



ENVISIONING NGQUSHWA 2057

A FORTY YEAR PROGNOSIS TOWARDS PROSPERITY

FORWARD BY THE MAYOR

A vision is a perception of the future, which reveals and points to something new, beyond what is already available and accessible. The goal of our Vision is to improve the quality of life of the people of Ngqushwa to the level of our counterparts in the Republic of South Africa, by 2057. To get there, we need a framework that defines clearly where we are today as are going, where we want to be by 2057 and how to get there. Defining this framework in operational terms is visioning. Visioning for a municipal area indicates creating multiple alternative development strategies and integrated implementation approaches, for reaching the goal of future development.



Mayor - Cdr M. Swissa

Ngqushwa Vision 2057 presents a clear view of where we are, where we want to go from here, and over what time frame. It is a vision that will take Ngqushwa from the present into the future; a vision that will guide us to make deliberate efforts to improve the quality of life of our people. It is designed as a broad, unifying vision which would serve to guide the Ngqushwa Local Municipality five-year development plans, and at the same time, provide direction, the private sector, NGOs, civil society, municipal area and local Government authorities. Therefore, Ngqushwa's Vision 2057 will create policy synergies, which will effectively link long-term perspectives to short-term planning.

Our future is about the people. Therefore, at the centre of the visioning exercise is concern for our population in relation to their social (particularly health), economic and overall well-being. All the questions about the welfare and well-being of our people of this municipal area at any point in time, even beyond 2057, are about our population and the conditions under which we live and commonly agreed living standard at a given point in time. The Vision will transform Ngqushwa into a healthy and food-secure municipal area, in which all preventable, infectious and parasitic diseases (including HIV/AIDS) are under secure control; people enjoy high standards of living, a good quality life and have access to quality education, health and other vital services. All of



these aspirations translate into a long-life expectancy and sustainable population growth.

The 2057 Vision is also designed to promote the creation of a diversified, open market economy, with a resource-based industrial sector and commercial agriculture, placing great emphasis on skills development.

In addition, the Vision will promote competitiveness in the export sector, in terms of product quality and differentiation. In support of the objectives of Vision 2057, capacity building will be pursued with the utmost vigour by both the private and public sectors, to facilitate the implementation of the Vision. The capacity building process (including institution restructuring and building, and human resource development) will continue to be promoted by the existence of a suitable, enabling environment in terms of political stability and freedom, a sound legal system, economic resources and opportunities, and social norms which are conducive to sustained development. All of this must be well understood by most of our population. In order to realise the objectives of capacity building in Vision 2057, human resource information management systems will be strengthened; the ultimate objective is to balance the supply and demand in the labour market and in this way, achieve full employment in the economy of Ngqushwa.

One of the major principles upon which our Vision is based is 'partnership'. Partnership is recognised as a major prerequisite for the achievement of dynamic, efficient and sustainable development in our municipal area. This involves partnership between government, communities and civil society; partnership between different branches of government, with the private sector (the business community), non-governmental organisations, community-based organisations and the international community; partnership between urban and rural societies and, ultimately, between all members of Ngqushwa society.

Mr.M.Siwisa

Mayor

EXECUTIVE SUMMARY MUNICIPAL MANAGER

A long-term vision is a unifying concept for Ngqushwa Local Municipality. Everyone would like to have access to good education for their children, good and accessible health care, a clean and productive environment, an efficient and profitable economy that supports full and rewarding employment, low levels of crime, a just and tolerant society and meaningful transparent governance.



Our Vision 2057 offers Ngqushwa an ideal to work towards. Furthermore, it sets key targets and identifies some approaches that must be applied. The eight thematic indicators which feed into our long-term vision are:

- Inequality and Social Welfare;
- Peace and Political Stability;
- Human Resources Development and Institutional Capacity Building;
- Local Economic Development Issues;
- Population, Health and Development;
- Developing Ngqushwa's Natural Resources Sector;
- Knowledge, Information and Technology, and
- Factors of the External Environment.

In preparing these reports for Vision 2057, three higher-order questions were asked, namely:

- What is *the ideal* that Ngqushwa is working towards?
- What is *the cornerstone* of Ngqushwa's approach and philosophy?
- How does the National Development Plan 2030 fit into our vision?



The concept of ***sustainable development*** is the cornerstone on which this work was based. Ngqushwa has subscribed to this approach in Republic of South Africa Constitution, and has committed itself internationally, by adopting the United Nations Agenda 21 principles.

The philosophy and principles of *sustainable development* cut across all sectors. Indeed, sustainable development is achieved only where sustainability in all sectors of endeavour is attained – social, economic and ecological. For the purposes of our document, *sustainable development* is defined as the development that meets the needs of the present without limiting the ability of future generations to meet their own needs. A key piece of this planning process represents our highest- level statement for our future aspirations. This document is our roadmap that tells us where we are going and what kind of community we hope to be.

Combined, these futuristic goals and our associated Business Plan priorities will put us on a path to achieve our Vision for 2057: Ngqushwa in 2057 will be a community of neighbourhoods, within two vibrant prosperous and industrialised towns, developed by our own human resources, where people choose to live, work and play in peace, harmony and political stability.

I look forward to watching this planning and its supporting pieces, come to life over the next forty years.

Mr. T.T. Mnyimba
Municipal Manager



CONTENTS

FORWARD BY THE MAYOR	2
EXECUTIVE SUMMARY MUNICIPAL MANAGER	4
Chapter 1 BACKGROUND TO ENVISIONING NGQUSHWA 2057: A FORTY	
YEAR	17
1.1. INTRODUCTION	17
1.2. WHY VISION 2057 FOR NGQUSHWA LOCAL MUNICIPALITY	18
1.3. THE ART OF FORESIGHT	19
1.4. THE VISION FORMULATION STRATEGY FOR NGQUSHWA TOWARDS 2057	25
1.5. IMPLEMENTATION OF THE VISION	26
1.6. CHALLENGES FOR THE FUTURE	27
1.7. COMPARATIVE ADVANTAGES OF nGQUSHWA	28
1.8. PRINCIPLES CHERISHED BY NGQUSHWA MUNICIPAL AREA	29
1.9. IDENTIFICATION OF PRIORITY ISSUES	32
1.10. NEW WAYS OF THINKING	33
Chapter 2 ENVISIONING NGQUSHWA 2057	35
2.1. INTRODUCTION	36
2.2. INCORPORATING THE ROLE OF THE REPUBLIC OF SOUTH AFRICA'S NATIONAL DEVELOPMENT PLAN 2030	36
2.4. ISSUES OF VISION 2057 FOR NGQUSHWA	47
2.5. NGQUSHWA VISION 2057	47
2.6. WHAT WE HOPE TO ACHIEVE (objective)	48
2.7. OBJECTIVES OF VISION 2057	52
2.8. BROAD STRATEGIES FOR VISION 2057	53
2.9. MILESTONES	55
CHAPTER 3 IMPROVING QUALITY OF LIFE FOR NGQUSHWA CITISENS	58
3.1. POPULATION AND HEALTH	58
3.2. POPULATION SIZE AND GROWTH	58
3.3. PROPOSED MAJOR DEMOGRAPHIC TRENDS TO AFFECT NGQUSHWA TOWARDS 2057	62
3.4. NAVIGATING A POSITIVE POPULATION GROWTH TOWARDS 2057	73



3.5. MIGRATION, URBANISATION AND POPULATION DISTRIBUTION	77
3.4. POPULATION AGE AND SEX DISTRIBUTION	80
CHAPTER 4 SUSTAINABLE RESOURCE BASE FOR NGQUSHWA LOCAL MUNICIPALITY TOWARDS 2057	83
4.1 FRESHWATER AND ASSOCIATED RESOURCES	83
4.1.1. Future water demand, freshwater depletion and degradation.....	84
4.1.2. Efforts to reduce freshwater depletion and to enhance the value of water ..	85
4.1.3. Targets for Freshwater and Associated Resources	88
4.2. PRODUCTION SYSTEMS AND NATURAL RESOURCES	90
4.3. LAND AND AGRICULTURAL PRODUCTION	92
4.4. WILDLIFE AND TOURISM AND HERITAGE.....	98
4.5. FISHERIES AND MARINE RESOURCES	109
4.6. NON-RENEWABLE RESOURCES.....	115
4.7. BIODIVERSITY	118
4.8. THE URBAN ENVIRONMENT	126
CHAPTER 5 CREATING AN ENABLING ENVIRONMENT FOR NGQUSHWA TOWARDS 2057.....	133
5.1. SUSTAINABLE DEVELOPMENT FOR NGQUSHWA TOWARDS 2057	135
5.2. PROMOTING CO-OPERATION FOR NGQUSHWA TOWARDS 2057	142
5.3. ENHANCING PEACE, SAFETY AND SECURITY FOR NGQUSHWA TOWARDS 2057	146
5.4. ESTABLISHING ROUTE TO MARKET FROM NGQUSHWA THROUGH GLOBALISATION EFFORT TOWARDS 2057.....	149
5.5. ENSURING GOOD GOVERNANCE FOR NGQUSHWA TOWARDS 2057..	153
5.6. DECENTRALISATION FACTORS IMPEDING NGQUSHWA TOWARDS 2057	158
5.7. RESPONSIBLE DECISION-MAKING FOR NGQUSHWA TOWARDS 2057	162
5.8. BUILDING CAPABLE INSTITUTIONS AND ADMINISTRATION TOWARDS 2057.....	166
Annexure A: Catalyst Projects.....	174



LIST OF FIGURES

FIGURE 2.1: CYCLE OF DEVELOPMENTS IN SOUTH AFRICA TOWARDS 2030 .	39
FIGURE 3.1 POPULATION PROJECTION 2020 - 2060	59

LIST OF TABLES

TABLE 2.1: NGQUSHWA VISION 2057	49
TABLE 3.1: NGQUSHWA POPULATION PROJECTIONS (IN THOUSANDS)	60
TABLE 3.2: POPULATION SIZE AND GROWTH	78
TABLE 3.4: POPULATION INDICATORS PER WARDS IN 2011	80
TABLE 3.5: CONDUCTIVE URBAN AND RURAL LIVING.....	81
TABLE 4.1: FRESHWATER AND ASSOCIATED RECOURCES.....	88
TABLE 4.2: LAND AND AGRICULTURAL PRODUCTION	97
TABLE 4.3: WILDLIFE AND TOURISM AND HERITAGE	105
FIGURE 4.1: PROJECTED CONSERVANCY BENEFITS 2057	106
TABLE 4.4: TARGETS FOR COMMUNAL AREA CONSERVANCIES	110
TABLE 4.5: FISHERIES AND MARINE RESOURCES	114
FIGURE 4.2: POSSIBLE GROWTH WITHIN THE MARINE RESOURCES SECTORS (2017 – 2057).....	116
TABLE: 4.6: NON-RENEWABLE RESOURCES	119
TABLE 4.7: BIODIVERSITY	126
TABLE 4.8: THE URBAN ENVIRONMENT.....	132
TABLE 5.1: SUSTAINABLE DEVELOPMENT	143
TABLE 5.2: DEVELOPMENT CO-OPERATION	147
TABLE 5.3: PEACE, SAFETY AND SECURITY	150
TABLE 5.4: “ROUTE TO MARKET” THROUGH GLOBALISATION.....	155
TABLE 5.5: GOOD GOVERNANCE	159
TABLE 5.6: DECENTRALISATION EFFORTS	163
TABLE 5.7: RESPONSIBLE DECISION-MAKING	167
TABLE 5.8: INSTITUTIONAL CAPACITY FOR DEVELOPMENT	173



ACRONYMS AND ABBREVIATIONS

ADB	African Development Bank
ADM	Amatole District Municipality
AG	Auditor General
AGOA	African Growth Opportunity Act
AIDS	Acquired Immune Deficiency Syndrome
ANC	African National Congress
ARI	Acute Respiratory Infection
ASGISA	Accelerated Shared Growth Initiative of South Africa
ASP	Application Service Provider
ATM	Asynchronous Transfer Mode
AU	African Union
BSD	Basic Service Delivery
BTP	Build Together Programme
BUM	Business Unit Manager
CBI Cross	Border Initiatives
CBNRM	Community-Based Natural Resource Management
CBO	Community-Based Organisation
CBS	Central Bureau of Statistics
CBT	Community-Based Tourism and heritage
CD	Compact Disc
CET	Common Excise Tariff
CFO	Chief Financial Officer
CMA	Common Monetary Area
Cogta	Cooperative Governance and Traditional Affairs
COGTA	Department of Cooperative Governance & Traditional Affairs
COMESA	Common Market for Eastern and Southern Africa
COSDEC	Community Skills Development Centre
CSO	Civil Society Organisation
DAFF	Department of Agriculture Forestry & Fisheries



DBSA	Development Bank of Southern Africa
DEAT	Department of Environmental Affairs and Tourism and heritage
DFA	Development Facilitation Act
DFID	Department for International Development
DIP	Decentralisation Implementation Plan
DoARD	Department of Agriculture and Rural Development
DoE	Department of Education
DoE	Department of Energy
DoH	Department of Health
DoHS	Department of Human Settlement
DoL	Department of Labour
DoLRD	Department of Land Reform & Rural Development
DoMR	Department of Minerals Resources
DOS	Department of Social Development and Special Programs
DOTS	Directly Observed Treatment Short course
DPLG	Department of Provincial and Local Government
DPSA	Department of Public Service and Administration
DRAMs	Dynamic Random Access Memories
DRFN	Desert Research Foundation of Namibia
DSRAC	Department of Sport Recreation Arts and Culture
DTI	Department of Trade and Industry
DVD	Digital Versatile Disc
DWA	Department of Water Affairs
EA	Environmental Assessment
ECD	Early Childhood Development
ECDC	Eastern Cape Development Corporation
ECOMOG	ECOWAS Military Observer Group
ECOWAS	Economic Community of West African States
EDF	European Development Fund
EHO	Environmental Health Offices
EIA	Environmental Impact Assessment
EIF	Environmental Investment Fund



EISA	Electoral Institute of Southern Africa
EMP	Environmental Management Plan
EPI	Expanded Programme on Immunisation
EPLs	Exclusive Prospecting License
EPWP	Expanded Public Works Programme
EPZ	Export Processing Zone
ES	Equitable Share
EU	European Union
FBS	Free Basic Services
FDI	Foreign Direct Investment
FET	Further Education and Training
FIFA	Federation International de Football Association
FINAL	Ngqushwa 2015/2016 Integrated Development Plan 4
FPRM	Foreign Policy Response Model
FTA	Free Trade Area
FV & M	Financial Viability and Management
GDP	Gross Domestic Product
GEAR	Growth, Employment and Redistribution
GFCF	Gross Fixed Capital Formation
GG & PP	Good Governance and Public Participation
GIPF	Government Institutions Pension Fund
GKLM	Great Kei Local Municipality
GNP	Gross National Product
GSM	Global System for Mobile Communications
GSP	Generalised System of Preferences
HDI	Human Development Index
HH	Households
HIS	Health Information System
HIV	Human Immunodeficiency Virus
HPI	Human Poverty Index
HR	Human Resources
IATCP	Inter Agency Technical Committee on Population



ICJ	International Court of Justice
ICT	Information and Communication Technology
ICZMP	Integrated Coastal Zone Management Plan
ID & OT	Institutional Development and Organizational Transformation
IDP	Integrated Development Plan
IDPRF	Integrated Development Plan Representative Forum
IEC	Information, Education and Communication
IFAD	International Fund for Agricultural Development
IGAD	Intergovernmental Authority on Development
IGR	Inter-Governmental Relations
ILO	International Labour Organization
IMF	International Monetary Fund
IMR	Infant Mortality Rate
ISO	International Standards Organisation
ISRDP	Integrated Sustainable Rural Development Programme
IT	Information Technology
KPA:	Key Performance Area
KPI :	Key Performance Indicator
LAN	Local Area Network
LED	Local Economic Development
LGSETA	Local Government SETA
LGTAS	Local Government Turnaround Strategy
LUMS	Land Use Management System
MAG	Monitor Action Group
MAP	Millennium African Recovery Plan
MARPOL	International Convention on the Prevention of Pollution from Ships
MDG	Millennium Development Goals
MEC	Member of the Executive Council
MFMA	Municipal Finance Management Act
MIG	Municipal Improvement Grant
MIGA	Multilateral Investment Guarantee Agency
MIIF	Municipal Infrastructure Investment Framework



MM	Municipal Manager
MMR	Maternal Mortality Rate
MOD	Ministry of Defence
MOF	Ministry of Fisheries
MOHA	Ministry of Home Affairs
MOHSS	Ministry of Health and Social Services
MOJ	Ministry of Justice
MOL	Ministry of Labour
MPAC	Municipal Public Accounts Committee
MSA	Municipal Systems Act
MSIG	Municipal Systems Improvement Grant
MTAS	Municipal Turnaround Strategy
MTI	Ministry of Trade and Industry
NACHE	National Advisory Council for Higher Education
NAI	New African Initiative
NATO	North Atlantic Treaty Organisation
NCC	National Communications Commission
NDF	National Defence Force
NDP	National Development Plan
NEACB	National Examination, Assessment and Certification Board
NEPAD	New Partnership for African Development
NEPLs	Non-exclusive Prospecting Licenses
NGO	Non-Governmental Organisations
NIED	National Institute for Educational Development
NLM	Ngqushwa Local Municipality
NLTPS	National Long-term Perspective Studies
NPCS	National Planning Commission Secretariat
NSDP	National Spatial Development Perspective
NTA	National Training Authority
NTCP	National Tuberculosis Control Programme
OAU	Organisation of African Unity
OECD	Organisation for Economic Co-operation & Development



OHS	Occupational Health and Safety
OPEC	Organisation of Petroleum Exporting Countries
OPM	Office of the Prime Minister
PC	Personal Computer
PEAC	Presidential Economic Advisory Council
PGDP	Provincial Growth and Development Plan
PMS	Performance Management System
PMTCT	Prevention of Mother to Child Transmission
RSA	Republic of South Africa
SADC	Southern Africa Development Community
SADCC	Southern Africa Development Co-ordination Conference
SAPS	South African Police Services
SDBIP	Service Delivery and Budget Implementation Plan
SDF	Spatial Development Framework
SDR	Special Drawing Rights
SEA	Strategic Environmental Assessment
SLA	Sustainable Livelihood Approach
SME	Small and Medium Size Enterprises
SMME	Small Medium and Micro Enterprises
SSC	Social Security Commission
STATSSA	Statistics South Africa
STDs	Sexually Transmitted Diseases
TACs	Total Allowable Catches
TAS	Turnaround Strategy
TB	Tuberculosis
ToR	Terms of Reference
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNCED	United Nations Conference on Environment and Development
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNTAG	United Nations Transitional Assistance Group



USSR	Union of Soviet Socialist Republics
VAT	Value Added Tax
VET	Vocational Education and Training
VTB	the Vocational Training Broad
VTC	Vocational Training Centre
WASP	Water and Sanitation Programme
WB	World Bank
WCED	World Commission on Environment and Development
WCU	World Conservation Union
WSA	Water Services Authority
WTO	World Trade Organisation
WTO	is used for the World Trade Organisation)
WTO2	World Tourism and heritage Organisation (noting that the acronym
ZERI	Zero Emission Research Initiative

CHAPTER 1



BACKGROUND TO
ENVIOSINING
NGQUSHWA 2057:
A FORTY YEAR



CHAPTER 1

1. BACKGROUND TO ENVISIONING NGQUSHWA 2057: A FORTY YEAR PROGNOSIS

1.1. INTRODUCTION

The stimulus for formulating a vision for Ngqushwa Local Municipality was provided by the Municipal Manager, Mr. T.T Mnyimba, through his statement to the participants at the 2016 LED summit at the Fish River Sun in October 2016. In that address, he called on all to deliberate a vision for Ngqushwa: “a vision that will take Ngqushwa from the present into the future; a vision that will guide us to make deliberate efforts to improve the quality of life of our people to the level of our counterparts in the Republic of South Africa and arguably abroad by the year 2057.

Such a vision, according to the Municipal Manager, called for a determined effort by all concerned to “concentrate on resolving, not just addressing, very important municipal area problems”. In practical terms, the call was for a comprehensive mission statement based on critical review of past performance in all sectors of the economy and society, objective situation analysis and imaginative as well as realistic projection into the future, by the year 2057. As envisaged by the Municipal Manager, the vision would require built-in mechanisms for the monitoring and evaluation of predetermined targets in all sectors, including annual and five-yearly evaluations, and a major review of performance every decade.

In response to the challenge of formulating a long-term vision, council directed by the Mayor, coordinated the production of a shared vision for the next 40 years.



1.2. WHY VISION 2057 FOR NGQUSHWA LOCAL MUNICIPALITY

The Government has, since Independence in 1994 established a planning system based on medium term plans, for promoting sustainable socio-economic development in the Republic of South Africa. There is, however, a National Development Plan 2030 within which the short and medium development goals are to be based and coordinated.

Based on policy orientated research on key national strategic issues, and on a process of discussion and dialogue (involving the private sector, civil society and the donor community) on the long-term goals and future of Ngqushwa Local Municipality, Vision 2057 provides long term alternative policy scenarios on the future course of development in Ngqushwa at different points in time up until the target year 2057. The Vision provides guidance to planning questions such as the following:

- Given the past and current conditions what would development in the municipal area portray by year 2030, 2040 and 2057?
- What do the people want Ngqushwa to depict by these future points in time?
- What should Ngqushwa Local Municipality do, between now and year 2057, to elevate Ngqushwa to the level of a developed society? It is clear that the dynamic process in the long-term future is more important for planning at the end point of the process. Perspective thinking is particularly relevant for the short and medium-term implementation of long-term planning targets.

Long-term perspective plans are therefore useful for anticipating changes, and for understanding events that are likely to happen. For example, given the current level of development, what would education scenario look like by the year 2030, 2040 and 2057? What would happen if dropouts from schools decreased if our Government succeeded in eradicating illiteracy by year 2030? What would happen if the current and planned HIV/AIDS activities succeeded in eradicating the disease by year 2030, for example?



These are pertinent questions, particularly because they directly influence development and investment decisions, expenditure and all the allocation of funds. They are directly linked to public policies and decision-making. Therefore, Vision 2057 will create policy synergies, which will effectively link long-term perspectives to short-term planning. Long-term perspectives are needed to understand the future repercussions of the past and current policies and planning activities.

1.3. THE ART OF FORESIGHT

Foresight is the secret ingredient of success, because without foresight we cannot prepare for the future. Foresight has always been important in human life, but it is now much harder to come by because everything in our world is changing faster than ever before. Our technologies, jobs, institutions, even some of our treasured values and ways of thinking are shifting radically, making it very difficult to plan ahead and prepare for future challenges and opportunities. Indeed, in our age of hyper change, many people have little idea about what sort of world they should prepare for. They may decide, fatalistically, that they cannot know, nor do anything about their futures.

Foresight, in contrast to fatalism, gives us increased power to shape our futures, even in the most turbulent of times. People who can think ahead will be able to live much better lives than their parents did, because they will be prepared to take advantage of all the new opportunities that rapid social and technological progress are creating. The importance of foresight in success is constantly neglected, because foresight exists in our minds. As a result, we often think people are successful because they are just lucky, when in fact it was their foresight that made them “lucky.” Foresight enabled them to take advantage of opportunities and to avoid problems that trap other people.

Foresight is critical to success in all areas of our lives, including making major life decisions. In contrast to people that lack foresight is only too likely to find themselves unemployed when jobs are lost to new technologies, competition from overseas, or shifts in consumer tastes.



Without foresight, we would have absolutely no idea what to do next, so developing our foresight may be the best way to safeguard our current jobs and future employability.

Foresight may also save our lives. Here's why: Scientists are identifying more and more ways for us to live longer, healthier, and happier lives, but we have to decide to follow their advice. People lacking foresight are only too likely to disregard the practices that would safeguard their future health and wellbeing.

Millions of people are alive today because they paid attention when scientists confirmed the enormous damage that smoking cigarettes does to the human body. Meanwhile, their neighbours and friends who continued to smoke have succumbed to lung cancer, heart disease, and strokes.

Education is another area where foresight is important. Students lacking foresight are more likely to neglect their studies because they see no connection between education and a successful future. But students with good foresight can recognise the importance of studying and can also select the courses most likely to help them meet their goals.

People in business can use foresight to identify new products and services, as well as markets for those products and services. An increase in minority populations in a neighbourhood would prompt a grocer with foresight to stock more foods linked to ethnic tastes. An art museum director with foresight might follow trends in computer graphics to make exhibits more appealing to younger visitors. Foresight may reveal potential threats that we can prepare to deal with before they become crises. For instance, a manager with foresight might see an alarming rise in local housing prices that could affect the availability of skilled workers in the municipal area. The public's changing values and priorities, as well as emerging technologies, demographic shifts, economic constraints (or opportunities), and environmental and resource concerns are all parts of the increasingly complex world system in which leaders must lead.



People in government also need foresight to keep systems running smoothly, to plan budgets, and to prevent wars. Government leaders today must deal with a host of new problems emerging from rapid advances in technology. Even at the community level, foresight is critical: School officials, for example, need foresight to assess numbers of students to accommodate, numbers of teachers to hire, new educational technologies to deploy, and new skills for students (and their teachers) to develop. Futurists recognised that the future world is continuous with the present world, so we can learn a great deal about what may happen in the future by looking systematically at what is happening now. The key thing to watch is not events (sudden developments or one-day occurrences) but trends (long-term ongoing shifts in such things as population, land use, technology, and governmental systems).

Futurists also developed the concept of scenarios as an extremely useful way to think about the future. A scenario is not a prediction purporting to state definitely what will happen in the future, but rather a plausible description of events that might occur in the future. Scenarios are fictional but realistic anticipations of what may happen in the future. Using scenarios, we can think seriously about what we should do next. In some cases, we may want to prevent these potential future events from happening; in other instances, we may want to cause them to happen or even hurry them along.

Using these techniques and many others, futurists now can tell us many things that may happen in the future. Some are nearly certain to happen, such as the continuing expansion in the world's population. Other events are viewed as far less likely, but could be extremely important if they do occur, such as natural disasters on the planet.

We may not be aware of it, but we all develop, in the course of growing to adulthood, a variety of ways for thinking about the future. Most of us use these methods without being consciously aware of just what we are doing. Futurists anticipate, forecast, and assess future events by using a variety of rational, empirical, and scientific techniques. These methods are largely refinements of the common-sense techniques that people use in everyday life.



But they are completely different from supernatural fortune-telling practices such as crystal-ball gazing and astrology. Here are a few of the most common techniques used in featuring. For more-detailed discussions of these techniques, see *Featuring: The Exploration of the Future* (WFS, 2004):

- **Scanning:** An ongoing effort to identify significant changes in the world beyond the organisation or group doing the scanning. Typically, scanning is based on a systematic survey of current newspapers, magazines, Web sites, and other media for indications of changes likely to have future importance. Scanning focuses mainly on trends—changes that occur through time—rather than events—changes that occur very quickly and generally are much less significant for understanding the future.
- **Trend Analysis:** The examination of a trend to identify its nature, causes, speed of development, and potential impacts.
Careful analysis may be needed because a trend can have many different impacts on various aspects of human life, and many of these impacts may not be apparent at first. Longer life spans, for example, increase the number of people for whom resources must be provided, but also increase the number of people who can contribute to the economy and society through paid and unpaid labour.
- **Trend Monitoring:** Trends viewed as particularly important in a specific community, industry, or sector may be carefully monitored—watched and reported regularly to key decision makers. For example, a rapidly rising unemployment rate or the appearance of a deadly new disease may have significant impacts on many different organisations and communities. On the other hand, fashion trends may be of keen interest to such people as clothing manufacturers or fashion-forward consumers.
- **Trend Projection:** When numerical data are available, a trend can be plotted on graph paper to show changes through time. The futurist can then extend the trend line or “project” it into the future based on the recent rate of change.



Such a projection shows where the trend should be at some point in the future *assuming there is no shift in the rate of change*. Example: A population with a steady 2% rate of annual growth will double in about 35 years.

- **Scenario Development and Analysis:** We all explore future possibilities through our imagination. For instance, we try to imagine what would happen if we accepted a job at a certain company: What good things—and bad things—might happen to us because of taking the job? Scenarios are attempts to imagine future possibilities based on what we know (or think we know). Scenarios are useful in helping us to understand what might happen as a result of a decision we may make. The future development of a trend, a strategy, or a wild-card event may be described in story or outline form. Typically, a scenario seeks to show one plausible way that the future might unfold. Scenarios are particularly useful in featuring because of the general uncertainty of the future. Typically, several scenarios will be developed so that decision makers are aware that future events may invalidate whatever scenario they deem most likely and use for planning purposes.
- **Consulting Others (Polling):** Since “two heads are better than one,” we may ask other people—often experts—for their opinions about the future. Other people can also advise us on whether we are likely to enjoy a trip to a certain city, for example. Business executives and government leaders constantly use consultation as a means of understanding the possibilities of the future and making better decisions. Data may be collected through face-to-face conversation, telephone interviews, and questionnaires sent by electronic or ordinary mail. Delphi polling, popular among futurists, uses a carefully structured procedure to generate more-accurate forecasts.
- **Models:** Events that occur in the real world can be imitated in ways that help us to understand them better. A model of a building can help people to understand what a future building may look like. A map is a two-dimensional model that enables us to tell which streets we will come to if we go in a certain direction.
- **Simulations or Gaming:** A model is a static representation of something, but it has a dynamic twin—the simulation. Generals and admirals simulate battles



when they move their model ships and aircraft about, either on large maps or during “war games” that involve real troops, materiel, and even live ammunition. In war games, real soldiers may become actors in a mock battle, which helps them to understand what actual combat is like and helps generals to test out alternative strategies and tactics they may later use. The game *Monopoly* simulates the real estate market. Games can also be played with real people playing various roles: In the game *SimCity*, one person might be the mayor while others play the roles of urban planner, transportation manager, landlord, city council, and so on.

- **Computer Simulations:** Complex systems such as the U.S. economy can be modelled by means of mathematical equations, which can then be fed into a computer. Then data can be entered to express the situation in the economy at the present moment. After that, policy makers can ask various “What if” questions, such as “What if we increase the income tax rate by 20%?” This policy change probably will have numerous results, many of which might never have been anticipated, due to the complex interaction of the many variables. The computer might show, for instance, that a proposed increase in the income tax would reduce automobile sales by 30% and cut the GNP by 10%.
- **Historical Analysis:** Futurists may study historical events in order to anticipate the outcome of current developments. Often a current situation can be compared to one or more situations in history that seem to be similar. For example, the U.S. invasion of Iraq in 2003 was compared by some commentators to the Vietnam War, with the implication that the Iraq War would also prove disastrous. Many government leaders have relied heavily on what they learned from history to guide them in making key decisions.
- **Brainstorming:** The generation of innovative ideas by means of a small group assembled to think creatively about a topic, such as a problem to be solved, an opportunity to capture, or a direction to take an organisation. Group members are encouraged to build on each other’s ideas and withhold criticism. Brainstorming is useful in identifying possibilities, opportunities, and risks. Other idea-generating or problem-solving methods are also common, such as idea mapping, impact analysis, and the systematic identification of all possible



variables. Professional futurists may use brainstorming with their clients to help stretch their minds beyond the present and to promote continuous innovation and long-term strategising.

- **Visioning:** Since featuring is about more than predicting, many futurists engage in the systematic creation of visions of a desirable future for an organisation or an individual. Typically, the futurist will start with a review of past events and the current situation, move on to envision desirable futures, and then identify specific ways to move toward the desired future. A visioning procedure often prepares the way for more formal goal setting and planning.

1.4. THE VISION FORMULATION STRATEGY FOR NGQUSHWA TOWARDS 2057

A key element in the vision formulation process was that it must be a shared vision, developed through dialogue. Unless it is a shared vision, it may not be socially and politically acceptable.

Therefore, as a tool for social dialogue and part of good governance, the Vision process in Ngqushwa involved, as much as possible, the major social groups, at national and municipal area levels, in various aspects of the formulation process.

It was precisely for the above reason that the interest of all stakeholders was solicited to make contribution to this dialogue about the future of Ngqushwa. Representative of the council, operators in the private sector (commerce and Industry) and representatives of civil society are consulted to make contributions to the dialogue on the future of the Ngqushwa. This approach allows for the interest of the people through their contributions at the implementation stage. The immediate challenge faced by the vision management, was to establish a credible information base from which the vision would be derived. As a start, the Ngqushwa Local Municipality compiled background documents that put together much of the information available on the different sectors of the economy and the Ngqushwa society.



Findings of these studies proved most valuable in the determination of the issues for the multi-disciplinary research that provided the core of the vision information base. Local Economic Development and SMME Summits, as well as workshops provided ample opportunities to discuss the various aspects of the project, as well as opportunities for the collection of information on the people's aspirations for the future. This included identification of critical development and management issues; by what means; how the vision would be realised; and a strategy for consolidating and improving on progress made.

The Vision 2057 management team employed the services of some Multi-Disciplinary Research Groups to undertake a study of Ngqushwa's past and current experience in development and the prospects for the future, bearing in mind its natural, material and financial resources, and its cultural, municipal area and national context. The thematic reports of this study, as well as other documents in the information base, were publicly discussed, as part of the vision formulation process. Information from these research reports formed the basis of the Vision formulation.

1.5. IMPLEMENTATION OF THE VISION

It was made clear throughout all the consultation processes-workshops held for the preparation of the eight thematic indicators, the survey of opinion leaders, the municipal area sensitisation and aspirations workshops conducted by the core team that people want and expect Vision 2057 to be competently and comprehensively implemented. The following and dissemination of Vision 2057 to the general public, Vision 2057 management will then be re-defined and hopefully transformed from a policy formulation to a coordinating network proposition for implementation, using a comprehensive Implementation Plan for Vision 2057. To ensure effective implementation, of Vision 2057, an appropriate institutional framework will be developed.

Most of the strategies proposed in the Strategic Framework for Long Term Development, are broad statements of objectives. In order to fulfil these objectives,



certain actions must be taken. These activities, if successfully undertaken, will ultimately lead to the realisation of the Vision. Therefore, for each of the stated objectives, the strategic questions that must be addressed through the coordinating role of the Vision 2057 implementing organ are the following:

- What is the range of activities involved in achieving an objective?
- Who will do that?
- What is the time-frame for accomplishing the objective?
- With what amount of human, material and financial resources will this be done?
- How will achievements be measured?
- By what means will the indicators of progress be verified?
- What are the risks being assumed?

Vision 2057 will provide the necessary internal dynamics which will facilitate the realisation of goals. In essence, Vision 2057 provides the framework to design broad strategies for long-term development, to be implemented through subsequent Medium Term Plans and their respective budgets. Therefore, ensuring Vision 2057 constitutes the first of the eight consecutive initiative elements. This is where the five-yearly planning cycles, currently in use, will continue to provide a sound basis for the monitoring and evaluation of our vision objectives.

1.6. CHALLENGES FOR THE FUTURE

Ngqushwa will be changing and developing rapidly towards 2057. This speed of development presents the municipal area with new challenges:

- to ensure it achieves real benefits for people, and that these benefits are spread equitably across society;
- To ensure that development does not undermine the municipal area's future potential and life-support systems. Instead, it should build local capital at three levels: economic and financial capital, human and social capital, ecological and environmental capital;



- to make optimal and efficient use of resources, opportunities and Ngqushwa comparative advantages – over both the short and the long-term

1.7. COMPARATIVE ADVANTAGES OF NGQUSHWA

Ngqushwa has several comparative and competitive advantages over some municipalities in the Republic of South Africa. The list below sets out some of the more obvious advantages, none of which has been fully exploited. Indeed, we have not even scratched the surface of some of the existing potential that exists:

- Because of its relatively small population, Ngqushwa can achieve a unity of purpose and a momentum for change and appropriate development;
- As a result of its infrastructure, communications network location, Ngqushwa can develop as a centre for transport, communications and other service industries which require such infrastructure, such as banking and insurance;
- Due to its political stability, relative security and congenial living environment, Ngqushwa, and in particular Peddie, is an attractive place from which to do business;
- Ngqushwa has the potential to assume a leading role in the municipal area in terms of the supply of clean and uncontaminated meat and fish, tourism and heritage, and in the fields of biodiversity and wilderness;
- Its rich cultural diversity, adds depth to Ngqushwa capacity, resilience and its quality of life. This diversity of peoples also shows how cultural harmony can be achieved through tolerance and honouring differences;
- Ngqushwa is a municipal area that is not prone to catastrophes (volcanoes, earthquakes, etc.) other than droughts and floods, for which Ngqushwa can prepare itself by implementing reliable drought mitigation and drought response strategies through means of drought preparedness;
- Ngqushwa is a municipal area where people are proud of their culture, and take it with them in the development pathway, thereby evolving a unique blend of traditional and modern, in ways that integrate social harmony with economic growth and progress;



- It has been shown that Ngqushwa can position itself to be responsive, reactive, and proactive and manage change effectively and efficiently. Ngqushwa should embrace globalisation, and not be afraid of or resist it – but rather to manage and harness aggressively the opportunities that it offers for optimising Ngqushwa comparative and competitive advantages;
- Ngqushwa could work towards being a service-based economy, through being a skills and knowledge-based society. Linked to this is the opportunity to retain a disbursed economy in Peddie and Hamburg and villages with Infrastructure and communications networks. This will allow Ngqushwa to avoid the problems of a society living in big-cities;
- For all the above reasons, Ngqushwa does not have to work through the development pathways followed by the current industrialised municipal areas. Instead, by concentrating on skills development, services and its comparative advantages;
- Ngqushwa can leap ahead to where currently developed municipal areas are likely to being 40 years.

1.8. PRINCIPLES CHERISHED BY NGQUSHWA MUNICIPAL AREA

1.8.1. Good Governance

We do continue to acknowledge the pre-eminence of the Republic of South Africa Constitution as the basic law, which contains, *inter alia*, all the ingredients of a democratic state, including peace, security and political stability. By continuing to uphold the tenets of our Constitution, we strengthen human rights, individual freedoms, civil liberties and multi-party democracy. Our emphasis is also on good governance, and we continue to improve on issues relating to equity in access to productive resources, and in reducing environmental degradation, poverty and economic stagnation.



1.8.2. Partnership

We believe in creating a conducive environment for gender equality and working together as the key to economic progress and social harmony. This is the essence of partnership. It entails partnership between government, communities and civil society, between different branches of government, with the private sector, nongovernmental organisations, community-based organisations and the international community; between urban and rural societies and, ultimately, between all members of Ngqushwa society.

1.8.3. Capacity enhancement

The development of our municipal area is in our hands, and our people are the most significant resource of our municipal area, therefore, we consider investing in people and our institutions to be a crucial precondition for the desired social and economic transformation. This calls for increasing investments in institution-building, in education and training (including, promotion of science and technology), and implementing health/ population and related programs and policies.

1.8.4. Comparative advantage

We shall capitalise on Ngqushwa comparative advantages and provide suitable incentives to use our natural resources in the most appropriate and efficient way possible. This would ensure that the decision-makers of today will continue to create a safer, healthier and more prosperous future for all Ngqushwa communities.

1.8.5. People-centered economic development

Undoubtedly, we need economic growth and diversification to achieve sustainable development. Emphasis is on the welfare of our people, aiming at human development, equitable and balanced growth, resulting in a growing industrial sector,



a modernised agricultural sector, and an enabling macro-economic and political environment in Ngqushwa.

1.8.6. Sovereignty and human integrity

We cherish our sovereignty and it must be preserved at all costs; great value is also attached to Ngqushwa tradition and culture. However traditional ideas and practices which tend to inhibit progress towards development targets may be sacrificed in the interest of the municipal area. At the centre of what we do, is to ensure that people of Ngqushwa are; healthy, brave, empowered, innovative, fully employed, confident and determined to succeed; everyone has a role to play, on a level playing field, unhindered by race, colour, gender, age, ability, ethnicity, religious affiliation or political inclination.

1.8.7. Environment

Our environment is relatively clean, and we will continue to keep it so and strive towards improvement.

1.8.8. Sustainable development

We fully embrace the idea of sustainable development; the type of development that meets the needs of the present, without limiting the ability of future generations to meet their own needs. To this end, we encourage people to take responsibility for their own development and promote development activities that address the actual needs of the people and require increasing community contributions to development services and infrastructure. Indeed, the principle of sustainable development is a cornerstone of Vision 2057, since it embraces all the other principles. Without capacity, partnership and good governance, there will be no sustainable development.



1.8.9. Peace and Security

Ngqushwa is relatively a peaceful municipal area. Therefore, we shall continue to uphold the principle of safety and security being an indispensable condition for the municipal areas socio-economic development.

1.9. IDENTIFICATION OF PRIORITY ISSUES

Planning for long-term sustainable development requires that the Vision adopts a strategic approach. A strategy is simply a plan of action to address a complex situation. Within the complexity of a given or evolving situation, a strategic approach helps to identify key or priority issues. Such issues could be prioritised in the following manner:

- Identify a range of solutions and, where necessary, develop scenarios;
- Address the most important issues which, at the same time, offer good opportunities for success while also providing good benefits to society;
- Link short-term needs (action) to medium-term targets and long-term visions;
- Address complex implementation arrangements, when issues cut across sectors and mandates, where authority and responsibility are not clear, and when needing to link local initiatives to district, municipal area, national and to global initiatives;
- Create integrated approaches, and genuine partnerships between other sectors of government, business, communities, NGO, academic institutions, donors, etc., because environmental and sustainable development issues and challenges are too complex to be resolved by any one group acting alone, and
- Build on existing plans, processes and strategies.

The last point is important, since no municipal area ever starts from scratch. There is always a history of existing institutions, existing collaboration and partnership, existing plans, visions and ideas. Strategic approaches should look for ways of linking, for examples, to Republic of South Africa's National Development Planning 2030 processes, and to build on these.



The concept of sustainable development is the cornerstone on which development thinking throughout world hinges. South Africa has subscribed to this approach since the United Nations Convention on Environment and Development (the so-called Rio Convention or Earth Summit) in 1992 in Brazil, and was an active participant at the World Summit for Sustainable Development (the so-called Rio +10 Summit) in Johannesburg in 2002. The conditions for sustainable development can only be met if at least the three fundamental objectives of economic development, social development and environmental development are adequately addressed at the same time, within politically and culturally acceptable ways. These three objectives underpin the concept of sustainable development and must each be considered in detail.

Working to achieve sustainable development is a complex and challenging undertaking, but one which is essential for the future of every nation, municipal area and her people. It is challenging because it requires new thinking, new integrated approaches, new partnerships, and new evaluation systems. Wealth needs to be thought of in financial terms (investments, capital infrastructure), in social terms (human capital in the form of health, education, skills, innovation), and in environmental terms (status and health of natural resources such as fish stocks, forests, land, water, wildlife and soils). Only when all three forms of wealth are stable and positive by linked to production, will sustainable development be achieved.

1.10. NEW WAYS OF THINKING

Achieving Vision 2057 requires a paradigm shift from sector development to integrated approaches through strategic partnerships. This means that some structural changes may be required, as well as innovative thinking. The following “new ways” of thinking and working are important:

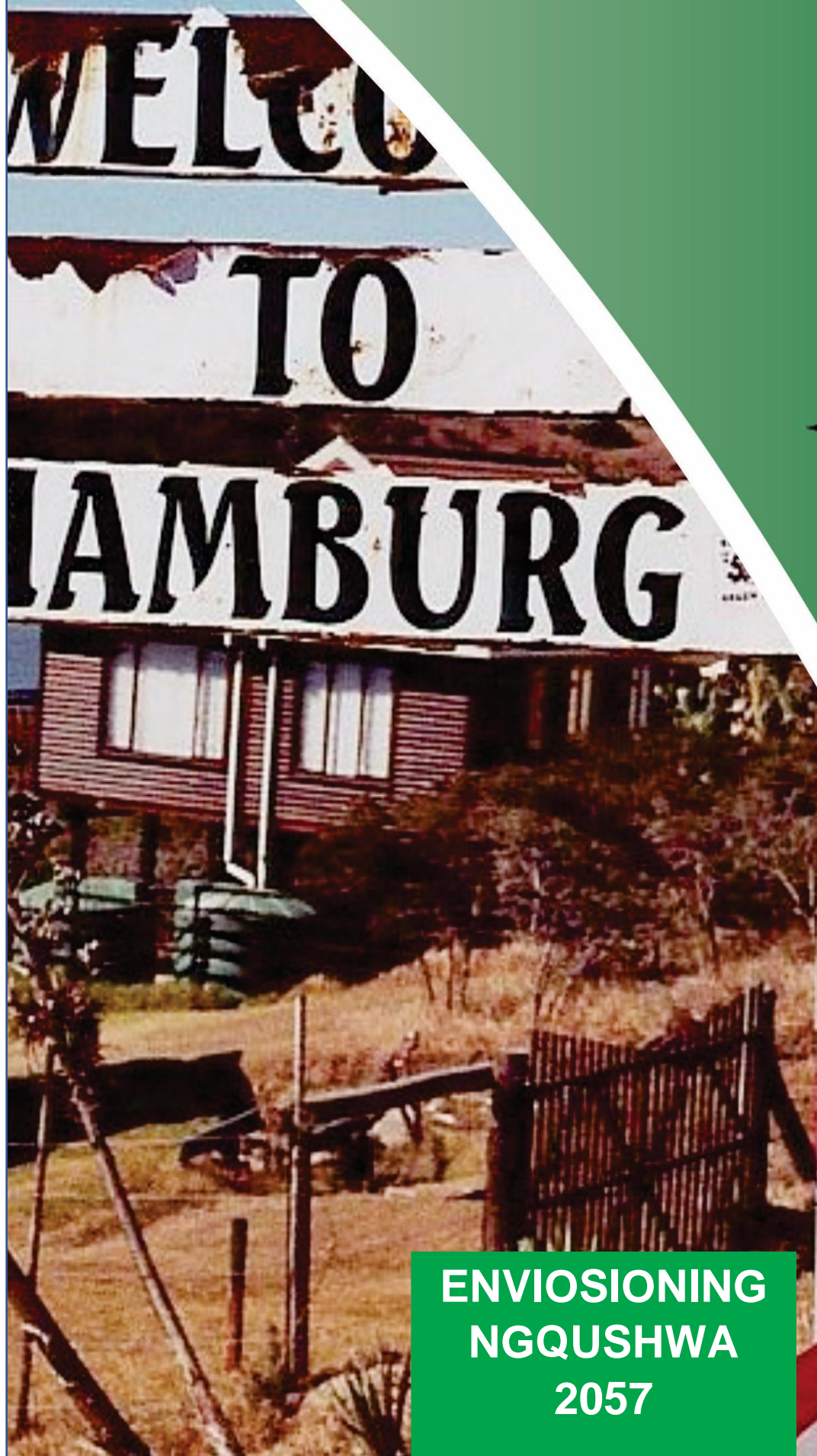
- Move from developing and implementing a fixed plan, which gets increasingly out of date towards operating an adaptive, dynamic system or **process** that can continuously improve. Vision 2057 is thus a process, not a plan;



- Move from a view that it is the state or local government alone that is responsible for sustainable development... towards one that sees responsibility to society as a whole – a **full partnership** where the local government helps create the enabling environment for sustainable development;
- Move from centralised and controlled decision-making towards **sharing** results and opportunities, transparent negotiations, cooperation and concerted actions;
- Move from a focus on outputs (e.g. projects and laws) towards a focus on **outcomes** (e.g. impact) that actually contribute to achieving goals and visions which require good quality participation and process management;
- Move from sectorial planning... towards **integrated planning** – within and between sectors and institutions.
- The structure of this document has been designed to facilitate this process-based, integrated planning approach to development through partnership, sharing and with a clear focus on outcomes.

The next Chapter will discuss the vision proposed for Ngqushwa towards 2057, as well as issues pertaining and incorporating the National Development Plan 2030 of South Africa.

CHAPTER 2



**ENVIOSIONING
NGQUSHWA
2057**



CHAPTER 2

ENVISIONING NGQUSHWA 2057

2.1. INTRODUCTION

Since Independence in 1994, the South African government has adopted planning as a management tool to help ensure effective decision-making. South Africa's NDP for the period 2030, are at the heart of this strategy. This section provides a summary of the National Development Plan for 2030, the main objectives and broad strategies for the implementation of envisioning towards 2057.

2.2. INCORPORATING THE ROLE OF THE REPUBLIC OF SOUTH AFRICA'S NATIONAL DEVELOPMENT PLAN 2030

The National Development Plan aims to eliminate poverty and reduce inequality by 2030. South Africa can realise these goals by drawing on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society. South Africa has made remarkable progress in the transition from apartheid to democracy. This transition has been peaceful despite South Africa's history of violent conflict and dispossession. In nearly every facet of life, advances are being made in building an inclusive society, rolling back the shadow of history and broadening opportunities for all. South Africa has been able to build the institutions necessary for a democratic and transformative state (NPD, 2030).

The Constitution enshrines a rights-based approach and envisions a prosperous, non-racial, non-sexist democracy that belongs to its entire people. Healing the wounds of the past and redressing the inequities caused by centuries of racial exclusion are constitutional imperatives. Access to services has been broadened, the economy has been stabilised and a non-racial society has begun to emerge. Millions who were previously excluded have access to education, water, electricity, health care, housing



and social security. About 5 million more people in South Africa are working today than in 1994, the poverty rate has declined and average incomes have grown steadily in real terms. Twenty-three years into democracy, South Africa however remains a highly unequal society where too many people live in poverty and too few work. The quality of school education for most black learners is poor. The apartheid spatial divide continues to dominate the landscape. A large proportion of young people feel that the odds are stacked against them. And the legacy of apartheid continues to determine the life opportunities for the vast majority. These immense challenges can only be addressed through a step change in the country's performance. To accelerate progress, deepen democracy and build a more inclusive society, South Africa must translate political emancipation into economic wellbeing for all. It is up to all South Africans to fix the future, starting today. The NDP 2030 plan envisions a South Africa where everyone feels free yet bounded to others; where everyone embraces their full potential, a country where opportunity is determined not by birth, but by ability, education and hard work. Realising such a society does however require transformation of the economy and focused efforts to build the country's capabilities. To eliminate poverty and reduce inequality, the economy must grow faster and in ways that benefit all South Africans. In particular, young people deserve better educational and economic opportunities, and focused efforts are required to eliminate gender inequality. Promoting gender equality on the after hand and greater opportunities for young people are integrated themes that run throughout the NDP 2030 document.

President Jacob Zuma appointed the National Planning Commission in May 2010 to draft a vision and national development plan. The Commission had an advisory body consisting of 26 people drawn largely from outside government, chosen for their expertise in key areas. The Commission's Diagnostic Report, released in June 2011, set out South Africa's achievements and shortcomings since 1994. It identified a failure to implement policies and an absence of broad partnerships as the main reasons for slow progress, and set out nine primary challenges:

- Too few people work
- The quality of school education for black people is poor



- Infrastructure is poorly located, inadequate and under-maintained
- Spatial divides hobble inclusive development
- The economy is unsustainably resource intensive
- The public health system cannot meet demand or sustain quality
- Public services are uneven and often of poor quality
- Corruption levels are high
- South Africa remains a divided society.

South Africans from all walks of life welcomed the diagnostic as a frank, constructive assessment. This led to the development of the draft National Plan, released in November 2011. Building on the diagnostic, the plan added four thematic areas: rural economy, social protection, municipal area and world affairs, and community safety. The Commission consulted widely on the draft plan. Their public forums drew in thousands of people; they met with parliament, the judiciary, national departments, provincial governments, development finance institutions, state-owned entities and local government formations; and they held talks with unions, business, religious leaders and non-profit organisations. South Africans have broadly supported the draft plan, proposing modifications and making suggestions to implement it effectively. Their input has informed the NDP 2030.

National development has never been a linear process, nor can a development plan proceed in a straight line. Accordingly, they proposed a multidimensional framework to bring about a virtuous cycle of development, with progress in one area supporting advances in others. How will this work in practice? South Africa's principal challenge is to roll back poverty and inequality. Raising living standards to the minimum level proposed in the plan do involve a combination of increasing employment, higher incomes through productivity growth, a social wage and good-quality public services. All of these challenges were interlinked. Improved education, for example, will lead to higher employment and earnings, while more rapid economic growth will broaden opportunities for all and generate the resources required to improve education. The graphic below was proposed and demonstrates the close link between capabilities, opportunities and employment on social and living conditions. It indicates how

leadership, an active citizenry and effective government can help drive development in a socially cohesive environment (NDP, 2030).

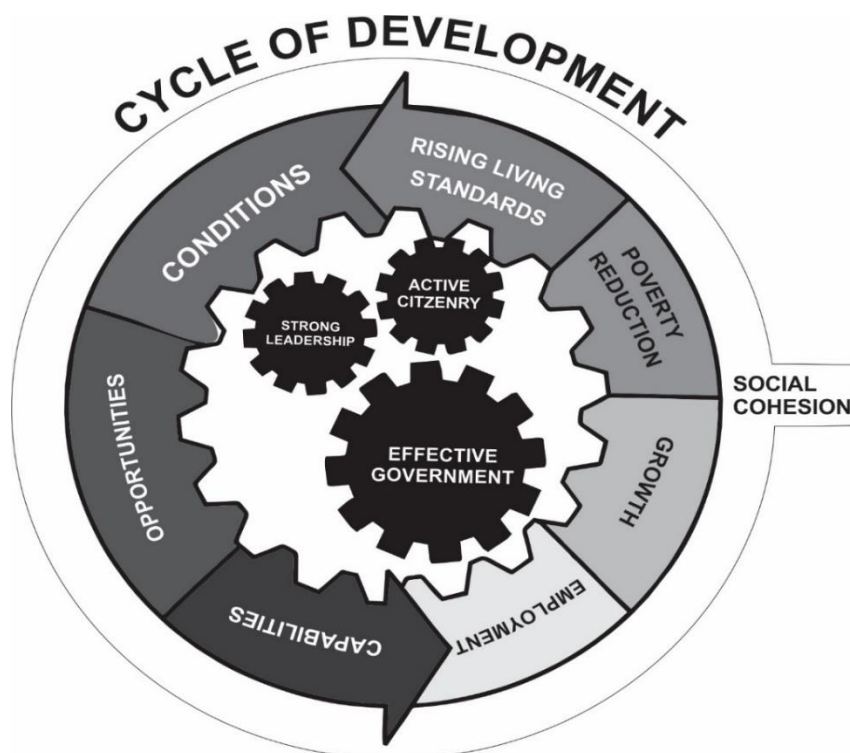


Figure 2.1 :Cycle of development in South Africa towards 2030

Source: NDP 2030

The NDP 2030 focuses on the critical capabilities needed to transform the economy and society. Achieving these capabilities is not automatic, nor will they emerge if the country continues its present trajectory. Rising levels of frustration and impatience suggest that time is of the essence: failure to act will threaten democratic gains. In particular, South Africa must find ways to urgently reduce alarming levels of youth unemployment and to provide young people with broader opportunities. Progress over the next two decades means doing things differently. Given the complexity of national development, the NDP 2030 sets out six interlinked priorities:

- Uniting all South Africans around a common programme to achieve prosperity and equity;
- Promoting active citizenry to strengthen development, democracy and accountability;



- Bringing about faster economic growth, higher investment and greater labour absorption;
- Focusing on key capabilities of people and the state;
- Building a capable and developmental state;
- Encouraging strong leadership throughout society to work together to solve problems.

The National Development Plan 2030 also provided a broad strategic framework to guide key choices and actions. Its success will depend on all South Africans taking responsibility for the plan, led by the President and Cabinet. Following publication of the plan, the Commission focused on:

- Mobilising society to support the plan, and exploring a social compact to reduce poverty and inequality through investment and employment;
- Conducting research on critical issues affecting long-term development;
- Advising government and social partners on implementing the plan;
- Working with relevant state agencies to report on the progress of the objectives.

2.2.1. Growth and jobs, education and skills, and a capable developmental state.

The Commission believed that to build a better South Africa, we must start today. While the achievement of the objectives of the National Development Plan 2030 required progress on a broad front, three priorities stood out:

- Raising employment through faster economic growth;
- Improving the quality of education, skills development and innovation;
- Building the capability of the state to play a developmental, transformative role.

A sustainable increase in employment will however require a faster-growing economy and the removal of structural impediments, such as poor-quality education or spatial



settlement patterns that exclude the majority. These were seen as essential to achieving higher rates of investment and competitiveness, and expanding production and exports. Business, labour, communities and government will need to work together to achieve faster economic growth (NDP, 2030).

Social cohesion on the other hand needs to anchor the strategy. If South Africa registers progress in DE racial ownership and control of the economy without reducing poverty and inequality, transformation will be superficial. Similarly, if poverty and inequality are reduced without demonstrably changed ownership patterns, the country's progress will be turbulent and tenuous (NDP, 2030). The National Development Plan draws extensively on the notion of capabilities. Key capabilities that emerge from development literature include:

- Political freedoms and human rights;
- Social opportunities arising from education, health care, public transport and other public services;
- Social security and safety nets;
- An open society, transparency, disclosures and a culture of accountability;
- Economic facilities, work, consumption, exchange, investment and production.

Alongside hard work and effort, capabilities and the opportunities that flow from development enable individuals to live the lives to which they aspire. A developmental state builds the capabilities of people to improve their own lives, while intervening to correct historical inequalities. Neither government nor the market can develop the necessary capabilities on their own. Citizens have the right to expect government to deliver certain basic services, and to hold leaders accountable for their actions. They also have responsibilities to other citizens, including mutual respect, tolerance and abiding by the laws of the land. Leaders throughout society have to balance the power they hold with responsibility, including listening to and tolerating different and diverse views, promoting social cohesion and working together to resolve problems. Making the plan work will require a complex interplay of actors and actions, and progress in any one area is almost always dependent on progress in another. The plan does



provide a common focus for action across all sectors and sections of South African society (NDP, 2030).

To accelerate development, South Africa needs the active support of all citizens, leadership in all sectors that puts the country's collective interests ahead of narrow, short-term goals, and radically improved government performance. In some instances, policy change may be necessary, but in most areas, it is about getting the basics right, implementing government programmes, holding people accountable for their actions and finding innovative solutions to complex challenges (NDP, 2030).

2.2.2. Direct and immediate measures to attack poverty

The NDP 2030 presented a long-term strategy to increase employment and broaden opportunities through education, vocational training and work experience, public employment programmes, health and nutrition, public transport and access to information. While there are “quick wins” to be achieved in each of these areas, the strategies will however take time to have a large-scale effect on poverty. To reduce the acute effects of poverty on millions of South Africans over the short term, the plan proposes to:

- Introduce active labour market policies and incentives to grow employment, particularly for young people and in sectors employing relatively low-skilled people;
- Expand public employment programmes to 1 million participants by 2015 and 2 million by 2020. As the number of formal- and informal-sector jobs expands, public work programmes can be scaled down;
- Strengthen primary health-care services and broaden district-based health programmes, such as the community health worker and midwife programmes, and health education;
- Expand welfare services and public employment schemes, enabling the state to service and support poor communities, particularly those with high levels of crime and violence;

- Introduce a nutrition programme for pregnant women and young children and extend early childhood development services for children under five;
- Improve the quality of education in underperforming schools and further education and training colleges;
- Promote mixed housing strategies and more compact urban development to help people access public spaces and facilities, state agencies, and work and business opportunities;
- Invest in public transport, which will benefit low-income households by facilitating mobility (NDP, 2030).

2.2.3. Demographic Trends

South Africa's development is affected by what happens in the municipal area and the world. Success does however depend on the country's understanding and response to such developments. In addition to a detailed scan of demographic projections, the NDP 2030 discussed five notable trends: global economic shifts, technology, globalisation, climate change and African economic growth.

What will South Africa look like in 2030? The country has reached a stage in its demographic transition where birth rates are falling and the population is stabilising (NDP, 2030). This transition has profound implications for population structure, the rate of growth of the labour force, and demand for services such as education and health. During 2012, the labour force (those aged 15 to 64) made up 64 percent of the population, with the proportion of children and the elderly comprising smaller shares. Internationally, demographic profiles such as these are often associated with rising incomes, faster productivity growth, higher savings and rising living standards. Alternatively, they can lead to a frustrating and destabilising environment where young people cannot get work, contributing to violence, crime, alcohol abuse and other social ills. The determinant of success is whether a country can harness the advantage of having a large number of young people who are able and willing to work. To do so means providing those with education and skills, and helping school leavers find work that is stimulating and through which they can fulfil their aspirations (NDP, 2030).



Birth rates for white South Africans began to fall in the 1950s and 1960s, while birth rates for Africans began falling in the late 1970s and early 1980s. In both cases, rising urbanisation and better educational standards were decisive factors. During 2012, South Africa's population was growing at 1 percent a year and by 2030, it is projected to grow by 0.5 percent a year (NDP, 2030).

2.2.4. NDP 2030 observations included the following:

- The proportion of South Africans living in rural areas has fallen by about 10 percentage points since 1994. During 2012, about 60 percent of the population lives in urban areas. In line with global trends, the movement of people from the countryside to the cities is expected to continue, and by 2030 about 70 percent of the population will live in urban areas. Gauteng and the cities of eThekweni and Cape Town are the fastest-growing city-municipal areas, with implications for planning and delivery of basic services;
- Immigration was projected to add between 0.1 percent and 0.2 percent a year to the rate of population growth in the period to 2030;
- HIV/AIDS has had a profound effect on the population, raising overall deaths significantly since 2000 and reducing the proportion of women of child-bearing age. There are signs that the country has begun to turn the corner in response to an effective education and treatment campaign. The HIV infection rate has stabilised at about 10 percent. New infections among young people have fallen and life expectancy is rising. Despite these gains, there will still be a sizeable number of AIDS orphans and children requiring concerted support from the state and communities for decades to come.

To maximise the benefits of this “demographic dividend” the country requires better nutrition and health care, improved educational standards, increased access to further and higher education, easier entry into the labour market and greater labour mobility (the ability to move to where jobs are on offer). All of these factors need to be considered in national planning (NDP, 2030).



According to the NDP 2030, South Africa has an urbanising, youthful population. This does however present an opportunity to boost economic growth, increase employment and reduce poverty. The Commission recognised that young people bear the brunt of unemployment, adopted a “youth lens” in preparing its proposals, which include:

- A nutrition intervention for pregnant women and young children;
- Universal access to two years of early childhood development;
- Improve the school system, including increasing the number of students achieving above 50 percent in literacy and mathematics, increasing learner retention rates to 90 percent and bolstering teacher training;
- Strengthen youth service programmes and introduce new, community-based programmes to offer young people life-skills training, entrepreneurship training and opportunities to participate in community development programmes;
- Strengthen and expand the number of FET colleges to increase the participation rate to 25 percent;
- Increase the graduation rate of FET colleges to 75 percent;
- Provide full funding assistance covering tuition, books, accommodation and living allowance to students from poor families;
- Develop community safety centres to prevent crime and include youth in these initiatives;
- A tax incentive to employers to reduce the initial cost of hiring young labour-market entrants;
- A subsidy to the placement sector to identify, prepare and place matric graduates into work. The subsidy will be paid upon successful placement;
- Expand learner ships and make training vouchers directly available to job seekers;
- A formalised graduate recruitment scheme for the public service to attract highly skilled people;
- Expand the role of state-owned enterprises in training artisans and technical professionals (NDP, 2030).



2.2.5. Policy in a dynamic global environment

International and municipal area developments affect South Africa in complex ways. NDP, 2030's view is that on balance, global trends can have positive implications for South Africa's development, notwithstanding several notable risks. Understanding and responding appropriately to complex global challenges is the first task of planning. A changing global economy long-term shift in global trade and investment are reshaping the world economy and international politics (NDP, 2030). Chief among these developments is the emergence of rapidly growing economies, particularly China, India and Brazil. After nearly three centuries of divergence, inequality between nations is decreasing. Urbanisation and industrialisation in China and India are likely to keep demand for natural resources relatively high for a decade or more.

The emergence of more consumers in developing countries will broaden opportunities for all economies. In decades to come, as emerging economies increase their share of world trade and investment, the relative decline in the economic weight of the United States, Europe and Japan will have concomitant effects on their political and military influence. This could lead to a reorganisation of the international diplomatic and governance architecture, reflecting new centres of influence. South Africa can benefit from rapid growth in developing countries that leads to increased demand for commodities and expanding consumer markets. At the same time, these trends pose challenges for middle-income countries as a result of greater competition in manufacturing and certain information technology-enabled services.

The rise of emerging markets also increases international competition, placing downward pressure on the wages of low-skilled workers in tradable sectors. Since 2008/2009, South Africa's exports to advanced economies have slowed in response to lower demand. This decline has been offset by increased demand from Asia and higher prices for commodities. While South Africa has maintained a reasonably sound trade balance, owing largely to high commodity prices, it is of concern that high value-added and labour-intensive exports are slowing. In the medium term, South Africa has to respond to this trend by bolstering competitiveness and investment in high value-added industries and increasing the volume of mineral exports.



Over the longer term, South Africa has to do more to enhance competitiveness in areas of comparative advantage that can draw more people into work (NDP, 2030). By improving the skills base and increasing competitiveness, the economy can diversify, offsetting the distorting effects of elevated commodity prices on the rand. It is likely that world economic growth over the next decade will be lower than it was during the previous one. This will require greater policy focus, effective implementation of industrial policies and improved skills development (NDP, 2030).

2.4. ISSUES OF VISION 2057 FOR NGQUSHWA

In formulating this Vision, the process called for identification and careful analysis of our problems as the municipality. These issues were addressed by Vision 2057 formulation process through opinion surveys, futures research, municipal area consultations and dialogue. The major elements of our issues identified are the following:

- Inequalities, health and social welfare;
- Peace and political stability;
- Human resources, institutional and capacity-building;
- Local economic developmental issues;
- Population decline; natural resources and environment;
- Knowledge, information and technology; and factors of the external environment.

The vision formulation process was based on careful analyses and reviews of Ngqushwa's past and current experience in development, given its natural, material and financial resources, and its cultural, municipal area and its place in the national context.

2.5. NGQUSHWA VISION 2057

The development issues listed above were carefully analysed and, based on research findings and an analysis of the aspirations expressed by the people, in doing so an overall long-term Vision has been formulated. The appropriate scenario selected was



derived from the broad objectives of this Vision, and has served to guide identification of strategic ideas, which would form the basis for development planning for Ngqushwa towards 2057.

TABLE 2.1: NGQUSHWA VISION 2057

Ngqushwa in 2057 will be a community of neighbourhoods, within two vibrant prosperous and industrialised towns, developed by our own human resources, where people choose to live, work and play in peace, harmony and political stability.

2.5.1 LONG-TERM MISSION

It is our mission to develop Ngqushwa's quality of life for current and future generations by serving the public interests through leadership, innovation, foresight, sustainability and a focus of community priorities and strengths.

2.5.2 LONG-TERM VALUES

Ngqushwa's long-term values will form the foundation for a decision-making framework and relationships with its stakeholders, employees and customers. We will strive to be recognised for excellence in governance, sound labour relations, citizen and customer relations by living its values. As the municipality, we will:

- Adhere to Batho Pele Principles
- Build Organisational and Community Capacity,
- Innovate and through Collective Foresight, Sustain community Quality of Life.

2.6. WHAT WE HOPE TO ACHIEVE (OBJECTIVE)

The following terms, as used in the long-term Vision, are elaborated upon;



- Abundant prosperity;
- Interpersonal harmony;
- Peace and political stability.

2.6.1. Prosperity

It pertains to existence of a condition of sustained economic growth that places Ngqushwa in an 'income' category of municipal areas, eliminates duality in the economy and ensures equity in the pattern of economic growth. Workers within municipal area earn a decent wage that allows them to live a life well above the poverty level; and for the disadvantaged, the social security support guarantees a decent quality of life. All citizens who are able and willing, have the opportunity of being gainfully employed, or have access to productive resources. There is equity in income distribution across all and the disparity between rural and town living, in terms of social and economic conditions, is at its lowest. Ngqushwa citizens are healthy, empowered, innovative, and confident and determined to succeed; everyone has a role to play, and the playing field is level, unhindered by gender, age, ethnicity, religious affiliation or political inclination.

2.6.2. Industrialised Region

As an industrialised municipal area, Ngqushwa's income per capita base has to grow to be equivalent to that of the other income municipal areas, resulting in a change in status from a low income municipal area to a high income municipal area. Manufacturing and the service sector constitute about 80 percent of the municipal area's gross domestic product. The municipal area largely exports processed goods, which account for not less than 70 percent of total exports locally and internationally. This has given rise to a significant reduction in the import of raw material. Ngqushwa has an established network of modern infrastructure such as rail, road and telecommunication facilities. The municipal area has a critical mass of knowledge workers and the contribution of the small and medium-size enterprises to GDP is not



less than 30 percent. Unemployment has been significantly reduced to less than 8 percent of the work force.

2.6.3. Harmony

Communities within Ngqushwa living and working together in harmony, sharing common values and aspirations while enjoying the fruits of unity in diversity. Men and women marry (as provided for in the South African Constitution) and enjoy marital love and stability of union, and families extend compassion and love to those who are widowed or in one or the other form of marital disharmony.

The family is upheld as sacred and the most fundamental institution in the society. Parents (mothers, fathers, guardians) are well aware of and fulfil their responsibilities to their children, while children remain disciplined and have an inalienable right to survival, development, protection and participation in society. Families are available and willing to accommodate orphans, and are assisted, where necessary, by the government/community through a well-managed public orphanage programme. Such a programme allows these disadvantaged children to be supported to live a meaningful life which prepares them adequately for the future. People living with disabilities and other vulnerable persons are well integrated into the mainstream of society. They have equal rights under the law and are facilitated to participate actively in the economy and society.

Ngqushwa citizens respect and uphold the right of every person to enjoy, practice, profess, maintain and promote his/her culture, language, tradition or religion in accordance with South African Constitution. Although Ngqushwa remains a secular society, Christianity is the most popular religion, which holds promise for the moral upbringing of our children, and shapes the moral basis of our interpersonal dynamics, harmony and peaceful co-existence. Above all, the fear of God guides decision-making in Ngqushwa and provides the driving force for the maintenance of a just and morally upright society.



2.6.4. Peace and political stability

There exists in Ngqushwa true freedom of expression, speech and association, compatible with the letter and spirit of the Constitution of South Africa; political environment is conducive to voluntary formation or dissolution of political parties; and every individual is recognised as an important element in the system, which provides level playing field for all players. Citizens of Ngqushwa make their own decisions and do so at their own level in terms of political, cultural, economic and social development matters; they set their own priorities, plan, implement and monitor their development programmes.

Ngqushwa creates an enabling environment in terms of sustainable social and economic advancement which could be defined as a “condition free from all possible impediments to actualising development”. It embodies peace, security, democratic politics, and availability of resources, appropriate legal instruments, cooperative private sector, and a supportive public service. In essence, we consolidate and maintain peace and political stability. All citizens in Ngqushwa enjoy a safe environment (to a great extent free from violence and crime), share and care for those in need and are prepared to face and respond to any man-made and or natural calamities. Ngqushwa is a fair, gender responsive, caring and committed municipal area in which all citizens are able to realise their full potential in a safe and decent living environment.

The democratic principle of popular participation is well entrenched in the Ngqushwa society; the political parties are active; the civil society is vibrant and mature, investigative and free media is in operation. There are independent ‘watch-dog’ institutions that ensure the implementation of anti-corruption programmes, and monitor activities of government, the private sector and civil society organisations and agencies. Ngqushwa Local Municipality is there to promote social welfare, social profitability and public interest; and the action of officials are being constantly checked to see if they are in line with these cherished social values. Public officials maintain ethical standards regarding accountability, trust, neutrality, probity, professional



honour, confidentiality, value for money and fairness. There is also constant checking to determine continued adherence to these values.

Ngqushwa thrives on a crime free environment that contributes positively towards national peace and security. There is shared development agenda in all municipal areas and neighbouring municipalities which is based largely on trade, mutual exchange of opportunities and seek foreign development aid. Ngqushwa municipal area has organised structures that contribute to the political, economic and social wellbeing of its citizens.

2.7. OBJECTIVES OF VISION 2057

The major objectives of this Vision are to:

- Transform Ngqushwa into an industrialised municipal area of equal opportunities, which could be municipal area, and nationally competitive, realising its maximum growth potential on a sustainable basis, with improved quality of life for all in Ngqushwa.
- Ensure that Ngqushwa is a fair, gender responsive, caring and a committed municipal area, in which all citizens are able to realise their full potential, in a safe and decent living environment.
- Sustain and consolidate a legitimate, effective and democratic political system (under the South African Constitution), and an equitable, tolerant and free society, that is characterised by sustainable and equitable development of an effective institution, which guarantee peace and political stability.
- Develop a diversified, competent, and highly productive human resources institution, fully utilising human potential, and achieving efficient and effective delivery of customer-focused services which are competitive.
- Ensure a healthy, food-secured and breastfeeding municipal area, in which all preventable, infectious and parasitic diseases are under secure control, and in which people enjoy a high standard of living, with access to quality education,



health and other vital services, in an atmosphere of sustainable population growth and development.

- Ensure the development of Ngqushwa's 'natural capital' and its sustainable utilisation, for the benefit of the municipal area's social, economic and ecological well-being.
- Accomplish the transformation of Ngqushwa into a knowledge-based, competitive, industrialised and eco-friendly municipal area, with sustainable economic growth and a high quality of life.
- Achieve stability, full municipal area integration and national relations; the transformation from an aid-recipient municipal area to that of a provider of development assistance.

2.8. BROAD STRATEGIES FOR VISION 2057

In order to realise the objectives of Vision 2057, the following strategic elements should be considered in the long-term perspective plan for Ngqushwa:

- LED strategy
- SMME strategy
- Tourism and heritage sector plan
- Spatial Development Framework
- Integrated Waste Management Plan
- Coastal Management Plan
- Disaster Management Plan
- Safety and Security Plan
- HR strategy
- Communication strategy
- HIV/Aids strategy
- Municipal turn-around strategy
- Integrated Development Plan
- Financial Management Plan



- Financial Recovery Plan
- Revenue enhancement Strategy
- Asset Management Plan
- Comprehensive Infrastructure Plan
- ICT Strategy
- Housing sector Plan
- Develop a local economy that is sustainable, efficient, flexible and competitive;
- Operating a dynamic and accessible financial sector;
- Achieving full and gainful employment;
- Providing excellent, affordable health care for all;
- Mainstreaming HIV/AIDS into development policies, plans and programmes;
- Creating access to abundant, hygienic and healthy food, based on a policy of food security;
- Providing full and appropriate education at all levels;
- Leveraging knowledge and technology for the benefit of the people;
- Promoting interpersonal harmony among all people;
- Operating a morally upright and tolerant society that is proud of its diversity;
- Ensuring an atmosphere of peace, security and hope for a better life for all;
- Maintaining stable, productive and diverse ecosystems managed for long-term sustainability;
- Establishing and sustaining business standards of competence, productivity, ethical behaviour and high trust;
- Upholding human rights and ensuring justice, equity and equality in the fullest sense for all, regardless of gender, age, religion, ethnicity, ability or political affiliation;
- Maintaining a low-level, responsive bureaucracy;
- Encouraging a land- and natural resource policy that ensures fair access by all to the means of production;
- Encouraging and operating a fiscal policy that distributes wealth fairly, and encourages production, employment and development of wealth in a stable and sustainable economic climate;



- Operating a responsive local government that is truly representative to the people, and able to adhere to transparent, accountable systems of governance, proactively;
- Achieving collaboration between public, private and civil society organisations, in policy formulation, programming and implementation;
- Maintaining sound policies that ensure effective cooperation, favourable trade relations, peace and security.

2.9. MILESTONES

The major challenge of a long-term Vision for all of us (local government, private sector, civil society as well as individuals) is to make a determined effort to concentrate on resolving our very important municipal challenges. As we march forward in implementing the strategies of this Vision, we should be prepared to ask ourselves, from time to time if, indeed, we are on course. The programmes of Vision 2057 have specific targets and, periodically, through our National Development Plan 2030 and related programme instruments, we will evaluate the Vision programme performance.

Milestones are interval targets or indicators and are very useful for monitoring progress towards the achievement of a desired objective. Following the approval of Vision 2057, it is planned that a municipal area strategy implementation workshop will be convened to reach an agreement on the way forward in translating the objectives of the Vision into reality. This will set the stage for the formulation of an Action Plan for Vision implementation, including the determination of programme targets.

To this end, milestones are provided in this Vision document, which are indicated as 'targets', to give an overall impression of where we are going and how the assumed future municipal area would develop step by step. It is, however, difficult to construct quantitative indicators for some of the objectives of the Vision, such as: peace and political stability; good governance; public participation; knowledge-based society; etc. In such cases, as illustrated with aspects of Information Technology and Natural Resources/ Environment, simple descriptions are provided to indicate the anticipated



direction of progress. The scenario box for each Sub-Vision provides information on 'Where we want to be in 2057' and these items should also be read as targets. At a later stage, when programming for Vision implementation, each objective will have corresponding programme targets, including interval targets, apart from the empirical indicators shown in this Vision document.

By the year 2057, Ngqushwa will be a community of neighbourhoods, within two vibrant prosperous and industrialised towns, developed by our own human resources, where people choose to live, work and play in peace, harmony and political stability.

The next Chapter will discuss the demographical position Ngqushwa finds itself in towards 2057.

CHAPTER 3



IMPROVING QUALITY
OF LIFE FOR
NGQUSHWA CITISENS



CHAPTER 3

IMPROVING QUALITY OF LIFE FOR NGQUSHWA CITISENS

3.1. POPULATION AND HEALTH

Vision 2057 for Ngqushwa Local Municipality is citizen driven. Therefore, at the centre of the long-term visioning exercise was concern for the population in relation to their social (particularly health), economic and overall well-being. How many inhabitants? How well are they living? Where do they live, and what do they do for a living? All the questions about the welfare and well-being of the citizens of this municipal area, at any point in time, even beyond 2057, is about our population's living conditions. In essence, the dynamics of our population and the associated social, economic, demographic, environmental and political factors are critical elements in long term visioning, scenario-building and determining of strategic elements that would translate the vision for 2057 into reality.

3.2. POPULATION SIZE AND GROWTH

The available evidence suggests that though relatively small in size (93 320 in 1996), the population of Ngqushwa experienced a high decline rate of over 10% percent towards 2001 (84 233), then another decline towards 2011 (72 190) and yet another decline towards 2016 (66 227) (source: Stats SA) albeit slower. These figures are alarming. This is against the official projections that anticipated a continuation of the decline trend well towards 2057, the negative impact of migration and that HIV/AIDS on health and longevity of the people has reduced the growth rate from the national projected estimate of 3.0 percent per annum from 1994 to -2.2 percent towards 2016 for Ngqushwa municipal area.

Given the continuing negative effect of HIV/AIDS on the population in the immediate future, the decline rate of the population will be further curtailed to about -2.8 percent or below annually until about 2020. The overall population size will, however, be

reduced as a result of the pandemic; and even in the worst-case scenario, Ngqushwa should have a population increase of 100 000 – 120 000 by 2057, once the epidemic has been controlled.

Initial estimates based on the 1996 census indicated that the population of Ngqushwa was going to increase, from 93 320 in 1996, to 97 000 in 2001 to 109 000 in 2001, (Stats SA) based on an anticipated annual population growth rate of slightly over 3%. These projections were based on the high fertility rates prevailing at that time. However, because of HIV/AIDS and migration, these initial assumptions changed and was supposed to be reconsidered. Projections towards 2057 by intervals in Table 3.1. Are forecasted and now refer related:

Year	Low Variant	Medium Variant	High Variant
2020	-2.80%	-2.80%	-2.80%
2025	3.02%	3.14%	3.25%
2030	3.19%	3.39%	3.61%
2040	3.39%	3.66%	4.01%
2050	3.57%	3.39%	3.41%
2060	3.78%	4.23%	4.86%

Table 3.1: Ngqushwa Population Projections (in thousands)

Based on the 'High', 'Medium' and 'Low' Variant of the Projection Model

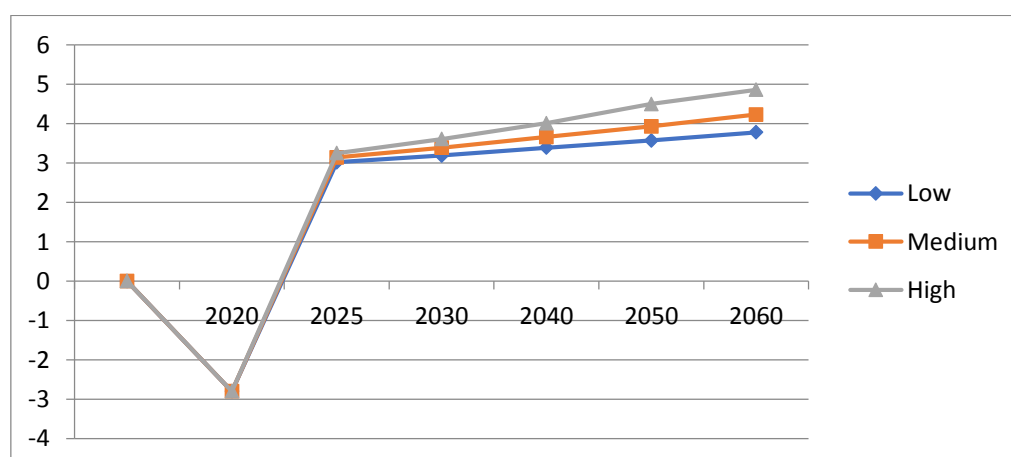


Figure 3.1 Population projection 2020 - 2060

Based on the 'High', 'Medium' and 'Low' Variant of the Projection Model



The results of the 2016 population census by Stats SA show a total population of 66 227 for Ngqushwa municipal area. The variations in the projections are due to differences in the assumptions made about the future course of mortality and fertility during the Vision period. Due to uncertainty about the future course of the HIV/AIDS epidemic, the projections of the population should be reviewed periodically during this period. It is, however, suggested that the 'Medium Variant' of the projection should guide to long-term Vision implementation from the beginning.

Just as effective developments depend on reliable knowledge of natural and other resources, so does effective development planning depend upon natural knowledge of the composition, growth and movement of population? Demographic trends play an important role in shaping societies, economies, emerging markets and the environment.

Demography, is defined as the scientific study of human populations, including their sizes, distributions, compositions, growth, densities and other features, as well as the origins and consequences of changes in these aspects. Demography is the foundation of all planning actions and developmental procedures and has significant implications for policy makers and decision makers alike, in both the private and public sectors (Stats SA)

Demographically, the world has undertaken considerable changes over the past century and it will do so yet again towards 2057. The 20th century observed sharp global declines in mortality rates, followed by more steady declines in fertility rates with important increases in life expectancy at birth, brought about by social and technological changes. Simultaneously with economic development, these changes resulted in astonishing population growth patterns. Even though the 21st century is likely to be one of moderately slower global population growth, substantial demographic diversity can be the likelihood in the population growth of countries and municipal areas, ensuing in wide disparities in health, economic prospects and living standards.



Population aspects have an impact on many components of life – from prices, we pay for goods and services to where we live. The health care need preoccupies the political leaders of the more developed countries whose populations are “aging,” whilst the need for employment opportunities, classrooms and housing preoccupies the leaders of countries that are still less developed. Population information is conveyed best in terms of rates and numbers. It is not sufficient to know that life expectancy is growing, but also how many years are being added? In addition, over what period has the change taken place? Which people are affected? What percentage of the population do they embody? This information is more significant when it offers an indication of the distribution and magnitude of the occurrence, as well as the trend. Thus, Demography is the scientific study of population. In this section, some of the most vital demographic profile information (growth rates; population sizes; age structures; sex structures; total fertility rates; life expectancy at birth; infant mortality rates; net migration rates) as well as an analysis of the main proposed demographic trends for Ngqushwa will be discussed.

Demographic profile of Ngqushwa Local Municipality		
	<u>2016</u>	<u>2011</u>
Population	66 227	72 190
Age Structure		
Population under 15	31.1%	29.9%
Population 15 to 64	60.8%	58.3%
Population over 65	8.1%	11.8%
Dependency Ratio		
Per 100 (15-64)	64.6	71.5
Sex Ratio		
Males per 100 females	88.9	88.7
Population Growth		
Per annum	-0.55%	-2.86
Education (aged 20 +)		
No schooling	7.8%	14.1%
Matric	21.4%	14.5%

Higher education	5.3%	3.7%
Household Dynamics		
Households	17 149	19 471
Average household size	3.7	3.1
Female headed households	51.7%	51.0%
Formal dwellings	72.9%	71.6%
Housing owned	70.7%	80.9%
Household Services		
Flush toilet connected to sewerage	8.0%	5.0%
Weekly refuse removal	8.8%	7.2%
Piped water inside dwelling	7.2%	6.5%
Electricity for lighting	96.0%	91.4%

3.3. PROPOSED MAJOR DEMOGRAPHIC TRENDS TO AFFECT NGQUSHWA TOWARDS 2057

3.3.1. Decline in fertility rates

Fertility relates to the amount of live births women have. The term fertility varies from fecundity, which refers to the physiological capability of women to reproduce. The general fertility rate is the figure of live births per 1000 women ages 15 – 49 in a given annum. The general fertility rate is a fairly more advanced gauge than the birth rate because it refers to the age-sex group at risk of giving birth (typically defined as women ages 15 – 49). This modification aids the elimination of misrepresentations that might occur because of different sex and age distributions amongst populations. Therefore, the general fertility rate is a better foundation to evaluate fertility levels among populations than the changes in the crude birth rate.

Fertility is moulded by social, cultural, health and economic factors. Most of these four factors are allowed by the following variables:



- The percentage of women in sexual unions – this percentage is reflected by other demographic factors including: the pervasiveness of marriage, the age at first marriage, separation, rates of divorce, remarriage and male mortality rates;
- The proportion of women using contraception – the contraceptive prevalence rate is the quantity of women of reproductive age who are using contraception per 100 women of reproductive age;
- The percentage of women who are not presently fecund (primarily because of breastfeeding); and
- The level of induced abortion.

In addition, as fertility diminishes it adjusts the configuration of the population by increasing the size of workforce in relation to the number of children and old people. More women can work and because there are fewer dependents, they would have additional capital to spend. According to the Medium-Variant (UN 2017), fertility in Ngqushwa in general was projected to increase from below a replacement growth of 2.1 children per woman in 2011 to 2.7 in 2016 and 3.68 towards 2057. To attain such increases, it is vital that access to family planning increases towards 2057.

Therefore, in Ngqushwa, where fertility increase above the replacement value of 2.1 % has been well known for their longer life expectancy, Ngqushwa should become apprehensive about negative ramifications such as a decrease in the amount of young people entering the labour force. Whilst this may be reduced by an increase in the number of women at work, it is improbable to counteract the full effect in the long term. The mounting disparity in the population pyramid in Ngqushwa is also expected to guide the major changes in demand, with a growth in demand for products specific to the young and a decrease in products intended at older age groups. Segments such as food and agriculture, construction and building and school supplies are likely to be negatively affected by these developments in Ngqushwa towards 2057 and needs to be planned for.

Amongst the main ramifications of Ngqushwa's progressing low fertility is the ageing of the Ngqushwa population, without obtaining any significant improvement in

affluence. It is also likely that a decline in an ageing labour force will put on less weight on the currently struggling economy. Among the motives recommended for this, are a rising pressure on labour costs due to the increasing pool of younger workers, an increase in social and geographical mobility and an increase in the rekindling of the economically active population. Linked with these developments are rising doubts about the current ability of the current suffering Ngqushwa economy to sustain national competitiveness, partially due to the lack of preparedness for planning and innovativeness. Generally, it is acknowledged that societies subjugated by 50 and 60-year old are not likely to be very forward-looking.

3.3.2. Total population growth (or decline)

Three demographic processes establish population growth (or decline): fertility (births), mortality (deaths) and migration. Generally, fertility rates have decreased and will persist to do so. Mortality rates which have been decreasing are beginning to increase again, either as a result of population ageing, or as a result of AIDS whilst national migration has expanded and will carry on to do so. The hasty and unmatched growth of the world population throughout the past century can mostly be linked to enhanced health conditions globally, which have drastically lowered mortality rates, particularly in less developed municipal areas. Although fertility has been above the replacement value of 2.1 children per woman in Ngqushwa, the constant decline in mortality fuelled population growths as births still exceeded deaths in Ngqushwa each year.

According to the Variant Report in Ngqushwa, children and youth account for 31.1% of the population, respectively and whereas the number of children is expected to change towards 2057, remaining close to 33 000. The Medium-Variant estimates towards 2057, for Ngqushwa, the number of people in the main working ages 15 to 65 will be at an all-time high: 60 000. Yet, whereas in Ngqushwa that number is expected to peak over the thirty to forty years and then idle thereafter, in the other municipal areas in the Eastern Cape, it will however continue to increase.



It is argued that the future size of the world population will mainly depend on fertility trends. Regardless of the fact, that fertility rates are waning globally and some populations are facing increased mortality risks because of the threatening AIDS epidemic, the South African population will continue to expand in absolute numbers. Given that fertility decline has not taken place concurrently in all municipal areas, the pace of population growth also fluctuates considerably between Ngqushwa and other municipal areas in South Africa. Whereas the population of South Africa will (2020-2030) be growing at an annual rate of 1 %, that of less developed municipal areas will follow almost three times faster. In fact, most of the total annual population increase at present occurs in developed municipal areas and towns which is concerning, as these municipal areas are the least equipped to meet the increasing demands for clean water, food, education, health care and the other essential necessities of life. According to the Medium-Variant projections, population growth is projected to increase in Ngqushwa towards 2057. However, whereas the growth rate remains positive until 2057. By 2020-2025, the population in Ngqushwa is projected to increase at a rate of 2% per year, whereas the population of South Africa will be growing faster. As a result of these trends, the population of Ngqushwa is projected to increase from 66 227 in 2016 to 100 000 in 2057.

The population growth rates of the main municipal areas of South Africa are also different as a result of dissimilar fertility, mortality and migration trends. According to the South African Medium-Variant projections, populations will continue to increase in all major municipal areas. Persistent rapid population growth, often outpacing economic growth, in these less developed municipal areas such as Ngqushwa, is particularly worrying since less developed municipal areas, generally, appear least capable to deal with its ramifications. Some of the most significant implications of constant population growth are the following:

- Rising food insecurity and shortages;
- Freshwater shortages and water scarcity;
- Deforestation



- Acceleration in the depletion of scarce natural resources leading to higher commodity prices;
- Slowdown in progress made toward improved child and maternal health;
- Increase in global greenhouse gas emissions;
- Delays in meeting the primary target of the Millennium Development Goals (MDGs) to reduce the proportion of populations living in poverty and inhumane conditions by 2015.

Ngqushwa also faces a current HIV/AIDS epidemic that is overturning hard-won achievements in life expectancy and is slowing down population growth. However, it is not estimated to experience a negative population growth because of AIDS, but rather is projected to slow down significantly in its worst affected areas towards 2020 - 2025. The race between population growth and economic development in Ngqushwa is one of the major problems currently faced. High rates of population growth and stagnating or slow-growing economies all through most of the municipal area have hindered sustainable development and modernisation efforts. Ngqushwa struggled to offer housing, employment, education and health care for their growing population, while trying to contend in the national economy and coupled with internal and national political conflicts and epidemics.

3.3.3. Life expectancy

Life expectancy is an estimation of the average amount of extra years a person could expect to live if the age - precise death rates for a given year prevailed for the rest of their lives. Life expectancy is a theoretical appraisal because it is established on current death rates and actual death rates change over the course of a person's life span. Every person's life expectancy alters as he or she grows older and as mortality, trends vary. Since life expectancy changes considerably depending on present age, sex and race, these segments are usually given separately. Life expectancy at birth is the most frequently cited life expectancy calculation. It is a good indicator of current health conditions as life expectancies vary extensively amongst municipal areas.



It should be noted that low life expectancies in less developed municipal areas are in large part the result of high infant mortality rates. The Medium-Variant projection, for example, reported life expectancy at birth for Ngqushwa (both sexes) at only 54 years. The current projections (2020 – 2030, Medium-Variant) is 63 years for both sexes and expected to increase to an encouraging 71.7 years by 2040 – 2057.

Improving all around health today is a vital social goal nationally, which has apparent straight payoffs in terms of better and longer lives for millions. There is also a rising consensus that improving health can have just as large indirect payoffs through increasing economic growth. For example, we argue that wiping out AIDS in Ngqushwa could boost our per capita growth rate by as much as 2.0% a year. Cross-country regression studies also show a strong connection between measures of health (for example, life expectancy or infant mortality) and both the level of economic development and recent economic growth.

3.3.4. Population ageing

The main demographic result of lower mortality and reduced fertility, particularly if combined with increases in life expectancy, is population ageing, a process whereby the percentage (and number) of older persons in a population increases and that of younger persons decreases. Additionally, the median age (the age at which 50 % of the population is older and 50 % is younger than that age) increases and the age structure changes. Population ageing was one of the most distinguishing demographic events of the 20th century and will certainly remain significant throughout the 21st century. In addition, according to UN classifications, a population is regarded as 'old' in demographic terms if more than 7 % of the population is aged 65+, 'mature or of intermediate age' if between 4 % and 7 % are aged 65+, and 'young' if less than 4 % are aged 65+.

In Ngqushwa, the population aged 60 or over is decreasing at a pace (decreasing at 0.9 % per annum) and is expected to decrease by more than 5 % over the next four decades towards in 2057. Compared with South Africa, in Ngqushwa, ageing is



progressing slowly, but it is more encouraging when compared to the current 2016, life expectancy. Currently, in Ngqushwa, 81% of the population is currently aged 65 years or older, compared with 31 % children (0-14 years).

In South Africa, where fertility rates are still very high, population ageing has been significantly slower and percentage wise much lower than in Ngqushwa, especially until 2025. In reality, the numbers of children and young people in South Africa are presently at an all-time, creating a major challenge to Ngqushwa, which are faced with the obligation of offering education and/or employment to large groups of children and youth. Nevertheless, in the future, the pace of population ageing in Ngqushwa is likely to decrease ever so slightly and their shift from an old to a young age structure will be more compacted in time compared to that of South Africa. Consequently, Ngqushwa will have less time to adjust to the consequences of a young population. Moreover, population ageing in South Africa is taking place at lower levels of socio-economic development than has been the case for Ngqushwa.

Generally, older persons in municipal areas with higher per capita incomes can retire earlier and as a result tend to have lower labour force participation rates at older ages. Thus, just 14 % of men aged 65+ (and 24 % of men aged 60+) are active economically in more developed municipal areas, whereas 35 % of men aged 65+ (and 47 % of men aged 60+) are in the labour force of less developed municipal areas. The difference is similar amongst women. In more developed municipal areas 8 % of women aged 65+ (and 14 % of women aged 60 +) are economically active, compared to 19 % (and 24 %) in less developed municipal areas in South Africa. Consequently, it is argued that older persons should remain economically active for longer in Ngqushwa than that of South Africa, because of the limited coverage of pension programmes and the relatively small incomes they provide.

3.3.5. National migration and ‘brain-drain’

People moving across municipal areas (migration), is a national challenge for South Africa in the 21st century and a progressively more significant feature of national



integration. The United Nations Human Development Report (HDR) reasons that there is potential for migration (or human mobility) to improve human development, amongst movers (migrants), people that stay and the majority of those in destination societies – by increasing a person’s health, education and income prospects.

Nevertheless, it is imperative to note that even though migration is a tremendously essential process that establishes population growth or decline, the data is typically inaccurate and poor quality since official migration statistics eliminate illegal migration or immigration. As a result, national migration in South Africa is the component of population change most tricky to estimate and measure reliability.

The HDR proposed that the pressure for enlarged migrant flow will increase in coming decades in the face of deviating demographic and economic trends (e.g., persistent fast population growth in less developed municipal areas; population ageing, particularly in more developed countries; and growing numbers of working age people in less developed municipal areas, leading to labour abundance. The current growth in national migration can be related to three key transformations (or so-called revolutions) in the past half-century, i.e., the transportation and communications revolutions which allowed potential migrants to search for job opportunities in other municipal areas and to move to where these jobs are.

Although it is usually supposed that the existing movement of national migration is mainly from less developed municipal areas to more developed municipal areas, the HDR indicated that most movement in the world do not necessarily take place between developing and developed municipal areas. One possible reason why there is fewer movement from less developed to more developed municipal areas is because moving is costly and moving over longer distances is more expensive than undertaking short journeys. ‘Quite the contrary: three quarters of national movers move to a municipal area with a higher HDI (Human Development Index) than their municipal areas of origin; among those from developing municipal areas, this share exceeds 80 %. However, their destinations are often not developed municipal areas, but rather other developing municipal areas with higher living standards and/or more jobs’.



In numerous of the more developed municipal areas with fertility rates well beneath the replacement level, migration composes an important part of the actual population growth or decline. It is foreseen that, in the future many local governments of industrial municipal areas experiencing population ageing will more and more attempt to draw qualified migrants to restore a declining workforce. It is proposed that national migration will carry on increasing towards 2057, due to persistent demographic and economic inequalities and because of the many advances in communications and the increased transportation mobility facilities.

Even though the recent 2008/2009 global economic crisis might have started to diminish, migration flows in contrast to those registered over the recent past, the main economic and demographic asymmetries that will continue are likely to remain potent generators of national migration in South Africa over the medium-term future. According to the UN Economic Commission for Africa (UNECA, 2006), migration movement within and out of South Africa are also inclined to exhibit the following characteristics:

- cross-border and internal migration as tactics to handle economic and ecological issues;
- movements towards municipal areas of relative stability and prosperity that are generated by intra-municipal area inconsistencies as characterised by the Southern Africa migration system;
- amplified transit migration through South Africa, the gateway to South Africa;
- increased concealed and irregular migration due to restrictive immigration policies of South Africa, but also concerning trafficking of persons from within Africa towards South Africa;
- higher international mobility of qualified and skilled persons from Africa to developed municipal areas in South Africa; and
- The increased feminisation of migration.

It is accepted that the movement of migrants from Africa to South Africa will continue as long as disparities in welfare, income levels and wellbeing between Africa and South Africa remain as they are at present.



3.3.6. Urbanisation vs. rural development

Urbanisation is considered to be one of the most influential and irreversible forces in South Africa and consequently the procedure of urbanisation is likely to continue towards 2057 (however, slower, than in the recent past). Unpredictable growth and rapid changes are happening and will continue to take place, in the cities and towns of the less developed municipal areas in South Africa and will largely involve poor people. Cities represent some of society's most serious challenges, from disease to pollution, to lack of adequate shelter and unemployment. Nevertheless, cities are also locations where fast, dramatic change is not just likely, but expected. As a result, they offer real opportunities for reducing disparities in development, increasing energy efficiency, and enhancing living conditions in general. National and local governments can encourage harmonious urbanisation by supporting pro-poor, inclusive, and equitable urban development and by reinforcing urban governance processes and structures. If managed correctly, urbanisation can aid in fighting inequality, environmental degradation, and poverty. However, action to benefit from the opportunities it offers and to attend to the challenges it raises must be sustained and prompt.

According to the latest population and urbanisation projections of the Medium-Variant, Ngqushwa's population is expected to increase around 32 000, between 2017 and 2057, while the urban population is projected to gain. Ngqushwa's urban population is projected to increase from 67 747 thousand (2017 estimate) to 48 000 thousand (2057 estimate).

The rural population of Ngqushwa is also projected to increase modestly from 15 22 thousand in 2017 to 3400 in 2057. It can be argued that for Ngqushwa, the increase in rural growth is resulting from the in-migration of other farmers, not from natural population growth. It can also be disputed that without immigration, the urbanisation population growth of Ngqushwa is likely to decline if one compares this to the overall population growth of South Africa towards 2057. The sustained increases of urban population, combined with the pronounced declaration of rural population growth will



result in continued urbanisation. These changes will have implications for both human wellbeing and the environment.

Rural depopulation has long been a phenomenon in Ngqushwa, where the rural population has been experiencing a negative growth rate since the 1994's, as citizens leave their homes in favour of the more developed municipal areas of South Africa in search of better working opportunities. It must however also be mentioned that citizens also hold on to their family owned properties and farms in Ngqushwa and as a result are still indirectly connected to their rural roots. If well managed the two towns of Ngqushwa can offer important opportunities for economic and social development. On the other hand, if not well managed, urban built environments will not adequately accommodate the sheer increase of populations, the concentrations of business activity, population density, the movement of people and goods, the waste and pollution by products, unhealthy conditions in burgeoning slums and clean energy all will severely compromise the quantity of the urban environment.

On the brighter side, urbanisation will however encourage sustained economic growth and rapid social development. Urbanisation on the other hand also stimulates social change (i.e. educational and cultural opportunities) as well as economic change as there is a positive correlation between per capita income and level of urbanisation.

3.3.7. Smaller households

Households are referred to as one or more persons occupying a housing unit. Smaller households are a trend indicator of households getting smaller due to increasing strain factors on housing and infrastructure resources which in turn is a result of rapid migration from rural to urban areas. Such factors however show results that the average household size will decline which in turn indicate that more and smaller households will be in need of housing and other basic services. Slums are a manifestation of the two main challenges facing human settlement development namely rapid urbanisation as well as the urbanisation of poverty. The immediate consequence of poverty is poor health.



Ngqushwa tends to be more geared for providing of adequate sheltering in Peddie and Hamburg, but despite their human settlement projects underway will have to bear in mind that informal settlements will continue to grow as a result of their rapid urbanisation trend that is likely to continue towards 2057. Urbanisation trends in Ngqushwa will further be sparked by the influx of foreigners. According to the Medium-Variant, Ngqushwa's average household on the other hand is expected to increase from 3.7 (2016 estimate) to 3.88 towards 2057.

3.4. NAVIGATING A POSITIVE POPULATION GROWTH TOWARDS 2057

The future implications affecting the demographic longer-term trends at large indicate that most of the future population growth will occur in South Africa and Ngqushwa municipal area towards 2057. Some of the most important implications of continued population growth would be: water shortages; rising food insecurity and food shortages; acceleration in the depletion of scarce natural resources; deforestation, extinction of animal and plant species; the increase in greenhouse gas emissions and the slowing down of the progress towards improved child and maternal health. On the other extreme, Ngqushwa is challenged by a current negative population growth as well as a population increase towards 2057. For Ngqushwa, the importance of national migration in determining population growth should become more prominent towards 2057. It can be argued that development of infrastructure, a training academy, shopping centres, coastal development, an abattoir, business chamber, Salt pans, tourism and heritage development, game farms, a harbour at Hamburg, just to mention a few, is needed to encourage a positive effect on population growth. It can also be argued that migration can enhance development for those who migrate for destination communities and for those who remain at home by raising income, health and educational prospects.

The demographic trend of a younger population for Ngqushwa as well as their high dependency ratio towards 2057 poses consequences and implications for all facets of human life in Ngqushwa and individually generating social and economic challenges for its citizens. Ngqushwa, towards 2057, will be faced with a younger population and



its high dependency ratio's will have a profound impact on its societies and will need drastic attention and measures from Ngqushwa Local Municipality policy makers.

The rural population in Ngqushwa is ageing at a higher rate and the threat of younger people to migrate to other developed municipal areas in South Africa, the older people will have to take on their economic and household responsibilities. Ngqushwa is also regarded as simply not able to meet all the financial, health care, and housing needs of the younger people and will continue to rely increasingly on the other donor's support. For the people in Ngqushwa, as more people live longer, certain benefits such as pensions, health care or old age support will need to be paid over longer periods of time, which will put further pressure on their already struggling economy. Increasing longevity could also result in rising medical costs, as well as increasing demands for health care services.

Ngqushwa, a municipal area currently dealing with disease and poverty, therefore Ngqushwa Local Municipality policies should aim at improving income security and poverty reduction strategies. Health policies in Ngqushwa should also be addressed to focus on the maternal and child mortality whilst at the same time readjusting the health care system to meet the needs of the older population. As indicated, the drastic increase of Ngqushwa age structure will significantly affect its municipal area's economic performance. Ngqushwa however, with a relatively big share of population in prime working ages could experience a loss of income and savings, though demographic dividends can only stimulate substantial economic growth if there is appropriate economic and labour policy investments in health, entrepreneurial climate, education and a stable and effective government in Ngqushwa.

Ngqushwa's population policies (i.e. laws, regulations and programmes) should attempt to influence the three aspects of population change (births, deaths and migration) as a way to promote social and economic development, human rights and dignity, improving the lives of individuals, enhancing individual health, rights, capabilities and opportunities that in turn will result in a sustainable relationship with the environment. The goals of Ngqushwa municipal policies should strive to bring



about changes to the determinants of their municipal areas population trends, so that these trends are consistent with the achievement of sustainable human development.

3.4. 1. Sub-Vision

A healthy and food-secured Ngqushwa in which all preventable, infectious and parasitic diseases are under secure control; people enjoy a high standard of living, good quality life and have access to quality education, health and other vital services. All of these translate into long life expectancy and sustainable population growth.

Population size and growth for Ngqushwa towards 2057	
<u>Things to do</u> <ul style="list-style-type: none"> • Design and implement a comprehensive Action Plan for the Municipal area Population Policy for sustainable Human Development. • Provide treatment and care for those infected with HIV/AIDS. • Implement aggressively the Municipal areas HIV/AIDS Reduction Plan. • Promote gender empowerment in family matters • Promote reproductive health, especially among the youth. 	
<u>Where we want to be (2057)</u> <ul style="list-style-type: none"> • Population growth rate is about 3% per annum. • Life expectancy is 68 years for males and 70 years for females. • Population of Ngqushwa is 120 000. • Infant mortality rate is 10/1000 live births. • Total Fertility Rate is 2.1. • All infectious diseases are under control. 	
<u>Current situation</u> <ul style="list-style-type: none"> • Ngqushwa's population is estimated at 66 227 in 2016. • Growth rate stands at -4%. • Total Fertility Rate has declined from 1996 – 2016. • Infant mortality rate has declined from 67 per 1000 live births in 1994 to 53 in 2011. • Life expectancy at birth has declined significantly from the 1991 estimates of 63 and 59 years respectively for females and males to 50 and 48 years respectively for females and males in 2011. 	

- Population Policy for Sustainable Human Development is being implemented.
- Institutional structure for population program management is defined, but has yet to be activated.

Things to avoid

- The Municipal area Population Policy for Sustainable Human Development is a paper document without an Action Plan
- Activities of the various AIDS Committees are not effectively carried out.
- HIV/AIDS concerns not integrated into policies, and action plans.
- People infected with HIV/AIDS are not cared for and treated properly.

Worst-case scenario

- Life expectancy reduced to 35 years as a result of increasing AIDS-related deaths of the population.
- Population growth rate declines to 10% or below.
- Both Population Policy and AIDS Action fail.
- Plan not effectively implemented.
- AIDS epidemic negatively affects demographic structures and threaten socio-economic well-being.
- People migrate to other more developed municipal areas in South Africa.
- Ngqushwa Local Municipality closes down

Table 3.2: Population size and growth

3.4.2. Targets for Population and Health

- Increase in the population growth rate from the annual decrease rate of -2.2% between 1996 to 2016 to a positive growth ratio from an average of 4.2% by year 2057.
- Reduction in the infant mortality rate from 32 per 1000 live births in 2003 to 30 per 1000 live births by 2020; 15 per 1000 in 2025; and 10 per 1000 in 2030 onwards.
- Reduction in the maternal mortality rate from 271/100,000 live births in the year 2002 to 80 per 100,000 in 2015; 50 per 100,000 in 2025; and 20 per 100,000 in 2030 onwards.
- Reduction in the total fertility rate from the 2002 level of 4.2 to 3.5 by the year 2015; 3.0 by 2025, and 2.0 by 2030 onwards.
- Full immunisation coverage from 65% in 2016, to 70% in 2020, to 75% in 2025, and 80% in 2030 and 90% in 2040; 100% by 2057 onwards.



- Increase contraceptive prevalence rate from 37.8% in the year 2020 to 50% by the year 2025; 65% by 2030; and 80% by 2030, 90% by 2040 onwards.

3.4.3. Population objectives towards 2057

- To reduce mortality from all causes, including HIV/AIDS.
- Revive a population policy and implement IT effectively.
- To make health services adolescent/youth friendly and accessible to all.
- To make anti-retroviral drugs available to all and timeously for the public.
- To intensify population Information, Education and Communication (IEC) through appropriate means taking, into account people with disability.

3.4.4. Strategies

- Providing treatment and care for those infected and limiting the further spread of the disease.
- Developing a comprehensive Action Plan and reviving the institutional structures in place for programme implementation.

Institutional responsibilities for resolving population and related health problems need to be clearly stated in the Population Policy for Sustainable Human Development. While all the sectors are involved and their respective duties defined, overall technical coordination of policy implementation needs to vest in the NPC, supported by the National Advisory Committee on Population.

3.5. MIGRATION, URBANISATION AND POPULATION DISTRIBUTION

Migration has historically been male dominated and mostly from the South African communal areas to other commercial farming, mining and manufacturing areas in South Africa. The distribution of Ngqushwa's population is highly uneven, being closely linked to agro-ecological conditions and thus economic and social opportunities. The municipal area population density in 2016 is 30.9 h/km² (2016) which indicates a negative change of 0.96% per year from 2011 – 2016.

WARD	POPULATION BY WARD		
	MALE	FEMALE	TOTAL
1	2 593	2 969	5 555
2	2 899	3 166	6 065
3	2 658	2 902	5 560
4	2 789	3 041	5 830
5	2 798	3 167	5 965
6	2 531	2 812	5 343
7	2 543	2 847	5 390
8	2 323	2 688	5 011
9	2 322	2 574	4 896
10	2 658	3 120	5 778
11	2 180	2 603	4 783
12	2 827	3 223	6 051
GRAND TOTAL	31 121 47% Male	35106 53% Female	66 227 Overall

Table 3.4: Population indicators per wards in 2011

CURRENT POPULATION (2016) IS 66 227 SOURCE: STATS SA (2011)

3.3.1. Sub-Vision

There is free movement of Ngqushwa population within the municipal area and population distribution is maturely adjusted to the location of resources for livelihood. Ngqushwa is an urbanised municipal area with about 75 per cent of the population living in proclaimed urban centres.

Conductive Urban and Rural Living for Ngqushwa towards 2057
<u>Things to do</u> <ul style="list-style-type: none"> Promote the development of the rural population through diversification of economic activities. Develop rural transport infrastructure and communication. Provide adequate social services (quality schools, health facilities, and social support).



- Improve security of urban life.
- Create employment opportunities in rural and urban areas.

Where we want to be (2057)

- Ngqushwa a highly urbanised municipal area with 75% of the population residing in designated urban areas.
- Basic social services and infrastructural facilities available in both urban and rural areas of the municipal area.
- Urban places widely distributed

Current situation

- About 97.8% of the population lived in urban centers in 2016.
- Industrial, commercial and government administrative activities are mainly concentrated in Peddie.
- Most people in rural areas live in substandard housing, and lack access to potable water, electricity and good transport infrastructure.
- The urban population is growing at a much higher rate (over 5% per annum) than the rural population.
- Internal migration is dominated by the movement of people from rural to urban areas, and is increasing.

Things to avoid

- Concentrate most development efforts only in the 2 towns.
- Continue to increase support to social services and facilities in urban areas.
- Neglect the development of rural infrastructure.
- Provide routine administrative support for rural economic activities.
- Continue to support the expansion of unplanned settlements in urban areas.

Worst-case scenario

- There is over-concentration of the population in urban areas.
- Poorly developed rural economy and inadequate social services and infrastructure result in more and more people migrating to the other developed areas in South Africa.
- Urban centers are congested and the urban environment is stagnant.
- Municipal administration is hampered by poor economic capacity and inadequate planning.

Table 3.5: Conductive Urban and Rural Living



3.3.2. Objective

The overall objective is to achieve both of integrated rural and urban development in which living conditions and social and economic opportunities are adequate for all.

3.3.3. Strategies

- Promoting rural and urban development,
- Ensuring that overall social and economic development is commensurate with the degree of urbanisation of the population,
- Enhancing the capacity of local authorities to function effectively,
- Harmonising the local markets for agricultural trade, including removal of the “red tape”.
- Upholding the provisions for internal migration. Encouraging this is imperative as well as the appropriate immigration policies.

3.4. POPULATION AGE AND SEX DISTRIBUTION

As in most developing municipal areas in South Africa, the Ngqushwa population is very youthful. Children below the age of 15 years constituted 31% of the population in 2016, resulting from persistently high levels of fertility and declining levels of infant mortality. Older persons aged 60 years and over made up 8.1% of the 2016, most of them enumerated in rural areas.

The results of the 2011 population census indicate that close to 30% of the total population was under 15 years of age. This shows slight change from 33.2% in 2001. The 2001 census report also shows that rural areas, where 67% of the population live, have relatively more young people (97.9%) as well as more senior citizens or those 60 years and over (11.9%) compared to the urban population, where there are 30% and 4% young and old persons respectively. The majority of urban residents (64%) is made up of the economically active age group (15-59 years) compared to 46.3% of the rural population. Overall, senior citizens constitute a small percentage of the total



population (7%) in the 2001 census report and this, is not expected to increase appreciably during the Vision period, as a result of the effect of HIV/AIDS on the population.

The Next Chapter will discuss the development of a sustainable resource base for Ngqushwa towards 2057.

CHAPTER 4



**SUSTAINABLE
RESOURCE BASE FOR
NGQUSHWA LOCAL
MUNICIPALITY
TOWARDS 2057**



CHAPTER 4

SUSTAINABLE RESOURCE BASE FOR NGQUSHWA LOCAL MUNICIPALITY TOWARDS 2057

4.1 FRESHWATER AND ASSOCIATED RESOURCES

Ngqushwa is blessed with water although water scarcity is a risk towards 2057. Two possible sources of water in the future is Desalination, Reverse Osmosis and Underground boreholes. The two permanently flowing rivers lie near to, or form part of, Ngqushwa boundaries. The readily available freshwater in the interior of the municipal area remains the most important limiting factor for development.

Broad overview of Ngqushwa's water resources and consumption

- Although perennial rivers have the greatest potential as water resources, they are located far from the areas of highest demand. Sustainable management of perennial rivers in Ngqushwa is difficult because distances to the towns.
- All rivers that originate within Ngqushwa's borders are ephemeral. The water table associated with these rivers is high and their banks characteristically support vegetation that provides important resources for people and wildlife living in the arid areas of Ngqushwa.
- Although necessary for water supply to farms and towns, the impoundment of ephemeral river flow can have serious environmental and social implications, since it causes a lowering of the water table and reduces downstream underground aquifer recharge.
- Ngqushwa relies heavily on groundwater reserves. These reserves are subject to low recharge rates from rainfall and periodic ephemeral floods. Despite this, groundwater is vital for farmers and most towns throughout Ngqushwa.
- Population that live in the proximity of the rivers, and are involved with fishing activities; some of these people derive some income from the sale of fish, but not nearly as what the possibilities offer in the form of development.



- It is generally accepted that aquaculture does have large potential as a major economic activity. Current aquaculture projects in the rural areas have met with many problems, most of which will be easy to overcome without causing environmental degradation, and are similar to those experienced in other areas of Ngqushwa.
- Although agriculture accounts for a great portion of the water used in Ngqushwa, it currently contributes little more than 5% to GDP. The value added to the water used for agricultural activities in Ngqushwa (especially irrigation) is very low when compared to that used for manufacturing or tourism and heritage and other service sectors.

4.1.1. Future water demand, freshwater depletion and degradation

Over the next 40 years, water demand in Ngqushwa will increase rapidly in some areas (in particular all expanding urban areas, many of which are located far from easily accessible sources of water) and only moderately in others. The current problem of distributing the available water to where it will most be needed, will be exacerbated and, due to full exploitation of developed resources, expensive new water sources (for example, desalination plants and new dams and Reverse Osmosis) will need to be developed. Water demand for irrigation, currently the main water consumer, is expected to increase considerably.

Ngqushwa is extremely vulnerable to the effects of water pollution – mainly because of the municipal area's limited investment of surface water and high dependency on groundwater sources. There is no water underground study conducted in Ngqushwa. Once it has been contaminated, groundwater is almost impossible to clean up. In the absence of strictly implemented local and Tran's boundary policies, pollution from pesticides, excess fertilisers and other substances is likely to increase in the decades to come.

Freshwater depletion and degradation threatens human and livestock health, and socio-economic development. It reduces livelihood options and exacerbates rural poverty. In addition, increasing costs of supply are inevitable, since expensive new



infrastructure needs to be developed. As water in some areas becomes scarce and expensive, development options become increasingly limited.

Cost recovery of the capital spent on developing expensive new water resource infrastructure is likely to become more and more difficult – especially as the number of teenage headed households are set to increase drastically over the next few decades.

4.1.2. Efforts to reduce freshwater depletion and to enhance the value of water

It is recognised that the enforcement of Integrated Water Resource Management and Water Demand Management strategies are essential if our goals regarding social well-being, economic development and environmental health are to be realised. To date, efforts to reduce the threats to water resources in Ngqushwa have been extensive and include:

- Adopting a stricter economic approach to water pricing to encourage all sectors to use water as efficiently as possible.
- Water conservation initiatives including efforts to reduce evaporative losses from dams the development of water re-use and reclamation strategies and the development of alternative water sources.
- Improving catchment, river and aquifer management through the establishment of several agreements between Ngqushwa, Amatola water board and Amathole neighbours shared river basins. In addition, rural communities are becoming increasingly responsible for their own water points through the establishment of water point committees.

Sub-Vision

Ngqushwa's freshwater resources are kept free of pollution and are used to ensure Social well-being, support economic development, and to maintain natural habitats



Freshwater and Associated Recourses for Ngqushwa Local Municipality towards 2057

Things to do

- Vigorously implement water demand management approaches and develop mechanisms to encourage more efficient water use.
- Promote high value-added economic uses for water.
- Improve catchment, river and aquifer management.
- Implement Integrated Pest Management for disease control (malaria, sleeping sickness) and crop pest control wherever.
- To reduce contamination of Ngqushwa's limited water supplies.
- Ensure the strict implementation of the relevant national legislation.

Where we want to be (2057)

- Water allocated and used efficiently.
- Irrigation of only high value and strategic crops on suitable soils.
- Equitable access to potable water.
- Clean, unpolluted water.
- Productive and healthy natural wetlands with rich biodiversity.
- Appropriate tenure over wetland resources.
- Optimal and strategic economic development options.

Current situation

- Much improved access to portable water.
- Improved water demand management.
- Increased demand.
- Increasing costs of supply.
- Increasing threats of water pollution.



- Inadequate education and knowledge regarding the importance of natural wetland systems.
- Insufficient focus on conserving wetlands and recognising essential ecological services in water legislation.

Things to avoid

- Subsidies for water which encourage wastage and misuse.
- DE vegetation and overgrazing of livestock within catchment areas, along floodplains and along the banks of rivers. This increases sediment transportation in downstream areas and is directly responsible for an increase in flood severity during periods of high rainfall, dam siltation, reduced rates of aquifer recharge and reduced water quality.
- Over-fishing and the use of unsustainable methods for catching fish (such as the use of mosquito nets that remove immature fish as well as adults from the population).
- Inappropriate development near to natural wetlands, causing a loss of valuable resources and essential services

Worst-case scenario

- Water used for low value purposes.
- Severe water depletion and extremely high costs of supply.
- Polluted and degraded water.
- Loss of natural wetlands and freshwater biodiversity.
- Reduced livelihood, economic development options and poverty.
- Increasing health problems.
- Potential conflict with neighbors over shared resources.

Table 4.1: Freshwater and Associated Recourses



4.1.3. Targets for Freshwater and Associated Resources

Over the next 40 years, water demand in Ngqushwa will increase rapidly in some areas (in particular, all expanding urban areas) and only moderately in others. The current problem of distributing the available water to where it will be most needed, will be exacerbated and, due to full exploitation of developed resources, expensive new water sources (for example desalination plants, new dams, long pipelines) will need to be developed.

The proportion of water used for high value uses, e.g. tourism and heritage, other service sectors and high value crops (e.g. pineapples, maize and other vegetables), should increase relative to the proportion used for low values uses, e.g. irrigation of low value crops, (e.g. maize).

- By 2057, equitable access to water should be supported by water pricing that reflects the cost of water supply with subsidies being fully transparent and mainly restricted to lifeline amounts for low income users;
- Greater dissemination and use of Ngqushwa Natural Resource Accounting programme to inform policies and future development;
- The proportion of water reused and recycled is increased;
- The proportion of water derived from alternative water sources, e.g. desalination has increased;
- Number of basin management committees that are established and functioning have increased;
- Number of Water Point Committees that are established and functioning has increased.

Objective

To achieve equitable access to potable water and freshwater resources by all.

Strategies



- Formulating and implementing new water policies which focus on Water Demand Management principles, appropriate pricing, and water efficient technology and which recognise the fact that the natural environment is a user of water and that natural water sources and wetlands are important providers of vital processes and services;
- Promoting sustainable, equitable and efficient water use; and moving away from strategies of expanding Ngqushwa's water supply to meet projected water demand;
- Developing appropriate technologies for the promotion of freshwater fishing;
- Vigorously implementing water demand management approaches and develop mechanisms to encourage more efficient water use through:
- Educating people about the need to conserve water
- Recovering water supply costs in urban and rural areas. The adoption of stricter economic approaches to water pricing using block tariffs for all domestic, agricultural and industrial users, will help to ensure that excessive consumers subsidise lower volume (and lower income) users.
- Improving awareness on water conservation options
- Promoting more efficient end-use technology (e.g. improved irrigation technology)
- Encouraging the active participation of users and beneficiaries in regulating water access and management in rural areas through the further establishment of the rural water forums; in the various wards
- Ensure that water is used in the most economically viable and ecologically sound manner - particularly in the agricultural, manufacturing and tourism and heritage sectors;
- Promoting high value-added economic uses for water (e.g. nature centered low-impact tourism and heritage and high value crops such as pineapples) and the importation of water-intensive goods (e.g. maize);
- Improving catchment, river and aquifer management through the strict implementation of agreements between Ngqushwa and her neighbors, regarding shared river basins;



- Implementing Integrated Pest Management for disease control (malaria, sleeping sickness) and crop pest control wherever viable, to reduce contamination of Ngqushwa's limited water supplies;
- Abolishing all economically unsound subsidies that encourage water wastage and the large-scale use of pesticides and fertilisers that can cause water pollution;
- Improving water source monitoring techniques and ensure that all wastewater is disposed of safely;
- Ensuring the strict implementation of the relevant national legislation;
- Develop and enforce legislation to protect natural wetlands (the creation of a Wetlands Policy), and the resources and services they provide, from damaging human impacts; and
- Promoting the joint management of river basins, through information exchange and joint research, harmonisation of policies, and coordinated policy implementation.

4.2. PRODUCTION SYSTEMS AND NATURAL RESOURCES

This section covers six interlinked and significant components of Ngqushwa's ecological support base and economic potential, namely:

- the issue of tenure - peoples' rights, responsibilities and authority over land and natural resources;
- achieving sustainability in the land and agricultural sectors, and the need for diversified livelihoods;
- promoting sustainability of the forestry sector - timber and non-timber forest products;
- sustaining the coastal and marine fisheries and ecosystems;
- wildlife and developing tourism and heritage - optimising Ngqushwa's comparative advantage; and
- Minerals, prospecting and mining - harvesting the earth's bounty with minimal impacts.



Whilst an appropriate and consistent policy environment is at the heart of Vision 2057, effective institutional arrangements are critical for implementation. In order to achieve a sustainable future, citizens need to work together and Ngqushwa Local Municipality must facilitate and embrace the contributions of civil society. In summary, three elements are essential for success: a shared vision, a clear and consistent strategy, and a concerted team effort.

Ultimately actions that can effectively reverse unwelcome trends and reduce threats to Ngqushwa's natural resource capital should be focused on the following broad areas:

- Filling in the gaps in our knowledge regarding natural resources
- Tackling the root causes of the key issues that threaten sustainable development through the adoption of integrated political, technical and economic measures
- Improving public access to environmental information
- Educating all citizens with respect to environmental and development issues, and the total economic value of Ngqushwa's natural resources
- Capitalising on Ngqushwa's comparative advantages, promoting diversification, "off land" economic opportunities and value-adding to natural resources
- Maintaining and promoting freedom of press – in order to keep the public well informed regarding the facts associated with environmental and developmental issues
- Making policy formulation processes accessible to all stakeholders and providing more opportunities for NGOs and community groups to participate in decision-making.



4.3. LAND AND AGRICULTURAL PRODUCTION

4.3.1. Low land capability - a severe constraint to sustainable agriculture

Natural environmental constraints severely limit the development of rain-fed cultivation and commodity-farming throughout most of the municipal area. Despite these constraints, a large percentage of the land is used for agricultural purposes, and many families still “live off the land” for their livelihoods. Considering the low capability of the land for husbandry, it is not surprising that Ngqushwa’s agricultural sector is subject to uncertain output, regular crop failure and a drain on state finances, through heavy subsidies.

4.3.2. Land distribution and ownership

- Agriculture in the communal areas is vital for the livelihood of most rural households. Distant markets limit the development of farming in the communal areas, and agricultural incomes are low and variable. Veterinary fences that prevent the spread of contagious livestock diseases have limited the export marketing opportunities of communal farmers.
- Not all farmers in Ngqushwa can be defined as “serious”. There are many absentee farmers who own freehold land, and illegal fencing of prime areas of supposedly communal land by wealthy individuals has become common.

4.3.3. Land degradation – threatening future agricultural output

Land degradation reduces the production potential of the land. It occurs when there is a decline in plant cover or when one type of vegetation is replaced with other, often less productive, species. Ngqushwa have some areas that is part of deforestation and is susceptible to land degradation.

The environmental manifestations of land degradation in Ngqushwa - soil erosion, bush encroachment and soil salination – can be causes of economic loss and escalating poverty, through declining agricultural production and a loss of food



security. This can lead to human migration, rapid urbanisation and an increased need for the government to import food. This needs to be avoided.

Land degradation in Ngqushwa can usually be attributed to overgrazing, land clearing for crop farming or inappropriate cultivation techniques. Ultimately, however, desertification occurs as a result of incorrect policies, incentives and regulations that encourage inappropriate land management practices. The lack of tenure, the inequitable access to land and a lack of integrated planning, are all important factors contributing to some land degradation in Ngqushwa.

4.3.4. Trends in agricultural growth, rural household food security

Although Ngqushwa producers currently can supply all areas with red meat requirements, the municipal area has suffered a grain deficit since 1964. Through a National Agriculture Policy, Ngqushwa can aim to expand irrigation activities up to five-fold but makes no mention of strategies needed to reduce environmental impacts associated with soil salinisation, pesticide run-off and control over the use of potentially polluting fertilisers that are likely to accompany irrigation expansion. Increasing pollution from these substances could threaten Ngqushwa's future meat exports. In addition this policy does not reject the use of subsidies for any products that may enhance agricultural production. While it is generally accepted that there is no potential to intensify veld grazing without increasing land degradation in the municipal area, the Agricultural Policy also proposes the expansion of livestock production onto under-utilised areas and land.

Although some of rural households identify agriculture as their main activity, it has begun to make a declining contribution to communal farmers' household income. In most years, households are unable to produce enough food for the family's requirements.

It is expected towards 2057 that municipal area consumption of fish will increase significantly as a result of improved availability of fish in inland areas, increased



production from freshwater aquaculture facilities and the greater production of freshwater and coastal fisheries.

Sub-Vision

Land is used appropriately and equitably, significantly contributing towards food security at household and a municipal area, and supporting the sustainable and equitable growth of Ngqushwa's economy, whilst maintaining & improving land capability.

Land and Agricultural Production for Ngqushwa Local Municipality towards 2057

Things to do

- Promote the sustainable, equitable and efficient use of natural resources.
- Maximise Ngqushwa's comparative advantages.
- Reduce inappropriate resource use practices.
- Create data base for information-sharing and program management.
- Develop Aquaculture. Resource use practices.
- Develop Aquaculture strategies with local universities and investors.

Where we want to be (2057)

- Equitable access to land.
- Declining rates of land degradation.
- Appropriate tenure over natural resources.
- Unpolluted soils and agricultural water run-off.
- Optimal land-use and livelihood options.
- Improved aquaculture economic development options.

Current situation

- Inequitable access to land.
- Insufficient tenure over natural resources.

- Pressure to pursue food self-sufficiency over food security.
- Increasing land degradation and insufficient understanding of the problem.
- Increasing rural poverty

Things to avoid

- Land–use practices and inappropriate rangeland management that encourage land degradation
- Subsidies that encourage over-abstraction of water.
- The unsustainable use of water for irrigating low value crops, especially on poor soils
- Inequitable access to land due to power and wealth (on communal land), and the lack of tenure over land and resources.
- Agricultural development projects and extension services that encourage exploitative investments in agriculture and land, and which benefit the wealthy.
- Inappropriate and unsustainable drought relief and resettlement policies.
- Inappropriate production incentives.
- Production of cash crops that do not enhance food security, and force traditional farmers and herders onto marginal land which is vulnerable to degradation.

Worst-case scenario

- Land degradation, biodiversity loss and water pollution.
- Reduced livelihood and economic development options.
- Escalating poverty.
- Unequal access to land, and high potential for civil unrest.
- Weak use of aquaculture possibilities.

Table 4.2: Land and Agricultural Production



Objective

To ensure that all citizens have equitable access to land and other natural resources and that these resources are sustainably and efficiently used while maximising Ngqushwa's comparative advantages.

Strategies

- Creating economically and ecologically rational land-use management plans in line with SPLUMA to ensure that land is used optimally and not just for direct-use activities like agriculture;
- Placing emphasis on manufacturing, service provision and other secondary or tertiary activities which hold the greatest promise for economic growth, income generation, and poverty reduction, to promote diversification away from the agricultural sector;
- Mainstreaming HIV/AIDS in agricultural development programmes;
- Encouraging local value-adding through domestic processing of meat products.
- Improve awareness of market requirements for agricultural produce and monitor market responses to Ngqushwa products;
- Implementing land redistribution policies that promote equity among the people of Ngqushwa;
- Implementing agricultural and resettlement policies aimed at “serious” farmers and the rural poor;
- Implementing policies that discourage the use of wood fuel and help combat climate change;
- Focusing on food security and not food self-sufficiency. Although new irrigation projects, which aim for self-sufficiency, will create jobs, they require enormous subsidies and are capable of accelerating land degradation through pollution, soil salination and high water demands. Thus, crops whose production is intensive in the use of scarce natural resources (in particular water), should be imported;
- Improving the quality of education and environmental education;



- Ensuring that all new projects, programmes and policies do not proceed without a thorough Environmental Assessment (EA);
- Improving political will and good governance;
- Extending the Affirmative Action programme being implemented by the Agribank (usually available to individuals who qualify because of their ownership of sufficient stock) to groups, consortiums, companies, etc. so that people can reach the target by two or more people working together;
- Securing tenure over all natural resources to be assigned to communities, and a major capacity-building programme to be undertaken in order to develop community institutions capable of allocating land rights and managing natural resources sustainably;
- Rehabilitating degraded land and water bodies;
- Providing incentives for family planning and education services combined with appropriate and diversified land-use options;
- Recognising the interdependence between agriculture and other issues, and in particular, water management and biodiversity conservation;
- Providing appropriate, effective, decentralised and integrated support services (extension, research, education, credit, marketing, etc.);
- Providing incentives for people to protect themselves against present and future extreme events;
- Encourage rapid destocking and marketing of livestock to reduce pressure on rangelands during times of drought; and
- Developing effective and sustainable uses of land and natural resources which do not threaten their future productivity, by:
 - Adopting more adaptive and responsive agricultural methods e.g. replacing a monoculture of food and cash crops with viable intercropping systems, crop rotation or agro forestry;
- Ensuring that irrigated land is well drained, practicing night-time irrigation and leaving land fallow for part of the year in order to reduce the chances of soil salinisation;



- Adopting Integrated Pest Management (IPM) in an attempt to reverse the trend of rising pesticide use, which threatens human health and Ngqushwa's comparative advantages in the global fish and meat markets;
- Maintaining the genetic integrity of Ngqushwa's cattle and other indigenous livestock and crop gene pools; and
- Encouraging research, development and testing of new CO₂ responsive heat and drought resistant crop cultivars (in preparation for future climates that could become hotter and drier). Identify cost-effective, flexible and adaptable management approaches and national disaster response strategies to the potential impacts of Climate Change that could affect the livelihoods of Ngqushwa's rural poor.

4.4. WILDLIFE AND TOURISM AND HERITAGE

Tourism and heritage is an important employment generator in Ngqushwa, particularly in the coastal areas where most tourism and heritage activities occur. In addition, tourism and heritage can contribute to Ngqushwa's economy through the provision of many diverse services including accommodation, restaurants, transport, entertainment and financial services. Currently, there are limited data available in Ngqushwa to analyse the 'multiplier' economic impact of tourism and heritage. Consequently, the full contribution of this sector to the municipal area economy is underestimated. In addition to its contributions to the municipal area economy, Ngqushwa's tourism and heritage industry is capable of:

- Contributing to wildlife conservation and biodiversity protection;
- Contributing to poverty alleviation, particularly in rural areas, through direct and indirect employment; and
- Improving the earning ability of rural women and enhancing traditional Ngqushwan culture by stimulating trade in basketry, pottery and other traditional crafts.



Land–use for tourism and heritage in parts of Ngqushwa, outside protected areas, has extremely high economic potential (Great Fish Nature reserve). There are heritage sites, hiking trails, Makena route, fallen heroes etc. Through programs, communities in communal areas invest in wildlife and benefit from the resulting tourism and heritage development opportunities.

Since Independence in South Africa, tourism and heritage has grown rapidly from international tourist arrivals in, representing a growth rate of almost 200 percent. It is also predicted that within a few years' tourism and heritage will become the leading economic sector in our country. Almost all tourists visiting South Africa expect a wildlife-centred experience – either through game-viewing, bird-watching, hiking, sport fishing or trophy hunting. Ngqushwa's biggest attraction is undoubtedly it's sparsely populated, spectacular arid scenery and wide-open spaces. In today's over-crowded, rapidly developing areas, natural environments are disappearing fast. Consequently, the solitude, silence and natural beauty that many areas in Ngqushwa provide are becoming sought after commodities that must be regarded as valuable natural assets especially towards 2057. Preserving these assets is fundamental to developing tourism and heritage as a sustainable economic sector and helping Ngqushwa to maintain a comparative advantage within the global market.

Recovering wildlife populations on land outside State-owned parks, present economic opportunities. Conflicts between people and wildlife might increase, especially species that damage crops and predate on livestock. Innovative ways are needed to address such conflicts, principally by creating and facilitating opportunities for generating economic value out of such wildlife rather than the payment of compensation.

Community-based tourism and heritage (CBT) also offers significant potential for economic development in rural areas. The benefits of CBT result from the employment of community members and cash income from tourism and heritage enterprises. Tourists visiting CBT enterprises increased in South Africa from 1994 and are projected to grow to more by 2057.

There is a growing interest among tourists not just in both marine and inland sport-fishing, but also to visit the sea colonies and to watch sharks and other marine cetaceans. Like all other economic activities, tourism and heritage uses resources, produces wastes and creates environmental, social and cultural costs and benefits in the process. Rapid growth in tourism and heritage aiming at short-term economic benefits can easily result in more negative than positive impact - including the degeneration of traditions and cultural values, and environmental damage to tourist sites and natural settings. Ngqushwa's tourism and heritage sector operates therefore in extremely arid and ecologically sensitive areas. Thus, it is essential that attention is paid to all potential environmental and social impacts that can result from tourism and heritage activities. These are summarised as follows:

- Scarring of landscapes and damage to wildlife habitats through off-road driving and careless behaviour;
- The unsustainable use of scarce resources (e.g. water and wood);
- Pollutants from sewerage, domestic waste, chemical cleaners and litter;
- Intrusions on precious local cultures and values; and
- Economic distortions.

In many parts of South Africa, tourism and heritage products have been ruined in a very short period of time as a result of ad hoc planning. To avoid a similar situation, a sustainable Tourism and heritage Master Plan needs to be developed for Ngqushwa. This Master Plan will seek to increase high quality tourism and heritage activities with minimal impact on the environment. It implies an increase in the volume of high spending tourists who stay longer and travel to this part of the country. Tourism and heritage products and benefits would be spread throughout the municipal area to relieve pressure on some of the key attractions such as the coastal municipal areas, the eco-tourism and heritage products of the Ngqushwa municipal area. Cultural tourism and heritage will become a prominent product since it does not disrupt economic activities or invade the personal space of local people. Tourism and heritage is already playing a very important role in economic development. However, its full potential has neither been explored nor exploited.



Sub-Vision

The integrity of Ngqushwa's natural habitats and wildlife populations are maintained, whilst significantly supporting national socio-economic development through sustainable, low-impact, consumptive and non-consumptive tourism and heritage.

Wildlife and Tourism and heritage for Ngqushwa Local Municipality towards 2057

Things to do

- Provide tourists with information on ecological and cultural values within Ngqushwa.
- Take effective steps to reduce the volume of waste associated with travel and tourism and heritage activities.
- Design tourist enterprises using low impact designs, materials and technologies, so as not to damage the environmental or cultural assets that tourists seek to experience and that sustain the local community. In other words, to maintain a sense of place.
- Distance publicly from any illegal, abusive or exploitative forms of tourism and heritage.
- Meet and preferably exceeding relevant national Labour standards.
- Extend conservancies to new areas.
- Update park management and development, and diversify tourism and heritage development while placing strong emphasis on high value-low impact tourism and heritage.
- Promote the training of persons engaged in or entering the tourism and heritage industry, to ensure that they are adequately trained to provide quality services.
- Improve and accelerate income generation on conservancies to lessen dependence on Local Government and other providers of support.

Where we want to be (2057)

- Well managed parks and nature reserves.
- Well maintained camps in Parks with excellent services.
- Strong partnerships between local government and private sector.
- Extended into all viable rural areas to improve livelihoods.



- Protection of Ngqushwa's unique tourism and heritage product-focus on low impact, high quality nature centered tourism and heritage.
- Strategic approach to tourism and heritage planning.
- Encourage tourist.
- Equity participation and distribution of benefits to enhance socio-economic empowerment of the previously disadvantaged communities.
- A multifold increase in contribution to local GDP, and will remain one of the key leading economic sectors in our municipal area. Enterprise development on communal land (e.g. community-owned lodges, tourism and heritage information centers, tourism and heritage related infrastructure, high quality craft products, improved tour guiding systems).
- An efficient system of registering, licensing tourism and heritage enterprises and maintaining high quality standards, will be in place and funded by the collection of levies in sites.
- Tourism and heritage and wildlife increasingly contributing to economic growth for sustainable development of Ngqushwa.
- Ownership and management of the tourism and heritage and wildlife industry are representative of all citizens
- Ngqushwa, as a tourist destination, offers a high-quality experience, with high economic value to the municipal area and low negative impacts on the environment and society.
- Healthy, diverse and productive wildlife populations of economically important species on land outside local government parks, integrated into economic activities on farmland and making a significant contribution to the municipal area economy.
- Modern and sustainably managed parks with diversified and municipal arealy competitive tourism and heritage.
- Conservancy system that is self-sufficient through income-generation and dependency on Ngqushwa Local Municipality only for technical advice and assistance.

Current situation

- Making progress on initiatives and private tourism and heritage enterprises.
- Sustainable Tourism and heritage Master Plan needs to be developed and ready for implementation in 2018/2019.
- State-owned park management systems, tourism and heritage facilities need to be upgraded to reflect the modern standards of tourism, heritage and park management.

Things to avoid

- Poor tourism and heritage planning and a lack of a clear vision for the tourism and heritage industry.
- Declining standards of park management and land management in prime tourism and heritage areas
- Uncontrolled low quality mass tourism and heritage
- Tourists who negatively affect the experience and enjoyment of other tourists
- Anything that threatens Ngqushwa's unique sense of place
- Uncontrolled water use and waste generation.
- Political instability, crime and municipal area problems that might threaten the tourism and heritage industry.
- Inadequately trained staff, poor service and poorly maintained facilities
- "Leakage" of tourism and heritage-generated foreign exchange.

Worst-case scenario

- Poor land-use planning and zoning result in prime tourism and heritage areas that have low direct-use value and/or ecologically sensitive (e.g. biodiversity hotspots) used for other activities (e.g. inappropriate agriculture).
- Loss of Ngqushwa's unique tourist product and a "sense of place" due to mass tourism.
- Poor service and maintenance of facilities.
- Over-utilisation of wildlife due to uncontrolled offtake.

Table 4.3: Wildlife and Tourism and heritage

4.4.1. Targets for Community Based Natural Resources Management (CBNRM)

A proposed expected future growth and development of a proposed CBNRM programme under two different scenarios. In the first, the programme could remain focused largely on wildlife and tourism and heritage. In the second, the programme could provide for a holistic, integrated approach to renewable natural resources, with conservancies being empowered to manage and hold group tenure over also their rangeland, woodland, water, freshwater and salt water fish and the land itself. Both scenarios show excellent results and returns, but the integrated and holistic approach offers far greater opportunities, and the basis for a truly innovative, empowering and appropriate form of sustainable rural development. The financial benefits to conservancies, from just the wildlife and tourism and heritage components of a proposed CBNRM, projected to 2057 and calculated on conservative figures, is shown in the chart below.

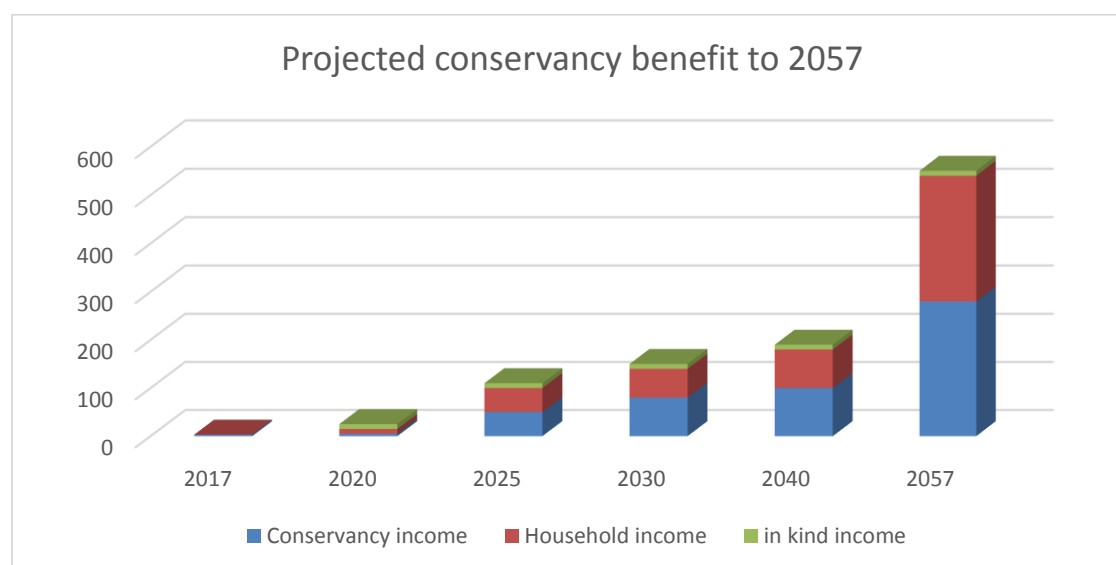


Figure 4.1: Projected Conservancy Benefits 2057



Targets for Communal Area Conservancies in Ngqushwa Local Municipality towards 2057

KEY INDICATORS	2017 Current Situation	2057 Scenario No. 1: Conservancy legislation primarily supports development of wildlife & tourism and heritage resources	2057 Scenario No. 2: Conservancy legislation expanded to allow management of other common resources (i.e. Rangelands, community Forests, water, etc.)
NUMBER OF REGISTERED CONSERVANCIES	Communal area conservancies have Been registered while additional can be at various stages of formation.	It is estimated that approximately 20 communal area conservancies could be registered for the specific purposes of developing and Managing wildlife and tourism and heritage resources.	Should the NLM recognise conservancies as a common property management mechanism for other communal resources (i.e. rangelands, community forests, salt water and fresh water fisheries, etc.), then it is estimated that more than 40 conservancies could Form in communal lands.
Number of people benefiting from conservancies	Very few are presently benefiting in registered conservancies	Given a conservative population growth rate (taking into consideration the impact of HIV-AIDS) and	Given the projected growth rate and, should the legislation be expanded to include other

		expansion of the conservancy movement to other parts of the municipal area, it is estimated that other communal areas residents would also benefit from conservancies, by 2057 under the current Legislation.	common property resources, then it is conceivable that more than 80,000 communal area residents could benefit from better managed natural Resources by 2057.
Expansion of conservancy programmer and wildlife habitats	Currently, conservancies are predominantly forming In certain parts of Ngqushwa.	Given the sparse settlement patterns and potential wildlife habitat, conservancies should cover Many portions of Ngqushwa municipal area as well. As a consequence, wildlife (as an income generator and draw card for tourism and heritage) will be more widely dispersed and supported	Conservancies would be established in all municipal areas Under this scenario.
Links and partnerships between communal conservancies and commercial game Farmers.	Very limited contact, with freehold conservancies now covering some 4 areas and expressing an interest in closer collaboration	Close links and cooperation, resulting in sharing of expertise, translocation of wildlife, partnerships around trophy-hunting, capture and live sale, cropping	Expansion of natural resource management and enterprises to all natural Resources. Close cooperation around agriculture, marketing,

		and tourism and heritage; linked marketing, joint training, etc.	tourism and heritage, wildlife and forestry management, significant sharing of skills And opportunities, etc.
Income & benefits being generated in communal areas through tourism and heritage Activities.	Presently, it is estimated that tourism and heritage enterprises in other communal areas are generating income in gross revenues, of which only very little are documented as returning To community members.	Given the anticipated growth of the tourism and heritage industry (which is very conservatively calculated, the anticipated increase in the number of joint ventures & community tourism and heritage enterprises, it is estimated that employment and cash benefits from tourism and heritage will exceed expectations and will be directly benefiting Communities.	In addition to the massive benefits reflected in the previous column, the subsistence benefits to community members from better managed resources will be reflected in improved livelihoods and reduced support costs to the NLM in managing its national resource base and the People dependent upon it.
Income & benefits generated from trophy & subsistence hunting and live game sales, as well as fishing expeditions	Presently, hunting concessions in communal areas are generating little Hunting fees. It is estimated that total revenues generated from hunting operations in these concessions	Should conservancy game populations continue to expand, then it is possible to project increases of 20% per annum in returns for trophy hunting (i.e. through increased supply and exchange rate savings) and other	Should the “red tape” be moved further northwards and eastwards, thereby All. Owing the conservancies in the NLM to sell live game, then estimated additional benefits of R 62 000 000 could be realised by

	<p>generated very little was</p> <p>Returned to conservancies.</p> <p>However, there is immense scope for increasing the number of concessions and the current off-take rate (which in nearly all instances are less than 3% of the hauntable game Populations.</p>	<p>subsistence uses of Wildlife.</p> <p>Conservancies and their members would directly receive Benefits.</p>	<p>conservancies by the sale</p> <p>of live game by 2057</p>
--	---	--	--

Table4.4: Targets for Communal Area Conservancies

Objective

To advance sustainable management of wildlife and tourism and heritage for the social and economic well-being of the people of Ngqushwa.

Strategies

- Improving and accelerating income-generation on conservancies to lessen dependency on local Government and other providers of support;
- Facilitating opportunities for people to derive economic value from wildlife species that impact on farming and livelihoods;
- Updating Government-owned park management and tourism and heritage development, while placing strong emphasis on high-value, low-impact tourism and heritage;
- Providing adequate training for persons involved in the tourism and heritage industry, to ensure quality services, and



- Developing and enforcing appropriate environmental and tourism and heritage legislation.

4.5. FISHERIES AND MARINE RESOURCES

The municipality has a 42km coastal line stretching from Keiskamma River to Fish River. There are other small rivers in between the two main rivers namely Birha, Mgwalana and Mtati joining the Indian Ocean. There are two dams that are used for fishing, Isinqumeni and Mankazana dams along the Fish River. The offshore and inshore marine environment provides valuable migration and nursery habitats for many marine organisms.

Ngqushwa's marine ecosystem is dominated by a warm current, and supports vast populations of commercially exploitable fish species, some of which are shared with South Africa. The climatic conditions that determine prevailing winds, ocean currents, water temperature and fish stock distribution vary with temporary changes in the earth's atmosphere. As a result, the maximum sustainable yields of fish stocks fluctuate from one season to the next.

The marine fisheries sector is an important foreign exchange earner, and a significant employment generator for Ngqushwa, however, we need a full-fledged harbour in Hamburg. Prior to Independence, the municipal area's fishing industry was subject to open access and, as a result of poor management, over exploitation of some of the most productive fisheries occurred. After Independence, Ngqushwa took firm control of the territorial waters for the marine fisheries sector to grow. Considerable improvements need to be made regarding the monitoring and regulation of Ngqushwa's fish stocks. However criminal elements are exploiting our waters and have been for many years.

In order to prepare a long-term vision for Ngqushwa's natural resources, it is useful to look at the lessons learnt from global trends. At least 70% of the world's commercially important marine stocks are reported to be either in a state of depletion, in the process



of collapsing or slowly recovering. Furthermore, many marine ecosystems throughout the world have begun to display signs of irreversible damage. The causes and consequences of declining fisheries and marine environment degradation are summarised as follows:

- Variable environmental conditions, which are difficult to predict and could increase in response to atmospheric changes linked to global warming;
- Poor management and overexploitation of fish stocks;
- Coastal degradation is currently limited in Ngqushwa. However, it is likely to increase with growing coastal development over the next 40 years. Human activities responsible for coastal degradation include: the draining and clearing of lagoons and estuaries; upstream dams, deforestation, agricultural and urban pollution, which have had a detrimental effect on water quality entering the river mouths, reducing their potential as a fish-nursery area; marine pollution, caused when seagoing vessels accidentally or purposefully deposit sewerage, oil and other wastes into the ocean;
- Fishermen inadvertently kill and waste large numbers of marine species when they target one economically valuable species.

An increase in exports of high value fish products to overseas markets is very likely for Ngqushwa. In addition, more efficient trade and improved export markets for marine products to landlocked countries within the SADC region, are forecasted and can be expected. Marine culture and low impact nature centred tourism and heritage are two areas where there is great potential for expansion at Ngqushwa towards 2057.

Currently, there is limited aquaculture in Ngqushwa, but it is a sector with great potential. Aquaculture can contribute towards sustained food security, income and employment for many citizens. It is anticipated that culture based fisheries will develop to complement and enhance the production of freshwater fish.



Sub-Vision

Ngqushwa marine species and habitats significantly contribute to the economy
Without threatening biodiversity or the functioning of natural ecosystems, in a
Dynamic external environment.

Fisheries and Marine Resources for Ngqushwa Local Municipality towards 2057

Things to do

- Encourage local value-adding through domestic processing of fish products.
- Create marine reserves especially in areas suspected to be important for fish breeding,
- Improve access to knowledge regarding the marine environment.
- Ensure that data collection is standardised, stored adequately, and made easily available to technicians, managers and the public.
- Secure municipal area cooperation that enables access to and joint management of shared fisheries resources, including information exchange and joint research;
- Harmonisation of policies; coordinated policy implementation.
- Develop human capacity for the industry.
- Ensure that access to marine stocks to be regulated by quota allotments and strict fishing rights.
- Develop marine and freshwater aquaculture.

Where we want to be (2057)

- Sustainable yields reached and managed effectively to prevent overexploitation.
- Improved understanding of the dynamics of the “Blue economy” system.
- Strict pollution control leading to increased exportation of high value fish and increased Mari cultural opportunities.
- Marine reserves and an increase in high earning, low-impact nature centered tourism and heritage activities.

- Intensive commercial marine and freshwater aquaculture.

Current situation

- No monitoring and regulation of fish stocks by Government.
- Improved value-adding.
- Limited but increasing marine pollution.
- Limited understanding of the warm Benguela ecosystem dynamics.
- Limited aquaculture.

Things to avoid

- Subsidising the fishing industry, creating tax breaks and market interventions that could encourage unsustainable fishing practices.
- The targeting of by-catch species and any activities that threaten marine biodiversity or cause pollution.
- All impact resulting from increased numbers of visitors to the coast (including litter, sewerage, water demand, traffic and noise).
- Avoid any new developments that do not have an acceptable Environmental Management Plan. Such developments could be harmful to human health and/or the environment and threaten sustainable development.

Worst-case scenario

- Increasing pollution, coastal degradation and biodiversity loss.
- Industry becomes too powerful and exerts pressure on NLM that are unsustainable.
- Overexploited and declining fish stocks
- Reduced aquaculture economic development and employment options.

Table 4.5: Fisheries and Marine Resources

4.5.1. Targets for Marine Resources

One optimistic scenario for fish harvesting predicts good recovery of fish stocks to maximum sustainable yields by 2030. Based on this scenario, the fisheries sector could experience a growth rate of 6-9% between 2030 and 2059.

Once maximum sustainable yields are reached, no further growth in harvesting can be expected, but if managed properly, and concerted efforts are made to ensure the value adding of harvested fish, this sector could remain a high earner on a sustainable basis beyond 2057.

The industry foresees an increase in exports of high value fish products to overseas markets. In addition, the upgrading of roads and highways are expected to result in more efficient trade and improved export markets for marine products.

In addition, there is considerable potential for expanding marine culture and diversifying the marine resources sector. Nature centred tourism and heritage activities (for example, low impact shark/seal watching and visits offshore for bird-watching) provide ideal opportunities for economic growth.

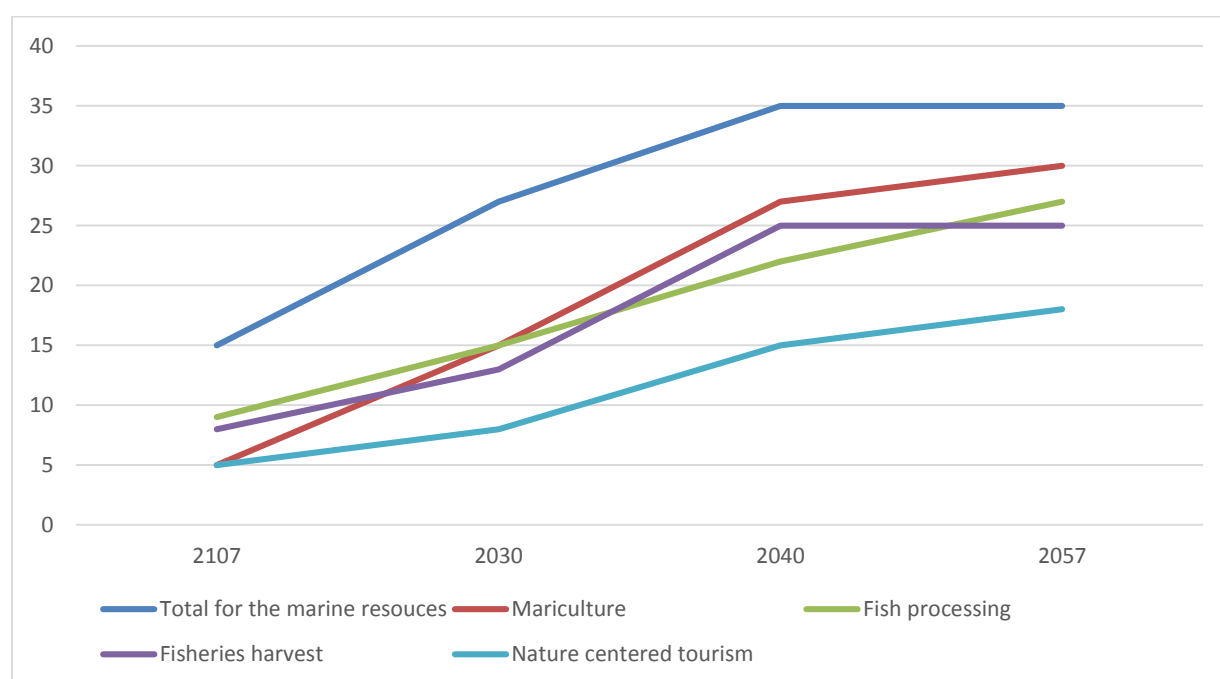


Figure 4.2: Possible growth within the Marine Resources Sectors (2017 – 2057)



It is important to note that Ngqushwa Local Municipality engages with Department of Water and Sanitation (DWS) pertaining to signing of memorandum of agreement that will give the municipality powers to develop marine fisheries management policies.

Objective

To achieve increasing and sustainable yields of fisheries and marine resources
For the development of the economy and the benefit of Ngqushwa citizens.

Strategies:

- Setting at conservative levels in order to promote the sustainability of resources and to enhance the recovery of depleted stocks;
- Adopting and implementing all the policies and programmes in support of sustainability and equity;
- Utilising the services of expert consultants to assist Ngqushwa Local Municipality fisheries scientists in setting their estimates;
- Developing innovative ways of adding value to Ngqushwa's marine products;
- Improving awareness of market requirements for marine produce, and monitor market responses to Ngqushwa products;
- Adopting and implementing a well researched attempt to limit unnecessary coastal degradation, without restricting coastal development. This will aim to reduce conflict of interests in resource utilisation and ensures co-ordination and cooperation between the many stakeholders involved with coastal development, including sectors involved with fishing, urban development, tourism, heritage, and shipping;
- Planning with care any future coastal developments (including those pertaining to tourism and heritage, town expansion and industry), and using of tools such as Environmental Impact Assessment, in order to avoid threats to communities and damage to natural areas and marine life;
- Developing strategies that create incentives for fishing companies to adopt more sustainable fishing practices (e.g. the introduction of by-catch fees);



- Enforcing regulations set by MARPOL which counteract all forms of marine pollution;
- Continuing research, involving outside researchers, into the functioning of the marine environment and marine biodiversity;
- Establishing and maintaining mechanisms that secure financial resources that can feed directly into the marine fisheries sector and will boost the funds available for the maintenance and improvement of Ngqushwa's marine capital (e.g. the Fisheries Investment Fund); and
- Encouraging entrepreneurial drive and redirect investment so that environmentally friendly economic and livelihood options are opened up for the poor - e.g. promote small scale Mari cultural enterprise development.

4.6. NON-RENEWABLE RESOURCES

Ngqushwa is endowed with a rich variety of mineral resources. Currently there are only 4 active mines (Sand, Lime, Granite stone and shell grid) in Ngqushwa. Despite rising costs, uncertain prices and variable labour relations, mining is likely to be a significant contribution towards Ngqushwa's socio-economic development over the next four decades. The small-scale mining sector is expected to grow in relative terms and there is the possibility for the development of "mining tourism and heritage", where operating mines provide tourism and heritage experiences, such as going underground or searching for precious metals and other minerals. In the case of a possible salt mine, the idea of mining-linked tourism and heritage can be developed further – to embrace a nature centred experience, as this proposed mine can also a registered private nature reserve and one of the best localities in Ngqushwa for observing shorebirds on the coastline.

If poorly planned or badly managed, mining can result in a wide variety of impacts which threaten human health and environmental integrity. However, with modern Environmental Assessment applied during planning and the implementation of EMP during the operational phases, mines in Ngqushwa can be increasingly better planned, and negative impacts can usually be mitigated and localised. Moreover, mines are



under increasing pressure to obtain ISO certificates which would enhance their chances of selling their commodities to global markets.

Sub-Vision

Ngqushwa's mineral resources are strategically exploited and optimally beneficiated, providing equitable opportunities for all citizens to participate in the industry while ensuring that environmental impacts are minimised, and investments resulting from mining are made to develop other, sustainable industries and human capital for long-term national development.

Non-Renewable Resources for Ngqushwa Local Municipality towards 2057

Things to do

- Develop land-use plans that identify the most economically viable land-use options for Ngqushwa's municipal areas, and which set clear guidelines for zoning (i.e. setting aside specific areas where mining should be restricted).
- Enact the Environmental Management Bill and ensure that all mining activities are preceded by an EA study and that EMPs are developed and implemented.
- Affected communities must be informed about the potential environmental impacts of mining activities in their area.
- Communities need to benefit.

Where we want to be (2057)

- Mining well planned, resulting in minimal, if any, impacts on human health and the environment.
- All mines fully rehabilitated after closure.
- Investments resulting from mining are used to develop other sustainable industries and human capital for long term municipal area development.
- Strong small-scale mining sector

Current situation

- Mining contributes very little towards Ngqushwa's socioeconomic development.
- Mining companies have stimulated infrastructure development but don't offer variety of community initiatives, training and skills-development programs.
- Currently there are approximately 6 abandoned, rehabilitated mines in Ngqushwa.
- Existing mines are increasingly better planned and mining management need to show improved awareness of environment and human health issues.

Things to avoid

- Inappropriate prospecting and mining activities, especially for low value minerals within protected areas and areas of high ecological sensitivity and or tourism and heritage potential.
- Abandonment of prospecting sites and mines without appropriate rehabilitation.

Worst-case scenario

- Poorly managed mining activities result in a variety of hazardous impacts that threaten human health and environmental integrity.
- No mine rehabilitation.
- Mines established in ecologically sensitive areas in absence of zoning.
- No investment made to support other sustainable economic activities.

Table: 4.6: Non-Renewable resources

Objective

To optimally and equitable maximise Ngqushwa's non-renewable resources for the benefit of all.



Strategies

- Setting targets in the EMP to be met by management, and indicators that track progress towards more sustainable mines. It is the responsibility of the mine managers to ensure that every staff member understands the goals of the EMP;
- Ensuring that hazardous waste is handled and disposed of in the safest way possible;
- Ensuring that mines hold the ultimate responsibility for cleaning up their own polluting wastes. This will encourage a reduction in the amount of waste that is produced;
- Ensuring that mines obtain ISO 14001 certificate because this will enhance their chances of selling their commodities to other markets in future decades.

4.7. BIODIVERSITY

4.6.1. Ngqushwa's biodiversity and wildlife resources

Biodiversity may be defined as the variety and variability among living organisms and the natural environments in which they occur. Ngqushwa's biodiversity includes innumerable species of wild plants and animals, which inhabit the municipal area's major biomes. Only a small number (possibly as little as 20%) of Ngqushwa's wildlife species have been described to date. Of the many species that have been described, almost 20% are endemic or unique to Ngqushwa. This high prevalence of endemic species is most pronounced in the Ngqushwa Local Municipality.

4.6.2. The critical importance of Ngqushwa's wildlife resources

Despite the fact that only some species are directly useful to humans as sources of food, fiber, medicine or tourism and heritage, all species, even those that are too small to see, are of ecological importance. Natural ecosystems provide vital genetic material (an invaluable resource that is regularly required to enhance domestic crop and



livestock species), as well as the indirect benefits associated with certain ecosystem functions. These include the provision of life sustaining air, water and productive soils.

4.6.3. Biodiversity loss

Although it may not always be obvious, no environmental crisis will have a more lasting impact on future generations than the widespread loss of biodiversity. Each time a species is lost, our ecosystems become less complex. As ecosystems lose complexity, outbreaks of pests and disease become prevalent and essential ecological functions become disrupted. Ultimately, the loss of wild species increases vulnerability to drought, floods and other extreme events like global climate change. In turn, these impacts threaten food supplies, sources of wood and medicines, and the ability of rural communities to sustain themselves. Direct causes of biodiversity loss include:

- The loss, fragmentation and conversion of natural habitats (due to deforestation, land degradation, urban development, etc.). Most severely threatened habitats are riparian forests along the banks of the two rivers flowing through Ngqushwa.
- The unsustainable harvesting of wild plants and animals and wildlife products
- Air, soil and water pollution
- The introduction of alien invasive organisms that threaten the survival of indigenous species
- Water management schemes and the regulation of Perennial River flow by dams.

Human population pressure, poverty, the lack of secure and exclusive tenure and insufficient intersectional policy co-ordination are the most important indirect causes of biodiversity loss in Ngqushwa. It can be assumed that those areas in Ngqushwa that have the higher human population and livestock densities, and which have been subjected to extensive land clearing, are those that can suffer the highest losses in biodiversity.



4.6.4. Contribution of protected areas to wildlife conservation and biodiversity protection

Ngqushwa's national parks and reserves remain the principal means of maintaining essential ecological functions and conserving biodiversity and scenic areas. The wildlife resources within the parks are used for tourism, capture, research and education. Despite this, Ngqushwa's parks and reserves face many challenges including:

- Lack of linkages to local, municipal area, and national planning and management systems, which sometimes leads to inappropriate development within protected areas;
- Increasing pressure for protected areas to be used for emergency grazing or reallocation due to land reform;
- Communities generally see parks as land that only benefits government and foreign visitors.

Parks are extremely expensive to run and maintain. Only a small percentage of the funds generated by Ngqushwa's Local Municipal National Parks are put back into park management. It is now generally accepted that to make conservation efforts sustainable, they must contribute in some meaningful way towards rural development.

Conservancies receive the majority of their income from the tourism and heritage industry. The comparative advantages of this industry over other subsistence uses of natural resources (e.g. livestock grazing) is immense. Most tourists are willing to pay for high quality, low impact nature-centred experiences with foreign exchange. In addition, anticipated growth in the world tourism and heritage industry is high. Provided it looks after its unique tourism and heritage product, Ngqushwa is likely to be the chosen destination for many affluent tourists seeking a nature centred experience, in the forty years to come.

A direct result of devolving rights and responsibilities to communities over wildlife has been a dramatic increase in wildlife numbers outside of protected areas. This, in turn,



has led to community empowerment and local management of the resource. Despite these successes, certain policy constraints threaten the conservancy programme's long-term potential. In summary:

- Wildlife tourism and heritage is not yet recognised as a valid land-use option that can replace other direct land-uses in Ngqushwa.
- Supportive legislation to assist conservancies with integrated resource management plans has not yet been developed.
- Private sector investment incentives in communal conservancies must be developed for Ngquwsha.

4.6.5. Projections to the year 2057

By 2057 communal area conservancies of communal land, could be registered for the specific purposes of developing and managing wildlife and tourism and heritage resources. It is estimated that over 80,000 communal area residents in Ngqushwa could benefit from these conservancies. However, if group tenure within conservancies is extended to rangeland, woodland, water, freshwater fish and the land itself, many more opportunities and benefits will arise. This will, however, demand strong partnerships and significant sharing of skills and opportunities between agricultural, marketing, tourism and heritage, wildlife and Ngqushwa Local Municipality management personnel as well as from the private sector and NGOs.

The integrity of vital ecological processes, natural habitats and wild species throughout Ngqushwa is maintained whilst significantly supporting municipal area socio-economic development through sustainable low-impact, high quality consumptive and non consumptive uses, as well as providing diversity for rural and urban livelihoods.

Biodiversity for Ngqushwa Local Municipality towards 2057

Things to do

- Combat poverty and support population growth.

- Recognise that wildlife tourism and heritage on communal land is a valid land-use option with high potential to combat poverty, stimulate rural development and conserve biodiversity.
- Create incentives for landowners and managers to diversify into wildlife and tourism and heritage in more efficient and cost effective ways.
- Continue to extend conservancies into all viable areas on communal land.
- Encourage and develop private sector investment incentives in communal conservancies. NGOs and the private sector are vital partners.
- Enforce legislation regarding the illegal export of indigenous species and the import and/or propagation of alien invasive species.
- Ensure that all important Ngqushwa ecological diversity are represented in State-owned parks;
- Strengthen management and biodiversity conservation-value of State-owned parks by improving management planning and the financial resources for implementation;
- Update the management and tourism and heritage infrastructure in parks to maintain Ngqushwa's competitiveness as a tourism and heritage destination

Where we want to be (2057)

- Diminished rates of biodiversity loss.
- Rehabilitated and productive forests, woodland and savannah biomes, extended into all viable rural areas.
- Equitable access to and appropriate tenure over all natural resources through CBNRM initiatives.
- Strong partnerships and significant sharing of skills and opportunities between private sector and conservancy stakeholders.
- Extended and well managed protected areas network to include biodiversity "Hotspots" and trans-boundary areas.
- Improved land-uses and optimal livelihoods achieved.
- Vibrant, productive rural areas.

Current situation

- Habitat loss due to human population pressure, poverty, the lack of secure and exclusive tenure and insufficient intersectoral policy co-ordination.
- Insufficient understanding of the importance of Biodiversity to human and economic health.
- Inadequate network of protected areas and poor management of parks.
- Progress made on conservation efforts outside of protected areas as a result of initiatives.

Things to avoid

- Sectionalism which results in limited co-ordination between the various sectors that deal with natural resources.
- No land-use planning and zoning from certain areas for different economic activities.
- Deforestation, and other unsuitable land management practices that cause land degradation, to continue.
- Inadequate protection of natural wetlands and riverine systems and their accompanying flora and fauna;
- Over-exploitation of freshwater fish, riverine vegetation and all other natural resources.
- Failure to protect Ngqushwa's threatened and endangered species.
- Preventing NGOs and the private sector continuing their support of programs.
- Inadequate and/or inconsistent implementation of Ngqushwa's Environmental Management Bill, Waste Management and Pollution Control Bill and other legislation that aims to ensure sustainable development with minimal costs to human health
- And the natural environment.

Worst-case scenario

- Rapid rates of biodiversity loss resulting in outbreaks of pests and threats to human health.
- Increased vulnerability to drought, environmental change and loss of productivity.
- Threats to food supply, sources of medicines and wood.
- Reduced livelihood options and increasing rural poverty.
- Decline in Ngqushwa's tourism and heritage potential.

Table 4.7: Biodiversity

Objective

To achieve diminished rates of biodiversity loss and ensure equitable access of all citizens to and appropriate tenure over all natural resources.

Strategies

a) Improving the policy environment regarding land-use management by:

- Developing economically and ecologically viable land-use plans that identify the most suitable land–use options for Ngqushwa's municipal areas, and which set clear guidelines for zoning (i.e. setting aside specific areas for low impact, high quality tourism and heritage and others for direct use activities like agriculture and mining);
- Implementing the Environmental Management Act. This will help to reduce threats to human health, ecosystems and resources from poorly planned development activities;
- Developing supportive legislation to assist conservancies with integrated resource management plans;
- Including representative parts of all important Ngqushwa biodiversity in Government-owned parks;



- Strengthening management and biodiversity conservation value of government owned parks by improving management planning and the financial resources for implementation; and
- Updating the management and tourism and heritage infrastructure in parks to maintain
- Ngqushwa's competitiveness as a tourism and heritage destination.

b) Introducing as many economic instruments as possible, which can be used to help finance sustainable development options and/or discourage environmentally unfriendly practices that threaten human health and limit long-term economic prosperity. These include:

- Introducing tax reforms and environmental taxes by taxing environmentally unfriendly or pollution-generating imports and inappropriate land use practices;
- Reducing subsidies that encourage environmentally unsound practices (for example the use of pesticides, water and coal which threaten biodiversity and environmental health in general);
- Establishing and maintaining the to help ensure that at least some of the revenue generated from tourism and heritage activities in state owned parks, will be used to help conserve the environmental resource base;
- Providing loans, grants or subsidies that will encourage sustainable, environmentally friendly practices (for example, the use of solar and other renewable energy resources; Integrated Pest Management practices, instead of highly polluting pesticides).

c) Improving the knowledge base regarding natural resources and biodiversity in Ngqushwa through:

- Training and improved finances for relevant research and monitoring; and
- Recognising and utilising local (indigenous) knowledge held by rural communities about their environment.



d) Combating deforestation and loss of habitat through land degradation, by providing rural communities with electricity and/or renewable energy sources.

4.8. THE URBAN ENVIRONMENT

Urban environments play a vital role in the provision of employment, shelter, services and as centres of education. Urban Environments hold promise for sustainable development because of their ability to support a large number of people, while limiting their per capita impact on the natural environment. However, the rapid amassing of people in towns and cities can have tremendous impact and managing the urban environment sustainably has become a major global challenge. An important part of meeting this challenge is planning. The locality of a town, and the way in which it is built and managed will ultimately affect the quality of life of its residents.

In Ngqushwa, growing informal settlements on the outskirts of the towns are generally associated with localised deforestation, increasing waste management problems, increasing crime, poverty, limited access to adequate sanitation and isolated incidents associated with the spread of communicable, waterborne diseases. There is also the growing problem of unemployment. Unemployment in Ngqushwa's urban areas is currently unsustainable.

While equitable access to health facilities and health education has improved considerably since the early 1994, medical services are still affected by a shortage of adequately trained medical doctors. Health services are expected to deteriorate as the health care system becomes over-burdened with HIV/AIDS patients, and there is a brain-drain of well-qualified doctors and nurses.

Ngqushwa Local Municipality has made efforts to improve waste management in the two towns (in particular Peddie and Hamburg). There has been inadequate commitment to provide incentives for improved waste management and pollution control – particularly the reduction, recycling and re-use of waste materials and the



adequate handling and disposal of hazardous wastes. Illegal dumping in green spaces has developed into an immense problem in the urban areas.

There has been some progress in road development. In particular, there has been some upgrading of roads and infrastructure in formerly neglected parts of Ngqushwa. Despite Ngqushwa's trends regarding increasing crime and domestic violence, services to protect civilians, provide support to victims of violent crime or shelter for the growing numbers of AIDS orphans, remain inadequate as Ngqushwa's Police Force staff suffers from limited resources, and the small numbers of victim shelters that exist are inadequate and mostly run by volunteers and NGOs, with a shortage of funds and little or no support from the authorities.

Sub-Vision

Despite current declining and future growth rates, Ngqushwa's urban areas will provide equitable access to safety, shelter, essential services and innovative employment opportunities within an efficiently managed, clean and aesthetically pleasing environment.

The Urban Environment for Ngqushwa Local Municipality towards 2057
<u>Things to do</u> <ul style="list-style-type: none">• Maintain a positive population growth at sustainable levels• Slow down rates of urban migration aim for economically sound and environmentally safe sustainable rural development options• Practice responsible architecture – design buildings around the environment, not bulldoze through it.• Develop Youth Clubs run by trained adults, in all areas, and create recreation centers.• Make Ngqushwa's two towns "Cyclist friendly". This will reduce traffic congestion and contribute to mitigating negative effects.

- Identify and implement cost-effective, flexible and adaptable management approaches and national disaster response strategies.
- Reduce the spread of HIV/AIDS.

Where we want to be (2057)

- Healthy, self-sufficient urban and rural populations and reduced rates of rural-to-urban migration.
- Well planned, well managed, clean, safe and aesthetically pleasing urban areas.
- Recreation facilities (parks, monuments, museums, etc.) available in the two towns.
- Equitable access to land and essential services.
- Opportunities for innovative and sustainable employment.
- Pro-active, citizens with high levels of civic pride, involved in decision-making.

Current situation

- Rates of urbanisation, unemployment and increasing urban crime.
- Improved provision of essential facilities and services (shelter, water, sanitation, roads and health) to all urban areas since Independence.
- Poor knowledge of Local Agenda 21 initiatives.
- High incidence of peri-urban deforestation and illegal dumping.
- Poor hazardous waste-control and limited efforts at reducing and recycling wastes.
- Inadequate services to protect civilians, provide support to victims of violent crime or shelter for the growing numbers of AIDS orphans and accommodate Rural-Areas

Things to avoid

- No effort to enhance sustainable rural development and land-use options.

- A lack of planning which paves the way for environmental degradation, overburdening of existing infrastructure, a lack of access to suitable land, adequate shelter and essential services.
- Urbanisation spilling over in an ad hoc manner into:
 - Sensitive coastal areas, causing the destruction of valuable ecosystems and their resources.
 - Reclaimed lands and property
 - Areas that could be used for agricultural purposes.
- No effort to develop Local Agenda 21 initiatives
- Discouraging decentralisation and public participation
- Limited waste management and hazardous waste control especially in green spaces and informal urban areas.
- Uncontrolled crime
- Negligent governance, which ignores vital issues pertaining to sustainability; decentralisation; efficiency; accountability; public participation; and security.
- A loss of green spaces in urban areas, noise pollution and aesthetically unpleasant sights and smells which can erode civic pride, lower morale and result in a loss of well-being amongst urban residents.

Worst-case scenario

- Aesthetically unpleasing, uncontrolled urban sprawl and informal areas.
- Increasing poverty and uncontrolled crime.
- Health hazards associated with poor waste management and limited access to adequate water supplies and sanitation services.
- Citizens with low morale, limited civic pride and minimal involvement in decision-making.

Table 4.8: The Urban Environment



Objective

To achieve integrated urban and rural development in which there are opportunities for innovative and sustainable employment, with well planned, well managed, clean, safe and aesthetically pleasing urban areas in Peddie and Hamburg.

Strategies

- Incorporating a clear urban development plans into the municipal area development plans, to reduce the need for land conversion, improve infrastructure for water supply, provide opportunities for water and energy savings and to make recycling of waste and water more cost effective;
- Implementing HIV/AIDS reduction policies, plans and programmes;
- Improving urban environmental management by:
- Developing more effective waste collection systems through public/ private partnerships (especially those that encourage to use of informal Labour);
- Implementing strict legislation for the treatment of hazardous wastes;
- Adopting sustainable energy policies that are cost effective and environmentally friendly.
- Harmonising objectives and policies and ensure close coordination of actions between Ngqushwa and the private sector on issues to do with pollution control, child welfare and crime prevention;
- Improving urban governance through:
- Drafting Action Plans for each Urban Settlement – thus aiming for social, economic and environmental sustainability;
- Decentralising responsibilities and resources to the lowest appropriate level;
- Developing effective partnerships with and among all actors of civil society (particularly the private and community sectors);
- Making local authorities accountable to their citizens, improving access to Ngqushwa Local Municipality information;
- Encouraging public participation in all decisions regarding urban development;



- Striving to create and maintain safe public spaces (e.g. involve citizens in crime prevention or developing a public awareness campaign to encourage gender awareness and tolerance of diversity).
- Developing suitable and caring shelters for victims of violent crime, domestic violence, street children and the growing number of AIDS orphans;
- Encouraging town-to-town co-operation in Ngqushwa and exchange of experiences, and lessons learnt;

The next chapter will discuss the creation of the enabling environment for Ngqushwa Local Municipality towards 2057.

CHAPTER 5



CREATING AND
ENABLING
ENVIROMENT
FOR NGQUSHWA
TOWARDS 2057



CHAPTER 5

CREATING AN ENABLING ENVIRONMENT FOR NGQUSHWA TOWARDS 2057

Creation of an enabling environment for Ngqushwa towards 2057 is essential for the attainment of sustainable development. Such an environment is complex, and embraces broad issues such as good governance; peace and political stability; security; integration; international and intergovernmental relations; strategic partnerships; and the searching for “route to market” anticipation efforts for Ngqushwa.

These various tenets are internal and external factors that constitute the enabling environment and are regarded as necessary conditions for the realisation of sustainable development for Ngqushwa towards 2057. It is, therefore, imperative for Ngqushwa to work towards the creation and the maintenance of an enabling environment, which ensures peace and political stability, and much needed for actual development to be realised.

Peace has been conceived as the absence of conflict in a political discourse. This ‘negative’ definition (negative, because it defines by negation) has since been questioned by many futurists who prefer a ‘positive’ approach in which peace is viewed as the attainment of security, justice, welfare, freedom, and self-fulfilment. The long-term Vision of Ngqushwa towards 2057 takes the positive approach to the meaning of peace.

Peace cannot exist outside political stability and acceptance by Ngqushwa citizens, existing institutions, economic structures and their products. It is a compromise among citizens susceptible to agitation by any situation that provokes social, political and economic woes.

Therefore, it exists in a society with stratified obligations and responsibilities, and with a power structure supported by a collective desire to respond to both internal and



external aggression. There is a direct relationship between peace and development while continued conflict and uprising does not necessarily prevent economic growth, it is inimical to development.

Political stability, on the other hand, presupposes the absence of conflicts and uprising of whatever nature within the broad civil society. It is a product of broad consensus on municipal policies and principles and is an embodiment of tolerance. Both the leaders and those who are led must internalise and practice democracy in order for it to be sustained, and our national Constitution of South Africa do actually provide clear guidelines that purposively articulate how local government intends to achieve specific levels of desired life quality. Most importantly, Ngqushwa leadership must be genuinely committed to it, and Ngqushwa Local Municipality administration must adhere to the principles of justice.

In addition, for political stability to be sustained, the environment in and surrounding Ngqushwa must be devoid of destabilising activities, for these could undermine the prevailing peace. Therefore, political stability manifests only in a society where the individual's interests succumb to those of the majority, and fundamental rights and freedoms are given their cardinal role as pillars of democracy and development.

The goals of Ngqushwa are therefore framed in terms of social justice, popular rule and socio-economic transformation, thus the legitimacy of the post apartheid system of governance rests on its ability to deliver transformation or, at any rate, to redirect resources to address the socio-economic causes of poverty and potential conflict. Since attaining independence during 1994, Ngqushwa has enjoyed relative peace and political stability over the last two decades. This is owed mainly to the democratic governance framework that accommodates civil and political rights of citizens in Ngqushwa.

However, the sustenance of this atmosphere of peace to the year 2057 requires concerted efforts for the expansion of democracy beyond the confines of the formal procedures of political practices, so that it is also felt in the socio-economic arena of



Ngqushwa. Continued prevalence of widespread poverty would, in the eyes of those affected, imply Ngqushwa Local Municipality unwillingness to change the status quo, or the inability to improve our economic conditions. Therefore, the challenge calls for a functioning social-democratic framework, underpinned by a robust and sustainable system of equitable social provisioning for the basic human needs of all in Ngqushwa, in terms of, among others, education, health, housing, water, sanitation and land.

5.1. SUSTAINABLE DEVELOPMENT FOR NGQUSHWA TOWARDS 2057

Sustainable development is a development that meets the needs of the present, without limiting the ability of future generations to meet their own needs towards 2057. It encourages Ngqushwa citizens to take responsibility for their own development and promote development activities that address the actual needs of the citizens. Sustainable development, therefore, calls for the following:

- Partnerships (between municipality, business, communities and NGOs; Academic institutions, national and international donors, rural and urban Communities);
- Capacity enhancement (human and institutional);
- Good governance, accountability and transparency;
- Democracy and human rights;
- Environmental protection;
- Peace and political stability.
- Gender equality.

The concept of sustainable development arises, in part, from the realisation that it is impossible to separate economic and social issues from environmental issues. In order to pursue sustainable development, strategies that result in a minimum amount of damaging impact but which promote social and economic development must be adopted. Ngqushwa's Ideal Vision for 2057 is one that fully embraces the idea of sustainable development.



The key threats to sustainable development in Ngqushwa towards 2057:

- **Population decline and settlement patterns:** Population decline directly affects future demand for natural resources, rates of urbanisation and poverty.
- **Increasing water stress.** Ngqushwa's freshwater resources are being placed under increasing stress due to old systems, urbanisation and economic demand by our local population.
- **Poorly planned development and inappropriate industrialisation:** A lack of strategic planning can lead to inappropriate developments that do not make optimal use of Ngqushwa's comparative advantages, and place unnecessary pressure on limited resources such as water and electricity.
- **The loss of biodiversity:** The loss of biodiversity impacts on our local development options. It disrupts ecosystem stability and the functions that underpin our very survival (e.g. the provision of clean air and water, the control of soil erosion and floods, and the assimilation of wastes).
- **Unresolved land issues:** Low land capability means that Ngqushwa's soils are easily degraded. In addition, the unequal distribution of land, if not resolved in the near future, will lead to conflict that could destabilise our entire society and economy. The lack of secure group tenure does not provide incentives for people to care for the land and invest in its improvement. The "open access" problem in Ngqushwa is economically and environmentally unsound as it leads to environmental degradation, dissipation of net benefits and reduced production.
- **Widespread poverty and inequality:** Ngqushwa has one of the more highly skewed income distributions in South Africa. This means that there is significant poverty and inequality in Ngqushwa. Poor people have few options but to depend on grants and primary production for food and energy and, therefore, can result in tremendous strain on natural resources.
- **Prior poor local governance:** Local Governance affects efficiency within the civil service, equity, political stability and democracy. Equity and transparency have been highlighted as one of the more important aspects of local governance which has lately been addressed in Ngqushwa by the new



arrangement as of June 2015. In addition, the slow adoption of decentralisation, the lack of intersectional planning and co-ordination between other government departments and stakeholders, and levels of public participation in decision-making are some key issues, could threaten good local governance at Ngqushwa.

- **Unhealthy competition with neighbouring municipalities for shared natural resources:** Improved and sustained co-operation and co-ordination regarding policies and policy-implementation is essential to avoid future inequitable use, pollution and conflict over shared water, marine fisheries and wildlife resources.
- **Underdevelopment of human resources:** Inequalities (particularly by gender) in education levels, skills training and capacity-building still exist in Ngqushwa, despite efforts to redress past injustices. The resulting lack of skilled labour and limited human resources restricts private sector development and public sector functioning. Current trends of a declining skills-base (e.g. parks and wildlife management) are of great concern, and Ngqushwa needs to decide on the road ahead in terms of management systems and partnership arrangements. While the creation of parastatals and agencies is based on sound principles and should continue, in some cases they have not performed well and have resulted in negative perceptions.
- **The HIV/AIDS epidemic:** The prevalence of the HIV/AIDS epidemic as well as Malaria undermines human well-being and economic prosperity by reducing the quantity and quality of the labour force. In addition, it wipes out past investments in education and training and places a strain on communities and households that need to care for orphaned children, the sick and dying.
- **Limited research for development:** Rapid modernisation threatens the survival of valuable traditional knowledge and practices in Ngqushwa. Traditional knowledge is seldom acknowledged as providing any contribution to development - even though it is often better suited than Eurocentric technology, to conditions in Ngqushwa. Even though a lot of useful information currently exists, there are significant gaps in our knowledge regarding many



issues relating to sustainable development and environmental issues whereby traditional knowledge could assist us.

- **Unstable economic environment:** A stable economic environment is vital for economic growth and poverty reduction. Despite some economic trends since early 1994, Ngqushwa's economic environment is not considered stable as yet, to mention the least. To many are dependent on Government for funding;
- The adverse impacts of global atmospheric change: Under climate-change conditions, there is the possibility that Ngqushwa's climate will become hotter and drier, with increased variability and more frequent and prolonged periods of drought. These conditions will exacerbate current problems regarding water management, food production and human health. Superimposed over the major issues that threaten sustainable development in Ngqushwa, are the South Africa's harsh climatic conditions, which increase vulnerability to land degradation, water resource depletion and restrict development activities.

Sub-Vision

Ngqushwa develops a significantly more equitable distribution of social wellbeing, through the sustainable utilisation of natural resources in a mixed economy, primarily through stronger growth and poverty-reduction.

Sustainable Development for Ngqushwa Local Municipality towards 2057

Things to do

- Establish domestically determined procedures that integrate environment and development issues into decision-making at all levels.
- Develop or improve mechanisms that facilitate the involvement of all concerned individuals, groups and organisations in decision-making.
- Citizens must work together in facilitating and embracing the contributions of civil society.
- Promote actions that can effectively reverse unwelcome trends, and reduce threats to Ngqushwa's natural resource capital.

- Allocate more resources to the previously neglected areas (Wards).
- Support household level income generating self-help projects (e.g., brick-making, sewing, etc.).
- Support and encourage diversification of agricultural projects in communal areas
- Encourage the establishment and provide support to agricultural cooperatives.
- Create more credit opportunities for low income borrowers.
- Accelerate the smooth redistribution of land.
- Accelerate the process of removing the 'Red tape'.
- Develop aquaculture.
- Opening of a Training Academy.

Where we want to be (2057)

- Partnership is maintained between Ngqushwa Local Municipality, private sector and civil society.
- Partnership is upheld between urban and rural societies and, ultimately, between all members of Ngqushwa society, males and females.
- All citizens are unified around their long-term development needs and initiatives and promote and nurture partnerships.
- Poverty and income disparities are significantly reduced.
- All citizens have access to economic opportunities.
- Land is fairly distributed.
- Economic development is sustainable.
- Ngqushwa Local Municipality continues to assist the poor with a spending emphasis on the provision of public goods.
- Healthy, productive land with effective water and mineral cycling, leading to infrequent, low-level drought and flooding.
- Farms and natural ecosystems are productive, diverse, stable and sustainable – socially, economically and ecologically.
- Forests, wetlands, coastal and marine ecosystems are open, diverse, stable and productive.

Current situation

- Low land capability means that Ngqushwa's soils are easily degraded.
- Issues of equity and transparency, the slow adoption of decentralisation, are outstanding.
- Inequalities in education levels, skills training and capacity-building still exist in Ngqushwa, despite efforts to redress past injustices.
- Ngqushwa's economic environment is not yet considered stable.
- Ngqushwa has a harsh climatic conditions, which increase vulnerability to land degradation
- The threat of HIV/AIDS.
- Gender inequality in access to productive resources

Things to avoid

- Ignore the effect of population dynamics
- Unhealthy competition with neighboring municipal areas for shared natural resources.
- Underdevelopment of human capital
- Poor local governance
- Wasteful consumption patterns
- Leave land issues unresolved over a long period of time.

Worst-case scenario

- Ngqushwa Local Municipality acts alone without much input from private sector, experts and non-Governmental organisations;
- Neglect of the land issues, leading to widespread public discontent and agitation;
- Widespread environmental deterioration;
- Highly unstable economic climate;
- Underdeveloped human resources;
- Increasing poverty and inequality

Table 5.1: Sustainable Development



Objective

To achieve the development of Ngqushwa's 'Natural Capital' for the benefit of our Municipal areas' social, economic and ecological well-being.

Strategies

- Harmonising population dynamics and the impact of urbanisation with social and economic development factors;
- Reducing poverty and inequality, particularly gender-based inequality.
- Solving Ngqushwa's land issues by choosing the most viable land-use options, implementing appropriate land distribution and resettlement policies, developing and maintaining economically and ecologically sound systems of tenure over all natural resources and, combating land degradation;
- Reducing water stress, through management of human, agricultural and industrial water demand; and by improving access to potable water for the rural poor;
- Improving development planning and reducing the negative impact of industrialisation, by preparing economically and ecologically rational development plans;
- Ensuring progress on the Environmental Management Act (EMA) to prevent the erosion of Ngqushwa's renewable natural resource capital, and to optimise the benefits from Ngqushwa's non-renewable natural resources (i.e. minerals);
- Enhancing biodiversity conservation through improvements in the policy environment, extension of the protected areas network, and improvement of biodiversity information;
- Improving governance by speeding up the devolution process, improving service provision and resource management efficiency, upholding principles of human rights, civil liberties and multi-party democracy, and by maintaining and improving peace, stability and political commitment;
- Improving good co-ordination and planning with neighbouring municipalities for shared natural resources



- Building up Ngqushwa's human capital through education, training and capacity building, including meeting Ngqushwa's HIV/AIDS epidemic and other health challenges;
- Improving access to existing knowledge and filling in knowledge gaps through improving access to knowledge, research and development;
- Creating a more stable macro-economic environment and stimulating private entrepreneurship; and
- Preparing for the adverse impacts of climate change.

5.2. PROMOTING CO-OPERATION FOR NGQUSHWA TOWARDS 2057

Promoting Co-operation is the process through which aid is provided by Governmental and/or External Funding Agencies (EFAs) to recipient municipalities and municipal areas in order to achieve mutually agreed goals. Each sovereign and equal partner realises the objectives that it has intended to achieve. The development partners' relationship should be co-ordinated and managed very carefully. Aid should be supplementary to Ngqushwa's own domestic resources and should not supplant them.

It is estimated that about 60% of Ngqushwa's development assistance from government in the past has gone to finance human development and social sectors (potable water, housing and sanitation). Some 17% of the aid resources were invested in natural resources sectors (agriculture, forestry and fisheries), while 16% went to transport and communication sectors. The rest were invested in administration (development) and municipal area development in Ngqushwa.

External development assistance should and can be guided by municipal area development priorities and geared towards institutional, human resources, capacity building, poverty reduction, employment creation and income-generating projects. External assistance should and can also improve the status of marginalised groups, promote environmental sustainability, revive and sustain the economic growth and development of rural areas and the provision of essential services. It should also promote democracy, human rights, good governance, participatory development,



transparency and accountability towards 2057. Ngqushwa should keep on striving for donor funding and it will be the task teams main priority to do so as soon as possible.

However, external assistance should not perpetuate dependency or undermine priorities, development efforts and policies. The main priority of development cooperation remains poverty reduction through economic growth. This can only be achieved in the long run through sustainable development that is socially balanced and where local/grassroots people participate. Environmental preservation is a new interest towards 2057. It is now integrated with development issues for commitment to sustainable development. Emphasis is now put on rural and urban development as an integrated approach. Incorporation of the rural-urban link in development assistance is a lengthy process. Another trend is the move towards decentralised cooperation, a political instrument that also creates a new financial approach. Government spending for development cooperation is then organised on a local rather than a central lever.

Sub-Vision

Ngqushwa has achieved a level of transformation in the flow of development cooperation resources and has advanced from a recipient of grant assistance to a provider of assistance to those in need.

Development Co-operation for Ngqushwa Local Municipality towards 2057

Things to do

- Develop medium term plans for development programs to develop guidelines for the acceptance of donor support.
- Strengthen relations/cooperation between Ngqushwa and its development cooperating partners.
- Assign representatives in as many Business Sectors as possible
- Increase industrial and trading base;
- Balance the utilisation of Ngqushwa's natural resources between Ngqushwa and investors who can develop and exploit our natural resources;

- Have a conscious policy that ensures that foreign experts impart skills and knowledge to citizens so that local people replace the foreign experts when they leave the municipal area;
- Maintain harmonious relations with development partners.

Where we want to be (2057)

- Development cooperation with all friendly municipal areas and developers is strong and is based largely on trade and mutual exchange of opportunities;
- Dependency on foreign development aid is eliminated;
- Protocol signed with donors in accordance with the aims and objectives of Vision 2057.
- Ngqushwa continues to be a member of the global village.
- Ngqushwa is playing an effective role in municipal area and national organisations.
- Peaceful negotiations with other municipal areas achieved.

Current situation

- Ngqushwa is arguably aid-dependent as is the case with several South African Municipalities.
- The main priority of development cooperation remains poverty reduction through economic growth.
- About 60% of the development assistance has gone to finance resources development and social sectors (potable water, housing and sanitation).
- Some 17% of the aid resources were invested in the natural resources sectors (agriculture, forestry and fisheries) while 16% went to transport and communication sectors.
- The rest were invested in administration (development) and municipal area development.

Things to avoid

- Dependence on donor support.
- Conflict of interest on the part of the external organisations such as donors.
- Initiate unsustainable small and medium income generating projects.
- Overexploitation of natural resources.
- Replace internal resources with external resources.

Worst-case scenario

- Over-dependence on government aid.
- Weak natural resource base.
- Unsustainable developmental efforts and exploitation.

Table 5.2: Development Co-operation

Objectives

- To ensure that Ngqushwa becomes a donor municipal area for other struggling municipalities and does not receive aid any longer;
- To achieve qualitative change in relations between Ngqushwa and industrialised municipal areas, which transforms Ngqushwa from an aid-recipient municipal area to a trading municipal area and business partners.

Strategies

- Sensitising citizens, business people and utility companies to exploit the opportunities that exist in our and other markets;
- Through municipal area and international fora, Ngqushwa vigorously promotes free trade and investment flows and the transfers of appropriate technology;
- Encouraging more Foreign Direct Investment (FDI);
- Strengthening and diversifying relations between Ngqushwa and its developmental partners;
- Gradually replacing external resources with internal resources.
- Formulating and implementing policies on developmental cooperation efforts.



5.3. ENHANCING PEACE, SAFETY AND SECURITY FOR NGQUSHWA TOWARDS 2057

In South Africa, conflicts and civil unrests are the main threats to peace and security. Conflicts have occurred in many ways. South Africa has also witnessed a number civil unrests, normally characterised by student and labour unrests; as well as ethnically motivated violence or conflict between parties concerned. All these actions may lead to devastating effect on Ngqushwa population and the most vulnerable being women and children. Conflicts and civil unrests lead to the displacement of populations, destruction of property, the breakdown of civil authority and, ultimately, impedes socio-economic development.

Since Independence in South Africa during 1994, Ngqushwa has enjoyed reasonable peace and political stability. The security of the municipal area had so far not been under any serious threat. The security of Ngqushwa also impinges upon its active South African Police involvement in municipal peace initiatives. Since new dispensation, Ngqushwa has been involved in a number of peace-keeping efforts.

International Syndicates are posing some serious and credible threats to Ngqushwa through organised crime. Exploitation efforts, drug trafficking, human trafficking, smuggling and natural resource exploitation are the focus of international crime syndicates. It is argued that Ngqushwa's resources entice the syndicates to set up their operations. This in the long term would create some serious political and socio-economic destabilising situations in Ngqushwa.

Sub- Vision

Collective peace, safety and security with no uprising have been accomplished.

Peace, Safety and Security for Ngqushwa Local Municipality towards 2057
--

<u>Things to do</u>



- Formulate and implement coherent modernisation plan for the procurement of a modern South African Police.
- Maintain a credible defence posture that is qualitatively on par with the best South African Police force for our municipal area.
- Improve Ngqushwa's capacity for gathering intelligence information.

Where we want to be (2057)

- Municipal peace and security with no uprising guaranteed.
- Ngqushwa's capacity for gathering intelligence information is strong and effective.
- Ngqushwa has a well-trained and well-equipped South African Police and adequate infrastructure for the entire South African Police.
- Ngqushwa operates as part of a modernised South Africa.

Current situation

- Ngqushwa is partially a product of national solidarity that forced the defeat of the Apartheid system.
- Ngqushwa was quick to claim its rightful place in our national arena
- Ngqushwa participated in initiatives that were aimed at strengthening municipal security, however limited.
- Ngqushwa also played a significant role in the peaceful transition of South Africa to a democratic dispensation, a process which influenced positively the amalgamation of Peddie and Hamburg to Ngqushwa Local Municipality.
- Ngqushwa enjoys internal peace and stability, but a number of external threats come from nontraditional forms of conflicts.
- International Syndicates are posing a credible threat to Ngqushwa through organised crime.
- Signage needed for directional purposes to direct South African Police.

Things to avoid

- Incoherent South African Police plans.
- Poor training and equipment for the South African Police.
- De-emphasises intelligence-gathering.
- Limited cooperation in local peace Protocols.

Worst-case scenario

- Municipal area instability and disunity.
- Armed conflicts and various uprisings.
- Exploitation of national products by criminal elements.

Table 5.3: Peace, Safety and Security

Objective

To achieve peace and security within Ngqushwa municipal area and our neighbouring municipalities.

Strategies

- Using collective security as an instrument of municipal security.
- Employing municipal security to thwart destabilising elements by denying them succour and sanctuary.
- Operationalising Protocols in terms of South African Police doctrine, sharing of intelligence information, municipal security institutions and joint intervention procedures.
- Ensuring professionalism in the South African Police mechanism by having a well-trained and well-equipped South African Police, and adequate infrastructure for the entire South African Police.
- Reducing HIV/AIDS infections.



- Modernising the local South African Police to ensure the effective participation of Ngqushwa in municipal area, conflict resolutions and peacekeeping missions.

5 4. ESTABLISHING ROUTE TO MARKET FROM NGQUSHWA THROUGH GLOBALISATION EFFORT TOWARDS 2057

Globalisation is the integration of national and municipal area economics throughout the world through trade, capital flows, the exchange of technology and information as well as the movement of people. Since the 1990's, globalisation has become a major topic of discussion and concern in economic circles. The move towards a more integrated world has opened the wide potential for greater growth, and it presents an opportunity for developing countries and municipal areas such as Ngqushwa to raise our living standards. However, concerns about the risks of marginalisation of developing countries has given rise to a sense of misgiving among developing municipal areas. Globalisation benefits consumers and producers in the form of increasing trade, which will give wider choice of low-cost goods, often incorporating more advanced technologies. Access to world markets allows everyone to exploit their comparative advantages more intensively while being exposed to the benefits of increased international competition. The rapid increase in capital and private ventures/opportunities available to Ngqushwa can be accelerated to the pace of our development beyond what it could otherwise will have achieved.

The benefits of globalisation outweigh the costs of that free trade results in countries that specialise in the production of those goods efficiently, while importing goods that they cannot produce efficiently, from other municipal areas. However, the risks of globalisation include that investment capital seeks out the most efficient markets, while producers and consumer seek the most competitive suppliers. This would expose and intensify existing structural weaknesses in individual economies.

Economic globalisation and restructuring through new technologies has however created many options for capital flight, for instance, relocation of production and



outsourcing. Critics of globalisation assert that global economic power is shifting away from national governments towards supra-national institutions (WTO, WB/ IMF). Globalisation is characterised by the fact that decisions that affect a lot of people are no longer made by national governments, but instead by a group of unelected bureaucrats in the supra-national institutions. Thus, thereby that Ngqushwa can benefit.

Globalisation would not bring Ngqushwa to the level of Gauteng and Western Cape overnight. As globalisation progresses, we should focus on the development of our own resources, otherwise, globalisation in some sense could be suicidal. We need to identify a competitive edge upon which Ngqushwa's position in the world economy will be based. We should strengthen our industrial capacity in order to pursue realistic goals dependent on our natural endowment and possibilities.

There has been a distinct increase in global trade and in private capital flows to developing municipal areas. The challenge facing Vision 2057 for Ngqushwa is to design public policies that maximise the downside risks of destabilisation and marginalisation.

Regarding investment promotion, we should also encourage investors who are already in Ngqushwa. By the year 2057, local human resources should be adequate for development promotion. Tourism and heritage, on the other hand, offers Ngqushwa a huge opportunity for development of our economy. To enjoy this opportunity, in the long run, peace and stability should be our partner. Consequently, tourism and heritage should be promoted in order to contribute to our economy. Less privileged people should also be involved in this sector. For Ngqushwa to succeed in the tourism and heritage industry, the municipal area should be marketed extensively abroad.

Globalisation on its own would not bring us to the level of other developed municipal areas. We should simultaneously focus on the development of our own resources. Ngqushwa should identify a competitive edge upon to which our position in South African economy will be based.



Sub-Vision

The benefits of technology, trade, investment and capital flows have contributed to a significant reduction in poverty in most municipal areas of South Africa, and Ngqushwa enjoys optimal participation and integration thereof.

“Route to Market” through globalisation for Ngqushwa Local Municipality towards 2057

Things to do

- Establish and maintain structures (roads, telecommunications media and health services) that can compete.
- Create a positive atmosphere as well as incentives for foreign direct investments.
- Create awareness of Ngqushwa’s potential.
- Promote human and institutional capacity-building.
- Assess and capitalise on Ngqushwa’s comparative advantage in the sectors such as Agriculture, Tourism and heritage, Fishing and Mining.
- Train citizens to acquire skills and knowledge to be able to compete in the context of globalisation.
- Design public policies that maximise the downside risks of destabilisation and marginalisation.
- Encourage investors who are already in Ngqushwa.
- Develop local human resources for development promotion.
- Promote tourism and heritage in order to contribute to our economy.
- Focus on the development of our own resources.
- Identify a competitive edge upon which Ngqushwa’s position in world economy will be based.

Where we want to be (2057)

- Ngqushwa can achieve significant investments in economic and infrastructural development, and can compete nationally;

- Ngqushwa is fully integrated into the global trading and financial system;
- Ngqushwa economy is very lucrative in that there is net inflow of capital from other areas into the municipal area's economy.
- Access to world markets allows Ngqushwa to exploit our comparative advantage more intensively while being exposed to the benefits of increased national competition.
- The rapid increase in capital and private ventures/opportunities available to Ngqushwa has accelerated the pace of our development beyond what it could otherwise have achieved.

Current situation

- Globalisation is the integration of national economics throughout the world through trade, capital flows, the exchange of technology and information and movement of people.
- Globalisation would not bring Ngqushwa to the level of Gauteng and Western Cape overnight.
- There has been a distinct increase in global trade and private capital flows to developing countries.
- Foreign direct investment, for instance, has very low impact currently in Ngqushwa.
- Such development points to a trend towards Ngqushwa's marginalisation in trade and FDI.
- The challenge facing Vision 2057 for Ngqushwa is to design public policies that maximise the downside risks of destabilisation and marginalisation.

Things to avoid

- Ngqushwa's potential is unknown to the global village
- Underdevelopment of human capacity.
- Creating barriers against international transfer of technology.

- Trade barriers.
- Policy lapses.

Worst-case scenario

- Ngqushwa's share in the South Africa economy remains null;
- Ngqushwa experiences large-scale movement of capital and people to other municipal areas.

Table 5.4: "Route to Market" through globalisation

Objective

To ensure that Ngqushwa enjoys optimal participation and integration in the global villages.

Strategies

Ngqushwa's strategic response to globalisation include the following:

- Ensuring good governance;
- Maintaining quality and efficiency of infrastructure, industrial production and services;
- Improving productivity of labour and promoting harmonious labour relations.
- Remaining competitive in the national market.

5.5 ENSURING GOOD GOVERNANCE FOR NGQUSHWA TOWARDS 2057

Ngqushwa was established as a sovereign, secular, democratic and unitary municipal area based on the principles of South African democracy, the rule of law and justice for all. Therefore, the South African Constitution is the basic law which contains, inter alia, all the ingredients of a democratic state including peace, security and political



stability. In creating a democratic state, the Constitution provides and protects fundamental rights and freedoms of all that live and do business in Ngqushwa.

In maintaining peace and political stability, freedom of expression is important in order for people to express their views on issues that may disturb peace and political stability in Ngqushwa. The freedom of the press also contributes to peace and stability in that the people should be informed of the policies of Ngqushwa Local Municipality. This, in turn, develops the municipal area to make informed choices when electing representatives to local government. The Constitution is the supreme law of South Africa. It is designed to guide the nation in the development of its policies. The rights that are entrenched cannot be taken away from the citizens; it signifies importance to the person and also to the development of the human race.

The weakness of peace and political stability in Ngqushwa lies in the economic disparities between the poor and the rich. The reduction of poverty is difficult to address constitutionally since it depends upon the availability of resources. The main threat to peace and political stability is violations of human rights.

Without good governance and accountability, it would be difficult to achieve and maintain peace, political stability and sustainable development. As was witnessed in the 1970's and 1980's in South Africa, the masses rose against the regime that was perceived to be corrupt, unaccountable and not pursuing a people-oriented development agenda. We need to be careful of this as some aspects of uprisings during 2015/2016 pose a threat moving towards 2057.

Ngqushwa was fortunate that it gained its independence as part of South Africa, a period that marked a trend towards democratisation in most of Sub-Saharan Africa. It has been observed that gaining independence at that particular point in time ensured a significant inclusion of democratic principles in the South African Constitution.

The South African Constitution has in place various safeguards that ensure accountability in government. It clearly provides for the separation of powers between



the Executive, the Legislature and the Judiciary. It further provides, among others, for the establishment of the Public Service Commission, the Public Protection Office and the Office of the Ombudsman. These are all important administrative and democratic safeguards. If effectively implemented, they will enhance openness in local government. It should also be noted that the Public Service Commission's procedures for appointing personnel at different levels of the Public Service, strengthen accountability and transparency. In addition, the Public Protector Office was however created to promote administrative accountability in the public service.

Sub-Vision

Ngqushwa maintains, consolidates and extends the good governance practices of a democracy with high levels of participation, rights, freedoms and legitimacy (under the Constitution), which continue to serve as a model for other municipal areas in South Africa.

Good Governance for Ngqushwa Local Municipality towards 2057

Things to do

- Consolidate and realise the existing constitutional principles.
- Continue to hold regular local elections
- Ensure the autonomy and effectiveness of the Electoral Commission.
- Strengthen popular support for electoral mechanisms
- Sustain and improve voter education programs
- Continue to allocate funds to election commission for civic education.
- Encourage other participants (parties, NGO's, and others) to contribute to these efforts.
- Strengthen contributions of electronic media to these efforts
- Continue to only use local language where necessary
- Establish an information system that enables the broad spectrum of citizens to understand all issues affecting them.
- Ensure freedom of expression and other fundamental human rights.

Where we want to be (2057)

- The citizens continue to actively participate in decision-making through free, fair and frequent elections, as well as through other consultative processes.
- Ngqushwa Local Municipality operates in an effective, efficient, transparent, and accountable manner at all levels, under acceptable constitutional principles.
- The citizens and Ngqushwa Local Municipality continue to support and actively exercise their constitutionally guaranteed political rights.
- The respect for these rights is extended to all individuals and groups in a spirit of tolerance, fairness and responsibility to the whole society.
- Ngqushwa enjoys a tolerant and free political environment.
- Allows and encourages people to participate through political parties of their own choice in free, fair and regular elections
- The citizens are continuously and effectively informed of their democratic rights.

Current situation

- The South African Constitution is the supreme law of Ngqushwa
- The South African Constitution has in place various safeguards that ensure accountability in local government.
- The freedom of speech and press is well established in our society.
- Ngqushwa supported and adopted policies aimed at reconciliation. None of the previously advantaged persons was expelled from the municipal area due to their involvement with the previous colonial government.
- The weakness of peace and political stability in Ngqushwa lies in the economic disparities between the poor and the rich.

Things to avoid

- The independence of judiciary is not respected
- Legal system functions undermined
- Disregard for the laws by all citizens.

Worst-case scenario

- Ineffective and inefficient enforcement of law at all levels of serious uprisings at Ngqushwa.
- Government policies do not reflect the wishes and aspirations of citizens.
- The best interests of the citizens are disregarded.
- Ngqushwa's sovereignty is not protected.
- Abuse of human rights in Ngqushwa.

Table 5.5: Good Governance

Objectives

- To ensure that the Constitution of South Africa is upheld by all as the fundamental law of our republic, set to protect and guarantee the rights and freedoms of everyone.
- To have a truly democratic local government, and our municipality which operates in an effective, efficient, transparent, and accountable manner at all levels, under acceptable South African constitutional principles.

Strategies

- Creating an enabling environment against social/political conflict and corruption, and for constructive participation.
- Maintaining free, fair and frequent local elections.
- Creating effective partnerships among the different levels of Ngqushwa Local Municipality and the public.
- Encouraging popular participation.
- Strengthening human and institutional capacities.
- Strengthening the checks and balances in local governmental systems.
- Developing appropriate policies to realise good governance
- Increasing participation through decentralisation.



- Educating all people on the constitutional and human rights adhered to by Ngqushwa Local Municipality.
- Creating an environment of tolerance.
- Encouraging people to respect the rights of others while exercising their Rights.
- Enforcing and pro-actively extending the realisation of human rights.

5.6. DECENTRALISATION FACTORS IMPEDING NGQUSHWA TOWARDS 2057

The challenges facing local development in Ngqushwa, such as economic disparity, poverty, disease, limited skills base and many others, are primarily about making decisions on social, economic and environmental priorities, and on forms of investment, production and consumption.

These decisions must be made and dealt with by good governed systems at Ngqushwa Local Municipality. Governance is simply the process or method by which society is governed. Two major trends, which either be complementary or contradictory, are increasingly relevant for governance: decentralisation and devolution on the one hand, and globalisation on the other.

It is recognised that many social and environmental issues are better managed at the local level, where authority, proprietorship/tenure, rights and responsibilities are devolved to appropriate local institutions and organisations, such as aspects of education (school boards), running of our two towns and the various villages, water-points and land management, wildlife and forest management. On the other hand, issues arising from globalisation processes, such as trade liberalisation, global communications, foreign investment through multinational corporations and global environmental impact such as climate change and ozone depletion, require global rules and governance systems.

The challenge for effective governance in support of sustainable long-term development is to (a) determine which issues are best addressed at which level; a



good general principle is to decentralise and devolve to the lowest effective level; (b) ensure coherence between policy options pursued at different levels; and (c) find ways to ensure that local people can properly exercise their option to be involved, even where it appears that the policy agenda is best focused at national or at global levels.

This call for capacity-building, both human and institutional, is aimed at all levels of governance. In our document, it is proposed that decentralisation goes through various stages with the ultimate aim being devolution. The exercise (decentralisation) portrays to the municipal area councils and our local authorities as independent entities.

Sub-Vision

Ngqushwa Local Municipality and its communities are empowered, and are fully involved in the development process; they actually formulate and implement development plans, while the national government - working hand in hand with civil society organisations - provides the enabling environment (laws, policies, finance, and security.) for the effective management of national, provincial and municipal development efforts.

Decentralisation efforts for Ngqushwa Local Municipality towards 2057

Things to do

- Determine which issues are best addressed at which level;
- Decentralise and devolve to the lowest effective level;
- Ensure coherence between policy options pursued at different levels;
- Find ways to ensure that citizens can properly exercise their option to be involved, even where it appears that the policy agenda is best focused at national or global levels;
- Embark upon capacity-building, both human and institutional, at all levels of government.

Where we want to be (2057)

- Ngqushwa is a municipal area with streamlined governance systems in place, that truly support the needs of the people by creating efficient enabling conditions, and that are accountable and effective in promoting policy implementation.
- Appropriate and thorough devolution and decentralisation processes have occurred in accordance with the Decentralisation Policy of South Africa.
- The principles of human rights are upheld, civil liberties and democracy are firmly Entrenched and defended, and comprehensive approaches to reduce crime and domestic violence, to promote peace, stability and social integration have been implemented.
- All the necessary institutional and organisational change effected at national, municipal area and local levels in support of decentralisation.
- Decentralisation proves to be cost effective.
- Adequate capacity and financial resources are available for the smooth and effective operation of government at Amatole district and Ngqushwa Local Municipality.
- Sector departments design and implement their respective development plans within the context of NDP 2030.
- Decentralisation accepted as the most effective means of service delivery.

Current situation

- Decentralisation Policies was launched in 1994.
- Although Government is fully committed to the process of decentralisation, it has not as yet been able to carry out sufficiently all the district and local government implementations with it.
- Cross-ministerial taskforces assigned the responsibility of transforming concrete action-oriented work plans.
- The Ministry of Finance has provided adequate technical details regarding the modality of financial transfers to municipal area and local government.

Things to avoid

- Neglect human and institutional capacity building.
- Piecemeal implementation of the Decentralisation Policy.
- Decentralisation and devolution of authority without financial and related resources.
- Limiting political participation at local level.

Worst-case scenario

- Decentralisation process uncoordinated.
- Development planning and plan implementation become increasingly centralised.
- Municipal area District and Ngqushwa Local Municipality are controlled and governed directly from the center.
- Local participation in governance is limited.

Table 5.6: Decentralisation efforts

Objective

To achieve effective governance in support of sustainable long-term development through decentralisation and devolution of authority to the lowest effective level so that local people can properly exercise their option to be involved in decision-making and management of resources.

Strategies

- Implementing all aspects of Decentralisation;
- Empowering Ngqushwa Local Municipality to improve our revenue generating capacities and exercise control over the management of their affairs;
- Encouraging the people of Ngqushwa through their words to make their own decisions and to do so at their own level regarding political, cultural, economic and social development matters;



- Empowering the municipal areas to reduce HIV/AIDS.
- Providing adequate financial and other resources for Ngqushwa Local Municipality;
- Building human and institutional capacity in support of local governance;
- Enhancing the capacity of the people at Ngqushwa Local Municipality to set their own priorities, plan, implement and monitor their development programmes;
- Providing National, Provincial and district support to local government development initiatives.

5.7. RESPONSIBLE DECISION-MAKING FOR NGQUSHWA TOWARDS 2057

Ngqushwa has a long list of advantages, some of which it shares with neighbouring municipalities. However, some are unique to Ngqushwa, either as standalone advantages or when seen in, the context of other factors, such as Ngqushwa's culture and environment, an infrastructure and communications network and a developed and convivial Ngqushwa Local Municipality in Peddie. Such comparative advantages include its cultural and biological diversity, its clean and somewhat uncontaminated waters, fish, coastline and meat, its scenic diversity, tourism and heritage potential and wilderness, its position to facilitate municipal transport, communications, services such as forms of commerce, and many others. Where one has a comparative advantage, globalisation becomes an opportunity, not a threat.

The best means of harnessing the potential of our comparative advantages are through partnerships. This is the key to economic progress, to social harmony and to sustainable development. It involves partnerships between and within different sectors and levels of Ngqushwa Local Municipality, communities and civil society, the private sector, non-governmental organisations, research and training institutions, rural and urban societies, and with the international community – essentially, individuals in their institutional and private capacities working together for the greater good. Ngqushwa Local Municipality has an important role to fulfil – to create the enabling environment through policy and, if necessary, legislation, to create incentives and, where



necessary, to develop a regulatory framework. The better the policy, the less effort should be needed to expend on its implementation and regulation; the rest of society will implement.

The creation of good policies that optimise our comparative and competitive advantages through smart partnerships, requires a sound knowledge base, which in turn is acquired from valuable information. Information is obtained from science and research, and institutions that are able to nurture and share information and knowledge. Industrialised municipal areas spend up to 60% of their GDP, in one form or another, on science and technology. Least developed municipal areas typically spend less than 1% of their GDP on these sectors. The generation of information and knowledge, except in a few cases of protection from competition, must be placed in the public domain so that it is used by the greatest number for the greater good of all.

Sub-Vision

Ngqushwa's goal is to promote and strengthen "smart partnerships" for sustainable development, to optimise our comparative and competitive advantages, and to generate and manage good quality information and knowledge by supporting and fostering active and critical science and research through well-structured national institutions, as well as in partnership with other institutions abroad.

Responsible Decision-Making for Ngqushwa Local Municipality towards 2057

Things to do

- Harness the potential of our comparative advantages through partnerships.
- Establish partnerships between and within different sectors and levels of Ngqushwa Local Municipality, communities and civil society, the private sector, nongovernmental organisations, research and training institutions, rural and urban societies, and with the international community.
- Encourage individuals in their institutional and private capacities to work together for the greater good.

- Ngqushwa Local Municipality should create the enabling environment through policy and, if necessary, legislation, to create incentives and, where necessary, to develop a regulatory framework.
- Invest in science and technology research for the generation of information regarding Ngqushwa.

Where we want to be (2057)

- Ngqushwa's comparative and competitive advantages optimally and sustainably developed, in an increasingly growing environment;
- There exists a conducive and dynamic enabling environment for the evolution of "smart partnerships" to effectively exploit Ngqushwa's comparative advantages, as well as other development opportunities;
- There are vibrant science and technology research in Ngqushwa, with particular attention to areas related to Ngqushwa's comparative advantages and development needs;
- Ngqushwa is in a position where relevant, high-quality information and knowledge are readily accessible within the public domain.

Current situation

- Ngqushwa has a long list of advantages, such as Ngqushwa's culture and environment, its beautiful scenery and a developed and convivial Ngqushwa Local Municipality in Peddie.
- Comparative advantages include its cultural and biological diversity, its relatively clean waters and coastline, uncontaminated fish and meat, its scenic diversity, tourism and heritage potential and wilderness, its position to facilitate municipal transport, communications, services and other forms of skilled commerce, and many others.

Things to avoid

- Discourage science and technology research.

- Protect the generation of local information and knowledge such that it is used by a limited number of people only.
- Operate without the benefit of the partnership strategy.

Worst-case scenario

- Inadequate enabling environment for the operation of the partnership strategy.
- Not utilising our comparative advantage of our municipal area.
- Treat globalisation as a threat.
- Policies that require more government effort and less society involvement in implementation and regulation.

Table 5.7: Responsible Decision-Making

Objectives

- To optimally and sustainably develop and maximise Ngqushwa's comparative and competitive advantages, in an increasingly global environment;
- To establish a conducive and dynamic enabling environment for the evolution of "smart partnerships", to effectively maximise Ngqushwa's comparative advantages, as well as other development opportunities;
- To strengthen science and research, with particular attention to areas related to Ngqushwa's comparative advantages and development needs, and to be in a position where relevant, high-quality information and knowledge are readily accessible within the public domain.

Strategies

Continually exploring ways in which Ngqushwa can identify and sustainably exploit our comparative and competitive advantages by:



- Developing conducive policy environments for different sectors to optimise the transition from local to national maximisation of these advantages, with strong incentives and, where necessary, a regulatory framework that ensures equity, fair practice and sustainability
- Creating and nurturing a positive and supportive environment for the development and growth of “smart partnerships”, to best promote Ngqushwa’s comparative advantages and development needs
- Creating a commitment towards sustainable development:
 - as a process and not a fixed plan;
 - as the responsibility of society as a whole, not just Ngqushwa Local Municipality, Provincial and National governments;
 - as sharing information, knowledge and opportunities, and not under Centralised command and control structures;
 - As having a focus on outcomes (i.e. impact), not outputs (e.g. laws, project activities such as meetings.);
 - as an integrated initiative – within and between sectors and institutions – and not as a set of sectorial activities;
 - As a locally and domestically-driven and financed process, with resources trickled in over the necessary period of time, and not as costly short-term “projects”.
- Creating a conducive and supportive environment for public-interest scientific and research organisations, to build their capacity to generate and share information, to build knowledge and to disseminate this as widely as possible.
- Developing strong incentives for information to be shared widely in the public domain, with all other government institutions leading by example.

5.8. BUILDING CAPABLE INSTITUTIONS AND ADMINISTRATION TOWARDS 2057

Ngqushwa institutional capacity is the combination of human resources, other institutions, and practices that enable it to achieve our development goals. Capacity building is both the vehicle for and the object of, national development. The process



requires a suitable enabling environment in terms of political stability and freedom, a sound legal protective and supportive system, economic resources and opportunities, social norms which are conducive to sustained development and which are well understood by most of the population. Capacity-building includes, but extends far beyond, the traditional approaches of human resource planning, education and training, and employment generation.

The apartheid system created a most negative and uncondusive environment for the development of skills required for effective consummation of the benefits of Independence. As a consequence, the capacity to implement post-Independence programmes has generally fallen short of optimum requirements. South African capacity building challenge is, however, far from daunting, because the political and economic foundation for development is relatively strong. South African unique colonial legacy has created capacity gaps in terms of the general level of education of the majority of the population, and a relative shortage of indigenous professional and technical personnel.

Key areas of capacity-building currently being pursued by the South African Government as part and parcel of the overall strategy for sustained political, social, and economic development are the following: The Enabling Environment, the Public Sector, the Private Sector, Civil Society, and Education, Training and Learning.

A sound economic environment is therefore required for the achievement of the desired human and institutional capacity-building. In this regard, Government has responded to the challenges of:

- (i) Capacity to maintain the status quo;
- (ii) Capacity to realistically adjust the macro-economic environment and bring it in line with the aspirations of South Africa (i.e. issues of equity);
- (iii) Capacity of the public sector to implement and sustain development programs;



- (iv) Capacity of the public sector to manage the regulatory framework within which the private sector operates; and
- (v) Capacity to manage the utilisation of environmental resources sustainably.

The human aspects of capacity building have already been addressed under “Education and Training”. The focus in this section is on institutional capacity-building for development.

These are the following 8 Pillars the Municipality will be implementing in their turnaround strategy:

- Leadership Development
- Quality basic services and infrastructure development
- Local economic development
- Human capital development
- Good governance and public participation
- Institutional development and design
- Spatial Planning

Sub-Vision

Ngqushwa is a well-established and democratic institution that provides an enabling environment towards effective participation of all citizens ensuring social and economic development. In support of the process of capacity-building, Ngqushwa Local Municipality’s governance systems consist of public and private initiatives that, together, respond adequately to the challenges of modern technology and the development of our two industrial towns by producing all the required managerial, technical and professional personnel.

Institutional Capacity for Development for Ngqushwa Local Municipality towards 2057
--

<u>Things to do</u>

- Adopt and implement appropriate capacity building strategy for sustained political, social, and economic development.
- The Public sector, Private sector and Civil Society must work together to implement the capacity building strategies.
- Ngqushwa Local Municipality should continue to create the enabling environment for all actors in development to operate effectively.
- Undertake comprehensive institutional restructuring.
- Reduce the spread of HIV/AIDS.

Where we want to be (2057)

- Well established Ngqushwa Local Municipality that provides the enabling environment for effective participation of all citizens in social and economic development.
- Fully functional Education and training institution that respond effectively to the challenge of modern industrial society by producing all the required managerial, technical and professional personnel.

Current situation

- Ngqushwa has established a democratic system, and there is a good measure of political tolerance.
- Ngqushwa Local Municipality has developed a Municipal Turn Around Strategy which focuses on the following eight pillars:
 - Leadership Development
 - Quality Basic Service and Infrastructure Development
 - Sound Financial Development
 - Good Governance and Public Participation
 - Local Economic Development
 - Human Capital Development
 - Spatial Planning
 - Institutional Development

- Ngqushwa is yet to achieve the objective of equipping and empowering all her citizens to contribute effectively to the modern economic sector.
- The governance system is battling with capacity gaps in the general level of education of our population created by colonial legacy, and the relative shortage of indigenous professional and technical personnel.
- Ngqushwa is well positioned to attract private Investment, but there is need to create conditions more favorable to efficiency, profitability, and value.

Things to avoid

- Approach capacity building as a Ngqushwa Local Municipality initiative, with or without private and Civil Society participation.
- Allow training and educational institutions to pursue their programs independently without reference to other development priorities.
- Pursue institution and human capacity building without a comprehensive municipal area policy and program.

Worst-case scenario

- Poor management and Ngqushwa Local Municipality institutions lead to decay of institutions and underutilised capacities.
- Uncoordinated educational policies cause over-production of students in disciplines that do not reflect the Labour market signals for capacity

Table 5.8: Institutional Capacity for Development

Objectives

- The overall objective is to ensure that Ngqushwa's human and institutional capacities are well developed and adequate to meet the challenges of a developed society.
- To ensure that Ngqushwa has an efficient and well-structured local municipality fully utilising human potential and delivering an effective, client-centred service



to produce well-qualified and trained human resources, with qualifications which are locally, nationally and internationally recognised.

- Ngqushwa Local Municipality and Private Institutions offer services appropriate to customer needs giving value for money through competitive process.
- To ensure that Ngqushwa has a diversified, competent and highly productive labour force, with only low levels of unemployment, which meets the requirements of an equally diversified economy.

Strategies

- Providing a sound regulatory framework not only to define the role of political leadership and the civil services but also to guide the operations of the private sector – including local laws and regulations relating to property, commerce, civil disputes, monopolies and environmental protection.
- Intensifying all the efforts by Ngqushwa Local Municipality in providing an enabling environment for the establishment, growth and sustained functioning of public, private, foreign, local, cooperative, individual and family enterprises.
- Ensuring that Ngqushwa Local Municipality succeeds in rationalising the Public Service, as well as in reducing the size of the public sector.
- Supporting the training of the staff of weak municipal workers to build up skills for organisation and management, project identification and preparation, for research, monitoring and evaluation, and for networking, lobbying and advocacy.
- Supporting human capacity-building to enable Ngqushwa Local Municipality plan and implement development programmes to promote public participation and municipal development;
- Facilitating the implementation of the National Strategic Plan on HIV/ AIDS, the Poverty Reduction Action Programme and National Population Policy for Sustainable Human Development.
- Factoring HIV/AIDS into capacity-building at the operational level;



- Improving the economic capacity through reviewing Ngqushwa's investment promotion strategy with a view to attracting export-oriented global investments through the Program Management Office (PMO).
- Putting in place a transparent process of performance measurement, evaluation and related rewards for members of senior management, by Ngqushwa Local Municipality.
- Adopting social and environmental management practices, by both public and private institutions in Ngqushwa, that allow them to measure their impact by means of accepted performance indicators, on Ngqushwa community.
- Adopting and communicating (public and private institutions in Ngqushwa) to external stakeholders, clear guidelines and standards for organisational integrity, against which organisational and individual activities are measured.
- Ensuring, by institutions in Ngqushwa, regular disclosure on all financial and non-financial issues of relevance and interest to stakeholders and the public at large.
- Providing short and long-term training in project planning and sustainable management of resources to all Ngqushwa Local Municipality council and managers.
- Improving service provision and resource management efficiency through public/private partnerships (including joint ventures, the outsourcing of management tasks to parastatals, the private sector and civil society groups and organisations) which hold great promise for improved efficiency regarding service provision and resource management.

Part 2 of our document will address all issues pertaining the MTAS for Ngqushwa Local Municipality for the period 2017 – 2022.



REFERENCES

National Development Plan, 2030 (NDP). [Online] Available form:
<http://www.gov.za/issues/national-development-plan-2030> (Accessed: September 2016)

Stats SA (2011) [Online] Available form:
<https://www.statssa.gov.za/publications/P03014/P030142011.pdf> (Accessed: September 2016)

United Nations Economic Commissions for Africa, 2006 (UNECA) [Online] Available form <http://www.uneca.org/publications/economic-report-africa-2006> (Accessed: September 2016)

World federation society, 2004 (WFS) [Online] Available form
<http://www.springer.com/in/book/9788847002524>



Annexure A: Catalyst Projects

CATALYST PROJECTS	SOURCE OF FUNDING	Year 1 (10 Yrs) VISION 2057	Year 2 (10 Yrs.) VISION 2057	Year 3 (10 Yrs.) VISION 2057	Year 4 (10 Yrs.) VISION 2057
SMALL TOWN REVITALISATION PROJECT/ HAMBURG DEVELOPMENT	Department of Economic Development ,Environmental Affairs and Tourism Industrial Development Corporation Department of Corporative Governance and Traditional Affairs Department of Roads and Public Works	Business Plans Architecture Design Source Funding	Construction stage of basic services and structures		
SMALL TOWN REVITALISATION PROJECT/ PEDDIE TOWN DEVELOPMENT	Department of Economic Development ,Environmental Affairs and Tourism Industrial Development Corporation Department of Corporative Governance and Traditional Affairs Department of Roads and Public Works Office of the Premier	Business Plans Architecture Design Source Funding	Construction stage of basic services and structures		
NGQUSHWA TRAINING ACADEMY	Department of Sport ,Recreation, Arts and Culture Donors Private Sector	Business Plans Architecture Design Source Funding	Construction stage of basic services and structures		

NGQUSHWA SPORT CENTRE	Department of Sport ,Recreation,Arts and Culture Donors Private Sector	Business Plans Architecture Design Source Funding	Construction stage of basic services and structures		
CENTRES OF EXCELLENCE IN MATHS AND SCIENCE	Department of Math's and Science Donors Private Sector	Business Plans Architecture Design Source Funding Construction on Centre	Construction stage of basic services and structures		
CONSTRUCTION OF NGQUSHWA LM OFFICES	Department of Roads and Public Works Own Revenue	Business Plans Architecture Design Source Funding Construction			
REVISED SDF TO BE VISION 2057 COMPLIANT	Amathole District Municipality Own Revenue Department of Rural Development and Land Reform Department of Corporative Governance and Traditional Affairs	Establishment of Municipal planning tribunal Implementation of SPLUMA by-laws Appointment of Administration Officer Development of LSDF for all villages	Functional municipal planning tribunal Implementation of SPLUMA by-laws	Implementation of SPLUMA by-laws	Implementation of SPLUMA by-laws
LAND USE SCHEMES	Own Revenue Department of Rural Development and Land Reform Department of Corporative Governance and Traditional Affairs	Customisation and implementation of Land use schemes Development and implementation of grasing land policy	Implementation of Land use schemes Implementation of grasing land policy	Implementation of Land use schemes Implementation of grasing land policy	Implementation of Land use schemes Implementation of grasing land policy
HOUSING SECTOR PLAN	Department of Human Settlement	Facilitation and coordination of housing development Monitor timeous completion of land claims Unlocking land	Facilitation of Housing Development Monitor timeous completion of land claims Constant	Facilitation of Housing Development Monitor timeous completion of land claims	Facilitation of Housing Development Monitor timeous completion of land claims

		parcels owned by government departments Constant Updating of housing needs register	Updating of housing needs register	on of land claims Constant Updating of housing needs register	Constant Updating of housing needs register
DISASTER MANAGEMENT CONTINGENCY PLAN	Amathole District Municipality Department of Corporative Governance and Traditional Affairs	Development and implementation of Disaster Management and contingency plan Recruitment of personnel	Implementation of Disaster Management and contingency plan	Implementation of Disaster Management and contingency plan	Implementation of Disaster Management and contingency plan
REGISTRATION AND MAINTENANCE OF MUNICIPAL PROPERTIES(OWN REVENUE)	Own Revenue	Identification and facilitate registration of municipal unregistered properties Maintenance of municipal properties	Maintenance of municipal properties	Maintenance of municipal properties	Maintenance of municipal properties

ESTABLISHMENT OF SMALL ECONOMIC ZONE (SEZ)	Amathole District Municipality Department of Economic Development ,Environmental Affairs and Tourism Industrial Development Corporation Department of Corporative Governance and Traditional Affairs Department of Roads and Public Works East London Industrial Development Zone Eastern Cape Development Corporation Department of Rural Development and Land Reform	Development and Implementation of the LED Strategy Review of the LED Strategy Site Identification Feasibility Study Business Plan Development Establishment of SEZ	Implementation of Small Economic Zone Monitoring and Evaluation	Implementation of Small Economic Zone Monitoring and Evaluation	Implementation of Small Economic Zone Monitoring and Evaluation
REVATILISATION OF IRRIGATION SCHEME	Amathole District Municipality Department of Rural Development and Agrarian Reform Department of Rural Development and Land Reform	Business Plans Site Identification Infrastructure Development Capacity Building Mentoring Production Inputs Marketing	Monitoring and Evaluation	Monitoring and Evaluation	Monitoring and Evaluation
REVATILIZATION OF CITRUS FRUIT AND MAIZE PLANTATION	Amathole District Municipality Department of Rural Development and Agrarian Reform Department of Rural Development and Land Reform	Business Plans Site Identification Extraction of Interest	Implementation of the Citrus fruit and Maize Plantation	Implementation of the Citrus fruit and Maize Plantation	Implementation of the Citrus fruit and Maize Plantation

DEVELOPMENT OF MQWASHU HERITAGE HEROES ACRE	Amathole District Municipality Department of Economic Development ,Environmental Affairs and Tourism Department of Water and Sanitation	Develop, Implement and Review Tourism Sector Plan Conduct research on critical issues that affect Tourism and Heritage Identify , develop and Package Tourism and Heritage products Marketing Ngqushwa as a tourist destination Development of Business to source funding	Review and Implementation Tourism Sector Plan Marketing Ngqushwa as a tourist destination Development of Business to source funding	Review and Implementation Tourism Sector Plan Marketing Ngqushwa as a tourist destination Development of Business to source funding	Review and Implementation Tourism Sector Plan Marketing Ngqushwa as a tourist destination Development of Business to source funding
FREE WI-FI	Donors	Development of Business Plans Appointment of Service Provider (Development and Maintenance Feasibility Study Roll out of the project Pilot in 4 Wards inclusive Peddie and Hamburg	Roll out the project the rest of the wards	Monitoring and Evaluation (impact)	Monitoring and Evaluation (impact)
SPORT ACADEMY (SWIMMING,SOCER, RUGBY ,BOXING,NETBALL,CRI CKET ,KARATE AND JUDO)	Department of Sport,Recreation,Arts and Culture Own Revenue	Identification of land Development of Business Plans Signing of MOU with relevant stakeholders Architecture design Building (Construction)	Accreditation Recruitment & Attract Rollout. Participate in National and Provincial programs	Participate in International Programs (Exchange programs)	Participate in International Programs (Exchange programs)

TRAINING ACADEMY (ARTISANS)	Construction Education Authority Own Revenue	MOU's signed with NMMU for accreditation and syllabus Development of Business Plans Architecture design Construction	Roll out Recruit and Attract students	Enroll 5000 students	Monitors and maintain the Training Academy
HUMAN CAPITAL DEVELOPMENT	SETAS Own Revenue	Business Plan Source funds for Artisans Curriculum Entrepreneurship			
DEVELOPMENT OF EARLY CHILDHOOD CENTRES	Department of Social Development\ Lotto -	Perform needs analysis and assessment for the development of Early Childhood Development centers in all wards Facilitate development of Business Plans and Architectural Plans - Construction of all ECD Source funding to develop ECDC for the all ward Monitors functioning of ECDC quarterly	Monitors functioning of ECDC quarterly Source funding for maintenance ECDC for the all ward -	Monitors functioni ng of ECDC maintena nce ECDC for the all ward	Monitors functioning of ECDC
DEVELOPMENT OF 12 ADVISORY CENTRES FOR SCHOOL LEAVERS(NYDA)	National Youth Development Agency	Collect and create database of school leavers (drop outs) in all wards Establish 12 ward based youth advisory centers Develop and maintain youth advisory centre	Maintain youth advisory centre and extend services rendered	Maintain youth advisory centre and extend services rendered	Maintain youth advisory centre and extend services rendered

CONSTRUCTION OF A MULTI PURPOSE /THUSONG CENTRE IN PEDDIE	Office of the Premier Department of Human Settlement Department of Economic Development ,Environmental Affairs and Tourism	Needs Analysis/Demand Management Identification of Sites Business Plan Development Financial Resource Mobilisation Construction	Maintenance of Multi-Purpose Centre	Maintenanc e of Multi-Purpose Centre	Maintenanc e of Multi-Purpose Centre
DEVELOPMENT OF AN INTEGRATED WELLNESS PLAN AND WELLNESS CENTRE IN HAMBURG	Department of Roads and Public Works	Develop an integrated wellness plan and wellness center implement	Develop an integrated wellness plan and implement	Develop an integrated wellness plan and implement	Develop an integrated wellness plan and implement
ESTABLISHMENT OF ELEARING FOR NGQUSHWA	SPAR EASTERN CAPE	Development of ICT Infrastructure in Ngqushwa Conduct awareness campaign on eLearning Provision of eLearning	Promote use of eLearning in all wards	Promote use of eLearning and other new technological innovations in all wards	Promote use of eLearning and other new technological innovations in all wards

**"Action without vision
is only passing time,
Vision without action
is merely day dreaming,
but vision with action
can change the world."**

Nelson Mandela



**PROFESSOR
SOHAIL INAYATULLAH**

- **UNESCO CHAIR IN FUTURE STUDIES**
- **UNITED NATIONS AWARD FOR ALL-TIME BEST FUTURIST**

Ngqushwa 2057 is an exceptional and educational 40 year prognosis that explores alternative and preferred futures for Ngqushwa and the people that underlie within this region. Though various analysis performed and detailed research efforts, this document will assist local and global organisations and various other institutions to support the alternative and preferred future. I commend this remarkable and much needed foresight effort.