THE MUNICIPALITY OF WALVIS BAY

UPDATED ENVIRONMENTAL MANAGEMENT PLAN FOR THE TOWNSHIP ESTABLISHMENT OF EXTENSION 9 NARRAVILLE & ASSOCIATED INFRASTRUCTURE

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Table of Contents

ACRON	YMS1	-
1. Intro	2 zduction	,
1.1	Need and Desirability of the township establishment	\$
1.2	Explanation for the development delays4	ŀ
2. EMP	P Responsibility	,
1.3	Training and Induction of Employees5	,
1.4	Environmental Monitoring5	,
1.5	EMP Amendments6	;
1.6	Mitigation Measures6	;
3. Con	clusion and Recommendations11	-
Annexure	e A - Environmental Clearance Certificate previously issued14	ŀ
Annexure	e B – Township Board's Approval15	,
Annexure	e C - Layout for Extension 9 Narraville1	-
Annexure	e D – NAMPAB's Approval1	-

ACRONYMS

dB:	decibels
ECC:	Environmental Clearance Certificate
EMP:	Environmental Management Plan
I&APs:	Interested and Affected Parties
IUSDF:	Integrated Urban Spatial Development Framework
MEFT:	Ministry of Environment, Forestry and Tourism
MSDSs:	Material Safety Data Sheets
NAMPAB:	Namibia Planning Advisory Board
WBM:	Municipality of Walvis Bay
WHO:	World Health Organisation

1. INTRODUCTION

The Municipality of Walvis Bay obtained an Environmental Clearance Certificate (ECC), attached as Annexure A, in 2015 for the township establishment of Extension 9 Narraville on the remainder of Farm Wanderunen No. 23, Walvis Bay Townland. The ECC has however expired before the planning process commenced, hence no development has taken place onsite. Extension 9 Narraville had also being approved by the Township Board (attached as Annexure B) in 2018, but the approval has lapsed and there is a need for resubmission of the application to the new Urban and Regional Planning Board for re-approval. A valid ECC is needed to facilitate the resubmission process to the new Urban and Regional Planning Board.

An updated Environmental Management Plan (EMP) is required for the renewal of the ECC for Extension 9 Narraville, to be submitted to the Ministry of Environment, Forestry and Tourism (MEFT).

An EMP is a site-specific plan developed to ensure that the contractor comply with the environmental conditions of approval for the project and that the environmental risks are properly managed. An EMP ensures that environmental impacts identified during the assessment stage are properly managed on site and control measures are implemented.

This EMP is developed to outline measures that need to be implemented to minimize adverse environmental degradation associated with the installation of bulk services such as water, creation of roads, electricity and sewerage at Extension 9 Narraville, Walvis Bay. It serves as a guide for the construction contractor and the respective workforce on their roles and responsibilities concerning environmental management on the site and it provides a framework for environmental monitoring throughout the construction period.

It should be noted that this EMP is a legally binding document which will form the basis of the environmental contract between the Municipality of Walvis Bay, Construction Contractors and or Project Manager, Ministry of Environment, Forestry and Tourism (MEFT) and any other relevant authority. This EMP will help the Construction Contractor/Project Manager to map progress toward achieving continual improvements. In this way, the tabulated mitigatory measures will assist Construction Contractor, the MEFT and the Municipality of Walvis Bay (WBM) in ensuring that impacts to the environment are minimized during the installation of bulk services.

The main aspects covered during the EMP development process in adhering to the abovementioned requirements, are to:

- Encourage good management practices through planning and commitment to environmental and socio-economic issues;
- ✓ Define how the management of the environment is reported and performance evaluated;
- Provide rational and practical environmental guidelines to minimize disturbance of the natural environment;
- ✓ Prevent or minimize all forms of pollution;
- ✓ Protect available indigenous flora and fauna;
- ✓ Prevent soil erosion of effected areas;
- Comply with all applicable laws, regulations, standards and guidelines for the protection of the environment;
- ✓ Adopt the best practicable means available to prevent or minimize adverse environmental impacts;
- Develop waste management practices based on prevention, minimization, recycling, treatment or disposal of waste;
- ✓ Describe all monitoring procedures required to identify impacts on the environment, and
- ✓ Train employees and contractors about safety and environmental obligations.

This EMP was written to guide short-term goals and decision making and will provide environmental related guidelines. By having this plan in place, the Construction Contractor will have means to make good decisions. With the public input, the plan helps authorities measure public opinion. It can help to guide future management decisions, especially when residents are affected.

1.1 Need and Desirability of the township establishment

 There is a need for Council to prepare itself spatially in terms of land distribution to facilitate an organized land delivery process that is in line with the WBM's Integrated Urban Spatial Development Framework (IUSDF).

- There is a need to provide land for residential to accommodate the inhabitants that are currently residing in backyard shacks as well as those on the housing waiting lists, to ensure secure land tenure for the Walvis Bay residents. There are only 2 blocks left in Kuisebmond and thus growth is limited in Kuisebmond. Therefore, the current growth direction of the town is and will be mainly in Narraville.
- In addition to residential land, there is also a need of providing other non residential erven. Hence the layout for Extension 9 Narraville (see attached Annexure C) has made provision for non-residential zoned erven being Institutional, Public Open Space and General Business. The proposed area is desirable in terms of access and proximity to municipal services. The township involves the creation of public roads and other bulk services.
- The area is currently dominated by sand dunes and no vegetation. Council is aware that Walvis Bay is situated in a highly environmental sensitive area. Hence, Council will ensure that the mitigation issues identified in the EMP are addressed to make this area more habitable.
- Important to note in this matter is the fact that Walvis Bay area at large has very limited space to develop due to the physical limitations due to the Dune Belt in the north-eastern direction, the ocean on the west and the North Port terminal on the north-western side. The southern area comprises of the dunes that are highly mobile and important archaeological qualities; and the area is exposed to strong winds. For that reason, the urban growth focus is more towards the eastern direction, being in Narraville.
- The Urban and Regional Planning Board requires ECC for all applications for township establishment.

1.2 Explanation for the development delays

- The townships establishment has not yet been approved by the Urban and Regional Planning Board.
- Council's idea was first to service the areas adjacent to already developed townships (being Extensions 5, 8 & 11 Narraville); thereafter develop other areas such as Extension 9,10 & 15 Narraville.
- NAMPAB's approval (see attached Annexure D) was obtained during March 2016. The application for the township establishment was submitted to the then Townships Board. However, the Townships Board referred back the application during December 2016 because (among other reasons) the incorporation of the farm boundaries was not

finalised. The incorporation could not be completed, because there were issues with the surveyed diagram of the subject farm, and this matter was only resolved this year (2021).

 Extension 9,10 & 15 Narraville was part of the extensions that were under investigation for PPP between the Ministry of Finance, Municipality of Walvis Bay and other private entities. It is acknowledged that there was less attention paid to the validity of the ECC as there were other potential parties involved in these extensions. However, Extension 15 was excluded later and only Extensions 9, 10, 13 and 16 Narraville are now part of the PPP).

2. EMP RESPONSIBILITY

The Project Manager/Construction Contractor is the designated responsible person in terms of construction site regulations for the contractor and will also be responsible for environmental control on site during the bulk services installation period. Ideally it is suggested that a pre-construction/inception meeting should be held to reach an agreement on specific roles of the various parties and possible penalties for non-compliances.

1.3 Training and Induction of Employees

In terms of the Environmental Management Act No. 7 of 2007 and the Labour Act No. 15 of 2004 the developer and contractor have a responsibility to ensure that all those people involved in the project are aware and familiar with the environmental, health and safety requirements for the project (this includes sub-contractors, casual labour, etc.) and in compliance to the EMP. This EMP shall be part of the terms of reference for all contractors, sub-contractors and suppliers. All contractors, sub-contractors and suppliers have to give some assurance that they understand the EMP and that they will undertake to comply with the conditions therein. All senior and supervisory staff members shall familiarize themselves with the full contents of the EMP. They shall know and understand the specifications of the EMP and shall be able to assist other staff members in matters relating to the EMP. It is further suggested that Construction Contractor establishes environmental, health and safety performance objectives and targets for the project.

1.4 Environmental Monitoring

Environmental monitoring must be undertaken on a regular basis by both the WBM and MEFT. This monitoring will be undertaken in order to ensure compliance with all aspects of this EMP. To facilitate communication among all stakeholders, it is vital that a suitable chain of command is structured that will ensure that the recommendations have the full support of the construction teams.

1.5 EMP Amendments

No EMP amendments (relaxation or revision of any mitigation measure) shall be allowed without approval from the relevant authority (i.e. MEFT). Motivations for amendments to the EMP may be discussed with the MEFT and WBM. These amendments or instructions issued by both the MEFT and WBM shall be implemented within the specified time frame.

1.6 Mitigation Measures

Specified activities that pose potential environmental impacts and environmental management mitigation measures to be implemented during construction are tabulated below. The regulation of construction activities and the general conduct of the workforce is an essential component of this EMP.

MITIGATION MEASURES RELATED TO THE ESTABLISHMENT OF	RESPONSIBILITY
THE CONTRACTORS CAMP AREA	
Potable water must be made available at all times at various points	Project Contractor &
within the Contractor's area. There is a need to provide portable	Service Contractors
chemical toilets. An adequate number of waste receptacles must be	
available at strategic locations for gathering all types of refuse, and to	
minimize littering - for disposal at the existing Walvis Bay Landfill site.	
Recycling and the provision of separate waste receptacles for different	
types of waste must be encouraged. A dedicated source of water for	
dust suppression purposes must be determined during site	
establishment.	

MITIGATION MEASURES RELATED TO THE MAINTENANCE OF	RESPONSIBILITY
THE CONTRACTORS CAMP AREA IMPACTS	
The Contractor must monitor and manage the drainage of the site to	Project Contractor &
avoid stagnant water and soil erosion.	Service Contractors
The general cleanliness of the site and compliance with the WBM	Project Contractor,
waste disposal requirements and health regulations should form part	WBM Officers – Building Inspectors

of the site inspections. Where possible, waste must be collected for	r
recycling programmes provided that the original contents of the	e
containers are not hazardous. Scrap metal (components, sheet metal	,
nails and tins) must be stored in a designated scrap metal contained	r
(e.g. a skip). When the scrap metal container is full, the scrap meta	1
must either be collected by a scrap metal dealer or transferred the	e
Walvis Bay Landfill site. Hazardous substance containers	,
contaminated substrates and materials used in the clean-up of	f
spillages must be stored in a designated, impermeable container (e.g	
a skip). The hazardous substance containers, contaminated soil	,
clean-up materials, etc. must be transferred to the Walvis Bay	y
municipal hazardous disposal site on a regular basis. A contingence	/
plan for any spills must be in place. Contractors must ensure that no	
spillage occurs, and must be cleaned and cleared and the contents	3
carefully stored and transported when removing off-site. All spills mus	t
be recorded in the incident management system/register.	

MITIGATION MEASURES RELATED TO CONSTRUCTION	RESPONSIBILITY
ACTIVITIES IMPACTS	
Manual concrete mixing is to be undertaken on a hard surface covered	Project Contractor &
in plastic sheeting so that concrete waste and runoff can be contained.	Service Contractors
All concrete waste is to be collected, recycled if possible, and removed	
from the site for disposal at existing WBM Landfill site. On completion	
of construction, all leftover construction materials are to be removed	
from the working area. The materials must be disposed of at the	
existing WBM Landfill site or sold/donated. Materials should be stored	
away. Implement best available technological measures to prevent	
seepage of liquid materials into possibly contaminating groundwater.	
Ensure prompt cleaning up of accidental/incidental spillages. Ensure	
that any machinery/equipment is maintained in a good operating	
condition to prevent the contamination of hydrological features by	
diesel, grease, oil, etc. derived from the working area. Create specially	
designated areas for vehicle, machinery and equipment maintenance.	

MITIGATION MEASURES RELATED TO SAFETY	RESPONSIBILITY
Material stockpiles must be stable and well secured to avoid collapse	Project Contractor &
and possible injury to workers/residents. Flammable materials should	Service Contractors
be stored as far as possible from any sensitive receptors. No materials	
are to be stored in unsuitable or high-risk areas. All trenches should be	
demarcated.	
Material Safety Data Sheets (MSDSs) shall be readily available on site	Project Contractor,
for all chemicals and hazardous substances to be used on site. Where	WBM Officers -
possible and available MSDSs should include additional information on	Building Inspectors
ecological impacts and measures to minimize and mitigate against any	and Environmental
negative environmental impacts in the result of an accidental spill.	Health Practitioners
Temporary hazardous storage and refueling areas must be bounded	
with an impermeable liner to protect groundwater quality. Temporary	
storage areas containing hazardous substances/materials must be	
clearly signed. Staff handling hazardous substances/materials must be	
aware of their potential impacts and follow appropriate safety	
measures.	

MITIGATION MEASURES RELATED TO THE EDUCATION OF THE	RESPONSIBILITY
STAFF ONSITE ABOUT GENERAL AND ENVIRONMENTAL	
CONDUCT	
Ensure that all site personnel have a basic level of environmental	Project Contractor
awareness training. Translators are to be used if necessary. No	WBM Officers -
alcohol/drugs is allowed on site and driving under the influence of	Health Practitioners
alcohol is also prohibited. No firearms allowed on site or in vehicles	
transporting staff to/from the site (unless used by security personnel).	
Prevent excessive noise. Construction staff is to make use of the	
facilities provided for them, as opposed to ad hoc alternatives.	

MITIGATION	MEASURES	RELATED	TO	POLLUTION	RESPONSIBILITY
MANAGEMENT	AND CONTROL	IMPACTS			
Excavation, han	dling and transpo	rt of materials r	nust be	avoided during	
high wind condi	tions or when a	visible dust plu	ume is p	present. During	Service Contractors

high wind conditions, dust suppression measures will be required. Soil	
stockpiles are to be in sheltered areas where they will not be exposed	
to the erosive effects of the wind. Appropriate dust suppression	
measures must be used when dust generation is unavoidable	
(dampening with water). Disturbance of the residents in the vicinity of	
the construction areas will have to be taken into account during the	
construction period. The placement of areas for delivery of equipment	
and materials must consider the noise generated by the vehicle as well	
as noise generated by off-loading equipment. Jackhammers and their	
associated compressors exhibit continuous noise that could impact on	
nearby residents. Where possible acoustic treatment of the	
jackhammers must include silencers on the exhausts. Concrete mixers	
must be sited to minimize the impact on nearby residents. All vehicles	
and equipment must be properly maintained to reduce unnecessary	
noise. Factors to take into account are the arriving and departing traffic;	
loading and unloading of equipment and materials, and day-to-day	
operations. All soil that is contaminated must be removed and stored in	
a skip until it can be disposed of at the WB municipal hazardous	
disposal site. All wastewater and polluted runoff from contaminated	
areas must be channeled into appropriately sized, designed and	
located collection sump. All equipment that may leak on an	
impermeable surface should be stored with watertight drip trays to catch	
any pollutants. The drip trays must be cleaned regularly, and must not	
be allowed to overflow. Chemicals collected in the drip trays must be	
collected and disposed of in an appropriate manner (MSDS).	
Contaminated liquids and sediments from the wastewater management	Project Contractor,
system must be disposed of at WB municipal hazardous waste disposal	Service Contractors, WBM - Hazardous
site. All liquid fuels (e.g. diesel and petrol) which are stored in tanks or	Waste Inspector
drums must have a 110% volume bund wall around the tanks to prevent	
liquids from escaping in the event of a spill or leak. Any person	
delivering fuels or other chemicals to the site must be aware of the	
appropriate storage/drop-off locations and the environmental controls	
to be applied. The handling and storage of hazardous materials must	
be in accordance with the MSDS and must be restricted to designated	

areas. Additional areas/sites required for the storage or handling of	
hazardous substances must be assessed. An inventory of all fuels and	
hazardous substances to be used and stored on the site, and must	
ensure that they know the effects of these substances on their staff and	
the environment. Quantities of fuels and chemicals stored on site must	
be appropriately stored and handled so as to minimize the risk of spills.	
All fuels and chemicals must be confined to specific and secured areas.	
Chemicals must be stored in a bounded area with an impermeable base	
(e.g. concrete or plastic lining). The accidental or negligent spillage of	
any fuels or potentially hazardous substances must be cleaned up	
immediately using the most appropriate methodologies, equipment and	
materials and by specialist where required. Necessary materials and	
equipment and chemicals should be available on the site to deal with	
spills of any of the hazardous materials present.	

MITIGATION MEASURES RELATED TO SOCIO-ECONOMIC	RESPONSIBILITY
ENVIRONMENTAL IMPACTS	
Local labour (male and female, skilled and unskilled) should be	Project Contractor &
employed as a priority. Workers are to be made aware that employment	Service Contractors
is only temporary and will cease at the end of the contract period. Where	
possible, employment of local persons should be used for capacity	
building.	
Surrounding communities are to be informed of any inconveniences	Project Contractor,
caused by the construction activities. A complaints telephone line or	Service Contractors,
person is to be made available and incidents are to be addressed and	WBM Officers –
recorded in a register. I&AP's need to be made aware of the existence	Environmental
of the complaints register and the methods of communication available.	Officer

MITIGATION MEASURES RELATED TO NOISE POLLUTION	RESPON	ISIBILITY
Noise pollution will exist due to heavy vehicles accessing the sites with	Project	Contractor,
building materials, and machinery flattening the dunes and creating new	Service	Contractors,
roads. Cement mixing, drilling and excavating will be some additional	WBM	Officers -
noise producing activities.		

	Environmental
The World Health Organization (WHO) guideline on maximum noise	Health Practitioners
levels (Guidelines for Community Noise, 1999) to prevent hearing	
impairment can be followed during the construction phase. This limits	
noise levels to an average of 70 dB over a 24 hour period with maximum	
noise levels not exceeding 110 dB during the period. It is recommended	
that any complaints regarding noise be registered	

MITIGATION MEASURE RELATED TO WASTE PRODUCTION AND ABLUTION FACILITY	RESPONSIBILITY
Building rubble and other types of waste must be cleaned up or	Project Contractor &
removed off-site.	Service Contractors
The contractor must ensure that adequate temporary disposal	
facilities are available at the construction site. Products that can be re-	
used or re-cycled should be kept separate. Waste should be disposed	
of regularly at the municipal Landfill site.	
Mobile chemical ablution facilities should be made available to all	
working at the site. The ratio of the number of these ablution facilities	
to the number of employee's onsite should be discussed and agreed	
upon with the Local Authority in terms of the Labour Act as well as	
Environmental Health Act. Waste from this ablution facility needs to	
be appropriately disposed of at the municipal sewage treatment plant	
regularly.	

3. CONCLUSION AND RECOMMENDATIONS

In order for the general provisions of this EMP to be fully implemented the following general conditions must be enforced by the WBM are proposed:

- The EMP to be binding on all the parties involved in the construction phase and be enforceable at all levels of the contract operational management within the project;
- The EMP to be deemed a binding commitment by the parties to act within the intent and spirit of sound environmental management and to cooperate and enforce the specifications contained therein, as and where necessary, and

• To ensure strict adherence to this EMP the WBM, with the assistance of the Project Manager/Construction Contractor, will bear the ultimate responsibility of implementation.

Strict adherence to the EMP recommendations in this report as well as compliance to all relevant legislation should be the daily management and operation norms during the installation of the bulk services (water, roads, sewer and electricity).

- Annexure A Environmental Clearance Certificate previously issued
- Annexure B Township Board's Approval
- Annexure C Layout for Extension 9 Narraville
- Annexure D NAMPAB's Approval

ANNEXURE A - ENVIRONMENTAL CLEARANCE CERTIFICATE PREVIOUSLY ISSUED



REPUBLIC OF NAMIBIA

MINISTRY OF ENVIRONMENT AND TOURISM

Tel. No. 061 – 2842811 Fax. No. 061 - 240339 E-mail: mlushetile@met.na Cnr of Dr. Kenneth David Kaunda Street & Robert Mugabe Avenue Private Bag 13306 Windhoek

Enquiries: Ms. Mwaka Lushetile

Date: 27 April 2015

OFFICE OF THE ENVIRONMENTAL COMMISSIONER

Acting Chief Executive Officer Municipality of Walvis Private Bag 5017 Walvis Bay Namibia

Dear Sir or Madam

SUBJECT: ENVIRONMENTAL CLEARANCE CERTIFICATE FOR TOWNSHIP ESTABLISHMENT OF NARRAVILLE EXTENSION 9 ON THE REMAINDER OF FARM WANDERÜNEN NO. 23, WALVIS BAY TOWNLAND, ERONGO REGION

The Environmental baseline information submitted is sufficient as it made provisions of the environmental management concerning the proposed activities. From this perspective, regular environmental monitoring and evaluations on environmental performance should be conducted. Targets for improvements should be established and monitored from time to time.

In view of the fact that your project is located in an environmentally sensitive area, this Ministry reserves the right to attach further legislative and regulatory conditions during the operational phase of the project.

On the basis of the above, this letter serves as an environmental clearance for the project to commence. However, this clearance letter does not in any way hold the Ministry of Environment and Tourism accountable for misleading information, nor any adverse effects that may arise from this project's activities. Instead, full accountability rests with the proponent and his/ her consultants.

This environmental clearance is valid for a period of 3 (three) years, unless withdrawn by this office.

Yours sincerely ag 13306

Teofilus Nghitila ENVIRONMENTAL COMMISSIONER

All official correspondence must be addressed to the Permanent Secretary

ANNEXURE B – TOWNSHIP BOARD'S APPROVAL



Republic of Namibia

Ministry of Urban and Rural Development

Enquiries: H. N. Van Wyk Tel: (+264+61) 297-5230 Fax: (+264+61) 297-5305 Email: hvanwyk@murd.gov.na Government Office Park Luther Street Private Bag 13289 Windhoek, Namibia

Our Ref.: 17/1/W/5/2 Ext 9 Your Ref.: Date: 24 July 2018

Municipality of Walvis Bay Private Bag 5017 WALVIS BAY

Dear Sir,

SUBJECT: PERMISSION TO ESTABLISH THE TOWNSHIP: NARRAVILLE EXTENSION 9 ON FARM NO. 63 OF THE FARM WANDERDÜNEN NO. 23.

- 1. Your letter dated 23 January 2018 has reference.
- Approval has been granted in terms of section 6 (2) and (3) of the Townships and Division of Land Ordinance, 1963 (Ordinance 11 of 1963) for permission to establish the township Narraville Extension 9 on Farm No. 63 of the Farm Wanderdünen No. 23 under Townships Board Resolution Item 259/2016 dated 20 February 2018.
- 3. You are hereby informed that all planning processes must be complied with, within two (2) years from the date of this letter.

Yours faithfully

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TOWNSHIPS BOARD SECRETARIAT

All official correspondence must be addressed to the Permanent Secretary

Date

259/2016 17/4/1/W5/2 Ext 9

Item

20 February 2018

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NARRAVILLE EXTENSION 9: ESTABLISHMENT OF THE TOWNSHIP ON FARM NO. 63 OF THE FARM WANDERDÜNEN NO. 23 (MUNICIPALITY OF WALVIS BAY) (Nar. A/9-MD-8CC-V2)

The Board recommends that -

- a) the layout plan of the to be established township of Narraville Extension 9 on Farm No. 63 of the Farm Wanderdünen No. 23 be approved on condition that no residential erf be smaller than 300 m²;
- b) the General Plan shall be F 146;
- c) the original Need and Desirability certificate of NAMPAB Item 27/2015 dated 03 March 2016 must be lodged with the Registrar of Deeds simultaneously with the opening of the townships register;
- d) the panhandles must be at least 4 metres wide, and
- e) the following conditions of establishment be approved.

SCHEDULE

Name of Township: 1.

The township shall be called Narraville Extension 9.

Composition of Township: 2.

The township comprises 155 erven numbered 4238 to 4392 and the remainder streets as indicated on General Plan No: F 146.

Reservation of Erven: 5.

The following erven are reserved for the Local Authority:

-	for Sub Station purposes:	Erf 4390
	for Public Open Space purposes:	Erf 4391
_	for Street purposes:	Erf 4392
	ior bucce parpenent	

Conditions of Title: 6.

The following conditions shall be registered in favour of the Local Authority against the title deeds of all erven, except the erven referred to in paragraph 3:

The erf must only be used or occupied for purposes which are in accordance with and the use or occupation of the erf shall at all times be subject to the provisions of the



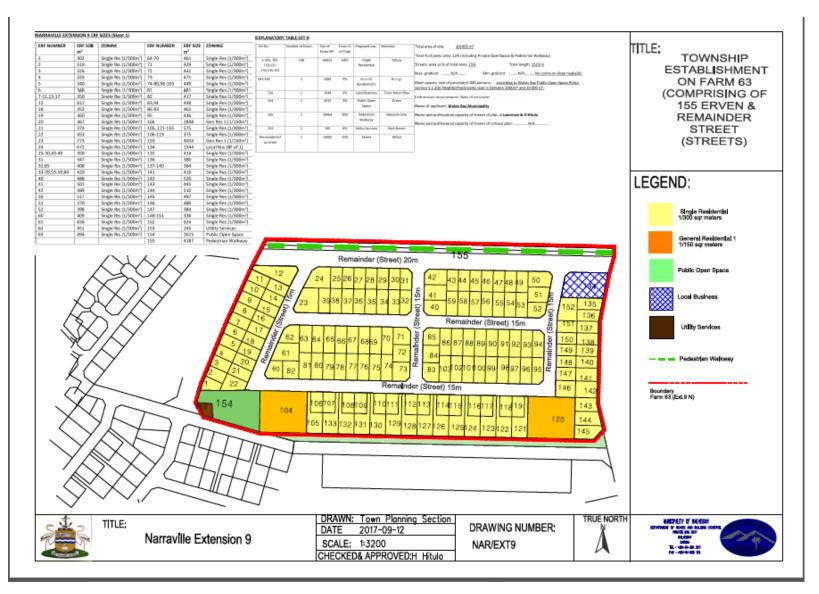
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Walvis Bay Town Planning Scheme prepared and approved in terms of the Town Planning Ordinance, 1954 (Ordinance 18 of 1954).

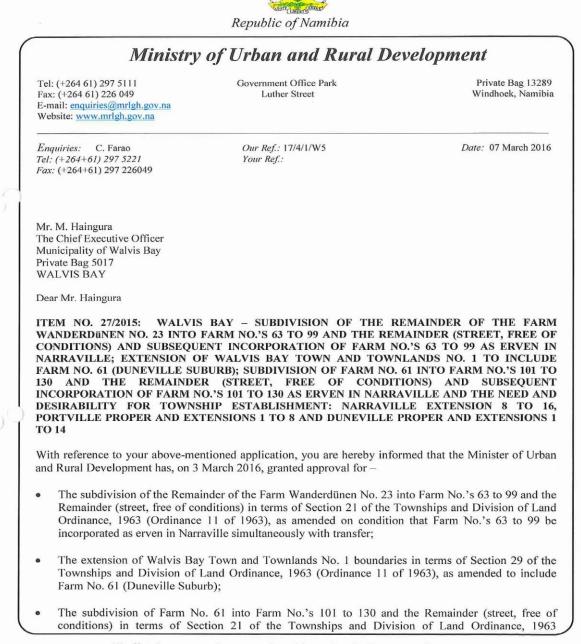
The building value of the main building, excluding the outbuildings to be erected on the erf shall be at least **four** times the prevailing valuation of the erf.

ANNEXURE C - LAYOUT FOR EXTENSION 9 NARRAVILLE



ANNEXURE D – NAMPAB'S APPROVAL





All official correspondence must be addressed to the Permanent Secretary

(Ordinance 11 of 1963), as amended on condition that Farm No.'s 101 to 130 be incorporated as erven in Narraville simultaneously with transfer;

• The need and desirability for township establishment to be known as Narraville Extensions 8 to 16, Portville Proper and Extensions 1 to 8 and Duneville Proper and Extensions 1 to 14 in terms of Section 5(5)(a)(i) of the Townships and Division of Land Ordinance, 1963 (Ordinance 11 of 1963), as amended on condition that at least 10 to 15% public open spaces be provided in the new layout plan in accordance with the design standards and guidelines as approved by the Minister.

Attached, please find the original Subdivision Certificates.

Yours sincerely

BAN AND RURAL D ERMANENT SECRETARY 2016 -03- 07 m PRIVATE BAG 13289 Nghidinua Daniel WINDHOEK PERMANENT SECRETARY