

BITOU LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN 2005

VISION AND STRATEGY

Towards a Common Future:
A Sustainable Developmental Path, based on the Interrelatedness of
People [Social Equity], Prosperity [Economic Viability]
and
Planet [Ecological Integrity]

FINAL DRAFT

Prepared for the



to be the best together

25 MAY 2005

BITOU

LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

2005

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by



25 MAY 2005

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EXECUTIVE SUMMARY

The Executive Mayor, the Deputy Executive Mayor, Members of the Mayoral Committee [hereafter referred to as the Mayoral Committee Members], Aldermen and Councillors of the Bitou Local Municipality [hereafter referred to as the Political Office Bearers of the Bitou Local Municipality], the Municipal Manager, Directors and Employees of the Bitou Local Municipality [hereafter referred to as the Staff of the Bitou Local Municipality], [a] Person[s], or [an] Institution[s], or any combination of the latter, who, or which, provide a service to the Bitou Local Municipality [hereafter referred to as the Service Provider(s) of the Bitou Local Municipality], and the Body of Persons, comprising of the residents, ratepayers, any civic, non-governmental, labour or private sector organisations, and bodies, which are involved with the Bitou Local Municipality, or in the area of jurisdiction of the Bitou Local Municipality [hereafter referred to as the Bitou Local Municipal Area], visitors and other people, residing outside the Bitou Local Municipal Area, but, because of their presence in the Bitou Local Municipal Area, make use of the services and/or facilities, provided by the Bitou Local Municipality, including, more specifically, the poor and disadvantaged sections of such a body of persons [hereafter referred to as the Local Community of the Bitou Local Municipality or the People of Bitou], are committed to make Developmental Local Government and Governance a reality. The latter commitment implies that the Bitou Local Municipality should effect:

The **Bill of Rights**, which requires the Bitou Local Municipality to promote the values of the nation, including human dignity, equality and freedom, and to uphold the principles, enshrined in the **Constitution, 1996**;

The **Constitution, 1996**, which requires the Bitou Local Municipality to:

- Provide democratic and accountable government for the People of Bitou;
- Ensure the provision of basic services to the People of Bitou in a sustainable manner;
- Promote local economic and social development of the People of Bitou;

Promote a safe and healthy human living environment for the People of Bitou; and
Encourage the involvement of the People of Bitou in the matters of the Bitou Local Municipality.

The **Local Government White Paper, 1998**, which provides the Bitou Local Municipality with a motivating policy framework for Developmental Local Government and Governance; and

The **Local Government: Municipal Structures Act, 1998 [Act 117 of 1998]** [hereafter referred to as the **Municipal Structures Act, 1998**], the **Local Government: Municipal Systems Act, 2000 [Act 32 of 2000]** [hereafter referred to as the **Municipal Systems Act, 2000**], and the **Local Government: Municipal Finance Management Act, 2003 [Act 56 of 2003]** [hereafter referred to as the **Municipal Finance Management Act, 2003**], which provide the Bitou Local Municipality with a new legislative framework and guidelines for Developmental Local Government, and Governance, Integrated Development Planning and Plans [IDPs], and Financial and Performance Management and Reporting.

The Bitou Local Municipality is committed to:

Working with the People of Bitou to find sustainable ways to meet their basic, social and economic needs; and
Improving the quality of human life and the human living environment of the People of Bitou by creating and sustaining integrated, humane, equitable and viable human settlements.

The Bitou Local Municipality is also committed to:

Public participation and consultation;
Legitimacy;
Accountability;
Competence;
Respect for the law; and
Protection of human rights.

The Bitou Local Municipality will, in response to **Section 23[1] of the Municipal Systems Act, 2000**, undertake developmentally-orientated planning to ensure that the Bitou Local Municipality:

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Strives to achieve the objectives of Local Government, as set out in *Section 152 of the Constitution, 1996*;

Gives effect to the developmental mandate of Local Government, as required by *Section 153 of the Constitution, 1996*; and Together with other organs of state, contribute to the realisation of the fundamental rights, contained in *Sections 4, 25, 26, 27 and 29 of the Constitution, 1996*.

The Bitou Local Municipality endeavours to:

Play a significant role in representing the People of Bitou;
Protect human rights; and
Meet basic needs, by focusing efforts and resources on improving the quality of human life and the human living environment of the People of Bitou, especially those members and groups within Local Communities that are often marginalised or excluded, such as women, children, disabled people and the poorest of the poor.

The Bitou Local Municipality endeavours to address the following Key Issues:

Key Issue

Land, Settlement [Basic Services and Housing] and Environment

Land [land and land reform];
Settlement [Basic Services and Housing] [water, sanitation, electricity, communication, and refuse removal services, roads/streets and stormwater, pedestrian accesses/walkways and routes, transportation, parking, traffic management and safety, bridges, housing, and town beautification]; and
Environment [pollution, conservation, conservation areas and sanctuaries, and Policies, Frameworks, Plans, and Systems].

Key Issue

Local Economic Development [hereafter referred to as LED], Tourism and Marketing

Poverty;
Unemployment;
Skills development and training;
Economic growth and development;
Tourism and eco-tourism development;
Marketing;
Partnerships; and
Strategies and Plans.

Key Issue

Community Development

Community services and facilities;
Educational facilities and services;
Health facilities and services;
Welfare facilities and services;
Sport and recreational facilities and services;
Safety and security; and
Strategies and Plans.

Key Issue

Financial Management

Municipal Budget;
Financial Plan;
MTEFs [3 to 5 year];
Revenue [taxes];
Tariffs;
Strategies and Systems; and
Financial reporting.

Key Issue

Organisational Re-Orientation

Developmental local governance;
Skills development and training;
Municipal By-Laws and Regulations;
Performance Management System [PMS];
Performance reporting; and
Communication.

The Bitou Local Municipality endeavours to realise:

The Developmental Vision:

To be the best together
Om saam die beste te wees
Sobalasele sonke

and

The Spatial Vision:

Bitou, a place for all

To address the Key Issues, and realise the Developmental and Spatial Vision, the Bitou Local Municipality will focus on the following **Strategic Goal: To improve the quality of life of all the People of Bitou.**

To address the Key Issues, realise the Developmental and Spatial Vision, and effect the Strategic Goal, the Bitou Local Municipality will focus on the following **Strategic Objectives:**

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Strategic Objective

Ensure **sustainability**, focusing on:

- Objective : Ensuring social equity [people];
- Objective : Ensuring economic viability [prosperity]; and
- Objective : Ensuring ecological integrity [planet].

Strategic Objective

Ensure **sustainable development**, focusing on:

- Objective : Improving the quality of human life [finding sustainable ways to meet basic, social and economic needs of the people]; and
- Objective : Improving the quality of the human living environment [creating and sustaining integrated, humane, equitable and viable settlements].

Strategic Objective

Effect **participative, transparent, accountable and developmental Local Governance**, focusing on:

- Objective : The *Bill of Rights*, which requires the Bitou Local Municipality to promote the values of the nation, including human dignity, equality and freedom, and to uphold the principles, enshrined in the *Constitution, 1996*;
- Objective : The *Constitution, 1996*, which requires the Bitou Local Municipality to:
 - Provide democratic and accountable government for the People of Bitou;
 - Ensure the provision of basic services to the People of Bitou in a sustainable manner;
 - Promote local economic and social development of the People of Bitou;
 - Promote a safe and healthy human living environment for the People of Bitou; and
 - Encourage the involvement of the People of Bitou in the matters of the Bitou Local Municipality.

Objective : The *Local Government White Paper, 1998*, which provides the Bitou Local Municipality with a motivating policy framework for Developmental Local Government and Governance, the *Municipal Structures Act, 1998*, the *Municipal Systems Act, 2000*, and the *Municipal Finance Management Act, 2003*, which provide the Bitou Local Municipality with a new legislative framework and guidelines for Developmental Local Government and Governance, Integrated Development Planning and Plans [IDPs], and Financial and Performance Management and Reporting.

To address the Key Issues, realize the Developmental and Spatial Vision, effect the Strategic Goal, and the Strategic Objectives, the Bitou Local Municipality will focus on the following **Core Strategies**:

Core Strategy

Space [creating space for it all to happen by investing appropriately in the most appropriate locations (spatial restructuring, equity and efficiency)], focusing on:

- Strategy : Determine the potential of all settlements and localities; and
- Strategy : Determine the most appropriate form of investment [social (people) investment and/or fixed (infrastructural) investment] for all settlements and localities.

Core Strategy

Economy [creating the most appropriate opportunities for it all to happen in the most appropriate locations and spaces (economic growth, job creation and poverty eradication)]:

- Strategy : Determine comparative advantages [strengthening continually], strengths [growing rapidly], weaknesses [tackling systematically], opportunities [promoting locally, nationally and internationally] and threats [managing wisely]; and
- Strategy : Create opportunities for all [equitably].

The Core Strategy, pertaining to the economy, will reflect the contents of the *Bitou LED Strategy*, as soon as the latter is adopted by the Bitou Municipal Council.

Core Strategy

Governance [creating the most appropriate environment for it all to happen in a viable and sustainable manner (participative, transparent, accountable and developmental)]:

- Strategy : Make co-operative governance a reality [pro-actively];
- Strategy : Align across the spheres of government [actively];
- Strategy : Integrate the respective sectors of development [functionally];
- Strategy : Co-ordinate interventions, implementation and delivery [diligently];
- Strategy : Form partnerships [creatively]; and
- Strategy : Manage performance [constructively].

Core Strategy

Communication [communicating what is happening (diverse mediums, continuously and effectively)]:

- Strategy : Devise a communication strategy [inclusively];
- Strategy : Design and establish a website [interactively];
- Strategy : Devise pamphlets and/or newsletters on critical key issues, strategic processes and interventions and performance [creatively];
- Strategy : Co-ordinate communication actions [actively];
- Strategy : Form communication partnerships [constructively]; and
- Strategy : Monitor the effectiveness of the communication strategy and review annually [continuously].

To address the Key Issues, realise the Developmental and Spatial Vision, effect the Strategic Goal, the Strategic Objectives, and the Core Strategies, the Bitou Local Municipality will focus on the following **Strategic Intervention Areas**:

Strategic Intervention Area

Sustainability, focusing on:

- People [social equity];
- Prosperity [economic viability]; and
- Planet [ecological integrity].

Strategic Intervention Area

Sustainable development, focusing on:

Finding sustainable ways to meet the basic, social and economic needs of the People of Bitou, focusing on:

- Developmental local governance;
- Local economic development, with a particular focus on poverty alleviation, job creation, and tourism/eco-tourism development; and
- Social upliftment and development.

To address the Key Issues, realise the Developmental and Spatial Vision, effect the Strategic Goal, the Strategic Objectives, the Core Strategies, and the Strategic Intervention Areas, the Bitou Local Municipality will focus on the following **Key Intervention Areas and Key Interventions**:

Key Intervention Area

Land, Settlement [Basic Services] and Environment:

- Key Intervention Area : Land
 - Key Intervention 1: Land for residential settlement and related uses
 - Key Intervention 2: Land reform
- Key Intervention Area : Settlement [Basic Services]
 - Key Intervention 1: Basic services, including:
 - Water services
 - Sanitation services
 - Electricity services
 - Communication services
 - Refuse removal services
 - Key Intervention 2: Roads/streets and stormwater
 - Key Intervention 3: Pedestrian access/walkways and routes
 - Key Intervention 4: Transportation
 - Key Intervention 5: Parking
 - Key Intervention 6: Traffic management
 - Key Intervention 7: Traffic safety
 - Key Intervention 8: Bridges
 - Key Intervention 9: Housing
 - Key Intervention 10: Town beautification
- Key Intervention Area : Environment
 - Key Intervention 1: Pollution
 - Key Intervention 2: Conservation
 - Key Intervention 3: Conservation areas and sanctuaries
 - Key Intervention 4: Dredging
 - Key Intervention 5: Plans, Frameworks and Systems

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Key Intervention Area
Poverty, Job Creation, and Local Economic Development [LED]

- Key Intervention Area : Poverty
- Key Intervention Area : Job creation
- Key Intervention Area : Local economic development:
 - Key Intervention 1: Skills development and training
 - Key Intervention 2: Economic growth and development
 - Key Intervention 3: Tourism and eco-tourism development
 - Key Intervention 4: Marketing
 - Key Intervention 5: Partnerships
 - Key Intervention 6: Strategies, Plans, Systems and Audits

Key Intervention Area
Community Development

- Key Intervention 1: Community services and facilities
- Key Intervention 2: Educational facilities and services
- Key Intervention 3: Health facilities and services
- Key Intervention 4: Welfare facilities and services
- Key Intervention 5: Sport and recreational facilities and services
- Key Intervention 6: Safety and security
- Key Intervention 7: Strategies and Plans

Key Intervention Area
Financial Management

- Key Intervention 1: Municipal Budget
- Key Intervention 2: Financial Plan
- Key Intervention 3: MTEF [3 to 5 year]
- Key Intervention 4: Revenue [taxes]
- Key Intervention 5: Tariffs
- Key Intervention 6: Systems
- Key Intervention 7: Financial Reporting

Key Intervention Area
Organisational Re-Orientatation

- Key Intervention 1: Developmental local governance
- Key Intervention 2: Performance Management System [PMS]
- Key Intervention 3: Performance Reporting
- Key Intervention 4: Skills development and training
- Key Intervention 5: Communication
- Key Intervention 6: Municipal By-Laws and Regulations

The Strategic Goal, the Strategic Objectives, the Core Strategies, the Strategic Intervention Areas, the Key Intervention Areas, and the Key Interventions, will be refined by devising Detailed Strategies, as well as an Action Plan [List of Activities, Targets, Indicators, Outcomes, and Time-Frames] for the respective Directorates of the Bitou Local Municipality for 2005/2006. The process of devising Action Plans for the respective Directorates of the Bitou Local Municipality will be complemented by the electronic Project Planning and Management System [hereafter referred to as the PP&MS]. The Action Plans of the respective Directorates will be combined to form the *Bitou Municipal Action Plan for 2005/2006*, also referred to as the *Bitou Service Delivery and Budget Implementation Plan, 2005/2006* [hereafter referred to as the *Bitou SDBIP, 2005/2006*].

For the Bitou Local Municipality to achieve the above-mentioned developmental outcomes, the Bitou Local Municipality will have to significantly change the way in which it operates. The following interrelated approaches will be employed to assist the Bitou Local Municipality to become more developmental:

Conducting integrated development planning, focusing on integrating and aligning the IDP, LED, the Spatial Development Framework [hereafter referred to as the SDF] for the area of jurisdiction of the Bitou Local Municipality [hereafter referred to as the Bitou Municipal Area], and Spatial Development Plans [hereafter referred to as SDPs] for all the settlements, urban precincts [areas of development interest or importance, for example Main Street], and environmental precincts [areas of environmental interest or importance, for example the coastal areas];

Positioning and capacitating the Bitou Local Municipality to perform [implement and deliver];

Devising and implementing administrative and information management systems;
Devising and implementing project planning and management systems;

Ensuring alignment between the respective spheres of government, and integration between the different line functions within the Bitou Local Municipality;

Actively pursuing the options for, and the forming of, partnerships;

Focusing on implementation and delivery;

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Implementing the Performance Management System [hereafter referred to as the PMS];
Managing performance; and
Ensuring effective communication.

The Bitou Local Municipality faces great challenges in promoting human rights and meeting human needs, addressing past backlogs and spatial distortions, and planning for a sustainable future. The Bitou Local Municipality can only meet these challenges by working together with the People of Bitou, and partners, in a spirit of co-operative governance, and by adopting a developmental mindset.

PART ONE

INTRODUCTION

The *Bitou Integrated Development Plan, 2005, Vision and Strategy - Towards a Common Future: A Sustainable Developmental Path, based on Economic Viability, Social Equity and Ecological Integrity* [hereafter referred to as the *Bitou IDP, 2005*] represents a strategic management tool for the Political Office Bearers, Staff, Service Providers of the Bitou Local Municipality, and the People of Bitou, for the 2005/2006 financial year. The *Bitou IDP, 2005*, focuses on providing a Vision and Strategy, a sustainable developmental path, based on the interrelatedness of people [social equity], prosperity [economic viability] and planet [ecological integrity], to guide and inform implementation and delivery in the 2005/2006 financial year, and form a focus for implementation and delivery in the next five years.

The *Bitou IDP, 2005*, focuses on the:

- Developmental and Spatial Vision;
- Strategic Intervention Areas;
- Strategic Interventions;
- Strategic Goal;
- Strategic Objectives;
- Core Strategies;
- Strategic Intervention Areas; and
- Strategic and Key Interventions.

The *First Draft Bitou IDP, 2005*, is the outcome of the Bitou IDP Review Process for 2004/2005, conducted in terms of *Chapter 5: Section 34[a] of the Municipal Systems Act, 2002*, and focusing on the review of the *Bitou IDP, 2004*. The *First Draft Bitou IDP, 2005*, was informed by meetings of the Bitou IDP Steering Committee and Bitou IDP Representative Forum which were conducted on the 29 July, 2004, 26 August, 2004, 30 September, 2004, and 30 October, 2004.

The *First Draft Bitou IDP, 2005*, was presented to Residents and Ward Committee Members in the New Horizons Community Hall on Monday, 25 April, 2005, at 18h00. The *First Draft Bitou IDP, 2005*, was made available for perusal at all Municipal Offices [Main Office, Kwanokuthula, New Horizons, Green Valley, Kurland, Nature's Valley and Kranshoek] until Wednesday, 18 May, 2005.

Any member of the public, who cannot read or write, was requested to contact Ms Tanya Windvogel, during office hours, at 044 - 501 3002 to make an appointment to be assisted in preparing (a) comment(s) and/or (a) representation(s), pertaining to the *First Draft Bitou IDP, 2005*. Any member of the public could submit (a) comment(s) and/or (a) representation(s), pertaining to the *First Draft Bitou IDP, 2005*, to the Director: Administration, Mr TM Nqolo, by Wednesday, 18 May, 2005, in the following manner:

By hand: Ms Tanya Windvogel or any of the Municipal Offices, mentioned above (mark for Attention: Ms T Windvogel), during office hours;

Per e-mail: Attention: Ms T Windvogel, e-mail address: tanya@plett.gov.za;

Per fax: Attention: Ms T Windvogel Fax: 044 - 533 6161; or

Per post: Director Administration: Mr TM Nqolo, Bitou Local Municipality, Private Bag 1002, Plettenberg Bay, 6600.

After giving due cognisance to the comments and/or representations received, the *First Draft Bitou IDP, 2005*, was amended. The amended *First Draft Bitou IDP, 2005*, is now known as the *Final Draft Bitou IDP, 2005*.

The *Final Draft Bitou IDP, 2005*, will be submitted, together with the *Bitou Municipal Budget, 2005/2006*, for inclusion in the Executive Mayoral Committee and Municipal Council Agenda, and will be considered for adoption by the Bitou Municipal Council on the 25 May, 2005.

The adopted *Bitou IDP, 2005*, will be made available for inspection, at specified places, within 14 days after adoption, as required by *Chapter 5: Section 25[4] of the Municipal Systems Act, 2002*, before being submitted to the Minister of Local Government, Western Cape Province, in terms of *Section 32[1][a] of the Local Government: Municipal Systems Act, 2000 [Act 32 of 2000]*, by the end of June, 2005, for comment.

The *Bitou IDP, 2005*, should be read with the *Bitou IDP, 2004*.

PART TWO

TOWARDS A STATEMENT ON CHALLENGES: PRIORITY NEEDS AND KEY ISSUES

2.1 INTRODUCTION

The Bitou Local Municipality faces multi-dimensional developmental challenges, culminating in the composite and complex developmental challenge to:

Find sustainable ways to meet basic, social and economic needs of the people of Bitou [meeting the challenge of sustainability]; and Improve the quality of human life and the human living environment of the Bitou people by creating and sustaining integrated, humane, equitable and viable settlements in the Bitou Municipal Area [meeting the challenge of sustainable development].

The sustainability and sustainable development challenge deals with spatial characteristics, geographical location, settlement dimensions, environmental conditions, economic viability, institutional ability and structure, human development, social relationships, values and aspirations. The Bitou Municipal Area presents a particularly complex scenario with diverse political demarcation areas or wards, communities, cultures, and languages, and extremes of poverty and wealth, leading to extremes in human developmental levels. Existing standards of living and the lack of awareness of the environmental impacts, associated with the latter, also lead to unrealistic expectations from people living in poverty and in relative wealth.

To this mix is added the dimension of time. Should [a] Municipal Area[s] or [a] settlement[s] be planned and managed to be sustainable for twenty years or two thousand years? World settlements, that stood the test of time, exhibit robustness, an ability to continuously re-invent itself to accommodate changes in the environment, society and economy, as well as new technological developments, all of which threatened the ability of those settlements to continue supporting an acceptable quality of human life.

A degree of robustness and flexibility, that allows for constant change, is therefore necessary at all levels of planning, if sustainability and sustainable development is to be achieved by the Bitou Local Municipality in the Bitou Municipal Area.

The multi-dimensional developmental challenges were unpacked in the Bitou IDP Review Process 2004/2005, culminating in the identification of Priority Developmental and Organisational Needs and Key Developmental and Organisational Issues.

2.2 PRIORITY NEEDS AND KEY ISSUES [COMPREHENSIVE LIST]

The Priority Developmental and Organisational Needs and Key Developmental and Organisational Issues, adopted by the Bitou Municipal Council, as part of the *Bitou IDP, 2004*, were reviewed by the Members of the Bitou IDP Steering Committee and the Bitou IDP Representative Forum during the Bitou IDP Review Process in 2004/2005. The reviewed Priority Needs and Key Issues are presented in **Table 1** [refer to **Page 3**].

TABLE 1
Priority Needs and Key Issues

KEY ISSUE 1: LAND, SETTLEMENT [BASIC SERVICES] AND ENVIRONMENT	
KEY ISSUES	PRIORITY NEEDS
KEY ISSUE 1.1: LAND	
1.1.1 Land	Suitable land for residential settlement, business, industrial, agricultural and religious activities, and cemeteries
1.1.2 Land Reform	Access to land
	Land tenure/ownership
KEY ISSUE 1.2: SETTLEMENT [BASIC SERVICES]	
1.2.1 Basic Services	
1.2.1.1 Water Services	Maintenance of existing water services
	Upgrading of existing water services
	Water services for existing formal settlements
	Water services for existing informal settlements
	Water services for new formal settlements
	Improved water quality
	Irrigation systems
1.2.1.2 Sanitation Services	Maintenance of existing sanitation services
	Upgrading of existing sanitation services
	Sanitation services for existing formal settlements
	Sanitation services for new formal settlements
	Public toilets
1.2.1.3 Electricity Services	Maintenance of existing electricity services
	Upgrading of existing electricity services
	Electricity services for existing formal settlements
	Electricity services for new formal settlements
1.2.1.4 Communication Services	Maintenance of existing telephone services
	Telephone services for new formal settlements
	Public telephone services
	Satellite broadcasting station
	Postal services
1.2.5 Refuse Removal Services	Refuse removal services for existing settlements
	Local refuse removal sites [transfer stations]

TABLE 1
Priority Needs and Key Issues [Continued]

KEY ISSUE 1: LAND, SETTLEMENT [BASIC SERVICES] AND ENVIRONMENT [Continued]	
KEY ISSUES	PRIORITY NEEDS
KEY ISSUE 1.2: SETTLEMENT [BASIC SERVICES] [Continued]	
1.2.2 Roads/Streets and Stormwater	
1.2.2.1 Roads/Streets	Planning of N2
	Upgrading of T-junctions
	Maintaining existing roads/streets
	Upgrading existing roads/streets
	Tarring of existing roads/streets
1.2.2.2 Stormwater	Stormwater infrastructure for existing settlements
	Stormwater infrastructure for future settlements
1.2.3 Pedestrian Access, Walkways and Routes	
1.2.3.1 Access	Controlled access to beaches
	Access to beaches
	Access to rivers
	Beach access steps
1.2.3.2 Walkways	Maintaining existing sidewalks
	Constructing new sidewalks
	Upgrading boardwalks and paths
1.2.3.3 Routes	Pedestrian/jogging routes/access
	Cycling routes/access
	Hiking routes/access
1.2.4 Transportation	
1.2.4.1 Air Transport	Upgrading of aerodrome
1.2.4.2 Public Transport	
1.2.4.2.1 Buses	Parking areas for buses [bus termini]
	Bus shelters
1.2.4.2.2 Taxi's	Taxi pick-up and drop-off areas
	Taxi shelters
	Taxi ranks
	Taxi/shuttle services
1.2.5 Parking	
1.2.5.1 Traffic Management	Parking bays
1.2.5.2 Signage and Markings	Road signs
	Road markings at intersections
	Street names

TABLE 1
Priority Needs and Key Issues [Continued]

KEY ISSUE 1: LAND, SETTLEMENT [BASIC SERVICES] AND ENVIRONMENT [Continued]	
KEY ISSUES	PRIORITY NEEDS
KEY ISSUE 1.2: SETTLEMENT [BASIC SERVICES] [Continued]	
1.2.6 Traffic Safety	Street lights
	Traffic lights
	Traffic signs
	Speed enforcement
	Speed humps
	Speed monitoring [cameras]
	Traffic law enforcement
	Pedestrians and stray animals
	Pedestrian crossings
	Removal of stray animals from N2
1.2.7 Bridges	Pedestrian bridge over N2
1.2.8 Housing	Housing waiting lists
	Housing for low-income groups
	Housing for middle-income groups
1.2.9 Beautification	Improved entrances
	Upgrading of Central Business Area [CBA]
KEY ISSUE 1.3: ENVIRONMENT	
1.3.1 Pollution	Pollution of water resources
	Littering
	Cleaning of streets/N2
	Enforcing environmental legislation
1.3.2 Conservation	Conserving the rural character of the area
	Conserving the sensitive environmental areas
	Conserving the coastal areas
	Controlling activities on beaches
	Controlling activities on water surfaces [boats and the like]
	Eradicating alien vegetation
	Pruning of trees
1.3.3 Conservation Areas and Sanctuaries	Conserving Nature's Valley
	Establishing bird sanctuaries
1.3.4 Dredging	Dredging lagoons

TABLE 1
Priority Needs and Key Issues [Continued]

KEY ISSUE 1: LAND, SETTLEMENT [BASIC SERVICES] AND ENVIRONMENT [Continued]	
KEY ISSUES	PRIORITY NEEDS
1.3.5 Plans, Frameworks and Systems	
1.3.5.1 Plans	Drafting an Integrated Development Plan (IDP) Drafting a Conservation Plan for Bitou
1.3.5.2 Frameworks	Drafting a Spatial Development Framework [SDF] Drafting Spatial Development Plans for demarcated areas [Main Street, Settlements and Special Management Areas [sensitive heritage and environmental areas]
1.3.5.3 Systems	Designing and compiling a Geographic Information System [GIS] Devising a Land Use Management System [LUMS]

TABLE 1
Priority Needs and Key Issues [Continued]

KEY ISSUE 2: POVERTY AND UNEMPLOYMENT	
KEY ISSUES	PRIORITY NEEDS
2.1 Poverty	Employment
2.2 Unemployment	Job opportunities
2.3 Skills Development	A Skills Development Centre
2.4 Training	A Training Centre
2.5 Economic Growth and Development	Small, Medium and Micro Enterprises [SMMEs]
	Community-based projects
	Arts and crafts markets
	Utilising local labour
2.6 Tourism	A tourism events calendar
	Supporting community-owned tourism facilities
	Changing perceptions and ensuring fair representation
2.7 Marketing	A Marketing Strategy
2.8 Partnerships	Identifying initiators/leaders/project managers
	Identifying partners and establishing partnerships
2.9 Strategies, Plans and Audits	
2.9.1 Strategies	A Local Economic Development [LED] Strategy
	A Tourism Development Strategy
	A Marketing Strategy
	A Local Business Development [LBD] Strategy
	A Previously Disadvantaged Individual [PDI] Strategy
2.9.2 Plans	An Integrated Development Plan [IDP]
	A Central Business Area [CBA] Revitalisation Plan
2.9.3 Audits	A Resources and Skills Audit

TABLE 1
Priority Needs and Key Issues [Continued]

KEY ISSUE 3: COMMUNITY DEVELOPMENT	
KEY ISSUES	PRIORITY NEEDS
3.1 Community Facilities and Services	Upgrading of existing community halls
	New community halls
	Facilities for community halls
	Upgrading of existing libraries
	New libraries
3.2 Educational Facilities and Services	Crèches
	Primary schools
	Secondary schools
	After-school care centres
	Colleges
	Educational centres
	Adult-Based Education and Training [ABET] Centres
	Life skills development
	Skills development centre for the youth
	School buses
3.3 Health Facilities and Services	
3.3.1 Health Facilities	Constructing new clinics
	Upgrading of existing clinics
	Mobile clinics
	Day Hospitals
	24 Hour Hospital/Trauma Centres
	Hospice [HIV/AIDS and terminally ill]
	Rehabilitation Centres
3.3.2 Health Services	HIV/AIDS awareness
	Medical services
	Ambulance services
	Enforcing municipal health regulations
3.4 Welfare Facilities and Services	Youth centres
	Old age homes and frail care centres
	Centres for the abused
	Centres for the homeless youths
	Places of safety
	Welfare services

TABLE 1
Priority Needs and Key Issues [Continued]

KEY ISSUE 3: COMMUNITY DEVELOPMENT [Continued]	
3.4 Welfare Facilities and Services [Continued]	Facilities and services for pensioners
	Soup kitchens
	Local Welfare Offices
	Employing social workers
	Welfare volunteers training
	Local Home Affairs Offices
	Local Labour Offices
3.5 Sport and Recreational Facilities and Services	Constructing new sports stadium
	Constructing new sports fields/sports facility
	Upgrading existing sports fields/sports facility
	Providing more facilities at existing sports fields
	Establishing parks/playgrounds
	Upgrading existing parks/playgrounds
	Access for cyclists to mountains
	Provide hiking trails
	Local sport development
Constructing recreational centres for the youth	
3.6 Safety and Security	
3.6.1 Safety	Fire stations
	Fire fighting services
	Fire hydrants
	Policing services
	Mobile police stations
	Satellite police stations
	Police stations
	Safety for residents
3.6.2 Security	Security for residents
	Security for walkers, joggers and cyclists
	Providing security for tourists
	Stray animals/dogs
3.7 Plans and Strategies	An Integrated Development Plan [IDP]
	A HIV/AIDS Strategy
	A Disaster Management Plan
	A Fire Fighting Plan

TABLE 1
Priority Needs and Key Issues [Continued]

KEY ISSUE 4: FINANCIAL MANAGEMENT	
KEY ISSUES	PRIORITY NEEDS
4.1 Municipal Budget	Capital Budget
	Operational Budget
	Medium Term Expenditure Frameworks [MTEFs]: 3 to 5 Years
4.2 Taxes	Levying realistic taxes
4.3 Tariffs	Equal services tariffs
4.4 Systems	An Integrated Financial Management System for the Bitou Local Municipality [IFMS]
4.5 Financial Reporting	Reporting, in terms of the Municipal Finance Management Act

TABLE 1
Priority Needs and Key Issues [Continued]

KEY ISSUE 5: ORGANISATIONAL RE-ORIENTATION	
KEY ISSUES	PRIORITY NEEDS
5.1 Developmental Local Governance	
5.1.1 Transparency	Increased transparency of Bitou Local Municipality
5.1.2 Communication	
5.1.2.1 Communication between the Bitou Municipal Council and Communities	Improved communication between the Bitou Municipal Council and Communities
5.1.2.2 Communication between Ward Councillors and Constituencies	Improved communication between the Ward Councillors and Constituencies
5.2 Municipal By-Laws and Regulations	
5.2.1 Municipal By-Laws	Revising Municipal Laws
	Enforcing liquor laws
	Reviewing of operating times of taverns
5.2.2 Municipal Regulations	Revising Municipal regulations
5.3 Notification	
	Timeous notification of interested and affected parties, pertaining to land use applications
	A Municipal Notice Board
5.4 Systems	
	A Performance Management System [PMS]
5.5 Performance Reporting	
	Performance Reports

2.3 KEY ISSUES [SUMMARY]

The Key Issues, identified during the Bitou IDP Review Process in 2004/2005, include the following:

Key Issue

Land, Settlement [Basic Services and Housing] and Environment

Land [land and land reform];
 Settlement [Basic Services and Housing] [water, sanitation, electricity, communication, and refuse removal services, roads/streets and stormwater, pedestrian accesses/walkways and routes, transportation, parking, traffic management and safety, bridges, housing, and town beautification]; and

Environment [pollution, conservation, conservation areas and sanctuaries, and Policies, Frameworks, Plans, and Systems].

Key Issue

Local Economic Development [hereafter referred to as LED], Tourism and Marketing

Poverty;
 Unemployment;
 Skills development and training;
 Economic growth and development;
 Tourism and eco-tourism development;
 Marketing;
 Partnerships; and
 Strategies and Plans.

Key Issue

Community Development

Community services and facilities;
Educational facilities and services;
Health facilities and services;
Welfare facilities and services;
Sport and recreational facilities and services;
Safety and security; and
Strategies and Plans.

Key Issue

Financial Management

Municipal Budget;
Financial Plan;
MTEFs [3 to 5 year];
Revenue [taxes];
Tariffs;
Strategies and Systems; and
Financial reporting.

Key Issue

Organisational Re-Orientation

Developmental local governance;
Skills development and training;
Municipal By-Laws and Regulations;
Performance Management System [PMS];
Performance reporting; and
Communication.

It is important to take note of the fact that developmental priorities are fairly similar for all spheres of government [refer to **Table 2** on **Page 13**].

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Vision and Strategy
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TABLE 2
 Developmental Priorities for the Bitou Local Municipality,
 the Provincial Government of the Western Cape and the National Government

BITOU LOCAL MUNICIPALITY Needs and Issues Analysis	WESTERN CAPE PROVINCE Provincial Government of the Western Cape iKapa Elihlumayo [The Growing Cape]	NATIONAL GOVERNMENT State of the Nation Address
Priority Issues and Key Needs	Key Developmental Priorities	Focus for the Next Decade of Freedom
Key Issue Land, Settlement [Basic Services] and Environment	Developmental Priority Strategic Infrastructure Investment Developmental Priority A Spatial Development Framework	Focus Area Contribute to the goal of a better life for peoples of Africa and the rest of the world
Key Issue Local Economic Development [LED], Tourism and Marketing Poverty Unemployment Skills development and training Economic growth and development Tourism and eco-tourism development Marketing Partnerships Strategies, Plans, Systems and Audits	Developmental Priority Building Human Capital with an emphasis on Youth Developmental Priority Micro-Economic Strategy	Focus Area Eradicating poverty and underdevelopment
Key Issue Community Development Community services and facilities Educational facilities and services Health facilities and services Welfare facilities and services Sport and recreational facilities and services Safety and security Strategies and Plans	Developmental Priority Building Social Capital with an emphasis on Youth	Focus Area Working towards spiritual and material fulfillment of each South African
Key Issue Financial Management Municipal Budget Financial Plan MTEFs [3 to 5 year] Revenue [taxes] Tariffs Systems Financial Reporting	Developmental Priority Improving Financial Governance	Focus Area Securing safety and security of all people
Key Issue Organisational Re-Orientation Developmental local governance Performance Management System [PMS] Performance Reporting Skills development and training Communication Municipal By-Laws and Regulations	Developmental Priority Co-ordination and Communication Developmental Priority Provincialisation of Municipally Rendered Services	Focus Area Transforming South Africa into a non-racial and non- sexist society Focus Area Building strong and efficient democratic state

PART THREE

TOWARDS A STATEMENT ON THE FUTURE: VISION, MISSION AND VALUES

3.1 INTRODUCTION

Visioning is seen as the starting point of the strategising process. A Vision is described as “*an ideal of a future positioning or state of being. A place where you would like to be*”.

It is often said that vision should be somewhat dreamlike, and should *stretch* or *shift* the minds of the people. Strategy is what needs to be done to get there. The strategy takes us from the present to the future state.

A good vision should have the following characteristics:

- The vision should be leadership initiated [leadership agreement and direction];
- The vision should be shared and supported [understood by all];
- The vision should be comprehensive and detailed [backed up by clear goals and measures]; and
- The vision should be positive and inspiring [encouraging motivation and passion].

In the spirit of co-operative governance, it is of critical importance for the Bitou Local Municipality to ensure that its Vision is aligned with the Vision of the other spheres of Government, being the Provincial Government of the Western Cape and the National Government of South Africa.

3.2 VISIONING AND STRATEGISING: THE NATIONAL GOVERNMENT OF SOUTH AFRICA

The Bitou Local Municipality should ensure that its Vision is aligned with the Vision of the National Government of South Africa. The Vision of the National Government of South Africa: “*We, the people of South Africa, believe that South Africa belongs to all who live in it, united in our diversity*”, is informed by:

The *Freedom Charter, 1955*;
The *ANC Manifesto, 2004*;
The *Medium-Term Strategic Framework* [hereafter referred to as the *MTSF*];
The *National Spatial Development Perspective, 2000* [hereafter referred to as the *NSDP, 2000*];
The *State of the Nation Address, 11 February, 2005*. The *State of the Nation Address, 11 February, 2005*, is informed by the *ANC Manifesto, 2004*, the *NSDP, 2000*, and the *MTSF*;
The *Government Programme of Action, 2005*, is informed by the *State of the Nation Address, 11 February, 2005*, and the Cabinet Lekgotla.

3.2.1 THE FREEDOM CHARTER, 1955

The *Freedom Charter, 1955*, adopted on the 26 June, 1955, at the Congress of the People, contained the following Vision: “*South Africa belongs to all who live in it, black and white*”.

3.2.2 THE ANC MANIFESTO, 2004

3.2.2.1 VISION 2014

The *ANC Manifesto, 2004*, presents the following Vision: “*A People's Contract to Create Work and Fight Poverty*”. The latter Vision is also presented as follows: “*Together we can and will do more*”, and “*A better life for all*”. The Vision entails the following:

To work together with the people to:

- Reduce unemployment** by half through **new jobs, skills development, assistance to small businesses, opportunities for self-employment and sustainable community livelihoods**;
- Reduce poverty** by half through economic development, comprehensive social security, land reform and improved household and community assets;
- Provide the skills** required by the economy, **build capacity** and **provide resources** across society to **encourage self-employment** with an **education system that is geared for productive work, good citizenship and a caring society**;

Ensure that all South Africans, including especially the poor and those at risk - **children, youth, women, the aged, and people with disabilities** - are able fully to **exercise their constitutional rights and enjoy the full dignity of freedom;**

Compassionate government service to the people; national, provincial and local public representatives who are accessible; and citizens who know their rights and insist on fair treatment and efficient service; and

Position South Africa strategically as an effective force in global relations, with vibrant and balanced trade and other relations with countries of the South and the North, and in an Africa that is growing, prospering and benefiting all Africans, especially the poor.

3.2.2.2 FOCUS

FIRST DECADE OF FREEDOM

Working together practically to construct a **society that cares;**

Entrenching **democracy and equality** before the law in the Constitution;

Enabling **women, workers, youth, professionals, people with disabilities, traditional leaders, religious communities, business people and rural communities,** to have the right to utilise opportunities that have come with freedom;

Growing **unity in action;**

Maintaining **peace and stability;**

Increasingly making resources in the hands of the state available to **uplift disadvantaged** South Africans; and

Expanding opportunities to build a **better life for all.**

SECOND DECADE OF FREEDOM

Intensify efforts to **provide services** and opportunities, such as **water and sanitation, health, electricity, housing and education** to those South Africans who still do not have them;

While **expanding the economic base,** it must be ensured that the country's wealth, **business opportunities, skills training and other opportunities are more equitably shared** by all people, irrespective of race, gender, disability and age differences;

Radically **reduce the levels of unemployment and poverty,** by combining the resources of the public and private sectors in building an economy that benefits all;

Improve the security of all South Africans and make life more and more difficult for criminals as well as crooks in private companies and government structures who steal and cheat; and

Build a **healthier nation,** with programmes to defeat malnutrition, TB, malaria and other diseases and turn the tide against HIV and AIDS.

NEXT FIVE-YEAR FOCUS

Attention should be paid to the following:

A growing economy

Ensure low interest and low inflation rates, as well as low government debt so that more resources are spent on attacking poverty, building economic infrastructure and creating work opportunities;

Take more and more young people through learnerships so they can gain skills and work experience for them to access jobs; and intervene to ensure proper functioning of skills development authorities;

Create 1 million job opportunities through the Expanded Public Works Programme;

Spend over R15-billion to facilitate broad-based Black Economic Empowerment, which benefits communities;

Intensify assistance to youth agencies such as Umsobomvu Fund to provide skills training for employment and self-employment, ensure implementation of the National Youth Service and assist unemployed graduates to get work skills; and

Ensure involvement of communities in local economic development initiatives to provide work, build community infrastructure and ensure access to local opportunities, and encourage the emergence of co-operatives.

Access to services

Speed up programmes to provide water and sanitation, electricity and telephone services to those who are not yet connected;

Build more subsidised housing, introduce medium density housing closer to places of work, and provide serviced stands to those who have not yet received houses; Improve health services, and promote awareness on, and provide comprehensive care, management and treatment of HIV and AIDS;

Ensure all children have decent classrooms and improve spending in favour of students from poor households; and

Realise Batho Pele principles and improve services in government offices, through electronic means and by working with citizens to monitor those who work in these offices.

Comprehensive social security

Ensure that all who are eligible for social grants, including poor children up to 14 years of age, receive these grants, which keep pace with inflation;

Introduce a national health insurance system so that all citizens are covered by both the public and private health system which they can afford;

Speed up the programme to provide free basic water and electricity; and

Speed up the extension of free health services to persons with disabilities.

Crime and corruption

Deploy more than 150,000 police in active duty, with better training, better management and more effective community liaison;

Strengthen the prosecution system and the Scorpions, improve coordination among all law-enforcement agencies and set up additional special courts; and

Ensure efficient functioning of all anti-corruption structures and systems.

Constitutional rights and governance

Improve interaction between government and the people through accountable public representatives, one-stop government centres, *izimbizo* and use of electronic government services. Improve access to government information so that citizens are aware of their rights and take advantage of opportunities provided by democracy, and ensure progressive realisation of rights of persons with disabilities.

Africa and the World

Improve co-operation among countries of the South, in terms of economic relations, socio-political programmes and efforts to ensure peace and equitable global relations. We will strengthen co-operation among economic partners - government, business, trade unions and community organisations - to implement agreements of the Growth and Development Summit which are aimed at creating work and fighting poverty;

Strengthen South Africa's Early Warning Mechanism on Africa and dedicate more resources to ensure that we contribute more effectively to the efforts on our continent to prevent and urgently resolve conflict; and

Over the past ten years, working together, we have built South Africa into a land of peace and harmony, a land of expanding opportunities. Working with you in People's Contract to Create Work and Fight Poverty, we are confident of success.

3.2.3 THE NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE [NSDP]

The *NSDP, 2000*, focuses on the assumption that South Africa will become a nation in which investment in infrastructure and development programmes support government's growth and development objectives by:

Focusing economic growth and employment creation in areas where this is most effective and sustainable;

Supporting restructuring, where feasible, to ensure greater competitiveness;

Fostering development on the basis of local potential; and

Ensuring that development institutions are able to provide basic needs throughout the country.

3.2.4 THE STATE OF THE NATION ADDRESS

The *State of the Nation Address, 11 February, 2005*, focused on:

The further entrenchment of democracy in our country;

Transforming our country into a genuinely non-racial society;

Transforming our country into a genuinely non-sexist society;

Eradicating poverty and underdevelopment, within the context of a thriving and growing first economy and the successful transformation of the second economy;

Opening the vistas towards the spiritual and material fulfillment of each and every South African;

Securing the safety and security of all our people;

Building a strong and efficient democratic state that truly serves the interests of the people; and
Contributing to the victory of the African Renaissance and the achievement of the goal of a better life for the peoples of Africa and the rest of the world.

3.2.5 THE BUDGET SPEECH

The *Budget Speech, 23 February, 2005*, focused on:

Growth development and equity:
More rapid growth;
Broad-based development; and
Fighting poverty and inequality.

Accelerating economic growth
Build a more efficient economic landscape;
Strengthen links between further education, training and workplace requirements;
Address barriers to small business development and job creation; and
Mobilise capacity to save.

Advancing social development
Provide every child with education opportunities;
Transform townships and new housing settlements into sustainable and viable communities;
Address rural development challenges:
Establish agricultural support programme for emerging and resource-poor producers; and
Introduce new credit scheme for small-scale farmers.

Reduce crime and insecurity; and
Equity and re-distribution.

3.2.6 THE GOVERNMENT PROGRAMME OF ACTION

The *Government Programme of Action, 2005*, focuses on:

Economic Cluster
Broad economic stance;
Increased levels of investment in public infrastructure;
Increase levels of investment in the first economy;
Lower cost structure in the economy and enhanced levels of competition;
Key sector development strategies;

Enhance international economic relations;
Enhance economic inclusion;
A labour force with skills needed by the economy;
Increased research and development spending and the diffusion of new technologies;
More equitable geographic spread of economic activity; and
Co-ordinated second economy interventions.

Social Cluster

Comprehensive social security;
Promotion of national identity and social cohesion;
Comprehensive health care - addressing challenge of communicable and non-communicable diseases
Meeting the increasing challenge of housing and human settlement;
Food security and nutrition;
Second economy interventions: social aspects;
Education - broadening access and improving quality; and
Cross-cutting priorities.

Governance and Administration Cluster

Capability needs for the developmental state;
Macro-organisation of the state; and
Planning, implementation and monitoring and evaluation.

Justice, Crime Prevention and Security Cluster

Reducing levels of crime;
Organised crime syndicates;
Improving effectiveness of the criminal justice system;
Upholding national security;
Ongoing priorities; and
Big events.

International Relations, Peace and Security Cluster

Consolidation of the African Agenda;
South-south co-operation;
Global governance: politics and security;
Global governance: socio-economic; and
Cross-cutting priorities.

3.3 VISIONING AND STRATEGISING: THE PROVINCIAL GOVERNMENT OF THE WESTERN CAPE

3.3.1 VISION

The Vision of the Provincial Government of the Western Cape is: *"A Home for All"*. *"iKapa elihlumayo"*, the Xhosa name for a Growing Cape, becomes a strategy to effect the Vision.

Growing the Cape is the Province's underlying theme for the 2004/05 Budget and beyond. Growth has two different meanings in Xhosa, namely *khula* and *hluma*. The first literally meaning growth, while the latter has a profound and more proverbial meaning, namely dignity, equity and prosperity.

Elihlumayo means growth for the Province in a holistic sense. It follows that harmonious growth should be perceived as growth in all sectors and regions, benefiting the poorest to the richest. The symbiotic interpretation of the word must also be emphasised. *Hluma* implies that the growth of the different parts benefit each other in a mutually advantageous manner. Hereby the collective results or outcomes are greater than what they would have been had the parts acted separately.

"iKapa elihlumayo" directs our efforts to a holistic approach where we all take up the challenge to see the Province grow, to the best benefit of its people, both individually, and collectively. The ultimate challenge is thus for all to do their best so that we can all grow together, even if progress brings with it obstacles before we reach our desires.

"iKapa" is therefore the vision of Dignity, Equity and Prosperity for all the people of the Western Cape.

This vision has been translated into an eight point strategy that will guide government and its social partners over the next 10 years to 2014. These are also the eight strategies around which the Budget is organized.

"iKapa elihlumayo is an endeavour to use the Province's budget to mobilize all the resources of government in the fight against poverty, the fight to improve the living condition of our people, the fight for the expansion of the economy" - Ebrahim Rasool, Minister of Finance and Economic Development.

3.3.2 MISSION

Working effectively with all stakeholders to serve the people of the Western Cape, through:

- Building Social Capital
- Building Human Capital, and
- Enhanced Economic Participation and Growth

Providing the above by means of good, holistic, co-operative governance with sustainable use of resources and the environment.

3.3.3 STRATEGISING

The strategy of the Western Cape government has four general outcome goals namely:

- Increasing economic growth;
- Increasing employment and economic participation;
- Reducing geographical and socio-economic inequality and
- Providing a sustainable social safety net.

The strategy comprises of the following:

"iKapa elihlumayo" firstly combines short and long-term strategies. Through the payment of grants and the Extended Public Works Programme [EPWP], the *elihlumayo* drive provides short-term relief to the poor and unemployed. Over the long term, structured human resource development, targeted and coordinated infrastructure spending and investment promotion should put in place key pillars of higher levels of sustained growth and employment;

"iKapa elihlumayo" secondly combines economic interventions with social interventions. So while it pursues economic growth and higher levels of employment, it also puts in place programmes to regenerate social capital by supporting especially the youth and families;

The SDF guides the appropriate geographical targeting of service delivery in the Province. In this way it ensures a common set of assumptions in the delivery of the other departments in terms of the spread of economic development, availability of employment, the occurrence of poverty, the spread of criminal activity, disease, etc; and In the same way the Strategic Infrastructure Plan, apart from its own direct and indirect economic impacts, also has to support the Social Capital Formation and Micro-Economic Strategies in particular. The institutions that support and generate growth, jobs and social capital must be made accessible to the intended beneficiaries by the appropriate infrastructure.

The strategies comprise of the following:

Human resource development

Implementing a Human Resource Development Strategy with an emphasis on preparing the youth for employment through 10 000 new learnerships, and the alignment of Further Education and Training priorities with economic reality; and

Focus on the effective functioning of SETA's and to participate proactively in a Provincial Skills Development Forum for the implementation of the HRD strategy.

Economic Growth

Accelerated export growth and increased investment in all priority economic sectors through supply-side support measures, co-ordinated marketing campaigns focused on key global markets and public-private investment in collaborative sector platforms and projects;

Strengthening the Proudly South Africa campaign locally, in particular through our public and private procurement processes;

Improving the investment environment by increasing capacities and efficiencies and by co-ordinating policies and processes across and between different spheres of government, with respect to safety and security, and the regulatory environment for planning and environmental impact;

Work in partnership to attract new investment of R5 billion into the priority economic sectors by the year 2006;

Reviewing the regulatory framework for informal trading in order to make it more conducive to developing micro and small traders;

A comprehensive and broad-based empowerment strategy that encompasses access for historically marginalized groups to procurement opportunities in the public and private sectors;

Identifying concrete opportunities for co-operatives to be nurtured and developed in the key economic sectors;

Integrated system for service delivery to small business, and

A pilot project to incubate and graduate 100 emerging entrepreneurs [30% of whom will be women] providing the full spectrum of services in a co-ordinated and integrated system.

Job creation and Social Capital Regeneration

Creating at least 120 000 net new jobs by 2008 within the priority economic sectors;

Implementing an Expanded Public Works Programme at all levels of government as short term amelioration for high unemployment of low skilled people and for critical economic and community requirements;

Establishing a permanent provincial rapid response unit comprising the social partners to defend current investments and jobs, and

HIV/Aids, TB and foetal alcohol syndrome prevention and treatment are prioritised.

Infrastructure Investment

Significantly increasing levels of investment in key economic and social infrastructure from the current 1.1% of GDP to 2.5% of the GDP by the year 2008 guided by a Provincial Strategic Infrastructure Plan and the integrated development planning process, aligned to the National Spatial Development Perspective.

3.4 VISIONING AND STRATEGISING: THE BITOU LOCAL MUNICIPALITY

3.4.1 VISION

The Vision provides the overall developmental direction of what the Bitou Local Municipal Area should become within the next 10 years for the local community, the political office bearers, the staff and the service providers of the Bitou Local Municipality [a review should be conducted on an annual basis or at least every 5 years]. The purpose of the Vision is to inspire, focus the attention and mobilise the local community, the political office bearers, the staff and the service providers of the Bitou Local Municipality in realising the desired future for the Bitou Local Municipal Area.

A Developmental Vision was formulated at a Strategic Planning Session, conducted on the 13 and 14 May, 2003. The Vision reads as follows:

"To be the best together"
"Om saam die beste te wees"
"Sobalasele sonke"

The Developmental Vision resonates the following:

United in diversity;
United in action; and
Continual improvement on past performances.

A Spatial Vision was formulated at a Spatial Development Framework Forum Meeting, conducted in 2004. The Spatial Vision reads as follows:

"Bitou, a place for all"

The Spatial Vision resonates the following:

People believe that South Africa and Bitou belongs to all who live in it;

A home for all; and
A home that ensures sustainability [economic viability (prosperity), social equity (people), and ecological integrity (planet), and sustainable development [finding sustainable ways to meet basic, social and economic needs of the people, and improving the quality of human life and the human living environment of the people by creating and sustaining integrated, humane, equitable and viable settlements].

3.4.2 MISSION

The Mission of the Bitou Local Municipality, adopted by the Bitou Municipal Council, as part of the *Bitou IDP, 2004*, reads as follows:

The Political Office Bearers, Staff and the Local Community of the Bitou Local Municipality endeavour to:

Effect participative and accountable Developmental Local Government and Governance;
Facilitate sustainable development and ensure environmental integrity;
Pro-actively identify suitable land for settlement;
Facilitate housing delivery;
Provide basic services;
Facilitate local economic development, with a particular focus on eradicating poverty, creating jobs and developing the tourism and eco-tourism sector; and
Facilitate social upliftment and development

3.4.3 VALUES

The Values provide a timeless, normative and behavioural framework for the Local Community, the Political Office Bearers, the Staff and the Service Providers [a review should be conducted on an annual basis or at least every 5 years].

The Values of the Bitou Local Municipality, adopted by the Bitou Municipal Council, as part of the *Bitou IDP, 2004*, are presented in **Table 3** [refer to **Page 21**].

TABLE 3
Values [Normative Behavioural Framework]

VALUES	APPROPRIATE BEHAVIOUR
Respect to All	Polite Considerate Responsive Make time Listen Show respect
Efficient and Effective	Plan Manage time Prioritise Review Remain within budget Always be on time Attain the Vision and Mission
Open and Accountable	Approachable Communicate with all stakeholders Carry the can for things you do Consult with the public.
Fair and Equitable	Treat everyone the same Open-minded Empathetic
Integrity and Honesty	Law abiding Do unto others as we would have others do unto us
Loyalty	Abide by Council decisions Respect confidentiality

PART FOUR

TOWARDS A STATEMENT ON THE STRATEGIC MOVES: A NEW APPROACH AND TIMELESS PRINCIPLES

4.1 INTRODUCTION

The Bitou Local Municipality has formulated common statements, pertaining to:

The challenges; and
The future.

The Bitou Local Municipality needs to formulate a common response to the above, based on a normative approach and principles. The latter will determine the nature and contents of the strategy, comprising of strategic objectives and interventions.

This section focuses on revisiting the current strategic moves [thinking, decision-making, actions, interventions and development] path of the Bitou Local Municipality to ensure that the Bitou Local Municipality be[comes] developmental and effect developmental local governance.

The systemic approach and principles of sustainability and sustainable development needs to be unpacked, and a common understanding needs to be developed. The latter will become an extension of the Developmental and Spatial Vision of the Bitou Municipal Area and will form the normative framework on which a common future strategy for the Bitou Local Municipality will be based.

4.2 SHIFTING TO A SYSTEMIC APPROACH

The infinitely complex set of issues that determine sustainable development, and the realisation that these issues are interconnected and interdependent, identify sustainability as a systemic concept that requires a systems approach to problem-solving and planning.

Systems thinking goes beyond events to looking for patterns of behaviour, and to seeking underlying systemic interrelationships which are responsible for the patterns of behaviour and the events.

A system is seen as an entity that maintains its existence through the mutual interaction of its parts. The latter definition of a system implies something beyond cause and effect. Rather than A simply affecting B, there is an implication that B also affects A. There are only two types of interaction:

The one is a balancing feedback loop, which causes change in the opposite direction [if there is more of the one, there is less of the other]. Balancing feedback loops negate change and stabilise systems; and
The other type is the reinforcing feedback loop, which causes change in the same direction [if there is more of the one, there is more of the other]. These feedback loops are what drive change and growth.

The structure of complex systems, such as towns, is not a simple feedback loop where one system state dominates behaviour. The complex system has a multiplicity of feedback loops with internal rates of flow that are controlled by non-linear relationships. Looking for linear cause-and-effect relationships that are closely related in time and space can be misleading and result in responses that only cause further problems:

First, an attempt to relieve one set of symptoms may only create a new mode of system behaviour that also has unpleasant consequences; and
Second, the attempt to produce short-term improvement often sets the stage for long-term degradation.

Associated with the idea of *system* is a principle called *emergence*. From the mutual interaction of the parts of a system there arise characteristics which cannot be found as characteristics of any of the individual parts. In the context of this document, the emergent characteristic we would be looking for is sustainability.

To understand the sustainability potential of a town or settlement, one has to study the system, that is, the interactions of all the multi-dimensional aspects of towns and settlements, described above. Studying the parts in isolation will not provide an appropriate understanding. Analysis [the breaking up of a system into its component parts, and then studying the parts] is, therefore, an imperfect tool with which to determine the sustainability of towns and settlements.

4.3 IDENTIFYING TIMELESS PRINCIPLES

4.3.1 INTRODUCTION

The issue of sustainability and sustainable development lie within a broader international debate. The latter debate has been hampered by the perceived ambiguity, and even contradictory nature of the terms. Its all-encompassing nature and inherent complexity has also made the concept vulnerable to large-scale co-option by agencies within the development community and multi-national business arena, agencies that very often use the term *sustainable development* for promoting activities that remain, in essence, based on an unsustainable development model.

The latter has given rise to considerable tensions between proponents of what has been described as *weak* sustainability and those demanding a stronger approach, as well as between the developed and the developing worlds. This section provides a brief introduction to these tensions and Bitou's position in the debate. As these tensions are partly due to an inaccurate understanding of the concept, its historical origins and its terminology are briefly discussed.

4.3.2 A CONCISE HISTORY

The foundation for the concept of sustainable development, described by the World Commission on Environment and Development [hereafter referred to as WCED] in its report, *Our Common Future*, and the subsequent international manifestos on sustainable development, the *Agenda 21* and the *Habitat Agenda*, gave us the first, and still most popular, definition of sustainable development. It also introduced a line of reasoning for why we might need a shared concept of sustainable

development: we need to ensure the continuation of the species, hence the emphasis on future generations. "*Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.*" [WCED, *Our Common Future*, 1987]

This definition has given rise to much debate about the nature of needs, whether we can accurately predict what the needs of future generations will be, and whether we should leave them natural capital or technological capital with which to meet their needs [see *weak* and *strong* sustainability]. The latter led to a split between those who believe we should use what we can to eradicate poverty now [because, if given a proper education and economic power those future generations would somehow find other solutions and other sources of wealth], and those who believe that the Earth's resources are an irreplaceable endowment, with current generations entitled only to the interest, not to the capital.

Some guidance is given further in this section where the WCED clearly states that sustainable development would "*require the promotion of values that encourage consumption standards that are within the bounds of the ecologically possible and to which all could reasonably aspire*" [emphasis added]. The report also called for a change in the current economic model. These recommendations are often conveniently left out of the mainstream international debate, but form the crux of what the protestors at the Davos and Genoa meetings of the World Trade Organisation and International Monetary Fund were demanding.

According to Holmberg the impulse to couple *sustainability* with *development* can be traced to Barbara Ward, a founder of the Institute for Environment and Development [hereafter referred to as IIED] who first used it in the mid-1970s to make the point that environmental protection and development are linked.

4.3.2.1 A CALL TO ACTION

The main international policy document regarding sustainable development is *Agenda 21*. *Agenda 21* is seen as an internationally accepted statement on, or benchmark for, achieving sustainable development in the 21st Century. It represents a global consensus on the integration of

environmental and development issues and suggests that sustainable development can be achieved only through the co-operation of all major groups [all levels of government, business, education and communities] and a holistic and integrated approach to problem-solving and decision-making. As **Agenda 21** promotes the principle of *think global, act local*, a bottom up approach to sustainable development is advocated, paving the way for the concept of developmental local government as key to sustainable development, thus giving local authorities the mandate to develop sustainable development strategies or a local **Agenda 21**.

4.3.2.2 CLARIFYING TERMINOLOGY

The terms *sustainability* and *sustainable development* are the biggest sources of confusion. They are often seen as describing two different ideologies, with sustainability seen either as pure economic viability, or as an environmental concept, advocating the maintenance and repair of current environmental conditions and, in the extreme, a return to some kind of *noble savage* state. Sustainable development is seen as the more progressive approach, advocating the goal of sustaining current development [often interpreted as economic growth and improved standards of living]. These interpretations are misleading in the extreme. However, if we look at the historical background to the debate, the terminology becomes clearer.

SUSTAINABILITY

"Sustain: to support, to keep alive, to keep going". What we want to sustain is the species *homo sapiens*. The **Rio Declaration**, which forms the preamble to **Agenda 21**, states very clearly that: *"Human beings are at the centre of concern for sustainable development."*

Humans are, therefore, the main focus of the sustainable development debate and, rather unfortunately for them, all other species are valued only because of their ability to maintain the biosphere in a condition that supports human life and adds quality to it. Species extinction is a fact of planetary life and most species will eventually become extinct with or without human help, only to be replaced with others. Our concern is to keep planetary conditions favourable for human life at a global as well as local level. As even scientists do not fully understand the complex interrelationships

between the different components of the biosphere, a prudent approach is advocated, hence the call for biodiversity conservation and environmental protection.

Sustainability is, therefore, the condition or state that would allow the continued existence of *homo sapiens*, and it is the goal we would like to achieve. Because of endlessly changing external and internal [societal] conditions, this is not a fixed state, but one of dynamic balance where we will have to continuously adapt to these changing conditions.

In order to achieve this state, we will have to meet certain requirements. Firstly we need to balance the needs of humans with the carrying capacity of the planet, and with the need to protect that capacity so that the needs of future generations can continue to be met.

However, mere survival is not our goal. We want to be able to live in an environment that provides a certain quality of life - that meets our full hierarchy of needs. The most basic requirement for this is the ability of all to live a safe, healthy and productive life in harmony with nature and local cultural and spiritual values.

To get this, we need to achieve a measure of social and economic equity between individuals, as well as between communities, nations and generations. We have to find a way to equitably distribute wealth [in the form of access to resources and opportunities] and increase prosperity for all although some commentators might challenge the likelihood of this happening or being allowed to happen by more powerful nations and interest groups.

This line of reasoning led commentators to the three pillars of sustainable development:

People;
Prosperity; and
Planet.

SUSTAINABLE DEVELOPMENT

Contrary to popular belief, sustainable development is not merely development that can be sustained, but rather the kind of development we need to pursue in order to achieve the state of sustainability. It is not the goal, but the process of maintaining a dynamic balance between the demands of people and

what is ecologically possible. Development is also not just seen in its narrow meaning of growth, expansion and acquiring knowledge, but as progress through improvement, evolution and the quest for wisdom.

THE PRINCIPLES OF SUSTAINABLE DEVELOPMENT

While the scope of the term is still evolving as it is co-opted by more and more disciplines and advocacy groups, it is generally agreed to place certain demands on human activity in the three systems central to development. These are stated as ideals to which nations are called to aspire. As will be shown in the following section, there are many tensions that arise from the statement of these ideals and the way in which they are likely to be interpreted and implemented by more and less powerful nations and interest groups. Nevertheless, they are put forwards as goals which require a balanced and equitable approach.

The economic aspects of sustainable development require the development of an economic system that facilitates equitable access to resources and opportunities and the fair sharing of finite ecologically productive space that enables sustainable livelihoods and establishes viable businesses and industries, based on sound ethical principles. The focus is on attempting to create prosperity for all, not just profits for a few, and to do this within the bounds of the ecologically possible and without infringing on basic human rights.

The social aspects of sustainable development require that we enable the development of fair and just societies that foster positive human development and provide people with opportunities for self-actualisation and an acceptable quality of life.

The environmental aspects of sustainable development require that we find a balance between protecting the physical environment and its resources, and using these resources in a way that will allow the earth to continue supporting an acceptable quality of life for human beings.

It is highly unlikely that all of the sustainability principles, implicit in the above statements, can be upheld at all times, as they have conflicting requirements. Most of the time, decision-makers will have to make trade-offs and otherwise try to balance the different requirements to find a

solution that is the optimum one for the greater good. The latter decisions need to be flexible and should be regularly reviewed against agreed-upon indicators, to keep the three systems in dynamic balance and ensure that one sphere is not developed at the expense of the others.

SUSTAINABLE SETTLEMENTS

"Human settlements mean the totality of the human community - whether city, town or village - with all the social, material, organizational, spiritual and cultural elements that sustain it." Vancouver Declaration on Human Settlements, 1976

Sustainable settlements are those towns, villages and their communities which:

Enable societies to live in a manner that supports the state of sustainability and the principles of sustainable development; and
Have institutional, social and economic systems that will ensure the continued existence of those settlements.

Whether a settlement can be declared sustainable or not depends on the interaction of four different patterns:

The physical structure - how the settlement sits within the natural environment and, therefore, responds to the topography, the spatial relationship between the different parts of the town, and the form of the built environment;

The use patterns - which are formed by the way the settlement uses its resources and is described by the infrastructure and services provided;

The social patterns - how people live, learn and work in, and relate to, their settlement, and the opportunities provided by the settlement for meeting these social needs;

The operational patterns - how the settlement functions and is managed.

Sustainable development holds certain very specific and often conflicting demands and conditions for the creation of these patterns. These conditions are also different within different economic, ecological, geographical, topographical and social contexts. It is, therefore, not possible to define a physical blueprint for sustainable settlements. However, an attempt has been made to create a

normative description or standard that could be applied as appropriate to the creation of settlements everywhere, while at the same time following a process which is locally specific. The latter is provided by the *Habitat Agenda*.

THE BROWN AND GREEN AGENDAS

The *Green Agenda* concentrates on reducing the impact of urban-based production, consumption and waste generation on natural resources and ecosystems and ultimately on the world's life-support systems. In general the *Green Agenda* is more pressing in affluent cities or parts of the city. The *Brown Agenda* emphasises the need to reduce the environmental threats to health that arise from poor sanitary conditions, crowding, inadequate water provision, hazardous air and water pollution, and local accumulations of solid waste. The *Brown Agenda* is, therefore, more pertinent in poor, under-serviced cities or parts of cities.

Bitou is in a particularly difficult position as the interaction between the *Brown* and *Green Agendas* is further complicated by the need to address past inequities in service delivery in a manner that is socially acceptable to both rich and poor, which will enable us to live within what is ecologically possible, given our small resource base, and which minimises the negative environmental impacts associated with both *Green and Brown Agendas*. Table 4 illustrates the main differences between the *Brown* and *Green Agendas*.

TABLE 4
 Main Differences between the *Brown* and *Green Agendas*

	<i>BROWN AGENDA</i>	<i>GREEN AGENDA</i>
Key Concern	Human well-being	Ecosystemic well-being
Time-Frame	Immediate	Delayed
Scale	Local	Local to global
Concerned about	Low-income groups	Future generations
View of Nature	Manipulate and use	Protect and work with
Environmental Services	Provide more	Use less

WEAK VERSUS STRONG SUSTAINABILITY

Depending on the willingness of stakeholders to accept and participate in change, efforts towards sustainability can be placed on a continuum between *weak [false]* and *strong [true]* sustainability, the key criterion being whether current development and consumption patterns will allow future generations to meet their basic needs.

Key to this intergenerational equity aspect of sustainable development is the question of how much we can use now and how much we should leave for future generations. To enable us to measure our resource wealth, three kinds of capital have been identified by Turner and Pearce¹¹:

- Natural capital: natural resources and the services provided to humans by the biophysical environment;
- Social capital: education/skills, health, and connectedness to people and community;
- Manufactured/financial capital: buildings, infrastructure, goods, information resources, credit and debt.

Weak sustainability is the idea that different kinds of capital are fully interchangeable and that natural capital can, therefore, be used up as long as it is converted into manufactured capital of equal value. If the latter rule is applied it would, for instance, be justified to run down the environment, provided the proceeds of environmental degradation were reinvested in other forms of capital.

Strong sustainability is the idea that there are certain functions that the environment performs that are essential for the welfare and survival of the human species and which cannot be duplicated by humans. The latter ecological assets are called *critical natural capital* and cannot be traded for any of the other forms of capital, as their depletion would endanger human survival. Examples are the ozone layer, the carbon cycle and the hydrological cycle.

Thus, while it may seem perfectly rational to trade natural capital of a given value for human-made capital of equal or greater value within a static framework, this is not true within a dynamic framework - that is, modeling economic systems through time. This is so firstly because we would be living off our irreplaceable and non-substitutable natural

capital, instead of off the revenue derived from that capital and, secondly, because the human-made capital with which we replace it will eventually depreciate in value, leaving us with nothing. Over the long term the sustainability of *homo sapiens* will therefore be threatened by the *weak sustainability* approach.

THE HABITAT AGENDA

Since the 1992 Earth Summit in Rio, when the international community committed itself to sustainable development, and **Agenda 21** was formulated as an international benchmark for sustainable development, all sectors of society have been in the process of interpreting and pursuing sustainability and sustainable development within their specific contexts. The ability to meet most of our basic human needs relates in one way or another to the creation and performance of settlements, and **Chapter 7 of Agenda 21** saw the creation of sustainable settlements as integral to the achievement of sustainable development.

To address the role of settlements in sustainable development, a second international action plan, the **Habitat Agenda**, was prepared. The **Habitat Agenda** outlines a global approach to providing adequate shelter for all and developing sustainable human settlements and is the international consensus document describing the qualities and needs of sustainable settlement development.

The **Habitat Agenda** offers, within a framework of goals, principles and commitments, a positive vision of sustainable settlements where all have adequate shelter, a healthy and safe environment, basic services, and productive and freely chosen employment.

However, the **Habitat Agenda** provides such a diverse range of environmental, economic, social, political, demographic, institutional and cultural goals that most governments or international agencies can characterise some of what they do as contributing towards sustainable development. The latter includes goals that are achieved in one sector or location implies a move away from the achievement of sustainable development goals in another sector or location.

SUSTAINABLE SETTLEMENTS, TOWNS OR CITIES

A sustainable settlement or town is more than its physical form. Peter Hall describes seven essential dimensions to a sustainable settlement or town:

- A sustainable economy, providing work and wealth;
- A sustainable society with social coherence and social solidarity;
- Sustainable shelter, providing decent, affordable housing for all;
- A sustainable environment with stable ecosystems;
- Sustainable access through resource conserving mobility;
- Sustainable urban life - the liveable settlement or Municipal Area;
- Sustainable democracy through an empowered citizenry.

A slightly more poetic interpretation is offered by Richard Rogers, who describes the sustainable city as a city of many facets:

- A Just City, where justice, food, shelter, education, health and hope are fairly distributed and where all people participate in government;
- A Beautiful City, where art, architecture and landscape spark the imagination and move the spirit;
- A Creative City, where open-mindedness and experimentation mobilise the full potential of its human resources and allows a fast response to change;
- An Ecological City, which minimises its ecological impact, where landscape and built form are balanced and where buildings and infrastructures are safe and resource-efficient;
- A City of Easy Contact, where the public realm encourages community and mobility and where information is exchanged both face-to-face and electronically;
- A Compact and Polycentric City, which protects the countryside, focuses and integrates communities within neighbourhoods and maximises proximity; and
- A Diverse City, where a broad range of overlapping activities creates animation, inspiration and fosters a vital public life.

How these dimensions are manifested in different settlements or towns is entirely a function of local conditions, culture, levels of commitment and, most importantly, the basis on which decisions are made. As described, sustainability is a multi-dimensional challenge that requires a systemic approach. The decision-making processes of a sustainable town would, therefore, also be different from traditional approaches. In practice this means a move for the Bitou Local Municipality from hierarchical and sectoral decision-making to a more holistic, integrated and participative approach.

According to *Agenda 21* and the *Habitat Agenda*, integrated planning and sustainable development go hand in hand. Integrated planning is concerned with the overall behaviour of a regional system and its subsystems, as linked together by fluxes of material and energy. The concept of integrated planning further implies that technical solutions are no longer the most important aspect in decision-making, but should be seen as only one part of the problem-solving process. At an urban level, integrated planning takes all the conditions and circumstances that will play a part in the successful outcome of the plan into account, and involves all the people or organisations who have a role to play or a contribution to make. It should generate *optimum* solutions that give the best overall performance for the environment and the socio-economic system, and enough flexibility to allow for changes to reflect changing conditions. However, for integrated planning to be successful, it should be based on a good understanding of the make-up of the urban system, and then prioritise actions according to the dynamics of the system. Where integrated planning is based on strategic planning according to priorities identified early on in the public participation process, critical parts of the system can be left out of the equation, leading to unexpected problems further down the line, or even the collapse of the entire system. Basing decisions on current developmental priorities alone [focusing only on certain parts of the system], and ignoring the system's dynamics of settlements, can result in intuitive, *feel-good* decisions that provide short-term solutions, but undermine the long-term sustainability of the settlements or town.

4.4 CONCLUDING REMARKS

It is clear that there are no one-size-fits-all answers to the creation of sustainable settlements or towns. The whole thrust of international documents is that principles can and should be shared, but that local outcomes should be unique, which summarised in the saying, "*Think globally, act locally*". The sustainability of settlements in Bitou relies on the following factors:

The economic approach [*weak* or *strong sustainability*] that is followed;

The balance between the principles of the *Brown* and or *Green Agendas*; and

The basis on which planning decisions are made [systemic or mechanistic].

PART FIVE

TOWARDS A STATEMENT ON THE STRATEGY: STRATEGIC GOAL, STRATEGIC OBJECTIVES, CORE AND DETAILED STRATEGIES

5.1 INTRODUCTION

Strategising [or a strategy] is about the future [or forward thinking] and comprises of, *inter alia*, a Vision.

The strategy indicates:

Where do we want to be; and
How do we get there?

Strategising [or a strategy] is about continuously responding to change [external and internal].
Strategising [or a strategy]:

Reduces risks; and
Provides framework for implementation, monitoring and evaluation, and review.

5.2 STRATEGIC GOAL

The goal is to improve the quality of life of all the people of Bitou. The latter can also be stated as follows: "**A Better Life for All**".

5.3 STRATEGIC OBJECTIVES

The Strategic Objectives include the following:

Strategic Objective

Ensure sustainability, focusing on:

Objective : Economic viability [prosperity];

Objective : Social equity [people]; and

Objective : Ecological integrity [planet].

Strategic Objective

Ensure sustainable development, focusing on:

Objective : Improving the quality of human life [finding sustainable ways to meet basic, social and economic needs of the people]; and

Objective : Improving the quality of the human living environment [creating and sustaining integrated, humane, equitable and viable settlements].

Strategic Objective

Effect participative, transparent, accountable and developmental Local Governance, focusing on:

Objective : The **Bill of Rights**, which requires the Bitou Local Municipality to promote the values of the nation, including human dignity, equality and freedom, and to uphold the principles, enshrined in the **Constitution, 1996**;

Objective : The **Constitution, 1996**, which requires the Bitou Local Municipality to:

Provide democratic and accountable government for the Local Communities;

Ensure the provision of basic services to Local Communities in a sustainable manner;

Promote local economic and social development;

Promote a safe and healthy environment; and

Encourage the involvement of Local Communities and Organisations in the matters of the Bitou Local Municipality.

Objective : The **Local Government White Paper, 1998**, which provides the Bitou Local Municipality with a motivating policy framework for Developmental Local Government and Governance, the **Municipal Structures Act, 1998**, the **Municipal Systems Act, 2000**, and the **Municipal Finance Management Act, 2003**, which provide the Bitou Local Municipality with a new legislative framework and guidelines for Developmental Local Government and Governance, Integrated Development Planning and Plans [IDPs], Financial and Performance Management.

5.4 CORE STRATEGIES

The proposed Core Strategies for the Bitou Local Municipality comprise of the following:

Core Strategy

Space [creating space for it all to happen by investing appropriately in the most appropriate locations (spatial restructuring, equity and efficiency)], focusing on:

Strategy : Determine the potential of all settlements and localities; and

Strategy : Determine the most appropriate form of investment [social (people) investment and/or fixed (infrastructural) investment] for all settlements and localities.

Core Strategy

Economy [creating the most appropriate opportunities for it all to happen in the most appropriate locations and spaces (economic growth, job creation and poverty eradication)]:

Strategy : Determine comparative advantages [strengthening continually], strengths [growing rapidly], weaknesses [tackling systematically], opportunities [promoting locally, nationally and internationally] and threats [managing wisely]; and

Strategy : Create opportunities for all [equitably].

Core Strategy

Governance [creating the most appropriate environment for it all to happen in a viable and sustainable manner (participative, transparent, accountable and developmental)]:

Strategy : Make co-operative governance a reality [pro-actively];

Strategy : Align across the spheres of government [actively];

Strategy : Co-ordinate interventions, implementation and delivery [diligently];

Strategy : Manage performance [constructively]; and

Strategy : Communicate [effectively].

Core Strategy

Communication [communicating what is happening (diverse mediums, continuously and effectively)]:

Strategy : Devise a communication strategy [inclusively];

Strategy : Design and establish a web-site [interactively];

Strategy : Devise pamphlets and/or newsletters on critical key issues, strategic processes and interventions and performance [creatively];

Strategy : Co-ordinate communication actions [actively];

Strategy : Form communication partnerships [constructively]; and

Strategy : Monitor the effectiveness of the communication strategy and review annually [continuously].

5.5 DETAILED STRATEGIES

Detailed Strategies needs to be developed by each Directorate in response to the Vision, Goal, Strategic Objectives and Core Strategies, as part of their Strategic Plan for 2005/2006. The following Detailed Strategies were devised for the Bitou Local Municipality to provide a framework within which the latter process can be conducted:

CORE STRATEGY

SPACE

[creating space for it all to happen by investing appropriately in the most appropriate locations (spatial restructuring, equity and efficiency)]

Devise a spatial integration and co-ordination mechanism:

Establish a Spatial Planning Task Team

Liaise with the Regional, Provincial and National Spatial Planning Task Teams.

Devise a spatial integration and co-ordination tool

Ensure that the Bitou SDF contains:

A composite spatial representation of resource potential, human need and existing economic activity;

A juxtaposed picture of resource potential and municipal areas with severe human needs and existing economic activity;

Data divided on resource potential into three categories:

Natural resource potential, determined by three data sets, agricultural potential, environmental sensitivity and the availability of water ;

Human resource potential, determined by two data sets, levels of skills and human density ; and

Infrastructure resource potential, determined by existing and proposed road and rail infrastructure and the main electricity grid.

Determine:

Human need in terms of the spread of poverty and the size of the poverty gap; and

Existing economic activity in terms of total GGP, as well as in terms of each of the categories of development potential.

Categorise data, where possible, into low, medium and high potential.

Determine the outcome of the strategic assessment, pertaining to potential

Respond to the space economy in an appropriate manner

Use the categories of development to help identify the relative comparative advantage of localities in receipt of infrastructure investment and/or development spending.

Apply the following Strategic Responses:

In areas in which resource potential is medium to high, future economic growth should be carefully managed in order not to further exacerbate environmental vulnerabilities;

The further concentration of people in need in areas of low potential should not be encouraged and where possible, people should be assisted through social investment to become more mobile so that they may choose to move out of such areas;

Future economic growth should primarily be explored in those areas with a medium to high resource base and medium to high human need where there may be economic potential to be exploited; and

Taking into consideration agglomeration and institutional economies, economic activity should be encouraged and supported by infrastructure investment where there is already a medium to high level of economic activity and where [natural or human] resource potential is medium to high.

Focus the bulk of fixed investment on those areas with the potential for sustainable economic development. In areas of limited potential, it is recommended that, beyond a level of basic services which all citizens are entitled to. Bitou should concentrate primarily on social investment such as human resource development, labour market intelligence and social transfers, so as to give people in these areas better information and opportunities to gravitate towards areas with greater economic potential.

Ensure that all infrastructure investment and development spending programmes support the following Objectives:

Economic growth;

Employment creation;

Sustainable service delivery;

Poverty alleviation; and

Eradication of historic spatial inequities.

Ensure that the following Normative Principles meet the Objectives in the most cost-effective, sustainable and equitable way:

Economic growth is a prerequisite for achievement of other policy objectives, key among which would be poverty alleviation;

Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens [such as water, sanitation, as well as health and educational facilities], should therefore be focused on localities of economic growth and/or economic potential in order to attract private-sector investment, stimulate sustainable economic activities and/or create long-term employment opportunities;

Efforts to address past and current social inequalities should focus on people not places:

In localities where there are both high levels of poverty and development potential, this could include fixed capital investment beyond basic services to exploit the potential of those localities; and

In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence – will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.

To overcome spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres; and Infrastructure investment and development spending should primarily support localities that are/or will become growth nodes in Bitou.

Ensure that the following Normative Principles are considered when investing/developing:

- Maximise return on investment;
- Invest in people, not places;
- Change disjuncture between people and economic opportunities;
- Re-assess government subsidies to address disjuncture between settlement and economic policies;
- Politics of *big push vs unbalanced development*;
- Mismatch between economic development and natural resources;
- Globalisation and sustainability;
- Focus infrastructure investment on appropriate levels of service;
- Maintenance vs new investment; and
- Build on potential of different localities.

Ensure effective, efficient and sustainable basic services delivery

Management and implementation of the Municipal Infrastructure Grant [MIG]

Provide water and sanitation by:

- Implemented basic level of water services, as indicated in the Rural Water Supply Programme [RWSP];
- Implementing the National Infrastructure Grant [NIG] Water Projects;
- Implementing the RWSP;
- Implementing the Rural Sanitation Programme [RSP];

Implementing the basic level of sanitation services, as indicated in the RWSP;

Implementing the rural water supply services, as indicated in NIG; and
Implementing the Council Projects' Vote.

Provide electricity infrastructure by:

- Implementing the NIG Electricity Projects; and
- Implementing NIG electricity projects.

Maintain and upgrade municipal roads by:

- Implementing the NIG roads projects; and
- Implemented NIG roads projects.

Compile a waste management plan

Create viable and sustainable settlements

CORE STRATEGY

ECONOMY

[creating the most appropriate opportunities for it all to happen in the most appropriate locations and spaces (economic growth, job creation and poverty eradication)]:

Improve the performance of the local economy, focusing on poverty alleviation and job creation

Unlock the potential of agro-processing and tourism/eco-tourism by:

- Exploring the potential of the agro-processing products market; and
- Establishing superior and unique tourism products/services and diversify the existing products/services.

Unlock new economic activities by:

- Establishing a programme to identify, manage and reward new business ideas;

- Establishing a market research and information dissemination mechanism, which will facilitate access by prospective entrepreneurs to provincial and national SMME assistance schemes;

- Establishing incubators, specifically aimed at assisting entrepreneurs, and geared to implement strategies;
- Training and capacitating emerging tourism SMMEs by an appointed and accredited tourism trainer; and

Devising marketing initiatives on tourism, arts and crafts and special events [sport, cultural and exhibitions] by using the respective media options effectively.

Improve performance on local economic development

Capacitate staff to manage local economic development;
Develop, brand, communicate and implement the economic development strategy of Bitou; and
Devise a comprehensive management system for all the LED Initiatives.

Improve participation in the local economy

Establish a black economic empowerment policy and regulations;
Develop capacity, skills and improve education by:
Promote employer training programmes and compliance with the skills development act to develop the capacity and resources at local municipal level;
Securing provincial assistance and management training to improve the functioning of the informal sector; and
Supporting, in any way possible, the provincial education function.

CORE STRATEGY

GOVERNANCE

[creating the most appropriate environment for it all to happen in a viable and sustainable manner (participative, transparent, accountable and developmental)]:

Unpack the concept of a developmental municipality

Define the developmental role of the Bitou Local Municipality in view of the current directives
Determine what skills and competencies are required to become developmental and effect the latter
Ensure that the Bitou Local Municipality give effect to its constitutional mandate and comply with legislative requirements by:
Ensuring that the Bitou Local Municipality adopts required policies;
Ensuring the proper functioning of the Council Committees;

Ensuring that informed decision-making takes place;

Ensuring the timeous submission of:

Budgets and other reports;
Annual financial statements to Auditor-General;
Annual Reports to the Municipal Manager and Executive Mayor;
Monthly budget reports to Municipal Manager and Executive Mayor;
Quarterly budget reports to Municipal Manager and Executive Mayor;
Half-yearly budget reports to Municipal Manager and Executive Mayor; and
Yearly budget reports to Municipal Manager and Executive Mayor.

Align NSDP, SDF, LED and IDP

Plan, co-ordinate, implement, monitor, evaluate and review

Establish an Intergovernmental Forum for planning and implementation;
Ensure that integrated development planning and implementation are effected;
Establish an effective project and contract management system;
Devise a Spatial Development Framework, aligned with the NSDP, and a Land Use Management System, procedures and the required by-laws; and
Establish a GIS and an operational Spatial Information Management System [SIMS] for day to day management of the built environment and to track revenue collection and service delivery.

Improve performance

Recruit, train, reward and retain skilled staff [maintain sound labour relations and regular meetings and reports of LLF];
Implement Employment Equity [Ensuring proper demographic representation at all employment levels in the municipality according to EEP and appointment of targeted individuals (especially women and the physically challenged) to positions in the municipality];

Implement Performance Management System [PMS] by:

Ensuring that performance are managed and monitored [quarterly and annual performance reports]; and
Reviewing indicators on a quarterly basis [Monthly and Quarterly Performance Assessment and Reviewed Indicators Reports].

Ensure sound financial management by:

Ensuring that financial systems are in place and are maintained;
Developing and maintaining appropriate and effective revenue collection systems;
Complying with reporting formats and due dates, as per relevant legislation;
Ensuring that budget is aligned with, and responsive to national and provincial priorities; and
Ensuring that the Municipal Budget is balanced in addressing poverty and deprivation, and expanding economic opportunities.

Ensure co-operative, democratic and accountable governance

Effect effective communication

Devise a branding and communication strategy;
Establish mechanisms to formalise communication with all stakeholders, especially Traditional Community Leaders; and
Improve organisational information dissemination [website, newsletters, and the like], communication and technology

CORE STRATEGY

COMMUNICATION

[communicating what is happening (diverse mediums, continuously and effectively)]

Devise a communication strategy [inclusively];
Design and establish a web-site [interactively];
Devise pamphlets and/or newsletters on critical key issues, strategic processes and interventions and performance [creatively];
Co-ordinate communication actions [actively];
Form communication partnerships [constructively]; and
Monitor the effectiveness of the communication strategy and review annually [continuously].

PART SIX

TOWARDS A STATEMENT ON THE INTERVENTIONS: STRATEGIC INTERVENTION AREAS, KEY INTERVENTION AREAS, AND KEY INTERVENTIONS

6.1 INTRODUCTION

To address the Key Issues, realise the Developmental and Spatial Vision, effect the Strategic Goal, the Strategic Objectives, and the Core Strategies, the Bitou Local Municipality will focus on the following **Strategic Intervention Areas, Proposed Key Intervention Areas and Key Interventions, and Real Key Projects**, as reflected in the Bitou Budget, 2005/2006.

6.2 STRATEGIC INTERVENTION AREAS

Strategic Intervention Area

Sustainability, focusing on:

- People [social equity];
- Prosperity [economic viability]; and
- Planet [ecological integrity].

Strategic Intervention Area

Sustainable development, focusing on:

- Finding sustainable ways to meet the basic, social and economic needs of the People of Bitou, focusing on:
 - Developmental local governance;
 - Local economic development, with a particular focus on poverty alleviation, job creation, and tourism/eco-tourism development; and
 - Social upliftment and development.

6.3 PROPOSED KEY INTERVENTION AREAS AND KEY INTERVENTIONS

To address the Key Issues, realise the Developmental and Spatial Vision, effect the Strategic Goal, the Strategic Objectives, the Core Strategies, and the Strategic Intervention Areas, the Bitou Local Municipality will focus on the following **Key Intervention Areas and Key Interventions**:

Key Intervention Area

Land, Settlement [Basic Services] and Environment:

Key Intervention Area : Land

Key Intervention 1: Land for residential settlement and related uses

Key Intervention 2: Land reform

Key Intervention Area : Settlement [Basic Services]

Key Intervention 1: Basic services, including:

- Water services
- Sanitation services
- Electricity services
- Communication services
- Refuse removal services

Key Intervention 2: Roads/streets and stormwater

Key Intervention 3: Pedestrian access/walkways and routes

Key Intervention 4: Transportation

Key Intervention 5: Parking

Key Intervention 6: Traffic management

Key Intervention 7: Traffic safety

Key Intervention 8: Bridges

Key Intervention 9: Housing

Key Intervention 10: Town beautification

Key Intervention Area : Environment

Key Intervention 1: Pollution

Key Intervention 2: Conservation

Key Intervention 3: Conservation areas and sanctuaries

Key Intervention 4: Dredging

Key Intervention 5: Plans, Frameworks and Systems

Key Intervention Area

Poverty, Job Creation, and Local Economic Development [LED]

Key Intervention Area : Poverty

Key Intervention Area : Job creation

Key Intervention Area : Local economic development:

Key Intervention 1: Skills development and training

Key Intervention 2: Economic growth and development

Key Intervention 3: Tourism and eco-tourism development

Key Intervention 4: Marketing

Key Intervention 5: Partnerships

Key Intervention 6: Strategies, Plans, Systems and Audits

Key Intervention Area

Community Development

- Key Intervention 1: Community services and facilities
- Key Intervention 2: Educational facilities and services
- Key Intervention 3: Health facilities and services
- Key Intervention 4: Welfare facilities and services
- Key Intervention 5: Sport and recreational facilities and services
- Key Intervention 6: Safety and security
- Key Intervention 7: Strategies and Plans

Key Intervention Area

Financial Management

- Key Intervention 1: Municipal Budget
- Key Intervention 2: Financial Plan
- Key Intervention 3: MTEF [3 to 5 year]
- Key Intervention 4: Revenue [taxes]
- Key Intervention 5: Tariffs
- Key Intervention 6: Systems
- Key Intervention 7: Financial Reporting

Key Intervention Area

Organisational Re-Orientations

- Key Intervention 1: Developmental local governance
- Key Intervention 2: Performance Management System [PMS]
- Key Intervention 3: Performance Reporting
- Key Intervention 4: Skills development and training
- Key Intervention 5: Communication
- Key Intervention 6: Municipal By-Laws and Regulations

6.4 REAL KEY INTERVENTIONS

The Key Interventions [Key Initiatives, Programmes and Projects] that are entertained in the *Bitou Municipal Budget, 2005/2006*, are presented in Table 5 [refer to Page 37].

BITOU INTEGRATED DEVELOPMENT PLAN 2005
Vision and Strategy
 Towards a Common Future: A Sustainable Developmental Path

TABLE 5
Draft Bitou Capital Budget 2005/2006

IDP PRIORITY NEED/ KEY ISSUE	DIRECTORATE	SECTION	VOTE	DESCRIPTION	AMOUNT	FUNDING CODE
	Finance	meter reading	50	New LDV for meter readers	100,000	1
				TOTAL VOTE 50	100,000	
	Corporate services	Human Resources	103	Visitor's Chairs (Pers Sect)	3,600	4
		Sec Serv	103	Visitor's Chairs (Manager Sec Serv)	4,000	4
		Sec Serv	103	Shredder	6,000	4
		Sec Serv	103	Heavy Duty Binding Machine	20,000	1
		Sec Serv	103	Mobile recording system	75,000	1
				TOTAL VOTE 103	108,600	
1.3.5.3	Public Works	Admin & General	104	G.P.S. equipment upgrade	50,000	1
		Admin & General	104	Furniture & Equipment	8,000	4
				TOTAL VOTE 104	58,000	
	Finance		105	High speed printer	20,000	1
			105	Office chairs	17,500	4
			105	Tiling and Shelves in vault	25,000	4
				TOTAL VOTE 105	62,500	
		Admin	107	Office Equipment- LED Officer	10,000	1
			107	Chair - P A MM	600	4
		Admin	107	Cabinet - P A Mayor	2,000	4
		Admin	107	Digital projector	30,000	1
		Admin	107	Office Equipment- Youth Dev Officer	16,000	1
		Admin	107	Office Equipment- Gender & Disabled Desk	16,000	1
				TOTAL VOTE 107	74,600	

BITOU INTEGRATED DEVELOPMENT PLAN 2005
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 Towards a Common Future: A Sustainable Developmental Path

TABLE 5
Draft Bitou Capital Budget 2005/2006 [Continued]

Corporate services	BEACHES	121 Lifesaving equipment	50,000	1
		121 Design of parking at Robberg & Solar	50,000	1
		121 4 X Lifesaver towers	220,000	1
		121 Tools & loose gear	50,000	1
		121 Ablution facility for fishermen - Central	50,000	1
		121 Storeroom for beach equipment	60,000	1
		121 Strategic development framework	50,000	1
		121 Personal water craft	120,000	3
		TOTAL VOTE 121	650,000	
Public Works	Municipal Buildings	132 Cutlery, crockery, chairs, urns etc at various community halls	49,100	1
		132 Upgrade municipal buildings	450,000	1
		132 Upgrade staff houses	250,000	1
		TOTAL VOTE 132	749,100	
1.2.5		151 Rehabilitation landfill site	600,000	1
1.2.5		151 Waste-by-rail	2,500,000	3
		TOTAL VOTE 151	3,100,000	

BITOU INTEGRATED DEVELOPMENT PLAN 2005
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TABLE 5
Draft Bitou Capital Budget 2005/2006 [Continued]

Community Services	Kranshoek Library	1612. Kranshoek Library (New Library): LAN radio link	1	15,000
		1613. Kranshoek Library: PC /Printer	1	15,000
		1615. Fax Machine	4	4,000
		1616. Photocopier	1	30,000
	Central Library	1611. CD cabinet to store CD's securely (x1)	4	2,000
		1612. FURNITURE	4	6,790
		1614. Safety rail on ramp leading to upper library	4	1,000
		1615. Cooling Fan for office (x1)	4	500
	New Horizons Library	1611. CD cabinet to store CD's securely (x1)	4	2,000
		1612. Lockable cabinet for music centre (x1)	4	1,500
		attachment to wall)	4	750
		1615. Stools to reach shelves (x2)	4	1,400
		1616. Chairs for toddlers (x6)	4	375
		1617. Fencing and paving in front of library	1	40,000
		1618. Move security front door to enclose library entrance	4	5,000
		TOTAL VOTE 161		125,315
	Fire	171 HYDRAULIC RESCUE TOOL SET	1	150,000
		TOTAL VOTE 171		150,000

TABLE 5
Draft Bitou Capital Budget 2005/2006 [Continued]

	Community Services	Traffic	181 3 x 200cm³ Motorcycles @ R34 000-00	102,000	1
		Traffic	181 1 x Draëger Alcohol Unit	80,000	1
		Traffic	181 1 x Trailer	10,000	1
1.2.4.2	Public Works	Public Transport	181 Traffic Transport Facilities	400,000	1
			181 Installation of fixed camera sites	200,000	1
			181 Traffic Transport Facilities	2,000,000	3
1.2.4.2			181 Signs and markings	120,000	1
			TOTAL VOTE 181	2,912,000	
	Community Services	Parks & Recreation	191 Building of new sport field in Green Valley - existing field for new housing project	450,000	1
			191 Floodlights - Various sport fields	180,000	1
			191 Line marking machine - replacement	5,000	4
			191 Tools & Loose Gear - 3 weedaters, boardwalk tools	27,500	1
			191 Galvanized play park equipment	150,000	1
			191 Wheelchair friendly boardwalk for Lookout Nature Reserve	1,195,650	3
			191 Polywood benches with backs	29,700	1
			191 Additional Parking - LOOKOUT	750,000	3
			191 Two way Radios (3)	10,500	4
			TOTAL VOTE 191	2,798,350	

BITOU INTEGRATED DEVELOPMENT PLAN 2005
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TABLE 5
Draft Bitou Capital Budget 2005/2006 [Continued]

1.2.2.1	Public Works	Roads & Stormwater	211	Minor Works		60,000	1
1.2.2.1			211	Construction and rehabilitation of streets		1,200,000	1
1.2.2.1			211	Reconstruction of Plettenberg Bay Str		300,000	1
1.2.2.1			211	Mini circle & road improvements		220,000	1
1.2.2.1			211	Robberg/Piesangriver road intersection improvements		450,000	1
1.2.2.1			211	Beacon Way Reconstruction		1,250,000	1
1.2.2.1			211	Reconstruction of CBD roads		2,500,000	1
1.2.2.1			211	Cycle paths (E.P.W.P.)		800,000	1
1.2.2.1			211	Plant & Machinery		5,000	4
1.2.2.1			211	Tools & loose gear		10,000	4
				TOTAL VOTE 211		6,795,000	
	Community Services	CHC	220	New Pharmacy+Storeroom		269,500	3
			220	X air-conditioning units		20,000	1
			220	Ext to Waiting Room CHC		100,000	3
				TOTAL VOTE 220		389,500	
	Community Services	Clinics	221	New Clinic Kwanokuthula		2,000,000	3
			221	New Clinic for Crags		900,000	3
			221	Dedicated Patient Transport		341,500	3
			221	Mobile Volkswagen LT 35		341,500	3
				TOTAL VOTE 221		3,583,000	
	Community Services	Cemeteries	223	Upgrade Kwanokuthula cemetery		250,000	1
				TOTAL VOTE 223		250,000	

BITOU INTEGRATED DEVELOPMENT PLAN 2005
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TABLE 5
Draft Bitou Capital Budget 2005/2006 [Continued]

1.2.1.2	Public Works	Sewerage	251	Minor Extensions	60,000	1
1.2.1.2			251	Gansevallei WWTW (Removal of phosphates)	2,600,000	2
1.2.1.2			251	Gansevallei WWTW (Removal of phosphates)	2,300,000	3
1.2.1.2		Sewerage	251	Investigate and upgrade Kurland Treatment Works	120,000	1
1.2.1.2		Sewerage	251	Sewerage - Kurland	150,000	1
1.2.1.2		Sewerage	251	Replace Lab testing equipment	30,000	4
1.2.1.2		Sewerage	251	Natures Valley Sewage Scheme (ROD)	200,000	1
1.2.1.2		Sewerage	251	Furniture & Equipment	4,000	4
1.2.1.2		Sewerage	251	Plant & Machinery	8,000	4
1.2.1.2		Sewerage	251	Tools & Loose gear	6,000	4
1.2 1.3	Public Works	SEWER	251	REPLACEMENT OF SOFT STARTERS	180,000	2
1.2 1.3			251	PURCHASE OF STANDBY PUMPS & MOTORS	500,000	2
1.2 1.3			251	UPGRADE PUMPING STARTING PANELS	500,000	2
1.2 1.3			251	UPGRADE P. S. STANDBY GENERATORS	400,000	2
1.2 1.3			251	INSTALLATION OF LIME DOSING EQUIPMENT	480,000	2
				TOTAL VOTE 251	7,538,000	

BITOU INTEGRATED DEVELOPMENT PLAN 2005

Vision and Strategy

Towards a Common Future: A Sustainable Developmental Path

TABLE 5
Draft Bitou Capital Budget 2005/2006 [Continued]

	Corporate services	Housing		261	Network Photocopier/Printer/Scanner/fax Kurland office			1
				261	Purchase rem erf 3582		60,000	1
				261	Purchase erven 357 6 & 3577		60,000	1
				261	Purchase erf 3585		120,000	1
				261	Purchase ptn erf 4126		50,000	1
				261	Kurland (± 250 sites)		8,500,000	3
				261	Kranshoek (± 600 sites)		1,000,000	3
				261	Bossiesgif/Qolweni		21,000,000	3
				261	Upgrade Compound & BI flats		2,400,000	3
				261	Alteration offices; Kranshoek, Green Valley & Kurland		160,000	1
				261	Alteration offices; Kranshoek, Green Valley & Kurland		32,000	1
				261	Fencing office Green Valley		10,000	1
				261	Harkerville agricultural allotments		800,000	3
				261	Construction of toilets; Ext 19 New Horizons		252,000	1
				261	Purchase erf 2101		2,500,000	2
				261	Purchase erf 2093		200,000	1
1.2.8				261	Kwanokuthula Industrial Sites (± 60 sites)		2,000,000	3
				261	Kwanokuthula block project (40)		484,655	3
				261	Greenvalley block project (13)		154,225	3
					TOTAL VOTE 261		39,782,880	

TABLE 5
Draft Bitou Capital Budget 2005/2006 [Continued]

1.2	1.3	Public Works	ELECT	271	Upgrade Mv/Lv Natures Valley	600,000	2
1.2	1.3			271	Upgrade Mv /Lv Keurbooms	400,000	2
1.2	1.3			271	Upgrade Lv Network Plett	320,000	2
1.2	1.3			271	Upgrade Mv Cables Plett	800,000	2
1.2	1.3			271	Upgrade Mv/Lv Network Kwanokathula	200,000	2
1.2	1.3			271	Upgrade Telemetry Substations	100,000	2
1.2	1.3			271	Upgrade Radio Network	300,000	2
1.2	1.3			271	Replacement Of Minisubstations Plett	550,000	2
1.2	1.3			271	Replace Overhead Lines Lv/Mv Plett	475,000	2
1.2	1.3			271	Minor Extensions & Repairs Plett	125,000	2
1.2	1.3			271	Additional Streetlights All Areas	170,000	2
1.2	1.3			271	Highest Lighting Bossiesgif	100,000	2
1.2	1.3			271	Purchase Of Tools & Equipment	100,000	2
1.2	1.3			271	Festive Lighting	80,000	1
1.2	1.3			271	Purchase Of Furniture & Equipment	20,000	4
TOTAL VOTE 271						4,340,000	

TABLE 5
Draft Bitou Capital Budget 2005/2006 [Continued]

1.2.1.1	Public Works	Water	291	Upgrade raw water pipelines to 8,64 ml/day	5,200,000	2
1.2.1.1			291	Augmentation programme (Keurbooms scheme)	300,000	1
1.2.1.1			291	Minor Extensions	100,000	1
1.2.1.1			291	Water Leakage Control	180,000	1
1.2.1.1			291	Upgrade Telemetry Hard & Software (Waterworks Control)	60,000	1
1.2.1.1			291	Upgrade network south of Piesangriver (River Club Supply)	300,000	1
1.2.1.1			291	Upgrade network south of Piesangriver (River Club Supply)	500,000	3
1.2.1.1			291	Replace Bulk Consumer Meters		1
1.2.1.1			291	Bulk connector (W.W. to Rietvlei/Keurboomstrand)	400,000	1
1.2.1.1			291	Bulk connector (W.W. to Rietvlei/Keurboomstrand)	600,000	3
1.2.1.1			291	Water Services to Rural Areas	600,000	1
1.2.1.1			291	Natures Valley Reservoir & pipeline (ROD)	100,000	1
1.2.1.1			291	Water Services to Bossiesgif/Golweni (bulk connector)	250,000	1
1.2.1.1			291	Leak detector	120,000	1
1.2.1.1			291	Furniture & Equipment	4,000	4
1.2.1.1			291	Plant & Machinery	10,000	4
1.2.1.1			291	Tools & Loose Gear	15,000	4

TABLE 5
Draft Bitou Capital Budget 2005/2006 [Continued]

ELECTRICITY	REQUIREMENTS				
1.2 1.3	Public Works	WATER	291	REPLACEMENT OF SOFT STARTERS	200,000
1.2 1.3			291	REPLACEMENT OF STARTING CONTROLS	300,000
1.2 1.3			291	REPLACEMENT OF PUMPS & MOTORS	300,000
1.2 1.3			291	INSTALL GANTRY NATURES VALLEY	50,000
1.2 1.3			291	TOOLS & EQUIPMENT UPLANDS PUMP ST.	65,000
				TOTAL VOTE 291	9,654,000

KEY

Grey – Investment that will improve the capacity of the Bitou Municipality to implement and deliver on IDP

Green – Investment that is directly related to Priority Needs and Key Issues [Long-term impact/improvement]

Red – Investment that is directly related to Priority Needs and Key Issues [Immediate impact/improvement in service and/or quality of life/living environment (Visible Projects)]

LEGEND

CODE	SOURCE	AMOUNT
1	Internal	15,344,300
2	External	17,400,000
3	Grant	50,257,030
4	Income	219,515
	Total	83,220,845

A summary of the *Bitou Municipal Budget, 2005/2006*, is provided in Table 6.

TABLE 6
Summary of the Draft Bitou Municipal Budget [Capital] 2005/2006

COMPONENT		CAPITAL BUDGET [R]	% OF TOTAL CAPITAL BUDGET
Total Vote 261	Land and Housing	39 782 880	47.80
Total Vote 291	Water	9 654 000	11.60
Total Vote 251	Sanitation	7 538 000	9.06
Total Vote 211	Roads and Stormwater	6 795 000	8.17
Total Vote 271	Electricity	4 340 000	5.22
Total Vote 221	Clinics	3 583 000	4.31
Total Vote 151	Waste Management	3 100 000	3.73
Total Vote 181	Traffic Management and Public Transport	2 912 000	3.50
Total Vote 191	Parks and Recreation	2 798 350	3.36
Total Vote 132	Municipal Buildings	749 100	0.90
Total Vote 121	Beaches	650 000	0.78
Total Vote 220	Community Health Centre	389 500	0.47
Total Vote 223	Cemeteries	250 000	0.30
Total Vote 171	Fire Management	150 000	0.18
Total Vote 161	Libraries	125 315	0.15
Total Vote 103	Office Equipment: Corporate Services	108 600	0.13
Total Vote 50	Meter Reading	100 000	0.12
Total Vote 107	Office Equipment: Administration	74 600	0.09
Total Vote 105	Office Equipment: Finance	62 500	0.08
Total Vote 104	Office Equipment: Public Works	58 000	0.07
TOTAL		83 220 845	100.00

The following, pertaining to the *Draft Bitou Municipal Budget, 2005/2006*, should be noted:

The National Treasury has determined that the maximum increase in expenditure for Local Authorities for 2005/2006 should be 5.5%;

Due to the high growth rate experienced in Bitou, the Directorate: Finance proposes an increase of 8% from 2004/2005; and
 Tariff increases are 5% for all domestic rates and tariffs, except for electricity tariffs which increases by 4.3 %.

A comparison of the operational and capital budgets for 2004/2005 and 2005/2006 is presented in **Table 7** [refer to **Page 48**], and **Table 8** [refer to **Page 48**].

TABLE 7
Summary of the Draft Bitou Municipal Budget [Operational] 2004/2005 and 2005/2006

OPERATIONAL	2004/2005	2005/2006
Total Expenditure	R108 800 000	R118 000 000
Total Income	R109 000 000	R118 000 000
Rates and tariff increases [Domestic]	5% - 25%	5%
Expected year-end surplus	R32 000	R46 000
Salaries as % of total expenditure	40,59%	40,23%

TABLE 8
Summary of the Draft Bitou Municipal Budget [Capital] 2004/2005 and 2005/2006

CAPITAL	2004/2005	2005/2006
Total Expenditure	R74 000 000	R84 000 000
Funded from grants	R38 000 000	R94 000 000
Funded from own funds	R26 000 000	R18 000 000
Funded from external funds	R10 000 000	R17 000 000

External factors that influenced the *Draft Bitou Municipal Budget, 2005/2006*, include the following:

As from 01 July, 2005, the environmental health function will be taken over by the Eden District Municipality. This effect a nett reduction of R 1,1 million in expenditure for 2005/2006;

As from 01 April 2005 the primary and preventative health care function will be taken over by the Provincial Department of health. This action will contribute to a further saving of R 2,8 million; and

Other external factors which, in combination has a substantial effect on the budget, are:

- Increase in fuel price, as well as an expected further increase;
- Short term insurance premiums; and
- Increase in salaries and wages - expected to be in the region of 7%.

Items of interest in the *Draft Bitou Municipal Budget, 2005/2006*, include the following:

- Provision has been made for the following:
 - Appointment of Youth and Sport Development Officer at Simunye Centre;
 - Appointment of Gender and disabled people help desk officer;
 - Lose control officer in the electricity department;

- Early childhood facilities: R 100 000;
- Disaster relief: R 100 000; and
- Disabled, gender and youth Development: R 500 000

Since the airport has been sold, an expected nett savings R 540 000.00 should be realised; Wheelie bins to the value of R 200 000 will be bought for distribution in the previously disadvantaged areas as a first phase. This will contribute to a cleaner and healthier environment; and
 Contribution to Bad Debts fund: R 4 million.

Items of importance in the *Draft Bitou Municipal Budget, 2005/2006*, include the following:

- New sportfield at Green Valley: R450 000;
- Galvanised play park equipment: R150 000;
- Tarring of roads in Kwanokuthula: R2 200 000;
- Reconstruction of CBD roads: R2 500 000;
- Sidewalks in Kwanokuthula: R620 000;
- Upgrading of cemetery in Kwanokuthula: R250 000;
- Wall of remembrance in New Horizons: R200 000; and
- Upgrading of floodlights at sportsfields: R500 000

Items of importance in the *Draft Bitou Municipal Budget, 2005/2006*, include the following:

The Bitou Local Municipality has a cash-funded budget which means that we do not have any cashflow problems;

The expected surplus for 2004/2005 will be R8 million. This is mainly due to the following:

Savings of Healthcare: R1 000 000;

Savings on Fire fighting: R700 000;

Higher income due to development on:

 Sewerage services: R1 700 000;

 Electricity: R1 200 000;

 Rates: R1 000 000; and

 Cleansing: R400 000.

Savings on Corporate Services: R400 000.

PART SEVEN

WAY FORWARD

The *Bitou IDP, 2005*, represents a strategic management tool for the Political Office Bearers, Staff, Service Providers of the Bitou Local Municipality, and the People of Bitou, for the 2005/2006 financial year. The *Bitou IDP, 2005*, focuses on providing a Vision and Strategy, a sustainable developmental path, based on the interrelatedness of people [social equity], prosperity [economic viability] and planet [ecological integrity], to guide and inform implementation and delivery in the 2005/2006 financial year, and form a focus for implementation and delivery in the next five years.

The *First Draft Bitou IDP, 2005*, is the outcome of the Bitou IDP Review Process for 2004/2005, conducted in terms of *Chapter 5: Section 34[a] of the Municipal Systems Act, 2002*, and focusing on the review of the *Bitou IDP, 2004*. The *First Draft Bitou IDP, 2005*, was informed by meetings of the Bitou IDP Steering Committee and Bitou IDP Representative Forum which were conducted on the 29 July, 2004, 26 August, 2004, 30 September, 2004, and 30 October, 2004.

The *First Draft Bitou IDP, 2005*, was presented to Residents and Ward Committee Members in the New Horizons Community Hall on Monday, 25 April, 2005, at 18h00. The *First Draft Bitou IDP, 2005*, was made available for perusal at all Municipal Offices [Main Office, Kwanokuthula, New Horizons, Green Valley, Kurland, Nature's Valley and Kranshoek] until Wednesday, 18 May, 2005.

After giving due cognisance to the comments and/or representations received, the *First Draft Bitou IDP, 2005*, was amended. The amended *First Draft Bitou IDP, 2005*, is now known as the *Final Draft Bitou IDP, 2005*.

The *Final Draft Bitou IDP, 2005*, will be submitted, together with the *Bitou Municipal Budget, 2005/2006*, for inclusion in the Executive Mayoral Committee and Municipal Council Agenda, and will be considered for adoption by the Bitou Municipal Council on the 25 May, 2005.

The adopted *Bitou IDP, 2005*, will be made available for inspection, at specified places, within 14 days after adoption, as required by *Chapter 5: Section 25[4] of the Municipal*

Systems Act, 2002, before being submitted to the Minister of Local Government, Western Cape Province, in terms of *Section 32[1][a] of the Local Government: Municipal Systems Act, 2000 [Act 32 of 2000]*, by the end of June, 2005, for comment.

The *Bitou IDP, 2005*, should be read with the *Bitou IDP, 2004*.

The *First Draft Bitou IDP, 2005*, was the outcome of the Bitou IDP Review Process for 2004/2005, conducted in terms of *Chapter 5: Section 34[a] of the Municipal Systems Act, 2002*, and focusing on the review of the *Bitou IDP, 2004*. The *First Draft Bitou IDP, 2005*, was informed by meetings of the Bitou IDP Steering Committee and Bitou IDP Representative Forum which were conducted on the 29 July, 2004, 26 August, 2004, 30 September, 2004, and 30 October, 2004.

The *First Draft Bitou IDP, 2005*, was presented to Residents and Ward Committee Members in the New Horizons Community Hall on Monday, 25 April, 2005, at 18h00. The *First Draft Bitou IDP, 2005*, is available for perusal at all Municipal Offices [Main Office, Kwanokuthula, New Horizons, Green Valley, Kurland, Nature's Valley and Kranshoek] until Wednesday, 18 May, 2005.

After giving due cognisance to the comments and/or representations received, the *First Draft Bitou IDP, 2005*, will be amended. The amended *First Draft Bitou IDP, 2005*, will then be known as the *Final Draft Bitou IDP, 2005*.

The *Final Draft Bitou IDP, 2005*, will be submitted, together with the *Bitou Municipal Budget, 2005/2006*, for inclusion in the Executive Mayoral Committee and Municipal Council Agenda, and will be considered for adoption by the Bitou Municipal Council on the 25 May, 2005.

The adopted *Bitou IDP, 2005*, will be made available for inspection, at specified places, within 14 days after adoption, as required by *Chapter 5: Section 25[4] of the Municipal Systems Act, 2002*, before being submitted to the Minister of Local Government, Western Cape Province, in terms of *Section 32[1][a] of the Local Government: Municipal Systems Act, 2000 [Act 32 of 2000]*, by the end of June, 2005, for comment.

The *Bitou IDP, 2005*, should be read with the *Bitou IDP, 2004*.