

CHAPTER FIVE

FIVE-YEAR IDP IMPLEMENTATION FRAMEWORK

Community needs (as reflected in Chapter One), the situational analysis of Nelson Mandela Bay (as reflected in Chapter Two) as well as the Executive Mayor's Foreword highlighted some of the developmental challenges facing the Municipality. Chapter Three presented the spatial development framework of Nelson Mandela Bay as a tool to achieve structured investment and sustainable growth and development. This chapter presents the five-year IDP implementation framework, in line with the following key performance areas:

- (a) Service delivery and infrastructure development
- (b) Municipal transformation and development
- (c) Local economic development
- (d) Financial sustainability and viability
- (e) Good governance and public participation

5.1 SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

A key prerequisite for all municipal development in Nelson Mandela Bay is sustainability and integration. This is particularly vital in respect of service delivery and infrastructure development, as the legacy of past discriminatory practices adopted in the provision of services and infrastructure is still evident in many of our communities. Central to this is the establishment of sustainable and integrated human settlements in which communities will have access to basic services like water, sanitation, electricity and refuse removal, but also enjoy a full basket of other services, such as access to community amenities and facilities (e.g. educational, entertainment, cultural, health, sports and welfare services).

Other key areas of attention include:

- (a) Transportation
- (b) Infrastructure development and maintenance
- (c) Access to health care and environmental services, as well as the safety and security of communities

5.1.1 Integrated human settlement

The Municipality has moved its focus from simply providing shelter to establishing integrated sustainable human settlements and providing good quality housing. In order to establish integrated human settlements, the following issues are key:

- (a) Provision of integrated service delivery and human settlements.
- (b) Elimination of the housing delivery backlog of 84 266 units through the provision of quality housing and upgrading human settlements.
- (c) Addressing the fragmented spatial patterns of the past.
- (d) Relocation of communities living in stressed areas (flood-plain areas, tip sites, power line areas, etc.).
- (e) Repairing storm damaged and 'wet-and-defective' houses.
- (f) Addressing land invasion.
- (g) Unblocking and finishing blocked projects.
- (h) Addressing the challenges of *ad hoc* housing funding allocations by the Province through a multi-year budgeting system.
- (i) Obtaining accreditation as a housing developer and simultaneously addressing administrative and capacity issues within the Housing and Land Directorate.
- (j) Responding to the constantly escalating cost of housing and building material.
- (k) The creation of opportunities for the provision of social and affordable housing in appropriate locations.

FIVE-YEAR PERFORMANCE PLAN

INTEGRATED HUMAN SETTLEMENTS AND LAND PLANNING			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Integrated and sustainable human settlements	To facilitate and co-ordinate the establishment of integrated human settlements in Nelson Mandela Bay	Development and implementation of a Housing Delivery Programme	7 900 quality low-cost houses to be built
			7 500 erven with services to be provided in 4 new destination areas and 16 <i>in situ</i> areas
			Houses built with defects to be reduced to 5%
		Identification of land for social housing and implementation of a Social Housing Programme	A register to be compiled of potential social housing sites per completed LSDF
		Co-ordination of a Social Housing Stakeholders Forum	Meetings to be held on a bi-monthly basis

INTEGRATED HUMAN SETTLEMENTS AND LAND PLANNING			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Integrated and sustainable human settlements <i>(continued)</i>		Development of a housing demand database linked to the National Housing Subsidy System	Housing allocation policy/criteria to be implemented by July 2009
		Provision of Housing Consumer Education to communities	7 900 households to be educated in line with housing provision
	To eliminate all informal settlements by 2014	Implementation of a programme to eliminate 122 informal areas	3 informal settlements to be upgraded and connected to basic services
			100% implementation of the informal settlements upgrade programme
		Relocation of 14 000 households from informal settlements in terms of Zanemvula and other programmes	1 200 households to be relocated
	To repair all 'wet and defective' houses	Repair of 'wet and defective' houses	All 'wet-and-defective' houses in 16 projects to be repaired
		Repair of disaster affected houses	580 disaster affected houses to be repaired

INTEGRATED HUMAN SETTLEMENTS AND LAND PLANNING			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Integrated and sustainable human settlements <i>(continued)</i>		Implementation of the Accreditation Programme	All Level 2 accreditation requirements to be met by June 2010
Spatial development planning	To develop and implement a sustainable integrated planning system for Nelson Mandela Bay	Development of a Spatial Development Framework	Review of Spatial Development Framework
		Development of local spatial development frameworks for all areas covered by the Spatial Development Framework	2010 Stadium and Precinct LSDF for final approval by June 2010
			Motherwell and Wells Estate LSDF for final approval by June 2010
			Helenvale LSDF for final approval by June 2010
			Uitenhage and Despatch LSDF for final approval by June 2010

INTEGRATED HUMAN SETTLEMENTS AND LAND PLANNING			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Spatial development planning <i>(continued)</i>			Zanemvula LSDF for final approval by June 2010
			Walmer LSDF for final approval by June 2010
			Newton Park LSDF for final approval by June 2010
			Hunters Retreat LSDF for final approval by June 2010
			LSDF for the MBDA mandate area to be completed by June 2010

INTEGRATED HUMAN SETTLEMENTS AND LAND PLANNING			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Land use management	To ensure the optimal and integrated usage of land in Nelson Mandela Bay	Development of an integrated Land Use Management System	Legal verification and final approval of the consolidated Zoning Scheme by June 2010
		Development and implementation of a strategy to address delays in processing of land applications	Draft Strategy to address delays to be revised, taking into account new circumstances, by December 2009
			80% of land use development applications finalised within statutory timelines
			98% of building development applications finalised within statutory timelines

5.1.2 Provision of basic services

Improving service delivery is an integral part of the Municipality's mandate. The Municipality is acutely aware of the many service delivery challenges confronting it, and has developed a number of plans to address these challenges. These will be implemented as reflected in this IDP.

5.1.2.1 Water services

Following the publication of the *Water Services Act* (Act 108 of 1997), all South African water services authorities are required to prepare a Water Services Development Plan (WSDP). The WSDP is a business plan setting out the way in which a specific water services authority plan delivers water services to individuals and businesses in its area of jurisdiction. It also describes the current and future consumer profile, the types of services that are provided, the infrastructure requirements, a water balance, organisational and financial arrangements to be used, an assessment of the viability of the approach, and an overview of environmental issues. Following these analyses, important issues that may impact on the provision of effective and sustainable water and sanitation services need to be identified and strategies must be formulated to improve service provision.

The Municipality's revised WSDP (2006), which is applicable over a five-year period, recommends new capital projects for its Capital Budget. A longer-term analysis and integration of future water demand and infrastructure are, however, necessary. In order to address the latter, a Water Master Plan (WMP) was approved by Council in October 2007.

The WMP is a plan that identifies the gaps in the provision of water to meet the needs set out in the WSDP. The WMP is a longer-term plan that covers the period up to 2020, far extending beyond the five-year period covered by the WSDP so as to meet the long-term water requirements of Nelson Mandela Bay.

5.1.2.1.1 Key strategic goals and challenges

In addition to the *Water Services Act*, the Municipality's WSDP is informed by the National Strategic Framework for Water Services (September 2003), which is a critical policy document that sets out the future national approach to the provision of water services. Key focus areas of the Water Services Delivery Plan include the following:

- (a) Provision of free basic water.
- (b) Development of a comprehensive Water Management Strategy.
- (c) Transformation of the Municipality into a world-class water service provider.
- (d) Financial accountability and sustainability.
- (e) Establishment of a comprehensive Customer Care and Management Strategy.
- (f) Ensuring quality (regular testing of water to ensure that it meets the required standard), sustainable and affordable services to all.

5.1.2.1.2 Critical challenges

- (a) Meeting the national target for the provision of basic services to all by 2008 (for water) and 2010 (for sanitation).
- (b) Accelerating the eradication of basic service backlogs.
- (c) Successful implementation of the Water Demand Management Strategy and achieving the targeted reduction.
- (d) Timely provision of infrastructure to meet developmental growth needs.
- (e) Maintenance of infrastructure to ensure continued operation.
- (f) Limited financial resources.

The strategies to address these challenges are presented below.

5.1.2.1.3 Strategies to address challenges

- (a) Detailed planning and financial provision for infrastructure capacity upgrade are required over the period 2007 – 2009 to increase the treatment and transfer capacities of the bulk supply system from the “restricted” yield of 250 MI/day supplied from all sources to the “unrestricted” yield of some 278 MI/day.
- (b) The Municipality is prioritising the implementation of a Water Demand Management Programme to accelerate and achieve an overall saving in water usage of more than 20 MI/day. Currently, the Programme is implemented by metering all connections, replacing old meters with new ones, developing a meter replacing programme for large industrial meters, and metering all standpipes to informal settlements.

During the 2009/10 financial year, the framework for the established of a Water Demand Management Unit (WMDU) will be in place. Once the Unit is established, it will develop a clear strategy that will address the WDM over the short to long term.

- (c) One of the options to increase the water resources capacity of the NMBMM is the use of sea water.
- (d) A detailed plan for a Return Effluent Scheme to treat and supply water from the Fishwater Flats Wastewater Treatment Works to Coega IDZ will be implemented through a public-private partnership.
- (e) The conclusion of the Bulk Water Supply Agreement (Orange River Project) between the NMBMM and the Department of Water Affairs and Forestry (DWAF) will be expedited.
- (f) The NMBMM must consider the implementation of a Service Levies Policy for all new subdivisions and developments to ensure that capital is available for *ad hoc* service extensions.

FIVE-YEAR PERFORMANCE PLAN

PROVISION OF WATER SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Provision of water	To ensure that all residents of NMB have access to water by 2008	Provision of all households with water within a 200 m radius	100% of households to be provided with access to basic potable water supply within a 200 m radius
			7900 new households connected to basic potable water by June 2010
		Provision of bulk water services to support the Housing Programme	Bulk water services to be provided in line with low-income housing delivery programme
		Housing connections where contractors abandoned sites (Kuyga – 630 units and Kleinskool – 347 units)	Kuyga – project to be completed by June 2010
			Kleinskool – project to be completed by June 2010

PROVISION OF WATER SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Provision of water <i>(continued)</i>	To implement a Water Demand Management Programme	Reduction in unaccounted for water to 15% by 2011 through the following projects in terms of the Water Demand Management Programme:	Unaccounted for water to be reduced by 1%, by June 2010
		a) Replacement of old domestic meters	10 000 old domestic meters to be replaced as part of Water Demand Management Strategy
			Water Demand Management: Strategy and Business Plan to be completed by September 2009
			First contract to go to tender in December 2009

PROVISION OF WATER SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Provision of water <i>(continued)</i>	To provide infrastructure to meet developmental needs of Nelson Mandela Bay	Provision of infrastructure to meet growth and development needs of Nelson Mandela Bay	Infrastructure Investment Plan in place by December 2009
			Bulk Water Infrastructure Development Levy Policy to be finalised by September 2009
	To manage water infrastructure assets	Infrastructure Asset Management Programme	Maintenance backlog reports to be completed by December 2009
			Asset Management Programme to be in place by June 2010

5.1.2.2 Provision of sanitation

Access to sanitation is a vital prerequisite for restoring the dignity of local communities. In addition to the provision of water, sanitation is therefore a key focus area of the Municipality. Currently, 16 000 households do not have access to a basic level of sanitation, as they are being serviced through the bucket system. It should be noted that this figure of 16 000 households excludes the sharing of buckets by more than one informal household.

A Sanitation Master Plan is being developed to meet the long-term needs of Nelson Mandela Bay, as well as the national sanitation target for 2010. It will be approved during the 2009/10 financial year. The Plan will cover the current sanitation status and future requirements in terms of anticipated growth. In addition to the provision of sanitation in the formal areas, the Municipality is also focusing on alternative sanitation technology in the informal areas. Studies in this regard have been concluded and the results are being evaluated for implementation.

FIVE-YEAR PERFORMANCE PLAN

PROVISION OF SANITATION SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Provision of sanitation	To provide basic sanitation to all by 2010	Connection of households to sanitation services	7 900 new sanitation connections to be made
		Provision of bulk sanitation services to support the Housing Programme	Bulk sanitation services to be provided in line with low-income housing delivery programme
		Investigations into and implementation of alternative methods of sanitation	Investigations, report with recommendations and a policy into alternative methods of sanitation to be completed by September 2009
			Tenders to be awarded by January 2010

PROVISION OF SANITATION SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Provision of sanitation <i>(continued)</i>	To manage sanitation infrastructure assets	Infrastructure Asset Management Programme	Maintenance backlog reports to be completed by December 2009
			Asset Management Programme to be in place by June 2010

5.1.2.3 Comprehensive Integrated Transport Plan (CITP)

The Nelson Mandela Bay Metropolitan Municipality is required by the National Land Transport Transition Act 22 of 2000 to prepare a Comprehensive Integrated Transport Plan, which should be reviewed every five years, but updated on an annual basis. The Municipality prepared a Comprehensive Integrated Transport Plan, which covers the five-year period from July 2008 to June 2014.

The Comprehensive Integrated Transport Plan adopted a vision as provided by the Provincial White Paper on Transport, which reads as follows:

“To provide an efficient, safe, affordable, sustainable and accessible multi-modal transport system which is integrated with land-use development to ensure optimal mobility for the residents and users of the transport system in the metropolitan area.”

The objectives of the CITP address the following issues:

- Mobility
- Convenience
- Reasonable cost
- Minimum side effects

5.1.2.3.1 Strategies

Strategies for the implementation of the CITP include the following:

- Public transport
- Road system
- Parking

- Goods movement and loading and unloading facilities
- Traffic control and enforcement
- Environment
- Public participation
- Finance

Public transport and the road system are discussed below:

(a) Public transport

Public Transport is a priority and forms an important part of the CITP. It focuses on buses, taxi's, rail as well as other public transport services, e.g. metered taxi's.

A Public Transport Plan (PTP) has now been finalised as part of the CITP. The implementation of the PTP requires the construction and provision of the following infrastructure:

- Dedicated bus lanes
- Bus stations
- Modal interchanges
- Non-motorised facilities
- Upgrading of public transport routes
- Signage and traffic control systems

The Nelson Mandela Bay Metropolitan Municipality is in the process of implementing an Integrated Public Transport System, which initially focuses on bus rapid transit and taxi's. All key stakeholders are consulted in the process.

(b) The road system

The primary road system in Nelson Mandela Bay comprises the following road categories:

ROAD CATEGORY	LENGTH (KM)
National Roads	58
Provincial Roads (Surface)	490
Provincial Roads (Unsurface)	269
Provincial Urban Main Roads and Roads of Metropolitan Significance (main public transport routes)	482
Minor Roads (surfaced)	2 322
Minor Roads (unsurfaced)	474
TOTAL LENGTH	4 195

Specific proposals for the long-term road network.

The Long-term Transport Network contained in the NMBMM Integrated Transport Plan has been reviewed and conclusions and recommendations are made with regard to the Baakens Parkway along Valley Road, KwaNobuhle, the Bloemendal arterial, Mission Road, Diaz arterial, Driftsands arterial and Buffelsfontein Road.

A well-maintained road network is the cornerstone of a safe and convenient transport system for commuters, private motorists, and commerce and industry. Central to an effective and well-maintained road network are the following management systems:

- (a) Road Management System
- (b) Bridge Management System
- (c) Road Sign Management System

Also important is the development and implementation of a Stormwater Master Plan, traffic calming measures and the tarring of roads.

FIVE-YEAR PERFORMANCE PLAN

ROADS, STORMWATER AND TRANSPORTATION			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Roads and Transportation	To improve public transport in Nelson Mandela Bay	Implementation of Integrated Public Transport System	Phase 1 (installation of infrastructure) to be completed in line with the plan
			Update of five-year plan to be completed by June 2010
	To ensure that all the road construction and maintenance needs of Nelson Mandela Bay are met	Implementation of the following road infrastructure development programmes: (a) Tarring 475 km of road	31 km of roads to be tarred by June 2010
			50 culs-de-sac to be tarred by June 2010
			(aa) Tarring of sidewalks
			40 km of sidewalks to be tarred by June 2010

ROADS, STORMWATER AND TRANSPORTATION				
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target	
Roads and Transportation <i>(continued)</i>		(b) Resurfacing 500 km of road	80 km of roads to be resurfaced by June 2010	
		(c) Rehabilitation/ Reconstruction of 69 km of road	14 km of roads to be rehabilitated/reconstructed by June 2010	
		(d) Graveling 250 km of road	50 km of roads to be gravelled by June 2010	
		(e) Construction and maintenance of bridges	Three bridge structures to be rehabilitated	
		To maintain road infrastructure and eliminate backlogs	Infrastructure Asset Management Programme	
				Asset Management Programme to be updated by June 2010

ROADS, STORMWATER AND TRANSPORTATION			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Roads and Transportation <i>(continued)</i>	To improve road safety through the installation of traffic calming and control measures	Traffic Calming Measures Policy	Traffic calming measures to be installed in 20 streets
			10 sets of traffic lights to be installed
Stormwater	To improve stormwater infrastructure and management across Nelson Mandela Bay	Installation of stormwater 300km of drainage to all new residential areas as well as existing residential areas without drainage	21km of stormwater drainage to be installed
		Development of a comprehensive stormwater management system	Asset Management Programme to be in place by June 2010

5.1.2.4 Infrastructure asset management

It is essential that the Municipality has effective asset management systems, to support its infrastructure development and maintenance programmes. This involves the management of the following strategic assets:

- Electricity
- Water
- Sanitation
- Refuse removal
- Roads
- Stormwater
- Property and buildings

If assets are managed properly, operational and replacement costs would be reduced. Furthermore, the Municipality would be in a better position to establish the life cycles of these assets, which would inform planning. Asset management is central to service delivery. If assets are not maintained, service disruptions may occur. In the past, investment in infrastructure asset maintenance has been inadequate and the Municipality is therefore currently confronted by huge backlogs in this regard. The Municipality is developing an integrated and auditable asset register that fully complies with the latest accounting requirements and that meets its operational requirements for the maintenance and development of its infrastructure and other asset programmes on an ongoing basis.

5.1.2.5 Provision of electricity

The Municipality is faced with the major challenge of ensuring that all households in Nelson Mandela Bay, both in formal and informal areas, have access to electricity. Although currently 97% of households on officially surveyed sites have access to electricity, the Municipality is mindful of the remainder of our residents who are staying in informal areas.

Furthermore, the Municipality, as is the rest of the country, is faced with the problem of load shedding and the resultant distribution disruptions. This highlights the need to save and conserve energy. In this regard, the Municipality is investigating the use of alternative renewable energy sources, such as wind turbines, solar heating and electricity generation from solid waste. A number of other energy-efficient measures are being introduced. An Energy Efficiency Centre has been established in conjunction with business and academia in order to promote energy efficiency in the Metro.

The Municipality also needs to eliminate electricity losses, either from technical causes or through theft. Technical losses are minimised through infrastructure maintenance. The Municipality is also expected to provide the necessary infrastructure to support investment and future growth.

FIVE-YEAR PERFORMANCE PLAN

PROVISION OF ELECTRICITY SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Electricity and energy	To provide electricity to all households by 2012	Connection of 15 170 erven by 2012/13	3 200 erven to be connected
		Connection of 2% erven on officially demarcated sites without electricity	98% of all households on officially surveyed sites to be provided with access to electricity by June 2010
	To introduce alternative sources of energy	Implementation of the following renewable energy programmes: (a) Wind turbines	EIA in progress on three potential wind sites – obtain an ROD by June 2010

PROVISION OF ELECTRICITY SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Electricity and energy <i>(continued)</i>		(b) Solar heating	Solar water heating to be rolled out to: <ul style="list-style-type: none"> • 50 crèches by June 2010 • 1000 low-cost housing units by June 2010
		(c) Electricity generation from solid waste	Financial close and tender for Phase One to be obtained
		(d) Fishwater Flats methane generation	Fishwater Flats methane generation, obtain ROD and begin site works by December 2009
		(e) Landfill to gas	Arlington and Koedoeskloof to start gas flaring by December 2009, and generation by 2010

PROVISION OF ELECTRICITY SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Electricity and energy <i>(continued)</i>	To conserve energy through the implementation of energy efficient measures	Implementation of the following energy efficient programmes: (a) Introduction of energy efficient lighting in municipal buildings	All municipal buildings fitted with energy efficient lighting by March 2010
		(b) Connection of 89 000 households with hot water load control	32 042 households to be connected with hot water load control by June 2010
		(c) Replacement of existing streetlights with energy efficient lighting	Phase 1 by June 2010 ± 30 000 (125 MW)
		(d) Replacement of traffic light heads with modern, low-energy consumption heads or solar heads	100 intersections to be completed by June 2010

PROVISION OF ELECTRICITY SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Electricity and energy <i>(continued)</i>		(e) Piloting the use of energy back-up on traffic lights under load shedding and power failure conditions	Pilot project to be implemented by November 2009
		Development and implementation of electricity and energy efficiency management educational programmes	Educational programmes to be developed and implemented by June 2010
	To manage electricity infrastructure assets	Infrastructure Asset Management Programme	Complete Asset Register, properly valued in accordance with current accounting standards, by December 2009

PROVISION OF ELECTRICITY SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Electricity and energy <i>(continued)</i>			Asset Management Programme in place by December 2009
	Reduce the NMBMM carbon footprint	Support the NMBMM Go Green Campaign by the addition of carbon reduction projects	2 new projects by June 2010
	To ensure sustainable and effective reduction in electricity losses	Reduction in electricity losses through technical and theft to 6% by 2012/13	Electricity losses reduced to 7% by June 2010
	To provide infrastructure to meet developmental needs of Nelson Mandela Bay	Provide infrastructure to meet growth and development needs of Nelson Mandela Bay	Development of a comprehensive Energy Plan for the Metro with deliverables and targets in order to meet current and future demand

5.1.2.6 Public health

The Municipality is mandated to provide quality primary health and environmental services to all its inhabitants and occupational health, safety and wellness to its employees. Functional areas under primary health include HIV and AIDS, TB management and control, health care for women and children, and the provision, upgrading and management of municipal public health facilities. Environmental services cover functional areas such as environmental management, waste management, parks and environmental health.

The Municipality is faced with the following public health challenges:

- (a) High levels of HIV and AIDS and TB.
- (b) Insufficient and delayed subsidies from the Province.
- (c) Environmental challenges.
- (d) Illegal dumping.

To address these challenges, the Municipality initiated a number of intervention programmes as detailed below:

- (a) Integrated Environmental Plan

An Integrated Environmental Plan is one of the key sector plans of the IDP.

The key components of the Integrated Environmental Plan are the following:

- Environmental Management Systems (EMS), which is under implementation.
- State of Environment Report (SoER), which is developed annually.
- Nelson Mandela Open Space System (NMMOSS), which is under implementation.

- Integrated Waste Management Plan (IWMP), which is under implementation.
- Coastal Management Plan (CMP), which is under implementation.
- Water Master Plan (WMP), which is under implementation.
- Energy efficiency and renewable energy strategies, which are under implementation.
- Greening Policy, which is under implementation.

The following key plans and strategies are under development:

- Bioregional Plan (BP), to be completed by June 2010.
- Environmental Management Framework (EMF), to be completed by June 2010.
- Integrated Air Quality Management Plan (IAQMP), to be completed by June 2010.

5.1.2.6.1 Primary Health Care

With regard to primary health care, the Municipality is guided by the following Millennium Development Goals:

- Between 1990 and 2015, to reduce by $\frac{2}{3}$ the under five mortality rate.
- Between 1990 and 2015, to reduce by $\frac{3}{4}$ the maternal mortality rate.
- To have halted by 2015 and begun to reverse the spread of HIV and AIDS.
- To have halted by 2015 and begun to reverse the incidence of malaria and other major diseases such as TB.

A priority of the Municipality is to ensure universal access to all primary health care. In this regard, the Municipality considers the proximity of health facilities to communities, the conditions of the facilities, the levels of services provided and the availability of health personnel.

To combat HIV and AIDS and TB, the Municipality developed and is currently implementing an integrated HIV and AIDS Plan focusing on the following:

- Prevention, treatment, care, support, monitoring, evaluation and research.
- Broadening access to basic services.
- Employee wellness and support.

All these initiatives require an integrated approach by the three spheres of government. Accordingly, the Municipality established a multi-stakeholder Metropolitan AIDS Council, which sits quarterly.

With regard to TB, Nelson Mandela Bay has been identified by national government as a TB Crisis District and is therefore charged with implementing the National Health TB Crisis Plan.

5.1.2.6.2 Occupational Health, Safety and Wellness

The Nelson Mandela Bay Metropolitan Municipality has a legal, social and strategic responsibility to protect, preserve and invest in employees' safety and health. In this regard, the Municipality provides:

- An integrated employee health safety and wellness programme.
- Ongoing hazard identification.
- Risk assessment and management.
- Ongoing medical surveillance of employees.

5.1.2.6.3 Waste Management Services

The Municipality is responsible for providing quality, sustainable waste management services to the people of Nelson Mandela Bay in order to ensure a clean and healthy environment. In this regard, the Municipality provides a general waste collection and cleansing service to its residents and operates general waste landfill sites and transfer stations.

In line with the National Waste Management Strategy, the Municipality developed an Integrated Waste Management Plan (IWMP), with the aim of integrating and optimising waste management, in order to maximise efficiency and minimise the associated environmental impacts and financial costs.

In line with the National Environmental Management Waste Bill, the Municipality is implementing a number of projects in terms of the Integrated Waste Management Plan. These projects focuses on the following:

- Waste minimization, e.g. an in-house paper recycling project in five of its main paper-generating buildings.
- A source separation recycling project in Blue Horizon Bay.
- An electronic waste exchange project.

These projects emanate from the partnership with the City of Göteborg under the Swedish International Development Agency.

5.1.2.6.4 Environmental Health

The Municipality also focuses on a quality disease free environment by ensuring that:

- Residents are not exposed to environmental risks, nuisances and hazards.
- There is monitoring and controlling of potable water.
- Food and hospitality facilities comply with health and hygiene regulations.
- Hazardous waste disposal is monitored.

5.1.2.6.5 Environmental management

Environmental Management is responsible for protecting, maintaining and ensuring the sustainable utilisation of Nelson Mandela Bay's globally important biodiversity and environmental assets, and for guiding the Municipality with respect to environmental compliance and sustainability. This include *inter alia* the maintenance of the Integrated Environmental Plan, which is a Sector Plan of the IDP, the development of climate change response strategies, the conservation of nature reserves and natural systems of NMBMM, and assisting in the Environmental Audit.

FIVE-YEAR PERFORMANCE PLAN

PROVISION OF PUBLIC HEALTH SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Primary Health Care Services	To promote access to affordable primary health care services	Construction and upgrading of municipal health facilities	2 municipal primary health care facilities to be constructed (Zanemvula and Langa Kabah clinics)
			5 municipal primary health care facilities to be upgraded (Booyens Park, Masakhane, New Brighton, Zwide and KwaZakhele clinics)
			Clinic computer connectivity to be provided at 100% of clinics
		Implementation of a programme on youth-friendly health services	1 municipal primary health care facility (Masakhane) to focus on youth-friendly health services
		Implementation of a programme for the provision of disability access infrastructure	100% of municipal primary health care facilities to be provided with disability access

PROVISION OF PUBLIC HEALTH SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Primary Health Care Services <i>(continued)</i>	To promote women and children's health	Recruitment of qualified nursing and other health personnel	1:43 nurse-to-patient ratio
		Provision of Integrated Management of Childhood Illnesses (IMCI) and Antenatal Care (ANC)	100% of community health clinics to provide Integrated Management of Childhood Illnesses (IMCI)
			87% of community health clinics to provide Antenatal Care (ANC) services
		Provision of the expanded programme on immunisation (EPI) to achieve national coverage targets for children	90% coverage of the EPI in children targeted in Nelson Mandela Bay
		Roll-out dual therapy to prevent mother-to-child transmission of HIV (PMTCT)	87% of designated primary health care facilities to provide dual therapy to prevent mother-to-child transmission of HIV (PMTCT)

PROVISION OF PUBLIC HEALTH SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Primary Health Care Services <i>(continued)</i>	To combat the spread of HIV and AIDS and prioritise treatment and prevention	Implementation of a five-year HIV and AIDS Plan	Quarterly meetings of the AIDS Council
			4 training sessions on HIV, AIDS and STIs to be held
			2 stakeholder workshops on HIV, AIDS and STIs to be conducted
			3 HIV, AIDS and STIs social mobilisation events to be conducted per quarter
		Increasing the number of primary health care ART sites in Nelson Mandela Bay	3 additional accredited primary health care sites to provide ART services in Nelson Mandela Bay

PROVISION OF PUBLIC HEALTH SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Primary Health Care Services <i>(continued)</i>	To prioritise the treatment of TB and improve cure rates in Nelson Mandela Bay	Implementation of TB control programmes, which include the following: <ul style="list-style-type: none"> • Implementation of the TB Crisis Plan • Strengthening TB treatment programmes to improve detection, reduce treatment interruptions and improve cure rates 	<ul style="list-style-type: none"> • 75% New Smear Positive Cure Rate • 5% reduction in New Smear Positive Defaulter rate • 75% New Smear Positive TB Conversion Rate • 99% of TB clients on direct observation treatment support (DOTS)
		<ul style="list-style-type: none"> • Alignment and integration of activities of TB-supporting NGOs in Nelson Mandela Bay 	Implementation Plan to align and integrate activities of TB-supporting NGOs to be developed by September 2009

PROVISION OF PUBLIC HEALTH SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Primary Health Care Services <i>(continued)</i>	To implement a disease surveillance outbreak response plan	Implementation of the Disease Outbreak Response Plan	Monthly Surveillance Report on all reported outbreaks of notifiable diseases to be compiled
Occupational Health, Safety and Wellness	To ensure the health, safety and wellness of all NMBMM employees	Implementation of Health and Safety Risk Management Programme	Health and safety risk assessment report to be in place by July 2009
			Quarterly submission of reports and inventories of legal compliance by directorates
		Implementation of Workplace HIV and AIDS Plan	Implementation of ARV treatment and support programme for employees by June 2010

PROVISION OF PUBLIC HEALTH SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Occupational Health, Safety and Wellness (continued)			Staff policies and procedures to be reviewed to ensure non-discrimination and destigmatisation based on health status of employees by June 2010
		Strengthening the Employee Assistance Programme within NMBMM	Critical Incidence Stress Management Programme for high-risk directorates to be developed and implemented by June 2010
		Implementation of a legally compliant occupational health monitoring and hygienic placement of employees	Quarterly submission of employee medical surveillance report
			Quarterly submission of IOD statistical data

PROVISION OF PUBLIC HEALTH SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Occupational Health, Safety and Wellness (continued)		Construction and upgrading of Occupational Health and Wellness Centres	1 main municipal occupational health and wellness centre constructed in Walmer by June 2010
			1 municipal occupational health and wellness centre upgraded In Uitenhage by June 2010
Waste management	To provide quality sustainable waste management services to ensure a clean and healthy environment	Implementation of the NMBMM Waste Collection Strategy: a) Ensure provision of waste collection service to households in Nelson Mandela Bay	100% of households in formal urban and peri-urban areas to be provided with kerbside waste collection services
			95% of households in informal urban and peri-urban areas to be provided with basic level of service

PROVISION OF PUBLIC HEALTH SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Waste management <i>(continued)</i>		b) Implementation of the Waste Management Replacement Policy for Containers	4000 wheely bins in Uitenhage to be replaced by 30 June 2010
		c) Roll out of Wheely Bin Programme in terms of Housing Plan	7900 households to be provided with a wheely bin service in line with the NMBMM Housing Plan
		Ensure implementation of the NMBMM Integrated Waste Management Plan projects: Development of waste disposal facilities	2000 cubic metres of airspace to be developed by June 2010 2 transfer stations to be established by 30 June 2010

PROVISION OF PUBLIC HEALTH SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Waste management <i>(continued)</i>		Introduction of waste minimisation projects	1 source separation recycling Project to be successfully implemented by June 2010
			Paper recycling introduced in 5 municipal buildings
		Implementation of alternative service delivery mechanism	9 waste management cooperatives to be sustained
			Ward-based Cleaning Programme in 24 wards to be sustained
		Conducting of waste awareness	800 awareness events to be held annually
Eliminate illegal dumping in Nelson Mandela Bay	Strategy for the elimination of illegal dumping to be developed by September 2009		

PROVISION OF PUBLIC HEALTH SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Parks	Parks is committed to create and maintain landscaped areas and cemeteries in a sustainable, aesthetic eco-friendly safe environment to enhance the marketability of NMB and improve the quality of life for all	Development of Public Open Spaces	10 POS to be developed per annum to be in line with five-year Greening Plan
		Planting of trees	2500 trees to be planted per annum
		Maintenance and upgrading programme	22 cemeteries to be maintained
			2 cemeteries (Zwide and KwaNobuhle) to be upgraded
Maintenance programmes	150 POS, parks and street islands to be maintained		
Environmental management	To manage and protect the environment and natural assets of Nelson Mandela Bay	Develop environmental management strategies in order to: maintain naturally functioning eco-systems by ensuring sustainable use of natural resources	2 NMMOSS Projects to be implemented

PROVISION OF PUBLIC HEALTH SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Environmental management <i>(continued)</i>			Formulation of the Environmental Management Framework by June 2010
			Formulation of the Bioregional Plan by June 2010
			3 Ecotourism projects within identified nature reserves with direct benefit to adjacent communities to be implemented
		Promotion of environmental education and awareness through community based projects and programmes	15 000 people to have attended Environmental Awareness Programmes by June 2010
			Plan to develop and implement a sustainable green procurement policy to be developed by June 2010

PROVISION OF PUBLIC HEALTH SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Environmental Health	To ensure a safe, healthy and secure environment	Air Pollution and Noise Control: Pollution Prevention and Reduction Programme	Integrated Air Quality Management Plan to be completed
			Noise Control and Air Quality By-Law to be completed

5.1.2.7 Safety and security

The safety and security of all residents, the business community, tourists and property is a key focus area of this Municipality. In this regard, the Municipality focuses on crime prevention, disaster management, road and traffic safety, fire services, internal security services as well as the establishment of the Metro Police Services.

To create a safe and secure environment in Nelson Mandela Bay, the full participation of all stakeholders, including our residents and the business community, is required in addressing the following challenges:

- (a) Reducing crime.
- (b) Reducing the risk of disasters.
- (c) Reducing the risk of fire and other emergency-related risks.
- (d) Reducing accidents and road fatalities.
- (e) Maintaining acceptable levels of response to emergencies.
- (f) By-law enforcement.
- (g) Protection of municipal employees and assets

A number of programmes have been developed to address these challenges, as discussed below.

5.1.2.6.1 Crime Prevention Strategy

The Municipality developed a comprehensive Crime Prevention Strategy, which provides a basic framework for crime reduction. The objectives of this Crime Prevention Strategy are to:

- (a) Assist with initiatives by SAPS and other state organs to prevent and reduce crime in the NMB area;
- (b) promote community safety awareness; and
- (c) promote public knowledge and involvement in community safety structures.

The components of our Crime Prevention Strategy are:

- (a) Development and implementation of effective partnerships with the community and other key stakeholders.
- (b) Supporting effective policing and law enforcement through technological aids such as CCTV cameras.
- (c) Establishment of a municipal Police Service.
- (d) Provision of effective By-law enforcement services.
- (e) Protection of municipal assets and staff.

5.1.2.6.2 Disaster Management Plan

The Municipality developed a Disaster Management Plan, which ensures that proactive measures are put in place to prevent or mitigate the effects of disasters.

Disaster management is aimed at:

- (a) preventing or reducing the risk of disasters;
- (b) mitigating the severity or consequences of disasters;
- (c) emergency preparedness;
- (d) a rapid and effective response to disasters; and
- (e) post-disaster recovery and rehabilitation.

The Disaster Management Plan takes into account the vulnerability of the various communities and prioritises the potential risk accordingly. To mobilize all

stakeholders, a Disaster Management Advisory Forum and local disaster management committees were established.

The key disaster management focus areas are as follows:

- (a) Creating a sustainable municipal institutional capacity for disaster management.
- (b) Introducing effective risk reduction strategies.
- (c) Disaster risk management planning and the implementation thereof.
- (d) Effective disaster response, relief and recovery.
- (e) Enhancing public awareness and preparedness, disaster risk management research, education and training.
- (f) Evaluating and improving disaster management implementation in Nelson Mandela Bay.

5.1.2.6.3 Fire, traffic and other emergencies

To enhance safety and security service delivery, the Municipality has embarked on a programme to upgrade and replace its emergency vehicles, equipment and infrastructure. An operational 24-hour traffic control service is envisaged with the establishment of the Metro Police Service.

5.1.2.6.4 Integration and sustainability

Improving safety and security plays an important role in economic growth, tourism development and investment. Fulfilling the safety and security requirements of Coega and other major developments is paramount. In addition, safety and security is a prerequisite for the sustainable growth of communities. Safety and security in Nelson Mandela Bay will also be crucial beyond the world cup.

FIVE-YEAR PERFORMANCE PLAN

PROVISION OF SAFETY AND SECURITY SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Targets
Crime prevention	To reduce crime and ensure a safe and secure environment	Implementation of Crime Prevention Strategy, which includes the following projects:	
		(a) Establishment of a municipal Police Service	Submission of establishment document for the formation of municipal police
			Appointment of additional Safety and Security staff in preparation of establishment of Municipal Police Service
		(b) Participation in community awareness projects and structures	Attendance at Community Policing Forums, Community Safety Forums, sector ward meetings and other structures in support of community

PROVISION OF SAFETY AND SECURITY SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Targets
			awareness projects
Crime prevention <i>(continued)</i>			Establishment of a social crime prevention unit to ensure the targeting of youth. (linked to Metro police establishment)
		(c) Facilitate and co-ordinate CCTV installations	Establishment of a statistical analysis baseline for the number of crimes reported as a result of the Municipal managed CCTV network
			20 Additional CCTV cameras to be installed and linking to CCTV central control room
Disaster management	To proactively and effectively prevent, mitigate and respond to disasters	Facilitate the implementation of the Disaster Management Plan	2 additional fully functional Disaster Management offices established

PROVISION OF SAFETY AND SECURITY SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Targets
		by all role-players	3 Disaster Management Advisory Forum (DMAF) meetings
			Activation of functional Disaster Management Centre as a Joint Operations Centre
		Drafting and Finalization of a relief policy	Facilitation and co-ordination of relief response during emergencies
		Installation of an early warning system	4 additional disaster early warning systems metro-wide
	To implement the national disaster management framework in the Metro	Adopt and implement a Metro disaster management framework aligned to the National framework.	Facilitate the establishment of an inter-departmental forum to ensure integrated development planning

PROVISION OF SAFETY AND SECURITY SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Targets
Traffic safety	To increase visible traffic policing in order to address service delivery, fatalities, injuries and motor vehicle accidents	Full implementation of a visible traffic policing programme to reduce road fatalities	A fully operational 24-hour traffic service in place with establishment of the Metro Police Service
		Increase staff productivity	Drafting of a performance based plan for personnel and implementation
		Reduction in waiting period for Drivers license and learners licence appointments	6-8 weeks (dependant on full staff compliment)
		Implementation of a fleet expansion and replacement programme	250 additional vehicles

PROVISION OF SAFETY AND SECURITY SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Targets
		Expansion of Operational capabilities into the Uitenhage and Despatch area's	Building a Traffic Centre at Motherwell Thusong Centre and Construction of offices for the Uitenhage/Despatch traffic centre
		Expansion of training college in Greenbushes	Building of additional facilities for the training college
	Reduce warrant of arrest backlog	Extend the capabilities of the municipal court	Joint venture with the department of Justice at the Motherwell law courts
		Increase staff productivity	Develop and implement a performance plan

PROVISION OF SAFETY AND SECURITY SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Targets
Emergency response	To ensure an efficient and effective response to emergencies regarding fire and traffic	Emergency Response Maintenance Programme:	a) Fire: 10 min (b) Traffic: 10 min
		Emergency response development programme for security services	Development of a database of response times
Community education	To promote community safety awareness	Development and implementation of an educational initiatives on fire safety, traffic safety, crime prevention and disaster management	48 initiatives on fire safety, traffic safety, crime prevention and disaster management held
By-law enforcement	To ensure compliance with municipal By-laws	Draft a by law strategy and implementation plan	Completed strategy by March 2011

PROVISION OF SAFETY AND SECURITY SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Targets
		Integrated By-law enforcement programme for safety and security	800 fire safety notices, fines issued and inspections undertaken to enforce by law enforcement
			900 traffic notices and fines issued to enforce by law enforcement
			800 notices and fines issued by Security section to enforce by law enforcement
		Integrated reporting system to be developed for by law statistics	1 reporting system to be developed
Protection of Municipal staff and assets.	The provision of a system whereby the needs for	Implementation of the Security Master Plan, which	<ul style="list-style-type: none"> • 16 Risk analysis surveys completed

PROVISION OF SAFETY AND SECURITY SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Targets
	protection and safekeeping of Municipal employees and assets are met, in order to ensure secure working conditions and reduce unnecessary costs due to loss through negligence or otherwise	includes the following:- (a) Risk analysis of identified localities. (b) Implementation of Integrated Security Systems	<ul style="list-style-type: none"> • 8 Integrated security systems installed
		Improve the integrated firearm management system	<ul style="list-style-type: none"> • Review firearm policy • Procure additional 60 handguns and 50 shotguns
		Reduce damage to Municipal assets through thorough investigation and recommended preventative	100 finalized investigations into losses

PROVISION OF SAFETY AND SECURITY SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Targets
		measures	
		Provision of special event protection / security services	100 special function security services to be rendered
		Provision of escort services for VIP's and other municipal officials	32 escort functions to be performed
		Ensure high standard contracted security services is maintained	1000 inspections are undertaken to ensure the standards are maintained.
		Routine check patrols of unsecured municipal vehicles	240 Unsecured vehicles to be detected as a result of routine patrols
Fire Services	To provide an effective fire and emergency services	Upgrade and replace emergency vehicles,	2 replacement vehicles
			2 upgraded fire stations

PROVISION OF SAFETY AND SECURITY SERVICES			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Targets
		equipment and infrastructure.	Replacement of obsolete fire safety equipment
Establishment of Metro Police Service	To integrate current functions of traffic and security and reduce crime through the establishment of a Metro Police Service in order to improve service delivery to the Metro	Implementation of the business plan for the establishment of the Metro Police Service	Compile and Operationalise an implementation strategy

5.1.2.8 Integrated Infrastructure Development

FIVE-YEAR PERFORMANCE PLAN

INTEGRATED INFRASTRUCTURE DEVELOPMENT			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Targets
Infrastructure Investment	To enhance infrastructure investment through integrated planning	Five to ten-year infrastructure development programme in place	<p>Development and implementation of an integrated planned infrastructure maintenance programme in respect of electricity, water, sewerage, transport, roads, stormwater and solid waste disposal</p> <p>5-year Integrated Infrastructure Development Plan developed and approved by June 2010</p>

5.2 LOCAL ECONOMIC DEVELOPMENT

Local economic development is a dynamic and sustainable process, which creates wealth and raises living standards. This has a number of implications, including increased entrepreneurial and business activity, as well as the improved material status of citizens through access to resources and basic services. Our Economic Development Framework seeks to improve the Metro's global competitiveness and simultaneously reduce poverty. Effectively, this Framework recognises that Nelson Mandela Bay is part of the global economy and needs to ensure that it creates a safety net for the poor.

The Municipality is committed to transforming Nelson Mandela Bay into a globally competitive and preferred destination for investors and tourists. The work of the Municipality in developing the local economy is complemented by a number of fora, such as the LED Forum, the Executive Mayor's Advisory Panel and the GDS Co-ordinating Forum. In addition, a number of development agency boards are operative in Nelson Mandela Bay.

The Municipality has identified priority areas to ensure that the economic development goals of Nelson Mandela Bay are achieved. These strategic priorities include the following:

- a) Promoting investment and maximising the economic potential of Nelson Mandela Bay and the region by supporting priority economic sectors with job creation potential.
- b) Providing basic services and poverty relief to the most needy.
- c) Implementing measures to mitigate the economic impact of the global recession.

- d) Creating an enabling environment for economic development and growth by –
 - (i) providing the required infrastructure for growth and development;
 - (ii) streamlining administrative processes and procedures;
 - (iii) providing one point of entry and support for investors and business; and
 - (iv) providing a forum for business interaction and consultation.
- e) Prioritising community empowerment and skills development, focusing on scarce skills.
- f) Supporting the Second Economy through –
 - (i) supporting and increasing the business and entrepreneurial activities of emerging businesses and informal traders;
 - (ii) SMME development and co-operative support; and
 - (iii) Providing procurement management business opportunities especially Previously Disadvantaged individuals through Supply Chain Management (SCM) process.

The Municipality is aware that economic growth and development can be achieved only through a partnership approach with all spheres of government, business, labour and civil society. National government has, through its Local Economic Development Regulations, defined its approach and outlined the various instruments and resources that can be used. Further, the MSF and the HAP provide a framework for alignment with governments strategic priorities to mitigate the impact of the recession and halts the de-industrialization of our economy. The Provincial Government has also, through its Provincial Growth and Development Plan, highlighted its key development priorities and made resources available through funding and capacity building.

Investment in Coega IDZ has seen a steady growth, underpinned by the envisaged multi billion rand investment by Petro SA. This demonstrates confidence in the local economy and will no doubt serve as a major catalyst for attracting other investments to the region.

The competitiveness of the local and regional economy will also be boosted through investment in Information Communication Technology (ICT) and transport networks. In line with our competitive advantages, various sectors are being investigated to diversify our economy including the Maritime Industries and the Firm Industry. This is in addition to our partnership with National Business Process Outsource initiatives to promote the Nelson Mandela Bay Municipality (NMBM), as a business process outsource destination.

Sustainable growth and development is dependent on a sufficient and reliable supply of energy. The Municipality and national government are working on this aspect to address the current shortage. Low levels of water in the reservoir are a cause for concern for industry but more importantly to the poor who means of subsistence through food gardens might be challenged.

5.3 SPORTS, ARTS, RECREATION AND CULTURE

The Municipality is mandated to create an enabling environment for sport, arts and culture, as well as recreation. This ensures personal growth and fulfilment as well as cultural integration and unity, and also provides economic opportunities.

In this area, the Municipality has identified the following priorities:

- a) Facilitating the development and management of sport, cultural and recreational amenities and facilities.

Sports and Recreation

Construction of KwaDwesi Swimming Pool within KwaDwesi Sports Complex Located in Ward 36

Construction of Bowling Green Facility to cater for the elderly in Wolfson Stadium in Ward 19

Development of Mqolomba Sports Precinct located in Ward 42 in KwaNobuhle.

Development of the Mendi Cultural Centre

- b) Community empowerment and development through sports, arts, culture and libraries.
- c) Creating economic opportunities through sports, arts and culture.
- d) Successful preparation for and hosting of the 2010 FIFA World Cup and legacy projects.
- e) The provision of safe, user-friendly recreational beaches, and the maintenance of international standards on the local Blue Flag beaches and acceptable standards on all local beaches.
- f) The creation of an attractive events environment in the Metro in order to attract major national and international sports, arts and cultural events.

Beaches

The maintenance and development of the pristine beaches which are our biggest natural asset is of paramount importance in order to preserve these natural areas for our future generations.

The nurturing and development of the concept of the Bay being the water sport capital of South Africa will ensure that areas of sport and leisure on the beachfront are used by all especially our young athletes.

- g) The promotion of tourism and creation of jobs through sport, art and culture.

5.3.1 Provision and upgrading of sports facilities

With regard to sports, the Municipality prioritises the development of its main sporting codes, namely soccer, rugby, cricket, netball, swimming and boxing. The development of these sports codes is enhanced by the core mandate of the Municipality to develop and upgrade local sports facilities. Nelson Mandela Bay's stature as the host of national and international sporting events is growing,

following its securing of major competitions such as the International Iron Man and Sevens Rugby.

For several years, the Bay has also been known as the Watersports Capital of Africa, hosting a variety of well-known annual watersport events and angling competitions, such as the Splash Festival and the Algoa Bay Tuna Classic.

The Municipality has set aside R120 million over a three-year period to provide and upgrade local sports facilities.

5.3.2 Development and management of heritage resources

As stated in Chapter Three on Spatial Development, in order to fulfil its legal obligations, the Municipality needs to identify and grade its heritage resources to ultimately provide a heritage resources management plan for the heritage resources in its care. One of the MSDF implementation strategies is the preparation of a heritage register. The NMBM has a wealth of heritage resources that are not known and are not well maintained. In order to be able to maintain them properly, a register is needed.

The process of compiling the register will include, amongst others, the following:

- (a) Verifying existing heritage sites or resources (looking at their significance).
- (b) Verifying the ownership (especially concerning the built environment).
- (c) Grading and registering the heritage resources according to the Heritage Act of 1999.

One Heritage site, the "Cradock Four," is under development. Seven heritage sites of political and cultural value require further development, i.e. the Mendi Memorial. The marketing of these heritage resources also needs renewed focus. In addition to the aspect of legislative compliance, the development of heritage

resources will play a vital role in cultural tourism. The aforementioned seven heritage resources will be included in the Nelson Mandela Bay Freedom Trail, which will ultimately feed into the Provincial Heritage Route. It is therefore important for the NMBM to have a heritage register in place for use in 2010 and beyond.

5.3.3 Nelson Mandela Bay museums

Nelson Mandela Bay prides itself in having two internationally acclaimed and award-winning museums, namely the Red Location Museum of Struggle and the Nelson Mandela Metropolitan Art Museum.

5.3.3.1 Red Location Museum of Struggle

The multi-award-winning Red Location Museum of Struggle in New Brighton was opened on 10 November 2006. This Museum was built primarily as a tribute to the liberation struggle against apartheid. Its collection policy includes oral history and artefacts relating to the Red Location community, and artefacts, biographies and archives relating to the anti-apartheid struggle. Its stark but spacious structure incorporates the corrugated iron theme of informal settlement living and includes a series of 'memory boxes' consisting of 12 lofty free-standing galleries that house a diversity of photographic and art exhibitions. A further five arrangements of montages, timelines and modules detailing the history of the township, its people and their place in the bid for liberty, line the walls.

The Red Location Museum engages the public in educational and awareness-raising programmes on arts, culture and heritage. The Museum is also actively involved with poverty eradication and economic development initiatives.

The Museum has won a number of international and national awards: the inaugural Lubetkin Prize from the Royal Institute of British Architects (2006); the

World Leadership Awards for Architecture and Civil Engineering (2005); and the Dedalo Minosse International Prize for commissioning a building. In 2008, for the third consecutive year, the Museum won the Diamond Arrow Award from the Professional Management Review (PMR).

The development of an Art Gallery, state of the art library to referencing and the conversion of the beer hall to a tourism backpacker facility, will facilitate the creation of a cultural precinct that could mushroom as a Central Business District (CBD), in the heart of the Red Location.

The Red Location Art Gallery will not only be an extension of our outreach programme but also a platform to showcase this regions rich and diverse collection within the Red Location Museum Precinct.

5.3.3.2 Nelson Mandela Metropolitan Art Museum

Originally named the King George VI Art Gallery, the NMM Art Museum was founded in 1956 and is responsible for the collection, preservation, exhibition and promotion of the Municipality's art collections. The Art Museum collects in a variety of fields, including a broad spectrum of South African art, craft and design, international printmaking, oriental art and British art. Its main focus is the art, craft and design of the Eastern Cape, past and present. The Art Museum's other major function is promoting the value of the visual arts through recreational activities, tourism, community upliftment, education and services to cultural communities. Its annual programmes include art exhibitions of local and national interest, extensive educational programmes, cultural events and information services to the public. The Art Museum hosts an annual art exhibition for residents of Nelson Mandela Bay as well as a juried biennial exhibition and award for the artists of the Eastern Cape.

5.4 INNER-CITY REJUVENATION

The revitalisation of our inner-city area is a critical priority of the Municipality in its efforts to lure people, business and investment back to the CBD. The first phase of the upgrading of Govan Mbeki Avenue was successfully completed and Phase II of this project will be completed soon.

- Strand Street
- Donkin Reserve

Other areas targeted for urban renewal and development are Central, Port Elizabeth, Uitenhage and Despatch.

In addition to the inner-city facelift and other infrastructural upgrades, cleanliness and security are critical issues in the process.

The inner-city rejuvenation programme for the period 2008/09 – 2009/10 is as follows:

- a) Govan Mbeki Upgrade Phase II
- b) Parliament Street Upgrade
- c) Donkin Reserve upgrade
- d) Strand Street upgrade (Phase I)
- e) Uitenhage Market Square upgrade
- f) Rink Street upgrade

In Uitenhage, the inner city renewal programme is complemented by existing developmental initiatives under the UDDI.

5.5 TOURISM

The strategic location of Nelson Mandela Bay provides an environment conducive to tourism growth and development on an all-year-round basis. The Municipality developed a Tourism Master Plan to promote and guide tourism development, through Nelson Mandela Bay Tourism (NMBT). The Municipality recognises the importance of working together with other regional partners and stakeholders in promoting the region as a preferred destination.

Conferences and conventions are also central to tourism development. To provide for this market segment, Nelson Mandela Bay is in the process of developing an International Convention Centre. Furthermore, major sport events and the 2010 FIFA World Cup in particular will provide a platform to market and promote Nelson Mandela Bay nationally and internationally.

The Municipality is also supporting emerging entrepreneurs to participate in the tourism industry through capacitation, empowerment and awareness programmes and also busy with the establishment of a Tourism accommodation facility in the Red Location Precinct and this is going to be managed by the a Community based cooperative.

5.6 ENTREPRENEURSHIP SUPPORT

The Municipality assists emerging entrepreneurs through a variety of training and capacitating programmes and workshops covering a spectrum of areas such as business and finance management, and marketing and promotion. This entrepreneurship support focus on SMMEs, co-operatives and the previously disadvantaged. Incubation programmes focusing on textiles, cooperatives and construction will be initiated. The ICT incubator is already running and proving to be a success. Purpose for the implementation of the Cooperative Development Centre (CDC), and the construction phase, have been identified as Nelson

Mandela Metropolitan University (NMMU) and the Small Enterprise Development Agency (SEDA), respectively. The emphasis of the support is not only on the establishment of the concerns, but also on their long-term viability and sustainability. Through its Procurement Policy, the Municipality is developing the necessary strategies to ensure that broad-based economic empowerment principles and targets are achieved.

5.7 EXPANDED PUBLIC WORKS PROGRAMME II (EPWP II)

EPWP is a government-wide programme aiming at creating jobs and imparting skills through public spending. The EPWP involves re-orientating line function budget so that government expenditure results in more work opportunities, in particular for unskilled labour. It consists of four sectors, namely:

- the infrastructure sector;
- the environment and culture sector;
- the social sector; and
- the non-state sector.

The EPWP is a cross-cutting programme to all directorates. Each directorate is required to identify and integrate labour-intensive programme/projects into its normal activities.

The objectives of the EPWP are as follows:

- Maximising employment opportunity (where economically feasible).
- Developing skills within the community through EPWP training programmes.
- Developing sustainable emerging enterprises through accredited learnership.

- Maximising the percentage of the total annual budget spent and retained within the local community in the form of wages.
- Targeting and prioritising vulnerable groups in most of the projects/programmes (youth, woman and people living with disabilities)

To enhance accountability, monitoring and evaluation on the implementation of EPWP, regular reports are developed and sent to national and provincial government, in addition to municipal Council structures.

Nelson Mandela Bay will focus on *inter alia* the following in implementing the EPWP:

- Low volume roads (less than 500 vehicles per day).
- Sidewalks and non-motorised transport infrastructure.
- Storm drainage and trenches.
- Resurfacing of identified roads.
- Housing provision, which in addition to on-site activities will include the manufacturing of building material.
- These areas also provide opportunities for learnerships.
- Minor works, repairs and renovations to municipal buildings.
- Create jobs by taking students from technical colleges in the electricity and energy field to impart practical skills.
- Peer educators, environmental educational awareness programmes and co-operatives development.
- Community Peace Wardens, which can also serve as a resource pool for the planned Municipal Police Force.
- Sport development programmes and sport infrastructure development.

EPWP targets

- The Municipality has set itself a number of 1 199 full-time equivalent (FET) jobs and 3 502 work opportunities (WO) for the 2009/10 financial year.
- Furthermore, work created must meet the following equity criteria:
 - 55% women
 - 40% youth
 - 2% disabled
 - 8% any other equity criteria

5.8 POVERTY ERADICATION

The Municipality is implementing a number of programmes aimed at eradicating poverty, focusing on the following:

- Implementation of EPWP (job creation and learnerships)
- SMME and co-operative development
- Provision of free basic services
- Repair of leaks in indigent households
- Unemployed graduates training
- Bursaries and learnerships
- Procurement processes
- 2010 related programmes and initiatives
- Ward-based cleaning programmes
- Special sector capacitation (women, youth and the disabled)
- Implementation of urban renewal programmes

Whilst progress has been made in some of the abovementioned areas, the Municipality is aware that much still needs to be done to address the full extent of the problem, especially with regard to women, youth and the disabled, as well as

in implementing broad-based economic empowerment programmes and entrepreneurial support.

In terms of implementation of urban renewal programmes, the metro has done considerable work. None of this is possible without external funding. The Metro has been successful in securing funding (R305m) from National Treasury in terms of the Neighbourhood Development Partnership Grant Funding. Further, the Metro has submitted 9 funding applications to SALGA and Provincial Department for Economic Development to prepare feasibility studies and business plans for more urban renewal projects.

During the previous financial years the Metro has been successful in securing funding from MIG (Municipal Infrastructure Grant) for the Restoration of the Despatch Brickfields Chimney. Funding of R2, 050, 000.00 was received from MIG for the current financial year for Phase 2 of the project which will include improving the access road, landscaping around the chimney and signage.

Another project that will do the Metro proud is the conversion of the old Railways Sheds Building in Uitenhage into a science centre. The first science centre in the Eastern Province.

5.9 2010 FIFA WORLD CUP

The Nelson Mandela Bay Metropolitan Municipality will meet all its obligations in terms of its Host City Agreement for the 2010 FIFA World Cup. The Municipality is utilising the many opportunities presented by hosting the 2010 FIFA World Cup as leverage to create a long-term legacy for the Metro. This is being managed and co-ordinated through a number of workstreams, which include the following:

- Integrated Infrastructure
- Safety and Security
- Legacy and Sustainability
- Marketing and Communications
- Information Technology and Telecommunications
- Finance and Legal

Amongst the progress to date is the completion of the 48000-seater Nelson Mandela Bay Multi-purpose Stadium, the only South African host city stadium to

be built from scratch and also the fastest built structure of its kind in the world, as well as the appointment of a stadium operator. The Gelvandale stadium in the Northern Areas had been completely demolished and is re-built as a 2010 legacy project. Zwide stadium will also undergo similar upgrading. Other projects currently under way include the development of transport networks, precinct design and upgrading around the Stadium, fan parks and fan park precinct, tourism related educational and capacitation programmes and volunteer programmes.

As part of the Municipality's Metro-wide plan to meet its 2010 Host City obligations as well as ensuring the sustainability of the Multi-purpose Stadium precinct, the Municipality is currently developing landscapes and urban designs for the Stadium. This is complemented by the 2010 Transportation Plan. The transport plan had been severely impacted on by the taxi protest, leading to a reduced roll-out for the 2010 event.

Other initiatives include the switching on of the Township TV in Mandela Peace Park in Motherwell, which shows the DSTV Bouquet free of charge.

FIVE-YEAR PERFORMANCE PLAN

ECONOMIC DEVELOPMENT AND RECREATIONAL SERVICES			
Key Performance Element	Strategic Objectives	Five year Programmes/ Projects	2010/2011 Target
Economic growth and development	To create an enabling environment for economic growth	Implementation of Local Economic Development initiatives	Programme to be developed for the implementation of the LED Strategy by July 2009
			100% adherence to the LED Implementation Plan
			The LED Strategy, the Industrial Development Strategy and the Incentives Strategy to be aligned by February 2010
		Implementation of the Growth and Development Summit Agreement	Quarterly reports on the implementation of the Summit Agreement to Management Team

ECONOMIC DEVELOPMENT AND RECREATIONAL SERVICES			
Key Performance Element	Strategic Objectives	Five year Programmes/ Projects	2010/2011 Target
Economic growth and development <i>(continued)</i>	To stimulate sectors that promote economic growth and job creation	Sector support programmes: (a) Agriculture and agritourism development programme	Strategy and plan for agriculture and agritourism development to be developed in the Metro by March, 2010 and be approved by the Standing Committee in April, 2010. 10 new self-sufficient agricultural projects to be operational by June 2010 Will not achieve target due to financial constraints, lack of land availability and water.
		(b) Entrepreneurship and SMME/co-operatives support	An audit to be undertaken of the existing entrepreneurship and SMME/co-operatives support and development of a framework for future support 30 SMME's assisted with trading facilities (Containers) 1 x SMME Incubator established – Construction.

ECONOMIC DEVELOPMENT AND RECREATIONAL SERVICES			
Key Performance Element	Strategic Objectives	Five year Programmes/ Projects	2010/2011 Target
			500 SMMEs to be trained and/or provided with support by June 2010
			30 new co-operatives to be supported by June 2010
			2 co-operatives to be supported, focusing on youth by June 2010
Economic growth and development <i>(continued)</i>		(c) Tourism development, events and related 2010 programme	An events and tourism strategy adopted and implemented by September 2009
			5 new tourism co-operatives to be supported
			15 tourism SMMEs to be established/supported
			1 Tourism establishment owned by Cooperatives – Red Location Backpackers

ECONOMIC DEVELOPMENT AND RECREATIONAL SERVICES			
Key Performance Element	Strategic Objectives	Five year Programmes/ Projects	2010/2011 Target
			5% increase in bed-night occupancy in the Metro, facilitated through service level agreement with NMBT
			5 new major events to be hosted <ul style="list-style-type: none"> • Summer Season • Splash Festival • Iron Man • International Music Festival • Rugby Sevens
Investment facilitation and promotion	To facilitate and promote investment in Nelson Mandela Bay	<ul style="list-style-type: none"> • Development and implementation of an investment strategy • Promotion of Nelson Mandela Bay as a preferred destination 	New investments to the minimum value of R100m to be attracted through municipal initiatives. Business Investment Incentives awarded to at least three new companies or expanding local companies in NMB by June, 2010

ECONOMIC DEVELOPMENT AND RECREATIONAL SERVICES			
Key Performance Element	Strategic Objectives	Five year Programmes/ Projects	2010/2011 Target
		Implementation of business consultation fora	Executive Mayor's Economic Advisory Panel to be sustained Quarterly business and stakeholder forum meetings to be held in the Metro to deal with economic development related issues
Business support	To support and grow new and existing businesses	Implementation of business support programmes	Fully functional Business Support Centre to be in place by December 2009
Industry Development & Promotion	To facilitate the growth and promotion of Creative Industries particularly the Film & Music Industry in Nelson Mandela Bay	Setting up of the Creative Industries Office & Implementation of the NMB Film & Music feasibility study.	Creative Industries Co-ordinator appointed & the Creative Industries Office Operational

ECONOMIC DEVELOPMENT AND RECREATIONAL SERVICES			
Key Performance Element	Strategic Objectives	Five year Programmes/ Projects	2010/2011 Target
			NMB Community TV Station set up and operational by June, 2010
	To facilitate the development, growth and promotion of Maritime Industry in NMB	Development and Implementation of a Maritime Sector Strategy & Plan	Maritime Sector Strategy & Plan developed and adopted by June, 2010.
	To develop, grow & promote the Call Centre Industry in NMB.	Develop a BPO Sector Plan and value proposition for NMB.	Sector Plan & Value Promotion for the BPO & O industry in Nelson Mandela Bay approved and ready for implementation by June, 2010.
Investment facilitation and promotion	To facilitate and promote investment in Nelson Mandela Bay	Implementation of Investment Strategy	New investment to the minimum value of R100 million by June, 2010

ECONOMIC DEVELOPMENT AND RECREATIONAL SERVICES			
Key Performance Element	Strategic Objectives	Five year Programmes/ Projects	2010/2011 Target
Export Development and Promotion	To promote export oriented economy	Development of Export Strategy	Existence of Export Strategy by June, 2010
Adherence to the City Wide Skills Development Plan	To provide information skills demand and supply in NMB, and to link skills available to Industry	Implementation of the HRD Strategy	Existence and operationalisation of Labour Management System by June, 2010.
Broad-based economic empowerment (BEE)	To promote broad-based economic empowerment	BEE Support Programme	BEE empowerment Programme to be in place Tourism Empowerment implemented (Partnership programme between NMBM and Tourism Empowerment Council of SA (TECSA).

ECONOMIC DEVELOPMENT AND RECREATIONAL SERVICES			
Key Performance Element	Strategic Objectives	Five year Programmes/ Projects	2010/2011 Target
			100% adherence to the following broad-based empowerment targets: <ul style="list-style-type: none"> • 50% of tenders, both in terms of number and value, to be awarded to the previously disadvantaged • 10% of tenders, both in terms of number and value, to be awarded to women and youth • 2% of tenders, both in terms of number and value, to be awarded to people with disabilities
Broad-based economic empowerment (BEE) <i>(continued)</i>		Implementation of Formal Traders' Support Programme	Database for informal traders operating in the Metro to be in place by June 2010 200 informal traders to be trained/

ECONOMIC DEVELOPMENT AND RECREATIONAL SERVICES			
Key Performance Element	Strategic Objectives	Five year Programmes/ Projects	2010/2011 Target
			supported by June 2010
Military veterans and special sector support	To empower and capacitate military veterans and special sectors	Empowerment and support of Military veterans	Establishment of 2 key projects benefiting former Military veterans to be facilitated
Recreational services	To ensure beaches and resorts meet set standards of excellence and are safe and user friendly areas of recreation and leasure	Upgrading and maintaining of beaches and resorts	3 beaches to be maintained with Blue Flag status
Arts, culture and libraries	To promote an economic environment for arts, culture and heritage	Arts Development Programme	Arts developmental programmes implemented by June, 2010 – at least one per sector – Theatre, Music, Language, Craft, Film, Dance.
			Efficient Management of Arts Sector Database. At least one formal structure for Arts in place by June, 2010.

ECONOMIC DEVELOPMENT AND RECREATIONAL SERVICES			
Key Performance Element	Strategic Objectives	Five year Programmes/ Projects	2010/2011 Target
	Infrastructure Development	Arts Centres	Mendi Bottle Store to be upgraded into a Arts and Culture Centre by June, 2011.
Arts, culture and libraries <i>(continued)</i>	Job Creationa and Access to Opportunities		80 economic opportunities to be created (training, capacity building, exposure, etc) in the promotion of arts and culture, coupled with ongoing advocacy and support of local artists
<i>Libraries</i>	To promote a culture of reading and learning through the provision of library services	Implementation of programmes promoting a culture of reading and writing	2 programmes to be developed and implemented by June 2010
Nelson Mandela Metropolitan Art Museum	To collect, preserve, exhibit and promote the Municipal Art Colections	Implement programmes to promote the visual arts	October – December, 2009 4 New acquisitions of artworks for the collections 16 Artworks in Conservation studio for restoration.

ECONOMIC DEVELOPMENT AND RECREATIONAL SERVICES			
Key Performance Element	Strategic Objectives	Five year Programmes/ Projects	2010/2011 Target
			8 exhibitions 20 Tours and Events 26 Art Workshops Planning for 2010 projects
Heritage and museums	To promote and preserve cultural and historic heritage	Establishment and upgrading of heritage sites	2 heritages sites to be upgraded (Langa and Emlotheni) by June 2010
			1 heritage site to be established/ developed (Cradock Four) by June 2010
Poverty and job creation	To contribute to halving unemployment by 2014 through the delivery of public and community services	Implementation of EPWP	All contracts to be EPWP compliant by June, 2010
			Operational plan to implement EPWP initiatives to be in place by July 2011 – Motherwell Arts Centre.

ECONOMIC DEVELOPMENT AND RECREATIONAL SERVICES			
Key Performance Element	Strategic Objectives	Five year Programmes/ Projects	2010/2011 Target
			Operational Plans to implemented EPWP initiatives to be pace by – July, 2009
			1 199 full time equivalent (FET) opportunities to be created
			3 502 work opportunities (WO) to be created
			Work created should satisfy the following equity criteria: <ul style="list-style-type: none"> ○ 55% women ○ 40% youth ○ 2% disabled ○ 8% any other equity criteria
Poverty and job creation <i>(continued)</i>		Implementation of integrated Poverty Eradication Programme	Metro Integrated Poverty Eradication Strategy with the National Integrated Poverty

ECONOMIC DEVELOPMENT AND RECREATIONAL SERVICES			
Key Performance Element	Strategic Objectives	Five year Programmes/ Projects	2010/2011 Target
			<p>Eradication Strategy to be aligned by July 2009</p> <p>100% of all qualifying households having access to free basic services</p> <p>Assistance to the Poor Scheme to be integrated with EPWP</p> <p>3 learnership programmes benefiting not less than 23 individuals to be implemented</p>
			<p>Submit monthly progress reports to National Treasury on Neighbourhood Development Partnership Grant</p> <p>Funding projects: Njoli Square Re-development, Red Location Library & Art Gallery, Fountain Road (Walmer) upgrade, Helenvale Urban Renewal and Motherwell Urban Renewal.</p>
			<p>Complete the Restoration of the Despatch Brickfields Chimney Phase 2</p>

ECONOMIC DEVELOPMENT AND RECREATIONAL SERVICES			
Key Performance Element	Strategic Objectives	Five year Programmes/ Projects	2010/2011 Target
			Obtaining funding for the following projects to prepare feasibility studies and business plans: Marine Industrial business plans; TV Station; PEPCO 3; Freedom Trail; Mendi Memorial; Uitenhage Park; Wood Cluster, Despatch Community TV Station; Bloemendal Hydroponics
			Complete the development of the Science Centre and operationalise the centre
2010 FIFA World Cup	To ensure that the Municipality meets its responsibilities in terms of the 2010 host city agreement and beyond	2010 Host City Agreement	Adherence to the 2010 Host City Agreement
		Upgrading of training venues according to FIFA standards	Four fully functional meetings to be held per workstream per quarter 3 facilities to be upgraded as training venues according to FIFA

ECONOMIC DEVELOPMENT AND RECREATIONAL SERVICES			
Key Performance Element	Strategic Objectives	Five year Programmes/ Projects	2010/2011 Target
			standard by December 2009
2010 FIFA World Cup <i>(continued)</i>		Hosting flagship events for the entire Metro in preparation for 2010	2 flagship events to be hosted in the multi-purpose stadium by December 2009
		Fan park sites and public view areas	Appointment of fan park operator by August 2009
		Implementation of 2010 legacy projects	2010 Soccer Development Programme to be in place by August 2009
Development of sports codes metro-wide	To promote different sporting codes amongst Metro communities	Implementation of Sports Development Programme	Strategy and programme to increase the level of sports activity in communities to be in place by August 2009
			100% adherence to the Programme to be achieved
			9 sports facilities to be upgraded
			4 informal sports fields to be upgraded

ECONOMIC DEVELOPMENT AND RECREATIONAL SERVICES			
Key Performance Element	Strategic Objectives	Five year Programmes/ Projects	2010/2011 Target
			1 swimming pool to be built

5.10 URBAN RENEWAL

5.10.1 Motherwell Urban Renewal Programme (MURP)

The intention of the government with regard to urban renewal nodes is to conduct a sustained campaign against urban and rural poverty and underdevelopment. In Nelson Mandela Bay, Motherwell has been identified as a nodal area. Urban renewal presents an opportunity for the three spheres of government to work together to eradicate poverty and unemployment. Job creation initiatives, public participation in governance, crime combating initiatives and the establishment of a healthy environment as well as service delivery acceleration are key priorities of MURP.

Although funding for MURP comes from the three spheres of government, part of the funding of MURP is from the *European Commission* under the *European Union (EU) Sector Policy Support Programme*. The focus areas of financing by the EU are as follows:

- Improved local economic development.
- Habitable human settlement (i.e. infrastructure, housing, environment, etc.).
- Improved social development.
- Improved public participation.
- Improved strategy, programming, project implementation and Coordination and Service Delivery.
- Improved municipal institution relating to financial management, audit, procurement, project management and integrated planning.
- Support to the functions of the National and Provincial Urban Renewal Programme.

5.10.2 Helenvale Urban Renewal Programme (HURP)

The Municipality has taken a decision to extend the lessons learnt from MURP to other poverty-stricken areas in Nelson Mandela Bay. Helenvale has been identified as one of the areas needing attention. The key objectives of HURP are the same as those of MURP.

FIVE-YEAR PERFORMANCE PLAN

URBAN RENEWAL			
Performance Element	Strategic Objectives	Five year Programmes/ Projects	2010/11 Target
MURP	To improve the socio-economic situation of the Motherwell community	Construction of Ikamvehlihle Pedestrian Bridge to reduce accident road deaths	Pedestrian bridge to be constructed by June 2010
		Nelson Mandela Metropolitan Peace Park	Construction final, park to be used by June 2010
		Motherwell Signage Project	To be finalised by June 2010
		Establishment of Motherwell Golf Course	Driving range to be constructed by June 2010
		Establishment of SMME Hive Project	R4 million to be mobilised for this project by June 2010
		Motherwell Thusong Service Centre	R46 million to be mobilised for this project
			Construction to be completed by June 2010

URBAN RENEWAL			
Performance Element	Strategic Objectives	Five year Programmes/ Projects	2010/11 Target
MURP <i>(continued)</i>		Development of Addo Tourism Corridor Business Plan	Feasibility study to be completed by December 2009
		Development of a Community Public Participation Structure	Councillor's Forum to be constitutional and functional by July 2009
		Implementation of crime prevention initiatives	Target TBD
HURP	To improve the socio-economic situation of Helenvale residents	SMME Development Programme	225 SMMEs to be trained
			10 local contractors to be capacitated and supported
		Upgrading of Infrastructure	Construction of Multipurpose Community Centre to commence by June 2010
			Development and construction of Community Precinct to commence by June 2010
	Commence construction of sidewalks and pedestrian walkways by June 2010		
	Improve safety and security	Crime prevention strategy to be	

URBAN RENEWAL			
Performance Element	Strategic Objectives	Five year Programmes/ Projects	2010/11 Target
			developed for Helenvale by June 2010

5.11 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Good corporate governance underpins all the programmes and projects presented in this IDP. Good governance dictates that the Municipality should conduct its business in an open, transparent and accountable manner. For this to be realised, community participation is essential. The establishment of a caring environment requires emphasis not only on community participation, but also on customer care. With regard to customer care, the Municipality has embarked on a programme to engage customers with regard to the level of satisfaction with municipal services and the development of a new Customer Care Framework.

ICT plays an important role in supporting service delivery. In this regard, it is vital that the Municipality bridge the so-called digital divide, so that residents will have access to digital technology, affordable high speed internet and voice services. This will also enhance the competitiveness of the Municipality and assist in meeting the 2010 FIFA World Cup requirements and beyond.

Local government operates in a legislative environment, which highlights the importance of compliance. In this regard, the Municipality's Legal and Internal Audit Services play a central role. In addition to the Internal Audit Services, the Municipality has a functional Audit Committee. To improve internal controls, a risk audit was completed and risk registers prepared as well as risk management plans developed and implemented. The risk audit also contributed to the development of the institutional three-year audit plan.

The challenges that confront the Municipality require a co-operative approach with other spheres of government. Furthermore, inter-municipal and international linkages provide the Municipality with an opportunity to share knowledge, experiences and best practices.

A key priority area of the Municipality is the development and mainstreaming of special sectors (youth, women, children, disabled and the elderly). Not only is this an imperative in terms of national legislation, but it is essential in restoring the dignity and pride of these neglected groupings. Special sector developmental programmes are being implemented to ensure that these vulnerable groupings have equal access to opportunities. These programmes focus on economic empowerment, vulnerable children, ABET and early childhood development, public education and awareness, job access and employment, recreation and a healthy lifestyle, mainstreaming and policy co-ordination, care for the elderly, skills development and employment and equity.

The focus areas under good governance and public participation are as follows:

- (a) Enhancing public participation, Ward Committee support and communication.
- (b) Fostering customer care.
- (c) Internal controls.
- (d) Councillor support.
- (e) Provision of legal services and legislative compliance.
- (f) External relations.
- (g) Special sector development and mainstreaming.
- (h) Information and Communication Technology.
- (i) Facilities management.

FIVE-YEAR PERFORMANCE PLAN

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Communication and public participation	To ensure an informed and responsive citizenry	Implementation of Communication Programme	Key service delivery issues to be proactively delivered and profiled in media and to the community (quarterly)
			Regular radio slots to engage directly with the public
			Increase the number of hits on the municipal website (both nationally and internationally) by 10% per annum
			Bi-monthly production of informative community magazine and staff newsletter

FIVE-YEAR PERFORMANCE PLAN

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Communication and public participation <i>(continued)</i>		Ward Committee Development Programme	Performance and functionality of Ward Committees to be audited, and a new model with terms of reference to be developed by July 2009
			Monthly Ward Committee meetings to be held
Customer care	To promote access to quality services and enhance community satisfaction.	Customer Care Programme.	Customer care survey to be completed by December 2009
			Customer care model to be developed and implemented by December 2009
			Customer services charter and service delivery standards to be developed by December 2009

FIVE-YEAR PERFORMANCE PLAN

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Customer care (continued)			Corporate Complaints Policy and Management System to be developed and implemented by December 2009. Implement Customer Care model and measure its performance
Internal controls	To ensure an ethical, efficient and accountable administration	Risk Management Programme	Risk management plans in place per directorate and quarterly risk management reports to be submitted to the Municipal Manager and Audit Committee
		Internal Audit Programme	Revised and budgeted Audit Plan to be approved by June 2010
			Unqualified Audit Report to be received
		Anti-fraud and anti-corruption	Anti-fraud hotline operational and regular reports to be followed up

FIVE-YEAR PERFORMANCE PLAN

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
			Anti-fraud and anti-corruption strategies to be reviewed
Legal services	To ensure legal compliance and protect the Council's legal rights and interests	Contract management	Turnaround times for drafting contracts = 14 days
		Legal compliance and support	By-law review process to be completed by June 2010
		Delegation of powers	Political and administrative delegation of powers to be completed and approved by June 2010
External relations	To promote good co-operative governance	Implementation of Intergovernmental and Intermunicipal Relations Programme	A comprehensive project-based implementation programme with Cacadu to be developed and implemented by June 2010
			A comprehensive project-based implementation programme with Nxuba to be developed and implemented by June 2010

FIVE-YEAR PERFORMANCE PLAN

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
External Relations (continued)		Implementation of international relations programme	Each partnership concluded to have an comprehensive implementation framework by June 2010
			100% adherence to the implementation framework
			Protocol handbook to be provided to Councillors and Officials to be developed by December 2009
			General Protocol training to Councillors and senior Officials to be provided by June 2010

FIVE-YEAR PERFORMANCE PLAN

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
			Specific training to a core NMBMM Protocol team that will engage with the LOC and FIFA 2010 Protocol teams during the 2010 FIFA World Cup to be provided by September 2009
Special sector development	To enable access to opportunities by the women, youth, children, older persons and people with disabilities through support and development	Children, youth, older persons, persons with disabilities, gender and women empowerment mainstreaming programmes.	Youth, children, persons with disabilities, older persons, gender and women empowerment mainstreaming plans to be developed and implemented by September 2009
		Youth Development Programme	Integrated Youth Development Plan to be developed and implemented by September 2009

FIVE-YEAR PERFORMANCE PLAN

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
		Capacitation and entrepreneurial training programme	Capacitation and entrepreneurial training programme of special sectors (women, youth, children and persons with disabilities) to be implemented by June 2010
Information and Communication Technology	To organize ICT as a means of improving organizational efficiency, effectiveness and service delivery	Integrated ICT delivery	A functional ICT Steering Committee to be in place and meeting quarterly
			A functional HR Information System to be in place by June 2010
		NMB Smart City Development Programme	A Smart City model and framework to drive the bridging of the 'digital divide' to be developed and implemented
Facilities management	To ensure the provision of	Facilities management and	Facilities Management Strategy to

FIVE-YEAR PERFORMANCE PLAN**GOOD GOVERNANCE AND PUBLIC PARTICIPATION**

Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
	adequate municipal offices and facilities	provision programme	be in place by September 2009
			New Council Chambers to be constructed by June 2010

5.12 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Municipal transformation and organisational development is central to service delivery. Hence the need for the constant review and renewal of the Municipality's structures, systems, procedures, policies and strategies. The continuous development of the Municipality's human resources is key in this regard. Furthermore, the Municipality needs to constantly review and improve the way in which it delivers services and develops appropriate methods and mechanisms. Importantly, the Municipality is entrenching itself as a learning organisation, with the emphasis on knowledge management.

Strides have been made by the Municipality in implementing a rationalised organisational structure that takes into account the primacy of accelerated service delivery.

In the preceding IDP review period, a lot of attention has been placed on developing the necessary Policy Development and Strategic Frameworks to achieve the following strategic objectives:

- Recruitment, development and retention of human capital to ensure sustained delivery of services.
- Cost-effective, clear and integrated business processes and systems.
- Role clarity, effective and speedy execution.
- Change orientation, management emotional intelligence.
- Tight internal controls, general and performance management.

The NMBMM will continue to be an information-driven organisation. Therefore, the ICT Strategy will align with and support the broad vision, business strategies and objectives of the Municipality, taking into account strategic goals and

objectives, trends, best practices, business processes and information needs, as well as the designs, applications and requirements for technology architectures of the business.

What is now required, is a strong focus on the integration and management of business processes, systems and staff, the creation and sustaining of a sound employer/employee environment, the institutionalisation of a shared services approach or implementation framework, improved coordination and execution of programmes and projects, and better internal controls and robust risk management interventions.

5.12.1 Strategic planning and integration

As reflected in the introductory chapter, the IDP is one of the key strategic tools for integration in the Municipality. This integration and co-ordination should be clearly evident during the implementation of the IDP and during service delivery. Key tools to achieve integration and co-ordination include the spatial development framework, sustainable community planning methodology, integrated development matrix, the cluster system, inter-directorate task teams and the Management Team.

Underpinning all activities of the IDP and other integration and co-ordination tools, would be a longer-term City-wide Development Strategy. The formulation of such a Strategy has commenced and will provide strategic direction for a period of up to 30 years.

5.12.2 Integrated Development Matrix

The Integrated Development Matrix has been developed to provide a framework for the implementation of the co-ordinated planning and implementation of the different activities of the Municipality, to ultimately ensure the creation of integrated and quality developments and living environments.

The Integrated Development Matrix defines and facilitates co-operation and co-ordination between the municipal directorates and external actors in planning and implementation processes, and defines roles that will allow citizens and businesses in the city to live and operate more sustainability.

The Matrix can be used as a generic tool to identify and understand roles and responsibilities in terms of generic planning, development and citizen responsibility, but can also be used for specific projects.

The roles and responsibilities of the different municipal areas in all stages of planning and development are identified and clarified, from the initial conception of a planning proposal to the physical on-site construction, on-going maintenance and living in a city. The Matrix lists each different municipal functional area as the Provincial Government and the Private Sector, and their different roles at each level of planning and development and living.

The Integrated Development Matrix was developed as part of the Sustainable Community Planning Methodology, which sets out a model for spatial planning at the intermediate level between the broader, more strategic Spatial Development Framework and more detailed precinct and layout development plans.

5.12.3 Human resources

The Municipality has implemented its Human Resources Turnaround Strategy, which looks at an integrated human resources development plan so that the institution is adequately staffed with competent staff and able to meet its present and future demands. This is complemented by the Municipality's Recruitment, Selection and Retention Policy and various skills development policies.

Adequate, skilled and performance-driven human resources are a catalyst for improved service delivery. It is therefore important for the Municipality to undertake skills audits and develop and implement an appropriate Workplace Skills Plan. The Skills Plan of the Municipality must also focus on management development programmes across all layers. To further complement the optimisation and the development of skills, the Municipality intends to establish a fully-fledged assessment centre, modeled on best practice, locally and internationally, to focus on identification, recruitment and development of capacity.

The Municipality, like most other organizations, is currently faced with the challenge of a scarce skills shortage. This shortage of priority skills is particularly evident in the engineering and technical fields. A major cause is the fierce competition for scarce skills from the private sector, mainly due to the upswing in new investments and developments. This erosion of staff could have an impact on service delivery if not addressed. In addition to headhunting locally, the Municipality will consider acquiring scarce skills abroad if these cannot be acquired locally.

The Municipality also has a comprehensive in-house graduate trainee programme focusing on areas of scarcity, such as the technical and engineering

fields. Internships are also provided. In addition, through its Bursary Scheme, the Municipality also targets students studying in scarce disciplines.

In addition to the challenge of scarce skills, the Municipality is also focusing on capacitating the housing delivery function, which includes its administration, project management and quality control.

Organisational development also requires the regular review of aspects such as remuneration frameworks, uniform pay scales, employee performance and rewards, workplace stability and employee satisfaction. These are all integral components of the Municipality's Human Resources Development Strategy.

The Municipality is also prioritising the filling of critical vacancies, mainly focusing on service delivery and compliance areas, mindful that support staff also play a vital role in the institution. During this process of filling critical vacancies, employment equity issues are addressed. The Municipality has a five-year Employment Equity Plan (2009 – 2013), which is currently undergoing review. However, during this review process, the current provisions are being implemented and integrated into the recruitment and selection score-sheets. The Municipality's Employment Equity Plan focuses on previously marginalised groups and targets critical areas of underrepresentation, which include top and middle management positions, managerial and technical positions.

5.12.4 Corporate GIS

The Geographic Information System (GIS) within the NMBM has over the past 4 years achieved significant growth due to the need for access to accurate spatial data. Corporate GIS, who is responsible for managing GIS within the institution, is constantly looking for ways to improve both internal and external access to the GIS data. Typically this is achieved by staying abreast of the latest technologies available.

Data quality and accuracy are critical areas that are being addressed through the development and implementation of the Integrated Land Information System (ILIS). This will be achieved by ensuring that the NMBM has a single view of all properties located within the NMBM and that these properties are aligned with the billing system. Furthermore, the process to ensure this data is maintained and accurate will be determined, documented and implemented. The ILIS will facilitate the integration of the various systems within the directorates which will involve developing a single interface that will enable data from all the various systems to be accessed.

To ensure that the ILIS is sustainable a structure needs to be put in place that will support the system. This will be achieved by limited restructuring within the NMBM and the creation of specific positions that will be filled by qualified GIS professionals.

An area that has become essential from an institutions point of view is having access to high resolution colour aerial imagery. Imagery is utilised for various purposes, specifically the Pictometry which provides oblique images. The valuation department requires this imagery to verify property values while land planning and Infrastructure and Engineering utilise imagery for planning purposes. Currently there is a contract in place to provide the NMBM with high resolution imagery until 2012.

FIVE-YEAR PERFORMANCE PLAN

INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Strategic planning and integration	To develop a credible people-centred IDP that meets legislative requirements	Annual review of the IDP	IDP and Budget review schedule to be developed and implemented
	To build a fully integrated, capacitated and performance-driven institution	Implementation of the Cluster Programme	A functional Cluster system to be in place for both planning and implementation of the IDP
			Quarterly cluster meetings to be held
		Implementation of Performance Management Programme	Compliant SDBIP to be included: <ul style="list-style-type: none"> • Tabling of SDBIP for approval by March 2010 • Approval of SDBIP by May 2010

INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
Strategic planning and integration (continued)			Compliant performance agreements for Section 57 employees and the Municipal Manager to be concluded by June 2010
			Quarterly, bi-annual and annual performance reports indicating performance improvement to be submitted
			Performance plans to be rolled out to all employees
			At least bi-annual performance assessments for employees from Grade 12 to be implemented
	To promote knowledge acquisition and management	Knowledge Management and Innovation Programme	Implement Knowledge Management Strategy by July 2010. Develop research policy.

INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
			Implement research plan.
Strategic planning and integration <i>(continued)</i>	To develop an Enterprise Geographic Information Systems (GIS) System	Review and update the GIS strategy every 3 years (Approved June 2009)	Obtain management team approval of the GIS organizational structure as proposed by Corporate GIS and supported by Directorates
			Implement the GIS Structure and fill these positions with qualified GIS staff
	To establish an Integrated	Consultant appointed to design,	ILIS Phase 1: Analysis complete

INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
	Land Information System (ILIS)	build, implement and support the ILIS (Completion Date: June 2012)	by June 2010, Phase 2: Design and build completed by June 2011
	To obtain high resolution aerial imagery of the NMBM on a annual basis	3 year contract in place for high resolution imagery which ends in June 2012	Update Pictometry image library by June 2011
Human resources development	To provide well-capacitated human capital	Implementation of MFMA regulations on minimum competencies	Roll-out of NT Training on Minimum competencies. Coordinate training of target group on 50% of the prescribed unit standards.
Human resources development <i>(continued)</i>		Skills development programme	Workplace Skills Plan to be developed, submitted and implemented 95% adherence to the Workplace Skills Plan

INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
			95% of workplace skills and training budget spent
		Development and implementation of an assessment centre model focusing on the identification, recruitment and development of capacity	A functional assessment centre to be in place by June 2010
			Management Development Programme to be in place by September 2009
			A mentorship programme to be functional by September 2009
			Job Evaluation Programme
		Implementation of Labour Relations Programme	Ensure monthly meetings of the Local Labour Forum
Human resources development <i>(continued)</i>			Labour Relations Strategy to be developed by September 2009
			Development and implementation of a capacity development programme for and in consultation with full-time shop stewards

INSTITUTIONAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT			
Key Performance Elements	Strategic Objectives	Five-year Programmes/ Projects	2010/11 Target
			75% successful recruitment of scarce skills requested by directorates
		Human resources management and administration	Timeous recruitment within 3 months from submission of recruitment notification
			Functional induction programme to be in place for new employees by December 2009
Policy alignment	To ensure a uniform and consistent approach to policy development and implementation	Implementation of Policy management framework	Conduct policy audit and rationalisation. Develop policy register.
Administrative Systems Review	To ensure organisational efficiency	Identification of areas of wasteful expenditure and inefficiency and implementation of intervention programme	100% adherence to the programme for operational efficiency.