



nelson mandela bay
M U N I C I P A L I T Y

IDP

INTEGRATED DEVELOPMENT PLAN

2017/18 – 2021/22 (Third Edition)

(ADOPTED: 19 JUNE 2019)



Nelson Mandela Bay Municipality



www.nelsonmandelabay.gov.za

NELSON MANDELA BAY MUNICIPALITY (2016 DEMARCATION)

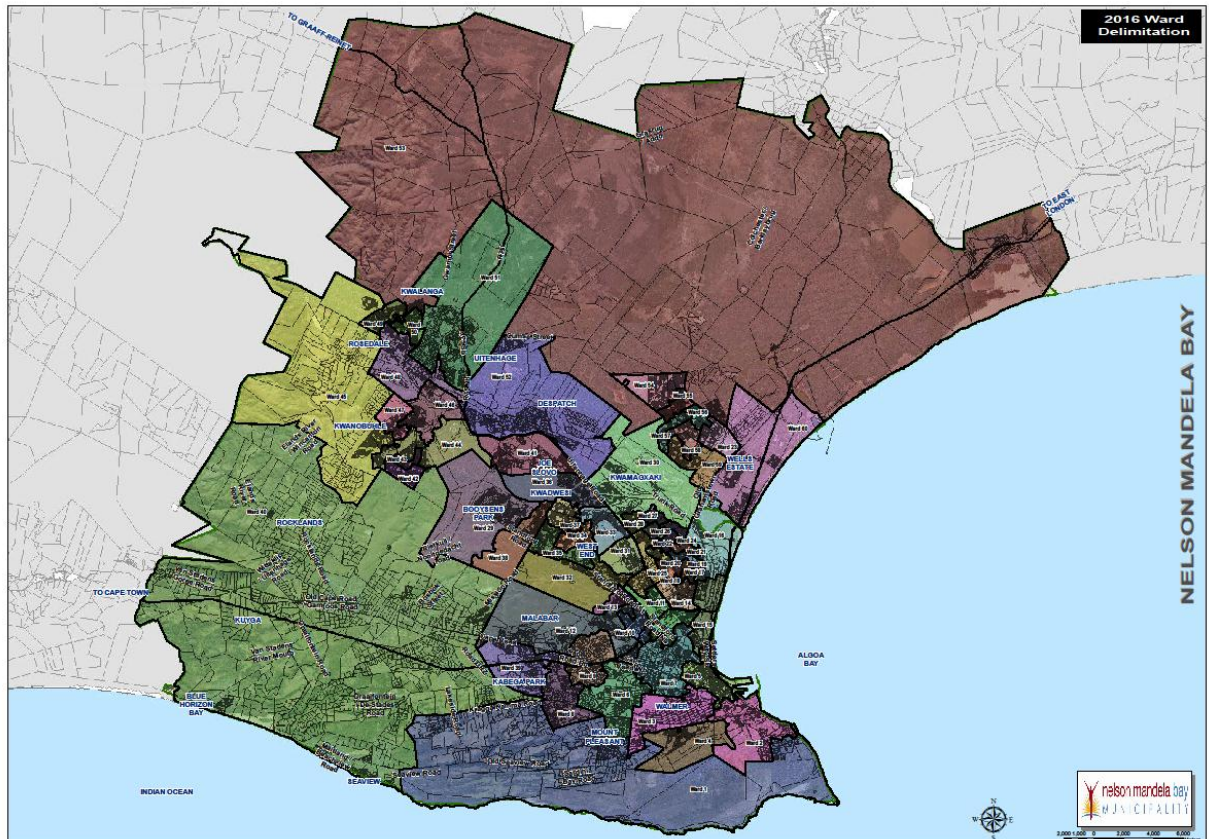


TABLE OF CONTENTS

FOREWORD BY THE EXECUTIVE MAYOR	1
FOREWORD BY THE CITY MANAGER	3
CHAPTER 1: INTRODUCTION.....	5
1.1 CONTEXT AND OVERVIEW	6
1.2 ABOUT NELSON MANDELA BAY	7
1.3 LOCATION	8
1.4 POPULATION AND HUMAN DEVELOPMENT	8
1.5 VISION, MISSION AND BRAND PROMISE	11
1.6 DEFINING AN IDP AND WHY IT IS REVIEWED ANNUALLY	12
1.7 STRATEGIC OBJECTIVES	13
1.8 KEY PERFORMANCE AREAS (KPAS) OF LOCAL GOVERNMENT.....	14
1.9 NMBM IDP RATINGS BY COGTA (EASTERN CAPE PROVINCE)	14
1.10 TOTAL NUMBER OF POSTS IN MUNICIPALITY AGAINST VACANT POSTS	15
1.11 POLITICAL STRUCTURE	16
1.12 COUNCIL	16
1.13 EXECUTIVE MAYORAL COMMITTEE	18
1.14 OFFICE OF THE CHIEF WHIP	20
1.15 ADMINISTRATION	21
1.16 LEGISLATIVE, POLICY MANDATES AND ALIGNMENT WITH LONG-TERM VISION ...	23
1.17 SUSTAINABLE DEVELOPMENT GOALS.....	25
1.18 NATIONAL DEVELOPMENT PLAN 2030	25
1.19 PROVINCIAL DEVELOPMENT PLAN 2030	25
1.20 INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)	27
1.21 MEDIUM-TERM STRATEGIC FRAMEWORK OUTCOMES	28
CHAPTER 2: SITUATIONAL ANALYSIS	29
CHAPTER 3: METHODOLOGY AND STAKEHOLDER ENGAGEMENTS	42
CHAPTER 4: SPATIAL STRATEGY	49
CHAPTER 5: INPUT BY SECTOR DEPARTMENTS	64

CHAPTER 6: BUDGET 70

CHAPTER 7: SERVICE DELIVERY PLAN122

CHAPTER 8: OVERSIGHT, REPORTING, MONITORING AND EVALUATION ...186

8.1 EXECUTIVE MAYOR186

8.2 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE187

8.3 RULES AND ETHICS COMMITTEE.....187

8.4 CITY MANAGER.....188

8.5 OFFICE OF THE AUDITOR-GENERAL188

8.6 AUDIT COMMITTEE189

8.7 INTERNAL AUDIT AND RISK ASSURANCE190

8.8 RISK MANAGEMENT COMMITTEE190

8.9 PERFORMANCE MANAGEMENT AND MONITORING AND EVALUATION192

8.10 SUPPLY CHAIN MANAGEMENT194

8.11 WARD COMMITTEES195

ANNEXURE “A” – 2019/20 IDP Indicators aligned to Draft 2019/20 Budget and Service Delivery and Budget Implementation Plan (SDBIP)

LIST OF ACRONYMS

ACDP	African Christian Democratic Party
ACSA	Airports Company South Africa
AIC	African Independent Congress
ANC	African National Congress
ATTP	Assistance to the Poor
BEPP	Built Environment Performance Plan
B&T	Budget and Treasury
CBD	Central Business District
CBOs	Community Based Organisations
CGDS	City Growth and Development Strategy
CM	City Manager
COO	Chief Operating Officer
COPE	Congress of the People
CIDZ	Coega Industrial Development Zone
CITP	Comprehensive Integrated Transport Plan
CS	Corporate Services
CSIR	Council for Scientific and Industrial Research
DA	Democratic Alliance
DORA	Division of Revenue Act
EC	Eastern Cape
ECSECC	Eastern Cape Socio-economic Consultative Council
EDTA	Economic Development, Tourism and Agriculture
E&E	Electricity and Energy
EFF	Economic Freedom Fighters
EPWP	Expanded Public Works Programme
ERP	Enterprise Resource Planning
FLISP	Finance Linked Individual Subsidy Programme
FWFWWTW	Fish Water Flats Waste Water Treatment Works
GDP	Gross Domestic Product
GGP	Gross Geographic Product

GIS	Geographic Information Systems
GRAP 17	Generally Recognised Accounting Practices
GV	General Valuation
GVA	Gross Value Added
HIV/AIDS	Human Immunodeficiency Virus causing the Acquired Immunodeficiency Syndrome
HOVs	High Occupancy Vehicles
HS	Human Settlements
HSDG	Human Settlements Development Grant
HURP	Helenvale Urban Renewal Programme
ICDG	Integrated City Development Grant
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IDZ	Industrial Development Zone
I&E	Infrastructure and Engineering
IGR	Intergovernmental Relations
IPTS	Integrated Public Transport System
ISP	Integrated Sustainability Plan
IUDF	Integrated Urban Development Framework
KPA	Key Performance Area
KPE	Key Performance Element
KPI	Key Performance Indicator
LED	Local Economic Development
LLF	Local Labour Forum
LSDF	Local Spatial Development Framework
LTFS	Long-Term Financial Strategy
LTFSP	Long-Term Financial Sustainability Plan
LUMS	Land Use Management System
MBDA	Mandela Bay Development Agency
MFMA	Municipal Finance Management Act
MOSS	Metropolitan Open Space System
MSCOA	Municipal Standard Chart of Accounts

MSDF	Metropolitan Spatial Development Framework
MUM	Management Union Meeting
MURP	Motherwell Urban Renewal Programme
NDP	National Development Plan
NDPG	Neighbourhood Development Partnership Grant
NEMA	National Environmental Management Act
NERSA	National Energy Regulator of South Africa
NGO	Non-governmental Organisation
NMBM	Nelson Mandela Bay Municipality
NMBM IDP	Nelson Mandela Bay Municipality's Integrated Development Plan
NMBMM	Nelson Mandela Bay Metropolitan Municipality
NT REF	National Treasury Circular 88 Reference Number
OHS & W	Occupational Health, Safety and Wellness
PA	Patriotic Alliance
PACOM	Project Appraisal Committee
PDP	Provincial Development Plan
PDoHS	Provincial Department of Human Settlements
PE	Port Elizabeth
PEIA	Port Elizabeth International Airport
PH	Public Health
PMS	Performance Management System
POS	Public Open Space
PPE	Property, Plant and Equipment
PPP	Public-Private Partnership
PTIG	Public Transport Infrastructure Grant
QMS	Quality Management System
RDP	Reconstruction and Development Programme
SACN	South African Cities Network
SAIMI	South African International Maritime Institute
SANAS	South African National Accreditation System
SANRAL	South African National Roads Agency Limited

SAPS	South African Police Services
SCOA	Standard Chart of Accounts
SCU	Sustainable Community Unit
SDBIP	Service Delivery and Budget Implementation Plan
SDGs	Sustainable Development Goals
SMMEs	Small, Medium and Micro Enterprises
SNDB	Sub-National Doing Business
SOEs	State Owned Enterprises
SOPs	Standard Operating Procedures
SPLUMA	Spatial Planning and Land Use Management Act
SRAC	Sports, Recreation, Arts and Culture
S&S	Safety and Security
STATS SA	Statistics South Africa
SWOT	Strengths, Weaknesses, Opportunities and Threats
TOD	Transit Oriented Development
UDM	United Democratic Movement
UFEC	United Front Eastern Cape
UNS	Urban Network Strategy
USDG	Urban Settlements Development Grant
WWTW	Waste Water Treatment Works

FOREWORD BY THE EXECUTIVE MAYOR

The review of this Integrated Development Plan is happening within a specific, significant context of a new governing Coalition taking power in the Nelson Mandela Bay Municipality during August 2018. This Coalition is made up of the UDM, ANC, UFEC and the AIC.

The IDP will be used as a planning strategy to address a number of areas, which were all prominently raised and debated during the last round of the IDP and Budget public participation programme with the residents of the Metro:

- Delivery of basic services to all the communities of the Bay, particularly the disadvantaged areas.
- Revival and growth of the economy of the City through infrastructure-led growth.
- Increase in the revenue base of the Municipality.
- Empowering SMMEs.
- Dealing decisively with fraud and corruption.
- Continuing to show improvement in the manner in which we consult with our stakeholders and communities.

This administration will use this budget and that of other government departments to create much-needed jobs, particularly among our young people. The focus on service delivery will amongst others include the building and maintenance of roads, infrastructure, electricity networks and refuse removal. These are some of the services in respect of which this Municipality is not reaching its full delivery potential, particularly in townships and surrounding rural areas. This leadership is also in the process of developing means and ways of dealing with the severe drought situation currently affecting our City. This will be done in close collaboration with the National and Provincial governments.

The relocation of informal settlements, the prioritisation of serviced land and the eradication of the bucket system are integral to this service delivery commitment to our poor communities. In addition, we are unapologetically committed to empower our SMMEs to grow into big, sustainable and successful businesses.

Issues receiving our close attention are the cutting of electricity because of overdue accounts and the payment of exorbitant reconnection fees. As this administration, we have taken a conscious decision to be pro poor.

We have adopted a different approach to the review of the 2018/19 IDP and Budget. During October 2018, we held very peaceful public engagements, where the new administration was welcomed by all communities in the metro. The Municipality has reached a stage where we are in a position to develop a sustainable financial model.

As both unemployment and inequality remain high in the region, our programmes must promote economic growth and development through working with communities, the private sector and labour. Job creation and sustainable livelihood will be at the centre of all municipal programmes of development.

The successful implementation of the IDP and Budget can only be achieved through a partnership with all spheres of government, communities and the private sector. We must all work together to achieve our vision as the city.



COUNCILLOR M E BOBANI
EXECUTIVE MAYOR

FOREWORD BY THE CITY MANAGER

The Constitution of the Republic of South Africa mandates the Nelson Mandela Bay Municipality to give priority to the basic needs and socio-economic development of local communities.

The Integrated Development Plan is a planning tool for the three spheres of government in achieving the aim of accelerating service delivery to our communities. This IDP is aligned to the National Development Plan 2030 Vision, and it is therefore a stepping stone towards advancing the goals of the National Development Plan.

Consultation and engagement with communities and different stakeholders regarding the City's development planning processes are therefore critical. Through our public participation programmes, the communities of Nelson Mandela Bay have reaffirmed their needs, which include the provision of drinking water, employment creation, roads maintenance, electricity supply, health and educational facilities, SMME empowerment and support, and sports and recreational facilities.

Because some of the identified community needs do not fall within the mandate of the Municipality, there will be better coordination and integration with the provincial and national sector departments.

Projects identified in this IDP will be implemented through the Service Delivery and Budget Implementation Plan (SDBIP) and monitored quarterly. Some of these projects will be implemented in partnership with relevant stakeholders. Strengthening relations and partnerships with the business sector and the institutions of higher learning in the City will be prioritised.

In discharging its responsibility for promoting economic development, the institution will be exploring the many economic opportunities that could be unlocked in the Oceans Economy and township, tourism and creative arts industries, in partnership with relevant stakeholders. Many thanks to our stakeholders who participated during the review process of the IDP. Their inputs have enriched our five-year road map.

Our vision is of a safe, secured and digitally enabled City that will create opportunities for the youth and business to consider new horizons in the future world of digital business. Comfort, tourism and development will flourish under sound City operations, while efficiencies and e-governance, e-education and medical services will enhance the NMBM's development opportunities and serve to reduce poverty and unemployment.



PETER NEILSON

CITY MANAGER (ACTING)

CHAPTER 1: INTRODUCTION

The Constitution of South Africa requires local government to be developmental. The Nelson Mandela Bay Municipality therefore has a responsibility to structure and manage its administration, budgeting and planning processes to give priority to the basic needs of local communities and to promote residents' social and economic development.

A recent World Bank study has highlighted the slow economic growth in South Africa since 1994 as a key reason why South Africa is the world's most unequal country. The study suggests that addressing insufficient skills; the skewed distribution of productive land assets; weak property rights; low competition; low integration in global and regional value chains; limited or expensive connectivity; under-serviced historically disadvantaged settlements; climate change; low carbon transition; and water security will reduce poverty, inequality, support growth and job creation in our country.

Statistics South Africa indicate that the unemployment rate (26.7%) remained unchanged over the first quarter of 2018, compared to the fourth quarter of 2017. Unemployment in South Africa is especially prevalent among our youth. This remains a global trend: the International Labour Organisation recorded approximately 71 million unemployed youth (aged 15 – 24 years) in 2017. This also means that many youth face long-term unemployment.

In South Africa, 38.2% of citizens aged between 15 – 34 years are unemployed, which means more than one in every three young people in the labour force did not have a job in the first quarter of 2018. Approximately 3.3 million (32.4%) of 10.3 million young people aged 15 – 24 were not in employment, education or training. This implies that close to one in three young South Africans between the ages of 15 and 24 years were disengaged from the labour market in the first quarter of 2018.

1.1 Context and overview

Municipalities are compelled by the Constitution to prepare five-year Integrated Development Plans (IDPs), which serve as strategic plans that indicate where and how these institutions should allocate their resources. The Nelson Mandela Bay Municipality's IDP outlook is guided by its vision and mission as well as its long-term plans, inclusive of provincial and national government strategies.

The institution's IDP is reviewed annually, in line with Chapter 5 of the Local Government Municipal Systems Act 32 of 2000. The IDP is a strategic planning instrument that necessitates the participation and input of all Mandela Bay residents, because it has the potential to change the situation of local communities and meet their needs.

The following role-players and stakeholders were consulted during the foregoing IDP and Budget development and review processes of the Municipality:

- Communities of Nelson Mandela Bay
- Organised stakeholder groupings, e.g. Chambers of Commerce, NGOs, civic groupings, unions and ratepayers' associations
- NMU and government sector departments
- Neighbouring municipalities
- Special sectors (youth, women, elderly people, traditional leaders, children and people with disabilities)
- Economic sectors
- Creative arts and heritage Organisations
- Municipal Councillors and officials
- Ward Committees and other spheres of government

The current administration is engaged in a full evaluation of the functioning of every aspect affecting the lives of communities in Nelson Mandela Bay. The Municipality is improving and strengthening its partnerships with and accountability to residents through honest and frank dialogue to gauge their service delivery expectations and measure its own performance against their needs. Innovations and interventions are continuously introduced to upscale service delivery and live up to the expectations of communities. A new IDP App and an Input form were developed and made available for the use of local communities. In addition, a customer satisfaction survey was undertaken in 2018 and its results influenced the development of this 2019/20 IDP.

1.2 About Nelson Mandela Bay

The City is home to the Port Elizabeth International Airport, the only international air access point in the Eastern Cape Province. Engagements between the Nelson Mandela Bay Municipality, Airports Company South Africa, Nelson Mandela Bay Tourism and local business saw the development of an Airlift Project, aimed at deliberately growing air traffic into the region.

The City's maritime entry point showcases its monumental developmental aspirations and capabilities, boasting the most modern deep-water port in the Southern Hemisphere, the Port of Ngqura.

Nelson Mandela Bay is the hub of the automotive industry on the African continent, with many major international vehicle and component manufacturers based in the city. It is a preferred region for the manufacturing of pharmaceuticals, flour, meat, frozen veggies, soft drinks, chocolates, cheese, yoghurt, ice cream, paper and leather products.

1.3 Location

Nelson Mandela Bay is located on the southern coast of South Africa, on the shores of Algoa Bay. The Nelson Mandela Bay Municipality is one of two metropolitan municipalities in the Eastern Cape Province. It incorporates Port Elizabeth, Uitenhage and Despatch, with their surrounding agricultural areas, and has an area of 1959, 02 km². Nelson Mandela Bay serves as a centre for both local and international beach sporting and offers exciting outdoor activities. The City is noted for the genuine warm hospitality of its residents, and has for many decades been known as the *Friendly City* among visitors and holidaymakers.

1.4 Population and Human Development

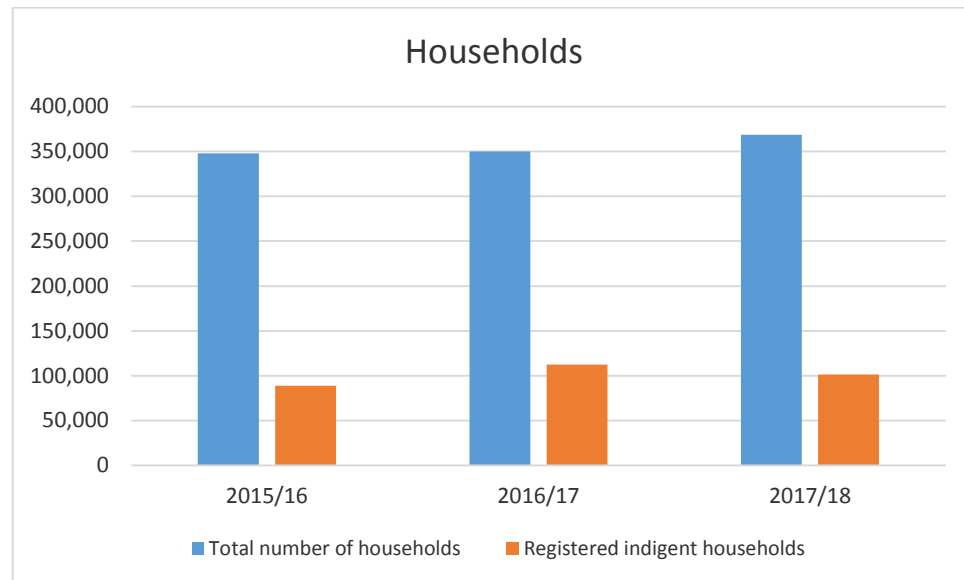
The current population of Nelson Mandela Bay is estimated at 1 263 051 (Community Survey 2016), with a growth rate of 1.54% (IHS, 2017), which is lower than that of other metropolitan areas in South Africa, such as Ekurhuleni (2.1%) and Tshwane (2.6%). The Municipality has a total of 368 518 households, with an average size of 3.6 persons per household (CS 2016).

Female-headed households constitute 41.6% of the total number of households in the Municipality (Community Survey, 2016). Altogether 640 000 people (representing about 49.6% of the total population) live in poverty in the Nelson Mandela Bay Metropolitan area (ECSECC, 2017).

During the 2017/18 financial year, 100% of qualifying households earning less than R3 200 per month (two state pensions) had access to free basic services offered by the Municipality through its Assistance To The Poor Programme (ATTP). As at 30 June 2018, the value of the free basic services provided was R614 218 196, benefiting 101 645 qualifying households. Various types of service assistance were provided to local households as follows: 89 721 (water); 90 175 (sanitation); 73 593 (electricity); 80 221 (refuse removal); and 76 392 (rebate on rates accounts).

There is currently, further to the aforementioned qualifying households, a backlog of 4 229 applications in the system. This backlog is attributed to the detailed nature of the verification processes. The Municipality continues to prioritise the processing of ATTP applications. ATTP applications are reviewed in a three-year cycle. Figure 1 indicates the proportion of registered indigent households in the municipal area over three financial years (2015/16 – 2017/18).

FIGURE 1: Proportion of registered indigent households



The life expectancy among Nelson Mandela Bay residents is 59.3 years for females and 53.7 years for males (SACN, 2016). Table 1 compares the life expectancy in Nelson Mandela Bay to those in other Metros in South Africa.

TABLE 1: Life expectancy – Comparing with other Metros

MUNICIPALITY	LIFE EXPECTANCY	
	FEMALE	MALE
Nelson Mandela Bay	59.3	53.7
Cape Town	70.1	64.2
Mangaung	52.7	49.6

Source: SANC, 2016

Nelson Mandela Bay is characterised by a youthful population, with 26 years being the median age.

Table 2 below depicts the population details of the Nelson Mandela Bay Municipality. In all the periods under discussion, female domination is noticeable, particularly in the age categories from 40 years upwards.

TABLE 2: Population details

Population Details									
Age	Year -2			Year -1			Year 0		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Age: 0 - 4	66135	64711	130846	65341	64034	129375	64706	63444	128150
Age: 5 - 9	68071	66641	134712	68451	66911	135362	68514	66913	135427
Age: 10 - 19	108518	106768	215286	11285	111050	122335	117600	115711	233311
Age: 20 - 29	107354	101017	208371	106642	100031	206673	105557	98734	204291
Age: 30 - 39	90612	91041	181653	94123	93123	187246	97342	95002	192344
Age: 40 - 49	67211	77962	145173	68325	78097	146422	69486	78184	147670
Age: 50 - 59	50387	66423	116810	51159	67384	118543	51994	68246	120240
Age: 60 - 69	32120	45458	77578	33184	47102	80286	34177	48778	82955
Age: 70+	13516	28317	41833	14008	29953	43961	14498	31585	46083

Source: STATSSA, 2015

TABLE 3: Language Spoken and percentage

Language	%	Language	%
Afrikaans	28.51%	IsiXhosa	56.53%
English	11.91%	Sotho	0.17%
Zulu	0.19%	Tswana	0.05%
Pedi	0.05%	Tsonga	0.05%
Venda	0.01%	Swati	0.01%
Ndebele	0.10%	Other	2.41%

Source: STATSSA, 2015

Table 3 shows that, 56,53 % of local residents are mother-tongue IsiXhosa-speakers, followed by Afrikaans (28,51%) and English (11,91%). IsiXhosa is clearly the dominant language spoken in the Metro.

1.5 Vision, Mission and Brand Promise

1.5.1 VISION

'To be a globally competitive and preferred Metropole that works collectively with the people to improve lives, boost the economy, advocating zero corruption, and to have a transformed administration aimed at enhancing service delivery.'

1.5.2 MISSION STATEMENT

'Nelson Mandela Bay Municipality is a global city that is governed by an inclusive and innovative administration, focused on sustainable service delivery, socio-economic development, infrastructure development, local and regional integration through comprehensive initiatives.'

1.5.3 BRAND PROMISE

Collectively we can achieve more

1.6 Defining an IDP and why it is reviewed annually

The IDP is the Five-year Strategic Planning Document of the Municipality, adopted at the beginning of each Five-year Council term. The first edition of the 2017/18 – 2021/22 was adopted by Council on 28 June 2017, and the Plan is reviewed annually. While most components of the Plan remain the same over the five-year period within which it is in effect, it is required to be reviewed annually to reflect the progress achieved and advancements made.

Local government operates in an ever-changing environment. The dynamic nature of local, national and global environments constantly presents local government with new challenges and demands. Similarly, the needs of the communities of Nelson Mandela Bay continuously change.

This annual review is not a good corporate governance requirement only; it is also a legislative requirement in terms of the Local Government: Municipal Systems Act 32 of 2000. The focus of this year's IDP review has therefore been on aligning municipal programmes, projects, strategies and budgets with:

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

1.7 Strategic Objectives

The strategic objectives of the Municipality's IDP are as follows:

- (a) Transform the institutional systems, processes and organisational structure to one of high performance to effectively deliver basic services.
- (b) Ensure that the Municipality is staffed with a motivated, committed and capable workforce.
- (c) Ensure financial prudence and transparent governance.
- (d) Grow and diversify the local economy through the attraction of new investment, skills development and the facilitation of an enabling environment for small business growth and job creation.
- (e) Facilitate and promote infrastructure led growth, development and tourism.
- (f) Execute existing design and implement new projects that competitively differentiate Nelson Mandela Bay as a destination city for business, tourism and investment – including through strategic partnerships.
- (g) Develop an effective and integrated public transport system that promotes access to opportunity through mobility.
- (h) Deliver well-resourced and capacitated Metro policing and emergency services to ensure the safety of communities and visitors.
- (i) Provide infrastructure that improves the safety of communities and visitors.
- (j) Improve the safety and security of Nelson Mandela Bay communities.
- (k) Ensure institutional accessibility and effective communication channels for participatory and responsive governance.
- (l) Spatial and built developments that promote integrated neighbourhoods, inclusive communities and a well-connected Nelson Mandela Bay.
- (m) Deliver on transformation objectives, promote redress and foster social cohesion.

- (n) Facilitate and promote infrastructure-led growth, development and tourism.
- (o) Provide for the social needs of communities and empowerment of vulnerable people through the provision of access to social services, social development and indigent support.
- (p) Promote the health and well-being of all communities through the spatially equitable provision of social infrastructure.
- (q) Provide effective general environmental and public health services.
- (r) Provide dignified housing and sanitation and accelerate access to improved services to indigent households in order to create safe and decent living conditions for all residents.
- (s) Ensure multi-general and proactive planning for sustainable city development.
- (t) Develop an environmentally friendly sustainable city through proactive planning, conservation of resources, and natural and built environments.

1.8 Key Performance Areas (KPA) of Local Government

- (a) Basic Service Delivery and Infrastructure Development.
- (b) Spatial Development Framework.
- (c) Local Economic Development.
- (d) Municipal Transformation and Organisational Development.
- (e) Good Governance and Public Participation.
- (f) Financial Sustainability and Viability.

1.9 NMBM IDP Ratings by COGTA (Eastern Cape Province)

On an annual basis, IDPs across the Province are assessed by the Eastern Cape COGTA Department, using an analysis framework that serves as a tool to guide the crafting, designing, improvement and analysis of a credible IDP. Table 4 shows how the NMBM performed in terms of its IDP development, per Key Performance Area, over the last three years.

The comparative Key Performance Area Ratings from 2015/16 to 2017/18 for the Nelson Mandela Bay Municipality are as follows:

TABLE 4: NMBM IDP Ratings (Dept. of Local Government & Traditional Affairs)

KPA	2015/16	2016/17	2017/18
Spatial Development Framework	High	High	High
Service Delivery	High	High	High
Financial Viability	High	High	High
Local Economic Development	High	High	High
Good Governance and Public Participation	High	Medium	Medium
Institutional Arrangement	High	Low	Low
Overall Rating	High	High	High

Source: Eastern Cape COGTA (2018)

It is evident from Table 4 above that the NMBM is struggling to consistently obtain satisfactory results when it comes to KPAs on good governance and public participation as well as institutional arrangements. A lot of effort has been spent to improve performance in respect on these two KPAs in which the Municipality has underperformed over the last two financial years.

1.10 Total number of posts in Municipality against vacant posts

Table 5 below presents a summary of total posts in the NMBM against those vacant

TABLE 5: Status quo on vacancies in the NMBM

Directorate	Filled Posts	Vacant Posts	Total
Office of the Executive Mayor	0	1	1
Office of the City Manager	0	0	0
Chief of Staff	0	0	0
Office of the Chief Operating Officer	2	4	6
Human Settlements	5	25	30
Safety and Security	18	49	67
Budget and Treasury	21	24	45
Public Health	12	14	26

Directorate	Filled Posts	Vacant Posts	Total
Economic Development, Tourism and Agriculture	1	4	5
Infrastructure and Engineering	6	61	67
Corporate Services	5	40	45
Sport, Recreation, Arts and Culture	12	22	34
Electricity and Energy	11	11	22

Source: NMBM Corporate Services Directorate

1.11 Political Structure

The Nelson Mandela Bay Municipality is governed by a Coalition government, comprising the following political parties: the United Democratic Movement, the African Independent Congress, the United Front and the African National Congress. The political structure of the Nelson Mandela Bay Municipality comprises the Council, the Executive Mayoral Committee, the Portfolio Committees and the Municipal Public Accounts Committee, as described below.

1.12 Council



Speaker of Council:
Cllr Buyelwa Nancy Mafaya

Council is headed by the Speaker. The role of a council in local government is that of lawmaker and, as such, it focuses on legislation, participation and oversight. In addition, municipal councils facilitate political discussions and debate in order to assist in planning and decision-making.

The Council of the Nelson Mandela Bay Municipality is headed by the Speaker and comprises 120 Councillors, elected through a mixed-member proportional representative system. Altogether 60 of those Councillors were elected through a voting process in the 60 wards that make up Nelson Mandela Bay. The remaining 60 Councillors were selected from party lists, on the basis that the total number of party representatives must be proportional to the number of votes received.

Of the 120 Councillors serving in Nelson Mandela Bay, 37 (31%) are females and 83 (69%) are males. The DA has the largest number of seats (57), followed by the ANC (50 seats); the EFF (6 seats); the UDM (2 seats); and the COPE, PA, UFEC, ACDP and the AIC (1 seat each).

Table 6 illustrates the above narrative.

TABLE 6: Political party seat allocation and gender distribution

POLITICAL PARTY	ALLOCATION OF SEATS	GENDER DISTRIBUTION	
		MALE	FEMALE
Democratic Alliance	57	43	14
African National Congress	50	32	18
Economic Freedom Fighters	6	3	3
United Democratic Movement	2	1	1
Cope	1	0	1
African Christian Democratic Party	1	1	0
African Independent Congress	1	1	0
Patriotic Alliance	1	1	0
United Front Eastern Cape	1	1	0
TOTAL	120	83 (69%)	37 (31%)

Source: Nelson Mandela Bay Municipality Corporate Services Directorate

1.13 Executive Mayoral Committee



Executive Mayor:
Cllr Mongameli Ellcotte Bobani



Deputy Executive Mayor:
**Cllr Thsonono Christopher
 Solomon Buyeye**

This Committee assists the Executive Mayor in taking and ensuring the implementation of Council decisions. The Executive Mayor's role and responsibilities include identifying and prioritising community needs and drafting strategies to deliver on those needs. In addition, he has oversight of the delivery of services by the administrative structure of the City.

The Executive Mayor is supported by the Deputy Executive Mayor and a Mayoral Committee, comprising 10 members, each chairing a Portfolio Committee.

MAYORAL COMMITTEE MEMBERS WITH THEIR PORTFOLIOS



**IMC Economic Development, Tourism &
 Agriculture:**
Cllr Noluthando Queenie Pink



MMC Corporate Services:
Cllr Makhi Feni



MMC Human Settlements:
Cllr Andile Castle Ganners Mfunda



MMC Constituency Services:
Cllr Itumeleng Felicity Ranyele



MMC Budget & Treasury:
Cllr Mkhusele Justice Mtsila



MMC Infrastructure, Engineering, Electricity & Energy
Cllr Andile Weah Lungisa



MMC Public Health:
Cllr Yolisa Margeret Pali



MMC Roads & Transport
Cllr Rosie Daaminds



MMC Sports, Recreation, Arts & Culture
Cllr Lehlohonolo Mfana



MMC Safety & Security
Cllr Litho Suka

1.14 Office of the Chief Whip



Chief Whip:

Cllr Pumelele Stanley Ndoni

The Office of the Chief Whip of Council has existed in the Nelson Mandela Bay Municipality since 2003. Its primary purpose is to maintain discipline amongst Council members.

The Office of the Chief Whip focuses on the following:

- Building better relations between the various political parties represented in Council.
- Political management of Council meetings.
- Management of Council caucuses.

1.15 Administration

The Administration of the City is currently headed by the Acting City Manager, Mr Peter Neilson.

ACCOUNTING OFFICER

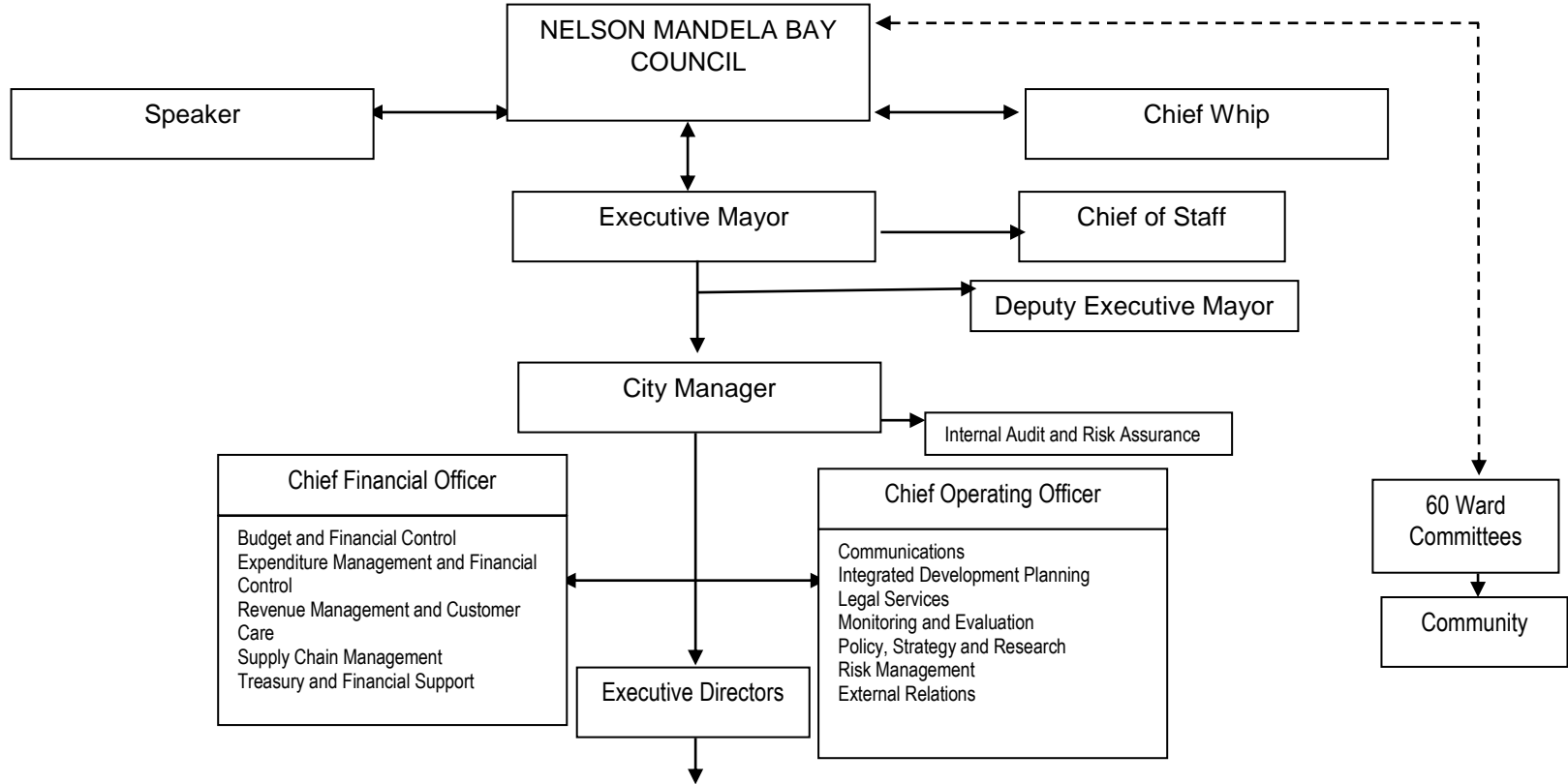


Acting City Manager:

Mr Peter Neilson

The City Manager is appointed by the municipal Council and appoints an Executive Management Team to assist him or her in running the administration. He/She is, *inter alia*, responsible for implementing the IDP, which is the institution's five-year service delivery plan. The Executive Management Team comprises 10 Senior Managers, each responsible for a portfolio, which largely matches the corresponding political portfolio. The organisational structure of the Municipality is presently being reviewed. The current organisational structure is as follows:

ORGANISATIONAL STRUCTURE OF NELSON MANDELA BAY MUNICIPALITY ('AS IS' STRUCTURE)



Directorate: Corporate Services	Directorate: Economic Development, Tourism and Agriculture	Directorate: Sports, Recreation, Arts and Culture	Directorate: Electricity and Energy	Directorate: Human Settlements	Directorate: Infrastructure and Engineering	Directorate: Public Health	Directorate: Safety and Security	Directorate: Special Programmes
Administrative Services Asset Management Constituency Services Corporate HR Services Facilities Management Labour Relations Municipal Information Systems Human Resources Transformation Human Resources Management Services Office of the Speaker	Fresh Produce Market and Urban Agriculture Sector Development Special Projects Trade and Investment	Beaches, Resorts and Support Services Libraries, Arts and Culture Nelson Mandela Metropolitan Art Museum Red Location Museum Sports and Recreation	Distribution Technical Services Projects Retail and Commercial Management	Development and Support Housing Delivery Land Planning and Management Social Development, Education and Administration	Design and Implementation Special Projects and Strategic Operations Roads, Stormwater and Transportation Support Services Water and Sanitation Integrated Public Transport Services	Administration Environmental Health Environmental Management Occupational Health, Safety and Wellness Parks and Cemeteries Waste Management HIV/AIDS and TB Multi-sectoral Response	Disaster Management Fire and Emergency Services Security Services Traffic and Licencing Services Metro Police	Motherwell Urban Renewal Programme Integrated Poverty Alleviation Expanded Public Works Programme Helenvale Urban Renewal Programme Walmer Urban Renewal Programme Technical and Operators Coordination

1.16 Legislative, Policy Mandates and alignment with Long-term Vision

The legislative and policy mandates that directly influence the establishment and operations of local government are numerous, encompassing international, national, provincial and regional influences. It is important that there is a direct linkage between the activities at local government level and the broader strategic policy and legislative environment in order that a common vision for the development of South Africans and Nelson Mandela Bay in particular can be achieved.

The following legislation defines the nature of the IDP:

(a) *Constitution of the Republic of South Africa Act 108 of 1996*

Sections 152 and 153 of the Constitution stipulate that a municipality must give priority to the basic needs of its communities and promote their social and economic development to achieve a democratic, safe and healthy environment.

(b) *Local Government: Municipal Systems Act 32 of 2000*

Sections 28 and 34 of the above Act stipulate the need for each and every municipality to develop and adopt an IDP, which should be reviewed annually. In addition, it outlines the IDP process and components.

(c) *Local Government: Municipal Finance Management Act 56 of 2003*

Section 21 of the above Act makes provision for alignment between the IDP and the municipal budget. The Service Delivery and Budget Implementation Plan is an annual contract between the Municipality's administration, Council and the community, which ensures that the IDP and the Budget are aligned.

(d) *Local Government: Municipal Planning and Performance Management Regulations (2001)*

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

- (i) The institutional framework for the implementation of the IDP;
- (ii) Investment and development initiatives in the Municipality;
- (iii) Key Performance Indicators and other important statistical information;
- (iv) A financial plan; and
- (v) A spatial development framework.

e) *Local Government: Municipal Structures Amended Act 117 of 1998*

This Act provides for the establishment of municipalities and defines the various types and categories of South African municipalities. It also regulates the internal systems, structures and office-bearers of municipalities.

f) *Municipal Property Rates Act 6 of 2004*

The objective of the above act is to regulate the powers of municipalities to levy rates on property. Rates represent a critical source of own-revenue for municipalities in order to achieve their constitutional development objectives.

This section demonstrates the linkages between Nelson Mandela Bay's IDP and the following legislative and policy directives, whilst acknowledging that there are numerous other mandates that are adhered to:

- Sustainable Development Goals (SDGs)
- National Development Plan (NDP) 2030
- Integrated Urban Development Framework 2016
- Eastern Cape Vision 2030 – Provincial Development Plan (PDP)
- Medium-Term Strategic Framework Outcomes

1.17 Sustainable Development Goals

The Sustainable Development Goals (SDGs) are captured in a set of 17 global goals with 169 targets, for achievement by 2030. The goals were adopted in 2015 by the 194 countries of the United Nations' General Assembly, of which South Africa is a member country.

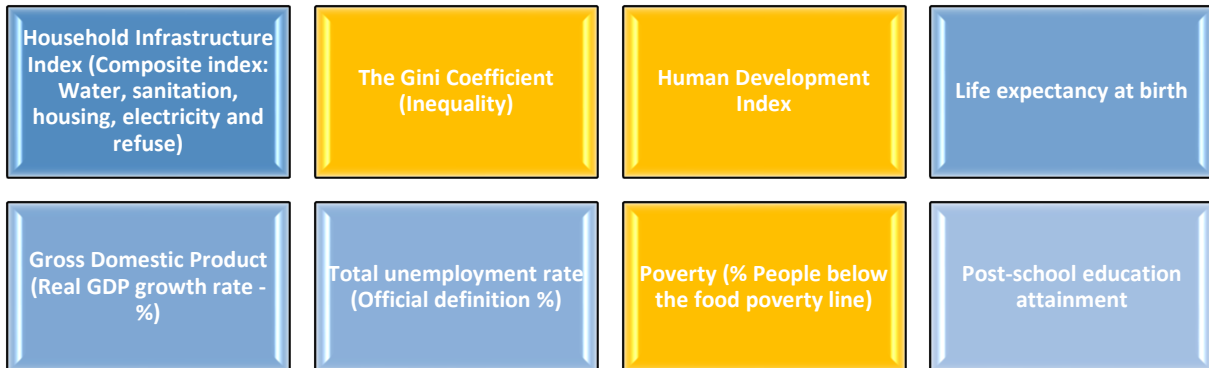
1.18 National Development Plan 2030

The National Development Plan (NDP) of South Africa was produced by the National Planning Commission in 2011. Among its aims are the elimination of poverty and the reduction of inequality by 2030.

1.19 Provincial Development Plan 2030

In the context of the Provincial Development Plan (PDP), strategic interventions are programmes and projects that are implemented to achieve the targets and objectives set out in the PDP and the Five-year plan. The strategic interventions of the flagship programmes of the PDP are the major programmes that will enable achievement of the goals.

PDP Apex Indicators



The Department of Provincial Monitoring and Evaluation is responsible for planning the implementation methodology of the Programme. The Programme of Action to roll out the PDP involves the following steps:

- (a) Identify provisional strategic interventions and test theory of change assumptions (Feb-March 2019).
- (b) Submit for approval to Provincial Management and EXCO by end of March 2019.
- (c) Confirm strategic interventions, based on an analysis conducted by April-June 2019.
- (d) Appoint leading institutions to be lead, coordinate and consolidate the process by June-July 2019.
- (e) Identify relevant stakeholders at Implementation Programme level by April-July.
- (f) The Accounting Officers of leading and contributing institutions must approve the commitments made in terms of the Implementation Programme plans, to be reflected in their draft and final 5-Year Strategy 2020-2025.
- (g) A process and system for monitoring the progress on Implementation Programme Plan should be outlined and directed by the Office of the Premier, in line with the relevant prescripts.
- (h) The Accounting Officer of the leading institution must approve the consolidated Implementation Programme Plan.

1.20 Integrated Urban Development Framework (IUDF)

The IUDF responds directly to the vision outlined in the National Development Plan and is a policy framework to guide the future growth and management of urban areas. It is designed to effect spatial transformation through reorganising the urban system in order that cities can become more inclusive, resilient and liveable.

Four overall strategic goals are pursued in the IUDF, namely:

- Spatial Integration – new spatial forms
- Inclusion and access - access to social and economic opportunities
- Growth – inclusive sustainable economic growth and development
- Governance – enhanced state capacity and citizens for collaboration around spatial and social integration.

The above inform the priorities of 9 policy levers, identified as follows:

- (i) Integrated urban planning and management
- (ii) Integrated transport and mobility
- (iii) Integrated sustainable human settlements
- (iv) Integrated urban Infrastructure
- (v) Efficient land governance and management
- (vi) Inclusive economic development
- (vii) Empowered active communities and
- (viii) Efficient urban governance.
- (ix) Sustainable finances

The IUDF can be seen to directly link to the strategic objectives of the IDP. The Eastern Cape Development Plan is grounded in the National Development Plan, but has specifically been developed taking cognisance of the critical priorities that face the Eastern Cape. The Plan was developed in 2014, in collaboration with citizens, organisations and institutions both within and outside of the Eastern Cape.

Arising from the above, five related goals have been developed for the Eastern Cape. Each goal has a vision, key objectives and strategic actions. The goals are interrelated. The Plan has a specific focus on rural development, due to the specific absence of spatial equity in the Eastern Cape.

1.21 Medium-Term Strategic Framework Outcomes

The Medium-Term Strategic Framework is an expression of Government's Programme of Action. In terms of the Programme of Action, ten strategic priority areas have been identified. In order to achieve the strategic priorities, twelve Key Outcomes with accompanying Outputs and Activities have been identified. This has led to the conclusion of ministerial performance agreements related to the strategic priority areas. As a result of this, various structures are in place to coordinate the implementation of the outcomes, review progress and decide on interventions when needed.

In terms of Section 29 (1)(a) of the MSA; *“The process followed by a municipality to draft its Integrated Development Plan, including its consideration and adoption of the draft plan must – be in accordance with a predetermined programme specifying timeframes for the different steps”*.

Section 21 (1) (b) MFMA, *“The Mayor of a municipality must – “at least 10 months before the start of the budget year, table in Council a time schedule outlining key deadlines for (i) the preparation, tabling and approval of the annual budget; annual review and any consultative processes forming part of the processes related to IDP and Budget review”*.

The NMBM Council, in its sitting on 28 August 2018, approved the IDP, Budget and BEPP Multi-year Time Schedule. It is available on the NMBM Website at:

www.nelsonmandelabay.gov.za.

CHAPTER 2: SITUATIONAL ANALYSIS

This chapter describes the developmental context of the Nelson Mandela Bay Municipality and identifies the City's strengths, opportunities, weaknesses and challenges within this context as well as the ability of the City to perform its tasks in line with its mandate and the vision. It needs to be recognized that the City is still experiencing the worst drought ever recorded in its history and that residents are constantly encouraged to use water responsibly.

The 2017/18 Customer Satisfaction Survey was conducted across a wide range of demographic criteria to measure any statistically significant differences in the overall satisfaction of respondents across gender, age and educational attainment. Overall, 60% of participants indicated that they were happy with municipal service delivery.

The development of this IDP took into consideration the results of the recently undertaken customer satisfaction survey. Table 7 below reflects on the results of the customer satisfaction survey.

TABLE 7: Results of the 2017/18 Customer Satisfaction Survey

Satisfaction Surveys Undertaken during: Year -1 and Year 0				
Subject matter of survey	Survey method	Survey date	No. of people included in survey	Survey results indicating satisfaction or better (%)*
Overall satisfaction with:				
(a) Municipality	Face-to-face interviews with selected households per Ward	April-May 2018	9932	60%
(b) Municipal Service Delivery	Face-to-face interviews with selected households per Ward	April-May 2018	9932	60%
(c) Mayor	N/A	N/A	N/A	N/A
Satisfaction with:				
(a) Refuse Collection / Waste Management	Face-to-face interviews with selected households per	April-May 2018	9932	64%

Satisfaction Surveys Undertaken during: Year -1 and Year 0				
Subject matter of survey	Survey method	Survey date	No. of people included in survey	Survey results indicating satisfaction or better (%)*
	Ward			
(b) Road Maintenance	Face-to-face interviews with selected households per Ward	April-May 2018	9932	59%
(c) Electricity Supply	Face-to-face interviews with selected households per Ward	April-May 2018	9932	62%
(d) Water Supply / Water and Sanitation	Face-to-face interviews with selected households per Ward	April-May 2018	9932	65%
(e) Information supplied by Municipality to the public / Governance	Face-to-face interviews with selected households per Ward	April-May 2018	9932	51%
(f) Opportunities for consultation on municipal affairs / Governance	Face-to-face interviews with selected households per Ward	April-May 2018	9932	51%

TABLE 8: Population growth trend in Nelson Mandela Bay

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

Source: StatsSA (2001 Census), StatsSA (Community Survey, StatsSA Mid-Year Estimates and StatsSA (2011 Census)

Table 8 reflects on population growth trends and predictions for the future. A noticeable decline in the number of Blacks in the Metro is evident. This decline is predicted to continue to year 2020.

2.1 Health levels and conditions in Nelson Mandela Bay (HIV & AIDS / TB / STIs – Multi-Sectoral Approach for 2019/2020 Mainstreaming)

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

The Municipality is committed to ensuring that HIV/AIDS, Tuberculosis (TB) National/Provincial Strategic Plan (2017-2021) objectives are mainstreamed externally and internally by all stakeholders in Nelson Mandela Bay involved in the fight against the HIV/AIDS and TB pandemic. Nationally, HIV/AIDS and TB are viewed not only as health issues, but also as socio-economic developmental and human rights issues. Local government has to champion the fight against these epidemics, plan an integrated approach that will mitigate the impact of HIV/AIDS and TB and create an enabling environment for economic and social development.

Mainstreaming is everybody's business; therefore, there can be no mainstreaming without public participation, consultation and engagement of all stakeholders in the City. This gives them better insight into and understanding of the epidemic itself and knowledge on how to respond to it.

2.2 Key strategic objectives of National HIV/AIDS, TB Plan (2017-2021)

- Address socio-economic and structural drivers leading to HIV infections and measurably reduce stigma and discrimination.
- Reduce the rate of new HIV and TB infections using combination prevention methods and a multi-sectoral approach.
- Sustain health and wellness, ensuring physically and mentally healthy communities.
- Protect human rights and unlawful discrimination and inequality.

2.3 List of policies

It should be noted that internal operations policies are not advertised on the municipal website - only those that have direct implications for the public.

TABLE 9: POLICY REGISTER OF THE NELSON MANDELA BAY MUNICIPALITY

Policy Title	Reference Number	Adoption Date	Review Due Date	Policy on Website
Anti-Fraud and Anti-Corruption Strategy and related policies	5/20/P	31-03-2011	Under review	No
Arts, Culture, Heritage and Creative Economy Policy	12/2/P	16-05-2018	16-05-2021	No
Asset Management Policy	6/1/2/P	20-07-2009	Under review	No
Assistance to the Poor (Indigent) Policy V2	5/18/5/P	30-05-2016	30-05-2019	Yes
Burial of Destitute Persons Policy	5/21/1/P	11-09-2002	Under review	No
Cash Management and Investment Policy	5/10/P	01-12-2005	Under Review	No
Code of Conduct	4/2/P	26-06-2004	Under review	No
Communications Policy	6/2/2/P	23-05-2017	23-05-2020	No
Councillor Support Policy	3/3/P	25-06-2009	Under review	No
Credit Control Policy	5/15/P	31-03-2011	Under Review	Yes
Disaster Relief Management	19/13/3/P	17-07-2014	Under review	No

Policy Title	Reference Number	Adoption Date	Review Due Date	Policy on Website
Policy				
Disposal of Immovable Capital Assets Policy and Procedures	6/1/2/8/P	15-09-2016	15-09-2019	Yes
Education, Training and Development (ETD)	4/4/P	23-05-2017	23-05-2020	No
Emerging Enterprise Development Support Programme and Policy	17/8/P	20-06-2018	20-06-2021	Yes
Enterprise Risk Management Policy	2/12/P	19-10-2017	30-11-2020	Yes
EPWP Socio-economic Empowerment Policy and Procedures Manual	17/4/P	27-10-2011	Under review	No
Experiential and Internship Policy	4/4/P	05-08-2003	Due for review	No
Financial Management Policies	5/8/P	24-05-2018	Annually	Yes
Guest House Policy	5/3/1/P	19-02-2004	Under Review	Yes
ICT Disaster Recovery Policy	6/2/3/P	23-05-2017	23-05-2020	No
ICT Enterprise Change Management Policy and Procedures	6/2/3/P	23-05-2017	23-05-2020	No
ICT Governance Framework	6/2/3/P	23-05-2017	23-05-2020	No
ICT Policy	6/2/3/P	23-05-2017	23-05-2020	No
Informal Trading Policy	17/18/P	08-11-2017	13-11-2020	No
Information Security Governance Framework	6/2/3/P	23-05-2017	23-05-2020	No
Information Security Management Policy and Procedures	6/2/3/P	23-05-2017	23-05-2020	No
Integrated Environmental Policy	19/2/P	26-07-2012	Under Review	Yes
International Relations Policy	7/1/P	30-11-2017	30-11-2020	No
Investigation of Fraud and Corruption Policy	5/20/P	Unknown	Under review	No
Learnership Programmes Policy	4/4/P	19-03-2010	Under review	No

Policy Title	Reference Number	Adoption Date	Review Due Date	Policy on Website
Libhongolethu Fare Policy and Structure	19/6/P	16-05-2018	25-05-2021	No
Library Services Policy	19/9/P	30-11-2017	30-11-2020	Yes
Liquor Outlet Policy	5/3/1/P	Unknown	Under Review	Yes
Nelson Mandela Bay Museums Policies, Code of Ethics and Rules	19/14/P	04-12-2008	Under review	No
Petitions Policy	11/1/5/3/P	11-10-2012	Under review	Yes
Policy and Procedure for Fleet Management	6/2/1/P	06-06-2005	Under Review	No
Policy and Procedures for the Disposal of Movable Assets Not of High Value	6/1/2/P	19-09-2013	Under review	Yes
Policy Development Framework	2/12/P	23-02-2017	23-02-2020	No
Policy Governing Funding to External Organisations (previously Grant-in-Aid Policy)	5/2/1/P	22-05-2014	Under review	Yes
Policy Governing the Long-Term Financial Plan	5/8/P	01-12-2018	01-12-2021	No
Policy on the Establishment and Functioning of Ward Committees	3/1/1/P	23-05-2017	23-05-2020	Yes
Property Rates Policy 2018/19	5/3/1/P	30-05-2018	Annually	Yes
Public Participation Policy and Procedures Manual	11/1/5/3/P	07-08-2014	Under review	Yes
Recognition of Prior Learning	4/4/P	23-05-2017	23-05-2020	No
Sexual Harassment Policy	4/10/P	23-05-2017	23-05-2020	No
Smoking Control	4/13/P	Unknown	Under review	No
Sport Policy	19/11/P	01-06-2006	Under Review	No
Street Naming Policy	16/1/5/P	13-05-2004	Under Review	No
Student Accommodation Policy	16/4/1/17/P	16-08-2018	16-08-2021	Yes
Substance Abuse Policy	4/13/P	16-02-2011	Under review	No
Supply Chain Management Policy	9/1/P	29-03-2018	29-03-2021	Yes

Policy Title	Reference Number	Adoption Date	Review Due Date	Policy on Website
Tariff Policy	5/5/P	30-05-2016	Annually	Yes
Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	5/20/P	24-05-2018	24-05-2021	Yes
Ward-Based Grant in Aid Policy	5/7/P	30-11-2017	N/A	No
Whistle-Blowing Policy	5/20/P	24-06-2004	Under review	No

Source: NMBM Chief Operating Office - Policy and Research

Municipal By-Laws are reviewed as and when there is a need.

TABLE 10: Municipality's gazetted By-Laws

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

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

2.4 Economy

The Nelson Mandela Business Chamber Plan, initiated in 2017, identifies four priority clusters (sectors) as: the Automotive Sector, Light Manufacturing, Tourism and

Hospitality, and Agro-processing. The report identifies key interventions which could help these sectors grow and which are within the capacity of the Metro to influence.

These sectors were identified as priorities because their growth will not only benefit the economy but also provide an opportunity for inclusive growth in the Metro through employment opportunities (ECSECC 2017 Outlook).

In terms of economic infrastructure, the City is unique in that it is a two Port City: the Port of Port Elizabeth, near the City Centre, and the deep-water Port of Ngqura in the Coega Special Economic Zone (SEZ), located 30 km north of the City Centre. Possessing two ports creates an opportunity for the city to establish a strong and vibrant maritime sector (Stats SA).

The indicator areas focused on regulations relevant to the life cycle of small to medium sized domestic businesses and were built on standardised case scenarios. Within these indicators, the length of time, financial cost and number of procedures were evaluated. Of the five indicators, three, namely dealing with construction permits, registering property and getting electricity, were within the direct control of municipalities.

The following is the result recorded in respect of Nelson Mandela Bay in relation to the afore-stated three municipal indicators:

- **Dealing with construction permits** - Analysis has shown that it is the cost of building plans that needs to be re-evaluated to bring the City in line with other local authorities.
- **Registering property** – In terms of this indicator, the Nelson Mandela Bay Municipality performed above average and was rated fifth best in the country. The Municipality will however need to address the time taken to issue rates clearance certificates in order to perform better.
- **Getting electricity** –The Municipality requires five procedures to be completed (which is average), but these procedures take 330 days to complete. Cost is also a factor that could be improved.

The 2018 survey undertaken by the World Bank Team revealed a significant improvement in three indicators measured in the Nelson Mandela Bay Municipality. In 2015, the Getting Electricity indicator measured, revealed that it took 330 days to finalise electricity connections, which period has since been reduced to 190 days.

Registering property, which used to take 25 days (WB 2015 report), has since been reduced to 20 days. Finally, the construction permit indicator has also been reduced (from 101 to 96 days). All these interventions are as a result of the collaboration between National Treasury, World Bank specialists and the Nelson Mandela Bay Municipality. This work is monitored by the Office of the City Manager and reported on a quarterly basis to National Treasury.

2.5 Poverty

Altogether 640 000 people were living in poverty in the Nelson Mandela Bay Metropolitan area (ECSECC, 2017), which is 15.98% higher than the 552 000 in 2006. In 2016, 65.1% of the African population group lived in poverty, as compared to the 67.72% in 2006, with 40.6% of the Coloured and 8% of the Asian population groups living in poverty. Currently, approximately 30% of formal households in the city cannot afford basic services in terms of the Indigent Programme, with an average of 16.1% of households receiving no income (CSurvey, 2016).

The unemployment rate in the Metro is at 36.8% (CS, 2016) - up by 4.2 % from the same period last year (31.8%). The number of unemployed in the Bay increased from 159 000 to 202 000. The impact of high unemployment remains a great concern to the residents and all key stakeholders in the Metro.

2.6 Safety

In a 2016 South African Cities Networks Report titled “State of Urban Safety in South Africa”, the importance of urban safety in cities was highlighted. The report states that Cities are “places not only of opportunity, but also of inequality and high levels of violence and crime”. The Report’s findings confirm that crime and violence in South Africa are heavily concentrated in urban areas.

Nelson Mandela Bay has a relatively slow population growth, low population density, and high levels of social incoherence/family disruption and inequality. The city compares well to the other cities across most social / structural risk factors, especially in respect of service deprivation and housing informality levels.

The safety and security of local communities, residents, visitors, tourists and holiday-makers is a key focus area of the Municipality. To make the city safer, the institution provides a broad spectrum of services. The emergency services that are provided to ensure the safety of all communities and visitors include disaster management, fire and emergency and security services, as well as traffic and licensing services.

Collaboration between all internal and external stakeholders, particularly law enforcement agencies, is maintained to identify potential threats and reduce or eliminate risks.

Nelson Mandela Bay is noted for achieving a standard level of access to basic services, namely housing, water, sanitation, electricity, safety and security, social amenities, refuse removal, and road networks.

2.7 USDG

The NMBM is performing very well in respect of USDG spending, which resulted in the Municipality receiving an amount of R200 million. The USDG is allocated to metropolitan municipalities for urban development purposes only. Due to poor performance in certain metropolitan municipalities, National Treasury resolved or gazetted the amendment of the USDG allocation from poorly performing metropolitan municipalities to best performing municipalities - and the NMBM became one of the beneficiaries of this allocation.

Although the NMBM is performing well in respect of USDG spending, this cannot be translated to expenditure on other capital projects that the city is implementing. There is a need for improvement in this area of spending.

Below are service delivery performance highlights during the 2017/18 financial year:

- Provision of integrated and sustainable human settlements:
 - 359 state subsidised housing units provided.
 - 144 social housing units provided.
 - 3 009 erven provided with permanent water and sanitation services.
 - 910 households relocated from stressed informal settlements and other servitudes to Greenfield development areas.

- Provision of quality potable water and reliable water supply:
 - 100% of households (both formal and informal) have access to a basic level of water supply (including households within a 200 m radius of a standpipe).

- Provision of sanitation services:
 - 98% of households (both formal and informal) have access to a basic level of sanitation.

- Provision of electricity and energy:
 - 1 581 electricity connections provided.

- Provision of solid waste management services:
 - 100% households within the urban edge are receiving a weekly domestic waste collection service (excluding informal areas on privately owned erven and erven not earmarked for human settlements development).

- Provision of recreational facilities and public amenities:
 - 2 beaches upgraded through the provision of either revetments / parking areas / walkways / security cameras / picnic facilities and/or dune stabilisation.

- 64 public open spaces upgraded through the provision of either outdoor gym equipment / fencing / pathways / benches and/or playground infrastructure.
 - 6 cemeteries upgraded through either the construction of berms / installation of cameras / upgrade of the sewerage system and/or the provision of fencing.
 - 60% completion of the Main Library Restoration / Upgrade.
- Response time to emergencies:
 - 7 minutes and 29 seconds average response time to traffic emergencies within Nelson Mandela Bay (from Control Centre receiving notification of emergency to dispatched officer arriving at the scene).
 - 12 minutes and 16 seconds average response time to fire emergencies within Nelson Mandela Bay (from Control Centre receiving notification of emergency to dispatched officer arriving at the scene).

CHAPTER 3: METHODOLOGY AND STAKEHOLDER ENGAGEMENTS

The Municipality's leadership set in motion a strategy to prepare an Integrated Development Plan that would place the people of Nelson Mandela Bay at the centre of planning. With a strong commitment to improve service delivery and grow the economy to create jobs, it was crucial for the new administration to reform the administration and its systems.

Chapter Seven (7) of the Constitution of the Republic of South Africa, Act 108 of 1996, Chapter Four (4) and Five (5) of Local Government Municipal Systems Act, 32 of 2000 and Chapter Four (4) of the Municipal Finance Management Act Number 56 of 2003 compel municipalities to engage communities through public participation programmes. This should not only be done as a compliance exercise, but also as serious engagement with communities in order for all municipal programmes implemented within the five-year cycle of Integrated Development Plans to be informed by the priorities of citizens.

The Long-Term Growth and Development Plan provides a framework for three successive five-year Integrated Development Plans until 2032, aimed at achieving a comprehensive socio-economic turnaround for the Nelson Mandela Bay Municipality. This is important to equip all directorates of the Municipality with a united and shared focus for efforts to meet challenges and achieve desired goals.

At the broader level, strategic focus is placed on integrating the local economy into the developmental agendas of the national and continental economies and to efficiently manage and capitalise on the impacts of globalisation and climate change as two of the most prominent challenges currently faced.

The Metro's political and administrative leadership, communities and economic sector groups, consulted throughout the development of the long-term development plan, have high ambitions for a bright future for Nelson Mandela Bay. This Municipality is determined to achieve those ambitions throughout the entire City.

The 2019/20 IDP / Budget public participation review programme was approved by

the Strategic Planning Steering Committee, established by the Executive Mayor to oversee the whole planning and implementation processes of the IDP and Budget. When the new administration took over on 27 August 2018, a revised public participation programme was approved for the meetings to start from 04 September until 15 October 2018. The final round of public meetings took place from 25 April to 20 May 2019.

The summary below outlines some of the communication initiatives implemented during the public participation programme reviewing the 2018/19 IDP and Budget:

- An IDP App was developed and implemented alongside an IDP Input form on the municipal Website. The IDP App received 78 441 visits since its establishment in 2018, while 78 people submitted their inputs during the current review of the IDP and Budget.
- IDP Input forms were developed and distributed to communities during IDP meetings. A total of 310 IDP inputs forms were received during public meetings.
- EPWP workers were employed in each Ward to distribute and collate IDP Input forms at Ward Councillors' Offices, and 3027 completed forms were received.
- The total attendance of public participation meetings for the duration of the review of 2018/19 IDP and Budget was 4 534.
- Councillors were also requested to inform their communities about the meetings
- Loud hailing services.
- Requested the Religious Desk from the Speaker's Office to spread the message in their churches about the meetings and encourage congregants to attend the planned meetings.
- Newspapers adverts were published.
- Radio slots and live radio reads were used.

The final round of public participation took place on 25 April 2019 to 20 May 2019, while bilateral meetings with Ward Councillors took place from 23 April 2019 to 25 April 2019 and on 14 May 2019 to ensure alignment between Ward priorities and the budget. The total number of residents who interacted with the IDP / Budget public participation processes in various manners during August 2018 to May 2019

was
86 312.

Apart from the Municipality having consulted with communities, economic sector industries were also engaged. Engagements between the economic sector industries stakeholders and ACSA unblocked a number of challenges that were experienced by them, particularly ACSA concerning its future plans for the development of the Port Elizabeth International Airport.

The scope of engagement with critical stakeholders was also expanded to include a sector that was not consulted adequately in the past, namely the Cultural and Creative Industries. There are plans and intentions to expand consultation platforms beyond the current stakeholders consulted. There are also plans to include NGOs, CBOs and SANGOCO in future meetings to ensure that the NMBM is reaching as many participants in the process as is possible.

Special Sectors and Mainstreaming

This is one of the critical stakeholders in the NMBM participating during IDP and Budget review processes. The Nelson Mandela Bay Municipality has established an institutional framework that coordinates and facilitates the mainstreaming of the best interests of children, people with disabilities, the elderly, women and youth through the Special Programmes Unit within Constituency Services.

Meetings with Special Sectors took place on 21 August 2018 and 26 April 2019 respectively. Some of the priorities consistently raised during a number of previous meetings were again presented during the meetings held in August 2018 and April 2019. For example, a Sign Language Interpreter was available at these meetings and some of the meeting documents were converted into Braille – services really appreciated by those people who needed such services.

Among the issues raised consistently on a number of platforms, include the provision of houses that are friendly to people with disabilities; sidewalks to accommodate

people in wheelchairs; and facilities where people with disabilities may create and display products developed using their hands, e.g. arts and crafts such as beadwork.

They also raised the issue of the employment of a focal person in the Office of the Executive Mayor to deal with issues directly affecting people with disabilities. The issue of a public transport system that was user-friendly to people with disabilities was also raised during the meetings held with the Special Sectors in 2018 and 2019.

In an effort to ensure integration and synergy, all Directorates are required to ensure that special sectors development will become central in their planning, budgeting, and the implementation of their projects and programmes. The Special Programmes Unit, in conjunction with Directorates and in collaboration with relevant stakeholders, is expected to conduct its business in the following manner:

- Conduct public awareness and education for the promotion of mainstreaming the youth, women, aged, disability, gender and children's rights issues in Council and government programmes; with extensive campaigns associated with national days in the form of Pride and Observance dates.
- Ensure that special sector' concerns and needs become the integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and social spheres for designated groups to benefit equitably.
- Coordinate efforts that ensure that planning, policies, programmes and projects will counteract the inequalities and disparities experienced by children, disability, elderly, women, youth and gender machinery.
- Ensure the coordination and facilitation of the systematic inclusion of all concerns of children, disability, elderly, women, youth and gender machinery at all levels of planning, policy making and programme implementation.
- Ensure the fairness and availability of measures that compensate historical and social disadvantages that prevent special sectors from operating on a level playing field.

- Effectively and efficiently coordinate for the alignment and compliance to local, provincial, national, SADC, regional, continental and international obligations and protocols pertaining to special sectors.
- Ensure that special sectors contribute and benefit from economic, social, cultural and political development.
- Assess the implications for designated groups of any planned action, legislation, policies or programmes in all areas and at all levels.

Cultural and Creative Arts Industries

In an effort to enhance public participation, the NMBM consulted for the first time on IDP / Budget related issues with the Cultural and Creative Arts Industries in 2018. Since that was the first time for such stakeholders to participate in the process, quite a number of issues were raised by this sector.

Future consultation and participation meetings will be held with these stakeholders. Artists raised serious concerns about the fact that they were not being consulted when budgets were allocated for their programmes: issues such as who determined what budget went to this sector and how such determination was made, which artists would benefit from municipal activities in providing their services and the criteria used to select them were raised.

They emphasised that, in future, nothing must ever be done or decided about their industry without honest consultations with them. The current administration expressed the commitment to this sector that, going forward, there would be constant engagement with the sector on issues relevant to it so that the gap that used to exist in the past would not be perpetuated.

Table 11 is a summary of ten (10) frequently raised issues across the Metro. It is clear from the table that the upgrading and maintenance of sewerage systems is a key priority. This issue was particularly dominant in township Wards.

Other issues that dominated the recent public meetings, as reflected in Table 11, were: Skills development; the rectification of houses including pre-1994 houses; the

provision of streetlights; the construction, upgrading and maintenance of sport fields; and the visibility of Metro Police and SAPS.

An integrated approach is therefore required in addressing issues raised by the communities during these public meetings. Issues raised that do not fall within the mandate of Local Government are elevated to the relevant departments for their attention. It is critical for the NMBM to establish, enhance and strengthen Intergovernmental Relations platforms to make sure that there is integration in the manner in which government responds to issues raised by communities at the local sphere.

TABLE 11: Priorities with highest frequency in Wards during IDP / Budget Review (August 2018 to May 2019)

PRIORITIES RAISED	WARDS
1. Upgrade and maintenance of sewerage system	4, 10, 12, 13, 15, 16, 18, 20, 21, 22, 24, 25, 26, 27, 28, 29, 30, 31, 36, 41, 44, 45, 47, 49, 53, 55, 56, 57 & 60 (29)
2. Skills development	4, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 24, 25, 27, 28, 31, 33, 34, 36, 41, 42, 43 & 44 (23)
3. Rectification of houses	3, 4, 10, 15, 18, 21, 24, 25, 26, 27, 28, 30, 31, 33, 34, 35, 36, 37, 53, 54, 55 & 60 (22)
4. Rectification of pre-1994 houses	3, 4, 10, 15, 18, 21, 24, 25, 26, 27, 28, 30, 31, 33, 34, 35, 36, 37, 54, 55 & 60 (21)
5. Provision of street lights and high mast lighting	4, 10, 11, 13, 14, 15, 18, 21, 24, 27, 28, 29, 30, 31, 32, 33, 34, 35 & 36 (19)
6. Construction of sport fields and upgrading / maintenance	4, 11, 13, 14, 15, 18, 20, 21, 22, 23, 24, 28, 31, 32, 33, 34, 36, 53 & 59 (19)
7. Visibility of Metro Police and SAPS	4, 10, 12, 13, 14, 15, 18, 20, 27, 29, 31, 32, 33, 34, 35, 41, 57 & 60 (18)
8. Attend to Illegal dumping	12, 15, 18, 20, 24, 26, 28, 30, 31, 32, 34, 36, 43, 44, 45, 46, 47 & 53 (18)
9. Provision of houses	4, 11, 12, 13, 15, 18, 24, 25, 27, 30, 31, 32, 33, 34, 36 & 53 (16)

10.Tarring of roads and construction of speed humps	4, 11, 12, 13, 14,15, 24, 29, 30, 31, 32, 33, 34, 35, 36 & 53 (16)
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Source: IDP Office- Ward Prioritiесе (2019)

CHAPTER 4: SPATIAL STRATEGY

4.1 INTRODUCTION

The spatial strategy of the Municipality is embedded in three interrelated strategic documents; these are:

- The Metropolitan Spatial Development Framework (MSDF)
- The Sustainable Community Planning Methodology
- The Built Environment Performance Plan (BEPP)

This Chapter outlines the key features of these three strategic documents, which together form the spatial strategy of the City. The Metropolitan Spatial Development Framework (MSDF) is the primary spatial plan of the City and represents the spatial manifestation of the IDP. All matters of a spatial nature concerning the Municipality are encapsulated in the MSDF. It includes the aforementioned Sustainable Community Planning Methodology and the Built Environment Performance Plan.

Council approved the initial MSDF in 2009 and a second version was approved in December 2015. This Chapter includes the revised Spatial Development Framework Strategy. The Spatial Planning and Land Use Management Act 2013 (SPLUMA) sets the legal framework for the SDFs of South African municipalities. The core principles of the SDF have remained intact over multi-year periods and political cycles. Minor amendments were proposed in the 2015 MSDF to address the development changes within the city and Council approved a revised SDF during the 2019/20 financial year. A full review of the MSDF will be done in 2020/21 financial year.

The Sustainable Community Planning Methodology is an international award-winning planning methodology developed and implemented in the Nelson Mandela Bay Municipality (NMBM), to enhance the levels of sustainability and integration of development within the City and to reduce the effects of entrenched segregation.

It promotes the analysis and planning of the City in what is termed Sustainable Community Units (SCUs), which apply to both new and existing areas. They aim to ensure that any developments are examined through the lenses of housing, work, services, transport and character / identity, in order that the need for travel is reduced and that essential services in the above categories are available within walking distance of all households within an SCU.

The Built Environment Performance Plan (BEPP) is an annual requirement of the Division of Revenue Act. It aims to bring about the practical spatial restructuring of the country's Metropolitan Cities through defining and actively implementing an Urban Network Strategy (UNS), which defines CBDs and hubs connected by Integration Zones, where access is prioritised and Transit Oriented Development (TOD), catalytic programmes and high density mixed-use developments are promoted.

The BEPP also focuses on the implementation of growth nodes and the eradication of informal settlements. The BEPP is required to release various grant funding from National Treasury and represents the capital urban investment strategy of the city, especially of the conditional grants. The NMBM 2019/20- 2021/22 Built Environment Performance Plan is available on the municipal website: www.nelsonmandelabay.gov.za.

4.2 NMBM METROPOLITAN SPATIAL DEVELOPMENT FRAMEWORK

The Metropolitan Spatial Development Framework (MSDF) and the associated, more detailed, Local Spatial Development Frameworks (LSDFs) seek to guide overall spatial form and identify current and future desirable land uses within the Municipality at a broad level in order to give physical effect to the vision, goals and objectives of the IDP.

The MSDF identifies major transport routes, future transport links, environmentally important areas and key potentials and constraints. The MSDF also aims to sequence future development areas in a manner that makes the best use of

infrastructure services and limits the leap-frogging of development and the unnecessary expansion of infrastructure networks.

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

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

4.2.1 Rationale for Spatial Planning

The MSDF must give effect to the development principles contained in the Spatial Planning and Land Use Management Act, 2013 (SPLUMA). These are:

- Spatial justice.
- Spatial sustainability.
- Efficiency.
- Spatial resilience.
- Good administration.

4.2.2 SDF processes

The following processes of the SDF support sustainable development within the Nelson Mandela Bay Municipality:

- Analysis of spatial opportunities, constraints, patterns and trends.
- Identification of the need for spatial restructuring and land reform.
- Provision of spatial solutions to developmental issues.
- Identification of national spatial development principles and their spatial application in the NMBM.

- Understanding of and allowance for the spatial implications of social, economic and environmental sustainability.
- Production of a document to guide decision-making on developable and non-developable areas, including the sequencing of development.
- Creation of a framework for public and private investment decisions to facilitate investor confidence.

A number of sectoral plans and topic-specific planning documents, which include the following, supports the MSDF:

- Strategic Environmental Assessment.
- Urban Edge / Rural Management and Urban Densification Policies.
- Demographic Study update.
- Land Use Management System (LUMS).
- Human Settlements Implementation Plan.

4.2.3 Spatial Overview of Nelson Mandela Bay

The Nelson Mandela Bay Municipality (NMBM) was the first metropolitan municipality in the Eastern Cape Province and is one of eight metropolitan municipalities in South Africa. The Nelson Mandela Bay Municipality covers an area of 1959,02 square kilometres and is bordered by the Sundays River in the north, the Van Stadens River in the south west, and the Greater Uitenhage / Despatch areas towards the west of the metropolitan area.

The demarcation process, as provided for in the Demarcation Act (Act 27, 1998), caused the disestablishment of seven separate local authority administrations and the formation of the Nelson Mandela Bay Metropolitan Municipality (NMBMM). The most significant administrations incorporated were Port Elizabeth, Uitenhage, Despatch and a portion of the Western District Council.

4.2.4 Proposed Metropolitan Structure

4.2.4.1 Structuring the Plan

The spatial structuring of the Plan is based on the following factors:

- Available land and its features.
- Envisaged population growth.
- Economic development.
- Principles guiding integration, efficiency and sustainability.

The following considerations are used to determine the basic structure of the Plan:

- Land earmarked for new development, including low income housing, has been selected on the basis that vacant land within and close to the existing built-up areas must be utilised first, while further outlying areas are considered for development only once more centrally located land has been taken up. This will encourage the more efficient use of existing infrastructure before network extensions are required. It will also discourage the leap-frogging of development, which is expensive from a bulk services provision perspective.
- Land uses are to be arranged in a manner that promotes the development and use of an efficient public transport system. Densification and a mix of land uses along major transport corridors can achieve this objective.
- Access to green recreational zones from residential areas has been given special attention. Natural, sensitive areas have been identified for protection, and additional green spaces have been set aside for recreational use, as well as other uses that are of an ecological nature.
- Certain land uses, such as large industrial areas, are kept away from residential areas, due to the heavy traffic, air pollution and noise generated by industrial operations.
- Existing economic nodes, such as the Coega IDZ, as well as the Uitenhage and Port Elizabeth main industrial areas and existing commercial centres, are used as employment nodes; therefore, structuring elements.

- Further transport links are proposed to promote integration and overall accessibility; linking major centres and industrial areas with residential areas is important, taking into account the limitations resulting from valleys, rivers and escarpments.
- Public transport corridors have been proposed linking economic areas. The future growth direction from Motherwell would thus be to the west, in the direction of Uitenhage, with the Coega IDZ providing employment opportunities for the adjacent residential areas of Motherwell.
- Main arterial roads and rail links for private and public transport between the different urban areas are most easily arranged in east-west directions. Linkages in the north-south direction as well as inland are impeded by valleys, rivers and escarpments and are consequently mainly limited to coastal corridors. It is important that cross city linkages are explored to improve accessibility.
- It is vital to reserve land for future communication links through the urban zones. This is especially important when building between existing developments to make the urban structure denser and more efficient. Such reserves will serve to avoid future transport problems and the additional cost of creating new links through development areas.
- The approach therefore focused on pedestrian movement and public transport and the provision of access to services and job opportunities.

4.2.4.2 Primary Structuring Elements

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

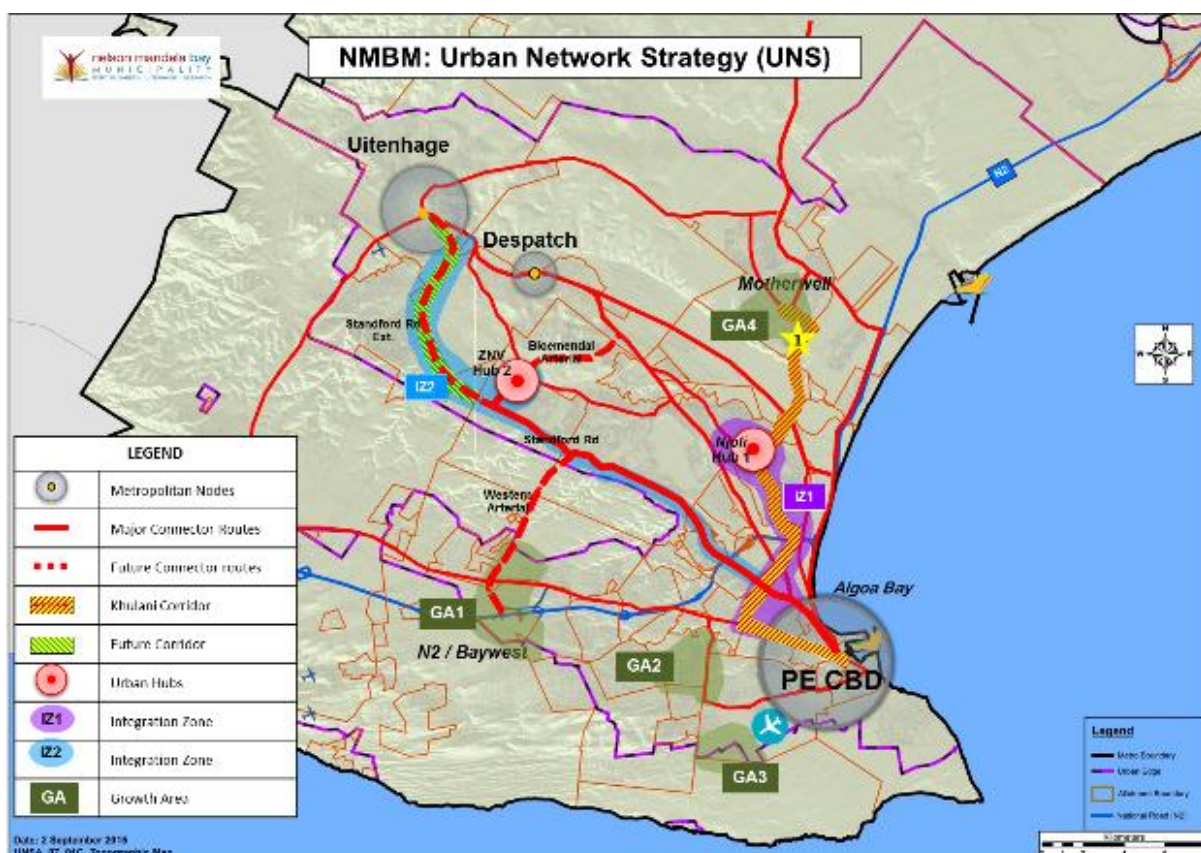
4.2.4.3 Activity Nodes

Nodes are places of high accessibility, characterised by a concentration of mixed use activities, such as retail, office, entertainment, community facilities and residential components. Such places are usually located at strategic transport interchanges.

These nodes are regarded as priority areas for densification, integration, intensification and the improvement of environmental quality. Nodes are mostly targeted for public and private investment, as they can enhance economic opportunities and enable more efficient service delivery intensifying activities.

4.2.4.4 Urban Network Strategy

NMBM Urban Nodes



Source: NMBM 2017

4.2.4.5 Urban Corridors / Activity Spines

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

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

4.2.4.6 NMBM Activity Corridors

Activity spines can be defined as concentrated urban development along movement routes that are typically also major public transport routes. Development can either take the form of continuous linear development or a series of nodes along the activity spine.

4.2.4.7 Natural Open Space and Green System

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

4.2.4.8 Consolidation and Densification

A consolidation and densification approach promotes more compact urban development and maximises the efficiency of areas that are well serviced and centrally located.

4.2.4.9 Growth Management / Urban Edge

A tool of the spatial development framework for growth management is the demarcation of an urban growth boundary or urban edge. The “urban edge” is a conceptual boundary that delineates the urban area in order to contain physical development and sprawl and re-direct growth towards a more integrated, compact and efficient urban form, guided by detailed plans.

4.3 SUSTAINABLE COMMUNITY PLANNING AND METHODOLOGY

The existing pattern of development in Nelson Mandela Bay is the result of historical segregation-based planning. These imbalances serve as constraints for redevelopment; they should be addressed and rectified.

The NMBM developed and introduced this planning methodology to assist the city in dealing with the creation of a more sustainable city. The methodology is an integral part of the MSDF, LSDF and precinct planning that is undertaken.

Sustainable Community Units (SCUs) have been introduced to achieve a more balanced structure in Nelson Mandela Bay, in order to reduce discrepancies in terms of service provision and standards; promote integration in socio-economic and functional terms; and provide for economic activities and employment opportunities.

4.3.1 Distance to Facilities

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

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

- (a) Housing
- (b) Work
- (c) Services
- (d) Transport
- (e) Community
- (f) Character and identity

For more details on the planning methodology outlined above, refer to the *Sustainable Community Planning Guide*, dated June 2007; also available on the municipal website: (www.nelsonmandelabay.gov.za).

4.4 BUILT ENVIRONMENT PERFORMANCE PLAN (BEPP)

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

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

The BEPP aims to demonstrate the use of these grants for the purpose of spatial restructuring through targeting capital expenditure in areas that will maximise the positive impact on citizens, leverage private sector investment, and support growth and development towards a transformed spatial form and a more compact city.

The BEPP is complementary to the Municipality's key strategic documents, which include the Integrated Development Plan (IDP), the Budget, the Spatial Development Framework (SDF) and the Comprehensive Integrated Transport Plan (CITP). The BEPP directly complements the MSDF, and the MSDF must embrace the BEPP.

The BEPP focuses on three main areas:

- An Urban Network Strategy (UNS), including Integration Zones and catalytic programmes.
- Economic / Growth nodes.
- Informal settlements and marginalised areas.

4.4.1 ROAD NETWORK

Public transport serves the metropolitan area along the following existing and planned routes:

- North-South linkage between the PE CBD and Motherwell via Ibhayi; along the Khulani Corridor.
- North-West linkage between the PE CBD and Bloemendal / Bethelsdorp, along Stanford Road.
- South-West linkage between the PE CBD and the Western Suburbs, via Old Cape Road.

4.4.2 RAIL NETWORK

There is an existing passenger rail link between the PE CBD and Uitenhage.

There is also an existing passenger rail link between the PE CBD and Motherwell / Markman.

A passenger rail link between the Port Elizabeth CBD and Motherwell via a proposed new Motherwell Rail Corridor parallel to Tyhinira Street (Motherwell) is planned.

There is a long-term possible linkage between Coega and Uitenhage. A narrow-gauge rail line exists between Humerail (Port Elizabeth) and Loerie.

4.4.3 OTHER ACTIVITY CORRIDORS

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

- Walmer Boulevard, Heugh Road and Buffelsfontein Road
- Walmer Main Road
- William Moffett Expressway and Cape Road

4.5 Catalytic Programmes

The Catalytic Programmes identified in this BEPP reflect interventions that include developments that conform to the National Treasury Guidance Notes for the BEPP as follows; they:

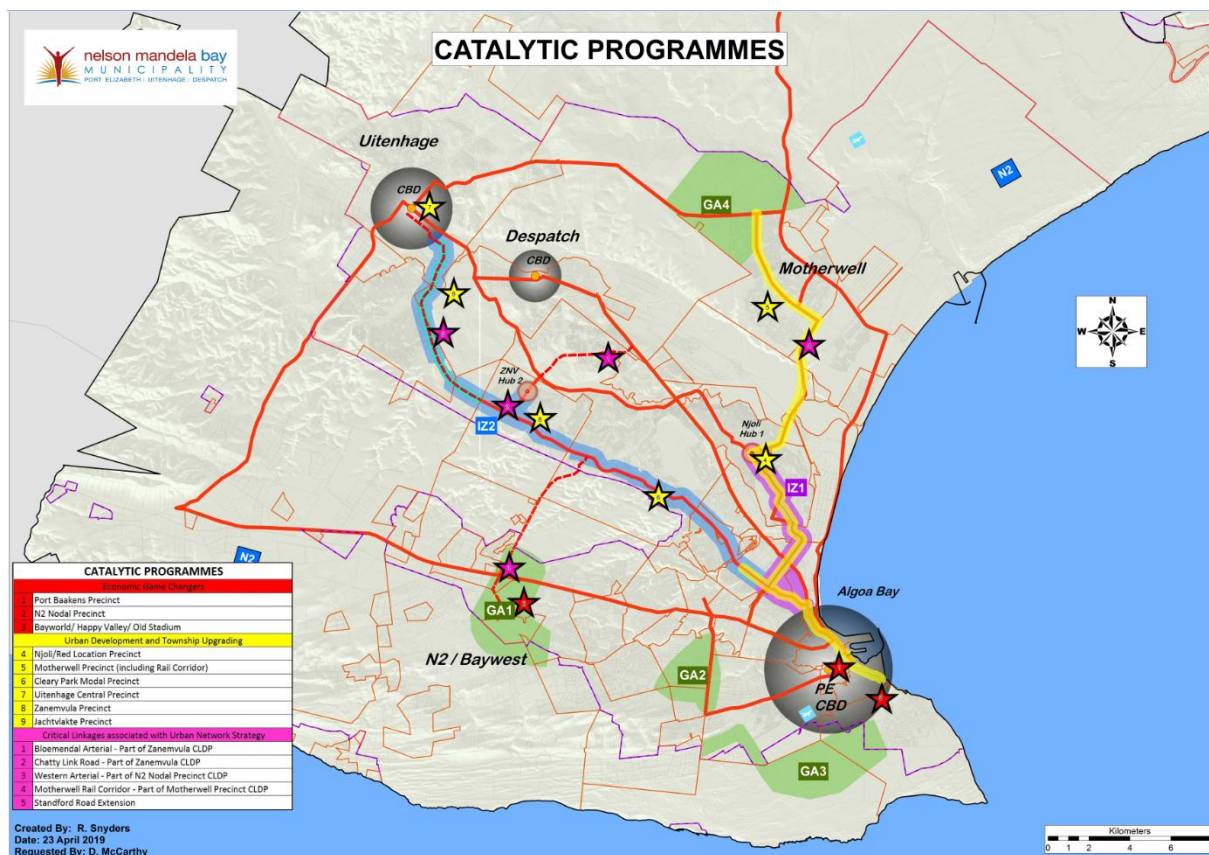
- “Enable integration, that is mixed and intensified land uses where the residential land use caters for people across various income bands and at increased densities that better support the viability of public transport systems;
- Are strategically located within integration zones in metropolitan municipalities; and are game changers in that the nature and scope of the projects are likely to have significant with significant impact on spatial form and unlock economic activity;
- Involve major infrastructure investment;
- Require a blend of finance where a mix of public funds is able to leverage private sector investment as well as unlock household investment;
- Require specific skills across a number of professions and have multiple stakeholders.”

In addition, the following is important:

- inner city, mixed use, social, commercial and residential development initiatives. informal settlements and marginalised area upgrading.
- linkage projects such as critical road infrastructure to ensure the proper linkages of the Integration Zones to the rest of the city.

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

NMBM Catalytic Programmes



Source: NMBM, 2019

It is the intention to move the catalytic programmes as quickly as possible from the planning to the implementation phases.

4.6 INFORMAL SETTLEMENTS AND MARGINALISED AREAS

4.6.1 Management and Upgrading of Informal Settlements

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

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

The Spatial Strategy of the NMBM, which has at its core the aim of sustainability and achieving a more equitable spatial structure for the population of the Metro, is crucial. What is also key to mention is that all strategies aimed at addressing issues of disproportional spatial planning are taking an integrated approach to the challenge. Greater integration and the alignment of strategic spatial plans will be achieved in the near future.

The Long Term Growth and Development Plan and the Performance Management aspects of this IDP aim to ensure that the macro spatial strategy is experienced at community level through, for example, safer neighbourhoods and streets, more functional suburbs with more choices and diversity to meet daily needs, more accessible and convenient facilities with greater mobility, healthier and greener and more sustainable living areas, backed by a caring and more participative local government.

CHAPTER 5:**INPUT BY SECTOR DEPARTMENTS**

This Chapter reflects the input received from the Sector Departments and State Owned Enterprises.

PARTICIPATION OF SECTOR DEPARTMENTS IN NMBM PUBLIC PARTICIPATION MEETINGS IN THE LAST THREE FINANCIAL YEARS (2016 / 17 TO 2018 / 19)

DEPARTMENT	2016/17			2017/18			2018/19		
	PUBLIC MEETINGS	IDP REP FORUM	IDP INPUT	PUBLIC MEETINGS	IDP REP FORUM	IDP INPUT	PUBLIC MEETINGS	IDP REP FORUM	IDP INPUT
Health	No	Yes	Yes	No	Yes	Yes	No	Yes	Yes
SRAC	No	No	No	No	Yes	Yes	No	Yes	Yes
SAPS	No	Yes	Yes	No	Yes	Yes	No	Yes	Yes
Education: PE	No	No	Yes	No	No	Yes	No	No	Yes
Public Works	No	No	No	No	No	No	No	Yes	Yes
Human Settlements	No	No	Yes	No	Yes	No	No	No	Yes
DEDEAT	No	Yes	Yes	No	Yes	Yes	No	Yes	Yes
Roads & Public Works	No	No	Yes	No	No	No	No	No	Yes
Safety and Liaison	No	No	Yes	No	No	No	No	Yes	No
Water & Sanitation	No	No	Yes	No	No	No	No	No	No
DRDAR	No	Yes	Yes	No	No	No	No	Yes	No
Social Development	No	No	Yes	No	No	No	No	No	No
Labour	No	Yes		No	Yes	No	No	Yes	No
SASSA	No	No	No	No	Yes	No	No	No	No
Energy	No	No	No	No	Yes	No	No	No	No
Transport	No	No	No	No	No	No	No	Yes	No
Correctional Services	No	No	No	No	No	No	No	Yes	No
Agriculture, Forestry & Fisheries	No	No	No	No	No	No	No	Yes	No
EC: Parks & Tourism	No	No	No	No	No	No	No	Yes	No
Home Affairs	No	No	No	No	No	No	No	Yes	No
COGTA	No	No	No	No	No	No	Yes	Yes	No
Office of the Premier	No	No	No	Yes	Yes	No	No	Yes	No

5.1 Sector Departments and State Owned Enterprises Input

In line with Intergovernmental Relations and Cooperation between various spheres of government, a number of Sector Departments submitted their inputs for inclusion in the 2019/20 IDP. Sector Departments who submitted their input in the NMBM IDP are the following: Economic Development, Environmental Affairs, South African Police Services (SAPS), Department of Roads and Public Works, ACSA, PRASA and the Department of Human Settlements.

5.1.1 Provincial Department of Economic Development, Environmental Affairs and Tourism

Mandate / Key Strategic Objectives of the Department / Parastatal / Organization:

Sustainable development underpinned by economic growth and sound environmental management.

5.1.2 Economic Development

This unit promotes economic growth and the development of local economies by aligning Local and Regional Economic Development Fund (LRED) initiatives with government programmes, as well as sustains economic development and growth through partnerships with key stakeholders. To this end, the District participates in IDP and LED Strategy Reviews initiated by local municipalities, as well as forums such as the District Support Team that support LED initiatives within the various municipal areas.

The mandate includes the facilitation of the implementation of micro-economic reform strategies through business development and support. Furthermore, this unit facilitates the registration of and access to finance by co-operatives and SMMEs. This is done through referral to the Eastern Cape Development Corporation (Imvaba Fund and Business Loans) and the Small Enterprise Development Agency (Business Plans, Product and Market Development).

The Unit also provides redress to valid consumer complaints on unfair business practices, as well as promotes consumer awareness in terms of the National Consumer Protection Act, 2011. This enables consumers to make educated decisions.

5.1.3 Environmental Affairs

The mandate includes the administering of legislation and regulations pertaining to the National Environmental Management Act (Act 107 of 1998), including legislation such as Environmental Impact Management (EIA regulations), Waste Management, Air Quality Management and Biodiversity Management. All permits / approvals issued in terms of the afore-mentioned legislation are subject to oversight by the Compliance and Enforcement Unit.

It also provides Environmental Empowerment Services, empowering local communities and various non-governmental stakeholders pertaining to issues of environmental concern.

TABLE 12: Department of Provincial Economic Development

1	LRED Grant Funding: RV Footwear	R3 000 000	11 Parkin Street, North End, Port Elizabeth
2	LRED Grant Funding proposals under consideration (6): <ul style="list-style-type: none"> • Africa Auto Group (Automotive parts) - Coega IDZ • Clean-up Trading (Fresh produce market) - Uitenhage • Equipt Consulting (Angora rabbit products) - Greenbushes • La Mohair Pty Ltd (Mohair products) - North End • Lebenyane Trading cc (Automotive parts) - Deal Party • Zozinette Pty Ltd (Weave products) - Walmer 	Total of R15.8m requested by applicants	Dependent on project approval
3	Consumer Awareness	Operating Budget	Nelson Mandela Bay

5.1.4 South African Police Services

TABLE13: SAPS Cluster Offices in the NMB

Mount Road Cluster Office	Motherwell Cluster Office	Uitenhage Cluster Office
Mount Road	Motherwell	Uitenhage
Humewood	KwaZakhele	KwaNobuhle
Walmer	New Brighton	Kamesh
Kabega Park	Ikamvelihle	Despatch
Algoa Park	KwaDwesi	
Gelvandale	Swartkops	
Bethelsdorp	Kinkelbos	

Source: SAPS (2018)

All land requirements for the new proposed police stations in the following areas are being addressed; Zwide, Kabega, KwaNobuhle (Uitenhage), New Brighton, KwaDwesi, Kinkelbos and Walmer.

TABLE 14: Department of Provincial Public Works

No	Details of Projects / Programme to be undertaken in 2018/19	Overall Budget Provision per project/ programme	Areas targeted for implementation
1.	Jubilee Park	R77 460 900,00	Uitenhage
2.	David Livingstone	R 71 460 900,00	Port Elizabeth
3.	Bhongweni	R 39 989 440,76	Port Elizabeth
4.	Mfesane	R 80 755 357,06	Port Elizabeth
5.	Bethelsdorp	R 80 025 172,80	Port Elizabeth
6.	Dora Phase 1	R 99 851 315,06	Port Elizabeth
7.	Dora phase 11	R 119052000,6	Port Elizabeth

Source: *Department of Provincial Public works*

5.1.5 Airport Company South Africa (ACSA)

Mandate and Key Strategic Objectives:

- Cooperation between the NMBM and ACSA around development planning and Airport master plan and precinct planning to ensure alignment.
- Manage and align developments to ensure maximum economic and social beneficiation for the region.
- Leverage Airport as an economic engine and connectivity node – Airlift Project.
- Positioning Port Elizabeth International Airport as an Airport City to leverage for economic growth.

Master Plan

Additional land requirements

- Proposed development on Erf 1948 – This piece of land to be made available to the Airport for future plans development
- Precinct Plan development for the Airport, including transport solutions.

5.1.6 PRASA

- Construction of 7,8 km new railway line, connecting with existing Transnet main line.
- Three (3) new passenger stations will be designed but not constructed in current project.
- Construction of the staging facilities in Motherwell for 6 train sets.

Achieved to date:

- Consultant completed the detailed designs in July 2018.

- Detailed designs were reviewed by all stakeholders, including the NMBM, and designs were approved, subject to a few conditions.
- Finalisation of Memorandum of Agreement between PRASA and the NMBM - PRASA finalising internal comments for final discussion with the NMBM.
- Land acquisition / donation processes to start once Environmental Authorisation are obtained.

TABLE 15: PRASA Planned Projects until 2022

Motherwell Passenger Rail Corridor Project	FY2019/20	FY2020/21	FY 2021/22
	R5 618 733	R168 106 292	R22 417 823

Source: PRASA (2018)

TABLE 16: Human Settlements Pipeline Projects

Pipeline Projects	Project Size	Status
Doornhoek (48)	40	PACOM Approved – 08/0818
Dikiza Street (42)	8	PACOM Approved – 08/0818
Ntswahlana Street (42)	10	PACOM Approved – 08/0818
Kabah Langa PH 6 (48)	54	PACOM Approved – 08/0818
Kabah Langa PH 6 (48)	54	PACOM Approved – 08/0818
Pola Park (50)	50	PACOM Approved – 08/0818
Motherwell NU 12 (54)	350	Item submitted to Technical Evaluation Committee
Mandela Rholihlahla (31)	4	PACOM Approved – 08/0818
Uitenhage Erf 8228 (42)	111	PACOM Approved – 08/0818
Motherwell High Density (54)	117	PACOM Approved – 08/0818
Uitenhage Blikkiesdorp (48)	731	Busy with beneficiary survey
Bethelsdorp North Area C (36)	6500	PACOM Approved – 113 Units
Uitenhage Rosedale Ph 2 (49)	299	No application in place yet
Jagvlagte PH 1 (53)	353	No application in place yet
Despatch Florida Heights (41)	639	No application in place yet

Source: Department of Human Settlement (2018)

CHAPTER 6: BUDGET

6.1 Capital Programme

The expenditure of the Capital Programme is predominantly aimed at improving residents' living conditions in the poor areas of the City. Funding has been allocated inter alia to service housing delivery areas, bucket eradication, the tarring of gravel roads, stormwater improvements, electrification, and public open spaces.

The remainder of the Capital Programme focuses on essential infrastructure for the future growth and development of the Municipality, including areas such as major road construction, water supply and wastewater treatment.

CAPITAL BUDGET BY PROJECT PROGRAMMES FOR 2019/20-2021/22

6.1.1 Human Settlements (1191)

		2019/20 Draft Capital Budget	2020/21 Draft Capital Budget	2021/22 Draft Capital Budget
	Programme: Services for Housing Delivery (10074)	200,628,550	226,155,430	247,900,000
20110091	Khayamnandi Extension - Roadworks (Human Settlements)	5,350,000	15,000,000	800,000
20170070	Khayamnandi Extension - Stormwater (Human Settlements)	2,500,000	10,000,000	650,000
20170069	Khayamnandi Extension - Water (Human Settlements)	6,500,000	8,000,000	750,000
20170072	Khayamnandi Extension - Sewer (Human Settlements)	9,850,000	6,000,000	850,000
20190095	Khayamnandi Extension - Parks	300,000	-	-
20120030	Kwanobuhle Area 11 - Roadworks (Human Settlements)	20,403,050	24,000,000	5,000,000
20170079	Kwanobuhle Area 11 - Stormwater (Human Settlements)	8,657,090	3,600,000	2,500,000
20170081	Kwanobuhle Area 11 - Water (Human Settlements)	3,283,180	2,400,000	2,000,000
20170083	Kwanobuhle Area 11 - Sewer (Human Settlements)	9,113,320	3,600,000	3,500,000
20190096	Kwanobuhle Area 11- Parks	300,000	-	-
20120031	Ekuphumleni - Kwazakhele - Roadworks (Human Settlements)	16,988,790	599,440	-
20182298	Kwazakhele: Ekuphumleni Stormwater (Human Settlements)	4,102,510	155,130	-
20170191	Kwazakhele: Ekuphumleni Water (Human Settlements)	3,772,560	138,630	-
20170192	Kwazakhele: Ekuphumleni Sewer (Human Settlements)	4,881,910	194,100	-
20120033	Jagvlagte (Chatty 11-14) - Roadworks (Human Settlements)	14,317,520	16,000,000	45,000,000
20170091	Jagvlagte (Chatty 11-14) - Stormwater (Human Settlements)	8,007,600	7,000,000	35,000,000
20170093	Jagvlagte (Chatty 11-14) Water (Human Settlements)	3,219,640	8,000,000	15,000,000
20170096	Jagvlagte (Chatty 11-14) Sewer (Human Settlements)	5,053,130	12,000,000	25,000,000
20190097	Jagvlagte (Chatty 11-14) - Parks (Human Settlements)	300,000	-	-
20120043	Seaview Housing Job - Roadworks (Human Settlements)	-	3,675,000	875,000
20170097	Seaview Housing Job - Stormwater (Human Settlements)	-	2,100,000	4,900,000
20170099	Seaview Housing Job - Water Bulks (Human Settlements)	-	1,575,000	3,675,000
20170101	Seaview Housing Job - Sewer Bulks (Human Settlements)	-	3,150,000	7,350,000

20120047	Walmer Development - Roadworks (Human Settlements)	10,946,240	21,383,230	22,000,000
20170108	Walmer Development - Stormwater (Human Settlements)	4,703,440	3,783,780	16,000,000
20170109	Walmer Development - Water (Human Settlements)	3,333,340	1,923,770	8,000,000
20170110	Walmer Development - Sewer (Human Settlements)	7,709,540	1,685,570	12,000,000
20120055	Motherwell NU30 - Roadworks (Human Settlements)	1,683,670	12,000,000	1,000,000
20170115	Motherwell NU30 - Stormwater (Human Settlements)	100,000	9,000,000	850,000
20170116	Motherwell NU30 - Water (Human Settlements)	2,850,000	6,000,000	550,000
20170117	Motherwell NU30 - Sewer (Human Settlements)	4,350,000	8,000,000	650,000
20190173	Motherwell NU 30- Parks (Human Settlements)	300,000	-	-
20120059	Malabar Ext 6 Phase 2 - Roadworks (Human Settlements)	17,209,960	920,500	-
20170067	Malabar Ext 6 Phase 2 - Stormwater (Human Settlements)	3,264,020	68,200	-
20170068	Malabar Ext 6 Phase 2 - Water (Human Settlements)	3,264,020	93,760	-
20170071	Malabar Ext 6 Phase 2 - Sewer (Human Settlements)	3,264,020	109,320	-
20190099	Malabar Ext 6 Phase 2 - Parks (Human Settlements)	300,000	-	-
20130054	Bethelsdorp Ext 32, 34 & 36 - Roadworks (Human Settlements)	-	6,125,000	6,125,000
20170090	Bethelsdorp Ext 32, 34 & 36 - Stormwater (Human Settlements)	-	3,500,000	3,500,000
20170092	Bethelsdorp Ext 32, 34 & 36 - Water Bulks (Human Settlements)	-	2,625,000	2,625,000
20170094	Bethelsdorp Ext 32, 34 & 36 - Sewer Bulks (Human Settlements)	-	5,250,000	5,250,000
20110092	Missionvale Garden Lots - Roadworks (Human Settlements)	5,500,000	10,500,000	10,500,000
20190003	Missionvale Stormwater (Human Settlements)	1,500,000	4,500,000	4,500,000
20190004	Missionvale Water (Human Settlements)	450,000	500,000	500,000
20190005	Missionvale - Sewer (Human Settlements)	500,000	1,000,000	1,000,000
20190104	Connections and Water Meters	2,500,000		
	Programme: Investment Property (10036)			
	Total	200,628,550	226,155,430	247,900,000

6.1.2 Infrastructure & Engineering Unit - Rate and General (0384)

		2019/20 Draft Capital Budget	2020/21 Draft Capital Budget	2021/22 Draft Capital Budget
	Programme: Resurfacing of Minor Roads (10002)	26,000,000	24,000,000	25,000,000
20190274	Resurfacing Tar roads (non-subsidy)	26,000,000	24,000,000	25,000,000
	Programme: Resurfacing of Major Roads (10018)	6,000,000	5,000,000	5,000,000
19930002	Resurfacing of Subsidised Roads	6,000,000	5,000,000	5,000,000
	Programme: Rehabilitation of Minor Tar Roads (10019)	15,000,000	10,000,000	8,500,000
20070137	Rehabilitation of roads	15,000,000	10,000,000	8,500,000
	Programme: Rehabilitation of Minor Concrete Roads (10020)	1,000,000	1,000,000	1,000,000
19980218	Rehabilitate Concrete Roads - Northern Areas	1,000,000	1,000,000	1,000,000
	Programme: Buildings, Depots Upgrading & Additions (10009)	5,000,000	2,880,000	2,500,000
20042767	Upgrading Depots and Offices	1,000,000	1,880,000	1,500,000
20140008	Rehabilitation of Workshop Buildings	1,000,000	1,000,000	1,000,000
20190181	Renovation of Municipal Building to Laboratory	3,000,000	-	-
	Programme: Vehicles & Plant (10010)	14,000,000	11,000,000	11,000,000
20190286	Replacement Vehicles Fleet	10,000,000	10,000,000	10,000,000
20190288	Roads - New / Replacement Vehicles (Fleet)	4,000,000	1,000,000	1,000,000
	Programme: Tarring of Gravel Roads (10023)	108,000,000	114,000,000	114,000,000
20030084	Peri-Urban: Rehabilitation of gravel roads	1,000,000	2,000,000	2,000,000
20050286	Tarring of Gravel Roads	107,000,000	112,000,000	112,000,000
	Programme: Construction of Stormwater Infrastructure (10025)	1,000,000	5,000,000	5,000,000
20030379	Motherwell NU29 & 30 : Roads & S/w Bulk Infrastructure	1,000,000	5,000,000	5,000,000

	Programme: Stormwater Improvements (10026)	42,050,000	34,750,000	29,250,000
19940233	Motherwell Canal Wetlands	1,000,000	1,000,000	1,000,000
19980323	Lorraine Stormwater Control	-	-	-
20020149	Stormwater Improvements	2,000,000	2,000,000	2,000,000
20030017	Paapenkuils Canal Rehabilitation	250,000	500,000	500,000
20030475	New Brighton/Kwazakhele: Bulk Stormwater	2,000,000	2,500,000	2,000,000
20030609	Flood Risk and Improvements (All other rivers)	650,000	750,000	750,000
20060237	Zwide Bulk Stormwater	12,000,000	8,000,000	5,000,000
20060241	Blue Horizon Bay Bulk Stormwater	1,000,000	1,500,000	1,500,000
20060286	Groundwater Problem Elimination Northern Areas	1,000,000	1,000,000	1,000,000
20080078	Chatty: Stormwater Improvement	1,000,000	-	-
20080079	Wells Estate: Stormwater Improvements	500,000	-	-
20080080	Cannonville/ Colchester: Sstormwater Improvements	8,000,000	8,000,000	4,000,000
20080081	Greenbushes: Stormwater Improvements	250,000	500,000	500,000
20090038	Stormwater Improvements: Ikamvelihle	2,000,000	2,000,000	2,000,000
20140009	Rehabilitation of Stormwater Ponds	3,000,000	3,000,000	3,000,000
20170127	Reconstruction of stormwater system - Uitenhage	2,500,000	3,000,000	2,000,000
20170130	Motherwell Canal Pedestrian crossings	500,000	-	-
20190287	Reconstruction of Open Canals - Metrowide	4,400,000	-	-
20190297	Stormwater Improvements - Stokwe Street (Ward 17)	-	500,000	2,000,000
20190300	Stormwater Improvements - Simnka Street (Ward 17)	-	500,000	2,000,000
	Programme: Traffic and Signage Improvements (10031)	8,200,000	9,350,000	9,350,000
20070132	New Traffic Signals	2,000,000	2,000,000	2,000,000
19940195	TM24 Guidance Signs	200,000	350,000	350,000
19940376	Traffic Control Equipment (Subsidy)	2,000,000	2,000,000	2,000,000
20190285	Traffic Calming Measures - 2019	3,000,000	3,000,000	3,000,000
20060019	Public Transport Facilities	1,000,000	2,000,000	2,000,000
	Programme: Construction of Major Roads (10027)	23,900,000	42,000,000	29,000,000
20140010	Construction of Bloemendal Arterial	1,000,000	5,000,000	5,000,000
20170126	John Tallant Link Road	20,000,000	20,000,000	5,000,000
20170128	Stanford Road Extension	2,900,000	17,000,000	19,000,000
	Programme: Rehabilitation of Major Roads (10028)	4,100,000	6,000,000	5,000,000
19980319	Upgrade Main Road through Swartkops	2,000,000	4,000,000	3,000,000
19990144	Rehabilitation of William Moffett Expressway	2,000,000	2,000,000	2,000,000
20182556	Acquisition of Properties - Standford Road	100,000	-	-
	Infrastructure & Engineering Unit - Rate and General (0384) Continued			
		2019/20 Draft Capital Budget	2020/21 Draft Capital Budget	2021/22 Draft Capital Budget
	Programme: Improvements to Minor Roads (10022)	12,941,000	8,500,000	7,000,000
19930030	Rehabilitation of Verges and Sidewalks -Northern Areas	1,500,000	1,500,000	1,500,000
20043187	Provision of Rudimentary Services - Roads and Stormwater	1,500,000	1,500,000	1,500,000
20162188	Wells Estate - Access Road- Jijana	5,000,000	5,000,000	2,000,000
20182522	Construction of Jack Road - Missionvale	4,941,000	-	-
20190294	Aluta Continua Access Road - Joe Slovo 41	-	500,000	2,000,000
	Programme: Improvements to Major Roads (10029)	12,100,000	14,500,000	13,000,000
19980253	Minor Intersection Improvements	2,000,000	2,000,000	2,000,000
20170129	Road Upgrades to increase Capacity	10,000,000	12,000,000	9,000,000
20010023	Glen Hurd Drive Upgrading	100,000	-	-
20190295	Construction of Bantom Road	-	500,000	2,000,000
	Programme: Management Systems (10024)	500,000	500,000	500,000
20130051	Computer Upgrade - I & E	500,000	500,000	500,000
	Programme: Rehabilitation of Bridge Structures (10030)	7,000,000	9,500,000	7,000,000
20070246	Rehabilitation of Bridge Structures	5,000,000	7,500,000	5,000,000
20090079	Construction of Footbridges	1,000,000	1,000,000	1,000,000

20162191	Construction of Joe Slovo Bridge – Ward 41	1,000,000	1,000,000	1,000,000
	Programme: Non-Motorised Transport Facilities (10032)	10,300,000	10,300,000	10,300,000
20050042	Facilities for the Disabled	300,000	300,000	300,000
20060020	Provision of Sidewalks	10,000,000	10,000,000	10,000,000
	Programme: Specialised Equipment (10081)	5,000,000	5,500,000	5,500,000
20190289	Laboratory equipment - Scientific Services	2,500,000	2,500,000	2,500,000
20190290	Replacement of Laboratory Equipment - Scientific Services	2,500,000	3,000,000	3,000,000
	Programme: Furniture and Equipment (10073)	2,750,000	1,750,000	1,750,000
20190106	Small Plant & Equipment	2,750,000	1,750,000	1,750,000
	Programme: IPTS Work Packages (10034)	177,227,420	170,818,380	186,949,120
20060229	IPTS - Work Package: Public Transport Facilities	27,400,000	16,800,000	99,000,000
20060232	IPTS - Work Package: Road Works	3,000,000	-	33,750,000
20060234	IPTS - Work Package: TDM and ITS	-	2,000,000	-
20070244	IPTS - Work Package: Bus Rapid Transit	75,000,000	105,000,000	-
20190048	IPTS - Upgrading of Njoli Street to a dual Carriageway-North	1,020,250	-	-
20190049	IPTS -Upgrading of Njoli Street to a dual Carriageway South	1,020,250	-	-
20190050	IPTS - Upgrading of Njoli /Daku Road Intersect East Phase2	836,520	-	-
20190051	IPTS - Upgradingof Njoli/Daku Road Intersect - West - Phase2	836,520	-	-
20190052	IPTS - Construction of a Holding Public Depot - Uitenhage	10,000,000	-	-
20190053	IPTS - Standford Rd / N2 Bridge Widening and Construc Pedest	16,500,000	1,500,000	-
20190054	IPTS - Construction of Cleary Park Operational Area Depot Phase 3 & Terminal	15,000,000	20,000,000	15,000,000
20190069	IPTS -OMS APTMS Lite	3,320,870	3,020,870	-
20190075	IPTS - Interim Ticket System	500,000	-	-
20190175	Automated Fare Collection (AFC) System	1,293,010	22,497,510	39,199,120
20190177	IPTS - Construction of Uitenhage/KwaNobuhle Public Transport Depot and Terminal	21,500,000	-	-
	Total	482,068,420	486,348,380	476,599,120

6.1.3 Sanitation - Metro (1411)

		2019/20 Draft Capital Budget	2020/21 Draft Capital Budget	2021/22 Draft Capital Budget
	Programme: Buildings, Depots Upgrading & Additions (10009)	1,000,000	1,000,000	1,000,000
20190251	Sanitation Services : Office Accomodation	1,000,000	1,000,000	1,000,000
	Programme: Bucket Eradication (10043)	10,000,000	10,000,000	10,000,000
20182423	Bucket Eradication Programme: Supply and Install Communal Ablution Facilities	10,000,000	10,000,000	10,000,000
	Programme: Reticulation Sewers - Rehabilitation & Refurbishment (10044)	2,500,000	18,000,000	16,000,000
19930112	Sewer Replacement and Relining	-	15,000,000	15,000,000
20190254	Sanitation: Rehabilitation of Sewer Pipes	2,500,000	3,000,000	1,000,000
	Programme: Reticulation Sewers - New, Augmentation & Upgrade (10045)	33,500,000	15,500,000	15,500,000
20190252	Sanitation :Improvements to Sewerage Systems	30,000,000	15,000,000	15,000,000
20190258	Sanitation : Sampling Station Equipment	3,500,000	500,000	500,000
	Programme: Bulk Sewers - Rehabilitation & Refurbishment (10046)	19,000,000	12,000,000	500,000
20030034	Markman - Replace 600mm Sewer	1,000,000	-	-
20190256	Sanitation : Rehabilitation Of KwaZakhele Collector Sewer	18,000,000	12,000,000	500,000
	Programme: Bulk Sewers - New, Augmentation & Upgrade (10047)	139,400,000	116,500,000	58,000,000
19960525	Chatty Valley Collector Sewer Stage 1 (nodes 20 -24)	500,000	-	-
19980348	Paapenkuis Main Sewers Augmentation	-	5,000,000	500,000
20030030	Lorraine - Bulk Sewerage Augmentation	-	500,000	500,000
20050064	Sanitation Services: Augment Collector Sewer WalmerHeights	1,000,000	-	-
20060177	Driftsands Collector Sewer - Augmentation - Phase 1	1,000,000	-	-
20110054	Motherwell Main Sewer Upgrade	500,000	-	-

20110056	Swartkops Low Level Collector Sewer Upgrade	27,500,000	10,000,000	10,000,000
20110066	Bulk Sewers Joe Slovo, Mandelaville, Allenridge West UIT	10,000,000	10,000,000	2,000,000
20182411	Driftsands Collector Sewer - Augmentation - Phase 2	40,000,000	15,000,000	22,000,000
20182418	Augment Collector Sewer for Walmer Heights	28,300,000	3,500,000	500,000
20182425	Lorraine - Bulk Sewerage Augmentation - Additional Capacity	10,000,000	-	-
20182428	Swartkops Low Level Collector Sewer Upgrade - New Contract	-	50,000,000	-
20190250	Sanitation :Jagtlakte Bulk Sewer	1,000,000	1,000,000	1,000,000
20190253	Sanitation Services: Seaview Bulk Sewerage	600,000	500,000	500,000
20190255	Sanitation : Sewer Protection for Collector Sewers	1,000,000	1,000,000	1,000,000
20190260	Sanitation :Motherwell North Bulk Sewerage	16,000,000	20,000,000	20,000,000
20190261	Sanitation : Motherwell Coega WWTW and Outfall Sewer	2,000,000	-	-
	Programme: Sewerage Pump Stations - Rehabilitation & Refurbishment (10048)	10,000,000	10,000,000	10,000,000
20190257	Sanitation : Rehabilitation of Pump Stations	10,000,000	10,000,000	10,000,000
	Programme: Sewerage Pump Stations - New, Augmentation & Upgrade (10049)	1,000,000	1,000,000	6,000,000
20182540	Fitzpatrick Pump-station - New	-	-	5,000,000
20190249	Sanitation : Upgrade of Rocklands WWTW	1,000,000	1,000,000	1,000,000
	Programme: Waste Water Treatment Works - Rehabilitation & Refurbishment (10050)	16,500,000	52,500,000	52,500,000
20070153	Brickfields: Upgrade	500,000	500,000	500,000
20190246	Construction of Access Road - Sanitation	4,000,000	-	-
20190248	Sanitation : Kelvin Jones WWTW Upgrading	10,000,000	50,000,000	50,000,000
20190259	Sanitation:Purchase of Telemetry Equipment for Pump Station	2,000,000	2,000,000	2,000,000
	Programme: Waste Water Treatment Works - New, Augmentation & Upgrade (10051)	69,150,000	79,000,000	75,000,000
20030405	Witteklip Bulk Sewerage	-	500,000	500,000
20050250	Sanitation Services: Driftsands WWTW Phase 3 extension	-	-	-
20070144	Kwanobuhle WWTW : Upgrading	19,000,000	1,000,000	-
20190278	Sanitation Services: Fishwater Flats WWTW Upgrade	5,000,000	30,000,000	30,000,000
20182410	Driftsands WWTW Phase 3 - Upgrade Existing Composting Plant	2,000,000	1,000,000	1,000,000
20190245	Sanitation : Upgrade of Cape Recife WWTW	28,000,000	36,000,000	33,000,000
20190247	Sanitation :Upgrading of Despatch Reclamation Works	1,500,000	500,000	500,000
	Fishwater Flats WWTWMedium Voltage Network Phase 2	150,000	-	-
	Fishwater Flats WWTW Upgrade	8,500,000	-	-
	Fishwater Flats WWTW Upgrade	5,000,000	10,000,000	10,000,000
	Programme: Vehicles (10009)	4,500,000	5,500,000	5,500,000
20190244	Purchase of Vehicles for Sanitaion Services : 2019-20	4,500,000	5,500,000	5,500,000
	Total	306,550,000	321,000,000	250,000,000

6.1.4 Metro Water Service (1412)

		2019/20 Draft Capital Budget	2020/21 Draft Capital Budget	2021/22 Draft Capital Budget
	Programme: Vehicles and Plant (10010)	4,500,000	3,500,000	10,000,000
20070160	Water Services: Purchase New Vehicles	4,500,000	3,500,000	10,000,000
	Programme: Dams - Drought Relief Projects	13,000,000	13,000,000	13,000,000
20190159	Water Services: Nootgedagt Low Level Scheme: Phase 3	13,000,000	13,000,000	13,000,000
	Programme: Dams - Rehabilitation & Refurbishment (10061)	-	2,000,000	2,000,000
20080094	Water Services: Rehabilitation of Dams	-	2,000,000	2,000,000
	Programme: Water Treatment Works - New, Augmentation & Upgrade (10063)	62,000,000	44,250,000	95,600,000
20000037	Loerie Treatment Works: Rehabilitation	-	-	-
20042889	Linton: Additional Treatment Facility	1,000,000	1,000,000	4,000,000
20060082	Upgrading Springs Water Treatment Works	-	250,000	100,000
20182415	1412: Loerie Water Treatment Works: Rehab - Upgrading	58,500,000	37,000,000	6,000,000
20190238	Upgrading of Churchill Water Treatment Works	2,000,000	5,000,000	85,000,000

20190242	Upgrading Groendal Treatment Works	500,000	1,000,000	500,000
	Programme: Water Treatment Works - Rehabilitation & Refurbishment (10064)	500,000	500,000	500,000
19960156	Elandsjagt - Upgrade to Restore Capacity	500,000	500,000	500,000
	Programme: Water Pump Stations - Rehabilitation & Refurbishment (10065)	19,000,000	1,000,000	1,000,000
20050106	Seaview Pump Station: Upgrade	19,000,000	1,000,000	1,000,000
	Programme: Supply Pipe Lines - New, Augmentation & Upgrade (10067)	5,000,000	12,500,000	12,500,000
20030511	Seaview Bulk Water	-	7,000,000	5,000,000
20030512	St Albans Bulk Water	-	-	1,000,000
20060081	Water Services: Coega Reclaimed Effluent Scheme	-	-	1,000,000
20162356	Advanced Meter Infrastructure - Water	4,500,000	4,500,000	4,500,000
20190243	Jagtlvakte: Bulk Water Supply Pipeline	500,000	1,000,000	1,000,000
	Programme: Supply Pipe Lines - Rehabilitation & Refurbishment (10068)	83,000,000	93,000,000	83,000,000
20030630	Upgrade and Rehabilitation of Water Pipelines	80,000,000	90,000,000	80,000,000
20042883	Older Dams Pipelines Augmentation	3,000,000	3,000,000	3,000,000
	Programme: Reservoirs - Rehabilitation & Refurbishment (10069)	10,000,000	12,000,000	11,000,000
20190291	Rehabilitation of Reservoirs	8,000,000	10,000,000	8,000,000
19990184	Reservoir Fencing	-	2,000,000	3,000,000
20190133	Fencing of Voortrekker Reservoir	1,000,000	-	-
20190134	Fencing of Gelvandale Reservoir	500,000	-	-
20190135	Fencing of Struandale Reservoir	500,000	-	-
	Programme: Reservoirs - New, Augmentation & Upgrade (10070)	500,000	1,000,000	6,000,000
20030295	Construction of Amanzi Reservoir and Pipeline	-	1,000,000	5,000,000
20030601	Construction of a 1,0 Ml reclaimed effluent reservoir: Uitenhage	500,000	-	-
20100034	Balmoral Reservoir and Bulk Pipeline	-	-	1,000,000
	Programme: Buildings, Depots Upgrading & Additions (10009)	1,000,000	2,000,000	6,500,000
20070152	Access Roads: Upgrade	-	2,000,000	4,000,000
20190240	Office Accommodation: Water	1,000,000	-	2,500,000
	Programme: Management Systems (10024)	65,500,000	64,800,000	18,000,000
20070161	Groundwater: Drought Intervention	10,000,000	-	-
20182414	Groundwater: Drought Intervention: Drilling of Boreholes	25,000,000	3,000,000	3,000,000
20190236	Construction of Coegakop Water Treatment Works (NON-MDRG)	28,500,000	59,800,000	10,000,000
20190241	Water Services : Purchase of Telemetry Equipment	2,000,000	2,000,000	5,000,000
	Programme: Distribution Pipe Lines - New, Augmentation & Upgrade (10071)	2,000,000	2,000,000	3,000,000
20060083	Rudimentary Service: Water	-	-	1,000,000
20190237	Bulk Water Metering and Control	2,000,000	2,000,000	2,000,000
	Programme: Distribution Pipe Lines - Rehabilitation & Refurbishment (10072)	51,500,000	62,000,000	17,000,000
19930320	Water Services: Improvements to System - General	-	5,000,000	5,000,000
20000052	Purchase of Water Meters - Metro	45,000,000	45,000,000	-
20080087	Rehabilitation of Pipe Bridges	-	2,000,000	1,000,000
20190235	Water Services: Rehabilitation of Pump Stations	2,500,000	6,000,000	6,000,000
20190239	Installation of Zone Water meters	4,000,000	4,000,000	5,000,000
	Total	317,500,000	313,550,000	279,100,000

6.1.5 Electricity & Energy (1477)

		2019/20 Draft Capital Budget	2020/21 Draft Capital Budget	2021/22 Draft Capital Budget
	Programme: Customer Requirements (10003)	29,369,700	13,942,700	3,000,000
19930259	Private Township Development	4,000,000	-	-
19930255	Miscellaneous Mains and Substations	5,000,000	-	-
19940149	Meters and Current Transformers	3,000,000	3,000,000	3,000,000
20182550	Smart Pre-payment Meters	10,942,700	10,942,700	-

20182549	Upgrade of Commercial Meters - Remote Metring	5,427,000	-	-
19930233	Non Electrification Areas - Service Connections	1,000,000	-	-
	Programme: Network Reinforcements (10005)	34,150,000	37,650,000	43,400,000
20042993	HV Network Reinforcement - Overhead Cabling	2,000,000	2,000,000	2,000,000
20100122	HV Network Reinforcement - New Substations	5,000,000	8,750,000	10,000,000
19990104	Reinforcement of Electricity Network - Coega	5,000,000	-	-
20042992	Reinforcement of Electricity Network - Western	2,000,000	2,000,000	2,000,000
20030472	Reinforcement of Electricity Network - Hunters Retreat	1,500,000	2,000,000	3,000,000
20030470	Reinforcement of Electricity Network- Despatch	500,000	500,000	500,000
20030074	Reinforcement of Electricity Network- Mount Road	500,000	1,000,000	4,500,000
20010119	Reinforcement of Electricity Network - Uitenhage	3,000,000	3,000,000	3,000,000
20010118	Reinforcement of Electricity Network - Ibhayi	1,600,000	1,600,000	1,600,000
20000175	Reinforcement of Electricity Network- Swartkops	2,200,000	2,200,000	2,200,000
20000172	Reinforcement of Electricity Network- Korsten	500,000	500,000	500,000
19970063	Reinforcement of Electricity Network- Bethelsdorp 11kV	1,100,000	1,100,000	1,100,000
19960193	Reinforcement of Electricity Network Wells Estate	1,500,000	1,500,000	2,000,000
19970061	Reinforcement of Electricity Network - Newton Park	1,000,000	1,000,000	1,000,000
20030471	Reinforcement of Electricity Network- Walmer Lorraine	3,000,000	4,500,000	4,500,000
19960190	Reinforcement of Electricity Network- Redhouse	500,000	500,000	500,000
19960195	Reinforcement of Electricity Network - Summerstrand	1,500,000	2,000,000	2,500,000
19980402	Reinforcement of Electricity Network - Malabar/ Helenvale	1,000,000	1,000,000	1,000,000
20100120	HV Network Reinforcement - Underground Cabling	-	1,500,000	-
19930254	Low Voltage Reticulation Improvement	750,000	1,000,000	1,500,000
	Programme: Radio Communication Systems (10006)	150,000	-	-
19930232	Radio & Test Equipment	150,000	-	-
	Programme: Technical Control Systems (10007)	4,500,000	5,500,000	4,750,000
20070209	Substation Fibre Optic Backbone	2,000,000	2,000,000	1,750,000
19940414	Supervisory Control Systems Upgrade	1,500,000	2,500,000	2,000,000
20170045	Distribution Substation Building Refurbishment Program	1,000,000	1,000,000	1,000,000
	Programme: Data & Communication Systems (10008)	1,000,000	1,000,000	1,000,000
20190149	Customer Planning Link	1,000,000	1,000,000	1,000,000
	Programme: Buildings, Depots Upgrading & Additions (10009)	500,000	500,000	500,000
20150030	North Depot Improvements	500,000	500,000	500,000
	Programme: Vehicles and Plant (10010)	6,700,000	4,000,000	4,000,000
20170044	Test Van Equipment	1,700,000	-	-
20020093	New/Replacement of Plant and Motor Vehicle	5,000,000	4,000,000	4,000,000
	Programme: Cables & Distribution Kiosks (10013)	2,500,000	3,000,000	3,000,000
19980174	Distribution Kiosk Replacement	2,500,000	3,000,000	3,000,000
	Programme: Transformers & Switchgear (10014)	2,500,000	1,250,000	1,250,000
19970070	Relay Replacement	2,000,000	750,000	750,000
20050189	Replace Switchgear in Mini susbs - KwaNobuhle	500,000	500,000	500,000
	Programme: Line Refurbishment (10015)	63,000,000	19,500,000	22,500,000
20042988	Overhead Lines Refurbishment	5,000,000	6,000,000	7,000,000
20050187	HV Line Refurbishment (66 & 132kV)	10,000,000	9,000,000	10,000,000
20090039	Fairview Refurbishment	1,000,000	1,500,000	2,000,000
20182551	HV Transmission Line	45,000,000	-	-
20060217	Gas Turbine Refurbishment	2,000,000	3,000,000	3,500,000
	Programme: Furniture and Equipment (10073)	1,200,000	-	-
19930234	Electricity Buildings improvements	1,200,000	-	-
	Programme: Informal Housing Electrification (10012)	57,826,090	57,826,090	27,826,090
19930264	Informal Housing Electrification	27,826,090	27,826,090	27,826,090
20170022	Undeclared Informal Electrification	30,000,000	30,000,000	-
	Programme: Street Lighting (10017)	20,000,000	20,000,000	27,849,000
19930283	Public Lighting	20,000,000	20,000,000	27,849,000
	Total	223,395,790	164,168,790	139,075,090

6.1.6 Public Health (1193)				
		2019/20 Draft Capital Budget	2020/21 Draft Capital Budget	2021/22 Draft Capital Budget
	Programme: Rehabilitation and Upgrading of Halls and Buildings (10038)	2,700,000	2,700,000	2,800,000
20190305	Secure Municipal Parks Facilities	700,000	700,000	700,000
20190308	Upgrading of Municipal Office and Ablution Facilities	1,000,000	1,000,000	1,000,000
20190298	Occupational Health and Wellness Center - Walmer	300,000	300,000	300,000
20190283	Upgrade of Uitenhage Dog Pound	700,000	700,000	800,000
	Programme: Upgrade and Rehabilitation of Beaches (10052)	3,000,000	3,000,000	3,000,000
20190312	Upgrade and Development of Coastal Infrastructure	1,000,000	1,000,000	1,000,000
20190148	Beach Development - Summerstrand	600,000	600,000	600,000
20190150	Beach Development - Bird Rock	800,000	800,000	800,000
20190153	Beach Development - Wells Estate	600,000	600,000	600,000
	Programme: Greening and Development of Gateways and Public Open Spaces (10053)	22,000,950	24,200,000	23,200,000
20010362	Upgrade and Development of Public Open Spaces	-	15,000,000	15,000,000
20150039	Upgrade of Public Toilets	2,000,000	2,000,000	2,000,000
20190172	Upgrade Major Parks - Willow Dam	2,000,000	-	-
20190176	Upgrade and Devevelopment of POS - Nkatha Park	1,400,000	-	-
20190182	Upgrade and Development of Public open space - Sandile	1,800,950	-	-
20190185	Upgrade and Devevelopment of POS - Kouga Berg	1,400,000	-	-
20190187	Upgrade and Devevelopment of POS - Mavavana	1,600,000	-	-
20190188	Upgrade and Development of Public open space - Dwarhana	1,400,000	-	-
20190189	Upgrade and Devevelopment of POS - Tshauka	1,500,000	-	-
20190190	Upgrade and Development of Public open space - Mvetshana	1,800,000	-	-
20190191	Upgrade and Development of Public open space - Lixolilizwe	1,400,000	-	-
20190192	Upgrade and Devevelopment of POS - Dzeya	1,500,000	-	-
20190195	Wellness Centre - Uitenhage Depot	200,000	200,000	200,000
20190196	Upgrade - Undeveloped Public Open Spaces	1,000,000	1,000,000	1,000,000
20190198	Ablution Facility - Peter Gibbs Nursery	1,000,000	1,000,000	1,000,000
20190199	Upgrade of Major Parks - Mqolomba	-	-	2,000,000
20190200	Upgrade of Major Parks - Varsvlei	-	3,000,000	-
20190282	Playground Equipment - Ward 31	360,000	-	-
20190293	Playground Equipment - Ward 34	380,000	-	-
20190296	Playground Equipment - Ward 36	380,000	-	-
20190301	Playground Equipment - Ward 55	380,000	-	-
20190302	Upgrade Nursery Greenhouse	500,000	500,000	500,000
20190318	Playground Equipment - Various Wards	-	1,500,000	1,500,000
	Programme: Cemetery Development and Upgrading (10054)	12,000,000	12,000,000	12,000,000
20190156	Upgrade and Development of Forest Hill Cemetery	250,000	250,000	250,000
20190162	Upgrade and Development of Bloemendal Cemetery	500,000	500,000	500,000
20190168	Upgrade and Development of Matanzima Cemetery	500,000	500,000	500,000
20190170	Upgrade and Development of Gerald Smith Cemetery	250,000	250,000	250,000
20190171	Upgrade and Development of Motherwell Cemetery	500,000	500,000	500,000
20190272	Fencing of Paapenkui Cemetery	8,000,000	-	-
20190273	Fencing of Gqebera Cemetery	-	8,000,000	-
20190275	Fencing of Bucwa Cemetery	-	-	4,000,000
20190279	Water drainage and roads at Cemeteries	2,000,000	2,000,000	2,000,000
20190319	Fencing of Govan Mbeki Cemetery	-	-	4,000,000
	Programme: Furniture and Equipment (10073)	1,000,000	1,000,000	1,000,000
20190311	Computer and Office Equipment	1,000,000	1,000,000	1,000,000

	Programme: Specialised Vehicles (1011)	5,000,000	5,000,000	5,000,000
20190307	Specialised Vehicles - Public health	5,000,000	5,000,000	5,000,000
	Programme: Refuse, Tip Sites, Recycle Stations and Equipment (10055)	15,500,000	15,500,000	15,500,000
20162440	Solid Waste Diversion and Beneficiation Project	2,000,000	2,000,000	2,000,000
20170131	Air Pollution Monitoring Equipment	300,000	300,000	300,000
20190193	Urban Refuse Transfer station - Gillespie	3,000,000	3,000,000	3,000,000
20190313	Waste/ Parks Containers	2,200,000	2,200,000	2,200,000
20190314	Development of Waste Disposal Facilities	4,500,000	4,500,000	4,500,000
20190316	Replacement of Refuse Compactors	3,500,000	3,500,000	3,500,000
	Total	61,200,950	63,400,000	62,500,000

6.1.7 Safety & Security (1195)

		2019/20 Draft Capital Budget	2020/21 Draft Capital Budget	2021/22 Draft Capital Budget
	Programme: Rehabilitation and Upgrading of Halls and Buildings (10038)	8,040,000	9,860,000	4,000,000
20080065	Additional Satellite Offices	1,000,000	-	-
20100060	Fire station Motherwell- Refurbishment	2,000,000	-	-
20162192	Security Offices- Sidwell Fire Station	2,000,000	-	1,000,000
20162193	Security wall/fencing - Fire Training Centre	-	1,000,000	-
20170137	Security Offices - Contract Unit	1,800,000	-	1,000,000
20170139	Stores/Archiving at Contract Unit	240,000	-	-
20170153	Traffic - Upgrade of Uitenhage Pound	500,000		
20182520	Refurbishing of Fire stations	-	1,000,000	-
20182523	Armoury Building alteration	-	800,000	-
20182524	Security:Strat Intervention unit: Upgrade of Ablution Facilities	-	60,000	-
20182526	Metro Police: New Offices & Metro Police Stations	-	5,000,000	-
20190130	Replacement of engine bay doors at South End Fire Station	500,000	-	-
20190231	South End Fire Station	-	2,000,000	2,000,000
	Programme: Upgrading of Computer Systems and Software Enhancement (10037)	500,000	-	-
20170162	Traffic Training Centre - Learner Information Management System	500,000	-	-
	Programme: Specialised Vehicles (1011)	2,231,800	4,000,000	15,000,000
20182514	Metro Police - Specialised Vehicle - Water Cannon		3,000,000	
20190141	PURCHASE OF HYDRAULIC PLATFORM FOR FIRE & EMERGENCY SERVICES	-	-	15,000,000
20190232	Replacement of Off Road Appliances	-	1,000,000	-
20190233	Replacement of Fire Appliances for Sidwell Fire Station	2,000,000	-	-
20190271	Replacement of Fleet B0418 for Metro Police	231,800		
	Programme: Vehicles and Plant (10010)	3,350,000	2,500,000	2,000,000
20140015	Vehicles for Safety and Security (Security Only)	-	-	1,000,000
20170141	Vehicles for Safety & Security (Disaster only)	550,000	1,000,000	-
20170142	Vehicles for Safety & Security (Metro Police only)	2,500,000	1,500,000	-
20182515	Metro Police: Trooper Carrier	-	-	-
20182518	Traffic: Motherwell Thusong- Vehicles	300,000	-	-
20190136	Vehicles for Safety & Security (Traffic only) - Additional	-	-	1,000,000
	Programme: Safety and Security Equipment (10057)	13,034,000	8,130,000	13,500,000
20150047	Purchase of Plant and Equipment (Fire & Emergency Services)	3,500,000	500,000	-
20170146	Law Enforcement Equipment for Metro Police - Drager Machines	1,500,000	-	-
20170147	Replacement of Motor cycle test equipment	60,000	-	-
20170150	Traffic Training College - New Firearms	500,000	-	-
20170152	Traffic Training College - Road Safety : Seat belt convincer	500,000	-	-
20170154	Replacement Rescue Pump -Fire	2,500,000	2,000,000	-
20170163	Traffic - In Car Camera for Law Enforcement	500,000	-	-
20182516	Security: Aiconditioner for Mobile Surveillance Vehicle	-	30,000	-

20182517	Security: installation of Camera System for Mobile Surveillance Vehicle	-	1,500,000	-
20182534	Security: Hand-held GIS data collection device	174,000	-	-
20182535	Metro Police: Firearms and Accessories	-	1,000,000	-
20190137	Procurement of Safes for Metro Police	-	-	500,000
20190138	Procurement of Communication Devices for Metro Police	-	-	1,500,000
20190142	Replacement of Generators at Greenbushes and Uitenhage	-	-	1,000,000
20190228	Replacement of Radios	-	1,000,000	10,000,000
20190229	CCTV Mobile Vehicle- Enhancements	-	100,000	500,000
20190230	CCTV Equipment & Infrastructure	3,800,000	2,000,000	-
	Programme: Furniture and Equipment (10073)	2,243,800	5,480,000	4,500,000
20170144	Furniture and Office Equipment- Metro Police	2,000,000	-	-
20182525	Security:Strat Intervention unit: installation of Industrial Extractor Fan	-	80,000	-
20182531	Upgrading of Uitenhage fail over for data centre - Equipment	-	1,500,000	-
20182532	Furniture and Office Equipment - Disaster Management	-	500,000	450,000
20182533	Disaster Management: Upgrade of Equipment for supply of Solar energy	-	700,000	-
20190121	Purchase of Computer Equipment - Safety's ED	-	100,000	100,000
20190122	Purchase of Computer Equipment - Traffic	-	180,000	300,000
20190123	Purchase of Computer Equipment - Fire & Emergency	-	180,000	300,000
20190124	Purchase of Computer Equipment - Disaster Management	-	180,000	300,000
20190125	Purchase of Computer Equipment - Security Services	200,000	180,000	300,000
20190126	Purchase of Computer Equipment - Metro Police	-	180,000	750,000
20190140	Furniture and Office Equipment - Security Services	-	-	1,000,000
20190144	Law Enforcement Equipment for Traffic Services- Drager Machines	-	700,000	-
20190152	Law Enforcement Equipment for Metro Services	-	-	1,000,000
20190227	Security Upgrade at the Markman Training Centre	-	1,000,000	-
20190122	Purchase of Computer Equipment - Safety and Security, Traffic and Licencing	43,800	-	-
	Total	29,399,600	29,970,000	39,000,000

6.1.8 Corporate Services (1197)

		2019/20 Draft Capital Budget	2020/21 Draft Capital Budget	2021/22 Draft Capital Budget
	Programme: Upgrading of Computer Systems and Software Enhancement (10037)	23,035,000	11,500,000	16,500,000
20170145	Disaster Recovery Center - Information Security	18,500,000	6,500,000	10,500,000
20182437	Purchase of Servers and other IT related Infrastructure	3,535,000	3,000,000	4,000,000
20182560	EMS - Enhancements	1,000,000	2,000,000	2,000,000
	Programme: Rehabilitation and Upgrading of Halls and Buildings (10038)	11,550,000	19,200,000	23,800,000
20030221	Office accommodation (Ward Councillors)	800,000	2,000,000	1,000,000
20043125	Upgrade of Community Halls	300,000	1,500,000	500,000
20050222	Office Renovation	1,400,000	2,000,000	3,000,000
20120078	Upgrade of Municipal Depots	2,000,000	2,000,000	2,500,000
20170140	Office accommodation (Ward Councillors) - Matthew Goniwe	1,000,000	1,000,000	-
20170149	Upgrading of Nangoza Jebe Community Hall	-	-	1,000,000
20182438	Ward Councillor Furniture	300,000	300,000	300,000
20182439	Office furniture- Corp Admin	300,000	-	500,000
20182553	Construction of Guard House at Motherwell Traffic Centre	-	1,000,000	1,000,000
20182557	Feather Market Centre-upgrade	-	5,000,000	6,000,000
20190262	Algoa House - Upgrade of Offices	1,000,000	1,000,000	-
20190263	Lilian Diedericks Building - Upgrading & Rehabilitation	1,000,000	2,000,000	6,000,000
20190264	Airconditioning of Municipal Buildings	1,000,000	1,000,000	1,000,000
20190267	Fencing of Colchester Community Hall	500,000	-	-
20190268	Erection of Ward 34 Councillor Office	1,200,000	-	-
20190269	Upgrade of Ward 51 Councillor Office	350,000	-	-

20190299	Woolboard Conference Centre - Rehabilitation & Upgrade	400,000	400,000	1,000,000
	Total	34,585,000	30,700,000	40,300,000
6.1.9 Budget & Treasury (1198)				
		2019/20 Draft Capital Budget	2020/21 Draft Capital Budget	2021/22 Draft Capital Budget
	Programme: Management Systems (10024)	3,000,000	-	-
20140011	System Enhancements - Various	3,000,000	-	-
	Programme: Vehicles & Plant (10010)	-	-	1,000,000
20190146	Acquisition of Vehicles - Meter Reading	-	-	1,000,000
	Programme: Rehabilitation and Upgrading of Halls and Buildings (10038)	28,838,500	6,500,000	3,000,000
20050219	Upgrade and Furnishing Customer Care Centres	5,000,000	6,500,000	3,000,000
20182605	Construction of new offices at Supply Chain Management	19,838,500	-	-
20182612	B&T Office Renovations - ETB	2,000,000	-	-
20190322	Security Upgrades - City Hall	2,000,000	-	-
	Programme: Furniture and Equipment (10073)	750,000	750,000	900,000
20120079	Replacement Handheld Devices - Meter Reading	400,000	400,000	500,000
20120080	Replacement of Vending POS Equipment	350,000	350,000	400,000
	Total	32,588,500	7,250,000	4,900,000
6.1.10 Chief Operating Officer (1656)				
		2019/20 Draft Capital Budget	2020/21 Draft Capital Budget	2021/22 Draft Capital Budget
	Programme: Integrated City Development	11,040,870	16,096,530	17,851,310
20162353	Integrated City Development Programmes	11,040,870	16,096,530	17,851,310
	Total	11,040,870	16,096,530	17,851,310
6.1.11 Special Projects and Programmes (1666)				
		2019/20 Draft Capital Budget	2020/21 Draft Capital Budget	2021/22 Draft Capital Budget
	Programme: Rehabilitation and Upgrading of Halls and Buildings (10038)	-	-	-
20090018	Motherwell Traffic and Licensing Centre			
	Programme: Upgrade/New Libraries	-	-	-
20090015	Upgrading Helenvale Resource Centre - Multipurpose Centre	-	-	-
	Total	-	-	-
6.1.12 Motherwell Urban Renewal Programme (1474)				
		2019/20 Draft Capital Budget	2020/21 Draft Capital Budget	2021/22 Draft Capital Budget
	Programme: Buildings, Depots Upgrading & Additions (10009)	-	-	-
20090018	Motherwell Traffic and Licencing Centre	-	-	-
		-	-	-
6.1.13 Economic Development, Tourism & Agriculture (1196)				
		2019/20 Draft Capital Budget	2020/21 Draft Capital Budget	2021/22 Draft Capital Budget
	Programme: Buildings, Depots Upgrading & Additions (10009)	29,086,960	26,086,960	30,434,790

19990168	Njoli Square Redevelopment	26,086,960	26,086,960	30,434,790
20182456	Informal Trading Infrastructure	3,000,000	-	-
		29,086,960	26,086,960	30,434,790
6.1.14 Recreational & Cultural Services (1194)				
		2019/20 Draft Capital Budget	2020/21 Draft Capital Budget	2021/22 Draft Capital Budget
	Programme: Rehabilitation and Upgrading of Halls and Buildings (10038)	21,500,000	26,000,000	18,000,000
20100104	Mendi Arts and Cultural Center	3,500,000	6,000,000	-
20182617	Construction of Multi-Purpose Centre - Ward 17	6,000,000	5,000,000	5,000,000
20182618	Construction of Multi-Purpose Centre - Ward 34	5,000,000	5,000,000	5,000,000
20182619	Construction of Multi-Purpose Centre - Ward 42	5,000,000	5,000,000	5,000,000
20190320	Construction of Multi-Purpose Centre - Ward 21	2,000,000	5,000,000	-
20190321	Construction of Multi-Purpose Centre - Ward 55	-	-	3,000,000
	Programme: Upgrade/New Libraries	13,450,000	7,000,000	5,000,000
20060113	Upgrade and Restoration of Libraries - Main Library	8,500,000	5,000,000	-
20190155	Restoration and refurbishment of KwaNobuhle Library	-	2,000,000	5,000,000
20190157	Upgrade and restoration of libraries - Motherwell	1,650,000	-	-
20190158	Upgrade and restoration of libraries - Zwide	1,650,000	-	-
20190160	Upgrade and restoration of libraries - Chatty	1,650,000	-	-
	Programme: Upgrading and Development of Sport and Recreation Facilities (10058)	6,100,000	12,000,000	22,000,000
19980285	Walmer Changerooms	3,000,000	5,000,000	2,000,000
20010221	Springs Resorts - Upgrade Infrastructure	500,000	4,000,000	2,000,000
20190147	Construction of Ablution block at Sardinia Bay Beach	1,000,000	2,000,000	4,000,000
20190151	Wells Estate - Upgrade Infrastructure	1,000,000	1,000,000	2,000,000
20190154	Happy Valley - Upgrade Infrastructure	600,000	-	-
20190167	Rehabilitation of Red Location Precinct Buildings	-	-	12,000,000
	Programme: Upgrade and Development of Swimming Pools (10059)	3,100,000	3,700,000	2,200,000
20000160	Rehabilitate and Upgrade High Street Pool	800,000	1,000,000	2,200,000
20190161	Upgrade and Rehabilitate Rosedale Pool Infrastructure	800,000	1,200,000	-
20190164	Upgrade and Rehabilitate Kwazaknele Pool	1,500,000	1,500,000	-
	Total	44,150,000	48,700,000	47,200,000
6.1.15 NMBM Multi-purpose Stadium (1695)				
		2019/20 Draft Capital Budget	2020/21 Draft Capital Budget	2021/22 Draft Capital Budget
	Programme: Improvements to Minor Roads (10022)	5,000,000	5,000,000	5,000,000
20182558	NMBM Multi-Purpose Stadium - Upgrades	5,000,000	5,000,000	5,000,000
	Total	5,000,000	5,000,000	5,000,000
	Total	1,777,194,640	1,738,426,090	1,639,860,310

6.2 Financial Sustainability and Viability

6.2.1 Introduction

The Municipality must ensure that it becomes financially sustainable in order to deliver on its objectives in terms of the IDP. The Budget and Treasury Directorate operates within the parameters determined by the Municipal Financial Management Act (MFMA) (56 of 2003), together with the applicable Regulations, and it is the responsibility of this Directorate to ensure compliance across the institution.

The Municipality has stabilised its finances and significantly improved its cash holdings. The Budget and Treasury team continues to strive to improve the financial position of the institution by focusing on core principles, that is, the collection of all outstanding debt from those that can afford to pay for their municipal services.

The aim is to optimise operational efficiency within the institution in order to maximise service delivery spending and to reform Supply Chain processes within the institution to ensure that said processes do not only become far more transparent, but also far less cumbersome. Measures will also be put in place to ensure that Council receives value for money through all its tenders.

6.2.2 Delivery Approach

In terms of the Municipal Systems Act of 2000, Financial Sustainability is defined as follows:

“in relation to the provision of a municipal service, means the provision of a municipal service in a manner aimed at ensuring that the financing of that service from internal and external resource, including budgeted income, grants and subsidies for that service, is sufficient to cover the costs of:

The initial capital expenditure required for the service:

- Operating the service; and
- Maintaining, repairing and replacing the physical assets used in the provision of the service”.

The Municipality experienced a serious cash-flow crisis during the 2010/11 financial year. The recovery at the time was guided by a comprehensive Financial Recovery Plan, aimed at placing the institution in a sound and sustainable financial position, thereby ensuring its ability to meet its obligations.

Proper, adequate and regular financial management oversight is crucial to ensure ongoing financial sustainability. This can be achieved through the effective implementation of financial policies and procedures, not only within the Directorate but also throughout the institution.

In addition, the Budget and Treasury Directorate must:

- address the weaknesses identified in the SWOT analysis;
- give attention to the opportunities that have been documented;
- build on the strengths of the Directorate; and
- develop strategies to mitigate the risks identified, where possible.

In dealing with the above, priority and emphasis must be given to the following:

- Increased debt collection and credit control measures;
- revenue optimisation;
- operational efficiency and cost containment measures;
- proper procurement planning by all directorates; and
- ensuring value for money during the procurement process;
- proper tariff modelling;
- ensuring a cost coverage ratio of three months; and

- the development of a Long-term Financial Plan.

The NMBM is in the process of developing a policy governing the Long-Term Financial Plan of the Municipality. This will serve as a guiding document for the institution.

6.2.3 Long-Term Financial Sustainability Plan (LTFSP)

Long-term financial planning forms a key element of the Integrated Development Plan (IDP), which enables local government to set priorities, aligned to achieving the strategic objectives of Council. The Long-Term Financial Sustainability Plan (LTFSP) must be constructed over a minimum period of 10 years and will be instrumental in indicating the financial sustainability of the Nelson Mandela's Bay Municipality over the short, medium and long term.

The LTFSP is under-pinned by a number of financial strategies, assumptions and performance indicators, which will enable Council to make informed decisions to ensure financial sustainability, while at the same time meeting the increasing service delivery demands of local communities with the limited available resources.

Council has a legislative requirement to comply with the principles of sound financial management, as detailed in the Municipal Finance Management Act No. 56 of 2003 (MFMA). National Treasury has played a pivotal role in the introduction of financial management reforms across government since 1994, and local government since 1996. National Treasury's primary objective was to secure the sound and sustainable management of the financial affairs of government (national, provincial and local) and to lead such reforms through policies, guidelines, regulatory interventions, circulars, training etc., as well as provide hands-on support to municipalities.

The MFMA further aims to modernise budget, accounting and financial management practices by placing local government finances on a sustainable footing in order to maximise the capacity of municipalities to deliver services across communities. It

also aims to put in place a sound financial framework by clarifying and separating the roles and responsibilities of the Council, Mayor and officials.

The NMBM is committed to working with National Treasury on a pilot project, to develop a long-term financial planning model as a basis for its Long-Term Financial Strategy / Plan. Extensive work has been done on the model, which is currently being amended to comply with the SCOA accounting reforms.

A key component of sound financial management is the preparation of longer-term financial strategies, plans and budgets. When preparing an LTFSP, a municipality must take the following into consideration:

- Capital and Operating Budgets
- Master plans and Backlog reports – Asset Management
- Consumption levels / units
- Losses and unaccounted for units
- Revenue streams
- Financial or other risks that may impact on financial sustainability
- Staffing levels

A policy governing the Long-term Financial Management Plan was developed and is undergoing Council processes.

The key objectives of the LTFSP are:

- To ensure the financial sustainability of the NMBM;
- To ensure that the Municipality meets its current and future service delivery obligations and financial requirements;,,
- To ensure that the Municipality retains sufficient financial capacity to be able to manage and absorb future financial risks without external assistance or having to significantly adjust revenue or expenditure;
- To ensure that the Municipality maintains a strong cash position, whilst simultaneously developing its capacity to expand and meet the increasing needs of local communities.

6.2.4 Financial Plan

Section 26 (h) of the Local Government: Municipal Systems Act, as amended, stipulates that a financial plan must be prepared as part of the Municipality's Integrated Development Plan.

Over recent years, financial sustainability in local government has become increasingly difficult to maintain, as the demand for services expands beyond the available revenue streams. Municipalities need to be proactive in minimising costs and maximising operational efficiencies in order to meet these demands. In July 2010, the NMBM experienced serious cash and sustainability challenges because of the absence of robust long-term financial planning.

The Five-year Financial Plan includes an Operating Budget and Capital Budget, both informed by IDP priorities. It takes into account the Key Performance Areas reflected in the IDP. All programmes contained in the Budget from the IDP. The review of the Municipality's IDP therefore has a ripple effect on the Budget.

In addition, the IDP informs the municipal fiscal environment influenced by a variety of macro-economic measures. National Treasury determines the ceiling of year-on-year increases in the total Operating Budget, whilst the National Energy Regulator of SA (NERSA) regulates electricity tariff increases. Various government departments also affect municipal service delivery through the level of grants and subsidies.

Budget assumptions

The multi-year Budget is under-pinned by the following assumptions:

Financial targets for the period 2018/19 to 2023/24

	2018/19 (Baseline)	2019/20	2020/21	2021/22	2022/2023	2023/20 24
Income	%	%	%	%	%	%
Fines, Penalties and Forfeits	20.0	7.0	7.5	7.8	7.9	7.9
Interest, Dividend and Rent on Land	8.95	6.5	6.8	7.0	7.2	7.5
Licences or Permits	6.00	7.0	7.5	7.8	7.9	7.2
Operational revenue	8.5	7.0	7.5	7.8	7.9	7.9
Property Rates	5.0	7.77	9.52	9.56	7.25	7.25
Rental from Fixed Assets	8.95	7.0	7.5	7.8	7.9	7.9
Sales of Goods and Rendering of Services	6.0	7.0	7.5	7.8	7.9	7.9
Water tariff increase	8.5	7.5	9.5	9.8	9.9	9.9
Waste Water Management tariff increase	8.5	7.5	9.5	9.8	9.9	9.9
Waste Management tariff increase	7.5	7.5	9.5	9.5	9.5	9.6
Electricity tariff increase	5.84	13.07	13.07	13.07	13.07	13.07
Revenue collection rates	95.00	94.0	94.5	94.5	94.5	95
Expenditure						
Bulk purchase of power costs (subject to determination by NERSA)	7.30	15.67	15.67	15.67	15.67	15.67
Bulk purchase of water costs	6.0	8.5	9.0	7.5	7.5	7.5
Contracted Services	6.0	5.0	5.0	5.0	5.0	5.0
Employee Related Costs (subject to Three Year Agreement re Salary Negotiation currently in	9.0	9.5	9.7	9.8	9.8	9.9

	2018/19 (Baseline)	2019/20	2020/21	2021/22	2022/2023	2023/2024
progress))						
Inventory Consumed	6.0	4.5	5.5	4.5	4.5	4.5
Operating Leases	7.0	7.0	7.0	7.0	7.0	7.0
Operational Costs	6.0	4.5	5.5	4.5	4.5	4.5
Remuneration of Councillors	5.0	5.5	6.0	6.1	6.2	6.3
Transfers and Subsidies	6.0	5.5	5.5	4.5	4.5	4.5
Depreciation and Amortisation	6.0	6.5	6.5	6.5	6.5	6.5
Repairs and Maintenance (consists of Contracted Services, Inventory Consumed and Other Expenditure relating to the maintenance of capital assets)	6.0	8.0	8.0	8.0	8.0	8.0

Statement of Financial Performance for the period 2019/20 to 2023/24

Description	2018/19 Adjustments Budget	2019/20 Medium Term Revenue & Expenditure Framework				
		Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Budget Year 2022/23	Budget Year 2023/24
Revenue By Source						
Property rates	2,177,931	2,353,508	2,488,735	2 689,000	2,883,953	3,093,039
Service charges - electricity revenue	3,964,692	4,379,448	4,862,289	5,399,755	6,103,883	6,899,829
Service charges - water revenue	749,547	815,772	893,270	980,811	1,077,911	1,184,625
Service charges - sanitation revenue	459,930	554,361	607,025	666,514	732,499	805,016
Service charges - refuse revenue	295,609	246,024	267,251	292,620	320,419	351,179
Rental of facilities and	37,208	36,797	39,231	41,695	44,989	48,543

equipment						
Interest earned - external investments	105,901	113,116	118,942	128,335	140,000	152,000

Interest earned - outstanding debtors	221,488	291,720	317,087	345,902	360,000	390,000
Fines, penalties and forfeits	288,772	253,517	252,629	252,489	252,489	252,489
Licences and permits	28,034	21,354	22,955	24,745	26,700	28,622
Agency services	2,892	3,095	3,327	3,586	3,866	4,167
Transfers and subsidies	1 819,368	2,033,471	2,134,615	2,318,293	2,422,795	2,543,935
Other revenue	176 984	166,175	176,050	187,319	202,117	218,084
Gains on disposal of PPE	473	500	510	520	520	520
Total Revenue (excluding capital transfers and contributions)	10,361,367	11,268,858	12,183,915	13,331,584	14,572,141	15,972,048
Expenditure By Type						
Employee related costs	3,289,820	3,660,092	4,002,310	4,492,532	4,932,800	5,421,147
Remuneration of councillors	75,486	80,439	85,338	91,379	97,044	103,158
Debt impairment	541,750	608,943	600,147	634,960	617,555	629,187
Depreciation & asset impairment	738,535	614,541	651,397	690,462	735,342	783,139
Finance charges	142,392	173,361	200,796	222,901	213,900	203,000
Bulk purchases	3,204,776	3 555,290	3,889,193	4,251,865	4,902,954	5,654,931
Other materials	205,737	217,245	230,700	244,033	255,014	266,490

Contracted services	1 413,980	1 242,489	1 302,564	1 384,982	1,454,231	1,526,943
Transfers and subsidies	83,451	77,062	74,204	70,430	72,554	75,819
Other expenditure	739,805	642,683	673,404	704,643	736,352	769,488
Total Expenditure	10,435,733	10 872,146	11 710,054	12,788,188	14,017,746	15,433,302
Surplus/(Deficit)	(74,366)	396,712	473,862	543,396	554,395	538,746
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	1 272,939	983,161	1 020,533	1 081,910	1,105,718	1,138,890
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	148,754	102,534	71,998	73,834	80,000	83,000
Surplus/(Deficit) after capital transfers & contributions	1 017 316	1 482,407	1 566,393	1 699,141	1,740,113	1,760,636
Taxation						
Surplus/(Deficit) after taxation	1 017 316	1 482,407	1 566,393	1 699,141	1,740,113	1,760,636

6.2.6 Statutory requirements specific to Capital Budget

The vehicle through which the needs of the Municipality are identified and its priorities set is the Integrated Development Plan. The Capital Budget is allocated to cover the higher priority projects in the IDP.

The Municipal Finance Management Act (Act No. 56, 2003) states that:

“19.1 A Municipality may spend money on a capital project only if:-

the money for the project, excluding the cost of feasibility studies conducted by or on behalf of the Municipality, has been appropriated in the capital budget;

the project, including the total cost, has been approved by the council;

the sources of funding have been considered, are available and have not been committed for other purposes.

19.2 Before approving a capital project in terms of Section 19 (1) (b), the council of a municipality must consider-

the project cost covering all financial years until the project is operational; and

the future operational costs and revenue on the project, including municipal tax and tariff implications.”

Furthermore, the Financial Standing Orders state that:

“1.5 Every Manager shall, in respect of the activities of the Business Unit, in consultation with the Business Unit Manager: Budget and Treasury, prepare: -

a draft Capital Budget in respect of the ensuing financial year and a draft Capital Programme for the following two financial years, based on the following principles:

Year Two of the current Capital Programme shall become the new Capital Budget and Year Three of the current Capital Programme shall become Year Two in the new Capital Programme and New projects shall enter the Programme in Year Three.”

a) 2019/20 to 2023/24 Capital Budget by Directorate

Description	2019/20 Medium Term Revenue & Expenditure Framework				
	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Budget Year 2022/23	Budget Year 2023/24
R thousand					
Capital expenditure - Vote					
Multi-year expenditure to be appropriated					
Vote 1 - Budget and Treasury	27,839	6,500	3,000	4,047	4,096
Vote 2 - Public Health	26,300	38,400	42,500	54,315	54,620
Vote 3 - Human Settlements	200,629	226,155	247,900	200,629	206,647
Vote 4 - Economic Development, Tourism and Agriculture	81,520	64,185	69,528	71,759	74,935
Vote 5 - Corporate Services	29,950	27,400	35,500	41,509	41,912
Vote 6 - Rate and General Engineers	457,468	464,348	454,599	461,099	475,397
Vote 7 - Water Services	311,000	310,050	269,100	283,873	286,564
Vote 8 - Sanitation Services	302,050	315,500	244,500	254,400	256,800
Vote 9 - Electricity and Energy	215,346	160,169	135,075	132,547	133,638
Vote 10 - Executive and Council	11,041	16,097	17,851	18,387	18,565
Vote 11 - Safety and Security	22,950	10,500	14,000	21,670	21,560

Description	2019/20 Medium Term Revenue & Expenditure Framework				
	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Budget Year 2022/23	Budget Year 2023/24
R thousand					
Vote 12 - Nelson Mandela Bay Stadium	5,000	5,000	5,000	10,000	10,000
Vote 13 - Strategic Programmes Directorate	–	–	–	–	–
Vote 14 - Recreational and Cultural Services	38,600	48,700	35,200	45,526	45,968
Capital multi-year expenditure sub-total	1,729,692	1,693,004	1,573,754	1,599,761	1,630,702
Single-year expenditure to be appropriated					
Vote 1 - Budget and Treasury	4,750	3,500	5,500	1,000	1,000
Vote 2 - Public Health	34,901	25,000	20,000	8,000	8,300
Vote 3 - Human Settlements	0	–	–	–	–
Vote 4 - Economic Development, Tourism and Agriculture	3,000	750	4,800	–	–
Vote 5 - Corporate Services	4,635	5,500	1,900	–	–
Vote 6 - Rate and General Engineers	24,600	22,000	22,000	15,500	15,500
Vote 7 - Water Services	6,500	0	4,000	3,600	3,700

Description	2019/20 Medium Term Revenue & Expenditure Framework				
	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Budget Year 2022/23	Budget Year 2023/24
R thousand					
Vote 8 - Sanitation Services	4,500	4,000	10,000	3,100	3,200
Vote 9 - Electricity and Energy	8,050	0	0	10,700	11,000
Vote 10 - Executive and Council	–	–	–	–	–
Vote 11 - Safety and Security	6,450	3,300	25,000	18,500	19,000
Vote 12 - Nelson Mandela Bay Stadium	–	–	–	–	–
Vote 13 - Strategic Programmes					
Directorate	0	–	–	–	–
Vote 14 - Recreational and Cultural Services	5,550	19,470	12,000	–	–
Capital single-year expenditure sub-total	102,936	83,520	105,200	60,400	61,700
Total Capital Expenditure - Vote	1,832,628	1,776,524	1,678,954	1,660,161	1,692,402
Capital Expenditure - Functional					
Governance and administration	132,537	108,368	151,649	101,455	104,593
Executive and Council	0	0	0	16,579	17,077
Finance and administration	132,537	108,368	151,649	84,876	87,516

Description	2019/20 Medium Term Revenue & Expenditure Framework				
	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Budget Year 2022/23	Budget Year 2023/24
R thousand					
Internal audit	–	–	–	–	–
Community and public safety	107,751	121,100	113,000	296,417	298,205
Community and social services	56,250	60,900	53,700	13,390	13,792
Sport and recreation	36,501	42,700	36,200	45,526	45,968
Public safety	10,400	15,900	21,500	30,272	31,198
Housing	0	0	0	200,629	200,647
Health	4,600	1,600	1,600	6,600	6,600
Economic and environmental services	605,515	597,935	570,580	558,639	578,789
Planning and development	58,433	38,098	39,094	40,000	43,000
Road transport	546,082	558,837	530,486	517,619	534,789
Environmental protection	1,000	1,000	1,000	1,000	1,000
Trading services	986,825	949,121	843,725	703,670	710,816
Energy sources	215,696	158,669	133,575	143,247	144,638
Water management	341,173	337,306	292,700	287,473	290,264
Waste water management	414,757	437,946	402,250	257,500	260,000
Waste management	15,200	15,200	15,200	15,450	15,914

Description	2019/20 Medium Term Revenue & Expenditure Framework				
	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Budget Year 2022/23	Budget Year 2023/24
R thousand					
Other	–	–	–	–	–
Total Capital Expenditure - Functional	1,832,628	1,76,524	1,678,954	1,660,161	1,692,402
Funded by:					
National Government	983,161	1,020,533	1,081,910	1,105,718	1,138,890
Provincial Government	–	–	–	–	–
District Municipality	–	–	–	–	–
Other transfers and grants	105,669	76,907	78,756	80,000	83,000
Transfers recognised - capital	1,088,829	1,097,441	1,160,666	1,185,718	1,221,890
Public contributions & donations	0	0	0	0	0
Borrowing	286,370	235,943	80,000	0	0
Internally generated funds	457,429	443,141	438,288	474,443	470,512
Total Capital Funding	1,832,628	1,776,524	1,678,954	1,660,161	1,692,402

b) Funding of Capital Expenditure

The following table indicates the various funding sources from which capital expenditure is made:

Sources of funding	2019/20	%	2020/21	%	2021/22	%	2022/23	%	2023/24	%
Government Grants	983,161	53.65	1,020,533	57.45	1,081,910	64.44	1,105,718	66.60	1,138,890	67.29
Other grants	105,669	5.77	76,907	4.33	78,756	4.69	80,000	4.82	83,000	4.91
Borrowing	286,370	15.63	235,943	13.28	80,000	4.76	0	0.00	0	0.00
Internal Funds	457,429	24.96	443,141	24.94	438,288	26.10	474,443	28.58	470,512	27.80
Total Capital Funding	1,832,628	100	1,776,524	100	1,678,954	100	1,660,161	100	1,692,402	100

c) Repairs and Maintenance

Considering the backlog in infrastructure maintenance, it is evident that this ratio should at least be at 10% level. At this stage, however, the NMBM's cash position is unable to support a level in excess of 10%. Alternative strategies and / or funding mechanisms must be developed to address the eradication of infrastructure maintenance backlogs. It is important to note that, Repairs and Maintenance is not a category in the Statement of Financial Performance. In terms of the municipal Standard Chart of Accounts (mSCOA), Repairs and Maintenance is reported at the project level that effectively consolidates expenditure incurred in the Other Expenses, Other Materials, Employee Related Costs and Contracted Services categories relating to repairs and maintenance projects.

6.2.7 Budgeted Financial Position

The budgeted financial position of the Municipality, taking into account its capital and operating income and expenditure, is as follows:

Description	2019/20 Medium Term Revenue & Expenditure Framework			Long Term Revenue & Expenditure Framework	
	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Budget Year 2022/23	Budget Year 2023/24
R thousand					
ASSETS					
Current assets					
Cash	200,200	200,200	200,200	201,000	201,000
Call investment deposits	2,316,793	2,417,531	2,511,935	2,611,842	2,538,648
Consumer debtors	2,293,087	2,664,466	3,046,704	3,351,374	3,686,511
Other debtors	423,859	437,122	448,857	424,818	437,563
Current portion of long-term receivables	0	0	0	0	0
Inventory	198,054	207,957	218,355	225,000	230,000
Total current assets	5,431,993	5,927,276	6,426,051	6,814,034	7,093,722
Non-current assets					
Long-term receivables	81,482	85,556	89,833	94,325	99,041
Investments				0	0
Investment property	223,638	218,082	212,193	219,118	224,118
Investment in associated					

Description	2019/20 Medium Term Revenue & Expenditure Framework			Long Term Revenue & Expenditure Framework	
	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Budget Year 2022/23	Budget Year 2023/24
R thousand					
Property, plant and equipment	19,258,102	20,416,086	21,392,763	22,320,876	23,225,139
Agricultural					
Biological					
Intangible	420,165	392,864	410,568	400,349	400,349
Other non-current assets					
Total non-current assets	19,983,387	21,112,588	22,105,358	23,034,668	23,948,647
TOTAL ASSETS	25,415,380	27,039,864	28,531,409	29,848,702	31,042,369
LIABILITIES					
Current liabilities					
Bank overdraft				0	0
Borrowing	99,143	111,313	124,281	135,395	147,390
Consumer deposits	166,137	171,137	176,137	181,137	186,137
Trade and other payables	2,707,820	2,829,757	2,983,825	3,101,186	3,271,751
Provisions	261,575	282,144	303,307	331,196	355,207

Description	2019/20 Medium Term Revenue & Expenditure Framework			Long Term Revenue & Expenditure Framework	
	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Budget Year 2022/23	Budget Year 2023/24
R thousand					
Total current liabilities	3,234,674	3,394,351	3,587,549	3,748,914	3,960,485
Non-current liabilities					
Borrowing	1,360,541	1,411,292	1,309,663	1,174,268	1,026,878
Provisions	2,931,739	3,173,960	3,420,413	3,685,837	3,971,858
Total non-current liabilities	4,292,279	4,585,252	4,730,075	4,860,105	4,998,736
TOTAL LIABILITIES	7,526,954	7,979,603	8,317,625	8,609,019	8,959,221
NET ASSETS	17,888,426	19,060,262	20,213,784	21,239,683	22,083,148
COMMUNITY WEALTH / EQUITY					
Accumulated Surplus / (Deficit)	17,056,595	18,006,974	18,945,884	19,771,782	20,415,247
Reserves	831,831	1,053,287	1,267,901	1,467,901	1,667,901
Minority interests					
TOTAL COMMUNITY WEALTH / EQUITY	17,888,426	19,060,262	20,213,784	21,239,683	22,083,148

6.2.8 Investment Income

Interest earned on investments will amount to approximately R106.59 million in 2018/19 and is therefore an important source of funding for the Municipality.

Section 2 refers to the Investment Policy, which ensures that the Municipality receives an optimum return on its investments, at minimal risk.

6.2.9 Cash Flow Statement

Description	2019/20 Medium Term Revenue & Expenditure Framework			Long Term Revenue & Expenditure Framework	
	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Budget Year 2022/23	Budget Year 2023/24
R thousand					
CASH FLOW FROM OPERATING ACTIVITIES					
Receipts					
Property rates, penalties & collection charges	2,212,298	2,351,855	2,541,105	2,725,336	2,938,387
Service charges	5,635,930	6,265,206	6,936,028	7,781,803	8,778,617
Other revenue	270,107	286,278	303,979	324,187	345,960
Government - operating	1,990,061	2,081,750	2,265,538	2,422,795	2,364,050
Government - capital	1,140,095	1,149,887	1,216,154	1,105,718	1,138,890
Interest	113,116	118,942	128,335	140,000	152,000
Payments					
Suppliers and employees	(9,408,449)	(10,143,876)	(11,117,071)	(12,316,706)	(13,679,294)

Description	2019/20 Medium Term Revenue & Expenditure Framework			Long Term Revenue & Expenditure Framework	
	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Budget Year 2022/23	Budget Year 2023/24
R thousand					
Finance charges	(173,361)	(200,796)	(222,901)	(213,900)	(203,000)
Transfers and Grants	(77,666)	(73,969)	(70,267)	(73,338)	(75,460)
NET CASH FROM / (USED) OPERATING ACTIVITIES	1,702,131	1,835,276	1,980,900	1,895,895	1,760,150
CASH FLOWS FROM INVESTING ACTIVITIES					
Receipts					
Proceeds on disposal of property, plant and equipment					
Decrease (Increase) in non-current debtors					
Decrease (increase) other non-current receivables	(14,219)	(4,074)	(4,278)	(4,492)	(4,716)
Decrease (increase) in non-current investments	–	–	–		
Payments					

Description	2019/20 Medium Term Revenue & Expenditure Framework			Long Term Revenue & Expenditure Framework	
	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Budget Year 2022/23	Budget Year 2023/24
R thousand					
Capital assets	(1,886,287)	(1,786,216)	(1,785,588)	(1,655,101)	(1,685,954)
NET CASH FROM / (USED) INVESTING ACTIVITIES	(1,862,541)	(1,699,749)	(1,759,218)	(1,659,593)	(1,690,670)
CASH FLOWS FROM FINANCING ACTIVITIES					
Receipts					
Short-term loans					
Borrowing long term / refinancing	286,370	235,943	80,000	0	0
Increase in consumer deposits	16,916	5,000	5,000	5,000	5,000
Payments					
Repayment of borrowing	(192,982)	(185,191)	(181,629)	(135,595)	(147,390)

Description	2019/20 Medium Term Revenue & Expenditure Framework			Long Term Revenue & Expenditure Framework	
	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Budget Year 2022/23	Budget Year 2023/24
R thousand					
NET CASH FROM / (USED) FINANCING ACTIVITIES	110,304	55,752	(96,629)	(130,595)	(142,390)
NET INCREASE / (DECREASE) IN CASH HELD	(88,071)	100,738	94,404	100,707	(73,194)
Cash / Cash equivalents at the year begin:	2,605,064	2,516,993	2,617,731	2,712,135	2,812,842
Cash / Cash equivalents at the year-end:	2,516,993	2,617,731	2,712,135	2,812,842	2,739,648

6.2.10 Key Performance Indicators

The following financial indicators identify medium-term projections against past performance.

These indicators and others will be monitored throughout the financial years covered by the Budget.

Table 17: Key Performance Indicators

Financial Indicators	Basis of Calculation	2019/20	2020/21	2021/22	2022/23	2023/24
Borrowing Management						
Borrowing to Asset Ratio	Total Long-Term Borrowing / Total Assets	5.35%	5.22%	4.59%	3.93%	3.31%
Capital Charges to Operating Expenditure	Interest and Principal Paid / Operating Expenditure	3.37%	3.30%	3.16%	2.79%	2.27%
Safety of Capital						
Debt to Equity	Loans, Accounts Payable & Tax Provision / Funds & Reserves	23.30%	22.83%	21.86%	20.77%	20.13%
Gearing	Funds & Reserves/Long-Term Borrowing	7.61%	7.40%	6.48%	5.53%	4.65%
Liquidity						
Current Ratio	Current Assets / Current Liabilities	1.68	1.75	1.79	1.81	1.79

Revenue Management						
Outstanding Debtors to Revenue	Total Outstanding Debtors /Annual Revenue	24.83%	26.16%	26.89%	26.56%	26.44%

6.2.11 Credit Rating

A credit rating is an evaluation of the credit risk of a prospective debtor, predicting its ability to pay back the debt, and an implicit forecast of the likelihood of the debtor defaulting.

On 21 January 2019, Moody's Investors Services confirmed the long-term global scale ratings of ten (10) South African regional and local governments with stable outlooks. In addition to the long-term global scale rating of Baa3 with stable outlook assigned to the Nelson Mandela Bay Municipality, Moody's Investors Services also upgraded the national scale rating to Aaa.za from the previous rating of Aa1.za, based on the persistently low debt levels and strong liquidity profile. This was done also taking into cognisance the intention of the NMBM to borrow R750 million over the next three (3) years.

6.2.12 Policies / By-Laws

The Directorate is reliant on the following policies and by-laws to assist it in achieving the respective IDP priorities:

- Financial Management Policy
- Revenue Enhancement Master Plan
- Assistance to the Poor Policy
- Cash Management and Investment Policy
- Tariffs Policy
- Creditors Payment Policy

- Asset Management and Disposal Policy (the Municipality has a Generally Recognized Accounting Practices (GRAP) compliant asset register)
- Supply Chain Management Policy
- Rates Policy
- Long-term Funding Policy
- Funding and Reserves Policy
- Customer Care and Revenue Management By-laws
- Unauthorised, Irregular, Fruitless and Wasteful (UIF+W) Expenditure Policy
- Credit Control Policy

The Budget related policies are updated on an annual basis.

6.2.13 REVENUE MANAGEMENT

6.2.13.1 Free Basic Services (FBS) – Indigent Support

The Municipality has an approved Indigent Policy in place, referred to as the Assistance to the Poor (ATTP) Policy, which is reviewed on an annual basis. This Policy does not provide for a committee system to consider and approve Indigent applications, as the qualifying criteria, as stipulated in the Policy, are contained in the on-line Indigent System through which applications are captured and assessed after a site visit has been completed. The Indigent Section has a dedicated team of 39 staff members who assist with the completion of application forms and attend to the on-site verification of households applying for subsidies.

The qualifying criterion for indigent support is that the combined household income may not exceed the equivalent of two welfare state pensions (R3 560 as from 1 April 2019); this excludes grants such as foster care grants, care development grants, and child support grants).

In terms of the NMBM ATTP Policy, indigent households receive the following support and benefits:

- i) Full credit for monthly property rates

- ii) Full credit for monthly refuse
- iii) Credit (to the maximum of 8 kl of water per month)
- iv) Credit (to the maximum of 11 kl of sewerage per month)
- v) Free monthly token of 75 kWh of electricity per month

In the event that the indigent households consume more than the limit provided for by the support, the debt is written off after three months. Section 2.1.1 of the ATTP Policy states that all miscellaneous once-off charges incurred by an ATTP beneficiary, with the exception of tampering charges, after initial registration, will be written off. Furthermore, Section 2.1.2 states that no further legal costs and call fees will be charged to ATTP accounts, with the exception of tampering charges.

The schedules below indicate the cost of FBS for the past two (2) financial years.

NELSON MANDELA BAY MUNICIPALITY - 2017/2018

Month	Total ATTP Accounts	WATER	SEWERAGE	ELECTRICITY	REFUSE REMOVAL	RATES	R/C
		Total Value R	Total Value R	Total Value R	Total Value R	Total Value R	Total Value R
Jul-17	106,614	12,800,037	14,527,642	3,904,087	8,975,326	9,636,913	49,844,006
August	105,106	12,814,996	14,948,051	3,851,439	9,774,619	10,050,574	51,439,678
September	103,887	12,990,177	14,872,423	3,858,545	9,641,975	11,901,450	53,264,570
October	103,848	12,982,953	14,832,232	3,740,280	9,640,581	9,609,605	50,805,651
November	104,042	13,218,041	14,911,743	3,773,177	9,656,378	9,673,457	51,232,796
December	103,855	12,470,166	14,821,073	3,746,148	9,632,451	9,707,486	50,377,324
Jan-18	103,700	14,113,617	15,196,706	3,764,922	9,614,912	9,712,466	52,402,623
February	103,298	14,272,426	15,073,936	3,742,029	9,568,685	9,697,843	52,354,919
March	102,463	12,905,914	14,683,981	3,763,112	9,464,963	9,659,891	50,477,861
April	101,671	13,456,665	14,790,941	3,737,499	9,462,430	9,613,868	51,061,403
May	101,400	13,321,211	14,768,992	3,752,641	9,433,021	9,537,227	50,813,092
June	101,258	12,857,241	14,718,861	3,767,525	9,400,916	9,399,730	50,144,273
TOTAL		158,203,443	178,146,581	45,401,404	114,266,257	118,200,511	614,218,196

NELSON MANDELA BAY MUNICIPALITY - 2016/2017

Month	ATTP	WATER	SEWERAGE	ELECTRICITY	REFUSE	RATES	R/C
	Accounts	Total Value	Total Value	Total Value	Total Value	Total Value	Total Value
Jul-16	112,288	10,525,367	12,745,851	3,807,748	9,877,845	8,580,867	45,537,679
August	112,613	10,471,785	13,382,200	3,826,532	9,888,676	8,932,037	46,501,229
September	112,923	13,129,261	16,361,341	3,863,655	11,794,927	12,343,413	57,492,597
October	114,080	11,018,670	13,613,964	3,979,846	9,972,645	8,591,830	47,176,955
November	115,480	11,273,937	13,766,687	4,044,566	10,046,917	8,706,080	47,838,187
December	115,934	10,888,149	13,796,780	4,060,672	10,108,509	8,769,776	47,623,885
Jan-16	115,952	12,238,173	14,204,672	4,029,277	10,108,296	8,747,471	49,327,889
February	116,192	12,191,675	14,192,323	4,046,580	10,114,156	8,716,523	49,261,257
March	115,656	11,115,318	13,827,362	4,065,197	10,914,123	8,684,584	48,606,585
April	115,339	11,553,057	13,860,353	4,060,259	10,036,474	8,628,359	48,138,502
May	115,339	11,703,500	13,893,120	4,084,400	9,972,432	8,540,569	48,194,021
June	112,419	11,398,898	13,571,225	4,038,318	9,718,499	8,338,750	47,065,690
TOTAL		137,507,790	167,215,878	47,907,050	122,553,500	107,580,259	582,764,477

6.2.14 Property Valuation Rolls

The rating of property is implemented impartially, fairly, equitable and without bias, and these principles also apply to the setting of criteria for exemptions, reductions and rebates, contemplated in Section 15 of the Municipal Property Rating Act.

The rating of property will be implemented in a way that:

- is developmental oriented;
- supports sustainable local government by providing a stable and buoyant revenue source within the discretionary control of the Municipality;
- supports local and socio-economic development;
- promotes simplicity, uniformity and certainty in the property rates assessment process;
- gives due consideration to the need for a simple and practical process of billing and collection of property rates;
- promotes sustainable land management, especially that which reduces risks from natural disasters; and
- achieves national and local environmental management objectives.

The NMBM has an updated Valuation Roll, which has been implemented. One supplementary valuation is completed per financial year. Furthermore, a General Valuation (GV) was implemented with effect from 1 July 2017.

A relevant notice indicating that the Valuation Roll is open for public inspection is published in local papers and the Roll itself is published on the municipal website in terms of section 49 of the Municipal Property Rates Act, 2004. The next General Valuation will be implemented on 1 July 2021, based on property valuations as at 1 July 2020. The Valuation Roll is updated on a regular basis to achieve a sustainable rates base.

6.2.15 Revenue Enhancement and Improvement of Debt Recovery

The escalating arrear consumer debt of the NMBM has resulted in the institution soliciting the services of an external party, a specialist in the field of debt collection and revenue enhancement, to curb its escalating arrears and identify new revenue streams. The service provider was appointed for a three-year period in December 2015, and the contract came to an end in December 2018.

A Revenue Enhancement Strategy was developed by the service provider and handed over to the Municipality for implementation. The Municipality adopted a phased approach in respect of the roll-out of the Strategy, in collaboration with relevant directorates within the institution. The results of the success or failure of the Strategy will present themselves in financial years to come.

The major work streams identified are the following:

- Baseline diagnostics
- Data cleansing and analysis
- Command and control centre
- Field verification
- Debt management (focusing on debt older than 120 days), and
- Income and cost optimisation

The project serves to strengthen and expand on the revenue base of the Municipality. The collection rate for the 2017/18 financial year is calculated at 93.1%. The accumulated collection rate for 2018/19 as at 31 March 2019 is calculated at 92.14% and the Municipality has budgeted for a collection rate of 95% in the 2018/19 financial year.

6.2.16 EXPENDITURE MANAGEMENT

6.2.16.1 Conditional Grants

The NMBM manages its conditional grants in terms of DoRA requirements and submits all required statutory reports in terms of the relevant requirements. The NMBM does not have separate bank accounts for each conditional grant, but keeps control thereof by maintaining separate vote structures for each grant.

6.2.16.2 Remuneration

Councillor remuneration is determined annually in terms of the relevant Government Notice issued by the Minister of COGTA in terms of the Remuneration of Public Office-Bearers Act, 1998 (Act No 20 of 1998). The upper limits of total remuneration packages payable to municipal managers and managers directly accountable to municipal managers are determined and paid in accordance with the annual government notice issued by the Minister of COGTA in terms of Regulation 35 of the Local Government: Regulations on Appointment and Conditions of Employment of Senior Managers, as issued in terms of Government Notice No 21, as published under Government Gazette No 37245 of 17 January 2014.

The overall increase in human resources costs as relevant to all other municipal employees is determined in line with the relevant SALGBC agreement in this regard. As at 31 March 2019, employee costs constituted 29,12% of total operating revenue.

6.2.17 Funding of Capital Expenditure

The table below reflects the historically reliance on government grants in order to fulfill the mandate of providing services to the community:

Sources of funding	2015/16	%	2016/17	%	2017/18	%
Government grants	760, 841	56, 28%	849, 241	59, 74%	1 114 353	67, 80%
Other grants	16, 671	1, 23%	5, 170	0, 36%	19 479	1, 19%
Public contributions	47, 757	3, 53%	107, 513	7, 56%	52 479	3, 19%
Internal funds	526, 641	38, 96%	459, 589	32, 33%	457 147	27, 82%
Total Capital funding	1,351,900	100%	1,421, 512	100%	1 643 458	100%

6.2.19 FINANCIAL REPORTING

The NMBM received a qualified audit report for the 2017/18 financial year. The qualification was based on various grounds, for instance, the lack of adequate systems in place to identify and disclose all irregular expenditure incurred during the year, as required by Section 125(2)(d) (i) of the MFMA. The Municipality also did not bill for and record all revenue owing to it for services rendered, as required by SA Standard of GRAP 9, Revenue from exchange transactions (related to service charge revenue from the Assistance To The Poor (ATTP) subsidy).

The Municipality also did not adequately assess whether there were any indications that its expectations of the useful lives of intangible assets had changed, as required by SA Standard of GRAP 31. The Municipality did not assess whether there were any indications that its expectations about the useful lives of PPE had changed, as required by SA Standard of GRAP 17. An audit action plan has since been developed to address the issues raised by the Auditor-General, as with all previous audit reports. These action plans are monitored by the NMBM Internal Audit Division.

In order to improve the audit outcomes of the 2018/19 financial year, an interim financial statements (2018/19 financial year) circular was submitted to all directorates in March 2019. The 2017/18 Annual Financial Statements were presented to the Auditor-General on 31 August 2018, and the consolidated annual financial statements were presented to the Auditor-General on 30 September 2018. The Municipality compiles and submits all the required legislated financial reports, which include, inter alia, those reports required in terms of Sections 71, 52 (d) 72 and 121 of the MFMA.

6.2.20 Finance costs

All financing costs in terms of external loan funding agreements are serviced in terms of the relevant approved funding agreements.

6.2.21 Payments to service providers

All monies owing by the Municipality to service providers are paid in terms of Section 65 (2) (e) of the MFMA, unless there are delays resulting from various reasons on a case-by-case basis.

6.2.22 Funding of Capital Expenditure

The table below reflects the institution's reliance on government grants in order to fulfill the mandate of providing services to the community:

TABLE 18: Funding of Capital Expenditure

Sources of funding	2019/20	%	2020/21	%	2021/22	%
Government Grants	983,161	53.94	1,020,533	57.82	1,081,910	64.66
Other grants	105,669	5.80	76,907	4.36	78,756	4.71
Borrowing	286,370	15.71	235,943	13.37	80,000	4.78
Internal Funds	447,515	24.55	431,716	24.46	432,531	25.85
Total Capital Funding	1,822,714	100	1,765,100	100	1,673,197	100

6.2.23 Capital and Operating Spending Results

	2014/15			2015/16			2016/17			
	R thousand	Budget	Actual	Audited	Budget	Actual	Audited	Budget	Actual	Audited
Operating Revenue	8 291 268	8 179 284	8 179 284	9 388 921	8 797 972	8 797 972	9 401 671	8 991 343	8 991 343	
% Operating Revenue		98.65%			93.71%			95.64%		
Operating Expenditure	8 757 794	8 192 029	8 192 029	9 321 591	8 765 724	8 765 724	9 823 533	9 292 077	9 823 533	
% Operating Expenditure		93.54%			94.04%			94.59%		
Net Surplus / (Deficit)	(448,525)	(12 745)	(12 745)	67 330	32 248	32 248	(421 861)	(300 734)	(421 861)	
Capital Expenditure	1 560 118	1 436 107	1 436 107	1 573 441	1 352 298	1 351 900	1 552 012	1 421 512	1 351 900	
% Capital Expenditure		92.05%			85.95%			91.59%		

CHAPTER 7:

SERVICE DELIVERY PLAN

This chapter deals with the implementation plan regarding the priorities raised at public meetings held with the residents of the Metro. Some of the decisions to prioritise projects or programmes are based on the prioritisation of the available budget and conditional funding received from other spheres of government.

Ward Councillors participated in bilateral meetings with Directorates and the Budget and Treasury Directorate to input on the areas that the budget under consideration must prioritise. This exercise went a long way in addressing issues of alignment between the priorities raised by local communities and budget allocation.

Furthermore, this Chapter also reflects the implementation of the political vision, realised and measured through a number of strategic outcomes, outputs and impact based key performance indicators.

Annexure A is a summary of what finally goes into municipal budgeting processes in the form of a Service Delivery and Budget Implementation Plan (SBDIP). Below are the municipal Directorates and their key mandates, as legislated:

7.1 Corporate Services

The Corporate Services Directorate is the primary custodian of all human resources policies and procedures within the institution. This Directorate is responsible for the implementation of an integrated ICT platform, which includes a Wi-Fi enabled environment, and for promoting and entrenching a performance-driven culture in the institution. Importantly, the Directorate provides communication initiatives and services to ensure that the public is well informed of municipal programmes, services and events.

7.2 Infrastructure and Engineering

7.2.1 Water and Sanitation

The responsible delivery of water and sanitation services to residents of Nelson Mandela Bay is a key mandate of the institution, provided by way of managing the supply of water, treatment of water, bulk supply of water, distribution of water, wastewater collection and treatment of wastewater, which include the following:

- the storage of water in 10 dams,
- treatment of water at 8 water treatment works,
- bulk supply of treated water via 650 km of large diameter pipelines to Metro boundaries into distribution reservoirs,
- water distribution reticulation to all customers via 4 800 km water pipelines,
- collection of wastewater via a 3 600 km pipework and pump stations,
- treatment of sewage at 8 wastewater treatment plants for both domestic and industrial use,
- monitoring trade effluent discharges; and
- the relevant electrical and mechanical maintenance of plant / equipment.

The infrastructure described in general above is required to fulfill the key institutional mandate, namely to provide services to citizens and businesses located within the NMBM. In order to achieve this, the infrastructure must be maintained, rehabilitated and expanded, to keep up with the developmental needs of the NMBM. In doing so, appropriate technologies are constantly researched, as part of the upgrade / rehabilitation plans and integrated into water and sanitation delivery plans.

The provision of water and sanitation services, connectivity to services, the discharge of sewage into sewers, as well as water conservation measures, are governed by both national legislation (acts) and local legislation (By-laws). In support of these, the NMBM has approved a Waster Services Development Plan, a Water

Master Plan and a Sanitation Master Plan that plan the provision of infrastructure to meet the future needs of the metropolitan area.

The documents are planned for review, with the first to be reviewed the Water Services Development Plan, which should serve at Council during the first quarter of the financial year. Over the next 24 months, drafting for the revision of the Water and Sanitation Master Plans will commence.

Within the mandate of delivering water and sanitation services, three main areas need special mention:

- The ongoing Water / Drought Disaster:

Although rains were experienced in September to November 2018, which resulted in the average dam levels increasing from around 17% to 54%, a 25% water restriction by Department of Water and Sanitation remains in place. The water situation remains critical and water consumption, which is on average 265 MI/d, must be reduced to 250 MI/d and below. In order to reduce water usage and ensure that the current available water is stretched to the next rainy season, the following is being carried out:

- Awareness of the need to reduce water usage.
- Maximum use of the water from the Nooitgedagt Scheme.
- Drilling of boreholes to supplement the available water.
- Reducing water pressure to limit water losses and water use.
- Desalination and / or water reuse installation.

- Water Losses:

Reducing water losses remains key in the provision of an effective and efficient service. Losses contribute negatively to the drought situation and also affect the income of the NMBM. In this regard, the NMBM has developed a Business Plan that governs efforts to reduce water losses. In reducing losses, key interventions include:

- Reticulation leaks repairs
- ATTP leaks repairs

- Pressure management
- Reservoir rehabilitation
- Meter replacement
- Pipe replacement
- Zoning and night flow analysis

With these building blocks in place, funding of the above initiatives is critically required to reduce water losses.

- **Bucket Eradication:**

The NMBM has reduced the number of buckets being serviced in the NMBM from 8 562 in November 2017 to 6 936 in December 2018. The Bucket Eradication Programme, as approved by Council on 1 December 2016, is being implemented. Operationally, there might be some carry-over projects, especially in communities that are located on private land. A challenge remains with a number of communities who prefer to stay on the bucket system until houses are provided.

7.3 Electricity and Energy

The Electricity and Energy Directorate's mandate is to provide a safe, reliable, environmentally friendly, sustainable and cost effective electricity supply to the residents of the Nelson Mandela Bay Municipality.

Key guidelines and strategic focus:

- Ensure universal access to safe and reliable electricity supply to all the residents of the Nelson Mandela Bay Municipality.
- Provide support to social and economical activities through capable and reliable electricity infrastructure.

- Focus on becoming a conduit to stimulate business investment and job creation in the energy sector.
- Provide public lighting to all the areas in the Metro in order to improve the overall safety of the city.
- Implement renewable energy and alternative energy technologies in order to ensure future sustainability.
- Support and implement Smart City programmes to enable universal digital connectivity between all devices and communities, smart metering, measuring, monitoring of all municipal infrastructure and the future of electric vehicles.
- Implement new lighting technologies and improve the public lighting network through enhancing light output, whilst reducing operating and maintenance costs.
- Lead by example in implementing demand side management and energy efficient measures in an attempt to prevent and lessen the impact of national loadshedding requirements.

7.4 Economic Development, Tourism and Agriculture

This Directorate ensures that Local Economic Development helps communities to realise a lively, resilient and sustainable local economy to improve the quality of life of the City's residents. This will be achieved by growing and diversifying the local economy through the attraction of new investment, skills development and the facilitation of an enabling environment for small business growth and job creation.

7.5 Safety and Security

In an effort to ensure the safety of all communities and visitors, this Directorate aims to deliver well-resourced capacitated policing and emergency services, as well as sound infrastructure. The fight against drug and substance abuse is one of the key priorities of this Directorate.

7.6 Human Settlements

Nelson Mandela Bay still suffers from Apartheid-era spatial planning and many communities are therefore separated and secluded from the larger City. The Municipal Spatial Development Framework is under review to deal with such irregularities in spatial planning. This Directorate has plans in place aimed at upgrading informal settlements by delivering quality human settlements that give dignity to the residents of the Metro. Plans are also being initiated to respond to the issue of backyard dwellers.

7.7 Roads and Transport

An improved IPTS plays a critical role in improving connectivity and ensuring that people from different communities within the NMB travel easily throughout the City. The development of a maintenance plan for road networks in partnership with relevant Provincial and National Departments is an area that will be enhanced through the Intergovernmental Fora platforms the NMBM has created.

7.8 Sport, Recreation, Arts and Culture

SRAC plays an important role in offering quality facilities and events for the residents of the Metro. There is a structured maintenance programme in place to make sure that public sport and cultural facilities are in a safe and healthy state, for the benefit of all the residents who use such facilities.

7.9 Public Health

The Municipality is mandated to provide public health services to all its inhabitants and occupational health, safety and wellness services to its employees. Public health services cover functional areas such as environmental management, waste management, parks and cemeteries, environmental health, occupational health, safety and wellness.

The Municipality is faced with the following public health and occupational health and safety challenges:

- (a) Environmental impact challenges and the effects of climate change.
- (b) Illegal dumping.
- (c) Institutional Occupational Health and Safety Act legal compliance.
- (d) Proliferation of food safety risks, food fraud, counterfeit foodstuffs, including foodborne diseases.

7.9.1 Integrated Sustainability Plan (ISP)

The Municipality has an Integrated Sustainability Plan (ISP) in place, adopted by Council on 2 July 2012. The ISP outlines the vision, priorities and commitments of the Municipality with regard to the management of the environment of the area within its jurisdiction.

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

As an organ of state, the Municipality also has to ensure that all developments proposed by the Metro are done in an environmentally sensible and sustainable manner. This is to comply with the National Environmental Management Act (Act 107 of 1998) and the Environmental Impact Regulations of 2014 (Government Notice Regulation 982).

Environmental and Occupational Health and Safety legislative frameworks that impact significantly on the rolling out of services in the Municipality are:

- (a) **The National Environmental Management: Protected Areas Amendment Act, 2009** (Act No. 15 of 2009), which provides for the assignment and protection of national parks and nature reserves within municipal jurisdictions, including ecologically viable areas.
- (b) **The National Environmental Management: Biodiversity Act, 2004** (Act No. 10 of 2004), which has reformed South African legislation on biodiversity.
- (c) **The National Environmental Management: Air Quality Amended Act** (Act No.39 of 2004), which has reformed legislation regulating air quality in order to protect the environment by providing reasonable measures for the prevention of pollution and ecological degradation and for securing ecologically sustainable development.
- (d) **The National Environmental Management: Integrated Coastal Management Amended Act, 2008** (Act No. 24 of 2008), which has established a system of integrated coastal and estuarine management in the Republic.
- (e) **The National Environmental Management: Waste Amended Act, 2008** (Act No. 59 of 2008), which regulates waste management to protect health and the environment by providing reasonable measures for the prevention of pollution and provides for national norms and standards for regulating the management of waste by all spheres of government.

- (f) **The Water Services Act, 1997** (Act No. 108 of 1997) Section 156, gives municipalities the executive authority and responsibility to support and strengthen their capacity to manage their own affairs, to exercise their powers and perform their functions.
- (g) **Occupational Health and Safety Act, 1993** (Act No. 85 of 1993) provides for the health and safety of persons at work.
- (h) **Biodiversity:** The NMBM is rich in biodiversity and ecological assets, which are rapidly being compromised due to unsustainable land-use practises, overgrazing, alien vegetation infestation, pollution and other environmental changes.
- (i) **Coastal Management:** The management of the City's 102 kilometre Coastal Zone is undertaken under legislative mandates.

7.9.2 Waste Management

The objective of Waste Management Services is to provide quality sustainable waste management services to the residents of Nelson Mandela Bay, to ensure a clean and healthy environment by:

- (a) rendering refuse collection services to all residents in terms of the National Environmental Management: Waste Management Act 59 of 2008;
- (b) providing a sufficient number of waste disposal facilities with sufficient capacity;
- (c) drafting and implementing a second generation integrated waste management plan for the NMBM, focusing on minimising the disposal of waste by the recycling of material.
- (d) perusing the latest technology on waste beneficiation.

7.9.2.1 Levels and standards in Waste Management services:

a) Domestic waste collection:

- Provision of a weekly kerbside collection service to formal residential properties within the urban edge.
- Provision of a weekly communal collection service to informal residential areas that do not have proper road infrastructure access for refuse collection vehicles to provide a kerbside waste collection service.
- Refuse bags are issued to households.

b) Trade waste collection:

- Contractual services to business.
- Frequency is dependent on client.

c) Cleansing services:

- Removal of illegal dumping on municipal owned land.
- Removal of dead carcasses (dogs, cats) in residential areas.
- Manual and mechanical road / street sweeping.
- Beach cleaning services.
- Cleaning of various ablution facilities.

d) Waste Drop-off sites & transfer stations:

- Development of a long-term master plan for the implementation of formal and informal waste drop-off sites.
- Operation and maintenance of 19 formal waste drop-off sites transfer / garden waste sites and 33 informal sites.
- Mainly used for garden and bulky waste.
- Proper signage to indicate the types of waste acceptable.
- Target for low-income areas: One centre for every 3 000 households in a proximity of 500 m.

e) Waste disposal:

- Operation and maintenance of two permitted general waste landfill sites, fully compliant in terms of the permit conditions and applicable legislation (General Large B).
- 571 482 tons of waste is disposed per annum i.e.
 - Koedoeskloof = 234 412 tons.
 - Arlington = 337 070 tons.

7.9.3 Parks and Cemeteries

The Municipality is committed to create and maintain landscaped areas, undeveloped municipal land within the urban footprint and cemeteries in a sustainable, aesthetic, eco-friendly and safe environment to enhance the marketability of the city and improve the quality of life for all the residents of the Metro.

7.9.4 HIV/AIDS /TB/ STI MULTI-SECTORAL RESPONSE SUB-DIRECTORATE (2019/2020)

The Municipality is committed to ensure that HIV/AIDS, Tuberculosis (TB) National / Provincial Strategic Plan (2017 - 2021) objectives are mainstreamed externally and internally by all stakeholders of the Nelson Mandela Bay involved in the fight against HIV/AIDS and TB pandemic. Nationally, HIV/AIDS and TB are viewed not only as health issues, but also as socio-economic developmental and human rights issues. Local government has to champion the fight against the epidemic, plan an integrated approach that will mitigate the impact of HIV/AIDS, TB and create an enabling environment for economic and social development.

A multi-sectoral approach is imperative for the institution to succeed in reducing HIV/AIDS and Tuberculosis. Mainstreaming is everybody's business. Therefore, there can be no mainstreaming without public participation, consultation and engagement of all stakeholders in the NMBM. This gives them better insight in and an understanding of the epidemic itself and knowledge on how to respond to it.

National HIV/AIDS, TB Plan (2017 -2021) aims to achieve its targets by:

- Intensifying the focus on geographical areas and populations mostly affected by the epidemic.
- Using a combination of interventions that have proved to deliver high impact.
- Strengthening systems and initiating processes to provide the foundation necessary for higher performance.
- Protect human rights and fight unlawful discrimination and inequality.

The 8 Goals of National Strategic Plan 2017-2021 are as follows:

Goal 1. Accelerate prevention in order to reduce new HIV/TB infections.

Goal 2. Reduce illness and death by providing treatment, care and adherence support for all.

Goal 3. Reach all key and vulnerable populations with comprehensive, customised and targeted interventions

Goal 4: Address social and structural drivers of HIV/TB infection and STIs.

Goal 5: Ground response to HIV/TB STIs in human rights principles.

Goal 6: Promote leadership at all levels and shared accountability for sustainable response to HIV, TB and STIs.

Goal 7: Mobilise resources to support the achievement of NSP Goals and ensure a sustainable response.

Goal 8: Strengthen strategic information to drive progress of achieving NSP goals.

7.10 Chief Operating Officer

The Office of the Chief Operating Officer is tasked to deal with governance issues in support of the Office of the City Manager. Issues such as Integrated Development Planning, Built Environment Performance Plan, Policy and Strategy, Intergovernmental Relations, Risk Management, Legal Services, Performance Management and Monitoring and Evaluation fall within the ambit of this Office. This Office is also responsible for the coordination and compilation of the Annual Report and for responding to Auditor-General related matters on behalf of the Office of the City Manager.

2019/20 REVISED IDP INDICATORS

STRATEGIC OBJECTIVE 1.1	Transform the institutional systems, processes and organisational structure to one of high performance in order to effectively deliver basic services
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KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Mandela Bay Development Agency	KPI 1 % achievement of the Mandela Bay Development Agency's Key Performance Indicators reflected in the Mandela Bay Development Agency Business Plan	N/A	52.94% achievement of the MBDA KPIs reflected in the MBDA Performance Scorecard (Validated for the period 01 July 2018 – 31 December 2019)	80%	80%	80%	80%
KPA 1: BASIC SERVICE DELIVERY	Improved access to sanitation	KPI 2 Percentage of households with access to basic water supply	WS2.1	98% (2017/18)	98%	98%	98%	98%

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Public Accountability and Customer Care	KPI 3 % of basic service delivery (water, sanitation, electricity, roads and stormwater) complaints/faults reported through the 080 020 5050 hotline and responded to within the required timeframes as per service delivery standards	N/A	New Indicator	75% reported	80% reported	85% reported	90% reported
KPA 1: BASIC SERVICE DELIVERY	Improved quality of water and sanitation services (revised from continuity of services)	KPI 4 Frequency of sewer blockages	WS3.1	708	675 (Number of sewer blockages in relation to total sewer length of 3 900 km)	650	600	550

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Improved quality of water and sanitation services (revised from continuity of services)	KPI 5 Frequency of mains failures	WS3.2	69	65 (Number of main failures in relation to total mains length of 4 900 km)	60	55	50
KPA 1: BASIC SERVICE DELIVERY	Improved quality of water and sanitation services (revised from continuity of services)	KPI 6 Frequency of unplanned water service interruptions	WS3.3	15	13	12	10	8

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Improved quality of water (including wastewater)	KPI 7 Percentage of Drinking Water Compliance to SANS241	WS4.1	99%	100%	100%	100%	100%
KPA 1: BASIC SERVICE DELIVERY	Improved quality of water (including wastewater)	KPI 8 Percentage of wastewater samples compliant to water use license conditions	WS4.2	75%	75%	80%	85%	85%
KPA 1: BASIC SERVICE DELIVERY	Improved water sustainability	KPI 9 Percentage of non-revenue water	WS5.1	42.2%	40%	37%	35%	30%

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Improved water sustainability	KPI 10 Total water losses	WS5.2	533 Litres per connection per day resulting in 39.9% losses	500 Litres per connection per day resulting in 37% losses	475 Litres per connection per day resulting in 34% losses	475 Litres per connection per day resulting in 34% losses	475 Litres per connection per day resulting in 34% losses
KPA 1: BASIC SERVICE DELIVERY	Improved energy	KPI 11 Road transport fuel usage per capita	EE4.3	0.02 (2016 National fuel usage statistics)	0.025	0.028	0.03	0.035
KPA 1: BASIC SERVICE DELIVERY	Modal shift of weekday trips (including education trips) from private to public transport and non-motorised	KPI 12 Non-motorised transport (NMT) paths and lanes as a percentage of the total municipal road network length	TR 1.2	0.15% of Non-motorised transport (NMT) paths (4,75KM as a percentage of total municipal road network length)	0.13% of Non-motorised transport (NMT) paths (4KM as a percentage of total municipal road network length)	0.12% of Non-motorised transport (NMT) paths (3,8KM as a percentage of total municipal road network length)	0.12% of Non-motorised transport (NMT) paths (3,6KM as a percentage of total municipal road network length)	0.11% of Non-motorised transport (NMT) paths (3,4KM as a percentage of total municipal road network length)

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Improved affordability of public transport	KPI 13 Percentage share of monthly household income spent on public transport, for households using public transport	TR2.1	20%	20%	20%	20%	20%
KPA 1: BASIC SERVICE DELIVERY	Improved water sustainability	KPI 14 Total per capita consumption of water	WS5.3	105 litres per capita per day (Validated for the period 01 July 2018 to 31 December 2018)	250 litres per capita per day	240 litres per capita per day	230 litres per capita per day	220 litres per capita per day
KPA 1: BASIC SERVICE	Improved water sustainability	KPI 15 Percentage water reused	WS5.4	4%	4%	4%	5%	7.5%
KPA 1: BASIC SERVICE DELIVERY	Improved satisfaction with public transport services	KPI 16 Percentage of respondents indicating that they believe public transport to be "safe"	TR4.1	New Indicator	50%	55%	60%	65%
KPA 1: BASIC SERVICE DELIVERY	Improved satisfaction with public transport services	KPI 17 Percentage of respondents indicating that they believe public transport to be "reliable"	TR4.2	New Indicator	50%	55%	60%	65%

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Improved affordability of electricity	KPI 18 Households receiving Free Basic Electricity as a percentage of all households with electricity connections	EE2.1	23.42%	24%	25%	26%	27%
KPA 1: BASIC SERVICE DELIVERY	Improved affordability of electricity	KPI 19 Percentage of low-income households that spend more than 10% of their monthly income on electricity	EE2.2	2.23% (Validated for the period 1 July 2018 - 31 December 2018)	5%	4.9%	4.5%	4.3%
KPA 1: BASIC SERVICE DELIVERY	Improved access to electricity	KPI 20 Percentage of households with access to electricity	EE1.1	88.9% (2017/18 STASSA Figures)	89%	84%	92%	94%

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Improved reliability of	KPI 21 System Average Interruption Duration Index	EE3.1	New Indicator	Accurate reporting system implemented	90min	85min	80min
		KPI 22 Customer Average Interruption Duration Index	EE3.2	New Indicator	Accurate reporting system implemented	485min	437min	392min
KPA 1: BASIC SERVICE DELIVERY	Improved reliability of	KPI23 Total number of faulty street lights repaired in relation to total number of all streetlights	N/A	New Indicator	Budget motivation approved And Service provider appointed	Audit to determine the number of all streetlights and all faulty streetlights within Nelson Mandela Bay conducted	Targets will be set in line with the outcome of the 2019/20 audit.	
KPA 1: BASIC SERVICE DELIVERY	Improved reliability of	KPI 24 System Average Interruption Frequency Index	EE3.3	New Indicator	Accurate reporting system implemented	0.15	0.12	0.11

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE	Improved reliability of	KPI 25 Customer Average Interruption Frequency Index	EE3.4	New Indicator	Accurate reporting system implemented	1.200	1.000	0.900
KPA 1: BASIC SERVICE DELIVERY	Improved energy	KPI 26 Renewable energy capacity available within the municipal jurisdiction as a percentage of Eskom supply capacity to the municipality	EE4.1	New Indicator	1.5%	1.75%	2%	2.5%
KPA 1: BASIC SERVICE DELIVERY	Improved energy	KPI 27 Percentage total electricity losses	EE4.4	13.95%	12.8%	11.8%	10.8%	10%
KPA 1: BASIC SERVICE DELIVERY	Minimised solid waste	KPI 28 Tonnes of municipal solid waste sent to landfill per capita	ENV2.1	0.03 tonnes	0.34 tonne	0.5 tonnes	0.5 tonnes	0.5 tonnes

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Minimised solid waste	KPI 29 Tonnes of municipal solid waste diverted from landfill per capita	ENV2.2	New Indicator	0.24 tonnes (Validated for the period 1 July 2018 - 31 December 2018)	0.48 tonnes	0.72 tonnes	0.96 tonnes
KPA 1: BASIC SERVICE DELIVERY	Minimised solid waste	KPI 30 Total collected municipal solid waste per capita	ENV2.3	0.19 tonnes	1 tonne	1.5 tonnes	1.75 tonnes	2 tonnes
KPA 1: BASIC SERVICE DELIVERY	Effective Waste Management	KPI 31 Percentage of households with basic refuse removal services or better	ENV3.1	87% (2017/18 STASSA Figures)	87%	89%	90%	92%

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Effective Waste Management	KPI 32 Waste removal complaints due to non-collection as a percentage of total consumer units/billed accounts	ENV3.2	0.02% (Validated for the period 1 July 2018 - 31 December 2018)	0.03%	0.03%	0.03%	0.03%
KPA 1: BASIC SERVICE DELIVERY	Improved quality of municipal road network	KPI 33 Percentage of fatal crashes attributed to road and environmental factors	TR6.1	10% (71 Fatal crashes reported for 2017/18)	≤10%	≤9.5%	≤9%	≤8.5%
KPA 1: BASIC SERVICE DELIVERY	A robust, well maintained road and stormwater network	KPI 34 Percentage of overall municipal road network that is unsurfaced	N/A	16.60%	16.60%	16.60%	16.60%	16.60%

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Traffic Services	KPI 35 Road Traffic Fatalities Per 100 000 Population	TR7.1	12.98 : 100 000 (Population NMBM = 1, 263,051 Census 2016, Deaths 2017/18=164)	12.83 : 100 000 (Population NMBM = 1, 263,051 Census 2016, Deaths= 162)	12.67 : 100 000 (Population NMBM = 1, 263,051 Census 2016, Deaths= 160)	12.50 : 100 000 (Population NMBM = 1, 263,051 Census 2016, Deaths= 158)	12.35 : 100 000 (Population NMBM = 1, 263,051 Census 2016,
KPA 1: BASIC SERVICE DELIVERY	Improved quality of municipal road network	KPI 36 Average number of fatalities per fatal crash	TR7.2	1.3	<5	<1.3	<1.3	<1.3
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Improved Council and administrative functionality	KPI 37 Functionality of prescribed municipal structures (as defined in Municipal Structures Act 117 of 1998)	GG 4.2	85%	90%	90%	90%	90%
KPA 1: BASIC SERVICE DELIVERY	Public Accountability and Customer Service	KPI 38 Average queue waiting time at municipal service centres (customer care, traffic and licensing)	N/A	New Indicator	Budget motivation submitted to implement Indicator	Baseline analysis to determine average queue waiting time in customer care centres and traffic and licencing service centres conducted	Target will be determined once baseline analysis on average queue waiting time has been determined	

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Enhancement of Municipal Computer systems and Software	KPI 39 Percentage of users migrated from Novell to Microsoft	N/A	New Indicator	5%	20%	70%	100%

Strategic Objective 1.2	Ensure that the municipality is staffed throughout with a motivated, committed and capable workforce
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KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Institutional human resources capacity, compliance, capability and excellence	KPI 40 % of the Municipality's budget actually spent on implementing its Workplace Skills Plan	N/A	0.069% (2016/17)	0.08%	0.08%	0.08%	0.08%
KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Institutional human resources capacity, compliance, capability and excellence	KPI 41 Implementation of Performance Management System for all employees in NMBM	N/A	NMBM Performance Management System cascaded to Assistant Director Level (2017/18)	NMBM Performance Management System cascaded to Grade 14	NMBM Performance Management System cascaded to Grade 14	NMBM Performance Management System cascaded to Grade 12	NMBM Performance Management System cascaded to Grade 10

Strategic Objective 1.3**Ensure financial prudence and transparent governance and work towards eradicating corruption**

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
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KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	More effective city administration	KPI 42 Audit Opinion	GG 3.1	Qualified Audit Opinion in respect of 2016/17	Unqualified audit report received from the Auditor General	Unqualified audit report received from the Auditor General	Clean audit report received from the Auditor General	Clean audit report received from the Auditor General
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Zero tolerance of fraud and corruption	KPI 43 Number of alleged fraud and corruption cases reported per 100 000 population	GG 5.1	1.3 alleged cases per 100 000 population (population as per Stats SA) (16.42 cases)	1.022 alleged cases per 100 000 population (population as per Stats SA) (12.91 cases)	0.77 alleged cases per 100 000 population (population as per Stats SA) (9.73 cases)	0.62 alleged cases per 100 000 population (population as per Stats SA) (7.83 cases)	0.47 alleged cases per 100 000 population (population as per Stats SA) (5.94 cases)

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
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KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Zero tolerance of fraud and corruption	KPI 44 Number of dismissals for fraud and corruption per 100 000 population	GG 5.2	0.4 number of dismissals per 100 000 population (population as per Stats SA)	0 number of dismissals per 100 000 population (population as per Stats SA)	0 number of dismissals per 100 000 population (population as per Stats SA)	0 number of dismissals per 100 000 population (population as per Stats SA)	0 number of dismissals per 100 000 population (population as per Stats SA)
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Zero tolerance of fraud and corruption	KPI 45 Number of convictions for bribery and/or corruption by city officials per 100 000 population	GG 5.3	0.2 convictions per 100 000 population (population as per Stats SA)	0 convictions per 100 000 population (population as per Stats SA)	0 convictions per 100 000 population (population as per Stats SA)	0 convictions per 100 000 population (population as per Stats SA)	0 convictions per 100 000 population (population as per Stats SA)
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management	KPI 46 % of the Municipality's Capital Budget actually spent	N/A	91.60% (2016/17)	95%	95%	95%	95%

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management	KPI47 Total rental fleet cost as a percentage of the sum of the operating cost of existing fleet and procurement of additional fleet (CM / I&E)	N/A	New Indicator	28.54%	Cost benefit analysis on the in-sourcing of municipal rental fleet conducted	Targets will be set in line with the outcome of the 2019/20 cost benefit analysis on the outsourcing of Municipal Fleet.	
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management	KPI 48 % of the Municipality's approved Operating Budget spent on repairs and maintenance	N/A	3.6%	4.5%	4.5%	4.5%	4.5%

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management	KPI 49 Value spent on outsourced professional / consultancy services	N/A	R109 766 902 (2016/17) R111 886 629 (2017/18)	Cost benefit analysis conducted on 2 outsource/insource professional / consultancy services	Rand value target to be informed by the outcome of the cost benefit analysis	Rand value target to be informed by the outcome of the cost benefit analysis	Rand value target to be informed by the outcome of the cost benefit analysis
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management	KPI 50 Percentage of municipal account holders using e-commerce	N/A	67.59% (Validated for the period 1 July 2018 to 31 December 2018)	74%	74%	75%	76%
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Sound financial management	KPI 51 Credit rating	N/A	Baa3 (Stable)/Aaa.za	Aaa.za	Aaa.za	Aaa.za	Aaa.za

STRATEGIC OBJECTIVE 2.1

Grow and diversify the local economy through the attraction of new investment, skills development and facilitation of an enabling environment for small business growth and job creation.

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 3: LOCAL ECONOMIC DEVELOPMENT	More effective poverty alleviation	KPI 52 Percentage of all qualifying households in the municipal area classified as indigent	GG 6.1	25% (Validated for the period 1 July 2018 to 31 December 2018)	27.5%	27%	26.5%	26%
KPA 3: LOCAL ECONOMIC DEVELOPMENT	Economic empowerment	KPI 53 Unemployment rate	N/A	36.6% (aggregate)	36.4%	36.2%	36%	35.8%
				47.3% (youth)	47.1%	46.9%	46.7%	46.5%
KPA 3: LOCAL ECONOMIC DEVELOPMENT	Tourism development	KPI 54 GDP contribution of the local tourism sector per year	N/A	7.10%	8%	8.5%	9%	9.5%

KPA	KPE	OUTCOME INDICATORS (IDP)	INT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 3: LOCAL ECONOMIC DEVELOPMENT	Improved Gross Domestic Product	KPI 55 Percentage revenue growth of SMME's receiving assistance	N/A	New Indicator	Targets will be set in line with Statistics sourced from SEDA after the 2019/20 SEDA statistical annual report has been finalised.			
KPA 3: LOCAL ECONOMIC DEVELOPMENT	Improved Gross Domestic Product	KPI 56 Value of new and expansion investments attracted in the Nelson Mandela Bay through the investment incentive programme	N/A	R100 million	R110 million	R135 million	R160 million	R200 million
KPA 3: LOCAL ECONOMIC DEVELOPMENT	Improved Gross Domestic Product	KPI 57 Value of export contracts facilitated within the NMBM	N/A	R25 million (Validated for the period 1 July 2018 to 31 December 2018)	R3 million	R3 million	R3 million	R3 million

KPA	KPE	OUTCOME INDICATORS (IDP)	INT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 3: LOCAL ECONOMIC DEVELOPMENT	Improved Gross Domestic Product	KPI 58 % contribution to the GDP of the Clusters targeted for development as per the NMBM Economic Growth and Development Plan	N/A	New Indicator	46%	48%	50%	52%
KPA 3: LOCAL ECONOMIC DEVELOPMENT	Coastal resources maintained and amenities improved	KPI 59 Recreational water quality	ENV5.1	100%	100%	100%	100%	100%
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Audience Development and Mainstreaming of Arts and Culture	KPI 61 Average cost of library services per library access	N/A	R82 (Ratio of total annual libraries Operational Budget: Total annual library visits)	R80	R78	R76	R74

KPA	KPE	OUTCOME INDICATORS (IDP)	INT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Climate change mitigated and adapted to	KPI 60 Green House Gas emissions per capita	ENV6.1	New Indicator	5.2 MTCO ₂ e (2012)	5.2 MTCO ₂ e	5.1 MTCO ₂ e	5.0 MTCO ₂ e
KPA 1: BASIC SERVICE DELIVERY	An Enabling Environment to do Business in Nelson Mandela Bay	KPI 62 Hectares of municipal land available for human burial	N/A	52.2716ha (Validate for the period 1 July 2018 - 31 December 2018)	52.2716ha	Budget application submitted Feasibility and Viability Assessment conducted Environmental and other approvals obtained	Target will be set in line with the outcome of the 2019/20 Feasibility and Viability Assessment	

KPA	KPE	OUTCOME INDICATORS (IDP)	INT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 3: LOCAL ECONOMIC DEVELOPMENT	Informal Economy Growth and Support	KPI 63 Number of Informal Traders provided with official trading permits	N/A	78 (Validate for the period 1 July 2018 - 31 December 2018)	800	1200	1600	2000

STRATEGIC OBJECTIVE 2.2	Facilitate and promote infrastructure led growth, development and tourism.
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KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 3: LOCAL ECONOMIC DEVELOPMENT	Promotion of healthy, active lifestyles for residents and visitors	KPI 64 Average occupancy rate of tourist accommodation within Nelson Mandela Bay per year	N/A	55.97%	58%	60%	62%	64%

STRATEGIC OBJECTIVE 2.3	Execution of existing and design and implementation of new projects that competitively differentiate Nelson Mandela Bay as a destination city for business, tourism and investment – including through strategic partnerships.
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KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

STRATEGIC OBJECTIVE 2.4	Develop an effective and integrated public transport system that promotes access to opportunity through mobility.
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KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Establish a safe, affordable and fully integrated public transport system	KPI 65 Number of paying Integrated Public Transport System passengers transported per month	N/A	0	138360	285960	427940	569920

STRATEGIC OBJECTIVE 3.1

Deliver well-resourced and capacitated policing and emergency services in order to ensure the safety of communities and visitors.

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Mitigated effects of emergencies	KPI 66 Number of fire related deaths per 1 000 population	FE1.1	0.0325 : 1000 (41 deaths) (2016 / 2017 statistics)	0.0316 : 1000 (40 x deaths)	0.0309 : 1000 (39 x deaths)	0.0301 : 1000 (38 x deaths)	0.0293 : 1000 (37 x deaths)
KPA 1: BASIC SERVICE DELIVERY	Mitigated effects of emergencies	KPI 67 Number of natural disaster related deaths per 1 000 population	FE 1.2	0	0.0024 : 1000 (3x deaths)	0.0024 : 1000 (3x deaths)	0.0024 : 1000 (3x deaths)	0.0024 : 1000 (3x deaths)

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Operationalisation of the Metro Police Service	KPI 68 Number of Metro Police Officers	N/A	114	148	161	186	205

STRATEGIC OBJECTIVE 3.2**Provision of infrastructure that improves the safety of communities and visitors.**

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Improved energy sustainability	KPI 69 Electricity usage per capita	EE4.2	1480.11kw per capita (verified for the period 1 July 2018 - 31 January 2019)	1500KWper capita	1400KWper capita	1300KWper capita	1200KWper capita
KPA 1: BASIC SERVICE DELIVERY	Eradication of illegal connections	KPI 70 % of illegal connections removed within 24 hours of inspection	N/A	New Indicator	100%	100%	100%	100%

STRATEGIC OBJECTIVE 3.3

Improve the safety and security of Nelson Mandela Bay through community, industry and civic organisation partnerships.

KPA	KPE	OUTCOME INDICATORS (IDP)	INT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Creating safe beaches	KPI 71 Number of life-saving clubs operating from fixed premises within Nelson Mandela Bay	N/A	4	4	4	4	4
KPA 1: BASIC SERVICE DELIVERY	Creating a safe and secure environment	KPI 72 Murder rate within Nelson Mandela Bay	N/A	54: per 100 000 population	54: per 100 000 population	Targets will be determined in line with conclusive research results on murder rate statistics within Nelson Mandela Bay.		
		KPI 73 Robbery rate within Nelson Mandela bay	N/A	440: per 100 000 population	440: per 100 000 population	Targets will be determined in line with conclusive research results on robbery rate statistics within Nelson Mandela Bay.		

STRATEGIC OBJECTIVE 4.1**Ensure institutional accessibility, effective communication channels for participatory and responsive governance**

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Improved municipal capability	KPI 74 Top Management Stability (% of days in the year that all Section 56 positions are filled by full-time, appointed staff not in an acting capacity)	GG 1.2	48.48% of working days as at 1 May 2019 (CM position and 3 Senior Manager positioned filled) 6 x Senior Manager positions vacant (Budget and Treasury, Public Health, Electricity and Energy, Chief Operating Officer, Infrastructure and Engineering, Economic Development Tourism and Agriculture)	100%	100%	100%	100%
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Accessible Governance	KPI 75 Percentage of customers satisfied with the services rendered in Nelson Mandela Bay Municipality	N/A	60% (2017/18: result based on 5% of population surveyed)	N/A (No survey conducted)	60%	N/A (No survey conducted)	65%

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Accessible Governance	KPI 76 % of municipal policies, bylaws and identified key strategic documents available in English, isiXhosa and Afrikaans on the municipal website	N/A	New Indicator	0% of 109 policies; 52 bylaws; 2 strategic documents (IDP Summary; Annual Report Summary)	4%	10%	20%
Number of KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Increased access to and utilisation of social and community facilities	KPI 77 Number of community halls per 100 000 population	HS3.2	1.53 : 1.54 100 000 (32 community halls)	2.93 : 100 000 (37 community halls)	2.93 : 100 000 (37 community halls)	3.17 : 100 000 (40 community halls)	3.56 : 100 000 (45 community halls)

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Increased access to and utilisation of social and community facilities	KPI 78 Percentage utilisation rate of community halls	HS3.5	24.97% (Validated for the period 1 July 2018 - 28 February 2019)	30%	50%	55%	60%
KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Improved municipal capability	KPI 79 Percentage of municipal skills development levy recovered	GG1.1	New Indicator	60%	65%	65%	65%

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Improved municipal responsiveness	KPI 80 Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	GG2.1	100% as at 30 June 2018	100%	100%	100%	100%
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Improved municipal responsiveness	KPI 81 Attendance rate of municipal council meetings by all identified Traditional Leaders	GG 2.2	The Municipality is in process of re-engaging Traditional Leaders. Targets will be set in line with the outcome of these engagements				

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	More effective city administration	KPI 82 Percentage of councillors who have declared their financial interests and whose declarations have been verified	N/A	2.5% (Validated for the period 1 July 2018 - 31 December 2018)	100%	100%	100%	100%
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	More effective city administration	KPI 83 Percentage of administrative staff who have declared their financial interests and whose declarations have been verified against the municipal supplier database	N/A	55.85% (Validated for the period 1 July 2018 to 31 December 2018)	100%	100%	100%	100%

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Improved council functionality	KPI 84 Average percentage of councillors attending council meetings	GG 4.1	97.22% (Validated for the period 1 July 2018 - 28 February 2019)	97%	97%	97%	97%

STRATEGIC OBJECTIVE 4.2**Spatial and built developments that promote integrated neighbourhoods, inclusive communities and a well-connected Nelson Mandela Bay**

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	"Modal shift of weekday trips (including education trips) from private to public transport and NMT	KPI 85 Percentage of dwelling units within 500m of scheduled public transport service	TR1.1	79.6%%	80%	80%	80%	80%
KPA 1: BASIC SERVICE DELIVERY	Improved satisfaction with public transport services	KPI 86 Percentage of commuters (citywide) using private motorised transport	TR1.3	47%	46%	45%	44%	43%

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Reduced travel time	KPI 87 Average public transport commuting time	TR3.1	45min	45min	43min	41min	43min
KPA 1: BASIC SERVICE DELIVERY	Reduced travel time	KPI 88 Average private transport commuting time	TR3.2	33min	30min	29min	27min	26min
KPA 1: BASIC SERVICE DELIVERY	Improved access to public transport (including non-motorised transport)	KPI 89 Percentage of households less than 10 minutes walk from the scheduled public transport	TR5.1	New Indicator	52%	84%	86%	88%
KPA 3: LOCAL ECONOMIC DEVELOPMENT	Improved functionality of the property market	KPI 90 Rateable residential properties as a percentage of total households in the municipality	HS2.2	71.71% (Validated for the period 1 July 2018 to 31 December 2018)	94%	94%	94%	94%

STRATEGIC OBJECTIVE 4.3**Deliver on transformation objectives, promote redress and foster social cohesion**

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 2: MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	Transformation through employment equity	KPI 91 Number of people from employment equity target groups employed in the three highest levels of management (City Manager, Section 56 Managers and Strategic Skilled Level Managers) in compliance with the Municipality's approved Employment Equity Plan	N/A	As at 31 December 2017:- CM – 1 filled / 0 vacant Section 56 – 8 filled / 2 vacant Strategic Skilled level Managers – 51 filled / 9 vacant	Section 56 – 3 (ED:E&E; ED:PH; CFO) Strategic Skilled level Managers – 9 In line with NMBM Employment Equity Plan	Targets to be set in line with reviewed NMBM Employment Equity Plan		
KPA 3: LOCAL ECONOMIC DEVELOPMENT	Heritage Commemoration Programmes that Promote Redress and Foster Social Cohesion	KPI 92 Number of municipal buildings, facilities and streets renamed in line with the Municipality's Heritage Programme	N/A	3	6	6	Target will be set during the 2020/2021 IDP and Budget review process.	

STRATEGIC OBJECTIVE 5.1

Provide for the social needs of communities and empowerment of vulnerable people through provision of access to social services, social development and indigent support.

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 3: LOCAL ECONOMIC DEVELOPMENT	Inculcate a culture of reading and writing in NMBM	KPI 93 Number of public libraries per 100 000 population	HS3.3	1.9 : 100 000 (24 libraries)	1.9 : 100 000 (24 libraries)	1.9 : 100 000 (24 libraries)	1.9 : 100 000 (24 libraries)	1.9 : 100 000 (24 libraries)
KPA 3: LOCAL ECONOMIC DEVELOPMENT	Inculcate a culture of reading and writing in NMBM	KPI 94 Average number of library visits per library	HS3.6	728 800	757 952	788 270	819 801	852 593

STRATEGIC OBJECTIVE 5.2

Promote the health and well-being of all communities through the spatially equitable provision of social infrastructure.

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Promotion of healthy, active lifestyles for residents and visitors	KPI 95 Square meters of municipally owned or maintained public outdoor recreation space per capita	HS3.1	8.46 m2 per capita (Validated for the period 1 July 2018 - 28 February 2019)	8.46 m ² per capita	8.46 m2 per capita	8.46 m2 per capita	8.46 m2 per capita
KPA 3: LOCAL ECONOMIC DEVELOPMENT	Increased access to and utilisation of social and community facilities	KPI 96 Percentage utilisation rate of sports fields	HS3.4	6.2%	6.54%	6.9%	7.3%	7.75%

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 3: LOCAL ECONOMIC DEVELOPMENT	Sports Facilities	KPI 97 Rand net expenditure on sport and recreation infrastructure per 1000 residents	N/A	R25784.68 : 1000 (32 567 365.88)	R16000 : 1000 (20 208 816)	R17500 : 1000 (22 103 392.5)	Targets and Budget will be set during the 2020/21 IDP and Budget review process	
KPA 1: BASIC SERVICE DELIVERY	Equal access for those with special needs	KPI 98 Percentage of persons with disability where access to public transport is problematic	TR5.2	New Indicator	98%	96%	95%	93%

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Animal Control	KPI 99 % of stray animal complaints resolved	N/A	3.01%	75%	75%	75%	75%

STRATEGIC OBJECTIVE 5.3**Provide effective general environmental and public health services.**

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Address of Substance Abuse	KPI 100 Lost time rate (total absence in days divided by the number of working days * 100)	N/A	New Indicator	New Indicator	Best practice research conducted	Targets will be determined in line with the 2019/20 best practice research results	
KPA 1: BASIC SERVICE DELIVERY	Implementation of the air management plan of the NMBM	KPI 101 Percentage of households experiencing a problem with noise pollution	ENV1.3	0.03%	0.03%	0.02%	0.02%	0.02%

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Biodiversity is conserved and enhanced	KPI 102 Ecosystem/vegetation type threat status	ENV4.1	Endangered	Vulnerable	Vulnerable	Vulnerable	Vulnerable
KPA 1: BASIC SERVICE DELIVERY	Biodiversity is conserved and enhanced	KPI 103 Ecosystem / vegetation type protection level	ENV4.2	Moderate Represented	Well represented	Well represented	Well represented	Well represented
KPA 1: BASIC SERVICE DELIVERY	Biodiversity is conserved and enhanced	KPI 104 Wetland condition index	ENV4.3	The NMBM currently does not have a Wetland Condition Index. Specialist studies will be conducted in outer years.	(Circular 88 Tier 4 Indicator to be reconsidered during 2020/21)			

STRATEGIC OBJECTIVE 5.4

Provide dignified housing and sanitation and accelerate access to improved services to indigent households in order to create safe and decent living conditions for all residents.

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Dignified Sanitation	KPI 105 Percentage of households with access to basic sanitation	WS1.1	93% (2017/18)	93%	93%	93%	93%
KPA 1: BASIC SERVICE DELIVERY	Dignified Sanitation	KPI 106 Number of bucket toilets serviced by the Municipality	N/A	16317 - June 2016 8562 - Nov. 2017 6010 – Nov. 2018	5000 remaining from 6010	5000 remaining from 6010	4000 remaining from 6010	3000 remaining from 6010
KPA 1: BASIC SERVICE DELIVERY	De-densification of informal settlements	KPI 107 Percentage of households living in adequate housing	HS1.1	94%	94.8%	95.6%	96.4%	97.2%

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	De-densification of informal settlements	KPI 108 Percentage of households living in informal settlements	N/A	6%	5.2%	4.4%	3.6%	2.8%
KPA 1: BASIC SERVICE DELIVERY	Improved access to adequate housing (including security of tenure)	KPI 109 Title deed backlog ratio	HS1.2	1 : 9	1 : 8	1 : 7	1 : 6	1 : 5
KPA 1: BASIC SERVICE DELIVERY	Improved access to adequate housing (including security of tenure)	KPI 110 Percentage of households in informal settlements targeted for upgrading	HS1.3	8.5%	11.5%	23%	34%	46%

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Improved functionality of property market	KPI 111 Percentage of property market transactions in the gap and affordable housing market range	HS2.1	58.23% (Validated for the period 1 July 2018 to 31 December 2018)	60%	60%	60%	60%
KPA 1: BASIC SERVICE DELIVERY	Improved access to adequate housing (including security of tenure)	KPI 112 Number of building plans approved per year in relation to building plan applications received	N/A	5263 : 5325 (2017/18)	Targets to be set in line with audited annual performance reports.			
KPA 1: BASIC SERVICE DELIVERY	Improved access to adequate housing (including security of housing)	KPI 113 Number of land planning applications approved per year in relation to land plan applications received	N/A	346 : 355 (2017/18)	Targets to be set in line with audited annual performance reports.			

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Improved functionality of the property market	KPI 114 Percentage of households living in formal dwellings who rent	HS2.3	18.84% (STATSSA 2011)	19%	20%	20%	20%

STRATEGIC OBJECTIVE 6.1**Ensure multi-general and proactive planning for sustainable city development**

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 3: LOCAL ECONOMIC DEVELOPMENT; KPA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Key catalytic projects	KPI 115 Percentage achievement of the Indicators reflected in the Built Environment Performance Plan	N/A	New Key Performance Indicator	80%	80%	80%	80%

STRATEGIC OBJECTIVE 6.2

Development of an environmentally sustainable city through proactive planning, and conservation of resources and natural and built environment

KPA	KPE	OUTCOME INDICATORS (IDP)	NT REF	BASELINE	YEAR 2 TARGET (2018/19)	YEAR 3 TARGET (2019/20)	YEAR 4 TARGET (2020/21)	YEAR 5 TARGET (2021/22)
KPA 1: BASIC SERVICE DELIVERY	Implementation of the air management plan of the NMBM	KPI 116 Metropolitan Air Quality Index (MAQI)	ENV1.1	MAQI ≤1	MAQI ≤1	MAQI ≤1	MAQI ≤1	MAQI ≤1
KPA 1: BASIC SERVICE DELIVERY	Implementation of the air management plan of the NMBM	KPI 117 Number of days where PM2.5 levels exceeded guideline levels <i>*PM refers to pollution (particle matter) and measures the mixture of solids and liquid droplets floating in the air</i>	ENV 1.2	New Indicator	≤10 days	≤8 days	≤6 days	≤4 days

CHAPTER 8:

OVERSIGHT, REPORTING, MONITORING AND EVALUATION

This Chapter outlines the important aspects of oversight, reporting, monitoring and evaluation in the institution in order to ensure accountability and delivery of the Integrated Development Plan and its strategic objectives.

The key offices, role-players and structures are discussed below:

- Executive Mayor
- Municipal Public Accounts Committee
- Rules and Ethics Committee
- City Manager
- Office of the Auditor-General
- NMBM Audit Committee
- NMBM Internal Audit and Risk Assurance
- Risk Management Committee
- Performance Management and Monitoring and Evaluation
- Supply Chain Management
- Ward Committees

8.1 Executive Mayor

The Executive Mayor is required to identify and prioritise the needs of the Municipality. These are to be reflected in the IDP and Budget, which also need to take into account applicable national and provincial plans.

The Executive Mayor is required to evaluate the progress of the performance of the institution in the implementation of the IDP and report back to Council. This is done through the institutional Performance Management process and Monitoring and Evaluation.

8.2 Municipal Public Accounts Committee



MPAC Chair:

Cllr Phumza Faith Tshanga

The Municipality has a functional Municipal Public Accounts Committee (MPAC) in place in respect of unauthorised, irregular, fruitless, and wasteful expenditure, as delegated by Council. Therefore, MPAC enables Council to fulfil its obligation to ensure that the spending of Council funds is done economically, efficiently and effectively.

Currently MPAC comprises the following members:

- African National Congress (ANC) – 5 members
- Democratic Alliance (DA) – 6 members
- Economic Freedom Fighters (EFF) – 2 members (one of them is occupying the Chairperson position)
- Patriotic Alliance (PA) – 1 member
- United Democratic Movement (UDM) – 1 member

8.3 Rules and Ethics Committee

A Rules and Ethics Committee was established to monitor and review the Rules of Order of Council.

The objectives of this Committee include the following:

- Inculcating a respect for the rule of law in the institution.
- Upholding Council's Rules of Order, thereby promoting stability in Council.

- *Putting the people first* (Batho Pele principles).
- Ensuring open and constructive debate.
- Respecting divergent views.
- Enhancing the effective management of Council and Standing Committee meetings.
- Fostering a sense of collective responsibility among Councillors in advancing service delivery and deepening democracy.

8.4 City Manager

The City Manager must provide operational guidance on the annual revision, preparation and timeous approval of the IDP, the annual Budget and the SDBIP and ensure strategic alignment between them and report back to Council.

The City Manager has delegated the development of the institution's Performance Management System to the Chief Operating Officer; and the cascading of performance management in respect of non-Section 57 employees to the Executive Director: Corporate Services.

8.5 Office of the Auditor-General

The Auditor-General of South Africa has a constitutional mandate and, as the supreme audit institution of South Africa, serves to strengthen South Africa's democracy by enabling oversight, accountability and governance in the public sector through auditing, thereby building public confidence. The Auditor-General also audits the planning processes and performance information of the Municipality and its municipal entity (MBDA).

An Audit Action Plan to deal with AG findings is developed by the NMBM Internal Audit Division and approved by EXCO, under the leadership of the City Manager. The monitoring of the implementation of the Audit Action Plan is done by the Office of the City Manager.

8.6 Audit Committee

The Audit Committee is appointed by Council as an independent advisory body. The Audit Committee advises the Council, political office-bearers, the Accounting Officer and the Executive Management Team on matters such as the following:

- Internal financial control and internal audits.
- Risk management.
- Accounting policies.
- Adequacy, reliability and accuracy of financial reporting and information.
- Performance management.
- Effective governance.
- Compliance with the MFMA, the annual Division of Revenue Act (DoRA) and any other applicable legislation.
- Performance evaluation.
- Any other issues referred to it by the Municipality or its municipal entity.

Furthermore, the Audit Committee reviews the annual financial statements in order to provide an authoritative and credible view of the Municipality's financial position, its efficiency and effectiveness, as well as its overall level of legislative compliance. This Committee is further tasked with the responsibility of monitoring the performance of the Municipality in a number of areas related to the delivery of services to the residents of the Metro.

During the following financial years, the Municipality received qualified audits in various areas and financial years listed below:

2017/18:

- Property, Plant and Equipment
- Intangible Assets
- SCM Irregular Expenditure and
- Exchange Revenue - Service Charges (specifically relating to ATTP and Electricity Meters).

2016/2017:

- Property, Plant and Equipment
- SCM Irregular Expenditure
- Retention Creditors

2015/2016:

- SCM Irregular Expenditure

8.7 Internal Audit and Risk Assurance

In terms of Section 165 of the MFMA, the Accounting Officer must establish effective systems of internal control to provide reasonable assurance that the Municipality's financial and non-financial objectives are achieved. Towards the execution of this responsibility and also to promote ethics, good governance and integrity in the institution, the Internal Audit and Risk Assurance Sub-Directorate was established.

The Forensic Audit Services Section complements the broader justice system and forms part of the Internal Audit Sub-directorate of the Municipality. The forensics component derives its mandate from the NMBM Internal Audit Charter, the MFMA, and the Prevention and Combatting of Corrupt Activities Act. An Ethics Hotline was recently established, and the Internal Audit Sub-Directorate investigates all matters reported.

8.8 Risk Management Committee

The preamble of the Risk Management Committee is taken directly from the legal statute of the Local Government: Municipal Finance Management Act 56 of 2003: Section 62 of the Municipal Finance Management Act requires Accounting Officers to ensure that their institutions have and maintain effective, efficient and transparent systems of financial, risk management and internal control.

The Public Sector Risk Management Framework (Chapter 13 - Risk Management Committee Responsibilities) places an unambiguous duty on the Risk Management Committee through its Chairperson to annually and periodically:

- Review the institution's risk identification and assessment methodologies, after satisfying itself of their effectiveness in timeously and accurately identifying and assessing the Institution's risks;
- Evaluate the extent and effectiveness of integration of risk management within the Institution;
- Assess the implementation of the risk management policy and strategy (including plan);
- Evaluate the effectiveness of the mitigating strategies implemented to address the material risks of the Institution;
- Review the material findings and recommendations by assurance providers on the system of risk management and monitor the implementation of such recommendations;
- Develop its own key performance indicators for approval by the Accounting Officer / Authority;
- Interact with the Audit Committee to share information relating to the material risks of the Institution; and
- Provide timely and useful reports to the Accounting Officer / Authority on the state of risk management, together with accompanying recommendations to address any deficiencies identified by the Committee.

The top ten key risks of the NMBM are:

1. Insufficient bulk water and sanitation infrastructure
2. Delays in providing basic services to communities
3. Pollution of rivers
4. Inability to package, develop and avail municipal land
5. Illegal electrical connection/major hazards installation

6. Misapplication of internal procurement processes
7. Safety of employees and assets compromised
8. Inability to provide an efficient, reliable, safe, affordable and accessible public transport system
9. Perpetuation of fraud, corruption and irregularities within the institution
10. Ineffective coordination of internal and external stakeholder engagements

8.9 Performance Management and Monitoring and Evaluation

8.9.1 Performance Management

The municipal performance management function describes, measures and reports on how the Municipality's processes relating to the implementation of the IDP will be conducted, organised and managed. Performance management therefore holds the key to the successful implementation of the IDP.

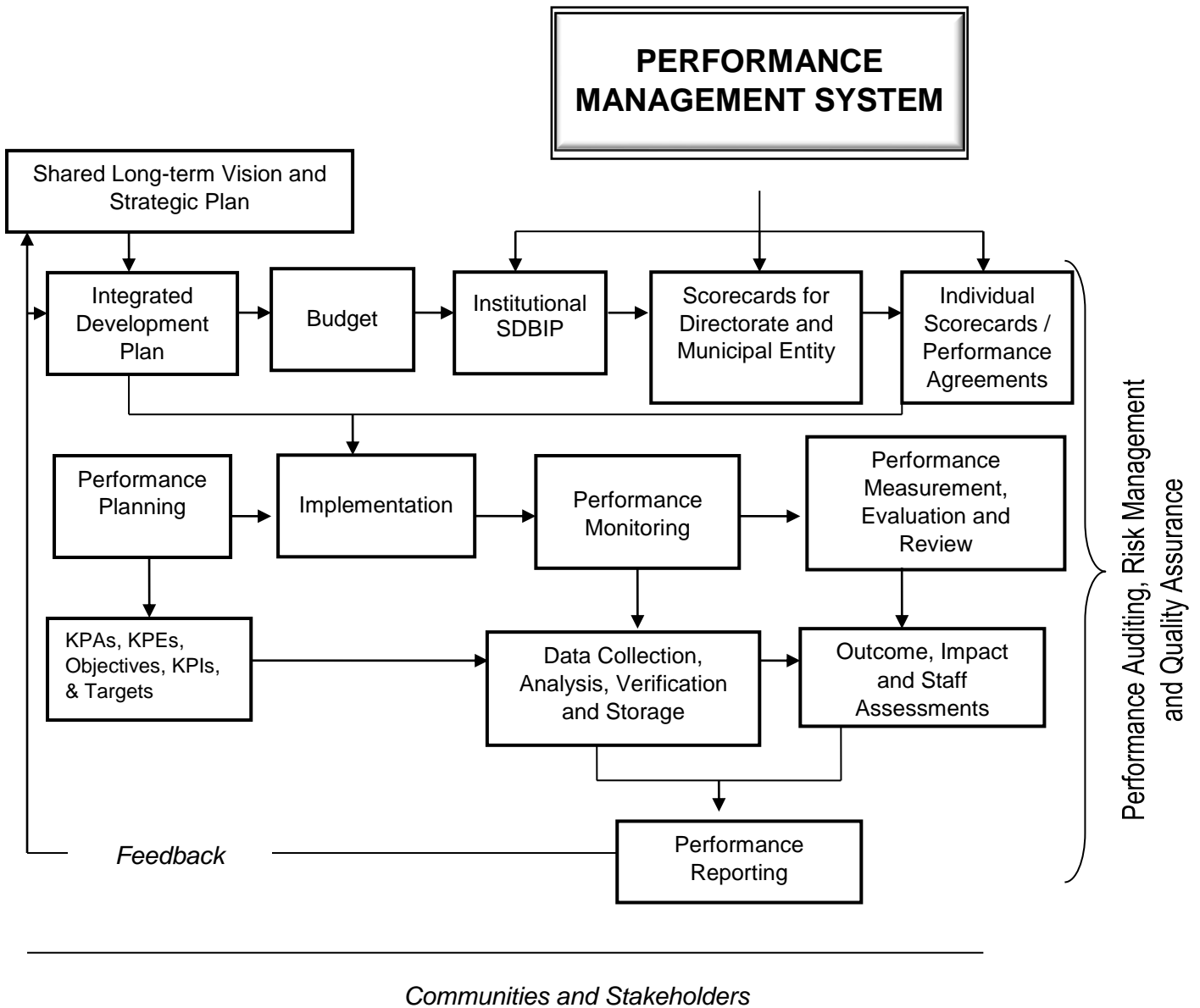
Integrated development planning enables the achievement of the planning stage of performance management. The Service Delivery and Budget Implementation Plan (SDBIP), the Performance Information System, performance agreements and plans underpin effective performance management.

Performance management seeks to achieve the following:

- Ensuring accountability, oversight and legal compliance.
- Creating and entrenching a culture of performance amongst employees.

The Integrated Performance Management System used in the Nelson Mandela Bay Municipality is reflected in the diagram below.

INTEGRATED PERFORMANCE MANAGEMENT SYSTEM



8.9.2 Monitoring and Evaluation

The Municipality has a Monitoring and Evaluation Sub-Directorate in place, which is tasked to improve institutional planning, budgeting, implementation and reporting processes through the monitoring and evaluation of prioritised IDP programmes and projects.

The Nelson Mandela Bay Municipality's Integrated Development Plan contains key capital programmes and projects based on identified ward priorities. Such programmes and projects inform the Capital Budget of the Municipality for the ensuing three financial years. The Municipality's performance management system monitors the implementation of Key Performance Indicators emanating from the Capital programmes and projects.

The Municipality further has a Monitoring and Evaluation System in place, which provides a detailed analysis in terms of programme and project implementation (including budget expenditure). Project Level Monitoring Reports, which provide progress on the implementation of key capital projects under various Capital programmes, are submitted to Council structures on quarterly basis.

Various forms of evaluation (including diagnostic, implementation and impact evaluation) are conducted to assess efficiency and measure changes in outcomes and the well-being of citizens. The Municipality's Monitoring and Evaluation System is further used to track the implementation of Council Resolutions and municipal By-laws. To improve efficiency and ensure a speedy response to service delivery complaints, the Municipality monitors response times in terms of service delivery complaints received through its various call centres.

8.10 Supply Chain Management

The Municipality has an approved Supply Chain Management Policy, which is required to be reviewed on an annual basis. The SCM Policy was reviewed during the 2017/18 financial year until its approval by Council on 29 March 2018. *Inter alia*, the policy provides for a committee system to achieve and ensure competitive procurement. The three Bid Committees established in compliance with the National Standards for Bid Committees, are as follows:

- The Bid Specification Committee
- The Bid Evaluation Committee
- The Bid Adjudication Committee

An Integrated Contracts Management System tracks the award of tenders from the time of approval of the specifications to the time of final award. In order to promote oversight responsibility of Council, as required in terms of the Supply Chain Management Regulations 27636 (dated 30 May 2005) and the Municipality's SCM Policy, the NMBM Budget and Treasury Directorate submits reports on a quarterly basis to the Budget and Treasury Standing Committee on the implementation of Supply Chain. It is through these reports that the Committee will engage and request further clarities or additional reports. Similar reports are submitted to structures such as the Audit Committee (AC) or Municipal Public Accounts Committee (MPAC).

8.11 Ward Committees

All sixty (60) Wards in the NMBM have functional Ward Committees. The main function of a Ward Committee is to act as the formal communication channel between Council and the community. The Ward Committees therefore provide the channel through which communities can most effectively lodge their complaints and concerns. In the NMBM, Ward Committees were inaugurated on 21 June 2017. A number of training and capacitation programmes have been presented to them, also on IDP and Budget related processes.

The roles and responsibilities of Ward Committees include the following:

- Create formal, unbiased communication channels and cooperative partnerships between the Municipality and the community within each ward.
- Promote harmonious relationships between residents of the ward, the Ward Councillor and the Municipality.
- Facilitate participation in IDP processes.
- Act as a reference group / advisory body on Council policies and issues that affect the communities in the ward.
- Serve as an agent for mobilising community action.
- Act as a conduit for community complaints and feedback on Council responses.
- Make recommendations on any matters that may affect the ward or Council.