



THE FUTURE IS HAPPENING



BUFFALO CITY  
MUNICIPALITY

INTEGRATED DEVELOPMENT

# PLAN

REVIEW 2005 - 2006



# BUFFALO CITY MUNICIPALITY - MAYORAL COMMITTEE



**Sindisile Maclean**  
Executive Mayor



**Zukiswa Faku-Hobana**  
Speaker



**Dickson Matika**  
Portfolio Head:  
Corporate Services



**Luntu Bobo**  
Portfolio Head:  
Local Economic  
Development & Tourism



**Fudukile Mbovane**  
Portfolio Head:  
Social Services



**Sindiswa Gomba**  
Portfolio Head:  
Special Programmes



**Luleka Simon**  
Portfolio Head:  
IEMP & Sustainable  
Development



**John Badenhorst**  
Portfolio Head:  
Finance



**Luvuyo Mosana**  
Portfolio Head:  
IDP, Budget Integration  
& Performance  
Management



**Sithembiso Tyilo**  
Portfolio Head:  
Development Planning



**Sizwe Dikimolo**  
Portfolio Head:  
Engineering Services  
& Infrastructure



## EXECUTIVE MAYOR

### FOREWORD

The IDP Review is an almost year long process that goes to the heart of our diligence process to assess our progress and to make sure we are on the correct development path.

It is a comprehensive process that underwrites our participatory democracy and enables all to take collective ownership of development and delivery.

This review report is the embodiment of that process and is a flagship of our progress in the field of deepening the catchphrase "that the people shall govern".

The report highlights the many challenges we face: the growing poverty and joblessness which calls for bold trade offs between productive economic investment and social infrastructure investment as well as enlargement of our social security net.

It points us to the main concerns of people: the need for mobility that energises our attempt to be an integrated and productive City; the need for service delivery that will elevate the more than 30% of our people whose basic needs are still not met.

This publication represents our collective attempts at addressing these challenges. It must be read, internalised, digested and enable all to ready themselves for the next round when we call for a new assessment.

It is one of the most important reviews because it is the last of the five-year term to which the present council had been elected.

It represents a legacy to the new council, which will be instituted after the elections.

Sincerely

A handwritten signature in black ink, reading "Sindisile Maclean". The signature is stylized and includes a horizontal line extending to the right.

Sindisile Maclean  
EXECUTIVE MAYOR



# ACKNOWLEDGEMENTS

On Behalf of Buffalo City Municipality I would like to express my gratitude to all those who participated in the IDP Review Process (04/05).

Among the key contributors to the work, the following are noted:-

- The residents and stakeholders of Buffalo City Municipality, who participated in the public hearings during April 2005.
- All the Buffalo City Municipality Councillors
- The Buffalo City IDP/Budget & PMS Representative Forum, which met in East London on the 26 August 2004 and 17 February 2005.
- The Mayoral Committee and the IDP, Budget Policy & Performance Management Strategic Committee, for providing overall direction.

BCM Mayoral Committee:

Sindisile Maclean	Executive Mayor
Zukiswa Faku-Hobana	Speaker
Sithembiso Tyilo	Portfolio Head:Development Planning
Sindiswa Gomba	Portfolio Head: Special Programmes
Sizwe Dikimolo	Portfolio Head: EngineeringServices & Infrastructure
John Badenhorst	Portfolio Head: Finance
Dickson Matika	Portfolio Head: Corporate Services
Luvuyo Mosana	Portfolio Head: IDP, Budget Integration & Performance Management
Luleka Simon	Portfolio Head: IEMP & Sustainable Development
Fudukile Mbovane	Portfolio Head: Social Services
Luntu Bobo	Portfolio Head: Local Economic Development & Tourism

BCM IDP Strategic Committee:

Luvuyo Mosana	IDP, Budget Integration & Performance Management
Dickson Matika	Corporate Services
Sithembiso Tyilo	Development Planning
Monde Mciteka	Councillor
Robert Muzzell	Councillor
Luntu Bobo	Local Economic Development & Tourism
John Badenhorst	Finance

- The IDP Technical Steering Committee and the Integrated Thematic Cluster Working Groups, whose work was co-ordinated by the following leaders:

Social Cluster	Mr P King Director: Social Services
	Mr S. Terwin General Manager: Public Safety
Environmental Cluster	Ms S. Fergus Manager: Integrated Environmental Unit
	Mr W. Maritz Manager: Amenities
Economic Cluster	Ms N. Ncukazi Manager: LED & Tourism
Spatial & Infrastructure	Mr C. Sam Director: Development Planning Cluster
Mr S. Peard	Director:Engineering Services
Finance & Institutional	Mr B. Shepherd: Chief Financial Officer
Cluster	Ms A. Magwentshu Director: Corporate Services

- Andre Olivier of Organisational Development Africa (ODA) who led the Strategic Workshop on 21st & 22nd October 2004.

- Finally, overall support to the process was provided by the Municipality's IDP, Budget Integration & Performance Management Unit and the Budget Office:

BCM IDP, Performance Management & Budget Integration Unit:

Mr Q. Williams	General Manager: IDP, Budget Integration & PMS
Ms V. van Heerden	Manager: IDP & Budget Integration
Ms M. Augustine	Manager: Performance Management
Ms. Bernadine Scharneck	Secretary to GM: IDP
Ms. Nomboniso Mntwini	Research Co-ordinator

Buffalo City Municipality Budget Office:

Mr B. Shepherd	Chief Financial Officer
Ms P. Adonis	General Manager: Budget & Treasury
Ms N. Mbangi	Programme Manager: Budget
Mr J. Koekemoer	Chief Accountant: Capital Budget
Mr D. Odendaal	Chief Accountant: Operating Budget
Mr C. Coyle	Advisor



A handwritten signature in black ink, appearing to read 'Mxolisi Tsika', enclosed within a circular scribble.

Mxolisi Tsika  
CITY MANAGER



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## GLOSSARY OF ABBREVIATIONS

A.D.M.	Amathole District Municipality
A.R.T.	Anti-Retroviral Therapy
A.S.F.	Asset Financing Fund
B.C.M.	Buffalo City Municipality
B.C.D.A.	Buffalo City Development Agency
B.E.E.	Black Economic Empowerment
B.M.S.	Bridge Management System
C.B.D.	Central Business District
C.C.T.V.	Closed Circuit Television
C.I.P.	Capital Investment Plan
D.B.S.A.	Development Bank South Africa
D.C.S.A.	Daimler Chrysler South Africa
D.L.A.	Department of Land Affairs
D.L.G.H.	Department of Local Government & Housing
D.M.F.	Disaster Management Fund
D.PL.G.	Department of Provincial & Local Government
D.PL.G.H.	Department of Provincial & Local Government & Housing
D.T.I.	Department of Trade & Industries
D.W.A.F.	Department of Water & Forestry
E.C.D.O.H.	Eastern Cape Department of Health
E.F.F.	External Financing Fund
E.L.I.D.Z.	East London Industrial Development Zone
F.M.G.	Finance Management Grant
G.A.M.A.P.	General Accepted Municipal Accounting Practice
G.I.S.	Geographic information Systems
G.V.A.	Gross Value Added
H.R.	Human Resources
I.C.Z.M.P.	Integrated Coastal Zone Management Plan
I.D.C.	Industrial Development Cooperation
I.D.P.	Integrated Development Plan
I.D.Z.	Industrial Development Zone
I.E.M.P.	Integrated Environmental Management Plan
I.N.E.P.	Integrated National Electrification Programme
I.T.	Information Technology
K.W.T.	King Williams Town
L.A. 21	Local Agenda 21
L.E.D.	Local Economic Development
L.G.H.	Local Government Housing
L.O.S.	Levels of Service
M.E.C.	Member of the Executive Council
M.E.L.D.	Mdantsane East London Development
M.F.M.A.	Municipal Finance Management Act
M.I.G.	Municipal Infrastructure Grant
M.S.A.	Municipal Systems Act
M.U.R.P.	Mdantsane Urban Renewal Programme
N.A.T.I.S.	National Traffic Information system
N.E.R.	National Electricity Regulator
N.G.O.'s	Non-Government Organisations
P.C.	Personal Computer
PH.C.	Primary Health Care
PM.S.	Performance Management System
P.P.E.	Property, Plant & Equipment
PPP's	Public Private Partnerships
R.M.S.	Road Management System
R.G.	Restructuring Grant
S.D.	Sustainable Development
S.D.F.	Spatial Development Framework
S.I.D.A.	Swedish international Development Cooperation Agency
S.M.M.E.	Small, Medium & Micro Enterprises
S.T.E.P.	Sub-Tropical Thicket Ecosystem Planning
U.N.C.E.D.	United Nations Conference on the Environment & Development
V.C.T.	Voluntary Counselling & Testing
V.I.P.	Ventilated Improved Pit Latrine
W.S.A.	Water Services Authority

THE FUTURE IS HAPPENING



# *Executive Summary*

# EXECUTIVE SUMMARY

## 1. INTRODUCTION

An Integrated Development Plan, adopted by the council of a Municipality, is the key strategic planning tool for the municipality. It is described in the Municipal Systems Act (MSA) as:

- 35(1)(a) "...the principal strategic planning instrument which guides and informs all planning and development, and all decisions with regard to planning, management and development in the municipality";
- (b) "binds the municipality in the exercise of its executive authority..."

Buffalo City Municipality's Integrated Development Plan, was completed in 2002 and was reviewed in 2003 and 2004.

This document sets out the results of the Municipality's 2005/6 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

## 2. THE PROCESS FOLLOWED

In September 2004, the Buffalo City Municipal Council approved the IDP Process Plan and Budget Schedule, detailing the process for the IDP Review and Budget development 2005/6. The IDP Review and Budget development was undertaken in accordance with the Process Plan, through the strategic processes detailed below:

- An IDP Representative Forum meeting was held on 26 August 2004, in which the IDP Process Plan was presented and a survey, to be undertaken to determine sector and ward priorities, was explained.
- IDP Technical Steering Committee Meetings and a workshop on 19 August 2004, 15 October 2004 and 27 January 2005 were held.
- A two-day strategic workshop at Mpongo Park on 21 and 22 October 2004, attended by both councillors and officials was conducted and the strategic direction for this IDP review was established.
- Meetings of the Cluster Working Groups: At the meetings over the period 15 November to 3 December 2004, the clusters confirmed the situation analysis reports and reviewed the key performance areas, objectives and strategies.
- An IDP Representative Forum on 17 February 2005 considered the outcomes of the strategic workshop and the draft updated objectives, strategies, programmes and projects.
- Finally, a series of Public Presentations, 30 meetings across the City, was undertaken from 1-18 April 2005 and the IDP Review (05/06) was opened for public

viewing and comment from 1-21 April 2005.

- All comments were considered in the finalisation of the IDP Review and Budget 2005/6.
- The final IDP Review and Budget was submitted to Council for adoption on 27 May 2005.

## 3. KEY ISSUES AND STRATEGIC DIRECTION

The IDP Review (05/06) undertaken within the framework of National, Provincial and District plans and policies, with particular consideration being given to the Eastern Cape Provincial Growth & Development Plan.

The key issues and strategic directions for IDP Review 05/06 emanate from the review of the census data, the sector strategies and plans, the updated analysis, and the ward survey and were distilled through the deliberations of the Meetings, Forums and Clusters described above.

### 3.1 Key Issues

The key issues for Buffalo City Municipality are:

#### • **Poverty, Unemployment & Economic Decline**

The vast majority of households in Buffalo City earn below the household subsistence level. There is also high and growing unemployment, slow and possibly declining economic growth, low education and skills levels and rampant HIV/Aids. This situation has obvious consequences for the quality of life of Buffalo City's residents, its future development, its long-term sustainability and financial viability.

#### • **Basic Needs, Housing & 'Building Communities'**

Buffalo City Municipality has successfully re-oriented its administration to deliver on basic needs and housing, however, there still remains a huge challenge to meet the remaining backlogs within the targeted time-frames. The challenge is not just about providing basic services and housing, however, but about 'building sustainable communities' where residents have access to social and community facilities, economic opportunities, a healthy and sustainable environment and where further opportunities can be accessed through convenient public transport and a safe road network.

#### • **Operating Budget & Deferred Maintenance**

Most of the BCM financial fundamentals show improvement and a level of financial stability. Whilst there is also a certain level of predictability within the operating budget, there remain serious issues to be addressed. These include, the level of staff funding, disinvestments from trading services, expenditure on non-core functions (such as municipal and primary health), pressure to make provision for bad debt and an inability to sustain sufficient maintenance expenditure.

The issue of maintenance is of particular concern. BCM now faces a critical situation with much of its infrastructure past its functional life and operating beyond its design capacity. This results in more frequent power outages, poor quality of

electricity supply, increasing risk of environmental pollution because of sewer overflows and deteriorating sewage conveyance systems, increasing water losses because of bursts and leaks and increasing threats of water shortages because of conveyance bottlenecks.

### 3.2 Strategic Direction IDP Review 05/06

#### • Service Delivery Theme

The overarching theme for this IDP review and budget remains 'Service Delivery'. The key issues and the outcomes of the ward survey confirm the necessity for this continued focus. The emphasis in this review and budget is on improved service delivery and on delivering services in a more integrated way that supports 'building sustainable communities'.

#### • Capital Budget

During the last review and budget preparation, a very specific prioritisation approach was followed in the capital budget. In terms of this approach, the capital budget was first divided between the various IDP themes according to consensus priority weights. Provision was then made to allocate the available funding within each IDP theme differentially, according to four categories of expenditure, in order to ensure better strategic alignment within the capital budget.

In view of the challenges facing BCM, this framework was confirmed as an appropriate strategic tool to guide the allocation of resources over which BCM has decision-making authority for 05/06 – 07/08.

Capital Budget Prioritisation Framework (own funding)

IDP THEME	IDP Priority Split %	Productive %	Remedial %	Basic Needs %	Crisis %	Total %
Social	30	60	30	0	10	100
Environmental	12	20	80	0	0	100
Economic	3	100	0	0	0	100
Spatial & Infrastructure	50	10	85	0	5	100
Finance & Institutional	5	80	20	0	0	100

#### • The Operating Budget

There are a number of issues in the operating budget, which need to be addressed. These include the level of staff funding, disinvestments from trading services, expenditure on non-core functions, pressure to make provision for bad debt and maintenance expenditure.

In seeking solutions to these problems it is proposed that:

- Departments look at more efficient utilization of their budgets.
- Service provider arrangements and options be reviewed
- Agency agreements with ADM and the Eastern Cape Province addressed
- Debt collection be improved.
- Alternative development funding options explored.
- Consideration should be given to the disinvestments from trading services.

- Strategic Direction: Restructuring Grant Buffalo City Municipality has signed an agreement with National Treasury to receive the Restructuring Grant. A maximum amount of R130 million will be allocated to Buffalo City Municipality over the next four years.

#### • Restructuring Grant

The primary role of the Restructuring Grant is to support, assist and empower BCM to initiate financial and institutional restructuring initiatives and to mitigate the costs that these exercises might impose on the Municipality in the short and medium term.

#### • Strategic Direction: Long-Term Vision

Buffalo City does not have a clear economic or a long-term city strategy for addressing poverty, economic growth, and sustainable development. To address these issues, it is vital to develop and implement an economic and a city strategy. BCM cannot do this alone, but will need to work with all spheres of government and all role-players in the city.

This proposed long-term strategy is not separate from the IDP, but is considered to be an integral part of the IDP, expanding and giving content to BCM's long-term vision: BCM will work with all stakeholders to develop this strategy during 2005.

## 4. REVISED PRIORITY ISSUES, OBJECTIVES & STRATEGIES, PROGRAMMES & PROJECTS

Section D of this report sets out the revised Priority Issues, related Objectives and Strategies and Programmes and Projects for the Buffalo City Municipality for the period 2005/2006 – 2007/2008.

The achievement and implementation these objectives, strategies, programmes and projects will contribute towards making BCM's long-term vision a reality:

**Buffalo City**  
**A people-centred place of opportunity**  
**where the basic needs of all are met**  
**in a safe, healthy and sustainable environment**

The revisions have been informed by the strategic direction and the continued theme of service delivery, specifically improved and integrated service delivery.

This theme has, to a large extent, been the over-arching theme of IDP 2002 and its subsequent reviews. Thus, the revised issues, objectives and strategies are not significantly different in terms of the spirit and intent of IDP 2002 and its subsequent revisions. Rather, the changes reflect an attempt, with the new information and a greater level of understanding, to clarify, sharpen and update the issues, objectives and strategies.

Priority Issues, Objectives and Strategies are arranged in terms of Cross Cutting Issues and the five Thematic Clusters:

1. Cross Cutting Issues
2. Social Cluster
3. Environmental Cluster
4. Economic Cluster
5. Spatial & Infrastructure Cluster
6. Finance & Institutional Cluster

## 5. IDP REVIEW 2005/06 - REPORT STRUCTURE

This IDP Review (05/06) document is structured as follows:

<b>Section A</b>	<b>Introduction</b>
<b>Section B</b>	<b>BCM Overview and Updated Situation Analysis</b> This section gives a brief overview of the situation in BCM, taking into account Census 2001 and focusing on new developments.
<b>Section C</b>	<b>Strategic Direction for 2005/6</b> This section sets out the key areas of concern & the strategic direction for the IDP Review 2005/06
<b>Section D</b>	<b>Revised Priority Issues, Objectives, Strategies, Projects &amp; Programmes</b> This section sets out the amendments made to the key outputs of the IDP; that is, the key performance areas, objectives & strategies and related priority projects and programmes, which were reviewed on the basis of the strategic direction as set out in Section C.
<b>Section E</b>	<b>Five-Year Financial Plan</b> This section sets out the overall strategic framework for Financial Management in the Buffalo City Municipality, including key financial policies and strategies.
<b>Section F</b>	<b>Spatial Development Framework</b> This section highlights key elements of the Buffalo City Spatial Development Framework.
<b>Section G</b>	<b>Operational Framework &amp; Strategies</b> This section sets out the institutional arrangements developed by the Buffalo City Municipality to operationalise the delivery of its mandates in terms of the Constitution and Municipal legislation.
<b>Section H</b>	<b>Framework for the New Performance Management System</b> This section sets out the Performance Management Framework adopted by the Buffalo City Municipal Council to guide the formulation of the new Performance Management System (PMS).
<b>References</b>	<b>Documents referred to and/or available for further detail.</b>
<b>Plan</b>	<b>Plan</b> Illustrating the conceptual proposals of the Buffalo City Spatial Development Framework
<b>Annexure</b>	<b>Annexure A</b> - sets out the Outcomes-Based Institutional Scorecard for Buffalo City Municipality. This highlights Priority Performance Areas/Issues for each IDP Thematic Cluster, with related Objectives and Strategies, Performance Indicators, Targets and Action Assignments.



# ISISHWANKATHELO SESEBE

## ELILAWULAYO

### 1. INTSHAYELELO:

Ucwangciso lophuhliso oludibeneyo (IDP) olwanmkelwa libhunga likamasipala, sisitshixo sesixhobo sikamasipala sokucwangcisa ngobuchule. Oku kuchazwa kumthetho wobume boomasipala, (MSA) njenge:

35(1)(a) "..... sixhobo esingundoqo sokucwangcisa esithi sikhokele, sazise ngalo lonke ucwangciso nophuhliso, nazo zonke izigqibo ezinxulumene nocwangciso ulawulo kunye nophuhliso kumasipala"

(b) "sibophelela umasipala ukuba asebenzise igunya lakhe lokulawula ....."

Isicwangciso sophuhliso oludibeneyo soMasipala weBuffalo City, sagqitywa ngo 2002, saze sahlaziywa ngo 2003 no 2004.

Olu xwebhu lubonisa iziphumo zenkqubo kaMasipala yokuhlolwa kwe IDP ku 2005/2006, luze luchaze oku kulandelayo:-

- Inkqubo elandelweyo ukuhlola iIDP yoMasipala weBuffalo City;
- Izinto ezibalulekileyo ezinikeze isiseko sokulungisa amakhwiniba athile e- IDP,
- Iinjongo, ubuchule kunye nezalathisi zokusebenza ezilungisiweyo ziye zaqwalaselwa kwakho ngokuphathelele kwizazisi ezalathiweyo.

### 2. INKQUBO ELANDELWEYO:

NgoSeptemba ka 2004, iKansile yoMasipala weBuffalo City iphumeze inkqubo yeIDP kunye nesicwangciso sohlalo lwabiwo-mali, neyachaza inkqubo yokuhlolwa-kwakhona nokuphuhlisa uhlahlo lwabiwo-mali luka 2005/6. Le nkqubo yenziwa ngokungqinelana nenkqubo yocwangciso, ngeendlela zobuchule ezichazwe apha ngezantsi:

- Nge 26 Agasti 2004, kwabanjwa intlanganiso yesigqeba sabameli be IDP, apho kwaziswa khona inkqubo yeIDP yocwangciso kunye novavanyo oluza kuthi lwenziwe ukuqinisekisa iindawo/izinto eziphambili kumacandelo nakwii wadi.
- kubanjwe iintlanganiso kunye nee "workshop" ze komiti ekhoyo yeIDP yobugcisa, nge 19 Agasti 2004, 15 Oktobha 2004 kunye ne 27 Janyuwari 2005.
- Nge 21 ne 22 Oktobha 2004, kwabanjwa indibano yokwabelana ngezimvo entsuku-mbini, eyayizinyaswe ngooceba kunye namagosa, apho kwamiselwa inkcazelo yobuchule bokuhlola-kwakhona iIDP.
- Iintlanganiso zamaqela asebenzayo : Kwiintlanganiso ezibanjwe ngethuba 15 Novemba ukuya kwi 3 Disemba 2004, amahl-okondiba aye aziqinisekisa iingxelo zemeko kunye nokuhlolwa kwakhona kweendawo ezingundoqo zokusebenza, iinjongo kunye nobuchule.
- Nge 17 Febuwari 2005, iqumrhu labameli beIDP laye laqwalase-

la iziphumo ze "workshop" yobuchule bokwenza kunye neenjongo ezihlaziyiweyo, ubuchule, iinkqubo nemisebenzi.

- Okokugqibela, kuye kwenziwa uthotho lweentlanganiso kwi-Buffalo City ngokubanzi, ukusukela nge 1 ukuya kwi 18 Epreli 2005, lwaze uhlobo kwakhona lwe IDP (05/06) lwavuleleka ukusuka nge 1-21 Epreli 2005 ukuze uluntu lubone lufake nezimvo-zalo.
- Zonke izimvo zaqwalaselwa ukugqibezela uhlobo-kwakhona kunye nohlalo lwabiwo-mali luka 2005/6.
- Uhlobo kwakhona kunye nohlalo lwabiwo-mali lokugqibela lungeniswe kwiKansile nge 27 Meyi 2005 ukuze lwamkelwe.

### 3. IMIBA ENGUNDOQO KUNYE NENKCAZELO YOBUCHULE

Uhlobo-kwakhona lweIDP (05/06) lwenziwe ngaphakathi kubume bezicwangciso kunye neenkqubo zikaZwelonke, iPhondo kunye nezithili, kunengqwalasela eyodwa enikwa isicwangciso sophuhliso nokukhula kwe Phondo leMpuma koloni.

Imiba engundoqo kunye nenkcazelo zobuchule zokuhlolwa kwakhona kwe IDP 05/06 iphuma kulwazi lokuhlolwa kwakhona, ubuchule bamacandelo nezicwangciso, uhlahlelo oluhlaziyiweyo, uvavanyo lwewadi lwaze lwahluzwa zingxoxo zeentlanganiso, amaqumrhu, kunye namaqela achazwe ngentla.

#### 3.1 Imiba engundoqo

Imiba engundoqo kuMasipala weBuffalo City yile:

##### • Ubuhlwempu, intswela-misebenzi nokuhla koqoqosho

Ubuninzi bezindlu kwiBuffalo City lufumana ingeiso engaphantsi komgangatho wokuphila. Intswela misebenzi iyagquba, ukucotha kunye nokwehla koqoqosho, imfundo kunye nobuchule obukwiqondo eliphantsi kunye nokwanda kwesifo uGawulayo. Le meko ineziphumo ezibonakalayo kuhlobo lobomi babahlali beBuffalo City, kwinkqubo yexesha elizayo, ukugcinakala ixesha elide nokuphila ngokwezimali.

##### • Iintswelo ezingundoqo, izindlu "nophuhliso loluntu"

Umasipala weBuffalo City uphumelele ekuqhelaniseni ulawulo lwalo ekunikezeni ngeemfuno ezingundoqo kunye nezindlu, kodwa ke, kusenomngeni omkhulu wokufezeki sa umsebenzi ongekenziwa ngamaxesha abe egingqiwe.

Umngeni awungowokunikezela iinkonzo ezingundoqo nezindlu kuphela, koko nokwakha uluntu apho abahlali bafikelelayo kumacandelo entlalo noluntu, amathuba oqoqosho, okusingqongileyo okunempilo nokugcinakeleyo apho amathuba angamanye kungafikelelwa kuwo ngokulula ngezothutho zoluntu kunye nonxibelelwano olukhuselekileyo lwendlela.

##### • Uhlahlo-lwabiwo mali lwezinto ngezinto nokwakhiwa koluntu

Ubuninzi bezinto ezibalulekileyo zika masipala weBuffalo City zibonisa ukuphucuka, neqondo lemali elizinzileyo. Nangona kukho umyinge othile wengqiniseko ekuqikeleleni uhlahlo-lwabiwo-mali lwezintongezinto, kukho imiba ebalulekileyo efuna ukuqwalaselwa. Lemiba ibandakanya, ubungakanani benkxaso-mali

ebhekisele kubasebenzi, upheliso lotyalo-mali kwiinkonzo zorhwebo, inkcitho kwinkonzo ezingengondoqo (ezinjengeenkono zempilo kunye nomasipala, uxinzelelo lokwenza isibonelelo samatyala, ukungabinakho ukugcina inkcitho-mali kumgangatho owamkelekileyo. Umba wokugcina izinto kumgangatho wokusebenza ungowona ubalulekileyo. IBuffalo City Municipality kungokunje ijongene nemeko ebalulekileyo apho uninzi lweziseko zidlule kakhulu kwimeko yokuba zibe zisebenza kakuhle nangokupheleleyo. Oku kubangela ukuba kubenoqhawuko lobonelelo ngombane amaxesha ngamaxesha, ubonelelo ngombane olungekho mgangathweni, ukuphakama kwamathuba okungcoliseka kokusingqongileyo ngenxa yokuphuphuma kwelindle, nokuhla komgangatho wokuhanjiswa kwelindle, ukunyuka kokulahleka ngamanzi ngenxa yemibhobho egqabhukayo nevuzayo, ukunyuka kwamathuba okunqongophala kwamanzi ngenxa yengxaki ezithile zokuhanjiswa kwawo.

### 3.2 Uphononongo Ngokutsha Komgaqo-nkqubo We-IDP 05/06

#### • Lubonelelo ngeenkono

Umxholo ophambili kuhlolo kwakhona lwe IDP kunye nohlahlo lwabiwo-mali ise "lubonelelo ngeenkono." Imiba engundoqo kunye neziphumo zovavanyo lwe-wadi luqinisekisa imfuneko yokuba kuqhutyekwe ngokugqalwa koku. Kuhlolo-kwakhona nohlahlo lwabiwo-mali kugxininiswa kubonelelo ngeenkono okuphucukileyo nokubonelela ngeenkono ngendlela ehlangeneyo exhasa ukwakhiwa koluntu.

#### • Uhlahlo lwabiwo-mali lwezinto ezinkulu

Kuhlolo-kwakhona nokulungiswa kohlahlo-lwabiwo mali, kunikwe indlela eyodwa yokuhlela uhlahlo lwabiwo mali lwezinto ezinkulu. Ngokwalendlela, uhlahlo lwabiwo mali luqale lohlulwahlulwa phakathi kwemiba eyohlukeneyo ngokwezonto kuvunyenlenwe ngazo. Emva kokokuye kwenziwa isibonelelo sokwaba inkxaso-mali ekhoyo kumba ngamnye ngokohlukeneyo ngokweend indi zenkcitho ukuze kuqinisekise ubuchule bokulungelelanisa kuhlahlo-lwabiwo mali lwezinto ezinkulu.

Kwimingeni ejongene neBuffalo City Municipality, esisakhelelo siqinisekise njengesixhobo esifanelekileyo sobuchule bokukhokela ulwabiwo lobutyebi, umasipala weBuffalo City anegunya lokwenza isigqibo ngabo ku 05/06 - 07/08.

#### • Uhlahlo lwabiwo mali lwe-ncitho

Mininzi imiba efuna ukuqwalaselwa kuhlahlo lwabiwo-mali lwezinto ngezinto. Oku kubandakanya ibanga lenkxaso yabasebenzi, upheliso lotyalo-mali kwiinkonzo zorhwebo, inkcitho kwimisebenzi engengodoqo, uxinzelelo lwekwenza isibonelelo samatyala kunye nokugcina inkcitho.

Ekufuneni isisombululo kwezingxaki, kundululwe ukuba:

- Amasebe makakhangele ezona ndlela zinobuchule zokusebenzisa uhlahlo lwabiwo mali lwawo.
- Ukuhlolwa kwakhona kwamalungiselelo kunye namanye amandla ababoneleli ngenkonzo.
- Izivumelwano ze arhente kunye ne ADM nePhondo leMpuma koloni, ziqwalaselwe.
- Ukuphuculwa kokuqokelelwa kwamatyala.
- Ukuphononongwa kweendlela ezizezinye zokufumana inkxaso yophuhliso.
- Ukunikwa kwengqwalasela kurhoxiso lotyalo-mali kwi inkonzo zorhwebo.

#### • Ubuchule benkcazelo : Isibonelelo sokulungiswa ngokutsha

uMasipala weBuffalo City utyikitye isivumelwano ne Nesebe lezemali kurhulumente kazwelonke sokufumana isibonelelo sokulungiswa ngokutsha. Isixa semali engange R130 million siyakwabelwa uMasipala weBuffalo City kwiminyaka emine ezayo. Owona msebenzi wesibonelelo sokulungiswa ngokutsha, kukuxhasa, ukunceda nokuxhobisa iBuffalo City Municipality iqalise ukuthabatha inyathelo lokulungiswa ngokutsha ezemali nezeziko nokunciphisa iindleko, oku kunokukwenza kuMasipala kwithuba elikufutshane neliphakathi.

#### • Ubuchule benkcazelo : Umbono wethuba elide

iBuffalo City ayinabo ubuchule obucacileyo bokuphatha ezoqoqosho, ukuze kujongwanwe nobuhlwempu, ukukhula koqoqosho nokuzinziswa kwezo qoqosho. Ukuqwalasela emiba, kubalulekile ukuba kuqulunqwe kuphunyezwe ubuchule boqoqosho nobed olophu. iBuffalo City Municipality ayinakho ukuwenza oku yodwa, kodwa kufuneka isebenze namacandelo onke karhulumente nabo bonke abathathi nxaxheba kwidolophu.

Obu buchule bexesha elide obucetywayo buyinxalenye ye-IDP. Buzakuthi kananjalo bunike isiquatho kumbono wethuba elide weBuffalo City Municipality. iBuffalo City Municipality izakusebenza nabo bonke abanomdla ukuqalisa obubuchule ku 2005.

Isakhelo sezinto eziphambili kuhlahlo lwabiwo-mali lwezinto ezinkulu (inkxaso-mali yayo)

UMBA WE IDP	INDAWO EPHAMBILYE IDP UKWAHLULA NGE%	IMVELISO %	NCEDAYO %	LIMFUNO EZINGUNDOQO %	IXESHA LOBUNZIMA %	IVONKE %
Ezentlalo (uluntu)	30	60	30	0	10	100
Okusingqongileyo	12	20	80	0	0	100
Uqoqosho	3	100	0	0	0	100
Amaziko angundoqo akhoyo Kunyenezithuba	50	10	85	0	5	100
Imali nezeziko	5	80	20	0	0	100
Iyonke	100	54	43	0	3	100

## 4. UKUQWALASELWA KWAKHONA KWEMIBA EPHAMBILI, IINJONGO KUNYE NOBUCHULE, IINKQUBO KUNYE NEMISEBENZI

Icandelo u2 lalengxelo libeka ukuqwalaselwa kwakhona kwemiba ephambili, neenjongo ezinxulumene noku. Ubuchule kunye neenkqubo nemisebenzi yoMasipala weBuffalo City kwithuba lika 2005/2006 - 2007/2008. Ukuphumelela nokufezekiswa kwezinjongo, ubuchule, iinkqubo kunye nemisebenzi kuya kubanegalelo ekwenzeni umbono wethuba elide we Buffalo City Municipality utezekiseke:

**iBuffalo City  
Indawo yabantu enamathuba  
apho iimfuno ezingundoqo zesininzi  
zikhawulelwayo, kwindawo enempilo  
necinakeleyo.**

Ukuphengulula kwakhona kuxakathiswe bubuchule benkcazelo nombala othe gqolo wokunikezelwa kweenkonzo, ngokukodwa unikezelo lweenkonzo oluphuculweyo noluhlangeneyo.

Lo mxholo, ube ngumba ophezulu kwisihloko seIDP 2002 nokweminye eye yaqwalaselwa kwakhona emva koko. Ngoko ke imiba, iinjongo kunye nobuchule obuqwalaselwe kwakhona, abohlukanga kwimingweno nenjongo ye IDP 2002, nokunye ukuqwalaselwa kwakhona okuye kwalandela. Koko, utshintsho lubonisa inzame ngemgcaciso entsha kunye nezinga elinyukileyo lokuqonda, ukucacisa nokuphucula imiba, iinjongo nobuchule.

Imiba ephambili, iinjongo kunye nobuchule buhlelwe ngokucaculula imiba kunye neqela lezihloko ezintlanu.

1. Imiba esebenzisanayo
2. Iqela lezentlalo
3. Iqela lokusingqongileyo
4. Iqela loqoqosho
5. Iqela lesithuba neenkono ezikhoyo ezingundoqo
6. Iqela lemali nendlela okanye inkqubo yokusebenza

## 5. UBUME BENGXELO - YOKUHLOLWA KWAKHONA KWE IDP 2005/06

Olu xwebhu lokuhlolwa kwakhona IDP (05/06) luqulunqwe ngoluhlobo lulandelayo:

<b>Icandelo A</b>	<b>Intshayelelo</b>
<b>Icandelo B</b>	<b>Umfanekiso ngokubanzi we Buffalo City Municipality kunye nohlahlelo lwemeko oluhlaziyiweyo</b> Eli candelo lisinika umfanekiso obanzi ngemeko ye Buffalo City Municipality, luthathela ingqalelo ubalo-bantu luka 2001 lugxile nak-winkqubela entsha.
<b>Icandelo C</b>	<b>Ubuchule benkcazelo ka 2005/6</b> Eli candelo libeka elubala iindawo ezibalulekileyo ezixhalabisayo kunye nobuchule benkcazelo bokuqwalasela kwakhona iIDP 2005/06.
<b>Icandelo D</b>	<b>Imiba ephambili eqwalaselwe kwakhona, iinjongo, ubuchule neenkqubo</b> Eli candelo libeka elubala izilungiso ezenziweyo kwiziqhamo ezibalulekileyo zeIDP, oko kukuthi imimandla engundoqo yokusebenza, iinjongo nobuchule kunye nemisebenzi ephambili edibeneyo kunye neenkqubo eziqwalaselwe kwakhona ngokusekelwe kubuchule benkcazelo njengoko bubekwe kwicandelo u C.
<b>Icandelo E</b>	<b>Isicwangciso semali seminyaka emihlanu</b> Eli candelo libeka elubala ubuchule obupheleleyo bobume bokulawulwa kwemali kuMasipala weBuffalo City, kuquka iinkqubo zemali ezin-gundoqo nobuchule.
<b>Icandelo F</b>	<b>Umgaqo wophuhliso omawulandelwe</b> Eli candelo ligqamisa iindawo ezibalulekileyo kuphuhliso lobume bokuphuhlisa kwesithuba.
<b>Icandelo G</b>	<b>Umgaqo emakusefenzwe phantsi kwawo kunye nobuchule</b> Eli candelo libeka elubala indlela yokusebenza edalwe nguMasipala weBuffalo City, ukusebenzisa igunya lakhe ngokomgaqo-siseko neMith-etho kaMasipala.
<b>Icandelo H</b>	<b>Ubume bendlela entsha yokulawula ukusebenza</b> Eli candelo lidandalazisa ubume bokulawulwa kokusebenza obamkelwe liBhunga lomasipala weBuffalo City, ukuze bukhokele ekuqulunqeni indlela entsha yokulawula ukusebenza (PMS).
<b>Izalatniso</b>	Amawebhu ekubhekiselwa kuwo ayafumaneka, ukufumana iinkcukacha ezithe vetshe.
<b>Isicwangciso</b>	Isicwangciso esibonisa ingqiqo yezindululo zobume bokuphuhlisa kwe-Buffalo City.
<b>Isihlomelo</b>	<b>Isihlomelo A</b> sibeka elubala ikhadi le ziphumo zeziqhamo Zomasipala weBuffalo City. Oku kugqamisa iindawo eziphambili zokusebenza okanye imiba yeqela ngalinye lemiba yeIDP, kunye neenjongo ezinxulumene noko kunye nobuchule, iziboniso zokusebenza, iinjongo nemisebenzi emayen-ziwe.