



5 Year Strategic Plan

2023/24 - 2028/29



mandela bay
DEVELOPMENT AGENCY
RENEW • REVIVE • INSPIRE

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1 - INTRODUCTION

The Mandela Bay Development Agency (MBDA) currently operates as a single registered entity whilst operating three distinct operations. The operations at the Tramways are synonymous with Urban Renewal Programmes that include capital investments and various operations such as cleansing, facilities management, and urban area management.

The Kariega operation began as an urban area management office, maintaining informal trading assets and regulations within the then Uitenhage CBD. In 2016 Council resolved to include the management of the Nelson Mandela Bay Science Centre, a STEM education programme founded in partnership with the automotive industry, previously operated by the UDDI.

In 2017 Council resolved to appoint the MBDA as an operating agent of the iconic Nelson Mandela Bay Stadium. This multi-purpose facility is designed to be the headquarters of Sport in the Bay and play a catalytic role in the development of the surrounding precinct.

The objectives of the 2023-2028 strategic plan is to harness the diversity of the three operations, create synergies and leverage resources to reduce operating costs, and to improve efficiencies.

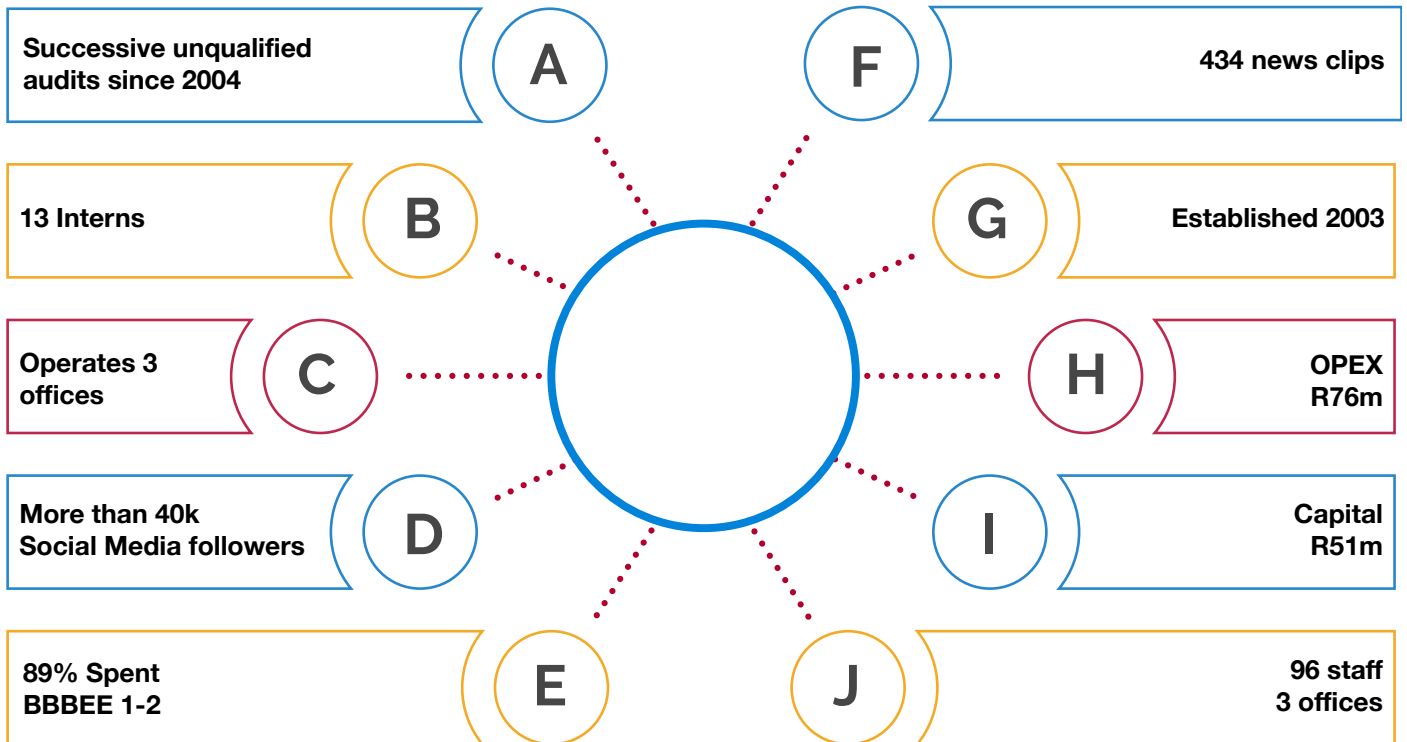
Each of the three operations has a unique set of capabilities and experience that when effectively harnessed, will enable the MBDA to achieve its strategic objectives and support the Nelson Mandela Bay Municipality towards reaching its development goals as set out in the IDP.

The strategy is also expected to lead the rejuvenation of this 20 year old (in 2023) entity into a relevant, fit for purpose entity that is seized with the city's development agenda, and aims to do so sustainably through the diversification of funding streams and lean business processes.

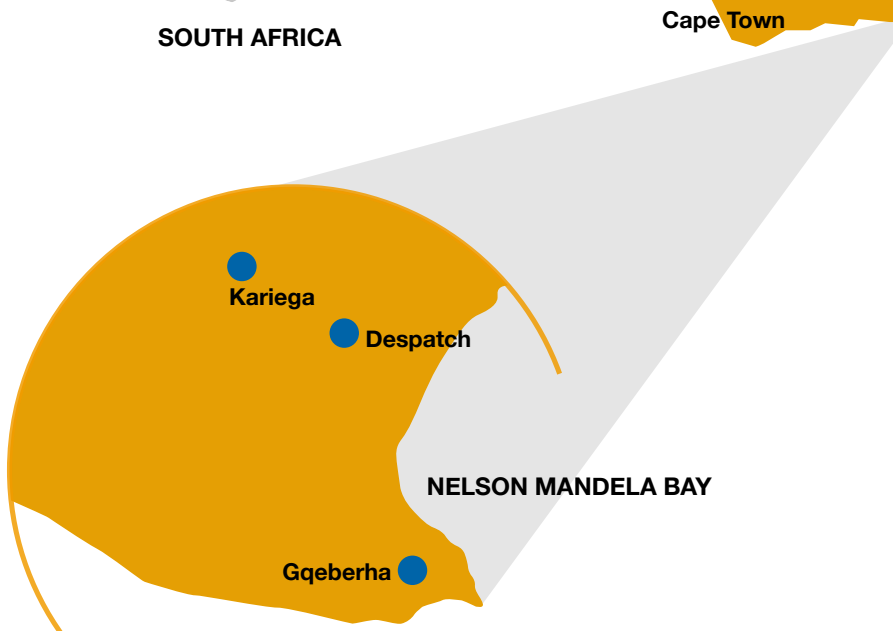
Anele Qaba
CEO



ABOUT THE MBDA



SOUTH AFRICA

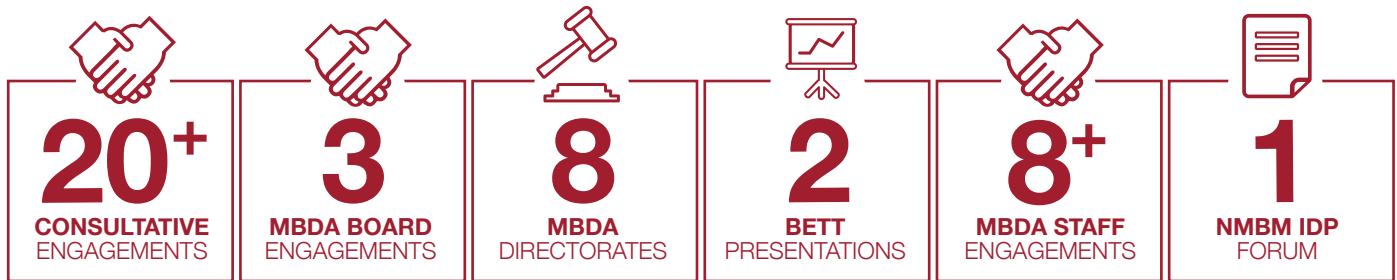


NELSON MANDELA BAY



2 - CONSULTATIVE PROCESS

2.1 INSIGHTS GATHERED THROUGH STAKEHOLDER ENGAGEMENTS

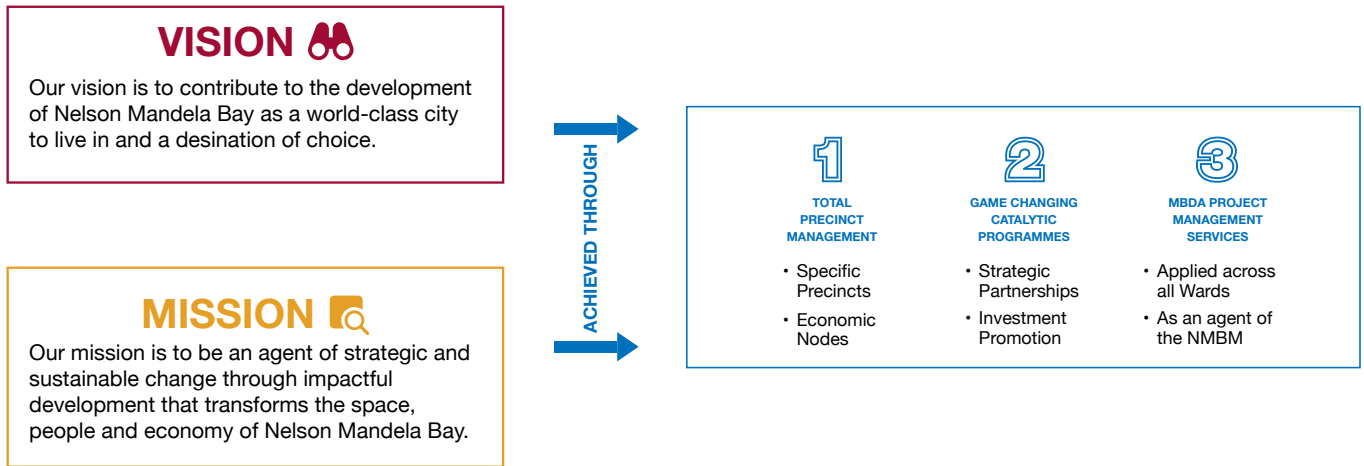


- The MBDA must define itself within the context of NMBM priorities
- Programmes of the MBDA must enhance and support city priorities
- The MBDA should not duplicate or complicate the work of the city
- Directorates are expecting the MBDA to play a role as a development partner
- There is recognition of certain capabilities that the NMBM can leverage from the MBDA
- The MBDA's project delivery approach (MBDA Way) can unblock some city developments
- Where there is available capacity at the MBDA, this should be deployed in support of the city
- The MBDA should have the ability to focus on its strengths and mandate through a robust SDA
- Successful practices at the MBDA must be replicated elsewhere in the city
- The MBDA must seek alternative sources of funding more aggressively

2.2 COMMON GROUND FROM CITY ENGAGEMENTS

- Prioritizing reversal of urban decay in areas that have already seen MBDA investment
- Developing solutions to augment city programmes and bringing partners on board
- Delivering a higher level of services and utilities in economic centers for business retention
- Supporting the NMBM on facilities management – including NMBS long term management
- Providing professional project management services to accelerate delivery
- Developing expertise needed to transform space, people and the economy
- To collaborate on redeveloping city assets that have potential for revenue generation
- Act as an NMBM agent and facilitator on economic game changing catalytic programmes
- Codevelop economic nodes and precinct plans to retain and attract investment

2.3 VISION, MISSION, VALUES





3 - STRATEGIC ANALYSES

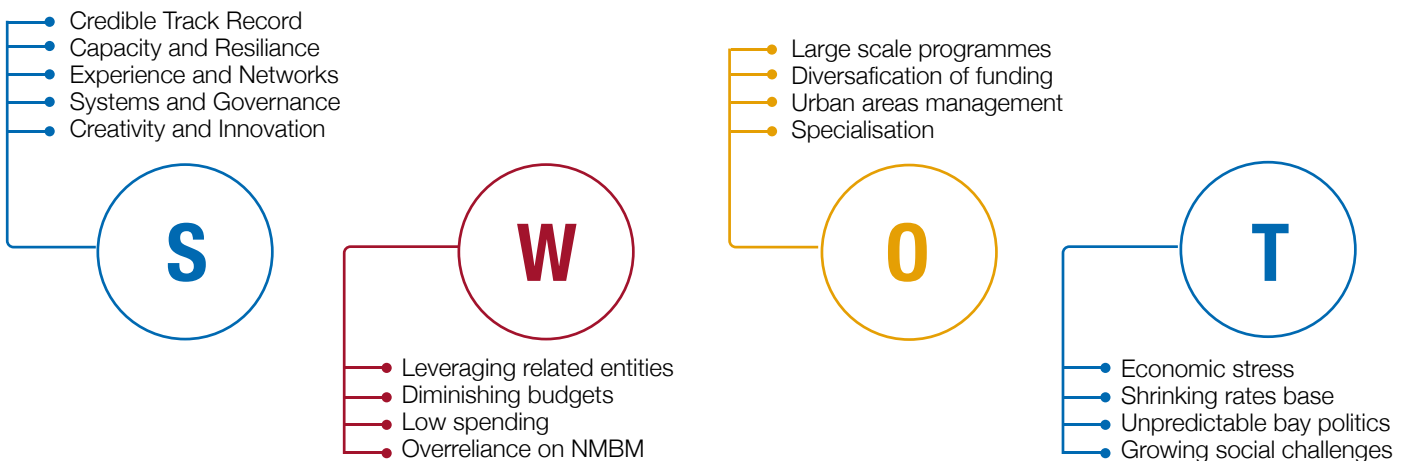
SWOT | PESTLE | IDP | Mandate

“The MBDA Way refers to a methodology of working that seeks to enhance meaningful community participation in the work that the MBDA undertakes. It is a unique approach that sees communities and stakeholders as equal partners in the development process. It is premised on the empowerment and capacity building of communities that ultimately makes for better outcomes such as improved project implementation.

Such meaningful participation further results in community pride and ownership of programmes and projects. The legacy of a project is not just the tangible deliverable of infrastructure, but also the process of active community involvement in relation to the planning, design, maintenance and utilisation of completed outcomes. This methodology is to be applied across the three prongs of the MBDA strategy i.e., Precinct Management, Project Management Services and in the delivery of Game Changing Catalytic Programmes. We believe that internal and external stakeholders buy into this approach when sourcing partnership with the MBDA.

The MBDA Way is the agency’s secret ‘sauce.’”...

3.1 STRENGTHS. WEAKNESSES. OPPORTUNITIES. THREATS (SWOT)



3.2 THE MBDA WAY – PRINCIPLES

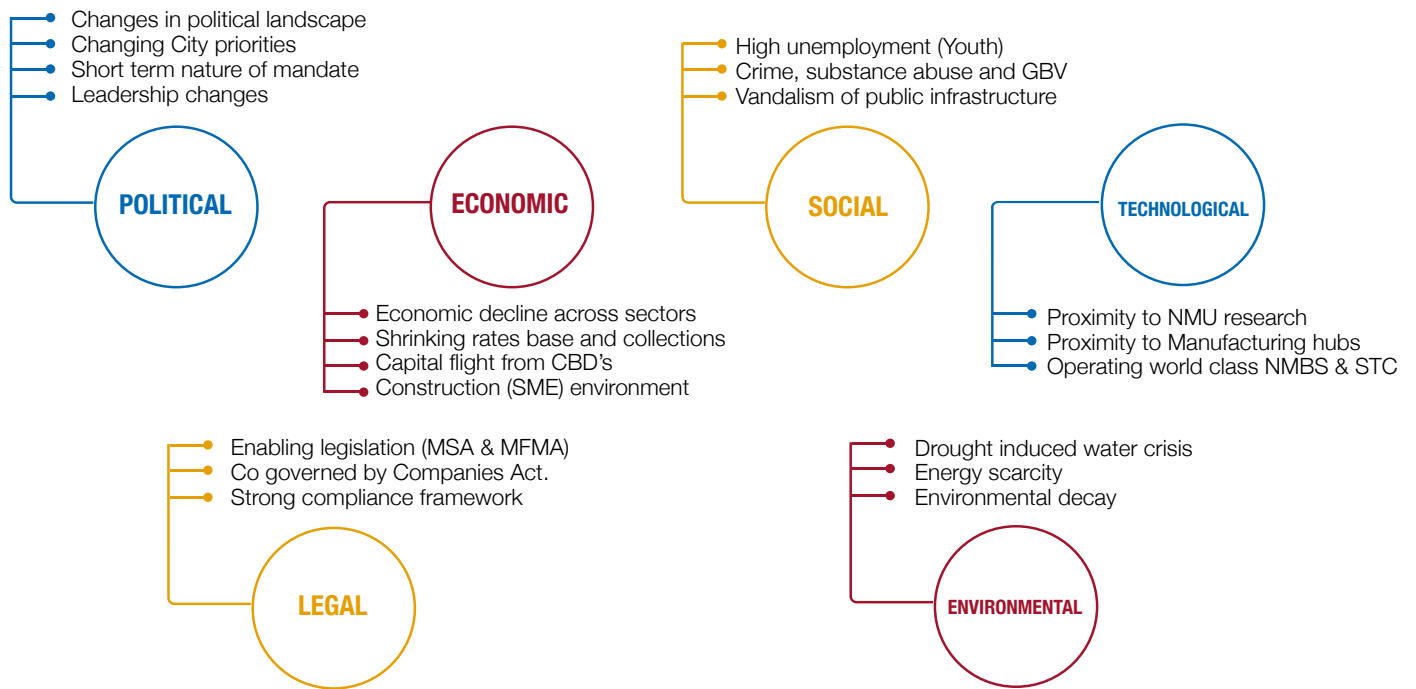
- To deploy stakeholder engagement as a means to grow consensus
- To deploy stakeholder engagement and public participation with the aim of establishing co-ownership
- To deploy the same approach in-house, with parent body, and all external stakeholders
- To foster collaboration instead of competition amongst stakeholders
- To deploy as people empowerment, working with instead of for people
- To leverage the MBDA Way as enabler of mutual learning and experience sharing
- Always working from bottom-up instead of top-down
- MBDA as a people-centred development agency driven by Batho-Pele principles



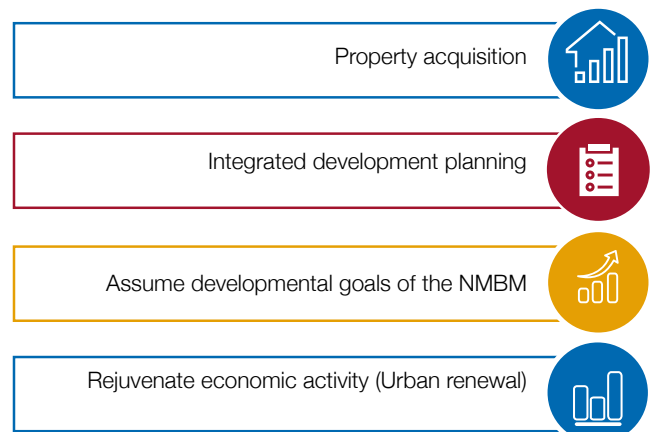


3.3 PESTLE ANALYSIS

A PESTLE analysis provides the entity with an assessment of the operating environment, and identifies issues that may either directly or indirectly affect the organisation. These factors are tracked as they continuously change



3.4 MBDA'S ESTABLISHMENT MANDATE



4 - STRATEGIC RESPONSE

SMART OBJECTIVES | LOGICAL FRAMEWORK

A COMPREHENSIVE STRATEGIC RESPONSE

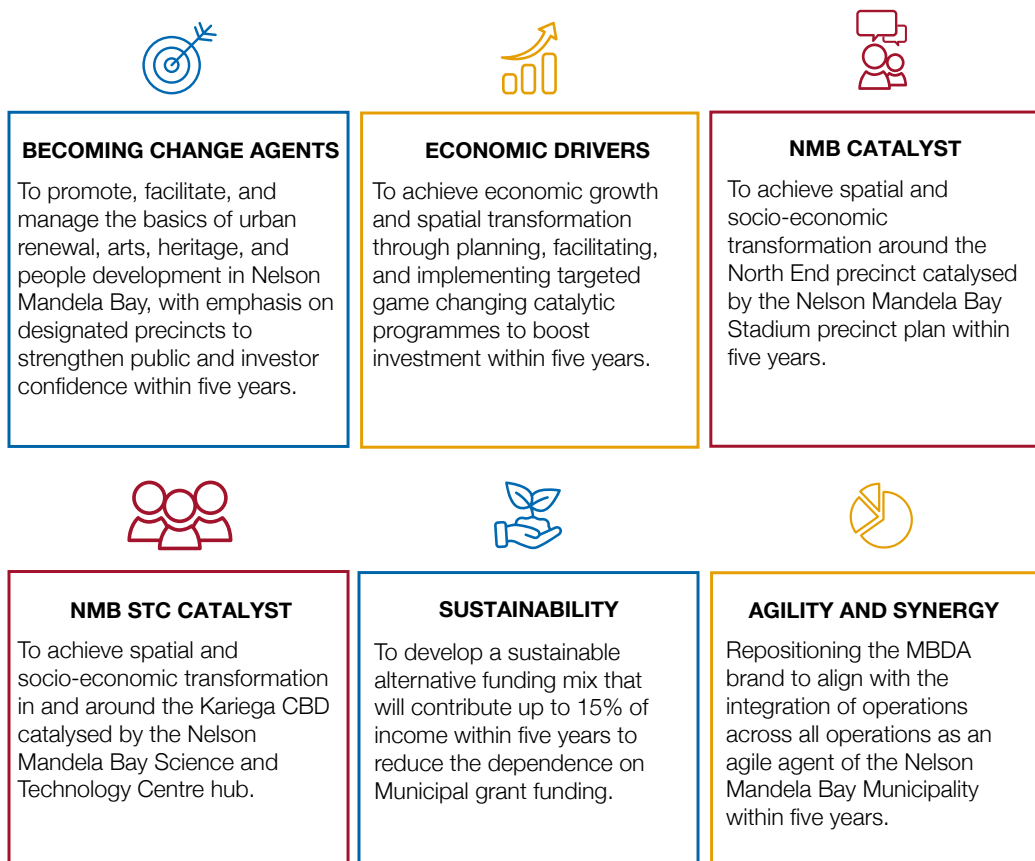
- Informed by the city’s development priorities
- Guided by the existing mandate
- Leverages the entity’s core capabilities and strengths

Response includes:

- A set of smart strategic objectives and a logical framework
- A three-prong strategy
- A five-year Capital and Operations programme
- A new funding strategy
- Organisational Structure Review
- Stakeholder Engagement and Communication
- Innovation and ICT
- Risk Management and Monitoring
- Institutional Arrangements

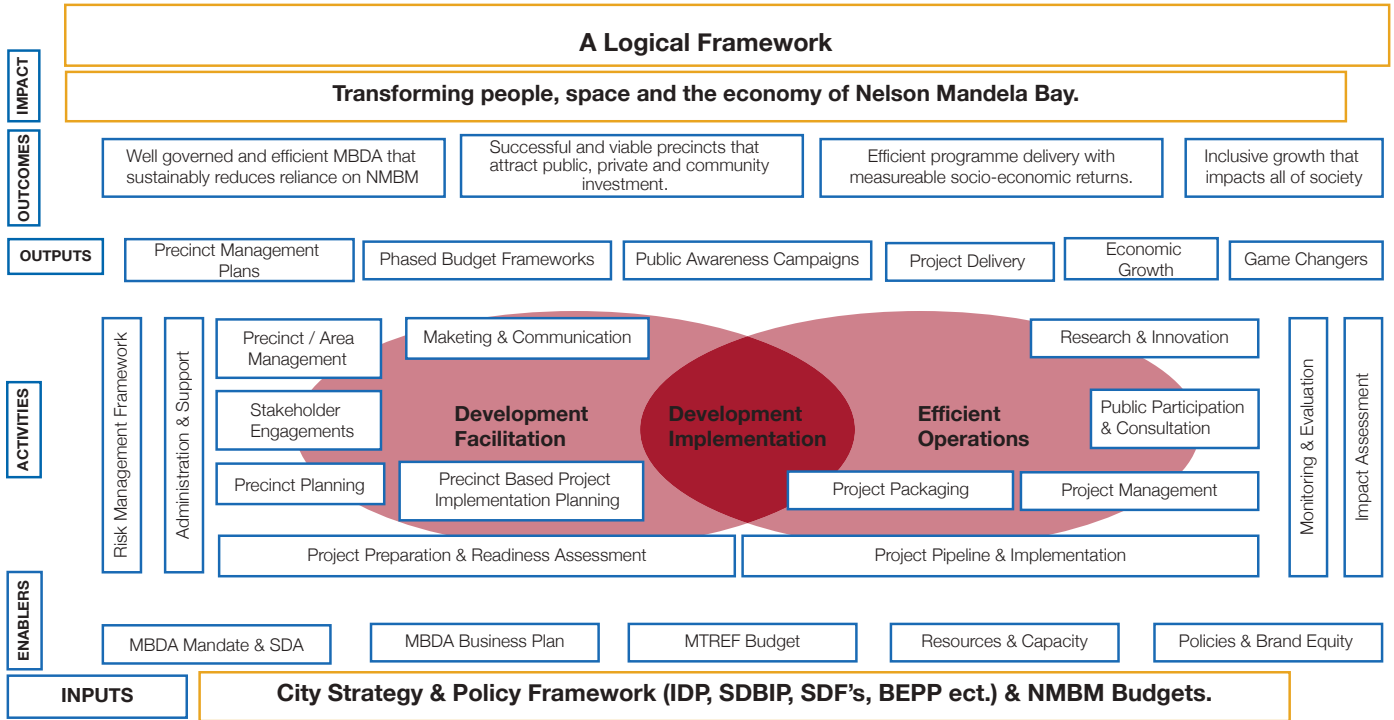
SIX SMART STRATEGIC OBJECTIVES

“Having considered the most recent developments within the organisation and externally through a PESTLE and SWOT analysis and assessing the challenges that lie ahead, the MBDA has set itself ambitious goals and objectives.”





A LOGICAL FRAMEWORK



THE STRATEGY

A three-pronged strategy has been developed to propel the MBDA towards meeting its strategic objectives.

This approach combines the unique capabilities of the three current operations to create a single operation with one administration and leverage of capacity and resources.

This reconfiguration will require significant changes in business processes, structure, culture, and operations.

THREE PRONGED STRATEGY

**TOTAL
PRECINCT
MANAGEMENT**

1

**MBDA PROJECT
MANAGEMENT
SERVICES**

2

**GAME CHANGING
CATALYTIC
PROGRAMMES**

3





3 -STRATEGIC PRONG #1

Total Precinct Management

Legislative Provisions – MSA 32 of 2000

76. Mechanisms for provision of services

A municipality may provide a municipal service in its area or a part of its area through-

a. An internal mechanism, which may be-

A department or other administrative unit within its administration;

Any business unit devised by the municipality, provided it operates within the municipality's administration and under the control of the council in accordance with operational and performance criteria determined by the council; or

Any other component of its administration; or

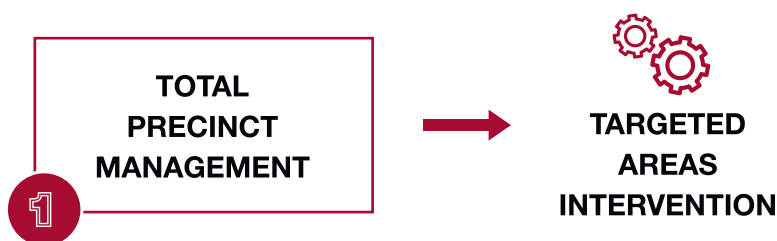
b. An external mechanism by entering into a service delivery agreement with-

A municipal entity;

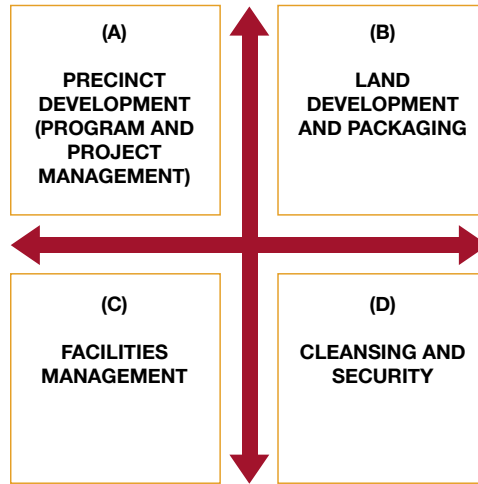
Another municipality;

An organ of state.

STRATEGY 1



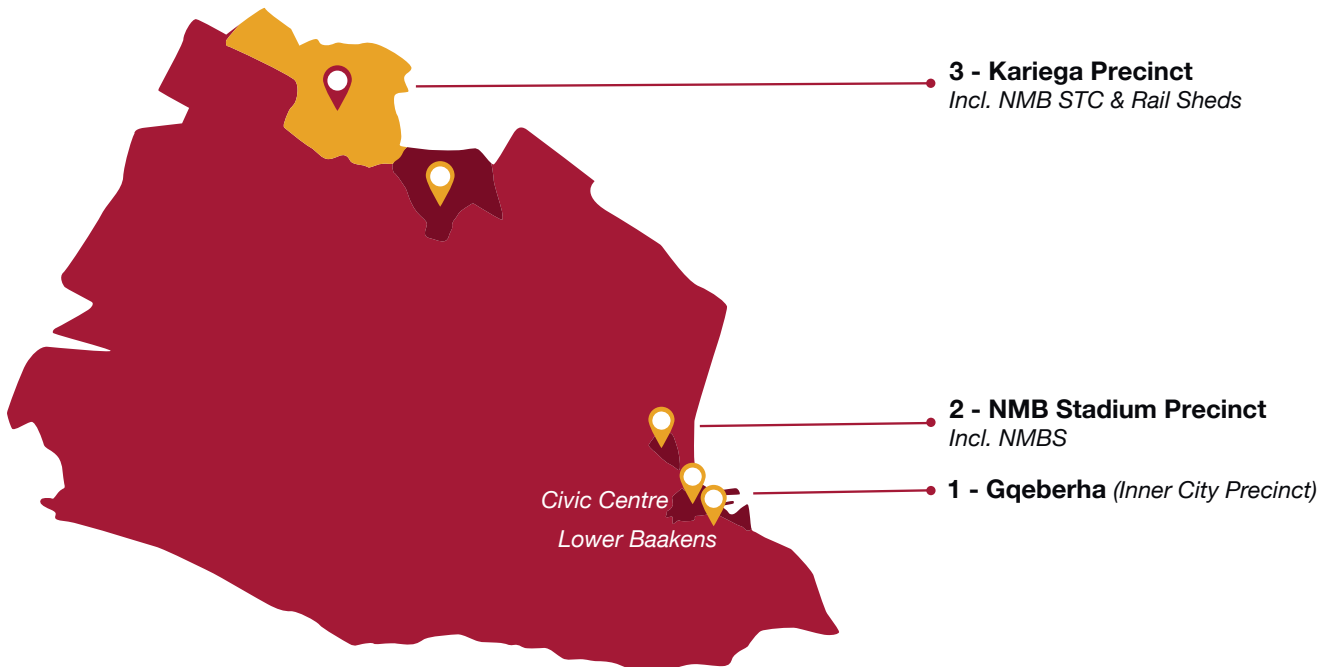
FUNDAMENTAL ASPECTS OF TOTAL PRECINCT MANAGEMENT

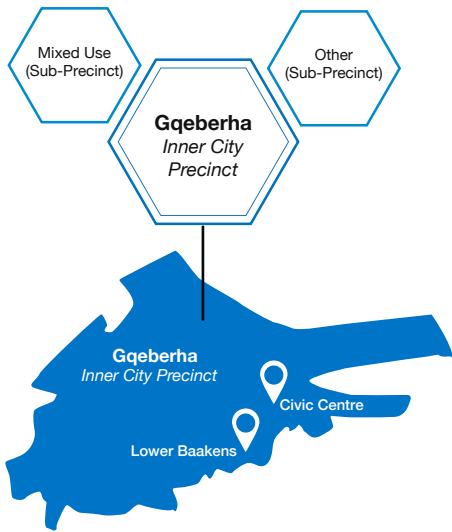


SERVICES TO BE DELIVERED WITHIN PRECINCTS UPON DELEGATION



THE 3 PRECINCTS

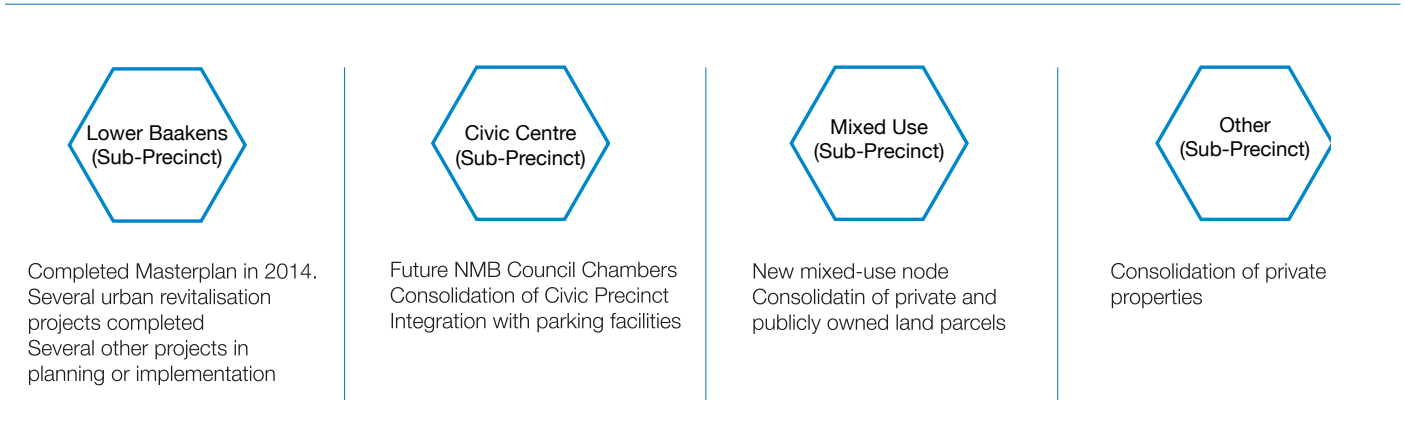




The Gqeberha Inner City is where the MBDA mandate originates from. Since establishment, several capital investment projects have been completed; however, due to inadequate maintenance provisions, many require reinvestment and repurposing.

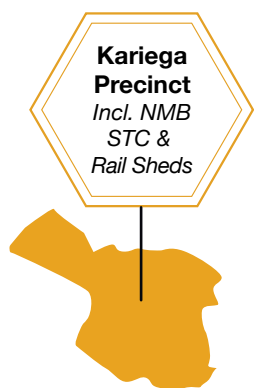
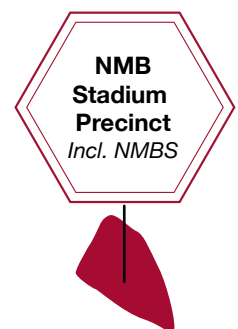
The CBD is also littered with properties that present an opportunity for rejuvenation through a mixed-use precinct approach. Other state-owned properties within the vicinity of City Hall are prime for inclusion into a greater Civic Precinct.

The Lower Baakens is where the MBDA currently operates its head office and already has a complete Masterplan with several programmes and projects in an implementation phase.



The proposition is that the MBDA, which already manages the NMBS, be delegated to coordinate and manage the provision of basic services within a dedicated boundary surrounding the stadium, including the North End lake.

This approach is standard practise in major Metros, including eThekweni and City of Cape Town, where municipal entities responsible for urban revitalisation are allocated the role to manage the stadium that falls within the precinct.



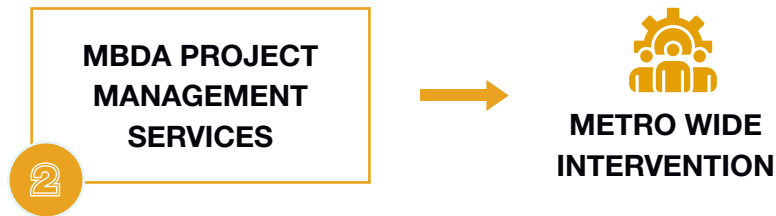
Council resolved in 2016 that the UDDI run facility be taken over by the MBDA. The Agency was to manage and operate the Science and Technology Centre in addition to the limited services the MBDA was already delivering in the CBD of Uitenhage.

Prior to this resolution, the MBDA was responsible for the following services in the CBD: Informal Trading Regulation and Top-up waste collection services. The resolution also paved the way for the capital outlay for developing the sheds as well as the expansion of our STEM scholar programmes.

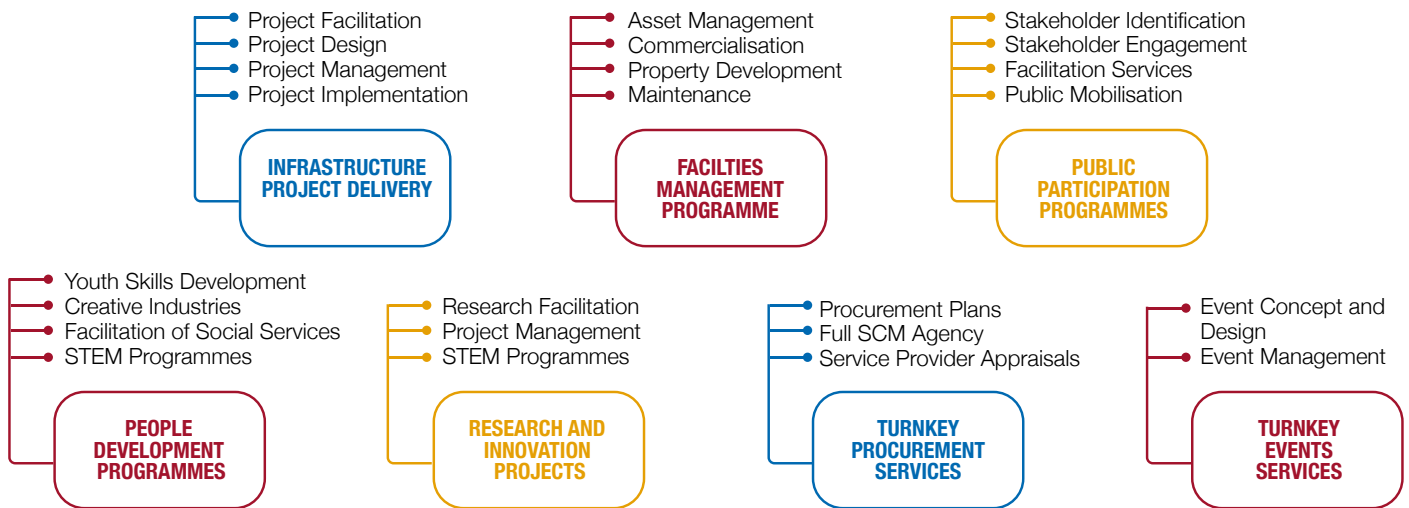
3 -STRATEGIC PRONG #2

Project Management Services

“Project Management Services is a sustainability response, as well as a tool to continue being an agent for change across Nelson Mandela Bay. This response is supported by nearly 20 years of efficient project delivery and good governance practices.”



PROJECT MANAGEMENT AND SERVICES BASKET





3 -STRATEGIC PRONG #3

Game Changing Catalytic Programmes

“The Game Changing Catalytic Programme prong is about championing, facilitating, and co-implementing strategic capital and operational programmes that are catalytic in nature and have the potential to change the game for Nelson Mandela Bay. We see these as once-in-a lifetime opportunities that require collaboration between all of government, civil society, and business.”

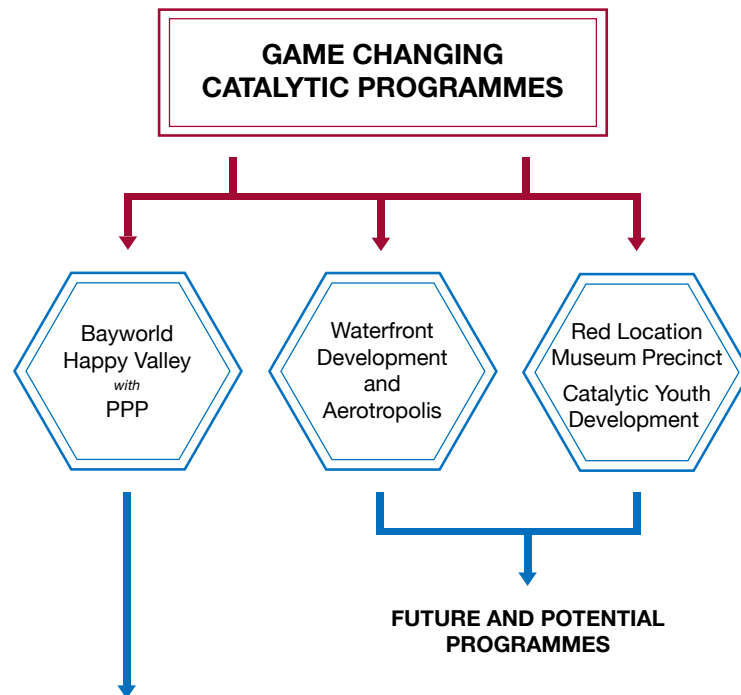


CRITERIA FOR GAME CHANGING CATALYTIC PROGRAMMES

- Programmes must align with relevant Sustainable Development Goals
- Programmes must use the triple bottom line approach, delivering safe, resilient and inclusive cities.
- Programmes must seek to find new and creative solutions to long standing challenges that impede growth
- Programmes may not necessarily be of a capital nature but catalytic in impact
- Programmes conceptualised locally for provincial, national, or international impact
- Multifaceted and interdisciplinary in nature seeking to build capacity for long-term sustainability
- Programmes that may require strategic partnerships such as the Quadruple Helix for implementation
- May require any number of and a combination of roles and responsibilities from the MBDA:
 - Establishing Special Purpose Vehicles (SPV's)
 - Project Facilitation & Brokerage
 - Project Management
 - The provision of a one stop shop investment promotion
 - Provide routes to market

MODEL FOR GAME CHANGERS

The MBDA is to fulfil a long-term facilitation role, stakeholder engagement, fund raising and strategic operationalisation of these assets to uplift tourism, investment and financial health of Nelson Mandela Bay.



Indicative Capital Cost (2019) - Current Estimate R3 Billion					
No	PROJECT DESCRIPTION	BUDGET	FINANCING MODEL	PERMANENT JOBS	TEMPORARY JOBS
1	Museum World	R13 000 000	DSRAC	10	25
2	Conservation World	R425 000 000	DEDEAT, ECDC Tourism	31	843
3	School	R6 000 000	DE	3	10
4	The Hologram Circus	R45 000 000	DST, Private Sector	2	90
5	Digital Dome	R25 000 000	DST	7	49
6	The Park	Not Costed	DEDEAT/DPW	50	200
7	Smart Industrial Academy	R100 000 000	ECDC	TBC	TBC
8	Eco - Hotel	R60 000 000	Private Sector	72	120
9	Affordable Housing	R535 000 000	NMBM/HS	0	1063
10	Adventure World	R110 000 000	Private Sector/ NMBM	119	216
11	Water World	R147 000 000	Private Sector	77	293
12	International Convention Centre	R600 000 000	Private Sector	459	1187
13	Seaworld	R19 000 000	Private Sector	13	37
	Operational Costs				
14	OPCO	R103 000 000	SPV	14	205
	Total	R2 188 000 000		806	4139



BAYWORLD

After a successful and extensive public and stakeholder engagement programme in 2019, the MBDA has recognised that the Bayworld-Happy Valley-Telkom Park precinct development, when linked to the Baakens Valley precinct development and proposed Waterfront, is uniquely positioned to become a new, inclusive heart for Nelson Mandela Bay, and has approached the redevelopment with that objective.

The conceptualisation of the proposed Waterfront to include the parastatal-owned sea frontage and two NMBM river systems in the Baakens and Happy Valley precincts provides a unique world-class opportunity and a strategic competitive advantage globally.

The size of the development is 55 hectares, which is equal to 0.55 Square Kilometres

Benefiting sectors:

- Heritage
- Science
- Environment

Conservative estimate of required investment = **R3 billion(2018)**

Potential Contribution to GDP = **R1,5 billion/annum**

No. of permanent jobs to be created on completion = **1000**

No. of temporary jobs to be created during development = **4139**

FUNDING THE STRATEGY

In order to secure greater funding autonomy and stability, the entity seeks to pursue alternative sources of funding for both its operational and capital programmes.



IMPLEMENTATION PRINCIPLES

Year one, 2023/24 will be a transitional year with the completion of legacy projects and the introduction of new elements

As per the log frame, project preparation and implementation will be segmented and resourced accordingly Professional services rendered to the NMBM through Project Management Services should generate income

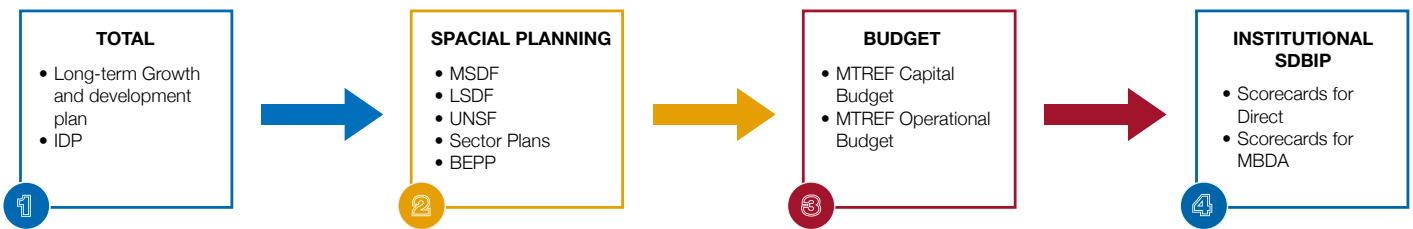
The leading edge of the strategy is Area Based Management and all other functions contribute towards this Project preparation or planning is a critical element that determines pipeline efficiency and productivity

Attached is a Capital and OPEX programme with indicative five-year allocations

An MTREF budget is attached as an annexure to this document

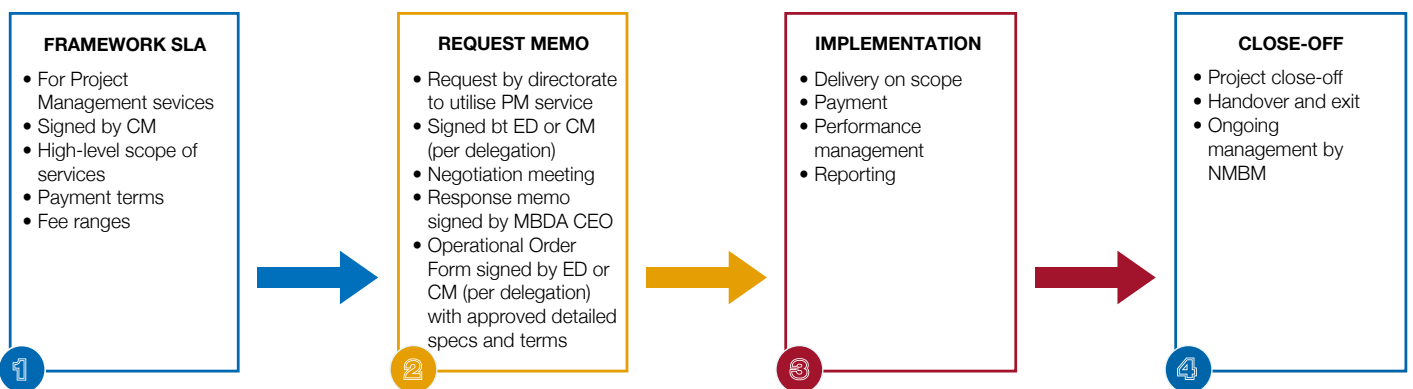
INTEGRATION INTO NMBM PLANNING

The process outlined below demonstrates the intended integration of the entity into the city’s planning processes. Such integration yields more collaboration, streamlines processes, creates synergy, and leverages resources for greater impact.



INTEGRATION INTO NMBM PLANNING EXECUTION OF PROJECT MANAGEMENT SERVICES.

The process outlined below demonstrates the implementation of Project Management Services.





SUMMARY

The three-pronged strategy is focused on leveraging 20 years of urban renewal experience, project management expertise, and the unique ability of the agency to harness competing stakeholder interests and facilitate partnerships, all combined with a credible track record of uninterrupted, clean, and unqualified audit outcomes.

The effectiveness of this strategy will be underpinned by strong, capable, and skilled leadership across the spectrum. A thorough organisational review is progressing and should inform the entity of the best possible structure that will fit the purpose.

A new fundraising strategy is being pursued to source alternative sources of revenue through a structured fundraising infrastructure. Recently, the MBDA undertook a review of its risk, monitoring, and compliance framework, and the outcomes from that process are being implemented. It is anticipated that the performance of the entity will see drastic improvements in comparison to prior years as a result.



Approval.

Chief Executive Officer

Mpho Mokonyama



30/05/2023

Chairperson of the Board

GLENDA PERUMAL

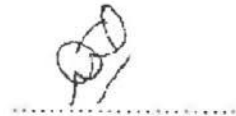


30/05/2023

Received by.

Company Secretary

MBULELO MATIWANE



30/05/2023





ANNEXURE

Supporting Documents
Capex and Opex programme

TRANSITION YEAR – COMPLETION OF LEGACY PROGRAMMES

5 Year Strategic Implementation Framework for MBDA Precincts							
PROGRAMME	PROJECT	IDP Priority	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
			Year 1	Year 2	Year 3	Year 4	Year 5
Completion of Historic / Active Projects	Completion of SPUU (Construction Victim Support Centre, Expansion of Youth Centre, Play Parks)		R4 500 000	R0	R0	R0	R0
	MPCC's in Ward 17 and Ward 34		R8 000 000	R0	R0	R0	R0
	Phase 3 of St Peters Development		R2 000 000	R0	R0	R0	R0
	Moore Dyke Sports Precinct Development		R4 859 174	R0	R0	R0	R0
	Bayworld Development (Demolition, Killer Whale Café, Temporary accommodation for animals)		R20 000 000	R0	R0	R0	R0
	Total		R39 359 174	R0	R0	R0	R0

GQEBERHA INNER CITY PRECINCT – LOWER BAAKENS

New 5 Year Draft Budget and Precinct Implementation Framework							
Gqeberha Inner City Lower Baakens	PROJECTS	IDP Priority Reference	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
			Year 1	Year 2	Year 3	Year 4	Year 5
Capital Projects	Vuyisili Mini Sq Phase 2	D, L, P, R, T	R800 000	R7 640 000	R15 390 000	R19 040 020	R18 000 000
	Baakens Park	D, L, N, P, R, T	R4 000 000	R17 000 000	R18 790 000	R20 790 000	R22 470 000
	Fort Frederick Park	D, L, N, P, R, T	R0	R0	R2 000 000	R2 500 000	R5 000 000
	Baakens Zipline - Tourism Sector	D, L, N, P, R, T	R0	R5 000 000	R5 000 000	R0	R0
	Govan Mbeki Upgrade	C, D, E, L, N, P, R, T	R0	R3 265 305	R5 000 000	R6 200 000	R0
	Total		R4 800 000	R32 905 305	R46 180 000	R48 530 020	R45 470 000

GQEBERHA INNER CITY - LOWER BAAKENS PLANNING PROGRAMME

Gqeberha Inner City - Lower Baakens planning programme							
Lower Baakens (Gqeberha Inner City)	PROJECT	IDP Priority	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
			Year 1	Year 2	Year 3	Year 4	Year 5
Planning Projects	Affordable Housing Development Plan and Feasibility Study		R800 000	R0	R0	R0	R0
	Review of Mermaids Precinct Plan		R0	R350 000	R0	R0	R0
	Feasibility Study/Business Plan for Council Chamber		R2 000 000	R0	R0	R0	R0
	Business Plan Zipline		R200 000	R0	R0	R0	R0
	Total		R3 000 000	R350 000	R0	R0	R0

GQEBERHA INNER CITY - LOWER BAAKENS ABM PROGRAMME

Area Based Management	Cleansing	R3 600 000	R3 816 000	R4 044 960	R4 287 657	R4 544 916
	Donkin Reserve Route 67 refurbishment and maintenance	R600 000	R300 000	R320 000	R339 200	R359 552
	Planning and Implementation of Recycling initiative	R500 000	R1 000 000	R1 060 000	R1 123 600	R1 191 016
	Security	R8 400 000	R8 904 000	R9 438 240	R10 004 534	R10 604 806
	Content Activation (Arts and Culture, Psycho-social initiatives, Events)	R2 000 000	R2 120 000	R2 247 200	R2 382 032	R2 524 953
	Maintenance	R1 800 000	R1 908 000	R2 022 480	R2 143 828	R2 272 457
	Stakeholder Management	R150 000	R100 000	R110 000	R116 600	R123 596
	Total	R17 050 000	R18 148 000	R19 242 880	R20 397 451	R21 621 296



KARIEGA INNER CITY – CAPITAL AND PLANNING PROGRAMME

Kariega Inner City – Capital and Planning Programme							
Kariega CBD	PROJECT	IDP Priority	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
			Year 1	Year 2	Year 3	Year 4	Year 5
Capital Projects	Public Environment Upgrade/Link Road Rejuvenation	B,E,N,P	R0	R5 000 000	R8 000 000	R9 000 000	R12 000 000
	Informal Traders Stalls Development	C,D,E,P,R	R0	R0	R2 000 000	R4 000 000	R4 000 000
	Uitenhage Railway Sheds	C,R	R10 000 000	R22 000 000	R29 000 000	R0	R0
	Total		R10 000 000	R27 000 000	R39 000 000	R13 000 0000	R16 000 000
Planning Projects	Public Participation Process (Charter)		R150 000	R0	R0	R0	R0
	Kariega Precinct Development Plan		R1 200 000	R0	R0	R0	R0
	Willow Dam and Springs Resort Economic study		R0	R800 000	R0	R0	R0
	Willow Dam and Springs Resort Economic study		R1 000 000	R3 000 000	R0	R0	R0
	Total		R2 350 000	R3 800 000	R0	R0	R0

			Year 1	Year 2	Year 3	Year 4	Year 5
Area Based Management	Safety and Security		R6 000 000	R6 360 000	R6 741 600	R7 146 096	R7 574 861
	Cleansing		R3 600 000	R3 816 000	R4 044 960	R4 278 657	R4 544 916
	Content Activation (Arts and Culture, Psycho-social Initiatives, Events)		R2 000 000	R2 120 000	R2 247 200	R2 382 032	R2 524 953
	Maintainance		R1 800 000	R1 908 000	R2 022 480	R2 143 828	R2 272 457
	Stakeholder Management		R150 000	R100 000	R110 000	R116 600	R123 596
	Total		R13 550 000	R14 304 000	R15 166 240	R16 076 213	R17 040 783

NELSON MANDELA BAY STADIUM PRECINCT – NORTH END

Nelson Mandela Bay Stadium Precinct - North End							
Stadium Precinct	PROJECTS	IDP Priority Reference	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
			Year 1	Year 2	Year 3	Year 4	Year 5
Capital Projects	Environmental upgrade around stadium and lake	D, E, P	R0	R0	R2 500 000	R12 000 000	R15 000 000
	Pedestrian walkways and cycle lanes	D, E, P	R0	R0	R2 000 000	R13 000 000	R13 000 000
	Office Park Development	D, L, N, P T	R0	R0	R3 000 000	R12 000 000	R13 000 000
	Hockey and Soccer 5 a side nets project	R	R5 000 000	R0	R0	R0	R0
	Stadium Facility Upgrades		R7 000 000	R7 000 000	R15 000 000	R8 000 000	R0
	Total		R12 000 000	R7 000 000	R7 500 000	R37 000 000	R41 000 000

NELSON MANDELA BAY STADIUM PRECINCT – NORTH END

Nelson Mandela Bay Stadium Precinct - North End						
Stadium Precinct	PROJECTS	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028
		Year 1	Year 2	Year 3	Year 4	Year 5
Capital Projects	Water sports Hub development Plan	R0	R300 000	R0	R0	R0
	Lake Economy (Water Quality Study and solutions, Water harvesting and hydroelectricity Opportunities)	R0	R800 000	R0	R0	R0
	Review of the Stadium LSDF	R0	R600 000	R0	R0	R0
	Feasibility Study for affordable housing in stadium precinct	R0	R0	R500 000	R0	R0
	Land development Strategy for Entertainment, Hotels, Sports and Recreation and service industries within Precinct	R0	R500 000	R0	R0	R0
	Total	R750 000	R2 200 000	R500 000	R0	R0
Area Based Management	Safety and Security	R6 000 000	R6 360 000	R6 741 600	R7 146 096	R7 574 861
	Cleansing	R3 600 000	R3 816 000	R4 044 960	R4 287 657	R4 544 916
	Content activation (Arts and culture, Psycho-social initiatives, Events)	R2 000 000	R2 120 000	R2 247 200	R2 382 032	R2 524 953
	Maintenance	R1 800 000	R1 908 000	R2 022 480	R2 143 828	R2 272 457
	Stakeholder Management	R150 000	R100 000	R110 000	R116 000	R123 596
		Total	R13 550 000	R14 304 000	R15 166 240	R16 076 213





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