

SECTION A

INTRODUCTION

1. The Buffalo City Municipality IDP Review 2004/5

In compliance with Section 34 of the *Municipal Systems Act* (Act No. 32 of 2000) read with Chapter 2 of the *Local Government: Municipal Planning And Performance Management Regulations, No. R. 796/2001*, the Buffalo City Municipality has reviewed its Integrated Development Plan (IDP) for the year beginning July 2004.

1.1 Purpose of this Document

This document sets out the results of the Municipality's 2004/5 IDP Review Process, and describes the following: -

- The process followed to review the Buffalo City Municipality's IDP;
- The key informants that have provided the basis for amending certain elements of the IDP;
- The amended Objectives, Strategies and Performance Indicators, which have been revised on the basis of the informants identified herein.

1.2 Basis for the IDP Review 2004/5

The amendments contained in this revised IDP for 2004 were formulated based on an assessment of a number of new inputs into the IDP Planning Cycle of the Buffalo City Municipality. These inputs included the following: -

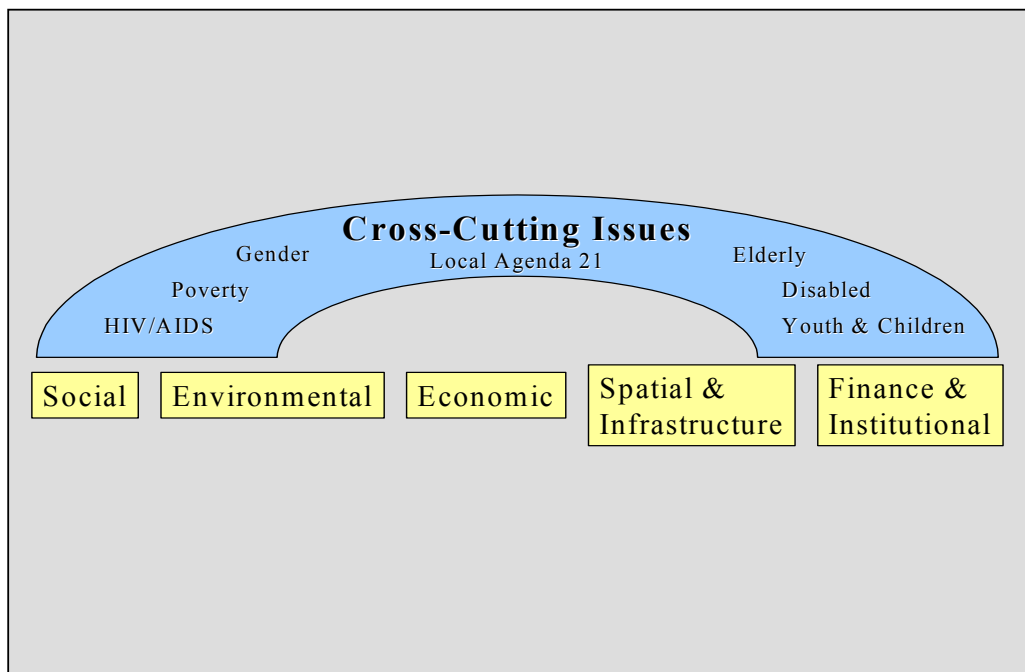
- Strategic direction provided by the Eastern Cape Provincial Government's Strategy Framework for Growth & Development 2004 – 2014.
- Recognition of a need to review of current base knowledge on the planning context, addressing particularly the uncertainty regarding the actual planning population of Buffalo City Municipality (this is an ongoing action).
- Strategic direction and proposals for the refinement of the key performance areas of the Municipality, and related objectives and strategies and the identification of performance indicators for the Municipality programmes and projects emanating from an overall review of the strategic focus of the Municipality.
- The above work is drawn in particular from an assessment of pressure points in the relationship between the Municipality's IDP processes and planning cycle and the following informants: -
 - Further consideration of the assigned roles and functions of the Municipality and, in particular, a concern to identify performance areas that are not the core function or sole responsibility of the Municipality but are nevertheless areas where the Municipality currently does (or is expected to) render a service;

- The need to focus key performance areas for the Municipality and relate these to a workable Performance Management System;
- The apparent disjuncture between the ambitions of the IDP 2002 – 2005 and the reality of the resources (financial and institutional) available to the Municipality;
- In the light of the relative limitations on resources available – the “Budget Reality” of Buffalo City Municipality – the need to identify a strategic focus or “Signature Theme” to guide planning and budgeting activities in the Municipality; and
- To ensure that the integration of the IDP and the Budget processes are embedded in the Municipality’s operational systems to enable the following desired outcomes: -
 - Both the Capital and Operational budgets be guided by the strategic priorities set in the IDP
 - Implementation of the IDP (i.e. project actions) is monitored on an ongoing basis to enable appropriate management of the development process from the Municipality’s perspective.

1.3 The Process Followed

In September 2003, the Buffalo City Municipal Council approved the Process Plan that was drafted to guide the IDP Review 2004/5 planning activities. In accordance with the provisions of the Process Plan, the following steps were taken: -

- The previous arrangement of working through IDP-related processes in five (5) thematic clusters was retained. Accordingly, **five Integrated Working Groups were established** to oversee the revision of key performance areas/priority issues, objectives and strategies, related programmes and key performance indicators in line with the diagram illustrated below: -



- A two-day Strategic Workshop was held on the 11th and 12th of November 2003 to review identified pressure points in the Municipality's annual IDP and budgeting processes. The outcomes of this strategic planning session were used to inform work done by the Integrated Working Groups and to set the direction for the IDP Review 2004/5.
- The Integrated Working Groups, accordingly, convened in the period 18th to 24th November 2003 to revise the schedules produced for the IDP Review 2003, which identified key performance areas, and related objectives and strategies.
- The Buffalo City Representative Forum met for the first time in the 2004 Review cycle on 10th September 2003, when it approved the Process Plan that guided the Review activities.
- The Forum met again on 3rd December 2003 to consider the work produced by the Integrated Working Groups. The Forum endorsed the direction adopted by the Municipality in its Review process.
- A Project Prioritisation Workshop was held on 11th and 12th February 2004, which aimed to bring together the resolutions taken on the strategic "theme" of service delivery and the need to review the process to prioritise capital expenditure items for the budget. The methodology adopted at this Workshop was used to inform the finalisation of the Municipal budget for the 2004/2005 Financial Year.
- The Buffalo City Representative Forum then met again on 31st March 2004 to consider the proposed amendments to the IDP. The Forum approved all amendments contained in the draft IDP Review 2004/5.
- Finally, a series of Public Presentations was undertaken from 16th – 30th April 2004. The draft IDP Review 2004/5 and the draft Budget for the 2004/2005 Financial Year was presented to some 30 public meetings held across the Municipal area. In total, some 5,500 to 6,000 people attended these meetings.
- All valid comments received were taken into account in the finalisation of the IDP Review 2004/5.