

The Planning Process

2.1 THE PROCESS PLAN

2.1.1 AIMS AND GOALS

The Integrated Development Planning process in Buffalo City was conducted in a unique situation of historical transition and emerging new identity for the municipality. The boundaries of the newly established municipality now include a large area characterised by very different features. Two former municipalities (TLCs) have merged into one, and also other areas, which previously were not included in either of them, are now part of Buffalo City. The administrative structure is being gradually defined, and new functions and roles are being identified and allocated.

The legal requirements were nevertheless clear – the IDP had to be produced within a certain timeframe, it must include a number of essential components and it must be processed in a regulated way according to the legislation, with an explicit requirement for meaningful public participation.

The situation remains very challenging. The IDP is seen as a management tool for the city administration as well as a tool for the development of partnerships and strategic alliances on different levels. Its development therefore provided Buffalo City with a strategic instrument for overall institutional and communal development. The IDP, as a strategic plan, supports the process of defining the development issues and the institutional framework for initiating and implementing concrete actions that are urgently needed.

The mandatory time-frame may have helped to enforce rapid results, but could also have constituted a threat to the strategic long-term goals. This is because the burden of content and the depth and quality required, were very difficult to deliver in the prescribed period. In the view of Buffalo City, instruments such as the IDP with statutory guidelines and a comprehensive approach need a **strategic focus** to gain legitimacy and provide measurable results, whether it be:

- ❑ To allocate public resources (welfare distribution)
- ❑ To promote economic growth (public and private)
- ❑ To prevent development that has negative social and environmental impacts

Buffalo City has attempted to use the IDP and the process of producing it to serve its own purposes, to focus the development efforts of the municipality administration as well as the development efforts of other stakeholders in the wider community. Furthermore, annual reviews of the IDP will allow the municipality to expand upon or refine plans and strategies, or to include additional issues. Some issues will certainly require deeper understanding and analysis. In practice therefore, the period covered by the first IDP will be used to gradually develop the Buffalo City IDP into a more comprehensive tool, which will guide and inform all planning and development, and all decisions with regard to planning, management and development in the municipality.

The strategic focus for the first IDP process has been largely to establish procedures, identifying urgent needs and common goals – that is to say, to set the future agenda – rather than trying to fulfil the comprehensive and ambitious listed requirements of the IDP guidelines. The first IDP thus is intended to provide the foundation upon which future development planning in Buffalo City will be based.

2.1.2 THE PLAN

Drafting a comprehensive IDP that satisfied amongst other things the legal requirements of participation and consultation, required a rather extensive and complex planning process with the involvement of a wide range of role-players from inside and outside the municipality. Such a process had to be properly organised and prepared, and furthermore had to satisfy the statutory requirement of being formally approved by Council. Therefore, to ensure certain minimum quality standards of the IDP process and to attempt to achieve proper co-ordination between the various spheres of government, the preparation of the planning process was regarded as a critical first phase of the IDP process itself.

The Municipal Systems Act required two specific processes to be completed:

- (a) Adoption of a “process set out in writing” by each municipality which was intended to guide the planning, drafting, adoption and review of the IDP.
- (b) Adoption of a **Framework Plan** for integrated development planning by each **district** municipality, which binds both the district municipality and the local municipalities in the area and which is supposed to ensure proper consultation, co-ordination and alignment of the planning process of the district municipality and the constituent local municipalities.

In order for Buffalo City Council to comply with the above requirement, a written Process Plan for the preparation of Buffalo City's IDP was produced based on the relevant legislation as well as on the Framework Plan produced by the Amatole District Municipality, utilising the somewhat extensive IDP Guidelines prepared by the national Department of Provincial and Local Government (DPLG).

The aim of the Process Plan was to guide the formulation of the IDP for the 2001 - 2005 period and to allow the Buffalo City Council to set the framework for the IDP in the longer-term perspective.

Both the Buffalo City IDP Process Plan and the Framework Plan were submitted to the MEC for Local Government of the Eastern Cape Province, in terms of section 32 of the Municipal Systems Act.

2.1.3 THE PRINCIPLE OF CAPACITY BUILDING

Certain leading principles were defined to guide the process of the first IDP for Buffalo City, including the principle of capacity-building. This principle particularly was based on the position that had been adopted by the national and provincial ministries dealing with local government, which was in essence that the planning process was meant to be a locally-driven and participatory process, rather than a process driven primarily by professional "experts" that would result perhaps in a more technically presentable plan that would not be locally owned.

The establishment of Thematic Task Teams of municipal staff to work collaboratively on the IDP process was therefore primarily motivated by the requirement to build capacity in the municipality in the arena of inter-sectoral planning, and to broaden the understanding of technical or sectoral specialists of the interdependence of sectors both within the municipal administration as well as outside it. It was regarded also as a mechanism to strengthen the sense of ownership of the Integrated Development Plan, which constitutes the strategic plan for the municipality's operations for a five-year period, and will govern the municipality's use of resources during this time.

2.2 ROLES AND RESPONSIBILITIES IN THE IDP PROCESS

The implementation of the IDP involved the municipality officials as well as other stakeholders outside the administration itself (private and public on different levels). This meant that responsibilities in the municipal administration had to be defined both in the internal and the external perspective. Building strategic partnerships also included clearly defined responsibilities among other actors (i.e. to be project leader in developing the partnership). This was especially important in the section of the IDP addressing the economic development of Buffalo City.

The **Buffalo City Municipal Council** which is the ultimate political decision-making body of the municipality, had the responsibility to:

- Consider and adopt a Process Plan.
- Consider and adopt the IDP.
- Exercise its executive authority within the framework of the IDP

The Council will further be responsible for annual reviews of the IDP, which will involve participatory processes similar to those that prevailed in the drafting of the foundation document.

Ward Councillors are the major link between the municipal government and the residents. As such, their role is to:

- Link the planning process to their constituencies and/or wards.
- Be responsible for organising public consultation and participation within their wards.
- Ensure the annual municipal budget is linked to and based on the IDP.

The Executive Mayor of Buffalo City has the ultimate responsibility for the drafting of the IDP. In his executive capacity he has to:

- Make recommendations to Council on the Process Plan.
- Be responsible for the overall oversight and monitoring of the process and drafting of the IDP, or delegate this function to the City Manager.
- Present the draft IDP for the Municipal Council to consider and adopt.

The Executive Mayor has delegated the responsibility for operational management of the IDP process to the **City Manager**. The City Manager in turn approved the creation of an **IDP Unit** that was physically responsible for the co-ordination and administration of the drafting, monitoring and annual review of the IDP.

An IDP Manager headed the IDP Unit, with the following responsibilities:

- preparation of the Process Plan;
- undertaking the overall management and co-ordination of the planning process;
- ensuring that all relevant actors are appropriately involved;
- nominating persons to be in charge of different roles;
- chairing of the Technical Committee;
- being responsible for the day-to-day management of the drafting process;

- ❑ ensuring that the planning process is participatory, strategic and implementation-oriented, and is aligned with and satisfies sector planning requirements;
- ❑ responding to comments on the draft IDP from the public and other spheres of government to the satisfaction of the municipal council;
- ❑ ensuring proper documentation of the results of the IDP planning; and
- ❑ making possible adjustments to the IDP for submission to the municipal council for approval and the MEC for Local Government for alignment.

The Municipal Manager has remained responsible and accountable to the Executive Mayor and the Council for the drafting and implementation of the IDP.

Heads of Departments and Officials, as the persons in charge for physically implementing IDPs, were required to be fully involved in the planning process and:

- ❑ to provide relevant technical, sector and financial information for analysis for determining priority issues;
- ❑ make the necessary staff available for work in task teams and other working groups;
- ❑ contribute with technical expertise in the consideration and finalisation of strategies and identification of projects;
- ❑ provide departmental operational and capital budgetary information;
- ❑ to be responsible for the preparation of project proposals, the integration of projects and sector programmes within their departments respectively; and
- ❑ to be responsible for preparing relevant amendments to the above, after due consultation.

2.3 ORGANISATIONAL STRUCTURES AND INSTITUTIONAL ARRANGEMENTS FOR THE IDP PROCESS

2.3.1 THE FRAMEWORK COMMITTEE

A District Framework Committee was the institutional structure to monitor alignment and integration of the various IDPs at district and local level. It was chaired by the Amatole District Municipality's Mayor and included the Mayors from the local municipalities. It met on a regular basis and set timeframes and adopted processes and positions to ensure district wide consistency and alignment. It was supported by a technical component that consisted of Municipal Managers, IDP Managers, PIMSS and other key officials from all the municipalities in the Amatole District.

2.3.2 THE IDP STEERING COMMITTEE

For the political guidance and steering of the process an **IDP Steering Committee** was established. This structure was an ad hoc political committee convened by the Executive Mayor that consisted of six Councillors, and the Council Administration functioned as the secretariat support. It is recommended that the Steering Committee's mandate should be extended to include overseeing the implementation of the Integrated Development Plan.

2.3.3 THE TECHNICAL COMMITTEE

An **IDP Technical Committee** was formed consisting of Directors and Heads of Department and senior officials. The IDP Manager was responsible for co-ordinating the process and was generally assisted in technical matters by members of the Technical Committee, or by relevant contracted technical service-providers. The Technical Committee was chaired by the City Manager and/or the IDP Manager and the IDP Unit acted as the secretariat.

The IDP Technical Committee had the following functions and duties:

- ❑ To develop agreed terms of reference for the various planning activities;
- ❑ To commission research studies where appropriate;
- ❑ To consider and comment on:
 - inputs from sub-committee/s, study teams and consultants;
 - inputs from provincial sector departments and support providers;
- ❑ To process, summarise and document outputs;
- ❑ To make content recommendations.

2.3.4 THE IDP UNIT

An **IDP Unit** was established under the direct oversight of the City Manager. The Unit was initially staffed with a Manager and an Assistant Manager, together with an IDP Co-ordinator and later with an administrative support staff member. The Sida-seconded Urban Advisor was linked in his duties to the Unit.

The Unit, headed by the IDP Manager, was responsible for the:

- ❑ Preparation of the Process Plan;
- ❑ Co-ordination of the day-to-day work in the planning process, ensuring:
 - involvement of all different role-players, especially officials;
 - that timeframes were being adhered to;
 - that the planning process was horizontally and vertically aligned and complied with national and provincial requirements;
 - that conditions for participation were provided; and
 - that outcomes were being accurately documented;
- ❑ Preparation of documents for, and facilitation of meetings;
- ❑ Chairing of the Technical Committee;
- ❑ Functioning as the secretariat for the Technical Committee and the Representative Forum;
- ❑ Co-ordination and management of consultancies;
- ❑ Monitoring the implementation of the IDP;
- ❑ Initiating follow-up actions, reviews and amendments to the IDP.

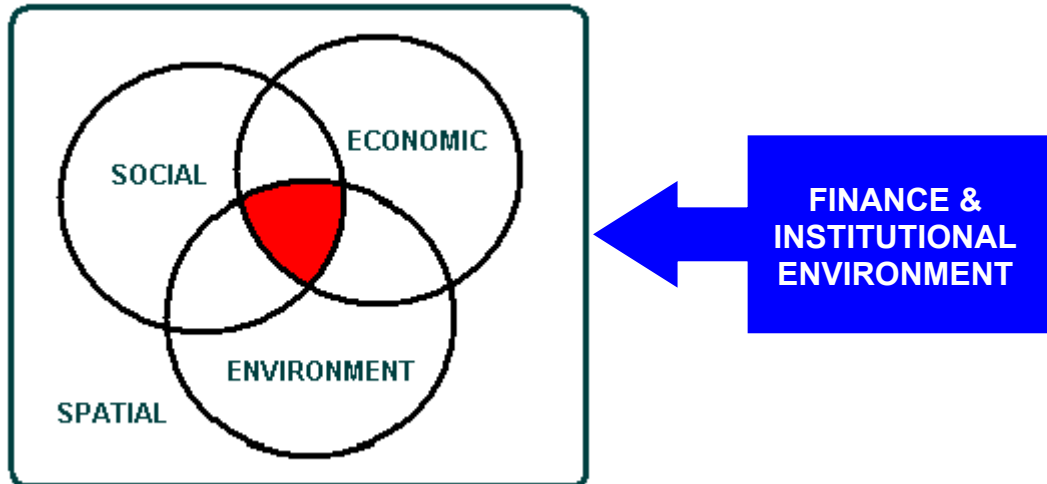
2.3.5 THEMATIC TASK TEAMS

The IDP process has been informed by the dimensions of Local Agenda 21, which are:

- ❑ The social and cultural dimension;
- ❑ The economic dimension; and
- ❑ The ecological/environmental dimension.

These three dimensions can be seen as mostly non-spatial arenas, while a fourth dimension, i.e. the spatial dimension should be added. It is in the daily living space where social, cultural and economic interactions take place, where all the environmental problems arise but also where the sustainable solutions have to be innovated, planned and implemented. A financial and institutional dimension, corresponding to the resources of Buffalo City Municipality, was added to the concept of sustainable development for the Buffalo City IDP process.

The IDP process tried to incorporate all these dimensions of sustainable development applying a holistic approach to planning. The action programme was methodologically structured along these principles.

FIGURE 2.1 : The Dimensions of Sustainable Development

Base on the above theoretical foundation, “Thematic Task Teams” were formed to carry out specific aspects of the IDP process. They were small operational teams composed of a number of relevant municipal sector department officials and technical specialists, which the process anticipated would later be involved in the direct co-ordination and implementation of identified programmes and projects. The consultancy support funded by Sida was partly directed towards these Thematic Task Teams.

Where appropriate, community and other stakeholders together with specifically nominated councillors were also co-opted onto these Thematic Task Teams. A special task was to also involve stakeholders directly affected by the future projects and to build strategic alliances with stakeholders/partners on local, regional and national level. This largely remains to be pursued through the process of implementation and annual review of the IDP.

The Task Teams reported to the IDP Manager and Unit and interacted with the IDP Technical Committee.

FIGURE 2.2 : Organisation of the Thematic Task Teams

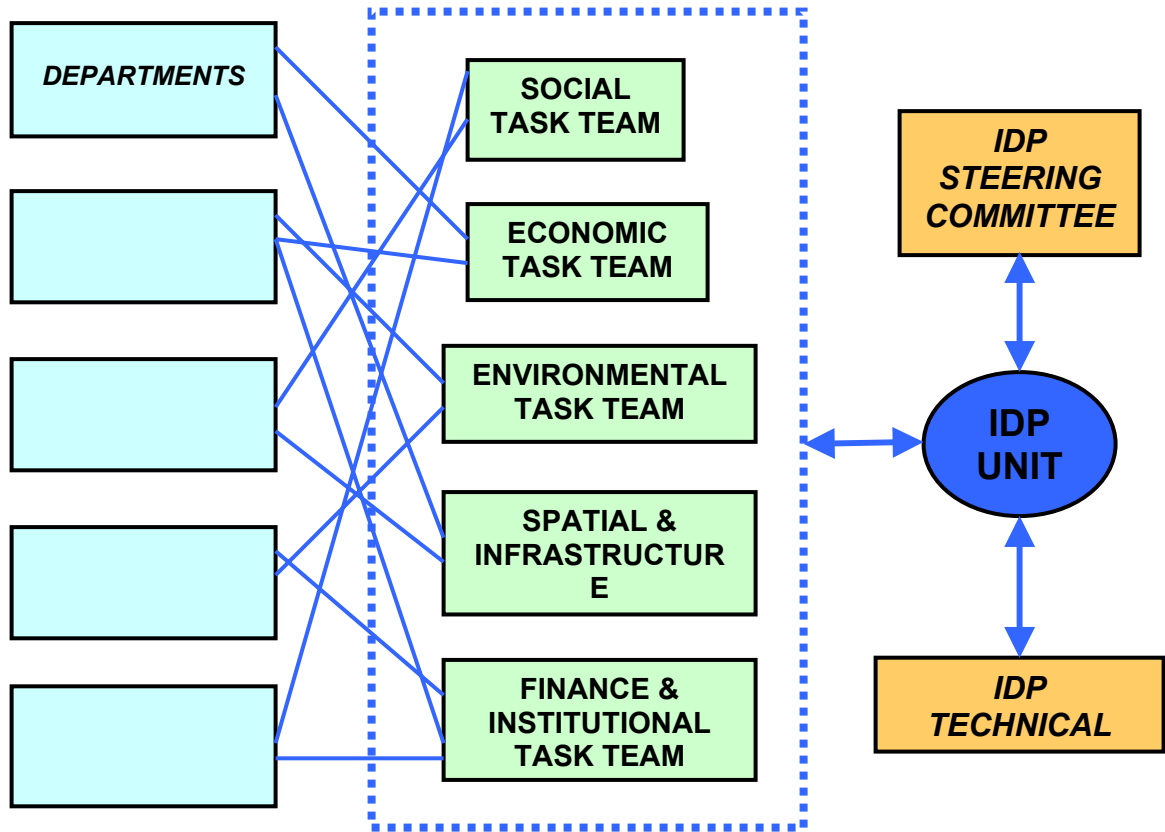
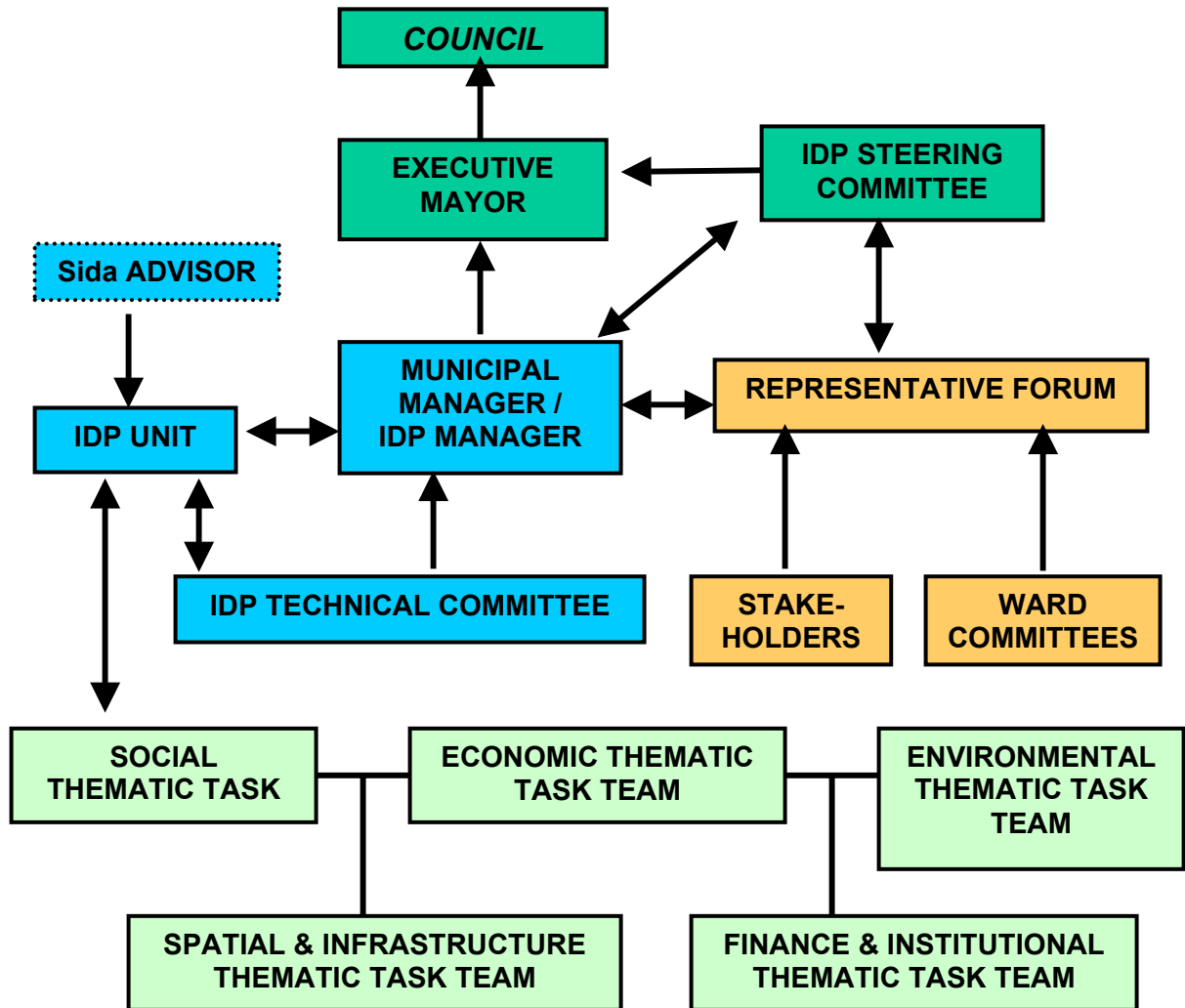


FIGURE 2.3 : Organisational Structure for the First IDP Process



2.4 THE PUBLIC CONSULTATION PROCESS

One of the main features of the Buffalo City IDP process has been the extensive involvement of communities and stakeholder organizations. The purpose of this was to ensure that the IDP addresses relevant issues and facilitates the implementation of focused activities to address real priorities. The municipality's area of jurisdiction, however, proved to be too big to allow for direct participation of the majority of the residents (whose number is in excess of 800,000) and this necessitated a structured participation.

The following structures and processes had to be put in place to ensure full participation by the communities and stakeholder organizations.

2.4.1 THE REPRESENTATIVE FORUM

Due to the absence of appropriate municipal-wide structures for community participation (Ward Committees), the Buffalo City municipality established an IDP Representative Forum which enhanced community participation in the drafting of the IDP.

The forum was established through an advertisement in the local newspaper, published in all three official languages. The advertisement invited nominations and volunteers from community leaders, civic organizations, NGOs or CBOs, commerce and industry, advocacy groups, traditional leaders and a broad range of sectoral stakeholders to represent communal interests and contribute knowledge and ideas, building consensus and support for the planning process itself, and ensuring a broader ownership of its outcomes. Membership of the Representative Forum was not restricted in any manner.

The response to the advertisement was satisfactory, as approximately fifty organizations from different disciplines submitted nominations, (see list attached as Annexure). The municipality particularly encouraged the involvement of community members who offered specific knowledge of urban or rural development issues, financial management or public policy, environmental, health, youth or gender issues, or were involved in previous planning processes in Buffalo City's area of jurisdiction.

The Representative Forum has had five meetings in which they discussed different aspects or outputs of the IDP process, which included inter alia, the approval of the Process Plan, the acceptance of priority issues with matching objectives, the strategies to address these issues and the draft projects that are intended to give tangible form to the municipality's strategic plan, as well as (finally) the opportunity to scrutinize and comment on the final draft of the IDP, prior to its submission to Council for formal adoption.

2.4.2 THE ASSESSMENT OF COMMUNITY NEEDS

During the Analysis Phase, the IDP Unit invited each ward councillor to meetings held as far as possible in close proximity to their geographical wards, where an assessment of the particular needs of each ward, as well as the prioritisation of the needs of each ward, was undertaken. This was followed by ward councillors jointly prioritising what were perceived to be the most significant needs within broader, multi-ward areas, which required ward councillors to balance the needs, expectations and priorities of their own constituencies with those of neighbouring constituencies of a similar character (e.g. rural wards were grouped together). This proved to be a very valuable process that enabled both ward councillors and

municipal officials to identify the most pressing needs that were perceived in the different areas of the municipality.

The above information was then added to the existing data gathered during the process of consultation with wards that was conducted during the capital budget planning early in 2001, during which each ward also identified what their priority needs were.

2.4.3 THE MAYOR'S LISTENING CAMPAIGN

During the months of September and October 2001, the Executive Mayor of Buffalo City, Cllr Sindisile Maclean, convened very well-attended meetings in all the areas of the municipality, with the object of hearing the needs of the people of Buffalo City first-hand. All of the recorded concerns, frustrations, needs and aspirations of the people articulated in these meetings were also generally consistent with the information gathered through the other consultative processes, and were incorporated into the comprehensive analysis document that aimed to integrate the expressed needs of the citizens with the more quantitative data gathered from various sources by municipal officials.

The intention was then to use the above information as the basis for the second critical phase of the planning process, namely the formulation of strategic direction for the municipality.

2.4.4 THE QUALITY OF LIFE STUDY

Buffalo City was fortunate to engage in a very significant programme of development co-operation funded by the Swedish International Development Co-operation Agency (Sida), which included the funding of a major study of community perceptions as well as more tangible indicators of the quality of life in Buffalo City.

This study took the form of a survey of a representative sample of 2,500 households in the Buffalo City area of jurisdiction, which has been the responsibility of the Institute for Social and Economic Research (ISER) at Rhodes University in East London. The preliminary data produced by this survey has now been made available and its essence is also synthesized into the documentation that summarises the findings of the Analysis Phase of the IDP. This data constitutes a very thorough and comprehensive assessment of the quality of life in Buffalo City, and will provide a valuable baseline from which the quality of life in Buffalo City can be improved.

2.4.5 COMMUNITY WORKSHOPS

As part of the public consultation process, the Buffalo City municipality appointed professional facilitators to conduct community workshops in all of the municipality's 45 wards (The schedule of meetings is attached hereto as an Annexure). The object of these workshops was to inform the communities about the IDP process and to accord them an opportunity to scrutinize the priority issues with their matching objectives and the draft strategies.

The community workshops were conducted through setting up small groups within the wards, which comprised ward committees and local community leaders. A total of more than 1,600 people attended the workshops.

A participatory appraisal methodology was used to ensure full participation and to attempt to build consensus, and it enabled all participants to express their views in the workshops. The concerns, aspirations, needs and frustrations of the people as articulated in these workshops have been incorporated into the IDP document and have also been considered in the formulation of the strategic direction for the municipality.

2.5 PROCESS OVERVIEW: STEPS AND EVENTS

A detailed action programme with time frames was prepared as part of the Process Plan. The action plan elaborated on the following aspects of the IDP process :

- ❑ activities/tasks/events for preparing, undertaking and finalising each Planning Phase;
- ❑ the identification of the responsible persons/structures to manage, facilitate and/or document the Planning Activity;
- ❑ the starting date and expected duration;
- ❑ the names of people/structures that needed to be involved and how (e.g. attend meeting/comment); and
- ❑ the required resources (consultants/venues/catering/finances/translation etc.) and costs.
- ❑ the expected output.

In the formulation of the Process Plan the District Framework Plan was fully taken into account and adhered to as far as possible. The Buffalo City IDP Action Programme consisted, following the preparation of the Process Plan (Phase 1), of the following phases:

- ❑ Phase 2 – Analysis
- ❑ Phase 3 – Strategies
- ❑ Phase 4 – Programme and Project Formulation
- ❑ Phase 6 – Integration
- ❑ Phase 7 – Approval

2.5.1 THE ANALYSIS PHASE

The analysis phase was intended to deal with the existing situation in Buffalo City. It involved the identification and focused analysis of the problems faced by the people in the municipal area, as well as opportunities for development. The issues identified ranged from a lack of basic services to crime and unemployment. The problems identified were then weighed according to their urgency and/or importance to come up with those to be addressed first i.e. priority issues.

In identifying the problems, the municipality considered people's perceptions of their problems and needs, but also balanced this with a technical assessment based on facts and figures. It was considered important during this phase that the municipality understood not only the symptoms, but also the causes of the problems in order to make informed decisions on appropriate solutions. Stakeholder and community participation was therefore very critical in this phase.

It is important to determine the priority issues because the municipality will not have sufficient resources to address all the issues identified by different segments of the community. Prioritisation assists the municipality in allocating the scarce resources to those issues highlighted as more important and /or urgent.

Once the municipality understood the problems affecting the people of the Buffalo City area and their root causes, it was required then to formulate a range of proposed solutions to address the problems.

The Analysis Phase was intended to include the formulation of:

A *vision* indicating the more ideal situation, or desired future the municipality would like to achieve in the longer term, duly informed by the present reality. This is the situation the municipality would find itself in once it has addressed the problems identified.

The *development objectives* or statements of what the municipality would like to achieve in the medium term in order to address the problem issues and also contribute to the realisation of the vision. In other words the objectives should bridge the gap between the current reality and the vision.

The outputs of this phase were intended to be:

- ❑ An assessment of existing level of development
- ❑ A record of priority issues, opportunities and/or problems
- ❑ Background information on causes of priority issues/problems
- ❑ Summary information on available resources.
- ❑ A distilled vision (long term aims & goals) and objectives

2.5.2 THE STRATEGIES PHASE

Once the municipality recognised where it wanted to go (its vision) and what it needed to achieve to realise the vision (its objectives), it was then required to develop specific goal-oriented strategies to advance its objectives and to progressively work towards achieving its vision. Development strategies were seen as an important step to providing answers to the question of **how** the municipality would reach its objectives. They were seen as strategic decisions about the most appropriate ways and means to achieve the objectives.

Public participation took place in this phase in the form of a public debate on the most appropriate ways and means of solving problems.

This phase logically also involved some preliminary thinking on programmes and projects that would be appropriate within the broad strategic directions that were being formulated.

2.5.3 THE FORMULATION OF OPERATIONAL PROGRAMMES AND PROJECTS

Having formulated and agreed upon the strategies to apply in addressing the main issues, and also having broadly identified a large number of possible preliminary projects, the challenge was then to transform the strategies into operational sector programmes and to align these programmes with the financial and human resources available to the municipality.

The output of this phase was therefore intended to be an operational strategy which included:

- ❑ A 5-Year Financial Plan
 - ❑ A 5-Year Capital Investment Framework
 - ❑ An Integrated Spatial Development Framework
 - ❑ Integrated sectoral programmes (LED, HIV/AIDS, poverty alleviation, gender equity etc.)
 - ❑ An institutional monitoring / performance management system
-
- ❑ A Disaster Management Plan
 - ❑ An Institutional Development Plan

The constraints of time led the IDP Unit to conflate the above process with the pressing challenge to proceed with the design and specification of projects for implementation. The municipality was required to ensure that the projects identified had a direct linkage to the priority issues and the objectives that were identified in the previous phases.

It was also required to be made clear to the intended beneficiaries the location of the project, when it would commence and end, who would be responsible for managing it, how much it would cost and the source of finance. Furthermore targets and indicators were required to be formulated to measure performance of the municipality and the impact of the project.

The outputs of this phase were therefore intended to include:

- Performance indicators
- Project outputs, targets, location
- Project related activities and time schedule
- Cost and budget estimates.

2.5.4 THE INTEGRATION PHASE

Once the projects had been identified, the municipality was required to ensure that they are in line with the municipality's objectives and strategies, and also with the resource framework, and that they comply with the legal requirements. Furthermore this phase was seen as an opportunity for the municipality to harmonise the projects in terms of contents, location and timing in order to arrive at a consolidated and integrated programme e.g. a local economic development programme that was not in conflict with the spatial framework or the social development framework of the municipality.

The various programmes and projects were then required to be consolidated into a draft IDP document that would be subjected to a process of public consultation before the final draft IDP is submitted to the Council.

2.5.5 THE APPROVAL OF THE IDP

Once the final draft of the IDP has been completed, it is required to be submitted to Council for consideration and approval. The Council must look at whether the IDP identifies the issues (problems) that affect the area and the extent to which the strategies and projects will contribute to addressing the problems. The Council must also ensure that the IDP complies with the legal requirement before it is approved.

2.5.6 PROVINCIAL ASSESSMENT

Once the Buffalo City Municipality has adopted its IDP, it must, within 10 days of adoption, submit a copy thereof, together with the Process Plan to the MEC of the province for assessment. The Municipal Systems Act does not require the MEC to approve the IDP, only to assess that the IDP complies with the requirements of the Act and also that it is not in conflict with IDPs and strategies of other municipalities and organs of state.

2.6 SELF ASSESSMENT OF THE PLANNING PROCESS

Buffalo City has done all that was possible to finalise the IDP timeously, given the onerous burden of content prescribed in the Municipal Systems Act, the requirement for a far-reaching process of public participation, and the very difficult transitional environment within the municipality.

With regard to the prescribed time-frames, it is the view of Buffalo City that the legislators did not fully anticipate the difficulties that would be faced by municipalities to engage in a comprehensive and far-reaching process of strategic reorientation within a highly compressed time-frame. These pressures were compounded by the fact that Buffalo City, like other municipalities, has not yet been fully integrated into a new and cohesive organization in which all stakeholders have a clear sense of their own roles and responsibilities in the longer term, and can therefore approach the process of strategic planning with vigour, commitment and confidence.

Further complications that impacted on the quality of the Buffalo City IDP included a lack of certainty in the planning process insofar as the functions and powers of the municipality itself were concerned, particularly with regard to those functions/powers that are required to be assigned by the national Minister for Provincial and Local Government. These are the provision of potable water, domestic waste-water and sewerage, bulk supply of electricity and municipal health.

In the absence of any certainty, planning has proceeded on the basis that Buffalo City is to become a metropolitan municipality in the near future, and that substantial additional resources would then become available to enable the municipality to actually deliver these additional services.

The combination of the above factors has proved to constitute a series of hurdles that have not all been successfully negotiated in the planning process. This has meant that the depth and quality of the final draft of the IDP will certainly require ongoing technical effort, community participation and political commitment if the

IDP is to assume its rightful and intended place as the strategic guiding star of Buffalo City.

Notwithstanding all of the above, Buffalo City is proud also to state that unlike most municipalities, the municipality has managed its IDP process “in-house”, and largely without the expensive usage of professional consultants. In doing so, it is believed that we have been exemplary among municipalities countrywide, and that our IDP will form an excellent base on which a better life for all can be built in our area.