



# Saldanha Bay Municipality

*Serve Grow and Succeed Together*

Hopefield - Jacobsbaai - Langebaan - Paternoster - Saldanha - St Helena Bay - Vredenburg



## IDP

## 2012 – 2017

### Revision 4

### 2016/2017



# PREFACE

## EXECUTIVE MAYOR



The announcements of National and Provincial allocations and/or projects features eminently when future growth and/or opportunities within the Saldanha Bay region is discussed. Therefore the strategy of the municipality is to align itself and ensure the appropriate responds with respect to forward planning such as the initiating and compilation of a Long Term Financial Plan, Industrial Plan, Infrastructure Growth Plan, Human Settlement Strategy as well as the Urban Revitalisation Strategies.

Integrated Development Planning is an approach to planning which is aimed at involving the municipality and local community to find the best solutions towards sustainable development.

It is the alignment of community's needs with the municipal budget, with the ultimate goal to improve the quality of life for all the inhabitants of our area. We take into account the existing conditions and problems and resources available for development in order to set a framework for how land should be used, what infrastructure and services are needed and how the environment should be protected. The inadequate availability of skills makes it difficult to attract employment to economically disadvantaged areas, which, in turn, deprives people of employment and leaves them dependant on the state. Low incomes, poor living conditions and inadequate education levels increases the vulnerability of the poor to diseases. This however, has changed as a result of the increased focussed and planning of the Saldanha Bay municipal and surrounding areas.

At Saldanha Bay Municipality we aim to apply our resources and people in such a manner that we address all issues pertaining economic development, social upliftment, expansion and maintaining of infrastructure, as well as ecological sustainability.

We also believe that our local authority, citizens and businesses form a partnership with the common goal of developing a preferred area to live in.

In doing so, we can "Serve, Grow and Succeed Together".

F.J. SCHIPPERS

EXECUTIVE MAYOR

# Preface

## MUNICIPAL MANAGER



This document contains the third 2016/2017 review of the 2012 – 2017 Integrated Development Plan of the Saldanha Bay Municipality. The review confirms the strategic course that the municipality is following. It puts into practical terms the strategic framework, including vision, mission, value statement and strategic objectives that guide us in the fulfilment of our constitutional and legislative mandate.

As always, major emphasis is placed on maintaining the good access that the communities of Saldanha Bay have in respect of basic service delivery.

Where appropriate, provision is also made for improving this access and removing remaining backlogs, however small they might be.

Also, the importance that the municipality attach to its socio-economic development role is evident in this IDP review.

As stated in the 2012 – 2017 IDP, the Saldanha Bay municipal area is both the subject of and an actor in major development initiatives, including national and provincial government as well as the private sector. Our challenge remains to participate in these development initiatives without losing focus of our responsibilities in respect of rendering services to our communities. Our challenge remains, throughout government, to ensure that we pro-actively plan for the inevitable social, economic and environmental impact that these initiatives will have on the municipal environment.

A notable change to the current review of the IDP is the inclusion of the budgeted amounts that are planned to be spent by various provincial departments in the jurisdiction of the Saldanha Bay Municipality. In addition, the collaborative working relationship between municipal and provincial departments contribute significantly to the compilation of longer term strategic plans for implementation in our quest to respond to the mandate of of Municipalities and Government.

**SERVE, GROW AND SUCCEED TOGETHER**

Dr LA SCHEEPERS

MUNICIPAL MANAGER

## EXECUTIVE SUMMARY

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This document is the third revision of the 2012 – 2017 Integrated Development Plan (IDP) for Saldanha Bay Municipality. The revision document normally serves as addendum to the five year IDP. We have however decided to improve the five year IDP due to new statistics made available by Statistics SA and various other improvements to the original document.

The vision and mission explain Council's intent to serve and develop the community of the Saldanha Bay municipal area.

### VISION

*"Serve, Grow and Succeed Together"*

### MISSION

*"We, the community of Saldanha Bay Municipality, want to make Saldanha Bay Municipality the area of choice in which to live, do business and relax. We want to:*

- be a leading municipality ;*
- render quality service at an affordable price;*
- be a place in which all have access to developmental opportunities;*
- utilise the riches of land and seas in a sustainable manner; and*
- strive to achieve the three aims of sustainable development, namely human well-being, economic success and ecological responsibility.*

As an integrated plan, the IDP offers these guidelines for every area of the municipality, which means that balancing available resources is key to the effective implementation of this plan. The IDP focuses on nine key strategies that serve as the foundation on which the municipality will be able to realise its vision, help to drive National and Provincial Government's agenda, expand and enhance its infrastructure, and make sure that all residents have access to the essential services they require. The key strategies to deliver on the strategic objectives can be summarised as follows:

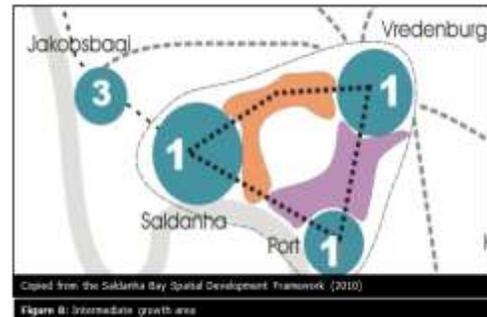
National Key Performance Area	Strategic Objective	Key strategies
Local Economic Development	To diversify the economic base of the municipality through industrialisation, whilst at the same time nurturing traditional economic sectors	<ul style="list-style-type: none"> <li>•To manage the municipality to effectively deliver services within the legal framework</li> <li>•To manage, develop, upgrade and maintain all municipal buildings and facilities</li> <li>•To create an enabling environment for the promotion of economic development as well as tourism and the elevation of the industrial potential</li> <li>•To manage and maintain municipal resorts</li> <li>•To grow IDZ initiatives as one of the key focus areas of this IDP period</li> </ul>
Basic Service Delivery	To develop an integrated transport system to facilitate the seamless movement of goods and people within the municipal area and linkages with the rest of the district and the City of Cape Town.	To provide a road and stormwater infrastructure network in the municipal area to facilitate accessibility to residential areas and stimulate local economic development
	To develop safe, integrated and sustainable neighborhoods	<ul style="list-style-type: none"> <li>•To manage, develop, upgrade and maintain all municipal buildings and facilities</li> <li>•To determine and manage the future needs for additional land for municipal development</li> <li>•To implement, monitor and manage the regulatory legal framework with regard to building operations</li> <li>•To implement, monitor and manage the regulatory legal framework and SDF to achieve a balanced urban and natural environment</li> <li>•Promote the conservation of the environment and facilitating responsible spatial development and use of resources</li> <li>•To provide a quality electricity supply, manage demand and maintain existing infrastructure</li> <li>•To render a library service, facilitate awareness and promote education</li> <li>•To maintain the cemeteries, beaches and open spaces in the municipal area</li> <li>•Management, promotion and implementation of social projects, initiatives and programmes</li> <li>•To provide traffic, law enforcement and fire protection services in terms of the legislation within the municipal area</li> <li>•To provide low cost housing to qualifying households</li> </ul>

National Key Performance Area	Strategic Objective	Key strategies
	To maintain and expand basic infrastructure as a catalyst for economic development	<ul style="list-style-type: none"> <li>•To provide a quality electricity supply, manage demand and maintain existing infrastructure</li> <li>•To maintain the fleet of the municipality</li> <li>•To render a compliant solid waste management service at the required National standards</li> <li>•To manage and protect the environment in terms of the required legislation</li> <li>•To provide safe, clean potable water to households, institutions, businesses and industries in the municipal area and to maintain, upgrade and provide infrastructure</li> <li>•To provide an improved sewerage service</li> </ul>
Municipal Transformation & Organisational Development	To be an innovative municipality on the cutting edge in respect of the use of technology and best practice	Register a programme to investigate efficiencies and research opportunities to improve effectiveness.
Municipal Financial Viability & Transformation	An effective, efficient and sustainable developmental oriented municipal administration	<ul style="list-style-type: none"> <li>•To implement and maintain a performance management system compliant with legislation</li> <li>•To investigate the implementation of a town management model</li> <li>•To attract, build and retain a talented pool of high caliber staff</li> <li>•To manage, develop, upgrade and maintain all municipal buildings and facilities</li> <li>•To improve, maintain and manage the municipal IT systems</li> <li>•To maintain accountability, financial sustainability and viability</li> <li>•To provide affordable services to indigent household</li> <li>•To sustain municipal financial viability</li> <li>•To maintain accountability, financial sustainability and viability</li> </ul>
Good Governance & Public Participation	To develop and use a multi-platform communication system to ensure swift and accurate dissemination of information	To develop and maintain a communication system that will involve all municipal stakeholders on a continuous basis
	To provide ethical and effective leadership that engenders trust in the municipality amongst its stakeholders	To provide a support basis for the implementation of IDP priorities
	To ensure compliance with the tenets of good governance as prescribed by legislation and best practice	To provide a support basis for the implementation of IDP priorities

All residents have a right to reliable, consistent and effective basic services. The Council has approved an iMAP (plan to implement the objectives of Council linked to the municipal budget) to ensure this and to enhance the quality of life for residents and visitors and balance all of this with

the effective conservation of our natural environment. The delivery of basic services in terms of the Constitution remains a key focus of the municipality. These services need to be maintained through decent infrastructure and the key capital expenditure to maintain and enhance these services is illustrated on the following maps:

The establishment of an environment for economic growth in order to sustain and develop communities is lastly extremely important for Council. Council have therefore adopted a spatial development framework that announces a movement system to be used in a proactive way to create a new pattern of accessibility and to create opportunities for investment in those places. Within the overall spatial management concept, areas of intermediate growth were identified, creating a triangle between Vredenburg, Saldanha and the Transnet port. An important aspect of this concept is the promotion of a proposed activity corridor which is to link Saldanha and Vredenburg. This will promote the establishment of an industrial zone (IDZ) which was also mentioned in the State of the Nation Speech by President Zuma, 2012.



Saldanha Bay Municipality will yet again be charting the way with the development of a proposed Civic Node, which will be the first of its kind for the West Coast.

The development is set to take place on 28 ha of land which includes the old station site and other strategic properties from Transnet. This planned joint venture between various state departments and private investors is set to bring services to the people and thereby improve access to various services.

The purposed development of the vacant land will not only improve the visual aesthetics, but create new business and job opportunities and promote racial integration in and area which in the past was known to separate people.

The proposed development consists of the following:

- Civic node
  - Municipal offices
  - Magistrate court
  - Police station
  - Tourism information center
  - Day Hospital
  - Other government offices for national and provincial departments
- 3 New Commercial nodes
- High density residential development (±900 units)
- Sport and recreation areas
- Roads and associated infrastructure

The IDP has been developed through an exhaustive process of engagement with various stakeholders and the development of the projects and programmes in this IDP were guided by input received, as well as key infrastructure, services, maintenance and development responsibilities. During this process various needs were identified which is not a core function of the municipality and the municipality will continue to engage with the relevant stakeholders in order for these stakeholders to address such needs, i.e. housing, education and health.

The Council and the staff of the municipality are ready to deal with these challenges to serve the residents to the best of its ability and to continuously improve the quality of our municipal plans.

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# CHAPTER 1: INTRODUCTION

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## 1.1 INTEGRATED DEVELOPMENT PLANNING

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Integrated development planning (IDP) is a process by which Saldanha Bay Municipality prepares its strategic development plan for the 2012 – 2017 financial years. Integrated development planning as an instrument lies at the centre of the new system of developmental local government in South Africa and represents the driving force for making municipalities more strategic, inclusive, responsive and performance driven in character.

The IDP seeks to integrate and balance the economic, ecological and social pillars of sustainability within the Saldanha Bay municipal area without compromising the institutional capacity required to implement and coordinate the efforts needed across sectors and relevant spheres of government. The IDP is therefore the principle strategic planning instrument which guides and informs all planning, budgeting and all development in the Saldanha Bay municipal area.

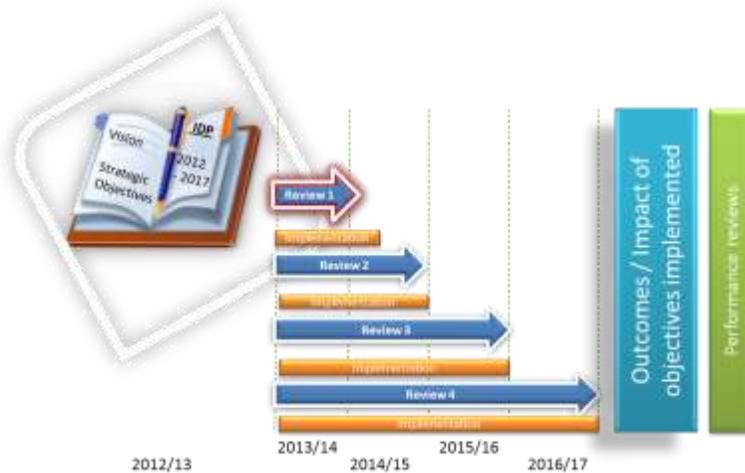


Figure 1.1: IDP review process

This IDP is the fourth review of the five year IDP adopted by Council during the 2011-12 financial year. The 5-year IDP has been updated with the latest information and has been improved to enhance its credibility as the all inclusive strategic plan of the municipal area. The objectives and actions identified in this IDP will inform the structure of the municipality, the service delivery standards, all financial planning and budgeting as well as performance reporting by the municipality.

## 1.2 3RD GENERATION INTEGRATED DEVELOPMENT PLANNING STRUCTURE

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3<sup>rd</sup> generation IDP's set a structure for socio, economic, infrastructure and institutional development for the 2012 – 2017 financial years and is therefore structured in such a way to promote the involvement of government, the community and local leadership to enhance infrastructure and socio-economic development in the Saldanha Bay municipal area. The document is structured in the following sections:

Part 1 introduces the IDP and the planning process.

Part 2 provides an analysis of the Saldanha Bay municipal area and the current status.

Part 3 outlines the overall strategy for the remainder of the five year IDP period (2012 – 2017).

Part 4 summarises the community's inputs and the ward plans, various sector and infrastructure strategies.

Part 5 outlines our broad financial plan and planned allocation of resources to support the strategy, focus areas, objectives and activities.

Part 6 outlines the IDP related monitoring and evaluation activities over the years ahead.

### 1.3 LEGISLATIVE FRAMEWORK

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The mandate of the municipality is provided for in section 152 of the Constitution of South Africa that stipulates the objectives for developmental local government, namely:

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in matters of local government.

The IDP has been compiled in terms of Chapter 5 of the Local Government: Municipal Systems Act (Act 32 of 2000).

### 1.4 DEVELOPMENT AND IMPLEMENTATION OF THE IDP

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The IDP was developed in terms of an IDP process plan developed to ensure that the IDP process complies with certain minimum quality standards, to ensure that proper coordination between and within the spheres of government is established and that communities are engaged during the preparation of the IDP. The process plan is in effect a “plan to plan”. Council approved the process plan on 28 July 2015 that set out the methods and approach according to which the IDP planning process was to be conducted.

A series of public participation meetings were held to engage meaningfully with the process and also to allow proper planning to be carried out for the disbursement of the resources necessary to conduct the

process in each ward for the period 11-27 August 2015 and to solicit inputs and comments on the IDP review process.

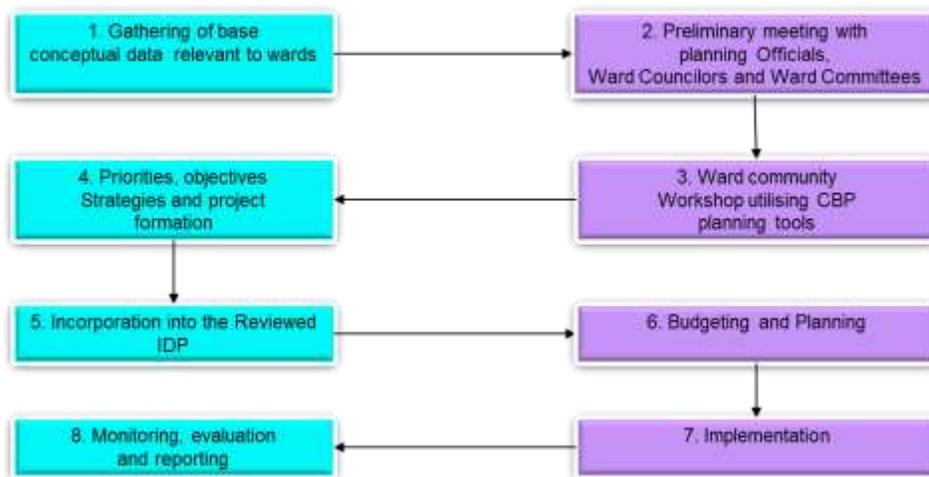


Figure 1.2 : Planning Process

Unfortunately all stated requirements and requests cannot always be accommodated, because of limited funding, viability and the fact that a local government can and must only concentrate on those functions allocated to its sphere of government by the Constitution. Community needs that are the function of other spheres of government such as district, provincial and national are referred to that level of government for their interventions.

The IDP review was compiled based on the inputs received from municipal stakeholders, national and provincial policy directives, the current status of service delivery, various strategic plans completed and resources available. The municipal budget was prepared based on the municipal strategic objectives, the requirements applicable to the municipality in the IDP and hereby attaches resources to the IDP requirements. These strategies, actions and financial resources are linked with each other in the iMAP attached to the IDP as Annexure A hereby ensuring alignment of the municipal budget with the IDP.

## 1.5 STATUS OF THE IDP

This IDP is the third review of the five year strategic plan for Saldanha Bay municipal area for the period 2012 – 2017. The IDP review is currently a draft document that will be considered and approved by Council after final input has been received from our municipal stakeholders pertaining to the 2015/16 MTREF budget.

## CHAPTER 2: PROCESS PLAN

### 2.1 FRAMEWORK OF DRIVING FORCE BEHIND THE IDP

Municipalities function within the realm of an extensive legislative and policy framework that provides prescripts and guidelines for municipal objectives, strategies and programs to be implemented and aligned with municipal functions. Saldanha Bay Municipality realises that in order to achieve growth and development the budget, programmes and projects must be aligned to development and institutional policy directives.

The legislative framework, the key planning and the policy directives are described in detail in the IDP Legal and Policy Framework attached as Annexure 1 of the IDP.

## 2.2 HORIZONTAL ALIGNMENT OF KEY STRATEGIES

Horizontal alignment is pursued through inter-governmental planning and consultation, co-ordination and ensured through aligning the respective vision, mission and strategic objectives of the respective municipalities in the region. The alignment of key national, provincial and regional strategies is illustrated in the table below:

Millennium Development Goals	Vision for 2030	Medium Term Strategic Framework	National Outcomes	Provincial Strategic Objectives	West Coast District Municipality Strategic Objectives
Eradicate extreme poverty and hunger	An economy that will create more jobs	Speed up economic growth and transform the economy to create decent work and sustainable livelihoods	Decent employment through inclusive economic growth	Create opportunities for growth and jobs	Promoting Social well-being of the Community To pursue Economic Growth and facilitation of job opportunities
n/a	Improving Infrastructure	Massive programmes to build economic and social infrastructure	An effective, competitive and responsive economic infrastructure network	n/a	n/a
n/a	Transition to a low-carbon economy	n/a	n/a	n/a	n/a
n/a	An inclusive and integrated rural economy	Comprehensive rural development strategy linked to land and agrarian reform and food security	Vibrant, equitable and sustainable rural communities and food security	n/a	To pursue Economic Growth and facilitation of job opportunities
Ensure environmental sustainability	Reversing the spatial effects of apartheid	Build cohesive, caring and sustainable communities  Sustainable resource management and use	Sustainable human settlements and improved quality of household life  Protection and enhancement of environmental assets and natural resources	Enable a resilient, sustainable, quality and inclusive living environment	Providing essential Bulk services in the Region Ensuring Environmental Integrity for the West Coast Ensuring Good Governance and Financial viability
Achieve universal primary education	Improving the quality of education, training and	Strengthen the skills and human resource base	Improve the quality of basic education	Improve education outcomes and opportunities for youth	n/a

Millennium Development Goals	Vision for 2030	Medium Term Strategic Framework	National Outcomes	Provincial Strategic Objectives	West Coast District Municipality Strategic Objectives
	innovation		A skilled and capable workforce to support inclusive growth	development	
Reduce child mortality Improve maternal health Combat HIV/AIDS, malaria, and other diseases	Quality health care for all	Improve the health profile of society	Improve health and life expectancy	Increase wellness, safety and tackle social ills	Providing essential Bulk services in the Region Promoting Social well-being of the Community
n/a	Social protection	n/a	n/a	n/a	n/a
n/a	Building safer communities	Intensify the fight against crime and corruption	All people in south Africa protected and feel safe	n/a	To pursue Economic Growth and facilitation of job opportunities Promoting Social well-being of the Community
n/a	Reforming the public service	Build a developmental state including improvement of public services and strengthening democratic institutions	A development-orientated public service and inclusive citizenship A responsive and, accountable, effective and efficient local government system	Embed good governance and integrated service delivery through partnerships and spatial alignment	Ensuring Good Governance and Financial viability
n/a	Fighting corruption	n/a	n/a	n/a	Ensuring Good Governance and Financial viability
Promote gender equity and empower women Develop a global partnership for development	Transforming society and uniting the country	Pursue regional development, African advancement and enhanced international co-operation	A better South Africa, a better Africa and world	n/a	n/a

## 2.2 PLANNING PROCESS FOLLOWED

The Systems Act pays particular attention to regulating how the IDP should be drafted. The Act states that the Council must adopt a plan that sets out how it intends to draft, adopt and review the IDP document. The Act also places a high priority on the elements of vertical integration and community participation.

The process plan for the review of Saldanha Bay Municipality five-year IDP (2012/2017) was adopted by Council. The table below summarises the processes followed and ensures that the role players within the process are well prepared and provided the required input.

Planning Activities	Original Due Date	Actual Date	Comments
<b>Preparation - and pre-planning phase</b>			
Develop and discuss draft Process Plan	28 July 2015	28 July 2015	
Tabling of Draft IDP Process Plan for Council Approval			
<b>Analysis Phase</b>			
Review of baseline information	August / September / October 2015	21 October 2015	
Assessment of existing levels of development			
Assessment of priority issues & problems and their causes			
Assessment of available resources			
Analysis Review Report finalized			
<b>Strategy Phase</b>			
Ward consultation sessions held	11-27 August 2015	11-27 August 2015	Meetings held with every Ward
<b>Project Phase</b>			
Liaise with relevant Nat & Provincial Departments outcome of public participation processes and communicate projects and programs applicable to specific departments line function	October 2015 & February 2016		Joint Planning Initiatives and IDP Indaba
Council Workshop on Draft projects & budgets	March 2016		
Follow-up with Nat & Prov Departments for any adjustments in budget allocations, projects and programs to be implemented in the Saldanha Bay municipal area.	April 2016		
<b>Integration Phase</b>			
Review and adjustments to draft IDP and Budget incorporating inputs from sector departments and revised budget allocations	Mar 2016		
Amendment to draft IDP and Capital & Operating Budget and tariffs	Mar 2016		
Submission of draft IDP to West Coast District Municipality	Mar 2016		
<b>Approval Phase</b>			
Activities to approve the IDP & Budget	May 2016		Adoption of final IDP

Table 2.2: IDP Process Plan

The IDP and budget of the Saldanha Bay Municipal Area is therefore a people driven process. It is informed by ward-based planning, an analysis of the current status of service delivery and the environment, requirements of the community prioritized in terms of their needs, and various stakeholder engagements.

### 2.2.1 Roles and Responsibilities in the IDP Process

Saldanha Bay Municipality adopted a culture of municipal governance that complements formal representative government with a system of participatory governance which encourage and create conditions for the local community to participate in the affairs of the municipality including in the preparation, implementation and review of its integrated development plan, budget and performance management system.

The following stakeholders were involved during the development of the IDP:

Role Player	Roles and Responsibilities
Council	<ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate, amend and adopt a Process Plan</li> <li><input type="checkbox"/> Undertake to overall management and coordination of the planning process which includes ensuring that:               <ul style="list-style-type: none"> <li>⇒ All relevant stakeholders are appropriately involved</li> <li>⇒ Appropriate mechanisms and procedures for public consultation and participation are applied</li> <li>⇒ The planning process is related to the real burning issues in the municipality, that is a strategic and implementation orientated process</li> </ul> </li> <li><input type="checkbox"/> Adopt and approve the IDP Review</li> <li><input type="checkbox"/> Final decision making</li> <li><input type="checkbox"/> Approval of the reviewed IDP documentation</li> <li><input type="checkbox"/> Adjust the IDP in accordance with the MEC for Local Government’s proposals</li> <li><input type="checkbox"/> Ensure that the annual business plans and Municipal budgets are linked to and based on the IDP</li> </ul>
Mayor	<ul style="list-style-type: none"> <li><input type="checkbox"/> Decide on the process plan</li> <li><input type="checkbox"/> Overall management, coordination and monitoring of the process and drafting of the IDP Review documentation, or delegate this function to the municipal manager</li> <li><input type="checkbox"/> Consider, adopt and approve the process plan</li> </ul>
Councillors	<ul style="list-style-type: none"> <li><input type="checkbox"/> Link the planning process their constituencies and/or wards</li> <li><input type="checkbox"/> Be responsible for organising public consultation and participation</li> <li><input type="checkbox"/> Monitor the implementation of the IDP with respect to the particular wards</li> <li><input type="checkbox"/> Ensure the annual business plans and municipal budget are linked to and based on the IDP</li> </ul>
Speaker	<ul style="list-style-type: none"> <li><input type="checkbox"/> Overall monitoring of the public participation process</li> </ul>
IDP Manager	<ul style="list-style-type: none"> <li><input type="checkbox"/> Preparations and finalization of the Process Plan</li> <li><input type="checkbox"/> Be responsible for overall management, coordinating and monitoring of the process and drafting the IDP Review</li> <li><input type="checkbox"/> Responsible for the day to day management of the planning process, ensuring that all relevant actors are appropriately involved</li> </ul>

Role Player	Roles and Responsibilities
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that the process is participatory, strategic and implementation orientated and is aligned with satisfies sector planning requirements</li> <li><input type="checkbox"/> Ensure that amendments and proper documentation of the draft IDP Review are to the satisfaction of the IDP proposal</li> <li><input type="checkbox"/> Monitor the implementation of the IDP proposal</li> </ul>
Executive Management Team	<ul style="list-style-type: none"> <li><input type="checkbox"/> Prepare selected Sector Plans</li> <li><input type="checkbox"/> Provide relevant technical, sector and financial information for analysis for determining priority issues.</li> <li><input type="checkbox"/> Contribute technical expertise in the consideration and finalization of strategies and identification of projects.</li> <li><input type="checkbox"/> Provide departmental, operation and capital budgetary information.</li> <li><input type="checkbox"/> Responsible for the preparation of project proposals, the integration of projects and sector programmes.</li> </ul>

Table 2.3: Internal role-players and their roles and responsibilities

The roles and responsibilities of the municipality and its key stakeholders in government can be summarised as follows:

Role Player	Roles and Responsibilities
Saldanha Bay Municipality	<ul style="list-style-type: none"> <li><input type="checkbox"/> Prepare and adopt the IDP Process Plan.</li> <li><input type="checkbox"/> Undertake the overall management and coordination of the IDP process which includes ensuring that: <ul style="list-style-type: none"> <li>⇒ All relevant role players are appropriately involved;</li> <li>⇒ Appropriate mechanisms and procedures for community participation are applied;</li> <li>⇒ Events are undertaken in accordance with the time schedule;</li> <li>⇒ The IDP relates o the real burning issues in the municipality; and</li> <li>⇒ The sector planning requirements are satisfied.</li> </ul> </li> <li><input type="checkbox"/> Prepare and adopt the IDP.</li> <li><input type="checkbox"/> Adjust the IDP in accordance with the MEC's proposals/recommendations.</li> <li><input type="checkbox"/> Ensure that the annual business plans, budget and land use management decisions are linked to and based on the IDP.</li> </ul>
Local Communities, Residents and Stakeholders	<ul style="list-style-type: none"> <li><input type="checkbox"/> Represent interests and contribute knowledge and ideas in the IDP process by participating in and through the ward committees to: <ul style="list-style-type: none"> <li>⇒ Analyse issues, determine priorities and provide input;</li> <li>⇒ Keep their constituencies informed on IDP activities and their outcomes;</li> <li>⇒ Discuss and comment on the draft IDP;</li> <li>⇒ Check that annual business plans and budget are based on and linked to the IDP; and</li> <li>⇒ Monitor performance on the implementation of the IDP.</li> </ul> </li> </ul>
District Municipality	<ul style="list-style-type: none"> <li><input type="checkbox"/> Some roles and responsibilities as municipal governments of local municipalities but related to the preparation of a district IDP.</li> <li><input type="checkbox"/> The District Municipality must also prepare a District Framework (Sec 27 of the MSA)</li> <li><input type="checkbox"/> Fulfil a coordination and facilitation role by: <ul style="list-style-type: none"> <li>⇒ Ensuring alignment of the IDP's of the municipalities in the district council area;</li> </ul> </li> </ul>

Role Player	Roles and Responsibilities
	<ul style="list-style-type: none"> <li>⇒ Ensuring alignment between the district and local planning;</li> <li>⇒ Facilitation of alignment of IDP's with other spheres of government and sector departments; and</li> <li>⇒ Preparation of joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists.</li> </ul>
Provincial Government: Dept. of Local Government	<ul style="list-style-type: none"> <li>□ Ensure horizontal alignment of the IDP's of the District Municipalities within the province.</li> <li>□ Ensure vertical/sector alignment between provincial sector departments/ provincial strategic plans and the IDP process at local/district level by: <ul style="list-style-type: none"> <li>⇒ Guiding the provincial sector departments participation in and their required contribution to the municipal IDP process and;</li> <li>⇒ Guiding them in assessing draft IDP's and aligning their sector programs and budgets with the IDP's.</li> <li>⇒ Efficient financial management of Provincial IDP grants.</li> <li>⇒ Monitor the progress of the IDP processes.</li> <li>⇒ Facilitate resolution of disputes related to IDP.</li> <li>⇒ Assist municipalities in the IDP drafting process where required.</li> <li>⇒ Coordinate and manage the MEC's assessment of IDP's.</li> </ul> </li> </ul>
Sector Departments	<ul style="list-style-type: none"> <li>□ Contribute relevant information on the provincial sector department's plans, programs, budgets, objectives, strategies and projects in a concise and accessible manner.</li> <li>□ Contribute sector expertise and technical knowledge to the formulation of municipal strategies and projects.</li> <li>□ Engage in a process of alignment with District Municipalities.</li> <li>□ Participate in the provincial management system of coordination.</li> </ul>

Table 2.5: External role-players and their roles and responsibilities

## 2.2.2 Levels of involvement

Saldanha Bay Municipality attempts to use a number of mechanisms to continuously communicate the progress with the development and progress in implementing the IDP. These mechanisms are also used to obtain input in developing a strategy for the municipal area. These mechanisms strengthen internal and external communication:

Structure/ Publication	Frequency	Stakeholders	Objectives/ functions
Ward Committee meetings	Monthly	<ul style="list-style-type: none"> <li>□ Ward Councillors (Chairpersons)</li> <li>□ Ward Committee members (Elected from the community)</li> <li>□ Community</li> <li>□ Senior management personnel of municipality</li> </ul>	<ul style="list-style-type: none"> <li>□ To inform the community of council decisions, municipal affairs etc.</li> <li>□ To enable the community to inform the ward councillor/ municipality of their concerns.</li> <li>□ Ward meetings were held to obtain input from the wards for consideration during compilation of the IDP.</li> </ul>
Public meetings on IDP & Budget	Annually	<ul style="list-style-type: none"> <li>□ Executive Mayor and Councillors</li> <li>□ Senior management personnel of</li> </ul>	<ul style="list-style-type: none"> <li>□ To inform the community of council decisions, community rights and</li> </ul>

Structure/ Publication	Frequency	Stakeholders	Objectives/ functions
		municipality <input type="checkbox"/> Community	duties, municipal affairs etc. <input type="checkbox"/> To enable the community to inform the councillors and officials of their issues.
Council meetings (open to public)	Bi-Monthly	<input type="checkbox"/> Mayor and Councillors <input type="checkbox"/> Senior management personnel of municipality	<input type="checkbox"/> To inform the community of council decisions, community rights and duties, municipal affairs etc.
Special IDP and budget engagements	Annually	<input type="checkbox"/> Mayor and Councillors <input type="checkbox"/> Senior management personnel of municipality <input type="checkbox"/> Community	<input type="checkbox"/> To inform the community of IDP and budget related matters <input type="checkbox"/> To obtain community input on content of IDP and proposed.
Municipal newsletters	Monthly	<input type="checkbox"/> Mayor and Councillors <input type="checkbox"/> Community <input type="checkbox"/> Personnel of municipality	<input type="checkbox"/> To inform the community of council decisions, events, municipal affairs etc.
Municipal Website	Continuously updated	<input type="checkbox"/> Mayor and Councillors <input type="checkbox"/> Community <input type="checkbox"/> Personnel of municipality	<input type="checkbox"/> To provide comprehensive information of municipal affairs

Table 2.6: Public Participation Mechanisms

Saldanha Bay Municipality further endorses the following principles for public participation in the IDP process planning cycle namely:

- Elected councillors are the ultimate decisions-making body
- The processes followed should be structured and ensure an equal right to participate
- The process should allow sufficient room for diversity
- The process should create conditions to promote and encourage participation especially with regard to disadvantaged and marginalized groups and gender equity

#### (I) SECTOR DEPARTMENTS

The IDP is as far as possible aligned with all plans in place by the different government departments with resource allocations at their respective levels. The municipality tried to include the coordinated efforts of sector departments horizontally and vertically within the governance realm. Saldanha Bay Municipality utilise the following structures to ensure the above:

Structure	Frequency	Objective & Function
West Coast IDP & LED Managers Forum	Quarterly	<input type="checkbox"/> To engage and co-ordinate IDP related matters that may arise. <input type="checkbox"/> To enable West Coast DM to monitor and evaluate progress relating to challenges experienced at local level <input type="checkbox"/> To influence the integrated Development Planning Processes of the district and local municipalities
West Coast District Municipality's IDP Coordinating Committee	Quarterly	<input type="checkbox"/> Serves as the co-ordinating platform for the processes of District- and Local IDP formulation, co-ordination and alignment.

Structure	Frequency	Objective & Function
		<ul style="list-style-type: none"> <li><input type="checkbox"/> Coordinate strategy development and alignment within the district</li> <li><input type="checkbox"/> Serves as a liaison forum for engagements between government departments and municipal structures in the district</li> <li><input type="checkbox"/> Serves as a discussion and coordination forum for broad and cross-cutting LED topics and initiatives</li> </ul>
Joint Planning Initiative / IDP Indaba's	Bi-annually	<ul style="list-style-type: none"> <li><input type="checkbox"/> To provide provincial strategic guidance and dialogue on provincial policies and programmes and overall planning implications for municipalities</li> <li><input type="checkbox"/> To create a platform for alignment of Districts and local municipality IDPs to Provincial and National plans</li> <li><input type="checkbox"/> To lay foundations for development of municipality's strategies in the 3rd generation IDPs</li> <li><input type="checkbox"/> To encourage cross border alignment of plans at municipal level</li> <li><input type="checkbox"/> Working towards an on-going joint approach for Municipal IDP implementation support</li> </ul>

Table 2.7: IDP Forums

## (II) STAKEHOLDER PARTICIPATION

Saldanha Bay Municipality is keen to continuously enhance stakeholder participation. We have developed a calendar of opportunities to involve communities in municipal processes, to ensure that we are consistent in our stakeholder participation processes.

The notices to all stakeholders within the municipal area will be distributed via the local newspaper as well as flyers to identified areas.

## CHAPTER 3: MUNICIPAL PROFILE

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The aim of this profile is to create a platform for informed decision-making by the Saldanha Bay Municipality regarding planning, budgeting and implementation, i.e. integrated development planning. This profile does not include the use of exhaustive lists of data but instead considered the most pertinent and up-to-date data available. The components analysed includes the following:

- Geographic profile
- Population and households (per ward)
- GDP (per ward)
- Employment (per ward and sector)
- Poverty indicators
- Access to basic services
- Dwellings
- Residential property transfers
- Spatial management concepts
- Environmental Management

### 3.1 GEOGRAPHIC PROFILE

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Saldanha Bay Municipality (WC014) is a local municipality located on the West Coast of South Africa, approximately 140 kilometers north of Cape Town. It forms part of the West Coast District Municipality (DC1), situated in the Western Cape Province. The Swartland Municipality borders the municipality in the west by the Atlantic Ocean, in the north by the Bergrivier Municipality and the east.

The Saldanha Bay Municipality covers an area of 2 015 km<sup>2</sup> (approximately 166 565,48 hectares) and has a coastline of 238km. In total 0.4% of the geographical land are urban land and 96.96% rural land. Overall Saldanha Bay municipality constitutes 5.8% of the entire West Coast geographical land making it the smallest municipal area in the district. The head office is located in Vredenburg, with satellite offices in Hopefield, St Helena Bay, Paternoster, Saldanha and Langebaan. Saldanha Bay has the largest natural port in Africa and the area is earmarked as a regional engine for the development of the Western Cape Province.



Figure 3.1: Saldanha Bay Municipality

### 3.1.1. Wards

The Municipality is currently structured into the following 13 Wards: The recent demarcation published indicated a fourteenth ward to be incorporated into the municipal planning and budgeting alignments.

WARD	AREAS
1	Middelpos & Diazville West
2	RDP Area
3	White City
4	Diazville / RDP Area
5	Saldanha Town, Blue water Bay & Jacobs Bay
6	Langebaan
7	Hopefield & Koperfontein
8	Vredenburg North, Langebaan Air Force Base & Green Village
9	Ongegund, George Kerrige & Smarty Town
10	Vredenburg South & Louville North
11	St. Helena Bay & Paternoster
12	Laingville
13	YSKOR & Part of Louville

Table 3.1: Municipal Wards

The area includes a number of big rural areas, as well as the following towns:

#### ST HELENA BAY:

St. Helena Bay is one of the world's principal fishing centres. The cold Benguela current surges upwards along this part of the coast and bring to the surface large concentrations of nutrient salt. Huge shoals of anchovies and pilchards (before they were depleted by over fishing) fed in the area on the plankton that flourished on the nutrient salts.

Twelve busy fish-processing factories were established along the 21km curve of the shore from West Point to Sandy Point and Stompneus. In the heyday of pilchards, the scene was one of frenzied activity during the catching season, which normally lasted from the 1 January to 31 July. The bay is also well known for its snoek, especially during the winter months. St. Helena is especially beautiful since wheat fields reach down almost to the water's edge and only a tarmac road runs along the coast providing a boundary line between agriculture and fishing. Furthermore, because of the town's position it is the only town on the West Coast where the sun rises over the sea.

The Southern Right whales come annually from the Sub-Antarctic regions to calve and mate during the months of June to November. Humpback whales may be sighted during the months of October and November as these animals migrate south from their breeding grounds in tropical West Africa to their feeding grounds in the Antarctic. The bay is also popular for the dolphins; schools of over 1 000 have been sighted at times. The bay also hosts a variety of marine birds, penguins and large colonies of seals.

#### JACOBSBAAI:

Jacobsbaai is a beautiful isolated bay a few kilometres north of Saldanha Bay with a sea frontage of about 2km. Its interesting coastline has peninsulas, rocky and sandy bays with cosy beaches and an abundance of seafood, crayfish, fish, mussels and abalone. Jacobsbaai is often referred to as "Namaqualand by the sea" since its wild flowers are breathtakingly beautiful in spring. The housing development at Jacobsbaai is taking place according to strict architectural guidelines in an effort to create a typical West Coast town.

#### PATERNOSTER:

Francis Renier Duminy, Captain of the Dutch East India Company ship, De Meermin, did the first maritime survey of this part of the coast in the 1790's.

Although life in Paternoster is still very much associated with the sea and fishing industry (Paternoster Fisheries), it is to this historic fishing village that the traveller comes to relax. Quaint, whitewashed cottages nestle gently on the sloping hill called Kliprug.

#### CAPE COLUMBINE NATURE RESERVE (TIETIESBAAI):

The reserve covers an area of 263 ha along the rocky stretch of coastline with numerous inlets and coves. This area was declared a nature reserve in December 1973. The vegetation of typical West Coast field ranges from the well-known West Coast fynbos to Karoo succulent. In spring (August to October) the area is covered in a bright tapestry of wild flowers. This reserve boasts the last manually controlled lighthouse to be built in South Africa. It is usually the first South African lighthouse to be seen by ships

coming from Europe. The lighthouse was built in 1936 on Castle Rock and stands at a height of 80m above sea level and casts a beam that is visible for about 50km.

The significant white boulders, where great humped rocks crouch around little rocky bays, make this unspoiled gem one of the most beautiful beaches on the West Coast. The vast beach, washed by a fresh Atlantic Ocean, can satisfy the enthusiastic kayaker in a safe paddling environment.

Apart from dolphins and whales, the coastline, together with an abundance of mussels, is very famous for the West Coast Rock Lobster, abalone and other seafood. The peaceful surroundings that typify this place of "Red Gold" also offer pristine hiking trails and unforgettable sunsets that slowly vanish in brilliant colors.

#### SALDANHA:

Today Saldanha has a huge iron ore quay and is home to a large variety of fishing vessels. Saldanha Bay is the largest natural bay in South Africa: it offers a paradise for water sport enthusiasts. Its sheltered harbor plays an important part in the huge Sishen-Saldanha iron ore project at which Saldanha Steel, a state of the art steel mill, takes centre stage. The town is not only important for export but also hosts many other industries, for example, crayfish, fish, mussels, oysters, seaweed and many more. Saldanha is also the location of the South African Military Academy as well as SAS SALDANHA, a naval training unit.

Things to see in Saldanha include the French Huguenot Memorial, Doc's Cave, the Breakwater and Cummings Grave. The breakwater was built in 1976 and is 1.8 km long. It connects the main land with Marcus Island. There are also hiking trails for the nature lover at Oranjevlei and at the SAS Saldanha Naval Base. Furthermore, boat trips to the islands in the bay, as well as fishing trips, can be organised (weather permitting).

#### HOPEFIELD:

The town, 120km from Cape Town, is situated on the R45 and can be reached by either the West Coast R27 or N7 highways. Today the town serves the grain, dairy, meat, honey and "waterblommetjie" farmers of the area. It also boasts excellent education facilities and a modern retirement centre. Hopefield is situated in the heart of Fynbos country with spectacular displays of wildflowers around the town and on the tarred road from Hopefield to Velddrif during August and September. The large wetland area provides the nature lover with prolific bird life and beautiful hiking trails especially in the Berg River area. The town provides a peaceful and serene environment for its inhabitants whether young or old. The climate is excellent; the summers are hot while the winters mild with an average of 300mm rain per annum. The price of property and fairly low rates and taxes attract many a city dweller that yearns for a quiet country retreat. It also boasts a modern, fully licensed sports complex with conference and function facilities. The annual events are the hunting day held in June when hunting parties take to the field to hunt the game in the area. At the Fynbos Show held at the end of August more than 200 species are brought indoors and displayed in their natural environment. The "Commando" horse and tractor trail provides great enjoyment to many visitors who appreciate the breath taking scenery not readily accessible to the public. The beautiful flowers, clear air and famous West Coast hospitality are like a never-ending symphony!

## VREDENBURG:

Vredenburg, which means the town of peace, started somewhat less peaceful than its name implies. A spring, that bubbles on the boundary line separating two farms Heuningklip and Witteklip, had the owners of these two farms, W. Baard and C. Loubser, quarrelling so much over water rights that the spring was first known as Twisfontein (fountain of strife) and later, as legal action was taken, as Prosesfontein (lawsuit fountain). In 1875 a congregation was established and a church was built which helped to bring peace (Vrede) to settle the dispute. A monument was erected near the site of the contentious spring. Today numerous businesses line the main road of Vredenburg, the largest administrative and commercial centre on the West Coast.

In 1975, by government decree, Vredenburg and Saldanha were united as the Vredenburg-Saldanha Municipality.

## LANGEBAAAN:

Just over one hundred kilometers from Cape Town, next to the scenic Langebaan Lagoon, nestles the picture perfect little village of Langebaan, one of the oldest and least discovered tourist destinations on the West Coast of South Africa.

The name is said (amongst other theories) to originate from a Dutch phrase meaning “Long Fjord”. It is the ideal place to stay when visiting the 30,000 hectare West Coast National Park and to experience the flowers in August and September, en route to Namaqualand, the Cederberg or Namibia. Nature lovers revel in the pure air, miles of safe beaches, the sun and water sports like sailing, windsurfing, surfing, fishing, diving or just paddling when they are not bird-watching, hiking or playing the 18 Greens. It is a birdwatchers paradise, with as many as 75 species observed in one morning, and 250 in a year. Meet the migrators from the steppes here in summer.

The village also boasts several very good restaurants, ranging from Haute cuisine to Boma. An off-sales, supermarket, medical doctor, dentist, garage, video shops, boat yard, yacht club as well as seafood distributors ensure that you won't need to leave the village for anything but to go home.

In a comparative growth potential study of settlements within the Western Cape conducted by the Department Environmental Affairs and Development Planning during 2010, settlements within the municipal boundaries of Saldanha Bay municipality were classified as follow:

Level	Very High Development Potential (leader settlement)	High Development Potential (Aspirant leader settlement)
Medium Social Needs	Vredenburg	Hopefield Saldanha
Low Social Needs	n/a	Paternoster St Helena Bay
Very Low Social	n/a	Langebaan

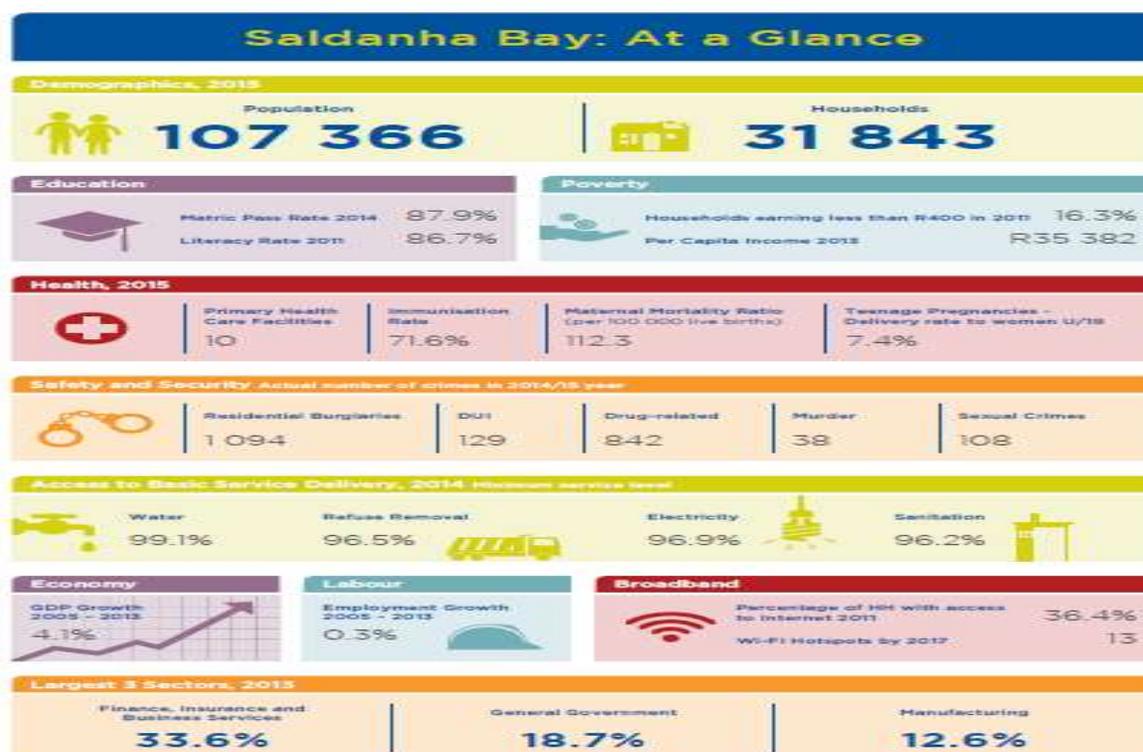
Level	Very High Development Potential (leader settlement)	High Development Potential (Aspirant leader settlement)
Needs		

Table 3.2 Development potential versus social needs

The study of 2010 compared the development potential and social needs of the 2010 and 2004 study per settlement. A total of five settlements experienced significant change from 2004 to 2010 in their rating and improving their development potential category. Three of these settlements are located within Saldanha Bay municipal area namely, Hopefield, Paternoster and St Helena Bay.

Settlement	2010 Development Potential Category	2004 Development Potential Category	Difference in Development Potential Category	2010 Social Needs Category	2004 Social Needs Category	Difference in Social Needs Position
Hopefield	High	Low	2	Medium	Low	1
Jacobsbaai	Medium	Medium	0	Very low	Very low	0
Langebaan	High	Medium	1	Very low	Very low	0
Paternoster	High	Low	2	Low	Low	0
Saldanha	High	High	0	Medium	Low	0

Table 3.3: Comparison between 2004 and 2010 development potential and social needs categories of settlement



Source: 2015 Western Cape Government Provincial Treasury Socio-Economic Profile

## 3.2 POPULATION AND HOUSEHOLDS (PER WARD)

Demographic information provides relevant statistical information to government and policy decision makers. It is also an important guide for informing service needs (social and economic); policy development and intervention; identifying targeted intervention programmed, their implementation and evaluation.

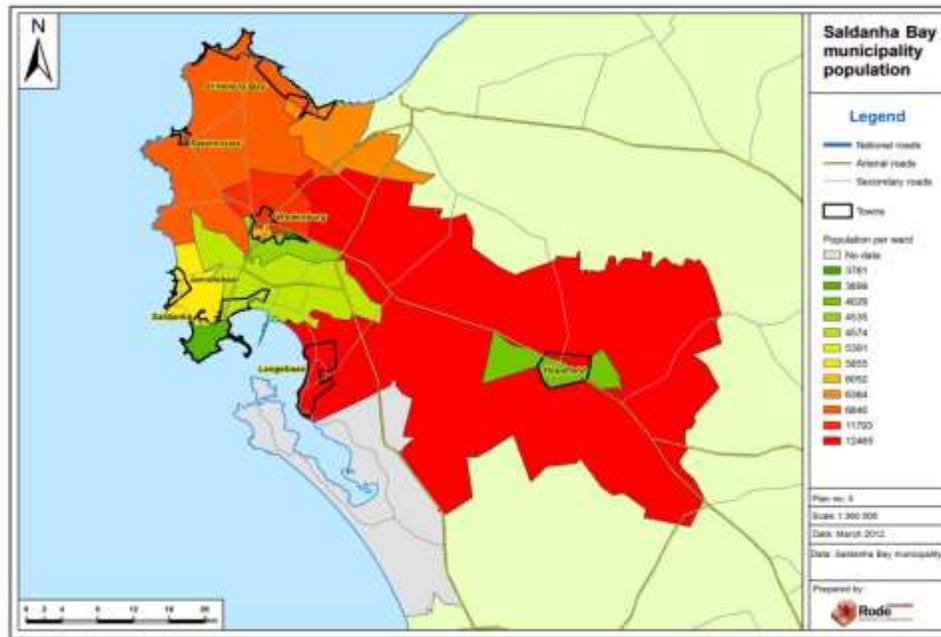


Figure 3.2: Saldanha Bay Municipality's population per ward in 2010

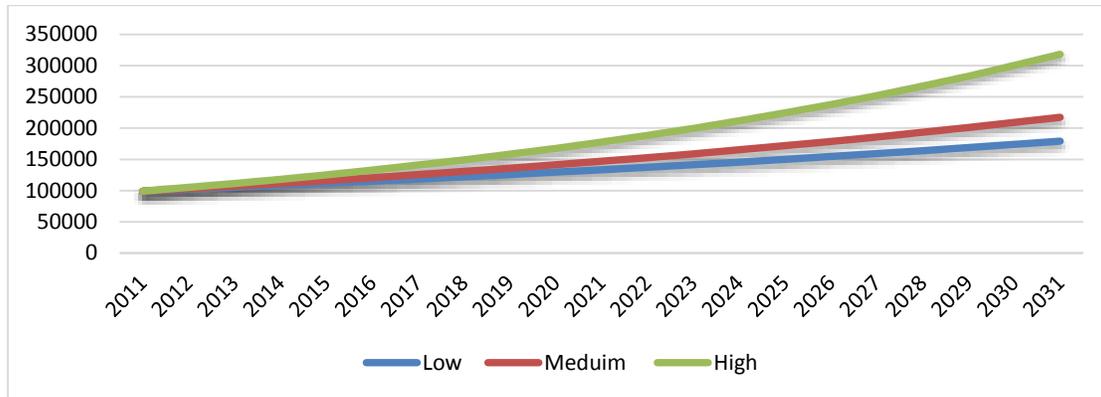
The Western Cape population composes of 11.25 per cent of the total population of the country with 5.8 million persons, having increased from 4.5 million in 2001. Thus the Western Cape population grew at a rate of 2.6 per cent per annum between 2001 and 2011. This is faster than the national population growth rate of 1.5 per cent and is largely due to immigration to the Western Cape, where individuals believe they can obtain jobs and better standards of living.

Saldanha Bay ranks second in terms of population size within the West Coast District with a figure of 103 312 people in 2013 compared to Swartland's 117 072 for the same year. A moderate projection is predicted for 2017 with the figure rising to 111 315 people (increase of 8 003 persons).

The population growth potential of Saldanha Bay Municipality can be summarized as follow:

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2031
LOW	105234	108391	111643	114992	118442	121995	125655	129424	133307	179154
MEDIUM	107287	111579	116042	120683	125511	130531	135752	141183	146830	217344
HIGH	111453	118140	125229	132743	140707	149150	158099	167584	177640	318125

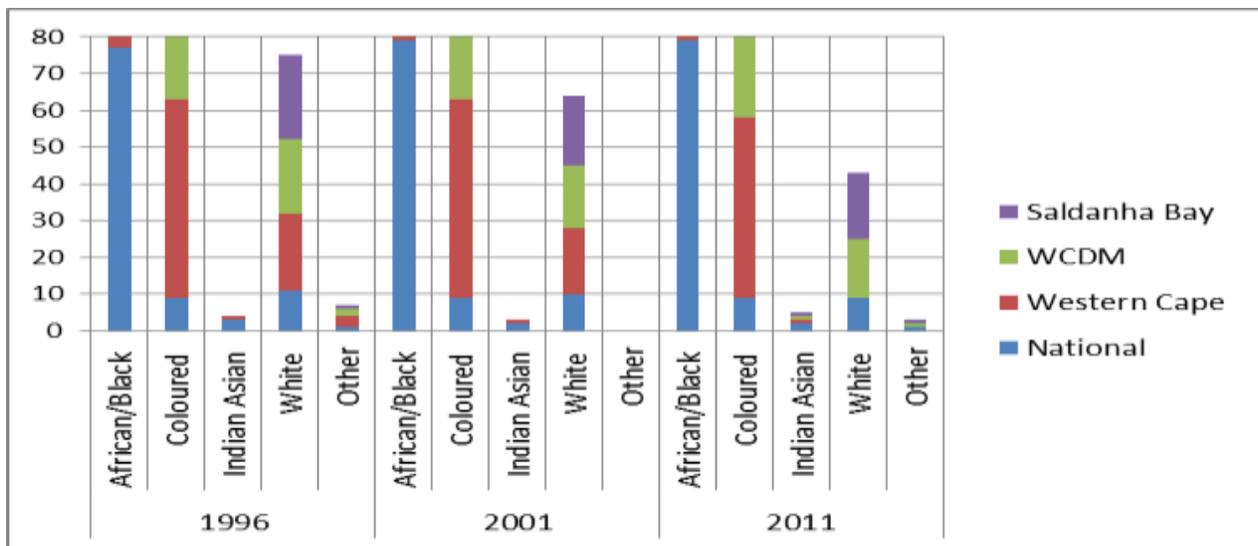
Source: Statistics South Africa



Source: Statistics South Africa

Understanding racial groupings provides insight into changes in the human settlement and migratory pattern of a population. It provides valuable information for future and current demand for municipal services and the provision of government services such as health, education, housing and basic services.

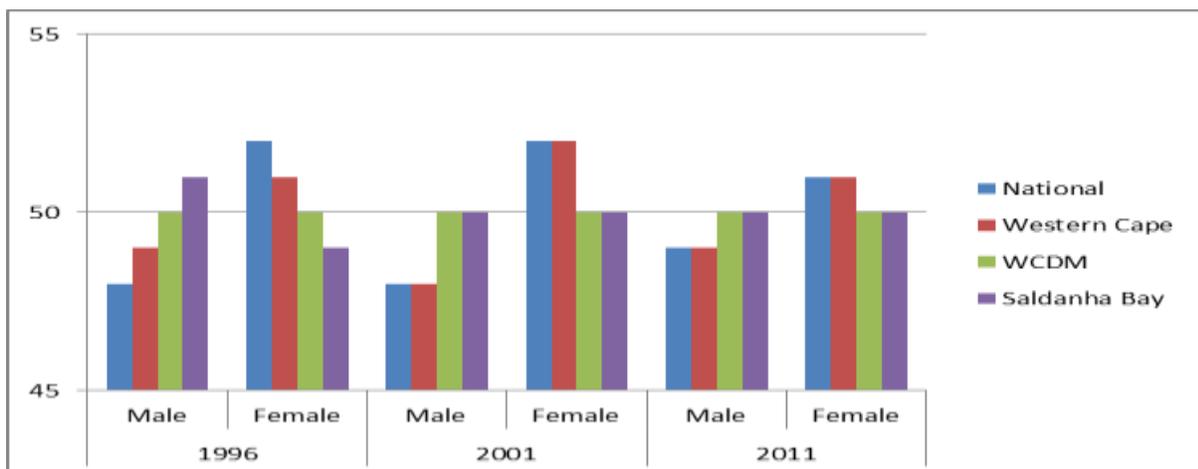
The below table indicates the population groups which comprise the National, Western Cape and WCDM footprint. Since the National, Western Cape and WCDM geography is diverse there are different population groups displaying higher numbers in the different areas. For example, nationally over 70% of the population is African/Black whereas approximately 50% of the Western Cape and over 60% of the WCDM population is Coloured. The Coloured population also dominates the SBM representing over 50% of the total population. The White community is the second largest population group within the WCDM except in the SMB where the African/Black community represents a larger share of the population. The increase in population in these areas are as a result of the influx of migrants to the SBM as a result of the growing secondary sector and the establishment of the Industrial Development Zone (IDZ).



Source: Statistics South Africa

The proportion of the African/Black population group has increased throughout South Africa, the Western Cape and all municipalities within the WCDM. In 1996, African/Blacks represented 5% of the total WCDM's population compared to 16% in 2011. The Saldanha Bay area has seen the largest growth in African/Blacks from 1996 (8%) to 2011 (24%). The Coloured community in this area has also reduced considerably over the same period from 67% in 1996 to 56% of the total population in 2011.

The gender share of the population has been and is fairly equal with the 2011 distribution of males and females nationally and within the Western Cape being 49% and 51% respectively. This trend is also evident throughout the WCDM including the SBM.



Source: Statistics South Africa

### 3.2.1 Education Levels

The educational attainment amongst people aged 15 years and older is represented below in **Error! Reference source not found..** In 2011 the national figures indicated that 38% of the population had some secondary schooling followed by 26% having achieved Grade 12. The numbers in the Western

Cape is comparable to the national average as 40% have some secondary schooling and 26% Grade 12. Within the WCDM, 39% have some secondary education and 21% have completed Matric.

The Saldanha Bay indicators show that 44% of the population have attained some secondary education followed by 26% with Grade 12. Together this represents the largest portion of the SBM's education levels as the remaining 30% of the population either have no schooling (2%), some or complete primary (17%), higher education (8%) or other (3%).

		No schooling	Some primary	Complete primary	Some secondary	Grade 12/Std 10	Higher	Other	Total
National	1996	16	16	8	36	14	6	4	100
	2001	16	16	7	36	18	7	0	100
	2011	7	11	5	38	26	10	2	100
Western Cape	1996	6	15	9	40	17	10	4	100
	2001	5	14	8	40	22	10	0	100
	2011	2	10	5	40	26	13	4	100
WCDM	1996	10	21	11	35	13	7	3	100
	2001	8	21	11	37	17	6	8	100
	2011	5	15	8	39	21	7	6	100
Saldanha Bay	1996	6	17	11	40	16	7	3	100
	2001	5	16	10	42	20	7	0	100
	2011	2	11	6	44	26	8	3	100

Source: Statistics South Africa

In 2011, most individuals from the African/Blacks race group attained some secondary schooling. In South Africa the figure was 40%, in the Western Cape (45%), the WCDM (40%) and SBM (50%). Nine percent of African/Blacks nationally indicated that they have no schooling compared to 3% in the Western Cape and WCDM and 2% in SBM. The proportion of African/Blacks who completed Grade 12/Std 10 was higher within the Western Cape (25%) than in South Africa (24%), but lower in the WCDM (15%) and Saldanha Bay (20%). Post matric education was attained by a lesser portion of African/Blacks representing 7% nationally and within the province, 3% in the district and 4% in Saldanha Bay.

The highest proportion of Coloureds that have some secondary schooling in South Africa (44%), the Western Cape (46%), the WCDM (43%) and Saldanha Bay (48%). Coloureds with no schooling is higher in the WCDM at 6% compared to South Africa (4%), Western Cape (3%) and Saldanha Bay (3%). Grade 12/Std 10 achievers nationally (23%) was above that of the province (22%), district (16%) and Saldanha Bay (22%). The number of Coloureds who had higher education was 6% in the Western Cape, 3% in the WCDM and 4% in Saldanha Bay compared to 7% for Coloureds nationally.

In 2011, most Indians and Asians in South Africa attained some secondary schooling (38%) compared to 31% in the Western Cape. A minimal portion of the Indian/Asian community have no schooling - 3% in South Africa, 1% in the Western Cape, 4% in the WCDM and 2% in Saldanha Bay. The attainment of higher education among Indian/Asians is low in the WCDM (7%) and Saldanha Bay (10%) when compared to Indians in South Africa (20%) and the Western Cape (28%).

The majority of the White community in South Africa (37%), the WCDM (43%) have completed Grade 12/Std 10. This differs in the Western Cape where the highest level of education attained by Whites is post matric, representing 38%. The national (34%), WCDM (25%) and Saldanha Bay (24%) figures of Whites accomplishing a higher education is lower in comparison to Whites in the province. Whites with no schooling in the province, district and Saldanha Bay is almost non-existent as only 1% of Whites in South Africa have no schooling.

In 2011, school attendance in South Africa (30%), the province (23%) and district (21%) was remarkably low. When compared to 1996, a decrease of 2% in school attendance is seen in South Africa and the Western Cape as well as a 1% decrease in the WCDM. Saldanha Bay had the second lowest school attendance of 21% in 2011, this is below the national and provincial averages and on par with the district average. School attendance in Saldanha Bay has decreased by 3% from 1996 to 2011.

### 3.2.2 Households

The number of households within the WCDM have increased in proportion to its population growth. **Error! Reference source not found.** indicates a growth of 30% from 1996 to 2001 and 45% from 2001 to 2011, averaging 4% year-on-year. The national and provincial average annual growth rate is below that of the WCDM at 3%. Saldanha Bay displayed the largest average annual household growth rate in the district at 6%.

	1996	2001	2011	Growth from 1996 -2001	Growth from 2001-2011	Average annual growth rate
<b>National</b>	9 059 571	11 205 705	14 450 161	24%	29%	3%
<b>Western Cape</b>	983 015	1 173 304	1 634 000	19%	39%	3%
<b>WCDM</b>	56 318	73 450	106 782	30%	45%	4%
<b>Saldanha Bay</b>	12 810	18 663	28 835	46%	55%	6%

### 3.3 GDP

The West Coast District (WCD) real economic growth disappointed somewhat over the 2000s, i.e. when compared to economic growth in the Cape Metro and the other Western Cape districts - the average real GDP growth rate of 3.3 per cent per annum (2000 to 2011) was dragged down by a gradual contraction in the Agriculture, forestry and fishing sector (-0.4 per cent per annum).

The WCD regional economy grew by 3.2 per cent per annum in real terms over the period 2000 to 2013, while its workforce contracted on balance at a rate of 0.9 per cent per annum. While this growth performance is sub-par in the Western Cape, which grew by 3.9 per cent per annum on average, creating employment at an average annual rate of 0.4 per cent per annum, the District hosts two of the Province's top-10 leading growing non-metro municipalities, i.e. Saldanha Bay and Swartland - see Figure 3. Saldanha Bay contributed 5.4 per cent of the cumulative growth of the Province's non-metro municipalities, i.e. 6th on the list, and Swartland 3.7 per cent, i.e. 10th on the list. The ranking is determined by considering both the size and growth of the municipal economies. The Saldanha Bay and Swartland municipalities are both larger and faster growing in the WCD regional economy. Bergrivier, Matzikama and Cederberg, being mainly agriculture producing regions, are trailing in terms of growth and size and contributed a combined 3 per cent to the cumulative growth of the non-metro municipalities in the Province.

The Finance and Business services appear to be more closely linked to a relatively large General government sector and – to a lesser extent - Manufacturing. Saldanha Bay's agricultural value added expanded strongly between 2004 and 2008 after which it has been moving sideways. The Saldanha Bay municipal Manufacturing sector real value added slumped in 2009 and has not really recovered from the recession impact; this slump is related to the recession impact on the metals industry in the region, which contracted by more than 30 per cent in 2009.

The pedestrian growth of the WCD manufacturing sector is explained to a large extent by the recessionary slump and only partial recoveries in key industries (metals and engineering, non-metal minerals, food and beverages and wood products) and the Saldanha Bay Municipality seems to be at the centre of the impact and - to a lesser extent - the Matzikama and Cederberg Municipalities (1.5 per cent).

The development of the IDZ in Saldanha Bay is likely to boost the fortunes of the local manufacturing sector, which could give rise to interesting linkages with the more buoyant Swartland and Bergrivier manufacturing sectors, in turn, stimulating supporting services activity as well. This is a factor that needs to be borne in mind with the development of the Saldanha Bay IDZ.

### 3.4 EMPLOYMENT

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The size of Saldanha Bay's labour force is 44 829 people of which 34 359 is employed and 10 470 is unemployed. The unemployment rate was recorded as 23.4 per cent in 2011, the highest in the West Coast District. In comparison with the District labour force, Saldanha Bay's labour force represents 27.1 per cent of the West Coast District labour force.

The Finance, insurance, real estate and business services sector employed the most people (6 487) in 2011, followed by Wholesale and retail trade, catering and accommodation (3 976), Agriculture, forestry and fishing (2 972) and Manufacturing (2 470). The Transport, storage and communication sector employed the least people (1 170) followed by Construction (1 184).

In relation to the net employment change for the dominant regional Broad sectors as per MERO 2014 (Agriculture, Manufacturing and Services), Saldanha Bay suffered net job losses in Agriculture (2 190) and Manufacturing (4 860). The net loss in Manufacturing had a severe impact on the entire West Coast region given the percentage share attributable to the Saldanha Bay component of this Broad sector (4 860 losses of a total net loss of 7 600 jobs for the WCD). Services on the other hand displayed robust growth in job creation/labour absorption of skilled labour accounting for 9 380 jobs during 2000 - 2013.

The economic drivers of the region have recorded positive indices with Saldanha Bay and Swartland featuring prominently according to socio-economic index (SEP-LG 2013). For the year 2010, rural based municipalities such as Cederberg (42.7 per cent), Bergrivier (33.8 per cent) and Matzikama (31.7 per cent) recorded alarming levels of poverty. Saldanha Bay Municipality has consistently recorded low poverty rates relative to its neighbouring municipalities hovering around 22 per cent - 23 per cent for the 2001 - 2010 periods. Saldanha Bay's poverty rates compare better than West Coast District (30.4 per cent) but slightly lower than that of the Province (22.1 per cent).

### 3.5 POVERTY INDICATORS

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The economic drivers of the region have recorded positive indices with Saldanha Bay and Swartland featuring prominently according to socio-economic index (SEP-LG 2013). For the year 2010, rural based municipalities such as Cederberg (42.7 per cent), Bergrivier (33.8 per cent) and Matzikama (31.7 per cent) recorded alarming levels of poverty. Saldanha Bay Municipality has consistently recorded low poverty rates relative to its neighbouring municipalities hovering around 22 per cent - 23 per cent for the 2001 - 2010 periods. Saldanha Bay's poverty rates compare better than West Coast District (30.4 per cent) but slightly lower than that of the Province (22.1 per cent).

### 3.6 ACCESS TO BASIC SERVICES

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The Access to Basic Services has showed little movement between 2011 - 2013. Water (99.2%), Sanitation (96.2%), Energy (97.1%) and Refuse Removal (96.5%) has remained relatively unchanged in 2013. Housing has shown a marginal decline from the 2011 figure of 82.1 per cent to 81.8 per cent in 2013.

The Municipality's biggest strength lies in water and energy provision as levels of access is the highest. Nevertheless, there is still room for improvement in terms of refuse removal, sanitation and particularly Housing at Saldanha Bay Municipality. This is crucial to improve the quality of life of households in the municipal area.

### 3.7 DWELLINGS

The national statistics indicates 78% of the population had access to formal housing in 2011 with the remaining 22% living in informal, traditional or 'other' housing. The Western Cape and WCDM's access to formal housing surpasses that of the national average with 80% and 88% respectively in 2011.

	1996					2001					2011				
	Formal dwelling	Traditional dwelling	Informal dwelling	Other	Total	Formal dwelling	Traditional dwelling	Informal dwelling	Other	Total	Formal dwelling	Traditional dwelling	Informal dwelling	Other	Total
<b>National</b>	64	18	16	1	<b>100</b>	69	15	16	0	<b>100</b>	78	8	14	1	<b>100</b>
<b>Western Cape</b>	81	1	17	1	<b>100</b>	81	2	16	1	<b>100</b>	80	1	18	1	<b>100</b>
<b>WCDM</b>	91	2	6	1	<b>100</b>	90	3	6	1	<b>100</b>	88	1	10	1	<b>100</b>
<b>Saldanha Bay</b>	87	1	10	2	<b>100</b>	85	1	14	0	<b>100</b>	82	0	17	1	<b>100</b>

Source: Statistics South Africa

Whilst the national trend suggests an increase in access to formal housing the same cannot be said about Saldanha Bay as the proportion of the population with access to formal housing decreased from 87% in 1996 to 82% in 2011 due primarily to the influx of migrant workers to the area. There is a noticeable increase in informal dwellings from 10% (1996) to 17% (2011) which resulted in the Saldanha Bay area having the lowest access to formal housing within the WCDM.

The tenure status of households as seen below indicates that the national, provincial and district figures are comparable. In 2011; nationally 53% of dwellings were owned and 44% rented compared to the Western Cape and WCDM where 52% is owned and 44% rented. In Saldanha Bay 63% of dwellings were owned of which 47% were fully paid off and 16% was not. Thirty five percent of the population rented the dwellings in which they lived. No significant changes in the ownership of households can be seen between the 2001 and 2011 periods.

### 3.8 RESIDENTIAL PROPERTY TRANSFERS

The transfer of sectional scheme transfers and freehold transfers during the past 4 years were predominantly in Langebaan, while the numbers of sectional scheme transfers in other towns in the Saldanha Bay Municipality are negligible. In 2011 transfers in Langebaan decreased by more than half from the previous years. Interestingly, there have been no sectional scheme transfers in the greater St Helena Bay area during the last four years.



Figure 3.7: Sectional scheme transfers in Saldanha Bay Municipality (2008-2011)

In all of the major towns there was a sharp decrease in the number of freehold property transfers in 2011. The drastic decrease in Hopefield transfers from 2010 onwards can be attributed to an abnormally large number of transfers to individuals from Saldanha Bay Municipality in 2008 and 2009.

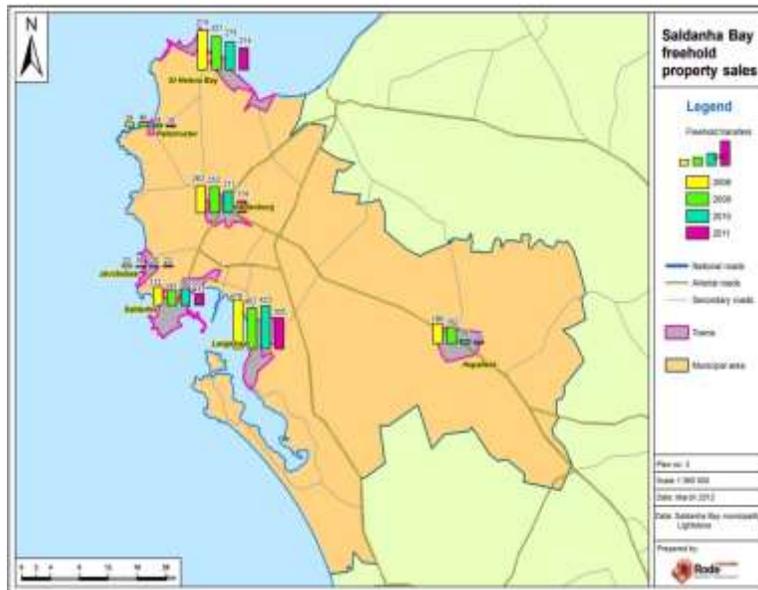


Figure 3.8: Freehold transfers in Saldanha Bay Municipality (2008-2011)

### 3.9 SPATIAL MANAGEMENT CONCEPT

The objective of the spatial management concept developed is to provide a broad overarching guide to future development and land use management for the Saldanha Bay municipal area at the conceptual

level, and to direct growth and development to areas with the highest potential and physical capacity to accommodate long-term sustainable growth.

The areas of major growth (Level 1 in the map) are Vredenburg, Saldanha and Saldanha Port. The areas of intermediate growth (Levels 2 and 3 in the map) are Jacobsbaai, Langebaan and St Helena Bay and the areas of limited growth (Level 4 in the map) are Paternoster and Hopefield.

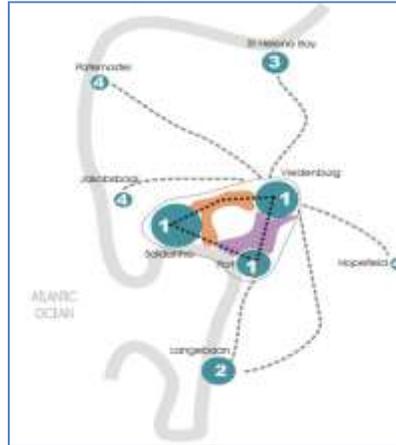


Figure 3.9: Spatial management concept for Saldanha Bay Municipality

The concept will be considered during planning in terms of the spatial development framework and approval of future projects. The municipality has already commenced through the collaborative partnership with the Western Cape Department of Environmental Affairs and Development Planning with the revision of the next SDF and related IDP processes.

### 3.10 ENVIRONMENTAL MANAGEMENT

The entire Saldanha Bay area is approximately 166,565.48 ha. in size of which 0.4% is urban and 99.96% rural land. Overall, Saldanha Bay constitutes 5.8 per cent of the entire West Coast geographic land, making it the smallest municipal area in the district.

The associated map provides the best available scientific information regarding the biodiversity resources in Saldanha Bay Municipality that need to be retained in the long-term. This is to ensure the maintenance of healthy ecosystems which are fundamental to the wellbeing of people since nature provides human kind with food, clean water and many other tangible and intangible benefits, sometimes referred to as ecosystem services.

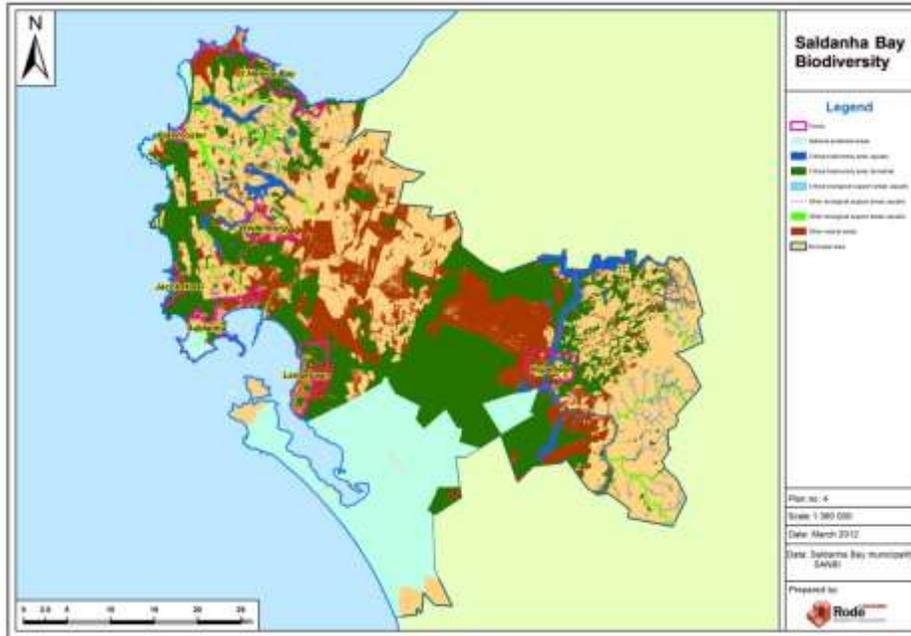


Figure 3.10: Biodiversity of Saldanha Bay municipality area

The biodiversity of the municipal area is explained in the above map.

The Critical Biodiversity Areas: Aquatic layer represents aquatic sites identified as Critical Biodiversity Areas through the systematic assessment conducted by the C.A.P.E. Fine-Scale Biodiversity Planning (FSP) project. They include both the aquatic feature itself as well as the required buffer area surrounding the aquatic feature. The Critical Biodiversity Areas: Terrestrial layer represents terrestrial sites identified as Critical Biodiversity Areas (CBAs) through the systematic assessment conducted by the C.A.P.E. Fine-Scale Biodiversity Planning (FSP) project. Taken as a whole (terrestrial plus aquatic CBAs), these represent the sites required to meet biodiversity pattern targets and ecological process objectives. The Critical Ecological Support Areas: Aquatic layer represents aquatic sites identified as Critical Ecological Support Areas (CESAs) through the systematic assessment conducted by the C.A.P.E. Fine-Scale Biodiversity Planning (FSP) project. CESAs include both the aquatic feature as well as the required buffer area surrounding the aquatic feature.

The Other Natural Areas layer represents all natural areas that have not been recognized as Critical Biodiversity Areas (aquatic and terrestrial), Ecological Support Areas (critical and other) or National Protected Areas but are also not considered to be irreversibly transformed (No Natural Remaining Areas). It can include natural, near natural or degraded lands (South African National Biodiversity Institute 2011)

### 3.10.1 Air Quality Management

Poor air quality does occur in Saldanha Bay Municipality due to major industrial activity primarily made up of iron and steel production and also iron ore export. Monitoring of air quality in Saldanha Bay has revealed that air quality standards are exceeded on occasion.

Continuous ambient air quality monitoring is conducted by Portnet in Saldanha and Vredenburg, by Arcelor Mittal in Saldanha and by the Department of Environmental Affairs and Development Planning in Vredenburg. Portnet also monitor fallout dust and dust flux (horizontal transport of dust) in a network centered on the iron ore terminal at Saldanha Bay, and extending to Vredenburg and Langebaan. Air quality issues in Saldanha generally relate to industries, motor vehicles, residential fuel burning, agricultural burning and tyre burning.

The odors from the fishing industry activities, especially in St. Helena Bay impacts on air quality and the West Coast District Municipality is currently monitoring the pollution levels.

Quarterly meetings are held with all industry, Saldanha Bay & West Coast District municipalities and DEADP representatives. The industry is required to present quarterly reports at these meetings. Regular engagements took place to date as well as the re-advertisement of the air quality monitoring tender to ensure consistent data collection and discussions with various interested and/or affected stakeholders.

### 3.10.2 Waste Treatment and Waste Disposal

Saldanha Bay municipal area has 7 wastewater treatment plants in the following settlements Saldanha, Vredenburg, Hopefield, St Helena, Paternoster, Langebaan and Shelly Point. During r 2011/12 the main focus was to upgrade existing wastewater treatment works and the construction of the new Paternoster treatment work. The Paternoster treatment work project was completed in November 2012, the new treatment works has sufficient capacity to accommodate future and proposed developments in the Paternoster area. Preliminary designs are completed for the new treatment works in Britannia Bay. Upgrades to the Laingville treatment works also commenced. Critical pump stations in the Saldanha and Langebaan areas were also upgraded and the master plans have been updated – all upgrades are aligned with the master plans.

Plant Description	Year of Assessment	
	2009	2011
Saldanha Waste Water Treatment Works	75.5	38.5
Vredenburg Waste Water Treatment Works	56	45
Hopefield Waste Water Treatment Works	56	42
St Helena Waste Water Treatment Works	57	34
Paternoster Waste Water Treatment Works	39.5	31.8
Langebaan Waste Water Treatment Works	73	35.5
Shelly Point	57.5	29.5

Table 3.7: Green Drop Evaluation of wastewater treatment works

The following generic improvement areas were identified in the 2011 evaluation:

- Registration and classification of works as well as the operating staffs (except Saldanha)
- WWQ Monitoring Programme efficiency (only Paternoster)
- Credibility of WW Sample Analysis (except Saldanha Bay and Shelly Point); and

- Management planning relating to the WWTW capacity (except Saldanha Bay, Paternoster and Langebaan).

Saldanha Bay Municipalities 2nd generation IWMP is in its Draft format and has not been adopted by council. The draft scored a poor 36% when audited by Environmental Affairs and Development planning in November 2012. Due to major happenings in the waste sector and specifically in terms of waste management in the Saldanha Bay municipal area of jurisdiction, the updating of the current draft 2nd generation will not commence, as we will go straight to the compilation of a 3rd generation during the 2015/16 financial year. The updated 3rd generation IWMP was subsequently developed which is currently in draft format and been circulated for comments and/or suggestions.

### 3.10.3 Climate Change

Climate Change presents serious threats to the future of the municipal area and its environs due to the rising sea levels and the risk to development in low-lying areas. Furthermore, changing rainfall patterns and extreme weather events can have an impact on the municipal area and environs.

The municipality will work close with the provincial departments and the district municipality to identify risks and to plan for mitigating actions.

The Disaster Management Plan is to ensure that Saldanha Bay Municipality is operationally prepared for any eventuality in the case of a disaster. Furthermore the plan is to ensure that all available resources and equipment to gain control of an emergency situation that poses a real threat to human life, property, equipment and the environment are effectively utilized. The plan is to provide effective and efficient operating procedures and instructions, in order to achieve overall success of its emergency response.

- Prevent/reduce risks of disasters.
- Mitigation of severity, and consequences of disasters.
- Emergency preparedness.
- Rapid and effective response.
- Post disaster recovery.
- Capacity building.
- Evacuation, rescue and relief.
- Rehabilitation and construction.

Further details will be incorporated into the final IDP with the finalization of the disaster management policy as well as the critical analysis of possible vulnerable areas due to drought. However the following

areas has been identified within the disaster risk assessment which will also prompt the further development of the disaster management plan:

<b>NATURAL HAZARDS</b>			
<b>GEOLOGICAL</b>	<b>HYDRO METEOROLOGICAL</b>	<b>BIOLOGICAL</b>	
<ul style="list-style-type: none"> <li>• Earthquake</li> <li>• Sand Dune Migration</li> <li>• Shoreline Erosion (Coastal Erosion)</li> </ul>	<ul style="list-style-type: none"> <li>• Drought</li> <li>• Flood</li> <li>• Heat Wave</li> <li>• Severe Storms (Strong Winds)</li> <li>• Wind Storms</li> <li>• Storm Surges</li> </ul>	<ul style="list-style-type: none"> <li>• Food Poisoning</li> <li>• Meningococcal Meningitis</li> <li>• Typhus Fever</li> <li>• Shigella Dysentery</li> <li>• Haemorrhagic Fever</li> <li>• Diphtheria</li> <li>• Typhoid</li> </ul>	<ul style="list-style-type: none"> <li>• Rabies (Animals)</li> <li>• Anthrax</li> <li>• Meningitis</li> <li>• HIV/Aids</li> <li>• Malaria</li> <li>• Polio</li> <li>• Tuberculosis</li> <li>• Cholera</li> <li>• Measles</li> <li>• Plague</li> </ul>
<b>TECHNOLOGICAL HAZARDS</b>			
<ul style="list-style-type: none"> <li>• Dam Failure</li> <li>• Hazardous material: Road, rail and sea</li> <li>• HAZMAT Spills: Road, rail and sea</li> <li>• Transport Incidents: Road, rail and sea</li> <li>• Fires: Structural (Formal and Informal) and Veldfires</li> <li>• Nuclear Event (Koeberg Nuclear Power Station)</li> </ul>			
<b>ENVIRONMENTAL DEGRADATION</b>			
<ul style="list-style-type: none"> <li>• Deforestation</li> <li>• Desertification</li> <li>• Air Pollution</li> <li>• Land Degradation</li> <li>• Red Tide</li> <li>• Soil Erosion</li> <li>• Harmful Algal Bloom (HAB)</li> </ul>			

The above will be evaluated in terms of the municipal risk management framework to ensure consistency.

## CHAPTER 4: SERVICE DELIVERY ANALYSIS

Integrated Development Planning was introduced as the strategic management tool to realize the developmental role of local government. Performance management, on the other hand, is a management tool introduced to facilitate the implementation of the IDP, and as such forms an integral part of the IDP. The budget attaches money to the IDP objectives and this is monitored through the service delivery and budget implementation plan (SDBIP). The budget makes the implementation of the IDP possible and the IDP provides the strategic direction for the budget. The chapter aims to provide an analysis of Saldanha Bay Municipality, its financial position and status of service delivery.

### 4.1 INSTITUTIONAL ANALYSIS

The following section focuses on the factors contributing to the sustainability of the municipality ranging from continuity of the prevailing political environment and the internal capacity of the municipality, particularly in relation to personnel and the systems used within the municipality.

#### 4.1.1 Political Environment

The council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated its executive function to the Executive Mayor and the Mayoral Committee. Their role is to debate issues publicly and to facilitate political debate and discussion. The council plays a very active role in the operations of the Municipality. Apart from their functions as decision makers, councillors are also actively involved in community work and the various social programmes in the municipal area.

The Council of the Saldanha Bay Municipality comprises of 25 elected Councillors, made up from 13 Ward Councillors and 12 Proportional Representation (PR) Councillors elected on the basis of proportional of votes casts for the respective parties. The portfolio committees are made up of councillors drawn from all political parties. Below is a table that categorised the councillors within their specific political parties and wards:

Name of Councillor	Capacity	Political Party	Ward Representing or Proportional	Gender
FJ Schippers	Executive Mayor	DA	Ward 7	Male
SJE Steyn	Deputy Mayor and Portfolio Chairperson: Corporate Services	DA	Ward 10	Female
OD Daniels	Speaker	DA	Proportional	Female
RJ Don	Portfolio Chairperson: Community and Operational Services	DA	Ward 3	Male
F Pronk	Portfolio Chairperson:	DA	Ward 5	Male

Name of Councillor	Capacity	Political Party	Ward Representing or Proportional	Gender
	Strategic Services			
NS Louw	Portfolio Chairperson: Finance	DA	Ward 8	Male
SL van Tura	Portfolio Chairperson: Engineering and Planning Services	DA	Ward 13	Female
E Vaughan	Councillor	DA	Proportional	Female
MS Biko	Councillor	ANC	Ward 1	Male
J Skei	Councillor	ANC	Ward 2	Male
ST Vries	Councillor	DA	Ward 4	Male
A Kruger	Councillor	DA	Ward 6	Male
R Matthews	Councillor	ANC	Ward 9	Male
B Jordaan	Councillor	DA	Ward 11	Female
TG Benjamin	Councillor	ANC	Ward 12	Male
WW Arendze	Councillor	DA	Proportional	Male
JJ Cillié	Councillor	DA	Proportional	Male
I de Bruin	Councillor	ANC	Proportional	Male
A de Bruyn	Councillor	ANC	Proportional	Female
GN de Bruyn	Councillor	ANC	Proportional	Male
PM Jordaan	Councillor	ANC	Proportional	Male
FFB Mbanze	Councillor	DA	Proportional	Male
NV Mgoqi	Councillor	ANC	Proportional	Male
H Padayachee	Councillor	COPE	Proportional	Male
L Mitchell	Councillor	DA	Proportional	Male

*Table 4.1: Composition of Council*

The Council has an Executive Mayor and Executive Councillors which consists of the Deputy Executive Mayor, the Speaker and five (5) full time Councillors which each hold a direct portfolio as assigned by the Executive Mayor. Saldanha Bay Municipality has established five committees in terms of section 80 of the Municipal Structures Act (act 17 of 1998).

The portfolio committees' primary responsibility is to exercise oversight over the executive arm of the municipality's governance structure. These committees monitor the delivery and outputs of the executive and may request Directorates to account for the outputs of their functions. Executive Councillors account for executive decisions and operations performed in general policy framework agreed to by Council and although the portfolio committees play an oversight role, they have limited

decision-making powers. These committees are responsible for submitting their reports to the Mayoral Committee.

#### 4.1.2 The Management Structure

The administrative arm of the Municipality is headed by the municipal manager. The municipal manager as head of the administration is responsible and accountable for tasks and functions as provided for in Section 55 of the MSA, other functions/tasks as provided for in legislation as well as functions delegated to her by the Executive Mayor and Council. He is supported by a team of five directors and managers.

Name of Official	Capacity	Appointment Date
Dr LA Scheepers	Municipal Manager	April 2012
Mr S Vorster	Chief Financial Officer	October 2011
Mr G Smith	Director Engineering and Planning Services	February 2012
Mr J Marias	Director Community and Operational Services	October 2013
Mr P Mbaliswana	Director Corporate Services	October 2014

Table 4.3: Composition of Executive Management

The departmental functions of the macro organizational structure above is as follows:

Directorates	Core Function
Financial Services	Financial Services manages the financial affairs of Council and ensures the optimum use of all Council assets. It is the protector and custodian of public money as it levies and collects taxes and charges from the public. It further administers the expenditure of those taxes and charges on goods, services and assets on behalf of the public.
Engineering and Planning Services	The department is responsible for the provision of bulk infrastructure and services which include planning, project management, water supply and distribution, sewerage management, refuse collection and sites for the disposal of waste in compliance with all applicable legislative and regulating requirements. It is also responsible for the safe and efficient distribution of electricity to customers within the municipal service area, in compliance with the Occupational Health and Safety Act and the Electricity Regulation Act and the management of the electricity infrastructure.  The department is lastly responsible for municipal buildings, the municipal fleet and roads & stormwater.  The department is responsible for all planning activities (business and residential development) within the municipality and compliance with zoning and other aspects of planning legislation.
Community and Operational Services	The department is responsible for the maintenance and provision of community services to communities. The applicable services are provided in an integrated and co-ordinated effort with other stakeholders within the municipal service area.
Corporate Services	Corporate Services is the secretariat of Council and supports the legislative and executive functions of Council. It is also responsible for cultivating a culture of good governance and administration and to ensure administrative processes take place in an environment which promotes productivity.

Table 4.4: Directorate Core Functions

### 4.1.3 Staff Compliment

The Council of Saldaha Bay Municipality has reviewed and amended its organisational structure in 2013, to effectively and efficiently deliver services in line with the overarching Key Performance Areas and Strategic Objectives of the organisation.

The senior management team is supported by a municipal workforce of 996 permanent employees of the 1 053 posts budgeted for have been filled (94.59% of approved organogram) which is structured in the various departments to implement the IDP strategic objectives and related service delivery activities as at end February 2016.

Department	Budget	Permanent	Vacancies
Dir. Finance: CFO	9	8	1
Revenue	71	69	2
Expenditure	9	9	-
Payroll	7	7	-
Supply Chain Management	12	12	-
Stores	7	6	1
Property Rates	-	-	-
AFS and Returns	10	10	-
Budget Office	3	2	1
Finance: Data	5	5	-
<b>Total: Finance Directorate</b>	<b>133</b>	<b>128</b>	<b>5</b>
Community Services	2	2	-
Eng. Admin: Langebaan & Hopefield	4	4	-
Eng. Admin: Saldanha	3	3	-
Eng. Admin: Paternoster / St Helena Bay	1	1	-
Eng. Admin: Vredenburg	1	1	-
Community development : North	3	3	-
Community development : South	2	1	1
Cemeteries	19	18	1
Community Support services	1	1	-
Indigent & Housing demand management: North	6	6	-
Indigent & Housing demand management: South	5	4	1
Community and ward support: North	1	1	-
Community and ward support: South	-	-	-
Sport Development: North	2	2	-
Sport Development: South	-	-	-
Sport grounds: Langebaan & Hopefield	2	2	-
Sport grounds: Saldanha	3	3	-
Sport grounds: Paternoster / St Helena Bay	1	1	-
Sport grounds: Vredenburg	10	9	1
Resort Administration	-	-	-

Department	Budget	Permanent	Vacancies
Holiday Resort: St Helena Bay	3	3	-
Holiday Resort: Tabakbay	8	7	1
Holiday Resort: Oostewal	9	8	1
Holiday Resort: Seebries	6	6	-
Holiday Resort: Leentjiesklip	7	7	-
Holiday Resort: Saldanha	12	12	-
Nature Reserve: Columbine	3	3	-
Community Halls: North	8	8	-
Community Halls: South	3	3	-
Thusong Centre	4	3	1
Public Open spaces and amenities: Langebaan & Hopefield	13	11	2
Public Open spaces and amenities: Paternoster / St Helena Bay	8	8	-
Public Open spaces and amenities: Saldanha	11	8	3
Public Open spaces and amenities: Vredenburg	26	26	-
Swimming pool: Tabakbay	4	4	-
Roads: Langebaan & Hopefield	42	41	1
Roads: Paternoster / St Helena Bay	20	18	2
Roads: Saldanha	27	26	1
Roads: Vredenburg	66	61	5
Horticultural services	1	1	-
Sewerage: Langebaan & Hopefield	10	10	-
Sewerage: Paternoster / St Helena Bay	6	6	-
Sewerage: Saldanha	8	7	1
Sewerage: Vredenburg	8	8	-
Water: LBN & Hopefield	6	6	-
Water: Paternoster / St Helena Bay	6	5	1
Water: Saldanha	7	6	1
Water: Vredenburg	13	12	1
Sewer: Suction - St Helena Bay/Paternoster	7	7	-
<b>Total: Community and Operations Directorate</b>	<b>418</b>	<b>393</b>	<b>25</b>
Technical Services	9	9	-
Civil Services: Administration	7	7	-
PMU - Project management unit	7	7	-
Building Inspections	12	12	-
Town Planning	7	7	-
Radio Communications	-	-	-
Mechanical Workshop	8	8	-
Housing: Administration	-	-	-
Housing: Social Housing	-	-	-
Municipal Buildings	26	26	-
Airport	-	-	-
Expanded Public Works Program	-	-	-

Department	Budget	Permanent	Vacancies
Expanded Public Works(Own funds)	-	-	-
Beaches	-	-	-
Environmental Management	2	2	-
Main Roads	-	-	-
Roads	24	24	-
Solid Waste: Refuse Removal	96	93	3
Solid Waste: Landfill Sites	11	9	2
Sewerage: Distribution	4	4	-
Sewerage: Purification	25	23	2
Sewerage: Suction Services - Vredenburg	5	5	-
Electricity: Administration	13	12	1
Call centre	5	5	-
Electricity: Bulk	-	-	-
Electricity: Distribution and Maintenance	49	45	4
Streetlights	6	6	-
Water	17	16	1
<b>Total: Engineering and planning Directorate</b>	<b>333</b>	<b>320</b>	<b>13</b>
Corporate Services	2	2	-
Administration	40	31	9
IT Services	6	6	-
Wi - Fi Mesh	-	-	-
Legal Services	4	2	2
Publicity	-	-	-
Communications	-	-	-
Library	36	36	-
Human Resource Services	11	11	-
Occupational Safety	1	1	-
Occupational Health	2	2	-
Health: Nursing	-	-	-
Land	-	-	-
Law Enforcement	7	7	-
Traffic	25	24	1
Licensing	9	9	-
Security Services	1	-	1
Fire Brigade	-	-	-
<b>Total: Corporate and protection Directorate</b>	<b>144</b>	<b>131</b>	<b>13</b>
Municipal Manager	1	1	-
Risk Management	1	1	-
Local Economic Development	3	3	-
Spatial information and interventions	2	2	-

Department	Budget	Permanent	Vacancies
Support Services	4	4	-
Internal Audit	7	6	1
Public relations	1	1	-
IDP / PMS	1	1	-
<b>Total: Office of the Municipal manager</b>	<b>20</b>	<b>19</b>	<b>1</b>
Council's General Expenses	-	-	-
Executive Mayoral Office	5	5	-
Ordinary Councillors	-	-	-
<b>Total: Council</b>	<b>5</b>	<b>5</b>	<b>-</b>
<b>Total</b>	<b>1 053</b>	<b>996</b>	<b>57</b>

#### 4.1.4 Municipal policies and service delivery improvement plans

The municipality has the following policies, service delivery improvement plans and systems to support the workforce in delivering on the strategic objectives:

Municipal Manager	
Delegation of Power	Performance Management Policy
Communication Strategy	Performance Management Framework
Risk Management Policy and Strategy	Local Economic Development Strategy
Fraud Prevention Strategy	Informal Trading By-Law
Tourism Strategy	Events By-Law
Human Settlements Strategy	
Financial Services	
Debt Collection and Credit Control Policy	Cash and Investment Policy
Tariffs Policy	Asset Management Policy
Supply Chain Management Policy	Budget Implementation and Management, Funds and Reserves and Virement Policy
Property Rates Policy	Borrowing Policy
Grants Policy	Customer Care, Credit Control and Debt Collection By-Law
Tariff By-Law	Property Rates By-Law
Engineering and Planning Services	
Street Name and Numbering Policy	Electricity By-Law

Advertising and Signage By-Law	Liquor Trading Days and Hours By-Law
Air Pollution Control By-Law	Roads and Streets By-Law (joint responsibility as per assigned functions)
Fences and Walls By-Law	Solid Waste Disposal By-Law
Fire Safety By-Law	Water and Sanitation Services By-Law (joint responsibility as per assigned functions)
Storm Water Management By-Law (joint responsibility as per assigned functions)	
<b>Community and Operational Services</b>	
Indigent Policy	Housing Beneficiary Selection Policy
Cemeteries and Crematoria By-Law	Sporting Facilities By-Law
Public Amenities By-Law	Water and Sanitation Services By-Law (joint responsibility as per assigned functions)
Roads and Streets By-Law (joint responsibility as per assigned functions)	Storm Water Management By-Law (joint responsibility as per assigned functions)
<b>Corporate Services</b>	
Attendance and Absenteeism Policy	Bursary for Officials Policy
Conditions of Service (work hours etc) – Collective Agreement_Bargaining Council	Dress Code Policy
Disciplinary – Collective Agreement_Bargaining Council	Employee Assistance Policy
Grievance – Collective Agreement_Bargaining Council	Employment Equity Plan
Long Service – Collective Agreement_Bargaining Council	Human Resource Policy (SOP)
Leave, Unpaid and Special – Collective Agreement_Bargaining Council	Occupational Health and Safety Policy
Overtime Policy	Smoking Policy
Substance Abuse Policy	Telecommunications Policy
Transport Policy	Travel and Subsistence Policy (+ Furniture Removal)
Uniform and Protective Cloting Policy	Records Management Policy
Disaster Management Plan	Workplace Skills Development Plan
Website Policy	Information Technology Policy
Impoundment of Animals By-Law	Prevention of Public Nuisances and Public Nuisances Arising from the Keeping of Animals By-Law
Rules of Order Regulating the Conduct of Meetings of the Municipality By-Law	

## 4.2 FINANCIAL PERFORMANCE

The table below indicate the financial performance for the period 2012/13 and 2013/14 since inception of the 5 year IDP:

Description	2013/14	2014/15			2014/15 Variance	
	<i>Actual (Audited Outcome)</i>	Original Budget	Adjusted Budget	Actual	Original Budget	Adjustments Budget
	R'000				%	
<b>Financial Performance</b>						
Property rates	144 831	159 880	151 174	153 717	-4.01	1.65
Service charges	416 179	450 393	454 591	441 827	-1.94	-2.89
Investment revenue	24 758	20 500	25 300	29 066	29.47	12.96
Transfers recognised - operational	46 902	76 453	64 160	56 176	-36.09	-14.21
Other own revenue	35 115	34 528	39 903	44 731	22.81	10.79
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>667 786</b>	<b>741 755</b>	<b>735 128</b>	<b>725 518</b>	-2.24	-1.32
Employee costs	220 253	238 638	248 382	242 794	1.71	-2.30
Remuneration of councillors	8 368	8 986	8 986	8 642	-3.98	-3.98
Depreciation & asset impairment	89 850	121 650	121 505	108 969	-11.64	-11.50
Finance charges	13 911	10 284	16 661	15 779	34.83	-5.59
Materials and bulk purchases	221 089	247 302	243 802	235 982	-4.80	-3.31
Transfers and grants	2 002	2 110	2 110	2 110	-0.02	0.00
Other expenditure	117 757	200 612	173 075	116 601	-72.05	-48.43
<b>Total Expenditure</b>	<b>673 230</b>	<b>829 581</b>	<b>814 520</b>	<b>730 878</b>	-13.50	-11.44
<b>Surplus/(Deficit)</b>	<b>(5 444)</b>	<b>(87 826)</b>	<b>(79 392)</b>	<b>(5 361)</b>	-	-
Transfers recognised - capital	43 935	46 020	45 131	38 962	-18.12	-15.83
Fair value adjustment	1 405	-	-	1 054	100.00	100.00
<b>Surplus/(Deficit)</b>	<b>39 897</b>	<b>(41 806)</b>	<b>(34 261)</b>	<b>34 656</b>	220.63	198.86
<b>Capital expenditure &amp; funds sources</b>						

<b>Capital expenditure</b>						
Transfers recognised - capital (incl Housing Development Fund)	49 034	38 020	54 170	46 568	18.36	-16.32
Public contributions & donations	–	8 000	1 653	1 652	-384.19	-0.05
Borrowing	623	13 140	1 145	970	- 1254.77	-18.05
Internally generated funds	95 500	152 021	179 368	176 269	13.76	-1.76
<b>Total sources of capital funds</b>	<b>145 156</b>	<b>211 181</b>	<b>236 336</b>	<b>225 459</b>	6.33	-4.82
<b>Financial position</b>						
Total current assets	534 640	437 538	484 500	505 016	13.36	4.06
Total non-current assets	2 079 668	2 295 078	2 182 307	2 195 236	-4.55	0.59
Total current liabilities	137 787	127 247	130 812	145 006	12.25	9.79
Total non-current liabilities	182 674	186 985	187 671	226 744	17.53	17.23
Community wealth/Equity	2 293 847	2 418 383	2 348 325	2 328 503	-3.86	-0.85
<b>Cash flows</b>						
Cash/cash equivalents at the year begin	432 252	385 000	420 428	420 428	8.43	0.00
Net cash from (used) operating	145 189	74 103	154 619	172 368	57.01	10.30
Net cash from (used) investing	(144 838)	(183 181)	(200 000)	(185 723)	1.37	-7.69
Net cash from (used) financing	(12 175)	1 889	3 093	(11 473)	116.46	126.96
<b>Cash/cash equivalents at the year end</b>	<b>420 428</b>	<b>277 811</b>	<b>378 140</b>	<b>395 599</b>	29.77	4.41
<b>Cash backing/surplus reconciliation</b>						
Cash and investments available	420 428	277 812	365 000	395 599	29.77	7.73
Application of cash and investments	(405 234)	(170 842)	(278 109)	(326 484)	47.67	14.82
<b>Balance - surplus (shortfall)</b>	<b>15 194</b>	<b>106 970</b>	<b>86 891</b>	<b>69 115</b>	-54.77	-25.72
<b>Asset management</b>						
Asset register summary (WDV)	2 079 668	2 295 078	2 182 307	2 195 236	-4.55	0.59

Depreciation & asset impairment	89 850	121 650	121 505	108 969	-11.64	-11.50
Renewal of Existing Assets	41 928	42 877	21 642	19 689	-117.77	-9.92
Repairs and Maintenance	27 000	45 560	44 450	31 475	-44.75	-41.22
<b><u>Free services</u></b>						
Cost of Free Basic Services provided	20 713	29 009	29 009	29 499	1.66	1.66
Revenue cost of free services provided	32 361	43 841	43 841	42 417	-3.36	-3.36

### 4.3 PERFORMANCE AGAINST IDP OBJECTIVES

To give effect to the objectives as set out in Sections 152 and 153 of the Constitution and to ensure that the Municipality continues to remain functional, rendering services in the manner as stated in our vision, the Saldanha Bay Municipal Council has reconfirmed its Key Performance Areas (KPA'S) and Strategic Objectives as outlined in its five-year IDP. The percentage of the budget appropriated and spent per KPA in the first two years of implementation is also outlined in following table.

National Key Performance Area	SO#	Municipal Strategic Objectives	Expense appropriated		Expense appropriated		Expense appropriated	
			Opex 2012/13 Audited	Capex 2012/13 Audited	Opex 2013/14 Audited	Capex 2013/14 Audited	Opex 2014/15 Audited	Capex 2014/15 Audited
Local Economic Development	SO1	To diversify the economic base of the municipality through industrialization, whilst at the same time nurturing traditional economic sectors	21 984 343	1 362 197	25 803 864	2 386 009	32 372 903	3 186 901
Basic Service Delivery	SO2	To develop an integrated transport system to facilitate the seamless movement of goods and people within the municipal area and linkages with the rest of the district and the City of Cape Town	70 026 302	41 756 229	75 012 120	50 449 008	67 020 901	57 382 071
	SO3	To develop safe, integrated and sustainable neighborhoods	96 026 875	22 461 618	110 771 579	42 204 399	81 299 080	40 766 615
	SO4	To maintain and expand basic infrastructure as a catalyst for economic development	331 715 635	73 121 755	289 288 244	42 789 712	423 709 747	116 464 554
Municipal Transformation & Organisational	SO5	To be an innovative municipality on the cutting edge in respect of the use of technology and best practice	13 551 856	936 233	15 401 831	80 000	8 712 209	68 946

National Key Performance Area	SO#	Municipal Strategic Objectives	Expense appropriated		Expense appropriated		Expense appropriated	
			Opex 2012/13 Audited	Capex 2012/13 Audited	Opex 2013/14 Audited	Capex 2013/14 Audited	Opex 2014/15 Audited	Capex 2014/15 Audited
Development								
Municipal Financial Viability & Transformation	SO6	An effective, efficient and sustainable developmental oriented municipal administration	61 918 259	2 427 551	77 315 327	7 442 217	68 816 882	6 200 650
Good Governance & Public Participation	SO7	To develop and use a multi-platform communication system to ensure swift and accurate dissemination of information	2 440 530	186 499	3 309 513	530 784	340 588	475 353
	SO8	To provide ethical and effective leadership that engenders trust in the municipality amongst its stakeholders	46 450 585	0	70 925 159	198 400	37 324 642	535 417
	SO9	To ensure compliance with the tenets of good governance as prescribed by legislation and best practice	6 458 488	0	7 607 038	48 000	11 281 274	378 512

#### 4.4 INSTITUTIONAL PERFORMANCE

An institutional performance review of the current status provides information pertaining to the current status service needs, highlights and challenges. The information provides valuable insight for the management team and guidance to engage in a meaningful planning process to improve service delivery within the municipal area and is reported on in the 2014/15 Annual Report of Saldanha Bay Municipality.

*Table 4.15: Key challenges per functional area*

## 4.5 SECTORS PERFORMANCE

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### 4.5.1 Socio economic information

Saldanha Bay contributed 5.4 per cent of the cumulative growth of the Province's non-metro municipalities, i.e. 6th on the list, and Swartland 3.7 per cent, i.e. 10th on the list. The ranking is determined by considering both the size and growth of the municipal economies. The Saldanha Bay and Swartland municipalities are both larger and faster growing in the WCD regional economy.

In Saldanha Bay, the Finance and Business services appear to be more closely linked to a relatively large General government sector and – to a lesser extent - Manufacturing. Saldanha Bay's agricultural value added expanded strongly between 2004 and 2008 after which it has been moving sideways. The Saldanha Bay municipal Manufacturing sector real value added slumped in 2009 and has not really recovered from the recession impact; this slump is related to the recession impact on the metals industry in the region, which contracted by more than 30 per cent in 2009. The pedestrian growth of the WCD manufacturing sector is explained to a large extent by the recessionary slump and only partial recoveries in key industries (metals and engineering, non-metal minerals, food and beverages and wood products) and the Saldanha Bay Municipality seems to be at the centre of the impact and

The development of the IDZ in Saldanha Bay is likely to boost the fortunes of the local manufacturing sector, which could give rise to interesting linkages with the more buoyant Swartland and Bergrivier manufacturing sectors, in turn, stimulating supporting services activity as well. This is a factor that needs to be borne in mind with the development of the Saldanha Bay IDZ.

#### (I) HUMAN DEVELOPMENT AND EDUCATION

Literacy is used to indicate a minimum education level attained. A simple definition of literacy is the ability to read and write, but it is more strictly defined as the successful completion of a minimum of 7 years of formal education. Since most learners start school at the age of 7 years, the literacy rate is calculated as the proportion of those 14 years and older who have successfully completed a minimum of 7 years of formal education. The literacy rate in Saldanha Bay was recorded at 86.7 per cent in 2011 which is slightly lower than the average literacy rate of the Western Cape at 87.2 per cent.

Education remains one of the key avenues through which the state is involved in the economy. In preparing individuals for future engagement in the labour market, policy choices and decisions in the sphere of education play a critical role in determining the extent to which future economic and poverty reduction plans can be realised.

**Table 4 West Coast District: Education outcomes, 2013 - 2014**

Municipality	Education outcomes: Matric pass rate	
	2013	2014
West Coast District	88.4%	88.4%
Matzikama	92.0%	93.7%
Cederberg	91.6%	88.2%
Bergrivier	85.2%	84.1%
Saldanha Bay	90.5%	87.9%
Swartland	85.3%	88.3%

*Source: Western Cape Department of Education, Annual Survey of public and independent Schools (ASS) 2014*

The 2014 matric results for Saldanha Bay results showed a slight regression in the matric pass rate from 90.5 per cent in 2013 to 87.9 per cent in 2014. This may partly be attributed to the increase in the learner-teacher ratio and the phasing in of the Curriculum Assessment Policy Statements (CAPS curriculum).

Saldanha Bay had 22 schools in 2014 which had to accommodate 15 530 learners at the start of 2014. The proportion of no fees schools has increased sharply from 22.7 per cent in 2012 to 54.6 per cent in 2014 indicating that, given the tough economic climate, schools have been reporting an increase in parents being unable to pay their school fees. Saldanha Bay (4) however has a limited number of Public FET Colleges whose mandate is to ensure that education, training and skills development initiatives respond to the economy, rural development challenges and an informed and critical citizenry. The number of schools in Saldanha Bay with libraries or media centres was reduced from 10 to 9 between 2012 and 2014.

## (II) HEALTH

Within the West Coast District, Saldanha Bay (0.46) has the lowest number of ambulances per 100 000 population.

At the end of March 2013, the Province highlighted that anti-retroviral treatment (ART) was provided to over 100 000 persons in the Province, 4 561 of whom were in the Cape Winelands District and 1 435 in the Saldanha Bay municipal area. By the end of March 2015, Saldanha Bay's patient load increased to 2 054, administered from 6 treatment sites.

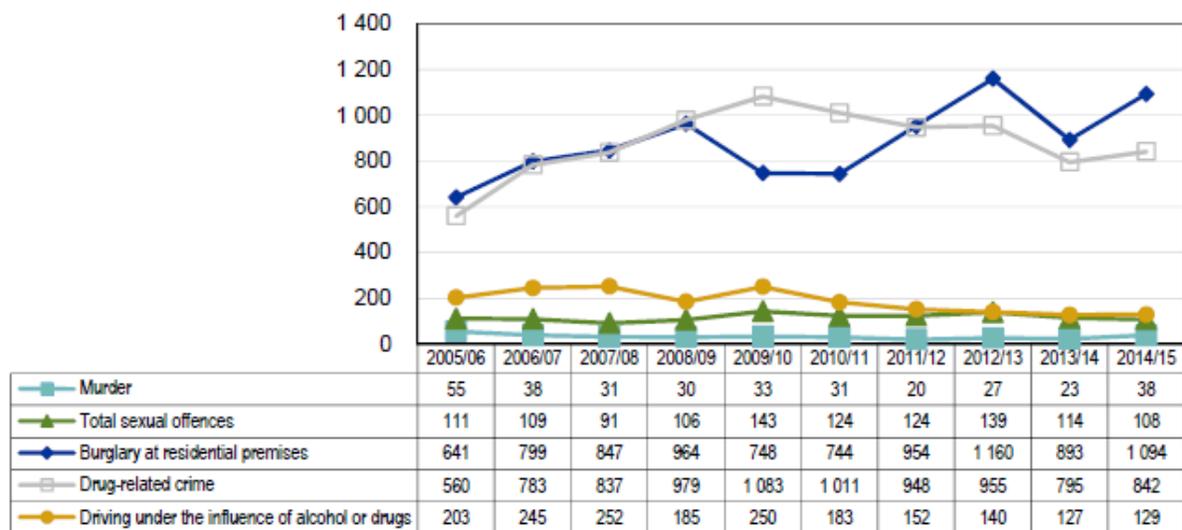
In addition to improving the quality of life of the patient, anti-retroviral treatment to mothers both before and at birth, also decreases the chances that infants will contract HIV from their mothers. The most recent information for Saldanha Bay indicates a mother-to-child transmission rate of 0.5 per cent which is below the 1.4 per cent District and Provincial rate as well as the medium term annual target for 2015/16 and 2016/17.

The number of TB patients in the West Coast District has increased over past few years, reaching 3 593 in 2014/15, treated at 73 clinics or treatment sites. In the Saldanha Bay municipal area, patient load has shown a decline in recent years. Most recent information shows a patient load of 748 with treatment administered from 11 clinics or treatment sites.

### (III) SAFETY AND SECURITY

Peoples' general impressions, as well as official statistics on safety and crime issues, mould perceptions of areas as living spaces or place in which to establish businesses. The discussion in this section that follows is limited to the reported contact and property-related crime such as murder and sexual crimes, as well as crime heavily dependent on police action for detecting drug-related crimes and driving under the influence of alcohol/drugs.

**Figure 4 Saldanha Bay: Crime statistics, 2005/06 - 2014/15**



Source: Quantec Research, 2015

## 4.6 INTERGOVERNMENTAL RELATIONS

The municipality foster relations with other spheres of government and participate in various intergovernmental activities to promote a close working relationship between the various spheres of government. Council is of view that these relationships can assist in enhancing government's services to the communities of the Saldanha Bay Municipal Area.

The municipality delegated officials and councilors to the following forums:

Forum	Frequency	Responsibility
Municipals Managers Forum	Quarterly	Municipal Manager

SALGA Working Groups	Quarterly	Portfolio Chairpersons and Director/Official specific to working group
District Coordinating Forum	Quarterly	Executive Mayor and Municipal Manager
Premiers Coordinating Forum	Quarterly	Executive Mayor and Municipal Manager
Provincial and District Managers IDP/Performance Forums	Quarterly	Senior Manager: Strategic and Enterprise Risk
Disaster Management Forum	Quarterly	Manager Traffic and Law Enforcement
Human Resources Forum	Quarterly	Director or Delegated Official
Legal Advisors Forum	Quarterly	Director or Delegated Official
Environmental Health Forum	Quarterly	Director or Delegated Official
Local Economic Development Forum	Quarterly	Manager: Local Economic Development
Chief Audit Executive Forum	Quarterly	Manager: Internal Audit
Chief Risk Officers Forum	Quarterly	Senior Manager: Strategic and Enterprise Risk
Chief Financial Officers Forum	Quarterly	Chief Financial Officer or Delegated Official

*Table 4.23: Inter-governmental Relations Schedule*

## CHAPTER 5: STRATEGIC AGENDA

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### 5.1 STRATEGIC FOCUS AREAS AND PRIORITIES

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As a municipality that is committed to enhance the characteristics of an open opportunity society, the following objectives, strategies and outcomes have been developed to address the challenges identified during the IDP development process. The strategic objectives agreed are linked to service areas and departmental objectives. The information will be used in the IDP implementation plan (*iMAP*) to finalise the predetermined objectives (PDO) and align it with the municipal budget and performance system.

### 5.2 PRIORITISATION MODEL

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Municipalities are responsible to deliver basic services to its communities at a standard that is acceptable to the community and as prescribed by national legislation, policies and directives. The municipal assets need to be maintained and in certain instances new assets need to be established to deliver to these requirements. Projects regarding the development and maintenance of assets are normally identified via infrastructure master planning, infrastructure development plans, maintenance plans and national programmes.

Secondly, the municipality during engagement with communities and key stakeholders faces requests for various projects and programmes to uplift and develop the communities. These requests are normally listed as part of the ward input.

The municipality hereafter need to find financial and other to implement all the capital projects, programmes and the needs identified. It is understandable that municipalities do not have access to sufficient resources and it is therefore crucial to prioritise the allocation of secured funding to ensure that at least “immediate issues” are addressed. Such a prioritisation process is necessary to ensure growth of the municipality and the municipal area as a whole but also to continue to delivering on its core service deliver mandate – which also depends to a large extend on the availability of capital such as access to water, sanitation, electricity, refuse removal, roads, parks, community facilities, etc. It is also important to include priorities from communities at a ward level.

The municipality therefore decided develop and adopt the prioritisation model as stated below.

#### 5.2.1 Capital programme and project prioritisation

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Council adopted a model based on weights allocated to the strategic objectives discussed above and othe approved criteria. The weight set per criteria varies from 100 to 5 based on the importance of the criteria set. The higher the weight, the more important is the criteria. The projects and programme will therefore be prioritised based on the total of the weights allocated to the selected criteria.

The categories in which the criteria will be grouped were carefully selected to ensure that the projects and programmes are prioritised in terms of the real needs and the risks that the municipality may face if the project or programme is not implemented. The criteria are:

- **IDP strategic objectives:** Council should develop and approve its strategy for their term of office and this strategy should be documented in the IDP. The strategy includes its vision, mission and strategic objectives. The strategic objectives approved must be aligned with the responsibilities of the municipality as per the Constitution of South Africa, the National Key Performance Areas, the National Development Plan, the National Outcomes, the Provincial Strategic Objectives and the needs of the communities. Council should then be spending their energy on implementing its strategic objectives during its term of office. The capital projects / programmes identified should be prioritised to ensure that it supports this strategy of Council and the needs of the community.
- **Services master plan objectives:** The master plans for each of the municipal services identifies key objectives for the respective service and a list of activities to ensure growth and to maintain the related assets. The services are prioritised in terms of the urgency to address the activities identified. The urgency is based on the risk that the service might collapse or deteriorate if not addressed.
- **Project dynamics:** The prioritisation of projects for the IDP cycle in the municipality, however, does not start from a zero-base. The existing schedule of capital projects consists out of a mixture of roll-over committed projects, grant funded projects, counter funding commitments, and roll-over funding commitments and operational expenditure requirements. The above issues are considered to ensure that the momentum in delivering the capital program is not disrupted.
- **Project consequence:** this category determines the consequence if the project / programme is not implemented.

The criteria and weights set for each of the above categories are:

- **IDP strategic objectives:**
  - To diversify the economic base of the municipality through industrialisation, whilst at the same time nurturing traditional economic sectors. (40)
  - To develop an integrated transport system to facilitate the seamless movement of goods and people within the municipal area and linkages with the rest of the district and the City of Cape Town. (25)
  - To develop safe, integrated and sustainable neighbourhoods. (35)
  - To maintain and expand basic infrastructure as a catalyst for economic development. (50)
  - To be an innovative municipality on the cutting edge in respect of the use of technology and best practice. (15)
  - An effective, efficient and sustainable developmental oriented municipal administration. (45)

- To develop and use a multi-platform communication system to ensure swift and accurate dissemination of information. (10)
- To provide ethical and effective leadership that engenders trust in the municipality amongst its stakeholders. (30)
- To ensure compliance with the tenets of good governance as prescribed by legislation and best practice. (20)
- **Services master plan objectives:**
  - Water Services 50
  - Electrical Services 40
  - Waste Management 35
  - Road Infrastructure 30
  - Sanitation 45
  - Storm water and drainage 15
  - Parks and recreation 10
  - Cemeteries 20
  - Housing 25
- **Project dynamics:**
  - Roll-over from previous years, incl. pre-committed
  - Projects 100
  - Grants/Donations to Council 100
  - Compulsory e.g. Legal Requirement 80
  - Maintenance of existing assets 70
  - Infrastructure LED growth 30
  - Sub-standard services 15
- **Project consequence:**
  - Catastrophic 50
  - Major 30
  - Moderate 15
  - Minor 10
  - Insignificant 5

### 5.2.2 Determine available financial resources

Unless there is a clear understanding and common agreement of the financial resources available to implement the capital projects and programmes prioritised, it is impossible to calibrate the prioritisation criteria appropriately. In order to determine available financial resources the following have to be certified annually:

- Committed projects with confirmed funding
- Grant funded projects with gazetted/confirmed “in writing” funding
- Projects facing unforeseen delays, but that has to remain on the schedule for valid reasons
- Verification of the correct funding source to each project, as the prioritisation will also focus on municipal own funding sources
- Confirmed counter funding commitments
- Assessment of spending capability and project readiness within the respective financial year to spend the allocated amount.

### 5.2.3 Ward-based planning

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It is understandable that certain needs identified in the wards will not be selected for implementation by following the above methodology. The reason being that these projects are often too small and not always relevant in terms of the prioritisation criteria set above. The smaller projects will be considered by the municipality during operational planning and included in the Ward plans.

## CHAPTER 6: FUNCTIONAL PERSPECTIVE

Saldanha Bay Municipality is responsible for the delivering of municipal functions as specified in Schedule 4B and 5B of the Constitution. All the strategic planning processes to address these functions should be aligned and fully integrated to ensure sustainable growth and development. It is therefore required that all the sector plans are considered as these plans should guide the departments on specific issues to be addressed during planning and implementation of the IDP.

### 6.1 MUNICIPAL FUNCTIONS

The Saldanha Bay Municipality is responsible for delivering the following services:

Municipal Function	Responsible Directorate
<b>Constitution Schedule 4, Part B Functions:</b>	
Air Pollution	Engineering and Planning Services
Building Regulations	Engineering and Planning Services
Electricity Reticulation	Engineering and Planning Services
Fire Fighting Services	Outsourced to West Coast District Municipality
Local Tourism	Office of the Municipal Manager
Municipal Planning	Engineering and Planning Services
Municipal Public Transport	Engineering and Planning Services
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this constitution or any other law	Engineering and Planning Services / Community and Operational Services
Stormwater Management Systems In Built-Up Areas	Engineering and Planning Services
Trading Regulations	Engineering and Planning Services
Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	Engineering and Planning Services
<b>Constitution Schedule 5, Part B Functions:</b>	
Beaches and amusement facilities	Community and Operational Services
Billboards and the display of advertisements in public places	Engineering and Planning

Municipal Function	Responsible Directorate
	Services
Cemeteries, Funeral Parlours And Crematoria	Community and Operational Services
Cleansing	Community and Operational Services
Control Of Public Nuisances	Community and Operational Services
Local Amenities	Community and Operational Services
Local Sport Facilities	Community and Operational Services
Municipal Abattoirs	n/a
Municipal Parks And Recreation	Community and Operational Services
Municipal Roads	Engineering and Planning Services
Noise Pollution	Engineering and Planning Services
Public Places	Community and Operational Services
Refuse Removal, Refuse Dumps And Solid Waste Disposal	Engineering and Planning Services
Street Trading	Office of the Municipal Manager
Street Lighting	Engineering and Planning Services
Traffic And Parking	Engineering and Planning Services

*Table 6.1: Municipal Functions*

## 6.2 SECTORAL PLANS

The sector plans available at the municipality is summarised in the following diagram:

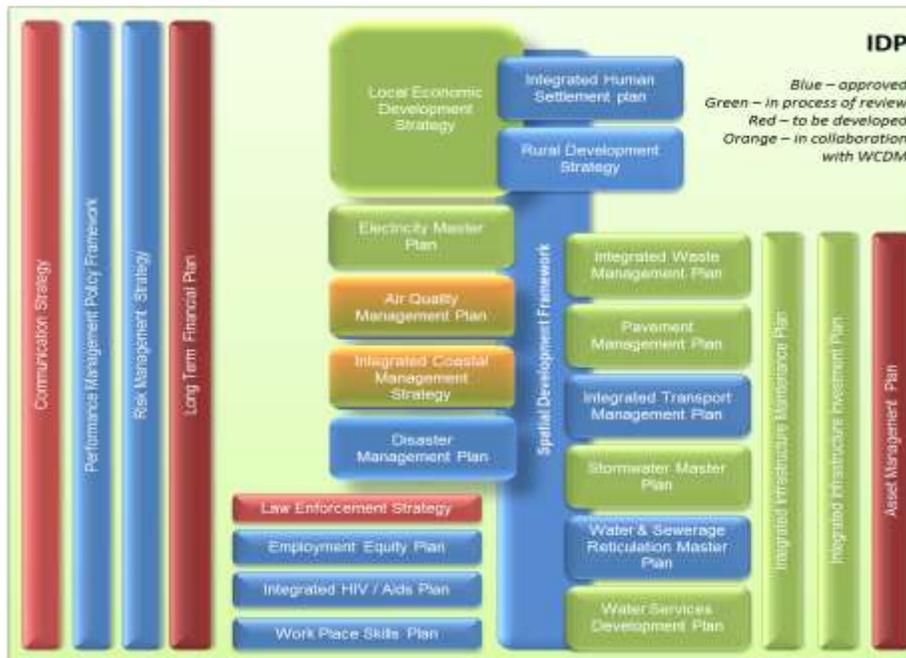


Figure 6.1: Master planning

The sector plans focus on specific sectors within the context of local government. The alignment of sector plans between all spheres of government is important in ensuring integration of programmes and maximum utilization of available resources.

The following table highlights the status of the sector plans where after each of the sector plans are discussed in more detail:

Sector Plan	Status of Plan	Date approved	Date when review is due
Long Term Financial Plan	Long term financial plan has been compiled and submitted for consideration to Council with the draft 2016/2017 budget documentation	Not yet	To be finalised
Spatial Development Framework	Plan has been approved in terms of the Municipal Systems Act.	February 2011	2015/16 & 2016/17
Local Economic Development Strategy	Needs to be reviewed. ToR advertised, service provider to be appointed.	December 2013	June 2015
Integrated Infrastructure Maintenance Plan	Electrical: Busy with the development of the "On-Key" maintenance plan.	Approval not required	To be finalised during 2013/14
	Civil services (water, sanitation & roads) to develop the "On-Key" maintenance plans	Approval not required	Implementation of "on-key" during 2013/14
Electricity Master Plan & Electricity Maintenance Plans	Approved	28 August 2014	June 2019
Water and Sewerage Reticulation Master Plan	Approved and in process of being implemented	Updated during 2012	2018/19

Sector Plan	Status of Plan	Date approved	Date when review is due
Water Services Development Plan	Draft plan to be approved by March 2013	Updated during 2012	2018/19
Integrated Waste Management Plan	Draft 3 <sup>rd</sup> generation plan compiled and submitted for comments	To be approved	To be finalised
Stormwater Master Plan	Master plans for Vredenburg and St Helena Bay to be reviewed.	Not approved	2015/16
	Master plan for Langebaanto be developed. Consulting engineers appointed	Not approved	June 2015
Pavement Management System	Review Completed	Not approved	June 2014
Integrated Transport Plan	Approved in 2010 and being implemented	7 February 2010	2014/15 (Preparation of new 5 year term ITP)
Human Settlement Strategy	Revised strategy in process with expected completion in April 2015	n/a	n/a
Disaster Management Plan	In process of revision to conform to the relevant and related requirements with expected completion June 2015	n/a	n/a
Integrated Coastal Management Strategy	This is currently underway under auspices of the WCDM and WCPG, local town planning officials serve on the project steering committees	In process of public participation, to be approved by June 2013	Review completed
Air Quality Management Plan	This is being dealt with by the WCDM	(Council Resolution R 14/6-12)	(Review completed by DEADP)
Integrated Public Transport Plan	Council resolved to partake in this Provincial initiative. Awaiting further correspondence from the Department to proceed with this	n/a	n/a

Table 7.2: Sector Plans

## 6.2.1 Spatial Development Framework

When considering the spatial configuration and possible development trajectory within the Saldanha Bay Municipal area, the following policy directives are relevant:

- National Spatial Development Perspective, 2003;
- Provincial Spatial Development Framework, 2009;
- A revision of the 2004 Growth Potential of Towns in the Western Cape study, Discussion document, January 2010;
- Vredenburg/Saldanha and Environs Urban Structure Plan, 1992 (1992 Structure Plan) this plan have lapsed on 5 July 2012 and are no longer in force.
- Saldanha Bay Municipality Spatial Development Framework, November 2003, and
- Saldanha Bay Municipal Spatial Development Framework (2010) (SSDF).

The following section includes an analytical perspective of each of these policy directives with a concluding synthesis.

### (I) NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE, 2003

The National Spatial Development Perspective (NSDP) was issued by the Policy Co-ordination and Advisory Services Unit of the President's Office in 2003. The five principles promoted by the NSDP, are

- Rapid economic growth that is sustained and inclusive is a pre-requisite for the achievement of other policy objectives, among which poverty alleviation is key
- Government has a constitutional obligation to provide basic services to all citizens
- Beyond the constitutional obligation, government spending on fixed investment should be focused on localities of economic growth and/or economic potential in order to gear up private sector investment, to stimulate sustainable economic activities, and to create long-term employment opportunities
- Efforts to address past and current social inequalities should focus on people not places, and
- In order to overcome the spatial distortions of apartheid, future settlement and development opportunities should be channelled into activity corridors and nodes that are adjacent to or link the main growth centres.

The NSDP acknowledges the Saldanha Bay area as of economic significance characterized by mass-produced and specialized economic concentration with “high GVA in public services and retail, as well as construction and industrial or agriculture”. Typical challenges remain the following:

- Expanding the economic activities to ensure the establishment of a more mature economy that can attract new investment and enable the expansion of existing activities;
- Growing the economy at least at 6%pa;
- Addressing resource efficiency and environmental degradation in several areas;
- Finding creative ways of transforming and diversifying the primarily single-economy areas;
- Strengthening the economy to enable it to continue as a regional economic node.

In the context of this input, two key (spatial) concepts to be taken forward are that government spending should be focused on localities of economic growth and/or economic potential and development opportunities should be channelled into activity corridors and nodes.

### (II) PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK, 2009

The Provincial Spatial Development Framework (PSDF) is a statutorised plan that puts forward principles and guidelines for development in the Western Cape; guided by the NSDP normative principles. These directives are based on challenges identified and presented as a set of policies and actions. It should be noted that the concepts, principles and guidelines contained in the PSDF have been taken into account in the compilation process of the SSDF.

The PSDF categorised the Saldanha/Vredenburg area as one of two ‘regional motors’, assuming that the area is likely to experience population and economic growth rather than decline. One proposed strategy to ensure investment of public resources ‘where they will incur the highest socio-economic returns’ is to prepare an industrial development / environmental conservation plan for Saldanha Bay that acknowledges this sub-region's extreme environmental and economic sensitivities.

In the context of this input, the key (spatial) intervention to be taken forward is the spatial referencing of the area as one of two provincial ‘regional motors’.

(III) A REVISION OF THE 2004 GROWTH POTENTIAL OF TOWNS IN THE WESTERN CAPE STUDY, DISCUSSION DOCUMENT, JANUARY 2010

The 2004 Growth Potential study stated that most towns in the Saldanha Bay municipal area, show sound growth as a consequence of the region’s competitive advantages, inter alia, the largest natural harbour in the country; relative short distances to Cape Town; a developing manufacturing sector; and the proximity of exploitable gas fields along the West Coast.

This study also rated Saldanha and Vredenburg as two of the 15 ‘leader’ towns in the Western Cape and with populations of 21 645 and 27 085, respectively, as towns with very high qualitative growth potential — in line with the PSDF findings. It stated that Saldanha has a well-balanced economic base (the fishing industry, institutional services, tourism, the harbour and the industrial sector) which holds strong development potential and which could bring great relief to the human needs in the wider region. Vredenburg fulfils the role of a regional service centre for the West Coast and has sufficient land for future expansion.

The 2010 Growth Potential study confirmed the development potential for Saldanha but increased the value for Vredenburg, Langebaan and Hopefield.

Settlement	2010 Development Potential Category	2004 Development Potential Category	Difference in Development Potential Category
Langebaan	High	Medium	1
Saldanha	High	High	0
Vredenburg	Very high	High	1
Hopefield	High	Low	2

Table 6.3: Rated level of development potential

In the context of this input, the key (spatial) consideration to be taken forward is that the area has a high to very high growth potential.

(IV) VREDENBURG/SALDANHA AND ENVIRONS URBAN STRUCTURE PLAN, 1992 (1992 STRUCTURE PLAN)

The statutory plans that (legally) regulate land use in the Vredenburg / Saldanha area are (still) the Zoning Scheme regulations (approved in 1994) and the Vredenburg / Saldanha Environs Urban Structure Plan (approved in 1992). It is required that these plans, amongst other goals, map the conceived spatial footprint of possible growth and development in the area (see insert). In so doing, it provides a clear sense of ‘direction’ regarding government’s decision-making on land use.

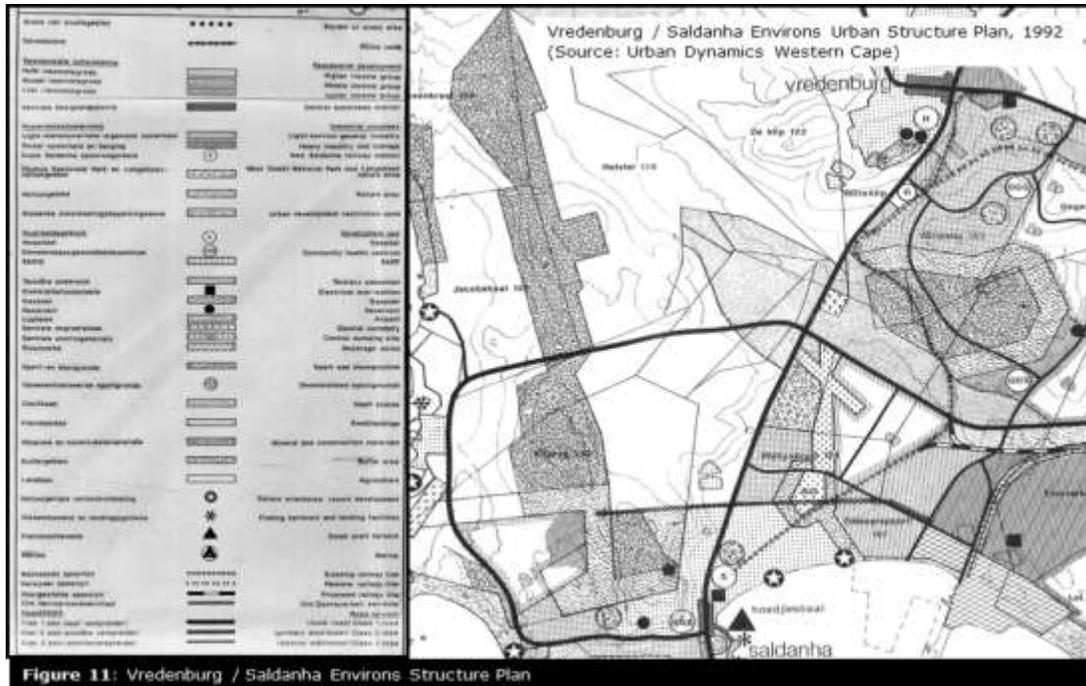


Figure 6.2: Environs Structure Plan

The objective of the study was to formulate a policy whereby the future development within the study area is guided to the benefit of all communities. However, during the past decade, the spatial planning paradigm has changed in pursuit of sustainable development. In this regard, the provincial and local government initiated a number of studies at a more detailed planning level than before. This brought about a more conservative and analytical approach to the economic use of land. It introduced, inter alia, the more rigorous application of certain planning principles, such as corridor development, densification and land-use integration. Spatially, it was about land becoming a scarce commodity and, economically, about the drivers of investor decisions, with both these variables impacting on the investment of public funds.

In the context of this input, the key (spatial) consideration to be taken forward is that the statutory plans need to be ‘replaced’ by more contemporary planning policy. Note: CIRCULAR 14/2012 of the Department of Environmental Affairs and Development Planning states ‘all other structure plans, which were approved prior to 5 July 2002, in terms of Section 4(6) of the LUPO, of which the expiry period was extended in 2002 by means of Circular 12/2002, have thus lapsed on 5 July 2012 and are no longer in force’.

#### (V) SALDANHA BAY MUNICIPALITY SPATIAL DEVELOPMENT FRAMEWORK, NOVEMBER 2003

This study included a spatial budget as an inventory and distribution analysis of all facilities / land uses that occur in a specific study area. Hence, it is possible to quantitatively determine the spatial distribution of facilities and services in an area with the objective of identifying quantitative spatial distribution inequalities.

We do not further analyse the 2003 Spatial Development Framework owing to a status of ‘insignificance’ as a non-statutory planning policy and the formulation and approval of the 2010 SSDF.

#### (VI) SALDANHA BAY MUNICIPAL SPATIAL DEVELOPMENT FRAMEWORK (2010) (SSDF)

We consider the SSDF to be the most credible representation of the present-day local spatial planning paradigm that informs, inter alia, government decision-making on land use. This plan received municipal approval in December 2010. The SDF was advertised for review and public comment in January 2013, the public participation process concluded on 14 February 2013.

The SSDF states that with the compilation of the plan the following direct advantages for the Saldanha Bay Municipal Area accrued, namely:

- It will facilitate the formulation of a common vision and objectives that will underpin an orderly spatial development pattern, thus contributing directly towards the creation of a sustainable relationship between urban and rural settlements, related socio-economic systems and the natural environment, and
- To inform a land use management policy, which can be referred to and used to objectively assess the desirability of all future development applications.

The SSDF proposals were based on principles that provide the point of departure for translating the municipality’s vision into practice. It is stated that adherence to these broad principles, viz. ecological integrity, risk aversion and precaution, duty of care, land-use integration and efficient and integrated planning, will ensure that the environmental quality, social and economic performance of Saldanha Bay Municipality is improved. The study also identifies a number of spatial planning principles that should underpin the municipality’s approach to the integrated spatial management of land use and economic development within its jurisdictional area. These are:

- An overarching spatial development pattern based on a clear hierarchy of nodes and settlements
- Containment and directed growth
- Compaction and densification
- Ecological integrity
- Agricultural enhancement, and
- Strategic locational advantage

With the latter is included the diversification of industrial and rural based economic development, to be based on proven locational and comparative resource advantages. Such development opportunities should be strategically promoted in strategic locations to maximise integration and the stimulation of economic growth and employment opportunities.

The study proposed a spatially related policy framework and a set of implementation strategies as a tool for the local authority administrating the area to make informed spatially related management decisions about the future ongoing growth, development and management of the Saldanha Bay municipal area.

From an overarching spatial management perspective, the following five strategic spatial challenges were identified:

- The lack of a clear spatial definition and structure: This is said to be a well-defined spatial structure demarcating urban areas, agricultural areas, industrial areas and conservation areas, within the dynamic context of achieving a balance between ongoing industrial development and economic growth, as well as the increasing need to conserve the natural environment and valuable agricultural land. A well-defined spatial structure will serve to balance the potential conflict between competing land uses and thus ensure that the growth and development of the various sectors takes place in a sustainable manner (see map below).

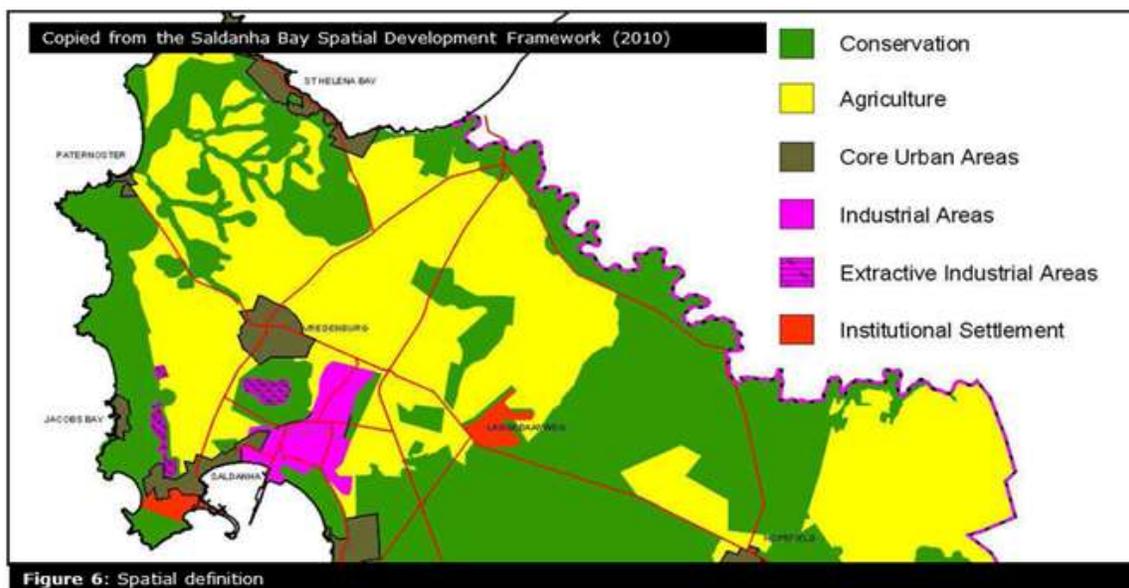


Figure 6.3: Spatial Definition Map

- Economic development is not linked to / focussed on the role, function and comparative economic advantage of each core urban area
- The promotion of the development of the Saldanha Bay Deep Water Port and its related industrial development
- The identification and protection of the area's natural resources and the environment, and
- The conservation and protection of the valuable agricultural land resource.

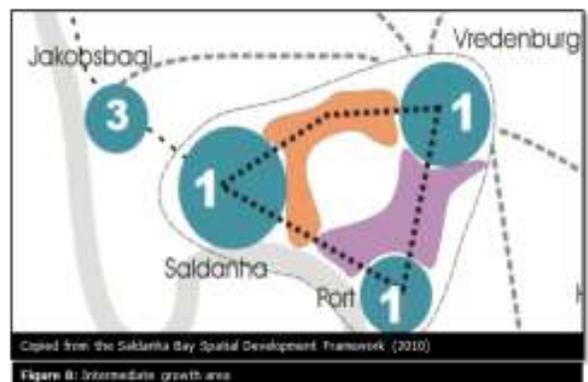
## (VII) SPATIAL MANAGEMENT

A spatial management objective is to minimize urban sprawl and protect the natural environment and agricultural resources from potentially destructive development and inappropriate land uses. It is stated that future development in the region must be strictly guided and controlled by the spatial demarcation of well-defined urban edges, settlement nodes, conservation areas, agricultural areas and industrial areas. In this context, a number of policies were created to achieve these objectives (we only list a few of these policies):

- Urban growth within the main settlement areas (Saldanha, Vredenburg, Langebaan, Hopefield, Paternoster, St Helena Bay and Jacobsbaai) should be managed within clearly defined urban edges.
- The treatment and management of natural ecological systems and the impacts of land uses thereon must wherever possible, be mitigated and managed in a sustainable manner.
- The need for industrial development should be addressed without impacting negatively on the sensitive natural environment of the study area.
- Define, identify and protect areas with high conservation value in the study area.

The 2010 SSDF states it can be expected that future population growth will create increased pressure for “greenfields” development, intensification of land uses, demands on services infrastructure and bulk supply capacity, etc. The management of land use will therefore require careful and sensitive consideration, if sustainability is to be achieved. The study acknowledges that a number of development initiatives, e.g. Saldanha Steel occurred in the past decade that influenced industrial development and contributed to the broadening of the economic base of the municipal area. As a consequence of the spin-off effects from Saldanha Steel, there is a need to spatially identify and quantify future industrial land needs related to future port expansion, downstream processing and predicated light industrial growth and the ultimate realisation of an Industrial Development Zone (IDZ).

The SSDF states that a movement system should be used in a proactive way to create a new pattern of accessibility and to create opportunities for investment in those places. Within the overall spatial management concept, areas of intermediate growth were identified, creating a triangle between Vredenburg, Saldanha and the Transnet port (see Figure 8). An important aspect of this concept is the promotion of a proposed activity corridor which is to link Saldanha and Vredenburg.



Six key strategies underpin all spatially related decision-making in the Saldanha Bay municipal area. These are:

- Adherence to Spatial Planning Structuring elements
- Managing Population Growth and in-migration

- Housing Strategy
- Bulk Service Infrastructure Provision
- Stimulate economic growth through specific economic development projects / drivers, and
- Priority areas for biodiversity conservation.

In summary, the following map illustrates the Saldanha local spatial planning context:

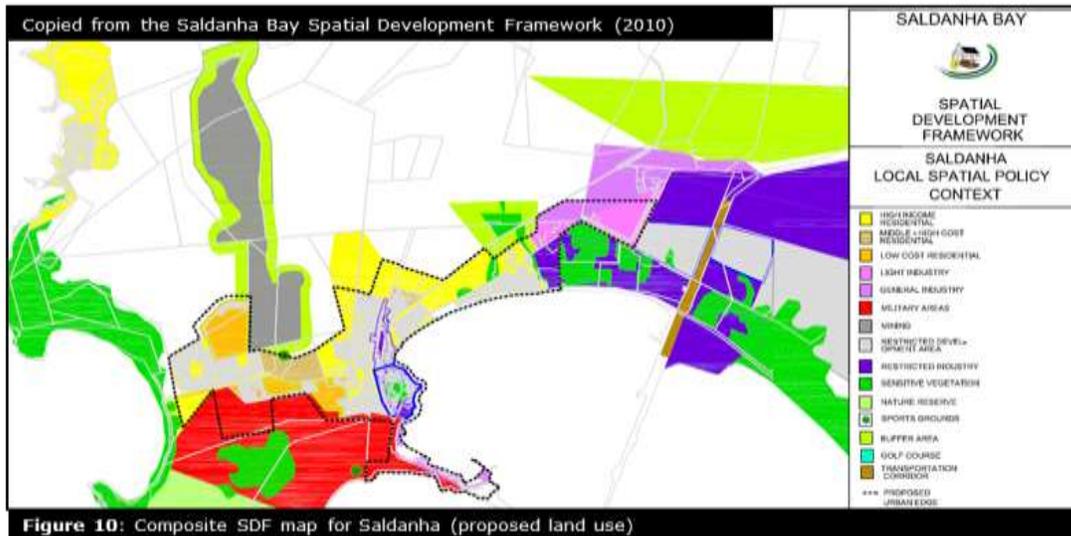


Figure 6.4: Composite SDF map for Saldanha

The following maps of the settlements within the municipal area are included:

#### a) Saldanha

The Khoi people were the first recorded populations living in the Saldanha Bay area and the Langebaan Lagoon area, although archaeological evidence has been found to suggest even earlier human habitation of this area.

During the Anglo Boer War, the importance of the wheat producing Swartland was realised. A railway line was built from Darling to Hopefield. By 1906 the Stephen Brothers partnership had a large share in the local trading and owned several hotels and businesses in Vredenburg, Paternoster, Langebaan and Saldanha. Several private enterprises attempted to build a railway line to Saldanha and a port in the bay, but this initiative was stopped by the Cape Parliament. After South Africa became a Union, the SAR built a new railway line to Saldanha. This line was an immediate success and economic opportunities were created in Saldanha (Vredenburg / Saldanha and Environs Joint Committee, 1992: 33).

Saldanha grew into a fishing town and during the Second World War the British Navy established themselves under high security in the secure natural harbour. After the war, a “fish revival” took place and towns like Paternoster developed. Over-fishing depleted the rich fishing resources along the coast and in the middle 1970’s most of the fish resources were depleted. The fishing industry collapsed. Since

then the fishing quotas have been reduced considerably and new economic opportunities have been created in the area.

**b) Vredenburg**

Vredenburg developed from a farming community, with the town of Vredenburg being founded in 1862 when a church was built at a water spring. During 1880, the first government school was built followed by the post office in 1886. A shortage of fresh water slowed the growth of Vredenburg with the town gaining Municipal Status in 1932.

**c) St Helena Bay**

Although Vasco Da Gama set foot in 1497 at St. Helena Bay to take fresh water supplies onto his ship, the first development in St. Helena Bay only took place in the 18th century when a halfway station and a military post was established in the area of Steenberg's Cove. After the Second World War, fish and crayfish factories were established along the St Helena Bay coast and lease contracts were issued between the government and fishing factories. The harbour of St. Helena Bay was built in 1968. Several smaller jetties were built along the coast for fish factories. St. Helena Bay gained municipal status in 1967.

**d) Langebaan**

Fossils found on the farm Elandsfontein, in 1953, traced Langebaan's origins to a period 10 million years ago. Langebaan was also the meeting place of Khoi leaders. Langebaan's modern history runs parallel to that of Saldanha. The bay got its name in 1601 when a Dutchman, Joris van Spilgerbergen, mistook it for the place where Antonio de Saldanha landed in 1503. De Saldanha actually landed in Table Bay. Early in the 17th century, French seal hunters used Schaapen Island to store skins and oil. A lot of the seafarers used the safety of the bay to repair their ships.

During 1662 Jan van Riebeeck sent scouts to the bay. Their negative report about the fresh water made him lose interest in the area. The bay was only used to provide the Cape with fish, eggs, birds and to keep sheep on Schaapen Island, for the use of passing ships. Geelbeksfontein was the first official farm and was awarded to a free burgher in 1729. During 1870 Salamander Bay was used as a quarantine station for sailors with infectious diseases. Through the years the islands were frequently used for sailors suffering from scurvy. Camps were erected, with tents, to keep the sick away from the Cape. By 1893 the camps were closed but they were re-opened during the Anglo Boer War when there were outbreaks of bubonic plague and small pox.

A whaling station was opened in 1909 at Donkergat when Greenland Whales became scarce, shortly after a factory for processing was opened at Salamander Bay. The great depression of 1930 brought an end to whaling. The town started to prosper and most people made their living from fishing. In 1919 the first town Council was chosen

**e) Hopefield**

In 1844, a Dutch Reformed church was established on the farm Langekuil and the town was called Zoute River, named after the Salt River that flows through the town. Later Hopefield was named after two officials from Cape Town that surveyed the first two erven in Hopefield, namely Messrs Hope and Field. The West Coast Railway line reached Hopefield in 1903. This railway line stimulated development in Hopefield. Presently Hopefield is the trade centre for the agricultural areas east of Saldanha. Hopefield gained municipal status in 1914.

**f) Paternoster**

Paternoster developed more than a century ago. Paternoster developed as a fisherman’s village. The layout of Paternoster can be attributed to the provision of housing to employees of large fishing factories, such as Paternoster Fisheries, and the major land owners namely, the Walter and Pharo families.

**g) Jacobsbaai**

The village of Jacobsbaai was developed on the original Farm No. 109 Jacobsbaai. The farm dates back to the early settlement of whites in the Saldanha / Vredenburg area. The largest portion of the farm was developed into a typical west coast village on the farm. The remainder of the farm was developed into a nature reserve with 22 erven. A private resort, Swartriet, which consists of 20 holiday units about the reserve. At the end of 1991, 215 erven and 22 small holdings were serviced with basic services.

The following map indicates the rural nodes within the municipal area are included:

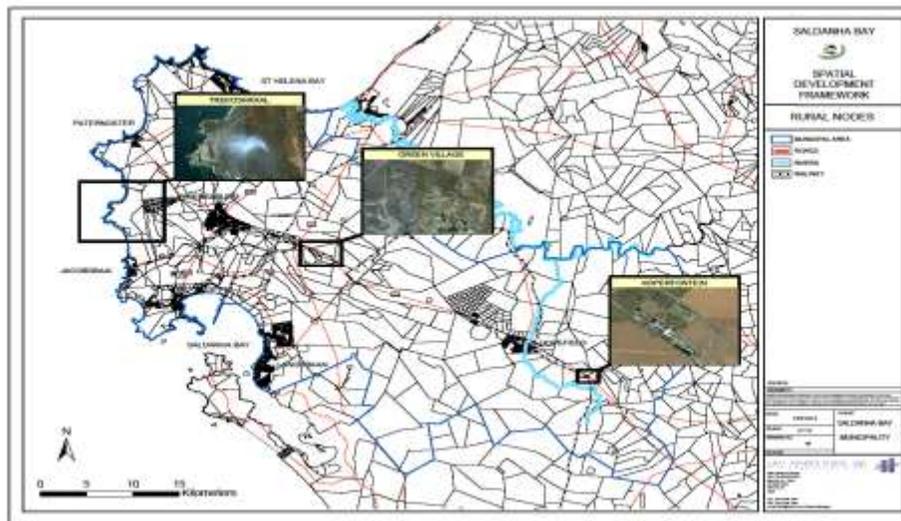


Figure 6.12: The rural nodes Trekoskraal, Green Village and Koperfontein

Public participation as part of the SSDF formulation process provides a barometer of community and land user concerns regarding, inter alia, spatial planning and land use management. However, the 2010 SSDF only listed and considered issues that were identified as part of the process to draft the 2010/2011 Integrated Development Plan. Notwithstanding, none of the issues implied an ineffective, costly and

disjointed spatial order or inefficient land use management. However, some of the community needs identified, e.g. land for housing, do warrant urgent solutions.

### (VIII) CONCLUDING SYNTHESIS

The study area is characterised by an array of land uses that are unique in combination and landscape. Although the urban and rural areas do have the conventional land uses there is a rather well-defined urban/rural setting that includes agriculture, tourism-related, mining and industrial uses. This spatial conurbation was, inter alia, brought about by political decision-making.

It is known that land uses generally conform to a regular, predictable pattern and that land conversion reflects changing relations / configurations within an urban, rural or urban/rural setting. In this regard, political decision-making is often regarded as the fore-runner to these changed relations. A prime example is the decision by central government, in the 1960s, to target Saldanha as an industrial development node. This political (and economic) imperative is solidified by current statutory and non-statutory directives, e.g. the initiatives to establish a Saldanha Bay Industrial Development Zone.

We believe that the current spatial planning directives, contributes to a better-defined spatial structure and balances the special demands of (local) land-use drivers; with these directives underpinning a predictable land use pattern, promoting the economic use of land and conforming to the outcome of socio-political interaction. In this regard, the following are of note:

- The Saldanha Bay area is identified as one of two provincial ‘regional’ motors and of economic significance characterized by mass-produced and specialized economic concentration
- The current non-statutory spatial planning directives support the higher-order spatial concepts of government spending to be focused on localities of economic growth and/or economic potential and development opportunities to be channelled into activity corridors and nodes
- The development potential of the municipal area has been upgraded since the 2004 Growth Potential study and together with the expected population growth, will create increased pressure for “greenfields” development, intensification of land uses, demands on services infrastructure and bulk supply capacity, etc.
- That within the overall spatial management concept, areas of intermediate growth were identified, creating a triangle between Vredenburg, Saldanha and the Transnet port, and
- That the challenge remains to address the shortcomings in the spatial definition and structure in order to ensure the balancing of potential conflict between competing land uses and that the growth and development of the various sectors takes place in a sustainable manner.

### (IX) REGIONAL SOCIO-ECONOMIC PROJECT (RSEP)

In January 2014 the Department of the Premier advised that Saldanha Bay Municipality had been selected as one of the municipalities to participate in the Western Cape Government’s roll-out and implementation of the Regional Socio-Economic Project (RSEP). In parallel with deciding to proceed with

the RSEP programme, the Provincial Cabinet also decided to proceed with another initiative known as the Violence Prevention through Urban Upgrade (VPUU) programme.

The RSEP and VPUU initiatives were merged into one programme in November 2013. The municipalities of Theewaterskloof, Drakenstein, Swartland, Breede Valley and Saldanha Bay were selected to benefit from the programme. According to the Cabinet decision, the first two municipalities will benefit more from the VPUU approach, methodology and funding, while the remaining three will benefit from the RSEP funding (although the approach will also be based on the VPUU methodology). The role of the Provincial Spatial Development Framework (PSDF) in guiding the RSEP/VPUU programme has been captured in the Cabinet decision.

The RSEP is aimed at utilising a “whole of society” approach coupled to a regional planning approach. In terms of the methodology the socio-economic characteristics of communities (regions, towns and neighbourhoods) are analysed and baseline data is established. A regional spatial approach is followed to provide context and to understand the relationships between geographical areas and the various projects.

The VPUU Phase 4 project was approved as a recipient of €5 million (approximately R75 million) in funding from the German Development Bank. Provincial counter-funding to the value of R75 million has also been approved for the MTEF period. This funding is intended mainly for the RSEP municipalities. Municipalities will also be required to make a contribution. These funds are intended to be spent over the next four years, although the continuation or expansion of the Programme is anticipated.

The following list represents the most important immediate/short term steps required to get the project off the ground:

- Finalise all agreements (time implications)
- Establish and resource the Project Office
- Obtain agreement on scope, formulation of project plan and implementation plan
- Develop a matrix for the prioritisation and selection of individual projects
- Determine a budgeting and implementation strategy
- Develop a framework for monitoring and evaluation
- Obtain confirmation that the provincial departments make provision for RSEP/VPUU and related planning projects on their Annual Performance Plans and budgets

## (X) SALDANHA LOCAL AREA PLAN

The project team was appointed by the Department of Rural Development and Land Reform (DRDLR) in February 2014, to undertake the drafting of a spatial development framework, a Local Area Plan (LAP), for the town of Saldanha.

The LAP concerns four precincts; (A) the Central Business District (CBD), (B) Hoedjiesbaaikoppe, (C) White City and (D) Diazville and Middelpos.



The Saldanha Local Area Plan will act as a medium to long-term spatial plan (15-20 years) for the town, assisting various roleplayers and government officials in decision-making concerning future land use applications and spatial interventions for the town. Nonetheless, it is important to note that this plan does not create or take away any development rights. In terms of the hierarchy of spatial plans and policy, the SDF aligns with the higher order Provincial Spatial Development Framework (PSDF 2014).

The Status Quo analysis pointed to the area's enormous potential for economic growth especially focused around the port area (superior natural deep-water port) which is complemented by the existing industrial industries and the proposed Saldanha Bay Industrial Development Zone (SBIDZ). The area also consists of a rich heritage entrenched in fishing and in the presence of a military force. The Langebaan lagoon, bird life, protected terrestrial and aquatic areas all contribute to a rich and unique biodiversity. However, the draft Saldanha Bay Environmental Management Framework (EMF) highlights a degrading natural environment (i.e. air quality and water quality in the bay) and other environmental challenges such as a scarcity of fresh water.

The town itself is one that speaks of apartheid spatial planning which resulted in an exclusive urban spatial structure. Dormitory townships are located considerable distances away from places of activity and work opportunities.

One of the key objectives of the LAP is therefore to improve integration between these suburbs which are not only spatially separated from each other, but also socially and economically.

The Saldanha Bay Municipality (SBM) intends to develop an integrated, mixed use development on a group of land parcels that are in both public and private possession. The proposed development is located in Vredenburg Town Centre, in the Saldanha Bay District of the Western Province. The project focuses on 32 Hectares of land at the centre of the town, bound to the north by Main Road, the west by Saldanha Bay Road, the south partially by Kooitjieskloof Road and the East by Erica Street. The precinct therefore enjoys excellent accessibility. The land assembly consists of Erven 1003, 1083, 1412, 1413, 1414, 1417, 1437, 1439, 2786, 3470, 3476, 3490, 8712 and 1944, Vredenburg.

As an inception phase to the project a concept development proposal was compiled together with a funding application report that can be presented to prospective investors, financiers, grant funders, developers and role players.

The Wesbank gateway project involves the construction of a number of LED trading units and general improvements to the area. The layout has been finalized for the area and an agreement by a third party to construct the LED units have been concluded.

### Integrating Into The Surrounding Community

The existing study area is predominantly vacant and to a large degree 'cuts off' Louwville from Vredenburg town centre. This development will provide a key opportunity to assist in integrating Louwville back into the town centre. Refer to the images on the following page:

- Pedestrian access between Louwville and Vredenburg town centre will be drastically improved through a network of integrated pedestrian-focused public streets and safe, publicly-accessible open spaces.
- The development will include facilities such as a health clinic, school, day-care and a religious facility in the development which can be of benefit to and be used by the surrounding communities in Vredenburg.
- This development will be a catalyst for future developmental growth into Louwville, including potential densification in land uses along main streets; upgrades to public parks, and potential NMT upgrades along Kooitjieskloof Street.

## 6.2.2 Local Economic Development

### (1) ECONOMIC ACTIVITY

Saldanha Bay municipal area's economy is based on the manufacturing industry, agricultural / fishing industry, tourism industry and harbor industries. In this regard there are large fish factories, processing plants and the Saldanha Steel plant.

Situated within the Saldanha municipal area are various well-known national companies such as Sea Harvest, Southern Seas Fishing, Arcellor Mittal Steel Works, Tronox and Duferco. The most important

natural assets are the mineral and fish resources, while the important infrastructural advantage is the deep-sea harbour. This harbour has developed as an iron-ore export facility, while the possibility of developing a waterfront is under investigation for the near future. Ultimately the harbor could relieve the pressure on Cape Town and both of the above mentioned hold possible future growth potential for tourism development.

The industrial companies on the West Coast range from iron and steel suppliers to fishing companies, from oil refurbishing to lumber suppliers. There is a concentration of heavy steel and mineral industries and supporting services within the municipal area. Concentration has occurred due to the location of the Saldanha Harbour. In addition, this area is located next to the Saldanha / Sishen railway line which transports raw mineral materials, from north of the West Coast Region and Sishen where the majority of these minerals are mined, to Saldanha. The most prominent industries currently operating in the municipal area are Saldanha Steel and Namakwa Sands.

Name	Description
Transnet National Ports Authority	The Port of Saldanha is the only iron ore handling port in South Africa. Proper management of a synergy between (Transnet National Port Authority) management and Spoornet (Orex) management has ensured reliable connection between the port and the iron ore mines at Sishen (some 860 km north-east of Saldanha). The port also serves base metal mines, an adjacent heavy minerals smelter as well as the crude storage facility near the port
Sishen–Saldanha Railway	The Sishen–Saldanha railway line, also known as the Ore Export Line, is an 860 kilometres long heavy haul railway line in South Africa. It connects iron ore mines near Sishen the Northern Cape with the port at Saldanha Bay. It is used primarily to transport iron ore and does not carry passenger traffic.
Tronox	Tronox undertakes the mining and beneficiation of heavy minerals. The operation is located on the west coast of South Africa and operates facilities at three separate sites. The mine and the concentration plants are located at the Brand-se-Baai, 385km north of Cape Town. Concentrate is transported to the mineral separation plant by truck. The mineral separation plant is located at Koekenaap, 60km from the mine. Here ilmenite, zircon and rutile are recovered before the products are transported to the smelter by rail. The smelter is based close to Saldanha Bay, 150km from Cape Town. Namakwa Sands operates two furnaces where ilmenite is smelted to produce titanium slag and pig iron. The Namakwa Sands operation started in 1994 and is one of the largest mineral sand operations in the world
Arcelor Mittal South Africa Saldanha Works	ArcelorMittal’s Saldanha Works is a largely export-focused plant, is in close proximity to the deep-sea port of Saldanha and employs 685 staff. The plant commissioned its first hot rolled coil (HRC) in late 1998 and is currently producing at its designed nameplate capacity of 1.2 million tonnes per annum.
Duferco SA	Duferco was established in 1979 with founder Bruno Bolfo seeing an opportunity in emerging markets steel production for a reliable and informed steel trading company to play a role in the growth of exports to previously unexplored markets. In 26 subsequent years Duferco has grown into a multinational steel and steel-related products trading company with over 8 million tons of steel products and in excess of 7 million tons of raw materials being shipped worldwide.
Sea Harvest Operations	Sea Harvest’s fresh fish processing plants in Saldanha is built on deep water quays. This enables the trawlers to tie up alongside and off-load into the factory, essentially becoming part of the production line. The fresh fish factories produce a wide range of natural products such as fillets, loins, steaks and portions that are either plate frozen, blast frozen or individually quick frozen (IQF) for retail and foodservice markets around the world
Lafarge in South Africa	Lafarge South Africa Holdings, one of the major cement companies in Southern Africa manufactures and markets cement, ready-mix concrete, aggregates and Gypsum products.

Name	Description
Strategic Fuel Fund - Oil Storage and Transfer Infrastructure	SFF's oil storage installation at Saldanha is the largest facility of its kind in the world. It comprises six in-ground concrete storage tanks which have a combined capacity of 45 million barrels of oil. The tanks are linked by pipeline to an oil terminal at the Port of Saldanha where tankers either discharge or backload oil. A second 107 km long pipeline links the oil storage facilities with the Caltex refinery at Milnerton and conveys most of the refinery's crude oil requirements. Although Caltex imports crude oil independently of SFF's operations, the refinery is currently dependent on access to the Saldanha oil terminal and to SFF's oil storage infrastructure for most of its oil supply (currently about 80 percent, in future, probably 100 percent of the refinery's oil supply).

Table 6.4: Description of prominent companies & parastatals

## (II) MUNICIPALITY'S ROLE AND MANDATE

The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. Saldanha Bay municipality have always played a significant role in the economic development of the area by employing people, purchasing goods and services, developing infrastructure and by regulating the development of land. Although the above mentioned activities can be defined as a traditional approach to local economic development, the Constitution further defines the "promotion of social and economic development" as one of the key objectives of local government. Local Government's development mandate encourages municipalities to seek ways to address poverty, joblessness and redistribution in their service areas.

The municipality has a mandate to provide strategic guidance in terms of integrated development planning processes, economic development matters and working in partnership with the relevant stakeholders on strategic economic issues. The different roles Saldanha Bay municipality play in promoting economic development is summarized in the following table:

Municipal Role	Description of Role
Coordinator	The municipality acts as a coordination body. The IDP is utilised as a tool to ensure that LED initiatives are coordinated with other municipal programmes, and appropriately linked to national and provincial initiatives.
Facilitator	The municipality improves the investment environment in the area e.g. streamline development approval processes; improve planning procedures and zoning regulations.
Stimulator	The municipality stimulates business creation and expansion i.e. by providing premises at a low rent to SMME's, by communicating local investment opportunities and promoting local tourism.
Entrepreneur / Developer	The municipality can take on the responsibility of operating a business enterprise. It can also enter into a joint venture partnership with the private sector or a community based organization.

Table 6.5: Municipal LED Role

## (III) MUNICIPALITY'S LED STRATEGY

Saldanha has the potential and is well positioned and also a focussed area for exponential growth and development. This growth can be expected from four "sunrise" and labour intensive sectors - Oil and Gas, Tourism, Steel Fabrication and Aquaculture. Competition in these sectors will also be fierce and will

come from within South Africa; from Cape Town and Durban and potentially Richards Bay. Internationally the key players are likely to be Luderitz, Luanda and Lagos on the west coast and Maputo on the east coast.

It is noted that these countries all possess similar comparative advantages, It can also be convincingly argued that Saldanha has a distinct competitive edge due to its superior natural and deep-water harbour, its existing steel production capability, its proximity to Cape Town and the abundance of available land for expansion. From a competitive position in the oil and gas and manufacturing sectors Cape Town would probably concede to having expansion constraints and potential conflict between “heavy” industry and its global profile as a tourism destination. The strategic question that is confronting Saldanha Bay Municipality is: Given the overall locational potential of the locality, what can and should they be done to extract long term sustainable economic benefits but, just as importantly ensure that these benefits achieve the development and transformation objectives of the Municipality, the Western Cape and South Africa as a whole?

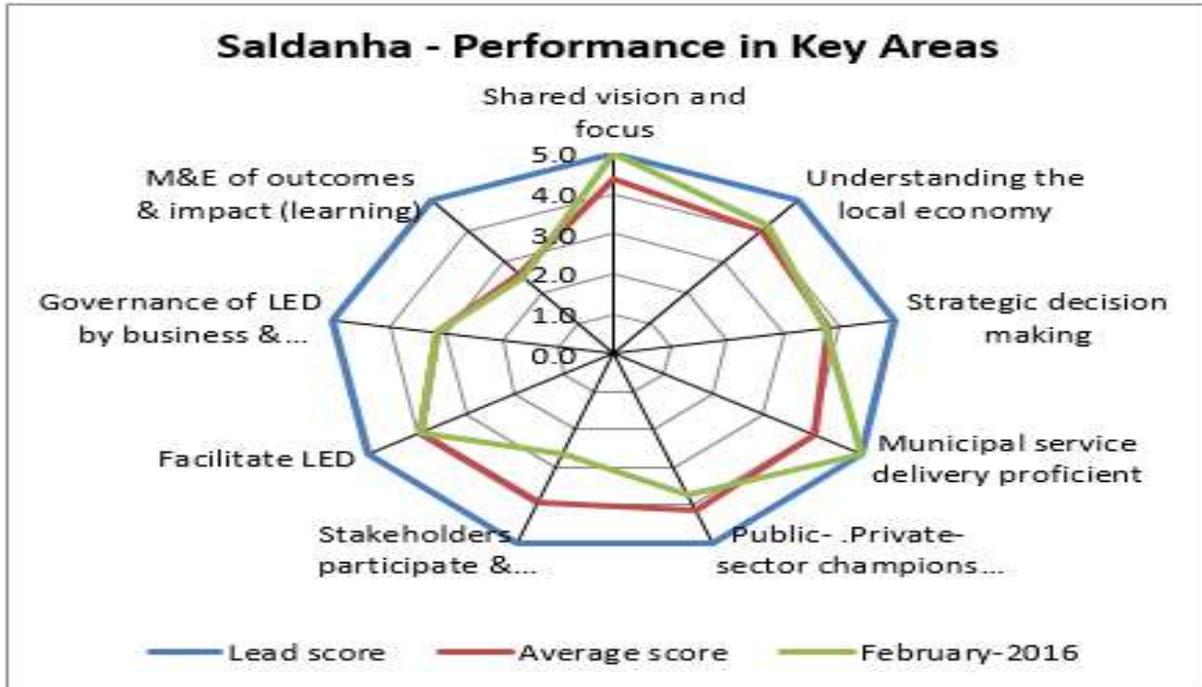
To address this question the Saldanha Bay Municipality applied the Genesis Programme as a strategic decision making tool to engage key stakeholders from the region to workshop and agree on:

- The strategic priorities and operational framework that would ensure that the Saldanha was in the best possible shape to realise its potential;
- The outcomes to be achieved to ensure that the pending IDZ and investor marketing activities of Wesgro can be implemented, and;
- Just as importantly ensure that the benefits of future development accrued to local residents and existing businesses.

An LED maturity assessment was done by the Provincial Department of Economic Development and Tourism in partnership with SALGA for all municipalities in the Western Cape. The objectives of assessing LED capacity is to:

- identify and highlight cases of sound LED practices
- identify gaps at municipal level
- enable municipalities to identify areas of improvement
- establish a structured pattern of support to improve LED practices

**Radar-plots----(9-dimensions-of-performance)¶**



**(IV) LOCAL TOURISM**

Tourism is currently outsourced to an existing tourism organisation (Saldanha Bay Tourism Organisation) which acts as an executive and coordination organ for the promotion of sustainable tourism and tourism development in the municipal area by means of a strategic partnership with the municipality. The responsibilities are based on a Service Level Agreement which includes 3 important areas such as marketing, administration and development. They receive an annual grant from the municipality but also receive membership fees from members who belong to the organisation. The amendment to this section will be pending the adoption of the proposed revised tourism strategy which focusses primarily on tourism development initiative prgrams/projects.

The Saldanha Bay Tourism Organisation (SBTO) utilises a variety of marketing tools to promote the area as a tourist destination namely its new website; brochures, print media and line advertising; social media; exhibitions; educational as well as consumer and trade shows.

Name	Description
West Coast National Park, Western Cape, South Africa	West Coast National Park surrounds the Langebaan Lagoon, a Ramsar site (wetland of international importance). The pristine wetlands and landscapes offer exceptional birdlife, spring flowers and white beaches edging azure waters that stretch into the early morning mist. Thousands of seabirds roost on sheltered islands and brooding salt marshes host vast concentrations of migrant waders from the northern hemisphere. During the spring the strandveld is embroidered with a tapestry of multi-hued flowers, and in the Postberg Reserve many antelopes can be viewed in a setting that is as unique as it is idyllic. From August to November, whale watching is a popular activity from Tsaarsbank overlooking the Atlantic Ocean.
Langebaan	Langebaan lagoon is a weekend getaway 130km north of near Cape Town. It is a popular weekend or short

Name	Description
lagoon	getaway destination for water sport and nature lovers. Langebaan is a refreshing surprise in the generally arid West Coast scenery.
West Coast Fossil Park	The West Coast Fossil Park is a fossil park near Langebaanweg, approximately 150 km north of Cape Town. The fossil sites of Langebaanweg have exceptionally well-preserved remains of fossil fauna that date to circa 5.2 million years ago. In this period sea levels were higher and many now extinct animals lived in the riverine forests, wooded savanna and along the sea coast near the present day Langebaanweg site. Phosphate mining operations at Langebaanweg uncovered these rich fossil deposits. The fossils include bones of over 200 different animal species. This represents possibly the greatest diversity of five million year-old fossils found anywhere in the world. The fossil park was formed after mining operations ceased in 1993. The park is partnered with the Iziko South African Museum.

Table 6.6: Tourism Awareness / Events

The Saldanha Bay Tourism Organisation also provides the following training initiatives:

- Enrolment of tourism staff at technicians and universities for capacity purposes.
- Training in flower season
- Educational and academic tours for schools and Cape Town tourism staff
- Placement of unemployed people in local guesthouses for training

#### (I) INDUSTRIAL DEVELOPMENT ZONE

The development of the IDZ in Saldanha Bay is likely to boost the fortunes of the local manufacturing sector, which could give rise to interesting linkages with the more buoyant Swartland and Bergvriev manufacturing sectors, in turn, stimulating supporting services activity as well. This is a factor that needs to be borne in mind with the development of the Saldanha Bay IDZ.

The official ceremony with the hand over of Industrial Development Zone Operator Permit was done on 31 October 2013 which gave the Saldanha Bay Industrial Development Zone Licencing Company Pty (Ltd), commonly referred to as LiCO, legal status as the IDZ Operator. LiCo is a wholly-owned Wesgro subsidiary and is defined as a public entity by the Public Finance Management.

The key functions of LiCO are the following:

- The promotion, management and marketing of the IDZ in Saldanha Bay,
- The delivery of internal infrastructure in the IDZ area, and
- Facilitating ease-of-doing business.

Current repair and maintenance activities of oil rigs in South Africa's ports are based unscheduled contracts, with competitive Western Cape-based rig repair companies securing one out of every two contracts placed in the market.

The IDZ is in the process of establishing a one-stop-shop (OSS) for the oil and gas services industry which aims to reduce administrative delays, red tape and regulatory hurdles that investors face in South Africa.

The Saldanha Bay IDZ is unique because it is:

- The first IDZ in South Africa to apply for full Customs Control Area (CCA) licence,
- IDZ activities are sector-specific and focus on the Oil and Gas sector, and
- The first IDZ in South Africa to include port land in the designation.

The strength of the IDZ is based on the following key success factors, namely:

- The geographical proximity to West & East African offshore oil and gas fields,
- Increased demand for South Africa’s engineering expertise and strong support base in services such as:
  - Rig and marine vessel maintenance and repair
  - Engineering and fabrication activities, and
  - Logistical services.
- - South Africa’s engineering expertise and strong support base,
- - Deep natural port and physical strengths of the Port of Saldanha Bay,
- - A significant creator of jobs on the West Coast of South Africa.

### 6.2.3 Municipal infrastructure

Bulk infrastructure services are strategic assets that must be managed and improved in a sustainable manner. The levels of the provision of bulk services within an area is a good indication of the area’s level of development and contribute to the sub-regional economy in terms of the tourism potential and industry development.

Adequate and timeous service infrastructure provision is important in supporting the potential growth which is anticipated for the Saldanha Bay municipal area. Provision must also be made in the future planning of the infrastructure for a significant increase in the rate of population growth. The revision of the infrastructure management plans must not only provide for the volume of growth, but must also take cognisance of the specific spatial proposals which are highlighted in the SDF. Furthermore, it is essential that infrastructural services support and enable development to be undertaken as is proposed in the SDF.

The municipality should further ensure that the provision of bulk services for industrial development do not impact negatively on the level of services for household purposes. Furthermore development applications should be adjudicated in terms of the existing supply capacity of infrastructure and services in order to ensure that a set of minimum service standards is met. Supply and services include the water supply sources, proposed sewage treatment and disposal system, electricity supply, as well as access roads / servitudes.

Prior planning should be carried out in order to ensure that the needs of the municipality and community are balanced with what is practically possible to achieve in line with available human and financial capacity. Therefore sector planning is important in order to focus on a specific focus area /service and to guide the municipality in what projects need to be initiated and implemented. The sector

plans also need to be aligned to the IDP in order to ensure that there is holistic planning, integration and alignment with budget processes.

The compilation of the Saldanha Bay infrastructure and growth plan was necessitated due to the increased activities. The main outcomes envisaged by the draft infrastructure plan was to:

- Status of infrastructure – listed per town and per service
- Spatial (economic) perspective of each town
- List of possible major gaps and projects together with estimated cost and funding source
- High level assessment of the financial capacity of the municipality

## (I) WATER

The bulk sources of fresh water for the municipal area are wet catchment areas that are naturally recharged by rainfall. Water is provided to the Saldanha Bay Municipal area by the District Council through the Saldanha-Berg River Water Provision Scheme (VKE Engineers, 1999). The main bulk water source is the Berg River, which feeds to the Misverstand Dam from where the water is pumped to a purification facility. It is then stored in the Bezaansklip and Vergeleë reservoirs. The Bezaansklip Reservoir is a district reservoir and is managed by the West Coast District Municipality. Several other smaller reservoirs in the network store and distribute water through water pipelines. Three significant pump stations are situated at Saldanha, Vredenburg and Louwville.

Saldanha Bay Municipality service area is a water stressed area, therefore the West Coast DM places considerable responsibility on the municipality to manage demand and supply wisely. The municipality in partnership with the district engaged in a pre-feasibility study to identify a sustainable long term alternative water source for the region that is fewer climates dependent and provides 100% security of supply as potential sources. The purpose of this study was to determine the current and future situation of water demand versus supply and to determine the feasible future options for additional water sources. Various alternative sources and combinations thereof were investigated and evaluated and eventually a 25,5 Mega litre/day sea water desalination plant in the Saldanha Bay area was identified as the most cost beneficial alternative and partial funding for the project was obtained from the Regional Bulk Infrastructure Grant (RBIG) programme from the Department of Water Affairs. The EIA for the desalination plant is currently underway.

The following challenges pertaining to water capacity and quality exist:

- Dry summer seasons, the relatively low storage capacity of the reservoirs and the rising levels of demand/consumption (due to population growth), water supply to the municipal area may be a problem.
- The seasonal impact on the quality of water in the municipal area with the building of the proposed Skuifraam dam at origin of the Berg River.
- With the projected industrial growth in the municipal area taken into consideration, there may be insufficient bulk water supply for industrial purposes in future.
- To improve the blue drop status:

2009	2010	2011
57.75	80.84	87.69

Table 6.9: Blue drop status results

The municipality has identified the following actions to address water challenges within the municipal service area:

Outcome / Response Required	Municipal Action	Timeframe
Maintain Blue Drop status	Maintain staff compliment and develop performance indicators to evaluate compliance matters Actions to limit water losses	Ongoing
Continue with participation in the Strategic Pilot Committee with City of Cape Town and the Department of Water Affairs and Forestry to ensure bulk water supply to the municipality over the next 30 years	Saldanha to continuously participate in the process	Ongoing
Extension of water network to address water supply demands	<p><b>Saldanha:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> New Supply line to Middelpoos area</li> <li><input type="checkbox"/> New bulk supply line to Saldanha reservoirs</li> </ul> <p><b>St Helena Bay:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Upgrade bulk supply from Vergeleë reservoirs</li> <li><input type="checkbox"/> Rezoning of bulk supply and reticulation</li> <li><input type="checkbox"/> Upgrade of Midwest pump station</li> </ul> <p><b>Vredenburg:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Upgrade of Louville pump station</li> <li><input type="checkbox"/> Upgrade water network, Louville, Westerly area</li> </ul>	<p><b>Saldanha:</b> Provision has been made on the 2012/2013 Budget</p> <p><b>St Helena Bay :</b> Provision made in the 2011/2012 budget as well as the next 3 years for the upgrades</p> <p><b>Vredenburg:</b> Provision is made on the 2012/2013 budget as well as the following two financial years.</p>
Increase the capacity of water reservoirs within the municipal service area	<p><b>Langebaan:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Additional 3,0 MI reservoir at Meeuklip</li> </ul> <p><b>Saldanha:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Additional 5,0 MI reservoir at Saldanha Klein</li> <li><input type="checkbox"/> Additional 2,0 MI reservoir at M-Net</li> </ul> <p><b>Vredenburg:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Additional 3,0 MI reservoir, Louville</li> </ul>	<p><b>Saldanha:</b> Provision has been made on the 2013/2014 and 2014/2015 Budget</p> <p><b>Vredenburg:</b> Provision has been made on the 2012/2013 and 2013/2014 Budget</p>
Improve the fire flow capacity to the industrial area in Vredenburg	<p><b>Vredenburg:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Upgrade Water Network: Louville South Easterly</li> </ul>	As part of the 2012/2013 Budget
Implement the recommendations of the re-use	In process: Discuss with industry regarding the	2012/2013 Financial

Outcome / Response Required	Municipal Action	Timeframe
of treated effluent study	use of treated effluent.	Year

Table 6.10: Implementation of Water & Sewerage Reticulation Master Plan

The estimated cost to address water supply demands is R23 million and for additional water capacity is R27 million (Total R50 million).

## (II) STORMWATER

In general the storm water services in the municipal area are adequate, except for Louwville, Langebaan, White City and Middelpoos. An additional storm water canal is needed in the informal area of Louwville.

### LANGEBAAAN

SBM have recognized the social and economic importance of maintaining the pristine condition of the Lagoon and appointed an service provider for the compilation of the Langebaan stormwater master plan aimed at ensuring sustainable development and associated activities within the natural and built stormwater systems. The review was completed in February 2015 which included the following methodology:

- Review of existing stormwater design for developments with Langebaan and incorporating the planning of these reports within the overall plan where applicable
- Using existing infrastructure survey to assess the stormwater system with the existing extent of development and highlighting existing system shortfalls
- Assessing the impact of future development on the system and proposing future improvements to the system
- Provision a phased breakdown of system improvements together with cost estimates to be used as a planning tool for the identification of project implementation.

### MIDDELPOOS

The following upgrades have been proposed for the stormwater system upgrades as part of the November 2014 report:

- Formalise the open channel to the north of Diazville, and direct it in to the proposed Diazville pond
- Construct a new detention pond to attenuate the run-off from Diazville
- Formalise the open channel along Middelpoos drive
- Formalise the open channel to the east of the soccer field
- Formalise the channels at the end of the internal roads
- Create cut-off channel along northern urban edge
- Construct a new pump station with 3 pumps with capacity of 70l/s
- Construction of a new 160mm diameter rising main that will connect to a gravity outlet.

### VREDENBURG/LOUWVILLE

Segmental system improvements was proposed as part of the Vredenburg/Louwville basin stormwater master plan and is summarised below:

- Segment 1 – Vredenburg commercial district
- Segment 2 – Ruthfirst upgrades
- Segment 3 – Ruthfirst / Witteklip channel
- Segment 4 – Kootjieskloof collector
- Segment 5 – Ongegund / George Kerridge system
- Segment 6- George Kerridge pond

### (III) SEWERAGE

There are 88 major pump stations with high capacity in the municipal area. There are seven sewerage treatment plants in the municipal area and they are located at Saldanha, Vredenburg, Langebaan, Laingville and Paternoster. Urgent upgrading of sewerage purification works is needed.

Challenges:

- The pump station at Saldanha will have to be upgraded for the increased population growth that is anticipated. The sewerage treatment works of Saldanha presently operates on full capacity.
- The sewer service is not adequate at Hopefield and has to be upgraded at some stage.
- The erven in Jacobsbaai and St Helena Bay are still serviced by septic tanks systems.
- To improve the green drop status:

The municipality has identified the following actions to address sewerage challenges within the municipal service area:

Outcome / Response Required	Municipal Action
Limit sewer disruptions	Public awareness needs to be promoted
Upgrading of pump stations	<p><b>Langebaan:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> New pump station and rising main</li> <li><input type="checkbox"/> Upgrade pump station - Kaktus</li> <li><input type="checkbox"/> Upgrade pump stations - General</li> </ul> <p><b>Saldanha:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Upgrade pump stations - General</li> </ul> <p><b>Jacobsbaai:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> New rising main and pump stations</li> </ul> <p><b>Vredenburg:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Upgrade pump stations - General</li> </ul> <p><b>St Helena Bay:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Upgrade pump stations - General</li> </ul>
Upgrading and extending the capacity of sewerage treatment plants	<p><b>Langebaan:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Upgrade rising main -Oostewal</li> <li><input type="checkbox"/> Upgrade rising main -WWTW</li> </ul> <p><b>Saldanha:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Upgrade gravity sewer - Industrial area</li> </ul> <p><b>St Helena Bay:</b></p>

Outcome / Response Required	Municipal Action
	<input type="checkbox"/> New collector sewer line -Brittania Bay <input type="checkbox"/> New collector sewer line -Shelley Point <b>Vredenburg:</b> <input type="checkbox"/> Upgrade main outfall sewer
Upgrading and construction of new sewerage treatment plants	<b>Langebaan:</b> <input type="checkbox"/> Upgrade WWTW  <b>Saldanha:</b> <input type="checkbox"/> Upgrade WWTW  <b>St Helena Bay:</b> <input type="checkbox"/> New WWTW- Britania Bay  <b>Laingville:</b> <input type="checkbox"/> Upgrade WWTW  <b>Paternoster:</b> <input type="checkbox"/> New WWTW  <b>Vredenburg:</b> <input type="checkbox"/> Upgrade WWTW

Table 6.13: Implementation of the Water and Sewerage Reticulation Master Plan

#### (IV) ELECTRICITY

Bulk electricity to the municipal area is supplied by Eskom from the 400kV Aurora Substation. From there it is distributed by 132kV power lines to the Eskom Blouwater Bay Substation. Traditionally Eskom supplied the area east of the Sishen-Saldanha railway line with the exclusion of the Hopefield and Langebaan residential areas and the also supplies the St Helena Bay area. Saldanha Bay Municipality traditionally supplied the area west of the railway line, Hopefield and Langebaan.

The electrical network development plan was concluded during 2014 with the primary purpose of the study to analyse the existing network with the aim of understanding the current electrical capacity of each individual network and to identify possible limitations for the short and medium term network expansions due to natural growth and proposed new developments.

A load flow analysis performed on the existing 66kV and 11kV networks revealed that the overall network is in a fairly good condition considering the age of the infrastructure. However, problem areas are addressed and possible alternatives proposed.

The spatial development framework for the Saldanha Bay Municipality area of supply is based on analysing three scenarios: low, medium and high growth. Natural growth, as well as various known loads from new developments was simulated to determine what effect on the network would be for a timeline of 5 – 10 years (2019 – 2024).

The major limiting factor to future growth in the area will be the availability of supply capacity on the Eskom owned Duferco substation with ±15MVA of firm capacity still available. Network strengthening

and new build distribution capacity will therefore have to be created within the Saldanha Bay Municipal area of supply.

Saldanha developed an Electricity Maintenance Plan. The purpose of this plan is to provide a structured guideline for doing maintenance on the Electrical Network and associated equipment. Using the asset register it will ensure that the required maintenance is done to keep the equipment properly functioning during its expected life and where possible extending the life span of the equipment. It will also assist with complying with GRAP 17.

#### 6.2.4 Integrated Waste management Plan

The purpose of the integrated waste management plan is to identify the different types of waste that is generated in the municipal area including the volumes/quantities thereof. Waste is classified in categories and the methods of disposal of each category is identified. The plan further assist in identifying the resources such as waste management personnel, vehicles, plant and machinery, funding, required to manage the waste. The waste management plan complies with NEM: WA and other legislation.

The solid waste is transported to the Vredenburg Landfill solid waste disposal sites. Solid waste needs to be disposed of in a manner that encourages re-use and recycling, thereby decreasing the amount of the leachates that enter the ground water zone. The finalisation of the waste management plan is therefore considered an important issue that needs to be addressed.

#### 6.2.5 Integrated Human Settlement Strategy

The Human Settlement Strategy for the Saldanha Bay Municipality is currently in process of revision. The main focus of this HSP will be the identification of future housing projects and the development of a 10-year conceptual housing pipeline in order to ensure sustainable and sustained housing delivery in Saldanha Bay Municipality (SBM) in the short and medium term. The updated HSP will be utilised for the following purposes:

- complies with the policies of national legislation and policy frameworks concerned with housing and the Western Cape Human Settlement Plan;
- forms part of and complies with the SDF and the IDP and be integrated with other sectorial plans (i.e. water services, etc.);
- co-ordinates and facilitates alignment between provincial and district housing strategies, policies, delivery systems and other related initiatives;
- integrates with the West Coast District Municipality HSP;
- establishes a medium to long-term (10 year) human settlement delivery plan;
- responds to the current and future housing needs, as well as other related challenges faced within the municipal area;
- identifies the strategic housing priorities within the municipal area;
- inform the need of socio-economic facilities and the desired location of such facilities within the human settlement;
- assists with the preparation of Council's annual budgets for housing and related expenditure;

- guides the identification, prioritisation and implementation of housing, land for housing and related projects;
- serves as a planning, facilitating and measuring instrument for housing delivery; and
- implements strategic plans and implementation programmes.

All of this must be done in a manner that supports the implementation of the National Development Plan, which aims to fight poverty and inequality, to upgrade all informal settlements on suitable, well located land by 2030 and have more people living closer to their place of work.

### 6.2.6 Road Network Plan

The Port of Saldanha was identified as a national growth point in terms of the Government's recently adopted Infrastructure Plan. To support and initiate this growth, both national and provincial governments are making significant investments into the expansion of the port and the establishment of an Industrial Development Zone (IDZ) (based on National Government's Strategic Integrated Project 5 (SIP 51)- Saldanha-Northern Cape Development Corridor).

The increase in industrial developments will play a significant role in generating jobs and shaping residential developments that will, in turn, also contribute to more traffic being generated. The industrial nature of these developments will create the potential for significant road freight movement into and from the area, where the presence of heavy vehicles and abnormal loads can be expected to become more and more frequent. Consideration should be given to the future impact of these freight vehicles on the design and operational analysis of the existing road network.

AECOM SA (Pty) Ltd was appointed by the Western Cape Government: Department of Transport and Public Works: Road & Transport Management (WCG) to undertake the planning, analysis, design and implementation of the Road Network Improvements supporting the development of the Saldanha IDZ and the port expansion.

Two of the main objectives of the appointment were to establish a Road Network Master Plan and Corridor Management

Plan for the TR85/1 corridor. This report deals only with the Road Network Master Plan.

The rural nature of the Saldanha Bay Municipality and the early stages of development of the area presented a unique opportunity to develop the Roads Network Master Plan using a multi-disciplinary approach (land use, spatial planning, transport, and the environment) that is not constrained by urban development as exists in developed cities. The integrated planning approach adopted in the development of the Roads Network Master Plan ensured that the function of the mobility routes - such as the TR85/1 - will not be compromised by the adjacent land use.

The existing road network in the Saldanha Bay municipal area was evaluated to determine existing classifications and strategic functions of the roads, and the operational characteristics of the existing road network. The existing roads served as the backbone of the future road network. A transportation

model was developed that represented the current network, and was used to determine the impact of future developments on the network.

The Base Year model for the Saldanha Bay municipal area represented the typical weekday AM and PM peak hours. It is a regional, macroscopic transport model developed in PTV VISUM 12.5, a recognised traffic modelling software programme. Calibration of the Base Year model was successfully completed with a high degree of confidence. The model was deemed to be fit for use in developing the Road Network Master Plan.

The input that was required to develop future network scenarios, were future land use and future traffic volumes. The development of the IDZ and port area would lead to the creation of many job opportunities and the attraction of secondary industries. Although the Saldanha Bay Municipality's Spatial Development Framework (SDF) contained detailed development plans for each of the towns, it was not sufficiently detailed to address development outside of the towns - areas that would likely develop at a greater initial tempo than the towns. To add the necessary level of detail, the planning focused on these areas. A series of development assumptions were agreed upon with Saldanha Bay Municipality's input.

These development assumptions lead to the identification of areas that would likely see phased development over the next 30 years. Low-, medium- and high growth scenarios were developed to add flexibility to the expansion of development areas. For each of these scenarios the total housing units (residential) and GLA (Gross Leasable Area) (commercial and industrial) was calculated. These development assumptions were of considerable importance for the predictions of future traffic volumes. They were used to convert land uses (and their associated activities) into vehicle trips using the South African Trip Generation Rate Manual (SATGRM). It must be highlighted that the SATGRM is not the ideal tool to complete long term, future network planning with, but that it would suffice for an initial planning exercise. Low-, medium- and high traffic growth scenarios were then estimated.

The transportation model was used to predict the route choice of future traffic by utilising the LUCE algorithm. The algorithm assigns traffic between Origin-Destination (OD) pairs on the most time-effective routes.

A qualitative check was carried out that compared future traffic volumes against the future estimated Gross Domestic Product (GDP) growth. A relationship between GDP and traffic growth was defined based on their relationship in Cape Town over the past decade. It showed that the medium case development scenario appeared to be the most realistic.

During the planning of the Road Network Master Plan it became clear that the IDZ would be the largest employer in the short term. Positioning of its access would have a varying impact on the surrounding network's operations. Each access point's impact was investigated.

The classification of the future road network was based on the South African Road Classification and Access Management Manual (RCAM). It distinguishes between urban (U) and rural (R) roads, and provides six functional classifications for each type. For both types the Class 1 to 3 designations are given to mobility roads, while Class 4 to 6 roads were classified as access roads. The future Road Network Master Plan for the Saldanha Bay municipal area addressed all urban and rural Class 1 to 3 (mobility) roads.

Short- (10-year), medium (20 years) and long-term (~30 years) planning horizons were used to establish the road network improvements required over time, based on a series of upgrade triggers (defined operational conditions).

The road network improvements for the short-, medium- and long term were prioritised based on the following considerations:

- Degree of utilisation of road links and intersections, based on the traffic analysis and forecasts in the transportation model.
- Location in relation to the port and the industrial developments.
- Road safety considerations (movement of abnormal loads, poor sight conditions- fog is prevalent during winter months, historical accident data, consultation with road and traffic enforcement authorities)
- Strategic value of road network links (network required for the movement of freight due to the expansion of the port and the development of the industrial areas)
- Routes for the transportation of abnormal loads outside the Saldanha area.

The table below shows the list of short term upgrades in order of priority:

Rank	Description
1	Extension of MR559 to MR238
2	Upgrade of TR85/1 and MR238 intersection – Phase 1
3	TR85/1 extension from R27 to R 45 (greenfields link)
4	New quarter-link between MR559 and OP7645 (access road from TR85/1 to Port)
5	Dualling of TR58/1 between MR238 and OP7644
6	Realignment of OP7645 and construction of interchange at TR85/1 intersection
7	Upgrade of the R27/MR233 intersection
8	Realignment of OP7644 and construction of interchange at TR85/1 intersection
9	Realignment of OP7643 opposite OP7645
10	Provision of alternative access to/from Saldanha
12	Dualling of the R45 between the Southern Bypass

### Pavement management system

The municipality has 410.1km of tarred municipal roads and 48.2 km of gravel roads. The upgrading of municipal roads needs urgent attention for it is estimated that life expectancy of municipal roads is only 20%. The following backlogs exist in terms of municipal roads:

- Roads: Upgrading of gravel roads to tar – Backlog 27.6 km
- Roads: Maintenance: Reseal and rehabilitation – Backlog 272.52 km
- Currently a backlog of 548 households pertaining to surfaced roads.

Outcome / Response Required	Municipal Action	Timeframe
Improved access to tarred roads	Tarring of gravel roads within available resources and according to annual approved capital budget (see iMAP for project details)	2012-2017
Maintained roads	Reseal and rehabilitation of existing roads within available resources and according to annual approved capital budget (see iMAP for project details)	2012-2017

### 6.2.7 Integrated Transport Plan

The provision of public transport services is irregular and the service ineffective. Problems that are experienced relate mainly to the smaller towns where there are neither taxis nor other forms of public transport. There is a need for some form of public transportation, even if it is at fixed times with an adequate weekly frequency. This service is of critical importance if higher order services are to be accessible to remote towns with insufficient thresholds. The Integrated Transport Plan (2009 to 2015) was finalized in 2009 and approved in 2010 by the MEC of Transport and Public Works.

#### Challenges:

- The lack of an affordable road based public transport system between different towns in the municipal area.
- Maximise accessibility rather than to increase mobility.
- Employment opportunities and residential areas are located far apart.
- There is a very small variety in public transport opportunities in the municipal area.
- Wide, unused road reserves in urban areas sterilises land for development.

Outcome / Response Required	Municipal Action	Timeframe
Updated transport needs	To identify road infrastructure needs	2012-2015
Coordinated extensions of public transport services and capacity	Execution of various capital projects as identified in the ITP within available resources and according to annual approved capital budget (see iMAP for project details)	2012-2015
Integration of roads	Execution of various capital projects as	2012-2015

Outcome / Response Required	Municipal Action	Timeframe
	identified in the ITP within available resources and according to annual approved capital budget (see iMAP for project details)	

Table 6.18: Implementation of the Integrated Transport Plan

## Integrated Public Transport Network

The Western Cape Department of Transport Operations: Land Transport Development 25 August 2014 presented its intention to assist with the compilation and establishing an Integrated Public Transport Network.

The current and foreseen activities such as the Industrial Development Zone, Vredenburg Urban Renewal project, Regional Socio Economic Program / Violence Prevention through Urban Upgrade (RSEP/VPUU) and the Saldanha Local Area Plan initiatives placed Saldanha Bay Municipality in a favorable position.

Although welcomed; careful planning on creating expectations, constant engaging with all local stakeholders is essential to understand and plan accordingly.

### 6.2.8 Air Quality Management Plan

The National Environmental Management Air Quality Act, 2004 (Act 39 of 2004) came into full effect on 01 April 2010. The Act places an obligation on organs of state to submit annual report, reporting on progress on the implementation of its air quality management plan and the following information:

- Air quality management initiatives undertaken during the reporting period
- The level of its compliance with ambient air quality standards
- Measures taken by it to secure compliance with those standards
- Air quality monitoring activities

Ambient air quality monitoring stations are operational at industrial level especially in the more densely developed industrial area of Saldanha Bay. The following industrial plants do ambient air quality monitoring:

- Transnet Port Terminals: Two stations measuring PM 10
- Arcelor Mittal steel plant: One station PM10 ,SO2 & H2S
- Tronox: One station measuring PM10

These industries report their findings on a quarterly basis to the WCDM as well as to the West Coast Air Quality Working Group established to coordinate air quality matters in the WCDM area of jurisdiction. The West Coast DM appointed a consultant to draft an Air Quality Management Plan (AQMP) for the District, complete with separate modules to suite the individual needs of the five local municipalities in the district.

Outcome / Response Required	Municipal Action	Timeframe
Compliance & air quality standards	Actions to ensure compliance	Quarterly

Table 6.19: Implementation of the Air Quality Management Plan

### 6.2.9 Coastal Management

The National Environmental Management Integrated Coastal Management Act, Act 24 of 2008 specifies a number of responsibilities for municipalities regarding the sustainable development and management of the coastal environment. The West Coast District Municipality developed an integrated coastal management plan (ICMP) which incorporate the local municipalities. This plan was completed during January 2013 and is currently advertised for public comment.

The ICMP deals with the current state of the coastal environment, the vision, objectives and strategies to address the challenges identified in the status quo, It also facilitate the improvement of institutional structures and capacity to respond to existing management gaps and the roles and responsibilities outlined in the Act.

The plan requires that Saldanha address the following actions:

Outcome / Response Required	Municipal Action
Compliance in terms of the Act and the performance indicators highlighted for LM's in the plan	Actions to ensure compliance
Alien cleansing	Facilitate co-ordination between WCDM and alien cleansing efforts and with private landowners
Implementation of the ICMP	Develop estuary management plans and budget for the implementation and revision of the plan
Illegal developments	Investigate illegal developments and/or landscaping within the littoral zone and surrounds in contravention of LUPO.
Conservation requirements	Construct boardwalks and implement dune rehabilitation at various key sites, need for ongoing erosion protection measures at Langebaan.

Table 6.20: Implementation of the Integrated Coastal Management Plan

The Saldanha Bay coastal management plan is currently in process of finalisation and will be submitted to Council during the 2015/16 financial year to consider and adopt.

### 6.2.10 Disaster Management Plan

As per Section 53 (1) of the Disaster Management Act, 57 of 2005 each municipality must:

- prepare a disaster management plan for its area according to the circumstances prevailing in the area;
- co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players; and

- regularly review and update its plan; and through appropriate mechanisms, processes and procedure established in terms of Chapter 4 of the Local Government Systems Act, 2000 (Act No. 32 of 2000), consult the local community on the preparation or amendment of its plan.

The current fire and disaster service are been performed by the West Coast District Municipality through a three year service level agreement. Furthermore, the district disaster management centre is also assisting with the revision and amendment of a Saldanha Bay Municipal disaster management plan. This plan will be adopted during May/June 2016 for subsequent implementation.

### 6.2.11 Workplace Skills Plan

Saldanha Bay Municipality has a skills development plan which is updated and reviewed every financial year in line with the prescripts of the Skills Development Act 1998, the act aims to improve the quality of life of the labour force, to encourage the labour force to be self-employed and to encourage workers to participate in leadership and other programmes. The municipality promotes and implement skills development strategies to capacitate it's to implementation the objectives of the Integrated Development Plan.

The work place skills plan is prepared annually and each municipal department is required to implement the plan with the support of the Corporate Services Directorate. The budget is made available for skills development and is reviewed quarterly to ensure implementation of the plan.

## 6.3 OTHER MUNICIPAL FUNCTIONS

### 6.3.1 Airfields and Landing Strips

There are four significant landing strips in the municipality area of which only the strip between Saldanha and Vredenburg is still in use. The main air field in the municipal area is the Vredenburg / Saldanha field. This field is under-manned and thus not utilised to its full potential. Proposals have been made to upgrade the airport and incorporate it into the envisaged corridor along Main Road 238 between Saldanha and Vredenburg.

## CHAPTER 7: STAKEHOLDER INPUT AND WARD PLANNING

The IDP is about determining the stakeholder and community needs and priorities which need to be addressed in order to contribute to the improvement of the quality of life of residence within the municipal service area.

Various stakeholders and sector departments were involved during the IDP development process. The 13 Ward Committees, the IDP Representative Forum and IDP Indaba's were some of the distinct structures through which formalised Public Participation with its communities took place.

This chapter focusses on the input received from the municipal stakeholders during the IDP engagement process. These issues were refined and prioritised in terms of the priority rating model and provide input to the budget and development priorities of the municipality.

The wards include the following geographical areas:

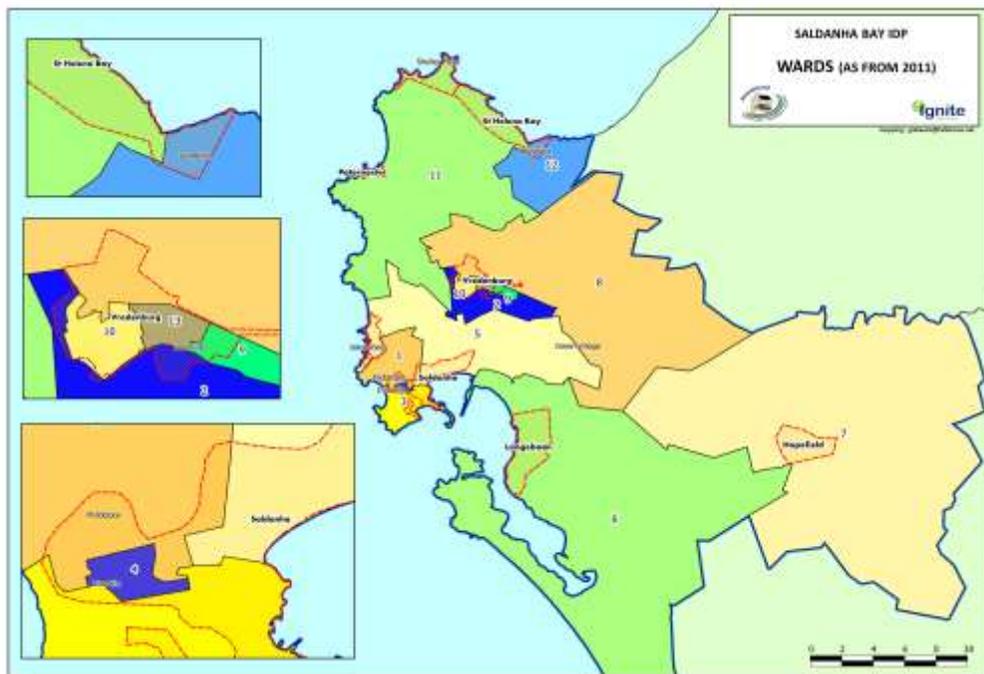


Figure 7.1: Map of municipal wards

## 7.1 THE COMMUNITY AND STAKEHOLDERS

Saldanha Bay Municipality utilised the demarcated ward system to engage with community members and stakeholders.

	Population by size			Number of households			Gender % per ward						Employment % per ward					
	2001	2011	Average annual growth rate	2001	2011	Average annual growth rate	Male 2001	Female 2001	Total 2001	Male 2011	Female 2011	Total 2011	Employed 2001	Unemployed 2001	Total 2001	Employed 2011	Unemployed 2011	Total 2011
<b>Saldanha Bay</b>	70 261	99 193	4%	18663	28835	6%	50	50	100	50	50	100	78	22	100	77	23	100
<b>Ward 1</b>	6 536	8 401	4%	1771	2721	7%	53	47	100	51	49	100	57	43	100	60	40	100
<b>Ward 2</b>	8 437	10 587	26%	2608	2916	27%	50	50	100	50	50	100	50	50	100	59	41	100
<b>Ward 3</b>	4 223	6 205	2%	1004	1247	2%	49	51	100	47	53	100	80	20	100	76	24	100
<b>Ward 4</b>	7 645	8 591	4%	1834	1987	6%	48	52	100	48	52	100	65	35	100	61	39	100
<b>Ward 5</b>	3 620	6 204	3%	1094	2103	5%	51	49	100	51	49	100	95	5	100	86	14	100
<b>Ward 6</b>	3 462	8 470	7%	1098	3001	9%	49	51	100	49	51	100	92	8	100	87	13	100
<b>Ward 7</b>	6 195	7 546	2%	1564	2093	3%	48	52	100	49	51	100	85	15	100	78	22	100
<b>Ward 8</b>	4 498	5 788	2%	1305	1925	3%	50	50	100	51	49	100	93	7	100	90	10	100
<b>Ward 9</b>	2 382	7 976	14%	689	3533	19%	52	48	100	55	45	100	53	47	100	58	42	100
<b>Ward 10</b>	7 318	8 523	0%	1844	2221	1%	48	52	100	48	52	100	85	15	100	77	23	100
<b>Ward 11</b>	4 444	5 515	1%	1193	1604	2%	49	51	100	49	51	100	90	10	100	76	24	100
<b>Ward 12</b>	5 529	8 408	8%	1398	1976	9%	48	52	100	50	50	100	82	18	100	61	39	100
<b>Ward 13</b>	5 971	6 978	-1%	1262	1508	0%	50	50	100	49	51	100	82	18	100	71	29	100

Meetings were held in each of the 13 wards to obtain the relevance of the inputs received pertaining to the 2012 – 2017 strategy as part of the 4<sup>th</sup> IDP review for 2016/2017. The below inputs received during the August/September 2015 public meetings was subsequently refined and prioritised by the respective ward committees and form the basis together with the previously 5-year inputs as was reflected in the iMAP:

<b>Nr</b>	<b>Input</b>
<b>Ward 1 - middelpos</b>	<b>2014</b>
1	Phase 3 houses to be build
2	Upgrading of Creche
3	Urgent need for a school
4	Sporting field and facilities are required
5	Clinic to service the increased residents within the ward
6	Lightning of dark spots and farms/open areas adjacent to existing houses
7	Infrastructure (water & electricity ) for Joe Slovo Informal Settlement
8	Stormwater drains at Middelpos
9	Netball Court
10	Equipment for Indigent games
11	Multi purpose centre with indoor sport facilities with provincial departments offices
12	youth desk in every ward with youth programmes for the year
	Upgrading / expansion of swimming pool at holiday resort
	Upgrading of swimming pool at holiday resort
	<b>2015</b>
13	Need for houses
14	Infrastructure (water & electricity ) for Joe Slovo Informal Settlement
15	Paving of sidewalks
16	Old Age Home
17	Develop a play park at open space near High school Don / Pluto Street
18	Need for sidewalk paving, Speed humps & Play park at Behr Crescent
19	Speed hump at Silver Klipper Street
20	Speed hump at 8954 Middelpos Rylaan

<b>Nr</b>	<b>Input</b>
21	Sidewalk paving (Perlemon, Arries, Herlille, Restlesswave, Kentucky, Behr Crescent, Skipper, Zola, Peter Mokaba & Govan Mbeki Street)
22	Roads that needs to be tarred Doloriet, Diamond, Perel, Steenkool Streets)
23	Status of emerging housing site. When will this be done.
24	Our Church is located in Kentucky Street 34 the new development area between Middelpos and Diazville. We held prayer meetings and youth gatherings during
	<b>2016</b>
	Need for houses
	Infrastructure (water & electricity ) for Joe Slovo Informal Settlement
	High Mast Lightning at Kentucky Street 34 the new development area between Middelpos and Diazville.
<b>Ward 2</b>	<b>2014</b>
1	Reseal of roads - Adelaar, Sweempie, Troupant, Gans Kwartel
2	Reseal of roads - Dobbertjie, Elsie, Gellwoud, Hadeba, Lepelaar, Lewerik, Melba, Mossie, Tiptol, Tinker, Eend, Volstruis, Uil, Appies, Berghaan, Bowers, Bloueier
3	Need for creche opposite Witteklip Hall
4	need for another Netball court
5	cleaning public open spaces to use it for soccer / rugby practice fields
6	need for playparks
	<b>2015</b>
7	Need for Housing
8	Need for Housing
9	Need to develop open so that people can play / practice sport on it
10	Trench need to be closed at railway line
11	Speed Humps at Melba & Makou streets
12	Need for After Care Services
13	Multi Purpose Centre

Nr	Input
	<b>2016</b>
	<b>No meeting not enough community members</b>
<b>Ward 3</b>	<b>2014</b>
1	Free SMS line for citizens
2	Opening of offices on Saturdays
3	Debt recovery 70/30 to 60/40
4	Capable officials to help public
5	Visible Policing & Neighbourhood watch
6	Need for GAP housing
7	Waiting room at Clinic
8	More staff at clinic
9	need to engage with school to use sport facilities
10	funding for youth programmes
11	discount on rates & taxes for schools, creche's & churches
12	entrance of Stokvis & Karpstreet
13	beautifying of entrance
14	Multi Purpose Centre
15	Foot path to town Geelbek to Amsterdam
16	resealing of Da Gama
17	paving of sidewalks Karp & Haring
18	high mast lighting
19	paving - Vlinder, Tuna, Penguin, Dolfyn & Glen Mist street
20	Spot lights St. Andrews Sports field
21	Spectator stands St. Andrews
22	changing / Ablution facilities St. Andrews
23	Housing project next to informal settlement

Nr	Input
24	labour Brokers- low wages problematic
25	Reseal of Burton Port
26	Paving church street (Diaz to Windhoek)
27	paving stokvis, red, maasbanker & walvis streets
28	paving Silverman, Oberon & church streets
29	Paving trichard & Burton Port
30	30 Units MV LV Connections
31	high mast lightning
32	general request
	<b>2015</b>
33	Perimeter fencing at Saldanha cultural village
34	Building of kitchen facility for the Saldanha cultural village
35	Expanding of "stoep" area for outside tea Cultural Village
36	Expanding of garage as extension for memorabilia display area
37	Building of park in Kyamandi
38	Floodlights at school for sports purposes
39	At least 16 wooden stands to be placed on sports school ground
40	Building of cloakrooms at school sports grounds
41	Building of ablution facilities at school sports grounds
42	Upgrading of the old cemetery
43	Upgrading of the schuter hall to accommodate elderly and other type of functions
44	Paving of Vlinder, Stokvis Tuna Streets sidewalks, Church street from Windhoek until Bergstreet, Van Riebeeck fro Windhoek until Bergstreet, Meresteyn street from Windhoek until Bergstreet, Dolfyn street from Geelbek until Makriel,
45	Reseal of Schuter street from Glen Mist until corner of Geelbek street
46	Reseal of Diaz Road sidewalk from Civic (corner of Diaz road & Goodhope street) until Usave (Corner of Diaz Road & Saldanha Road) only 1 side

<b>Nr</b>	<b>Input</b>
47	Traffic Calming: pedestrian crossing at 4 way stop at the corner of Saldanha road / Burton Port / Diaz road
48	Robots at at 4 way stop at the corner of Saldanha road / Burton Port / Diaz road
49	4 way stops signs at the (corner of Geelbek / Van Riebeeck & Diaz Road), ( corner of Witstompneus / Boundary & Diaz Road), (Corner of Windhoek & Church streets)
50	Safety measurements at the grave yard , need to make walls higher
51	Fencing of transfer station
52	need for land to built a Creche and library
53	Better services for patients at clinics before it opens
	<b>2016</b>
	Need for a High Mast Light at the back of the new houses. It is very dangerous / unsafe during the nights
<b>Ward 4</b>	<b>2014</b>
1	Develop park corner of B. February & A Julies streetrs
2	Develop park next to Hopland Creche
3	Upgrading of sports grounds
4	Building of stone wall at RDP area
5	Speed humps
6	Upgrading of sewerage system RDP
7	Geysers for RDP houses
	<b>2015</b>
8	Pedestrian bridge across Diaz Road for school kids safety
9	Speed humps in Engen, Cottager, Good Hope, Kok, bowline, Spinner & Whipping (raised 4 way stop streets), old RDP area streets
10	Extra room for RDP houses / 2 room houses
11	Bus shelter at Good Hope street
12	Bathrooms for all houses with out one

<b>Nr</b>	<b>Input</b>
13	Multi purpose at RDP area (No 1)
14	Side walk paving of Kok, Moonstone, Barber, Orion streets
15	Upgrading of Bus shelter at Diaz road
16	Beehives
17	Reseal of Sardine street
18	High mast lightning at the back of Hopland Crèche & between church and
19	Need for a shelter for homeless people
20	Need for a Crèche / After care
	<b>2016</b>
<b>Ward 5</b>	<b>2014</b>
1	Paving of sidewalks
2	technical High school
3	Speed Humps
4	Benches for parks
5	stop sign at corner of Lisboa & Pescadore streets
6	store facility at Beach Club
7	resealing of roads
8	drums in Camp street
9	regravel of road between Amy & Camp street
10	repaired concrete steps in Camp street
11	traffic calming between school
12	stromwater outlet in pelican street too short
13	change of 2nd Lane into a 2 way road
14	Sewerage plant jacob's Bay
15	concrete curbs at coners
16	traffic calming at 4 way stops

Nr	Input
17	regularly grading of gravel road
18	paving of tourist outlook
19	rate & taxes are too high
20	Upgrading of Library
	<b>2015</b>
21	Upgrading of Main Road
22	2 Bus shelters at Jacob's bay
23	Possible tourist attractions (gravel road) 11 Avenue
24	Faulty street lights
25	Upgrading of Scepter street & stormwater system
26	Upgrading of Kalkrug reservoir (fencing and gates)
27	How can schools be accommodated with reduced tariffs?
28	We have noticed with concern that the funds allocated for Jacobs bay sewage have disappeared from the Draft Budget for 2015/2016, and following years. Please provide reasons for this sorry state of affairs. The sewage problem is on-going since 2006 and very little if any progress has been made. Property rates in Jacobs bay amount to R4.8 million per year.
29	Dear Sir/Madam – The quality of the water going into the Bok River from the Saldanha Sewerage works is very poor and contains both e-coli and faecal coli as can be seen from the attached document.
30	The Bok River flows into small bay near the Blue Bay Lodge and Blue Water Bay residential area
31	In the interests of the many people in the ward 5 area who use the beach the upgrading of the Sewerage works and thereby stopping the flow of e-coli and faecal coli is very important.
32	Please therefore consider budgeting funds for this purpose
	Hulp Aan Weskus Skool:
	<b>Elektries</b>
33	Need help to get cost effective bulbs

<b>Nr</b>	<b>Input</b>
34	request to install water meters on school to determine how much water each hostel are using and to determine leakages
35	Need for Sludge from sewerage to use on fields
36	Die skool se terreinoppervlaktes, teerblaai is vining besig om agteruit te gaan. Het u nie dalk kundige mense wat ons werkers kan oplei in die aanvaarding van 'n seellaag om die klippies weer te bind nie.
37	Die feit dat ons skole geen brandkrane of brandslange het nie, is 'n groot bekommernis. As ons net 'n verslag oor die noodsaaklikheid hiervan van u kan bekom het ons iets mee om Onderwys department toe te gaan.
	<b>2016</b>
	Can the speed limit of the road from Blue Water Bay Lodge to the Langebaan crossing be increased from 60km p/h to 80km p/h
	Need for Speed humps at Pescadore street
<b>Ward 6</b>	<b>2014</b>
1	Indoor & outdoor sports facility
2	Bus shelters for-school kids
3	Youth development training
4	Speed humps at specific locations
5	Recreational park Sea View park
6	Beehives Sea View Park
7	Taxi Rank
8	Arts & Craft business hub - Se view park
9	Low cost housing
10	Ambulance services
11	Upgrading of stormwater system
12	Disabled friendly entrances at shops
13	Community gardens Thusong centre

Nr	Input
14	Paving of sidewalks
15	Dog pound
16	Permanent traffic officer
17	Swimming pool
18	Resealing of roads
19	Traffic circle or high paved raised stop streets
20	Curbs both side of Oostewal Street with bicycle lane
21	Paved pedestrian crossing Oostewal street
22	Paved parking opposite Spar
23	Paved parking at the corner of Oostewal & Breestreet with stormwater draining
24	Marked disabled friendly parking
25	Marked parking for motorcycles
26	Streetlights design
27	Stormwater system at the south side of Uitsig street
28	Closing of Uitsig street for traffic and making use of it only to enter properties
29	Designing and implementing of a park / parking corridor at Enderstein street
30	Buffer system to prevent sewerage spilling
31	Upgrading of telematic system pump stations
32	Providing of sewerage pump reserve
33	Recycling initiatives
34	Street name indicators
35	Finalising of Langebaan Spatial Framework
36	Internet connection and free WiFi at library
37	Cleaning and maintain of Langebaan water reservoirs on a yearly basis
38	Development of Enderstein street as recreation park / parking
39	Wild life corridors
40	Wild life education centre facility

Nr	Input
41	Fencing of park area to curb burglars
	<b>2015</b>
42	Bree street requires upgrading - centre of town and Windtown hotel broke it and did not replace/repair
43	Information boards to be placed to give direction land mark areas
44	New sports ground to be developed
45	
46	Community garden - lots of private persons interested in assisting
47	Housing to receive attention - D Joubert commented about the human settlement plan which will be taken through the public participation process
48	Two streets in long acres not tarred - required to be done urgently
49	Resurfacing of roads / potholes
50	Upgrading of community hall / kitchen
51	Environment management plan to be shared and discussed to what extent has provision been made for the rehabilitation work that must be done
52	Traffic management plan for calming of roads users must be done for the whole Langebaan area
53	Resealing of roads
54	develop of an path way from Oosterwal, next to Jan Oelofson Streets until the waterfront. From there along the beach until Bree Street
	<b>2015</b>
55	Redesign and implimenting of of design of Bree street
56	Redesign and implimenting of of design of Alabama street
57	Reseal of Babiana, Harpuisbos, Tern, Strand (Long Acres) streets
58	Need for an shredder for garden refuge and a rock breaker at the landfill site
59	Upgrading of Sleigh street (wes einder) Article 18 (1) (Intergrated Coastal Management Act No 28 of 2008)

<b>Nr</b>	<b>Input</b>
60	Upgrading of Strandloper coast entrance in terms of Article 18 (1) (Intergrated Coastal Management Act No 28 of 2008)
61	Ablution facilities at parking north of Paradice Beach
62	Sewerage and stormwater retention dams
63	Upgrading resurface of Wanderers street, Canary close, Puffin and Petrel Streets
64	Upgrading of Epsom & Summerveldt roads
	<b>2016</b>
	Erosion at Leentjiesklip what are the Council going to do
	Need for a dedicated Traffic Officer for Ward
<b>Ward 7</b>	<b>2014</b>
1	Bus shelter at Koperfontein
2	Upgrading church street
3	Fencing at waste transfer station
4	Upgrading & fencing "skietbaan"
5	Require "Perdekar" Museum for tourism
6	Upgrading of Popalier street
7	paving of Voortrekker road road reserves
8	Paving of parking area old sports complex
9	High mast light between Voortrekker & Oudekraal
10	Connection of Tuinstreet onto sewerage system
11	Upgrading and extention of facilities at sports field
12	Upgrading of sewerage system church street
13	Youth programmes
14	braai & recreational facilities at Oak street
15	Need for a safe house
	<b>2015</b>

<b>Nr</b>	<b>Input</b>
16	Upgrading of Propeller Street
17	need for a swimming pool
18	need for a bigger Police station
19	Paving of sidewalks in White City (RDP area)
20	Upgrading of Clubhouse at sport field
21	Speed humps at Dwarsweg
	<b>2016</b>
8	Graveyard will be fully occupied in the near future. What are the plans are we going to extend or locate to another site
9	Need to Pave Sidewalks in Voortrekker street currently it is very dangerous to walk there
10	Need for extra security measurements at sports field on the vibecrete
<b>Ward 8 - vredenborg</b>	<b>2014</b>
1	Additional toilet facilities required at the Vredenburg sport grounds
2	Underground infrastructure require upgrading
3	Establishment of a mobile clinic
4	Rates and taxes for NGO, Old age homes, schools and creches
5	Develop and surfacing of rugby & cricket fields
6	Caretaker and security measures to look after sprorts fields
	<b>2015</b>
7	"Sigwater" problem in Leyden street needs to get attention
8	Paving of sidewalks Main road west and speed cameras
9	high mast light at Leyden street
10	need for more ablution facilities on sports field
11	need for extra rugby / practice fields
12	develop of play park for kids in Leyden / Zebra / Nassau street
13	development of splash parks in Zebra / Nassua street
14	need for a bus stop / bus shelter for people of Paternoster at the hike spot

Nr	Input
15	Speed humps at Lochner,
16	resurface of tar roads
17	Paving of sidewalk Akkerdyk Street
	<b>2016</b>
	What is the possibility that the municipality can provide every household with a water tank to collect the rain water in it because our water resources are under pressure
<b>Ward 8 - green village</b>	<b>2014</b>
1	Upgrading of Community Hall
2	Upgrading of stormwater system
3	Fencing of all stormwater areas
4	Sport complex (possibly school) facilities also
5	More employment opportunities
6	Parks with play equipment at strategic places
7	Bus shelters
8	Courtesy bus to transport the sick, disabled & elderly (tariff book)
9	Mobile clinic
10	Houses to accommodate elderly and backyard dwellers
	<b>2015</b>
11	Paving and beautifying of community hall premises
12	Preference must be given to persons of Green village to purchase available plots - possible inclusion of housing project
13	Clarity must be provided where the sports ground will be - if to be developed additional funding must be secured for the sports ground - alternatively the funds must be used to build a multi purpose centre
14	Speed humps in xxx street
15	Courtesy bus require attention
16	Consideration of land to establish a food garden

Nr	Input
	<b>2016</b>
8	<b>No meeting not enough community members</b>
9	
<b>Ward 9</b>	<b>2014</b>
1	Houses to be built to accommodate the increase demand
2	need to train people as fire figthers
3	youth development
4	LED facilities and/or business facilities
5	Training of persons within the area to be first respondents to structural fires
3	Youth development structure to be considered to arrange for youth activities/requirements
	<b>2016</b>
	Need for houses
<b>Ward 10</b>	<b>2014</b>
1	Reseal of streets
2	Lightning at all dark spots
3	High mast light next to Library
4	Investigation regarding water network and drainage
5	Water tanks at househlods
6	Housing infill especially for the elderly
7	Disabled friendly sidewalks/curbs
8	Curbs at house driveways must be lowered
9	Consider sports field at Oxford cresecent if not suitable for something else
10	Speed humps Witteklip, Valk, Berg & Kraanvoel street
11	Geysers for Louwville
12	Walk way to and from Library and/or college or over Saldanha weg

<b>Nr</b>	<b>Input</b>
13	Paving Stinkhout, Mercurius, Kerk, Vink, Valk, Bergsig, Malgas, Kraanvoel, Lang & Hospital Street
14	Upgrading of park in Kerk/Witteklip street and in Mercurius street
15	development of area around new reservoir - Van Linschoten street
16	Development of dam opposite Huis Wittekruin
17	Paving of Boswewer street at the back of panorama Primary
18	lightning at the corner of Tarentaal & Vink street
	<b>2015</b>
19	Speed humps (2) Abdol Street
20	Geysers & Water tanks at every home
21	Housing at Oxford Crescent
22	paving in 6th street at crossing of Solomon Williams Street
23	Paving at Kort & Dwars street
24	Speed humps st Fairban Street upper part
25	Speed hump at Kraanvoël street near the turn
26	develop of a park at open space in Smit & Swart street
27	Paving & Speed humps at Kraai Street
28	Need for toilets/bathrooms in all the houses
29	Cracks in houses of Vink street because of train / Lafarge need to be rectify
	<b>2016</b>
<b>Ward 11 - St Helena Bay</b>	<b>2014</b>
1	Pedestrian Crossing and Traffic signs - St. Helena Road
2	Tar of Mercury street & buying of it
3	Street lights in Britannia Bay
4	Reseal of roads Stompneus Bay
5	need for a ticketing system

Nr	Input
6	need for houses
7	need for a community hall in stompneus bay
8	traffic signs in streets Steenberg's Cove & Stompneus Bay
9	mobile Clinic Steenberg's Cove & Stompneus bay
10	need to engage with HP Williams primary so that the community and EJ Malgarte primary can make use of their sports fields
11	Sport fields in Steenbergs Cove
12	street lights in Steenberg's Cove
13	old houses roofs still leaking after municipality repair it
	<b>2015</b>
14	Grass, benches and wooden sidewalks to beach
15	Library for the Laingville area
16	Ablution facilities along the Steenberg Cove and Britannia Bay beach areas
17	Pole bins and trees along beach area. Notice boards
18	Board walk for Britannia Bay
19	Streetlights for Britannia Bay
20	Streetlights along main road from Laingville to Stompneus Bay
21	Bus shelter at the taxi points (shopping complex and harbour entrance)
22	Speedhumbs and pedestrian crossing at HP
23	Infrastructure for Mercury street
24	Skateboard course for youth to be involved in activities
	<b>2016</b>
	<b>No meeting not enough community members</b>
14	
<b>Ward 11 - Paternoster</b>	<b>2014</b>
1	need for a Police station
2	No stormwater infrastructure RDP area

Nr	Input
3	need for Spot lights rugby field
4	paving of parking at community Hall
5	reseal of roads -Kriedoring, Koewibos, Sonkwas, St. Augustine, Kreeftegang, Strandloper, Malgas, Soldaatklip, Jacobsklip, Visvangers, Stormvoel, Madeliefie, Schoennersklip, Ambyl, Waggelklip
6	upgrading of stormwater system
7	improvement of accoustic of hall
8	pavilion at rugby field
9	Multi purpose netball / basketball / volleyball court
10	Scale facilities for fishers
11	toilets at strategic places on beach
12	need for waste bins near beach
13	Paving of sidewalks at Thorn, Jordaan, Ismore, Pharo, Progress, Pieters, Luina, Sampson, Angelier, Aandblom, Dahlia street
14	roof of Fish Market to be repiar
	<b>2015</b>
15	Skateboard Park
16	Land for Food gardens
17	Reseal of roads Seemeeu Single
18	paving of sidewalks - Mosselbank street
19	Council need to buy land for lower cost housing from private land owners
20	Open space next to Hall / in front of Crèche needs to be developed as a Play Park
21	Speed humps Main Road at shop (entrance from Vredenburg)
22	Need for a Fire hydrant at 4way stop near Oep ve Koep (mosselbank)
23	need for a Police station
24	No storm water infrastructure RDP area
25	need for Spot lights rugby field
26	paving of parking at community Hall

Nr	Input
27	repair / reinstall street names
28	upgrading of storm water system
29	improvement of acoustic of hall
30	Additional funding for ensuring a compatible Paternoster character of the new RDP houses at the entrance to our town
31	Multi purpose netball / basketball / volleyball court / computer literacy / Wood work, etc.
32	Scale facilities for fishers
33	toilets at strategic places on beach
34	need for waste bins near beach
35	Paving of sidewalks at Thorn, Jordaan, Ismore, Pharo, Progress, Pieters, Luina, Sampson, Angelier, Aandblom, Dahlia street
36	roof of Fish Market to be repair
37	need for small pieces of land for vegetable gardens
38	notices on beach prohibiting vehicles (except for fishermen with permits)
39	repair/ reinstall street names
40	reseal streets
41	additional funding for ensuring a compatible Paternoster character of the new Hopland houses at the entrance to our town
42	improve lighting at the rugby field
43	pavillion on sports grounds
44	other facilities such as a skate board surface in Kliprug and Hopland and a multi-purpose netball-/basketball-/volleyball court
45	Scale facilities
46	toilettes at acceptable positions on the main beach
	<b>2016</b>
	repair/ reinstall street names
	reseal of street surfaces

Nr	Input
	additional funding for ensuring a compatible Paternoster character of the new HOPland houses at the entrance to our town
	verbeter stormwater afloop van strate
	Community Hall - improve the acoustics, repair and upgrade the kitchen facilities as well as the public toilets to decent standards
	meerdoelige saal vir die ontwikkeling van die jeug (rekenaargeletterdheid, houtwerk en ander)
	other facilities such as a skate board surface in Kliprug and Hopland and a multi-purpose netball-/basketball-/volleyball court
	weeghuisie by die strand met bykomende kombuisfasiliteit (warm goed vir dié wat van die see af kom). NB 'Die Kom' HEV is gekant teen so'n voorstel voor hulle eiendomme en stel voor dat dit deel moet uitmaak van die Vismark.
	toilettes at acceptable positions on the main beach
	grond waar die gemeenskap bv 5m <sup>2</sup> stukkies grond toegeken kan word om eie groente te verbou.
	notices to the beach prohibiting vehicles (except for fishermen with permits)
	meer asblikke langs die strand (wat nie gevandaliseer kan word nie)
	property for the establishment of a police station.
	die herstel van die vismarkdak
	continuation of side walks in areas such as Crows Nest
	opgradering van watertoevoer na Paternoster. (afsnyn van watertoevoer agv lekkasies veroorsaak groot finansiële verliese)
	adjustment to solid road lines at the entrance to Pelgrims Rest as well as textured warning corrugation at the entrance to Paternoster
	maatreëls om te verseker dat doodloopstrate van die nuwe behuising uit Hopland nie direk by die hoofpad aansluit
<b>Ward 12</b>	<b>2014</b>
1	Community Hall in RDP area

Nr	Input
2	Shelter at clinic
3	Nurses at clinic (who are able to speak Xhosa)
4	Another school for the area
5	Land to be made available for church use
6	Subsurface drainage (Plot 2300)
7	Houses need to be build
8	Land for emergency housing requirement
9	Toilet facilities and general surface upgrading at the cemetry
10	Satelite firestation
11	speed humps in Bontblok
12	upgrading of trench at the back of Creche, school, clinic and library
13	need for a Safehouse / Rehabilitation centre / old age home
14	high mast lightning New Rest at Fransman lane, at park at in Old RDP Area
15	Upgrading of sportsfield
16	netball field not on standard can not play league games on it
	<b>2015</b>
17	Upgrading of Samaai, Cloete & Abdol streets
18	Upgrading of play parks - bootblack & school
19	Gate at the cemetery
20	Speed bumps and paving
21	Church land needed
22	Extension of current community hall and building of another community hall
23	Shelter at clinic (also a Xhosa speaking person whom can assist)
24	Bus shelters - main road
25	Spectator stands for sports ground
26	Upgrading of "sloot"
27	Spectator shelter at sports ground

<b>Nr</b>	<b>Input</b>
28	Identification and resurfacing of internal roads
29	Paving of all streets
30	Police station is required in Laingville
31	Additional toilets is required at the sport grounds
32	Storm water study and drainage management plan to be developed
33	Satellite fire station for Laingville
34	Land provision for establishment of commercial land
	<b>2016</b>
	<b>No meeting not enough community members</b>
<b>Ward 13</b>	<b>2014</b>
1	Central police station
2	Community hall between YSKOR & Selfbou
3	Lightning 7th Lane
4	Bus shelters in Kooitjieskloof street for school kids - Jurie Huys
5	Speed hump - use as padestrian crossing
6	Housing rectification required urgently
7	Housing to be prioritised
8	Upgrading of stormwater system
9	High mast lights
10	paving of sidewalks - Watsonia, Maraboe, Fieskaal, Swawel, Kwikie, Petrus meyer, Arendse, Straat No1, Akasie, Viola, Duif, 7de Laan, & Reseal
11	Speedhumps - Piet My Vrou, Watsoniastreet
12	Reseal of watsonia street
13	Beautifying of Southern Bypass area under trees - picnic / braai area
	<b>2015</b>
14	develop open are to a Play park for kids (Westeria Street)

Nr	Input
15	Speed hump, High Mast light at Seemeeu / Kanarie Street
16	Palisade fencing at Weston High
17	Need for a Streetlight at the corner of Petrus Meyer & Kooitjieskloof Streets
18	A community member suggest that the parking opposite the Hall be extended to the end of the street (end of the Hall fence) and the park be upgraded with play equipment, high mast lights with banks & tables and grass with irrigation. He also suggested that the pathway between parking and hall be closed
<b>2016</b>	

The below table reflect the capital budget allocations from the MTREF period 2016/17 onwards:

Ward	Ward	Draft Budget 2016/17	Draft Budget 2017/18	Draft Budget 2018/19	Draft Budget 2019 +
Middelpos & Diazville West	01	4 700 526	1 875 000	3 250 000	14 200 000
Witteklip	02	2 125 000	850 000	682 500	5 470 000
White City	03	31 620 069	13 234 479	-	6 650 000
Diazville	04	3 356 172	8 700 000	13 743 503	9 400 000
Saldanha & Jacobs Bay	05	11 260 000	2 940 000	11 343 124	62 270 000
Langebaan & Farms	06	57 909 310	13 615 000	1 330 000	55 645 703
Hopefield	07	5 146 775	980 000	1 150 000	17 480 000
Vredenburg North, Green Village & Langebaanweg	08	10 498 500	5 790 000	2 200 000	35 170 000
Ongegund & George Kerridge	09	3 200 000	5 000 000	11 091 875	7 010 000
Louwville & Vredenburg South	10	7 493 000	3 190 000	2 225 625	7 630 000
Paternoster, St. Helena Bay & Steenberg's Cove	11	5 235 100	13 320 000	7 000 000	80 580 000
Laingville	12	17 641 671	18 795 000	11 060 000	16 344 000
Iscor & Selfbou	13	6 081 954	11 764 121	23 383 123	9 515 000
General/Shared Services	99	40 244 963	26 754 450	31 926 000	238 753 800
		<b>206 513 040</b>	<b>126 808 050</b>	<b>120 385 750</b>	<b>566 118 503</b>

## 7.2 THE SECTOR DEPARTMENT INVESTMENT

The following map illustrate the investment the government departments in the municipal area. The information in the tables below was obtained from the Western Cape Government Provincial Treasury – Budget Estimates of Provincial Revenue and Expenditure, 5 March 2015 in respect of Saldanha Bay Municipality.

Vote	Programme	2014/15 Audited Outcome R'000	2015/16 Revised estimate R'000	2016/17 Medium term estimate R'000	2017/18 Medium term estimate R'000	2018/19 Medium term estimate R'000
<b>3 Provincial Treasury</b>	<b>Transfers to local government by transfers/grant type, category and municipality</b>	<b>1 700</b>	<b>530</b>	<b>120</b>	<b>240</b>	<b>360</b>
<b>4 Community Safety</b>	1: Administration	0	1	0	0	0
<b>4 Community Safety</b>	2: Provincial Secretariat for Police Services	480	85	414	435	460
<b>4 Community Safety</b>	3: Provincial Policing Functions	0	39	41	43	45
<b>4 Community Safety</b>	4: Security Risk Management		3	3	3	3
<b>5 Education</b>	1: Administration	1 631	1 839	2 037	2 115	2 257
<b>5 Education</b>	2: Public Ordinary School Education	160 919	174 126	186 470	199 088	210 338
<b>5 Education</b>	3: Independent School Subsidies	397	421	447	473	500
<b>5 Education</b>	4: Public Special School Education	24 350	26 854	29 560	30 774	32 801
<b>5 Education</b>	5: Early Childhood Development	4 806	4 599	6 248	6 520	6 915
<b>5 Education</b>	6: Infrastructure Development	3 045	3 045	3 076	3 019	3 192
<b>5 Education</b>	7: Examination and Education Related Services	5	6	6	6	6
<b>6 Health</b>	2: District Health Services	126 902	138 052	146 762	157 185	168 655
<b>6 Health</b>	6: Health Services and Training	470	494	513	541	576
<b>6 Health</b>	7: Health Care Support Services	1 398	1 593	1 591	1 715	1 904
<b>6 Health</b>	8: Health Care Facilities	24 061	28 242	27 219	24 708	25 910

Vote	Programme	2014/15 Audited Outcome R'000	2015/16 Revised estimate R'000	2016/17 Medium term estimate R'000	2017/18 Medium term estimate R'000	2018/19 Medium term estimate R'000
	<b>Transfers to local government by transfers/grant type, category and municipality</b>					<b>360</b>
<b>3 Provincial Treasury</b>		<b>1 700</b>	<b>530</b>	<b>120</b>	<b>240</b>	
<b>7 Social Development</b>	2: Social Welfare Services	4 379	4 675	4 960	5 208	5 510
<b>8 Human Settlements</b>	3: Housing Development	28 300	57 560	40 140	39 200	41 474
<b>9 Environmental Affairs and Development Planning</b>	RSEP/VPUU Municipal Projects		3 850	8 000	3 650	2 000
<b>9 Environmental Affairs and Development Planning</b>	Spatial Development Framework		500	0	0	0
<b>9 Environmental Affairs and Development Planning</b>	7: Development Planning		4 350	8 000	3 650	2 000
<b>10 Transport and Public Works</b>	2: Public Works Infrastructure	4 798				
<b>10 Transport and Public Works</b>	3: Transport Infrastructure	74 090	142 224	93 126	207 452	302 000
<b>10 Transport and Public Works</b>	5: Transport Regulation	1 556	20 385	7 283	7 408	7 838
<b>12 Economic Development and Tourism</b>	3: Trade and Sector Development	500				
<b>13 Cultural Affairs and Sport</b>	3 Library and Archive Services	3 828	6 658	6 268	6 644	7 043
<b>14 Local Government</b>	2: Local Governance	257	142	174	182	192

Vote	Programme	2014/15 Audited Outcome R'000	2015/16 Revised estimate R'000	2016/17 Medium term estimate R'000	2017/18 Medium term estimate R'000	2018/19 Medium term estimate R'000
	<b>Transfers to local government by transfers/grant type, category and municipality</b>					<b>360</b>
<b>3 Provincial Treasury</b>		<b>1 700</b>	<b>530</b>	<b>120</b>	<b>240</b>	
<b>14 Local Government</b>	3: Development and Planning		1 051	872	955	1 010
<b>14 Local Government</b>	<b>Provincial payments and estimates</b>	<b>257</b>	<b>946</b>	<b>881</b>	<b>956</b>	

Saldanha Bay municipality participated in Joint Planning Initiatives/IDP Indaba hosted by the Provincial Department of Local Government and the objectives of this engagement were:

- To provide municipalities with project and programme information that are implemented by provincial sector departments in the municipal area
- To provide municipalities an opportunity to indicate their game changers
- To get a better understanding of the rationale behind investment decisions of sector departments and for municipalities to have indication of funding investments within their areas
- To ensure IDP's incorporate funded sector department projects

The below is the five (5) key game changers which was presented at the Joint Planning Initiative session. The short term and long term game changers is indicate for ease of reference.

JPI Ref #	Municipality	PSG	JPI	Agreed JPI Projects	Lead Department	Supporting Departments
JPI_L003	Saldanha Bay Municipality	PSG 1: Create opportunities growth and jobs	Economic Growth Initiatives	1. Investigations into Local Commercial Airport - Feasibility study - Regional Planning	DEDAT	DEADP Saldanha Bay Municipality West Coast District Municipality
JPI_L043	Saldanha Bay Municipality	PSG 5: Embed good governance and Integrated Service Delivery through partnerships	Governance (Integrated Planning and Budgeting)	<b>Economic Growth and Regional Planning</b> 1. Regional plan for Functional Region to coordinate / integrated different planning initiatives - The following plans will give input to the Functional Regional Plan: Industrial Plan, Social Plan, Skills Plan, Environmental Management Framework, Transport Plan; Infrastructure Plan, Energy/ Electricity Plan 2. Airport and port development investigation to look at export opportunities for agriculture and aquaculture	DEDAT	DEADP DLG DTPW Saldanha Bay Municipality
JPI_L071	Saldanha Bay Municipality	PSG 4: Enable a resilient, sustainable, quality and inclusive living environment	Investment in Bulk Infrastructure	<b>Built Environment (Infrastructure and Transport)</b> 1. Integrated Planning and Implementation for Infrastructure 2. Integrated funding 3. Prioritisation of infrastructure projects 4. Planning and funding for maintenance 5. Rationalise various fora for optimal use (e.g. Steercom) 6. Land planning for settlements	DLG	DTPW DEADP PT DHS Saldanha Bay Municipality
JPI_L093	Saldanha Bay Municipality	PSG 3: Increase Wellness, safety and reducing social ills	Social Initiatives	1. Education and Skills Development 2. Need for new schools to respond to the geographic challenges - currently on the WCED school plan 3. Identification and securing suitable land for schools 4. Mentorships for children/ Positive role models	DoE	Saldanha Bay Municipality

The table below lists a summary of details of expenditure for infrastructure by category as contained in the Western Cape Government Provincial Treasury – Budget Estimates of Provincial Revenue and Expenditure 2016, 3 March 2016 in respect of Saldanha Bay Municipality.

Vote	Programme	Facility / Asset Name and Project Name	Type of infrastructure	Date: Start	Date: Finish	Total Project Cost R'000	Expen to date R'000	Forward estimates 2016/17 R'000	Forward estimates 2017/18 R'000	Forward estimates 2018/19 R'000
Education	NEW AND REPLACEMENT ASSETS	Panorama PS No.2	Inappropriate structures - Primary	01/02/2017	28/09/2018	60 000	1 000	8 000	25 000	21 000
Education	NEW AND REPLACEMENT ASSETS	Louville SS(Vredenburg)	New School Secondary	01/04/2015	31/08/2016	64 196	29 659	32 039	2 500	0
10 Transport and public	1. NEW AND REPLACEMENT ASSETS	C975 Saldanha Bay Design fees AFR	Surfaced roads	03/03/2014	03/08/2016	24 755	16 621	2 000		

Vote	Programme	Facility / Asset Name and Project Name	Type of infrastructure	Date: Start	Date: Finish	Total Project Cost R'000	Expen to date R'000	Forward estimates 2016/17 R'000	Forward estimates 2017/18 R'000	Forward estimates 2018/19 R'000
<b>works</b>										
<b>10 Transport and public works</b>	1. NEW AND REPLACEMENT ASSETS	C975 Saldanha Bay IDZ AFR	Surfaced roads	09/06/2015	14/06/2019	330 250	20 000		95 000	93 000
<b>10 Transport and public works</b>	1. NEW AND REPLACEMENT ASSETS	C415.2 AFR	Saldanha - TR77	01/04/2017	31/03/2019	130 000			75 000	50 000
<b>10 Transport and public works</b>	1. NEW AND REPLACEMENT ASSETS	C1010	Vredenburg - Stompneusbaai	23/10/2018	28/10/2019	75 798			18 000	80 000
<b>10 Transport and public works</b>	1. NEW AND REPLACEMENT ASSETS	C975.2 AFR	Upgrade of Saldanha Bay	01/04/2017	31/03/2019				11 000	19 000
<b>10 Transport and public works</b>	3. REHABILITATION, RENOVATIONS AND REFURBISHMENTS	C988 Hopefield - Vredenburg /Langebaan reseal	Surfaced roads	18/06/2015	22/12/2017	173 452	116 593		2 000	
<b>10 Transport and public works</b>	3. REHABILITATION, RENOVATIONS AND REFURBISHMENTS	C1033 Yzerfontein - Langebaan reseal	Surfaced roads	11/10/2015	15/10/2017	85 876	60 625		1 000	
<b>10 Transport and public works</b>	3. REHABILITATION, RENOVATIONS AND REFURBISHMENTS	C1036 Vredenburg - Paternoster PRMG	Vredenburg - Paternoster	07/02/2017	06/02/2018	62 150			5 452	

Saldanha Bay Municipality (SBM) and Stellenbosch University (SU) entered into a Memorandum of Understanding (MoU) in September 2014 with the objective to work together towards finding knowledge solutions that could lead to a better life for the inhabitants of Saldanha Bay Municipality and work jointly so that the Municipality can meet its responsibility to address the challenges it faces.

Subsequently, and within the framework of the above MoU, SBM in partnership with the Western Cape Government and Stellenbosch Good Governance Forum (SGGF) of the Stellenbosch University's School of Public Leadership, is collaborating on the design and implementation of an innovation ecosystem as the Saldanha Bay Innovation Helix Social Lab, focused on inclusive development of citizens. This programme is jointly funded by the Western Cape Government through the Provincial Treasury and Saldanha Bay Municipality.

The project is aimed at delivering local based sustainable, scalable and replicable programmes and projects, with the following objectives:

- To create and grow public value in the Saldanha Bay community;
- To facilitate the innovation for economic development through the growth and unlocking of value in the community of Saldanha Bay through learning projects; and
- To establish learning partnerships between Saldanha Bay Municipality, Stellenbosch University, civil society and business.

No	Phase	Period	Activity	Performance Indicators	Outputs/Outcomes	Delivery Date	Number	Amount	Budget/Cost	Responsible Official
1.	Commissioning	2015	Conclude MOU and mandate the SBIH	Launch SBIH	First stakeholder engagement	2015/04/30	1	R250,000	R250,000	Municipal Manager
<b>Commissioning Total</b>									<b>R250,000</b>	
2.	Phase 1: Initiation	2015-2016	Further Stakeholder Engagement Sessions	Progress monitoring	Progress reports	2016/02/28	4	R32,500	R130,000	SGGF
3.	Phase 1: Initiation	2015-2016	Integrated Systems design & implement	Systems support	Management systems	2016/02/28	3	R108,333	R325,000	SGGF
4.	Phase 1: Initiation	2015-2017	Project Management	Progress monitoring	PM Reports	2016/02/28	12	R25,000	R300,000	SGGF
5.	Phase 1: Initiation	2015-2016	Engage with Exco & HOD	Detail Project Plan	Project initiation	2016/02/28	4	R2,500	R10,000	Municipal Manager
6.	Phase 1: Initiation	2015-2016	Project Initiation	Bankable Projects	Roll-out of projects	2016/02/28	8	R10,000	R80,000	SGGF
<b>Phase 1: Initiation Total</b>									<b>R845,000</b>	
7.	Phase 2: Incubation	2016-2017	Further Stakeholder Engagement Sessions	Progress monitoring	Progress reports	2017/02/28	4	R32,500	R130,000	SGGF
8.	Phase 2: Incubation	2016-2017	Engage with Exco & HOD	Detail Project Plan	Project incubation	2017/02/28	4	R2,500	R10,000	Municipal Manager
9.	Phase 2: Incubation	2016-2018	Project Management	Progress monitoring	PM Reports	2016/02/28	12	R25,000	R300,000	SGGF
10.	Phase 2: Incubation	2016-2017	Project Incubation	Bankable Projects	Roll-out of projects	2017/02/28	8	R10,000	R80,000	SGGF
11.	Phase 2: Incubation	2016-2017	Application for Incubation Support Program	Submission	Application	2017/02/28	1	R50,000	R50,000	SGGF
<b>Phase 2: Incubation Total</b>									<b>R570,000</b>	
12.	Phase 3: Acceleration	2017-2018	Further Stakeholder Engagement Sessions	Progress monitoring	Progress reports	2018/02/28	4	R32,500	R130,000	SGGF
13.	Phase 3: Acceleration	2017-2019	Project Management	Progress monitoring	PM Reports	2016/02/28	12	R25,000	R300,000	SGGF
14.	Phase 3: Acceleration	2017-2018	Engage with Exco & HOD	Detail Project Plan	Project incubation	2018/02/28	4	R2,500	R10,000	Municipal Manager
15.	Phase 3: Acceleration	2017-2018	Project Acceleration	Bankable Projects	Growth of projects	2018/02/28	8	R10,000	R80,000	SGGF
16.	Phase 3: Acceleration	2017-2018	Establishment of Incubator/Accelerator	Dti ISP Funding	Application	2018/02/28	1	R15,000	R15,000	SGGF
<b>Phase 3: Acceleration Total</b>									<b>R535,000</b>	
<b>Grand Total</b>									<b>R2,200,000</b>	

The total fund source for 2016/17 comprises of R206.5 million with the expected funding source for the further three years. The split between the various grants are listed below.

Fund Source Description	Fund Source	Draft Budget 2016/17	Draft Budget 2017/18	Draft Budget 2018/19	Draft Budget 2019 +
Capital Replacement Reserve	CRR	101 947 049	54 526 598	28 876 000	524 288 503
Capital Replacement Reserve Capital Contributions	CRRCC	-	-	-	-
Provision rehabilitation of landfill site	Provision	-	-	-	-
Housing Development Fund	GHFND	-	-	-	-
External Financing Fund (Annuities)	ANN	67 840 591	18 822 852	54 040 000	41 830 000
Regional Housing Board (Provincial)	CGRPR	4 300 000	26 800 000	8 800 000	-
Provincial Administration Grant Western Cape (Provincial)	CGRPR	-	-	-	-
Lease	LEASE	-	-	-	-
Integrated National Electricity Programme	CGRNT	2 000 000	3 000 000	5 000 000	-
Extended Public Works Program (National)	CGRNT	-	-	-	-
Finance Management Grant (National)	CGRNT	-	-	-	-
Municipal Infrastructure Grant (National)	CGRNT	17 605 400	18 798 600	19 669 750	-
Municipal Systems Improvement Grant (National)	CGRNT	-	-	-	-
Equitable Share (National)	CGRNT	-	-	-	-
Regional Socio-Economic Project Grant	CGRPR	4 500 000	4 650 000	4 000 000	-
Vredenburg Urban Revitalisation Grant	CGRNT	-	-	-	-
Finance Management Support Grant	CGRPR	320 000	210 000	-	-
Donations (Transnet and Afrisam)	DON	8 000 000	-	-	-
		<b>206 513 040</b>	<b>126 808 050</b>	<b>120 385 750</b>	<b>566 118 503</b>

## CHAPTER 8: ACTION PLANNING/PERFORMANCE PLAN

This chapter identifies the key actions for each of the seven Strategic Objectives as the municipality wants to ensure that each objective is implemented during the 2012 – 2017 IDP period. The figure below illustrates the process followed to confirm alignment and those actions are developed for each objective.

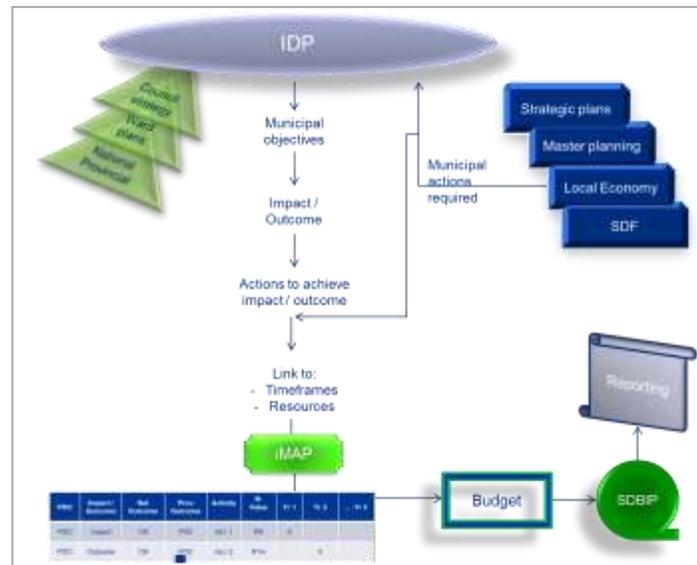


Figure 8.1: Translation of strategies into actions

### 8.1 FINANCIAL OVERVIEW AND MEDIUM TERM OUTLOOK

The municipality manages its financial affairs in a responsive manner and is financially sound. Although the municipality has experienced challenges in recent times to spend its capital budget within the same financial year, accountability measures were put in place to ensure a higher percentage spend at year end. Our aim is to sustain the healthy financial position whilst at the same time providing acceptable levels of service delivery. We are currently in the process of developing a long term financial plan which will form the basis of our budget preparation process. Part and parcel of this process will be to benchmark ourselves against other municipalities to ensure comparable tariffs and high service delivery standards and culminate best practices.

The global and national economy outlook is negative and it will be a challenge for us to remain financially sustainable. The municipality and its various stakeholders must understand that the continued generation of cash through good prudent budgeting, credible income policies, stringent credit control procedures and sound financial management systems is critical to financial sustainability.

Medium term infrastructure development objectives

The major infrastructure development objectives of the municipality over the MTREF can be summarised as follows:

- Sustainable basic services such as Water, Sanitation, Electricity, Waste management and Housing;
- Roads and pavements infrastructure;
- Cemeteries;
- Storm water and drainage; and
- Parks and recreation.

The summary per category of infrastructure projects over the MTREF is listed in table below.

NT Code Description	Draft Budget 2016/17	Draft Budget 2017/18	Draft Budget 2018/19	Draft Budget 2019 +
Roads, Pavements, Bridges & Stormwater	35 253 191	28 033 632	16 980 000	73 587 703
Water Reservoirs & Reticulation	1 506 143	13 280 000	33 843 124	234 480 000
Car Parks, Bus Terminals and T	-	-	-	800 000
Electricity Reticulation	30 512 227	27 470 000	21 580 000	41 255 000
Sewerage Purification & Reticulation	50 929 000	16 580 000	9 880 000	81 500 000
Streetlighting	-	-	-	-
Refuse Sites	10 800 000	5 000 000	10 000 000	10 000 000
Other Infrastructure	155 000	505 000	-	5 080 000
Establishment of Parks & Gardens	960 000	340 000	-	1 700 000
Libraries	-	-	-	750 000
Recreational Facilities	17 461 954	4 994 121	17 746 873	11 620 000
Clinics	-	-	-	-
Museums & Art Galleries	1 750 000	1 250 000	1 091 875	250 000
Other Community	4 350 000	6 900 000	-	14 960 000
Other Motor Vehicles	4 985 000	1 580 000	-	19 230 000
Plant & Equipment	861 000	1 437 000	60 000	5 342 000
Office Equipment	3 786 056	1 177 450	2 061 000	1 821 300
	-	-	-	-
Security Measures	3 214 500	1 330 000	-	2 150 000
Other Land & Buildings	33 960 069	13 260 847	6 417 878	40 530 000
Other Assets	3 188 900	3 460 000	725 000	21 062 500
Fire	-	-	-	-
Intangibles (Software)	2 840 000	210 000	-	-
	<b>206 513 040</b>	<b>126 808 050</b>	<b>120 385 750</b>	<b>566 118 503</b>

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## CHAPTER 9: PERFORMANCE MANAGEMENT

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This Chapter deals with the implementation and monitoring of the IDP projects and programmes aimed at achieving the vision and objectives of the municipality as set out in this document. The IDP and Budget are implemented through a Service Delivery and Budget Implementation Plan (SDBIP). The Top Layer SDBIP is used as a scorecard to measure, monitor, evaluate and report on institutional performance (monthly, quarterly, bi-annual and annual basis). The Departmental SDBIP measures the performance of the departments and performance agreements and plans are used to measure the performance of employees.

### 9.1. PERFORMANCE MANAGEMENT

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The Performance Management System implemented at the municipality is intended to provide a comprehensive, step by step planning system that helps the municipality to manage the process of performance planning and measurement effectively. The PM System serves as primary mechanism to monitor, review and improve the implementation of the municipality IDP and eventually the budget.

The performance management policy framework was approved by Council which provided for performance implementation, monitoring and evaluation at organisational as well as individual levels.

The Performance Management Framework of the Municipality is reflected in the diagram below:

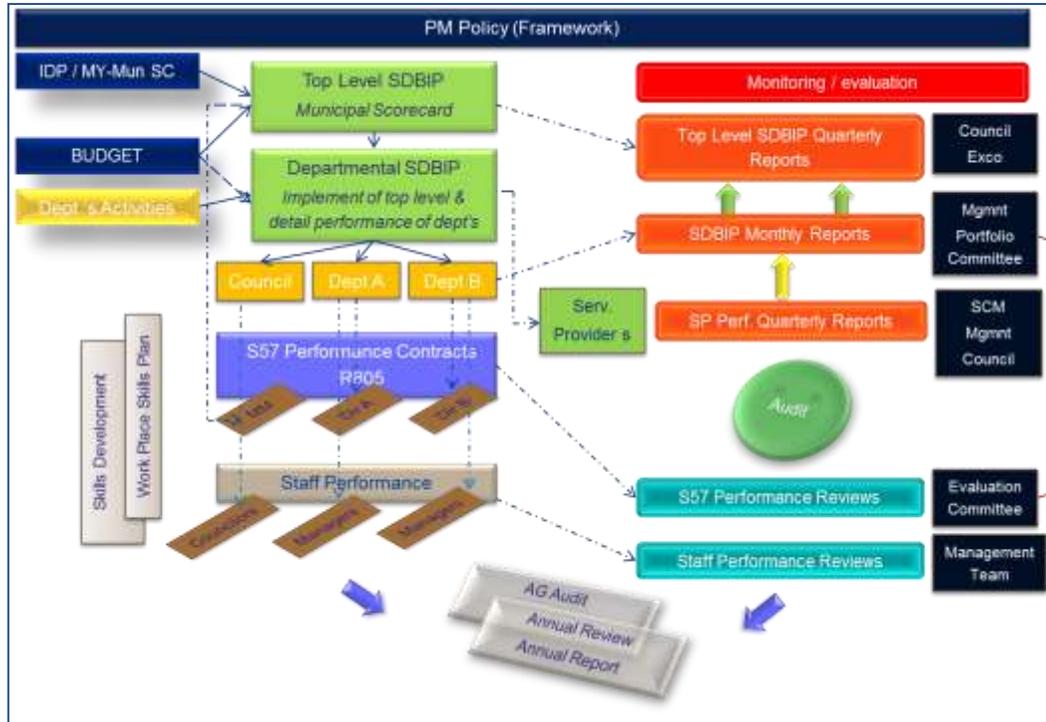


Figure 9.1: Performance Management system

## 9.2 ORGANISATIONAL LEVEL

The organisational performance of the municipality is evaluated by means of a municipal scorecard (Top Layer SDBIP) at organisational level and through the service delivery budget implementation plan (SDBIP) at directorate and departmental levels. The Top Layer SDBIP set out consolidated service delivery targets and provides an overall picture of performance for the municipality as a whole, reflecting performance on its strategic priorities.

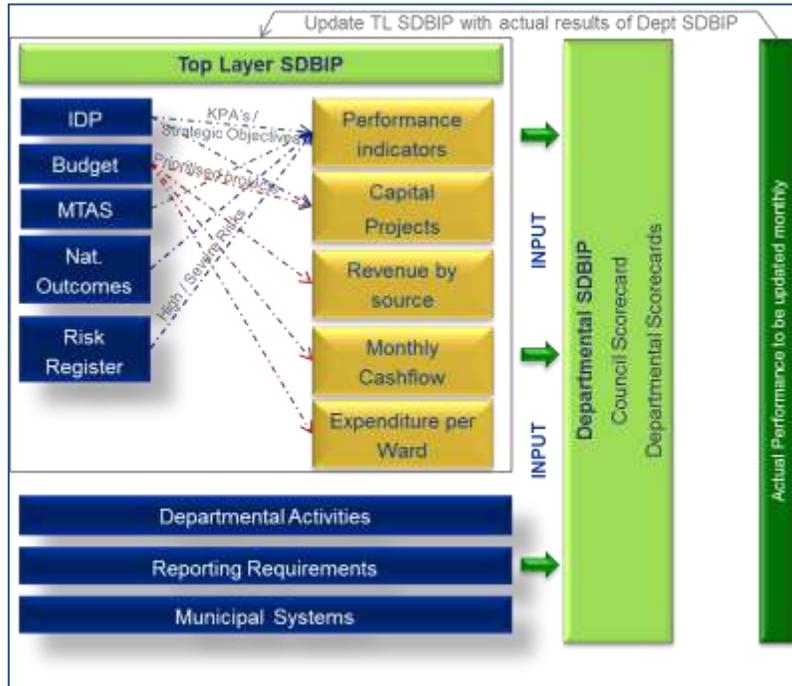


Figure 9.2: Organisational Performance

The departmental SDBIP capture the performance of each defined department which reflects on the strategic priorities of the municipality. The SDBIP provides detail of each outcome for which the senior management is responsible for, in other words a comprehensive picture of the performance of that directorate/sub-directorate.

### 9.3 INDIVIDUAL LEVEL

The municipality is in process of implementing a performance management system for all its senior managers. This has led to a specific focus on service delivery and means that:

- Each manager has to develop a scorecard which is based on the balanced scorecard model.
- At the beginning of each financial year all the senior managers (Section 57 employees) sign Performance Agreements.

### 9.4 KEY PERFORMANCE INDICATORS (KPIs)

Section 38 (a) of the Systems Act requires Municipalities to set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact, with regard to the community development priorities and objectives set out in its Integrated Development Plan. Section 9 (1) of the Regulations to this Act maintains in this regard, that a Municipality must set key performance

indicators, including input indicators, output indicators and outcome indicators in respect of each of the development priorities and objectives.

Every year, as required by Section 12 (1) of the Regulations to the Systems Act, the Municipality also set performance targets for each of the key performance indicators. The IDP process and the performance management process are therefore seamlessly integrated.

## 9.5 PERFORMANCE REPORTING

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Performance is reported on a regular basis and it includes the evaluation of performance, the identification of poor performance and corrective actions to improve performance.

### 9.5.1 QUARTERLY REPORTS

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Reports on the performance in terms of the Top Level SDBIP are generated from the system and submitted to Council. This report is published on the municipal website on a quarterly basis.

### 9.5.2 MID-YEAR ASSESSMENT

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The performance of the first 6 months of the financial year should be assessed and reported on in terms of section 72 of the MFMA. This assessment must include the measurement of performance, the identification of corrective actions and recommendations for the adjustments of KPI's, if necessary.

The format of the report must comply with the section 72 requirements. This report is submitted to Council for approval before 25 January of each year and published on the municipal website.

## ANNEXURES

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- Annexure 1: IDP Legislative and Policy framework
- Annexure 2: Horizontal Alignment of Key Strategie

# Annexure 1: IDP Legislative and Policy Framework

## 2.1.1 Legislative Framework

The **constitution of the Republic of South Africa** outlines the type of local government needed. Section 152 and 153 of the constitution prescribes local government being in charge of the development process and municipal planning and describes the following objectives of local government:

- To ensure a sustainable provision of services;
- To provide democratic and accountable government for all communities;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities; and
- To encourage involvement of communities and community organisations in matters of local government.

The **Municipal Systems Act (MSA) Act 32 Of 2000** requires municipalities to develop Integrated Development Plans which should be single, inclusive and strategic in nature. The IDP of a municipality will guide development within the council's area of jurisdiction once adopted and IDP should also be reviewed annually. In addition the Act also stipulates the IDP process and the components to be included.

The Local Government: Municipal Planning and Performance Management Regulations of 2001 set out the following minimum requirements for an Integrated Development Plan and states that the municipality's IDP must at least identify:

- the institutional framework, which must include an organogram required for the implementation of the Integrated Development Plan and addressing the internal transformation;
- any investment initiatives in the municipality;
- any development initiatives in the municipality, including infrastructure, physical, social and institutional development;
- all known projects, plans and programmes to be implemented within the municipality by any organ of the state; and
- the key performance indicators set by the municipality.

*Regulation 2 (3)* sets out matters/issues that must be reflected in the financial plan that must form part of the integrated development plan.

*Regulation 2 (4)* states that a spatial development framework reflected in the municipality's integrated development plan must:

- give effect to the principles contained in chapter 1 of the Development Facilitation Act, 1995 (Act 67 of 1995);
- set out objectives that reflect the desired spatial form of the municipality;
- contain strategies and policies regarding the manner in which to achieve the above, which strategies and policies must:
- indicate desired pattern of land use within the municipality;

- address the spatial reconstruction of the municipality; and
- provide strategic guidance in respect of the location and nature of development within the municipality.
- set out basic guidelines for a land use management system;
- set out a capital investment framework for the development program within a municipality;
- contain a strategic assessment of the environmental impact of the spatial development framework;
- identify programs and projects for the development of land within the municipality;
- be aligned to the spatial development frameworks reflected in the integrated development plans of the neighbouring municipalities;
- must indicate where public and private land development and infrastructure investment should take place;
- may delineate the urban edge; and
- must identify areas where strategic intervention is required, and must indicate areas where priority spending is required.

Section 21(2) of the **Municipal Finance Management Act (Act 56 of 2003) (MFMA)** states that, when preparing the annual budget, the mayor of a municipality must:

- take into account the municipality's Integrated Development Plan;
- take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years;
- take into account the national budget, the relevant provincial budget, the national government's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum;
- consult-
  - the relevant district municipality and all other local municipalities within the area of the district municipality, if the municipality is a local municipality;
  - all local municipalities within its area, if the municipality is a district;
  - the relevant provincial treasury, and when requested, the National Treasury; and
  - any national or provincial organs of state, as may be prescribed; and
- provide, on request, any information relating to the budget-
  - to the National Treasury; and
  - subject to any limitations that may be prescribed, to
    - the national departments responsible for water, sanitation, electricity and any other service as may be prescribed;
    - any other national and provincial organ of states, as may be prescribed; and
    - another municipality affected by the budget.

### 2.1.2 Key planning and Policy Directives

This section will identify the relationship between the Saldanha Bay Integrated Development Plan and the other key planning and policy instruments from the national, provincial and the district government levels. The instruments aligned to the IDP are those perceived to be key, they also have a cross cutting effect at the other levels of government. They currently occupy the centre stage at their respective

spheres of government and they have an overarching role. One of the key objectives of IDP is to ensure alignment between national and provincial priorities, policies and strategies (as listed below):

- Millennium Development Goals
- National Development Plan Priorities (2030 Vision)
- National Spatial Development Perspective
- National Key Performance Areas & Local Government Turn Around Strategy
- National Outcomes
- Provincial Strategic Objectives

(I) INTERNATIONAL POLICY DIRECTIVES - MILLENNIUM DEVELOPMENT GOALS

In September 2000, 189 countries, including the Republic of South Africa, committed to the Millennium Declaration. This declaration sets out clear targets which are intended to be met by the year 2015. Saldanha municipality’s IDP should be responsive to the programmes and actions identified for each Millennium Development goals. The municipality is committed to the goals and will plan in accordance, in terms of significantly addressing the plight of poor people and broader development objectives.

Development goals	Programs & Actions
Eradicate extreme poverty and hunger	<input type="checkbox"/> Reduce by half the proportion of people living on less than one U.S. dollar a day. <input type="checkbox"/> Reduce by half the proportion of people who suffer from hunger.
Achieve universal primary education	<input type="checkbox"/> Ensure that all boys and girls complete a full course of primary schooling.
Promote gender equity and empower women	<input type="checkbox"/> Eliminate gender disparity in primary and secondary education at all levels.
Reduce child mortality	<input type="checkbox"/> Reduce by two thirds the mortality rate among children under five.
Improve maternal health	<input type="checkbox"/> Reduce by three quarters the maternal mortality rate.
Combat HIV/AIDS, malaria, and other diseases	<input type="checkbox"/> Halt and begin to reverse the spread of HIV/AIDS. <input type="checkbox"/> Halt and begin to reverse the incidence of malaria and other major diseases.
Ensure environmental sustainability	<input type="checkbox"/> Integrate the principles of sustainable development into country policies and programs, and reverse the loss of environmental resources. <input type="checkbox"/> Reduce by half the proportion of people without sustainable access to safe drinking water. <input type="checkbox"/> Achieve significant improvement in lives of at least 100 million slum dwellers by 2020.

Development goals	Programs & Actions
Develop a global partnership for development	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop an open trading and financial system that is rule-based, predictable and non-discriminatory.</li> <li><input type="checkbox"/> Address the least developed countries' special needs that include tariff- and quota-free access for exports, enhanced debt relief, cancellation of debt and more generous development assistance.</li> <li><input type="checkbox"/> Address the special needs of landlocked and small island developing countries.</li> <li><input type="checkbox"/> Deal comprehensively with developing countries' debt problems through national and international measures to make debt sustainable in the long term.</li> <li><input type="checkbox"/> In cooperation with the developing countries, develop decent and productive work for the youth.</li> <li><input type="checkbox"/> In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries.</li> </ul>

Table 2.1: Millennium Development Goals, Programs and Actions

## (II) NATIONAL, PROVINCIAL AND DISTRICT DEVELOPMENT PLANNING AND POLICY DIRECTIVES

Chapter 5 of the MSA, in particular, provides instruction on co-operative governance, encouraging municipalities to develop their strategies in line with other organs of state so as to give effect to the five-year strategic plan. It goes further to inform that the IDP must link, integrate and co-ordinate development plans for the municipality. Resources and capacity must align with the implementation of the plan, forming the foundation on which the annual budget must be based. The plan must be compatible with national development plans and planning requirements binding on the municipality in terms of legislation.

The state has introduced a three-tiered system of integrated planning aimed at ensuring intergovernmental priority setting, resource allocation, implementation, and monitoring and evaluation to achieve sustainable development and service delivery. The key instruments which constitute this system include at national level the National Development Plan (*Vision for 2030*), the Medium-Term Strategic Framework (MTSF) and the National Spatial Development Perspective (NSDP) as indicative and normative planning instruments; at provincial level the Provincial Strategic Plan (PSP) supported by Provincial Spatial Development Framework (PSDF); and at local level the municipal Integrated Development Plan (IDP), which include Spatial Development Framework (SDF). Improvements in spatial analysis has allowed for a clearer basis for spatial priorities to be laid out in the PSDF. The PSDF guides the focusing of infrastructure investment in certain spatial areas.

*The National Development Plan:* Is a step in the process of charting a new path for the country. The broad goal is to eliminate poverty and reduce inequality by 2030. The key focus areas of this plan are illustrated in the figure below:



Source: NDP Summary document  
 Figure 2.1: National Development Plan 2030 Vision

Key priority areas, with applicable targets and actions were identified by the planning commission in the National Development Plan (Vision for 2030) document. In the table below is a summary of targets and actions applicable to the municipal sphere.

Key Priority Areas	Summary of Applicable Targets	Summary of Applicable Actions
1. An economy that will create more jobs	<ul style="list-style-type: none"> <li>Public employment programmes should reach 1 million by 2015 and 2 million by 2030</li> </ul>	<ul style="list-style-type: none"> <li>Broaden the expanded public works programme – 2mil jobs by 2020</li> </ul>
2. Improving Infrastructure	<ul style="list-style-type: none"> <li>Access to electricity should rise to 95% by 2030</li> <li>All people have access to clean and potable water</li> </ul>	<ul style="list-style-type: none"> <li>Upgrading of the iron ore line to Saldanha</li> <li>Move to a less carbon-intensive electricity production with a focus on renewable energy and solar water heating.</li> <li>Reduce water demand in urban areas by 15%</li> </ul>
3. Transition to a low-carbon economy	<ul style="list-style-type: none"> <li>Installation of 5 mil solar water heaters by 2030</li> </ul>	<ul style="list-style-type: none"> <li>Municipal regulations should support government’s initiative to stimulate the use of renewable energy, waste recycling and retrofitting of buildings</li> <li>All new buildings to meet energy-efficiency criteria as set out in SA National Standard 204</li> </ul>
4. An inclusive and integrated rural economy	<ul style="list-style-type: none"> <li>±650 000 direct jobs and ±350 000 indirect jobs by 2030</li> </ul>	<ul style="list-style-type: none"> <li>Improved infrastructure &amp; service delivery</li> <li>A review of land tenure and services to small and micro farmers</li> </ul>
5. Reversing the spatial effects of	<ul style="list-style-type: none"> <li>More people living closer to their</li> </ul>	<ul style="list-style-type: none"> <li>Municipal planning capacity to be</li> </ul>

Key Priority Areas	Summary of Applicable Targets	Summary of Applicable Actions
apartheid	<p>places of work</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Better quality public transport</li> <li><input type="checkbox"/> More jobs in or close to dense, urban townships</li> </ul>	<p>strengthened</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Municipalities to formulate a specific land policy as part of their IDP indicating vacant and under-used land</li> <li><input type="checkbox"/> Municipalities should examine how poorer people access land &amp; accommodation</li> <li><input type="checkbox"/> Municipalities to develop procedures to support and regularise the above for poorer people and to provide more security</li> <li><input type="checkbox"/> Municipalities should introduce more measures to reduce the demand for electricity and water, cut water leakages, and eliminate waste going to landfill and discourage high consumption lifestyles.</li> <li><input type="checkbox"/> Municipalities should explore the utilization of urban areas for food security.</li> <li><input type="checkbox"/> Municipalities should support urban greening programmes.</li> <li><input type="checkbox"/> Municipalities should give special attention to shifting settlement patterns public investment in infrastructure and services should be aligned with these trends. <ul style="list-style-type: none"> <li>⇒ Municipalities to develop appropriate systems of land tenure &amp; growth management to administer the above.</li> <li>⇒ Special attention to given to areas of densification along transport corridors.</li> </ul> </li> <li><input type="checkbox"/> Municipalities to investigate the developmental role of small towns with a focus on economic viability, sustaining public services, skills development, green agenda and connecting infrastructure.</li> <li><input type="checkbox"/> Building an active citizenry to rebuild local place and community <ul style="list-style-type: none"> <li>⇒ Public participation process within the planning milieu should encourage citizenry involvement and input</li> <li>⇒ Public works programmes should focus on community building and local needs in the following areas: <ul style="list-style-type: none"> <li>○ the economy of social care</li> <li>○ green infrastructure</li> </ul> </li> </ul> </li> </ul>

Key Priority Areas	Summary of Applicable Targets	Summary of Applicable Actions
		<ul style="list-style-type: none"> <li>○ cultural services</li> <li>○ public facilities i.e. schools, clinics, roads, parks, community centres and libraries</li> <li>□ At municipal level community cohesion must be strengthened investigate the establishment of forums for dialogue and liaison</li> </ul>
6. Improving the quality of education, training and innovation	<ul style="list-style-type: none"> <li>□ High quality early childhood education, with access rates exceeding 90%</li> <li>□ Quality education, with globally competitive literacy and numeracy standards</li> <li>□ Further and higher education &amp; traing that enables people to fulfil their potential</li> <li>□ An expanding higher education sector that is able to contribute towards rising incomes, higher productivity &amp; shift to a knowledge-intense economy</li> <li>□ A system of innovation that links key public institutions with areas of he economy consistent with our economic priorities.</li> </ul>	<ul style="list-style-type: none"> <li>□ Ensure integrated development planning in respect of child care facilities within its area.</li> <li>□ Maintain a database of all available child care facilities in their area of jurisdiction.</li> <li>□ Provide and maintain sufficient and appropriate recreational facilities for the children in its area of jurisdiction.</li> <li>□ Ensure the environmental safety of the children in the area of jurisdiction.</li> <li>□ Local governments must regulate child care facilities in their by-laws. The legal framework, established in each by-law would include inspections.</li> </ul>
7. Quality health care for all	<ul style="list-style-type: none"> <li>□ Life expectancy should reach at least 70</li> <li>□ Under-20 age group to be HIV free generation</li> <li>□ Infant mortality rate to decline to 20 per 1000 live births</li> <li>□ Everyone has access to an equal standard of basic health care</li> </ul>	<ul style="list-style-type: none"> <li>□ Ensure integrated development planning in respect of environmental health services within its area.</li> <li>□ Environmental health services functions within municipalities should perform community education as part of water, sanitation and environmental programmes.</li> </ul>
8. Social protection	<ul style="list-style-type: none"> <li>□ Public works jobs to reach 2 million by 2030</li> </ul>	<ul style="list-style-type: none"> <li>□ Ensure integrated development planning in respect of social protection within its area</li> <li>□ Municipalities should utilise the public works programs to create jobs and it should focus on community building and local needs in the following areas: <ul style="list-style-type: none"> <li>⇒ the economy of social care</li> <li>⇒ green infrastructure</li> <li>⇒ cultural services</li> <li>⇒ public facilities i.e. schools, clinics, roads, parks, community centres and libraries</li> </ul> </li> </ul>
9. Building safer communities	<ul style="list-style-type: none"> <li>□ By 2030 all people living in SA feel</li> </ul>	<ul style="list-style-type: none"> <li>□ Ensure integrated development</li> </ul>

Key Priority Areas	Summary of Applicable Targets	Summary of Applicable Actions
	safe and have no fear of crime	<p>planning in respect of building safer communities</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Municipalities should explore the utilization of urban areas for food security</li> </ul>
10. Reforming the public service	<ul style="list-style-type: none"> <li><input type="checkbox"/> A capable and effective state</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Greater asymmetry in powers and functions and municipalities based on competence</li> <li><input type="checkbox"/> Regional utilities to be developed to deliver some local government services on an agency basis where municipalities or districts lack capacity</li> </ul>
11. Fighting corruption	<ul style="list-style-type: none"> <li><input type="checkbox"/> A corruption free society</li> <li><input type="checkbox"/> A high adherence to ethics throughout society</li> <li><input type="checkbox"/> A government that is accountable to its people</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Strengthening the tender compliance office</li> </ul>
12. Transforming society and uniting the country	<ul style="list-style-type: none"> <li><input type="checkbox"/> Society with opportunity for all</li> <li><input type="checkbox"/> Citizens accepts their rights &amp; responsibilities</li> <li><input type="checkbox"/> United, prosperous, non-racial, non-sexist and democratic SA</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Employment equity and other redress measures to continue</li> </ul>

Table 2.2: NDP applicable to municipalities

- **Medium-Term Strategic Framework:** The MTSF base document is meant to guide planning and resource allocation across all the spheres of government. National and provincial departments in have to develop their five-year strategic plans and budget requirements taking into account the medium-term imperatives. Municipalities are expected to adapt their Integrated Development Plans in line with the national medium-term priorities. Each of the priorities contained in the MTSF should be attended to. Critically, account has to be taken of the strategic focus of the framework as a whole: this relates in particular the understanding that economic growth and development, including the creation of decent work on a large scale and investment in quality education and skills development, are at the centre of the government’s approach.
- **National Spatial Development Perspective (2003):** The NSDP puts forward the following national spatial vision: “South Africa will become a nation in which investment in infrastructure and development programmes support government’s growth and development objectives.” The guidelines put forward by the NSDP are: (1) prioritises investment and development spending in line with governments objectives, invest and spend should maximise and achieve a sustainable outcomes. (2) Spatial forms and arrangements must be conducive to achievement social and economic inclusion and strengthen nation building.

Strategic Goals	Outcomes
1. Create opportunities for growth and jobs	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Broadband</li> <li><input checked="" type="checkbox"/> Innovation/technology interventions that support the green economy, resource efficiency and jobs focus</li> </ul>

	<ul style="list-style-type: none"> <li>● Cut red tape</li> <li>● West Coast special economic zones with LNG Gas roll-out</li> <li>● Regenerate coastal economies through Small harbour development (incl aquaculture, tourism)</li> <li>● Job creation and business opportunities that with multiple environmental and cost benefits through, for example: <ul style="list-style-type: none"> <li>● invasive alien clearing programme (ecosystem investment case)</li> <li>● WISP programme (synergies in waste and residual resources)</li> </ul> </li> </ul>
2. Improve education outcomes and opportunities for youth development	<ul style="list-style-type: none"> <li>● Expand ICT and e-learning</li> <li>● Different model to provide food at schools</li> <li>● Support Grade R to achieve greater school readiness.</li> <li>● Create vibrant MOD centres across province (arts, culture, sport, academic and ICT programs)</li> <li>● Expand youth at risk programmes (e.g. Wolwekloof and Crystals)</li> <li>● Youth Gap year programme</li> </ul>
3. Increase wellness, safety and tackle social ills	<ul style="list-style-type: none"> <li>● Key interventions to reduce alcohol abuse</li> <li>● Improve road safety and get drunk drivers off the road (eg expanding Watching Briefs to 'Name and Shame' convicted drunk drivers)</li> <li>● Focus on implementation of the Community Safety Act (with its own basket of services, including the Ombudsman, Advisory Council, CPF capacitation, Neighbourhood Watches and community engagement).</li> <li>● Train and deploy EPWP workers (funding) as police reservist initiatives in troubled areas.</li> <li>● Black-list maintenance defaulters</li> </ul>
4. Enable a resilient, sustainable, quality and inclusive living environment	<ul style="list-style-type: none"> <li>● Promote new living models - "Live, work, play" principles: <ul style="list-style-type: none"> <li>● Key projects for integrated and sustainable living environments eg N1-N7 interchange</li> <li>● Establish a property development company for strategic regeneration projects e.g. Conradie and TRUP</li> <li>● Target affordable market housing (lower gap).</li> </ul> </li> <li>● New approaches to community driven development</li> <li>● Berg River Improvement Plan.</li> <li>● RSEP/VPUU roll-out</li> <li>● Innovative economic and land ownership models.</li> <li>● Build green and grow local economy procurement focus for public infrastructure</li> <li>● Prioritise water and sanitation in informal settlements</li> </ul>
5. Embed good governance and integrated service delivery through partnerships and spatial alignment	<ul style="list-style-type: none"> <li>● Red Tape unit in every department and municipality in the WC.</li> <li>● Reform Procurement system.</li> <li>● Establish a strategic 'delivery' unit in the Premier's Office to enable and facilitate successful delivery of strategic priorities and game changers</li> <li>● Harness the use of technology in all service delivery areas</li> <li>● Encourage and reward innovation in the civil service</li> <li>● WC brand to centre on responsiveness to citizens – treated as 'customers' <ul style="list-style-type: none"> <li>● Connect 2000 government buildings to Broadband</li> <li>● A structured, coordinated approach to community engagement</li> </ul> </li> </ul>

Table 2.3: Provincial plan alignment

- **Provincial Strategic Plan (PSP):** The Provincial Administration of the Western Cape commenced with the development of the Provincial Strategic Plan (PSP) during 2014. The plan sets out overarching objectives and clear outcomes to be achieved in the medium term. This strategic plan was finalised during 2015 and states the following vision: "A Highly skilled Innovation driven Resource-efficient Connected High Opportunity Society For All" in the Western Cape. The strategic plan sets out five (5) strategic goals that determine policy direction and key interventions required to achieve the goals. The goals reflect the needs and priorities of the provincial government and will be used to drive

integrated and improved performance of the public sector in the Western Cape. Provincial departments are custodians and champions for the attainment of the listed provincial strategic goals. The strategic plan takes into account the powers and functions of the provincial government but a critical theme that links all goals is the inclusive approach to address the challenges. Strengthened intergovernmental relations and strategic partnerships with all spheres of government, none governmental organisations and the private sector are critical for the successful implementation of the plan. The following highlights the five (5) strategic goals:

- Create opportunities for growth and jobs;
- Improve education outcomes and opportunities for youth development;
- Increase wellness, safety and tackle social ills;
- Enable a resilient, sustainable, quality and inclusive living environment;
- Embed good governance and integrated service delivery through partnerships and spatial alignment.

- Spatial Development Frameworks (Provincial and Municipal):** Through the Provincial Spatial Development Framework (PSDF), the Provincial Government hopes to strike a sound balance between progressive community growth and the environmental preservation of the communities. The Saldanha Bay Spatial Development Framework (SBSDF) which is an overarching document in the municipal IDP, must be a mirrored expression of the development intentions of Saldanha Bay Municipality as expressed in the IDP. The Western Cape Spatial Development Framework must serve as a guide to the municipal IDP and equally the SBSDF must be aligned with the PSDF.

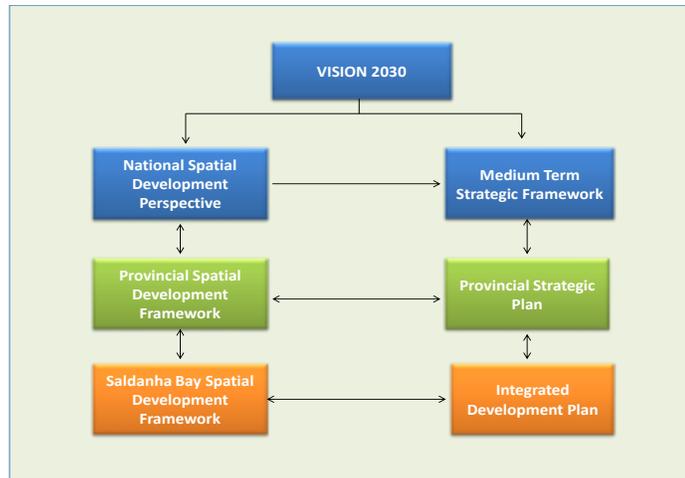


Figure 2.2: Spatial alignment

The Province and the Municipality need the SDF particularly for purposes of ensuring sustainable environment for enhanced absorptive capacity of future human development needs, strategic response to topographical issues and historic issues, accompanying socio economic manifestations and determination of spatial and other issues.

This definitely reaffirms a relationship between the PSDF and the SBSDF. Whilst the Western Cape Spatial Development Framework is a provincial wide strategy, the Saldanha Bay Municipal SDF is a municipal wide response to spatial development issues. In pursuit of its strategic intentions the Western Cape Spatial Development Framework includes the following strategic objectives which could find a direct expression in Saldanha Bay Spatial Development Framework and the IDP.

- West Coast District Integrated Development Plan:** Section 29(2) of the Municipal Systems Act (MSA) Act 32 of 2000 clearly states that district municipalities must:

  - Plan integrated development for the area of the district municipality as a whole but in close cooperation with the local municipalities in the area;
  - Align its integrated development plan with the framework adopted; and
  - Draft its integrated development plan, taking into account the integrated development processes of and proposals submitted to it by the local municipalities in that area.

West Coast District Municipality has identified five strategic objectives for the 2012-17 IDP period. These objectives also respond with priorities at global, national and provincial level and are aligned with its strategic intent. Horizontal integration is pursued through Inter-governmental planning consultation and co-ordination. Alignment of the vision, mission and strategic objectives of the

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respective municipalities in the region is also ensured with the utilization of respective intergovernmental consultation structures in the region.

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## Annexure 2