



Republic of South Africa



Province of the
EASTERN CAPE
OFFICE OF THE PREMIER



NELSON MANDELA BAY METRO

DRAFT ONE PLAN

Vision:

By 2050 the Nelson Mandela Bay Metro will be *“An iconic, friendly, ocean city driven by innovation, service excellence and economic development – a destination of choice.”*

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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 Metro 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 the following six DDM Transformation Focal Areas are: i) People Development and Demographics, ii) Economic Positioning, iii) Spatial Restructuring and Environmental Sustainability, iv) Infrastructure Engineering, v) Integrated Services Provisioning, and vi) Governance and Management.

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

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

The draft One Plan seeks to coordinate a whole of government and whole of society response in the Metro to the challenges of:

- 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 modernise public administration
- x) To establish various platforms to strengthen and enhance IGR related interventions.

The draft One Plan includes the relevant details below of the following key elements:

- 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.

The draft One Plan includes the following draft Overarching Goals for the relevant DDM Six Transformation Pillars:

DDM TRANSFORMATION PILLAR	OVERARCHING GOAL
PILLAR 1: DEMOGRAPHIC CHANGE AND PEOPLE DEVELOPMENT 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

The NMBM is taking the development and participation of DDM initiatives very seriously. The DDM processes and its process plan is a work in progress and will be presented to the new leadership after the 1 November 2021 local government elections for approval.

The approach is that ‘Working together as various stakeholders, We can achieve more’.

CHAPTER 1 INTRODUCTION

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.



1.1 PURPOSE

The purpose of the Nelson Mandela Metro 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 communities.
- ii. To localise and synergise 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:

1.2 ONE PLAN

The Nelson Mandela Metro 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.

These six DDM Transformation Focal Areas are:

- i. **People Development and Demographics** – the process of understanding the current population profile and development dynamics and by which a desired demographic profile and radical improvement in the quality of life of the people is achieved through skills development and the following 5 transformations discussed below (economic positioning, spatial restructuring and environmental sustainability, infrastructure engineering, housing and services provisioning, and governance and management).
- ii. **Economic Positioning** – the process by which a competitive edge is created that enables domestic and foreign investment attraction and job creation on the basis of an inclusive and transformed economy. The economic positioning informs the spatial restructuring and has to be sustained through protecting, nurturing and harnessing natural environment and resources.
- iii. **Spatial Restructuring and Environmental Sustainability** – the process by which a transformed, efficient and environmentally sustainable spatial development pattern and form is created to support a competitive local economy and integrated sustainable human settlements. Spatial restructuring informs infrastructure investment in terms of quantum as well as location and layout of infrastructure networks.

- iv. **Infrastructure Engineering** – the process by which infrastructure planning and investment especially bulk infrastructure installation occurs in order to support the transforming spatial pattern and form, meet the needs of a competitive and inclusive local economy and integrated human settlements, and ensure demand for housing and services is met in a sustainable way over the long-term.
- v. **Integrated Services Provisioning** – the process by which integrated human settlement, municipal and community services are delivered in partnership with communities so as to transform spatial patterns and development for planned integrated sustainable human settlements with an integrated infrastructure network. This also requires holistic household level service delivery in the context of a social wage and improved jobs and livelihoods.
- vi. **Governance and Management** – the process by which leadership and management is exercised that planning, budgeting, procurement, delivery, financial and performance management takes place in an effective, efficient, accountable and transparent manner. It also includes spatial governance, that is, the process by which the spatial transformation goals are achieved through assessing and directing land development and undertaking effective land use management and release of municipal/public land.

1.3 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.

It must be stressed that the District Development Plan is not the Metro Plan, but it is a plan for the entire Metro where all three spheres of government must participate, contribute and develop a joint plan for the Metro.

Each Metro was allocated a national Political Champion, for the Nelson Mandela Metro Municipality this was the Deputy Minister for Youth, Women and Persons with Disabilities, late Honourable Hlengiwe Mkhize. At the provincial level the Hon MEC Mlungisi Mvoko of the Department of Finance, Economic Development, Environmental Affairs and Tourism was appointed the Political Champion for NMBM.

Several virtual meetings have been held with the Technical Support Team and a site visit was undertaken by ECSECC to ascertain the critical challenges facing the Metro in developing its one plan.

Running concurrently the NMBM will engage with all key identified stakeholders. The Office of the Premier and EC COGTA will be expected to play a critical role in coordinating the Sector Departments and SOE's to provide information needed to develop the One Plan.

These discussions, together with the integration of various existing studies and plans will assist in the drafting of a Diagnostic Report, the Vision Setting, Strategy Formulation and Implementation Commitments adapted as per the One Plan stages outlined in the DDM Circular and a set of One Plan guidelines issued by the Director-General of CoGTA on 19 January 2021.

Further engagements will be held with the Political and Technical Committee with elected representatives to elicit further comment, input and feedback on the Draft One Plan. Public Participation with external stakeholders will be undertaken during April 2022 to obtain their views and inputs.

1.4 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
Population Growth Trends	<p>Total population in Nelson Mandela Bay Metropolitan Municipality is estimated to increase from 1 214 394 in 2021 to 1 219 210 in 2025 (Stat SA Mid-Year Population Estimates, 2020).</p> <p>In 2021, the female population is estimated to account for 52,3% of total population whilst that of males is 47.7%. However, in 2025, the share of male population will decrease to 47.6% of total population and females decline to 52.4%, indicating negligible change (Stat SA Mid-Year Population Estimates, 2020).</p>
Population Dynamics (Size & Structure)	<p>In 2021, there is a larger share of young working age population between 20 - 34 years (20.9%), compared to what is estimated in 2025 (18.8%). This age category of young working age population will decrease over time (Stat SA Mid-Year Population Estimates, 2020).</p> <p>The working population (15 – 64 years) is 66.5% of the total population in 2021, this age group was estimated to increase to 67% of total population in 2025 (Stat SA Mid-Year Population Estimates, 2020).</p>
Households	<p>Total Households: 356 065 (STATS SA GHS 2019) Formal Households: 328 828 (STATS SA GHS 2019) Informal Households: 27 237 (STATS SA GHS 2019) Number of Informal Settlements: 124 (NMBM, 2021)</p>
Population Growth Trends	<p>Nelson Mandela Bay has the lowest proportion of informal households among South African Metropolitan Municipalities, having significantly reduced the numbers since 2001 (SACN, 2016). In addition, the average number of people per household declined from 4,25 in 1996 to 3,55 in 2011 (STATS SA, 2011) and remains at 3,55 in December 2019 according to STATS SA General Households Survey, 2019.</p>
Poverty	<p>According to STATS SA General Households Survey (2019), 21,6% of households in Nelson Mandela Bay listed grants as their main source of income, indicating a high grant dependency within the metro. In terms of salaries and wages as the main source of income were most prominent in Cape Town (67,5%), Johannesburg (66,8%) and eThekweni (65,8%). Nelson Mandela Bay at 54,6% and Buffalo City at 54,4% are amongst those Metros with the least source of income from salaries and wages. 21,6% of households in Nelson Mandela Bay rely on grants as their main source of income.</p>
Literacy/skills/education	<p>In terms of school attendance, 75,8% of learners aged 7 to 24 years in Nelson Mandela Bay attended an educational institution as compared</p>

	<p>to 80,2% in Buffalo City and 79,2% in Mangaung (79,2%). The lowest attendance was observed in Cape Town (69,8%) and eThekweni (71,1%). Against these statistics NMB is identified as being the metro with the 3rd poorest attendance figures in terms of the metros cited above. This is a concerning statistic and warrants an intergovernmental, and whole of society intervention. Similarly, these figures would have been exacerbated by the impact of the pandemic during the 2020 school year, and data published by the NIDS/CRAM survey on the impact of Covid 19 on learners across the country has indicated severe effects on learner attendance. This research has also indicated that those most negatively impacted and affected are the poorest learners.</p> <p>Persons 20 years and older with less than Grade 7 as highest level of education are 4,1%. Buffalo City is 11,4% and Cape Town is 6,1%. Whilst 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).</p> <p>Data provided by IHS Global Insights estimate that in the Nelson Mandela Bay Metropolitan Municipality, the number of people without any schooling decreased from 2010 to 2020 with an average annual rate of -3.73%, while the number of people within the 'matric only' category, increased from 249,000 to 313,000. Whilst the number of people with 'matric and a certificate/diploma' increased with an average annual rate of 3.84%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 1.37%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education (IHS Global Insights, 2021).</p>
Health & Vulnerability	<p>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).</p> <p>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:</p> <ul style="list-style-type: none"> • 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).

	In terms of the Provincial and National datasets reporting on the rates of infection for Covid 19, in 2020 and during mid-2021 had a prolonged period of high rates of Covid 19 infections, during which time it had the highest rates of infection in the province. The metro remains vulnerable to potentially new waves of infection, given the population densities, and the location of the metro as a provincial economic centre. This requires heightened vigilance and monitoring across government, and maintenance of Covid 19 protocols.
Unemployment	Nelson Mandela Bay has been the driver of the Eastern Cape economy, contributing 41,81% of the provincial Gross Geographic Product (GDP) (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).
Migration Patterns	The city does not have credible information with regards to migration patterns.

Pillar 2	Economic Positioning
Key Question/s	<ul style="list-style-type: none"> ▪ The primary, secondary and tertiary economic sectors, the areas contribution in the province and region and their contribution to job creation and poverty alleviation. ▪ The value chain opportunities that could be current and future opportunities ▪ Other potential Localisation issues
Note on sources of Information used in this Pillar	<i>Data utilised below is drawn from IHSMarkit - Global Insights, and IDP.</i>
Key Issues	Trends/ Challenges/Opportunities
Key Economic Growth Sectors	<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.
Economic Sector Performance	<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

<i>(Primary, Secondary, Tertiary)</i>	<p>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.</p> <ul style="list-style-type: none"> ▪ 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 -5.4% in 2013. ▪ 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%.
GVA contribution Per Economic sector	<ul style="list-style-type: none"> ▪ The tertiary sector contributes the most to the Gross Value Added within the Nelson Mandela Bay Metropolitan Municipality at 74.3% in 2020. ▪ The largest GVA contributors in 2020 per industry were: Community services sector (17.37%), Finance (16.43%) and Manufacturing (14.14%).
Economic Growth Trends	<ul style="list-style-type: none"> ▪ The transport sector is expected to grow fastest at an average of 3.11% annually from R 7.28 billion in Nelson Mandela Bay Metropolitan Municipality to R 8.49 billion in 2025. The community services sector is estimated to be the largest sector within the Nelson Mandela Bay Metropolitan Municipality in 2025, with a total share of 24.2% of the total GVA (as measured in current prices), growing at an average annual rate of 1.3%. The sector that is estimated to grow the slowest is the mining sector with an average annual growth rate of -0.16%.
Informal Trade Performance	<ul style="list-style-type: none"> ▪ Information is not available

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.
Key Issues	Trends/ Challenges/ Opportunities
Land Ownership Patterns	The municipality did not maintain adequate records to determine ownership for its investment properties (IDP, 2020).
Settlement Patterns (<i>Rural vs Urban</i>)	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.
Densification	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.
Informal Settlements	<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. ▪ The Municipality defines an informal settlement as one or more shacks constructed on land, with or without the consent of the owner of the land or the person in charge of the land and which does not comply with current planning and building regulations, lacking basic services and formal infrastructure. <p>A total of 76 informal settlements in the Metro were assessed and 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>
Land Invasions (<i>if any</i>)	A Land Invasion Prevention Strategy was effectively implemented until December 2016. Thereafter and invasions accelerated for a number of 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.

Climate Change Impact	<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).
Roads & Transportation Networks	<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>
Public Transport Infrastructure	<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. • South-West linkage between the PE CBD and the Western Suburbs, via Old Cape Road.
Key Nodes	<p>Central Business Districts (CBDs) in the Metro include the CBDs of Port Elizabeth, Uitenhage and Despatch as important nodes.</p>
Key Corridors	<p>The Nelson Mandela Bay Urban Network further identifies other existing mixed use activity corridors that are important. These are:</p> <ul style="list-style-type: none"> • Walmer Boulevard, Heugh Road and Buffelsfontein Road • Walmer Main Road • William Moffat Expressway • Cape Road
Primary Hubs and Integration Zones	<p>The Primary Hubs are:</p> <ul style="list-style-type: none"> • Port Elizabeth/Uitenhage/Despatch CBD • Njoli/Ibhayi Hub

	<ul style="list-style-type: none"> • Zanemvula (Chatty Jachtlakte) Hub. <p>Two integration zones are identified, linking the CBD and Primary Hubs. The Integration Zones traverse the poorest parts of the city, where catalytic development intervention is prioritised. 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. • Integration Zone 2: Stanford Road to Uitenhage: <ul style="list-style-type: none"> ○ This Integration Zone 2 along Stanford Road is a link between Integration Zone 1 and Chatty Jachtlakte. Environmental and spatial constraints make it a very narrow corridor with limited scope for catalytic and development intervention. These would be limited to modal interchanges along Stanford Road, such as the Cleary Park Modal interchange.
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 • Jachtlakte/KwaNobuhle • Wells Estate <p>Other Nodes Identified, include:</p> <ul style="list-style-type: none"> • Greenacres/ Newton Park Node • Walmer Node • Great Westway (Makro/ Framesby/ Westering) Node

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,

	<p>d. Liquefied Natural Gas import facilities will be established at the Port of Ngqura.</p> <p>2. Manganese smelter at Coega, with the objectives of the project being:</p> <ol style="list-style-type: none"> Promote investment in Coega IDZ – with the smelter as one of the anchor tenants. Pursue the goal of on-shore mineral beneficiation. Enhance the use of the Ngqura Port. <p>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.</p> <p>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.</p>
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 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</p>

	<p>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>
Energy & Electricity	<p>According to STATS SA General Household Survey (2019), 92% of households in Nelson Mandela Bay have access to electricity. Of 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>
Integrated Human Settlements/Housing	<p>In order for the NMBM to achieve sustainable and integrated human settlements, the following objectives must be pursued for all communities:</p> <ul style="list-style-type: none"> • Access to adequate accommodation that is suitable, relevant, appropriately located, affordable and fiscally sustainable. • Access to basic services such as water, sanitation, refuse removal and electricity. • Security of tenure, irrespective of ownership or rental, formal or informal structures. • Access to social services and economic opportunities within a reasonable distance.
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> <p>However, what is not provided here is the state of this infrastructure, and the operational status of the infrastructure identified above. Critical to the availability and operations, access and availability of these amenities to the citizens of the NMBMM is the effective maintenance and repair of such</p>

	infrastructure, as well as the ring-fencing of operational maintenance budgets for such infrastructure.
Observations on Service Delivery in the Metro	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 the downward trend continuing into the 2021 mid-term performance reporting.

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 ensures that it has a funded budget and that it can deliver on the objectives of the IDP.</p> <p>With regard to the budget, the Municipality operates within the parameters of the Municipal Financial Management Act (MFMA) (56 of 2003), together with the applicable Regulations.</p> <p>All Directorates of the Municipality have a role to play in ensuring that the finances of the Municipality are handled sustainably, and that the Municipality is financially viable.</p> <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. <p>In terms of Section 165 of the MFMA, the Accounting Officer must establish effective systems of internal control to provide reasonable assurance that the Municipality’s financial and non-financial objectives are achieved. Towards the execution of this responsibility and also, to promote ethics, good governance and</p>

	<p>integrity in the institution, the Internal Audit and Risk Assurance Sub-Directorate was established.</p> <p>The Forensic Audit Services Section complements the broader justice system and forms part of the Internal Audit Sub-directorate of the Municipality. The forensics component derives its mandate from the NMBM Internal Audit Charter, the MFMA, and the Prevention and Combatting of Corrupt Activities Act. An Ethics Hotline is in place and the Internal Audit Sub-Directorate investigates all matters reported.</p>
Financial Governance	<p>The National Treasury's recent mid-term performance review has classified the Financial Governance pillar in the Metro as "distressed". The review noted that, the Metro has continued to receive qualified audit opinions for the past eight years. This concurs with the AGSA's Annual Audit Report for the metro, which we report on further in this Pillar.</p>
Municipal Management expenditure)	<p>Financial (UIFW)</p> <p>In the 2019/2020 financial year, the AGSA reported unauthorised expenditure for the Nelson Mandela Bay amounting to 30,1m, whilst for irregular expenditure the amount reported is R1,4bn (R1 372,2m), which were improvements from the previous years report. In addition, the Metro had R90,9m in fruitless and wasteful expenditure, which was a regression from the previous year.</p> <p>In terms of the NMBM's performance regarding its control of UIFW expenditure, the Nelson Mandela Bay Metropolitan Municipality identified as the 3rd largest contributor to irregular expenditure across the country, only surpassed by the City of Tshwane and Mangaung Metro, respectively.</p>
Audit Outcomes	<p>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 five years. This record shows a maintenance of status-quo over this period with Qualified with findings audit outcome during the period 2015/16 – 2019/20.</p>
Human Resource Capacity (Vacancy Rates), especially at senior management level	<p>There are currently eleven (11) directorates in the Metro, and of the eleven directors there are 3 vacant executive management positions as at 1 November 2021. Those are (City Manager, Chief Operating Officer and Executive Director: Infrastructure and Engineering).</p> <p>In addition, the continued absence of a permanent Municipal Manager, as well as an acting head for an important portfolio such as infrastructure in an important provincial centre such as the NMBMM is not conducive to the necessary stability to drive the growth and development required for this important urban centre. National Treasury has identified the institutional arrangements in the metro because of this situation as "fragile", further noting that: "During the period under review, it was</p>

	observed that, the Metro continued to face a number of institutional challenges in the 2019/20 financial year extending to the first five months of the 2020/21 financial year. These include amongst other things, the Metro’s failure to appoint a substantive City Manager during this period.”
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 for politicians to inform communities regarding the IDP. • Live on Municipal Facebook Page. • Live on YouTube. • Various Radio Stations interviews by the Political Leadership to market the programme. • 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. • Press releases. • Loud hailing. • Explanatory video clips on IDP processes posted on social media platforms. • Municipal Website.
Key issues, service delivery needs, priorities highlighted by communities through public participation processes	<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

2.2 KEY DRIVING FORCES/ ISSUES IN PROVINCE & DISTRICT/ 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 change and people development	Economic Positioning	Spatial restructuring and environmental sustainability	Infrastructure and engineering	Integrated service provisioning	Governance and finance
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						
ENVIRONMENTAL	14. Climate change and climate mitigation.	X	X	X	X	X	X
	15. Natural resources state, use and protection.		X	X	X	X	X
LEGAL	16. Land Reform	X	X	X	X	X	X
	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 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, 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>
4. Governance and institutional capability	<p>Recession, economic factors and governance factors will impact on the upcoming local government elections and the next national elections. Traditional actors such as business chambers, trade unions, NGOs, and religious and traditional leaders are marked by fragmentation, factionalism, smaller group actors and self-interest.</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. The Auditor-General’s 2020 general report on municipalities shows a widespread lack of financial control, lack of accountability as well as a tolerance of transgressions. Audit outcomes further regressed, improvements were rare and the general trend over</p>

Driver	Description
	the past three years remained negative (AG, 2020). This further undermines efficient and effective governance and delivery of services and results in ongoing protests.
5. Investment, maintenance and responsiveness of infrastructure	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).
6. Economic and fiscal policy	<p>Domestically, COVID-19 has further exacerbated the precariousness of public finances, which had already reached an unsustainable position before the pandemic. Since 2008/09, there has been a large and growing gap between government spending and tax revenues, resulting in exponential growth in borrowing to fund the fiscal gap. Debt-service costs continue to be the fastest growing area of spending. 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> <p>Internationally there is growing scepticism about neo-liberal capitalism making the world a more equal or just place. Characterised by rising consumerism – which puts the accumulation of goods and materials above the wellbeing and happiness of others, and which is often associated with status consumption, wastefulness and materialism – some are calling for the end of capitalism in its current form. Furthermore, corruption, favouritism and nepotism are widely prevalent in the South African context. While there is still no consensus on what an “after-capitalism” world should look like, it is widely recognised that a system that is free of corruption and greed is non-negotiable.</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.

Driver	Description
	<p>Increased demand for safety nets takes place simultaneously to fiscal austerity and budget cuts. The transient and vulnerable poor are essential groups that need special attention. Anti-poverty policies may have to be adjusted to focus on maintaining the current poverty rate. Targeting will be critical for government support to be effective.</p>
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>Urbanisation increased from 39.8% of the population in 1996 to 47% in 2018, and expectations are that by the mid-2020s, the balance will tip to urban areas. Urbanisation is putting additional strain on towns and urban peripheries that are already struggling to meet basic service needs.</p> <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. Bank, Sharpley and Petersen (2020) argues that the current phase of urbanisation and out-migration in the Eastern Cape is simultaneously transforming the countryside and the city as trans-local livelihoods and connections are re-entrenched in complex ways under conditions of increasing hardship and inequality.</p> <ul style="list-style-type: none"> • Demand for land. There is a huge demand for middle to lower income houses in Lady Grey, Barkly East and Sterkspruit yet no land is demarcated and available for future development in these areas. The available sites are not serviced. In addition, much of the land for development falls outside municipal boundaries and under the jurisdiction of traditional authorities with communal land tenure. The municipality is busy negotiating with traditional authorities to include all the surrounding villages into Sterkspruit municipal boundaries.

Driver	Description
	<p>Land invasions. Land demarcated for future development especially in Sterkspruit is often invaded by persons from villages outside Sterkspruit seeking to be closer to town • Vandalism. Many RDP houses are vandalised before the project is complete</p> <p>Shoddy workmanship. Contractors either do not have the skills to undertake the project or under quote which leads to projects taking many years to complete and then houses have to be rectified</p> <p>No integration of settlements. Housing developments are planned without future growth in mind like schools, clinics and churches</p> <p>Refection of illegal shelters. House owners continue to build squatter shacks in their back yards.</p> <p>Illegal usage of RDP houses. Many house owners illegally rent their houses out or sell them which results in the growth of many spaza shops.</p> <p>No fencing provided for houses. RDP houses do not cater for fencing with the result that roadside fences get stolen for this purpose.</p> <p>Overlapping land rights create delays in development which is the case in Herschel where a housing project has been delayed from building over 100 houses due to a 4-year land claim dispute.</p> <p>Unfiled building plans. Land owners just build according to their wants without consulting the municipality</p> <p>Disaster Houses. The municipality is not responsible for disaster but finds that many of the reported structures do not get fixed by the Department.</p> <p>Beneficiaries. On completion of projects many houses can 't be handed over due to beneficiaries either relocating or dying. Beneficiaries who die without leaving a will, create problems as the municipality then has to decide which family member is entitled to the house. In addition, some persons f fraudulently receive RDP houses to which they are not entitled too.</p>
10. Human agency, in both its individual and collective form	<p>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. Communities in which these mutual levels of trust are high have greater social cohesion than communities that function on fear, mistrust and intimidation.</p>

Driver	Description
	<p>Unfortunately, the prevalence and magnitude of unemployment, corruption, poverty, inequality, racism, narrow-mindedness, and sexism in the Eastern Cape create barriers to developing the human agency of its people and building social cohesion. It is only through overcoming these barriers that human development in the province has a chance to flourish. This driver also pertains to social and political agency. Who will the political forces be, how, where and by whom will people be mobilised into action?</p>
11. Quality and relevance of education systems	<p>While access to primary education in the Eastern Cape is near universal, there are vast inequalities in the system. For example, while about one-third of South African learners and students were able to transition seamlessly to online learning, millions of others were left to make do with WhatsApp schooling or no schooling at all. 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 development opportunities are dependent on local innovation and entrepreneurs, skills, regulatory frameworks and political- and social support. There is a recognition of the need for triple helix partnerships, and creation of suitable institutional context for innovation and entrepreneurship. There are public and private institutions in place, however, the footprint is relatively small, and largely urban.</p>
13. Connectivity and data	<p>The COVID-19 pandemic, responses to pandemic containment and a massive global shift to virtual work and commerce in a short space of time has led to the speeding up of digital transformation globally and in South Africa. This is exemplified by increased usage of online services and digital platforms by government, businesses and residents for various transactions and interactions. This leads to new opportunities, and both winners and losers. The extent to which digital divides will be deepened or widened, will largely depend on the speed of broadband and 5G roll out,</p>

Driver	Description
	<p>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. There is evidence that the recent release of spectrum by the South African government, launch of 5G and outcomes of the Competition Commission’s enquiry into data prices will enable improved data speed at lower costs in a short space of time. The speed with which government acts will be determining for South Africa’s ability to remain competitive.</p> <p>Preparedness, effective responses to crisis, and scientific discovery requires data. Government systems are largely paper-based and there has been some level of resistance/ hesitancy to move to digital systems, even where connectivity is not a barrier.</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>
14. Climate change and climate mitigation	<p>The World Economic Forum (WEF) (2021) defined “climate action failure” as the “[f]ailure 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. As a country already suffering from economic challenges, these estimates make the need for the successful implementation of climate mitigation strategies even more critical. Therefore, it is critical that the JGDM adopt the Draft Climate Change Response plan and appoint personnel to deal with environmental management and ensure implementation of the Climate Change strategy.</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> <p>Many of the rivers have been impacted by high rates of soil erosion, due to poor agricultural practices, informal settlements and poor water management practices. Key sources pollutants include industrial effluent and waste water disposal, hydrocarbon contaminated storm water in urban areas, and fertiliser and pesticides used in agriculture, and high numbers of pit latrines. Wetlands are found throughout the District, with the highest concentration in the eastern, high rainfall areas. These areas are threatened by agricultural and development activities, as they are heavily grazed by stock during the dry season and encroached upon by human settlement and forestry. Wetlands are also often ploughed for crops, as the higher water table and soil moisture content in the flatter areas are ideal for crops. Wetlands are becoming increasingly polluted by materials and chemicals washed in from upstream, including litter, sewage and contaminated storm water.</p>
16. Land reform	<p>The South African (SA) country has suffered a long history of colonization, racial domination, and land dispossession, which resulted to the bulk of the land owned by a white minority. This then marked the beginning of the socio-economic challenges now faced by many of the SA communities today, namely <i>“insecurity, landlessness, spatial segregation, social injustice, poverty, and inequality.”</i> When the democratically elected government came into power, it enacted several pieces of development legislative policies and strategic frameworks to address the above stated problem, and to further guide and support a comprehensive nationally championed <i>“Land Reform Programme”(LRP)</i> 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> <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.

Driver	Description
	<ul style="list-style-type: none"> <li data-bbox="705 310 1908 367">• Foster sustainable livelihoods by creating conditions for a greater, more inclusive, and meaningful economic growth
17. Macro-organisation of state/Local government legal/policy reform	<p data-bbox="705 383 1908 790">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. However, the state in all of it forms does retain at its essence its Weberian core, which is fundamental to all states, that being the monopoly of cohesive power in modern societies the world over. It is in this context that the macro-configuration of the state cannot be discounted as a driver of change into the future. However, as we well know states are not all powerful, or all knowing, and they are indeed constrained by the motive forces holding sway in society, as well as within the global context. In SA for example, the advent of democracy and the emergence of the democratic state did whilst not Uhuru, did however provide for the all-important <i>beachhead</i> for the building of a new society founded on the principles of democracy, non-racialism, non-sexism, and equality. It also laid the basis for the emergence if transparent and accountable government. So too into he future, 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 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 PRIORITISED SERVICE DELIVERY NEEDS FROM STAKEHOLDERS	LIST OF PRIORITISED 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 Corridor Gas to Power 	<ul style="list-style-type: none"> Visibility of Metro police and SAPS due to high crime rate
PILLAR 3: SPATIAL RESTRUCTURING AND ENVIRONMENTAL SUSTAINABILITY	<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
PILLAR 4: INFRASTRUCTURE ENGINEERING	<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
PILLAR 5: INTEGRATED SERVICE PROVISIONING	<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 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 	<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"> • 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. • Visit 17 police stations • Place safety patrollers on the following schools: Walmer Primary, Bayview Primary, Dalrose Primary and Masiphathisane High School. 	
<p>PILLAR 6: GOVERNANCE AND FINANCE</p>	<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

2.4 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/ PRIORITIES	PROVINCIAL	MTSF	EC PDP PRIORITIES	DISTRICT/ METRO PRIORITIES
PILLAR 1: DEMOGRAPHIC CHANGE AND PEOPLE DEVELOPMENT	<p>Priority 3: Education, Skills and Health</p> <p>Priority 4: Consolidating the Social Wage through Reliable and Quality Basic Services</p> <p>Priority 6: Social Cohesion and Safer Communities</p>			<p>Goal (Impact Area) 4: Human Development</p> <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 regeneration. • Social Protection and Viable Communities. 	<ul style="list-style-type: none"> • Improve Service Delivery • Socio-economic upliftment
PILLAR 2: ECONOMIC POSITIONING	<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/ PRIORITIES	PROVINCIAL	MTSF	EC PDP PRIORITIES	DISTRICT/ METRO PRIORITIES
				Goal (Impact Area) 3: Rural Development and an Innovative and High-Value Agriculture Sector <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. Improve infrastructure planning, delivery, operations and maintenance. 	<ul style="list-style-type: none"> Basic Service Delivery and Infrastructure

LIST OF GOVERNMENT PRIORITIES TO BE IMPLEMENTED IN DISTRICT/ METRO					
PILLAR NAME	NATIONAL/ PRIORITIES	PROVINCIAL	MTSF	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

OVERALL VISION STATEMENT FOR THE METRO	
<i>An iconic, friendly, ocean city driven by innovation, service excellence and economic development – a destination of choice.</i>	

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 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 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.
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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 wastewater 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.

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PILLAR 4: INFRASTRUCTURE ENGINEERING																							
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	<p>In reducing losses, key interventions include:</p> <table border="1"> <thead> <tr> <th>No.</th> <th>WORKSTREAM</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Bulk Water Supply and Bulk Water Meters</td> </tr> <tr> <td>2</td> <td>GMA's and DMA's</td> </tr> <tr> <td>3</td> <td>Remote Meter Reading, ICI & DMA Monitoring</td> </tr> <tr> <td>4</td> <td>Pressure Management</td> </tr> <tr> <td>5</td> <td>Non-Revenue Water</td> </tr> <tr> <td>6</td> <td>Billing Management and CDA statistics</td> </tr> <tr> <td>7</td> <td>Water and Sanitation Tariffs</td> </tr> <tr> <td>8</td> <td>Leak Repairs</td> </tr> <tr> <td>9</td> <td>Operations & Maintenance Resources</td> </tr> <tr> <td>10</td> <td>Domestic Meter Audits</td> </tr> </tbody> </table>	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
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PILLAR 5 INFRASTRUCTURE ENGINEERING	
ISSUE	STRATEGY
	To be provided later

PILLAR 6: GOVERNANCE AND FINANCE	
ISSUE	STRATEGY
	<p>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.</p> <p>The advent of Covid-19 required the Municipality to devise new methods of consultation with stakeholders. They amongst others included the following approaches:</p>

- The use of an IDP APP for contributions and comments from the public and organisations.
- The use of radio for politicians to inform communities regarding the IDP.
- Live on Municipal Facebook Page.
- Live on YouTube.
- Various Radio Stations interviews by the Political Leadership to market the programme.
- 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.
- Press releases.
- Loud hailing.
- Explanatory video clips on IDP processes posted on social media platforms.
- Municipal Website.

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.
- (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.

CHAPTER 5: IMPLEMENTATION COMMITMENTS

DEPARTMENT OF ENVIRONMENT, FORESTRY AND FISHERIES

Project Name	Project Description	Project Status	Timeframe / Duration	Total Project Budget
EPIP				
EC-WfC Van Staden River to Sundays River (18/21)	The deliverables to be undertaken are: 1. Cleaning of the Coast, Cleaning of the Coastal Catchment areas including Illegal dumping sites. 2. Control of Invasive Alien Vegetation. 3. Monitoring and Reporting on Coastal Activities. 4. Development and Implementation of the Environmental Education and Awareness Activities	Implementation	01/03/2019 – 20/10/2021	R 10 000 000.00
Wetlands				
WfWet NMB Metro	Wetlands Rehabilitation and improved ecosystem services	Planning	2019/20 – 2021/22	R13,471,087.00
NRM				
NRM WOF EC Special Project Van Stadens	High Altitude Alien Clearing Project	Implementation	2018/19 – 2021/22	Not indicated
NRM EC Sand-Bulk River Catchment 2	Alien Plant Clearing Project	Implementation	Not indicated	Not indicated

DEPARTMENT OF TRANSPORT

Project Name	Project Description	Location/ targeted areas	Timeframe / Duration	Total Project Budget
Maritime	1200 Ton slipway cradle. Beneficiaries are Port Users and local people. Projects are progressing as planned.	Nelson Mandela Bay Municipality	2018-2021	R170 234 286

DEPARTMENT OF SPORTS AND CULTURE

Project Name	Project Description	Location/ targeted areas	Timeframe / Duration	Project Budget
Ebubeleni Music Festival	Music Festival. The project was Implemented end of December 2019. Project approved to be supported for 2 years.	Nelson Mandela Bay Municipality	2019-2021	R2 500 000

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	Targeted beneficiaries - 4 200	2019 - 2024	Not indicated

Projects	Project description	Location / Targeted areas	Time frames	Budget
	businesses to scale up and expand through access to working capital and markets for goods and services.			
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
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
	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

Projects	Project description	Location / Targeted areas	Time frames	Budget
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	R70,328,312.00
SP Dept. Correctional Serv - DCS	St Albans Correctional Centre	Port Elizabeth	Not indicated	R87,207,694.00

NELSON MANDELA BAY METRO ALL PROJECTS (PLANNING AND CONSTRUCTION)

Department	No of Project s	Total Project Cost	Previous Cummulative 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 Projects	Total Project Cost	Previous Cummulative 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 and Tourism	1	71 432	63 478	-	-	-	-
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

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 programmes.

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.