



# BITOU INTEGRATED DEVELOPMENT PLAN

---

2012 - 2017

“To be the best  
together”



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### 3. ABBREVIATIONS

ABBREVIATION	DESCRIPTION
AIDS	Acquired Immune Deficiency Syndrome
ANC	African National Congress
APP	Annual Performance Plan
ASGISA	Accelerated Shared Growth Initiative of South Africa
CBD	Central Business District
CBO	Community Based Organization
CCTV	Close Circuit Television
CDW	Community Development Worker
CFO	Chief Financial Officer
COGTA	Cooperative Government And Traditional Affairs
COPE	Congress of the People
CPF	Community Policing Forum
CRDP	Comprehensive Rural development Program
DA	Democratic Alliance
DBSA	Development Bank of Southern Africa
DEADP	Department of Environmental Affairs and Development Planning
DFA	Development Facilitation Act
DITP	District Integrated Transport Plan
DM	District Municipality
DRDLR	Department of Rural Development and Land Reform
DSD	Department of Social Development
DTI	Department of Trade and Industry
DTPW	Department of Transport and Public Works
DWA	Department of Water Affairs
EMS	Eden Mobility Strategy
EPWP	Expanded Public Works Program
GDS	Growth and Development Strategy
GGP	Gross Geographic Product
GNP	Gross National Product
HCDS	Human Capital Development Strategy
HIV	Human Immunodeficiency Virus
ICT	Information Communication Technology
IDP	Integrated Development Plan
IDT	Independent Development Trust
IGR	Intergovernmental Relations
IMF	International Monetary Fund
IWMP	Integrated Waste Management Plans
KPA	Key Performance Area
KPI	Key Performance Indicator
LED	Local Economic Development
LITP	Local Integrated Transport Plan
LLF	Local Labour Forum
LUMS	Land Use Management System
MAYCO	Mayoral Committee
MDG	Millennium Development Goals
MEDS	Micro-Economic Development Strategy
MFMA	Local Government Municipal Finance Management Act, Act of 2003
MFPFA	Municipal Fiscal Powers and Functions Act
MIG	Municipal Infrastructure Grant
MOU	Memorandum of Understanding
MSA	Local Government Municipal Systems Act, Act 32 Of 2000
NGO	Non-Government Organization
NGP	New Growth Plan
NHBRC	National Home Builders Registration Council

<b>NLEDF</b>	<b>National Local Economic Development Framework</b>
<b>NLTAA</b>	<b>National Land Transport Amendment Act</b>
<b>NLTTA</b>	<b>National Land Transport Transition Act</b>
<b>NSDP</b>	<b>National Spatial Development Perspective</b>
<b>PDI</b>	<b>Previously Disadvantage Individual</b>
<b>PGWC</b>	<b>Provincial Government of the Western Cape</b>
<b>PMS</b>	<b>Performance Management System</b>
<b>POE</b>	<b>Portfolio of Evidence</b>
<b>PRT</b>	<b>Professional Resource Team</b>
<b>RDP</b>	<b>Reconstruction and Development Programme</b>
<b>SAPS</b>	<b>South African Police Services</b>
<b>SDBIP</b>	<b>Service Delivery Budget Implementation Plan</b>
<b>SDF</b>	<b>Spatial Development Framework</b>
<b>SEDA</b>	<b>Small Enterprise Development Agency</b>
<b>SETA</b>	<b>Skills Education Training Authorities</b>
<b>SGB</b>	<b>School Governing Body</b>
<b>SHSP</b>	<b>Sustainable Human Settlement Plan</b>
<b>SMME</b>	<b>Small Medium Micro Enterprises</b>
<b>TBC</b>	<b>To Be Considered</b>
<b>UNDP</b>	<b>United Nations Development Programme</b>
<b>WCDoA</b>	<b>Western Cape Department of Agriculture</b>
<b>WCED</b>	<b>Western Cape Education Department</b>
<b>WCPSDF</b>	<b>Western Cape Provincial Spatial Development Framework</b>
<b>WCSIP</b>	<b>Western Cape Strategy Infrastructure Plan</b>
<b>WSA</b>	<b>Water Services Authority</b>
<b>WSDP</b>	<b>Water Services Development Plan</b>

## 4. FOREWORD EXECUTIVE MAYOR:

The 2011 Local Government Elections marked a new beginning for Bitou Municipality and the community was presented with a coalition government formed by Democratic Alliance and Congress of the People. This change in government should be viewed as an opportunity that brings with it innovative ways to governance and service delivery.



It is prudent to first allude to the fact that we inherited an institution that is impregnated with challenges that could have obliterated good governance and services delivery in the near future. These challenges are structural and manmade and could have been avoided by putting into practice the principles that govern public administration and maintain sound financial management.

In the short term, Bitou Council will be focusing on augmenting institutional challenges, while working towards achieving financial viability and economic growth by the end of its term. In gearing-up for this daunting task ahead of us, we want to thank all stakeholders and officials who made it their duty to participate in the IDP development process and ensuring that we identify challenges faced by our communities, henceforth to develop strategies and programmes to address these challenges.

Very importantly we want to create an institution that is proactive and responsive to the needs of all sectors of our society; we want to build an economy that shields the residents from the triple effects of poverty (unemployment, inequality and hunger). Lastly we strive to achieve the latter by minimising developmental red-tape; making conditions favourable for business development and retention and re-organising our organisational designs form to follow function.

## COUNCILLOR MEMORY BOOYSEN

## 5. FOREWORD: ACTING MUNICIPAL MANAGER

Developing an Integrated Development Plan is a legal requirement that seeks to guide and inform the strategies, budgets and decision making processes of the Municipality. The development of the IDP should happen in conjunction with chapters four (public participation mechanisms, processes and procedures); five (Integrated Development Planning) and six (performance management) of the Municipal Systems Act of 2000.

The IDP of Bitou Municipality will be a compass that guides the municipal development trajectory in the next five years; it will inform the expenditure of the municipality and external stakeholders in a geographic space; it will empower those in authority to gauge the depth of Bitou' developmental challenges and appraise the performance of the municipality against a set of smart indicators and targets that are agreed upon by the community and officials of Bitou, this will however happen in conjunction with available resources.

The 2012 / 2017 IDP will be a driver of development, a marketer for economic development, a conserver of the environment, a social up-lifter, a resource mobilizer and a merchant to balance income and expenditure.

As the administrative head and accounting officer of Bitou municipality I will make it my duty to administer this organisation in a transparent and accountable way to achieve its developmental mandate and its strategic objectives as defined in this IDP document.

**MR. THYS GILIOMEE**

## 6. EXECUTIVE SUMMARY

The Municipal Systems act of 2000 requires every new council to adopt an Integrated Development Plan (IDP) for its term of the office. In 2011 there were local government elections subsequently Bitou Municipality inaugurated a New council on 01 June 2011.

The purpose of this document is to put in effect section 25 of the Municipal systems act that requires the Municipality to draft an IDP. This document is the all-inclusive strategic plan of the municipality that will guide all the planning and decision-making processes of Bitou Municipality for effective and efficient service delivery. This document will inculcate a culture in the municipality of making economic decisions than emotion-driven decisions.

For a municipality to draft a credible IDP, the following elements had to be considered:

- The legal framework;
- Analysis of the societal changing trends and patterns
- Public and stakeholder participation;
- Assigning or delegation of roles and responsibilities;
- Tabling of a process plan and time schedule;
- Strategic alignment consideration between the municipality and provincial government ;
- Alignment of all other related policies from national government;
- Alignment of Municipal budget with the Municipal IDP;
- Consideration of the municipalities past performance and MEC comments; and
- The auditor general's report on the municipal's past performance;

In the 2011 Audit report, the AG indicated that the IDP was not properly aligned to the Municipal predetermined objectives and as per the requirements of section 46 of the Municipal Systems Act as a result the Municipal performance system is very weak. The Municipal resolved to prioritise performance management for the 2012/2013 financial year.

### **THE DRAFTING PROCESS:**

Compiling an IDP is always a challenging activity. The involvement of different stakeholder's holders who come from different backgrounds and understanding make the IDP drafting process very complicated. The difference in understanding the IDP process makes some stakeholders to comply with the requirements of the process and others don't as a result the credibility of the IDP became questionable.

As much as it was a challenge to draft the 2012 to 2017 IDP document it is indeed a great pleasure to Bitou Municipality that eventually we could produce an IDP document that meets the minimum credibility requirements as required by the Municipal Systems Act 32 of 2000.

### **LEGAL COMPLIANCE REQUIREMENTS**

This document is drafted in accordance with the following sections of the Municipal Systems Act, Act 32 of 2000:

- Section 25: Adoption of Integrated Development Plan;
- Section 26: Core components of Integrated Development Planning;
- Section 27: District Framework;
- Section 28: Adoption of a Process Plan;
- Section 29: Process to be followed;

Section 30: Management of the Drafting process; and  
Section 31: Provincial Monitoring and Support

## INSTITUTION AND IGR STRUCTURES

Before the IDP drafting process can commence, mechanism, processes and procedures had to be put in place and that involves setting-up institutions for public participation and Intergovernmental relations

### MUNICIPAL INSTITUTION

- ✓ The **Executive Mayor** is the custodian of the IDP and its outcomes; The mayor delegates the IDP development process to the Municipal Manager;
- ✓ The **Municipal Manager** is the Accounting Officer of the municipality and is administratively accountable for the development and timely approval of the IDP; the Municipal Manager delegates this responsibility to the **IDP manager**;
- ✓ The **IDP manager** was responsible for the setup of internal and external institution coordinates the IDP drafting process and he is ensuring compliance with the relevant legislative requirements. Due to the complexity and technical nature of data and processes required to compile the IDP the IDP manager set up a steering committee, this is a committee which is comprised of all HOD's and line managers within the Municipality;
- ✓ The **steering committee** members are responsible for providing data, technical knowledge and do analysis, facilitate the prioritisation process and they must also respond to comments with regard to their competencies. There is still a lot of work that needs to be done at this level.

### EXTERNAL INSTITUTIONS

For effective public participation the municipality resolved to have **ward public meetings, Ward Based Planning workshops, and IDP and Budget hearings.**

The municipality also participated in both **IDP indabas** (indaba 1 was held in Mosselbay and indaba 2 was held in George) and the provincial IDP analysis work session was held on the 22<sup>nd</sup> April 2012. All these processes added value in Bitou' IDP.

### MUNICIPAL FOCUS

The new council opted not to change the vision of **"Being the best together"**. This vision conforms to the provincial vision and it reflects the diversity of Bitou' community and its common destiny.

The municipality chose to focus more on the scheduled functions; this is informed by the current financial position of the municipality and budget assumptions for the MTEF cycle.

### DOCUMENT CONTENT

- **Forewords** by the Mayor and Acting Municipal Manager
- **Background** and legal framework that guides or govern the IDP drafting process.
- **Policy considerations:** The Millennium development goals, National outcomes, the Provincial Strategic framework are some of the policy directives considered.
- A report on the implementation of the IDP process plan and budget time schedule.
- **Bitou Profile:** In this section we consider the geographic location of Bitou, the demographics and other related data that impacts on the development challenges of the municipality e.g. population growth rates increase the demand for basic services.  
**NB:** *we moved away from the conventional way of presenting data. Household data is dealt with under basic services development because we want to link the municipal performance to the actual issues. This enables the municipality to draw that connection from analysis to monitoring*

*impact against the current state of development. Economic data is discussed under local economic development in the same manner etc.*

- **Strategic trust:** here we state the municipal strategic direction outlining the vision, mission, values and the five key performance areas of the Municipality that will be pursued over the 5 years (2012 – 2017).
- **Municipal strategic priorities:** the municipal priorities are based on the following key performance areas and every employee of the municipality is expected to plan their work and resources around these five key performance areas.
  - ◆ Basic services and infrastructure development;
  - ◆ Social and Local Economic development;
  - ◆ Democratization and Good Governance;
  - ◆ Institutional transformation, and
  - ◆ Financial viability
- **Sector plans:** in this section of the document we provide the executive summaries of all available sector plans and indicate the steps to be followed in drafting outstanding sector plans.
- **Annexure:** we attached ward plans of all seven wards

In conclusion, we compiled this IDP document with the aim to comply with the minimum requirements and we think that this IDP will live up to the expectation of being the driving force for economic decision making and it will serve as a baseline for effective and efficient service delivery.

## 7. BACKGROUND

The Municipal Systems Act, Act 32 of 2000 states in section 25 (1) “Each Municipal Council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality-which

- a. Links, integrates and coordinates plans and takes into account proposals for the development of the municipality;
- b. Aligns the resources and capacity of the municipality with the implementation of the plan;
- c. Forms the policy framework and general basis on which budgets must be based;
- d. Complies with the provisions of this chapter and;
- e. Is compatible with National and Provincial development plans and planning requirements binding on the municipality in terms of legislation.”

**Section 26:** outlines the core components of the IDP, “an integrated development plan must reflect –

- a. The Municipal vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation;
- b. An assessment of the existing level of development in the municipality, which must include an identification of communities which does not have access to basic services.
- c. The Councils’ development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- d. The councils’ development strategies that must be aligned to National or provincial sector plans and planning requirements binding on the municipality in terms of legislation;
- e. A spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- f. The councils operational strategies
- g. Applicable disaster management plans;
- h. A financial plan, which must include a budget projection for at least the next three years; and key performance indicators and performance targets determined in terms of section 41.”

Section 27: gives a framework for IDP

Section 28 speaks to the IDP adoption process

Section 29 describes the process to be followed.

## 8. IDP AND BUDGET PROCESS REPORT

The Municipal Council adopted the following IDP process plan and budget time schedule according to the requirements of the Municipal Systems Act of 2000 and the Municipal Finance Management Act of 2003. These pieces of legislation guide the IDP and Budget planning process. The municipality also adopted the district framework.

Due to a lack of clear guidelines of aligning the budget and IDP process Bitou Municipality decided to integrate the budget time schedule and the IDP timelines as a single process

NR	ACTIVITIES	RESPONSIBLE PERSON	DATE	INDICATOR
<b>JULY 2011</b>				
1.	Invite participants for the IDP forum representation	Ms. Tobi	07 – 29 July	Advert placed
2.	Receive MEC Comments	Henge	11 – 13 July	Assessment report
3.	Provincial IDP planning meeting	Henge	14 – 15 July	Minutes
<b>AUGUST 2011</b>				
4.	Steering Committee Meeting	All departments	04August	minutes
5.	Establish Ward Committees	Speakers Office	July – August	Placed Advert
6.	Ward planning meeting with IDT	IDP OFFICE	12 – 13 august	Process plan
7.	Ward Committee summit	IDP / Speaker	26 August	MOU
8.	Council to approve 2012 / 2014 Budget and IDP process Plan	IDP/ Financial Services	31 August	Council Resolution
9.	2010/2011 Financial Statements submitted to Auditor-General	Budget Office	31 August	Tracking Number
<b>SEPTEMBER 2011</b>				
10.	Advertise process plan to give notice to the community.	IDP office	01 September	Advert Placed
11.	Community participation (4 days x 7 wards)	IDP office/Ward committees and IDT	04 – 28 September	Attendance registers
12.	Municipal Wide Data Analysis	All departments	01 – 30 September	Status reports
<b>OCTOBER 2011</b>				
13.	Consolidation of ward issues	IDT/IDP	06 – 07 October	Draft Priority resolutions
14.	Consolidation of Municipal and community issues	Steering Committee	13 – 14 October	Draft Priority resolutions
15.	Prioritisation of Municipal Issues	IDP Forum	19 – 20 October	Municipal wide priorities, minutes and attendance registers
<b>NOVEMBER 2011</b>				
16.	Strategic Workshop	IDP Forum	16 – 18 November	Vision, Mission and Municipal Objectives
17.	Forward Local Priorities and Strategies to EDEN DM	IDP office	30 November	Conformation
<b>DECEMBER 2011</b>				
18.	Project Planning Workshop	Steering Committee	6 December	Attendance register and Log frame framework
19.	IDP Process Progress report to Council	IDP office	07 December	Resolution
<b>JANUARY 2012</b>				
20.	Project / Operational Planning	All departments	08 December 2011 – 25 January 2012	Project log frames
21.	Receive sector Departments priorities	EDEN DM	01 – 16 Jan	Departmental

NR	ACTIVITIES	RESPONSIBLE PERSON	DATE	INDICATOR
				priorities
22.	Public Participation with Community Meetings	IDP Office and Ward Committees	16 – 26 January	Attendance register and minutes
23.	Consolidation and screening of project proposals	Steering Committee	31 January	Priority Capital Projects
<b>FEBRUARY 2012</b>				
24.	Annual Report open to Public for Comments	Municipal Manager	08/02/2012	
25.	Submission of Annual Report to relevant Provincial Treasury, Auditor-General and COGTA	Municipal Manager	08/02/2012	
26.	Amendments to Draft IDP and Capital and Operating Budget	IDP/ Financial Services	15/02/2012	
27.	IDP forum report back meeting	Steering Committee Services	23/02/2012	Minutes and attendance register
<b>MARCH 2012</b>				
28.	Draft IDP, Capital and Operating Budgets to MAYCO	Executive Mayor	31 March	Council Resolution
29.	Integration of sector plans	All departments	01 March	Sector Plans
<b>APRIL 2012</b>				
30.	Advertise to invite public comments for 21 day.	IDP/Budget Offices	04 – 25 April	Advert in What's New
31.	Public Participation Process – Consultation with community regarding draft IDP and Capital and Operating Budget.	Executive Mayor, Municipal Manager and all Directorates	09 – 23 April	Minutes and attendance registers
32.	Submit Draft IDP/ Budget to Provincial and National Treasury and CoGTA	Records	02 April	Tracking number
33.	Summarize community feedback and distribute to the relevant stakeholders for consideration	IDP/ Financial Services	30 April	Copies of responses
34.	Integration of sector plans	All departments	20 April	Sector Plans
<b>MAY 2012</b>				
35.	Scrutinising draft Budget and IDP	Steering Committee	10 May	Minutes
36.	Ward Committees to revisit the Final Draft IDP/ Budget	IDP/ Financial Services, Senior management	May	Minutes
37.	Approval of IDP and Budget by Council in terms of Section 16 of the MFMA	Council	30 May	Council Resolution
<b>JUNE 2012</b>				
38.	IDP & Annual Budget Reports to National Treasury, Provincial Treasury and District Municipality	Records	04 June	Tracking Number
39.	The Service delivery and Budget Implementation Plans and the annual performance agreements for the Municipal Manager and all managers directly responsible to the municipal manager, based on operational plans and the IDP, to be issued to the Mayor by the Municipal Manager.	Municipal Manager	15 June	Signed Contracts
40.	Approval of the Service delivery and Budget Implementation Plans and the annual performance agreements for the Municipal Manager and all managers directly responsible to the municipal manager, based on operational plans and the IDP, by the Mayor.	Executive Mayor	28 June	Resolution

Table 1: IDP and BUDGET Time Schedule, source 2011/2012 IDP process plan.

The following outputs and outcomes were expected out of the activities of the IDP/budget process:

- a. Municipal Priorities for the five years;
- b. Municipal Vision, Objectives and development strategies;

- c. Municipal operational plans with performance indicators and targets;
- d. Alignment and integration of sector plans and cross cutting issues;
- e. Capital Budget;
- f. Operational Budget;
- g. Tariffs and other related financial policies; and
- h. Improved institutional capacity for development.

We cannot underscore the importance of public participation and at the same time we must convey our gratitude to all stakeholders and members of the public who gave of their time to help guide the future of Bitou.

## 9. BITOU GEOGRAPHY

Bitou Local Municipality, commonly known as the "Jewel of the Garden Route", incorporates the former Outeniqua District Council and Plettenberg Bay. Situated in the Eden District, it covers 991 square kilometres. More than 40 000 people live here. It includes the town of Plettenberg Bay and surrounding areas such as Covie, Nature's Valley, the Crags, Kurland, Keurbooms, Wittedrift, Green Valley, Kranshoek, Harkeville, Kwa-Nokuthula, New Horizons as well as Qolweni and Bossiesgif.

Bitou is situated in the eastern boundary of the Western Cape making it a gate way into the Western Cape from the east. Its southern border adjoins the Indian Ocean.

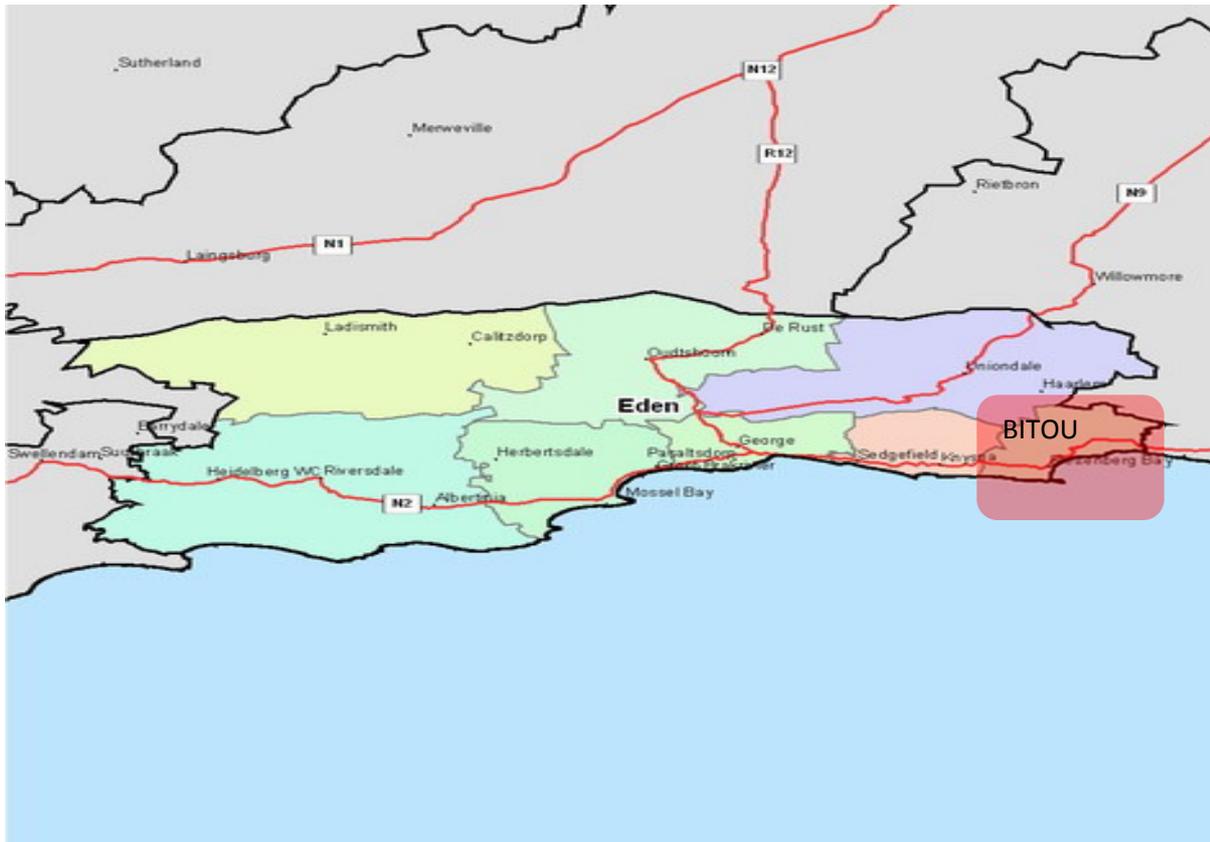


Figure 1: The location of Bitou in Eden

The map in Figure 2 below indicates the earth surface of Bitou. The geographic size of Bitou is 991 km<sup>2</sup>, the population spread ratio is 85:15 and the population density is 43 people per square kilometre. The Municipality and Province are updating the municipal SDF with the aim of giving spatial guidance to development issues.

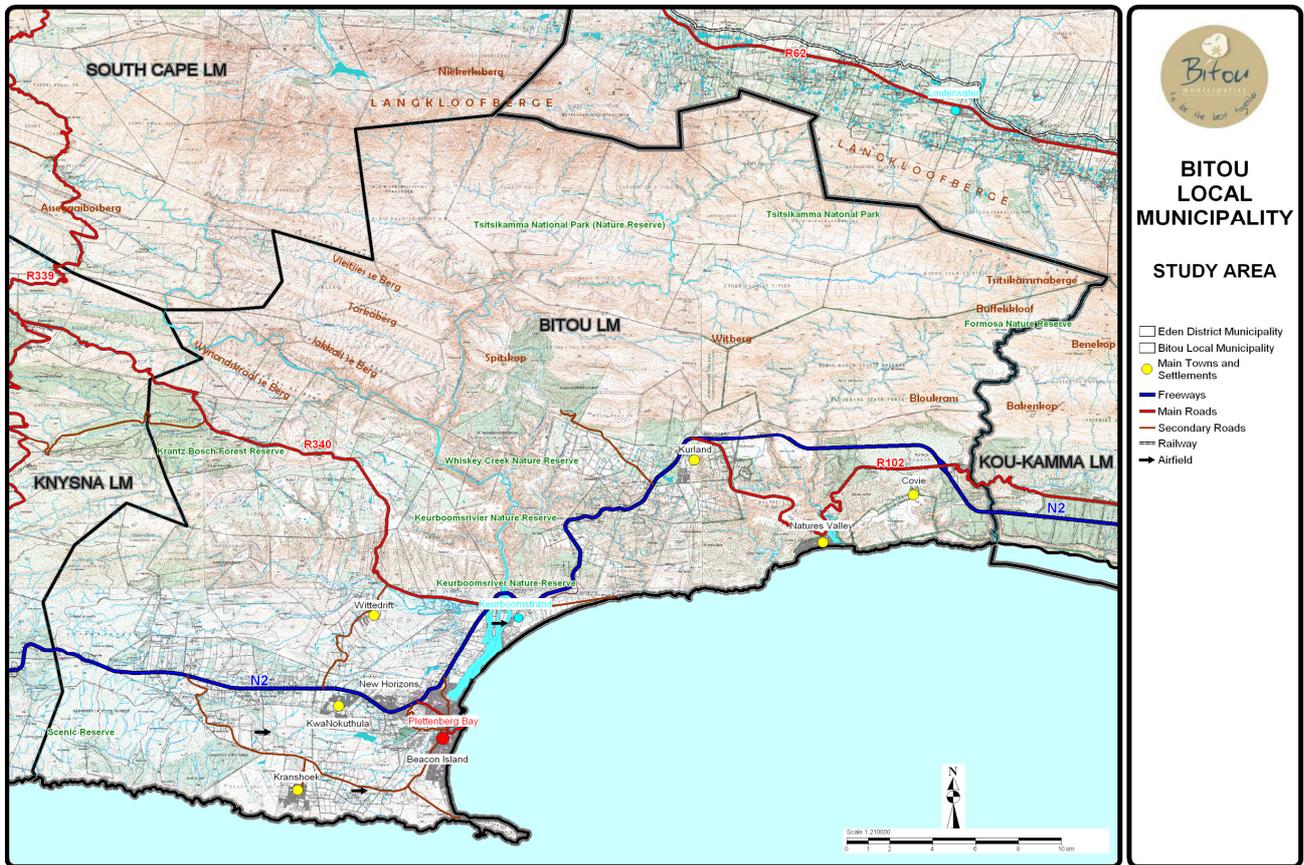


Figure 2: Map of Bitou. Source, Bitou Human Settlement Plan

Before the 2011 elections the municipal area was divided into six wards with 11 Councillors and after the 2011 Local government elections the municipal area was divided into seven wards and with 13 Councillors.

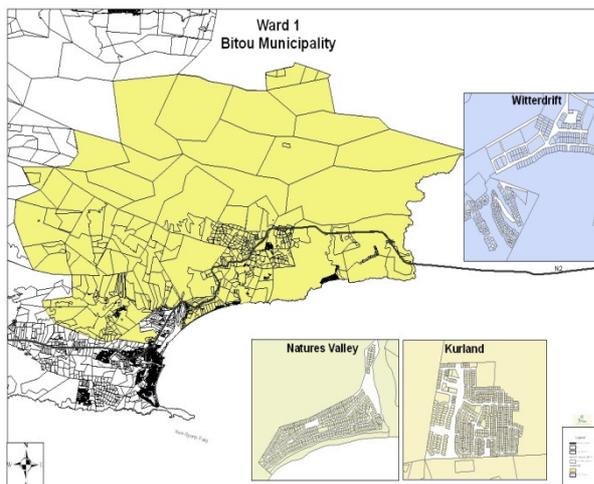


Figure 3: Map of Ward 1 (Green Valley, Witterdrift, Crags, Kurland, Keurbooms, Nature's Valley and Covey)

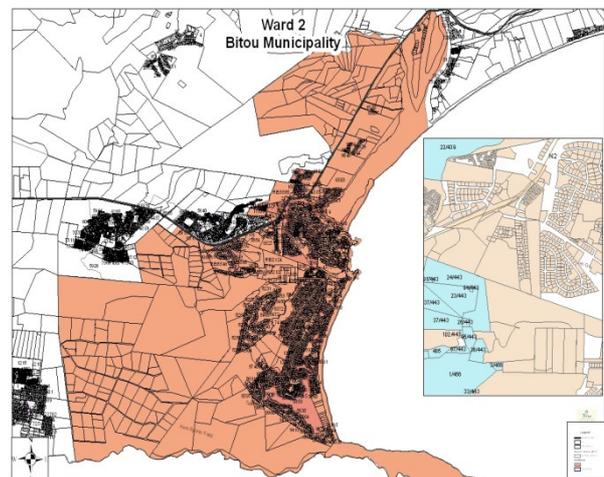


Figure 4: Map of Ward 2 (Plett South and Plett North)

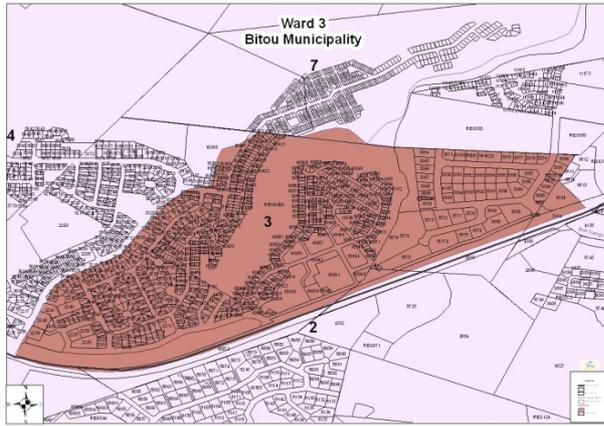


Figure 5: Map of Ward 3 (Bossiesgif, Qolweni, Pine Trees and Gatjie)

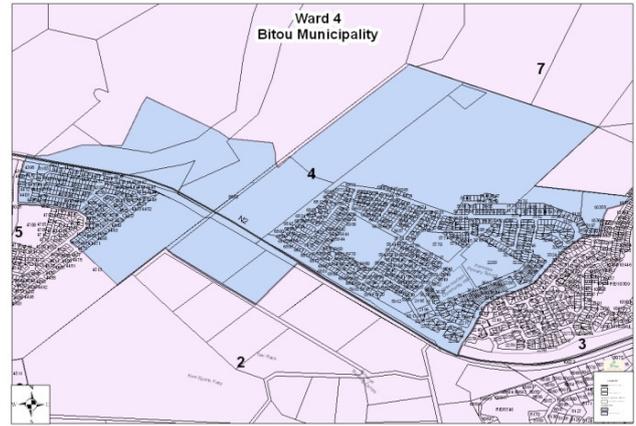


Figure 6: Map of Ward 4 (New Horizon and Kwa-Nokuthula Split VD).

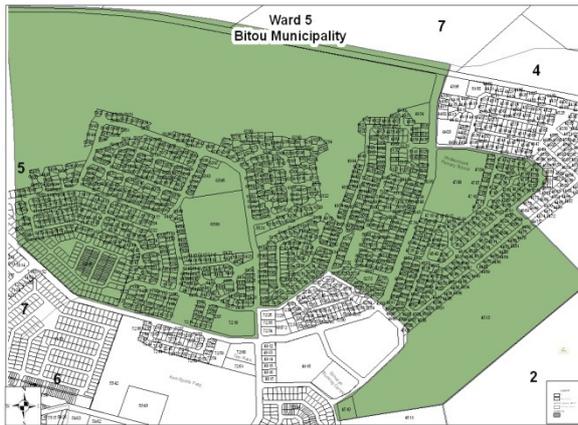


Figure 7: Ward 5 (Phase 1 and 2 Kwa-Nokuthula)



Figure 8: Map of Ward 6 (phase 3 Kwa-Nokuthula)

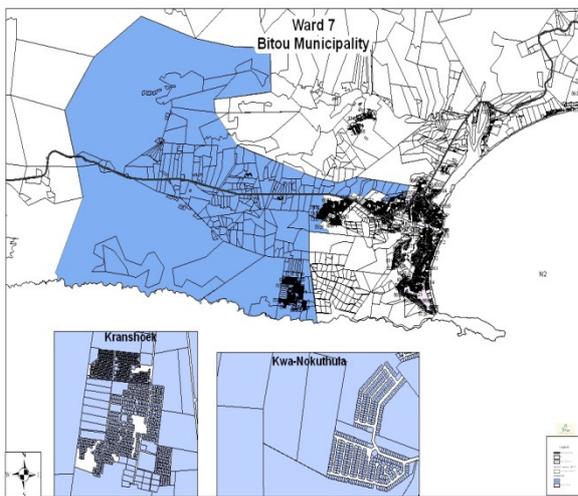


Figure 9: Map of ward 7 (Kranshoek, Harkeville and Split VD phase 3 Kwa-Nokuthula)

# 10. POLICY CONSIDERATIONS

The maps on page 18 indicates that the geography of Bitou forms part of a whole, in other words Bitou municipal area is a segment or fraction of Eden, Eden a fraction of the Western Cape and the Western cape a fraction of South Africa and South Africa part of Africa and the globe.

The development challenges and activities (positive or negative) that take place elsewhere in the world have an indirect or direct impact on the municipal development. This implies that before proceeding with analysing our own development issues we should take guidance from what is taking place globally and nationally.

## 10.1. GLOBAL PRIORITIES

The world is an uneven place; some nations are rich and powerful whilst others are poor and weak. Life expectancy is declining dramatically in the third world or poor countries. The United Nations through its development Agencies like the World Bank, IMF and UNPD is responsible for global development, longevity and economic development. While promoting global development the United Nations is also concerned about the environment.

Industrialization has resulted in deforestation, soil erosion and an increase in greenhouse gas emissions as a result the world is faced with global warming. From the earth summit in Rio in 1992 to the Corps 17 2011 in Durban, the United Nations is endeavouring to mitigate the imminent disaster of global warming by encouraging world economies to go green and save the planet for future generations.

In 2000 the United Nations analysed the development status in the world and the impact of development on the environment resolved to adopt the millennium development goals, which aimed to integrate issues of sustainable into countries policies. The target date in which the United Nations wishes to meet these goals is 2015. Figure 10 below illustrate the eight MDG targets.



Figure 10: the United Nations millennium development goals, source EDEN DM IDP

The Heads of State and Government, gathered at the United Nations Headquarters in New York from 20 to 22 September 2010, to reflect on the progress made since they last met there in 2005 while expressing deep concern that it falls far short of what is needed.

The National Department of Social Development is reporting to the UNDP about the countries' progress in achieving the millennium development goals and South Africa is doing well but still did not meet its target and the continent is very behind. The next report will be tabled in 2015. In responding to the need to accelerate services to meet the millennium development goals and the development challenges of the Country the South African government identified five key priorities and embarked on a visioning project.

From December 2007 the global economy declined and took a particular sharp down turn in September 2008; this recession affected the entire global economy with less impact on South Africa because of the country's stable banking system. Regardless of South Africa's stable banking system jobs were shared, household income is on the decline; inflation is on the rise due to oil price increases, GDP down at a growth rate of between 1 and 2 per cent and most recently the Euro zone economic crises.

The economic growth of Bitou is slowly on a decline because it is largely depends on tourism and the continuous economic decline will devastate the fragile economy of Bitou.

## 10.2. NATIONAL PRIORITIES

In addressing the development challenges of the country the national government would like to achieve the following outcomes:

1. Eradicate extreme poverty;
2. Economic growth and job creation; and
3. Clean administration

The following priorities were adopted by the national government to achieve the above outcomes:

- **Priority 1:** Job creation and economic development
- **Priority 2:** Rural development, land reform and food security
- **Priority 3:** Health
- **Priority 4:** Education
- **Priority 5:** Fighting Corruption and crime

### NATIONAL VISION 2030

The President identified a need to establish a planning commission that had to look into the adoption of a vision for the Country. Dr Trevor Manuel was nominated the chairperson of the planning commission. The commission conducted an analysis with the aim of identifying underlying factors negatively affecting the country's development. Their diagnosis identified the following factors:

- Too few people work;
- The standard of education for most black learners is of poor quality;
- Infrastructure is poorly located, under-maintained and insufficient to foster hire growth;
- Spatial patterns exclude the poor from the fruits of development;
- The economy is overly and unsustainably resource intensive;
- A wide spread of diseases is compounded by a failing health system;
- Public services are uneven and often of poor quality;
- Corruption is widespread;
- South remain a divided society

Through the commission it was resolved that South Africa must write a new story. In new story every citizen should be concerned about the wellbeing of all other citizens, and the development of South Africa means the development of each and every one of us living here. We must build on our solidarity, which through history and heritage has demonstrated our aspiration to create a caring society.

In writing the new South African story the following is proposed:

- ✓ Creating jobs and livelihood
- ✓ Expanding infrastructure
- ✓ Transitioning to a low carbon economy
- ✓ Transforming urban and rural spaces
- ✓ Improving education and training
- ✓ Providing quality health care
- ✓ Fighting corruption and enhancing accountability
- ✓ Transforming society and uniting the nation

## **NATIONAL OUTCOMES**

The Cabinet Lekgotla in 2010 approved an **Outcomes Based Approach** to service delivery. Here are the national outcomes:

1. Improve quality of basic education.
2. A long and healthy life for all South African.
3. All people in South Africa are and feel safe.
4. Decent economy through inclusive economic growth.
5. A skilled and capable workforce to support an inclusive growth path.
6. An efficient, competitive and responsive economic infrastructure network.
7. Vibrant, equitable and sustainable rural communities with food security for all.
8. Sustainable human settlements and improved quality of household life.
9. A responsive, accountable, effective and efficient local government system.
10. Environmental assets and natural resources that is well protected and continually enhanced.
11. Create a better south Africa and contribute to a better Africa and World
12. An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

Table 2 below is the twelve **outcome areas**, and for each outcome, a series of strategic outputs and activities and they are also linked to municipalities.

### 10.3. LINKAGE BETWEEN NATIONAL OUTCOMES AND LOCAL GOVERNMENT

OUTPUTS	KEY NATIONAL SPENDING PROGRAMS	ROLE OF LOCAL GOVERNMENT
<b>Outcome 1: Improved quality of basic education</b>		
1. Improve quality of teaching and learning 2. Regular assessment to track progress 3. Improve early childhood development 4. A credible outcomes-focused accountability system	Increase the number of Funza Lushaka bursary recipients from 9300 to 18 100 over the 2011 MTEF Assess every child in grades 3, 6 and 9 every year Improve learning and teaching materials to be distributed to primary schools in 2014 Improve maths and science teaching	Facilitate the building of new schools by: - - - Participating in needs assessments - Identifying appropriate land - Facilitating zoning and planning processes Facilitate the eradication of municipal service backlogs in schools by extending appropriate
<b>Outcome 2: A long and healthy life for all South Africans.</b>		
1. Increase life expectancy to 58 for males and 60 for females 2. Reduce maternal and child mortality rates to 30- 40 per 1 000 births 3. Combat HIV/Aids and TB 4. Strengthen health services effectiveness	Revitalise primary health care Increase early antenatal visits to 50% Increase vaccine coverage Improve hospital and clinic infrastructure Accredite health facilities Extend coverage of new child vaccines Expand HIV prevention and treatment Increase prevention of mother-to-child transmission School health promotion increase school visits by nurses from 5% to 20% Enhance TB treatment	<b>Many municipalities perform health functions on behalf of provinces</b> <b>Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments</b> <b>Municipalities must continue to improve community health service infrastructure by providing clean water, sanitation and waste removal services</b>
<b>Outcome 3: All people in South Africa are and feel safe.</b>		
1. Reduce overall level of crime 2. An effective and integrated criminal justice system 3. Improve perceptions of crime among the population 4. Improve investor perceptions and trust 5. Effective and integrated border management 6. Integrity of identity of citizens and residents secured 7. Cyber-crime combated	Increase police personnel Establish tactical response teams in provinces Upgrade IT infrastructure in correctional facilities ICT renewal in justice cluster Occupation-specific dispensation for legal professionals Deploy SANDF soldiers to South Africa's borders	<b>Facilitate the development of safer communities through better planning and enforcement of municipal by-laws</b> <b>Direct the traffic control function towards policing high risk violations – rather than revenue collection</b> <b>Metro police services should contribute by:</b> - Increasing police personnel - Improving collaboration with SAPS - Ensuring rapid response to reported crimes
<b>Outcome 4: Decent employment through inclusive economic growth.</b>		

OUTPUTS	KEY NATIONAL SPENDING PROGRAMS	ROLE OF LOCAL GOVERNMENT
<ol style="list-style-type: none"> <li>1. <b>Faster and sustainable inclusive growth</b></li> <li>2. <b>More labour-absorbing growth</b></li> <li>3. <b>Strategy to reduce youth unemployment</b></li> <li>4. <b>Increase competitiveness to raise net exports and grow trade</b></li> <li>5. <b>Improve support to small business and cooperatives</b></li> <li>6. <b>Implement expanded public works programme</b></li> </ol>	<p>Invest in industrial development zones</p> <p>Industrial sector strategies Youth employment incentive Develop training and systems to improve procurement Skills development and training Reserve accumulation Enterprise financing support New phase of public works programme</p>	<p><b>Create an enabling environment for</b></p> <p>investment by streamlining planning application processes Ensure proper maintenance and rehabilitation of essential services infrastructure Ensure proper implementation of the EPWP Design service delivery processes to be labour intensive Improve procurement systems to eliminate corruption and ensure value for money Utilize community structures to provide services</p>
<b>Outcome 5: A skilled and capable workforce to support an inclusive growth path.</b>		
<ol style="list-style-type: none"> <li>1. <b>A credible skills planning institutional mechanism</b></li> <li>2. <b>Increase access to intermediate and high level learning programmes.</b></li> <li>3. <b>Increase access to occupation specific programmes (especially artisan skills training)</b></li> <li>4. <b>Research, development and innovation in human capital.</b></li> </ol>	<p>Increase enrolment in FET colleges and training of lecturers Invest in infrastructure, equipment in colleges and technical schools. Expand skills development learnerships funded through sector training authorities and National Skills Fund. Industry partnership projects for skills and technology development National Research Foundation centres excellence, and bursaries and research funding Science council applied research programmes</p>	<p><b>Develop and extend intern and work experience programmes in municipalities</b> <b>Link municipal procurement to skills development Initiatives</b></p>
<b>Outcome 6: An efficient, competitive and responsive economic infrastructure network</b>		
<ol style="list-style-type: none"> <li>1. <b>Improve competition and regulation</b></li> <li>2. <b>Reliable generation, distribution and transmission of energy</b></li> <li>3. <b>Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports</b></li> <li>4. <b>Maintain bulk water infrastructure and ensure water supply</b></li> <li>5. <b>Information and communication</b></li> <li>6. <b>Benchmarks for each sector</b></li> </ol>	<p>An integrated energy plan and successful independent power producers Passenger Rail Agency acquisition of rail rolling stock, and refurbishment and upgrade of motor coaches and trailers Increase infrastructure funding for provinces for the maintenance of provincial roads Complete Gauteng Freeway Improvement Programme Complete De Hoop Dam and bulk distribution Nandoni pipeline Invest in broadband network infrastructure</p>	<p><b>Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services</b> <b>Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport</b> <b>Maintain and expand water purification works and waste water treatment works in line with growing demand</b> <b>Cities to prepare to receive the devolved public transport function.</b> <b>Improve maintenance</b></p>
<b>Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all.</b>		

<b>OUTPUTS</b>	<b>KEY NATIONAL SPENDING PROGRAMS</b>	<b>ROLE OF LOCAL GOVERNMENT</b>
<ol style="list-style-type: none"> <li>1. Sustainable agrarian reform and improved access to markets for small farmers</li> <li>2. Improve access to affordable and diverse food</li> <li>3. Improve rural services and access to information to support livelihoods</li> <li>4. Improve rural employment opportunities</li> <li>5. Enable institutional environment for sustainable and inclusive growth</li> </ol>	Settle 7 000 land restitution claims. Redistribute 283 592 ha of land by 2014 Support emerging farmers Soil conservation measures and sustainable land use management Nutrition education programmes Improve rural access to services by 2014: Water - 74% to 90% Sanitation - 45% to 65%	Facilitate the development of local markets for agricultural produce Improve transport links with urban centres so as to ensure better economic integration Promote home production to enhance food security Ensure effective spending of grants for funding extension of access to basic services
<b>Outcome 8: Sustainable human settlements and improved quality of household life.</b>		
<ol style="list-style-type: none"> <li>1. Accelerate housing delivery</li> <li>2. Improve property market</li> <li>3. More efficient land utilisation and release of state-owned land</li> <li>4. More efficient land utilization and release of state-owned land</li> </ol>	Increase housing units built from 220 000 to 600 000 per annum Increase construction of social housing units to 80 000 per annum Upgrade informal settlements: 400 000 units by 2014 Deliver 400 000 low-income houses on state-owned land Improved urban access to basic services by 2014: Water - 92% to 100% Sanitation - 69% to 100% Refuse removal - 64% to 75% Electricity - 81% to 92%	Cities must prepare to be accredited for the housing function Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements Participate in the identification of suitable land for social housing Ensure capital budgets are appropriately prioritized to maintain existing services and extend services
<b>Outcome 9: A responsive, accountable, effective and efficient local government system.</b>		
<ol style="list-style-type: none"> <li>1. Differentiate approach to municipal financing, planning and support</li> <li>2. Community work programme</li> <li>3. Support for human settlements</li> <li>4. Refine ward committee model to deepen democracy</li> <li>5. Improve municipal financial administrative capability</li> <li>6. Single coordination window</li> </ol>	Municipal capacity-building grants: Systems improvement Financial management Municipal infrastructure Electrification programme Public transport & systems Bulk infrastructure & water Neighbourhood development partnership Increase urban densities Informal settlements upgrades	Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality Implement the community work programme Ensure ward committees are representative and fully involved in the municipality's community consultation processes Improve municipal financial and administrative capacity by implementing competency norms and standards and
<b>Outcome 10: Environmental assets and natural resources that is well protected and continually enhanced.</b>		
<ol style="list-style-type: none"> <li>1. Enhance quality and quantity of water resources</li> <li>2. Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality</li> </ol>	National water resource infrastructure programme reduce water losses from 30% to 15% by 2014 Expanded public works environmental programmes 100 wetlands	Develop and implement water management plans to reduce water losses Ensure effective maintenance and rehabilitation of infrastructure

OUTPUTS	KEY NATIONAL SPENDING PROGRAMS	ROLE OF LOCAL GOVERNMENT
<b>3. Sustainable environment management</b> <b>4. Protect biodiversity</b>	rehabilitated a year Forestry management (reduce deforestation to <5% of woodlands) Biodiversity and conservation (increase land under conservation from 6% to 9%)	Run water and electricity saving awareness campaigns Ensure proper management of municipal commonage and urban open spaces Ensure development does not take place on wetlands
<b>Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World.</b>		
<b>1. Enhance the African agenda and sustainable development</b> <b>2. Enhance regional integration</b> <b>3. Reform global governance institutions</b> <b>4. Enhance trade and investment between South Africa and partners</b>	International cooperation: proposed establishment of the South African Development Partnership Agency Defence: peace-support operations Participate in post-conflict reconstruction and development Border control: upgrade inland ports of entry Trade and Investment South Africa: Support for value-added exports Foreign direct investment promotion	<b>Role of local government is fairly limited in this area.</b>  <b>Must concentrate on:</b> <b>Ensuring basic infrastructure is in place and properly maintained</b> <b>Creating an enabling environment for investment</b>
<b>Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.</b>		
<b>1. Improve government performance</b> <b>2. Government-wide performance monitoring and evaluation</b> <b>3. Conduct comprehensive expenditure review</b> <b>4. Information campaign on constitutional rights and responsibilities</b> <b>5. Celebrate cultural diversity</b>	Performance monitoring and evaluation: Oversight of delivery agreements Statistics SA: Census 2011 – reduce undercount Chapter 9 institutions and civil society: programme to promote constitutional rights Arts & Culture: promote national symbols and heritage Sport & Recreation: support mass participation and school sport programmes	<b>Continue to develop performance monitoring and management systems</b> <b>Comply with legal financial reporting requirements</b> <b>Review municipal expenditures to eliminate wastage</b> Ensure councils behave in ways to restore

Table 2: The twelve national outcomes and the roles of local government. Source EDEN DM IDP.

## 10.4. PROVINCIAL DEVELOPMENT OBJECTIVES

In responding to the global and national development challenges, the Western Cape cabinet adopted twelve development objectives and these objectives are aligned to all provincial departments

- Increasing opportunities for jobs and growth
- Improving education outcomes
- Increasing access to safe and efficient transport
- Increasing wellness
- Increasing safety
- Developing integrated and sustainable human settlements
- Mainstreaming sustainable and optimising resource-use efficiency
- Increase social cohesion
- Reducing poverty
- Integrating service delivery for maximum impact
- Creating opportunities for growth and development in the rural areas.
- Building the best-run provincial government in the world

The Constitution recognises municipalities as an autonomous sphere of government but Bitou municipality is committed to working in cooperative governance to effectively and efficiently address the development challenges that are faced by all spheres of government and the citizens of Bitou in particular.

## 11. BITOU PROFILE

The biggest challenge with development planning is the availability of credible and accurate data. The availability of data allows planners and decision-making institutions to make accurate decisions and they are able to measure their performance against real development indicators and targets. To update the countries statistics, Statistics South Africa conducted a third census in 2011. The challenge is that the 2011 census results will only be released sometime in 2013 or early in 2014.

In filling this data gap, EDEN District Municipality bought the Global insight data packages for all municipalities in the district. The global insight data package includes:

- ◆ Demographic Data
- ◆ Human Development Index Data
- ◆ Economic Data
- ◆ Labour force Data
- ◆ Household Data
- ◆ Environmental data
- ◆ Crime Statistics

### 11.1. DEMOGRAPHICS

The demographic data refers to selected population characteristics such as population size, race, age, income, disabilities, educational attainment, and employment status. The change in demographic trends is useful because it provides a guide with which to plan in a more informed manner. The following section will outline the population size, gender, age groups and race composition in Bitou.

### 11.2. POPULATION

Monitoring, observing and analysing the population growth trends are important for the municipality. People are migrating in and out of towns and the increasing number of new born kids and mortality plays a significant impact on the development and growth of a town. Monitoring the population growth rate will assist the municipality with forward planning because as the population grows the need for municipal services also increases.

Since the beginning of the census process in 1996 Bitou experienced a positive population growth rate. The population of Bitou has increased at a rate of **7 per cent** per annum. In 2010 the total population of Bitou was projected **44, 842**, which is forecasted to grow to **47, 997** in 2011 and **51, 373** in 2012 at a growth rate of **7 per cent** per annum. In 2010 the total population of Eden was 554 081 and the population of Bitou formed **8.11 per cent** of the total population of Eden.

The table 3 below indicates the racial population growth rates in the period 2001 to 2010. There is a very important observation from the data below. One can say Bitou has a very vibrant or mobile population, especially amongst the Africans and White citizens. The white population in Bitou decreased from **6282** in 2001 to **3290** in 2007 and dramatically increased to **10688** in 2010.

In the same periods the Coloured population increased from **11810** in 2001 to **14491** in 2007 and to **15711** in 2010. African population is also indicating instability because it decreased from **21111** in 2007 to **18284** in 2010 this is after it increased with almost **100 per cent** in 2007 from 10987 to **21111** in 2007.

RACE GROUP	2001	2007	2010
Africans	10987	21111	18 284

Whites	6284	3290	10 688
Coloureds	11810	14491	15 711
Indians	99	109	160
Total	29180	39001	44842

Table 3: the population of Bitou by racial group source, census 2001, community survey 2007 and Global insight

Figure 11 below demonstrates the population growth trends in regard to the growth trends within races that live in Bitou.

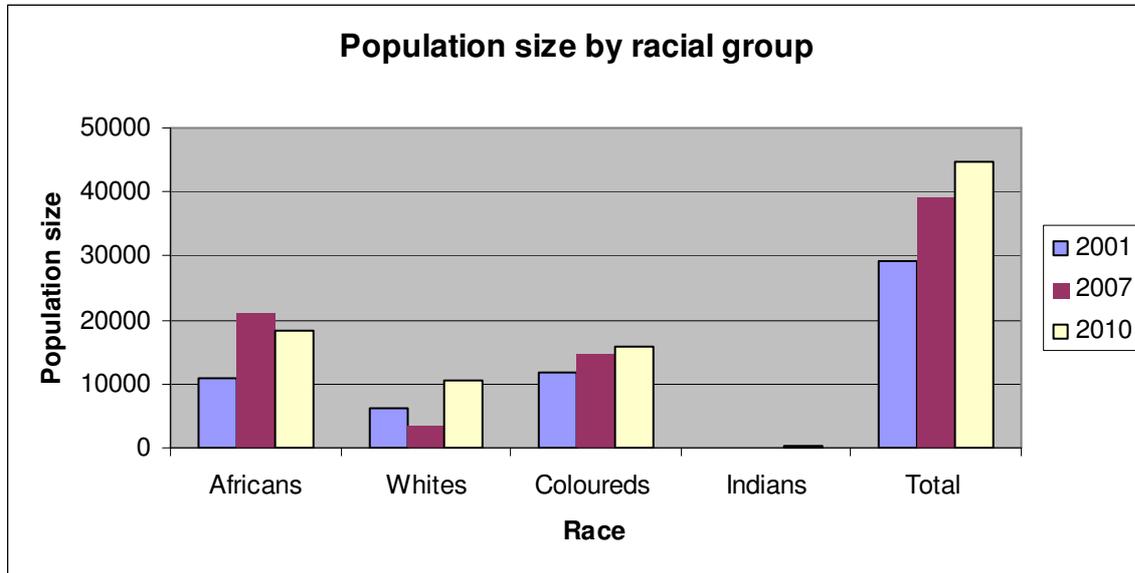


Figure 11: Population size by racial group, source census, community survey and Global insight data.

In 2010 the gender distribution of the total population was showing a balance because the female population accounted for **50.1 per cent** of the population and the male population for **49.9 per cent** in the same period.

Table 4 below indicates the gender distribution of the population over the period 2001 to 2010.

	2001	2007	2010
Male	14343	19631	22 360
Female	14839	19371	22 482
Total	29 182	39 002	44 842

Table 4: Gender distribution of the population

The graph in figure 12 below gives an indication of how the gender is spread over the period 2001 to 2010. There has been a gender balance since 2007.

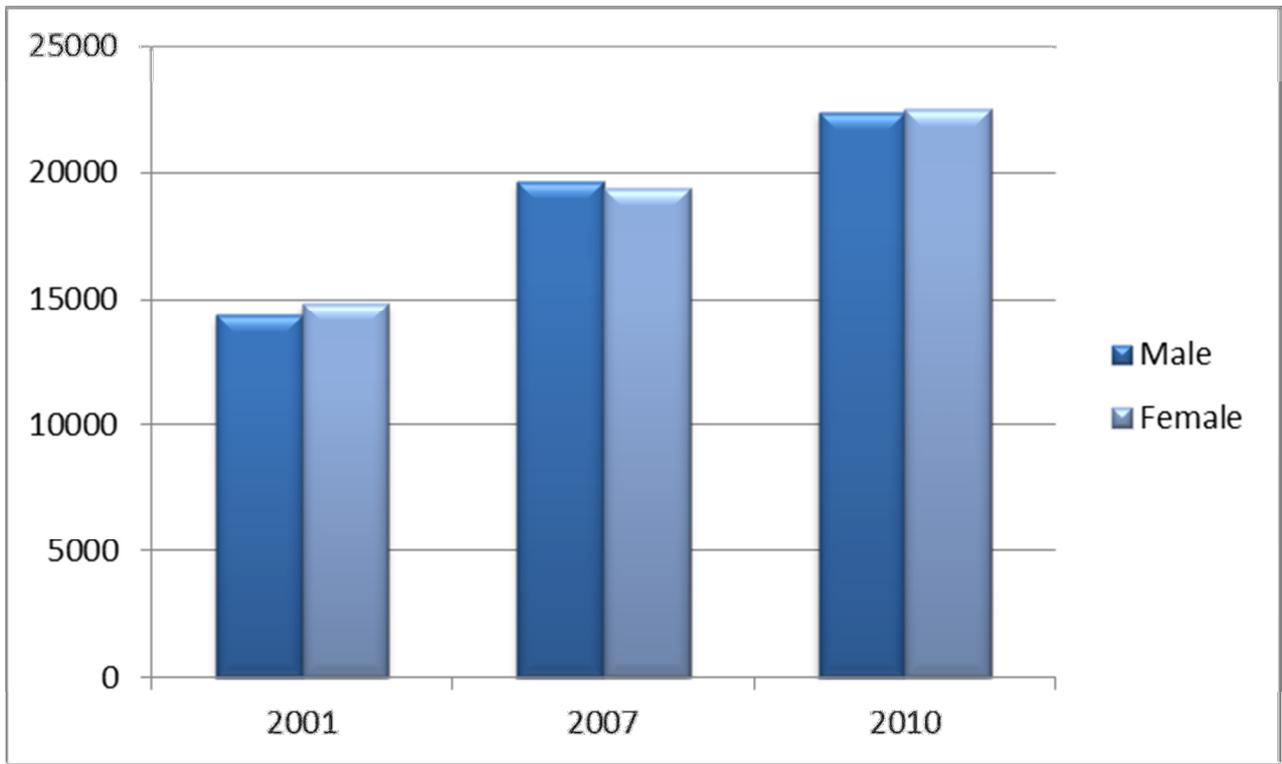
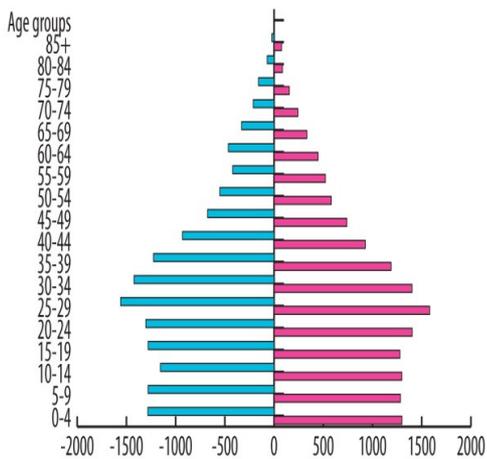
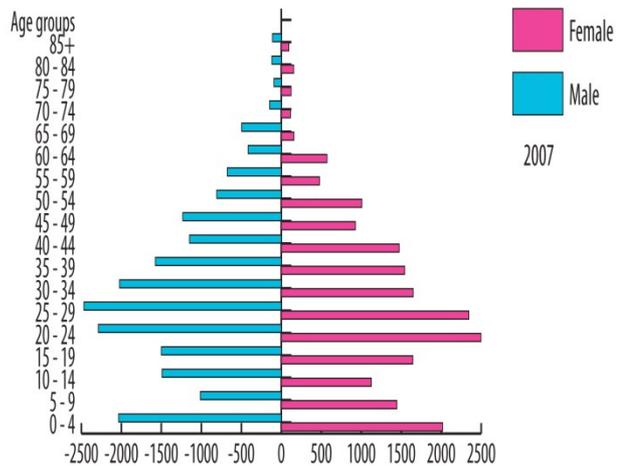


Figure 12: Population distribution by gender, source Stats 2001, community survey 2007 and global insight 2010.

The population pyramids below indicate the population dynamics pertaining to gender. These graphs also indicate how the population of Bitou is ageing. All three graphs project are very young population for Bitou and that there is a serious population decline from age 50 – 54 for both males and females and there is a significant population decline from 65 – 85 years.



2001  
Female  
Male



2007  
Female  
Male

### BITOU MUNICIPALITY AGE COHORT IN 2010

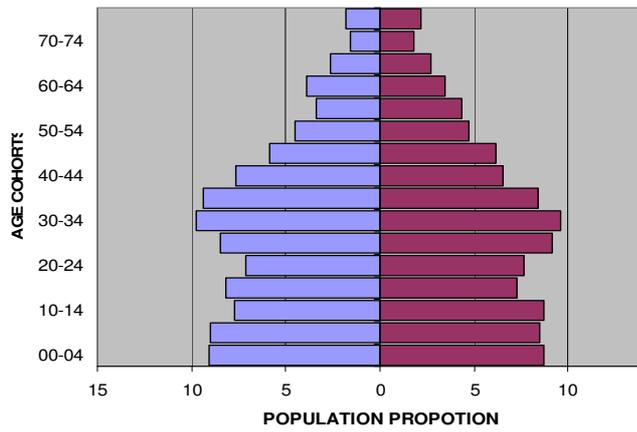


Figure 13: Population pyramid 2001 - 2010, source census 2001, community survey 2007 and global insight 2010

There are a number of economic and social decisions that can be drawn from the observable trends that are demonstrated by the three population pyramids in figure 13 above. The decisions that can be drawn include migration, child mortality, and population by gender and availability of human capital or labour force.

## 12. STRATEGIC THRUST

In order for the municipality to function effectively and efficiently all municipal employees and the public who the municipality serves must understand the municipal vision, goals, objectives, mission and processes of achieving these strategic trajectories. This understanding will be enhanced through a vigorous communication process with all those who will be affected by this new way of doing things. The communication process is discussed in detail under good governance in the later chapters of this document.

### 12.1. MUNICIPAL VISION

The IDP forum meeting held in Kranshoek in November 2011 resolved that the vision of “to be the best together” should be kept. The latter resolution was upheld regardless of the lack of evidence that demonstrates that work was done to implement this vision since its adoption in 2003.

When the IDP forum adopted the Municipal vision at the IDP forum meeting a request was made that the endorsed vision be linked to clear objectives that have clear indicators and these objectives must be time bound.

#### 12.1.1. VISION FOR 2022

“To be the best together”  
“Om saam die beste te wees”  
“SobalaseleSonke”

This vision resonates on the following principles:

- United in diversity
- United in action, and
- Continual improvement over the past

#### 12.1.2. MISSION

- Effecting participative and accountable governance;
- Fostering effective intergovernmental relations;
- Facilitating people-centred development;
- Pro-actively identifying and securing suitable land for settlements;
- Facilitating housing delivery and land development;
- Providing basic services in a sustainable manner;
- Facilitating local economic development by implementing pro-poor strategies and programmes; and
- Fostering social integration

To achieve the municipal goals of providing the community of Bitou with affordable basic services and infrastructure development, job creation and provide open and honest government, the Council decided to focus more on the constitutional schedule and enhance social and economic development as enshrined in section 152 of the Constitution.

## 12.2. MUNICIPAL DEVELOPMENT PRIORITY AREAS

After assessing the municipal capacity and communities' priorities that were raised during the ward planning workshops and IDP forum meetings council adopted the following strategic focus areas for effective and efficient services delivery and also to meet its ultimate goal which is the provision of affordable basic services to all residents of Bitou, create jobs and provide open and honest governance.

### 12.2.1. BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT:

To ensure efficient and affordable basic services to all residents of Bitou by:

Building regulations	Cemeteries	Cleansing	Electricity reticulation
Fire fighting services	Markets	Municipal planning	Municipal roads
Local amenities	Municipal airport	Municipal public works	Municipal traffic
Local sport facilities	Municipal parks and recreation	Refuse removal	Public places
Street lighting	Storm water management	Water	Sanitation

#### INDICATORS:

- Kilometres of repaired roads
- Number of repaired potholes
- Number of new households with access to basic services

### 12.2.2. SOCIAL AND ECONOMIC DEVELOPMENT:

To strengthen the economy of Bitou for sustainable growth and job creation by:

Beaches	Town planning	Airport development
Infrastructure (coming together programme)	Amusement facilities	Tourism promotion

#### INDICATORS:

- Number of rezoning applications approved in time
- All beaches comply with blue flag requirements.
- Number of new businesses
- Number of building plans approved in time

### **12.2.3. DEMOCRATISATION AND GOVERNANCE:**

To develop a municipal governance system that complies with international best practise:

- ✓ To govern by democratic values and principles
- ✓ To be an accountable, transparent and coherent municipality
- ✓ To adhere to king 3 code of good governance practices and principles
- ✓ To transform municipal services delivery by taking the administration closer to the residents with least mobility
- ✓ To handle queries quickly, thoroughly and politely

#### **INDICATORS:**

- Number of unqualified audit reports
- Response time to consumer complaints
- Number of public meetings per annum
- Number of council meetings per annum
- Number of public notices per annum

### **12.2.4. INSTITUTIONAL TRANSFORMATION:**

Create an institution that can align planning with implementation for effective and efficient service delivery by:

- ✓ Being responsive to community needs;
- ✓ Facilitating a culture of public service;
- ✓ Being performance orientated;
- ✓ Aligning roles and responsibilities and a system of delegations;
- ✓ Establishing clear relationships, facilitating cooperation and communication between all stakeholders; and
- ✓ Maximizing efficiency of decision making.

#### **INDICATORS:**

- Number of performance contracts signed by section 57 and 56 employees;
- Compliance with employment equity act;
- Skills audit compiled and implemented timely;
- Percentage reduction in disciplinary hearings.

### **12.2.5. FINANCIAL MANAGEMENT:**

To be a financially viable institution geared to provide affordable and sustainable services to the clientele of Bitou municipality:

- ✓ The economical, efficient and effective use of resources;
- ✓ Effective revenue collection;
- ✓ Effective management of expenditure; and
- ✓ Effective supply chain management.

#### **INDICATORS:**

- Percentage reduction in bad debt.
- Number of monthly accounts delivered to consumers.
- Compliance with supply chain regulations.
- Number of clean audits.

# 13. MUNICIPAL PRIORITIES

## 13.1. BASIC SERVICES AND INFRASTRUCTURE DEVELOPMENT

With regards to the provision of basic municipal services, chapter 8 of the Municipal Systems Act of 2000 under general duties states the following:

Section 73 (1) A municipality must give effect to the provision of the constitution and –

- (a) give priority to the basic needs of the local community;
- (b) promote the development of local community; and
- (c) ensure that all members of the local community have access to at least the minimum level of basic municipal services

Access to basic Municipal services such as portable water, sanitation, safe energy and refuse removal ensures that households enjoy a decent standard of living and subsequently improved quality of life. In this chapter we will look into the performance of the municipality in delivering basic services.

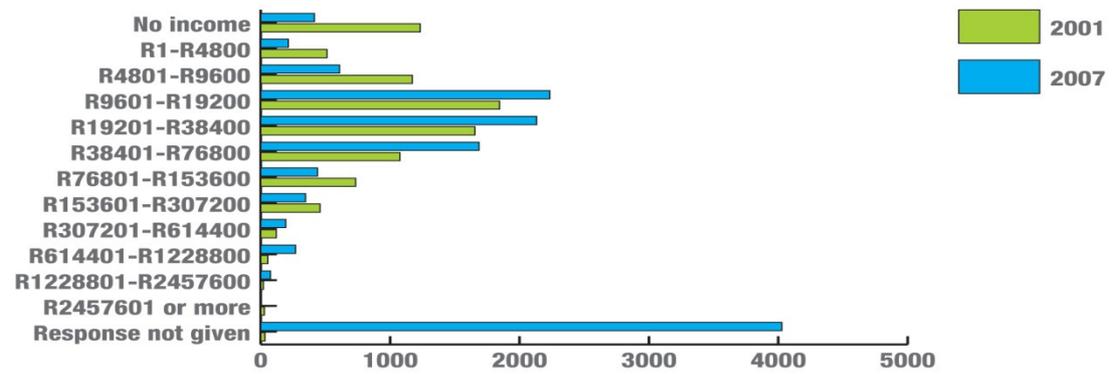
The identified backlogs will then be measured or linked against the needs of the community to enable the municipality to take strategic decision with regards to resource allocation and how these backlogs will be addressed over the Council term (5 years).

Basic services are provided to households which makes prudent for us to first analyse the status quo of households because the population of Bitou has increased since 2001.

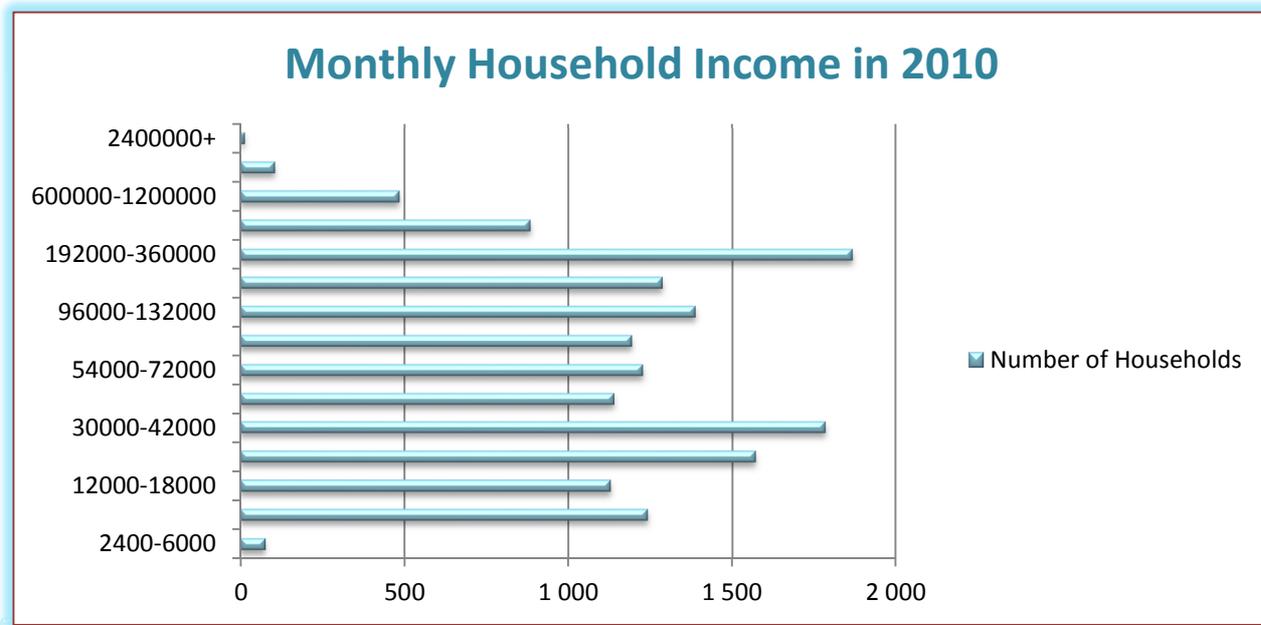
### 13.1.1. HOUSEHOLD STATUS IN BITOU

The total number of households in Bitou has increased from **12645** in 2007 (community survey 2007) to **15 479** in 2010 (global insight).

Household income in 2001 - 2007



Census 2001 highlighted that **3.2 per cent** of all households in Bitou Municipality reported no monthly income. However, the number of households that have reported no-income decreased by 818 (66, 3%) from 1233 in 2001 to 415 in 2007. In 2007, households with a monthly income of R801-R1 600 accounted for the second biggest household income category at **25.9 per cent** of the total number of households in Bitou.



The household income analysis of the area shows an economy that is characterised by low income levels. The dominant household environment (60.24% of all households earning below R38, 401 per annum) which is largely affected are black households making the largest concentration share of the population (47.82%).

### 13.1.2. HOUSING

The constitution in Section 26 (1) reads as follow “Everyone has a right to adequate housing and part 2 of the same section reads as follow “the state must take reasonable legislative and other measures within its available resources, to achieve the progressive realisation of this right.”. Subsequent to the constitutional requirements, the housing Act was enacted in 2007 and the roles of all spheres of government were outlined.

Housing used to be a sub function at National and Provincial government level but after the 2009 national and provincial government elections government established human settlements departments at both national and provincial sphere. The human settlement concept is not only focused on Housing but part of a whole settlement to promote social cohesion and stimulates economic development.

Province encouraged municipalities to draft human settlement plans as a settlement development blue print because municipalities are the face of government and a point of entry to communities.

#### 13.1.2.1. ACCESS TO HOUSING

Table 14 below shows the different dwelling types in Bitou Municipality between 2001, 2007 and 2010; the total number of dwelling units grew at an average annual rate of **6.0 per cent** over the same period.

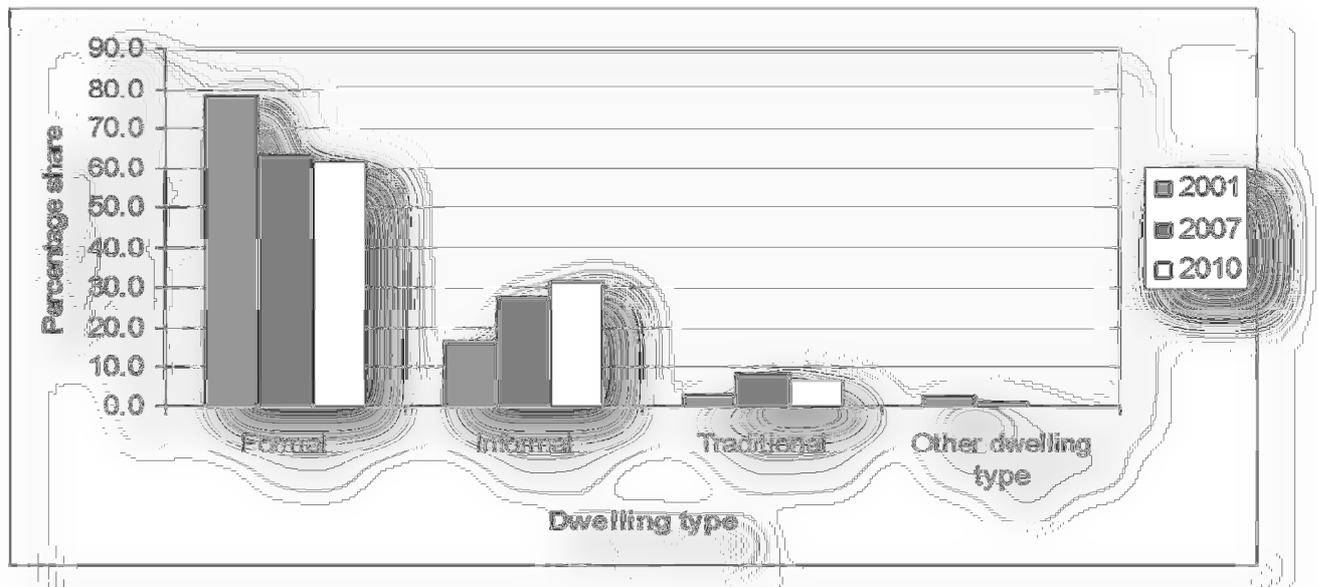


Figure 14: dwelling types in Bitou. Source: Census 2001, 2007 Community survey and 2010 global insight.

Informal dwellings/shacks that are not in back yards experienced the highest growth of **46.8 per cent** between 2001 and 2007; this was followed with a **27.6 per cent** growth of traditional dwellings/hut/structures made of traditional materials.

The global insight data estimates that **5 914 households** live in informal dwellings. However, the municipal record indicates that **9200 people** are registered on the municipalities housing waiting list. The housing backlog is increasing at an alarming rate of **10 per cent** per annum. This increase in the housing backlog is caused by factors such as:

- ◆ **GROWING.**

The population is growing at a rate of 7 per cent per annum. The population pyramids in the demographics section of this document indicates that Bitou has a very young population. In analysing the population pyramid we discovered that there is a huge population increase between the ages of **18yrs** and **24yrs**. These young adults normally build back yard shacks at their parents' properties.



Figure 15: Backyard shacks encroaching on municipal land.

#### ◆ **MIGRATION**

Western Cape has the second fastest growing population after Gauteng. This can be attributed to factors such as stable and growing economy, stable political climate and low levels of crime as compared to Gauteng and Kwa-Zulu Natal. The people who are moving to Bitou are mostly from the Eastern Cape and Southern Free State.

What makes this scenario more interesting is the fact that Bitou is the first municipality into the Western Cape from the East. Areas like Kurland, Qolweni and Kwa-Nokuthula become the entry point whilst they find their feet. Their inflow exacerbates the housing need and puts more pressure on the already outdated municipal infrastructure.

#### ◆ **LACK OF SUITABLE LAND**

The inflow of people into this area increases the need for shelter and the need for shelter / housing increases the need of land for housing. At present there is practically no suitable land in possession of the municipality for housing. The municipality is practically does not have land for housing especially for low cost housing.

The land question does not only affect housing but other sectors of the society like churches, play parks, business sites and agricultural land for farming. There is no growth potential for areas like New Horizon and Bossiesgif because these areas are bordered by privately owned land that would be expensive for the municipality to buy. Some of these pieces of land are sloped and not suitable for RDP houses. To stabilize the soil and foundations will be more expensive.

#### ◆ **GAP HOUSING**

Government and business requires skilled people to do their business and in most cases the required skills are not readily available in Bitou and as a result skills are sourced outside of our area. The challenge that goes with the attraction of skilled people is a lack of adequate housing. The housing gap between low cost houses and bond house locks the middle class out of the housing market.

This then leads to brain drain, meaning that middle class earners flee from Plettenberg Bay because of the fact that they cannot meet their housing needs.

Areas that are mostly affected by housing are Kranshoek, Kurland, Green Valley, New Horizons, Kwa-Nokuthula and Qolweni/Bossiesgif Pine Trees. Housing dominates every public meeting held at these areas.

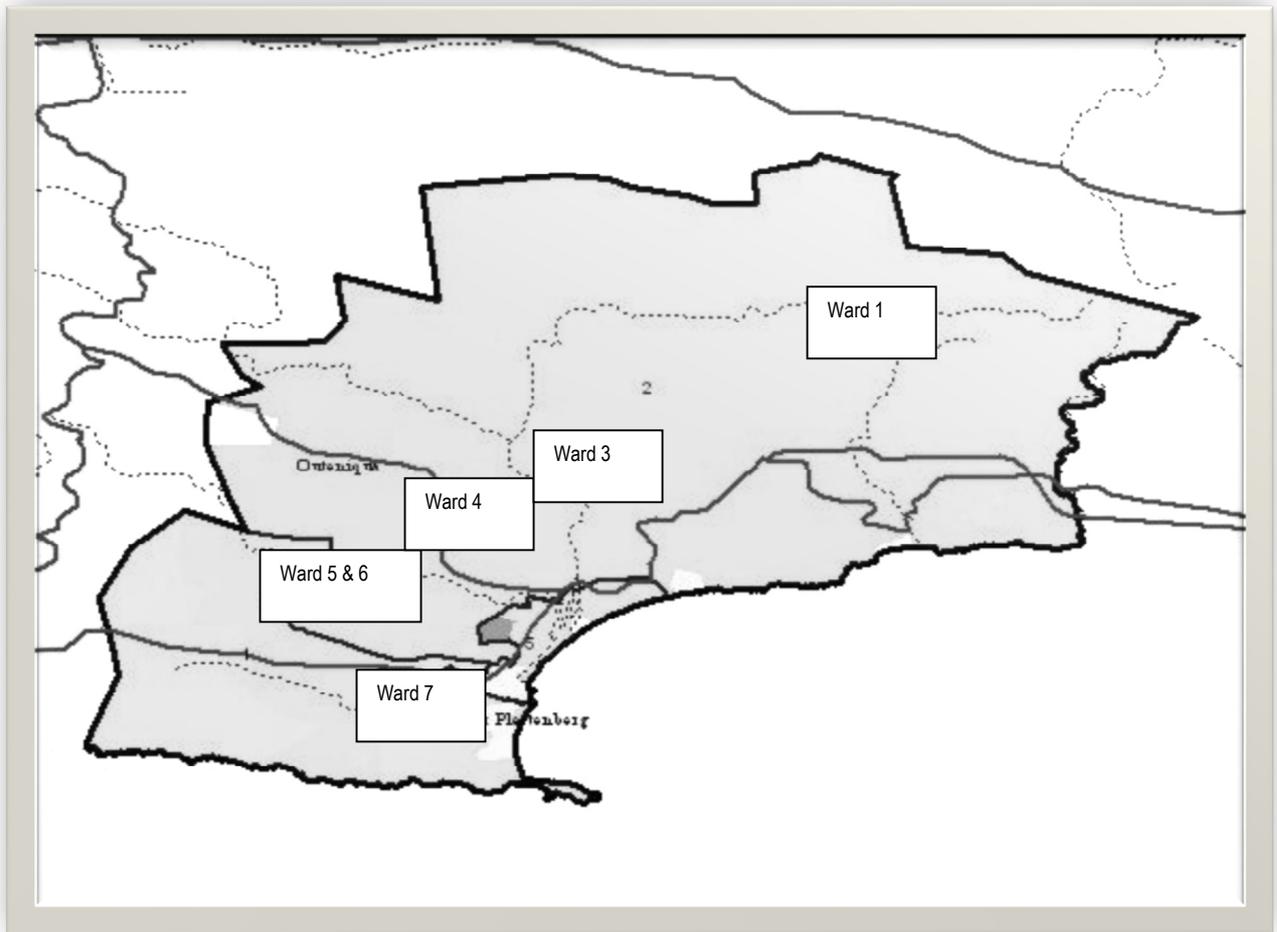


Figure 16: A map indicating the geographic layout of housing needs around Bitou.

## HOUSING / HUMAN SETTLEMENT OBJECTIVES

To address the housing issues that were discussed above the municipality resolved to craft and work towards reaching the following objectives.

### OBJECTIVE 1

The objective is to provide adequate housing to all residents of Bitou and reduce the housing backlog from 9200 to 7950 by 2017.

### OBJECTIVE 2:

To reduce the annual housing waiting list increase of **10 per cent per annum** to **5 per cent per annum**. The above objectives conform to the provincial and national human settlements development plan. The table below outlines the strategies and projects that will be embarked upon to reach objectives 1 and 2.

STRATEGY	WHAT IS NEEDED IN ORDER FOR THE STRATEGY TO SUCCEED?	WHAT IS ALREADY AVAILABLE IN THE MUNICIPALITY ?	WHAT FUNDED PROJECTS ARE IN ACTION OR IN PIPELINE	IS WHAT IS AVAILABLE ENOUGH FOR THE STRATEGY TO SUCCEED? Rate 1 - 3	WHAT MORE IS REQUIRED?
Accelerate housing development.	To accreditation to be a housing agent.	Discussions in progress with Department human settlement	Housing Construction R16000000.00	3	Estimated that R93750000.00 required for housing development.
	Securing land for housing	Purchasing of Ebenezer (portion 20 of the Hillview farm No 437 Plett).	R10 000 000.00	3	R15 000 000.00 need for additional land.
Development of a new housing policy.	Twining with municipalities in the Eastern Cape	None	None	3	Networking R80 000.00
	Developing and enforcing a housing strategy	None	None	3	R50 000.00
	Building internal capacity	Housing unit	Operational budget	3	Squatter control officer

Table 5: Housing development strategy 2012 - 2017

The table 5 above outlines the strategies and the requirements to achieve the strategy. However it should be made clear that housing at the moment is not a municipal function and that the municipality is dependent on Provincial grants. In order for the strategy to succeed a clear project plan must be developed.

### 13.1.2.2. PLANNED HOUSING PROJECTS 2012/2017

The following is a list of proposed housing projects per area:

#### 13.1.2.2.1. QOLWENI/ BOSSIESGIF

UISP (approx.1700 units)

Town planning and land surveying for Phase 1, 2 and 3 have been completed.

The town planning and land surveying for Phase 4 have commenced and will be completed by the existing consultants as soon as UISP funds are available for the engineering services for Phase 3. Land should be identified for the completion of Phase 4 town planning.

Valuation of private properties has been prepared by PRT for future purchasing. Transfers of private land by PRT should be done once the funds are available.

#### **13.1.2.2.2. KWA-NOKUTHULA**

IRDP (approx. 2000 units)

The town planning and land surveying for the first 641 units have been completed. The PRT should get involved with the completion the remaining 1361 units. A sector plan was previously prepared. The said sector plan proposed integrated housing developments that include GAP housing.

The identified property still belongs to the provincial government and we hope that this property will be transferred to the Municipality as soon as possible.

#### **13.1.2.2.3. KURLAND**

IRDP (480 units)

Town planning and land surveying for this development is complete and the only thing outstanding is top structure funding.

#### **13.1.2.2.4. KRANSHOEK**

IRDP (876 units)

Town planning and land surveying for this development is complete and 50 units will be built and 401 sites will be services during the 2012/2013 financial year..

#### **13.1.2.2.5. GREEN VALLEY**

IRDP (250 units)

An area on the old rugby field and adjacent to the clinic has been identified for housing .The area is approximately 3,8ha in size and can accommodate approx. 250 units. The town planning, land surveying and engineering for this development should be completed by the PRT.

#### **13.1.2.2.6. NEW HORIZONS**

IRDP (number of units unknown)

New Horizon has been in the back of the line when it comes to housing development. The municipality did identify a piece of land for human settlement development. A layout plan was developed and property evaluation was done.

It will be confirmed if funds have been made available by PGWC for the purchase of private land for public consumption. If not, then PRT should submit motivation for purchase of land. The transfer of this land should be also undertaken by the PRT, if not done yet.

The town planning, land surveying and engineering of this project should be completed by PRT.

#### **13.1.2.2.7. RECTIFICATION**

(EHP)

It was confirmed that the PRT should identify all units that should require recertification. The PRT has to prepare a rectification report for Bitou.

PRT (Professional Resource Team) to get involved.

#### **13.1.2.2.8. GAP & SOCIAL HOUSING**

(Number of units unknown)

Various sites have been identified for Social and GAP housing including the buffer area in Kwa-Nokuthula and Shell City (zoned group housing 52 to 55 units). This area is crossed by various existing services that should be investigated. Land is also available in Qolweni/Bossiesgif for Social and GAP housing projects. A Pilot of Social Housing and GAP housing project for Bitou should be identified and implemented.

#### **13.1.2.2.9. SOLAR GEYSER**

South Africa's energy supply is under pressure and Eskom is encouraging the use of alternative energy sources for lighting, heating and cooking. Bitou municipality is planning to provide all low cost houses with solar geysers.

Tenders will be called for a possible service provider.

### 13.1.2.3. HOUSING PROJECT MATRIX

PROJECT	Various Housing Projects; 2012/2013				VOTE NO:				315602225 ;Bossiesgif/Qolweni ;315602245 ;Kranshoek; 315602255 Kurland														
DESCRIPTION:	Kurland; Kranshoek; Green Valley; Land acquisition, Qolweni, Rectification programme.						PROJECT OBJECTIVE				To deliver adequate housing.												
OUTPUTS:	TARGETS:/INDICATOR			MEANS OF VARIFICATION								LOCATION: (WARD, AREA, STREET & ERF NUMBER)											
Prov. Allocation; R15, 437, 573.	Number of top structures built Number of wet core site delivered Number of senior citizens allocated with housing			Approval of claims by the Provincial Administration of the Western Cape.								Kranshoek; Ward ;4 Kurland; ward ;1 Qolweni/Bossiesgif ;ward;2											
MAJOR ACTIVITIES:	RESPONSIBLE DEPARTMENT:	COST:		OPERATIONAL PLAN 2012 - 2017																			
				2012 – 2013				2013 - 2014				2014 - 2015				2015 - 2016				2016 - 2017			
				1ST	2N	3R	4T	1S	2N	3R	4T	1ST	2N	3R	4T	1ST	2N	3R	4T	1ST	2N	3R	4T
				D	D	D	H	T	D	D	H	D	D	D	H	D	D	D	H	D	D	D	H
Construction of wetcore in Kurland.(188 erven)	Comm. Services	R4,700,000		R	R1,566,66	R1,566,66	R1,566,66																
Construction of wetcore in Kranshoek(200 erven)	Comm. Services	R5,000,000			R1,666,66	R1,666,66	R1,666,66																
N4 Application ;Green Valley)	Comm. Services	R300,000		00,000		R3,000	nil																
Purchase of land; Qolweni	Comm. Service/ Municipal manager	R15,000,00		Nil	R1,000,00	R1,000,00	??																
Rectification Programme	Comm. service	R5,000,000		Nil	R1,666,66	R1,666,66	R1,666,66																
SOURCES	BUDGET	2012 - 2013	2013 - 2014	2014 -2015	2015 - 2016	2016 - 2017	ALIGNMENT OR CROSS CUTTING ISSUES TO BE CONSIDERED																
Prov. Admin, of Western Cape. MIG & discretionary funds	R15,437,157 R8,400,000	R15,437,157	R14,000,000	R13,567,345			1.Community needs 2PRioritisation. 3. Disabled 4.Age																
<b>TOTAL</b>	<b>R23,,837,157</b>	<b>R23,837,157</b>	<b>??</b>																				

#### 10.1.2.4. ONE YEAR HOUSING PERFORMANCE INDICATORS

N. KPA	Local KPA	Objective	KPI's	Cost	Type of KPI	Baseline	target	Time July 2012 – June 2012												POE							
								J	A	S	A	N	D	J	F	M	A	M	J								
Basic Service Delivery	Construction of houses.	To deliver housing opportunities by 2011/2012.	Number of approved subsidies	0.00	output	0	501	x																Gazette			
			Number of fully serviced sites.	0.00	output	0	401																			As build plan. Project progress meeting	
			% reduction of housing backlog.	0.00	output	0	0																		x	Occupancy certificates	
			Number of housing units constructed	900000	output	0	100																			x	NHBRC and Engineering certificate
			Number of beneficiaries meetings held	0.00	input	0	3																				x

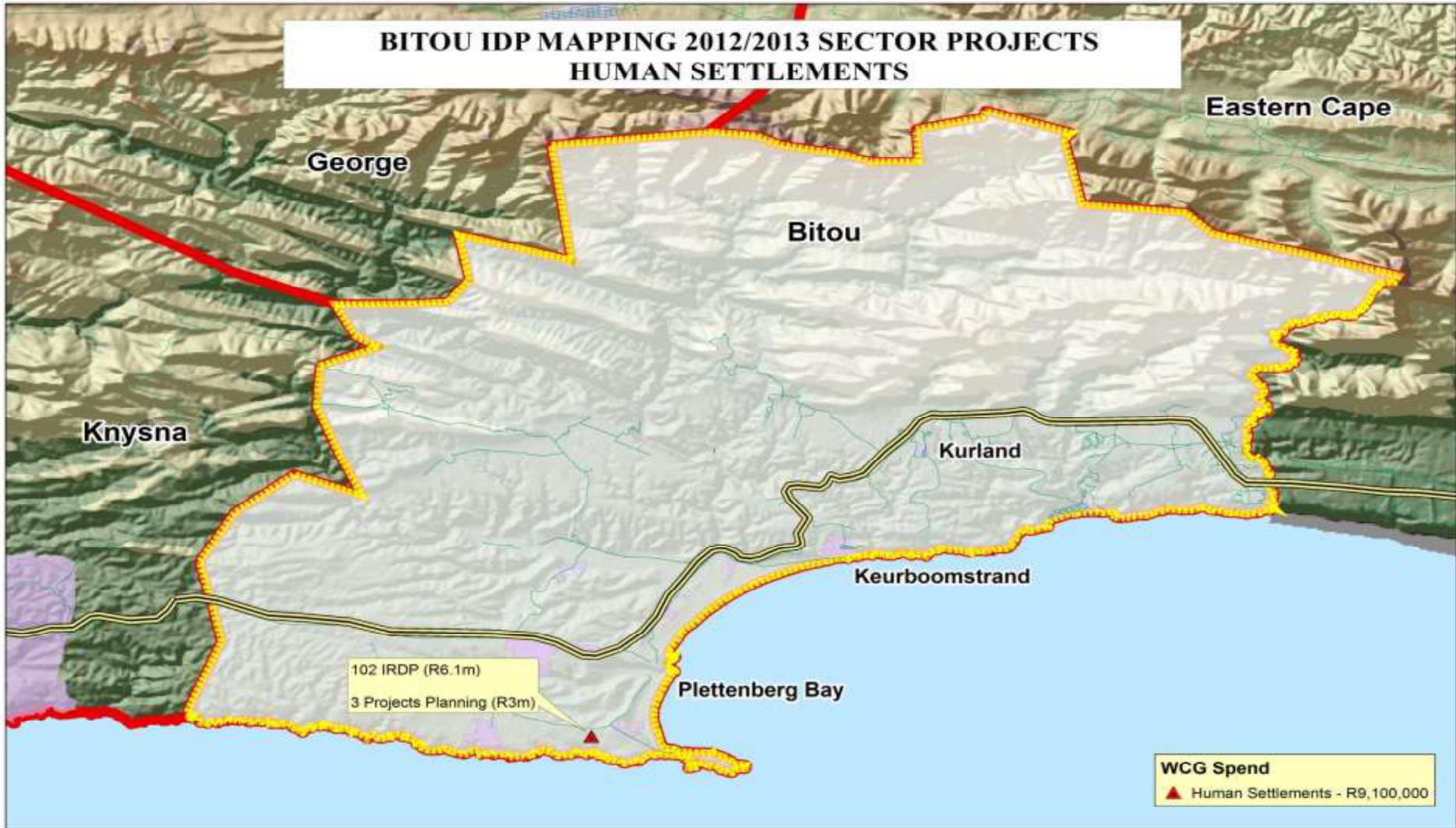
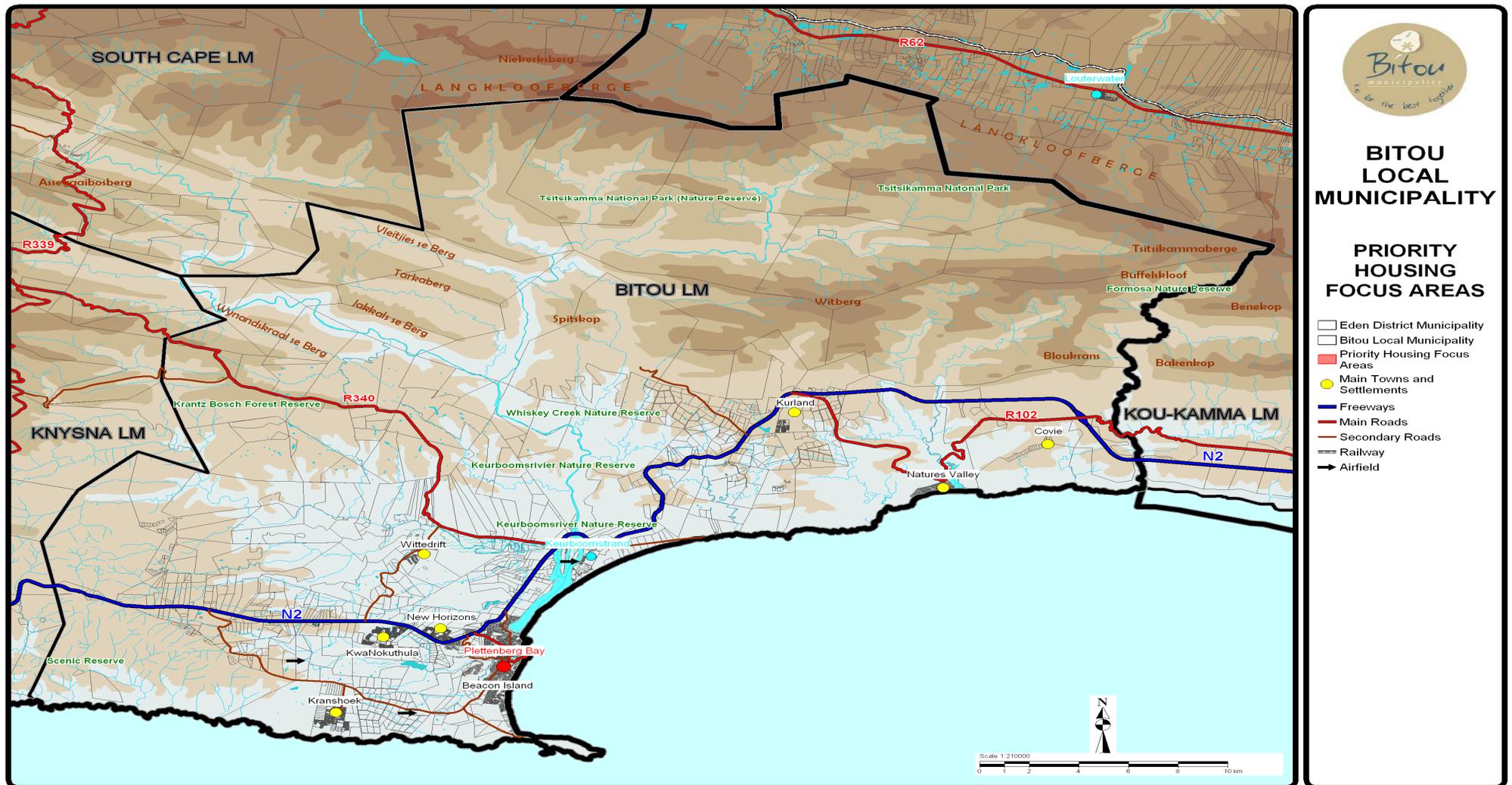


Figure 17: 2012/2013 Housing Allocation

### 13.1.2.4. HOUSING DEVELOPMENT SPATIAL LOGIC FOR 2012 – 2017



**HOUSING DEVELOPMENT MAPS PER AREA**

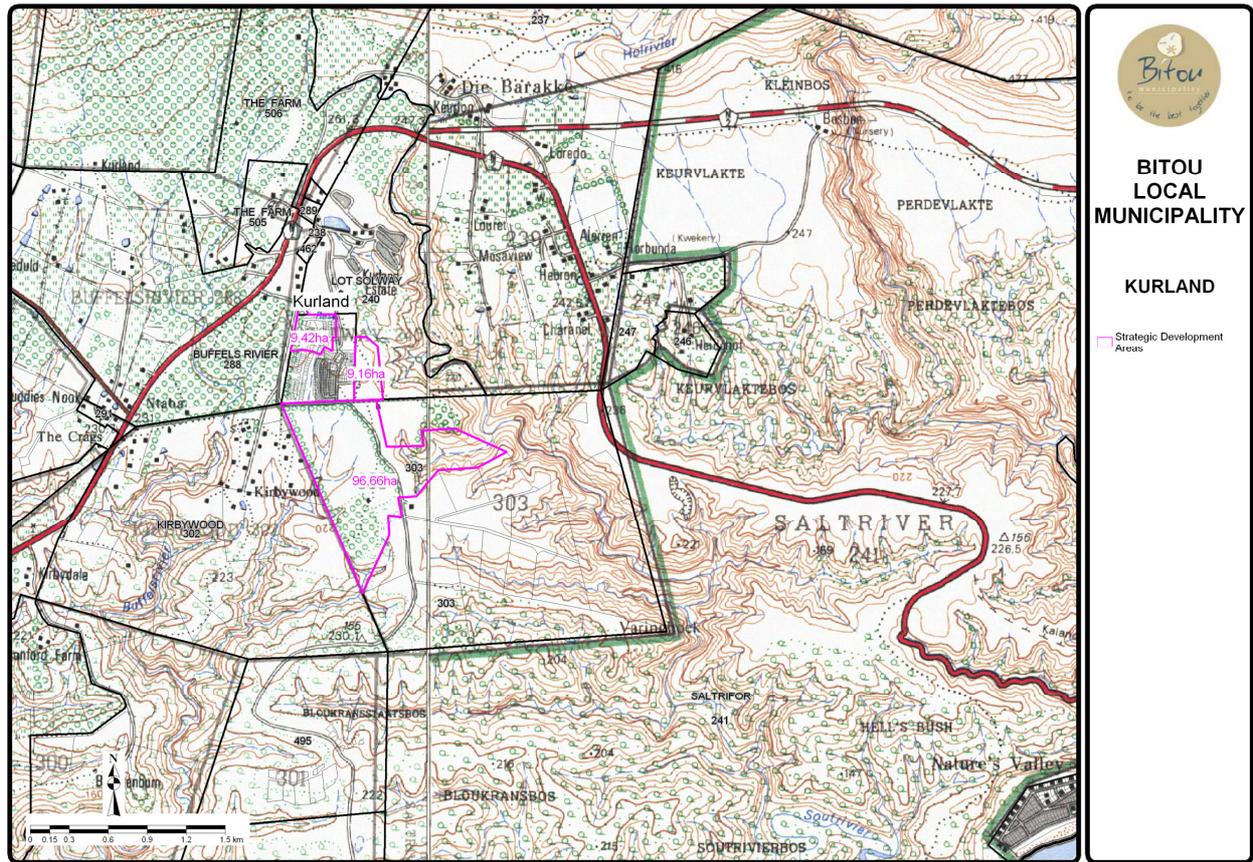
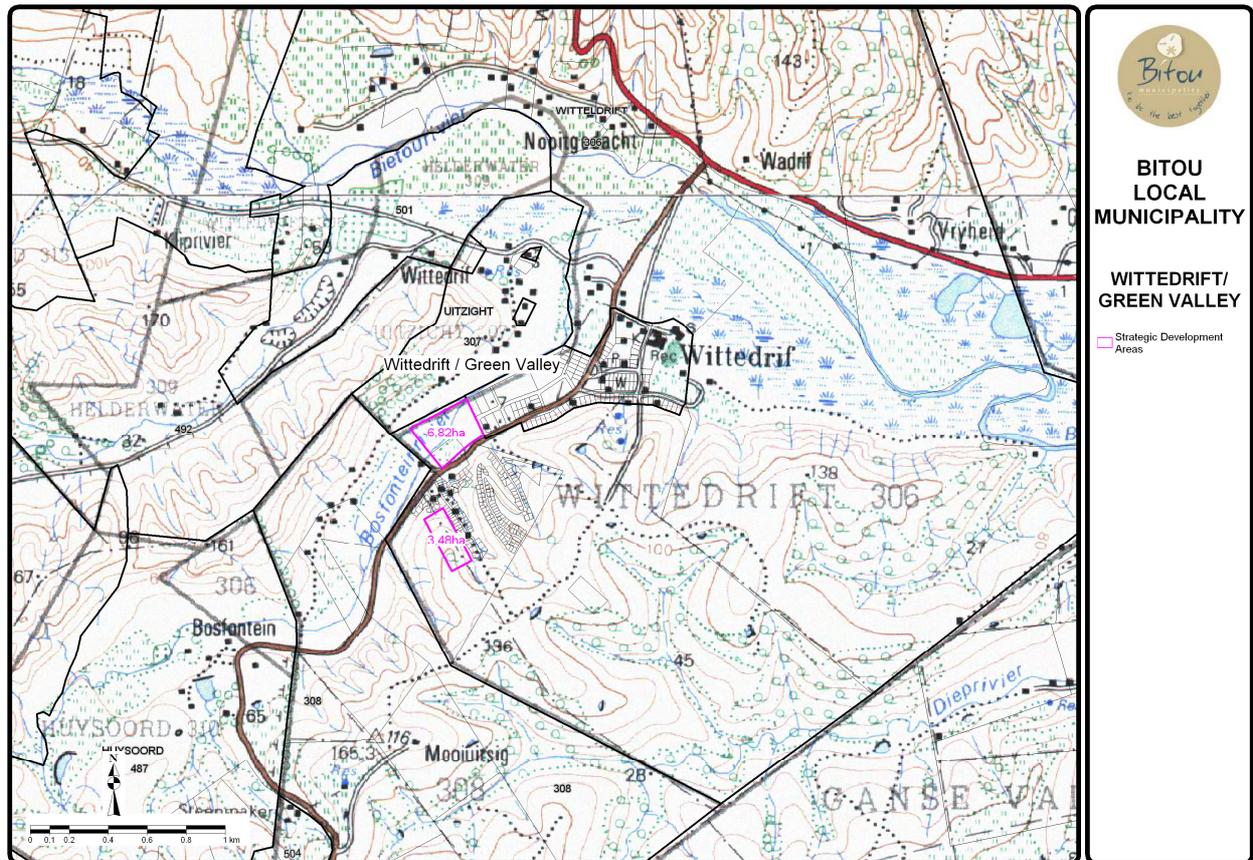


Figure 18: source Bitou Sustainable Human Settlement Plan



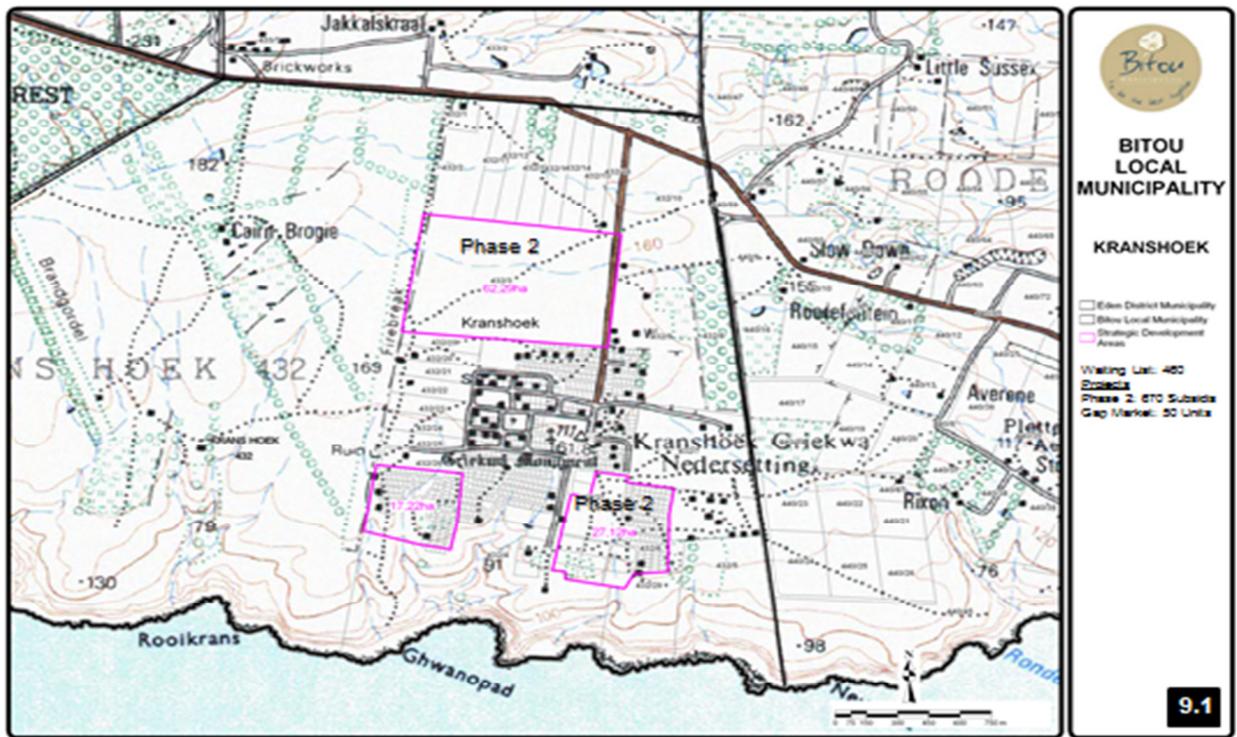
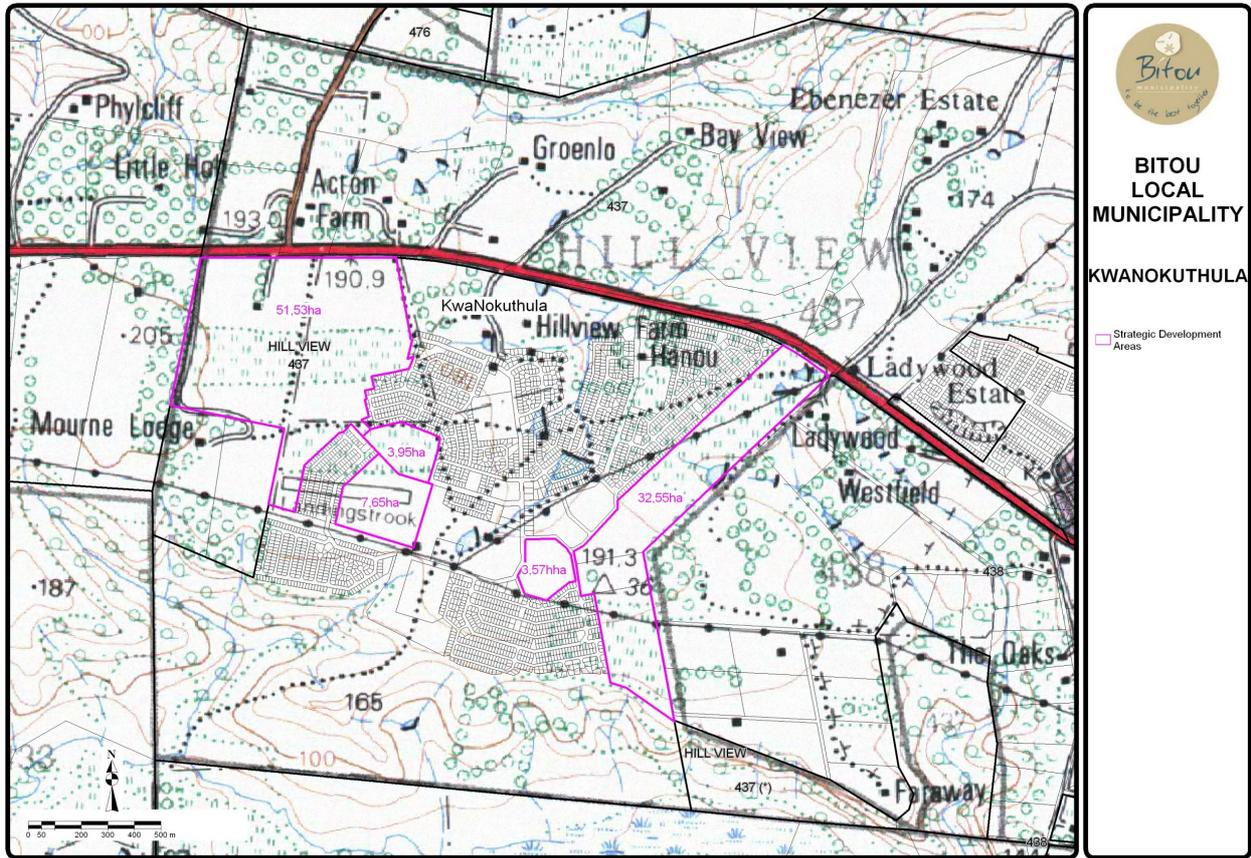
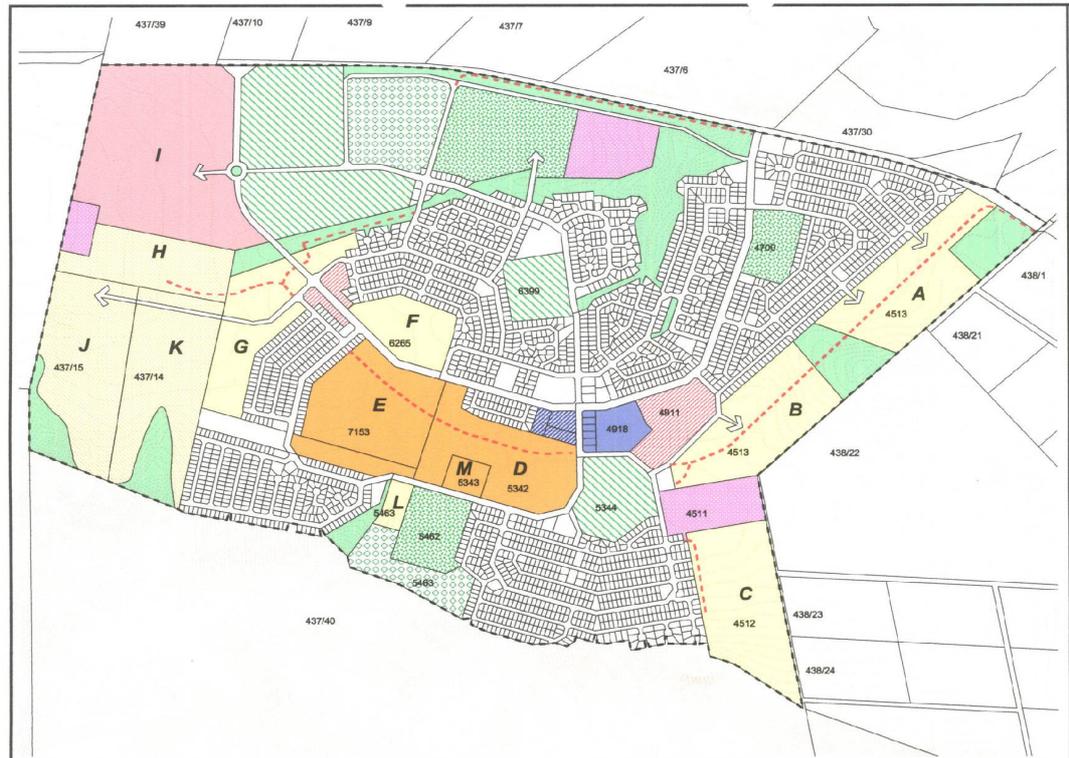


Figure 19: Source Bitou Sustainable Human Settlement Plan



  
**BITOU LOCAL MUNICIPALITY**  
**KWANOKUTHULA**

 Strategic Development Areas



**Draft Sectoral Plan KWANOKUTHULA**

 Study Area  
 2m Contours  
 Cycle Way

 Industrial Area  
 Future School Sites  
 Existing Education  
 Open Space - Passive  
 Open Space - Active  
 Local Authority  
 Community  
 Business  
 Proposed High Density  
 Single Residential Sites  
 Economic Housing  
 Taxi Rank

DATE: December 2007  
 SCALE: 1:7500  
 REF:

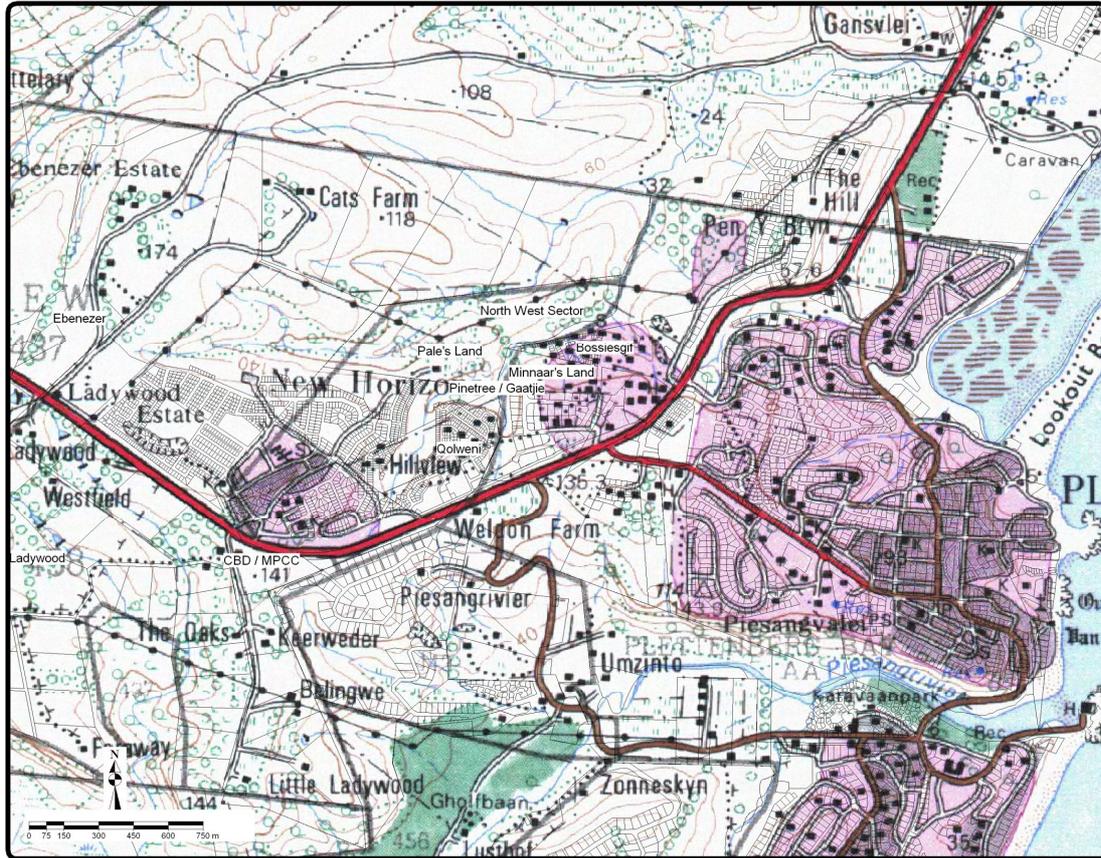
**PLETTENBERG BAY**

situated in  
 Bitou Municipality  
 Administrative District of Koyana  
 Province of the Western Cape

  
**WENDY FLOREY & ASSOCIATES**  
 TOWN PLANNING CONSULTANTS

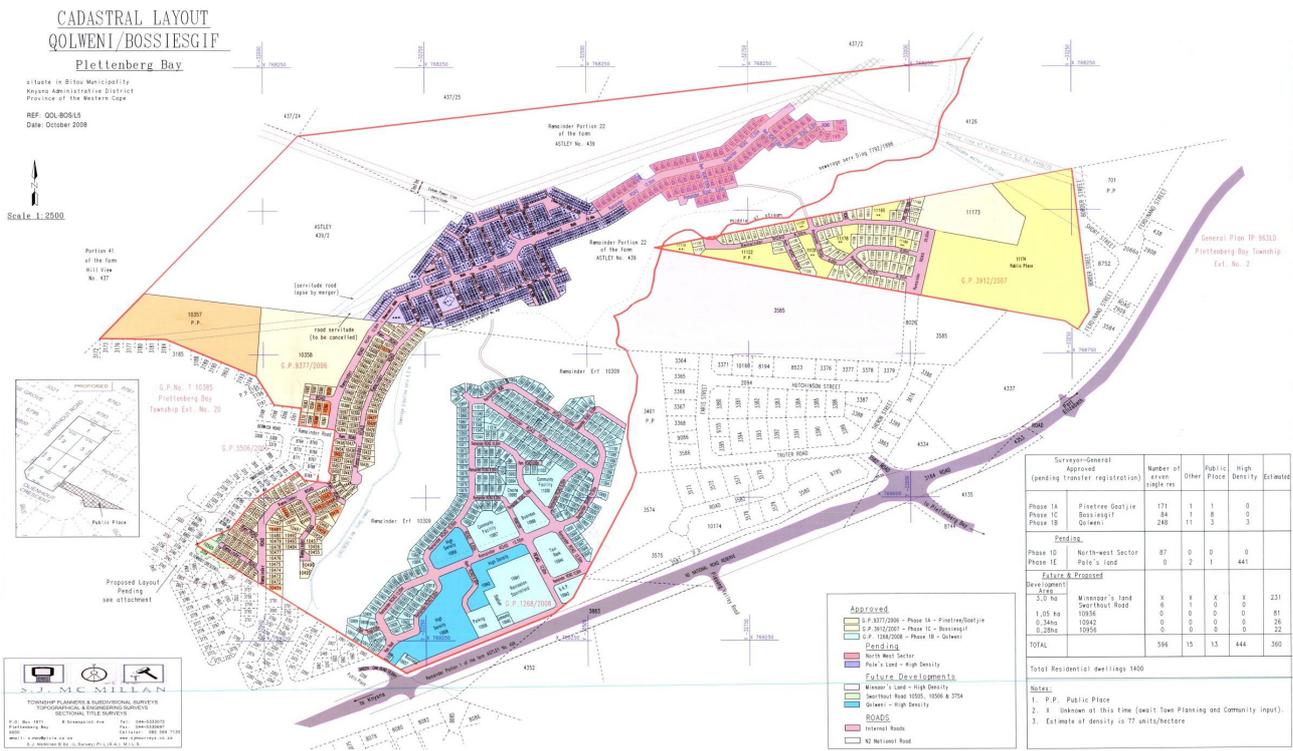
Tel: 044 533 6226  
 Fax: 044 533 0888  
 Email: wendy@wendyfloye.co.za

Figure 20: Housing Development Plan of Kwa-Nokuthula



**BITOU LOCAL MUNICIPALITY**

**NEW HORIZONS/ QOLWEN/ BOSSIESGIF**



### 13.1.3. WATER

All municipalities that act as Water Services Authorities (WSA's) are required, by the Water Act (Act 108 of 1997) to produce a Water Services Development Plan (WSDP) for their water and sewerage (sanitation) systems. The purpose of the WSDP is to ensure effective planning and communication by the Municipality as the WSA, and to assist in effective monitoring and evaluation. There is a chapter on sector plans where the WSDP will be discussed in depth the focus of this section will be mostly on water demand.

Water is the most basic commodity needed by human beings for consumption and other uses and a lack thereof can lead to **poverty, economic decline** and **loss of life**. Bitou Municipality is constantly trying to avoid water related challenges or loss of life due to TOXIC water due to unreliable water source. In the last two financial years the water of Bitou was ranked amongst top 10 municipalities alongside the city of Cape Town and we even beat George Municipality with our water quality.

The 2012 Blue Drop report describes the Blue Drop certification programme as an innovative means to regulation which was designed and implemented with the core objective of safeguarding the tap water quality management. This objective stems from the fact that the livelihood of mankind depends on the availability of clean drinking water. People participate as process controllers, laboratory staff, samplers, engineering staff, scientists, environmental health practitioners, maintenance staff, management and general workers motivated to ensure sustainable supply of safe drinking water. During the latest assessment cycle the Blue Drop programme attempted to re-emphasise the following on the aspect of the importance of people:

- ✓ This incentive-based regulation programme acknowledges the importance of people participating in the management of all risks that would be a threat in health.
- ✓ Blue Drop Certification also strives to re-establish the importance of process controllers who are responsible for treatment process operations and management. Special attention is required to enhance their skills and ability to manage all risks.
- ✓ The programme provides the general public with transparent reporting on the ability of the responsible authority to manage drinking water quality according to the risk management principles endorsed by the World Health Organization. This would imply that not only would the department reflect on actual quality of the tap water but also the ability of responsible institutions to sustain the quality, as well as preparedness to deal with any incident that may pose a health risk to the public.
- ✓ Municipal and water board officials are provided with a target of excellence (95% adherence to the set Blue Drop Requirements) towards which they should aspire. This is done to motivate and refocus the people working in the South African water sector to aspire towards targets well beyond the usual minimum requirements."

Table 6 below indicate the Performance Log of the Municipal Blue Drop Scores for 2012 and 2011.

Water Services Authority	Province	2012 National Log Position	Blue Drop Score 2012	2011 National Log Position	Blue Drop Score 2011
Ekurhuleni	GP	<b>1</b>	<b>98.95</b>	4	97.44
City of Johannesburg	GP	<b>2</b>	<b>98.92</b>	1	97.69
Mogale City LM	GP	<b>3</b>	<b>98.79</b>	8	96.19
EThekwin Metro	KZN	<b>4</b>	<b>98.77</b>	13	95.71

Water Services Authority	Province	2012 National Log Position	Blue Drop Score 2012	2011 National Log Position	Blue Drop Score 2011
Tlokwe LM	NW	5	98.45	5	96.87
City of Cape Town	WC	6	98.14	2	97.61
Bitou LM	WC	7	97.74	9	96.12
Witzenberg LM	WC	8	97.63	3	97.56
Randfontein LM	GP	9	97.54	17	95.24
George LM	WC	10	97.41	7	96.26

Table 6: Top 10 Blue Drop Municipalities, source 2012 blue drop report

### 13.1.3.1. HOUSEHOLD ACCESS TO WATER

In 2009 **92.4 per cent** of households had access to portable above the RDP standards. This is slightly less than the district average of **94.5 per cent** in the same period. The number of households with access to piped water inside the dwelling increased from **54 per cent** in 2007 to **56 per cent** in 2009. There was a reduction in the number of households with access to piped water from a communal tap less than 200m from the dwelling. There is **11 per cent** decrease in household with access from a communal tap 200m from dwelling. They decreased from **13 per cent** in 2007 to 2 per cent in 2009.

The graph in figure 21 below gives a schematic demonstration on how Bitou Municipality improved water access to its residents in from 2007 – 2009.

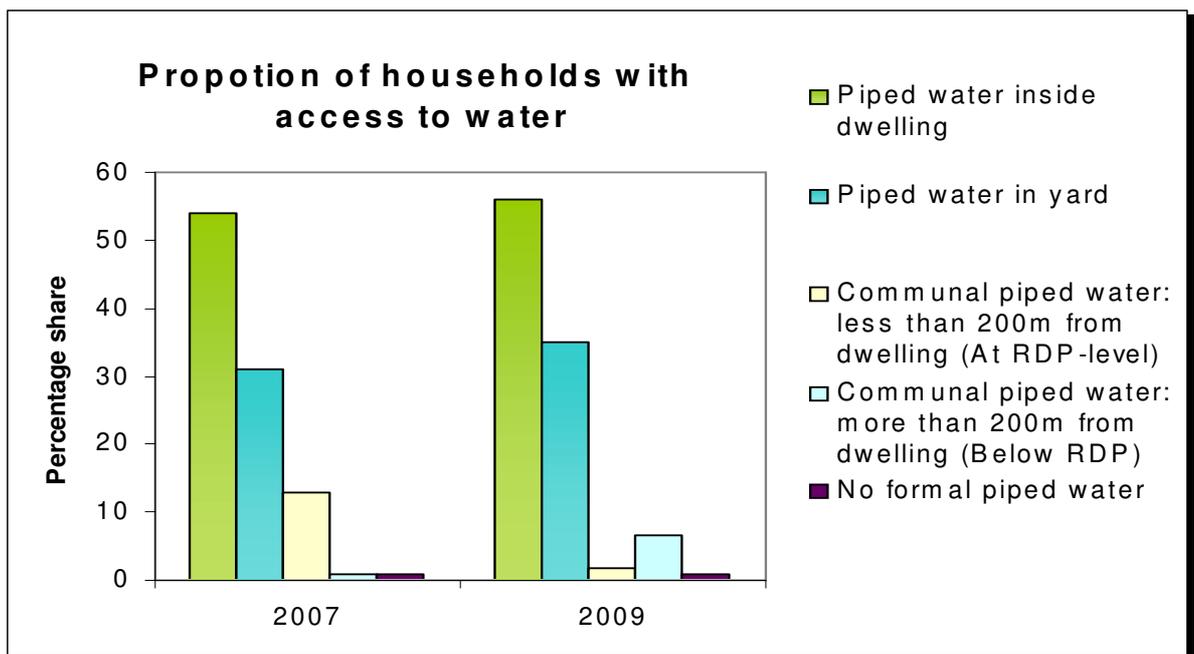


Figure 21: Percentage share of households with access to water above the RDP standards. Source community survey 2007 and Global insight 2011

Given the municipal success with regard to the delivery of water to households there are still challenges with regard to water supply. Households living in informal settlements are mostly affected with lack of portable water. These informal settlements are located in ward 1 (Green Valley and Kurland); Ward 3 (Qolweni); Ward 7 (Harkeville).

There are households in Harkeville who have no access to basic services.

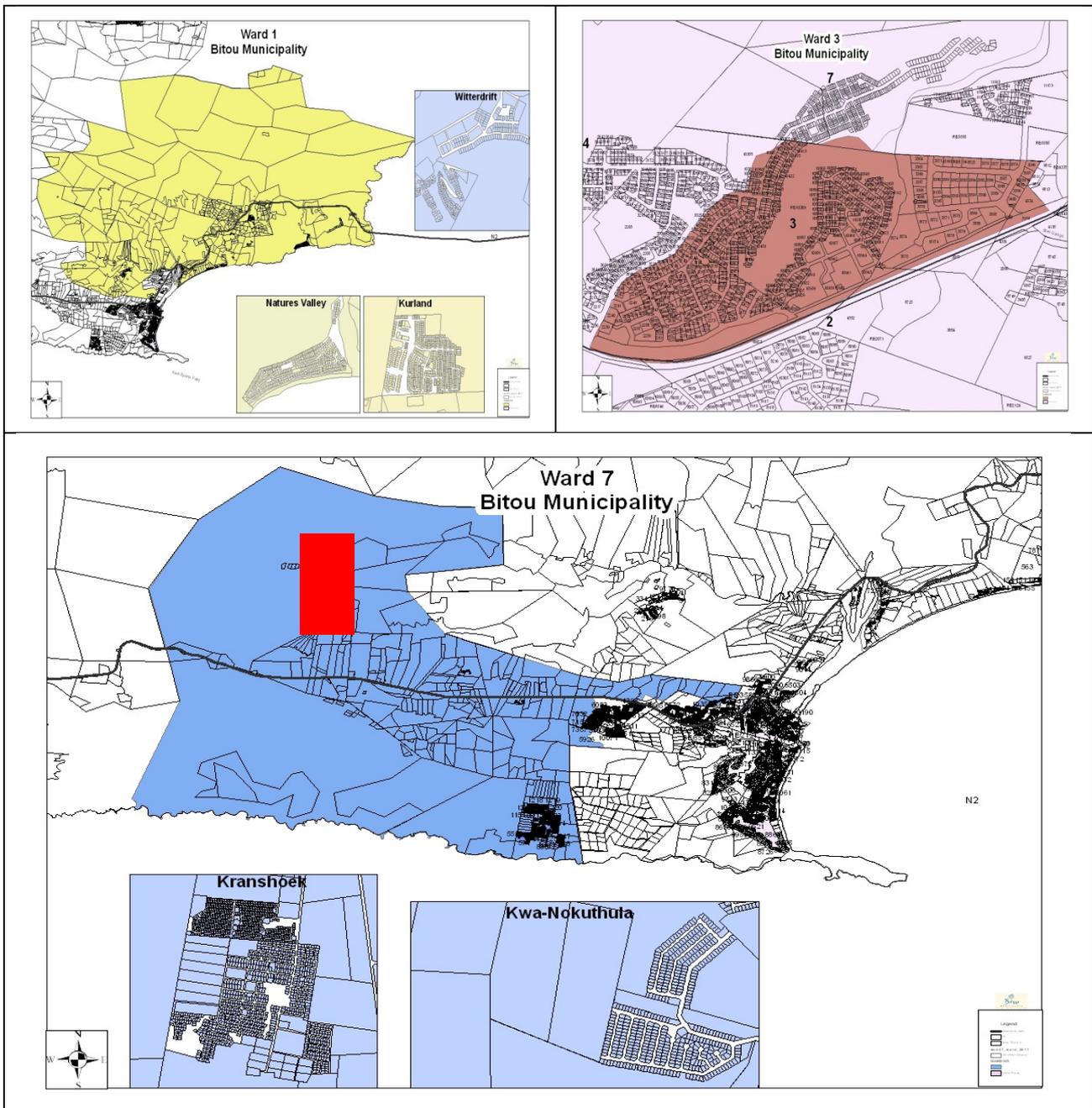


Figure 22: Wards with households that access water below the RDP standards.

In 2009 the number of households accessing water below the RDP standard was estimated at **1145 households** and this is far lower than the district average which was **8767 households** in the same period.

Other issues that have an impact on the supply of water to households are the rapid increase in the number of households and population growth. The previous chapters of this document dealt with these indicators (refer to the section on housing for population growth and the increase in household sizes in page 37).

There are other factors apart from the backlogs that affect the ability of the municipality to deliver water to communities. The major factor relates to climate change and global warming. In 2009 Bitou, Knysna, George and Mosselbay were declared disaster areas subsequent to the illuminating drought. This drought inspired the municipality to do an augmentation study and identify the gaps other than the backlogs that hamper services delivery.

## WATER SOURCES

NAME	SOURCE TYPE	CURRENT (ML/YR)	OBSTRUCTION
Keurbooms	River	2573	
Roedfontein /Piesang	River Dam	350	
Groot (Natures Valley)	River	120	
Wit (Kurland)	River	77	
Plett-South (Desalination Plant)	Sea	2kl	

Table 7: Bitou water sources, source 2004 WSDP except the desalination plant.

Table 7 above indicates the natural water sources of Bitou and the annual extraction rate per source. The municipality is employing all means possible to ensure sustainable extraction of water from these sources however the challenges as made known by the augmentation study are:

- Storage Capacity
- Water pressure
- Water losses
- Funding for upgrading/maintenance

Other related challenges are:

- Climate change
- Water shortages
- Sabotage of infrastructure

### KEY FINDINGS: WATER USERS SPATIAL PLANNING AND NEEDS:

Water supply to household is viewed as an integral part of housing delivery. The municipality is currently embarking on a housing program to reduce the housing back logs and running water inside the dwelling will be provided for every house constructed under this program

The department is continuously looking at water quality, with regular class A, water supply and supply scenario with minimal interruptions. We continue to advance our monitoring programme on our receiving water reservoirs, rivers etc.

BITOU QUANTITY WATER SERVICES PROVIDED			
Distribution Area	2008/2009	2009/2010	2010/2011
Kwa-Nokuthula	451 829	475 101	519 600
Kranshoek	162 801	192 272	248 328
Keurboom Strand	209 180	229 460	210 075
New Horizon	738956	535 339	444 251
Plettenberg Bay	1 434 442	1 086 900	901 966
Wittedrift	36 942	26 243	17 325
Green Valley	35 348	29 401	19 413
Kurland	193 052	175 330	184 511
Natures Valley	76 352	71 422	69 601

Cowie is supplied from the Waterfall from water forestry currently, will look into in the future. The planning meetings from Land Reform offices have come to an end. Planning for future services to the area in not included as a municipal undertaking at this stage. Clarity is required from the land development proposals as to the responsibility for investigations and performance accordingly.

**Harkeville has a** community of 13 households. The water is supplied through a borehole and from 100kl reservoir in the vicinity.

**Reticulation:** According to our preventative infrastructure programme we are running seriously behind schedule due to limited financial resources. The extension of water network and programme will continue as soon as finances are improved.

**Detail study of the Water Augmentation study:** The Bitou augmentation programme has reached public participation process through the EIA and in the process of obtaining new water licence from DWA, this process is necessary to enable us to start with Wadrift Dam in 2015.

We are currently busy with borehole recharge programme to store water naturally underground for use when there are droughts and high water demands. 7 equipped boreholes of which 6 are in high yield table mountain sandstone. To enable us to maintain the diversification of water resources, more boreholes will be drilled to achieve **50 per cent** and **50 per cent** surface water.

We have started with the distribution in the farming district with the extension of our water network (for only domestic use) and programme will continue as soon as financial programme has improved.

#### **REGIONAL PLETT/KNYSNA WATER SCHEME:**

We intend doing a feasibility study to examine the water augmentation scheme for Bitou and Knysna as a sub-regional project in order to maximize water balance, resource management and to apply to the regional RBIG programme more comprehensively. The funding received is R1, 5m from DWA, R550K from DBSA and Eden R450.

#### **MAINTENANCE PLANS:**

We are heading for a critical situation due to non-availability of funding for maintenance programmes. Funding for maintenance remains a challenge for all municipalities. The Municipality adopted an Asset Management Policy. This regulates the acquisition, safeguarding and maintenance of all assets. The Asset Management Plan for Water and Sanitation exists. The asset management plans are used for planning and budgeting for the maintenance and new infrastructure projects, over and above the sector plans. Presently in terms of assets management we are continuous with a negative trend due to non-funding which may cause dilapidation on the infrastructure.

#### **LOSSES:**

The Municipality have a Demand Management Strategy in place to control the water losses. Water losses are currently standing at **17 per cent** and need to reduce the current water losses dramatically is inevitable. Water losses are due to but not limited to the following reasons:

Leaking meters, pipes and toilet systems, excessive pressure is as a result of pipe breaks, Old pipe infrastructure and unbilled meters.

A consultant was appointed to develop a Water Demand Management Plan. The report includes findings on the causes for water losses and interventions on how to address these water losses. An action plan was therefore drafted from the strategy to mitigate material losses. The interventions are but not limited to:

- Replacing old infrastructure where regular leakages occur (this is in progress)
- Installation of the telemetry system to manage overflows
- We installed pressure reducing valves
- Reduction in downtime for repairs and blockages

- Liaising with the Finance department to ensure all consumers are billed
- Fixing and replacing faulty meters on bulk consumers and low cost areas
- Monthly analysis done of actual demand vs. consumption

There is a need to increase the financial resources in order to meet the above programmes. The current replacement estimate value for water infrastructure is R527m.

# BITOU WATER AUGMENTATION INTEGRATED WATER RESOURCES MANAGEMENT

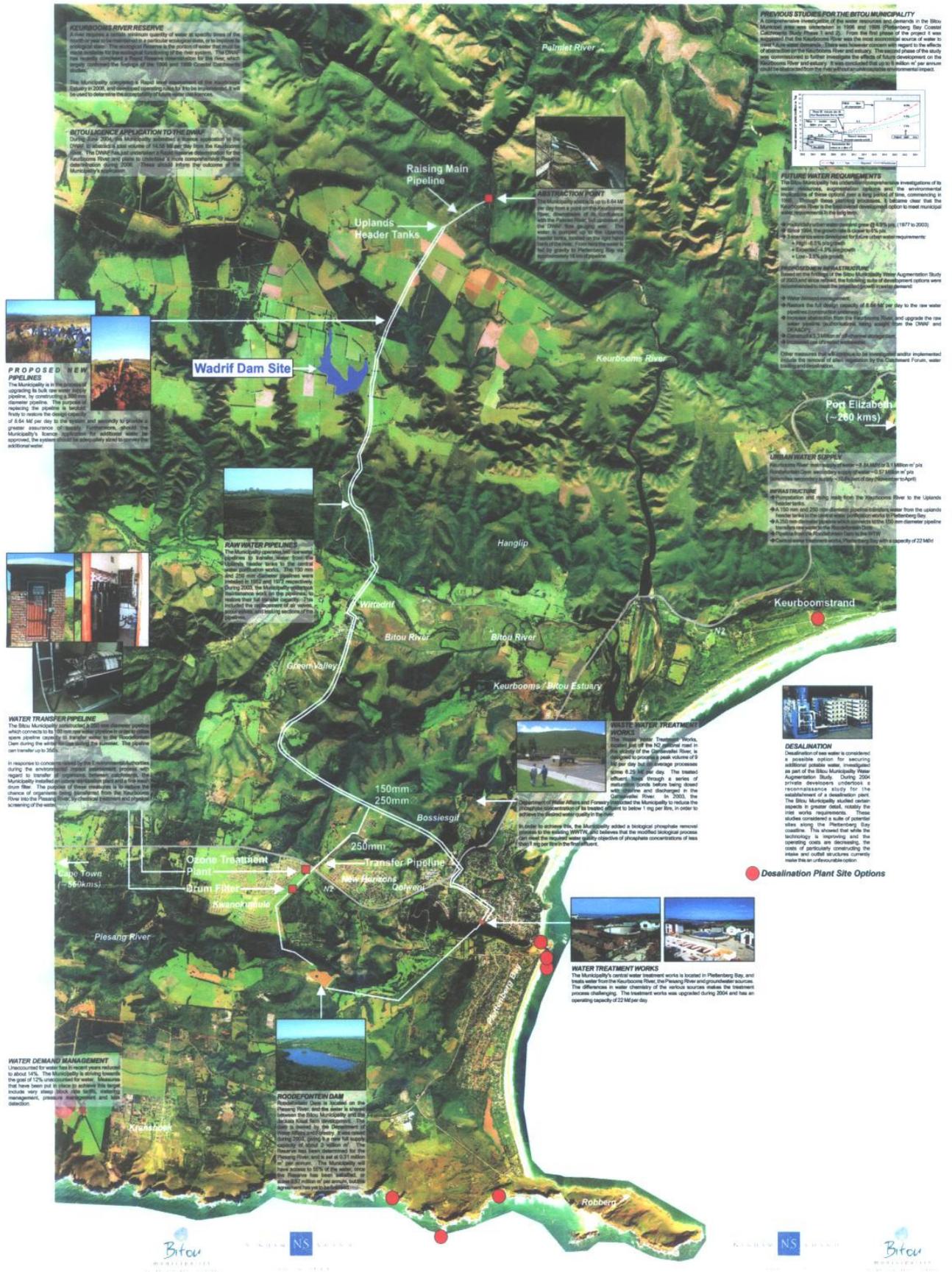


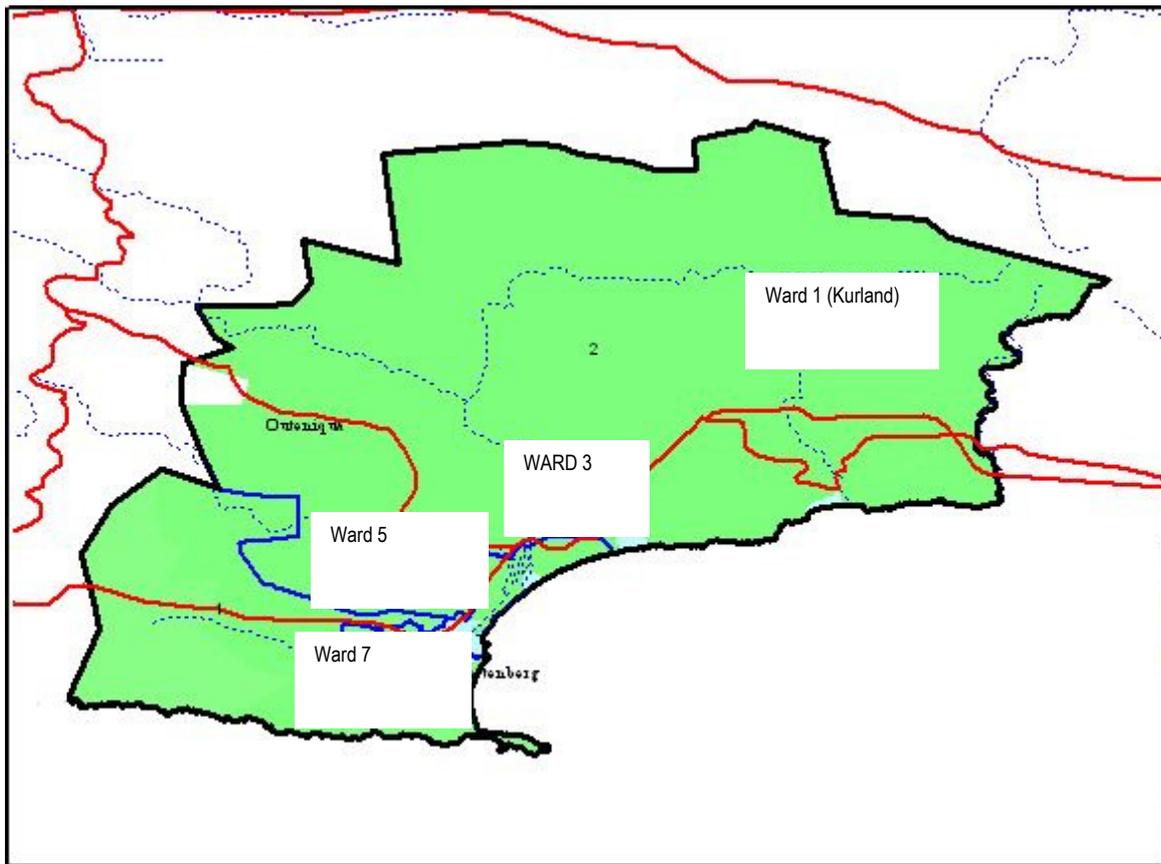
Figure 23: Water augmentation strategy

## Objective

To provide all households with access to portable water above the RDP standards by 2017

STRATEGY	WHAT IS NEEDED IN ORDER FOR THE STRATEGY TO SUCCEED?	EXISTING UTILITIES/ SERVICES/ PRODUCTS WHAT IS ALREADY AVAILABLE IN THE MUNICIPALITY ?	EXISTING PROJECTS WHAT FUNDED PROJECTS ARE IN ACTION (X) OR IN PIPELINE (P)	SUFFICIENT (RATE 1-3) IS WHAT IS AVAILABLE ENOUGH FOR THE STRATEGY TO SUCCEED?	NEW PROJECTS WHAT MORE IS REQUIRED?
Is the Implementation of the water augmentation programme.	Upgrade pump stations	None	None	3	Pump station upgrading
	Upgrade water network by replacing Asbestos cement pipes older than 20 years.	None	None	3	Water pipe upgrading.
	Prevent water losses	None	None	3	Appoint water loss officer
	Diversify water sources	Bore holes	None	3	Drill additional boreholes
		Desalination plant	None	3	
Combat sabotage and storage capacity improvement	Construction of an off-channel dam	None	None	3	Construction of an off-channel dam
	Improve security	None	None	3	Place security cameras.

### 13.1.3.2. MAP INDICATING AFFECTED WARDS



### 13.1.4. SANITATION

#### 13.1.4.1. ACCESS TO SANITATION

When compared to the District Bitou municipality is doing fairly well in providing sanitation to its residents; 93 per cent of households have access to hygiene toilets beyond RDP standards as compared to 90 per cent in the district.

At the moment we do not have a sanitation backlog database. The database on sanitation is a combined figure of both housing requirements and engineering requirements.

Indication of sanitation systems available and areas: 364 septic units mainly in Natures Valley and rural area. Approximately 120 Conservancy tanks available and are mainly Natures Valley, rural areas, Kranshoek and Beachy Head. The municipality provides a conservancy clearing/removal service to all these areas.

#### **GREEN DROP STATUS:**

The green drop status of Bitou Municipality Improved from **79 per cent** in 2009 to **96.4 per cent** in 2010. The awards received were for the Gansevallei and the Kurland Sewer Treatment Works. Improvements were due to maintenance and monitoring programme developed a risk abatement plan. In order for the municipality to retain the status, the following interventions are proposed and form part of the Sewer Management System. Out of the risk abatement plan, we need to improve our assets management and skills development for Process Controllers.

The Qolweni area is not serviced due to area being on private land, Harkeville chemical toilets are provided. Backyard dwellers use the main houses services.

**Harkeville has a** community of 13 households and the Municipality has provided chemical toilets in the area.

**MAINTENANCE PLAN, FUTURE UPGRADES:**

Cost of sanitation infra maintenance cost is R376m

**Objective**

Is to provide households in Bitou with access to sanitation services above RDP standards.

**STRATEGY**

The provision of services above the RDP standards can happen by eradicating public toilets and replacing infrastructure older than 25 years.

**POSSIBLE INTERVENTIONS**

- 👉 Educate the community on the sewer network on a yearly basis.
- 👉 Purchase of private property for proper infrastructure development.
- 👉 Upgrade Kurland sewer treatment works.
- 👉 Replace all aerators in all treatment works.
- 👉 Upgrade one mechanical screen at the main sewer works.
- 👉 Replace 3km of pipes older than 25 years.

**13.1.5. ELECTRICITY**

**13.1.5.1. HOUSEHOLD ACCESS TO ELECTRICITY**

Table 8 below indicates that 85 per cent of households in Bitou are connected to the grid electrical grid.

Energy sources	2001	% share of households 2001	2007	% share of households 2007	Average annual growth 2001-2007
Electricity	7197	80.8%	10811	85.5%	7.0%
Gas	21	0.2%	46	0.4%	14.0%
Paraffin	664	7.5%	1527	12.1%	14.9%
Candles	986	11.1%	136	1.1%	-28.1%
Solar	21	0.2%	17	0.1%	-3.5%
Other	18	0.2%	109	0.9%	35.0%
Total	8907	100.0%	12646	100.0%	6.0%

Table 8: Main energy types used by households

In 2007 electricity (80.8%) was the leading energy source used by households, followed by candles (11.1%). The number of households with access to electricity within Bitou grew at an average annual rate of 7 per cent over the 2001 to 2007 period.

## **ELECTRICITY CHALLENGES**

- Illegal connections
- Insufficient capacity of Eskom
- Infrastructure ageing (Funding)
- Electricity losses
- Renewable energy
- Tariff setting (No control)
- Load management system (New Houses)
- Eskom supply area
- Purchase points of electricity
- Street lighting
- Capacity of 26MVA supplying town, New Horizons, Wittedrift, Kwa-Nokuthula, except for Kranshoek and Kurland

The municipality depends on an improved power supply from ESKOM in order to upgrade its supply capacity. The municipality has already spent R10m for an additional 5MVA in 2009. Future projections for additional capacity for the next 20 years will cost an estimated R 59m in the next 3 years, and R146m in the next 5 years.

There is on-going improvements in the quantity of power we are obtaining from ESKOM, who have indicated that this will improve further in the next three years, where after there should be no shortage of power for the next 20 years, provided that the necessary local infrastructure is in place. This does not mean that there will not be a shortage of energy – there will in all likelihood be load shedding in the future when there is high power demand.

A new 66kV line into the town is shortly to be commissioned together with a new transformer which will improve the quantity of power available in the Plettenberg Bay region. The power to Kwa-Nokuthula has been increased to 4 MVA, with an additional 5 MVA shortly (June 2012) to be available in Plettenberg Bay. Eskom is increasing the supply to Bitou via upgrading of their power lines from George. There are plans for ESKOM to build a new substation (Bitou) which will feed Keurbooms, Farmers, and onwards to Natures Valley.

There is a draft Electricity Master Plan developed, to cover for both Capital and Maintenance (including replacement of assets). This will require Council approval in due course.

The future detail capital and maintenance requirements of this plan are attached as ATTACHMENT 1 – ELECTRICAL MASTER PLAN FOR BITOU AREAS, the summary of which is as follows:

2012/13	R 24m
1203/14	R 21m
2014/15	R 14M
2015/16	R 21m
2016/17	R 21m

Work required to improve the quality of supply and to improve the aesthetics would amount to an additional R32m.

Upgrading measures for future developments amounts to R13m

## **RENEWABLE ENERGY**

There is no plan in place at this stage except the housing plan to solar geysers on low cost houses.

## **ENERGY DEMAND MANAGEMENT**

An energy demand management strategy is in place via a small programme to shed geyser loads in periods of high power use. However, only some 2000 units were installed in about 1999/2000. This programme needs to be extended to include all energy users (domestic and commercial) to create ability for the municipality to switch off geysers as well as under-floor heating, air conditioners, pool pumps, and heat pumps. All new buildings will have to comply with the requirements of SANS 10400 XA – Energy usage in buildings

Energy control interventions within the municipality for future upgrades for 12/13 amount to R2.4m.

## **CURRENT REPLACEMENT VALUE OF ASSETS**

The current replacement value of electrical assets is estimated at R519m.

## **OBJECTIVE**

To provide uninterrupted electricity to households by 2017

## **STRATEGIES**

Improving ageing infrastructure and increasing the grids capacity

## **POSSIBLE INTERVENTIONS**

- 👉 Increase capacity from 26Mva to 40Mva
- 👉 Completion of 132 KV double circuit line from George to Knysna
- 👉 Upgrade of transformer from 10 MVA to 20MVA at Robberg.
- 👉 Completion of 66Kv feeder bay at Robberg
- 👉 Completion of a new Bitou sub station to supply Kurland, Wittedrift, Natures Valley, Keurbooms and Covie
- 👉 All equipment in all substations to be upgraded
- 👉 Training for Trade Test for all general workers to be qualified as electricians
- 👉 Electricians to be trained on switching and high voltage regulations
- 👉 Electrifying all households
- 👉 Enforcement of by laws

## **13.1.6. ROADS**

Pavement plan summary of backlogs including cost:

### **13.1.6.1. UNPAVED:**

The total length of paved network is 138,5km, where 127km is tarred and 10, 2 is block paving and 0,6km concrete paved, current backlog of unpaved roads is at 17,7km of which 15km is gravel and the remainder is defined as dirt roads.

The average condition of the unpaved network can be rated as good to fair with 12 per cent of the 17.7km is in a poor to very poor condition. The estimated cost for paving roads is **R38m**.

### 13.1.6.2. PAVED ROADS

Maintenance **backlog is at R22m**

At least R17, 6m should be made available for maintenance of roads in the coming financial year.

CRC Roads Value for maintenance of is R227m

#### OBJECTIVE

Improve road surface by 2017

#### INDICATORS

- 👉 Km of Surfaced gravel roads by 2017
- 👉 Km of roads Resurface by 2017
- 👉 Number of speed humps Installed by 2017

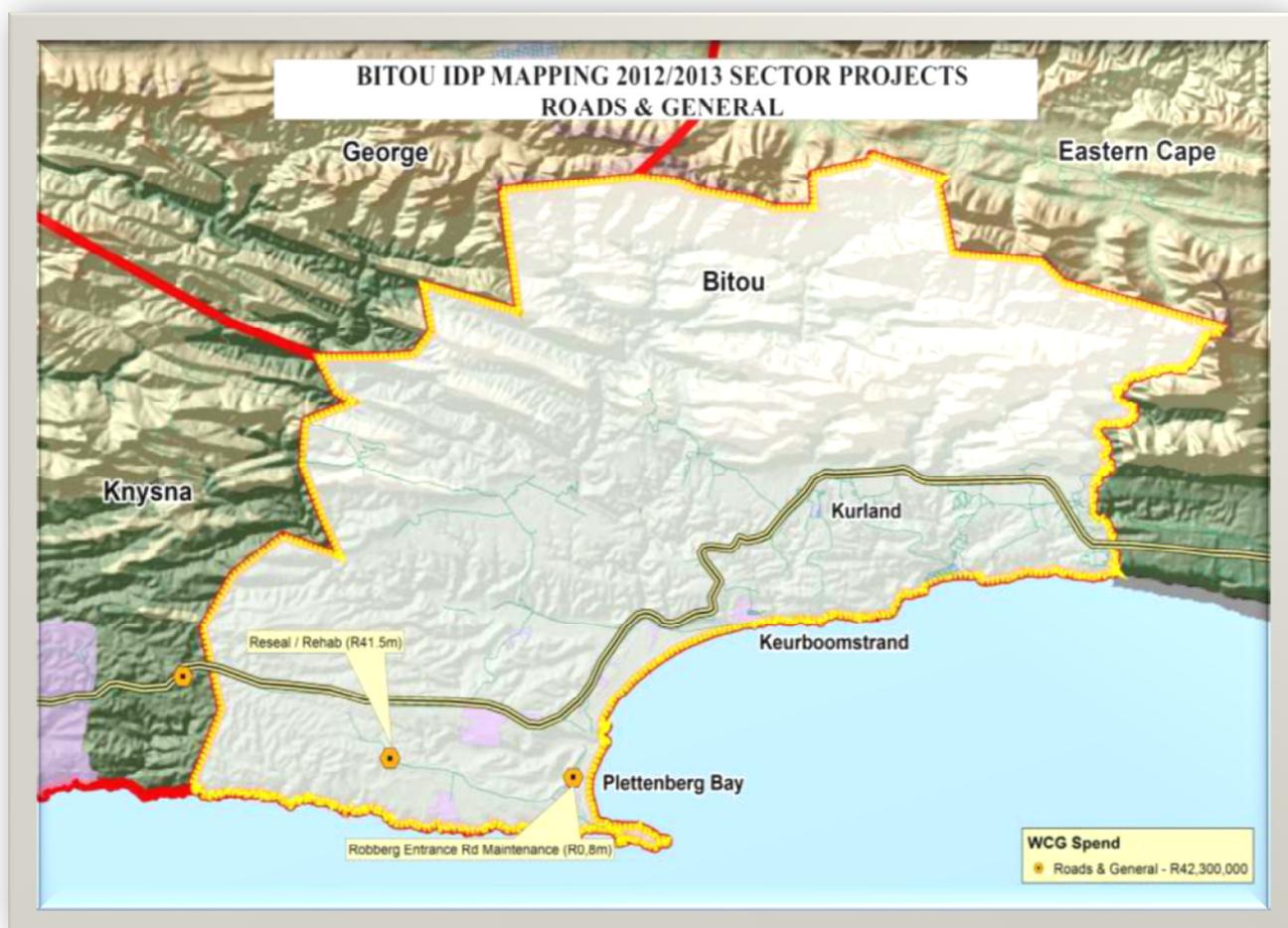


Figure 24: Provincial spatial spending in Bitou in the 2012/2013 financial year.

### 13.1.6.3. STORM WATER

Current challenges: the capacity of the current s/w assets is insufficient to carry the amount of runoff water. Most of the roads were built without the proper storm water and kerbing to channel the runoff water. The design of channels, especially crossing roads should be redesigned properly with storm water pipes underneath the roads.

Due to climate change, the area is experiencing more severe runoff where the current infrastructure is unable to cope.

The other challenge is the storm water intrusion into the sewer system and floods certain pump stations. The municipality is looking into drafting a policy to link with the by law for compensate for the storm water intrusion.

Strategies and Projects: Details of Master plan: Components of the Plan will include Procurement of Professional Services for a comprehensive study with As-built info captured through CCTV and Modelling, which will then include cost implications.

Components of inception plan will include Capturing of as-built information & data, Database integration, Hydrological & hydraulic modelling, Condition Assessment (partly), Flood line Analysis (not yet done), Problem solving, Compilation of master plan (inception), Implementation & training and lastly, the storm water management system.

The objective at the end is to have a comprehensive management report for the planning on upgrade and maintenance of the entire storm water infrastructure.

For a maintenance Plan, future upgrades and maintenance we shall require at least R9m

Current CRC for storm water is R38, 5m

#### OBJECTIVE

To improve storm water drainage system of Bitou.

#### INDICATORS

- 👉 Develop storm water master plan by June 2013
- 👉 Cleaning of all storm water system regularly
- 👉 Redesign the network to cater for the current water capacity
- 👉 Investigate all residents channelling their storm water into the sewerage network and apply by laws to those who don't comply

### 13.1.7. WASTE REMOVAL

Waste removal is a major challenge in Bitou and we wish that all parties or stakeholders should take hand and address this issue because it pose a possible environmental threat which might affect humans in the long run.

#### 13.1.7.1. ACCESS TO WASTE REMOVAL

In 2010 **99 per cent** of households in Bitou have access to waste removal by the municipality weekly. The pie graph below gives a schematic diagram of the household share that enjoys waste removal by the municipality weekly.

Figure 25 below indicates the percentage share of households whose waste is removed weekly by the Municipality. This marks a **4 per cent** improvement from the **95 per cent** which was recorded in the community survey of 2007

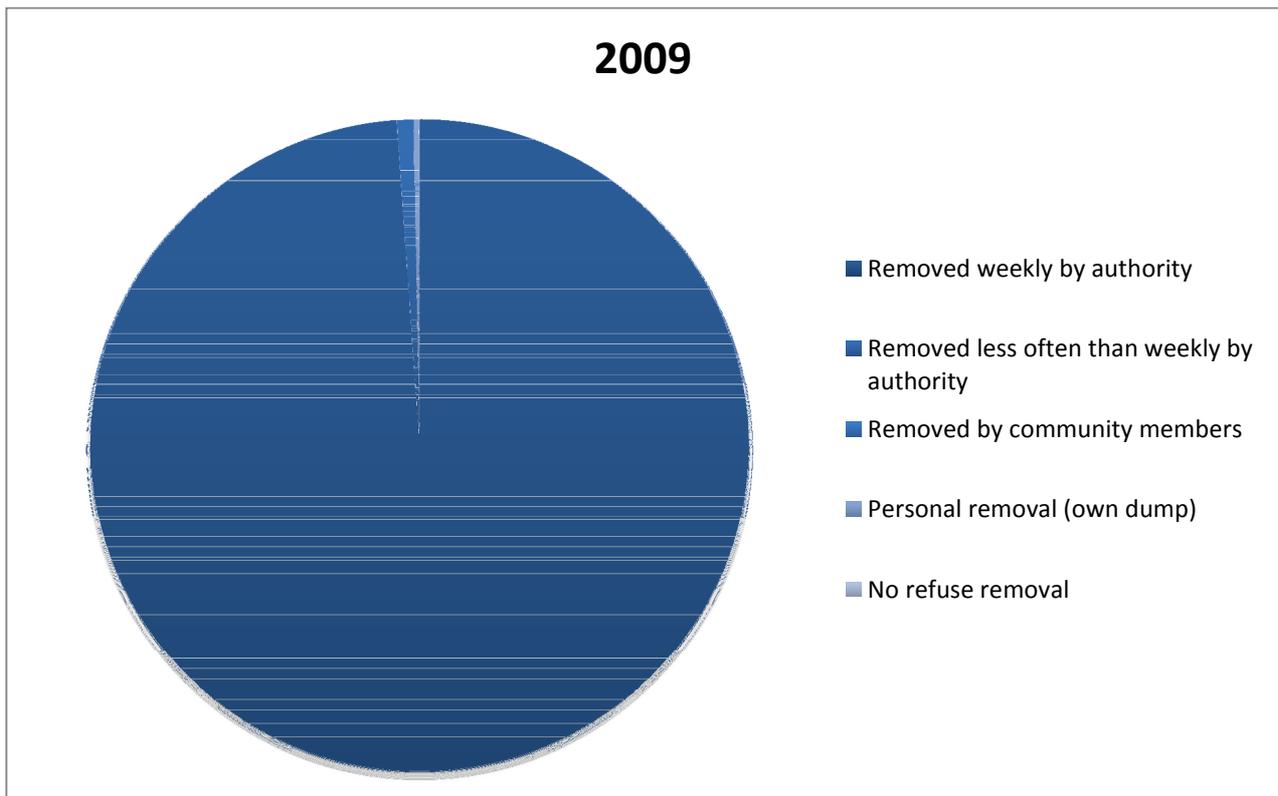


Figure 25: In 2009 99 per cent of household has weekly accesses to waste removal. Source, Global Insight

### 13.1.7.2. AIR SPACE/LANDFILL FACILITY

Bitou landfill site is situated at the Brakkloof farm Robberg Road and a permitted to use this site was granted to Bitou Municipality by DWA in 2000. This permit duration was for 17 years. The current landfill site prematurely depleted its life span because all sorts of waste end up at the land fill site.

In 2005 it was identified that the current land fill site will not last till the end of its planed life cycle and at that point a proposal was made to transfer waste through a waste transfer station to PetroSA. A section 78 report was commissioned to investigate a number of issues with regard to a functional waste transfer station.

#### ILLEGAL DUMPING

This is our main challenge as a waste management section in Bitou in all the wards in municipal Bitou area every open space is a dumping place though we have some notice boards warning people not to dump but they continue dumping as a result of this we have also include the cleaning of illegal dumping to the tender to transport waste to Petro SA hopeful this will assist in the near future

#### LACK OF BUILDERS RUBBLE AND GARDEN WASTE FACILITY

Part of the EIA process we have ask the consultants to see to it that they identify drop off facility to accommodate those who will be far from the transfer station where all these activities will be available that they can be able to off load their builders and garden refuse till the new waste refuse transfer station is built

## **ENVIRONMENTAL PROCESS TO OBTAIN APPROVAL OF TRANSFER STATION**

All the necessary process that needs to be followed to obtain the approval of transfer station has been followed we are doing we were on road show for public participation process to obtain licensing for refuse transfer station all those process has been followed.

## **INTEGRATED WASTE MANAGEMENT PLANS**

Not in place, district is planning to review the municipal IWMPs.

## **AVAILABILITY AND OWNERSHIP OF ALTERNATIVE LAND**

Currently the land that has been identified for the Transfer station still belongs to the Provincial government.

### 13.1.7.3. SPATIAL EXPENDITURE FOR WASTE REMOVAL

Figure 26 below provides a spatial logic to the provincial expenditure in Bitou for a waste transfer station.

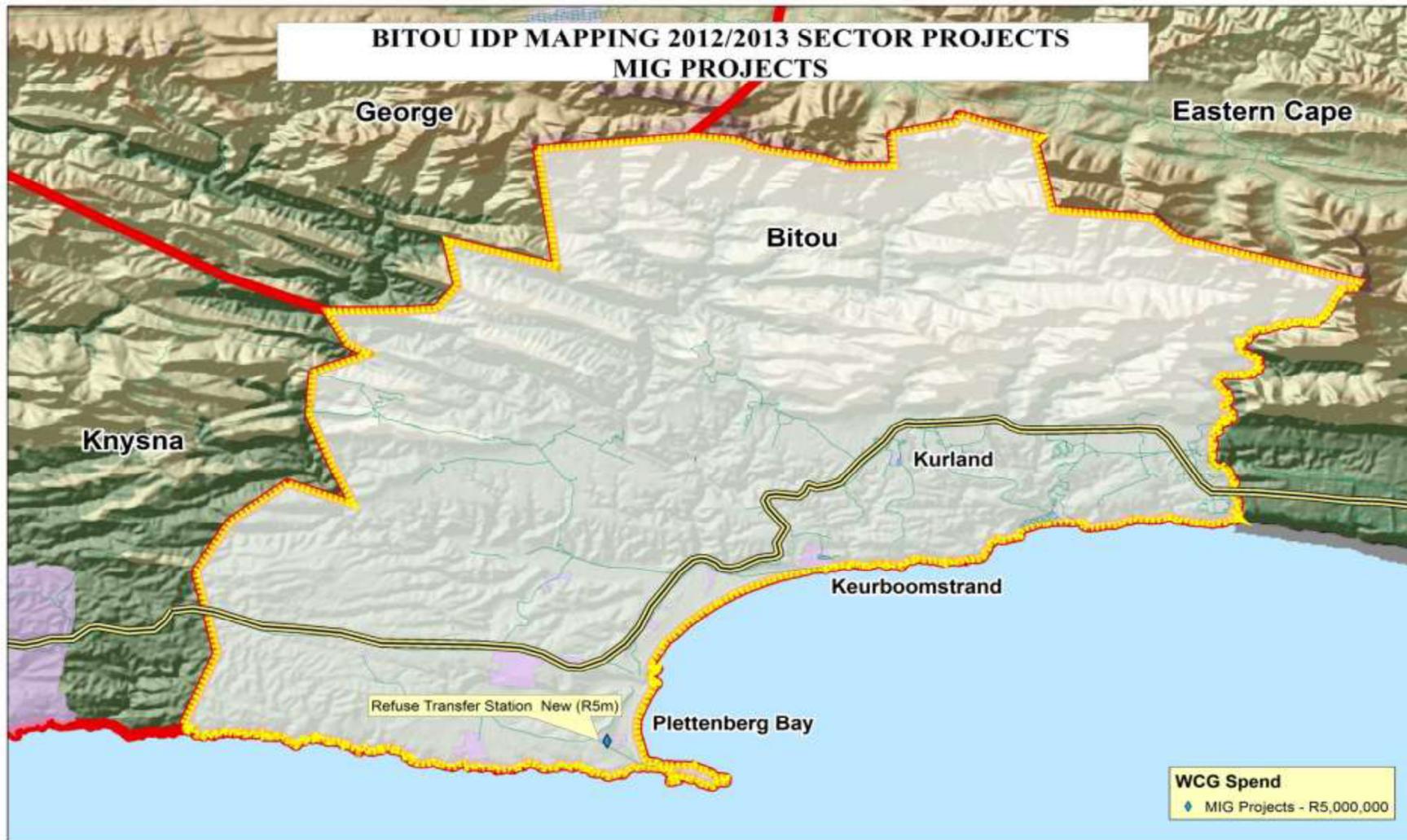


Figure 26: Provincial spatial spending, waste transfer station 2012/2013

### 13.1.8. PUBLIC TRANSPORT

The fact that there are generally not sufficient taxis to supply the demand, the lack of routes to areas such as Kranshoek, the long distances between where people live and where they are collected and/or dropped-off is far, that there is no public transport services available after 18h00 and on public holidays. The taxis ranks are too small and do not have sufficient amenities; resulting in the overall lack of suitable and affordable public transport services as being the key issue of concern.

The bad condition of taxi vehicles (un-roadworthy, no licensed, no seatbelts, broken windows and seats) was highlighted as a problem and another issue of concern was the cost of travelling between local towns being too expensive.

Suggestions from communities proposed a wider range of routes especially in the rural areas and more drop-off and collection points on routes closer to homes and workplaces. The formalizing of taxi ranks were suggested by commuters including a need for shelters, ablution facilities, waiting areas, landscaping and an overall cleaner environment. Furthermore respondents suggested improved law enforcement especially at taxi ranks and on-route and also that taxi drivers should be better trained and that new taxis of higher standard and quality should be deployed.

With regards to new services/infrastructure the majority of respondents indicated a need for alternative transport modes such as buses, a tram or a shuttle service. Others requested that specific scheduled must be developed for the various routes and that operators should keep to the scheduled.

#### 13.1.8.1. PRIVATE TRANSPORT

The lack of parking in town was mentioned as a problem. Others identified too many pedestrian road crossings and the fact that robots are not properly synchronized as issues of concern that affect private transport and traffic flow. Congestion in town especially during holiday periods was also raised as an issue. The suggestions made to improve public transport were extremely limited and included maintenance and upkeep of roads, provision of additional parking, more traffic lights and the implementation of lift clubs. More parking, in particular underground parking, was mentioned whilst additional public transport as an alternative to private transport received support as well. A suggestion was also made for a large scale parking area outside the centre of town from where a shuttle service should operate to transport people to and from town.

#### 13.1.8.2. RAIL

Most commuters did not have any comment of complaint about the current railway service in their area. A few suggested that railway lines should be **extended to include all coastal towns** and that commuter and freight services should then be implemented to alleviate pressure on the road system and infrastructure.

#### 13.1.8.3. AIR

Nearly a quarter of respondents raised the issue that the existing Plettenberg Bay airstrip facility is underutilized and should be developed whilst.

Eleven per cent (11%) of respondents that submitted comment (78% did not) indicated that upgrading of the Plettenberg Bay airstrip facility will benefit the air transport segment. Five per cent (5%) however indicated that it would only be viable if the fares are affordable. None of the respondents submitted any comment or suggestion for new infrastructure/services.

#### **13.1.8.4. SEA**

Respondents mostly complained about the fact that there are too many boats on the Keurbooms River however nobody submitted constructive comment on sea transport issues.

Although limited there is a need for a central small boat harbour and a waterfront at the existing small boat harbour, more slipways as well as winches to launch boats.

#### **13.1.8.5. NON-MOTORIZED TRANSPORT**

A quarter of respondent complained about the lack of designated cycling lanes in and around town followed by non-motorized transport as indeed a safe way of getting around town. Others mentioned that pedestrian's jeopardize their own safety by walking and cycling in the road and ignoring traffic rules and regulations. The problem is not having formal pavements in some of the previously disadvantaged communities or that existing sidewalks are too narrow to accommodate pedestrians and cyclists' altogether.

#### **13.1.8.6. FREIGHT**

Some residents raised concerns about congestion caused by heavy vehicles in town. It was stated that there are insufficient loading areas in town resulting in delivery trucks either parking in the middle of a road lane or on parking bays. Damages to road surfaces and also environmental damage caused by oil and fuel spills were also raised.

Little was said about improving freight transport services. However suggestions were made for new services and infrastructure including more delivery zones out of town for large freight vehicles with smaller delivery vehicles transporting goods from there into town. Also suggestions were submitted for designated freight transport lanes and/or dedicated service roads to bypass the CBD and so avoid congestion. Another recommendation was for a truck stop and overnight facilities be constructed along the N2 outside town.

Strategies proposed with implementation of municipal public transport services in their area of jurisdiction:

In terms of the National Land Transport Act (No. 5 of 2009) (hereafter referred to as NLTA), Municipalities are now responsible for planning, contracting and implementation of municipal public transport services in their area of jurisdiction. Considering the NLTA and the Constitution, local government is principally responsible for the delivery of municipal transport services. However, since Bitou Local Municipality (Bitou) has not been providing these services in the past, it can be interpreted as the provision of a new "municipal service" within the prescripts of Section 77 of the Municipal Systems Act.

As part of the implementation of municipal transport services, Bitou co-jointly with the other Eden Local Municipalities and Eden District Municipality (Eden), embarked on the development of the Eden Mobility Strategy (EMS). The EMS has consequently developed a vision that is closely aligned with national, provincial, district and local transport policies.

In order to implement the outcomes of the EMS, Bitou embarked on an assessment of the public transport service delivery mechanisms in its area of jurisdiction as provided for in Section 77 of the Municipal Systems Act (MSA), which requires a municipality to 'review and decide on the appropriate mechanism to provide a municipal service' when a new service is to be provided (or significantly upgraded, extended or improved).

Section 78 of the MSA sets out the procedure to be followed when conducting such a review and states that a "municipal service" may be provided by either an internal or an external mechanism. Before deciding on the most appropriate public transport service delivery mechanism, the Municipality must

consider providing the public transport service itself (internal mechanism). The Municipal Council has conducted this initial review, and has concluded that, due to financial and capacity constraints, it is necessary to explore the possibility of providing the public transport service through an external mechanism. An external mechanism may be a municipal entity, another municipality, an organ of state, a community-based organisation (CBO) or other non-governmental organisation (NGO) that is legally competent to enter into such an agreement; or any other institution, entity or person legally competent to operate a business activity. The cost is depending on the outcomes of the Section 78 process.

## 13.2. SOCIAL AND ECONOMIC DEVELOPMENT

Section 152 (c) of the Constitution under the objects of local government state that municipalities should enhance social and economic development. Under heading we shall discuss and analyse both Local Economic Development and Social Development. According to the statutes social issues are largely not municipal functions. However we discuss these issues to alert our social partners and sector partners about the social challenges faced by the communities in Bitou.

### 13.2.1. LOCAL ECONOMIC DEVELOPMENT

**The aim of the Local Economic Development (LED) process is to offer the Bitou Municipality, the local private sector and community the opportunity to work together to improve the local economy.** Local Economic Development can be defined as the process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth, development and employment generation in pursuit of better life for individuals within their respective area. It is in essence not a 'thing we do' but rather a 'way we do things'.

The study aims to investigate the options and opportunities available to the local communities in the Bitou municipal area, so as to broaden the local economic base of the area to address the creation of employment opportunities and the resultant spin-off effects throughout the local economy. It will also focus on enhancing the local business and competitive environment in an attempt to increase sustainable growth and development in the area and ensure that this growth is inclusive of all communities. It will also focus on identifying the current resources and infrastructure that is available in order to allow for the growth of the economy and generate opportunities for all the stakeholders.

#### POLICY ALIGNMENT

Within the Policy alignment section of the Bitou LED strategy, national, provincial, district and local policies and strategy documents were aligned with the strategy formulation.

National Policies aligned with where;

- The Constitution
- ASGISA
- National Spatial Development Program (NSDP)
- National Local Economic Development Framework
- The New Growth Plan (NGP)
- National Industrial Policy Framework Action Plan
- Department of National and Local Government (COGTA) Guidelines for LED
- Municipal Finance Management Act
- Municipal Fiscal Powers and Functions Act
- The municipal systems Act

The Provincial policies aligned with where;

- Western Cape Province Growth and Development Strategy: kiap Elihlumayo
- Western Cape Micro-Economic Development Strategy (MEDS)
- Western Cape Provincial Spatial Development Framework
- Creating an open opportunity society for all in the Western Cape
- Western Cape Strategic Infrastructure Plan
- Human Capital Development Strategy for the Western Cape; and

- Provincial Strategic Objective 1: Creating an open opportunity Society for all in the Western Cape

Eden District policies aligned with are;

- Eden Growth and Development Strategy (GDS)
- Eden Integrated Development Plan; and
- Eden Local Economic Development Strategy

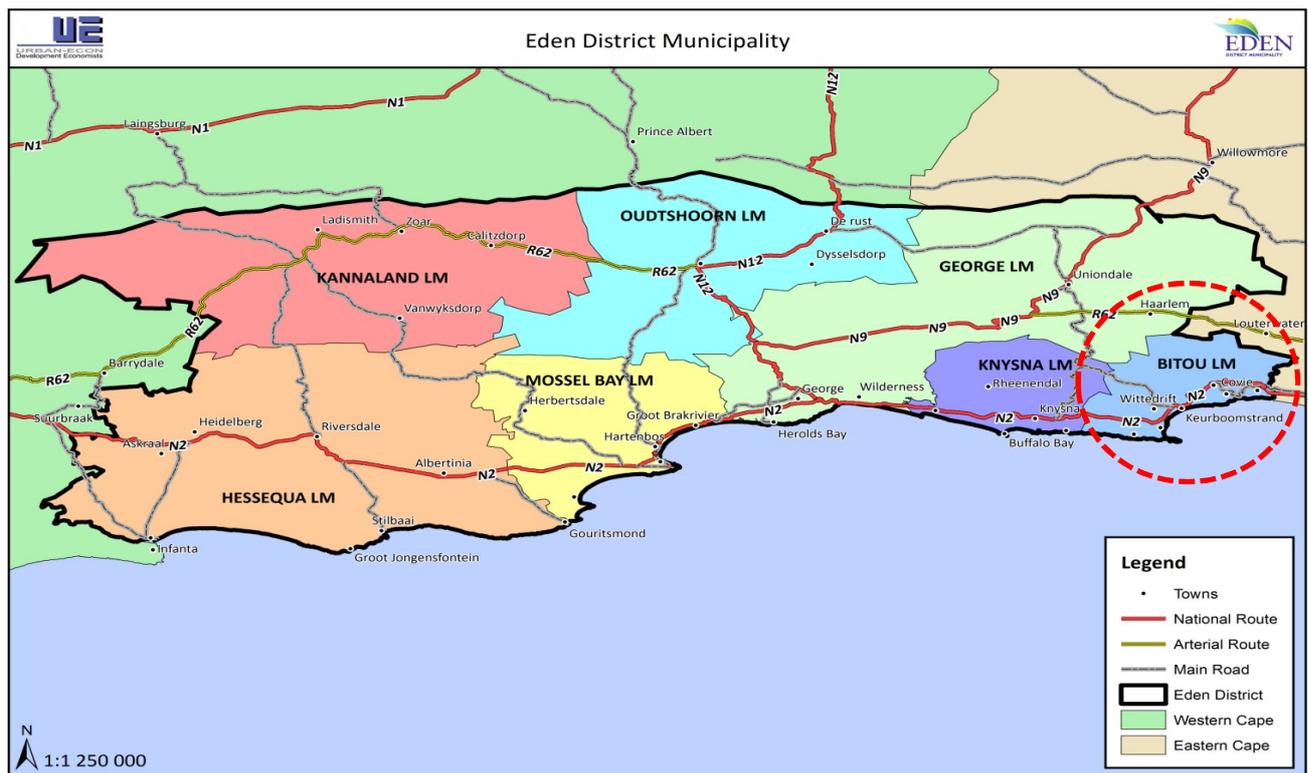
The Bitou Municipality Local policies aligned with are;

- Bitou Municipality Integrated Development Plan (IDP)
- Bitou Municipality Coming Together Project; and
- Bitou Municipality Spatial Development Framework

## BITOU STATUS QUO

The Bitou municipality is located within the Eden District of the Western Cape and in 2010 had a total population of **44, 842**, which is forecasted to grow to **47, 997 in 2011** and **51, 373 in 2012** at a **growth rate of 7 per cent per annum**. The location is indicated in Map 1 below of Bitou Municipality.

MAP 1: BITOU MUNICIPALITY LOCALITY



(Source: Urban-Econ GIS Mapping, 2011)

The Bitou municipality comprises **8.11 per cent** of the total Eden District municipality population, which in 2010 was 554, 081. The total number of households in the Bitou municipality in 2010 was 15, 421 and is forecast to grow to 15, 845 in 2011 and 16, 281 in 2012 at a growth rate of 2.75 per cent per annum.

The **demographic analysis** of the area shows an economy that is characterised by a **low income dominant household** environment (60.24% of all households earning below R38, 401 per annum) with black households making up the largest concentration of the population (**47.82%**).

Majority of the skills levels of the general population are **semi- or unskilled** (48%) with only **12.98 per cent** of the population having obtained some form of tertiary education and only **27.81 per cent** of the population above the age of 20 having obtained a matric certificate. The dominant gender in the area is **females 50.14 per cent** and majority of the population falling between the ages of **0-9 years (17.63%) and 30-39 years (18.60%)**.

Table 9 indicates the snapshot of the demographic profile of the Bitou Municipal area.

SOCIO ECONOMIC INDICATOR	BITOU LOCAL MUNICIPALITY
<b>Population</b>	
Total	44, 842 (47, 997 by 2012)
Growth Rate: 2001 – 2010	3.75%
<b>Distribution:</b>	
Black population	40.77%
Coloured Population	35.04%
White Population	23.84%
<b>Age and Gender</b>	
Youth (ages 0-14)	25.84%
Economically Active (ages 15-64)	67.81%
Retirees (ages 65 +)	6.33%
Males	49.86%
Females	50.14%
<b>Education</b>	
No Schooling	3.01%
Primary and Secondary levels (Grades 1-11)	55.08%
Matric	27.81%
Tertiary	12.98%
<b>Household Data</b>	
Total	15, 845 in 2011 (forecast to grow to 16, 281 in 2012)
Growth Rate: 2001-2010	2.75%
<b>Household Income:</b>	
No Income	4.82%
Low Income (R1 – R38, 400 p.a.)	60.24%
Middle Income (R38, 401 – R307, 200 p.a.)	28.70%
High Income (R307, 201 and above p.a.)	6.42%
<b>Consumption expenditure</b>	
Durable Goods	7%
Semi-durable goods	7%
Non-durable Goods	35%
Services	51%
<b>Type of Dwelling</b>	
Formal Dwelling (house or brick structure on separate stand)	59.58%
Informal Dwelling or shack	32.73%
Traditional	7.21%
Other dwelling type (flat or cluster unit)	0.48%
<b>Employment: (a narrow definition)</b>	
Employed	57%
Unemployed	11%
Not economically active (discouraged workers)	32%

Table 9: summary of the socio-economic profile, source: LED strategy

The local economy also has a strong government presence with **64.68 per cent** of the population occupying a brick house on a separate stand as well as reasonable water and electricity provision (86% of households have access to electricity and 46.21 per cent of households having piped water within dwelling unit).

The **economic analysis** highlights an economy that is driven by the **service or tertiary sector** (66% of total GGP) and **the secondary sector** (29% of total GGP). GGP within the Bitou economy **grew by 9.40% from 1995 to 2009**, however in more recent times (2001 to 2009) declined to **7.95 per cent**. The dominant industries in the local economy with regards to GGP contribution are the **Wholesale, retail trade, catering and accommodation industry** (29.56% of total GGP across the 10 main industries); the **finance, real estate and business services industry** (22.04% of total GGP) and the manufacturing and construction industries. (14.28% and 13.28% respectively).

The dominant industries with regards to **employment contribution** within the local economy are the Wholesale, retail trade, catering and accommodation industry (30.10% of total employment); the finance, real estate and business services industry (15.69% of total employment); the community, social and personal services industry (15.30% of total employment) and the construction industry (14.06% of total employment). The economy can be described as **tourism and construction dominated economy**, with majority of business services and wholesale and retail trade activities relying on the performance of these two industries.

**Table 10** below shows a snapshot of the economic profile of the Bitou municipal area:

SOCIO ECONOMIC INDICATOR	BITOU MUNICIPALITY
<b>Skills Profile</b>	
Highly Skilled	11%
Skilled	41%
Semi-skilled	48%
<b>Gross Geographic Production:</b>	
Total GGP (2009)	R1, 340, 168, 000
<b>Growth Rates:</b>	
1995-2009	9.40%
2001-2009	7.95%
<b>Main Industry Contributors to GGP (2009)</b>	
Wholesale, retail trade, catering and accommodation	29.56%
Finance and, real estate and business services	22.04%
Manufacturing	14.85%
Construction	13.28%
<b>Industry Employment Contributions (2009):</b>	
Wholesale, retail trade and accommodation	30.10%
Finance, real estate and business services	15.69%
Community and personal services	15.30%
Construction	14.06%

Table 10: Economic profile, source: LED strategy

The most notable findings from the socio economic profile of the Bitou municipality highlights an economy that is characterised by low income dominant households, where the skills levels of the general majority are semi- or unskilled. The area does show a strong government presence with a large number of social/RDP housing structures as well as reasonable water and electricity provision. The low skills levels, as well as low household income is a negative aspect as it indicates that the economic activities prevalent in the area do not match the low skills, resulting a large part of the population not being able to obtain employment that matches their skills levels. The dominance of the construction and especially the services sector (which is generally high skilled) further compounds the skills mismatch due to the high

skills level nature of employment created within the services sector and the low skills prevalent in the local economy.

The spatial development dimension section of the strategy highlights a municipal area that has an abundance of natural resources at its disposal for the generation of agriculture, manufacturing and economic opportunities. Some of the natural ecology that is found in the area range from a rich abundance of wild flowers and floral species; to indigenous forests; over 260 different species of birds and wildlife; an abundance of marine life; as well as a number of nature reserves and national parks, which give Bitou its unique setting and one of the main strengths of the area, especially with regards to tourism. The area also has a relatively well developed road infrastructure with **83 per cent** (112.1km) of the total road network of 136.1km of road being surfaced (tarred or paved) and only 23.9km being un-surfaced or gravel and only 1km of the road network being poor condition. The Bitou municipality has also aligned itself with the Eden municipality's district Integrated Transport Plan (DITP) for which the Bitou municipality has developed a Local Integrated Transport Plan (LITP) in order to achieve the districts goals. The municipality also has the N2 national highway running through which serves as the main transport link between the Western and Eastern Cape Provinces.

The Bitou municipality receives its electricity supply via a main NMD cable which is a 18, 500 kVA power cable that runs from George. From this the municipality has 5 main cable supplies that feed into various substations located throughout the municipal area. The current NMD cable from George is currently being upgraded to a higher kVA supply due to the demand in the Plettenberg Bay area straining the current supply, especially during the peak holiday season. The area in Plettenberg Bay where the supply is strained the most is the Central Business District (CBD) along Main Road.

The Bitou municipality currently has 10 designated residential suburbs or areas. These suburbs and the household income natures of these areas are;

- |                                |   |                                      |
|--------------------------------|---|--------------------------------------|
| 1. Plettenberg Bay (Suburb 1)  | = | Predominately high income households |
| 2. New Horizons (Suburb 2)     | = | Predominately low income households  |
| 3. Kwa-Nokuthula (Suburb 3)    | = | Predominately low income households  |
| 4. Farm/rural areas (suburb 4) | = | Predominately high Income households |
| 5. Natures Valley (Suburb 5)   | = | Predominately high income households |
| 6. Wittedrift (Suburb 6)       | = | Predominately high income households |
| 7. Keurbooms (Suburb 7)        | = | Predominately high income households |
| 8. Kranshoek (Suburb 8)        | = | Predominately low income households  |
| 9. Kurland (Suburb 9)          | = | Predominately low income households  |
| 10. Green valley (Suburb 10)   | = | Predominately low income households  |

The residential nature of the Bitou municipality is either low income or high income with a very small middle income residential market. Currently there are 4 known future residential developments that have either been planned or proposed within the municipal area, with each of these making proposals for the inclusion of social/Gap house, which includes the Bitou Coming Together Project. The Bitou municipal area also has approximately 1, 575m<sup>2</sup> of industrial trading space, which is considered light industrial due to the nature of the manufacturing activities which take place.

The municipal area currently has two major retail and commercial centres located within the CBD (along Main Road) which has approximately 3, 313m<sup>2</sup> of leasable retail and commercial space, as well as the Market Square Shopping Centre which has 13, 366m<sup>2</sup> of GLA (general leasable area). The percentage of the major suburbs/areas in the Bitou municipal area which are currently zoned for commercial purposes are;

- Plettenberg Bay - 4.10%

• New Horizons	-	0.5%
• Kwa-Nokuthula	-	0.26%
• Rural areas	-	4.29%
• Natures Valley	-	0.47%
• Wittedrift	-	5.34%
• Keurbooms	-	0.2%
• Kranshoek	-	0.8%

Very little commercial space has been zoned and is currently available within the lower income residential areas such as Kranshoek and Kwa-Nokuthula, which has hampered the development of the SMME and informal sectors in these areas, forcing them to commute long distances to the main retail centres in the town of Plettenberg Bay.

#### SECTOR ANALYSIS

The Sector Analysis section of the LED strategy introduces the Top-Down/Bottom-Up approach that was envisioned for economic development within the Bitou Municipality. Through the municipal ward workshops and the various private stakeholder interviews an approach to economic development that involved stimulating investment and development activity to bolster tourism and construction activity within the high end of the market (with the aim of having a ripple effect to increase the filtration of benefits to the greater community), as well as developing labour intensive primary and secondary economic activities (such as agriculture, agro-processing and manufacturing) to absorb the abundance of low skilled level labour and create more value adding processing to increase SMME and informal retail activity. These two main process activities form the crux of the Top-Down/Bottom-Up approach.

In order to achieve this, the sector analysis identified three main or most prominent industries within the local economy in order to identify various gaps and trends evident in these industries within the Bitou Municipality economy. These gaps and trends thus serve as thrusts for the identification of opportunities within these industries in order to increase the strength of these industries within the economy; as well as increase the filtration of potential benefits from these industries throughout the local economy; and make use of existing infrastructure which supports these industries. The three main industries (with regards to GGP and employment contribution) within the Bitou economy are;

- The Construction industry (13.28% of total GGP and 14.06% of total employment in 2009)
- Finance and Business Services industry (22.01% of total GGP and 15.69% of total employment in 2009); and
- Wholesale and retail trade, catering and accommodation industry (29.56% of total GGP and 30.10% of total employment in 2009)

The **Construction industry** grew significantly in the Bitou economy beginning from the early 2000's where growth in contribution to total GGP peaked during the 2001-2002 period (39.64%) which fall in-line with the national property boom and put Plettenberg Bay on the map as a favoured destination for high income holiday makers and a luxury property market. The average growth in the industry in 1995-2009 was **10.93 per cent**, however with the construction boom this average growth increased to 16.44% from 2001-2009.

With the development of the industry in the early 2000's, a number of construction companies and businesses (for example service providers such as civil engineering businesses and retailers such as Mica and CTM) which cater for the needs of the industry were established within the town of Plettenberg Bay in order to cater for the increased demand. After the recent recession, in which the tourism and luxury property markets are often heavily impacted, the construction industry has been negatively impacted with a number of smaller businesses and construction companies closing down in the past 3-4 years. This

contributed significantly to the overall weakening of the economic condition within Bitou and emphasizes the dependence of the local economy on the performance of this industry.

The major gaps, which serve as project thrusts and opportunities within this industry were identified during the private stakeholder interviews and are;

- Green material suppliers (especially for high end and commercial markets) are lacking in area
- No formal regulation body for construction industry with regards to registration to construction industry bodies such as NHBRC
- Delays with approvals from government and municipality (excessive Red Tape)
- Lack of inspection and assurance of health and safety standards on construction sites by government (this correlates into loss of employment for private Human Resource advisors etc.)
- Lack of middle income housing construction and contracts
- Outside companies being contracted to undertake construction work in Bitou, who as a result source outside suppliers and service providers; and
- Generally low level of skills regarding pavers, plasterers and bricklayers in area.

These gaps served as thrusts for opportunities within the local industry which were included as part of the opportunity analysis as potential projects for implementation. Opportunities within the industry that were identified are;

- Development of retirement facilities (new niche market)
- Opportunities for construction and related spin-off activities such as paving businesses, retaining wall businesses, plasterers and swimming pool contractors
- The under-catered for and under-developed middle income housing market provides opportunities for both construction companies, as well as suppliers and other construction related service providers
- Increased inspection and regulation of the industry; and
- Training and skills development facilitation and provision within the local industry (such as in-house training and passing on of skills)

The **finance and business services industry** in the Bitou economy, although still one of the dominant sectors has shown a decline in GGP growth in recent times with average growth of the industry dropping from **11.12 per cent** (1995-2009) to **6.92 per cent** (2001-2009). The property boom and subsequent development of the local construction industry aided the growth of the finance and business services industry, especially with the establishment of the town of Plettenberg Bay as a popular local tourist destination and the luxury property market status of the area, which in turn has bolstered real estate activity which also falls within this industry. However with the recent decline of the construction industry and the weakening property market the industry has shown significant decline in GGP growth highlighted by the drop from **7.09 per cent** growth to just **1.63 per cent** from 2008-2009.

One of the major weaknesses of the industry highlighted during the private stakeholder process was the reliance of the industry in the construction industry or the centralised nature of the Bitou economy around construction and tourism. With the boom in construction and tourism activity the industry thrived with a number of small business owners entering the market looking to make a quick profit. However in the recent volatile climate this has led to an oversaturation of the market and misalignment of perceptions amongst new business owners (quick profit) has further compounded the weakening state of the industry. The lack of business creativity, negative business environment and lack of diversification in the local business environment are some of the main factors negatively impacting the economy, and this combined with restrictions in the financial environment as a result of the National Credit Act have further restricted small and medium businesses by limiting finance and capital needed to start-up and grow businesses.

The major gaps in the industry which served as thrusts for project opportunity identification are;

- Lack of communication with regards to promotion and co-operation between business environment and tourism
- Misdirection of advertising and promotion of tourism in the Bitou area
- Infrastructure and availability of commercial space in the main trading areas is sufficient, however a number of these spaces are owned by individuals that live outside the local municipal area who are not sensitive to current economic conditions in the area resulting in rent and rate on commercial property forcing many businesses (around 70 businesses have closed down in the last 5 to 6 years in Bitou
- Lack of space and development initiatives aimed at the informal sector

From the gaps/thrusts listed above and the through the stakeholder survey process the following opportunities were identified to strengthen the local finance and business services industry.

- Training and provision of training facilities and opportunities particularly within construction industry and hospitality industry
- Marketing and promotion services with regards to local tourism industry
- Current service providers increasing range of services offered or forming partnerships to accommodate for current market
- Youth entertainment and recreational activities
- Potential private upgrading of Plettenberg Bay airport (to be used for private chartered aircraft)
- Flexibility regarding leasing of commercial property within commercial centres; and
- Development of informal sector with regards to provision of space for trade, development skills and training, and access to markets

The **wholesale and Retail trade, catering and accommodation industry** is also heavily reliant on the tourism and construction industries, however is particularly more reliant on the tourism industry especially during the peak tourism season which begins in Plettenberg Bay around November and ends after the Easter period in April. The average growth of the industry from 1995-2009 was 10.29%, and in more recent times (2001-2009) has remained stable and even risen slightly to 10.66%. This shows that unlike the finance and business services industry which is more directly reliant in the construction industry than the tourism industry, wholesale and accommodation is more reliant on the tourism industry, and with the firm reputation of the area a popular tourism destination, the industry is likely to remain relatively strong, however will not be able to support the entire economy, should the construction industry continue to show negative growth rates.

Prior to the recession, retail and wholesale activity was driven by the construction and high end tourism industries. This resulted in the establishment of a number of retail outlets that catered for the construction and home industries, which included furniture stores (with furniture manufacturing activities in the local industrial area), appliance stores, interior design and décor outlets, as well as DIY suppliers and outlets. The property boom of the early 2000's also bolstered tourism in the area, especially high end/market tourism, which increased demand for lifestyle and clothing outlets, as well as grocery and convenience stores.

Post-recession with the weakening of the construction industry, some 70 businesses have closed down in with big national franchises such as CTM and Mica both closing down. The tourism industry has also suffered with less disposable income being generated through the recession, tourism is often negatively impacted which has seen a significant decline in retail expenditure within the Bitou economy, which resulted in the market being over-saturated due to the drop in demand, and as a result a number of businesses have closed down.

The accommodation market in Bitou however has remained strong according to the GAA (Guest House and Accommodation Association), which as of 2011 has 110 registered members. The following types of accommodation facilities that are catered for within the Plettenberg Bay and Bitou markets;

- Camping and caravanning facilities
- Backpackers
- Self-catering facilities
- 3, 4 and 5 star bed and breakfasts
- 3, 4 and 5 star hotels; and
- Guest houses

The major gaps which was identified within this industry relates to;

- Inaccurate marketing of accommodation and tourism in the Bitou area
- Lack of skills with regards to marketing and tourism
- The lack of 1 and 2 star hotels in the market to accommodate for middle income holiday makers
- The lack of tourism activity with the township and low income areas of the municipality
- Rent pressures
- Seasonality of tourism in the area
- Lack of commercial space and facilities in low income areas such as Kranshoek, Harkeville and the Craggs, has hindered retail activity which has forced residents to commute to CBD

From these gaps the following thrusts were identified as to where the industry needs to go;

- Nature sporting and nature based activity tourism has been identified as an area of tourism that needs to be developed and marketed better
- Increased cohesiveness and more effective marketing campaigns amongst stakeholders (private sector, government and local communities) in the Bitou area to more effectively promote tourism not only locally in the Garden Route but on a national level
- Creation of tourism draw-cards and the establishment of events or festivals during the off-season to ensure continuous flow of tourists throughout the year.
- Facilitation and development of tourism activities in township areas through increased access to tourism markets, development of infrastructure and marketing and promotion
- Development of commercial industries in low income areas (for example the development of informal markets in low income areas and development of commercial space for trade)
- Rent flexibility
- Facilitation of training and skills development

The opportunity analysis and identification of opportunities was based on the Top-Down/Bottom-Up approach and focuses on identification of opportunities and linkages within four main industries to not only increase the strength of the existing industries, but also to stimulate and develop lagging industries in order to increase the diversification of the Bitou local economy. These four main sectors and industries are;

1. Tourism
2. Agriculture
3. Manufacturing and processing activities; and
4. Retail, wholesale trade and business services.

With the thrusts and opportunities identified within the sector analysis other opportunities were also identified within each of these sectors and served as the drivers for LED project identification and

formulation. The projects or opportunities identified aim to improve the current condition in the local economy and dominant industries as well as enabling the economy to become more diversified, self-sustainable and self-reliant, in order to not be too vulnerable and reliant on the construction and tourism industries.

The economic opportunities identified while increasing the diversification of the economy also link with development concepts and infrastructure plans to be constructed as part of the Bitou Municipalities' Coming Together Project, as this project serves as a major LED project in the area and such a linkage enables the economic and social benefits of the infrastructural developments proposed to be maximised.

The agricultural industry has been highlighted as a development industry mainly due to the agro-processing activities which form part of the value adding process, which links with agriculture and retail activity. In addition agriculture and its associated agro-processing activities are generally low skills levels and labour intensive which serves to provide some relief to the mismatch of skills and employment opportunities identified in table 11 below. The main gaps or barrier to entry within the agricultural industry of the Eden District (which incorporates the Bitou Municipality) are;

- Land availability
- Farm management and general management skills especially amongst emerging farmer market
- Difficultly for farmers regarding the receiving of accreditation for produce to be sold in commercial markets
- Limited access to markets for the sale of produce
- Lack of uniformity regarding agricultural bodies and organisations which results in confusion among farmers and wastage of funds
- Lack of evaluation and monitoring amongst beneficiaries of various agricultural funds in order to access success levels on those particular farms
- Mismatch between the goals, priorities and objectives of local municipalities; and the agricultural sector needs, requirements and activities, which has resulted in large portions of valuable agricultural land being allocated for housing provision and other zoning preferences above agriculture
- Too much administrative 'Red Tape' exists with regards to accessing funds from provincial and national department of agriculture
- Increased pressure on availability of water for irrigation purposes

**LED OPPORTUNITY IDENTIFICATION**

Opportunities which have been identified throughout the LED strategy process within each of the identified industries for development are presented in **Table 11** below;

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**AGRICULTURE:**

- **Emerging and small scale farming opportunities in the production of the following products;**
  - **Fresh vegetable production and dried vegetable (in the form of tunnel farming)**
  - **Poultry farming**
  - **Berry farming (form of tunnel farming)**
  - **Viticulture and wine farming**
  - **Macadamia Nuts**
  - **Cut Flowers and Fynbos (form of tunnel farming)**
  - **Fishing Industry**
  - **Mari culture**
  - **Biotech and organic farming**
  - **Fruit Production and dried fruit (form of tunnel farming)**
- **Development of a saw mill in the municipal area and development of the forestry and milling industry**
- **Identification and development of open tracts of land in area for establishment of tunnel farming activities or stock farming**
- **Making land available for small and emerging farmers to undertake agricultural activities and for**

- cattle farming
- Provision of agricultural training and skills development amongst farm workers (e.g. through the Outeniqua Experimental farm located in George)
- Facilitating the establishment of emerging farmer's co-operatives to undertake agricultural activities and increase black ownership of farming activities in the area
- Creating a favourable environment (such as adequate sourcing of funding from government, incentive schemes for emerging farmers, more flexible rent agreements, training and skills development etc.) to help develop emerging farmer industry to aid employment creation and food security
- Linking potential agricultural activities with tourism industry in the form of Agri-Tourism

#### MANUFACTURING:

- Establishment of downstream processing activities such as
  - manufacturing activities related viticulture (e.g. wine bottling plant, processing and packaging plant for grape and other fruit juices)
  - manufacturing activities related to dairy farming such as cheese production, pasteurisation and bottling of milk
- Establishment of upstream processing activities such as;
  - canning and packaging plants (dried fruit, fish, meat)
  - sawmill for processing of wood
  - development of fertilizers to be linked with emerging farmers initiative
  - abattoirs for cattle farming industry in area
  - facility of plant for processing, cleaning and packaging of vegetables linked to tunnel farming and emerging farmer initiative
- Development of light industrial park or facilitating the increased provision and development of industrial space in Bitou
- Green technology development and manufacturing (e.g. solar energy) which can be linked with the high income and middle income residential markets as well as commercial market

#### CONSTRUCTION:

- Development of the Bitou Coming Together Project, which will include the following infrastructural and construction projects;
  - light industrial park
  - residential facilities (Gap and middle income housing market)
  - Infrastructure (e.g. roads, pavements, taxi ranks, etc.)
  - Commercial facilities (commercial retail facilities and informal trading space provision)
- Skills development and training within industry as drive to create culture of passing down or fostering skills developments within existing businesses, such as businesses providing training to employees to increase skills base within the industry, such as;
  - mentorship programmes
  - computer and computer literacy training
  - Forming of construction Co-operatives and linking these to mentorship programmes with existing construction industries in the area
- Facilitation of increased access to formal and especially middle income and low income/social housing markets for black entrepreneurs
- Increased regulation and potential establishment of private regulation and inspection body
- Creating favourable investment environment for investors looking to invest in residential market in area. This would include the **laxing** of building costs and other levies or taxes that are implemented by the municipality on residential developments, as well as increasing efficiency of approvals for developments.

#### WHOLESALE & RETAIL TRADE:

- Facilitation of the development of SMME and informal retail sectors, which includes;
  - provision of space for trade
  - skills development and training (possible mentorship programmes, provision for basic skills training e.g. writing of business plans)
  - establishment of communication channels between local governments, SMME (informal market) environment and private sector, e.g. monthly meetings or newsletters to discuss local and district industry trends; events and functions to get business environment and owners familiar with one another and establish connections
- Increased presence of local government as facilitators, which would include;

- opening communication channels to assess local needs and issues
- infrastructure development (for example, Bitou Coming Together Project)
- enabling access to information by informal sector and guidance (e.g. sources of government funding for SMME's and businesses)
- Promotion of formulation of Co-operatives amongst small business owners and informal sector
  - Coming Together Project will incorporate, commercial as well as light industrial facilities fostering an environment for establishment of co-operatives
  - will promote skills development and increase resources, for example, finance and human capital

**FINANCE & BUSINESS SERVICES:**

- Operation of Tourism in the area as a business, i.e. centralisation of tourism. This would include;
  - ensure information on tourism activities and businesses related to tourism can be accessed through a central channel
  - Marketing, promotion and advertising business opportunities will be made available through this activity
  - Costs of marketing and promotion can be pooled to reduce individual costs.
- Recreation and Youth Entertainment facilities and activities
- Facilitation and establishment of specialised financial services that cater for the SMME environment
- Government administrative and IT support services outsourcing

**TRANSPORT:**

- Establishment of Transport network connected centred around Bitou Boulevard (design concept of the Coming Together Project) and includes;
  - centralisation of transport network with major employment and work centre
  - increase efficiency of transport network
  - Facilitate creation of economic hub which links public transport to retail, industrial and residential centres for the majority of the population
- Increased use of public transport services in tourism industry
  - increase involvement of townships and low income areas in tourism, facilitating the increase of benefits generated by the industry
  - opportunities for shuttle and potential tour bus (tour shuttle) services to transport tourists around Bitou area
- Logistics related to manufacturing and agro-processing, including;
  - transporting of raw materials to industrial areas from source
  - transporting of manufactured goods to retail outlets (locally, regionally and potentially provincial level)

Table 11: LED opportunities

**LED VISION & OBJECTIVES**

The Vision of the Bitou Municipality is as follows:

**“To be the best together,**

**The LED Strategy states the following Vision:**

**“A town that welcomes investment in people, place and business. “**

**The vision entails developing the municipal area as follows:**

1. To increase sustainable economic opportunities through marketing Bitou as a global destination to live, work and play in.

2. Promotion and development of a sustainable and diversified economy through the working together of local community role-players and knowledge empowerment.
3. Plettenberg Bay a destination for work and play.
4. Plettenberg Bay as a global mecca for sustainable development through shared services and a quality lifestyle for all.
5. Plett must be the most desirable local and global destination where the quality of life is far superior than being at home.
6. Plettenberg Bay a global destination with the best sustainable development activities and lasting quality of life.
7. Plett a global home for a sustainable quality of life opportunities and services.
8. The town that welcomes investment
9. Plett the ideal global destination with developmental opportunities for a better life and to ensure economic growth.
10. To be a globally diversified developmental economic destination for improved quality of life which is sustainable for all?
11. Plett-a better place than home
12. Striving towards a diversified, sustainable and balanced economy for all.

Based on the projects listed above and the public sector interventions needed for the various private sector projects, key “thrusts” aimed at regenerating the Bitou economy can be formulated. From a strategic development facilitation point of view, it is necessary to ensure that the appropriate linkages and interactions between programmes and projects be established. Such an integrated approach is needed to ensure the optimal rate of implementation and economic development in Bitou.

#### IMPLEMENTATION ACTION PLAN

The final section of the Bitou Municipality LED strategy presents the general guidelines or steps for the implementation of the projects which have been identified above. The 8 broad steps for LED implementation of projects are;

- Step 1: IDP Integration and LED Prioritisation
- Step 2: Identification of location
- Step 3: Pre-feasibility and detailed feasibility studies
- Step 4: Partnership identification and project matchmaking
- Step 5: Development of Business Plan
- Step 6: Municipal budgeting and financing
- Step 7: Enabling environment and labour market
- Step 8: Project handover and mentoring

Through the prioritisation workshop which was conducted with the various departmental heads of the Bitou municipality, the table below presents the initial shortlist of projects which received the highest prioritisation amongst the identified projects. The departmental head where instructed to prioritise these projects based around the ability of the project to achieve 5 strategic goals, namely;

1. Does the project provide opportunity for job creation, especially for the previously disadvantaged communities?
2. Would the project create economic growth in order to continuously meet the National government growth targets (ASGISA growth target of 6% from 2010 to 2014)?
3. Would the project help diversify the economic base (dominant GGP and employment contributing sectors)?
4. Is the project a wealth creating project or only a poverty alleviation project?
5. Would the project potentially attract new investors to the Bitou local municipal area?

The prioritised projects for each sector are listed in **Table 11**.

AGRICULTURE:
1. Development of Fishing Industry and mariculture activities
2. Establishment of a saw mill and development of forestry and milling industry in municipal area
3. Promotion and development of Viticulture and wine farming
MANUFACTURING:
1. Increased provision of light industrial space in Bitou municipality
2. Manufacturing activities related to Viticulture (bottling and processing plant, packaging plant)
3. Dairy Farming manufacturing activities (cheese production, bottling plant)
CONSTRUCTION:
1. Creating favourable investment environment for investors looking to invest in local residential market (increasing efficiency of approvals, relaxing of building costs and other taxes or levy's on construction industry)
2. Facilitating increased access to formal and especially middle income and low income/social housing markets for black entrepreneurs
3. Development of Bitou Coming Together Project (industrial, residential, commercial and infrastructural components)
WHOLESALE AND RETAIL:
1. Provision of space for SMME and informal trading
2. Skills development and training for SMME and informal traders (mentorship programmes and basic business skills training)
3. Promotion of establishment of cooperatives amongst small business owners and informal sector
FINANCE AND BUSINESS SERVICES:
1. Establishment and operation of tourism as a central business (marketing, advertising and accessing of tourist information all performed by central organisation)
2. Recreation and youth entertainment facilities and activities
3. Facilitation and establishment of specialised financial services catering for SMME environment (legal services, recruitment, bookkeeping services, human resource development)
TRANSPORT:
1. Establishment of transport network centred around Coming Together Project
2. Increased use of public transport services in tourism industry
3. Establishment of transport cooperatives for manufacturing and agro-processing activities (linked to agricultural and manufacturing opportunities)

Table 11: Prioritised LED interventions

From this shortlist the three projects which received the highest prioritisation amongst the projects identified above were;

1. ***Creating favourable investment environment for investors looking to invest in local residential market (increasing efficiency of approvals, relaxing of building costs and other taxes or levy's on construction industry)***
2. ***Increased provision of light industrial space in Bitou municipality***
3. ***Manufacturing activities related to Viticulture (bottling and processing plant, packaging plant)***

These projects have thus already gone through step 1 (Integration and prioritisation) of the implementation process and as such must go through all the relevant steps until the eventual handing over of the project to the particular party that will be responsible for the long term running and operation of the project, from which point the municipality must serve as a regulating body for monitoring and evaluation purposes.

The project preparation and implementation section shows that in order to attract private sector investment to the Bitou municipality; the municipality needs to address various human, social, infrastructural, information and institutional challenges through public sector orientated projects. This has been referred to as “public sector readiness” or the “creation of an enabling environment”. It municipality

also needs to provide information on existing resources that can support LED initiatives both financially and non-financially; as well as provide a generic process for project preparation and implementation that can be applied to projects as and when they are identified by the municipality for implementation; and finally to provide an early application of this process to prioritised projects by highlighting issues that may need mitigated in consideration of the various stages of project preparation and implementation

### 13.2.2. HUMAN DEVELOPMENT INDEX

The Human development index was devised by the United Nations Development Programme (UNDP) and today it is widely used as an indicator to measure development progress and quality of life. The HDI is based on a score that is derived from three measures, which are: Life expectancy, education (literacy and years of schooling) and income. In this chapter we shall focus on education and health because LED is extensively discussed in pages 74 – 88.

	EDEN	BITOU
African	0.57	0.55
White	0.88	0.88
Coloured	0.58	0.60
Asian	0.70	
Total	0.69	0.68

Table 12: The human development index in Bitou in Bitou and Eden in 2010.

Table 12 above indicate that the human development index of Bitou is less than only 0.01 points and the graph in figure 27 below give a schematic diagramme of the human development status in Eden and in Bitou. The HDI for whites (0.88) is higher than that of Coloureds (0.60) and Africans (0.55) in Eden and in Bitou.

The Municipality and all stakeholders must tirelessly work hard to promote social cohesion and create favourable conditions that will narrow the HDI gap between the citizens of Bitou and the District.

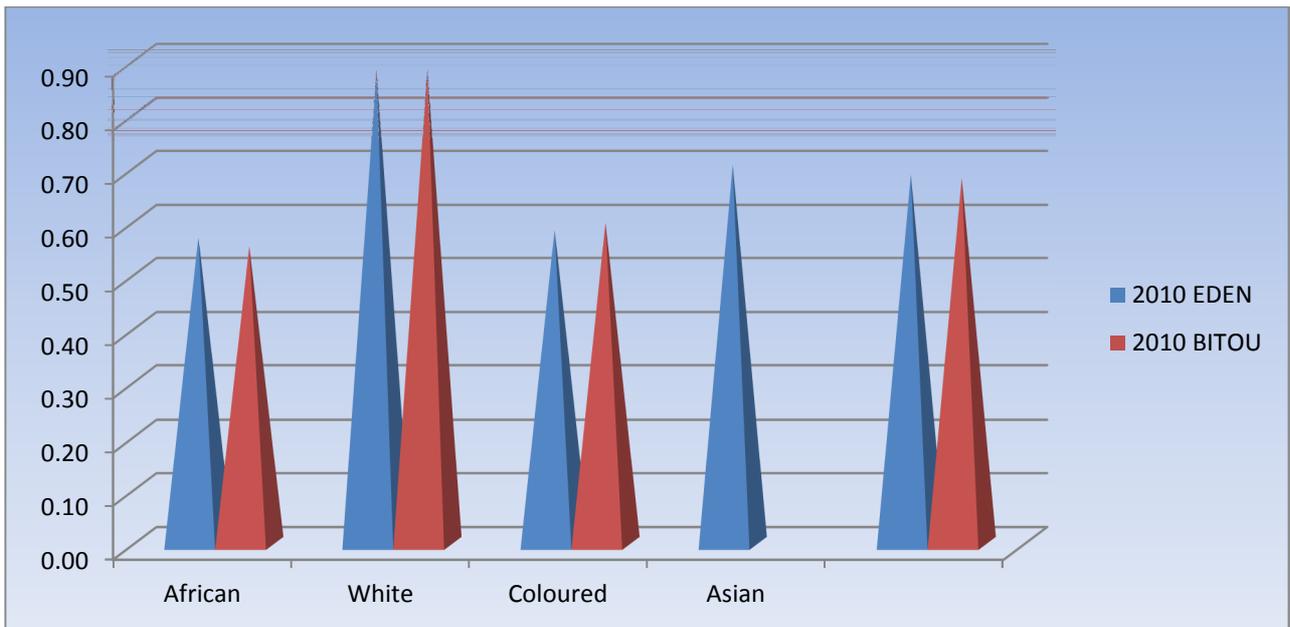


Figure 27: the 2010 human development index of Bitou compared to EDEN by racial group, source global insight.

### 13.2.3. EDUCATION

Figure 28 below gives an indication as to changes in the educational profile of Bitou’ population over the period 2001 to 2007.

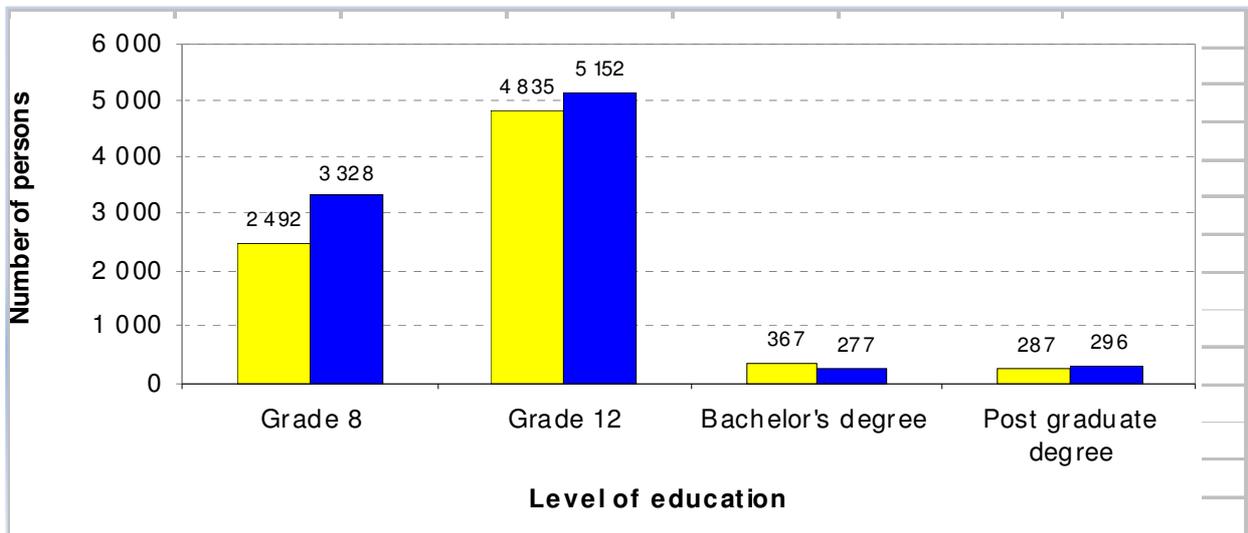


Figure 28: Education attainment in Bitou: source StatsSA and community survey

The number of learners that have completed primary school and graduated to high school increased over the period. The number of individuals that reported having completed Grade 12 increased from 4835 in 2001 to 5152 in 2007. The number of individuals residing in Bitou that reported having tertiary qualifications declined from 367 in 2001 to 277 in 2007 and the number of individuals with post-graduate qualifications increased from 287 in 2001 to 296 in 2007.

The Graph in figure 29 below shows a significant increase in the level of education at all levels.

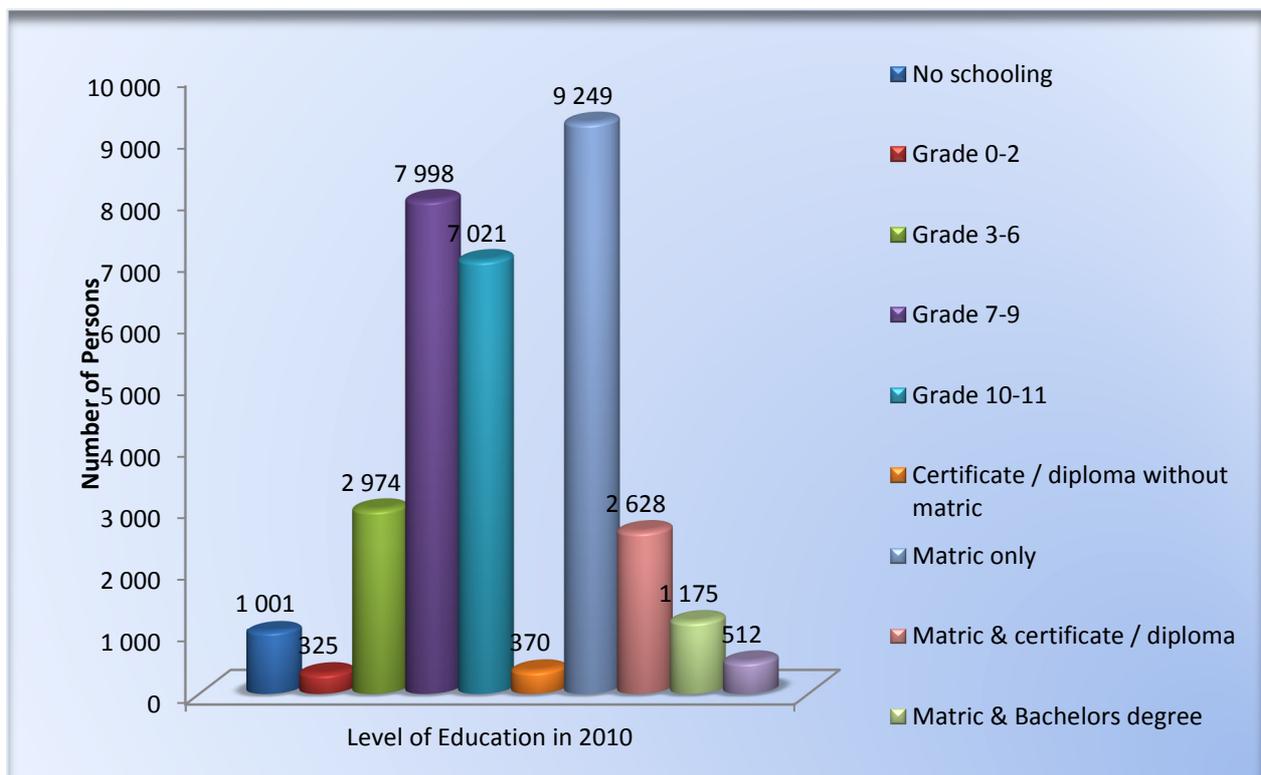


Figure 29: Level of education in Bitou in 2010, source global insight

### 13.2.3.1. COMMUNITY EDUCATION RELATED ISSUES:

#### EARLY CHILD DEVELOPMENT:

More teachers need to be trained for early childhood development and there is a need for additional facilities in Kranshoek, Kwa-Nokuthula, Wittedrift and Green Valley.

#### PRIMARY AND SECONDARY SCHOOLS

The department of Education is spending a lot of money on scholar transport and still there are kids who cannot make it to school on time due to issues around the scholar transport especially the kids of Kurland. The community of Qolweni/ Bossiesgif is outraged about the school that will be built at Kwa-Nokuthula whilst they registered their concern a long time ago. Appreciation is also conveyed to the department of Education for committing to build three schools in the Bitou area.

#### TERTIARY EDUCATION

South Cape College represents a form of a tertiary institution but at the moment it does not fit the purpose because:

- Its curriculum is limited
- Potential students must go out of town to study curriculum other than the one presented at this facility.

The community would like the management of South Cape to improve their curriculum and see if they cannot collaborate with the Nelson Mandela University or even the University of South Africa because the nearest UNISA examination centre is in Knysna.

### 13.2.3.2. SPATIAL EXPENDITURE ON EDUCATION

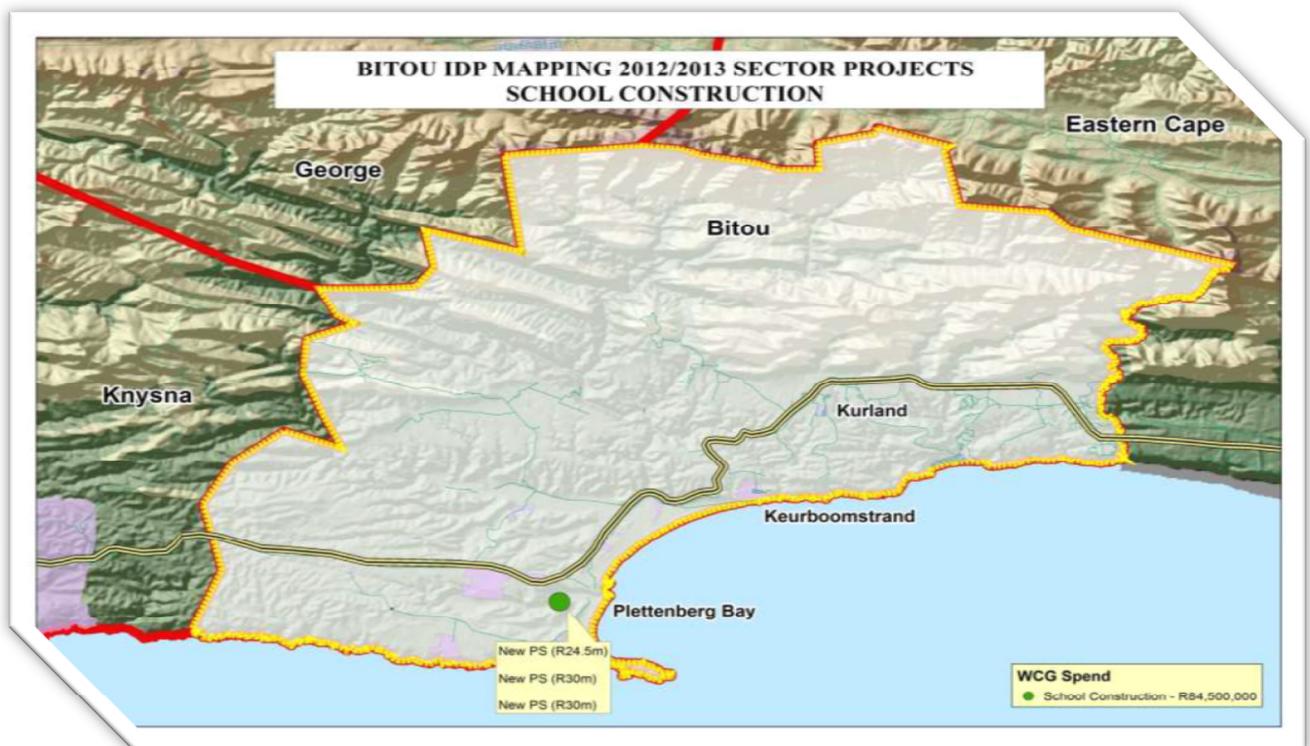


Figure 30: Spatial location of the department of education budget in Bitou

## 13.2.4. HEALTHCARE SERVICES

Good health is vital to achieving and maintaining a high quality of life. A diverse range of factors play a role in ensuring the good health of communities and that disease, especially preventable and communicable ones, are kept at bay. Some of the factors include lifestyle features that also depend on the provision of high quality municipal services, such as clean water and sanitation. It is the function of healthcare services not only to restore bad health, but also to ensure that communities do not contract preventable diseases.

This section on healthcare services focuses on particular health outcomes and speaks to the ability of the healthcare system to deal with these pertinent issues. Although healthcare is provided by both public and private institutions, it is noted that the information from the Department of Health pertains only to public sector healthcare institutions. Any privately provided facilities or services are not reflected in the information from the Department of Health.

This section of the profile attempt to comments on a set of indicators identified as a measure of a community's ability to transform itself in a manner which improves the capacity of the community to fulfil its aspirations. The list of indicators is not exhaustive and has previously been identified by the Eden District as those indicators which assist in informing the planning and budget processes of the Municipality. The indicators include: education, health, safety and security, gender data and number of individuals accessing social grants as it pertains to the Bitou Municipality.

Sub-district	Community Day Centre	Clinics	Satellite clinic	Mobiles	Total Facilities
Hessequa	0	4	2	3	9
Mossel Bay	1	4	5	4	14
George	2	7	1	4	14
Knysna	0	6	1	3	10
Bitou	1	4	1	1	7
Kannaland	0	3	1	3	7
Oudtshoorn	1	7	0	3	11
<b>Total facilities</b>	<b>5</b>	<b>35</b>	<b>11</b>	<b>21</b>	<b>72</b>

Table 13: Health Facilities in Bitou

Table 13 above indicates the number of health facilities available in the Eden District. In the 2007/08 financial year, a total of 7 primary health care facilities were located within Bitou Municipality. The clinics are located in the following areas within Bitou municipality: Craggs, Kranshoek, Kwa-Nokuthula and New Horizon. The community day centre and mobile service is located in Plettenberg Bay and the satellite clinic is located in Wittedrif.

Immunisation coverage for children under 1 year old improved from 33.2 per cent in 2001 to 142.7 per cent in 2007. The HIV prevalence of Bitou' population increased from 13.3 per cent in 2001 to 20.5 per cent of the total population in 2007. In 2007, the Health Department recorded that 490 people were receiving anti-retroviral treatment in Bitou state-run health care facilities.

### 13.2.4.1. COMMUNITY HEALTH RELATED ISSUES

- **Clinics** are too far from rural communities of Covey and other outlying areas of Bitou and the traveling costs increase poverty on the already poor communities.
- **Doctors:** the patient doctor ratio is very low; as a result patients wait for very long hours before they see a doctor even at the recently built clinic of Kwa-Nokuthula.

- **24 hours medical services** the absence of a 24 hour medical facility increases the risk of loss of life and the centralization of health services contributes negatively on the lives of citizens. An ambulance response callout can last from one and a half to two hours before the government medics respond.
- **Proximity to Knysna:** Bitou' close proximity to Knysna does not reduce fatalities but adds to the transport burden faced by Bitou Communities. Let's sketch this scenario; imagine a guy that was assaulted on a Friday night being discharged after he is stabilized, that person must find means to get back to Plettenberg Bay from Knysna on his own and we all know that South Africa is one of the least safe places in the world.
- **Economic implications of health services:** People must take time off (Day) their work to get help from the clinic even for the smallest of things like getting sterilization injection and the transport cost for travelling to Knysna Public Hospital.

### 13.2.5. SAFETY AND SECURITY

#### KWA-NOKUTHULA POLICE STATION

Domestic violence, rapes and assaults are the common contact crimes in Kwa-Nokuthula although assault GBH and common assault has started declining since 2006/07.

The property related crimes of concern in Kwa-Nokuthula are residential burglaries, malicious damage to property, and other theft. These crimes showed a decrease in 2009/10.

	2005/2006	2006/2007	2007/2008	2008/2009	2009/2010
Assault GBH	109	172	159	130	115
Common assault	78	131	106	75	59
Malicious damage to property	41	51	117	51	36
Burglary at residential premises	127	180	187	187	170
All theft not mentioned elsewhere	68	95	93	93	88

Table 14: source: Eden Safety Strategy (SAPS annual report)

The provincial comparison in the table below reflects a significant increase in all of the crimes in Kwa-Nokuthula compared to the provincial rate. This is as a result of the use of the 2001 Census data population figure which is used to calculate rates. The population figure for Kwa-Nokuthula is officially 778.18 this figure is almost certainly an underestimation of the actual population (which is currently 12190). The small population estimate regularly results in markedly high crime rates as is evident for all of the crimes in the graph below.

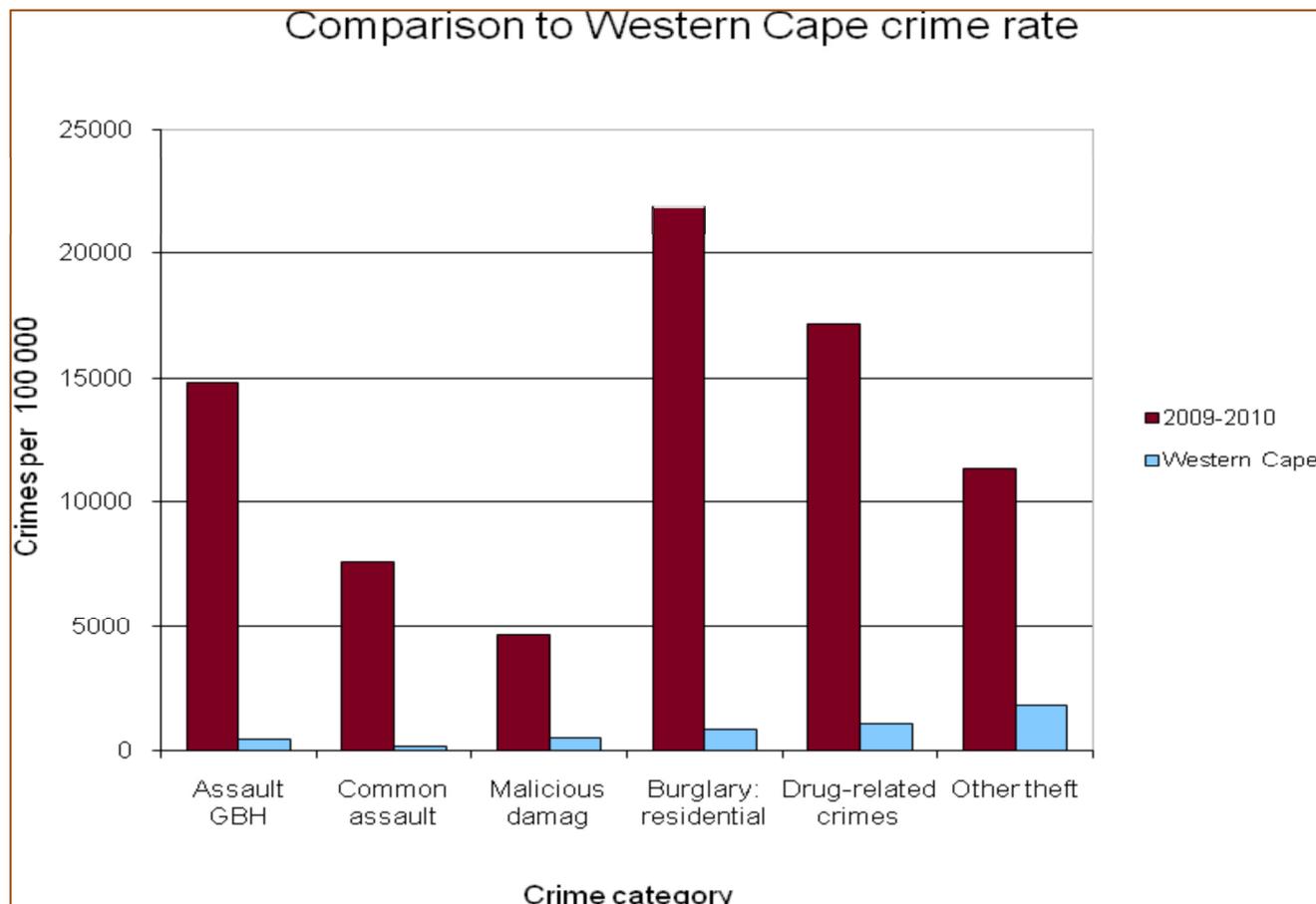


Figure 31: Provincial crime comparison with Kwa-Nokuthula Police station. Source: Eden Safety strategy.

### PLETTENBERG BAY POLICE STATION

The contact crimes of assault GBH and common assault began to show a decrease in 2008/09 and 2009/10. Most of the assaults in Plettenberg Bay are attributed to alcohol abuse during the weekends, as there are a number of shebeens in the area. The decrease in assaults can be attributed to “an agreement between the police and shebeen owners to close at 12pm”. Assaults however remain around some clubs which do not comply with the closing time of 12pm as the alcohol licence permits clubs to close at 4am.

Residential burglaries have recorded exceptionally high figures despite the decrease in 2008/09 and 2009/10. The crime has been attributed to youth who use the proceeds to fund their drug habit. Malicious damage to property has recorded high figures despite the decreases in 2008/09 and 2009/10. Theft out of or from motor vehicles is also very high and has shown an increase in 2009/10. The perpetrators have been identified as youngsters between the ages of 18-33 years. Shoplifting has steadily increased in the last four years with the crime peaking at 185 in 2008/09 and then showing a decrease in 2009/10.

All theft mentioned elsewhere has also recorded very high figures. Plettenberg Bay attracts many tourists especially during the festive seasons. The beaches are crowded and much of the theft occurs on the beaches.

Drug-related crimes are also high, but as mentioned earlier, this can be attributed to various factors including increased law enforcement.

The provincial comparison for 2009/10 below shows that shoplifting, theft out of or from motor vehicles, and residential burglaries in Plettenberg Bay, are higher than the provincial rate. Residential burglaries are a concern and need urgent police intervention as they are twice the provincial rate. Assault GBH is also in need of attention as it is on par with the provincial rate.

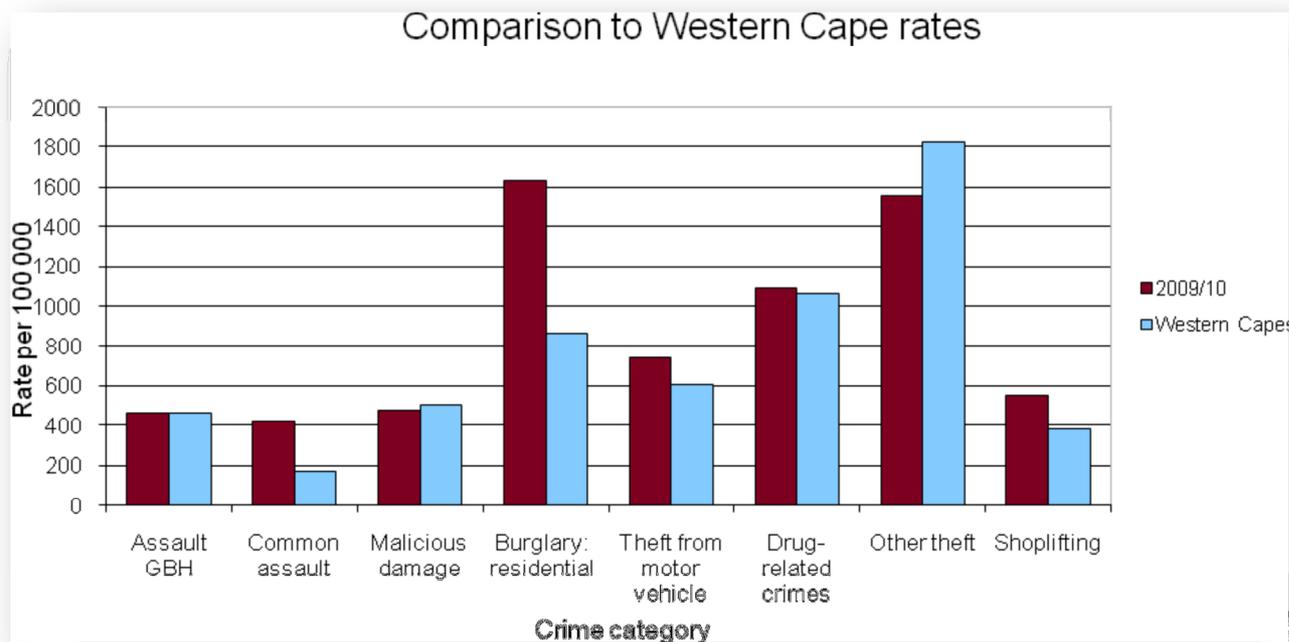
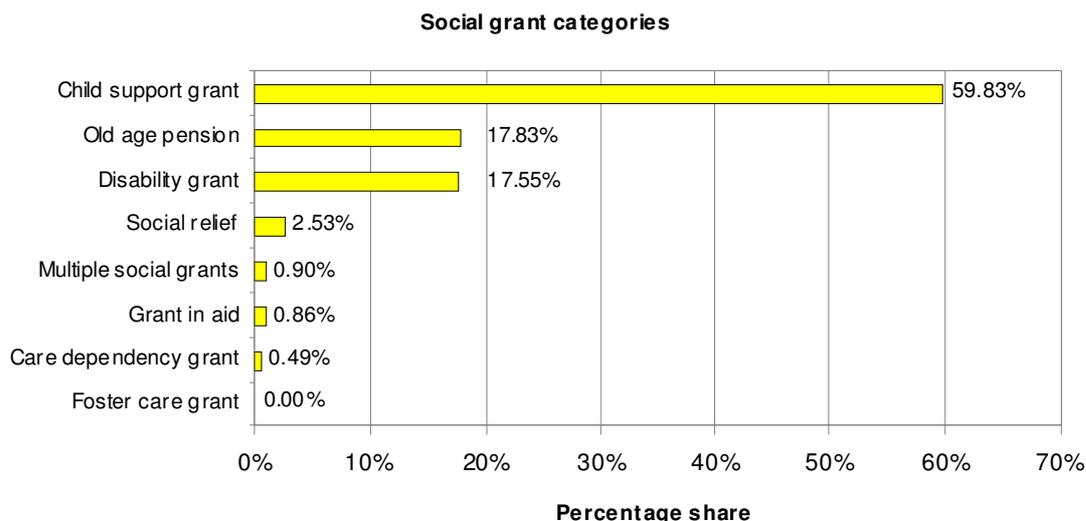


Figure 32: Crime comparison in Western Cape and Plettenberg Bay. Source Eden Safety Strategy

### 13.2.5.1. COMMUNITY ISSUES AROUND SAFETY AND SECURITY

- **Construction of police stations:** Police visibility and accessibility a major deterring factor for criminals. Statistics indicate that crime is on a decline in Bitou but still a police station is required at New Horizon or a satellite police station could be put between boundaries of Ward 3 & 4.
- **CCTV cameras:** Close Circuit TV cameras are needed at the circle on the N2, Main Street and Marine Drive to prevent crime.
- **Bambanani and Policing Forum:** There is a need for the intensification of the Bambanani programme and more volunteers must be recruited especially during the season when tourists visiting our beaches.

### 13.2.6. SOCIAL GRANTS PER CATEGORY



Source: Stats SA, Community Survey 2007

Social grants are provided to persons that are deemed to be vulnerable, in need of or qualify for income support. The above figure shows that child support (R210 per child), old age pension (R940) and disability grants (R940) are the leading categories of social grants accessed by persons residing in Bitou.

Figure 9 shows the racial profile of persons accessing social grants in 2007. The Black racial groups accounted for the majority of persons accessing social grants and together constitute 93.0 per cent (8 606) as shown in Figure 8. The number of people accessing social grants in 2007 amounted to 9 253 people, which equates to 14.2 per cent of the total Knysna population. Females represent more than 50 per cent of the total 9 253 people accessing social grants.

The municipality offers additional social support through its indigent policy. The indigent policy provides free and discounted rates on basic services such as water, electricity, sanitation and property rates. According to the Financial Office of Bitou Municipality, there are 1 664 indigents registered in the financial year 2008/09.

### 10.2.7. SPORT FACILITIES

There are a total of 11 fields:

- Soccer fields 4
- Combo 4
- Rugby 3

The state of all fields is not in very good condition

#### RISK

There is too much traffic the fields and that is the main reason why the status of the surface is deteriorating and the vandalism at these facilities also contributes to the state of Bitou facilities.

#### IMPLICATIONS

Short term: To put a reasonable program in place for all sport codes.

Medium term: Maintenance plan that is suitable for the current staff of Parks in assisting with the fields.

Long term: Budget for care takers and houses  
The costs for a maintenance team for all fields.  
Budget of R 1 000 000.00

### 10.2.8. PARKS

There are thirteen play parks and they are not in good conditions because of vandalism and overcrowding caused by teenagers and this problem persists. These facilities are maintained regularly but the problem perpetually continues unabated.

#### **RISKS:**

The kids who are the beneficiaries of these play parks do not find joy in them as a result of parks being exploited and vandalized by teenagers and the broken equipment can also injure the kids or result in a loss of life. All play parks need care takers.

We must appoint care takers for all play parks to prevent their misuse and regulate entrance to the parks.

We also need to put up signage to restrict teenagers from the park and those adults who use parks as recreational areas during weekends.

A Budget of **R600 000.00** is required.

### 10.3. INSTITUTIONAL TRANSFORMATION

Currently the organisational structure is bloated meaning that we exceed our personnel budget. For this size of Municipality we supposed to have a staff component of not more than 380 personnel but the current figure stands at 481 and there were additional vacancies un-filled vacancies that pushed the staff component to 551 a figure that cannot be sustained by the limited resources at our disposal.

The reason for the above is a lack of a strategy or form does not follow function. The municipality with the support from province started an organisational redesign project.

The project outcome will be a lean, mean, effective and efficient service delivery oriented organisation with skilled personnel to that will improve the performance of the municipality.

#### OBJECTIVE:

To improve organisational effectiveness and efficiency by 2013.

STRATEGY	WHAT IS NEEDED IN ORDER FOR THE STRATEGY TO SUCCEED?	EXISTING UTILITIES/ SERVICES/ PRODUCTS WHAT IS ALREADY AVAILABLE IN THE MUNICIPALITY?	EXISTING PROJECTS WHAT FUNDED PROJECTS ARE IN ACTION (X) OR IN PIPELINE (P)	SUFFICIENT (RATE 1-3) IS WHAT IS AVAILABLE ENOUGH FOR THE STRATEGY TO SUCCEED?	NEW PROJECTS WHAT MORE IS REQUIRED?
Development of an organisational redesign.	Consultation with labour unions and staff	LLF	None	3	None
	Analysis and reviewing of the current staff formation and departmental needs	Macro and Micro organisational structure	yes	2	None
	Job analysis of staff	Job evaluation Task results	yes	2	None
	Funding of the operations	Funding from Provincial government	Operational budget avail	3	Unknown
Enhance Skills development Plan	Skills needs and requirements; analysis thereon	Skills needs questionnaire and training priorities	Questionnaire available and Training Committee in place	2	None
	Secure skills funds through skills levy	Funding through skills levy in budget	Budget	2	None
	Appointment of SDF	Position budgeted	Budget	2	Moratorium be lifted
Redressing of equity and gender targets	Relevant population statistics	Community survey results	None	1	Census report needed

### 10.3.1. ANNUAL TRANSFORMATION OPERATIONAL PLAN 2012/2013

N. KPA	Local KPA	Objective	KPI's	Cost	Type of KPI	Baseline	target	Time				POE
								1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
Institutional Transformation	Addressing transformation issues	To address institutional challenges of the municipality to perform and meet legislative requirements	Number of job descriptions developed	0.00	output	0	15					Job descriptions
			Micro and Macro organisational structure in place	0.00	output	0	1					Council Resolution
			All staff know about their job roles		output	0	15					Job identification
			Number of public meetings held	0.00	input	0	3					Minutes and attendance registers

N. KPA	Local KPA	Objective	KPI's	Cost	Type of KPI	Baseline	target	Time				POE
								1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
Institutional Transformation	Skills development Plan	To address institutional challenges of the municipality to perform and meet legislative requirements	Number of employee trained	0.00	output	0	60%					Certificates awarded
			Training Committee meeting held	0.00	input	0	Monthly					Minutes of meeting and attendance register
			Skills levy deduction		output	0	1% of salary budget					Budget approval

N. KPA	Local KPA	Objective	KPI's	Cost	Type of KPI	Baseline	target	Time				POE
								1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
Institutional Transformation	Equity and gender targeting	To address institutional challenges of the municipality to perform and meet legislative requirements	Number of employee employed	0.00	output	0						Compliance
			Training & Equity Committee meeting held	0.00	input	0	Quarterly					Minutes of meeting and attendance register

## 10.4. DEMOCRATIZATION AND GOOD GOVERNANCE

In this chapter of the IDP we shall discuss issues of governance, good governance, Intergovernmental relations, Ethics, public participation processes, mechanisms and processes, decision making, Public relations, marketing, communication, ITC, Ward committees, improvement of service delivery and Audit committee

### 10.4.1. GOVERNANCE AND GOOD GOVERNANCE

A Governance system is all about decision making and the implementation of those decisions. The actors involved in decision making are government institutions and public or civil society. Good governance is characterised by the following principles: participatory; consensus orientated; accountability; transparent; responsive; effective and efficient; equitable; inclusive and follow the rule of law. Bitou Municipality is and will do everything possible to comply with the principles of good governance this will however take a long time due to restructuring and carrying a new political mandate. As a municipality we aspire to comply with King 3 report in terms of governance.

### 10.4.2. POLITICAL LEADERSHIP

On the 18<sup>th</sup> May 2011 local government elections were held and the new Council was constituted on 6 June 2011. The new leadership was comprised of a coalition between the **Democratic Alliance (DA)** and **Congress of the People (COPE)**. The **African National Congress** became the official opposition.

Table 15 below illustrate the promotional representation of political parties of the Bitou Council from 2006 to 2011.

2006		2008 by-election		2011	
Mayor	Alderman. A Mvimbi (ANC)	Mayor	Alderman. A Mvimbi (ANC)	Mayor	Cllr. M Booysen (DA)
Deputy Mayor	Mrs M Seize (ANC)	Deputy Mayor	Mos. M Seize (ANC)	Deputy Mayor	Cllr. A Van Rhymer (COPE)
Speaker		Speaker		Speaker	
Governing party		Governing party		Governing party	
Total Councillors		Total Councillors		Total Councillors	
DA	3	DA	3	DA	6
ANC	7	ANC	7	ANC	6
ID	1	ID	1	ID	0
Independent	0	Independent	1	Independent	0
COPE	0	COPE	0	COPE	1

Table 15: Political composition of Bitou Council

Figure 33 below is a photo of Bitou Council.



Figure 33: Bitou Municipal council: Back Row from left, Cllrs. JN Stuurman, (ANC), P Mbali (ANC), A Olivier (DA), N De Waal (DA), JW Brummer (DA) and L Jonas (ANC). Front Row from Left, Cllrs. M Seize (ANC), C Dreyer (Speaker), A Van Rhymer (Deputy Mayor), M Booysen (Mayor), E Paulse (DA) and S Gcabayi (ANC). Insert is Alderman. L Mvimbi (ANC)

### 10.4.3. PUBLIC PARTICIPATION

All municipal legislation makes reference to public participation and it is the duty of the Municipality to establish mechanisms, processes and procedures for public participation as described in the Municipal Systems Act, Act 32 of 2000. The Municipal Structures Act, Act 117 of 1998 gives guidance on the establishment and functioning of ward committees.

Public participation is a function of the Speaker and the speaker is accountable for this function. Currently this function is fragmented and undervalued and only emphasized during the IDP and Budget processes, whereas all departments in the municipality undertake public participation in one form or the other no matter through which medium e.g. public meetings or municipal web page.

The major challenge for public participation is the coordination of this function from the speakers' office. There is no administrative capacity in the speaker's office to coordinate public participation as a result the administrative function of public participation is executed by the council secretariat and their involvement is reduced to ward committees only.

**To solve the challenges relating to public participation, the municipality will seek support for the drafting and implementation of a public participation policy from the provincial public participation unit. A public participation and communication unit will be established in the office of the speaker.**

### 10.4.4. WARD COMMITTEES

Bitou Municipality had ward committees in the last term and their term expired with the term of council. Currently there are no ward committees. There is however plans to establish ward committees.

The municipality experienced the following challenges with regard to the formation and establishment of ward committees:

- ◆ Due to the high rate of unemployment people applied to serve on ward committees not to serve their communities but to access the stipend.
- ◆ The size of ward committees increases the financial and administrative burden of the municipality.
- ◆ The lack of dedicated personnel capacity in the Speakers office to drive communication and public participation makes the administration of ward committee function an operational burden for the council secretariat.

**OBJECTIVE:**

Enhance public participation by establishing sector based functional 7 ward committees by December 2012.

STRATEGY	WHAT IS NEEDED IN ORDER FOR THE STRATEGY TO SUCCEED?	EXISTING UTILITIES/SERVICES/PRODUCTS WHAT IS ALREADY AVAILABLE IN THE MUNICIPALITY ?	EXISTING PROJECTS WHAT FUNDED PROJECTS ARE IN ACTION (X) OR IN PIPELINE (P)	SUFFICIENT (RATE 1-3) IS WHAT IS AVAILABLE ENOUGH FOR THE STRATEGY TO SUCCEED?	NEW PROJECTS REQUIRED?
Ward sector representation in ward committees.	Community awareness	none	none	3	Advertising and Public meeting = R3000.00
	Establish ward Sectors	None	None	3	R0.00
	Sectors nominate representatives	None	None	3	Sector rep meeting = R0.00
Increase effectiveness and efficiency of ward committees.	Develop TOR for Ward committee members.	None	Ward Committee summit = R900000.00	3	Ward Committee summit = R900000.00
	Reduce number of ward committee members	10 members per ward	none	3	Establish 6 member ward committees for 7 wards.
	Provide dedicated administrative and operational support.	Council secretariat	Vacant committee Clerk position	3	Appointment of public participation / Communications officer (T12)
	Provide market related stipend.	None	R1000.00 per member x 54 = 54 000.00pm	3	R300 per member x 46 = R13800pm.

### 10.4.4.1. PROJECT LOG FRAME: ESTABLISHMENT OF WARD COMMITTEES

PROJECT	Establishment of functional Ward Committees		VOTE NO:																								
DESCRIPTION:	Establishment of ward committees that are representative of priority ward sectors in all wards in Bitou.						PROJECT OBJECTIVE												To establish sector based functional 7 ward committees by December 2012								
OUTPUTS:	TARGETS:/INDICATOR			MEANS OF VARIATION				RISKS / ASSUMPTIONS												LOCATION: (WARD, AREA, STREET & ERF NUMBER)							
7 established Ward Committees	6 priority Sectors per ward			Signed acceptance letter by nominated ward committee members.				1. Politics are taken out of the process. 2. Sufficient funds set aside for this function 3. Communities are aware of the process.												Wards 1 - 7							
MAJOR ACTIVITIES:	RESPONSIBLE DEPARTMENT:	COST:	OPERATIONAL PLAN 2012 - 2017																								
			2012 – 2013				2013 - 2014				2014 - 2015				2015 - 2016				2016 - 2017								
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4					
Community Awareness	Speaker/ Ward Cllrs	R3200.00	100%																								
Community and Sector Meetings	Speaker/ Ward Cllrs	R0.00	X																								
Prioritisation of Sectors per ward	Speaker/ Ward Cllrs	R0.00	X																								
Nomination of Ward Members	Speaker/ Ward Cllrs	R828000.00	R41400.00	R41400.00	R41400.00	R41400.00	R41400.00	R41400.00	R41400.00	R41400.00	R41400.00	R41400.00	R41400.00	R41400.00	R41400.00	R41400.00	R41400.00	R41400.00	R41400.00	R41400.00	R41400.00	R41400.00					
Ward Committee summit	Speaker and Mayor	R90000.00		100%																							
Monthly ward Meetings	Ward Councillors	R126000.00	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300	6,300					
Appointment of Public / Communications officer.	Human Resources	T12																									
SOURCES:	BUDGET	2012 - 2013	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	ALIGNMENT OR CROSS CUTTING ISSUES TO BE CONSIDERED																				
Own funding	R2057200.00	R414000.00	R410800.00	R410800.00	R410800.00	R410800.00	Gender and youth																				
Provincial																											
TOTAL	R2057200.00	R414000.00	R410800.00	R410800.00	R410800.00	R410800.00																					

### 10.4.4.2. ONE YEAR PROJECT OPERATIONAL PLAN 2012/2013

N. KPA	LOCAL KPA	OBJECTIVE	KPI'S	COST	TYPE OF KPI	BASELINE	TARGET	TIME				POE
								1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
Democratisation and governance.	Establishment of Ward committees	To establish sector based functional 7 ward committees by December 2012	Number of awareness meetings held	R0.00	Output	0	1 per ward	x				Minutes and attendance registers
			Number of Newspaper adverts	R1600 per advert	Output	0	2 adverts	3200				Requisition and proof of advert
			Number identified sectors per ward	R0.00	Output	0	12 per ward	x				Minutes with list of sectors.
			Number of priority sectors per ward	R0.00	Output	0	6	x				Public Meeting resolution
			Number of Sector based meeting	R0.00	Output	0	1 per ward	x				Minutes and nominations
			Number of ward reps per ward	R0.00	Output	0	6 per ward	x				Resolution and signed commitment forms
			Number of ward summits held	R90000.00	Output	0	1	x				Signed terms of reference.
			Number of Ward committee meetings	25200	Output / input	0	12 per ward	6300	6300	6300	6300	Minutes, order numbers and invoices.

N. KPA	LOCAL KPA	OBJECTIVE	KPI'S	COST	TYPE OF KPI	BASELINE	TARGET	TIME				POE
								1 <sup>ST</sup>	2 <sup>ND</sup>	3 <sup>RD</sup>	4 <sup>TH</sup>	
			held.									
			Number of distributed agendas per annum	R0.00	Output	0	2 per ward per month	42	42	42	42	Percipients signatures
			Stipends Received by members	R300 per member per month	input	0	3600 per member per annum	900 p/q	900 p/q	900 p/q	900 p/q	Bank statements.
Financial Viability			Operational expenses	R220000.00	Input	0	R220000.00	55000	55000	55000	55000	Appointment letter
			Amount spent for ward committee meetings.	300 per meeting	input	0	R25000	6300	6300	6300	6300	Order number and Invoices
Institutional Transformation			Public participation organogram	TBC	Input	0	1 vacancy				X	Council resolution.

## 10.4.5. BITOU IN COOPERATIVE GOVERNANCE AND INTERGOVERNMENTAL RELATIONS

Section 3 of the Constitution recognises all sphere of government as distinct, interdependent and interrelated. The government also enacted the Intergovernmental relations Act to bolster and foster the cooperation and close relations between the spheres of government. For municipalities like Bitou intergovernmental and cooperative government is a costly but inevitable process of governance.

The municipality of Bitou is committed to IGR and Cooperative government because this is only vehicle that can change the lives of our communities. However the challenge is still with fragmented planning and the isolation implementation of Provincial and National budgets.

Ideally Bitou Municipality would like to see an integrated planning process that will end with the implementation of programmes and projects that meet the needs of the local communities and avoid fiscal dumping and the development of white elephants. We shall encourage Eden district Municipality to facilitate dialogues and agreements between provincial and national departments.

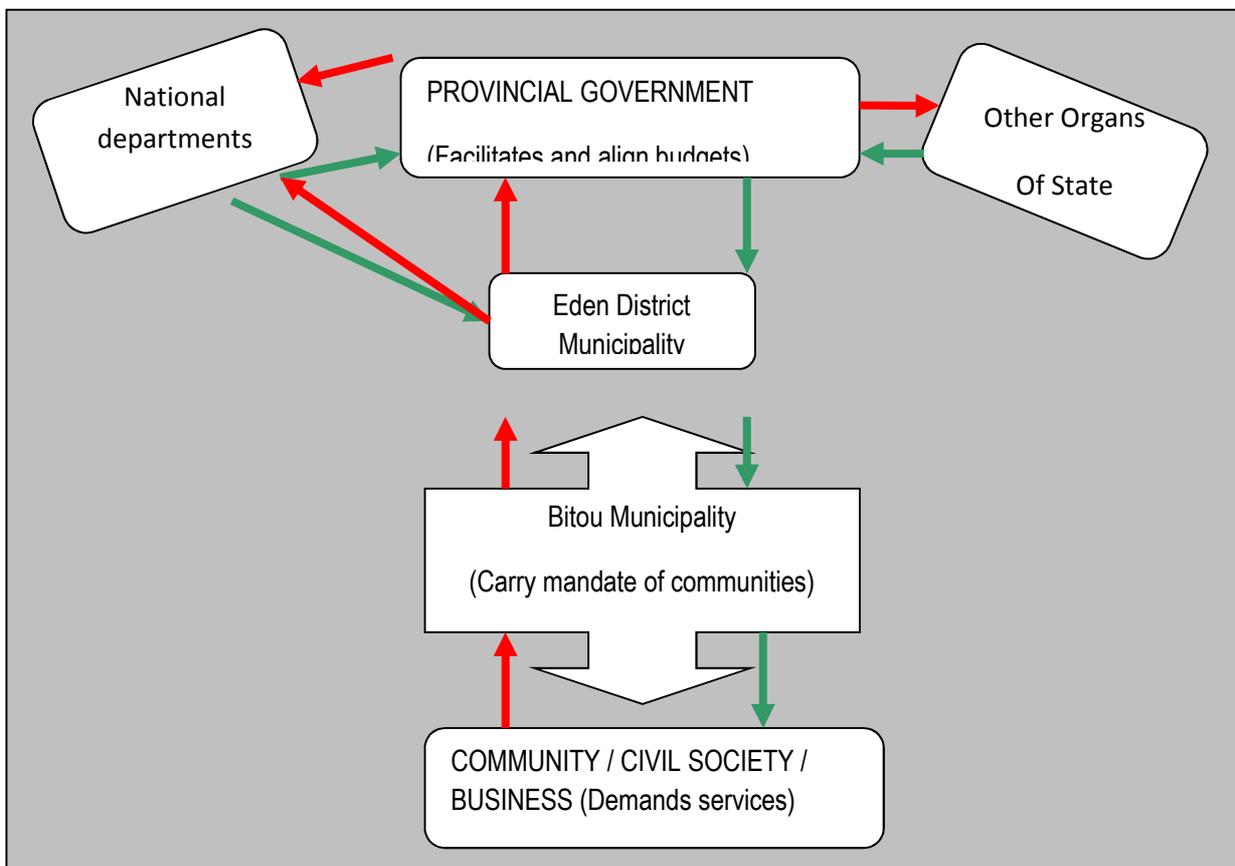


Figure 34: Ideal IGR channels for coordination and integration

Ideally Cooperative governance and intergovernmental relation should work to achieve the following outcomes:

1. local Priorities aligned to national priorities
2. Locally shared vision aligned to the national and provincial strategies
3. Provincial Capps' aligned to local performance contracts
4. Municipal Performance reports should be aligned with provincial and national performance reports.

The following table illustrate indicates the activities, actions required to achieve the above objectives.

ACTIVITY	INPUT	RESPONSIBLE INSTITUTION	OUTCOME
Joint Planning	Analysis	Local Municipality, District , Province and National	Priorities
Strategizing	Planning	Local to province	Shared vision
Implementation	Budgets	All spheres	Aligned APP's and PMS
Monitoring and Evaluation	Project implementation	All spheres	Reports on Local and National targets

### 10.4.5.1. BITOU WISH PROJECTS

The municipality has compiled the list of wish projects in table 16 for sector department consideration. These projects were assembled through the community based planning process that the Municipality conducted in all wards. Annexure 12 consists of detailed ward plans for all seven wards. This list was submitted to Eden DM to forward to sector departments and the provincial departments pledged their support for some of the projects listed below like the schools and food gardens etc. See 10.4.5.1 below for Provincial Departments responses to Bitous' wish projects.

WHERE			WHAT	TOTAL FUNDING REQUIRED	TIMING/ PHASING OF PROJECT ALLOCATION				SECTOR DEPARTMENT/S	OTHER SUPPORT NEEDED (not monetary)
Municipality	Town/ Area	Ward	Project description/ Priority		2012/13	2013/14	2014/15	2015/16		
Bitou Municipality	All Areas	1,3,4,5,6 & 7	Land for agricultural activities	50,000,000.00					Departments of Agriculture and rural development	Planning
Bitou Municipality	Greater Plettenberg Bay	All	Mobility strategy						Eden DM & department of transport	
Bitou Municipality	Greater Plettenberg Bay		Development of Sector Plans (costal Management, AQMP& IWMP)						DEADP	
Bitou Municipality	Kwa-Nokuthula, Kurland, New-horizon, Kranshoek	1,3,4,5,6 & 7	Traffic calming inclusive of sidewalks, speed humps and additional access to the N2.						SANRAL and Department Public works and Transport	
Bitou Municipality	All areas	All Wards	Training of unemployed in health related training EMS, Nursing etc.						Department of Health	
Bitou Municipality	Kranshoek	7	Tunnel Farming	1,500,000.00	1,500,000.00					Feasibility, training and costing
Bitou Municipality	Kranshoek and Kwa-Nokuthula	5 & 7	Brick Making	1,000,000.00	1,000,000.00					Planning, Land and feasibility

WHERE			WHAT	TOTAL FUNDING REQUIRED	TIMING/ PHASING OF PROJECT ALLOCATION				SECTOR DEPARTMENT/S	OTHER SUPPORT NEEDED (not monetary) study
Municipality	Town/ Area	Ward	Project description/ Priority		2012/13	2013/14	2014/15	2015/16		
Bitou Municipality	New-Horizon, Kwa-Nokuthula, Kranshoek, Green Valley, Qolweni/Bossie sgif	1,3,4,5,6 &7	Upgrading of Sport Facilities including a Regional Stadium as part of the coming together programme	100,000,00 0.00	10,000,00 0.00	10,000,00 0.00	40,000,00 0.00	40,000,000 .00	Lotto, sports and culture, sport trust , MIG	Planning, Land and EIA
Bitou Municipality	Kranshoek, Green Valley, New Horizon, Kurland, Kwa-Nokuthula	1, 3,4,5,6 & 7	Housing	560000000. 00	11400000 0.00	11400000 0.00	11400000 0.00	114000000 .00	DLG, Human Settlements	Land For Housing
Bitou Municipality	Greater Plettenberg	All	Waste transfer Station	20000000.0 0	20000000. 00				DEADP & EDEN DM	Expedition of the EIA process
Bitou Municipality	New- Horizon	4	Community Garden	3,000,000.0 0	1,000,000. 00	1,500,000. 00	500,000.0 0		Department of Agriculture, DTI, Economic Development and tourism	Feasibility study and costing
Bitou Municipality	Grater Plettenberg Bay	All	Opening of Red door or SEDA						Department of Economic Development & CASIDRA	
Bitou Municipality	New Horizon	4	Chicken Farming	10,000,000. 00					Department Agriculture	Feasibility study and costing.
Bitou Municipality	New-horizon & Kranshoek	4 & 7	Food Processing Plant	15,000,000. 00			2,000,000, 00		Department of Agriculture, DTI, Economic Development and	Feasibility study and costing

WHERE			WHAT	TOTAL FUNDING REQUIRED	TIMING/ PHASING OF PROJECT ALLOCATION				SECTOR DEPARTMENT/S	OTHER SUPPORT NEEDED (not monetary)
Municipality	Town/ Area	Ward	Project description/ Priority		2012/13	2013/14	2014/15	2015/16		
									tourism	
Bitou Municipality	New- Horizon and Kranshoek	4 & 7	Construction of Taxi Ranks	2,500,000.00	2,500,000.00				Department public Works and Transport	Planning
Bitou Municipality	Kwa-Nokuthula and New Horizon	4	Pedestrian Bridge over the N2 to link Kwa-Nokuthula with Kranshoek	2,300,000.00		2,300,000.00			Department public Works and Transport and SANRAL	
Bitou Municipality	New-Horizon	4	Construction of a Police station	17,000,000.00		17,000,000.00			Public works, SAPS, Department Community Safety	Planning
Bitou Municipality	Kranshoek, New-Horizon and Kwa-Nokuthula	4,6 & 7	Old Age Home	7,000,000.00			7,000,000.00		Department Social Development	Planning
Bitou Municipality	New-Horizon	4	Drug Rehabilitation Centre	4,000,000.00		4,000,000.00			Department Social Development	Planning
Bitou Municipality	Greater Plettenberg Bay	All	Alien clearing	20,000,000.00	5,000,000.00	5,000,000.00	5,000,000.00	5,000,000.00	DWA & Department Agriculture	Mapping
Bitou Municipality	Kranshoek	7	Tourism Village	3,000,000.00	3,000,000.00				Department Economic Development	Feasibility , EIA and Costing
Bitou Municipality	Kwa-Nokuthula, Kranshoek and New horizon	5,6 & 7	Construction of additional ECD centres	10,000,000.00		10,000,000.00			Department social Development	
Bitou Municipality	Bossiesgif/Qolweni, Green-Valley, Kwa-Nokuthula		Construction of Primary and high Schools						Departments of Education and Public Works	Planning

WHERE			WHAT	TOTAL FUNDING REQUIRED	TIMING/ PHASING OF PROJECT ALLOCATION				SECTOR DEPARTMENT/S	OTHER SUPPORT NEEDED (not monetary)
Municipality	Town/ Area	Ward	Project description/ Priority		2012/13	2013/14	2014/15	2015/16		
Bitou Municipality	New-horizon and Kwa-Nokuthula	4 & 5	Schools safety project						Department of Education	
Bitou Municipality	Kranshoek	7	Education facility for the physically challenged especially the dumb and deaf.						Department s of social Development, Education and public works	
Bitou Municipality	Greater Plettenberg Bay	all	Feasibility study and production of renewable energy	30,000,000.00	1,000,000.00	1,000,000.00	28,000,000.00		ESKOM, DME & DEAPD	
Bitou Municipality	All areas	all	Skills Development (south Cape College to increase its curriculum)						Department s Labour & Higher Education, South Cape college, UNISA and NMMU	Planning
Bitou Municipality	All areas	All	Provision of tanks for Rain water harvesting						Departments Agriculture and DWA	
Bitou Municipality	Green Valley	1	Improve quality of Education						Department of Education	
Bitou Municipality	N2 (Kwa-Nokuthula	5	One stop vehicle stop shop						Human settlement, SANRAL, Public Works	
Bitou Municipality	Kranshoek, Kurland and Green Valley	7 and1	Provincial Roads 7207, 7220 and 395						Upgrade of the old provincial roads.	

Table 16: IGR collaboration intervention (third generation, ward based IDP projects)

## 10.4.5.2. PROVINCIAL RESPONSE

Through the Provincial IDP Indaba 2 which was held on the 2<sup>nd</sup> February 2012 in George, Provincial sector departments committed to embark on the following projects and programmes for the 2012 – 2014 MTEF cycle. See table 18 for more details. Some of these projects respond to the community priorities raised during the ward planning process and submitted through Eden for consideration as explained in 10.4.5.2.

DEPARTMENT	PROJECT	LOCATION	AMOUNT	COMMENTS
Department of Health	Training of unemployed in health matters	Bitou municipality( all area)		Global fund also benefits Bitou.
	Expansion of present clinic	New Horizon		Land to be transferred health
Community safety	Construction of Police station	New Horizon		Will forwarded to SAPS
Department of Cultural Affairs and Sport	ICT project with free equipment and internet access	Wittedrift and New Horizon		Sport and Culture only reported on library services and said that they requested 15% of the MIG to be used for sports development. The Mayor informed the meeting that a meeting is scheduled for the 11 April 2012 with the department of Sport.
	Conditional grant funding		R 468,000.00	
	Computerization of library circulation	New Horizon, Kranshoek, Witter drift, Kurland.	R 113,665.00	
	Replacement funding for municipalities Expenditure on library staff and operation budgets.		R3,493,000.00	
	Sew Horizon Stadium	New Horizon	R200,000.00	
Department of agriculture	Learner ship training programme			The department also informed the municipality that there are 86 hectares of land in the Kranshoek area that will be transferred to the Municipality for housing development and agricultural Purposes (N Mkhathshwa)
Rural development	Start-up capital for cooperatives	New Horizon	R 2 million needed	Not committed yet
	44 learners for Naresec projects	All Wards		To be rolled out in 2012
Human Settlements	100 top structures	Kranshoek and Kurland	R 7,608,000.00	The municipality requested a multi-year budget from the department of
	401 sites	Kranshoek	R 8,000,000.00	

DEPARTMENT	PROJECT	LOCATION	AMOUNT	COMMENTS
				Housing to access housing delivery over 5years and also the transfer of Ervin 40/437 to the municipality for the development of the vehicle testing centre.
Economic Development and Tourism	Opening of Red door or SEDA			Promised to give Bitou hands on support.
	Tourism Village			
	Community gardens			
	Food processing plant			
Department of Education	Schools development programme	Kwa-Nokuthula	30,000,000.00	There is no school planned for Qolweni / Bossiesgif.
		New Horizon	24,000,000.00	
		Kranshoek	30,000,000.00	

Table 17: IDP Indaba 2 provincial responses to the third generation ward based IDP projects

## 10.5. FINANCIAL VIABILITY

- ◆ People not registering as indigents
- ◆ People not informed enough about the process/policy
- ◆ Indigent application process is a challenge (Maybe not in correct department)
- ◆ Applications not processed timeously
- ◆ Debtors book keeps on increasing
- ◆ Consumers billed incorrectly (B&B vs. Household tariffs)
- ◆ Needs more than funds
- ◆ Projects costing is not correctly done
- ◆ Economic meltdown- effecting the availability of funds to pay municipal account
- ◆ Unfunded mandates
- ◆ Policies are there –risk of inconsistency/Non-compliance in applying policy
- ◆ Policy vs. basic human right
- ◆ Maladministration (Policies there- not implemented)

### 10.5.1. ASSET / LIABILITY MANAGEMENT

#### 10.5.1.1. MOVABLE ASSETS:

- Vehicles being abused by officials
- Fuel abuse- unnecessary driving (Better management)
- Accidents/ recklessness
- Vandalism/ neglect of assets
- Safekeeping of municipal vehicles (Security)
- Exposure to risk
- Accountability ( Fleet champion)
- Need an integrated system (Helpdesk/Job card)
- Maintenance of assets-
- Need to develop a specific policy

#### 10.5.1.2. IMMOVABLE ASSETS

- Maintenance (Timeous)
- Security (Reservoirs etc.)
- Vandalism
- Lack of caretakers
- Insufficient access control
- Need to develop a specific policy

#### 10.5.1.3. FINANCIAL MANAGEMENT

**Issue : 1.Administration and Management of Indigents**

**Objective: Proper administration and management of Indigents**

Strategy	Status Quo	Budget	Who	Timeframe

1.Awareness campaigns e.g. door to door ( temporary workers )	1. Door to door – May to July – by CDW	R 70, 000.00 ( R10 000 per ward)	Community Services – verified by Ward Committee Implementation Finance	1 May – 30 June
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B. Issue: Increasing in outstanding debtors

**1. Increase the annual average collection rate from 92% to 95%**

**Objective: 2. Improve accuracy of meter readings.**

Strategy	Status Quo	Budget	Who	Timeframe
1. Engage community on reasons why they must pay (contribute at least something ) 2. Use technology to improve meter readings (hand Held).	1. Reduce flow 2. Communal taps: control usage ( automatic stops taps) 3. Cut electricity 4. Block electricity 5. Reduce losses	R 50, 000.00 Meter Reading technology R 400,000.00	Finance Public works CFO	Continuous December 2012

C. Issue : Lack of funds for Projects

Objective : Increase revenue from grants and other sources of funding

Strategy	Status Quo	Budget	Who	Timeframe
1. Source additional grant funding from private sector ( e.g. access company's social responsibilities funds) USIAD etc.	Receive limited grants through MIG, Housing , MSIG	R 200 000 per annum	All Department Heads	Continuously
2.Appoint a person / company to source funding on a commission basis	None	Commission payable ( 5 % of funds sourced)	Heads	February 2012 onwards.

D. Issue : Clean Audit

Objective: to achieve a clean audit outcome by 2012/2013

Strategy	Status Quo	Budget	Who	Timeframe
1. Improve / Capacitate Internal Audit	- Limited internal Audit Capacity - No compliance officer - Gaps in procedures /process	R 500,000	Municipal Manager	March 2012- June 2013
2. Emphasis on Compliance to Legislation				

# 11. SECTOR PLANS

## 11.1. SPATIAL DEVELOPMENT FRAMEWORK

The purpose of this report is to provide relevant background information regarding the bio-physical, economic and social context of Bitou Municipality, see Figure 1.1.1, and the policy framework that must be taken into account in the Draft SDF of Bitou Municipality.

### STRUCTURE OF SDF REPORT

The report is structured in the following manner:

Section 1 describes the purpose and need for an SDF.

Section 2 describes how the SDF should take into account a number of national guidelines and concepts.

Section 3 describes the approach and overarching principles.

Section 4 describes the current situational analysis in the Bitou Municipality (WC051) under the following subsections:

- Natural Systems;
- Socio-economic systems; and
- Built Systems.

Section 5 provides a summary of the main findings of this report.

### WHAT IS AN SDF AND WHY IS IT NEEDED?

The spatial management of growth in urban and rural environments and the subsequent impact on resources was previously directed through rather inflexible master plans which were underpinned by the principles of discrimination and separate development. The new democratic government, post 1994, adopted a new system of spatial planning described in principle in the Development Facilitation Act and Municipal Systems Act. This new system had two components to it. The first was an indicative plan or Spatial Development Framework (SDF) that was intended to show desired patterns of land use, directions for future growth, indicate the alignment of Urban Edges, and depict other special development areas.

The impact of SDF is limited to providing policy to guide and inform land development and management. They do not change or confer real rights on land. These are controlled through the second component, the Land Use Management System (LUMS), the new term for town planning or zoning schemes. In many instances where they haven't been replaced or repealed these still take the place of LUMS. In contrast to SDF's LUMS have a binding effect on the development rights attributed to land and confer real rights on properties. Because development in Municipalities is dynamic and responds to changing socio-economic and environmental circumstances, it is impossible to predict the exact requirements of development rights in every instance. Therefore, LUMS may be amended from time to time to take into account these changing circumstances. This is normally achieved through the processing of rezoning, subdivisions and removal of title deed restrictions applications. It is in these instances where SDF's play an important role in guiding appropriate future change and helping to guide motivations as to the need and desirability, or not, of proposed land use changes. Because of their guiding and informing nature SDF's also have a number of other important roles in addition to guiding LUMS. These include:

- Giving effect to the principles contained in the Development Facilitation Act Chapter 1, see Section 2.1.1 on page 12 of the Draft SDF document;
- Setting out objectives that reflect the desired spatial form including: Defining strategies and policies to achieve these objectives which must indicate, amongst others:
  - The desired pattern of land use;
  - How spatial reconstruction will be addressed; and,
  - Providing strategic guidance in respect of the location and nature of development. (In this regard it should be noted that the SDF's should inform the investment decisions of the public and the private sectors.)

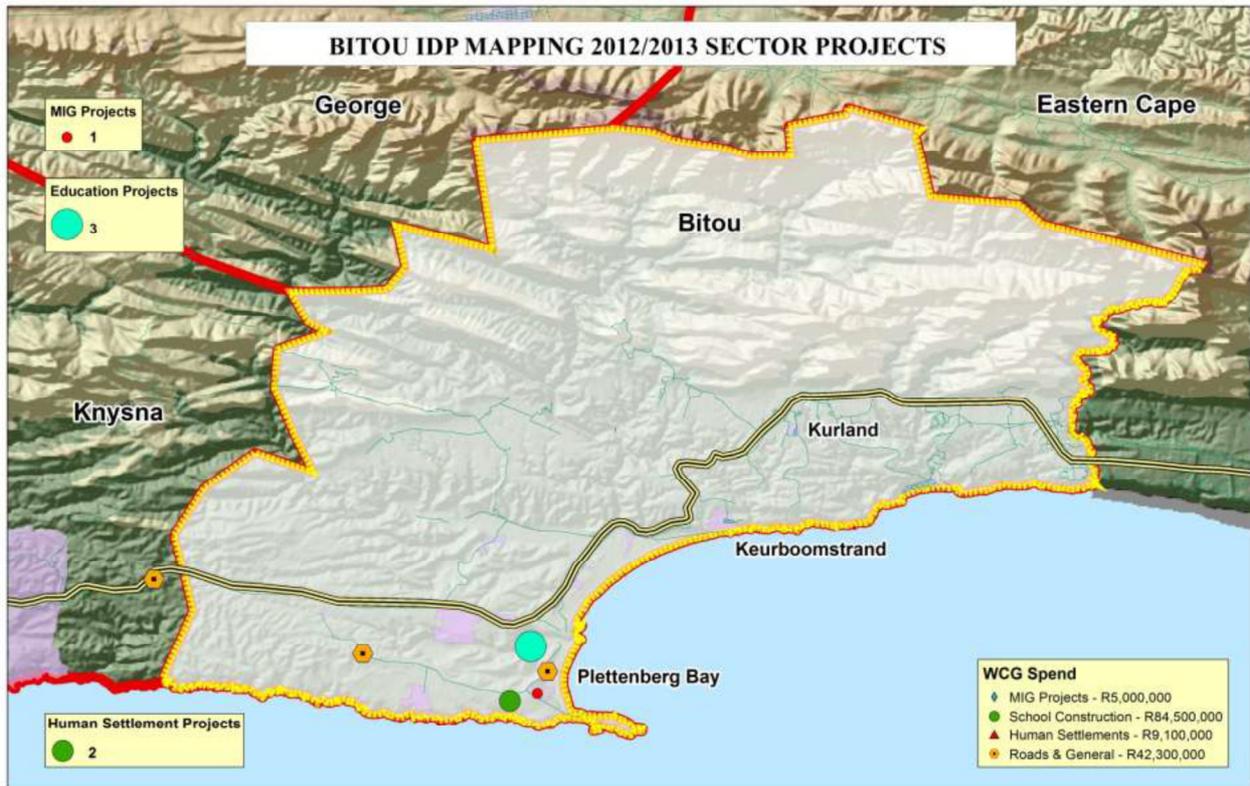


Figure 35: Provincial Investment spatial spending in Bitou.

## 11.2. LOCAL ECONOMIC DEVELOPMENT STRATEGY

Urban Econ was commissioned to draft Bitou Municipality LED Strategy and its implementation plan. Council approved the LED strategy and the implementation plan. The heading local economic development from page 71 – 84 in this document is an executive summary of the LED strategy and the LED implementation plan.

The LED unit is working on popularising the LED strategy and this strategy will be used to create the much needed jobs and poverty will be alleviated.

For more information about the LED strategy please contact Mrs Tanya Wildeman at 044 501 3320 or send her an e-mail at [twildeman@plett.gov.za](mailto:twildeman@plett.gov.za).

## 11.3. POVERTY ALLEVIATION STRATEGY

Poverty is alleviation or reduction is high on the municipal and government agenda as a result the presidency declared New Horizon as a pilot project for the war on poverty programme. The CRDP is a spin-off of the war on poverty programme.

The Department of Rural Development are the custodians of the CRDP programme and they mobilize resources to fight poverty from various sectors. A local committee was established and sector or partners are given tasks to perform. It must be mentioned that the CRDP is not a substitute for the poverty alleviation plan but a factor. The biggest challenge with complying or drafting a poverty alleviation plan is a lack of internal capacity. The municipality don't have a social officer and also this function is not viewed as a real municipal function. However, as an institution we trying our utmost best to comply with section 152 (c) of the constitution.

The national war on poverty programme was launched on the 20<sup>th</sup> August 2010 at the New Horizon sports complex. The programme was launched as a pilot in ward 4 which include New Horizon and the split VD in Kwa-Nokuthula.

The department of rural development and stakeholders identified the following projects and programmes as catalyst programmes for CRDP programme.

### 11.3.1. CRDP PROGRAMME (WARD 4)

Nr.	PROJECT	DEPARTMENT	NATIONAL	PROVINCIAL	DISTRICT	LOCAL	STATUS	FIN YEAR	PHASE	JOBS CREATED	PEOPLE TRAINED
1.	Community household profiling			R			Completed		2		
2.	Institutionalisation of the Councils of Stakeholders	WCDoA		R138 000.00			Completed	2011/2012	3		
3.	Operational costs to Councils of Stakeholders	WCDoA		R100 000.00			In progress	2011/2012	3		
4.	140 Applications for household gardens  53 showed interest 2 allocated  2 institutional gardens – 2 at Phakamisani Primary school - Formosa High schools at Possible crop fields (Municipality)	WCDoA/ DRDLR	R250 000.00   R70 000.00				Not started	2012/2013	3		
5.	Village viewing area	DRDLR	R400 000.00				Not started	2012/2013	4		
6.	Bicycles to schools (60)	DTPW / WCED		R			Completed				
7.	Replacement of existing structures at Formosa Primary school	DTPW / WCED		R							

Nr.	PROJECT	DEPARTMENT	NATIONAL	PROVINCIAL	DISTRICT	LOCAL	STATUS	FIN YEAR	PHASE	JOBS CREATED	PEOPLE TRAINED
8.	Upgrade of high school – Plett Secondary	DTPW / WCED		R							
<b>Potential / new projects</b>											
9.	Taxi rank	DRLRD/ DTPW									
10.	Safer schools	WCED/ Community Safety/ IDT 10 people in total – all schools Teen pregnancies						2012/ 2013			
11.	Coupons/ subsidy transport system	Health / municipality  Major issue Knysna Rotary club									
12.	Water tanks	Department Affairs  18 existing households Roughly 1300 needed						2012/ 2013			

Nr.	PROJECT	DEPARTMENT	NATIONAL	PROVINCIAL	DISTRICT	LOCAL	STATUS	FIN YEAR	PHASE	JOBS CREATED	PEOPLE TRAINED
13.	Community developments housing							2012/ 2013			
14.	Paving of roads	DRDLR/ Municipality						2012/ 2013			
15.	Speed humps and road signage - Crossing at the high school (Bitou coming together) - Wittedrift "stofpad" narrow bridge	DRDLR/ Municipality				R800 000		2012/ 2013			
16.	Storm water system	DRDLR/ Municipality (Phillip)						2012/ 2013			
17.	Street lightning	DRDLR Neighbourhood watch needed									
18.	Upgrade of clinic	Health Prov. Department of Public Works  Duncan Rendall  Mr Cunningham		R2 000 000							
19.	Computer Centre and Computer training facility	Department of the Premier		R				2011/ 2012			
20.											

Nr.	PROJECT	DEPARTMENT	NATIONAL	PROVINCIAL	DISTRICT	LOCAL	STATUS	FIN YEAR	PHASE	JOBS CREATED	PEOPLE TRAINED
	Irrigation and upgrading of sports field (Johannes Pickard)	Municipality									
21.	Tree planting initiative – James Andrews / Phillip	Eden Municipality / WCDoA / District Municipality									
22.	Mother Mary crèche – needs toilets	DSD/ DRDLR									
23.	Two new schools planned Kranshoek (land?) Kwa-Nokuthula – land to be confirmed (Dupre Lombard) More land needed for two more schools (New Horizon)	WCED / Municipality/ WCDEPW									
24.	Household toilets (Survey)										
25.	Formation of cooperatives / Start –up plans										
26.	Household electrification (Survey)										
27.	Equipment needed at some of the soup kitchens (4)										
28.	Schools – cutting of grass (Municipality) – Community) Equipment – Lawnmower EPWP Public Works										
<b>TOTAL</b>											

## **11.4. DISASTER MANAGEMENT**

The Municipality do have an approved disaster management plan. But the plan needs to be upgraded. We shall request the support of the disaster management centre.

## **11.5. WATER SERVICES DEVELOPMENT PLAN**

The Municipality adopted the Water Services Development Plan.  
For more details Mr Pikkie Lombaard can be contacted at 044 501 3260

## **11.6. LOCAL INTEGRATED TRANSPORT PLAN**

The National Land Transport Transition Act (NLTTA) (act 22 of 2000), as amended by the National Land Transport Amendment Act, Act 26 of 2006, provides the legislative framework for the transformation of Transport in South Africa.

The Eden District Integrated Transport Steering Committee has been established to coordinate the preparation of the ITPs by the Eden District Municipality and Local Municipalities. The committee consists of officials from all 7 Local and District Municipalities in the Eden District and officials from PGWC Department of Transport.

## **LEGAL REQUIREMENTS**

In terms of National Land Transport Transition Act (NLTTA) (act 22 of 2000), as amended by the National Land Transport Amendment Act, Act 26 of 2006 to be prepare annually in synchronization with IDP.

## **RELATIONSHIP BETWEEN THE IDP AND ITP**

The Integrated Development Plan (IDP) is a requirement of the Local Government: Municipal Systems Act, 2000. It states that the various integrated plans, of which the ITP is one, be taken up in the IDP. The Municipal Financial Management Act, 2003 determines that projects identified in the IDP be taken up in the municipal budget. It is for this reason that it should be aimed to synchronize the ITP with the IDP.

## **TRANSPORT NEEDS ASSESSMENT**

The transport needs assessment will be a combination of the transport projects/issues identified in the latest IDP, from public participation and needs assessment session held with some of the stakeholders.

## **INITIAL LIST OF PROJECTS FROM THE PREVIOUS IDP**

Below is a summary of transport related projects obtained from the 2008/2009 Integrated Development Plan. This list is not in priority order.

## **WARD PROJECTS**

1. A bridge is needed to link community the community of Green Valley with the primary school.
2. Scholar transport is needed to transport scholars from Craggs to New Horizon and Wittedrift.
3. Fencing on the N2 to contain livestock and prevent accidents on the National Road.
4. Upgrading of street lights at New Horizon, Plett South and Green Valley.
5. Sidewalks to improve road safety
6. Streets to be surfaced
7. Upgrading of streets

8. Maintenance of streets
9. Road markings to be improved
10. Parking at Roberg to be re-established
11. Traffic signals at the Piesang Valley / Roberg intersection
12. Upgrading of airport
13. Streets to be surfaced
14. Traffic signals at the N2 / Kwa-Nokuthula intersection
15. Speed humps on taxi routes

## **BITOU LOCAL MUNICIPALITY URBAN RENEWAL, FEBRUARY 2006 /8**

This document identifies various development nodes with renewal strategies. The main strategies are:

- Ring road system to decongest the CBD
- Create a Pedestrian priority zone within the CBD
- Strategic network of continuous pedestrian surfaces
- Upgrade taxi rank / market area
- Upgrading of the Beacon Way corridor

## **COMING TOGETHER URBAN RENEWAL PLAN**

This involves the creation of a New Town Centre closer to the epicentre of the higher population and lower income areas of Kwa-Nokuthula and New Horizons and new planned social housing areas. This node will complement the existing CBD. The node will include the Bitou Municipal offices, Government institutions, etc. The major transport infrastructure project identified for this project would be:

- A corridor study along the N2 from Kwa-Nokuthula to the N2 / Piesang Valley turn-off
- Taxi rank within the development

## **PUBLIC PARTICIPATION**

An independent public opinion survey was done to ascertain the civil community's view on integrated transport. An efficient transport system is the prerequisite of a modern society, of economic growth, employment and prosperity and the public's input forms a key component to developing such a system. The survey investigated the following seven (7) transport categories namely:

- Public transport (commuter buses, minibus taxi's, coach tour buses);
- Private transport (passenger cars);
- Rail (freight, commuter, tourist);
- Air (commuter, scenic, charter, freight);
- Sea (harbour, freight, boat launch);
- Non-motorized transport (bicycles, walking); and
- Freight (long distance vehicles, medium and heavy vehicles).

The survey not only aimed at identifying the problems associated with each of the transport categories, but also possible solutions (to the problems) and importantly any new services / routes / infrastructure required to improve transport services in the area.

## **METHODOLOGY**

Key focus areas were identified for each individual town, focusing mainly on areas of transport (i.e. taxi ranks / bus stops) and shopping centre (i.e. centre of town or at malls). The surveyors were instructed to randomly select members of the public appearing in those areas.

- **Main Projects Identified from questionnaire survey**
- **Problem areas**
- More drop-off / pick-up point

- Formalization of ranks
- Improve law enforcement
- Maintenance of roads
- Additional parking in town
- Upgrade airport
- Central small boat harbour
- More slipways
- More sidewalks
- More loading zones
- By pass road in town
- Truck stop and overnight facilities

#### **ITP NEEDS ASSESSMENT**

- **Projects Identified**  
A Separate session was held to determine the needs for transport related infrastructure in the Bitou municipal area.
- **Services / Issue Project/s**

#### **MINIBUS-TAXIS**

- Upgrading of Main minibus-taxi rank
- New holding area
- New rank in CBD
- New shelter at Wittedrif
- New rank at “coming together node along N2
- 

#### **BUSES**

- Scholar bus stop at Keurbooms

#### **WALKWAYS**

- Kwa-Nokuthula Primary School pedestrian crossing
- New Horizon, Formosa Primary pedestrian crossing
- Wittedrift gravel road to Green Valley pedestrian walkway
- Improve safety around Marine Drive pedestrian crossing

#### **ROADS**

- Surface Kranshoek Road
- Corridor study along the N2 for new development along the N2
- Rehabilitate Piesangvalley Road
- Storm water improvement along Green Oak Street
- Improve dangerous intersection at Kwa-Nokuthula / N2

These projects should be submitted into the IDP under the helm of transport related infrastructure, since the Integrated Transport Plan reports on shortcomings in this field. Alternatively, this document should be used as a tool to source funding in addition to the annual budget.

Project	Year 1	Year 2	Year 3	Year 4	Year 5
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Create a Pedestrian priority zone within the CBD	1 090 000	1 050 000		
Walkway along Marine Drive	1 200 000			
Scholar bus stop at Keurbooms	150 000			
Wittedrif road to Green Valley pedestrian walkway	800 000			
Upgrading of Plettenberg Bay Taxi Rank	500 000	8 000 000		
Walkway along Beacon Way	2 000 000			
Walkway and cycle way along Piesang Valley Road	5 000 000	2 000 000		
Additional lanes at Kwa-Nokuthula Rank		1 200 000		
New shelter at Wittedrif		100 000		
Kwa-Nokuthula Primary School pedestrian crossing		20 000		
New Horizon, Formosa Primary pedestrian crossing		20 000		
Walkway along MR390		5 000 000	2 000 000	
Cycleway along MR395		8 000 000		
Walkway and cycleway along N2 between Craggs and Kurland		6 000 000		
Walkway along N2		3 000 000		
Walkway along Long ships Road			2 000 000	
A bridge needed to link community with school in Wittedrif			400 000	
Shelter needed at bus stop in Ward 2			100 000	
Road markings to be improved			30 000	30 000
New rank at "Coming Together" node along N2			8 000 000	5 000 000
Embayment's of N2 in vicinity of mall (x2)			350 000	
Walkway along beach front from Beacon Isle Hotel to Roberg			4 000 000	4 000 000
Cycleway along DR1770			5 000 000	5 000 000
Upgrading of street lights in Ward 3			300 000	
Shelter along the N2 (x6)				600 000
New holding area for taxi rank in Plettenberg Bay				1 000 000
Speed humps on taxi routes in Ward 5				30 000
Parking at Roberg to be re-established		1 600 000	1 000 000	
Ring road system to decongest the CBD	1 200 000	1 200 000		
Resurfacing of streets	1 000 000	4 000 000	4 000 000	
Rehabilitation of roads	2 000 000	8 000 000	8 000 000	
Upgrading of airport				9 000 000 9 000 000
Upgrading of the Beacon Way corridor	3 600 000	4 000 000		
Improve safety around Marine Drive pedestrian crossing				40 000
Surface Kranshoek Road				5 000 000
Storm water improvement along Green Oak Street				50 000
Fencing to contain livestock and prevent Hazardous conditions on N2				100 000
Rehabilitate Piesang Valley Road				8 000 000

Table 18: LITP transport plan projects.

## 11.7. HIV/AIDS PLAN

The Municipality do have an HIV/AIDS strategy. The following detail is extracted from the District HIV strategic document.

Health Measures	Kanna	Hesse	Mossel	George	ODN	Bitou	Knysna	DMA	DISTRICT
TB prevalence per 100,000 people	1218	853	1470	1485	1288	2148	1557	903	1399
TB cure rate (%)	76.2	98.4	71.7	79.9	79.4	80.4	89.8	73.1	80.6
HIV prevalence rate (2005)	2,1%	1,9%	3,6%	4,5%	2,6%	6,0%	4,9%	2,5%	3,7%
HIV Related Deaths (2005)	21	36	117	292	88	97	117	15	783

The prevalence of TB is high especially in Bitou. The TB cure rate (80%) is within the national target.

The 2007 national HIV prevalence estimate stands at **28.0 per cent** (CI: 26.9% – 39.1%). The prevalence rate in the Western Cape has declined from 15.7 per cent (CI: 11.3 - 20.1) in 2005 to 15.1% (CI: 11.6 - 18.7) in 2006 and 12.6 per cent (CI: 10.1 – 15.6) in 2007. However, in Central Karoo, Eden, Overberg & West Coast the prevalence rates have increased significantly from 2006 to 2007. The HIV prevalence in pregnant women in Eden was 11.5 per cent (CI 8.1 - 14.8) in 2006 and 13.1% (CI 9.7 – 17.4) in 2007.

The National Syphilis prevalence rate was 2.7 per cent (2.5 - 3.0) in 2005, **1.8 per cent** (1.7 - 2.0) in 2006 and **2.8 per cent** (2.6 – 3.0) in 2007. In the Western Cape the Syphilis prevalence rate was 4.0 per cent (3.1 - 4.9) in 2005, 1.9 per cent (1.4 - 2.4) in 2006 and 5.7 per cent (4.3 – 7.4) in 2007. The largest numbers of people with sexually transmitted infections in Eden are in Mossel Bay, Knysna and George as illustrated in the number of people treated in the 1<sup>st</sup> and 2<sup>nd</sup> quarters in 2008 below.

Period	Hessequa	Mossel Bay	George	Knysna	Bitou	Oudsthoorn	Kannaland	DMA
2008 1 <sup>st</sup> Q	144	464	533	533	266	256	125	36
2008 2 <sup>nd</sup> Q	136	723	598	659	340	333	105	43

### STRATEGIC POSITION

#### VISION

To become a district with the lowest incidence and prevalence of HIV/AIDS, STI & TB in the province in order to realize the greater vision of **“EDEN: A HOME AND FUTURE FOR ALL”**

#### MISSION

- Supporting local municipalities’ HIV and AIDS community-level engagement;
- Leverage, co-opt and support role-players outside the municipality who are providing HIV programming services;
- Co-ordinating the process of engagement between partners in their response to HIV and AIDS in the district area of jurisdiction.
- Act as a voice for HIV and AIDS and development in the IDP planning, implementation and monitoring processes and ensuring that HIV and AIDS, STI & TB is effectively mainstreamed in the district IDP;

- Report to the IDP Steering Committee on HIV programming/planning, implementation, monitoring and co-ordination.
- Take responsibility for co-ordinating planning, implementation and monitoring of HIV programming interventions led by the municipality;

## OBJECTIVES

- Reduce by 50% the rate of new HIV infection by 2011.
- Reduce the impact of HIV & AIDS on individuals, families, and society by expanding access to an appropriate package of treatment, care and support to 80 % of all people diagnosed with HIV.
- Reduce the prevalence of TB to below 853 per 100 000 people and increase the cure rate to 90% by 2011
- To reduce the incidence of STI

The **Contact details** of the HIV/AIDS coordinator are as follow:

Name and Surname: Mr Nkosiyabo Lose

Job Title: HIV/AIDS Coordinator

Tel: 044 501 3224

E-mail: nlose@plett.gov.za

## 11.8. AIR QUALITY MANAGEMENT PLAN

The promulgation of the National Environmental Management: Air Quality Act<sup>19</sup> marked the turning point in the approach taken to air pollution control and governance in South Africa. The philosophy of Air Quality Management was introduced in line with international policy developments and the environment alright, i.e. Section 24 of the Constitution. The focus shifted from source control under the Atmospheric Pollution Prevention Act, Act No. 45 of 1965 (APPA), to the management of pollutants in the ambient environment, through air quality management planning. In accordance with the requirements of NEM: AQA, Section 15(1), the Western Cape's Department of Environmental Affairs and Development Planning (D EA&DP) developed the Air Quality Management Plan (AQMP) for the Western Cape Province. The development of the AQMP was undertaken in two phases. Phase 1 entailed the development of the report on the Status Quo of Air Quality Management in the Western Cape (D: EA&DP, 2010). Phase 2 used the findings of this baseline air quality assessment and the resultant gap analysis to set the Vision, Mission and Goals for the

AQMP, followed by a definition of the activities to address the identified gaps and to meet the objectives of the AQMP.<sup>18</sup> This section is **drawn directly** from selected sections in the Air Quality Management Plan for the Western Cape Province, March 2010.<sup>19</sup> Act No. 39 of 2004 (NEM: AQA)

### EDEN DISTRICT

Air quality management in the Western Cape is addressed by Provincial and Local government. Management at Provincial level has progressed significantly, with a dedicated AQM unit set in D: EA&DP's Directorate: Pollution Management, as well as the appointment of a Provincial Air Quality Officer (AQO). At the level of the District and Metropolitan Municipalities, an AQO has been appointed at all District Municipalities as well as the City of Cape Town.

District and Metropolitan Municipalities will become the Licensing Authorities in their respective jurisdictions when NEM: AQA is fully implemented. Chief Air Pollution Control Officer Powers have been delegated to the AQO in the City of Cape Town, which includes the issuing of APPA registration certificates for Scheduled Processes. The City of Cape Town is therefore capable of absorbing the functions of the Licensing Authority and performing the functions associated with the licensing of Listed Activities.

The baseline air quality assessment undertaken during Phase 1 confirms that air quality in the Western Cape is generally good, except in localised areas where air quality can be poor at times. For example, in urbanised and industrialised areas, a combination of industrial emissions and emissions from motor vehicles result in air quality degradation.

These areas include the City of Cape Town, Saldanha Bay and Mossel Bay, with ambient air quality concentrations being elevated in the vicinity of industrial sources. Air quality is compromised in low income residential areas across the Western Cape, where wood and other fuels are used for cooking and heating, while unpaved roads are a source of dust, and refuse and tyre burning take place. In agricultural areas, practices such as residue and waste burning and the burning of fire breaks can result in impacts on air quality on considerable scales, while crop spraying can result in more localised effects.

### 11.9. ENVIRONMENTAL MANAGEMENT PLAN

The municipality does not have an environmental management plan yet but support was requested from province to assist the municipality with the development thereof.

Bitou' location to the sea, N2 and its vegetation makes environmental management one of the most important plans that should accompany the IDP. The community proposed a wetlands project and this is aimed at preserving the wetlands and its biodiversity. There is also conservation that needs to take place especially along the Indian Ocean and the Keurbooms River. The Provincial government will assist with the development of the Air Quality, Environmental and management plan.



Figure 36: picture of the Bitou Wetland project, source WESSA presentation



Figure 37: The plant species that needs conservation, source WESSA presentation

## 11.10. INFRASTRUCTURE MASTER PLAN

We don't have an infrastructure master plan at the moment. The Department Public works will work towards developing one for the 2013/2014 financial year.

## 11.11. ELECTRICITY MASTER PLAN

We don't have an electricity master plan at the moment. The Department Public works will work towards developing one for the 2013/2014 financial year.

## 11.12. SUSTAINABLE HUMAN SETTLEMENT PLAN

Since 1994 South Africa has embarked on several programmes towards building a better life for all by providing, amongst others, shelter and basic services. As part of the system of developmental local government, and in terms of the Municipal Systems Act, municipalities are required to develop Integrated Development Plans (IDPs) that are to serve as the basis for service delivery. According to the Housing Act, 1997 section 9(1)(f), every municipality must, as part of the municipality's process of integrated development planning, take all reasonable and necessary steps within the framework of national and provincial housing legislation and policy to initiate, plan, coordinate, facilitate, promote and enable appropriate housing development in its area of jurisdiction.

Following from the above, the Western Cape Department of Local Government and Housing: Directorate Human Settlement Planning has brought out a directive in 2007 for Local Municipalities in the Province to compile a Sustainable Human Settlement Plan (hereafter called a "SHSP") because of the fact that both the National and Provincial MEC's and the Premier assessed the municipal IDP's and highlighted that they address housing only in a limited way, perpetuating the Apartheid landscape.

To date Bitou Municipality has not been able to produce a SHSP and it is now an urgent requirement for Bitou Municipality to do so, not only to comply with the requirement of Department of Local Government and Housing, but also to ensure that Bitou Municipality meet their constitutional obligation of ensuring that their residents have proper access to sustainable housing solutions.

The primary objective of this initiative is thus to put together a "Sustainable Human Settlement Plan" that will assist Bitou Municipality in achieving the very important "step 1" of providing a sound strategic context to the issue of housing supply and demand, before getting to the specific objectives pertaining to the provision of turnkey solutions for rental housing, integrated mixed housing typology solutions, eradication of informal settlements/back yard shacks, etc.

- The Sustainable Human Settlement Plan comprises the following:
- a municipal housing needs assessment;
- the identification, surveying and prioritisation of informal settlements;
- the identification of well-located land for housing;
- the identification of areas for densification; and
- the linkages between housing and urban renewal and the
- Integration of housing, planning and transportation frameworks.

**Sustainable Human Settlement** as defined in the National Department of Housing's Comprehensive Plan of 2004 for Sustainable Human Settlements are: "Well-managed entities where economic growth and social development are in balance with the carrying capacity of the natural systems on which they depend for their existence, and result in sustainable development, wealth creation, poverty alleviation and equity.

The present and future inhabitants of sustainable human settlements located both in urban and rural areas, live in safe and secure environments, and have adequate access to economic opportunities, a mix of safe and secure housing and tenure types, reliable and affordable basic services, educational, entertainment and cultural activities, and health, welfare and police services. Land utilisation is well planned, managed and monitored to ensure the development of compact, mixed land use, diverse, life-enhancing environments with maximum possibilities for pedestrian movement and transit via safe and efficient public transport”.

The envisaged Sustainable Human Settlement Plan could make a huge contribution towards this ideal by ensuring that Bitou Municipality has a very clear and focused approach towards housing delivery in the context of the specific dynamics of local housing demand, and a sustainable urban and rural environment. Mr Mark Fourie is responsible for housing.

#### 11.14. PERFORMANCE MANAGEMENT PLAN

The Municipality does not have a dedicated official who is charged with responsibility of developing and implementing the performance management systems. Chapter 38 (a) of the Municipal Systems Act compels municipalities to develop performance management systems that are

1. commensurate with its resources;
2. best suited to its circumstances; and
3. in line with the priorities, objectives, indicators and targets contained in its integrated development plan

In this document community issues are considered and linked to the priorities of the municipality. The identification of priorities was followed with a process of setting a vision for the next 10 years 2012 – 2022. The vision of the municipality remains *“to be the best together”*. The council will pursue this vision with all its resources. The implementation of the IDP will be monitored through the performance management system and the results of the PMS will inform the annual revision.

The PMS development process will unfold as follows:

1. the municipality will draft a PMS frame work that will outline the high level indicators;
2. establish the institutional arrangement for PMS
3. Establish a PMS system
4. Draft Section 57 and 56 performance agreements and personal development plans
5. Get all performance agreements signed
6. Implement PMS
7. Monitor and evaluate performance
8. Review performance targets and indicators
9. Audit performance.

The following diagram illustrates the planning phases, alignment with Budget, SDBIP and PMS Bitou Municipality

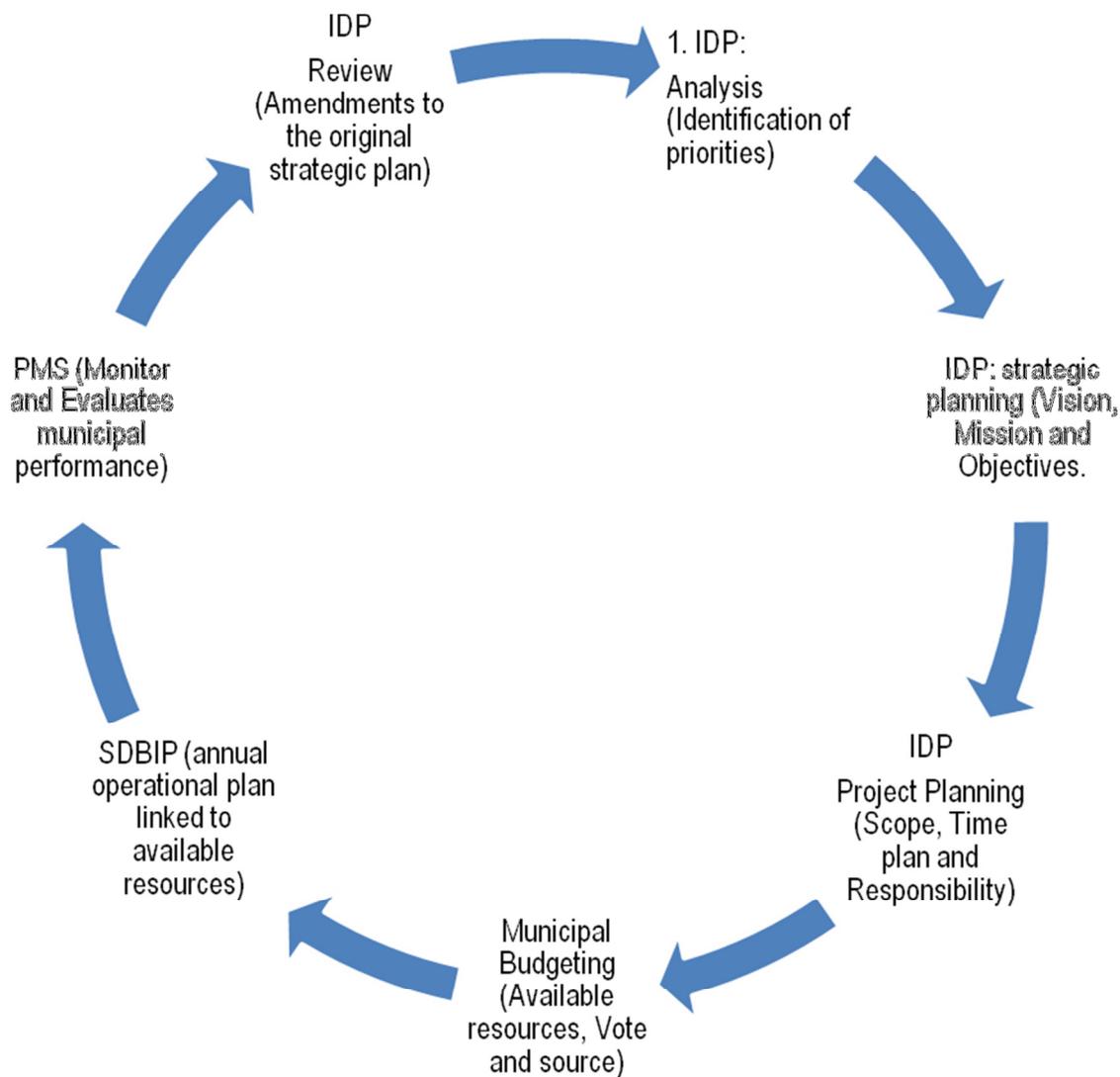


Figure 38: IDP and Performance cycle

### 11.15. YOUTH AND GENDER DEVELOPMENT PLAN

In 2009 the municipality adopted the Gender and Youth development plans. At the moment there is still no clarity about the revision or the drafting of new plans. The drafting or revision of these plans will solely depend of the outcomes of the organisational redesign.

## **12. ANNEXURES**

### **WARD PLANS:**

#### **12.1. WARD 1**

#### **12.2. WARD 2**

#### **12.3. WARD 3**

#### **12.4. WARD 4**

#### **12.5. WARD 5**

#### **12.6. WARD 6**

#### **12.7. WARD 7**

## **13. CONTACTS**

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