



NELSON MANDELA BAY MUNICIPALITY

Integrated Development Plan

2016/17 – 2020/21

“The Five Golden Years”

1st DRAFT – APRIL 2016



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CHAPTER 1: EXECUTIVE OVERVIEW

1.1 Foreword by the Executive Mayor

This Nelson Mandela Bay Municipal IDP will cover the five years 2016 - 2021. It will be compiled with the intention of making this a Golden Period in the development of Nelson Mandela Bay. A period in which the goals of the National Development Plan will be meaningfully approached; a period in which the current economic and organizational decline evident today in the Nelson Mandela Bay Municipality and in the Nelson Mandela Bay economy in general will be turned around. In what the institution of the Municipality will be re-invigorated, purged of corruption and made a machine of efficient service delivery; and the economy of our Metro renewed and helped to grow in size and particularly in decent employment opportunities.

In May 2011, Nelson Mandela Bay Metropolitan Municipality adopted a five year Integrated Development Plan. The five year life cycle for adopted IDP will come to an end on 30 June 2016. The fundamental question that we should attempt to answer is, whether the five Editions of the approved IDPs by Council have achieved the broad objectives of the municipality in terms of priorities and needs of communities of the Nelson Mandela Bay. This IDP subscribes to the Election Manifesto of the ruling party with clear strategic theme, objectives and goals. In addition, this IDP is premised on stakeholder engagements with communities, civil society, labour, business, government, state owned enterprises and political parties. Each of the above stakeholders have made their submissions regarding the IDP and budget review processes, and those submissions were addressed through internal processes of Council.

Furthermore, this IDP is a 'building block' towards development of a long term strategy and vision for the Nelson Mandela Region. A long term strategy and vision will bring back the cultural experiences of a friendly region, nurture and harness family tourism, economic vibrancy and investor confidence to the

Nelson Mandela Region. In developing a long term strategy and vision, the Nelson Mandela Bay Investment Council is central for full realization of regional economic development and integration. The IDP / Budget must be able to ensure that our plans are geared towards speeding up effective, efficient, and quality service delivery to the people. In addition, the IDP / Budget must be able to facilitate processes towards development and implementation of a framework to promote densification. The municipality must be able to develop a five year financial plan and introduce effective internal systems to improve our cash flow management and to enhance revenue and expenditure patterns.

As both unemployment and inequality remains high in the region, our programmes must promote economic growth and development through working with communities, private sector and labour. Job creation and sustainable livelihoods must be at the centre of all municipal programmes. The municipality has to ensure that it complements other spheres of government in reaching the identified targets. The successful implementation of the IDP and Budget can be achieved only through a partnership with all spheres of government, communities and, the private sector.

Working Together, We Can Do More!

COUNCILLOR DANIEL JORDAAN
EXECUTIVE MAYOR

1.2 Foreword by the City Manager

The Constitution of the Republic of South Africa mandates the municipality to give priority to the basic needs of the community as well as promote social and economic development. Consultation and engagement with communities and different stakeholders on the City's development planning processes is therefore critical. Through our public participation programmes, the communities of Nelson Mandela Bay have reaffirmed their needs which include amongst others: housing, water, job creation, roads, electricity, health and education facilities, SMME empowerment and support, and sport and recreational facilities. Some of the identified needs do not fall within the mandate of the municipality, and communities do not differentiate between the functions of the municipality and those of the provincial and national government. This therefore calls for better coordination and integration of our planning efforts as the municipality, together with the provincial and national sectoral departments, to ensure that the needs of the communities are met.

The Integrated Development Plan should be seen and indeed become the central planning tool for the three spheres of government if we are to accelerate service delivery to our communities. This IDP is aligned to the National Development Plan 2030 Vision, and it is therefore a stepping stone towards advancing the goals of the National Development Plan.

Projects identified in this IDP will be closely monitored and we will be able to measure the performance of the individual directorates. Some of these projects will be implemented in partnership with relevant stakeholders. Strengthening relations and partnerships with business and the institutions of higher learning in the City will be prioritised. In discharging its responsibility of promoting economic development, the City will be exploring economic opportunities that could be created through the ocean, township, tourism and recreative arts industry, and will work in partnership with relevant stakeholders.

As 2016 is the year for local government elections, the new Council will have an opportunity to review this IDP and the review will be subjected to public participation process.

Many thanks to all who participated and contributed during the review process of the IDP.

JOHANN METTLER
CITY MANAGER (ACTING)

CHAPTER 2: INTRODUCTION

This chapter will cover the Governance and Administration, Spatial Development Framework and the Situational Analysis.

2.1 Governance and Administration

Nelson Mandela Bay Municipality is one of eight Metropolitan (or Category A) municipalities in South Africa. It is located on the shores of Algoa Bay in the Eastern Cape Province, and comprises the city of Port Elizabeth, the nearby towns of Uitenhage and Despatch, and the surrounding rural area. The name "Nelson Mandela Bay Municipality" was chosen to honour former President Nelson Mandela.

2.1.1 Political governance

The municipal council consists of one hundred and twenty (120) members elected by mixed-member proportional representation. Sixty councilors (60) are elected by first-past-the-post voting in sixty wards, while the remaining sixty are chosen from party lists so that the total number of party representatives is proportional to the number of votes received. The council has been dominated by the African National Congress since its inception. The party-political and demographic representation of Councilors is reflected in the following table:

TABLE 1: Political Party Seat Allocation and Gender Distribution			
POLITICAL PARTY	ALLOCATION OF SEATS	GENDER DISTRIBUTION	
		MALE	FEMALE
African National Congress	62	37	25
Democratic Alliance	47	33	14
COPE	6	4	2
United Democratic Movement	2	2	0
African Christian Democratic Party	1	1	0
Pan Africanist Congress	1 (Vacant)	0	0
Independent Candidate	1	1	0
TOTAL	120	79	40

Source: Nelson Mandela Bay Municipality Corporate Services Directorate

The key role of Council in the current structure is to focus on legislative, participatory and oversight roles. Its principle and most substantive role is therefore that of a lawmaker and the other role is to facilitate political debate and discussion.

2.1.1.1 Executive Mayoral System

The Executive Mayor governs together with the Speaker, who is the Chairperson of the Metropolitan Council, the Deputy Executive Mayor and a team of nine Chairpersons of Portfolio Committees within an Executive Mayoral Committee system. The Executive Mayoral system is combined with a vibrant Ward Participatory System to ensure community participation at grassroots level. The executive function of Council is delegated to the Executive Mayor and the Mayoral Committee.

Executive Mayor
Councillor Daniel (Danny) Jordaan



The Executive Mayor is supported in his functions by the Deputy Executive Mayor. Together with the Speaker and the Chief Whip, they work towards the attainment of executive and oversight goals of Council.

Deputy Executive Mayor:
Cllr. Phumelele Ndoni



Speaker:
Cllr. Maria Hermans



Chief Whip
Cllr. Litho Suka



The Executive Mayoral Committee assists the Executive Mayor in fulfilling his day-to-day decision-making and operational oversight role. The Mayoral Committee members and their respective portfolios are reflected below:



**MMC: Budget
and Treasury**
Cllr. Rory
Riordan



**MMC: Safety
and Security**
Cllr. Fikile
Desi



**MMC: Youth,
Sport, Arts
and Culture**
Cllr. Andiswa
Mama



MMC: Transport
Cllr. Babalwa
Lobishe



**MMC: Public
Health Cllr.**
Joy Seale



**MMC: Corporate
Services Cllr.
Feziwe Sibeko**



**MMC:
Infrastructure
and Engineering
Cllr. Andile
Mfunda**



**MMC: Human
Settlements
Cllr. Nomvuselelo
Tontsi**



**MMC: Economic
Development,
Tourism and
Agriculture Cllr.
Zukile Jodwana**

2.1.1.2 Municipal Public Accounts Committee (MPAC)

The Municipality has a functional Public Accounts Committee in place, which fulfils an oversight role in respect of the institution's executive and administration. The MPAC consists of members from the ANC (7 members), DA (5 members) and minority parties (1 Congress of the People member).

2.1.2 Administration

The Nelson Mandela Bay Municipality's Head of Administration is Acting City Manager, Mr Johann Mettler, who took office on 1 December 2015.

Acting City Manager Mr Johann Mettler



The City Manager as head of the administration is responsible and accountable for tasks and functions as provided for in Section 55 of the Local Government Municipal Systems Act 32 of 2000, other functions/tasks as provided for in legislation, as well as functions delegated by the Executive

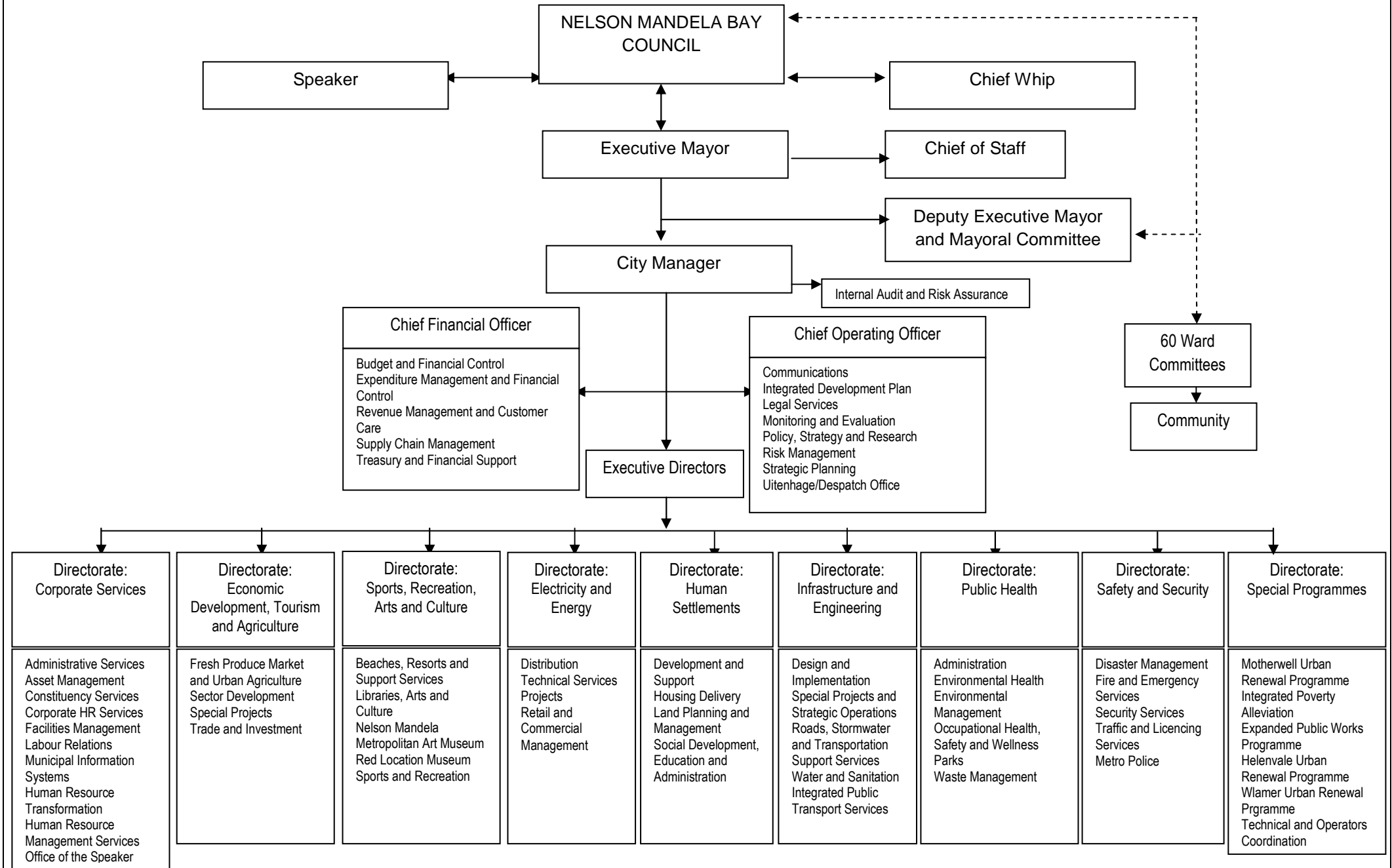
Mayor and Council. He is responsible for the implementation of the IDP and SDBIP under the direction and guidance of the Municipal Council. The Municipal Manager is supported by a team of executive managers appointed in terms of Section 57 of the Municipal Systems Act, 32 of 2000.

The executive administrators are:

- Chief Financial Officer: Mr Trevor Harper
- Chief Operating Officer: Mr Mzwake Clay
- Executive Directors:
 - Anele Qaba (Economic Development, Tourism and Agriculture)
 - Vuyo Zitumane (Acting: Corporate Services)
 - Mandla Mabuza (Acting: Human Settlements)
 - Dr Walter Shaidi (Infrastructure and Engineering)
 - Andile Tolom (Public Health)
 - Peter Nielson (Acting: Electricity and Energy)
 - Shadrack Sibiyi (Acting: Safety and Security)
 - Noxolo Nqwazi (Sports, Recreation, Arts and Culture)

The macro and micro structure of the institution is currently under review in order to effectively achieve its organisational goals within an ever changing context. Performance management allows for regular planning, monitoring, evaluating, reviewing and reporting of performance at both organisational and individual levels, and for an appropriate response to substandard performance and the recognition and rewarding of outstanding performance. The diagram below reflects the macro structure (both political and administrative) of the municipality.

ORGANISATIONAL STRUCTURE OF NELSON MANDELA BAY MUNICIPALITY



2.1.2.1 Vacancies within the Municipality

The table here-under represents current filled and vacant posts in the organograms of directorates and political offices:

TABLE 2 : VACANCIES WITHIN DIRECTORATES			
Directorate	Filled Posts	Vacant Posts	Total
Office of the Executive Mayor	44	7	51
Office of the City Manager	6	3	9
Chief of Staff	1	0	1
Office of the Chief Operating Officer	81	17	98
Human Settlements	345	103	448
Safety and Security	963	230	1193
Special Projects	29	18	47
Budget and Treasury	603	159	762
Public Health	1149	294	1443
Economic Development and Recreational Services	678	194	872
Infrastructure and Engineering	1426	416	1842
Corporate Services	665	119	784
Electricity and Energy	640	208	848
TOTAL	6630	1768	8398

Source: NMBM Corporate Services Directorate

2.1.2.2 Contractual workers

The Nelson Mandela Bay Municipality has a sizeable contractual staff complement, whose services are secured by virtue of Council approved policies, namely, the Recruitment, Selection and Retention Policy, and the Organisational Establishment Policy. The contractual staff complement ranges from senior managers to seasonal staff.

Table 3 reflects the total number of contractual staff employed within the Directorates and Political Offices:

TABLE 3 CONTRACTUAL STAFF EMPLOYED IN DIRECTORATES	
<i>Directorate / Political Office</i>	<i>Total number of contractual employees per directorate</i>
Office of the Executive Mayor	23
Office of the City Manager	2
Chief of Staff	1
Office of the Chief Operating Officer	5
Human Settlements	29
Safety and Security	2
Special Projects	21

TABLE 3 CONTRACTUAL STAFF EMPLOYED IN DIRECTORATES	
<i>Directorate / Political Office</i>	<i>Total number of contractual employees per directorate</i>
Budget and Treasury	7
Public Health	5
Economic Development, Tourism and Agriculture	196
Infrastructure and Engineering	5
Corporate Services	195
Electricity and Energy	19
TOTAL	631

Source: Nelson Mandela Bay Municipality Corporate Services Directorate (2016)

2.1.3 Policies

Table 4: Reflect the policies contained in the Policy Register of the Nelson Mandela Bay Municipality.

TABLE 4: POLICY REGISTER					
DIRECTORATE	POLICY TITLE	STATUS (New draft; Current; Review in progress; redundant)	ADOPTION DATE	REVIEW DUE DATE (Revision due every 3 years unless otherwise determined by statute or regulation)	REF. NO.
Budget and Treasury	Assistance to the Poor (Indigent) or Free Basic Service Policy (amend)	Current - Revised	19-09-2013	20-09-2016	5/18/5/P
	Cash Management and Investment Policy	Current	01-12-2005	Due for review	5/10/P
	Credit Control Policy	Current	31-03-2011	01-06-2014	5/15/P
	Development Charges Policy	New - draft	t.b.d.		5/14/P
	Financial Management Policies	Current	31-05-2010	Due for review	5/10/P
	Long-Term Funding Policy	Current	01-05-2010	Due for review	5/10/P
	Property Rates Policy	Revised annually	29-05-2014	Annually	5/3/1/P
	Supply Chain Management Policy, V4	Current - Revised	19-09-2013	20-09-2016	9/1/P
	Tariff Policy	Current	Unknown	Due for review	5/5/P

DIRECTORATE	POLICY TITLE	STATUS (New draft; Current; Review in progress; redundant)	ADOPTION DATE	REVIEW DUE DATE (Revision due every 3 years unless otherwise determined by statute or regulation)	REF. NO.
Corporate Services	Adult Basic Education and Training (ABET)	Current	03-09-2003	Due for review	
	Policy and Procedure for the Disposal of Movable Assets Not of High Value	Current - Revised	19-09-2013	20-09-2016	6/1/2/P
	Asset Management Policy	Current	20-07-2009	Under review	6/1/2/P
	Asset Loss Control Policy (including Annex A - E)	Current	03-04-2007	Under review	6/1/2/P
	Bay Stars Employee Excellence Programme Policy Procedure Manual	Current - New	19-06-2014	20-06-2017	4/4/P
	Career Management Policy	Current		Due for review	4/4/P
	Cellular Telephone and Mobile Data Connectivity	Current	22-07-2010	Due for review	4/5/P
	Disability	Current	03-09-2003	Due for review	11/1/5/4/P
	Education, Training and Development (ETD)	Current	03-09-2003	Under review	4/4/P
	Employee Bursary Policy	Current - Revised	19-06-2014	21-06-2017	4/4/P
	Enterprise Resource Planning (ERP) Change Management Policy	New - draft			6/2/3/P
	Experiential and Internship Policy	Current	05-08-2003	Under review	

DIRECTORATE	POLICY TITLE	STATUS (New draft; Current; Review in progress; redundant)	ADOPTION DATE	REVIEW DUE DATE (Revision due every 3 years unless otherwise determined by statute or regulation)	REF. NO.
	External Bursaries	Current	03-09-2003	Due for review	
	Policy Governing Funding to External Organisations previously Grant-in-Aid Policy	Current - Revised	22-05-2014	22-05-2017	5/2/1/P
	Gender and Women Empowerment Policy	Current	02-12-2004	Due for review	11/1/5/3/P
	ICT Governance Charter	New - draft			6/2/3/P
	Induction Policy	Current	03-09-2003	Due for review	
	Information Security Charter	New - draft			6/2/3/P
	Information Security Management Policy	Current		Under review	6/2/3/P
	Learnership and Career Management Policies	Current		Under review	4/4/P
	Public Participation Policy and Public Participation Procedure Manual	Current - New	07-08-2014	08-08-2017	11/1/5/3/P
	Records Management Policy	Current - Revised	19-06-2014	20-06-2014	2/7/P
	Recognition of Prior Learning	Current	03-09-2003	Due for review	4/4/P
	Recruitment, Selection and Retention	Current	01-11-2007	Under review	4/3/P
	Sexual Harassment Policy	Current	Unknown	Due for review	4/10/P

DIRECTORATE	POLICY TITLE	STATUS (New draft; Current; Review in progress; redundant)	ADOPTION DATE	REVIEW DUE DATE (Revision due every 3 years unless otherwise determined by statute or regulation)	REF. NO.
	Smoking Control Policy	Current	Unknown	Due for review	19/2/13/P
	Succession Planning	Current	03-09-2003	Due for review	4/4/P
	Travel and Accommodation	Current	Unknown	Under review	5/13/P
	Ward Committees Policy	Current	Unknown	Under review	3/1/1/P
	Work Attendance Policy	Current - New	14-05-2014	15-05-2017	4/6/P
	Youth Development Policy	Current	Unknown	Due for review	11/1/5/4/P
Economic Development Tourism and Agriculture	Trade and Investment Incentives Policy	Current	Unknown	Due for review	17/8/P
Infrastructure Engineering	Policy and Guideline for Erection of Telecommunications Infrastructure	Current	Unknown	Due for review	19/3/1/P
	Policy and Procedure for Fleet Management	Current	06-06-2005	Due for review	6/2/1/P
Human Settlements	Guest House	Current	19-02-2004	Due for review	5/3/1/P
	Liquor Outlet Policy	Current		Under review	5/3/1/P
	Outdoor Dining	New - draft			tbd
	Sale or Lease of Sites Zoned for Religious Purposes	Current	23 Jun and 30 Nov 2005	Due for review	16/4/1/P

DIRECTORATE	POLICY TITLE	STATUS (New draft; Current; Review in progress; redundant)	ADOPTION DATE	REVIEW DUE DATE (Revision due every 3 years unless otherwise determined by statute or regulation)	REF. NO.
	Street Naming	Current	Unknown	Due for review	16/1/5/P
	Student Accommodation	New - draft			16/4/1/17/P
	Tall Buildings	New - draft			16/4/1/17/P
Office of the Chief Operating Officer	Communication Policy	Current	01-12-2001	Under review	6/2/2/P
	Anti-Fraud and Anti-Corruption Policy and Response Plan	Current	24-06-2004	Due for review	5/20/P
	Intergovernmental Relations Policy	Current		Under review	7/1/P
	International Relations Policy	Current	Unknown	Due for review	7/1/P
	Investigation of Fraud and Corruption Policy	Current	24-06-2004	Due for review	5/20/P
	Language Policy	Current	29-06-2005	Due for review	6/2/2/P
	Integrated Performance Management Policy	Current - Revised	27-02-2014	28-02-2017	4/11/P
	Policy Development Framework	Current - New	09-06-2009	Under review	2/12/P
	Risk Management Policy	Current - New	13-11-2014	13-11-2017	2/12/P
	Whistle Blowing Policy	Current	Unknown	Due for review	5/20/P
Office of the Speaker	Petitions Policy	Current - New	11-10-2012	11-10-2014 - Due for review	11/1/5/3/P
	Councillor Support Policy	Current - New	25-06-2009	25 Jun 2012 - Due for review	3/3/P

DIRECTORATE	POLICY TITLE	STATUS (New draft; Current; Review in progress; redundant)	ADOPTION DATE	REVIEW DUE DATE (Revision due every 3 years unless otherwise determined by statute or regulation)	REF. NO.
Public Health	Burial Policy	Current - Under Review	11-09-2002	Under review	5/21/1/P
	Employee Assistance Programme Policy (EAP)	Current - Old	Unknown	Due for review	4/5/P
	Integrated Environmental Policy	Current - Revised	26-07-2012	26-07-2015	9/2/P
	Mowing and Vegetation Control	New - draft			19/3/6/P
	Occupational Health and Safety	Current - Under Review		Under review	4/13/P
	Parks, Horticultural Development and Maintenance	New - draft			19/3/6/P
	Road Reserves Horticultural Activities	New - draft			19/3/6/P
	Smoking Control	Current - Old		Due for review	4/13/P
	Substance Abuse	Current - New	16-02-2011	Due for review	4/13/P
	Urban Arboriculture Policy	New - draft			19/3/6/P
Safety and Security	Disaster Risk Management Policy Framework	Current - Old	Unknown	Due for review	19/13/3/P
	Disaster Relief Management Policy	Current - New	17-07-2014	17-07-2017	19/13/3/P
	Disaster Management Policy	Current - Old	Unknown	Due for review	19/13/3/P
	Fire Arm Free Zone	Current - Old	Unknown	Due for review	6/2/4/P

DIRECTORATE	POLICY TITLE	STATUS (New draft; Current; Review in progress; redundant)	ADOPTION DATE	REVIEW DUE DATE (Revision due every 3 years unless otherwise determined by statute or regulation)	REF. NO.
	Fire Arm Policy and Operational Procedures	Current - Old	Unknown	Due for review	6/2/4/P
Special Programmes Directorate	NMBM Socio-economic Empowerment Policy and Procedure Manual	Current - New	27-10-2011	Under review	
Sport, Recreation, Arts and Culture	Events Policy	New - draft	Unknown		19/14/P
	Heritage Policy	New - draft			19/19/P
	Nelson Mandela Bay Museums Policy, Code of Ethics and Rules	Current - Old	04-12-2008	Due for review	19/14/P
	Public Libraries and Information Services Policy	Current - Old	Unknown	Due for review	19/9/P
	Sport Policy	Current - Old	Unknown	Due for review	19/11/P

2.1.4 Municipal By-Laws

Table 5 depicts the Municipality's gazetted by-laws:

TABLE 5: BY-LAWS		
BY-LAW	GAZETTE NO.	DATE OF GAZETTE
NMBM: Customer Care and Revenue Management By-law	1087	21 October 2003
NMBM: Liquor Selling Hours By-law	1459	12 December 2005
Disaster Management Act (52/2002): NMBM: Disaster Management By-law	1803	30 November 2007
Constitution of the Republic of South Africa, 1996: NMBM: Fire Safety By-law	1803	30 November 2007
Constitution of the Republic of South Africa, 1996: NMBM: Roads, Traffic and Safety By-law	1803	30 November 2007
Constitution of the Republic of South Africa, 1996: NMBM: Street Trading By-law	1982	26 September 2008
Local Government: Municipal Property Rates Act (6/2004): NMBM: Property Rates By-law	2085	10 March 2009
Constitution of the Republic of South Africa, 1996: NMBM: Air Pollution Control By-law	2322	24 March 2010
Constitution of the Republic of South Africa, 1996: NMBM: Cemeteries and Crematoria By-law	2322	24 March 2010
Constitution of the Republic of South Africa, 1996: NMBM: Health By-law for the Operation and Management of Initiation Schools	2322	24 March 2010

TABLE 5: BY-LAWS		
BY-LAW	GAZETTE NO.	DATE OF GAZETTE
Constitution of the Republic of South Africa, 1996: NMBM : Municipal Health By-law	2322	24 March 2010
Constitution of the Republic of South Africa, 1996: NMBM: Noise Control By-law	2322	24 March 2010
Constitution of the Republic of South Africa, 1996: NMBM: Prevention of Public Nuisances and Public Nuisances Arising from the Keeping of Animals By-law	2322	24 March 2010
Constitution of the Republic of South Africa, 1996: NMBM: Public Amenities By-law	2322	24 March 2010
Constitution of the Republic of South Africa, 1996: NMBM: Waste Management By-law	2322	24 March 2010
NMBM: 2010 FIFA World Cup South Africa By-law	2361	14 May 2010
Constitution of the Republic of South Africa (108/1996): NMBM: Outdoor Signs (Advertising and Other) By-law	2361	14 May 2010
Water Services Act (108/1997): NMBM: Water and Sanitation Services By-law	2361	14 May 2010

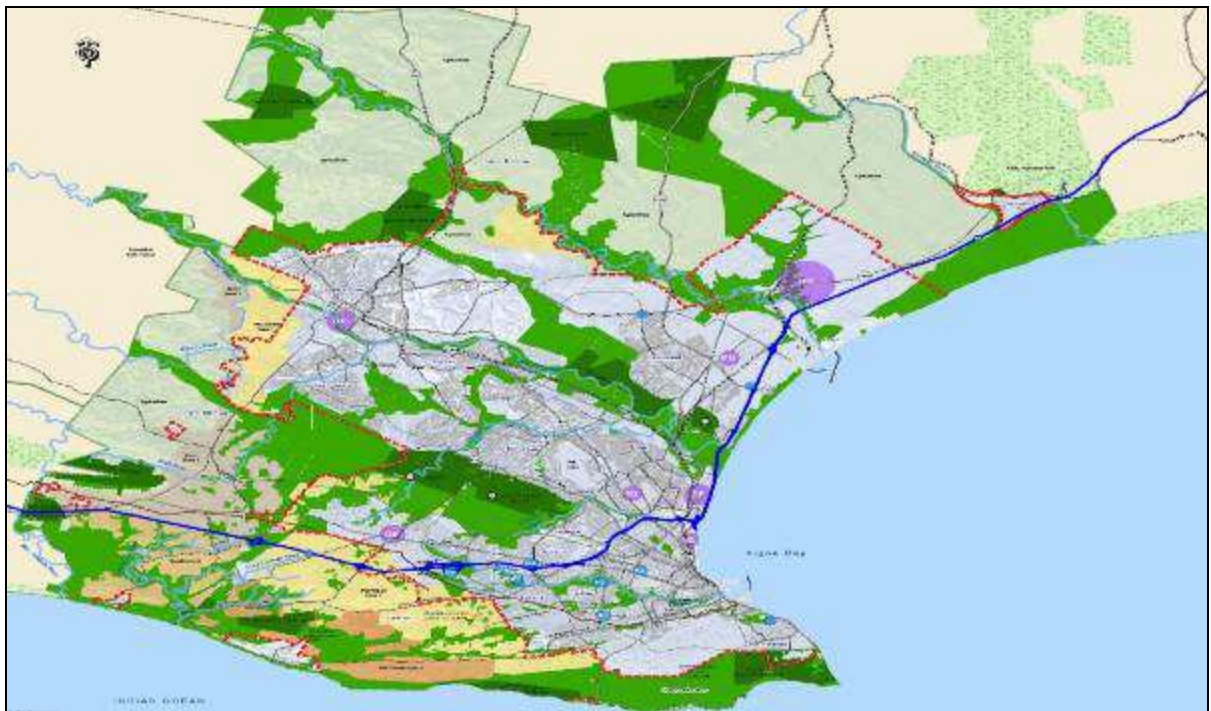
Source: NMBM Chief Operating Office – Legal Services

Good governance and administration remain a key area for effective service delivery and organisational efficiency. A performance management system is in place to ensure that the executive and administrative leg of the institution perform their functions in line with the policies, by-laws and strategies effective for a progressive Nelson Mandela Bay.

2.2 Spatial Development Framework and Sector Plan Linkages

2.2.1 Spatial Overview

The Nelson Mandela Bay Municipality was the first metropolitan municipality in the Eastern Cape Province and is one of eight metropolitan municipalities in South Africa. The Nelson Mandela Bay Municipality (NMBM) covers an area of 1950 square kilometres and is bordered by the Sundays River in the north, the Van Stadens River towards in south west and Greater Uitenhage/ Despatch areas towards the west of the metropolitan area. The demarcation process as provided for in the Demarcation Act (Act 27, 1998) caused the disestablishment of seven (7) separate local authority administrations and the formation of the Nelson Mandela Bay Metropolitan Municipality (NMBMM). The most significant administrations incorporated were Port Elizabeth, Uitenhage, Despatch and a portion of the Western District Council. The map below shows the urban and natural form of the NMB.



Source: Nelson Mandela Bay Human Settlement Directorate

This Chapter outlines the key features of the three strategic documents which are the Metropolitan Spatial Development Framework (MSDF), the Sustainable Community Planning (SCP) Methodology and the Built Environment Performance Plan (BEPP). These are interrelated and interwoven and together form the spatial strategy of the City. The documents exist as separate documents and the MSDF and BEPP are created as legally compliant documents. The MSDF is the primary spatial plan of the city and represents the spatial manifestation of the IDP. All matters of a spatial nature concerning the municipality centre on the MSDF. It necessarily includes the Sustainable Community Planning methodology and the Built Environment Performance Plan mentioned below.

2.2.2 Metropolitan Spatial Development Framework (MSDF)

The MSDF was last approved by Council in 2009. This Chapter includes the revised Spatial Development Framework Strategy. The Spatial Planning and Land Use Management Act 2013 (SPLUMA) sets the legal framework for an SDF of a municipality. It is the intention to ensure the adoption of a new and legally compliant SDF in the 2016/17 financial year together with the new post-election IDP. The core principles of the MSDF remain intact over multi year periods and political cycles. The MSDF must give effect to the development principles contained in the Spatial Planning and Land Use Management Act, 2013 (SPLUMA). These are:

- Spatial Justice;
- Spatial Sustainability;
- Efficiency;
- Spatial Resilience; and
- Good Administration.

The MSDF reflects key land uses such as major transport routes, future transport links, environmentally important areas and key potentials and constraints. The MSDF, also aims to sequence future development areas in a

manner that makes the best use of infrastructure services and limits leap frogging of development and unnecessary expansion of infrastructure networks.

The following objectives of the MSDF support sustainable development with the Nelson Mandela Bay Metropolitan Municipality:-

- Analysis of spatial opportunities, constraints, patterns and trends;
- Identification of the need for spatial restructuring and land reform;
- Provision of spatial solutions to developmental issues;
- Identification of national spatial development principles and their spatial application in the NMBM;
- Understanding of and allow for the spatial implications of social, economic and environmental sustainability;
- production of a document to guide decision-making on developable and non-developable areas including the sequencing of development, and
- Creation of a framework for public and private investment decisions to facilitate investor confidence.

The legal importance of the MSDF is contained, inter alia, in the Spatial Planning and Land Use Management Act 2013 (SPLUMA), Chapter 4, which states that

“ a Municipal Planning Tribunal or any other authority required or mandated to make a land development decision in terms of this Act or any other law relating to land development, may not make a decision which is inconsistent with a municipal spatial development framework, unless if site specific circumstances justify a departure from such provisions.”

The MSDF is a broad level plan at a metropolitan scale. The details of the MSDF are articulated in the more detailed Local Spatial Development Frameworks (LSDFs) which are a detailed interpretation of the broader MSDF

and articulate site specific land use policy and networks for areas. A further more detailed layer of plans for specific areas are the Precinct Plans. The LSDF's and, where applicable, Precinct Plans are used together with the MSDF for the evaluation of land development applications. Council approved LSDF's are prepared for most areas of the city within the urban edge. The remaining LSDF's are in the course of preparation. The areas of the City which are beyond the Urban Edge are covered from a policy perspective in the approved Rural Management Policy of the Council.

2.2.2.1 MSDF Priority Areas

The MSDF provides strategic guidance in respect of areas on which the Municipality should focus the allocation of its resources. In order to assist in prioritising projects and allocating resources, four main elements of the MSDF are isolated as geographic entities that give guidance as to where the priority capital investment areas lie. These areas are:

- Core economic areas
- Infill priority areas
- Strategic development areas
- Service upgrading priority areas

The MSDF is also supported by a number of sectoral plans and topic-specific planning documents which include the following:

- Strategic Environmental Assessment
- Urban edge/Rural management and urban densification policies
- Demographic Study update
- Land Use Management System
- The Human Settlements Implementation Plan

2.2.2.2 Proposed MSDF Structure

Being the second largest metropolitan municipality in the country and covering an area of approximately 1950km², the area of jurisdiction is spread out and extends approximately 35 kilometres from east to west and 45 kilometres from north to south. Approximately 35% of this area, which is located within the urban edge, is developed.

The primary development axis to the north-west is focused along Uitenhage Road with infill taking place on available land. Capacity still exists for further infill opportunities on open land situated between Uitenhage, Despatch and Port Elizabeth. The Swartkops River estuary and the resultant limited opportunities to cross it impede development to the north. However, Motherwell and its planned extensions dominate the northern side of the estuary. Future expansion from Motherwell extending westwards toward Uitenhage is foreseen in the short to medium term (2020).

2.2.2.3 Structuring the Plan

The main factors influencing the spatial structuring of the plan are based on:-

- available land and its features
- envisaged population growth
- economic development, and
- The principles guiding integration, efficiency and sustainability.

The following considerations have been used to determine the basic structure of the plan:

- Land earmarked for new development has been selected on the basis that vacant land within and close to the existing built up areas is utilised first, where after areas further removed should only be considered for development once more centrally located land has been taken up. This

will encourage efficient use of existing infrastructure before network extensions are required.

- Land uses are to be arranged in such a way so as to promote the development and use of an efficient public transport system. Densification and a mix of land uses along major transport corridors can achieve this objective.
- Access to green recreational zones from residential areas has been given special attention. Natural, sensitive areas have been identified for protection and additional green spaces have been set aside for recreational use as well as other uses that are of an ecological nature.
- Certain land uses have been kept separate due to the potentially adverse nature of their impact on neighbouring uses. For example, large industrial areas are kept away from residential areas due to the nature of industrial operations generating heavy traffic, air pollution and noise.
- Recognising existing economic nodes such as the Coega IDZ as well as the main Uitenhage and Port Elizabeth industrial areas, existing commercial centres as employment nodes and therefore structuring elements.
- Further transport links are proposed to promote integration and overall accessibility, linking major centres and industrial areas with the residential areas is important taking into account the limitations resulting from valleys, rivers and escarpments.
- Public transport corridors have been proposed linking economic areas. Early promotion and development. The future growth direction from Motherwell would thus be to the west in the direction of Uitenhage with the Coega IDZ providing employment opportunities for the adjacent residential areas of Motherwell.
- Main arterial roads and rail links for private and public transport between the different urban areas are most easily arranged in east west directions. Linkages in the north-south directions as well as inland are impeded by valleys, rivers and escarpments and are

consequently mainly limited to coastal corridors. It is important that in cross city linkages are explored to ensure accessibility.

It is vital to reserve land for future communication links through the urban zones. This is especially important when building in between existing developments to make the urban structure denser and more efficient. The reserves can help avoid future transport problems and extra costs for creating new links through developed areas. The approach should therefore focus on pedestrian movement, public transport and the provision of access to services and job opportunities. As expansion takes place, an important challenge that arises is the need to minimise the extension of road infrastructure and, where it is imperative that it be extended, to ensure that maximum benefit is derived from the investment.

Based on current economic growth patterns and predictions for the future it is assumed that as much as 80% of the future population of the metropolitan area will not own cars. This means that the majority of the population will use public transport. Therefore, coupled with endeavours to reduce travel distances to and from work and facilities, there is a dire need to develop a public transportation system that will be attractive to commuters and reduce the need to continually build bigger and more expensive roads merely for predominantly single occupant vehicles. It is probable that a public transportation system will not be in the form of underground rail or some other sophisticated system. Initially it is likely to be a system merely accommodating high occupancy vehicles (HOV's) in dedicated lanes where they can move rapidly from one point to another.

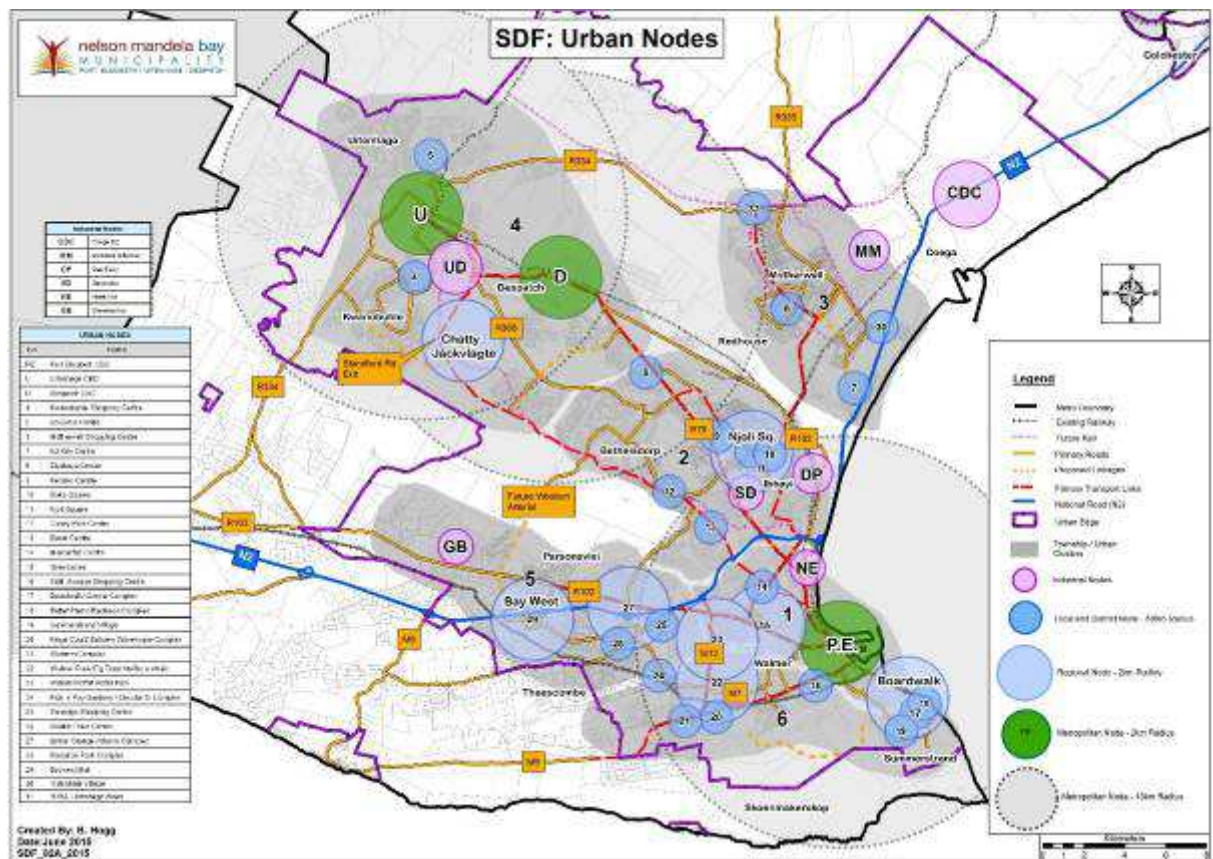
Expansion proposals have therefore been based on the potential to develop a public transportation network that will best serve the city. Existing road and rail routes have been analysed to determine whether they could be utilised as public transportation routes. Possible extensions to that network have been examined and allowance is made for the logical expansion and extension of the transportation network.

2.2.2.4 Primary Structuring Elements

Apartheid planning consigned most of the South Africa cities based on the principles of segregation, separate development and unequal access to resources. Such planning divided cities and resulted in places of work and economic opportunities being far from the majority of the populations residences. Measures and strategies need to be put in place to actively restructure the city. The following elements are important considerations in achieving this.

2.2.2.4.1 Activity Nodes

Nodes are places of high accessibility characterised by a concentration of mixed use activities such as retail, office, entertainment, community facilities and residential components. Such places are usually located at strategic transport interchanges. These nodes should be economic developments and private sector investments. Well-functioning urban nodes are vibrant areas comprising shopping, work, social and cultural opportunities and public transport facilities in a high quality, safe public environment. Furthermore; they are regarded as priority areas for densification, integration, intensification and improvement of environmental quality. Nodes are mostly targeted for public and private investment as they can enhance economic opportunities and enable more efficient service delivery intensifying activities.



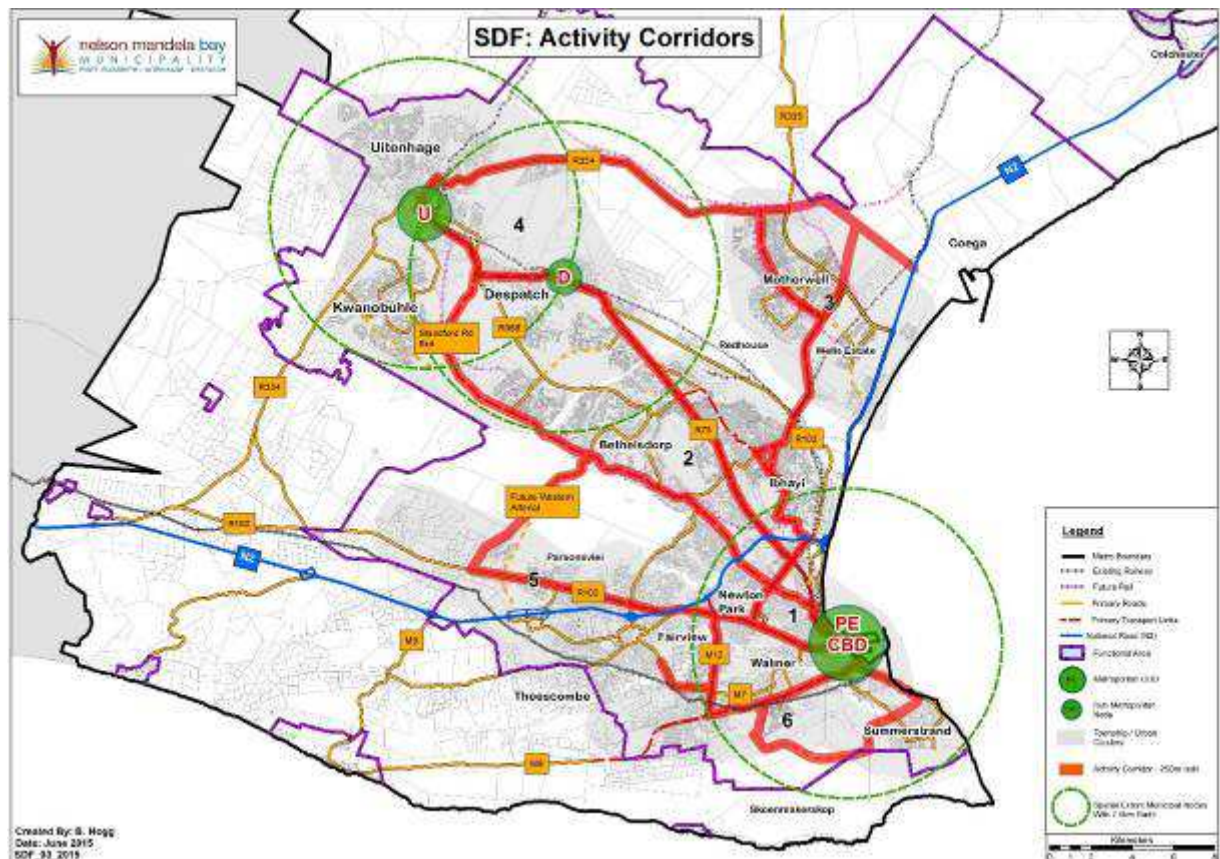
Source: Nelson Mandela Bay Human Settlement Directorate

2.2.2.4.2 Urban Corridors / Activity Spines

Urban corridors are a combination of structuring elements that reinforce a hierarchy of nodes. They have varying development intensity and width. Mixed used activities should be created and promoted within such the corridors/spines which include different modes of transport, thus minimising travelling costs and the costs of transport infrastructure by increasing accessibility to employment opportunities especially for previously disadvantaged communities.

The city structure needs to be developed in a manner that uses infrastructure more efficiently and minimises the need to extend infrastructure networks unnecessarily. Transportation infrastructure is the most expensive infrastructure in urban development and extensions to road and rail networks

need to be kept to a minimum. Residential and commercial densities along transportation routes need to be increased at strategic locations (i.e. near development nodes) in order to transform major routes into activity or development corridors and create an environment conducive for sustainable human settlements i.e. live, work and play.



A corridor must be the result of intensified development along a transport route and not merely the creation of business opportunities of a low key nature on either side of a major road as this will not promote public transport as an alternative to private transport. Activity spines can be defined as concentrated urban development along movement routes which are typically also major public transport routes. Development can either take the form of continuous linear development or a series of nodes along the activity spine.

2.2.2.5 Natural Open Space and Green System

The Nelson Mandela Bay Municipality's open space network plays a fundamental role in shaping the city through conservation of ecological resources which are amongst the major structuring elements guiding the development of the city. The open space network has spatial, social and technical dimensions.

The Main objectives of the open space network are to:

- Conserve, protect and develop natural resources in the Metro;
- Provide interaction between the built and natural environment;
- To address the interface between the land use typology green system;
- To promote the sustainable use and management of the open space network.

The open space and green system within the metro provide a diverse range of environments which are characterised by conservation areas, recreation activities, corridor parks, watercourses, ridges, heritages sites etc. Existing natural environmental resources are economic assets as they promote livability and vitality of communities. The open space and green system should be protected and enhanced to ensure that the ecosystems within it are able to effectively deliver services. Planning should allow the City to confront and manage aspects of growth and development in ways that preserve, protect, and enhance the environment. The protection of the natural visual quality of the area increases the attractiveness, livability and investment potential of the area.

2.2.2.6 Consolidation and Densification

A consolidation and densification approach promotes more compact urban development, especially to those areas which are well serviced and centrally located. This approach contributes to the restructuring of the urban

environment and discourages urban sprawl by promoting development that is adjacent to existing urban areas. Furthermore, it promotes more efficient use of the existing infrastructure, especially at urban centres and along urban corridors. The rules that should apply to densification are:

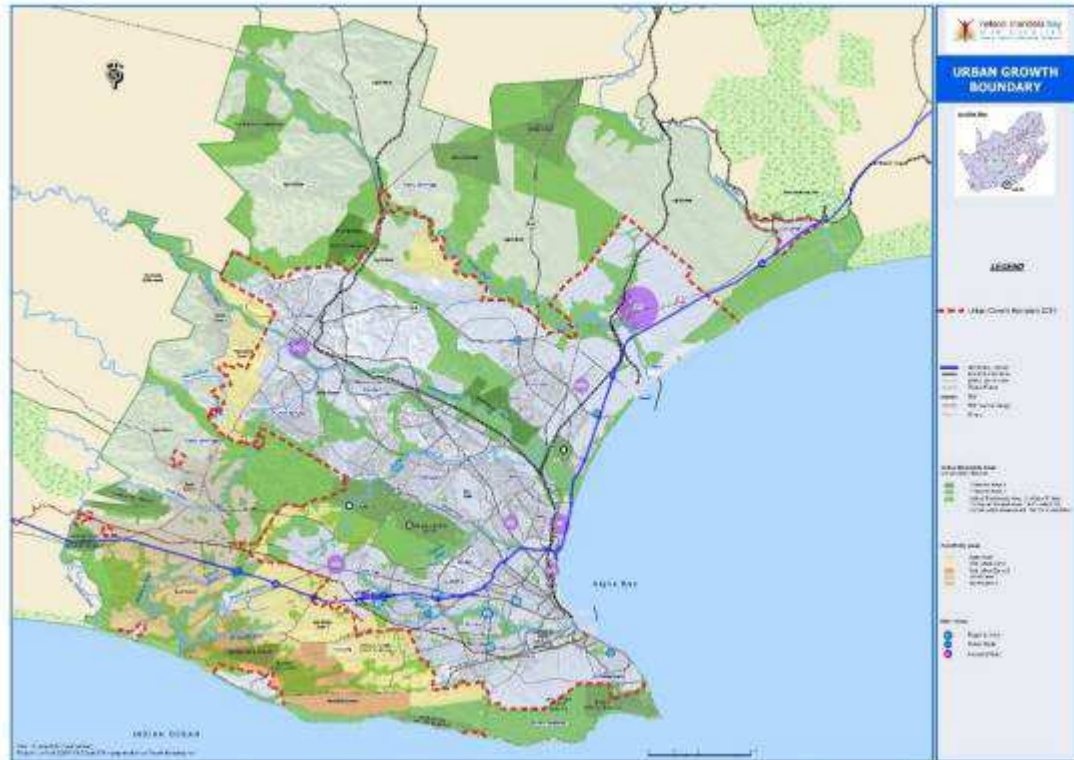
- Higher density development should be focused around and within walking distance from major activity areas and transport services.
- Densities decrease as the distance away from major activity areas increases. Higher densities in the wrong locations or which are removed from major activity areas and transport routes can be harmful to urban efficiency and sustainability.

2.2.2.7 Growth Management/Urban Edge

Most urban areas in South Africa are characterised by urban sprawl, resulting in people spending a lot of time and money travelling long distances to work, shops, schools and social facilities. Local authorities also invest large amounts to provide and maintain excessive infrastructure. In dealing with this undesirable development pattern, a tool of the spatial development framework for growth management is the demarcation of an urban growth boundary or urban edge. The “urban edge” is a conceptual boundary that delineates the urban area in order to contain physical development and sprawl and re-direct growth towards a more integrated, compact and efficient urban form that is guided by detailed plans.

The delineation of an urban edge is vital for achieving an efficient and sustainable municipality through –

- Containment of urban sprawl;
- Intensification of development;
- Integration of urban areas;
- Protection of valuable agricultural, natural and cultural resources;
- The optimum use of existing resources in established urban areas, such as bulk service infrastructure, roads and public facilities; and
- Reducing the need for commuting as well as commuting distances.



Source: NMBM Human Settlement Directorate

2.2.2.8 Incorporating Sector Plans

The sector plans, which have major spatial implications for the MSDF, are as follows:

- Environmental Management Framework/ Metropolitan Open Space System (MOSS)/Biodiversity plan.
- Coastal Management Plan and Coastal Development Line (Hazard Line) Study
- Disaster Management Plan
- Infrastructure Development Plans (water and sewerage)
- Comprehensive Integrated Transport Plan
- Integrated Waste Management Plan
- Local Economic Development Strategy
- Tourism Master Plan
- Human Settlements Plan

- Land Use Management System
- Heritage Register

The abovementioned sector plans are discussed in more detail in the sector department sections of the IDP however the following brief descriptions are included for the more significant sector plans:

2.2.2.8.1 Environmental Management Framework, 2014 (EMF)/Metropolitan Open Space System (MOSS)/Biodiversity plan

The Nelson Mandela Bay Municipal Environmental Management Framework is the main tool used to manage the natural environment. All development proposals should be evaluated against this framework. The main purpose of an EMF is to proactively identify areas of potential conflict between development proposals and critical and sensitive environment. It assists in focusing EIA's and other decision-supporting instruments on the most important issues by pro-actively red-flagging areas of high environmental importance. Embedded in the EMF is the Biodiversity Study which has prioritized areas of NMBM in terms of biodiversity and forms the basis of the Metropolitan Open Space System which is a major structuring element of the MSDF.

The development of an open space and green system is based on the Nelson Mandela Bay Municipality Draft Bioregional Plan 2010 (currently under review), which shows terrestrial and aquatic features that are critical for conserving biodiversity and maintaining ecosystem functioning. The NMBM Bioregional Plan is aimed at conserving biodiversity at a regional level and is primarily concerned with guiding land use planning and decision making through improving the legal standing and conservation of Biodiversity / Conservation areas by all organs of state. A well-defined metropolitan open space network is an important and integral part of the spatial development concept of the MSDF.

2.2.2.8.2 Coastal Management Plan

The Nelson Mandela Bay Municipality's Coastal Management Program which is in line with the requirements of the National Environmental Management: Integrated Coastal Management Act 24 of 2008 is currently under review. A vision for coastal zone management is necessary to articulate the desired state of the coast, and to help guide the setting of management objectives and priorities for implementation. Principles/values for coastal zone management which will be taken into consideration are as follows:

- Maintain coastal integrity and protect natural resources
- Promote sustainable development and natural resource utilisation
- Ensure equitable access to the coastal zone for the whole community
- Prioritise safe use of the coastal zone for all people
- Transparent and inclusive decision-making and diverse participation in coastal zone management
- Collective responsibility in coastal zone management
- Focus on education and awareness.

2.2.2.8.3 Disaster Management Plan

"Disaster management is a continuous and integrated multi-sectoral and multi-disciplinary process of planning and implementing measures aimed at disaster prevention, mitigation, preparedness, response, recovery and rehabilitation" (Disaster Management Act, 2002).

Disaster management is aimed at:

- Preventing or reducing the risk of disasters.
- Mitigating the severity or consequences of disasters.
- Emergency preparedness.
- A rapid and effective response to disasters.
- Post-disaster recovery and rehabilitation.

The plan was adopted by Council in 2005 and revised in 2010. Similarly, the Policy Framework was adopted in 2005 and revised in 2010. A disaster risk assessment was conducted in 2005 and revised in 2010. The Flood Contingency Plan was drafted in 2010 and the Disaster Management By-law which was gazetted in 2009 is currently being reviewed.

2.2.2.8.4 Infrastructure Development Plans- Water/ Sewerage

Improving service delivery is an integral part of the Municipality's mandate. The Municipality is acutely aware of the many service delivery challenges confronting it, and has developed a number of plans to address these challenges. The Water and sewerage master plans are closely aligned to the MSDP and review spatial location, demand and supply over time and the provision of these essential services.

2.2.2.8.5 Comprehensive Integrated Transport Plan (CITP)

In terms of section 36(1) of the National Land Transport Act, 2009 (Act No.5 of 2009), the Minister of Transport has published minimum requirements and guidelines of the preparation of Comprehensive Integrated Transport Plans (CITP's). The integrated Transport Plans prepared by municipalities must comply with the requirements. In terms of the above, the Nelson Mandela Municipality is required to prepare a Type 1 Comprehensive Integrated Transport Plan every five years, which must be updated annually. The municipality's CITP covers the five year period from July 2011 to June 2016 and provides an overview of the current transport situation, identified transport needs and the strategies required to address these needs. A review of the plan is underway.

2.2.2.8.6 Integrated Waste Management Plan (IWMP)

The first generation Integrated Waste Management Plan was adopted by Council in July 2005 and set objectives for creating an appropriate, sustainable waste management system. A revised draft IWMP has been prepared and is currently being subjected to public participation with a view to its approval in the 2016/17 financial year.

2.2.2.8.7 Local Economic Development Strategy

The situational analysis of Nelson Mandela Bay indicates high levels of poverty and unemployment. Forty four percent of the economically active population is unemployed and 38% of the total households are indigent. There is a need to accelerate poverty alleviation as well as implement programmes and projects with potential for growth and development. Amongst the focus areas in terms of the growth of Nelson Mandela Bay are SMME and co-operative development, urban agriculture, tourism, broad based economic empowerment, investment and economic diversification. Furthermore, the national government initiated programmes under ASGISA and EPWP play an important role in poverty alleviation and job creation. The Municipality is aware that to implement various programmes needed to create jobs and reduce unemployment, skills development is key. Most of the people who are unemployed are also unskilled hence the need to develop a comprehensive skills development strategy.

2.2.2.8.8 Tourism Master Plan

During 2005, a Strategic Tourism Development Plan (Tourism Master Plan) was developed for Nelson Mandela Bay. The plan was commissioned as an integral part of the implementation framework of the Economic Growth and Development Strategy which identified a number of key and strategic development initiatives and prioritised the need for a planning framework that

would position Nelson Mandela Bay as a unique and competitive visitor destination within South Africa and in the African continent. A final Tourism Master Plan was produced and accepted by Council during 2009.

2.2.2.8.9 Human Settlements Plan/ Housing Sector Plan

The Human Settlement Plan has the following objectives:

- Outline the housing / human settlement dynamics in the NMBM.
- Document housing and human settlement delivery, best practices and lessons.
- Set out proposals to fast-track human settlements and addressing shortcoming of current delivery systems in the Nelson Mandela bay Municipality.

2.2.2.8.10 Land Use Management System

A revision to the land Use Management System has been prepared which consolidates and reviews the 12 different zoning schemes in existence in NMBM. Now that the Spatial Planning and Land Use Management Act have been promulgated the legislative environment is conducive to finalising the system in line with the new legislative imperatives.

2.2.2.8.11 Heritage Register

The NMBM has a diverse and large amount of built environment heritage. This ranges from pre 1820 to settler to modern to struggle heritage that is evidenced in the built environment and planning of the Metro. The built and place specific heritage of the NMBM is valuable to the NMBM citizens in helping create an identity as well as providing economic opportunities through tourism and other means. A Built Heritage Asset register exists for priority areas of the Metro and the most important and significant built asset have been determined and recorded. Funding currently prevents completion of the register. Once the register is completed it will pave the way towards the

NMBM having the powers of the South African Heritage Resources Act (SHRA) in respect of the Built Environment devolved to it. This is important as the function is not being performed adequately by the provincial authority which is seriously under resourced.

2.2.3 Sustainable Community Planning (SCU) Methodology

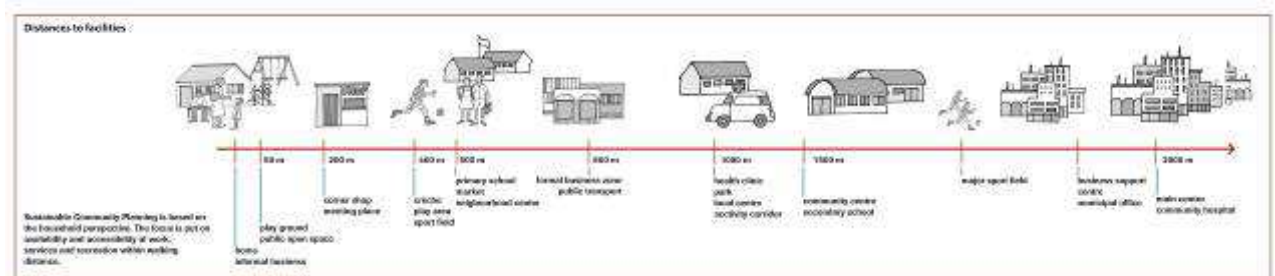
The SCU Methodology is an international award winning planning methodology developed and implemented in Nelson Mandela Bay Municipality (NMBM) to enhance the levels of sustainability and integration of development within the city and to reduce the effects of entrenched segregation. It promotes the analysis and planning of the city in what are termed Sustainable Community Units (SCU) which apply to both new and existing areas and aims to ensure that any development is examined through the lenses of housing, work, services, transport and character/identity, in order that the need to travel is reduced and that essential services in the above categories are available within walking distance of all households within an SCU.

The existing pattern of development in Nelson Mandela Bay is the result of historical segregation-based planning. The structuring not only separates different racial groupings in geographical terms, but has also resulted in great disparities in standards of living, as well as access to infrastructural services, employment, and cultural and recreational facilities. As these imbalances serve as constraints for redevelopment, they should be addressed and rectified.

Sustainable Community Units (SCUs) have been introduced to achieve a more balanced structure in Nelson Mandela Bay, in order to reduce discrepancies in terms of service provision and standards; promote integration in socio-economic and functional terms; and provide for economic activities and employment opportunities. The urban area of Nelson Mandela Bay has been divided into a number of planning units or entities, known as Sustainable Community Units. These are defined by the distance that an average person

can comfortably walk in half an hour, i.e. a 2 km radius. The planning methodology aims to provide the requirements for a minimum standard of planning and living within those areas; in other words, amenities, facilities and job opportunities must be within walking distance of all residents. All SCUs in Nelson Mandela Bay are to be linked by a public transport network, which will ensure that all areas are accessible to all communities by means of public transport, which is also required in terms of the Integrated Transport Plan.

Basic municipal facilities and services should be provided within walking distance of residential areas; higher order facilities can be located further away, as reflected below.



Source: NMBM Sustainable Community Planning Guide 2007 - Distance to Facilities

The SCU planning methodology concept identifies the need to make higher levels of sustainability and integration in Nelson Mandela Bay the primary focus of SCU planning. The basis for sustainable community planning lies in the development principles adopted at national, provincial and local government levels, as supported by legislation and government policies.

The Municipality's Sustainable Community Planning methodology, which is currently being implemented, covers both existing and future areas of development. A fundamental principle of this plan is to have work opportunities closer to places of residence in order to reduce the need to travel. This is to be achieved through the planning of new areas to accommodate more than just housing developments but also through a

paradigm shift on the location of new settlements closer to, rather than further away from, places of employment and social and public amenities. Peri-urban areas in which settlements exist, are also planned according to the Sustainable Community Planning methodology, with a view to providing local job opportunities.

The development goals and principles of particular importance for spatial planning in SCUs are:

- Poverty alleviation and the satisfaction of basic needs.
- Focus on special needs groups (HIV and AIDS affected persons, children, the elderly, and persons with disabilities).
- Gender equality and equity.
- The environment (physical, socio-economic).
- Participation and democratic processes.
- Local economic development.
- Accessibility (public transport and pedestrian focus).
- Mixed-use development.
- Corridor development.
- Safety and security.
- Variation and flexibility.
- Appropriate densification.
- Reducing urban sprawl.

To achieve both sustainability and integration, six functional elements need attention in relation to the above principles.

These six functional elements are:

- Housing
- Work
- Services
- Transport
- Community
- Character and identity

Focusing on these six elements, minimum standards are pursued to achieve an acceptable planning quality that will result in an improved quality of life for residents in these areas (for more detail on the planning methodology outlined above, refer to the Sustainable Community Planning Guide, dated June 2007; also available on the municipal website: www.nelsonmandelabay.gov.za).

2.2.4 Built Environment Performance Plan (BEPP).

The Built Environment Performance Plan (BEPP) is an annual requirement of the Division of Revenue Act that aims to bring about practical spatial restructuring of the country's Metropolitan Cities through defining and actively implementing an Urban Network Strategy (UNS) that defines CBD's and hubs connected by Integration Zones wherein Transit Oriented Development is promoted as well as catalytic projects and high density mixed use developments. The BEPP also focusses on the implementation of Growth Nodes and Informal Settlement eradication. The BEPP is required to release various grant funding from National Treasury and can be seen to represent the capital urban investment strategy of the city.

The BEPP is a requirement of the Division of Revenue Act (DoRA) in respect of the various infrastructure grants related to the built environment of metropolitan municipalities. It is submitted to National Treasury in order to, inter alia, access the following conditional grants:

- Integrated City Development Grant (ICDG)
- Urban Settlements Development Grant (USDG)
- Human Settlements Development Grant (HSDG)
- Public Transport Infrastructure Grant (PTIG)
- Neighbourhood Partnership Development Grant (NDPG)
- Integrated National Electrification Grant (INEP)

The BEPP aims to demonstrate the use of these grants for the purpose of spatial restructuring through targeting capital expenditure in areas that will maximise the positive impact on citizens, leverage private sector investment,

and support growth and development towards a transformed spatial form and a more compact city. The Built Environment Performance Plan builds the foundation for refinement and consolidation of the prior BEPP's particularly the 2015/16 BEPP by emphasising spatial planning and prioritisation through:

- Spatial Targeting - prioritising Integration Zones
- Local area planning
- Greater catalytic project preparation detailing
- Recognising the need for intergovernmental planning and sector alignment
- Working towards a strategy for the prioritised Integration Zone
- Articulating the required Urban Network Strategy investments in order to maximise provincial, national and State Owned Enterprises investments.
- Defining a pipeline of catalytic urban development projects

The BEPP is complementary to, the Municipality's key strategic documents, including the Integrated Development Plan (IDP), the Budget, the Spatial Development Framework (SDF) and the Comprehensive Integrated Transport Plan. The BEPP can be seen to represent the investment strategy of the Municipality in fulfilling its objectives of equitable city development, transformed spatial form and more compact city development.

The BEPP focuses on three main areas:-

- An Urban Network Strategy (UNS) - including Integration Zones and catalytic projects
- Growth nodes
- Informal Settlements and marginalised areas

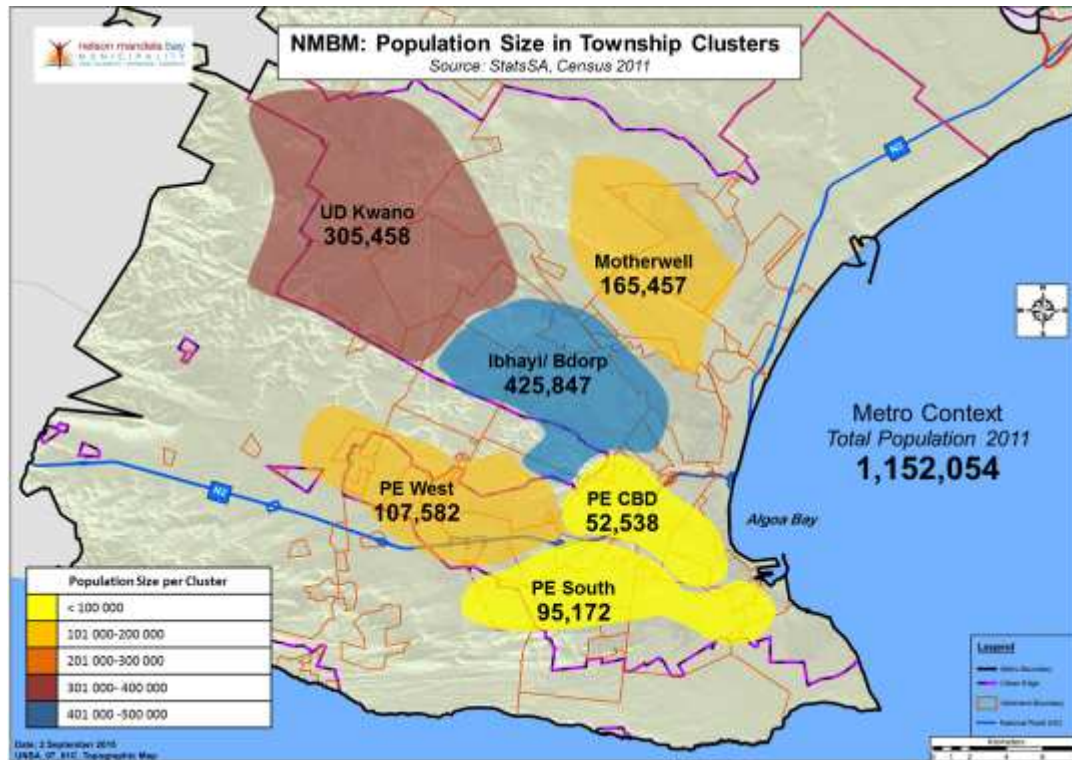
2.2.5 Urban Network Strategy/Integration Zones and Catalytic Projects

Spatial targeting and the elimination of spatial inequalities, as envisaged in the National Development Plan, is an underlying principle of the Urban Network approach, hence the focus on catalytic development of under-serviced city areas. The Urban Network Strategy identifies a number of network elements (CBD, Hubs, Growth areas) and allows for the identification of Integrations zones that link CBD's and Hubs in which catalytic development is encouraged.

2.2.5.1 Township Cluster

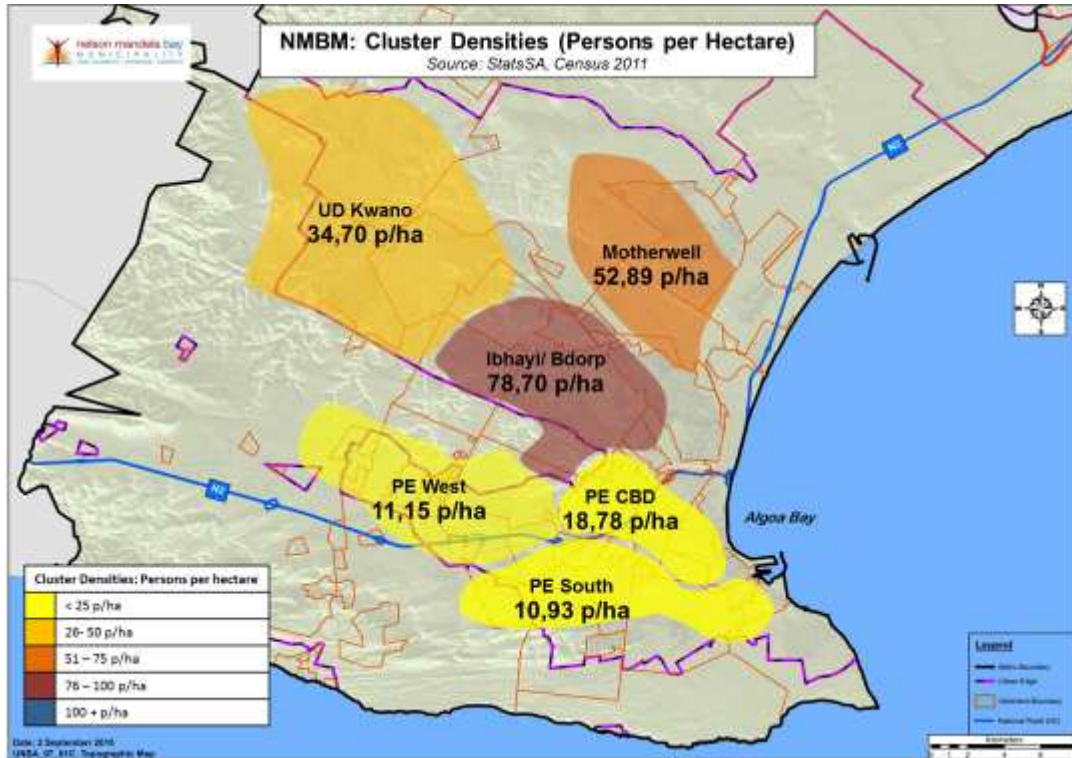
For the purposes of analysis the townships of Nelson Mandela Bay have been clustered into six township clusters. These are as follows:

- Uitenhage, Despatch, KwaNobuhle and Bloemendal Cluster:
- Motherwell-Wells Estate Cluster:
- Ibhayi-Bethelsdorp Cluster:
- CBD Cluster:
- Southern Areas Cluster:
- N2 – Western Areas Cluster

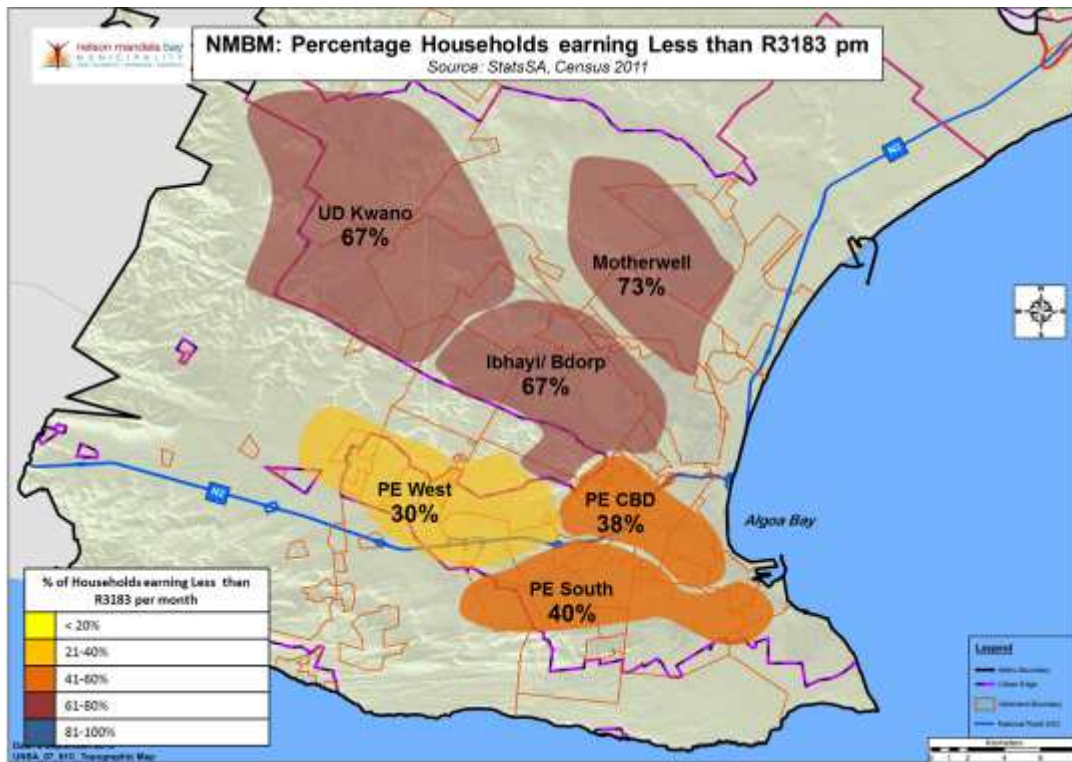


Urban Network Strategy : Township Clusters - Source: NMBM 2015

The density and income characteristics of these clusters are further illustrated in the figures below, which highlight the higher densities and lower income levels of the Northern Townships (clusters) with Ibhayi having the highest density per hectare. Motherwell has the highest percentage of the population earning less than R3 183 per month. The population numbers and densities in the Southern Clusters are noticeably smaller and lower than those of the Northern Clusters.



Urban Network Strategy: Cluster Densities (Persons/Ha) - Source: NMBM, 2015



Urban Network Strategy: Cluster Densities (Persons/Ha) - Source: NMBM, 2015

2.2.5.2 Identification of urban network elements of the UNS

The major elements of the Urban Network Strategy are illustrated and explained in more detail below.



Urban Network Strategy Framework - Source: NMBM, 2015

2.2.5.3 Central Business Districts (CBD'S)

The Urban Network Framework identifies the CBD's of Port Elizabeth, Uitenhage and Despatch as important nodes. The Port Elizabeth CBD is identified as the primary CBD for Nelson Mandela Bay Metropolitan Area.

2.2.6 Primary Network/Transport Links

2.2.6.1 Major Arteries

The primary transport network includes three of the five major transport arteries, being Harrower/Stanford Road, Provincial Route R75 and the Khulani Corridor. Other primary arteries are Old Cape Road (R101), Provincial Route R10, Heugh/Buffelsfontein Road, William Moffat Expressway and the N2. These arteries/transport links form the structure of the Integrated Public

Transport System in Nelson Mandela Bay which is comprised of road and rail network links.

2.2.6.2 Road Network

Public transport serves the metropolitan area along the following existing and planned routes: North-South linkage between the PE CBD and Motherwell via Ibhayi ;2 along the Khulani Corridor North-West linkage between the PE CBD and Bloemendal/Bethelsdorp along Stanford Road South-West linkage between the PE CBD and the Western Suburbs via Old Cape Road.

2.2.6.3 Rail Network

There is an existing passenger rail link between the PE CBD and Uitenhage via New Brighton, Sydenham, Swartkops, Redhouse, and Despatch. This is part of the Port Elizabeth – Graaff-Reinet Line. There is an existing passenger rail link between PE CBD and Motherwell/Markman. This is part of the Port Elizabeth – Johannesburg Line.

A future passenger rail link between Port Elizabeth CBD and Motherwell via a proposed new Motherwell Rail Corridor parallel to Tyinira Street (Motherwell) is planned. There is a long-term possible linkage between Coega and Uitenhage. This is a high-priority project driven by PRASA and it is currently being assessed in terms of NEMA processes. A narrow-gauge rail line exists between Humerail (Port Elizabeth) and Loerie. This line originally served as a goods line between Port Elizabeth and Loerie, but has fallen into disuse.

2.2.6.4 Other Activity Corridors

The Nelson Mandela Bay Urban Network further identifies other existing mixed use activity corridors that are important. These are:

- Walmer: This corridor starts at Marine Drive as Walmer Boulevard, increases in activity at 1st Avenue intersection, from where the road

becomes Heugh Road, and continues to the intersection of Buffelsfontein Road and 17th Avenue.

- Walmer Main Road: This corridor commences in Heugh Road, it runs to Walmer Main Road, to the intersection with the William Moffat Expressway.
- William Moffat Expressway: This corridor starts from the intersection of Buffelsfontein and 17th Avenue and runs along William Moffat Expressway to Cape Road.
- Cape Road: This corridor starts at the intersection of William Moffat Drive and Cape Road, and runs to Greenacres, terminating in the CBD.

2.2.7 Urban Hubs

2.2.7.1 Primary Hubs

The Primary Hubs are identified in the figure below as follows:



Primary Urban Hubs Port Elizabeth /Uitenhage /Despatch CBD - Source: NMBM 2015

2.2.7.1.1 Njoli/ Ibhayi Hub (Hub 1)

The Njoli Hub is identified as the Primary Hub, Hub 1. This hub has the objective of linking and integrating the previously segregated townships of Ibhayi and Bethelsdorp. Its identification was informed inter alia, by:

- *its importance as an historical public space for meeting and informal trading;*
- *the convergence of major routes in Ibhayi;*
- *the development of the Njoli transportation modal interchange along the Khulani Corridor; and*

The underlying potential to develop public facilities and amenities that will act as catalyst for wider and more intensified developments that will enhance the scale of economies for the installation of public infrastructure in these areas.

2.2.7.1.2 Zanemvula (Chatty Jachtlakke) Hub (Hub 2)

The Zanemvula (Chatty Jachtlakke) Hub is identified as the second Primary Hub. It is in need of catalytic intervention to unlock the development potential of this newly developed area. It is situated to the West of Njoli around the intersection of the Bloemendal Arterial and Stanford Road.

Key elements in this hub include:

- The convergence of Standford Road, Bloemendal Arterials and the MR448 (Old Uitenhage Road).
- The new Greenfield residential developments of Joe Slovo West; Bethelsdorp North; Khayamnandi; the Chatty developments and the Jachtlakke/Kwanobuhle extensions currently in the planning stage will yield in the order of 54000 residential opportunities, once fully developed. Approximately 14000 units have already been completed and are in need of social; facilities and amenities.

- There are large tracts of vacant and serviced land in the greenfield development areas that can be utilized for catalytic high density infill and mixed used development.

2.2.7.1.3 Integration Zones

Two integration zones are identified linking the CBD and Primary Hubs. The Integration Zones traverse the poorest parts of the city where catalytic development intervention is prioritised will be targeted for catalytic. These Integration Zones are described below:

- Integration Zone 1 Khulani/ Njoli / Motherwell: This Integration Zone has been includes Khulani Corridor as well as Motherwell Node. It links the Inner City area and the Njoli Hub and incorporates a portion of the Khulani Corridor between the Standford Road, Njoli Square and Motherwell. It includes Secondary Hubs Kenako/ Vista and Red Location and holds potential for urban regeneration and intensified mixed use development along the Khulani corridor and around the Njoli Hub and Motherwell.
- Integration Zone 2 Standford Road: This Integration Zone 2 along Standford Road is a link between Integration Zone 1 and Chatty Jachtlakte. Environmental and spatial constraints make it a very narrow corridor with limited scope for catalytic and development intervention. These would be limited to modal interchanges along Standford Road such as the Cleary Park Modal interchange.

2.2.7.1.4 Growth Areas

Four growth areas have been identified and are captured as follows:

- Walmer/ Summerstrand Growth Area: This area is one of the large scale integrated residential development Mega Projects of the Human Settlements Programme.

- Fairview West growth Area: Fairview West area is located within a 6 to 8 km radius from the CBD and is adjacent to the William Moffat Expressway and Circular Drive activity corridors. It forms part of a land restitution area from where large numbers of people were relocated. A number of housing projects, comprising of mixed residential typologies aimed at the lower income groups, contribute to the area being identified as an area of substantial spatial development and enormous potential to illustrate spatial transformation. The area is also identified as a Mega Project in the Human Settlements Programme.
- Motherwell Growth area : Motherwell is historically under serviced in terms of economic as well as social facilities and amenities and even where those facilities and amenities exist, the quality is sub- standard. Major extensions to the township area (Motherwell Extensions 12, 29, 30 and 31) are currently under construction as part of the municipal human settlement programme. This development will yield almost 12 500 residential opportunities. This Growth area is the terminal point for the Khulani Corridor, as well as future modal interchange for the Integrated Public Transport System (IPTS).
- Baywest Growth Area: The Baywest / N2 node is anchored by the new regional Baywest Mall which opened in May 2015. This node will expand to include further intensified mixed use and residential development, which if developed at full capacity, will render approximately 10 000 permanent job opportunities and approximately 8 200 residential opportunities. Housing typologies will range from high density rental and ownership apartments to low density single residential units for a varied socio-economic sector.

Other developments such as the Kuyga extension, Westbrook and Parsonsvele form part of the larger nodal development area and contribute to additional mixed use and residential development yielding a further estimated 6 500 residential opportunities. A direct road linkage between the Baywest/N2 Node and Chatty/Zanemvula has been identified as high priority in order to

enhance the accessibility of this node to the northern townships of the Metro, from a convenience and job opportunity perspective.

2.2.7.2 Secondary Hubs

The Urban Network Framework includes the following Secondary Hubs:

- Kenako/Vista:
- Red Location
- Jachtlakle/ Kwanobuhle
- Wells Estate

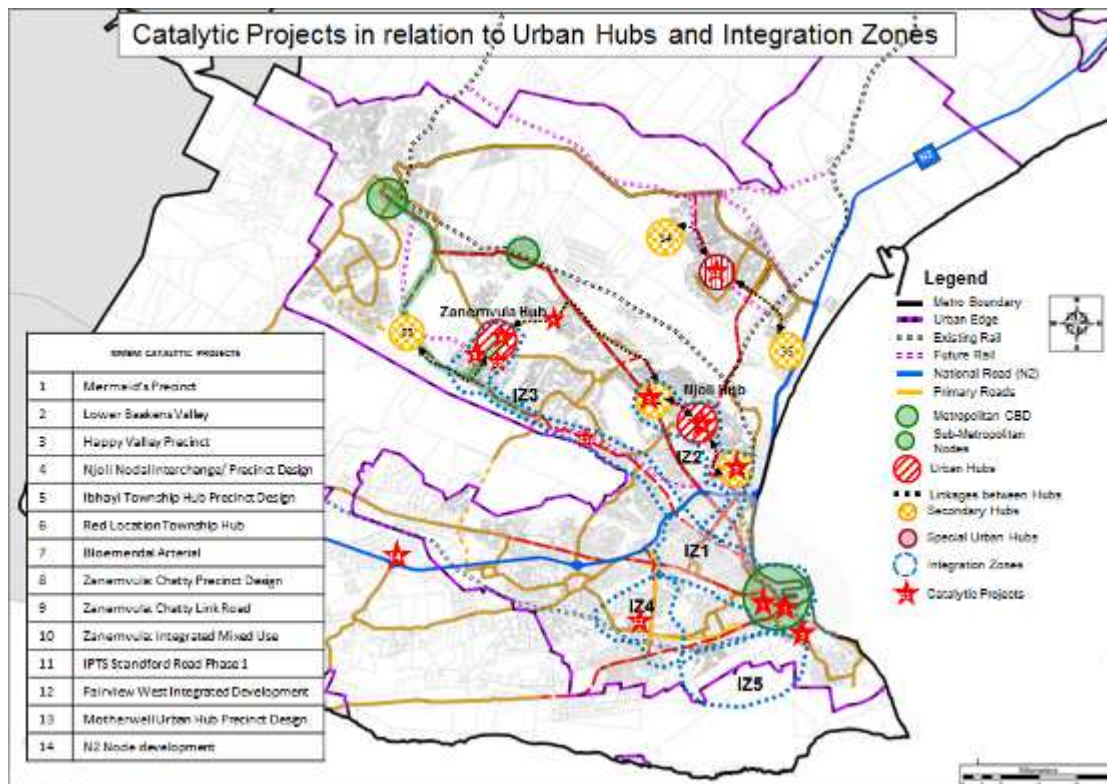
Other Nodes Identified include:

- Greenacres/ Newton Park Node:
- Walmer Node:
- Great Westway (Makro/ Framesby/ Westering) Node

2.2.7.3 Catalytic Projects

The Catalytic Projects of the BEPP reflect interventions that include developments that are: within defined Integration Zones private and public sector initiatives in their implementation inner city, mixed use, social, commercial and residential development initiatives informal settlements and marginalised area upgrading and. linkage projects such as critical road infrastructure to ensure the proper linkages of the Integration Zones to the rest of the city.

The following map shows the location of the selected catalytic projects in relation to the Integration Zones of the Urban Network Strategy framework.



Source: NMB Human Settlement Directorate

Table 14 is a synthesis of the Catalytic projects as defined in the 2015/16 BEPP.

PROJECT NAME	TYPE	DESCRIPTION / SCALE / IMPACT
Mermaid's Precinct	Integrated inner-city revitalisation	<p>Proposed mixed use integration project in the Mermaid's Precinct Area of the CBD/ Inner City</p> <p>Redevelopment of this land can impact on the rest of the CBD and the broader area by providing mixed social economic opportunities, recreation facilities, tourism facilities that will have a city wide impact.</p> <p>The project is an MBDA project.</p>

PROJECT NAME	TYPE	DESCRIPTION / SCALE / IMPACT
Lower Baakens Valley Precinct and Port development	Integrated inner-city revitalisation	<p>Integrated mixed use and residential infill development in the Lower Baakens Precinct Area.</p> <p>Approximately 1000 hectares.</p>
Happy Valley Precinct	Integrated Mix-use inner city development	<p>Integrated mixed use and residential infill development in the Happy Valley Precinct Area</p> <p>Public private partnership area</p> <p>Close to mixed use housing opportunities</p> <p>Strong tourism potential</p>
Ibhayi / Njoli Urban Hub	Precinct Planning / Urban Hub Design	<p>Detail Precinct Design in support of Urban Network Strategy</p> <p>Poorest area of the city</p> <p>Massive potential for integration of two previously separated communities</p> <p>Triggered by the private development of Kenako Centre</p>
	Modal Interchange and Urban Hub Development	<p>Development of Modal Transport interchange and commercial centre</p> <p>Urban renewal project</p> <p>Major transport hub</p> <p>Present economic opportunities</p>

PROJECT NAME	TYPE	DESCRIPTION / SCALE / IMPACT
	<p>Tourism and educational development catalyst.</p>	<p>Red Location Cultural Precinct: holds potential for infill residential development</p> <p>Biggest cultural precinct in Africa</p> <p>Ability to create jobs in poorest part of city</p> <p>When complete, the Red Location Cultural Precinct will comprise five public buildings</p> <p>Red Location Museum - winner of multiple international awards for architecture and design.</p> <p>It is anticipated that during construction of the performing arts complex 634 jobs will be created and that 701 will be employed in Red Location Precinct when fully operational.</p>

PROJECT NAME	TYPE	DESCRIPTION / SCALE / IMPACT
Bloemendal Arterial	Catalytic link road	<p>Critical link connecting the Njoli and Chatty Jachtvlakte Hubs. Part of longer-term Comprehensive Integrated Transport Plan</p> <p>Total 9 km (6.5 km + 2.5 km)</p> <p>It strengthens the urban network strategy by linking it spatially</p> <p>It will improve connectivity between areas which will increase economic activity</p> <p>Essential transport collector to fast track development in the area</p> <p>Impact will directly assist a predominantly poor area</p> <p>Catalyst towards commercial development in the area and other social facilities which has been constrained due to no access</p> <p>In the heart of Zanemvula areas which is a presidential project area accommodating in the order of 45 000 residential opportunities.</p>
Zanemvula	Precinct Design	<p>Will also serve the Bloemendal and KwaNobuhle areas</p> <p>Areas exists in the heart of Zanemvula project (45 000 residential opportunities)</p> <p>Opportunities do not exist for connectivity to rest of the city and its role for transport hub</p> <p>Design is needed to fulfil this broader role</p> <p>In heart of integration zone identified in urban network strategy</p> <p>Design is a prerequisite for urban network strategy</p>

PROJECT NAME	TYPE	DESCRIPTION / SCALE / IMPACT
	Chatty Link Road	<p>Critical for strategic land release as well as community-social infrastructure delivery (schools, clinics, crèches). Identified as a NMBM HSSF Mega Project.</p> <p>1.98 km link road between Standford Road and Bloemendal Arterial Routes to unlock development and delivery of social and economic facilities and amenities.</p>
	Integrated Mixed Use Development	<p>Integrated Mixed Use Development (Mega Project)</p> <p>Land alongside the planned Chatty link road mentioned above</p> <p>mixed use land to prevent area from being fully occupied by RDP housing without attendant socio economic facilities</p> <p>alternative housing types, higher densities and other activities to be located along side public transport route</p> <p>potential to bring employment generating activities into the heart of the Zanemvula project area where unemployment is high</p> <p>catalyst for other socio economic activities and higher density residential opportunities</p> <p>Approximately 172 ha of land could be released with completion of Chatty link road with potential yield of approximately 5000 Residential Units. Partially included in Phase 1 of Chatty Jachtlakte Precinct Plan)</p> <p>Further development of the Chatty Jachtlakte node will yield an additional 28000 Residential Units over next 8 to 12 years</p>

PROJECT NAME	TYPE	DESCRIPTION / SCALE / IMPACT
Cleary Park Corridor TOD development	Public Transport	<p>Cleary Park route</p> <p>Catalytic activities around the modal interchange</p> <p>Identify opportunities for public transport activities and densification along Cleary park route</p> <p>Route very constrained</p> <p>Needs intervention as a section runs alongside the commuter rail</p> <p>Cleary Park route lengths:</p> <p>Trunk Route Cleary to CBD: 11.5 km, 16 bus stations (on the Harrower Road route) – the route via Berry's Corner is not to be used for the initial phase)</p> <p>Trunk Route Cleary to Greenacres: 11.6 km</p> <p>Main Routes: 16.1 km total</p> <p>Area Routes: 156.2 km total</p>
Fairview West Integrated	Integrated Mixed Use and Residential	Integrated Mixed Use and Residential Development in the Fairview / Willowdene area comprising of mixed retail and mixed

PROJECT NAME	TYPE	DESCRIPTION / SCALE / IMPACT
<p>Development Fairview West Integrated Development (continued)</p>	<p>Development (Spatial Transformation)</p>	<p>residential development. Identified as Mega-Project in terms of the NMBM Human Settlements Framework. Current projects will yield approx. 2800 units – Total no of Residential Units estimated at 2488 with further potential of approximately 2000 units on state owned land – total 4488 (Estimated) Potential socio economic integration area Links south, west and north sides of the city Alongside retail strip and access road Close to job opportunities New retail development (shopping centre) currently under construction Construction of 300-bed private hospital about to commence</p>

PROJECT NAME	TYPE	DESCRIPTION / SCALE / IMPACT
		<p>Catalytic infrastructure – Development of area to full potential will require infrastructure investment:</p> <p>Bulk Sewer Upgrade (Lower Baakens and Driftsands Sewer Collectors); also bulk water supply</p> <p>48 hectares cannot proceed without bulk sewer upgrade</p> <p>Other private properties are also affected</p> <p>Catalytic improvement in road network (particularly along main routes)</p>
Motherwell Urban Hub	Precinct Planning / Urban Hub Design	<p>Detail Precinct Design in support of Urban Network Strategy as well as the Khulani Corridor Development</p> <p>Not an integration zone but an urban hub</p> <p>Growing population – 200 000</p> <p>Planned Commuter Rail Corridor will be major catalyst for development in this urban hub</p> <p>Area fills critical role close to Coega IDZ</p> <p>Presidential urban renewal project for close to 10 years</p> <p>High unemployment</p> <p>Low investment</p>

PROJECT NAME	TYPE	DESCRIPTION / SCALE / IMPACT
N2 Nodal area	Growth Area	<p>Part of Western Areas development node centred around significant retail development comprising of:</p> <p>Super Regional Shopping Centre (90 000 m2 GLA);</p> <p>Surrounded by potential residential high density range of residential opportunities ranging from high density high end to low income high density use which will fulfil socio economic imperatives</p> <p>Socio economic integration area</p> <p>Approx 6835 permanent jobs in Baywest development only with potential for further 3000 plus opportunities at full capacity</p> <p>True area for private public partnerships</p> <hr/> <p>Enhancing strategic connectivity with other nodal areas, e.g. Zanemvula and Chatty/ Jachtlakte</p> <p>Linking node from the mall to (Chatty) Zanemvula and Uitenhage and surrounds – unlocking full economic potential of the development node</p> <p>Public Private Sector co-funding</p>

2.3 Situational Analysis

2.3.1 Introduction

The situational analysis and statistics presented in this chapter indicate the developmental challenges facing Nelson Mandela Bay, such as poverty, unemployment and service delivery backlogs. This is crucial as it provides the municipality and its social partners with deep insight into local socio-economic trends, patterns and development challenges. The situation analysis identifies the developmental challenges of the municipality, through giving the demographic trends, employment and education levels, crime statistics as well as key service delivery challenges. The programmes and projects in this IDP are informed by this scenario.

2.3.2 Nelson Mandela Bay at a glance

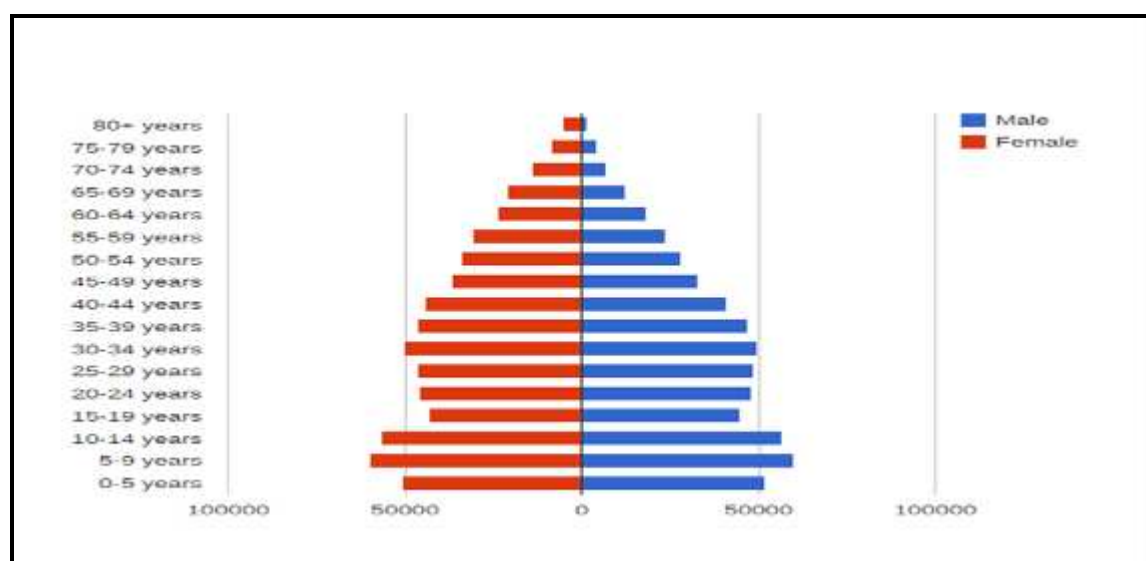
This profile uses data primarily sourced from Statistics South Africa, Global Insight and administrative data from sector departments. The data sourced from sector departments are the most recent that is available. The latest survey data available at municipal level from Statistics South Africa is from the 2007 Community Survey and comparisons are also made with the 2001 Census.

Population	–	1,152,115
Households (formal):	–	276 850
Area covered	–	1 950 km ²
Unemployment rate	–	36,6 %

The composition of the above is detailed in the sections and tables to follow.

2.3.2.1 Population Demographic Profile and Trends

The graph below depicts the demographic information for Nelson Mandela bay based on Age Distribution and Gender. Demographics are further explained in Table 6 indicating that more than 60% of the population is made up of Black Africans and 52% of the total population is dominated by females.



Source: Eastern Cape Department of Social Development, 2014

Table 6: Population by race and gender

	Female	Male	Total	% of Population
Black African	361518	331220	692738	60.13%
Coloured	141873	129593	271469	23.56%
Indian or Asian	6335	6502	12837	1.11%
White	85608	79816	165424	14.36%
Other	3787	5860	9647	0.84
Total	599121	552991	1152115	1152115
% Total Gender	52.00%	48.00%	100.00%	100.00%

Source: StatsSA 2011 Census

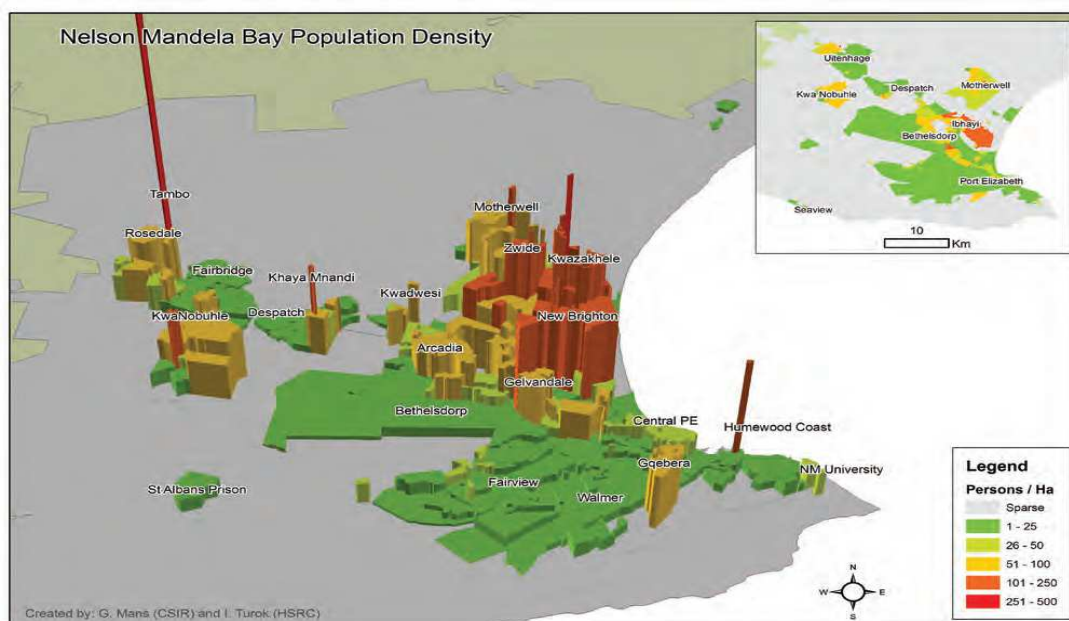
Table 7 is a summary of the demographic Information for Nelson Mandela Bay, based on Age. Like other developing countries, South Africa is experiencing a youth bulge, with the youth constituting more than 30% of the total population. In the Nelson Mandela Bay, 35% of the population across all groups is between the ages of 10 – 29 years. A positive outcome of a youth bulge is demographic dividends; the youthful innovation, if gainfully employed, can be used for poverty reduction and economic growth. Future plans should facilitate the reduction of youth unemployment coupled with the implementation and monitoring of an aggressive skills development programme.

Table 7: Summary of the demographic Information

0-14 Years Old	15-65 Years Old	> 65 Years Old	Total
294269	795393	62453	1152115
25.54%	69.04%	5.42%	100.00%

Source: StatsSA 2011 Census

The following map showcases the Population density for Nelson Mandela Bay, per area:



Source: *Cities Network State of the Cities Report 2011*

As illustrated in the map above, the most densely populated areas of the NMB are: Ibhayi (New Brighton, Zwide, and KwaZakhele), Uitenhage - KwaNobuhle, the Northern Areas and Motherwell. These areas constitute more than 40% of the total population of Nelson Mandela Bay. The highest number of people with low income, unemployment, low education and low health standards is concentrated in these areas.

Table 8 showcases the population growth trends in Nelson Mandela Bay:

Year	Total	Asians/Indians (%)	Black African (%)	Coloureds (%)	Whites (%)
2001	1 005 804	1.12	58.93	23.43	16.51
2007 (CS)	1 050 933	0.92	60.40	22.56	16.12
2011	1 152 112	1.11	60.13	23.56	14.36
2015	1 224 630	1.1	56.0	24.1	18.8
2020	1 243 930	1.0	55.9	24.4	18.7

Source: StatsSA (2011 Census), StatsSA Community Survey, StatsSA Mid-Year

Census 2011 indicates that the Eastern Cape as a province has a lower net migration rate compared to other provinces. Nelson Mandela Bay has a growth rate of 1, 36% (from 2001 till 2011) as compared to other Metropolitan areas, such as Ekurhuleni (at 2, 47%) and Tshwane (at 3, 1%). The demographic trends for Nelson Mandela Bay as depicted in Table 4 indicate a city with a steady increase in the population, which can be attributed to migration patterns, birth and mortality rates.

2.3.2.2 Education in Nelson Mandela Bay

Education, unemployment levels, household incomes and the over-reliance by communities on social grants and free government services are among the key indicators used to measure poverty and inequality in the metropolitan area. Access to education in the Metropolitan Area is illustrated in the following table in terms of

the various education levels and categories. Table 9 indicates the students in educational institution by gender.

Table 9: Education levels

Institution	Male	Female	Grand Total
Pre-school, including day care; crèche; Grade R and Pre-Grade R in an ECD centre	1177	1149	2325
Ordinary school including Grade R learners who attend a formal school; Grade 1 - 12 learners and learners in a special class	122286	119546	241832
Special schools	1087	832	1919
Further Education and Training Colleges (FET)	4663	5527	10190
Other Colleges	1824	2511	4335
Higher Educational Institution University/University of Technology	11813	13691	25504
Adult Basic Education and Training Centres (ABET Centres)	1564	1995	3559
Literacy classes e.g. Kha Ri Gude; SANLI	277	395	672
Home-based education/ Home schooling	590	554	1143
Not applicable	407713	452922	860636
Grand Total	552994	599121	1152115

Source: StatsSA Census 2011

Altogether 3% of residents have no schooling, 13% have Grade 7 or less (primary school level) and 75% have Grade 12 or less (secondary school level) , these figures exclude the current population of pre-school and school-going age; i.e. 0-19 years (2011 Census). Factors contributing to low education levels could include poverty and other social challenges, forcing the Municipality to look at strategies, along with

other sectors of government and the private sector, aimed at promoting education from early learning development up to tertiary levels.

2.3.2.3 Unemployment

Statistics show that Nelson Mandela Bay still faces high levels of unemployment which might be attributed to a decline in economic growth and activities as indicated in the Strategic Development Review findings. This requires the Nelson Mandela Bay to refocus on skills development and youth employment programmes in the golden five years era.

Table 10 : Employment status within Nelson Mandela Bay:

Official Employment Status	Working age population			% of Working age population		
	15 – 35 years	36 - 65 years	Total	15 – 35 years	36 - 65 years	Total
Employed	125427	164725	290152	15.77%	20.71%	36.48%
Unemployed	108817	58412	167229	13.68%	7.34%	21.02%
Discouraged work-seeker	26637	15225	41862	3.35%	1.91%	5.26%
Other not economically active	166188	123782	289970	20.89%	15.56%	36.46%
Not Applicable	0	6181	6181	0.00%	0.78%	0.78%
Labour Total	427069	368325	795394	100.00%	100.00%	100.00%

Source: StatsSA Census 2011

2.3.2.4 Household Information and Income Levels

Households within the NMBM have increased from 265 109 in the year 2001 to 324 292 as per the 2011 Census report, as shown in Table 11. A large number of these households are female headed households (over 40%), requiring government programmes to take this into account during planning and implementation.

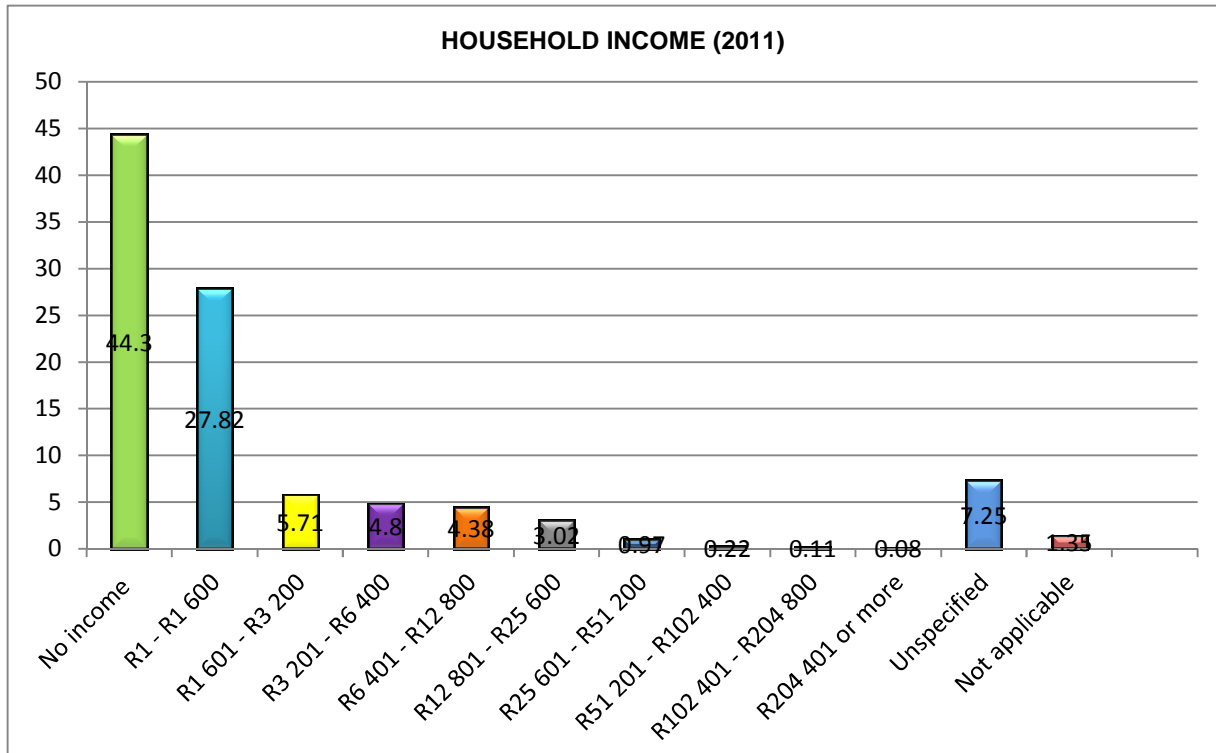
Table 11: Household information

Type of household	Total
Formal households	276850
Informal households	30202
Households/Flat/Room in back yard	6890
Informal households in back yard	8862
Other	1488
Total	324292

Source: StatsSA Census 2011

The graph below indicates, as per the 2011 Census, the high inequality gap within the NMBM, where 44,3 % of the population falls within the no income category and only 0,08% of the population earning in the highest income category of R204 401 or more per month. The 'No Income', 'Unspecified' and 'Not Applicable' categories depicted in the graph includes those outside the working age group of 15 - 65 years.

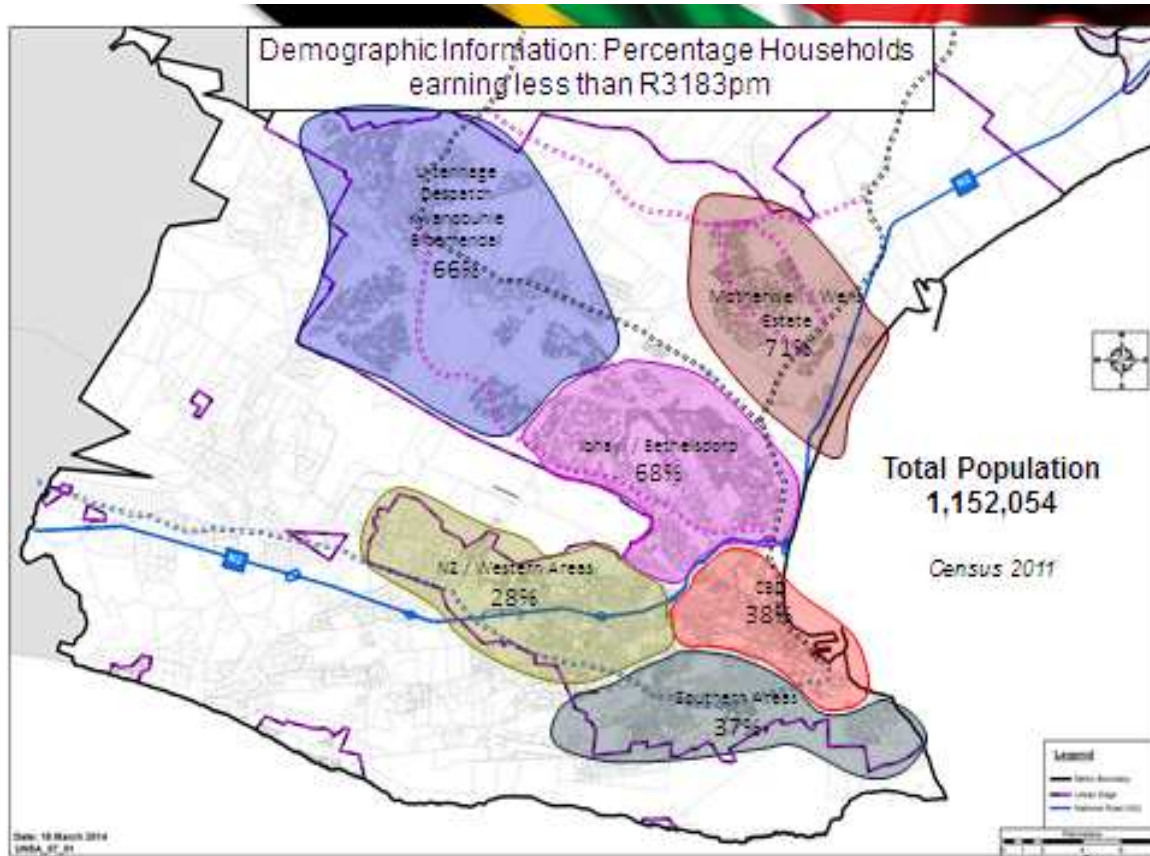
The following graph indicates the Household Income levels for Nelson Mandela Bay as per the 2011 Census:



Source: 2011 Census; Statistics South Africa

2.3.2.4.1 Spatial representation per household

The following map illustrates the spatial representation of households earning less than R3183 per month within Nelson Mandela Bay:



Source: NMBM Spatial Development Framework concept document

The above map shows a number of areas, especially within the integration zones, where the majority of the city's population is concentrated, that earn either no income or less than R3183 per month. This places strain on free government services that need to be provided to such residents, especially those declared as indigent. These zones which are made up of the old Port Elizabeth townships (formally known as Ibhayi), Motherwell, Northern Areas and Uitenhage townships, have a total population of more than 60% with low income levels, meaning that most government investments should be concentrated on these zones.

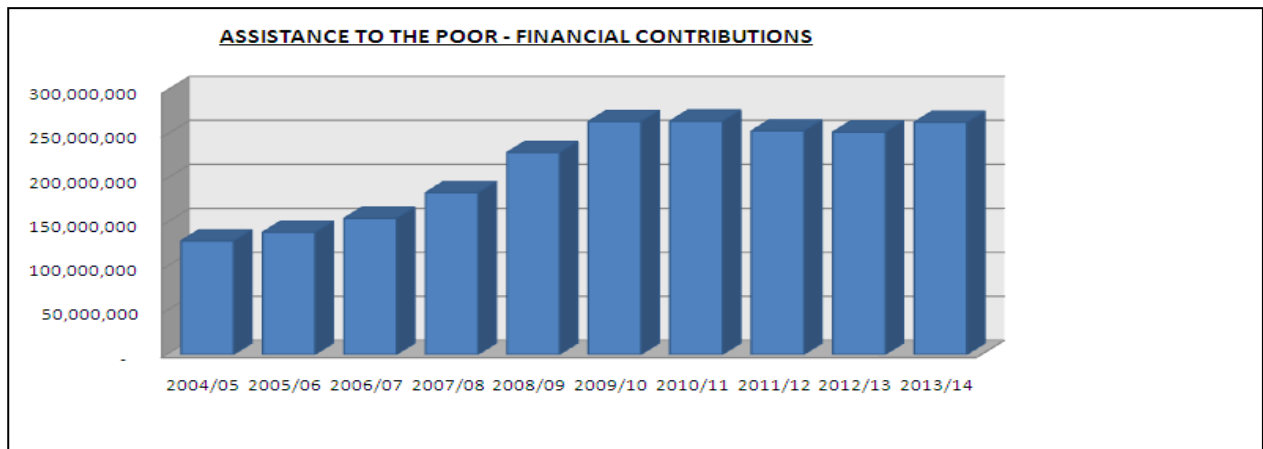
2.3.2.4.2 Assistance to the Poor Households

The municipality provides free basic services to households earning a collective income of R2820 through the Assistance to the Poor (ATTP) scheme. The free basic services include 75kWh of electricity, 8kl water, 11kl of sewerage services and discounted refuse and rates charges. Up to the 2009/10 financial year, Nelson Mandela Bay had experienced an increase in the number of households receiving indigent subsidies from the Municipality, as reflected in the above graph. However, the annual verification has ensured that this figure decreased substantially in the 2010/11 financial year, decreasing further in the 2012/13 financial year. Amongst other factors, this can be attributed to the economic downturn, which saw young adults returning to their parental homes, raising the combined total monthly income of households to levels that disqualify them from accessing the Nelson Mandela Bay Assistance to the Poor Scheme.

The following graph illustrates the Number of households receiving financial assistance:



The following graph illustrates the financial contributions made by the Municipality to indigent households:



Source: Nelson Mandela Bay Municipality 2013/14 Annual Report

The above two graphs show that altogether 71 239 (in terms of the indigent register of the Municipality) of the total number of 276 850 formal households are classified as indigent. This means almost 30% of the households meant to be contributing towards revenue creation for the Municipality are dependent on the municipality for survival. 44% of households on ATTP access at least one social grant, posing even more pressure on the reliance by communities on government grants, assistance and this increasing the contributions made by the Municipality towards such indigent households as shown in the graphs above.

2.3.3 Crime

New Brighton, Northern Areas and Motherwell have been identified as crime spots within the Province, with a high incidence of gang violence, hijacking, robbery, etc. Crime related plans; statistics and responses by the South African Police Services (SAPS) within the Metro are divided into three cluster stations, Motherwell (Ikamvelihle, KwaDwesi, KwaZakhele, Motherwell, New Brighton and Swartkops), Mount Road (Algoa Park, Bethelsdorp, Gelvandale, Humewood, Kabega Park, Mount Road, and Walmer) and Uitenhage (Despatch, Kamesh, KwaNobuhle and

Uitenhage). Reported incidents over the April 2013 to April 2014 period pertaining to the three most popular crimes are listed in the table above.

2.3.3.1 Crime statistics in the Nelson Mandela Bay

Table 12 illustrates the crime statistics in Nelson Mandela Bay:

Area	Contact Crimes (Murder)		Property Related Crime (Burglary)		Other serious crimes (commercial crime and shoplifting)	
	2012/13	2013/14	2012/13	2013/14	2012/13	2013/14
Motherwell	260	286	2 203	2 183	2 372	2 503
Mount Road	181	201	6 176	5 475	9 271	9 338
Uitenhage	76	65	1 286	1 279	1 722	1 835

Source: Crime figures for the NMB areas as per the 2013/14 SAPS Statistics

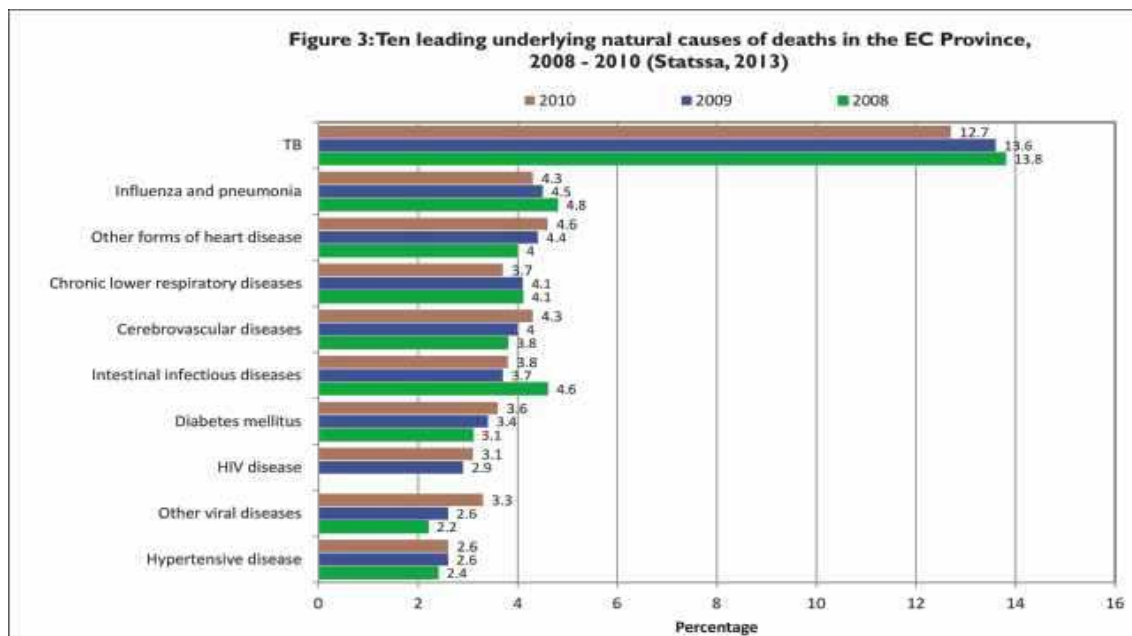
Perceptions of safety in the city should be prioritised and incorporated in the soft and hard planning principles of the Nelson Mandela Bay going into the future in order to ensure a decline in crime levels and the creation of a safer city for all residents. The Mount Road cluster has the highest number of reported property related crimes and other serious crimes associated with shoplifting and commercial crimes. The Motherwell cluster has the highest number of murder incidents reported in the Nelson Mandela Bay, indicating that more effort and programmes should be geared towards peace keeping, safety and encouraging communities and government to work together towards combating crime and violence within the communities.

2.3.4 Health levels and conditions in Nelson Mandela Bay

2.3.4.1 HIV/AIDS

With regard to health issues, the number of people with HIV has begun to decline. However, the city must remain vigilant because South Africa at large still has one of the highest per capita HIV prevalence and infection rates and is experiencing one of the fastest growing AIDS epidemics in the world. HIV/AIDS has a devastating effect on the social and economic development of the city's population and the city will therefore persist with its efforts in this area to ensure that, prevalence rates continue to decrease.

The following graph shows HIV/AIDS as the eighth leading underlying cause of death in the Province, with a decrease of 0, 2% (from 3, 1% in 2009 to 2, 9% in 2010). This decline could be attributed amongst others to; awareness campaigns, improved access to health care facilities, education and living standards within the province.



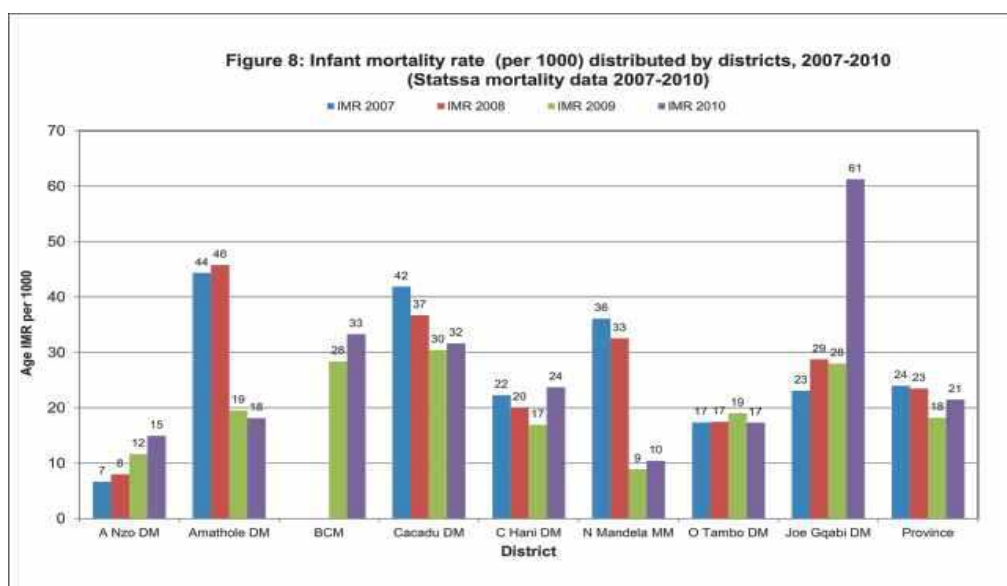
Source: Eastern Cape Department of Health – Annual Report 2012/13

One of the key Sustainable Development Goals (SDGs) as set by the UNDP was to combat HIV/AIDS, malaria and other diseases and reduce child mortality. Within Nelson Mandela Bay strides have been made to ensure that the spread of HIV/AIDS is reduced and treatment is made available. One of the key priorities for the 2015/16 review should be concerted efforts on the implementation of the HIV/AIDS strategy for the Nelson Mandela Bay and the capacitation of the unit responsible for this programme.

2.3.4.2 Infant Mortality Rates in Nelson Mandela Bay

The infant mortality rate has been used as a measure of population health. It remains an important indicator reflecting the nation that structural factors affecting the health of the entire population have an impact on the mortality rate of infants. The following graph shows that infant mortality rates declined for the 2007 to 2011 period, to date.

The following graph showcase Infant mortality rate distributed by districts in the Eastern Cape:



Source: Eastern Cape Department of Health – Annual Report 2012/13

2.3.5 State of Service Delivery in the Nelson Mandela Bay

This section shares the state of service delivery in Nelson Mandela Bay. It will also indicate the achievements and challenges during the 2011 - 2015 IDP cycle.

2.3.5.1 Access to water

The state of this service is as follows:

- 100% of households have access to water within a 200 m radius.
- Informal areas receive water through standpipes (within a 200 m radius) and water tanks, except for communities occupying private land illegally.
- *Challenges:* Water losses and scarcity of water in the Metro. Funding is being sourced to address these matters.

Achievements during the previous financial year IDP cycle:

- Provision of basic water (access within a 200 m walking distance) to all citizens within the urban edge;
- Installation of bulk water pipelines to link up the developments in support of the Housing Programme;
- Construction of reservoirs (Chatty and KwaNobuhle);
- Completion of Phase 1 of the construction of the Nooitgedagt Coega Low Level Scheme. Phase 2 has also commenced;
- Rollout of the rehabilitation of the water treatment works plan to sustain water supply and quality;
- Upgrade of the transfer capacity of the Churchill Pipeline through the construction of a dual pipeline and upgrade of the booster pump station;
- Introduction of the water operation centre support by the operations and maintenance management systems.

2.3.5.2 Access to Sanitation

The state of this service is as follows:

- 92% of households are connected to sanitation;
- 20 900 buckets are still in circulation as a means of sanitation this number has reduced by at least 2000 due to the housing programme;
- *Challenges:* Limited financial resources in eradicating buckets and addressing infrastructure backlogs.

Achievements during the previous financial year IDP cycle:

- Provision of basic sanitation through the elimination of buckets ;
- Installation of bulk sewer pipelines to link up the developments in support of the Housing Programme (Chatty, Missionvale and Rosedale);
- Upgrading of the Despatch Wastewater Treatment Works to accept sewage from Joe Slovo;
- Rollout of the rehabilitation of the wastewater treatment works plan to create additional capacity to serve the Housing Programme as a result of the bucket eradication programme;
- Introduction of the sanitation operation centre support by the operations and maintenance management systems.

2.3.5.3 Public health

The following information refers to Solid waste management (refuse removal)

- 99, 99% of formal and informal households are provided with a basic level of refuse collection (this excludes smallholdings);
- *Challenges:* The rise in illegal dumping especially in public open spaces and privately owned deserted buildings.

Achievements during the previous financial year IDP cycle:

- Construction of the Groenkloof Education Centre
- Working for the Coast Project employing EPWP Principles
- Refurbish and Upgrade Shark Rock Pier
- Upgrading and development of the Public Open Space
- Upgrade of the greenhouses
- Rehabilitation of gravel roads and fencing of Matanzima, Bethelsdorp, Zwide, Bloemendal Cemeteries.
- Increase refuse collection from bi weekly to weekly in Ibhayi Areas
- Increasing of aircapacity/ airspace at Koedoeskloof waste site

2.3.5.4 Access to electricity

The state of this service is as follows:

- 100% of households in formally demarcated residential areas have access to electricity.
- 12% of households have no electricity, including in undemarcated informal areas.

Challenges: Illegal electricity connections and increased electricity losses

Achievements during the previous financial year IDP cycle:

- 13 109 ervens connected to electricity

2.3.5.5 Integrated human settlements

The state of this service is as follows:

- The Nelson Mandela Bay Municipality has performed adequately on housing delivery, (74 995 units in the last 16 years equals 4680 units per annum), except for rectification backlog, which can predominantly be apportioned to poor planning, workmanship and monitoring. Table 13 illustrates the Housing delivery figures for the Nelson Mandela Bay Municipality:

Table 13: Housing delivery figures for the Nelson Mandela Bay**Municipality:**

YEAR	TOTAL UNITS
2011/12	1682
2012/13	1798
2013/14	2856
2014/15	1281

Source NMBM Human Settlement Directorate, December 2015

- *Challenges:* The increasing need for suitably located land for households living in stressed areas (servitudes, floodplains and overcrowded areas). Shortage of government-owned land in inner-city and serviced areas. Lack of visible spatial restructuring.

2.3.5.6 Roads, Transport and Stormwater

The state of this service is as follows:

- Performance in the tarring of gravel roads is currently at 2 kms annually, the tarring of gravel cul-de-sacs at 5 kms annually; 4 kms worth of new sidewalks constructed annually, 20 kms roads resurfaced as per the demand.
- Continuous upgrades and installation of stormwater drainage systems.
- *Challenges:* Limited resources in addressing tarring of gravel roads backlog in Nelson Mandela Bay (approximately 341 km). Cost of eliminating tarring backlog (approximately R2, 5 billion). Shortage of stormwater drainage in disadvantaged wards, especially in newly developed areas.

Achievements during the previous financial year IDP cycle:

- 62,67 Km's of gravel roads tarred
- 12, 41 Km's of stormwater drainage system installed
- Completion of roadworks infrastructure for the Phase 1 Cleary Park contract area has been completed.
- Five Vehicle Operating Companies have been established by the mini-bus taxi operators from the ten mini-bus taxi associations in the Nelson Mandela Bay Municipality.
- Completion of Uitenhage terminus phase 1a.

2.3.6 Asset Management

Asset management is central to service delivery. When assets are managed properly, operational and replacement costs are significantly reduced. If assets are not properly maintained, service disruptions may occur. In the past, investment in infrastructure asset maintenance has been inadequate, due to insufficient funding.

The inadequate levels of maintenance in the past are the reason why this Municipality is currently confronted by huge maintenance backlogs. The Financial Asset Register (FAR) of the Municipality consists of immovable and immovable assets.

2.3.6.1 Immovable Assets

Immovable Assets consist of Property, Plant and Equipment (PPE) which have the following categories and carrying value as at 30 June 2015:

Land and Buildings	R
Buildings	564,750,148
Land	1,099,534,119
Total	1,664,284,267
Infrastructure Assets	
	R
Roads, Sidewalks and Stormwater Network	3,591,393,458
Beach Developments	46,533,005
Electricity Reticulation and Supply	1,658,746,078
Fencing	22,606,346
Sewerage Mains and Purification Works	1,300,786,222
Waste Disposal Facilities	17,581,212
Water Supply and Reticulation	1,115,515,246
Dams and Treatment Works	935,618,124
Total	8,688,779,691

Community Assets	R
Libraries	16,862,233
Library Books	51,696,737
Fire Stations	46,144,970
Cemeteries	60,008,032
Clinics	2,830,651
Community Centres	166,519,040
Public Conveniences	2,282,496
Swimming Pools	63,599,028
Recreational Facilities	2,157,135,402
Selling and Letting Schemes	30,944,871
Total	2,598,023,459
Other Assets	R
Bins and Containers	6,900,138
Vehicles and Plant	151,860,679
Office Furniture and Fittings	20,363,004
Air Monitoring Facilities	56,369

Security Systems	1,122,307
Tip Sites	294,855,075
Computer Hardware	39,407,254
Total	514,564,825
Overall Total (Land, Buildings, Community, Infrastructure and other Assets)	<u>13,465,652,242</u>

2.3.6.2 Heritage Assets

Heritage Assets are defined as assets that are preserved for future generations and do not attract depreciation. The heritage assets are the following:

Heritage Assets	R
Heritage Buildings	137,603,360
Memorials and Statues	43,432,771
Land	6,655,783
Art Works	17,669,739
Total	205,361,653

2.3.6.3 Investment Property

Investment Property is property that accrues rental income for the institution.

Our investment property has the following portfolio:

Investment Property	R
Nelson Mandela Bay Logistics Park	102,300,000
Kings Beach	30,400,000
Springs Resort	2,141,000
Telkom Park	45,200,000
Mc Arthur Bath	12,290,000
Willows Resort	246,430,000
Beachview Resort	6,250,000
Van Stadens Resort	5,250,000
St Georges Park Resort and Wells estate	117,500,000
Motherwell Depot	15,000,000
Africa Timbers in Korsten	1,990,000
Mercado centre	22,830,000
Fresh Produce Market	5,500,000
Incinerator and Gas works	26,730,000
Something Good	4,200,000
Korsten Depot	1,600,000
Port Elizabeth RD Steeledale Reinforcing	980,000
PE Central Shop	490,000
North End Workshop	66,000
Moselville Old Post Office	1,250,000
Market Value of Investment Property	648,397,000

2.3.6.4 Intangible Assets

These are assets that do not have a physical substance and are all the computer systems the municipality owns.

Intangible Assets	R
Computer Software	<u>144,499,027</u>

As part of the financial year end procedures the FAR is updated to include all the additions, disposals, impairment and depreciation for the financial year.

CHAPTER 3: BACKGROUND TO AN IDP

3.1 Purpose of an IDP

Integrated development planning (herein referred to as IDP) is a process through which the municipality prepares a strategic development plan which extends over a five-year period. The Integrated Development Plan (IDP) as an instrument for planning which lies at the centre of the system of developmental local government in South Africa and represents the driving force for making municipalities more strategic, inclusive, responsive and performance driven in character.

The IDP forms the framework and basis for the municipality's medium term expenditure framework, annual budget and performance management system, and seeks to promote integration by balancing the economical, ecological and social pillars of sustainability without compromising the institutional capacity required in the implementation, and by coordinating actions across sectors and spheres of government.

It is important to note that the IDP ensures close co-ordination and integration between projects, programmes and activities, both internally between directorates and externally between stakeholders/vested interest groups and other spheres of government. The IDP therefore ultimately enhances integrated service delivery and development and promotes sustainable, integrated communities. The IDP provides a full basket of services, as communities cannot be developed in a fragmented manner. As the key strategic plan of the Municipality, the priorities identified in the IDP should inform all financial planning and budgeting undertaken by the municipality.

3.1.1 What the 3rd Generation IDP intends to achieve

This IDP paves the way for socio-, economic-, infrastructure- and institutional development for the next five years and is commonly referred to as “The 3rd Generation IDP”. The 3rd Generation IDP seeks to attain:

- Stronger local ownership from both political and administrative executive;
- Greater visibility of government action within poor, under serviced areas as well as the investment of financial and fiscal resources in such areas;
- The need for targeted investment.
- Differentiation between areas where government support and investment are mostly needed in comparison to areas which are fairly well serviced. 3rd Generation IDPs will expect from municipalities to develop further detailed plans (area/ward plans) for those where targeted investment is most needed.

Hence this IDP is structured in such a manner to promote and enhance infrastructure and socio- economic development per individual ward. This in itself posed a new challenge to Nelson Mandela Bay which we could only bridge successfully by deepening the involvement of our local communities in local governance by involving all ward committees and the community at large around key municipal processes such as the drafting of the IDP, budgeting and service delivery in general.

3.2 The IDP and Ward Plans

This IDP introduces a new dimension towards integrated planning and development which required the municipality to shift from the traditional holistic planning approach towards planning that is ward/community based. Ward Development plans were developed for all wards and are available in electronic format as annexures to this IDP.

The Department of Local Government has introduced the concept of Neighborhood Development Planning which proposes a more innovative and practical approach of involving local communities in the planning and development of the areas/neighborhoods in which they live. Other than the ward plans, neighborhood/area plans cuts across ward boundaries to determine a neighborhood or area. Neighborhood Development Planning does three essential things. Firstly it provides a vision of what the area/neighborhood should look like over a period of time, sets out clear development objectives, and proposes action plans/projects for implementation.

3.2.1 Government Outcomes

Nelson Mandela Bay municipality identified 12 outcomes, each implemented through a delivery agreement, cutting across the three spheres of government. The achievement of outcomes depends on concerted efforts from all key stakeholders and spheres of government. The Medium Term Strategic Framework outcomes for the 2014 to 2019 period are indicated as follows:

Outcome 1: Improved quality of basic education.

<http://www.gov.za/sites/www.gov.za/files/outcome-1.pdf>

Outcome 2: A long and healthy life for all South Africans.

<http://www.gov.za/sites/www.gov.za/files/outcome-2.pdf>

Outcome 3: All people in South Africa are and feel safe.

<http://www.gov.za/sites/www.gov.za/files/outcome-3.pdf>

Outcome 4: Decent employment through inclusive economic growth.

<http://www.gov.za/sites/www.gov.za/files/Outcome%204%20Economy%20M-TSF%20Chapter.pdf>

Outcome 5: A skilled and capable workforce to support an inclusive growth path.

<http://www.gov.za/sites/www.gov.za/files/outcome5.pdf>

Outcome 6: An efficient, competitive and responsive economic infrastructure network.

<http://www.gov.za/sites/www.gov.za/files/outcome6.pdf>

Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all.

<http://www.gov.za/sites/www.gov.za/files/outcome-7.pdf>

Outcome 8: Sustainable human settlements and improved quality of household life.

<http://www.gov.za/sites/www.gov.za/files/outcome-8.pdf>

Outcome 9: A responsive, accountable, effective and efficient local government system.

<http://www.gov.za/sites/www.gov.za/files/outcome-9.pdf>

Outcome 10: Environmental assets and natural resources that are well protected and continually enhanced.

<http://www.gov.za/sites/www.gov.za/files/outcome-10.pdf>

Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World.

<http://www.gov.za/sites/www.gov.za/files/outcome11.pdf>

Outcome 12: An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship.

<http://www.gov.za/sites/www.gov.za/files/outcome12.pdf>

3.2.2 Legislative Framework

- Constitution of the Republic of South Africa Act 108 of 1996: Sections 152 and 153 of the Constitution stipulate that a municipality must give priority to the basic needs of its communities and promote their social and economic development to achieve a democratic, safe and healthy environment.
- Local Government: Municipal Systems Act 32 of 2000: Sections 28 and 34 of the Act stipulate the need for each and every municipality to develop and adopt an IDP, which should be reviewed annually. In addition, it outlines the IDP process and components.
- Local Government: Municipal Finance Management Act 56 of 2003: Section 21 of the Act makes provision for alignment between the IDP and the municipal budget. The Service Delivery and Budget Implementation Plan is an annual contract between the Municipality's administration, Council and the community, which ensures that the IDP and the Budget are aligned.
- Local Government: Municipal Planning and Performance Management Regulations (2001):

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

- The institutional framework for the implementation of the IDP;
 - Investment and development initiatives in the Municipality;
 - Key performance indicators and other important statistical information;
 - A financial plan; and
 - A spatial development framework.
-
- Local Government: Municipal Structures Amended Act 117 of 1998: This Act provides for the establishment of municipalities and defines the various types and category of municipality. It also regulates the internal systems, structures and office-bearers of municipalities and provides for appropriate.

 - Municipal Property Rates Act 6 of 2004: The objective of this Act is to regulate the power of a municipality to levy rates on property. Rates represent a critical source of own-revenue for municipalities in order to achieve their constitutional development objectives.

 - Intergovernmental Relations (IGR) Framework Act, 13 of 2005: The Act recognises the importance of local government's full participation in intergovernmental relations, as it is the key site of service delivery and development. Therefore municipal IDP's must interpret national policy into an investment plan for local infrastructure; hence the implementation of the IDP must be supported by appropriate budgetary and resource allocations.

The IDP should reflect the integrated planning and development intent of all spheres of government relevant to a particular municipal geographic space. The effective implementation of the IDP can only be attained if government across all spheres is committed towards the common goal of rendering quality services; hence the IGR Act seeks to enhance alignment between spheres of government. This document reflects alignment of Intergovernmental Strategic Objectives and highlights key priority projects and programmes that will be implemented within our municipal space during the five year cycle of this IDP.

3.3 Strategic Agenda of the Municipality

The strategic agenda of the municipality is informed by the following:

3.3.1 National Sustainable Development Goals

- Goal 1. End poverty in all its forms everywhere**
- Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture**
- Goal 3. Ensure healthy lives and promote well-being for all at all ages**
- Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**
- Goal 5. Achieve gender equality and empower all women and girls**
- Goal 6. Ensure availability and sustainable management of water and sanitation for all**
- Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all**
- Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive Employment and decent work for all**

Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Goal 10. Reduce inequality within and among countries

Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable

Goal 12. Ensure sustainable consumption and production patterns

Goal 13. Take urgent action to combat climate change and its impacts*

Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Goal 17. Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Source: United Nations Development Programme; 2015

3.3.2 Africa Strategy 2063

- A prosperous Africa based on inclusive growth and sustainable development
- An integrated continent, politically united and based on the ideals of Pan Africanism and the vision of Africa's Renaissance
- An Africa of good governance, democracy, respect for human rights, justice and the rule of law
- A peaceful and secure Africa
- An Africa with a strong cultural identity, common heritage, values and ethics
- Africa where development is people-driven, unleashing the potential of its women and youth
- Africa as a strong, united and influential global player and partner.

3.3.3 National Perspective:

3.3.3.1 National Development Plan, Vision 2030:

The National Development Plan (NDP) is a government initiated plan aimed at eliminating poverty and reducing inequality by 2030. The Plan presents a long-term strategy to increase employment through faster economic growth, improvement in the quality of education, skills development and innovation, and building the capability of the state to play a developmental, transformative role. The Plan also focuses on upgrading public health facilities and producing more health professionals, as well as infrastructure development financed through tariffs, public-private partnerships and taxes and loans, amongst other things.

3.3.3.2 National Spatial Development Perspective (NSDP):

The NSDP's objective is to promote informed economic investment profiling to guide regional growth and development planning within a socio-economic framework. It therefore acts as an indicative planning tool for the three spheres of government. Outcomes of such economic investment profiling that involved all spheres of government are the Coega Industrial Development Zone (IDZ) and Port of Ngqura. The National Spatial Development Perspective also informs the Spatial Development Framework of the Municipality.

3.3.3.3 Back to Basics - COGTA Programme for change

The programme is a national initiative aimed at ensuring that municipalities perform their core mandate of delivering basic services to local communities, as enshrined in the Chapter 7 of the Constitution. The Back to Basics approach is based on on five principles, which are:

- Putting people first and engaging with the community;
- Delivering basic services;
- Good governance;

- Sound financial management; and
- Building capabilities.

3.3.4 Provincial Perspective

Provincial Development Plan (2030 PDP):

The PDP also plays an important role in shaping the Municipality's IDP. A sustainable future for the Eastern Cape rests on a people-centred development to achieve five related goals as agreed by all stakeholders involved in the process to develop this plan.

These goals are:

- *An inclusive, equitable and growing economy for the province*
- *An educated, innovative and empowered citizenry*
- *A healthy population*
- *Vibrant, equitably enabled communities*
- *Capable agents across government and other institutional partners committed to the development of the province.*

These goals will be pursued with a focus on rural development to address serious inherited structural deficiencies - the legacy of apartheid has left the rural regions of the Eastern Cape underdeveloped on the one hand, and an urban economy that is unduly stressed and experiencing slow growth on the other. Addressing this spatial unevenness in endowment and development will take time and hard work, but it can be done with the right will and commitment from all stakeholders across all spheres of government.

The design of implementation processes for the PDP, the organisation of agents, and careful planning around intended effects and targets, should also be done with the additional objective of positively shifting our attitudes around gender and other arbitrarily discriminative biases. To realise the plan's development goals, the province has also identified four catalytic flagships that will establish a sound foundation for other developments to flourish. These catalytic initiatives cut across sectors and integrate the efforts and resources of many role-players. The provincial catalytic flagships, outlined in further detail in this plan, are as follows:

- I. *The first flagship programme is Ilima Labantu, which is an agricultural development initiative that aims to revive the rural economy and encourage other areas of development in the province.*

- II. *The second catalytic programme is Ematholeni (Children First) which is appropriated from 'inkunzi isematholeni' in isiXhosa. The 'dropping' of the first word referring to the male bull is intended to re-state the idiom with a progressive take on gender - it is about nurturing wholesomeness in all 'calves', female and male. The call and programme is about a societal rededication to giving all children a quality start to human development and learning, and establishing the basis for a future of equal opportunity to flourish. This begins from the level of an integrated and better coordinated Early Childhood Development (ECD).*

- III. *The third catalytic flagship focuses on the provision and maintenance of infrastructure for spatially equitable social and economic development. This includes social infrastructure (human settlements, public institutions) and economic infrastructure (irrigation systems, factories, production technology, equipment and systems, as well as information and communication technology). Infrastructure development should be a concern for all development partners. The initiative will encourage the private sector to expand its investment in infrastructure; Research and Development (RandD) institutions to come up with innovations around appropriate technology, materials and design; and communities to build, maintain and sustain key infrastructure.*
- IV. *The fourth catalytic flagship, in keeping with the NDP's goals and the Back-to-Basics campaign, aims to build human and institutional capabilities for inclusive and meaningful local development action. This includes building and consolidating a capable state with strong local government and sub-entities; accountable subregional agents of national and provincial departments; skilled leaders and functionaries of non-governmental organisations and citizen associations; and capable and responsible citizens as the core of civil society.*

The PDP is a plan for all of the province's people, and many have participated in its formulation. It is a living plan that will only find meaning if all role-players are committed to its implementation. The plan will be subject to ongoing monitoring and evaluation involving key stakeholders, and this will periodically inform any necessary changes going forward.

3.3.5 Local Perspective

All strategic agendas, whether of national, provincial or local government, are underpinned, guided by and designed to satisfy the needs of local communities. The residents of Nelson Mandela Bay take the lead in defining and shaping their priorities through a number of public participation processes and programmes. The Nelson Mandela Bay Municipality's Integrated Development Plan, which covers the period 2016 - 2021, sets out to address community needs and priorities. It should, however, be noted that some priorities are not the sole competency of the Municipality and require integration with other spheres of government.

These amongst others include:

- Responsive, people-centred and integrated government.
- Development of community amenities and sports facilities.
- Provision of sustainable human settlements.
- Provision of educational facilities and library services.
- Provision of health services/clinics, and combating diseases such as TB, HIV and AIDS.

3.3.6 Development Scenarios

Scenario planning is a strategic planning method that is used to make flexible long-term plans. Scenarios are distinct, plausible and specially constructed stories about what the future might look like. Their aim is not to pinpoint future events but rather to highlight large-scale forces that will influence the future. (Mintzberg, Ahlstrand and Lampel, 2009:62) They help to steer a course between the false certainty of a single forecast and the confused paralysis that often strikes in troubled times. In situations of conflict, they are also useful in assisting opposing parties to find room for agreement (Mulgan, 2009:83) and assist in identifying policy choices. Other benefits of using scenario planning include their ability to:

- Challenge conventional wisdom and “stress-test” existing strategies
- Expand our thinking on the range of possible outcomes: the future does not equal the past!
- Uncover inevitable or near-inevitable futures: through understanding the drivers of change or “predetermined outcomes” (e.g.those that arise from demographic change, economic principles, unsustainable trends or predictable events beyond the normal planning horizon)
- Monitor and manage uncertainty
- Protect against “group-think” and enable much deeper, more innovative thinking.

The NMBM has tasked a team to examine what the city could look like in 2030 through four lenses: development demands, economic trends, fiscal position and organizational performance. The four scenarios are:

- Walking together for growth
- Bundu bashing/ walking in the dark
- Walking in circles
- Walking backwards

The NMBM recognized these challenges, and has agreed that a shift in the development trajectory of the NMBM is required. This shift has been summarized as “walking together for growth” and calls for bold, strategic and disciplined leadership so that, by 2030, the NMBM is a dynamic, creative city of choice for residents and investors.

3.4 IDP in Context

3.4.1 IDP Roleplayers and Stakeholders

The following roleplayers and stakeholders guide the IDP and Budget development and review processes of the Municipality:

- Communities of Nelson Mandela Bay;
- Organised stakeholder groupings, e.g. Chambers of Commerce; NGOs; Civic Groupings; Unions; and Ratepayers Associations.
- Institutions of Higher Learning; Government Sector Departments, surrounding
- Municipalities and Parastatals;
- Special Sectors (youth, women, elderly people and people with disabilities);
- Municipal Councillors and Officials; and
- Ward Committees.

3.4.2 Why an IDP review?

Local government operates in an ever-changing environment. The dynamic nature of local, national and global environments constantly presents local government with new challenges and demands. Similarly, the needs of the communities of Nelson Mandela Bay continuously change. This annual review is not a good corporate governance requirement only; it is also a legislative requirement in terms of the Local Government: Municipal Systems Act 32 of 2000.

The focus of this year's IDP review has therefore been on aligning municipal programmes, projects, strategies and budgets with:

- community needs and priorities;
- updated statistical information;
- expanding and improving the situational analysis;
- more outcomes orientated targets, to make them realistic and measurable;
- the revised Spatial Development Framework and related sector plans;
- Outcome 9 outputs;
- integrated and sustainable human settlements, as envisaged in Outcome 8;
- more integrated funding streams;
- the prioritisation of job creation and poverty eradication.

The five-year IDP is reviewed annually, so that the Municipality can always be confident that it addresses the real and relevant needs and concerns of local communities and stakeholders. Annually, an IDP Schedule is formulated to guide the review processes. These processes enhance integration and alignment between the IDP and Budget, thereby ensuring the development of an IDP-Based Budget.

3.4.3 About this IDP

This Integrated Development Plan is the third round of strategic plans since the inception of the IDP as a planning mechanism to synchronise planning and fiscal spending across all spheres of government and also reflects the five (5) year strategic development intent and the delivery agenda of the newly elected Council. It is drafted in such a way to be strategic and inclusive in nature. The plan links, integrates and coordinates other existing plans, while taking development proposals into account. The ultimate aim is to align the IDP with the municipality's resources and internal capacity, forming a policy framework on which annual budgets are based.

This IDP is informed by national and provincial government development goals and priorities, current emerging social and economic trends, the ever increasing demand and social cry of the people of Nelson Mandela Bay for better services and other related issues that provide a framework in which the Municipality can ensure developmental local government. Municipalities operate in an ever-changing environment; hence Nelson Mandela Bay Municipality is not immune to such changes. The dynamic nature of local, national and global environments constantly presents local government with new challenges and new demands. Similarly, the needs and priorities of the communities within the Nelson Mandela Bay municipal area changes from year to year.

The series of IDP public engagement sessions held during the analysis phase was preceded by the establishment of Ward Committees in all 60 wards and the rolling out of Ward Committee meetings to give effect to the principle of participatory governance. During the first series of Ward Committee meetings service delivery needs analysis for all wards were determined which were used as a point of departure for the public engagement sessions. In most of the poorest, disadvantaged wards the building of decent houses and the rectification of existing low income (RDP) houses, infrastructure development (streets and stormwaters) and the initiation of Local Economic Development (LED) projects which focuses on job creation were unanimously identified by the communities and high on the list of priorities.

Additional Ward Committee meetings were held to allow Ward Councillors and Ward Committee members the opportunity to prioritise the needs to differentiate between the burning service delivery issues and the so called "wish list" / nice to have issues prior to the drafting and prioritisation of the Capital and Operational Budget.

The main consideration during our IDP process relates to the approving of projects which reflect and address the changing needs of our communities, and the minimum internal operational demands required to keep the municipality functional. However, the balancing factor for the successful implementation of this plan will always be the availability of funds for capital projects within the municipal budget.

3.4.4 The "Five Golden Years 2016 - 2021"

The intent of this IDP is to achieve the following:

- To make this a Golden Period in the development of Nelson Mandela Bay - a period in which the goals of the National Development Plan will be meaningfully approached;

- To create a period in which the economic and organisational decline evident today in the Nelson Mandela Bay Municipality and in the Nelson Mandela Bay economy will be turned around;
- To create a period in which the institution of the Municipality will be re-invigorated, purged of corruption and made a machine of efficient service delivery;
- To ensure the economy of our Metro will be renewed and helped to grow in size and particularly in decent employment opportunities.

The new Mission, Inspiring Vision, Brand Promise and Core Values for the Nelson Mandela Bay Municipality will be created in line with the strategic direction of the political leadership.

CHAPTER 4: CONSULTATION

4.1 Planning and Public Participation

According to Section 28(1) of the Municipal System Act, 32 of 2000 a municipal Council must adopt a process set out in writing to guide the planning, drafting and review of its integrated development plan. This Process Plan outlines the programme to be followed and provides detail on the issues specified in the Act. The Process Plan and the schedule for IDP Public Participation Engagement Sessions were unanimously adopted by Council on 30 June 2015.

The purpose of the process plan is to indicate the various planned activities and strategies on which the municipality will embark to compose its Integrated Development Plan for the five year cycle and the budget for the 2012/2013 financial year and the two outer years. The process plan enhances integration and alignment between the IDP and the Budget, thereby ensuring the development of an IDP-based budget. It fulfills the role of a business plan or an operational framework for the IDP process outlining the manner in which the IDP process was undertaken. In addition, it identifies the activities in the processes around the key statutory annual operational processes of the budget and IDP compilation, performance management implementation and the adoption of the municipality's annual report.

4.1.1 Municipal Planning (High Level Strategy)

4.1.1.1 NMBM Core Ideology - Mission (Purpose)

- That all should have dignified housing: secure, with electricity, water, sanitation, regular refuse collection, and an adequate road network; and, with time, universal wi-fi and up-to- date technology will also be available, as well as efficient and inexpensive public transport.

- That all should have access to a full range of quality municipal services, including libraries, sports facilities, swimming pools, cultural facilities, and, in emergencies, efficient fire and disaster management services and dignified cemeteries.
- That all should have a clean environment, with trees, parks, nature reserves, beaches and special places to share with loved ones - all of this should be safe to walk in and enjoy, free from the fear of criminals.
- That Nelson Mandela Bay Municipality would play a meaningful role in reducing crime levels in our Metro.
- That a truly non-racial environment will become the natural order of things - audiences at sport and cultural events should reflect over time our Rainbow Nation: living together and recreating together should be our daily pleasure, not our occasional responsibility.
- That Nelson Mandela Bay Municipality will cooperate with other levels of government, non- governmental organisations, the business community, educational institutions, development agencies and all others, to effect this mission - particularly, helping to create the environment for quality schooling for our scholars.
- That, in all our endeavours, the creation of an economy that offers dignified labour opportunities at decent wages for all, should become a core value.
- No, we are not there yet - but with all our energy, we will strive for these values; we, the people of the only municipality in the world that bears the name of our icon, Nelson Mandela.

4.1.1.2 Key Performance Areas

- Effective city governance
- Integrated service delivery to a well-structured city
- Inclusive economic development and job creation
- Institutional and capacity development
- Financial sustainability and viability

4.1.2 Public Participation

4.1.2.1 Why Public Participation?

The Constitution of the Republic of South Africa, Act 108 of 1996, places an obligation on municipalities to encourage the involvement of communities and community organisations in the matters of local government. With the promulgation of the Municipal Systems Act, 32 of 2000, the attention of municipalities was focused anew on the need to encourage the involvement of communities in the affairs of the municipality. Through public participation the municipality is able to make development plans and render services that are more relevant to the needs and conditions of local communities. This in itself empowers local communities to have control over their own lives and livelihoods.

4.1.2.2 Self-Assessment on the Planning Process

A good participation process is characterised by commitment from the municipality and those from the community that participate in the process. All relevant stakeholders that have an interest in the IDP process were provided the opportunity to participate directly or through representation. In order for the Integrated Development Planning process to be an activity that addresses the real needs of the people of the greater Nelson Mandela Bay, the municipality organised a number of engagements to ensure that its citizenry and those who have vested interest in Nelson Mandela Bay could shape the IDP according to their needs and interest.

Invitations to communities and all stakeholders were communicated in time by means of:

- Publishing articles with dates of public engagement session in the local newspaper and Municipal newsletter;
- Dissemination of IDP educational flyers;
- Displaying of poster in all wards;
- Broadcasting on two regional radio stations; and
- Loud Hailing.

The Municipality's IDP and Budget processes are people-driven. It is informed by Ward-based planning, analysis of ward needs and priorities, and public and stakeholder engagements. Nelson Mandela Bay Municipality is committed to ensuring community participation in the interests of participative democracy at a local government level. The commitment to community participation is underpinned by adherence to the Municipal Systems Act and the Municipal Finance Management Act, which require municipalities to consult with local communities through appropriate mechanisms, processes and procedures. These include the piloting of a ward based planning approach through participation from all Ward Committees during the community needs analysis and needs prioritisation phases.

A number of Ward Committee Meetings were convened in all Wards apart from the normal IDP Public Engagement Sessions. The Municipality also for the first time successfully established an external IDP Forum which comprises of representatives from Government Sector Departments, Business, Non-Governmental Organisations, Community Organisations, Ward Committee Members, Councillors and selected officials. This provides an organisational mechanism for discussion, negotiation and decision making between stakeholders. The IDP Forum serves as a platform for discussion, negotiation and decision-making between stakeholders on matters relating to service delivery and integrated development planning. The Public engagement sessions were generally well attended except for some wards where the turnout was lower than expected, although the outcome of this round of

engagements shows an improvement in relation to previous years. The municipality, however, identified some shortcomings in the process that will definitely be attended to during the next IDP review process. The municipality is committed towards enhancing good relationships with its citizens and therefore intends to allocate more resources in mobilising the community to participate in municipal affairs.

4.2 Ward Consultation Processes and Input

This will be finalized after all public participation rounds have been completed.

CHAPTER 5: DIRECTORATE OPERATIONAL STRATEGIES

5.1 CHIEF OPERATING OFFICER

5.1.1 Guiding Principles

The guiding principles of the directorate are:

- Good governance,
- Efficiency,
- Value for money, and
- Ethical conduct.

Metropolitan municipalities play a key developmental role in local government. It does so within a highly regulated environment in order to promote good governance and service delivery. Municipalities, including the Nelson Mandela Bay Municipality are faced with growing expectation by communities to improve their livelihoods at a time when municipalities battle to find a balance between developmental needs and organisational sustainability. The Municipality faces among others, service delivery backlogs, ageing infrastructure and dwindling resources. Perceptions of a lack of- or poor service delivery many a times lead to community protests.

5.1.2 Commentary and Background

The Office of the Chief Operating Office is responsible to provide strategic support services to ensure that the Nelson Mandela Bay Municipality delivers on its mandate in an integrated and coordinated manner. It strives to achieve good governance by promoting responsiveness to community needs, accountability, transparency and compliance with legal and regulatory prescripts. In this regard, it manages the integrated planning processes of the Municipality, ensures that the focus remains on the customer by continuously engaging in planning, implementation and review processes. The Office is responsible for upholding and promoting the brand of the Municipality and ensuring that platforms for engagement with the community are

created. It furthermore engages the community through various means to ensure that the desires of the communities find expression in the planning and implementation processes of the Municipality.

5.1.3 Overview

The Office of the Chief Operating Office ensures good corporate governance through its sub-directorates, namely: Integrated Development Planning; Communications; Legal Services; Monitoring and Evaluation; Policy, Strategy and Research; Risk Management; Strategic Planning Coordination/Integrated City Development, and Expanded Public Works Programme;

5.1.4 SWOT ANALYSIS

Strengths

The Office of the Chief Operating Officer is a strategic Office and plays a key coordination and integration role to Directorates and Entities of the Municipality, as well as to different spheres within society. It has a functional Performance Management System and Policy Development Framework in place.

Weaknesses

Despite its centrality for organisational planning, monitoring and evaluation, and for ensuring good governance, the Office faces a serious shortage of personnel, which is exacerbated by the moratorium placed on the filling of vacancies.

Opportunities

- The Nelson Mandela Bay Municipality is the only city carrying the name of former president and world icon, Nelson Mandela. Its name can be utilised to promote the brand of the City, thereby attracting and stimulating investment and other opportunities for growth. The City Support Programme provides the opportunity for the Nelson Mandela Bay Municipality to pursue the “Walking Together for Growth” scenario, to shift the development trajectory of the City.

- The City has many long-standing international and local partnerships, which could be leveraged to achieve its short, medium and long-term goals. Utilising grant and other funds to create jobs and address the high levels of unemployment, especially among the youth.

Threats

Continued community protests in and around the city (which is a means of the community to give expression to their dissatisfaction with service delivery) may deter interested investors.

5.1.5 PROJECT INFORMATION (OUTPUTS)

5.1.5.1 Project name: Customer Satisfaction Survey

Why this project

- This project will provide the municipality with researched information on the residents' perception on the municipal services.

How long will it take?

- This project will be conducted every two (2) years and will take six (6) months to complete.

Who will benefit?

- Municipal decision makers will benefit in the form of improved service delivery.

Budget

- The budget will be R18 million and will come from the operations budget.

Key performance indicator

- Number of customer satisfaction survey conducted d)

5.1.5.2 Project name: Improvement in the Integrated Performance Management and Monitoring system

Why this project?

- The project will integrate the performance and monitoring functions of the municipality

How long will it take?

- The project will be implemented in phases over a five year period, and will take six (6) months to implement in each phase.

Who will benefit?

- The institution will benefit from integrated performance and monitoring.
- Municipality good governance will also improve.

Budget

- A total operating budget of R4 542 230 will be required over a five year period.

Key performance Indicator

- Integrated Performance management system implemented

5.1.5.3 Project name: IDP Evaluation/Impact Assessment

Why this project?

IDP programmes have been implemented in the institution for many years and the impact has never been evaluated. The project entails and evaluation of the impact of the IDP programmes on the lives of the communities of the NMBM.

How long will it take?

- The project will be implanted every fourth year of the IDP cycle.

Who will benefit?

- Municipal leadership will be able to understand the impact of the programmes implemented.

Budget

- The budget will be R2 500 000 and will come from the operating budget.

Key Performance Indicator

- Number of impact assessment reports developed and implemented.

5.1.5.4 Project name: Geographic Information System (GIS) Design, Development and High Resolution Imagery

Why this project

- The project will improve the quality of information to be utilised by the municipality.

How long will it take?

- The project will be implemented in phases over a five (5) year period.

Who will benefit?

- Municipal directorates and ultimately the residents of the Metro will benefit.

Budget

- The budget will be R13 million

Key Performance Indicator

- Municipal GIS developed.

5.1.5.5 Project name: Communication strategy and plan

Why the project

- The project will assist the municipality to communicate frequently with the residents.

How long

- The project will be implemented over a five (5) year period

Who will benefit

- The residents of the Metro will benefit through the accurate and timely information.

Key Performance Indicator

- NMB Communication Strategy and Plan implemented.

5.1.5.6 Project name: NMBM Branding

Why the project

- There is a need to create a single NMBM branding.

How long will it take?

- The project will take 12 months

Who will benefit?

- The institution will benefit.

Budget

- To be determined

Key Performance Information

- Single NMBM branding developed.

5.2 BUDGET AND TREASURY (FINANCE)

5.2.1 Guiding Principles

- To prepare a cash-backed surplus budget
- To maintain an adequate management, accounting and information system
- To maintain a high collection rate
- Maintain an effective SCM system which ensures fairness, competitiveness, equitable, transparency and cost effectiveness.
- To ensure long-term financial sustainability

5.2.2 Commentary

Brief Background and challenges

The Budget and Treasury directorate contains the following 5 divisions:

- Budget and Financial Accounting,
- Supply Chain Management,
- Treasury Management,
- Expenditure Management and
- Revenue Management.

The following challenges exist in the directorate:

- Low collection rate,
- Inefficient SCM processes and irregular expenditure,
- Lack of Long Term Sustainability planning and
- Timeous implementation of mSCOA (which is a National Treasury driven project)

5.2.3 Directorate overview

The directorate operates within the parameters set by the Municipal Finance Management Act of 2003. The directorate provides financial related services and support to the municipality and its other directorates.

5.2.4 Brief SWOT analysis

Strengths (What we do well)

- Experienced and Dedicated Staff
- High Performance and Target Driven
- High Skills Development Orientated
- Matured and Stable Leadership
- Teamwork

Weaknesses (what we don't do so well)

- High Vacancy Rate
- High Rate of Irregular Expenditure
- Lack of HR cohesive support (E.g. TASK, Employment conditions not harmonised, etc)
- Low Collection Rate
- Dependence on Grant funding

Opportunities (Where we can make a difference)

- Successful implementation of mSCOA ERP system
- Enhanced Revenue
- Improved Collection Rate
- Fibre Optic Revenue Stream
- Revenue Enhancement Project
- Smart Electricity and Water meters
- Good Governance
- Employ competent and skilled staff
- Successful implementation of *ISO 9001 in SCM*

Threats (What stands in our way)

- High unemployment rate impacting on revenue
- Pressure on electricity and water tariff increases
- High water and electricity losses and theft
- Decline in National Credit Rating
- Highly Regulated / *Legislated Environment*

5.2.5 Projects / Outputs

5.2.5.1 Project - ISO 9001 /2015 SCM

Why this project

- A quality management system
- Ensure SCM *Compliance*

How long it will take

- 24 months

Who will benefit

- Internal and External stakeholders

Commentary on Budget

- Funded by Opex R3.8m

KPIs (Performance Measures)

- To be advised

How it will be done

- FY 2016/17
 - 75% Complete
 - Opex budget R1.8m
- FY 2017/18
 - 100% Complete
 - Opex budget R0.9m

5.2.5.2 Project - MSCOA Implementation

Why this project

- Legislative Compliance

How long it will take

- 36 months

Who will benefit

- Internal and External Stakeholders

Commentary on Budget

- Funded from CAPEX budget

KPIs (Performance Measures)

- To be advised

How it will be done

- FY 2016/17
 - 100% complete
 - Capex budget R25m
- FY 2017/18
 - Support and Enhancements
 - Capex budget R20m

5.2.5.3 Project - Revenue Enhancement

Why this project

- To improve Revenue

How long it will take

- 36 months

Who will benefit

- Internal and External Stakeholders

Commentary on Budget

- *Funded by Opex budget*

KPIs (Performance Measures)

- Collection Rate improvement

How it will be done

- FY 2016/17
 - 50% Complete
 - Opex budget R10.6m
- FY 2017/18
 - 75% Complete
 - Opex budget R11.2m
- FY2018/19
 - 100% Complete
 - Opex budget R11.9m

5.3 CORPORATE SERVICES

5.3.1 Guiding Principles

Develop an Adequate Staff Establishment

- Develop a structure that is aligned to IDP
- Fill in funded vacancies within three months
- Train and Develop staff
- Managers and Senior Managers to fulfill competency requirement
- Managers and Senior Managers to verify qualifications
- Align functions where there is overlaps and duplication
- Ensure job descriptions and task grading for all positions
- Ensure three months turnaround time for all recruitments
- Ensure induction of newly appointed staff

Develop a Human Resources Strategy and Plan

- Develop an Integrated HR Policy Manual and Procedures
- Workshop all staff on HR Policies
- Review and update policies when necessary

Training and Development to staff and politicians

- Provide Leadership Development for Managers and Mayoral Committee
- Implement a change management programme
- Develop a workplace skills plan and provide training interventions
- Ensure Management training for supervisors and managers

Proactive Labour Engagement

- Ensure the effectiveness Management Union Meetings
- Ensure effective functioning of Local Labour Forum
- Train Managers on Disciplinary Code
- Expedite disciplinary procedures and grievances within three months
- Ensure proactive engagement with unions on matters affecting Labour

Ensure adequate and cost effective accommodation for councillors and staff

- Identify suitable accommodation
- Provide an adequate facilities management service
- Ensure physical infrastructure and tools of trade
- Ensure connectivity in all offices

Provision of an Integrated ICT support

- Assess the ICT status for integration purposes
- Develop and Integrated ICT strategy and plan
- Ensure implementation of the ICT Governance Framework
- Ensure adequate provision of ICT hardware and services to all staff

Integrated Lease Management Strategy and Plan

- Align all lease management functions into one directorate
- Develop a standard framework for lease contracts
- Ensure regular management of lease contracts
- Ensure revenue collection from leased properties
- Ensure proper maintenance of all properties

Staff Performance Management

- Training all staff on Performance Management Policy
- Cascade performance to supervisor level
- Ensure quarterly reviews of all staff down to supervisory level
- Ensure interventions based on Personal Development Plans

Council support and administration

- Ensure timeous delivery of agendas
- Ensure proper capturing of Council Resolutions
- Ensure implementation of Council Resolutions
- Ensure proper logistics for Council meetings
- Ensure advertisement of Ordinary Council Meetings
- Ensure adequate support by the Secreteriat

5.3.2 Commentary

- Corporate Services is an enabler of the entire institution, through provision of human resources, physical infrastructure and connectivity. Corporate services is the custodian of all Human Resources Policies and Procedures
- Corporate Services has a responsibility of providing adequate office accommodation and facilities with connectivity for staff and Councillors.
- Corporate Services is responsible to ensure good relations and trust between the employer and employees, and this is done through proactive Labour engagement.
- Corporate Services is responsible for individual performance management.
- Corporate Services is responsible of developing a Skills Work Plan that will inform various training and development interventions
- Corporate Services is responsible for the implementation of an Integrated ICT platform and to ensure proper ICT Governance

5.3.3 Overview

5.3.4 SWOT analysis

Strengths

- Adequate resources for Council Support
- Experienced staff members
- Effective Standard Operating Procedures for Council support
- Institutionalisation of Labour engagement through LLF

Weaknesses

- No succession planning
- Inadequate qualifications
- Poor work culture and ethic
- Disintegrated ICT systems

Opportunities

- Build a new performance driven culture
- Cost saving on alignment and integration of ICT systems
- Motivated and productive workforce

Threats

- Staff turnover
- Labour strikes
- Poor image and reputation
- Community protests

5.3.5 Projects / Outputs

5.3.5.1 Council approved organogram that is aligned to the IDP and current business processes

Why this project

- To enhance service delivery through alignment of the structure to the IDP

How long will it take

- Six months

Who will benefit

- Communities, staff and Council

Commentary on budget

- R26 230 036

KPIs

- Council approved organogram

SDBIP

FY 2016/17

Action Plan/SDBIP

Opex = R28 530 040

FY 2017/18

Action Plan - Complete

Opex = R231 738 344

FY2018/19

Action Plan - Complete

Opex = R34 912 178

FY2019/20

Action Plan - Complete

Capex = 0

FY2020/21

Action Plan

Capex = 0

5.3.5.2 All positions have job descriptions and are task graded

Why this project

- To finalise the discrepancies of job grades

How long will it take

- Six months

Who will benefit

- Staff and Council

Commentary on Budget

- R2 500 000

KPIs

- Approved Job gradings

SDBIP

FY 2016/17

Action Plan

Opex = R2 650 000i

FY 2017/18

Action Plan

Opex = R2 809 000

FY2018/19

Action Plan

Opex = R2 977 540

FY2019/20

Action Plan

Capex =0

FY2020/21

Action Plan

Capex = 0

5.3.5.3 Development of a proper leave management system and correct leave accrual balances

Why this project

- To address the leave qualification and to develop an adequate leave management system

How long will it take

- Twelve (12) months

Who will benefit

- Staff and Council

Commentary on Budget

- R1 500 000

KPI

- No qualification on leave accrual.

SDBIP

FY 2016/17

Action Plan

Opex = R1 500 000

FY 2017/18

Action Plan

Opex =R1 000 000

FY2018/19

Action Plan

Opex = R500 000

FY2019/20

Action Plan

Capex =0

FY2020/21

Action Plan

Capex =0

5.3.5.4 Payroll audit completion

Why this project

- To ensure 100% reconciliation with staff establishment

How long will it take

- Three (3) months

Who will benefit

- Council

Comementary on budget

- No Budget yet

KPI

- 100% reconciled payroll

SDBIP

FY 2016/17

Action Plan

Capex =0

FY 2017/18

Action Plan

Capex =0

FY2018/19

Action Plan

Capex =0

FY2019/20

Action Plan

Capex =0

FY2020/21

Action Plan

Capex =0

5.3.5.5 Council approved Integrated ICT strategy and plan

Why this project

- To ensure integration of ICT and eliminate wasteful expenditure of duplication

How long will it take

- Twelve months (12)

Who will benefit

- Council and staff

Commentary on Budget

- No Budget

KPIs –

- Approved ICT Strategy, ICT Disaster Recovery Plan and ICT Governance Framework

SDBIP

FY 2016/17

Action Plan

Capex = R10 000 000

Opex = R4 000 000

FY 2017/18

Action Plan

Capex = R16 000 000

Opex = R 4 240 000

FY2018/19

Action Plan

Capex =R16 960 000

Opex =R4 494 400

FY2019/20

Action Plan

Capex =0

FY2020/21

Action Plan

Capex =0

5.3.5.6 WI-FI enabled municipal buildings

Why this project

- To enhance connectivity for internal and external customers

How long will it take

- Twelve (12) months

Who will benefit

- Nelson Mandela community

Commentary on Budget

- No Budget

KPIs –

- Access to Wifi on all Municipality owned buildings

SDBIP

FY 2016/17

Action Plan

Capex = R5 000 000

FY 2017/18

Action Plan

Capex = R5 300 000

FY2018/19

Action Plan

Capex –R5 618 000

FY2019/20

Action Plan

Capex = NYD

FY2020/21

Action Plan

Capex = NYD

5.3.5.7 Institutionalisation of performance management to middle management

Why this project

- To build a performance driven culture and to enhance accountability

How long will it take

- Twelve (12) months

Who will benefit

- Staff, Community and Council

Commentary on Budget

- Budget not determined

KPIs –

- 90%-100% Institutional Performance

SDBIP

FY 2016/17

Action Plan

Capex = 0

FY 2017/18

Action Plan

Capex =0

FY2018/19

Action Plan

Capex =0

FY2019/20

Action Plan

Capex =0

FY2020/21

Action Plan

Capex =0

5.3.5.8 Council approved Workplace Skills Plan

Why this project

- To provide relevant training according to job responsibilities

How long will it take

- Twelve (12) months

Who will benefit

- Staff, Council and Communities

Commentary on Budget

- TBD

KPI

- Training Reports

SDBIP

FY 2016/17

Action Plan

Opex = R2 365 140

FY 2017/18

Action Plan

Opex =R2 507 160

FY2018/19

Action Plan

Opex =R2 657 710

FY2019/20

Action Plan

Capex =0

FY2020/21

Action Plan

Capex =0

5.3.5.9 Development of an Integrated HR Manual with Procedures

Why this project

- To streamline and simplify policy implementation

How long will it take

- Twelve (12) months

Who will benefit

- Staff, communities and council

Commentary on Budget

- Budget not determined yet

KPI

- Approved Policies and Procedure Manuals

SDBIP

FY 2016/17

Action Plan

Capex =0

FY 2017/18

Action Plan

Capex =0

FY2018/19

Action Plan

Capex =0

FY2019/20

Action Plan

Capex =0

FY2020/21

Action Plan

Capex =0

5.3.5.10 Proactive Labour engagement and sound relations

Why this project

- To create sound labour relations

How long will it take

- Twelve (12) months

Who will benefit

- Staff, communities and council

Commentary on Budget

- Budget Not determined yet

KPI

- 50% reduction of strikes from baseline

SDBIP

FY 2016/17

Action Plan

Capex =0

FY 2017/18

Action Plan

Capex =0

FY2018/19

Action Plan

Capex =0

FY2019/20

Action Plan

Capex =0

FY2020/21

Action Plan

Capex =0

5.3.5.11 Adequate Council support and administration

Why this project

- For effective functioning of Council

How long will it take

- Twelve (12) months

Who will benefit

- Council and Communities

Commentary on Budget

- Budget TBD

KPI

- No of Council meetings and resolutions implemented

SDBIP

FY 2016/17

Action Plan

Opex =R21 919 110

FY 2017/18

Action Plan

Opex =R23 563 300

FY2018/19

Action Plan

Opex=R25 332 410

FY2019/20

Action Plan

Capex =0

FY2020/21

Action Plan

Capex =0

5.3.5.12 Provision of adequate office accommodation and facilities

Why this project

- To improve working conditions and to accommodate all staff and councillors

How long will it take

- Three (3)Years

Who will benefit

- Staff, council and communities

Commentary on Budget

- Budget to be determined

KPI

- Integrated Office Accomodation

SDBIP

FY 2016/17

Action Plan

Capex = R2 500 000

FY 2017/18

Action Plan

Capex =R2 000 000

FY2018/19

Action Plan

Capex = R2 000 000

FY2019/20

Action Plan

Capex = TBD

FY2020/21

Action Plan

Capex =TBD

5.4 ELECTRICITY AND ENERGY

5.4.1 Guiding Principles

An issue with electricity and energy is the reconciliation of climate change goals, and the use of renewable energy technologies become imperatives for the poor as alternative energy solutions for universal access and availability of electricity during times of Eskom outages. South Africa is experiencing a marked reduction in the national generation reserve margin. As such, the country has no option but to save energy through energy reduction campaigns (Demand Side Management, and Renewable Energy and Energy Efficiency). Carbon emission reduction and climate change mitigation have consequently become local priorities.

To this end, the NMBM is committed to becoming a leader in the field of climate change mitigation, the reduction of harmful greenhouse gases, and the identification and implementation of alternative fuel sources. The NMBM through its Green Economy is committed to purchase energy from renewable sources and maximize its own resources to produce green energy. The future of this business is for greater and the NMBM has focused on becoming a conduit rather than a consumer. As a conduit the NMBM will facilitate and ensure that the growth of the renewable energy market is favoured in the region. This is being achieved by the already structured agreements and new Tender opportunities that will be advertised in the current and new financial year.

The NMBM is committed to developing and implementing a Smart City programme in the Metro. This will enable universal digital connectivity between all devices and communities. This will include the roll out of smart devices for metering, measuring and monitoring all municipal infrastructures.

5.4.2 Commentary and Background

The Electricity and Energy Directorate managed to secure a grant from National Treasury through the Division of Revenue Act allocations for energy efficiency and demand side management projects. This grant, managed by the Department of Energy, will provide for the retrofitting of public lighting in the NMBM. The main components of this retrofitting will be the changing of existing lighting in municipal buildings to more efficient ones, the changing of sports field lights to LED lights and the changing of existing high Pressure sodium post top lights in the townships to more efficient LED lights. Further grants and innovative business plans have been applied for and developed to ensure that the NMBM positions itself in the global space of being a smart and innovative City. Pilot Projects and new business opportunities will be forth coming. A complete “smart” area recapitalization process is being developed.

Non-technical electrical losses, i.e. theft of electricity, is a major concern for all utilities and are a great drain on municipal finances. Currently, these losses are in excess of 8% of electricity sales. A main driver in keeping a Utility’s electricity affordable is the management of these losses. The NMBM has appointed a service provider to implement a strategy to reduce these losses. The safety and reliability of the electricity supply is accomplished by maintaining and refurbishing existing infrastructure and providing capital for new infrastructure. The Directorate’s refurbishing plan consists of servicing and, where necessary, replacing aging equipment in the electrical grid. This equipment includes elements like switchgear (circuit breakers, isolators, voltage transformers, current transformers, etc) and conductors (overhead lines and underground cables).

Another major project contained in the Refurbishment Plan is the replacement of the outdated electro mechanical relays with new digital relays. Relays are devices that are placed within circuit breakers, the main purpose of which is to protect major equipment at a substation from damage during fault conditions. The main benefit of these digital relays is that their additional functionalities allow for the faulted unit of

the grid to be isolated while keeping the rest of the grid running. In simple terms this means that a single fault on the network protected by these relays will result in no power outage to the customers.

New infrastructure is generally provided in areas where new developments are taking place or where the growth in electricity of existing customers exceeds the capacity of the existing network. In certain scenarios, new infrastructure is invested in existing networks that does not add to the capacity of the network but instead makes the networks operate better and more reliably. This is the case with the installation of fault indicators. Most medium Voltage networks in domestic and commercial areas are run with “open points.” This means that the ringed network out of the main substation operates with an isolator “open.” This is the most reliable way of running networks that do not have relays in them. (Relays would isolate the faulted sections). The major drawback of these “open point” networks is the time taken to locate faults on the network. Customers would normally be off for hours while the artisan is sent around to find and then manually isolate the faulted piece of network before switching the remaining customers back on. The installation of fault indicators on these networks will drastically cut down on the outage time of the customers as the artisan will be led straight to the faulted section. Business plans attempting to address rapid infrastructure recapitalization through obtaining tranches of money are prepared and being printed with the Department of Energy and National Treasury.

5.4.2.1 Background

A strategic objective in the IDP of the NMBM is “Ensuring access to basic services for all resident communities in Nelson Mandela Bay.” In electricity terms, this means providing an electricity connection to every household in the Metro. The major challenge facing all municipalities is the provision of electricity to low Income and informal areas. National Treasury through the Department of Energy provides the bulk of the funding for these electrification projects. The EandE Directorate accesses this grant by developing and submitting an electrification programme to the DOE.

Data is compiled from the seven year housing programme of the Metro and the rate of housing construction by the Human Settlements Directorate in the previous years. These figures are then collated and an electrification programme developed and submitted to the DOE for funding. DOE then allocates funds at a rate of R10500 per erf. These funds do not generally cover all the housing requirements as per the programme. Additional funds are then requested from the Budget and Treasury Directorate to cover the shortfall. The numbers of houses built in a financial year are of such a nature that funding received from DOE and the NMBM internal funding is able to electrify all the houses. There currently exists no backlog in electrification of formalised sites. The need to address informal illegal connections is high priority. The NMBM has developed an innovate funding model and will be requesting the National Treasury and Department Of Energy to assist in adding \pm 25000 dangerous, illegal connections over the next few years.

A clear distinction must, however, be made between formalised surveyed sites (both formal and informal) and un-proclaimed informal sites. Previously, no funding for the provision of electrification is provided in the latter case by both the DOE and NMBM. These sites and the households living on these sites were therefore not counted as a backlog of electrification.

The NMBM has lobbied and obtained funding to provide an innovative solution for providing electricity to informal areas that fall outside the DOE normal funding mechanisms. These solutions include providing off Grid PV solutions and current limiting intelligent metering units to informal areas. These projects will commence in the 2015/16 financial year.

The Electricity and Energy Directorate has recognized the need to develop the skills of recently qualified technicians and engineers and guide them on a programme that will see them registered as professionals. To accomplish this, the Nelson Mandela Bay Municipality has obtained a grant from National Treasury to implement a training program for these recently qualified technicians and engineers. The aim of the program is to train the individual to a level of a registered professional.

Good governance is a prerequisite for energy regimes that are economically and environmentally sound and socially responsible. With that in mind, the NMBM's Integrated Development Plan includes its commitment to comply with all legislation and standards governing the supply of electricity.

5.4.2.1.1 Electricity and Energy Infrastructure Skills Development Grant (ISDG) Mentorship Programme

The strategic goal of the ISDG Programme is to support municipalities in order to create a long-term and sustainable pool of young professionals in areas where there are scarce skills challenges; this includes the maximization of job creation and capacitating of these municipalities.

In 2011, the Municipality requested funding from National Treasury for the expansion of its Electricity and Energy Directorate's Skills Development Programme. This funding was further expanded to the Infrastructure and Engineering Directorate, and an agreement was reached between National Treasury and the Municipality for professionally registering existing graduates within the bursary programme.

An Infrastructure Skills Development Grant (ISDG) of R8,5 million was allocated to the Nelson Mandela Bay Municipality in terms of the Division of Revenue Act (DORA) for 2015/16; and R9 million for the 2016/17 financial year.

Since the 2012/13 financial year, the implementation of this Programme has yielded profound results for the Municipality, particularly in providing the necessary capacity in areas of scarce skills. In the ongoing years the NMBM will seek to obtain further funding and grow the programme with the intention of incorporating the training into the already accredited training Centre at Munelek.

5.4.2.2 Renewable Energy as an economic driver and a medium and long term sustainable energy carrier

The NMBMM, together with private enterprise, is facilitating the establishment of renewable energy sources within the Metro, such as the conversion of landfill/methane gas to electricity, wind energy generation, solar water heating and photovoltaic initiatives. Proper energy efficient measures and the successful institutionalization of climate change mitigation in all spheres of business form part of this commitment. Currently a trading agreement as well as soon to be advertised tenders will ensure that the NMNBM meets these targets within five years.

5.4.2.3 Network Reinforcement/Systems stability

Complaints must be attended to within 3-6 hours for Nelson Mandela Bay supply. Peaking arrangements to be put in place to overcome Eskom outages. The safety and reliability of the electricity supply is accomplished by maintaining and refurbishing existing infrastructure and providing capital for new infrastructure. The Directorate's refurbishing plan consists of servicing and, where necessary, replacing aging equipment in the electrical grid. This equipment includes elements like switchgear (circuit breakers, isolators, voltage transformers, current transformers, etc) and conductors (overhead lines and underground cables).

New infrastructure is generally provided in areas where new developments are taking place or where the growth in electricity of existing customers exceeds the capacity of the existing network. In certain scenarios, new infrastructure is invested in existing networks that does not add to the capacity of the network but instead makes the networks operate better and more reliably. The installation of fault indicators on these networks will drastically cut down on the outage time of the customers as the artisan will be led straight to the faulted section. Business plans attempting to address rapid infrastructure recapitalization through obtaining tranches of money are prepared and being printed with the Department of Energy and National Treasury.

5.4.2.4 Public Lighting

The need to ensure adequate and proper public lighting and to respond adequately and timeously to faults and complaints is being addressed as follows: an internal mechanism based on the annual budget available will address a certain repair and replacement programme whereas an external re- capitalization tender which will include for a 15 year management and service contract is currently being prepared.

5.4.2.5 Illegal Connections

A plan must be put in place to eliminate illegal connections within 5 years. The need to address informal illegal connections is high priority. The NMBM has developed an innovate funding model and will be requesting the National Treasury and Department Of Energy to assist in adding ± 25000 dangerous, illegal connections over the next few years.

A clear distinction must, however, be made between formalized surveyed sites (both formal and informal) and un-proclaimed informal sites. Previously, no funding for the provision of electrification is provided in the latter case by both the DOE and NMBM. These sites and the households living on these sites were therefore not counted as a backlog of electrification.

The NMBM has lobbied and obtained funding to provide an innovative solution for providing electricity to informal areas that fall outside the DOE normal funding mechanisms. These solutions include providing off Grid PV solutions and current limiting intelligent metering units to informal areas. These projects will commence in the 2015/16 financial year.

5.4.2.6 Electricity Loss Reduction

Non - technical electrical losses, i.e. theft of electricity, is a major concern for all utilities and are a great drain on municipal finances. Currently, these losses are approximately 6 to 8% of electricity sales. A main driver in keeping a Utility's

electricity affordable is the management of these losses. The NMBM has appointed a service provider to implement a strategy to reduce these losses in conjunction with the electricity and energy directorate. It is intended to reduce these non-technical losses by 1% per annum over the next 5 years.

5.4.2.7 Universal Access to Electricity

Ensuring access to basic services for all resident communities in Nelson Mandela Bay. In electricity terms, this means providing an electricity connection to every household in the Metro.

5.4.3 Directorate overview

The Electricity and Energy through its various sub directorates plans, designs and maintains its electricity networks. These networks provide a reliable supply to all customers. The Directorate interacts with ESKOM to ensure reliable, cost-effective and adequate electricity supply is available to the Metro. It also coordinates load shedding schedules with ESKOM to ensure minimum disruption during load shedding.

The Directorate in conjunction with the Budget and Treasury and NERSA drafts and proposes electricity tariffs. These tariffs ensure adequate revenue recovery to meet the financial needs of the Metro like not overburdening the consumers. The Directorate through its loss control division monitors and reducing the non technical losses. This is currently managed through the appointment of a service provider. The theft of infrastructure is managed by the Distribution, Special Projects and Safety and Security Directorate.

The installation of smart grid technologies by the Special Projects team is an innovative way of reducing and monitoring theft. The Directorate is actively canvassing for grants and other external funding to address the constraints of current municipal budgets. Interactions with HR directorate regarding retention packages for skilled staff are difficult and ongoing.

The Directorate drafted and has had council approve and number of resolutions related to the implementation of renewable energy. The main resolution is the green economy strategy which allows for the conversion of 10% its energy consumption to renewable sources. The Directorate is actively managing renewable energy projects like waste to energy, pv rooftop installation, biogas to energy. A trading Platform for energy will also help to ensure long term sustainable revenue is earned from embedded generation and other energy carriers.

5.4.3.1 Challenges

- The National Energy constraint Eskom and the impact this has is local load shedding
- The steep rise in electricity tariffs.
- The affordability and current environment arising around the high energy users
- Theft of electricity infrastructure and electricity
- Budget constraints
- Difficulty in obtaining skilled staff
- Renewable energy
- Unionized political environment

5.4.4 Brief SWOT analysis

Strength:

- South Africa has excellent Acts, policies and Legislation. We are good at making these policies as a country, but not good at their implementation. As with the NMBM the constitution and Municipal systems act allows us to promogate by laws and govern in a manned that allows us total freedom as long as we do not conflict with an act. That in its own should ensure our success.
- Electricity is a schedule function of local government and as such all its associated aspects becomes the biz responsibility of the electricity and energy directorate. All aspects of the business are well known, the staffs working in these fields are competent and knowledgeable.

Weaknesses:

- Productivity is low, staff morale is low, and lack of responsibility and accountability
- The current lack of generation capacity in the country, poor economic development growth and locally high electricity losses must be seen as a huge opportunity to bring financial improvement to NMBM through losses reduction, Green economy development and the opportunity train and up skill staff.
- Aging and Failing infrastructure; Lack internal Skills Development; Budget constraints; Tariffs increases; Lack of economic growth; Illegal Connections growing; Theft increasing; Productivity declining; Embedded generation.

5.4.5 Projects / Outputs**5.4.5.1 Project: Reduction of Electricity Losses**

Why this project

- In order to ensure that monies owed to the Council are paid for and non-technical losses are kept at a minimum

How long it will take

- Ongoing

Who will benefit

- Benefits will accrue not only to the Metro but to the business commercial and residential consumers within the Metro.

Commentary on Budget

- The Budget is not linked specifically at this project as the majority of payments are on a share savings methodology; however the metering capital budget is R5million for meters and largely unknown for the future.

KPIs (Performance Measures)

- 1% Loss Reduction per annum for five years

How it will be done

- The electricity and energy directorate has a specialized sub-directorate which jointly with the assistance and technical support manages a third party contractor who has been appointed for a period of three years to rectify and reduce these losses; thereafter a decision will be taken as to whether or not a further period of assistance is necessary.

5.4.5.2 Project: Universal Access to Electricity

Why this project

- It is imperative that all residents of NMBM have access to a safe reliable and cost effective electricity supply

How long it will take

- Ongoing in terms and is determined by the 7 year Humans Settlements programme

Who will benefit

- The residents of the NMBM

Commentary on Budget

- Dependant on the Human Settlements programme and the DoE grant funding R35million

KPIs (Performance Measures)

- Number of state subsidized and informal housing units provided with access to electricity

How it will be done

FY 2016/17

Action Plan

Managed by the electrification sub-directorate of the NMBM

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

5.4.5.3 Project: Network reinforcement and systems stability

Why this project

- *To ensure that the safety and integrity of the electrical network is at it's highest and that outages and network problems are kept to a minimum as per NRS 047 and NRS 048.*

How long it will take

- Ongoing

Who will benefit

- All business commerce and residential consumers with the NMBM.

Commentary on Budget

- The Budget is R 85 million. Innovative business plans for rapid re-capitalization indicate a total need in excess of R1 billion rand.

KPIs (Performance Measures)

- KPI's (Performance Measures): Percentage of Budget Spent

How it will be done

FY 2016/17

Action Plan: A Business Plan clearly identifies the electricity network areas of greatest need. These will typically be related to Switchgear; Transformers; Cables and Overhead lines. The Projects would then be executed and managed by internal project managers utilizing specialized third party contracting staff.

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

5.4.5.4 Project: Public Lighting

Why this project

- To provide adequate lighting to all residences in terms of legislated standards. Ensure that repairs and refurbishment of related infrastructure is performed timeously

How long it will take

- Ongoing

Who will benefit

- Adequate public lighting will provide a safer environment for all residence of the Metro. Replacement of existing lighting with efficient lighting provides financial savings to the Metro while increasing lighting to the levels areas.

Commentary on Budget

- Budget is provided through internal funding and national grants. Current budget provides for R16 million from grant funding. This indicates that current budgets are insufficient to deal with the large scale replacement of infrastructure required

KPIs (Performance Measures)

- Public Lighting provides for installation of new streetlights in areas, retrofitting of lighting with more efficient LED streetlights and replacement of vandalised and stolen street lighting infrastructure.

How it will be done

FY 2016/17

Action Plan

Ongoing as per KPI

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

5.4.5.5 Project: Reduction of Illegal connections

Why this project

- To reduce the number of illegal connections in informal areas by providing a minimal electrical supply to the residences

How long it will take

- Ongoing

Who will benefit

- The EandE Directorate has two main strategies in providing electricity supplies to informal areas. The first strategy is the installation of off grid PV home systems. The second is the installation of a basic 20 Amp electrical supply to informal homes. All illegal connections will then be removed from the areas. Any subsequent illegal connections will then be dealt with through Loss Control Division

Commentary on Budget

- Budget for this project is provided through grants. R22 million from DOE for off grid and R20 million for Walmer through DEADET. EandE has applied for additional funding to electrify all informal areas

KPIs (Performance Measures)

- Reduction of illegal connections provides for the electrification of informal areas in under marked areas that currently have no access to electricity supplies

How it will be done

FY 2016/17

Action Plan

Ongoing as per KPIs

Capex

FY 2017/18

Action Plan

Capex

5.4.5.6 Project: Provision of Supplies from Renewable Energy Resources

Why this project

- Provide 10% of the Metros electricity supply from Renewable energy resources

How long it will take

- Ongoing

Who will benefit

- NMB Community

Commentary on Budget

- *The only municipal funding provided will be through the man hours charged by the staff managing this project. Funding will be done by private parties*

KPIs (Performance Measures)

- Projects that will be prioritized will be the roof top PV on municipal buildings, the rooftop PV on private homes, the biogas to energy at Fishwater flats, the green energy trading and the Waste to Energy Project

How it will be done

FY 2016/17

Action Plan

Ongoing as per KPIs

Capex

FY 2017/18

Action Plan

Capex

5.5 INTEGRATED HUMAN SETTLEMENTS

5.5.1 Guiding Principles

- Accelerate the creation of equal access to housing opportunities through the national housing programmes in the metro with specific priority to the poor and homeless.
- Human settlements department in the NMBMM will provide and facilitate an appropriate platform to ensure that there is an appropriate amount of consensus on planning and strategies to achieve spatial transformation.
- Through the national housing programmes and working with the private sector and private developers create integrated and sustainable communities in the metro.
- Strengthening of human settlements development through planned public transportation corridors and integration zones.
- Fight fraud and corruption in the housing delivery value chain.

5.5.2 Commentary

The delivery of housing in the metro has been characterised by a mix of positive story line and negative experiences that created very serious negative consequences that will impact on our ability to create integrated and sustainable communities in the metro. On the positive side, over the years, we have been able to build housing units for the poor and reached out just over 60000 households in the metro. This was coupled with provision of basic services to poor and deserving households. The acceleration of provision of basic services and infrastructure will still continue to be a hallmark of our delivery programme to reach out to as many sections of our communities as possible. Through the integration and alignment of the Human Settlements Development Grant (HSDG) and Urban Settlements Development Grant (USDG), more efforts will be made in making sure that housing development goes with massive investment in infrastructure and basic services to communities.

5.5.2.1 Informal Settlements and Marginalised Areas

The Municipality has a dedicated programme for the elimination of informal settlements, as contained in the Informal Settlements Upgrading Plan (NMBM: Human Settlement Directorate, 2008). The Plan was developed in 2008 and included 81 informal settlements. 51 informal settlements remain and are contained in a matrix of in situ upgrading/destination areas, programmed over time, prioritized and implemented according to the availability of funding.

In terms of municipal policy, the relocation of informal settlements happens as a last resort. Where an informal settlement can be formalized in situ, this is done. Of the 105 originally identified informal settlements, 34 in situ upgrading of informal settlements were completed. In some instances, due to density, not everyone in an informal settlement can be accommodated in situ. In these cases, the remaining residents are relocated to locations situated as close-by as possible. Informal settlements in stressed areas, such as under power lines, on tip sites, in floodplains or other such areas, are relocated to new areas. To accommodate these communities, 9 Greenfield sites have been prepared and serviced. In order to accommodate the total need for new development, 16 Greenfield sites were programmed for completion in terms of the approved Human Settlements Plan.

The Informal Settlements Upgrading Plan makes provision for the following:

- Elimination of the housing delivery backlog of 72 411 units (49 000 backyard shacks and 23 411 informal settlements) through the provision of quality housing and the structured upgrading of informal settlements.
- Upgrading of informal settlements and backyard dwellings, preferably in-situ and well located Greenfield developments. Of the 56 in situ informal settlements, 30 still need to be upgraded; and of the 16 Greenfield developments, 6 still need to be upgraded. Providing housing opportunities for an estimated 35 000 beneficiaries that are not being catered for in the current housing projects that are focused on beneficiaries earning R3 500 and below per month. Relocation of 3 000 communities living in stressed areas (such as

flood-plain areas, tip-sites and power line areas) in terms of the Relocation Plan, which is an integral part of the Informal Settlements Upgrading Plan. The identification of well-located land in priority areas and integration zones will be key.

- The Informal Settlements Upgrading Plan is part of the NMBM Human Settlements Plan. The main focus of the Plan is the full technical and social investigation of all the informal settlements within the Metro, as well as the categorisation of each settlement in term of needs and vulnerability.

The prioritisation of projects is based on technical readiness, including town planning layout approvals, general plan layout approvals, environmental approvals, completed geotechnical investigations, and the availability of bulk infrastructure. Greenfield projects are also prioritised as destination projects for relocation purposes.

5.5.2.2 Strategy for better located housing development for all and specifically the poor in relation to densification

Well located, pro-poor urban development strategies are well entrenched in the Sustainable Community Planning Methodology of the NMBM. The methodology focuses on actions and approaches to achieve higher levels of functional, social and economic integration, simultaneously promoting and improving social, economic and environmental sustainability. The density of existing areas should be increased through infill development on vacant land not required for other purposes. Corridor development along public transport and other major transport routes will also increase densities in existing areas. Transit oriented development (TOD) is a priority of the city.

To effectively increase density and thereby reduce urban sprawl, future densities should average at least 30 to 40 units per hectare (gross) in new areas. Current densities average 20 units per hectare. It is predicted that more than 80% of the future residential demand in the Metro will be for low-income housing. In view of the need for densification, it is this sector that will, of necessity, be most affected. The current practice of creating erven of 200 to 300m² for low-income housing is

unsustainable from an economic and land utilisation point of view. Increased densities, on the other hand, can decrease land and servicing infrastructure costs and also enhance the viability of public transport systems.

The proposal in the context of the Nelson Mandela Bay area is as follows:

- To strengthen the existing major bus routes and commuter routes in the Metro by the addition of high-density development alongside. (TOD).
- To intensify development around existing public open spaces, where appropriate. Intensification refers to the subdivision of the existing appropriately located and designed Brownfield erven.
- The Greenfield development of certain strategic sites which, although located; on the periphery of the city, could nevertheless be easily integrated into either the rail or road transport system. Environmental considerations rather than cadastral boundaries informed the perimeters of such external Greenfield sites.

The abovementioned documents together comprise the spatial strategy of the NMBM which has at its core the aim of sustainability and achieving a more equitable spatial structure for the population of the Metro. The strategies mentioned above do not exist in isolation of each other but together enhance the prospects of achieving spatial justice over time.

5.5.2.3 Brief background and challenges

In terms of the National Housing Act, Act 107 of 1997, the Government's primary housing objective is to undertake housing development, which Section 1 defines as follows: "the establishment and maintenance of habitable, stable and sustainable public and private residential environments to ensure viable households and communities in areas allowing convenient access to economic opportunities, and to health, educational and social amenities in which all citizens and permanent residents of the Republic will, on a progressive basis, have access to permanent residential structures with secure tenure, ensuring internal and external privacy, and providing adequate protection against the elements, potable water, adequate sanitary facilities and domestic energy supply."

The existing national housing programs have been based on this objective and the principles embodied therein. Municipalities are required to take the leading role in negotiating the location of housing supply to facilitate spatial restructuring, spatial planning and transportation systems and the integration of housing into municipal IDPs. This entails the following:

- *Initiating, planning, facilitating and co-coordinating appropriate housing development*
- *Implement projects as developers in accordance with agreements*
- *Promote private sector development*
- *Develop a housing delivery strategy with development goals*
- *Planning and allocation of land for human settlements*
- *Creating a financially and socially viable environment for housing delivery*
- *Facilitating the resolution of conflicts arising from housing delivery initiatives*
- *Facilitating the provision of bulk services*
- *Administering national housing programs.*
- *Expropriating land for housing development.*

The delivery of housing in the metro provides an opportunity to transform the shape and form of our city and its settlements. One of the major concerns over the past years has been our inability to make the maximum impact through our successive delivery record of housing units built. Notwithstanding the good delivery record in terms of housing units built, little impact has been made through this programme to integrate communities and transform the spatial landscape of the city. The city has continued to drive its housing delivery programme in the peripheries of the City and thereby perpetuating a socially and economically devicise urban sprawl. Through our housing programme, we have not been able to close the divide between the primary and secondary property market and little has been done to integrate the programmes of the private developers into an integrated city wide housing delivery programme.

5.5.2.4 Challenges

You still find in the city, stuck elements of a very fragmented property market - one servicing the largely poor black communities of the North and one servicing the largely rich and mainly white communities of the South. A city wide housing delivery programme that integrates and creates complementarity between efforts of the private developers and the state will ensure that efforts are made to create integration in the property market.

5.5.3 Directorate overview

In response to the above, our first focus is on creating a pipeline of projects focusing on the implementation of the national housing programmes across the City. This will assist in making sure that we create housing opportunities that can accommodate as many households as possible. This is also an acknowledgement that not all residents of the City are in need of a state subsidised low cost house (RDP house). Through the appropriate measures, we are embarking on a programme to popularise all the other national housing programmes that are available in the market which some can enhance good working relations with the private developers and banks i.e. FLISP and Social Housing. This will ensure that we sustain an accelerated housing

delivery programme in the City with guaranteed quality and sustainability of housing products provided for all the residents of the City.

A programme is underway to integrate a full comprehensive City wide “National Housing Needs Register” for housing opportunities. This will help the city and its private players to plan and budget for housing opportunities well informed about the demand for housing in the metro (creation of a planning and budget tool for housing development).

A programme is already in implementation to create the necessary and competent capacity in the metro to manage the administration and implementation of the national housing programmes i.e. establishment of the Project Management Unit, programme to produce suitably qualified and competent project managers registered with professional bodies to manage the implementation of the national housing programmes in the metro. A more focused and results driven capacity building programme is being implemented to empower the staff complement of the Housing Delivery sub-directorate and the entire human settlements directorate with various built environment competencies. We are strengthening working relations with other Directorates/sub-directorates of the city to ensure integration and alignment of programmes and thereby make human settlements development “the appropriate platform to create the right conversation and consensus on human settlements development”.

We are going to strengthen the programme to fight fraud and corruption in the implementation of the housing delivery programmes of the City by making sure that awareness is created amongst the staff members and throughout the communities.

5.5.4 Brief SWOT analysis

Strengths

- Building housing units - meeting the targets set
- A number of committed staff complement to results and excellence
- Committed staff prepared to take the department to success.
- Experienced project management and planning staff who have successfully implemented planning and housing projects.
- Implementation of SPLUMA
- A large number of potential projects which can be brought to success due to involvement and co-operation of other departments within the Municipality.

Weaknesses

- Wasteful and corrupt housing delivery value chain
- No understanding of policy framework on housing
- Poor project management capacity
- Poor project planning capacity
- Inability to manage finances in relation subsidy payments due linked to Revolving Fund
- Inability to construct housing at large scale due to funding constraints.
- Timeous obtaining of the approval of Beneficiaries for Projects

Opportunities

- Opportunities (Where we can make a difference)
- Creating a platform for alignment and integration (horizontal and vertical)
- Acceleration of housing delivery of diversified quality products in the property market.
- The metro has large tracts of Land that could strategically be utilized for Human Settlements
- The new developments and their growth also opens opportunities for both business and tourism due to locality and historical background

Threats

- Heavy reliance of subsidy funding for construction projects.
- Rectification projects preventing prioritization of full funds to new projects
- Lack of understanding of internal operations and processes by the public.
- Devaluing of property by the public due to crime and substance abuse leading to worse cases such as vandalism and / rectification (unnecessary expenditure as the blame is shifted to the municipality)
- Service delivery protests by the public as the houses delivered are limited to available funding per financial year and not necessarily responding to direct community needs. Subtopic

5.5.5 Projects / Outputs

5.5.5.1 Integrated Residential Development Programme (IRDP)

Why this project

- It will provide housing opportunities for poor communities and opportunities for infrastructure development. It provides appropriate projects for integration and alignment (vertical and horizontal).

How long it will take

- Projects under this programme have a lifespan of 1(one) year to five years depending on the scale of the projects.

Who will benefit

- Poor households and households above the threshold of R3500 (Mixed use developments)

Commentary on Budget

- To be confirmed

KPIs (Performance Measures)

- Residential Development programmes completed

How it will be done

FY 2016/17

Action Plan

- Project application made to the province for approval and receives funding approval from the province.
- Project and home enrolment to the National Home and Builders Registration Council (NHBRC).
- Address all planning milestones including approvals required to ensure project readiness - readiness matrix.
- Appointment of contractors through a competitive bidding process - Procurement Framework.
- Community consultation and establishment of various Project Steering Committees (PSC) for various projects.
- Conclusion of contractual agreements and project implementation plans with contractors.

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

5.5.5.2 Rectification Programme

Why this project

- It will assist poor households with rectification of their houses that were built through poor workmanship and by contractors who did not have the necessary capacity to build houses.

How long it will take

- Projects under this programme have a lifespan of 1(one) year to 2 (two) years depending on the scale of the project.

Who will benefit

- Poor households and households above the threshold of R3500 (Mixed use developments)

Commentary on Budget

- To be confirmed

*NB: Rectification projects are limited to 10% of the available budget to the metro as per housing policy directive. The two outer years (2019/20 and 2020/21) will be confirmed during the following MTREF period.

KPIs (Performance Measures)

- Number of houses rectified

How it will be done

FY 2016/17

Action Plan

- Project application made to the province for approval and receives funding approval from the province.
- Project and home enrolment to the National Home and Builders Registration Council (NHBRC).
- Address all planning milestones including approvals required to ensure project readiness - readiness matrix.
- Appointment of contractors through a competitive bidding process - Procurement Framework.
- Community consultation and establishment of various Project Steering Committees (PSC) for various projects.
- Conclusion of contractual agreements and project implementation plans with contractors.

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

5.5.5.3 Implementation and Construction of Civil Engineering Services in support of HSDG Top-structures funded by the Urban Settlements Development Grant (USDG)

Why this project

- The project ensures the timeous provision of serviced sites for the construction of houses. These sites are provided with both bulk and internal water and sanitation. The process ensures that there no delays in construction of houses and also provides additions sites should other municipalities not be in a position to spend their full allocation of HSDG funds.

How long it will take

- No timing available

Who will benefit

- The community at large will benefit from these pre-planned sites, in there are sites available for house construction as well as additional sites available in emergency situations. The Metro also benefits in that there are sites available in advance of house construction

Commentary on Budget

- The Human Settlements has a budget allocation of R211m for the 2016/2017 financial year and it is expected that this allocation will yield 4000 serviced sites (Sites provided with Full water and Sanitation services).

KPIs (Performance Measures)

- In terms of the SDBIP the programme has 1 KPI - Provision of serviced sites (Sites provided with Full water and Sanitation services). It is expected and planned to deliver 4000 serviced sites in the 2016/2017

How it will be done

FY 2016/17

Action Plan

Capex

FY 2017/18

Action Plan

Capex

5.5.5.4 Review of Densification Policy and Strategy

Why this project

- The existing Rural Development policy/ strategy is outdated and requires review to accommodate new development challenges in rural areas, including sporadic informal settlements in the peri-urban areas. New trends and development policies such as spatial targeting and traffic orientated development necessitate the NMBM to consider and or review its policies and strategies with regard to urban densification.

How long it will take

- Approximately 24 months

Who will benefit

- Entire metro

Commentary on Budget

- Nil budget to be funded from Opex

KPIs (Performance Measures)

- NMBM Densification (Urban and Rural) Policy/ Strategy adopted by Council

How it will be done

FY 2016/17

- Action Plan
- Appointment of a review team which may or may not include external service providers
- Review process
- Preparation of status quo reports
- Draft Densification Policy/ Strategy
- Public Review
- Final Densification Policy/ Strategy
- Adoption by Council

Capex

5.5.5.5 Preparation and adoption of Local Spatial Development Frameworks **This project is an opex funded project**

Why this project

- The Metropolitan Spatial Development Framework (MSDF) is supported by various Local Spatial Development Frameworks Plans (LSDF's) which serve a second tier planning documents in the NMBMM spatial planning hierarchy. The following LSDF's are currently being prepared:
 - Ibhayi
 - Summerstrand
 - Bethelsdorp
 - Zanemvula (16/17-17/18)

How long it will take

- The preparation of the Ibhayi, Summerstrand and Bethelsdorp LSDF's are well advanced and will be concluded in the next 6 months, whilst the Zanemvula LSDF will be completed within 24 months.

Who will benefit

- The Greater Nelson Mandela metropolitan.

Commentary on Budget

- Funded by Integrated City Development Grant and NMBM Operating Budget

KPIs (Performance Measures)

- No information provided

How it will be done

FY 2016/17

Bethelsdorp, Summerstrand and Ibhayi are running projects of which consultants are appointed and the local spatial development framework is in draft stages of development. The Zanemvula LSDF: Procurement processes will be initiated. The completion of final draft will be followed by public participation and stakeholder engagement. The final reports would be made available for decision making and approval.

FY 2017/18

Procurement process to be completed for the Zanemvula LSDF which will be funded by the Integrated City Development Grant.

FY2018/19

Zanemvula LSDF to be finalised and approved.

5.5.5.6 Review of Existing Local Spatial Development Frameworks (opex funded)

Why this project

- The Municipal Systems Act together with the Spatial Land Use Management Act requires periodic review of Local Spatial Framework Plans. The following LSDF's are due for review
 - Greater Walmer LSDF
 - Cape Road LSDF
 - Western Surburbs LSDF
 - Motherwell LSDF
 - Uitenhage LSDF

How long it will take

- The review of each LSDF require approximately 12 months subject to specific complexities.

Who will benefit

- The Greater Nelson Mandela metropolitan.

Commentary on Budget

- funded by Capex and ICDG

KPIs (Performance Measures)

- No input provided

How it will be done

- FY 2016/17
All LSDF's Reviews to be initiated in this period.

Funded by operating budget and ICDG

FY 2017/18

All LSDF's reviews to be approved

5.5.5.7 Social Housing Development and Delivery (Parsonsvlei, Walmer Cosmo, Sunnyside Hotel, 272 Govan Mbeki, Fairview Link Extension, Coega Village, Steve Biko Mumford, Despatch Florida Farm and Fairview Willowdene Social Housing Projects)

Why this project

- Strategic restructuring rental housing projects that are state subsidized. The model seeks to densify areas of low density and infill development.

How long it will take

- To be determined by the Social Housing Institutions, the Provincial Department of Human Settlements and Social Housing Regulator

Who will benefit

- NMB residents earning in the income bracket of R3500.00 - R7500.00

Commentary on Budget

- N/A

KPIs (Performance Measures)

- No information provided

How it will be done

- FY 2016/17
N/A The Municipality plays the role of facilitation
- FY 2017/18
N/A

5.6 ECONOMIC DEVELOPMENT, TOURISM AND AGRICULTURE

5.6.1 Guiding Principles

The Nelson Mandela Bay Municipality has developed its IDP five year implementation plan (2016-2021) which is aimed at accelerating economic growth, job creation, and empowerment. Given past trends and the current position of Nelson Mandela Bay in a national and international perspective, the future outlook for Nelson Mandela Bay does not hold great promise for accelerated growth, job creation, and poverty reduction unless certain high impact interventions are implemented in the next few years. The Nelson Mandela Bay's five year plan therefore provides the framework for the city's short to medium term growth and prosperity in a five year horizon. The plan reflects the city's commitment to ensuring the development and growth of local economy and its sustainability in a changing global environment.

It is important to highlight that the development and growth of Nelson Mandela Bay's economy depends on the ability of all stakeholders (public, private, civil society, and labour) to collaborate to improve the region's global competitiveness and accelerate economic growth, job creation, black economic empowerment, and poverty reduction.

The Nelson Mandela Bay's five year plan therefore provides a framework for united partnership action, which will help build on the critical strengths, and resources of the Municipality as well as those of strategic and external partners such as the provincial and national government, municipal entities\agencies, state owned enterprises, business chambers, institutions of higher learning etc.). The speed in which global economic trends are evolving and impacting on the opportunities and threats facing the Nelson Mandela Bay is increasing. The Nelson Mandela Bay Municipality together with its stakeholders need to constantly monitor these trends and adjust the plans on a continuous basis to ensure the threats are minimized and the opportunities maximized.

To make a meaningful impact on achieving the economic objectives, as a promoter and facilitator of economic development, the Nelson Mandela Bay Municipality will facilitate the establishment of a wide range of, and strengthen existing, partnership initiatives to leverage resources and expertise beyond the municipal budget to address the economic development challenges of accelerated and shared economic growth and job creation in the Nelson Mandela Bay region. The NMBM's economic development agencies and Development Partners will be vehicles for creating more detailed implementation plans for the action plan. There is a varied number of agencies in the NMB region that work towards the economic emancipation of the region. It is important that the NMBM does not duplicate these roles, but rather acts as a lead propagator of development in the region. The provision of the necessary and appropriate strategies, relevant infrastructure and identification of regional priorities in order to address community development challenges and take advantage of potential opportunities should be at the centre of the NMBM's actions and planning.

5.6.2 Commentary and Background

In order to grow the economy, enhance global competitiveness, reduce unemployment and poverty, there are three key strategic areas of intervention, which the Nelson Mandela Bay Municipality prioritizes:

5.6.2.1 Enabling Business Environment

NMBM recognises that together with business and the community must think and act smarter in order to compete to attract people and investments. The NMBM is committed to work collaboratively with businesses and to influencing the fundamentals such as business and investor confidence and diversity of industry. Key programmes that NMBM will be rolling out include but not limited to the following:

- Provision of Economic\Production Infrastructure (water, electricity and ICT)
- Enterprise Development and Support: foster innovation and entrepreneurial activity.
- Skills Development and Support: ensure industry skills availability and alignment
- Competitive Business Support: reduce regulation and red tape; and support new business, export and productivity.

The strategic intent is to provide enterprise development support and foster innovation to grow successful companies, to build and retain a thriving economic base to attract skills, talent and investment, to drive business productivity through effective delivery of economic infrastructure, and to create a sustainable workforce with skills to meet business and industry requirements.

5.6.2.2 Business Retention and Expansions

The NMBM will continue to support and promote its traditional industries of manufacturing (especially the auto sector) tourism, pharmaceutical, retail and construction, while making a determined effort to move towards more knowledge-intensive, high-value and internationally competitive economic activities. Key to further growth and retention of traditional sectors is the restructuring and improvement of their competitiveness strategy. It is therefore of critical importance that NMBM develops growth strategies for existing labour intensive sectors such as tourism, construction/ property development, business process outsourcing and off-shoring etc.

5.6.2.3 Growth Opportunities\New Growth Path

Key strategic opportunities such as Operation Phakisa offer NMB a unique global advantage to focus on economic opportunities across the Blue\Ocean Economy. Government will be implementing Ocean economy projects that are expected to contribute more than R20 billion to the Gross Domestic Product (GDP) by 2019. According to the National Government, the oceans have the potential to contribute up to R177 billion to the GDP and create just over one million jobs by 2033. These projects form part of the government's National Development Plan, its economic blueprint that aims to promote economic growth and job creation.

Unlocking the ocean economy, part of Operation Phakisa, which aims to fast track transformation has four priority areas, which include marine transport and manufacturing, offshore oil and gas exploration, aquaculture as well as marine protection services and ocean governance. NMB is well positioned to be a leader in this sector due to its comparative and competitive advantages. Nelson Mandela Bay is the coastal city stretching 92km from the Sunday's River to Van Stadens. magnificent golden beaches. The region is home to the two major ports of Port Elizabeth and Port of Ngqurha, both well established commercial ports. As both entry and exit points, the two ports are critical for the future of the region, province and country. A thriving maritime sector will shift Nelson Mandela Bay into an era of prosperity.

A lot of work has been done and plans to accelerate the development of the Ocean Economy are in place. Some of the key opportunities that NMBM and its partners is currently exploring and implementing include the ship-building and repair facility, aquaculture development (land-based and sea-based), Maritime Institute for Skills development and support, Waterfront Development etc.

Tourism is one key growth sector that the NMBM has targeted with various projects for implementation in the pipeline. Some of these projects include the Waterfront and Baakens River Valley Development, Development of a world class International Convention Centre, building of a Freedom Statue, Bayworld Redevelopment etc. These projects will unlock the tourism potential of Nelson Mandela Bay and thus contribute significantly to job creation and the economic growth of the region.

Agro-processing is also one of the key growth sectors that NMBM will have a specific focus on. The region is currently the centre for processing and export of agricultural products in the Eastern Cape. Some of the key initiatives include the Mohair processing and export, export of other agricultural products such as citrus fruit. A strong focus is placed on Trade and Investment Facilitation through strengthening domestic and international partnerships; increasing of the region's export base; and attracting inward investment.

At the centre for further economic development is a strong focus on Township Economy. NMBM has placed a strong focus on the development of businesses in townships, improvement of infrastructure and links between business hubs and thus create a "Township Economy". NMBM aims to implement projects and strategies to strengthen the city's township economy, protect the township environment and improve services and facilities for residents, businesses and visitors.

This city's five year IDP plan reflects a commitment to driving economic transformational change, making the most of current and emerging opportunities and ensuring that the city remains a world class and global competitive city, a great place to live and work, and most importantly, one of the best coastal cities in South Africa and in Africa.

5.6.2.4 Brief Background and challenges

The region is faced with massive future investment needs with high resource shortfalls.

Economically underperforming against other Metros; the economy is below national average growth (3% vs 3,5%). Declining competitiveness; the cost of utilities such as water and electricity has risen up and this has a negative impact on the competitiveness of the region as an investment destination. Declining confidence; due to some governance related issues there is a declining confidence into the region particularly by business and investors.

The NMB's infrastructure is ageing and there is inadequate investment in the maintenance and upgrading of infrastructure; this puts more pressure on economic infrastructural demands and poses a negative impact on investment attraction and business retention.

High unemployment and dependency ratios (Unemployment rate 36,3% vs 28,8% national average). Due to the economic downturn, the region has experienced slow growth

5.6.3 Directorate overview

EDTA aims at accelerating economic growth, job creation, and empowerment.

Enabling Business Environment

Key programmes that NMBM will be rolling out include but are not limited to the following:

- Skills Development and Support: ensure industry skills availability and alignment

- Enterprise Development and Support: foster innovation and entrepreneurial activity.
- Facilitation of Economic Infrastructure (water, land, electricity and ICT.)
- Competitive Business Support: supporting regulation, reducing red tape; and support new business, export and productivity.

New Growth Path

Trade and Investment

A strong focus is placed on Trade and Investment Facilitation through strengthening domestic and international partnerships; increasing of the region's export base; and attracting inward investment

Strategic Projects

Strategic Projects: Waterfront Development/ Baakens River Precinct, Njoli Square Redevelopment, Bayworld, ICC, Freedom Statue, North End Lake and Stadium Precinct, Telkom Park Precinct / Happy Valley, Nelson Mandela Bay Logistics Park. Mandela Bay Development Agency (MBDA), Uitenhage Despatch Development Initiative (UDDI) and Nelson Mandela Bay Tourism (NMBT) are responsible for the implementation of Strategic Projects.

Township Economy

NMBM has placed a strong focus on the development of businesses in townships, improvement of infrastructure and links between business hubs and thus create a "Township Economy". NMBM aims to implement projects and strategies to strengthen the city's township economy, protect the township environment and improve services and facilities for residents, businesses and visitors. In order to grow the economy, enhance global competitiveness, reduce unemployment and poverty, there are four key strategic areas of intervention, which the Nelson Mandela Bay Municipality prioritizes:

Business Retention and Expansions

The NMBM will continue to support and promote its traditional industries of manufacturing (especially the auto sector) tourism, pharmaceutical, retail and construction, while making a determined effort to move towards more knowledge-intensive, high-value and internationally competitive economic activities.

Development of Key Growth Sectors

Ocean Economy

Key strategic opportunities such as Operation Phakisa offer NMB a unique global advantage to focus on economic opportunities across the Blue\Ocean Economy. Some of the key opportunities that NMBM and its partners is currently exploring is the ship-building and repair facility, aquaculture development (land-based and sea-based), Fishing Industry Development, Maritime Institute for Skills development and support etc. Operation Phakisa has four priority areas, which include marine transport and manufacturing, offshore oil and gas exploration, aquaculture as well as marine protection services and ocean governance.

Agro-processing

Some of the key initiatives include the Mohair processing and export, export of other agricultural products such as citrus fruit. The region is currently the centre for processing and export of agricultural products in the Eastern Cape. Agro-processing is also one of the key growth sectors that NMBM will have a specific focus on.

Tourism

The projects will unlock the tourism potential of Nelson Mandela Bay and thus contribute significantly to job creation and the economic growth of the region.

Some of these projects include the Waterfront and Baakens River Valley Development, Development of a world class International Convention Centre, building of a Freedom Statue, Bayworld Redevelopment etc.

5.6.4 Brief SWOT analysis

Strengths

- Industrial Development Strategy,
- Good working relationship with External Stakeholders (Business, Institutions of higher learning, SOE's.
- Well run and managed entities,
- Two Ports and an international airport,
- Established IDZ and Logistics Park.

Weaknesses

- Inadequate Financial Resources,
- Lack of specialised Skills,
- Lack of Economic Development / Trade and Investment Forum.

Opportunities

- Location and natural endowments offer opportunity to diversify the Economy (ocean economy, tourism, renewable energy)
- International relations (Twinning agreements, BRICS, AGOA)
- Naming of the city after Nelson Mandela

Threats

- Slow Global and National Economic recovery from recession,
- Regulatory environment,
- Unreliability of electricity and water,
- High Electricity Tariffs, and
- Economy is Automotive Sector Dependant (Could lead to Job Losses).

5.6.5 Projects / Outputs

Agri-Park Development

Why this project

- To provide infrastructure for the processing of agricultural products in the region and link to the markets.

How long it will take

- *The project will take five years to implement.*

Who will benefit

- Emerging farmers, livestock keepers, unskilled labour force, university students, business and NMBM citizens.

Commentary on Budget

- Operating Levies: R1.5m towards the feasibility and Business Plan Development

KPIs (Performance Measures)

- Completed feasibility study and business plan

How it will be done

FY 2016/17

Action Plan

Towards the Feasibility and Business Process Development

Capex

Operating Levies: R1.5m

FY 2017/18

Action Plan

Completion and approval of the layout and architectural Plans

Capex

To be confirmed

FY2018/19

Action Plan

Subject to Feasibility Study and Business Plan outcome, commencement of the site development

and construction

Capex

To be confirmed

FY2019/20

Action Plan

Construction and completion of Agri-Park

Capex

To be confirmed

FY2020/21

Action Plan

Agri-Park operational

Capex

To be confirmed

Through a systematic process commencing with approved plans, infrastructure development/ construction phase, multiproduction of vegetable and slaughtering of livestock , poultry and piggery as well as vegetable processing into various forms.

Emerging farmers support: animal and crop production

Why this project

- *To provide support to emerging farmers in order to alleviate poverty levels and facilitate space for job creation.*

How long it will take

- *Five year programme to be implemented annually*

Who will benefit

- *Emerging farmers and unemployed individuals*

Commentary on Budget

- *R2 Million*

KPIs (Performance Measures)

- *20 emerging farmers (animal production) and 15 emerging farmers (food gardens) supported with agricultural infrastructure.*

How it will be done

FY 2016/17

Action Plan

Through bulk purchasing of agricultural equipment and material, surface infrastructure and buying of production inputs for business to operate.

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Enterprise Development Training Programme

Why this project

- Capacity Building for SMME's in order for them to develop and grow

How long it will take

- Five year programme implementable on an annual basis

Who will benefit

- Emerging Entrepreneurs and SMME's

Commentary on Budget

- Operating Levies Budget: R1.5m

KPIs (Performance Measures)

- 500 SMME trained

How it will be done

FY 2016/17

Action Plan

Business Skills Training

Capex

Operating Levies Budget: R1.5m

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Business Incubation Programme

Why this project

- To provide business infrastructure and support to SMME's

How long it will take

- Incubation cycle is for 3 years

Who will benefit

- SMME's (ICT and Construction)

Commentary on Budget

- Operating Levies Budget: R3m

KPIs (Performance Measures)

- 100 SMME Incubated

How it will be done

FY 2016/17

MOA signed with SEDA and thereafter recruitment, selection and incubation of SMME's

Capex

Operating Levies Budget: R3m

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Enterprise Development Support Centre

Why this project

- To provide a one-stop-shop services such as financial and non-financial support to SMME's

How long it will take

- Five year programme implemented annually

Who will benefit

- SMME's

Commentary on Budget

- Operating Levies Budget: R3,5 m

KPIs (Performance Measures)

- Functional Enterprise Development Centre

How it will be done

FY 2016/17

Action Plan

MOA signed with Business Place Network (3 year contract)

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

SMME Hive

Why this project

- Provide trading facilities as well as co-working space to nurture and support small businesses

How long it will take

- Five year programme implemented annually

Who will benefit

- SMME's

Commentary on Budget

- Operating Levies Budget: R5m

KPIs (Performance Measures)

- SMME Hive assessment report and business plan development and commenced renovations.

How it will be done

FY 2016/17

Action Plan

Preparation of assessment report; Development of business plan; Commence with renovations

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

NMBM Supply Centre

Why this project

- To provide a centre for the supply of construction material by SMME's.
The pilot project will be on brick manufacturing.

How long it will take

- Five year programme implemented annually

Who will benefit

- SMME's and Cooperatives in Brick manufacturing

Commentary on Budget

- Operating Levies Budget: R15M

KPIs (Performance Measures)

- 15 x Brick Manufacturing entrepreneurs trained and mentored into producing SABS approved bricks

How it will be done

FY 2016/17

Action Plan

Assessment of existing Brickmanufacturers - Training them into production of SABS approved products

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21 *Action Plan*

Capex

Informal Trading Traders Facilities

Why this project

- To provide business facilities for Informal Traders

How long it will take

- Five year programme implemented annually

Who will benefit

- Informal Traders

Commentary on Budget

Operating Levies Budget: R1m

KPIs (Performance Measures)

- 20 x Trading facilities provided

How it will be done

FY 2016/17

Action Plan

Develop Plans

Construction of the facility

Capex

FY 2017/18

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Review of Policy for Informal traders

Why this project

- Updated Informal Trading Policy in order to regulate informal trading in the NMB

How long it will take

- 12 months

Who will benefit

- Informal Traders

Commentary on Budget

- Operating Levies Budget: R1m

KPIs (Performance Measures)

- Revised Informal Trader Policy

How it will be done

FY 2016/17

Action Plan

Stakeholder engagement

Development of the policy

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Cooperative Development Centre

Why this project

- To develop and support Cooperatives in order to create jobs and alleviate poverty

How long it will take

- Annually

Who will benefit

- *Cooperatives*

Commentary on Budget

- Operating Levies Budget: R1.5M

KPIs (Performance Measures)

- 100 Cooperatives assisted with financial and non-financial support

How it will be done

FY 2016/17

Action Plan

Business Assessment

Sign Agreement with beneficiaries

Mentoring and support

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Auto SMME

Why this project

- To develop and support of Auto SMME in the NMB

How long it will take

- Five years implemented annually

Who will benefit

- Auto SMME's

Commentary on Budget

- Operating Levies Budget: R500k

KPIs (Performance Measures)

- 10 Auto SMME assisted

How it will be done

FY 2016/17

Action Plan

Business Assessment

Sign Agreement with beneficiaries

Mentoring and support

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

International Convention Centre

Why this project

- Attract national and international tourists and as a result jobs will be created, direct and down-stream suppliers will benefit and the hospitality industry

How long it will take

- Have project up and running by 2021

Who will benefit

- Tourism and hospitality industry will benefit. Jobs will be created for the citizens of the Metro.

Commentary on Budget

- Operating Levies Budget: R750 000.00

KPIs (Performance Measures)

- Developed Business Plan

How it will be done

FY 2016/17

Action Plan

Develop Business Plan. Source capital and operating funding. Implement (construct) the project and to operationalise by 2021.

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Statue of Freedom Project

Why this project

- To develop a statue that will be an icon for the NMB and attract national and international tourists.

How long it will take

- Have project up and running by 2021

Who will benefit

- Citizens of NMB and the hospitality industry

Commentary on Budget

- Operating Levies Budget: R750 000.00

KPIs (Performance Measures)

- To have an agreement on the development of the statue and commence with the update of the business plan

How it will be done

FY 2016/17

Action Plan

Agreement on the development; Update the Business Plan for the Statue of Freedom Project. Source capital and operating funding. Implement (construct) the project and to operationalise by 2021.

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Nelson Mandela Bay Logistics Park Phase 2

Why this project

To expand the Nelson Mandela Bay Logistics Park.

How long it will take

- Have project up and running by 2019

Who will benefit

- National and international investors and manufacturers and the citizens of NMB

Commentary on Budget

- Operating Levies Budget: R1m
- Capex: R170m

KPIs (Performance Measures)

- To have funding applications completed and additional capital funding sourced

How it will be done

FY 2016/17

Action Plan

Prepare funding applications for Nelson Mandela Bay Logistics Park Phase 2.
Source additional capital funding.

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Apple Express

Why this project

- To have the project up and running between Humerial Station and Baywest as an tourist attraction.

How long it will take

- Have project up and running by 2019

Who will benefit

- Citizens of NMB as well as tourism industry

Commentary on Budget

- Operational Levies Budget R1m

KPIs (Performance Measures)

- To have the Apple Express running

How it will be done

FY 2016/17

Action Plan

Prepare a convincing business case for the Apple Express. Stakeholder engagement. Source capital and operating funding. The Apple Express operationalise.

capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Waterfront Development / Baakens River Precinct

Why this project

- To develop a precinct for sport, tourism real estate and leisure

How long it will take

- Have project up and running by 2021

Who will benefit

- Citizens of NMB and tourism industry

Commentary on Budget

- Project driven by MBDA

KPIs (Performance Measures)

- Project driven by MBDA and will form part of it's KPI's

How it will be done

FY 2016/17

Action Plan

Monitor implementation of the project by MBDA

Capex

Y 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

Y2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Bayworld

Why this project

- Redevelop Bayworld as a world class tourist attraction

How long it will take

- Developed by 2021

Who will benefit

- Citizens of NMB and tourism industry

Commentary on Budget

- MBDA will undertake this project
- Budget for under MBDA

KPIs (Performance Measures)

- Business plan developed, concepts and designs approved

How it will be done

FY 2016/17

Action Plan

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

North End Lake and Stadium Precinct

Why this project

- To develop a precinct for sport, tourism real estate and leisure

How long it will take

- By 2021 complete

Who will benefit

- Citizens of NMB, tourism and sport Fraternity

Commentary on Budget

- Project driven by MBDA

KPIs (Performance Measures)

- Operator for the Stadium / developer appointed

How it will be done

FY 2016/17

Action Plan

Monitor implementation of the project by MBDA

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Telkom Park

Why this project

- To develop a precinct for tourism real estate and leisure

How long it will take

- By 2021 complete

Who will benefit

- Citizens of NMB, tourism and sport Fraternity

Commentary on Budget

- Project driven by MBDA

KPIs (Performance Measures)

- Monitor implementation of the project by MBDA

How it will be done

FY 2016/17

Action Plan

Appoint a developer

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Njoli Square Development

Why this project

- To develop and boost the Township economy

How long it will take

- Project completed by 2019

Who will benefit

- New Brighton, Zwide, Kwazakhele and surround suburbs will benefit and jobs will be created.

Commentary on Budget

- This budget is with landE Directorate

KPIs (Performance Measures)

- The project is driven by landE Directorate and the KPI will be covered by them. EDTA provide support and monitoring.

How it will be done

FY 2016/17

Action Plan

Tendering process to appoint a contractor. Prepare Request for Proposals (RFP) for the Njoli Square Development to attract private sector investment. Sign agreements with private investors. Implementation proceeds. .

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Investment promotion

Why this project

- The objective of this project is to attract and retain investments in NMB

How long it will take

- Annually

Who will benefit

- Economic growth and employment creation for the citizens of the NMBM

Commentary on Budget

- Budget is R12,850m

KPIs (Performance Measures)

- Minimum of R500m value of investment attracted

How it will be done

FY 2016/17

Action Plan

Investment Incentive Programme

Investment strategy Review

International and local trade and investment missions

Marketing material (brochures, flyers, adverts, DVD's)

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Export Development Programme

Why this project

- To grow the number of exporters in the NMB

How long it will take

- Annually

Who will benefit

- SMMEs involved in exporting

Commentary on Budget

- Budget is R1,5m

KPIs (Performance Measures)

- 35 SMME's trained in export business

How it will be done

FY 2016/17

Action Plan

Export Development programme (Training, registration, workshops, business to business matching) International and local Trade Mission participation. Managing the Export Help-Desk

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

NMB Ocean Economy Strategy

Why this project

- Build a thriving ocean economy

How long it will take

- Tri-Annually

Who will benefit

- Investors involved in the Maritime sector. Tourism Industry Employment creation for the citizens of the NMB

Commentary on Budget

Budget: R5m

KPIs (Performance Measures)

- Developed Ocean Economy Strategy and Implementation Plan for NMB

How it will be done

FY 2016/17

Action Plan

Development of the strategy and Implementation Plan. Feasibility Study for the boat building industry in the bay. Value chain analysis of the Maritime industry Feasibility Studies for Aquaculture Maritime Summit.

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Industry Development support

Why this project

- To support industries in the NMB

How long it will take

- Annually

Who will benefit

- Priority sectors in the NMB industrial Strategy

Commentary on Budget

- Budget: R5m

KPIs (Performance Measures)

- Established and developed industry clusters (Maritime, ICT and BPO).

How it will be done

FY 2016/17

Action Plan

Review of the NMB Industrial Strategy

Establishment of Industry clusters (Maritime, ICT and BPO)

Hosting industry events: Manufacturing, Renewable Energy, Automotive, ICT and BPO sectors)

Capex

FY 2017/18

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Creative Industry and general Marketing

Why this project

- To provide support to the creative industry

How long it will take

- Annually

Who will benefit

- Musicians, Film makers, actors

Commentary on Budget

Budget: R2,5m

KPIs (Performance Measures)

15 Music and Film Productions supported in NMB

How it will be done

FY 2016/17

Action Plan

Promotion of Film Locations

Samro Registration, hosting of an industry event

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Skills Development

Why this project

- To provide skills in line with industry and Investor demands

How long it will take

- Annually

Who will benefit

- Job seekers, businesses and investors in NMB

Commentary on Budget

Budget: R2,3m

KPIs (Performance Measures)

- Reviewed Citywide Human Resources Dev. Strategy and Implementation Plan

How it will be done

FY 2016/17

Action Plan

Renewed 3 year agreement on Labour Management System and skills development signed with CDC

Establishment of Citywide HRD Forum

Install Labour management system in City Libraries

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Economic intelligence

Why this project

- To provide an up to date economic information for planning and strategy development

How long it will take

- Annually

Who will benefit

- NMB and industry

Commentary on Budget

- Budget: R3m

KPIs (Performance Measures)

- Updated economic outlook; economic development symposium

How it will be done

FY 2016/17

Action Plan

Subscribe to data sources, data analysis and interpretation; facilitate the establishment of an economic forum and hosting and economic development symposium

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20
Action Plan
Capex

FY2020/21
Action Plan
Capex

Enterprise Development Training Programme

Why this project

- To capacitate SMME's in the tourism industry
- How long it will take
- Annually

Who will benefit

- SMME's in the tourism industry

Commentary on Budget

- Operating Levies Budget: R0,3m

KPIs (Performance Measures)

- 20 SMME's trained

How it will be done

FY 2016/17

Action Plan

Facilitate and co-ordinate training and workshops within the tourism sector

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

SMME Marketing Support Programme

Why this project

- To provide market access and support to emerging tourism entrepreneurs

How long it will take

- Annually

Who will benefit

- Tourism SMME's

Commentary on Budget

- Operating Levies Budget: R0,350m

KPIs (Performance Measures)

- Tourism SMME's

How it will be done

FY 2016/17

Action Plan

Assesment, selection and support SMME's for participate in tourism trade shows

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Tourism Product Grading and quality assurance

Why this project

- To enhance tourism accommodation product quality
- to improve quality and consumer confidence

How long it will take

- year programme implemented annually

Who will benefit

- Tourism product owners and SMME's, tourists

Commentary on Budget

- Operating Levies Budget: R200 000

KPIs (Performance Measures)

- SMME tourism products graded

How it will be done

FY 2016/17

Action Plan

Facilitate grading workshops

Identifying accommodation establishments that needs their facilities to be graded

Facilitate the grading application

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Township Tourism Product development

Why this project

- To enhance township tourism experience.

How long it will take

- Annually

Who will benefit

- Tourism SMME's

Commentary on Budget

- Operating Levies Budget: R500 000

KPIs (Performance Measures)

- Develop a Tourism Township Product

How it will be done

FY 2016/17

Action Plan

Tourism Open Day, tourism month, tourism awards for tourism entrepreneurs

Capex

FY2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Tourism Master Plan

Why this project

- To provide an updated plan for tourism development in NMB

How long it will take

- Tri-annual

Who will benefit

- Tourism, hospitality industry

Commentary on Budget

- Operating Levies Budget: R1,5m

KPIs (Performance Measures)

- Reviewed Tourism Master Plan

How it will be done

FY 2016/17

Action Plan

Compile Terms of Reference

Development

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

5.7 PUBLIC HEALTH

5.7.1 Guiding Principles

Public Health is committed, through a process of community involvement, to rendering competitive Health and Environmental services through developmental programs to improve the quality of life of people within the NMB by creating and maintaining a healthy and attractive environment. Of extreme importance to the implementation of this mission are the legislative prescripts that provide the strategic placement and functioning of Public Health to deliver efficient services to the people of this Municipality. The over encompassing legislative frameworks are captured within what is called the Integrated Environmental Planning (IEMP) section of the IDP. Fundamental to the legislative prescripts is the formulation of various IDP Sector Plans that facilitate implementation of the NDP, IDP and IEMP, thereby improving service delivery.

5.7.2 Commentary and Background

5.7.2.1 Waste Management

A municipality must exercise its executive authority to render waste management services, including waste collection, waste storage and waste disposal in a manner that does not conflict with legislation. In it's endeavour to comply, the municipality will render a weekly refuse collection service to all the residents within the urban edge and maintained. Illegal dumping will be eliminated within two years by the implementation of the strategy to eliminate illegal dumping.

Waste Minimization

- Develop a waste minimization strategy
- Facilitate recycling at all Transfer Stations and Drop-off Centres.
- Implement Waste Diversion and Benefication Project.

Waste Collection

- Increasing the frequency of refuse collection in low to medium income areas to once a week.
- Investigate the most appropriate and cost-effective utilization of Municipal fleet in waste management.

Waste Transfer and Disposal

- Increasing the number of Transfer Stations/Drop-off Centres in line with Waste Management Strategy.
- Ensure compliance with all permit conditions and applicable legislation at Landfill Sites.

Illegal Dumping

- Ensure implementation of the Illegal Dumping Strategy.

Public Awareness and Communication

- Develop Public Awareness Strategy and Plan.
- Review Public Awareness and Education Programme.
- Review Complaints Management System.

5.7.2.2 Parks and Cemeteries**Public Open Spaces management**

- Ensure well maintained and secure Public Open Spaces that are beneficial for the health and safety of neighbouring communities.
- Ensure the enhancement of beautifying the City and upgrading of major parks.

Cemetery Management

- Ensure provision of well-maintained and secure cemeteries that adhere to prescribed standardised workflow for burials.
- Ensure ongoing computerization of cemetery records including auditing of paper-based burial records.

Playground management

- Ensure provision of well maintained and safe playground equipment for the benefit of surrounding communities.

Grass Cutting

- Grass cutting to be done on a bi-monthly basis Metro-wide.

5.7.2.3 Environmental Health**Water Monitoring**

- Monitoring water quality and availability including mapping water sources and enforcing laws and regulations relating to water quality management.

Food Control

- Ensuring food safety in respect of acceptable microbiological and chemical standards, quality of all food for human consumption and optimal hygiene control.
- Monitoring informal food trading.
- Promoting the safe handling of milk and milk products.

Health Surveillance of Premises

- Assessing overcrowded, dirty, unsatisfactory health conditions on any residential, commercial, industrial or other occupied premises.

Vector Control Monitoring

- Ensuring the identification of vectors, their habitats and breeding places.
- Ensuring the residential premises and precincts.

Environmental Pollution Control

- Ensuring hygienic working, living and recreational environments.
- Identifying environmental health hazards and conducting risk assessments and mapping thereof.

5.7.2.4 Environmental Management

- Promoting biodiversity through the planning, development and implementation of the Nelson Mandela Bay Bioregional Plan and Ecotourism Strategy.
- Ensure administration and management of Nature Reserves and other natural areas.
- Ensure vegetation control service on municipal undeveloped open spaces or property.
- Develop and implement a Coastal Management Programme.
- Facilitate submission and receipt of land use and environmental authorisation applications for the NMBM.
- Co-ordinate the mainstreaming of climate change strategies within sector plans of the Municipality.

5.7.2.5 Occupational Health, Safety and Employee Wellness

- Ensure Ongoing Medical Surveillance of employees exposed to workplace risks.
- Ensure implementation of Occupational Health and Safety Management System and standards for hazard identification, risk assessment and control.
- Ensure specialized intervention programmes for the well being of municipal employees.

5.7.2.6 HIV/AIDS and TB Mainstreaming

- Develop HIV/AIDS and TB Mainstreaming and Multi-Sectoral Response Plans.
- Co-ordinate mainstreaming HIV/AIDS and TB across all Directorates and enable them to formulate HIV/AIDS and TB Mainstreaming Action Plans as part of overall Mainstreaming Strategy.
- Co-ordinate Multi-Sectoral Response Action Plans from different sectors.
- Ensure active participation of different sectors from the Metro AIDS Council.

5.7.3 Overview

The purpose of the Public Health Directorate is to improve the health and quality of life of people and the environment through strategic key interventions such as prevention and treatment of pollution elements and diseases, ongoing medical surveillance and natural environment protection.

5.7.3.1 Legislative Framework and Strategies

5.7.3.1.1 Integrated Environmental Management Planning - Sector Plan

Integrated Environmental Management Planning (IEMP) is a philosophy that is concerned with finding the right balance (sometimes called the 'golden mean') between the needs of the people (development) and the environment. As a strategic mechanism to create this balance a plethora of legislative tools have been enacted in South Africa to ensure the concept of sustainable development persists for generations to come. These legislative prescripts are detailed hereunder.

For IEMP to gain traction within the NMBM, Council in 2012 adopted the Integrated Environmental Policy (IEP) which outlines the Vision, Priorities and Commitments of the Municipality with regard to the management of the environment of the area within its jurisdiction and is applicable to all Directorates. Significantly, the IEP as a strategic tool highlighted the strategic interventions necessary to minimize the impacts of climate change within the Municipality in order to advance and pursue the objectives of service delivery.

The Constitution compels the Municipality to take reasonable steps to prevent pollution and ecological degradation, promote conservation and secure the ecologically sustainable development and use of natural resources. The Municipal Systems Act (Act 32 of 2002) and the National Environmental Management Act (NEMA) (Act 107 of 1998), as well as other Specific Environmental Management Acts such as the Integrated Coastal Management Act (Act 24 of 2008) also place environmental responsibilities on the Municipality.

5.7.3.1.2 National Development Plan (NDP 2030 Vision)

The intention of this plan is to improve service delivery for citizens of South Africa, whilst integrating national, provincial and local policies and programmes into a single, target- orientated and long term based plan. In this plan, a collective approach of improving the lives of the citizens is applied, and communities themselves have a role to play in this regard.

5.7.3.1.3 Alignment of Public Health Directorate with National Development Plan

For the National Development Plan (2030) to be relevant and effective, National Government has formulated a refined outcomes-based model (12 Outcomes) for implementation of this massive National Plan. Each Ministry is therefore responsible for implementation of the relevant goals and objectives of the National Development Plan through a structured outcome-based approach in order for the Provinces and Local Government to input and improve the delivery of the NDP.

Public Health is therefore attending and inputting to the NDP through:

- Outcome 2 - For the Health sector, the priority is improving the health status of the entire population and to contribute to Government's vision of "A Long and Healthy Life for All South Africans".

- Outcome 10 - For the Environmental sector, the priority is the protection of natural resources of the country and contributes to the Government's vision of a South Africa where environmental assets and natural resources are valued, protected and continually enhanced.

5.7.3.2 Directorate Overview

Public Health prides itself for being mandated to create and monitor the quality of life for the people within the NMBM's area of jurisdiction by establishing functional recreational and green spaces, ensuring the City is clean, caring through monitoring the well-being of people in order to improve their quality of life, caring for the natural environment and caring for a long healthy life. The various directorates and their key areas of service are listed below;

5.7.3.2.1 Waste Management

- To provide a quality sustainable waste management service to the residents of the NMBM to ensure a clean and healthy environment.

5.7.3.2.2 Environmental Management

- To protect, maintain and ensure the sustainable utilization of the NMBM's globally important biodiversity and environmental assets in a legislatively responsible and compliant manner.

5.7.3.2.3 Environmental Health

- To focus on a quality disease-free environment by assessing, correcting, controlling and preventing environmental factors that can adversely affect the health of present and future generations.

5.7.3.2.4 Parks and Cemeteries

- To create and maintain landscape areas, undeveloped municipal land within the urban footprint and cemeteries in a sustainable, authentic, eco-friendly and safe environment.

5.7.3.2.5 Occupational Health, Safety and Wellness

- To provide an occupational healthy, safe work environment and employee wellness.

5.7.3.2.6 HIV/AIDS and TB Multi-Sectoral Response

- To develop the NMBM 5 Year HIV/Aids TB Integrated Plan through consultation with Metro Aids Council stakeholders.

5.7.3.3 Clean City

The National Environmental Management: Waste Act (2008) requires that Municipalities should develop Integrated Waste Management Plans (IWMP). The City is currently formulating the second generation of the Integrated Waste Management Plan and is expected to be completed before the end of the 2016/17 financial year. The IWMP addresses all aspects of waste management, from waste generation to waste reduction, recycling, treatment and disposal, with a key objective of reducing waste to landfill. As a plan, the IWMP has to focus on key challenges the City is experiencing thereby inhibiting it to be a Clean City. The various well-defined interventions are detailed herunder:

5.7.3.4 Illegal Dumping Strategy

In 2010 the NMBM Council approved the Illegal Dumping Strategy which was meant to ensure the eradication of mostly aggregated builder's rubble, replenishment of old fleet and to ensure a gradual and phased increase in the frequency of refuse collection. It was envisaged that the plan be implemented in three phases, namely:

- Immediate actions - i.e. Enforcement, awareness, media, By-Law fine schedule, identification of redundant municipal land.
- Short term actions - i.e. Community and public awareness, hotspots management, community employment projects.

- Medium to long term actions - i.e. infrastructure requirements, change of service delivery frequency, formation of a dedicated unit to deal with illegal dumping, Public Private Partnerships, identification of funding.

The Municipality is currently implementing the Medium to Long-Term Actions of the Plan.

5.7.3.5 Waste Diversion and Beneficiation Project

The primary objectives include the maximising of waste-resource recovery and the reduction of waste to landfill along the lines of a zero-waste to landfill approach. Where energy recovery is possible, a crucial objective is the development of renewable energy by employing waste-to-energy technologies, meeting targets on diversification of the energy mix and reducing carbon emissions. These objectives and commitments are aligned to current national and international drives to maximise the green economy potential for a large Metropolitan City which would be aligned to the development of opportunities towards a resource efficient, low carbon and pro-employment growth path.

The feasibility study for the project was completed in 2015, establishing all elements of 'bankability' as the first Public-Private Partnership Project in the City. The project is expected to be fully implemented during the 2017/18 financial year.

5.7.3.6 Landfill Gas Extraction Project

The Waste Diversion and Beneficiation Project has given birth to this critical project to ensure that methane gas which is currently contributing to greenhouse gasses in the atmosphere is optimally utilized by generating green electricity for City and slowly freeing up the use of fossil-based fuel for energy generation. The project is expected to be fully implemented during the 2017/18 financial year.

5.7.3.7 Implementation of Co-Operatives Program

In a bid to create community-broad based employment, Public Health assisted the Municipality with the implementation of a series of Waste Co-Operatives in the Metro. By the nature that Co-Operatives are structured, a number of families are provided job opportunities which, when stimulated to effective performance management, translate to improved service delivery on the ground.

Currently, Public Health is in the process of acquiring the services of a Management Contractor/s that will manage the Co-Operatives over 43 wards of the Municipality. This should be operational during the 2016/17 financial year.

5.7.3.8 Domestic and Trade Waste Collection

- Provision of weekly kerbside collection service to ± 163328 formal households on the black bag system.
- Weekly kerbside collection service to ± 44683 households on the wheely-bin system, with a further ± 94399 household on a two-weekly system. To be converted to weekly system by ± December 2016.
- Weekly collection of black bags to ± 15765 households in informal areas and areas where collection vehicles cannot get access.
- Six Community Co-Operatives are currently involved in waste collection services to ± 24756 households. It is anticipated that this number could increase significantly in the next 6 months.
- A yearly total of ± 2090 points are scheduled for trade collection.
- The NMBM has Waste Drop-Off Facilities throughout the City. A total 19 formal facilities and 33 informal facilities are currently serviced.

5.7.3.9 Waste Landfill Sites Management

- Presently there are 2 regional landfill sites that are servicing the entire Municipality and are operating within their permit conditions.
- Arlington - 359 334 tonnes during 2015
- Koedoeskloof - 275 845 tonnes during 2015
- Ibhayi (Closed - to be rehabilitated)
- KwaNobuhle (Closed - to be maintained)
- Although the external Compliance Audits indicate a fairly high percentage of compliance, Arlington being (85, 6%) and Koedoeskloof being (77, 9%) there are still aspects that need to be attended to in the coming years.
- Tri-annual contracts have been awarded for the removal of recyclable material from the Koedoeskloof and Arlington sites, thus contributing to the waste minimisation and job creation objectives. Approximately \pm 200 jobs are created.

5.7.3.10 Caring for the Natural Environment

The Nelson Mandela Bay Municipality seeks to protect, maintain and ensure the sustainable utilisation of Nelson Mandela Bay's globally important biodiversity and environmental assets in a legislatively responsible and compliant manner. Instilling a sense of caring for the environment is a recognized long journey for all NMBM citizens conducted through a Theme - Based Approach which is aligned to both International and National Environmental Days. Ensuring that all local communities and schools are empowered, supported and encouraged to think globally but able to act locally by participating and engaging in environmental programs to minimise impacts to the environment.

5.7.3.11 Biodiversity

The NMBM is rich in biodiversity and ecological assets, which are rapidly being compromised due to unsustainable land-use practises, overgrazing, alien vegetation infestation, pollution and other environmental changes. The NMBM is an area of convergence of five (5) of South Africa's seven (7) biomes and is regarded as a global biodiversity hotspot with eleven (11) Municipal Nature Reserves and eight (8) Private Nature Reserves. A biome is a geographically distinct community of plants, animals and their interrelationships.

This biodiversity value has therefore made it imperative for the municipality to create positive links between biodiversity management, human well-being and sustainable development. Public Health is promoting the Municipality's rich biodiversity through planning, development and implementation of the Nelson Mandela Bay Metropolitan Open Space System (NMBMOSS). The NMB MOSS Conservation Assessment and Plan is a fundamental and key decision-making tool in the NMBM planning and land-use management process and is a critical informant of the Municipal SDF and Local SDF's. Public Health also has a Bioregional Plan, a first in the country, which was gazetted on the 7th December 2014 (Government Gazette 03362). The Bioregional Plan, a legal document, maps out Critical Biodiversity Areas (CBA's) and gives land use planning guidelines which developments must take into account in the planning process. The Bioregional Plan is currently being used by the Municipality in all Spatial Planning and Land Use Management.

5.7.3.12 Minimizing the Impacts of Climate Change

- In the 21st century, climate change is defined as the change in climate which is attributed directly or indirectly to human activity (the emission of greenhouse gases sourced from fossil fuel-based activities) which has altered the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods. This is also true for the region which the NMBM finds itself in, with the past 20 years of weather patterns demonstrating an increase in flood events, more serious droughts and an increase in wind speeds and direction.

- There are two general approaches to combating anthropogenic (human-induced) climate change:
- Climate mitigation: action taken to reduce or eliminate the source of greenhouse gases or to enhance the absorption of greenhouse gases (“carbon sinks”).
- Climate adaptation: ability of a system or community to adjust to climate variability or extremes.
- In order to solve funding and capacity challenges, mutually-beneficial partnerships with the International Council for Local Environmental Initiatives (ICLEI) and other institutions such as the Department of Environmental Affairs (DEA) on Green Economy Projects as well Law Enforcement and Compliance Program) have been established. The ICLEI-led Urban Low Emission Development Strategies (LEDS) project delivered an updated greenhouse gas inventory for the City in 2014. The previous inventory had been done in 2011, using 2007 data.
- Inter-departmental cooperation, such as with the Directorate of Electricity and Energy, and the Disaster Management Sub-Directorate, has also contributed to a better understanding of risk, vulnerability and the concept of resilience.
- An important partnership has also been with the City of Gothenburg in Sweden, wherein the NMBM participated in a joint partnership project between 2013 and 2015. Funded by the International Centre for Local Democracy (ICLD), this partnership project has done research into the gaps which exist between policies and plans and actual implementation.
- In November 2014 the NMBM commissioned the formulation of the following:
 - Climate Change Scenario Planning and Modelling exercise;
 - Climate Change Response and Adaptation Action Plan;
 - Green Economy Action Plan; and the
 - State of Energy Report for the Metro.

All these reports were completed during the 2015/2016 financial year. The action plans for climate change responses and the green economy (consolidated in the NMBM Climate Change and Green Economy Action Plan) is integrative, risk-based, and utilized a vulnerability assessment model using human-wellbeing as the core variable. The NMBM is now aware of the likely climate risks, the probability of the risks occurring, the most sustainable actions to lower the vulnerability of citizens to the climate hazards, and who the responsible role players (Directorates) are.

5.7.3.13 Coastal Management

The management of this 102 kilometer Coastal Zone is undertaken under legislative mandates. These legislative requirements necessitate that all activities comply with relevant legislation i.e. Integrated Coastal Management Act, National Environmental Management Act, Marine Living Resources Act, National Water Act (pollution) and related policies; these include the Estuarine Management Directives, Coastal Access Policy and Off Road Vehicle (ORV) Policy, management of public and private jetties, and slipways, amongst other legislation. In 2014, Council approved the Coastal Management Plan and it managed to address coastal developmental requirements and highlighted constraints related to areas prone to high coastal sensitivity and associated impacts. During 2016, the Coastal Setback Line Scheme is intended to be gazetted so as to give effect to the protection of coastal sensitive areas, provide adequate access to the people and guide development along the coast.

5.7.3.14 A Green City

The municipality is committed to creating and maintaining landscaped areas, undeveloped municipal land within the urban footprint, Peri - Urban areas and cemeteries in a sustainable, aesthetic, eco-friendly and safe environment to enhance the marketability of the city and improve the quality of life for all. In maintaining a beautiful city, the following programmes are in place;

- The Municipality currently maintains 1550 Play Parks and 33 Cemeteries. Twenty (20) Cemeteries have reached capacity and thirteen (13) are still operational.
- The Municipality which renders a parks and cemetery service concentrates on the following key initiatives:
- Upgrading Major Parks to be strategic spatial centres of social cohesion and diverse recreation.
- Beautification and horticultural development of City areas
- Developing and upgrading of City Cemeteries through aspiring to a spiritual notion of beautifying and provision of adequate respect to these last resting areas.
- In 2015 the Public Health Standing Committee approved that Parks formulate a process plan and subsequently develop Master Plans for Beatification and Horticultural Services, including for Cemetery Development. Public Health has commenced with a process plan and all these plans will be completed during 2016/17 financial year. These plans will significantly set the correct backdrop of creating a vision of being a Green City.

5.7.3.15 Caring for the well-being of the People

The NMBM is a democratically accountable steward of their local populations' wellbeing. In so doing, Public Health Services is a key sector within the Municipality that promotes the sustainability of Health and Environment imperatives and contributes towards improving the quality of life and wellbeing of the people of the Metro. Environmental Health further refines this mission of creating and improving this quality of life through the following legislative assured interventions:

- Determining water quality and availability as a deterrent to pollution, contamination and protection of water sources.
- Implementing environmental health promotion and hygiene awareness.
- Monitoring food safety and hygiene.
- Monitoring solid waste practices and waste water disposal.
- Conducting health surveillance at designated premises.

- Monitoring control over communicable diseases.
- Ensuring control and monitoring of vectors and stray animals.
- Monitoring environmental pollution, including air and noise pollution.
- Monitoring and ensuring control over the disposal of the dead.
- Monitoring and ensuring adherence to all health standards during traditional circumcision practices.

5.7.3.16 Care for Employees

- The Municipality has a legal, social and strategic responsibility to protect, preserve and invest in employees' health, safety and wellness. In this regard, the Municipality provides:
- An integrated, sustainable employee health and wellness management system; and
- A sustainable occupational health and safety management system.
- As part of the Occupational Health and Safety Management system, the Municipality focusses on the following:
- On-going medical surveillance (statutory and executive) of employees and serving Councillors.
- Sick absenteeism analysis and specialist intervention.
- Financial education and debt management programme.
- Support mechanisms aimed at reducing substance abuse and promoting responsible alcohol use utilizing the NMBM Substance Abuse and Addiction Policy.
- Development and implementation of an Occupational Health and Safety Management System Standard (OHSAS) (18001:2007) for hazard identification, risk assessment and control.
- Construction safety management.

5.7.3.17 Workplace HIV and AIDS

The Municipality implements intervention strategies to respond to the challenges of HIV and AIDS in the workplace. Each intervention is linked to the priority areas, goals and objectives of the current National Strategic Plan (NSP 2011-16). On 30 May 2011, the NMBM Employee Wellness Centre was accredited by the Eastern Cape Department of Health to provide Anti-Retroviral Treatment (ART) for municipal employees in need of treatment. The programme excludes employees who are covered by medical aids, unless they have exhausted the benefits allowed by their medical aid society for HIV and AIDS treatment.

The Municipality has developed and financed an integrated HIV and AIDS plan as a key strategic objective in order to achieve the indicators set in the National Strategic Plan (2011-2016). The Municipal HIV and AIDS Plan recognize the need for strong coordinated response to the Multi-Sectoral response to HIV/AIDS and TB. NMBM continues to foster a partnership with public and private sectors towards the cause. Efforts towards strengthening the coordination of the Metro HIV/AIDS TB multi-sectoral response culminated in the NMBM convening a two day summit on HIV/AIDS and TB in September 2014. A significant mile stone on the last day of the summit was the signing of the pledge by key stakeholders which laid a foundation for the following declarations:

- Revival of Intersectoral Forums/ Cluster Forum
- Establishment of an Interim AIDS Council Structure.
- Adoption of input from summit delegates for the development of the NMBM HIV/AIDS TB PLAN (2014-2016).
- Adoption of WAR ROOM Programmes/ Projects at ward level to address Socio Economic, Developmental and Human Rights issues.

- A Multi-sectoral approach is imperative for the institution to continue holding AIDS Council meetings and Intersectoral Cluster Forum meetings regularly to coordinate, monitor and evaluate the impact made by internal and external stakeholders on HIV/AIDS reduction in the NMBM. Mainstreaming is everybody's business; therefore there can be no mainstreaming without public participation, consultation and engagement of all stakeholders in the NMBM. Such engagements empower the institution and communities. This gives them better insight and understanding on the epidemic itself and knowledge on how to respond to it.
- Key Strategic objectives for NMBM HIV and AIDS, STIs and TB Plan:
- Addressing the socio-economic and structural drivers leading to HIV infections and measurably reducing the stigma and discrimination attached to the pandemic.
- Reducing the rate of new HIV and TB infections using combination prevention methods and a multi-sectoral approach.
- Sustaining health and wellness through ensuring physically and mentally healthy communities.
- Protecting human rights and eradicating unlawful discrimination and inequality.

5.7.4 SWOT Analysis

Strengths

- Residual Staff dedicated to Operational requirements.
- Availability of Public Health Plans for funding

Weaknesses

- Lack of functional integration on major planning between Public Health Sub-Directorates/ Municipal Directorates.
- Lack of adequate funding for key programs (i.e. Elimination of illegal dumping and pollution of rivers).
- Development of major parks and provision of playground equipment; provision of cemeteries.

- Old, deteriorating fleet and turnaround time on maintenance of vehicles.
- Non-existence of funding prioritization and financial model.
- Insufficient human capital allocation for critical Public Health programmes.

Opportunities

- Available legislative framework.

Threats

- Vandalism of Municipal facilities.
- Socio-economic state of majority of residents.

5.7.5 Projects / Outputs

5.7.5.1 Replacement of Refuse Compactors

Why this project

- The implementation of a weekly refuses collection service.

How long it will take

- 20 Year Project (ongoing)

Who will benefit

- All NMBM residents

Commentary on Budget

- R10m (2016/2017)

KPIs (Performance Measures)

- R10m per annum for the annual purchase of 3 refuse compactors

How it will be done

FY 2016/17

Action Plan

- Maintaining the number of households within the urban edge receiving a weekly refuse collection service (converted from a bi-weekly to a weekly service) as well as the current weekly service.
- Procurement and licensing of refuse compactors. – Implementation

Capex

FY 2017/18

Action Plan

Capex

5.7.5.2 Upgrade and Development of Public Open Spaces, Major Parks and installation of Playground Equipment

Why this project

- Public Open Spaces in Previously Disadvantaged Areas to be upgraded to create a sustainable, authentic, eco-friendly and safe environment.

How long it will take

- 20 Years (Ongoing)

Who will benefit

- Community in previously disadvantaged areas

Commentary on Budget

- R5,250m (2016/2017)

KPIs (Performance Measures)

- Number of Public Open Spaces developed through either provision of fencing, pathways, benches, playground equipment and tree planting.

How it will be done

FY 2016/17

Action Plan

- Consultation with Ward Councilors.
- Procurement Processes.
- Implementation.

Capex

FY 2017/18

Action Plan

Capex

5.7.5.3 Upgrade and Fencing of Cemeteries

Why this project

- Construction of concrete berms, signage and upgrading of roads.
- Rehabilitation of infrastructure in cemeteries.
- Provision of potable water and sanitation for Cemeteries.
- Water drainage of cemeteries.
- Fencing of Cemeteries is critical to prevent encroachment, illegal dumping and stray animals. Council could face litigation if the cemeteries are not properly fence.

How long it will take

- 20 Years and ongoing

Who will benefit

- All Wards

Commentary on Budget

- R4,5m (2016/2017)

KPIs (Performance Measures)

- Number of cemeteries upgraded with either fencing, construction of berms, installation of cameras, upgrade of sewerage system.

How it will be done

FY 2016/17

Action Plan

- Consultation with Councilors.
- Procurement processes.
- Implementation.

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

5.7.5.4 Development of Waste Disposal Facilities

Why this project

- Koedoeskloof and Arlington Waste Disposal Facilities - upgrade of existing infrastructure to deal with increase of volumes of waste and to adhere to legislative requirements.

How long it will take

- 20 Years and ongoing

Who will benefit

- All Wards

Commentary on Budget

- R3m (2016/2017)

KPIs (Performance Measures)

- Percentage compliance with the permit conditions of Arlington and Koedoeskloof Waste Disposal Sites.

How it will be done

FY 2016/17

Action Plan

- Procurement Process.
- Implementation

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

5.7.5.5 Construction and Upgrade Urban Refuse Transfer/Recycling Stations

Why this project

- Construction of Refuse Transfer Stations

How long it will take

- 20 Years and ongoing

Who will benefit

- All Wards

Commentary on Budget

- R3m (2016/2017)

KPIs (Performance Measures)

- Number of Refuse Transfer/Recycling Stations constructed.

How it will be done

- FY 2016/17

Action Plan

- Procurement Process
- Implementation

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

5.7.5.6 Upgrade Beachfront

Why this project

- Upgrading and development of infrastructure along the beachfront for example revetments, parking areas, walkways, security cameras, picnic facilities and dune stabilization.

How long it will take

- 20 Years (ongoing)

Who will benefit

- Ward 3

Commentary on Budget

- R1m (2016/2017)

KPIs (Performance Measures)

- Number of projects implemented along the beachfront.

How it will be done

- FY 2016/17

Action Plan

- Procurement Process
- Implementation

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

5.8 INFRASTRUCTURE AND ENGINEERING: INTEGRATED PUBLIC TRANSPORT SERVICES

5.8.1 Guiding Principles

The directorate is mandated with the provision of an affordable, safe, efficient, accessible and sustainable public transport system to all residents of the NMBM by 2030. In so doing the following guiding policies and legislation must be adhered to:

- National Land Transport Act (NLTA, Act no. 5 of 2009)
- National Public Transport Strategy and Action Plan
- National Department of Transport Directives
- NMBM Integrated Development Plan,
- Comprehensive Integrated Transport Plan - Public Transport Plan 2006

5.8.2 Commentary

Brief Background and Challenges

The NMBM is in the process of implementing a new regulated public transport system, with the objective of supporting the economic and social development of the Metro. The decision to implement the new system is based on the 2006 Public Transport Plan (PTP) prepared by the NMBM.

The development of the public transport system is based on a number of important principles. These principles include many of the long-term objectives set out in the National Land Transport Act (NLTA) for public transport.

Challenges

- Lack of co-ordination between the plans of the different institutions rendering public transport services.
- Delays in the establishment of the Transit Administration Agency (TAA)
- Delays in the approval of the draft organogram to fill critical vacancies in IPTS Project Unit.
- NMBM will not receive any financial allocation for 2016/17.
- Outdated public transport operations data.

5.8.3 Directorate Overview

- Liaise with the relevant National and Provincial Departments, stakeholders involved in public transport and public transport operators.
- Prepare Operations Plans, Infrastructure Plans, Business Plans and Procurement Plans.
- Develop public transport infrastructure.
- Implement and monitor public transport operations.
- Assist PRASA in the implementation of a commuter rail link from PE CBD to Motherwell.
- Implementation of non-motorised transport facilities within the NMBM.

5.8.4 Brief SWOT analysis

Strengths

- Transport portfolio established with main focus on IPTS.
- Qualified incumbents seconded and contracted.
- Long standing relations with the public transport operators.
- Infrastructure in place on certain routes and ownership of 25 universal accessible buses.

Weaknesses

- No Council approved organogram for the IPTS unit.
- No permanent staff within the IPTS unit and a high level of vacancies.
- Unstable expenditure patterns.

Opportunities

- Unified taxi industry.
- Formalised bus company.
- Well defined public transport road network

Threats

- IPTS is 100% dependant on grant funding from the National Treasury.
- No financial allocation for 2016/17 financial year.
- Infrastructure in place not adequate for operations to commence.
- No agreements with the public transport operators in place yet.

5.8.5 Outputs**5.8.5.1 N2 Stanford Rd pedestrian bridge**

Why this project

- There is a need to provide a pedestrian facility over the N2 along Stanford Road as the current pedestrian walkway is required to make space for a dedicated bus lane.

How long it will take

- 12 months

Who will benefit

- NMBM community

Commentary on Budget

- An amount of R15 mil has been allocated to Design and Implementation sub-directorate for the construction of the bridge.

KPIs (Performance Measures)

- Project % complete in 2016/17 financial year.

How it will be done

FY 2016/17

Action Plan: Project will be carried out over one financial year and will take 12 months to complete.

Capex

R15 mil

FY 2017/18

Action Plan

Capex

R0

5.8.5.2 Magennis Street reconstruction and relocation of bulk services.

Why this project

- The road has been identified as one of the public transport routes and has deteriorated structurally and therefore needs to be upgraded.

How long it will take

- 12 months

Who will benefit

- NMBM Community and the Uitenhage residents in particular.

Commentary on Budget

- An amount of R28 mil has been allocated to Design and Implementation sub-directorate for the reconstruction and relocation of bulk services.

KPIs (Performance Measures)

- Project % complete in 2016/17 financial year.

How it will be done

FY 2016/17

Action Plan: Project will be carried out over one financial year and will take 12 months to complete.

Capex

R28 mil

FY 2017/18

Action Plan

Capex

R0

FY2018/19

Action Plan

Capex

R0

5.8.5.3 Upgrade roads around Njoli Square.

Why this project

- Some of the roads around the Njoli Square have been identified as public transport routes and need to be widened to accommodate the bus lanes.

How long it will take

- 18 months

Who will benefit

- NMBM Community

Commentary on Budget

- An amount of R32 mil has been allocated to Design and Implementation sub-directorate for the upgrade and widening of the roads identified as public transport routes around Njoli Square development.

KPIs (Performance Measures)

- Project % complete in 2016/17 and 2017/18 financial years.

How it will be done

FY 2016/17

Action Plan

Project will be carried out over two financial years and will take 18 months to complete.

Capex

R27 mil

FY 2017/18

Action Plan

Project will be carried out over two financial years and will take 18 months to complete.

Capex

R5 mil

5.8.5.4 Gail Road/Kobus Road intersection Improvements

Why this project

- The road has been identified as one of the public transport routes and needs to be widened and traffic signals installed.

How long it will take

- 8 months

Who will benefit

- NMBM Community

Commentary on Budget

- Implementation is subject to a roll-over application being approved by National Treasury.

KPIs (Performance Measures)

- Project % complete in 2016/17 financial year.

How it will be done

FY 2016/17

Action Plan

Project will be carried out over one financial year and will take 8 months to complete.

Capex

R4.2 mil

FY 2017/18

Action Plan

Capex

R0

FY 2018/19

Action Plan

Capex

R0

5.8.5.5 Construction of interim public transport facilities on the Cleary Park to PE CBD route

Why this project

- The Cleary Park to PE CBD route has been identified as one of the routes in the starter service and therefore needs to be ready when operations start. Although dedicated bus lanes have been fully constructed, public transport facilities are still outstanding.

How long it will take

- 12 months

Who will benefit

- NMBM Community

Commentary on Budget

- Implementation is subject to a roll-over application being approved by National Treasury.

KPIs (Performance Measures)

- Project % complete in 2016/17 financial year.

How it will be done

FY 2016/17

Action Plan

Project will be carried out over one financial year and will take 12 months to complete.

Capex

R33.7 mil

FY 2017/18

Action Plan

Capex

R0

FY 2018/19

Action Plan

Capex

R0

5.8.5.6 Construction of 3 bus stations on the Cleary Park to PE CBD route

Why this project

- Bus stations are needed along the public transport route.

How long it will take

- 12 months

Who will benefit

- NMBM Community

Commentary on Budget

- Implementation is subject to a roll-over application being approved by National Treasury.

KPIs (Performance Measures)

- Project % complete in 2016/17 financial year.

How it will be done

FY 2016/17

Action Plan: Project will be carried out over one financial year and will take 12 months to complete.

Capex
R21 mil

FY 2017/18
Action Plan
Capex
R0

FY 2018/19
Action Plan
Capex
R0

5.8.5.7 Construction of public transport stops

Why this project

- Bus stops are needed along all public transport routes.

How long it will take

- 12 months

Who will benefit

- NMBM Community

Commentary on Budget

- Implementation is subject to a roll-over application being approved by National Treasury.

KPIs (Performance Measures)

- Project % complete in 2016/17 financial year.

How it will be done

FY 2016/17

Action Plan: Project will be carried out over one financial year and will take 12 months to complete.

Capex

R5 mil

FY 2017/18

Action Plan

Capex

R0

FY 2018/19

Action Plan

Capex

R0

5.8.5.8 Public Transport Operator Verification and household travel surveys for the entire NMBM transport network.

Why this project

- The available information on NMBM public transport operations is outdated and therefore city wide surveys need to be conducted to get current data.

How long it will take

- 12 months

Who will benefit

- NMBM Community

Commentary on Budget

- Implementation is subject to a roll-over application being approved by National Treasury.

KPIs (Performance Measures)

- Number of contract areas complete in 2016/17 financial year.

How it will be done

FY 2016/17

Action Plan: Project will be carried out over one financial year and will take 12 months to complete.

Capex

R10 mil

FY 2017/18

Action Plan

Capex

R0

FY 2018/19

Action Plan

Capex

R0

5.8.5.9 IPTS Operations Phase 1 (starter service)

Why this project

- In order for the IPTS Operations to be rolled out to the NMBM.

How long it will take

- 13 months

Who will benefit

- NMBM Community

Commentary on Budget

- Implementation is subject to funding availability.

KPIs (Performance Measures)

- Number of public transport routes rolled out in 2017/18 and 2018/19 financial years.

How it will be done

FY 2016/17

Action Plan

Capex

R0

FY 2017/18

Action Plan: Project will be implemented over two financial years.

Capex

R67.1 mil

FY 2018/19

Action Plan: Project will be implemented over two financial years.

Capex

R87.1

5.8.5.10 Public Transport Facilities and Infrastructure Development for future phases

Why this project

- In order for the IPTS Operations to be rolled out to the rest of the NMBM.

How long it will take

- 24 months

Who will benefit

- NMBM Community

Commentary on Budget

- Implementation is subject to funding availability.

KPIs (Performance Measures)

- Number of public transport facilities and infrastructure developed in 2017/2018 and 2018/2019 financial year.

How it will be done

FY 2016/17

Action Plan

Capex

R0

FY 2017/18

Action Plan: Project will be implemented over two financial years.

Capex

R260 mil

FY 2018/19

Action Plan: Project will be implemented over two financial years.

Capex

R280 mil

FY 2019/20

Action Plan

Capex

R300 mil

FY 2020/21

Action Plan

Capex

R300 mil

5.8.5.11 IPTS Operations Phase 2

Why this project

- In order for the IPTS Operations to be rolled out to the rest of the NMBM.

How long it will take

- 12 months

Who will benefit

- NMBM Community

Commentary on Budget

- Implementation is subject to funding availability.

KPIs (Performance Measures)

- Number of public transport routes rolled out in 2019/2020 financial year.

How it will be done

FY 2016/17

Action Plan

Capex

R0

FY 2017/18

Action Plan

Capex

R0

FY 2018/19

Action Plan

Capex

R0

FY 2019/20

Action Plan: Project will commence in 2019/20 financial year.

Capex

R100 mil

FY 2020/21

Action Plan

Capex

R100 mil

5.8.5.12 IPTS Operations Phase 3

Why this project

- In order for the IPTS Operations to be rolled out to the rest of the NMBM.

How long it will take

- 12 months

Who will benefit

- NMBM Community

Commentary on Budget

- Implementation is subject to funding availability.

KPIs (Performance Measures)

- Number of public transport routes rolled out in 2020/2021 financial year.

How it will be done

FY 2016/17

Action Plan

Capex

R0

FY 2020/21

Action Plan: Project will commence in 2020/21 financial year.

Capex

R100 mil

5.9 INFRASTRUCTURE AND ENGINEERING: WATER AND SANITATION

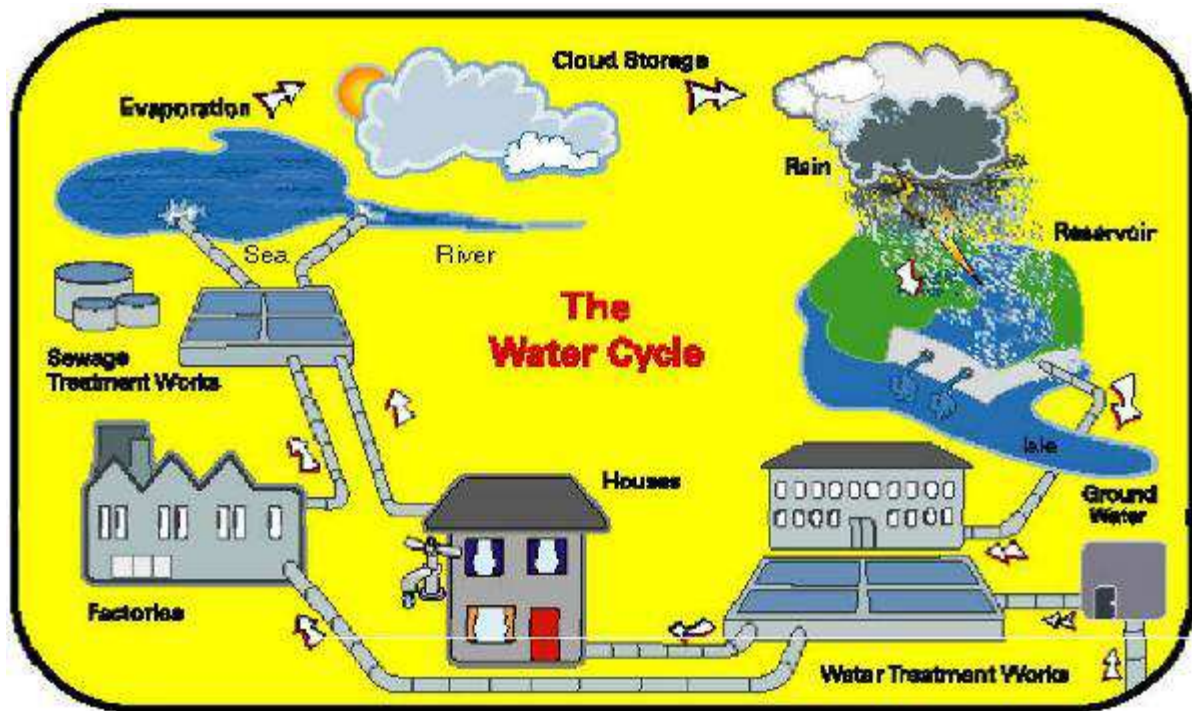
5.9.1 Guiding Principles

The NMBM is a Water Services Authority responsible for the provision of water and sanitation services within its area of jurisdiction. The NMBM also performs Water Services Provider functions in terms of the relevant Act. With the publication of the Water Services Act (Act 108 of 1997), all South African water services authorities were required to prepare a Water Services Development Plan (WSDP). The WSDP is a business plan setting out the way in which a specific water services authority delivers water services to individuals and businesses in its area of jurisdiction. It also describes the current and future consumer profile, the types of services that are provided, the infrastructure requirements, the water balance, organisational and financial arrangements to be used, an assessment of the viability of the approach, and an overview of environmental issues. Based on these analyses, important issues that may impact on the provision of an effective and sustainable water and sanitation service need to be identified, and strategies need to be formulated to improve service provision. To support the WSDP the NMBM has developed Water and Sanitation Master Plans approved by Council that sets out the provision of the services to the community and the economic sector.

5.9.2 Commentary and Background

5.9.2.1 Water Services Cycle

The Water Services Cycle provides the overview of how water is supplied to the citizens on the NMBM. This plan indicates the different areas depicted in the document below that describes the activities embarked on by various Water and Sanitation Divisions to deliver safe drinking water and the conveyance of wastewater and the treatment thereof.



5.9.2.2 Water Resources

The Algoa Water Supply System (AWSS) is the collective name for three sub-systems that provide water to the Nelson Mandela Bay Municipality, the Gamtoos Irrigation Board as well as a number of small towns within the Kouga District Municipal area. The sub-systems are described as follows. The AWSS currently comprises two major dams in the west, several smaller dams and a spring situated near the NMBM, and an inter basin transfer scheme from the Orange River via the Fish and Sundays rivers to the east. These sources supply the NMBM and other small towns with drinking water and irrigation.

WATER SOURCE	YIELD (MI/DAY)
Older dams	9 (fully developed)
Groendal dam	11.1 (fully developed)
Springs	4.5 (fully developed)
Churchill/Impofu	121.6 (fully developed)
Kouga Scheme	62.5 (fully developed, raising of the dam is possible)
Nooitgedagt Scheme	90 (extensions and augmentations are possible)
Total	298.7

The map below shows the main components of the AWSS. The components and the main water users are described below.



5.9.2.2.1 Western System

The Western System provides water to the Metro from the Churchill and Impofu Dams on the Kromme River near Humansdorp. The Churchill Dam is owned by the Metro.

The Kouga Dam is situated on the Kouga River and supplies water to the Gamtoos Irrigation Board and also feeds into the Loerie Dam downstream from where the Metro abstracts water. The bulk supply of water provided to NMBM and the coastal towns is from the combined Western System. The Gamtoos Irrigation Board has an allocation from Kouga Dam and there is a relatively small usage by other towns and irrigators as well as a small provision for ecological water requirements (EWR) below Impofu Dam.

5.9.2.2.2 Eastern System

The Eastern System receives water transferred from the Gariep Dam on the Orange River via the Orange-Fish Tunnel, the Fish River, the Fish-Sundays Canal, the Schoenmakers River, the Darlington Dam and the Scheepersvlakte Dam and onwards to the Nootgedagt Water Treatment Works, from where it is pumped to the Metro. The Eastern System receives water transferred from the Gariep Dam on the Orange River via the Orange-Fish Tunnel, the Fish River, the Fish-Sundays Canal, Koenmakers River, and Darlington Dam. The Lower Sundays River Water User Association (LSRWUA) does not receive water from the AWSS but also obtains water from the Gariep Dam on the Orange River via the same transfer scheme.

5.9.2.2.3 Secondary System

The Secondary System consists of the older dams on the Sand, Bulk, Van Stadens and KwaZunga (a tributary of the Swartkops) Rivers and the Uitenhage groundwater aquifer, all of which are owned by the NMBM. The Groendal Dam on the KwaZunga River supplies the greater part of Uitenhage.

5.9.2.2.4 Central System

The Central System consists of the older dams on the Sand, Bulk, Van Stadens and Kwa Zunga (a tributary of the Swartkops) rivers and the Uitenhage Springs, all of which are owned by the NMBM. This also supplies water to irrigators.

Measures to increase available water resources:

Rainwater harvesting
Removal of alien invasive plants to reduce water use and increase runoff
Re-use of water (Waste water to industrial and potable standards)
Water trading with water users from the Orange River Scheme
Desalination of Lower Sundays river return flows
Seawater desalination
Construction of the Guerna kop dam on the Kouga River
Raising of the Kouga dam

5.9.3 Overview

In order to respond to the environment within which water and sanitation services are delivered these are the activities embarked on:

- The Municipality's WSDP has been reviewed and serviced at the Portfolio Committee meeting in April 2015. The Water Master Plan (WMP) of the Municipality identifies the gaps in the provision of water to meet the needs set out in the WSDP. The 2005 WMP is a longer-term plan that covers the period up to 2020 and is currently under review up to 2035. This planning period far extends beyond the five-year period covered by the WSDP, so as to meet the long-term water requirements of Nelson Mandela Bay. The WSDP will be again reviewed in terms of the new cycle of the IDP.

- In order to enhance services delivery (response to water disruption and sewage spillages) an Engineering and Design Management System (EDAMS), the Water and Sanitation Information Management System, was implemented that included an Operations and Maintenance Module that forms the basis of the Operation Centre where all complaints are received dispatched and monitored to completion. This provides the ability of the NMBM to monitor the time it takes to deal with sewage spillages and water outages within acceptable timeframes. This systems also forms the basis on which the following critical areas of the water and sanitation business is reported on:
 - Provides the interface with the billing system in order to monitor water consumption trends that directly speak to the elements that strive to reduce NRW.
 - Monitoring of the drinking water quality and submissions to DWS in terms of the SANS 241 compliance.
 - Monitoring of industries that discharge trade effluent into the sewer reticulation system.
 - Infrastructure asset management monitoring for the compliance of GRAP 17 required for financial purposes.

- Eradication of the bucket sanitation system:
 The provision of a dignified sanitation system in informal settlements remains one of the biggest challenges that the NMBM is facing. Although the most sustainable way to eradicate buckets remains the provision of the affected households with formal houses with full services, time and funding remains the biggest obstacle.

DATE	PAIL / BUCKET COUNT
April 2005	30 288
July 2010	23 479
November 2013	20 893

As part of the bucket eradication programme approximately 86 buckets were also eradicated at formal houses in terms of the national programme. In order to reduce the number of buckets in the NMBM, certain strategies were identified where the number of buckets currently being utilised in the NMBM could be reduced and ultimately eradicated.

5.9.3.1 Communal Ablutions:

Communal ablutions have been earmarked for those informal settlements that are on the Housing Programme and will wait the longest for a subsidised house. One communal abluion installation will serve 50 – 75 households.

Construction of the communal ablutions is scheduled to be commenced in the first quarter of 2016/17. Two key aspects for the rollout of the communal ablutions that are listed below are planned for rollout parallel to the construction of the communal ablutions:

- Public participation before rollout.
- Maintenance of the ablutions.

5.9.3.2 House Construction:

Communities that are being relocated will be housed in a formal house with water and sanitation connections resulting in the eradication of buckets through the provision of a house. The progress indicated in the above table indicates the progress that has been made to date. In this regard the NMBM has management to receive an increased allocation of funding for subsidised house construction and in addition to this the NMBM will be rolling out communal toilet facilities to provide dignified sanitation to communities still located in informal settlements.

- Development of additional water resources.

To provide water security for the future the NMBM has embarked on initiatives that can be grouped into the following five areas:

- Surface water (dams) development:

The Algoa Reconciliation Study identified the following as some of the options for the augmentation of the water resources for the region.

- The construction of the Guerna Kop dam in the Kouga River
- The raising of the Kouga Dam wall
- Water trading with water users from the Orange River Water Scheme

The construction of the proposed Guerna Kop dam in the Kouga River in the same catchment area as the other western region dams (Churchill, Mpofu, Loerie and Kouga Dams) would result in them being simultaneously affected by any regional drought. The probability of both the western region and the Gariep Dam region experiencing simultaneous droughts is very small. The construction of the proposed Guerna Kop dam will also have significant environmental implications. The proposed raising of the Kouga Dam by constructing a new dam wall immediately downstream of the existing dam, would have a lower environmental impact than a new dam at Guernakop and would be easier to operate. If either the construction of the proposed Guerna Kop dam and/or the proposed raising of the Kouga Dam is considered, it would only be able to make use of the 40MI/day spare Loerie WTW and pipeline capacity to the NMBM. It might also be worth considering the purchasing of water use entitlements from farmers in the Baviaanskloof River valley, to be supplied to NMBM via the existing Kouga/Loerie system as the Loerie WTW and pipeline has a 40MI/day spare capacity. In addition the competition for water for agriculture but it could also affect food sustainability.

The Nooitgedagt Low-Level Scheme was chosen because it is the quickest and most economical intervention. In addition, the Nooitgedagt Scheme receives its water from the Gariep Dam, which is situated in a

completely different region. An application by the NMBM for an additional allocation of water from the Orange River System (Gariep Dam) has been approved by DWS to 160 MI/day and 210 MI/day. In this regard the Water Master Plan addresses these constraints and recommends that the Nooitgedagt Coega Low Level Scheme be implemented. The first phase of this scheme has been completed, with Phases 2 and 3 to follow with planned completions dates of March 2017 and December 2018 respectively.

5.9.3.3 Water Conservation initiatives

Rainwater Harvesting

- All new developments, industrial, commercial and domestic, must have suitable rainwater harvesting systems built at the time of the construction of the building.
- Incentives must be supplied (negotiated lower prices on tanks and stands; cash discounts funded by the Nelson Mandela Bay Municipality, etc.) for all existing properties to harvest rainwater.

Removal of Alien Invader Plants

Programme to remove invasive alien plants in the catchments of the Kromme, Kouga and Baviaanskloof rivers which are already being done on a large scale. This is implemented through the “Working for Water” programme coordinated by the Gamtoos Irrigation Board (GIB).

The areas including the following:

- The Churchill Dam Catchment
- The Impofu Dam Catchment
- The Loerie Dam Catchment
- The Sand River Dam Catchment
- The Bulk River Dam Catchment
- The Upper Van Stadens Dam Catchment
- The Lower Van Stadens Dam Catchment

Ground Water Exploration

During the 2009-2011 drought the NMBM has explored to possibility to develop a large scale ground water system based on the Uitenhage Artesian basin. A large source was found in the region of the Coega Kop area which will be further developed as it has the potential to meet 10% of the NMBM water demand.

Use of recycled water

In order to reduce the reliance potable water for non drinking water activities, the need to substitute it with recycled water has arisen. This is especially true for industrial activities. The beneficial use of treated wastewater for this purpose should be considered going forward.

Seawater desalination

Desalination of sea water through Reverse Osmosis will be the next long term viable scheme to augment the NMBM water supply and provide additional potable water to the NMBM and consumers in order to address the continuous growing water demand. The desalination scheme is the next scheme to follow after the completion of the Nooitgedagt/Coega Low Level Scheme.

The NMBM has embarked on a desalination feasibility study which is nearing completion. The next step currently commenced with is for an Expression of Interest document to be finalised to be put out to the open market in order to determine what is currently available locally in South Africa and even further abroad internationally.

From the Expression of Interest document a database will be finalised with all interested and suitable contractors listed. As part of this the funding and contracting options will be considered as well as subsidiary industries to make the desalination of sea water more economically viable.

Non Revenue Water

In order to reduce NRW the following activities will be focused on to reduce it by 50% over the next three years:

Bulk Metering

- Metering of Bulk Supply Pipe Lines
- Creation and Metering District Metered Areas
- Using Automatic Meter Reading (AMR) technologies to read meters (bulk, zones and high users) more frequently

Pressure Management to reduce the water pressure in the system. This is to prevent excessive leakages, especially at night.

- Industrial, Commercial and Institutional consumers use 50% of the water and therefore need closer monitoring.
- Rectify Billing Database
- Eliminate Meter Reading Estimates
- Meter Replacement Programme

Billing:

- Review the Water Tariff Structure
- Rectify Billing Database

Leak Repairs:

- Reticulation Leaks - Improve the response to water leak repairs in order to reduce wastage.
- Meter leak complaint reduction of backlog.
- ATTP Leaks
- Leaks at Schools (Schools waste about 10% of the average daily consumption of the NMBM).

Rehabilitation of old pipe network in order to assist in the reduction of underground leakages.

Installation of revenue management devices to ensure the supply of 8 kl/month free basic water to indigent households, whilst reducing water wastage

Infrastructure Asset Management:

- Upgrading, rehabilitation and augmentation of water and sanitation infrastructure.
- Providing reliable infrastructure to support the basic community needs.
- Providing reliable infrastructure to a growing economy that strives to diversify into other than the traditional economic activities.

There is an effective asset management system (EDAMS) in place. The importance of an effective asset management system can never be overemphasised, because it supports infrastructural development and maintenance programmes. It speaks directly to measures of reducing NRW and the identification of assets that needs rehabilitation / maintenance to ensure reliable assets for the provision of services to communities and businesses. Therefore asset management is central to service delivery. When assets are managed properly, operational and replacement costs are significantly reduced. If assets are not properly maintained, service disruptions may occur. In the past, investment in infrastructure asset maintenance has been inadequate, due to insufficient funding. The inadequate levels of maintenance in the past are the reason why this Municipality is currently confronted by huge maintenance backlogs. Funding needs to address the backlog in maintenance are as follows based on 2011 estimates:

Water:

- Asset replacement value: R9 217M
- Backlog in maintenance rehabilitation: R648M

Sanitation:

- Asset replacement value: R4 212M
- Backlog in maintenance rehabilitation: R56

Water and Sanitation Functional Areas

Water Management and Bulk Water:

- Catchment management
 - Storage (Dams)
 - Treatment
 - Bulk reservoir storage and bulk distribution
 - Water Conservation and Water Demand Management.
- Water Reticulation
 - Distribution
 - Reservoirs
 - Pipelines
 - Pumpstations
- Sanitation Reticulation
 - Sewage collection
 - Bulk conveyance
 - Pumpstations
- Wastewater Treatment
 - Sewage collection
 - Bulk conveyance
 - Pumpstations
- Plant Maintenance
 - Electrical maintenance
 - Mechanical maintenance
 - Instrumentation
- Planning and Research
 - Master Planning of Major Water and Sanitation Infrastructure.
 - Information Management and compliance.
 - Research

5.9.3.4 Water Services

The purifying of water and distribution thereof to customers in a safe and efficient manner remains one of the main guiding principles for water. In order to achieve this following infrastructure is in place:

- Water Treatment Works : 7
- Bulk supply pipelines: 700 km
- Pipelines: 4300km
- Pump Stations: 28 Reservoirs: 61

5.9.3.5 Sanitation Services

Once water has been used by the customers the collection, conveyance and treatment of wastewater in an efficient and environmentally safe manner in terms of the respective legislation. In order to achieve this, the following infrastructure is in place:

- Pipelines: 3900km
- Pump Stations: 89
- Wastewater Treatment Works:7

5.9.3.6 Challenges

The provision of water and sanitation services is the most basic services to the community. In this regard various legislations, starting from the Constitution govern this. Therefore the strategies by Government and the NMBM are focused at giving effect to these. The functional areas of Water and Sanitation are aligned with these in order to:

- Provide safe drinking water.
- Distribution of water to the community:
 - Maintenance of the water reticulation to limit water disruption to the minimum described in the Water Services Act.
- Reduction of Non Revenue Water

- Wastewater conveyance:
 - Maintenance of the sewer reticulation to limit sewage spillages to limit the impact on human health and the environment.
- Eradication of the bucket sanitation system.
- Development of additional water resources.
- Infrastructure Asset Management:
 - Upgrading, rehabilitation and augmentation of water and sanitation infrastructure.
 - Providing reliable infrastructure to support the basic community needs.
 - Providing reliable infrastructure to a growing economy that strives to diversify into other than the traditional economic activities

5.9.4 Brief SWOT analysis

Strengths

- Dedicated sections to deal with all aspects of water services value chain.
- Fully functional complaints section for Water and Sanitation
- Integrated water and sanitation management system.
- Committed and dedicated leadership

Weaknesses (what we don't do so well)

- Insufficient resources (human capital, plant, vehicles and materials).
- Spatial location of depots for operational response to complaints.
- Polarised relationship with organised labour.
- Insufficient funding for operations and maintenance programmes.
- Inadequate experienced and specialised skills for Water services (Artisans and civil engineering capacity).
- Aging workforce.

Opportunities (Where we can make a difference)

- Harness technology to improve service delivery.
- Community buy in the service value chain
- Information sharing and learning alliances with other Municipalities, Universities etc.
- Building greater relations with organised labour.

Threats (What stands in our way)

- Community cohesion and leadership issues.
- Vandalism of Municipal assets (telemetry, manholes, pumps, etc)
- Financial sustainability of the water services business.
- Non Revenue water and unaccounted for water.
- Bucket eradication
- Aging infrastructure
- Invasion of land and provision of services

5.9.5 Projects / Outputs**Water Resources and Water Treatment****Why this project**

Water Treatment Works are required to purify raw water to SANS standards for NMBM communities. Further certain projects are dedicated to the development of resources to increase the amount of water available for basic water needs and economic development. Nooitgedaht project is the first project to be completed followed by the desalination of seawater which will have major implications of how drinking water is delivered in further. This also speaks to the infrastructure asset management.

How long it will take

- These projects will be implemented over a number of financial years as funds are made available and as priority requires. Implementation will vary from 2 to 3 years up to about 8 to 10 years due to environmental requirements and funding models.

Who will benefit

- All of the communities and businesses within the NMBM will benefit.

Commentary on Budget

- The budget is insufficient to meet all the needs envisaged in the master plans. However the community priorities have been taken into consideration during the prioritisation of the projects to be implemented.

KPIs (Performance Measures)

- Completion of Nooitgedagt Phase 2 by June 2017.
- 95% Budget expenditure.
- % compliance with the drinking water standards in line with South African National Standards 241 (SANS 241)

How it will be done

The various projects will be implemented following Supply Chain Management procedures. The individual projects will extend over multiple financial years in terms of the respective cashflows.

FY 2016/17	R 87,268,000
FY 2017/18	R 76,950,000
FY 2018/19	R 66,120,000
FY 2019/20	R 70,000,000 (Proposed)
FY 2020/21	R 75,000,000 (Proposed)

Water Distribution

Why this project

- Water Distribution requires installation of water pipelines to convey potable water to all the consumer households within NMBM. This also speaks to the infrastructure asset management and NRW.

How long it will take

- Water Distribution projects are aligned with the Human Settlements Housing programme. Every financial year certain priorities will be implemented. This implementation will be an ongoing process for each financial year in support of the housing programme and infrastructure asset management.

Who will benefit

- The beneficiaries will be as identified in terms of the Housing Programme. However this extends beyond the identified projects as water supply and network is integrated.

Commentary on Budget

- The budget is insufficient to meet all the needs envisaged in the master plans. However the community priorities have been taken into consideration during the prioritisation of the projects to be implemented.

KPIs (Performance Measures)

- Number of additional households to be provided with water connections.
- 95% Budget expenditure

How it will be done

The various projects will be implemented following Supply Chain Management procedures. The individual projects will extend over multiple financial years in terms of the respective cashflows. Triennial contracts will also be used when and where required

FY 2016/17	R 70,110,000
FY 2017/18	R102,030,000
FY 2018/19	R147,060,000
FY 2019/20	R150,000,000 (Proposed)
FY 2020/21	R 155,000,000 (Proposed)

Basic Water

Why this project

- Basic water requires the installation of water standpipes in a radius of less than 200m in order to comply to National requirements in terms of basic water provision

How long it will take

- This target has been met, but budget provision is made to speak to any requirements that may be required.

Who will benefit

- The targeted beneficiaries are generally communities located in informal settlements.

Commentary on Budget

- Budget will be provided should the need arises

KPIs (Performance Measures)

- % informal households within the urban edge provided with access to a basic potable water supply within a 200 m radius.
- 95% Budget expenditure

How it will be done

- The work will be implemented through a triennial contract system. Formal tendering will be followed where required.

FY 2016/17 R 1,140,000

FY 2017/18 R 1,140,000

FY 2018/19 R 1,140,000

FY 2019/20 R 500,000 (Proposed)

FY 2020/21 R 500,000 (Proposed)

Non Revenue Water

Why this project

- Non Revenue Water projects strive to reduce the non revenue losses percentage in the form of real losses.

How long it will take

- Non Revenue Water projects will be implemented over the next 3 year period to minimise the water losses to a reasonable and acceptable figure

Who will benefit

- All water consumers within the NMBM will benefit. Water losses will be reduced which will prolong the implementation of immediate additional potable water resources.

Commentary on Budget

- Budget has been set aside for the initial interventions, however as NRW forms an integral part of the Water business this must be funded on an ongoing basis.

KPIs (Performance Measures)

- Reduction of NRW by 2% in terms of the IWA standards.
- 95% Budget expenditure.

How it will be done

The work will be implemented through a formal tendering process with the assistance of Supply Chain Management. Triennial contracts will also be used when and where required. Water ambassadors will be rolled out further to assist with a door to door campaign reduces water usage and wastage.

FY 2016/17	R123,940,000
FY 2017/18	R 76,665,000
FY 2018/19	R 39,665,000
FY 2019/20	R 40,000,000 (Proposed)
FY 2020/21	R 45,000,000 (Proposed)

Wastewater Conveyance

Why this project

- The installation of sewer bulk and network pipelines (incl. pump stations) to convey sewage from all households in the NMBM to wastewater treatment works for purification thereof in terms of legislated requirements. This also speaks to infrastructure asset management.

How long it will take

- Wastewater Conveyance projects are aligned with the Human Settlements Housing programme. Every financial year certain priorities will be implemented. This implementation will be an ongoing process each financial year in support of the housing programme and infrastructure asset management programmes.

Who will benefit

- Approximately 93% of the households within the NMBM are currently on a waterborne sanitation service. Further, those households forming part of the Human Settlements Plan will benefit from the development of the envisaged infrastructure.

Commentary on Budget

- The budget is insufficient to meet all the needs envisaged in the master plans and backlog study. However the community priorities have been taken into consideration during the prioritisation of the projects to be implemented.

KPIs (Performance Measures)

- Number of state subsidised housing units provided with access to water and sanitation. Turnaround time in dealing with sewerage spillages.
- 95% Budget expenditure.

How it will be done

The work will be implemented through a formal tendering process with the assistance of Supply Chain Management. Triennial contracts will also be used when and where required

FY 2016/17	R 170,202,000
FY 2017/18	R 198,816,000
FY 2018/19	R 198,588,000
FY 2019/20	R 205,000,000 (Proposed)
FY 2020/21	R 210,000,000 (Proposed)

Wastewater Treatment

Why this project

- Wastewater treatment works are required to purify sewage conveyed from households and industries to these wastewater treatment works as per legislated requirements. The most critical project is the upgrade and expansion of Fishwater Flats. It treats more than 60% of the sewage of the NMBM and needs to be upgraded without increasing the current foot print.

How long it will take

- These projects will be implemented over a number of financial years as funds are made available. Implementation will vary from 2 to 3 years or up to about 10 years for the bigger projects.

Who will benefit

- Approximately 93% of the households within the NMBM who are currently on a waterborne sanitation service will benefit. Critical, is the provision of treatment capacity to service the Housing Programme while always being environmentally compliant.

Commentary on Budget

- The budget is insufficient to meet all the needs envisaged in the master plans and backlog study. However the community priorities have been taken into consideration during the prioritisation of the projects to be implemented.

KPIs (Performance Measures)

- 95% Budget expenditure

How it will be done

- The work will be implemented through a formal tendering process with the assistance of Supply Chain Management

FY 2016/17	R 178,068,000
FY 2017/18	R 158,992,000
FY 2018/19	R 167,478,000
FY 2019/20	R 170,000,000 (Proposed)
FY 2020/21	R 175,000,000 (Proposed)

Bucket Eradication

Why this project

- The Bucket Eradication project is to provide dignified sanitation services to communities where buckets still exist. The two main areas of providing sanitation will focus on:
- The upgrading of informal settlements through the construction of houses with individual water connections and waterborne sanitation.
- The construction of communal toilet facilities for communities who will only qualify for housing in terms of the latter years of the housing programme.

How long it will take

- The housing programme will determine the rollout of the solution while the construction of communal toilets facilities will be carried out over the next three financial years.

Who will benefit

Approximately 30 000 households are still located in informal settlements that are currently using the bucket system.

Commentary on Budget

- The budget is insufficient to meet all the needs of the communities, but the community priorities have been taken into consideration during the prioritisation of the projects to be implemented.

KPIs (Performance Measures)

- % households provided with access to basic sanitation (excluding bucket system). 95% Budget expenditure.
- Construction of 50 Communal toilets facilities.

How it will be done

The work will be implemented through a formal tendering process with the assistance of Supply Chain Management

FY 2016/17	R 30,780,000
FY 2017/18	R 30,780,000
FY 2018/19	R 36,480,000
FY 2019/20	R 25,000,000 (Proposed)
FY 2020/21	R 15,000,000 (Proposed)

5.10 INFRASTRUCTURE AND ENGINEERING: ROADS

5.10.1 Guiding Principles

- The Nelson Mandela Bay Municipality (NMBM) is required, in terms of Section 36(1) of the National Land Transport Act, 2009 (Act No. 5 of 2009), to prepare a Comprehensive Integrated Transport Plan (CITP) every five years.
- The NMBM is required to provide safe, affordable, sustainable and accessible multi-modal transport services and infrastructure that promote integrated land use development and ensure optimal mobility for the residents and users of the transport system in the metropolitan area.
- The NMBM's revised Comprehensive Integrated Transport Plan (CITP), which is applicable from 2011 to 2016 and is updated annually, recommends new capital projects for its Capital Budget in addition to those already existing. It is envisaged that the implementation of these projects will ensure that the objectives of the CITP are met, which are. Tender documents are being prepared for the appointment of consultant to carry out a new CITP in 2016 for 5years.
- Mobility, i.e. the integrated planning of land use and transport systems should be undertaken in order to minimize the need for travel.
- Convenience, i.e. a frequent, safe and reliable public transport system should be provided, with conveniently located termini and stops.
- Reasonable cost, i.e. the total cost of provision, operation and maintenance of the metropolitan transport system should be minimized.
- Minimum side effects, i.e. transport safety should be improved and the accident rate reduced and residents should feel safe while using the Municipality's transport facilities.

5.10.2 Commentary and Background

The Municipality has a Pavement Management System (PMS) in place, which is the master plan for all existing road infrastructure within Nelson Mandela Bay. The road centerline data, which is the backbone of the system, is currently loaded on the Corporate GIS and all the data components are linked through the Roads Management System Support Programme. There are currently 4397km of Roads, 3126km Municipal, 1018km Provincial, and 253km SANRAL. Municipal Road Infrastructure is inspected every 3 years and the management reports are updated. The most recent update was completed in November 2014, with a more detailed report of the high maintenance general roads and subsidized roads being completed in October 2015. The next update is proposed in the 2017/2018 financial year.

5.10.2.1 Stormwater Planning

A Stormwater Assets Register for the NMBM was completed, in terms of which an inventory of all stormwater infrastructure was undertaken. The project entailed the development of the basic computer interface for the logging of stormwater information and the logging of piped, lined and unlined stormwater reticulation. The system is continually updated; the next complete update will be done in 2017. A new stormwater maintenance plan is currently being developed, with first report being completed by June 2016; however this maintenance plan will be ongoing and reviewed yearly.

Stormwater Master Planning has been undertaken and is in progress in various areas throughout the Metro, with a view to establishing, in particular, the bulk stormwater requirements for these areas. This is essential, as existing and proposed housing developments cause the existing stormwater systems to be overloaded, resulting in the flooding of properties. The most recent implementation designs of the Colchester Area are currently undergoing an EIA process. The Municipality has furthermore conducted floodline studies for various catchment areas in the Metro and has established a 1:100 year floodline, which prevents development from taking

place within those lines. The 1:100 year floodline study for Chatty River, Swartkops River, and a portion of Sundays River at Colchester has been completed and the most recent draft study of the Baakens River and Paapenkuils River has been finalized. A consultant was appointed to carry out bridge and culvert inspections and to update the existing Bridge and Culvert Management Systems. This involved, inter alia, the evaluation of the condition of each bridge and culvert structure in the Metro; ranking the structures in terms of their condition and priority; and creating schedules for their maintenance and rehabilitation. These inspections are ongoing, and further investigations and inspections will again be undertaken in 2017.

5.10.2.2 Critical Challenges

The inadequate funding for roads maintenance has led to an increase in the backlog (approximately R2.45 billion for maintenance and R2,6 billion for the tarring of roads). This increases annually as new residential areas are established and developed. Additional Minimum R150m is required annually to reduce Potholes and resurface Road

Further funding R1.25 billion is required for Roads that required for additional capacity (short-term projects), Roads required for access and connectivity (short-term projects) and Non-motorized transport projects.

Insufficient subsidies from the Provincial Departments of Transport and Roads and Public Works. A new SLA has been signed with Provincial Roads and Public works, making R8m for 2016/2017 and R10m for 2017/2018. These amounts are still inadequate.

Risk of flooding and community health and safety hazards due to poor stormwater infrastructure (estimated stormwater infrastructure backlog is R700 million; bridge and culvert structures backlog is R450 million, and the implementation of the Stormwater Master Plan will cost R1.0 billion). Additional R95m is required annually to cope with stormwater and bridge structure.

Roads and stormwater infrastructure is exposed and weather conditions, deliberate damage and litter exacerbate the already aged infrastructure functionality.

5.10.2.3 Staff shortages - workers, supervisors and technical.

- Efforts are being made to solicit alternative sources of funding to address the challenges outlined above.

5.10.3 Strategies

- The key strategies to meet the above objectives include the following:
- Provision of adequate roads to give access to all developed areas. Due cognizance should be given to the impact on the natural and built environment when considering road proposals.
- Maintenance of existing roads to ensure that there is an acceptable level of service.
- Provision of facilities for non-motorized transport users.
- Improvement and maintenance of stormwater infrastructure across the Municipality.

5.10.4 Roads and Stormwater Operations

- Responding to Roads, Stormwater and Transportation complaints
- Potholes repairs: The municipality commits to attend (the site will be visited and made safe) to all potholes complaints within 72 Hours of the potholes being reported.
- Repair / re-instatement of trenches: The municipality commits to attend (a site visit will be conducted) to all repairs/re-instatements of trenches within five (5) working days of complaints being reported.
- Grading / regravelling of gravel streets: The municipality commits to attend (subject to site visit and availability of resources) to all complaints within one (1) month.
- Repairs to guardrails and roadside fencing: The municipality commits to attend to repairs and implementation within five (5) working days
- Faded road markings: The municipality commits to attend to complaints in three (7) working days.

- Damaged street names and road signs: The municipality commits to attend to complaints in three (5) working days.
- Damaged/missing manhole covers: The municipality commits to attend and replacement in 24 hours.
- Blocked catchpit and stormwater reticulation: The municipality commits to attend and clearing of blockage in 48 hours.
- Blocked open concrete canals and earth canals: The municipality commits to attend and clearing of blockage in 48 hours.
- Damaged stormwater infrastructure: The municipality commits to attend to repairs and implementation within five (5) working days, but make safe within 24 hours
- Malfunctioning traffic lights/signals: Standby person commits to be onsite within 1 hour after receiving complaint and repairing fault within next hour. If not possible the fault will be escalated to the supervisor.
- Requests for new traffic signals: Requester will be replied to in writing regarding the request within 30 days.

5.10.5 Application for traffic calming measures

- Mini Traffic Circles, Raised Intersections, and Raised Pedestrian Crossings & Speed Humps: On receiving requests, the municipality commits to do investigation as per NMBM's Traffic Calming and Implementation Guidelines Policy. Implementation of the request will be undertaken upon meeting the warrants stipulated in the policy. Timeframe: one day for a speed hump and a raised pedestrian crossing and up to eight (8) weeks to build other forms of traffic calming measures, depending on the size of the intersections on which such measures are to be provided.

5.10.6 Provision of services information

- Walk in customers requesting information on the position of stormwater water services will be attended to at the counter.
- Wayleave applications: the municipality commits to finalize the application in one month. (note: this application involves input from other departments e.g. telkom, electricity, water works, sewerage on location of their services within the road reserve)

5.10.7 Scheduled and emergency disruptions to vehicular traffic flow

- For all scheduled disruptions to vehicular traffic flow, the municipality commits to inform the public at least 2 weeks in advance via radio, newspapers and any other means of communication at the disposal of the municipality.
- All emergency disruptions to traffic flow will be communicated to the public within two hours.

5.10.8 New Township Road Construction

- New roads, to new areas are installed as the Metro grows. Road construction to new township is governed by the housing subsidy. Funding under the subsidy is only for essential services ie water, sanitation and rudimentary roads. Full municipal standard road backlogs are created as funding is only sufficient to provide gravel roads. This is exacerbated as funding for upgrading of gravel roads is less than township growth, increase in housing subsidy is required to complete all services.

- Gravel roads tarred according to a publicised timetable. The NMBM Council at its meeting held on 24 October 2008 identified a dire need to upgrade the undesirable gravel street network of its areas in order to provide a better level of services to its communities. The council due to the magnitude of the scope of gravel roads to be tarred resolved to embark on a long term strategy of implementation. A total backlog of 472 Kilometers of gravel roads to be tarred was quantified in year 2008.

5.10.9 Major Access Roads

- The Nelson Mandela Bay Municipality (NMBM) is required, in terms of Section 36(1) of the National Land Transport Act, 2009 (Act No. 5 of 2009), to prepare a Comprehensive Integrated Transport Plan (CITP) every five years.
- The NMBM is required to provide safe, affordable, sustainable and accessible multi-modal transport services and infrastructure that promote integrated land use development and ensure optimal mobility for the residents and users of the transport system in the metropolitan area.
- NMBM's has a Comprehensive Integrated Transport Plan (CITP), which is applicable from 2011 to 2015 and is updated annually, recommends new capital projects for its Capital Budget in addition to those already existing. It is envisaged that the implementation of these projects will ensure that the objectives of the CITP are met. The planned projects are
- Roads, Stormwater and Transportation and Design and Implementation are Sub Directorates of the Infrastructure and Engineering Directorate. These sub-directorates are not a trading service, which means project funding is entirely dependant on internal funding, Urban Settlement Development Grant (USDG) and any other Grant funding.
- It is not considered as an essential service but similar expectations as those required by essential services are realised, as services provide access to developments and commerce. Further challenges we face relate to Interruption of construction sites by SMMES (Small Business) and high vacancy rate within the directorates.

5.10.10 Directorate overview

5.10.10.1 Design and Implementation

Project Management-manage capital housing and grant funded projects

- Determination of design and implementation strategies
- Completion of design and implementation programmes
- Monitoring and reporting on expenditure programmes
- Co-ordination and provisioning of internal and bulk services on housing projects
- Co-ordination of external and internal funding

Design-manage design related matters

- Appointment and management of consulting engineers
- Undertaking and evaluation of engineering designs
- Completion of engineering guidelines and specifications
- Rendering of professional mentorship and training of staff
- Management of environmental impact assessment activities

Contracts-manage infrastructure related projects

- Management of external contracts
- Procurement of goods and services
- Provision of contractual advisory services
- Rendering of contractual administration services
- Handling of legal contractual matters

Capital Construction-manage internal construction of township services

- Implementation of Capital and maintenance projects
- Controlling of cost, quality, plant, equipment and material
- The allocation of resources
- Determination of construction strategies
- Enforcement of safety on work sites

5.10.10.2 Roads Stormwater and Transportation

Transportation

- Responsible for Transportation Planning
- Manage TIA's
- Traffic Engineering
- Management of traffic signals, traffic control equipment, traffic signs
- Public transport excluding

Roads & Stormwater

- Road and Bridge Maintenance,
- Street verge and sidewalk maintenance
- Surfacing of roads
- Traffic signs, Road markings, street names
- Railway sidings
- Bridge maintenance
- Maintenance of stormwater reticulation

Management Systems & Planning

- Development, implementation and management of electronic management systems for roads and stormwater infrastructure
- Planning and research of roads and road building material
- Manage private developments re roads & stormwater
- Prelim designs of roads and stormwater
- Manage capital projects

5.10.10.3 Brief SWOT analysis

Strengths

- Respond to the needs of the community and adapt the implementation and prioritisation of projects accordingly
- Young, energetic technical workers
- Above 95% budget spending over the past five financial years

Weaknesses

- The support and developing of Emerging Contractors (SMME Development)
- Bureaucracy
- Conflict resolution -dealing with Litigations from service providers and the public
- Limited Human Resources

Opportunities

- With an increase in funding we can accelerate the delivery of services such as the construction of roads and transportation routes which will allow communities access to public transport services.
- Providing Basic Services to Communities
- Job Creation
- An improved control of the vacancy rate can lead to quality delivery of our construction projects
- Reduce risks of loss of Life
- Reduce risk of Damage to Property

Threats

- Environmental Impact Assessment Processes
- Budgets constraints
- Aging infra Structure
- Lengthy procurement procedures
- Limited Human and equipment Resources
- Strikes, Construction Site Closures

5.10.10.4 Projects / Outputs

Tarring of Gravel Roads

See attached file(s): [Roads .pdf](#)

Why this project

- Council resolved to embark on a long term strategy for the implementation of tarring of gravel roads to provide communities with access and an improved standard of living.

How long it will take

- The financial resources required to achieve the goal proved to be immense and not feasible over a period of Six years. The NMBM was then compelled to realistically project for a longer term that anticipates achievement of this goal by year 2033

Who will benefit

- Affected residents will be provided with access

Commentary on Budget

- Budget insufficient to address backlog

KPIs (Performance Measures)

- Km of gravel roads tarred

How it will be done

FY 2016/17

- It is planned that Contractors will be appointed to start implementation of the project in September 2016. The project is currently in the planning stage and is now ready for Tender and Procurement. It is envisioned that the project will be implemented via a Triennial Tender. The 2016/2017 financial year will thus be Year 1 of the implementation plan. It must be noted that the implementation of this project is directly linked to funding received and therefore any additional funding will result in and accelerated action plan.

Capex

R72m

FY 2017/18

- Year 2 of the Triennial Tender will commence in July 2017

Capex

- R50m

FY2018/19

- Year 3 (The final year) of the Triennial Tender will commence in July 2018

Capex

- R56M

FY2019/20

- A similar implementation approach will be followed for the next three years
2019-2021

Capex

- R120M

FY2020/21

- A similar implementation approach will be followed for the next three years
2019-2021

Capex

- R120M

Sidewalks and Cycle Paths

See attached file(s): [491210_Proposed_Sidewalks_A3_15Mar2016.pdf](#)

Why this project

- To promote the safe movement of pedestrians and cyclists and to reduce the number of fatalities caused by motorised traffic.

How long it will take

- This will be an ongoing project to cater for pedestrians and cyclists as the city develops

Who will benefit

- All pedestrians within the Nelson Mandela Bay Metro

Commentary on Budget

- The first sixteen phases have been completed at an all-inclusive cost of R170,7 million.

KPIs (Performance Measures)

- Km of new sidewalks constructed

How it will be done

FY 2016/17

- Triennial Tender to accommodate the implementation

Capex

- R7M

FY 2017/18

- Triennial Tender to accommodate the implementation

Capex

- R8M

FY2018/19

- New Triennial Tender to be advertised

Capex

- R9M

FY2019/20

- Triennial Tender to accommodate the implementation

Capex

- R20M

FY2020/21

- Triennial Tender to accommodate the implementation

Capex

- R20M

Resurfacing of Roads

See attached file(s): [Resurfacing Kwadwesi Bethelsdorp Wards.pdf](#),
[Resurfacing Motherwell Wards.pdf](#), [Resurfacing Overall Wards A3 10 April 2016.pdf](#),
[Resurfacing PE1 Wards.pdf](#), [Resurfacing PE2 Wards.pdf](#),
[Resurfacing UTH Desp Wards.pdf](#)

Why this project?

- To maintain Municipal assets and create safe environment for all road users.
Age of and Deterioration of existing infrastructure has led to potholes which is unsafe. Backlog exist

How long will it take?

- Ongoing/continuous

Who will benefit

- All metro and worldwide visiting users

Budget

- Backlog exist, Insufficient Budget, R40m required per year

How it will be done

FY 2016/17

- In accordance with Pavement Management System (All road inspection Tool updated every 3 years.) Service provider implementation
R14m

FY 2017/18

- In accordance with Pavement Management System (All road inspection Tool updated every 3 years.) Service provider implementation
R12m

FY2018/19

- In accordance with Pavement Management System (All road inspection Tool updated every 3 years.) Service provider implementation
R14m

FY2019/20

- In accordance with Pavement Management System (All road inspection Tool updated every 3 years.) Service provider implementation
Estimate R16m

FY2020/21

- In accordance with Pavement Management System (All road inspection Tool updated every 3 years.) Service provider implementation
Estimate R18m

Theescombe/Gqebera Stormwater

Why this project

- To prevent flooding and reduce the risk of loss of life and damage to property of the Walmer/Gqebera community

How long it will take

- 2 years for 1st Phase

Who will benefit

- All communities in the Walmer/Gqebera area

Commentary on Budget

- Sufficient Budget to complete Phase 1

KPIs (Performance Measures)

- No information available

How it will be done

FY 2016/17

- Service Provider/Contractor appointed in 2015
R21m

FY 2017/18

- Service Provider/Contractor appointed in 2015
Provisional R5m

FY2018/19

Action Plan

0

FY2019/20

Action Plan

0

FY2020/21

Action Plan

0

Summerstrand Bulk Stormwater

Why this project

- Property owners who have had flooding and are becoming desperate to have the flooding issue resolved. Non implementation of this project will expose the Municipality to high claims from the residents.

How long it will take

- Project is currently being implemented, additional funding is required to complete the project

Who will benefit

- Residents and visitors of ward 1 and 2

Commentary on Budget

- No information available

KPIs (Performance Measures)

- Km of stormwater drainage installed

FY 2016/17

- Contractor already appointed

Capex

- R6M

FY 2017/18

N/A

N/A

FY2018/19

N/A

N/A

FY2019/20

N/A

N/A

FY2020/21

N/A

N/A

Chatty Storm water Improvement

Why this project

- The houses that are currently constructed are on a flood line and need to be protected in case of a flood. Should a flood occur, the NMBM will be liable for damages.

How long it will take

- Currently under planning, EIA process commenced

Who will benefit

- Ward 41

Commentary on Budget

- No information

KPIs (Performance Measures)

- Km of stormwater drainage installed

How it will be done

FY 2016/17

- Planning consultants appointed

Capex

- R2M

FY 2017/18

- Tenders to be advertised for construction. Phased construction to start

Capex

- R2M

FY2018/19

- Continuation of planned construction

Capex

- R4M
- R2M

FY2019/20

- Implementation of the next phase of the project

Capex

- R4M

FY2020/21

N/A

N/A

Zwide Bulk Stormwater

Why this project

- Soweto on Sea was developed without a Stormwater Master Plan. This has inevitably led to poor and even no stormwater drainage throughout the majority of the area. Ponding water create numerous health and safety risks, e.g. mosquitoes, waterborne diseases, children drowning, and houses flooding. The occurrence of the latter has obvious and major long-term implications. It is imperative that the NMBM address the stormwater crisis at Zwide Area as a matter of urgency. Project being implemented in phases as budget allows. Busy implementing phase 11 of 15.
- Stormwater Master Planning has been undertaken and is in progress in various areas throughout the Metro, with a view to establishing, in particular, the bulk stormwater requirements for these areas. This is essential, as existing and proposed housing developments cause the existing stormwater systems to be overloaded, resulting in the flooding of properties. The Planed projects are:

How long it will take

- Project being implemented in phases as budget allows. Busy implementing phase 11 of 15.

Who will benefit

- Ward 26,27,28

Commentary on Budget

No information

KPIs (Performance Measures)

- Km of stormwater drainage installed

How this will be done

FY 2016/17

- Phased implementation continued

Capex

- R3M

FY 2017/18

- Phased implementation continued

Capex

- R4M

FY2018/19

- Phased implementation continued

Capex

- R2M

FY2019/20

- Phased implementation continued

Capex

- R5M

FY2020/21

- Phased implementation continued

Capex

- R5M

Bulk Stormwater Infrastructure-NU31

Why this project

- The Housing Development planned for Motherwell NU31 requires bulk stormwater infrastructure for the development to discharge into. This project therefore needs to be completed before servicing of the sites to prevent any flooding occurrences

How long it will take

- The Project will be implemented in phases as budget becomes available.

Who will benefit

- Future residents of NU31

Commentary on Budget

- Additional funding is required as estimated total project cost is currently R40 million

KPIs (Performance Measures)

- Km of stormwater drainage installed

How this will be done

FY 2016/17

- The consulting engineer has been appointed to complete the planning and design of the project.

Capex

- R1M

FY 2017/18

- As a result of the current funding allocation, the construction will be implemented in a phased approach. It is envisioned that construction will commence in the 2017/18 financial year. Subject to environmental authorisations being obtained.

Capex

- R5M

FY2018/19

- Project should commence in January 2018 and continue into the new financial year of 2019 to allow for continuity of construction.

Capex

- R5M

FY2019/20

Phased construction

Capex

R25M

FY2020/21

Phased construction

Capex

R25M

Cannonville/Colchester Stormwater Improvements Project cost R32m

Why this project

- To minimize flooding and reduce the risk of loss of life and damage to property

How long it will take

- 5Years

Who will benefit

- Community on Colchester/Cannonville

Commentary on Budget

- Insufficient Budget on 2nd and 3rd years

KPIs (Performance Measures)

- No Information

How it will be done

FY 2016/17

- Awarded Service Providers (R2,5m)

FY 2017/18

Awarded Service Providers (R5m)

FY2018/19

- Awarded Service Providers (R5m)

FY2019/20

- Action Plan
- Estimated R6m

FY2020/21

- Action Plan
- Estimated R6m

Access Road to Chatty Developments

Why this project

- Access to the new Human Settlement area of Chatty and Jachtlakte

How long it will take

- Phased construction

Who will benefit

- All residents of the area

Commentary on Budget

- No Information

KPIs (Performance Measures)

- km of tarred roads

How this will be done

FY 2016/17

- Tenders to awarded in August 2016

Capex

- R8M

FY 2017/18

- Continuation of construction

Capex

- R5M

Y2018/19

- Continuation of construction

Capex

- R10M

FY2019/20

- Implementation of the next phase

Capex

- R8M

FY2020/21

- Completion of the project

Capex

- R10M

Glen Hurd Drive Upgrading

Why this project

- Access to the new Fairview human settlement area and to reduce traffic congestion on William Moffett.

How long it will take

- Five years

Who will benefit

- All users of 3rd Avenue in Glen Hurd

Commentary on Budget

- Dependant on budget availability

KPIs (Performance Measures)

- Km of tarred roads

How it will be done

FY 2016/17

- Tender and procurement phase

Capex

- R4M

FY 2017/18

- Planned construction to start in a phased approach

Capex

- R9M

FY2018/19

- Phased construction

Capex

- R9M

FY2019/20

- Phased construction

Capex

- R20M

FY2020/21

- Phased construction

Capex

- R30M

Construction of Bloemendal Arterial

Why this project

- To give access to Khayamnandi, Joe Slovo, Chatty and Jachtlakte new human settlement areas

How long it will take

- Four Years

Who will benefit

- All residents in the surrounding area

Commentary on Budget

- Phased implementation dependant on budget

KPIs (Performance Measures)

- Km of tarred roads

How it will be done

FY 2016/17

- EIA process underway

Capex

- R2M

FY 2017/18

- Phased construction start

Capex

- R3M

FY2018/19

- Continuation of phased construction

Capex

- R3M

FY2019/20

- Continuation of phased construction

Capex

FY2020/21

- Continuation of phased construction

Capex

- R20M

Joe Slovo Bridge

Why this project

- To provide greater access and improved standard of living for residents of Joe Slovo, as well as the Joe Slovo Primary School.

How long it will take

- 3 years starting in 2018

Who will benefit

- Residents of Joe Slovo

Commentary on Budget

- No Information

KPIs (Performance Measures)

N/A

How this will be done

FY 2016/17

Action Plan

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

- Start construction

Capex

- R25M

FY2019/20

- Completion of construction

Capex

- R20M

FY2020/21

- Action Plan

Capex

Wells Estate Access Road

Why this project

- To provide greater access and improved standard of living for residents of Wells Estate.

How long it will take

- 3 years starting in 2018

Who will benefit

- Residents of Wells Estate

Commentary on Budget

KPIs (Performance Measures)

- Km of tarred roads

How will this be done

FY 2016/17

Action Plan

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

- Start construction

Capex

- R2.5M

FY2019/20

- Continuation of Phased construction

Capex

- R10M

FY2020/21

- Completion of construction

Capex

- R10M

Upgrading of Fountain Road - Walmer Township

Why this project

- Fountain Road is the main access to Walmer Townshipship

How long it will take

- 2 Years

Who will benefit

- The whole Walmer Township community and Worldwide visitors to the Township

Commentary on Budget

- Sufficient Budget for 1st phase of upgrading

KPIs (Performance Measures)

- No Information

How it will be done

FY 2016/17

- Awarded contractors/Service providers (R4m)

FY 2017/18

- Awarded contractors/Service providers (R5m)

FY2018/19

Action Plan

0

FY2019/20

Action Plan

0

FY2020/21

Action Plan

0

Seyisi Square & Daku Square upgrade

Why this project

- Activist Memorial

How long it will take

- Spread over 3 years

Who will benefit

- Metrowide communities and Worldwide Visitors

Commentary on Budget

- No Information
- KPIs (Performance Measures)
- No Information

How it will be done

FY 2016/17

Action Plan

No Information

R3m

FY 2017/18

Action Plan

R1m

FY2018/19

Action Plan

R1m

FY2019/20

Action Plan

0

FY2020/21

Action Plan

0

Traffic Calming Measures

Why this project

- To control traffic and make the NMB Metro roads safer for pedestrians and other road users

How long it will take

- Ongoing/continuous

Who will benefit

- All Metro communities and Worldwide visitors

Commentary on Budget

- Budget provision is continuous

KPIs (Performance Measures)

No Information

How it will be done

FY 2016/17

- Awarded Service Providers (R4m)

FY 2017/18

- Awarded Service Providers (R4m)

FY2018/19

- Awarded Service Providers (R4m)

FY2019/20

- Awarded Service Providers (R5m)

FY2020/21

- Awarded Service Providers (R5m)

Rehabilitation of Verges and Sidewalks - Northern Areas

Why this project

- The verge infrastructure in the Northern areas is very old and falling apart, which create many pothole and erosion on the verges which is a danger to pedestrians

How long it will take

- Ongoing

Who will benefit

- Not just the residents of the area ,but also all people from the Metro and visitors

Commentary on Budget

- Yearly budget provision must be retained to catch up with backlogs

KPIs (Performance Measures)

No Information

How it will be done

FY 2016/17

- Awarded Service Providers (R1m)

FY 2017/18

- Awarded Service Providers (R1m)

FY2018/19

- Awarded Service Providers (R1,5m)

FY2019/20

- Awarded Service Providers (Estimated R1,5m)

FY2020/21

- Awarded Service Providers (Estimated R1,5m)

5.11 SPECIAL PROGRAMMES DIRECTORATES

5.11.1 Guiding Principles

The Directorate will facilitate and implement a various Special and Strategic Programmes and Projects. Resource mobilisation will form part of the Directorate core activities. The mandate spans over three Areas i.e. Motherwell, Hullenvale and Walmer Township but not limited to. The Directorate will also attend to Hot – Spot Areas and co- ordinate the resolution of service delivery challenges.

5.11.2 Commentary and Background

5.11.2.1 Legal and Policy Perspective / Strategy:

- Provincial Strategy
- 2014 Council Resolution
- 2015/16 IDP
- BEPP as approved in 2014/15
- Human Settlements Strategic Framework adopted in 2012 identifies Motherwell as both Urban Renewal Precinct and Spatial Transformation Precinct
- Small Towns Rejuvenation Strategy/Programme
- Poverty alleviation Programme –Eastern Cape - EXCO resolution w.r.t. Walmer and Hellenvale Townships

5.11.2.2 Background: *External Environment Analysed*

- The country's sluggish economic growth in the recent years, compounded by the slow recovery in the financial markets particularly in Europe is beginning to negatively impact the Public purse.
- Mostly affected are the country areas designated as Metropolitan Municipalities (the continued urban population growth as outlined in the IUDF also emphasises the point).

- The Mid Term Budget Policy Speech places an unprecedented priority on the role of Cities in faster, more inclusive economic growth and specifically emphasises the importance of Structural Reforms to reshape the urban environment through Integrated Spatial Planning, revive Investment in affordable housing in partnership with private sector and the expansion of municipal debt market -(Minister of Finance, 2014/15 MTBPS).
- The up surge of NGO's taking Government through Courts in pursuit of the Second Generation Rights, housing, water, education, access to electricity, safety and clean environment. The well documented challenges of unemployment and poverty amongs the Youth.

5.11.2.3 Poverty eradication - War on Hunger

Programmes and Projects

- **Food Security**

Audit and identify households with backyard gardens. Through the Department of Agriculture, donate seeds, hosepipes, wheelbarrows and other tools. Encourage the community to establish ploughing fields and small gardens in schools.

- **Co-ordinate support for Old Age Homes and other Home- Based Care NPOs.**

Link each to a Sponsor to ensure on going support.

- **Early Childhood Development Centres**

Physically Audit and conduct a needs analysis of all ECDC in the two Wards. Mobilise Private sponsors and investors to invest in ECDC's.

- **Establish Ward based Anti - Poverty War Rooms in the NMBM**

5.11.3 Swot Analysis

Strengths

- The experience and existence of cross - multi sectoral relationships and i.e. Sector Departments, Private Sector and Multinational Institutions.
- Experienced in working with community and community based Structures in delivering the agreed objectives.
- Understanding and managing the interface between Politics and Administration in pursuit of agreed objectives.

Weaknesses

- The Directorate is not capacitated fully i.e does not have the Executive Director to strategically lead the Directorate.
- Uncertainty about the mandate of the Directorate compounded by the fact that the Directorate ventures in areas gray areas i.e. unfunded programmes, support to NPO's, Support to Education and ECDC, Health Programmes viz HIV and AIDS, Support to Sporting organisations and SAPS initiatives.
- The lack of cutting edge skills to undertake the multiplicity of projects.

Opportunities

- Increasing Government appetite to fund projects aimed at Job creation and Youth empowerment
- National Government's focus on NMBM i.e. the quest to fund community based projects. Motherwell's proximity to COEGA IDZ.
- The multi - billion Rands Investment in projects that are in Motherwell i.e. PRASA Rail line, NuWay housing development, Development through BEPP and integration zones. Draft policy, IUDF - Area Based Management.

Threats

- Lack of appreciation or support of township based development.
- Rigid municipal funding protocols w.r.t. soft social programmes and crime diversion.
- The prevailing perception that the Unit is no longer relevant and necessary.

5.11.4 Projects / Outputs (Five Year Programme: 2016 - 2021)

Facilitate both the Development of Social Housing and Bonded Stock

Why this Project?

- The objective of the project is to trap the economical active population within Motherwell area. This will positively impact on the economy of the area.

Budget - Will be provided by Human Settlements Directorate

Facilitate the eradication of all shack areas in Motherwell - low cost housing development in NU 29,30 and 31

Why this Project?

- In keep with the government's commitment i.e. eradication of shack and bucket system.

Budget - Will be provided by Human Settlements.

Facilitate the development of Motherwell rail line in collaboration with PRASA and relevant stakeholders

Why this Project?

- PRASA is implementing the National Policy and programme i.e. providing safe, affordable and reliable transport mode. This will impact in the local economy.

Budget for the Project

- The stated budget for the project is R1.3 billion by PRASA.

Facilitate the establishment of the Private Hospital in Motherwell

Why this Project?

- To bring high quality health care close to the communities. In preparation for NHI implementation. Currently Motherwell does not have a fully flagged hospital.

Budget for the Project

Private partnership: The Investors will invest their own money.

Development of Markman Industrial Area, Swartkops and Deal Party. Face lift and beautification of the environment, Development of pedestrian walk ways, installation of CCTV and street lighting.

Why this Project?

- The three areas are close or are in the township, to realise the live, work and play commitment, employment has to be created in these areas. To attract more investors and provide a safe environment for all for business to thrive.

Budget

- Not allocated yet.

Facilitate the establishment of the Technical Collage (FET) inMotherwell

Why this Project?

- The need for this facility is huge i.e technical skills are in great need and the youth is unemployed. Currently Motherwell Youth commute between town and Motherwell at great cost.

Budget

- Will come from the Dept. of Higher Education.

**Facilitate the development of the new fire service station in Motherwell.
(relocate staff from the old and dilapidated shed to the new facility)**

Why this Project?

- Motherwell, Coega IDZ, N2 as well as the industrial areas are in need of the Fire Services. To protect the investments made and human lives. Limit the response time to emergencies

Budget

- Not allocated yet

Undertake Precinct Planning to enhance local economic development and the effective implementation of BEPP - project priority list and direct impact

Why this Project?

- In terms of BEPP, Motherwell area is a Catalytic Project, to realise that a New Precinct Business Plan has to be done. The business plan will identify the economic productive projects and also prioritise them in order of their impact. It is a requirement of both NMBM and National Treasury.

Budget

- R800 000

Empower Youth and unemployed through, training, crime diversion programmes and sports development.

Why this Project?

- Not all young people will succeed through normal Schooling system. Will need to create an environment that is crime free through sporting and Arts and culture activities.

Budget

- Not allocated yet.

Completion of Phase two of Motherwell Traffic and Licensing Centre.

Why this Project?

- The Project will provide Traffic and licensing services to the community of the Metro. It will also increase revenue for the Metro also. To be noted this is not a new project.

Budget

- 19 million

5.12 SAFETY AND SECURITY

5.12.1 Guiding Principles

Metro Police Service

Objective is to conduct a cost effective and affordable Metro Police Service implemented by 2016/17.

- Implementation of a by law enforcement strategy
- Implementation of a crime prevention strategy
- Implementation of a Traffic enforcement plan

Fire and Emergency Service

- Save life and protect property
- Efficient and Effective response
- Creation of a fire safe environment
- Implementation of Fire safety strategy

Disaster Management Service

- Integration of institutional plan
- Integrate disaster management strategy
- Meeting of Disaster Risk assessment objectives
- Ensure Risk Assessment implementation plan
- Disaster risk reduction objectives
- Implementation of disaster risk plan
- Response and recovery Strategy
- Implement response and recovery plan

5.12.2 Commentary

Brief Background and challenges

Environment is highly regulated, Human Resource dependent and highly politicked. Budgetary and Human resource constraints.

5.12.3 Directorate Overview

Engage continuously with labour and politicians to resolve the above.

5.12.4 Brief SWOT analysis

Strengths

Interpreted cooperation,
Community programmes,
Effective response to emergencies,
Effective training centres, Institutional memory.

Weaknesses

Weak CCTV control
Poor by law enforcement
Unresolved labour issues
Poor discipline
Lack of HR capacity

Opportunities

CCTV
By law enforcement
Succession planning
Effective disciplinary measures
Improve Communication
Team building
Skills development

Threats

Labour unrests
Budgetary constraints
Ageing workforce
Unresolved labour cases

5.12.5 Projects/ Outputs

Additional EDL centres

Why this project

- Improved service delivery

How long it will take

- Unknown

Who will benefit

- All Wards

Commentary on Budget

- R90 000 000

KPIs (Performance Measures)

- No Information

How it is done

FY 2016/17

Action Plan

No information

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

MPS 8 Precincts

KPIs (Performance Measures)

Why this project

- Effective service delivery

How long it will take

- 5yrs

Who will benefit

- All wards

Commentary on Budget

- R225 000 000

KPIs (Performance Measures)

- No information

How it is done

FY 2016/17

Action Plan

Capex

FY 2017/18

Action Plan

Capex

Additional Fire stations

KPIs (Performance Measures)

Why this project

- It is legislated

How long it will take

- yrs

Who will benefit

- All Wards

Commentary on Budget

- R400 000 000

KPIs (Performance Measures)

- No information

How it is done

FY 2016/17

Action Plan

No information

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

SS Fleet Replacement

Why this project

- Replace ageing fleet

How long it will take

- 5 yrs

Who will benefit

- All wards

Commentary on Budget

- R400 000 000

KPIs (Performance Measures)

- No Information

How it will be done

FY 2016/17

Action Plan

No Information

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Additional Disaster Satellite stations

Why this project

- Legislated

How long it will take

- 5 yrs

Who will benefit

- All wards

Commentary on Budget

- R10 000 000

KPIs (Performance Measures)

- No information

How it will be done

FY 2016/17

Action Plan

No information

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Techno

Why this project

- Improved service delivery and communication

How long it will take

- yrs

Who will benefit

- All Wards

Commentary on Budget

- R100 000 000

KPIs (Performance Measures)

- No information

How it will be done

FY 2016/17

Action Plan

No information

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Strategic Surveillance

Why this project

- Upgrade and supplement current Tech

How long it will take

- 3 years

Who will benefit

- All wards

Commentary on Budget

- R 2 000 000

KPIs (Performance Measures)

- No information

How it will be done

FY 2016/17

Action Plan

No information

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

Shooting Range

Why this project

- Legislated

How long it will take

- 3 yrs

Who will benefit

- All wards

Commentary on Budget

- R20 000 000

KPIs (Performance Measures)

- No information

How it will be done

FY 2016/17

Action Plan

No Information

Capex

FY 2017/18

Action Plan

Capex

FY2018/19

Action Plan

Capex

FY2019/20

Action Plan

Capex

FY2020/21

Action Plan

Capex

5.13 SPORTS, ARTS, RECREATION AND CULTURE

5.13.1 Guiding Principles: Arts and Culture

- The intention is to establish Nelson Mandela Bay as South Africa's capital for Cultural and creative industries.
- To create a conducive environment for the implementation of strategies inclusive setting up infrastructure and programming to develop sustainable the cultural and creative industries, as well creating strategic platform opportunities to showcase local talent that will in turn encourage a viable cultural economy.
- To develop of sustainable arts and culture precincts:
 - (New Brighton) The Red Location should be fully developed (the final two institutions, the Performing Arts Complex and the School for the Arts, being built) and all five institutions operating at an international level.
 - Feather Market Centre/ atheneum/ opera House/ Nelson Mandela Metropolitan Art Museum/ route 67 and other facilities to form a cultural precinct in town (central) and to be developed to the best potential to become world class facilities
- To develop sustainable relationships with cultural institutions in the city (inclusive of sister city agreements):
- The Opera House either working in synch with the Metro programme, or becoming part of the Metro's cultural profile.
- South End Museum programs aligned to heritage program of NMBM
- Establish city to city agreements related programs with identified outputs
- To develop sustainable heritage:
- Ensuring safe, well maintained and active heritage sites for:
 - Liberation route
 - Active, well maintained Heritage sites around the Metro
 - Advocacy and awareness programming
 - Memorialization of eminent histories through creation of sites, research and lectures
 - Renaming of municipal assets

- To develop Community Arts Centers being established and run in the Red Location, Port Elizabeth's Northern Areas, Kwa Nobuhle and Motherwell. These are to be community incubators for the arts, with the best offerings going on to perform in the Red Location and the Opera House.
- Repatriation and reburial of fallen heroes

5.13.2 Guiding Principles: Sport and Recreation

That the three major sports (Football, Rugby and Cricket) have top-level and successful teams in their premier leagues with Football and Rugby centered at the NMBM stadium and cricket at St George's Park.

- Development of one synthetic pitch for hockey and one for football per year;
- Promotion of active and healthy lifestyles through sport and recreation programs;
- Using sport as a tool to promote campaigns and awareness;
- Promotion of sport and recreation programs that contribute to mass participation and social cohesion;
- Use of environmentally sustainable methods for irrigation, electrification and pitch maintenance at sport facilities;
- Access to well maintained, well managed, safe and secure facilities;
- Focus on the development of 7 sporting precincts that will attract major national and international sporting events;
- Need for centralized automated facility booking system

5.13.3 Guiding Principles: Beaches, Resorts and Events

- To provide safe, clean, user friendly and world class recreational facilities and infrastructure through the provision of Blue Flag beaches
- The development and co-ordination of Aquatic Awareness and Safety Programmes NMBM shark research and planning program in order to establish a white shark management and recreational safety plan for the NMBM.
- To upgrade, develop and maintain coastal recreational amenities;
- To upgrade, develop and maintain Resorts into safe, clean and user friendly facilities where recreational environments are created for families and community pride is increased;
- To drive the social cohesion, economic development, social infrastructure, and wellness of Nelson Mandela Metropolitan's citizens through the strategic, well-aligned management of the city's sport, arts, culture, heritage, libraries, beaches, resorts and recreation infrastructure, programme;
- To position the NMBM as a tourist destination and events capital of South Africa through the hosting of events.
- To provide guidance to event organizers so that they can be able to comply with SASREA, 2010 in staging safe and successful events.
- Ensuring planned and unplanned maintenance, security of all SRAC infrastructure inclusive of surveillance cameras, 24 hour security systems, rapid response.

5.13.4 Commentary

Brief Background and Challenges

Sport, arts, cultural and recreational activities are key mechanisms for transforming society, building social cohesion and economic well-being. These sectors have the ability to generate employment, promote economic development, and build national pride. However, significant disparities still exist throughout local communities and the full benefits of activities focusing on sports, recreation, arts and culture have not yet been realized. More effort required to leverage business advantage at the disposal of the city such as partnerships, skills base knowledge to attract investment that would add to create an enabling environment for NMB sport, recreational and cultural tourism to thrive.

In recognition of the Nelson Mandela Bay as a global city the Directorate has identified the following key drivers:

- Social Cohesion
- Economic Development
- Sustainable Infrastructure
- Citizen Wellness
- Opportunity Platforms

The abovementioned key drivers will be used to inform the following strategies that aim to cultivate a culture of excellence and develop a sense of “championship” amongst citizens of Nelson Mandela Bay as identified below:

- The Capable City: building the institutional capacity and capability of the SRAC team to enable delivery of the team’s mission.
- The Creative City: a city that nurtures its creative talent and provides platforms for that talent to thrive, and for citizens to enjoy.
- The Informed City: a city that is well-informed, where libraries are nodes of reading, learning and information.
- The City of Legends: a city that celebrates its heritage and creates new legends.

- The Vibrant City: a city with vibe; a city that is alive.
- The Active City: a city on the move, where citizens pursue their interests, a city that promotes opportunities for citizen wellness.
- The Leisure City: a city that invites citizens and visitors to utilize its natural and built environment to seek opportunities for slowing down, taking time off for things that matter, getting the work-life balance right.

The Directorate consists of the following sub-directorates:

Sport and Recreation

The provision and maintenance of adequate facilities is paramount in creating an enabling environment for sport at school, club and federation levels in order to achieve the strategic objectives outlined in the National Sport and Recreation Plan. It would therefore be important for the institution to develop an accurate Geographical Information System (GIS) based network of all facilities within the Metro. In order to respond to the need of every sporting code, the Nelson Mandela Bay Municipality must provide adequate infrastructure to cater for the various federations affiliated to the NMB Sports Council.

The promotion of active and healthy lifestyles amongst citizens by providing mass participation opportunities through Active Recreation. Creating an enabling environment by ensuring that sport and recreation is supported by adequate and well-maintained infrastructure. Using sport as a tool to promote campaigns and raise awareness on issues like crime, drug and alcohol abuse, HIV and AIDS; Gender equality, etc.

Beaches Resorts and Events

The Sub-Directorate Beaches, Resorts and Events Management aims to position Nelson Mandela Bay as a destination of choice to both investors and tourists, to promote the city as the preferred events and Water Sports Capital. The strategic plan of the Sub-Directorate also includes the development, upgrading and maintenance of recreational facilities mainly focusing on Beaches and Resorts into clean and safe world class facilities that will promote a sense of pride from the Nelson Mandela Bay residents through the stimulation of the local economic and therefore contributing to the reduction of poverty. This is achieved through:

- Leveraging the city's natural, built and heritage assets as a platform on which to build this mission.
- Utilizing and nurturing its citizens own interests, talents and that of the community to mobilize this mission.
- Investing in keystone projects and program to launch this mission.
- Facilitating delivery amongst the associated and mutually responsible agents to effect this mission.

5.13.5 Directorate Overview

Sport and Recreation: Beaches, Resorts and Events management

Beaches

The NMBM has only four permanent lifeguards responsible for Beach Protection services for the entire 120 km of the Municipality's coastline. Optimal service delivery requires a staff complement of at least 32 additional lifeguards, this would provide and ensure the protection of at least 16 bathing areas that cover the Municipality's coastline. The moratorium placed on recruitment made it impossible to recruitment new lifeguard. Theree is also the challenge of insufficient budget allocation for rescue equipment

Events Management

- There is a critical shortage of staff for Events Management.
- The section has one Assistant Director assisted by graduate interns who are on limited contracts. The office in addition to reviewing event proposals has to ensure that compliance issues are taken into account during the staging of events. The office is seriously under-staffed and is currently compromised with regards to being able to deliver an effective and efficient service.

Springs Resort

- The Springs Resort which is operated by the Municipality is also severely under staffed -
- Acting Admin clerk - responsible for operational functions in the resort are
- Temporary Clerical Assistants - deal with administrative issues. This has implications for the Municipality in terms of income that could be generated as a revenue stream.
- Existing organogram does not take the operational needs of the Resort into account – these will be factored in on the new micro-structure

Arts, Culture, Heritage and Libraries**Libraries**

Public Library and Information Service provides resources in various formats to the entire population of the metropolitan area and the varied communities that abide therein, to foster a life-long reading culture. The Library and Information Service implements programs that inculcate a strong sense of pride in and knowledge of all aspects of culture, heritage and the arts, while building mutual respect, tolerance and intercultural exchange, as well as to facilitate the emergence of a shared cultural identity characterized by diversity. Libraries are centers for reading, learning and information and it is therefore critical to ensure the improvement of infra structural requirements that will enable the citizens of the metro to access information with ease.

Arts, Culture and Heritage

Arts, Culture and Heritage have the ability to promote social cohesion and cultural tourism. The development of sustainable infrastructure, as well as the arts collective, provides a conducive environment for the creative sector. For Nelson Mandela Bay to become a city of the well being of its citizens as well as attracts opportunities for economic growth, whether through incoming investment projects or programs or outward export of excellent talent driven product:

Creative talent within Nelson Mandela Bay must be nurtured and platforms to showcase this talent created for the enjoyment by its citizens and beyond.

Opportunities to develop the creative potential that sits underdeveloped, to propel the creative activity within the city, affecting a vibe within the city, will contribute positively towards the tourism and economic growth of new creative industries as driven by the citizen of the metro.

Heritage must be preserved, conserved and activated through the establishment of resources within the city that must be well managed, maintained, used and celebrated. Furthermore, the liberation heritage resources within the city that are have been and must still be developed, should form part of the National Heritage Liberation Route where over a longer term period, the objective would be to create an opportunity for the resources to be recognized as world heritage resources.

The added advantage of being the Nelson Mandela Bay Municipality lends itself to the nurturing of the history of the legends and the legacy of Tata Mandela through initiatives that will drive social cohesion through Arts and culture initiatives.

Nelson Mandela Bay has two Museums and an Art Gallery, namely the Red Location Museum of Struggle and the Nelson Mandela Metropolitan Art Museum and Red Location Art Gallery.

The two Museums' are internationally acclaimed and award-winning facilities whose major contributions are to collect, preserve and exhibit and foster an understanding and enjoyment of works of art. The art collections, which are of national significance, are to be recorded on the database of the SA Heritage Resources Agency, in preparation for a formal nomination to have the collections declared a National Cultural Treasure. The provision of suitable accommodation for the Art Museum's collections is a matter that needs urgent attention, and provision for the development of a new Art Museum building that will meet the International Council of Museums' professional standards is a priority. In preparation for the upgrading of the Art Museum it will be necessary to conduct an in-depth study of the Museum's operational requirements over the next 5 years.

The identification, development, sustainability of Cultural Precincts is a responsibility that NMBM implements as part of establishing infrastructure as well as other significant spaces where both creative and cultural industries find expression that in turn encourage the tourism industry. Identification and marketing of these precincts in the metro is work in progress wherein a precinct may have within any of either, memorial/ heritage site, cultural/art center, theatre, museum, heritage/ art route, library etc. currently established are Red Location Precinct is that consists of the Museum, Art Gallery and Digital Library in their essence embraces ongoing intellectual engagement, affirming indigenous knowledge and critique, and focus on the memorializing and depiction of the region's Apartheid legacy into contemporary histories.

The Red Location Cultural Precinct has in the recent past faced enormous challenges as precipitated by community protests related to the housing rectification process. The Directorate has taken firm action to ensure continued delivery of art, culture and heritage programs to artist and the public alike. This is encapsulated in the idea that a majority of citizens in the city have some familial or historical link with Red Location and that the Precinct as idea should live outside its own walls.

5.13.6 Brief SWOT analysis

Strengths

- Strategic city events are growing
- SRAC programs that play a unifying role to promote social cohesion, economic development and nation building (local and international impact)
- SRAC infrastructure through out the Metro (355 facilities) catering for wide range uses
- Established SRAC structures to promote active citizen participation
- Internationally (world class) rated facilities

Weaknesses

- Inappropriate task job evaluation on job descriptions
- Insufficient security measures at all facilities
- Misalignment and integration of strategies between tiers of government and municipal directorates
- Job description not congruent with service delivery mandate of SRAC
- Lack of effective marketing/communication strategies/ dialogue processes to ensure efficient information dissemination about SRAC initiatives
- Insufficient alignment of business processes to ensure realization of SRAC strategies:
 - capable city
 - creative city
 - informed city
 - city of Legends
 - vibrant city
 - active city
 - leisure city

Opportunities

- SRAC output contributing to successful destination marketing
- Partnerships with business/ civil society/ educational institutions

- City to City partnerships for information sharing/exchanges
- Development of the liberation sport and cultural tourism.
- Attract international and national events - values Nelson Mandela.
- Weather & coastal area conducive to attract visitors to grow the city in to a water sport capital of Africa

Threats

Poor asset management

Vandalism at SRAC facilities

Unfunded mandates

Insufficient budget to support SRAC priorities of SRAC

Impact of community protests on hampering service delivery

Loss of institutional memory

High vacancy rate

5.13.7 Projects / Outputs

Satellite libraries established at Wells Estate, Govan Mbeki and Soweto On Sea

Why this project

- To enable the provision of a library service where there is none.

How long it will take

- A year to convert existing spaces at facilities into libraries;

Who will benefit

- Communities in the surrounding wards;

Commentary on Budget

- Budget to be availed

KPIs (Performance Measures)

Number of Arts, Culture and Knowledge Facilities Developed.

FY 2016/17

Action Plan

- Item to portfolio committee
- Develop Terms of reference
- Submit it Bid Spec committee on approval advertise tender
- Compulsory briefing meeting
- Tenders close
- Pre-evaluation
- Technical evaluation (bid eval com)
- Bid evaluation committee
- Bid adjudication committee
- Appointment letter
- Service level agreement
- Contract id number
- Briefing meeting with service provider/ consultants

Budget

- R2,5 million required (new Vote)

Planning and Design for Uitenhage and Motherwell and Northern Areas Art Centres

Why this project

To provide centers where the creative sector can practice, develop express their talent/work/creativity and the audience can come to appreciate.

How long it will take?

- Three financial years

Who will benefit

- The creative and resident communities as well as the metro-wide audience

Commentary on Budget

- Only 2 million currently allocated for planning (budget to construct the 2017/17 required)

KPIs (Performance Measures)

- Number of Arts, Culture and Knowledge Facilities Developed

FY 2016/17

- Item to portfolio committee
- Develop Terms of reference
- Submit it Bid Spec committee on approval advertise tender
- Compulsory briefing meeting
- Tenders close
- Pre-evaluation
- Technical evaluation (bid eval com)
- Bid evaluation committee
- Bid adjudication committee
- Appointment letter
- Service level agreement
- Contract id number
- Briefing meeting with service provider/ consultants

R2 million budgeted in 2016/17 for Motherwell art center, further budget required

FY 2017/18

- Item to portfolio committee
- Develop Terms of reference
- Submit it Bid Spec committee on approval advertise tender
- Compulsory briefing meeting

- Tenders close
- Pre-evaluation
- Technical evaluation (bid eval com)
- Bid evaluation committee
- Bid adjudication committee
- Appointment letter
- Service level agreement
- Contract id number
- Briefing meeting with service provider/ consultants
- construction budget required for phase 1

FY2018/19

Action Plan: continued construction on approved project plans for phase 2

Construction budget required for phase 2

**100% Completion of Phase 2: Mendi Multi Purpose Cultural Centre
(R19 450 000)**

Why this project?

- To provide centers where the creative sector can practice, develop express their talent/work/creativity and the audience can come to appreciate.

How long it will take?

- One financial year

Who will benefit

- The creative and resident communities as well as the metro-wide audience

Commentary on Budget

- R19 855 mil required to complete phase 2

KPIs (Performance Measures)

- Number of Arts, Culture and Knowledge Facilities Developed

FY 2016/17

- Continued construction on approved project plans for phase 2

Budget

- R19 855 mil required for construction of phase 2

90% Completion of heritage memorials (PEBCO3 and COSAS 2, Northern Areas, Rivonia Sculpture)

Why this project

- To preserve heritage through memorialisation on suitable site for remembrance of significant historical incidences that will contribute to the liberation heritage route of NMB

How long will it take?

- One financial year

Who will benefit

- The city through tourism and interaction programs that may include education institutions

Commentary on budget

- Further budget required

KPIs (Performance Measures):

- Number of Arts, Culture and Knowledge Facilities Developed

FY 2016/17

Continued construction on approved project plans for phase 2

40% Completion of Phase 2: Main Library

Why this project?

Rehabilitation of the library in order for the facility to open to the public to provide service

How long will it take

- Two years should budget be availed

KPIs (Performance Measures)

- Number of Arts, Culture and Knowledge Facilities Developed

FY 2016/17

Budget

Libraries rehabilitated

- Art Works acquired for the Museums
- Planning for the development of the Mandela Peace monument: Motherwell
- Planning and design for Red Location Performing Arts Centre

Number of local partnerships entered into to profile art, culture and knowledge of Nelson Mandela Bay

Why this project?

- to ensure that the local arts institutions service the arts communities and public in alignment to the expectations of the sector and strategic outcomes that will advance the vision of the city
- Action Plan presentation ant internal events committee standing committee mayoral council resolution SLA meeting service provider implementation and SLA monitoring

Number of international partnerships entered into to profile sport recreation arts, and Culture of Nelson Mandela Bay

To ensure that the international sister city agreement are serviced in order to advance the arts communities in alignment to the expectations of the sector and strategic outcomes that will advance the vision of the city

Number of programs implemented to promote social cohesion, development, participation and excellence through arts, culture and knowledge

To ensure community participation and beneficiation of communities from programs and services

CHAPTER 6: FINANCIAL ALIGNMENT, SUSTAINABILITY AND VIABILITY

6.1 World Class Department of Budget and Treasury

The goals of the Nelson Mandela Bay Department of Budget and Treasury are to greatly improve efficiency and systems, thereby making BandT an incubator of talent and a place when large municipal bonds can be launched successfully.

Work with DBSA'S promise to draw in Department of Finance help establish a top-drawer Treasury Department for BandT

This Treasury should be able to float municipal bonds - possibly R2.5 billion in bonds over 5 years.

Establish within this Treasury a fundraising facility, to more adequately raise grant funding, and to provide crowd-funding opportunities

Replacements for senior staff that leave to be registered Chartered Accountants. Thereafter approach SA Institute Chartered Accountants to have Treasury registered to allow youngsters to do articles towards CA qualification in the Treasury.

Fully explore possibility of buying the new Post Office building to house Treasury as it has an excellent banking hall and 400 parking bays. Consolidate all Treasury departments from leased premises therein, and all NMBM departments in leased premises rehoused in today's Budget and Treasury space.

Focus areas are as follows:

- Fully assess the possibility of stopping billing Sanitation and Refuse Removal separately as services, and instead include their costs in Rates levied.
- New Revenue Possibilities
- Assess revenue possibility of project converting landfill gas into electricity.
- Assess wi-fi distribution opportunities
- Workshop on possible sources of funding road-repairs.
- Assess revenue possibilities of selling land
- Assess new ways of running the Football Stadium less expensively.
- Restricting Losses
- Bring electricity losses to < 10%, and illegal connections eliminated.
- Bring water losses to <20%.
- Continue with one-on-one Budget Monitoring exercise as now
- Revamp Supply Chain Management Office to halve the time tenders are processed, and to ensure that all necessary tenders are placed timeously. No tender is to take longer than three months from advertisement to award.

6.2 Long-Term Financial Planning

As planning is an exercise in vision creation thereafter and financial reality, it is proposed that the central planning institution of the NMBM be housed in the Treasury, and the IDP and Financial Plans be created therein.

Council's Cash Holding to be better invested to make more substantial returns.

6.3 Metro Administration and Good Governance:

The broad goals are to eliminate corruption within the Nelson Mandela Bay Municipality, and to greatly improve the productivity, work ethic and quality of Metro administration, and effective communications with Metro residents and stakeholders.

Processes here will include:

- Council is to meet 10 times per year on a fixed calendar with no disruptions.
- Mayco is to meet at least every second week on a fixed calendar.
- Portfolio Committee Meetings and Municipal Public Accounts Committees
- All Portfolio Committees are to meet 10 times per year on a fixed calendar.
- Troika meetings are to be called by the Chief Whip on a fixed calendar with exceptions on agreement.
- The Audit Committee is to meet four times a year on a fixed calendar.

Audit Action Plan: In order to clean up our administration and ensure a good audit result, the Nelson Mandela Bay Municipality will meet regularly with the Auditor General's staff, in terms of an agreed agenda. The Audit Action Plan will govern this process and will be agreed between the parties.

6.4 Operating Budget

(no data is available)

CHAPTER 7: INTEGRATED PERFORMANCE MANAGEMENT

7.1 Introduction

Performance management holds the key to the successful implementation of the Municipality's Integrated Development Plan and Budget. It has become an essential business process to focus the attention of the public and oversight bodies on whether the Municipality is delivering on its mandates, as well as creating value for money.

To ensure that service delivery is provided as efficiently and economically as possible, the Nelson Mandela Bay Municipality formulates integrated development plans, allocates its resources to the implementation of these plans, monitors and measures performance at institutional level (including municipal entities and service providers) and at individual level; reports the results of its performance to its key internal and external stakeholders, and manages performance outcomes to ensure continuous improvements.

The Nelson Mandela Bay Municipality has a functional performance management system in place which allows for regular planning, monitoring, evaluating, reviewing and reporting of performance at both organisational and individual levels, and for an effective response to substandard performance and the recognition and rewarding of outstanding performance.

7.2 Performance Management System

The performance management system is guided by an Integrated Performance Management Policy; and supported by an electronic performance information management system (Integral Scorecard System).

The figure below depicts the Nelson Mandela Bay Municipality's Performance Management System in the context of municipal development planning and budgeting, which links development planning and performance planning to performance monitoring, measurement, review and reporting.

Principles of Performance Management

The performance management system and practices within Nelson Mandela Bay are guided by the following principles:

- Collective discharge of responsibilities by all Councillors, employees and service providers, including entities under the control of the Municipality.
- Promotion of sound relations and co-operation with all key stakeholders, including trade unions and communities.
- Continuous consultation/planning and communication between the political leadership and the administrative leadership, executive directors and management in general, supervisors and employees.
- Inculcation of a performance culture in all human resources development systems and practices in the Municipality.
- Application of recognition and reward for good performance, and remedial measures in areas of underperformance.
- Concerted effort by all to realise a culture of performance excellence.

7.3 Setting of Key Performance Indicators (KPIs)

Key Performance Indicators are measures which are set to indicate to stakeholders how the achievement of the strategic goals, objectives and projects of the Municipality are going to be monitored and measured. To this end, the Municipality sets its key performance indicators at output, outcome and impact levels to serve mainly as gauges of actual performance.

7.4 Setting of Targets

Performance targets are the planned level of performance or milestones the Municipality sets for each key performance indicator. Performance targets are informed by baseline performance, available resources, developmental needs of communities and the developmental priorities of the Municipality and are set for each quarter of the financial year.

7.5 Relationship between Institutional and Individual Performance Management

Institutional performance does not occur in a vacuum, it is integrally linked to the performance of employees. The performance targets reflected in the organisational scorecards (IDP and SDBIP) are filtered through to directorates / offices and forms the basis of individual performance scorecards and the subsequent performance reviews / evaluations.

7.6 Performance Monitoring

Performance monitoring is an ongoing process that runs parallel to the implementation of the Municipality's key strategic plans and the execution of the performance agreements and performance plans across its administration, political office-bearers and municipal entities. The performance monitoring process mainly involves data collection and analysis of the work completed. It also involves the comparison of and reporting on performance between intervals (monthly, quarterly, mid-term and annually).

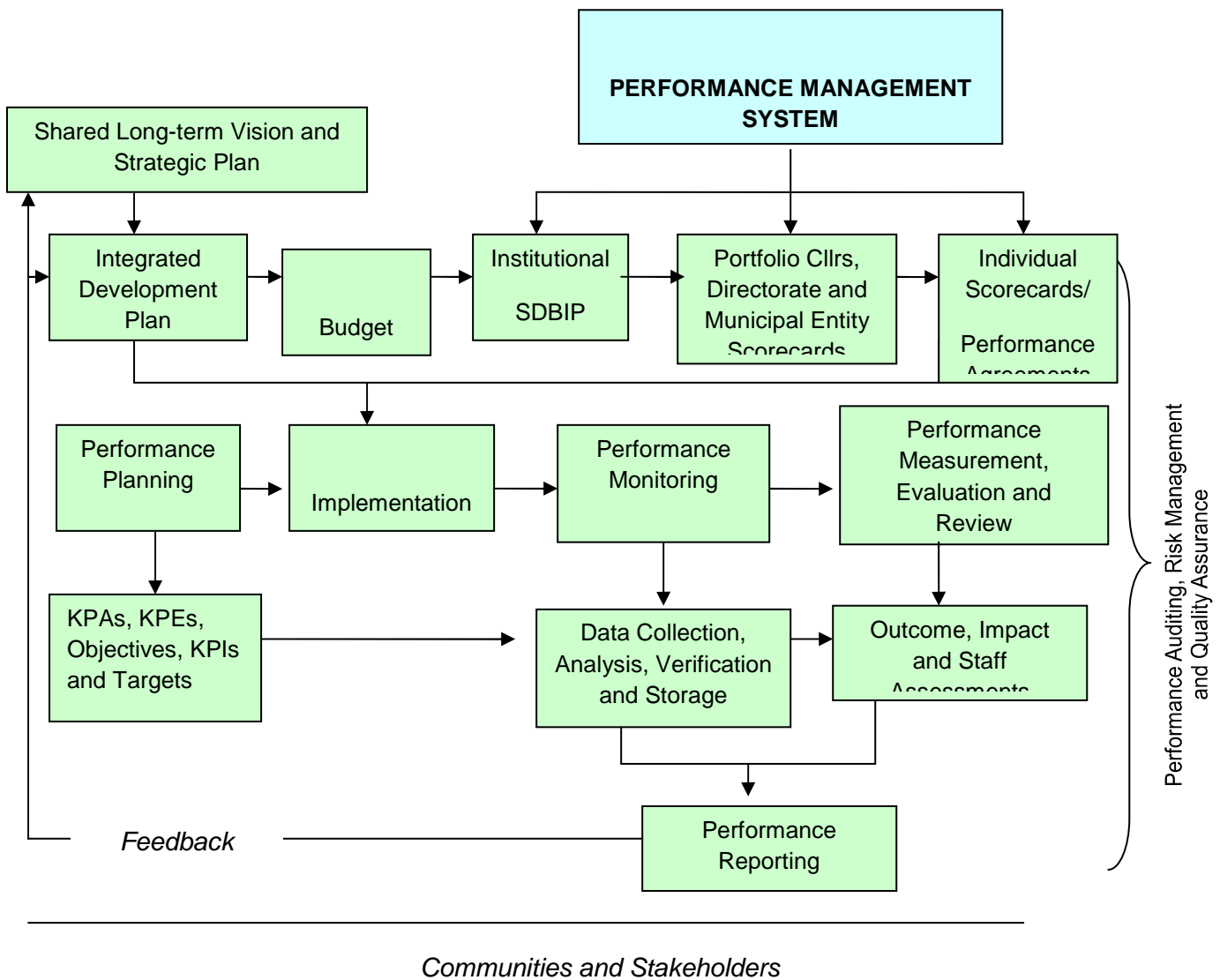
7.7 Performance Measurement, Evaluation and Review

Progress in the implementation of key performance indicators in line with set targets is quarterly recorded on the municipality's electronic performance information management system, where after it is used for the measurement, evaluation and

review of performance at both institutional and individual level. It is through regular monitoring and quarterly review/evaluation of performance that early warning signals can first be detected and the necessary interventions introduced before risk strikes and before the annual performance assessment stages commence.

7.8 Performance Reporting

Institutional performance reports are subjected to verification, quality assurance and auditing processes before submission to oversight structures, stakeholders and the public. The institutional performance reporting cycle can be illustrated as follows:



In recognition of the importance of regular feedback to communities, the Municipality's Mid-year Performance Assessment Report and Annual Report are published.

Creating Value

The NMBM Performance Management System does not only translate the Municipality's shared long-term vision, mission and integrated development plan into tangible and measurable performance outcomes, it also continues to:-

- Improve the management and alignment of the performance of the Municipality, its entities and all its directorates and offices.
- Facilitate constant monitoring and evaluation of performance.
- Provide opportunity for timeous identification of performance gaps, the reasons for the underperformance and interventions to improve future performance.
- Enable the Municipality to assess the extent of delivery on strategic goals, objectives and key performance indicators, and the early initiation of remedial action, where necessary.
- Instill a performance orientated culture.
- Allow for learning, evolving and the sharing of success stories.

ANNEXURE “A”: WARD PRIORITIES

The following needs and priorities were identified by the communities of each ward, emanating from Ward submissions, Ward bilaterals and the public participation process.

WARD	2015/16 PRIORITIES
WARD 1	
1	<p>Major transport routes need to be upgraded</p> <p>Upgrade Buffelsfontein Road into double carriageway, with a centre island for a turning lane, from 17th Avenue right through to the top of Mount Pleasant, and 3rd Avenue to Titian Road</p> <p>Construct Airport By-pass Road to Summerstrand</p> <p>Rebuild and widen Kragga Kamma Road, from Kamma Park to Cows Corner</p> <p>Assist NMMU in opening up second vehicular entrance off Strandfontein Road</p> <p>Change Jenvey Road, Summerstrand from corner Jenvey & Tee Streets to Jenvey and Brewer Streets into a one-way, to ease the traffic flow (Pearson High School enrolment is now 1050 students). Taxi rank on corner Gomery Ave and University Way to be relocated to the NMMU grounds, as the Cheshire Homes patients are inconvenienced by taxis parked where they ride in their motorised wheelchairs. The pavement has also been damaged by the taxis.</p> <p>Upgrade of beachfront/coastal toilet blocks</p> <p>Beachfront toilet blocks must be upgraded at Pollock Beach, Pipe, Beacon, Schoenmakerskop</p> <p>New public ablution facilities must be provided at Flat Rocks and Sardinia Bay Beach</p> <p>Sardinia Bay Beach</p> <p>Construction of new access road</p> <p>Construction of new car park, public toilet facility and adequate clubhouse for lifeguards</p> <p>Construction of new boardwalk</p> <p>Relocation of existing clubhouses</p> <p>Metro Service Centre – to be built on Erf 1450, Summerstrand</p>

WARD	2015/16 PRIORITIES
1 (cont.)	<p>Community Hall</p> <p>Library</p> <p>Clinic</p> <p>Ward Office</p>
	<p>Upgrading of Provincial Road network in peri-urban areas</p> <p>Victoria Drive to be widened from the Rover Motor Club to Schoenmakerskop intersection</p> <p>Sardinia Bay Road</p> <p>Welcome Avenue</p> <p>Lakeside Road</p> <p>Old Seaview Road and Upper Seaview Road</p> <p>Marine Drive, from the Summerstrand Beacon along the coast to the intersection with the Sardinia Bay Road</p> <p>(roads must be constructed with wide shoulders on both sides to cater for all the sporting events for which these routes are used)</p> <p>Existing gravel roads must be rebuilt and tarred:</p> <p>Greydawn Road</p> <p>Minor Road 83, off Lakeside Road</p> <p>Entrance roads to Kragga Kamma Game Park and Kragga Kamma Golf Course (popular tourist attractions)</p> <p>Boundary Lane, from Mount Pleasant to Sardinia Bay Road, must be rebuilt to standards specifications, verges must be added, and speed humps installed</p> <p>Upgrading of (dangerous) intersection at entrance of Lake Farm Centre to make it safe for all road users</p> <p>Standard type road surface must be provided as an emergency access route to Bushy Park</p> <p>Internal roads must be repaired</p>
	<p>Provision of cycle tracks</p>

WARD	2015/16 PRIORITIES
1 (cont.)	<p>Marine Drive from Admiralty Way, Summerstrand to Sardinia Bay Road</p> <p>Sardinia Bay Road to Victoria Drive</p> <p>Victoria Drive to intersection with Schoenmakerskop intersection</p> <p>Lakeside Road to Glendore Road</p> <p>Kragga Kamma Road – from Kragga Kamma to Cows Corner</p> <p>Buffelsfontein Road – from 17th Avenue to Old Seaview Road</p> <p>New Seaview Road – from Bushy Park Farm to Seaview</p>
WARD 2	
2	<p>Beachfront upgrading and improvements:</p> <p>Refurbish southern beachfront walkways</p> <p>Upgrade Golden Mile gateway to beachfront (between Apple Express Bridge and Humerail)</p> <p>Bayworld upgrade and refurbishment – MEC to sign off Cabinet memo sent by MBDA</p> <p>Improve beachfront lighting and security</p> <p>Water and irrigation (southern beachfront)</p> <p>Refurbish and upgrade Octagon toilets</p> <p>Shelter for informal traders' market (Octagon)</p> <p>Formalise entrances to King's Beach</p> <p>Dune rehabilitation and maintenance</p> <p>Improve beachfront play areas and playground equipment</p> <p>Landscaping at Hobie Beach recreational areas</p> <hr/> <p>Cape Recife return effluent water supply project for servicing of beachfront non-potable water needs</p> <hr/> <p>Rehabilitate electrical infrastructure and Frames Dam – Happy Valley</p> <hr/> <p>Summerstrand Ext.14 – Clear remaining illegal dumping and sell Metro plots.</p> <hr/> <p>Finalise expression of interest/request for proposals for redevelopment of King's Beach</p>

WARD	2015/16 PRIORITIES
2	Lifesaving Club
(cont.)	Stimulate local economic development via advertising beachfront concessions
	South End Cemetery – replace existing fencing with palisade fencing to ensure residents' safety
	Finalise Kings Beach and Happy Valley LSDF
	Forest Hill Cemetery – upgrade ablution blocks and replace boundary fence to address frequent livestock invasions
	Removal of alien vegetation in Ward 2
	Ward-based greening – planting of additional indigenous trees throughout Ward
	Traffic circle at intersection of Strandfontein and McArthur, Summerstrand
	Investigate traffic circle at 2nd Avenue and Marine Drive
	Traffic circle at intersection of Blackthorn Avenue, Forest Hill and Strandfontein Road, Summerstrand
	Traffic light – intersection of Walmer Boulevard and Mitchell Street, South End
	Upgrading street lighting – priority route – La Roche Drive from Beach Road/Marine Drive to Forest Hill and Allister Miller Drive (Airport road)
	Make provision for additional lifeguards and training to Peace Officer level to improve beachfront safety and security
	Enter into negotiations with Province/Transnet in respect of saving the Apple Express and investigate line concession.
	Establish formal recycling facilities at Strandfontein refuse transfer station
	Schools/ Youth programmes to address drugs, sex , education, etc.
	Upgrade of beach area between Happy Valley and Hobie Beach (landscaping)
	Refurbish and repair Hobie Pier
	Drafting of a formal student accommodation policy to properly address the large influx of student numbers in areas close to NMMU
	Address beachfront safety vis-à-vis vagrancy, illegal car guards and street kids
	Telkom Park must be demolished and RFP advertised, calling for development proposals

WARD	2015/16 PRIORITIES
2 (cont.)	(MBDA) Create policy to stimulate local economic development via advertising and allocation of beachfront concessions Formalise trading areas for hawkers around Hobie beach precinct Permanent solution to address taxi problems in front of Boardwalk casino Metro to establish future use for Hobie yacht club facility Refurbish and upgrade hobie toilets
WARD 3	
3	Traffic calming measures 6th, 8th and 9th Avenues, Walmer Main Road and 7th Avenue, Walmer Heugh Road Buffelsfontein Road Maintenance of bus embayments in all avenues, including erection of shelters at bus embayments (Villiers Road, Heugh Road, Main Road and 9th Avenue) High-mast lighting in areas within Ward 3 that do not have lighting Monitoring, implementing and regulating Cape Road and Walmer heritage status Upgrading electricity and telephones by placing services underground Upgrading pavements and kerbs and constructing cycle paths Paving and shelters for formal sidewalk traders (Heugh Road, 8th & 9th Avenues) Improved, consistent traffic signage Upgrading ageing stormwater drainage and infrastructure Constructing sports facilities in Walmer Township Constructing Skills and Development Centre Provision of sidewalks and cycle tracks Upgrade lighting in Gqebera

WARD	2015/16 PRIORITIES
3 (cont.)	Secure municipal parks facilities
	Upgrade major parks
	Rehabilitate swimming pool in St Georges Park
	Walmer/Lorraine Reinforcement
	Upgrade Walmer Enterprise Village
	Greenhouse upgrade – Peter Gibbs Nursery
	Litter picking
	Maintenance of road markings
WARD 4	
4	Purchasing land for development
	Survey of Airport Valley, Area G West, Area Federation and Q Extension and other portion of informal areas within formal houses (to allow for installation of electricity)
	Maintenance of drains and sewer pipes
	Repairing and installation of high-mast lights
	Installation of geysers and ceilings in Areas A, B, C X, J O, M E, G and N
	<p>Housing:</p> <p>Purchasing land to the nearest areas, e.g. golf course, motor race, Madiba Bay, as this land can assist the communities residing in the methane gas Area E, Airport Valley and other informal areas</p> <p>Excavating land, because of methane gas in Area E, Airport Valley and PX Extension</p> <p>Buying back site in Area M that has not yet been occupied by its beneficiaries since 1990s due to shortage of land</p> <p>Leveling piece of land in Area O</p> <p>Utilising hydroponic land after lease contract for houses</p> <p>Purchasing dense land in Fifth Avenue</p>
	Unfinished projects:
	Newcho Project – approx. 22 units need to be built

WARD	2015/16 PRIORITIES
4 (cont.)	<p>Approx. 30 houses need to be built in Area N – the beneficiaries have already been approved</p> <p>Approx. 16 houses need to be built in Areas X and J and next to railway line</p> <p>Rectification Programme in Areas A, G and N</p> <p>Houses left behind in Area P</p> <p>Area Q, Phase 3 – the houses need to be built and infrastructure installed</p> <p>Installation of geysers in all formal houses</p> <p>Federation Area needs development</p> <p>Extension Q needs to be developed</p> <p>Ceilings needed in Areas B, C and Q (Phases 1 and 2)</p> <p>Areas A and B – old one-roomed houses need to be developed/rectified</p>
	<p>Survey:</p> <p>Need to speed up survey in Area G West, Federation, Airport Valley and E so that electricity and water can be connected</p>
	<p>Tarring:</p> <p>Tarring of roads in Area N (Phase 1) not yet finished</p> <p>Areas X and J, Areas O and Q (Phase 1) and Area N</p>
	<p>Stormwater drainage:</p> <p>Stormwater drainage (or channeling) from Victoria Drive via Wesleyan to Airport Valley</p> <p>Stormwater drainage and tarring in Area N should be fixed, because of flooding</p> <p>Stormwater drainage in Area A, specifically in Ngcayisa and Tsengiwe Streets</p> <p>Maintenance of drainage (provide training within community for maintenance of drainage)</p>
	<p>Street lights:</p> <p>Area Q3 G West, Federation, Airport Valley, Q2, Area O and Area A</p>
	<p>Sports field:</p> <p>Celtics Grounds: Need for -</p>

WARD	2015/16 PRIORITIES
4 (cont.)	<p>Toilets</p> <p>Changerooms</p> <ul style="list-style-type: none"> - Conference room - Grand stand - Sports field needed next to Walmer Lower Primary School <p>Annual presentation ceremony for sports must be budgeted for</p> <p>Parks and Recreation:</p> <p>Maintenance of graveyards in the entire ward</p> <p>Training:</p> <p>Empowering youth (skills)</p> <p>Purchasing of building from Education Department situated in Katyu Street, Walmer to be used as Training Centre, such as Mthonjeni Training Centre</p> <p>Sewer connection to approximately 200 houses</p> <p>Elimination of rubble burning in the yards</p> <p>Elimination of bucket system</p> <p>Establishment of a Community Police Forum in Walmer</p>
5	<p>Repair and maintenance of all pavements in North End and Central</p> <p>Upgrading of sports field - Erven 184 and 518</p> <p>Traffic calming at S bend in Milner Avenue</p> <p>Replacement and maintenance of all manholes, drainage and fire hydrant covers particularly in North End</p> <p>Illegal dumping strategy and enforcement strategy for regularizing business and bodies corporate refuse collection in Central</p> <p>Support for youth and entrepreneurs in business</p>

WARD	2015/16 PRIORITIES
5	Construction of public toilets in North End and Central
(cont.)	Extension of public toilets in vicinity of the Stadium
	Upgrading and maintenance of parks and recreational facilities: Trafalgar Square Richmond Hill Park Trinder Square Park on corner of Kent and Eastbourne Roads
	Maintenance of all street lighting
	Installation of lighting in Museum street, Park Central, Erf 518 Mt Croix and Perkin Street between Crawford and Geard Streets
	Security presence in all areas, particularly Central
	A jogging/cycling track to be established around the Westbourne Oval
	Clearing of bushes in public open spaces specifically along Albany Road
	Erect suitable pedestrian crossing over Cape Road opposite The Sanctuary, Bingley Street with traffic light;
	Enforcement of municipal zoning and consent conditions regarding liquor outlets within the ward
	Traffic calming intersection of Erith and Turvey Streets, Mount Croix and a suitable traffic calming measure at S bend in Milner Avenue around North End lake
	Skills development centre (in the form of a multi-purpose centre) for young people on Erf 854
	Waste recycling sites to be created in key areas in the ward (one site has been identified in Richmond Hill)

WARD	2015/16 PRIORITIES
WARD 6	
6	<p>William Moffett Drive rehabilitation and upgrading</p> <p>Identification of municipal waste transfer site in Fairview</p> <p>Glen Hurd Drive upgrade</p> <p>Construction of link road between newly extended Restitution Avenue and Glen Hurd Drive</p> <p>Fairview: illegal dumping cleared and electricity infrastructure restored</p> <p>Widening of 17th Avenue</p> <p>Widening of Circular Drive, from William Moffett Drive to Van Eck Road</p> <p>Traffic Circle at Walter Road and Miles Avenue, Charlo</p> <p>Erect suitable pedestrian crossing opposite MTR Smit Children's Haven and Crystal Gardens Retirement Village</p> <p>Rehabilitate 3rd Avenue dip/Glen Hurd Drive, Baakens River Bridge, to prevent ongoing flooding</p> <p>Cycle track in Charlo along railway line</p> <p>Widening of road from railway line into Carrington Road to Circular Drive</p> <p>Comprehensive traffic assessment for Newton Park</p> <p>Traffic calming measures: Pedestrian speed humps:</p> <ul style="list-style-type: none"> - MTR Smit Children's Haven/Circular Drive - Buffelsfontein Road/Melsetter <p>Traffic calming measures: Speed humps:</p> <ul style="list-style-type: none"> - Gerald Street, Newton Park - Handsworth Street, Glen Hurd - Hudson Street, Newton Park - Cecil Street, Newton Park - Kinnersley Street, Newton Park - Timothy Street, Charlo

WARD	2015/16 PRIORITIES
6 (cont.)	<ul style="list-style-type: none"> - Angela Avenue, Charlo - Margery Avenue, Charlo - Oak Road, Fairview <p>Traffic calming measures: Traffic Circle/Traffic Lights:</p> <ul style="list-style-type: none"> - Harold Street/Walter Road - Handsworth/3rd Avenue Newton Park <p>Ongoing law enforcement in respect of speeding in Walter Road, Constance Road, Circular Drive and Martin Road, Charlo, as well as in Newton Park</p> <p>Anti-crime volunteers</p> <p>Installation of traffic cameras in Circular Drive and Walter Road, Charlo</p> <p>Roving traffic cameras for the Ward</p> <p>Enforcement of by-laws in respect of illegal businesses in Newton Park (particularly 3rd Avenue and adjoining roads in Newton Park)</p> <p>Clearing bushes in public open spaces</p> <p>Clearing overgrowth in 3rd Avenue dip to prevent flooding</p> <p>Clearing overgrowth under bridge on William Moffett Drive (between Pine Road and Circular Drive) to prevent flooding</p> <p>Erection of permanent substation, William Moffett Expressway, to replace existing temporary structure</p> <p>Maintenance of streetlights and installation of further streetlights in Overbaakens/Fairview</p> <p>Lighting for John Avenue Walkway to Margery Avenue, Charlo</p> <p>Lighting for Heatherbank Reservoir, between Broadwood and Lovemore Heights, Handsworth Street, Newton Park</p>
WARD 7	
7	Upgrading of Burt Drive (from 3rd to 7th Avenue, Newton Park) and construction of traffic circles
	Waste Transfer Station for Schauderville and Holland Park

WARD	2015/16 PRIORITIES
7	Playground equipment for 4 parks
(cont.)	Traffic calming measures – construction of rumble strips in Worracker St, Newton Park (3rd Avenue)
	Construction of traffic circles at the intersection of Kestell and Rochelle Roads, Perridgevale (safety measure for Collegiate School)
	Construction of speed humps in Mary Boyd – (between Mchardy St and Poplar Ave, Holland Park), Prentice Rd – Mill Park before Westview School, Shirley St – Newton Park (7th Avenue intersection)
	Tarring of culs-de-sac (Schauderville and Taylor Avenue, Holland Park)
	Upgrading of stormwater drainage system in Holland Park
	Establishment of small business hub in Korsten (small containers)
	Tarring and upgrading of Westview Drive
	Repair and tarring of Cape Rd between Conyngham Rd and 1st Avenue, Newton Park
	Need for playground equipment for four parks
	New improved street lighting for Schauderville
	Sidewalks and playground equipment for Schauderville
	Skills development and entrepreneurship support
	Law-enforcement mechanisms in Diaz Road – Pedestrian Robot
	Multi-purpose Sport Centre (Erf 4244, Korsten) Moore Dyke Area
	Construction and upgrading of new Mooredyke Sports Field
	Housing – accommodation for 300 backyard dwellers (Erf 4335)
	Replacement of stolen drain covers
	Job creation
	Construction of sportfields in Holland Park and Schauderville
WARD 8	
8	Upgrading of Kabega Road and Circular Drive
8	Upgrading of Kabega Road between Kragga Kamma Road and the intersection of Kabega

WARD	2015/16 PRIORITIES
(cont.)	<p>Road and Frikkie Kotze Drive</p> <p>Upgrading of low water bridge in Kabega Road</p> <p>Sidewalk to be constructed on the western side of Kabega Road</p> <p>Two bus embayments to be constructed on the western side of Kabega Road (before Walker Drive Shopping Centre at Midas and opposite the Total Garage)</p> <p>Upgrading of stormwater and sewerage infrastructure</p> <p>Widening of Kabega Road on the eastern side, at the Carstene Road intersection</p> <p>Upgrading of water pipes in:</p> <ul style="list-style-type: none"> - Arras Street; Lorraine - Henry Gerber Crescent, Kamma Ridge - Fletcher Street; Ben Kamma <p>Upgrading of Circular Drive, including a sidewalk on the western side</p> <p>Upgrading of Riverstone Road</p> <p>Upgrading of Montmedy Road, Lorraine</p> <p>Several bus embayments on bus route throughout the Ward</p> <p>Construction of traffic calming measures:</p> <p>Traffic circle with speed humps</p> <p>Thionville Road/Verdun Road/Longway Avenue: Kamma Park</p> <p>Helen's Way/Carstens Road/Benfleur Avenue: Kamma Creek</p> <p>Centenary Road/Luneville Avenue: Lorraine</p> <p>Luneville Avenue/Vitry Avenue: Lorraine</p> <p>Walker Drive/Wiehahn Avenue: Entrance to Ben Kamma</p> <p>Kabega Road/Frikkie Kotze Drive: Kabega Park</p> <p>Northumberland Avenue/Avondale Road: Kabega Park</p> <p>Outenikwa Road/Montmedy Road</p> <p>Longway Avenue/Montmedy Road</p>

WARD	2015/16 PRIORITIES
8 (cont.)	<p>Sedan Avenue/Montmedy Road</p> <p>Nancy Road/Montmedy Road</p> <p>Verdun Road/Montmendy Road</p> <p>Circular Dr/Bordeaux Avenue</p> <p>Pedestrian speed humps</p> <p>Sedan Avenue: Lorraine (at the Lorraine Frail Care Centre)</p> <p>Speed humps</p> <p>Longway Avenue: Lorraine</p> <p>Thionville Road: Kamma Park</p> <p>New Verdun Road (between Montmedy and Sedan Roads): Lorraine</p> <p>New Macon Road: Lorraine (between Verdun and Vitry Avenues)</p> <p>Trevor Road/Juliette Road: Lorraine</p> <p>Lancing Avenue: Brentwood Park</p> <p>Magdalena Street: Kamma Park</p> <p>Gisela Road: Lorraine</p> <p>Centenary Road, Lorraine</p> <p>Kirsten Street, Lorraine</p> <p>Vitry Avenue between Kragga Kamma and Luneville Roads</p> <p>Pollard Street/Aisne Avenue: Lorraine (Nursery School)</p> <p>Benfleur Avenue: Beverley Grove</p> <p>Sidewalks (e.g. Montmedy Road, Verdun Road, Burgess Road, Luneville Road and Kabega Road) and additional streets to be considered</p> <p>Customer Care Centre/Community Hall/Library</p> <p>Sport and recreation facility</p> <p>Repainting of street traffic signs</p> <p>Clearing of all overgrown properties</p>

WARD	2015/16 PRIORITIES
8 (cont.)	<p>Schools: Primary as well as Secondary schools</p> <p>Replace old/rusted playground equipment and erect new playground equipment and benches in parks (especially for toddlers between 2 and 5 years)</p> <p>Removal of illegal dumping</p> <p>Provision for a playpark:</p> <p>Erf 3386, Kamma Heights (Theescombe)</p> <p>Erf 1991 Ben Kamma (Kabega)</p> <p>Erf 1564 Maria Street, Kamma Park</p> <p>Erf 1254 corner Ernstan and Kirsten Road, Lorraine</p> <p>(m) Repair of faulty street lights</p> <p>Provision of public lighting.</p> <p>Repair of pot holes and resurfacing of roads.</p>
WARD 9	
9	<p>Stormwater/Water infrastructure upgrade (throughout the Ward)</p> <hr/> <p>Upgrading of arterial routes:</p> <p>Additional lane (Kragga Kamma Road, Sunridge Park)</p> <p>Left-turn only lane (Fernglen, William Moffett intersection with Cape Road)</p> <p>Samantha Way off-ramp upgrade</p> <p>Cape Road/Buckland Avenue, Fernglen</p> <p>Bus/Taxi embayments (Sunridge Park and Westering/Linton Grange)</p> <p>Traffic lights at Frikkie Kotze/Kabega Park</p> <hr/> <p>Traffic calming measures/traffic circles – (Neville Street, Currie Crescent, Van Riebeeck Street in Westering), Broadway Ave, Fernglen, Glenelg Ave, Kragga Kamma Road, Sunridge Park, Samantha Way, Belfast Drive intersection of Moregrove Road)</p> <hr/> <p>Opening and finalization of Kragga Kamma Waste Drop-off centre to the public</p> <hr/> <p>Stormwater/Water infrastructure upgrade throughout the ward</p> <hr/> <p>Road maintenance, e.g. fixing of potholes, resurfacing roads, etc. (throughout the ward)</p>

WARD	2015/16 PRIORITIES
9 (cont.)	Upgrading of Baakens River sewer
	Bush clearing, street sweeping and weed spraying
	Maintenance of street names and street markings throughout the ward
	Relocation of illegal street vendors in the ward
	Street names to be erected and street markings to be repaired
	Upgrading of open spaces/playground equipment (including cutting of grass)
	By-law enforcement (illegal businesses and street vendors)
	Monitoring of situation at Linton Grange Library
	Relocation of street children and vagrants on municipal properties
	Additional lighting required: James Kleynhans Swimming Pool Corner Errol Drive and Smeeton Road Circle at intersection of Errol Drive and Hawthorne Avenue Two pedestrian bridges (in vicinity of St Marks School and Framesby High School)
WARD 10	
10	Upgrading of Ward Councillor's office
	Cutting of verges and trees
	Fencing of play-parks
	Ward-based cleaning
	Ward-based greening
	Playground equipment
	Finalisation of backyard dwellers waiting list
	Relocation of floodplain squatters – Malabar
	Street names
	Street lights

WARD	2015/16 PRIORITIES
10 (cont.)	<p>Sidewalks:</p> <p>Left-hand side of Beetlestone Road</p> <p>Left-hand side of Springbok Street (between Liebenberg Road and Kobus Road)</p> <p>Hislop Street, right-hand side</p> <p>Dinsmore Road from Ferreira Street (right and left sides), Schauderville</p> <p>Beetlestone Road (Frans Street to Malabar)</p> <p>Right-hand side of Saays Street to Malabar</p> <p>Hawker containers – SMMEs</p> <p>Fencing of car-park area at Gelvandale Stadium</p> <p>Tarring of roads</p> <p>Potholes</p> <p>Traffic calming measures</p> <p>Transfer station</p> <p>Installation of CCTV cameras:</p> <p>Springbok Street – open space</p> <p>Gelvandale Super Spar</p> <p>Croton & Wagenaar Streets – open space</p> <p>Gutch Street</p> <p>C/o Beetlestone and Bell Roads</p> <p>C/o Highfield Road and Ablett Street</p> <p>C/o Speelman and Aubrey Streets</p> <p>Bus shelters in Kobus Road and Beetlestone Road</p> <p>Fencing at all substations in Ward 10</p> <p>Rehabilitation of all cement roads</p> <p>Schauderville – Circles in Ward 10 to be tarred</p>

WARD	2015/16 PRIORITIES
10	Upgrade of Gelvandale Community Hall
(cont.)	Repair, maintenance and unblocking of stormwater drains in Ward 10
	Fencing and billboards for no dumping on open spaces
	Provision of electricity and toilets for Highfield road Informal Settlement
WARD 11	
11	Speedhumps in Highfield road
	Erection of street signage in the entire
	Elimination of illegal dumping in the entire ward
	Replacement of steel rails in Highfield road
	Refurbishment of Durban Road
	Speedhumps in Durban Road, Patience street and Dalton Road
	Redesigning Durban road to be a One-way street from Jackson street to Kempston Road
	Utilize open spaces next to provincial offices and any other open spaces into a playparks
	Widening of Rottingdian Rd
	Environmental awareness through the development of dumping sites in the area to eliminate illegal dumping and education
	Formalisation of illegal businesses in the area
	Ward-based skills development to curb the high unemployment rate in the area introduce and job creation initiatives
	Primary health care facilities in the area
	Upgrade of sports and recreational facilities (Whyte Leaf Drive and Gelvandale Sports Field)
	Freeing up vacant pockets of land in Schauderville to build high-density units
	Refurbishment of Ditchling Road between Algoa Park/Young Park
	Upgrading of waste drop-off centre in Algoa Park
	Refurbishment of Lindsay Road

WARD	2015/16 PRIORITIES
11 (cont.)	<p>Speed humps in :</p> <p>Sidwell</p> <p>(1) Patience Street</p> <p>(2) Dalton Rd</p> <p>Algoa Park</p> <p>(3) St leonarde Rd</p> <p>(4) Dyke Rd between Portslade and Ditchling Rd</p> <p>(5) Banbury Street</p> <p>(6) St Leonard Rd</p> <p>Young Park</p> <p>Delafontein Street</p> <p>Pierneef Street,</p> <p>Repair Ditchling Rd between Chase Rd and Dyke Rd</p> <p>Develop a playpark in Tadsworth place</p> <p>Upgrading and palisade fencing of children's park in Young Park, Schauderville in St Nicholas Crescent</p> <p>Elimination of illegal dumping in Highfield Rd next to no. 231 Coubridge Rd and Thornton Rd opposite the crèche.</p> <p>Conversion of the old post office building in Thornton Rd into a drug rehabilitation centre.</p> <p>Convert Durban Rd in Korsten to be a one way street from Jackson street to Kempston Rd</p> <p>Refurbishment of Durban Road between Jackson Street and Kempston Road, including making it a one-way street over same distance</p> <p>Upgrading all play-parks and creating a play-park in Tadworth Place, Algoa Park and in the other areas of the ward</p> <p>Upgrading/Refurbishment of sidewalks to be more user-friendly for people with disabilities</p> <p>Upgrading of infrastructure, e.g. stormwater/sanitation drains and lighting, especially in</p>

WARD	2015/16 PRIORITIES
11	Schauderville/Korsten area
(cont.)	Upgrading of Denton Properties
	Demolish dilapidated public toilets near Sidwell traffic department
	Upgrading of Gelvandale/Adcock sports facilities
	Upgrading of sidewalks
	Replacement of stolen drain covers
	Maintenance of roads in the entire wards
Ward 12	
12	Houses for residents in informal settlement of Ext. 6, Malabar (Phase 2)
	Rectification of RDP houses in Ext. 6, Malabar
	Upgrading of Malabar Sports Fields, Malabar
	Upgrading of Roan Crescent Sports Facility, Gelvandale
	Bridgemead bridge/ repairs to wire fencing, resurfacing of bridge and beautification of entrance
	Fencing and upgrading of basketball court, Erf 1544, Malabar
	Sanitation for residents in informal settlement, Malabar
	Satellite office in Western suburbs
	Widening of Cotswold Bridge
	Robot – intersection of William Moffett and Burt Drives, Cotswold
	Beautification of entrance to Malabar from Bramlin Rd
	Daily use of Malabar Clinic
	Fencing and upgrading of park in Stream Street, Malabar
	Pedestrian traffic light between Bridgemead and Hunters Retreat – Cape Rd for scholars crossing to Rowallan Park
	Arrow at robot in Haworthia Drive to Beetlestone Rd
	Traffic circle intersection of Driedoring and Saliehout Streets, Malabar

WARD	2015/16 PRIORITIES
12	High-mast lighting in Ext. 6, Malabar
(cont.)	Provision of park fencing and equipment
	Erection of new street names in Ext. 6, Malabar
	Illegal dumping (entire ward)
	Stormwater upgrade in Francis Evatt Park
	EPWP – Youth programmes
	Construction of pavements – Gelvandale and Malabar
	Rehabilitation of pavements at Morningside Shopping Centre
	Rehabilitation of pavements at Opal Road, Morningside
	Repair to pavements, Mountview Drive
	Pedestrian walkway in Bishops Way, Bridgemoor
	Repair of pavements in Gelvandale and Malabar
	Fencing of substation, Erf 1354, Malabar
	Bus embayment at Malabar Primary School
	Sewerage upgrade in Parsons Vlei
	Fencing Erf 427, Malabar
	Painting and repair to colonial fencing, entire Ward
	Road markings, entire ward
	Street sweeping (Western suburbs in Ward)
	Replacement of faded street signs (entire Ward)
	Traffic circle in Malabar cemetery corner Haworthia Street and Bramlin Street
	Undercover facilities for Bell road clinic in Gelvandale
	Erection of new street lights in Parsons vlei
	Provision of park fencing and equipment
	Speed humps

WARD	2015/16 PRIORITIES
12 (cont.)	<p>Cotswold: Compton Rd, Cotswold Avenue and Cliff Rd</p> <p>Gelvandale: Borchards Str., Groenewald Str., Roan Crescent, Duiker Str and Sable Str.</p> <p>Morningside: Peking Str and Petersvale Ave</p> <p>Malabar: Romulea Str, Burness Str and Stream Str.</p> <p>Bridgemead: Waterford Rd and Adelaide Ave</p> <hr/> <p>Resurfacing Of Roads</p> <p>Grasvoël Street and Warbler Str – Cotswold</p> <p>Warbler Street – Cotswold</p> <p>Thunberg Street and Schoon Rd – Francis Evatt park</p> <p>Haworthia Drive – Malabar</p> <p>Georgette Str and Oscar Str – Kabega Park</p> <hr/> <p>CCTV Cameras</p> <p>Malabar Community Hall and Cramer Str - Malabar</p> <p>Kobus Road - Gelvandale</p> <p>Parsons Ridge – Parsonsvelei</p>
WARD 13	
13	<p>Area lighting</p> <hr/> <p>Repair and maintain stormwater drains</p> <hr/> <p>Stormwater and drainage system maintenance and replacement in Barcelona, older part of Helenvale and Gaat Area</p> <hr/> <p>Upgrading of parks in Deverill Road, Hartebees Street, Uranus Street and Ethel Street (opposite the Hillcrest Primary School entrance)</p> <hr/> <p>Tarring of Uranus Street, Pluto Street, Pisces Street and Sagittarius Street (lane next to Erven 22733 and 22734)</p> <hr/> <p>Housing rectification and upgrading: Areas 5(a) 150 houses, 5(b) 250 houses; and 3(a) 550 houses respectively</p>

WARD	2015/16 PRIORITIES
13 (cont.)	Upgrading of the sports field at the end of Stanford Road, opposite the Gaat Area (Ref No: 22717/22718)
	Provision of basic services to the informal settlement on the corner of 7de Laan, Bramlin/Markman, as there is no infrastructure there
	<p>Helenvale:</p> <p>Sidewalks in Pienaar Street up to Martin Street and on Stag Street around the churches</p> <p>Speed humps in 17 Leith Street and 16A Bongo Street.</p> <p>Upgrading of stormwater drainage system on 29 Leith Street</p> <p>A fully functional clinic is needed</p>
	<p>Ext/Area 3A:</p> <p>Traffic-calming measures: The community needs speed humps in all the roads (Capricorn, Sagittarius and Pisces)</p> <p>Sidewalks that need to be constructed are in Virgo Street; the ones that were finished in Taurus Street have to join Regional Road and not end in Taurus Street only and on the left-hand side of 1 - 84 Capricorn Street</p> <p>Housing development on 110 open plots within the area</p> <p>Conversion of the open space at the back of Sagittarius Road, leading to Rencke Street, into a park or a useful area for the community.</p>
	<p>Area 5A</p> <p>Housing rectification for the whole area</p> <p>Kerbing for the whole area</p> <p>Community Hall</p> <p>Sidewalks between 1 - 47 Aries Street</p>
	<p>Area 5B</p> <p>Upgrading of play-park in Uranus Street.</p> <p>Sidewalks need to be completed in Venus Street and Jupiter Streets</p> <p>High-mast light on the corner of Venus and Jupiter Streets</p>

WARD	2015/16 PRIORITIES
13 (cont.)	<p>Waste transfer station on the corner of Venus and Jupiter Streets</p> <p>Community play-park opposite 34 Venus Street</p> <p>Area Ext 12</p> <p>Concrete barriers on Lanique Crescent, opposite 4 and 6 Mirelda Place</p> <p>Upgrading and installation of guards on stormwater drains at 4 Lanique Street</p> <p>Speed hump at 10 Anita Drive</p> <p>Traffic arrows at sharp bend – 117 Anita Drive</p> <p>Rehabilitation of dumping site that was in Anita Drive</p> <p>Gaat Area:</p> <p>Sidewalks needed along Hartebees Street and Blesbok Street</p> <p>An overhead bridge is needed across the old Stanford Road and the sports facility</p> <p>The old rugby field in Stanford Road needs upgrading and fencing</p>
WARD 14	
14	<p>Building of Adcock Homes</p> <p>Conversion of Mendi Bottle store into an Arts Centre</p> <p>Tarring of roads and culs-de-sac:</p> <p>Tshiwula, Nikiwe, Ntshinga, Aggrey, Ncwana, Teya, Yokwe, Nqadini, Mtimka, Limba, Rula, Jolobe, Msimka (shared with Ward 17), Pendla Rd (shared with Ward 17)</p> <p>Upgrading of stormwater drainage in all culs-de-sac</p> <p>Tarring of pavements</p> <p>Traffic calming measures and marking of tarred road</p> <p>Construction of parks and playgrounds</p> <p>Backyard shacks/Flat dwellers</p> <p>Speed humps from Mendi Garage to Limba Road</p> <p>Corrugated iron roofing in MacNamee</p> <p>Street lights in April Street</p>

WARD	2015/16 PRIORITIES
14 (cont.)	Rectification of roofing, flooring and walls CCTV surveillance and control room Fibre-optic cabling infrastructure High-mast lighting Cornet of Dippa Place and Mabija Str and at Pendla Primary School and Cowan High School High-mast Lighting (Dodgers Ground Sports field) Servicing of drainage and sewerage infrastructure WK Project (shared toilets) – Provision and rectification (those with no toilets and with problem toilets) Repair and maintenance of blocked sewerage system at 14 Gqamlana Street, 42 Pendla Street and 107 Dubula Street Installation and maintenance of solar geysers Replacing old drainage system infrastructure Tarring of and installation of speed-humps : Gqamlana Street and Grattan Street
WARD 15	
15	Housing: Phase 2/3 Rectification Silvertown unfinished project from 2010 Backyard shack dwellers in the area Water meters in Silvertown, New Brighton Red Location rectification (Phase 2) Infrastructure: Phase 3 – Tarring of roads Tarring of Singapi Road Block 40 infrastructure (bulk and top infrastructure) Ncapayi Malakane passage Paving of Malakane Silvertown gravel street

WARD	2015/16 PRIORITIES
15 (cont.)	<p>Repairing potholes and resurfacing Mahlangu and Mbeki Streets</p> <p>Sidewalks/Pavement in White Location</p> <p>Tarring of Madasi, Mkwayi and Mntunja Streets</p> <hr/> <p>Electricity: (Fixing and Maintenance)</p> <p>Basuthu Church Pole Number 0775HM82</p> <p>Avenue D Pole Number 1373HM82</p> <p>Avenue E Pole Number 5517HM61</p> <p>Mbeki Circle</p> <p>Avenue A Street lights</p> <hr/> <p>Health Directorates:</p> <p>Illegal dumping</p> <p>Rubbles Raxa Street</p> <p>Coca Lane and Mgijima</p> <p>Avenue B, Mhlaba</p> <p>8th Street</p> <hr/> <p>Safety and security</p> <p>CCTV camera at New Brighton Oval</p> <hr/> <p>Economic Development:</p> <p>Ndokwenza Business Centre</p> <p>Skills Development for the Youth</p> <hr/> <p>Sport and recreation:</p> <p>CCX Callies Grounds</p> <p>Red City Grounds</p> <p>New Brighton Oval</p> <p>Winter Rose</p>

WARD	2015/16 PRIORITIES
WARD 16	
16	<p>Human Settlements:</p> <p>MK Silvertown – implementation of layout plan of 398 units, provision of electricity, other services and relocations</p> <p>Qaqawuli Godolozu – implementation of layout plan of 820 units, provision of electricity, other services and relocations. – in progress (consulting engineers have been appointed together with the project manager and social facilitator.)</p> <p>Tshangana Flats (75 units) – area needs to be rectified and its infrastructure to be changed, as current occupants are experiencing challenges</p> <p>Pre 1994 housing rectification of 2600 houses.</p> <p>Sports facilities:</p> <p>Two informal fields need to be completed (Mahambehlala Street, opposite 11533, and Mcaphukiso Street, opposite 11053).</p> <p>Tsotsobe fields – renovation of change-rooms, erection of netball court and caretaker’s cottage and finishing of Bolo Punch (Phase 2)</p> <p>Conversion of Matomela Bottle store into Business Centre:</p> <p>Upgrade property for SMMEs and cooperatives</p> <p>Tarring of streets – 7 streets outstanding. 1 street in progress in Tshangana flats.</p> <p>Youth and Women Development Centre</p> <p>Sidewalks on all tarred streets</p> <p>Site allocation and electrification of MK Silvertown and Qaqawuli</p> <p>Cleaning of the entire Ward (dumping sites, stagnant water, bush clearing)</p> <p>Levelling of gravel road/streets in the informal areas (to create access roads for emergencies, walking routes)</p> <p>Food gardening and soup kitchen</p> <p>Buying building material for existing informal areas, as they are affected by floods and other weather conditions</p>

WARD	2015/16 PRIORITIES
16 (cont.)	Erection of parks in all the gap taps and open spaces (to eliminate potential dumping spaces)
	High-mast lighting installation in the informal areas (to reduce levels of crime – MK Silvertown and Qaqawuli)
WARD 17	
17	<p>Tarring of gravel streets/culs-de-sac/circles:</p> <p>Xesi Street</p> <p>Dubu Street</p> <p>Maselane Street</p> <p>Boom Street</p> <p>Magongo Street</p> <p>Jawa Street</p> <p>Tabata Street</p> <p>Moduka Street (two lanes): one circle</p> <p>Tsewu Street (two lanes) – Implemented by the MBDA</p> <p>Tsewu Street (circle five)</p> <p>Stokwe Street (lanes three)</p> <p>Hlawula (tarring)</p> <p>Stokwe Street (circle five)</p> <p>Sangotsha Street (additional lanes and three traffic circles)</p> <p>Lane between Kwaza and Zondi Streets</p> <p>Kwaza (six street lanes)</p> <p>Msimka Street (two lanes)</p> <p>Msimka Street (five lanes)</p> <p>Msimka Street (tarring)</p> <p>Mpentse, Mankahlana, Nangoza (Phase Two)</p>

WARD	2015/16 PRIORITIES
17 (cont.)	<p>Kholwaphi, Njongo, Simunye, Noxolo (Phase One)</p> <p>Kali Street Plus (one lane)</p> <p>Tshangana (one lane)</p> <p>Norongo (two lanes)</p> <p>Phendla Silvertown (new tarring)</p> <hr/> <p>Bulk stormwater:</p> <p>Tsewu Street and circles</p> <p>Sangotsha and Stokwe streets (stormwater drains)</p> <p>Separation of drains and toilets - Stokwe, Tsewu and Sangotsha Streets</p> <p>Bucket system must be collected once a week in Chris Hani</p> <p>Hlawula Street</p> <p>Maselane Street</p> <hr/> <p>Infrastructure of old houses</p> <hr/> <p>Repair leakages of taps</p> <hr/> <p>Upgrade of sports field (Zondi)</p> <hr/> <p>Installation of speed humps in Zondi, Skomolo, Hlawula and Tsewu Streets</p> <hr/> <p>Build sidewalks in Skomolo, Samnkele, Sangotsha, Stokwe and Sophazi Streets</p> <hr/> <p>Rectification of Old New Brighton Houses (Ward 17)</p> <hr/> <p>Rectification of houses (Chris Hani, Qaqawuli Phases One and Two), housing for backyard dwellers (waiting list)</p> <hr/> <p>Relocation of Chris Hani to Joe Slovo, Chatty and NU 29</p> <hr/> <p>Use of open space in Qaqawuli for MPCC, gardening, park, beautification and greening and income-generating projects</p> <hr/> <p>Eradication of bucket system</p> <hr/> <p>Maintenance of stormwater drainage system – Sangotsha and Stokwe Streets</p>

WARD	2015/16 PRIORITIES
17	Elimination of illegal dumping
(cont.)	Installation of street lights: Skomolo, Thabata, Sangotsha, Kwaza, Stokwe, Hlawula, Naudé and Pendla, Silvertown
	Installation of CCTV cameras in Chris Hani (shack area), Kwaza (Tavern area, Qaqawuli, Msimka and Tabata Streets)
	Greening and beautification
	Construction of a Community hall
	Beautification of parks and gardening projects across the ward
	Income-generating projects
	Zondi: renovation of sports field and beautification
	Ward-based cleaning (litter-picking)
	Upgrading of New Brighton Swimming Pool
	Capacity building and support of cooperatives
	Councillor's office accommodation
	Outdoor gym for the ward
	Multi-purpose Centre in Tsewu Street
	Tarring of road in Tsewu Street
	Tarring of road in Sangotsha (these 3 projects will be funded by MBDA)
WARD 18	
18	Construction of a Community Hall
	Housing rectification/relocation (Matthew Goniwe Project)
	Upgrade of concrete roads
	Wet-lands for Mavuso Road
	Tarring of gravel roads
	Multi-purpose sport facility
	Waste drop-off centre

WARD	2015/16 PRIORITIES
18 (cont.)	<p>Traffic calming measures</p> <p>Elimination of sewer leakages at 27 houses (Jekeqa Street)</p> <p>Rectification and title deeds (27 families in Jekeqa Street)</p> <p>Repair of potholes</p> <p>Repair of stormwater damaged houses in Vuku area</p> <p>Rectification of houses built with no toilets, electricity or water meters (Matthew Goniwe Project)</p> <p>Installation of high-mast lighting in Mavuso Road, next to wet-lands and Ezimotweni gap</p> <p>Rectification of pre-1994 houses in Ward</p> <p>Construction of houses: Mandela Village and Bongweni Area (71 houses)</p> <p>Addressing sewerage problems in Mathew Goniwe, Vula and Maqona</p> <p>Stormwater drainage maintenance</p> <p>Tarring of roads in KwaNoxolo village</p> <p>Installation of CCTV Cameras</p> <p>Provision of playgrounds</p> <p>Skills Development for the Youth</p>
WARD 19	
19	<p>Tarring of gravel roads</p> <p>Resurfacing of unsubsidised streets</p> <p>Stormwater improvement</p> <p>Wolfson Stadium redevelopment</p> <p>Housing rectification to defective houses in the ward</p> <p>Housing development for informal settlement dwellers: Ekuphumleni Enkuthazweni</p>

WARD	2015/16 PRIORITIES
19 (cont.)	Relocation of eDongweni, eNdulwini residents to NU 29 Grassing and upgrade of Zokwana Sports Field Development of play parks Establishment of food gardens and cooperatives in the area Construction of a Heroes Acres Renovation and upgrade of the Councillor's office Resource centre in Befile Street (next to KwaZakhele training centre) Area lighting - Kulati and Inkatha Streets
WARD 20	
20	Housing provision for backyard dwellers Matthew Goniwe Blue Flats renovation Renovation of Matthew Goniwe Hostel Matthew Goniwe/Greenfield Blocked Project Housing rectification Area lighting Upgrading of two small halls at Matthew Goniwe to accommodate indoor sports activities Traffic calming measures Speed humps Upgrading of lamp posts Scholarships for disadvantaged children Upgrading and maintenance of Matthew Goniwe stormwater drainage system Sidewalks: Saba Street; Jakavula Street; Tubali Street; Meke Street; Sali Street; Dyantyi Street; Maronga Street

WARD	2015/16 PRIORITIES
WARD 21	
21	<p>Raymond Mhlaba Village Development</p> <p>Mandela Village Temporary structures</p> <p>Relocation of Lungelo Village Community</p> <p>Updating of the housing waiting list (Registration dates back to 2003)</p> <p>Tarring of gravel roads at Mandela and Rolihlahla Village</p> <p>Widening of Matomela and Khuzwayo Streets</p> <p>Seyisi Square development</p> <p>Mzontsundu sports ground upgraded into a multipurpose sports facility</p> <p>Skills development for youth and women</p> <p>Housing for backyard dwellers</p> <p>Traffic-calming measures</p> <p>Fezekile building development for informal traders (50713)</p> <p>Conversion of Ilungelo school to a Youth Resource Centre</p> <p>Rectification of RDP houses in Tambo Village</p> <p>Tarring of gravel streets in Mandela Village: Ngoyi St, Hani Crescent, Khayingo St, Mahlangu St and Mbeki St – Rolihlahla Village: Ntshangana St, Mapipa St and Mbashe St</p> <p>Traffic calming measures at corner of Seyisi Road/Kuzwayo Street to M17 Road</p> <p>Speedhumps in Seyisi St, Mavuso Rd, Qunta St and Mbilini Rd</p> <p>Stormwater improvements</p> <p>High-mast lights and street lights</p> <p>Draining system to the entire ward</p> <p>Resurface of tarred roads and streets due to potholes</p> <p>Bulk sewer – Raymond Mhlaba (Buyambo Street)</p> <p>Electrification of Raymond Mhlaba, Mandela and Rolihlahla Village Informal Settlements</p> <p>Addressing water leakages by using co-ops and EPWP trainees</p>

WARD	2015/16 PRIORITIES
21 (cont.)	<p>Upgrading of sports ground within the ward, such as Mzontsundu sports ground (Erf 51182)</p> <p>Illegal dumping on transfer sites</p> <p>Ward-based cleaning co-operatives</p> <p>Beautification of Ghana Wetland</p> <p>Upgrading of KwaZakhele Swimming Pool (Erf 50224)</p> <p>Water treatment of wetlands (Ghana) and development programme</p> <p>Beautification and greening</p> <p>Containers for fruit and vegetables</p> <p>EziKhefi building to be redeveloped to create an environment that promotes the development of local economy and facilitate job creation within the Ward</p> <p>Ward-based co-operatives / SMME skills development</p> <p>Refurbishment of Lillian Ngoyi Sports Centre, including Norris Singaphi Hall at Daku</p> <p>Development of Swartkops cemetery</p> <p>Develop 11388 Mahambehhlala Street</p> <p>Develop playground in 9760 Buyambo Street to a play park</p> <p>Upgrading of sport facilities</p> <p>Refurbishment of Lillian Ngoyi Sport Centre</p> <p>Refurbish Norris Singaphi Hall</p> <p>Establish metro police and integrste MKMVA and Trained police reservists</p>
WARD 22	
22	<p>Relocation of backyard dwellers/Housing waiting list to NU 29</p> <p>Housing rectification for pre-1994 houses and roof leakage rectification</p> <p>Street lights (Salamntu Road, KwaZakhele)</p> <p>Speed humps/Sidewalks (Ngxokolo Street, Ngcangca Street, Moyakhe Street, Daku Road)</p> <p>Tarring of gravel road (Ngwendu Street)</p>

WARD	2015/16 PRIORITIES
22 (cont.)	Tarring of circles (Mbilana Crescent and Mtshiselwa Street)
	High-mast lighting (Lukwe, Ngwendu and Nkabalaza Streets)
	Resurfacing of roads (Ngxokolo Street, lane next to Phakama Primary School, between Magxaki and Nkewana Streets, Myali Street, Siwa Street, Kulati Street)
	Stormwater drainage improvement
	Traffic lights between Daku Road, Kulati Street and Mbilini Road
	Demolition of St Nelson Hospital
	Maintenance of roads (Mtshiselwa Street lane 2, Nkewana Str. needs resurfacing)
	Potholes to be fixed in Njoli Rd, Maronga Str, Magxaki Str)
	Development of parks (Ngwendu, Tlaloroe and Moyakhe Streets)
	Fencing and upgrading of parks and continuous maintenance
	Beautification and greening (Daku Road, Salamntu Street, Tshauka Streets)
WARD 23	
23	Tarring of circles
	Development of informal sports field into formal sports field (between Kaulela and Matanzima Streets)
	Installation of traffic calming measures (speed humps): Ngxangxosi Street NU3 close to Erf 5673 and 5655, Khetshe Street, close to erven 5130, 5247 and 4891, Matanzima Street close to Erf 4519, 4385, 3686, 3870, LL Sebe Street close to Erf 2960
	Traffic circles (corner of Kaulela and Khozi Streets at corner of Kaulela Street and Maku Road)
	Rectification of Ramaphosa Phase 1 NU2
	Completion of NU 2 Stadium
	Construction of Phase 1 Multi-purpose sports complex
	Rectification of toilets affected by road construction at NU2 Square
	Relocation of backyard shack dwellers

WARD	2015/16 PRIORITIES
23	Skills development for youth and women
(cont.)	Traffic lights – four-way junction at Kaulela Street and M17
	Construction of Nelson Mandela Peace Park (Phase 2)
	Identification of site for the building of a public library (Phase NU2, Community Hall)
	Upgrading of NU2 Community Hall into a multi-skills development centre for youth and women
	Repairs and upgrading of NU2 Stadium
	Construction of a Multi-purpose Sports Complex
	Fencing of Wet-lands and the beautification thereof
	Maintenance of stormwater canals
	Elimination of illegal dumping
	Erection of Modular Library at NU2 Community Hall
	Stormwater canal – closed with Rocla pipes or covered with cement
	Deployment of Safety and Security officials to deal with cable theft and crime in the entire ward.
WARD 24	
24	Skills development for youth
	Provision of wheelchairs and walking sticks for people with disabilities
	Installation of electricity in Silvertown, Power station, Masakhane, Sisulu and Emalandini
	Shortage of drains and services – Salamntu, Qeqe and Moutuma Streets
	Tarring of roads
	High-Mast lights in Samuel Street, Mntuma Street, Mbilana Crescent, Tlalore Street, Ndongeni Street, Ngwendu, Sodladla Streets and Masibambane school
	Maintenance of speedhumps in the entire ward
	Fencing of gap tap
	Provision of a library

WARD	2015/16 PRIORITIES
24	Building of a community hall
(cont.)	Regular refuse removal and provision of rubbish bags
	Upgrade Swartkops Lake
	High mast lights at Qeqe Street, Samuel Street and Pitoli
	Pedestrian crossing at Ndongeni Street
	Recreation facilities/play parks for children (Unit 10 Voting District)
	Rectification of houses in food plains (Unit 10 VD)
	Houses at Silvertown (near power station and Masakhane)
	Maintain existing children playground equipment
	Old KwaZakhele houses need upgrading (inside toilets, repair to leaking roofs caused by geysers installations)
	Build crèches (site identified at the back of Chithibunga Store) and/or facilitate that some schools accommodate crèche
	Sewerage manhole inside yard (6833 Mbilana crescent) and sewerage in Tlalore, Codesa, Ngwendu, Khumbulani, Luwela, Kiwane, Sodladla, Trauma, Mtshiselwa, James, Mphakathi and Makubalo Streets
	Upgrading of soccer fields, e.g. Shining Stars field and Young Romans field in Salamntu Street
	Netball field (69 Gap tap)
	Gap between Zomncane LP School and Toest Tavern
	Construction of a multi-purpose centre
	Painting of speed humps
	Maintenance of drainage system in Salamntu, Qeqe and Mbilana Streets
	Fencing of wetlands
	Litter picking cooperative for the ward
	Relocation of Pitoli/Khiwane communities

WARD	2015/16 PRIORITIES
WARD 25	
25	Paving of culs-de-sac in New Brighton area Covering of manholes Elimination of illegal dumping through the provision of a dumping or transfer site Skills development programme Greening and beautification in Sphondo and Koyana Roads Installation of street lights (Sir George Grey Street) Provision of support for co-operatives Construction of sidewalks Construction of sports field (back of Mpilweni TB Hospital – open ground) Conversion of Zwide Rent Office into a Multi-purpose Centre Roof of Zwide Stadium and renovation of a Judo Club Training Centre Widening of three-meter street in Zwide Utilisation of open spaces for economic development purposes
WARD 26	
26	Construction of canal collector sewer and drainage system Street lights: Qeqe Street Bafana Street Konga Street Mjijwa Street Maku Street Mabopha Street Naka Street Bucwa Street

WARD	2015/16 PRIORITIES
26 (cont.)	<p>Nondumo Street</p> <p>Kulati Street</p> <p>Mni Street</p> <p>Greening project along Johnson Road, Qeqe Road, Mjijwa Street, Tonjeni Street and Bucwa Street</p> <p>Multi-purpose Centre next to Library – Qeqe Street</p> <p>Improvement of drainage system – Mabopha, Bucwa and Haya Streets</p> <p>Speed humps in Maku St, Magi St, Nanto St and Nondumo St</p> <p>Renovation of parks in Magaba and Qeqe Streets</p> <p>Curbing and pavement in Mabopha Street</p> <p>Drainage and curbing in Mjijwa Street</p> <p>Widening of drainage system in Qeqe Street</p> <p>Upgrading and maintenance of drainage system in Gamanda Street</p> <p>Cheerios in Naka and Ngam Streets</p> <p>Tarring of gravel roads:</p> <p>Ronnie Kasrils Street</p> <p>Mkhaba Street</p> <p>Molly Street</p> <p>Mxhaxha Street</p> <p>Mashinini Street</p> <p>Bani Street</p> <p>Gogela Street</p> <p>Cacadu Street</p> <p>Jembo Street</p> <p>Quatro Street</p> <p>Nondumo Street</p>

WARD	2015/16 PRIORITIES
26	Robben Island Street
(cont.)	Ntengento Street
	Litter picking
	Rehabilitation of infrastructure, e.g. sewer pipes in Soweto-on-Sea
	Housing rectification of Silver Town, Zwide, Soweto-on-Sea and Endlovini
	Housing development for the Sisulu area
	Street electrification: Khonga, Qeqe and Bucwa Streets
	Sewer lines, castrils and Canal at Ndlovini, Soweto-on-Sea
	Stormwater in Mabopha, Haya and Bucwa Streets
	Chevron at every T-junction
	Fencing of parks
WARD 27	
27	Tarring of roads
	Rehabilitation of drainage system
	Soweto-on-Sea Square upgrading
	Greening and gardening of open spaces
	Continuous cleaning of Chatty River
	Elimination of illegal dumping in the area
	Zoning and allocation of church sites in the Ward
	Rectification and provision of houses
	Installation of high-mast lighting
	Upgrade and extension of Soweto-on – sea Clinic (Zwide)
	Street lighting
WARD 28	
28	Tarring of roads in Emfundweni (Endulwini) Madolwana, General Walker and other streets in that area

WARD	2015/16 PRIORITIES
28 (cont.)	Rectification of old Zwide houses, i.e. New Look, Emfundweni (Endulwini), Siyongwana, Hambakahle and Sakuba RDP houses
	Maintenance of Koza sewerage pipe
	Elimination of illegal dumping
	Road calming measures and installation of street lights
WARD 29	
29	Tarring of gravel roads in Timothy Valley and Jacksonville
	Upgrading of Jacksonville Sports Field
	Planting of trees to beautify the ward
	Provision of primary school
	Construction of sport-centre
	Renovation of old damaged buildings
	Fencing of cemetery in Jacksonville
	Houses for backyard dwellers
	Relocation of waterlogged houses to Chatty
	Ward-based cleaning (co-operative)
	Rectification of Timothy Valley houses and the numbering of Jacksonville and Timothy Valley houses
	Repair of all cement block roads
	Turn-off arrows in Stanford Road, at Heathcote and Lawrence Erasmus Roads
	Construction of traffic lights at Stanford and George Botha Roads
	Construction of parks in Jacksonville and Timothy Valley and Extensions 22 and 30
	Building a multi-purpose sports centre
Weekly removal of waste and a local drop-off centre/ waste transfer station	
Marking of roads, speedhumps and signage in the entire ward	

WARD	2015/16 PRIORITIES
WARD 30	
30	<p data-bbox="331 331 1214 365">Veeplaas Urban Renewal and KwaMagxaki Local Economic Development:</p> <ul style="list-style-type: none"> <li data-bbox="331 398 1353 432">Conducting feasibility studies, socio-economic studies, land identification/replanning <li data-bbox="331 465 715 499">Skills training and development <li data-bbox="331 533 911 566">Development of urban agriculture/food gardens <li data-bbox="331 600 855 633">Completion of Veeplaas Business Incubator <hr/> <p data-bbox="331 667 1075 701">Top structure and infrastructure development and upgrading:</p> <ul style="list-style-type: none"> <li data-bbox="331 734 823 768">Flood plain and Chatty River canalisation <li data-bbox="331 801 600 835">Building cement steps <li data-bbox="331 869 775 902">Tarring of all gravel roads and circles <li data-bbox="331 936 951 969">Building speed humps in Kawulele and Cetu Streets <li data-bbox="331 1003 695 1037">Street lights in Stemele Street <li data-bbox="331 1070 772 1104">Street lights at Ralo-Mdoda Junction <li data-bbox="331 1137 679 1171">Installation of CCTV cameras <li data-bbox="331 1205 823 1238">Repair of Koyana-Kani high-mast lighting <li data-bbox="331 1272 1007 1305">Construction of 500 rental housing stock in KwaMagxaki <li data-bbox="331 1339 778 1373">Electrification of informal settlement <li data-bbox="331 1406 919 1440">Traffic lights at Ralo and Mdoda Streets junction <hr/> <p data-bbox="331 1473 1299 1507">Development and upgrading of halls, parks and sports field and other amenities:</p> <ul style="list-style-type: none"> <li data-bbox="331 1541 1369 1619">Extending KwaMagxaki and Veeplaas Halls – add mini-conference rooms and library in Veeplaas <li data-bbox="331 1653 1350 1731">Grading and fencing of Cetu Sports Field and installing artificial grass in sportsfield in Veeplaas <li data-bbox="331 1765 962 1798">Building swimming pool and mini-conference rooms <li data-bbox="331 1832 1134 1865">Building a Information, Training, Development and Tourism Centre <li data-bbox="331 1899 1018 1933">Building of senior citizens' leisure centres (old age home)

WARD	2015/16 PRIORITIES
30 (cont.)	<p>Leisure, entertainment and information facilities/buildings:</p> <p>Organize in-door and out-door musical shows, sports tournaments and athletic games</p> <p>Free access of organized senior citizens' groups to community halls</p> <p>Building women and youth centres and leadership and management capacity programme</p> <hr/> <p>Maintenance:</p> <p>Street lights in the entire area of Veeplaas</p> <p>Maintenance and upgrading of public toilets at the Square</p> <p>Eliminate potholes</p> <p>Grass cutting in the entire KwaMagxaki area (with special attention between Faleni and Mathebula Streets)</p> <p>Elimination of illegal dumping (the By-law has to be implemented)</p> <p>Electrical reticulation of rectified houses and meter installation</p> <p>Cleaning of stormwater drainage and underground pipes</p> <p>Servicing and installing additional communal clean drinking water taps in informal settlement and unserviced formal sites</p> <p>Litter picking</p>
WARD 31	
31	<p>Missionvale:</p> <p>Construction of houses</p> <p>Rectification of Missionvale Garden Lots (Phases One and Two)</p> <p>Upgrading of Missionvale pump station</p> <p>Rectification of Balfour Heights (Smartietown) houses (Phases One and Two)</p> <p>Electrification of all shacks</p> <p>Housing for Backyard shack dwellers</p> <p>Rectification of houses and non-functional toilets</p> <p>Housing for Millers Ground, Seedats ground next to stadium, Mackays ground in</p>

WARD	2015/16 PRIORITIES
31 (cont.)	<p>Missionvale GG ground</p> <p>Resurfacing of Old Uitenhage Road</p> <p>Beautification of playgrounds</p> <p>Replacement of cable theft – street lights and high masts</p> <p>Tarring of gravel roads (major and minor roads) in Missionvale – Peace Street, Siebritz Road, Orinico Street, Missouri Street, Columbia Street</p> <p>Tarring of all the culs-de-sac in Peace Street, Colorado Street and Jacks Road</p> <p>Reconstruction of all streets in Balfour Heights (Smartietown)</p> <p>Construction of multi-purpose centre and library in Missionvale</p> <p>Clear road markings on speed humps, pedestrian crossings and stop signs</p> <p>Maintenance of sewer and stormwater drains and pump stations</p> <p>Satellite Police Station at Khanya Centre next to Lonwabo School and Reubin Birin School</p> <p>Maintenance of Road markings</p> <p>Bush clearing along main routes/Bethelsdorp Road and Old Uitenhage Road</p> <p>Traffic calming measures in Bethelsdorp Road/Dyke Rd/Old Uitenhage Road/Colorado</p> <p>Play-parks for children</p> <p>Beautification of Missionvale</p> <p>Maintenance of high-mast lights</p> <p>Upgrading of Missionvale sport fields</p> <p>Filling or surfacing of water ponds/wet-lands</p> <p>Finalisation of pegging in Missionvale</p> <p>Waste Transfer Station</p> <p>Litter pickers for Balfour Heights</p>
	<p>Windvogel:</p> <p>Multi-purpose centre with a library</p> <p>Mobile clinic</p>

WARD	2015/16 PRIORITIES
31 (cont.)	<p>Social Housing</p> <p>Provision of housing for backyard dwellers</p> <p>Building of speedhumps for 6 streets</p> <p>Trimming of trees</p> <p>Construction of Sidewalks</p> <p>Maintenance of street lights</p> <p>Replacement of old infrastructure</p> <p>Rectification of houses and non-functional toilets</p> <p>Building and operationalization of a fire station</p> <hr/> <p>Algoa Park:</p> <p>Social housing Erf 1551 and Erf 2347</p> <p>Bush clearing on the following spaces: Bloekom, Silveroak and Whyteleaf Drive</p> <p>Trimming of all trees</p> <p>Maintenance of stormwater drains</p> <p>Identification of land parcels for social housing</p> <p>Maintenance and rectification of existing Human Settlements social housing</p> <p>Traffic circle – Cnr St Leonard Drive and Dyke Road</p> <p>Installation of Speedhumps</p> <p>Litter pickers</p> <p>Installation of illegal dumping signs</p>
WARD 32	
32	<p>Missionvale:</p> <p>Tarring of gravel roads in Missionvale and Rolihlahla</p> <p>Provision of housing (eradication of bucket system)</p> <p>Relocation of people on University grounds to Joe Slovo West</p> <p>Repositioning of plots – Public Works</p>

WARD	2015/16 PRIORITIES
32 (cont.)	Uninterrupted water supply Sports field (identification of land) Elimination of illegal dumping Satellite police station Speed humps on old Uitenhage Road Rectification of brick houses – Rohlihlahla Building of primary and secondary schools Elimination of illegal electricity connections Combat illegal housing invasions Repair faulty electrical boxes
	Salt Lake: Relocation of approved people to Chatty 12 and 13 Resurfacing of gravel roads Fencing of substations (electricity) Repair, maintenance and unblocking of drains Bush clearing – all vacant sites and corner of Felcase Road Elimination of illegal dumping Clinic and library Resource centre Renovation of parks and playing fields Speed humps (Barendse, Freeman, Allie, Pamplin, Abraham, and Harrington Streets) Repairing of potholes Identifying land for housing and businesses
	Salsoneville/Cleary Estate/Hillside: Upgrading of Bethelsdorp old age home Irrigation system to park – Catherine and Wynford Streets

WARD	2015/16 PRIORITIES
32 (cont.)	Repair, maintenance and unblocking of drains Multi-purpose sports field – Catherine Road Elimination of illegal dumping Repair of potholes Repositioning of taxi rank Speed humps – Beacon and Allan Hendrickse Streets (Cleary Estate)
WARD 33	
33	Rectification of Govan Mbeki houses Provision of housing (eradication of bucket system) Relocation of people (Riverside) Repair, maintenance and unblocking of blocked drains Uninterrupted water and electricity supply Repairs and maintenance of salt pan trench Tarring of gravel roads Covering of exposed electricity cables – Baart Street Electricity vending machine Elimination of illegal dumping Community Hall – MPCC Library incorporated into MPCC Satellite police station Installation of standpipes Rectification of toilets Repair of unoccupied vandalised buildings Footbridge repairs Electrification of informal settlement

WARD	2015/16 PRIORITIES
33	Private owned land – buying land from owners
(cont.)	Relocation of Riverside and provision of infrastructure to Kliprand informal settlement
WARD 34	
34	Construction of library and clinic
	Footbridges and culverts with paving on the sides: Between Extensions 28 and 32 (pp 14359 and 15261) with highmast lighting Between Fernwood Park and Arcadia (Remainder of Erf 590) with highmast lighting
	Construction of a Community hall
	Rectification – Ext. 32 (Tobias houses)
	Installation of Street and high-mast lighting Between Ext 32 and 28 on the open space Between Fernwood Park and Arcadia North
	Identification of land for housing and businesses
	Traffic calming measures – speed humps: Bracken Avenue, Extension 32 Esterhuizen Street, Arcadia and Aerograss Streets, Extension 32
	Traffic circles: Scholtz Street and Laurence Erasmus Drive Rocky Ridge (Ext 27): crossing of Kleinskool Road, Lundall and Loder Crescents: Crossing of Rensburg Streets and Barberry Drive (Ext 32) Esterhuizen and Rensberg four-way stop Mini-circle on corner of Kleinskool Road, Nicholson Road and Loonat Street

WARD	2015/16 PRIORITIES
34	Upgrading of Riemvasmaak Informal Settlement
(cont.)	Upgrading of all sports fields
	Maintenance of play-parks in Patience Street
	Upgrading of stormwater drainage
	Upgrading of concrete roads in ward
	Cutting of trees on verges
	Palisade fencing around substations
	Closing of thoroughfares between streets in Ward
	Building of a multi-purpose center
	Ward based painting of road marks, speed humps and stop signs (all signage)
	Roll-over kerbs needed in Main Road; starting on the corner of Rensburg Street, down Soudien Road, past crossing at Rocky Ridge and at the crossing of Rensburg Street and Barberry Drive
	Traffic lights/Robots needed at the junction of Rensburg Street and Soudien Road and also at Arcadia crossing
	<p>Repair and unblocking of blocked stormwater and sewerage drains on the following streets:</p> <p>Lamont Crescent in Ext 27</p> <p>St Luke Crescent, St James Crescent and St Jude Crescent (in Ext 28)</p> <p>Nolan St and Nash Crescent in Ext 29</p> <p>Eucomus St, Valotta Place, Arrowgrass St, Bluecrest Ave, Crossberry Crescent, Mistral Close and Jonquil Ave (in Ext 32).</p> <p>Imbuia St, Bakkiesblom St and Esterhuizen St (in Arcadia)</p>
	Identifying land for Councillor's Office
	<p>Repair and maintenance of roads with potholes and cracks</p> <p>Identified roads in EXT 27, Bethelsdorp are:</p> <p>Cnr of Loonat and Langeveldt Streets</p>

WARD	2015/16 PRIORITIES
34 (cont.)	<p>Cnr of Lambe and Laubscher Streets</p> <p>Cnr of Lambe and Lebron Streets</p> <p>Cnr of Lambe and Langeveldt Streets</p> <p>Cnr of Limberg and Lamont Streets</p> <p>Identified roads in EXT 28, Bethelsdorp are:</p> <p>Cnr of St Jude and St Elizabeth Streets</p> <p>St Thomas St</p> <p>Cnr of St Thomas and St Elizabeth Streets</p> <p>Cnr of St Luke Crescent and St Teresa Close</p> <p>Cnr of Laurence Erasmus Drive and St Luke Crescent</p> <p>Bush clearing in the ward</p> <p>Construction of sidewalks</p> <p>Provision of a High school</p> <p>Roll-out of programmes that will deal with gangsterism and drug abuse</p> <p>Repair of street lights in the ward</p> <p>Maintenance of all signage in the ward, i.e. road markings, painting of pedestrian crossings, speedhumps, stop signs, etc.</p>
WARD 35	
35	<p>Provision of houses in the entire ward</p> <p>Improved turnaround time for the processing of ATTP applications</p> <p>WEST END</p> <p>Councillor's sign in the Cnr of St Bridget and Rensberg Streets</p> <p>Parking area in front of West End clinic</p> <p>Vegetable garden</p> <p>Speed humps/potholes/cracks in streets/maintenance of streets/road signs Repair and Maintenance of sewerage drains and stormwater drains (St Bridget and St Zita, St</p>

WARD	2015/16 PRIORITIES
35	Acardius, St Anne and Baubinia Streets
(cont.)	Maintenance to potholes in (St Wilfred Street and Jenny Place)
	Upgrading of Marock Sports Field
	High-mast lighting in Varsvlei behing West End swimming pool
	Elimination of illegal dumping
	Construction of sidewalks and pedestrian crossings
	Building of a Skills development center for the Youth and Women
	Traffic-calming measures in Yellowwood and Angelica Streets
	Clearing of bushes - behind Sancto High School
	Fencing and rezoning of vacant municipal land to address illegal dumping
	Fencing of Bethelsdorp Cemetery/Foot-bridges
	Bridge between Calpurnia Street and Bethelsdorp Cemetery
	Installation of high-mast lighting Claasen Street Park/Open Space in Rensburg Street
	Shelter for patients visiting clinic
	Cleaning of canal
	Rectification of dilapidated houses in Bethelsdorp (Plankieshuise)
	ACARDIA
	Floodlight in Park - Claasen Street
	Elimination of illegal dumping
	Cutting of Trees
	Cleaning of Sub-station - Grootboom Street
	Fencing and rezoning of vacant Municipal Land - illegal dumping
	SANCTOR
	Vegetable Garden - behind Sancto Sec. School
	Short Avenues off Marock Road needs to be tarred

WARD	2015/16 PRIORITIES
35 (cont.)	<p>Upgrading of Marock Sports Field</p> <p>Floodlight in Park - behind Flamelilly Road</p> <p>Floodlight in Park - behind Nemesia Street</p> <p>Clearing of bushes behing Sancto Sec. School</p> <p>Closing of open trenches in Marock Road</p> <p>Boundary Wall behind houses facing Bethelsdorp Cemetry</p> <p>Cutting of Trees</p> <p>Fencing and rezoning of vacant Municipal Land - illegal dumping</p> <hr/> <p>BETHELSDORP</p> <p>Rectification of Pre-Fabricated houses</p> <p>Foot Bridge between Calpurnia Street and Bethelsdorp Cemetry</p> <p>Fencing of Bethelsdorp Cemetry</p> <p>Bigger Stormwater Pipes at Van der Kemps Kloof</p> <hr/> <p>BLOEMENDAL</p> <p>Boundary Wall behind houses in William Slammert Drive - Flooding during heavy rain</p> <p>Fencing and rezoning of vacant Municipal Land - illegal dumping</p> <p>Cutting of Trees</p> <p>Closing of open trenches in area</p>
WARD 36	
36	<p>Priority areas:</p> <p>Rectification of Bethelsdorp Area C, 1071 houses in Area C - KwaDwesi Extension</p> <p>Provision of new playground equipment</p> <p>Maintenance of informal fields/parks</p> <p>High-mast lighting and street lighting</p> <p>Traffic lights and other calming measures at Mission Road next to corner of Xolilizwe KwaDwesi Ext. and Mkwenkwe Street next to Police Station and Ziyabuya Complex</p>

WARD	2015/16 PRIORITIES
36 (cont.)	Extension of intersection between KwaDwesi Police Station and Ziyabuya Complex Electrification of Westville Tarring of gravel roads and repair of stormwater drainage system in Westville and KwaDwesi Extension (Phase 2) Provision of waste/wheely bins Provision of containers for vendors Construction of a foot bridge/motor bridge – Mtshekisane Street, KwaDwesi Urban refuse transfer recycling stations Traffic lights at Mission Road, KwaDwesi Extension
	Other areas: Building of Councillor's Office Multi-purpose Centre – KwaDwesi Ext./Westville Construction of clinic for Westville and Extension Fencing and maintenance of cemeteries Maintenance of Chatty River (to build bridge) Upgrading of existing sports field in KwaDwesi Building/Upgrading of police station, KwaDwesi Upgrading of KwaDwesi clinic Tarring of roads in KwaDwesi Extension (Phase 3)
	Fencing and maintenance of old cemeteries
	Upgrading of informal sportsfield in KwaDwesi and KwaDwesi Extension
	Cutting of verges and trees
	Ward based greening
	Finalization of backyard dwellers list in KwaDwesi
	Elimination of illegal dumping sites in the whole ward
	Repair and maintenance of all stormwater drains in KwaDwesi and KwaDwesi Extension

WARD	2015/16 PRIORITIES
36	Land acquisition for crèches and pre-schools
(cont.)	Skills development and youth centre
	Removal of houses in flood plains in KwaDwesi Extension
	Old Age Home in Siduli Street in KwaDwesi
	Construction of Town Houses between Mboniyane and Mhlunguthi Streets in KwaDwesi
WARD 37	
37	Repair, maintenance and unblocking of all stormwater drains (Kleinskool Extensions 31, 35 and 36)
	Street lighting to be rectified
	Erection of playground/parks in all areas
	Bush clearing
	Building of Senior Secondary School
	Building of another primary school – Extensions 32 and 35
	Elimination of illegal dumping (skip bins at all VD stations or transfer station)
	Upgrading – Ext. 33 sports field
	Traffic calming measures (speed humps included) – all taxi routes in Ward and Cherry Street
	Multi-purpose centre
	Sidewalks
	Allocation of plots and building of houses
	Rectification of poorly built RDP houses – Extensions 31, 32 and 33
	Tarring of roads – upgrading of roads
	Resurfacing/Grading of gravel roads – Extensions 32 and 36
	Provision of water and electricity – all informal settlements and Kleinskool
	Sports stadium upgrading
	Relocation of backyard dwellers

WARD	2015/16 PRIORITIES
37 (cont.)	Renovation and fencing of existing parks/play fields
	High-mast lighting
	Cleaning channel Chatty River
	Provision of a Clinic
	Provision of a police station
	Councillor's Office and fencing
	Rectification of houses in floodprone areas – Ext. 31 and Kleinskool
	Stolen drain covers to be replaced
	Recreation of grass planting and braai facilities in Kleinskool, KwaNoxolo, Extensions 35, 36, 33, 32, 31
	Youth Community Centre
	Provision of toilet facilities to the 57 houses in Chatty
	Completion of 28 RDP houses that were built in 2006
	Buidling of Marikane Road in Chatty 11 and 12
	Uplifting all areas – tree planting
Resource Centre	
Water connections to houses in Kleinskool	
WARD 38	
38	Construction of walk-over/footbridges in Kroneberg and Astra VDs: Next to Kroneberg Primary School (between Kroneberg Street and Hibiscus Street, Willowdene/Floral Park) Between Kennedy Street and Bramble, Willowdene/Floral Park Between Denson and Basson Streets, Bloemendal Over the river to the Dutch Reformed Church, Bloemendal
	Tarring of roads – Block 23 South, Bloemendal
	Traffic calming measures in the form of speed humps:

WARD	2015/16 PRIORITIES
38 (cont.)	<p>Opposite 17 Denson Street, Bloemendal – Astra VD</p> <p>Opposite 38 and 58 Bramble Street, Floral Park, Kroneberg VD</p> <p>Opposite France Street, Block 23 South, George Botha VD</p> <p>Lingelihle Street, opp. Qaqa Street, Block 23 North, Bloemendal</p> <p>Namibia Street Block 23 South, Bloemendal – George Botha VD</p> <p>Lingelihle/Denmark Street, Block 23 South Bloemendal – George Botha VD</p> <p>Traffic circles:</p> <ul style="list-style-type: none"> - Lawrence Erasmus Drive and Kroneberg Street (opposite Old Apostolic Church) - Reflector Signs: Lingelihle/France Streets, Namibia/France Streets, France Street passage, Block 23 South, Bloemendal – George Botha VD <p>Rectification of houses in Block 23 South and North Bloemendal, KwaNoxolo</p> <p>Replacement of asbestos roofs in all houses in the Northern Areas (Health Hazard)</p> <p>Relocation and provision of houses for people staying in the Endlovini informal settlement</p> <p>Geyzers for Bloemendal, Willowdene (Ext. 21), Floral Park (Ext. 31), Upgrading of playgrounds:</p> <p>Mpuku Street, near Mad Stores, Block 23 South, Bloemendal</p> <p>Denmark Street, Block 23 South, Bloemendal</p> <p>Lingelihle Street, Block 23 North, Bloemendal</p> <p>Kayser Park, Willowdene</p> <p>Park next to Mosque in Didloft Street, Bloemendal</p> <p>Ext.31 (Bramble Street)</p> <p>* NB: Parks and open spaces should be fenced with concrete blocks or cement pillars to avoid vandalism and theft.</p> <p>Land for mobile clinic, library and police station in the George Botha VD</p> <p>Land for vegetable gardens:</p> <p>Denson Street, Bloemendal</p>

WARD	2015/16 PRIORITIES
38 (cont.)	<p>Next to Kroneberg Primary School</p> <p>Open Space in Bramble Street</p> <p>On the vacated land in Endlovini, once informal settlement has been cleared</p> <p>Upgrading of sports field behind KwaNoxolo Primary School</p> <p>Upgrading of sports field between Astra Primary School and UCC Church, Bloemendal</p> <p>High-mast lights (Kramer Street - Willowdene) and in front of the sports field between Astra Primary and UCC Church, Bloemendal and Denmark Street (Block 23 South, Bloemendal- George Botha VD), (Bramble St, Floral Park), behind Kettleidas Street, between Extension 21 and 31.</p> <p>Street lamp poles in Block 23 South, Bloemendal</p> <p>Installation of new sewerage pipes and more drains in Bloemendal Block 23, North and South</p> <p>Cleansing of the Ward – open spaces used for dumping</p> <p>Ditches must be filled up both sides of Strelitzia Street and in Ndaweni Street</p> <p>Sidewalks in Bloemendal:</p> <p>Didloft, Denson and Lodewyk Streets</p> <p>Block 23 South, Bloemendal</p> <p>Willowdene (Ext. 21)</p> <p>Floral Park (Ext. 31)</p> <p>Upgrading of existing roads</p> <p>Provision of public toilets at the corner of Rensburg Streer and Lawrence Erasmus Drive in Bloemendal</p> <p>Repairs to Water leaks in the KwaNoxolo area</p> <p>Identification of church sites – Astra, Kroneberg and George Botha VDs</p>
WARD 39	
39	<p>Traffic calming measures:</p> <p>Kabega Park – Lytham Street, Olive Schreiner Avenue, Van Der Graaf Street, Bangor Street and Talana Street</p>

WARD	2015/16 PRIORITIES
39 (cont.)	<p data-bbox="330 264 1404 297">Sherwood –Headingly Close</p> <p data-bbox="330 331 1404 405">Rowallan Park – Lategan Drive, La Trobe Street, Greenock Street, Peebles Road, Carrick Street and Deon Street</p> <p data-bbox="330 443 1404 539">Riverstone Road: Drainage and re-tarring</p> <p data-bbox="330 577 1404 674">Traffic lights: Rowallan Park – Carelse Street</p> <p data-bbox="330 712 1404 808">Pedestrian traffic light: Rowallan Park – Cape Road crossing (from Rowallan Park Primary School to Bridgemead)</p> <p data-bbox="330 846 1404 943">Street lights – Sherwood/Rowallan Park and Kabega Park Lategan Drive – Rowallan Park</p> <p data-bbox="330 981 1404 1155">Permanent speed cameras: Rowallan Park – Cape Road (Ward 12 and Ward 39) Sherwood – Walker Drive (Ward 8 and Ward 39)</p> <p data-bbox="330 1193 1404 1227">Taxi/Bus embayments:</p> <p data-bbox="330 1265 1404 1496">Pedestrian Walkways/Cycle tracks: Sherwood – remainder of Walker Drive (where Ward 39 starts, both sides) Rowallan Park – Lategan Street (on the right-hand side) Kabega Park – Northumberland Avenue (Cape Road to Great West Way)</p> <p data-bbox="330 1534 1404 1709">Kerbing: Assessment to be done in entire Rowallan Park, parts of Sherwood and Kabega Park Rowallan Park – Lategan, Deon, Pollock and Strydom Streets</p> <p data-bbox="330 1742 1404 1839">Road Repairs : Potholes: As per request and needs</p> <p data-bbox="330 1877 1404 1973">Resurfacing of roads: Corner of Cape Road and Kabega Road</p>

WARD	2015/16 PRIORITIES
39	Sherwood – Devon Road
(cont.)	<p>Tarring of existing roads:</p> <p>Rowallan Park – Carelse Road (crumbling away due to no assessment and drainage)</p> <p>Kabega Park – Riverstone Road (crumbling away due to no assessment and drainage)</p> <p>Tarring of road reserves:</p> <p>Stormwater infrastructure upgrade:</p> <p>Riverstone Road</p> <p>All areas as needed in the entire ward</p> <p>Riverstone Road (due to lower bridge, water is not draining away, damaging the thin layer of the tar; the road needs to be repaired regularly)</p> <p>Drainage of existing roads:</p> <p>Kabega Park – Riverstone Road</p> <p>Rowallan Park – Carelse Street</p> <p>* Stormwater manhole covers to be replaced with “no value” material (needed due to theft/replacement)</p> <p>Colonial fencing:</p> <p>Erf 2881, corner of Friesland and Cape Roads, Rowallan Park</p> <p>Spatial development</p> <p>Economic development/Business hives:</p> <p>– According to cluster assessment</p> <p>Foot-bridges:</p> <p>Cape Road (from Rowallan Park School to Bridgemed)</p> <p>Rowallan Park to Kabega Park (over the N2)</p> <p>Additional street lighting:</p> <p>Sherwood – Caledon Street and Utopia Road</p> <p>Rowallan Park – Lategan Drive (on left-hand side) and Carelse Street</p>

WARD	2015/16 PRIORITIES
39 (cont.)	<p>Sewerage upgrade:</p> <p>Rowallan Park – corner of Juan Pierre and Lategan Street, Erf No. 455, Froneman Street (back of Baakens River), and corner of Juan Pierre and Carelse Streets</p> <p>Survey to be done of the entire Rowallan Park</p> <hr/> <p>Water pipeline upgrade:</p> <p>Rowallan Park – Cumberland Street, La Trobe Street and Chris Hatting Street</p> <p>Kabega Park – Rotterdam Street</p> <p>Sherwood – Devon Road</p> <p>Survey to be done in entire Sherwood</p> <hr/> <p>Upgrading and replacement of play equipment on public open spaces:</p> <p>Sherwood – Shropshire Street and Tugela Street</p> <p>Kabega Park – Erf 1128 Tullbach Place West</p> <hr/> <p>Enclosure of public open spaces</p> <p>Deon Street between Erf 59 and 61 Rowallan Park</p> <p>Durham Avenue Erf 421 Rowallan Park</p> <p>Bangor Road Erf 10 Kabega Park</p> <hr/> <p>Enclosure of municipal properties:</p> <hr/> <p>By-law security to control illegal squatters, vagrants and street children:</p> <hr/> <p>By-law enforcement – street trading:</p> <p>As needed</p> <hr/> <p>By-law enforcement – waste management/illegal dumping:</p> <p>Sherwood – King St, Montrose Road, Sandton Road, Westmoorland Circle and end of Walker Drive</p> <p>Kabega Park – Talana, Truto Road and Worthing Road</p> <p>Rowallan Park – Cape Road, Chris Hatting and Carlse Streets</p> <hr/> <p>By-Law Enforcement – Illegal Advertising</p>

WARD	2015/16 PRIORITIES
39	As needed
(cont.)	<p>Regulation enforcement – illegal land use:</p> <p>As needed</p> <p>Law enforcement – traffic violations, including speeding:</p> <p>Sherwood – Walker Drive, Devon, Montrose Street, Caledon Street and Baywest City Development</p> <p>Kabega Park – Cape Road, Kabega Road, Great West Way, Olive Schreiner and Van Der Stel Streets</p> <p>Rowallan Park – Lategan, Rowan, Cape Road, Fife Avenue, Deon and Froneman Streets</p> <p>Tree trimming:</p> <p>As needed in Ward 39</p> <p>Maintenance, bush clearing and beautification of public open spaces:</p> <p>Sherwood – Erf 2205 (Shropshire), Erf 1890 (Tugela Street), Erf 3504 (Glamorgan Road), Walker Drive, Cartmoor Street and Erf 3882 (Henlo Crescent)</p> <p>Kabega Park – Erf 461 (Terence Avenue)</p> <p>Rowallan Park – Erf 1167 (cnr of Smollen and Rowan), Erf 415 (Peebles Street), Erf 2881 (Friesland Street)</p> <p>As needed</p> <p>Three-way stop:</p> <p>Rowallan Park – Gretha and Strydom Streets, Lategan and Strydom Streets</p> <p>Sherwood – Fairley Road and Bangor Street</p> <p>Street sweeping:</p> <p>All areas in Ward 39 (when needed and on request)</p> <p>Maintenance and cutting of verges:</p> <p>Cape Road – from Friesland to Deon Streets</p> <p>Walker Drive, Sherwood – from Lancing Road to end of road</p> <p>Great West Way</p>

WARD	2015/16 PRIORITIES
	<p>Lategan Street – Rowallan Park</p> <p>Northumberland Avenue – Kabega Park</p>
39	<p>Control of littering/litter pickers</p> <p>Main Aterials: Cape Road, Northumberland Avenue, Walker Drive, Van Der Stel, Montrose Street and Lategan Drive</p> <p>Cape Road - All along Cape Road on the corners of Kabega Road and Cape Road and Van Der Stel Street</p> <p>Sherwood- Walker Drive from Lancing Road to end of road</p> <p>All areas frequented by hawkers and vagrants</p>
39	<p>Replacing blue bins at busy intersections, bus and taxi embayments with bigger ones:</p> <p>At all bus embayment throughout Ward 39</p>
	<p>Bush clearing on private property:</p> <p>Site inspections by Public Health Directorate</p>
	<p>Maintenance of street name signs:</p> <p>All areas, as needed</p>
	<p>Greening:</p> <p>All areas</p>
	<p>Bush-clearing on Public Open Spaces</p> <p>All areas, as needed</p>
	<p>Weed spraying:</p> <p>Island down Cape Road</p> <p>Embayments down Walker Drive</p> <p>Most streets within the boundaries of Ward 39</p>
	<p>Indicating signboards to establishments</p> <p>Rowallan Park - churches and schools</p> <p>Kabega Park - Woltemade Street- church and school, Cape Road - St Josephs, Kabega Police Station</p>

WARD	2015/16 PRIORITIES
39	Repairs needed
(cont.)	<p>Repairs to street lights</p> <p>Rowallan Park- Deon Street, Cape Road, Froneman Street and Mc Kinnon Street</p> <p>Kabega Park – Great West Way and Northumberland Avenue</p> <p>‘No Dumping’ Signs</p> <p>Kabega Park – Van Der Stel Street and Truro Road</p> <p>Norman Street</p> <p>Tidying up after burst water pipes</p> <p>Rowallan Park - Maasdorp Street</p> <p>Sherwood - Cartmoor Road</p> <p>All areas in Ward 39 when needed</p> <p>Customer Care Centre – Exploring the rental of existing facilities</p> <p>Crime prevention</p>
WARD 40	
40	<p>Seaview/Kini Bay/Beachview and Colleen Glen</p> <p>Development of a sustainable human settlement – New Rest and Zwelidinga</p> <p>Speed calming measures and road and beach signs for Kini Bay, Seaview and Beach View</p> <p>Funding for new ablution facilities, recreational facilities, parking and walkways – Maitland Beach</p> <p>Upgrade of play-park facilities and equipment</p> <p>Seaview transfer and garden refuse site to be formalised and maintained</p> <p>Sports fields and playgrounds to be provided for the Seaview area</p> <p>Recycling project to be started in the Seaview Area</p> <p>Cutting of trees and vegetation of overgrown erven and verges</p> <p>Tarring of Trow Road, Colleen Glen</p> <p>Investment into an upgraded electricity grid in Colleen Glen, due to continuous</p>

WARD	2015/16 PRIORITIES
40	electricity interruptions
(cont.)	<p data-bbox="331 331 930 365">Fitchet's Corner/Van Stadens/Witteklip/St Albans</p> <p data-bbox="331 398 863 432">Funding for sustainable human settlements.</p> <p data-bbox="331 465 1058 499">Sidewalks on Old Cape Road (from St Albans to Lady Slipper)</p> <p data-bbox="331 533 1139 566">Water for St Albans area (residents living around RenDalton Street)</p> <hr/> <p data-bbox="331 607 456 640">Rocklands</p> <p data-bbox="331 674 767 707">Sidewalks next to Elands River Road</p> <p data-bbox="331 741 1106 775">Rectification of affected houses in Bloza (Rocklands RDP houses)</p> <p data-bbox="331 808 1382 920">Provision of water for approximately 65 families on right side of Uitenhage/Rocklands Road (a reservoir must be constructed and a pipeline must be brought down to the last farm)</p> <p data-bbox="331 954 1094 987">Sports field and community hall for Bloza Location in Rocklands</p> <hr/> <p data-bbox="331 1025 528 1059">Crockert's Hope</p> <p data-bbox="331 1093 1094 1126">Water to be connected for this area, approximately 50 families.</p> <hr/> <p data-bbox="331 1167 496 1200">Greenbushes</p> <p data-bbox="331 1234 1118 1267">Sidewalks next to Old Cape Road, Altona Road and Seaview Road.</p> <p data-bbox="331 1301 1334 1368">Land must be made available for squatters in Erica Deane and around Kuyga for the development of a sustainable human settlement.</p> <p data-bbox="331 1402 1350 1480">Upgrading of rugby field, lights, fencing, ablution facilities on field and stands next to fields in Kuyga, Greenbushes</p> <p data-bbox="331 1514 919 1547">Relocation of squatters on Van Rooyen's Ground</p> <p data-bbox="331 1581 930 1615">Upgrading of roads and stormwater in Kuyga East</p> <hr/> <p data-bbox="331 1653 639 1686">ERF 432, Hunters Retreat</p> <p data-bbox="331 1720 1382 1798">Funding to be made available for the relocation of and a sustainable human settlement for the people living in the informal settlement on Erf 432.</p>

WARD	2015/16 PRIORITIES
WARD 41	
41	Building of a Multi-purpose Centre (Joe Slovo) Tarring of gravel roads Upgrading sports field (Chatty) Provision of houses for Westville informal settlements Electrification of Westville informal settlement Bus stop/bus shelter Provision of a Taxi rank Container for selling fruit and vegetables Police station and magistrate's office Provision of a Fire station Provision of Clinics Provision of Primary and Secondary Schools Street names and numbering of houses Crèches or Early Childhood Development Centres Wheely Bins Litter-picking and other cooperative projects Zoning and allocation of Land for farming Clearing of bushes in Chatty Provision of a Shopping complex in Chatty 24-hour petrol service station in Chatty Upgrading of RDP house in KwaDwesi Extension (Nzo and Mpeta Streets) Sidewalks in Chatty and Joe Slovo Skills Development and Youth Centre Construction of Sports ground and sports stadium

WARD	2015/16 PRIORITIES
41	Maintenance of gravel roads
(cont.)	Maintenance of water/sewerage in Simangweni and Mpeta Streets in Joe Slovo
	High-mast lights in Joe Slovo West and Chatty 1380
	Construction of Arts and Culture Museum
	Provision of a Library
	Building of an Old age centre
	Speed humps in Laxolilizwe in KwaDwesi Ext. and Koopman Street in Chatty
	Cross bridge in Chatty/KwaDwesi (Mpeta and Nzo Streets)
	Allocation and provision of ATTP/Billing System
	Church sites
	Extension of Councillor's office
	Fencing of dumping site
	School transport
	Access road entries into the Ward from the R75
	Ceilings of RDP houses in Chatty
	Installation of geysers and maintenance
	Completion of RDP houses in Nceba Faku Village
	Greening of Zanemvula houses in Ward 41
	Health and wellness centre in the Ward
WARD 42	
42	Construction of sidewalks in: 1st Avenue, 2nd Avenue, 4th Avenue, Nxukhwebe, Ntswahlana, Phuku, Ngcombela, Sarili and Freemantle Streets
	Construction of play grounds
	Maintenance of existing soccer fields
	Provision of housing for Areas 7 and 8
	Rectification in Areas 7 and 8

WARD	2015/16 PRIORITIES
42 (cont)	Youth and women development Childhood Development Centre Land acquisition for agricultural purposes Construction of a canal in Ngeyakhe Street and 1st avenue Rezoning of business sites in the area Speed humps Land availability for squatter areas Rectification of RDP houses
WARD 43	
43	Construction of sidewalks: Goliath Street PJ Gomomo Street P Kona Street Dladla Street Mtyhingizana Street Ntshali Street Provision of a play park and an Indoor Sports Centre Construction of houses in Sikhotina 2 (Area 6) Area lighting Construction of waste drop-off centre – corner of Cushe and Kiva Roads Construction of speed humps: Pityana Street Makuleli Street Dlala Street Mgibe Street

WARD	2015/16 PRIORITIES
43 (cont.)	Upgrading of Elikhanyisweni Library into Cultural Centre
	Rectification in Areas 6 and 7
	Provision of an Electricity Vendor Outlet
WARD 44	
44	Rectification of houses in Area 7, 8 and 8A
	Rectification of houses built before 1994 in Jacob Matomela, Babs Madlakane and Phaphani VDs
	Completion of incomplete houses in Area 7, 8 and 8A
	Upgrading of Masibambane Village
	Building of social housing opposite Nzewuza street
	Skills and small business development centre, cnr Nzewuza and Ponana Tini road to combat the high unemployment rate in the ward
	Tarring and upgrading of gravel roads in Jacob Matomela, Babs Madlakane and Phaphani VDs
	Upgrading of sewer drainage and water pipes
	Removal / collection of buckets
	Upgrading and cleaning of stormwater drains in Jacob Matomela, Jeff Masemola, Babs Madlakane and Phaphani VDs
	Upgrading and beautification of Mqolomba fan park and Pityana park
	Art and craft centre in the cnr of Kiva and Ponana Tini road
	Build a multi-sport field inclusive of soccer field, tennis court and netball field in the open space opposite Buda street
	Upgrading of tennis court in Jabavu Street
	Upgrading of Phaphani informal field, back of Kwindla street
	Upgrading of Sizakele Khonzi, Babs Madlakane and Jeff Masemola Halls
	Construction of a community hall in Jacob Matomela VD
	Building of recycle centre in open space in Cushe street
	Cleaning of dumping sites in back of Nyanda and Jayiya streets, Mqolomba street, open

WARD	2015/16 PRIORITIES
44	space in Buda, Cushe and Bucwa streets and open space in Jabavu street
(cont.)	Upgrading of Tize Old Age Home
	Community gardening programmes
	Fencing of Solomon Mahlangu dam
	Clearing and cleaning of Brak river
	Bush clearing in back of Masibambane Village and pedestrian road from Jacob Matomela to Bucwa and Mqolomba to Jabavu Streets
	Maintenance of Bucwa cemeteries
	Building of school in Jacob Matomela street
	Building of satellite police stations in VDs
	Multi-purpose Centre to include NMBM Customer Care Centre
	Rectification of Italian box houses in Nzewuza, De Bruin and Ponana Tini streets
	Removal of potholes
	Upgrading of multi-purpose stadium
	Upgrading of KwaNobuhle administration block
	Building of a Councillor's Office
	Stormwater drainage (all VDs, including old areas built in 1968)
	Sidewalks in Mventshana Street, Jacob Matomela Crescent, Majombozi Street and Solomon Mahlangu street
	Speed humps in Nxarane, Jacob Matomela, Cushe, Bucwe, Gwashu, Mondile and Ngane, Ponana and Zinto Streets
	Tarring of 22 gravel streets/roads in the Ward (Solomon Mahlangu area, Phaphane VD and Area 8a)
	Beautification and greening of Mqolomba Park, and building of public toilets in the Park
	High-mast lights at Buda Street (8A) and back of Spar Shopping Centre and Nyiki Street, Solomon Mahlangu Area
	Elimination of bucket system

WARD	2015/16 PRIORITIES
44 (cont.)	<p>Houses without formal toilets in Area 7</p> <p>Jojo water tank</p> <p>CCTV surveillance</p> <p>Installation and upgrading of sewerage pipes</p> <p>Elimination of illegal dumping</p> <p>Upgrading of clinic (shelter from rain)</p> <p>Identification of site for building of Youth Development Centre</p> <p>Construction of pedestrian bridge – Mqolomba Park to Jabavu Street</p>
Ward 45	
45	<p>Design and implementation of tarring of Bantom Road</p> <p>Training and budget provision for refuse cooperatives in the Ward.</p> <p>Sidewalks for Helen Joseph and Zolile Nogcazi Street</p> <p>Building of Councillor's office</p> <p>Buying of land for housing development in Tiryville/Kamesh Cell 3</p> <p>Housing development in Area 11</p> <p>Traffic calming measures at Tiryville area: Baracuda Street; Tuna Street; Torpedo Street; Marlan Street</p> <p>Rectification of houses: Area 5, KwaNobuhle; Area 9, Phase 1; Tiryville (Phase 1) and Silvertown</p> <p>Upgrading of open municipal spaces</p> <p>Land availability and the provision of play-parks</p> <p>Upgrading of Philemon Kona Sports Field (Area 5 – KwaNobuhle) into a sport facility for soccer, netball and bowling</p> <p>Upgrading and provision of tarred roads in the Uitenhage farm areas</p> <p>Upgrading of Bucwa cemetery</p> <p>The burial site of those who were shot on 21March 1985, be declared a heritage site</p>

WARD	2015/16 PRIORITIES
45	Provision of commonage land for small emerging farmers in the area
(cont.)	Rezoning of land in the area for other uses (i.e business, churches and mixed use developments)
WARD 46	
46	Tarring of gravel roads
	Installation of sidewalks in Hintsa Street
	High-mast lighting at Innes School area and Chris Hani Phase 1 and 11
	Rectification of houses (Chris Hani (Phase 1) and old structures
	Completion of the 16 defective houses in Chris Hani
	Sports field (4 soccer fields and rectification of tennis court)
	Beautification of Matanzima Square
	Building of a Police Station in Chris Hani
	Councillor's Office
	Provision of a play park on land adjacent to Matanzima Assemblies of God
	Establishment of Youth Centre in cnr Khama and Balindlela Streets
	Clinic at Chris Hani Area
	Weekly waste removal and collection in Chris Hani
	Rejuvenation of entire infrastructure in Ward 46 and replacing old pipes with new ones
Litter picking co-operative	
WARD 47	
47	Installation of high-mast lighting in Peace Village
	Upgrading and fencing of sports field in Mali Street
	Tarring of Roads in Peace Village and Joe Modise
	Rectification of houses (Peace Village and Joe Modise)
	Paving of roads in Matanzima Cemetery, including fencing
	Revitalisation of community parks and recreation facilities in Relu, Siwasa and Jolebe

WARD	2015/16 PRIORITIES
47 (cont.)	<p>Streets</p> <p>Greening and beautification of Joe Modise/Peace Village</p> <p>Building of a day-care centre</p> <p>Connection of waterborne sewer for sanitation of five houses in Mali Road</p> <p>Building of five houses in Mali Road</p> <p>Building transfer station to curb illegal dumping</p> <p>Building of a multi-purpose development centre (sports, arts and culture, library Internet café) on Erf 25866</p> <p>Identification of land for community gardens and churches</p>
WARD 48	
48	<p>Housing delivery:</p> <p>36 families Kabah</p> <p>Doornhoek in Gerald Smith</p> <p>Blikkiesdorp (Old Newco project)</p> <p>Middle Street Extension</p> <p>Joe Slovo, Uitenhage</p> <p>Traffic calming robot for Kamesh Road, near the Allanridge Hall</p> <p>Widening of Bains Road, Kabah</p> <p>Solar geysers in Blikkiesdorp</p> <p>Sidewalks for Blikkiesdorp and Kabah</p> <p>Fencing and Cleaning and maintenance of the Cat River Canal and Niven Bridge</p> <p>Upgrading of tennis court and cricket pitch in Jubilee Park</p> <p>Provision of Social Housing at 34 John Street, erf 16400</p> <p>Rectification of pre 1994 houses Gerald Smith</p> <p>Blikkiesdorp/ Kabah</p> <p>Cleaning of stormwater drains</p>

WARD	2015/16 PRIORITIES
48	Building of a music school
(cont.)	Building of a community hall – Kabah
	Building of a clinic – Gerald Smith
	Building of old age home/frail care centre
	Eradication of buckets – Blikkiesdorp, Kabah and Joe Slovo
	Building of toilets – Gerald Smith, Blikkiesdorp and Kabah
	Grass cutting – Gerald Smith, Blikkiesdorp, Kabah and Central
	Maintenance and upgrade of storm water drains & fire hydrants in the ward
	Provision of a sport facility corner Van Rooyen Street & Abbot Road
	Cleaning and maintenance of municipal vacant erven
	Speed humps in Langdon Lane, Wondsor Road and Van Rooyen Street
	<p>Extra lightning to the following streets</p> <p>BLIKKIESDORP - UITENHAGE</p> <p>Madaki Street</p> <p>Hendricks Street</p> <p>First Lane</p> <p>Second Lane</p> <p>Third Lane</p> <p>Steven Street</p> <p>Bouah Street</p> <p>KABAH - UITENHAGE</p> <p style="padding-left: 40px;">Flood light in Bains Road, close to the 36 families (Middle Street Extension)</p> <p>TOWN AREA - UITENHAGE CENTRAL</p> <p style="padding-left: 40px;">John Street</p>

WARD	2015/16 PRIORITIES
WARD 49	
49	<p>Housing delivery</p> <p>Recycling control area (Arcadia and Cyprus Street)</p> <p>Waste management on 79 open spaces</p> <p>Clearing of sidewalks/verges (maintenance) in Kamesh Road</p> <p>Beautification of playgrounds (equipment, etc)</p> <p>Rectification of pre 1994 houses (Duranta, Cormorant, Kingfisher, Kamesh, Saringa, Saligna, Essenwood, Bloekomboom, Sneezwood, Fiskaal, Kirsogie, Mooimeisie, Pelican and Suikerbekkie Streets)</p> <p>Upgrading and maintenance of sewer pipes and stormwater drains</p> <p>Elimination of illegal dumping through provision of Waste Transfer Station</p> <p>Refuse Cooperatives</p> <p>Installation of stormwater pipes</p> <p>Provision of sidewalks and cycle tracks in Patrys, Arcadia, Essenhoud, Ysterhout, Eln, Kingfisher, Berghaan, Ostrich, Bokmakierie, Spreeu, Shrike, Arendt, Puffin, Cormorant, Kamesh, Suikerbekkie, Mooimeisie, Pelican, Duck, Hadedda, Macaw, Grasvoel, Lanner, Syringa, Wuilgerlaan, Duranta, Geelhout, Sneezwood, Saligna, Cedar, Vyeboom, Roseline, Kokkewiet, Peacock, Nightingale, Fantail and Cuckoo Streets</p> <p>Traffic calming measures (traffic circle – Arcadia/Kamesh Road)</p> <p>Bush clearing – back of Santa and surrounding areas in whole Ward</p> <p>Recreational facilities</p> <p>Upgrading and resurfacing of tarred roads, road markings, traffic signs and street names</p> <p>Installation of danger plate signs</p> <p>Installation of high-mast lights</p> <p>Rectification of houses (Kamesh/Kingfisher)</p> <p>Access to amenities and services eg community hall and sport facilities for under-privileged groups and schools</p> <p>Job creation</p>

WARD	2015/16 PRIORITIES
49 (cont.)	<p>Intensification of War on Hunger Campaign</p> <p>Development of youth, women and people with disabilities</p> <p>Provision of land for religious purposes and churches</p> <p>Grass cutting – on verges, sidewalks and open spaces</p> <p>Provision of new houses</p> <p>Municipal open space to be developed into a playground for children (Hen Street and Sunderland Street plot number 15159)</p> <p>Maintenance of Gerald Smith Cemetery</p> <p>Provision of five containers to entrepreneurs/small businesses</p> <p>Upgrading and maintenance of public and area lighting</p> <p>Maintenance of drainage systems (stormwater and sewer)</p> <p>Maintenance of islands (Kamesh Road)</p> <p>Development, upgrading and beautification of playgrounds and parks</p> <p>Provision of speedhumps in Lester/Pelican/Spoonbill/Starling/Hen/Acacia/Rosedale Drive/Chestnut/Fiskaal Streets/Kamesh Road, from four-way crossing to Lovebird Street</p>
WARD 50	
50	<p>Fencing of Kabah/Langa Cemetery</p> <p>Establishment and funding for refuse and waste management cooperatives</p> <p>Acquisition of land for a Youth Skills Development Centre</p> <p>Excavations of site and water/electricity in Polar Park</p> <p>Tarring/Paving of driving lanes in Mandelaville</p> <p>Fencing and rectification of the Langa Memorial Site</p> <p>Rectification of houses built pre-1994 at Langa</p> <p>High-mast lighting</p> <p>Maintenance and upgrading of ageing infrastructure (water, sanitation pipes)</p> <p>Construction and maintenance of sewerage system</p>

WARD	2015/16 PRIORITIES
50 (cont.)	Remedial work in respect of incomplete housing structures
	Installation of more street lighting
	Development and beautification of wetland areas
	Traffic calming measures (speed humps, traffic lights)
	Purchase of vacant land/sites
	Zoning and provision of church and business sites in the ward
Ward 51	
51	Enforcing by-laws in respect of overgrown, privately owned undeveloped erven
	Traffic visibility
	Cleaning of Willow Dam
	Stormwater pipes or a canal to run through Uitenhage Golf Course to prevent flood damage in Channer Street and Willow Dam Area
	Cannon Hill: Park and monument need to be maintained
	Resurfacing of Penford Road and Van Riebeeck Street, Mossel Road, Springs Avenue and Cannon Street
	Traffic-calming: Innes Street
	Signs to be erected: 'No Illegal Dumping'; 'No swimming'; 'No motorcycles'
	Fencing and gates on town perimeter, i.e. Ross Gradwell, Freemantle, Cawood, Garth and Deon Streets, to be repaired/maintained, preventing stray animals from wandering into town
	Upgrading/Maintenance/Privatisation of Springs Resort
	Regular maintenance of street markings
	Spraying of sidewalks/kerbs
	Developing of Skate park for youth
	Winterhoek park extension – erven to be developed
Maintenance of municipal property – Cullemborg flats and Drotsdy workshop	
Elimination of illegal dumping	

WARD	2015/16 PRIORITIES
51 (cont.)	Bush-clearing areas adjacent to Ross Gradwell, Freemantle, Cawood, Garth and Deon Streets
	Maintenance Uitenhage Indoor Sport Centre
	Maintenance of parks (Magennis/Strelitzia Dam/Willow Dam)
	Metro property (grounds) to be developed for housing
WARD 52	
52	Upgrading of Khayamnandi and Daleview sports fields
	Rectification of houses in Daleview, Reservoir Hills and Khayamnandi
	Building of new houses in Khayamnandi, Daleview and Reservoir Hills
	Build a new Fire Station in Khayamnandi
	Building of a library and a computer training center in Khayamandi
	Establishing a SAMRO and NYDA Satelite offices
	Waste transfer station
	Build new Fire Station in Khayamnandi
	Graveyards to be walled – Khayamnandi and town cemeteries
	Urban Renewal Programme around Town Hall and Library and the entire Khayamandi area
	Installation of Speed humps
	Monument (1985 Despatch massacre)
	Khayamnandi Extension (8000 houses)
	Multi-Purpose Centre with pool in Khayamnandi
	Tarring of Roads in Khayamnandi, Daleview and Reservoir Hills
	Ward-based co-operatives
	Special programme: Rectification of a houses (Gufingqambi)
	Repair of water leakages
Elimination of illegal dumping	

WARD	2015/16 PRIORITIES
WARD 53	
53	Maintenance of street lights in Darling street, Long Market Street and Parliament Street
	Maintenance of drainage in Darling street
	Maintenance of stormwater drainage system in Colchester
	Connection/Installation of houses, electricity, streetlights and mast lighting in Rosedale 1 Ext.
	Rectification of houses (Thambo Village RDP Houses, Uitenhage and Colchester RDP Houses)
	Provision of Water – Common Taps – Rosedale Ext. 1
	Installation of High-mast lights – Rosedale Ext. 1
	Marking plots in Moeggesukkel Area – Rosedale 1 (Basic Infrastructure: water, roads and sanitation systems)
	Maintenance of grass and trees in the entire Ward
	Construction of speed humps – Malgas Street, North Street, West in Rosedale
	Construction of play areas for children, especially in the open spaces between houses
	Construction of sports field in open spaces and a netball area next to 31 Chicco Street, Thambo Village, Uitenhage
	Upgrading and maintenance of parks and sports field
	Elimination of illegal dumping
	Maintenance and upgrading of Rosedale Sports Field; Construction of a parking area around the facility, cloakroom for players and a ticket box at the gate and building of a club-house
	Construction of sidewalks in Seagull Street
	Upgrading of toilet system – Amanzi State and the school
	Disinfection of all stormwater and sewerage drains in Rosedale and Despatch
	Upgrading stormwater and drainage system in Rosedale and the entire depleted drains in Ward 53
	Identification of land for integrated human settlements in Rosedale, Ward 53, Amanzi

WARD	2015/16 PRIORITIES
53	State and Colchester
(cont.)	Rebuilding of RDP house in Rosedale (57 Mervick Crescent, Thambo Village, Uitenhage)
	Construction of roads and stormwater drains in Colchester
	Opening of a full-time clinic in Colchester.
WARD 54	
54	Construction of swimming pool at NU 30, Community Hall
	Tarring of roads at NU 29 (all roads)
	Waste Management transfer station
	HIV and AIDS awareness and education campaign
	Stormwater drain at NU 11, Konofile Street
	Traffic calming measures – speed humps: Xhama Road
	Extension of Null Stadium
	Construction of waste management station
	Tarring of Nkukhama Street
	Upgrading and maintenance of sewerage and drainage infrastructure in NU29
	Upgrading of bulk sewer pipes in areas NU 10, 11, 12A and 12 B
	Stormwater drain at the back of Ncedo High School and corner of Ngedle Street at NU 10
	Provision of electricity vending centres
WARD 55	
55	Traffic lights between Tynira Road and Sandile Street
	Housing rectification
	Tarring of gravel roads
	High and primary school facilities within the ward
	Community Hall
	Jojo tanks within the ward

WARD	2015/16 PRIORITIES
56	Installation of Jojo tanks in the entire ward
(cont.)	Provision of land for food gardens
WARD 57	
57	Skills development and information for vulnerable groups
	Capacity building and support for co-operatives (maintenance repairs)
	Tarring of gravel roads and cul-de-sacs
	Upgrading of Motherwell pump station No. 3
	Establishing of waste management cooperatives
	Establishment of a ward based non profit organisation (NPO)
	Upgrading of two clinics
	Provision of a community multi-purpose hall
	Upgrading of Brickfield sewage treatment works
	Relocation of shacks to NU8, NU9 to NU 30
	Provision of land for farming (ploughing)
	Greening and beautification
	Bush clearing
	Completion and rectification of defective houses
	Eradication of the bucket system
	Installation of traffic calming measures: Mcelu, Sixwila, Bhunyuluza, Ngqabe, Ngqokweni, Ngqusi, Ngwevana, Mpenzu, Ngandla, Mpongo, Mpanza, Mpheko, Gxiya Streets
	Upgrading of sports fields
	Skills development programmes for youth
WARD 58	
58	Provision of containers for hawkers
	Capacity building and support of cooperatives

WARD	2015/16 PRIORITIES
58 (cont.)	Traffic calming measures Cleaning tunnel/canal in NU8 Job creation and skills development Development of SMMEs Identification of a site for the building of a pre-school Building of houses Identification of a site for the building of an old age home Building a technical college Rectification of houses Remedial work on incomplete housing structures Provision of a fire station for the Motherwell/ Coega area Repair to high-mast lights in NU4 and NU6 Fixing of water leaks at Ndyebo High School Maintenance of all bulk lighting Completion of Arts and Culture Centre Food security programmes Fencing and reconstruction of NU8 sports field Cleaning and greening Elimination of illegal dumping Bush clearing
WARD 59	
59	Multi-purpose centre or facility (Erf No 9181 NU 6) Youth Skills Development and Employment Centre: (Jabavu High available for use) Skills training centre Computer centre

WARD	2015/16 PRIORITIES
59 (cont.)	<p>Recruitment centre, i.e. learnerships/jobs, etc.</p> <p>Graduates data management and placement</p> <p>Learner Support Centre</p> <p>Tarring of turning circles</p> <p>Job creation, i.e. cleaning co-operatives, plumbing co-operatives, beautification and maintenance of parks or open spaces</p> <p>Rectification of houses and allocation of Housing for qualifying beneficiaries:</p> <p>Housing waiting list beneficiaries</p> <p>Backyard dwellers</p> <p>Bond housing evictees</p> <p>Rectification of Servcon houses in Matikinca Street (NU7)</p> <p>Solution to CPA Railway housing problems</p> <p>Installation of CCTV cameras in:</p> <p>NU5, adjacent to Darly Spaza Shop</p> <p>NU5 Nzunga Street, adjacent to 35 Imtoxa Street</p> <p>NU6, adjacent to Councillor's Office</p> <p>Road resurfacing and repair of potholes in the ward</p> <p>Construction of a Xhosa Village at the Nu-6 Nature reserve adjacent to Swartkops river.</p> <p>Extension or joining of Nyara road with Bethelsdorp road at Perseverance (This was a vision 2020 priority and was meant to reduce excessive use of M17).</p> <p>Installation of street lamps at the back of Gwadu Street, DabaDaba Street and Corner of Mapiew and Kwetyana Streets, Ikhola, Gabe, Goco and Kwamanube Streets</p> <p>Fixing of all high-mast lights from NU 5 to NU 7</p> <p>Cleaning of all illegal dumping sites in the Ward</p> <p>Buffer zones from NU5 to NU7</p> <p>Vegetation control across the Ward</p> <p>Cleaning and beautification of parks and public open spaces</p>

WARD	2015/16 PRIORITIES
59 (cont.)	Construction of walkways/pavements
	Street sweeping and litter picking
	Grass cutting on pavements and roadsides across the Ward
	Clearing of road verges
	Hi-tech library feasibility study and construction
	Revamping of NU5 tennis court
	Development of informal sports fields across the Ward
	Avail land for local cooperatives and community
	Renovation of schools
	Cleaning and servicing of sewer lines and drains
	Cleaning and servicing of stormwater lines and drains
	Redevelopment water ponds
	Construction of Khulani Corridor from Nyara to Perseverence
	Extension of Ward Councillor's Office
	SMME empowerment and capacity building
	LGSETA to train locals on different skills
Support for Swartkopsvally United Brothers	
Maintenance of informal sports field	
WARD 60	
60	Rectification (Phases 2 and 3) and housing programme
	Tarring of gravel roads (Jijana to Malinga/Bluewater Extention)
	Infrastructure of Extensions 4 and 5 (Phase 3)
	Relocation of informal settlements and (backyard dwellers)
	Upgrading and maintenance of Sportsfield
	Skills Development for youth

WARD	2015/16 PRIORITIES
60	Installation of CCTV cameras for security and safety
(cont.)	Building of a Taxi Rank
	Provision of church sites
	Construction of pedestrian crossings on busy streets
	Bush clearing
	Construction of play parks on open spaces
	Fencing of dams
	Construction of schools
	Provision of a library
	Installation and maintenance of street lights
	Provision of a clinic
	Provision of a Mobile Police Station
	Operationalization of Multi-purpose Centre
	Addressing pollution in Zwartkops River
	Repairing of the river bank at Redhouse
	Maintenance of infrastructure around Swartkops and Redhouse
	Provision of urban farming projects – Hydroponics