues guidelines on the manner in which municipal councils should draft and process their annual budgets.

Table 2: 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	○ Consider and approve the IDP ○ Consider and approve the Budget
Executive Mayor & Mayoral Committee	○ 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. ○ Submit the draft IDP to Council for adoption.

Role Player	Roles and Responsibilities
Ward Councillors	o Link the planning process with their constituencies and/or wards o Assist with organising public consultation and participation (ward committees) o Monitor the implementation of the IDP with respect to their particular wards; o Ensure the annual business plans and municipal budget are linked to and based on the IDP.
Speaker	o Overall monitoring of the public participation process; o Exercise oversight of the ward committee system.
Municipal Manager and / Director Strategic Services / IDP Manager	o Prepare and finalize the Process Plan; o Be responsible for overall management, coordinating and monitoring of the process and drafting the IDP Review; o Responsible for the day to day management of the planning process, ensuring that all relevant actors are appropriately involved; o Nominate persons in charge of different roles o Ensure that the process is participatory, strategic and implementation orientated and is aligned with sector planning requirements o Respond to public and MEC's comments on the draft IDP review o Ensure proper IDP documentation o Adjust the IDP in accordance with the MEC's recommendations o Monitor the implementation of the IDP proposal
Directors and Head of Departments	o Prepare departmental budgets in line with IDP o Prepare selected Sector Plans o Provide relevant technical, sector and financial information for analysis for determining priority issues. o Contribute technical expertise in the consideration and finalization of strategies and identification of projects. o Provide departmental, operation and capital budgetary information. o Responsible for the preparation of project proposals, the integration of projects and sector programmes.
Communication Sub-Directorate	o Assist the Speaker to coordinate the process of establishing ward committees. o Responsible for logistical arrangements pertaining to ward committee meetings. o The responsibility to meet regularly with the ward committees to ensure appropriate communication with the communities through the ward committee structure. o 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. o To provide the administrative support to ward committees.
IDP-Steering Committee	o Refinement and Quality check of IDP document to ensure compliance with legislation. o Consist of Municipal Manager, Senior Management/Directors, IDP Manager/Office, and Speaker.
Budget-Steering Committee	o To provide technical assistance to the mayor in discharging the responsibilities set out in Section 53 of the MFMA. o 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	o Provide an organisational mechanism for discussion, negotiation and decision-making between stakeholders. o Represents the interest of their constituencies in the IDP process. o Monitors the performance of the planning and implementation process.

Table 3: Internal role players

1.9. Overview of document structure

Section 25 of the Municipal Systems Act is particular about the content of the IDP and all revisions are aimed filling the gaps identified by the MEC after receiving the municipal IDP. This section outlines the content of this document with the view of fulfilling and meeting the minimum legislative requirements.

Chapter 1: introduction	This chapter sets the scene by giving the context for revising the IDP and also 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 on 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 focus 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 limited resources.
Chapter 5: development strategy	The IDP is a strategic tool, that is meant to guide the municipal planning, and decision-making processes and it is a tool, which need 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 finished based on sections 2, 3 and 4 projects is 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 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 department's foot print in the Bitou geography.
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 MTEF cycle. The plan looks into mechanisms of funding both the CAPEX and OPEX budgets in a sustainable manner.
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 4: Document structure

1.10 IDP / Budget Process self-assessment

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year, a time schedule that sets out the process to revise the IDP and prepare the budget.

The Mayor tabled in Council the required IDP and budget time schedule on 20 August 2013. Key dates applicable to the process were:

09-19 September 2013– Public meetings with ward 2 and 4

02-09 October 2013 – Public meetings with ward 1, 3, 5, 6, and ward 7.

29 October 2013 – IDP forum meeting.

November 2012 – Budget steering Committee meeting to determine strategic direction of the municipality for the MTREF and the adjustment budget for 2013/2014.

05 February 2014 – IDP/ Budget workshop.

17 February 2014 – IDP steering Committee workshop.

24 February 2014 – IDP forum meeting

01-28 April 2014 - public participation of draft budget

31 May 2014 – Submission of the budget to council for consideration and approval

The budget and IDP process are on point and in line with the approved IDP/Budget time schedule

DRAFT

CHAPTER 2: MUNICIPAL PROFILE

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.

It is so unfortunate that in compiling this profile the municipality rely in 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 in the Western Cape Province within the jurisdictional area of Eden District Municipality (DC4). The municipality is situated in the South Eastern corner of the province and the Bloukrans River is the boundary between the Western and Eastern Cape Provinces and its southern border adjoins the Indian Ocean.

It includes the town of Plettenberg Bay and surrounding areas such as Covie, Nature's Valley, the Crags, Kurland, Keurbooms, Wittedrift, Green Valley, Kranshoek, Harkeville, Kwa-Nokuthula, New Horizons as well as Oelwein and Bossiesgif.

The following map indicates the extent of Bitou Municipality's area of jurisdiction.

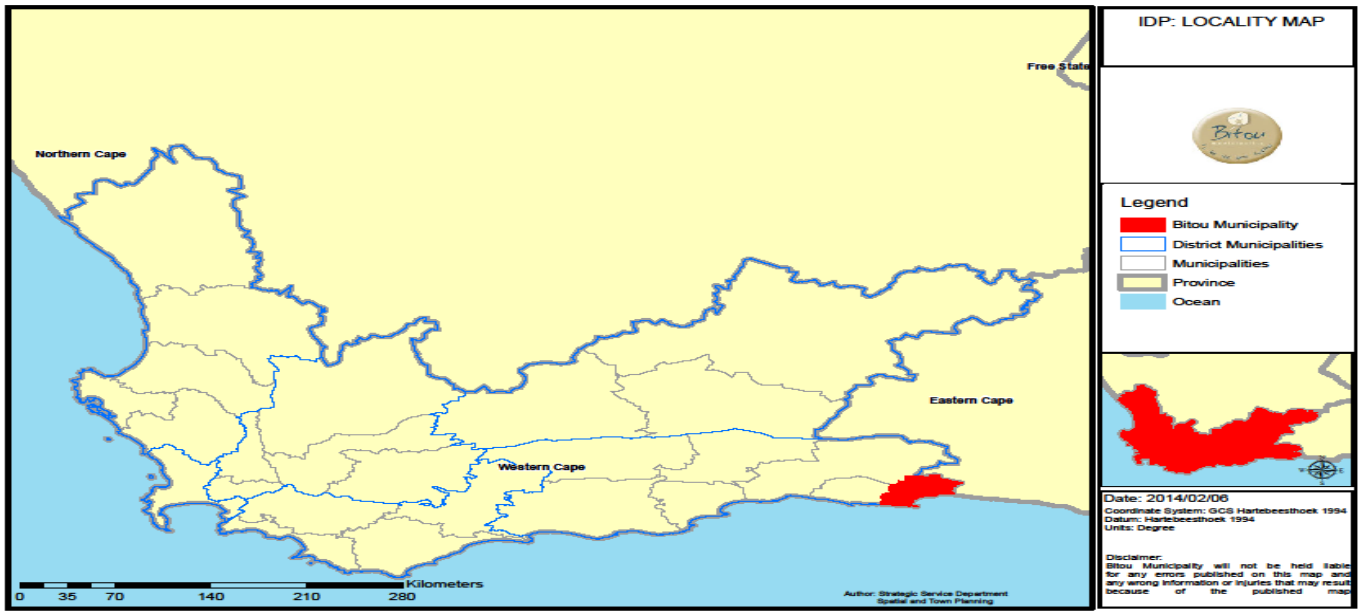


Figure 2: Locality Map

In 2010 the demarcation board increased the number of wards from six to seven wards. Population growth was cited is the main reason for the increase in the number of wards. Figure 3 below list the number of wards and also indicates the areas covered by each ward:

Ward	Description
Ward 1	Green Valley, Wittedrift, Crags, 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, Harkeville and Split VD Phase 3 Kwa-Nokuthula

Table 5: Ward delineation

Figure 3 for below demonstrates the geographic location of each ward.

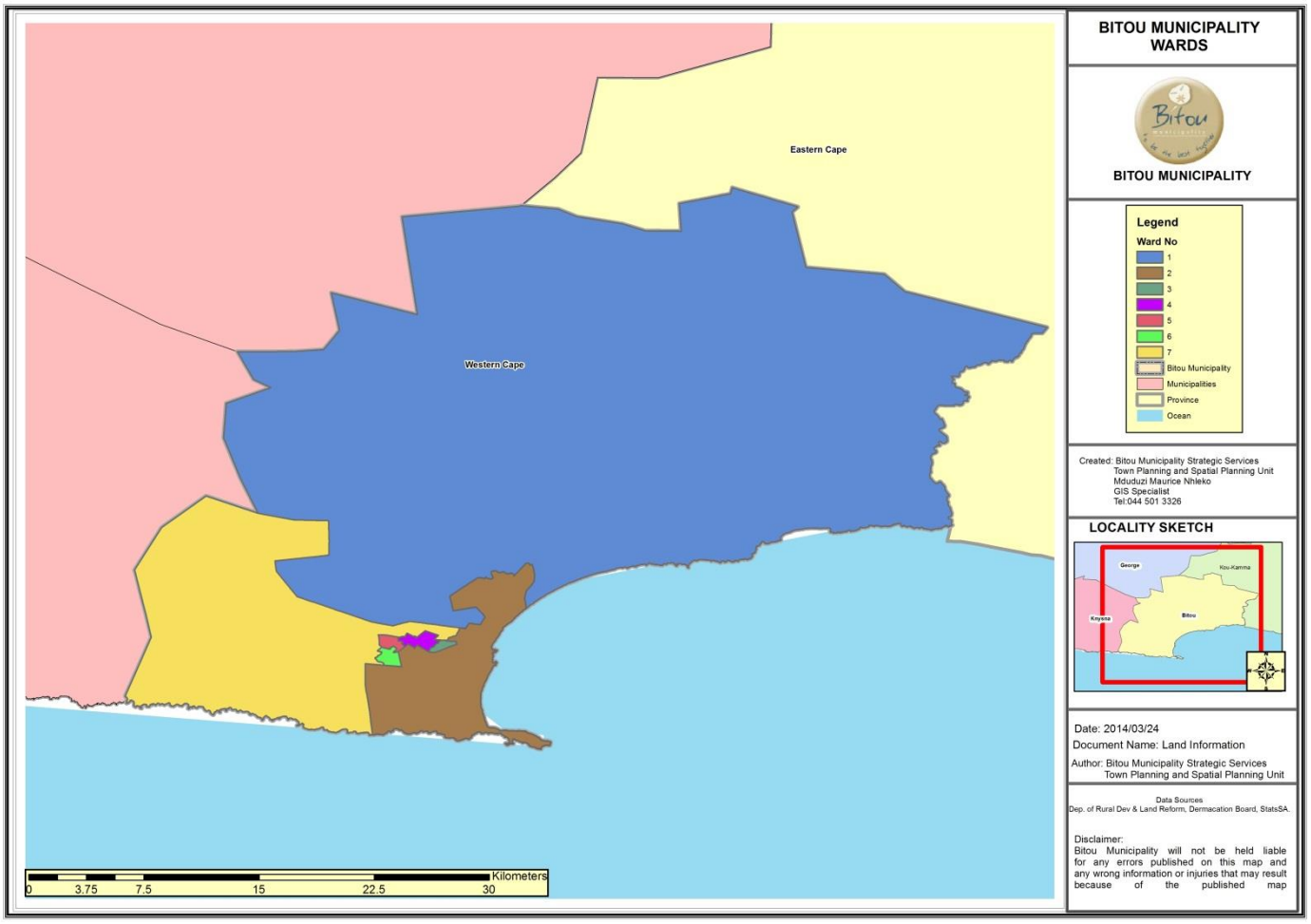


Figure 3: Map indicating the spatial location each ward.

2.2. Population and Demographic Profile

Under this section the focus will be on the population dynamics which will be summarised with an analysis of population growth on service provision. It is said that "Bitou municipality is the fourth fastest growing population in the country and the second fasted growing in the Cape Province". No district population comparison will be made under this section but the focus will be on

demonstrating population growth trends since the first democratic census in 1996 to the 2011 census.

Table 5 below indicate 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
Black African	2513	2143	5638	5429	11338	10901
Coloured	3697	3948	5659	6080	7478	7866
Indian or Asian	38	25	45	50	116	133
White	2286	2428	3001	3280	3960	4347
Other	0	0	0	0	1576	1447
Unspecified	665	684	0	0	0	0
TOTAL		18427		29182		49162

Table 6: Bitou population by national group and gender

The graph in figure 5 below shows the population growth trends since 1996.

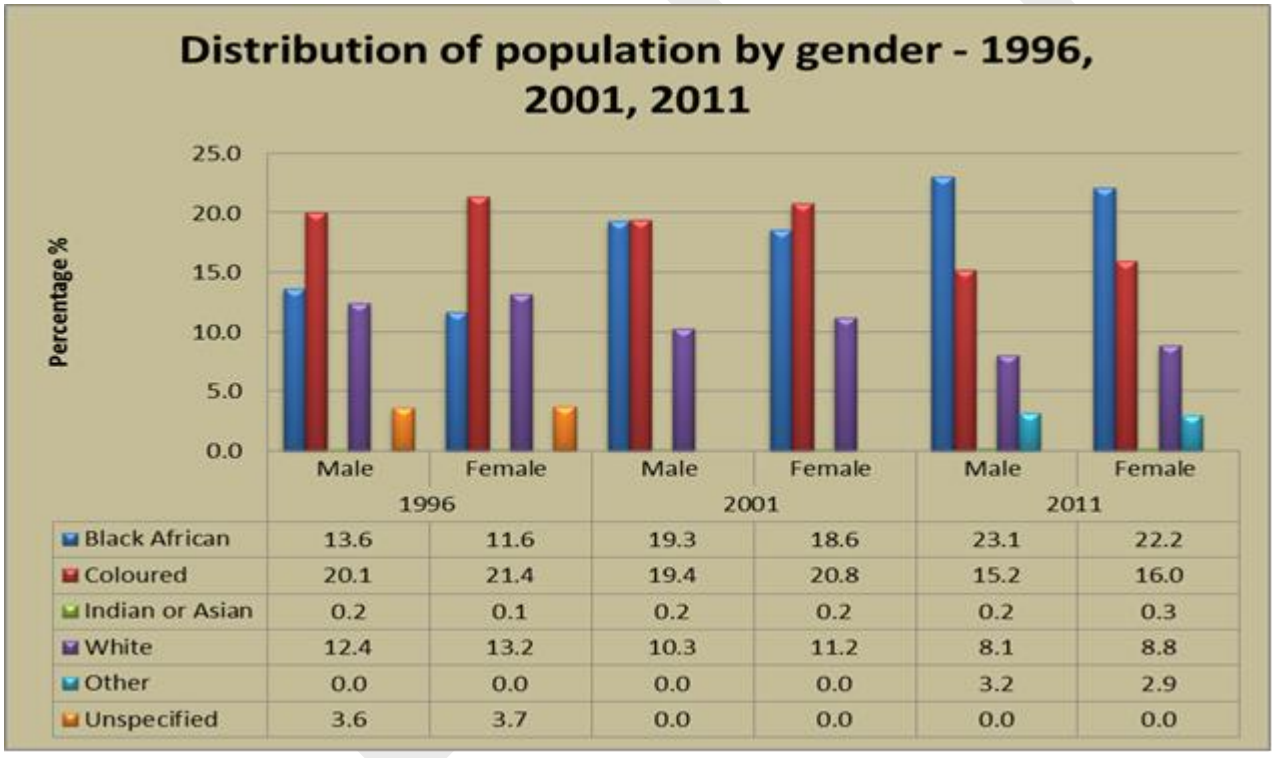


Figure 4: Population growth trends since 1996, source statsSA

As much is Bitou is enjoying a population growth rate of 5.2 per cent per annum this growth might have a negative impact for the municipality in the future. The following negative factors might influence the municipality negatively and that is:

1. Revenue collection;
2. increase demand for basic services; and
3. Economic stagnation

The above assertions are informed by the fact that there is a decline in the growth rate of some of the economically active population groupings. The growth rate percentage for whites has declined from **21.5% to 17%** and the coloured population has declined from **40.5% to 31.2%** in 2006 and 2011 but at the very same time the Black population growth percentage has increased from **37.6% in 2006** to **45.2% in 2011**.

The map in figure 5 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.

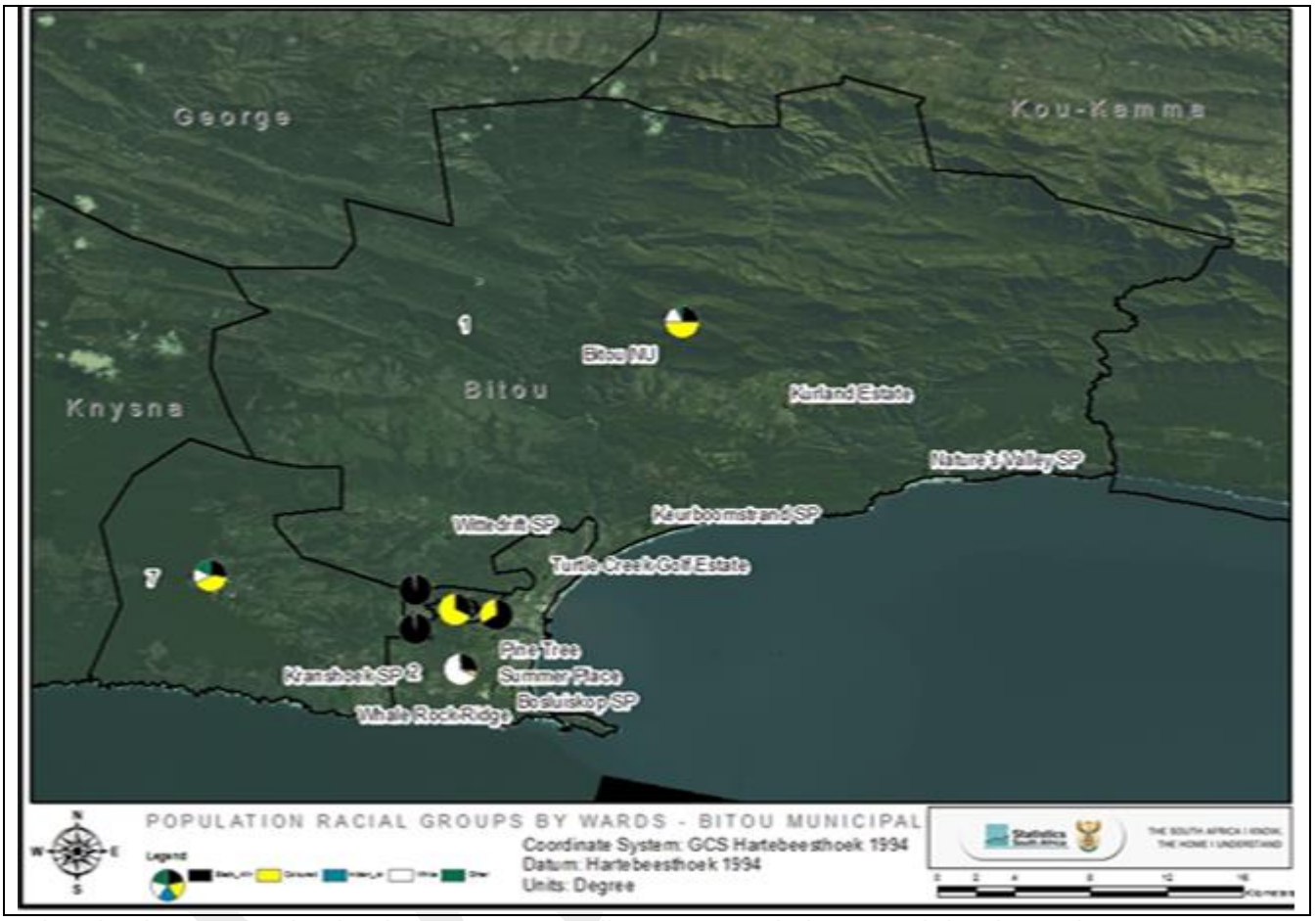


Figure 5: Map illustrating the population distribution by national group per ward.

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 more between the ages of **20 and 65 years** and the age groups **0 – 20 years**. These growth trends simply mean that more the demand for shelter, employment, health and education facilities are also in the rise.

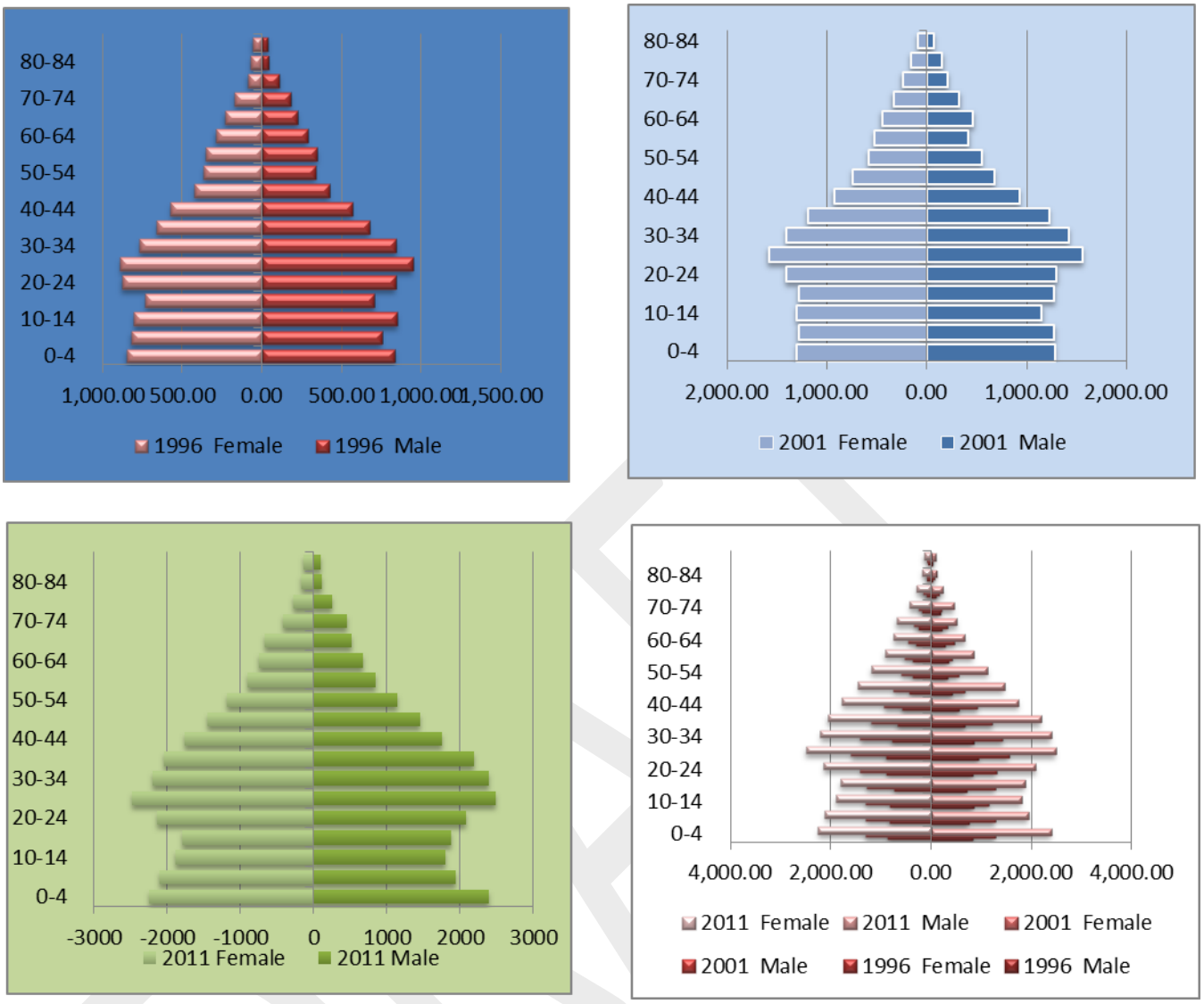


Figure 6: Population pyramids illustrating the population dynamics since 1996

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. The age cohort 25 to 39 proportionally indicates a larger male population representing 28% of the total male population; this however changes from age cohorts 39 upwards where there appears to be a sharp decline in the male population. Within the elderly groups this gap widens and can be attributed to economic migratory factors or mortality amongst men.

2.3. Household Information

In 2011, 16 645 households were living within Bitou municipal area, the number of households nearly doubled since 2001. StatsSA defines a household 'as a group of persons who live together and provide themselves jointly with food or other essentials for living, or a single person who lives alone'. 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 7: 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 8: household numbers by size of households

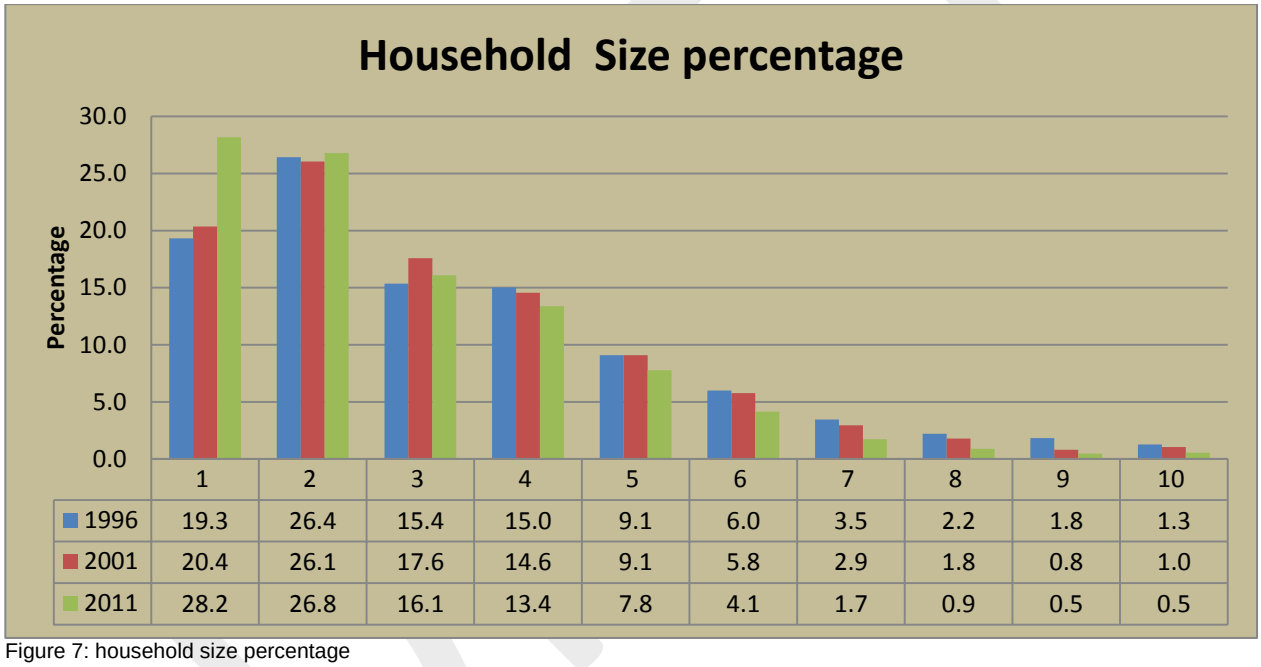
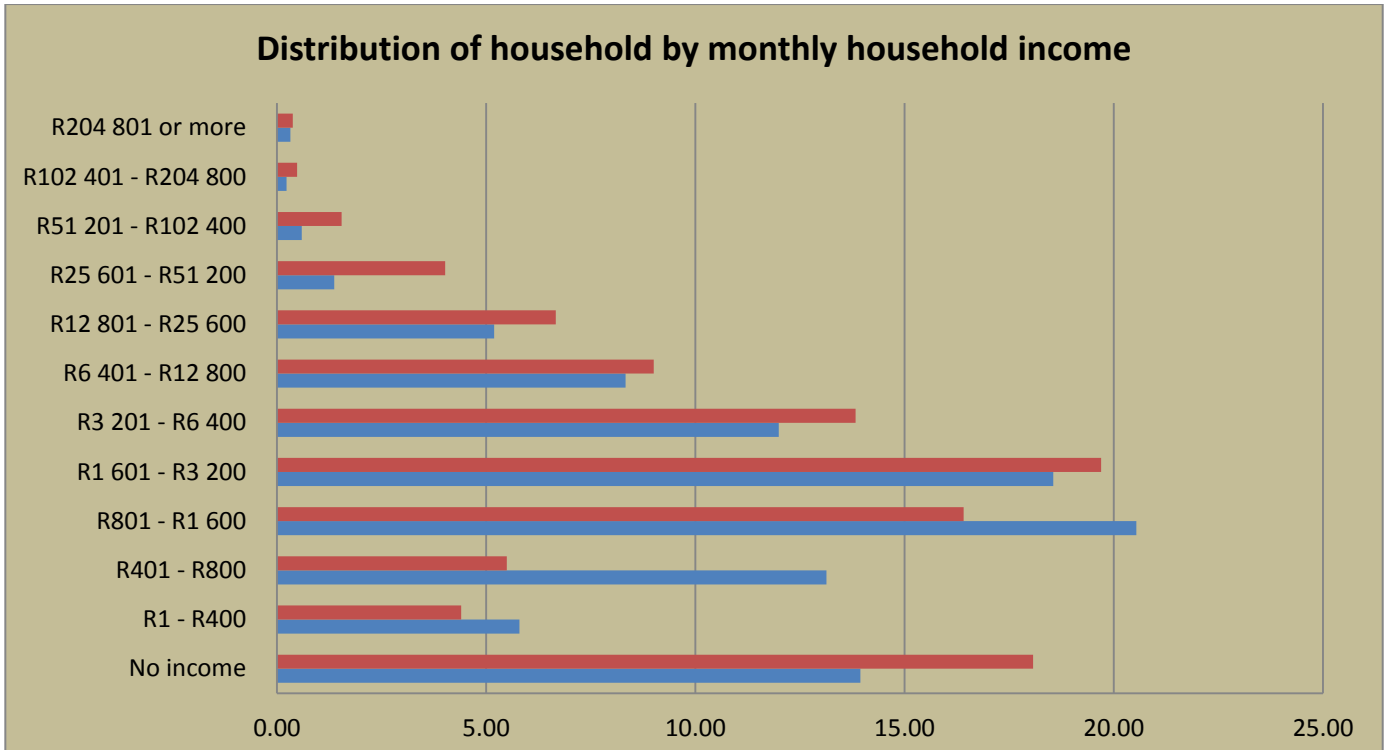


Figure 7: household size percentage

2.3.2. Household monthly income

There is a belief that Bitou is one of the municipal areas within the province with skew gene co-efficiency. The graph below in figure 8 illustrates the monthly household income levels from households with no income to house households with the highest income per capita per month. The evidence presented in this graph illustrate that the number of household with no income increased from 13.94% in 2001 to 18.07% in 2011 and this increase is exponential right through the indigent or grant dependent categories. At the same time there is an increase (**0.32% in 2001 to 0.38% in 2011)** of number of households in the category R204 801.00 and more.



	No income	R1 - R400	R401 - R800	R801 - R1 600	R1 601 - R3 200	R3 201 - R6 400	R6 401 - R12 800	R12 801 - R25 600	R25 601 - R51 200	R51 201 - R102 400	R102 401 - R204 800	R204 801 or more
2011	18.07	4.40	5.49	16.41	19.70	13.83	9.01	6.66	4.02	1.54	0.48	0.38
2001	13.94	5.80	13.13	20.54	18.56	11.99	8.33	5.19	1.37	0.59	0.23	0.32

Figure 8: Household monthly income levels

The graph above implies that Bitou area is mostly occupied by job seekers and by implication means that the municipal indigent register is also on the rise as it is the municipal constitutional mandate to provide all its citizens with basic services.

2.4. Household services

This section is meant to show the level of service provision, the number of households with access to basic services such as water, electricity, sanitation and waste removal. In the contrast this section is also meant to show the decision makers the service gaps or backlogs and spatially demonstrate the most vulnerable areas where service delivery should be focused in the next financial cycle.

To kick start the analysis on access to services the first step will be to analyse the dwelling types and geographic location of these dwellings. The aim is to see which of the wards has more informal dwelling because informal housing has a direct correlation to basic service back logs.

2.4.1. Dwelling type

The number of formal dwellings has increased with more than 6000 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 has more than tripled from 2001 to 2011. Bitou had about 1478

informal dwellings in 2001 which increased to 4049 in 2011. The map in figure 10 below gives a spatial link to informal dwellings. Mostly the informal dwellings in wards 5 and 4 are back yard dwellings on an Erf with a formal dwelling.

A direct correlation can be drawn to the population growth rate of black people as demonstrated in section 2.2 above. Table 8 below give the actual figures of the dwelling types whilst figure 8 is schematically demonstrating the dwelling type growth 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 9: Number of dwellings by type of dwelling

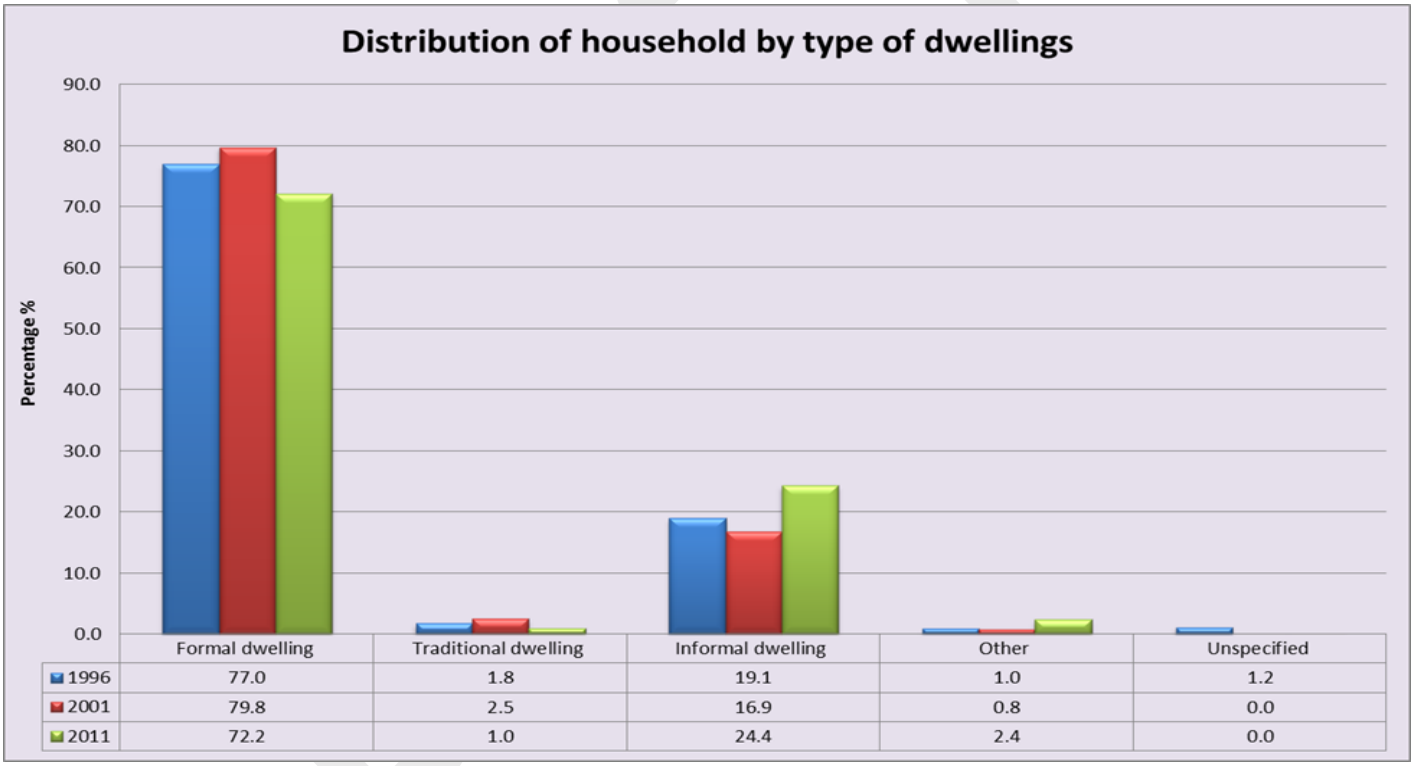


Figure 1: Percentage size of household dwelling types

The increase in the number of informal dwellings will have also increase primary health needs and the spread of communicable diseases such as malaria, TB and HIV which will lead to an increase of AIDS cases. The municipality should develop a strategy to minimise the spread of informal dwellings on open spaces and also enforce the anti-encroaching policies on municipal or public land.

A more forward planning and partnership approach is required to minimize the spread of informal dwellings and a solid intergovernmental partnership policy or strategy should be adopted by the Western Cape and Eastern Cape governments to prevent the exodus from the Eastern Cape into the Western Cape as much as the movement of people cannot be controlled but a plan is required to

prevent those who migrate out of the Eastern Cape to only access basic services such as housing, education and health care in the western Cape.

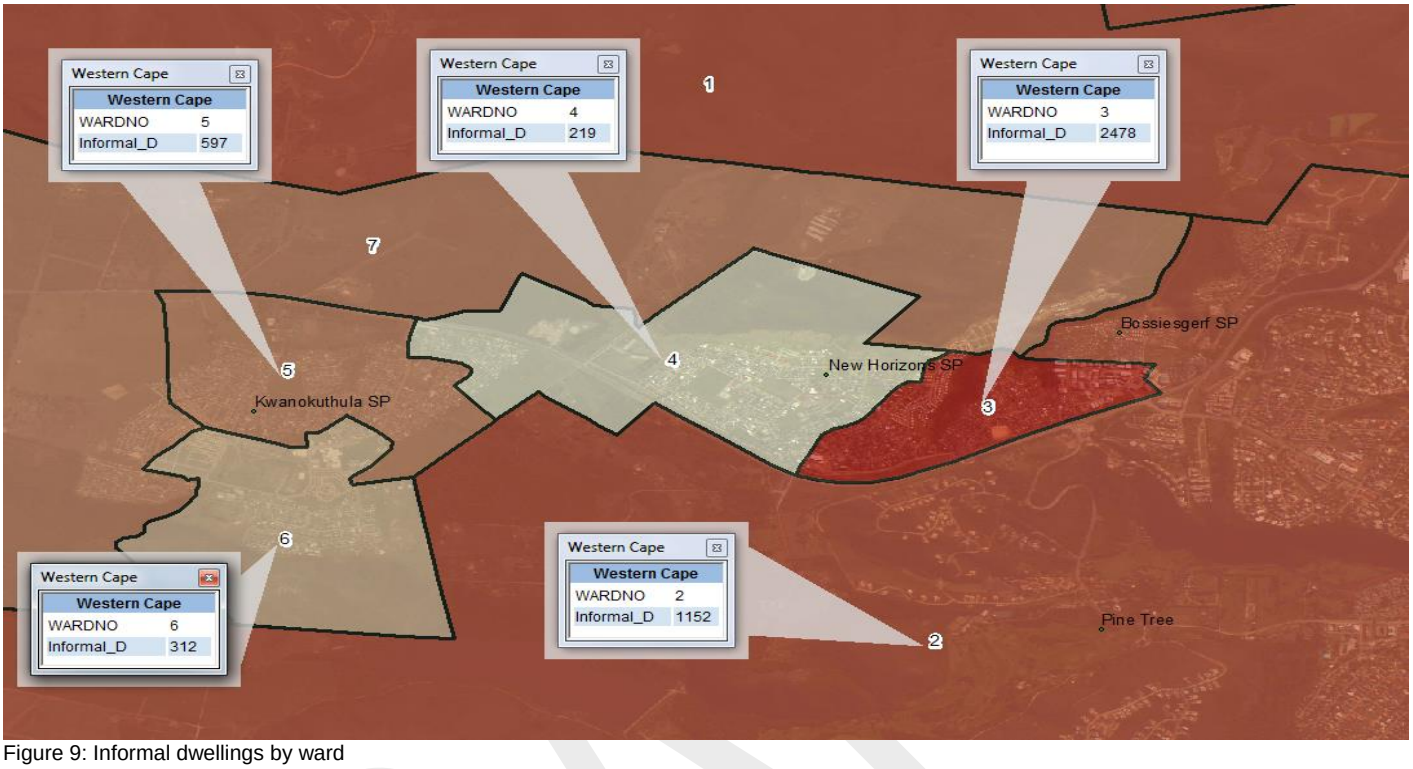


Figure 9: Informal dwellings by ward

The map in figure 11 above indicates the wards with the most number of informal dwellings.

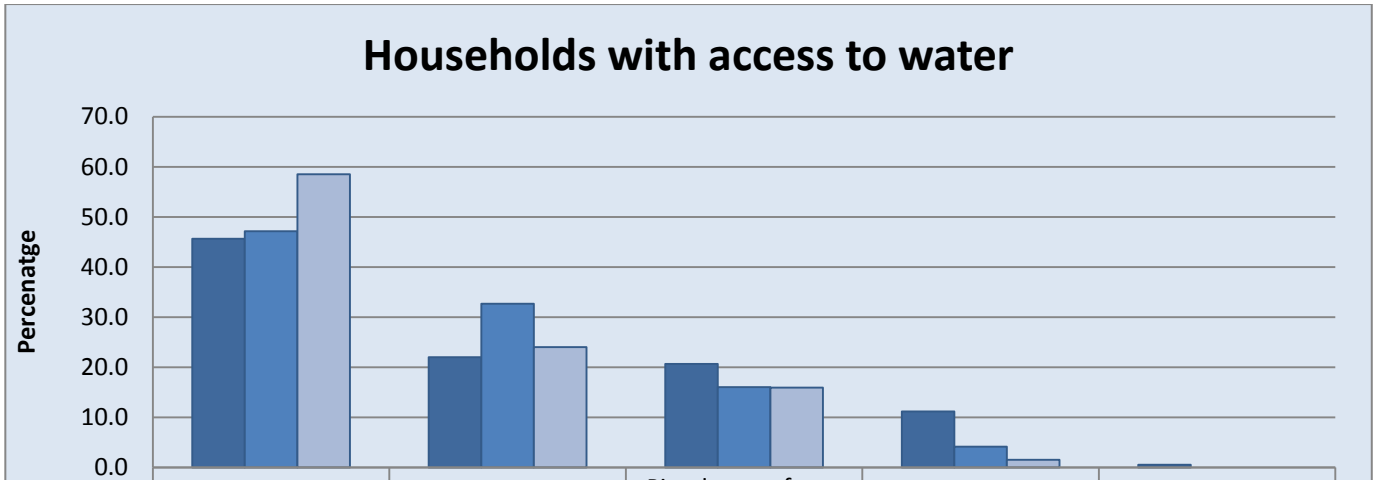
2.4.2. Households with access to water

The number of household with piped water inside the dwelling has increased from **2300 in 1996 to 9743 in 2011**, the number of households with access to water in the yard has also increased from **1109 in 1996 to 3999 in 2011** and households with access to potable water from an access point has also increased from **1041 in 1996 to 2649 in 2011**. In the same period the number of households with no access to piped water has 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 10: Number of households with access to water above the RDP standards, source StatsSA

Table 10 above is demonstrates the municipals ability to deliver portable water to households and figure 10 below is a percentage format indicating demonstrating the trend in which the municipality delivered on its mandate to provide its citizens with portable water above the RDP standards.



	Piped water inside the dwelling	Piped water inside the yard	Piped water from access point outside the yard	No access to piped water	Unspecified
1996	45.6	22.0	20.7	11.2	0.5
2001	47.2	32.7	16.0	4.2	0.0
2011	58.5	24.0	15.9	1.5	0.0

Figure 10: Percentage of households with access to portable water, source StatsSA

The map in Figure 11 below presents the wards with the highest number of households with no access to water.

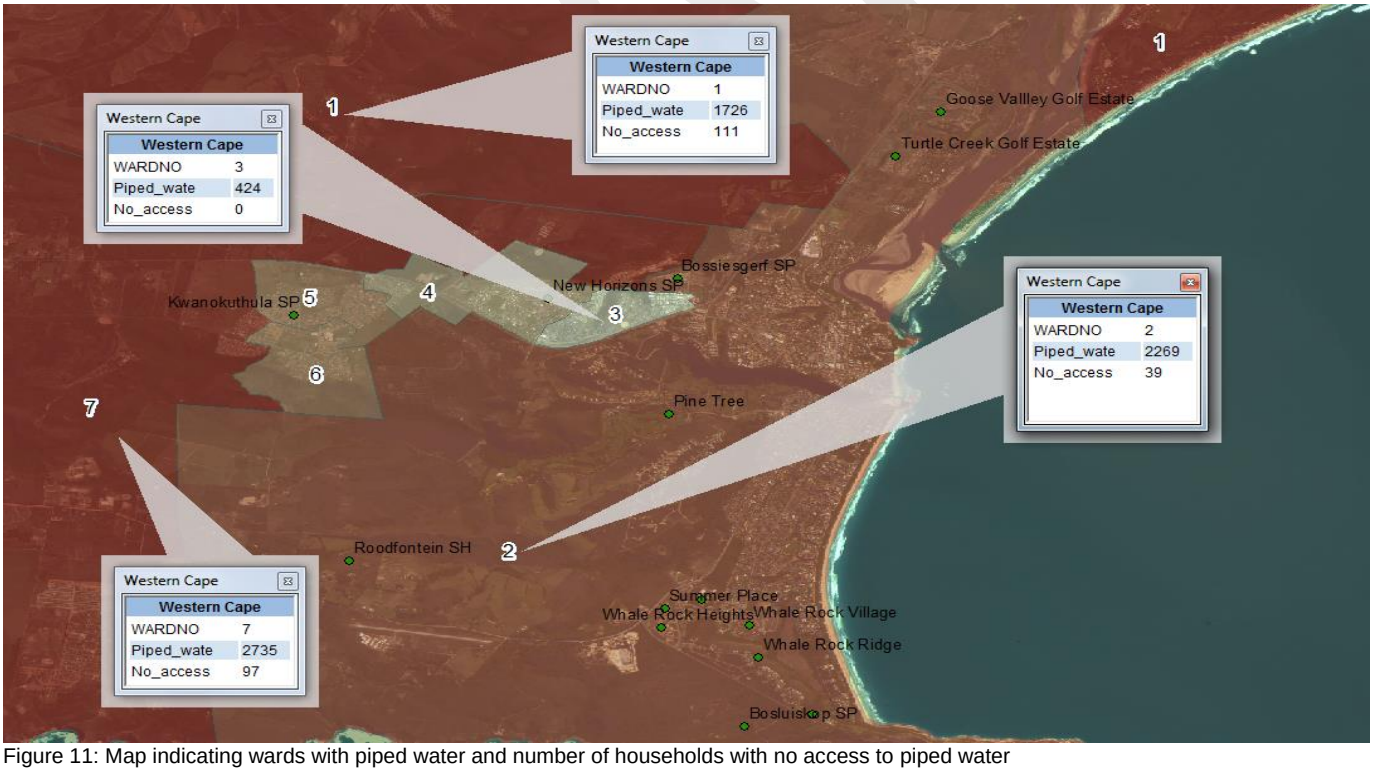


Figure 11: Map indicating wards with piped water and number of households with no access to piped water

Whilst the municipality is trying to provide portable water to all citizens a blue drop status award was conferred to Bitou Municipality after the department of water affairs and agriculture has accessed the quality of water produced by a municipality.

2.4.3. Households with access to electricity of lighting, cooking and heating

Table 11 below shows the different sources of energy used for lighting by households in since 1996 in Bitou. Electricity has been the main source of energy since 1996 and the number of household access electricity has increased from **73.9 per cent** in 1996 to **94 per cent** in 2011.

	Electricity	*Gas*	*Paraffin*	*Candles*	*Solar*	*Other*	*None*	*Unspecified*
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 11: Energy source for lighting

The graph in figure 11 illustrates an upward movement in the provision of electricity to households in the Bitou area since 1996 to 2011.

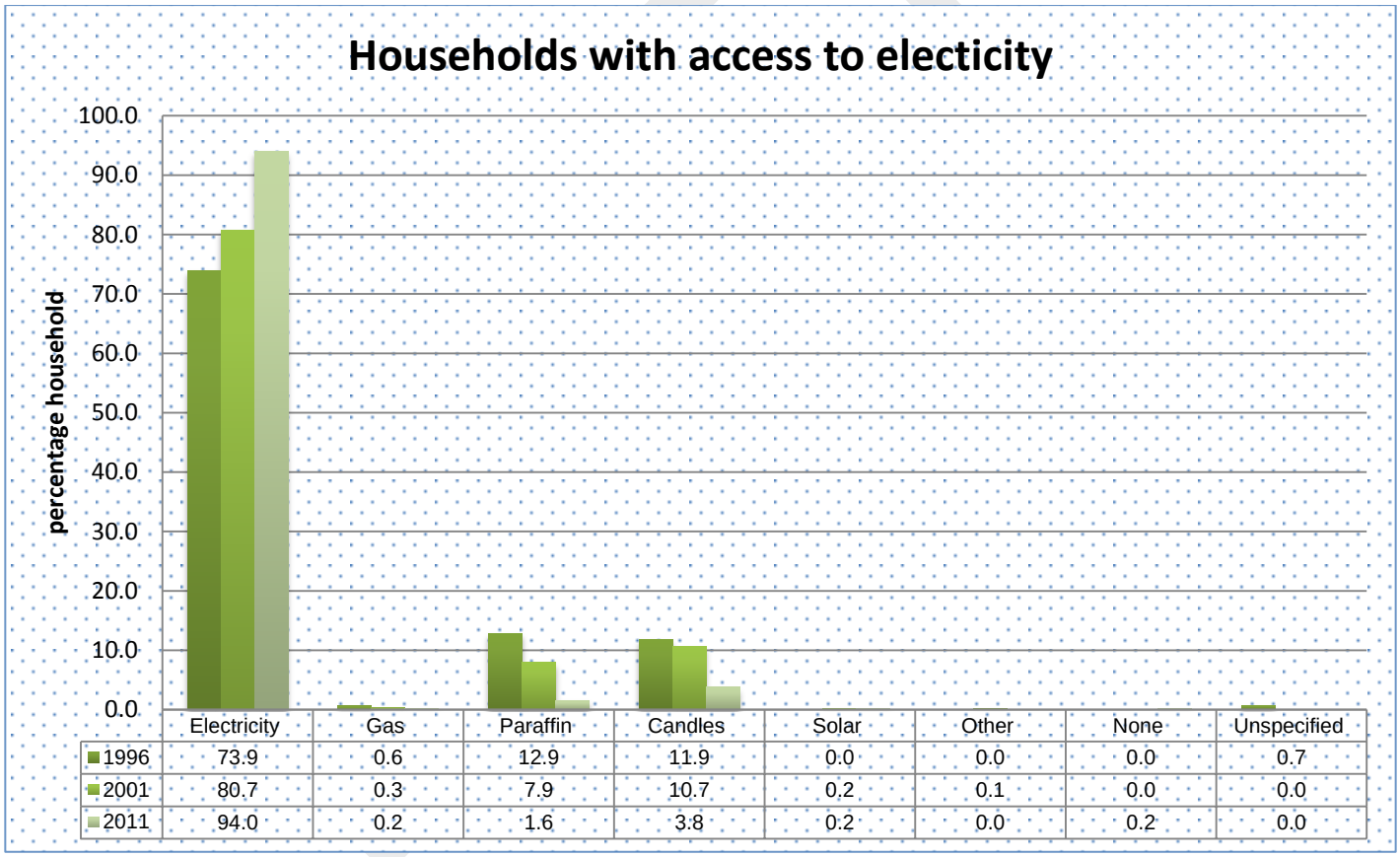


Figure 12: Household percentage with access to electricity

2.4.4. Households with access to Sanitation

Table 12 below demonstrates the increase in the number of households with access to toilet facilities. The number of households with access to toilet facilities increased from 71 per cent in 2001 to 75.61 per cent in 2011.

	Flush toilet (connected to sewerage	*Flush toilet (with septic tank)*	*Chemical toilet*	*Pit toilet with ventilation (VIP)*	*Pit toilet without ventilation*	*Bucket toilet*	*Other*	*None*

	system)							
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 12: Household percentage with access to toilet facilities

The map in figure 13 below demonstrates the increasing trend of household with access to flush toilets since 2001.

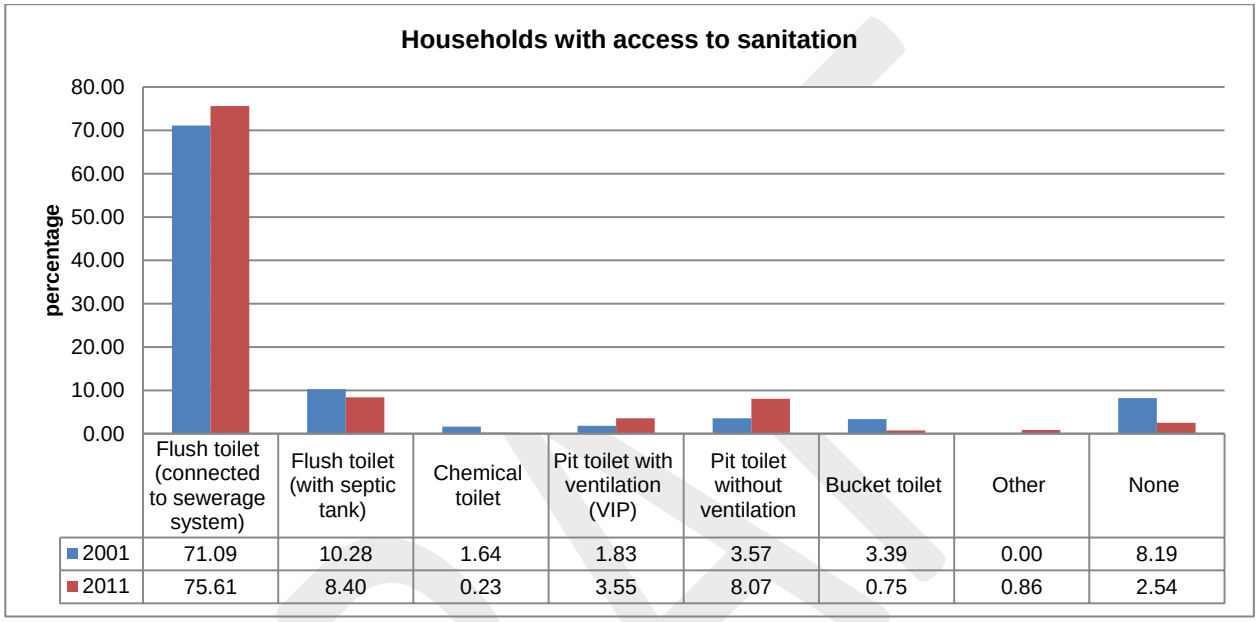


Figure 13: household percentage of households with access to toilet facilities.

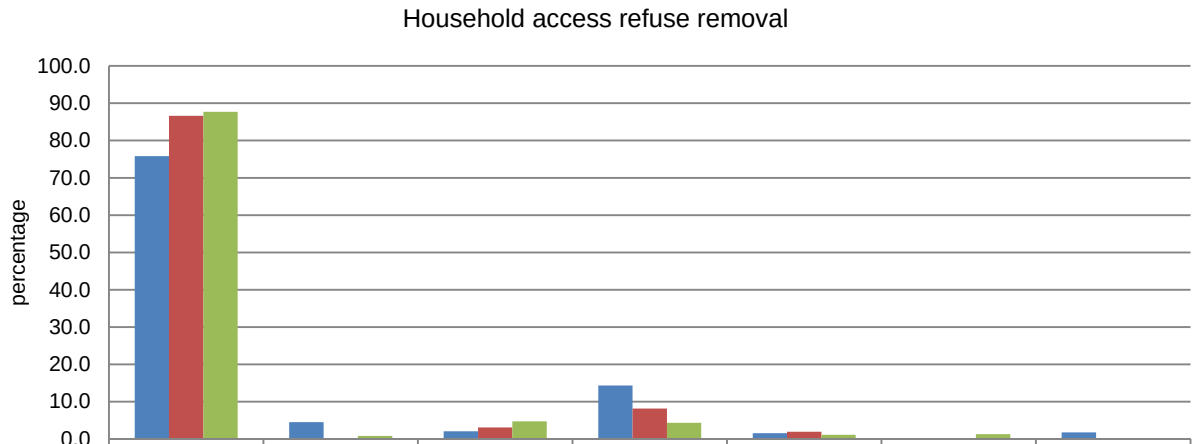
2.4.5. Households with access to waste removal

Table 12 below indicate the percentage of households with access to municipal waste removal services. There was an increase of household which access municipal waste removal services since 1996 to 2011. The percentage of households with access to waste removal services has increased from 75.8 per cent in 1996 to 87.7 per cent 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 13: Refuse removal

The map in figure 14 below presents an increasing trend of household accessing municipal waste removal services since 1996. According to the map presented in figure 15 below ward 7 is the ward with the highest number of households with no access to municipal waste removal services. More than a one hundred households in ward 7 reported that they have no access to municipal waste removal service during the census 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

Figure 14: Household percentage with access to municipal waste removal services

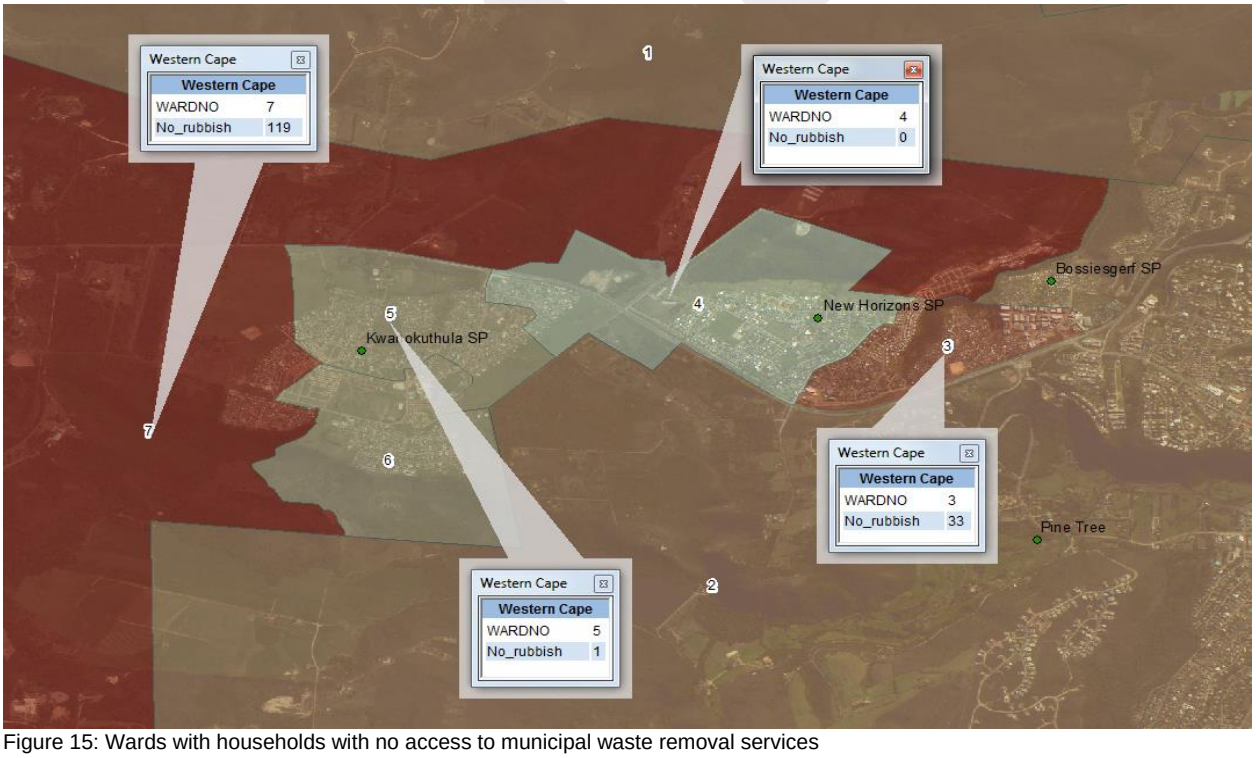


Figure 15: Wards with households with no access to municipal waste removal services

2.5. Socio-Economic Development Profile

The indicators highlighted in this section seek to provide some insight into the state of assets used daily by communities to transform their lives. This section of the profile outlines some of the education, health, safety and security, household income, gender dynamics, as well as information on the number of individuals accessing social grants and the type of grants accessed within the

Bitou municipal area.

DRAFT

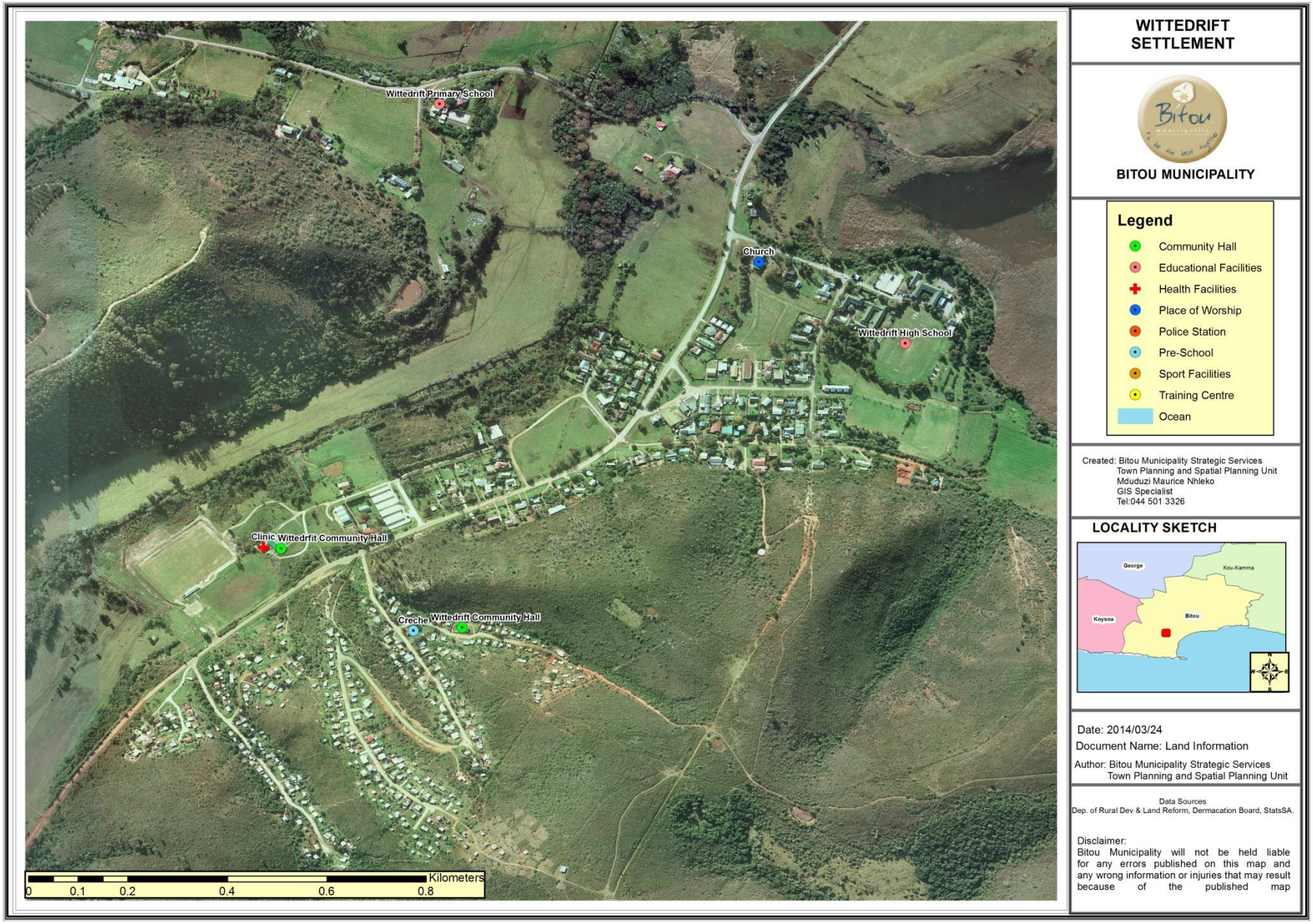
2.5.1. Public facilities

In this section we give a geographic demonstration on the location of public facilities by residential area.

DRAFT

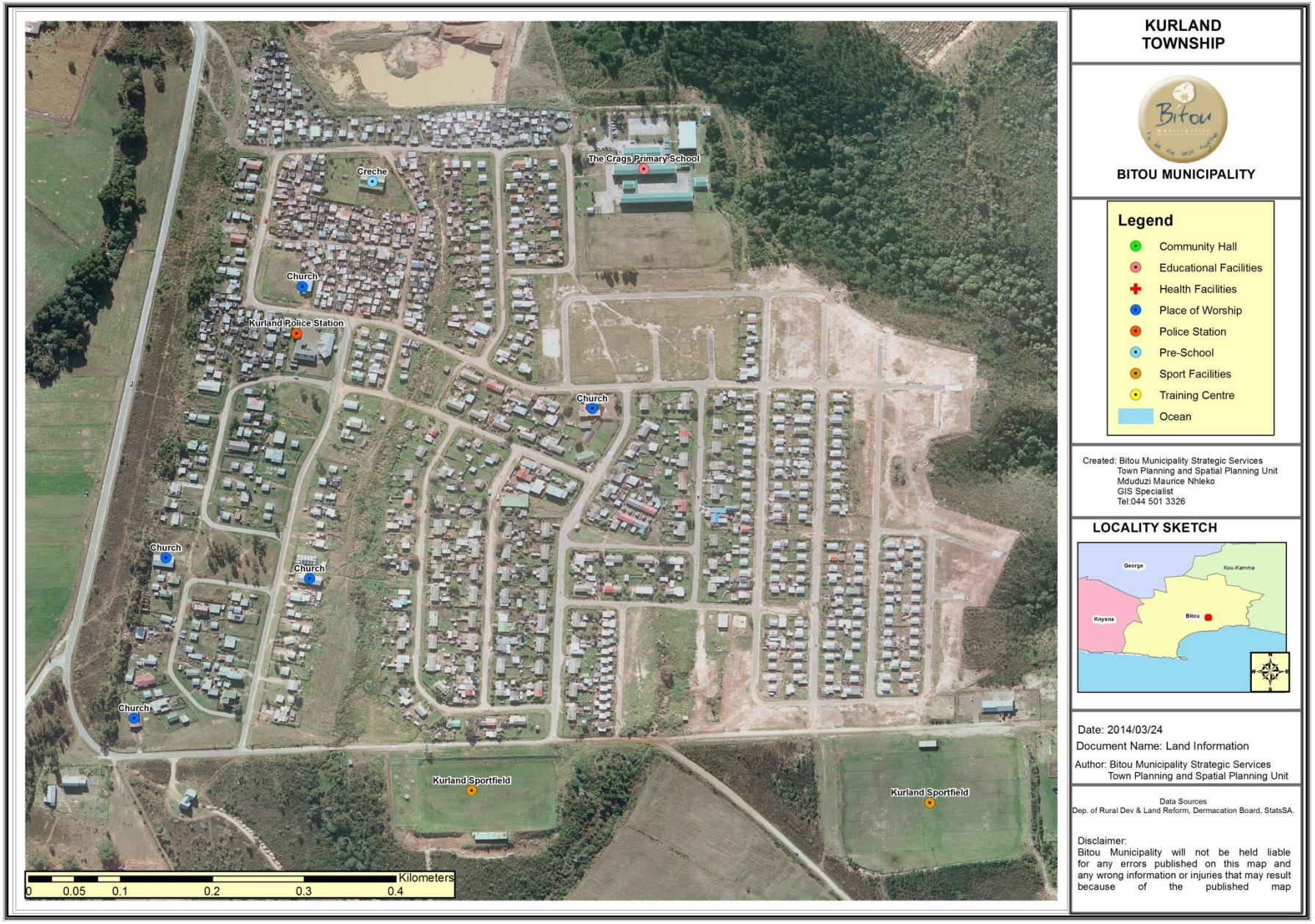
2.5.1.1. Kranshoek (MAP)

2.5.1.2. Wittedrift (MAP)


WITTEDRIFT SETTLEMENT
BITOU MUNICIPALITY
Legend
Community Hall
Educational Facilities
Health Facilities
Place of Worship
Police Station
Pre-School
Sport Facilities
Training Centre
Ocean
Created: Bitou Municipality Strategic Services
Town Planning and Spatial Planning Unit
Mduduzi Maurice Nhleko
GIS Specialist
Tel:044 501 3326
LOCALITY SKETCH
George
Kou-Kamma
Knysna
Bitou
Date: 2014/03/24
Document Name: Land Information
Author: Bitou Municipality Strategic Services
Town Planning and Spatial Planning Unit
Data Sources
Dep. of Rural Dev & Land Reform, Dermacation Board, StatsSA.
Disclaimer:
Bitou Municipality will not be held liable for any errors published on this map and any wrong information or injuries that may result because of the published map
Wittedrift Primary School
Church
Wittedrift High School
Clinic
Wittedrfit Community Hall
Creche
Wittedrift Community Hall
Kilometers
0
0.1
0.2
0.4
0.6
0.8

2.5.1.3. Kurland

DRAFT


KURLAND TOWNSHIP
BITOU MUNICIPALITY
Legend
Community Hall
Educational Facilities
Health Facilities
Place of Worship
Police Station
Pre-School
Sport Facilities
Training Centre
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LOCALITY SKETCH
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Date: 2014/03/24
Document Name: Land Information
Author: Bitou Municipality Strategic Services
Town Planning and Spatial Planning Unit
Data Sources
Dep. of Rural Dev & Land Reform, Dermacation Board, StatsSA.
Disclaimer:
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The Crags Primary School
Creche
Church
Kurland Police Station
Church
Church
Church
Church
Kurland Sportfield
Kurland Sportfield
Kilometers
0 0.05 0.1 0.2 0.3 0.4

2.5.1.7. New Horizon

DRAFT

NEW HORIZON TOWNSHIP

BITOU MUNICIPALITY

Legend

- Community Hall
- Educational Facilities
- Health Facilities
- Place of Worship
- Police Station
- Pre-School
- Sport Facilities
- Training Centre
- Ocean

Created: Bitou Municipality Strategic Services
Town Planning and Spatial Planning Unit
Mduduzi Maurice Nhleko
GIS Specialist
Tel:044 501 3326

LOCALITY SKETCH

Date: 2014/03/24
Document Name: Land Information
Author: Bitou Municipality Strategic Services
Town Planning and Spatial Planning Unit

Data Sources
Dep. of Rural Dev & Land Reform, Dermacation Board, StatsSA.

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2.5.1.8. Kwa-Nokuthula

DRAFT

KWANOKUTHULA TOWNSHIP

BITOU MUNICIPALITY

Legend

- Community Hall
- Educational Facilities
- Health Facilities
- Place of Worship
- Police Station
- Pre-School
- Sport Facilities
- Training Centre
- Ocean

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Town Planning and Spatial Planning Unit
Mduduzi Maurice Nhleko
GIS Specialist
Tel:044 501 3326

LOCALITY SKETCH

Date: 2014/03/24
Document Name: Land Information
Author: Bitou Municipality Strategic Services
Town Planning and Spatial Planning Unit

Data Sources
Dep. of Rural Dev & Land Reform, Dermacation Board, StatsSA.

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2.5.2. Education

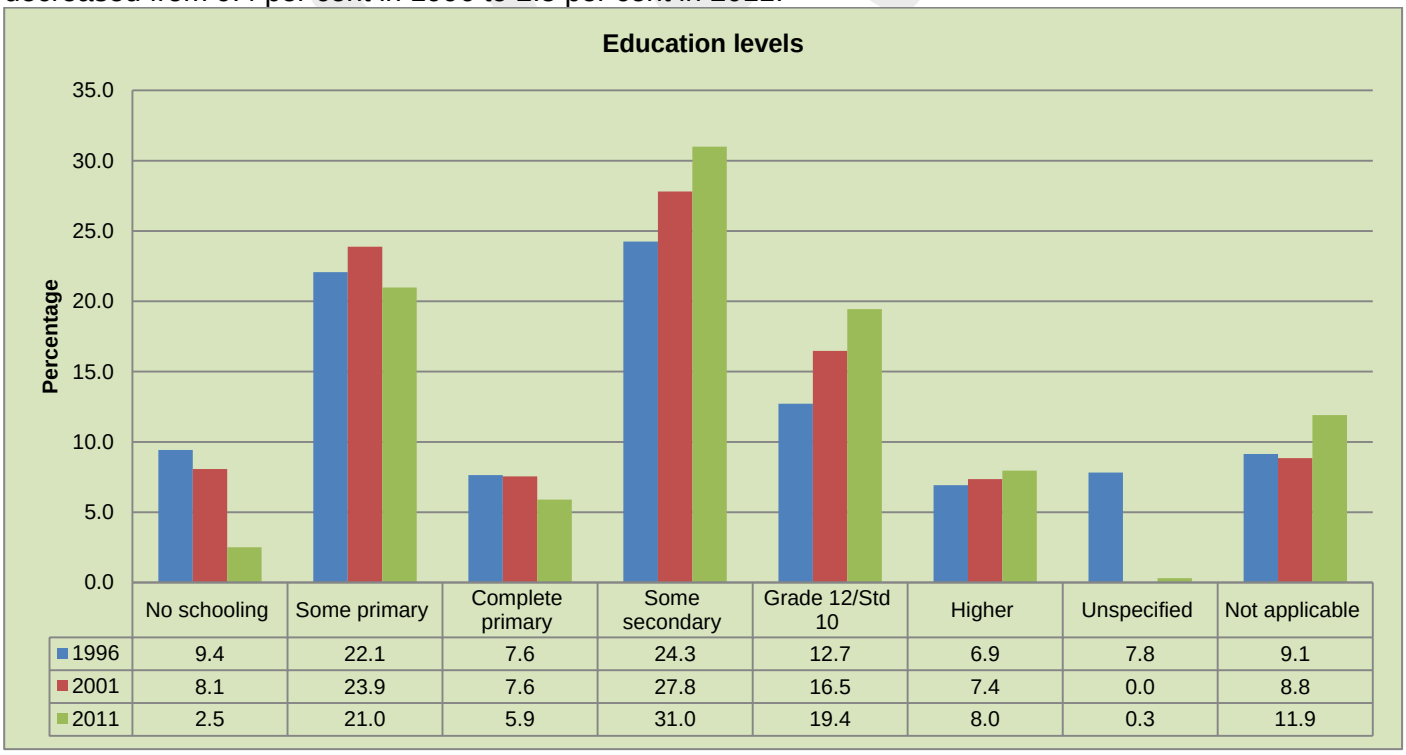
Table 13 below compares the educational attainment profile of the Bitou's population in 2001 and 2011. The percentage of individuals (aged 20+) that have not received any schooling decreased from 7.3% to 2.4%.

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 14: Education levels of individuals in the Bitou Area, source StatsSA

The graph in figure 17 below demonstrates how the number of people with no schooling in the Bitou area decreased from 9.4 per cent in 1996 to 2.5 per cent in 2011.



	No schooling	Some primary	Complete primary	Some secondary	Grade 12/Std 10	Higher	Unspecified	Not applicable
1996	9.4	22.1	7.6	24.3	12.7	6.9	7.8	9.1
2001	8.1	23.9	7.6	27.8	16.5	7.4	0.0	8.8
2011	2.5	21.0	5.9	31.0	19.4	8.0	0.3	11.9

Figure 16: Percentage share of education levels in Bitou, source StatsSA

Table 14 below indicates a percentage of children between the ages 7 and 16 years who are not attending school. The social cluster needs to investigate the reasons why these kids are not at school. Up to 21.6 per cent of kids aged 16 years are not attending school and this can be attributed to substance abuse, gangsters and teenage pregnancy as this phenomenon affects both boys and girls.

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 15: Percentage of children age between 7 and 16 years who not attending school in Bitou per ward.

As much as there are a high percentage of kids not attending school, the department of education reported that Bitou has the highest FET phase learner retention rate in the district and this rate even exceeds the provincial average.

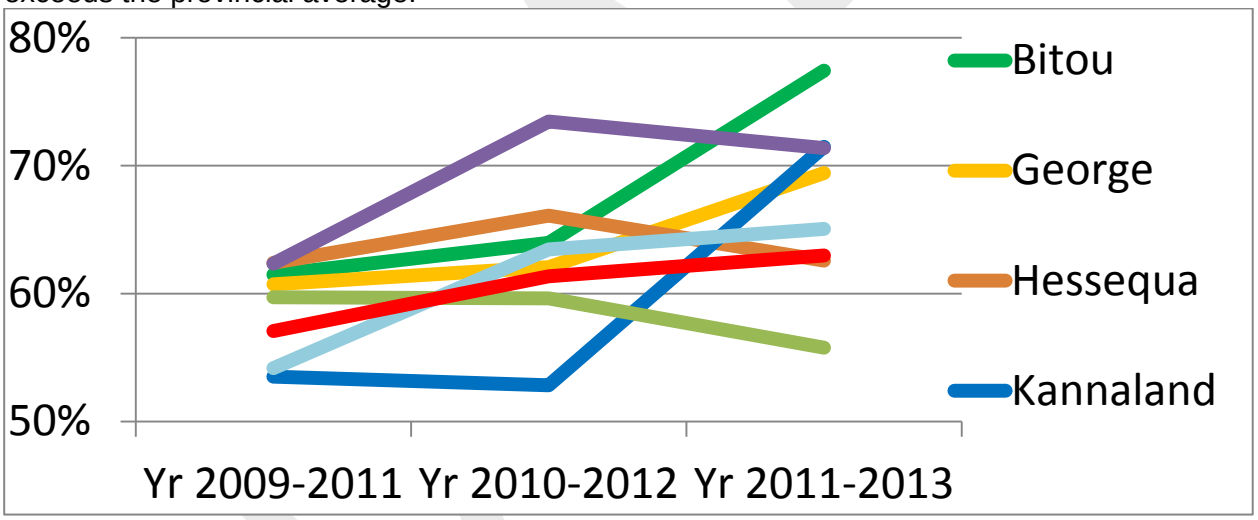


Figure 17: FET retention rate, source; borrowed from DoE indaba 2 presentation

2.5.3. Health

This section of the profile highlights current healthcare infrastructure and services in the public health sector in the Bitou Municipal area. The table below shows the number of primary health care (PHC) facilities available. The department of health committed to upgrading the facility in New Horizon for better health care delivery.

Municipality	Community Health Centre	Community Day Centre	Clinics	Satellite Clinics	Mobile Clinics	District Hospitals	Regional Hospitals	Total
Bitou (2010)	0	1	3	2	1	0	0	7
Bitou (2012)	0	1	4	2	1	0	0	8

Figure 18: Primary health care facilities in Bitou

In the 2012, a total of 82 primary health care facilities were located in the entire Eden District. Bitou municipality has a total of 8 primary healthcare facilities including 4 fixed clinics, 1 mobile, 2 satellite clinics and 1 community day centre.

The table below indicates the disease burden in the region in the order of priority per town. HIV/AIDS at 16.6 per cent is the highest health burden in the Bitou area followed interpersonal violence at 8.7 per cent.

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%)
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 16: Eden burden of diseases in 2010, Source DoH indaba 2 presentation

2.5.4. Safety and Security

Bitou municipal area is serviced by 2 police stations in the major urban areas (Plettenberg Bay and Kwa-Nokuthula), which also service all surrounding rural areas.

Table 16 below only indicates crime limited to murder, sexual related crimes, drug related crimes and property related crimes, within the Bitou police precincts from 2003-2012.

Crime Category	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/2013
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 17: Crime levels in Bitou

As high crime levels deter investment and erode social capital, it is important that planning take cognisance of the importance of security and justice in building liveable communities.

The following table shows the different crimes against a person in Plettenberg Bay from 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
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 18: Crime statistics

The graph below shows the selected crime categories growth over the 5 year period for Plettenberg Bay:

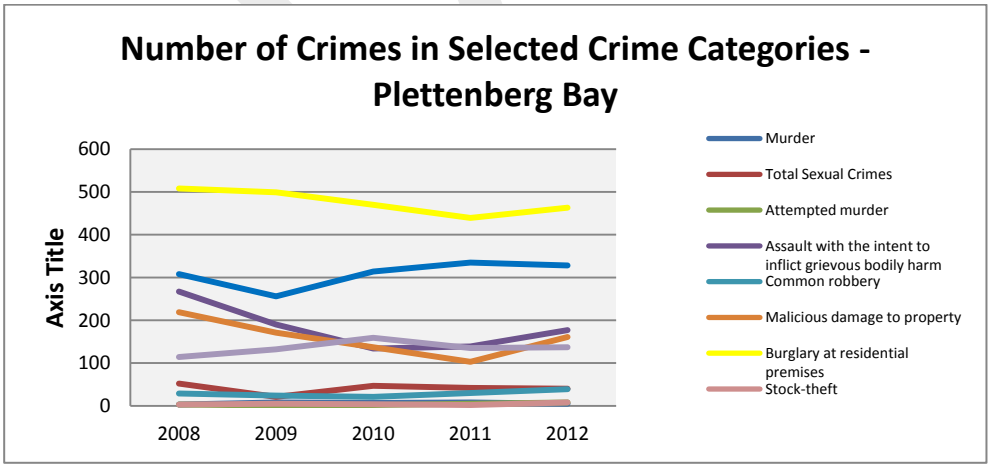


Table 19: Crime trends- Plettenberg Bay

In both instances, the top 2 crimes are burglaries at residential premises and drug related crime. Drug related crimes have shown a decrease in the last year.

2.5.5. Social Grants

The social security system is one of governments' 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 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 each grant is dependent on an income-based means test. The grants are implemented and administered by a separate national government agency, the South African Social Security Agency (SASSA). The next chart provides a statistical summary of the distribution of social grants in the Western Cape.

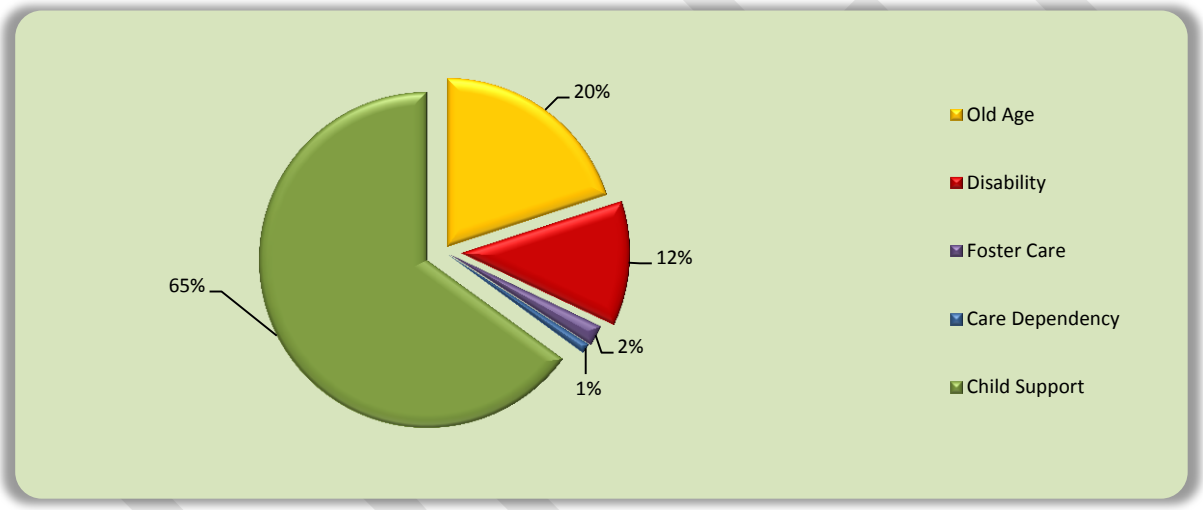


Figure 19: Status of social grants in the province January 2013.

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 1, indicating a high level of human development, and a minimum value of 0. The following table indicates the HDI in local municipalities and district municipality of the Eden district.

Municipality	HDI 2001	HDI 2007	HDI 2010
Kannaland	0.56	0.59	0.60
Hessequa	0.63	0.67	0.68

Municipality	HDI 2001	HDI 2007	HDI 2010
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 20: 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 21: Poverty rate in Eden DM

The proportion of people living in poverty in the Eden District has declined sharply between 2001 and 2007. In 2010 the estimated number of people living in poverty in the district was ± 120 203 people. 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 households earn 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 22: 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 Municipality, 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.

2.6. Economy

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.

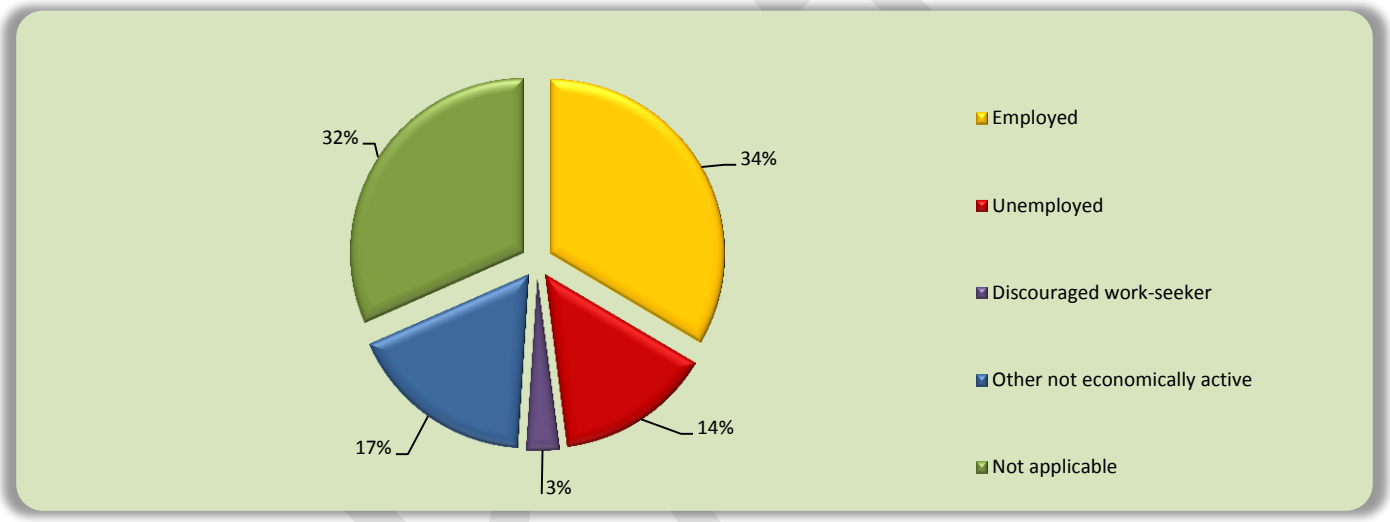


Figure 20: Employment status in Bitou, source StatsSA

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 23: The official unemployment rate in Bitou, source StatsSA

Unemployment is mainly concentrated amongst the youth (15 - 34 years) as 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 0 - 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 24: Unemployment age cohort, source StatsSA

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

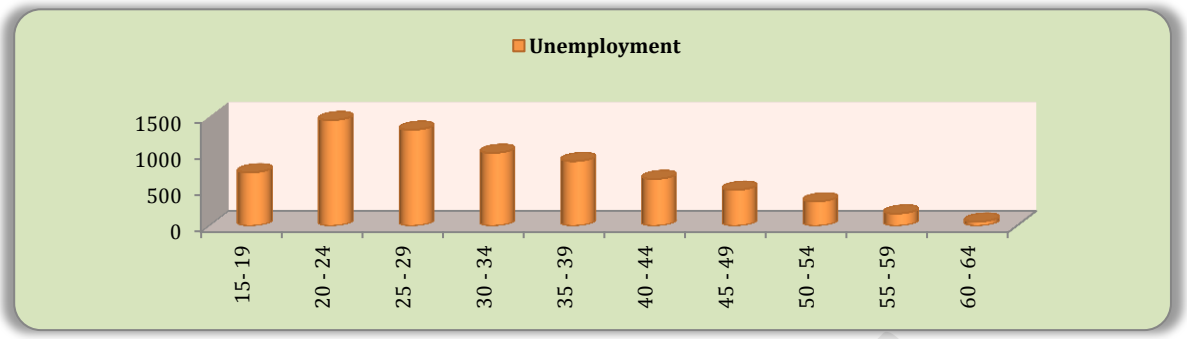


Figure 21: Unemployment per age cohort

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	Kannaland	Hessequa	Mossel Bay	George	Oudtshoorn	Bitou	Knysna
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 25: Employment by economic sector:

2.6.1.3. Skills Level of Employment

The skill level of employment indicates current availability of job skills necessary within the labour market. It serves as an indication to what extent the labour market would be able to accommodate workers at the different skill levels. High skill occupations include: legislators, senior officials and managers, professionals, technicians and associate professionals; skilled occupations include clerks, service workers, shop and market sales workers, skilled agricultural and fishery workers, craft and related trades workers and plant and machine operators and assemblers; low skilled occupations include elementary occupations (occupations requiring low levels of knowledge and experience to perform simple and routine tasks, and limited personal initiative and judgement).

Sector	Eden DM	Kannaland	Hessequa	Mossel Bay	George	Oudtshoorn	Bitou	Knysna
Occupation unspecified	11.5	8.8	15.2	12.2	10.4	11.3	13.3	9.9
Low skilled	22.6	42.6	23.9	19	23	20.8	21.8	22.6
Skilled	44.7	33.8	42	45.5	42.2	46.2	51.3	47.1
High skilled	21.2	14.8.	18.9	23.4	24.5	21.7	13.6	20.4

Table 26: Skills levels of the employed in Eden DM

Bitou Municipality has a large proportion of skilled workforce (51.3%) compared to other municipalities in the district.

CHAPTER 3: COMMUNITY DEVELOPMENT (WARD PLANNING)

Bitou Municipality is divided into seven wards and each ward has got a functional ward committee which meet monthly to discuss the development progress and service delivery in the ward. After conducting the desk top analysis in chapter 2 above communities were also consulted to test the real need on the ground vs. the developmental gaps identified through the scientific analysis process.

In addition to the ward committee structure the IDP forum was also consulted for the same reasons. The IDP forum is a broader forum of stakeholders like the business chamber, traditional authority, NGO's, Sector Departments etc.

The intention is to alert the municipality and sector departments to consider these issues when they draft their budgets and implementation plans. These needs range from the most basic need to the most sophisticated or needs to realize self-actualisation.

The tables below gives the community issues as raised by the communities in the various wards.

3.1. Ward 1

WARD 1						
ISSUE	**REF**	**DESCRIPTION**	**LOCATION**	**2014/2015**	**2015/2016**	**2016/2017**
ELECTRICITY		• High mast lights • Street lighting	Dam area in Green Valley			
Water		• Water reservoir • New water pipeline(current pressure too low) • Ozone water treatment plant (tender is already out)	Natures Valley			
SANITATION		• Improve sewerage system • Provide toilet facilities at the dam area • New sewage system (an EIA was done ±5 years ago)Public toilets at the entrance	Green Valley Natures Valley			
HOUSING		• Move outside toilets into dwellings. • Build more houses • Renovate old houses	Kurland Kurland & Green Valley Kurland & Green Valley			
WASTE REMOVAL		• Need central point in CBD for recycling collection. • Garden waste drop off facility required because people do not have the means to transport garden waste to the landfill site. • Wheelie bins will be delivered to Natures Valley • Recycling Organic waste drop-off facility (Covie residents are willing to process this waste)	Kurland & Wittedrift Natures Valley Keurbooms			
PARKS AND RECREATION AND SPORTS		• Upgrade and maintenance of sport fields. • Beautification of the CBD Park and planting trees next to access road. • Increase cemetery	Kurland & Green Valley Wittedrift Green Valley			
ROADS		• Tarring of Rotterdam and Kammassie Streets. • Update Road marking and signage. • Maintenance of roads (potholes) • Construction of speed humps • Proposed parking facilities opposite butchery • Upgrade road to clinic • Cycling path way from N2 to Wadrift • Provide proper street names in Kurland	Green Valley Green Valley Kurland & Green Valley Kurland & Green Valley Wittedrift Green Valley Kurland			

		to avoid confusion and delays during emergencies because some streets have two names. • Increase and upgrade parking at keurbooms beach • Maintenance of walk way	Keurbooms Keurbooms			
SKILLS DEVELOPMENT		• Development of SMME's and implement skills development programmes	Kurland & Green Valley			
HEALTH		• 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		• Establishment of a satellite police station • Establishment of a satellite fire station	Kurland & Green Valley Green Valley			
Vodacom Tower		• There is an enquiry about the lease payment by Vodacom to covey community	Covey			
EDUCATION		• Construction of a new primary school	Green Valley			

3.2. Ward 2

ISSUE	2014/2015	2015/2016	2016/2017
Centralize municipal offices to minimize rent			
Keep Plett clean at all times to promote tourism			
Move tourism office from Melville corner to Main Street			
Fix street signs for Anthony Street, Roche Bonne and Longships intersection			
Establish parking and shuttles down to Lookout Beach for season			
Employ or improve security at Poortjies Beach			
Construct Information board highlighting attractions			
Collect all outstanding debt from rate payers			
Upgrading of airport facilities			
Development of schools/universities			
Make development more accessible and expedite applications			
Support to tourism board			
Safety and security			
Upgrading of parking, access and bathrooms on beaches			
Give rain water tanks for each house in the RDP areas			
Put Solar geysers on each house in the RDP areas			
Implement the Keurbooms River Catchment Management Plan			
Urgent appointment of Professional Registered Engineer			
Improve communication with all Governmental bodies to obtain counter funding for projects			
Quality improvement of SDF and IDP to complete budget process			
Make municipal projects more transparent to public (forumlised communications)			
Extension tarmac surface of Robberg Road to link up with N2			
Cycling routes			
Heated swimming pool to encourage people to learn to surf.			
New Industrial Township between Kwano and N2 route to replace overcrowded existing Plett Industrial Area			
Parking area at Lookout Beach for holiday season			
Replace electrical sub-station at corner of Dorothea Street and Beacon Way			
Road replacement of lower Beacon Way			
Improvement of Beacon Way and N2, with taxi facility and ablutions			
Pedestrian walk way along N2 between Marine and Beacon Way			
Replacing timber constructed building on Central beach (Moby Dicks)			
Streetlights along Odlands Drive and Longships Drive			
Upgrading of security fence at end of Bowtie Drive			
Residential multi-level development on municipal erven 2317 and 2070			

ISSUE	2014/2015	2015/2016	2016/2017
(like Santini)			
Full closure of landfill site			
School next to Rugby field in Plett South			
Cemetery			
Removal of waste and recycling bags needs fine tuning and standard times of collection			
Garden Waste Shredding Machine needs attention			
Maintain minimum flow in Keurbooms River after Bitou Municipal water extraction			
Replace old asbestos water pipes in old part of ward 2			
Streetlights and pedestrian walkway extended along bottom section of Beacon Way			
Complete study made of all schools and acceptable education levels must be maintained			
More security cameras			
Alien clearing (all areas in ward 2 and also along the Keurbooms and Bitou rivers)			

3.3. Ward 3

ISSUE	BUDGET			
	2014/2015	2015/2016	2016/2017	2017/2018
Need more water taps and toilet facilities				
Illegal electricity connections				
High mast light in Polar Park				
Illegal dumping and additional refuse bags				
Upgrading of access roads to Qolweni				
Housing				
Speed humps in Polar Park and road below Robberg Fisheries				
Support LED projects: • Waste recycling • Open air amphitheatre • Tourism route				
Extension of present clinic				
Satellite police station				
School				
Social grant services				
Food gardens and agricultural land				
Rock falling in Polar Park				
Paving of parking for Beehive units in Bossiesgif				
Fixing of electrical cables in the Cuba area				
Access road from Bossiesgif to Polar Park				
Tree felling and bush clearing on the valley between Pine Trees/Gaatjie, Qolweni, Bossiesgif and Polar Park				
Land for life stock				
School transport				
Satellite fire station				
Business park for SMME's				

3.4. Ward 4

PRIORITISED ITEMS FOR THE CURRENT IDP				
ISSUE	BUDGET YEAR			
	14/15	15/16	16/17	17/18
• Water pressure	Work in progress for all wards			
• Move outside toilets into houses	✓			
• High mast lights and streets lights		✓		
• 24H electricity kiosk				✓

• Waste transfer station	Work in progress for all wards			
• Upgrading Storm water drainage system			✓	
• Upgrading of old Municipal houses		✓		
• Upgrading of taxi rank	✓			
• Sidewalks (EPWP)			✓	
• Street names on kerbside			✓	
• Convert drifts of into speed humps			✓	
• Upgrading & maintenance of sports field		✓		
• Indoor sports facility		✓		
• Play park with visible signage			✓	
• Illegal dumping and refuse removal	Work in progress			
• Control of dogs / cows	Law enforcement			
• Economic Revitalisation of area		✓		
• Upgrading of Clinic	Work in progress			
• Satellite Police station	SAPS			
• Drug rehabilitation centre	Cllr. will investigate			
• Food gardens	**Department of Rural Development currently assist 25 such projects**			
• Clearing of alien vegetation	Mr M Stratu			
• Multi-purpose Centre		✓		
• School safety plan for Secondary School	**Work in progress – Department of Community Safety**			
• Upgrading of cemetery	✓			

3.5. Ward 5 & 6

WARD 1						
ISSUE	**REF**	**DESCRIPTION**	**LOCATION**	**2014/2015**	**2015/2016**	**2016/2017**
ELECTRICITY		• Street lighting especially in the new areas • Upgrading the electrical network to prevent outages.	Kwa-Nokuthula	x		
HOUSING		• Housing development should be speed up.				
WASTE REMOVAL		• Clearing of illegal dump site • Educating communities to prevent illegal dumping • Clearing of waste from water channels	Kwa-Nokuthula			
SANITATION		• Upgrade the sewerage network to prevent spilling or bursting sewerage pipes.				
PARKS AND RECREATION AND SPORTS		• Construction of a central theme park for the whole family. • Upgrading of Simunye Community hall	Kwa-Nokuthula			
ROADS AND STORMWATER DRAINAGE		• Opening of a second entrance into kwa-Nokuthula from the N2. • Construction of a pedestrian bridge to link Kwa-Nokuthula with new horizon to prevent people crossing the N2 by foot. • Update Road marking and signage. • Maintenance of roads (potholes) • Construction of speed humps • Construction of sidewalks in all major roads to prevent accidents involving pedestrians. • Improve the storm water drainage to prevent flooding of raining water. • Clearing of weeds and waste at the water channel at Skhosana Street.	Kwa-Nokuthula			
SKILLS DEVELOPMENT		• Development of SMME's and implement skills development programmes • Revival of the Mbokotho brick making project at Sishuba street • Upgrading of south cape college both facility	Kwa-Nokuthula			

		and curriculum • Construction of a primary school to relieve overcrowding at Phakamisani. • Upgrading of Simunye centre				
HEALTH		• Old age home • Establishment of a Soup kitchen at the old clinic • Establishment of an HIV/AIDS centre at the old clinic				
SAFETY		• Crime prevention and schools safety projects; • Establishment of a satellite fire fighting services or park fire truck at police station for rapid response; • Road safety programmes and more speed pumps				
EDUCATION		• Construction of a new primary school	Kwa-Nokuthula			

3.6. Ward 7

WARD 1						
ISSUE	**REF**	**DESCRIPTION**	**LOCATION**	**2014/2015**	**2015/2016**	**2016/2017**
ELECTRICITY		• Electrification of streets and houses • Street lighting	Kranshoek and Harkeville			
Water		• Provision of drinking water	Harkeville			
SANITATION		• Provision of sanitation	Harkeville			
LAND AND HOUSING		• Construction of houses • Land required for houses and for churches • Development at the dam area	Kranshoek			
WASTE REMOVAL		• Removal of illegal dump sites	Kranshoek			
PARKS AND RECREATION AND SPORTS		• Upgrading of sport facilities and establishment of an indoor facility at the multi-purpose	Kranshoek			
ROADS AND STORM WATER DRAINAGE		• Upgrading and tarring of streets • Construction of speed humps and side walks • Construction of taxi rank • Upgrading of storm water drainage system	Kranshoek			
SKILLS DEVELOPMENT		• Construction of Primary school • Education for the audio impaired • Establishment of a pre-school • Provide basic adult education	Split VD Kwa-Nokuthula			
HEALTH		• Stray animal control •	Kranshoek			
SAFETY		•	Kranshoek			
Economic Development		• Establishment of a fuel station • Construction of a mini mall • Construction of a light industrial park • Establishment of a tourism village • Establishment of a flight school at the airport • Alien vegetation clearing • Construction of community hall • Construction of a place of safety for the abused women and children • Job creation with SANPARKS	Harkeville			
EDUCATION		• Construction of a primary and high school	Kranshoek			

The municipality and the provincial department of local government have agreed to do a ward based planning process for some of the wards during the 2014/2015 financial year.

CHAPTER 4: IN-DEPTH ANALYSIS

Integrated Development Planning was introduced as the strategic management tool to realize the developmental role of local government. Performance management, on the other hand, is a management tool introduced 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). The budget makes the implementation of the IDP possible and the IDP provides the strategic direction for the budget. The chapter aims to provide an analysis of Bitou Municipality, its financial position and status of service delivery.

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 Chief 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 constitutes the Management Team (5 Section 56 Directors), whose structure is outlined in the table below:

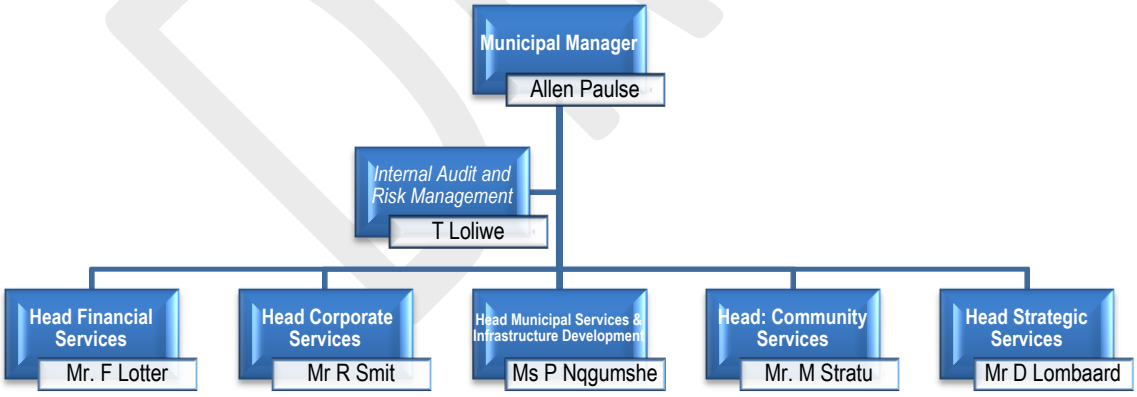


Figure 22: Bitou municipality approved macro structure

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

Directorate	Sub Directorate	Core Function
Financial Services	• Budget and treasury • Expenditure • Income • Information Technology • Supply Chain Management	• Financial Services manages the financial affairs of Council and ensures the optimum use of all Council assets. • It is the protector and custodian of public money as it levies and collects taxes and charges from the public. • It further administers the expenditure of those taxes and charges on goods, services and assets on behalf of the public.
Corporate Services	• Administration • Human Resources • Communication • legal Services	• Corporate Services currently consist of four sections and 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.
Planning & Strategic Services	• IDP • Building Control; • LED; • Tourism and • Town Planning • Property Management • Performance and compliance management	• The department is responsible for all planning activities (business and residential development) within the municipality and compliance with zoning and other aspects of planning legislation. • It is also responsible for coordinating and implementation of IDP and Performance Management processes. • Building control; and • Property management
Community Services	• Fire & Disaster Management; • Housing • Beaches; • Library Services; • Parks & Recreation; • Public Safety: Law Enforcement; Traffic Control and • Waste Management	• The department is responsible for the maintenance and provision of community services to the communities, visitors and tourists; • The applicable services are provided in an integrated and co-ordinated effort with other stakeholders within the municipal service area; and • The department is also responsible for refuse collection and sites for the disposal of waste in compliance with all applicable legislative and regulating requirements
Municipal Services & Infrastructure Development	• Electrical; Mechanical; • Fleet Management; • Roads & Storm water; • Water Quality Control and Civil Services	• The department is responsible for the provision of bulk infrastructure and services that include planning, project management, water supply and distribution, sewerage management. • It is also responsible for the safe and efficient distribution of electricity to customers within the municipal service area, in compliance with the Occupational Health and Safety Act and the Electricity Regulation Act; and • Also manages the electricity infrastructure. The department is lastly responsible for the municipal fleet and roads & storm water.

Table 27: Departmental functions

4.1.3 Staff Complement

The Bitou Municipality's senior management team is currently supported by a municipal workforce of 468 positions of which 409 positions are permanent and the remaining 59 are temporary positions. The total funded positions are 521.

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	2	1	0	0	0	6
Senior management	7	5	0	4	2	2	0	2	22
Professionally qualified and									

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
experienced specialists and mid- management	5	9	0	5	6	2	0	1	28
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	19	16	1	4	5	11	0	3	59
Semi- skilled and discretionary decision making	54	41	0	4	35	28	0	3	165
Unskilled and defined decision making	69	29	0	0	22	9	0	0	129
TOTAL PERMANENT	155	102	1	19	71	52	0	9	409
Temporary employees	26	11	0	0	13	7	0	2	59
GRAND TOTAL	81	113	1	19	84	59	0	11	468

Table 28: 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 national performance indicator also refers to: “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”

The municipality reviews its employment equity status annually and prepares a plan that the municipality tries to implement and report on annually. Council has set itself a target to align the staff equity with the demographics of the community of the Greater Bitou area and to maintain this position.

The table 29 below represent the employment equity targets for the 2013/2014 financial year

	MALE						FEMALE					
OCCUPATIONAL LEVEL	AFRICAN	COLOURED	INDIAN	WHITE	DISABLED	TOTAL	AFRICAN	COLOURED	INDIAN	WHITE	DISABLED	TOTAL
Economically Active Profile (Province)	15%	24%	0.70%	0.90%		49%	15%	25%	0.70%	10%		51%
TOP MANAGEMENT	1	2	0	2	0	5	1	0	0	0	0	1
% Representation for Occupational Level per designated category	17%	33%	0%	33%	0%	83%	17%	0%	0%	0%	0%	17%
% Representation iro total labour turn over per designated category	0.57%	1.74%	0.00%	9.09%	0.00%	1.59%	1.11%	0.00%	0.00%	0.00%	0.00%	0.61%
TARGET	-2%	-9%	1%	-32%	0%	-34%	-2%	25%	1%	10%	0%	34%
SENIOR MANAGEMENT	7	6	0	2	0	15	2	2	0	1	0	5
% Representation for Occupational Level	35%	30%	0%	10%	0%	75%	10%	10%	0%	5%	0%	25%
% Representation iro total labour turn over per designated category	4.00%	5.22%	0.00%	9.09%	0.00%	4.76%	2.22%	3.17%	0.00%	10.00%	0.00%	3.07%
TARGET	-20%	-6%	1%	-9%	0%	-26%	5%	15%	1%	5%	0%	26%
PROFESSIONALLY	6	9	0	7	0	22	7	2	0	0	0	9

	MALE						FEMALE					
OCCUPATIONAL LEVEL	**AFRICAN**	**COLOURED**	**INDIAN**	**WHITE**	**DISABLED**	**TOTAL**	**AFRICAN**	**COLOURED**	**INDIAN**	**WHITE**	**DISABLED**	**TOTAL**
QUALIFIED AND EXPERIENCED SPECIALISTS AND MID-MANAGEMENT												
% Representation for Occupational Level	**19%**	**29%**	**0%**	**23%**	**0%**	**71%**	**23%**	**6%**	**0%**	**0%**	**0%**	**29%**
% Representation iro total labour turn over per designated category	3.43%	7.83%	0.00%	31.82%	0.00%	6.98%	7.78%	3.17%	0.00%	0.00%	0.00%	5.52%
TARGET	**-4%**	**-5%**	**1%**	**-22%**	**0%**	**-22%**	**-8%**	**19%**	**1%**	**10%**	**0%**	**22%**
SKILLED TECHNICAL & JUNIOR MNG, SUPERVISORS & Superintendents	18	16	1	6	1	42	5	11	0	3	0	19
% Representation for Occupational Level	**30%**	**26%**	**2%**	**10%**	**2%**	**69%**	**8%**	**18%**	**0%**	**5%**	**0%**	**31%**
% Representation iro total labour turn over per designated category	10.29%	13.91%	100.00 %	27.27%	0.00%	13.33%	5.56%	17.46%	0.00%	30.00%	0.00%	11.66%
TARGET	**-15%**	**-2%**	**-1%**	**-9%**	**-2%**	**-20%**	**7%**	**7%**	**1%**	**5%**	**0%**	**20%**
SEMI – SKILLED and discretionary decision making	55	44	0	5	0	104	41	31	0	3	0	75
% Representation for Occupational Level	**31%**	**25%**	**0%**	**3%**	**0%**	**58%**	**23%**	**17%**	**0%**	**2%**	**0%**	**42%**
% Representation iro total labour turn over per designated category	31.43%	38.26%	0.00%	22.73%	0.00%	33.02%	45.56%	49.21%	0.00%	30.00%	0.00%	46.01%
Target	**-16%**	**-1%**	**1%**	**-2%**	**0%**	**-9%**	**-8%**	**8%**	**1%**	**8%**	**0%**	**9%**
Unskilled and Defined decision making	62	27	0	0	1	90	21	10	0	1	0	32
% Representation for Occupational Level	**51%**	**22%**	**0%**	**0%**	**1%**	**74%**	**17%**	**8%**	**0%**	**1%**	**0%**	**26%**
% Representation iro **TOTAL** labour turn over per designated category	35.43%	23.48%	0.00%	0.00%	0.00%	28.57%	23.33%	15.87%	0.00%	10.00%	0.00%	19.63%
Target	**-36%**	**2%**	**1%**	**1%**	**-1%**	**-25%**	**-2%**	**17%**	**1%**	**9%**	**0%**	**25%**
TOTAL PERMANENT	**149**	**104**	**1**	**22**	**2**	**278**	**77**	**56**	**0**	**8**	**0**	**141**
% representation permanent staff	36%	25%	0%	5%	0%	66%	18%	13%	0%	2%	0%	34%
% Representation iro total labour turn over per designated category	85.14%	90.43%	100.00 %	100.00 %	0.00%	88.25%	85.56%	88.89%	0.00%	80.00%	0.00%	86.50%
Target	***-21%***	***-1%***	***0%***	***-4%***	***0%***	***-17%***	***-3%***	***12%***	***1%***	***8%***	***0%***	***17%***
TEMPORARY STAFF	26	11	0	0	0	37	13	7	0	2	0	22
% Representation for Occupational Level **(temporary staff)**	**44%**	**19%**	**0%**	**0%**	**0%**	**63%**	**22%**	**12%**	**0%**	**3%**	**0%**	**37%**
% Representation iro permanent staff to total labour turnover (temps and permanents) per designated category	85.14%	9.57%	0.00%	0.00%	0.00%	11.75%	14.44%	11.11%	0.00%	20.00%	0.00%	13.50%
TARGET representation temp staff	**-29%**	**5%**	**1%**	**1%**	**0%**	**-14%**	**-7%**	**13%**	**1%**	**7%**	**0%**	**14%**
GRAND TOTAL	**175**	**115**	**1**	**22**	**2**	**315**	**90**	**63**	**0**	**10**	**0**	**163**
Variance between provincial and local (%)based on PERMANENT STAFF	*-21%*	*-1%*	*0%*	*-4%*	*0%*	*-17%*	*-3%*	*12%*	*1%*	*8%*	*0%*	*17%*
Overall % representation based on total labour turnover (temp and permanent workers	**37%**	**24%**	**0%**	**5%**	**0%**	**66%**	**19%**	**13%**	**0%**	**2%**	**0%**	**34%**
Variance Between	**-22%**	**0%**	**0%**	**-4%**	**0%**	**-17%**	**-4%**	**12%**	**1%**	**8%**	**0%**	**17%**

	MALE						FEMALE					
OCCUPATIONAL LEVEL	AFRICAN	COLOURED	INDIAN	WHITE	DISABLED	TOTAL	AFRICAN	COLOURED	INDIAN	WHITE	DISABLED	TOTAL
Provincial and Overall(Permanent and temp staff)	Actual											

Table 29: Employment equity targets by occupation level

4.1.5. Organogram and vacant posts

The approved organogram for the municipality had 669 posts for the 2013/14 financial year. 68 Posts were vacant at the end of 2012/13, resulting in a vacancy rate of 11.13%. The current organogram reflects 669 posts of which 284 of these posts are not permanently filled. 62 of the non-permanent employees reflected in table 4.4 above are currently occupying some of these posts. This means that 222 of the 284 posts are effectively vacant. The actual positions filled are indicated in the tables below by post level and by functional level.

The table below is indicates the current number of post filled and the vacancies within the municipality:

PER POST LEVEL		
Post level	Filled	Vacant
MM & MSA section 57 & 56	6	0
Middle management	21	10
Professionals	32	23
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	93	38
Unskilled and defined decision making	111	55
General Workers	122	96
Total	385	222
PER FUNCTIONAL LEVEL		
Functional area	Filled	Vacant
Office of the Municipal Manager	24	5
Corporate Services	21	18
Financial Services	47	21
Planning & Strategic Services	17	18
Community Services	150	164
Municipal Services and Infrastructure Development	127	57
Total	385	284

Table 30: Vacancy rate per post and functional level

4.1.6. Staff turnover rate

Table 29 below show the staff turnover rate for the past four financial years. There is a slight improvement in retaining the current workforce as we can see improvement of 3.6 per cent in 2011/2012 as to 4.1 per cent in 2010/2011 financial year.

Financial year	Total no of filled posts at the end of each financial year	New appointments	No Terminations during the year	Turn-over Rate
2009/10	550	63	14	2.5
2010/11	486	33	20	4.1
2011/12	488	20	18	3.6
2012/13				

Table 31: Staff turnover rate

4.1.4 Skills Development

Section 68(1) of the MSA states that 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 way. For this purpose the human resource capacity of a municipality must comply with the Skills Development Act (SAD), 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 20 1999 (Act No. 28 of 1999).

The table below indicates the number of beneficiaries per occupational category who received training in the 2012/13 financial year. The tables below shows 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	
Topmanagement	0	1	0	2	0	0	0	0	**3**
Senior management	3	4	0	3	2	1	0	2	**15**
Professionally qualified and experienced specialists and mid-management	3	6	0	5	6	2	0	1	**23**
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	13	6	1	2	3	6	0	2	**33**
Semi- skilled and discretionary decision making	20	18	0	2	14	12	0	1	**67**
Unskilled and defined decision making	38	26	0	15	4	0	0	0	**83**
TOTAL PERMANENT	77	61	1	29	29	21	0	6	**224**
Temporary employees	0	0	0	0	0	0	0	0	**0**
GRAND TOTAL	**77**	**61**	**1**	**29**	**29**	**21**	**0**	**6**	**224**

Table 32: Skills matrix

The following training was provided for employees:

I. Skills programs and other short courses
II. Minimum competencies
III. Water learnerships
IV. Admin and bookkeeping learnership
V. Telematics water learnership
VI. Local Government Accounting certificate

4.1.5 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
Employment equity	Approved on 27 March 2013	Corporate Services
Scare skills and retention policy	To be approved by 30 June 2013	Corporate Services
Recruitment and selection policy	Revised to be approved by 30 June 2013	Corporate Services
Substance Abuse: Alcohol and drug policy and procedure	Revised to be approved by 30 June 2013	Corporate Services
Leave policy	Revised to be approved by 30 June 2013	Corporate Services

Name of policy, plan, system	Status	Responsible Directorate
Dress code policy	Revised to be approved by 30 June 2013	Corporate Services
Employee study aid and leave policy	Revised to be approved by 30 June 2013	Corporate Services
Placement policy	Approved on 27 march 2013	Corporate Services
Review of macro and organizational structure	Revised to be approved by 30 June 2013	Corporate Services
HIV/AIDS policy	Approved 26 March 2009	Corporate Services
Revised Substance Abuse: Alcohol and drug policy & procedure	Approved 26 March 2009 Revised to be approved	Corporate Services
Sexual harassment policy	Approved 26 March 2009	Corporate Services
Overtime policy	Revised to be approved by 30 June 2013	Corporate Services
Cellular phone policy	Approved 12 March 2012 Council Resolution C/3/35/06/12	Corporate Services
Protective clothing policy	Approved 26 March 2009	Corporate Services
Travelling and subsistence allowance policy	To be reviewed during 2013-2014	Corporate Services
Training and skills development policy	To be reviewed	Corporate Services
Occupational health and safety policies	Revised to be approved by 30 June 2013	Corporate Services
Credit control policy	To be reviewed by March 2013	Financial Services
Asset management policy	Reviewed in 2011	Financial Services
Property rates policy	To be reviewed by March 2013	Financial Services
Tariff policy	To be reviewed by March 2013	Financial Services
Cash and investment and management policy	To be 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
Tourism Policy	Approved 29 June 2012 Council Resolution C/6/83/05/12	Planning & Strategic Services
Systems		
Human resource management system	Utilize modules of Samras System	Corporate Services
Financial management system	SAMRAS DB4 System	Financial Services
Performance management and related systems	Ignite	Planning and Strategic Services
GIS Systems:	GIS IMQS	Municipal Services and Infrastructure Development Planning & Strategic Services
Audit Management System	MVisio	Municipal Manager
Document management and process flow systems	Collaborator	Corporate Services
By-laws		
Liquor trading hours by-law	Been published for comment – approval date 30 June 2013	Community Services

Table 33: 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 operate 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 per cent 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%) and Finance, Insurance, Real Estate and Business Services (24, 3%).

The LED strategy along with the LED Implementation plan has been completed in March 2012 by Council and is being implemented. It will 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. It will in addition also focus on identifying the current resources and infrastructure that is available within 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 34: 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)
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 cantered 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 35: Prioritised projects within each of the industry categories

From the above list of prioritised projects the following three were identified by the Bitou Municipality as the most important projects required for local economic development in the area. Below shows the three top prioritised projects to be undertaken by the Bitou Municipality.

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

Table 36: Proposed top LED Programmes

In creating an environment for the top prioritised projects that is conducive and attractive for investors especially within the residential and industrial construction industries, will predominately be the role of Bitou Municipality. With the construction industry being one of the dominant industries within the local municipal area, the implementation of this project will help strengthen one of the areas' major industries which will also benefit the business services and wholesale and retail industries which 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 a growing the agricultural industry in the area of viticulture. The increased provision of industrial space is thus also links with the top prioritised project 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.

"Areas with high levels of infrastructure investment yield high growth …….rates."

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 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.

4.4.1. Council

The Bitou Municipal Council comprised of 13 councillors, including 7 Ward Councillors and 6 Proportional Representation Councillors. The Municipality has an Executive Mayoral Committee system and the Executive Mayoral Committee was made up of Councillors drawn from the ruling parties, namely the DA and Cope Alliance. Councillor Leonard Jonas of ward 4 has resigned, a by-Election was held and Cllr Hilda Plaatjies

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 AG van Rhyner	The Deputy Executive Mayor	COPE	PR
Cllr AR Olivier	The Speaker	DA	PR
Cllr EE Paulse	Mayoral Committee Member	DA	PR
Cllr Ndayi	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 JJN Stuurman	Ward Councillor	ANC	Ward 7

Table 37: 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 Booysen	The Executive Mayor
Cllr AG van Rhyner	The Deputy Executive Mayor
Cllr AR Olivier	The Speaker
Cllr N De Waal	Mayoral Committee Member
Cllr EE Paulse	Mayoral Committee Member

Table 38: 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.

Frequency of meetings of ward committees

Ward committees meet once every two months.

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 have the following main functions as prescribed in section 166 (2) (a-e) of the Municipal Finance Management Act, 2003 and the Local Government Municipal and Performance Management Regulation:

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 the 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
- 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 Paulse	Councillor
Councillor A B van Rhyner	Councillor
Mr Monde Stratu	Head: Community Services
Mrs Phumla Ngqumshe	Head: Municipal Services & Infrastructure Development
Mr Duprè Lombard	Head: Strategic Services (2011)
Mr F Lotter	Chief Financial Officer& Acting CFO's
Mr R Smit	Head Corporate Services & Acting Head Corp. Services
Miss Audrey Reed	SAMWU

Mrs Mary Vries	SAMWU
Miss 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 neither a member of the performance audit committee who is neither a councillor nor an employee of the municipality as the chairperson of the committee.

In terms of Section 166(4) (a) of the MFMA, an audit committee must consist of at least three persons with appropriate experience, of who the majority may not be in the employ of the municipality.

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.

In accordance with the requirements of Section 14(2)(e) of the Regulations, if the chairperson is absent from a specific meeting of the committee, the members present must elect a chairperson from those present to act as chairperson for that meeting.

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, additional special meetings of the performance audit committee may be called for by any member of the 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	Office of Municipal Manager
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	Planning & Strategic Services
Municipal Planning Heads Forum	Quarterly	Planning & Strategic Services
Local Economic Development Forum	Quarterly	Planning & Strategic Services
Municipal Risk Management Forum	Quarterly	Office of the Municipal Manager
Chief Audit Executive Forum	Quarterly	Office of the Municipal Manager

Table 39: 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, road and storm water infrastructure, electricity reticulation and bulk, waste removal and health services. The number of these services has been increasing on yearly basis.

4.5.1. Water

Major factors influencing water demands:

Population growth

The population in Bitou is growing with an alarming rate and it is projected that by 2030 the population would have doubled and that will have a direct impact on the municipality's ability to provide water. More than 90 per cent of households have access to water beyond the RDP standards.

The major challenge with water provision is at the informal settlements.

Weather (climate)

Climate change also plays a major role in the provision of water. About three years ago the municipality experienced a major drought due to climate change.

CHAPTER 5: DEVELOPMENT STRATEGY

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 sources from accredited institutions like StatsSA etc. The communities as consumers of municipal serves has to be consulted, engaged and be given an opportunity to inform or demand services from the municipality. Most importantly the municipality had 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. There gap in service delivery;
2. Unemployment is in the rise;
3. In equity is large amongst the national groups (the gini ratio);
4. The crime levels are in the rise;
5. Seasonality of the economy is a challenge;
6. immigration of low skilled;
7. Poor health or lack of health facilities and environmental degradation

To create an ideal situation the municipality must adopt a vision to work towards in 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.

From that session the municipal and strategic objectives remained unchanged.

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 summarised 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 so as 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."
It is therefore important for municipalities to align its strategic objectives with national and provincial development programmes. The following highlights the key elements of these 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 sustainable livelihoods	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
	Improving Infrastructure	Massive programme to build economic and social infrastructure	An effective, competitive and responsive economic infrastructure network	Integrating service delivery for maximum impact Increasing access to safe and efficient transport	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			Mainstreaming sustainability and optimizing resource-use efficiency		
	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	Creating opportunities for growth and development in rural areas	Facilitate the comprehensive rural development plan	

Millennium Development Goals	Vision for 2030	Medium Term Strategic Framework	National Outcomes	Provincial Strategic Objectives	Eden District Municipality Strategic Objectives	Bitou Strategic Goals
Ensure environmental sustainability	Reversing the spatial effects of apartheid	Build cohesive, caring and sustainable communities Sustainable resource management and use	Sustainable human settlements and improved quality of household life Protection and enhancement of environmental assets and natural resources	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
Achieve universal primary education	Improving the quality of education, training and innovation	Strengthen the skills and human resource base	Improve the quality of basic education A skilled and capable workforce to support inclusive growth	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 Improve maternal health Combat HIV/AIDS, malaria, and other diseases	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
	Social protection	Intensify the fight against crime and corruption	All people in south Africa protected and feel safe	Reducing poverty		
	Building safer communities			Increasing safety		
	Reforming the public service	Build a developmental state including improvement of public services and strengthening democratic institutions	A development-orientated public service and inclusive citizenship A responsive and, accountable, effective and efficient local government system	Building the best-run regional government in the world	Ensure financial viability of the EDM Promote good governance	To be a financially viable institution geared to provide affordable and sustainable services to the clientele of Bitou municipality To develop a municipal governance system that complies with international best practice
	Fighting corruption					
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 strategic goals agreed 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 risks analysis have been considered during the development of the departmental objectives.

5.6. Strategic Programmes

At the strategic session held by council a resolution was made to identify projects form both the public and private sector which my propel the economy of Bitou and create the required jobs. The following projects were then identified and agreed upon.

Project 1: Economic Development and Cabalistic Project Driver
Project 2: Coming-together/New Horizon/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
Project 11: Alien Vegetation Control
Project 12: Kwanokuthula Electricity Upgrade
Project 13: Project Tool Upgrade.

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A project champion was assigned to project or programme and the project details are as follow:

CHAPTER 6: ONE YEAR PROJECT IMPLEMENTATION PLAN (2014/2015)

The revised Integrated Development Plan of the municipality forms a semi-strategic link between the municipal long term strategy and its operational departmental plans, budgets and Service Delivery and Budget Implementation Plans (SDBIP's). As such, in this 2014/2015 revised IDP, priority implementation plans are included which provide details of the projects the municipality will implement as identified priorities by the municipality and community.

These priority implementation plans are concise programmes of action for each of the priorities and include information such as the overall objective and outcome of the priority, projects, role players, baseline (if applicable), key performance indicators, targets, timeframes and they are also linked to the attached iMap which is a storehouse of all projects.

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6.1. key performance area: basic services and infrastructure development

PRE-DETERMINED OBJECTIVE	[1]IDP PROJECT	Cost (000)	Lead department	Baseline	Target	Output/Outcome	Location (WARD / Erf No)
To ensure efficient and affordable basic services to all residents of Bitou	Land and Buildings	1000	Strategic Services				??????
To ensure efficient and affordable basic services to all residents of Bitou	Water Management Devises	1000	MSID	0	Upgrade water treatment works	To improve on operations to maintain the Blue Drop status	Ward 2
To ensure efficient and affordable basic services to all residents of Bitou	Stormwater improvement 3	797	MSID	0	300m storm water pipes	300m storm water pipes	Ward 7 (KR)
To ensure efficient and affordable basic services to all residents of Bitou	Taxi route	7755	MSID	0	1,5km of paved road network	Paved road network	Ward 3 (Q)

[1] *IDP Project as identified by the community or internal department*

To ensure efficient and affordable basic services to all residents of Bitou	Waste transfer station	7627	Community Services				Ward 5 (Kw)
To ensure efficient and affordable basic services to all residents of Bitou	Upgrading sewer pump station and replacement	600	MSID	0	Replace 2 pumps and 2 motors	Upgraded infrastructure to increase life span or prolong useful life of assets	?????
To ensure efficient and affordable basic services to all residents of Bitou	Upgrade of Gansevallei Waste Water	1000	MSID	0		Upgraded infrastructure to increase life span or prolong useful life of assets	??????
To ensure efficient and affordable basic services to all residents of Bitou	Refurbishment of sewer pump	3000	MSID	0	2 Pump Stations	Upgraded infrastructure to increase life span or prolong useful life of assets	Wards 5 and 6
To ensure efficient and affordable basic services to all residents of Bitou	Electrification: Housing program	5000	MSID	0	455 new connections	Electrified community	??????
To ensure efficient and affordable basic services to all residents of Bitou	Upgrade MV cables	1500	MSID	0	100m cable	Upgraded infrastructure to increase life span or prolong useful life of assets	Ward 2
To ensure efficient and affordable basic services to all residents of Bitou	High mast lights	350	MSID	0	2 high mast lights	Better lighting	Wards 3 and 5
To ensure efficient and affordable basic services to all residents of Bitou	Mini subs	500	MSID	0	2 mini subs	2 new mini substations. Upgraded infrastructure to increase life span or prolong useful life of assets	??????
To ensure efficient and affordable basic services to all residents of Bitou	1st phase dedicated cable	3760	MSID	0	2000m of Cable from SS1 to SS2	New cable to allow for load shifting	Ward 2
To ensure efficient and affordable basic services to all residents of Bitou	Reticulation upgrade and replacement	400	MSID	0	300m of pipeline	Increase life span of reticulation network assets	All wards

To ensure efficient and affordable basic services to all residents of Bitou	Water demand management (Pressure regulation)	150	MSID	0	Reduce water losses not to exceed 15%	Reduction in water losses	All wards
To ensure efficient and affordable basic services to all residents of Bitou	Supply to kwano and surrounds	5060	MSID				

Table 40 Operational plan for basic services and infrastructure development

6.2. Key performance area: institutional transformation

PRE-DETERMINED OBJECTIVE	IDP PROJECT	Cost (000)	Lead department	Baseline	Target	Output/Outcome	Location (WARD / Erf No)
Create an institution that align planning with effective implementation for effective and efficient service delivery	Library shelving	40	Comm Ser	New	1x Library	Create more space for books in order for community to utilise the library	
Create an institution that align planning with effective implementation for effective and efficient service delivery	Computer equipment	295	Comm Ser	New	HOD, Public Safety and Library	Enhance service delivery with up to date software and advanced equipment	
Create an institution that align planning with effective implementation for effective and efficient service delivery	Air conditioners	30	Comm Ser	New		To comply with OHS regulations	
Create an institution that align planning with effective implementation for effective and efficient service delivery	Upgrade of municipal buildings	600	Comm Ser	New	Community Services Buildings	Create a more user friendly environment for community when visiting municipal buildings	
Create an institution that align planning with effective implementation for effective and efficient service delivery	Furniture and equipment	189	Comm Ser	New	Offices	To replace old and existing dilapidated furniture	

Create an institution that align planning with effective implementation for effective and efficient service delivery	Furniture and equipment 1	300	Comm Ser	New	Halls	To ensure that halls have sufficient and workable furniture and equipment when used by communities	
Create an institution that align planning with effective implementation for effective and efficient service delivery	DR Server / Storage Project	383	Fin				
Create an institution that align planning with effective implementation for effective and efficient service delivery	Main building network switches	328	Fin				
Create an institution that align planning with effective implementation for effective and efficient service delivery	Computer replacement	124	Fin				
Create an institution that align planning with effective implementation for effective and efficient service delivery	UPS for sites projects	99	Fin				
Create an institution that align planning with effective implementation for effective and efficient service delivery	Training room project	104	Fin				
Create an institution that align planning with effective implementation for effective and efficient service delivery	Wireless upgrades	155	Fin				
Create an institution that align planning with effective implementation for effective and efficient service delivery	Management software	15	Fin				

Create an institution that align planning with effective implementation for effective and efficient service delivery	Furniture and Equipment	10	Fin				

Table 41 Operational plan for institutional development

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CHAPTER 7: SECTOR PLANNING

Bitou Municipality is responsible for the delivering 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
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 42: Municipal Functions

7.2 Sector Plans

The sector plans focuses 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*
Long Term Financial Plan	To be developed	n/a	2013/14
Spatial Development Framework	Draft SDF published for comment.	Not approved	To be submitted for approval in the 2013/14 financial year

Sector Plan	*Status of Plan*	*Date approved*	*Date when review is due*
Local Economic Development Strategy	Approved and in process of being implemented	Approved in March 2012	2016/17
Asset Infrastructure Management Plan	In place and being implemented	2009	2013/14 subject to budget availability
Electricity Master Plan	Approved and in process of being implemented	March 2013	2016
Electricity Demand Management Strategy	Approved and in process of being implemented	2010	2013/14
Water Master Plan	Currently being reviewed	2009	2013
Water Demand Management Strategy	In place and being implemented	2010	2013/14
Water Services Development Plan	Currently being reviewed	2009	2013
Water Safety Plan	In place and being implemented	Reviewed annually	Reviewed annually
Sewer Master Plan	Available and needs to be reviewed	2008	2014/15
Storm Water Master Plan	Available only for town area / Plettenberg Bay	Under review	2014/15
Flood Management Plan	In place	2009	
Integrated Waste Management Plan	1st Generation IWMP approved in 2006. 2nd Generation IWMP currently being reviewed	2006	January 2014
Pavement Management System	Approved and being implemented Updated June 2011	n/a	June 2016
Local Integrated Transport Plan	Approved and being implemented Revised in March 2013 (Chapters 3,6, 8)	Approved November 2009	May 2013 Full update March 2015
Integrated Human Settlement Plan	Currently being reviewed	27 September 2011	May 2013
Disaster Management Plan	1st Level Disaster Management Plan approved New plan to be developed for Council approval	2013	September 2013
Integrated Coastal Management Strategy	There is currently no strategy, the municipality utilises Eden DM's Coastal Management Programme	October 2012	2013/14
Air Quality Management Plan	There is currently no strategy, the municipality utilises Eden DM's Air Quality Management Plan	n/a	n/a
Risk Management Plan	Plan completed and adopted by Council - To be reviewed	2008	2013/14
Performance Management Policy Framework	Approved and in process of being implemented	Approved in 2010	June 2013/14
HIV/Aids Policy	Approved and in process of being implemented	Approved 26 March 2009	2013/14
Workplace Skills Plan	Approved and in process of being implemented and revised annually	June 2012	June 2013
Employment Equity Policy	Currently being reviewed	June 2013	July 2013

Table 43: List of Sector plans and their status

7.2.1. Spatial Development Framework

When considering the spatial configuration and possible development trajectory within the Bitou municipal area, the following policy directives are relevant:

- ✓ National Spatial Development Perspective, 2003;
- ✓ Provincial Spatial Development Framework, 2009;
- ✓ A revision of the 2004 Growth Potential of Towns in the Western Cape study, Discussion document, January 2010;
- ✓ Bitou Municipal Spatial Development Framework (BMSDF) (2010).

The following section includes an analytical perspective of each of these policy directives with a concluding synthesis.

National Spatial Development Perspective, 2003

The NSDP acknowledges the Southern Cape area as of economic significance characterized by mass-produced and specialized economic concentration with "high GVA in public services and retail, as well as construction and industrial or agriculture". Typical challenges remain the following:

a. Expanding the economic activities to ensure the establishment of a more mature economy that can attract new investment and enable the expansion of existing activities;
b. Growing the economy at least at 6% pa;
c. Addressing resource efficiency and environmental degradation in several areas;
d. Finding creative ways of transforming and diversifying the primarily single-economy areas;
e. Strengthening the economy to enable it to continue as a regional economic node.

Key (spatial) concepts to be taken forward are that government spending should be focused on localities of economic growth and/or economic potential and development opportunities should be channelled into activity corridors and nodes.

Provincial Spatial Development Framework, 2009

The Provincial Spatial Development Framework (PSDF) is a statutory plan that puts forward principles and guidelines for development in the Western Cape; guided by the NSDP normative principles. These directives are based on challenges identified and presented as a set of policies and actions. It should be noted that the concepts, principles and guidelines contained in the PSDF have been taken into account in the compilation process of Bitou's SDF.

The Eden District is identified in the PSDF as the "Regional Motor" of the South Cape. The strategies of the PSDF for Eden are:

a. Increase resource capacity of coastal towns through water, sewerage and energy use minimization strategies;
b. Promote urban compaction and densification in George and Mossel Bay;
c. Identify innovative urban development strategies to address problems created by the broken topography of Knysna with respect to efficient urban management;
d. The need to develop an economy that is efficient throughout the year by attracting permanent residents and moving away from a tourism/golf seasonal cycle.

In a comparative growth potential study of settlements within the Western Cape conducted by the Department Environmental Affairs and Development Planning during 2010, settlements within the municipal boundaries of Bitou Municipality were classified as follow:
Kranshoek, Kurland and Wittedrift were classified as residential settlements and Keurboomsrivier, Nature's Valley and Plettenberg Bay as tourism settlements in terms of their main function and place identity.

Settlement	2010 Development Potential Category	2004 Development Potential Category	Difference in Development Potential Category	2010 Social Needs Category	2004 Social Needs Category	Difference in Social Needs Position
Kurland	Low	Low	0	Very high	Very high	0
Keurbooms-river	High	Medium	1	Very low	Very low	0
Kranshoek	Medium	Low	1	Very high	High	1
Nature's Valley	Medium	Very low	2	Low	Very low	1
Plettenberg Bay	High	High	0	Medium	High	-1
Wittedrift	Medium	Medium	0	Medium	Low	1

Table 44: rated level of development potential of towns within the municipal boundaries

The new SDF provides a new vision for the municipal area. The vision acknowledges the reality that Bitou's greatest economic asset is the range of superb lifestyles that make it attractive to the local and international jet setters. These lifestyles are based on the following:

- ✓ superb scenery in the form of seemingly untouched mountainous forests offering a backdrop to long sandy beaches;
- ✓ a range of adventure and leisure pursuits including golf, polo, mountain biking and entertainment and restaurant experiences; and
- ✓ growth and investment potential that exists within the Municipality

7.2.2. Local Economic Development

The LED Strategy along with the LED Implementation Plan was completed and approved in March 2012 by Council. It focuses on enhancing the local business and competitive environment and thus increase sustainable growth and development in the area and ensures that this growth is inclusive of all communities. It will in addition also focus on identifying the current resources and infrastructure that are available within the local municipal area, as well as the available skills; 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.

Economic activity

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) completed by Provincial Treasury of 2012, 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 GDPR. 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. Whilst relatively small, real growth picked 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

Sector	GDPR (% share)	Employment (number)	GDPR Year on Year %	Expansion Year on Year %	Recession Year on Year %
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 build up the 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 further 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 namely, 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

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 in order to ensure that the needs of the municipality and community are balanced with what is practically possible to achieve in line with available human and financial capacity. Therefore sector planning is important in order to focus on a specific focus 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 in order to ensure that there is holistic planning, integration and alignment with budget processes.

7.2.3.1 Water

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 Department of Water Affairs and Forestry (DWAF). The process entailed the following:

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

The master plan report lists the analyses and findings of the study on the water distribution systems of all the towns within the Bitou Municipality. This Water Master plan will be reviewed in the 2012/13 financial year and completed 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 within the municipal service area receive water from different water sources and storage facilities which is indicated in the following table:

Area	Ward	Water Source & Storage Status Quo
Plettenberg Bay	2	Water Source: 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. 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 makes the treatment process challenging. The treatment works was upgraded during 2004 and has an operating capacity of 22Ml per day. 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 m^3/a by 2035 for a low-growth scenario and 6.235 m^3/a for a high-growth scenario. The Desalination Plant supplies 2 ML/Day for a period of 5 months of the year. Production starts 1st December and ends 30 April. Water Storage: 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's water treatment works

Area	Ward	Water Source & Storage Status Quo
		Reservoir capacity = 2 m/litres 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 m/litres 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 m/litres Concrete reservoir = 3m/litres 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's water treatment works Reservoir consists of three reservoirs with the following capacity: Reservoir A = 2.5 m/litres Reservoir B = 2.5 m/litres Reservoir C = 3.5 m/litres
New Horizon	4	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's water treatment works and three boreholes. Reservoir capacity: Concrete reservoir = 2 m/litres Concrete reservoir = 3m/litres
Kwa-Nokuthula	4; 5; & 6	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's 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 = 500k/litres each Concrete reservoir = 2 m/litres Concrete reservoir = 3m/litres New concrete Reservoir = 3.5 m/liters
Kurland	1	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. 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 work that gets its water supply from the Wit River. Reservoir capacity: Reservoir 1 = 1 m/litres Reservoir 2 = 2.5 m/litres
Keurbooms	1	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 m/litres
Wittedrift	1	Water Source and Storage: The Wittedrift reservoir supply the Wittedrift community and Green valley reservoir with water The water source for the reservoir is the Goose Valley reservoir Reservoir capacity = 500 k/litres
Green Valley	1	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 k/litres
Goose Valley	1	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 m/litres
Natures Valley	1	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

Area	Ward	Water Source & Storage Status Quo
		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. Water Storage: The Natures Valley reservoir provides water to Nature Valley village, De Vasselot Camping Resort and Tsitsikamma National Park. Reservoir capacity = 600 k/litres
Harkerville Area	7	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. Reservoir capacity = 100k/litres
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 = 600k/litres Steel reservoir = 500k/litres Header reservoir = 1.5m/litres
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's water treatment works and Airport borehole Reservoir capacity = 6 m/litres
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 m/litres
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's water treatment works it can also get water from the Robberg reservoir. Reservoir capacity = 2 m/litres
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 m/litres Tank 2 = 3 m/litres

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 primary used for this programme. The main challenge is to secure funding of 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 is being pumped and stored in this facility during off-peak and seasonal periods.

The recent droughts has highlighted the weakness by dependence on surface water only, and other sources such as underground and seawater has been explored to supplement and enforce 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 have 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 operation funding and the municipality depends on grants from higher levels of government to supply services to this section of the population. MIG funding is utilized for bulk water provision projects. The

challenge has always being adequate funding to maintain the water infrastructure assets, as a result some of the infrastructure is giving in, especially old cement asbestos pipes, leaking timeously resulting in water losses in the system. The department is however being proactive in certain instance, with whatever is available to try and curb these losses through the Demand Management Strategy 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 bilk 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 ± 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)
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
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
Water Demand Management Strategy	Review and implementation of strategy
Of-channel dam (Wadrif Dam)	Strengthen intergovernmental liaison with national & provincial sector departments and neighbouring municipalities. Finalization of EIA 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 Purification 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	Refurbish Pump station 23, 2, 3 – Kwa-Nokuthula
Maintenance of infrastructure	Replacement and improvement of Whale Rock pumping scheme and associated drainage networks - Whale Rock
Maintenance of infrastructure	Relocation of pump station Poortjies
Maintenance of infrastructure	Upgrade inlet works for the Kurland Treatment Works
Maintenance of infrastructure	Upgrade of Kwa-Nokuthula Outfall sewer

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 as this will determine the major requirements of needed storm water to arrears that have been neglected due to funding constrains. The strategy was to develop a Storm Water Master Plan. Funding was however not made available for the exercise. No capital funding was available for any storm water projects except in the operational budget.

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 storm water 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
Address storm water needs	Storm water upgrades in the following areas – Kwa-Nokuthula, New Horizon, Kranshoek, Green Valley, Wittedrift, Kurland,
Maintenance of infrastructure	New stormwater 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 Department of Water Affairs and Forestry (DWAF). The plan contain 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 Graphical 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 being 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	Waste water from Plettenberg Bay is treated at the Gansvlei WWTW. It has an average capacity of 6.25 Ml/day and a peak capacity of 9 Ml/day. The total volume of water treated per year is 3 200 Ml. The WWTW is currently being upgraded to cater for a peak hydraulic capacity of 14 Ml/day.
Kurland	1	Waste water from Kurland Village is treated at the Kurland WWTW. It has an average capacity of 6.5 Ml/day and a peak capacity of 7.5Ml/day. The average daily flow to the plant is 2.4 Ml/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 waste water 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		
	2009	2010	2011
Plettenberg Waste Water Treatment Works	77.5	No assessment	96.1
Kurland Waste Water Treatment Works	79	No assessment	96.5

Table 51: green drop ratings

The municipality has identified the following actions to address sewerage challenges within 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 get into 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
Upgrade of pump stations	Refurbish pump stations in Kwa-Nokuthula: Pump station 23 is to be overhauled and new equipment installed in 2013. Pump stations 2 is to be overhauled and a building constructed so a generator can be added in 2014.

Outcome / Response Required	Municipal Action
	Pump station 3 is to be overhauled in 2014.
Upgrade of pump stations	Relocation of pump station Poortjies: Pump station 1 is to be replaced with a new pump station in a new position and the existing pump station will become a storm water pump station to reduce the problems being experienced in the Poortjies area when heavy rains are experienced.
Upgrade of pump stations	Beacon Isle pump station to be rebuilt in 2013.
Upgrade of pump stations	Kranshoek: New pump station will be operational in 2013 Kurland: New pump station will be operational in 2013
Maintenance of infrastructure	Upgrade inlet works for the Kurland Treatment Works
Maintenance of infrastructure	Upgrade of Kwa-Nokuthula outfall sewer

Table 52 : Waste water management plan programmes

The estimated cost to address waste water 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:

a. 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.
b. 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 oxidisation. 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 Eskom.

The municipality has identified the following actions to address electricity challenges within 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%
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 (Phase 1 civil works)
Maintenance of infrastructure	Upgrade MV cables Plett
Maintenance of infrastructure	Installation of new high mast lights
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
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 26Mva to 40Mva	Application to be made when the need arises.
Upgrade of transformer from 10 MVA to 20MVA 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 in hand 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.

7.2.3.4. Integrated Waste Management Plan

The municipal 2nd generation waste management plan is complete and open for public comment. It is envisaged that this waste management plan will be adopted before the end of 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 NEMA: Waste Act and other legislation.

A study conducted by the National Department of Environmental Affairs revealed that the airspace at Plettenberg Bay landfill is exhausted and that alternative measures must be implemented to disperse 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	2013 - 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

7.2.3.5. Integrated Human Settlement Plan (IHSP)

Bitou Municipality adopted the 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 is:
" 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 is 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:

Area	Ward	Housing Program	Nr of Units	Implementation date
Qolweni / Bossiesgif	**3**	UISP	102	2014/2015
			333	
		UISP	358	
		TRA	**474**	
		IRDP	500	2015/2016
		IRDP	200	2016/2017
Kwa-Nokuthula	**5 & 6**	IRDP	127	2014/2015
			1360	
Shell (Plett)	2	Social/FLISP	160	2015/2016
New horizon	4	IRDP	440	2015/2016
Kurland	1	UISP	TBD	2016/2017
Green Valley Sport-field	1	IRDP	TBD	2015/2017

Table 56: Housing pipeline

7.2.3.6. Local Integrated Transport Plan

The Integrated Transport Plan is prescribe by the National Land Transport Act, Act 22 of 2000 (NLTA) as amended in 2006 that all municipalities must compile an Integrated Transport Plan

which is included in the District Integrated Transport Plan (DITP) and submitted to the MEC for approval

The preparation of the (DITP) is the responsibility of the Eden DM as outlined in the National Land Transport Act (NLTA) and is designed to provide a vision of transport for the district municipality (DM). The DITP should include:

- ✓ A register summarising the conditions and issues surrounding transport
- ✓ Identify priority projects
- ✓ Develop an implementation plan that emphasise the transport priorities for local officials in the various local municipalities. Part of this process includes the preparation of a Local Integrated Transport Plan (LITP) for the local municipalities.

A LITP for Bitou Municipality was 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 Municipality.

In 2012 the Department of Transport and Public Works called for bids for updating the Eden DM DITP, including LITP's for the municipalities, in terms of the minimum requirements for preparing ITP's, with a particular focus on updating the following chapters of the ITP; Chapter 3 (Transport Register); Chapter 6 (Transport Needs Assessment) and Chapter 8 (Transport Improvement Proposals and Implementation Budget and Programs).

The Department Transport and Public Works appointed Pendulum Consulting to compile the new revision of the ITP by March 2013.

A DITP Steering Committee (Eden District Transport Forum) was established, as well as a working group at municipality that formed part of the consultation process and was designed to facilitate the preparation of the Bitou Municipality's ITP.

Status of the revised LITP: The final revised draft will be submitted to Council by the 31st of May 2014.

Public Transport Services

Taxi services operating from town in the Bitou municipal area are administered by 2 taxi associations based in the area. There are currently 3 operational taxi ranks located in the area (Plettenberg Bay, Kwa-Nokuthula and New Horizon) through which ± 5 000 passengers move through during a typical weekday and ±3 800 passengers on a Saturday. The highest demand for taxis occurs on a weekday, particular because of home-work and home-school trips. An extensive rail networks exists in Eden District but there a no passenger rail service or railway infrastructure in Bitou municipal area.

There is no bus service operational in Bitou municipal area, although Greyhound, Cityliner, Translux, City to City, SA Roadlink and Intercape are commercial bus services that operate through Bitou municipal area. The table below indicates the frequency of these bus services, their destination and the towns they serve:

Service	Routes	Trip per Day	Towns Served
Durban via Port Elizabeth	From Cape Town	6	Albertinia, Mossel Bay, Wilderness, Sedgefield, Heidelberg, Riversdale, George and Plettenberg Bay
	To Cape Town	6	Albertinia, Mossel Bay, Wilderness, Sedgefield, Heidelberg, Riversdale, George and Plettenberg Bay
East London	From Cape Town	2	Mossel Bay, Wilderness, Sedgefield, Heidelberg, Riversdale, George and Plettenberg Bay
	To Cape Town	2	Mossel Bay, Wilderness, Sedgefield, Heidelberg, Riversdale, George and Plettenberg Bay
Queenstown	From Cape Town	1	Mossel Bay, Wilderness, Sedgefield,, Heidelberg, Riversdale, George and Plettenberg Bay

Service	Routes	Trip per Day	Towns Served
	To Cape Town	1	Mossel Bay, Wilderness, Sedgefield, Heidelberg, Riversdale, George and Plettenberg Bay
Port Elizabeth	From Cape Town	1	Mossel Bay, Sedgefield, Riversdale, George and Plettenberg Bay
	To Cape Town	1	Mossel Bay, Sedgefield, Riversdale, George and Plettenberg Bay

Table 57: Available long distance public transport services

Roads and Traffic

The road network through Bitou municipal area consists of nearly 230 kilometres of national and provincial roads. The asset value of the provincial road network was estimated R0.4 billion in September 2012 by the Road Network Information System (RNIS) The surfaced road network accounts for 99% of this amount.

Municipality	Functional Road Type (km)					
	National Trunk	Trunk	Main	Divisional	Minor	Total
Bitou Municipality	55.17	23.11	23.11	44.03	65.89	231
Eden District	305.65	828.69	923.45	2 758.33	2 384.84	7 200.95

Table 58: Notional road network length

Municipality	Asset Value by Road Category R'000		
	Surfaced	Gravel	Total
Bitou Municipality	R390,242	R1,826	R392,068
Eden District	R10,035,570	R268,514	R10,304,084

Table 59: Road network asset value in the Bitou area

The municipal road network (tar –, block paving -, and concrete paved roads) totals 138.5km and the municipal gravel and dirt road network is ± 17.7km. The upgrading of municipal roads needs urgent attention for it is estimated that the life expectancy of municipal roads is only 16%. The following backlogs exist in terms of municipal roads:

- ✓ Roads: Upgrading of gravel roads to tar – Backlog ± 20 km
- ✓ Roads: Maintenance: Reseal and rehabilitation – Cost to address backlog ± R30 million

Prioritisation of road maintenance projects is done through the infrastructure management query software (IMQS) Pavement Management System.

Road Safety

The road section with the highest number of accidents is Main Street in Plettenberg Bay with 254 accidents for the period 2005 - 2012, resulting in 36.3 accidents per annum. This is followed by Marine Drive with 200 accidents, 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 at the same period resulting in 20 accidents per annum.

The following table provides a summary of crash information obtained from the Western Cape Provincial Accident Data Base for the period January 2005 – November 2012.

	Fatal	Serious	Slight	No Injuries	Total	Population	Exposure Rate per Person
Bitou Municipality	8	81	282	2 874	3 245	49 162	6.6%

Table 60: Road accident at the Bitou Municipal are (We are awaiting for the latest statistics).

Non-motorised and learner transport

Two (2) non-motorised locations were identified in Plettenberg Bay as areas with high volumes of pedestrian activity. These locations include Park Lane between Wilder and High Street and along the Main Road (N2) in the vicinity of Piesang Valley Road footbridge.

The Education Department indicated in 2011 that 5 schools in Bitou municipal area were served by 7 learner contract routes and each of these schools received a learner's subsidy from the Western Cape Education Department.

Project proposals and prioritisation

During the review process project proposals were identified from the following sources: Projects contained in the integrated transport plan which were not implemented reports and document containing needs as identified in public participation processes and meetings, discussions and work groups with municipal representatives. Projects for the municipal area were prioritised in one-on-one meetings with the various municipal officials. The following projects are prioritised for the Bitou municipal area (a comprehensive list of all projects listed for Bitou Municipality is available in the revised LITP):

Description	2013/14	2014/15	2015/16
Non-Motorised Transport			
Create a pedestrian priority zone with the CBD (850m)	5 600	5 600	9 500
Wittedrift road to Green Valley pedestrian walkway along MR395 (1300m)	2 300		
Kwa-Nokuthula Primary pedestrian crossing	70		
Sub-Total per Annum	7 970	5 600	9 500
Public Transport			
Scholar bus stop at Keurboomstrand on MR394, including a public transport embayment	200		
Sub-Total per Annum	200		
Roads			
Traffic signals at N2 Beacon Way junction	300	4 700	
Safety investigation along Main Street - Plettenberg Bay	300		
Safety investigation along Marine Drive - Plettenberg Bay	300		
Safety investigation at N2/Marine Drive intersection - Plettenberg Bay	300		
Sub-Total per Annum	1 200	4 700	
Total Budget Required – Prioritized Projects	9 370	10 300	9 500

Table 61: LITP priority program

Outcome / Response Required	Municipal Action	Timeframe
Planning, contracting and implementation of municipal public transport services in the municipal area	Finalize the Section 78 investigation: Implement Section 78 (phase 4) recommendations Participate in negotiations and discussions between all municipalities in the District and Provincial Department of Transport	2013/14 2014/15 2015/16
Updated Pavement Management System	Review of the Pavement Management System	2013/14 2015/16
Maintenance of infrastructure	Reseal existing road	2013/14 2014/15 2015/16
Maintenance of infrastructure	Construction of new roads	2014/15 2015/16
Maintenance of infrastructure	Construction of a new taxi route	2013/14 2014/15

Table 62: LITP implementation program

7.2.3.7. 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 within the region with respect to the relevant knowledge and capacity. With the promulgation of the National Environmental Management: Air Quality Act 17 the focus of air quality management shifted from source control to management of pollutants in the ambient environment through air quality management planning.

Currently Bitou Municipality does not have an air quality management plan and not only that but do not have the capacity and resources to implement this plan. The Municipality is collaborating

with Eden DM with a view of soliciting support from the district and eventually develop the air quality management plan.

7.2.3.8. 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's provides a vision for the entire district which expresses "the coastal zone is Eden's most significant asset and must be natured 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 seeks to give effect to the vision of the CMP, is the following:

1. Public access

Public access was viewed as the highest priority of Eden Costal 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 & nurturing of indigenous fauna, flora and rehabilitation programmes

4. Water quality and quantity

Organs of state and other interested NGO 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 Municipal's 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 63: Coastal management implementation plan

7.2.3.9. 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;

a. co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players; and
b. regularly review and update its plan; and through appropriate mechanisms, processes and procedure established in terms of Chapter 4 of the Local Government Systems Act, 2000 (Act No. 32 of 2000), consult the local community on the preparation or amendment of its plan.

The disaster management plan for a municipal area:

a. form an integral part of a municipalities Integrated Development Plan;
b. anticipate the types of disasters that are likely to occur in the municipal area and their possible effect;
c. place emphasis on measures that reduce the vulnerability of disaster-prone areas, communities and households;
d. seek to develop a system of incentives that will promote disaster management in the municipality;
e. identify the areas, communities or households at risk;
f. take into account indigenous knowledge relating to disaster management;

g. promote disaster management research;
h. identify and address weaknesses in capacity to deal with disasters;
i. provide for appropriate prevention and mitigation strategies;
j. facilitate maximum emergency preparedness; and
k. Contain 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 EMDMC 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 and the draft plan is attached as an annexure.

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	2013/14 2014/15
Immediate Relief to Victims	Operating Budget	Annually

Outcome / Response Required	Municipal Action	Timeframe
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 64: Disaster management plan implementation plan

7.2.3.10. 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 makes 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 expended. As a result the department of social development will vacate their office for bigger premises;
2. The revenue generated by the centre at the moment 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 Budget for Centre	2013/14 2014/15 & 2015/16

Table 65: Thusong centre implementation programme is continuous.

7.2.3.11 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.

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 polices, practices and assumptions. The municipality identified its risk environment which is summarised on the figure below:

Table 66: 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. The following risks are the prioritised risks in the municipality:

Prioritised Risks	
Negative Cash flow	Unfunded budget
Fraud and unethical behaviour	Incorrect legal advise
Non-compliance with legislation	Ineffective tourism strategy
Irregular, unauthorised, fruitless and wasteful expenditure	IT failure
Litigations	Effective housing waiting list management
Ineffective Implementation of council resolutions	Ineffective procurement processes
Lack of Risk Management Unit	Ineffective recruitment and selection processes
Ineffective Contract Management	18. Abuse overtime
Ineffective implementation of LED strategy	19. Urbanisation
Shortage of skills and personnel	20. Public unrest

Table 67: 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	2013/14
Updated risk register	Facilitate risk assessment engagements Compile a risk register for each department	2013/14
Appointment of a Risk Manager / Official	Provide budget for post Recruitment and selection process	2013/14

Table 68: Implementation of the risk programme

7.2.2.12. 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 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 implement 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.

7.2.3.13. Performance Management Policy Framework

The policy framework approved by Council prescribes the methodology that the municipality implemented to measure the overall performance of the municipality. 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	Submit reviewed framework to Council	2013/14
Quarterly performance reports in terms of the top layer SDBIP	Submit quarterly reports to Council	2013/14

Table 69: PMS implantation programme

7.3 Other Municipal Functions

7.3.1. Cemeteries

The municipality currently have 8 cemeteries located throughout the municipal area. The majority of the cemeteries have limited capacity. The table below indicate 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 Crags	2	60%

Table 70: 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.

A consultant was appointed to develop a central cemetery for the whole of Bitou. A report was generated and the final plan will be submitted to council for approval before the end of the 2013/2014 financial year.

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 municipality is would like to see the airport working as a commercial airport with scheduled flights at least once a week from Plettenberg Bay to Cape Town of Johannesburg. Currently the runway can accommodate aircraft capable of carrying 30 – 35 passengers. If the demand for larger planes increases the runway could be extended.

An upgrade of the airport will encourage current general aviation activities such as parachuting, skydiving and flight school companies. The Municipality is currently investigating the potential upgrading of Plettenberg Bay Airport (to be used for private chartered aircraft). Features of the facility is indicated in the following table

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

Table 71: Airfield information

7.3. 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 the municipality in terms of legislation.

The IDP should therefore guide where sector departments allocate their resources at local government level. 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 is it in the interest of the sector departments to participate in municipal IDP planning process to ensure alignment between programmes.

7.1. 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 and this process is followed by a submission of municipal priorities for sector departments and these priorities are meant to be catalyst 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 departments strategic focus area.

The IDP indaba 1 was held on the 16 September 2013 at Goudini Spa Bitou Municipal Manager and the IDP manager attended. Department presented their focus areas but most importantly provincial treasury and the department of Agriculture presented the MERO and the provincial economic outlook and global trends.

These presentations were meant to capacitate municipalities and equip them with knowledge that will enhance the local economy. There is currently a common understanding in the province that Integrated Development Planning is no longer a municipal function but everyone's business.

The Municipality participated in the IDP - INDABA 2, Eden District engagement, hosted by the Provincial Department of Local Government. The objectives of the engagement were:

- ✓ To provide municipalities with project and program information that are implemented by provincial sector departments in the municipal area;
- ✓ To provide municipalities an opportunity to indicate their priority needs and issues raised at community engagements;
- ✓ To get a better understanding of the rationale behind investment decisions of sector departments and for municipalities to have indication of funding investments within their areas; and
- ✓ To ensure IDP's incorporate funded sector department projects.

Although not extensive, the table below provides some indication of sector department's involvement in Bitou.

DEPARTMENT		DESCRIPTION
1.	**Health**	➢ Road signage ➢ Collaboration project
2.	**Human Settlement**	➢ Housing
3.	**Transport and Public Works**	➢ Upgrade roads ➢ Tarring of the roads linking Wittedrift & Kranshoek with the N2 highway ➢ Construction of a licensing and vehicle test Centre and weigh bridge ➢ Road safety project (construction of walk ways in Green Valley and Kurland) ➢ Pedestrian bridge linking Kwanokuthula with New Horizon ➢ Establish second entrance into Kwanokuthula and construction of a traffic circle on the N2 into beacon way.
4.	**Water Affairs**	➢ Alien clearing at the Keurbooms River catchment area
5.	**Education**	➢ Upgrading of South Cape College and improving college curriculum ➢ Construction of Primary and High Schools (Kwa-Nokuthula and Kranshoek) ➢ School safety project (fencing surveillance and security guards)
6.	**Social Development**	➢ Extension of service orientated government footprint in the Bitou Municipality area.
7.	**Cultural Affair and Sport**	➢ Provide library service in Convey ➢ Upgrade of Kranshoek Library ➢ Arts and Culture (Lunch Box Theatre) ➢ Upgrading of New Horizon sport ground
8.	**Department of Economic Development & Tourism**	➢ Construction of the waste transfer station ➢ Clearing at the Keurbooms River catchment area
9.	**Agriculture**	➢ Community gardens

		➢ Farmer support
10.	**Eskom**	➢ Increase bulk electricity infrastructure and alternative energy sources ➢ Housing Electrification

Table 72: Planned sector department programmes for Bitou Municipal are

CHAPTER 8 BUDGET FRAMEWORK

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. 70 and 72 were used to guide the compilation of the 2014/15 MTREF.

The main challenges experienced during the compilation of the 2014/15 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 2014/15 MTREF:

- The 2013/14 Adjustments Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baselines for the 2014/15 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 2014/15 Medium-term Revenue and Expenditure Framework:

Description	*Adjusted Budget R'000*	*Budget Year 2014/15 R'000*	*Budget Year +1 2014/15 R'000*	*Budget Year +2 2015/16 R'000*
Total Operating revenue	***460,764***	***473,878***	***467,907***	***501,878***

Total Operating Expenditure	***405,040***	***440,681***	***430,693***	***457,948***
Surplus/(Deficit) for the year	*55,725*	*33,197*	*37,214*	*43,930*
Total Capital Expenditure	***72,809,***	***42,528***	***35,046***	***28,623***

Table 73: Consolidated overview on the 2014/15 MTREF

Total operating revenue has grown by 2.8% or R13.1 million for the 2014/15 financial year when compared to the 2013/14 Adjustments Budget. For the two outer years, operational revenue will decrease by 1.3% and increase by 7.3% respectively, equating to a total revenue growth of R41.1 million over the MTREF when compared to the 2013/14 financial year.

Total operating expenditure for the 2014/15 financial year has been appropriated at R440.6 million and translates into a budgeted surplus of R33.2 million after taking into consideration capital funding from own revenue and Loan funding. When compared to the 2013/14 Adjustments Budget, operational expenditure has grown by 8.8% in the 2014/15 budget and reduces by 2.26% for 2015/2016 and increases by 6.32% for 2016/2017 being the outer years of the MTREF. The operating surplus for the two outer years steadily increases to R6.2 million for 2015/2016 and R5.0 Million for 2016/2017 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 R42.5 million for 2014/15 is 41.6% less when compared to the 2013/14 Adjustment Budget. The reduction is due to a combination of grant funding being less, loan funding not taken up in the last year as well as public contributions and CRR becoming less. The capital program decreases to R35.0 million in the 2015/16 financial year and R28.6 million in the 2016/17 financial year.

The major portion of the capital budget will be funded from Government grants and subsidies as the municipality does not have the financial resources to commit its own funds to capital financing. A portion of the capital budget will be funded from borrowing over MTREF with anticipated borrowings not exceeding R10 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 recovers financially prior to the taking up of additional capital loan funding in excess of current annual redemption. The repayment of capital and interest (debt services costs) will not substantially increase over the MTREF and will therefore contribute to the financial recovery of the municipality.

8.1. Operating Revenue Framework

For Bitou Municipality to continue improving the quality of life of its communities 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 97.2% 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 provisions.
- Fully subsidizing all indigent households in terms of the relief offered by the municipality

The following table is a summary of the 2014/15 MTREF (classified by main revenue source):

Table 74 Summary of revenue classified by main revenue source

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue By Source											
Property rates	2	63 139	66 730	83 816	90 447	95 247	95 247	95 247	100 984	107 043	113 464
Property rates - penalties & collection charges		2 780	3 162	–	3 300	3 300	3 300	3 300	3 485	3 680	3 882
Service charges - electricity revenue	2	74 500	88 977	93 897	102 415	99 478	99 478	99 478	106 851	115 157	121 669
Service charges - water revenue	2	28 256	29 979	30 965	34 338	34 476	34 476	34 476	36 224	37 952	39 850
Service charges - sanitation revenue	2	25 259	28 085	32 053	35 165	36 841	36 841	36 841	38 715	40 574	42 603
Service charges - refuse revenue	2	13 742	16 184	18 069	21 004	22 017	22 017	22 017	26 479	27 741	29 235
Service charges - other		–	–	–	–	–	–	–	–	–	–
Rental of facilities and equipment		901	763	1 207	1 213	1 230	1 230	1 230	1 322	1 379	1 320
Interest earned - external investments		1 184	1 614	2 844	1 770	1 770	1 770	1 770	2 639	2 745	2 855
Interest earned - outstanding debtors		–	–	3 539	–	–	–	–	–	–	–
Dividends received		–	–	–	–	–	–	–	–	–	–
Fines		5 725	5 144	4 864	4 107	5 307	5 307	5 307	5 300	5 512	5 732
Licences and permits		61	94	65	74	74	74	74	74	76	80
Agency services		–	761	1 140	1 208	1 350	1 350	1 350	1 439	1 496	1 556
Transfers recognised - operational		46 392	32 113	82 274	102 052	106 354	106 354	106 354	117 266	92 966	107 318
Other revenue	2	8 732	6 647	13 866	6 455	9 209	9 209	9 209	6 186	6 813	5 828
Gains on disposal of PPE		–	391	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		**270 669**	**280 642**	**368 600**	**403 548**	**416 653**	**416 653**	**416 653**	**446 964**	**443 133**	**475 392**

Table 75 Percentage growth in revenue by main revenue source

Description	Ref			2014/15 Medium Term Revenue & Expenditure Framework					
R thousand	1	Adjusted Budget	%	Budget Year 2014/15	%	Budget Year +1 2015/16	%	Budget Year +2 2016/17	%
Revenue By Source									
Property rates	2	95 247	22.86%	100 984	22.61%	107 043	24.34%	113 464	24.01%
Property rates - penalties & collection charges		3 300	0.79%	3 485	0.78%	3 680	0.84%	3 882	0.82%
Service charges - electricity revenue	2	99 478	23.88%	106 851	23.93%	115 157	26.18%	121 669	25.75%
Service charges - water revenue	2	34 476	8.27%	36 224	8.11%	37 952	8.63%	39 850	8.43%
Service charges - sanitation revenue	2	36 841	8.84%	38 715	8.67%	40 574	9.23%	42 603	9.02%
Service charges - refuse revenue	2	22 017	5.28%	26 479	5.93%	27 741	6.31%	29 235	6.19%
Service charges - other		–	0.00%	–	0.00%	–	0.00%	–	0.00%
Rental of facilities and equipment		1 230	0.30%	1 322	0.30%	1 379	0.31%	1 320	0.28%
Interest earned - external investments		1 770	0.42%	2 639	0.59%	2 745	0.62%	2 855	0.60%
Interest earned - outstanding debtors		–	0.00%	–	0.00%	–	0.00%	–	0.00%
Dividends received		–	0.00%	–	0.00%	–	0.00%	–	0.00%
Fines		5 307	1.27%	5 300	1.19%	5 512	1.25%	5 732	1.21%
Licences and permits		74	0.02%	74	0.02%	76	0.02%	80	0.02%
Agency services		1 350	0.32%	1 439	0.32%	1 496	0.34%	1 556	0.33%
Transfers recognised - operational		106 354	25.53%	117 266	26.26%	92 966	21.14%	107 318	22.71%
Other revenue	2	9 209	2.21%	6 186	1.39%	6 813	1.55%	5 828	1.23%
Gains on disposal of PPE		–	0.00%	–	0.00%	–	0.00%	–	0.00%
Total Revenue (excluding capital transfers and contributions)		**416 653**	**100.00%**	**446 561**	**100.09%**	**439 810**	**100.76%**	**472 526**	**100.61%**

Revenue generated from services charges remain the major source of revenue for the municipality amounting to 46.64% of total revenue.

The major sources of revenue for the 2014/2015 financial year can be summarized as follows:

Source	Amount (R Million)	Percentage
Assessment Rates	100.98	22.61%
Electricity revenue	106.85	23.93%
Water revenue	36.22	8.11%
Sewerage Charges	38.71	8.67%
Refuse Charges	26.48	5.93%
Grants and subsidies	117.27	26.26%

The second largest source is grants and subsidies totaling R 117 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. Property rates is the third largest revenue source totaling 22.61% or R 100.98 million and increases to R107.0 million by 2015/16.

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 20.45 Million for the 2014/2015 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 76 Operating Transfers and Grant Receipts

8.4. Operating Expenditure Framework

Bitou Municipality's expenditure framework for the 2014/15 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 2014/15 budget and MTREF (classified per main type of operating expenditure):

Table 77 Summary of operating expenditure by standard classification item

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Expenditure By Type											
Employee related costs	2	102 158	100 822	108 939	127 524	123 591	123 591	123 591	146 683	159 775	169 278
Remuneration of councillors		2 993	3 735	4 043	4 415	4 739	4 739	4 739	5 032	5 355	5 697
Debt impairment	3	12 124	10 468	11 650	15 019	15 019	15 019	15 019	15 920	16 870	17 888
Depreciation & asset impairment	2	16 768	24 183	29 568	21 095	21 095	21 095	21 095	22 821	27 090	32 473
Finance charges		10 496	12 792	13 559	13 845	13 927	13 927	13 927	13 837	14 598	15 182
Bulk purchases	2	50 582	56 600	70 626	77 582	73 693	73 693	73 693	79 694	90 620	97 864
Other materials	8	–	–	2 539	3 128	2 781	2 781	2 781	3 237	3 367	3 486
Contracted services		8 472	10 999	18 876	20 097	21 207	21 207	21 207	18 986	19 354	18 410
Transfers and grants		169	632	2 332	2 630	2 554	2 554	2 554	2 700	2 950	3 112
Other expenditure	4, 5	99 259	77 976	85 104	118 656	126 363	126 363	126 363	131 691	90 633	94 472
Loss on disposal of PPE		734	25	–	70	70	70	70	80	83	87
Total Expenditure		**303 756**	**298 231**	**347 236**	**404 060**	**405 040**	**405 040**	**405 040**	**440 681**	**430 693**	**457 948**

The budgeted allocation for employee related costs for the 2014/15 financial year totals R 146 Million, which equals 33.2% 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 6.79% for the 2014/15 financial year. An annual increase of 6.4% has been included respectively for the 2015/2016 and 2016/2017 financial year

In order to ensure economic viability and to not overstretch the already limited financial resources, and cash management strategy vacancies have been significantly rationalized downwards and budgeted in a staggering manner. Only the positions that are critical for service delivery have been budgeted for the 2014/2015 financial year. These positions are mainly at electricity services, water and waste water, fire services and to some extend the revenue enhancement currently done by consultants to be done internally as the contract expires in November 2014. The latter is in line with National Treasury advocacy on use of external service providers.

The cost to fill the newly approved organizational structure was determined and is at this stage unaffordable in the current financial context. In this MTREF it is advisable to fund the structure, once finalized in a staggering approach, meaning core service delivery positions and some critical positions are funded in the first year and other department positions be funded in the following year as resources becomes available.

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 councilors 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??????Million is awarded to Bitou for the 2014/2015 financial year.

The provision of debt impairment was determined based on an annual collection rate of 97.2% and the Debt Write-off Policy of the Municipality. The current average collection rate equals 98.3% as at end of February 2014 and it is anticipated that the recovery of debt, through the increase in debt collection action will reach a level of 97.5% upon conclusion of the current financial year. The provision amounts to R 15,920,000 for the 2014/15 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 R22, 820 million for the 2014/15 financial and equates to 5.17% 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 3.14% (R13.83 million) of operating expenditure excluding annual redemption for 2014/15 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 distribution losses which currently equals 5.85%. Water distribution losses as at 30 June 2013 amounted to 10.21% and a concerted effort is necessary to ensure the reduction of the losses to within acceptable norms. In the following budget the loss control officer will be appointed to ensure that these losses are kept to a minimum.

Other materials comprise of amongst others the purchase of fuel, diesel, 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 2014/15 the appropriation against this group of expenditure has grown by 0.73% (R456, 671).

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 (R2.2 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. The growth in other expenditure amounts to 2% for the 2014/15 financial year and

reduces with 35.78% for the 2015/2016 year, where-after it increase by 3.71% for the 2016/2017 year. The main contributing factor to the excessive increase is the increase in the housing construction expenditure in the amount of R 38 Million from 2012/2013 to 2014/2015.

The following graph gives a breakdown of the main expenditure categories for the 2014/15 financial year.

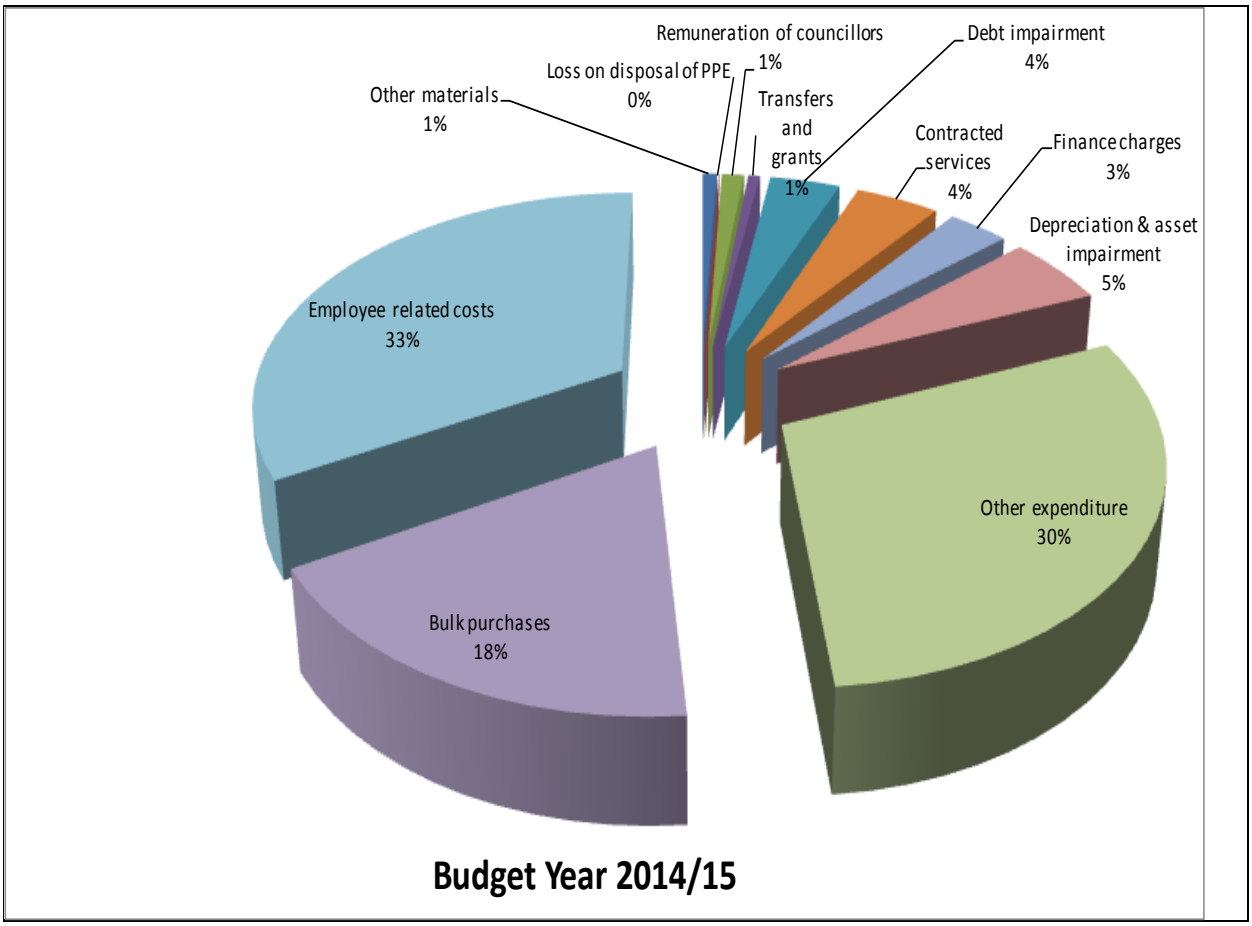


Figure 23 Main operational expenditure categories for the 2014/15 financial year

8.5. 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 78 Operational repairs and maintenance

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Repairs and Maintenance	8										
Employee related costs		–	–	–	–	–	–	–	–	–	–
Other materials		–	–	–	–	–	–	–	–	–	–
Contracted Services		–	–	–	–	–	–	–	–	–	–
Other Expenditure		14 793	10 240	9 413	11 853	13 200	13 200	13 200	16 242	16 177	17 251
Total Repairs and Maintenance Expenditure	9	14 793	10 240	9 413	11 853	13 200	13 200	13 200	16 242	16 177	17 251

Repairs and maintenance is increased by 23.04% in the 2014/2015 financial year, from R13, 199 million to R16, 242 million. During the 2013/2014 Adjustment Budget this allocation was adjusted slightly upwards. As part of the 2014/15 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 79 Repairs and maintenance per asset class

Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
EXPENDITURE OTHER ITEMS										
Depreciation & asset impairment		16 768	24 183	29 568	21 095	21 095	21 095	22 821	27 090	32 473
Repairs and Maintenance by Asset Class	3	14 793	10 240	9 413	11 853	13 200	13 200	16 242	16 177	17 251
Infrastructure - Road transport		861	1 793	1 173	1 480	1 790	1 790	2 485	2 561	2 820
Infrastructure - Electricity		1 300	1 688	1 540	690	2 017	2 017	2 874	3 200	3 620
Infrastructure - Water		341	31	1 165	831	831	831	722	761	792
Infrastructure - Sanitation		1 324	959	1 257	1 848	1 848	1 848	2 828	1 931	1 985
Infrastructure - Other		2 117	881	623	690	690	690	690	718	746
Infrastructure		*5 941*	*5 352*	*5 758*	*5 539*	*7 176*	*7 176*	*9 598*	*9 170*	*9 963*
Community		3 135	2 097	815	1 659	1 753	1 753	1 832	1 931	2 008
Heritage assets		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Other assets	6, 7	5 717	2 792	2 841	4 655	4 271	4 271	4 812	5 076	5 280
TOTAL EXPENDITURE OTHER ITEMS		**31 561**	**34 424**	**38 982**	**32 948**	**34 295**	**34 295**	**39 063**	**43 267**	**49 724**

For the 2014/15 financial year, 59.1% or R 9, 60 million of total repairs and maintenance will be spent on infrastructure assets. Electricity infrastructure has received a significant proportion of this allocation totaling 29.94% (R2, 87 million), road infrastructure 25.89% (R2, 49 million), sanitation 29.46% (R2, 83) million and water 7.52% (R722, 000). Community assets have been allocated R 1, 83 million of total repairs and maintenance equating to 11.28%.

8.6. 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 2014/2015 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 R350, 000 qualify for services at sub-economic tariffs. The estimated expenditure on free and subsidized services, inclusive of assessment rate rebates will amount to R21 Million for the 2014/2015 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.

8.3.3 Capital expenditure

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

Vote Description	Ref	2010/11	2011/12	2012/13	Current Year 2013/14				2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
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	5 986	6 035	6 035	6 035	6 000	9 600	2 700
Vote 4 - Corporate Services		–	–	–	–	–	–	–	–	–	–
Vote 5 - Financial Services		–	–	–	–	–	–	–	1 000	1 000	–
Vote 6 - Strategic Services		–	–	–	–	–	–	–	–	–	–
Vote 7 - Municipal Services and Infrastructure Develop		–	–	8 981	19 859	26 760	26 760	26 760	351	11 300	12 900
Vote 8 -		–	–	–	–	–	–	–	–	–	–
Vote 9 -		–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–
Vote 15 -		–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	7	**–**	**–**	**9 331**	**25 845**	**32 795**	**32 795**	**32 795**	**7 351**	**21 900**	**15 600**
Single-year expenditure *to be appropriated*	2										
Vote 1 - Council		54	43	11	350	350	350	350	–	–	–
Vote 2 - Office of the Municipal Manager		7	10	–	128	155	155	155	–	–	–
Vote 3 - Community Services		25 309	17 577	819	15 386	20 840	20 840	20 840	4 081	750	4 228
Vote 4 - Corporate Services		72	–	30	450	450	450	450	–	–	–
Vote 5 - Financial Services		2 161	2 414	59	910	2 223	2 223	2 223	1 483	–	–
Vote 6 - Strategic Services		8 262	38	218	445	523	523	523	–	–	–
Vote 7 - Municipal Services and Infrastructure Develop		63 041	17 470	30 290	8 647	15 474	15 474	15 474	29 613	12 396	8 795
Vote 8 -		–	–	–	–	–	–	–	–	–	–
Vote 9 -		–	–	–	–	–	–	–	–	–	–
Vote 10 -		–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–
Vote 15 -		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		**98 905**	**37 551**	**31 427**	**26 316**	**40 015**	**40 015**	**40 015**	**35 178**	**13 146**	**13 023**
Total Capital Expenditure - Vote		**98 905**	**37 551**	**40 758**	**52 161**	**72 809**	**72 809**	**72 809**	**42 528**	**35 046**	**28 623**

Table 80: 20/14/15 Medium term capital per vote

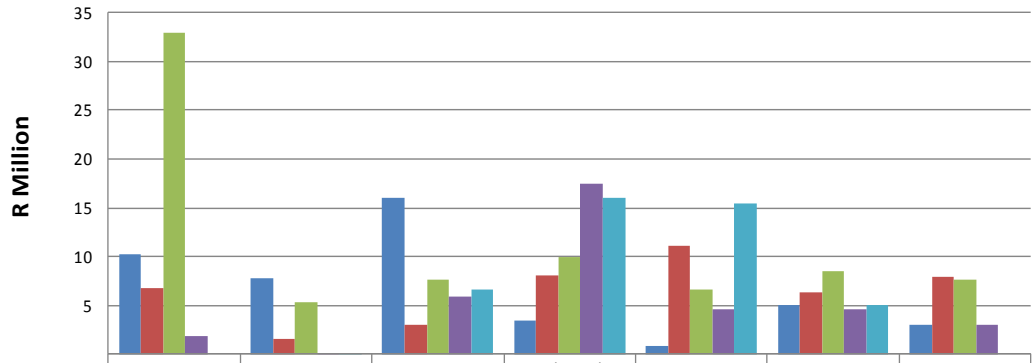
An amount of R 38, 5 million has been appropriated for the development of infrastructure which represents 90.5% of the total capital budget.

New assets represent 88.2 cent or R 37, 5 million of the total capital budget while asset renewal equates to 11.8% or R 5 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. Following a list of projects to be undertaken over the medium-term:

Details	2014/15	2015/16	2016/17
LDV LONG WHEEL BASE DIESEL			300 000
SHELVING FOR LIBRARIES	40 000		
COMPUTER EQUIPMENT 1	295 000		
AIR CONDITIONERS	30 000		
UPGRADE OF MUNICIPAL BUILDINGS	600 000	750 000	500 000
FURNITURE AND EQUIPMENT	189 000		
FIRE STATION AIRPORT			2 500 000
FIRE HYDRANTS			80 000
TOOLS AND EQUIPMENT			400 000
FURNITURE AND EQUIPMENT 1	300 000		
TOOLS AND EQUIPMENT			60 000
TRAILER			200 000
LAND AND BUILDINGS 2	1 000 000	2 000 000	
EQUIPMENT			188 000
UPGRADE OF SPORTS FACILITY: MIG		2 600 000	2 700 000
DR SERVER/STORAGE PROJECT	383 731		
MAIN BUILDING NETWORK SWITCHES	328 000		
COMPUTER REPLACEMENT	124 000		
WIRELESS EQUIPMENT	264 265		
UPS FOR SITES PROJECT	99 000		
TRAINING ROOM PROJECT	104 100		
WIRELESS UPGRADES	155 110		
MANAGEMENT SOFTWARE	15 000		
FURNITURE AND EQUIPMENT 1	10 000		
WATER MANAGEMENT DEVICES	1 000 000	1 000 000	
KRANSHOEK: STORM WATER IMPROVEMENTS 3	797 414	1 036 867	
REHABILITATION OF STREET 1		1 000 000	
KWANO & KRANSHOEK: UPGRADE SURFACED STREET (REHABILITATION OF STREET)		3 000 000	3 000 000
TAXI ROUTE (QOLWENI)	7 754 841		
WASTE TRANSFER STATION (G)	2 627 199		
WASTE TRANSFER STATION (LOAN)	5 000 000	5 000 000	
UPGRADE SEWER PUMP STAT AND REPLACEMENTS	600 000		
KWANO OUTFALL SEWER		3 000 000	3 000 000
UPGRADE OF GANSEVALLEI WASTE W	1 000 000	1 600 000	
REFURBISHMENT OF SEWER PUMP	3 000 000		
ELECTRIFICATION: HOUSING PROGRAM (INEP GRANT)	5 000 000	5 000 000	6 000 000

UPGRADE MV CABLES PLETT	1 500 000		
HIGH MAST LIGHTS	350 873	1 400 000	1 900 000
MINI SUBS 2	500 000		
1st PHASE DEDICATED CABLE	3 760 000		
TOOLS AND EQUIPMENT	90 000	150 000	175 000
RETICULATION UPGRADES & REPLACEMENTS	400 000	1 000 000	
KEURBOOMS WATER SUPPLY AND ABS		3 399 576	3 000 000
WATER DEMAND MANAGEMENT(PRESSURE REGULATION)	150 000	200 000	250 000
ROODEFONTEIN DAM UPGRADES 3		500 000	2 000 000
SUPPLY TO KWANO & SURROUNDS	5 060 897		
WATER TREATMENT WORK UPGRADES :ELECTRICAL & MECHANICAL WORKS		**409 171**	**370 175**
TOTAL	R42 528 430	R35 045 614	R28 623 175

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



	2010/11	2011/12	2012/13	Adjusted Budget 2013/14	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Infrastructure - Road transport	10 314 237	7 724 151	15 962 745	3 515 789	797 414	5 036 867	3 000 000
Infrastructure - Electricity	6 821 224	1 509 156	2 955 409	8 029 319	11 110 873	6 400 000	7 900 000
Infrastructure - Water	32 990 203	5 391 671	7 633 858	10 004 428	6 610 897	8 508 747	7 620 175
Infrastructure - Sanitation	1 874 502	196 521	5 958 506	17 484 327	4 600 000	4 600 000	3 000 000
Infrastructure - Other	-	190 291	6 699 743	16 070 176	15 382 040	5 000 000	-

Figure 24: Capital infrastructure program

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

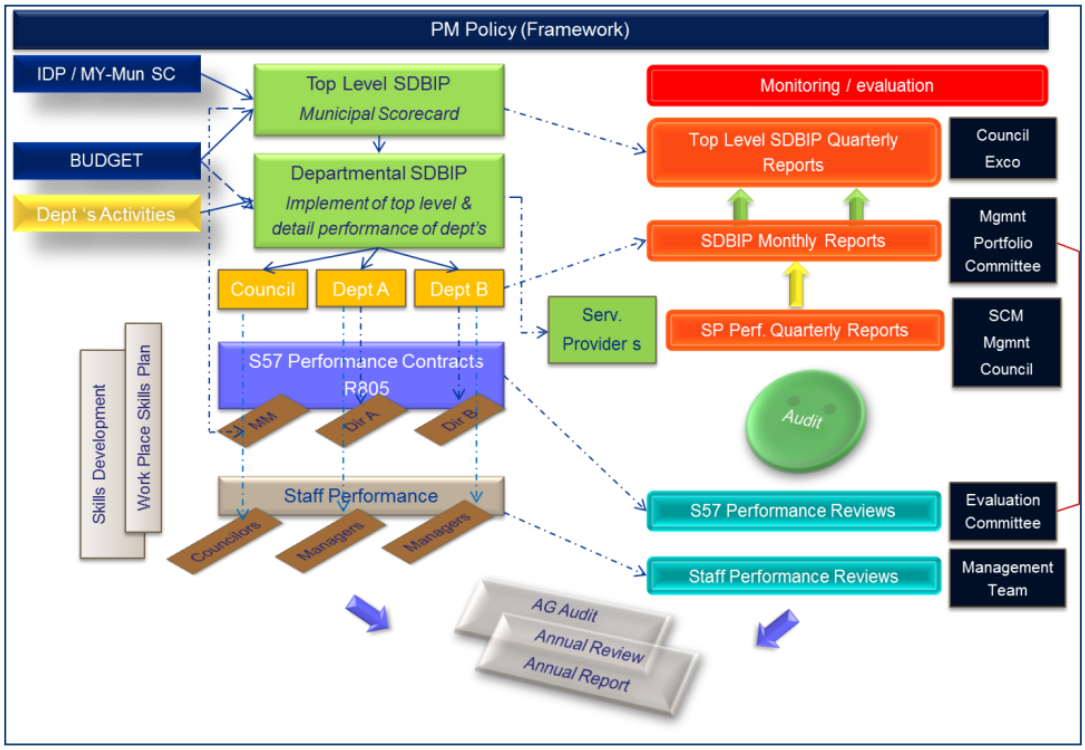


Figure 25: Bitou Municipality performance management framework

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.

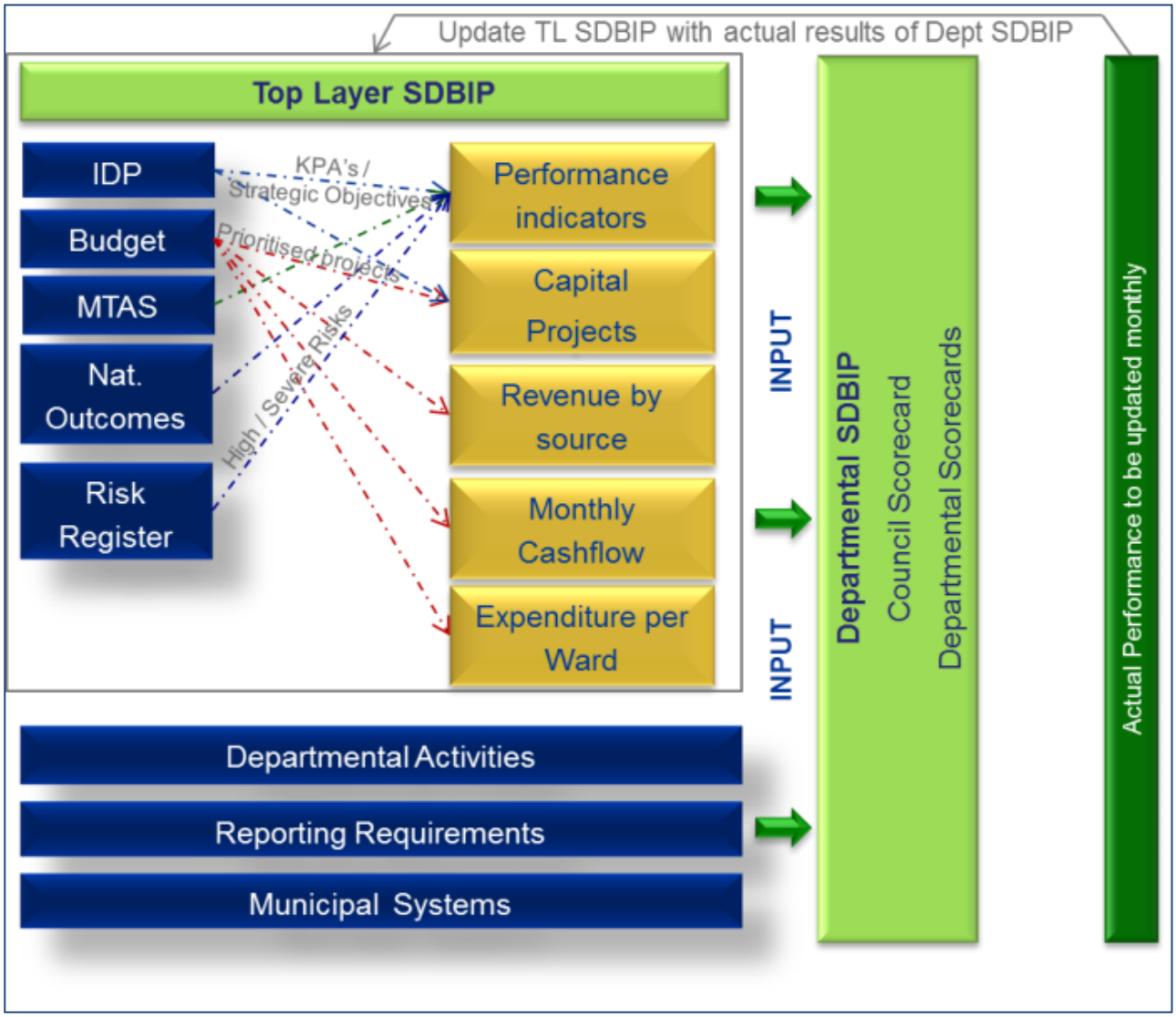


Figure 26: Bitou Municipality's performance management system

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 2014) all senior managers (Section 57 employees) will sign Performance Agreements for the 2014/ 2015 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 according to the IDP/Budget and performance management time schedule by council in January 2014 (Council Resolution number: C/6/215/01/14) 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 2012/ 2013 Annual Report was tabled in Council on the 22nd January 2014 (Council Resolution number C/6/216/01/14). Copies of the annual report were placed in all public offices, it was also advertised in the local newspapers on 28 and 29 January 2014, respectively in the Herald and Die Burger and 5 February 2014 in the Eden Express and it was also placed on the municipal website. The Oversight Report on the 2012/ 2013 Annual Report and the 2012/ 2013 Annual Report was approved at a special Council meeting on 20 March 2014. (Council Resolution number: C/6/220/03/14).