



Republic of South Africa



NELSON MANDELA BAY MUNICIPALITY

**DRAFT DDM ONE PLAN FOR THE
NELSON MANDELA BAY**

NOVEMBER 2025

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EXECUTIVE SUMMARY

The Nelson Mandela Bay Municipality (NMBM) is the largest of two Category A Metropolitan Municipalities located on the Southern coast of the Eastern Cape Province. The Nelson Mandela Bay Draft One Plan has been developed and reinforces the District Development Model (DDM) Theory of Change which postulates transformations to move from the current problematic situation to a desired better future in line with the six DDM Transformation Focal Areas as reflected in Table 1.

The Nelson Mandela Bay Draft One Plan embraces and seeks to bring about the Metro's 2050 Vision, which is:

“An iconic, friendly, ocean city driven by innovation, service excellence and economic development – a destination of choice.”

The One Plan seeks to coordinate the whole of government and society response in the Metro to the following challenges amongst others:

- i) Poverty, unemployment and inequality particularly amongst women, youth and people living with disabilities.
- ii) Ensure inclusivity by gender budgeting based on the needs and aspirations of our people and communities at a local level.
- iii) Narrow the distance between the people and government by strengthening the coordination role and capacities at District and City level.
- iv) Foster a practical intergovernmental relations mechanism to plan, budget and implement jointly to provide a coherent government for the people in the Republic (Solve silos, duplication and fragmentation)
- v) Maximise impact and align plans and resources at our disposal through the development of “One District, One Plan and One Budget”.

- vi) Strengthen monitoring and evaluation at district and local levels.
- vii) Implement a balanced approach towards development between urban and rural areas.
- viii) To deal with the threat of climate change and environment in all the spheres of government in a coordinated manner.
- ix) Innovative use of web technologies to modernize public administration
- x) To establish various platforms to strengthen and enhance IGR-related interventions.

The draft One Plan reflects the relevant details below of the following key elements, namely:

- The current situation (diagnostic assessment).
- The desired future or vision.
- The strategies and interventions needed to move from the current situation to the desired end state.
- The implementation commitments by all three spheres of government and key stakeholders will enable the identified strategies/interventions to be implemented.
- Implementation, monitoring and evaluation measures and mechanisms that will reinforce and be in place to focus attention and capability across the 3 spheres of government, so that this One Plan lives up to its purpose.

Table 1: The DDM Transformation Pillars are listed below:

DDM TRANSFORMATION PILLAR	OVERARCHING GOAL
PILLAR 1: DEMOGRAPHIC CHANGE AND DEVELOPMENT OF FOCUS AREA	Putting people at the centre of planning and budgeting processes
PILLAR 2: ECONOMIC POSITIONING FOCUS AREA	Ensure effective participation and beneficiation by SMMEs in municipal programmes to improve the economy of the city and the surrounding areas
PILLAR 3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY FOCUS AREA	Ensure spatial integration of all races in the metro
PILLAR 4: INFRASTRUCTURE ENGINEERING FOCUS AREA	To ensure upgrade of the old underground infrastructure
PILLAR 5: INTEGRATED SERVICE PROVISIONING FOCUS AREA	To deliver required services in an integrated manner
PILLAR 6: GOVERNANCE AND FINANCE FOCUS AREA	To achieve a truly planning – led budget

However, in the NMB it was decided to consolidate and integrate some of the pillars complementing each other to strengthen coordination and delivery of services in an integrated manner. These are:

- i) People Development and Demographic Change – Convenor is Dept of Social Development Economic positioning & Integrated Service Provisioning – Convenor is NMBM
- ii) Infrastructure Engineering, Spatial Restructuring and Environmental Sustainability – Convenor is NMBM and Department of Public Works and Infrastructure and
- iii) Governance and Finance Administration – Convenor is national COGTA

The Draft DDM One plan of NMB was subjected to public participation during the IDP, DDM and Budget public participation programme (September to October 2024). Communities were given until 26 November 2024 for comments on the Draft One Plan. However, the Draft DDM One Plan for the NMB was not taken to Council for approval in line with the process plan due to the advice from COGTA based on the Rapid Assessment results of 2024, wherein a number of gaps were identified by COGTA and the NMBM Draft One Plan before it is subjected to various Council processes for approval.

CHAPTER 1: INTRODUCTION

The Nelson Mandela Bay Municipality (NMBM) is the largest of the two Category A Metropolitan Municipalities in the Eastern Cape. It is located on the Southern coast of the Eastern Cape Province and has 60 wards.

1.1 PURPOSE

The purpose of the Nelson Mandela Bay One Plan is:

- i. To give effect to the District Development Model (DDM) approved by Cabinet as a practical method to improve service delivery and development impact in the Nelson Mandela Metro space through integrated planning, budgeting, and delivery by all three spheres of government working together with stakeholders and the private sector.
- ii. To localize and synergize the National Development Plan (NDP), the Medium-Term Strategic Framework (MTSF), National Spatial Development Framework (NSDF), Integrated Urban Development Framework (IUDF) and key national and provincial sector policies/strategies/plans with socio-economic and spatial development logic of the Nelson Mandela Metro.
- iii. To express a coherent and predictable government approach in relation to these key priorities through a Long-Term Strategic Framework (One Plan) for growth and development of the Nelson Mandela Metro space that is co-produced by all three spheres of government together with stakeholders and communities.
- iv. To enable a programmatic Intergovernmental Relations approach in relation to

Nelson Mandela Metro through implementation of the One Plan that will serve as an impact performance framework tracking the commitments and spending of national and provincial sector departments and the Nelson Mandela Metro according to the shared vision and desired future development of Nelson Mandela Metro and its people.

- v. To create an environment which is conducive for investment.
- vi. To stabilize governance and financial management practices in the Nelson Mandela Metro.

The Metropolitan Municipality's DDM One Plan is reinforced through the following strategic objectives:

- Prioritise a drought response and recovery to mitigate against the impacts of the drought and ensure water security in the future.
- Prioritise climate change and resilience to secure the long-term sustainability of the City.
- Ensure financial stability and fiscal management and control to stabilize the financial situation of the Municipality.
- Develop an effective and integrated public transport system that promotes access to opportunity through mobility.
- Deliver well-resourced and capacitated disaster management, policing and emergency services to ensure the safety of communities and visitors.
- Provide for the health, well-being and social needs of communities and empowerment of vulnerable people through provision of access to social services, social development and indigent support.

- 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.
- Ensure proactive planning for sustainable city development, conservation of resources and natural and built environment.
- Ensure that planning, budgeting and development, both internal and external to the Municipality is done by taking into consideration all dimensions of sustainability.
- Promote the SMART City initiative and prioritize an effective and responsive Information Communication Technology (ICT) environment to cater for the internal and external needs of the Municipality.

1.2 DDM INTENT

The DDM is aimed at transforming the economy and improving the quality of life of people residing in Districts and Metro spaces as the service delivery impact zones of government, by enhancing cooperative governance and overall state coherence and performance, and focusing on bringing about fundamental change with the following strategic goals:

- To respond strategically to the socio-economic impact of Covid-19.
- To stimulate new thinking, new socio-economic paradigms, new and bold solutions, and alternatives.
- To fundamentally change conditions on the ground:
 - People
 - Economy
 - Space
- To develop resilience and prosperity of the Country.

- To facilitate Responsive Institutions and Change Management; and
- To embed a Programmatic Approach to Cooperative Governance.

1.3 ONE PLAN

Contextual Journey of the District Development Model (DDM) in South Africa

In his State of the Nation Address (SoNA) in 2019, President Cyril Ramaphosa stated that it is time for government to break free from the silo mentality of functioning and introduced a new strategy called the District Development Model (DDM). The DDM was subsequently approved by cabinet on August 21st, 2019. The "habit of working in silos" is a problem that has resulted in "lack of coherence in planning and implementation, making government program monitoring and oversight difficult." As a result, poor service delivery and development impact on the triple challenges of poverty, inequality, and employment have decreased.

The District Development Model (DDM) is an intergovernmental strategy that focuses on 52 district and metro areas as IGR impact zones for more efficient collaborative planning, budgeting, and implementation over several planning and election cycles. Each domain, sector, or institution has specific constitutional rights, obligations, and authorities. This will lead to the co-creation of the connected up one plans by and for the three domains of government.

The DDM, which improves cooperative governance, overall state coherence, and performance, aims to restructure the economy and raise people's quality of life. It has the following strategic objectives and is concentrated on bringing about fundamental

change:

- To initiate new thinking, socioeconomic paradigms, and novel and daring solutions and alternatives.
- To fundamentally alter the conditions on the ground: People, Economy, and Space.

The creation and implementation of a "One Plan," a long-term strategic framework that directs investment, service delivery, and development in connection to each of the district and metropolitan spaces, is how this collaborative approach is expressed. The following components comprise the DDM: Figure 1 below depicts inputs as joint and collaborative processes, outputs, outcomes, and impacts.

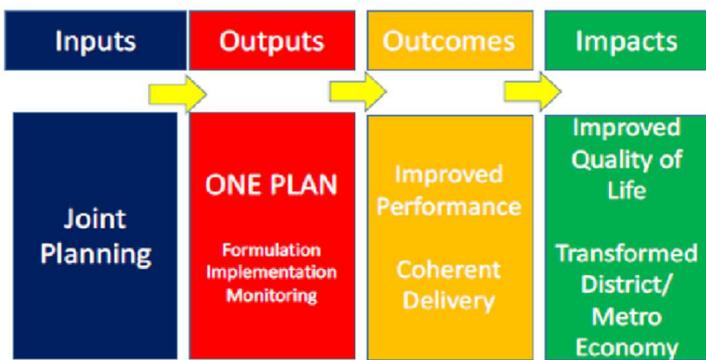


Figure 1: One Plan Development and Implementation Process Flow

Two connected processes that the entire government must follow will be used to execute the DDM. These procedures are reprioritization and spatialization. Spatialization is the process of converting development aims and objectives into actual effects on people's

lives and the environments in which they live (district and metropolitan areas).

To achieve the desired physical impacts, reprioritization is the process of reviewing and altering plans and budgets. To implement the DDM, each sphere, sector department, and state institution will review and reprioritize plans, budgets, and programmes, as well as spatialize development priorities and objectives. As the DDM is fully institutionalized with the creation and adoption of the One Plans, review and reprioritization will gradually improve.

The District profiling exercise and the discovery of gaps in present funding and programmes as they relate to the actual needs on the ground served as the foundation for the current reprioritization. In the end, reprioritization will be guided by the One Plans of each particular district or metro, which will outline the desired development results and impacts that are generally agreed upon.

They will also include the goals and pledges that each area, division, and organisation will contribute. Participation of stakeholders, the private sector, and the community in the planning processes will inform all of this.

Reprioritization is the process of evaluating the plans, finances, and execution programmes considering the development results and impacts sought in each district/metropolitan space and making changes as appropriate. Numerous ongoing possibilities for reprioritization should be taken advantage of to continuously enhance planning, budgeting, and execution to achieve the desired impacts. Look at Figure 2 below.



Figure 2: Integrated planning, budgeting and implementation

The DDM serves to direct resource and investment deployment and implementation in a more efficient and accountable manner through the intergovernmental and collaboratively generated One Plan. Each sphere, department, and state agency is accountable for its own mandated development, departmental strategy, and yearly performance plans, none of which can or should be replaced by the One Plan.

It is rather influenced by these plans, and after it is adopted, it will direct how these plans and budgets are reviewed. The whole scope of duties that each sphere, department, and entity must carry out won't necessarily be included in the One Plan, nor will it necessarily be detailed in it. It focuses on the significant sacrifices and adjustments needed to spark and accelerate socioeconomic transition.

The One Plan articulates development outcomes, targets, and commitments rather than being a simple compilation of entity plans. It was developed jointly and strategically. It is not the same as the current long-term plans (Sector Plans, Provincial Growth & Development Strategies, Growth & Development Strategies, or CDSs) in terms of form

or detail, and it serves a different purpose. It is a strategic intergovernmental framework that is independent of any one field or division. The general direction, aims, and synergies that serve as the basis for all planning are established in the form of an intergovernmental and social agreement.

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All three branches of government work together to create The One Plan. CoGTA streamlines the procedures used for collaborative planning. Additionally, it has the blessing and adoption of all three branches of government. An intergovernmental plan is The One Plan. The Intergovernmental Relations Framework Act designates the One Plan as a cooperative governance role (2005). The One Plan is the primary tool that the DDM will use to achieve the results and effects mentioned above.

It is a coordinated strategy that is created and controlled by all three branches of government. It is not a "Top Down" strategy but rather is based on local realities and the best course of action that would produce the development outcomes and consequences that would be broadly desired. The President, Premier, and District/Metro Mayor are the three realms of governance, while the 44 District and 8 Metropolitan One Plans are the DDM's deliverables. Additionally, the One Plan would be endorsed by recognized social actors.

Additional output components of the DDM include evaluations and monitoring of the One Plan as well as the implementation of the One Plans by the various spheres, sectors, and governmental institutions in terms of the commitments and aims outlined therein. The One Plan is a long-term, 25 – 30-year strategy that offers a strategic framework to direct public and private investment in the district/metro area.

All actions must be justified considering the results and effects they may have on creating environments and economies that work for people.

The One Plan's content is derived from or informed by already-existing municipal plans as well as the spatialization and localization of synthesized international, continental, national, and provincial goals and priorities. Figure 3 illustrates this along with the

relationship between the transformation focus areas.

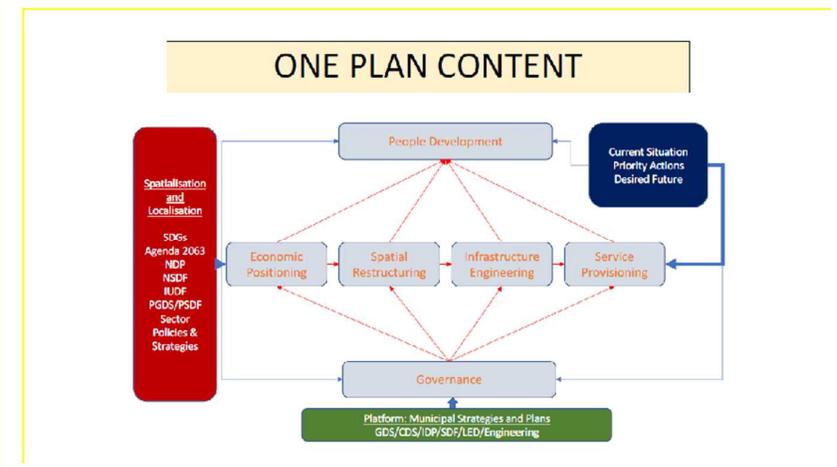


Figure 3: One Plan Content Relations

The Nelson Mandela Metro DDM One Plan is based on the DDM Theory of Change which postulates six transformations to move from the current problematic situation to a desired better future. Whilst existing plans across government seek to align to the NDP and to each other, there is no clear single line of sight and logical rationale or relations in terms of commonly agreed priorities and joint and coherent way of addressing them within the socio- economic and inclusive and integrated placemaking dynamics within specified spaces.

1.4 ONE PLAN FORMULATION PROCESS

Following this announcement by the State President on the DDM in 2019, NMBM began to disseminate the information it received from EC COGTA on what the Plan would require. This was facilitated through existing IGR structures.

One of the first steps in the formulation of the draft plan was to provide EC COGTA and DCOG with information on the Metro in order to develop a draft profile. Further information was accumulated on the types of projects being undertaken by Sector Departments in the Metro. In 2020 NMBM received the Draft District Profile from National COGTA.

National Political Champion for the Nelson Mandela Metro Municipality is Minister for Planning Monitoring and Evaluation, the Honourable Marupene Ramakgopa. At the Provincial level it is Honourable MEC Xolile Nqata and Executive Mayor, Councillor Babalwa Lobishe is the Local Political Champion.

The province established the following DDM One Plan institutional support structures during the review of the NMBM

Structure	Composition and Purpose
<p>One Plan Multi-Disciplinary Support team Content</p>	<p>The Team was led by the Office of the Premier (OTP) as the One Plan “<i>Content Driver</i>”, supported by the Eastern Cape Socio-Economic Consultative Council (ECSECC) as a public entity under OTP, and was further constituted by the EC Department of Cooperative Governance and Traditional Affairs (EC - COGTA) as the Process Driver together with relevant directorates within the department (<i>IDP, LED, SDF, Infrastructure etc</i>) who led in shaping the relevant gaps identified according to their respective directorates; the EC Provincial Treasury and NMBM representatives, and all</p>

	<p>these organizations collectively worked together during the review of the NMB One Plan in 2022 as per the gaps that were identified by the National Quality Assurance Panel (NQAP, and in line with Circular 10 released by the National Department of Cooperative Governance and Traditional Affairs (DCOG)</p>
DDM Technical Committee	<p>Made up by Strategic Planning Steering Committee (SPSC) chaired by Deputy Executive Mayor, responsible for shaping and the updating of NMB One Plan.</p>
DDM Political Committee	<p>The committee, comprising members of the Mayoral Committee (MMC) and chaired by the Executive Mayor, is responsible for overseeing and approving the District Development Model (DDM) One Plan for the Municipality, among other duties.</p>

There were no structural and fundamental gaps in the first (1st) generation One Plan of the NMBM. The National Quality Assurance Panel identified 27 gaps and the plan was allocated 2.6 points out of 3.0. There are 6 Overall Gap assessment comments on population data by age, profiling of social indicators, health issues, GBV and Budget of the projects that are meant to support women and youth not committed.

The following DDM IGR Sessions were held in 2024/2025- 2025/2026 financial years during the review of the One Plans and where several physical and virtual meetings were held with the Provincial DDM steering committee. The draft Process Plan is in place and was taken subjected to input by various Council, Provincial and National DDM structures for input.

DRAFT NMB DDM PROCESS PLAN UNTIL APPROVAL BY CABINET IN DECEMBER 2025

NR	ACTIVITY	RESPONSIBILITY	TIMEFRAME	STATUS QUO
1	Table revised DDM Process Plan to the Provincial Technical Steering Committe	DDM Coordinator	14 November 2025	
2	Table Draft DDM One Plan to the Provincial Technical Steering Committe	DDM Coordinator	14 November 2025	

3	Hosting DDM Workshop with all 4 workstreams	DDM Coordinator	21 November 2025	
4	Consolidation of input from the workshop into the DDM One Plan	DDM Coordinator	24 November 2025	
5	Tabling of the Draft DDM One Plan to Mayco	DDM Coordinator	26 November 2025	
6	Executive Mayor to brief Political Champions	DDM Coordinator	28 November 2025	
7	Tabling of the Final Draft DDM One Plan in council for endorsement	Executive Mayor	04 December 2025	
8	Submit the Final Reviewed One Plan to the Provincial Executive Council for Endorsement and Recommendation	DDM Coordinator	05 December 2025	

	for submission to the Minister			
9	Publish approved DDM One Plan on Municipal Website	DDM Coordinator	08 December 2025	
10	Capture the Final Reviewed District & Metro One Plan on the Living One Plan portal	COGTA	09 December 2025	
11	Minister of COGTA submits the Final Reviewed One Plans to Cabinet for adoption.	COGTA (NATIONAL)	10 December 2025	

1.5 ONE PLAN OUTLINE

The DDM Theory of Change logical framework was the structure followed during the DDM One Plan preparation, underpinned by the following components structured in relation to the six DDM Transformation Focal Areas.

- 1) The current situation (diagnostic assessment);
- 2) The desired future or vision.
- 3) The strategies and interventions needed to move from the current situation to the desired end state,
- 4) The implementation commitments by all three spheres of government and key stakeholders will enable the identified strategies/interventions to be implemented.
- 5) Implementation, monitoring and evaluation measures and mechanisms that will reinforce and be in place to focus attention and capability across the 3 spheres of government, so that this One Plan lives up to its purpose, as stated above.

CHAPTER 2: DIAGNOSTIC SUMMARY

2.1 SUMMARY OF DISTRICT/ METRO PROFILE ACCORDING TO SIX PILLARS

Pillar 1	Demographic Change and People Development
Key Question/s	<ul style="list-style-type: none"> ▪ How many people there are, their income profile (poverty), their location and density and where they work and their migration patterns ▪ other
Key Issues	Trends/ Challenges/Opportunities
Situation Analysis	<ul style="list-style-type: none"> • With 1.1 million people, the Nelson Mandela Bay Metropolitan Municipality, has 18.3% of the total population in the Eastern Cape Province (2021), compared to what it was in 2011 (17.5%) and housed 2.2% of South Africa's total population in 2021. • Between 2011 and 2021 the population growth averaged 1.44% per annum which is very similar than the growth rate of South Africa as a whole (1.50%). Compared to Eastern Cape's average annual growth rate (1.01%), the growth rate in Nelson Mandela Bay's population at 1.44% was slightly higher than that of the province. • Based on the present age-gender structure and the present fertility, mortality and migration rates, Nelson Mandela Bay's population is projected to grow at an average annual rate of 1.1% from 1.35 million in 2021 to 1.43 million in 2026. The Eastern Cape Province is estimated to have average growth rate of 1.0% which is lower than the Nelson Mandela Bay Metropolitan Municipality. The South Africa is estimated to have an average annual growth

	<p>rate of 1.3% which is higher than that of Nelson Mandela Bay's growth rate.</p>
<p>Population Dynamics (Size & Structure)</p>	<ul style="list-style-type: none"> • In 2021, there is a significantly larger share of young working age people between 20 and 34 (29.5%), compared to what is estimated in 2026 (26.8%). This age category of young working age population will decrease over time. • The fertility rate in 2026 is estimated to be slightly higher compared to that experienced in 2021. • The share of children between the ages of 0 to 14 years is projected to be significant smaller (23.4%) in 2026 when compared to 2021 (24.6%). In 2021, the female population for the 20 to 34 years age group amounts to 14.5% of the total female population while the male population group for the same age amounts to 15.1% of the total male population. In 2026, the male working age population at 13.7% still exceeds that of the female population working age population at 13.1%, although both are at a lower level compared to 2021.

	<p>(51.48%) being very similar to the national average of (51.10%). In total there were 696 000 (51.48%) females and 656 000 (48.52%) males. This is different from the Eastern Cape Province as a whole where the female population counted 3.86 million which constitutes 52.22% of the total population of 7.4 million. In 2021, the Nelson Mandela Bay Metropolitan Municipality's population consisted of 63.13% African (854 000), 12.23% White (166 000), 23.62% Coloured (320 000) and 1.02% Asian (13 800) people. The largest share of population is within the young working age (25-44 years) age category with a total number of 487 000 or 36.0% of the total population. The age category with the second largest number of people is the babies and kids (0-14 years) age category with a total share of 24.6%, followed by the older working age (45-64 years) age category with 229 000 people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 96 900 people.</p> <ul style="list-style-type: none">• The area appears to be a migrant receiving area, with many of people migrating into Nelson Mandela Bay, either from abroad, or from the more rural areas in the country looking for better opportunities.• The share of children between the ages of 0 to 14 years is significantly smaller (24.6%) in Nelson Mandela Bay compared to South Africa (28.2%). Demand for expenditure on schooling as percentage of total budget within Nelson Mandela Bay Metropolitan Municipality will therefore be lower than that of
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	South Africa.
Households	<ul style="list-style-type: none"> • In 2021, the Nelson Mandela Bay Metropolitan Municipality comprised of 368 000 households. This equates to an average annual growth rate of 1.33% in the number of households from 2011 to 2021. • With an average annual growth rate of 1.44% in the total population, the average household size in the Nelson Mandela Bay Metropolitan Municipality is by implication increasing. This is confirmed by the data where the average household size in 2011 increased from approximately 3.6 individuals per household to 3.7 persons per household in 2021. • The composition of the households by population group consists of 61.9% which is ascribed to the African population group with the largest number of households by population group. The Coloured population group had a total composition of 21.4% (ranking second). The White population group had a total composition of 15.6% of the total households. The smallest population group by households is the Asian population group with only 1.1% in 2021. • The growth in the number of African headed households was on average 1.90% per annum between 2011 and 2021, which translates in the number of households increasing by 39 100 in the period. Although the Coloured population group is not the

	<p>biggest in size, it was however the fastest growing population group between 2011 and 2021 at 2.03%. The average annual growth rate in the number of households for all the other population groups have increased with 1.15%.</p>
<p>Poverty</p>	<ul style="list-style-type: none"> • In 2021, the Gini coefficient in Nelson Mandela Bay Metropolitan Municipality was at 0.63, which reflects a marginal increase in the number over the ten-year period from 2011 to 2021. The Eastern Cape Province and South Africa had a Gini coefficient of 0.623 and 0.628 respectively. Nelson Mandela Bay Metropolitan Municipality had the highest Gini Coefficient when comparing to Eastern Cape Province and South Africa as a whole. When segmenting the Nelson Mandela Bay Metropolitan Municipality into population groups, the Gini coefficient for the Coloured population group increased the most amongst the population groups with an average annual growth rate of 0.18%. The Gini coefficient for the White population group decreased the most with an average annual growth rate of -0.12%. • In terms of the Gini coefficient for each of the regions within the Nelson Mandela Bay Metropolitan Municipality, Region A Sub-metro Region has the highest Gini coefficient, with an index value of 0.63. The lowest Gini coefficient can be observed in the Region C Sub-metro Region with an index value of 0.63. • In 2021, there were 781 000 people living in poverty, using the upper poverty line definition, across Nelson Mandela Bay Metropolitan Municipality - this is 37.94% higher than the 566 000 in 2011. The

	<p>percentage of people living in poverty has increased from 48.24% in 2011 to 57.70% in 2021, which indicates a increase of -9.45 percentage points.</p> <ul style="list-style-type: none"> In 2021, the population group with the highest percentage of people living in poverty was the African population group with a total of 73.1% people living in poverty, using the upper poverty line definition. The proportion of the Coloured population group, living in poverty, decreased by -12.1 percentage points, as can be seen by the change from 40.12% in 2011 to 46.72% in 2021. In 2021, 18.74% of the Asian population group lived in poverty, as compared to the 6.63% in 2011. The African and the White population group saw a decrease in the percentage of people living in poverty, with a decrease of -9.26 and -6.6 percentage points respectively. In terms of the percentage of people living in poverty for each of the regions within the Nelson Mandela Bay Metropolitan Municipality, Region A Sub-metro Region has the highest percentage of people living in poverty, using the upper poverty line definition, with a total of 60.4%. The lowest percentage of people living in poverty can be observed in the Region B Sub-metro Region with a total of 53.0% living in poverty, using the upper poverty line definition.
Literacy/skills/education	<ul style="list-style-type: none"> Within Nelson Mandela Bay Metropolitan Municipality, the number of people without any schooling decreased from 2011 to 2021 with an average annual rate of -5.63%, while the number of people within the 'matric only' category, increased from 243,000 to

325,000. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 4.56%, with the number of people with a 'matric and a Bachelor's' degree decreasing with an average annual rate of -0.09%.

- The number of people without any schooling in Nelson Mandela Bay Metropolitan Municipality accounts for 6.10% of the number of people without schooling in the province and a total share of 0.80% of the national. In 2021, the number of people in Nelson Mandela Bay Metropolitan Municipality with a matric only was 325,000 which is a share of 30.17% of the province's total number of people that has obtained a matric. The number of people with a matric and a Postgrad degree constitutes 27.45% of the province and 2.08% of the national.
- A total of 958 000 individuals in Nelson Mandela Bay Metropolitan Municipality were considered functionally literate in 2021, while 69 500 people were illiterate. Expressed as a rate, this amounts to 93.23% of the population, which is an increase of 0.039 percentage points since 2011 (89.33%). The number of illiterate individuals decreased on average by -3.01% annually from 2011 to 2021, with the number of functional literate people increasing at 1.94% annually.
- Nelson Mandela Bay Metropolitan Municipality's functional literacy rate of 93.23% in 2021 is higher than that of Eastern Cape at 84.25%. Compared to National Total as whole, which has a functional literacy rate of 89.17%, it can be seen that the functional literacy rate is lower than that of the Nelson Mandela Bay Metropolitan Municipality.

Health & Vulnerability	<ul style="list-style-type: none"> • In 2021, 148 000 people in the Nelson Mandela Bay Metropolitan Municipality were infected with HIV. This reflects an increase at an average annual rate of 2.21% since 2011, and in 2021 represented 10.92% of the metropolitan municipality's total population. The Eastern Cape Province had an average annual growth rate of 1.85% from 2011 to 2021 in the number of people infected with HIV, which is lower than that of the Nelson Mandela Bay Metropolitan Municipality. When looking at the South Africa as a whole it can be seen that the number of people that are infected increased from 2011 to 2021 with an average annual growth rate of 2.24%. • In respect of health, 24% of persons have medical aid cover against a national average of 25,2% for all Metros and 60,3% of households have their usual place of consultation as a public facility in Nelson Mandela Bay compared to a national Metro average of 62,7% (STATS SA GHS, 2019).

	<ul style="list-style-type: none"> • According to data provided by the Health Systems Trust (HST), published in the DHB 2019/20, for the Metro (in terms of the indicators selected here), the following can be reported: • The ratio for medical practitioners per 100 000 uninsured population for district municipalities between March 2009 and March 2020. The ratio for the Eastern Cape is 243.3, while for Nelson Mandela Bay Metro the rate is 54.4. • The neonatal death in facility rate measures the number of neonates, aged 0–28 days, who died during their stay in the facility as a proportion of all babies born in the facility, expressed per 1 000 live births. The Nelson Mandela Metro has lower rate (8.8) of deaths compared with the provincial average of 12.3 in 2019/20 (DHB, 2020).
Unemployment	<p>Nelson Mandela Bay has been the driver of the Eastern Cape economy, contributing 41,81% of the provincial Gross Geographic Product (GGP) (Global Insight, 2013). The unemployment rate dropped from 46,4% in 2001 to 36,6% in 2011. The Eastern Cape Province’s average unemployment rate was 37.4% in 2011 (SACN, 2016). Pre-COVID-19, the unemployment rate during March 2020 in Nelson Mandela Bay was 35% (ECSECC, 2020) which increased to 42,3% in December 2020 (SARS).</p>

Pillar 2	Economic Positioning
Key Question/s	<ul style="list-style-type: none"> ▪ The primary, secondary and tertiary economic sectors, the key contributing sectors in the province and region to job creation and poverty alleviation. ▪ The value chain opportunities that could be current and future opportunities
Key Issues	Trends/ Challenges/Opportunities

<p>Key Economic Growth Sectors</p>	<ul style="list-style-type: none"> ▪ In 2020, the community services sector is the largest within Nelson Mandela Bay Metropolitan Municipality accounting for R 28.9 billion or 25.5% of the total GVA in the metropolitan municipality's economy. The sector that contributes the second most to the GVA of the Nelson Mandela Bay Metropolitan Municipality is the finance sector at 21.2%, followed by the manufacturing sector with 20.6%. The sector that contributes the least to the economy of Nelson Mandela Bay Metropolitan Municipality is the mining sector with a contribution of R 58 million or 0.05% of the total GVA. ▪ It is expected that Nelson Mandela Bay Metropolitan Municipality will grow at an average annual rate of 2.30% from 2020 to 2025.
<p>Economic Sector Performance (Primary, Secondary, Tertiary)</p>	<ul style="list-style-type: none"> ▪ Between 2010 and 2020, the agriculture sector experienced the highest positive growth in 2017 with an average growth rate of 19.7%. The mining sector reached its highest point of growth of 24.9% in 2012. The agricultural sector experienced the lowest growth for the period during 2016 at -15.0%, while the mining sector reaching its lowest point of growth in 2015 at -11.6%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period. ▪ Between 2010 and 2020, the manufacturing sector experienced the highest positive growth in 2010 with a growth rate of 5.3%. The construction sector reached its highest growth in 2013 at 3.9%. The manufacturing sector experienced its lowest growth in 2020 of -12.9%, while construction sector also had the lowest growth rate in 2020 and it experiences a negative growth rate of -20.0% which is higher growth rate than that of the manufacturing sector. The electricity sector experienced the highest growth in 2011 at 5.5%, while it recorded the lowest growth of -

	<p>5.4% in 2013.</p> <ul style="list-style-type: none"> ▪ The trade sector experienced the highest positive growth in 2010 with a growth rate of 6.7%. The transport sector reached its highest point of growth in 2011 at 4.1%. The finance sector experienced the highest growth rate in 2011 when it grew by 2.8% and recorded the lowest growth rate in 2020 at -5.7%. The Trade sector also had the lowest growth rate in 2020 at -10.8%. The community services sector, which largely consists of government, experienced its highest positive growth in 2010 with 5.1% and the lowest growth rate in 2020 with -1.0%.
<p>Economic Growth Trends</p>	<ul style="list-style-type: none"> • It is expected that Nelson Mandela Bay Metropolitan Municipality will grow at an average annual rate of 1.70% from 2021 to 2026. The average annual growth rate of Eastern Cape Province and South Africa is expected to grow at 1.84% and 1.81% respectively. • With a GDP of R 166 billion in 2021 (up from R 92.9 billion in 2011), the Nelson Mandela Bay Metropolitan Municipality contributed 35.25% to

	<p>the Eastern Cape Province GDP of R 470 billion in 2021 increasing in the share of the Eastern Cape from 36.38% in 2011.</p> <ul style="list-style-type: none"> In 2021, the Nelson Mandela Bay Metropolitan Municipality achieved an annual growth rate of 7.30% which is a significantly higher GDP growth than the Eastern Cape Province's 5.58%, and is higher than that of South Africa, where the 2021 GDP growth rate was 4.91%. Contrary to the short-term growth rate of 2021, the longer-term average growth rate for Nelson Mandela Bay (0.49%) is slightly lower than that of South Africa (0.95%). Region A had the highest average annual economic growth, averaging 0.49% between 2011 and 2021, when compared to the rest of the regions within the Nelson Mandela Bay Metropolitan Municipality.
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Pillar 3	Spatial Restructuring & Environmental Sustainability
Key Question/s	<ul style="list-style-type: none"> The creation of a sustainable spatial development pattern and integrated sustainable human settlements. Where are the environmental sensitive areas and what is being done to preserve it and use it for economic development?
Note on sources	<ul style="list-style-type: none"> Information is drawn from the IDPs and Spatial Development Framework.

<p>Settlement Patterns <i>(Rural vs Urban)</i></p>	<p>A Land Invasion Prevention Strategy was effectively implemented until December 2016. Thereafter and invasions accelerated for several reasons which are not only attributable to the need for a place to stay. The City is identifying and auditing all new settlements to understand the extent and analyse data. Thereafter a Strategy will be devised to deal with uncontrolled land invasions.</p>
<p>Densification</p>	<p>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.</p>
<p>Informal Settlements</p>	<ul style="list-style-type: none"> ▪ The Informal Settlements Upgrading Strategy (ISUS) sets out how the municipality will respond to the current housing needs as well as land invasions. ▪ The Informal Settlements Upgrading Policy (ISUP) places specific emphasis on in-situ upgrading (with relocation as a last resort/option), tenure security, access to basic services and ultimately creating opportunity for long-term shelter development and settlement consolidation. ▪ A total of 76 informal settlements in the Metro were assessed and

	<p>categorized using the National Upgrading Support Programme (NUSP) tools. The assessment and categorisation of each of the informal settlements, lays the basis of the informal settlement upgrading plans, policy, strategy and programme. It was necessary to conduct this assessment and categorisation in order to determine the current status of the informal settlements. This is because it establishes the appropriate development response.</p>
<p>Climate Change Impact</p>	<p>For the period 2016 to 2095, the identified climatic threats for the city include the following:</p> <ul style="list-style-type: none"> ▪ Changes in temperature patterns (higher average temperatures for hotter seasons) ▪ Change in rainfall patterns (a decrease in average rainfall and number of rainfall events (rains), however also an increase in the intensity of rainfall) ▪ Change in drought patterns (an increase in the frequency of droughts) ▪ Change in flood patterns (an increase in the intensity of floods) ▪ Change in fire patterns (more frequent fires) ▪ Sea level rise (a 58cm – 75cm increase in sea level) ▪ Change in storm surge patterns (higher probability of extreme storm surges) ▪ Change in wind patterns (strengthening of easterly winds and a weakening of westerly winds).

<p>Roads & Transportation Networks</p>	<p>The NMBM's Comprehensive Integrated Transportation Plan (CITP) is currently in its review stage as required by the National Land Transport Act (5 of 2009). The review includes an overhaul of the CITP, which will include new projects which have to be implemented within the next 5 years of the CITP's validity.</p> <p>Identification of urban network elements of the Urban Network Strategy (UNS) The major elements of the Urban Network Strategy are illustrated and explained in more detail below:</p> <p>The primary transport network includes three of the five major transport arteries, being Harrower/Stanford Road, Provincial Route R75 and the Khulani Corridor. Other primary arteries are Old Cape Road (R101), Provincial Route R10, Heugh/Buffelsfontein Road, the William Moffat Expressway, and the N2.</p>
<p>Public Transport Infrastructure</p>	<p>Public transport serves the metropolitan area along the following existing and planned routes:</p> <ul style="list-style-type: none"> • 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. <p>South-West linkage between the PE CBD and the Western Suburbs, via Old Cape Road.</p>
<p>Primary Hubs and Integration Zones</p>	<p>The Primary Hubs are:</p> <ul style="list-style-type: none"> • Port Elizabeth/Uitenhage/Despatch CBD • Njoli/Ibhayi Hub • Zanemvula (Chatty Jachtlakte) Hub. <p>Two integration zones are identified, linking the CBD and Primary Hubs.</p>

	<p>The Integration Zones traverse the poorest parts of the city, where catalytic development intervention is prioritised. These Integration Zones are described below:</p> <ul style="list-style-type: none"> • Integration Zone 1 Khulani/Njoli/Motherwell: <ul style="list-style-type: none"> ◦ This Integration Zone includes the Khulani Corridor, as well as the Motherwell Node. It links the Inner-City area, the Njoli Hub and Motherwell and incorporates a portion of the Khulani Corridor between Stanford Road and Njoli Square.
Growth Areas	<p>Four growth areas have been identified:</p> <ul style="list-style-type: none"> • Walmer/Summerstrand Growth Area • Fairview West Growth Area • Motherwell Growth Area • Baywest Growth Area <p>The Urban Network Framework includes the following Secondary Hubs:</p> <ul style="list-style-type: none"> • Kenako/Vista • Red Location • Jachtlakke/KwaNobuhle • Wells Estate <p>Other Nodes Identified, include:</p> <ul style="list-style-type: none"> • Greenacres/ Newton Park Node • Walmer Node <p>Great Westway (Makro/ Framesby/ Westering) Node</p>

Pillar 4	Infrastructure Re-engineering
Key Question/s	<ul style="list-style-type: none"> ▪ The enabling component to the development of the area’s economy
Issue	Trends/ Challenges/Opportunities
Provincial Catalytic Projects identified in / around the City Region	<ol style="list-style-type: none"> 1. Ngqura port Development <ol style="list-style-type: none"> a. Transnet to consolidate Manganese exports through the Port of Ngqura as the primary Manganese export channel in South Africa. b. Relocation of the Port of Port Elizabeth (PE) Manganese bulk terminal to Ngqura Port to support the planned waterfront development at the Port of PE c. Relocation of the Port of Port Elizabeth Tank Farm to the Port Ngqura, d. Liquefied Natural Gas import facilities will be established at the Port of Ngqura. 2. Manganese smelter at Coega, with the objectives of the project being: <ol style="list-style-type: none"> a. Promote investment in Coega IDZ – with the smelter as one of the anchor tenants. b. Pursue the goal of on-shore mineral beneficiation. c. Enhance the use of the Ngqura Port. 3. Ngqura Transshipment Hub, where the objective is to increase the capacity of the Ngqura port in two phases, from 0.8 million (Twenty-Foot Equivalent Unit) TEU to 1.5 million TEU, and then to 2.0 million TEU. This is in line with Transnet’s Market Demand Strategy, and Seven-Year Capex Program.

	4. Gas Hub at Coega , relates to the 2019 announcement by the Honourable Minister of Energy pronouncing the Coega SEZ as the initial hub for Liquefied Natural Gas (LNG) in South Africa. Much of this pronouncement has come to fruition with the announcement of two LNG projects under the Risk Mitigation Power Producer Programme.
Other	

Pillar 5	Integrated Service Provisioning
Key Questions/s	What is the status and where there are backlogs in service provision to the people
Key Issues	Trends/ Challenges/Opportunities
Water Supply	<p>According to STATS SA's General Households Survey (2019), 97,3% of households in all Metros have access to piped or tap water in dwellings, off-site or on-site. Nelson Mandela Bay and the City of Cape Town both have 99,5% of households with access to tap water, second to Johannesburg with 99,8%.</p> <p>The Municipality is assessing the extent of water provision backlog in recently established informal settlements and standpipes are installed in such areas on an on-going basis.</p> <p>Whilst severe drought remains a challenge to the delivery of water services in the metro, affecting large sections of the city's residents. National Treasury has identified low spending and budgeting on repairs and maintenance as a key factor contributing to this</p>

	<p>challenge, with an additional compounding effect of reported high volumes of water and electricity losses.</p>
Sanitation	<p>Nelson Mandela Bay has the highest household access to improved sanitation of all Metros in the country (95,8%). Buffalo City has 95,1% and Tshwane has 83,1%. Improved sanitation is defined as flush toilets connected to a public sewerage system or a septic tank, or a pit toilet with a ventilation pipe (STATS SA GHS, 2019).</p> <p>The Municipality rolled out basic sanitation in some historic informal settlements and relocated other households to formal sites with waterborne sanitation. During the 2019/20 financial year, the Municipality connected 1 468 new sewer connections with an additional 803 connections up to 31 March 2021 (2020/21). Approximately 5700 buckets were in circulation in informal settlements as a means of sanitation.</p> <p>The Municipality is assessing the extent of sanitation provision backlog in recently established informal settlements. Sanitation challenges in such areas will be addressed as part of the NMBM Bucket Eradication Programme.</p>

	<p>the 92%, 88,8% of households are connected to pre-paid electricity meters.</p> <p>The Municipality continues to explore sustainable approaches towards addressing illegal electricity connections in informal areas on non-proclaimed sites (i.e. sites not serviced or surveyed/pegged, under power lines and on flood plains, and invaded municipal land).</p>
Waste Management/Refuse Removal	<p>According to STATS SA's General Household Survey (2019), refuse removal in Nelson Mandela Bay, once per week or more is 88.5%. Those not receiving weekly refuse removal, take their refuse to the nearest drop-off sites. The Municipality continues to face the challenge of illegal dumping and refuse collection in informal settlements without proper access roads.</p>
Public Facilities	<p>Dams, Reservoirs, Water Treatment Works, Bulk Water Supply Lines, Pump Stations, Internal Reticulation, Electricity Infrastructure, Stadiums, Museums, Play Parks, Multipurpose Centres, Resorts, Beaches, Swimming Pools, Art Centres, Farms, Properties, Pieces of land etc are available in the city.</p>
Observations on Service Delivery in the Metro	<p>Service delivery had been rated as "Distressed" by National Treasury in relation to the 2021 mid-year performance of the metro. This is due to a reported decline in overall service delivery performance targets from 51% in 2018/19 to 38% in 2019/20, with</p>

	the downward trend continuing into the 2021 mid-term performance reporting.
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Pillar 6	Governance & Financial Management
Key Questions	<ul style="list-style-type: none"> ▪ How well does the Metro perform against national standards like the AGSA? ▪ How well is the Metro managed?
Key Issues	Trends/ Challenges/Opportunities
Municipal Financial Planning (Budgeting)	<p>The Municipality strives to improve its financial position; this is done by focusing on the following:</p> <ul style="list-style-type: none"> • Collection of all outstanding debt from those that can afford to pay. • Optimising efficiency and improving implementation of the Cost Containment Regulations to increase funding for service delivery. • Reforming Supply Chain processes to speed up project implementation and service delivery and increase transparency. Apply measures to ensure value for money of tenders. • Increase the efficiency of the Assistance to the Poor (ATTP) Programme from a beneficiary perspective. • Deal with historical irregular expenditure so that it ceases to become an audit qualification. • Focus on MIS/IT capacity to ensure seamless availability of municipal systems for financial control.

Audit Outcomes	An analysis of the audit outcomes for the NMBM, as identified in the AGSA's Report for MFMA compliant entities/auditees shows that the NMBMM has not been able to improve its audit outcomes over the course of the last several years. It received its 11th qualified audit opinion with the 2023/24 Audit Outcome.
Vertical & Horizontal Inter-Governmental (IGR) Collaborations	In terms of IGR processes and structures deployed by the NMBMM in coordinating the efforts and collaborative work of all of government in the Metro, is the ' <i>Intergovernmental Programme and Project Pipeline</i> ' matrix and initiative that the Metro deploys as a planning and budgeting tool to ensure that the whole of government is coordinating their efforts within the boundaries of the Metro.
Public Participation/Communication with Communities	<p><u>Public Participation/Communication with Communities</u></p> <p>The Municipality's new approach includes the following:</p> <ul style="list-style-type: none"> • The use of an IDP APP for contributions and comments from the public and organisations. • The use of radio slots for politicians to inform communities regarding the IDP. • Live on Municipal Facebook Page. • Live on YouTube. • The use of social media platforms as well as a WhatsApp number to receive contributions and comments and for responses from the Municipality. • The use of the Interactive Voice Response (IVR) account holder database for communication on the IDP via SMS and email. • Municipal Website.

2.2 KEY DRIVING FORCES/ ISSUES IN PROVINCE & METRO AGAINST EACH OF THE SIX PILLARS TAKEN FROM INTERNATIONAL, REGIONAL, NATIONAL AND PROVINCIAL DEVELOPMENT AGENDAS

PESTEL Domain	MACRO DRIVERS IMPACT ON DDM ONE PLAN 2020-2050	Demographic	Economic	Spatial	Infrastructure	Integrated	
POLITICAL	1. International, Regional political re-alignment (Geopolitics)		X				X
	2. Declining trust in political and government institutions		X		X		X
	3. Social cohesion and racial tension		X		X		X
	4. Governance and institutional capability		X	X	X	X	X
ECONOMIC	5. Investment, maintenance and responsiveness of infrastructure	X	X	X	X	X	
	6. Economic and fiscal policy	X	X		X		X
SOCIAL	7. Inequality, poverty and hunger	X	X	X			X
	8. Demographic trends (Migration, ageing, declining fertility, population health)	X		X	X	X	X
	9. Settlement densification and urbanisation	X		X	X	X	X

	10. Human agency, in both its individual and collective form		X	X			X
	11. Quality and relevance of education systems	X	X		X	X	
TECHNOLOGICAL	12. Technology development, uptake and adaptation	X	X	X	X	X	X
	13. Connectivity						
ENVIRONMETAL	14. Climate change and climate mitigation.	X	X	X	X	X	X
	15. Natural resources state, use and protection.		X	X	X	X	X
	16. Land Reform	X	X	X	X	X	X
LEGAL	17. Macro-organisation of state/Local government legal/policy reform	X	X	X	X	X	X

EXTERNAL DRIVER DESCRIPTIONS (FROM THE PREVIOUS TABLE)

Driver	Description
1. International, Regional political re-alignment (Geopolitics)	The global financial situation and associated geo-politics that impact on trade patterns and relations are uncertain. Future national fiscal conditions and the possibility of more extreme versions of the current sovereign debt crisis in South Africa, the rest of the World, especially with South African trading partners.
2. Declining trust in political and government institutions	The 2019 and 2021 elections showed declining voter turn-out, larger diversity in terms of the number of parties, yet fewer votes for smaller parties. Voter participation is particularly low among youth. Declining voter turn-out is consistent with global trends, however the Eastern Cape and South Africa are below the global and African average. These trends indicate lack of interest in electoral politics and mistrust in the formal institutions of government. Low levels of trust in the political system is also a global trend. For the coming decade questions that arise are how urbanisation, access to information and technology as well as rising levels of long-term unemployed among young adults will affect politics trends.
3. Social cohesion and racial tension	<p>South Africa's score on the global social mobility index is the sixth lowest in the world at 41.1 (WEF, 2020a). Should South Africa's social mobility levels not improve, it would take nine generations for those on the lowest step of the social ladder to reach median income (WEF, 2020a).</p> <p>Other factors include how rising inequality will continue to impact on racialised social tensions, crime,</p>

	<p>violence, both in the form of violent crime, interpersonal violence and gender-based violence. The July 2021 events of widespread looting, destruction and inter-community tension provides an example of this.</p>
<p>4. Governance and institutional capability</p>	<p>Institutions of governance at the provincial and local level have stabilised over the period since 1994 and significant progress has been achieved. However, factors that threaten to erode progress include: Reliability, maintenance and pace of delivery of infrastructure; financial and fiscal challenges, especially in local government; and sectoral planning and implementation has not supported integrated service delivery and spatial planning. Policies are well intended but have not yielded the intended benefit. For example, decentralisation of administration has taken place, but systems are not sufficiently mature to cope with change. In terms of local government, district municipalities are in some cases inadequately resourced to play an effective role in providing support to local municipalities.</p>

Driver	Description
5. Investment, maintenance and responsiveness of infrastructure	<p>The extent of investment, the efficiency of project implementation, but also the responsiveness of investment to social conditions and social change, as well as adoption and selection of appropriate technology will influence how infrastructure acts as a driver across the districts in the province (e.g. SMART tech, building materials, architecture, interoperability).</p>
6. Economic and fiscal policy	<p>The rising debt-to-GDP ratio may in the long-term lead to a threat of loss of fiscal sovereignty, if not managed. Other concerns are declining tax revenue and declines in revenue streams for municipalities and other public institutions. This may lead to pressure for increases in municipal rates, while citizens and business struggle to pay. The Eastern Cape already has several municipalities that are not financially viable, and this is expected to exacerbate.</p> <p>Economically, the country is constantly teetering between neo-liberal capitalism and socialism, trying, yet on many accounts failing to make either work as intended. The political arena is littered with ideological battlefields such as “the right to private property” versus “land expropriation without compensation”, “the rights of workers and the role of unions” versus “the need for businesses to remain competitive”, and growing levels of social dependence versus a shrinking tax base.</p>

7. Inequality, poverty and hunger	Research by StatsSA, UNDP-SA, HSRC and Spaul, et. al., all point to evidence that employment has declined substantially and that the effects of this are largest for the most disadvantaged. Inequalities along traditional lines of race, gender, occupation, earnings, location, and education have all grown significantly. Poverty rates had already been increasing since 2011 in the Eastern Cape, and research has showed that poorer households have been more negatively affected by the pandemic through the loss of unskilled jobs and wage reduction compared to richer households.
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Driver	Description
8. Demographic trends	<p>It is still estimated that, despite factors such as population ageing and the Covid-19 pandemic, the global population will continue to grow over the next couple of decades to around 9 billion people by 2040. Most of this growth is expected to come from Africa. South Africa's birth rate, which is currently sitting at 2.4 children per woman, is expected to reach two children per woman by 2040. However, in absolute numbers, the number of young people in South Africa is expected to grow along with the population and, as a percentage of the total, those under 25 is expected to drop from 46% of the population in 2020 to 39% by 2040 as fertility is declining. The composition of the Eastern Cape's population (7.29 million in 2019) is mainly influenced by two factors, namely rapid urbanisation and net out-migration, and both are expected to continue over the period addressed by the DDM.</p>
9. Settlement densification and urbanisation.	<p>While urbanisation is a certain dynamic, regional peculiarities must be appreciated and better understood when conjecturing about the future of urbanisation and urbanism in the province. Due to history and culture, local communities, especially in the former Transkei, have a profound connection to place and most families have members living and working in cities as people live trans-local lives (Bank, Sharpley and Petersen, 2020). This contributes to continuous circular migration and persistent double-rootedness.</p>

10. Human agency, in both its individual and collective form	The extent to which members of a community recognise and exercise their individual and collective agency is determined by the prevailing norms, practices and value systems in that community. For example, voting in an election, public participation processes and community development initiatives are mechanisms through which individuals exercise their agency. For these mechanisms to be effective high levels of trust in the ethics and accountability of elected officials, other spokespeople and representatives of institutions are required.
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Driver	Description
11. Quality and relevance of education systems	<p>By January 2021, it was reported that about 15% of primary and high-school learners (2 million learners) had not returned to school after the national lockdown ended. If one considers that, based on the above population projections, current learners and students are likely to be the defining workforce for the next 20 years, these statistics make for grim reading. Alarming, projections by the Institute for Securities Studies, translate these educational gaps into a possible impact on South Africa's GDP of US\$2.6 billion by 2032 (Timm, 2021).</p>
12. Technology development, uptake and adaptation	<p>Digital transformation is having an impact on labour demand and ECSECC's research shows that automation and technologies such as artificial intelligence, augmented and virtual reality, 3D printing, remote sensing and computer vision is changing skills requirements, impacting on labour demand; and that education and training institutions and the frameworks governing skills development is lagging behind industry demand.</p> <p>The Eastern Cape's economic strategy states that the economic sectors with high potential are: Agri-industry; sustainable energy; ocean economy; automotive; light manufacturing; and tourism. Technology driven innovation in all these sectors is made possible by global and local development across nano-, bio-, info-, cogno-, and socio-technologies, known as NBICT-technologies (UNIDO, 2019). While location, geography and resource potential does provide opportunities, the ability to take advantage of technology</p>

	<p>development opportunities are dependent on local innovation and entrepreneurs, skills, regulatory frameworks and political- and social support.</p>
<p>13. Connectivity and data</p>	<p>The extent to which digital divides will be deepened or widened, will largely depend on the speed of broadband and 5G roll out, release of spectrum and cost of data. Affordable data access is essential for digital transformation as well as for young people to access new and traditional work opportunities.</p> <p>Although most communities have access to telecommunication either in the form of land lines or cell phones, there are still those communities that cannot access these facilities because they can't receive signals behind the mountains. Majority of residents utilise cell phones rather than fixed lines which means that they rely on good network coverage. The cell phone companies and the SABC must be engaged for more radio, TV and cell phone towers to be built in the affected areas throughout the Districts and Metros in the EC.</p>

Driver	Description
14. Climate change and climate mitigation	<p>The World Economic Forum (WEF) (2021) defined “climate action failure” as the “failure of governments and businesses to enforce, enact or invest in effective climate-change adaptation and mitigation measures, preserve ecosystems, protect populations and transition to a carbon-neutral economy” (p. 87). South Africa, which accounts for more than a third of Africa’s annual CO2 emissions (478.61 million tonnes), became a signatory to the Paris Agreement in 2016 (Ritchie & Roser, 2017). However, South Africa’s consistent support of electricity via coal-powered generation, the accompanying SOE-related energy crisis in the country, and the pressure on economic growth leave little hope that the country will meet its Paris Agreement commitments (Arnoldi, 2021). The Climate Action Tracker (2020a) classifies South Africa’s status quo as “highly insufficient” or within the range of activities that could result in a global mean temperature increase above 3 degrees Celsius.</p> <p>Without climate mitigation strategies, climate change could have dire consequences for the Eastern Cape and South Africa. It is estimated that unabated climate change could rob South Africa of 20% of its GDP by the end of the century.</p>

Driver	Description
15. Natural resources state, use and protection	<p>The combined pressures of population growth, economic growth and climate change will place increased stress on essential natural resources, including water, food, arable land and energy. The loss of formal jobs and opportunity may place additional pressure on land and natural resource-based livelihoods and supplementary economic activity. These issues should place sustainable resource management at the centre of government agendas for land and environmental degradation not to be further exacerbated. Persistent drought is compounding vulnerability and rural poverty and unemployment, as agriculture and some industries are impacted. Improved infrastructure is a solution in some respects; however, resource management needs receive greater attention.</p>
16. Land reform	<p>When the democratically elected government came into power, it enacted several pieces of development legislative policies and strategic frameworks to address the landless challenges, and to further guide and support a comprehensive nationally championed “<i>Land Reform Programme</i>”(LRP) in the country that also reinforces section 25(5) of the Constitution. Government additionally developed a wide range of other <i>legislative policies instruments</i> to advance land reform and development in the country, and the following requires mentioning within the frame of this Campaign – as they will all guide and influence how communities effectively “<i>Work their Land</i>” for productive purposes, and for the overall development of the Province. Various policy options are currently being explored to reinforce and strengthen the LRP. The 3 key developmental outcomes that are important going forward:</p>

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| | <ul style="list-style-type: none">• Provide provincial communities to develop land to narrow the inequality gap.• Unlock the land development potential of the province for food security, poverty alleviation and self-reliance.• Foster sustainable livelihoods by creating conditions for a greater, more inclusive, and meaningful economic growth |
|--|--|

Driver	Description
17. Macro-organisation of state/Local government legal/policy reform	<p>The state system is complex and in its production of public goods it isn't merely a conduit of goods and services to the public, instead it is also a driving force for social production in society, transforming, molding, and shaping the very structure of societies. Similarly, the state and it how it is organized and structured within society is nor static, and in many ways, it takes on the form of a shifting and self-organizing leviathan, always working to improve its effectiveness and responsiveness to the social and political dynamism in society. As the state transitions, continues to organize and reorganize itself to be more responsive and alive to the needs in society and the environment more broadly, it too will continue to have an impact on society into the future.</p>

2.3 2040 SCENARIOS FOR THE EASTERN CAPE AND ITS IMPLICATIONS FOR LONG TERM PLANNING/ DDM ONE PLAN

In 2020, the UNDP South Africa teamed with the Eastern Cape Socio-Economic Consultative Council (ECSECC), the Office of the Premier, Provincial Treasury, and other institutions to generate socio-economic recovery scenarios for the Eastern Cape (EC) Province. The 2040 Scenario Report was completed in 2021 using Stellenbosch University's Institute for Futures Research (IFR) as service provider. Scenarios are one of new tools in DPME's (2019) Revised Framework for Strategic Plans (SPs) and Annual Performance Plans (APPs). It reinforced Human Development which is central to EC PDP.

The EC 2040 scenarios originated from the following project objectives:

- Develop a range of alternative scenarios for socio-economic development in the Eastern Cape in the post-Covid-19 context.
- Contribute to a provincial recovery strategy and provide an informed basis for policy review(s) in the context of a changing contextual and operating environment.
- Present the possible scenarios to the provincial executive and key stakeholders in the province.
- Enhance the capacity of staff in Eastern Cape with regard to scenario planning.

The 2040 scenarios project embraced 'Foresight' which is about understanding how the future could evolve from a current situation, current trends, patterns of change, and current attitudes and practices. The objective of foresight is to determine what could and should be done to produce a desired future. This requires gaining knowledge about those factors that are shaping the future.

A scenario describes a possible future situation, including paths of development that may lead to that future situation. Scenarios aim to generate insights regarding future developments through observation of relevant key factors. Irrespective of their function, scenarios need to meet a set of criteria in order for them to be useful. Scenarios must therefore:

- Clarify the future
- Be credible and intelligent
- Be relevant to an organisation's current scope of activities
- Be internally consistent and logical
- Identify future problems
- Identify what needs to be changed
- Be developed with the involvement of the ultimate users

The scope of the Eastern Cape scenarios project was then expanded to 2040. The time horizon allows for time for the world and South Africa to (hopefully) move out of the current slump and into an upswing cycle, and for the imagination not to be constrained by the current downturn.

A detailed environmental scan was performed as part of the initial stages of this project. The following 18 key driving forces were identified by the research team and ratified by the participants of the scenario planning think days, and then each one evaluated. Each of the driving forces was assessed for its level of uncertainty and the extent to which any shifts in these driving forces could influence the 2040 scenario scope. The 18 driving forces were then classified as either key certainties or key uncertainties.



Four scenarios were developed with the two most critical and dynamic (uncertainties) forces in mind, Level of Agency and Investment in and maintenance of Economic Infrastructure based on the high or low Level of Agency (poorly developed concentrated Level of Agency or Well developed widely prevalent Level of Agency) as well as Investment in and maintenance of Economic Infrastructure. The four scenarios are 1) 'The Destitute', 2) 'Just a Number', 3) 'Do It Yourself (DIY)' and 4) 'The Flourishers') that speak to possible futures for Human Development in the EC by 2040. Diagrammatically, the four scenarios are depicted in each of the four quadrants as follows:



Initial insights from the 2040 Scenario set

All four scenarios are plausible and all four might happen. The GDP-supported economy could flourish without improving people's well-being. (Just a Number scenario). People could take issues into their own hands. (Do-it-yourself).

Scenario planning allows users to reassess assumptions and, rather than "give an answer," to "ask better questions" and divert attention to changes in context and framing. The four scenarios presented in this exercise are not a comprehensive collection of future possibilities; rather, they highlight how critical uncertainties could create distinct futures. When reading a collection of scenarios, it's tempting to ignore the less favourable ones and focus on the desired one. That is not recommended. Instead, one can learn from each scenario in the set.

Looking at the context and considering the change drivers and future shapers might be overwhelming. Not all factors are equally uncertain, which is comforting. Some elements are important trends with little uncertainty, making their evolution easy to imagine and track.

Climate change, criminality, skills mismatch, demographic transitions, economic fragility, and informal economy activities were highlighted as key trends with lower uncertainty. Although these influences influence the future, they may not be the dominant drivers of change.

Each uncertainty is essential, but their relationships are more so. In a complex adaptive system, these links and uncertainties reveal future change. Political philosophy and government type were evaluated in this exercise. Active factors influence all other factors but aren't influenced by them. These are two key system levers. Both will affect the others.

Critical factors influence and are influenced by other factors. To get the intended results, these components must be properly handled. During this exercise, four essential criteria were identified: economic infrastructure investment and maintenance, agency level, development and adoption of applicable technologies, and economic and development strategy viability.

Reactive factors have little influence on other factors but are significantly influenced by them,

making them useful change indicators. If the system improves, so will these factors, and vice versa. Social infrastructure investment and upkeep, seizing economic opportunities, and SEZs were identified as reactionary elements.

Natural resource usage, better economic opportunities, and climate mitigation were considered buffering elements. A buffering element is nevertheless relevant because of its high impact and uncertainty. Its influence is weaker than other uncertainty.

2.4 KEY PRIORITISED SERVICE DELIVERY NEEDS OF STAKEHOLDERS AND COMMUNITIES OF THE METRO AGAINST EACH OF THE SIX PILLARS

CONSOLIDATED PRIORITISED SERVICE DELIVERY NEEDS OF STAKEHOLDER AND COMMUNITIES		
PILLAR NAME	LIST OF PRIORTISED SERVICE DELIVERY NEEDS FROM STAKEHOLDERS	LIST OF PRIORTISED SERVICE DELIVERY NEEDS FROM COMMUNITIES
PILLAR 1: DEMOGRAPHIC CHANGE AND PEOPLE DEVELOPMENT	<ul style="list-style-type: none"> • Development of Police Stations on the following areas Kabega, New Brighton, KwaNobuhle, KwaDwesi and Zwide. 	<ul style="list-style-type: none"> • Clinics • Schools • Construction and upgrade of sports field, parks and playgrounds • Electrification of informal settlements
PILLAR 2: ECONOMIC POSITIONING	<ul style="list-style-type: none"> • Waterfront development • Relocation of oil tank farm and manganese export facility • Nelson Mandela Bay steam train (Apple Express) • David Stuurman International Airport (Terminal Refurbishment, Car Rental Upgrade, Airport Ambience Project, Stormwater Phase 2 and Parking Office) • Motherwell Passenger Rail 	<ul style="list-style-type: none"> • Visibility of Metro police and SAPS due to high crime rate

Commented [IA1]: All these Prioritised Service Delivery Needs are to be updated by NMBM

	<p>Corridor</p> <ul style="list-style-type: none"> • Gas to Power 	
<p>PILLAR 3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY</p>	<ul style="list-style-type: none"> • Relocation of oil tank farm and manganese export facility • Collaboration and agreement on land- use planning to ensure airport impacts on surrounding communities. • Coega Wastewater Treatment Works and Sea Outfall. • Desalination Project • Aquaculture 	<ul style="list-style-type: none"> • Illegal dumping and clearing of bushes
<p>PILLAR 4: INFRASTRUCTURE ENGINEERING</p>	<ul style="list-style-type: none"> • Port Elizabeth Station Improvement • Uitenhage Station • Mariska Residence Alterations • New Brighton Station Improvement • Sydenham Station • Bulk Sewer 	<ul style="list-style-type: none"> • Tarring of roads and construction of speedhumps • Upgrade maintenance of sewerage system
<p>PILLAR 5: INTEGRATED SERVICE PROVISIONING</p>	<ul style="list-style-type: none"> • Access to public transport for people with disabilities • Relocation of oil tank farm and manganese export facility • Emergency Centre • Support to Boxing tournaments 	<ul style="list-style-type: none"> • Illegal dumping and clearing of bushes • Attend to water leakages throughout the Metro

	<ul style="list-style-type: none"> • Netball league in Motherwell/Wells • Support to U/13 football league in Veeplaas, KwaDwesi and KwaMagxaki • Support to women's football league • Support to U/20 rugby league • Support to 22 clubs with kit and equipment • Support cricket league • Support to athletics track and field in Bethelsdorp • Support to Rowing Federation • Support Basketball Federation • Support to Handball Federation • Support to Judo Federation • Support to Table Tennis tournament for the NMMD teams • Support to volleyball federation • Support to Vukani 15 km race • Support to 11 hub festivals: Golden games, Move for health and Indigenous Games • Evaluation of 8 police stations on service delivery. 	
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	<ul style="list-style-type: none"> • Visit 17 police stations • Place safety patrollers on the following schools: Walmer Primary, Bayview Primary, Dalrose Primary and • Masiphathisane High School. 	
PILLAR 6: GOVERNANCE AND FINANCE	<ul style="list-style-type: none"> • Four accountability engagements with communities and stakeholders forming part of the Joint Community • Police Forum (JCPF) 	<ul style="list-style-type: none"> • Deal with corruption

According to the 2022/23 IDP, the following top 10 priorities have emerged:

1. Provision of houses and attending to backyard dwellers.
2. Provision and maintenance of streetlights and high mast lights.
3. Tarring of roads, construction of speed humps and potholes.
4. Provision of security and visibility of SAPS and Metro Police
5. Attend to water leaks.
6. Upgrade and maintenance of sewerage and drain water systems
7. Construction and upgrade of Sport fields, Parks and Playgrounds.
8. Provision of sidewalks
9. Electrification of informal settlements and
10. Creation of job opportunities for the youth

Transnet

Transnet is an important stakeholder and development partner to Nelson Mandela Bay Municipality. Through the Strategic Interface Forum (SIF) and its Sub-Committee, the Strategic Development Committee, the Municipality has formed a formal working relationship with all State-Owned Enterprises (SOE'S) in the City through a Memorandum of Understanding. Transnet is responsible for a number of large projects in Nelson Mandela Bay that could positively change the development trajectory of the City once they are implemented. These projects include the Nelson Mandela Bay Steam Train (Apple Express), the Port of Port Elizabeth Waterfront development and the relocation of the Oil Tank Farm and Manganese Export Facility.

Nelson Mandela Bay Steam Train

The Municipality in partnership with Transnet embarked on a process to re-establish and operate the Nelson Mandela Bay Steam Train formerly known as the Apple Express. The implementation of the project has focussed on phase one which was from the harbour to Kings Beach during December 2017 and January 2018. A pilot run of the 2017 tourism route was done in March 2020 after certain rehabilitation of the line took place. Delays were experienced due to COVID-19 and engagements will take place between Transnet and the Municipality on how to take the project forward sustainably.

The Port of Port Elizabeth Waterfront Development

The Port Elizabeth Waterfront has been conceptualised around transforming the Port of Port Elizabeth into a "people-centric port". The project has the ability to be a catalyst for economic growth and inner-city rejuvenation. The project will promote social inclusivity, alleviate poverty and facilitate economic transformation. It will facilitate sustainable economic growth by providing possibilities for new business and the expansion of existing businesses. The proposed development will cater for tourism, sport, leisure and recreation facilities. It is intended that it will incorporate a maritime museum, facilitate cruise liner tourism, light

boat/yacht building and repair facilities, bunkering facilities for small operations, maritime education training as well as retail, residential and office space. The proposed Waterfront is uniquely positioned to become part of the “heart” of Nelson Mandela Bay together with the Baakens Valley Development. It is envisaged that the full development could be undertaken in a period of 10-20 years; however, this will be highly dependent on demand. The project is planned to be rolled out through a competitive process which will culminate in a development contract. In addition, Transnet is considering partnerships in the project to ensure that throughout its lifecycle, the economic interests of the City are considered. In the interim, Transnet has begun a process of developing non-port related activities which form an integral part of the Waterfront Project. The Municipality is interacting with Transnet to ensure a common development vision for the entire area and a synergy between related projects. A constructive partnership needs to be formed for the planning and implementation of the programmes for this area and processes are under way to ensure that this happens.

Oil Tank Farm and Manganese Export Facility

When the Port of Ngqura was conceptualised in 1990, it was envisaged to be a heavy industrial port which would allow the transformation of the Port of Port Elizabeth into a “clean” port. This physical transformation thus necessitated plans to ensure the cessation of operations for certain commodities which include liquid bulk and manganese. The cessation of these operations would open up commercial opportunities for the Waterfront development and well as establishment of a potential new terminal for the handling of “clean” cargo. The Port of Port Elizabeth liquid bulk facility (tank farm) was constructed in 1938 and extended in 1954. The facility has reached the end of its design life. In addition, the facility is seen as undesirably close to the City centre and there has been mounting pressure to remove the facility and establish a similar facility elsewhere. The construction of the new facility at Ngqura begun in April 2019. This includes the construction of the Entrance Plaza and Firefighting System. The storage tank platform has been completed and work will now

proceed on the construction of the storage tanks and pipeline.

The new Ngqura Bulk Manganese Export Terminal is being established in Zone 9 in the Special Economic Zone (SEZ) on land owned by Transnet through a commercial transaction with Coega Development Corporation (CDC). It will have a target capacity to export 16-22 Million Tonnes Per Annum (Mtpa) of manganese. The existing Port Elizabeth Manganese Terminal facilities have a capacity of 5.1 Mtpa (with an operating license of 6Mtpa) but cannot meet the increased global demand for this commodity. The completion of Phase 1 of the project was scheduled for 2024. This includes the cessation of the operations current facility in the Port of Port Elizabeth to the establishment of a newly constructed facility at Ngqura. The Municipality has called upon Transnet to fast-track the relocation process from the centre of Gqeberha (formerly known as Port Elizabeth).

Airports Company South Africa (ACSA)

ACSA has the following key strategic objectives in Nelson Mandela Bay:

- Cooperation between the Municipality on 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.
- Collaboration and agreement on land-use planning to ensure airport impacts on surrounding communities are managed.
- Leverage the Airport as an economic and connectivity node through the Airlift Project.
- Positioning Nelson Mandela Bay as an important Airport City to leverage economic growth.
- Collaboration with the Municipality on Safety, Security and Environmental compliance.

- Cooperation with the Municipality on water and electricity security. Current ACSA projects include the following:
- Terminal refurbishment

Storm Water Project

The COVID-19 pandemic impacted ACSA countrywide, due to the termination of commercial flights during the National Lockdown period. This has resulted in projects for 2021/22 financial year either being cancelled or deferred. Projects that have been deferred will be revisited once air traffic returns to normal.

Coega SEZ

The Municipality and the Coega Development Corporation have agreements in place that outline the operational relationships between the organisations in order to meet the developmental objectives of government within the framework of the municipally approved Development Framework Plan and associated Development Management Plan. The agreements make provision for development facilitation whilst complying with the respective legislative mandates of the two organisations. In so doing, the CDC is able to meet the expedited time frames for meeting the requirements of industry investing within the Coega SEZ. To date, the CDC has accessed funding from national and provincial government to construct the necessary infrastructure for providing bulk services to the Coega SEZ. Bulk infrastructure includes roads, water, electricity, sewage and stormwater related services.

The Municipality and the CDC have identified water and sanitation for the Coega SEZ as areas of concern. The availability of water and sanitation imposes limits to the growth of the Coega SEZ, having the implication that high water users cannot invest

in the SEZ until utility requirements have been addressed. A Water, Sewer and Return Effluent Master Plan has been developed for the Coega SEZ which provides projections for use under different scenarios associated with the intensity of land use. To date, the Municipality in collaboration with the CDC, has commenced with planning the following projects, which are critically required for the further development of the Coega SEZ:

- Nooitgedacht Low Level Scheme (NLLS) – which supplies water from the Gariiep dam to Nelson Mandela Bay.
- Coega Waste Water Treatment Works and Sea Outfall.
- Coega Return Effluent Scheme.

Nelson Mandela University (NMU)

NMU welcomed the opportunity to comment on the Draft IDP as the only University to carry the name of Nelson Mandela, the institution sees itself as an anchor in the Metro and places a strong emphasis on service to society. In addition, as one of the largest employers in the Metro, the University can offer various forms of expertise aimed at the successful implementation of the IDP. In line with the University's Vision 2030 and related strategic plans, the critical issues and priorities of the University that speak directly to the functionalities of the NMBM and would benefit from consideration and inclusion within the framework of the IDP are listed as University Priority Issues below.

These are the issues that the University would like to highlight for ongoing engagement with NMBM during implementation of the IDP.

- University Priority Issues Infrastructure and ward-based development – particularly in areas adjacent to campus sites (notably Missionvale and Bird Street). Consideration should be given to an urban development node adjacent to the Missionvale campus, with a health and education focus.
- Economic revitalisation of the inner city - with a focus on student/youth centric activities; with levers being student accommodation; youth entrepreneurship and the student economy.
- Public Transport – availability for students and staff, and service provider participant management such as bus and taxi services.
- Bulk Services Provision – in support of campus infra-structure development, including water and electricity and collaboration on renewable energy generation projects.
- Development of the Oceans Economy – collaboration and research services. Expansion of Public Libraries – as sites for off-campus student study activities.
- Expansion of City E-services and Connectivity – in areas of off-campus student concentrations such as the Inner City, and township hubs.
- Collaboration on Enhanced Public Safety – notably around the Campuses of the University and on transport access routes.
- Collaboration on Urban Settlements, and Land Use Planning and Management. Collaboration and partnering with the University on food security initiatives within the Metro. Youth Unemployment and Development – exchanging of knowledge and cooperation to promote youth development through the provision of opportunities to students for work integrated learning and internships, to enable the NMBM to achieve the growth and development related to social, economic, and environmental goals within the Metro.

- Human Resource Development and Capacitation –Collaboration in terms of capacity building, education and training, research requirements, information exchange and access to resources.
- Public Health, inclusive of the Medical School Sports, Arts and Culture, Heritage and Tourism – building a vibrant City through excellent facilities to promote participation; partnering with the University on joint initiatives; contributing to the research programme of the South African Cultural Observatory [SACO] run by the University, as an economic development and research hub.
- IDP Implementation Rollout – There is a range of University expertise that can be called upon with specific expertise in a range of areas that include the following areas:
 - Business and Management Development
 - Economic Development
 - Business and Management Development
 - Public Management and Leadership
 - Human Settlements
 - Development Studies
 - AEON – Africa Earth Stewardship Observatory Network including marine deep ocean geo-physics
 - Ocean Sciences
 - Institutional Strategy
 - SAIMI -Maritime
 - South African Cultural Observatory (SACO)

Institutions of higher learning

The NMBM recognised that for the City to reach its goals, serious consideration should be given to initiating, building and maintaining relationships with citizens, communities, other spheres of government, organs of state, and institutions of higher and further learning which include Nelson Mandela University (NMU) and the Technical and Vocational Educational and Training Colleges (TVETs). Consequently, an agreement was drafted to permit mutually beneficial collaboration with the NMU and the TVET Colleges. This agreement is based on proposals and inputs canvassed with the directorates within Nelson Mandela Bay Municipality.

The South African Property Owners Association (SAPOA)

Port Elizabeth Region SAPOA represents several large-scale property development companies and owners in Nelson Mandela Bay.

A reduction in the proposed water and electricity increases for the next financial year and beyond. • Maintenance of property valuations to reduce property rates increases. • Flexibility of zoning rights to increase work from home opportunities. • Finalisation of a SPLUMA compliant Land Use Management Scheme. • Regular review of municipal policy to ensure relevance. • Regular feedback on key service delivery projects.

Engagements with Sector Departments

The responsibility for delivery and maintenance of social infrastructure such as education, health and welfare and library services fall within the ambit of provincial government. As such, continuous dialogue and engagements are necessary with the relevant provincial and national departments in order to ensure integrated planning and use of resources for the delivery of services. The Municipality strives to communicate through various fora with other government departments and state-owned enterprises. These fora includes the Strategic Interface Forum as well as the Intergovernmental Relations Forum and other engagements from time to time.

2.5 KEY GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN THE METRO AGAINST EACH OF THE SIX PILLARS

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT/ METRO			
PILLAR NAME	NATIONAL/ PROVINCIAL MTSF PRIORITIES	EC PDP PRIORITIES	DISTRICT/ METRO PRIORITIES
PILLAR 1: DEMOGRAPHIC CHANGE AND PEOPLE DEVELOPMENT	Priority 3: Education, Skills and Health Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services Priority 6: Social Cohesion and Safer Communities	Goal (Impact Area) 4: Human Development <ul style="list-style-type: none"> • Increase access to Early childhood development. • Improved quality of primary and secondary education for improved educational outcomes. • Increase skills for development of the province. • Improved health profile and health outcomes in communities. • Improve the safety of the people in the Eastern Cape. • Promotion of Social Cohesion and moral 	<ul style="list-style-type: none"> • Improve Service Delivery • Socio-economic upliftment

		<p>regeneration.</p> <ul style="list-style-type: none"> • Social Protection and Viable Communities. 	
<p>PILLAR 2: ECONOMIC POSITIONING</p>	<p>Priority 2: Economic Transformation and Job Creation</p>	<p>Goal (Impact Area) 1: Innovative and Inclusive Growing Economy</p> <ul style="list-style-type: none"> • Stronger industry and enterprise support. • Rapid development of high-potential economic sectors. • Spatially balanced economic development, urban development and small-town revitalization. • Digital transformation and development of the ICT sector. 	<ul style="list-style-type: none"> • Job Creation • Local Economic Development

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT/ METRO			
PILLAR NAME	NATIONAL/ PROVINCIAL MTSF PRIORITIES	EC PDP PRIORITIES	DISTRICT/ METRO PRIORITIES
		<p>Goal (Impact Area) 3: Rural Development and an Innovative and High-Value Agriculture Sector</p> <ul style="list-style-type: none"> • Sustainable community agriculture and diversified livelihoods. • Development of agricultural value chains. • Accelerate land reform and land rehabilitation programmes. 	

PILLAR 3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY	Priority 5: Spatial Integration, Human Settlements and Local Government	Goal (Impact Area) 2: An Enabling Infrastructure Network <ul style="list-style-type: none"> • Develop sustainable and integrated settlements. Goal (Impact Area) 5: Environmental Sustainability <ul style="list-style-type: none"> • Safeguarding ecosystems and existing natural resources. • Respond to climate change and green technology innovations. • Improvement of environmental governance. 	<ul style="list-style-type: none"> • Spatial integration
PILLAR 4: INFRASTRUCTURE ENGINEERING	Priority 2: Economic Transformation and Job Creation Priority 5: Spatial Integration, Human Settlements and Local Government	Goal (Impact Area) 2: An Enabling Infrastructure Network <ul style="list-style-type: none"> • Build resilient economic infrastructure that promotes economic activity. • Universal access to basic infrastructure. • Sustainable energy and electricity provision. • Develop sustainable and integrated settlements. 	<ul style="list-style-type: none"> • Basic Service Delivery and Infrastructure

		<ul style="list-style-type: none">• Improve infrastructure planning, delivery, operations and maintenance.	
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LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT/ METRO			
PILLAR NAME	NATIONAL/ PROVINCIAL MTSF PRIORITIES	EC PDP PRIORITIES	DISTRICT/ METRO PRIORITIES
PILLAR 5: INTEGRATED SERVICE PROVISIONING	Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services	Goal (Impact Area) 2: An Enabling Infrastructure Network <ul style="list-style-type: none"> • Universal access to basic infrastructure. 	<ul style="list-style-type: none"> • Basic Service Delivery and Infrastructure
PILLAR 6: GOVERNANCE AND FINANCE	Priority 1: A Capable, Ethical and Developmental State Priority 7: A Better Africa and World	Goal (Impact Area) 6: Capable Democratic Institutions <ul style="list-style-type: none"> • Building the Capability of the State to deliver. • Transformed, Integrated and Innovative Service Delivery. • Instilling a culture of good corporate governance. • Build multi-agency partnerships. 	<ul style="list-style-type: none"> • Build Institutional Capacity & Financial Viability • Single window of co-ordination • Governance and Public Participation • Municipal Transformation and Organisational Development

CHAPTER 3: RELEVANT METRO VISION, GOALS, OUTCOMES AND TARGETS

TARGETS

Commented [FM3]: NB: Consideration be made to combine Chapter 3 with 4 - to show alignment of the strategies to the goals, outcomes and targets

OVERALL, VISION STATEMENT FOR THE METRO

An iconic, friendly, ocean city driven by innovation, service excellence and economic development – a destination of choice.

PILLAR 1: DEMOGRAPHIC CHANGE AND PEOPLE DEVELOPMENT FOCUS AREA	
Overarching Goal for this Pillar	Putting people at the centre of planning and budgeting processes
Outcomes	Ensure institutional accessibility, effective communication channels for participatory and responsive governance. Spatial and built environment developments that promote integrated neighbourhoods, inclusive communities and well-connected Nelson Mandela Bay. Deliver on transformation, objectives, promote redress and foster social cohesion.
Targets	<ul style="list-style-type: none"> • Spatial inclusivity • Arts, Culture and Heritage • Public participation • Participative partnering with the municipal workforce

PILLAR 2: ECONOMIC POSITIONING FOCUS AREA	
Overarching Goal for this Pillar	Ensure effective participation and beneficiation by SMMEs in municipal programmes to improve the economy of the city and the surrounding areas
Outcomes	Deliver on well-planned initiatives to enable and cultivate economic opportunity, develop competitive advantage, ensure access to skills and creation of jobs. A destination city for business, tourism and investment
Targets	Grow and diversify local economy through the attraction of new investment, skills development and facilitation of an enabling environment for small business growth and job creation.

PILLAR 3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY FOCUS AREA	
Overarching Goal for this Pillar	Ensure spatial integration of all races in the metro
Outcomes	The spatial restructuring of the NMB Spatial Development Framework
Targets	<ul style="list-style-type: none"> 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 utilized first, while further outlying areas are considered for development only once more centrally located land has been taken up. This will encourage more efficient use of existing infrastructure before network extensions are required. It will also discourage the

	<p>leapfrogging of development, which is expensive from a bulk services provision perspective.</p> <ul style="list-style-type: none"> • Densification and a mix of land uses along major transport corridors can achieve this objective. • Access to green recreational zones from residential areas and natural, sensitive areas have been identified for protection and additional green spaces
	<ul style="list-style-type: none"> • 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 SEZ, as well as the Uitenhage and Port Elizabeth main industrial areas and existing commercial centres as employment nodes. • Transport links to promote integration and overall accessibility. Linking major centres and industrial areas with residential areas is important, considering the limitations resulting from topography. • Public transport corridors linking economic areas. The future growth direction from Motherwell would thus be to the west, in the direction of Uitenhage, with the Coega SEZ 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. • Pedestrians, non-motorised transport and public transport are important for access to services and job opportunities.

PILLAR 4: INFRASTRUCTURE ENGINEERING FOCUS AREA	
Overarching Goal for this Pillar	To ensure upgrade of the old underground infrastructure
Outcomes	To address water crisis in the NMB and also bring about a permanent solution to water leaks challenges
Targets	<p>These services are provided through managing the supply of water, treatment of water, bulk supply of water, distribution of water, wastewater collection and treatment of wastewater. These include the following:</p> <ul style="list-style-type: none"> • the storage of water in 10 dams, • treatment of water at 8 water treatment works, • bulk supply of treated water through 650 km of large diameter pipelines to Metro boundaries into distribution reservoirs, • water distribution reticulation to all customers through 4 800 km of water pipelines, 61 Reservoirs and 28 Water pump stations, • collection of waste-water through a 3 600 km pipe network and pump stations, 83 Sewage pump stations, • treatment of sewage at 7 wastewater treatment plants for both domestic and industrial use, • monitoring trade effluent discharges; and • the relevant electrical and mechanical maintenance of plant / equipment.

PILLAR 5: INTEGRATED SERVICE PROVISIONING FOCUS AREA	
Overarching Goal for this Pillar	To deliver required services in an integrated manner
Outcomes	<ul style="list-style-type: none"> • To save both financial and human resources and • avoid duplication of efforts in the delivery of services to the communities • Deliver services timeously, effectively and efficiently
Targets	

PILLAR 6: GOVERNANCE AND FINANCE FOCUS AREA	
Overarching Goal for this Pillar	To achieve a truly planning – led budget
Outcomes	<ul style="list-style-type: none"> • Budget will respond to the issues raised by communities and other critical stakeholders during IDP/Budget public participation programmes
Targets	<p>To allocate budget and implementation of the 10 top priorities raised by various stakeholders during public participation meetings. These are:</p> <ul style="list-style-type: none"> • Rectification of Pre – 1994 houses • Provision of Street lights and high mast lights • Tarring of roads and construction of speed humps • Attend to water leaks • Attend to illegal dumping and Bush clearing • Construction and upgrade of Sport fields, Parks and Playgrounds • Upgrade and maintenance of sewerage system • Visibility of Metro Police and SAPS due to high crime rate • Electrification of informal settlements and • Provision of Schools and Clinics

CHAPTER 4: STRATEGIES

PILLAR 1: DEMOGRAPHIC CHANGE AND PEOPLE DEVELOPMENT	
ISSUE	STRATEGY
	<p>Strategies are being developed to address all the challenges mentioned below:</p> <ul style="list-style-type: none"> • 21,6% of households in Nelson Mandela Bay rely on grants as their main source of income. • 0,8% of people 20 years and older in Nelson Mandela Bay have no schooling compared to a Metro average of 1,4% (STATS SA GHS, 2019). • 60,3% of households have their usual place of consultation as a public facility in Nelson Mandela Bay compared to a national Metro average of 62,7% (STATS SA GHS, 2019). • 99,5% of households in the Nelson Mandela Bay have access to tap water. • Nelson Mandela Bay has the highest household access to improved sanitation of all Metros in the country (95,8%). • In March 2021, approximately 5700 buckets were in circulation in informal settlements as a means of sanitation. • The Municipality is assessing the extent of sanitation provision backlog in recently established informal settlements. Sanitation challenges in such areas will be addressed as part of the NMBM Bucket Eradication Programme.

PILLAR 2: ECONOMIC POSITIONING	
ISSUE	STRATEGY
	<ul style="list-style-type: none"> • Enabling social, spatial and economic transformation. • Implementing projects, programmes and events which are aligned with plans of the Municipality to: <ul style="list-style-type: none"> ◦ Leverage existing or newly acquired resources such as assets, property and also providing for skills development to ensure the successful implementation. ◦ Deliver catalytic programmes, special defined projects and events with reference to: <ul style="list-style-type: none"> - Physical infrastructure. - Social infrastructure (i.e. services, social, psycho-social, creativity, heritage, sport and tourism). - Economic transformation. - Pioneering new development models and approaches. - Identification of stakeholders and partners to undertake work. - Undertaking relevant research as required. - Ensuring compliance with all relevant legislation.

PILLAR 3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY	
ISSUE	STRATEGY
	<ul style="list-style-type: none"> • 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 more efficient use of existing infrastructure before network extensions are required. It will also discourage the leapfrogging of development, which is expensive from a bulk services provision perspective. • Densification and a mix of land uses along major transport corridors can achieve this objective.
	<ul style="list-style-type: none"> • Access to green recreational zones from residential areas and natural, sensitive areas have been identified for protection and additional green spaces • 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 SEZ, as well as the Uitenhage and Port Elizabeth main industrial areas and existing commercial centres as employment nodes. • Transport links to promote integration and overall accessibility. Linking major centres and industrial areas with residential areas is important, considering the

	<p>limitations resulting from topography.</p> <ul style="list-style-type: none"> • Public transport corridors linking economic areas. The future growth direction from Motherwell would thus be to the west, in the direction of Uitenhage, with the Coega SEZ 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. • Pedestrians, non-motorised transport and public transport are important for access to services and job opportunities.
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PILLAR 4: INFRASTRUCTURE ENGINEERING		
ISSUE	STRATEGY	
	In reducing losses, key interventions include:	
	No.	WORKSTREAM
	1	Bulk Water Supply and Bulk Water Meters
	2	GMA's and DMA's
	3	Remote Meter Reading, ICI & DMA Monitoring
	4	Pressure Management
	5	Non-Revenue Water
	6	Billing Management and CDA statistics
	7	Water and Sanitation Tariffs
	8	Leak Repairs

	9	Operations & Maintenance Resources
	10	Domestic Meter Audits

PILLAR 5 INFRASTRUCTURE ENGINEERING	
ISSUE	STRATEGY

PILLAR 6: GOVERNANCE AND FINANCE	
ISSUE	STRATEGY
	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.

There are six participation Clusters in the Metro with different levels of development. Namely:

- Molly Blackburn (Suburbs including Walmer Township and Kuyga)
- Lilian Diedericks (Northern Areas)
- Champion Galela (Zwide Area including Soweto on Sea)
- Govan Mbeki (New Brighton and KwaZakhele Areas)
- Alex Matikinca (Motherwell and Wells Estate Areas)
- Zola Nqini (Uitenhage and Despatch Area)

The NMBM is also rolling out Community Based Planning Model. Its benefits are as follows:

- (a) Planning ensures taking participation beyond a consultation approach to a level of empowering communities and encouraging ownership of ward-based projects.
- (b) Community involvement in planning will discourage dependency and will enhance collective action in local developmental agenda.
- (c) Ward plans are focused and relevant to addressing the priorities of many people within the Ward including the most vulnerable groups.
- (d) Ward plans can also play a key role in reconciliation and mutual understanding between sectors of society by managing “tensions” between available resources and escalating needs of the ward.

	<p>(e) Planning from outcomes will lead to realistic and creative planning to enable practical implementation of the Integrated Development Planning (IDP) including priorities in the DDM One Plan.</p>
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CHAPTER 5: IMPLEMENTATION COMMITMENTS

On the 3rd of March 2023, NMBM announced plans to construct a R2.7 billion solar power plant in the area to help deal with load shedding. The Parsons Power Park project aims to bring 150MW to the area's grid with the construction of the first phase (25MW) set to begin in November 2023. This is catalytic projects that requires a DDM approach to facilitate multi-stakeholder support and strategic partnership.

LIST OF PROJECTS IMPLEMENTED IN NELSON MANDELA BAY METROPOLITAN MUNICIPALITY.

A. National Government Departments and Entities

Department of Water and Sanitation

Projects	Project description	Location / Targeted areas	Time frames	Budget
Funding for Emergency Water Projects				
WCDM	Non-revenue water implementation including fixing water leaks	NMBM	July 2023 – June 2024	R208 000 000.00
Pipeline Construction	Upgrade east to west bulk water pipeline to sources on the western side of NMBM	NMBM	July 2023 – June 2026	R410 000 000.00
Groundwater Development	Borehole exploration and development	NMBM	July 2023 – June 2026	R370 000 000.00

Department of Transport

EASTERN CAPE PROVINCE MTEF: PUBLIC TRANSPORT (2021/2022, 2022/2023, 2023/24 & 2024/25)										
No.	District Municipality	Local Municipality	Mode of Transport (Programme)	Project Name & Description	22 /23 Project Status (Planned/Tender/Design/Implementation/Completed)	Total Project Costs	Financial Commitments (Budget / Expenditure)			
							2021/2 2 (Actuals)	2022/2 3	2023/24	2024/2 5
1.	N/A	Nelson Mandela Bay Municipality	IPTN - PTNG	IPTS - Work Package: Public Transport Facilities (20060229)	TENDER	15,000,000	811,003.89	8,500,000.00	0.00	0.00

2.	N/A	Nelson Mandela Bay Municipality	IPTN - PTNG	IPTS - Prov of Kerbside Shelters along IPTS Trunk Routes & Feeders (20200271)	TENDER	TBC	0.00	2,000,000.00	5,000,000.00	10,000,000.00
3.	N/A	Nelson Mandela Bay Municipality	IPTN - PTNG	IPTS - The Maintenance of IPTS Route Stations and Kerbside Shelters ()	PLANNED	TBC	0.00	0.00	0.00	0.00
4.	N/A	Nelson Mandela Bay Municipality	IPTN - PTNG	IPTS-Rehabilitation /Surfacing of IPTS Routes (20190226)	IMPLEMENTATION	30,000,000	45,016,784.36	16,500,000.00	5,000,000.00	5,000,000.00
5.	N/A	Nelson Mandela Bay Municipality	IPTN - PTNG	IPTS-Supply and Installation of traffic loops and signals (20200037)	IMPLEMENTATION	1,000,000	0.00	150,250.00	500,000.00	500,000.00

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EASTERN CAPE PROVINCE MTEF: PUBLIC TRANSPORT

(2021/2022, 2022/2023, 2023/24 & 2024/25)

No.	District Municipality	Local Municipality	Mode of Transport (Programme)	Project Name & Description	22 /23 Project Status (Planned/ TENDER/Design/Implementation/ Completed)	Total Project Costs	Financial Commitments (Budget / Expenditure)			
							2021/2 2 (Actuals)	2022/2 3	2023/24	2024/2 5
6.	N/A	Nelson Mandela Bay Municipality	IPTN - PTNG	IPTS - Construction of Bus Embayments in IPTS Routes (20200038)	IMPLEMENTATION	29,000,000	1,323,266.51	11,500,000.00	7,000,000.00	15,000,000.00
7.	N/A	Nelson Mandela Bay	IPTN - PTNG	IPTS -Construction of Sidewalks along IPTS trunk and feeders (20200272)	IMPLEMENTATION	40,000,000	4,077,635.65	15,000,000.00	8,000,000.00	15,000,000.00

		Municipality								
8.	N/A	Nelson Mandela Bay Municipality	IPTN - PTNG	IPTS - Improvement of Entrance at Cleary Park Taxi Rank (20210096)	CANCELLED	TBC	0.00	0.00	0.00	0.00
9.	N/A	Nelson Mandela Bay Municipality	IPTN - PTNG	IPTS - Widening of section in William Slammert Drive (20210093)	IMPLEMENTATION	TBC	0.00	3,000,000	0.00	0.00
10.	N/A	Nelson Mandela Bay Municipality	IPTN - PTNG	IPTS-Construction of Western Suburbs Depot (20200269)	PLANNING (DEFERRED)	TBC	0.00	349,750.00	7,500,000	0.00
11.	N/A	Nelson Mandela	IPTN -	IPTS - The Development of Cleary Park Depot and	PLANNED	TBC	0.00	300,00	15,000,0	0.00

		Bay Municipa lity	PTNG	Terminal (20190054)				0	00	
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EASTERN CAPE PROVINCE MTEF: PUBLIC TRANSPORT

(2021/2022, 2022/2023, 2023/24 & 2024/25)

No.	District Municipality	Local Municipality	Mode of Transport (Programme)	Project Name & Description	22 /23 Project Status (Planned/ TENDER/Design/Implementation/ Completed)	Total Project Costs	Financial Commitments (Budget / Expenditure)			
							2021/22 (Actuals)	2022/23	2023/24	2024/25
12.	N/A	Nelson Mandela Bay Municipality	IPTN - PTNG	IPTS - Construction of a Holding Public Depot – Uitenhage (20190052)	PLANNED	TBC	91,176.52	0.00	0.00	20,000,000.00
13.	N/A	Nelson Mandela Bay	IPTN - PTNG	IPTS -Widening and Upgrade of Bereng Street (20190177)	PLANNED	TBC	0.00	0.00	0.00	10,000,000.00

		Municipality								
14.	N/A	Nelson Mandela Bay Municipality	IPTN - PTNG	IPTS - Construction and Upgrade of Damscus Rd from Cnr William Slammert Dr to Cnr Arburn St	COMPLETED	TBC	0.00	0.00	0.00	0.00
15.	N/A	Nelson Mandela Bay Municipality	IPTN - PTNG	IPTS - Construction and Upgrade of Arburn St from Cnr Dunbar Rd to Cnr William Slammert Dr (20220133)	IMPLEMENTATION	TBC	0.00	8,000,000	11,000,500.00	10,000,000.00
16.	N/A	Nelson Mandela Bay Municipality	IPTN - PTNG	IPTS - Infrastructure Upgrades: Universal Access (20220137)	IMPLEMENTATION	TBC	0.00	5,000,000	2,500,000	7,500,000

17.	N/A	Nelson Mandela Bay Municipality	Integrated Public Transport System	IPTS - Extension Booyens Park Drive: Construction of Culvert Crossing, Gabions and associated works (20220051)	IMPLEMENTATION	TBC	0.00	15,660,000	999,500	0.00
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EASTERN CAPE PROVINCE MTEF: PUBLIC TRANSPORT

(2021/2022, 2022/2023, 2023/24 & 2024/25)

No.	District Municipality	Local Municipality	Mode of Transport (Programme)	Project Name & Description	22 /23 Project Status (Planned/Tender/Design/Implementation/Completed)	Total Project Costs	Financial Commitments (Budget / Expenditure)			
							2021/2 2 (Actuals)	2022/2 3	2023/2 4	2024/2 5
18.	N/A	Nelson Mandela Bay Municipality	Integrated Public Transport System	Operations Monitoring System (Phase 2) – procurement of additional hardware and software including Wi-Fi at depot (20210277)	TENDER	8,700,000	0.00	3,400,000	5,300,000	600,000

19.	N/A	Nelson Mandela Bay Municipality	Integrated Public Transport System	Automated Fare Collection- procurement and installation of Fare system equipment and software (20190175)	TENDER	54,400,000	0.00	15,760,000	33,100,000	13,900,000
20.	N/A	Nelson Mandela Bay Municipality	Integrated Public Transport System	Repair of optic fibre and installation of CCTV along the routes (20200035)	TENDER	20,000,000	0.00	2,000,000	7,000,000	18,000,000
21.	N/A	Nelson Mandela Bay Municipality	Integrated Public Transport System	Procurement of Buses (20200213)	TENDER	218,000,000	0.00	27,000,000	62,353,610	80,700,000

Department of Small Business Development

Projects	Project description	Location / Targeted areas	Time frames	Budget
SheTradesZA	Initiative supporting women owned businesses with products that are ready for market or with limited market access. It is a platform that serves as a unique opportunity for women entrepreneurs in the SMME sector to participate in the global value chains and markets	Targeted beneficiaries – 5 600	2019 - 2024	Not indicated
Young entrepreneurs	Initiative targeting young people between the ages of 16 and 40 with businesses with the potential to create a minimum of 10 sustainable jobs	Targeted beneficiaries - 2 500	2019 - 2024	Not indicated
SMME expansion/ scale up	Initiative targeting small and medium enterprises that have been in existence for more than 4 years and employ more than 5/10 staff members. It supports businesses to scale up and expand through access to working capital and markets for goods and services.	Targeted beneficiaries - 4 200	2019 - 2024	Not indicated

Township and rural entrepreneurship	A dedicated programme to transform and integrate opportunities in townships and rural areas into productive business ventures.	Targeted beneficiaries - 12 631	2019 - 2024	Not indicated
Cooperatives	Initiative aimed at supporting cooperatives as enterprises that are income and profit generating. It targets registered cooperatives that have potential to generate income and profit.	Targeted beneficiaries - 250	2019 - 2024	Not indicated
Informal businesses	Initiative aimed at supporting informal businesses with compliance support, business skills development, business infrastructure and technical support.	Targeted beneficiaries – 25 261	2019 - 2024	Not indicated

Projects	Project description	Location / Targeted areas	Time frames	Budget
SMME products	Initiative to coordinate and direct the buy local campaign to be impactful by targeting a minimum number of enterprises that should benefit.	Targeted beneficiaries – 4 800	2019 - 2024	Not indicated
Start-up nation	Initiative that seeks to promote innovation that can have a ripple effect on the national economy. Target beneficiaries are Tech and Engineering Start-ups and Social enterprises.	Targeted beneficiaries – 9 600	2019 - 2024	Not indicated
Incubation and digital hubs	Business and technology incubation centres that offer enterprises business and management skills, support and platforms for a minimum of 3 years. It targets start-ups that require hand holding as they start their journey in business.	Targeted beneficiaries – 8	2019 - 2024	Not indicated

Department of Telecommunication and Postal Services

Projects	Project description	Location / Targeted areas	Time frames	Budget
BBI	Implement secure backup for AC mains power supply to network critical sites during AC mains supply interruptions. Install Permanent Standby Generators at 5 main sites	All districts and metros	2020/21 – 2022/23	Not indicated
	100Gbps network capacity upgrade on selected network routes were completed.	All districts and metros	2020/21 – 2022/23	Not indicated
	Migration of overhead fibre to underground fibre as part of the maintenance projects to reduce network failures.	All districts and metros	2020/21 – 2022/23	Not indicated

Projects	Project description	Location / Targeted areas	Time frames	Budget
	IP Network Refurbishment phase 0 where old equipment will be replaced with newer and better performing equipment.	Nelson Mandela Bay Metro	2020/21 – 2022/23	Not indicated
USAASA	BDM Phase 2	Nelson Mandela Bay Metro	2020/21 – 2022/23	Not indicated
DCDT	Broadcasting Digital Migration (BDM) Distribution of Vouchers and decoder rollout	All districts and metros	2020/21 – 2022/23	Not indicated

Department of Higher Education and Training

Projects	Project description	Location / Targeted areas	Time frames	Budget
National Skills Fund Projects				
DSPP- Electrical Contractors As - ECA	PORT ELIZABETH COLLEGE	Port Elizabeth	Not indicated	R17,320,920.30
DSPP- Electrical Contractors As - ECA	EASTCAPE MIDLANDS TVET COLLEGE	Uitenhage	Not indicated	
DSPP - IOPSA	Port Elizabeth College	Port Elizabeth	Not indicated	R24,983,372.95
NMMU - SAIMI 2	SAIMI	Port Elizabeth	Not indicated	R14,849,071.75
TRANSNET PROJECT 2 (Artisan Development Support)	Transnet Engineering SOE North End	Port Elizabeth	Not indicated	R64,500,000

TRANSNET PROJECT 2 (Artisan Development Support)	Transnet Engineering Soe Swartkops	Port Elizabeth	Not indicated	
NIHSS	Nelson Mandela University	PORT ELIZABETH	Not indicated	R554,819,183. 47
NELSON MANDELA CHILDRENS HOSP	Nelson Mandela Metropolitan University	Port Elizabeth	Not indicated	R70,328,312.0 0

Projects	Project description	Location / Targeted areas	Time frames	Budget
SP Dept. Correctional Service - DCS	St Albans Correctional Centre	Port Elizabeth	Not indicated	R87,207,69 4.00

Department of Forestry, Fisheries and The Environment

Project Name	Project Description	Location/ target areas	Timeframe/ Duration	Total Project Budget
Sand Bulk river catchment 2	Alien Plant Clearing Project	Nelson Mandela Bay Municipality	2022-2023	R 2,500 000
Van Stadens	Alien Plant Clearing Project	Nelson Mandela Bay Municipality	2022-2023	R 2,500 000

DEPARTMENT OF TELECOMMUNICATION AND POSTAL SERVICES

Projects	Project description	Location / Targeted areas	Time frames	Budget
BBI	Implement secure backup for AC mains power supply to network critical sites during AC mains supply interruptions. Install Permanent Standby Generators at 5 main sites	All districts and metros	2020/21 – 2022/23	Not indicated
	100Gbps network capacity upgrade on selected network routes were completed.	All districts and metros	2020/21 – 2022/23	Not indicated
	Migration of overhead fibre to underground fibre as part of the maintenance projects to reduce network failures.	All districts and metros	2020/21 – 2022/23	Not indicated

Projects	Project description	Location / Targeted areas	Time frames	Budget
	IP Network Refurbishment phase 0 where old equipment will be replaced with newer and better performing equipment.	Nelson Mandela Bay Metro	2020/21 – 2022/23	Not indicated
USAASA	BDM Phase 2	Nelson Mandela Bay Metro	2020/21 – 2022/23	Not indicated
DCDT	Broadcasting Digital Migration (BDM) Distribution of Vouchers and decoder rollout	All districts and metros	2020/21 – 2022/23	Not indicated

Passenger Rail Association of South Africa (PRASA)

Investment by PRASA in Nelson Mandela Bay will be distributed over a number of PRASA run projects as follows:

TABLE: PRASA Planned Projects until 2025

Project Name	Estimated Total Cost	2022/2023	2023/2024	2024/2025
Port Elizabeth Station Improvement	R53 000 000	R4 994 740	R26 852 300	R21 203 960
Uitenhage Station	R17 700 000	R1 423 310	R16 276 690	
Mariska Residence Alterations	R8 390 000	R1 785 540	R6 604 460	
New Brighton Station Improvement	R15 000 000	R206 786	R9 172 855	R5 620 359
De Mist	R7 500 000	R5 173 638	R2 326 362	
Sydenham Station	R6 000 000	R4 464 591	R1 535 409	
North End Station	R6 000 000	R206 786	R5 793 214	
Perseverance Station	R6 000 000	R206 786	R5 793 214	

Project Name	Estimated Total Cost	2022/2023	2023/2024	2024/2025
Redhouse Station	R5 000 000		R413 572	R4 586 428
Swartkops Station	R5 000 000	R206 786	R4 793 214	
Aloes Station	R4 000 000		R3 669 142	R330 858
Despatch Station	R5 000 000		R500 000	R4 500 000
Total	R138 590 000	R18 668 963	R83 730 432	R36 190 605

Source: PRASA CRES (Corporate Real Estate Solutions) 2022

In addition to the above projects, the PRASA Motherwell Passenger Rail Corridor includes an R8 million budget for the next financial year. Budget allocation beyond 2021/22 will be amended once the Memorandum of Agreement has been signed, and PRASA and Nelson Mandela Bay Municipality have agreed and aligned the project implementation timelines with all project dependencies. As with other State-owned Enterprises, the COVID-19 pandemic has caused delays in the projects, however, engagements to finalise the Memorandum of Agreement are ongoing.

B. Provincial Government Departments and Entities

NELSON MANDELA BAY METRO ALL PROJECTS (PLANNING AND CONSTRUCTION)							
Department	No of Projects	Total Project Cost	Previous Cumulative Expenditure as at end 2018/19	Projected Expenditure end 19/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Office of the Premier							
Health	56	1 023 909	202 273	146 671	129 365	117 220	201 584
Social Development	5	100 000	3 178	1 000	6 874	18 622	21 356
Public Works							
Education	281	2 240 640	1 103 550	396 774	180 922	175 110	52 389
COGTA							
Rural Development and Agrarian Reform							
Economic Development, Environment and Tourism	2	93 432	64 678	-	-	-	-
Transport	3	469 259	322 992	59 920	69 427	70 843	74 173

Human Settlements	68	2 631 158	1 380 479		225 780	263 833	285 052
Provincial Treasury							
Sports, Recreation, Arts and Culture	2	8 000	-	200	7 250	4 200	4 397
TOTAL	417	6 566 398	3 077 149	604 565	619 618	649 828	638 950

NELSON MANDELA BAY METRO (PLANNING PROJECTS)

Department	No of Project s	Total Project Cost	Previous Cummulativ e Expenditure as at end 2018/19	Projected Expenditure end 19/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Office of the Premier							
Health	23	367 598	7 750	17 684	19 951	56 978	129 149
Social Development	2	100 000	3 178	1 000	5 016	16 666	19 305
Public Works							
Education	132	673 044	289 754	116 005	15 758	69 379	21 670
COGTA							
Rural Development and Agrarian Reform							
Economic Development, Environment and Tourism	1	22 000	1 200	-	-	-	-
Transport							
Human Settlements	1	6 850	-		1 000	5 400	-
Provincial Treasury							

Sports, Recreation, Arts and Culture	2	8 000	-	200	7 250	4 200	4 397
TOTAL	161	1 177 491	301 882	134 889	48 975	152 623	174 521

NELSON MANDELA BAY METRO (CONSTRUCTION PROJECTS)

Department	No of Projects	Total Project Cost	Previous Cumulative Expenditure as at end 2018/19	Projected Expenditure end 19/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Office of the Premier							
Health	33	656 312	194 523	128 987	109 414	60 242	72 435
Social Development	3	-	-	-	1 858	1 956	2 051
Public Works							
Education	149	1 567 596	813 796	280 769	165 164	105 731	30 719
COGTA							
Rural Development and Agrarian Reform							
Economic Development, Environment	1	71 432	63 478	-	-	-	-

and Tourism							
Transport	3	469 259	322 992	59 920	69 427	70 843	74 173
Human Settlements	67	2 624 308	1 380 479		224 780	258 433	285 052
Provincial Treasury							
Sports, Recreation, Arts and Culture							
TOTAL	256	5 388 907	2 775 267	469 676	570 643	497 205	464 429

COEGA

Coega Water Securities Programme: Re-Schem;15MLD Desal Plant and Bulk Infrastructure Projects	2023	2024	2025	2026	2027	Total
Scheme 1 - SEZ Return Effluent Distribution	15%	25%	35%	15%	10%	
Network to Zones 3 and 5	18 246 702.30	30 411 170.51	42 575 638.71	18 246 702.30	12 164 468.20	121 644 682.03
Network to Zones 6 and 9	23 720 713.00	39 534 521.66	55 348 330.32	23 720 713.00	15 813 808.66	158 138 086.64
Coega Kop Reservoir No 2 (15MI)	14 060 694.13	23 434 490.21	32 808 286.30	14 060 694.13	9 373 796.09	93 737 960.86
Sub-Total Scheme 1	56 028 109.43	93 380 182.38	130 732 255.34			
Scheme 2 - WWTW and Connection Pipe Work	5%	25%	35%	20%	15%	
Inflow Sewer Line to SEZ from Motherwell	8 435 603.24	41 144 524.80	57 602 334.73	32 915 619.84	24 480 016.60	164 578 099.22
WWTW - Module 1	25 402 271.84	127 011 359.18	271 560 368.40	56 609 087.34	27 462 349.96	508 045 436.72
RE Connection to reservoir	4 651 120.20	23 255 600.98	32 557 841.37	18 604 480.78	13 953 360.59	93 022 403.91
Sub-Total Scheme 2	38 488 995.27	191 411 484.96	361 720 544.50			
Scheme 4 - Relief from Fish Water Flats WWTW	15%	25%	35%	15%	10%	
Relief of Treatment Works	2.00	23 255 600.98	32 557 841.37	13 953 360.59	9 302 240.39	79 069 045.32
Pipe line construction	74 060 144.65	123 433 574.41	172 807 004.18	74 060 144.65	49 373 429.77	493 734 297.66
Connections	4 293 341.72	7 155 569.53	10 017 797.34	4 293 341.72	2 862 227.81	28 622 278.13
Sub-Total Scheme 4	78 353 488.37	153 844 744.92	215 382 642.89			

CHAPTER 6: ONE PLAN IMPLEMENTATION, MONITORING & EVALUATION

6.1 IMPLEMENTATION READINESS

The Nelson Mandela Bay Municipality's Monitoring and Evaluation Framework seeks to provide a consistent approach to the monitoring and evaluation of the programmes and projects in the NMBM's IDP so that, sufficient data and information is captured to review progress and impact of the IDP implementation. This will also apply to the monitoring and evaluation of DDM implementation in the NMB.

The impact of the implementation of the short-term plan (SDBIP) will be measured against the medium-term plan (IDP) on annual basis. Every five years, the impact of an IDP on the achievement of the objectives of the Long-Term Growth and Development Plan will be evaluated.

6.2 MONITORING & EVALUATION

- Monitor, evaluate and report to internal municipal structures, other spheres of government and the public on the implementation of the Integrated Development Plan, other strategies and the Budget.
- Develop and monitor an implementation Matrix on DDM catalytic projects and programme.

CHAPTER 7: CONCLUSION

The DDM process plan is a work in progress. The new political leadership after the 1 November 2021 elections will be taken on board.

This new concept of enhancing IGR Structures and enforcing an integrated planning, implementation, monitoring, evaluation and regular reporting on progress is well appreciated in the NMBM and will go a long way in ensuring that, our plans are aligned and the delivery of services to the communities is improved.

The NMBM is very much committed in ensuring that, this initiative achieve its intended objectives.