



NDLAMBE MUNICIPALITY



INTEGRATED DEVELOPMENT PLAN (IDP)2017-2022

FIRST DRAFT 2017-2018

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VISION:

NDLAMBE MUNICIPALITY strives to be a premier place to work, play, and stay, on the eastern coast of South Africa. It strives to be the destination of choice for people who love natural and cultural heritage, adventure water sports, and laid-back living for families.

Our promise is to build a state-of-the-art physical infrastructure which will be laid out aesthetically in our beautiful natural environment. Our prosperous community supports a safe and healthy lifestyle which is supported by affordable natural living and a vibrant tourism and agriculturally-based economy!

We promote good governance by providing sustainable, efficient, cost effective, adequate and affordable services to all our citizens.

MISSION:

To achieve our vision by enabling optimal performance within each of the five Key Performance Areas of Local Government within the context of available resources.

VALUES:

- Commitment;
- Transparency;
- Honesty;
- Trustworthiness; and
- Care



MAYOR'S FOREWORD

In politics we will have equality and in social and economic life we will have inequality. In politics we will be recognising the principle of one man, one vote and one vote, one value. In our social and economic life we shall, by reason of our social and economic structure, continue to deny the principle of one man, one value. How long shall we continue to live this life of contradictions? If we continue to deny it for long, we do so only by putting our political democracy in peril.

Former President Nelson Mandela asked these critical questions during a very difficult time when South Africa was experiencing economic challenges but at the same time our government did all it could do stabilise the economy under very difficult circumstances because the first democratic government had to introduce fiscal discipline across all government departments, stabilise South African debt which was ballooning, to be market friendly to the international investors and multi-corporations so that the country can get more direct investment inflows in order for the newly elected government to urgently provide basic services to the majority of the previously disfranchised.

This period in our history should be used as a reminder and guide as we move forward with our constitutional mandate to better the lives of our people in the Ndlambe Local Municipality. We must as well embrace and acknowledge the reality that since 1996 there is more that has been achieved by the municipality in the form of the provision for human settlements, provision of portable water (in-house connections), provision of sewer borne sewage in many parts of the municipality, provision for free basic services, household electrification etc. however we acknowledge the fact that there is more that needs to be done. Having said so, we have submitted a number of business plans for funding to deal with urgent infrastructure programmes one of which is for the provision of sewer connections in the area of Port Alfred. Internal municipal roads are another IDP priority that requires our collective continuous effort to deal with in the next coming years.

Again, on the one hand, our economy has taken a downturn, the value of our currency – the Rand continue to weaken when compared to other foreign currencies. The country is faced with severe drought in years. Although to some these may seem to be happening at a macro/national level, its effects are felt everywhere particularly by the poor. What this calls for is fiscal discipline on the part of the leaders in government and Ndlambe municipality is no exception. We need to tighten our belts and channel our resources towards efficient and sustainable development of our people.

As a recently elected leadership of Ndlambe municipality we all need to roll our sleeves and ensure that we deliver services to our people who have entrusted in us the responsibility to do so. We need to ensure that impoverished and the voiceless people in our communities are listened to. This is why we embarked on an outreach programme to ensure that the voice of our people are listened to and that action is taken as a matter of urgency to address the service delivery issues they have raised.

We have just come from our strategic planning session where we refined our objectives and strategic goals of the institution. This we did having been informed by our communities as to what their needs were. We also need to pay attention on our previous IDP assessment outcomes released

by the MEC for Corporative Governance and Traditional Affairs. The assessment directs us to pay an attention to five local government Key Performance Indicators which is financial viability, Institutional Arrangements, Good Governance and Public Participation, and Local Economic Development. Finally, I wish to thank the residents of Ndlambe municipality for their input into our IDP, the sector departments, the Sarah Baartman District Municipality and everyone who has participated in the IDP Review process. This includes all members of the IDP Representative forum, be they individuals or representatives of their respective organisation. Together we can make Ndlambe prosper. I THANK YOU!!!!

CLLR PP FAXI

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MAYOR
NDLAMBE MUNICIPALITY

MUNICIPAL MANAGER'S REMARKS



The participation of all communities of Ndlambe Municipality in the Integrated Development Plan processes is highly appreciated. The realisation of that if the project is not part of the IDP is not going to be funded either internally or externally is also tremendously appreciated because it really means the communities understand the planning of local government sphere. The robust engagement by the ratepayers and community members has enriched the knowledge of the officials on the needs and frustrations of the various communities across the municipal area.

The Sarah Baartman District municipality, Provincial Department of Co-operative Governance and Traditional Affairs (COGTA), Statistics South Africa (Stats SA) for the support they keep on providing to the municipality must also be appreciated. That has assisted in improving the quality of information contained in the IDP. The participation of sector departments is also appreciated.

It is undeniable that Ndlambe Municipality is amongst the best municipalities who have delivered services the best in the Eastern Cape. Also the municipality has delivered on bulk water services with some limitations though. The sport and recreation is also getting a fair share in the Municipal Infrastructural Grant (MIG). All of these projects have been raised by the communities during the Mayoral Imbizo's and were part of the prioritised projects. Council can proudly assert that tremendous progress has been made on these.

Council has facilitated establishment of fora especially for those functions that are not its competencies for example education, health, security and to an extent sport. The Intergovernmental Relations forum is the umbrella body where these fora fall under and engage with sector departments from time to time. Indeed one cannot say that progress wholly is satisfactory as long as there are still some schools that have unacceptable level of leakages of water due to lack of their budgets. Rectification of houses is long overdue. Some of these deliverables culminate into service delivery unrests. Roads remain a problem due to shrinking internal maintenance budget and ageing infrastructure and the unwillingness of both national and provincial government to give grants in this regard. Authorisation of projects by sector departments remains a challenge. All these challenges contribute to failing to deliver in some of the projects that are in the IDP.

Lastly, administration endeavours to align the IDP, Budget, Service Delivery and Budget Implementation Plan (SDBIP) and the performance scorecards of the municipality such that there is perfect accountability which inevitably culminates into clean governance.

ADV. R DUMEZWEN

MUNICIPAL MANAGER

ACKNOWLEDGEMENTS

An expression of gratitude and sincere appreciation to all the people who have made it possible for Ndlambe Municipality to develop its Draft Integrated Development Plan (2017-2018) Review.

Amongst the key contributors to the work, the following are noted:

- The residents and stakeholders of Ndlambe Municipality who participated in the IDP and Budget Representative Forum. Residents are furthermore requested to participate in the IDP and budget Hearings planned for the Month of April 2017.
- Ndlambe Municipal Council, which is the ultimate decision making in the whole IDP process.
- The Directors for ensuring that the content of the IDP is of optimum level.
- The Sarah Baartman District Municipality for their support; and
- The IDP Unit and Corporate Services for the compilation of the document.

EXECUTIVE SUMMARY

Integrated Development Planning is a planning process, which combines legislative requirements, stakeholder needs, political priorities, intergovernmental alignment, budget parameters, institutional capacity, strategic management and implementation. The result is a single, coherent document representative of all these components – the Integrated Development Plan (IDP).

The Ndlambe IDP serves as a strategic development plan for the current term of council. The IDP is an ongoing cumulative planning process, which should take into account the impact of past plans and, where necessary, address changing realities on the ground.

Underlying the current IDP Review is the need to deepen local democracy, to continue to build developmental local government, especially by further improving social and economic development, to speed up service delivery and to further enhance an integrated approach.

The philosophy of developmental local government, which acts as a launching pad for Integrated Development Planning, has four key characteristics, namely:

- Maximising social development and community growth;
- Integrating and coordinating;
- Democratising development, empowering and redistributing;
- Leading and learning.

The above characteristics require municipalities to become strategic, visionary and ultimately influential in the way they operate. In attempting to respond to the above requirements, Ndlambe Municipality formulated its five-year (2017-2022) IDP, which is a single, inclusive and strategic plan for the development of the municipality which:

- Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- Aligns resources and capacity of the municipality with the implementation of the plan;
- Forms the policy framework and general basis on which annual budgets must be based; and
- Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation

South African municipalities are required by law to use the IDPs as a basis for formulating their budgets. To form the basis of municipal resource allocation, the IDP should entail the integration of municipal strategic processes and a shift from input to outcomes based budgeting. Budgeting should be seen as the process of resourcing strategic plans within available finances, in order to give effect to policies and ensure service delivery. Without an understanding of the strategic priorities, public resources end up not being directed in a way that achieves maximum impact.

The strategic focus areas of Ndlambe Municipality's five-year (2017-2022) IDP are as follows:

- i. Basic Service Delivery;
- ii. Municipal and Institutional Development and Transformation;
- iii. Local Economic Development;

- iv. Municipal Financial Viability and Management; and
- v. Good Governance and Public Participation.

Apart from fine-tuning municipal programmes, projects and strategies; Ndlambe Municipality's IDP is *inter alia*, informed by the comments of the MEC for Local Government and Traditional Affairs on Ndlambe's IDP. Although the IDP is referred to as a plan that supersedes all other plans that guide development at the local sphere of government, it should be read in conjunction with other sector plans mentioned in **Chapter six** of the document.

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CHAPTER ONE

1.1 THE PLANNING PROCESS

In terms of section 24(1) and (2) of the Local Government Municipal Systems Act (No 32 of 2000) municipalities should comply with the following key planning imperatives at all times, namely:

- “The planning undertaken by a municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities and other organs of state so as to give effect to the principles of co-operative government contained in the Constitution.
- Municipalities must participate in national and provincial development programmes as required in section 153 (b) of the Constitution.”

In addition to the above, regulation 2 (1) (d) of the Local Government Municipal Planning and Performance Regulations, 2001 stipulates that the municipality’s Integrated Development Plan must at least identify “all known projects, plans and programs to be implemented within the municipality by any organ of state.”

The above are clearly the key planning basis for Ndlambe Municipality in the development and review of its IDP. This is a progressive planning rationale and it has been entrenched into a ‘simple’ legislative framework to ensure consistence and an enhanced quality of the IDP. The principle of co-operative governance underpins this development planning rationale. Co-operative governance is enshrined in the Constitution of the Republic of South Africa as a practice for maximum benefit. This chapter seeks to identify those elements of convergence between the different plans, projects and programmes within the District, Provincial and National levels.

1.1.1 National Policy Directive – Medium Term Strategic Framework (MTSF):

In July 2009 the Minister of Planning formulated and distributed a Medium Term Strategic Framework (MTSF) to guide Government Programs in the Electoral Mandate Period between 2009 and 2014.

The MTSF is intent on guiding planning and resource allocation across all the spheres of government through the identification of ten (10) National Strategic Medium Term Priorities. National, Provincial and Local spheres of government are expected to adapt their planning in line with the Strategic Priorities.

The ten Strategic Priorities are conceptualized and summarized as follows:

1. *Speeding up growth and transforming the economy to create decent work and sustainable livelihoods:*

The primary objective of this priority is to respond appropriately, promptly and effectively to economic opportunities to ensure that growth in decent employment and income security are reinforced and investment sustained to expand economic capacity and improve competitiveness.

2. *Massive program to build economic and social infrastructure:*

Continued infrastructure investment program aimed at expanding and improving social and economic infrastructure, transportation, energy, water, sanitation and information and communication infrastructure to increase access to quality and reliable public services and to support economic activities while also considering environmental sustainability and pursuing maximum employment impact.

This strategy identifies thirteen (13) key areas, of which the following hold relevance to local municipalities including Ndlambe:

- 2.1 Creatively accessing resources from various sources to continue with the economic and social infrastructure program in a manner that supports growth and employment creation; and the involvement of the private sector in financing projects;
- 2.2 Continue with the program to build, revamp and maintain electricity infrastructure, including generation, distribution and reticulation to ensure sufficiency and sustainability of supply and development of alternative energy sources;
- 2.3 Continuing the program to build and maintain water infrastructure to improve reticulation, prevent wastage and ensure reliable and safe supply for human consumption, industrial activity and agriculture;
- 2.4 Implementing formal programs for the development and provision of suitably located low-cost and affordable housing;
- 2.5 In line with the concept of human settlements, and proceeding from the premise that housing provision should promote the building of integrated and sustainable communities, taking active steps to ensure that human settlement formation does not perpetuate apartheid spatial planning and the marginalization of the poor from economic opportunities and social and cultural amenities – critical in this regard will be the finalization of the Land Use management Bill for immediate implementation;
- 2.6 Finalizing and implementing the program to ensure universal access to electricity, water and sanitation by 2014 by not only expanding infrastructure but modifying and repairing ageing or inappropriate infrastructure in order to reduce wastage, contamination of natural systems and service disruptions;
- 2.7 Developing physical infrastructure in rural areas: To address the specific development needs of different rural localities, government will invest in agricultural infrastructure and production services in association with land redistribution and restitution and social infrastructure such as schools, health, water, energy as well as sports and other recreational infrastructure;
- 2.8 Even while new investments are being undertaken, government will ensure proper and appropriate investment in and an ongoing program for the maintenance of existing infrastructure;
- 2.9 Improving provincial and local government capacity to plan for and maintain infrastructure to ensure continued efficient delivery of economic and social services;
- 2.10 Continuing programs to provide and maintain health, education, library, sporting, recreation and other social infrastructure.

3 *Comprehensive rural development strategy linked to land and agrarian reform and food security:*

The overall objective of this strategy is to develop and implement a comprehensive strategy of rural development that transcends the false dichotomy between rural and urban and that will meet the needs to improving the quality of life of rural households, and exploiting the varied economic potential that each area enjoys. Key to this strategy is the determination of rural areas. The elements of this strategy include:

- 3.1 Aggressive implementation of land reform policies;
- 3.2 Stimulate agricultural production with a view to contributing to food security;
- 3.3 The enhancement of rural livelihoods and rural food security;
- 3.4 Improve service delivery to ensure quality of life – increased investment in the delivery of services to rural areas, including education, health, housing, water, sanitation and energy – using, where appropriate, alternative technologies to overcome physical and other impediments;
- 3.5 Implement a development program for rural transport – the formulation of a Rural Transport Program that will aim at promoting rural transport infrastructure and services through coordinated rural nodes and linkages;
- 3.6 Skills development – financial resources will be committed to develop and run training programs to support rural economies. A database of all farmers and households provided with agricultural support of different kinds will be kept and will receive training and mentoring opportunities;
- 3.7 Revitalization of rural towns – Spatially targeted grants will be provided for the revitalization and development of rural towns to serve as service centers for rural economies. This will involve the development of hard and soft infrastructure, including institutional networks for marketing, storage, advisory services, finance and improved agro-logistics;
- 3.8 Explore and support non-farm economic activities – initiatives need to be devised to support other forms of rural potential, including tourism, light manufacturing and cultural work;
- 3.9 Institutional capacity development – achieving better development outcomes in rural areas will require improved alignment of the efforts of rural local government, nation and provincial departments and other public agencies.

4. *Strengthen the skills and human resource base:*

This strategy recognizes the importance of skills and education to enable every member of society to realize his / her potential and participate in social and economic life – and thus contribute to the reduction of inequality – the objective is to focus skills and education systems towards the delivery of quality outcomes.

5. *Improve the health profile of all South Africans:*

A central goal of the MTSF is to improve access to health services and achieve better clinical and patient outcomes from the public health system. There is a clear drive towards reducing inequalities in the health system, improving the quality of care and public facilities boost human resources and extend the fight against HIV and AIDS, TB and other communicable diseases. Life-style awareness and real causes of ill-health and mortality are essential to this target.

6. *Intensify the fight against crime and corruption:*

Government is determined to curb the levels of crime and corruption in the country. Critical in this regard is the involvement of individuals and communities in the fight against crime.

7. *Build cohesive, caring and sustainable communities:*

Social cohesion is broadly defined as that which gives members of a society the capacity to cooperate in ways that create the possibility for positive change. It is an element required to achieve development success. Inequalities of conditions such as wealth, income, education, health and opportunity are limiting the potential for success of the broader South African community. Within the MTSF period, government aims to meet their target of:

- Halving poverty and unemployment by 2014
- Strengthen human capabilities
- Promote shared values and social solidarity
- Strive to reduce overall inequality

8. *Pursuing African advancement and enhanced international cooperation:*

The main goal of our government for the medium term is to ensure that South Africa's foreign relations contribute to the creation of an environment conducive for economic growth and development, especially in Africa and other developing countries.

9. *Sustainable Resource Management and Use:*

South Africa, like the rest of the world, is vulnerable to the impacts of climate change, biodiversity loss and diminishing water resources. To fulfill its obligations to both current and future generations, South Africa ratified the United Nations Framework on Climate Change in August 1997 and acceded to the Kyoto Protocol in March 2002. The main objective of government is to encourage sustainable resource management and use by focusing on various interventions including:

- The pursuance of renewable energy alternatives and promotion of energy efficiency;
- Adopting waste reduction practices by encouraging the re-use of waste outputs as productive inputs;
- Enforcing zero tolerance to illegal and unsustainable exploitation of resources;
- Improving air and atmospheric quality for health and well-being of citizens;
- Supporting local and sustainable food production;
- Sustainable water use and preserving quality of drinking water;
- Enhancing biodiversity and the preservation of natural habitats.

10. *Building a developmental state including improvement of public services and strengthening democratic institutions:*

The MTSF promotes the further strengthening of the capacity of all spheres of government to:

- Improve the delivery and quality of public services;
- Promote a culture of transparent, honest and compassionate public service;
- Build partnerships with society for equitable development;
- Strengthen democratic institutions.

1.1.2 Government's targets are:

- Reduce unemployment by half;
- Reduce poverty by half;
- Provide the skills required by the economy;
- Ensure that all South Africans are able to fully exercise their constitutional rights and enjoy the full dignity of freedom;
- Provide compassionate government service to the people;
- Improve services to achieve a better national health profile and reduction of preventable causes of death, including violent crime and road accidents;
- Significantly reduce the number of serious and priority crimes and cases awaiting trial;
- Position South Africa strategically as an effective force in global relations.

1.1.3 The Eight Millennium Development Goals are:

- Eradicate extreme poverty and hunger
- Achieve universal primary education
- Promote gender equality and empower women
- Reduce child mortality
- Improve maternal health
- Combat HIV/AIDS, malaria and other diseases
- Ensure environmental sustainability
- Develop a global partnership for development

1.1.4 Outcome 9:

In February 2010, the Ministry of Monitoring and Evaluation formulated and presented 12 Outcomes that reflect government's delivery and implementation plans for its foremost priorities up to 2014. Of the 12 Outcomes, Outcome 9 holds reference to District and Local Municipalities as a mechanism to formalize 'A Responsive, accountable, effective and efficient local government system'.

In order to achieve this goal, Outcome 9 identifies 7 Critical Outputs:

- Output 1:* Implement a differentiated approach to municipal financing, planning and support;
- Output 2:* Improving Access to Basic Services;
- Output 3:* Implementation of the Community Work Program;
- Output 4:* Actions supportive of the human settlement outcomes;

Output 5: Deepen democracy through a refined Ward Committee model;

Output 6: Administrative and financial capability;

Output 7: Single Window Coordination

1.1.5 National Policy Directive – The National Spatial Development Perspective (NSDP):

The NSDP, as developed by the Office of the Presidency, is an indicative tool for development planning in government. Furthermore, the spatial guidelines as contained within the NSDP are increasingly being recognised as tools to:

- Coordinate government action and alignment.
- Maximise overall social and economic impact of government development spending.
- Provide a rigorous base for interpreting strategic direction.

Assumptions contained within the NSDP which ultimately inform the NSDP principles include:

- Location is critical for the poor to exploit opportunities for growth.
- Poor communities concentrated around economic centres have a greater opportunity to gain from economic growth.
- Areas with demonstrated economic potential provide for greater protection due to greater diversity of income sources.
- Areas with demonstrated economic potential are most favourable for overcoming poverty.
- The poor are making rational choices about relocating to areas of opportunity.
- Government needs to ensure that the poor are able to benefit fully from growth and employment in these areas.

Although government is committed to economic growth, employment creation, sustainable service delivery, poverty alleviation and the eradication of historic inequities, infrastructure investment and development spending must be applied in the most cost effective and sustainable manner. In terms of cost effectiveness and sustainability, along with the assumptions as listed above, the NSDP advocates that the varying spheres of government apply the following principles when making decisions on infrastructure investment and development spending.

- Economic growth is a prerequisite for the achievement of other policy objectives, key among which would be poverty alleviation.
- Government spending on fixed investment, beyond the constitutional obligation to provide basic services to all citizens (such as water, electricity as well as health and educational facilities), should therefore be focused on localities of economic growth and / or economic potential in order to attract Private-sector investment, stimulate sustainable economic activities and / or create long-term employment opportunities.
- Efforts to address past and current social inequalities should focus on people not places. In localities where there are both high levels of poverty and development potential, these could include fixed capital investment beyond basic services to exploit the potential of those localities. In localities with low development potential, government spending, beyond basic services, should focus on providing social transfers, human resource development and labour market intelligence. This will enable people to become more mobile and migrate, if they choose to, to localities that are more likely to provide sustainable employment or other economic opportunities.

- In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

1.1.6 Provincial Policy Framework – Provincial Growth & Development Plan (PGDP):

The PGDP is designed to deal with the spread and incidence of poverty and unemployment in the Eastern Cape, as well as the spatial inequality between different regions. The Plan prioritises interventions in three sectors, i.e. manufacturing, agriculture and tourism. Its programmes build on government's existing interventions, particularly those that create jobs and fight poverty. Simultaneously, it intends to redirect government plans and spending towards addressing fundamental problems in the economy.

The PGDP has three core objectives that address the Eastern Cape's most pressing issues, and three foundation objectives that create the conditions and support for development and growth. The three core objectives are:

- Systematic poverty eradication through a holistic, integrated and multi-dimensional approach to pro-poor programming.
- Agrarian transformation and strengthening household food security.
- Consolidation, development and diversification of the manufacturing base and tourism potential.

The foundation objectives are:

- Human resource development.
- Infrastructure development.
- Public sector and institutional transformation.

The PGDP provides the strategic framework, sector strategies and programmes aimed at a rapid improvement in the quality of life for the poorest people within the Eastern Cape Province. The objectives for growth and development set in the PGDP therefore guide development objectives of any economic development strategy within the province

The Eastern Cape Provincial Government Strategic Framework outlines the eight priorities of provincial Government in an attempt to align to the Medium Term Strategic Framework as follows:

- Decent employment through inclusive economic growth with environmental assets and natural resources that is well protected and continually enhanced
- An efficient, competitive and responsive economic infrastructure network
- Vibrant, equitable, sustainable rural communities contributing towards food security for all
- Quality basic education, skilled and capable workforce to support an inclusive growth path
- A long and healthy life for all people of the Province
- All people in the Province are and feel safe
- An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship with responsive, accountable, effective and efficient Local Government system
- Sustainable, cohesive, caring communities and human settlement for improved quality of households

1.1.7 The National Development Plan (NDP)

In August 2012 Cabinet agreed to the National Development Plan (NDP) which seeks to eliminate poverty and reduce unemployment by 2030. The National Development Plan sets out firm proposals to solve the country's problems and to deepen the engagement of all South Africans from all walks of life in building the future. Focus on the people's capabilities is at the centre of the plan. These include education, skills, decent accommodation, nutrition, safe communities, social security, transport, and job opportunities.

The NDP suggests the following strategies to achieve its goals:

- Creating jobs and improving livelihoods
- Expanding infrastructure
- Transition to a low-carbon economy
- Transforming human settlements and the national space economy urban and rural spaces
- An integrated and inclusive rural economy
- Improving education, training and innovation
- Social protection
- Promoting health care for all
- Fighting corruption
- Transforming society and uniting the community

1.2 Integration into government plans

The NDP highlights the need to strengthen the ability of local government to fulfil its developmental role. Integrated Development Plans need to be used strategically to focus attention on priorities in the NDP, such as spatial planning, infrastructure and basic services. The IDP should strive to focus on areas of the NDP that are in line with the municipality's priorities.

1.3 Ndlambe Planning Process

In order to effectively develop and review the Municipal IDP the municipality must prepare and adopt an annual IDP Process Plan to guide the review process. The IDP Process Plan focuses on strengthening the municipal IDP as the municipality's principle planning and management tool, through ensuring the seamless integration of especially the performance management system (PMS) and budgeting processes with the IDP Process.

Taking the above into consideration the IDP Process will address, amongst others, the following:

- ❖ Comments received from the MEC for co-operative Governance and Traditional Affairs, which are depicted hereunder:

Overview of Ndlambe Local Municipality 2015/16 Reviewed IDP

Key Performance Area	KPA 1 - Spatial Development Framework	KPA 2 - Service Delivery	KPA 3 - Financial Viability	KPA 4 - Local Economic Development	KPA 5 - Good Governance	KPA 6 - Institutional Arrangements	Overall Ratings
Ratings	HIGH	HIGH	MEDIUM	HIGH	HIGH	MEDIUM	HIGH

The Comparative KPA Ratings with the recent 2015/16 IDP Assessment Ratings for your municipality are as follows:

KPA	RATING 2008/09	RATING 2009/10	RATING 2010/11	RATING 2011/12	RATING 2012/13	RATING 2013/14	RATING 2014/15	RATING 2015/16
Spatial Development Framework	Low	High	Medium	High	High	High	High	HIGH
Service Delivery	Medium	High	Medium	Low	Medium	Medium	High	HIGH
Financial Viability	Low	Low	Low	Medium	Low	High	Low	MEDIUM
Local Economic Development	High	Medium	Low	Medium	High	High	High	HIGH
Good Governance & Public Participation	Medium	High	Low	High	High	High	Medium	HIGH
Institutional Arrangements	High	Medium	Medium	High	Medium	Low	Medium	MEDIUM
Overall Rating	Medium	Medium	Low	Medium	Medium	Medium	Medium	HIGH

- ❖ Comments received from the various role – players in the assessment of the 2015/2016 IDP documentation, inter alia:
 - Areas requiring additional attention in terms of legislative requirements not addressed during the previous years of the IDP Process;
 - The inclusion of the most current Census data;
 - Consideration, review, and inclusion of any relevant and new information;
 - Shortcomings and weaknesses identified through self-assessment;
 - The preparation and review of relevant sector plans and it's alignment with the IDP;
 - The update of the 5 year Financial Plan as well as the list of projects, inclusive of a three year capital investment framework;
 - Preparation and finalisation of the annual municipal budget in terms of the relevant legislation; and MSA and MFMA.
 - Alignment of the various important municipal processes such as the IDP Review, Performance Management and Budget Process.

A summary of the Ndlambe municipality's IDP Process Plan is depicted hereunder.

ACTION	PURPOSE	RESPONSIBIITY	DATE	EVIDENCE
Call for civil society to register for Representation on Rep Forum; Update database and reconstitute public participation structures (e.g. IDP Representatives Forum)	Legislative requirement to ensure inclusivity in budgetary and planning processes.	Municipal Manager, CFO, IDP Official	14 July 2016	Notices and newspaper Advertisement
Review Process Plan and develop IDP and Budget time schedule for 2017/18 (MFA S35(1).	Alignment with Draft CDM Framework.	(Legal requirement) Cacadu DM and Local Municipality.	07 July 2016	Aligned Draft IDP and Budget time schedule / Process Plan with CDM Draft Framework.
1st Meeting with Cogta-EC	To monitor development of Process Plans as per sect 31 of MSA	Local Municipalities in Cacadu Region	TBC	Areas identified for monitoring.
Submit reviewed IDP and Budget time schedule / Process Plan for the 2017/18 planning cycle, to Council	Legal Requirement and for political guidance	Municipal Manager, CFO and IDP Official	15 August 2016	Draft reviewed IDP and Budget time schedule / Process Plan
Table IDP and Budget time schedule / Process Plan and District Framework Plan to Council for adoption	Council adoption - Legal Compliance	Municipal Manager, Mayor, Council, IDP official and CFO	25 August 2016	Council Resolution.
Upload the IDP and Budget time schedule / Process Plan on the municipal website, place on notice boards and advertise in a local newspaper	To notify stakeholders of key dates and encourage participation in these processes.	Municipal Manager and IDP Official	Within 10 days of adoption. 10 September 2016	Advertisement

Submit adopted Process Plans and Council Resolution to EC-DCoGTA.	Enable EC-DCoGTA to monitor implementation of process plan as legislated (S31 of MSA)and compile Provinces planning calendar	MM and IDP Manager	Within 10 days of adoption . 10 September 2016	E-mail or formal letter
Submit adopted schedule of key dates to external stakeholders (Sector Departments)	Enable key stakeholder to diarise their participation in the planning and budget processes.	MM and IDP Manager	Within 10 days of adoption . 10 September 2016	E-mail or formal letter
Finalise Performance Agreements (2016/17) of Municipal Manager and Managers reporting to the Municipal Manager and Submit to MEC and publicise.	S53 MFA 14-days after adoption.	Municipal Manager	10 August 2016	Check legal requirement
In collaboration with Council, develop & publicise Community Based Planning Review Programme.	Make community aware of CBP sessions. Secure venues and arrange logistics for scheduled meetings.	Office of the Mayor, Municipal Manager, IDP Officer, Public Participation Manager and CFO	End August 2016	CBP Programme
Undertake ward-wide CBP workshops.	Present IDP Process Plan / Time Schedule; Obtain new needs to be prioritised for 2017/18.	Municipal Manager, Directors, IDP Officer, Mayor and Council	1 to 30 September 2016	Attendance Registers, presentations and minutes and new priorities.

Conduct Gap analysis to determine level of existing development consider changes in the current environment; IDP Assessment (2017/18) and Annual Performance Report and develop corrective Action Plans.	To update status quo - conduct SWOT analysis on the environment; determine existing level of development and identify gaps in terms of IDP Assessment 2016/17 including progress on performance	Municipal Manager, Directors and IDP Official	Month of September	Corrective Action Plans
Submit draft 2015/16 annual performance report	Legal Compliance.	Municipal Manager, CFO, Sec 56 Managers	25 August 2016	Letter of Acknowledgement by Office of the AG.
Convene first IDP and Budget Steering Committee meeting	To Present adopted Process Plan and discuss any environmental changes; Report on project implementation progress, spending trends and challenges; Present status quo on backlogs in preparation for the IDP Rep Forum Meetings	Mayor, Portfolio Cllr. Municipal Manager, CFO and Section 56 Managers	16 October 2016	Reports, presentations, minutes and attendance register
Attend District IDP Rep Forum Meetings	Alignment and information sharing.	IDP Co-ordinators and Mayors	15 September 2016	Attendance Register
Review of the Strategic Plan	Track progress on implementation of the previous Strategic Plan. If necessary, review vision, mission and objectives of the institution. Develop strategies to implement the vision and the mission. Develop an implementation plan	Mayor, Councillors, Municipal Manager, Directors and management	20-22 September (Proposed dates)	Strategic Plan document

Convene first IDP Representative Forum meeting	Present adopted Process plan and on project status and situational analysis of the area. Sector departments to report on 2016/17 FY project implementation progress.	Municipal Manager, Mayor and IDP Official	30 September 2016	Presentations, minutes and attendance register
Q1 Performance Reporting.	Evaluation Sec 56 managers, lower levels if applicable and institution PMS - Legal compliance	MM and PMS Officer	09 October 2016	Scoresheet
Q1 review by Internal Audit	Preparation of Annual Performance Report for MPAC	MM, PMS Manager and Internal Audit Unit	12 October 2016	Reviewed Reports
Convene the second IDP and Budget Steering Committee meeting.	Report on refined objectives and strategies, planned strategic interventions and proposed amendment to the organogram in response to overcome challenges. Present consolidated proposed Directorate projects and budget needs.	Municipal Manager, CFO and IDP Manager	30 October 2016	Reports, presentations, minutes and attendance register
Convene the second IDP Representatives Forum meeting (community engagement)	Report on community needs; Report on interventions and strategies to deal with developmental challenges. Sectors to report on project progress for 2016/2017 and submit Sector projects and indicative budget allocations for 2017/18	Municipal Manager, Mayor and IDP Official	15 November 2016	Presentations, minutes and attendance register
Q2 Performance Reporting.	Evaluation Sec 56 managers, lower levels if applicable and institution PMS - Legal compliance	MM and PMS Officer	10 January 2017	

Review of performance by MPAC and adoption by Council	Moderate Performance evaluation Reports in preparation for Council	MPAC and Council	25 January 2017	Moderated Reports adopted by Council
IGR Session to facilitate alignment	Align provincial and national programmes with IDP	Municipal Manager and IGR secretariat	By end February 2017	Attendance Register
Convene the third IDP and Budget Steering Committee - alignment	Finalise internal alignment and project register. Ensure budget alignment between the Draft IDP and Draft SDBIP with agreed upon targets and performance indicators per project.		Early March 2017	Reports, presentations, minutes and attendance register
Convene the third IDP Representatives Forum meeting - alignment	Present the Final Draft IDP and Draft SDBIP. Sector Dept. report on project implementation for 2016/17 and confirm project and budget allocations for 2017/18. (Finalise external project alignment)	Municipal Manager, Mayor and IDP Official	Mid March 2017	Presentations, minutes and attendance register
Table Draft IDP, Budget and related budget policies to Council for noting	Tabling of the Draft IDP. Presentation of proposed rates and tariff increases and present amendments to budget policies	Office of the Mayor, Municipal Manager, IDP Officer and CFO	30 March 2017	
Forward 2017/18 Draft Capital and Operating Budgets and Draft IDP to National Treasury and Provincial Treasury and any prescribed national or provincial organs of state and other municipalities affected by the budget	Legal compliance as a control measure between Treasury and the LM.	Municipal Manager and CFO	Within ten days of adoption	E-mail and Tracking

In collaboration with Council develop and publicise the final Draft IDP and Budget 2017/18 Community Engagement Programme	Make citizens aware of outreaches, prior to the adoption of the final Draft IDP and Budget. Secure venues and arrange logistics for scheduled meetings.	Office of the Mayor, Municipal Manager, IDP Officer and CFO	10 April 2017	Public notices.
Q3 Performance Reporting.	Evaluation Sec 56 managers, lower levels if applicable and institution PMS - Legal compliance	MM and PMS Officer	10 April 2017	Scoresheets and attendance registers
Convene 4th IDP and Budget Steering Committee - consider comments and finalise	Interrogate community comments and finalise SDBIP/IDP alignment and any necessary amendments to the IDP and budget.	Municipal Manager and IDP Official and CFO	Early May 2017	Reports, presentations, minutes and attendance register
Convene the 4th IDP Representatives Forum meeting to present final IDP for consideration	Present the FINAL IDP . Report on public engagement and outcome of the 21-days public inspection and invite any last changes or additions to sector project register.	Municipal Manager, Mayor and IDP Official	1 Week after above meeting.	Presentations, minutes and attendance register
Submit 2017/18 IDP and Budget to the MPAC	Oversight before adoption.	Municipal Manager, CFO and Mayor	Mid May 2017	Oversight report and recommendations by MPAC
Table 2017/18 Final Draft IDP and Capital and Operating Budgets and related budget policies	Council to consider and adopt the final Draft IDP and Capital and Operating budget and related budget policies.	Municipal Manager and CFO	Not later 30 June 2017 – Legal requirement	Adopted Final IDP, Budget and related budget policies and Council resolution.
Submit adopted Reviewed IDP to the MEC for local government	Pre assessment interaction.	MM and IDP Manager	Within 10 days after adoption	Letter of acknowledgement

Upload the Council approved Reviewed IDP and Budget (2017/18) on the municipal website and place a notice in local newspapers for public inspection (21days).	Legal Requirement to allow public to raise objections / comments on the adopted Draft IDP and Budget.	Municipal Manager; CFO and IDP Officer	Within ten days of adoption	Advert
Final IDP Provincial Assessment	MEC comments	DM, LM, KPA leaders, CoGTA, Sector Departments	August 2017	Signed MEC comments and individual assessment reports

1.3.1 IDP Management Systems

Ndlambe Municipality established systems for the formulation of its five year IDP (2017-2022) in order to reinforce alignment with government departments and ensure public participation.

Ndlambe Municipal Council

Ndlambe Municipal Council should adopt the draft Integrated Development Plan which is to be used as a basis for consultation. After completion of the consultation process, the final IDP must be adopted together with the Budget.

IDP Steering Committee

This Committee consists of the Mayor and the Executive Committee, the Municipal Manager and the Head of Departments.

The following are **inter alia**; the functions of the IDP Steering Committee:

- Engage in strategic discussions regarding the plans for the respective functional areas;
- Evaluate progress made in the implementation of the process plan and initiate corrective action where necessary;
- Evaluate the impact of the Integrated Development Plans;
- Review and refine the vision for Ndlambe Municipality. Ensure that the vision is incorporated into the IDP;
- Refine and review IDP objectives, strategies and projects for consideration by Ndlambe IDP Representative Forum and the incorporation thereof into the IDP.

IDP and Budget Representative Forum

The IDP and Budget Representative Forum is the structure established for the purpose of review and implementation of the IDP and ensures maximum participation of different interest groups and sectors. The Forum provides for communication to ensure that the community at 'grass roots' gets an opportunity to determine its destiny.

The IDP Representative Forum shall, **inter alia**:

- Ensure that every activity and decision taken in its meetings are properly communicated to the forum members' respective constituencies;
- Monitor the implementation of the IDP;
- Reflect and safeguard community inputs by acting as 'messengers' of the communities;
- Represent the interests of their communities;
- Provide an organisational mechanism for discussion, negotiation and decision-making between stakeholders, including the municipality;
- Participate in the process of setting and monitoring key performance indicators.

A considerable number of stakeholders which included ratepayers associations across Ndlambe, business forums, sector departments, business people, civil organisations and individuals responded to Ndlambe Municipality's invitation to participate in the IDP process and thus constitute the IDP and budget Representative Forum for 2017/2018. Their contribution has been meaningful to the process.

Mayoral Public Outreach

Ndlambe Local Municipality places a high premium on inclusivity and subsequently the involvement and participation of all relevant stakeholders forms an essential component of the IDP Review Process. The Public Participation Process for the 2017/18 review of the IDP was on the basis of full-scale public meetings in all 10 wards. Due to the vastness of the wards separate meetings were held in Ward 3 and Ward 4 to enhance the accessibility of the community to participate in the IDP review process. A fundamental characteristic of this initial round of public participation was that it also introduced the new councillors and management to communities.

Below is the schedule of the meetings:

DAY	DATE	TIME	WARD	VENUE
Monday	23 January 2017	14h00	5	Bathurst Memorial Hall
Monday	23 January 2017	17h00	5	Solomon Mahlangu Community Hall
Tuesday	24 January 2017	10h00	2	Cannon-Rocks Town Hall
Tuesday	24 January 2017	14h00	3	Bushmans Town Hall
Tuesday	24 January 2017	17h00	2	Wentzel Park Community Hall
Wednesday	25 January 2017	17h00	1	Kwa-Nonkqubela Community Hall
Thursday	26 January 2017	17h00	6	Trappesvalley Community Hall
Monday	30 January 2017	17h00	4	Kenton-on-Sea Town Hall
Tuesday	31 January 2017	17h00	4	Ekuphumleni Community Hall
Wednesday	01 February 2017	17h00	3	Marselle Community Hall
Tuesday	14 February 2017	17h00	3	Klipfontein Community Hall
Wednesday	15 February 2017	17h00	9	Jauka Hall
Thursday	16 February 2017	17h00	8	Nomzamo High School
Monday	20 February 2017	17h00	6	Titi Jonas Multi-Purpose Centre
Tuesday	21 February 2017	17h00	7	Ingubo Community Centre
Wednesday	22 February 2017	17h00	10	Port Alfred Civic Centre
Thursday	23 February 2017	16h00	6	Seafeld Community Hall

Ward and Proportional Representative Councillors

The brief for Ward and Proportional Representative Councillors who constitute the IDP Representative Forum is to ensure that their mandates in the IDP process come at all times from communities or sectors which they represent, particularly on issues affecting them. The Ward and Proportional Representative Councillors are further expected to communicate deliberations of the IDP Representative Forum and always ensure that feedback on progress registered is given to the communities.

District Municipality and Provincial Government: Implementation and Management Support

The main role of the Sarah Baartman District Municipality and Provincial Government will be to provide technical inputs and assistance in the IDP process.

CHAPTER TWO

SITUATIONAL ANALYSIS: NDLAMBE MUNICIPAL PROFILE

2. BACKGROUND

In terms of section 26 of the Local Government Municipal Systems Act (No 32 of 2000), the core components of the IDP must reflect, *inter alia*:

- An assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- The Council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs.

In line with the above, section 2(1) of the Local Government Planning and Performance Regulations, 2001, further reinforces that a municipality's integrated development plan must at least identify –

- The institutional framework, which must include an organogram, required for the implementation of the integrated development plan; and addressing the municipality's internal transformation needs.

This section seeks to highlight some of the developmental challenges and current realities within Ndlambe which the Municipality should consider when committing itself ***'to be a premier place to work, play, and stay, on the eastern coast of South Africa. It strives to be the destination of choice for people who love natural and cultural heritage, adventure water sports, and laid-back living for families.***

Our promise is to build a state-of-the-art physical infrastructure which will be laid out aesthetically in our beautiful natural environment. Our prosperous community supports a safe and healthy lifestyle which is supported by affordable natural living and a vibrant tourism and agriculturally-based economy!

We promote good governance by providing sustainable, efficient, cost effective, adequate and affordable services to all our citizen.'

The strategic direction of Ndlambe Municipality should be informed by the developmental challenges and current realities discussed below. The references/sources consulted for this chapter include *inter alia*:

- Census 2011 – Statistics South Africa;
- Community Survey 2016- Statistics South Africa;
- Departmental Reports;
- Ndlambe Draft Spatial Development Framework 2011 -2016; and
- Other relevant sector plans

2.1 The establishment of Ndlambe Municipality

Ndlambe Municipality was established as a result of the Local Government Elections of 2000 and in accordance with the provisions of section 12(1) of the Local Government Municipal Structures Act (No 117 of 1998). Since then, Ndlambe Municipality incorporates former Councils of Alexandria, Bathurst, Boesmansriviermond, Kenton-on-Sea and Port Alfred, as well as the former local areas of Boknesstrand/ Canon Rocks and Seafield. Ndlambe Municipality consists of 10 wards and is classified as Category B Municipality. The developmental

vision of Ndlambe Municipality is moulded within the context of the five (5) National Key Performance Areas of the Local Government Strategic Agenda, namely:

- Municipal Transformation and Institutional Development;
- Basic Service Delivery and Infrastructure Development;
- Local Economic Development;
- Financial Viability and Management; and
- Good Governance and Public Participation.

The Ndlambe municipal area is bordered by the following local municipal areas:

- Makana within the Sarah Baartman District Municipality to the North;
- Sundays River Valley within the Sarah Baartman District Municipality to the West; and
- Ngqushwa within the Amatole District Municipal Area to the East.

The Ndlambe municipal jurisdiction is shown in **figure 2.1** below:

Figure 2.1: Ndlambe Municipal Jurisdiction



The Ndlambe municipal area falls within the Eastern Coastal Zone (one of the areas within the Sarah Baartman District Municipality that has similar geographical characteristics and requires similar geographical guidance). This area can be described as an area with:

- A pristine coastal area;
- Well preserved river mouths and inter-tidal areas;
- Diverse vegetation;
- A relatively low density development along the coast; and
- Major tourism potential

2.2 INSTITUTIONAL ARRANGEMENTS

The political leadership and the administration complement each other in ensuring that they respond to the broad developmental mandate of Council outlined by the communities of Ndlambe through the IDP process. The structure provides for accountability and transparent governance, in addition to enhancing legislative compliance.

2.2.1 Political governance

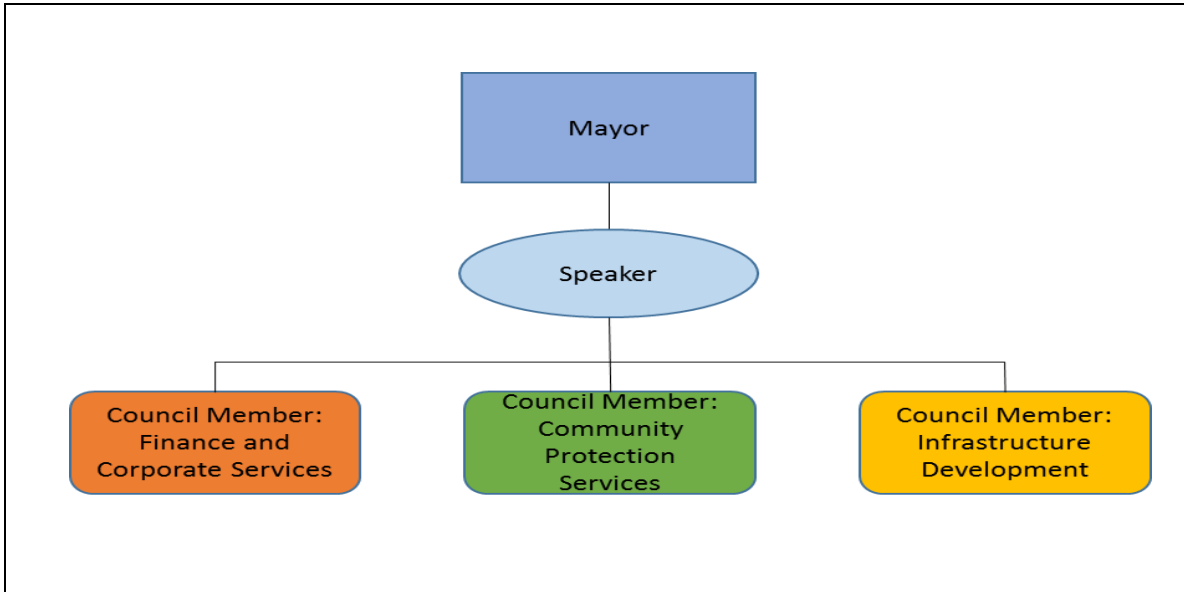
2.2.1.1 Council

The Council has 20 seats (10 Proportional Representative (PR) Councillors and 10 Ward Councillors). All seats in the Council are filled. The Speaker is the Chairperson of Council. The party-political and demographic representation of Councillors is reflected in the table below:

Political Party	Number of Councillors	Gender of Distribution	
		Male	Female
African National Congress (ANC)	13	9	4
Democratic Alliance (DA)	6	2	4
Economic Freedom Fighters (EFF)	1	0	1
TOTAL	20	11	9

The Mayor of the Ndlambe Local Municipality is Mr PP Faxi and the speaker is Ms N V Maphaphu. The Portfolio Councillor for Infrastructure Development is Cllr. T Mazana, Community and Protection Services is Cllr. N Xhasa and the Portfolio Councillor for Finance and Corporate Services is Cllr. Raymond Schenk.

Council Structure



2.2.1.2 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 both political parties represented in Council i.e. ANC and DA.

The Committee is made up as follows:

- African National Congress – 3 members
- Democratic Alliance – 2 members

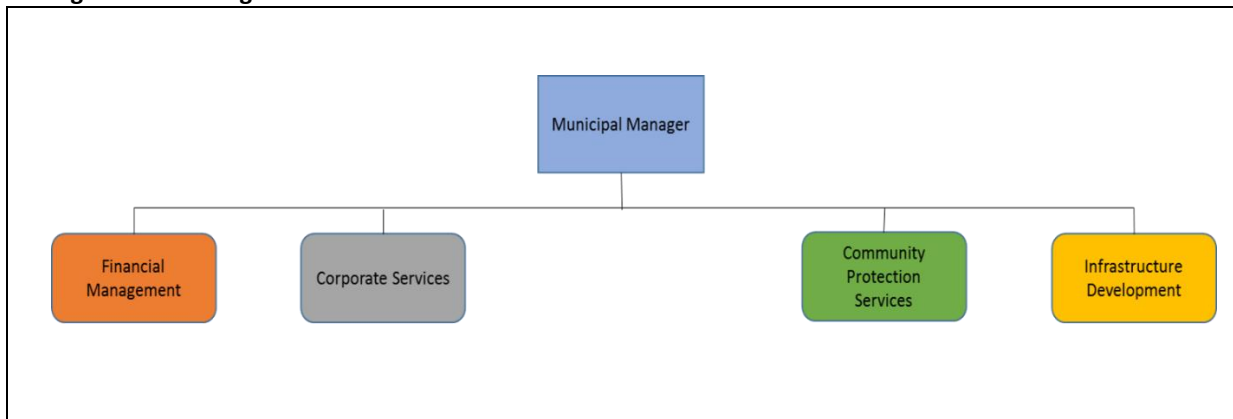
Other key Council governance structures

Audit Committee: The Municipality has a functional Audit Committee. The Audit Committee is made up of three members and meets at least quarterly to advise Council on internal control, the adequacy, reliability and accuracy of financial reporting and information, performance management, effective governance and compliance with the relevant statutes. The Municipality has an approved Audit Committee Charter, which provides the responsibility and authority to the Audit Committee members to audit the risk management, controls and governance processes, which include the IDP framework, internal controls, financial management controls, procurement and performance management. The Audit Committee Charter outlines the objectives of the Audit Committee; broad powers of the Audit Committee; authority of the Audit Committee; duties and responsibilities of the Audit Committee; structure and composition of the Audit Committee; remuneration; term of members and requisite skills; and the functioning of the Audit Committee.

2.2.2 Administration

Within the Ndlambe Local Municipality, there are four departments that report to the municipal manager (Adv. Rolly Dumezweni) namely; Financial Management (CFO: Mr Howard Dredge), Corporate Services (Director: Lazola Maneli), Community Protection Services (Acting Director: Fanie Fouche) and Infrastructure Development (Director: Noluthando Vithi).

Figure 2: Basic organisational structure



The political leadership and the administration complement each other to achieve the objectives of the IDP. The organogram of the municipality showing filled, vacant funded and unfunded and proposed positions will be attached when the IDP goes for adoption as it has recently been reviewed.

2.3 NDLAMBE MUNICIPAL STATISTICS

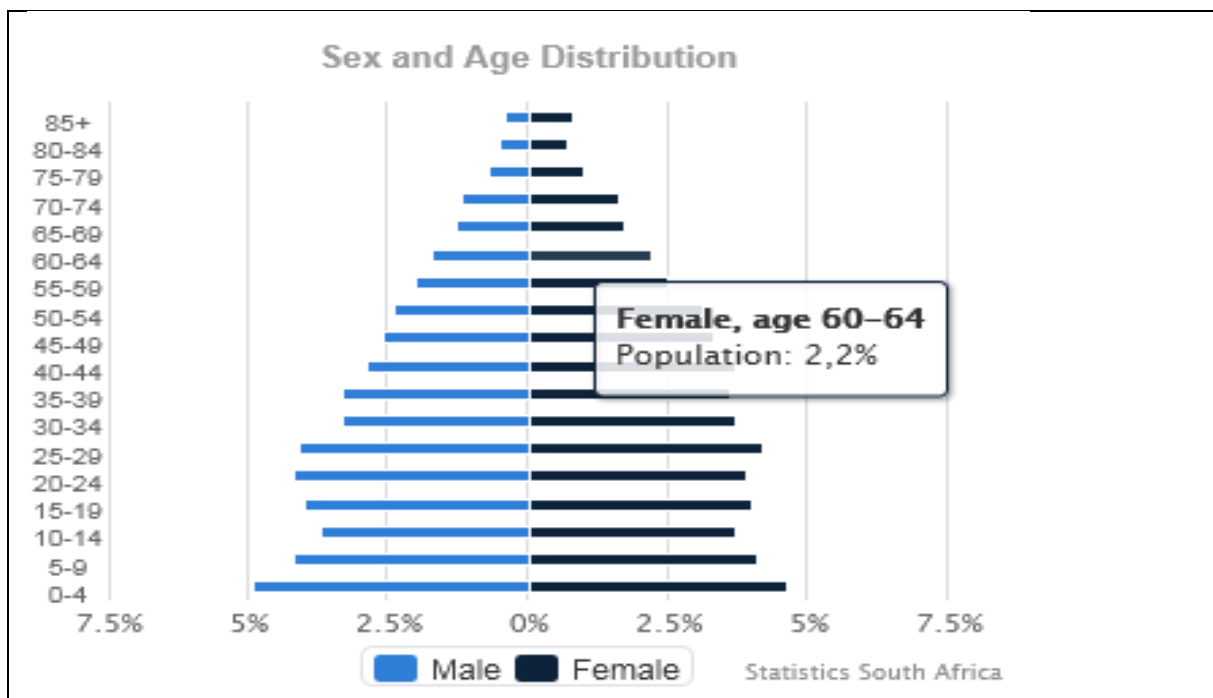
The following is the presentation and analysis of key Ndlambe municipal statistics from the demographics to socio-economic profile.

Population

Table 2.3.1 Population by age group and gender

Age	Male	Female	Total	%Male	%Female
0 - 4	3006	2796	5802	4.9	4.6
5 - 9	2593	2538	5131	4.2	4.1
10 - 14	2261	2243	4504	3.7	3.7
15 - 19	2469	2464	4933	4	4
20 - 24	2549	2408	4957	4.2	3.9
25 - 29	2509	2571	5080	4.1	4.2
30 - 34	2032	2266	4298	3.3	3.7
35 - 39	2014	2218	4232	3.3	3.6
40 - 44	1767	2269	4036	2.9	3.7
45 - 49	1571	1998	3569	2.6	3.3
50 - 54	1477	1906	3383	2.4	3.1
55 - 59	1223	1526	2749	2	2.5
60 - 64	1052	1362	2414	1.7	2.2
65 - 69	814	1039	1853	1.3	1.7
70 - 74	734	1003	1737	1.2	1.6
75 - 79	424	588	1012	0.7	1
80 - 84	282	453	735	0.5	0.7
85 +	258	492	750	0.4	0.8
Total	29035	32140	61176	47.5	52.5

Source: Census, 2011



The Census 2011 data suggests a total population of 61 176 compared to the Census 2001 data which suggested a total population of 57 241, as compared to the 2005 backlog study figures of 58 927 and a total number of households of 18 913. The Socio Economic Profile of Sarah Baartman estimates the population of Ndlambe Municipality at 63 000. The community survey (STATS SA – 2007) concurred with this population figure. When one compares Census 2011 population data with Census 2001, the population of Ndlambe has increased by a margin of 3935 persons and this represents a percentage increase of 1, 2 per cent. This could be attributed to an influx of people from the surrounding areas to look for job opportunities in the new industries that have emerged in the municipal area. Also, the Thornhill housing development has attracted some individuals who were living outside Ndlambe to come back and settle in their newly built RDP homes. Another contributor to this population growth is the migration of people from inland towns and cities to the coast. This influx also impacts negatively on the unemployment rate which currently stands at 30.3 per cent with youth unemployment rate standing at 39 per cent.

The bulk of the migration patterns being experienced within the Municipality are due to holiday makers (approximately 33 000) in the peak season. The influx of seasonal holiday makers equates to approximately 56% of the permanent resident population and places tremendous pressure on the available infrastructure of the area. There is a small migration impact on the agricultural sector related to the harvesting of chicory and pineapples, which has no effect on the immediate service delivery as these activities take place on private land. It does, however, impact on the Municipality in the longer term as some migrant labour decides to remain once the seasonal work is completed.

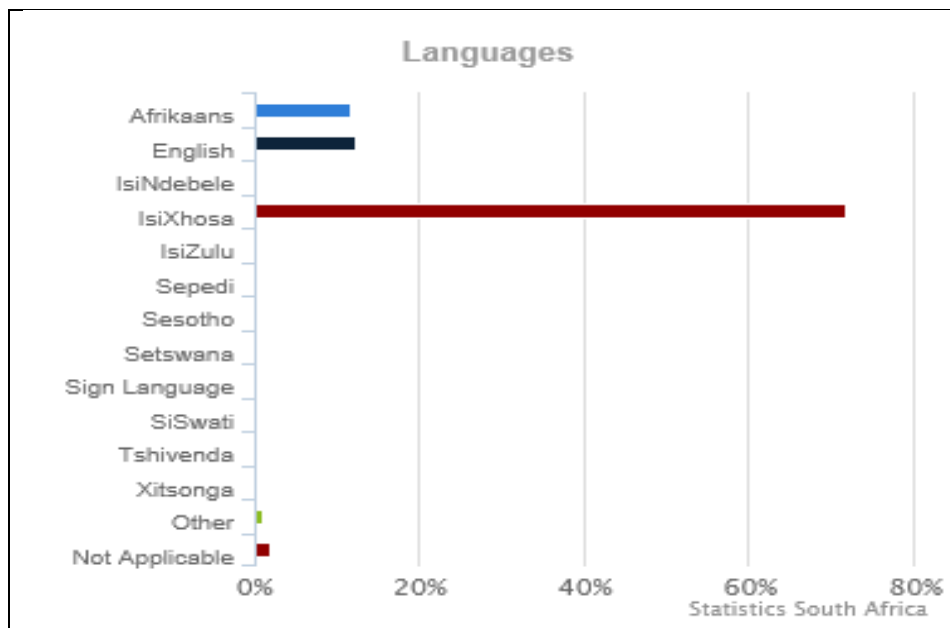
Although undocumented, the Municipality is also dealing with an influx of farm workers to urban centres as well as people from neighbouring municipalities seeking new economic opportunities. This is placing increasing pressure on the housing delivery program and efforts to eradicate informal settlements.

Languages

Table 2.3.2 - Languages

Language	Percentage
Afrikaans	11.70%
English	12.20%
IsiNdebele	0.30%
IsiXhosa	71.50%
IsiZulu	0.30%
Sepedi	0.20%
Sesotho	0.30%
Setswana	0.20%
Sign Language	0.40%
SiSwati	0.10%
Tshivenda	0.10%
Xitsonga	0.10%
Other	0.90%
Not applicable	2%

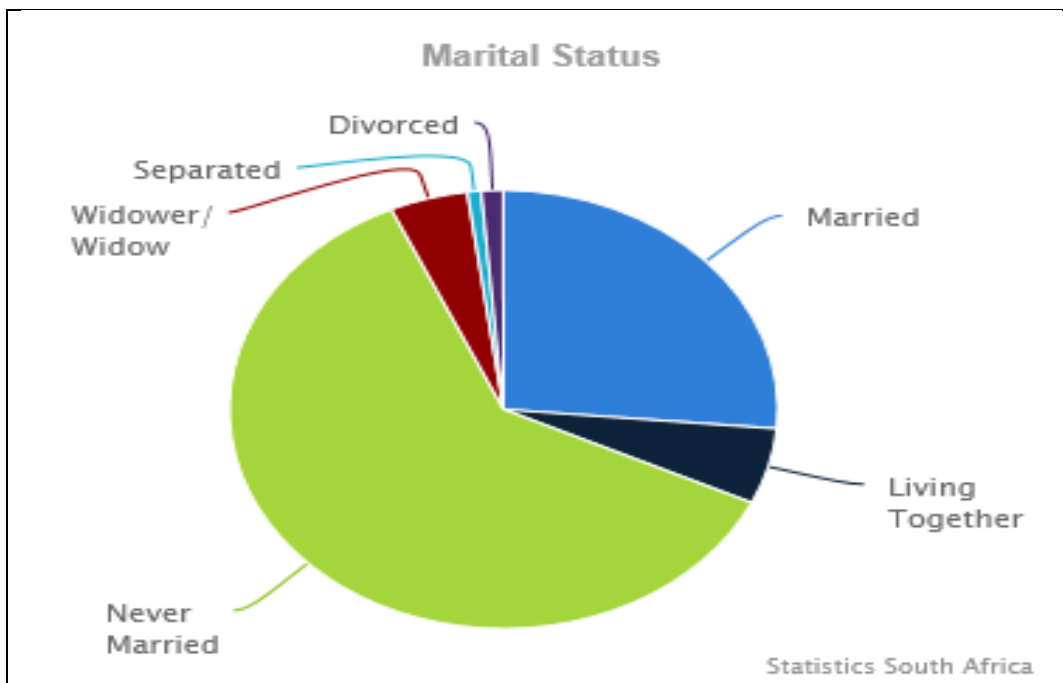
From the data presented in the above table, it is evident that the predominantly used languages in the Ndlambe municipal area are IsiXhosa (71,5%) followed by English (12,2%) and Afrikaans (11,7%) and the usage of the rest of the languages is below 1%. This is in line with the demographic spread of the population in the area. The above table is graphically illustrated below.



Marital Status

Table 2.3.3 – Marital Status

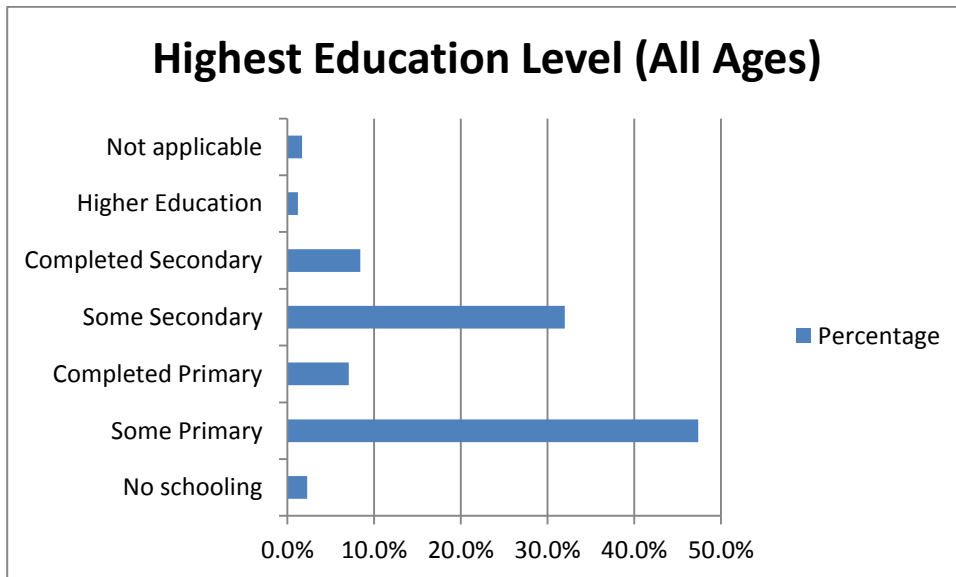
Group	Percentage
Married	26.4%
Living together like married partners	5.6%
Never married	61.3%
Widower/Widow	4.6%
Separated	0.8%
Divorced	1.3%



Highest Education level (All ages)

Table 2.3.4 – Highest Education levels

Group	Percentage
No schooling	2.3%
Some Primary	47.4%
Completed Primary	7.1%
Some Secondary	32%
Completed Secondary	8.4%
Higher Education	1.2%
Not applicable	1.7%



Source: Census 2011

Most people in the study area have completed some primary education followed by those with some secondary education. The significantly low number of people does not have access to higher education that can equip them to access better job opportunities and in turn improve their livelihoods. This is a challenge to the municipality and as such the municipality has to devise a strategy to deal with it. According to the Census, 2011 for the age group of 20 and above, 9,7 per cent have no schooling followed by 9,6 per cent with a matric. For the same age group 20, 4 per cent of people have higher education.

2.4 SOCIO-ECONOMIC PROFILE

Number of households

Table 2.4.1: Household size by population group of head of the household

	Black African	Coloured	Indian or Asian	White	Other	Total
1	3837	174	14	987	39	5051
2	2779	212	22	1714	54	4781
3	2491	226	12	443	24	3196
4	2138	232	1	349	6	2726
5	1290	155	4	97	3	1549
6	745	93	1	38	1	878
7	485	56	1	11	1	554
8	244	15	1	2	0	262
9	140	10	0	3	0	153
10+	167	14	0	0	0	181
Total	14316	1187	56	3644	128	19331

Source: Census, 2011

Based on the above data, the average household size is 3.2 persons per household. Of the total number households, 42.6 per cent are female headed. Given the high percentage of female headed households the municipality’s planning and projects should be targeted at reaching out to these households. Furthermore, there is a need for the municipality to engage relevant sector departments, such as Social Development and Women, Children and People with Disability, in this regard.

Average Household incomes

Table 2.4.2 – Average Household income

Income	Percentage
None income	15.30%
R1 - R4,800	5%
R4,801 - R9,600	6.70%
R9,601 - R19,600	21.30%
R19,601 - R38,200	21.50%
R38,201 - R76,4000	12.20%
R76,401 - R153,800	7.70%
R153,801 - R307,600	6%
R307,601 - R614,400	2.80%
R614,001 - R1,228,800	0.90%
R1,228,801 - R2,457,600	0.30%
R2,457,601+	0.30%

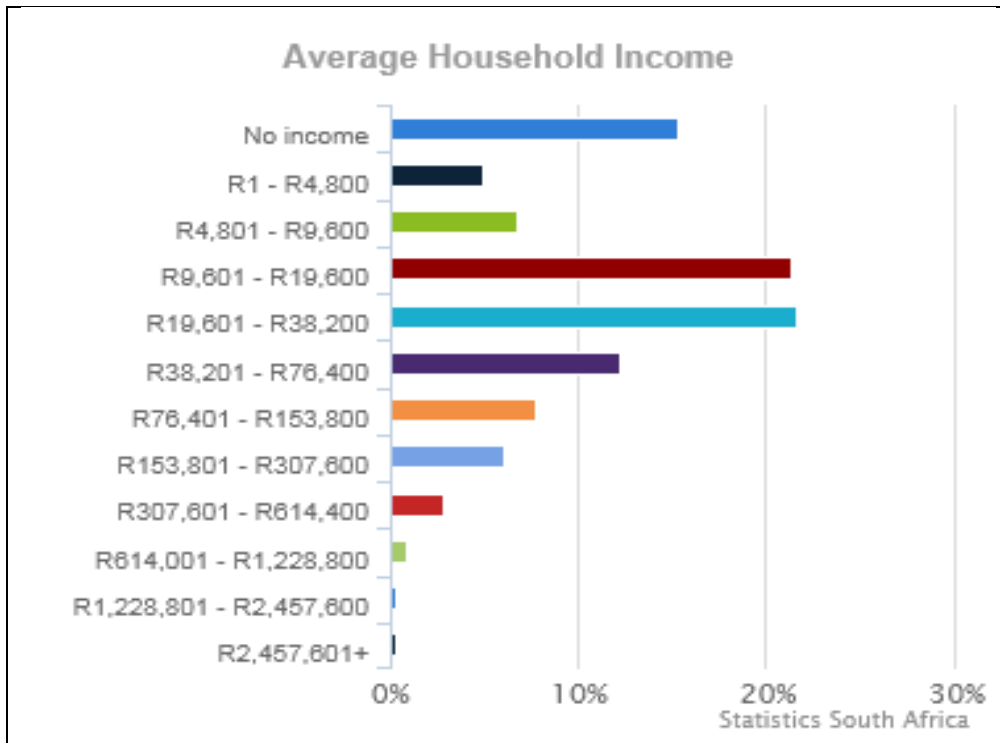


Table 2.4.3 – Household Goods

Item	Yes	No
Cellphone	80,2%	19,8%
Computer	18,1%	81,9%
Television	73,9%	26,1%
Satellite Television	20,4%	79,6%
Radio	65,5%	34,5%
Landline / Telephone	17,6%	82,4%
Motor Car	27,7%	72,3%
Refrigerator	64,8%	35,2%
Electric / Gas-Stove	81,3%	18,70%

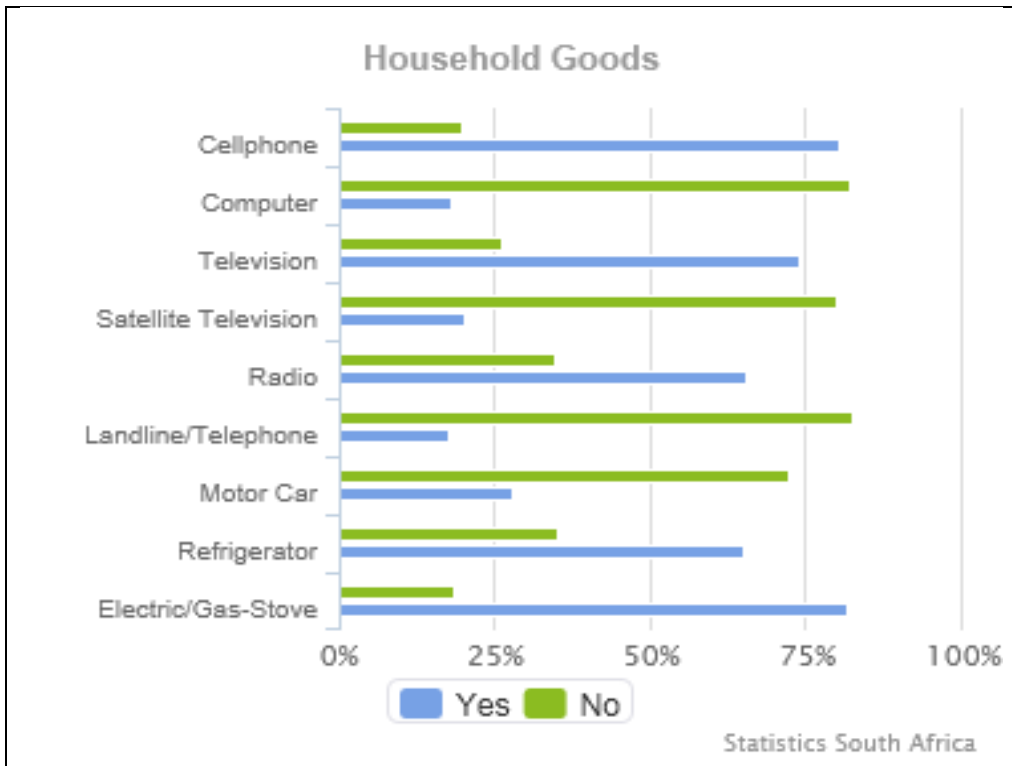
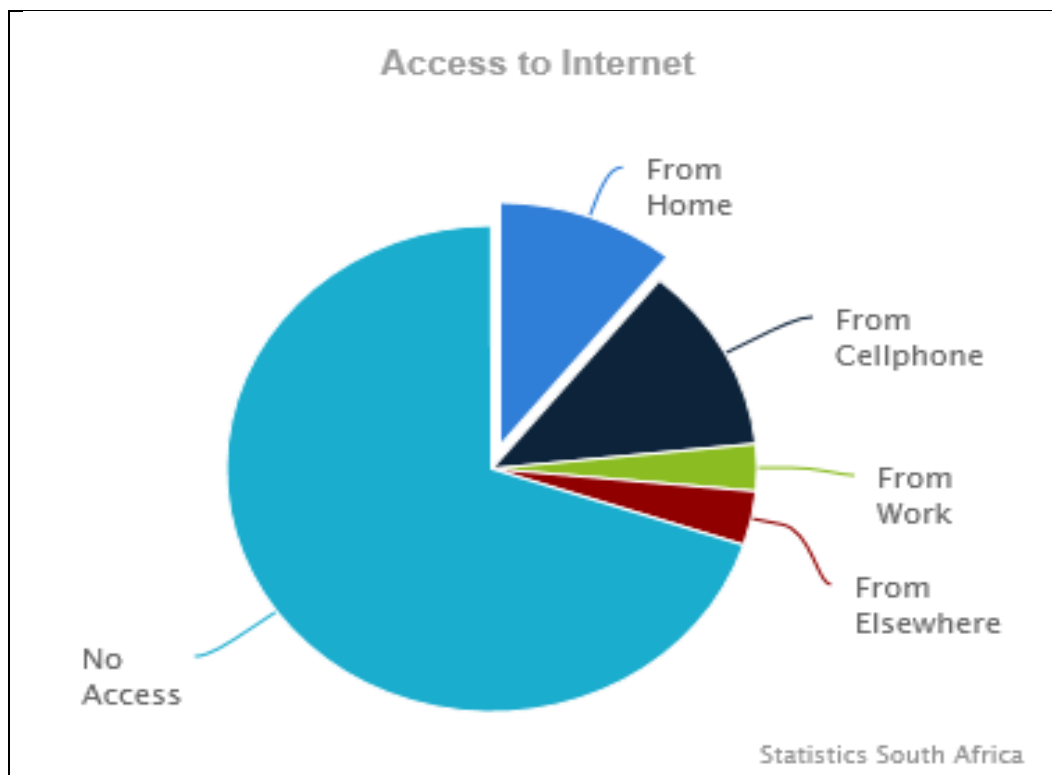


Table 2.4.4 – Households Access to Internet

Access	Percentage
From Home	10,9%
From Cellphone	12,5%
From Work	3,1%
From Elsewhere	3,6%
No Access	70%



Social Grants

An estimated 24% in the study area are beneficiaries of Social Grants, The largest being child support (8.7%), followed by old age (8.6) and Disability grants and benefiting from more than one grant. The fact that the highest beneficiaries of social grants are people in need of child support indicates the inability of some households to support their families due to high levels of poverty.

Table 2.4.5: Social grants

Social Grants	Persons	%
Not Applicable	35619	76.8
Old Age Pension	3980	8.6
Disability Grant	1986	4.2
Child Support Grant	4042	8.7
Care dependency grant	117	0.3
Foster care grant	0	0
Grant in Aid	71	0.2
Social Relief	65	0.1
Multiple social grants	0	0
Institutions	479	1.0
Total	46359	100.0

Source: Ndlambe Draft SDF, 2012

HIV / AIDS

The municipality in partnership with the Department of Health and other relevant non-governmental organisations conducts several HCT campaigns to educate people about HIV and AIDS and to encourage them to get tested in order to know their status. Also, the municipality has an officer responsible for HIV/AIDS. Below are the HIV and AIDS testing results for the Makana LSA under which Ndlambe municipality falls.

HIV and Aids testing results

ELEMENT	MAKANA LSA
HCT tested positive rate	9.1%
HCT adult male tested positive rate	10.6%
HCT adult female tested positive rate	8.5%
HCT child tested positive rate	4.8%
HCT client screened for TB rate	89%
HCT client referred for clinical diagnosis of TB rate	11%
ART HIV/TB co-infection rate	24.6%
ART pregnant women initiation rate	7.4%
ART infants under 1 year initiation rate	1.7%

Safety and Security

The Municipality has a keen interest in understanding the criminal patterns in the area as it has a direct impact on its responsibility to contribute to a safe environment, as well as supporting local economic growth. Tourism represents a critical pillar in Ndlambe's local economy and this places an additional burden on the Municipality to contribute to the creation of a safe destination for tourists in partnership with the South African Police Service. Attracting new business investments also requires investor's confidence in the crime management capacity of the area. To this end, the municipality together with SAPS have established a Community Safety Forum. At this stage, the municipality and the Department of Safety and Security are in the process of developing a Community Safety Plan.

In addition, the Community Services Department has an agreement with the SAPS for the use of car park attendants as part of a job creation and crime prevention project. The Municipality makes funds available from their own resources for this purpose. Functions such as bush clearing and the provision of street lighting are

also influenced by the Municipality’s intention to contribute to environmental crime prevention. The Municipality of Ndlambe hosts five police stations namely:

- Port Alfred, Alexandria, Bathurst, Kenton-on-Sea and Seafield.

The following table show top ten crime statistics within the Ndlambe Municipal Area for all the police stations.

Table 2.4.6: Crime Statistics per town

Type of Reported Crime	Assault with the intent to inflict grievous bodily harm	Malicious damage to property	Burglary at non-residential premises	Burglary at residential premises	Theft out of or from a motor vehicle	Stock-theft	Drug related crime	All theft not mentioned	Shoplifting
NDLAMBE LOCAL MUNICIPALITY									
Seafield	5	4	0	42	7	6	1	17	0
Port Alfred	53	56	52	345	51	6	24	281	57
Kenton-on-Sea	89	40	24	214	71	10	14	119	1
Bathurst	81	12	5	69	8	8	26	29	1
Alexandria	103	37	25	135	7	42	37	103	2
Sub-Total:	331	149	106	805	144	72	102	549	61

Labour forces per Industry

Table 2.4.7: Labour forces per Industry

Industry	Labour Force	%
Agriculture; hunting; forestry and fishing	1,106	3.7
Mining and quarrying 2	-	0.0
Manufacturing2	1,346	4.5
Electricity, gas and water supply	31	0.1
Construction	1,579	5.3
Wholesale and retail trade	1,387	4.7
Transport; storage and communication	115	0.4
Financial; insurance; real estate and business services	900	3.0
Community; social and personal services	1,803	6.1
Other and not adequately defined	680	2.3
Unspecified	1,835	6.2
Not applicable	18,572	62.7
Institutions	269	0.9
Total	29,623	100

Source: Ndlambe Draft SDF, 2012

Most of the labour force in the municipality (62%) is not in any industry and a further 6% are in unspecified industries. The company Social and Personal services have the highest labour force with over 6% each. Only 3% of the force is in agriculture hunting, forestry and fishing industries. Agriculture in the area is based on extensive farming and consequently low labour absorption capacity.

Disability

Over 95% of people in the study area have no disabilities. Five per cent (5%) have indicated some form of disability, the dominant being physical disability, which requires the use of a wheelchair followed by emotional/behavioural disability. Provision needs to be made to made for facilities to cater for the physically disabled who are wheelchair bound especially relating to access to public buildings, provision of appropriately designed public transport, housing and access to better job opportunities.

Table 2.4.8: Disability

Disability Type	Persons	%
No disability	44,062	95,0
Sight(blind/Severe visual limitation)	183	0.4
Hearing	213	1.4
Communication (speech impairment)	159	0.3
Physical (needs wheelchair	661	1.4
Intellectual (serious difficulties in leaning	132	0.3
Emotional(behavioural)	353	0.8
Multiple disabilities	116	0.3
Institutions	482	1.0
Total	46,361	100

Source: Ndlambe Draft SDF, 2012

2.5 SPATIAL RECONSTRUCTION

Ndlambe municipality reviewed its Spatial Development Framework (SDF) in 2013 and subsequently adopted by Council. Five key factors can be identified which directly informs the desired spatial form of a municipality and its individual settlements. These are:

- Spatial needs and priorities;
- Existing land use / spatial patterns;
- Land ownership and vacant land;
- Environmental sensitivity;
- Guidelines for desired spatial form.

All five key informants were analysed for each settlement node within Ndlambe Municipality. The outcomes of this analysis are presented per node and include proposals for spatial reconstruction as well as projects aimed at achieving the desired spatial form for each node. The analysis of the five key factors consists of the following:

2.5.1 Spatial needs and priorities

In the preparation of the desired spatial form for the different nodes and the rural area of the Ndlambe Municipality, the allocation of proposed future land uses and the identification of projects with a spatial impact were based on the needs and priorities through the following processes:

- Integrated Development Planning (IDP) process;
- Workshops held throughout the Spatial Development Framework (SDF) process;
- Interviews both Councillors and officials;
- Through the research and spatial analysis conducted as part of the SDF.

2.5.2 Existing land use / spatial patterns

A land use study was completed for the Ndlambe Municipality in order to determine the existing spatial form of the various nodes as well as to identify any spatial discrepancies.

Municipal Context

The main structuring elements of the municipality are the R72 road, the coastline and, natural features such as rivers and estuaries. These have shaped the development of settlements and towns. The land use pattern of the municipality indicates significant natural areas mostly in the north east and north west portions. The southern areas along the coast have been transformed by urban development and intensive agriculture, and significant portions of land adjacent to the coastal area, more so near Port Alfred, have also been degraded by human activity, mostly agriculture.

Agriculture is the second dominant land use in the area and takes place throughout the municipality but more intensely in and around Alexandria, Boknes, Cannon Rocks, Bathurst and parts of the interior.

ALEXANDRIA

Business/Retail

Retail and business uses in Alexandria are mainly situated along the R72, which functions as a local activity corridor in the town that has created a linear CBD. The CBD consists mainly of retail shops, banks, a hotel and limited mixed use development. Business uses outside the CBD are mainly convenient centre, corner and/or spaza shops situated within the residential developments. Potential exists to enhance the CBD node to its strategic location as a service centre for surrounding communities. Business uses are encroaching onto the Alexandria South residential area. These uses are mainly offices with a few shops.

Industrial/Commercial

The main industrial area of Alexandria is situated north of the CBD on the road to Salem. Industrial development consists mainly of light/medium industries, the major being Chicory SA. The railway line from Port Elizabeth terminates in this Industrial area. Potential exists to utilise the railway to rejuvenate the currently ailing agricultural sector through the transportation and delivery of raw materials and products to and from the

Nelson Mandela Bay Metropolitan Municipality (NMBM) and adjacent farms around Alexandria for agro-processing and other industrial activity to supply larger industries in NMBM and the IDZ.

The future of Chicory production is closely tied with the fortunes of agricultural activities that have been in decline over the years. There is a need to:

- Upgrade the quality of the industrial area to attract more industries; and
- Development of SMME type of industries

Open space and Agriculture

Alexandria is known as a farming town. It has large pockets of open space within the urban edge and is surrounded by commercial farms with intensive agricultural activity. Informal urban agriculture is taking place in vacant land near Kwanonqubela. An opportunity exists for the expansion of urban agricultural activity due to the availability of arable land east of Kwanonqubela and animal husbandry, which currently operates on limited space on the outskirts of the town.

Agriculture potential and needs in the area include:

- Land north east of Kwanonqubela best used for agriculture;
- Water availability;
- Commonage for cattle grazing;
- Cooperatives for chicory and milk production; and
- A vision to reposition Alexandria as a major agricultural node

Residential

Residential development is the dominant land use in Alexandria. It consists mainly of low-medium density detached housing in the central part of the town near the CBD and in the Northwest sections. There is a significant number of low cost housing developments in the south east (Kwanonqubela) and north west (Wentzel Park) of the town most of which are RDP housing. There is notably no high density multi-storey residential development or social housing in the area such as apartments which are more than two storeys and higher income housing. It is important that future housing development be at higher densities to curb urban sprawl which is infringing on surrounding arable agricultural land.

Community and health facilities

Alexandria has a number of secondary and primary schools which also serve the surrounding settlements such as Canon Rocks and Boknes, which do not have schools. The town functions as an administrative centre for surrounding farms and villages and has a magistrate's court, police station and clinics in both Wentzel Park and Kwanonqubela, which also services the surrounding regions. Residents highlighted the need for a large satellite clinic in Kwanonqubela due to the increase in demand for health services in the area. There is one community hall situated in Kwanonqubela. There is a need for sports facilities.

PORT ALFRED

Business/Retail

Most major business uses in Port Alfred are concentrated in the CBD. The CBD is the commercial and retail node of the town consisting national chain stores, local shops, offices, hotels, bed and breakfast, banks and owner operated businesses. Demand for business uses is evident through the conversion of residential buildings east of the CBD to offices. This is the only feasible area for the expansion of the CBD as the river, steep terrain and R72 form barriers to expansion north, west and southwards respectively. Mixed use development such as home businesses, offices and residential development is slowly emerging at the entrance to the town (from Port Elizabeth) along the R72 from the Caltex fuel station toward the CBD. An opportunity exists to expand the Caltex business Centre into a gateway node and formalise the development along the R72 into a transition mixed use zone from the CBD.

There are pockets of business and retail uses within surrounding residential areas, suburbs and townships. These include the business and retail nodes at the Marina, East Bank (along the R72 to East London), West Bank (near the coast) and Rosehill Mall. Business uses within the townships are mostly corner/spaza shops and neighbourhood convenient stores. There are no clearly defined nodes in these areas and where these are present the infrastructure is not well maintained.

The following is envisaged:

- Reinforce the CBD to allow for expansion
- Reinforce nodes e.g. Rosehill mall by developing high residential opportunities within walking distance with nodes

Residential

Residential uses are the dominant land use in Port Alfred. There are a variety of residential developments. South of the CBD and Kowie River consists mainly of low density single story detached houses in large erven. There is evidence of medium density group housing and / or townhouse developments and retirement villages emerging in established residential areas through infill and in new developments near and around Rosehill mall. Nemato and Station Hill are higher density residential areas with predominantly single storey detached stand alone low cost housing. Thornhill is a new high density housing development that caters for low cost and social housing with a variety of typologies including single story detached and semidetached, and double storey semidetached units. Multi-storey residential development was proposed in the previous SDF in the southern section of Thornhill near the industrial area. This area is seen as strategic due to its proximity to areas of employment in the industrial area and it is envisaged to develop much higher residential development in the future. Potential also exists to promote higher density development in areas with larger residential erven through infill, subdivision and approval of second/third dwellings to create a sustainable compact town. Priority must be given to the creation of a mixed residential area with different housing typologies. The aim of human settlements is to develop housing close to public transport routes and areas of employment and within distance (400-800m) of major nodes.

Industrial/Commercial

The main industrial area in Port Alfred is situated along R72 east of the CBD in East Bank. It consists of light and medium industries. The area is not fully developed and there is potential to expand the area further along the R72 and northwards into adjacent vacant land. It is ideally located in proximity to the residential areas of Thornhill, Nemato and Station Hill. Limited warehousing and airport related industrial activity is also taking place near the Air school. An opportunity exists to expand this industrial area and integrate it with the activities of the air school mostly through the utilisation of the airstrip for transporting freight.

Community and Health facilities

Port Alfred is the administrative centre of the regions and therefore houses most government facilities. It has secondary and primary schools located in and around the town including police stations, post office which also services the surrounding regions. During the public participation process residents highlighted the need for additional schools in Thornhill as children travel long distances to attend schools in surrounding areas. There are two community halls situated in the CBD and Nemato township. There is also a need to provide land institutions such as universities and technikons to address the growing need in the area.

KENTON ON SEA/BUSHMANSRIVER

Business/Retail

Business and Retail uses in Kenton are situated in Kenton along River Road. It is comprised of double and single storey specialist retail shops, restaurants, coffee shops, bed and breakfast professional offices. Some double storey buildings have mixed uses with shops on the ground floor and flats above. The shop fronts are well maintained and have compatible uses. Most business activities are concentrated on the upper end of River Road; however there is evidence of increasing office uses and home business further down the road towards the beach area. It is expected that with time the entire River Road will become an activity corridor.

A few business uses are present in Bushmansriver and Marselle. Bushmansriver has corner shops situated along R72 and Hertzog roads, and a small business centre at the corner of Hertzog and Park Roads consisting of offices, a furniture store and a service station. In Marselle there is a small under-utilised business node with a few owner operated retail SMME shops housed in containers. The node has potential for further expansion as it is situated along the main road to the town from the R72 and adjacent to a disused taxi rank. There are several corner/spaza shops within Marselle which serve as neighbourhood convenient shops.

Residential

Residential development in Kenton and Bushmansriver is mainly single storey free standing units on an erven. There are no multi-storey residential developments above two storeys even in the higher density residential areas such as Ekuphumleni and Marselle. This indicates a limited range of housing typologies which has led to very low density developments and promotion of urban sprawl. Residential development is not integrated; low income housing is situated in the periphery far from economic opportunities in the CBD. There is a need to

redress this situation by providing social housing on under-utilised vacant land near the CBD and creating economic nodes in the townships. There is a prevalence of informal housing around Ekuphumleni and within Marselle. The presence of informal housing shows a need for housing provision especially in the low income category. These areas need in-situ upgrading

Industrial

The industrial area is situated in Bushmansriver Mouth extension adjacent to Marselle. It consists of light/medium industries such as manufacturing, warehousing and storage, and workshops. The area is not fully utilised and there is potential for promoting industrial activity through SMME development the expansion of the area.

BATHURST

Business

Bathurst is a small tourist town situated along the R 67 from Port Alfred to Grahamstown. Business and retail uses are situated in the town centre located along the R67 and include mainly tourist related businesses (Bed and Breakfast, gift shops), restaurants, hotel, specialist and owner operated shops. The business nodes are spread out by way of ribbon development along R67. They tend to be stand alone facilities with limited threshold population within walkable distances

An underused business centre is situated at the entrance to Nolukhanyo Township; it has a combination of formal and informal retail which consists of convenient and spaza shops. This area is not well defined and needs to be enhanced as a major node in township.

Residential

Residential development in Bathurst is mostly large low density residential development close to the CBD and low cost RDP housing in the periphery of the town. The residential development close to the CBD consists of large plots with detached housing. There is no high rise multi-storey residential which has led to the sprawling of the town northwards along the R67.

Industrial/Commercial

Industrial development is very limited with only a few warehouses and light industries situated at the entrance to the town mostly associated with agricultural products. There were SMME industries brick making which were situated in Nolukhanyo next to the town hall, but these are no longer operational and the facilities are rundown. Resuscitation of the industries through LED strategies, more so for SMME development and light industries, is critical for the economic growth of the town which is currently dependent on agricultural sector.

Community Facilities

- Derelict sports facilities adjacent to primary school in the township

- Underutilised nodal area
- Sports facilities along R67 opposite the township are potential accident zone

KLEINEMONDE (SEAFIELD)

The land use pattern in Kleinemonde is predominantly residential with limited retail. The only retail uses in the area a few corner shops, a Bed and Breakfast with a restaurant and a service station all situate at the entrance to the settlement. Opportunities exist to expand the uses into a node by utilising surrounding vacant land. Residential development is mostly holiday and retirement homes. There is no social or low cost housing in the area but vacant land exists for the development of this housing. Community facilities include the community hall and beach facilities.

CANNON ROCKS AND BOKNES

The settlement of Cannon Rocks and Boknes lie spatially adjacent to each other and share services and facilities. The settlements are predominantly residential areas with limited business in Boknes in the form of corner and/or tourist related shops and businesses. Cannon Rocks currently has no formal business uses however a business zone was proposed in the previous SDF in the central part of town. The main open spaces are the coastal area, Boknes River and its estuary. The settlements are surrounded by farms with intensive agricultural activity.

2.5.3 Land Ownership

The bulk of the land, over 92%, in both the urban and non-urban areas is privately owned. The remaining 8% of the land not in private hands is predominantly owned by the Department of Roads and Public Works (DRPW) the majority of its properties mainly being in Bushmans River and Port Alfred and surrounding farms, followed by the municipality which has properties in most of the towns and farms but predominantly in Port Alfred and Alexandria. Parastatals such as Transnet and Eskom own a significant number of properties in Port Alfred and a few in Bathurst. The District municipality owns a few properties in Alexandria and Port Alfred. The States owns less than 1% of land in the municipality.

The municipality therefore does not own a significant amount of land in the area. However the Housing Sector Plan for Ndlambe (HSP) indicates that the bulk of the land required for development set out in the previous SDF is already owned by the Ndlambe Municipality. Where land is not in Municipal ownership, the municipality has funding for the land. The main challenge, however, that land is identified for development does not have bulk infrastructure and there are outstanding environmental and statutory approvals that need to be addressed especially for housing development.

The fact that the DRPW owns properties in some of the towns suggests that there is an opportunity for these properties to be made available for local economic development (through the GIAMA legislation) and contribute toward the regeneration of the towns.

2.5.4 Vacant Land

The status of land ownership, the form of land tenure applicable and purpose for which land is utilized plays a vital role in determining the availability of land for development. This is especially true in cases where land is held in ownership by public organisations where vacant, unused land can be utilised for housing, community facilities or as a stimulant for economic development. In order to identify the various opportunities for land development based on land ownership the SDF includes an analysis of the land ownership pattern in the Ndlambe Municipality.

- **Private Properties** – land owned by the public sector;
- **District Municipality Properties** – land held in ownership by the district municipality;
- **Municipal Properties** – land held in ownership by the Ndlambe Municipality;
- **State Properties** – land owned by the Republic of South Africa;
- **Transnet properties** – land owned by Transnet.

By overlaying the land ownership distribution with the vacant land identified, it is possible to accurately identify the various land portions of vacant land which is held in ownership by public agencies. The outcome of this analysis is used to inform the desired spatial form based on the spatial needs and priorities identified.

Port Alfred

- Significant municipal owned vacant land
- Mostly situated in Thornhill and already targeted for future residential
- Vacant municipal land along R72 targeted for future industrial use
- Vacant subdivided sites around Rosehill Mall, suitable for infill

Alexandria

- Significant municipal and privately owned vacant land
- Municipal vacant land mostly situated north on CBD and south of township
- Privately owned land on western sections of town
- Need to acquire land for south western expansion to Kwanonqubela

Kenton/Bushmansriver

- Significant state owned vacant land in Marselle (erstwhile buffer areas)
- Vacant school sites have potential for future development
- Strategic municipal land in Kenton along the R72 and in proximity to CBD
- State land around Ekuphumleni (erstwhile buffer zone)

Bathurst

- Significant municipal owned vacant land in proximity to the CBD and around the township.
- Privately owned vacant land targeted tourist node and infill development

Kleinemonde

- Majority of vacant land in private ownership
- Strategically located vacant state owned land situated in local node
- Infill development on vacant private land

Cannon Rocks

- Existing vacant land privately owned
- Significant number of subdivided sites which are vacant and opportunity for infill development
- Any development of subsidy housing would require acquisition of land

Boknes

- Most vacant land in private ownership
- Vacant state owned school site has potential for infill development

2.5.6 Environmental and Biophysical Analysis

Due to the environmental impact of land development, an analysis of the environmental sensitivity of the land within the Municipal area has been included in the SDF in order to ensure that environmental impacts are minimised and any disturbances and losses remedied where possible.

Climate

Ndlambe Municipality, because of its location along the coastal zone, has a sub-tropical climate where temperatures range between 10 – 22.2 degrees (DWAF 2004). Temperatures of this region are regarded as mild in both winter and summer ranging between 10-22° C, with wind reducing the heat and humidity in summer (Lubke 1988a).

Rainfall is approximately 500 mm per annum occurring twice a year in spring (October/November) and autumn (March), creating a bimodal rainfall pattern (Heydorn and Grindley, 1982; Jury and Levy, 1993), with the highest rainfall occurring in spring (DWAF 2004). Rainfall is considered highly variable with minimum rainfall occurring in June (Lubke, 1983; Kopke, 1988). All months have at least 60 mm of rain. According to Jury and Levy (1993) drought cycles occur every 3.45 to 18.2 years.

The Mean Annual precipitation for the area is 640mm (+- = 140) and decreases further inland. The dominant winds at the south-westerly in winter and the south easterly in summer. Occasional berg winds are experienced in winter and higher velocity winds in summer (DWAF 2004).

Geology and Soils

The geology of the area consists mainly of sedimentary deposits of the Cape Supergroup, which are presented by the Bokkeveld Group Shales and the Witterberg Group Shales and quartzies. These deposits underlie nearly

the whole of the municipality. Karoo Supergroup sediments also occur in the Fish River plain. Along the coastal area are thin layers of rocks of the Algoa Group and Quarternary. The Algoa group is a limestone that consists of near shore, marine, fluvial and Aeolian sediments and is represented by the Bathurst, Alexandria and Nanaga formations (DWAF 2004).

The Quaternary is represented by the Schelmshoek formation and comprises of modern beach and dune sand and is found along the entire Ndlambe coastline. Most of the fossils and modern dunes along the coastline are the source of coastal aquifers, considered the primary aquifers in the municipality and the sites for current groundwater abstractions with the potential for higher yields. The Cape Supergroup formations also have aquifer potential but these has not been explored (ibid)

Topography

Ndlambe Municipality lies on the eastern coastal region of the district. The topography of the area starts at sea level along the coastal zone and elevation increases as you move inland up to ~550m along the Grahamstown and Kap River mountain range. It has a gently undulating coastal plain through which approximately 10 rivers and estuaries flow south-easterly. The coastline is bounded by highly vegetated dunes.

Hydrology

The municipality is endowed with aquatic features and ecosystems such as rivers, natural estuaries and wetlands, aquifers and artificial water bodies. There are ten rivers and estuaries in the area namely Boknes, Bushmans, Kariega, Kasouga, Kowie, Riet, West Kleinemonde, Kap River, (a tributary of the Great Fish) and the Great Fish. The Bushmans, Kowie and Great Fish are large river systems with sources beyond the municipal boundaries. Most of the other rivers have their sources within the municipality. The Riet and Kap rivers are some of the few remaining free flowing rivers (without dams) in the country. (CBA 2012). The protection and management of water resources and river courses is critical to the future development of the municipality.

Ndlambe municipality is part of the Albany Coast drainage region which covers the entire Sarah Baartman District municipality (DWAF 2004) and is the catchment area for the Bushmans (P-catchment) and Fish (Q-catchment) which fall under the Fish-to-Tsitsikama River Water Management Area. Rivers within these two catchments include the Bushmans, Kariega, Kowie and Fish rivers. Studies by DWAF (2004) indicate the presence of coastal dune and Witpoort rock aquifers in the area which are high yielding groundwater resources. These resources can be utilised to improve water supply in the area. Therefore this means that care must be taken not to locate developments that can impact negatively on the quality of water in the aquifers.

Vegetation

According to the South African National Biodiversity Institute (SANBI 2006) there are more than eleven (11) vegetation types and five biomes found in the municipality. The Albany Coastal Belt and Kowie Thicket are the predominant vegetation types occurring throughout the municipality. The Albany Coastal belt predominates near the coastal area and the Kowie Thicket only occurs along the main rivers inland. Most of the vegetation in

the Azonal Biome, such as the Cape Seashore, Cape Estuarine Salt Marshes and Albany Dune Strandveld vegetation are found along the coastal area and are part of the coastal dune vegetation.

The Southern Coastal Forest is mostly found between Alexandria and Boknes/Canon Rocks whereas the Southern Mist Belt Forest vegetation occur further inland near the Kap River on the northeast section of the municipality together with the Great Fish Thicket which occurs along and around the Great Fish River. The Bhisho Thicket, the only vegetation that falls within the Savannah Biome is found on the northern section of the municipality towards the border with Makana Municipality. Vegetation that belongs to the Fynbos biome such as the Suurberg Shale and Quartzites are also found in the northern sections. The region has significant biomes which need to be protected and can contribute to tourism development.

Table 2.5.6: Vegetation Type and Status

Vegetation Type	Status	Biomes
Albany Coastal Belt	Poorly protected	Albany Thicket
Albany Dune Strandveld	Well protected	Azonal Vegetation
Bhisho Thornveld	Hardly protected	Savannah
Cape Estuarine Salt Marshes	Poorly protected	Azonal Vegetation
Cape Seashore Vegetation	Well protected	Azonal Vegetation
Great fish Thicket	Poorly protected	Albany Thicket
Kowie Thicket	Poorly protected	Albany Thicket
Southern Coastal Forest	Well protected	Forests
Southern Mistbelt Forest	Poorly protected	Forests
Suurberg Quartzite Fynbos	Moderately protected	Fynbos
Suurberg Shale Fynbos	Well protected	Fynbos

Source: Biodiversity Sector Plan, 2012

Critical Biodiversity

Biodiversity is the number, variety and variability of living organisms in the world (UNEP 2012). It includes genetic, species, biome and ecosystem diversity. Ndlambe municipality is rich in biodiversity and, according to the Biodiversity Sector Plan (BSP 2012), is situated within one of the world's biodiversity hotspots, the Maputoland-Pondoland-Albany hotspot, but particularly falls under the Albany hotspot. Four of the country's nine biomes occur in the area and there are numerous aquatic features, flora and fauna, protected areas and a vast coastal zone with a prominent dune system. The BSP identifies the following as priority biodiversity areas:

- **Protected Area:** these are formally protected through national legislation and gazetted in the National Environmental Management Protected Areas e.g. National Parks and nature reserves.
- **Critical Biodiversity Areas (CBA):** these are areas that must be kept in their natural or near natural state to conserve biodiversity and maintain ecosystem functioning.
- **Ecological Support Areas:** these are normally areas which surround or are situated adjacent to CBAs and Protected Areas. They act as buffer zones to prevent further degradation.

There are conservation areas which are not formally protected by the legislation but are informally protected by the current land owner or users and are partly managed for biodiversity conservation. The aim of the

Biodiversity Sector Plan is to protect the existing biodiversity, preventing further loss and degradation of the natural areas and supporting sustainable development in other natural area.

Climate Change

The National Climate Change response strategy (NCCRS) (pg iii) defines climate change as “serious disruptions of the entire world’s weather and climate patterns, including impacts on rainfall, extreme weather events and sea level rise, rather than just moderate temperature increases.” These disruptions to the world’s weather patterns are to a large extent caused by high levels of greenhouse gases emitted into the atmosphere. It further states that the developing world is experiencing the impacts of climate change to a greater extent than the developed world, largely due to the capacity to respond to the impacts thus the need to plan and provide mitigation measures.

The position paper on climate change prepared by the Eastern Cape Department of Local Government (ECDLG) indicates that the climate change should be regarded as “**our most pressing economic and social issue**” in the province. Climate change will not only impact the environment but it is also expected to have an impact on the performance of the economy, social behaviour, infrastructure and other aspects of human existence. The impacts include inter alia the following:

- Loss of biomes
- Increased aridity in western parts of the country
- Decreased flow of rivers in southern and western catchments
- Increased rainfall and river flow in the east of the country
- Reduction in Savannah grasslands
- Economic impacts such as reduction in harvests of agricultural produce in the west
- Loss of habitats and biodiversity which will in turn impact on tourism
- Sea level rise which would cause damage to developed coastal resorts, cities and infrastructure

One of the major impacts of climate change envisaged to affect the municipality significantly is the sea level rise. A study done by the City of Cape Town highlighted in the PSDP estimates that there will be a sea level rise of 15cm by 2020 and two-thirds (2/3) of a metre by the end of the century. It is further estimated that the 15cm rise will impact all areas below the 20cm contour line along the coastal areas.

Most of the towns in the municipality are situated along or near the coastal area and it is estimated that Port Alfred, Kleinemonde, Kenton-on-Sea, Bushamans River Mouth, Canon Rocks and Boknes will be impacted. Although studies have not been undertaken on the impact on the other towns it is expected that it will be similar. The SDF will propose that further in-depth studies be undertaken of the impact of climate change on the whole municipality. After such a study the municipality will have to develop a climate change strategy which is currently not there.

Air Quality Management

As stated earlier, Ndlambe municipality has a very low level of industrialisation. To date the municipality has not yet developed an Air Quality Management Plan but desires to do so should any assistance be forthcoming.

2.7 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT (KPA1)

The municipality has developed a Comprehensive Infrastructure Programme (CIP) which outlines the infrastructural requirements and backlogs of the municipality together with a financial plan for the realization or mitigation of the backlog in infrastructure. Most of the projects are capital in nature and require Environmental Impact Assessments (EIA's) and this has been catered for in the CIP.

2.7.1 Water and Waste Management

The Regulator for all Water and Sanitation Services is the Department of Water and Sanitation. Compliance monitoring and process control management oversight is done by this department.

Water

Ndlambe Municipality was appointed to act as both the Water Services Authority (WSA) and Water Services Provider (WSP) and fulfils both of these functions. However, the institutional arrangements profile consists of the following bulk & retail functions listed below. Currently all the WSP functions and duties are conducted by either Water Services Providers, Water Services Support Service Agent or the Municipality itself and are as follows :

Water Services Authority: Ndlambe Municipality, with Community Protection Services doing all water quality control monitoring operations.

Water Services Provider: Ndlambe Municipality, with Infrastructural Development doing all water provision, with the exception of the following operations :

- Alexandria Water Supply: P&S Consulting Engineers appointed to provide bulk water within a Water Services Support agreement
- Kenton/Bushmans Water Supply: Amatola Water Board appointed to provide bulk water within a Water Services Provider agreement
- Cannon Rocks/Boknes Water Supply: Gigima Engineering appointed to operate, maintain and manage the Reverse Osmosis Plant

All other Water Supply Systems are managed and operated by Ndlambe Municipality's Infrastructural Development Directorate, as the Water Services Provider. These include the following Water Supply Systems :

- Port Alfred Water Supply System
- Kleinemonde Water Supply System
- Bathurst Water Supply System

Ndlambe Municipality operates and maintains all water supply systems within both Water Services Authority and Water Services Provider functions, with the exception of the Amatola Water Board (previously Albany Coast Water Board) supply footprint, where bulk water is supplied by the Amatola Water Board.

There are six (6) local water supply schemes which service the main settlements within the area. Port Alfred, Seafield and Bathurst are all fed mainly from surface water schemes whilst Boesmansriviermond, Kenton on Sea, Alexandria, Boknestrand and Cannon Rocks are supplied from ground water schemes.

Boesmansriviermond and Kenton on Sea augment their groundwater supplies with desalinated water through the Reverse Osmosis plant situated at Boesmansriviermond. The towns of Cannon Rocks and Boknes receive Reverse Osmosis processed water from saline borehole sources.

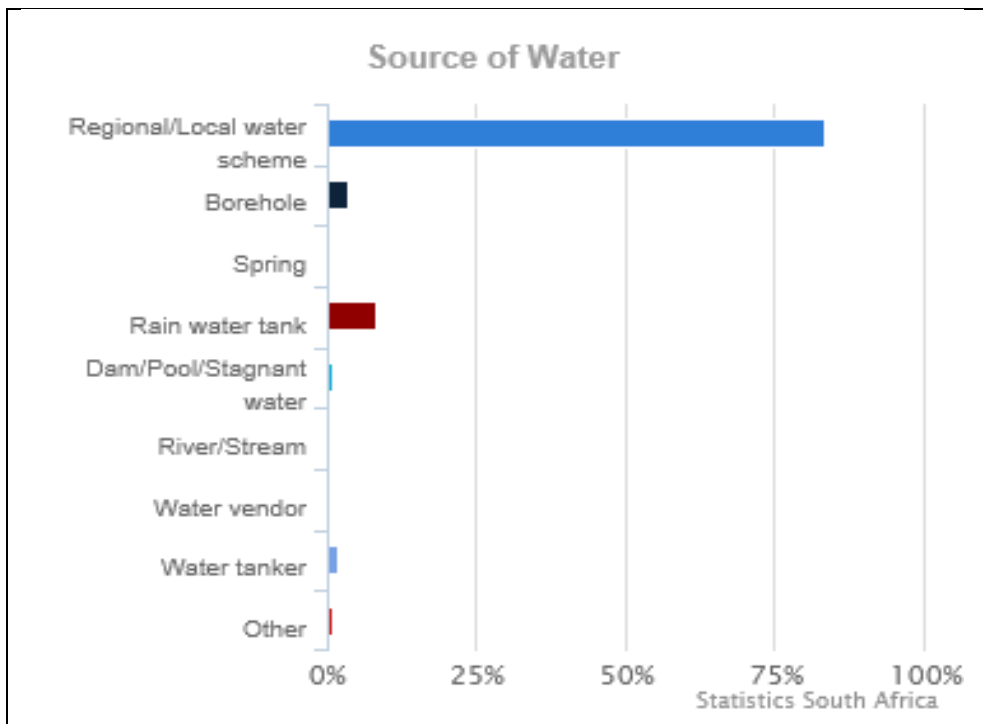
Potable, treated water is piped to all formal urban communities within Ndlambe, and is available to the vast majority of households. However, some of the Bathurst and Trappes Valley communities still rely on rainwater and private boreholes. The latter are considered for municipal supply within the IDP.

Where informal settlements occur, such as on the Brakfontein Farm commonage on the periphery of Alexandria, tankers transport water to strategically placed tanks, which are accessible to those that need.

It is the objective of Council to achieve and sustain “Green Drop” status throughout all of Ndlambe. This is a compliance monitoring system which is managed and implemented by the Department of Water and Sanitation. This quality and service goal is being achieved by improving management performance, which should lead to acceptable discharge water quality.

Table 2.7.1 – Source of water

Source of water	
Regional/Local water scheme (operated by municipality or other water services provider)	83.30%
Borehole	3.80%
Spring	0.20%
Rain water tank	8.20%
Dam/Pool/Stagnant water	1.20%
River/Stream	0.20%
Water vendor	0.30%
Water tanker	1.80%
Other	1.20%



In terms of access to water the statistics shows that the municipality is making strides in the area in that water is being piped inside the dwelling and /or inside the yard. Nonetheless, there is still more that the municipality needs to do in terms of water provision. The municipality as a Water Services Authority (WSA) has developed Service Level Agreement (SLA) with Amatola Water.

Table 2.7.2: Access to water

Access to Water	Households
Piped water inside the dwelling	6977
Piped water inside the yard	9649
Piped water inside from access point outside the yard	1866
Borehole	727
Spring	30
Dam/pool	237
River/stream	30
Water vendor	50
Rain water tank	1581
Other	222

Source: Census, 2011

The Municipality is committed to improving water service provision in its region despite the recent water service challenges, which include the following challenges and remedial action:

- Insufficient supply quantity to meet the growing demand
Remedial actions include various Water Conservation projects. Water conservation and demand management practices are continually being assessed and improved, as funds become available.
- Aged infrastructure operating within extreme environmental conditions

Remedial actions include that the entire infrastructural “as-built” within this sector is being assessed within a master plan.

- Poor quality of low cost house plumbing leads to leaks and subsequent loss. Remedial actions include loss control and the addressing of leaks in indigent households. This has been done on a wide scale throughout Ndlambe. Future low-cost house design will focus on the quality of all water and sanitation fittings included in the house construction.
- Source quality, where the main phenomena affecting the quality of the water in the region is the materialization (or salination) of the water in the main catchments due to the geology (marine origin) of the area. Remedial actions include the establishment and operation of Reverse Osmosis Technology, which, although expensive, is effective in addressing salinity issues and is now operational in Cannon Rocks, Boknes, Kenton-On-Sea and Boesmansriviermond.
- Massive peaks in demand, due to the transient nature of this consumer base. Bulk storage reservoirs have been prioritised within the Water Services Plan. Funding channels have been provided and prioritised projects have begun implementation.

Waste Management

Ndlambe municipality has identified Waste Management as one of its priority areas and has developed projects to fulfil this area of responsibility. The municipality have the Integrated Waste Management Plan (IWMP) as required by legislation, but is due for review. Nonetheless the municipality is fulfilling this function. The municipality has appointed an Environmental Education Officer who conducts workshops, awareness campaigns and educational sessions to capacitate local communities on issues of waste management.

Ndlambe Municipality operates and maintains all sewerage systems within both Water Services Authority and Water Services Provider functions. Water-borne sewerage is available to the majority of households.

The Ndlambe Municipality Council has determined that water-borne sewerage be the minimum level of service to the consumer base. This decision, although well intended, places tremendous strain on the available water resources. Leaking toilets have been identified as a leading reason for water loss. Astute management practice is being instilled within the unit responsible for operation and maintenance of these systems.

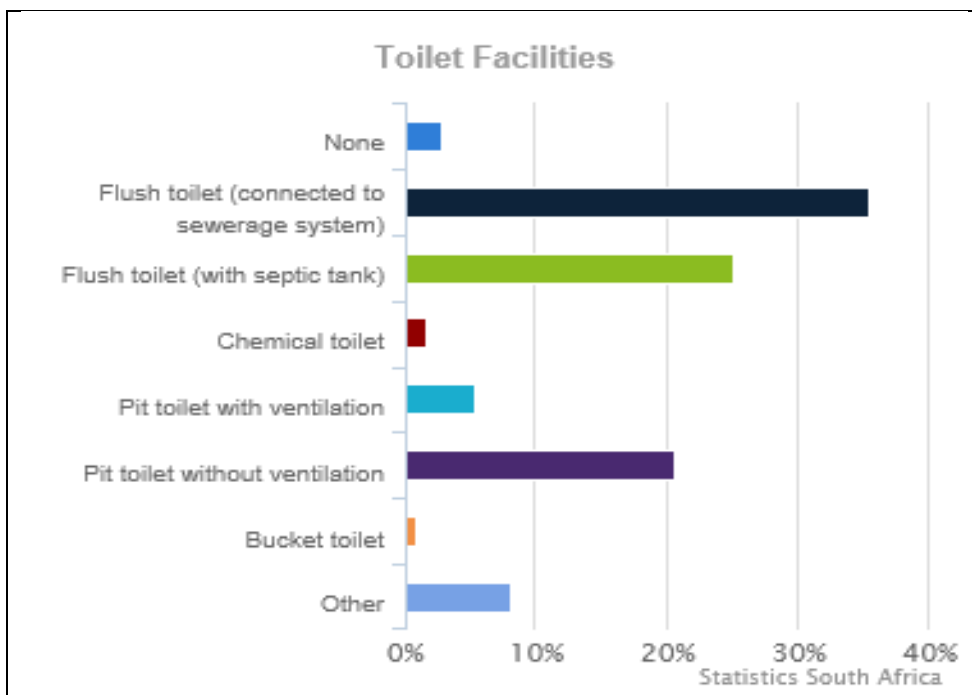
The provision of sewerage services excluding reticulation infrastructure includes a large proportion of the households in Ndlambe. Water-borne sanitation services are not available to several communities, who rely on conservancy tanks and septic tank sewerage systems. Ndlambe provides the service for the removal of sewerage using a fleet of sanitation vacuum tankers. These vehicles and their operational staff are under continuous pressure to deliver services. Breakdowns, due to an aged fleet, create backlogs and a dissatisfied consumer base.

The communities of Cannon Rocks, Boknes, Boesmanriviermond, Riversbend, Kenton-on-Sea, Seafiled, Bathurst, Port Alfred and Nemato still rely either solely on septic tank / soakaway systems or conservancy tanks or to some lesser degree. These households are serviced by a fleet of sanitation tankers, several of which are well beyond their expected operating lifespan. Financial constraints dictate that Ndlambe must make do with this fleet. All municipal toilet facilities, change rooms and other ablution facilities not connected to water-borne sewerage pipes are serviced by this fleet. Blockages are also attended to, often resulting from the inappropriate utilisation of the service.

Table 2.7.4: Access to sanitation

Toilet Facilities	Household
Flush Toilets (connected to sewerage system)	6868
Flush toilet (with septic tank)	4831
Pit toilet with ventilation (VIP)	1033
Pit toilet without ventilation	3978
Chemicals toilet	337
Bucket toilet system	0
None	570
Other	1556
Total	19 332

Source: Census 2011



Trade Effluent

Due to the low level of industrialisation the municipality has, to date, not developed a Trade Effluent policy and there is no budget allocated for this function. In addition, there are no cases of Trade Effluent flowing into rivers or causing a health hazard that have been reported. Should this occur, the municipality’s Law Enforcement Officer will act in accordance with the provisions of Provincial and National legislation.

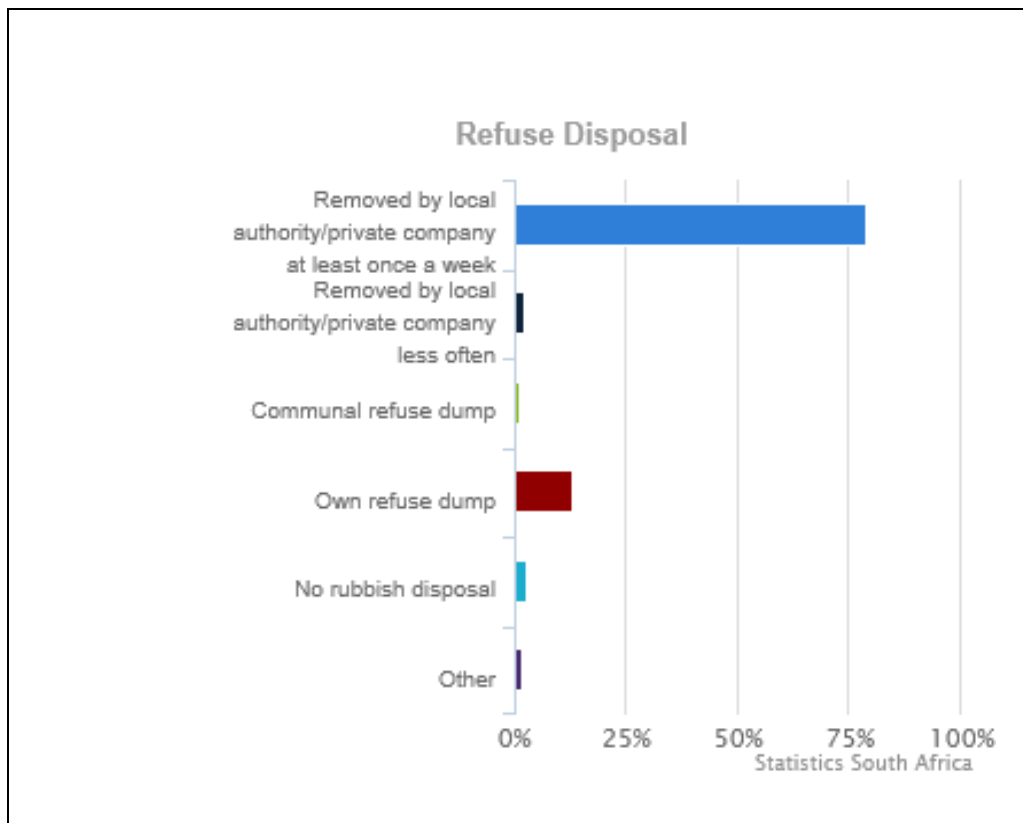
Solid Waste Management (Refuse removal)

A large number of households have their refuse removed at least once a week either by the municipality or by a private company. A limited number of towns have their own refuse dump and few households have no rubbish disposal facilities. Statistics suggests that households whose refuse is removed amounts to 78,5 per cent per week.

Table 2.7.3: Refuse removal

Refuse Disposal	Households
Removed by local authority/private company at least once a week	1072
Removed by local authority/private company less often	389
Communal refuse dump	203
Own refuse dump	2104
No rubbish disposal	559
Other	334

Source: Census, 2011



Continued challenges are experienced including:

- Unprotected dumpsites (Ward 1);
- Dumpsites that should be legalised (Ward 2 – Cannon Rocks);
- Sites that require maintenance (Wards 3 and 4);
- Areas with limited dumping sites (Wards 4 and 6).

The Municipality recognises the challenges but is facing institutional constraints that include the following:

- Only 1 of these sites is permitted sites - as a result, the Municipality is not complying with the legislative requirements;

- Transfer sites are in the process of receiving permits;
- Financial resources are not available to meet the requirements;
- There is no Integrated Waste Management Plan in place;
- The available fleet/equipment is aging and requires increasing maintenance; and
- The proximity of dumping sites to the communities promotes scavenging and this poses serious health and safety threats.

2.7.2 Roads and Storm water

Ndlambe has a total of 620.8 km of road networks in the Municipality, including 453.6 km of gravel and 167.2 km of surfaced road (Sarah Baartman Backlog Presentation, 2006). Households in Ndlambe Municipality reported 28% access to good roads, which is lower than the provincial average of 35%. Challenges encountered with regards to Roads and Storm water include lack of Roads Master Plan and Storm Water Plan. To remedy these challenges the municipality is in a process of developing the Roads Master Plan and Storm Water Plan. In the absence of the Roads Master Plan, the municipality established roads and transport forum to co-ordinate Roads and Transport planning. Also, there is limited capital budget for both Roads and Storm Water. Nonetheless the municipality do budget for Operations and Maintenance. The municipality has also adopted the EPWP Policy through which it is implementing the role of roads and stormwater management.

Furthermore the municipality has developed a Comprehensive Infrastructure Plan (CIP) which looks at infrastructure development and maintenance in a holistic manner for the entire municipal jurisdiction. The problem encountered is the lack of much needed funding for its implementation.

In general, it was found the municipal road networks are in need of routine and periodic maintenance (reseal or regravelling). In addition, there are many roads which require reconstruction. These include existing gravel roads which need to be built up and have new gravel layers applied.

Typical defects noted throughout the municipality include:

Bitumen Roads

- Surface cracking on bitumen roads, mainly due to the age and brittleness of the seal.
- Potholes, which develop due to serious cracking or due to failure in the basecourse.
- Edgebreak, which occurs at the edge of seal and progressively worsens if not treated.
- Shear failures of the pavement layers, resulting in deformations, particularly in the outside wheel paths.
- Deformations due to deep seated pavement failures, often caused by soft material below the pavement or by the ingress of water.
- Vegetation growth encroaching onto the sealed width.

Gravel Roads

- Corrugated or deformed surface due to infrequent maintenance blading.
- Loss of gravel and loss of shape. Some streets are rutted and need to be built up. Due to loss of shape, water ponds on the surface, escalating the problem.

- Erosion of surface and adjacent side drains on steep sections.
- Vegetation growth.

The range of defects, road types, traffic loading and traffic flows means that a variety of remedial measures will be required. The condition of the surfaced and gravel roads needs rehabilitation because they are operating beyond their design lifespan.

Summary of road length in Ndlambe municipality

Town and Suburb	Length Surfaced	Length Gravel	Total Length
Ward 10	49,237	26,398	75,635
Port Alfred : CBD & River	11,937	1,887	13,824
Golf Course	18,895	8,228	27,123
Forest Downs	3,766	6,834	10,600
High School	6,551	3,141	9,692
East Beach	4,263	2,703	6,966
Station Hill	3,825	3,605	7,430
Wards 7,8 and 9			
Nemato	21,825	20,450	42,275
Ward 1			
KwaNonkqubela	1,440	15,841	17,281
Ward 2	31,547	17,190	48,737
Alexandria : Town Area	13,725	2,615	16,340
Wentzel Park	2,555	4,298	6,853
Boknes	10,647	2,602	13,249

Cannon Rocks	4,620	7,675	12,295
Ward 3	18,688	15,105	33,793
Marselle	4,005	7,075	11,080
Harmony Park (Klipfontein)		3,130	3,130
Bushmans River Mouth – Town	7,443	1,950	9,393
River’s Bend and Industrial	7,240	2,950	10,190
Ward 4	30,810	4,157	34,967
Kenton : Town Area and CBD	20,215	1,590	21,805
Merry Hill	3,670		3,670
Ellengone	0,715	0,375	1,090
Ekuphumleni	6,210	2,192	8,402
Ward 5	9,170	39,263	48,433
Bathurst Town Area	5,505	22,453	27,958
Nolukhanyo	3,665	16,810	20,475
Ward 6			
Seafield / Kleinemonde / RietRivier	9,333	1,800	11,133
Totals for Ndlambe	172,050	140,204	312,254

Summary of Road Lengths Per Ward

Town and Suburb	Length Surfaced	Length Gravel	Total Length
Ward 1 : KwaNonkqubela	1,440	15,841	17,281
Ward 2 : Alexandria Boknes, Cannon Rocks	31,547	17,190	48,737
Ward 3 : Marselle Bushmans River Mouth	18,688	15,105	33,793
Ward 4 : Kenton – on – Sea Ekuphumleni	30,810	4,157	34,967
Ward 5 : Bathurst & Nolutkhanyo	9,170	39,263	48,433
Ward 6 : Trappes Valley	9,333	1,800	11,133
Ward 10: Port Alfred	49,237	26,398	75,635
Wards 7,8 and 9 Nemato	21,825	20,450	42,275
Totals for Ndlambe	172,050	140,204	312,254

Stormwater Drainage

The control of stormwater run-off is essential for the effective maintenance of any road network. Water needs to drain from the road surface, roadside channels must be free of litter and debris, and culverts and pipes need to be prevented from being blocked. In some areas, open channels are preferred to underground pipes as they are easier to maintain.

Within the Ndlambe Municipality, typical defects in the stormwater system include :

- Poor surface drainage of many roads, especially in the historically disadvantaged areas.
- Inadequate side drains on steep sections, resulting in scour next to the road.
- Vegetation blocking pipe outlets and grass overgrowing into side drains.
- Catch-pits and kerb inlets ineffective or clogged with debris.
- Broken lids of storm-water catch pits and manholes

The maintenance of the storm-water system would fall under routine maintenance. Some work to improve the system and ensure that it functions properly is required in places. Storm-water must be checked all the time as the water is a problem when affecting road layers.

Priority list of roads due to their critical conditions

The following are critical roads that need urgent attention due to their bad condition.

- When it comes to gravel roads, checking of roads is critical especially after heavy rain so that they can be prioritised according to their critical condition.
- Surfaced roads are also critical when it comes to list of roads indicated on the table below, These roads are breaking each and every time when it rains.
- These roads needs be prioritised when funding is available as they cost the municipality more on maintenance budget.
- These roads needs maintenance every Months, especially after heavy rains.

Port Alfred Town:

Road / Street Name	Gravel/Surfaced	Maintenance Required	Length (km)	Recommendation for the road
All Gravel roads to be graded regularly	Gravel	Re-gravelling	26.4	Upgrade to surfaced road
West Road	Surfaced	Pothole & slurry seal	1.8	Rehabilitation
Wesley Hill	Surfaced	Pothole & slurry seal	0.5	Rehabilitation
Muller Drive	Surfaced	Pothole & slurry seal	0.6	Rehabilitation
Salt Vlei	Surfaced	Pothole & slurry seal	1.0	Rehabilitation
Lambert Road	Surfaced	Pothole & slurry seal	0.5	Rehabilitation
Broad Way	Surfaced	Pothole & slurry seal	0.4	Rehabilitation
Alfred Road	Surfaced	Pothole & slurry seal	1.4	Rehabilitation
Park Road	Surfaced	Pothole & slurry seal	0.6	Rehabilitation

Sports Road	Surfaced	Pothole & slurry seal	0.5	Rehabilitation
Becker Street	Surfaced	Pothole & slurry seal	0.3	Rehabilitation
Atherstone Road	Surfaced	Pothole & slurry seal	1.0	Rehabilitation
Hendry	Surfaced	Pothole & slurry seal	0.4	Rehabilitation
Campbell	Surfaced	Pothole & Slurry	0.5	Rehabilitation
Masonic	Surfaced	Pothole & slurry seal	0.5	Rehabilitation
North Street	Surfaced	Pothole & slurry	0.3	Rehabilitation
Putt Road	Surfaced	Pothole & slurry seal	0.5	Rehabilitation
Dove Lane	Surfaced	Pothole & slurry seal	0.4	Rehabilitation
York Road	Surfaced	Pothole & slurry seal	0.5	Rehabilitation

Station Hill

Road / Street Name	Gravel/Surfaced	Maintenance Required	Length (km)	Recommendation
All Gravel Roads to be graded regularly	Gravel	Re-Gravelling	3.605	Upgrade to Surfaced road
Kivido	Surfaced	Pothole & slurry seal	0.6	Rehabilitation
Scheepers	Surfaced	Pothole & slurry seal	0.2	Rehabilitation
Bathurst Street	Surfaced	Pothole & slurry seal	0.4	Rehabilitation
Malgas Road	Surfaced	Pothole & slurry seal	0.2	Rehabilitation
Nelson Road	Surfaced	Pothole & slurry seal	0.2	Rehabilitation
GoenVlei Road	Surfaced	Pothole & slurry seal	0.3	Rehabilitation
Hilpert Road	Surfaced	Pothole & slurry seal	0.4	Rehabilitation
September St	Surfaced	Pothole & slurry seal	0.2	Rehabilitation
Freeman Crescent	Surfaced	Pothole & slurry seal	0.3	Rehabilitation
Muisvogel Road	Surfaced	Pothole & slurry seal	0.6	Rehabilitation
Dickerson Drive	Surfaced	Pothole & slurry seal	0.8	Rehabilitation

Nemato Township

Road / Street Name	Gravel/Surfaced	Maintenance Required	Length (km)	Recommendation
All Gravel Roads to be graded regularly	Gravel	Re-Gravelling	2.500	Upgrade to Surfaced road
Runeli Drive	Surfaced	Pothole & Slurry seal	2.8	Rehabilitation
Solomon Mahlangu	Surfaced	Pothole & Slurry seal	0.3	Rehabilitation
Ntontela St	Surfaced	Pothole & Slurry seal	1.0	Rehabilitation
Mabindisa St	Surfaced	Pothole & Slurry seal	0.65	Rehabilitation
Gwala St	Surfaced	Pothole & Slurry seal	1.0	Rehabilitation

Tyali St	Surfaced	Pothole & Slurry seal	0.8	Rehabilitation
Matyeni St	Surfaced	Pothole & Slurry seal	0.15	Rehabilitation
Jakuja St	Surfaced	Pothole & Slurry seal	0.5	Rehabilitation
Ngxokolo St	Surfaced	Pothole & Slurry seal	0.7	Rehabilitation
Ntente St	Surfaced	Pothole & Slurry seal	0.5	Rehabilitation
Mswela St	Surfaced	Pothole & Slurry seal	1.1	Rehabilitation
Mdoda St	Surfaced	Pothole & Slurry seal	0.5	Rehabilitation
Ngidana St	Surfaced	Pothole & Slurry seal	0.15	Rehabilitation
Mbabela St	Surfaced	Pothole & Slurry seal	0.4	Rehabilitation

Ndlovini Township

Road / Street Name	Gravel/Surfaced	Maintenance Required	Length (km)	Recommendation
All Gravel Roads regularly	Gravel	Re-Gravelling	17.95	Upgrade to Surfaced roads
Joe Slovo St	Surfaced	Pothole & Slurry seal	1.5	Rehabilitation
Thambo St	Surfaced	Pothole & Slurry seal	0.65	Rehabilitation

Bathurst Town and Township

Road / Street Name	Gravel/Surfaced	Maintenance Required	Length (km)	Recommendation
All Gravel Roads	Gravel	Re-Gravelling	39.263	Upgrade to Surfaced roads
Nco Malan Lane	Surfaced	Pothole & Slurry seal	0.7	Rehabilitation
Kowie Road	Surfaced	Pothole & Slurry seal	0.8	Rehabilitation
Milkwood St	Surfaced	Pothole & Slurry seal	0.2	Rehabilitation
Boundary Road	Surfaced	Pothole & Slurry seal	0.7	Rehabilitation
Beillie Road	Surfaced	Pothole & Slurry seal	0.7	Rehabilitation
Memani St	Surfaced	Pothole & Slurry seal	2.1	Rehabilitation
Koti St	Surfaced	Pothole & Slurry seal	0.9	Rehabilitation
Sqova St	Surfaced	Pothole & Slurry seal	1.5	Rehabilitation
Biko St	Surfaced	Pothole & Slurry seal	0.2	Rehabilitation
Mission St	Surfaced	Pothole & Slurry seal	1.6	Rehabilitation

Sea Field

Road / Street Name	Gravel/Surfaced	Maintenance Required	Length (km)	Recommendation
All Gravel Roads	Gravel	Re-gravelling	1.8	Upgrade to Surfaced road
Dias Road	Surfaced	Pothole & Slurry seal	1.0	Rehabilitation

Sandy Lane	Surfaced	Pothole & Slurry seal	0.9	Rehabilitation
Island Road	Surfaced	Pothole & Slurry seal	0.5	Rehabilitation
Fletcher Road	Surfaced	Pothole & Slurry seal	1.65	Rehabilitation
Beachwood Road	Surfaced	Pothole & Slurry seal	1.42	Rehabilitation

Kenton on sea & Marselle Township

Road / Street Name	Gravel/Surfaced	Maintenance Required	Length (km)	Recommendation
All Gravel Roads	Gravel	Re-gravelling	19.825	Upgrade to Surfaced
East Bourne	Surfaced	Pothole & Slurry seal	0.7	Rehabilitation
Bathurst Road	Surfaced	Pothole & Slurry seal	1.0	Rehabilitation
Ocean Avenue	Surfaced	Pothole & Slurry seal	0.5	Rehabilitation
River Road	Surfaced	Pothole & Slurry seal	0.4	Rehabilitation
West Bourne	Surfaced	Pothole & Slurry seal	1.0	Rehabilitation
Marry Hill Drive	Surfaced	Pothole & Slurry seal	1.2	Rehabilitation
Wesleyan	Surfaced	Pothole & Slurry seal	0.3	Rehabilitation
Skeleton	Surfaced	Pothole & Slurry seal	0.6	Rehabilitation
Remainder Street	Surfaced	Pothole & Slurry seal	1.6	Rehabilitation
Dingaans Street	Surfaced	Pothole & Slurry seal	0.7	Rehabilitation

Boesmansriviermond

Road / Street Name	Gravel/Surfaced	Maintenance Required	Length (km)	Recommendation
All Gravel Roads	Gravel	Re-gravelling	4.900	Upgrade to Surfaced
2nd Avenue	Surfaced	Pothole & Slurry seal	1.5	Rehabilitation
South Street	Surfaced	Pothole & Slurry seal	0.5	Rehabilitation
4th Avenue	Surfaced	Pothole & Slurry seal	1.2	Rehabilitation
Park Street	Surfaced	Pothole & Slurry seal	0.8	Rehabilitation
Hertzog Street	Surfaced	Pothole & Slurry seal	0.5	Rehabilitation
River passage	Surfaced	Pothole & Slurry seal	0.8	Rehabilitation
Hoof Street	Surfaced	Pothole & Slurry seal	0.8	Rehabilitation
Alexandria St	Surfaced	Pothole & Slurry seal	0.3	Rehabilitation
Makhenke	Surfaced	Pothole & Slurry seal	1.9	Rehabilitation
Mjuza St	Surfaced	Pothole & Slurry seal	1.4	Rehabilitation

Boknes & Cannon rocks

Road / Street Name	Gravel/Surfaced	Maintenance Required	Length (km)	Recommendation
All Gravel Roads	Gravel	Re-gravelling	10.277	Upgrade to Surfaced road
Daniel Scheepers	Surfaced	Pothole & Slurry seal	1.6	Rehabilitation
Alvard Martins	Surfaced	Pothole & Slurry seal	0.3	Rehabilitation
Dias Street	Surfaced	Pothole & Slurry seal	0.7	Rehabilitation
Kwaai Hoek	Surfaced	Pothole & Slurry seal	0.7	Rehabilitation
Infant Street	Surfaced	Pothole & Slurry seal	0.7	Rehabilitation
Mossel Street	Surfaced	Pothole & Slurry seal	0.75	Rehabilitation
Potgieter Street	Surfaced	Pothole & Slurry seal	3.0	Rehabilitation
Alice Road	Surfaced	Pothole & Slurry seal	3.5	Rehabilitation

Alexandria Town, KwaNonkqubela & Wentzel Park Township

Road / Street Name	Gravel/Surfaced	Maintenance Required	Length (km)	Recommendation
All Gravel Roads to graded regularly	Gravel	Re-Gravelling	22.754	Upgrade to Surfaced road
Relief Street	Surfaced	Pothole & Slurry seal	0.55	
Jubilee	Surfaced	Pothole & Slurry seal	0.52	Rehabilitation
Scheepers	Surfaced	Pothole & Slurry seal	0.45	Rehabilitation
Church	Surfaced	Pothole & Slurry seal	0.5	Rehabilitation
De Wet	Surfaced	Pothole & Slurry seal	0.35	Rehabilitation
West Hill	Surfaced	Pothole & Slurry seal	0.4	Rehabilitation
Wesleyan	Surfaced	Pothole & Slurry seal	0.3	Rehabilitation
Mill Street	Surfaced	Pothole & Slurry seal	0.3	Rehabilitation
Beite Street	Surfaced	Pothole & Slurry seal	2.2	Rehabilitation
PC Thebe St	Surfaced	Pothole & Slurry seal	1.75	Rehabilitation
A-Street	Surfaced	Pothole & Slurry seal	1.65	Rehabilitation
Phandle Street	Surfaced	Pothole & Slurry seal	1.42	Rehabilitation
Sokhuthu Street	Surfaced	Pothole & Slurry seal	0.65	Rehabilitation
Winnie Madikizela Street	Surfaced	Pothole & Slurry seal	0.85	Rehabilitation

Summary of annual routine maintenance budget for Ndlambe

Town and Suburb	Length Surfaced	Annual Maintenance Rate / km	Length Gravel	Annual Maintenance Rate / km	Total Annual Cost R 000's
Ward 10	49,237	R 60,360 / km	26,398	R 30,840 / km	R 3 786,1
Port Alfred : CBD & River	11,937	R 60,360 / km	1,887	R 30,840 / km	R 778,7
Golf Course	18,895	R 60,360 / km	8,228	R 30,840 / km	R 1 394,3
Forest Downs	3,766	R 60,360 / km	6,834	R 30,840 / km	R 438,1
High School	6,551	R 60,360 / km	3,141	R 30,840 / km	R 492,3
East Beach	4,263	R 60,360 / km	2,703	R 30,840 / km	R 340,7
Station Hill	3,825	R 60,360 / km	3,605	R 30,840 / km	R 342,1
Wards 7, 8 and 9	21,825	R 60,360 / km	20,450	R 30,840 / km	R 1 948,0
Nemato	21,825	R 60,360 / km	20,450	R 30,840 / km	R 1 948,0
Ward 1	1,440	R 60,360 / km	15,841	R 30,840 / km	R 575,5
Kwanonqubela	1,440	R 60,360 / km	15,841	R 30,840 / km	R 575,5
Ward 2	31,547	R 60,360 / km	17,190	R 30,840 / km	R 2 434,3
Alexandria : Town Area	13,725	R 60,360 / km	2,615	R 30,840 / km	R 909,1
Wentzel Park	2,555	R 60,360 / km	4,298	R 30,840 / km	R 286,8
Boknes	10,647	R 60,360 / km	2,602	R 30,840 / km	R 722,9
Cannon Rocks	4,620	R 60,360 / km	7,675	R 30,840 / km	R 515,6
Ward 3	18,688	R 60,360 / km	15,105	R 30,840 / km	R 1 593,8
Marselle	4,005	R 60,360 / km	7,075	R 30,840 / km	R 459,9
Harmony Park (Klipfontein)			3,130	R 30,840 / km	R 94,5
Bushmans River Mouth – Town	7,443	R 60,360 / km	1,950	R 30,840 / km	R 509,4
River's Bend and Industrial	7,240	R 60,360 / km	2,950	R 30,840 / km	R 528,0
Ward 4	30,810	R 60,360 / km	4,157	R 30,840 / km	R 1 987,9
Kenton : Town Area and CBD	20,215	R 60,360 / km	1,590	R 30,840 / km	R 1 269,2
Merry Hill	3,670	R 60,360 / km		R 30,840 / km	R 221,5
Ellengone	0,715	R 60,360 / km	0,375	R 30,840 / km	R 54,7
Ekuphumleni	6,210	R 60,360 / km	2,192	R 30,840 / km	R 442,4
Ward 5	9,170	R 60,360 / km	39,263	R 30,840 / km	R 1 176,3
Bathurst Town Area	5,505	R 60,360 / km	22,453	R 30,840 / km	R 1 764,4
Nolukhanyo	3,665	R 60,360 / km	16,810	R 30,840 / km	R 739,6
Ward 6	9,333	R 60,360 / km	1,800	R 30,840 / km	R 618,7
Seafield / Kleinemonde	9,333	R 60,360 / km	1,800	R 30,840 / km	R 618,7

Totals Annual Maintenance Cost for Ndlambe	172,050	R 60,360 / km	140,204	R 30,840 / km	R 14 120.6

Considering the role of roads in the economic activities of the area (tourism/transport of agricultural products), as well as the numerous rural settlements that rely on economic activities at centres like Port Alfred and Alexandria, the matter requires urgent attention. In addition, Ndlambe is the Municipality that has been most affected by floods in the District during 2012/13, resulting in damages to roads and increased damage to households due to insufficient storm water systems. This situation calls for the issue of roads and storm water system to receive an urgent priority during the current planning cycle. In this regard the municipality is currently piloting a concrete slab and block paving as a sustainable alternative to tarring. But the municipality does not have enough funding and is therefore in need of assistance from the relevant sector departments and state agencies. The municipality is also of the view that:

- With regard to the study area’s transportation network the Municipality should endeavour to upgrade existing road surfaces to appropriate standards in accordance with the growth of traffic volumes and in order to functionally link previously identified nodes.
- The transportation networks play an important role in sustaining the nodal points in the study area. Maintenance should also be done in accordance with the settlement hierarchy. The main objective of the transportation policy in to provide a safe and efficient road network system, built to appropriate standards so as to optimize the accessibility of services and facilities for local communities, improve transport efficiency for economic activities and allow tourist access to the region’s assets.

Non-motorised transport

a) Animal drawn transport

Animal drawn carts are seldom found in Ndlambe municipality. These vehicles are not licensed and are not allowed on public roads.

b) Bicycle Transport and facilities

There is generally no provision for bicycle travelling within Ndlambe municipality. Cyclists share the travelled way with motorized traffic. Cycling, however, is not a prevalent form of transport in the municipality but is predominantly a recreational activity.

c) Sidewalks and Walkways

Visual assessments of the primary transport indicate a need for the provision of sidewalks and walkways. Given the limited income profile of the maturity of the population and the close proximity of residential townships to the business nodes, walking is one of the main transport modes in Ndlambe. Despite this, there is a lack of suitable pedestrian facilities. The lack of verge maintenance along primary routes often results in pedestrians sharing the travelled way with motorized transport. According to the Sarah Baartman District Municipality’s Integrated Transport Plan Ndlambe municipality’s length of sidewalks is equivalent to 37.21 kilometres and the length of walkways is 6.29 kilometres.

Scholar Transport

The majority of scholars walk to school. In the urban areas, more than 80% walk, whilst this percentage is slightly lower in the rural area, with a higher percentage using public transport (bus and taxi) than in the urban areas. This can be attributed to the fact that scholar transport contracts are in place in some of the rural areas.

Public Transport

a) Minibus services

There is one registered taxi association in Ndlambe municipality. Port Alfred is the only location where bakkie taxis are used but the extent of their utilization has not been quantified. There are currently a total of 5 functional formal and 2 informal taxi ranks with 17 stops in Ndlambe. Due to lack of funding the municipality does not have minibus shelters except for those found in some of the formal taxi ranks.

b) Bus services

No subsidized bus services are provided in Ndlambe municipality. Bus services in the municipality are therefore limited to long distance bus operations on the main routes, and to private operators who are based in Port Alfred and Bathurst.

c) Metered Taxi

There are no metered taxis operating licenses that have been issued within the municipality.

d) Maritime transport

The Municipality does not have a harbour and as such does not perform any role pertaining to maritime transport.

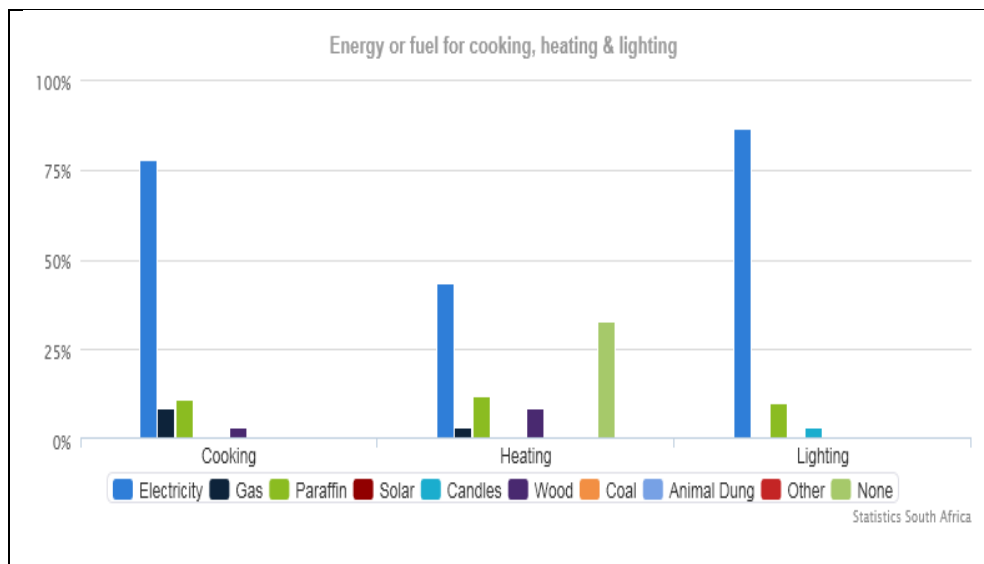
2.7.3 Energy

The table below shows the households access to energy with electricity being the highly used source of energy followed by paraffin. It is for this reason that the municipality has identified installation of low cost solar geysers as one of its projects, and is also investigating alternative sources of renewable energy so as to reduce the large burden of households using electricity. This is in response to Eskom's call for households to reduce electricity consumption. But what is evident is that the topography of the area is not suitable for wind energy and the area does not have waterfalls.

Table 2.7.3 – Access to Energy

Energy Source	Cooking	Heating	Lighting
Electricity	77,4%	43,4%	86,3%
Gas	8,2%	3,1%	0,1%
Paraffin	10,8%	11,7%	9,8%
Solar	0,2%	0,4%	0,3%

Candles	0%	0%	3,2%
Wood	3%	8,4%	0%
Coal	0,1%	0,5%	0%
Animal Dung	0%	0%	0%
Other	0,1%	0%	0%
None	0,2%	32,4%	0,3%



Source: Census, 2011

Electricity

Ndlambe Municipality buys electricity in bulk from Eskom and is responsible for the distribution thereof within its approved areas of supply. The reticulation in the area is managed by a Service Provider: Manelec (Port Alfred and Alexandria), and ESKOM in the rural areas. From the Census 2011 data it can be seen that a greater portion of households have electricity and very few are using solar system.

The introduction of pre-paid services in new housing projects supports the financial management processes of households in the Municipality. With the installation of pre-paid meters, the responsibility of ensuring affordable access to vendors becomes a municipal issue. The availability of street lights represents a major challenge to the Municipality. This is an issue listed in 6 of the 10 Wards, namely Wards 1, 2, 3, 4, 8 and 9. The institutional constraints include:

- The Municipality does not have an Electricity Master Plan;
- Financial capacity to operate and maintain services;
- Financial capacity to provide new infrastructure;
- Aging tools/equipment/vehicles that need replacing;
- Possible inclusion in RED's;

- Loss of income due to tampering of meters.

As per the Sarah Baartman District Municipality the Restructuring of the electricity distribution industry and the establishment of regional electricity distributors (RED's) represents a concern with regard to the financial implications. The restructuring of electricity distribution, if not correctly implemented, could have a significant negative impact on the revenue of larger municipalities that distribute electricity. Alternative restructuring models were considered to limit the fiscal risk and exposure of these municipalities, including the revision of the six RED(s) boundaries. Ndlambe remains committed to participate in the RED's forum discussions without pre-mature commitment to the process.

2.7.4 Housing

Sustainable Human Settlements refer to:

“well-managed entities in which economic growth and social development are in balance with the carrying capacity of the natural systems on which they depend for their existence and result in sustainable development, wealth creation, poverty alleviation and equity”.

At the heart of this initiative is the move beyond the provision of basic shelter towards achieving the broader vision of sustainable human settlements and more efficient cities, towns and regions. It is within the following guidelines that the delivery of housing will be approached in Ndlambe:

- The present and future inhabitants of sustainable human settlements located both in urban and rural areas, live in a safe and a secure environment and have adequate access to economic opportunities, a mix of safe and secure housing and tenure types, reliable and affordable basic services, educational, entertainment and cultural activities and health, welfare and police services.
- Land utilization is well planned, managed and monitored to ensure the development of compact, mixed land-use, diverse, life-enhancing environments with maximum possibilities for pedestrian movement, and transit via safe and efficient public transport in cases where motorized means of movement is imperative.
- Specific attention is paid to ensuring that low-income housing is provided in close proximity to areas of opportunity.
- Investment in a house becomes a crucial injection in the second economy, and a desirable asset that grows in value and acts as a generator and holder of wealth.
- Sustainable human settlements are supportive of the communities which reside there, thus contributing towards greater social cohesion, social crime prevention, moral regeneration, support for national heritage, recognition and support of indigenous knowledge systems, and the ongoing extension of land rights (Breaking New Ground – DPLG 2006).

The Municipality is committed to the promotion of the concept and greater care will be taken in future with regard to aligning the provision of shelter with the required infrastructure including social, economic and education facilities. Special attention should be paid to:

- Considering the cost implications of upgrading or installing the required bulk infrastructure as this could influence the available finance for existing and prioritised infrastructure projects. New housing developments impact on the quality of services to the existing residents as facilities reach their maximum capacity.
- The handing over of housing schemes to the owners should coincide with the updating of the Indigent Register to ensure future payment for services.
- Facilities such as street lights, roads development and access to schools should be an integral part of the planning phase.

Generally in South Africa, the issue of land for human settlements is a problem and Ndlambe municipality is no exception. The municipality is confronted with a problem of land scarcity, particularly in ward 4 (Kenton-on-Sea). The problem is also compounded by the unavailability of land audit, although the municipality intends carrying out one. Another problem is a sprawl of squatter camps within the municipality, particularly in ward 5, and a lack of land invasion policy to deal with this problem. Nonetheless, the municipality has identified suitable land for human settlements through the SDF process.

Dwelling Type

The study area has prevalence (78%) of houses or brick structures on a separate stand or yard and only 3.7% traditional dwellings. Informal dwellings in informal or squatter settlements constitute 9% of the dwellings in the area. The predominance of formal brick housing structures is an indication that the municipality has an urban bias where more people stay in the urban areas than the rural, evidence by the very few rural settlements in the region. There are very few high density residential developments such as flats, cluster or a semi-detached house which is contrary to the principles of densification is essential to the creation of sustainable settlements.

Table 2.7.4 – Dwelling type

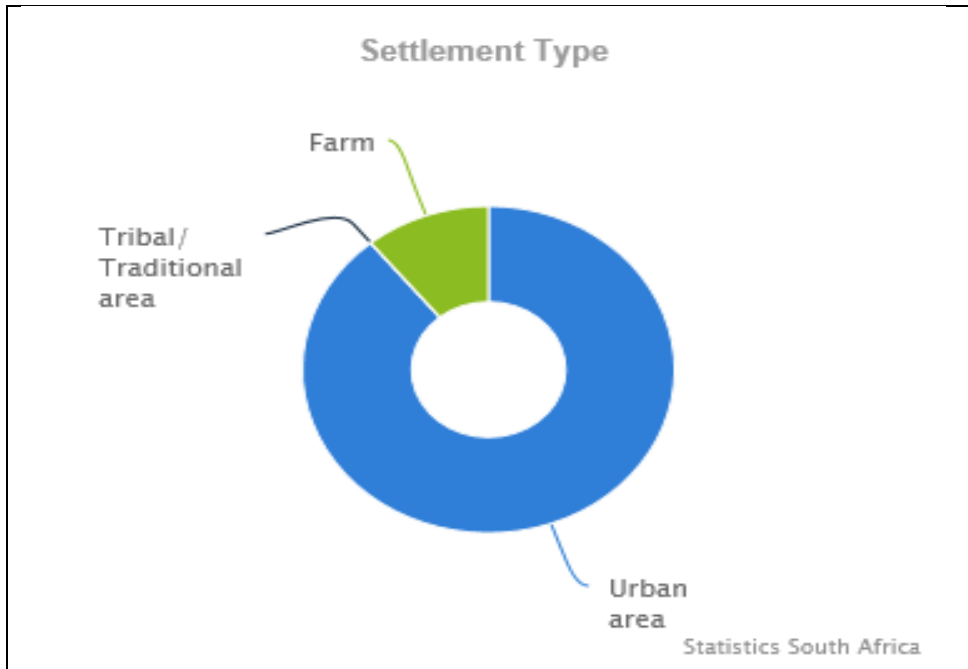
Dwelling Type	Number	%
House or brick structure on a separate stand or yard	15 238	78
Traditional dwelling/ hut/ structure made of traditional materials	726	3.7
Flat in block of flats	254	1.3
Town/cluster /semi – detached house (simplex: duplex: triplex)	404	2
House/flat/room in back	229	1
Informal dwelling /shack in the back yard	465	2.3
Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm	1718	9
Room / flatlet not in back backyard but on a shared property	29	0.1
Caravan or tent	117	0.6
Other	148	0.8
Total	19 418	100

Source: Census, 2011

Settlement type

Table 2.7.4.1 – Settlement Type

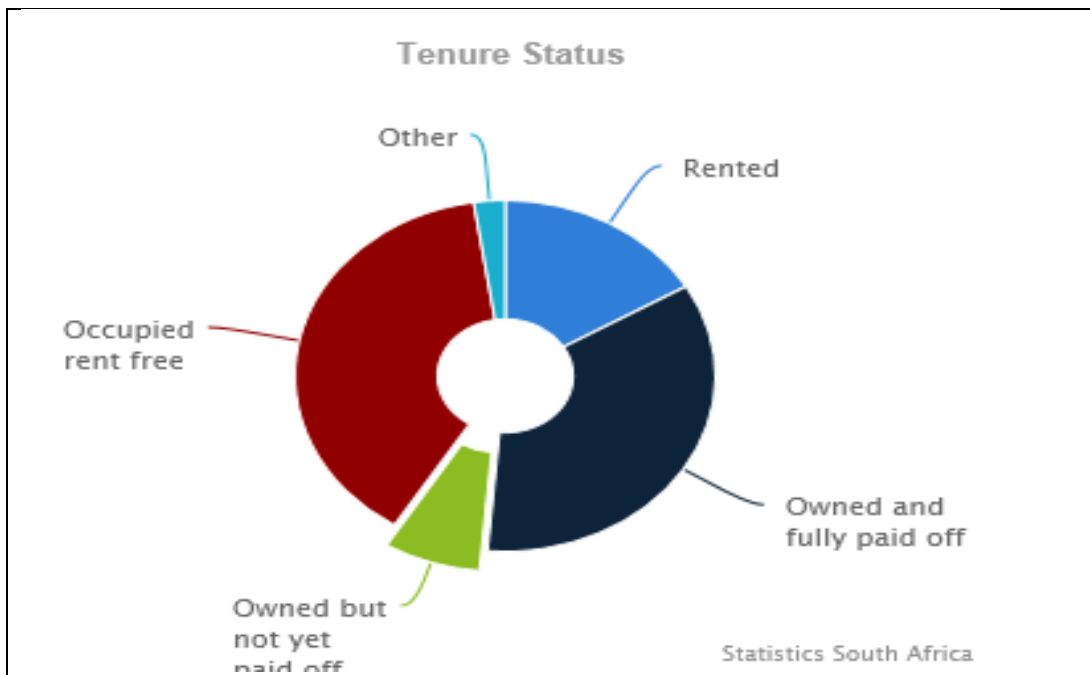
Settlement Type	
Urban	89.10%
Tribal/Traditional	0%
Farm	10.90%



Tenure Status

Table 2.7.4.2 – Tenure Status

Tenure Status	Percentage
Rented	16,5%
Owned and fully paid off	34,9%
Owned but not yet paid off	7,5%
Occupied rent free	38,8%
Other	2.40%



Housing backlog

The housing backlog in the municipality is estimated to be 10026 units as broken down below:

Table 2.7.4.3 – Household backlog

INCOME CATEGORY	No. of households per category currently residing in...			
	Informal settlement	Backyard shacks	Renting	Other
Household Income < R3 500	2500	2000	500	-
Household Income < R3 500 to R7 500	500	750	1000	-
Household Income < R7 500 to R12 500	10	0	1000	-
Household Income > R12 500	0	0	200	-
TOTAL	3010	2750	2700	10026

Source: Ndlambe, HSP 2011-2016

The municipality's housing waiting list per settlement reflects the following:

AREA	NO. BENEFICIARIES
Alexandria	2 531
Bathurst	1 543
Boesmansriviermond	860
Kenton-on-Sea	588
Klipfontein	71
Port Alfred	8 408
TOTAL	14 001

Source: Ndlambe, HSP 2011-2016

HOUSING DELIVERY

DELIVERED HOUSING PROJECTS

Project Name	Project Units	Project Type	Project Status
ALEX - PHASE 1	383	Project Linked	Completed
ALEX - PHASE 2	402	Project Linked	Completed
ALEX - WENTZELPARK (php)	401	Project Linked PHP	Completed
Alexandria Phase 3 - R/L 2	714	Project Linked PHP	Completed
Alexandria - Phokoza Valley	88	Project Linked PHP	Completed
BATHURST : Freestone - R/L 1	212	Project Linked PHP	Completed
Bathurst Freestone Ext 3 - R/L 2	249	Project Linked PHP	Completed
Bathurst Nolukhanyo Ext. - R/L 2	86	Project Linked PHP	Completed
BATHURST PHASE 1	450	Project Linked	Completed
BATHURST PHASE 2	540	Project Linked	Completed
Bathurst 157 sites - Youth	157	Project Linked	Completed
BUSHMANS RIVER	230	Project Linked	Completed
BUSHMANS RIVER - 269 SITES	269	Project Linked PHP	Completed
KENTON-ON-SEA	600	Project Linked PHP	Completed
Kenton-on-sea - 221 units	221	Project Linked PHP	Completed
KLIPFONTEIN (php)	220	Project Linked PHP	Completed
PORT ALFRED	1,113	Project Linked	Completed
PORT ALFRED - PH 2	1,095	Project Linked	Completed
PORT ALFRED - PH 3	1,057	Project Linked PHP	Completed
Port Alfred Station Hill - R/L 2	113	Project Linked PHP	Completed
Port Alfred Thornhill	509	Project Linked	Completed
Total	9109		

PLANNED PROJECTS

Project Name	Number of Units	Project Type	Status of the Project	Cost per unit	Total Cost (R)
ALEXANDRIA	(1500) 1200	Project linked	Under planning	R155 883,78	R187 060 536, 00

MARSELLE	500	Project linked	Under planning	R155 883,78	R77 941 890, 00
Project Name	Number of Units	Project Type	Status of the Project	Cost per unit	Total Cost (R)
HARMONY PARK	50 (62)	Project linked	Under planning	R155 883,78	R9 664 794, 36
KENTON ON SEA	300	Project linked	Under planning	R155 883,78	R46 765 134, 00
BATHURST	1000	Project linked	Under planning	R155 883,78	R155 883 780, 00
TRAPPERS VALLEY	50	Project linked	Under planning	R155 883,78	R7 794 189, 00
PORT ALFRED NEMATO	120	Project linked	Under planning	R155 883,78	R18 706 053, 60
CANON ROCKS/BOKNES	100 (58)	Project linked	Under planning	R155 883,78	R7 794 189, 00
THORNHILL	3711	Project linked	Under planning	R155 883,78	R578 484 707, 50
TOTALS	<i>6 993</i>				<i>R1 090 095 273,00</i>

PROJECTS APPROVED FOR RECTIFICATION (PHASE 1)

Project Name	Number of Units	Rectification	Project Type	Status of the Project	Cost per unit	Total Cost (R)
Kenton On Sea	600	Approved for Rectification	Project linked	NHBRC is finalising the assessments reports	R120 000,00	72 000 000,00
Kenton on Sea	221	Approved for Rectification	Project linked	NHBRC is finalising the assessments reports	R120 000,00	26 520 000,00
Klipfontein	220	Approved for Rectification	Project linked	NHBRC is finalising the assessments reports	R120 000,00	26 400 000,00
Port Alfred (Nemato)	1113	Approved for Rectification	Project linked	NHBRC is finalising the assessments reports	R120 000,00	133 560 000,00
Bathurst	450	Approved for Rectification	Project linked	NHBRC is finalising the assessments reports	R120 000,00	54 000 000,00
Alexandria	383	Approved for Rectification	Project linked	NHBRC is finalising the assessments reports	R120 000,00	45 960 000,00
Marselle	230	Approved for Rectification	Project linked	NHBRC is finalising the assessments reports	R120 000,00	27 600 000,00
Total Cost to implement Rectification						R386 040 000,00

PROJECTS REQUIRING RECTIFICATION (PHASE 2)

Project Name	Number of Units	Rectification	Project Type	Status of the Project	Estimated Cost per unit	Total Cost (R)
Port Alfred	1095	Applied for Rectification	Project linked	Awaiting for the response from Department of Human Settlements	R120 000,00	131 400 000,00
Port Alfred (Station Hill)	113	Applied for Rectification	Project linked	Awaiting for the response from Department of Human Settlements	R120 000,00	R13 560 000,00
Alexandria Phase 2	402	Applied for Rectification	Project linked	On House could not be built due to lack of space	R120 000,00	R48 240 000,00
Alexandria (Wentzel Park)	401	7 houses not built, will be constructed during rectification	PHP	Department of Human Settlements is on procurement stage.	Lumpsum	R5 000 000,00
Alexandria Phase 3	714 (455)	In progress	Project linked	Only 60 units are outstanding to complete the project.	R96 000,00	R43 680 000,00
Alexandria	88	Applied for rectification	Project linked	Awaiting for the response from Department of Human Settlements	R120 000,00	R10 560 000,00
Bathurst (Freestone)	212	Applied for rectification	Project linked (PHP)	Awaiting for the response from Department of Human Settlements	R120 000,00	R25 440 000,00
Bathurst (Freestone Ext 3)	249	Applied for rectification	Project linked (PHP)	Awaiting for the response from Department of Human Settlements	R120 000,00	R29 880 000,00

Bathurst (Nolukhanyo Ext –R/L2)	96 (86) Not enough space to build on	Applied for rectification	Project linked (PHP)	completed	R120 000,00	R11 520 000,00
Bathurst Phase 2	540	Applied for rectification	Project linked	Awaiting for the response from Department of Human Settlements	R120 000,00	R64 800 000,00
Bathurst	157	Applied for rectification	Project linked	Completed	R120 000,00	R18 840 000,00
Port Alfred (Thornhill 509)	509		Project linked	completed	0	0
TOTAL ESTIMATED COST						R402 920 000,00

Project Approved for Pre – Planning

Project Name	Number of Units	Pre - Planning	Project Type	Status of the Project	Cost per unit	Total Cost (R)
Port Alfred (Thornhill)	780	Approved for pre - planning	Project linked	Waiting for the contract to be signed between Department of Human Settlements and Ndlambe Local Municipality	R5 883, 78	R4 589 348,40
Marselle	500	Approved for Pre - Planning	Project linked	Waiting for the contract to be signed between Department of Human Settlements and Ndlambe Local Municipality	R5 883, 78	R2 941 890,00
TOTAL COSTS FOR CONDUCTING PRE – PLANNING IS						R7 531 238, 40

Project Application for top structures

Project Name	Number of Units	Planning	Project Type	Status of the Project	Cost per unit	Total Cost (R)
Port Alfred (Thornhill)	780	Installation of reticulation and the construction of Top structures	Project linked	Once the pre – planning activities are completed	R150 000,00	R117 000 000,00
Marselle	500	Installation of reticulation and the construction of Top structures	Project linked	Once the pre – planning activities are completed	R150 000,00	R75 000 000,00
TOTAL COSTS FOR INSTALLATION OF INTERNAL RETICULATION AND CONSTRUCTION OF TOP STRUCTURES						R192 000 000,00

The following projects are planned projects for special needs:

SPECIAL NEEDS HOUSING FOR:	YES	NO	NO. OF UNITS PLANNED			
			CURRENT	SHORT TERM 1-3 YRS	MEDIUM TERM 5 YRS	LONG TERM +5 YRS
HIV/ Orphans		o	0	0	0	0
Indigent/ Aged	Yes		8000	1000	7000	0
Farm Workers		No	0	0	0	0
Other, please specify	Yes	o	0	0	0	0
TOTAL			8000	1000	7000	0

Municipal capacity and housing delivery

The Ndlambe municipality has not been granted developer status with respect to the delivery of housing in its area of jurisdiction. It relies on the Province to carry out a significant part of the responsibilities related to housing development. The 2009 HSP identified the lack of institutional capacity as a major obstacle to efficient and effective housing delivery in the municipality.

In view of the above, the following issues have been identified as negatively impeding on the housing delivery process:

- Local municipality personnel, contractors and other stakeholders are under capacitated;
- Poor project management;
- Lack of compliance with contractual agreements;
- Lack of municipal representation/consistent monitoring on construction site(s);
- Lack of civil and social infrastructure (Roads, Water and Sewerage reticulation) to address housing demand both in urban and rural areas;
- Lack of potable water which has been the main hindrance for the past three years; and
- Inefficient project data capture

2.7.5 Protection Services

Road Safety

Traffic Law Enforcement: Vehicle population has increased over the last three years resulting in more pressure being placed on policing the roads with the small staff component consisting of four traffic officers for the whole of the Ndlambe Municipal jurisdiction. The traffic section received two new patrol vehicles during 2012/13 financial year. However there is still a shortage of 3 patrol vehicles. This is also hampering service delivery and in the case of emergencies like responding to motor vehicle crashes, the response times are affected.

Traffic Technical Section: This section consists of three members who are responsible for the maintenance of all road signage and markings within the Ndlambe Municipal jurisdiction. This section has been operating without a vehicle since 2008 due to the vehicle they had was constantly in the workshop for repairs. During 2010 the vehicle was written off leaving the section without a vehicle to operate. The members had to rely on transport from traffic law enforcement. This contributed to the poor service delivery regarding the maintenance of road signage and road markings throughout the entire Ndlambe Municipal jurisdiction. Due to no capital budget available on our budget, vehicles cannot be purchased.

Vehicle Licensing and Registration: There are two MVRA's that serve the public within the Ndlambe area namely, Port Alfred and Alexandria. Due to staff shortages the MVRA at Alexandria has not been fully functional. This contributed in limited service delivery at the Alexandria MVRA. The MVRA at Port Alfred is currently only operating with one MVRA clerk hampering service delivery relating to motor vehicle registration and licensing. However with the appointment of an additional MVRA clerk we hope to have the MVRA functional by end of February 2014.

Driving License Testing Centre: There are two DLTC's within the Ndlambe Municipal jurisdiction namely, Port Alfred and Alexandria.

Total Computer Solutions (TCS): This is the heartbeat of the traffic law enforcement section. All relevant section 56 documents are processed from here to court. Currently this section comprises of one member. This person has to process all relevant documentation relating to law enforcement, and also has to process other tasks like applications for events and displaying of banners ext. With the Adjudication of Road Traffic Offences (ARRTO) that will be implemented in due course, additional staff will have to be appointed at this section in order to be able to cope with the greater workload.

Disaster Management

Disaster Management capacities

Currently the Ndlambe Municipality manages its own Disaster Management obligations under the guidance of the Sarah Baartman District Disaster Management Plan. At present the Ndlambe Municipality has a contingency plan in place to cater for all emergencies and are following the National Guidelines. This includes emergency procurement measures. The position of a Chief Fire Officer and District Disaster Management Coordinator for Ndlambe which is to be seconded by Sarah Baartman District Municipality has been filled.

Ndlambe is the Municipality that has been most affected by floods and in coastal towns by high sea events in the District hence the municipality had a Service Level Agreement (SLA) with Makana which ended in 2013. A new SLA has been signed with Sarah Baartman District Municipality. Factors that are contributing to increased vulnerability of people include:

- Location of settlements on floodplains, slopes and low lying areas;
- High number of households living in informal settlements;
- Lack of awareness of flood hazards;
- Non maintenance and non-cleaning of storm water systems or insufficient capacity of the system;
- No early warning system.

It is also worth noting that the municipality has adopted fire services tariffs which are reviewed annually as part of the legislated Budget Processes.

Potential Disaster Events

- **Severe Storms (Wind, Hail and Tornado)**
Ndlambe is a Coastal Municipality and experiences all kinds of severe storms
- **Floods**
Flooding is seasonal and is part of the severe storms of the area.
- **Fire**
There is a Fire Brigade service stationed at Port Alfred as part of the Municipal Protection Services. Not only are veld fires and fires in informal settlements are a problem, but the coastal region is mainly part of the tourism industry with the result that most of the residential areas have many holiday cottages which are mostly unoccupied.
- **Drought**
Drought does exist in the Ndlambe area but is not a high priority risk.
- **Epidemics**
Dairy and beef farming is a huge industry within the Ndlambe Municipality, therefore Foot and Mouth is a real threat to the industry and economy of the area. Cholera and HIV can also not be discounted.
- **Hazmat**
Hazardous materials are transported to and through the area of Ndlambe by road on a regular basis. There is a limited capacity to manage a Hazmat incident.
- **Tidal Surge**
Being a coastal municipality, Ndlambe is vulnerable to the effects of abnormal tidal surges. Most of the Tourism industry of Ndlambe is situated along the Coast Line.
- **Accidents (Maritime and Aircraft)**

Every municipality including Ndlambe is vulnerable to the possibility of a major aircraft accident irrespective of the low priority risk. The Ndlambe coast line forms part of the main shipping lanes on the East Coast of Africa and is therefore vulnerable to Maritime disasters.

Available Resources

The available resources that can be accessed in relation to any potential disaster are;

- District Disaster Management Officer
- Municipal Disaster Management Officer
- Municipal Protection Services (Fire Department and Traffic Department)
- Established Municipal Departments

Emergency Response Services

Response teams can be comprised of and drawn from the following services;

- S.A.P.S, Fire Department, Ambulance Services, Traffic (municipal and Provincial), N.S.R.I, F.P.A, Provincial Departments (Social Services / Health / transport)

Proposed Location of the J.O.C

The proposed locations of the Joint Operations Centres could be based at:

- Port Alfred ...Fire Station – Corner of Albany and Bathurst Streets.
- Kenton-On-Sea...S.A.P.S.
- Alexandria...Alexandria Municipal Offices
- Seafield...S.A.P.S.
- Boknes and Cannon Rocks...S.A.P.S. – Kenton-On-Sea

Emergency Evacuation Centre

The access to and ability to cope with potentially large numbers of people are critical to an emergency evacuation centre. These are normally the following. Details of these venues will be contained in the contingency plans and detailed resources database.

- Town Halls
- Community Halls
- Churches
- Schools
- Hospital

Identified Vulnerable Infrastructure

These are identified as:

- Storm Water Drainage in Urban Industrial Trade Centres and Residential areas
- Electricity Supply

- Road and Rail bridges
- Communications

Identified Communities at Risk

The fact that the Ndlambe Municipality is a Coastal Municipality and is therefore fundamentally exposed to the threat of possible increased tidal surges which can be aggravated by the onset of global warming and the effect of climate change. The vulnerable communities in this respect are any which live or reside directly along this stretch of the coastline. In addition the KwaNonkqubela settlement in Alexandria has been assessed to be a priority vulnerable community in the Ndlambe Municipality. Of significance is that it is exposed to the threats of fires, severe wind storms and flooding.

In Port Alfred the New Rest informal settlement is also an area of concern. It is exposed to possibilities of flooding and fires due to the flat unprotected layout of the settlement and the close proximity of structures to each other.

Preventative Measures

There are structures in place to respond to any of the identified threats or hazards, however resources are limited, distances are vast and response times are restricted.

2.7.6 Recreational/Community Facilities

Management of Facilities

- The management of community halls does not have a clear strategy that guides the use of the halls, the income potential, maintenance of facilities and the protection in terms of vandalism.
- Two of the existing halls are leased namely Boknes / Canon Rocks and Ekuphumleni. Fewer problems are experienced at these sites. Although parts of the community feels excluded from the use of the halls.
- The facility in Marselle does not have sufficient supervision as most officials are located in Bushmansriver.
- New Community facility at Station Hill has not been financed.
- Condition of community facilities in Ward 5 and the Jauka hall is in serious disrepair.
- Maintenance and repairs to community halls do not consider practical implications for example glass sliding doors are easily damaged and do not offer a large enough entry space for coffins during funerals

The utilisation of the facilities in some areas is limited to specific groups in the community. No data is available regarding the condition of the facilities or the successful utilisation thereof, apart from a comment in the SDF that the facilities in Marselle are under-utilised.

Libraries

Constraints

- Alexandria, Marselle, Kenton, Ekuphumleni, Bathurst & Freestone Libraries are operating with card cataloguing (manual system) for circulation of books
- One library (Port Alfred) out of six connected to computerised system(PALS)
- Six out of the seven existing facilities require upgrade and maintenance including 3 facilities without public toilets. Maintenance of libraries 5 Libraries Alexandria, Marselle, Ekuphumleni, Kenton-On-Sea and Bathurst libraries with the help of Department of Public Works has been carried out but toilet facilities and Activity rooms are still a challenge.
- Compliance to health and safety requirements including a minimum of two exits per building, fire extinguishers in working condition and the availability of first aid kits are not met at the facilities.
- None of the facilities have the infrastructure to offer on line electronic information access. (See potentials below) (Port Alfred library does offer online electronic information access)
- Most of the facilities have insufficient space to accommodate public and office facilities. At some venues up to 100 children approach the library to work on projects but have to be turned away.
- Staff lack a customer centric culture within the service e.g., bad attitude towards public, deterioration of the service due to lack of monitoring & supervision.
- Operating hours are influenced by the sharing of staff among the facilities leaving some communities without service during critical time periods.
- Knowledge resources are extremely outdated and this is exacerbated by slow bureaucratic processes in the delivery of books by the DSRAC (up to two years delays
- Security of resources-turtle tape to secure the limited Resources that we have.
- No Transport dedicated to library activities and Functions.

2.8 MUNICIPAL & INSTITUTIONAL DEVELOPMENT & TRANSFORMATION (KPA 2)

2.8.1 Human Resource Development

Ndlambe Municipality employs 490 people who currently account for 37% of the local municipality's overall budget. These employees are based in Port Alfred (Main Administrative Centre), Bushmans, Kenton on Sea, Seafeld, Bathurst, Alexandria (All satellite offices). It should be understood that people are not only an organisation's most valuable assets, they are the organization. Without them nothing will happen. Therefore it becomes the duty of the municipality to work towards making them successful. The Constitution of the Republic of South Africa sets out the democratic values and principles that should govern the public service as follows:

- A high standard of professional ethics must be promoted and maintained;
- Efficient economic and effective use of resources must be promoted;
- Local public administration must be development-oriented;
- Services must be provided impartially, fairly, equitably and without bias
- People's needs must be responded to, and the public must be encouraged to participate in policy-making;
- Public administration must be accountable;

- Transparency must be fostered by providing the public with timely, accessible and accurate information;
- Good human resource management and career development practices, to maximize human potential, must be cultivated;
- Public administration must be broadly representative of the South African people, with employment of personnel management practices based on ability, objectivity, fairness and the need to redress the imbalances of the past to achieve broad representation.

In line with the constitutional principles the vision for municipal human resources is of a representative, coherent, transparent, efficient, effective and accountable and a staff complement that is responsive to the needs of all the local residents. The challenge for local government therefore remains in the following key areas:

- Organizational structure that is misaligned with strategy and institutional service delivery goals and the Integrated Development Plan (IDP).
- A need for the streamlining of recruitment and selection processes;
- Creation of awareness of Code of Conduct for municipal employees across all levels of staff;
- Dysfunctional remuneration strategies and practices that lead to increased human resources expenditure and which in turn negatively affect effective staff attraction and retention;
- Creation of a Performance Management System and instil a performance culture and service excellence;
- Representivity including increase in number of staff (black) at top level-women managers and people with disabilities-to be in line with the local demographics;
- General lack of service standards and performance excellence standards.

Assessment of issues

The previous IDP reviews concentrated on the institutional development to ensure improved performance of the IDP and this included a conscientious effort to improve the implementation capacity of operational staff in the respective departments.

- Implement an effective business processes to develop and monitor the Workplace Skills Plan;
- The issue of absenteeism becomes an important topic on the agenda of the leadership team and HR;
- Challenges with regard to aged equipment, cost of repairs and maintenance and work time lost remains a priority during budgeting processes;
- Investigate possible sources of revenue / investments associated with private sector social responsibility agenda's (See as part of Revenue Enhancement Programme)
- Development of sector based IGR arrangements that support good relationships, joint operations and coordination;
- Develop and monitor the implementation of the SDBIP as the driving ACTION PLAN of each department. (not only a budgeting tool /compliance exercise);
- Within a transforming institution, some staff members are facing greater responsibilities and delegations. This place new demands that not all staff are able to respond to;
- The achievement of IDP related objectives within the given Human Resource Framework is challenged by the following:

- Supervisory challenges due to the distance between the Administration Units and the centre;
- The budget constraints (no capital budget except MIG) result in units not having the appropriate machinery and other physical resources to use their human resource effectively;
- The recruitment of skilled professionals is challenged by difficulties to attract skilled staff due to the low salaries paid;
- Demoralised staff due to perceived unfair salary structure after the amalgamation of different administrative units in the area. The Task system of job grading has not been useful to the institution in closing the gap between different levels of management;
- Some HR functions (relating to pay and benefits) are managed by the finance department – payroll. Insufficient inter-departmental coordination and communication result in delays in resolving HR related queries;
- No local training service providers which increases cost and time requirements;
- Poor integration of new knowledge into the organisations as the needed equipment and systems are not in place for implementation;
- Achieving the Equity targets with regard to the inclusion of disabled persons is challenged by the fact that the existing municipal buildings / offices are not suitable for disabled persons. Resistance also exist with regard to the perceived physical requirements of certain job descriptions. Questions also arise whether the existing targets are truly reflective of the demographical profile of the area with particular reference to women in managerial positions.

Having assessed the challenges and shortcomings encountered with regards to Human Resources Management, Ndlambe municipality has identified the areas discussed below as a response to its long term HR Plan.

2.8.2 Recruitment, selection and transfer of employees

All staff appointments in local government are made in accordance with the municipal strategy as enshrined in the IDP along the structure follows strategy principles. In addition staff appointments are made strictly in compliance with the Labour Relations Act and other legislation governing fair, equitable labour practices. Ndlambe Municipality has already formulated a policy that regulates the recruitment and selection of staff. This policy applies to all appointment and recruitment of staff to the municipality including the appointment and selection of staff for contract work. However, on conducting policy analysis and review it came out that the policy has flaws (minimal) and needs to be revisited to ensure that it is fully legally compliant and is aligned with current developments in the labour environment. A new Recruitment policy process has been formulated and was adopted by Council in 2010 which includes the identification of need for the filling of a vacancy, the process of advertising, short listing of candidates, the selection of candidates for interviews and the procedures for interview of staff which includes the composition of interview panel and the final selection and appointment process.

The objectives of the Ndlambe Municipality Recruitment Policy are as follows:

- To provide objective, fair approach, procedures and processes and guidelines for the recruitment of municipal staff;
- To ensure fairness and equity in the recruitment of staff in compliance with legislation;
- To minimize the potential of labour disputes due to recruitment and selection of staff;

- To ensure the municipality's ability to comply with labour market trends through the recruitment and selection of suitably qualified and skilled personnel;
- Initiate controls to ensure that only authorized persons have access to the information, thus preventing information and/or the records themselves from being stolen or damaged.

The policy also makes provisions for the transfers, deployment and secondment of staff and the policy implementation plan clearly defined (business) process and procedures to put in place for this purpose.

2.8.3 Employee retention

One of the challenges facing the municipality is high staff turnover. Amongst others, the following can be cited as possible causes of the relatively high staff turnover:

- Huge disparity in salary gaps-especially between s57 and 1st level of management (Deputy Directors and to the lowest levels of employees-general workers)- this is seen as a massive contributor to high staff turnover and perhaps also to low staff morale;
- Management culture and approach-intransigent management approach;
- Lack of motivation or concerted program to increase staff morale;
- Lack of incentives;
- Extremely low salaries and remuneration- this has been aggravated by the job evaluation results and the downgrading of the municipality;
- No career path for staff- nor is there career planning. However the municipal management is only now starting to look into career development for staff;
- Job evaluation-results- it took almost seven (7) to finalise the job evaluation process and to implement these results. As already stated the results downgraded the municipality and most of the staff were not upgraded- implemented for seven years and negatively affects upward mobility of staff;
- Recruitment and selection practices-tendency to recruit externally without a concerted staff development that ensures upward mobility;
- No employee satisfaction procedures/surveys conducted e.g. quarterly to indicate whether the municipality is an enjoyable place to work for;
- Organisational culture-Rules, procedures and a bureaucratic rule-bound culture and approach that hampers innovation and demotivates staff.

2.8.4 Capacity building and skills development

It is a known fact that municipalities across South Africa have different levels of capacity and Ndlambe Municipality happens to be one of the low capacity municipalities. It is critical for the municipality to ensure that plans are put in place to develop the skills and competencies of its staff so as to be able to handle the challenges and changes facing the local government sector. Challenges include:

- Lack of measures that ensures that training and skills development is in line with the developmental local government agenda;
- Limited interdepartmental dialogue with regard to scarce skills, prioritization and investment for training;

- The role and effectiveness of the training committee need to be reconsidered;
- No measures in place to ensure that training and Human Resources Development is effective impact analysis.

Activities to reduce challenges:

- Revive Training Committee to ensure fair representation of stakeholders;
- An indication Workshop for the Training Committee was held with assistance from local government SETA (LGSETA) in order for the committee to carry out its full mandate;
- SDF to ensure that the language of training and development and its processes are understood across the municipality;
- Develop an implementation plan for WSP;
- Encourage ABET programme.

2.8.5 Career pathing

In the formulation of human resource development approaches, career pathing will be central to the formulation of strategy and policy on employee retention. Career pathing is also crucial as a tool for both retention and productivity to, amongst others, engage and retain top talent using tailored programs. Career pathing is also quite critical as a tool/mechanism to build leadership talent.

Challenges that have led to focused career pathing include:

- The collapse of employee loyalty;
- The mismatch between the products/outputs of the current educational system (in relation to talent & skills) and the labour market needs;
- Low productivity;
- High rate of staff turnover.

The basic **objective** of career pathing is to:

- Attract and hold talent through the development of career paths;
- Increase retention and productivity with state of the art career pathing tools, techniques and technologies;
- Build and develop a plan that will provide tools to help employees not only find their strength but to give (do) their best at work;
- Implement career pathing programs to become a best player in talent management;
- Determine the strengths and weaknesses in current development programs and, in addition supply what is missing;
- Reduce costs by linking career pathing to improved satisfaction and productivity;
- Ensure focused developmental resources and thereby accelerate organisational performance.

Activities to reduce challenges:

- Develop and adopt policy on career pathing;
- The policy should basically incorporate above challenges.

2.8.6 Employee wellness program

Employee Wellness Programs have been evolving over time as a response to predominantly the following factors:

- Changing social conditions,
- Changes in the legislative environment governing workplace,
- Changes in healthcare impact on employees from both public and private sector.

These factors and the diverse nature of Employee Wellness Programs have led to various approaches within the field. To ensure a shift towards a more holistic employee wellness approach, the key components of Employee Wellness Program would include:

- The provision of health education and health awareness program focusing on and targeting employees;
- The provision of employee counselling and work life services;
- The provision of stress management and critical incident services;
- The identification of behavioural health risks that can be modified through health risk assessments;
- The implementation of individual and organizational behavioural change interventions to mitigate identified risks.

Especially for the local government environment (state) it becomes critical that the Human Resources Development plan incorporates the following critical areas:

- The implementation of individual and organisational behavioural change interventions to mitigate identified risks;
- Measures in place to ensure that the workplace/s is safe through occupational health and safety. It therefore becomes critical that the Occupational Health and Safety Act is therefore implemented to the letter;
- That attention is paid to the psychological aspect of health and wellness;
- Measures are put in place to ensure the general health and well-being of employees-health education, awareness etc.
- Managing diseases successfully;
- Develop measures that will ensure a shift in HIV/AIDS interventions, strategy and HIV/AIDS Policy into the general Employee Wellness program:
 - Develop and implement sexual exposure chart and STI's;
 - Understanding key elements of HIV/AIDS treatment and care for the workplace;
 - Emphasis on pre- and post-test counselling and confidentiality;
 - Assist and develop HIV/AIDS measures that will deal with stigma and discrimination;
 - HIV/AIDS as South Africa's biggest health issue that requires employer responses to absenteeism, sick leave etc.

Activities to reduce the challenges:

- Re-establishment of the Occupational Health and Safety Committee;
- Induct and Workshop the Committee in order to make sure that it carries out its full mandate;
- Develop Programme;
- Develop and Implement Employee Wellness Programme;

- Develop workplace HIV/Aids Strategy.

2.8.7 Employment equity

Concerted efforts were made to address the employment equity targets of the municipality as enshrined in the Employment Equity Plan. With implementation of the Municipal Employment Equity Plan the following were undertaken:

- Analysis of staff profile & develop an Employment Equity agenda for municipality;
- Ensure implementation of targeted employment practices & HRD functions.

The following table indicates the demographic profile of the municipality's management

Table 2.10.7 – Employment Equity

NAME	POSITION	GENDER DISTRIBUTION		STATUS
		RACE	GENDER	
Mr Rolly Dumezweni	Municipal Manager	Black	Male	Filled
Mr F Fouche	Acting Director: Community Protection	White	Male	Filled
Ms Lazola Maneli-Payi	Director: Corporate Services	Black	Female	Filled
Mr Howard Dredge	Director: Finance	White	Male	Filled
Ms Noluthando Vithi	Director: Infrastructure	Black	Female	Filled

On the basis of the above table it should be highlighted that the municipality is making strides in order to meet the set employment equity targets especially with reference to Gender (Women) and People with Disability (Disabled). The Municipality also has a well-equipped management team in terms of experience and knowledge. A comprehensive skills audit is available to guide the training initiatives of the Municipality. This needs to be translated into a skills development plan.

2.8.8 Council support

Purpose:

- Develop regulatory framework, policy and procedures for effective governance interface requirements between administration, council and their constituencies;
- Deliver administrative services to council meeting schedules, agendas, preparation of documentation, minutes, documentation of resolutions and tracking implementation of resolutions;
- Develop a clear process of submission of items for Council and Executive Committee;
- Mobilization & deployment of resources for effective ward committee functioning:
 - Understanding the needs of ward committees;
 - Provision of administrative support to ward committees;
 - Capacity building & training of ward committees[Training for ward committees is done on a continuous basis depending on the availability of funds];

- Promote & enhance access to ICT services for ward councilors;
- Support to ensure effective communication between ward councilors & constituency;
- Provision of administrative support services aimed at enhancing public participation relating to all planning processes (IDP, SDF and other sector plans) as per legal requirements;
- Enhance and strengthen access to information for public-council agenda's.

2.9 LOCAL ECONOMIC DEVELOPMENT (KPA 3)

Local Economic Development (LED) has been identified as a key means of improving the economic prospects of South African citizens. The purpose of LED is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation

Ndlambe Municipality is land locked between four Municipalities namely Nelson Mandela Metro, Makana, Ngqushwa and Buffalo City Metro. Ndlambe Local Municipality is a predominantly rural area with agriculture and tourism dominating the economy. It encompasses the towns of Kenton-on-Sea, Boknes, Bathurst, Boesmansriviermond, Alexandria and Cannon Rocks.

The recently released population statistics by Stats SA indicates that Ndlambe has a population of 61176 out of which youth unemployment is generally high especially in the townships. Unemployment is at 30% as per 2011 statistics The Key economic sectors for the Ndlambe Municipal area are:

- Tourism
- Agriculture
- Services sector

The employment within Ndlambe is largely spread across the following economic sectors: government, agriculture and services industry. Government and the agricultural Industry has for quite some time been the contributors in employment. Agriculture is less diversified with key farming activities being Dairy Farming, Beef Farming, Chicory, and Pineapple Farming. Most of the farming activities within the area are pursued by white farmers with black communities being the mere providers of labour.

The Agricultural industry has in the past 10 years been in a state of decline the chicory industry has been the hardest hit with many farmers either shutting down operations or switching over to other commodities like beef farming. The decline in any of the key sectors always has a direct negative impact in the townships in terms of jobs losses and employment. Government has for the past few years started land acquisition initiatives by buying farms to settle groups of farmers or communities to take over some of the white owned farms. The land acquisitions through the Land Reform Programme have not been a great success, in many instances farms bought on behalf of communities and or farming groups started declining thus shedding more jobs with declining productivity. Government owned land and that owned by the municipality e.g. commonages is hardly commercialised or used productively to benefit local communities in a sustainable manner.

As part of a strategy to revive the contribution of the agricultural sector in the local economy, the municipality issued a call for proposals inviting service providers to tender for doing a land audit of state farm land within the municipality, propose strategies for scaling up production and alternative land use. The municipality further requested service providers to profile current performance of land reform farms and determine if there is scope for expansion, increased productivity, and value addition for maximum job creation opportunities.

2.9.1 Introduction to the Social conditions of Ndlambe

The nature of the Key Performance Area encapsulates a number of social service issues including:

- Responding to the challenge of poverty and needs of special groups (women, youth and the disabled);
- Providing recreational and sports facilities;
- Dealing with the demands of cemeteries;
- Offering environmental health services, including waste removal;
- Ensuring the availability of Primary health care;
- Environmental management and protection services;
- Contributing to a vibrant local economy;
- Creation of a safe environment in terms of crime and protection services.

2.9.2 Supporting economic development

The local economic development planning is influenced by the latest LED Strategy - Economic & Development Update (February 2009-Africa Inform). The key issues raised are:

- An aging population, but also a reasonably well educated population, which has a direct bearing on the types of interventions required and feasible;
- High unemployment rates, especially linked to the dramatic change in the agricultural sector over the past few years;
- The current water problems;
- Possible electricity challenges.

The natural environment provides the basis for the regional economy, especially the primary agriculture, recreation and tourism sectors. The natural environment of the area supports the following land-uses:

- Cultivation of land especially in the north and east of the area in the vicinity of Alexandria, Langholm and Trappes Valley;
- Plateau grasslands support the dairy and beef industries;
- Thicket and bushland cover the many river valleys;
- Wetlands mainly occur adjacent to the Fish and Kariega Rivers, while shrubland and low fynbos are found in the east;
- Tourism and recreation, primarily along the coast.

In an analysis compiled by Urban Econ (date) regarding the economic realities of the Municipality, the following are described as useful characteristics:

- Well-developed communication infrastructure, including transport and telecommunication;
- Includes air transport facilities and a municipal marina;
- Diverse economy dominated by agriculture;
- Municipality has a fair regulatory capacity;
- Moderate transaction costs arising through distance and travel time to the major economic centers;
- Relatively high capacity in the informal sector to generate economic opportunities.

A comprehensive study is available regarding the perceptions of young people with regard to job opportunities, education and training opportunities, as well as entrepreneurial services. The report was prepared by the

PCRD (Project for Conflict Resolution and Development) in partnership with the Special Programmes Unit. This report should be used in the design of any future youth measures.

Table 2.9.2 - Agricultural Suitability and Potential

LM	Rainfall	Temperature	Soils	Irrigation	Dominant Farming Enterprises	Suitability / Potential
Ndlambe	<p>600mm</p> <p>The area is classified as semi-arid with small occurrences of dry sub-humid</p> <p>59% of the rain falls in summer (Oct – Mar)</p> <p>A drop in rainfall occurs in midsummer (Dec – Jan)</p>	<p>Jan: 27°C to 28°C</p> <p>July: 8°C or more</p> <p>The area does not receive regular frost</p> <p>Occasional frost (1 out of 10 years) occurs inland from Bathurst.</p> <p>The coastal plain between Bathurst and Port Alfred is frost free</p>	<p>Soils are moderately deep close to the coast and lowland areas (>800mm)</p> <p>Somewhat shallow or shallow in inland areas (<600mm)</p> <p>Topsoil textures are predominantly loamy sand and sandy loam with pure sands in the southern coastal area</p> <p>Clay pan: soils with impeded internal drainage in deeper soil areas</p>	<p>Soils are predominantly suitable for irrigation, should water be available</p> <p>Currently there is a large number of isolated occurrences of irrigation in the area</p>	<p>Alexandria</p> <p>Characterised by extensive dairy farming with limited sheep and goat farming. Wheat is cultivated mainly as a dry land crop together with chicory, some pineapples, maize, oats, rye and potatoes and lucerne. A small area is forested.</p> <p>Bathurst</p> <p>Goat farming is common with some sheep and cattle farming. Chicory, pineapples and lucerne are grown, mainly without irrigation.</p>	<p>Crops - Irrigation:</p> <ul style="list-style-type: none"> - Vegetables, sugar beet, (almost all areas are suitable) - Olives (large areas are suitable or marginally suitable) - Oranges (almost all areas are suitable or marginally suitable if not too windy) <p>Crops - Rain fed:</p> <ul style="list-style-type: none"> - Wheat + pecan nut (almost all areas are suitable or marginally suitable) - Pineapples (the coastal areas marginally suitable) - Chicory (large areas are suitable or marginally suitable) - Aloe (limited areas in the west are suitable) <p>Livestock/ Game</p>

Existing commercial farming activity corresponds to the land capability classification and commercial farming is dominated by grazing (mainly beef and game) and dry land crops (mainly chicory and pineapples). The main trends in land-use over the last decade have been:

- Strong increase in number of beef and game farms;
- Strong decrease in chicory and pineapple farms.

2.9.3 Potential and Competitive Advantage (LED Strategy)

Pineapple Industry

Despite the contraction of the industry it remains the dominant industry in the area with an annual turnover of R80 million. Pineapple processing takes place mainly at East London canneries, where 330 people were retrenched in recent years. What remains is a pineapple juice concentration facility that employs 125 people. In Port Alfred, Sunshine Juice uses local pineapples and employs about 30 people. In the early-2000's Ndlambe acquired Sunshine Juice and under the name Umsobomvu Pineapple Pulping it became an LED "flagship project", but after a short time it closed its operations at Mount Pleasant farm (a municipal owned farm near Bathurst) due to mismanagement.

A few years ago the pineapple growers came to the conclusion that pineapple farming based on fruit alone was no longer viable. Consequently, PGA and ECDC established a joint venture called Ndlambe Natural Industrial Products (NNIP) to drive the industry turnaround strategy through value addition initiatives. NNIP (Pty) Ltd was established in 2006. In 2008, NNIP acquired a majority (75.5%) share in Summerpride Foods Limited (Phase one). The juice concentrating plant will be relocated to Bathurst (Mount Pleasant Farm) as soon as the building phase is complete, creating those 125 jobs in Bathurst. NNIP has commenced a five-year restructuring and development program costing more than R500 million, which over and above the pineapple juice concentration facility, will focus on processing pineapple plant material adding value to these residues, being specifically:

- Biotechnology/medicines from pineapple stumps;
- Pineapple textiles (pine fibre) from the leaves; and
- Composites, also from the leaves.
- Residues from the combined processes will be fed into an Anaerobic Digester to create electric power and steam.

NNIP has developed value added products and processes that will ensure the utilisation of all previously wasted plant material, this concept is called Agricultural Sustainability through the implementation of Zero Waste Value Chain principles. The fibre project is anticipated to create 600 jobs. Pineapple yarn is similar to cotton, but stronger. Annual production of textile fibre is planned for ±6000 tonnes. Composites that could be produced include insulation, particle board and building panels. Samples have been produced and tested. The designs include an anaerobic digester which would produce electricity, steam and organic fertilizer. Water for the facility can be sourced from the enlarged private Golden Ridge dam (owned by a pineapple grower).

A large textile manufacturer is expressing interest in establishing an Integrated Textile Plant which could create an additional 3,000 jobs. The NNIP project is at the design and fund-raising stage. IDC, DBSA and private investors are expressing interest. A black empowerment trust (to benefit pineapple farm workers and NNIP employees) will take 26% of the NNIP equity. The success of NNIP would increase the local demand for pineapples. NNIP and PGA believe that the area under pineapple could be doubled from the 2008 level,

thereby creating a further 1,500 job opportunities. PGA has supported a now large and thriving black pineapple farmer in Peddie. Lessons from there could be useful in establishing black pineapple farmers in the Bathurst area. Currently the Municipality is assisting the Bathurst Community to set up a Community Development Trust called Bathurst Community Trust (BCDT) to promote the participation of emerging farmers in the Pineapple Industry, development (on municipal farms, LRAD farms and Bathurst commonage). Given the 4-year growth period of pineapples, the increased planting might have to start soon. PGA anticipates the establishment of a Pineapple Training School.

Ndlambe Municipality can support the project in the following ways:

- Finalisation of lease for NNIP operations on Mount Pleasant Farm (more than 20 ha out of 126 ha required) Draft Lease Agreement has been forwarded to NNIP for comments and awaiting response soon;
- Rezoning of area for industrial use;
- Agreement to buy electricity from NNIP (15 MW);
- Infrastructure provision.

Chicory Industry

The chicory industry, based in Alexandria, has also been in decline over the last decade. In 1997 7,500 seasonal workers were employed on 4,500 ha to plant chicory. Now there are only 1,500 seasonal workers employed on 1,000 ha. In Ndlambe area there are now only 25 chicory farmers, all dry land.

Correspondingly, employment at Chicory SA's processing plant in Alexandria has fallen from 150 to 80 over the last decade. Chicory is an annual drought-resistant root crop that is rotated every year or two. Chicory farmers employ local unskilled workers for planting, hoeing and lifting on a casual basis for the minimum daily wage. The crop is labour-intensive: 20 to 30 people are typically employed on a 20 ha cultivation.

The introduction of the minimum wage in 2001 caused 30 producers to leave the industry. Many farmers switched to game farming with far less labour employment (switches in land-use between game and stock-farming have less employment impact).

The Chicory SA factory is now operating at only 50% capacity, due to lack of supply from the farmers. Chicory SA sells to Nestle and National Brands, and faces competition from allegedly inferior Indian chicory. Chicory SA wants chicory cultivation to double in the short-term, and has identified several municipal farms that are suitable (Kruisfontein, Dekselfontein, Brakfontein and Forest Hill). There is also a move back into chicory by a few of the local farmers as the economic benefits have increased. Chicory SA has pledged to support all initiatives and moves aimed at promoting the production of chicory within Ndlambe Municipality through provision of technical support to emerging farmers and easy access to ready market for their production.

Other agricultural potential

- Aside from chicory and pineapples, AgriDIS also indicates the potential for wheat, maize, oats, rye and potatoes. The Area Based Plan also indicates the potential for irrigation of vegetables, sugar beet, olives and oranges;

- Several farms already practice irrigation on a small scale, depending on water availability (boreholes, springs and rivers) using centre pivot and drip irrigation techniques. Existing irrigated crops include pepper dews and rose geranium (for essential oils). Quite a substantial number of commercial farmers have diverted to game farming due to minimum operating costs involved in Game Farming in comparison to Crop Production.

Municipal Farms

The availability of well managed commonage is a critical component of the Municipality's responsibility of using their assets to the economic benefit of communities. It contributes to income generation as well as food security effects. The current analysis indicates that this area is not well managed, resulting in unhygienic conditions as a result of animals in the back yards. In cases where commonage is available, communities are hesitant to use the facilities due to theft. Apart from the mere availability of commonage, other issues include the following:

- Communities refuse to pay nominal fees for the use of commonage facilities;
- Fences stolen;
- Lack of infrastructure;
- Insufficient water.

A closer relationship with the Department of Agriculture is needed in this regard. The Department of Agriculture has been approached to assist on sub division of the Commonage. Within the context of poverty alleviation and the national priority regarding food security, the effective management of commonage offers the Municipality an opportunity to contribute to improving quality of life.

Table 2.11.4 - Availability and management of Commonage

NAME OF AREAS	WARD	HA REQUIRED	AVAILABLE (YES/NO)	FENCED (YES/NO)	MANAGED EFFECTIVELY
Port Alfred (Nemato)	7/ 8/9		Sufficient	Y	N
Kwanonkqubela	1		No	Y	N
Kenton-on-Sea Ekuphumleni Bushmans Marselle			Not sufficient		
Boknes/Cannon Rocks	2		None needed	N/A	N/A
Bathurst Nolukhanyo Freestone Wilson's party	5		Sufficient	Y	N
Seafield	6	0	None needed	N/A	N/A

Municipally-owned farms are generally fairly unproductive, but the Ndlambe LED Unit is working with partners to rectify this on four municipal farms:

- Bathurst Commonage (3,000 ha):
 - Cattle farming;
 - 20ha Masipathisane Crop Farming (20ha, 22 women, tomato tunnels);
 - A conservation project has secured (R280,000) from DEAT and SA National Botanical Institute for bee-keeping, a game-lodge;
- Mill Farm (300ha) (on the road to Bathurst):
 - 14 gardens and 2 herb gardens for essential oils planned R500,000 approved by DEDEA;
- Forest Hill (650 ha)(between Kenton and Alexandria):
 - Chicory project (DoSD);
 - Cattle;
 - Planning pineapples;
- Brakfontein Farm (near Alexandria);
 - Chicory Production Project (UManyano has received funding (R 1 354 100.00) from National Development Agency (NDA- EC) through the assistance of the LED Unit;
- Other municipal farms mentioned by the LED unit are:
 - Kruisfontein Farm (Alexandria);
 - Freestone farm (Bathurst);
 - Mount Pleasant Farm (Bathurst) This farm has been leased to Ndlambe Natural Industrial Products (NNIP) for Pineapple production and beneficiation;
 - Klipfontein Farm (Kenton) Is earmarked for Expansion of Chicory Production, pending on availability of funds.

Tourism

Tourism in Ndlambe has already been researched: in 2003 Grant Thornton Kessel Feinstein produced a Tourism Sector Plan (TSP), and in 2009 Peter Myles (Kyle Business Projects) was commissioned by Sarah Baartman District Municipality (CDM) to produce a reviewed report of the sector. The review formed part of the project to develop the Sarah Baartman District Municipality (CDM) Tourism Master Plan. Ndlambe tourism product focuses predominantly on:

- Nature- based attractions and activities: nature reserves, game reserves, beach and marine, hunting, agri-tourism, farm stays;
- Heritage – based attractions and activities: the buildings heritage, rich cultural heritage, the British Settlers, art and literature.

The Reviewed Tourism Sector Plan document also revealed niche tourism markets within Ndlambe. These were identified as the following:

- Heritage tourism;
- Eco-tourism;
- Beach and Marine tourism;
- Agri-tourism;
- Adventure tourism.

A significant portion of the trade sector is supported by tourism. A major part of the construction industry is engaged in the construction of holiday homes. The existing tourism studies do not mention this. An important LED task of Ndlambe Municipality may be to enable, support and add value to this likely future coastal real estate development, so that coastal poverty is reduced, and sustainable coastal livelihoods are created. To improve the management of coastal development will require the following:

- Finalisation and Council adoption of Ndlambe’s CMP (aligned to IDP and SDF);
- Quality implementation of the CMP, in terms of the Coastal Management Bill;
- Recognition that existing water and sanitation bulk infrastructure is overwhelmed by peak season tourism, and take appropriate action;
- Developers must provide their own infrastructure (including bulk water & sanitation) and subsidize neighbouring communities;
- Improved co-ordination of municipal functions: LED facilitation, IDP, environmental

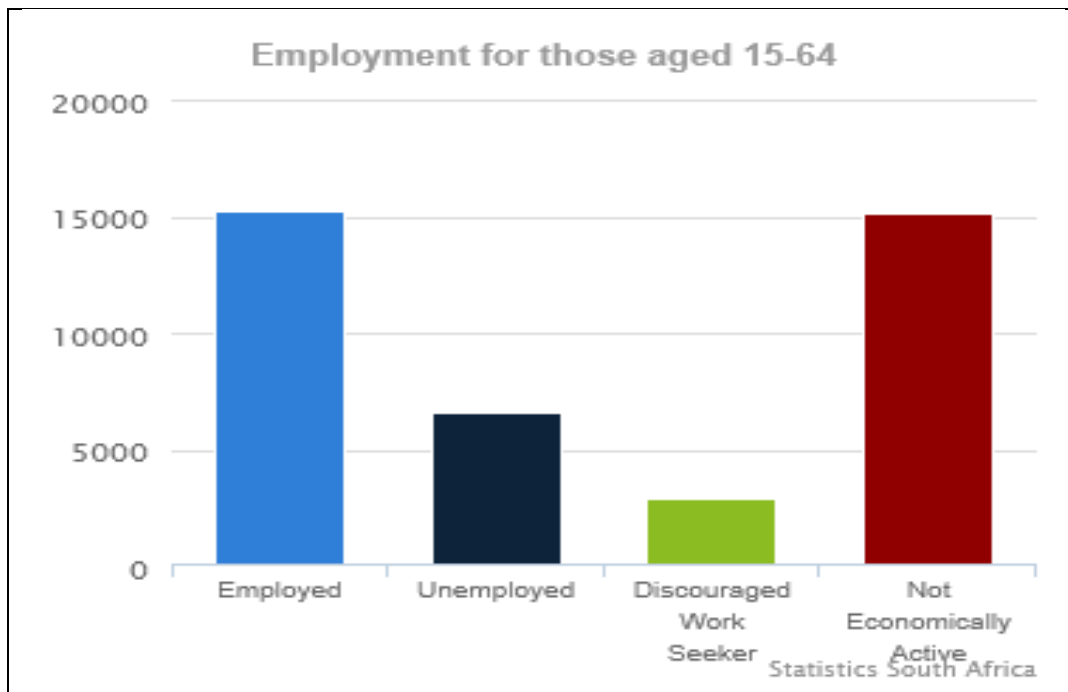
Ndlambe LED has an officer responsible for tourism, whose activities include:

- Product development (advising B&Bs, travel guides, township tours etc);
- Tourism awareness workshops;
- Capacity Building workshops to develop and improve quality on tourism products;
- Facilitating access to enterprise finance (DEAT, DTI, Umsobomvu etc) addressing tourism safety issues and signage with ECTB.

Employment status

Table 2.9.5 – Employment Status

Employment status	Percentage
Employed	15184
Unemployed	6593
Discouraged work seeker	2823
Not economically active	15050



Of the 21 777 economically active (employed or unemployed but looking for work) people in the municipality, 30,3% are unemployed. Of the 6 004 economically active youth (15–34 years) in the municipality, 39% are unemployed.

2.10 FINANCIAL VIABILITY AND MANAGEMENT (KPA 4)

2.10.1 Institutional Capacity

The Department consists of the Chief Financial Officer and the following Sub Directorates:

SUB DIRECTORATE	STRATEGIC OBJECTIVES
Income and revenue	<ul style="list-style-type: none"> Ensure optimal billing for services rendered and cash collection Ensure effective credit control and debt collection Provide freed basic services to indigent consumers
Financial control, Planning and Budgeting	<ul style="list-style-type: none"> Compile well balanced, representative and affordable budget informed by the IDP and available resources Compile accurate and reliable financial statements and reporting which reflect the true financial position of Council Keep record of Council assets and the movement of Council assets
Expenditure	<ul style="list-style-type: none"> Ensure accurate accounting in the general ledgers in order to reflect actual expenditure
Supply Chain Management	<ul style="list-style-type: none"> Control the implementation of the supply chain management policy in the procurement of goods/services

The CFO was appointed commencing office in March 2012. The CFO is responsible for the completion of a detailed yearly financial plan by 30 September each year which will be included during the next years review cycle. The plan will further consider all the concerns rose during the commenting period including improved revenue collection to enhance the available budget. In addition:

- The submission of quality business plans will form part of the PMS for each Director;
- Local support by businesses for development projects must be explored for example contractors of housing projects “adopt” the upgrading of community halls or sport fields or large industries like Clover contribute social responsibility towards IDP projects.

2.10.2 Indigent Policy for free basic services

An indigent policy adopted by Council in line with the National guidelines whose executive summary was published and made available for public inspection, guides the implementation of free basic services. These services consist of the following monthly allocations:

- 6 kiloliters of free water and basic charge;
- 50 units of electricity and basic charge;
- Free sewerage/sanitation pump outs;
- Free refuse removal;
- Full property rates and service charges;

It can be said that the municipality’s indigent register is credible and accurate in that Ward Councilors were given an opportunity to scrutinize the register and submit amendments to the register for their respective wards. As part of ensuring the credibility and accuracy of the register, the municipality updates it annually. To further strengthen the provision of free basic services the municipality is in the process of establishing a Free Basic Service steering committee.

For the previous financial year the municipality has spent 25 718 822 million to approximately 8 400 beneficiaries of free basic services. At present the municipality does not have a fully-fledged FBS unit but has staff allocated to perform this function under the office of the CFO.

Issues of Financial Management

Although the Municipality has a high debt collection rate, not all possible sources of revenue are sufficiently tapped into, for example:

- Increased rates can be considered for bulk services to new developments. The increase should not jeopardize the attraction of the Municipality as a destination of new investments. Installation of water meters in the remaining 30 – 40% of the area;
- Service accounts are all issued at the same time. The strategic spread of accounts can alleviate cash flow demands.

A debt collection policy is in place and the credit control section located in the finance directorate is responsible for the implementation of the policy. The credit control section is aided by external attorneys when

the credit control procedures require legal input. Council resolved that two additional staff be employed in the credit control office to assist with debt collection and to cut down legal costs debited to consumers/ratepayers accounts.

In addition to the above the finance management team is to address the following:

- Dealing with the challenges of SCM;
- Create and manage SCM database of providers;
- Improve the “support” service (customer focus) to directorates whilst maintaining rigorous legislative requirements.

2.11 GOOD GOVERNANCE AND PUBLIC PARTICIPATION (KPA 5)

The system

In terms of the section 12 establishment notice, the Ndlambe Local Municipality is a category B municipality of a type described in section 3(f) of the Determination of Types of Municipality Act, 2000, i.e. a municipality with a plenary executive system combined with a Ward participatory system. The Municipality is the amalgamation of the former Alexandria, Bathurst, Boesmansriviermond, Kenton-on-Sea and Port Alfred Transitional Local Councils, as well as the former local areas of Boknesstrand/Cannon Rocks and Seafield. The Municipality originally established six standing committees, but due to non-attendance and difficulties to achieve a quorum for decisions, Council adopted a single-committee system in 2001. In 2006 Council Resolve to have a municipality with a collective executive system combined with ward participatory system. All Councillors signed a declaration of interest but this is not updated on an annual basis. The Municipal Manager has been instructed by Council to circulate the form for declaration of interest for Councillors Annually.

The rules and procedures adopted by the Council also serve as the Rules of Procedures for Ward committees. The rules and Orders of Council have been reviewed and adopted by Council at its meeting held on the 18 March 2010. The committees meet six weekly and the Committee Support Unit renders administrative support to all Wards. The Ward councillors participate in the formulation of agendas via the Committee Support Unit. Results of the Ward meetings are submitted to the Executive Committee as recommendations. The Ward committees receive regular reports on Masakhane and items are formulated by Ward committee members through Ward Councillors in their respective Wards. All Wards received orientation. This was done by the Sarah Baartman District municipality (CDM) and on-going support will be provided regarding the role of Wards in communities and development. The Vuna Awards report for 2006 reported that Ward offices have been established as a place for councillors, community development workers and housing clerks to interact and be accessible to communities.

The functioning of the Ward committees is jeopardized by the following factors:

- Report back to interest groups is problematic as it became evident that there is no interaction between some representatives and the interest groups they represent;
- Not all settlements within the Ndlambe area are represented on the Ward committees due to the specified number that constitute Ward Committees;
- Very few Ward Committee members demonstrate a good understanding of the concept of developmental local government;

- The meetings are often inclined to become confrontational between the public/ councilors and the officials. As a result, officials are less motivated to attend such meetings. Creating a more conducive and constructive atmosphere at Ward meetings is of pinnacle importance to the concept of good governance;

Implementation of by-laws

The availability, implementation and monitoring of by-laws represents a key component of effective governance. During 2005, the by-laws of Ndlambe consisted mainly of standard (not localized) by-laws of the former Port Alfred municipality. The review process of 2006 as well as an assessment of the successful monitoring thereof contributed to improved governance. It can contribute to an environment that is more healthy and safe and also offers revenue potential if enforced in a consistent and fair manner. The municipality has thus appointed a Law Enforcement Officer responsible for the enforcement of the municipal by-laws. Ndlambe municipality has the following gazetted by-laws:

- Commonage By-law
- Community Fire Safety By-law
- Customer Care and Revenue Management By –law
- Electricity Supply By – law
- Fences and Fencing By –law
- Cemeteries and Crematoria By –law
- Impoundment of Animal By Law
- Outdoor Advertising and Single By –law
- Prevention of Public Nuisances and Keeping of Animals By – law
- Public Amenities By-law
- Roads and Traffic By-law
- Solid Waste Disposal By-law
- Sporting Facilities By-law
- Storm Water Management By-law
- Street Trading By- law
- Water Supply and Sanitation Services By -law

Internal Controls

The municipality have internal controls in place and are reviewed annually during the municipal policy’s review. Staff members are informed of these controls and adhere to them. Those who either intentionally or otherwise fall short in implementing them are taken to task through disciplinary functions.

Risk Management workshops are conducted annually and the risk register is updated by the Risk Co-ordinators who are the representative of all directorates. Throughout the financial period, the municipality compile and maintain financial and nonfinancial information, archive it in a central point (which is located at Corporate Services). There is a register that is signed when documents leaves and are returned to registry. BTO unit assists in the formulation of the Audit File and that is submitted to the AGSA. It helps in saving time during the Audit.

Ndlambe Municipality received a Qualification Audit Opinion during the 2015/2016 financial period. Matters raised are put to audit action plan and are addressed. There is a huge progress made to address issues raised in the Audit report, each directorate are given matters relating to their department and timeframes are monitored.

2.11.1 Public Participation and Customer care

Public Participation Strategy

Public participation is a legislated concept that ensures that democracy and engagement with civil society is enshrined in the day to day practices of Local Government. These include:

- Decision pertaining to mechanisms for service delivery;
- The establishment of a municipal entity;
- The adoption of the municipality's Integrated Development Plan, SDF and other related sector plans;
- The adoption of municipal budgets.

The Municipal Systems Act and Municipal Finance Management Act typically refer to providing stakeholders to participate in dialogues, to receive the required information and are provided with an opportunity for commenting. Furthermore, it is proposed that the municipality should consider policy that dictates compulsory public participation in, amongst others, the following processes:

- Major Policy Decisions;
- Project Planning;
- Strategic Programs and municipal strategies.

It is very important for local municipality to be careful strategic and thoughtful of the methods and tools to be selected as each public participation activity has potential to either create/build an enabler or create a barrier for the next activity in a project cycle. The municipality may use a range of public participation methods which may, amongst others, in no order of preference include the following:

- Meetings, workshops, forums;
- Different forms of group interaction;
- Focus Use of existing networks, organizations and/or institutions;
- Dissemination of information including the development and production of material and/or visuals;
- Fielding of information at public points e.g. libraries, schools etc.
- Audio visual materials;
- Interviews/recording and documentation using accessible language;
- Identification and consultation with diverse Interest groups and stakeholders;
- Tools to utilize may include an inventory of stakeholders/an assessment of the community landscape/targeted approach for hard-to-reach stakeholders (non-traditional audiences);
- Advocacy methods or groups;
- Public opinion surveys/opinion polls;
- Surveying public on perceptions about municipalities activities (public perception analysis);

- Survey to assess the level of public interest or concern on a particular issue/decision or project (assessment tools may include an assessment worksheet);
- Use of NGO's;
- Collection, dissemination and analysis of information;
- For raising public awareness and public education;
- For agenda setting and policy development processes;
- Performing operational functions;
- Capacity building of local community;
- Mediation between government and community;
- Mobilization of funding;
- Advocacy, conflict management and for coordination or facilitation of stakeholders;
- Seminars or awareness talks on a matter/s of public interest.

As part of the Public Participation Strategy the following implementation areas will be considered:

➤ **Public Participation Policy**

A Public participation strategy was formulated in 2015 and has been adopted by Council. Amongst others the Strategy will:

- Provide guidance to the municipality as to when and how to involve the public in planning and decision-making processes in Ndlambe Municipality;
- Identify activities and projects that require public participation;
- In cases where public participation is optional, the Strategy will encourage the municipality to create public participation opportunities wherever appropriate.

➤ **Public participation Plan**

This stage will include key stakeholders who will assist to identify other community stakeholders and in the design of outreach tools. The stakeholders will also assist in promoting more community buy-in for the public participation process. The plan could include, although not limited, the following key areas:

- Description of the project (if public participation is part of a project cycle);
- An assessment of the level of public concern or interest in the planned project;
- Project parameters or milestones that require/would benefit from public input;
- Identification of public participation goals;
- Identification of strategic partners and stakeholders;
- Set timelines
- Identify public participation tools to be used and in what specific instance/s;
- Schedule of planned activities;
- Roles and responsibilities-implementation;
- An evaluation of public participation plan and activities;

- Awareness.

As part of the process moving forward an awareness of the strategic program is created through both communication of the strategy and education/awareness building. The detail of the awareness program will constitute a critical component of the Public Participation Policy implementation plan.

➤ **Implementation Structure:** Public Participation Sub-committee or advisory committee. This advisory committee will not substitute broader public involvement and it is assumed that parallel processes are necessary to provide opportunities for broader participation of the public. It is anticipated that this committee will be Special Committee, temporary and issue related and to disband once the task/issue is finalized. Amongst others this sub-committee could consider and deal with:

- Provide expert advice on a specific matter;
- Consider petitions or representations on a specific matter/issue;
- Oversight function which includes that it assess and consider request for public protests, picketing and demonstrations (public order);
- To regulate public gatherings (in collaboration with law enforcement agencies);
- Appeal body to deal with public participation related complaints;

Ward Committees-whilest ward committees are stakeholder groups/interest groups their role in public participation process will be further enhanced. The government introduced Back-to-Basics where the emphasis is on what the state of local Government is and what must be done to restore the confidence of the people in the local government sphere of government.

Concerns and issues relating to public participation:

- The work of Community Development Workers is not integrated within a broader strategy regarding public participation. Their appointment by Province and work responsibility within the municipality is undefined and currently represents an under-utilized resource. The Municipal Manager is to delegate one official to Co-ordinate CDWs;
- The role of the municipality in terms of stakeholder management, offering support to unorganized groups, groups with special needs, developing community capacity to engage in issues of governance and ward committee development is not managed in a coordinated manner;
- Ward committee profile has been done in terms of representation and functioning;
- Cluster orientation for issue based dialogues to promote integration among communities
- Role, utilisation and supervision of CDWs need to be clarified with Mayoral Office: Municipal Manager delegate an official who will be dealing with Community Development Workers due to the busy schedule of Mayor;
- Should assist with public participation – working in consultation with Ward Committee and Ward Councillor;
- Should be seen as part of municipality – not asking questions about the municipality in communities;
- The departmental requirements in terms of public participation (e.g. budget processes, sector plans and the SDF) require an integrated approach;
- The concept of developmental Local Government not popularised in communities;

The Municipality has also been instrumental in the establishment of the following community structures to promote public participation:

- IDP Representative Forum;
- HIV/AIDS Council;
- Community Health Committees;
- Housing Project Committees;
- Disaster Management Forum.

The effective functioning of these structures was not assessed or commented on during this IDP process. In addition, Council has approved a public participation strategy, but the implementation and monitoring thereof is not taken seriously enough. The Integrated Development Planning process is an important mechanism for the creation of transparent governance through public participation processes, as well as a tool for improved service delivery and thereby increased customer satisfaction. To date many officials have found it difficult to relate to the IDP and the continuous addition of issues and projects by communities and councilors influence the credibility of the document. It also reduces the strategic nature of the plan and thereby prevents effective budget alignment. The IDP is seen as a collection of wish lists that do not consider the financial realities of the Municipality.

The IDP and Budget process meets all the legal requirements in terms of Public Participation. In addition all Council meetings are open to the public and agendas are available at libraries for public consumption and local newspapers. Unfortunately the size and accessibility of the council chamber does influence the ability of the public to attend meetings with specific reference to the disabled.

There is no official system by which the Municipality assesses the levels of customer satisfaction as suggested by National policies. Community complaints are mainly collected via Ward meetings, which leave room for improvement in terms of institutionalizing the Batho Pele principle. The two most frequent complaints from the community is the lack of transparency regarding financial matters and insufficient maintenance of existing infrastructure.

Special attention will be given to the establishment of a more constructive and cooperative relationship with communities and this will focus on:

- Empower key stakeholders to **engage in the business of LG** ;
- Create **effective Ward committees**;
- Support the **effective application of the CDW programme** to enhance linkage between communities and the municipality including:
- **Public participation strategy** that supports good relationships and meet legislative requirements with a strong emphasis on IEC (information, education and communication technologies) Ward Committee hand books have been circulated to all Ward Committee members and are translated into Xhosa;
- Make accurate information available in an understandable manner (linked to available progress information + reporting systems) as per Access to information Act 2001; Contribute to **positive media messages**;

- Development and monitoring a **code of conduct for municipal officials** in dealing with communities focussed on an improved public image;
- Investment in **continued Imbizo process**;
- Develop a culture of availability and openness to confront issues (**reputation of credibility and commitments**).

Intergovernmental Relations

Ndlambe municipality is committed to promoting the intergovernmental relations in line with Intergovernmental Relations Framework Act, 2005 to foster service delivery and to align local programmes with national and provincial programmes. The municipality, with the support of the Department of Local Government and Traditional Affairs, has developed the terms of reference for the establishment of an IGR forum. The secretariat of the forum will be Ndlambe municipality's Corporate Services department.

This brought into existence the Intergovernmental Relations Forum. The only challenges with the IGR Forum is the frequency of its sittings and the Sector Departments sending junior officials without decision making powers to meetings which makes the Forum ineffective. The municipality in its attempts to deal with this problem held a meeting with an official from the Office of the Premier as a Co-ordinating body to try and resolve this issue.

But since Ndlambe has already established War Rooms, in line with Operation Masiphathisane, in all wards it is believed that these challenges will be overcome.

Audit outcomes

The municipality's audit outcomes for the past three (3) financial years are depicted hereunder:

Financial year	Audit outcome
2013/2014	Disclaimer
2014/2015	Qualified
2015/2016	Qualified

The municipality is doing all in her powers to move out of the qualification audit opinion and is working towards a clean audit. This requires commitment from the municipal Council, employees, the Province and the district municipality in terms of providing support that the municipality requires.

CHAPTER THREE

VISION, STRATEGIC OBJECTIVES, PRIORITIES AND MUNICIPAL INTERVENTIONS

3.1 INTRODUCTION

This chapter outlines the proposed municipal vision, mission informed by the service delivery challenges, capacity challenges and provides an understanding of how the Municipality intends to overcome these challenges. A number of issues have surfaced from the IDP analysis, strategic planning sessions and stakeholder engagement. Each department in the municipality participated in identifying objectives and projects for the development issues raised. These were deemed to be in line with the five year Local Government Strategic Agenda and Outcome 12.

All these issues development challenges were consolidated in line with the National Key Performance Areas, namely;

- Basic Service Delivery;
- Municipal and Institutional Development and Transformation;
- Local Economic Development;
- Financial Viability and Management; and
- Good Governance and Public Participation.

3.2 Community needs

This chapter identify the objectives and projects that the municipality seeks to implement so as to fully address the needs raised by the communities. The strategic objectives, outcomes, and goals were formulated based on the needs raised by communities. Those are tabulated hereunder:

ISSUES RAISED AT THE MAYORAL IMBIZO'S AT KWANOKQUBELA (WARD 1) ON 25 JANUARY 2017	ISSUES RAISED AT THE MAYORAL IMBIZO IN BOKNES AND CANNON ROCKS(WARD1) 24 FEBRUARY 2017	ISSUES RAISED AT THE MAYORAL IMBIZO'S IN WENTZEL PARK(WARD 2) ON 24 JANUARY 2017
<ul style="list-style-type: none"> • 24 hour Clinic • Gateway Mall in R72 road • There are no municipal services in Kruisfontein such as water, only one water tank is placed for the entire community of Kruisfontein • Commonage for cattle owners and Land for production of sunflower oil. • Maintenance of Street lights • Skills development for young people • Farm should be provided for the Community of Ward 1 in order for them to do projects like Chicken projects etc. • Sport Development for the youth of Ward 1 in order to reduce crime e.g Mayoral Cup. • Jojo Tanks • Ex-convicts should also be considered for Skills development in order for them to be self-employed • Houses in Mandela without toilets. 	<ul style="list-style-type: none"> • Maintenance of roads • Upgrading of Water Plant • Tarring / Paving of road • Upgrading of Beach Front • Management of dumping site • Maintenance of streetlights • Shelter for bus stop and taxi • Upgrading of sewer system • Public Toilets • Sand dune • Road signage • Recycling projects • Maintenance of public space • Communication between the municipality and the communities • Fire breakers • Alien Plants to be removed • Housing Development • Fishing Project to eliminate poverty for residence • Maintenance of grave sites • Water Tanks 	<ul style="list-style-type: none"> • Water leakages in 401 Houses • Tarriff for grave sites should be reduced in Wentzel Park • Water restrictions during the day should be communicated with the residence • Indigent Register should be updated • JoJo Tanks for all households • Rectification of houses. • Maintenance of Street lights. • Unfinished houses in Wentzel Park. • Police visibility in the community of Wentzel Park as the crime rate has increased. • Street Paving. • Unregulated Taverns. • Temporally houses structures should be allocated to people who do not have RDP houses.

ISSUES RAISED AT THE MAYORAL IMBIZO BY THE COMMUNITY OF MARSELLE (WARD 3) 01 FEB 2017	ISSUES RAISED AT THE MAYORAL IMBIZO'S IN KLIPFONTEIN (WARD 3) ON 14 FEBRUARY 2017	ISSUES RAISED AT THE MAYORAL IMBIZO'S IN BUSHMANS RIVER (WARD 3) ON 24 JANUARY 2017
<ul style="list-style-type: none"> • Illegal Dumping • Access road in Foresthill • Water challenges, no Electricity and no Toilets in New Rest • Speed humps in the street in front of the Community Hall and the School • Skills Development for the Youth of Marselle • Housing Project in New Rest should commence as it is long overdue • Commonage for the Piggery Projects in Marselle • No visibility of Police and no Police Forum in Marselle • Sewerage overflow • EPWP Workers who were recruited but not yet commence on their duties 	<ul style="list-style-type: none"> • Clinic be included on the IDP for the next Financial Year • Sport field • RDP Houses • Maintenance of the Street lights and proposed for High light Mast or the Municipality should put temporarily lights • Maintenance of the Street lights and proposed for High light Mast or the Municipality should put temporarily lights • Land be made available for Housing development • Proper signage on R72 Road e.g speed sign, cattle signs etc • Maintenance of Roads • Refuse Bins and refuse Bags should be made available to the community members • Water tanks for households • Maintenance of cemeteries • Rectification of old RDP Houses • Upgrading of sewerage system • Bus and Taxi Shelters 	<ul style="list-style-type: none"> • Aging Infrastructure in Bushmans River • Rapid response on customer complaints • River Management – Boat licensing • Rates are paid by Community of Bushmans but there is no value for money on the services received in Bushmans • Overflowing sewerage • Tall Park Road should be included on the IDP/Budget for the next financial year • 12 people have been on the beneficiaries list for RDP houses in Marsell but they have not been allocated houses since 2001, the matter should be investigated • Pedestrian crossing for the new school in Klipfontein • Technical Committee to assist the Municipality with infrastructural Issues in Ndlambe Municipality • Environmental Levy to assist with Environmental related matters

<p>ISSUES RAISED AT THE MAYORAL IMBIZO'S BY THE COMMUNITY OF EKUPHUMLENI (KENTON – ON – SEA) WARD 4 ON 31 JAN 2017</p> <ul style="list-style-type: none"> • Sewerage overflow • Housing Project be completed and the houses be handed over to beneficiaries • Completion of Sport field • Adverts for Tenders and Vacant positions should be circulated in all Administrative Units not only in Port Alfred • Installation of Electricity in the new RDP Houses • Housing rectification for the old RDP houses • Skills Development for the youth • Illegal Dumping in Ekuphumleni should be attended to as a matter of urgency • Road Maintenance • Speed humps in Adam Street • LED should provide commonage for residence 	<p>ISSUES RAISED AT THE MAYORAL IMBIZO / OUTREACH PROGRAMME 23 JANUARY 2017 IN BATHURST MEMORIAL HALL (WARD 5)</p> <ul style="list-style-type: none"> • Slow progress of paving in Pussyfoot Lane • Stray animals • Alien Vegetation • Refurbishment of Tennis Court • Storm water drainage especially in George Street • Street Lights • Bad Roads • Waste site turned into a dumping site • Recycling project which is an eye sore in front of the Hilda Peddie Library • R67 in Bathurst (Speed humps) be referred to SANRAL 	<p>23 JANUARY 2017, NOLUKHANYO COMMUNITY HALL (WARD 5)</p> <ul style="list-style-type: none"> • Identification of land and installation of stand pipes • Construction of a Shopping Complex • Installation of Street Light at Zola (Freestone) • People who are cooking at the refuse site • Provision of skip bins • 15 outstanding houses that were not built by Maxam Contractor • Construction of Multi-Purpose Centre • Provision of land for cemetery • Provision of rain water harvesting tanks • Solution of water challenges in Bathurst • Provision of no dumping signage in the Public Open Spaces • Clearing and Fencing of Cemetery • Provision of tank in Freestone in the event there is no water
<p>08 FEBRUARY 2017, KENTON-ON-SEA TOWN HALL</p> <ul style="list-style-type: none"> • River Road (unfinished paving) & no speed humps • Blocked storm water drainage • Maintenance of Street Lights • Housing & picketing in R72 • Poor communication needs to be improved • Provision of fire hydrants • Positioning of skip bins • Seepage at the Kariega Slipway • Towpath at Kariega 		

WARD 7 MAYORAL IMBIZO (THORNHILL)

- SASSA and Social Development office to bring services closer to the people, twice a week
- Report on building of houses for New Rest residents
- SASSA to provide food for the destitute people of New Rest
- Naming of Streets in Thornhill
- Services charges in Thornhill are high, they must be dropped and they want to use electricity from Eskom not Manelec
- Housing ratification
- Building of school, crèches and shops in Thornhill
- Construction of speed humps in Thornhill
- Food parcels for the poor.
- Road boards and overhead bridge to be constructed in Thornhill R67
- Fencing and geysers to be installed in Thornhill
- Tiles of the roofs in Thornhill are broken
- High rate of unemployment
- Report on the Farm next to kwaDuza
- South Well owner evicting people from the farm
- Public spaces to be rezoned to residential areas
- Skills development for the youth and skilled people to be register free for their own businesses
- Playground for the children of Thornhill
- Scholar patrollers to be hired
- High rate of crime
- Stop sign on the road from Thornhill to be visible
- Report requested from the Ward Committee Members to the community of ward 6
- Street lights in New Rest.
- Complaint from Linda Mzozoyana residing at Thornhill, she wants to build a crèche

WARD 6 MAYORAL IMBIZO (SEAFIELD)

- Sand dune
- Repair ablution toilets at beach parking area
- Toilet facility at Kleinemonde East River picnic area
- Water challenge
- Pipe line under the bridge has rust it can break anytime; they need a second pipe line
- Blue flag beach have a challenge of the parking and dunes
- Toilets are broken the system is not working anymore.
- Pot holes
- VIP toilets needed
- Temporal toilets while they are waiting for the VIP toilets
- The water is dirty they need another water pipe line
- Refuse site was terrible in December; flies were all over for 3½ weeks
- Tractors are not working, grass cannot be cutted, short staff, and equipment is not strong and is not enough for the whole area of Seafield
- Range of the fire hydrates?
- 20% of the Ratepayer's contribution should be spent in Seafield
- Beach road to be maintained

WARD 7 MAYORAL IMBIZO (INGUBO)

- Road to the landfill site to be maintained
- Municipality to assist the community on digging the graves
- The landfill site to be removed because is a health hazard to the community
- Building of 120 houses
- Skills development for Ex-convicts
- Families with flooding houses to be taken to a better place
- Skills development
- High rate of crime
- Assistance of Matriculates
- Paving to be constructed on the road to the landfill site
- Overhead bridge to the landfill site
- Sites for churches
- Municipality to assist on digging the graves for the community
- Building of houses in Cricket Field
- Public toilets in New Rest
- Skills Development for the youth and unemployed people
- Grave site to be fenced
- Granting Aid for the NGO's
- Storm water drains to be installed
- Street lights to be maintained and installed
- Stray animals causing accidents
- Building the Police Station in Ward 7
- Disabled people are not accommodated in the municipal buildings and clinics
- Permits for the people to use the landfill site to be issued
- Houses to be built for old people
- Projects for old women
- Collection of refuse is delaying, skip bins are requested especially for Zama-Zama Street
- The clinic does not have enough space
- Speed humps to be erected
- Taxi and bus shelters to be erected
- Complaint about tenders that are awarded to males not females
- Need sport field
- Sport Committee to be established
- Training for youth in business
- Skills development centre
- Street light in Cricket Field
- Street/area committees to be established
- Clinic opens late and is overcrowded and volunteers for old people be employed
- Fences were demolished when the building of toilets project started, they want their fence back
- Under age children in taverns and drug abuse challenge
- Shelters for woman in business
- All people staying at Cricket Field should be removed to a better place
- Hawkers facilities
- New SMME's have a challenge of competing with well established companies

WARD 8 MAYORAL IMBIZO (NOMZAMO HIGH SCHOOL)

- Street light to be erected next to Beja and Kondiles houses
- A house at KwaNolokishi is collapsing and there is no RDP or temporal Paving to be constructed in Ward 8
- Toilets and wheelie bins not completed
- SMMES do not get tenders they are awarded to one person
- Some tenders are not advertised.
- Report on R28 million wasteful expenditure
- Funding of R 11 million for Ndlambe Cultural Heritage and Tourism was used for Cannon Rocks, they want their money back
- Graves of Hero's and Heroes need beautified
- Housing rectification
- Toilets not complete at 2914, 663 and 2915 Joe Slovo Street
- Skills development for the poor on upcoming projects
- Renovation of the stadium in Emgogogweni
- Water tanks
- Trees and bushes to be cut
- SPU and LED programmes for youth
- Investigation on drugs
- Houses for middle class
- Reports on sites in Thornhill
- Shortage of police vehicles
- What is the municipality doing to empower small business?
- Containers for business people
- Lack of education is a challenge
- Ngogela Street to be maintained
- Service delivery is slow
- Temporal structures are given to wrong people there is no communication between the Councillor, Ward Committee Members and community
- Amatola Learner ship students need their certificates
- Security/Caretaker to be hired for the grave sites
- Hawkers facilities
- New SMME's have a challenge of competing with well established companies

WARD 9 MAYORAL IMBIZO (JAUKA COMMUNITY HALL)

- Disabled people want SANCO building to be renovated
- Toilet project is not complete
- Youth centre and free registration for small upcoming businesses
- Sewerage drain next to eDamini
- Building of houses
- Wheelie bins
- Unemployment
- Digging of grave by the municipality
- Data base must come back, there person working with data base must be fired
- Maintenance of roads, paving in ward 9 and the criteria of choosing the street that need paving
- Floods of water in Endlovini
- Water is still salty but there was funding to build the dam; they need drawings to show how the money was spent
- Houses for Ezidonkini
- Housing rectification
- Report on 120 housing project
- Tenders to rotate
- Need land from Thornhill
- Houses in (ePosini) are in floods the families need to be taken to a better place
- 75 Ngxokolo Street no toilet
- General workers posts are delaying
- Need shopping mall in ward 9
- Houses with sewer challenge should be identified
- Employment for ward 9 people in the paving project
- Report on road maintenance
- Skills development for ex-convicts
- Houses for unemployed people
- Projects for destitute children
- Swimming pool
- Report on the project in eTipini
- High rate of unemployment

ISSUES RAISED AT THE MAYORAL IMBIZO/ OUTREACH PROGRAMME WARD 10 AT THE CIVIC CENTRE, PORT ALFRED

- Park Road & Horton Road needs urgent attention.
- 15% MIG for sports
- Provision for waterborne sewerage
- Albany Vintage Museum- use of old market building
- Ablution at the East Beach
- Port Alfred Country Estate- non connection to waterborne(to be included in the IDP)
- Rubble left behind after work has been done
- 43 Air School runway to be tarred
- Poor workmanship- no signage available
- Collapsing sea wall along the river
- Movement of sand dunes

3.3 THE MUNICIPAL VISION, MISSION, VALUES AND OBJECTIVES

Below is the municipality's vision, mission, values and objectives. The vision of the municipality was revised in the 2014 strategic planning session. There were no changes effected to the mission and the values.

THE NDLAMBE MUNICIPALITY 2030 VISION:

The Ndlambe Municipality Vision that emerged during the Strategic Planning workshop is as follows:

Ndlambe municipality strives to be a premier place to work, play, and stay, on the eastern coast of South Africa. It strives to be the destination of choice for people who love natural and cultural heritage, adventure water sports, and laid-back living for families.

Our promise is to build a state-of-the-art physical infrastructure which will be laid out aesthetically in our beautiful natural environment. Our prosperous community supports a safe and healthy lifestyle which is supported by affordable natural living and a vibrant tourism and agriculturally-based economy!

We promote good governance by providing sustainable, efficient, cost effective, adequate and affordable services to all our citizens.

MISSION:

To achieve our vision by enabling optimal performance within each of the five Key Performance Areas of Local Government within the context of available resources.

VALUES:

- Commitment;
- Transparency;
- Honesty;
- Trustworthiness; and
- Care

3.4 Organisational/Corporate score-card

High level municipal wide service delivery breakdown is presented in this section. Service delivery targets and performance indicators will be cascaded into the Directorate, Departmental and Director's Scorecards, which will be used for internal monitoring of the organisation.

The following corporate objectives which are further broken down into Directorates have been identified:

Updated Goals, Strategic Goals, Programmes and Strategic Initiatives

Goals and Objectives

Table: Strategic goals and objectives

Strategic Goal 1	1. A premier place to work and do business
Strategic Objectives	1.1. Improve the efficient running of and the governance of the Municipality
	1.2. Develop state-of-the-art physical infrastructure
	1.3. Develop a vibrant, rapidly growing, employment generating agri-based economy
	1.4. <u>Develop a vibrant, rapidly growing, employment generating tourism economy, including the heritage economy</u>
	1.5. <u>Develop a vibrant, rapidly growing, employment generating oceans economy</u>
Strategic Goal 2	2. Destination of choice <i>for living</i>
Strategic Objectives	2.1. Improve financial viability of the municipality
	2.2. Provide sustainable, efficient, cost effective, adequate and affordable services to all our citizens
	2.3. Create a safe and secure living environment
	2.4. <u>Position the municipality as a learning hub of excellence</u>
Strategic Goal 3	3. Tourist destination of choice for people who love natural and cultural heritage, and adventure water sports
Strategic Objectives	3.2. Preserve the natural beautiful environment
	3.3. Develop and support adventure and extreme water sports
	3.4. Develop cultural heritage economy

Strategic Outcomes, Programmes and Initiatives

Table: Programmes and Initiatives

Strategic goal / Outcome 1	A premier place to work and do business				
Expected Impact	Well-functioning Ndlambe Municipality				
Strategic objective	Programme	Initiative	Indicators	Responsible	Strategic Partners
1.1. Improve the municipal systems operational efficiencies and governance of the municipality	1.1.1. Unqualified audit	1.1.1.1. Operation unqualified audit 1.1.1.2. <u>Administrati on</u> 1.1.1.3. <u>Compliance with laws and regulations</u> 1.1.1.4. <u>Monitoring of audit action plan</u> 1.1.1.5. <u>Intensify oversight by council</u> 1.1.1.6. <u>MSCOA</u>	1.1.1.6.1. Unqualified audit by 2018	<ul style="list-style-type: none"> • <u>Accounting Officer MM</u> 	Internal <ul style="list-style-type: none"> • <u>Internal Audit</u> • <u>All Directors</u> • <u>MPAC (Oversight)</u> • <u>Audit Committee (Oversight)</u> Transactional <ul style="list-style-type: none"> • Treasury • Auditor General • District Municipality

		<u>compliance</u>			
1.1.2. Clean audit programme	1.1.2.1. Operation clean audit 1.1.2.2. <u>Administration</u> 1.1.2.3. <u>Compliance with laws and regulations</u> 1.1.2.4. <u>Monitoring of audit action plan</u> 1.1.2.5. <u>Intensify oversight by council</u> 1.1.2.6. <u>MSCOA compliance</u>	1.1.1.6.2. Clean audit by 2020			
1.1.3. Team building programme	1.1.4.1. Team building excursion:	1.1.1.6.3. Cohesive management team	• Director Human Resources	Internal All Municipal depts.	
1.1.4. <u>Capacitation of the workforce and</u>	<u>-Enhancement</u>		• <u>All Directors</u>	External • Team of Strategic	

	<u>Council</u> <u>(Skills Development</u> <u>Officer)</u>	<u>of service</u> <u>delivery</u> - <u>Motivation</u> - <u>Elimination</u> <u>of silo</u> <u>mentality</u> - <u>Discovery of</u> <u>new skills</u> - <u>Team KPI</u> 1.1.4.2. <u>Skills</u> <u>development</u> <u>audit</u>			Planning & Team Building service providers • <u>SETA''s</u> • <u>LG SETA</u> • <u>SALGA</u> • <u>COGTA</u>
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Strategic Goal / Outcome I	A premier place to work and do business				
Expected Impact	Conducive business investment environment				
Strategic objective	Programme	Initiative	Indicators	Responsible	Strategic Partners
1.2. `Develop state-of- the-art physical infrastructure	1.2.1. CAPEX fund mobilization	1.2.1.1. Develop fund mobilization strategy 1.2.1.2. <u>Intensify relations with investors</u> 1.2.1.3. <u>Mayor to lobby Ministers</u> 1.2.1.4. <u>Submission of business plans</u> 1.2.1.5. <u>Partnerships with investors</u> 1.2.1.6. <u>Intensify IGR</u>	1.2.1.6.1. Target funds raised <u>and partnerships established</u>	<ul style="list-style-type: none"> • <u>Mayor, MM and all</u> • <u>Directors</u> 	Internal Director Finance <ul style="list-style-type: none"> • Manager LED • Manager IDP • <u>Portfolio Councilors</u> Transactional <ul style="list-style-type: none"> • DBSA • SBD Municipality • Service providers • Dept. of Environment • Dept. of Energy • <u>MIG</u> • <u>Water and Sanitation</u> • <u>Public Works</u> • <u>DSRAC</u>

Strategic Goal / Outcome I	A premier place to work and do business				
Expected Impact	Conducive business investment environment				
Strategic objective	Programme	Initiative	Indicators	Responsible	Strategic Partners
	1.2.2. Bulk Water Infrastructure development 1.2.3. <u>Ground water exploration</u> 1.2.4. <u>Desalination (Reverse Osmosis)</u> 1.2.5. <u>Rain water harvesting</u> 1.2.6. <u>Reclamation programme</u> 1.2.7. <u>Water conservation and water demand management</u> 1.2.8. <u>Establishment of water conservation and water demand management unit</u>	1.2.11.1. Feasibility studies of identified infrastructure projects	1.2.11.1.1. Feasibility studies completed 1.2.11.1.2. Dams built / expanded 1.2.11.1.3. <u>New water sources established</u>	<ul style="list-style-type: none"> • <u>Director Infrastructure</u> 	<ul style="list-style-type: none"> • Department of Rural Development and Land Reform External • African Development Bank • BRICS Bank • World Bank Internal Internal <ul style="list-style-type: none"> • Director Finance • Manager LED • Manager IDP • <u>Portfolio Councillors</u> Transactional <ul style="list-style-type: none"> • DBSA • Sarah Baartman

Strategic Goal / Outcome I	A premier place to work and do business				
Expected Impact	Conducive business investment environment				
Strategic objective	Programme	Initiative	Indicators	Responsible	Strategic Partners
	1.2.9. <u>Review and replace loss making initiatives (tariffs and service providers)</u> 1.2.10. <u>Blue drop compliance</u> 1.2.11. <u>Recycling of grey water</u>				District Municipality <ul style="list-style-type: none"> • Service providers • Dept. of Environment • Dept. of Water Affairs • COGTA • DRDLR Private Developers

Strategic Goal / Outcome I	A premier place to work and do business				
Expected Impact	Conducive business investment environment				
Strategic objective	Programme	Initiative	Indicators	Responsible	Strategic Partners
	1.2.12. Roads infrastructure development programme	1.2.12.1. Raise funds for roads construction 1.2.12.2. <u>Develop plants for manufacturing of paving bricks</u> 1.2.12.3. <u>Upgrading of roads to paving (brick and concrete)</u> 1.2.12.4. <u>Revitalization of small towns</u> 1.2.12.5. <u>Upgrading of SANRAL roads</u> 1.2.12.6. <u>Upgrading of rural farm roads</u>	1.2.12.6.1. Target funds raised 1.2.12.6.2. Road constructed		Internal <ul style="list-style-type: none"> • Director Finance • Manager LED • Manager IDP • Portfolio Councillors Transactional <ul style="list-style-type: none"> • DBSA • Sarah Baartman District Municipality <ul style="list-style-type: none"> • Service providers • Dept. of Environment • Dept. of Public Works <ul style="list-style-type: none"> • COGTA • SANRAL

Strategic Goal / Outcome I	A premier place to work and do business				
Expected Impact	Conducive business investment environment				
Strategic objective	Programme	Initiative	Indicators	Responsible	Strategic Partners
	1.2.13. Rail, Harbour, & Airport Infrastructure development programme (<u>Industrial Park</u>)	1.2.13.1. Feasibility studies of identified infrastructure projects	1.2.13.1.1. Harbour built 1.2.13.1.2. Airport expanded		
	1.2.14. Green renewable energy infrastructure	1.2.14.1. Feasibility studies of identified infrastructure projects 1.2.14.2. Solar Streetlights with traffic and CCTV cameras(R67,R72,T o NM entrance)	1.2.14.2.1.1. Feasibility studies completed 1.2.14.2.1.2. Solar, Wave, Hydrocell, & Wind power generation plants in place 1.2.14.2.1.3. Green technologies University in	Director Infrastructure	Internal • Manager LED • Manager IDP • Director Community Development

Strategic Goal / Outcome I	A premier place to work and do business				
Expected Impact	Conducive business investment environment				
Strategic objective	Programme	Initiative	Indicators	Responsible	Strategic Partners
			place (Twinning with Netherlands - Stenden University)		
	1.2.15. Broad Band Telecommunication infrastructure	1.2.15.1. Provide public Wi-Fi hotspots across the municipality with daily free data allocations per user 1.2.15.2. Upgrade IT systems & software 1.2.15.3. Connect libraries to the Internet	1.2.15.5.1.1. Feasibility studies completed 1.2.15.5.1.2. Broadband infrastructure in place	• Director Infrastructure	Internal • Director Finance • Manager LED • Manager IDP • Manager Community Services Transactional • Telkom • Wi-Fi & Cable supply partners • SGBs • Public libraries

Strategic Goal / Outcome I	A premier place to work and do business				
Expected Impact	Conducive business investment environment				
Strategic objective	Programme	Initiative	Indicators	Responsible	Strategic Partners
		1.2.15.4. Provide early introduction of IT in schools through conditional support 1.2.15.5. Carry out feasibility studies of proposed infrastructure development projects			<ul style="list-style-type: none"> • <u>DSRAC</u>

Strategic Goal / Outcome 1	A premier place to work and do business				
Expected Impact	Business investment and employment environment creation				
Strategic objective	Programme	Initiative	Indicators	Responsible	Strategic Partners
1.3. Develop a vibrant, rapidly growing, agri-based employment generating economy	1.3.1. <u>Agricultural production enhancement & Agro-processing development programme</u>	1.3.1.1. Develop comprehensive <u>agribusiness plan for the following agricultural industries:</u> <ul style="list-style-type: none"> • <u>Pineapple</u> • <u>Horticulture</u> • <u>Chicory</u> • <u>Mechanisation of chicory production</u> • <u>Bambo</u> • <u>Fisheries</u> • <u>Dairy</u> • <u>Canola</u> • <u>Castor oil</u> 1.1.1.1. <u>Vegetables (Greenhouse tunnel</u>	1.1.1.3.1. <u>Comprehensive Agri-business development plan in place</u> 1.1.1.3.2. <u>Thriving agric and agro-processing industries</u>	• <u>LED Manager</u>	Internal <ul style="list-style-type: none"> •IDP Manager •Community Services Manager •Finance •Infrastructure Transactional <ul style="list-style-type: none"> •Dept. Agric •Dept. of Rural Development •DTI •IDC •Agri-business pvt partners •Traditional leaders External <ul style="list-style-type: none"> •Twinning cities

		<p><u>ploughing at Cricket Field)</u></p> <p>1.1.1.2. <u>Partner with global partners advanced in specific agriculture and agro-processing industries and opportunities in the Oceans economy</u></p> <p>1.1.1.3. <u>Partner with research & Development Institutions</u></p>			<p>●International private investors</p>
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	1.1.2. <u>Recapitalisation of farms</u>	1.1.2.1. <u>Development of recapitalisation of existing farms business plan</u> 1.1.2.2. <u>Avail land to livestock farmers to promote the growth of own feed to reduce feed costs & improve competitiveness</u>	1.1.2.2.1. <u>Re-capitalisation of existing farms Business Plan</u> 1.1.2.2.2. <u>Available land availed to livestock farming</u> 1.1.2.2.3. <u>Competitive agriculture industry</u>	• <u>LED Manager</u>	<u>DRDAR</u> • <u>Deaet</u> • <u>SBDM</u> • <u>Agriculture</u>
1.2. Develop a vibrant, rapidly growing, tourism based employment generating economy	1.2.1. <u>Ndlambe signature Events</u>	1.2.1.1. <u>Develop concept document to create partnership with events organiser of:</u> • <u>Bathurst Ox braai</u> • <u>Bathurst Agricultural Show</u> • <u>4x4 Rally in Bathurst and Mansfield</u>	1.2.1.1.1. <u>Concept documents and MoU</u>	• <u>LED Manager</u>	<u>Event organisers</u> • <u>ECPTA</u> • <u>SAPS</u> • <u>Local Tourism Office</u>

		<ul style="list-style-type: none"> • <u>Rowing</u> • <u>Anything that floats</u> (Kenton on Sea) 			
	1.2.2. <u>Enhancing Municipal Tourism assets</u>	1.2.2.1. <u>Local Nature Reserves and others for ranger training</u> <ul style="list-style-type: none"> • <u>Enhancement of Midfor, Boknes, Bushmans, Willows Caravan Park, ,Fish River Wetlands for hospitality and tourism e.g. accommodation, school outings camping, outdoor activities etc.</u> 	1.2.2.1.1. <u>Functiona l viable NM tourism facilities</u>	• <u>LED Manager</u>	<ul style="list-style-type: none"> • <u>Event organisers</u> • <u>ECPTA</u> • <u>Local Tourism Office</u> • <u>Sarah Baartnman District Development Agent</u>

	1.2.3. <u>Cultural heritage tourism</u>	1.2.3.1. <u>Heritage sites and routes development</u> 1.2.3.2. <u>Engage heritage consultant to map routes & develop package content</u> 1.2.3.3. <u>Develop Heritage sites & routes Geographical Information System</u>	1.2.3.3.1. <u>Heritage sites and routes GIS in place</u>	• <u>LED Manager</u>	<u>Internal</u> <ul style="list-style-type: none"> • <u>Director Finance</u> • <u>IDP Manager</u> • <u>Transactional</u> • <u>Dept. of Tourism</u> • <u>Eastern Cape Parks & Tourism Authority (ECPTA)</u> <u>External</u> <u>Heritage Consultant</u>
1.3. <u>Develop a vibrant, rapidly growing, oceans based employment generating economy</u>	1.3.1. <u>Blue Oceans Programme</u>	1.3.1.1. <u>Identify maritime economic opportunities</u> 1.3.1.2. <u>Develop SMMEs and maritime skills</u>	• <u>Employment growth linked to the oceans economy</u>	• <u>LED Manager</u>	<ul style="list-style-type: none"> • <u>Nelson Mandela Bay Municipality</u> • <u>Dept. of Economic Development</u>
1.4. <u>Develop a vibrant, rapidly growing, “new economy” technology based employment</u>	1.4.1. <u>“New” economy development programme for the youth</u> 1.4.2. <u>Productivity &</u>	1.4.2.1. <u>Promote new economy technologies:</u> <ul style="list-style-type: none"> • <u>ITCs</u> • <u>Cyber security</u> 	<ul style="list-style-type: none"> • <u>New economy strategy in place</u> • <u>Feasibility studies undertaken</u> 	• <u>Manager LED</u>	<u>Internal</u> <ul style="list-style-type: none"> • <u>Director Finance</u> • <u>Manager LED</u> • <u>Manager IDP</u>

<p>generating economy</p>	<p>competitiveness programme</p>	<ul style="list-style-type: none"> • Precision agriculture • Renewable energies (Solar, Hydrogen cell, Wind) <p>1.4.2.2. Use Open Innovation platforms to gain competitive advantage</p> <p>1.4.2.3. Lobby DIRCO to leverage on BRICS membership</p> <p>1.4.2.4.</p>	<ul style="list-style-type: none"> • Established linkages with BRICS partners 	<p><u>Municipal Manager</u></p>	<ul style="list-style-type: none"> • Manager Community Services <p>Transactional</p> <ul style="list-style-type: none"> • SETAs <p>External</p> <ul style="list-style-type: none"> • Cable & Wi-Fi partners • Precision agricultures partners • HySA • Solar tech partners <p>Internal</p> <ul style="list-style-type: none"> • Manager LED • Manager IDP <p>Transactional</p> <ul style="list-style-type: none"> • DIRCO <p>External</p> <ul style="list-style-type: none"> • BRICS partners

	<p>1.4.2.5. Partner with SGBs to promote entrepreneurship at school level through conditional funding of school programmes</p> <p>1.4.2.6. Develop centres of excellence</p>	<ul style="list-style-type: none"> • Increased entrepreneurial activity in the local economy 	<ul style="list-style-type: none"> • LED Manager • 	<p>Internal</p> <ul style="list-style-type: none"> • Finance <p>Transactional</p> <ul style="list-style-type: none"> • SGB • FETs, • SITAs 	<p>Internal</p> <ul style="list-style-type: none"> • Manager LED • Manager IDP <p>Transactional</p> <ul style="list-style-type: none"> • DRDLR • Dept. of Agriculture • Dept. of Fisheries • OpenIX partners
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Strategic Goal / Outcome 2	Destination of choice for living				
Expected Impact	An attractive well run municipality with a vibrant wealthy community				
Strategic objective	Programme	Initiative	Indicators	Responsible	Strategic Partners
2.1. Improve the financial viability of the municipality	2.1.1. Alternative funding options strategy	2.1.1.1. Identify alternative sources of funding & develop additional revenue generating strategies	<ul style="list-style-type: none"> • <R100m CAPEX Budget • Financial advisors in place 	<ul style="list-style-type: none"> • Director Finance 	Internal <ul style="list-style-type: none"> • Director Infrastructure • Manager LED Transactional External <ul style="list-style-type: none"> • DBSA • Cacadu District Municipality • Service providers • Treasury African Development Bank
		2.1.1.2. Engage financial advisory services	<ul style="list-style-type: none"> • Unqualified audit 		
		2.1.1.3. Enhance fiscal discipline	<ul style="list-style-type: none"> • Engaged citizenry 		
		2.1.1.4. Provide public awareness of the need for belt tightening			

Strategic Goal / Outcome 2	Destination of choice for living				
Expected Impact	An attractive well run municipality with a vibrant wealthy community				
Strategic objective	Programme	Initiative	Indicator	Responsible	Strategic partner
2.2. Provide sustainable, efficient, cost effective, adequate and affordable services to all our citizens	2.2.1. Reduction of inequalities	2.2.1.1. Engage in spatial re-engineering to close physical gaps & costly service delivery inefficiencies created by past spatial planning regimes	2.2.1.1.1. Equitable and affordable access to socio-economic infrastructure	• Spatial Planning Manager	• Department of Rural Development and Land Reform
		2.2.1.2. Provide conditional bursary scheme for youth artisanal training	2.2.1.2.1. Increased participation of previously disadvantaged groups in the local economy	• LED Manager	• FETs • SETAs • Treasury
		2.2.1.3. Provide enterprise development support			
		2.2.1.4. Policy engagements with DTI, SALGA, COGTA, Treasury) to even the playing field for local SMMEs			

		2.2.1.5. Afford economic opportunities to women & youth			
		2.2.1.6. Focus more on local business (procure locally)			
		2.2.1.7. Provide training & local skills development (e.g. tendering, project management, business management) to startup companies			
		2.2.1.8. Motivate for direct transfer of project funds to municipality as opposed to sector departments			
	2.2.2. Motivation for changes to equitable share policy	2.2.2.1. Motivate changes to the equitable share policy to focus on need as opposed to population	2.2.2.2. Shifts in policy towards need based equitable distribution of	• Municipal Manager	Internal • Director Finance Transactional

	<p>2.2.3. Social Issues & Special Projects / Programmes</p>	<p>HIV AIDS</p> <p>2.2.3.1. Develop Wellness programs</p> <p>2.2.3.2. HIV/AIDS strategy</p> <p>2.2.3.3. Improve coordination between HR & HIV /AIDS Unit for support groups</p> <p>2.2.3.4. Provide voluntary testing centers</p> <p>Special Projects Unit</p> <p>2.2.3.5. Develop strategy and policy for the unit</p> <p>2.2.3.6. Develop SBRT Council</p> <p>2.2.3.7. Youth</p> <p>2.2.3.8. Women Forums</p> <p>2.2.3.9. Disability Forums</p> <p>Public Participation</p> <p>2.2.3.10. Improve coordination & stakeholder management</p> <p>Communication</p> <p>2.2.3.11. Make noise and be</p>	<p>national financial resources</p> <p>2.2.2.3. Direct transfer of project funds to NLM</p>		<ul style="list-style-type: none"> • COGTA • SALGA • Treasury
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		heard for each deliverable milestone			
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Strategic Goal / Outcome 2	Destination of choice for living				
Expected Impact	An attractive well run municipality with a vibrant wealthy community				
Strategic objective	Programme	Initiative	Indicator	Responsible	Strategic partner
2.3. Create a safe and secure living environment for all citizens	2.3.1. Safe and secure neighborhoods programme	2.3.1.1. Community policing initiative 2.3.1.2. Neighborhood watch 2.3.1.3. Street committees and sector policing 2.3.1.4. Enforcement of by-laws 2.3.1.5. Crime awareness programs 2.3.1.6. Retirees safe living	2.3.1.6.1. Crime statistics – zero opportunistic crime 2.3.1.6.2. High value retirees residencies	<ul style="list-style-type: none"> • Director Community Services 	Internal <ul style="list-style-type: none"> • Director Finance • Manager LED Transactional • SAPS • Security service providers • Community policing Forums Neighborhood watch groups
2.4. Position NM as a Learning Hub	2.4.1. Centres of Learning Excellence Programme	2.4.1.1. Provide support for air school training for local youth 2.4.1.2. Establish Agricultural Institution 2.4.1.3. Establish Technical Skills Development	2.4.1.3.1. Centers of Learning Excellence in place	<ul style="list-style-type: none"> • Director- Human Resources 	Internal <ul style="list-style-type: none"> • All Directors Transactional <ul style="list-style-type: none"> • Dept. of Education • SETAs • Air 43 School

		Institution			<ul style="list-style-type: none">• Stenden University• Nelson Mandela University• Rhodes University
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Strategic Outcome 3	Tourist destination of choice for people who love natural and cultural heritage, and adventure water sports				
Expected Impact	Premier tourist destination attracting large numbers of tourists boosting the local economy				
Strategic objective	Programme	Initiative	Indicators	Responsible	Key Strategic Partners
3. 3.1. Preserve the natural environment	3.1.1.Environment Protection Programme	3.1.1.1. Awareness campaign of the municipality natural assets 3.1.1.2. Zero Waste initiative	Waste free pristine environment	• Director Community Services	Internal • LED Manager • Director Finance Transactional
	3.1.2.Disaster avoidance / mitigation & management programme	3.1.2.1. Promote use of solar energy to reduce desalination plants costs 3.1.2.2. Partner with cities like Rotterdam to develop flood disaster avoidance programmes 3.1.2.3. Develop water harvesting strategies to combat droughts and high temperatures	Disaster avoidance / mitigation & management strategy & plan in place		External • Nat. Dept. of Environment • Nedbank Green Fund • United Nations Environment Programme (UNEP) • World Wild Life Fund (WWF) • Dept. of International Affairs

<p>3.2. Develop and support adventure and extreme water sports</p>	<p>3.2.1. Adventure and Extreme Sports Development</p>	<p>3.2.1.1. Engage CPP partners 3.2.1.2. Develop calendar of signature events</p>	<ul style="list-style-type: none"> • Adventure and Extreme Sports Development Strategy and Plan in place • Adventure & extreme sport Signature events calendar in place 	<ul style="list-style-type: none"> • LED Manager 	<p>Internal</p> <ul style="list-style-type: none"> • Director Finance • IDP Manager <p>Transactional</p> <ul style="list-style-type: none"> • Dept. of Tourism • Eastern Cape Parks & Tourism Authority (ECPTA) • DEDEA • Nat. Dept. of Environment <p>External</p> <ul style="list-style-type: none"> • Extreme Sport Community • Financiers
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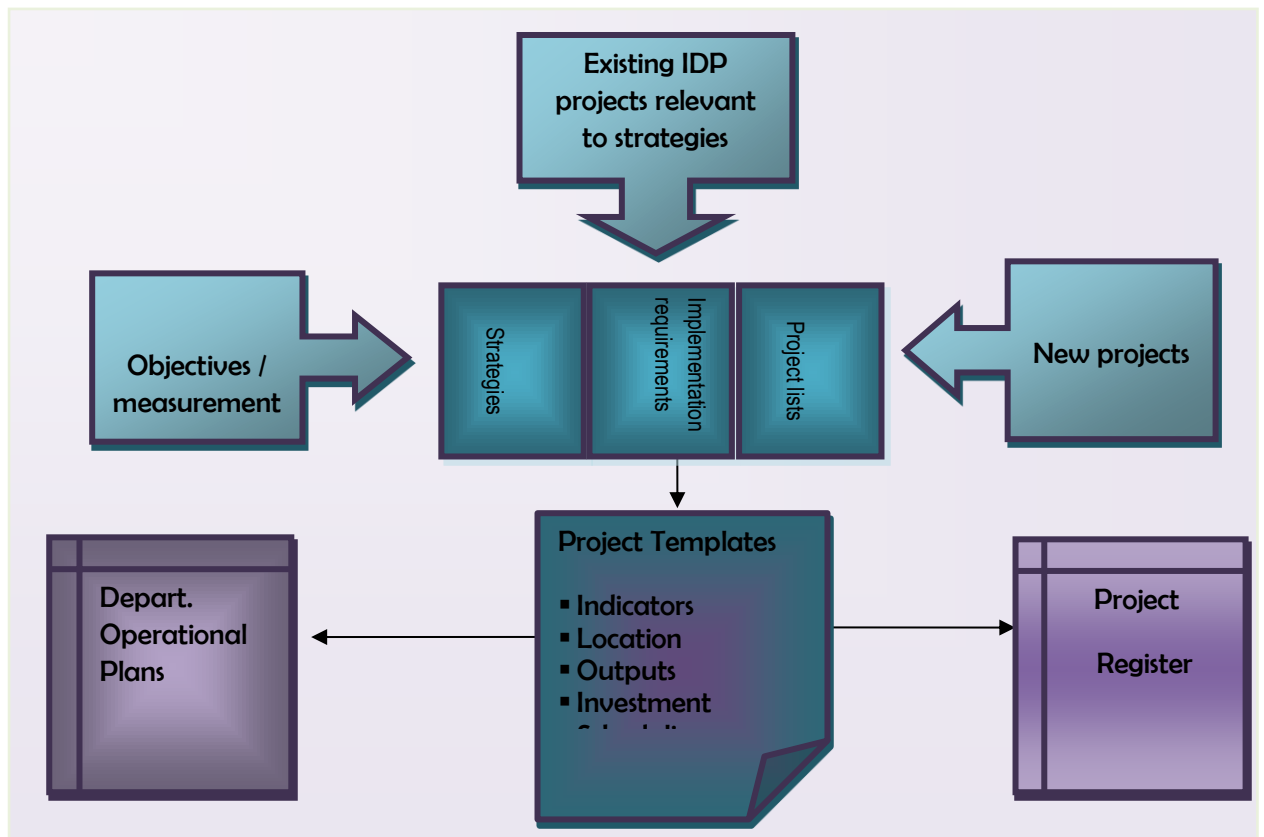
CHAPTER FOUR

PROJECTS

4.1 INTRODUCTION

The projects present the implementation component of the Strategic Plan and were formulated on the basis of the agreed strategies. Figure 4.1 below offers a schematic overview of the process in the completion of the project register. Taking into consideration that the previous IDP included projects both funded and unfunded, the work of the project teams involved checking which of the existing projects are relevant for the newly-formulated strategies. Based on this analysis, the missing building blocks towards achievement of the strategy were formulated.

Figure 4.1: Completion of the project register



Name of Project What	Cost How much	Location Where	Implementing Agent Who	Time frame When
Upgrading of Bulk and internal sewerage in Station Hill	R 7 000 000	Port Alfred	Infrastructure (PMU)	2017/18
Upgrading Wentzel Park Sportsfield	R 4 300 000	Alexandria	Infrastructure (PMU)	2017/2018
Closure of landfill site in Bushmans River	R 1 300 000	Bushmans River	Infrastructure (PMU)	2017/2018
Upgrading of Hoyi Street	R 2 800 000	Kenton on Sea	Infrastructure (PMU)	2017/2018
Upgrading of Graveyard Road	R 3 500 000	Port Alfred	Infrastructure (PMU)	2017/2018
Upgrading of Marselle Main Road to Kom Street	R 2 800 000	Marselle	Infrastructure (PMU)	2017/2018
Upgrading of School Road	R 2 500 000	Klipfontein	Infrastructure (PMU)	2017/2018
Upgrading of Gladiola Road	R 2 279 000	Alexandria	Infrastructure (PMU)	2017/2018
Waste Management Project	R2 656 000	All wards	DEDEAT (Ndlambe)	On-going
Working for the Coast (Cannon Rocks → Fish River)	R8 300 000	Wards 2,3,4,6-10	DEA (PD Muratshi Developments)	On-going
Working for the Coast (SANPARKS area)	R7 500 000	Wards 1,2	DEA (SANPARKS)	On-going
Alexandria Material Recovery Facility	R9 000 000	Wards 1,2	DEA (Khuselindalo Environmental Development)	Started September 2016 Ongoing

Name of Project What	Cost	Location Where	Implementing Agent Who	Time frame When
Bushman's Emergency Response Centre	R5 000 000	Wards 3,4	SBDM	Started Novemebr 2015 – nearing completion
Obtain and maintain Blue Flag Status Beaches	Internal Operating budget	Wards 2,4,6,10	Ndlambe municipality	On-going (annually)
Landfill sites rehabilitation Project (Marselle landfill site closure and rehabilitation) and Waste Transfer site establishment	R30 000 000	Wards 3,4	Sourcing funder, possibly: Dedeat	Business plan submitted (May 2016)
Upgrade Boknes, Middle Beach and Kleinemonde Beach to Blue Flag Status	R4 000 000	Ward 2,4,6	Department of Tourism (Marine Tourism Projects)	Business plan submitted (May 2016) – funds subject to approval of business plan – 9 months No funds received to date
Dredging of lower reaches of Kowie river and canals as well as the stabilize & repair of the Kowie river bank	R14 000 000	Ward 10	Department of Tourism (Marine Tourism Projects)	Business plan submitted (May 2016) – funds subject to approval of business plan – 2 to 4 years No funds received to date
Dune encroachment (Dry Bones Valley)	R3 000 000	Ward 4	Department of Tourism (Marine Tourism Projects)	Business plan submitted (May 2016) – funds subject to approval of business plan – 6 months No funds received to date

Name of Project What	Cost	Location Where	Implementing Agent Who	Time frame When
Dune encroachment (Kleinemonde Island)	R2 000 000	Ward 6	Department of Tourism (Marine Tourism Projects)	Business plan submitted (May 2016) – funds subject to approval of business plan – 6 months No funds received to date
Dune encroachment (Boknes / Cannon Rocks)	R2 000 000	Ward 2	Department of Tourism (Marine Tourism Projects)	Business plan submitted (May 2016) – funds subject to approval of business plan – 6 months No funds received to date
Upgrading Recreational area (along Kariega & Bushman’s estuary)	R3 500 000	Ward 3,4	Department of Tourism (Marine Tourism Projects)	Business plan submitted (May 2016) – funds subject to approval of business plan – 6 months No funds received to date
Fish River Wetland campsite upgrade	R2 000 000	Ward 6	Department of Tourism (Marine Tourism Projects)	Business plan submitted (May 2016) – funds subject to approval of business plan – 6 months No funds received to date
Operation Phakisa / Oceans Economy <ul style="list-style-type: none"> • Small boat harbour • Commercial harbour • Aquaculture and Mariculture • Ship building and repairs 	R 45 000 000	Ward 1, 10	Department of Public Works	Council resolution supporting operation underway

Name of Project What	Cost	Location Where	Implementing Agent Who	Time frame When
CWP		All wards	Dhlahla Consulting	2015/ 2016/2017
Alex Bricks	R400 000	Wards2	Department of Rural Development	2016/2017 Ongoing
Chicory Revitalisation- Primary Production	2 mil	Wards 1, 2,3, 5,6	IDC, DRDAR	2015/2016/2017 Ongoing
Soqhayisa Dairy Farm	N/A	Ward 2	Department of Rural Development and Land Affairs	2015/2016
Commercialisation of Commonages	No funding	Wards 2,3,4,5	Nldambe LM	
Yona Yethu Bricks Co-op	R 400 000	Ward 5	Department of Rural Development and Land Reform	Ongoing
Capacity Building Programme/ Artisan Skills/ Gamming Skills	3,5 mil	All wards	Ndlambe Municipality	Submitted proposal to National Skills Fund(NSF)
Qhawe Computer Systems Project	R150 000	All wards	Sarah Baartman District	2017/2018
Kruisfontein Recapitalisation Programme	11 mil	Ward 2	Ndlambe Municipality/ LED	Submitted Business Proposal to Department of Rural Development
Chicory Mechanisation	6,5 mil	All wards	Ndlambe Municipality	Submitted proposal to National Empowerment Fund (NEF) and Department of Rural Development

Name of Project What	Cost	Location Where	Implementing Agent Who	Time frame When
Piggery Projects	R750 000	All wards	Ndlambe Municipality	Submitted proposal to Department of Social Development and Department of Agriculture and Agrarian Reform
Arts and Craft	R 45 000	All wards	SBDM	2017/2018
Kap River Facelift- Phase 1	R 675 000	Ward 6	SBDM	2016/2017
Kap River Facelift- Phase 2 (Construction of the bridge)	R15 mil	Ward 6	Ndlambe Municipality	Submitted proposal to Department of Economic Affairs
Annual Music Festival	R 550 000	Ward 10	Ndlambe LM	2017/2018 - Annual Project
Masiphathisane Agric Co-op	R 150 000	Ward 5		2017/2018
Masiphile Agric Co-op	R 150 000	Ward 7		2017/2018
Empilweni Agric Co-op	R 120 000	Port Alfred		2017/2018
Food Security Programme	R 350 000	All Wards		2017/2018

CHAPTER FIVE

PERFORMANCE MANAGEMENT

5.1 INTRODUCTION

The primary objective of implementing performance management is to assist Ndlambe Municipality in achieving its strategic objectives as articulated in the Integrated Development Plan, and in so doing improve the quality of life of its community by enhanced delivery of services in an effective and efficient manner.

5.2 The Intent of the PMS

The intent of the PMS is thus to ensure that the mechanisms and processes are in place so that:

- The **developmental objectives** identified during the IDP process are realised *efficiently and effectively*;
- The **role and functions** of Ndlambe Municipality its departments are **aligned** to *measurable and objective norms*;
- Subsequently, that Ndlambe Municipality realises its **strategic intent, mandate and statutory obligations**, and **meets the expectations** of *all* its **stakeholders**.

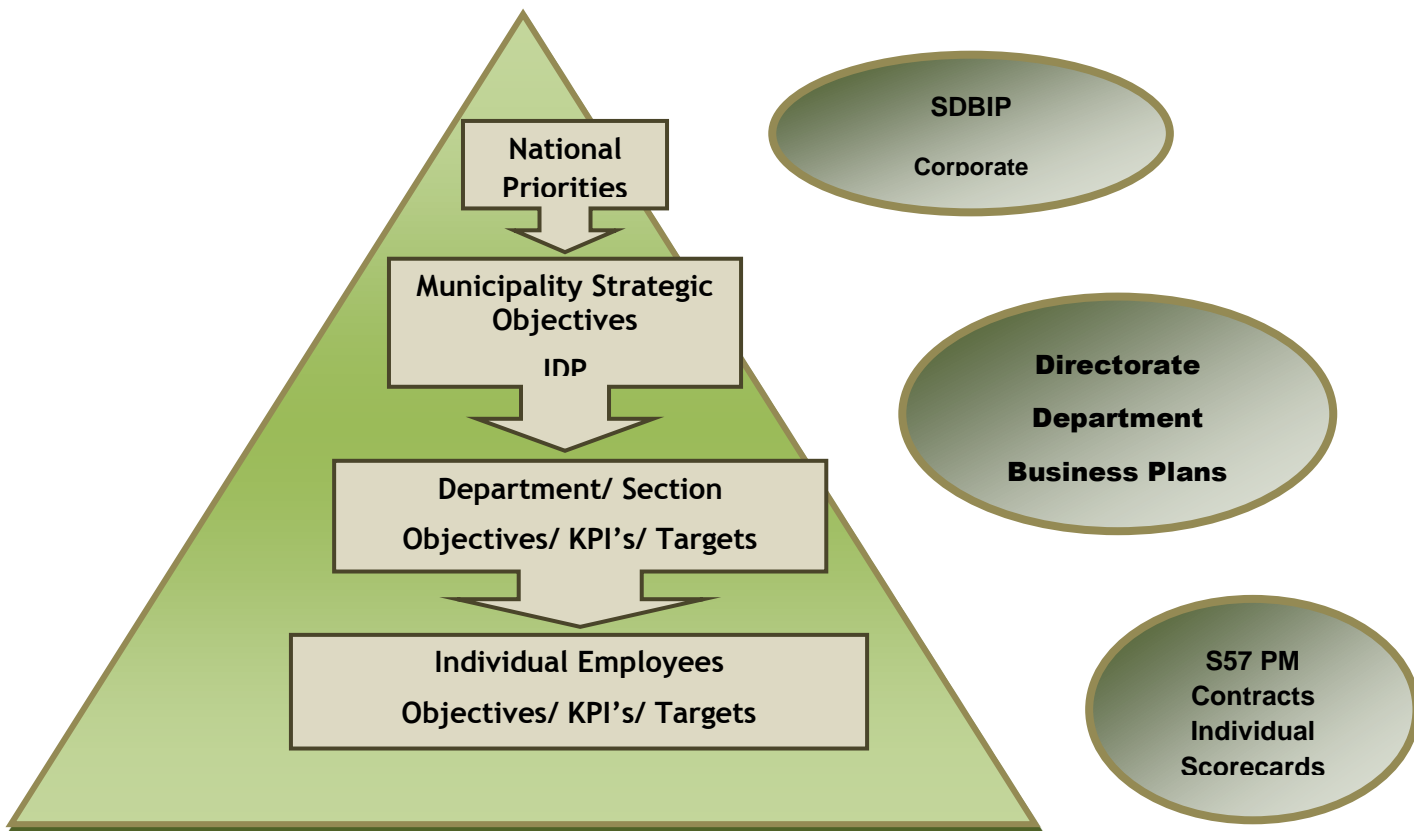
The PMS will help employees within the municipality to understand exactly what work they must do to contribute towards the municipality achieving its strategic objectives. Performance Management should be regarded as a communication tool that helps managers provide a motivating climate to assist employees in developing and achieving high standards of performance so that they can contribute towards improving the effectiveness of the Municipality. The PMS should therefore be linked to other human resource practices, including employment equity, skills development and succession planning.

5.3 LINKING ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT

The Municipal Systems Act, 2000 requires that each Municipality establish a PMS that is commensurate with its resources; best suited to its circumstances; and in line with the priorities, objectives, indicators and targets contained in its integrated development plan. It is required to promote a culture of performance management among its political structures, political office bearers and councillors and its administration. This dimension of performance management is essentially concerned with the **overall performance** of the Municipality i.e. the development and monitoring of performance indicators and standards for the municipality as an **organisational entity**.

In order to ensure that the municipality meets its organisational performance indicators and standards it is appropriate to introduce a performance management system for the **individual employees** within the municipality. Thus each individual is given performance objectives, targets and standards that are linked to the objectives of his/her team, his/her department and ultimately his/her municipality. The diagram below illustrates the link between organisational performance management and individual performance management. Once organisational objectives and targets have been set it is possible to cascade these down to the relevant departments and individuals. In turn, the individuals and departments, by achieving their objectives and targets contribute towards the municipality achieving the objectives and targets in its integrated development plan.

Figure 5.3: Linking Individual and Organisational Performance



If each employee achieves his/her performance objectives, which are linked to the department's objectives, which are in turn linked to the Integrated Development Plan, then the municipality will ultimately achieve its organisational performance objectives.

The reporting requirements as stipulated in the Municipal Systems Act, including the involvement of the community in setting performance indicators etc. needs to occur at an organisational performance management level. Individual performance management occurs at the level of the working relationship that exists between the employee and his/her Manager/Supervisor.

5.4 ADOPTING THE BALANCED SCORECARD AS AN APPROACH AND METHODOLOGY

5.4.1 Background

A good performance management system should integrate easily with the goals and strategies of a Municipality. It must furthermore, allow the Municipality to put its goals and strategies into action in order to provide quality service to its customers, as well as its employees.

Following an assessment of the underlying principles of systems currently in practice worldwide, it became clear that a performance management system based on the principles of an approach called the **Balanced Scorecard** is the one that will really work for Ndlambe Municipality –to *transform ideals and goals into tangible results*.

5.4.2 The Traditional Balanced Scorecard

The *Balanced Scorecard* is a worldwide-accepted strategic management tool that translates an organisation’s strategy into terms that can be understood, communicated and acted upon. It provides the understanding, focus and alignment that unlocks and focuses the strategic skills and knowledge of the organisation towards a shared vision. The *Balanced Scorecard* focuses primarily on *strategic* issues and will –

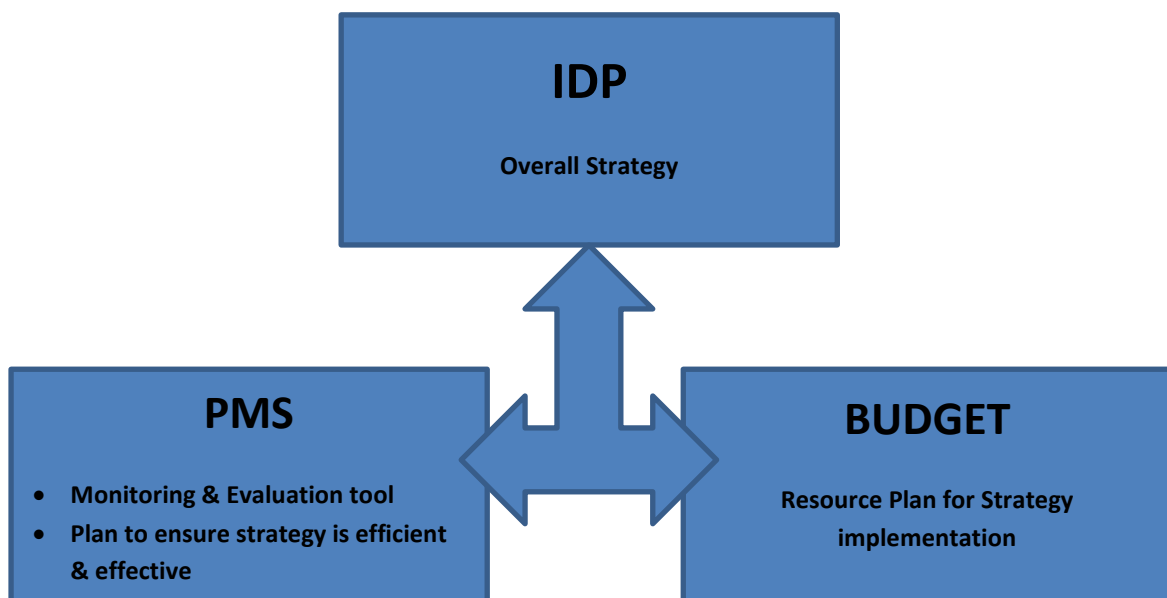
- translate Ndlambe’s organisational strategy into tangible objectives and measures;
- use four perspectives to ensure a balanced approach, i.e.: Customer (Community) perspective, Financial perspective, Internal Processes, and Learning and Growth;
- provide a visual representation of the organisational game plan; and
- allow Ndlambe to measure financial and customer (community) results, operations and organisational capacity.

The Balanced Scorecard methodology will therefore be replicated in the business plans of the various directorates and the performance contracts of the various managers to ensure continuity and that the strategic objectives of Council are cascaded down onto all levels in the organisation.

5.5 LINKING THE IDP, BUDGET AND PERFORMANCE MANAGEMENT

The IDP ultimately forms the strategic landscape of Council on which the strategic vision of Council as political structure is encapsulated and documented. Within the IDP a taxonomy of priorities, objectives, initiatives and projects exist from which the Performance Indicators and Performance Targets that underpin the Performance Management System will be derived. The figure below shows the relationship between the IDP, PMS and the Budget:

Figure 5.5: Linkages between the IDP, Budget and Performance Management

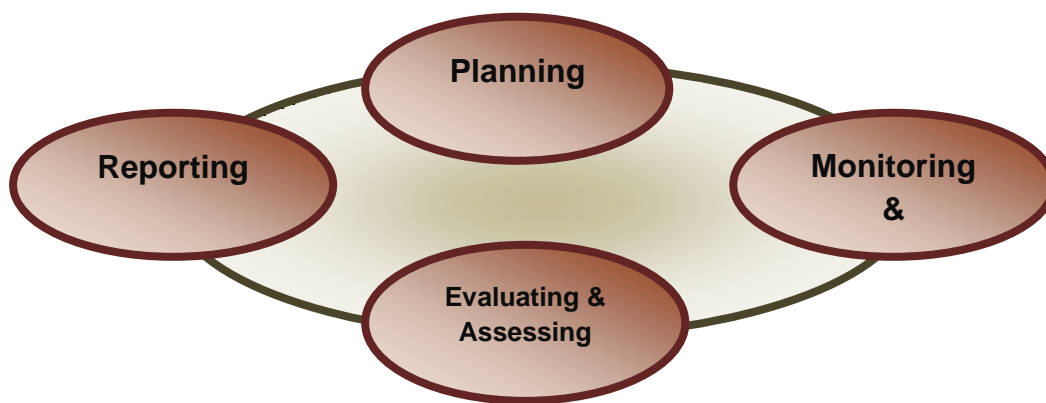


The IDP is a key strategic planning tool in which the Municipality's five-year programmes and projects are set out. The IDP programmes and projects inform the Municipality's budgeting processes. Performance management measures IDP implementation and budget performance.

5.6 THE PERFORMANCE MANAGEMENT CYCLE

There are four key phases in the performance management cycle. These phases must be linked to the planning and reviewing phases of the organisation as a whole. Within municipalities, an annual cycle of Planning and Budgeting takes place in the form of the Integrated Development Planning (IDP). Out of that the broad outcomes and key performance areas for a municipality are developed or reconfirmed by the political leadership. Based on the broad indicators the various departments should develop business plans that translate the Key Performance Indicators (KPIs) into indicators for the function.

Figure 5.6: Key Phases in the Performance Management Process



5.6.1 Planning

This involves the development of an organizational strategic plan that logically rolls down and translates indicators to functions, departments and ultimately individuals within the organization. This includes both strategic and operational objectives of the organisation.

5.6.2 Monitoring & Reviewing

In order to monitor, it is necessary to put mechanisms and systems in place to monitor implementation of plans. This includes ongoing reporting frameworks, tracking systems and feedback mechanisms and involves a systematic process of reviewing achievements against stated plans and understanding the reasons for the variance. It also involves adapting to new developments and incorporating them into existing or new plans.

5.6.3 Evaluating and Assessment

Measuring is about the measurement of targets that have been set. Measurement includes mechanisms such as benchmarking, self-assessment and customer satisfaction surveys. Various departments will need to conduct exercises on benchmarking to assist in setting achievable, yet world-class targets. Assessment is primarily done with two considerations:

- **Accountability** – to inform stakeholders on how public resources have been utilised in achieving set goals and to what extent these goals have been achieved;
- **Continuous improvement** – to replicate successes through best practice applications throughout the organisation and the sharing of knowledge.

5.6.4 Reporting

Reporting involves the regular, structured formal and informal feedback and accounting of the activities of the municipality to its stakeholders in order to ensure compliance, transparency and good governance. It includes, inter alia, the following:

- Monthly financial and operational reporting of departments and directorates to relevant committees;
- Quarterly reporting, in particular Service Delivery and Budget Implementation Plan (SDBIP) Reports;
- Bi-annual and annual performance reporting;
- Ad hoc reporting on projects and incidents, or on request of intergovernmental stakeholders.

CHAPTER SIX

SECTOR ALIGNMENT

6.1 INTRODUCTION

With the formulation of the new IDP, Sector Departments were requested to be part of the process by providing input on the programmes and projects that they have planned to implement in the local municipalities within the district. This process was facilitated by the Sarah Baartman district municipality. This is done to ensure alignment of programmes /projects by the Sector Departments and LMs. It is also to eliminate duplication of budgeting by the Sector Departments and LMs.

6.2 SECTOR PLANNING

Some provincial and national sector departments have set up municipal sector-driven planning requirements, to inform their strategic planning, budgetary and implementation processes. For example the Water Affairs Department requires municipalities that are Water Services Authorities to formulate Water Services Development Plans, and the Department requires municipalities to formulate a housing strategy and targets as part of their IDP process. These planning requirements are meant to assist in the process of alignment. Sector planning requirements vary in nature and status. The following of requirements can assist municipalities in differentiating between the various kinds of requirements:

- legal requirements for the formulation of a sector plan;
- a legal compliance requirement;
- a planning requirement to be undertaken as a component of, or part of, the IDP; and
- a recommendation, which is deemed to add value to the municipal planning process and product.

Various development strategies and programmes are required to enhance the quality and delivery of the IDP. Some sector plans have been completed while some are being reviewed or developed.

There are a number of sector plans and key strategy documents required of a municipality to support the delivery of services and infrastructure development in order to achieve its strategic objectives. Each sector plan is championed by a specific department within a directorate of the municipality and normally forms the basis of the directorate's contribution towards achieving the strategic objectives of Council. The alignment of sector plans between all spheres of government is important in ensuring integration of programmes and maximum utilization of available resources.

6.2.1 SPATIAL DEVELOPMENT FRAMEWORK (SDF)

The Ndlambe Spatial Development Framework (SDF) sets out the long-term spatial development for the municipality which is informed and guided by the vision for the area. It guides land use and development and ensures that future public or private development is implemented in line with the vision and development objectives and strategies of the municipality as set out in the IDP. It therefore acts as a planning and land use management tool to assist the local authority to make informed decisions on a day to day basis and on strategic issues regarding the land use options, timing and phasing of development in the area.

The SDF also functions as a marketing tool to facilitate public and private partnerships in the implementation of projects and to assist to bring about economic and social regeneration of the various towns and settlements. It also:

- provides a long-term vision of the spatial development of the municipality
- aligns the municipality's spatial development goals, strategies and policies with relevant national and provincial spatial principles, strategies and policies;
- guides the proposals contained in the more detailed local plans which cover a shorter planning time frame and the preparation of Local Spatial Development Plans (LSDF's);
- helps to spatially coordinate, prioritise and align public investment in the municipality's five-year Integrated Development Plan (IDP);
- directs private investment by identifying areas that are suitable for urban development, areas where the impacts of development needs to be managed, and areas that are not suited for urban development;
- identifies strategies to prevent indiscriminate loss and degradation of critical biodiversity areas, and to ensure the necessary level of protection for the remaining areas;
- provides policy guidance to direct decision-making on the nature, form, scale and location of urban development, land use change, infrastructure development, disaster mitigation and environmental resource protection.

A Spatial Development Framework (SDF) is to a large extent influenced by the following legislation:

- The Local Government: Municipal Systems Act (Act No. 32 of 2000);
- The IDP and Performance Management Regulations (2001); and
- The Spatial Planning and Land Use Management Act (Act No. 16 of 2013).

Review of the Ndlambe Spatial Development Framework (SDF)

Ndlambe Municipality's Spatial Development Framework (SDF) was approved by Ndlambe Council in 2013 in terms of the Municipal Systems Act (MSA). This SDF must be reviewed in 2018 as the Municipality must create a credible SDF that meets the standard requirements.

6.2.2 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT, 2013 (ACT NO. 16 OF 2013)

The Spatial Planning and Land Use Management Act, 2013 (Act No. 16 of 2013) (SPLUMA) was promulgated on 5 August 2013 and its Regulations to come into effect on 1 July 2015. The objects of the Act are the following:

- Provide for a uniform, effective and comprehensive system of spatial planning and land use management for the Republic;
- Ensure that the system of spatial planning and land use management promotes social and economic inclusion;
- Provide for development principles and norms and standards;
- Provide for the sustainable and efficient use of land;

- Provide for cooperative government and intergovernmental relations amongst the national, provincial and local spheres of government; and
- Redress the imbalances of the past and to ensure that there is equity in the application of spatial development planning and land use management systems.

SDF's form the basis of all future decisions in terms of the SPLUMA and they will be taken by authorised officials or tribunals, which are non-political /technical bodies, established in terms of Section 35 of SPLUMA. It broadly determines that a municipality or municipalities jointly, must constitute a Planning Tribunal to consider all land use planning applications.

Ndlambe Municipality has adopted a Municipal Planning By-Law (Spatial Planning and Land Use Management Bylaw) in 2015. The Bylaw determines the procedural and administrative aspects of land use planning and management, instead of the Provincial Regulations. One of the implications of the SPLUMA legislation and processes is that a municipality now becomes legally accountable for decisions, i.e. an applicant or aggrieved party will no longer sue the MEC and add the municipality as a respondent. Instead, the municipality will be sued and it must provide for the costs and administration of such litigation processes.

6.2.3 INTEGRATED LAND USE SCHEME

Ndlambe Municipality currently has four town planning zoning schemes which are the Port Alfred Zoning Scheme, Section 8 Zoning Scheme, Kenton on Sea Zoning Scheme and Section 7 Zoning Scheme Regulations (which includes Inkwenkwezi, Nolutkhanyo, Marselle, and KwanoNqubela townships). These town planning schemes are outdated and are not in line with the new legislation (SPLUMA). The act requires that *“a Land Use Scheme must give effect to and be consistent with the Municipal Spatial Development Framework and determines the use and development of land within the municipal area to which it relates in order to promote economic growth, social inclusion and efficient land development and minimal impact on public health, environment and national resources.”* All municipalities are given 5 years to compile Integrated Land Use Schemes which must be aligned with the principles of SPUMA, Constitution, MSA, etc. Sarah Baartman District Municipality is in process of assisting the municipalities within its district with the compilation of the Integrated Land Use Schemes

6.2.4 HOUSING SECTOR PLAN (HSP)

The Ndlambe Housing Sector Plan (HSP) (2011-2016) has been reviewed and revised in accordance with the prescripts of the Blue Book for Municipal Housing Planning and the related National Treasury Planning dispensation. The methodology used to review the HSP consisted of the review of the current IDP, HSP, SDF and other relevant chapters of the IDP and sectoral plans. In addition to this, a desktop analysis was undertaken to better understand the demand for housing, the supply side study included primary level survey and collection of data related to land and land packaging, infrastructure planning and availability, organisational capacity and projects including, planned, current, blocked and lastly an integration study to establish cross cutting issues and related planning and availability especially as it relates to health, education, roads and transportation, social and recreational and safety facilities.

The results of all these studies were used in the production of a situation analysis report which was

utilised to inform the development of the HSP. The HSP consist of strategic goals and priorities for the municipality which is detailed into programmes for year 1 of a 5 year horizon. Lastly, a project pipeline together with a project tracking tool was developed and provided to enable the municipality to improve its planning, tracking and monitoring of projects.

6.2.5 LOCAL ECONOMIC DEVELOPMENT STRATEGY

The development of this LED strategy is guided by the existing policies of the Ndlambe Municipality, as well as the District, Provincial and National frameworks. These include:

- Ndlambe IDP
- Ndlambe Spatial Development Framework
- Ndlambe Responsible Tourism Sector Plan
- Sarah Baartman Area Based Plan and Land Availability Audit (2008)
- EC Provincial Growth & Development Plan
- National Spatial Development Perspective

In alignment with the NSDP and PGDP, the Ndlambe Municipality projects are assessed in terms of the following principles:

- Contributes towards economic growth and poverty alleviation
- Government spend – over and above basic services provision – is directed towards the stimulation of sustainable economic development and income-generating / employment opportunities
- The developmental efforts of the municipality are focused on people rather than places – this may include capital investment, human resource development and social transfers
- Nodal and corridor development which supports the aim of redressing the spatial distortions of development
- Increasing the opportunity for meaningful stakeholder participation

From the Ndlambe IDP, we recognize the following priorities which have a direct bearing upon the LED Strategy:

- Addressing Infrastructure issues:
 - Sanitation backlogs
 - Road condition
 - Business infrastructure – including light industry & commerce
- The implementation of effective development planning and implementation, – especially as the upper-income residential, holiday home and tourism construction sector play such a vital role in Ndlambe’s economy
- Addressing internal capacity issues
- Promoting effective management of Council assets through the implementation of critical systems
- Improving the role of the Municipality with regards to economic development – with specific reference to Tourism
- Increasing disaster management capacity

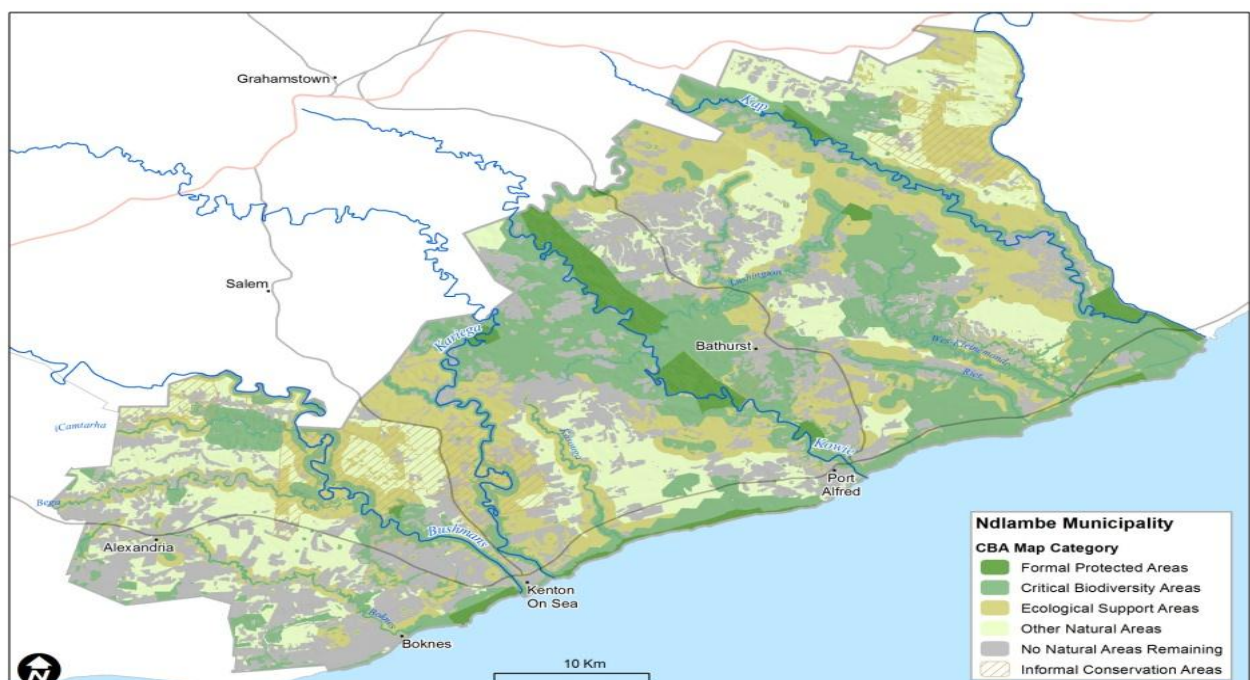
The IDP further outlines some of the critical challenges facing the Ndlambe Municipality with regards to LED. The section on Institutional Development focuses in more detail on these issues.

6.2.6 BIODIVERSITY SECTOR PLAN (BSP)

The Biodiversity Sector Plan (BSP) for the Ndlambe Municipality represents the biodiversity informant for all multi-sectoral planning procedures, such as the Integrated Development Plan and Spatial Development Framework. It is intended to support land-use planning and decision-making in order to achieve the sustainable development agenda. The BSP is comprised of a relatively fine-scale Critical Biodiversity Areas (CBA) Map, mapped at a scale of 1:20 000 (Skowno and Holness, 2012) (Refer Figure 1). Associated with the CBA Map is a set of biodiversity-compatible land-use guidelines, including a series of land and water use management guidelines. The BSP also includes an explanatory handbook (with a biodiversity profile) and the various maps used to prepare the CBA Map (e.g. vegetation, rivers, wetlands and land cover).

The Critical Biodiversity Areas (CBA) Map has refined the spatial accuracy of the Eastern Cape Biodiversity Conservation Plan's (ECBCP) CBA Map (Berliner and Desmet, 2007), including the Subtropical Thicket Ecosystem Programme (STEP) Map (Cowling *et al.*, 2003). In other words, it is a more accurate spatial representation of important biodiversity areas in the Ndlambe Municipality and therefore supersedes the aforementioned maps. The CBA Map divides the landscape into Protected Areas, Critical Biodiversity Areas, Ecological Support Areas, Other Natural Areas and No Natural Areas Remaining. The first three categories represent the biodiversity priority areas, which should be maintained in a natural to near natural state, with low intensity developments possible. The remaining two categories are not considered biodiversity priority areas, and can be targeted for sustainable development. The land-use guidelines are specified for Critical Biodiversity Areas and Ecological Support Areas, while the general land use management guidelines are specified for Critical Biodiversity Areas, Ecological Support Areas and Other Natural Areas.

Figure 1: The new, relatively fine-scale Critical Biodiversity Areas (CBA) Map for the Municipality (1:20 000) (Skowno and Holness, 2012).



The BSP, with CBA Map and land use guidelines, has therefore been utilised to inform the IDP and SDF, including the environmental management policy of the municipality. The production of the Biodiversity Sector Plan was funded by the French Global Environmental Facility and implemented by South African National Parks (Park Planning and Implementation: Conservation Services).

6.2.7 NDLAMBE RESPONSIBLE TOURISM SECTOR PLAN

The Ndlambe Responsible Tourism Sector Plan was reviewed in 2009 by Kyle Business Projects in consultation with local tourism stakeholders, on behalf of the Sarah Baartman District Municipality (CDM). This review formed part of the projects to develop the CDM Tourism Master Plan. The Ndlambe tourism product focuses predominantly on:

- **Nature-based attractions and activities:** nature reserves, game reserves, beach and marine, hunting, agri-tourism, farm stays and activities, avi-tourism
- **Heritage-based attractions and activities:** the built heritage, the cultural heritage including Xhosa, British Settlers art and literature.

6.2.8 WATER SERVICES DEVELOPMENT PLAN

The Water Services Development Plan (later referred to as the WSDP) was written and compiled as a legislative measure in order to comply with the terms of the Water Services Act (Act 108 of 1997) in consensus with the National Water Act (Act 36 of 1998).

The WSDP is a supplementary document to the Integrated Development Plan (IDP) of the municipality and consists of a more detailed elaboration on the status quo and in future plans for water services and sanitation.

In order to comply to the Water Services Act (Act 108 of 1997) and the National Water Act (Act 36 of 1998), the Council of the Sarah Baartman District Municipality appointed Engineering Advice and Services to assist them in formulating a WSDP for submission to DWAF and to serve as a planning tool and barometer against which the quality and efficiency of water services and sanitation delivery can be measured.

The Ndlambe WSDP was approved in 2012 and is due for review in 2017 however due to projects that have been implemented on the ground through MIG, RBIG and ACIP the municipality is busy with the review of the WSDP to incorporate all what has been done and also to provide integrated planning based on the Master Plan and other Water Services Related Plans that have been produced.

In October 2016 the Municipality will submit an annual Water Services Development Plan Performance and the Audit Report that will map out the annual performance of the Water Services and the full water services audit requirements as directed by the regulations relating to compulsory national standards and measures to conserve water.

WSDP Projects

The project in the WSDP currently for long term is the Ndlambe Bulk Water Project- Sandile/ Peddie to Cannon Rocks pipeline amounting to R1.3 billion. This project is seen as the most critical project as the water challenges will be eradicated through it to the entire Ndlambe municipal area. It is important to note that the project planning has started but there is no full commitment for funding this project.

Another project is the Upgrading of Sewer Network in the Ndlambe Area in all Towns, each town has a business plan of its own but the total for the works is R 600 Million. Ndlambe has been using Septic tanks, conservancy tanks, pit latrines, long drop toilets and VIP's in all its areas. Only 30% is full water borne sewerage. It is therefore critical that this project be implemented due to seepage and contamination of ground water by sewerage. The bucket eradication programme has been a great achievement where 2290 households were converted to full water borne sewerage.

6.2.9 ELECTRICITY MASTER PLAN

Ndlambe Municipality is an Electrical Distributor as defined by the energy regulator NERSA. Present key performance areas and requirements include the operational and maintenance responsibilities of electrical systems. As with all systems, regular maintenance and refurbishment is essential for the operating and maintenance of such systems. Financial, logistical and numerous other constraints have created a situation where critical refurbishment and essential maintenance of these systems has been compromised.

Not all areas falling under Ndlambe Municipality's jurisdiction are operated and maintained by Ndlambe Municipality. Those areas are operated and maintained by Eskom. An electricity network audit was conducted between March and June 2014. It highlighted serious problems with status and condition of the electrical network. The condition of the network was revealed and in detailed and indicated an ageing network that needed urgent refurbishment attention. The report was also presented the Municipality Council and recommendations were also made clear. Recent electricity audit has shown that most of the electrical infrastructure is ageing. Some of the equipment is obsolete so spares are a challenge from the OEM. The technology has moved since they were manufactured. Imminent intervention is required. ESKOM was used as a barometer for standardization

The Municipality carried this audit in order to get funding and review its Master plan and Maintenance plan, the process has now started and the aim is to have these plans adopted by council in the 2017/18 financial year.

The municipality has less income available to operate and maintain this vital resource. To compound the problem, the Municipality has limited resources available to effectively manage the electrical resources.

These plans are important to the Ndlambe Integrated Development Plan and are able to delve deeply into the peculiarities of their specific sectors and assist in clarifying the truth, as opposed to perception, and thus help dispel unfounded assumptions which could adversely influence the IDP

and its delivery. Continuous incorporation of key information and outputs from these sector plans, when completed, is an essential part of the IDP formulation process.