

INTEGRATED DEVELOPMENT PLAN REVIEW OF BUFFALO CITY METROPOLITAN MUNICIPALITY



A City Hard at Work

BUFFALOCITYMETROPOLITANMUNICIPALITY

Unity in Action. A City Hard at Work.



Third (3rd) Review of the 2016-2021 Integrated Development Plan as prescribed by Section 34 of the Local Government: Municipal Systems Act, No. 32 of 2000

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Glossary of Abbreviations

A.B.E.T.	Adult Basic Education Training	H.D.I	Human Development Index
A.D.M.	Amathole District Municipality	H.D.Is	Historically Disadvantaged Individuals
AIDS	Acquired Immune Deficiency Syndrome	H.R.	Human Resources
A.N.C ₁	African National Congress	H.I.V	Human Immuno-deficiency Virus
A.N.C ₂	Antenatal Care	I.C.D.L	International Computer Drivers License
A.R.T.	Anti-Retroviral Therapy	I.C.Z.M.P.	Integrated Coastal Zone Management Plan
A.S.G.I.S.A	Accelerated Shared Growth Initiative of South Africa	I.D.C.	Industrial Development Corporation
B.B.B.E.E.	Broad-Based Black Economic Empowerment	I.D.P.	Integrated Development Plan
B.C.M.M	Buffalo City Metropolitan Municipality	I.D.Z.	Industrial Development Zone
B.C.D.A.	Buffalo City Development Agency	I.E.M.	Integrated Environment Management
B.E.E.	Black Economic Empowerment	I.E.M.P.	Integrated Environmental Management Plan
B.M.S.	Bridge Management System	I.G.R	Inter-governmental Relations
B.R.T	Bus Rapid Transit	I.M.A.T.U	Independent Municipal and Allied Trade Union
C.B.D.	Central Business District	I.N.E.P.	Integrated National Electrification Programme
C.C.T.V	Close Circuit Television	I.P.M.S.	Individual Performance Management System
C.D.S.	City Development Strategy	I.S.H.S.P	Integrated Sustainable Human Settlement Plan
C.E.C	Committee for Environmental Co-ordination	I.T.	Information Technology
C.E.O	Chief Executive Officer	I.T.P	Integrated Transport Plan
C.I.P.	Capital Investment Plan	I.W.M.P	Integrated Waste Management Plan
C.O.O	Chief Operating Officer	J.I.P.S.A	Joint Initiative for the Prioritization of Scarce Skills
C.P.M.D	Certificate in Programme Management Development	KfW	German Development Bank
C.R.M	Customer Relations Management	K.P.A	Key Performance Area
C.S	Community Survey	K.I	Key Performance Indicator
D.B.S.A.	Development Bank South Africa	K.W.T.	King William's Town
M.B.S.A.	Mercedes Benz South Africa	L.A. 21	Local Agenda 21
D.E.A.T	Department of Environmental Affairs and Tourism	L.E.D.	Local Economic Development
D.L.A.	Department of Land Affairs	L.G.H.	Local Government Housing
D.L.G.H.	Department of Local Government & Housing	L.G.S.E.T.A	Local Government Sector Education Training Authority
D.M.F.	Disaster Management Fund	L.O.S.	Levels of Service
D.P.L.G.	Department of Provincial & Local Government	L.S.D.F.	Local Spatial Development Framework
D.T.I.	Department of Trade & Industries	M.E.C.	Member of the Executive Council
D.W.A.F.	Department of Water & Forestry	M.E.L.D.	Mdantsane East London Development
E.C.	European Commission	M.F.M.A.	Municipal Finance Management Act
E.C.D.O.H.	Eastern Cape Department of Health	M.D.R	Multi Drug Resistant
E.C.P.P	Eastern Cape Provincial Plan (vision 2030)	M.G.D.S	Metro Growth and Development Strategy
E.E.A	Employment Equity Act	M.H.S	Municipal Health Service
E.F.F.	External Financing Fund	M.I.G.	Municipal Infrastructure Grant
E.I.A	Environmental Impact Assessment	M.O.S.S	Municipal Open Space System
E.L.	East London	M.S.	Municipal Scorecard
E.L.I.D.Z.	East London Industrial Development Zone	M.S.A.	Municipal Systems Act
E.P.W.P	Expanded Public Works Programme	M.T.R.E.F.	Medium-Term Revenue and Expenditure Framework
E.U.	European Union	M.U.R.P.	Mdantsane Urban Renewal Programme
F.M.G.	Finance Management Grant	N.D.P.	National Development Plan
M.S.C.O.A	Municipal Standard Chart of Accounting	N.A.T.I.S.	National Traffic Information system
G.D.P.	Growth and Development Plan	N.E.M.A	National Environmental Management Act
G.D.S.	Growth & Development Strategy		
G.I.S.	Geographic Information Systems		

Glossary of Abbreviations

G.R.A.P.	Generally Recognized Accounting Practice	N.E.M.W.A	National Environmental Management Waste Act
G.T.Z.	German Agency for Technical Cooperation	N.E.R.S.A.	National Electricity Regulator of South Africa
G.V.A.	Gross Value Added	N.G.O.'s	Non-Government Organisations
N.S.D.P.	National Spatial Development Perspective	N.H.A	National Health Act
O.D.A.	Organizational Development Africa	S.D.F.	Spatial Development Framework
O.F	Own Funds	S.D.G	Sustainable Development Goals
O.S.S.	Open Space System	S.I.D.A.	Swedish international Development Cooperation Agency
P.H.C.	Primary Health Care	S.L.G.P.	Strengthening Local Governance Programme
P.J.E.C	Principal Job Evaluation Committee	S.M.M.E.	Small, Medium & Micro Enterprises
P.M.S.	Performance Management System	S.O.C.Z.R	State of the Coastal Zone Report
P.M.T.C.T.	Prevention of Mother to Child Transmission	S.O.E.R	State of the Environmental Report
P.O.S.S	Public Open Spaces	S.O.S.R	State of Sanitation Report
P.O.W.A	People of working age	S.P.S ₁	Sanitation Policy and Strategy
P.P.E.	Property, Plant & Equipment	S.P.S ₂	Single Public Service
P.P.P.'s	Public Private Partnerships	S.P.S.P.	Sector Policy Support Programme
R.G.	Restructuring Grant	S.T.E.P.	Sub-Tropical Thicket Ecosystem Planning
R.M.S.	Road Management System	T.B	Tuberculosis
R.S.A.	Republic of South Africa	U.N.C.E.D.	United Nations Conference on the Environment & Development
S.A.	South Africa	V.C.T.	Voluntary Counseling & Testing
S.A.C.N.	South African Cities Network	V.I.P.	Ventilated Improved Pit Latrine
S.A.L.G.A	South African Local Government Association	W.H.O	World Health Organisation
S.A.M.W.U	South African Municipal Workers Union	W.S.A.	Water Services Authority
S.A.N.S	South African National Standards	W.S.D.P.	Water Services Development Plan
S.A.S.Q.A.F	South African Statistical Qualifications Framework	W.S.P	Workplace Skills Plan
S.C.M	Supply Chain Management	X.D.R	Extreme Drug Resistant
S.D.	Sustainable Development		
S.D.B.I.P.	Service Delivery and Budget Implementation Plan		

Foreword by the Executive Mayor

The Council of Buffalo City Metro is presenting yet another review of its Integrated Development Plan (IDP 2016 – 2021). We are presenting an IDP that is more integrated to our long-term vision, the Metro Growth and Development Strategy (MGDS), Vision 2030 which tasks us to build a well-governed, spatially transformed, green, well-connect and productive city. The full integration of the MGDS and the IDP will lead to the desired levels of policy certainty in our Metro which is a key ingredient for increased investment and economic growth.

This is an IDP review for our fourth financial year as the current term of council as we assumed office in August 2016, just after the start of the 2016/17 financial year. This is why most of the projects that we intended to do are coming into fruition. The IDP assists us to better structure these implementation efforts for a city-wide impact. Whilst focusing on ensuring that each ward priority is delivered, the strategy assists us to integrate so that development in our city is not varied and its impact scattered.

We believe that doing this is what continues to make the people of our city to have confidence in democracy as a critical vehicle for improving their lives. This is evidenced by their participation in the general elections which took place on the 08th of May in 2019. Our commitment is to ensure that this is not in vain and we will do this by continuing to improve our governance and administration so that we make our municipality to be an even better instrument in the service of all the citizens of Buffalo City and broadly the Eastern Cape.

The priorities contained in our IDP will assist us to eradicate the fractured urbanity that currently prevails in our city. Government's Integrated Urban Development Framework guides us to address this challenge by aligning and integrating our investments in the transportation and related infrastructure, human settlements, social and economic infrastructure networks.

Our Metro is one of the two Metros in the Eastern Cape and one of the areas with relative industrial activity. This and other pull factors of urban life, has led to a rapid rise of urbanisation in our metro. Whilst our population growth rate is far lower than other metros, the socio-economic circumstances of the people that our city attracts creates a strain on our resources. We are thus resolved to make this Buffalo City liveable to all its inhabitants with no discrimination based on race, class or gender.

Another reality that cannot be escaped in our city is the fact that we are surrounded by small, rural and significantly underdeveloped municipalities. We can have demarcations between us and municipalities of Nkonkobe, Great Kei and Amahlathi but many of our people stay and commute across these

boundaries. Our city continues to be the urban hub for these towns and their development will directly increase our economic fortunes. This is why we have decided to also prioritise strategic linkages with these municipalities, and this is our attempt of approaching development as a continuum which does not have tolerance for the rural-urban divide.

We want to report that ever since our inauguration of this current council, we have ensured that we are in constant contact with the citizens of our metro so that their views find expression in our programmes. Our intention is to ensure that the thinking of the people that we serve is streamlined in the development planning of the municipality.

We have always ensured that we engage our communities through the IDP and Budget consultations and this document we are presenting today is a full product of such engagements. This IDP is what we committed ourselves to do, together with the citizens of the metro. The Mayoral Imbizo programme is another platform that we use to update our people on certain priorities and ask them to point us to our blind spots.

Immediately after the council was constituted in August 2016, we established proper delegation of functions within the executive and appointed 10 Portfolio Committees with their heads. We further established a Mayoral Committee which meets monthly to consider the work of the various committees. Towards the end of 2018, we did a mid-term reconfiguration of the Mayoral Committee all within the spirit of reviewing and improving our functionality and ensuring that our municipality delivers with speed.

We can report that the municipality has a well-functioning audit committee and that risk management has been institutionalised across the organisation. Whilst we faced regression in the audit outcome for the 2017/18 financial year, we can report that an audit improvement plan has been adopted by the top management with the sole aim of addressing all the findings of the Auditor General. This will place us on a path towards an unqualified audit.

We have developed other methods of broadening the capacity of the municipality by supporting the Buffalo City Metro Development Agency and getting the services of Government Technical Advisory Centre (GTAC). The Government Technical Advisory Centre (GTAC) partnership is proving very helpful and we are on course in our process of institutionalising the Metro Growth and Development Strategy (MGDS). The Development Agency is operating as a principal economic development institution of the municipality and it is given the responsibility of planning and implementing major development projects in the municipality.

In order for us to fulfil our mandate of improving the lives of our people we have decided to ensure that 70 percent of our total capital budget is allocated to infrastructure development. The capital budget for the next financial year is projected to be R1,73 billion. This will be spent on the upgrade and provision of water, building of roads and the servicing and upgrading of our electricity network. The provision of integrated human settlements has also been prioritised and we will continue with our gradual rollout of electricity to informal settlements.

We have placed even more emphasis on our Waste Management, with particular focus being on refuse collection and the eradication of illegal dumps. To create the necessary efficiency, the Council of our City is in the process of establishing a dedicated Solid Waste Management Directorate by splitting the Municipal Services Directorate. We believe that this increases the focus on solid waste management and ensure that dedicated budget allocations and expenditure by this important function are easily monitored. This reviewed IDP is thus a progress report on ongoing programmes of the City which are aimed at changing its face for the better.

A City Hard at Work



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Cllr Xola Pakati

Executive Mayor of BCMM

Overview by the City Manager

As we enter the next phase of urban development, cities as engines of the South African economy are required to adopt sustainable strategies to undermine poverty, inequality and unemployment. The Buffalo City Metropolitan Municipality (BCMM) is no exception, and hence it adopted the Municipal Growth and Development Strategy (MGDS) as its blue print for development.

When embarking on this journey of developing a long-term 15-year vision (towards 2030) for the development of the area, BCMM considered and managed those complexities associated with the hierarchy and relationships between the different planning instruments. It is within this context that the first five-year IDP (2016/2021) had been reviewed for the third time (for 2019/2020) during this cycle.

Much of the burden of success of the MGDS programmes, against the background of the overall municipal planning framework, rests on the City's Built Environment Performance Plan (BEPP), which directs the infrastructure and spatial investment decisions that are critical for the realisation of growth and development within BCMM. BEPP provides the needed implementation framework on how to make the MGDS priority areas a reality. The MGDS and BEPP as development tools, have provided the necessary direction during the determination of the City's 2016- 2021 Integrated Development Plan (IDP) and its subsequent reviews.

The Impetus provided by these instruments directed the City to give content and meaning to the strategic mandate shared by both the MGDS and IDP through the following Strategic Outcomes:

- **An innovative and productive city:** with rapid and inclusive economic growth, and falling unemployment
- **A green city:** environmentally sustainable with optimal benefits from our natural assets. A clean and healthy city of subtropical gardens.
- **A connected city:** high-quality (and competitively priced) connections to ICT, electricity and transport networks (inside the city and to the outside world).
- **A spatially transformed city:** the spatial divisions and fragmentation of the apartheid past are progressively overcome, and township economies have become more productive.

Our intention to ensure that we can consistently observe strategic and realistic alignment throughout the MGDS, IDP, Budget and Service Delivery and Budget Implementation Plan motivated the creation of 47 Key Focus Areas (KFAs) during the IDP Review for 2019/2020. These KFAs have been carefully selected to align with the 5 Strategic Outcomes originating from the MGDS and is also meant to ensure that the core functions of the metro receive the necessary scrutiny during all levels of planning, implementation, monitoring and evaluation.

BCMM, through the annual review process, will direct the Integrated Development Plan and Medium-Term Revenue and Expenditure Framework towards choices that will protect and enable economic growth. Particular care was taken that appropriate revenue enhancement strategies are employed to reduce the overall dependence on intergovernmental transfers.

Encouraging foreign and direct investment with renewed vigor and focus, will be attended to as a priority, particularly in the first IDP term of the duration of our MGDS. We understand all too clearly that the performance (growth or decline) of the local economy has a direct effect on the ability of the municipality to generate sufficient revenue to support its development objectives.

The 2019/2020 IDP Review process is an outcome of an intensive and detailed series of engagements with our communities through the following key participatory democracy instruments:

- Mayoral Imbizos (held during October 2018);
- Ward Committee engagements and activities (held throughout the 2018/2019 financial year);
- IDP Representative Forum meetings (held in August 2018 and February 2019);
- Traditional Leaders Consultation (held on 10 May 2019);
- IDP/Budget Roadshow engagements (held on 14 to 29 April 2019); and
- Council Open Day (held on 16 May 2019)

Through these engagements we were able to gather input from the different stakeholders regarding the type of development programmes which will be implemented by the city during the 2019/2020 IDP Process. These are framed in accordance with the following service delivery areas, namely:

- Electricity delivery
- Water for household use
- Sewage and sanitation
- Refuse removal
- Fire fighting services

- Decisions around land use
- Municipal roads infrastructure
- Municipal public transport
- Street trading
- Parks and recreational areas
- Amenities
- Sports Facilities
- Halls
- Beaches
- Cemeteries and crematoria
- Houses
- Unemployment and Skills Development

We understand that the road ahead will be far from easy and that our challenges as a city, such as climate change, secure, sustainable and competitive energy, demographic change, social polarisation, and human and economic development are very complex. Yet, we look forward to advancing the development discourse of our city through these service delivery areas. As we enter the next phase of the City's Growth and Development discourse of BCMM we remain humbled by the support and commitment of our local, regional, national and international partners our parties, residents, ratepayers and communities. With you by our side, we will remain a City Hard at Work!



A SIHLAHLA
CITY MANAGER

Executive Summary

1. INTRODUCTION

Section 34 of the South African Local Government Municipal Systems Act 32 of 2000 makes provision that

“a municipal council—

(a) must review its integrated development plan—

- (i) annually in accordance with an assessment of its performance measurements in terms of section 4, and*
- (ii) (ii) to the extent that changing circumstances so demand; and*

(b) may amend its integrated development plan in accordance with a prescribed process.

In compliance to the above legislative prescript, Buffalo City Metropolitan Municipality (BCMM) has conducted its 2019/20 IDP Review, which is the third review of the BCMM's 2016-2021 IDP Cycle.

This document, therefore, sets out the outcomes of the planning process towards the development of the 2019/20 Integrated Development Plan Review. It describes the following:

- The process followed to develop Buffalo City's IDP;
- The key considerations or informants of the IDP;
- The objectives, strategies, key performance indicators and targets that have been developed and aligned to the long-term Metro Growth and Development Strategy adopted by Council.

2. THE PROCESS FOLLOWED

Section 28 (1) of the Municipal Systems Act requires each municipality to adopt a process in writing to guide the planning, drafting, adoption and review of its integrated development plan.

The Buffalo City Metropolitan Municipality (BCMM) Council adopted its 5-year IDP for its term of office in May 2016. This 2019/20 revised IDP indicates the changes to the adopted IDP and has been reviewed in accordance with Section 34 of the Municipal Systems Act to:

- Ensure its relevance as the municipality's strategic plan;
- Inform other components of the municipal business process including institutional and financial planning and budgeting; and
- Inform the cyclical inter-governmental planning and budgeting cycle.

For the IDP to remain relevant the municipality must assess implementation performance and the achievement of its targets and strategic objectives. In the light of this assessment the IDP is reviewed to reflect the impact of successes as well as corrective measures to address problems. The IDP is also reviewed in the light of changing internal and external circumstances that impact on the priority issues, outcomes and outputs of the IDP.

The purpose of the annual review is therefore to -

- reflect and report on progress made with respect to the strategy in the 5-year IDP;
- make adjustments to the strategy if necessitated by changing internal and external circumstances that impact on the appropriateness of the IDP;
- determine annual targets and activities for the next financial year in line with the 5-year strategy; and
- inform the municipality's financial and institutional planning and most importantly, the drafting of the budget.

In compliance with the legislative requirements Buffalo City Metropolitan Municipality undertook the following activities in line with the IDP/Budget/PMS Process Plan towards the 2019/20 financial year:

No.	Activity	Date	Purpose
1.	External Stakeholders Needs and Priorities	08 August 2018	To solicit external stakeholders needs and priorities through an advertisement placed in the local newspaper.
2.	External Representative Forum Meeting	12 August 2018	Presentation of the IDP/Budget Process Plan and to provide feedback on previous financial year's performance to external stakeholders.
3.	IDP Councillors Workshop	17 August 2018	Outlining the IDP/Budget Review process in order to ensure common understanding and full participation in the process.
4.	Council adopts 2019/20 IDP/Budget/PMS process plan	29 August 2018	Adoption of IDP/Budget Process Plan.
5.	Ward Needs and Priorities	01 October – 21 November 2018	To request Ward Councillors to submit the top 5 needs and priorities of each ward.
6.	Mayoral Imbizo Programme	09-12 Oct 2018	<ul style="list-style-type: none"> • Executive Mayor interaction with communities and capturing of needs and priorities • To provide feedback on issues raised during the last public consultation process • To share planned capital and operating expenditure earmarked for their respective areas

No.	Activity	Date	Purpose
			<ul style="list-style-type: none"> To highlight key achievements of the Metro.
7.	Executive Mayoral Lekgotla	01 November 2018	To present and review: <ul style="list-style-type: none"> Strategic objectives for service delivery and development Outline broad capital budget allocations for the 2018/19 – 20/21 MTREF period.
8.	Councillors Session	09 November 2018	To: <ul style="list-style-type: none"> Provide feedback from the Executive Mayoral Lekgotla; Determine Strategic Priorities of the Institution for 2019-2021; Consider reviewed BCMM Policies; Review the BCMM Organisational structure; and Consider BCMM's delegations framework
9.	Technical Planning Session	14-15 February 2019	To consider: <ul style="list-style-type: none"> Mid-year adjustment budget and service delivery targets; Draft Integrated Development Plan and MTREF Budget.
10.	Councillors workshop	15-16 March 2019	Confirmation of draft IDP 2019-20 and MTREF Budget.
11.	IDP Workstream Meetings	Ongoing	To confirm draft projects and programmes for 2019/20.
12.	National Treasury Mid-Year Budget and Performance Assessment Visit	11 February 2016	To conduct a mid-year assessment of the municipality in preparation for the adjustment budget in terms of section of MFMA.
13.	External Representative Forum Meeting	14 March 2019	<ul style="list-style-type: none"> To present draft IDP 2019 - 2021 and MTREF Budget. To report on 2018/19 SDBIP Mid-year Performance
14.	Council Meeting	27 March 2019	To adopt draft IDP 2019-2021 and MTREF Budget.
15.	Councillors' Briefing Session on IDP / Budget Roadshows	11 April 2019	To brief Councillors on the preparations made for roadshow meetings and consult them on the draft responses to the Ward Priorities
16.	IDP / Budget Roadshows throughout BCMM	14 – 29 April 2019	To present the draft revised IDP and MTREF and invite public comment
17.	Municipal Budget and Benchmark Engagement by National Treasury	6 May 2019	Assessment of the BCMM 2019/2022 MTREF

No.	Activity	Date	Purpose
18.	IDP/Budget Roadshows (Business Community and Traditional Leaders)	23 April and 10 May 2019	To present the draft revised IDP and MTREF and invite comment * Business Roundtable was postponed due to poor attendance.
19.	Council Workshop on the Final IDP/Budget for Final Adoption	15 May 2019	The objectives of the workshop were to: <ul style="list-style-type: none"> • Inform Council of the key issues raised by communities during the IDP and Budget Roadshow held between 14 and 29 April 2019; • Reflect on the progress made thus far on the implementation of the Five-year Integrated Development Plan; • Provide a snapshot of the proposed plans to address the key issues raised by communities through budgetary commitments and monitoring the progress thereof through the identification and monitoring of key performance indicators and targets in the IDP; and • Interrogate the Tabled MTREF Budget before its formal submission to Council for approval.
20.	Council Open Day	16 May 2019	<ul style="list-style-type: none"> • To present matters raised by community members during IDP/Budget roadshow ward meetings that were convened throughout the City from 14 – 29 April 2019; • To report on the Planning Process followed to REVIEW the Five-year IDP for 2019/2020 and DEVELOP the 2019/2022 MTREF; and • To present the final draft MTREF
21.	Council Meeting	29 May 2019	<ul style="list-style-type: none"> • Approval and Adoption of the 2019/20 IDP and MTREF 2019/2022 • Review Approval of BEPP

Table 1: Process followed 1

3. IDP INFORMANTS

The IDP review towards the 2019/20 financial year has taken cognisance of both internal and external factors which include the above-mentioned process as well as the following key national and provincial events:

3.1 BCMM priorities from the Executive Mayoral Lekgotla

The BCMM Council Lekgotla held on 9 November 2018 considered and confirmed the outcomes of the Executive Mayoral Lekgotla, and as a result the 10-Point Plan emanating from the Mayoral Lekgotla of 2017 were endorsed. At a Councillors' Workshop held over two days (15 and 19 March 2019) further amendments were considered and approved impacting on the broad strategic framework of the municipality.

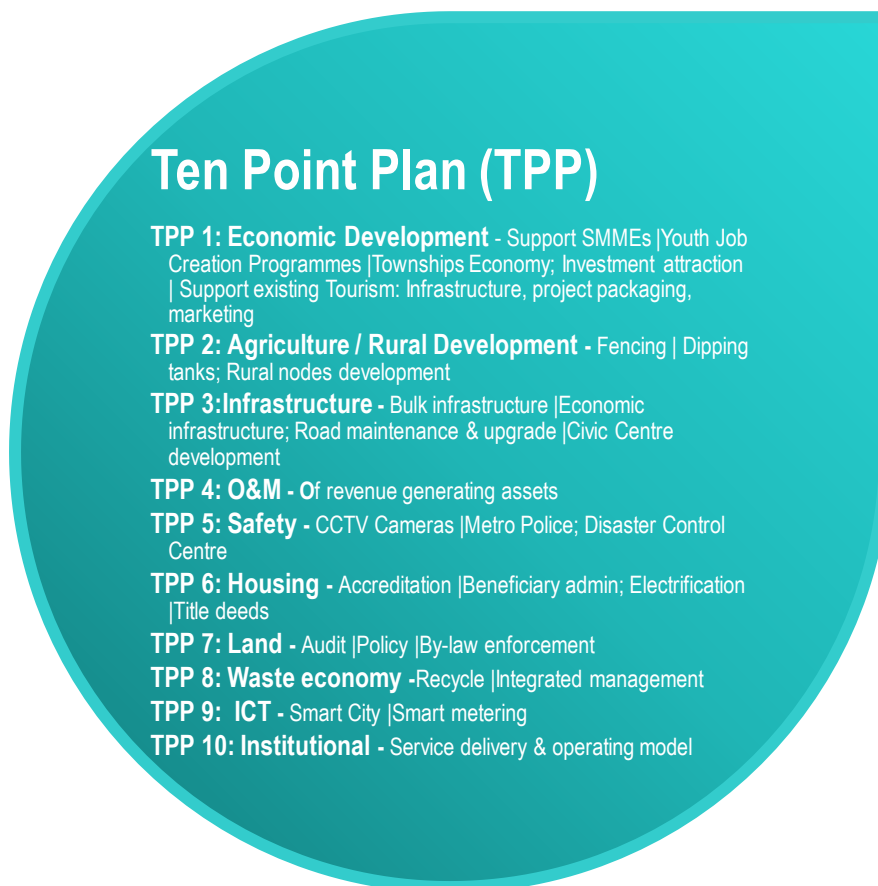


Figure 1: Council's Ten Point Plan (TPP)

3.2 BCMM Strategic Outcomes

All processes undertaken above contributed to the IDP/Budget review towards the 2019/20 financial year. During the review process BCMM's vision, mission and key strategic focus areas were revisited. Consequently, the vision, mission and values encapsulated in the IDP and MGDS remain unchanged for this review, with the exception of one additional value to the Core Values of Council.

Some additions were also made in the form of Key Focus Areas as aligned to the five (5) Strategic Outcomes, five (5) Strategic Objectives and the Ten-point Plan of Council to provide a more logical construction of the building blocks of the IDP so that it makes strategic and operational sense.

A graphic representation of the amended building blocks is depicted as follows:

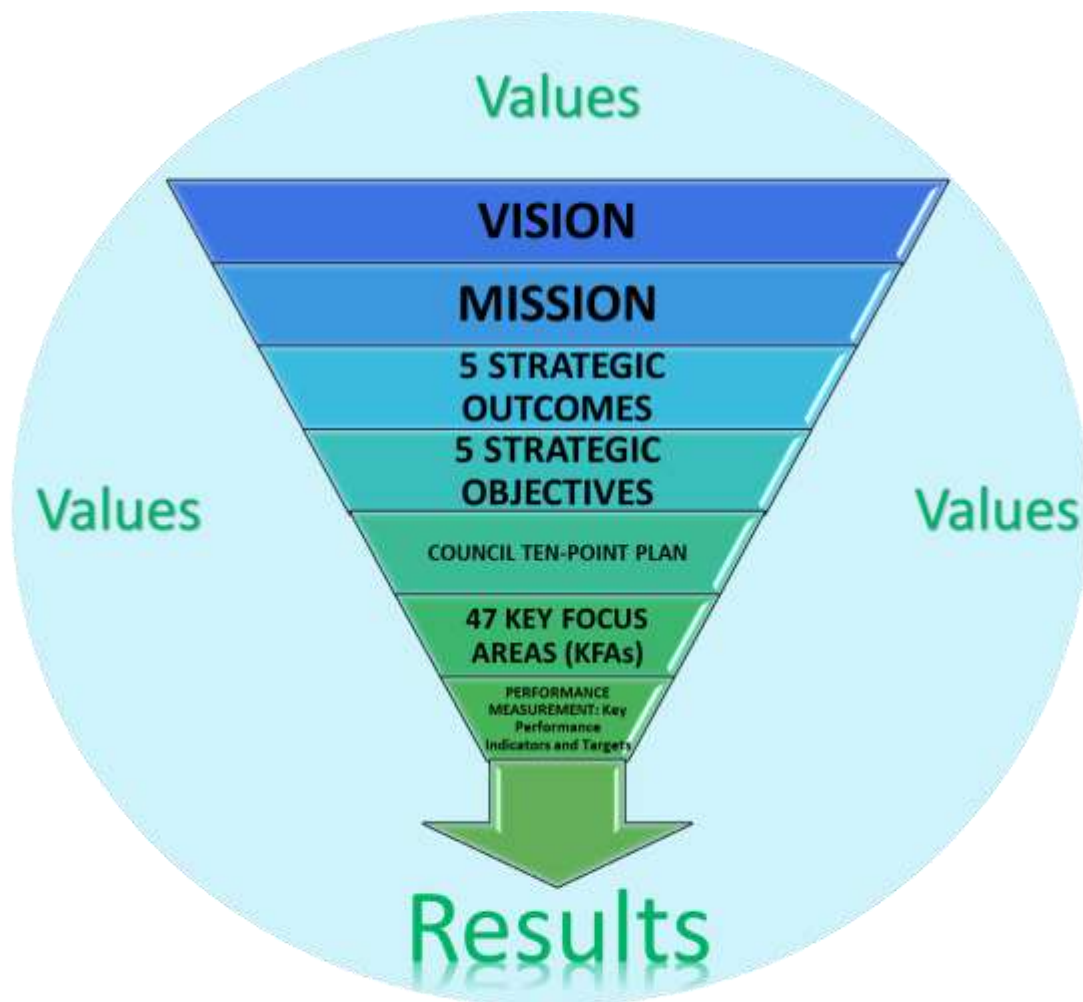


Figure 2: IDP Strategic Building Blocks

Buffalo City Metropolitan Municipality strives to realise the following 5 strategic outcomes by the year 2030.

- **An innovative and productive city:** with rapid and inclusive economic growth, and falling unemployment
- **A green city:** environmentally sustainable with optimal benefits from our natural assets. A clean and healthy city of subtropical gardens.
- **A connected city:** high-quality (and competitively priced) connections to ICT, electricity and transport networks (inside the city and to the outside world).
A spatially transformed city: the spatial divisions and fragmentation of the apartheid past are progressively overcome, and township economies have become more productive.
- **A well-governed city:** a smart and responsive municipality (working with other levels of government) that plans and efficiently delivers high quality services and cost-effective infrastructure, without maladministration and political disruptions.

3.3 Structure of the Revised IDP 2019-2020

This Integrated Development Plan document is structured as follows:

SECTION A	INTRODUCTION Provides an outline of the legislative imperatives which guide the review of the integrated development plan. An overview of national and provincial plans which were taken into consideration during the development of the plan. It also outlines the process that was followed in the review of the IDP.
SECTION B	SITUATIONAL ANALYSIS This section provides an overview of the municipality focusing on the current situation, key challenges and opportunities in terms of each key performance area. Service delivery backlogs and level of access to municipal services is also outlined.
SECTION C	SPATIAL DEVELOPMENT FRAMEWORK This section details BCMM's current reality and a new vision for spatial development. It also outlines spatial development objectives and strategies as well as special development areas.
SECTION D	DEVELOPMENT OBJECTIVES, STRATEGIES, INDICATORS AND TARGETS Contains Council's development objectives, strategies, indicators and targets for the entire term of Council.
SECTION E	BUDGET, PROGRAMMES AND PROJECTS This section details the capital budget which is aligned to IDP Objectives as well as programmes and projects.
SECTION F	FINANCIAL PLAN A strategic framework for financial management, key financial policies and strategies are outlined in this section.
SECTION G	OPERATIONAL PLAN This section outlines the structure of the municipality providing a breakdown for each directorate.

Table 2: Structure of the Revised IDP

Section A: Introduction and Background

1. LEGISLATIVE FRAMEWORK

Buffalo City Metropolitan Municipality's 2016-2021 Integrated Development Plan has been developed through guidance of various legislative requirements which define the nature, content and approach of the principal strategic planning document. Legislative requirements include the following:

1.1 Constitution of South Africa Act 108 of 1996

Sections 152 and 153 of the Constitution gives effect to the IDP by stipulating that a municipality must structure its administration, budgeting and planning processes to give priority to the basic needs of its communities and promote their social and economic development to achieve a democratic, safe and healthy environment.

1.2 Local Government: Municipal Systems Act 32 of 2000

Section 25 of the Municipal Systems Act states that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality. Section 35(1)(a) of the Systems Act defines an integrated development plan as:

- 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.*

Sections 28 and 34 of the Act stipulate the need for the annual review of the IDP and the development of a process plan which will guide the review.

1.3 Local Government: Municipal Finance Management Act 56 of 2003

Section 21(1)(a) of the Municipal Finance Management Act states that the Mayor of a municipality must co-ordinate the process for preparing the annual budget and for reviewing the municipality's integrated development plan and budget related policies to ensure the budget and integrated development plan are mutually consistent and credible. The Act further makes provision for development of the Service Delivery and Budget Implementation Plan as a mechanism to strengthen alignment between the IDP and Budget.

1.4 Local Government: Municipal Structures Amended Act

This Act provides for the establishment of municipalities and defines the various types and category of municipality. It also regulates the internal systems, structures and office-bearers of municipalities.

1.5 Municipal Property Rates Act 6 of 2004

The objective of this Act is to regulate the power of a municipality to levy rates on properties within its jurisdiction. Rates represent a critical source of own revenue for municipalities in order to achieve their constitutional development mandate.

2. STRATEGIC AGENDA

2.1 BCMM Vision Statement

Buffalo City Metropolitan municipality is guided by the following long-term vision:

“Buffalo City: well-governed, connected, green and innovative.”

- We are a city that re-invented itself from a divided and fragmented past.
- We are a successful, prosperous and dynamic modern city: enterprising, green, connected, spatially integrated and well-governed.
- We are proud of our beautiful coastal city, capital of the Eastern Cape Province, home of a globally competitive auto industry with excellent educational and medical facilities.

2.2 Mission Statement

Buffalo City Metropolitan Municipality is a city that:

- Promotes a culture of good governance;
- Provides effective and efficient municipal services;
- Invests in the development and retention of human capital to service the City and its community;
- Promotes social and equitable economic development;
- Ensures municipal sustainability and financial viability;
- Creates a safe and healthy environment; and
- Places Batho Pele at the centre of Service Delivery.

2.3 Core Values

We are a city that espouses the following values:

- Good governance
- Fairness and equity
- Recognition of human capital
- Professionalism
- Service excellence
- Respect for cultural diversity
- Innovation
- Unity of purpose
- Ubuntu
- Financial Self-sufficiency

2.4 Strategic Outcomes

Buffalo City Metropolitan Municipality strives to realise the following 5 strategic outcomes by the year 2030:

- **An innovative and productive city:** with rapid and inclusive economic growth, and a decline in unemployment
- **A green city:** environmentally sustainable with optimal benefits from our natural assets. A clean and healthy city of subtropical gardens.
- **A connected city:** high-quality (and competitively priced) connections to ICT, electricity and transport networks (inside the city and to the outside world).
- **A spatially transformed city:** progressively overcome apartheid spatial divisions and fragmentation with township economies becoming more productive.
- **A well-governed city:** a smart and responsive municipality (working with other levels of government) that plans and efficiently delivers high quality services and cost-effective infrastructure, without maladministration and political disruptions.

2.5 Council 10 Point Plan (2016-2021)

The following 10 priorities (10 Point Plan) will help Council to translate their electoral mandate into the organisational structure of the City and in the IDP. These priorities provide strategic guidance on the

focused projects, programmes and key initiatives that need to be undertaken in order to give effect to the electoral mandate to which Council committed at the start of their term.

10 POINT PLAN	SUB-AREA
Economic Development	<ul style="list-style-type: none"> • SMME Support; Youth Job Creation Programmes; • Investment Promotion • Support Existing Tourism: Infrastructure, Project Packaging & Marketing
Agriculture & Rural Development	<ul style="list-style-type: none"> • Fencing; Dipping Tanks; Rural Nodes Development
Infrastructure	<ul style="list-style-type: none"> • Bulk Infrastructure; Economic Infrastructure • Road Maintenance & Upgrade; Civic Centre Development
Waste Economy	<ul style="list-style-type: none"> • Recycling; Integrated Waste Management
Land	<ul style="list-style-type: none"> • Land Audit; Land Policy; By Law Enforcement
Safety	<ul style="list-style-type: none"> • CCTV Cameras; Metro Police; Disaster Control Centre
Housing	<ul style="list-style-type: none"> • Accreditation; Beneficiary Administration; Electrification; Title Deeds
ICT	<ul style="list-style-type: none"> • Smart City; Smart Metering
Institutional Service Delivery & Operating Model	<ul style="list-style-type: none"> • Monitoring and Evaluation
Operations & Maintenance of Revenue Generating Assets	<ul style="list-style-type: none"> • Enterprise Resource Planning (Asset Management and Procurement System)

Figure 3: Council 10 Point Plan

2.6 Strategic Alignment Matrix

The Strategic Framework expressed in this IDP is the primary informant of the BCMM Five-year Performance Scorecard, Multi-year Budget, Annual Service Delivery and Budget Implementation Plan and Performance Agreements of Senior Managers. The setting of key performance indicators and targets against which the performance of the municipality and its senior management and leadership are measured derive its mandate from this IDP.

The introduction of Key Focus Areas (KFAs) form part of the 2019/2020 IDP Review and is informed by the need to create more functional synchrony between the strategic imperatives captured in the IDP and the core competencies of the municipality. One of the benefits of the inclusion of KFAs in the IDP is that it certainly improves accountability, since KFAs can be assigned to specific officials and be accentuated in their performance agreements to champion.

The BCMM Strategic Framework comprises of the following elements:

STRATEGIC OUTCOMES	STRATEGIC OBJECTIVE	TEN POINT PLAN	KEY FOCUS AREA
STRATEGIC OUTCOME 1 (SO1): An innovative and Productive City	To enhance the Quality of Life of the BCMM community <i>with rapid and inclusive economic growth and falling unemployment</i>	TPP 1: ECONOMIC DEVELOPMENT	KFA 1: Enterprise Development
		TPP 1: ECONOMIC DEVELOPMENT	KFA 2: Trade and Investment Promotion
		TPP 10: INSTITUTIONAL	KFA 3: Innovation and Knowledge Management
		TPP 1: ECONOMIC DEVELOPMENT	KFA 4: Tourism & Marketing
		TPP 1: ECONOMIC DEVELOPMENT	KFA 5: Job Readiness & Training (External)
		TPP 2: AGRICULTURE / RURAL DEVELOPMENT	KFA 6: Rural Development & Agrarian Reform
		TPP 1: ECONOMIC DEVELOPMENT	KFA 7: Arts, Culture and Heritage Resource Management
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 8: Sport Development (Programmes)
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 9: Sport and Recreation Facilities
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 10: Libraries and Halls
		TPP 5: SAFETY	KFA 11: Emergency and Disaster Management
		TPP 5: SAFETY	KFA 12: Traffic Management
STRATEGIC OUTCOME 2 (SO2): A green city	To promote an environmental sustainable city <i>with optimal benefits from our natural assets.</i>	TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 13: Environmental Management and Climate Change
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 14: Air quality
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 15: Parks and Open Spaces
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 16: Vegetation Control and Biodiversity
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 17: Municipal and Environmental Health
		TPP 8: WASTE ECONOMY	KFA 18: Solid Waste Management
STRATEGIC OUTCOME 3 (SO3): A connected city	To maintain a world class logistics network	TPP 3: INFRASTRUCTURE	KFA 19: Roads and Storm water Infrastructure
		TPP 9: ICT	KFA 20: ICT
		TPP 3: INFRASTRUCTURE	KFA 21: Transport Planning and Operations
		TPP 3: INFRASTRUCTURE	KFA 22: Energy Supply Efficiency
STRATEGIC OUTCOME 4 (SO4): A Spatially Transformed city	To develop and maintain world class infrastructure and utilities	TPP 3: INFRASTRUCTURE	KFA 23: Water and waste water
		TPP 7: LAND	KFA 24: Spatial and Urban Planning
		TPP 6: HOUSING	KFA 25: Sustainable Human Settlements
		TPP 6: HOUSING	KFA 26: Built Environment Management
		TPP 3: INFRASTRUCTURE	KFA 27: Urban, Rural and Township Regeneration
		TPP 3: INFRASTRUCTURE	KFA 28: Property Management and Land Use
TPP 7: LAND	KFA 29: Cemeteries and Crematoria		

Third (3rd) Review of the 2016-2021 Integrated Development Plan as prescribed by Section 34 of the Local Government: Municipal Systems Act, No. 32 of 2000

STRATEGIC OUTCOMES	STRATEGIC OBJECTIVE	TEN POINT PLAN	KEY FOCUS AREA
STRATEGIC OUTCOME 5 (SO5): A well-governed city	Promote sound financial and administrative capabilities	TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 30: Governance Structures
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 31: Risk Management
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 32: Stakeholder Participation & Customer Relations
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 33: Policies and By-Laws
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 34: Intergovernmental Relations (IGR) and International Relations (IR)
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 35: Communications (Internal and External)
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 36: Corporate Marketing (Branding)
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 37: Revenue Management
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 38: Expenditure and Supply Chain Management
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 39: Budget and Treasury
		TPP 4: O&M	KFA 40: Corporate Asset Management
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 41: Human Capital and Skills Development
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 42: Gender, Elderly, Youth and Disabled (Vulnerable Groups)
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 43: Performance Management and Monitoring and Evaluation
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 44: Fleet Management
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 45: Employee Performance Management
TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 46: Human Resources Management		
TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 47: Internal Audit		

Table 1: Strategic Alignment Matrix

3. ALIGNMENT WITH NATIONAL AND PROVINCIAL STRATEGIC IMPERATIVES

3.1 Government's 12 Outcomes

National Government has identified 12 outcomes which cut across all three spheres of government. To achieve this requires collaboration from all key stakeholders and government spheres. The 12 outcomes of government are to be achieved in the period between 2014 to 2019. Even though some of the outcomes may fall outside the competency of local government, municipalities still have a role to play in key outputs to ensure that they are achieved. The 12 outcomes are as follows:

- Outcome 1:** Improved quality of basic education.
- Outcome 2:** Long and healthy life for all South Africans.
- Outcome 3:** All people in South Africa are and feel safe.
- Outcome 4:** Decent employment through inclusive economic growth.
- Outcome 5:** Skilled and capable workforce to support an inclusive growth path.
- Outcome 6:** Efficient, competitive and responsive economic infrastructure network.
- Outcome 7:** Vibrant, equitable and sustainable rural communities with food security for all.
- Outcome 8:** Sustainable human settlements and improved quality of household life.
- Outcome 9:** Responsive, accountable, effective and efficient local government system.
- Outcome 10:** Environmental assets and natural resources that are well protected and continually enhanced.
- Outcome 11:** Create a better South Africa and contribute to a better and safer Africa and the World.
- Outcome 12:** Efficient, effective and development oriented public service and an empowered, fair and Inclusive citizenship.

From the above, relevant outcomes of government have been taken into consideration during the development of the five-year integrated development plan, the following annual reviews and they will further inform the performance plans of each BCMM directorate.

3.2 Sustainable Development Goals

In September 2015, countries adopted a set of goals to **end poverty, protect the planet, and ensure prosperity for all** as part of a new sustainable development agenda. Each goal has specific targets to be achieved over the next 15 years until 2030. The goals are as follows:

- Goal 1:** End poverty in all its forms everywhere.
- Goal 2:** End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
- Goal 3:** Ensure healthy lives and promote well-being for all at all ages.
- Goal 4:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.
- Goal 5:** Achieve gender equality and empower all women and girls.
- Goal 6:** Ensure availability and sustainable management of water and sanitation for all.
- Goal 7:** Ensure access to affordable, reliable, sustainable economic growth, full and productive employment and decent work for all.
- Goal 8:** Promote sustained, inclusive and sustainable industrialization and foster innovation.
- Goal 10:** Reduce inequality within and among countries.
- Goal 11:** Make cities and human settlements inclusive, safe, resilient and sustainable.
- Goal 12:** Ensure sustainable consumption and production patterns.
- Goal 13:** Take urgent action to combat climate change and its impacts.
- Goal 14:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development.
- Goal 15:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
- Goal 16:** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
- Goal 17:** Strengthen the means of implementation and revitalize the global partnership for sustainable development.

3.3 National Outlook

The national sphere of government develops and promulgates legislation, policies, plans and strategies which have to be implemented by all spheres of government. When developing their own plans and policies, other spheres, particularly local government, have to ensure alignment with the national and provincial spheres. Key national and provincial plans include the National Development Plan, National Spatial Development Perspective, Back to Basics and 2030 Vision for the Eastern Cape.

3.3.1 National Development Plan

The National Development Plan (NDP) is a plan for the country to eliminate poverty and reduce inequality by 2030 through uniting South Africans, unleashing the energies of its citizens, growing an inclusive economy, building capabilities, enhancing the capability of the state and leaders working together to solve complex problems. It presents a long-term strategy to increase employment by fostering economic growth, improving the quality of education, skills development and innovation and building the capability of the state to play a developmental and transformative role.

Some of the critical actions required to make the National Development Plan a reality include:

- A strategy to address poverty and its impacts by broadening access to employment, strengthening the social wage, improving public transport and raising rural incomes.
- Phase in national health insurance, with a focus on upgrading public health facilities, producing more health professionals and reducing the relative cost of private health care.
- Public infrastructure investment at 10 percent of gross domestic product (GDP), financed through tariffs, public-private partnerships, taxes and loans and focused on transport, energy and water.
- New spatial norms and standards – densifying cities, improving transport, locating jobs where people live, upgrading informal settlements and fixing housing market gaps.

Chapter 5 of the NDP focuses on environmental sustainability and resilience through an equitable transition to a low-carbon economy, which will also have implications on the way the spatial planning and development in South Africa is approached.

Chapter 6 sets out specific targets and goals towards establishing a more inclusive rural economy through integrated rural development. The focus here is on increased investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.

Chapter 8 focuses on the country's spatial planning system and requires that:

- all municipal and provincial SDFs are translated into 'spatial contracts that are binding across national, provincial and local governments';
- the current planning system should 'actively support the development of plans that cross municipal and even provincial boundaries', especially to deal with biodiversity protection, climate-change adaptation, tourism and transportation; and
- every municipality should have an 'explicit spatial restructuring strategy' which must include the identification of 'priority precincts for spatial restructuring'.

Within the context of aiming to transform the space economy and the unsustainable human settlement patterns of the past, the NDP proposes that specific focus areas for intervention should include: -

- Responding in a systematic and sustained way to dysfunctional spatial patterns of settlement that were entrenched in the past (i.e. it is crucial to break with the past way of fragmented and sprawling spatial development)
- Using housing development processes as tools to assist in the re-structuring of urban settlements, over time;
- The improvement of planning systems and, particularly, the strengthening of collaborative approaches towards development planning and management between different spheres and agencies of government; and
- In the latter regard, a priority is the progressive development of capacity of responsible agencies of government to administer their functions, including planning.

3.3.2 National Spatial Development Perspective (NSDP)

The objective of the National Spatial Development Perspective is to promote informed economic investment profiling to guide regional growth and development planning within a socio-economic framework. It therefore acts as an indicative planning tool for the three spheres of government. Outcomes of such economic investment profiling that involved all spheres of government is the East London Industrial Development Zone (ELIDZ). The NSDP also informs the Spatial Development Framework of the Municipality.

3.3.3 Back to Basics – Serving our Communities Better

The Buffalo City Metropolitan Municipality adopted the national and provincial Back to Basics support package on 29 July 2015. COGTA, through the Presidential Local Government Summit, developed the Back to Basics approach.

It identifies five areas that require a Local Government focus:

- i. Putting people and their concerns first.
- ii. Supporting the delivery of municipal services to the right quality and standard.
- iii. Promoting good governance, transparency and accountability.
- iv. Ensuring sound financial management and accounting.
- v. Building institutional resilience and administrative capability.

The package sought to achieve the following objectives:

- i. Address people's concerns about service delivery and ensure immediate and visible improvements.
- ii. Create a functional and responsive municipality.
- iii. Create a sound base for economic growth and job creation in the metro.
- iv. Entrench good governance and accountability for performance within the metro – both at political and administrative levels.
- v. Root out corruption and mismanagement.
- vi. Engage metro stakeholders and enlist them in the turnaround of the metro's fortunes.
- vii. Improve the state of service provision in communities.
- viii. Stabilize the metro's finances and build up reserves in order to sustain a capital investment programme.

Back to Basics 10 Point Plan

- Positive community experiences
- Municipalities receiving disclaimers over 5 years
- Revenue enhancement programme
- Appointment of Senior managers in municipalities
- Service and Infrastructure
- Implementation of forensic reports
- Metropolitan B2B programme
- Strengthening roles of District Municipalities
- Spatial regional integration zones/ spatial contracts
- Strengthen capacity and role of provincial COGTA departments

3.3.4 The Integrated Urban Development Framework (IUDF)

The IUDF is the government's policy position to guide the future growth and management of its urban areas. It seeks to foster a shared understanding across government and society about how best to manage urbanization and achieve goals of economic development, job creation and improved living conditions for all.

The IUDF is a response to and builds on various chapters in the National Development Plan, more specifically Chapter 8 which deals with "Transforming human settlements and the national space economy".

To achieve this transformative vision, four strategic goals are introduced.

- **Spatial Integration:** To forge new spatial forms in settlement, transport, social and economic areas.
- **Inclusion and access:** To ensure people have access to social and economic services, opportunities and choices.
- **Growth:** To harness urban dynamism for inclusive, sustainable economic growth and development.
- **Governance:** To enhance the capacity of the state and its citizens to work together to achieve spatial and social integration.

The above strategic goals give rise to a series of policy levers, the implementation of which depends on its integration into municipal development planning tools such as the SDF, IDP and BEPP.

The nine policy levers include:

- **Integrated Urban Planning and Management:** the prudent use of land and natural resources to build sustainable communities.
- **Integrated transport and mobility:** the development of efficient urban form centred around integrated transport, which supports economic and social development.
- **Integrated and sustainable human settlements:** redressing the prevailing apartheid geography, restructuring cities, shifting ownership profiles and choices, and creating more humane, safe living and working conditions.
- **Integrated urban infrastructure:** the development of resource efficient urban infrastructure that provides for both universal access and more inclusive economic growth.

- **Efficient land governance and management:** growing investments through land and property resulting in inclusive, multi-functional urban spaces.
- **Inclusive economic development:** Cities and towns that are dynamic and efficient, foster entrepreneurial and innovation, sustain livelihoods, enable economic growth and generates the tax base needed to sustain and expand public services and amenities.
- **Empowered active communities:** Cities and towns that are home to socially and culturally diverse citizens, who are actively involved in the city.
- **Effective urban governance:** Managing the intergovernmental dynamics within the city.
- **Sustainable finances:** Cities and towns that are supported by a fiscal framework that acknowledges the developmental potential and pressures of urban spaces and manages finances effectively and efficiently in order to access necessary resources and partnerships for inclusive urban growth.

3.4 Provincial Strategic Agenda

3.4.1 Provincial Perspective: 2030 Vision for the Eastern Cape

In alignment with the NDP, the Eastern Cape's 2030 Vision aims to provide creative responses to the province's challenges. A sustainable future for the Eastern Cape rests on people centred development to achieve the five related goals:

- Goal 1:** An inclusive, equitable and growing economy for the province
- Goal 2:** An educated, innovative and empowered citizenry
- Goal 3:** A healthy population
- Goal 4:** Vibrant, equitably enabled communities
- Goal 5:** Capable agents across government and other institutional partners committed to the development of the province

These goals will be pursued with a focus on rural development to address inherited structural deficiencies. The legacy of apartheid has left the rural regions of the Eastern Cape underdeveloped, with an urban economy that is unduly stressed and experiencing slow growth. Addressing this spatial unevenness in endowment and development will take time and hard work but it can be done.

3.4.2 BCMM IDP Ratings

Section 31 of the Local Government Municipal Systems Act stipulates that the MEC for Local Government in the province may, subject to any other law regulating provincial supervision of local government, assist municipalities with the planning, drafting, adoption and review of its integrated development plans. In this regard, all municipalities within the province must annually submit their IDPs for assessment by the Provincial Department of Co-operative Governance and Traditional Affairs (EC-COGTA). The overall aim of the assessment is to promote the crafting of credible IDPs.

The overall findings on the Final IDP 2018/19 of the Buffalo City Metropolitan Municipality can be summarized as follows:

- The municipality has tabled, adopted and submitted its 2018/19 Reviewed Integrated Development Plan for assessment which the EC-COGTA has undertaken during the week of 18-22 February 2019;
- The municipality has conformed to the Council approved process plan; and
- The municipality has conformed to the core components of an IDP as prescribed by section 26 of the Municipal Systems Act (MSA).

An objective overall rating per Key Performance Area, ranging from low, medium to high as illustrated below, was assigned:

Score / Rating	Performance Description	Action Required
Low	Poor	Immediate and intensive intervention
Medium	Satisfactory	Minimum support required
High	Good	Benchmarking

The comparative ratings with the recent 2018/19 IDP assessment ratings for BCMM are shown as follows:

KPA	Rating 2017/2022 IDP	Rating 2018/2019 Revised IDP
Spatial Planning, Land, Human Settlement and Environmental Management	HIGH	HIGH
Basic Service Delivery	MEDIUM	MEDIUM
Financial Planning and Budgets	HIGH	HIGH
Local Economic Development	HIGH	HIGH
Good Governance & Public Participation	HIGH	HIGH
Institutional Arrangements	MEDIUM	MEDIUM
Overall Rating	HIGH	HIGH

Overall, the MEC for Co-operative Governance and Traditional Affairs (EC-COGTA) stated that BCMM has scored an overall **HIGH** rating.

3.4.3 Community Needs and Priorities

In developing its Integrated Development Plan, Buffalo City Metro takes its tune from residents and the broader public of the Metro who participate in a number of public consultation processes and programmes such as the annual Mayoral Imbizo and IDP/Budget Roadshow. It is through these engagements that residents are able to define and shape their needs and priorities which must be taken into consideration during planning and budgeting. BCMM aims to address identified needs and priorities through the 2016-2021 Integrated Development Plan and Budget as revised annually. Key needs and priorities raised, relate to the following service delivery issues:

- Housing
- Roads and Storm Water Drainage
- Refuse Collection
- Water and Sanitation
- Electricity
- Cemeteries
- Sports Fields
- Community Halls

Detailed needs and priorities per ward are attached as an annexure.

3.4.4 BCMM Service Delivery Charter

Buffalo City Metropolitan Municipality developed a Service Delivery Charter in an effort to ensure that services are delivered in an effective and efficient manner and they meet acceptable standards. The Service Delivery Charter enables BCMM communities to know the level of services they can expect from the municipality, both in terms of basic service delivery norms and standards as well as response time to emergencies. Buffalo City finalised and adopted its Service Delivery Charter in 2017.

3.4.5 Rapid Response Task Team

Another effort by the municipality to ensure a speedy response to service delivery concerns has been the establishment of the Rapid Response Task Team (RRTT). The modus operandi of the RRTT is to send teams wherever challenges or early warning signs emerge. This Task Team gathers all the necessary

facts and direct them to the relevant departments for responses either in a report form or interventions. In cases where the Executive Leadership is required to address local communities, leadership is briefed before engagement with the relevant stakeholders materializes.

3.4.6 Metro Growth and Development Strategy

Buffalo City Metropolitan Municipality adopted the Metro Growth and Development Strategy which is the vision towards 2030. The MGDS is the primary foundation for BCMM's future to work in partnership to achieve goals, programmes and encourage business and investment into a common direction. The strategic outcomes for long term development of the city are identified in the MGDS.

The MGDS is the City's 15-year economic trajectory towards vision 2030. The implementation of the MGDS will cross throughout the 15-year time- frame over three IDPs (5 years each) to 2030. The MGDS will be subject to monitoring and evaluation processes

A large component of the programmes and projects identified require partnerships between the City and its stakeholders in order to achieve vision 2030. The MGDS vision 2030 implementation plans are encapsulated into the five strategic outcome areas and are aligned to the IDP process.

3.4.7 Buffalo City Development Agency

Buffalo City Development Agency (BCDA) was established in 2004 and incorporated in terms of Companies Act, as a Non Profit Company (Section 21). Initial funding for its establishment was sourced from the Industrial Development Corporation (IDC) and it undertook some projects (some finished, some not). BCDA board dissolved in 2009 and all functions reverted to the City Manager. BCMM embarked on a process to resuscitate the BCDA and on 1 February 2015 a new board of directors was appointed.

i) Approved mandate of the BCDA

BCMM Council approved the following mandate of the Buffalo City Development Agency:

- **Economic and Social Development** : To conceptualise, plan and execute catalytic socio-economic development projects.
- **Tourism**: To serve as a tourism agency of the Municipality.
- **Property Management and Commercialisation**: To acquire, own, and manage land and buildings and/or rights to land and buildings necessary to enable it to achieve its aims and objectives.

ii) Powers of the Agency

The Agency is empowered to take any such actions within its scope of authority to further the above mandate, including, but not limited to:

- To conduct regular communications with all stakeholders.
- To launch, manage and/or monitor any study that may be necessary to further the objectives of the Agency.
- To negotiate, enter into and administer contracts in furtherance of its objectives.
- To collect income, raise, receive and hold funds, or receive guarantees, from any lawful source, for the purposes of the BCDA and to manage administer and disburse those funds in pursuance of the objects of the BCDA and for administrative purposes in accordance with the terms and conditions determined by the BCDA.
- To conduct and operate any financial assistance, subsidy or incentive programme necessary to ensure the most advantageous development projects for the Municipality.

A clear BCDA resuscitation plan is in place and some of the key milestones in the plan have already been achieved.

4. ALIGNMENT OF STRATEGIC IMPERATIVES

Buffalo City Metropolitan Municipality has made an effort to ensure horizontal alignment with provincial and national plans when developing the long-term Metro Growth and Development Strategy and the Integrated Development Plan. Alignment can be demonstrated as follows:

BCMM Strategic Outcomes	12 National Outcomes	Provincial Development Plan (EC Vision 2030)	National Development Plan	Sustainable Development Goals	National 10 Point Plan
An Innovative and Productive City	<ul style="list-style-type: none"> Decent employment through inclusive economic growth. A skilled and capable workforce to support inclusive growth. An efficient, competitive and responsive economic infrastructure network. 	<ul style="list-style-type: none"> A growing, inclusive and equitable economy. Vibrant and equitably enabled communities. 	<ul style="list-style-type: none"> Unemployment rate should fall from 27% in 2011 to 14% by 2020 and to 6% by 2030. Total employment should rise from 13 million to 24 million. 	<ul style="list-style-type: none"> Ensure access to affordable, reliable, sustainable economic growth, full and productive employment and decent work for all. 	<ul style="list-style-type: none"> Unlocking the potential of SMMEs, cooperatives, township and rural enterprises. Operation Phakisa aimed growing the ocean economy and other sectors. Encouraging private sector investment.
A Green City	<ul style="list-style-type: none"> Protection and enhancement of environmental assets and natural resources. 	<ul style="list-style-type: none"> A growing, inclusive and equitable economy. 	<ul style="list-style-type: none"> Achieve the peak, plateau and decline trajectory for greenhouse gas emissions, with the peak being achieved around 2025. By 2030, an economy-wide carbon price should be entrenched. 	<ul style="list-style-type: none"> Take urgent action to combat climate change and its impacts. 	<ul style="list-style-type: none"> Resolving the energy challenge. Revitalizing agriculture and the agro-processing value chain.
A Well-Governed City	<ul style="list-style-type: none"> Improve the quality of basic education. 	<ul style="list-style-type: none"> An educated, empowered, and innovative citizenry. 	<ul style="list-style-type: none"> All children should have at least two years of pre-school education. This implies about 2 million places. 	<ul style="list-style-type: none"> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. 	<ul style="list-style-type: none"> N/A

BCMM Strategic Outcomes	12 National Outcomes	Provincial Development Plan (EC Vision 2030)	National Development Plan	Sustainable Development Goals	National 10 Point Plan
			<ul style="list-style-type: none"> About 80% of schools and learners achieve 50% and above in literacy, mathematics and science in grades 3, 6, 9. At least 80% of students should complete 12 years of schooling. 		
A Well-Governed City	<ul style="list-style-type: none"> A development-orientated public service and inclusive citizenship. 	<ul style="list-style-type: none"> An educated, empowered and innovative citizenry. 	<ul style="list-style-type: none"> A capable and effective state, able to enhance economic opportunities, support the development of capabilities and intervene to ensure a rising floor of social rights for the poor. 	<ul style="list-style-type: none"> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. 	<ul style="list-style-type: none"> Moderating workplace conflict.
A Spatially Transformed City	<ul style="list-style-type: none"> Improve health and life expectancy. 	<ul style="list-style-type: none"> A healthy population. 	<ul style="list-style-type: none"> By 2030, life expectancy should reach at least 70 for both men and women Infant mortality rate should decline from 43 to 20 per 1000 live births and the under-five mortality rate should be less than 30 per 1000, from 104 today. 	<ul style="list-style-type: none"> Ensure healthy lives and promote well-being for all at all ages 	<ul style="list-style-type: none"> N/A

BCMM Strategic Outcomes	12 National Outcomes	Provincial Development Plan (EC Vision 2030)	National Development Plan	Sustainable Development Goals	National 10 Point Plan
A Spatially Transformed City	<ul style="list-style-type: none"> Sustainable human settlements and improved quality of household life. 	<ul style="list-style-type: none"> Vibrant and equitably enabled communities (Universal access to social infrastructure). 	<ul style="list-style-type: none"> The proportion of people with access to electricity should rise from 70% in 2010 to 95% by 2030, with no grid options available for the rest. Ensure that all people have access to clean, potable water and that there is enough water for agriculture and industry. 	<ul style="list-style-type: none"> Ensure availability and sustainable management of water and sanitation for all. 	<ul style="list-style-type: none"> State reform and boosting the role of state owned companies, ICT infrastructure or broadband roll out, water, sanitation and transport infrastructure.

Table 2: Alignment of Strategic Imperatives

Section B - Situational Analysis

1. BUFFALO CITY METROPOLITAN MUNICIPALITY PROFILE

1.1. BCMM in Context

Buffalo City Metropolitan Municipality is situated relatively centrally in the Eastern Cape Province, and is surrounded by the Great Kei Local Municipality, Amahlati Local Municipality, Nkonkobe Local Municipality and Ngqushwa Local Municipality. It is bounded to the south-east by the long coastline along the Indian Ocean. Buffalo City is a metropolitan municipality situated on the east coast of Eastern Cape Province, South Africa. It includes the towns of East London, Bisho and King William's Town, as well as the large townships of Mdantsane and Zwelitsha.

The municipality was established as a local municipality in 2000 after South Africa's reorganization of municipal areas, and is named after the Buffalo River, at whose mouth lies the only river port in South Africa. On 18 May 2011 it was separated from the Amathole District Municipality and converted into a metropolitan municipality. The area has a well-developed manufacturing base, with the auto industry playing a major role. Daimler AG through its wholly owned subsidiary Mercedes-Benz South Africa (MBSA) has a large assembly plant located next to the port of East London, which produces a variety of vehicles for export.

The Buffalo City Metropolitan is made up of significant portion of two Magisterial Districts, as follows:

- East London, including the previous Ciskei Magisterial District(s) of Mdantsane.
- King William's Town, including the previous Ciskei Magisterial District of Zwelitsha.

In line with the local government dispensation in South Africa, the Buffalo City Metropolitan Municipality is categorized as a Category "A" Municipality.



Figure 4: BCMM Locality in South Africa

Source: BCMM GIS UNIT

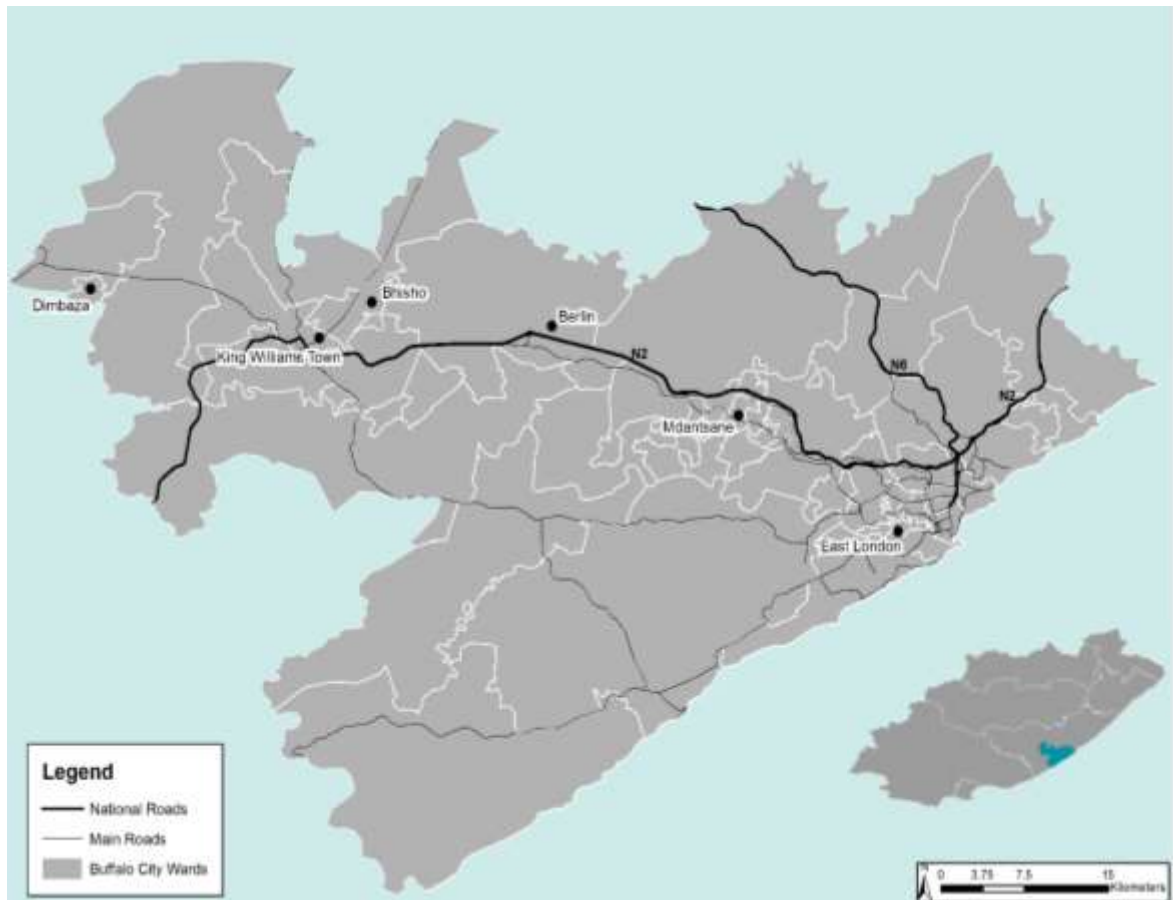


Figure 5: BCMM Spatial Location

Source: Urban-Econ GIS Unit (2016)

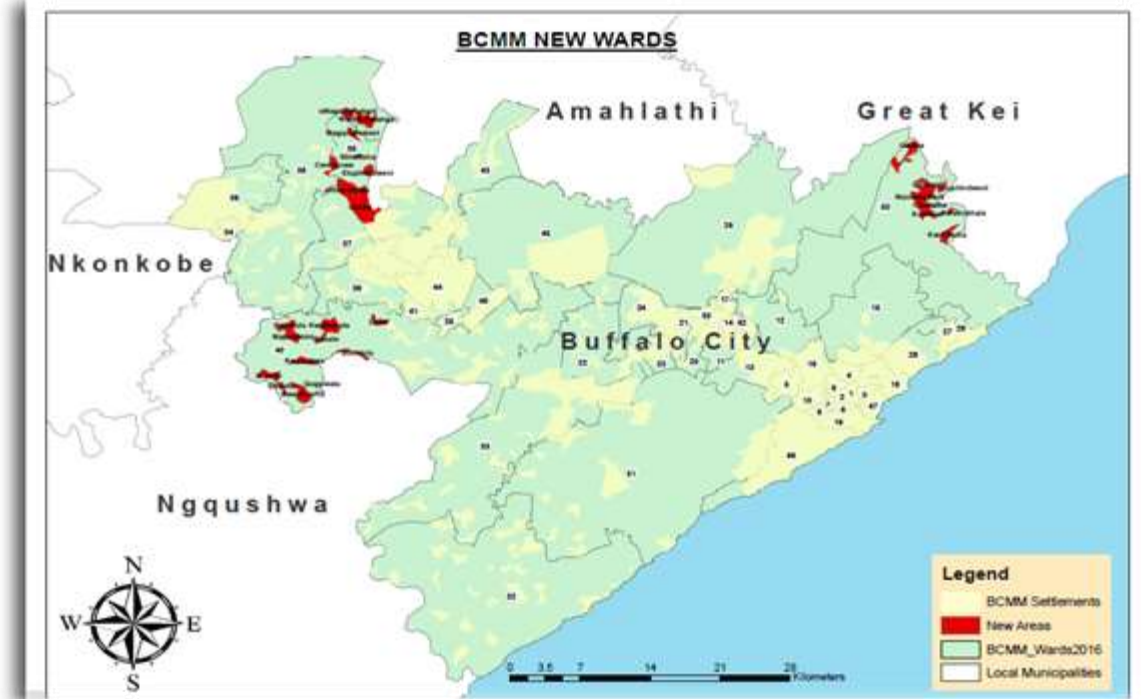


Figure 6: New areas recently demarcated to BCMM from Great Kei, Amahlathi and Ngqushwa Local Municipalities shown by a red colour

Source: BCMM GIS UNIT

The area is characterised by a composite settlement and land use pattern, incorporating urban, peri-urban and rural components, which were previously administered as separate local government entities.

Buffalo City is the key urban centre of the eastern part of the Eastern Cape. It consists of a corridor of urban areas, stretching from the “port city” of East London to the east, through to Mdantsane and reaching Dimbaza in the west. Buffalo City’s land area is approximately 2,515km², with 68km of coastline.

The existing urban areas and settlements in Buffalo City are spatially fragmented, which is a feature of the entire municipality. The spatial fragmentation creates a negative urban dimension. In Buffalo City, the following three main identifiable land use and land need patterns are identified:

- A general appraisal of land use and settlement patterns within the Buffalo City Municipality indicates clearly that the urban settlement pattern is dominated by the East London – Mdantsane– KWT – Dimbaza urban development axis. It dominates the industrial and service sector centres and attracts people from throughout the greater Amathole region in search of work and better access to urban services and facilities. On the urban fringes there are smaller urban

components like Gonubie, Berlin and Potsdam. The eastern boundary is restricted by the Indian Ocean. East London serves as the primary node and is the dominant economic hub in the region.

The King William's Town (KWT) area and surrounds is a spatially fragmented area with King William's Town being the main urban area. The other urban areas were situated on the outlying areas and included Bisho, Ginsberg, Zwelitsha, Phakamisa, Breidbach, litha and Dimbaza. King William's Town serves as a secondary node in the Buffalo City region.

King William's Town functions as a Regional Service Centre and together with Bisho is the Provincial Administrative Hub and contains the seat of the Provincial Government of the Eastern Cape Province. In view of the dominance of the East London Core Area the KWT/Bisho Regeneration process requires budgetary emphasis for implementing the projects that the KWT/Bisho LSDF identifies.

- The second is the area comprising of non-urban land within the Municipal area and is characterised by distinctive enclaves (mainly within the areas of the former Ciskei but also notable on the outskirts of East London in the form of Newlands) where rural and peri-urban settlements accommodate some 20% of the Municipal population or by land used for intensive and extensive agricultural purposes. The rural settlements are mainly situated to the western and southern parts of Buffalo City.
- Thirdly, the commercial farming areas form a distinctive type of area. These areas are dominant in the north-eastern and south-western (coastal) sectors of the Municipality and are characterised by extensive land uses, with certain areas making use of intensive farming (irrigation-based).

However, within the generalised spatial landscape of the above areas, one finds diverse and complex urban and rural situations.

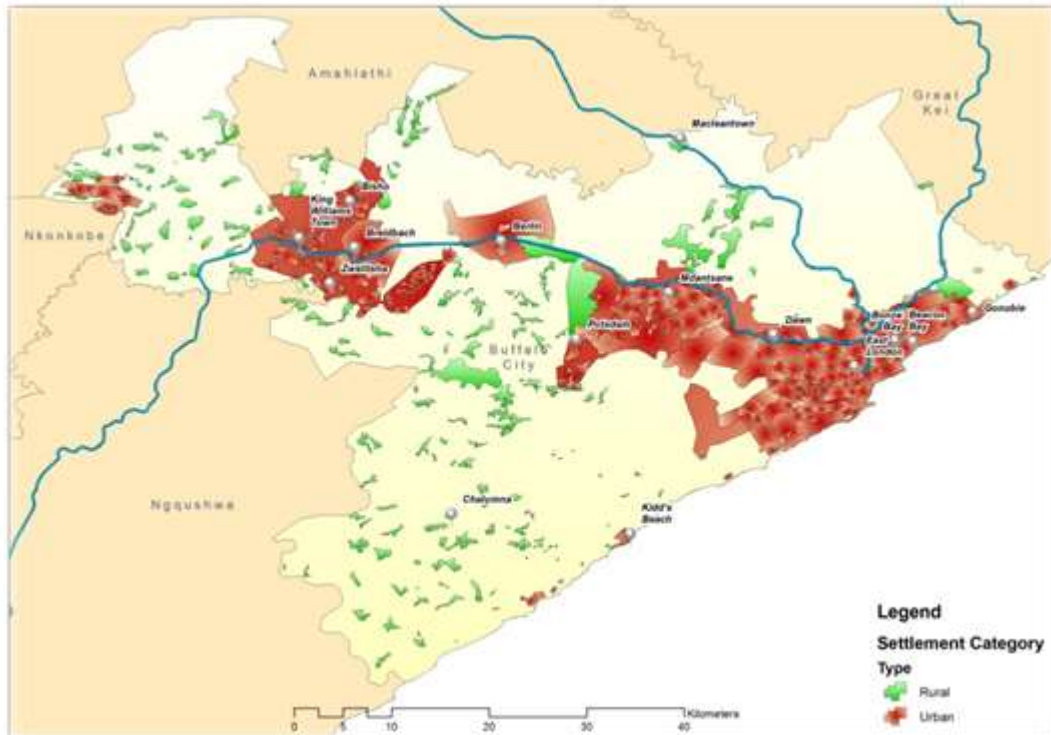


Figure 7: BCMM Urban and rural settlements

Source: BCMM GIS UNIT

1.2 Physical Characteristics

The physical shape, environmental character and configuration of the municipality have an important part to play in influencing the way people have chosen to reside in the area. This section provides a general overview of the state of the physical environment with BCMM.

1.3 Topography

The BCMM area extends from sea level along the coastal belt increasing in north-westerly direction to a plateau of elevation between 450m and 850m above sea level. This plateau extends from Maclean Town and Berlin, through to Dimbaza. The elevation in the most north-westerly portion of the BCMM occurs in the Amatole Mountains and reaches 2100m above sea level.

The topography of the region is characterized by a number of incised river valleys, which run nearly parallel to each other in a south easterly direction through the municipality and which dissect the municipality at regular intervals. This terrain, which lacks large tracts of flat land, impacts significantly on settlement patterns and the cost of provision of services within the region.

1.4 Geology and Soils

The geological strata of the region are typical of the Karoo system and consist mainly of mudstones and sandstones intruded by dolerite dykes and sills. In general the dolerite dykes trend east to west. Much of the geology is of marine origin, giving rise to the high salinity of the ground water in the area. The soils are generally moderate to deep clayey loams and the erodability index of the soils in the region is recorded as being medium to low.

1.5 Climate

The Climate of BCMM is moderate for most of the year, but with hot spells from December to February, particularly in the inland areas. Although the region does receive rainfall all year round, it is primarily a summer rainfall region with the months of June and July generally being the driest months of the year.

Sunshine Coast

The Sunshine Coast is the coastal route between St Francis Bay and East London in the Eastern Cape. The climate is subtropical, with winter average day temperatures reaching 21 degrees Celsius and the average summer day temperatures reaching 28 degrees Celsius. In summer it can reach the middle 30's quite often. The sea temperature varies between 14 and 24 degrees Celsius. In summer shorts and t-shirts are the order of the day and in winter jeans and jerseys are needed.

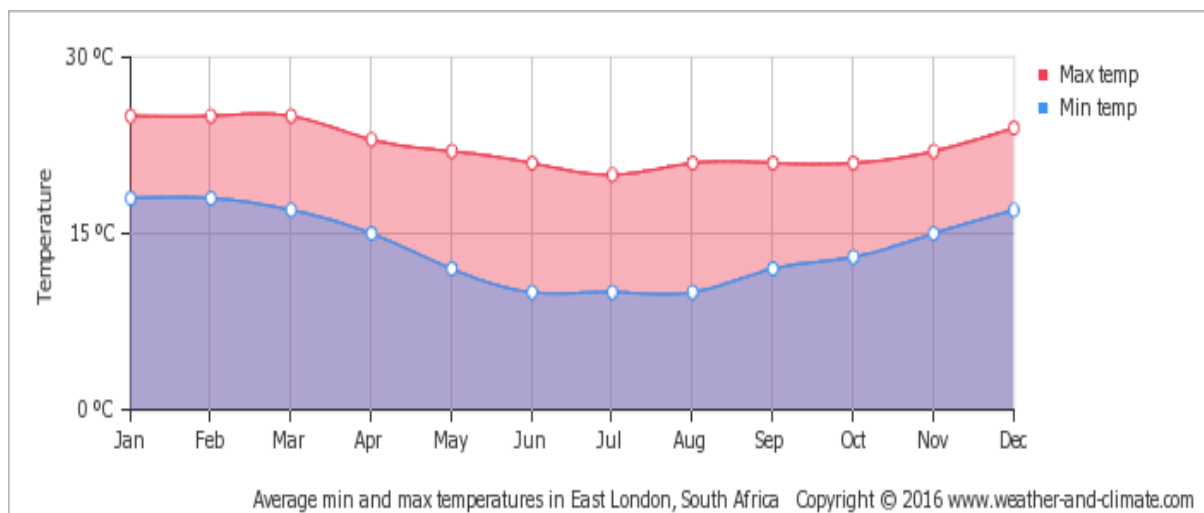


Figure 8: BCMM Weather Averages

1.6 Drainage System

Buffalo City Metro Municipality has 10 major river systems. Of these, 9 are considered “Endangered” and the Buffalo River system is considered “Vulnerable” (SANBI, 2004). In terms of aquatic systems, the National Wetlands Inventory identifies a total of 2064 wetlands areas. The ground water potential in the region is generally not good, resulting in low borehole yields (generally below 2 l/s) and high salinity waters. The north-western portion of the region has the greater groundwater potential (i.e. Peelton villages), with the potential reducing in a south easterly direction towards the coast.

1.7 Vegetation

BCMM has a wide variety of vegetation types and the main type of vegetation types of vegetation types are spread throughout the BCMM covering 252577.5ha. The vegetation types may impact to a certain extent on the livelihood of communities as it determines the carrying capacity of the field in terms of livestock units. The scarcity of vegetation again determines whether crop production or livestock farming should be practised

Four Biomes are represented in Buffalo City Municipality (Albany Thicket 66.82%; Savanna 29.24%; Forest 2.73% and Grassland 1.14%) of which 12 vegetation types have been classified by Mucina & Rutherford (2006). There is an estimated 26.8% of the municipality where no natural habitat remains. The South African National Biodiversity Institute (SANBI) identifies no critically endangered, or vulnerable terrestrial ecosystems within the Municipality.



2. ECONOMIC, SOCIAL AND DEMOGRAPHIC CONTEXT: MAJOR SHIFTS AND CHALLENGES

The purpose of the following section is to provide an overview and targeted discussion of the available data on the profile of the population resident in the BCMM, as well as the socio-economic conditions under which they are living. This is intended to derive key informants on the possible specific spatial development needs of resident communities, and associated strategies required as part of the Buffalo City Municipality's Spatial Development Framework and the Built Environment Performance Plan.

2.1. Demographics

The demographics of an area determine the size and structure of the population. This in turn, has an impact on resource allocation, the consumption of goods and services and human capital development, which influences factors such as education, employment, income distribution and the physical well-being of a population. These development outcomes subsequently influence population processes such as migration, settlements, fertility, mortality and morbidity rates.

2.1.1. Population

Population statistics is important when analysing an economy, as the population growth directly and indirectly impacts employment and unemployment, as well as other economic indicators such as economic growth and per capita income.

a) Total Population

Population statistics is important when analysing an economy, as the population growth directly and indirectly impacts employment and unemployment, as well as other economic indicators such as economic growth and per capita income.

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
2007	769,000	6,470,000	48,400,000	11.9%	1.59%
2008	774,000	6,500,000	49,100,000	11.9%	1.58%
2009	780,000	6,540,000	49,800,000	11.9%	1.57%
2010	789,000	6,600,000	50,700,000	12.0%	1.56%
2011	797,000	6,650,000	51,500,000	12.0%	1.55%
2012	806,000	6,710,000	52,400,000	12.0%	1.54%

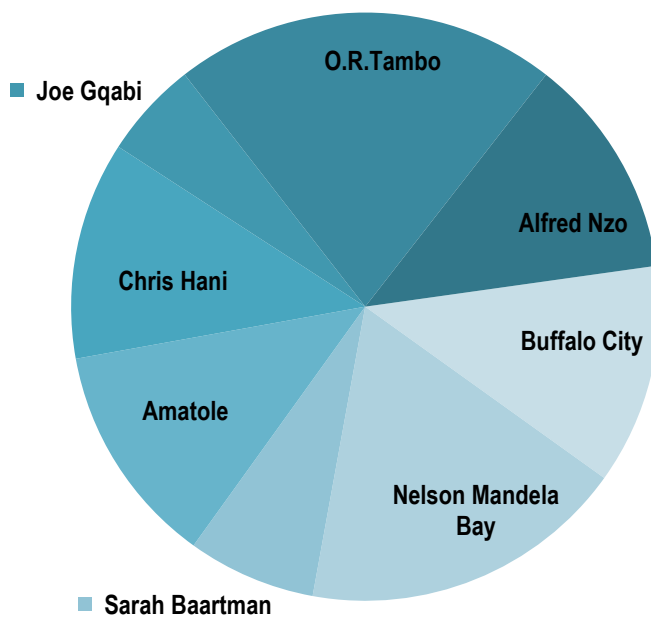
	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
2013	816,000	6,780,000	53,200,000	12.0%	1.53%
2014	827,000	6,850,000	54,100,000	12.1%	1.53%
2015	838,000	6,930,000	54,900,000	12.1%	1.53%
2016	848,000	7,010,000	55,700,000	12.1%	1.52%
2017	859,000	7,080,000	56,500,000	12.1%	1.52%
Average Annual growth					
2007-2017	1.11%	0.91%	1.56%		

Table 3: Total population - Buffalo City, Eastern Cape and National Total, 2007-2017

Source: IHS Markit Regional eXplorer version 1417

With 859 000 people, the Buffalo City Metropolitan Municipality housed 1.5% of South Africa's total population in 2017. Between 2007 and 2017 the population growth averaged 1.11% per annum which is slightly lower than the growth rate of South Africa as a whole (1.56%). Compared to Eastern Cape's average annual growth rate (0.91%), the growth rate in Buffalo City's population at 1.11% was slightly higher than that of the province.

Total population Eastern Cape Province, 2017



Source: IHS Markit Regional eXplorer version 1417

Figure 9: Total population - Buffalo City and the rest of Eastern Cape, 2017

When compared to other regions, the Buffalo City Metropolitan Municipality accounts for a total population of 859,000, or 12.1% of the total population in the Eastern Cape Province, with the O.R.Tambo being the most populous region in the Eastern Cape Province for 2017. Buffalo City increased in importance from ranking sixth in 2007 to fifth in 2017. In terms of its share the Buffalo City Metropolitan Municipality was slightly larger in 2017 (12.1%) compared to what it was in 2007 (11.9%). When looking at the average annual growth rate, it is noted that Buffalo City ranked third (relative to its peers in terms of growth) with an average annual growth rate of 1.1% between 2007 and 2017.

	2007	2012	2017	Average Annual growth
Macleantown, Sandisiwe	48,400	56,000	63,000	2.67%
King William's Town, Bisho	215,000	213,000	219,000	0.23%
Mdantsane, Chalumna	242,000	247,000	256,000	0.58%
East London	264,000	291,000	320,000	1.93%
Buffalo City	769,191	806,405	858,672	1.11%

Table 4: Total population - sub-metro regions of BCMM, 2007-2017

Source: IHS Markit Regional eXplorer version 1417

The Macleantown, Sandisiwe Sub-metro Region increased the most, in terms of population, with an average annual growth rate of 2.7%, the East London Sub-metro Region had the second highest growth in terms of its population, with an average annual growth rate of 1.9%. The King William's Town, Bisho Sub-metro Region had the lowest average annual growth rate of 0.23% relative to the other within the Buffalo City Metropolitan Municipality.

b) Population Projections

Based on the present age-gender structure and the present fertility, mortality and migration rates, Buffalo City's population is projected to grow at an average annual rate of 1.1% from 859 000 in 2017 to 908 000 in 2022.

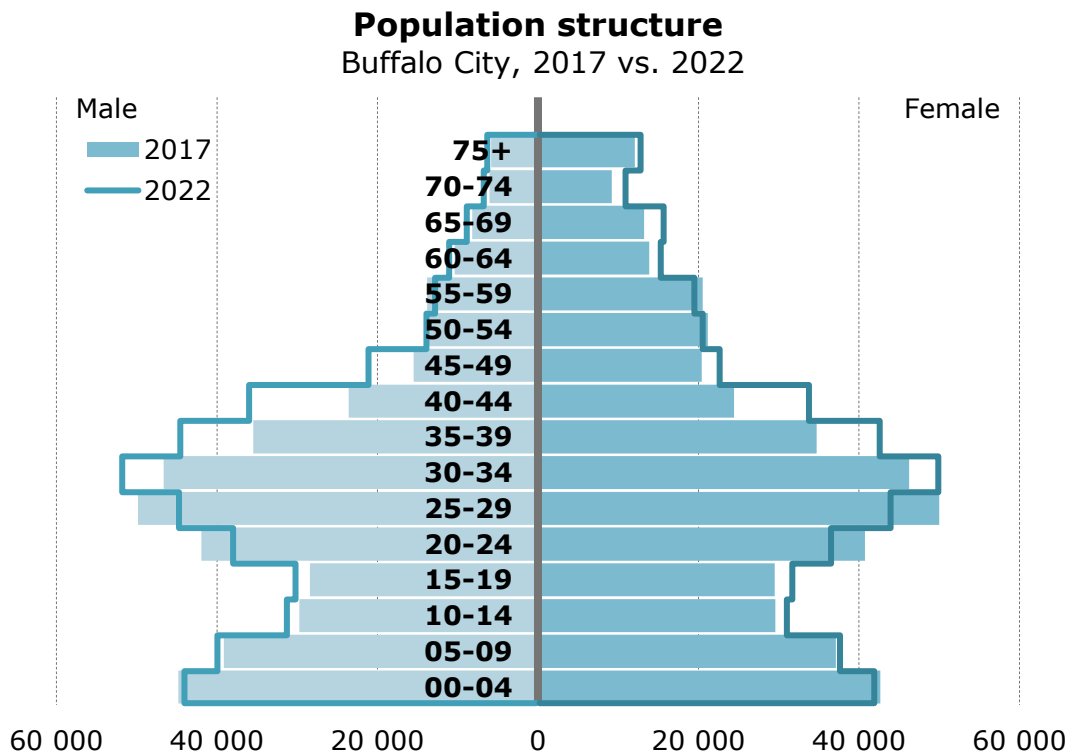
	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
2017	859,000	7,080,000	56,500,000	12.1%	1.52%
2018	869,000	7,160,000	57,400,000	12.1%	1.52%
2019	879,000	7,240,000	58,100,000	12.1%	1.51%

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
2020	889,000	7,310,000	58,900,000	12.2%	1.51%
2021	898,000	7,380,000	59,600,000	12.2%	1.51%
2022	908,000	7,450,000	60,400,000	12.2%	1.50%
Average Annual growth					
2017-2022	1.12%	1.02%	1.32%		

Figure 10: Population projections - Buffalo City, Eastern Cape and National Total, 2017-2022

Source: IHS Markit Regional eXplorer version 1417

The population projection of Buffalo City Metropolitan Municipality shows an estimated average annual growth rate of 1.1% between 2017 and 2022. The average annual growth rate in the population over the forecasted period for Eastern Cape Province and South Africa is 1.0% and 1.3% respectively. The Eastern Cape Province is estimated to have average growth rate of 1.0% which is lower than the Buffalo City Metropolitan Municipality. The South Africa as a whole is estimated to have an average annual growth rate of 1.3% which is higher than that of Buffalo City's growth rate.



Source: IHS Markit Regional eXplorer version 1417

Figure 11: Population pyramid - BCMM, 2017 vs 2022

The population pyramid reflects a projected change in the structure of the population from 2017 and 2022. The differences can be explained as follows:

- In 2017, there is a significantly larger share of young working age people between 20 and 34 (32.1%), compared to what is estimated in 2022 (29.2%). This age category of young working age population will decrease over time.
- The fertility rate in 2022 is estimated to be slightly higher compared to that experienced in 2017.
- The share of children between the ages of 0 to 14 years is projected to be significant smaller (24.9%) in 2022 when compared to 2017 (26.0%).

In 2017, the female population for the 20 to 34 years age group amounts to 16.0% of the total female population while the male population group for the same age amounts to 16.1% of the total male population. In 2022, the male working age population at 14.8% still exceeds that of the female population working age population at 14.4%, although both are at a lower level compared to 2017.

c) Population by Population Group, Gender and Age

The total population of a region is the total number of people within that region measured in the middle of the year. Total population can be categorised according to the population group, as well as the sub-categories of age and gender. The population groups include African, White, Coloured and Asian, where the Asian group includes all people originating from Asia, India and China. The age subcategory divides the population into 5-year cohorts, e.g. 0-4, 5-9, 10-13, etc.

	Male	Female	Total
Buffalo City	413,000	445,000	859,000
Nelson Mandela Bay	616,000	657,000	1,270,000
Sarah Baartman	248,000	252,000	500,000
Amatole	415,000	452,000	867,000
Chris Hani	410,000	439,000	849,000
Joe Gqabi	181,000	196,000	377,000
O.R.Tambo	699,000	794,000	1,490,000
Alfred Nzo	402,000	465,000	867,000
Eastern Cape	3,380,000	3,700,000	7,080,000

Figure 12: Population by gender - BCMM and the rest of Eastern Cape Province, 2017

Source: IHS Markit Regional eXplorer version 1417

Buffalo City Metropolitan Municipality's male/female split in population was 92.8 males per 100 females in 2017. The Buffalo City Metropolitan Municipality appears to be a fairly stable population with the share of female population (51.86%) being very similar to the national average of (51.05%). In total there were 445 000 (51.86%) females and 413 000 (48.14%) males. This is different from the Eastern Cape Province as a whole where the female population counted 3.7 million which constitutes 52.23% of the total population of 7.08 million.

	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
00-04	39,000	41,100	1,370	1,320	2,100	2,180	150	213
05-09	33,600	35,200	1,320	1,600	1,950	2,030	209	246
10-14	25,800	25,700	1,580	1,820	2,000	2,050	202	198
15-19	25,700	24,800	1,530	1,480	2,120	1,960	148	165
20-24	36,900	38,000	1,500	1,450	2,210	2,300	181	150
25-29	45,700	45,600	1,840	1,840	2,180	2,200	314	189
30-34	42,400	42,700	1,750	1,960	1,700	1,710	380	305
35-39	30,700	31,500	1,830	1,920	1,800	1,770	331	320
40-44	20,300	19,700	1,990	1,910	1,870	1,590	294	364
45-49	16,600	11,800	1,950	1,880	1,530	1,570	284	282
50-54	17,400	10,300	2,150	2,000	1,330	1,410	286	249
55-59	16,900	10,500	2,140	2,080	1,280	1,080	202	200
60-64	10,800	7,500	1,860	1,860	1,050	841	171	185
65-69	10,600	5,990	1,690	1,480	753	582	131	149
70-74	7,150	4,430	1,420	1,100	519	391	109	114
75+	8,460	3,840	2,920	1,590	542	316	126	105
Total	388,000	359,000	28,800	27,300	25,000	24,000	3,520	3,430

Table 5: Population by population group, Gender and Age - BCMM, 2017

Source: IHS Markit Regional eXplorer version 1417

In 2017, the Buffalo City Metropolitan Municipality's population consisted of 86.95% African (747 000), 6.54% White (56 200), 5.70% Coloured (48 900) and 0.81% Asian (6 950) people.

The largest share of population is within the young working age (25-44 years) age category with a total number of 311 000 or 36.2% of the total population. The age category with the second largest number of people is the babies and kids (0-14 years) age category with a total share of 26.0%, followed by the teenagers and youth (15-24 years) age category with 141 000 people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 54 500 people, as reflected in the population pyramids below.

d) Population Pyramids

Definition: A population pyramid is a graphic representation of the population categorised by gender and age, for a specific year and region. The horizontal axis depicts the share of people, where the male population is charted on the left-hand side and the female population on the right-hand side of the vertical axis. The vertical axis is divided in 5-year age categories.

With the African population group representing 87.0% of the Buffalo City Metropolitan Municipality's total population, the overall population pyramid for the region will mostly reflect that of the African population group. The chart below compares Buffalo City's population structure of 2017 to that of South Africa.

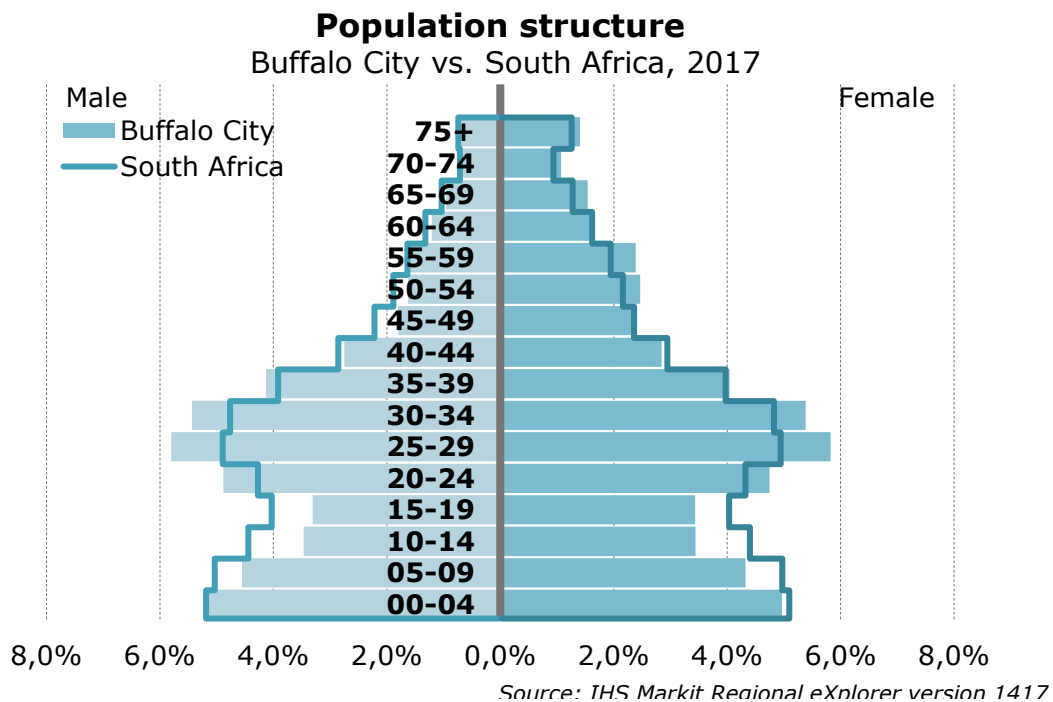


Figure 13: Population pyramid - BCMM vs South Africa, 2017

By comparing the population pyramid of the Buffalo City Metropolitan Municipality with the national age structure, the most significant differences are:

- There is a significantly larger share of young working age people - aged 20 to 34 (32.1%) - in Buffalo City, compared to the national picture (28.0%).
- The area appears to be a migrant receiving area, with many of people migrating into Buffalo City, either from abroad, or from the more rural areas in the country looking for better opportunities.
- Fertility in Buffalo City is slightly lower compared to South Africa as a whole.
- Spatial policies changed since 1994.
- The share of children between the ages of 0 to 14 years is significant smaller (26.0%) in Buffalo City compared to South Africa (29.1%). Demand for expenditure on schooling as percentage of total budget within Buffalo City Metropolitan Municipality will therefore be lower than that of South Africa.

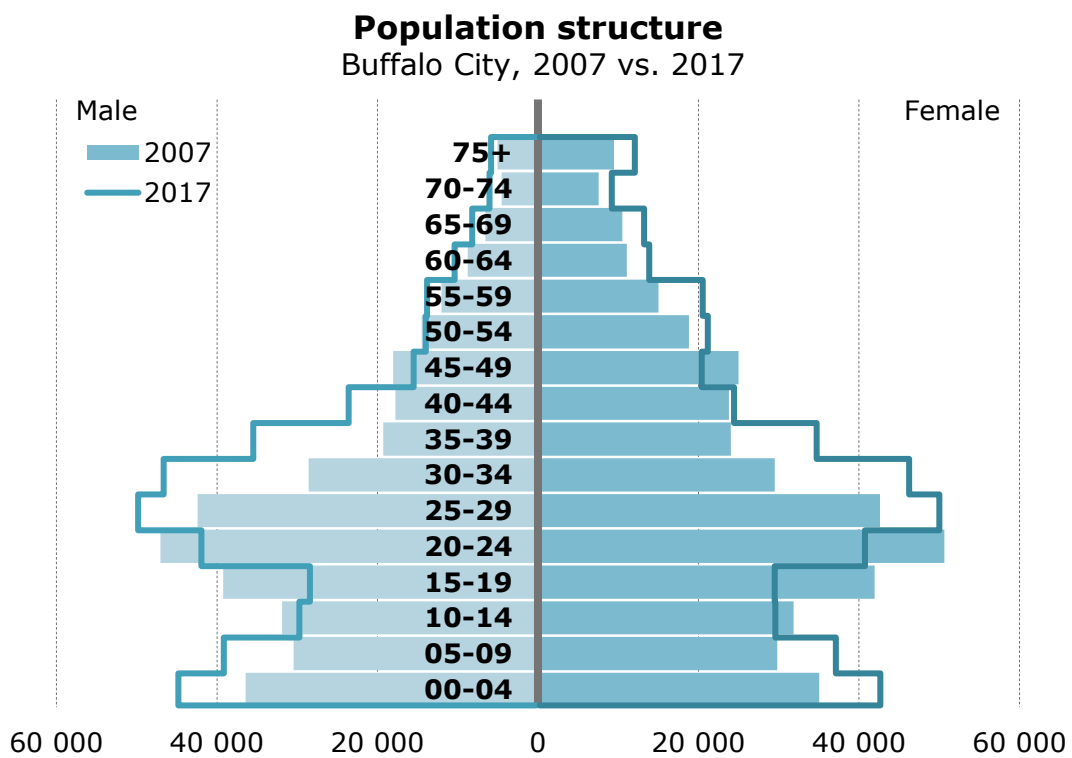


Figure 14: Population Pyramid BCMM, 2007 vs 2017

When comparing the 2007 population pyramid with the 2017 pyramid for the Buffalo City Metropolitan Municipality, some interesting differences are visible:

- In 2007, there were a slightly smaller share of young working age people - aged 20 to 34 (31.3%) - compared to 2017 (32.1%).
- Fertility in 2007 was slightly lower compared to that of 2017.
- The share of children between the ages of 0 to 14 years is slightly smaller in 2007 (25.4%) compared to 2017 (26.0%).
- Life expectancy is increasing.

In 2017, the female population for the 20 to 34 years age group amounted to 16.0% of the total female population while the male population group for the same age amounted to 15.3% of the total male population. In 2007 the male working age population at 16.1% still exceeds that of the female population working age population at 16.0%.

e) Number of Households by Population Group

Definition: A household is either a group of people who live together and provide themselves jointly with food and/or other essentials for living, or it is a single person living on his/her own. An individual is considered part of a household if he/she spends at least four nights a week within the household. To categorise a household according to population group, the population group to which the head of the household belongs, is used.

If the number of households is growing at a faster rate than that of the population it means that the average household size is decreasing, and vice versa. In 2017, the Buffalo City Metropolitan Municipality comprised of 251 000 households. This equates to an average annual growth rate of 1.66% in the number of households from 2007 to 2017. With an average annual growth rate of 1.11% in the total population, the average household size in the Buffalo City Metropolitan Municipality is by implication decreasing. This is confirmed by the data where the average household size in 2007 decreased from approximately 3.6 individuals per household to 3.4 persons per household in 2017.

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
2007	213,000	1,600,000	13,100,000	13.3%	1.62%
2008	217,000	1,630,000	13,400,000	13.3%	1.62%
2009	222,000	1,670,000	13,700,000	13.3%	1.62%
2010	224,000	1,680,000	13,900,000	13.3%	1.61%
2011	226,000	1,700,000	14,200,000	13.3%	1.59%

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
2012	229,000	1,710,000	14,500,000	13.4%	1.58%
2013	231,000	1,730,000	14,700,000	13.4%	1.57%
2014	234,000	1,740,000	15,000,000	13.4%	1.56%
2015	239,000	1,770,000	15,400,000	13.5%	1.55%
2016	245,000	1,810,000	15,700,000	13.5%	1.55%
2017	251,000	1,860,000	16,100,000	13.5%	1.56%
Average Annual growth					
2007-2017	1.66%	1.52%	2.03%		

Table 6: Number of households, BCMM, Eastern Cape and National Total, 2007-2017

Source: IHS Markit Regional eXplorer version 1417

Relative to the province, the Buffalo City Metropolitan Municipality had a higher average annual growth rate of 1.66% from 2007 to 2017. In contrast, the South Africa had a total of 16.1 million households, with a growth rate of 2.03%, thus growing at a higher rate than the Buffalo City.

The composition of the households by population group consists of 86.3% which is ascribed to the African population group with the largest number of households by population group. The White population group had a total composition of 7.9% (ranking second). The Coloured population group had a total composition of 4.6% of the total households. The smallest population group by households is the Asian population group with only 1.3% in 2017.

Number of Households by Population group

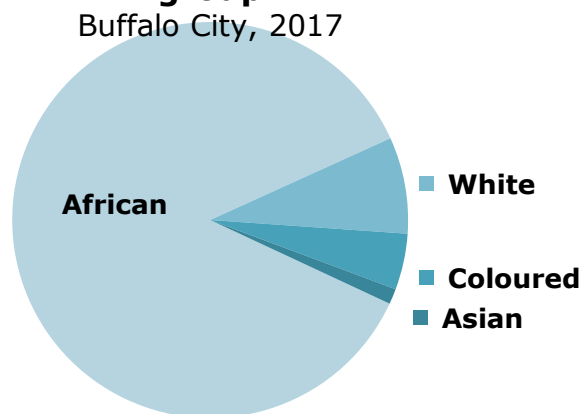
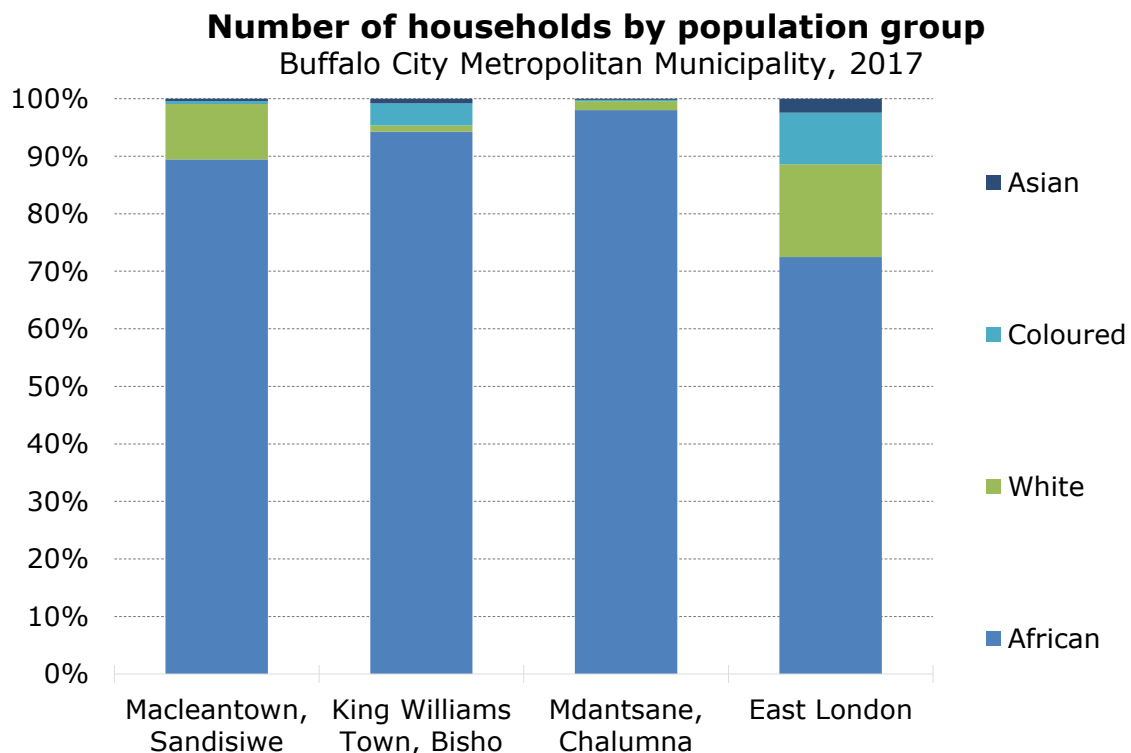


Figure 15: Number of households by population group, BCMM 2017

Source: IHS Markit Regional eXplorer version 1417

The growth in the number of African headed households was on average 1.86% per annum between 2007 and 2017, which translates in the number of households increasing by 36 400 in the period. Although the Asian population group is not the biggest in size, it was however the fastest growing population group between 2007 and 2017 at 6.10%. The average annual growth rate in the number of households for all the other population groups has increased with 1.62%.



Source: IHS Markit Regional eXplorer version 1417

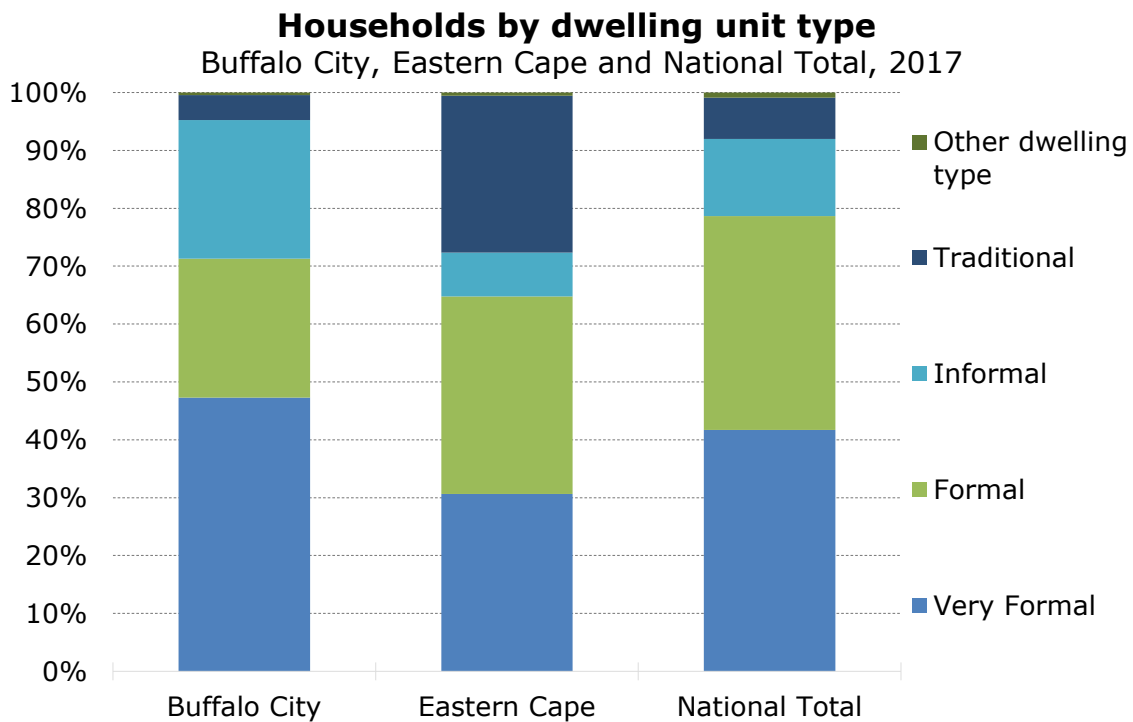
Figure 16: Number of households by population group - sub-metro regions of BCMM, 2017

f) Households by Dwelling Types

Using the StatsSA definition of a household and a dwelling unit, households can be categorised according to type of dwelling. The categories are:

- **Very formal dwellings** - structures built according to approved plans, e.g. houses on a separate stand, flats or apartments, townhouses, rooms in backyards that also have running water and flush toilets within the dwelling. .
- **Formal dwellings** - structures built according to approved plans, i.e. house on a separate stand, flat or apartment, townhouse, room in backyard, rooms or flatlet elsewhere etc, but without running water or without a flush toilet within the dwelling.

- **Informal dwellings** - shacks or shanties in informal settlements, serviced stands, or proclaimed townships, as well as shacks in the backyards of other dwelling types.
- **Traditional dwellings** - structures made of clay, mud, reeds, or other locally available material.
- **Other dwelling units** - tents, ships, caravans, etc.



Source: IHS Markit Regional eXplorer version 1417

Figure 17: Households by dwelling unit type

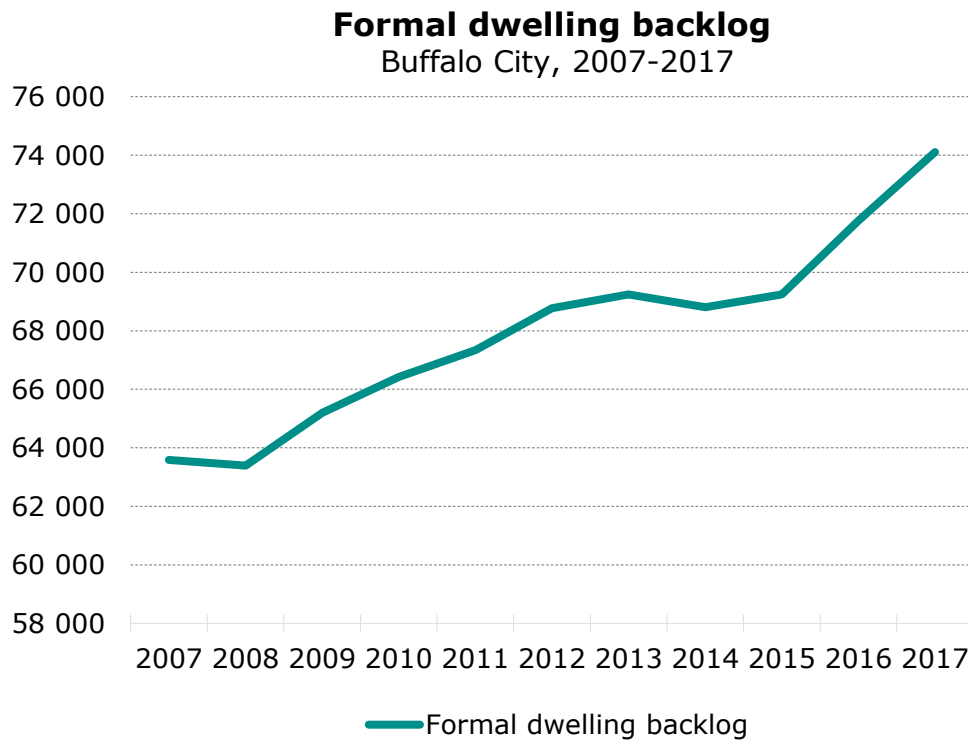
Buffalo City Metropolitan Municipality had a total number of 122 000 (47.28% of total households) very formal dwelling units, a total of 62 000 (24.02% of total households) formal dwelling units and a total number of 61 900 (23.96% of total households) informal dwelling units.

	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Macleantown, Sandisiwe	7,410	4,680	4,110	864	84	17,200
King William's Town, Bisho	31,300	17,500	15,800	4,160	306	69,000
Mdantsane, Chalumna	38,600	18,600	19,400	2,840	358	79,900
East London	44,700	21,300	22,500	3,210	413	92,200
Total Buffalo City	122,096	62,041	61,867	11,078	1,161	258,243

Figure 18: Households by dwelling type, 2017

Source: IHS Markit Regional eXplorer version 1417

The region within the Buffalo City Metropolitan Municipality with the highest number of very formal dwelling units is the East London Sub-metro Region with 44 700 or a share of 36.65% of the total very formal dwelling units within Buffalo City Metropolitan Municipality. The region with the lowest number of very formal dwelling units is the Macleantown, Sandisiwe Sub-metro Region with a total of 7 410 or a share of 6.07% of the total very formal dwelling units within Buffalo City Metropolitan Municipality.



Source: IHS Markit Regional eXplorer version 1417

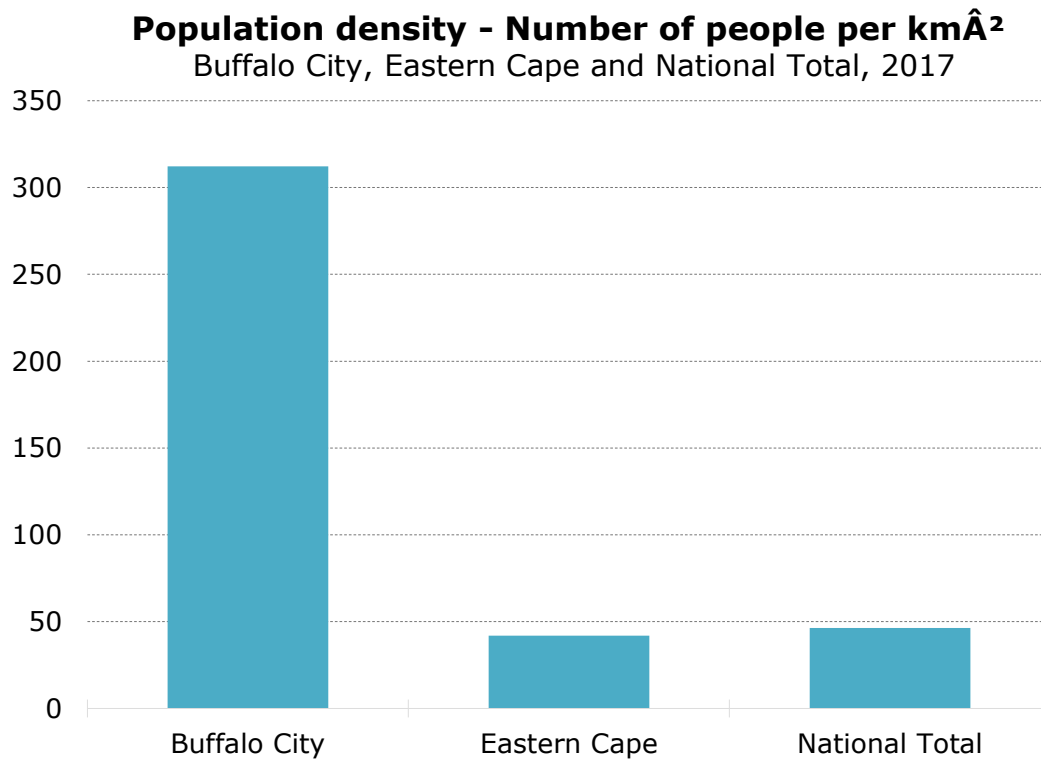
Figure 19: Formal dwelling backlog - number of households not living in a formal dwelling - BCMM, 2007-2017

When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2007 the number of households not living in a formal dwelling were 63 600 within Buffalo City Metropolitan Municipality. From 2007 this number increased annually at 1.54% to 74 100 in 2017.

The total number of households within Buffalo City Metropolitan Municipality increased at an average annual rate of 1.66% from 2007 to 2017, which is higher than the annual increase of 2.03% in the number of households in South Africa.

g) Population Density

Definition: Population density measures the concentration of people in a region. To calculate this, the population of a region is divided by the area size of that region. The output is presented as the number of people per square kilometre.



Source: IHS Markit Regional eXplorer version 1417

Figure 20: Population density - BCMM, Eastern Cape and National Total, 2017

In 2017, with an average of 312 people per square kilometre, Buffalo City Metropolitan Municipality had a higher population density than Eastern Cape (41.9 people per square kilometre). Compared to South Africa (46.3 per square kilometre) it can be seen that there are more people living per square kilometre in Buffalo City Metropolitan Municipality than in South Africa.

	Buffalo City	Nelson Mandela Bay	Sarah Baartman	Amatole	Chris Hani	Joe Gqabi	O.R.Tambo	Alfred Nzo
2007	279.68	560.10	7.29	41.96	22.01	13.64	111.01	74.04
2008	281.33	567.03	7.39	41.58	22.04	13.63	111.70	74.33
2009	283.76	575.35	7.52	41.30	22.13	13.67	112.65	74.80
2010	286.76	584.52	7.65	41.09	22.24	13.74	113.76	75.37

	Buffalo City	Nelson Mandela Bay	Sarah Baartman	Amatole	Chris Hani	Joe Gqabi	O.R.Tambo	Alfred Nzo
2011	289.92	593.87	7.78	40.91	22.33	13.84	114.93	76.02
2012	293.21	603.33	7.91	40.74	22.42	13.95	116.03	76.63
2013	296.86	613.05	8.05	40.68	22.56	14.09	117.29	77.37
2014	300.69	622.78	8.19	40.69	22.72	14.24	118.65	78.18
2015	304.55	632.28	8.32	40.77	22.91	14.40	120.06	79.04
2016	308.38	641.45	8.45	40.90	23.11	14.56	121.50	79.92
2017	312.21	650.41	8.58	41.07	23.33	14.73	122.92	80.79
Average Annual growth								
2007-2017	1.11%	1.51%	1.65%	-0.21%	0.58%	0.77%	1.02%	0.88%

Table 7: Population density - Buffalo City and the rest of Eastern Cape, 2007-2017 [number of people per km]

Source: IHS Markit Regional eXplorer version 1417

In 2017, Buffalo City Metropolitan Municipality had a population density of 312 per square kilometre and it ranked highest amongst its peers. The region with the highest population density per square kilometre was the Nelson Mandela Bay with a total population density of 650 per square kilometre per annum. In terms of growth, Buffalo City Metropolitan Municipality had an average annual growth in its population density of 1.11% per square kilometre per annum. The region with the highest growth rate in the population density per square kilometre was Sarah Baartman with an average annual growth rate of 1.65% per square kilometre. In 2017, the region with the lowest population density within Eastern Cape Province was Sarah Baartman with 8.58 people per square kilometre. The region with the lowest average annual growth rate was the Amatole with an average annual growth rate of -0.21% people per square kilometre over the period under discussion.

Using population density instead of the total number of people creates a better basis for comparing different regions or economies. A higher population density influences the provision of household infrastructure, quality of services, and access to resources like medical care, schools, sewage treatment, community centres, etc.

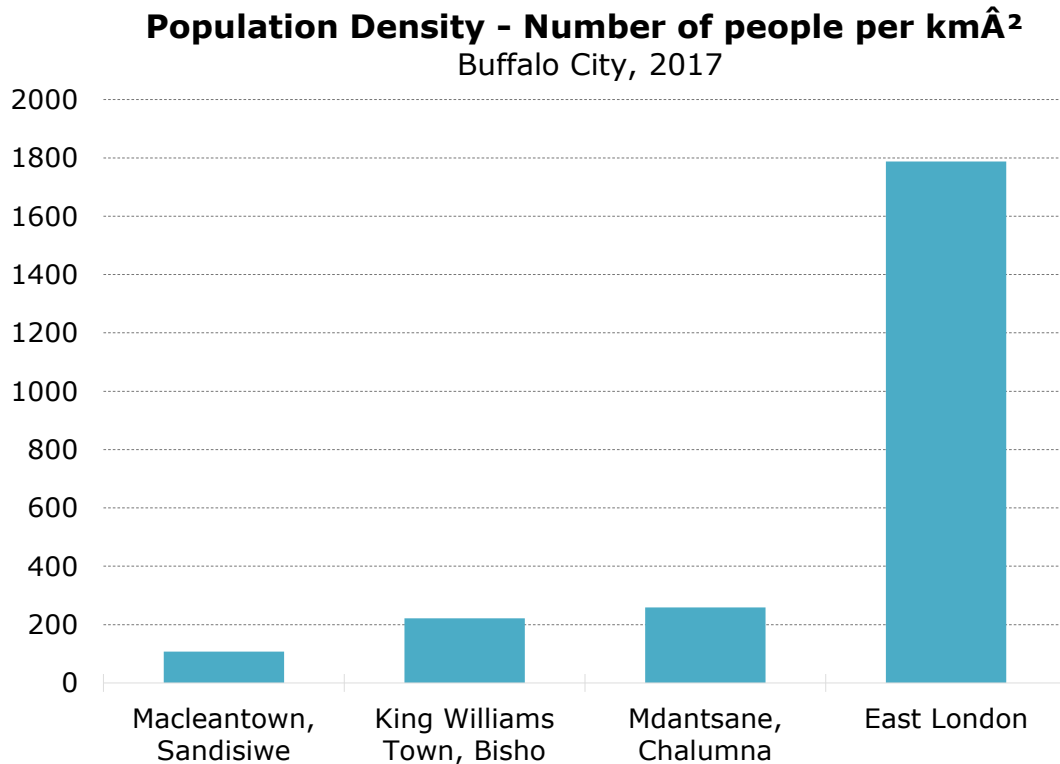


Figure 21: CHART 2. Population Density - Macleantown, Sandisiwe, King William's Town, Bisho, Mdantsane, Chalumna and East London sub-metro regions, 2017

In terms of the population density for each of the regions within the Buffalo City Metropolitan Municipality, East London Sub-metro Region had the highest density, with 1 790 people per square kilometre. The lowest population density can be observed in the Macleantown, Sandisiwe Sub-metro Region with a total of 107 people per square kilometre.

3. SOCIAL CHARACTERISTICS

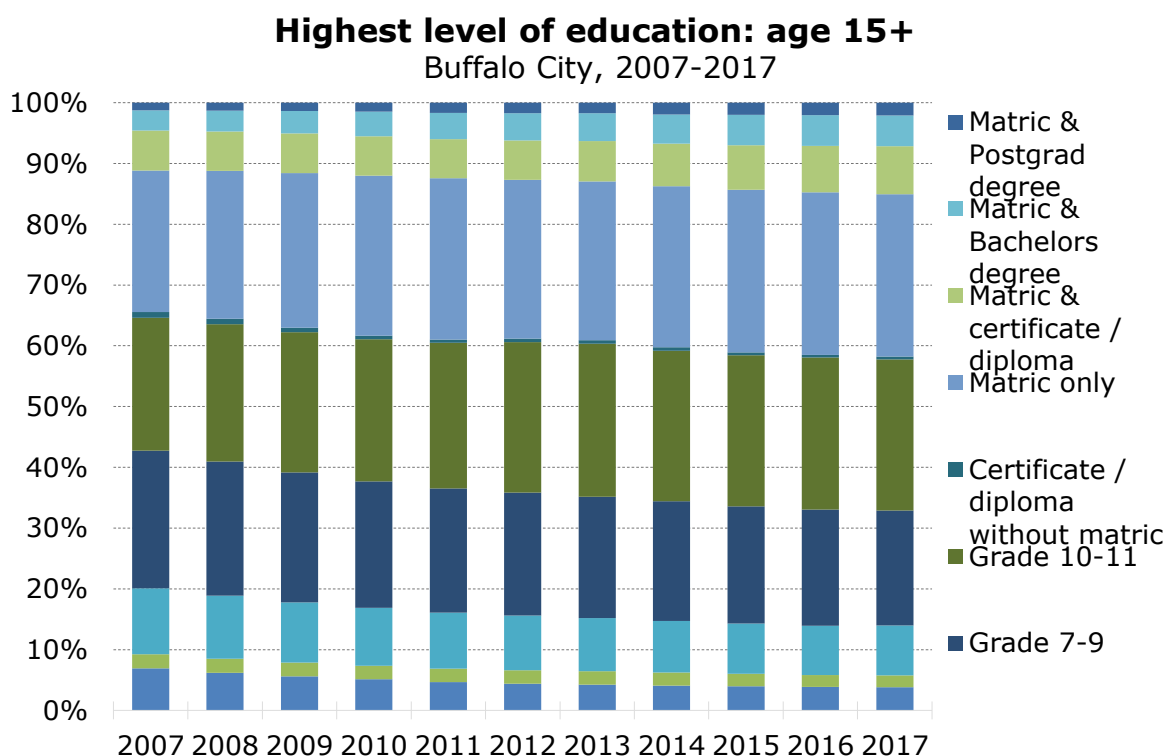
3.1 Education

The effects of education (or non-education) are extensive throughout society. Education links directly to poverty-reduction efforts, with poverty levels tending to be lower among families in which the head of the household has had some education than in those where the head of the household has no education. Education is also directly related to improved health and adversely related to premature death rates among children. Even with improved education levels, jobs may still be hard to find, although education considerably enhances the chances of finding employment.

Educating is important to the economic growth in a country and the development of its industries, providing a trained workforce and skilled professionals required.

The education measure represents the highest level of education of an individual, using the 15 years and older age category. (According to the United Nations definition of education, one is an adult when 15 years or older. IHS uses this cut-off point to allow for cross-country comparisons. Furthermore, the age of 15 is also the legal age at which children may leave school in South Africa).

a) Highest Level of Education



Source: IHS Markit Regional eXplorer version 1417

Figure 22: Highest Level of Education: Age 15+ - BCMM, 2007-2017

Within Buffalo City Metropolitan Municipality, the number of people without any schooling decreased from 2007 to 2017 with an average annual rate of -4.24%, while the number of people within the 'matric only' category, increased from 115,000 to 154,000. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 3.41%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 6.12%. Overall improvement in the level of education is visible with an increase in the number of people with 'matric' or higher education.

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
No schooling	22,100	316,000	2,280,000	7.0%	0.97%
Grade 0-2	11,300	120,000	687,000	9.4%	1.64%
Grade 3-6	47,300	559,000	3,110,000	8.5%	1.52%
Grade 7-9	109,000	940,000	6,040,000	11.6%	1.81%
Grade 10-11	144,000	987,000	8,370,000	14.6%	1.72%
Certificate / diploma without matric	2,730	15,300	192,000	17.9%	1.43%
Matric only	154,000	861,000	10,400,000	17.9%	1.48%
Matric certificate / diploma	45,500	207,000	2,140,000	22.0%	2.12%
Matric Bachelors degree	29,500	127,000	1,530,000	23.2%	1.92%
Matric Postgrad degree	12,100	54,800	753,000	22.0%	1.60%

Table 8: Highest Level of Education: Age 15+ - BCMM, Eastern Cape and National Total, 2017

Source: IHS Markit Regional eXplorer version 1417

The number of people without any schooling in Buffalo City Metropolitan Municipality accounts for 7.01% of the number of people without schooling in the province and a total share of 0.97% of the national. In 2017, the number of people in Buffalo City Metropolitan Municipality with a matric only was 154,000 which is a share of 17.90% of the province's total number of people that has obtained a matric. The number of people with a matric and a Postgrad degree constitutes 23.16% of the province and 1.92% of the national.

b) Functional Literacy

Definition: For the purpose of this report, IHS defines functional literacy as the number of people in a region that are 20 years and older and have completed at least their primary education (i.e. grade 7).

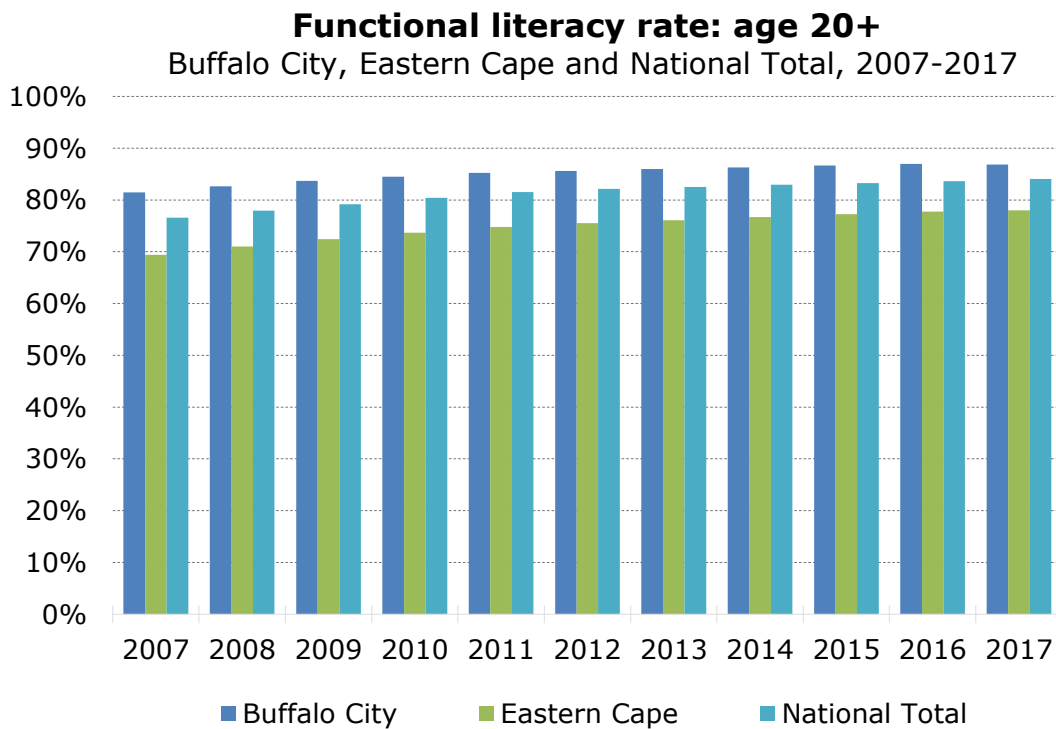
Functional literacy describes the reading and writing skills that are adequate for an individual to cope with the demands of everyday life - including the demands posed in the workplace. This is contrasted with illiteracy in the strictest sense, meaning the inability to read or write. Functional literacy enables individuals to enter the labour market and contribute towards economic growth thereby reducing poverty.

	Illiterate	Literate	%
2007	106,329	468,051	81.5%
2008	100,247	477,434	82.6%
2009	94,989	487,235	83.7%
2010	90,963	496,803	84.5%
2011	87,552	505,601	85.2%
2012	86,009	512,492	85.6%
2013	85,003	520,074	86.0%
2014	83,957	528,406	86.3%
2015	82,793	537,117	86.6%
2016	81,954	545,754	86.9%
2017	83,418	552,138	86.9%
Average Annual growth			
2007-2017	-2.40%	1.67%	0.64%

Table 9: Functional Literacy: Age 20+, Completed Grade 7 or Higher - BCMM, 2007-2017

Source: IHS Markit Regional eXplorer version 1417

A total of 552 000 individuals in Buffalo City Metropolitan Municipality were considered functionally literate in 2017, while 83 400 people were considered to be illiterate. Expressed as a rate, this amounts to 86.87% of the population, which is an increase of 0.054 percentage points since 2007 (81.49%). The number of illiterate individuals decreased on average by -2.40% annually from 2007 to 2017, with the number of functional literate people increasing at 1.67% annually.



Source: IHS Markit Regional eXplorer version 1417

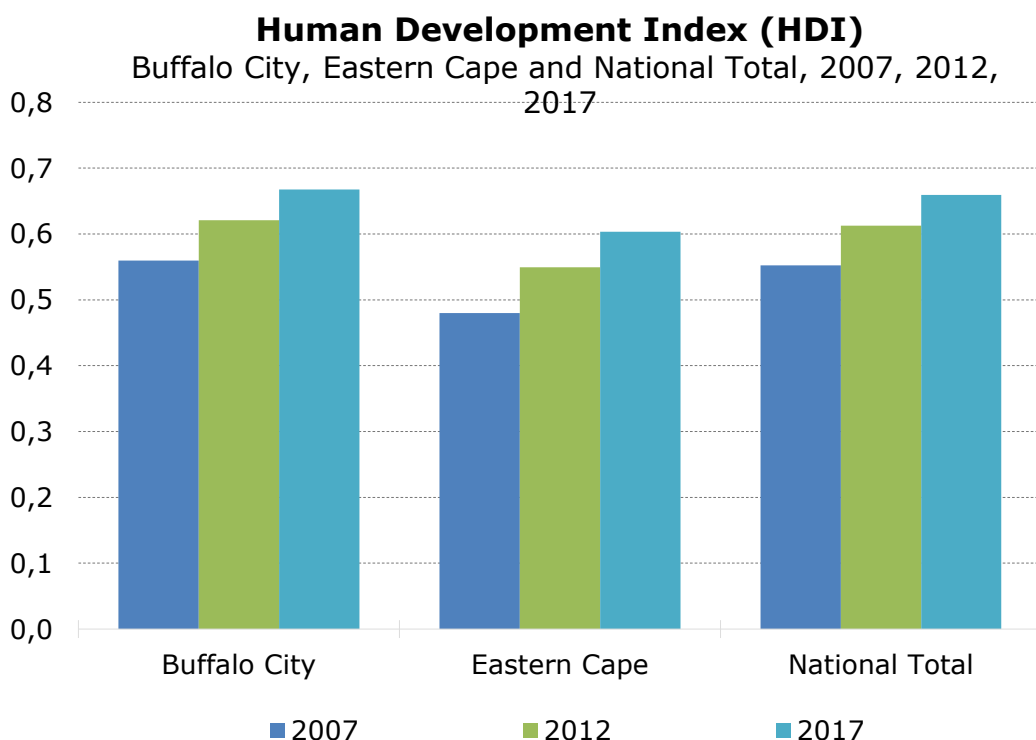
Figure 23: Functional Literacy: Age 20+, Completed Grade 7 or Higher - Buffalo City, Eastern Cape and National Total, 2007-2017

Buffalo City Metropolitan Municipality's functional literacy rate of 86.87% in 2017 is higher than that of Eastern Cape at 78.02%. When comparing to National Total as whole, which has a functional literacy rate of 84.07%, it can be seen that the functional literacy rate is lower than that of the Buffalo City Metropolitan Municipality.

3.2 Human Development Index (HDI)

Definition: The Human Development Index (HDI) is a composite relative index used to compare human development across population groups or regions.

HDI is the combination of three basic dimensions of human development: A long and healthy life, knowledge and a decent standard of living. A long and healthy life is typically measured using life expectancy at birth. Knowledge is normally based on adult literacy and / or the combination of enrolment in primary, secondary and tertiary schools. In order to gauge a decent standard of living, we make use of GDP per capita. On a technical note, the HDI can have a maximum value of 1, indicating a very high level of human development, while the minimum value is 0, indicating no human development.



Source: IHS Markit Regional eXplorer version 1417

Figure 24: Human Development Index (HDI) - Buffalo City, Eastern Cape and National Total, 2007, 2012, 2017

In 2017 Buffalo City Metropolitan Municipality had an HDI of 0.668 compared to the Eastern Cape with a HDI of 0.604 and 0.659 of National Total as a whole. Seeing that South Africa recorded a lower HDI in 2017 when compared to Buffalo City Metropolitan Municipality which translates to better human development for Buffalo City Metropolitan Municipality compared to South Africa. South Africa's HDI increased at an average annual growth rate of 1.79% and this increase is higher than that of Buffalo City Metropolitan Municipality (1.77%).

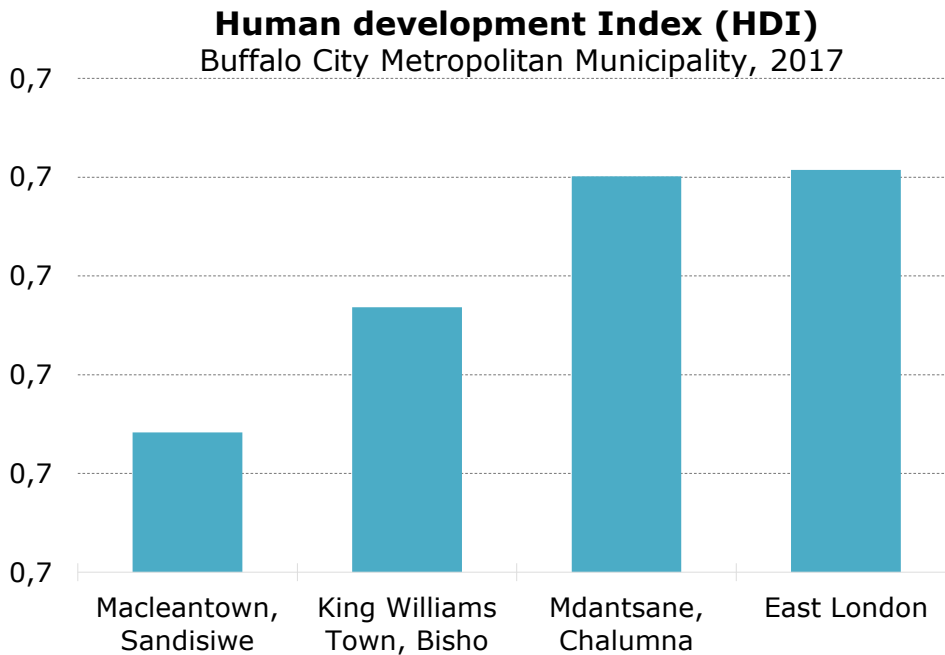


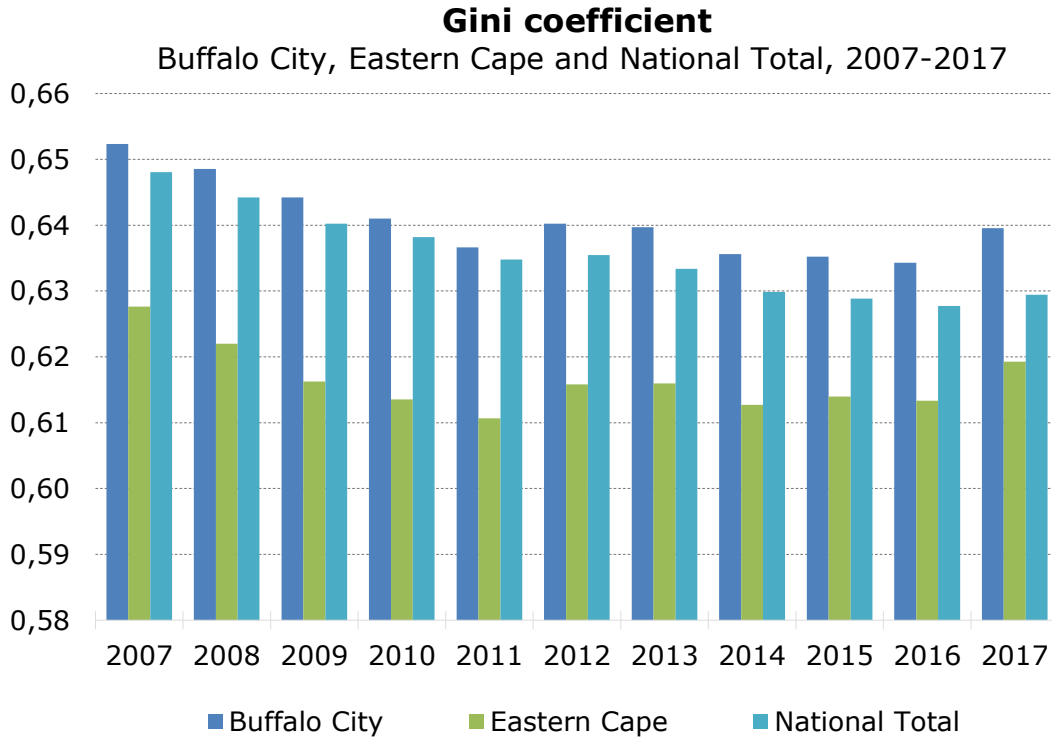
Figure 25: Human development Index (HDI) - Macleantown, Sandisiwe, King Williams Town, Bisho, Mdantsane, Chalumna and East London sub-metro regions, 2017

In terms of the HDI for each the regions within the Buffalo City Metropolitan Municipality, East London Sub-metro Region has the highest HDI, with an index value of 0.67. The lowest can be observed in the Macleantown, Sandisiwe Sub-metro Region with an index value of 0.657.

3.3 Gini Coefficient

Definition: The Gini coefficient is a summary statistic of income inequality. It varies from 0 to 1.

If the Gini coefficient is equal to zero, income is distributed in a perfectly equal manner, in other words there is no variance between the high and low income earners within the population. In contrast, if the Gini coefficient equals 1, income is completely inequitable, i.e. one individual in the population is earning all the income and the rest has no income. Generally this coefficient lies in the range between 0.25 and 0.70.



Source: IHS Markit Regional eXplorer version 1417

Figure 26: Gini coefficient - Buffalo City, Eastern Cape and National Total, 2007-2017

In 2017, the Gini coefficient in Buffalo City Metropolitan Municipality was at 0.64, which reflects a decrease in the number over the ten-year period from 2007 to 2017. The Eastern Cape Province and South Africa had a Gini coefficient of 0.619 and 0.629 respectively. Buffalo City Metropolitan Municipality had the highest Gini Coefficient when comparing to Eastern Cape Province and South Africa as a whole.

	African	White	Coloured	Asian
2007	0.61	0.46	0.56	0.50
2017	0.60	0.44	0.56	0.47
Average Annual growth				
2007-2017	-0.15%	-0.56%	-0.08%	-0.60%

Table 10: Gini coefficient by population group - Buffalo City, 2007, 2017

Source: IHS Markit Regional eXplorer version 1417

When segmenting the Buffalo City Metropolitan Municipality into population groups, it can be seen that the Gini coefficient for the Coloured population group decreased the least amongst the population groups with an average annual growth rate of -0.08%. The Gini coefficient for the Asian population group decreased the most with an average annual growth rate of -0.60%. This implies that all the population groups have improved in terms of income equality within its own population group over the period.

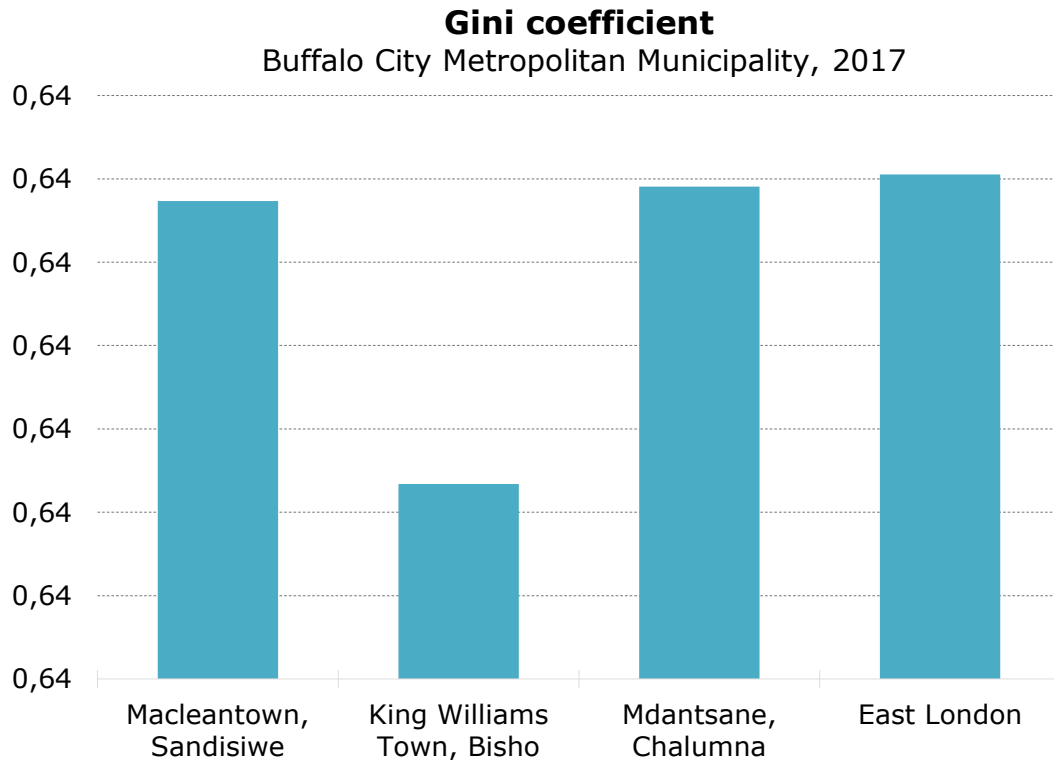


Figure 27: Gini coefficient - Macleantown, Sandisiwe, King Williams Town, Bisho, Mdantsane, Chalumna and East London sub-metro regions, 2017

In terms of the Gini coefficient for each of the regions within the Buffalo City Metropolitan Municipality, East London Sub-metro Region has the highest Gini coefficient, with an index value of 0.64. The lowest Gini coefficient can be observed in the King Williams Town, Bisho Sub-metro Region with an index value of 0.638.

3.4 Poverty

Definition: The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other. This variable measures the number of individuals living below that particular level of consumption for the given area and is balanced directly to the official upper poverty rate as measured by StatsSA.

a) Number and percentage of people in poverty

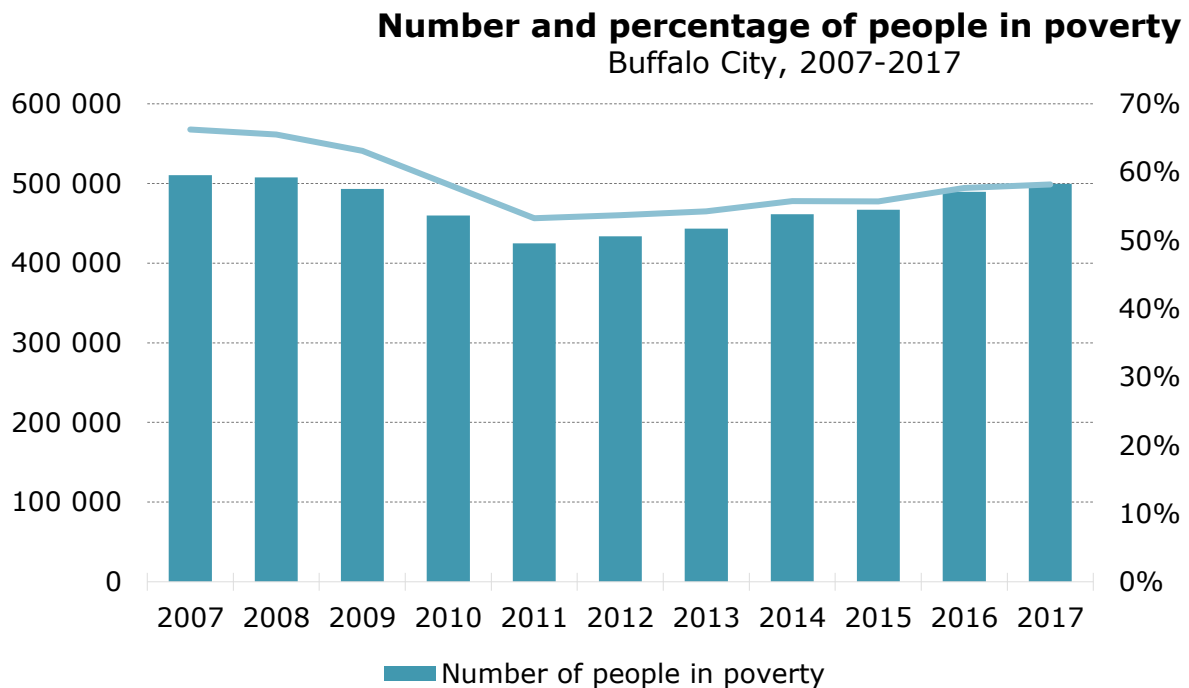


Figure 28: CHART 1. Number and percentage of people living in poverty - Buffalo City Metropolitan Municipality, 2007-2017

Source: IHS Markit Regional eXplorer version 1417

In 2017, there were 500 000 people living in poverty, using the upper poverty line definition, across Buffalo City Metropolitan Municipality - this is 2.09% lower than the 510 000 in 2007. The percentage of people living in poverty has decreased from 66.24% in 2007 to 58.18% in 2017, which indicates a decrease of 8.05 percentage points.

	African	White	Coloured	Asian
2007	73.6%	1.6%	48.7%	8.4%
2008	72.9%	1.7%	46.5%	9.9%
2009	70.4%	1.6%	42.1%	9.2%
2010	65.0%	1.2%	37.8%	7.1%
2011	59.4%	0.7%	34.0%	4.6%
2012	59.8%	0.7%	35.5%	4.5%
2013	60.3%	0.6%	36.8%	4.3%

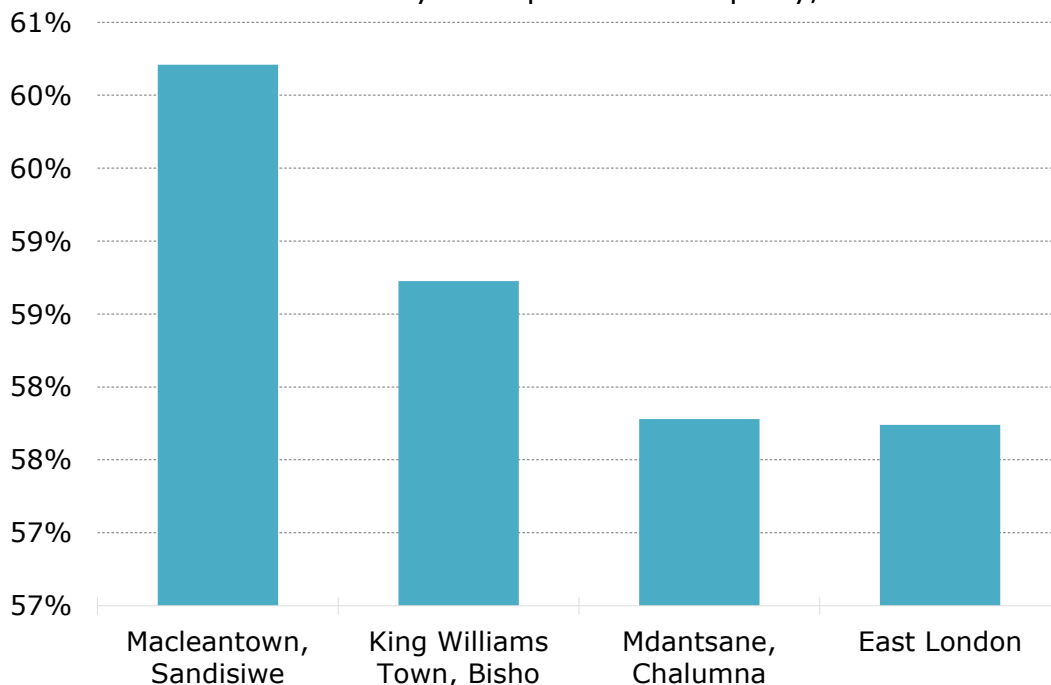
	African	White	Coloured	Asian
2014	61.8%	0.7%	38.9%	4.1%
2015	61.6%	0.8%	39.4%	3.7%
2016	63.6%	1.2%	41.2%	4.7%
2017	64.1%	1.5%	41.0%	5.6%

Table 11: Percentage of people living in poverty by population group - Buffalo City, 2007-2017

Source: IHS Markit Regional eXplorer version 1417

In 2017, the population group with the highest percentage of people living in poverty was the African population group with a total of 73.6% people living in poverty, using the upper poverty line definition. The proportion of the African population group, living in poverty, decreased by 9.51 percentage points, as can be seen by the change from 73.63% in 2007 to 64.12% in 2017. In 2017 1.45% of the White population group lived in poverty, as compared to the 1.56% in 2007. The Coloured and the Asian population group saw a decrease in the percentage of people living in poverty, with a decrease of 7.72 and 2.77 percentage points respectively.

Percentage of people living in poverty
Buffalo City Metropolitan Municipality, 2017



Source: IHS Markit Regional eXplorer version 1417

Figure 29: Percentage of people living in poverty - Macleantown, Sandisiwe, King Williams Town, Bisho, Mdantsane, Chalumna and East London sub-metro regions, 2017

In terms of the percentage of people living in poverty for each of the regions within the Buffalo City Metropolitan Municipality, Macleantown, Sandisiwe Sub-metro Region has the highest percentage of people living in poverty, using the upper poverty line definition, with a total of 60.2%. The lowest percentage of people living in poverty can be observed in the East London Sub-metro Region with a total of 57.7% living in poverty, using the upper poverty line definition.

b) Poverty Gap Rate

Definition: The poverty gap is used as an indicator to measure the depth of poverty. The gap measures the average distance of the population from the poverty line and is expressed as a percentage of the upper bound poverty line, as defined by StatsSA. The Poverty Gap deals with a major shortcoming of the poverty rate, which does not give any indication of the depth, of poverty. The upper poverty line is defined by StatsSA as the level of consumption at which individuals are able to purchase both sufficient food and non-food items without sacrificing one for the other.

It is estimated that the poverty gap rate in Buffalo City Metropolitan Municipality amounted to 31.0% in 2017 - the rate needed to bring all poor households up to the poverty line and out of poverty.

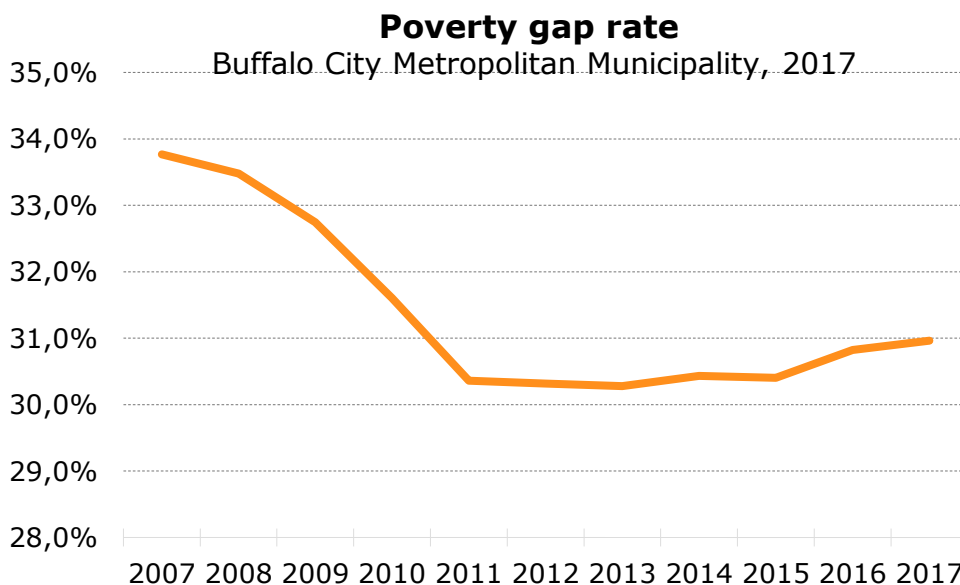


Figure 30: Poverty Gap rate by population group - BCMM, 2007-2017

Source: IHS Markit Regional eXplorer version 1417

In 2017, the poverty gap rate was 31.0% and in 2007 the poverty gap rate was 33.8%, it can be seen that the poverty gap rate decreased from 2007 to 2017, which means that there were improvements in terms of the depth of the poverty within Buffalo City Metropolitan Municipality.

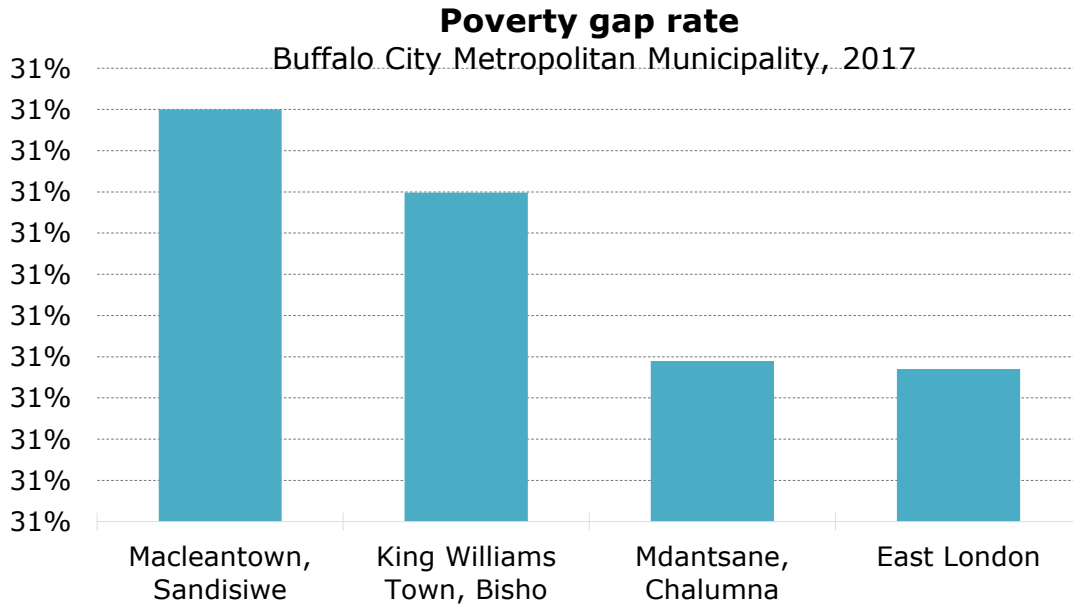


Figure 31: TABLE 1. Poverty gap rate - Macleantown, Sandisiwe, King Williams Town, Bisho, Mdantsane, Chalumna and East London sub-metro regions, 2017

In terms of the poverty gap rate for each of the regions within the Buffalo City Metropolitan Municipality, Macleantown, Sandisiwe Sub-metro Region had the highest poverty gap rate, with a rand value of 31.0%. The lowest poverty gap rate can be observed in the East London Sub-metro Region with a total of 24.0%.

4. HEALTH

4.1 District Demography

The map shows the sub-districts where there is the greatest concentration of the population. The population pyramids (2006 and 2016) show the breakdown of the population into age groups for males and females.

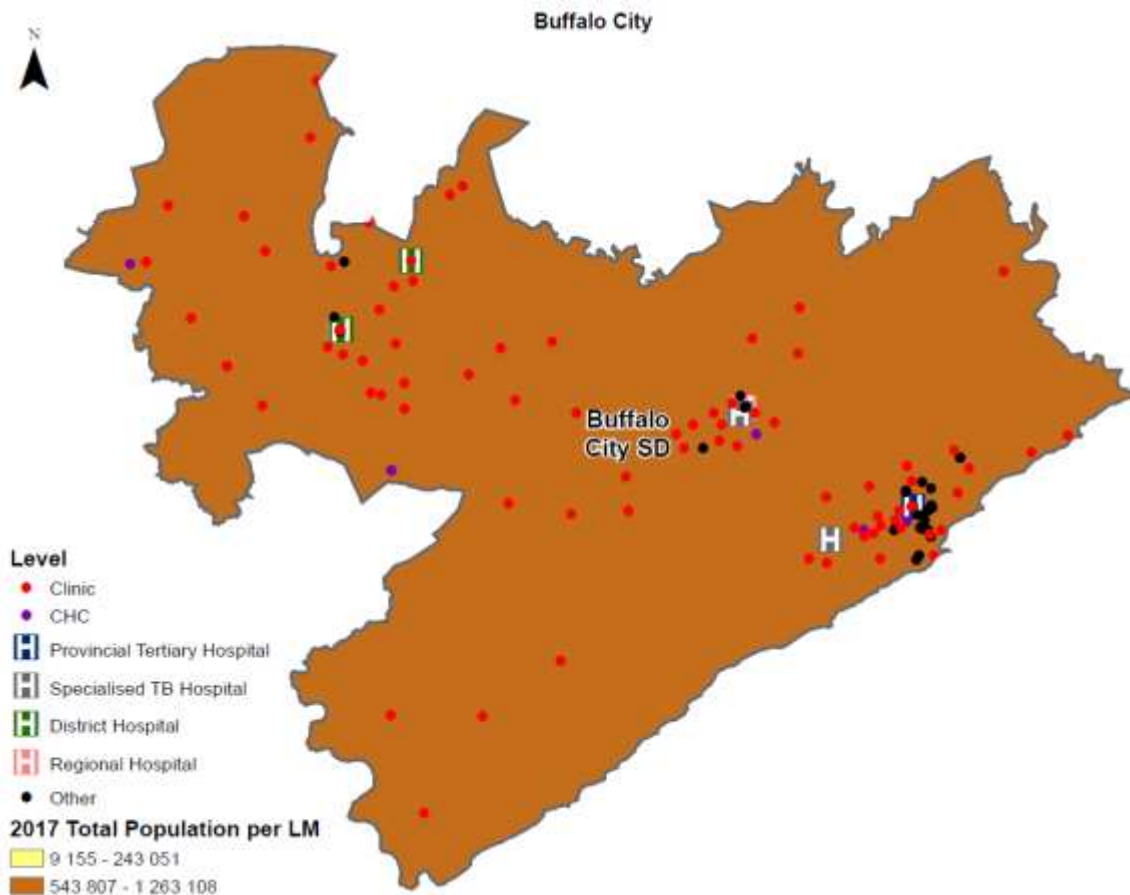


Figure 32: Health Demography for BCMM

Whilst Buffalo City Metro has made significant strides in improving the lives of the people within the Metro as evidenced by the percentage of access to water and sanitation, the unemployment rate and literacy levels remain worrying.

Buffalo City Metro has a young population with an under 5's and a 15-39 years of age bulge. The majority of the population is at the East London Sub-district and this is where the majority of the public health facilities are. The Sub-district has 2 CHCs, a Chronic and a Tertiary Hospital within its jurisdiction. Whereas Mdantsane has 1 CHC, TB Specialized and Regional Hospitals. The Bisho/KWT area has 2 CHCs and 1 does not provide a 24-hr service. The 2 District Hospitals in the Health District are situated in this Sub-district.

The District is in constant engagement with the Regional and Tertiary Institutions. To this end, there is a Maternity Birthing Unit (MBU) that is being planned within Cecilia Makiwane Hospital in order to respond to the maternal and child health needs of the Sub-district. The housing of the Maternity Unit within the hospital is one of the strategies to reduce maternal deaths.

The Bisho and Grey Hospital rationalization project is under way. One of the objectives thereof is to deal with the inefficiencies that are demonstrated in the BUR, ALOS and PDE outcomes. It is envisaged that the rationalization of health services in the Bisho/KWT Sub-district will provide access of these services to the community and also improve the quality of health care that is provided. In the 2nd quarter of 2018/19, the average length of stay in Bisho was 4.9 days and in Grey Hospital, it was 6.7 days. The bed utilization rates were 49.5 and 71.5 percent respectively.

The Regional and Tertiary Hospitals are in the process of providing outreach services at the District Hospitals. Grey Hospital has a vibrant ARV unit which is going to benefit immensely from the support by Khethimpilo, the new District USAID partner.

4.2 Burden of disease - Leading causes of death in BCMM

BCM received support from FPD from 2012 to September 2018. Initially the support was provided by way of technical assistance through hybrid model. With the introduction of 90-90-90 Strategy, FPD expanded the support by providing direct service delivery in hospital through, among others, placement of HTS counsellors to improve access to HTS to all clients visiting and those admitted to hospital and data capturers to do back capturing and data verification in preparation of hospitals for signing off. 90-90-90 support from FPD and KI has yielded positive results in improving DIP targets and thus the HIV and TB outcomes which remain as the leading causes of death in Buffalo City Metro Health District. The District has also seen an upsurge in the statistics of severe malnutrition cases among the under 5s. A multi-disciplinary approach led by the DCSTs is beginning to show improvement in this area.

Percentage of deaths by broad causes and single leading causes

EC, Buffalo City: BUF
 Show history

EC, Buffalo City: BUF

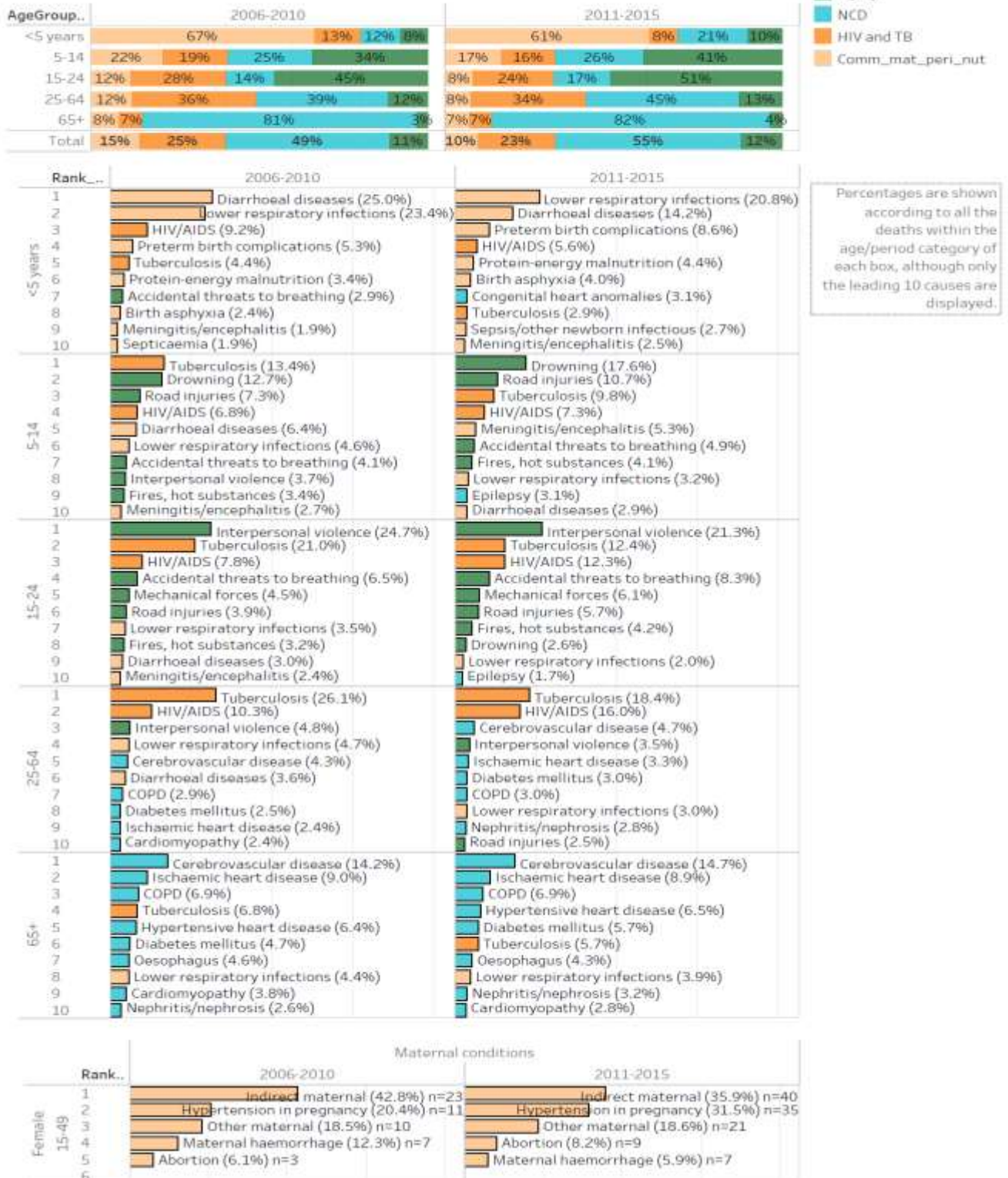


Figure 33: Percentage of deaths by broad causes and single causes

The tables here below provide data reported by BCMHD on entire value chain from coverage of services within the District to impact indicators for child and women's health and the leading communicable (HIV and TB) and non-communicable (hypertension and diabetes) diseases.

4.3 Women and Maternal Health

			LM2016 BUF_SD	District BUF	Province EC	Country ZA	
			Buffalo City SD	Buffalo City MM	Eastern Cape	South Africa	
Indicator	Impact	Maternal mortality in facility ratio (per100K)	2017/18	99.7	99.7	128.3	105.7
	Outcome	Delivery in 10 to 19 years in facility rate (%)	2017/18	6.6	6.6	15.4	12.7
		Antenatal client initiated on ART rate (%)	2017/18	84	84	86.6	93.9
	Output	Mother postnatal visit within 6 days rate (%)	2017/18	43.2	43.2	63.3	70.9
		Antenatal 1st visit before 20 weeks rate (%)	2017/18	66.9	66.9	64.8	66.6
		Couple year protection rate (%)	2017/18	34.1	34.1	48.9	59.8
		Cervical cancer screening coverage (%)	2017/18	86.3	86.3	64	61.2
Data element	Antenatal 1st visit - total (No)		2017/18	11 847	11 847	109 447	1 013 796
	Antenatal 1st visit before 20 weeks (No)		2017/18	7 926	7 926	70 962	675 305
	Antenatal client known HIV positive but NOT on ART ...		2017/18	2 003	2 003	14 997	131 979
	Antenatal client start on ART (No)		2017/18	1 683	1 683	12 985	123 973
	Cervical cancer screening 30 years and older (No)		2017/18	17 420	17 420	92 782	781 091
	Contraceptive years dispensed (No)		2017/18	67 763	67 763	711 400	6 940 471
	Delivery 10-19 years in facility (No)		2017/18	863	863	15 474	117 010
	Delivery in facility - total (No)		2017/18	13 095	13 095	100 759	924 063
	Live birth in facility (No)		2017/18	13 071	13 071	100 803	917 462
	Maternal death in facility (No)		2017/18	14	14	138	1 019
	Mother postnatal visit within 6 days after delivery (...)		2017/18	5 654	5 654	63 752	655 379

Figure 34: Women and Maternal Health

Source: DHIS.

BCMHD has improved in the cervical cancer screening performance and is ranked among the 10 best in the country. However, the couple year protection rate requires some attention. The 2nd quarter performance 2018/19 was reported as 47.4 percent. The District is in the process of implementing Adolescent Youth Friendly Services (AYFS) with the assistance of Bumbingomso and Beyond Zero. It is envisaged that this will assist in accessing health facilities for reproductive health services and thus improve the couple year protection rate. Although the ANC client initiated on ART rate is below the

targeted performance of 100 percent, the recorded 2017/18 performance demonstrates some improvement from the 2016/17 statistics.

4.4 Child Health

			LM2016 BUF_SD	District BUF	Province EC	Country ZA	
			Buffalo City SD	Buffalo City MM	Eastern Cape	South Africa	
Indicator	Impact	Death in facility under 1 year rate (%)	2017/18	4.5	4.5	8	7.1
		Death in facility under 5 years rate (%)	2017/18	3.8	3.8	5.7	4.7
		Diarrhoea case fatality under 5 years rate (%)	2017/18	1.9	1.9	3.6	2
		Early neonatal death in facility rate (per1K)	2017/18	12.5	13.3	11.8	10.2
		Neonatal death in facility rate (per1K)	2017/18	16.8	16.8	13.8	12.3
		Pneumonia case fatality under 5 years rate (%)	2017/18	0.66	0.66	3.7	2.5
		Severe acute malnutrition case fatality under 5 years rate ..	2017/18	13.6	13.6	11.8	7.4
Indicator	Outcome	Infant PCR test positive around 10 weeks rate (%)	2017/18	0.62	0.62	1.2	0.91
		Output	Immunisation under 1 year coverage (%)	2017/18	63.1	63.1	68.5
Infant exclusively breastfed at DTaP-IPV-Hib-HBV 3rd dose..	2017/18		28.2	28.2	46.7	47.8	
Measles 2nd dose coverage (%)	2017/18		62.5	62.5	65.6	76.4	
School Grade 1 screening coverage (%)	2017/18			13.8	25.5	33.2	
School Grade 8 screening coverage (%)	2017/18			1.7	20.3	21.8	
Vitamin A dose 12-59 months coverage (%)	2017/18		48.5	48.5	53.1	54.3	
Data element	Death in facility 0-7 days (No)		2017/18	174	174	1 188	9 313
	Death in facility 8-28 days (No)		2017/18	45	45	202	1 974
	Death in facility under 1 year (No)		2017/18	261	261	1 817	14 058
	Death in facility under 5 years (No)		2017/18	279	279	2 105	16 163
	Diarrhoea death under 5 years (No)		2017/18	8	8	125	565
	Diarrhoea separation under 5 years (No)		2017/18	411	411	3 491	28 189
	DTaP-IPV-Hib-HBV (Hexavalent) 3rd dose (No)		2017/18	11 330	11 330	109 004	946 992
	HIV test around 18 months (No)		2017/18	2 520	2 520	20 297	210 304
	Immunised fully under 1 year new (No)		2017/18	10 650	10 650	111 191	877 324
	Infant exclusively breastfed at DTaP-IPV-Hib-HBV (Hexaval..		2017/18	3 195	3 195	50 851	452 869
	Infant PCR test around 10 weeks (No)		2017/18	2 417	2 417	20 084	180 749
	Infant PCR test positive around 10 weeks (No)		2017/18	15	15	244	1 637
	Live birth in facility (No)		2017/18	13 071	13 071	100 803	917 462
	Live birth to HIV positive woman (No)		2017/18	4 681	4 681	31 726	266 407
	Measles 2nd dose (No)		2017/18	10 994	10 994	109 211	888 978
	Pneumonia death under 5 years (No)		2017/18	4	4	144	871
	Pneumonia separation under 5 years (No)		2017/18	606	606	3 909	35 057
	School Grade 1 - learners screened (No)		2017/18		2 853	46 779	388 387
	School Grade 1 - learners total (No)		2017/18		20 604	183 343	1 166 796
	School Grade 8 - learners screened (No)		2017/18		268	26 716	194 781
	School Grade 8 - learners Total (No)		2017/18		15 838	131 545	889 304
	Severe acute malnutrition death under 5 years (No)		2017/18	14	14	161	831
	Severe acute malnutrition inpatient under 5 years (No)		2017/18	103	103	1 363	11 289
	Vitamin A dose 12-59 months (No)		2017/18	71 601	71 601	722 793	5 132 584

Figure 35: Child Health

Source: DHIS

Child health outcomes remain a concern for the District. The District Specialists' interventions in the respective Sub-districts have resulted in an improvement in this area. In the 2018 2nd quarter performance on Immunization coverage under 1, severe malnutrition case fatality, early neonatal death in facility rate, the District continued to reflect poor performance. The District has developed plans to deal with this state of affairs.

The District has identified that there is a need to improve on growth monitoring at community and facility level. Kheth'Impilo, the District support has employed a Community Based Programmes Manager in order to strengthen the resolve of the District in addressing the poor performance of the outcomes reflected here above, which outcomes require community-based interventions. The District Paediatric Specialists, both doctor and nurse have been instrumental in the development of the plans to deal with the poor outcomes as aforementioned.

4.4 HIV Prevalence in Buffalo City

HIV+ AND AIDS estimates HIV and AIDS can have a substantial impact on the growth of a particular population. However, there are many factors affecting the impact of the HIV virus on population progression: adult HIV prevalence rates; the speed at which the virus progresses; age distribution of the virus; the mother-to-child transmission; child treatment; adult treatment; and the percentage by which the virus decreases total fertility. ARV treatment can also prolong the lifespan of people that are HIV+. In the absence of any treatment, people diagnosed with HIV live for approximately 10 years before reaching the final stage of the disease (called AIDS). When patients reach this stage, recovery is highly unlikely.

In 2016, 110 000 people in the Buffalo City Metropolitan Municipality were infected with HIV. This reflects an increase at an average annual rate of 2.53% since 2006, and in 2016 represented 12.97% of the metropolitan municipality's total population. Eastern Cape Province had an average annual growth rate of 2.37% from 2006 to 2016 in the number of people infected with HIV, which is lower than that of the Buffalo City Metropolitan Municipality. When looking at South Africa as a whole it can be seen that the number of people that are infected increased from 2006 to 2016 with an average annual growth rate of 1.67%.

			District	Province	Country	
			BUF	EC	ZA	
			Buffalo City MM	Eastern Cape	South Africa	
Indicator	Impact	TB death rate (ETR.net) (%)	2016	5.4	6.3	6.6
		TB DR client death rate (EDRWeb) (%)	2015	30.7	28.2	23.4
	Outcome	TB client lost to follow up rate (ETR.net) (%)	2016	5.3	6.8	6.9
		TB DR client loss to follow up rate (EDRWeb) (%)	2015	13.7	15.9	17.6
		TB DR treatment success rate (EDRWeb) (%)	2015	50.3	50.9	51.8
		TB Rifampicin resistance confirmed client rate (%)	2017	8.6	6.3	6.9
		TB Rifampicin Resistant confirmed treatment start rate ..	2017	56.4	30.5	34
		TB treatment success rate (ETR.net) (%)	2016	86	83.2	81.7
		TB/HIV co-infected client on ART rate (ETR.Net) (%)	2017	97.2	96.8	89.1
		Output	TB client initiated on treatment rate (%)	2016	73.3	81.7
Process & input	TB symptom 5 years and older screened in facility rate (..	2017/18	58.4	65.1	73.1	
	TB symptom child under 5 years screened in facility rate ..	2017/18	36.3	50.4	64.6	
Data element	All DS TB patients in cohort (No)		2016	5 609	44 521	241 831
			2017	4 411	36 918	212 738
	DS TB patients who completed treatment or were cured ..		2016	4 821	37 063	197 665
	DS TB patients who died (No)		2016	302	2 822	15 850
	DS TB patients who were lost to follow up (No)		2016	300	3 021	16 630
	HIV-positive TB cases (No)		2017	2 133	17 430	120 092
	HIV-positive TB cases who are on ART (No)		2017	2 074	16 871	107 001
	PHC headcount 5 years and older (No)		2017/18	1 639 969	3 876 432	9 482 794
	PHC headcount under 5 years (No)		2017/18	257 593	2 541 601	0 222 437
	Screen for TB symptoms 5 years and older (No)		2017/18	957 258	9 031 759	2 749 594
	Screen for TB symptoms under 5 years (No)		2017/18	93 403	1 280 365	3 064 940
	TB cases notified (No)		2016	4 645	39 042	226 776
	TB Client known HIV status (No)		2017	4 189	34 841	203 095
	TB Rifampicin Resistant confirmed client (No)		2017	528	2 843	15 986
	TB Rifampicin Resistant confirmed clients start on treat..		2017	298	866	5 440
	TB tests with Mycobacterium TB detected (NHLS) (No)		2016	6 333	47 800	249 121
	TB tests with Mycobacterium TB detected (No)		2017	6 168	45 381	231 230

Figure 36: HIV Prevalence in Buffalo City, 2016

Source: DHIS, ETR.Net, EDRWeb

The District performance on HIV testing for targeted communities is poor in all three (3) Sub-districts. Although the HIV testing coverage has improved overall, evidence shows that efforts must be made to focus on targeted or key populations. Khethimpilo has employed eighty (80) HIV Testers for both the community and health facilities. The number of patients remaining on HIV treatment is an area of concern for this programme. The District, together with the Khethimpilo Community based health teams, has embarked on a programme to trace clients that are lost to care. Male condom distribution is also very low. A plan has been developed to address these poor results. Male medical circumcision performance

is poor due to Buffalo City Metro being populated by communities who practice traditional male circumcision. All sub-districts are testing on target but there needs to be a focus on treatment new to target especially same day initiation.

			LM2016	District	Province	Country	
			BUF_SD	BUF	EC	ZA	
			Buffalo City SD	Buffalo City MM	Eastern Cape	South Africa	
Indicator	Process & input	Clients 40 years and older screened for diabetes (No)	2017/18	152 489	152 489	2 140 599	4 610 276
		Clients 40 years and older screened for hypertension (No)	2017/18	182 104	182 104	1 915 398	6 016 010
		Diabetes new client 40 years and older detection rate (%)	2017/18	1.2	1.2	1.7	1.5
D.		Diabetes client 40 years and older new (No)	2017/18	2 655	2 655	26 664	222 620

Figure 37: Non-communicable diseases

Source: DHIS

The District is doing well in terms of the screening of the non-communicable diseaseS. The District has a problem of mental health conditions exacerbated by substance abuse, among others.

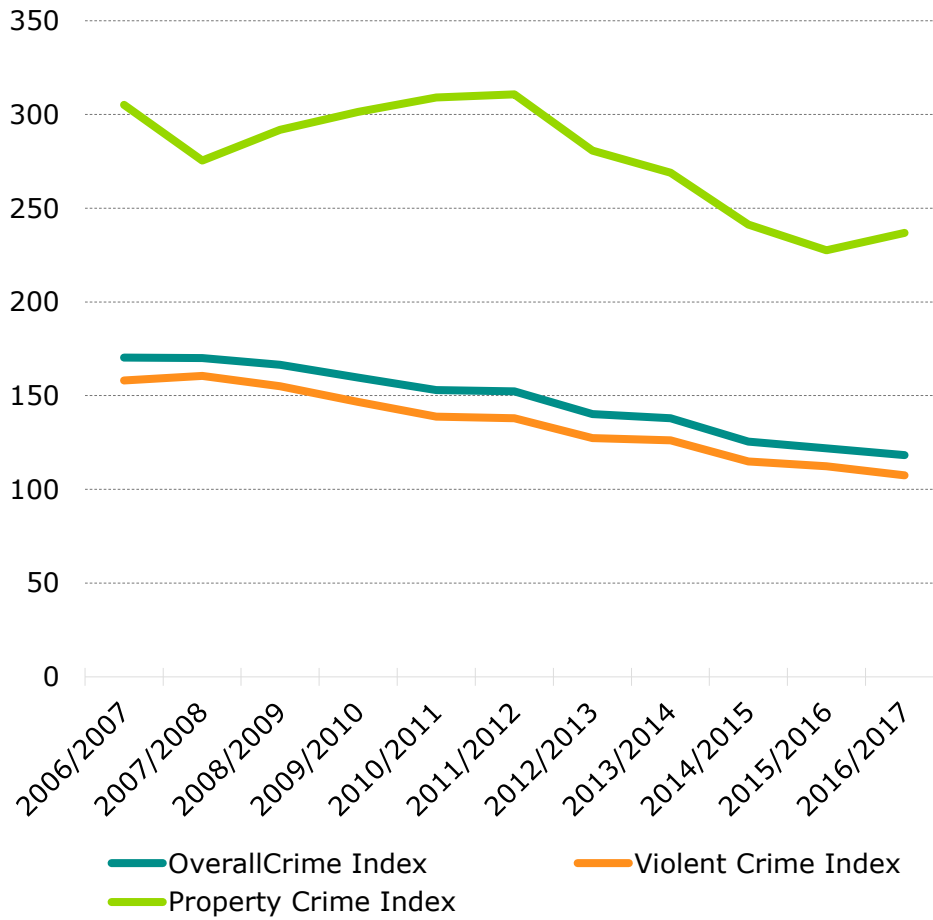
5 CRIME

The IHS Composite Crime Index makes use of the official SAPS data, which is reported in 27 crime categories (ranging from murder to crime injuries). These 27 categories are divided into two groups according to the nature of the crime: i.e. violent crimes and property crimes. IHS uses the (a) Length-of-sentence and the (b) Cost-of-crime in order to apply a weight to each category.

5.4 IHS Composite Crime Index

Definition: The crime index is a composite, weighted index which measures crime. The higher the index number, the higher the level of crime for that specific year in a particular region. The index is best used by looking at the change over time, or comparing the crime levels across regions.

Overall, Violent and Property Crime Index
Buffalo City, 2006/2007-2016/2017



Source: IHS Markit Regional eXplorer version 1417

Figure 38: IHS Crime Index - calendar years (weighted avg / 100,000 people, BCMM, 2006/2007 - 2016/2017

For the period 2006/2007 to 2016/2017 overall crime has decrease at an average annual rate of 3.58% within the Buffalo City Metropolitan Municipality. Violent crime decreased by 3.78% since 2006/2007, while property crimes decreased by 2.50% between the 2006/2007 and 2016/2017 financial years.

	Buffalo City	Nelson Mandela Bay	Sarah Baartman	Amatole	Chris Hani	Joe Gqabi	O.R. Tambo	Alfred Nzo
2006/2007	170.32	202.14	229.55	95.11	98.81	102.61	72.28	58.38
2007/2008	170.13	179.12	207.21	90.57	90.56	89.77	67.88	58.73
2008/2009	166.48	177.39	208.04	86.56	87.32	82.63	60.88	54.17
2009/2010	159.57	165.39	202.70	93.17	90.96	87.93	64.31	59.27
2010/2011	153.01	161.74	185.23	93.54	88.13	89.55	67.98	55.40

	Buffalo City	Nelson Mandela Bay	Sarah Baartman	Amatole	Chris Hani	Joe Gqabi	O.R. Tambo	Alfred Nzo
2011/2012	152.36	156.75	171.02	97.91	87.45	91.03	64.95	53.90
2012/2013	140.21	149.56	160.16	96.48	87.13	91.68	62.94	53.11
2013/2014	138.01	148.04	157.71	98.13	79.66	92.10	66.54	54.50
2014/2015	125.49	134.47	156.28	94.33	81.03	90.89	57.33	53.01
2015/2016	121.91	128.36	153.39	96.39	78.01	94.91	54.88	50.47
2016/2017	118.28	124.30	144.63	90.75	79.85	93.61	54.30	46.59
Average Annual growth								
2006/2007-2016/2017	-3.58%	-4.75%	-4.51%	-0.47%	-2.11%	-0.91%	-2.82%	-2.23%

Figure 39: Overall crime index - BCMM and the rest of Eastern Cape, 2006/2007 - 2016/2017

Source: IHS Markit Regional eXplorer version 1417

In 2016/2017, the Sarah Baartman District Municipality has the highest overall crime rate of the sub-regions within the overall Eastern Cape Province with an index value of 145. Nelson Mandela Bay Metropolitan Municipality has the second highest overall crime index at 124, with Buffalo City Metropolitan Municipality having the third highest overall crime index of 118. It is clear that all the crime is decreasing overtime for all the regions within Eastern Cape Province.

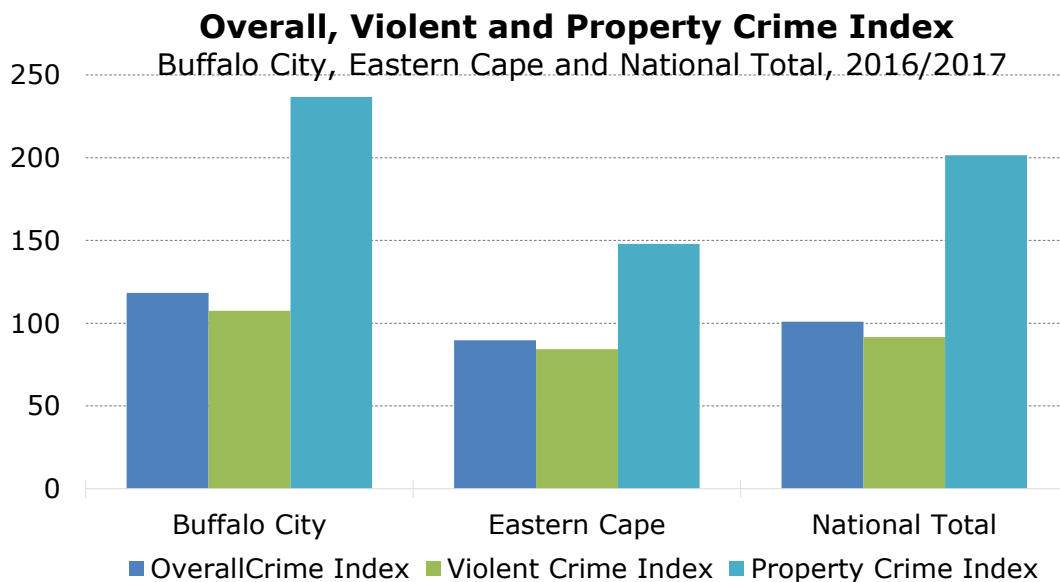


Figure 40: IHS Crime Index - calendar years (weighted avg / 100,000 people) - BCMM, Eastern Cape and National Total, 2016/2017

From the chart above it is evident that property crime is a major problem for all the regions relative to violent crime.

6 BCMM ECONOMY

The economic state of Buffalo City Metropolitan Municipality is put in perspective by comparing it on a spatial level with its neighbouring metropolitan municipalities, Eastern Cape Province and South Africa. The section will also allude to the economic composition and contribution of the regions within Buffalo City Metropolitan Municipality.

The Buffalo City Metropolitan Municipality does not function in isolation from Eastern Cape, South Africa and the world and now, more than ever, it is crucial to have reliable information on its economy for effective planning. Information is needed that will empower the municipality to plan and implement policies that will encourage the social development and economic growth of the people and industries in the municipality respectively.

6.1 Gross Domestic Product by Region (GDP-R)

The Gross Domestic Product (GDP), an important indicator of economic performance, is used to compare economies and economic states.

Definition: Gross Domestic Product by Region (GDP-R) represents the value of all goods and services produced within a region, over a period of one year, plus taxes and minus subsidies.

GDP-R can be measured using either current or constant prices, where the current prices measures the economy in actual Rand, and constant prices measures the economy by removing the effect of inflation, and therefore captures the real growth in volumes, as if prices were fixed in a given base year.

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
2007	33.0	168.2	2,109.5	19.6%	1.57%
2008	34.0	174.1	2,369.1	19.5%	1.44%
2009	37.6	191.2	2,507.7	19.7%	1.50%
2010	41.4	211.6	2,748.0	19.6%	1.51%
2011	44.2	226.1	3,023.7	19.6%	1.46%
2012	49.6	252.2	3,253.9	19.7%	1.52%
2013	54.4	273.3	3,540.0	19.9%	1.54%
2014	59.1	293.6	3,805.3	20.1%	1.55%
2015	63.7	316.4	4,051.4	20.1%	1.57%
2016	66.5	331.1	4,350.3	20.1%	1.53%
2017	69.7	351.0	4,651.8	19.9%	1.50%

Table 12: Gross Domestic Product (GDP) - Buffalo City, Eastern Cape and National Total, 2007-2017 [R billions, Current prices]

Source: IHS Markit Regional eXplorer version 1417

With a GDP of R 69.7 billion in 2017 (up from R 33 billion in 2007), the Buffalo City Metropolitan Municipality contributed 19.85% to the Eastern Cape Province GDP of R 351 billion in 2017 increasing in the share of the Eastern Cape from 19.64% in 2007. The Buffalo City Metropolitan Municipality contributes 1.50% to the GDP of South Africa which had a total GDP of R 4.65 trillion in 2017 (as measured in nominal or current prices). Its contribution to the national economy stayed similar in importance from 2007 when it contributed 1.57% to South Africa, but it is lower than the peak of 1.57% in 2015.

	Buffalo City	Eastern Cape	National Total
2007	3.3%	5.3%	5.4%
2008	2.7%	3.2%	3.2%
2009	0.0%	-1.0%	-1.5%
2010	1.8%	2.4%	3.0%
2011	3.9%	3.7%	3.3%
2012	2.3%	2.0%	2.2%
2013	2.1%	1.4%	2.5%
2014	2.1%	1.3%	1.8%
2015	0.6%	0.9%	1.3%
2016	0.9%	0.8%	0.6%
2017	-0.7%	0.3%	1.3%
Average Annual growth 2007-2017	1.57%	1.50%	1.76%

Table 13: Gross Domestic Product (GDP) - Buffalo City, Eastern Cape and National Total, 2007-2017 [Annual percentage change, Constant 2010 prices]

Source: IHS Markit Regional eXplorer version 1417

In 2017, the Buffalo City Metropolitan Municipality achieved an annual growth rate of -0.72% which is a significant lower GDP growth than the Eastern Cape Province's 0.32%, and is lower than that of South Africa, where the 2017 GDP growth rate was 1.32%. Contrary to the short-term growth rate of 2017, the longer-term average growth rate for Buffalo City (1.57%) is very similar than that of South Africa (1.76%). The economic growth in Buffalo City peaked in 2011 at 3.91%.

Gross Domestic Product (GDP)
Eastern Cape Province, 2017

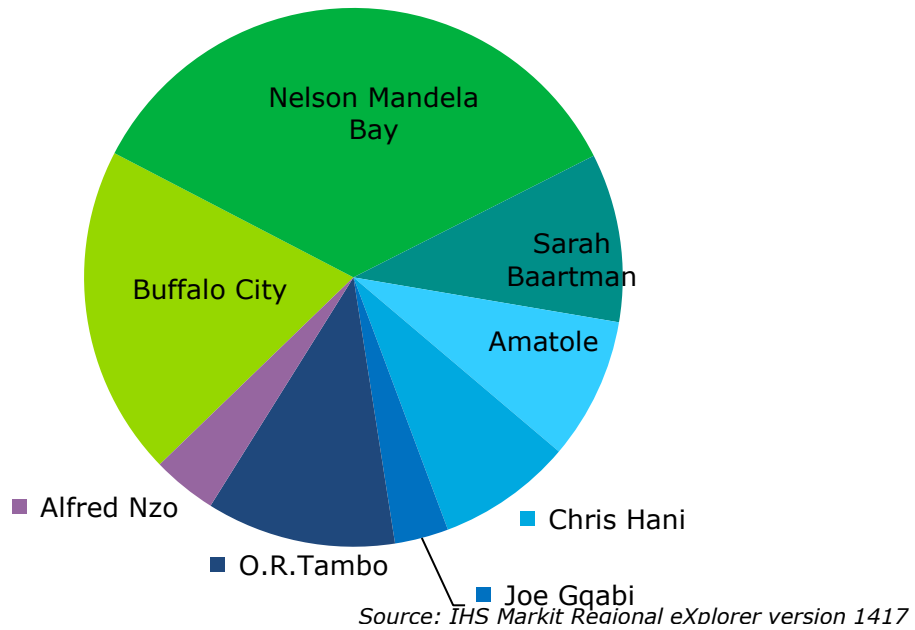


Figure 41: Gross Domestic Product (GDP) - Buffalo City Metropolitan Municipality and the rest of Eastern Cape, 2017 [Percentage]

The Buffalo City Metropolitan Municipality had a total GDP of R 69.7 billion and in terms of total contribution towards Eastern Cape Province the Buffalo City Metropolitan Municipality ranked second relative to all the regional economies to total Eastern Cape Province GDP. This ranking in terms of size compared to other regions of Buffalo City remained the same since 2007. In terms of its share, it was in 2017 (19.9%) slightly larger compared to what it was in 2007 (19.6%). For the period 2007 to 2017, the average annual growth rate of 1.6% of Buffalo City was the fourth relative to its peers in terms of growth in constant 2010 prices.

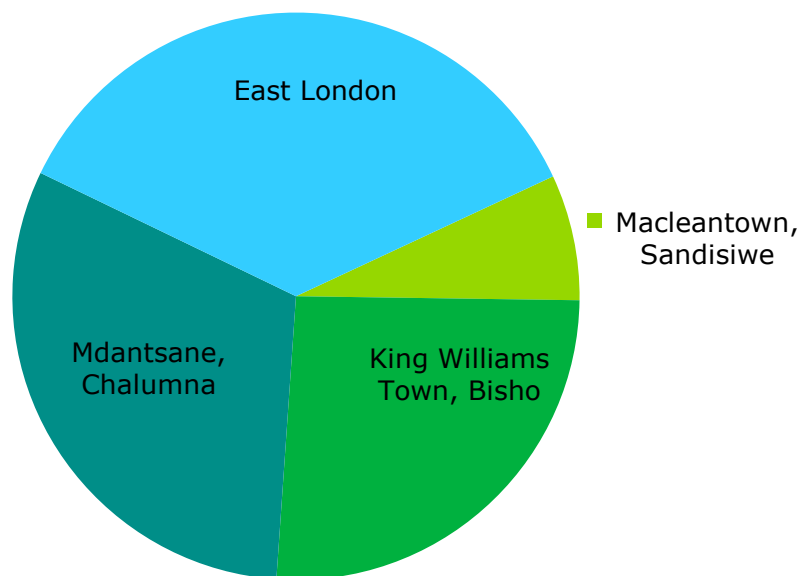
	2017 (Current prices)	Share metropolitan municipality	of 2007 (Constant prices)	2017 (Constant prices)	Average Annual growth
Macleantown, Sandisiwe	5.00	7.17%	2.84	3.31	1.55%
King Williams Town, Bisho	18.03	25.88%	10.24	11.92	1.53%
Mdantsane, Chalumna	21.64	31.06%	12.23	14.31	1.58%
East London	25.02	35.90%	14.13	16.54	1.58%
Buffalo City	69.68		39.44	46.08	

Table 14: Gross Domestic Product (GDP) - sub-metro regions of Buffalo City Metropolitan Municipality, 2007 to 2017, share and growth

Source: IHS Markit Regional eXplorer version 1417

East London had the highest average annual economic growth, averaging 1.58% between 2007 and 2017, when compared to the rest of the regions within the Buffalo City Metropolitan Municipality. The Mdantsane, Chalumna Sub-metro Region had the second highest average annual growth rate of 1.58%. King Williams Town, Bisho Sub-metro Region had the lowest average annual growth rate of 1.53% between 2007 and 2017.

Gross Domestic Product (GDP)
Buffalo City Metropolitan Municipality, 2017



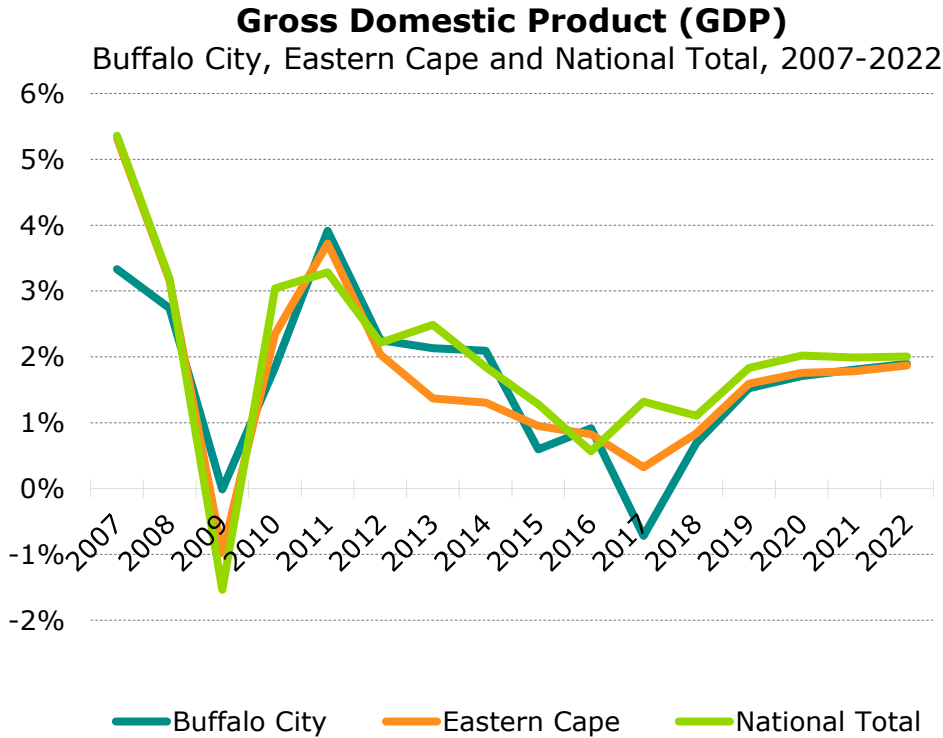
Source: IHS Markit Regional eXplorer version 1417

Figure 42: GDP contribution - sub-metro regions of Buffalo City Metropolitan Municipality, 2017 [Current prices, percentage]

The greatest contributor to the Buffalo City Metropolitan Municipality economy is the East London Sub-metro Region with a share of 35.90% or R 25 billion, increasing from R 11.8 billion in 2007. The economy with the lowest contribution is the Macleantown, Sandisiwe Sub-metro Region with R 5 billion growing from R 2.38 billion in 2007.

6.2 Economic Growth Forecast

It is expected that Buffalo City Metropolitan Municipality will grow at an average annual rate of 1.52% from 2017 to 2022. The average annual growth rate of Eastern Cape Province and South Africa is expected to grow at 1.57% and 1.79% respectively.



Source: IHS Markit Regional eXplorer version 1417

Figure 43: Gross Domestic Product (GDP) - Buffalo City, Eastern Cape and National Total, 2007-2022 [Average annual growth rate, constant 2010 prices]

In 2022, Buffalo City's forecasted GDP will be an estimated R 49.7 billion (constant 2010 prices) or 19.6% of the total GDP of Eastern Cape Province. The ranking in terms of size of the Buffalo City Metropolitan Municipality will remain the same between 2017 and 2022, with a contribution to the Eastern Cape Province GDP of 19.6% in 2022 compared to the 19.6% in 2017. At a 1.52% average annual GDP growth rate between 2017 and 2022, Buffalo City ranked the fifth compared to the other regional economies.

	2022 (Current prices)	Share of metropolitan municipality	of 2017 (Constant prices)	2022 (Constant prices)	Average Annual growth
Macleantown, Sandisiwe	6.86	7.18%	3.31	3.58	1.55%
King Williams Town, Bisho	24.69	25.86%	11.92	12.85	1.51%
Mdantsane, Chalumna	29.65	31.06%	14.31	15.43	1.53%
East London	34.27	35.90%	16.54	17.84	1.53%
Buffalo City	95.46		46.08	49.69	

Figure 44: Gross Domestic Product (GDP) - sub-metro regions of Buffalo City Metropolitan Municipality, 2017 to 2022, share and growth

Source: IHS Markit Regional eXplorer version 1417

When looking at the regions within the Buffalo City Metropolitan Municipality it is expected that from 2017 to 2022 the Macleantown, Sandisiwe Sub-metro Region will achieve the highest average annual growth rate of 1.55%. The region that is expected to achieve the second highest average annual growth rate is that of East London Sub-metro Region, averaging 1.53% between 2017 and 2022. On the other hand the region that performed the poorest relative to the other regions within Buffalo City Metropolitan Municipality was the King Williams Town, Bisho Sub-metro Region with an average annual growth rate of 1.51%.

6.3 Gross Value Added by Region (GVA-R)

The Buffalo City Metropolitan Municipality's economy is made up of various industries. The GVA-R variable provides a sector breakdown, where each sector is measured in terms of its *value added* produced in the local economy.

Definition: Gross Value Added (GVA) is a measure of output (total production) of a region in terms of the value that was created within that region. GVA can be broken down into various production sectors.

The summary table below puts the Gross Value Added (GVA) of all the regions in perspective to that of the Buffalo City Metropolitan Municipality.

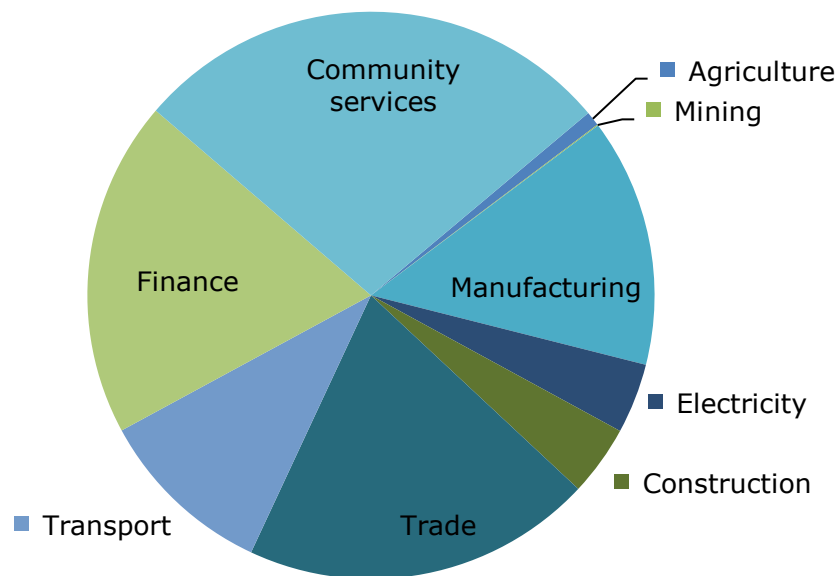
	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
Agriculture	0.5	6.6	106.4	7.8%	0.48%
Mining	0.0	0.4	334.7	9.6%	0.01%
Manufacturing	8.8	39.5	551.6	22.3%	1.60%
Electricity	2.5	7.7	155.2	32.4%	1.60%
Construction	2.5	12.8	163.3	19.6%	1.53%
Trade	12.4	64.9	626.8	19.2%	1.98%
Transport	6.3	29.7	411.5	21.3%	1.53%
Finance	11.9	56.3	840.7	21.2%	1.42%
Community services	17.2	97.2	981.6	17.7%	1.75%
Total Industries	62.2	315.0	4,171.7	19.8%	1.49%

Table 15: Gross Value Added (GVA) by broad economic sector - Buffalo City Metropolitan Municipality, 2017 [R billions, current prices]

Source: IHS Markit Regional eXplorer version 1417

In 2017, the community services sector is the largest within Buffalo City Metropolitan Municipality accounting for R 17.2 billion or 27.6% of the total GVA in the metropolitan municipality's economy. The sector that contributes the second most to the GVA of the Buffalo City Metropolitan Municipality is the trade sector at 20.0%, followed by the finance sector with 19.2%. The sector that contributes the least to the economy of Buffalo City Metropolitan Municipality is the mining sector with a contribution of R 36.1 million or 0.06% of the total GVA.

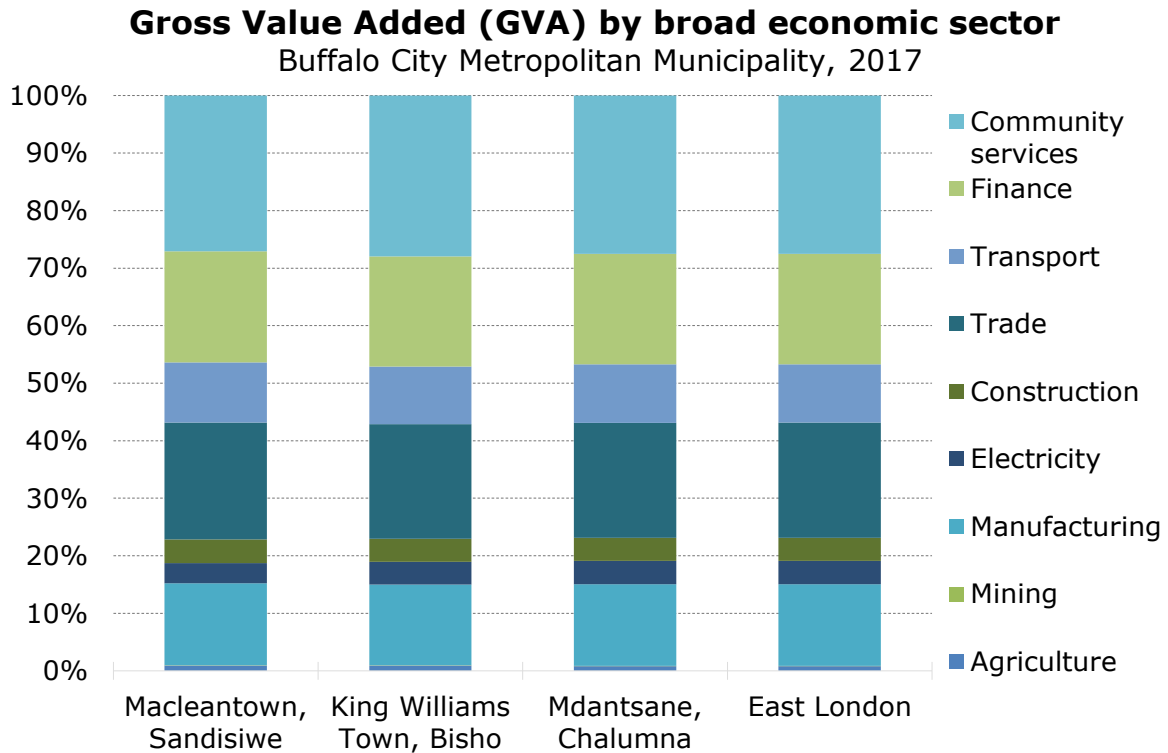
Gross Value Added (GVA) by broad economic sector
Buffalo City Metropolitan Municipality, 2017



Source: IHS Markit Regional eXplorer version 1417

Figure 45: CHART 1. Gross Value Added (GVA) by broad economic sector - Buffalo City Metropolitan Municipality, 2017 [percentage composition]

The community sector, which includes the government services, is generally a large contributor towards GVA in smaller and more rural local municipalities. When looking at the regions within the metropolitan municipality, the East London Sub-metro Region made the largest contribution to the community services sector at 35.76% of the metropolitan municipality. As a whole, the East London Sub-metro Region contributed R 22.3 billion or 35.89% to the GVA of the Buffalo City Metropolitan Municipality, making it the largest contributor to the overall GVA of the Buffalo City Metropolitan Municipality.



Source: IHS Markit Regional eXplorer version 1417

Figure 46: Gross Value Added (GVA) by broad economic sector - sub-metro regions of Buffalo City Metropolitan Municipality, 2017 [percentage composition]

6.4 Historical Economic Growth

For the period 2017 and 2007, the GVA in the electricity sector had the highest average annual growth rate in Buffalo City at 10.64%. The industry with the second highest average annual growth rate is the construction sector averaging at 2.55% per year. The mining sector had an average annual growth rate of 0.45%, while the manufacturing sector had the lowest average annual growth of 0.09%. Overall a negative growth existed for all the industries in 2017 with an annual growth rate of -0.80% since 2016.

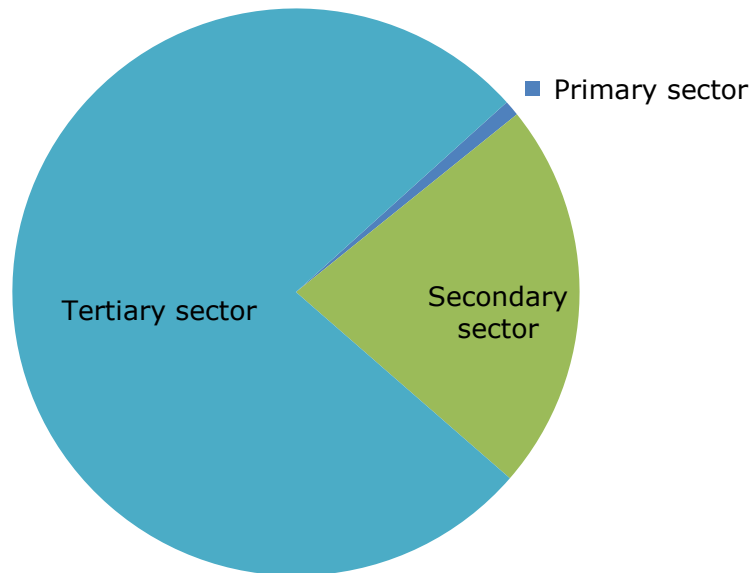
	2007	2012	2017	Average Annual growth
Agriculture	0.21	0.27	0.25	1.90%
Mining	0.06	0.06	0.06	0.45%
Manufacturing	6.25	6.38	6.30	0.09%
Electricity	0.30	0.51	0.83	10.64%
Construction	1.25	1.52	1.60	2.55%
Trade	6.67	7.72	7.88	1.68%
Transport	3.31	3.61	3.83	1.46%
Finance	7.79	8.58	9.30	1.80%
Community services	9.52	10.80	11.48	1.89%
Total Industries	35.35	39.45	41.54	1.63%

Table 16: Gross Value Added (GVA) by broad economic sector - Buffalo City Metropolitan Municipality, 2007, 2012 and 2017 [R billions, 2010 constant prices]

Source: IHS Markit Regional eXplorer version 1417

The tertiary sector contributes the most to the Gross Value Added within the Buffalo City Metropolitan Municipality at 76.9%. This is slightly higher than the national economy (68.6%). The secondary sector contributed a total of 22.2% (ranking second), while the primary sector contributed the least at 0.9%.

Gross Value Added (GVA) by aggregate sector
Buffalo City Metropolitan Municipality, 2017



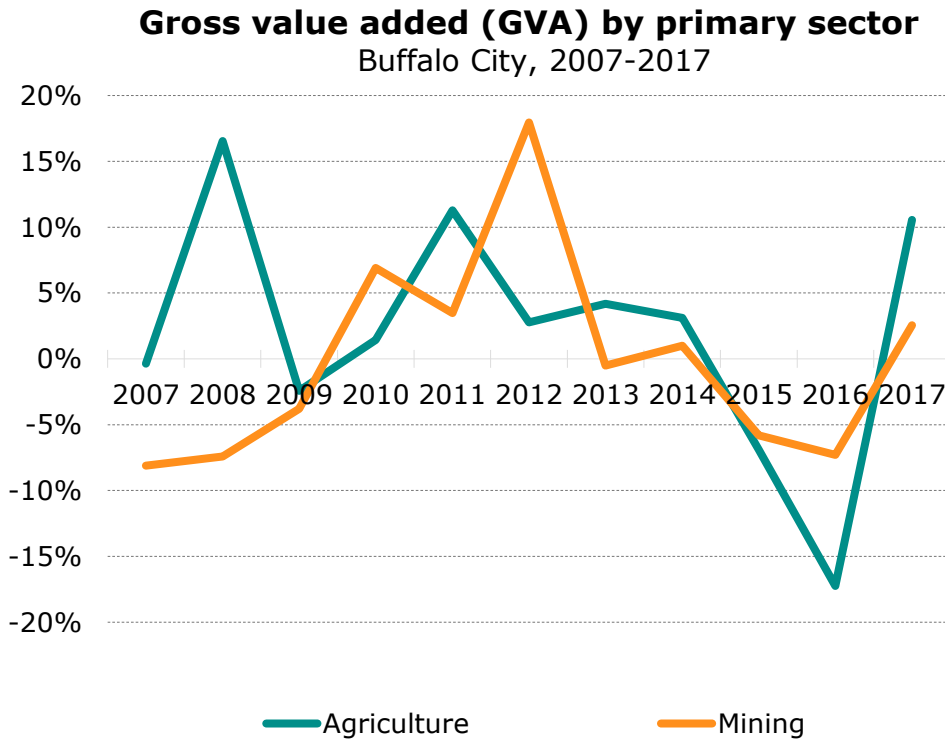
Source: IHS Markit Regional eXplorer version 1417

Table 17: CHART 1. Gross Value Added (GVA) by aggregate economic sector - Buffalo City Metropolitan Municipality, 2017 [percentage]

The following is a breakdown of the Gross Value Added (GVA) by aggregated sector:

a) Primary Sector

The primary sector consists of two broad economic sectors namely the mining and the agricultural sector. The following chart represents the average growth rate in the GVA for both of these sectors in Buffalo City Metropolitan Municipality from 2007 to 2017.



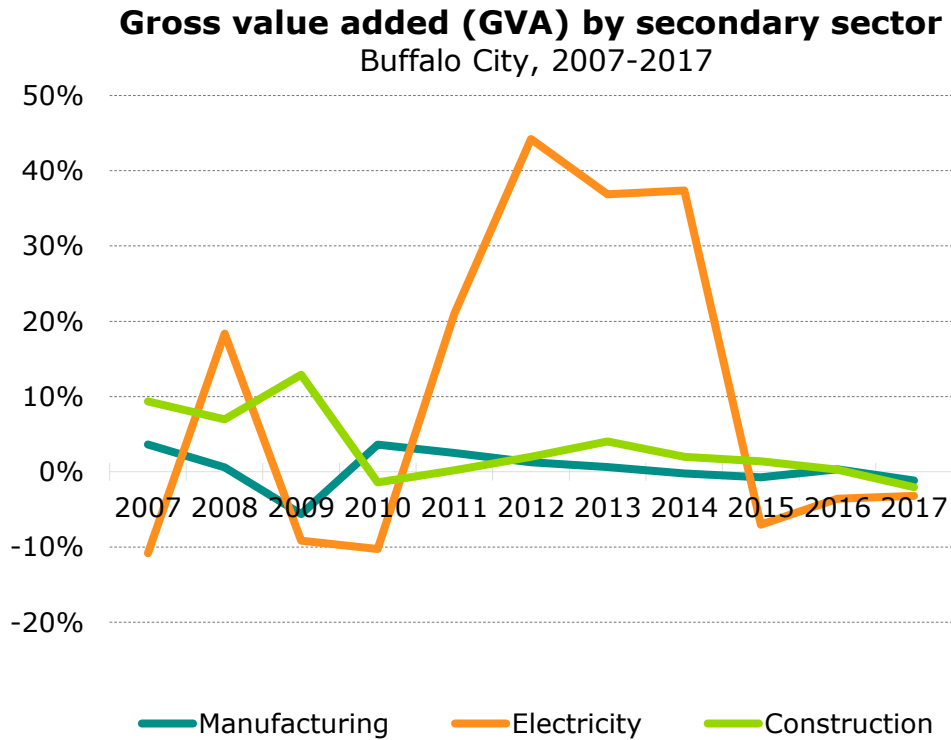
Source: IHS Markit Regional eXplorer version 1417

Figure 47: Gross Value Added (GVA) by primary sector - Buffalo City, 2007-2017 [Annual percentage change]

Between 2007 and 2017, the agriculture sector experienced the highest positive growth in 2008 with an average growth rate of 16.5%. The mining sector reached its highest point of growth of 18.0% in 2012. The agricultural sector experienced the lowest growth for the period during 2016 at -17.2%, while the mining sector reaching its lowest point of growth in 2007 at -8.1%. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

b) Secondary Sector

The secondary sector consists of three broad economic sectors namely the manufacturing, electricity and the construction sector. The following chart represents the average growth rates in the GVA for these sectors in Buffalo City Metropolitan Municipality from 2007 to 2017.



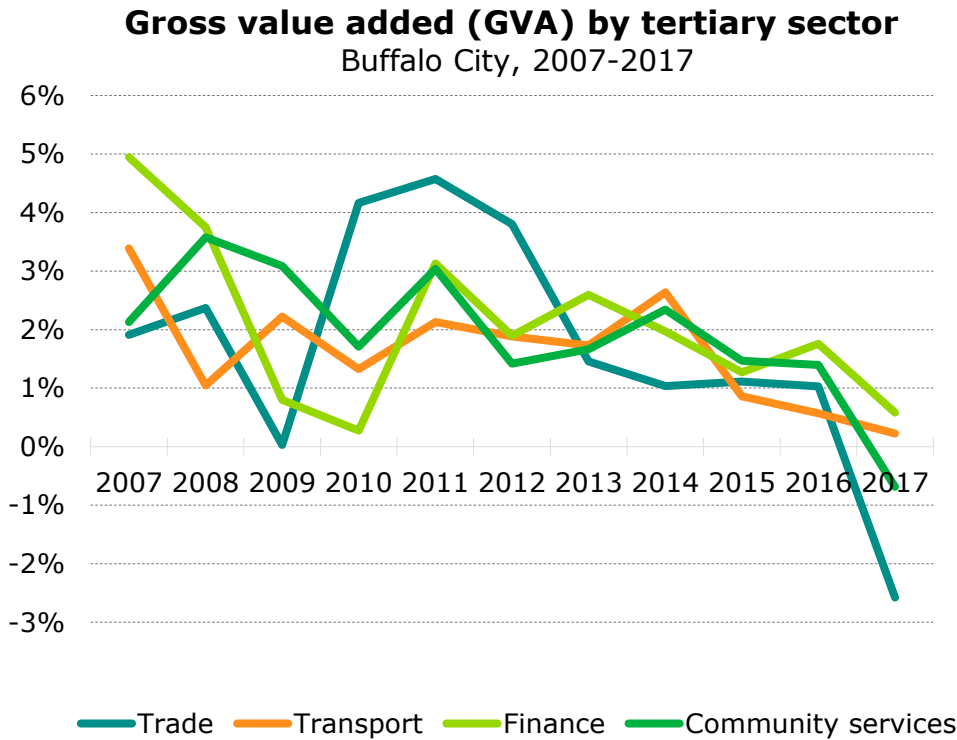
Source: IHS Markit Regional eXplorer version 1417

Figure 48: Gross Value Added (GVA) by secondary sector - Buffalo City, 2007-2017 [Annual percentage change]

Between 2007 and 2017, the manufacturing sector experienced the highest positive growth in 2007 with a growth rate of 3.6%. The construction sector reached its highest growth in 2009 at 12.9%. The manufacturing sector experienced its lowest growth in 2017 of -5.6%, while construction sector reached its lowest point of growth in 2017 a with -2.1% growth rate. The electricity sector experienced the highest growth in 2012 at 44.2%, while it recorded the lowest growth of -10.8% in 2007.

c) Tertiary Sector

The tertiary sector consists of four broad economic sectors namely the trade, transport, finance and the community services sector. The following chart represents the average growth rates in the GVA for these sectors in Buffalo City Metropolitan Municipality from 2007 to 2017.



Source: IHS Markit Regional eXplorer version 1417

Figure 49: Gross Value Added (GVA) by tertiary sector - Buffalo City, 2007-2017 [Annual percentage change]

The trade sector experienced the highest positive growth in 2011 with a growth rate of 4.6%. The transport sector reached its highest point of growth in 2007 at 3.4%. The finance sector experienced the highest growth rate in 2007 when it grew by 4.9% and recorded the lowest growth rate in 2010 at 0.3%. The Trade sector had the lowest growth rate in 2017 at -2.6%. The community services sector, which largely consists of government, experienced its highest positive growth in 2008 with 3.6% and the lowest growth rate in 2017 with -0.7%.

d) Sector Growth Forecast

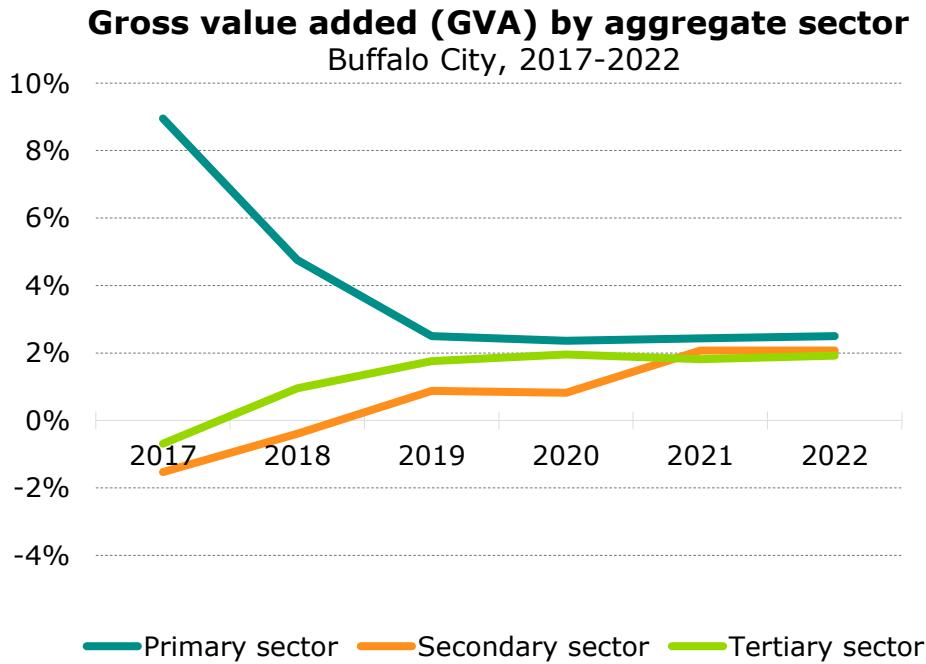
The GVA forecasts are based on forecasted growth rates derived from two sources: historical growth rate estimates and national level industry forecasts. The projections are therefore partly based on the notion that regions that have performed well in the recent past are likely to continue performing well (and vice versa) and partly on the notion that those regions that have prominent sectors that are forecast to grow rapidly in the national economy (e.g. finance and telecommunications) are likely to perform well (and vice versa). As the target year moves further from the base year (2010) so the emphasis moves from historical growth rates to national-level industry growth rates.

	2017	2018	2019	2020	2021	2022	Average Annual growth
Agriculture	0.25	0.27	0.27	0.28	0.29	0.30	3.40%
Mining	0.06	0.06	0.06	0.06	0.06	0.06	0.67%
Manufacturing	6.30	6.31	6.39	6.47	6.59	6.70	1.24%
Electricity	0.83	0.81	0.79	0.76	0.77	0.79	-0.97%
Construction	1.60	1.59	1.60	1.63	1.67	1.73	1.52%
Trade	7.88	7.97	8.18	8.42	8.65	8.87	2.40%
Transport	3.83	3.90	4.02	4.14	4.26	4.39	2.79%
Finance	9.30	9.38	9.61	9.86	10.10	10.36	2.18%
Community services	11.48	11.55	11.57	11.61	11.63	11.69	0.36%
Total Industries	41.54	41.83	42.49	43.23	44.03	44.89	1.57%

Table 18: Gross value added (GVA) by broad economic sector - Buffalo City Metropolitan Municipality, 2017-2022 [R billions, constant 2010 prices]

Source: IHS Markit Regional eXplorer version 1417

The agriculture sector is expected to grow fastest at an average of 3.40% annually from R 251 million in Buffalo City Metropolitan Municipality to R 297 million in 2022. The community services sector is estimated to be the largest sector within the Buffalo City Metropolitan Municipality in 2022, with a total share of 26.0% of the total GVA (as measured in current prices), growing at an average annual rate of 0.4%. The sector that is estimated to grow the slowest is the electricity sector with an average annual growth rate of -0.97%.



Source: IHS Markit Regional eXplorer version 1417

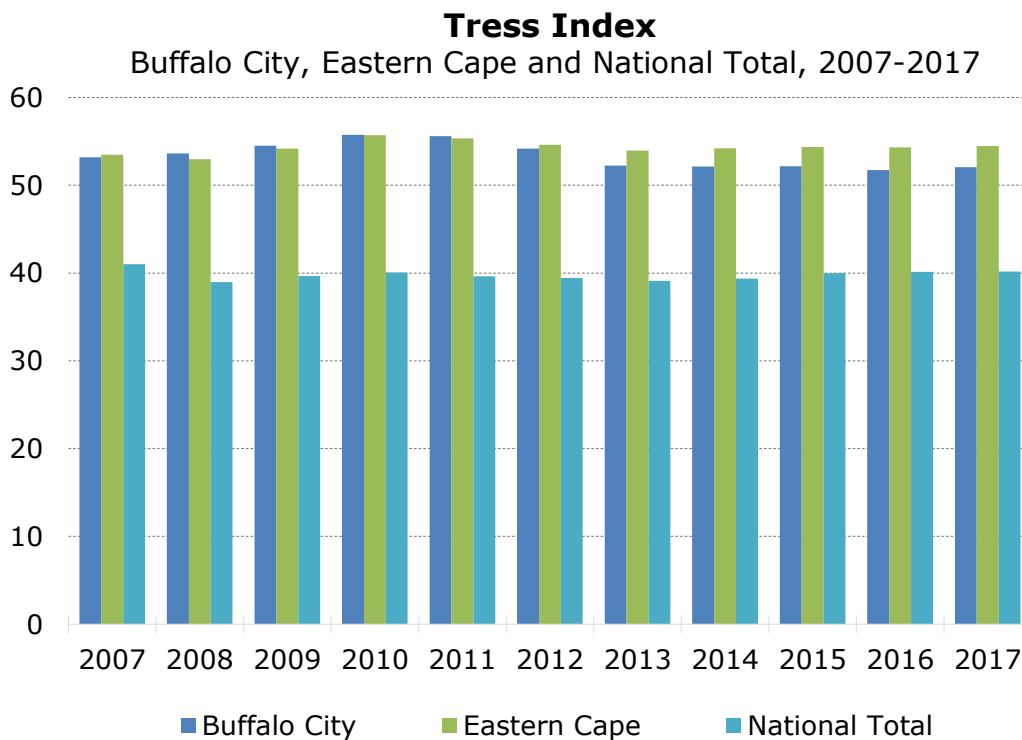
Figure 50: TABLE 1. Gross value added (GVA) by aggregate economic sector - Buffalo City Metropolitan Municipality, 2017-2022 [Annual growth rate, constant 2010 prices]

The Primary sector is expected to grow at an average annual rate of 2.91% between 2017 and 2022, with the Secondary sector growing at 1.09% on average annually. The Tertiary sector is expected to grow at an average annual rate of 1.68% for the same period.

Based on the typical profile of a developing country, we can expect faster growth in the secondary and tertiary sectors when compared to the primary sector. Also remember that the agricultural sector is prone to very high volatility as a result of uncertain weather conditions, pests and other natural causes - and the forecasts presented here is merely a long-term trend rather than trying to forecast the unpredictable weather conditions.

e) Tress Index

Definition: The Tress index measures the degree of concentration of an area's economy on a sector basis. A Tress index value of 0 means that all economic sectors in the region contribute equally to GVA, whereas a Tress index of 100 means that only one economic sector makes up the whole GVA of the region.



Source: IHS Markit Regional eXplorer version 1417

Figure 51: CHART 1. Tress index - Buffalo City, Eastern Cape and National Total, 2007-2017 [Number]

In 2017, Buffalo City's Tress Index was estimated at 52.1 which are lower than the 54.5 of the province and higher than the 54.5 of the South Africa as a whole. This implies that - on average - Buffalo City

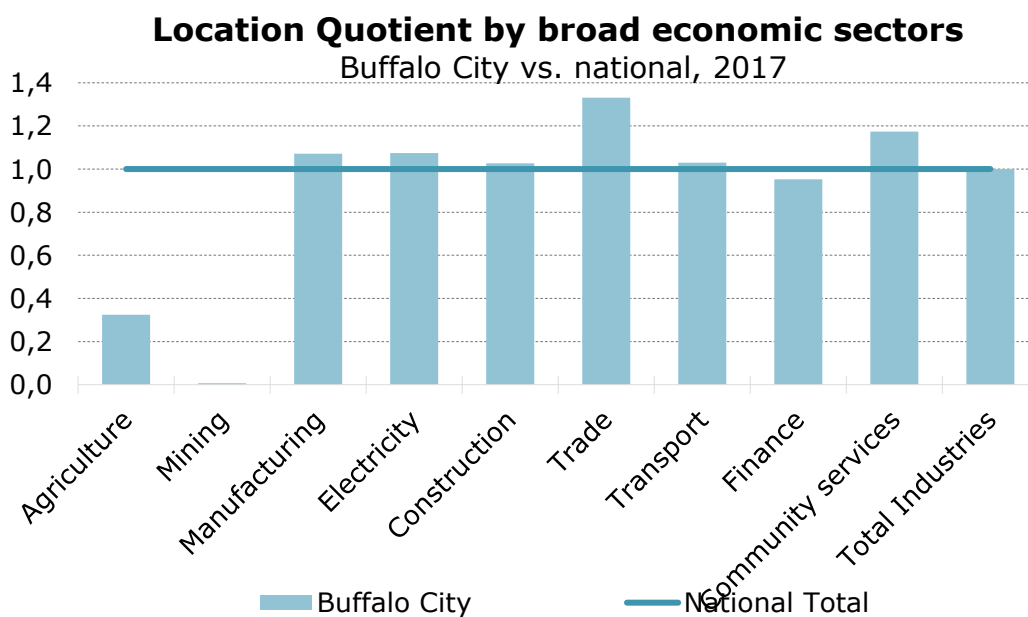
Metropolitan Municipality is less diversified in terms of its economic activity spread than the national economy.

The more diverse an economy is, the more likely it is to create employment opportunities across all skills levels (and not only - for instance - employment opportunities that cater for highly skilled labourers), and maintain a healthy balance between labour-intensive and capital-intensive industries. If both economic growth and the alleviation of unemployment are of concern, clearly there need to be industries that are growing fast and also creating jobs in particular the lower skilled categories. Unfortunately, in practice many industries that are growing fast are not those that create many employment opportunities for unskilled labourers (and alleviate unemployment).

f) Location Quotient

Definition: A specific regional economy has a comparative advantage over other regional economies if it can more efficiently produce the same good. The location quotient is one way of measuring this comparative advantage.

If the location quotient is larger than one for a specified sector within a region, then that region has a comparative advantage in that sector. This is because the share of that sector of the specified regional economy is greater than the same sector in the national economy. The location quotient is usually computed by taking the percentage share of the sector in the regional economy divided by the percentage share of that same sector in the national economy.



Source: IHS Markit Regional eXplorer version 1417

Figure 52: Location quotient by broad economic sectors - Buffalo City Metropolitan Municipality and South Africa, 2017 [Number]

For 2017 Buffalo City Metropolitan Municipality has a comparative advantage in the trade sector. The community services sector has a comparative advantage. The electricity also has a comparative advantage when comparing it to the South Africa economy as a whole, although less prominent. The Buffalo City Metropolitan Municipality has a comparative disadvantage when it comes to the mining and agriculture sector which has a very large comparative disadvantage. In general mining is a very concentrated economic sector. Unfortunately, the Buffalo City Metropolitan Municipality area currently does not have a lot of mining activity, with an LQ of only 0.00724.

7. Situational Analysis as per BCMM Strategic Outcomes



**STRATEGIC OUTCOME 1:
AN INNOVATIVE AND
PRODUCTIVE CITY**



**STRATEGIC OUTCOME 5:
A WELL GOVERNED CITY**



**STRATEGIC OUTCOME 2:
A GREEN CITY**



**STRATEGIC OUTCOME 4:
A SPATIALLY TRANSFORMED CITY**



**STRATEGIC OUTCOME 3:
A CONNECTED CITY**

7.1 SITUATIONAL ANALYSIS PER KEY FOCUS AREA

The functional competencies of a municipality are inter alia contained in Schedules 4B and 5B of the Constitution of the RSA. The most prominent (and applicable) functions form part of the situational analysis. These functions provide a fundamental point of departure for determining the Key Focus Areas of the Municipality.

The analysis in this Section is enriched by applying a rating system, which is as follows:



**1 – GOOD PERFORMANCE /
IMPLEMENTATION**



**2 – AVERAGE PERFORMANCE
OR POLICY IN PLACE WITH
AVERAGE IMPLEMENTATION**



**3 – POOR PERFORMANCE OR
NO POLICY IN PLACE OR
POLICY IN PLACE BUT
POOR/NO IMPLEMENTATION**

Further to the analysis per KFA, this Section also provides an overview of the current state of each KFA and responses to these through the identification, resourcing, implementation, monitoring and evaluation of Key Initiatives, Programs and Projects within the parameters of statutory and internally agreed intervals and timeframes.

Strategic Outcome

1

**AN INNOVATIVE
AND
PRODUCTIVE
CITY**



SITUATIONAL ANALYSIS

1. STRATEGIC OBJECTIVE

To enhance the Quality of Life of the BCMM community with rapid and inclusive economic growth and falling unemployment

2. MUNICIPAL STRATEGIC ALIGNMENT MATRIX

The alignment between the strategic outcome, strategic objective, Council Ten Point Plan and Key Focus Areas is depicted as follows.

STRATEGIC OUTCOME	STRATEGIC OBJECTIVE	TEN POINT PLAN	KEY FOCUS AREA
An innovative and productive city	To enhance the Quality of Life of the BCMM community with rapid and inclusive economic growth and falling unemployment	TPP 1: ECONOMIC DEVELOPMENT	KFA 1: Enterprise Development
		TPP 1: ECONOMIC DEVELOPMENT	KFA 2: Trade and Investment Promotion
		TPP 10: INSTITUTIONAL	KFA 3: Innovation and Knowledge Management
		TPP 1: ECONOMIC DEVELOPMENT	KFA 4: Tourism & Marketing
		TPP 1: ECONOMIC DEVELOPMENT	KFA 5: Job Readiness & Training (External)
		TPP 2: AGRICULTURE / RURAL DEVELOPMENT	KFA 6: Rural Development & Agrarian Reform
		TPP 1: ECONOMIC DEVELOPMENT	KFA 7: Arts, Culture and Heritage Resource Management
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 8: Sport Development (Programmes)
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 9: Sport and Recreation Facilities
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 10: Libraries and Halls
		TPP 5: SAFETY	KFA 11: Emergency and Disaster Management
		TPP 5: SAFETY	KFA 12: Traffic Management

3. TOP FIVE STRATEGIC PRIORITIES

The top five strategic priorities applicable for the 2019/2020 IDP Review are as follows:

- Investment
- Public Safety
- Community amenities
- Tourism and marketing
- Township and rural development


4. ANALYSIS OF KEY FOCUS AREAS (KFAs)

4.1 KFA 1: Enterprise Development

(a) Introduction to Key Focus Area

The promotion of entrepreneurship and small business remains an important priority of the City. The City's commitment is to ensure that small businesses progressively increase their growth and performance of the South African Economy in critical areas such as job creation, equity and access to markets. The City's business development programme focuses on supporting the informal trade sector, cooperatives and SMMEs in all areas of BCMM inclusive of all those areas that have been demarcated from Amahlathi, Ngqushwa and Great Kei. Unemployment is a challenge Country wide and BCMM area is no exception, hence an enterprise development programme as it has been identified that SMME development is a vehicle for employment creation.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Enterprise Development	<p>There is a general consensus among researchers that SMMEs contribute significantly to the economy of both developing and developed Countries. SMMEs have the ability to propel economic growth because they create new jobs, increase the tax base of a Country and are drivers of innovation.</p> <p>The South African government has identified SMMEs as an important vehicle to address the challenges of job creation, sustainable economic growth, equitable distribution of income and the overall stimulation of economic development in the Country.</p>		<ul style="list-style-type: none"> ▪ Support of new and existing incubation hubs – King William's Town, Duncan Village, Mdantsane, MtCoke and East London areas ▪ Training support to SMMEs, Cooperatives and the Informal Trade Sector

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<p>There can be no doubt that, compared to big business, small businesses face a wider range of constraints and problems and are less able to address the problems on their own, even in effectively functioning market economies. The constraints relate, among others, to the legal and regulatory environment confronting SMMEs, the access to markets, finance and business premises (at affordable rentals), the acquisition of skills and managerial expertise, access to appropriate technology, the quality of the business infrastructure in poverty areas and, in some cases, the tax burden. In the South African context for example the constraints have been particularly hard on entrepreneurs in rural areas and on women. In addition to sector-specific differences of constraints, the legacy of apartheid constitutes an important factor in the inability of black owned or controlled small enterprises to face business development constraints.</p> <p>Despite all that has been mentioned on the above about SMMEs, the Buffalo City Metropolitan Municipality has a number of interventions that has been injected towards supporting SMMEs as a way of growing their businesses. SMMEs include: Cooperatives, Informal Trade Sector and the individual businesses in the form of CC; Pty Ltd companies. The support ranges from capacity building (training interventions), access to markets, provision of infrastructure and equipment. It is the Cities responsibility to ensure that it creates a conducive environment for businesses to thrive.</p> <p>Business Development Services Strategy (BDSS) has been developed and it is still in a draft format. The strategy outlines how the programme of supporting SMMEs should be undertaken by the City. The Strategy, once adopted, will be implemented in phases.</p>		<ul style="list-style-type: none"> ▪ Hosting of the Enterprise Development Summits- Cooperatives Indaba; SMME Summit and Fair; Fashion show and Fair; Franchise Expo ▪ Procurement of Equipment for SMMEs, Cooperatives and the Informal Trade Sector ▪ Provision of Infrastructure for traders (hawker stalls) in order to improve trading facilities and improve trading conditions

(b) Alignment with the National and Provincial Plans and Policies

- Constitution of the Republic of South Africa, 1996
- Municipal systems Act
- Provincial Growth and Development Strategy
- National Small Business Act of 1996 - provides for the guidelines for organs of state to promote the development of small business

- Construction Development Board Act No 38 of 2000 –
- Cooperatives Act No 14 of 2005 as Amended – provides for the registration, formation of cooperatives, Advisory Board, the winding up of cooperatives
- Broad – Based Black Economic Empowerment (BBBEE) Strategy

(c) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- The MGDS makes a commitment to, “achieving an inclusive and sustainable economic growth and that this growth is targeted in the core productive sectors of manufacturing, tourism, creative industries, agro – processing, communications technology, construction and forestry, as priority industries, new areas of economic growth such as the oceans’ economy, etc”.
- MGDS also talks to the support and promotion SMME development. The support shall lead to the expansion of opportunities for small business and co-operatives, which will be achieved through: - expanded access to coaching, incubation and financing to sustain the businesses and co- operatives.
- The draft Business Development Strategy builds from that mandate, the idea is to build a growing, inclusive and equitable economy through sustainable support to small businesses.
- The draft Cooperative Development Strategy

(d) Progress and Achievements to date (Highlights)

- The Department has successfully hosted the Franchise Expo in four consecutive times and about 5 Franchise Businesses have opened in the area and in other areas as the event was bigger than BCMM.
- Successfully trained more than 200 SMMEs and Cooperatives
- A number of SMMEs and Cooperatives have been supported with market opportunities e.g exhibition platforms, branding and marketing equipment has been procured for SMMEs and Cooperatives.
- About 100 informal traders have been supported to attend events and trade

(e) Challenges

- Access to Markets (domestic & foreign, public procurement – localization)
- Access to Finance (bridging finance/working capital, etc., high cost of capital - high interest rates)

- Regulatory Environment (Red Tape or over-regulation)
- High Cost of Doing Business
- Lack of supportive economic infrastructure (street traders/informal sector, manufacturing, etc.)
- Poor business acumen and business management skills (e.g. financial management)
- Lack of access to appropriate technology
- Lack of support towards Intellectual Property (IP) Development (Product Development – Aloe, Traditional Medicines, Local recipes, etc.)


4.2 KFA 2: Trade and Investment Promotion

(a) Introduction to Key Focus Area

The Trade and Investment Unit promotes BCMM as an investment destination working with other stakeholders like Border Kei Chamber of Business and Eastern Cape Development Corporation. It is the responsibility and an aim of the Unit to enhance sector and industrial development through trade, investment and exports in order to support sustainable growth in BCMM for the benefit of all its Citizens.

The Unit facilitates trade by assisting local companies to access international markets; identify develop and package investment opportunities within the City; retain and expand trade and export activities and support emerging exporters through awareness and training programmes to make them ready in order to explore export opportunities.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Trade and Investment Promotions	<p>Working the Border Kei Chamber of Business the City has developed a campaign called invest Buffalo City which is an initiative that is driven to showcase that Buffalo City is an investment destination and has a lot to offer to investors. This is an online campaign which by a click of a button an investor will be able to know what is happening in Buffalo City in terms of investment.</p> <p>The benefits of the initiative to businesses, especially SMMEs, will be:</p> <ul style="list-style-type: none"> ▪ to display their products digitally will be significant for the following reasons 		<ul style="list-style-type: none"> ▪ Develop export programmes in partnership with ECDC ▪ Support Invest Buffalo City Initiative ▪ Package investment opportunities

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<ul style="list-style-type: none"> ▪ Businesses to do business on line ▪ Network opportunities will increase ▪ Strengthening of brands and marketing will be provided by this platform ▪ The digital business dealing have a potential to increase productivity due to products demand ▪ It is a platform to improve competitiveness by reaching out to wider markets and or customers by digital means 		

(b) Alignment with the National and Provincial Plans and Policies

- Integrated National Export Strategy – The strategy aims to increase South Africa’s capacity for exporting diversified and value-added goods nad services to various global markets. It also aims to strengthen the Country’s export performance by improving the trade and business environment as well as the competitiveness of companies

(c) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

The City is still in a process of developing the Trade and Investment Strategy through the assistance of Government Technical Advisory Council (GTAC).

Policies

Trade and Investment policy has been developed by the Finance Directorate

(d) Progress and Achievements to date (Highlights)

Through the partnership with ECDC on export development programme more than 50 businesses have been supported to attend export development training sessions and awareness programmes. Quite a sizeable number has been supported to attend inward and outward missions.

(e) Challenges

- De-investment/ Capital Flight
- High Costs of Doing Business (Transport & Logistics, Rates & Taxes, etc.)

- Slow Turnaround Times on Municipal/Government Approvals (Work Permits, EIAs, Building Plans, Zoning, Construction permits, etc.)
- Skills Shortages (mismatch between supply & demand, shortage of artisans, lack of experiential learning)
- Poor image of the City as an investment destination (perceived or real competitiveness)
- Quality of Life in Buffalo City (Live, Work, Invest & Play)
- Limited diversification of BC economy (unlocking potential in sectors such as Ocean Economy, Green economy, Film, Media & Entertainment, etc.)

4.3 KFA 3: Innovation and Knowledge Management

(a) Introduction to Key Focus Area

Innovation Management is the discipline of managing processes in innovation. It can be used to develop product, process and organizational innovation. The role of this unit is critical in ensuring that a common understanding of goals and processes are developed, updated, maintained and effectively communicated throughout BCMM's administration. The management of information and knowledge in all their respective complexities, is key in the management of innovation. Information and knowledge are used to steer strategic planning and play a critical role in the selection of projects, programmes and key initiatives that support and propel efforts to achieve the MGDS and IDP objectives.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Innovation and Knowledge Management	Final Draft Innovation Strategy and Implementation Plan completed and presented to Top Management		Implementation and monitoring of the Implementation plan

(b) Challenges

- There is no Memorandum of Understanding/Association (MOU/A) with Academic Institutions to ensure that research topics are inline with the institutions developmental agenda.
- Lack of a valuable platform / vehicle for developing, sharing and managing specialist knowledge.


- Non- Capacitation of the Unit and unavailability of researchers who will constantly strive to acquire innovative development strategies and / or opportunities.
- Currently the Unit is viewed as an institutional “repository” instead of a broader enabler to establish communities of practice both within the institution and with parties outside the municipality’s immediate environment.

4.4 KFA 4: Tourism & Marketing

(a) Introduction to Key Focus Area



Buffalo City Metro is endowed with natural resources making it the best tourism destination. BCM attractions are diverse ranging from natural, culture and heritage and built environment. Beaches are the main attraction for Buffalo City. It is estimated that 50 000 visitors visit the beaches over the festive season.


Current State and Action Plan



Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Tourism & Marketing	<p>A profile of the attractions within BCM includes a large portfolio of historical, cultural and eco-tourism attractions. A key concern is that many of the attractions have not be been developed and as such could not be elevated to ‘must-see’ attractions. There are also concerns around attraction management which are as follows:</p> <ul style="list-style-type: none"> ▪ Maintenance and investment on existing attractions ▪ Safety at some of the tourist attractions ▪ New exhibits ▪ Creation of routes and linkages between sites of interest ▪ Gaps in attractions offerings around particular interests such as Xhosa history, military history, industrial manufacturing and the automotive sector ▪ There is a need for urban design and cleansing around attractions to make the environment more conducive for tourism. 		<ul style="list-style-type: none"> ▪ The municipality will continue to lobby Transnet to implement the harbour development master plan.




Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<p>Access The East London Airport is a major asset to the region. Although small in terms of number of departing passengers, i.e. 364 000 in 2017, it has seen continued growth in passenger throughput since 2015. In 2016 passenger throughput grew 9.3% from the previous year. This was attributed to a new, low-cost airline connecting to the airport. The airport is also highly ranked in terms of on-time performance and service quality.</p> <p>The Port of East London handles primarily industrial automotive and agricultural cargoes. The port receives on average of 11 passenger liners a year. A major constraint for increasing cruise tourism in the port is the shallow entrance to the port, which would not accommodate large cruise liners. The benefits of attracting cruise tourism include local tourism revenue, re-provisioning the ship, port charges and creating awareness for repeat visits. Through greater marketing, enhanced tour itineraries, creating networks with the cruise industry and offering port welcomes, the port could boost its cruise line port-of-calls. The port has great tourism potential, but this has not been capitalised on for tourism development. The port is spatially cut-off from the city and the seaboard, thus greater integration in select zones could assist with enhancing the use of the port. The port offers prime views of the sea and harbour, as well as the opportunity to develop maritime tourism activities.</p> <p>Accommodation supply Buffalo City's accommodation supply was found to include 320 accommodation facilities and 7 940 beds in 2017. Thus a 4.3% p.a. compound annual growth rate (CAGR) in tourism establishments was experienced in the metro between 2005 and 2017.</p> <p>The suburbs with the highest contribution to the municipality's total number of tourism accommodation establishments were Beacon Bay, Gonubie and Quigney.</p>		

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<p>The highest concentration of beds in the municipality was in Quigney. The area had 1 817 beds, which accounted for 32.8% of the total beds in the municipality. This was followed by Gonubie with 477 beds or 8.6% of total beds in BCM. The third highest number of beds was in Beacon Bay with 439 beds or 7.9% of total BCM beds.</p> <p>The majority (58%) of accommodation establishments are TGCSA graded, predominantly three-star grading (46%). In terms of black ownership, 39 accommodation establishments indicated that they were 75-100% black-owned. This equated to 36% of surveyed businesses. The largest percentage of businesses surveyed were not black-owned (58%).</p> <p>Source of market for Buffalo City The top three domestic source markets were Gauteng (29%), Eastern Cape (26%) and Western Cape (20%). The top three international source markets were Germany, the United Kingdom, the Netherlands and SADC nations. Domestic visitors constituted 72.5% of BCM visitors. Youth visitors aged under 35 years topped the age profile of domestic visitors (69%) and international visitors (53%). Whilst the occupation profile of visitors to Buffalo City Municipality identified that mainly domestic (53%) and international (55%) professionals visit the metro. Family travel groups, followed by organised tour groups, and business travellers were the main visitor types which visit the municipality. Domestic visitors stayed longer in the municipality than international visitors. Domestic and international visitors' average length of stay was 3.26 and 2.84 nights, respectively.</p> <p>Both domestic (50.7%) and international visitors (49.3%) to the municipality mainly came for leisure/holiday followed by visiting friends and family. East London, Gonubie and Beacon Bay were the top visited areas because they have beaches</p>		

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<p>which were the top visitor attractions for international and domestic visitors. The main means of selecting a destination by visitors was word-of-mouth and social media. Thus, emphasising the importance of online and social media marketing as well as customer service and quality assurance programmes. The destination marketing brands of Buffalo City Tourism and Wild Coast Jikeleza route were well recognised by respondents.</p>		
	<p>Customer satisfaction There were differing levels of satisfaction between visitors, product owners and tour guides. This also varied between SADC, international and domestic visitors. The perceptions related to dissatisfaction with cleanliness of the city and municipal services. Product owners and tour guides both rated environmental management low in terms of their satisfaction. Whilst air transport infrastructure was highly rated by all three groups. Key recommendations for improving the city were focused on refuse removal, improved security, roads being repaired and more advertising of what the city offered. There are seven main strategic thrusts that have been identified to drive tourism growth in the city and are as follows:</p>		<p>The municipality will implement customer care programmes.</p>
	<p>1. Product Development Buffalo City lacks good tourism product There is a need for a compelling products to be developed in order to attract the leisure and sports market. A number of catalytic interventions and nodes of development have been identified. Key recommendations flowing from this include:</p> <p><u>Maintain and improve existing sites for recreation</u></p> <ul style="list-style-type: none"> ▪ Undertake a feasibility study on potential uses for Marina Glen/Ebuhlanti. ▪ East London Zoo revitalisation ▪ Nahoon Estuary <p><u>Create a 'must-see attraction'</u></p> <ul style="list-style-type: none"> ▪ Aquarium/Marine Discovery Centre 		<p>Buffalo City in partnership with Buffalo City Development Agency should focus on developing the key tourism infrastructure including "must see attractions".</p>

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<ul style="list-style-type: none"> ▪ Automotive manufacturing museum ▪ Grand prix circuit ▪ Develop an Adventure Centre on beachfront <p><u>Urban design and improvements</u></p> <ul style="list-style-type: none"> ▪ Beachfront redevelopment with an outdoor event space ▪ Sports node – Jan Smuts, ABSA Stadium and Buffalo Park ▪ CBD improvement zone or Urban Development Zone (UDZ) <p><u>Routes and zones</u></p> <ul style="list-style-type: none"> ▪ East London as a gateway to enter rural hinterland “Gateway to Xhosa heartland” – with signage, route and itinerary development. ▪ Heritage route for struggle history and colonial/military history connecting King William’s ▪ Town, Ginsberg, Dimbaza, East London and rural attractions ▪ Coastal tourism and environmental zone-sensitive development <p><u>Create tourism opportunities</u></p> <ul style="list-style-type: none"> ▪ Mdantsane with an event space to promote local and national sports such as boxing ▪ Maritime commercial space opening up in port ▪ Signal Hill maritime commercial development opportunities <p><u>Mobility corridor improvements</u></p> <ul style="list-style-type: none"> ▪ Buffalo Pass road ▪ King William’s Town bypass/traffic redirection ▪ Quenera road ▪ N2 bypass through Haven Hills 		
	<p>2. Reinforce marketing and positioning The Directorate of Economic Development has a responsibility to market and promote Buffalo city as a tourist destination of choice. The Directorate uses various platforms such as advertising in tourism publications, participating in various tourism trade and consumer shows, use electronic media, operating information offices in key</p>		<p>Buffalo City will continue to market and position Buffalo City as a preferred destination of choice.</p>

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<p>strategic areas and hosting of media educations. In order to improve the marketing of the city the following is recommended:</p> <ul style="list-style-type: none"> Position King William’s Town as gateway to history of the region Bisho administrative node Kwelera – as the home of the Eastern Cape’s first SANBI Botanical Gardens and an eco-tourism node The marketing plan of the city needs to refocus its efforts on social media marketing Focus on intergrated call-to-action campaigns Target niche market segments 		
	<p>3. Tourism related infrastructure and services The tourism related infrastructure includes things such as roads, sanitation, cleanliness, public transport etc. It is important for the city to ensure that these services are maintained in order to improve the overall experience of visitors and residents alike. The following is recommended:</p> <ul style="list-style-type: none"> Road infrastructure needs to be maintained and improved. Sanitation infrastructure needs to be upgraded Public transport needs to be improved Existing tourism attractions need to be maintained. Cleaning of the city needs to be improved. 		The municipality will implement its infrastructure master plan aimed at improving roads, sanitation, public transport etc.
	<p>4. Business and Skills Development</p> <ul style="list-style-type: none"> Support small businesses through mentorship programmes, training and information sharing sessions Conduct tourism awareness targeting communities Create linkages between tourism business and financial institutions. Work with institutions of higher earning in developing the required skills Work insitutions of higher learning in improving innovation. 		The Directorate will provide the required support to tourism businesses particulrly the Small Medium Entrprises in order to increase its competitiveness.

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<p>5. Institutional Arrangement The primary responsibility for destination management lies with the Tourism, Arts, Culture and Heritage Department under the Directorate Economic Development and Agencies in the Buffalo City Municipality as well Buffalo City Metro Development Agency. The Department of Tourism, Arts, Culture and Heritage is under resourced as there are currently only two manager and one coordinator positions filled. The comparison of budgets to human resources identified that BCM did not have enough staff and especially management staff, to manage project budgets.</p> <p>Secondly there is limited organisation of the private sector in BCM. This sector is extensive and represents local tour guides, accommodation providers and attraction owners. Yet it is not organised into a representative body. This impedes coordination with the private sector. There are no community or regional tourism structures in BCM, such as Community Tourism Organisations. It is important to establish Community Tourism Organisations as this allows for neighbourhood specific tourism planning and for areas that are not as developed in tourism to be targeted.</p>		<ul style="list-style-type: none"> A clear plan will be developed on how BCMM will assist the private sector and communities to establish community tourism organisations.
	<p>6. Responsible Tourism Buffalo City is a coastal city. It therefore needs to consider the impact tourism has on the environment. Green tourism should be promoted.</p>		Buffalo City should strive to obtain blue flag status in some of its beaches.
	<p>7. Safety and Security The failure and success of any destination is dependant upon its ability to provide a safe a secure environment. Tourism safety and security plan needs to be developed.</p>		Buffalo City will continue to implement tourism safety monitor programme.

(b) Alignment with the National and Provincial Plans and Policies

- Constitution of the Republic of South Africa, 1996
- White Paper on Tourism Development and Promotion, 1996
- Eastern Cape Tourism Act of 2003
- Tourism Act 3 of 2014
- Municipal systems Act

- National Tourism Sector Strategy, 2014
- Provincial Growth and Development Strategy
- Provincial Tourism Master Plan 2015 – 2020

(c) Link to Sector Plan(s) and Policies

- Buffalo City Metro Tourism Sector Growth Strategy
- Buffalo City Bed & Breakfast, Guest House and Hotel Policy

Strategies and Sector Plans

- Metro Growth & Development Strategy (vision 2030)
- Buffalo City Tourism Master Plan, 2006
- Eastern Cape Tourism Master Plan
- National Tourism Sector Growth Strategy, 2014

(d) Progress and Achievements to date (Highlights)

- Completed the Tourism Growth Sector Strategy
- Launched a world class Tourism Hub to cater for the influx of visitors into the city
- Successfully hosted a number of events which were incident free
- Growth in the number of visitors as most establishment reported over 70% occupancy rate during peak season.
- Conducted tourism awareness attracting over 400 participants
- Participated in a number of platforms such as Indaba, ITB, WTM Africa, Beeld, Meetings Africa in order to showcase Buffalo City's tourism offerings.

(e) Challenges

- Limited or under-developed tourism infrastructure - the large portfolio of historical, cultural and eco-tourism attractions need to be developed into “must-see attractions” – e.g. 14 Beaches – only few are developed and known, none has a blue-flag status, water-front development, family-oriented entertainment & tourist attractions, limited adventure offerings, recreation places – Ebuhlanti, etc.
- There is a need for urban design and cleansing around attractions to make the environment more conducive for tourism
- Re-development of key precincts for sports tourism & signature events

- Tourists Safety (beaches)
- Gaps in attractions offerings around particular interests such as Xhosa history, military history, industrial manufacturing and the automotive sector
- Re-inforce the City Branding and Marketing (build on existing momentum – extend hype to all year-round)

4.5 KFA 5: Job Readiness & Training (External)

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Job Readiness & Training (External)	Learning Interventions (Graduates)		Roll-out more Learning Interventions in partnership with key stakeholders including SETAs (Learnerships, Internships, Apprenticeships, etc.)
	Artisans Training		Expand reach & facilitate part nerships
	Community Works Programme		Upskilling Re-orientation towards entrepreneurship

(a) Challenges



- High unemployment levels, specifically amongst youth (including graduates)
- Limited skills offerings (low artisan skills)
- Skills Mismatch (excess supply in certain areas where there is low demand) – re-training
- Lack of experiential training
- 55% of population (20yrs & older) – less than matric, 4% - no schooling

4.6 KFA 6: Rural Development & Agrarian Reform

(a) Introduction to Key Focus Area

Buffalo City is a rural metropolitan municipality characterised by large tracts of rural communities with 38,9 per cent of unemployment, resulting in poverty and inequality. Youth and women comprise a larger percentage of groups in these rural areas of Buffalo City Metropolitan Municipality. The inclusion of certain rural areas from Great Kei, Ngqushwa and Amahlathi local municipalities, through demarcation, has made the situation even worse. The challenge is to revive or transform rural economies (village economy) to create opportunities hence Comprehensive Rural Development Programme (CRDP) which was formulated by the government.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Rural Development & Agrarian Reform	<p>Buffalo City Metropolitan Municipality is rich in natural resources, in terms of land, water and grassland and forests, making it suitable for farming and agro-processing. That means agriculture is one of major vehicles to improve village economies and transform rural areas. Only 32 per cent of population in the Buffalo City Metropolitan Municipality practice farming and most of them are doing it (farming) for self-sufficiency, not on a commercial scale. Major agricultural activities in the BCMM area are around these commodities beef, dairy, pineapple, macadamia, maize, vegetables, poultry and piggery. Contribution of agriculture in the economy of Buffalo City Metropolitan Municipality is shrinking annually, from 26% in 2015 to 19% in 2016. Jobs are lost as more commercial farmers are pulling out of the industry due to a number of reasons (crime, global warming, etc). More agro-processing industries either closing down or leaving BCMM for other cities. Major employers in BCMM are automotive and manufacturing industries.</p>		<ol style="list-style-type: none"> 1. Promotion of food security by supporting irrigation schemes hydroponics and crop production 2. Support household food gardens through supply of inputs. 3. Strengthen capacity of farmers by conducting trainings in production practices and business ethics 4. Improvement of agricultural infrastructure through building of dipping tanks, shearing sheds, scooping of dams and building of poultry and piggery infrastructure 5. Promotion of livestock improvement through introduction of rams and bulls to improve genetic make up. 6. Strengthen market linkages for farmers 7. Promotion of resource conservation by fencing of arable and grazing land 8. Support to women and youth agribusiness through training, mentorship, markets and funding 9. Promote job creation through agriculture and rural development
	<p>BCMM developed an Integrated Agriculture and Rural Development Strategy as a way to address agriculture and rural development. The strategy is expected to be reviewed in 18/19 financial year. The strategy puts emphasis on integrated approach to agriculture and rural development. It seeks to promote coordination among various roleplayers to avoid duplication.</p>		<ul style="list-style-type: none"> • 4 irrigation schemes installed with irrigation equipment, fenced and supplied with production inputs • Renovations on 3 hydroponics projects • 4 dipping tanks built • Construction of 3 poultry and 1 piggery infrastructure

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<p>Strategies to involve youth and women in agriculture and rural development had to be formulated, highlighting the need for accredited training, working with relevant SETAs. Buffalo City Metropolitan Municipality (BCMM) supported farmers with farming infrastructure to promote conducive agricultural environment. Two (2) Cattle dipping tanks, seven (7) fencing of arable and grazing land and construction of three (3) chicken and (2) piggery infrastructure. Seventeen (17) communal areas were assisted with cropping inputs. Buffalo City Metropolitan Municipality, in partnership with the Department of Rural Development and Agrarian Reform, hosted a successful agricultural show which was held in Bisho. The main aim is to promote competition among farmers while marketing their produce</p>		<ul style="list-style-type: none"> • Integrated Agriculture and Rural Development Strategy under review • 15 villages supplied with cropping inputs • Successful agricultural show and exhibition was held

(b) Alignment with the National and Provincial Plans and Policies

- Agricultural Extension Act 87 of 1996 - the objective is to ensure that farmers adopt new farming technical innovations to improve production
- Livestock Improvement Act 62 of 1998 – for the genetic improvement of livestock

(c) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- Metro Growth & Development Strategy (vision 2030): States that Agriculture is an important sector and has potential to contribute both on a commercial scale, including job creation, food security sustenance.
- Integrated Agriculture and Rural Development Strategy -

(d) Progress and Achievements to date (Highlights)

- Buffalo City Metropolitan Municipality (BCMM) supported farmers with farming infrastructure to promote conducive agricultural environment. Two (2) Cattle dipping tanks, seven (7) fencing of arable and grazing land and construction of three (3) chicken and (2) piggery infrastructure. Seventeen (17) communal areas were assisted with cropping inputs. Buffalo City Metropolitan

Municipality, in partnership with the Department of Rural Development and Agrarian Reform, hosted a successful agricultural show which was held in Bisho. The main aim is to promote competition among farmers while marketing their produce.

(e) Challenges

- Only 32% percent of BC population practice farming and largely on a subsistence basis
- Limited Commercial Agricultural Production (low volumes of production, limited agro-processing, limited agricultural exports)
- Lack of diversification on commodities produced
- Climate Change (global warming) affecting Agricultural Sector (Mitigation Measures) [Dry-land production]
- Limited youth involvement in Agriculture
- Fragmentation in the provision of support to communities and emerging farmers (low impact) – Need Agricultural Revolution
- Lack of incentives (new developments)
- Lack of basic infrastructure (irrigation, dipping tanks, fencing of arable and grazing lands, semi-processing facilities, testing facilities, etc.



4.7 KFA 7: Arts, Culture and Heritage Resource Management



(a) Introduction to Key Focus Area



The Directorate is responsible for the development, management and promotion of arts, culture and heritage. In executing this mandate, the Directorate implements a number of projects and programmes which are as follows:

- Development/upgrading of heritage infrastructure
- Commemoration of national days
- Artist support programme
- Geographical name change
- Exhumation, repatriation and reburial programme
- Hosing of cultural Festivals

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Arts, Culture and Heritage Resource Management	<p>Development/upgrading of heritage infrastructure</p> <p>Buffalo City has many sites of historical importance. These sites are located throughout the city. Some of the sites are developed but lack maintenance whilst others are not developed at all. It is the goal of the municipality to develop, manage and promote its rich heritage. This can only be done if the heritage sites are maintained and well conserved. As part of the development and upgrading of the heritage infrastructure programme the Directorate is implementing the following projects.</p> <ol style="list-style-type: none"> 1) Construction of Dr M.W. B Rubusana Monument 2) Fencing of first world war site in KWT 3) Restoration of Settlersway Cemetery 4) Restoration of Tutu Monument 5) Fencing of Chief Pato Battle Site 		<p>The Directorate has no heritage development and promotion strategy. In the 2019/2020 the focus will be on developing the strategy which will guide all the programmes and projects relating to the heritage sector in Buffalo City.</p>
	<p>Commemoration of National Days</p> <p>As a sphere of government closest to the people, it is the role of the municipality to educate and empower people on issues of importance. South Africa has a number of days which are significant. These include amongst other the following:</p> <p>Heritage Day – This is the day celebrated in September to encourage South Africans to celebrate their culture and diversity of their beliefs, traditions in the wider context of nationa that belongs to all its people.</p> <p>Human Rights Day – This is the day in which people are made aware of their rights.</p> <p>Freedom Day – This day is celebrated to in honour of the country's first democratic elections.</p> <p>Workers Day – This day is celebrated to commemorate the contribution made by the workers to the society.</p> <p>Youth Day- it is a national holiday in honor of all young people who lost their lives in the struggle against apartheid and bantu education.</p> <p>Annually the municipality hosts events to commemorate these national days.</p>		<p>The Directorate will continue to host events to commemorate the national days.</p>

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<p>Artist Support Programme Buffalo City has many young people who are involved in creative arts either through being visual artists or performing artists. The majority of them are struggling because they either lack the knowledge on what opportunities are out there or they do not have access to the market. Artists support programme is aimed at providing artists with training and capacity building, create awareness about the opportunities in the industry and support artists to participate in platforms that will give them access to the market. During the 2018/2019 financial year the Directorate has hosted at least 5 artists workshops targeting visual artists and performing artists. Approximately 250 artists participated in these programmes.</p> <p>Through the market access programme, the Department of Tourism, Arts, Culture and Heritage assisted more than 50 local artists to attend the Grahamstown National Arts Festival. The artists managed to showcase their talent. 8 local artists were assisted to participate in the Macufe Jazz Festival where they had an opportunity to showcase their talent.</p> <p>Six filmmakers from Buffalo City were supported to attend the Durban Film Festival.</p>		Development of the Arts and Culture Strategy.
Arts, Culture and Heritage Resource Management	<p>Exhumation, Repatriation and Reburial Programme Exhumation, Repatriation and Reburial Programme is a programme aimed at supporting families who have members who were victims of conflict and have their mortal remains buried away from their families. The programme is aimed at helping these families to find closure and heal the open wounds. The programme is implemented in partnership with the Department of Sports, Recreation, Arts and Culture. In the 2018/2019 financial mortal remains of Mzuvukile Bata and the spirit of Patrick Magxala will be repatriated and reburied.</p>		Buffalo City will continue to partner with the Department of Sports, Recreation, Arts and Culture in implementing the Exhumation, Repatriation and Reburial Programme.

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Arts, Culture and Heritage Resource Management	<p>Geographical Name Change Programme</p> <p>In South Africa the new democratic dispensation made it a law under the South African Geographical Names Change Council Act, 118 of 1998 that names of the colonisers need to be changed and names that were misspelt need to be rectified.</p> <p>The Eastern Cape Geographical Names Committee (ECGNC) was established in 2003. The Provincial Geographical Names Committee has been delegated the following functions:</p> <ul style="list-style-type: none"> • Facilitate the transformation of provincial geographical names in the district through review and standardization of incorrectly spelt, corrupted, offensive, unrecorded and duplicated names. • Take the lead in creating public interest in geographical names through briefings and provision of relevant information. • ECGNC also has a responsibility of establishing local geographic name change committees in the district municipalities as well as the metropolitan municipalities. <p>Council has approved the establishment of the Buffalo City Metro Geographical Name Change Committee (BCGNCC). The Committee is a sub-committee of the Eastern Cape Provincial Geographical Name Change Committee (ECPGNC). Annually the BCGNC submits its annual plan to the ECPGNC on the work it will implement in that financial year. The ECPGNC then approves the plan of BCGNC. In the 2018/2019 financial year The BCMM geographical names committee conducted awareness campaigns throughout Buffalo City in order to make the public aware of the programme and participate in the programme.</p>		Finalise the consultation processes and implement the geographic name change resolutions.
Arts, Culture and Heritage Resource Management	<p>Hosting of cultural festivals</p> <p>Buffalo City Metro partner with various stakeholders including the Traditional Leadership, Department of Sports, Recreation, Arts and Culture, Artists,</p>		Continue to host the art and cultural festivals.

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	Guild Theatre hosts two annual arts and cultural festivals i.e. the Ubuntu Bethu Cultural Festival and Umtiza Arts Festival. Both these events are aimed at showcasing the rich arts, culture and heritage of Buffalo City. Furthermore, it provides a platform for our local artists to showcase their talent.		

(b) Alignment with the National and Provincial Plans and Policies

- Constitution of the Republic of South Africa, 1996
- White Paper on Arts, Culture and Heritage, 1996
- National Heritage Council Act 11 of 1999
- Municipal Finance Management Act 56 of 2003
- Service Delivery Budget Implementation Plan 2018/19
- Provincial Policy on Exhumation, Repatriation and Reburial of Victims of conflicts, 2013
- National Heritage Resources Act (No.25 of 1999)

(c) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- Metro Growth & Development Strategy (vision 2030)

Policies

- Buffalo City Metropolitan Policy on Exhumation, Repatriation and Reburial of Victims of conflicts, 2016

(d) Progress and Achievements to date (Highlights)

- DR Rubusana Statue in front of the City Hall.
- Heritage month activities done.
- Artist Support Programme implemented (Grahamstown and Bloemfontein Arts Festivals).

(e) Challenges

- Under-developed heritage sector (sites not developed, packaged and promoted as attractions)

- No Integrated Heritage Resource Management Plan
- Poor & Lack of Infrastructure to support local Artists (Townships, Rural areas)
- Limited Market Access (access to international markets – foreign exchange)

4.8 KFA 8: Sport Development (Programmes)

(a) Introduction to Key Focus Area

As articulated in the Preamble to the Local Government: Municipal Systems Act, 2000 (Act No.32 of 2000) *“there is a need to set out the core principles, mechanisms, and processes that give meaning to developmental local government and to empower municipalities to move progressively towards the social and economic upliftment of communities and the provision of basic services to all our people, and specifically the poor and the disadvantaged”*.




Swimming Safety and Awareness project

Drownings are listed as one of the top causes of unnatural death amongst children in South Africa. A further alarming statistic is that the majority of child drowning occurred at home in swimming pools (56%) and the rest in rivers and dams. Buffalo City Metropolitan Municipality (BCMM) has several suburbs and townships that are near or close to bodies of water which makes the life skill of swimming essential. The city has beaches, municipal swimming pools as well as rivers and dams which increases the potential for a water related accident to happen.

It is the aim of project with BCMM-Leiden City Link and Buffalo City Aquatics (BCA) that the life skill of swimming is imparted to as many children as possible. At present at least 46 children from Scenery park and Duncan Village are participating in the programme. The goal of the project is to equip young children with the life skill of swimming and to ensure children enjoy activities in and around water in a fun and safe manner. The priority areas to realize the project goal are as follows:

- Water safety education
- Water safety activities in an open-water environment
- Learn-to-swim lessons
- Surfing lessons
- Introduction to competitive swimming

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Sport Development (Programmes)	Draft Sport Development Policy.		Sport Development Policy will be tabled to Council of March 2019.
	Draft Sport Sponsorship Policy.		Sport Sponsorship Policy will be tabled to Council of March 2019.
	Coaching/Umpiring courses for Soccer, Netball and Rugby which will commence from 15/03/19 to 30/03/19.		The courses now need to go to our disadvantaged wards to promote standard of sport development in our disadvantaged areas.

(b) Alignment with the National and Provincial Plans and Policies

- Constitution of the Republic of South Africa, 1996: The Preamble of the Constitution of the Republic of South Africa, as well as Schedule 5 Part A and Part B, provides the fundamental obligation on government to facilitate sport and recreation.
- Section 153 of the Constitution maintains that municipalities, in keeping with their development duties must:
 - (a) Structure and manage its administration and budgeting processes to give priority to the basic needs of the community and to provide the social and economic development of the community: and
 - (b) Participate in national and provincial development programmes

(c) Link to Sector Plan(s) and Policies

This KFA is aligned with the development of sport in the Metro, especially Youth from all BCMM wards.

(d) Progress and Achievements to date (Highlights)

Three BCMM girls from BCMM U/19 team (Mayoral Cup netball team) were scouted to represent BCMM (SA) in Mauritius.

(e) Challenges

- Sport Development Unit is understaffed
- Inconsistence of BCMM sport federations as the Metro we need to work together with them.
- The fact that sports facilities and sports programmes are not under the same directorate poses a great challenge.

4.9 KFA 9: Sport and Recreation Facilities


(a) Introduction to Key Focus Area


The Sport & Recreation Facilities Department comprises of the following

- Divisions: Sports Facilities; Recreation;
- Marine; and
- Zoological Services.

The Department provides for the education, conservation, sport and recreation needs of the community. There are currently 130 recorded sports facilities located within BCMM. However, the number of facilities must still be verified via an audit.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Sport and Recreation Facilities	<p>Sports stadiums and Sportfields are used by local, regional, national associations for their league programmes, Major sports events are also hosted at the stadia, such as PSL matches at Sisa Dukashe Stadium, National Rugby matches etc. Safety issues at facilities:</p> <ul style="list-style-type: none"> ▪ Currently there are insufficient Security Guards for all the sports facilities, which has resulted in vandalism and theft. This situation has a negative impact on the functionality of the sports facilities, and as a result these facilities cannot be used for sports bookings. <p>The Sisa Dukashe Stadium has been upgraded to the Premier Soccer League (PSL) standards as part of the Upgrading and Refurbishment of Sports Facilities programme. Provincial cricket is also played at facilities managed by staff, example Amacalegusha Oval.</p> <p>Informal sports fields are also maintained by the staff by doing grass cutting, supplying goalposts and nets, marking of fields where possible. Informal sports fields are not tariff levying fields. Therefore, no hard infrastructure is invested in these fields. However, wherever a need is</p>		<p>In the 2019/20 FY the programme for the upgrade and refurbishment of sports facilities is expected to continue subject to availability of funds. The focus will be to ensure that the sports facilities meet the necessary standards where applicable and also to be responsive to the needs identified in the IDP public participation process subject to the project being feasible..</p>

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<p>identified to upgrade the playing surface, this is done. Example: Sweetwaters fields.</p> <p>There are 6 swimming pools within the BCMM boundaries, namely, Joan Harrison, and Ruth Belonsky (Coastal region), and King William’s Town and Zwelitsha pools (Inland region). Orient and Waterworld complexes also have swimming pools. The above pools have been refurbished as part of the programme for upgrading and refurbishment of pools.</p> <p>The Mdantsane Nu2 Swimming Pool is currently being upgraded. A Professional Service Provider has been appointed to upgrade Nu 2 Pool. A concept design has been finalized. Some of the rehabilitation works has been done, such as the fencing, demolishing of old walls, and drainage etc.</p> <p>Major events such as National Swimming galas are hosted at our swimming pools.</p> <p>The beaches are very popular especially in the peak festive season. There are 5 serviced beaches: Gonubie, Bonza Bay, Nahoon, Eastern and Orient Beaches. Major events such as the Ion Man 70.3 are hosted at Orient Beach</p> <p>The Marine and Zoological Services (M&Z Services) Division comprises of the Zoo, Aquarium and Nature Reserves. These amenities contribute to the upliftment of the communities by conservation of the environment, the education of the community, and provides for recreation and leisure opportunities for the communities. The Aquarium and Zoo offer a variety of animal species for public display. The Zoo and Aquarium are amongst the oldest in the country. The Aquarium is located along the Beachfront/Esplanade, and the Zoo is within natural green space close the Central Business District. School groups including those schools from historically disadvantaged areas that visit the Zoo and Aquarium pay a school group tariff which reduces the financial strain on the schools. The Zoo and Aquarium are very popular and host many school excursions.</p> <p>The Nahoon Point and the Nahoon Estuary nature reserves offer recreation and education to the communities and have</p>		<p>In the 2019/20 FY the programme for the upgrade and refurbishment of swimming pools, beaches, zoo, nature reserves facilities is expected to continue subject to availability of funds. The focus will be to ensure that the these facilities meet the necessary standards where applicable and also to be responsive to the needs identified in the IDP public participation process subject to the project being feasible..</p>

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	popular hiking trails. Nahoon Point Nature Reserve has an educational centre, which comprises of display of the history of surfing. Nahoon Estuary has a bird hide, and both nature reserves have a variety of fauna and flora. Entrance to the Nature Reserves are free.		

4.10 KFA 10: Libraries and Halls

(a) Introduction to Key Focus Area

Libraries



Buffalo City Metropolitan Municipality manages 17 libraries, 2 mobile libraries, 3 Prison Depots and 3 Old Age Home Depots, with 84 188 Subscribers on behalf of the Provincial Government.


Halls

BCMM manages 36 tariff-levying halls. After a survey conducted more than 90 facilities within the City's jurisdiction it was determined that these facilities fall into two categories, namely:

- Tariff-levying halls which are managed by BCMM of which there are 36 which were inherited from the erstwhile East London and King William's Town Transitional Local Councils. These halls have an operating budget and staff.
- Non tariff-levying halls of which there are 53 and which were primarily constructed by the Amathole District Municipality. Council levies no tariff for these halls (despite previous requests) as they have no operating budget, and no staff. It is also considered onerous for rural communities to book the facilities as there are only 3 booking points

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Libraries and Halls	BCMM manages 17 libraries and 2 mobile libraries		Through the Mayoral Legacy Project, the department is reaching out to communities without libraries
	Halls –BCMM manages 36 tariffs levying halls. Lack of security personnel increases vandalism Increasing community demands for halls		<ul style="list-style-type: none"> ▪ Appointment of additional security guards. ▪ Refurbishment of existing community halls ▪ To request adequate funding for constructions of halls

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	Resorts- Gonubie 20 Chalets and 86 camp sites. Nahoon 52 camp sites. Gonubie resorts has been awarded a 3-star grading by Tourism Grading Council.		Continuous refurbishment of chalets and camp sites.

(b) Challenges

- An insufficient library subsidy received from the Provincial Department towards the running costs of all libraries in Buffalo City as well as the extension of library services into much needed areas.
- Lack of mobile libraries to deliver library services to the rural areas where no library services exists.

4.11 KFA 11: Emergency and Disaster Management

(a) Introduction to Key Focus Area

Emergency Services:

Respond to all emergencies in order save lives and protect property, fire safety, fire prevention, training of all institutions on all fire related courses as the training centre.

Disaster Management:

Disaster Management is defined in legislation as a continuous and integrated multi-sectoral, multi-disciplinary process that plans and implements:

- Assessment of disaster risk
- Prevention of disaster risk
- Mitigation of the severity and consequences of disasters
- Emergency preparedness
- Rapid and effective response
- Post disaster recovery and response

The Disaster Management function became the responsibility of Buffalo City Municipality on acquiring Metropolitan status in May 2011. The Buffalo City Metropolitan Municipal Council adopted the Disaster



Risk Management Policy Framework on 26 February 2014. Disasters occur as a result of a complex inter-relationship of Social, Economic, Spatial, Structural and Environmental vulnerabilities that expose people, their livelihoods and the environment to the hazards generated by trigger events and result in widespread human, economic and environmental losses.

The Disaster Management Amendment Act, 16 of 2015, require sector departments to plan and budget for Disaster Management in the areas of responsibility. This must include Climate Change and vulnerable groups.



Law Enforcement

Services operates from the headquarters situated in Tudor Rose Road, Braelynn. The primary function of Law Enforcement Services is the enforcement of municipal by laws and crime prevention.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Emergency and Disaster Management (EMERGENCY MANAGEMENT)	Buffalo City Metropolitan Municipality Fire and Rescue Services is one of two local authorities in the Eastern Cape that operates a Hazmat Unit and a Water Rescue Unit. The section services the eastern region of the Eastern Cape area when dealing with hazardous incidents. The Fire & Rescue Service responds to, deals with and manages a large number of fire risk and other emergencies across BCMM on a daily basis		<ol style="list-style-type: none"> 1. Purchase of two major pumpers fully equipped 2. Planning for Berlin fire station 3. Refurbishment of Fleet street fire station 4. Refurbishment of fire fighting vehicles 5. Purchase of portable pump
	Buffalo City Fire and Rescue Services operate seven fire stations throughout Buffalo City’s area of jurisdiction with the fire stations being situated at Fleet Street, East London; Greenfields, Dunoon Road, Western Avenue, NU6 Mdantsane, Dimbaza and King William’s Town. The fire stations are manned twenty-four hours a day and seven days a week. All emergency calls are directed to a central control room at the Fleet Street Fire Station on telephone number 043-7059000. Regardless of in which area an incident is, the dispatchers in the control will dispatch the nearest available fire engine to an incident. This first response is then backed up by additional fire engines if necessary.		The supply and installation of the Emergency Services Resources Management System and implementation of the Tactical Radio Network, which is a cross-cutting project, will further improve radio communications at Fire & Rescue Services between fire crews and the central control room.

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY																						
	<p>Incidents responded to by the Fire and Rescue Services are:</p> <ol style="list-style-type: none"> fire incidents serious motor vehicle accidents hazardous materials incidents water rescue and/or recovery of bodies, and rescue incidents, e.g. high angle rescues <p>SERVICE STATISTICS: FIRE & RESCUE SERVICES:</p> <p>During the 2017/18 period, the Fire and Rescue Services provided a wide range of services to the communities of Buffalo City. The most important of these being in respect of fire risks and/or suppression of fires.</p> <p>Fire incidents attended to during this period were:</p> <table border="1" data-bbox="453 931 930 1108"> <tr> <td>Residential dwellings</td> <td>192</td> </tr> <tr> <td>Vegetation/grass fires</td> <td>938</td> </tr> <tr> <td>Commercial fires</td> <td>44</td> </tr> <tr> <td>Informal dwellings</td> <td>570</td> </tr> <tr> <td>Refuse/illegal fires</td> <td>136</td> </tr> </table> <p>Other incidents attended to were:</p> <table border="1" data-bbox="453 1176 930 1279"> <tr> <td>Motor vehicle accidents</td> <td>207</td> </tr> <tr> <td>Special services, e.g. pumping water from flooded houses</td> <td>26</td> </tr> </table> <p>An important function of the Fire and Rescue Services is the prevention of fires through fire safety and training. In this regard the following activities were undertaken:</p> <table border="1" data-bbox="453 1514 930 1756"> <tr> <td>Building plans inspected</td> <td>208</td> </tr> <tr> <td>Trade licence applications processed</td> <td>274</td> </tr> <tr> <td>Fire safety and flammable installations inspected</td> <td>2471</td> </tr> <tr> <td>Lectures/demonstrations to the public</td> <td>74</td> </tr> </table> <p>The training section of the Fire and Rescue Services continues to deliver fire related training to Fire & Rescue personnel and the public and in particular, commerce and industry. The training listed below was provided to a total of ninety-five people:</p> <ul style="list-style-type: none"> • Fire instructor 	Residential dwellings	192	Vegetation/grass fires	938	Commercial fires	44	Informal dwellings	570	Refuse/illegal fires	136	Motor vehicle accidents	207	Special services, e.g. pumping water from flooded houses	26	Building plans inspected	208	Trade licence applications processed	274	Fire safety and flammable installations inspected	2471	Lectures/demonstrations to the public	74		
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Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<ul style="list-style-type: none"> • Hazardous Material awareness (Remainder of text removed from original template) 		
Emergency and Disaster Management (DISASTER MANAGEMENT)	<p>The Early Warning and Tactical Radio Network Designs were completed in December 2018.</p> <p>During the period July 2017 to June 2018 Disaster Management assisted 1970 people affected by 208 informal fires that destroyed 453 informal structures (shacks).</p> <p>Ward Councillors are actively involved in situations where affected persons require relief. In these instances, the Ward Councillors collect the victim's information e.g. gender, age and losses incurred, which is then forwarded to the Disaster Management, who then forwards the relevant information to the South African Social Security Agency, BCMM Human Settlements Directorate and if applicable, the Infrastructure Directorate (Roads and Stormwater Department).</p> <p>Disaster Management is also involved in most – if not all – planning meetings in respect of safety and security at events and, events held in terms of the Safety at Sports and Recreational Events Act.</p> <p>The pilot risk assessment in Wards 1 and 2 commenced in January 2019.</p>		<ul style="list-style-type: none"> ▪ Implementation of Tactical Radio Network. ▪ Implementation of Early Warning System. ▪ Holding of Disaster Management Ward Forum meetings. ▪ Disaster Management will continue to provide emergency relief and assessment of damages/losses to property. ▪ Disaster Management will continue with the planning and management of events hosted in Buffalo City. <p>Phase 2: community based risk reduction will commence in wards 1 and 2 in July 2019.</p>
Emergency and Disaster Management (MUNICIPAL LAW ENFORCEMENT)	<p>BCMM Law Enforcement Services' is the collective team of professionals who are dedicated to upholding and enforcing the laws and statutes that are currently in force in a given jurisdiction. The core function of the Law Enforcement is enforcement that focuses on upholding and enforcing Municipal By-laws, protect Municipal assets and perform crime prevention. It is a component within the Directorate of Public Safety gazetted in terms of Government</p>		<ul style="list-style-type: none"> ▪ Daily deployment of Law Enforcement Services' members to ensure compliance of Municipal-by laws relating to Street-Trading by laws <ul style="list-style-type: none"> ○ ensure crime prevention by conduct visible foot patrols, visiting of Municipal

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<p>Notice No: 23143 R209 dated 19 February 2002.</p> <p>At its core, law enforcement seeks to achieve its mandates set out, such as the enforcement to seek and to prevent the occurrence of a crime that is in some way damaging to another human being, Municipal assets or to society as a whole. Second, people employed in some enforcement capacity will seek to ensure suspected criminals are tried in a manner that is in compliance with local laws.</p> <p>Its main office and community service centre are situated at No: 56 Tudor Rose Street in Braelyn, East London. The approved structure for Law Enforcement Services is composed of a ranking structure including the head who is a Commander, Regional Commander, a Senior Superintendent, Superintendent, Sergeants and Constables as well as Security Guards servicing the entire BCMM departments were integrated into Law Enforcement Services.</p> <p>The Law Enforcement Dept had one major capital project during the 2017/2018 financial year which was the Installation of CCTV Cameras in East London CBD, and various municipal buildings. This project under Contract 3112 realised the completion & installation of cameras at all BCMM cash taking offices namely Munifin Building, Gonubie Cash Offices, Gompo Cash Offices & City Hall.</p> <p>Issues regarding ineffective safety and security measures at the City Hall have come to the fore recently resulting in the request from the Metro's Leadership to ensure that effective security measures are implemented as a matter of urgency hence the roll out of security cameras throughout City Hall.</p>		<p>installations in ensuring protection of Municipal assets.</p> <ul style="list-style-type: none"> ○ Prevent illegal street trading ▪ Weekly Joint Operations with other stakeholders such South African Police Services, Traffic Department, Fire Department, Health and Disaster Management in jointly addressing compliance issues on places of entertainment, identified crime hotspots, traffic transgressions and warrant of arrests. Issues that get attention are as follows but not limited to: <ul style="list-style-type: none"> ○ Compliance of a Municipal By-law on Trading Hours by licenced liquor outlets ○ Selling of raw red meat on the streets ○ Sporadic roadblock aimed at checking on violation of traffic laws ○ Checking on issues relating to fire safety on buildings ▪ Daily Joint operations with Housing Department aimed at ensuring that illegal land occupation of Municipal owned land is prevented, and where there is identification of such an occurrence then swift action is undertaken.

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY																						
	<p>SERVICE STATISTICS FOR LAW ENFORCEMENT SERVICES</p> <table border="1"> <thead> <tr> <th>INFRINGEMENT</th> <th>STATISTICS</th> </tr> </thead> <tbody> <tr> <td>Theft, robbery, assault, shoplifting</td> <td>44</td> </tr> <tr> <td>Drunk and disorderly</td> <td>417</td> </tr> <tr> <td>Liquor outlets inspected</td> <td>651</td> </tr> <tr> <td>Illegal electricity actions</td> <td>10318</td> </tr> <tr> <td>Squatter inspections</td> <td>194</td> </tr> <tr> <td>Vagrant complaints</td> <td>511</td> </tr> <tr> <td>DIC</td> <td>8</td> </tr> <tr> <td>Contravention of bylaws</td> <td>15515</td> </tr> <tr> <td>Marches/picketing – Gatherings Act</td> <td>48</td> </tr> <tr> <td>Total</td> <td>27706</td> </tr> </tbody> </table> <p>As it is known to the City, Illegal structures are rife and, in an attempt, to minimize the erecting of these structures, in year under review Law Enforcement have had numerous operations in terms of dismantling illegal structures and so far 194 shacks have been dismantled.</p> <p>A collective approach to crime prevention with other stakeholders namely, SAPS, Traffic Services, Health Department & Fire Department have ensured that a visible presence is maintained to curb such illegal activities. During these raids various dangerous and illegal contraband have been confiscated and placed in SAPS.</p> <p>PROGRESS WITH CCTV</p> <p>The Department has a working CCTV monitoring room at the East London Fire Station precinct which is capable of monitoring CCTV footage in the CBD. There are approximately twenty-one live CCTV cameras at the moment. Currently a contract is underway for the roll out of CCTV in the CBD and various municipal buildings which include City Hall, Gompo Pay Office, Beacon Bay Office, Munifin building and the Licencing section next door to the Munifin. A new tender is being drawn up which will ensure the installation of CCTV Surveillance Cameras in the entire Buffalo City Metropolitan area over a multi – year operation and funding will be provided in the Capital Budget.</p>	INFRINGEMENT	STATISTICS	Theft, robbery, assault, shoplifting	44	Drunk and disorderly	417	Liquor outlets inspected	651	Illegal electricity actions	10318	Squatter inspections	194	Vagrant complaints	511	DIC	8	Contravention of bylaws	15515	Marches/picketing – Gatherings Act	48	Total	27706		<ul style="list-style-type: none"> ▪ Daily Joint Operations with Electricity Department is undertaken aimed at ensuring that protection is provided to Electricians when embarking on the disconnection of illegal electricity connections ▪ Daily deployment of personnel to the CCTV room who monitor the CCTV surveillance cameras and who provide swift and prompt reaction whenever a suspicious activity is captured by the system
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Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<p>The CCTV section has assisted in the closure of a “drug den” by SAPS in Kimberly Road due in large part to the footage collected on activity at this address. A suspect was also arrested for Dealing in Narcotics and ar den. 150g of dagga was seized thanks to the efforts of the CCTV personnel monitoring the activity at upper Oxford Street. There has been a significant drop in contact crime on the beach front since the CCTV cameras came into operation on the esplanade. The activity that has been monitored and actioned are the car washers, vagrants, and even squatters in the bush near the Hera’s Park. Vandalism has also decreased due to the CCTV activities. The Highway Taxi Rank has had a few drive-by shootings that have been fatal but the general crime in this sector has remained low.</p> <p>The personnel at the CCTV section had 12 constables with 1 sergeant and 1 superintendent in February which was increased in June to 19 constables, 2 sergeants and 1 superintendent. The increase in personnel has a direct impact and effectiveness of the CCTV section and as the section adds cameras to different sectors so will the personnel increase.</p>		

(a) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- **Metro Growth & Development Strategy (vision 2030):** Which states that BCMM must continue to serve on IGR structures to enhance the flow of information and encourage participation with the City. This will be implemented, through identified systems for regular interaction (between BCMM and all its public stakeholders).

(b) Alignment with the National and Provincial Plans and Policies:

- Fire brigade Act 99 of 1987,
- SANS 10090: 2003 Community Protection against Fire,
- SANS Codes :10087, 10089,
- SANS 10040 National Building Regulations Act 103 of 1977

- National Veld and Forest Fire Act 122 of 1998,
- Occupational Health and Safety Act 85 of 1993,
- Labour relations Act 66 of 1995
- Basic Conditions of Employment Act 75 of 1997
- Municipal structures Act 117 of 1998
- Municipal Systemes act 32 of 2002
- Disaster Management Act 57 of 2002,
- Explosives Act 15 of 2003

(c) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

There are no Sector Plans under Fire & Rescue Services, however, operations are executed in terms of the South African National Standards (see legislation listed under [d])

(d) Progress and Achievements to date (Highlights)

Procurement of three bush tenders. Refurbishment of three major pumper fire engines.
Upgrading of Emergency Services System (call receiving and logging), refurbishment of Dimbaza Fire Station.

(e) Challenges





- Limited personnel to maintain minimum crew levels and operation of all fire stations.
- Delays in repairing specialised fire fighting vehicles due to imported spare parts.
- Limited radio communications
- No fire hydrants in rural areas

4.12 KFA 12: Traffic Management

(a) Introduction to Key Focus Area

The primary function of the Traffic Department is the enforcement of traffic laws, regulations and by laws. Areas covered by Traffic Services in terms of operation covers the majority of the BCMM area of jurisdiction albeit in limited capacity

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Traffic Management	<p>During 2017/2018 the Traffic Department had a number of capital projects which was being undertaken & implemented. The three top priority projects were:</p> <ul style="list-style-type: none"> • Construction of King William’s Town Traffic Centre • Vehicle Test Station Equipment Upgrade 		<p>Completion of KWT traffic Services building</p> <p>Purchase of Traffic & Law enforcement equipment</p>
	Traffic & Law Enforcement Equipment		
	Implementation of the evidentiary breath alcohol testing (EBAT)		Replacement of blood sampling with EBAT
	Procurement processes underway for development of the traffic safety plan to assist and on advice to reduce accident fatalities		Implementation of traffic safety plan (TSP)
	Procurement process underway for implementation of Parking Management System (PMS)		Implementation of PMS

(b) Alignment with the National and Provincial Plans and Policies

- National Road Traffic Act, 1996, No. 93 of 1996
- National Road Safety Act, No. 9 of 1972
- Province of the Eastern Cape Road Traffic Act, No. 3 of 2003

(c) Link to Sector Plan(s) and Policies

- Traffic Safety Plan
- Roads Master Plan
- Crime Prevention Strategy

(d) Challenges

- Finalisation rate of infringement notices
- Extension of full services to all areas within the regions of BCMM
- Road Infrastructure
- Shortage of human resources
- Shortage of logistical resources
- Integrated Planning
- Skills Development
- Parking Management System

Strategic Outcome

2



A GREEN CITY



SITUATIONAL ANALYSIS

5. STRATEGIC OBJECTIVE

To promote an environmental sustainable city with optimal benefits from our natural assets.

6. MUNICIPAL STRATEGIC ALIGNMENT MATRIX

The alignment between the strategic outcome, strategic objective, Council Ten Point Plan and Key Focus Areas is depicted as follows.

STRATEGIC OUTCOME	STRATEGIC OBJECTIVE	TEN POINT PLAN	KEY FOCUS AREA
STRATEGIC OUTCOME 2 (SA2): A green city	To promote an environmental sustainable city with optimal benefits from our natural assets.	TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 13: Environmental Management and Climate Change
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 14: Air quality
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 15: Parks and Open Spaces
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 16: Vegetation Control and Biodiversity
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 17: Municipal and Environmental Health
		TPP 8: WASTE ECONOMY	KFA 18: Solid Waste Management

7. TOP FIVE STRATEGIC PRIORITIES

The top five strategic priorities applicable for the 2019/2020 IDP Review are as follows:

- ICT: Insufficient coverage of the Fibre network city wide
- Water: Bulk infrastructure constraints in high demand zones
- Sanitation: Midlands and inland bulk infrastructure constraints
- High electricity losses affecting viability of the municipality
- High use of public transport due to spatial segregation

8. ANALYSIS OF KEY FOCUS AREAS (KFAs)

8.1 KFA 13: Environmental Management and Climate Change

(a) Introduction to Key Focus Area

Invasive alien species pose significant threats to human livelihoods, economic development and biodiversity and these threats are likely to be exacerbated by climate change. Buffalo City has a vast number of degraded wetlands and the City is infested with invasive alien species. Climate Change is already having a direct impact on the ability of many South African municipalities to meet their developmental objectives. Extended dry seasons, increasing temperatures, extreme storms and sea level rise result in drought, crop failure, livestock death, damage to infrastructure, runaway fires and will further entrench poverty with the increase of vector-borne disease, disabling of existing livelihood and damage to household assets. Environmental management and protection entail development of a set of tools, system and procedures to influence human activities that might negatively impact on the natural environment. The City has been impacted by landscape change (habitat destruction and degradation), invasive alien species, over exploitation for example illegal sand mining practices and pollution.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Environmental Management and Climate Change	<p>Climate Change Buffalo City Metropolitan Municipality is congested with invasive alien species (fauna and flora) throughout the city. In response to the diverse effects of climate change the IEMP Unit is in the process of developing an Invasive Species Control, Monitoring & Eradication Plan.</p>		<i>Implementation of the Invasive Alien Species, Control, Monitoring & Eradication Plan</i>
	<p>Wetlands Our wetlands are in dire state & congested with waste and alien plants. There is a Wetlands Report in place that needs to be implemented.</p>		<i>Implementation of the Wetlands Report (Rehabilitation of John Dube Wetland (Phase 2))</i>
	<p>Mapping of Vulnerable Coastal Areas Coastal vulnerability is the degree to which a coastal system is susceptible to, or unable to cope with, adverse effects of climate change.</p>		<i>Implementation of the Vulnerable Coastal Areas</i>

(b) Alignment with the National and Provincial Plans and Policies

- The National Climate Change Response (NCCR) White Paper (2011) outlines priority impact and response categories identified as part of a lengthy specialist input and consultation process that began with the National Climate Change Summit in March 2009. The White Paper outlines impacts to key sectors and systems. The possible climate change impacts on sectors and systems within BCMM are diverse.

(c) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- BCMM Integrated Environmental Management Plan (IEMP) which provides an overarching framework for environmental management
- BCMM Integrated Coastal Zone Management Plan (ICZMP) aimed at identifying and prioritising existing environmental pressures, provide the recommendation pressures, as well as the appropriate framework to manage the BCMM coastline
- BCMM Climate Change Strategy for managing energy and mitigating climate change effects
- Air Quality Management Plan
- Invasive Alien Species Control, Monitoring & Eradication Plan
- Wetlands Report
- Mapping of Coastal Vulnerable Areas

(d) Progress and Achievements to date (Highlights)

- Environmental Management & Sustainable Development is in the process of developing Alien Species Control, Monitoring & Eradication Plan plus Mapping of Coastal Vulnerable Areas in order to identify and assess the vulnerability of the coastline to dynamic coastal processes and climate change.
- Invasive alien species are plants, animals and microbes that are introduced into countries, and then out-compete the indigenous species. Alien invasive species (AISs) are causing billions of Rand of damage to South Africa's economy every year, and are the single biggest threat to the country's biological biodiversity. Both plans have drafts available and will be completed by May 2019.
- IEMP Unit will be celebrating World Wetlands Day on the 15th of February 2019 at Scenery Park Community Hall. Three schools (Uviwe High School, Mbulelo Primary &

Zwelemfundo Primary School) will be joining the celebration. The Unit has embarked on a project to rehabilitate the John Dube Wetland in Scenery Park.

(e) Challenges





- The Unit is currently understaffed.


8.2 KFA 14: Air Quality




(a) Introduction to Key Focus Area


In terms of the Air Quality Act no.39 of 2004 Buffalo City Metropolitan Municipality is mandated to manage and implement Environmental Pollution and Air Quality Management activities within its area of jurisdiction.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Air Quality	The 2017/2018 project – Review of Air Quality Management Plan was awarded to a service provider on the 9 February 2018. However the project was not completed and a letter requesting extension was submitted by the service provider due to the late award of the tender and amount of time to complete.		Implementation of the Air Quality Management Plan within the BCMM;
	The Air Quality Management Plan Review (AQMP) was developed on the 29 th September 2018 during the financial year of 2018/2019. The report was submitted to top management meeting for approval in January 2019 and it was approved. The report will be submitted to the council for adoption in February 2019.		Development of Air Quality By-law
	A vacant post of the Environmental Pollution Officer was advertised and the newly appointed Environmental Pollution Officer started on the 1 st October 2018. The Chief Air Quality Officer submitted a request for two internship employees and the request was approved. Two internship employees were appointed and started on the 03 December 2018.		Ensure that a team of dedicated personnel are appointed/assigned to oversee air quality responsibilities in the BCMM, ensuring that these responsibilities are carried out effectively;
	During the 2017/2018 financial year the department was allocated one capital project namely, The Appointment of a		Upgrading and purchasing of new air quality monitoring stations equipments.

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<p>Panel of Specialist Service Providers to supply, install and commission air quality monitoring station equipment for a period of two years with a budget of R900 000. This budget was utilised to supply, install and commission air quality monitoring station equipment.</p> <p>A period contract 299 for the appointment of a panel of specialist service providers to service, repair, and supply consumables and to calibrate air quality monitoring instruments for a period of 24 months was advertised and awarded on the 03 October 2018 to three service providers.</p> <p>Contract 265 for the appointment of a panel of specialist service providers to service, repair, and supply consumables for air quality monitoring instruments and to calibrate meteorological and sound monitoring equipment for a period of 24 months was advertised and awarded to the 12 December 2017.</p>		<p>Developed a new contract for the appointment of a panel of specialist service providers to service, repair, and supply consumables for air quality monitoring instruments and to calibrate meteorological and sound monitoring equipment for a period of 2 years.</p>
	<p><u>Ambient Air Quality Monitoring</u> Buffalo City Metropolitan Municipality has three fixed continuous air monitoring stations located at Beaconsfield Road in East London, at the Roads Depot in Zwelitsha and a mobile station that is situated in Gompo Empilweni Community Health Centre yard in Buffalo Flats. The Air Monitoring stations operate in accordance with the South African National Accreditation System (TR 07-03) monitoring both meteorological parameters as well as the concentrations of criteria pollutants.</p> <p>At the East London Air Quality Monitoring Station, a new Particulate Matter (PM10 – 2.5) analyser was installed.</p> <p>At the Mobile Air Quality Monitoring station, a new air conditioner was installed and the three new analysers (Sulphur dioxide; Nitrogen dioxide and Carbon Monoxide) were installed. The network web logger was faulty and sent away for repairs and reprogramming.</p> <p>At the Zwelitsha Air Quality Monitoring station, the Carbon monoxide analyser was faulty and sent away for services and repairs.</p> <p>Meteorological monitor capable of measuring ambient temperature,</p>		<p>Ensure that the existing ambient monitoring network is managed effectively and information is available to public and private sectors; and</p>

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<p>atmospheric pressure, relative humidity, solar radiation and ultrasonic anemometer capable of measuring wind speed and wind direction were supplied, installed and commissioned to all three air monitoring stations.</p> <p>A purchase order for the installation of Enviman Suite and reactivation * Setup of the databases and stations, visit to each station to set up transfer and copying of available data. Setting up end user access to server and testing functionalist was approved and submitted to a service provider.*</p>		
	<p><u>Atmospheric Emission Licence (AEL)</u></p> <p>The tariff fines for the Atmospheric Emission Licences were approved by Council and implemented in the 2018/2019 financial year. Municipal Health Services currently generated an amount of R500 000 from the AEL tariff fines.</p> <p>Municipal Health Services received two AEL applications in the first quarter which were sent back for amendments and outstanding reports that were requested from the facilities, e.g. Air Impact Report and Ambient Air Quality Monitoring Plan. Both facilities paid the application process fee to Buffalo City Metropolitan Municipality.</p> <p>The current status of the two AEL applications and acknowledgment letters were developed and sent to both facilities. The next process being to issue a draft AEL for both facilities.</p>		Tariff fines for National Atmospheric Emission Information System (NAEIS) reporting
	<p><u>National Atmospheric Emission Information System (NAEIS)</u></p> <p>In the second quarter eight facilities were registered to the National Atmospheric Emission Information System (NAEIS). A master list was generated, and the e-notifications were e-mailed to 32 facilities for reporting their 2018 annual emission reports to the National Atmospheric Emission Information System (NAEIS).</p>		<p>Training on data management and data validation.</p> <p>Upgrading BCMM Emission Inventory and training of staff on National Atmospheric Emission Information System (NAEIS) and</p>
	<p><u>Compliance and Enforcement</u></p> <p>Stutt Brick Company was operating without an Atmospheric Emission Licence (AEL)</p>		Enforce air quality standards to create a clean atmospheric environment for

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<p>and the company was fined an administrative fine of R200 000 which was paid in November 2018.</p> <p>DLP Manufacturing Company's AEL expired in March 2017, therefore the company was operating without an AEL and the facility was fined an administrative fine of R200 000 to be paid to BCMM.</p>		<p>all residents of the Metropolitan.</p> <p>Training of staff on South African Atmospheric Emission Licence Information Portal (SAAELIP)</p> <p>Training of staff on Sound level meter instruments.</p>
	<p>Air Quality Section also performs the noise pollution control function as well as aspects relating to water and waste pollution. In terms of noise pollution, the Air Quality Unit conducted noise monitoring and noise measurements and issuing noise exemptions during summer at all music festivals within BCMM such as Buyel'Ekhaya music festival, Count Down music festival, Cruel summer music festival and Metro FM Heat Wave etc.</p> <p>During the 2017/2018 financial year quarterly progress reports for monitoring and taking of water samples on the polluted stream passing through Braelyn and Pefferville were submitted to the Council meetings</p>		<p>Continuously monitoring and taking of water samples of polluted stream</p> <p>Environmental Pollution Officer and Contract staff to be trained as Environmental Management Inspectors (EMI)s</p>

(b) Alignment with the National and Provincial Plans and Policies

- National Environmental Management Act no. 107 of 1998
- Air Quality Act no.39 of 2004
- National Framework for Air Quality Management in the Republic of South Africa, 2012
- National Water Act No. 36 of 1998
- National Ambient Air Quality Standards No. 1210 of 2009.
- National Dust Control Regulations No. R827 of 1 November 2013

(c) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- BCMM Air Quality Management Plan
- BCMM Air Quality By-Laws
- BCMM Air Quality Assurance and Quality Control System

(d) Progress and Achievements to date (Highlights)

- The development of Air Quality Management Plan (AQMP) review
- Chief Air quality Officer was appointed and designated by Council to be the BCMM Air Quality Officer.
- Appointment of Environmental Pollution Officer.
- Appointment of two Internship employees.
- All three air monitoring stations are operational and reporting South African Weather Services (SAWS)
- Managed to generate R500 000 from the tariff fines for the Atmospheric Emission Licence.
- Managed to utilise the capital budget in the third quarter. **Challenges**
- Vandalism and theft
- Increased levels of illegal dumping

(e) Challenges


- Malfunctioning of old air quality equipment causes poor reporting to South African Weather Service (SAWS).
- More staff need to be training as Environmental Management inspectors (EMI) to implement compliance and enforcement of environmental issues.
- The available staff needs to be capacitated continuously on air quality management courses.

8.3 KFA 15: Parks and Open Spaces

(a) Introduction to Key Focus Area

The Parks Department is responsible for the enhancement of the natural environment through the development, maintenance and management of Community Parks and Open Spaces, Arboricultural and Horticultural activities.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Upgrading and development of Community Parks and Open Spaces	<p>Horticultural Services There are 97 existing parks in the BCMM jurisdiction and the target for development of new parks this financial year is 8 and maintenance therefore remains a challenge due to vandalism and theft.</p> <p>Open spaces are regarded as unaffordable to provide and maintain and therefore cannot compete for popular and political support in the face of demands for basic services. As a result vast areas of the City are developed without this essential resource.</p>		10 new parks will be developed. Maintenance of existing parks will be undertaken.

(b) Alignment with the National and Provincial Plans and Policies

- NEMA (National Environmental Management Act)
- NEMBA (National Environmental Management Biodiversity Act)

(c) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- Municipal Open Spaces System (under review)

(d) Progress and Achievements to date (Highlights)

- Upgrading and development of Community parks – Provision of playground equipment for various parks are currently at procurement stage.
- Beautification of entrances and cityscapes – Upgrading of selected horticultural features in Settlersway.

(e) Challenges

- Vandalism and theft
- Increased levels of illegal dumping

8.4 KFA 16: Vegetation Control and Biodiversity**(a) Introduction to Key Focus Area**

Environmental management and protection entail development of a set of tools, systems and procedures to influence human activities that might negatively impact on the natural environment. The City has been impacted by landscape change (habitat destruction and degradation), invasive alien species, pollution and over exploitation for example illegal sand mining practices. Given the current threats to biodiversity, and the projected impacts of climate change, the municipality has committed to protecting, and managing the city's ecological infrastructure to enhance ecosystem resilience and the ability of our citizens to adopt to persistent change and short-term disasters.

Invasive alien species pose significant threats to human livelihoods, economic development and biodiversity and these threats are likely to be exacerbated by climate change. Controlling invasive alien species, rehabilitating degraded ecosystems and reducing the rate of land transformation are increasing priorities in ensuring the overall sustainability of the city's ecological infrastructure. The National Environmental Management: Biodiversity Act (NEMBA, Act 10 of 2004) provides a framework for the management and conservation of South Africa's biodiversity and outlines the requirements for sustainable use of biological resources and the protection of species and ecosystems. Chapter 5 of the Act deals with the management of invasive alien species. In August of 2014 the NEMBA regulations for invasive species were promulgated and published. These regulations list four different categories of invasive alien species and provide instructions on how these species should be managed, controlled and eradicated from areas where they may cause harm to the environment. In terms of NEMBA, all state entities (including Municipalities) must develop a strategy and management plan for the monitoring, control and eradication of IAS on land they own.

Climate Change is already having a direct impact on the ability of many South African municipalities to meet their developmental objectives. Extended dry seasons, increasing temperatures, extreme storms and sea level rise result in drought, crop failure, livestock death, damage to infrastructure, runaway fires and will further entrench poverty with the increase of vector-borne disease, disabling of existing livelihood and damage to household assets. The NCCS White Paper places an obligation on BCMM to formally include climate change response in planning. It is therefore important that BCMM proactively takes steps to consider and deal with climate change risks of high significance. In response to this the city developed climate change strategy which was adopted by council in 2015.

The key threats to the wetlands located within Buffalo City Metropolitan Municipality includes, Invasive alien plants (IAPs), Erosion, Development within and around wetlands, Pollution and excess nutrients, Draining of water, over grazing/trampling, Lack of buffer zones next to wetlands and Lack of buffer zones next to wetlands. To streamline and improve the management of wetlands, the city is implementing the Local Action for Biodiversity: Wetlands South Africa (LAB: Wetlands SA) programme with support from ICLEI Africa Secretariat (ICLEI AS). The LAB: Wetlands SA project aims to ensure the protection of priority natural wetland resources, thus enabling the supply of ecosystem services, and promoting resilient communities and sustainable local economies under a changing

climate within South Africa local governments. Through the development of the Wetland Report, ICLEI AS will assist the Buffalo City in identifying the gaps in management and assist with devising new and better wetlands management strategies going forward.

The value of wetlands and the ecosystem services they provide have been recognised by the multiple stakeholder working within the municipality and as such, efforts are being made to halt the loss of wetlands and rehabilitate those that have been damaged or degraded with the purpose of restoring functionality and the subsequent provision of ecosystem services

Environmental Education and Awareness are of critical importance due to a rapid decline of the state of the natural environment in the city. The Buffalo City Metropolitan Municipality understands that human existence and its operations depend entirely on the survival of the environment because if there is no environment then human existence and its operations will become unfunctional and inexistent. The fauna, flora and natural resources within the Buffalo City region are deteriorating because of inadequate knowledge, information and lack of understanding. The importance and value of the natural environment and the ecosystems that exist within are poorly understood and because of this, the environment and all its ecological linkages remain threatened. The resources that currently sustain the lives of all citizens are in question whether they will be able to meet the needs of future generations. It is for this reason then, that environmental education and awareness becomes necessary. Urban development, pollution and an increase in the population growth are some contributing factors to a decline in the state of the environment. Environmental education and awareness are necessary processes that allow all individuals to address environmental issues, concerns and to act in a correct manner to improve the status of the environment and look after it. Once these are done, individuals start developing a deeper understanding of environmental issues and can make informed and responsible decisions. Citizens become more sensitive and knowledgeable, they have an attitude of concern and motivation to improve environmental quality and foremost they gain skills to identify and resolve environmental challenges and participate accordingly.

Environmental Compliance - The National Environmental Legislation focuses in promoting ecologically sustainable development practices by private individuals as well as organs of state. Municipal decision making on private development takes into consideration compliance with environmental legislation to prevent further degradation of ecosystems. The municipality's compliance with environmental legislation for its own projects is an area that requires ongoing improvement. Facilitating compliance with environmental legislation during the planning and implementation of service delivery projects is critical to the municipality's environmental regulatory, advisory and support function.

Protected areas- The Eastern Cape Parks and Tourism Agency (ECPTA) is the management authority as per the National Environmental Management: Protected Areas Act (No 57 of 2003) of various provincial protected areas. Protected areas under the management of the ECPTA within the BCMM jurisdiction is the East London Coast Nature Reserve, the Amathole Marine Protected Area and the Kwelera National Botanical Garden. East London Coast Nature Reserve and Amathole Marine Protected Area are solely managed by the ECPTA, whereas the

Kwelera National Botanical Garden is co-managed with the South African National Biodiversity Institute. Management Plans have been developed for all protected areas managed by the ECPTA within jurisdiction of BCMM.

- East London Coast Nature Reserve

East London Coast Nature Reserve (ELCNR) is a name coined to refer to a series of nature reserves and state forests situated primarily on the coastline between Great Fish River and the Great Kei River. The coastal Nature Reserves/State Forests include inter alia (from north-east to south-west) Cape Morgan, Double Mouth, Cape Henderson, Cintsa West & East, Blue Bend, Cove Rock, Gulu, Kidd's Beach, Kayser's Beach, Chalumna, Kiwane and Hamburg (including Forest 224). The remaining two nature reserves (Umtiza Forest and Fort Pato) are located inland, approximately 14km and 25km north of East London on the south-western banks of the Buffalo River. The ELCNR is approximately 3 424ha in size and represents approximately 60% of the 300km coastline between these two rivers.

The ELCNR comprises of a mosaic of coastal forests, thicket, bushveld and grassland vegetation. It consists of five main vegetation types, including: Transitional Coastal Forest, Valley Thicket, Eastern Thorn Bushveld, Eastern Dune Thicket and Coastal grassland.

Several species of conservation importance are found within the boundaries of ELCNR, including *Ptaeroxylon obliquum*, *Buxus macowanii*, *Umtiza listerana*, *Encephalartos altensteinii* and *E. villosus*. Agricultural practices, rural and urban development have virtually established the two inland reserves as islands of original Mesic Kaffrarian Thicket and its associated fauna, which includes several endangered species.

While the majority of the large mammals have become locally extinct over the last century many animals still occur in ELCNR – including the Samango Monkey at Umtiza. Rare fauna found in the ELCNR as a whole include the Leopard, Blue Duiker, Giant Golden Mole, and Tree Dassies. Cape Parrots used to be observed at Umtiza, but have not been seen for many years. Other species of interest include Crowned Eagles, Knysna Lourie and Narina Trogon. The African Black Oystercatcher also occurs along the coast and is regarded as the second most threatened bird on the South African Coast.

- Kwelera National Botanical Garden

Situated about 18km northeast of East London within the municipal boundaries of Buffalo City Metropolitan Municipality between the Gonubie and Kwelera Rivers, the Kwelera National Botanical Garden (KwNBG) is the first National Botanical Garden to be established in the Eastern Cape.

The declaration of the KwNBG in 2014 marked a significant step towards delivering on the National Department of Environmental Affairs Outcome 10 commitments. The Kwelera Nature Reserve (KNR), which is already declared and managed by the Eastern Cape Parks and Tourism Agency (ECPTA) as a Protected Area, is the anchor site for the KWNBG. The South African National Biodiversity Institute (SANBI) only added about 10ha of landscape

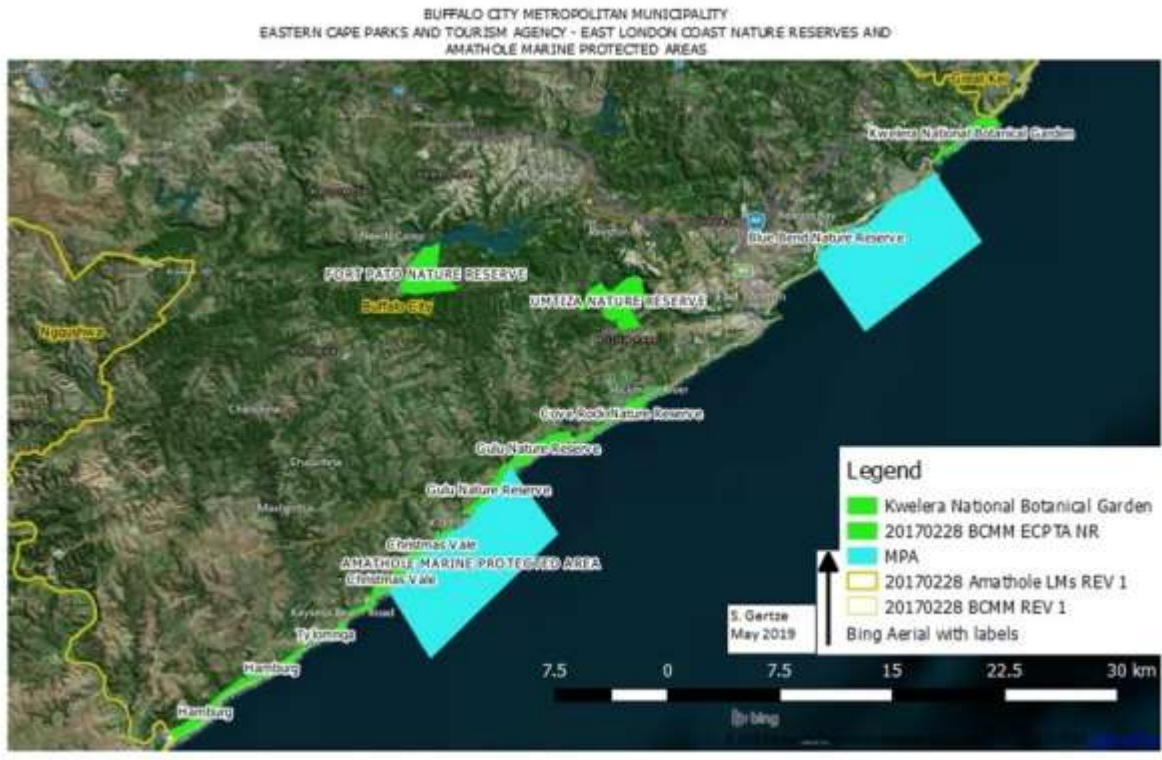
garden to the anchor site. Under the signed Memorandum of Agreement the Nature Reserve will remain under ECPTA but be co-managed with SANBI as the natural portion of the new Kwelera National Botanical Garden. The KWNBG is an important biodiversity corridor in the region and comprises 160ha of pristine coastal dune forest, marine frontage and coastal grasslands. Currently, the KWNBG is not fully operational. An Environmental Impact Assessment process is currently in process for proposed infrastructure developments within the KWNBG.

- Amathole Marine Protected Area

The Amathole Marine Protected Area (MPA) lies in the Eastern Cape Province between the Kei Mouth, Gonubie and the Gxulu Rivers at East London and extends three nautical miles to the sea (Refer to map). The Amathole MPA located within the jurisdiction of three municipalities, namely Buffalo City Municipality, Great Kei Municipality under Amathole District Municipality.




Two Sections of the three sections of the Amathole MPA fall within the jurisdiction of BCMM. The area of the two sections within the BCMM are as follow:

- The Gonubie area encompasses the sea area (excluding any estuary) between the high water mark and a distance of three nautical miles seaward, and between, as southern-western boundary, a line drawn 145° from Nahoon Point (32° 59' .778 S; 027° 57' .096 E), and, as north-eastern boundary, a line drawn 145° from Gonubie Point (32° 56' .485 S; 028° 02' .120 E). The south-eastern offshore boundary is a straight line running 045°, which joins the southern corner (33° 02' .213 S, 027° 59' .119 E) and the eastern corner (32° 58' .955 S; 028° 04' .125 E) of the area.
- The Gxulu area encompasses the sea area (excluding the estuary) between the high water mark, and a distance of three nautical miles seaward, and between, as southern-western boundary, a line drawn 149° from Christmas Rock (33° 11' .560 S; 027° 38' .626 E), and, as north-eastern boundary, a line drawn 144° from the Gxulu River Mouth (33° 07' .145 S; 027° 43' .893 E). The south-eastern offshore boundary is a straight line running 045°, which joins the southern corner (33° 14' .018 S; 027° 40' .422 E) and the eastern corner (33° 09' .513 S; 027° 45' .913 E) of the area.



Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Environmental Management - Natural Resource Management (Biodiversity, Climate Change & Wetlands)	<p>Invasive Alien Species</p> <p>Buffalo City Metropolitan Municipality is congested with invasive alien species (fauna and flora) throughout the city. In response to the diverse effects of climate change the IEMP Unit is in the process of developing an Invasive Species Control, Monitoring & Eradication Plan.</p>		Implementation of the Invasive Alien Species, Control, Monitoring & Eradication Plan
	<p>Climate Change</p> <p>In response to the diverse effects of climate change the IEMP Unit is in the process of developing an Invasive Species Control, Monitoring & Eradication Plan.</p> <p>Development of Climate Change Database</p> <p>Climate Change Interdepartmental Sessions</p> <p>Environment and Climate Change Committee</p>		Implementation of Climate Change Program.

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<p>Wetlands</p> <p>Our wetlands are in dire state & congested with waste and alien plants. The wetlands within Buffalo City are degraded due to human activities such as housing developments and therefore have lost ecological function. The Wetland Report highlights few interventions that the City can undertake.</p>		<p>Implementation of the Wetlands Report (Rehabilitation of John Dube Wetland (Phase 2))</p> <p>Identification and mapping of wetlands as well as awareness raising.</p>
	<p>Coastal Management Programme</p> <p>Climate change effects resulting from storm surges and a rise in sea levels had adverse impacts on natural assets and coastal homes.</p> <p>In response to these adverse effects the City is in a process of Mapping its Vulnerable Coastal Areas</p> <p>Establishment of the Coastal Management Stakeholders to inform decision making. (Municipal Coastal Management Committee).</p>		<p>Implementation of the Vulnerable Coastal Areas</p> <p>Implementation of the Coastal Management Program</p>
	<p>Environmental Education and Awareness</p> <p>The city has made it its mandate to include environmental education and awareness in all its environmental programmes, projects and day to day activities with the aim of improving the quality of the environment for effective service delivery. Awareness in schools, communities and in other public spaces should be of high priority to manage our environment and ensure that natural resources are not depleted.</p>		<p>School and Community outreach programs</p> <p>Institutions of higher education outreach programs</p> <p>Media communication on the value of the environment and its natural resources</p> <p>Establishment of the green forum</p> <p>In-house or internal environmental education and awareness.</p>

(b) **Alignment with the National and Provincial Plans and Policies**

- The National Climate Change Response (NCCR) White Paper (2011) outlines priority impact and response categories identified as part of a lengthy specialist input and consultation process that began with the National Climate Change Summit in March 2009. The White Paper outlines impacts to key sectors and systems. The possible climate change impacts on sectors and systems within BCMM are diverse.
- The National Environmental Act 1998 as amended

- Draft climate change bill, 2018
- Sustainable Development Goals
- National Development Plan

(c) Link to Sector Plan(s) and Policies

- BCMM Integrated Environmental Management Plan (IEMP),2004 amended 2015 (**Adoption Date**)
- BCMM Integrated Coastal Zone Management Plan (ICZMP), 2004 amended 2015(**Adoption Date**)
- BCMM Climate Change Strategy ,2015 (**Adoption Date**)
- State of Environment Report 2004 amended in 2015
- Municipal Open Space Systems ,2010
- Environmental Education and Awareness Strategy, 2010
- Buffalo River Estuarine Management Plan, (**Gazetted** in 2018)
- Nahoon Estuarine Management Plan, (**Gazetted** in 2016)
- Air Quality Management Plan

Strategies and Sector Plans

Policies

(d) Progress and Achievements to date (Highlights)

- Environmental Management & Sustainable Development is in the process of developing Alien Species Control, Monitoring & Eradication Plan plus Mapping of Coastal Vulnerable Areas and these plans will be submitted for adoption by council in May 2019.
- Integrated Environmental Management Planning (IEMP) Unit has celebrated World Wetlands Day on the 15th of February 2019 at Scenery Park Community Hall. The participating schools were Uviwe High School, Mbulelo Primary & Zwelemfundo Primary School.
- The IEMP Unit has embarked on a project to rehabilitate the John Dube Wetland in Scenery Park.
- Wetlands identification project has commenced, and it will be finalised by end financial year (2018/2019).
- Buffalo City Climate Change Strategy is the tool by which climate change needs to be addressed by the municipality. Part of the implementation of the strategy was to establish Environment and Climate Change Committee and this committee was held for the first time in April 2016. It was recommended that the committee sits quarterly.

- A Green Forum which is an annual platform to showcase some of the most innovative products, service, eco design and practical green solutions for consumers within BCMM as another climate change initiative. The forum enables the consumers to harness their green consciousness in a fun and sustainable manner.
- Department of Environmental Affairs (DEA-Oceans and Coasts) Gazetted Nahoon and Buffalo River Estuarine Management Plans. The onus is with the relevant departments to implement programmes and projects identified in the plans.
- The Youth Community Outreach Programme (YCOP) is a community based environmental education and awareness programme. The programme aims to develop young people to become Environment Ambassadors, who will educate communities about Environmental Management issues. The education for sustainable development is key towards achieving active participation of communities in sustaining environment. Department of Environmental Affairs as the sector leader of environment took it upon them to strengthen the existing environmental education and awareness programme in municipalities by involving youth as agents of change. The municipality will receive one environmental ambassador (3-year contract) and 44 environmental ward champions for the period of 2 years to provide environmental education and enhance ward based environmental management whilst creating job opportunities and developing skills for young people.

(e) Challenges

- The IEMP Unit is currently understaffed.
- The lack of stakeholder engagement (internal and external) poses a major threat to service delivery issues. This affects the sitting of Environment and climate change Committee and implementation of some of the Environmental Management programmes within the City.
- After a 3-year term of the YCOP the Municipality may experience a challenge in aligning continuous programmes.


8.5 KFA 17: Municipal Environmental Health

(a) Introduction to Key Focus Area

Section 24 of the Constitution of the Republic of South Africa entrenches the right of all citizens to live in an environment that is not harmful to their health or well-being. Section 83 of the National Health Act, 2003 (Act 61 of 2003), defines municipal health services and clearly stipulates the responsibilities of municipalities in the performance of such services. Environmental health comprises those aspects of human health, including quality of life, that are determined by physical, chemical, biological, social and psychosocial factors in the environment. It also refers to the theory and practice of assessing, correcting,

controlling and preventing factors in the environment that can adversely affect the health of present and future generations. (WHO)

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Municipal and Environmental Health	<p>Environmental health comprises those aspects of human health, including quality of life, that are determined by physical, chemical, biological, social and psychosocial factors in the environment. It also refers to the theory and practice of assessing, correcting, controlling and preventing factors in the environment that can adversely affect the health of present and future generations. The identification, evaluation, control as well as prevention through education of all those factors in the total environment which exercise a detrimental effect on individual physical, mental and social well-being and development. It also implies continuous efforts to educate and prevent individuals from affecting the environment in such a way that it becomes detrimental to their well-being and development.</p> <p>During the year under review the top three service delivery priorities for the department were:</p> <ul style="list-style-type: none"> • Health and Hygiene awareness campaigns • Number of food samples taken and analysed • Number of water samples taken and analysed <p>The impact these programmes had on the services delivery of the department resulted in:</p> <ul style="list-style-type: none"> • 1602 food samples were taken, tested and analysed at the National Health laboratory, Forensic chemical laboratory as well as at the Buffalo City Scientific Services laboratory and those vendors /service providers who were not in compliance were issued with compliance notices and subjected to re-inspections for compliance. 		<p>The key focus area will be</p> <ul style="list-style-type: none"> • Health Surveillance of premises (accommodation establishment). • Health and Hygiene Awareness (Milk Palours) • Water Sampling (Public Health Facilities) • Food Control (food sampling programme)

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<ul style="list-style-type: none"> • 1391 water samples were taken tested and analysed at the National health laboratories and notices of non-compliance issued to those not complying with follow-up sampling conducted to ensure compliance. • 107 formal premises were visited during the joint Law Enforcement Operations. • During the year under review (July – December 2018 & January 2019), a combined 822 (381 quarter 1; 307 quarter 2 & 134 January 2019) water samples were taken and analysed. <p>In terms of contributing to the principles of Batho Pele and poverty alleviation, the department held roadshows resulting in the promotion of health and hygiene awareness which was achieved through holding of health and hygiene events at Ward 35,10 & 13 where residents were collectively engaged in health and hygiene education in community halls</p> <p>In order to fulfil its constitutional and legal obligations, the Buffalo City Metropolitan Municipality Environmental Health Services fulfils its mandate through highly qualified and skilled environmental health practitioners (EHPs). They provide and facilitate comprehensive, pro-active and needs-related services to ensure a safe, healthy and clean environment, thereby preventing and eliminating disease. They act as Public arbiters of Environmental Health standards, maintaining close contact with the communities they serve.</p> <p>The promotion of health and hygiene programme was also achieved through holding of health and hygiene events at Ward 35, 10 & 13 where residents were collectively engaged in health and hygiene education in community halls, however individual and small groups' engagements on health and hygiene</p>		

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	awareness at taxi ranks, areas of business (hawkers) etc are also an ongoing effort.		

(b) Alignment with the National and Provincial Plans and Policies

- National Health Act, 2003 (Act 61 of 2003)

(c) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- Municipal Health Services Plan

Policies

- Municipal Health By-laws.
- Environmental legislation.

(d) Challenges




- More vacant unfunded posts the Department functions at a gross shortage of staff.
- Municipal Health Service Plan needs to be reviewed and budget is needed for the plan.



8.6 KFA 18: Solid Waste Management

(a) Introduction to Key Focus Area

Solid Waste Management Services are at the centre of environmental sustainability and cover all waste services within the Metro. The department has aligned its core functions to the National Environmental Management Waste Act (NEMWA) guidelines which are refuse collections, landfills and recycling. It is also guided by its Strategic Integrated Waste Plan which is presently under review. These strategic sectoral plans provide guidance and determine how Buffalo City Metropolitan Municipality fulfils its responsibility with regards to the management and protection of the natural environment.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Solid Waste, Area Cleaning and Waste Reduction	<p><u>Street sweeping</u></p> <p>Encompasses litter picking, gutter cleaning, street sweeping, focusing mainly on main roads, CBD, entrances and exits of the city. This division is also responsible for refuse bag distribution in both formal and informal areas</p>		<p>This is mainly due to the lack of staff (street sweepers) in all Regions (Coastal, Midlands and Inland). This is also attributed to the lack of waste disposal in the CBD's and areas of high concentration of people such as Taxi and Bus Ranks, Malls etc.</p> <p>BCMM has budgeted for the Steel Street Litter (Disposal) Bins which will be installed in all BCMM CBD's and areas with high concentration of people.</p>
	<p><u>Refuse Removal</u></p> <p>Entails domestic and business refuse removal and clearing of drop-off points as per the refuse collection schedule. Domestic refuse is supposed to be collected once a week from each household as per the National Domestic Collection Standards, whilst businesses are serviced according to the owner's request</p>		<p>Refuse Removal service was largely caused by the breakdown of old Compactor Trucks and Inadequate Compactor Trucks.</p> <p>BCMM in the 2018/19 financial year procured additional twenty (20) new Refuse Removal Compactor Trucks and distributed to all Regions (10 Coastal, 5 Midlands and 5 Inland). In the 2019/20 financial year, additional budget would be allocated for the procurement of extra new Refuse Removal Compactor Trucks in order to strengthen this service. Also Refuse Skips and Twenty (20) Bakkies will be procured to service informal settlements mainly and improve refuse removal services.</p>
	<p><u>Landfills</u></p> <p>These are used for the disposal, compaction and cover of general waste from all households (formal/informal), businesses and pre-treated medical waste from health institutions. Data indicating the amount of waste to be disposed is collected by means of a weigh bridge. The Department is doing a pilot project with GIZ and SEPA for diversion of waste from landfill disposal. So far from these pilot projects the waste profile of BCMM has been done</p>		<p>In the Roundhill Landfill Site, Construction of Cell 3 and 4B completed. This is done to increase the landfilling (disposal) space at the Roundhill Landfill Site.</p> <p>In the 2019/20 financial year both pilot project, SEPA (Household Hazardous Waste) and GIZ (Waste Diversion from the Landfill Sites) would be rolled-out to the targeted areas (Wards).</p>

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<p><u>Garden Transfer Stations</u></p> <p>These are used for the temporary storage of garden waste from the general public excluding private garden services.</p>		In the 2019/20 financial year BCMM is busy with the closure and rehabilitation of closed Domestic Waste Landfill Sites. The intention is to convert these closed and rehabilitated landfill sites to Garden Transfer Station (expansion of garden transfer stations).
	<p><u>Waste minimization</u></p> <p>Embraces the concepts of reduce, re-use, recycle and recover. It is also responsible for the development of an Integrated Waste Management Plan (IWMP), development of by-laws and development of a waste management strategy by ensuring that communities embark on clean-up campaigns and education and awareness programmes.</p>		<p>Review of the IWMP is almost complete and the BCMM will be soon undertaking the public participation processes before the Gazetting of the IWMP. In the 2019/20 BCMM will be expanding the Buy-Back-Centres from 1 to 3 and the extra two are planned in Midlands and Inland Regions.</p> <p>BCMM waste minimisation strategy will be developed in order to guide all minimisation (reduce, re-use, recycling and recover) initiatives. This strategy will also outline all clean-up campaigns, education and awareness programmes.</p>

(b) Alignment with the National and Provincial Plans and Policies

- National Environmental Management Waste Act (NEMWA)

(c) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- Disaster Risk Management Policy Framework
- BCMM Integrated Environmental Management Plan (IEMP) which provides an overarching framework for environmental management
- BCMM Integrated Coastal Zone Management Plan (ICZMP) aimed at identifying and prioritising existing environmental pressures, provide the recommendation pressures, as well as the appropriate framework to manage the BCMM coastline
- BCMM Climate Change Strategy for managing energy and mitigating climate change effects
- Integrated Waste Management Plan

- Municipal Open Spaces System
- Air Quality Management Plan

(d) Progress and Achievements to date (Highlights)

- BCMM in the 2018/19 financial year bought twenty (20) new Refuse Removal Compactors and distributed to all Regions (10 Coastal, 5 Midlands and 5 Inland) to improve refuse removal services.
- In the Roundhill Landfill Site, Construction of Cell 3 and 4B completed. This is done to increase the landfilling (disposal) space at the Roundhill Landfill Site.

(e) Challenges

- Illegal dumping and general littering of Waste
- Growing unsightly disposal of packaging waste
- Littering by the public in public spaces and especially in low income areas has created an environmental health challenge on rats, foul smells and risk of pollution
- Un-serviced or difficult to service settlements
- Dumping of Municipal Solid Waste (MSW) on historical and closed landfill sites

Strategic Outcome

3

A CONNECTED CITY



SITUATIONAL ANALYSIS

9. STRATEGIC OBJECTIVE

To maintain a world class logistics network.

10. MUNICIPAL STRATEGIC ALIGNMENT MATRIX

The alignment between the strategic outcome, strategic objective, Council Ten Point Plan and Key Focus Areas is depicted as follows.

STRATEGIC OUTCOMES	STRATEGIC OBJECTIVE	TEN POINT PLAN	KEY FOCUS AREA
STRATEGIC OUTCOME 3 (SA3): A connected city	To maintain a world class logistics network	TPP 3: INFRASTRUCTURE	KFA 19: Roads and Storm water Infrastructure
		TPP 9: ICT	KFA 20. ICT
		TPP 3: INFRASTRUCTURE	KFA 21: Transport Planning and Operations
		TPP 3: INFRASTRUCTURE	KFA 22: Energy Supply Efficiency

11. TOP FIVE STRATEGIC PRIORITIES

The top five strategic priorities applicable for the 2019/2020 IDP Review are as follows:

- No diversion of waste from landfill disposal
- Non-satisfactory Cleanliness of the City
- Air Quality Management and Monitoring
- Development and maintenance of community parks
- Early warning systems




12. ANALYSIS OF KEY FOCUS AREAS (KFAs)

12.1 KFA 19: Roads and Storm water Infrastructure

(a) Introduction to Key Focus Area

In any City, the road network is one of the key components of the transportation system enabling mobility for the transportation of goods and people. A good reliable roads network is vital to the economy of a City, and acts as a catalyst to development. With this in mind, the Roads branches core mandate is to provide a safe all-weather roads network for the use of all road users.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Roads and Storm Water Infrastructure	A large percentage of Buffalo City Metropolitan Municipality's (BCMM's) road infrastructure is old, rapidly deteriorating and has passed its design life. However, a huge investment has been made in the last 4 years towards replacement of major key road infrastructure. Roads branch is mandated to provide a safe all-weather BCMM road network for the use of all road users. In terms of the operations of the roads branch		There is a budget of R 112 000 000 allocated for the rehabilitation and resurfacing of Urban Roads in the 2019/2020 financial year. There is also an amount of R 20 000 000 for the rehabilitation and resurfacing of roads in the King William's Town Area.
	Buffalo City Metropolitan Municipality (BCMM) has a total surfaced road network of ±1 600km with estimated replacement cost of ± R6,5 billion (surfacing and structural layers of surfaced roads), and a gravel road network of ±1 300km with an estimated replacement cost of ± R1.2 billion, in 2011 cost estimates. A sum of R 1 691 000 000 has been invested in road improvement and refurbishment over the past 6 years.		An amount of R 311 214 000 has been allocated for roads both surfaced and Gravel for the 2019/2020 financial year.
	Subsequent to the 2016 local government elections, an additional 28 villages have been added into the BCMM boundaries. This has increased the length of roads to be maintained and upgraded in order to bring them to an acceptable level of service. Road improvement in these new wards has been extended to address the priority hot spots in the last two years.		The extent and condition of the roads in these new areas is to be assessed, and maintenance and rehabilitation is to be undertaken to improve the condition of the roads. An amount of R 30 500 000 has been allocated for the refurbishment of existing roads in these additional villages.

(b) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- Roads and bridges assessment – a tender to be advertised in the 2018/2019 financial year for the updating and new assessment of BCMM’s Roads (Gravel and Surfaced), Bridges and Stormwater
- Roads Master Plan 2018/19
- Stormwater master plan 2009/10
- BCMM pavement management standards

(c) Progress and Achievements to date (Highlights)

Below is the list of major projects implemented in 2017/18 financial year:

i. Upgrade of Mdantsane Roads

- The Mdantsane roads upgrade project is for the upgrade of existing gravel roads in Mdantsane to surfaced standards. It is a multi-year multi-phase project aimed at eradicating gravel roads in the residential areas of Mdantsane.
- Phase 2 has been completed totalling 30km of roads.
- Phase 3 has recently been awarded. It is broken down into 3 clusters:
 - Contract Number: BCMM/PIU/RDS/1378/(1; 2; 3)/2014

Cluster 1	20 km	R 136 667 544, 53
Cluster 2	20 km	R 128 745 195, 48
Cluster 3	20km	R 127 173 993, 61

Each cluster is made up of 20km of Gravel roads that are to be upgraded to surfaced standards including kerbing and storm water drainage.

The work to be undertaken includes:

- a) Earthworks, gravel selected layers, sub-base and base layers with a 30mm asphalt surfacing.
- b) Kerbs, channels and edge beams
- c) Storm water, catch pits and pipework
- d) Sidewalks

- e) Alterations to existing sewer, water and other services where needed.
- f) Cable ducts, Telkom and electrical, where needed.
- g) Finishing of the road reserves.

Cluster 1 is currently at 90% completion and Cluster 2 is practically complete, dealing with snags. Cluster 3 is currently at 70% progress, after the replacement contractor was appointed subsequent to the termination of the originally appointed contractor.

ii. Quenera Drive Phase 2 - Contract value: R70 736 854.08 including VAT

This project consists of the construction of a new dual carriageway arterial road from the traffic circle below the Beacon townhouse complex in Beacon Bay to the next traffic circle on the Gonubie side of the Quenera River. Contractor is 70% complete.

There is approximately 650m of road, complete with services, retaining walls, storm water culverts, pedestrian walkways, cycle paths and street lighting.

The contract start date was July 2017 and the anticipated completion date is March 2019

iii. Roads Master Plan

The project is for the compilation of a Roads and Stormwater Master Plan for BCMM.

The contract commenced in July 2017. The Professional Service Provider submitted a draft copy of the Roads master plan for comment / approval in May 2018 as part of the IDP. Once it has been finalised, the final draft will be presented to council for approval during 2018/19 financial year.

iv. Fleet Street - Contract value: R 128 300 699.87 including VAT

The work included the reconstruction of Fleet Street, Phases 1 to 4 between Currie Street and Pontoon Road. Phase 3 and 4 were completed in the 2016/2017 financial year. Phases 1 and 2 were implemented in 2017/18. At the end of the financial year 2018/19, the project will be 100% complete. Practical completion was achieved in November 2018.

The scope of work consists of the following: -

- a) Removal and reconstruction of the road layers and surfacing.
- b) Widening of the existing cross sections to accommodate the new turning slots.
- c) Hauling and spoiling of existing material
- d) Removal and relaying and/or replacing of the following services: -
 - Water
 - Sewerage

- Stormwater drains
 - Subsoil drainage
 - Telecommunications
 - Electrical
 - Traffic Signals
- e) Accommodation of Traffic
- f) Community liaison

Other roads that have been addressed as part of the alternate routes and detours for the project include Station Street, Cambridge Street, Caxton Street, Commissioner Street, Oxford Street, Commercial Rd, Argyle Street, North Street, Thorne Street and Inverleith Terrace, and the parking areas at the intersection of Oxford and Fleet Street.

v. Urban roads improvement:

An amount of R 80 Million has been allocated for the 2018/2019 financial year for Urban Roads.

This is for the rehabilitation, resurfacing and upgrading of existing roads within BCMM.

The budget is split into a number of Wards in which roads are identified in consultation with the ward councillor.

vi. Rural roads improvement:

An amount of R 31 400 000 has been allocated for rural roads through the USDG grant, and an additional amount of R 60 000 000.00 has been used for gravelling of rural roads.

This work has been allocated to wards with predominantly unsurfaced roads that are in a poor condition.

The roads have been identified in consultation with the ward councillors.

vii. Bridges and stormwater culverts:

There is a number of bridges and culverts in the city that have been identified as needing routine maintenance and repairs.

The following structures are to be maintained in the 2018/2019 financial year:

- NEX – Devereux Avenue
- Gonubie (Gullsway)
- Douglas Smit Highway
- Amalinda Main Rd
- Pottinger St (KWT)

West Drive Bridge in King William’s Town is currently at design stage and will commence construction in the 2019/2020 financial year.

(d) Challenges


- Gravel Roads in bad condition
- Potholes on surfaced roads
- Bridges in dilapidated state




12.2 KFA 20: ICT

(a) Introduction to Key Focus Area

The function of the ICT Unit is to provide and enable technology infrastructure and support to the Municipal departments, so they may provide a cost effective and reliable service to the community. The ICT unit plays a fundamental role in data management and the distribution there off, thus ensuring a continuous improvement in ensuring automation of business processes with all its application framework uncompromisingly being MSCOA compliant

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
ICT	<p>Number of High Sites with LTE Network</p> <p>The following High sites are completed:</p> <ul style="list-style-type: none"> - Bisho - Ginsberg - Zwelitsha - Phakamisa - Berlin E-pol - Lone tree - Cecelia Makhiwane - Mdantsane Zone 1 - Trust centre - Beacon Bay water tower - Gonubie tower - Greenfields fire station tower - Cambridge goods shed tower - Vincent fire station - Dimbaza civic centre 		<p>Ensure that the following projects are completed:</p> <ul style="list-style-type: none"> - Kidds beach - Scenery Park - Reston

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
ICT	<p>Number of Business processes automated The development of the intranet is finished and the BCMM staff is already using it. The software applications access point is centralised on the intranet and the document library, departmental portals are integrated with the Intranet.</p> <ul style="list-style-type: none"> - Business forms - 10% completed - Dynamics 365 CRM - 5% completed - Document Management System - 45% Completed 		<ul style="list-style-type: none"> - Ensure that the following is completed: - HR Onboarding and Offboarding of employees - Billing - Indigent Management - Revenue - Rates Clearance - SCM - Invoice Tracking - Infrastructure - Application of Way Leaves - Local Economic Development - - Department to be engaged to identify and prioritise processes - Health and Safety- Department to be engaged to identify and prioritise processes - Municipal Services - - Department to be engaged to identify and prioritise processes
	<p>Number of Directorates that are connected to Citizens Engagement App Seven (7) directorates have been connected to the citizen engagement app.</p>		To ensure that all directorates are connected to the citizen engagement app.
	<p>Number of Public Wi-Fi hotspots established for BCMM citizens All BCMM Libraries have a free Wi-Fi. 63 Public Hotspot namely (Oxford St BCC, Duncan Village, Frere Hospital and Oxford Munifin Building, Mdantsane, Quigney, Southernwood, Parkside, Dimbaza, Zwelitsha, Phakamisa, Bisho, Beacon Bay, Gonubie) have free Internet access.</p>		Ensure there are more Wi-Fi hotspots in all public areas in Buffalo City.

(b) Link to Sector Plan(s) and Policies

POLICIES	STATUS
User Account Management Policy	Approved by Council
Disaster Recovery Plan Policy	Approved by Council
Application Support Policy	Approved by Council
Application Development Policy	Approved by Council
Backup and Restore Policy	Approved by Council
Change Management Policy	Approved by Council
IT Governance policy	Draft policy to be tabled in the next Council
Risk management policy	Draft policy to be tabled in the next Council
Firewall policy	Draft policy to be tabled in the next Council

(c) Progress and Achievements to date (Highlights)

Public Wi-Fi

- All BCMM Libraries have a free Wi-Fi
- 63 Public Hotspot namely (Oxford St BCC, Duncan Village, Frere Hospital and Oxford Munifin Building, Mdantsane, Quigney, Southernwood, Parkside, Dimbaza, Zwelitsha, Phakamisa, Bisho, Beacon Bay, Gonubie) have free Internet access

Citizen Engagement

- BCMM has launched its first Citizen Engagement App and is currently live on App Store and Google Play for Citizens to Engage
- All modules are active and connected
- Citizens are logging all fault calls on the app

Number of Building connected to Fiber

- Bisho to Berlin. ADSS Line 60% completed. Due first week march.
- Mdantsane 66KV line. Berlin to Scenery Park is 80% Completed.
- Scenery Park to Chiselhurst 132KV line is 30% completed.
- Progress to Buffalo Flats, implementation to commence first week March.

ICT has enabled office 365.

- ICT has rolled out office 365 to enable the users to use Microsoft Webservices when not connected to the ICT network.

ICT has enabled Skype for business.

- Skype for business will allow for meetings to be managed from desk top level and could ultimately prevent out of town travel as meetings will be held from a digital boardroom.

ICT has enabled MSCOA

- mSCOA has been commissioned by National Treasury for all Third-party systems to integrate seamlessly to the financial systems. All 9 third party systems are integrating seamlessly.
- All the 9 General Ledger Transacting System are integrated seamlessly with our financial system (Solar).

ICT has enabled Public Wi-Fi

- Free limited public Wi-Fi has been rolled out to the citizen of BCMM. This will allow the citizens to access web services previously unavailable. An advantage is purchasing of electricity and job seeking opportunities.

ICT has enabled Surveillance cameras

- The cameras will be monitored from a central point. Crime could be monitored and reported immediately
- The cameras have facial and number plate recognition

ICT has embarked on a mission to upgrade the network infrastructure, this would be achieved by first connecting the two cities with a resilient network for centralization of business processes through the microwave radio project. Microwave project status is as follows:

- Dimbaza – Bisho water tower link is 50% complete
- Bisho – Zwelitsha water tower link is 75% complete
- Bisho – Phakamisa water reservoir link is 99% complete
- Phakamisa – Lone tree link is 99% complete
- Lone tree – Cecilia Makhiwane link is 99% complete
- Greenfield – Beacon bay water tower link 99% complete





Gonubie – Greenfields link is 99% complete




12.3 KFA 21: Transport Planning and Operations

(a) Introduction to Key Focus Area

The objective of the BCMM transport system is to provide easy access work, school, community services and recreational activities in a safe and secure environment. The modes of transport system consist of vehicles, buses, pedestrians, private vehicles and cycling. The municipality is in the process of developing an Integrated Public Transport Network Plan (IPTN) that would assist in identifying man public transport routes and related feeders.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Transport Planning and Operations	For citizens of Buffalo City, access to transport is, like for most other cities of South Africa, characterized by a high car usage amongst the economically well-off population, while people with low income have to rely on public transport or must walk. As per the figure below, non-motorised transport accounts for 50% of trips per mode within the city and therefore this mode of transport must be catered for to ensure safety and comfort for pedestrian traffic.		
Transport Planning and Operations	There is a crucial need to redevelop a quality formal public transport system in order to contain the growth of private traffic and also to provide accessibility for all citizens, and thereby facilitate the socio-economic development of the City.		
	For the most part, people resident in areas where access to opportunities is poorest are most reliant on public transportation. The spatial pattern and concentrations of development in these areas, however, have not historically favoured the sustainability of most modes of mass-based public transport.		
	The Operational Plan that was produced in 2009 is currently being reviewed after discussion with National Treasury and Department of Transport that funding for the PTISG grant will resume at BCMM. The municipality is proposing the development of the business plan; financial modelling of the Mdantsane to		

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	East London Corridor (MELD) as priority number one and associated feeder routes.		
	<p>Qumza Highway: MELD Feeder Route (5km) The feeder route along the Qumza Highway between Golden Highway and Highway Taxi rank has a 5km section that is a single carriageway that requires to be upgraded to have dropping off lane for the public transport in order to improve traffic congestion. The designs for this section of the road are expected to be completed in July 2016.</p>		Construction of Qumza Highway will be in progress and completion is 2021.
	<p><u>MOUNT RUTH NODE</u></p> <p>Mount Ruth was specifically identified in the MELD study as an area with very high potential for development as a mixed land use node, based on it's proximity to the rail line and station, it's direct connection with the Mdantsane CBD as well as it's potential linkages with the N2 and N6. This highlighted the need for a more detailed nodal development plan for Mount Ruth and resulted in the preparation of the Mount Ruth Nodal Precinct Development Plan</p>		Feasibility study and positioning in progress. Engagements with SANRAL on the projects.
	Mdantsane has limited access to the N2 freeway system. This lack of accessibility impacts negatively on the area, particularly with respect to attracting investment. At the same time, it was recognised that there were important linkages missing from the transport network as a whole if the logic of a hierarchical road system is to apply. In order to attract investment through improved accessibility,		

(b) **Link to Sector Plan(s) and Policies**

- **Comprehensive Integrated Transport Plan** – deals with an overall perspective of the BCMM transport planning documents.
- **Non-Motorised Transport Plan** – deals with plan on the implementation of priority projects in terms of non-motorised transport (sidewalks, bicycle lanes, traffic safety plans).
- **Traffic Safety Plan** – reduce the number of severity of collisions & casualties within its area of operations.

- **Transport Register** – must provide a description of all the scheduled and unscheduled services operating in, to or from the Buffalo City area and all public transport facilities and infrastructure in the Buffalo City area. The Transport Register is to include a register of all changes to operating licenses and permits in the Buffalo City area and new ones issued.
- **Freight Plan** – to survey the current freight movement and the modes by which such freight is being transported, and which has defined certain strategic freight corridors.
- **Arterial Road Network Development Plan** – Transport Planning is a dynamic process, as forecasting future needs is dependent upon current priorities, planning and development. This plan is used to assist in the formulation of an implementation programme for the next five years, and as a guide for planning in years beyond.
- **Public Transport Plan** – this plan assists the City in planning for public transport services and their various systems.
- **Business Plan & Operational Plan** – this plan assists the City in identifying whether it can operate viable public transport and also what are the costs associated with that system.

(c) **Progress and Achievements to date (Highlights)**

The following are considered major success for the City as these projects will have a significant socio-economic impact on the City:

i. **Bridges**

- a) The near completion of the Needs Camp Potsdam Bridge and associated roads works
- b) Block paved road leading to Needs Camp Potsdam Bridge
- c) Needs Camp Bridge Construction

ii. **Sidewalks**

Completion of 3.0 km of concrete sidewalks in Mdantsane NU5 and Airport location.

iii. **Traffic Calming (Speed humps)**

Completion of 18 traffic calming measures throughout the City

iv. **Guardrails**

No guard rails were installed due to contractual issues.

v. Traffic Signals

Completed the installation of traffic signals countdown timers at difference signalised intersections along Oxford Street.

vi. Public Transport Infrastructure

- a) Construction of the Upgrading of Public Transport Facilities in King William's Town (Market Square Bus/Taxi Rank and Taxi City Taxi Rank)
- b) Installation of Lighting at the Ginsberg Taxi Rank

12.4 KFA 22: Energy Supply Efficiency

(a) Introduction to Key Focus Area

The purpose of the Electricity Department is to provide a safe, effective and efficient electrical supply service in accordance with legal and statutory requirements to all legal Buffalo City Consumers within the BCMM electrical network. The Buffalo City Metropolitan Municipality has a licence issued by The National Energy Regulator of South Africa to distribute electricity to residents within the urban edge as defined in the Spatial Development framework of 2006.


The BCMM electricity department purchases bulk electricity from Eskom via 15 intake points of distribution in the BCMM supply area. This is re-distributed to all legal consumers within the urban edge.

Having an electrical Asset base in excess of R2 Billion, BUFFALO CITY METROPOLITAN MUNICIPALITY is an implementing agent for the Department of Energy's (DoE) Integrated National Electrification Program (INEP) which seeks to provide universal access to energy to all citizens. Currently the energy mix is depicted as follows:

- Electricity (Coal based from ESKOM): 100%
- Private solar usage on roof tops : BCMM have requested private consumers to register their roof top installation with BCMM Electricity Department, this is mainly for network safety purposes as at this time BCMM do not allow infeed onto the network. Selling and buying of this power can only be considered once BCMM have an infeed tariff approved by NERSA.

- BCMM roof top solar: BCMM Electricity Department has a test site for roof top solar generation. The power generated by this system is less than 0.5% of 285MW maximum demand drawn from ESKOM.
- Hydro-power: Investigation will be conducted through the Energy Audit as to the potential for Hydro power within BCMM river systems
- Wind energy: At this time discussion are being held with the IDZ for the Installation of a small wind farm in the BERLIN green hub
- Large scale Solar generation: The installation of a 50 MW solar farm has been approved by the BCMM COUNCIL this is still at conceptual stage

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Energy Supply Efficiency	<p>To meet its mandate in terms of its issued licences, the department has three distinct business unit, that of 1. Development, Contracts and Asset Management, 2. that of Operation and Maintenance and 3. the Customer and Revenue Protection Services with the mandate to ensure that the electrical network is well maintained and provides an acceptable electrical service to all paying consumers. The divisions' mandates are as follows:</p> <p>Development, Contracts and Asset Management: this section is tasked to ensure that the network remains well designed, in terms of upgrading, protection levels, manages all contract works and is responsible to maintain the asset register and ensure that equipment reaching end of life is scheduled for replacement.</p> <ul style="list-style-type: none"> ▪ Investigate, design and upgrade existing electrical network ▪ Replacement of capital equipment when required. ▪ Provide a project management service on installation done by Developers ▪ Inspect assets and prepare maintenance schedules ▪ Inspect work completed on the maintenance schedule ▪ Update and maintain electricity department Asset register 		

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<ul style="list-style-type: none"> ▪ Customer Care and Revenue Protection: This section is responsible to provide customer service by providing new meters to consumers, giving advice when requested, maintaining the service kiosk, identifying illegal connections, removing illegal connections, identifying tampered meters and investigating any illegal act which may affect the municipal electrical network ▪ Installation of new service connections ▪ Information concerning Electricity Department ▪ Repairs and replacement of non-functioning meters ▪ Inspection of meters ▪ Removal of illegal connections ▪ Investigation of theft, vandalism and illegal connections <p>Operation and Maintenance: This section is responsible to maintain the electrical network, provide a 24 hours standby service and repair any fault which affects the service delivery</p> <ul style="list-style-type: none"> ▪ Maintain Overhead Lines (132/66/11 kilo Volt and 400 volts) ▪ Maintain underground Cable (11 kilo Volt and 400 volts) ▪ Maintain Electrical equipment protection schemes ▪ Maintain Electrical Substations ▪ Scheduling of work on a monthly basis. 		

(b) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- Electricity master plan: Completed in 2015 up for review 2020
- Energy audit / Alternative energy strategy: This is still at tender stage

Policies

- NERSA Licence

- Occupational Health AND Safety Act
- Electricity Regulation Act, 2006

(c) Progress and Achievements to date (Highlights)

Bulk Infrastructure Upgrades/Replacements

- Cambridge S/H to Abbatoir S/C Install 2 X 185 PEX Cables
- Collondale Circuit Breakers
- Bunkershill Circuit Breakers
- Park Avenue Circuit Breakers
- Adventure Circuit Breakers
- Urban S/House Circuit Breakers
- Diesel Depot Switchgear Upgrade (4 switches)
- Buffalo Street Substation - 5 Switches
- Factory Switchhouse (ex Amatola View Switchgear) - BUS Section C/B
- Adventure Power Phase 2 Refurbished switchgear and SCADA
- Power Station KWT Commissioning
- Stoneydrift Switchhouse - 132kV and 66kV Circuit Breakers
- Dimbaza Switchgear Stage 1
- Zwelitsha Switchgear Stage 1
- Mzamomhle, Gonubie MV/LV Overhead Phase 2
- Nahoon LV Network Upgrade
- Bonza Bay LV Network Upgrade
- Gonubie LV Network
- Brookmead Terrace Circuit Breakers
- Arum Road Replace 4 Panel RMU
- Beaconsfield Substation Replace with Mini Substation
- Sumner Road Mini Substation
- Crewe School Mini Substation
- Fisher Road (4way) RMU replacing LV Feeders
- Parkin Rd Bunkers Hill M/Sub
- Sunnyside Install Feeder RMU
- Dolphin Engineering Substation
- Breidbach Protection Phase 2

- Urban Substation Protection Phase 2
- SCADA Setup and Switch house Links
- Fiber Cable Installation - BCMM area
- Cecelia Makiwane Hospital Mdantsane Protection
- Reeston Switchhouse Protection
- Da Gama Switchhouse Mdantsane Protection
- Telkom Switchhouse Protection
- Potsdam South Protection
- Fort Jackson Switchhouse Protection
- Mount Ruth Switchhouse Protection
- Potsdam East Protection
- Central Switchhouse Protection
- Mdantsane Switchhouse Protection
- Central Injection Substation Protection
- Fourways to President Park Replace 120 XLPE Cable
- Fort Hare to Contact Centre
- Bisho Res New MV Cable
- Dimbaza MV Feeder Cable
- Thornbush No 2 Minisubstation
- Douglas Road Substation Install Minisubstation
- Pentlands Place Install Minisubstation
- Aquarium Minisubstation
- Goodall Road Minisubstation
- Maggs Street Minisubstation
- Bishop Road Minisubstation
- Beaconhurst Drive Minisubstation
- Dredge Place 500kVA Minisubstation
- Putney Avenue RMU Replace with 3 Way C/B
- Le Roux Road Minisubstation
- Glamorgan Prison Switchhouse Upgrade (Metered 3 Panels)
- Beckets Upgrade (Metered 3 Panels)
- Naim and Williamson Upgrade (Metered 3 Panels)
- SA Breweries Upgrade (Metered 3 Panels)
- Dorbyl 5 Panels Replacement

- Embassy Court
- Roads Camp Minisubstation
- Kemp Road 500kVA Minisubstation
- Seaview Terrace Install Minisubstation
- Ideal Court Install Minisubstation
- Fynbos - Ndancama RMU Installation
- Balfour Park Install Minisubstation
- Grey Street KWT 630kVA Minisubstation
- Power Station 500kVA Minisubstation
- Club Ekhaya Install RMU
- Nompumelelo Replacement PMT No 13 & No 18
- Nompumelelo Replacement PMT No 12, 13, 18 & 19
- Bhengu Street Replace with 800kVA Minisubstation
- Lolo Park Bisho Replace Minisubstation
- Mzamomhle Replacement PMT1
- Unathi High School 50kVA PMT
- Cambridge Township Replacement PMT 4
- Zwelitsha Zone 1 Replacement PMT
- 132kV Line Stoneydrift to Stafford

(d) Challenges

- No electricity or electricity outages
- Illegal connections

Strategic Outcome

4

**A SPATIALLY
TRANSFORMED
CITY**



SITUATIONAL ANALYSIS

13. STRATEGIC OBJECTIVE

To develop and maintain world class infrastructure and utilities.

14. MUNICIPAL STRATEGIC ALIGNMENT MATRIX

The alignment between the strategic outcome, strategic objective, Council Ten Point Plan and Key Focus Areas is depicted as follows:

STRATEGIC OUTCOMES	STRATEGIC OBJECTIVE	TEN POINT PLAN	KEY FOCUS AREA
A spatially transformed city	To develop and maintain world class infrastructure and utilities	TPP 3: INFRASTRUCTURE	KFA 23: Water and waste water
		TPP 7: LAND	KFA 24: Spatial and Urban Planning
		TPP 6: HOUSING	KFA 25: Sustainable Human Settlements
		TPP 6: HOUSING	KFA 26: Built Environment Management
		TPP 3: INFRASTRUCTURE	KFA 27: Urban, Rural and Township Regeneration
		TPP 3: INFRASTRUCTURE	KFA 28: Property Management and Land Use
		TPP 7: LAND	KFA 29: Cemeteries and Crematoria

15. TOP FIVE STRATEGIC PRIORITIES

The top five strategic priorities applicable for the 2019/2020 IDP Review are as follows:

- Poor quality of life in townships and rural nodes
- Rapid growth of informal settlements
- Lack of bulk infrastructure to well – located land
- Slow turnaround of development applications due to manual system
- Poor condition of Municipal buildings in townships and CBD




16. ANALYSIS OF KEY FOCUS AREAS (KFAs)

16.1 KFA 23: Water and waste water

(a) Introduction to Key Focus Area

It is a legal requirement that a Municipality prepares a Water Services Development Master Plan (WSDP) to progressively ensure efficient affordable, economical and sustainable access to water and sanitation services that promote sustainable livelihoods and economic development. A new plan must be developed at least once every five years and updated as necessary and appropriate in the interim years.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	The department is using a software-based programme called Water Management Information System (WMIS) to manage the planned maintenance of mechanical & electrical components as well as the pipe works in our pump stations. All other relevant maintenance required in the pipelines (bulk & reticulations) as well as water meters is currently managed through the water main replacement and meter replacement programmes. All information of work done is recorded in the WMIS.		<ul style="list-style-type: none"> A multi year pipe and water meter replacement programme is in place. A multi year eradication of water backlogs programme is in place.
	The Amatola Water Resource System supplies the urban and rural areas of Buffalo City. Water is sourced from the main storage dams which are Bridle Drift (main source), Rookkrantz, Nahoon, Laing and Sandile Dams and the Peddie Scheme. The Wiggleswade Dam provides storage backup for the system. All these dams are owned by Department of Water and Sanitation operated by Amatola Water Board except Bridle Drift which is owned and operated by Buffalo City Metropolitan Municipality (BCMM).		<ul style="list-style-type: none"> To start discussion with the Department of Water and Sanitation regarding the feasibility study for a new dam. To investigate other raw water sources like desalination and water reuse.
	The Water treatment Plants serving BCMM are operated at near capacity for the entire municipality. This is evident in the water supply shortages during peak supply period in the following areas.		<ul style="list-style-type: none"> Upgrading of Umzonyana water treatment system is ongoing.

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<ul style="list-style-type: none"> ▪ Chalumna villages west of the Tyolumnqa rive ▪ Villages in the supply zone of Ndevana high level reservoir ▪ Macleantown and surrounding Newlands villages supplied from the Nahoon North East supply zone 		<ul style="list-style-type: none"> ▪ To procure a contractor for the construction of new water treatment for KWT/Bisho areas. ▪ To start the construction of Newlands water supply Upgrades for Newlands villages and Macleantown.

(b) Alignment with the National and Provincial Plans and Policies

- **National Water Act ,1998 (Act No.36 of 1998):** “To provide for fundamental reform of the law relating to water resources; to repeal certain laws; and to provide for matters connected therewith”.
- **Water services Act:**
- White paper on sanitation policy:
- **National Development Plan:** “ensure that all South African’s have access to clean running water in their homes”.
- **Buffalo City Municipality Water Services Bylaw, 2011**

(c) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- **Buffalo City Metropolitan Municipality 2013/2014 SDF:** Which states that water quantity, quality and availability are future concerns. Possible municipal planning responses in terms water availability include (1). To ensure the avoidance of water losses through continual system maintenance and leak detection (2). Incentivize and encourage rainwater harvesting at the household and commercial scale. (3). Promote education and awareness and instill a culture of water conservation. (4). Maintain water quality standards through optimal operation and maintenance of waste-water treatment works and associated infrastructure and (5). Ensure the early implementation of water restrictions during extended periods of drought.
- **BCMM Water Services development Plan:** which provides a road map for the provision of sustainable and accessible to all water services in the BCMM area of jurisdiction. It also

presents constraints in the current network and proposes priority intervention in both water and sanitation bulk infrastructure service. Responding to the SDF, it further provides forecasts for growth and development of the city with clear projections in terms of development upgrades and extension to the network. It suggests a new bulk water works in Kei Road to supplement the Bisho/KWT cluster of nodes and corridors or the Secondary Integration Zone of the SDF. It also contains the following:

- Water Master Plan
- Sanitation Master Plan in draft
- A Sludge Management Strategy
- Water demand and catchment management strategy

(d) Progress and Achievements to date (Highlights)

Water

- Completed Phase 1 of Umzonyana Water Treatment Upgrade
- Construction of 7.5 megaliter Westbank reservoir is 95% complete
- Access to basic water supply is 98%

(e) Challenges

- No water/toilets in informal settlements
- KWT no development due to bulk sewer challenges
- Water challenges in midlands rural and some inland urban areas
- No toilets in rural areas




16.2 KFA 24: Spatial and Urban Planning

(a) Introduction to Key Focus Area

In terms of Section 26(e) of the Municipal Systems Act (Act No. 32 of 2000), the Spatial Development Framework is a legally required component of the Municipality's IDP and, furthermore, has the status of a Statutory Plan. As such, the SDF serves to guide and inform all decisions made by the Municipal Council on spatial development and land use management in the area to which it applies.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Spatial and Urban Planning	The spatial vision of Buffalo City Metropolitan focuses on improving economic opportunities, which ultimately results in the growth of the Metropolitan Area.		<p>The BCMM Spatial Development Framework (SDF) is currently being reviewed and is expected to be completed by December 2019.</p> <p>The SDF elaborates clear and detailed objectives, strategies and related planning tools including Land Use Management Guidelines. The SDF is to be used to guide new investment to achieve the development vision set out in the BCMM IDP and the SDF.</p> <p>The Strategic objectives of the BCMM SDF are:</p> <ul style="list-style-type: none"> • Spatial Transformation - Consolidate and integrate spatial development in the urban centres by developing land efficiently in proximity to existing infrastructure. • Implement a Land Reform and Settlement Programme by identifying zones of opportunity or integrated development in peri-urban and rural areas • Manage land use in urban, peri-urban and rural areas • Implement the principles of Integrated Environmental Management (IEM)
	<p>Strategic Priority 1: Central East London - Mdantsane</p> <p>Focus and Investment in the Central Urban Renewal Area (EL-Mdantsane) Catalytic Projects are identified as:</p>		<p>Redirecting of the R72 from Fitzpatrick Road to Currie Streer is anticipated to start in July 2019. The road is going to</p>

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<ul style="list-style-type: none"> The Sleeper Site (mixed land use development and University Town node) <p>Roads and bridges to link West Bank to Central Urban Renewal Area and regional linkages (N2)</p>		<p>transverse a portion of the Sleeper Site giving easy access to the Sleeper Site.</p> <p>N2 -R72 By-Pass Road: BCMM has engaged SANRAL for partnership and SANRAL agreed to provide technical expertise. However, project cannot be implemented due to budget constraints.</p>
	<p>Strategic Priority 2: West Bank</p> <p>Investment in key enabling infrastructure on West Bank:</p> <p>Catalytic Projects are identified as:</p> <ul style="list-style-type: none"> Water services – especially Wastewater Treatment Roads and bridges to link West Bank to Central Urban Renewal Area and regional linkages (N2) Harbour expansion and deepening IDZ Science & Technology Park) 		<p>The Settlers Way Local Spatial Development Framework is being undertaken and is expected to be completed by December 2019.</p> <p>Local Spatial Development Frameworks are developed to provide detail to the SDF and serve to reduce timeframes required for approving planning applications.</p>
	<p>Strategic Priority 3a: King William's Town & Bisho</p> <p>Investment in roads, public transport and infrastructure upgrades to support the KWT-Bisho Revitalisation process.</p> <p>Catalytic Projects are identified as:</p> <ol style="list-style-type: none"> The Bisho Revitalisation Precinct “Green Energy” Hub located at Berlin 		<p>Complete the upgrading of the Market Square Taxi Rank.</p>
	<p>Strategic Priority 3b: Quenera Precinct</p> <p>Investment in Land in Quenera area.</p> <p>Catalytic Project is identified as:</p> <p>The Beacon Bay-Gonubie Link Road and intersections</p>		<p>The final draft version of the Bonza Bay Local Spatial Development Framework is complete and a report to Council will be submitted for approval.</p> <p>Local Spatial Development Frameworks are developed to provide detail to the SDF and serve to reduce timeframes required for approving planning applications.</p>

(b) Alignment with the National and Provincial Plans and Policies

- **Spatial Planning and Land Use Management Act, 2013 (Act No.16 of 2013):** “To provide a framework for spatial planning and land use management in the Republic”
- **National Development Plan:** “Strong and efficient spatial planning system, well integrated across the spheres of government”.

(c) **Link to Sector Plan(s) and Policies**

Strategies and Sector Plans

- **Buffalo City Metropolitan Municipality Spatial Development Framework (SDF), 2013:** the SDF serves to guide and inform all decisions made by the Municipal Council on spatial development and land use management in the area to which it applies. It supports the development vision, objectives and strategies identified in the Buffalo City Municipality’s Integrated Development Plan (IDP).

(d) **Progress and Achievements to date (Highlights)**

CITY PLANNING DIVISION

Spatial Planning Branch

- i. Bonza Bay Local Spatial Development Framework Review
 - The final draft version of the Bonza Bay Local Spatial Development Framework is complete and a report to Council will be submitted for approval.
- ii. BCMM Spatial Development Framework (SDF) Review
 - Phase 1 Inception phase has been completed. Phase 2: Development perspective has been completed in draft. Phase 3: Formulation of a Development Strategy is in progress. A Schedule of stakeholder engagements has been drawn up and an engagement with External departments has taken place.
- iii. Settlers Way Local Spatial Development Framework
 - Phase 1 Inception phase has been completed. Phase 2: Development perspective has been completed in draft. Phase 3 Formulation of a Development Strategy is in progress.

Stakeholder engagement process is underway. Preliminary discussions have been held with Airports Company South Africa (ACSA)

Land Use Management

SPLUMA

- i. Although SPLUMA has repealed some old order legislation on national level such as the Development Facilitation Act 67/95, some provincial legislation that can only be repealed by new provincial planning legislation must still be complied with, for instance, the Land Use Planning Ordinance 15 of 1985.
 - In the former Ciskei areas, the MEC for Local government and Traditional Affairs must still grant Land Use approvals as the Municipality does not have delegated authority to dispose of applications.
 - Council has approved the SPLUMA by-law for Buffalo City which has been gazetted.
 - Council also did approve the Category 1 and 2 land use applications. For Category 1 the Municipal Planning Tribunal will have to make the decision, wherefore Category 2, the decision can be made by the Authorized Official.
 - Council did appoint the Mayoral Committee as the Appeals Committee and the HOD: Spatial Planning and Development has been appointed as the Authorized Official.
 - Council has approved on the 6 December 2017 the members to serve on the Municipal Planning Tribunal. These names have been gazetted in the Provincial Gazette on the 19 February 2018. At the same Council meeting, Council also approved the Terms of Reference for the following: The Municipal Planning Tribunal, the Appeals Tribunal and the Administrator of the Municipal Planning Tribunal.
 - Training of MPT members took place in June 2018 and the training of the Appeals Tribunal members is still to be undertaken.

(e) Challenges

- The challenge regarding the turnover time for land-use applications is being addressed by a weekly meeting with line departments to speed up the comments on applications circulated.
- Administration of Land Use Applications is complicated and confusing due to different legislation being applicable to different areas. The proposed Provincial Planning Legislation mentioned above will deal with this problem.

- Council does not have delegated authority to dispose of applications in certain areas, which must go the MEC for final approval resulting in delayed service delivery.
- The above non-delegation of powers results in unnecessary red tape.
- Unauthorised land uses are problematic due to staff constraints and lack of a dedicated unit to deal with such. Although provision has been made on the Metropolitan organogram, the positions are still vacant and unfunded.

Settlement Planning Remedial Action

- The following Townships Establishments have been approved by Council and are in process of being surveyed: Mzamomhle Phase 3, Berlin/Lingelitsha Phase 1 and 2,
- The following Townships Establishments have been supported by Council and have been submitted to the MEC for COGTA for approval: KwaTshatshu, and Xhwithinja,
- The following feasibility studies have been completed to determine if the land in question is suitable for residential development, namely: Smiling Valley, Nompumelelo and Quenera Area. The Township Establishment for Ginsberg will be submitted to Council for approval once the Environmental authorization has been finalised.
- The following Informal Settlements are currently being planned in terms of the Mdantsane Infill Areas:
 - a. Z Soga (3)2
 - b. Gwentshe
 - c. Ekuphumleni - recently supported by Council and an application to COGTA is being finalised.
 - d. Slovo Park - recently supported by Council and an application to COGTA is being finalised.
- The following Township Establishments in terms of the Mdantsane Infill Areas have been approved by the MEC of COGTA, namely:
 - a. Hlalani,
 - b. Khayelitsha,
 - c. Matsheni Park and
 - d. Hani Park
- The following have been supported by Council and have been submitted to the MEC for approval, namely:
 - a. Empilisweni,

- b. Ilitha Erf 943,
- c. Z Soga 2,
- d. Phola Park

16.3 KFA 25: Sustainable Human Settlements

(a) Introduction to Key Focus Area

The key role of the Human Settlements Directorate is the creation of settlements which do not only include the provision of housing, but rather ensuring that housing is within close proximity to necessary social facilities such as health care, community centers, parks or sporting activities, a police station, etc. This ensures that residents have easy access to necessary services and would minimize the need to travel distances to reach these activities. Also, the creation of affordable and well-located rental stock for the rapidly growing, mobile (migrant) and urban population within inner city and other locations close to economic opportunities is a priority.


During 2018/19 financial year, Human Settlements Directorate within the municipality has targeted the following:

- Report on Integrated Sustainable Human Settlements Plan (**ISHSP**) to **Mayoral Committee**
- Provision of **450** subsidised housing units
- Provision of **1300** formal sites serviced i.e. roads, water and sanitation
- Registration of **2010** beneficiaries for housing opportunities in the National Housing Needs Register (NHNR)

The Directorate is also involved in the following priority housing programmes:

- Emergency housing programme;
- Upgrading of informal settlement programme
- Rural housing subsidy programme through PDoHS
- Project linked subsidy programme;
- Disposal of municipal housing stock (discount benefit scheme);
- Social Housing support programme
- Consumer education and Social Facilitation
- Beneficiary Administration
- Relocation of approved beneficiaries to completed houses

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Sustainable Human Settlements	Adoption of the integrated Sustainable Human Settlements Plan (ISHSP) by council: Integrated Sustainable Human Settlement Plan Report will be tabled in the Human Settlements Portfolio Committee of May 2019.		Adoption by Council and implementation of the ISHSP.

(a) Alignment with the National and Provincial Plans and Policies

When planning sustainable human settlements, consideration needs to be placed on relevant national, provincial and local policies which would form the basis of the development of these settlements. For the purpose of this document, information relating to housing delivery have been extracted from selected national, provincial and local policies. These policies are outlined and summarised below.

The Housing Act, 1997 (Act No. 107 of 1997)

The National Housing Act of 1997 defines the roles of different spheres of government in relation to the delivery of housing in South Africa. In terms of the responsibilities of Local Government in relation to housing delivery it states (Part 4 Sec 9.1).

The Act defines the functions of national, provincial and local governments in respect to housing development and provides for financial arrangements for housing development. Furthermore, every municipality must as part of the municipality’s process of integrated development planning take all reasonable and necessary steps within the framework of national and provincial housing legislation and policy to: -

a) Ensure that: -

- The inhabitants of its area of jurisdiction have access to adequate housing on a progressive basis;
- Conditions not conducive to the health and safety of the inhabitants of its area of jurisdiction are prevented or removed; and
- Services in respect of water, sanitation, electricity, roads, stormwater drainage and transport are provided in a manner which is economically efficient.

b) Set housing delivery goals in respect of its area of jurisdiction;

c) Identify and designate land for housing development.

This Act further creates the provision for all spheres of government to give priority to the needs of the poor in respect of housing development.

National Housing Code, 2009

The purpose of the National Housing Code is to set out clearly, in one comprehensive document, the National Housing Policy of South Africa. National Housing Policy comprises an overall vision for housing of South Africa and the way in which this vision should be implemented. The requirements for the establishment of the National Housing Code are set out in Section 4 of the Housing Act, 1997 (Act No. 107 of 1997). This act requires the Minister of Housing to publish a code to be called the National Housing Code. The code must contain National Housing Policy and administrative guidelines, in order to facilitate the effective implementation of the National Housing Policy.

Breaking New Ground 'BNG', 2004

This document suggests a number of progressive changes to the delivery of housing in South Africa. Since the documents approval in September 2004 a number of these suggested changes have been incorporated, the following is a summary of the major relevant shifts in housing delivery strategy currently being incorporated into policy based on this document.

The new human settlements plan reinforces the vision of the Department of Housing, to promote the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing.

Spatial Planning & Land Use Management Act (Act 16 of 2013)

The Spatial Planning & Land Use Management Act (Act No. 16 of 2013) was signed into law by the President on 5 August 2013.

Whilst the Act is yet to be operationalised and much work needs to be done to prepare the different spheres of government for its use, the Act is to become the framework legislation guiding the practice of Spatial Planning and Land Use Management in South Africa in the future. As such, the Act is to be noted at this juncture.

(b) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- Buffalo City Metropolitan Municipality Spatial Development Framework (SDF)

The Buffalo City Municipality compiled its 1st Generation **Spatial Development Framework** (SDF) in 2003 to support the development vision, objectives and strategies identified in the Buffalo City Municipality's Integrated Development Plan (IDP). This was subsequently reviewed in 2005.

In terms of Section 26(e) of the Municipal Systems Act (Act No. 32 of 2000), the Spatial Development Framework is a legally required component of the Municipality's IDP and, furthermore, has the status of a Statutory Plan. As such, the SDF serves to guide and inform all decisions made by the Municipal Council on spatial development and land use management in the area to which it applies.

Policies

Housing Allocation and Relocation Policy was approved by Council in November 2014 to address:

- Interference with Beneficiary Master list
- National Housing Needs Register
- Accommodate backyarders
- People with Special Needs
- Integrated Residential Development Programme (IRDP)

After every five-year term it should be reviewed through consultation with Councillors. The Directorate has put a budget for its reviewal during the 2019/2020 financial year, the first draft is anticipated to be ready by the second quarter of 2019/2020 financial year for consideration by top management. The Reviewed Policy will address the following among other issues:

- Housing Allocation gaps
- Clear qualification criteria
- Application of Housing Needs Register which promotes first come and first served basis in the context existing informal settlement upgrade
- Inclusion of destitute programme
- Enforcement of relocation upon approval of the beneficiary
- Relocation processes and procedures
- Relocation structures

(c) Progress and Achievements to date (Highlights)

Directorate of Human Settlements managed to achieve the following by the end of third quarter 2018/19:

- A total of **12** subsidised housing units were provided in Majali

- A total of **2568** formal sites serviced were provided in Mdantsane Zone 18 cc : **686** sites, Fynboss Phase 1 & 2 / Ndancama: **606** sites, Mdantsane Zone 18cc: **726** and Potsdam Ikhwezi Block 1: **550**
- A total of **1489** beneficiaries were registered for housing opportunities in the National Housing Needs Register (NHNR)

d) Achievements:

- National Government Awards - Best nationally 2018
- Provincial Awards
- Receipt of R161 million for 2017/18 due to Expenditure achievement
- Proposed receipt of R200 million in the 2018/19 due to Expenditure

e) Challenges

- A major challenge for the Metro has been the shortage of well-located and affordable land for housing provision.
- Illegal invasion of houses during construction phase
- Allocation of houses for non-qualifiers
- Service Delivery Protests

16.4 KFA 26: Built Environment Management

(a) Introduction to Key Focus Area

The Built Environment Performance Plan is a strategic spatial planning tool that provides an integrated investment rationale, plan and process for the implementation of priority catalytic programmes and projects within the city. Amongst its many roles, the BEPP manages the performance of the Built Environment through targeted catalytic programmes and projects aimed to transform the Metro's built environment into a more compact, liveable, integrated, inclusive, productive and sustainable place.

The ultimate impact of spatial transformation is anticipated to be:

- A reduction in poverty and inequality.
- Enabling of faster and more inclusive urban economic growth.


- Improved quality of life, through access to: public and social amenities, safe and efficient public transport and diverse housing options.

The BEPP is intended to be the reference point for national and provincial spheres and other key stakeholders to make informed decisions in the built environment, led by municipal planning. The national and provincial departments and state-owned entities will be able to see the impact of their investment as it relates to other sectors in terms of cumulative local outcome and impact.’ (National Treasury Guidance Note: BEPP Framework v.5.5, 2017).

Through the above shared platform, the BEPP provides an opportunity to align various grant funding and is also an eligibility requirement / instrument for compliance and submission purposes for the following infrastructure grants:

- ICDG:** Integrated City Development Grant, Schedule 4B (specific purpose allocations to municipalities);
- USDG:** Urban Settlements Development Grant, Schedule 4B (supplements municipal budgets), which will include the newly ringfenced Upgrading Informal Settlements Programme Grant.
- HSDG:** Human Settlements Development Grant, Schedule 5A (specific purpose allocations to provinces);
- PTNG:** Public Transport Network Grant, Schedule 5B (specific purpose allocations to municipalities);
- NDPG:** Neighbourhood Development Partnership Grant, Schedule 5B (Capital Grant), Schedule 6B (Technical Assistance)
- INEP:** Integrated National Electrification Grant, Schedule 5B (specific purpose allocations to municipalities) – now to be integrated into the USDG in 2019-2020.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
BCMM Built Environment Performance Plan 2019/20	As per National Treasury Guidelines, the Draft BCMM Built Environment Performance Plan (BEPP) 2019/20 has been submitted to National Treasury on 31 March 2019.		Key Catalytic Programmes that form part of the BEPP 2019/20 include: <ol style="list-style-type: none"> The East London CBD & Inner City The MELD Corridor (Central) Mdantsane Urban Hub West Bank Economic Corridor

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
			(Port – MBSA – ELIDZ – Airport)

(b) Alignment with the National and Provincial Plans and Policies

NATIONAL DEVELOPMENT PLAN (NDP)

The BEPP aligns to the NDP in terms of its national spatial transformation goals. Focus on the three elements of urban structure i.e. – jobs, housing and transport in the NDP are echoed in the BEPP through the implementation of the Urban Network Strategy, which focusses on the following:

- Reduced travel costs and distances,
- Prevention of further development of housing in marginal places,
- Increasing urban densities and reducing sprawl,
- Improved public transport and coordination between transport modes, and
- Shift of jobs and investment towards dense peripheral townships.

INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)

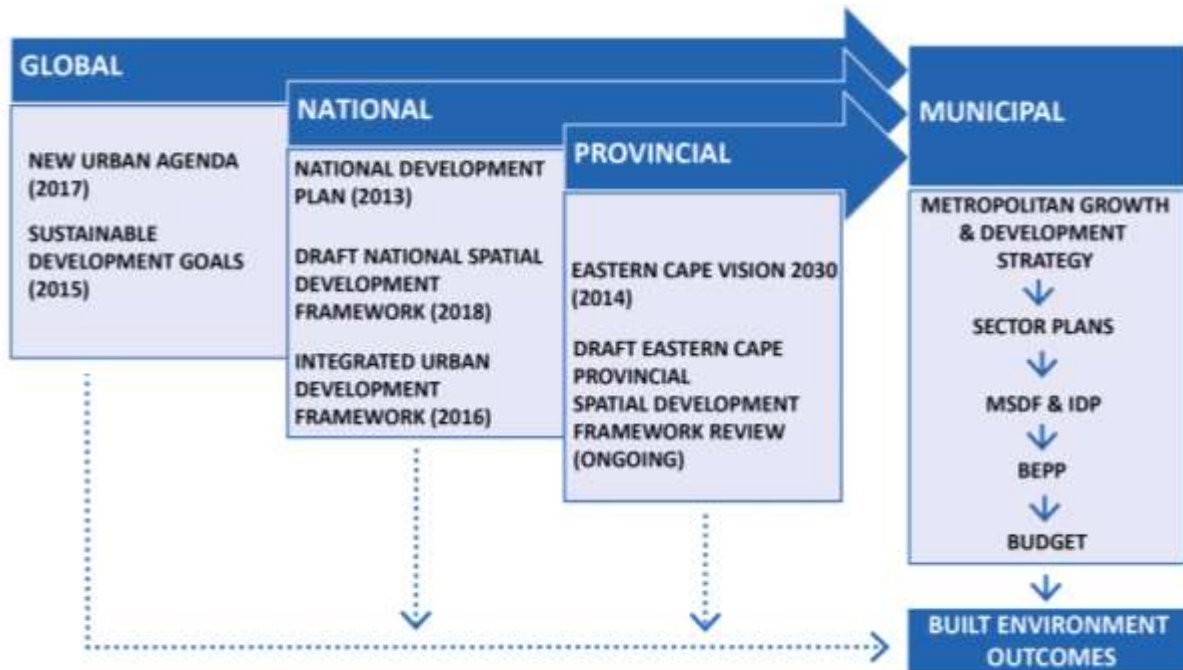
The IUDF is a response to and builds on various chapters in the National Development Plan (NDP), more specifically Chapter 8 which deals with “Transforming human settlements and the national space economy”.

BCMM given its jurisdiction within a predominantly rural development context, the IUDF’s emphasis on the rural-urban continuum and the ability of urban areas to respond to in-migration in a manner that optimises the urban dividend stresses the need to focus on poverty alleviation, job creation and the creation of more liveable settlements especially for marginalised and informal settlements within the metropolitan area. The spatial transformation focus of the BEPP through the principles of spatial targeting and related budgeting aligns with the four strategic goals and emerging none policy levers of the IUDF.

(c) Link to Sector Plan(s) and Policies

The BEPP is designed as a planning tool that will align, refine and consolidate the metro’s existing planning instruments through a focused investment strategy and implementation plan that will enable fast tracked and inclusive economic growth.

The BEPP is complimentary to the metro’s other strategic documents, including the **Metro Growth and Development Strategy** which provides the strategic frame and vision for the city, the **Municipal Spatial Development Framework**, the **Integrated Public Transport Network Plan**, the **Integrated Human Settlements Plan** all of which align with and feed into the **Integrated Development Plan and Budget**.



Relationship with strategic documents (Source: BCMM BEPP 2019-2020)

(d) Progress and Achievements to date (Highlights)

- There has been a steady progress in the rating and evaluation of the BCMM BEPP by National Treasury over the past few years. The document has progressed from a Tin rating in 2016/17 to a Silver rating in 2017/18, and GOLD rating in 2018/2019.
- Key Strategic issues are addressed and there is clarity and agreement on the role of the BEPP as a CHANGE AGENT however this needs to influence budgeting and implementation to a greater extent.

(e) Challenges

- A long-term financing strategy for the implementation of catalytic programmes is required to be considered.
- Although the strategy is clear, the path to Economic Development and job creation needs to be demonstrated through investment interventions.



- Targeted urban management strategies for prioritised catalytic precincts need to be further developed in line with appropriate aligned financing strategies and governance models.



16.5 KFA 27: Urban, Rural and Township Regeneration

(a) Introduction to Key Focus Area

The implementation of Urban, Rural and Township Regeneration should be guided by the Council approved Spatial Development Framework The SDF serves to guide and inform all decisions made by the Municipal Council on spatial development and land use management in the area to which it applies.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Urban, Rural and Township Regeneration	The Buffalo City Metropolitan Municipality (BCMM) is working towards regenerating the CBD of East London & KWT by making movement by vehicle and pedestrianization a friendly priority.		Complete the upgrading of the Market Square Taxi Rank.
	Where the people of Buffalo City Metropolitan Municipality (BCMM) do not have the means to use private cars or public transport for daily transport to gain access to work, education and other activities the various forms of Non – Motorised Transport (NMT) become their only mode of transport. Non-motorised Transport facilities are currently being provided in Buffalo City. Rural areas and low income areas, where pedestrian facilities are needed the most, are generally currently being rolled out.		
	Some of the projects that will be undertaken in the next financial year under the NMT are as follows: <ul style="list-style-type: none"> Construction of Need scamp/Potsdam Bridge valued at over R 80m that will link the Postdam area with Needscamp area. Kwatshatshu/Qal Ashe Pedestrian Bridge valued at over R4.5m that will provide ever needed access 	<p>Construction scheduled to be completed by end June 2019.</p> <p>Construction of the bridge was completed in 2017 and is currently in use.</p> <p>Sidewalks: Construction of 6km.</p>	

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<p>over the river between the two communities.</p> <ul style="list-style-type: none"> • Programme on the Implementation of Sidewalks, Traffic calming Measures as part of the Non-motorised Transport within the bigger BCMM area. • Feasibility studies for 9 Pedestrian Bridges within the BCMM area 		<p>Traffic Calming measures: Construction of 60 speed humps.</p> <p>Complete design for 4 bridges and construct 4 bridges</p>
	<p>The Enterprise Development Unit through the interaction with the SMME sector has prioritized programmes in order to assist the sector to grow.</p> <p>Township Economy – revitalization of townships is a drive that the Country is taking to make sure that townships are liveable. It is based on that the City aligning with other Departments in the province is in the process of resuscitating businesses in the townships. The programme will focus on creating a platform for township businesses to grow.</p>		<ul style="list-style-type: none"> • Capacity Building Programme – the programme deals with basic training needs that are required by SMMEs, Cooperatives and the Informal Trade Sector. A number of training programmes have been conducted for SMMEs in 2015/16 and 16/17 financial years. About 350 SMMEs and Cooperatives have been trained on Cooperative Governance, Business Skills, Marketing training, Digital skills workshop, conflict management workshop, Basic financial management training, and BBBEE workshop.
	<p>Township Regeneration is an on-going initiative - this represents an opportunity to leverage funds to consolidate the built fabric in existing townships within the entire BCMM</p>		<p>To develop an all inclusive Township Regeneration Strategy to harness development and deliver quality services to improve the quality of life in the townships</p>

(b) Alignment with the National and Provincial Plans and Policies

- **National Development Plan:** building a capable and developmental state: Improve relations between national, provincial and local government

(c) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- **Buffalo City Metropolitan Municipality SDF, 2013:** within the context of Buffalo City Metropolitan, urban renewal represents an opportunity to use existing infrastructure and, in places, existing buildings, to achieve strategic spatial development objectives such as densification of well-located areas; prioritisation of stagnating areas in strategic localities; and the regeneration of local social and economic opportunities by the upgrade of existing roads and infrastructure.

(d) Progress and Achievements to date (Highlights)

The Urban and Rural Nodes Regeneration Strategy is set to be developed during the 2019/2010 Financial Year. Not only will the strategy guide development proposals for the urban and rural nodes but will facilitate a needs-based provision of essential and quality services in the identified areas to benefit all citizens. The strategy will also provide a framework by which communities will be encouraged to actively participate in the development of their respective areas and ensure implementation of priority projects to respond to peoples' needs. Moreover, focus will be on provision of quality services to the people with a view to generally improving their welfare and quality of life. It is hoped the implementation of the strategy will also facilitate integration of urban and rural development programmes to create synergy and to bring about redress in especially the previously disadvantaged areas.

(e) Challenges

Development programmes have so far mostly focused on urban nodes thus neglecting rural nodal areas. The Buffalo City Metropolitan Municipality also acquired some new rural areas because of demarcation. This situation thus extended not only the boundaries but also placed extra financial burden in terms of service provision in general. Hence the metropolitan organogram incorporated the Urban and Rural Regeneration Department to integrate provision of quality services in the entire Metropolitan Municipal

area. The Urban and Rural Nodes Regeneration Strategy will then incorporate the two components, that is Urban and Rural Nodes.

16.6 KFA 28: Property Management and Land Use

(a) Introduction to Key Focus Area

The Buffalo City Metropolitan Municipality (BCMM) has a very large portfolio of Capital Assets, Land, Buildings and Facilities of different uses, from which it delivers services to the community.

The department is responsible for.

- Estate Management, Property Transfers and Transactions;
- Property Disposals, Acquisitions, Exchange and Expropriations;
- Building Maintenance, Refurbishment and Renewal

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Property Management and Land Use	The integration of the Municipalities during the Democratic dispensation hesitated that a land audit be concluded in order to have accurate data for purposes of addressing the tripod focal areas of land reform		To conduct land audit on all municipal properties i.e..land and buildings
	Sporadic Land invasions Illegal Land uses		Estalish of a land management committee in each ward. Application for prohibitory and eviction court orders
	Land Tenure - former R293 areas The existing land right are less informal. Are in procession certificate of occupation, and deed of grants. General plans have been advertised and are to be registered Dimbaza, liltha, Phakamisa and Zwelitsha		Existing land rights to be upgraded, registration of the General Plans, so that Title deeds can be issued to rightful occupants

(b) Alignment with the National and Provincial Plans and Policies

- Government Immovable Asset Management Act 97 of 2007
- Deeds Registries Act No. 47 Of 1937
- Expropriation Act No. 63 of 1975
- Upgrading Of Land Tenure Rights Act No. 112 of 1991
- Restitution Of Land Rights Act No. 22 of 1994
- Constitution Of The Republic of South Africa No. 108 of 1996
- Housing Act No. 107 of 1997
- Prevention of Illegal Eviction From Unlawful Occupation Of Land Act No. 19 of 1998
- Municipal Finance Management Act No. 56 Of 2003
- Construction Industry Development Board Act No. 38 of 2000)
- Occupational Health and Safety Act No. 85 of 1993)
- National Building Regulations and Building Standards Act No. 103 of 1977
- National Heritage Resources Act No. 25 of 1999

(c) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

Land Restitution

The goal of the restitution policy is to restore land and provide other restitutionary remedies to people dispossessed by racially discriminatory legislation and price, in order to provide support for the vital process of reconciliation, reconstruction and development.

Restitution is an integral part of the broader land reform programme and closely linked to the need for the redistribution of land and tenure reform

Land Re-Distribution

The purpose of the Land Redistribution Programme is to provide the poor with access to land for residential and productive uses, in order to improve their income and quality of life.

Land Tenure Upgrading

Its purpose is to make existing land rights i.e. site permits, residential permits, lodgers permits, certificates of occupation, permission to occupy more secure. This aspect of land reform finds its authority in Section 25(6) of 1996 Constitution.

Extended State Discount Benefit Scheme

The Extended State Discount Benefit Scheme is specifically dealing with all the beneficiaries prior to 1994 who were allocated houses by the previous regime.
All the land rights are now being upgraded to full title.

Policies

- Land Management Policy for Buffalo City 2007
- Land Disposal and Acquisition Policy
- Supply Chain Management Policy and regulations

(d) Progress and Achievements to date (Highlights)

The tender for Land Audit is completed and advertised, the Department is currently assessing potential service provide to undertake the land audit exercise.

(e) Challenges

- Lack of a dedicated unit to respond to land invasions
- Cumbersome and lengthy process in obtaining probhitory Court Orders
- It will have a negative effect on the municipality’s ability to plan on the productive use of land and if the land invasion problem is not resolved it will result in BCMM having to provide alterative accommodation which is non-existent on many cases



16.7 KFA 29: Cemeteries and Crematoria

(a) Introduction to Key Focus Area

The Cemeteries and Crematoria Section is responsible for the development and maintenance of cemeteries and crematoria.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Cemeteries and Crematoria	There are 32 formal cemeteries, approximately 247 informal (rural) cemeteries and 1 crematorium. The majority of burial sites is in the rural		8 cemeteries will be upgraded and developed

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<p>areas are either located on unsuitable or undeveloped land. The 32 formal cemeteries were properly established and are legislatively compliant.</p> <p>The Cemeteries and Crematoria Section has been addressing the land availability challenge by extending selected existing cemeteries in the short term. A masterplan is being developed to address the medium and long-term burial space within the cemeteries.</p> <p>The target for development and upgrading of cemeteries this financial year is 13 and maintenance therefore remains a challenge due to vandalism and theft.</p>		
	<p>There is an observable increase in the number of pauper burials in Buffalo City because of indigent and poor families.</p>		

(b) Alignment with the National and Provincial Plans and Policies

- NEMA (National Environmental Management Act)
- HEALTH ACT 2003
- SAHRA (South African Heritage Resources Act)
- Air Quality Act
- Births and Deaths Registration Act

(c) Link to Sector Plan(s) and Policies

Policies

- Air Quality Management Policy

(d) Progress and Achievements to date (Highlights)

- Development and upgrading of cemeteries (Roads) – Contractors are on site for 5 cemeteries

(e) Challenges

- Maintenance of cemeteries
- Rapid urbanisation and high mortality rate causing strain on cemeteries
- Poor access roads
- Criminal activity in cemeteries
- Theft and vandalism of infrastructure
- Uncontrolled and increased spread invasive alien vegetation species due to lack of funding and resources.

Strategic Outcome

5

A WELL-GOVERNED CITY



SITUATIONAL ANALYSIS

17. STRATEGIC OBJECTIVE

To develop and maintain world class infrastructure and utilities.

18. MUNICIPAL STRATEGIC ALIGNMENT MATRIX

The alignment between the strategic outcome, strategic objective, Council Ten Point Plan and Key Focus Areas is depicted as follows:

STRATEGIC OUTCOMES	STRATEGIC OBJECTIVE	TEN POINT PLAN	KEY FOCUS AREA
STRATEGIC OUTCOME 5 (SA5): A well-governed city	Promote sound financial and administrative capabilities	TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 30: Governance Structures
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 31: Risk Management
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 32: Stakeholder Participation & Customer Relations
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 33: Policies and By-Laws
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 34: Intergovernmental Relations (IGR) and International Relations (IR)
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 35: Communications (Internal and External)
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 36: Corporate Marketing (Branding)
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 37: Revenue Management
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 38: Expenditure and Supply Chain Management
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 39: Budget and Treasury
		TPP 4: O&M	KFA 40: Corporate Asset Management

STRATEGIC OUTCOMES	STRATEGIC OBJECTIVE	TEN POINT PLAN	KEY FOCUS AREA
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 41: Human Capital and Skills Development
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 42: Gender, Elderly, Youth and Disabled (Vulnerable Groups)
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 43: Performance Management and Monitoring and Evaluation
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 44: Fleet Management
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 45: Employee Performance Management
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 46: Human Resources Management
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 47: Internal Audit

19. TOP FIVE STRATEGIC PRIORITIES

The top five strategic priorities applicable for the 2019/2020 IDP Review are as follows:

- Declining collection rate and stagnant revenue base
- Inadequate Institutional Asset Management planning to inform capital investment and efficient service delivery
- Low employee productivity
- Inadequate timely engagement with stakeholders
- Uncoordinated governance structures that results in deficiency in a control environment

19.1 KFA 30: Governance Structures

(a) Introduction to Key Focus Area

In pursuit of promoting public accountability and broadening public participation, the City demonstrated a strong commitment to community-centred participatory approaches in the management of the municipality. Extensive involvement of communities in municipal planning, through established institutional arrangements, demonstrated the City’s commitment to the promotion of public accountability. In this regard, significant strides were made in engaging communities through the utilisation of various governance structures at both the Executive and Legislative components of Council.

This ensures active participation of communities in the development of their areas and ensured that the municipality is accountable to the public. Amongst others, the following included the initiatives undertaken to express and demonstrate the municipality's commitment to providing the community with information concerning issues of municipal governance, management and development.

The Council

The council has a Total number of 100 seats. A total of 51 Councillors is required to constitute a Quorum for meetings. The Council is constituted as follows: -

- i. The Executive Mayor, Councillor X.A. Pakati
- ii. The Deputy Executive Mayor, Councillor Z.P. Matana
- iii. The Speaker, Councillor S.A. Mtsi
- iv. The Chief Whip of Council, Councillor N. Marata

Traditional Leaders

- v. Bacela, Vumile Peter,
- vi. Bentshu, Mphuthumi Gladman
- vii. Dayile, Noludwe,
 - i. Jali, Bethwell Bangumzi
 - ii. Jongilanga, Khulile Eric
 - iii. Jongilanga, Mandisa Miranda
 - iv. Makinana, Andile
 - v. Makinana, Mvuzo
 - vi. Makinana, Stanley Phakamile
 - vii. Mdunyelwa, Msondezi
 - viii. Mkokeli, Kansile
 - ix. Nqwala, Malcomess Melumzi
 - x. Pako, Nkosinathi Mathews
 - xi. Pato, Ntombolwandle Nomasomi
 - xii. Siciko, Mnyamezeli
 - xiii. Sityo, Mpumzi Honeybrook
 - xiv. Toyise, Isaac Michael
 - xv. Vacant x 3

Mayoral Committee

- i. The Executive Mayor, Councillor X.A. Pakati (Chairperson)
- ii. The Deputy Executive Mayor, Councillor Z.P. Matana (IDP and Organizational Performance Management)
- iii. Councillor S. Ntoni (Infrastructure Services)
- iv. Councillor M. Vaaibom (Economic Development and Agencies)
- v. Councillor N.M. Mhlola (Human Settlement)
- vi. Councillor A.O. Mnyute (Health and Public Safety and Emergency Services)
- vii. Councillor P. Nazo-Makatala (Spatial Planning and Development)
- viii. Councillor N.P. Peter (Municipal Services)
- ix. Councillor H. E. Neale- May (Finance)
- x. Councillor B. Sauli (Corporate Services)
- xi. Councillor X. Witbooi (Institutional Operations and Civic Relations)

Portfolio Committees

- i. Corporate Services Portfolio Committee
- ii. Economic Development & Agencies Portfolio Committee
- iii. Finance Portfolio Committee
- iv. Health and Public Safety & Emergency Services Portfolio Committee
- v. Human Settlement Portfolio Committee
- vi. IDP & Organizational Performance Management Portfolio Committee
- vii. Infrastructure Services Portfolio Committee
- viii. Institutional Operations & Civic Relations Portfolio Committee
- ix. Spatial Planning & Development Portfolio Committee

Other Council Committees

- i. Ethics Committee
- ii. Petitions Committee
- iii. Rules Committee
- iv. Social Facilitation Committee
- v. Women's Caucus Committee
- vi. Multi-Party Committee
- vii. Audit Committee
- viii. Risk Management Committee



Top Management of the Municipality comprises of the City Manager and 9 Heads of Directorates. The City Manager is the Administrative Head and Accounting Officer of the Municipality. As such, he reports directly to the Executive Mayor. The role of the City Manager is set out in legislation, inclusive of the Municipal Structures Act 117 of 1998, Municipal Systems Act 32 of 2000 and Municipal Finance Management Act 56 of 2003.

The Heads of Directorates (HODs) perform strategic leadership and management functions in their respective fields and any other responsibilities as contained in the Local Government Legislation as follows:

- ❑ Corporate Services
- ❑ Infrastructure
- ❑ Municipal Services
- ❑ Health and Public Safety
- ❑ Human Settlements
- ❑ Economic Development
- ❑ Finance
- ❑ Spatial and Development Planning
- ❑ Executive Support

Following the strategic engagements at the Mayoral Lekgotla and the Council Lekgotla held during 2017, and the Diagnostic Assessment conducted by GTAC, the City Manager has appointed a Project Team that is responsible for strategically managing the Institutional Review of the BCMM functions and alignment of the organisational structure. This initiative will assist BCMM to institutionalise and implement its 2030 Metro Growth and Development Strategy (MGDS). The strategy outlines the city’s economic growth and development path up to 2030, to become “a well-governed, green, connected, innovative and productive city.”

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Governance Structures	IA Audit Plan: Governance, Compliance and Regulatory Review		Review the Governance Structures
	The capacity building programmes for officials and councillors should be institutionalised, so that officials meet the prescribed minimum competency		Capacity Building Programme

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	requirements and councillors are able to fulfil their duties.		

(b) Alignment with the National and Provincial Plans and Policies

This KFA is linked to the following Provincial and National Strategic Policy Framework:

- **Municipal Structures Act, No.117 of 1998**, which stipulates the roles and responsibilities that each structure within the municipality should perform.
- **National Development Plan**: building a capable and developmental state.
- **Municipal Systems Act (Act 32 of 2000,)** which stipulates inter alia that the respective roles and areas of responsibility of each political structure and each Political Office Bearer of the Municipality and of the Municipal Manager must be defined.

(c) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- Metro Growth & Development Strategy (vision 2030): Strategic Outcome 5 - A well-governed city
- Workplace Skills Plan
- Employment Equity Plan

Policies

- Funeral Policy for Councilors or Freemen
- Organisational Design Policy

19.2 KFA 31: Risk Management

(a) Introduction to Key Focus Area

The City recognises risk management as one of the cornerstones of sound and responsible municipal governance. Apart from complying with the MFMA requirement that the municipality establishes and maintains a system of, among others, managing risks, risk management is positioned as a strategic management function that enables and facilitates good governance practices. The Risk Management


Department is responsible for overseeing, guiding, facilitating and monitoring various systems of governance, risk management and compliance in the municipality.

Key among the responsibilities of the risk unit is developing, monitoring and reporting on the municipality's strategic risk profile. A combination of top-to-bottom (mainly considering the IDP and metro-wide SDBIP) and bottom-to-top approaches (considering the departmental performance priorities) was taken to aggregate the identified strategic risks of the municipality. The Key Risk Indicators (KRIs) for all the categories of strategic risk were defined to bring further structure and focus to the way the mitigation of these risks is monitored.

Top Five Strategic Risks

- **Records and Document Management:** Sensitive and Confidential information being leaked to the media and public.
- **Revenue and Debt Management:** Inefficient, Ineffective and irregular debt management and revenue collection processes.
- **Waste Management:** Inability to render efficient and effective waste and refuse removal services
- **ICT Network:** Inadequate development and management of ICT network and infrastructure
- **Electricity:** Illegal & non-metered electricity connections, including theft and tampering

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Risk Management	Implementation of Risk Action Plan (monthly)		Migration from Manual to Automated Systems (subject to budget availability) Table quarterly progress reports to Top Management, risk committee and Audit committee
	Develop an enterprise risk management strategy and policy	3	Educate staff on the enterprise risk management strategy.

(b) Alignment with the National and Provincial Plans and Policies

Legislation/ prescripts governing risk management include:

- Municipal Finance Management Act 56 of 2003

- King IV Report on Corporate Governance
- Public Sector Risk management framework
- COSO framework
- ISO 3100

(c) Link to Sector Plan(s) and Policies

Policies

- Enterprise risk management policy

(d) Progress and Achievements to date (Highlights)

- The City has been able to establish a risk management committee responsible for overseeing implementation of risk management activities and is functional. Further to the establishment of the committee, the City has managed to improve on its risk maturity level as assessed through the National Treasury risk maturity assessment tool.

(e) Challenges

- The Major challenge within the risk management is the institutional culture, risk management is not embedded to the operations of the institution.
- Planning is not yet risk based, this is impacted by the risk maturity level of the institution, risk management ought to influence the strategic planning of the institution.
- The current structure of risk management does not speak to the functions of the unit and as such negatively impacts on the full effectiveness of this unit.

19.3 KFA 32: Stakeholder Participation & Customer Relations

(a) Introduction to Key Focus Area

The goal of the Buffalo City Metro on Good Governance and Public Participation is to realize a viable and caring institution that will promote and support a consultative and participatory local government. Good governance is in the main a participatory, transparent, democratic and accountable system of governance. Developmental local government legislation put in place mechanisms for community interface so as to create enablers to realize good governance within a municipality. The key focal area within good governance is that good governance is a responsibility of all service delivery directorates /

units and as such must find a concrete expression in their operational plans. The strategic intent of good governance and public participation is to ensure that BC Metro is accessible to its citizens. This is in keeping with the current municipal vision “A responsive, people-centred and developmental City”.

Mechanisms to promote a culture of community participation

In terms of Section 43 of the Municipal Structures Act, a municipality through appropriate mechanisms, processes and procedures must involve the local community in the development, implementation and review of the Municipality’s management system. The Metro shall strive to build a strong leadership, with clear vision, maximum participation by the community, the private sector and all stakeholders to meet the basic needs of all and build a solid foundation for growth and lasting prosperity”.

Buffalo City Metro has within its realm of development established different platforms to enhance participatory local governance.

Involving our communities

The National draft policy guideline on public participation details the following basic assumptions of public participation:



- Public participation is designed to promote the values of good governance and human rights;
- Public participation acknowledges a fundamental right of all people to participate in the governance system;
- Public participation is designed to narrow the social distance between the electorate and elected institutions.


Mechanisms in brief

Tools	Example
BCMM Public Participation Strategy	Public Participation Strategy provides mechanisms by which the public may participate in the affairs of the Metro and clarify roles and responsibilities of all the role players and interested parties.
Ward Committees	These are critical platforms or organs of peoples power our communities use to interface with their municipality. Informing the community of council decisions, community rights and duties, municipal affairs etc. Community informing ward councillor of their concerns. They form the bridge between Metro and communities by facilitating proper communication.
Public meeting or imbizo	Informing the community of council decisions, community rights and duties, municipal affairs etc. Community informing councillors and officials of their issues that concerns its inhabitants.

Tools	Example
Council meetings open to public	Informing the community of council decisions, community rights and duties, municipal affairs etc.
Annual report	The key instrument of engagement with the public and part of the oversight responsibility includes the obligation to bring key issues of governance, performance and financial accountability to the attention of the public and to further elicit public input on these matters.
Surveys	Informing the municipality of the needs of a local ward, or of the levels of satisfaction with the delivery of a service.
Newsletter	Informing the community of council decisions and municipal affairs.
Posters, loudhailers, banners, email notification, media adverts	Inform public of an event or meeting, e.g. council meeting or IDP hearings.
Access to Information Act Manual	Communities and stakeholders are allowed by law to access information.
State of the City Address	The Executive Mayor outlines the programme for the year and how the communities can track municipal service delivery programmes.
Community Development Workers	To improve service delivery, accessibility and to ensure that there's constant interaction between government and communities.
IDP Stakeholder / Rep forum	Metro involves stakeholders in the IDP, Budget, Performance management system, performance assessment and service delivery agreements processes.
IDP, Budget Hearings	A platform to encourage residents to play a role and participate in becoming authors of their own development through making direct input in the IDP.
Ward Based Planning	The rigorous involvement of communities in the planning process to develop their areas and plan for service delivery.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Stakeholder Participation & Customer Relations	Reviewal of Public Participation Strategy with consideration of contemporary innovation for effective community participation between Council and Community.		To provide mechanisms by which the public may participate in the affairs of the municipality and to clarify roles and responsibilities of all the role players to maximise community participation in matters of local government.
	Monitoring and support the functionality of ward committees to help accelerating service delivery and for them to successfully execute their mandate.		To intensify capacity building for ward committees.

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	Empowerment of communities with knowledge so that they can effectively participate in governance issues.		To provide information and learning experiences to equip and empower citizens to participate in democratic processes by conducting one civic education programme in each quarter.

(b) Alignment with the National and Provincial Plans and Policies

This KFA is linked to the following Provincial and National Strategic Policy Framework:

- **The South African Constitution of 1996** states:
 - Section 151(1) (e) Municipalities are obligated to encourage the involvement of communities and community organizations in Local Government.
 - Section 152(1) states that local government must encourage the involvement of communities and community organizations in matters of local government.
 - Section 195 (e) in terms of the basic values and principles governing public administration – people’s needs must be responded to, and the public must be encouraged participate in policy making.
- **The Municipal Structures Act 117 of 1998 (as amended in 2000 and 2003)** allow for category A Municipality with sub-council or ward participatory system or a category B Municipality with a ward participatory system and Executive committees or Executive Mayors must annually report on the involvement of communities and community organizations in the affairs of the Municipality.
- **The Municipal Systems Act 32 Of 2000** requires a Municipality to develop a culture of Municipal governance that complements formal representative government with a system of participatory governance to encourage and create conducive conditions for the communities to participate in the Municipal matters, including the IDP performance Management system, monitoring and review of performance, preparation of budget, strategic decisions and Municipal services. The Act further compels Municipalities to establish appropriate mechanisms, process and procedures to enable the local community to participate in the affairs of the Municipality.
- **The National draft policy guideline** on public participation details the following basic assumptions of public participation:
 - Public participation is designed to promote the values of good governance and human rights;

- Public participation acknowledges a fundamental right of all people to participate in the governance system;
 - Public participation is designed to narrow the social distance between the electorate and elected institutions.
-
- **The Municipal Structures Act 117 of 1998** specifically outlines the structures and processes required to effectively implement public consultation and participation in the matters of the municipality. The Act further establishes ward committees which consist of ten members and chaired by the ward councillor.
 - **Traditional Leadership and Governance Framework Act 41 of 2003** stipulates that traditional leaders should be part of democratic structures at the local government level. In their co-operative relationship with municipalities, traditional leaders are expected to facilitate public participation in policy and service delivery initiatives that affect rural communities.
 - **The Municipal Finance Management Act 56 of 2003** calls for the participation of the general public in the municipal budget formulation process in line with Chapter 4 of the Municipal Systems Act.
 - **The Municipal Property Rates Act 6 of 2004** stipulates that a municipality must extensively consult with its citizens before it adopts its rates policy.

(c) Link to Sector Plan(s) and Policies

This KFA is aligned with the following Strategies, Sector Plans, Policies and Bylaws (where applicable):

Strategies and Sector Plans

- Buffalo City Metropolitan Municipality Public Participation Strategy: 2011
- Metro Growth & Development Strategy (vision 2030): Strategic Outcome 5 - A well-governed city.

(d) Progress and Achievements to date (Highlights)

Public Participation Strategy

A service provider had been appointed for reviewal of the Public Participation Strategy to consider contemporary innovation for effective community engagement between Council and community. The Strategy is intended to provide for mechanisms by which the public may participate in the affairs of the municipality and to clarify roles and responsibilities of all the role players and interested parties.

Ward Committees

Ward Committees are fully functional in all BCMM wards and were trained in Project Management and Ward Based Planning, the training was essential for planning and implementation of programmes in their respective wards.

Ward Committees participate in municipal activities, amongst others IDP Rep Forums, IDP Budget hearings, State of the City Address, Indigent registration campaigns, MPAC Public Hearings, Council Open day, Ward Councillors feedback General meetings and Mayoral Imbizo.

Civic Education

Civic education was launched in 2018 and community dialogue was held in November at ward 35 in November 2018 with the Theme: “PEOPLE IN CONVERSATION TO BUILD THEIR COMMUNITY”.

(e) Challenges

- Insufficient funding for capacity building of Ward Committees and Civic Education Programmes.
- Poor working relationships between Ward Councillors, Community Development Workers and the Ward Committees.
- The shortage and availability of skills for Public Participation staff to fulfil their functions effectively.
- Poor response by Directorates on received queries and complaints from the community concerning service delivery resulting in Public Participation Practitioners not being able to report back on these issues in the next meetings in an endeavour to assist Ward Councillors on Ward issues.
- Ward Committees scared to report on sensitive issues because of the attitude they get from the community. (Lack of accountability).
- The Unit operating without a permanent Administrative official impacts negatively on administrative issues.

19.4 KFA 33: Policies and By-laws

(a) Policies

Directorate	Policy Name	Council Approval	Council Minute No.	Responsible Person	Rating
OFFICE OF THE CITY MANAGER	Sponsorship Policy	2013/05/29 Effective date 2013/05/13	BCMC 63/03	Manager: Compliance Unit	
	Knowledge Management Policy	2013/08/30 Effective date 2013/09/01	BCMC234/13	Head: IKM, Research & Policy	
	ICT Disaster Recovery Plan Policy	2015/11/25 Effective date 2015/11/26	BCMC 611/15	Manager: ICT	
	Information and Communication Technology Security Policy	2015/11/25 Effective date 2/015/11/26	BCMC 611/15	Manager: ICT	
	User Account Management Policy	2015/11/25 Effective date 2015/11/26	BCMC 611/15	Manager: ICT	
EXECUTIVE SUPPORT SERVICES	Petition Management Policy	2012/05/03 Effective date 2012/06/01	BCC 122/12	Original owner-GM: Public Participation Office of the Executive Mayor	
	Declaration of financial/benefits of Councilors	2009/07/27 Effective date 2009/09/01	BCC 29/09	Original owner was GM: Organizational Support. Office of Speaker	
	Sanitation Policy	June 2006	According to IEMP, Information not available	Manager: IEMP	
	GIS Operational Policy	2013/09/15	BCMC 412/13	Manager: GIS	
FINANCE DIRECTOR	Budget Policy	2006/05/30 Effective date 2006/07/01	BCC 73/06	GM: Budget	

Directorate	Policy Name	Council Approval	Council Minute No.	Responsible Person	Rating
	Capital Infrastructure Development Policy	2013/05/29 Effective date 2013/07/01	BCMC 222/13	CFO	
	Funding and Reserves Policy	2013/05/29 Effective date 2013/07/01	BCMC 222/13	CFO	
	Long Term Financial Planning Policy	2013/05/29 Effective date 2013/07/01	BCMC 222/13	CFO	
	Credit Control and Debt Collection Policy	2007/05/02	BCMC 239/15	GM: Revenue Management	
	Supply Chain Management Policy	2013/10/30	BCMC 458/13	GM: SCM	
	Contractor Development Policy	2015/09/30	BCMC 468/15	GM:SCM	
	Tariff Policy	2006/05/30 Effective date 2006/07/01	BCC 73/06	GM: Budget	
	Virement Policy	2013/05/29 Effective date 2013/07/01	BCMC 222/13	GM: Budget	
	Property Rates Policy	2014/05/28	BCMC 239/15	GM: Revenue Management	
	Indigent Policy	2014/05/28	BCMC 147/14	GM: Revenue Management	
	Long Term Borrowing Policy	2013/05/29 Effective date 2013/07/01	BCMC 222/13	GM: Budget	
	Asset Management Policy	2015/05/29	BCMC 239/15	GM: Asset and Risk	
	Investment and Cash Management	2009/06/04	BCC 161/09	CFO	
















Directorate	Policy Name	Council Approval	Council Minute No.	Responsible Person	Rating
HUMAN SETTLEMENTS	Housing Allocation Policy	2014/12/11 Effective date 2014/11/19	BCMC 551/14	HOD: Human Settlements	
	Housing Relocation Policy	2014/12/11 Effective date 2014/11/19	BCMC 551/14	HOD: Human Settlements	
CORPORATE SERVICES	Organizational Support				
	Language Policy	2010/08/31	BCC 263/10 Effective date 2010/08/31	GM: Organizational Support	
	Grant-In-Aid Policy	2000/05/08 Effective date 2000/05/09	BCMC 124/15	GM: Organizational Support	
	Loss, Theft of Municipal Property	2009/12/08 Effective date 2009/12/09	BCMC 284/15	GM: Organizational Support	
	Records Management	2007/12/05 Effective date 2007/12/06	BCC 320/07	GM: Organizational Support	
	Cellular Allowance Policy	2010/05/04 Effective date 2010/05/05	BCMC292/10	GM: Organisational Support	
	Funeral Policy for Councilors or Freemen	2005/05/25	BCC 88/05	Was GM: Organizational Support Now: Office of Executive Mayor	
	Human Resources				
	Discomfort Levels and Heat Stress	1993/04/05	30947	Occupational Risk Coordinator	
	Dress Code Policy	2000/05/10	N/A	GM: Human Resources	
	Employee Performance Policy	2013/06/21	BCC 267/13	GM: Human Resources Performance and Management	
	Employee Wellness Policy	N/A	N/A	Occupational Risk Coordinator	

Directorate	Policy Name	Council Approval	Council Minute No.	Responsible Person	Rating
CORPORATE SERVICES	Employee/Staff Provisioning	N/A	N/A	GM: Human Resources	
	Employment Relations	N/A	N/A	Manager: Labour Relations	
	Housing Subsidy Scheme	N/A	N/A	Manager: Remuneration and Benefits	
	Occupational Health and Safety	N/A	N/A	Occupational Risk Coordinator	
	Organisational Design Policy	N/A	N/A	Organisational Design	
	Protective Overall and Footwear (Personal protective attire and equipment policy)	2002	N/A	Occupational Risk Coordinator	
	Progression Grade	2004	N/A	GM: Human Resources Performance and Management	
	Qualification recognition policy	1994	N/A	Manager: Remuneration and Benefits	
	Rainy Day Policy	N/A	N/A	Manager: Labour Relations	
	Substance Abuse	2005	N/A	Occupational Risk Coordinator	
	Leave Policy	N/A	N/A	Manager: Remuneration and Benefits	
	Sewer Allowance	2016/03/20	Awaiting final report from Council	Manager: Remuneration and Benefits	
	Permission to have second Employment and/or be involved in any Business Venture other than as an employee	Effective Date November 2005	N/A	Original owner was GM: Compliance GM: Human Resources	
	Scarce Skills Policy	2010/10/05	BCC 364/10	GM: Human Resources Performance and Management	

Directorate	Policy Name	Council Approval	Council Minute No.	Responsible Person	Rating
CORPORATE SERVICES	Travel and Subsistence Policy	05/10/2010	BCC 333/10	GM: Human Resources Performance and Management	
	Gifts and Benefits	N/A	N/A	Original Owner was GM: Compliance GM: HR	
	Conflict of Interests	N/A	N/A	Original Owner was GM: Compliance GM: HR	
DEVELOPMENT PLANNING	Land Administration				
	Disposal of Immovable Capital Assets by the municipality and its municipal Entities	N/A	N/A	GM: Property Management	
	Land Management	2007/11/20	DP 192/07	GM: Property Management	
	Architecture				
	Outdoor Advertising Signage Policy	2010/ 08/16	BCC 211/10	GM: Development Planning	
	City Planning				
Shipping Container Policy	1998/ 09/01	CL450/98 (821/98)	GM: Development Planning		
INFRASTRUCTURE SERVICES	Roads				
	Provision of Roads in Informal Settlements	2006/06/01	N/A	GM: Roads	
	Expanded Public Works Programme	September 2012-	N/A	Manager: PIU	
	Fleet Management				
Fleet Management	February 2005	BCC 15/05	GM: Fleet Management		
HEALTH AND PUBLIC SAFETY	Public Safety				
	Carrying of Firearms	1991/01/28	CL 27610	GM: Public Safety	
	Environmental Health				
Cultural Slaughtering by persons who belong to indigenous religions and the Muslim faith	2003/04/29	BCC 63/03	GM: Health		

(b) By-laws

No.	Directorate	Policy Name	Rating
BY-LAWS: STILL IN A PROCESS OF PUBLIC PARTICIPATION			
1.	Dilapidated Building and slightly neglected structures		
2.	Disaster Management		
3.	Installation of Electronic Communication Facilities		
4.	Municipal Health and keeping of animals.		
BY-LAWS AT STAGE OF PROCLAMATION IN THE PROVINCIAL GOVERNMENT			
5.	Out -Door Advertising		
6.	Fresh Produce Market		
7.	Arts Culture and Heritage		
8.	Cemeteries and Crematorium		
9.	Municipal Parks and Conservancy		
10.	Events By-law		
11.	Informal Trading By-law		
OTHER BY-LAWS			
Fire & Rescue Services			
12	East London Municipality: Regulations for Controlling and Licencing the Storage, Keeping and Having of Inflammable Substances, P.N. 863/1970 dated 30 October 1970		
13	East London Municipality: Regulations for Controlling and Licensing the Storage, Keeping and Having of Inflammable Substances: Correction Notice P.N. 207/1971 dated 12 February 1971		
14.	East London Municipality: Amendment to the By-Law for Controlling, Keeping and Having of Inflammable Substances P.N. 337/1983 dated 17 June 1983		
	East London Municipality: Amendment to the By-Law for Controlling, Keeping and Having Inflammable Substances, P.N. 246/1991 dated 22 March 1991		
15	Standard By-Law Relating to Fire Brigade Services: Standard		
16	By-Law in terms of Section 17 of the Fire Brigade Services, Ordinance 14 of 1978		

No.	Directorate	Policy Name	Rating
17	Fire and Emergency Services	South African National Standards: <ul style="list-style-type: none"> SANS 332 Fire Detection & Alarm Systems for Hospitals SANS 1128-1 Firefighting equipment Part 1. Components of underground and above ground hydrant systems SANS 1128-2 Firefighting equipment Part 2. Hose couplings connectors and branch pipe & nozzle connections SANS 1253 Fire Doors and Fire Shutters SANS 10087-1 Handling storage distribution and maintenance of liquefied petroleum gas Part 1. 500 litre to 3000 litre SANS 10087-4 Handling storage Part 4. Transportation of LPG in bulk by road 	
Law Enforcement Services & Traffic Services Dept			
18	Street Trading	By-Law	
19	Liquor Trading	Hours By-Law	
20	Businesses	Littering & Dumping By-Law	
21	Fireworks	By-Law	
22	Roads & Street	By-Law	
23	Advertising Signs & the Disfigurement of the Front or Frontages of Streets	By-Law	
24	Parking Meters	By-Law	
25	Control of Dogs	By-Law/Keeping of Dogs by-Law	
26	Public Buses and Taxis	By-Law	
27	Noise Nuisance	By-Law	
28	Removal of illegal bush dwellers	by-law (Squatting by-law)	
Disaster Management Dept			
29	Disaster Management	By-Law (draft – still to be adopted & confirmed by Council)	
Municipal Health Services Dept			
30	Environmental Health	By-Law to be replaced by Municipal Health Services Municipal Health Nuisance & Keeping of Animals By-Law (draft - still to be adopted & confirmed by Council)	
31	Noise Nuisance	By-Law	

19.5 KFA 34: Intergovernmental Relations (IGR) and International Relations (IR)**(a) Introduction to Key Focus Area**

The ultimate goal of Development Cooperation, International Relations and Intergovernmental Relations is to focus on the implementation of development cooperation programmes, international relations and intergovernmental, strategies and programs that creates awareness, improves organizational, social, cultural and developmental objectives and goals of the Metro through partnerships, agreements and engagements with local, national and international partners, donors and stakeholders. To leverage off strategic national, regional and international partnerships to improve municipal services and functions, attract resources, and improve skills. The attention should be directed into the world development agendas which shall include globalization and its impacts to the society, to millennium development goals, human security, gender equality, environmental conservations, human rights, etc.

International Relations

International Relations is a national function delegated to local government. Therefore, Buffalo City Metro is guided by South Africa's foreign policy is guided by government's apex strategy, the National Development Plan (NDP), which sets out a long-term vision that seeks to address the triple challenge of unemployment, poverty and inequality, and put South Africa on a path towards long-term development and prosperity.

In this regard, Chapter 7 of the NDP envisions an active role for South Africa in the region, the continent and the world. The country seeks to build strategic partnerships for development to advance its national interests and promote the enduring values that define the nation, namely democracy, human rights and good governance.

The country continues to pursue regional political and economic integration and promote Africa's development through sustained South-South solidarity and mutually beneficial relations with the North. The adoption of the strategy for the BRICS economic partnership is expected to facilitate trade and investment, enhance market access opportunities and facilitate market interlinkages between the countries. The BRICS' New Development Bank is expected serve as an instrument for financing infrastructure investment and sustainable development projects in the BRICS and other developing countries and emerging market economies

On a local level BCMM is also guided by the International Relations Framework. The framework which is aligned to the SA Foreign Policy looks at city to city partnerships and twinning with partner cities abroad. This Framework promotes partnerships across the world in ways which will ensure maximum learning, synergy and promotion of our national interest, including investment promotion.

The role of local government in IR has moved significantly from the symbolism of the past to meaningful interaction of mutual benefit with far reaching implications for the image of South Africa and the development agenda at a local government level i.e attainable economic benefits.

In this regard it has been determined that the growing demands and complexity of South African municipal service delivery imperatives has impacted significantly on the range and depth of skills and competencies required from within the municipal economy thereby necessitating serious consideration of municipal international relations as an increasingly viable conduit for scarce skills and resources. BCMM in line with its developmental trajectory embraces its metro status however the demands on capacity and resources is still a challenge.

The aim of BCMM's partnerships with international cities and donors is to :

- a. Facilitate information and knowledge sharing;
- b. Equip councillors and officials with additional skills and capacity;
- c. Build managerial and technical capacity;
- d. Promote Buffalo City Municipality as an attractive location for investment and tourism;
- e. Develop project partnerships for mutual benefits;
- f. Explore new ways of performing its core business of service delivery;
- g. Address regional and global challenges that have local impact which need to be tackled on a broad basis like climate change; and
- h. Contribute to global understanding, solidarity and peace.

Therefore, the Metro maintains its current partnership agreements and aims to seek out new partnerships to strengthen institutional capacity and obtain support for human resource and technical skills development and access to international aid and as well as funding for community development projects and programmes. A key focus of some of the current partnerships are on issues affecting not only Buffalo City but other cities in the world. These issues include matters of youth, human rights, climate change, service delivery and other development challenges facing municipalities.

Intergovernmental Relations

The South African Constitution, 1996, puts emphasis on fact that, the three spheres of government are distinctive, interdependent and interrelated. In May 2014 the Buffalo City Metropolitan Municipality Intergovernmental Relations (IGR) Forum was launched. The IGR Forum was launched in terms of the Intergovernmental Relations Framework Act, 2005 (Act No.13 of 2005) which is located in Chapter 3 of the South African Constitution, 1996 which sets out the basic principles and values of co-operative government and intergovernmental relations.

Section 41 of the Constitution requires an Act of Parliament to:


- a. Establish and provide for structures and institutions to promote and
- b. facilitate intergovernmental relations; and
- c. Provide for appropriate mechanisms and procedures to facilitate the settlement of intergovernmental relations disputes.


The Forum's focus is:


- Unlocking of bottlenecks in government programmes and projects which hinder services to the community;
- Sharing information on government programmes for support, joint participation or sharing with communities; and
- Discussion on resources available to the Metro and the process of the accessing of the resources.

Therefore, IGR seeks to improve integrated planning with other spheres and agencies of government; engage Sector departments on issues and projects that are cross-cutting with BCMM; and jointly resolve challenges faced within wards on functions that are not part of BCMM responsibilities.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Development Cooperation and International Relations	Global, national and local challenges that have social, cultural and economic impact leading to unemployment, poverty and inequality requiring need for strategic partnerships, integrated service delivery and a skilled and		Soliciting New City to City Partnerships in the following countries: <ul style="list-style-type: none"> - Sweden - Russia - Japan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	<p>capable workforce to deliver services. In terms of Buffalo City Metro there is:</p> <ul style="list-style-type: none"> ▪ A Growing skills gap due to loss of key skills to other cities and countries leading to a need for more training, upskilling of employees, sharing of knowledge and information, exchanging of expertise and experience and benchmarking with other cities in order to improve skills set; ▪ Limited resources for service delivery resulting in fragmented and poor service delivery by the metro resulting in dissatisfied communities and customers and the need to source external funding and support for projects; and ▪ The inability of the Metro to attract foreign direct investment due to competition with other cities, limited expertise and experience in investment promotion leading to challenge to package the Metro as an investment destination. <p>Buffalo City Metro has established a number of twinnings and sister city partnerships abroad with a key objective of leveraging of the partnerships to improve skills and capacity of councillors, officials and community, attract resources for key projects of the metro and position BCMM as an investor friendly destination.</p>		
IGR	<p>BCMM holds four 4) IGR Forum meetings a year however this vehicle for integrated planning, sharing of information and a more informed IDP is still a challenge. There are key gaps in terms of sector plans from National and Provincial Departments featuring within the IDP which results in gaps in the planning process.</p>		<p>IGR Forum Meetings will be held on a quarterly basis</p>

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	BCMM is progressively implementing Operation Masiphathisane (Integrated Service Delivery Model) in the Metro.		Providing Secretariat support to the Metro Integrated Task Team Meetings which are led by the Office of the Speaker

(b) Alignment with the National and Provincial Plans and Policies

This KFA is linked to the following Provincial and National Strategic Policy Framework:

- **Section 152 and 153 of the Constitution of the Republic of South Africa (Act 108 of 1996)** legislates the developmental mandate of local government and outlines the need for cooperative governance. The Constitution binds all spheres of government and organs of state in each sphere of government to three basic principles:

First, there is a common loyalty to the Republic as a whole. This means that all spheres are committed to securing the well-being of all the people in the country and, to that end, must provide effective, transparent, accountable and coherent government for the Republic as a whole. This is the object of cooperative government.

Second, the distinctiveness of each sphere must be safeguarded. This entails the following: the constitutional status, institutions, powers and functions of each sphere must be respected; a sphere must remain within its constitutional powers; and when exercising those powers, a sphere must not do so in a manner that encroaches on the geographical, functional or institutional integrity of another sphere.

Third, spheres of government must take concrete steps to realize cooperative government by -

- fostering friendly relations;
- assisting and supporting one another;
- informing one another of, and consulting one another on, matters of common interest;
- co-ordinating their actions and legislation with one another;
- adhering to agreed procedures; and
- avoiding legal proceedings against one another.

- The **Local Government: Municipal Systems Act (Act No. 32 of 2000)** refers to the need for municipal planning, through the integrated development plans developed by municipalities, to be developmentally oriented in line with Sections 152 and 153 of the Constitution. Municipal Systems Act provides greater clarification regarding the legal nature, and the rights and duties, functions and powers, of municipalities. Particularly relevant for this Policy is Chapter 5 which concerns integrated development planning, which this Policy gives effect to in the sphere of external and international relations.
- The **Local Government Municipal Finance Management Act 56 of 2003, Section 65** requires sound and sustainable management of financial affairs of municipality and specifically requires of the Accounting Officer of the municipality to take reasonable steps to ensure that the municipality has and maintains an effective system of expenditure control including procedures for the approval, authorization, withdrawal, and payment of funds. The Act regulates the financial management practices of municipalities. It establishes a fiscal governance framework for local government to follow and clarifies the roles and responsibilities of the executive mayor, the mayoral committee, councillors and officials. Any external relations initiatives entered into by the City that have financial implications must comply with the municipal budget regulations stipulated in the Act.
- The **White Paper on Local Government of March 1998** in its preamble, states that within the framework of the Constitution, the White Paper establishes the basis for a new developmental local government system, which is committed to work with citizens, groups and communities to create sustainable human settlements which provides for a decent quality of life and meet the social, economic and material needs of communities in a holistic way.
- **Intergovernmental Framework Act 13 of 2005:** The IRFA was passed in order to give effect to the principle of cooperative governance as enshrined in the Constitution. It is relevant for the purposes of the policy to the extent that it informs the manner in which high-level inter-governmental agreements are concluded.
- The **South African Foreign Policy:** The essence of South Africa's foreign policy is to promote and protect the interests and values of its citizens. The Foreign policy belongs to South Africa's people and;
 - It mirrors their long relationship with the international community

- It reflects the rich tapestry of their international heritage
 - It demonstrates their desire to live in harmony with their neighbours
 - It signals their intent to contribute creatively to Africa's future
 - It beckons them to international service so that their country may fulfill its calling as a responsible global player
 - It summons all South Africans to think beyond the immediate, to reach towards the challenges of the approaching century.
-
- The **National Development Plan: Vision 2030: Chapter 7** of the Plan specifically outlines South Africa's positioning in the world in terms of a global and regional context. The Plan highlights the need for promoting regional integration for a more competitive and fast growing Southern Africa, trade integration, Tripartite Free Trade negotiations, strengthening economic diplomacy and building effective partnerships with private sector and state-owned enterprises.
 - **Intergovernmental Relations Framework Act, 2005 (Act No.13 of 2005)** which is located in Chapter 3 of the South African Constitution, 1996 which sets out the basic principles and values of co-operative government and intergovernmental relations.
 - **National Development Plan:** building a capable and developmental state: Improve relations between national, provincial and local government
 - **Operation Masiphathisane** an integrated service delivery model ie war rooms which sees to promote working together as government to ensure responses on the ground at ward and municipal levels take place

(c) **Link to Sector Plan(s) and Policies**

This KFA is aligned with the following Strategies, Sector Plans, Policies and Bylaws (where applicable):

Strategies and Sector Plans

- **Metro Growth & Development Strategy (vision 2030):** Which states that BCMM must continue to serve on IGR structures to enhance the flow of information and encourage participation with the City. This will be implemented, through identified systems for regular interaction (between BCMM and all its' publics/stakeholders
- The **Buffalo City International Relations Framework/ Draft Policy (2008/2013):** the document align BCMM's international relations and international development cooperation activities closely

to the South African foreign policy; Positions BCMM in the ongoing national discussion about the role of local government – and specifically municipalities – in the conduct of international relations, and actively engage with key stakeholders (eg DIRCO, SALGA, COGTA) in this regard; Ensure prioritization of BCMM's strategic priorities as outlined in the, IDP/Budget and LED strategy; Promote BCMM as an attractive location for investment and tourism.

Policies

- Draft BCMM International Relations Policy

(d) Progress and Achievements to date (Highlights)

International Relations

BCMM has the following projects that are funded by international partners:

City Partner	Project	Budget	Progress
City of Gävle, Sweden	Managing and Steering (Joint Partnership Steering Committee Meetings 2016 to 2018). Partners meet twice a year to evaluate progress with projects. Both Partners mutually agreed that the partnership will be ending in December 2018.	Year 1: 299 000 SEK Year 2: 299 000 SEK Year 3: 299 000 SEK (funds are not transferred to BCMM)	Year 1: Project complete Management and coordination is a compulsory application in all ICLD projects Year 2: Meeting of the JPSC was held Buffalo City in October 2017. Year 3: Meeting of the JPSC will be held in Buffalo City in March 2018 and in Gävle, Sweden in October 2018
	Youth Engagement Project (2016 -2018) In both Municipalities, some of the biggest challenges are youth unemployment and social exclusion and therefore, the urge to tackle the issue has emerged. Both municipalities have ongoing discussions regarding that and in September 2015 several workshops including the politicians on the matter were conducted in Gävle within the partnership. One of the main	Year 1: 498 316 SEK Year 2: 498 316 SEK Year 3: 499 316 SEK	Year 1: Reciprocal visits by both partners were undertaken in respect of youth initiatives including workshops on the Gävle Youth Ambassador model. Year 2 of the project explored / pilot innovative platforms for youth ideas and opportunities within municipalities.

City Partner	Project	Budget	Progress
	conclusions of the workshops was the realization that there is lack of knowledge on the situation of youth and their thoughts, dreams, problems and opinions and that the municipalities lack innovative platforms to reach youth, and to offer ways of influencing their society and communities. The project focus is on the need for strategic and political decisions in the municipalities concerning youth are to be knowledge based; creation of innovative platforms for youth influence in both municipalities and finding tools to be utilized for the Municipalities to reach and include youth in local democratic processes.		The metro youth delegation visited Sweden in November 2017. Year 3: The youth delegation from Sweden visited Buffalo City in March 2018 and they had the opportunity to discuss issues with the Youth Council and Youth Coordinators of Buffalo City metro . A workshop was held to share work done in the respective cities in terms of youth.
City of Glasgow, Scotland	Donation of Books	Partner pays for the shipping and transportation costs for the books donated to BCMM	To date over 200000 books have been distributed to schools and municipal libraries in Buffalo City Metro.
City of Oldenburg, Germany	Climate Change project: Renewable Energy Project: Model Energy Efficient Building Producing clean energy and adapting a green economy has become one of the key priorities of the Buffalo City Metropolitan Municipality. However, whilst the focus has been on reducing poverty and providing shelter for poor people, renewable energy and green economy are relatively new concepts to the Metro. However, small strides are being made to look at the environment and how to adapt best practices that produce sustainable solutions for the municipality, the country and most importantly its people.	R495 761	Electricity Department Project. Project has been completed at the Beacon Bay Electricity Offices which uses solar and wind energy. This project is an energy efficiency best practice project which can be used to replicate in other municipal owned buildings.

City Partner	Project	Budget	Progress
	<p>Therefore, through the partnership with the City of Oldenburg in the Lower Saxony Province, Buffalo City Metro has leveraged of the expertise and experience in the renewable energy and waste management sectors with the City of Oldenburg in order to collaborate on a pilot project utilizing one of its municipal owned buildings to improve energy efficiency and to improve the municipal carbon footprint through reducing, reusing and recycling. The pilot project offers opportunity for learning, sharing and knowledge exchange and to change the behavior and actions of the metro, its stakeholders and the community at large. BCMM recently took a resolution given Eskom challenges to explore the production of alternative energy.</p>		
	<p>Climate Change project: Upgrading of the Nahoon Estuary Boardwalk</p>	<p>27900 €</p>	<p>Integrated Environmental Management Programme Project: Funding has been received through the partnership with the City of Oldenburg Bingo Lotto for the upgrade of the boardwalk. Currently assessment of boardwalk being undertaken to look at flood damage and repairs required. Work on the project will commence in March 2019.</p>
	<p>Water and Sanitation Project</p>	<p>R400 000</p>	<p>New Project application in 2018 which focused on water and sanitation given water shortages</p>

City Partner	Project	Budget	Progress
			and the need for the protection of water resources.
<p>City of Leiden, Netherlands</p>	<p>Swimming project with Isibindi Safe Pa Drownings are listed as one of the top causes of unnatural death amongst children in South Africa. A further alarming statistic is that the majority of child drowning occurred at home in swimming pools (56%) and the rest in rivers and dams. Buffalo City Metropolitan Municipality (BCMM) has several suburbs and townships that are near or close to bodies of water which makes the life skill of swimming essential. The city has beaches, municipal swimming pools as well as rivers and dams which increases the potential for a water related accident to happen.</p> <p>It is the aim of project with BCMM-Leiden City Link and Buffalo City Aquatics (BCA) that the life skill of swimming is imparted to as many children as possible. At present at least 46 children from Scenery park and Duncan Village are participating in the programme. The goal of the project is to equip young children with the life skill of swimming and to ensure children enjoy activities in and around water in a fun and safe manner. The following priority areas to realise the project goal:</p> <ul style="list-style-type: none"> ▪ Water safety education ▪ Water safety activities in an open-water environment ▪ Learn-to-swim lessons ▪ Surfing lessons 	<p>Partner funded the costumes and towels as well as the swimming training costs for the children from the Isibindi Safe Park in Duncan Village.</p>	<p>Project complete. Project commenced in November 2017 and ended in January 2019. At least 40 children between the ages of 7 and 14 were provided with Swim Safety Training with the aim to reduce drownings but also to nurture and develop competitive talent of children from Duncan Village and Scenery Park in swimming.</p>

City Partner	Project	Budget	Progress
	<ul style="list-style-type: none"> Introduction to competitive swimming 		
City of Jinhua, China	Homestay Project – Youth and Culture project, an experience of history, culture, tolerance and respect.	Partner funds the accommodation and activity costs of the participants in the Homestay Programme.	The Home-stay project provides an incredible opportunity for young people to experience other cultures, cuisine and lifestyle. It is also an opportunity to assist in the development of another town/village in another country. To date at least 8 students from BCMM have participated in the Homestay programme in Jinhua City in China. The programme exposes young people in the city to broader global issues, engage with other young people from other countries as well as make direct contributions for the improvement of cultural villages.

The Executive Mayor of Buffalo City Metro, in July 2017 led a delegation to China to discuss new cooperation and partnership with Yubei District in Chongqing China and renew partnership ties with City of Jinhua in Zhejiang Province in China. The partnership with Yubei District was facilitated through office of the Consul General for China in Cape Town, his Excellency GG Kang.

Following the visit to China the following benefits have been derived:

- Re-signing of a partnership agreement with the City of Jinhua who are now keenly interested at looking at economic cooperation between both cities;

- Signing of New Agreement with Yubei District, Chongqing in China which was then followed by a municipal and business delegation with keen interest in economic and investment opportunities in Buffalo City. There was interest shown in the East London Port, the East London Industrial Development Zone and the Automotive sector.
- BCMM held the BRICS Local Government Forum and Meeting of Ministers for Disaster in June/July 2018. The hosting of the event resulted in huge economic, tourism and marketing spin-offs for the city to host an international event of this calibre, which attracted a number of delegates from five countries.

Intergovernmental Relations

Buffalo City Metro holds at least four (4) Forum meetings per quarter. In addition to its own Forum meetings, the Metro also participates in the national and provincial intergovernmental relations forum meetings such as Minmec and Munimec as well as the Back to Basics Workstreams and the Communicators Forum meetings. To improve decision taking and service delivery at the ward level, Buffalo City Metro has also been implementing Operation Masiphathisane an integrated service delivery model i.e. war rooms which sees to promote working together as government to ensure responses on the ground at ward and municipal levels take place. Through the IGR Forum Meetings BCMM has improved relationships with key stakeholders such the East London Industrial Development Zone, Transnet and some sector Departments such as the Department of Cooperative Governance and National Treasury. There is however, still a need to strengthen relationships further with other sector departments at the national and provincial level.

The rationale for the implementation of Operation Masiphathisane is due to the following challenges experienced by all municipalities:

- Triple challenges of poverty, unemployment and inequality;
- Vision 2030 and National Development Plan targets;
- The call for a developmental State;
- The need for the development of a governance model to support the coordinated implementation of interventions aimed curbing fragmented service delivery, social ills, and the spread of HIV and AIDS;
- Move away from a top-down approach to developmental approach;
- Putting people at the centre of development;
- The realisation of the Sustainable Development Goals (SDGs);

- Sections of our communities feel left out in the development dialogue (resulting in service delivery protests, increasing inequalities, marginalisation);
- Multi-sectoral approach to improve the quality of life for the citizens of the Province

On 21 August 2017, the Department of Cooperative Governance and Traditional Affairs (COGTA) held an Orientation workshop for BCMM Councillors, Traditional leaders and Top Management. The purpose of the workshop was to introduce and orientate BCMM Councillors on Operation Masiphathisane (ISDM). The project achievements were supported by partners and donors, and numerous local stakeholders, councilors and officials. BCMM has been progressive in terms of implementing and introducing Operation Masiphathisane in the Metro. Following the Councillors Workshop BCMM the approved the training for the Metro Integrated Task Team (MITT). The Office of the Premier provided the training for the MITT from 11-13 September 2018. This will be followed by a follow-up training for councillors.

The following departments within the Metro are responsible for the implementation of Operation Masiphathisane.

Office/Department/Unit	Responsibility
Office of the Mayor	Convenor
Office of the Speaker	Co-ordinator
Intergovernmental Relations	Secretariat
Community Development Worker Coordinator	Secretariat
Integrated Development Planning	Member
Special Programmes Unit	Member
Public Participation	Member
Monitoring and Evaluation/Knowledge management	Member
Communications	Member
Customer Care (All Call Centres/Finance Payments Office)	Member
Disaster Management	Member

(e) Challenges

International Relations

Donor Resources across the world is becoming scarcer. BCMM will need to make more deliberate efforts to access donor funding through its international partnerships. It would also need to ensure that all international projects are successfully coordinated, project led and

completed to be seen as a credible recipient of donor aid. This will assist BCMM to seek out new partners to access donor funding.

Intergovernmental Relations

There is still a need to bridge the gap in the planning process by having more data and information from Sector departments to ensure a more informed IDP. BCMM departments are all engaged in IGR processes with other spheres of government, parastatals, agencies however this is not reported on and therefore needs more mainstreaming. The IGR forum which is held four times a year to unlock bottlenecks and provide a platform for integrated planning still faces a major challenge which is non-attendance and poor participation of sector departments and internal departments in these Forums. This results in fragmented information shared and non-credible data and less synergy between government spheres.

19.6 KFA 35: Communications (Internal and External)

(a) Introduction to Key Focus Area

Communications is a strategic tool for service delivery as it is aligned with the goals and objectives of the organization. Communications analyses the municipal communication environment, identifies stakeholders, links them with the Municipality's core business and spearheads a concrete programme of action that promotes how the Municipality communicates its objectives effectively (with its stakeholders).

Communications also seeks to ensure that everyone within BCMM understands its vision and speaks with shared/common voice and purpose, and that there is ownership and clarity on the message the Municipality puts across.

Communication's role is to also ensure that BCMM is a well-known and marketable brand internally and externally.

Communications also ensures that the Municipality comprehends with the community needs, takes actions that are informed by the environment and identifies relevant communication platforms.

Linked with BCMM's vision, mission, values and MGDS, Communications strategic objectives are to:

- To communicate priorities of the IDP to communities
- To encourage open, honest and accountable two-way dialogue with all stakeholders
- To strengthen and improve internal and external communication
- To build and protect BCMM's corporate identity

- To forge meaningful partnerships with key relevant stakeholders
- To bridge information gap between BCMM and its stakeholders by maximising use of all communication properties including new media (includes social media)
- To create and maintain sound relations with the media, and community media in particular.
- To ensure customer oriented communication service as well as adherence to the Batho Pele principles.
- To ensure a functional Local Government and Communication System (LGCS)

The institution recognises communication as a strategic and support function and as an integral part of the daily functioning of the municipality.

The BCMM also subscribes to a notion of a caring, responsive and accountable local government whilst committed to being well-governed, connected, green and innovative City.

Internal communication

Internal communication is the function responsible for effective **communication** among participants within an organization. The main purpose of internal communication is to facilitate and manage the flow of information within the municipality in order to create an informed workforce while building a sense belonging, ownership and stimulating the role of councillors and employees as ambassadors of the BCMM.

The weakness in internal communication affects the efficiency of external communication and its capability to achieve BCMM general objectives. A BCMM Communications policy and BCMM Code of Conduct form part of this strategy for BCMM internal communication with the aim of improving the achievement of BCMM's institutional agenda through internal communication mediums, supporting the rapid flow and active exchange of information among the various BCMM Directorates, departments, units and individuals.




Key components to these are:

- Disseminating a unified culture of communication amongst BCMM employees with respect to BCMM's responsibilities as well as to the importance of the Communication objectives, provided such culture be unanimous and supported by the senior management.
- Improving employees' understanding and commitment to BCMM's general and specific objectives of its sectors and the missions they undertake.

- Developing a high level of coordination between BCMM directorates in the fields of information collection and dissemination, causing a rapid and active flow of the information required for external communication.
- Increasing feedback capacity to transfer information through outreach communication media.

It is vital for stimulating the role of councillors and all employees in being ambassadors of local government communication in the environmental media, awareness and education.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Communications (Internal and External)	Communications policy and strategy needs to be reviewed. Implementation of an action plan towards an effective communication internally and externally		<ul style="list-style-type: none"> • Review of the Communications Strategy. • Review of the Communications policy. • Implementation of the Communication Strategy action plan.
Corporate identity	BCMM logo is old, outdated and not applicable. The corporate identity of the City needs to be reviewed to be aligned with the new vision, mission and MGDS		<ul style="list-style-type: none"> • Creation of a corporate Identity and brand Manual • Implementation of the brand review process plan
Social media	BCMM lacks formal and professional presence on social media		<ul style="list-style-type: none"> • Develop social media policy • Set up social media professional services/ platforms

(b) Alignment with the National and Provincial Plans and Policies

Legislation/ prescripts governing Communications (Internal and External) include:

- The **Constitution of South Africa, Act 108 of 1996** contains The Bill of Rights which is a cornerstone of democracy in South Africa. It enshrines the rights of all people in our country and affirms the democratic values of human dignity, equality and freedom.
- The **Municipal Systems Act 32 of 2000** as amended, emphasises on communication that encourages participation of communities / stakeholders in the affairs of a municipality.
- **Section 21 of the Municipal Systems Act** states that a must notify or communicate with local communities about anything in terms of the Systems Act or other relevant legislation, using

local newspapers of its area which is circulated in its area and determined by Council as a newspaper of record or by means of radio broadcast covering the area of the municipality, and such notification must be in the official languages determined by the council, having regard to language preferences and usage within its area.

- **Section 21 A**, details that Documents to be made public (1) All documents that must be made public by a municipality in terms of a requirement of this Act, the Municipal Finance Management Act or other applicable legislation, must be conveyed to the local community.
 - a. by displaying the documents at the municipality's head and satellite offices and libraries;
 - b. by displaying the documents on the municipality's official website, if the municipality has a website as envisaged by section 21B;
 - c. by notifying the local community, in accordance with section 21, of the place, including the website address, where detailed particulars concerning the documents can be obtained.

- The **Promotion of Access to Information Act 2 of 2000** gives effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights prescribes how communities can access information.

- The **Promotion of Administrative Justice Act (PAJA)** aims to make the administration effective and accountable to people for its actions. Together with the Constitution it embraces the Batho Pele principles and promotes South African citizens' right to just administration.

- **Electronic Communications Act 36 of 2005**. The Electronic Communications Act 36 of 2005 ("the ECA") is the primary legislative instrument governing the transmission of electronic communications in South Africa. It promotes the convergence in the broadcasting, broadcasting signal distribution and telecommunications sectors and to provide the legal framework for convergence of these sectors; to make new provision for the regulation of electronic communications services, electronic communications network services and broadcasting.

- Government Communication Policy
- National Development Plan
- The National Government Communication Framework

- GCIS Communications Handbook
- Local Government Communication System (LGCS) Guidelines for Municipal Communication
- SONA, SOPA, SOCA

(c) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- Communications strategy
- Communications action plan
- Policies
- Communications policy

(d) Progress and Achievements to date (Highlights)

- Implementation of communication innovations
- Review of strategy
- Functional Metro Communicators Forum
- Creation of corporate identity manual
- SLA with community radio stations
- Regular ward based newsletters
- Compliant presidential hotline
- Enhanced media relations including networking sessions with institutional leadership
- Effective community media indaba

(e) Challenges

Internal Communication

In many instances staff members do not understand the inner workings of government and/or its programmes.

- Some municipal officials do not understand the IDP and internal policies
- Lack of understanding of the communications role within the municipal departments
- Non-alignment of municipal programmes
- Information leakage and handling of confidential information is vital and lack thereof poses many legal and reputational risks for the institution

- An intranet is a private network accessible only to an organization's staff. The Communications Department has a vital role to play on the intranet in that it provides support to the ICT Department towards the look and feel and the type of information to be made available on the Intranet. The current BCMM intranet does not reflect the organisational culture, vision and vision.
- Internal emails are a vital component of internal communications. Emails are immediate, fast, cost effective and are good for record keeping. Whilst the custodians of emails and their functionality is ICT, Communications has a key role to play in the type of messaging that is being sent out on emails. Currently there are no guiding principles on internal emails. Communications, through policies, guidelines and advisory, should guide the language, content and frequency at which email communication is being disseminated. Communications should also guide email banners, signatures, slogans, taglines and quotes that are to be used.

External Communication

- Lack of information on how government works and lack of understanding of different roles and functions within municipality and government departments;
- Limited feedback to communities on the state of service delivery;
- Delayed delivery of access roads, electricity, housing, jobs, water and sanitation;
- Cry on accessibility and visibility of councillors in the communities they represent
- Public perception that government only communicates service delivery issues during the election period.

19.7 KFA 36: Corporate Marketing (Branding)

(a) Introduction to Key Focus Area

Corporate Identity is a representation of the Municipality views itself and how it wishes to portray itself to the public which includes customers, employees, investors and collaborators.

This involves the application of a corporate identity, marketing and branding.

Communications, as the custodian of the overall corporate identity of the BCMM, ensures that the brand is protected and positioned properly within the institution and outside.

In performing this task, various instruments such as the style-guide and corporate identity manual are applied in order to ensure that key institutional messages and messaging is an integral part of corporate identity.

These corporate identity comprehensive guidelines and instructions assist the Municipality on the correct use of the graphic and layout elements which will be used as a manual in the application of the institutional logo.

The current logo of BCMM is old, outdated and needs to be revamped. The institution does not have a current brand manual nor does it have style guide on the application of the current logo in various marketing platforms. There are also no main institutional colours and themes associated with the logo.

The process of revamping the BCMM brand is an important priority for the City to change and modernize itself and follow the trends of Cities around the world.

Such an inclusive exercise will also involve modernising the current visual image of the current logo, design, and collaterals.

The revamping of the logo of BCMM is not directly aimed at a change in brand values, but to align it with the institutional vision and Metro's Growth and Development Strategy.

Corporate marketing and branding also enables the institution to explore conventional artistic and unconventional ways of spreading messaging. This includes graffiti and taking up space in buildings for electronic messaging. To also make messaging effective, the City is encouraged to partner with the private sector and also market itself through some of its local icons.

Corporate marketing also includes tourism marketing which deals with different tourist attractions, tours and activities, destinations and uses various marketing platforms to promote the City.

Furthermore, in order to enhance the marketing of the brand, the City needs to acquire its own land space and erect its own billboards and banners.

To project and protect the corporate identity of the City, BCMM's office building, vehicles, corporate stationery production of all branding material and promotional material needs to carry the same look and feel.

Management is expected to always ensure adherence to the BCMM's branding protocol as prescribed by the Communications Policy.

Activities that are crucial for Corporate Marketing (Branding) are as follows:

- Develop or revamp new BCMM logo/ corporate identity.
- Develop and Promote adherence to the BCMM Corporate Identity Style-guide.
- Acquire land and erect own billboards.
- Acquire space in buildings or prime areas to promote the City brand through electronic messaging.
- Partner with express to promote the City brand through arts and graffiti.
- Partner with icons to promote the City brand.
- Develop and monitor media production and branding manual/guide.
- Liaise with key Departments and entities, for co-marketing and branding.
- Produce corporate videos covering but not limited to BCMM official events.
- Design and produce electronic and print institutional/corporate stationery.
- Design and produce artwork for all promotional and branding material in accordance with the BCMM style-guide.
- Design and print invites, programmes, posters and notices for all BCMM official events/activities.
- Set up branding material at all BCMM official events at least before commencement of such events.
- Run a professional, scientific and effective social media and digital marketing program

Theme

A theme is the overall definition of the main message that the City represents.

The Municipal theme for the current term of as pronounced during the State of the City Address is: Unity in Action, A City hard at work.

This BCMM main theme will be used within the context of government themes, applicable to local government which are:

- Back to Basics
- Batho Pele Principles
- Thuma Mina

The theme for the City is linked to the Metro Growth and Development Strategy and is part of the key institutional messages which are:

- Unity in Action
- A well-governed City
- An Innovative and Productive City
- A Green City
- A Connected city
- A spatially transformed City

The BCMM also subscribes to a notion of a caring, responsive and accountable local government and these must be depicted in the corporate marketing and branding of the City.

Tag line:

A tagline is a marketing message used consistently with the organization's name and logo. It is a short and catchy phrase or group of words that summarize the overall organisation.

Emotion is a big part of a tagline as it tells your audience how they will feel if they deal with the organisation.

Our tagline is a summation of the brand promise which is contained in our mission, vision and values.

BCMM tagline: A City hard at work.

Branding and promotional material include


- Office signage
- Buildings look and feel
- Stadiums, walls, halls look and feel
- Vehicle signage and branding
- Banners
- Flags
- Business Cards
- Corporate Wear (protective clothing, blazers, ties, scarfs, t-shirts, tracksuits etc.)
- Corporate Stationery
- Corporate marketing material, Video

- Corporate Gifts

Strategies and Plans Developed

- Communications policy
- Communications strategy
- Communications action plan

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Corporate Marketing (Branding)	BCMM logo is old, outdated and not applicable. The corporate identity of the City needs to be reviewed to be aligned with the new vision, mission and MGDS		<ul style="list-style-type: none"> ▪ Creation of a corporate Identity and brand Manual ▪ Implementation of the brand review process plan

(b) Alignment with the National and Provincial Plans and Policies

- Legislation/ prescripts governing Communications (Internal and External) include:
- **The Constitution of South Africa, Act 108 of 1996** contains The **Bill of Rights** which is a cornerstone of democracy in **South Africa**. It enshrines the rights of all people in our country and affirms the democratic values of human dignity, equality and freedom.
- **The Municipal Systems Act 32 of 2000** as amended, emphasises on communication that encourages participation of communities / stakeholders in the affairs of a municipality.
- **Section 21 of the Municipal Systems Act** states that a must notify or communicate with local communities about anything in terms of the Systems Act or other relevant legislation, using local newspapers of its area which is circulated in its area and determined by Council as a newspaper of record or by means of radio broadcast covering the area of the municipality, and such notification must be in the official languages determined by the council, having regard to language preferences and usage within its area.

- **The Promotion of Access to Information Act 2 of 2000** gives effect to the constitutional right of access to any information held by the State and any information that is held by another person and that is required for the exercise or protection of any rights prescribes how communities can access information.
- **Electronic Communications Act 36 of 2005.** The **Electronic Communications Act 36 of 2005** (“the ECA”) is the primary legislative instrument governing the transmission of electronic communications in South Africa. It promotes the convergence in the broadcasting, broadcasting signal distribution and **telecommunications** sectors and to provide the legal framework for convergence of these sectors; to make new provision for the regulation of **electronic communications** services, **electronic communications** network services and broadcasting.
- Government Communication Policy
- National Development Plan
- The National Government Communication Framework
- GCIS Communications Handbook
- Local Government Communication System (LGCS) Guidelines for Municipal Communication
- SONA, SOPA, SOCA

(c) Link to Sector Plan(s) and Policies

This KFA is aligned with the following Strategies, Sector Plans, Policies and Bylaws (where applicable):

Strategies and Sector Plans

- Metro Growth & Development Strategy (vision 2030)
- A well-governed city: a smart and responsive municipality (working with other levels of government) that plans and efficiently delivers high quality services and cost effective infrastructure, without maladministration and political disruptions.
- To promote sound financial and administrative management
- Communications Strategy (February 2019)
- Signage Bylaw
- Tourism Master plan

Policies

- BCMM Communications Policy

(d) **Progress and Achievements to date (Highlights)**

- Review of Communication strategy
- Creation of corporate identity manual
- Implementation of communication innovations

(e) **Challenges**

- Inadequate tools of trade to match technological trends
- Insufficient utilization of community and social media as alternative and strategic communication mediums
- Accurate, safe and updated website
- Policy outdated
- Understaffing
- Insufficient budget
- Negative media publicity
- Non-adherence of communication protocols

19.8 KFA 37: Revenue Management

(a) **Introduction to Key Focus Area**






The municipality's revenue strategy is built around the following key components:

- Efficient revenue management, which aims to ensure not less than 92.5% annual collection rate over the medium term for property rates and other key service charges.
- Achievement of full cost recovery of specific user charges especially in relation to trading services.
- The City is striving to ensure that all its trading services are financially self-sustainable.
- Move from a flat-rate billing system to all consumers billed according to consumption.
- Implementation of an automated billing system as opposed to a manual meter reading process.
- The successful implementation of a General Valuation on 1 July 2018 and then every four years thereafter in terms of the Municipal Property Rates Act.







- Creating a conducive environment to attract potential investors.
- Review of the Spatial Development Plan to allow for human capital resources to be closer to economic and job opportunities.





BCMM bills the consumers on a monthly basis as per the norms and standards of revenue management.

Current State and Action Plan



Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Revenue Management	A revenue management feature that stands out is the focused implementation of the credit control policy. This effects the continued effort to manage debtors in a rehabilitation environment, rather than a command-and-control technique.		Implementation of Supplementary Valuations
			Blocking of prepayment meters for arrear debt and allows for payments of current debt
			Electronic generation of demands for payments and reminders of current accounts
			Credit Control policy needs to be more flexible which will prevent / reduce
	Turnaround expenditure revenue collection, with a look on the increased oversight of the Finance Directorate		Implementation of cost containment measures
			Develop a strategy for Containment measures – to determine which areas are we focusing on in cutting costs
			Platform of exploring alternative Revenue Enhancement
			Installation of smart meters for electricity related to Business customers
			Updating of consumer data, to ensure that credit control action in the form of telephone calls, SMS notification and letters are successful.
			Implementation of a Business Billing Audit to ensure that the Business customers are billed correctly



(b) Progress and Achievements to date (Highlights)






Key Focus Area	Current State	Rating	Action Plan 2019/20 FY	Latest Achievements	
Revenue Management			Implementation of Supplementary Valuations	General Valuation 2017 and one supplementary valuation roll implemented on 1 July 2018. The department continues to update the valuation roll by conducting monthly supplementary roll and adjusting rates revenue accordingly.	
			Blocking of prepayment meters for arrear debt and allows for payments of current debt	Due to the seamless integration between the Prepayment system and the Billing system, all debtors are automatically blocked when in arrears, in terms of the credit control policy/by-law, mSCOA, and other applicable legislation. Customers are automatically unblocked when they settle their debt and are able to purchase electricity.	
			Electronic generation of demands for payments and reminders of current accounts	1.The system currently in use does provide a report of consumers in arrears. 2.SMS notifications are sent for current account reminders and accounts in arrears.	
	A revenue management feature that stands out is the focused implementation of the credit control policy. This effects the continued effort to manage debtors in a rehabilitation environment, rather than a command-and-control technique.			Credit Control policy needs to be more flexible which will prevent / reduce	The credit control policy was reviewed in 2017/18 for implementation in 2018/19 and is being implemented to ensur collection of debt. The policy allows rehabilitation of debtors relating to debt repayment.
	Turnaround expenditure revenue collection, with a look on the increased oversight			Implementation of cost containment measures	
				Develop a strategy for Containment measures – to determine which areas are we focusing on in cutting costs	


Key Focus Area	Current State	Rating	Action Plan 2019/20 FY	Latest Achievements
	of the Finance Directorate		Platform of exploring alternative Revenue Enhancement	
			Installation of smart meters for electricity related to Business customers	The Smart Meters are being rolled out. As at February 2019, 4,811 conventional meters have been converted to smart meters. The installation target of 8,500 is on track for 30 June 2019 related to Business Meters. The conversion of residential prepayment meters is in pre-installation planning phase and will commence soon.
			Updating of consumer data, to ensure that credit control action in the form of telephone calls, SMS notification and letters are successful.	The department is cleaning data on a daily basis where applicable in order to improve the collection communication with customers. This is a slow process though as customers generally do not respond favourably to requests for data.
			Implementation of a Business Billing Audit to ensure that the Business customers are billed correctly	The project was completed on 30 June 2018 and where applicable the corrections were implemented. It was found that the account and debtor data was reasonably accurate and that business debtors were being charged correctly

(c) Challenges

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY	Latest Achievements	CHALLENGES
Revenue Management			Implementation of Supplementary Valuations		None.
			Blocking of prepayment meters for arrear debt and allows for payments of current debt	Due to the seamless integration between the Prepayment system and the Billing system, all debtors are automatically blocked when in	The challenges were resolved. The systems are in sync.

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY	Latest Achievements	CHALLENGES
				arrears, in terms of the credit control policy/by-law, mSCOA, and other applicable legislation. Customers are automatically unblocked when they settle their debt and are able to purchase electricity.	
			Electronic generation of demands for payments and reminders of current accounts	The system currently in use does provide a report of consumers in arrears.	1.The report as issued requires significant editing prior to submission for posting. Addresses have to be inserted using a VLOOKUP function. 2.The reports for SMS notifications have to be run and sorted manually as the systems are not integrated. This will be addressed with the procurement of the new IVR system.
	A revenue management feature that stands out is the focused implementation of the credit control policy. This effects the continued effort to manage debtors in a rehabilitation environment, rather than a command-and-control technique.		Credit Control policy needs to be more flexible which will prevent / reduce	The credit control policy was reviewed in 2017/18 for implementation in 2018/19 and is being implemented to ensur collection of debt. The policy allows rehabilitation of debtors relating to debt repayment.	Many Customers do not respond to the collection action taken to recover the debt. Many arrangements entered into are not kept resulting un the debt to increase. Meter tampering is on the increase and has a major impact on cash flow, billing and collection. The current resources are not sufficient to significantly reduce the meter tampering within the city.

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY	Latest Achievements	CHALLENGES
	Turnaround expenditure revenue collection, with a look on the increased oversight of the Finance Directorate		Implementation of cost containment measures		
			Develop a strategy for Containment measures – to determine which areas are we focusing on in cutting costs		
			Platform of exploring alternative Revenue Enhancement		
			Installation of smart meters for electricity related to Business customers	The Smart Meters are being rolled out. As at February 2019, 4,811 conventional meters have been converted to smart meters. The installation target of 8,500 is on track for 30 June 2019 related to Business Meters. The conversion of residential prepayment meters is in pre-installation planning phase and will commence soon. The benefit realisation is currently being undertaken and will be reported to Management and Council accordingly.	Th teething problems encountered with the installation of smart meters has been addressed. The primary challenge is to catch up on the installation / conversion backlog, specifically relating to phase 2 (residential prepayment customers)
			Updating of consumer data,	The department is cleaning data	This is a slow process though as

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY	Latest Achievements	CHALLENGES
			to ensure that credit control action in the form of telephone calls, SMS notification and letters are successful.	on a daily basis where applicable in order to improve the collection communication with customers.	customers generally do not respond favourably to requests for data. Another challenge is the input of data into the billing system by staff as the business processes are not always adhered to resulting in dirty data.
			Implementation of a Business Billing Audit to ensure that the Business customers are billed correctly	The project was completed on 30 June 2018 and where applicable the corrections were implemented. It was found that the account and debtor data was reasonably accurate and that business debtors were being charged correctly	No Challenges

(a) Link to Sector Plan(s) and Policies

This KFA is aligned with the following Strategies, Sector Plans, Policies and Bylaws (where applicable):

Strategies and Sector Plans

- **Metro Growth & Development Strategy (vision 2030)** – Strategic Outcome 5: A well-governed city

19.9 KFA 38: Expenditure and Supply Chain Management









(b) Introduction to Key Focus Area

BCMM SCM system is premised on section 217 of the South African Constitution which must be, fair equitable, transparent, competitive and cost effective. The BCM SCM Policy is reviewed annually as prescribed by section 3 of the MFMA and during the 2017/2018 financial year the SCM policy was reviewed and approved by Council in May 2018.

The SCM department is constituted in line with the SCM system and comprises of: -

- a. Demand Management and Supplier Development Section
- b. Acquisitions Section (Buying and contracts)
- c. Logistics, Warehouse and Disposal Sections
- d. Risk and Compliance Management Section and
- e. Contracts Performance Management Section

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Supply Chain Management	Bid Committees restructured and bid committee members trained. The City Manager appointed committees in terms of Section 117 of the Municipal Finance Management Act to ensure bids was advertise, evaluated and adjudicated timeously. The following Bid Committees is presently in place. Two Bid Specification Committees, Three Bid Evaluation Committees and a Bid Adjudication Committee		Reviewal of Bid Committees to improve its efficiency
	Weekly reports from Chairperson of Committees are submitted to the City Manager to monitor progress on sitting of the committees. A quarterly report is also submitted to Council on the implementation of the committees		Monitoring the sitting and performance of committees
	Departments are now required to submit procurement plans for all acquisitions in terms of Circular 62 of the Municipal Finance Management Act thus allowing for a better planning to procure the required goods,		Demand Management Planning – Timing
	Standard Operating Procedures is in place and is for all sections in SCM.		Operational Planning and Business Planning
	Review of E-Procurement solution presently being done to be rolled out in 2019/20		E-Procurement rollout
	Quarterly reviews of Contract in performance is being implemented at relevant department w		Monitoring the performance of contracts on a quarterly basis
	The automation of the contract register will be adequately addressed with the implementation of a electronic integrated procurement solution.		Automation of the Contracts Register
	Presently being implemented through excel dash board, awaiting implementation of e-procurement solution		Toolkit towards early warning systems for Contract Management

(c) **Alignment with the National and Provincial Plans and Policies**

- Municipal Finance Management Act 56 of 2003

(d) **Link to Sector Plan(s) and Policies**

This KFA is aligned with the following Strategies, Sector Plans, Policies and Bylaws (where applicable):

Strategies and Sector Plans

- **Metro Growth & Development Strategy (vision 2030)** – Strategic Outcome 5: A well-governed city

Policies

- **Supply Chain Management Policy**

(e) **Progress and Achievements to date (Highlights)**

- Reconfiguration of bid committee system, increasing from three to six, with additional secretariat
- Adoption of a reviewed SCM Policy by Council in May 2018
- Regular identification and reporting of irregular and unauthorized expenditure
- Implementation of Standard Operation Procedures for all Sections within Supply Chain Management Department
- Process of completing the project for extension of Supply Chain Management Stores and Warehouse in order to increase storage capacity and safeguard municipal stock items
- Implementation of Internal Controls on Formal Written Quotations (Informal Tenders)

(f) **Challenges**

- Vacant unfunded posts in the department in critical areas
- Poorly developed suppliers within BCMM area
- Manual procurement processes
- Performance and Contracts Management not optimal within BCMM
- Undetected instances of unauthorized, irregular, fruitless and wasteful expenditure and lack of compliance with policy/procedure.

19.10 KFA 39: Budget and Treasury**(a) Introduction to Key Focus Area**

Budget needs to reflect the targets priorities reflected and stated in the Integrated Development Plan (IDP). The IDP is broken down by Service Delivery Budget Implementation Plan onto quarterly service delivery targets. Annual performance agreements also reflect these targets and managers are responsible in meeting these targets.

The aim is to manage and apply resources to meet public needs with limited resources which need to be allocated according to priority. The budget reflects municipality's strategic direction and delivery potential to include:

- Implications of new infrastructure and programmes
- Maintenance of existing infrastructure
- Sustaining existing service levels
- Ring fencing – specific projects and programmes
- Balance between social and economic infrastructure investment









The delivery of services is dependent on the compilation of budget to identify resources and applying them to meet the objectives of an organisation. The budget is used as a management tool to control spending (Actual vs. Budget) within the allocated budget, maximise potential of available resources, basis for performance assessment, linkage to non-financial targets / objectives and support accountability and financial management. Administration is aware of the targets that need to be met and how they have been determined so that they can report accordingly during review process.

The Budget and Treasury department is responsible for:

- Ensure the strategic objectives of their organisation are achieved
- Contribute to the Efficient Allocation of Resources within the municipality
- Funding is available to meet daily operational and capital expenditure requirements by effectively managing cash resources
- Source loan funding for capital expenditure projects which will generate favourable return on investment
- Cash and Cash Equivalent resources are managed in order to remain financially viable and sustainable

- Basis of determining fees and charges which are implemented in order to generate funding for the budget.
- Implement cost reflective tariffs for specific user charges especially in relation to trading services were this is feasible.
- Impact assessment of changes in policies, responsibilities, priorities and events

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Budget and Treasury	Grant funded capital expenditure is less than 100%		Prioritise grant funded capital expenditure to achieve 100% expenditure
	Employee related expenditure is growing annually in relation to overall operating expenditure (31%)		Maintain employee related expenditure at a target level below 40% (Norm 25% - 40%)
	Cash and Cash Equivalent resources have been eroded over the past three financial year-ends		Impliment cost containment measures in terms of MFMA circular 82
			Ensure proper allocation of own funded capital budget to maximise return on investment
			Investigate other funding options including Public Private Partnerships which do not place a burden on own funding for revenue generating projects
			Support the development and implementation of Revenue Enhancement Strategies
			Implement cost reflective tariff where applicable
Tariffs are set based on prior year plus a predetermined % increase			

(b) Alignment with the National and Provincial Plans and Policies

Legislation/ prescripts for Budget and Treasury include:

- Municipal Finance Management Act no. 56 of 2003
 - Budget Preparation - S68
 - Budget Implementation - S69
 - Impending Shortfalls, Overspending and Overdraft - S70
 - Long term Debt Management - S46

- Cash Management and Investment - S13
- Monthly Budget Statement - S71, S52 and 72
- Municipal Budget and Reporting Regulations, 2009
- Municipal Finance Management Act Regulations on Standard Chart of Accounts issued under Government Gazette No. 37577 dated 22 April 2014 Division of Revenue Act (DORA)

(c) **Link to Sector Plan(s) and Policies**

This KFA is aligned with the following Strategies, Sector Plans, Policies and Bylaws (where applicable):

Strategies and Sector Plans

- **Metro Growth & Development Strategy (vision 2030)** – Strategic Outcome 5: A well-governed city

Policies

- Tariff Policy
- Budget Virement Policy
- Budget Policy
- Long-term Borrowings
- Investment and Cash Management Policy

(d) **Progress and Achievements to date (Highlights)**

- Credit rating maintained at A, the credit rating based on assessment of the audited annual financial statements for the period ended 30 June 2018 resulted in Long-term A(za) and Short-term A1(za) rating with negative outlook. The City need to work on improving the outlook of the credit rating.
- Cash is available for regular commitments (the current ratio of the City is reflecting a decreasing trend, however, it is maintained within the norm of 1.5-2: 1). The City liquidity ratio as at 28 February 2019 is 1.91: 1. The City is working on improving efficiency in its

revenue collection measures whilst there is also vigorous enforcement of cost containment measures.

- Debt to revenue ratio maintained at less than 45%, the debt to revenue ratio as at 28 February 2019 is 7.42%, this reflect the City's ability to acquire further loan funding.
- Cost coverage maintained within the norm of 1-3 months fixed operating expenditure, the cost coverage ratio as at 28 February 2019 is 2.28 times fixed monthly operating expenditure.
- The City to achieve 100% capital spending on capital projects identified in terms of the IDP, the City spent 38% as at 28 February 2019.

(e) Challenges

- BCMM has a limited revenue base which has a negative effect in sustaining its budgets going forward especially looking at the prevailing economic conditions and its realities.
- Difficulty in continuously keeping tariffs at affordable level.
- Difficulty to maintain full cost reflective tariffs
- Non-adherence to Cost Containment measures
- Cash and Cash Equivalent is reflecting a declining trend
- Growing employee related expenditure budget which is above 30% of operating expenditure

19.11 KFA 40: Corporate Asset Management

(a) Introduction to Key Focus Area

The institution has approved a Corporate Asset Management unit as part of the institutional structure. The unit is in the initial stages of creation with historical processes being performed by a service provider. The processes performed were the creation of Asset Management Plans for each department as well as the identification of the risk profiles of each asset portfolio. This information is to be used to direct funding for the replacement and refurbishment of infrastructure.

The institution has an approved infrastructure asset management policy which is reviewed annually. The policy adopted by the institution is to revalue infrastructure assets on a regular






basis which is considered appropriate for the institution to ensure sustainability and future financial viability. The approach allows for the generation of funds that can be invested back into the replacement and refurbishment of existing infrastructure. This approach is achieving positive results as our investment of own funds in infrastructure replacement is improving.

The expansion of the infrastructure asset base is funded either through grant funding or own funding. There are no infrastructure assets that are funded from loan funding.

Improving asset management continues to be a focus for Buffalo City Metropolitan Municipality, as it is the area from which services are delivered to the inhabitants of the Municipality and subsequently the primary area of revenue generation. The Metro has engaged a service provider to assist with asset management and reporting, including the review and updating of the Infrastructure Asset Management Policy and Valuation Guide.

In deciding which projects to implement, the relevant Buffalo City Metropolitan Municipality departments undertake needs analyses to establish the communities' priority needs. This information is then fed into the IDP and used to make informed decisions with regard to which assets require prioritization.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Asset Management	No ERP system		To procure and implement an integrated ERP system
	Organogram that needs reviewal		Review the organogram and move asset reporting unit from Expenditure department
	Accounting policy (revaluation model)		Review the accounting policy and change to cost model
	Updated asset register		Update the asset register to be comliant with GRAP and mSCOA
	Positive staff moral		Provide the necessary technical training to the officials

(b) Alignment with the National and Provincial Plans and Policies

Legislation/ prescripts for Corporate Asset Management include:

- MFMA, Act no. 56 of 2003

- GRAP framework
- mSCOA regulations

(c) **Link to Sector Plan(s) and Policies**

This KFA is aligned with the following Strategies, Sector Plans, Policies and Bylaws (where applicable):

Strategies and Sector Plans

- **Metro Growth & Development Strategy (vision 2030)** – Strategic Outcome 5: A well-governed city

Policies



- Movable asset management policy
- Immovable asset management policy
- Disposal of immovable capital assets by the municipality and its entities

(d) **Progress and Achievements to date (Highlights)**

- GRAP compliant and updated asset register
- Full implementation of the mSCOA regulations
- Provisioning of training to the officials

(e) **Challenges**

- Non-availability of the required fully integrated ERP system from the open market
- Staff shortages due to the moratorium placed on some positions in the approved organogram and budget constraints to new posts
- Non-availability of the required office space to accommodate the entire Corporate Asset Management Department
- Ever changing operating environment due to the changes in the regulated mSCOA environment

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
			<p>completed by 30 June 2019. The analysis will continue thereafter over the following 2 financial years followed by implementation of the framework fully by June 2021.</p> <p>Target for expenditure is to remain at the same level.</p>
	<p>BCMM has a policy on recruitment and selection which promotes consideration of previously disadvantaged and people with disabilities. The Municipality does have a Scarce Skills Policy that is applicable and is currently being reviewed. BCMM also has a Talent Retention and Management Strategy in order to have a pool of competent staff as a back-up in times of need. However, both strategies are under review</p>		<p>Talent Management strategy inclusive of Scarce Skills policy is to be reviewed.</p> <p>Cultural change behaviour project to be actioned in liason with MBSA</p>
	<p>BCMM is implementing some human resource development initiatives such as learnerships, skills programs, internships targeting scarce skills occupational areas as well as in-service training for students, Adult Basic Education and Training (ABET), apprenticeships, as well as bursaries to both members of the public and staff members.</p> <p>Partnerships with interested parties for human resource development initiatives have been formed with stakeholders like Mercedes Benz South Africa (MBSA) where there is information sharing as well as with National Treasury which has also committed itself to assist financially over a three-year period with an Infrastructural Skills Development Grant focusing on capacity building of staff in the Infrastructure and Built Environment areas of work.</p>		<p>Human Resources Development Policy has been approved and is to be implemented.</p> <p>MBSA partnership regarding core skills such as leadership and management training to be actioned.</p> <p>ISDG project to continue in liason with National Treasury.</p> <p>Induction process to be revised.</p> <p>Bursary agreement to be reviewed</p>

(b) Alignment with the National and Provincial Plans and Policies

- The Labour Relations Act (LRA), Act 66 of 1995
- Employment Equity Act, No 55 of 1998

(c) **Link to Sector Plan(s) and Policies**

Strategies and Sector Plans

- **Metro Growth & Development Strategy (vision 2030):** Which states that capacity building programmes for officials and councillors should be institutionalised, so that officials meet the prescribed minimum competency requirements

Policies

Financial Policies	Human Resources Policies	Other Corporate Governance Policies
<ul style="list-style-type: none"> ▪ Qualification recognition policy (To be Reviewed) 	<ul style="list-style-type: none"> ▪ Employee Performance Policy (To be reviewed) ▪ Employee/Staff Provisioning ▪ Employment Relations ▪ Scarce Skills Policy (To be reviewed) 	N/A

(d) **Progress and Achievements to date (Highlights)**

- 19 ISDG interns in 2018/19
- 18 OTP apprentices in automotive fields in 2018/19
- WSP approved by LGSETA
- Agreement entered into with NSG
- Expenditure targets met
- HRD policy adopted by Council

(e) **Challenges**

- Resistance regarding skills auditing
- Lack of funding for posts
- Non-alignment of capacitation to job functions
- Staff non-attendance of training

19.13 KFA 42: Gender, Elderly, Youth and Disabled (Vulnerable Groups)

(a) Introduction to Key Focus Area

The following groups are deemed to be “vulnerable” within the metro’s development trajectory; Women, Older Persons, Children and Youth, Persons with Disabilities, persons infected and affected by HIV and AIDS.


BCMM subscribes to holistic transversal mainstreaming to addressing vulnerabilities and other social ills in keeping with its development trajectory. This means that the metro’s core deliverables and mandate must seek to support and beneficiate the vulnerable groups and their needs ought to be reflected and tracked across the operation plans and budgets of all metro departments need to be linked to the metro’s Performance Management and financial reporting systems.

The reporting, monitoring and evaluating of transversal mainstreaming of vulnerable groups issues in metro directorates’ planning and budgeting remains a challenge and typically Integrated Development Plan clusters grapple with how the cross-cutting issues are impacted on by their service delivery and how these impacts only their directorates’ delivering of metro services.

BCMM has institutional structures for vulnerable groups to participate in metro processes so as to engage and advice on issues which impact on them. The Gender, Disability and Older Persons Forums as well the Metro AIDS Council and Youth Council.

Each of the vulnerable groups has a dedicated BCMM Strategy and an annual plan of action is developed following a thematic environmental analysis per relevant vulnerable group and they receive logistical support from the relevant Coordinators within the Special Programmes Unit.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Gender, Elderly, Youth and Disabled (Vulnerable Groups)	The BCMM Older Persons, Gender, Persons with Disability Forums as well as Youth Council and Metro AIDS Council each have a dedicated strategy and develop annual action plans and meet at least quarterly. The role of these structures is more of coordination vs implementation.		Need for greater accountability in respect of shared vulnerability reducing cross-cutting indicators within the institutional performance management system such that directorates are compelled to report on cross-cutting mainstreaming opportunities and programmes promoting the inclusion of and beneficiation of vulnerable groups within their core mandates..

(b) Alignment with the National and Provincial Plans and Policies

Legislation/ prescripts for Gender, Elderly, Youth and Disabled include:

- **The South African Constitution** of 1996 states:
 - Section 151(1) (e) Municipalities are obligated to encourage the involvement of communities and community organizations in Local Government.
 - Section 152(1) states that local government must encourage the involvement of communities and community organizations in matters of local government.
 - Section 195 (e) in terms of the basic values and principles governing public administration – people’s needs must be responded to, and the public must be encouraged participate in policy making.
- **Sustainable Development Goals: 2020**
- The **Municipal Structures Act 117 of 1998 (as amended in 2000 and 2003)** allow for a category A Municipality with sub-council or ward participatory system or a category B Municipality with a ward participatory system and Executive committees or Executive Mayors must annually report on the involvement of communities and community organizations in the affairs of the Municipality. It also specifically outlines the structures and processes required to effectively implement public consultation and participation in the matters of the municipality.
- The **Municipal Systems Act 32 of 2000** requires a Municipality to develop a culture of Municipal governance that complements formal representative government with a system of participatory governance to encourage and create conducive conditions for the communities to participate in the Municipal matters, including the IDP performance Management system, monitoring and review of performance, preparation of budget, strategic decisions and Municipal services. The Act further compels Municipalities to establish appropriate mechanisms, process and procedures to enable the local community to participate in the affairs of the Municipality.
- The **Municipal Systems Act (Act no 32 of 2000), Section (2)** states that “a municipality must establish appropriate mechanisms, processes and procedures to enable the local community to participate in the affairs of the municipality”; Section (3) of the same Act states that, when establishing mechanism, processes and procedures in terms of Section (2) the municipality must take into account the special needs of:
 - People who cannot read or write;
 - People with disabilities;
 - Women and;
 - Other disadvantaged groups

- White Paper on Local Government: 1998;
- National Development Plan: 2030

(c) **Link to Sector Plan(s) and Policies**

- BCMM MGDS: 2030
- BCMM Performance Management Framework (draft review):2014
- BCMM Mainstreaming Millennium Development Goals Framework: 2014
- **BCMMM's Vulnerable Groups Strategies and Guidelines** namely;
 - BCMM Gender Policy and Strategy: 2007
 - BCMM Older Persons Strategy: 2009
 - BCMM Disability Strategy: 2016
 - BCMM Metro AIDS Council Implementation Plan HIV, TB and STIs: 2018
 - Reviewed Guidelines for BCMM's Vulnerable Groups Forums: Gender, Persons with Disabilities and Older Persons: 2017
 - Reviewed Child and Youth Development Strategy: 2017
 - Reviewed BCMM Youth Council Constitution and Code of Conduct: 2019
- These documents are local government specific and devolved from relevant national and provincial legislation and policies.
- **BCMM Public Participation Strategy**
- The Strategy provides mechanisms by which the public may participate in the affairs of the municipality.

(d) **Progress and Achievements to date (Highlights)**

Children and Youth

The BCMM Reviewed Child and Youth Development Strategy: 2017 demonstrates the metro's committed to child and youth development and the metro has a Child and Youth Coordinator and 3 institutional youth flagship programmes being implemented within its Special Programmes Unit, namely:

***Three (3) Youth Development Centres** These are situated in the Inland, Coastal and Midland regions and provide information on opportunities / initiatives for both in and out of school children and youth including back to school programmes, second chances, career guidance, job marketing skills and entrepreneurial opportunities.

At these centres children and youth are able to access computer labs and free Wi-Fi. Youth Development Officers also undertake outreach activities in all 50 wards. A total of 41 031 youth visited the 3 Centres during financial year 17/18 and 17 921 youth participated in outreach activities as arranged by the youth centres.

The Centre's collaborate with child and youth development stakeholders so as to facilitate access to skills development projects and programmes for example the National Youth Development Agency, Office of the Premier Youth Unit, Industrial Development Zone, Human Settlement, Public Works, Department of Basic and Higher Education (KETHA Career Programme), Bumbin'gomso, the SETAs, Social Development etc.

The metro has a formal partnership with Harambee Employment Accelerator Initiative and has initiated a youth hub at the East London Central Library with regular outreach activities within wards and libraries as well as joint planning with youth centres and this has increased the youth development foot print within the metro.

***The BCMM Bursary Fund** provides financial assistance to deserving youth pursuing scarce skills qualifications who are residents of the metro.

A total of 43 BCMM Bursaries were awarded for academic year 2018 and 50 BCMM Bursaries were awarded for academic year 2019. The Bursary Fund caters for students in university, college and Technical and Vocational Education and Training (TVETs) and has a budget of R3m per annum.

Bursary Fund graduates also undergo an internship programme so that they are ready to compete in the job market as well as increasing their chances of employment.

***The BCMM Youth Council** is a voluntary civil society youth structure which represents youth stakeholders from all sectors and formations including but not limited to business, civil society, political, faith-based organizations, education, non-profit and non-government organizations. The metro adopted the Reviewed BCMM Youth Council Constitution and Code of Conduct in 2019.

The Youth Council is housed in the Office of the Executive Mayor and seeks to champion youth development within the metro and is guided by principles of non-racialism, non-sexism and democracy and is informed by national youth development policies, frameworks and structures.

Gender and Persons with Disability

The BCMM Gender Forum as well as Persons with Disability Forum were elected from the respective Ward Committee representatives. The BCMM Gender and Persons with Disability Coordinator works closely with these structures so as to promote their participation within local government budgeting processes and decision making as well as issues of equality and accessibility of basic services.

HIV and AIDS, and Older Persons

The BCMM Metro AIDS Council meets at least quarterly and BCMM HIV and AIDS and Older Persons Coordinator provides secretariat support to the Metro AIDS Council and an annual action plan of action is developed based on the BCMM Local Implementation Plan as derived from the Provincial Strategic Plan HIV, TB and STIs: 2017-2022.

The BCMM Older Persons Forum seeks to promote the interests and active participation of the older persons within local government planning processes.

The girl child and female older person are especially exposed to overlapping vulnerabilities emanating from gender-based violence, lower education levels, unemployment, early sexual debut, sexually transmitted infections, teenage pregnancy, access to water and sanitation.

There are clear linkages between an increase in HIV infections and other opportunistic infections as people living in informal settlements are prone to poverty, suboptimal living conditions, substance use, risky sexual behavior, sexual assault and commercial sex work.

Grandmothers also face the burden of raising and supporting HIV infected and affected grandchildren and orphaned / abandoned great grandchildren due to single parents and unemployment. Violence against rural older women and forced child marriages are especially concerning.

The metro's development trajectory can only be addressed through addressing HIV and its drivers (circumstances which promote or perpetuate the disease) by means of integrated and strategic initiatives.

Over and above the annual days of commemoration and awareness, the Metro AIDS Council has begun to pilot Ward Based Social Labs in wards 2,7,11,15,37,40,44,46,27. Social Labs allow for ward based interventions to address challenges at ward level and are chaired by the Ward Councillor and envisaged stakeholders include but not limited to: Youth rep Ward Committee, Youth Development Officer, Youth Council, Girls Club, Principal of the school / teacher, Tavern's rep, Health Facility Manager, Community Development Worker, Community Health

Officer, Religious Leader, Ward Committee, Men's sector, Business sector, Disability sector, People living with HIV, Traditional leader (where relevant), NGO/ CBO's, Foreign nationals etc.

The Metro AIDS Council is collaborating with the local Social Health and Empowerment (SHE) project which focusses on the Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) sector. This key population is vulnerable due to stigma and discrimination. To date workshops have been held to sensitive Councillors, Ward Committees and community members on the rights of the LGBTI sector.

The Bumbin'gomso project being implemented within the metro is one of the game changers to address challenges facing the girl child and the drivers of HIV infection in the metro. This multi stakeholder multipronged project targets young girls and women of Buffalo City Municipality between the age of 15 to 29 years.

The project which is funded by the German government through the KFW Bank and implemented by the DG Murray Trust and promotes behaviour change and addresses key issues like intergenerational sexual partners "sugar daddies", substance abuse, keeping young girls at school, local economic empowerment, gender rights and responsibilities as well as motivating young girls to know their status and remain negative whilst living a positive life.

Women's Caucus (this is in the Office of the Speaker)

The BCMM Women's Caucus is a Section 79 Committee of the Council which seeks to rally all women Councillors towards one common goal of ensuring involvement of women in all decision-making structures of Council, and advocating gender equality within BCMM structures and processes. The objectives of the Women's Caucus as per the Buffalo City Metropolitan Municipality Women's Caucus Terms of Reference: 2018 are to:

- Act as an advisory and consultative body of all women Councilors in BCMM by raising and representing their interests and concerns within Council structures;
- Engage Council and its structures on empowerment issues affecting women;
- Facilitate leadership development for women in Council and its structures;
- Ensure effective participation of women Councillors in decision making process;
- Work towards enhancing capacity of women Councillors in BCMM;
- Ensure that participation of women in the IDP and budget process in BCMM is promoted;
- Work towards profile building of women Councillors in BCMM;
- Engendering mainstreaming and equity within BCMM;

- Re-affirm and strengthen partnerships and networks that support women in Local Government;
- Promote and strengthen partnerships and networks in women's programmes with other spheres of government and civil society;
- To lobby for budget for women benefiting programmes.

The Women's Caucus works closely with various Chapter 9 institutions like the Commission for Gender Equality so as to promote human rights, prevent discrimination, and advance the principles of dignity.

(e) Challenges

- The beneficiation and participation of vulnerable groups within the metros' planning and budgeting process is not adequately reflected or tracked within the BCMM Service Delivery Budget Implementation Plan and Performance Management System.
- Whilst a number of mainstreaming initiatives are already in place within the metro namely; the Indigent Policy, Supply Chain Management Policy with its preferential procurement initiatives and Expanded Public Works Programme with its focus on women, youth and person with disabilities, greater strategic emphasis needs to be placed on mainstreaming.
- The BCMM Performance Management System requires institutionally approved metro specific shared cross-cutting vulnerability reducing indicators for inclusion when developing Institutional and Individual Scorecards as well as Service Delivery Budget Implementation Plans.
- Each directorate should have at least 2 shared cross-cutting vulnerability reducing indicators namely: Employment Equity targets within each directorate and the 2nd in relation to job creating / economic empowerment initiatives and or beneficiation of vulnerable groups through basic service delivery of the metro.
- The responsibility for implementing transversal vulnerability mainstreaming rests with highest levels within the metro and it is vital that senior manager's / decision maker lead the process and that this is linked to the metro's Performance Management and financial reporting systems.

19.14 KFA 43: Performance Management and Monitoring and Evaluation

(a) Introduction to Key Focus Area






Roll-out of Performance Management (PMS) in BCMM has been implemented in accordance with the Municipal Systems Act 32 of 2000 for the Accounting Officer and Section 57 senior officials and administered by the Department of Integrated Development Planning and Performance Management

PMS is still at an initial stage of implementation at the lower levels following those of the Section 57 senior officials and no performance rewards have been issued as yet.

BCMM appointed a service provider in 2017 to assist with implementation of an electronic performance management system. However, due to performance issues, the contract on electronic Performance Management System has been cancelled and the institution has reverted to a manual system as an interim measure whilst BCMM ICT Department is facilitating the acquisition and design of customised integrated electronic Performance Management System.

The institution further approved a budget for the introduction of an Institutional Cultural Behaviour and Change Management project for the next three (3) years commencing in the 2018/19 financial year. The aim of this project is to implement Change Management to all staff to change the organization’s culture to an ethical, accountable and performance-oriented culture

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Performance Management and Monitoring and Evaluation	The Directorate is currently reviewing the BCMM PMS Framework to ensure alignment with MGDS and other policies that have an impact on PMS		Finalising designing of customised electronic PMS (for both Institutional and Individual electronic PMS)
	Assesment of HOD's performance is currently being done manually		Auditing of the design and functionality of the electronic PMS system (Requesting BCMM Internal Audit)
	Quarterly reports and Annual Performance reports are being developed manually		Conducting change management workshops for HOD's, GM's, PM's and other KPI custodians
			Roll-out of the transition from manual to electronic PMS (using phase in approach)
	PMS unit is currently having one permanent PMS coordinator appointed and two temporary employees whereas there are three (3) funded positions.		Facilitate the appointment of permanent PMS coordinators to build capacity within PMS unit

(b) Alignment with the National and Provincial Plans and Policies

- The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996).
- The White Paper on Transforming Public Service Delivery (Batho-Pele) (1997).
- The White Paper on Local Government (1998).
- The Municipal Systems Act, 2000 (Act 32 of 2000)
- DPLG Performance Management Guidelines 2001
- Municipal Planning and Performance Management Regulations (2001).
- Municipal Finance Management Act 2003 (Act 56 of 2003)
- Municipal Performance Regulation for Section 57 Employee (2006)

(c) Link to Sector Plan(s) and Policies

This KFA is aligned with the following Strategies, Sector Plans, Frameworks, Policies and Bylaws (where applicable):

Strategies and Sector Plans

- Metro Growth & Development Strategy (vision 2030) – Strategic Outcome 5: A well-governed city

Frameworks & Policies

- BCMM PMS Framework
- BCMM Employee Performance Management Policy

(d) Challenges

- Lack of capacity
- Creating a balance between compliance and quality of performance reports (unreasonable timeframes)
- Lack of quality of Quarterly performance reports
- Inaccurate performance information / data reported by Directorates
- Directorates not meeting set deadlines for performance reporting

- Manual system that BCMM is using allows performance information or reports to be tampered with, as result, that compromises reliability, authenticity, validity, accuracy and quality.




19.15 KFA 44: Fleet Management

(a) Introduction to Key Focus Area

Mechanical workshop, Plant and Fleet services provides centralized quality, cost effective, efficient, integrated and ensures compliance with the National Road Traffic Act, health and safety of vehicles and plant to BCMM Directorates at large.

The Department achieves the above goals through preserving the value of vehicles & equipment investments by applying the best practice of management for the maximum utilization of plant and vehicles with the following strategies (1) minimizing downtime, (2) rightsizing of the fleet, (3) replacing old fleet, amongst others. The process starts with collecting & analyzing needs from the departments so that an intelligent fleet management decision can be made, which will assist service delivery departments to achieve their mandate in line with the set service delivery targets.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Plant and Fleet services provides centralized quality, cost effective, efficient, integrated and ensures compliance with the National Road Traffic Act BCMM Fleet Management policy, health and safety of vehicles and plant to BCMM Directorates at large. Developing specifications for the procurement of vehicles, repairing, maintaining and replacing	There is a still a huge demand for vehicles especially mechanical plant Replacement value and acquiring the new vehicles & yellow Plant is estimated at R 300 M		Budget is requested on budget adjustment to address the shortage of vehicles.
	There is not enough space at the Mechanical Workshop & overnight secured parking space for BCMM vehicles		A request for bigger piece of land to address space shortage is submitted to spatial planning and is sort to be addressed.
	Shortage of mechanics vs the number of ageing fleet		Staff shortage is partly addressed by procuring new vehicles with maintenance plan for 120 000 km or 5 years..

(b) Alignment with the National and Provincial Plans and Policies

- Recapitalization of fleet using National Treasury contract RT 57.
- MFMA

Legislation/ prescripts for Fleet Management include:

- National Road traffic act
- BCMM fleet management policy

(c) Link to Sector Plan(s) and Policies

This KFA is aligned with the following Strategies, Sector Plans, Policies and Bylaws (where applicable):

Strategies and Sector Plans

Metro Growth & Development Strategy (vision 2030) – Strategic Outcome 5: A well-governed city

Policies

Buffalo City Metro Municipality Fleet Management Policy

(d) Progress and Achievements to date (Highlights)

- Procurement of 20 Compactor trucks for Solid Waste departments; 10 allocated to Coastal, 5 each to Midlands and Inland for the efficient collection of waste from households and industry
- Procurement of 20 4 Ton crew cab trucks for Waterworks, Electricity and Solid Waste departments to improve safe transportation of employees and equipment's for maintenance and breakdown response units.
- Procurement of 8 Water Tankers for Waterworks; 2 allocated to Coastal; 3 each allocated to Midlands and Inland for the transportation of water to rural and urban areas
- Procurement of 6 Night Soil (Vacuum) Tankers for Sanitation; 5 allocated to Coastal and 1 allocated to Inland to service households and business utilising septic tanks.

- Procurement of 10 Cherry Picker (aerial platform) trucks for Electricity department.
- Procurement of 6 (4x4) double cabs to support Corporate Directorate for delivery of correspondence in rural areas
- Procurement of 15 (4x2) Double Cabs to support Sanitation and Building Maintenance departments.
- Procurement of 30 sedans to assist various departments

(e) Challenges

NAME OF PROJECT (18/19)	PROGRESS/STATUS	ALLOCATED BUDGET 18/19	PURPOSE
Departments Procurement of Fleet and Specialised Equipment for various Departments	X1 Grader – delivered	R 3 427 000	Blading & Maintenance of rural roads & urban roads
	X1 Roller – delivered	R 1 181 046.84	Construction & maintenance of roads
	X1 TLB delivered	R 1046500.00	Clearing of illegal dump site, water department, cemeteries
	X 25 double cabs delivered	R 5 976934.75	For various departments such as sanitation, solid waste, human settlement etc
	X11 Polos’s -delivered	R 1954243.09	Various departments such as traffic, law enforcement, administration

(a) Challenges

- Budget shortfall to address request from the all various departments.
- Due to increased number of vehicles there is Inadequate workshop space
- Staff shortage due to moratorium on filling funded vacant posts
- A total of 161 units (vehicles, trucks, yellow plant, tractors and trailers) were absolute and therefore deregistered and sold on auction

19.16 KFA 45: Employee Performance Management

(b) Introduction to Key Focus Area

Performance Management is a tool to ensure that the aims and goals of the IDP are implemented, measured, monitored and reported for all the staff within the institution. The idea is to ensure that all staff is aware of the IDP goals, capacitated to achieve such goals and remedial actions taken timeously where required.


Prior to July 2011, Employee Performance Management System (EPMS) fell under the Directorate of Executive Support Services (ESS) coordinated by the IDP/BUDGET/PMS Department. The coordinating function now falls under the Directorate of Corporate Services and the draft EPMS policy and framework were fully adopted by Council on June 21, 2013. Subsequently, the EPMS as a project was formally rolled out, effectively, from July of 2013.


PMS is still at an initial stage of implementation at the lower levels following those of the Section 57 senior officials and no performance rewards have been issued as yet.

BCMM appointed a service provider in 2017 to assist with implementation of an electronic performance management system. However, due to performance issues, the contract on electronic Performance Management System has been cancelled and the institution has reverted to a manual system as an interim measure whilst BCMM ICT Department is facilitating the design of customised integrated electronic Performance Management System through ICT share-point system.

The institution further approved a budget for the introduction of an Institutional Cultural Behaviour and Change Management project for the next three (3) years commencing in the 2018/19 financial year. The aim of this project is to implement Change Management to all staff to change the organization's culture to an ethical, accountable and performance-oriented culture.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Employee Performance Management	<p>The Top Management Meeting of the 12th September 2016 resolved that performance management should be rolled out from Task Grade Levels 12 - 20.</p> <p>All employees below Task Grade Levels 12 should be monitored at departmental level by their line management, at this stage.</p> <p>Heads of Departments have been assisting in ensuring compliance in this regard.</p> <p>Performance assessments precede bi-annual (February and August) formal performance reviews and managers are required to evaluate their employee's performance for the defined period and assemble portfolio of evidence.</p>		<p>Arising from challenges encountered with the implementation of performance management to staff members, a project on culture change management was identified by the institution to implement an Organizational Culture Change Management for the Municipality in partnership with Mercedes Benz of South Africa.</p>

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	Submission of 1st formal Performance Assessments had commenced in February 2019 for all employees that had submitted their Performance Agreements for 2018/19 financial year.		
	The institutions is currently using a manual system as short term measure		The ICT department is currently customising and designing integrated electronic Performance Management System through share-point system.

(c) Alignment with the National and Provincial Plans and Policies

- The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996).
- The White Paper on Transforming Public Service Delivery (Batho-Pele) (1997).
- The White Paper on Local Government (1998).
- The Municipal Systems Act, 2000 (Act 32 of 2000)
- DPLG Performance Management Guidelines 2001
- Municipal Planning and Performance Management Regulations (2001).
- Municipal Finance Management Act 2003 (Act 56 of 2003)
- Skills Development Act, Act 97 of 1998

(d) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- Metro Growth & Development Strategy (vision 2030) – Strategic Outcome 5: A well-governed city.

Policies

- Buffalo City Employee Performance Management & Development Policy
- Buffalo City Employee Performance Management & Development Framework

(e) Progress and Achievements to date (Highlights)

- EPMS Policy and EPMS framework is in place
- Workshops were conducted to staff on EPMS

- Marketing and communication is ongoing
- Culture change management has been introduced
- Staff members between Task Grade Levels 12-20 are participating on formal performance agreements and assessments.
- Heads of Departments are taking ownership of the system.

(f) Challenges


- Implementation of performance management has been challenging due to a range of factors inclusive of staff uncertainty regarding performance management, resistance by some staff members. These challenges are being addressed by the implementation of the electronic performance management system which includes an intensive change management and communication process. The electronic system will ensure alignment of targets and will programme and enforce the actions needed to be taken by participants in order to ensure compliance.



19.17 KFA 46: Human Resources Management

(a) Introduction to Key Focus Area

BCMM’s employees and the skills they bring to the workplace are a critical input in the delivery of all services. Municipal services differ widely in terms of the skills needs and labour intensity. The City acknowledges that for it to meet the demands of service delivery it needs to evolve and be responsive to changing labour market and individual needs, and yet be flexible enough to address skills imbalances and shortages. This requires a properly planned *and holistic approach to human resources management and development.*

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY		
Human Resources Management	Turn-over Rate			 <p>With the current process of Job Evaluation being undertaken there will be an increase in the number of posts to be advertised.</p>	
	Details	Total Appointments as of beginning of Financial Year	Terminations during the Financial Year		Turn-over Rate*
		No.	No.		
	Year 2015/2016	4997	255		5%
	Year 2016/2017	5159	237		5%

Key Focus Area	Current State				Rating	Action Plan 2019/20 FY
	Year 2017/2018	5048	223	4.44%		A further effort from the Staff Provisioning Section is to capacitate the Manpower planning section so that it is functional. This will assist greatly with future staff availability (“supply”) whilst taking into account, the effects of turnover, retirements, planned hiring, and internal staff movement
	Year 2018/2019	5116	120	2.34%		
	<p>The above figure for 2018/19 represents the turn-over rate as at February 2019. Efforts are in place to reduce this figure before end of financial year to an acceptable level.</p> <p>The Head of Directorate: Municipal Services is still vacant and currently an acting appointment has been made. The permanent appointment to the post has been placed on hold due to a legal challenge which is still at the appeal stage.</p> <p>The moratorium on the filling of 522 posts is still in place and positions vacant and funded after 01 April 2017 is continuously being filled.</p>					
	<p>The Main Collective Agreement on Organizational Rights reflects on the Local Labour Forum (LLF) and its compositions. LLF is a platform that consult and negotiates matters of mutual interests including discipline and grievances. It is governed by chapter v, section 79 of the Labour Relations Act. Buffalo City Metropolitan Municipality (BCMM) holds its LLF on a monthly basis and has made achievement in the last three past financial years. The Collective Agreement on Disciplinary Procedure and Code is at the advance stage of negotiations at a National Bargaining level. Currently, Municipalities are relying with schedule 8, Code of Good Practice of the Labour Relations Act and the strategy is working. The LLF strategy is functional and has achieved employer - employee relationship improvement.</p>					<p>The Collective Agreement on Disciplinary Procedure and Code has been concluded by the parties at a National level of Bargaining and is circulated in terms of circular 1 of 2018. Discipline in BCMM is handled in terms of the new Disciplinary Procedure & Code</p>
	<p>The current Employment Equity Plan is expiring at 30 June 2019. In complying with the legislation, the process of preparing and developing the successive plan has been initiated.</p> <p>The Municipality is undergoing institutional amendments and these changes have a direct impact in the achievement of numerical goals and targets. In order to keep minimal impact on numerical goals and targets set, the successive EE Plan be no longer than two years to allow institutional amendments to be finalised and later review the plan to be in line with changes.</p> <p>Various communication mechanisms will be used to communicate the reviewed EE Plan to both the employees and councilors and will be easily accessible to all levels of employees.</p>					<p>Finalisation of the successive plan for implementation as from 01 July 2019.</p>

(b) Alignment with the National and Provincial Plans and Policies

- Labour Relations Amendment Act 42 of 1996
- Basic Conditions of Employment Act 75 of 1997
- Employment Equity Act 55 of 1998
- Municipal Systems Act 32 of 2000
- Municipal Finance Management Act 56 OF 2003

(c) Link to Sector Plan(s) and Policies

Strategies and Sector Plans

Metro Growth & Development Strategy (vision 2030): Which states that imperatives implemented through the IDP for 2017/18 include programmes that require rigorous planning and quality organisational performance reporting. The translation of the broad objectives of the BCMM’s development plans and strategies into real results depends on the existence of a capable workforce

Policies

Financial Policies	Human Resources Policies
Remuneration Scales and allowances	<ul style="list-style-type: none"> ▪ Affirmative Action ▪ Attraction and Retention ▪ Code of Conduct for employees ▪ Human Resource and Development ▪ Employment Equity ▪ Recruitment, Selection and Appointments ▪ Promotion Policy ▪ Transport / Locomotion Allowance ▪ Home-Owner Allowances

(d) Progress and Achievements to date (Highlights)

A total of 229 new appointments have been processed up until Feb 2019. Council approved the absorption of 255 temporary employees in vacant funded posts. This exercise is currently underway.

(e) Challenges





- The current process of Job Evaluation and the release of results
- Alignment of the staff keys to the approved structure
- The proposed amendments to the Recruitment and Selection policy, approval and implementation
- Capacitating the Workforce Planning section

19.18 KFA 47: Internal Audit

(a) Introduction to Key Focus Area

The role of internal audit is to provide independent assurance that an organization’s risk management, governance, and internal control processes are operating effectively. Internal audit is conducted objectively and designed to improve and mature an organization’s business practices. Internal audit unit as an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organization accomplish its objectives by bringing improved systematic, disciplined approach where value can be derived from, in order to evaluate and improve the municipality’s processes. The municipality enjoys peace of mind if adequate assurance is provided by internal audit though combine assurance. The consultative aspect of auditing enables IA to forge partnerships with the departments within the municipality

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
Internal Audit	Prepare a risk-based strategic and operation internal audit plan		Prepare a risk-based Internal Audit Plan timeously in order to start implementation of the plan in the beginning of the financial year and complete the plan on time.
	provide independent assurance that an organization’s risk management, governance, and internal control processes are operating effectively		Implementation of the Risk-based Internal Audit plan and identify areas of control weaknesses.
	Internal audit unit as an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations.		Implementation of the Risk-based Internal Audit plan and identify areas of control weaknesses.
	Assisting management on the improvement of control		Implementation of the Risk-based Internal Audit plan and identify areas of control weaknesses and provide recommendations to management on how to improve on control deficiencies.

(b) Alignment with the National and Provincial Plans and Policies

Legislation/ prescripts for Governance and Internal Auditing include:

- **MFMA 165(2)** The internal audit unit of a municipality and municipal entity must
 - a) Prepare a risk based and audit program for each year
 - b)(i-vii) Advise the accounting officer and report to audit committee on ...of the plan on matters relating to, internal audit, internal control, accounting procedures and practices, risk and risk management, performance management, loss control and compliance with MFMA, DORA and any other applicable legislation. (eg Water Services Act, Electricity Regulation Act, Municipal Fiscal Powers and Functions, Disaster Management Act etc..)
 - c) Perform such other duties as may be assigned by the accounting officer.

(c) Link to Sector Plan(s) and Policies

This KFA is aligned with the following Strategies, Sector Plans, Policies and Bylaws (where applicable):

Strategies and Sector Plans

- **Metro Growth & Development Strategy (vision 2030)** – Strategic Outcome 5: A well-governed city

Policies

- Working according to INTERNATIONAL STANDARDS FOR THE PROFESSIONAL PRACTICE OF INTERNAL AUDITING (STANDARDS) from the Institute of Internal Auditors(IIA).
- Internal Audit Charter
- Audit Committee Charter

(d) Progress and Achievements to date (Highlights)




Planned audit projects for the financial year 2018/2019	Completed audit projects	Outstanding Audit Projects
21	11	10

The unit has appointed PWC as service provider on a co-sourced model. This is going to assist executing the internal audit operationally within set timeframes.

(e) Challenges

- Lack of congruence between the needs of the institution and the appetite of the internal audit unit, this emanating from a non-correlative approach between the need identified through the risk management approach and consultation with management. Internal audit has an abridged structure for a metro type municipality and this hinders lucidness in the Internal Audit plan and responsiveness becomes staggered resulting in a loss of value add.
- The lack of enabling mechanisms within the structure of governance absorbs the professional energy of internal auditors. Timelines for completion of audit projects is evident of negative perception and lack of support and buy in from Management.
- Budget constraint contracts internal audit's scope coverage and invariably affects the expectation of providing reasonable assurance from an organization wide view.
- Capacity constraints have hindered the ability to provide adequate coverage on assurance.

20. OVERALL PERFORMANCE PER STRATEGIC OUTCOME

OVERALL PERFORMANCE: PER STRATEGIC OUTCOME			
STRATEGIC OUTCOME	1 – GOOD PERFORMANCE / IMPLEMENTATION	2 – AVERAGE PERFORMANCE OR POLICY IN PLACE WITH AVERAGE IMPLEMENTATION	3 – POOR PERFORMANCE OR NO POLICY IN PLACE OR POLICY IN PLACE BUT POOR/NO IMPLEMENTATION
COLOUR CODE			
SO 1: An innovative and productive city	32	7	0
SO 2: A green city	1	22	1
SO 3: A connected city	7	8	0
SO 4: A spatially transformed city	6	10	0
SO 5: A well-governed city	67	104	2
Total	114	174	3

Section C: Spatial Development Framework

1. INTRODUCTION

The Buffalo City Municipality compiled its 1st Generation **Spatial Development Framework** (SDF) in 2003 to support the development vision, objectives and strategies identified in the Buffalo City Municipality's Integrated Development Plan (IDP). This was subsequently reviewed in 2005.

In terms of Section 26(e) of the Municipal Systems Act (Act No. 32 of 2000), the Spatial Development Framework is a legally required component of the Municipality's IDP and, furthermore, has the status of a Statutory Plan. As such, the SDF serves to guide and inform all decisions made by the Municipal Council on spatial development and land use management in the area to which it applies.

In 2011, the Municipality was upgraded to a Category A Metropolitan Municipality and, having successfully pursued a series of more detailed Local SDFs over the period 2004 to 2012 to add detail and direction to the original 2003 SDF, it resolved to undertake a comprehensive review of the Buffalo City SDF in 2012/2013. The Review that was undertaken was a 10-year review and was designed to update the existing SDF and align it with the latest legal and policy directives of the state as well as incorporate the findings of the Local SDFs completed, to date. The BCMM SDF was approved by Council in December 2013. In addition, BCMM is currently involved in a process of reviewing its SDF which was adopted in 2013 and with the development of the Settlers Way Local Spatial Development Framework (LSDF).

The Function of the Buffalo City Spatial Development Framework

Following the direction of the White Paper on Wise Land Use: Spatial Planning and Land Use Management (Department of Land Affairs, 2001), the revised SDF is intended to: -

- *Be the spatial image of the IDP*
- *Be a strategic, indicative and flexible forward planning tool, to guide decisions on land development*
- *Develop a set of policies and principles and an approach for the management of spatial development*
- *Must be clear enough to guide decision-makers in dealing with land development applications*
- *Provide a clear and logical framework for spatial development by:*
 - *Providing an indication of where the public sector would support certain forms of development and where state investment is likely to be targeted in the short to medium term*
 - *Provide a clear spatial logic that would facilitate private sector decisions on investment in the built environment*
- *Facilitate the social, economic and environmental sustainability of the area*
- *In the rural context provide a framework for dealing with key issues such as:*
 - *natural resource management land reform subdivision of rural land the conservation of prime and unique agricultural land*

2. THE SPATIAL DEVELOPMENT FRAMEWORK AND THE IDP

The Buffalo City Spatial Development Framework forms a component of the Municipality's Integrated Development Plan (IDP). In essence, the Spatial Development Framework is "the picture" of the IDP – that is, it illustrates the form and extent of development that the Buffalo City Municipality wishes to promote, within the strategic approach adopted by the IDP.

THE LONG TERM VISION AND MISSION FOR BUFFALO CITY METROPOLITAN MUNICIPALITY IS TO BE

"a responsive, people centered and developmental City" which:

- *Promotes a culture of good governance;*
- *Provides effective and efficient municipal services;*
- *Invests in the development and retention of human capital to service the City and its community;*
- *Promotes social and equitable economic development;*
- *Ensures municipal sustainability and financial viability;*
- *Creates a safe and healthy environment; and*
- *Places Batho Pele principles at the centre of service delivery*

The SDF Review is guided and informed by the overall Development Vision contained in the IDP and aims to propose how best to use available land for development in a way that is both practical and sustainable (i.e. will not use up land or resources that are necessary for the future wellbeing of the Buffalo City Metropolitan area).

The Consultative Process Followed

In compiling the Spatial Development Framework for Buffalo City, BCMM engaged in a process of consultation within the Municipal organisation, as well as with external stakeholders representing different organisations and civil society in general.

Internally, the formulation of the Spatial Development Framework was managed and co-ordinated by a Task Team comprising officials and councillors from different Municipal departments, which was established in February 2012.

During the consultation process, engagement sessions were held with various stakeholders, including the Department of Environmental Affairs, BKCOB, SAPOA, Department of Agriculture, and Community meetings in East London, King William's Town and Mdantsane in the period March to August 2012.

Finally, draft proposals were advertised for public comment on 25th June 2013. Documents setting out the Spatial Development Framework proposals were made available at public libraries in King William's Town, Mdantsane, Beacon Bay, East London and Gonubie, and at the Municipal offices in Bisho and East London

3. CURRENT REALITY AND A NEW VISION FOR SPATIAL DEVELOPMENT

The SDF Review has shown that Buffalo City Metropolitan Municipality's (BCMM) Spatial Planning has planned all key Urban and Rural areas. In total, BCMM has prepared 14 Local Spatial Development Frameworks (LSDFs) since the first BCM SDF was approved in 2003.

The Review has found that basic Land Use proposals in the 2003 SDF and the related LSDFs are still largely relevant and in line with Government Policy but more focus should be placed on:

- ❑ *Spatial transformation, integration of major land use areas and densification*
- ❑ *Directing a more strategic Spatial Focus to assist with implementation.*

With regard to the last made point: relevant proposals from all the LSDF's have been incorporated into this new SDF. Land parcels have been clearly identified in the LSDF's BUT it appears clear that implementation is a challenge, e.g.:

- *Land Acquisition*
- *Infrastructure Development*
- *Addressing the Spatial Fragmentation of Settlement Pattern*
- *Consolidation has taken place but challenges remain with Infrastructure and Road Networks*
- *Unmanaged Urbanisation*
- *Informal settlements are still being created as rural people come to the city in search of opportunities (urbanisation)*
- *Low Density Settlements/Urban Sprawl*
- *The overall settlement pattern is still inefficient: whilst the Urban Edge now contains most formal developments, unmanaged invasion of land is perpetuating sprawl*
- *Public-funded Housing Backlog: estimated at around 25,000 units (with approx.. 30,000 sites currently in planning or being addressed)*
- *Total 20-year additional housing need estimated at around 42,000 units, which translates into a land need of around 1,650 hectares at a prevailing gross density of 40 dwelling units per hectare*
- *Depletion of Natural Resources and Valuable Agricultural Land*
- *The natural environment remains under pressure*
- *Agricultural land is still laying unused while food security is now even more of an issue as more food needs to be imported*
- *Historically Low Economic Growth*
- *Low level of job creation*
- *Insecurity of opportunities*
- *Physical constraints limit the availability of usable land*
- *Topography and Environmentally sensitive areas*
- *Climate Change: Storm and flooding events more severe*
- *Access to land is complicated*
- *Numerous forms of land rights from freehold to informal land rights*
- *Acquisition of land is complicated*

A brief summing up of the status of land development in BCMM since 2003 would note that the challenges of implementing complex projects and infrastructure network upgrades have led to a situation where there

remain significant issues to be dealt with in regard to the management and formalisation of informal settlements in Buffalo City; the improvement of the range, type and quality of state-assisted housing opportunities in the area; the development of appropriate forms of land uses at appropriate levels of density and intensity in key strategic land areas; and the development of enabling infrastructure and social services to underpin the spatial transformation of Buffalo City.

The latter point highlights that a new and more intense focus needs to be placed in the Metropolitan SDF on the transformation of the prevailing fragmented and relatively low density urban settlement patterns in Buffalo City as well as the improvement of the integration between key strategic land parcels in the urban areas as well as integration between the urban settlement components of Buffalo City and its rural hinterlands.

Accordingly, a revised SPATIAL VISION is proposed to guide the Buffalo City Municipal SDF 2013:

“Re-Shaping Buffalo City: the Metro in 2023”

In 2023 Buffalo City is a City-in-a-Region providing a focus for socio-economic development, services and higher order human settlement in the central part of the Eastern Cape Province. The core elements of the City are its roles as a University Town; a hub for Green energy production and innovation; a centre of Industrial development with an innovative and world-class motor industry cluster at its heart; and a city that offers a rich lifestyle experience through the quality of its natural environment, the range of social, cultural and leisure activities offered in the area, and the excellence of its public infrastructure and social institutions.

4. SPATIAL DEVELOPMENT OBJECTIVES & STRATEGIES

In response to the conceptual framework below, the Spatial Development Framework for Buffalo City Metropolitan Municipality elaborates clear and detailed **objectives and strategies** for the management and direction of spatial development and land use management in the area according to proposed Spatial Development Frameworks and Land Use Management Guidelines, to be used to manage development in future in order to guide new investment to achieve the development vision set out in the BCMM IDP and the SDF.

- *Implement the principles of Integrated Environment Management and identify resources (natural/biodiversity; social; economic; heritage and cultural; human capital; financial) and manage land use in valuable resource areas;*
- *Urban Edge and Land Use Management System as spatial management and investment guidance tools;*
- *Consolidate and integrate spatial development by developing land in proximity to public transport facilities and existing services;*
- *Implement a Land Reform and Settlement Programme by identifying zones of opportunity for integrated development in peri-urban and rural areas;*
- *Pro-actively manage land use and set appropriate levels of service to achieve sustainability in urban, peri-urban and rural areas.*

4.1 Strategic Objectives and Planning Tools

The following objectives have been identified to achieve the overall vision and values identified within BCMM:

STRATEGIC OBJECTIVES AND PLANNING TOOLS	
Consolidate and integrate spatial development in the urban centres by developing land efficiently in proximity to existing infrastructure	Urban Edges to define limits of settlement & promote densification. Corridors to define main routes.
Implement a Land Reform and Settlement Programme by identifying zones of opportunity or integrated development in peri-urban and rural areas	Nodes where development can be focused – linked by Corridors. Special Development Areas where specific programmes and interventions are to be supported.
Manage land use in urban, peri-urban and rural areas	Identified Environmental/Resource areas where wise use of resources and environmental management is prioritized
Implement the principles of Integrated Environmental Management (IEM)	

4.2 Strategic Proposal for BCMM

To achieve the above SPATIAL VISION, the following is highlighted as being set out in the BCMM SDF Review for 2013: -

In an effort to try to bridge the gap between planning and implementation, the SDF now proposes THREE areas of strategic priority where, if focused attention is placed on implementing key catalytic projects, enormous developmental benefits can be attained over an extended period of time for the benefit of all communities and residents of Buffalo City as well as the broader region over which the socio-economic influence of BCMM extends. These 3 Priority Areas are described below: -

PRIORITY AREA 1

In order to provide Strategic direction to spatial development to BCMM, and in order to support investment and growth, it is proposed that the **Central East London Urban Renewal Area** should be **Priority 1**. This includes **East London and Mdantsane and the areas in between them**. This area is regarded as the **‘HEART’ of the City-In-A-Region**, which is BCMM. Due to the large number of people resident in this area, it is also subjected to critical infrastructure/service backlogs, which severely hinders progress of development. The urban area also has the potential to accommodate between 40 000 to 50 000 households at increased densities in the future. Creating infrastructure capacity in roads and services networks will give *“biggest bang for the buck”* in shortest time-frame.

PRIORITY AREA 2

Since 1980s, the **West Bank area** has been seen as having the best potential for large-scale urbanisation in the Greater East London area. Investment in the East London Industrial Development Zone (ELIDZ) is constrained from being fully realised by the lack of key infrastructure in Wastewater Treatment on the West Bank. As land prices have inflated and the developable land in close proximity to the City centre is depleted, the next available area after Quenera is the West Bank, with ample well-located land for integrated, higher density and mixed land use development close to the ELIDZ. It is primarily for these reasons that the **West Bank** has been identified as **Priority 2**. Critical for the success of the West Bank area is the need to complete catalytic projects that resolve the issue of Waste Water Treatment for the area as well as Roads and Bridges to link the West Bank to the Central Urban Area and Regional linkages (i.e. the N2 with a new bridge over the Buffalo River).

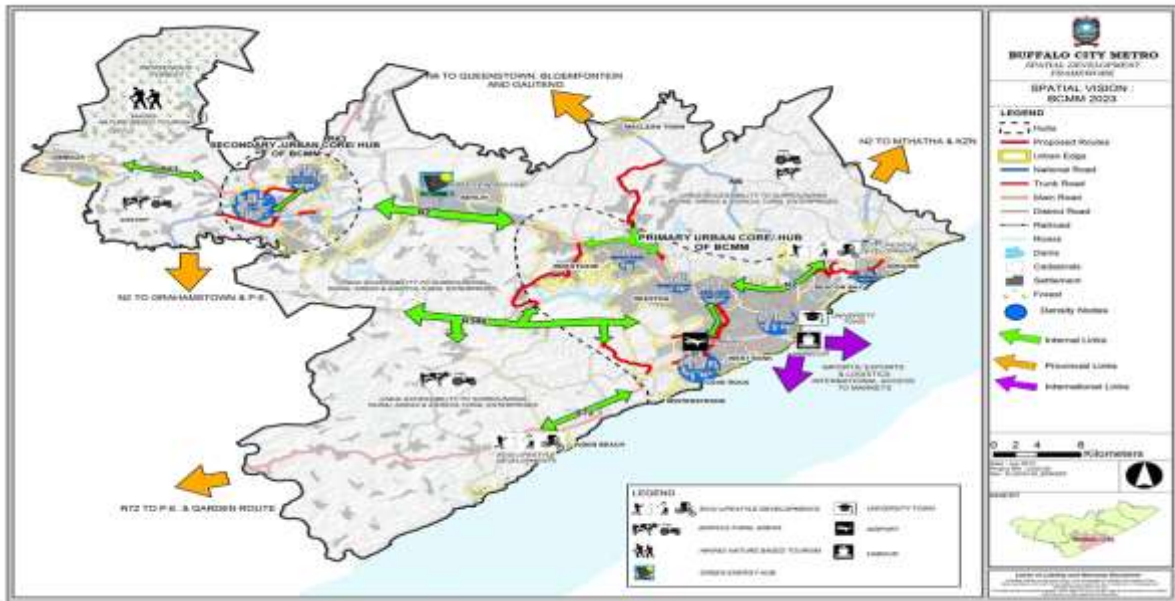
PRIORITY AREA 3

Priority 3 looks at two Key Focus areas to overcome existing problems as well as opening the doors for investment and growth. Firstly, **King William’s Town/Bisho** as an extended Rural Service Centre is an important segment of BCMM and continued support is required. Provincial Government is leading initiatives to consolidate Bisho as an Administrative Capital of the Eastern Cape Province and BCMM needs to support the initiatives by ensuring that there is sufficient bulk infrastructure. Secondly, **Mza’momhle and Nompumelelo** are problem areas that need to be addressed without necessarily extending solution to mass-based housing in the eastern sector of BCMM as this will distort desired spatial pattern of **CENTRAL-WEST** Focus.

STRATEGIC PROPOSALS FOR BCMM	
Strategic Priority 1: Central East London-Mdantsane	
Spatial Focus	Rationale for Priority
<p>Focus and Investment in the Central Urban Renewal Area (EL-Mdantsane)</p> <p>Catalytic Projects are identified as:</p> <ul style="list-style-type: none"> • The Sleeper Site (mixed land use development and University Town node) • Roads and bridges to link West Bank to Central Urban Renewal Area and regional linkages (N2) 	<p><i>This area is home to the majority of the BCMM population.</i></p> <p><i>The “Heart” of the City-in-a-Region that is BCMM.</i></p> <p><i>Potential to house 40,000 to 50,000 households at increased densities, over time.</i></p> <p><i>Critical infrastructure/service backlogs hindering progress.</i></p> <p><i>Creating infrastructure capacity in roads and services networks will give “biggest bang for the buck” in shortest time-frame.</i></p>

STRATEGIC PROPOSALS FOR BCMM	
Strategic Priority 2	
Spatial Focus	Rationale for Priority
<p>Investment in key enabling infrastructure on West Bank:</p> <p>Catalytic Projects are identified as:</p> <ul style="list-style-type: none"> • Water services – especially Wastewater Treatment • Roads and bridges to link West Bank to Central Urban Renewal Area and regional linkages (N2) • Harbour expansion and deepening • IDZ Science & Technology Park 	<p>Since 1980s, West Bank area seen as having best potential for large-scale urbanisation in Greater EL area.</p> <p>Investment in IDZ is constrained from being fully realised by lack of key infrastructure in Wastewater treatment on West Bank.</p> <p>Ample well-located land for integrated, higher density and mixed land use development close to IDZ.</p> <p>Transport Linkage to Central UR Area crucial to creating an integrated and better functioning city.</p>
Strategic Priority 3a: King William’s Town & Bisho	
Spatial Focus	Rationale for Priority
<p>Investment in roads, public transport and infrastructure upgrades to support the KWT-Bisho Revitalisation process</p> <p>Catalytic Projects are identified as:</p> <ul style="list-style-type: none"> • The Bisho Revitalisation Precinct • “Green Energy” Hub located at Berlin 	<p>Support continuing function of KWT as an extended Rural Service Centre.</p> <p>Support Provincial Government-led initiatives to consolidate Bisho as the Administrative Capital of Province.</p>
Strategic Priority 3b: Quenera Precinct	
Spatial Focus	Rationale for Priority
<p>Investment in Land in Quenera area</p> <p>Catalytic Project is identified as:</p> <ul style="list-style-type: none"> • The Beacon Bay-Gonubie Link Road and intersections 	<p>NEED to resolve critical problem areas of Mza’momhle and Nompumelelo without extending solution to mass-based housing as this will distort desired spatial pattern of CENTRAL-WEST Focus.</p>

The above concepts are illustrated overleaf on Plans 1-5.



5. BCMM CONCEPTUAL SPATIAL DEVELOPMENT FRAMEWORK:

Within the Buffalo City area, the following three main land use patterns emerge:

- ❑ *The dominant East London - King William's Town - Dimbaza urban axis. This spatially defines a principal development corridor that services the greater Amatole region.*
- ❑ *The peri-urban fringe and rural settlement area. This component includes the Newland's settlements, settlements that previously fell within the former Ciskei 'Bantustan', and the Ncera communal settlements located west of East London.*
- ❑ *The commercial farming areas confined mainly to the north-eastern and south-western (coastal) sectors. These areas are characterised by both extensive and intensive agricultural land utilisation.*

The settlement pattern demonstrates spatial fragmentation occurring within East London and King William's Town, mostly in the form of racially segregated residential areas or dormitories. These areas comprise Mdantsane, Potsdam, Ginsberg, Zwelitsha, Phakamisa, Briedbach and Ilitha. In addition, the higher order function and natural growth of the historic towns of East London and King William's Town have been impacted by attempts to create satellite or "buffer strip" residential, commercial, industrial and administrative growth nodes - i.e. Bisho, Berlin and Dimbaza. The City recognises such spatial development pattern as a legacy of apartheid and previous Bantustan policies that require urgent attention.

In terms of the BCMM IDP, an overall concept (described below) is accepted and endorsed as strategic direction provided by the Municipal Council for the purposes of this Spatial Development Framework.

In this regard, the Buffalo City IDP notes that: *"In essence, the [approach of Building on Urban and Rural Strengths] acknowledges that the urban areas of greater East London/Mdantsane and King William's Town/Bisho and environs are likely to be focal points for significant economic growth and development within Buffalo City over an extended period of time.*

However, it is accepted that there is a dependency amongst a significant proportion of the residents of Buffalo City on access to peri-urban and/or rural land for basic livelihood (i.e. survival or subsistence) as well as cultural purposes, and that this is likely to continue to be so, at least in the medium term (10 years).

Therefore, it is concluded that:

- It must be accepted that it is most rational and economically effective to focus higher order development investment (in infrastructure, housing and a diversity of economic enterprises) in the urban core areas.*
- However, a proportion of the resources of the Buffalo City Municipality must also be targeted in areas of opportunity and areas of need in fringe rural and peri-urban areas, in order to upgrade existing settlements and create or facilitate new development opportunities in these areas.”*

A spatial overview of the Buffalo City Metropolitan Municipality was conducted through the IDP process. Amongst the key spatial development issues identified, the prevailing spatially fragmented development pattern was identified as having essentially created a negative urban dimension.

From a conceptual point of view, the urban portion of Buffalo City extends in a linear form along the main watershed between East London and King William’s Town, with the historical settlements and urban nodes using the main roads and railway line as the central transport route to the surrounding area.

This urban form can be simply described as ‘beads on a string’ and, in order to enhance the operational effectiveness of this built form, it is envisaged that future development should be directed in such a way that the various settlements or nodes (beads) along the main rail and road transport routes (or string) be allowed to develop in intensity (i.e. density and variety or mix of land uses).

This is intended to create areas where the density of development and the increased variety of opportunities at points of good access to the majority of residents would improve both the overall functioning of the built environment in Buffalo City, as well as offer better social and economic opportunities for the residents.

More specifically, it is suggested that within areas of high need and/or development potential, the integration of modes of transportation, particularly public transportation modes, should be undertaken to create points of high accessibility for a greater number of people. These areas of public transport focus are seen as points of particular potential. Creating high density, mixed-use nodes, which provide intensive local markets, and thus, a climate in which small business can flourish around them, should reinforce these high accessibility points. The components of these nodes are discussed below.

For the purposes of the Buffalo City SDF, then, the central development concept is one of ‘beads on a string’, with the string comprising a linear system of integrated movement modes and the beads being the intensive mixed-use nodes, around multi-modal transportation terminals. An alternative (or more technical) description of the concept would be to focus on the concepts of nodes (beads) and corridors (string).

There can be no doubt that an efficient transport system is fundamental for the successful development of the City. The greater the integration between development and the road and rail modes of transport, the more opportunities there will be for economic development. This implies a need to develop intense and higher density settlements with mixed uses along the main transport routes; inner city medium density residential environments surrounding the East London and King William's Town CBD's and medium density residential development not more than 1 kilometre from bus/taxi routes and near stations. Densities to be aimed must be at least 40 dwelling units per hectare (gross) in order to attain the minimum threshold where public transport becomes economically sustainable.

Further investment in rural areas over and above the basic level of service prescribed by the constitution should ideally be aimed at those rural areas where water, soils and topography could sustain 'productive agricultural environments'. It is further proposed that market garden living environments be supported where commercial scale agriculture could be sustained.

Such a conceptual framework would enable a close relationship to develop between urban and rural settlements. There is a danger that urban sprawl could erode valuable agricultural land if it continues unchecked. Accordingly, it is proposed that this emphasises that increased densities close to transport and economic centres are a vital strategy.

Overall, new investment in housing, commercial buildings, industrial sites and recreation facilities should be used to increase the intensity of land use within the confines of the existing urban areas and thereby raise living densities, improve public transport viability and increase economic activity.

Investment in public facilities can also be used as development facilitators through the development of intensive mixed-use nodes and creation of 'community bundles' containing public facilities, community services and sports infrastructure. Through this conceptual framework of integrating development closely with efficient transport systems, an improved environment is expected for the future city. In order to achieve such a future vision, certain key spatial structuring elements need to be used in all development decision making to direct growth and ensure the city starts to re-direct development into a framework which is more appropriate and desirable.

6. SPATIAL STRUCTURING ELEMENTS

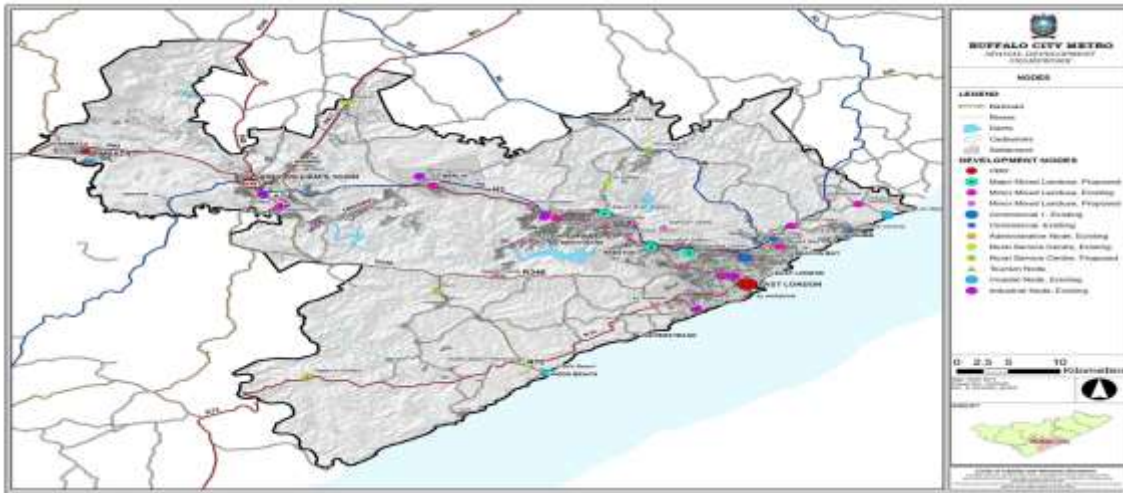
6.1 Development Nodes

Nodes are generally described as areas of mixed use development, usually having a high intensity of activities involving retail, traffic, office, industry and residential land uses. These are the places where most interaction takes place between people and organisations, enabling most efficient transactions and exchange of goods and services. Nodes are usually located at nodal interchanges to provide maximum access and usually act as catalysts for new growth and development.

The following categories of nodes have been identified and/or are proposed:

(Refer to Plan No.1: Structuring Elements – Nodes)

NODES	
NODE TYPE	AREA/DESCRIPTION OF LOCALITY
PRIMARY NODES:	
Central Business Districts (CBDs)	<i>East London King William's Town Mdantsane Dimbaza</i>
	<i>Mount Ruth Station Arnoldton Station Amalinda Junction</i>
LOCAL NODES	
Minor Mixed Land Use Nodes (Existing)	<i>Meisies Halt; Bonza Bay Road (Sparg's Centre) Ndende (Duncan Village); Golden Highway (Mdantsane); Berlin town centre Zwelitsha town centre</i>
Minor Mixed Land Use Nodes (Potential)	<i>Quenera; Brakfontein; Chester Road; Cove Ridge; Nahoon Valley; Mdantsane Station; Mtsotso Station; Needs Camp; Zone CC (Mdantsane); Fort Jackson Station; Ndevana Phakamisa Junction</i>
Administrative Node	<i>Bisho</i>
Commercial Nodes	<i>Vincent Park; Beacon Bay Retail Park/The Hub</i>
Industrial Node	<i>East London IDZ; North end; Fort Jackson; Berlin King William's Town; Zwelitsha</i>
Coastal Nodes	<i>Kidd's Beach; Sunrise-on-Sea</i>
Rural Service Centre (Existing)	<i>Crossways; St Luke's (Newlands) Kidd's Beach Interchange</i>
Rural Service Centre (Potential)	<i>Khwetyana Intersection (Newlands) Kuni Village; Upper eJojweni Village (Tyolomnqa) Drayini Village (Yellowwoods)</i>



Development Corridors

(Refer to Plan No.2: Structuring Elements: Corridors)

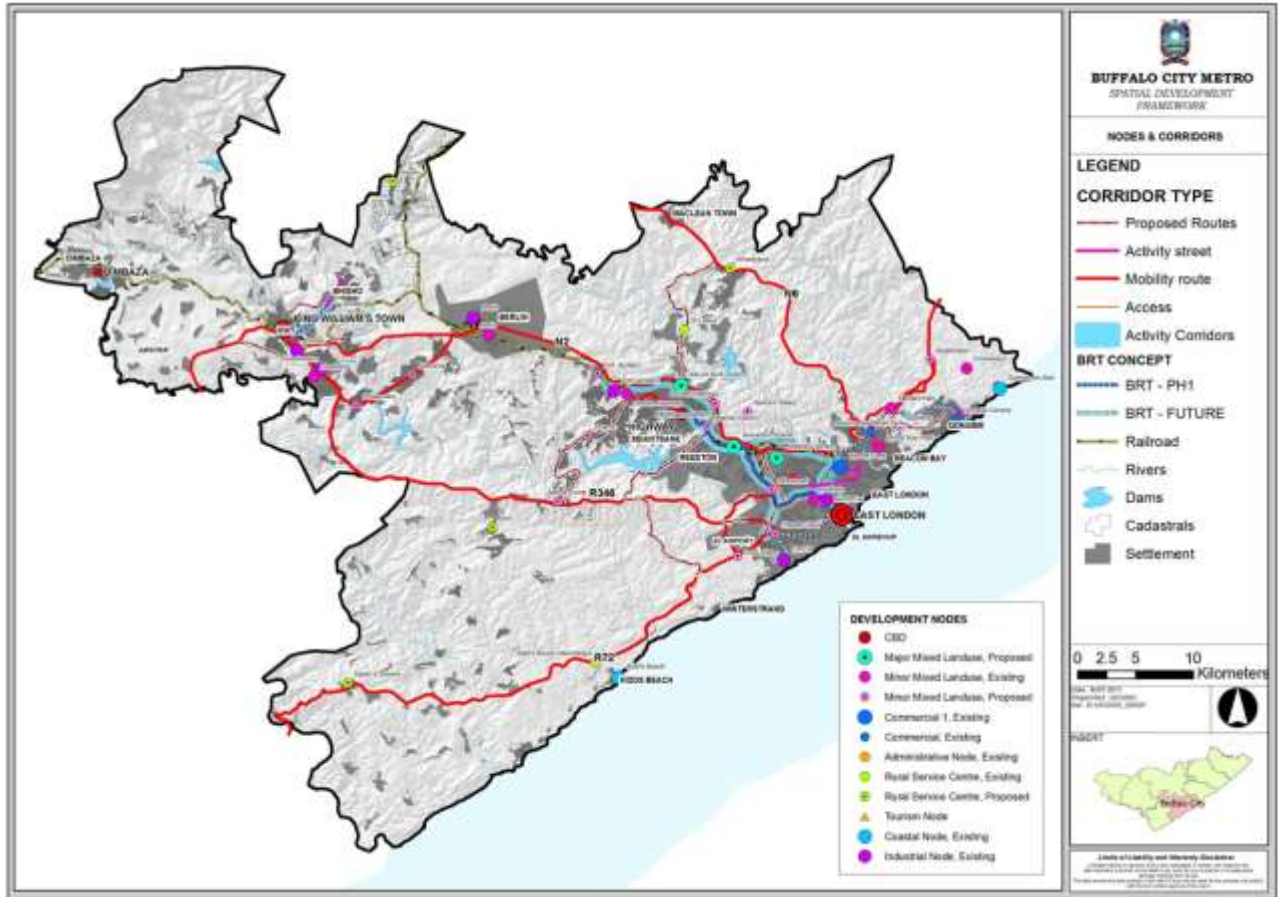
The notion of development corridors both as structuring elements to guide spatial planning as well as special development areas with specific types of development potential has been well established internationally.

Typically, development corridors have been identified as roads or other transport routes along which existing and/or potential land developments at a higher than average intensity (can) occur.

Development corridors can also be refined and described variously as follows: -

CORRIDORS		
CORRIDOR TYPE	MAP CODE	AREA/DESCRIPTION OF LOCALITY
Activity Corridors	1	Mdantsane – East London Development Corridor
	2	Railway Corridor
	3	BRT Corridor
	4	Maitland Corridor(KWT-Bisho)
Activity Streets	5	Devereux Avenue (Vincent)
	6	Lukin Road/Pearce Street (Berea)
	7	Old Transkei Road (Stirling/Nahoon)
	8	Gonubie Main Road
	9	King William's Town to Bisho link (Maitland Road)

CORRIDORS		
CORRIDOR TYPE	MAP CODE	AREA/DESCRIPTION OF LOCALITY
	10	<i>Bonza Bay Road (Beacon Bay)</i>
	11	<i>Amalinda Main Road</i>
	12	<i>Oxford Street/ Western Avenue</i>
	13	<i>Alexander Road (KWT)</i>
Mobility Routes	14	<i>N2 (East London / King William's Town and East London / Umtata)</i>
	15	<i>N6 (East London / interior)</i>
	16	<i>R72 Coastal Road (East London / Port Alfred)</i>
	17	<i>Mount Coke Road ([346] East London to King William's Town)</i>
	18	<i>DR02909 linking Ilitha to Zwelitsha via Phakamisa and Ndevana</i>
Proposed Mobility Routes	19	<i>Quenera Road linking Beacon Bay Retail Park to Gonubie</i>
	20	<i>N2 Bypass (realigned) from Amalinda Interchange through Haven Hills and across Buffalo River to link into R72</i>
	21	<i>Route from Mdantsane Zone CC via Potsdam Village across Buffalo River to Needs Camp and 346</i>
	22	<i>Realignment of N2 through KWT to bypass CBD</i>
	23	<i>Mouth Ruth-Newlands-N6</i>
	24	<i>Ginsberg to Zwelitsha</i>
	25	<i>R30 (Stutterheim) to Bisho</i>
	26	<i>Breidbach to the Bisho access road</i>
	27	<i>Link between R346 and proposed new Buffalo River crossing</i>



6.2 Special Development Areas

In order to give a focus in the shared impact of public funding investments, many of the Spatial Development proposals are focused **Special Development Areas**: - areas where the Municipality (and other government, agencies and entities) would need to prioritise its spending and resources in enhancing and promoting integrated development outcomes. It is hoped that investments of private sector companies will also be encouraged to align and to achieve shared impact in these special development areas.

These special development areas are described in detail below and include: -

Four **Urban Renewal Zones** identified as **Mdantsane** (an existing Urban Renewal Area identified as a Presidential Priority Project area and funded from various sources on that basis) and proposed “**Inner City Urban Renewal Areas**”; **Duncan Village**; **Southernwood**, **Quigney**, **Reeston**, **Zwelitsha** and **East London CBD**.

Provisional Restructuring Zones (PRZ), identified as **East London Inner City** comprising of **Duncan Village**, **Chislehurst**, **Belgravia**, **Southernwood**, **East London CBD**, **Sleeper Site**, **Quigney**, **Arnoldton/Reeston**, **Summerpride**, **West Bank in East London**, **whole of Amalinda**, **King William’s Town CBD** and **Bisho/KWT Corridor**.

The West Bank Mixed Land Use Cluster, which is associated principally with the East London Industrial Development Zone (ELIDZ) but which is comprised of numerous existing and potential developments, including the East London Harbour, the Daimler Chrysler Manufacturing Plant and areas identified for industrial development, mixed land use, and public-funded housing; and King William's Town Economic Upliftment Programme.

Potential Mixed Land Use areas located west of the Buffalo Pass Road, which is unlikely to encompass a mix of commercial and smallholding agricultural land uses.

Public funded residential developments:-

- The Nongqongqo Restitution and Airport Phase 11A Residential Developments, located North/North West of Phase 1 of the ELIDZ;
- Potential residential areas located west of the Noise Interference Zone associated with the East London Airport

King William's Town/Berlin: specific upliftment programmes which includes Bisho-Kwt Revitalisation Initiative, KWT CBD Revitalisation and the Industrial Revitalisation

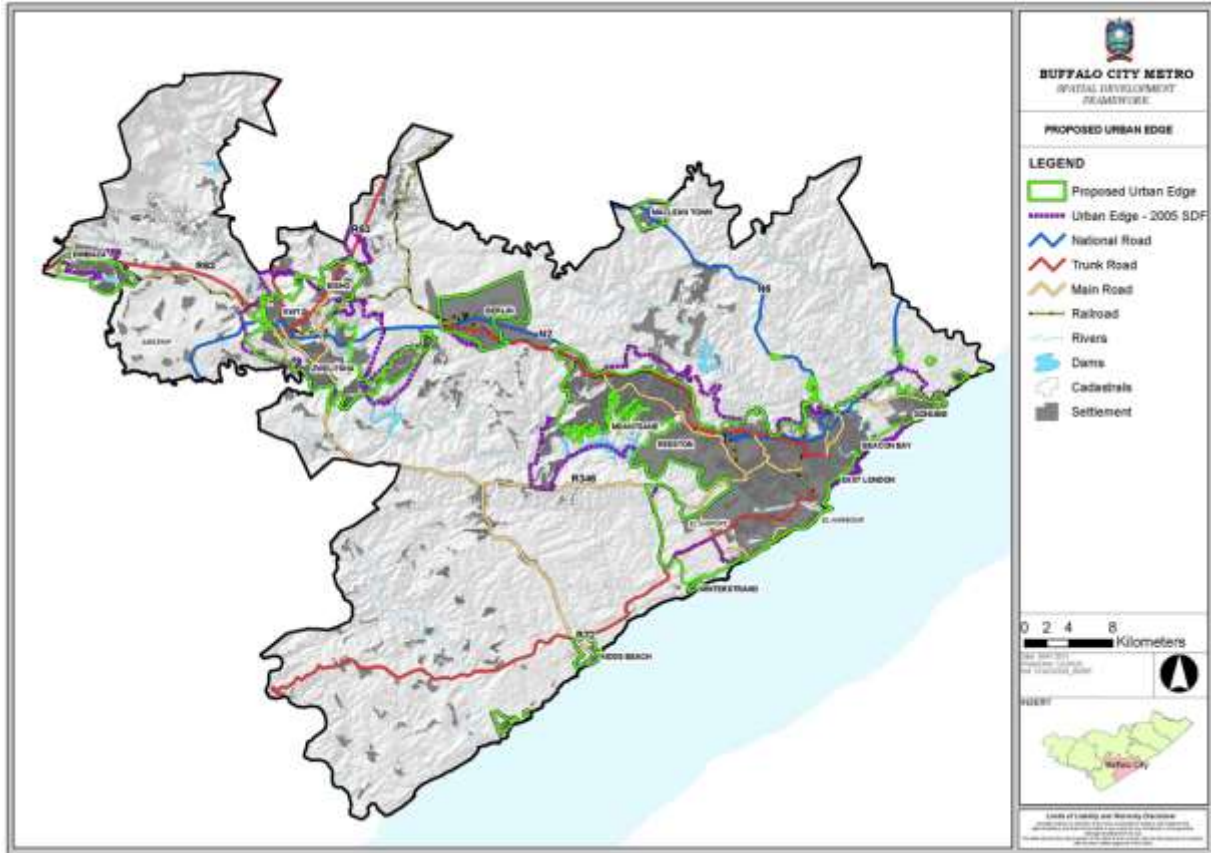
6.3 Urban Edge

As part of the effort to consolidate the urban areas and achieve a more compact city, the Spatial Development Framework proposes that an Urban Edge be defined beyond which it is envisaged that lower density rural development will be favoured (refer to **Plan 3 below**).

As part of the review of this SDF, the coverage of the Urban Edge was adjusted according to the Services Edges proposed by Engineers. The Services Edge comprises a boundary (similar to the concept of an urban edge), up to which municipal infrastructure can be provided according to current resources.

In view of the pressure as well as information produced from Local Spatial Development Frameworks on the Metropolitan to provide services, the urban edge has been adjusted in Dimbaza, King William's Town, Bisho, Zwelitsha, Berlin, Mdantsane and Summerpride, West Bank and Gonubie and is depicted on Plan below.

The plan below shows the original urban edge (SDF 2005) and the new (proposed urban edge) in a different colour, so the difference can be easily distinguished.



6.4 Key Economic Opportunities

The following key economic opportunities, which have been highlighted from previous discussions and documents within the municipality: -

- *Green-Energy hub in Berlin Industrial Area;*
- *Horse Racing Track and Complex at Berlin;*
- *Marketing “Lifestyle City” based on natural environmental assets;*
- *Promoting University Town Concept;*
- *Enhance Beachfront as Tourist attraction i.e. Esplanade Upgrade*

6.5 Densification Strategy

For the purposes of the present SDF, it is proposed that BCMM continue to promote densification and intensification of land uses, recognizing that such outcomes would improve the environmental and economic efficiency and sustainability of the city overall, and especially those parts of the city where public (or social) goods and services are central to the wellbeing of residents.

Accepting that the overall population growth rate in BCMM is relatively low and that therefore densification should be pursued in areas where it makes best strategic sense to do so, it is proposed that the SDF continue to facilitate an increase in densities and the mix and intensity of land uses in specific focus areas or so-called INTEGRATION ZONES. This is proposed deliberately to continue the re-structuring of the city, with the ultimate objective remaining that of a functional and inter-related settlement pattern where high-density, efficiently functioning urban areas provide the platform for a strengthening urban economy with strong linkages to outlying peri-urban and rural areas (“Building on Urban and Rural Strengths”).

In this regard, the overall objective of densification in the identified Integration Zones will be to attain an improvement in operating thresholds for a range of public and private goods and services so that services such as public transport become economically viable and sustainable.

Proposed Integration Zones

The following are the key focus areas (Integration Zones) identified where, it is proposed, the objective of densification and the intensification of a range of land uses are to be promoted. The table provides an indication of the rationale (reason) for the identification of the Focus Area: -

PROPOSED INTEGRATION ZONES	
INTEGRATION ZONES	MOTIVATION
A. East London CBD	<i>Mass-Transit Node Fort Hare University Centre Student accommodation CBD multi-user focal area</i>
B. Southernwood and Belgravia	<i>CBD-Peripheral Area Area of good access to Transport routes Existing high-density development can be extended</i>
C. Quigney	<i>CBD-Peripheral Area Area of good access to Transport routes Existing high-density development can be extended</i>
D. Mdantsane CBD	<i>Mass-Transit Node CBD multi-user focal area</i>
E. West Bank / Greenfields	<i>Integrated Mixed Land Use Potential Residential/Business/Industrial</i>

PROPOSED INTEGRATION ZONES	
	<i>Future Mass-Transit Node</i>
F. KWT CBD	<i>Mass-Transit Node CBD multi-user focal area</i>
G. Arnoldton	<i>Future Mass-Transit Node Mixed Land Use Potential Residential/Business/Office</i>
H. Mount Ruth Node	<i>Future Mass-Transit Node Mixed Land Use Potential Residential/Business/Office</i>
I. Bisho Corridor	<i>CBD multi-user focal area Administrative Centre Mixed Land Use Potential Residential/Business/Office</i>

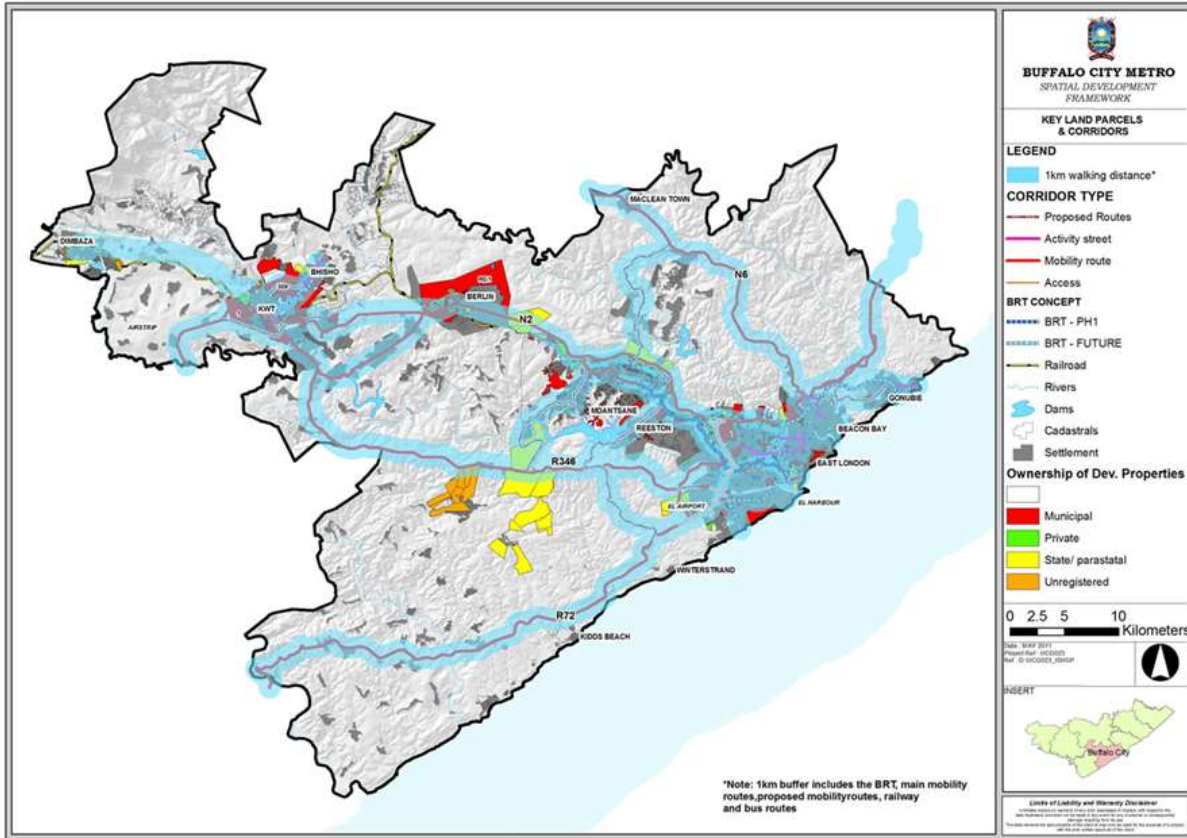
Densification, the Urban Edge and Erf Sizes

Simply put, the concept of Densification works together with the Urban Edge towards the achievement of a more Compact City by encouraging the intensification of residential land uses in areas within the urban edge and thereby limiting urban sprawl. Densification can be achieved by:

- o *Allowing the development of smaller residential erven (access to these smaller erven by using ‘panhandles’ and Right of Way servitudes needs to be carefully considered).*
- o *Encouraging higher densities in ‘low cost’ housing developments, bearing in mind that this will need to be achieved in many cases as an outcome of an extended “dialogue” between the needs and expectations of a given beneficiary community and the Municipality and its representatives.*
- o *Encouraging development of flats and townhouses (cluster housing) in areas of high accessibility (especially in the Integration Zones)*
- o *Discouraging subdivision of agricultural land (outside of the Urban Edge) by setting a minimum subdivision size of 10ha. This will encourage densification within the Urban Edge and protect valuable agricultural land.*
- o *Encouraging development of ‘Social Housing’ in the Integration Zones identified within the Urban Edge.*
- o *Supporting the range of generic settlement models proposed in the Amathole District Municipality in the Land Reform & Settlement Plan with respect to peri-urban and rural settlement formation.*

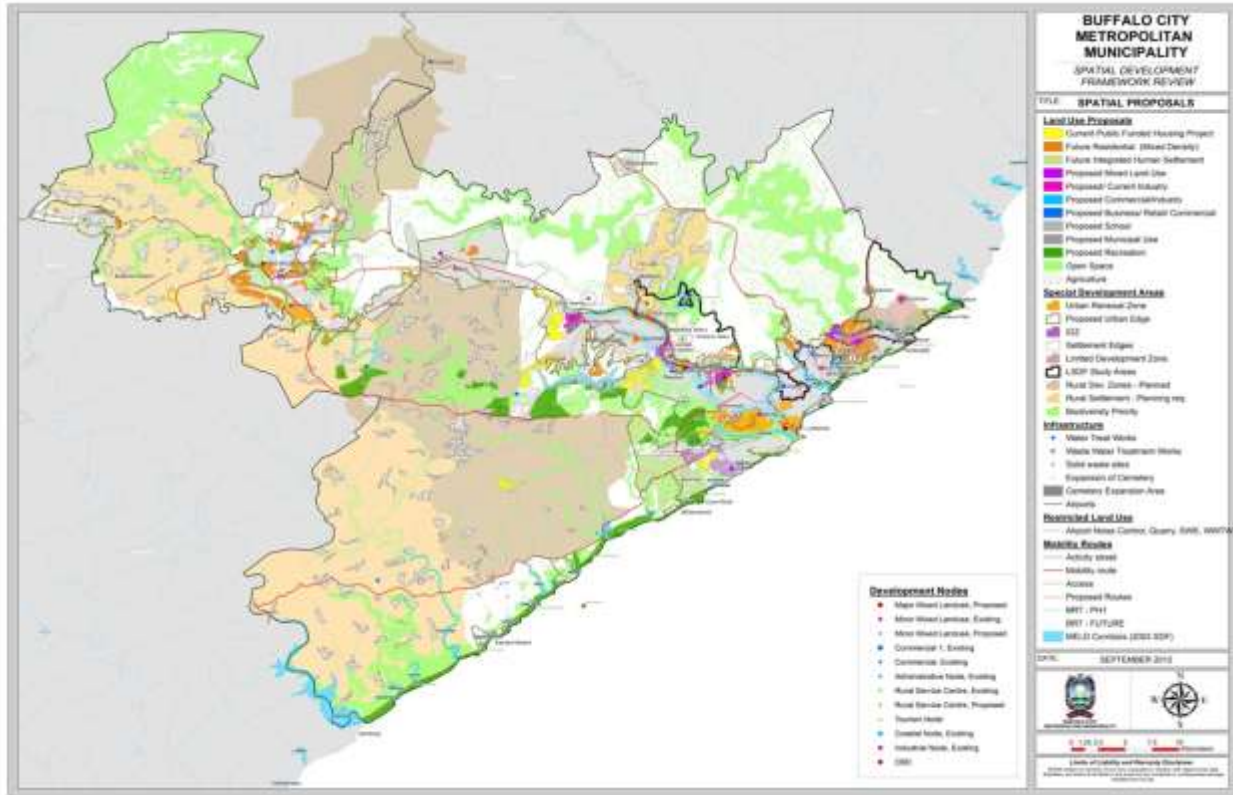
1km Densification Zone

The following plan indicates a 1km wide zone along development corridors and public transport routes where densification could possibly take place.



6.6 BCMM Spatial Development Plan

The following plan represents the overall Spatial Development Framework which is a summary of environmental and resource elements; development nodes and corridors; special development areas, infrastructure proposals and proposed land uses identified for Buffalo City Metropolitan Municipality.



6.7 Spatial Planning & Land Use Programmes

In order to give effect to the SDF, three spatial development programmes and related priority projects are identified. It should be noted that the Priority Projects identified within the Programmes are not prioritised for completion in the time frame under review but extend beyond that.

The three spatial development programmes are noted as: -

- The Urban and Rural Forward Planning Programme;
- The Settlement Planning Programme;
- Land Use Management

This programme addresses the ongoing need for the BCMM to be pro-active in spatial planning matters to ensure a secure and facilitative environment within which development can occur. The need for forward planning is acknowledged in the Development Facilitation Act (Act No. 67 of 1995) as well as the White Paper on Wise Land Use: Spatial Planning and Land Use Management and the related Land Use Management Bill (2001).

In essence, the SDF defines the notion of forward planning, in that it is the overall indicative plan applicable to a given municipal area. However, it is necessary for forward planning to be applied at different levels of

detail in order to guide and inform current and future land developments and land uses at different scales. To this end BCMM has developed and is developing more detailed or Local SDF's, to apply to certain precincts within the overall municipal area, where this is deemed necessary or desirable within the overall framework.

Since the approval of the BCM SDF in 2003 the following Local Spatial Development Frameworks have been approved by Council:

- Vincent Berea LSDF
- West Bank LSDF
- Mount Ruth Nodal Framework Plan
- Quenera LSDF
- Mount Coke Dimbaza LSDF
- Urban Edge Policy Framework
- Bonza Bay LSDF
- Duncan Village LSDF
- Beach Front LSDF
- Gonubie Main Road LSDF
- Kwelera LSDF
- Mdantsane LSDF
- Bisho/KWT LSDF
- Newlands LSDF

The following LSDF's have been identified as priority Urban and Rural Forward Planning projects for the next three years, in addition the development of the Settlers Way LSDF is underway to give effect to the directions established in this SDF and subsequent review process.

Forward Planning Programme: 2015 – 2018

2015/16	2016/17	2017/18
Mdantsane Residential Township Feasibility Study	Two Rivers Drive Mixed Use Feasibility Study	Settlersway LSDF Review
Bonza Bay LSDF Review	North West Corridor LSDF	SDF Review

6.8 The Settlement Planning Programme: 2015 – 2018

This Programme focuses on the design of settlements for human habitation and includes the following: -

- Implementation, management, monitoring and evaluation of in-house and consultant project teams for a wide variety of Settlement Planning projects and interventions;
- Planning for municipal ‘Greenfield’ developments (i.e. the design and layout of new settlements);
- Planning for municipal ‘Brownfield’ developments (i.e. the re-design and subdivision and/or consolidation of existing settlements or developed areas);
- Planning for and upgrading of in-situ settlements of existing less formal and informal urban, peri-urban and rural settlements; and
- A wide range of feasibility studies that enable successful and comprehensive Settlement Planning projects.

The following Settlement Planning Programmes are scheduled to be undertaken during the next three years, in support of the overall BCMM SDF and the LSDF’s prepared for the respective areas.

2015/2016	2016/2017	2017/2018
Duncan Village Township Establishment Programme	Identification of suitable TRA able to accommodate 500 units.	Township Establishment for Urban settlements inside Urban Edge
Township Establishment for East Bank Restitution, Phase 2.	Township Establishment for Rural settlements outside Urban Edge	Township Establishment for Rural settlements outside Urban Edge
Informal Settlement Programme: In-situ Upgrading of High & Medium Priority Settlements	Township Establishment for Infill Areas located in Mdantsane	Township Establishment for Infill Areas located in Mdantsane
Township Establishment for Infill Areas located in Mdantsane		In Situ Upgrading of Informal Settlements
Feasibility Studies for Township Establishment for Xhwitinja, Ginsberg and KwaTshatshu	Township establishment of Xhwitinja, Ginsberg and KwaTshatshu	

Land Use Management

Land Use Management addresses the ongoing need for the BCMM to engage in land use management within the terms of reference of the new, normative planning system promoted by National government in recent policy and legislation. The critical legislation here is the Spatial Planning and Land Use Management Act 16 of 2013 (SPLUMA). The Act has been implemented on the 1 July 2015. In order to make SPLUMA operational and to process land use applications each Municipality requires a By- Law. BCMM has finalized this By-Law and it is awaiting final approval by Council. The draft By-Law was submitted and workshopped with council and it has been advertised and presented to the public. Once Council has approved the By Law it will be gazetted in the Provincial Gazette.

In order to deal more effective with illegal land uses in BCMM, which is becoming a major problem in the municipality, BCMM is in the process a develop a Land Use Enforcement By- Law. The objective of this By-Law is to have more “teeth” from a legal point of view to deal more effective and quicker with illegal land uses. This By-Law has been work shopped with Councilors and then it will be advertised for public comments and the submitted to Council for final approval. Once Council has approved the By Law it will be gazetted in the Provincial Gazette.

Key activities here include establishing a sound knowledge base to provide clear direction on land use and potential areas for land development and land use changes, but principally, the formulation of a new, integrated and unitary Land Use Management Scheme, which would have a binding effect on land development and land use management in the different settings of the urban and rural environments in Buffalo City.

Section D: IDP Objectives, Strategies, Key Performance Indicators and Targets 2017 – 2021

Section D contains IDP Objectives, Key Performance Indicators and Targets for 2017-2021. The section is structured in line with the following Buffalo City Metropolitan Municipality's Metro Growth & Development Strategy (MGDS) 5 strategic outcomes to be achieved by the year 2030 and are listed as follows:

- **An innovative and productive city:** with rapid and inclusive economic growth, and falling unemployment
- **A green city:** environmentally sustainable with optimal benefits from our natural assets. A clean and healthy city of subtropical gardens.
- **A connected city:** high-quality (and competitively priced) connections to ICT, electricity and transport networks (inside the city and to the outside world). By 2030 BCMM must be a fully logistics hub.
- **A spatially transformed city:** the spatial divisions and fragmentation of the apartheid past are progressively overcome, and township economies have become more productive.
- **A well-governed city:** a smart and responsive municipality (working with other levels of government) that plans and efficiently delivers high quality services and cost-effective infrastructure, without maladministration and political disruptions.

Buffalocity Metropolitan Municipality IDP Review 2019/2020

BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/B CMM Code	Key Performance Indicator	2017/18 Baseline	2018/19 Baseline (unaudited)	2019/20 Target	2020/21 Target
STRATEGIC OUTCOME 1: AN INNOVATIVE AND PRODUCTIVE CITY									
NATIONAL PRESCRIBED INDICATORS									
Safety		Number of fire related deaths per 1000 population	KFA 11	FE 1.11	Percentage compliance with the required attendance time for structural firefighting incidents	New Indicator	75% of calls within attendance times (To include figures)	75% of calls within attendance times	75% of calls within attendance times
BCMM INDICATORS									
Safety	To develop and maintain world class infrastructure and utilities	Number of fire related deaths per 1000 population	KFA 11	FE 1.1/IPC 2	Number of fire stations refurbished	0	1 (Dimbaza fire station)	2 (Mdantsane & Greenfields)	2
Economic Development	Maintain Inclusive and sustainable economic Growth	N/A	KFA 1	IPC 3	Number of infrastructure projects for informal traders implemented	0	2 Mdantsane and Berlin infrastructure projects	3 (Zwelitsha, Phakamisa & Scenery Park)	4
Economic Development	Maintain Inclusive and sustainable economic Growth	N/A	KFA 1	IPC 4	Number of interventions implemented to support SMME's and Cooperatives	2	6	6	10
Economic Development	Maintain Inclusive and sustainable economic Growth	N/A	KFA 5	IPC 5	Number of job opportunities created through Municipal Projects and partnerships	1000	650	700	1300
Economic Development	Maintain Inclusive and sustainable	N/A	KFA 5	IPC 11	Number of jobs created through Expanded Public Works Programme (EPWP)	330	400	5630	5630

	economic Growth								
Economic Development	Maintain Inclusive and sustainable economic Growth	N/A	KFA 7	IPC 6	Number of Arts, Culture and Heritage projects implemented	12	12 (Fencing of World War 1 Site, Restoration work at Settlersway Cemetery, Fencing of Chief Pato Battle Site, Restoration work of Desmond Tutu monument, Hosting of Heritage Day, Hosting of Human Rights Day, Artist Training and Capacity Building hosted one per quarter, Creative Industry Development including film, Dr Rubusana Statue, Exhumation of Mortal remains of victims of	8 (1)Restoration of Desmond Tutu monument, (2) Fencing of Settlersway Cemetery, (3) Artist Training and Capacity Building , (4) Fencing of World War 1, (5) Restoration of cattle killing sites, (6) Exhumation of mortal remains of victims of conflict, Hosting of Heritage Day, Hosting of Human Rights Day	12

							conflict, Artist Support to attend exhibitions, Ubuntu Cultural Festival		
Economic Development	Maintain Inclusive and sustainable economic Growth	N/A	KFA 4	IPC 7	Number of initiatives (programmes) implemented to market and promote Buffalo City as a tourist destination of choice	11	10	11	11
Economic Development	Maintain Inclusive and sustainable economic growth	N/A	KFA 2	IPC 8	Number of interventions supported to retain existing investors and promote attraction of new investment into Buffalo City	0	3	4	9
Economic Development	Maintain Inclusive and sustainable economic growth	N/A	KFA 2	IPC 9	Number of interventions implemented on export development and promotion for emerging exporters on a quarterly basis	0	3	12	9
Economic Development			KFA 6	IPC 11	Number of Agricultural farmer support programmes implemented		9	12	
Operations & Maintenance of Revenue Generating Assets	To Promote an environmentally friendly city	Percentage utilization rate of sports fields	KFA 9	HS 3.4/IPC 12	Number of sports facilities upgraded	8	4 (Buffalo Flats Astro; Victoria grounds; Sweetwaters & Jan Smuts)	4 (Jan Smuts, NU 7, Phakamisa & West Bank)	4
			KFA 4	IPC 13	Number of Aquarium facilities upgraded		New Indicator	1 (Refurbishment of animal Exhibit	

Operations & Maintenance of Revenue Generating Assets	To Promote an environmentally friendly city	Square meters of municipal owned or maintained public outdoor recreation space per capita	KFA 9	HS 3.1/IPC 14	Number of Zoo facilities upgraded	5	6 (New Reptile Enclosure; Primate Night Room; Zoo boundary wall; Staff change room; Upgrade of Reptile Enclosure)	2 (Predator Enclosure, Upgrading of Reptile Enclosure)	0
Operations & Maintenance of Revenue Generating Assets	To Promote an environmentally friendly city	Square meters of municipal owned or maintained public outdoor recreation space per capita	KFA 9	HS 3.1/IPC 15	Number of beach facilities upgraded	4	4 (Eastern Beach; West Bank; Gonubie; Orient)	3 (Gonubie, Nahoon and Orient)	2
Operations & Maintenance of Revenue Generating Assets	To Promote an environmentally friendly city	Square meters of municipal owned or maintained public outdoor recreation space per capita	KFA 9	HS 3.1/IPC 16	Number of Swimming Pools upgraded	2	7 (NU2; Zwelitsha; KWT; Ruth Belonsky; Joan Harrison; Waterworld; Orient)	2 (Joan Harrison & Ruth Belonsky)	0
Infrastructure	To promote an integrated spatial form	Number of community halls per 100 000 population	KFA 10	HS 3.2/IPC 17	Milestones towards the construction of two BCMM Halls	Completion of Phase 1 of Nompumelelo community hall	1 (Nompumelelo community hall)	Land Acquisition, Site Clearing & Fencing	0
Infrastructure	To promote an integrated spatial form	Number of community halls per 100 000 population	KFA 10	HS 3.2/IPC 18	Number of community halls upgraded	5	7 (Gcobani, Potsdam, Phakamisa & Ndevana)	5 (Moses Twebe, Gompo, OR Tambo, NU)	5

							Halls, Roji Skenjana, NU 10 Hall)	10 & Roji Skenjana)	
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 11	IPC 19	Number of Areas covered by surveillance cameras	3	3 Areas covered (EL CBD, West Bank & KWT CBD Taxi Rank)	2 (Leaches Bay & Westbank)	3
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 12	IPC 20	% reduction in road traffic fatalities on BCMM roads	88% increase in accidents instead of decreasing	5% reduction (241)	5% reduction	
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 8	IPC 21	Number of sport development programmes supported	3	3 (Steve Vukile Tshwete Games, Mayors Cup, Swimming project)	3 (Steve Vukile Tshwete Games, Mayors Cup, Coaching Courses)	3
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A		IPC 22	Number of Bursaries Awarded	43 Bursaries Awarded	45 Bursaries Awarded	50 Bursaries Awarded	50 Bursaries Awarded
STRATEGIC OUTCOME 2: A GREEN CITY									
NATIONAL PRESCRIBED INDICATORS									
		Metropolitan Air Quality Index (MAQI)	KFA 13	ENV1.11	Percentage of atmospheric emission licenses (AELs) processed within guideline timeframes	New Indicator	100% (2 application)	100% (2 applications)	100%
		Number of days where PM2.5 levels	KFA 14	ENV1.12	Proportion of Air Quality (AQ) monitoring stations providing adequate data over a reporting year	New Indicator	80% Air Quality Monitoring Stations (East	80% (Air Quality Monitoring Stations (East	80%

		exceeded guideline levels					London, Zwelitsha, Mobile at Gompo Clinic)	London, Zwelitsha, Mobile at Gompo Clinic)	
Waste Economy	To Promote an environmentally friendly city	Percentage of households with basic refuse removal services or better	KFA 18	ENV 3.11	Percentage of known informal settlements receiving integrated waste handling services	New Indicator	100% (156)	100% (156)	100%
	To Promote an environmentally friendly city	Ecosystem/Vegetation type protection level	KFA 16	ENV 4.21	Proportion of biodiversity priority areas protected	New Indicator	100% (Nahoon Estuary & Nahoon Point nature reserves upgraded)	100% (Nahoon Estuary & Nahoon Point nature reserves upgraded)	100%
BCMM INDICATORS									
Waste Economy	To Promote an environmentally friendly city	Tonnes of municipal waste diverted from landfill per capita	KFA 18	ENV2.2/GC 1	Number of waste management facilities upgraded	1 waste cell constructed in Berlin	2	1	0
Operations & Maintenance of Revenue Generating Assets	To Promote an environmentally friendly city	Square meters of municipal owned or maintained public outdoor recreation space per capita	KFA 15	HS 3.1/GC 8	Number of BCMM entrances open spaces beautified	4	2 (Settlers Way and KWT Entrance)	2 (Settlers ways & KWT Phase 2)	6
Operations & Maintenance of Revenue Generating Assets	To Promote an environmentally friendly city	Ecosystem/vegetation type threat status	KFA 16	ENV 4.2/GC 9	Number of areas cleared of invasive plants	12	37 (Coastal Wards (1-10, 13, 15,16, 19,	10 (Wards 12, 14,17,20, 21, 35, 36, 37, 39, 43)	50 (All Wards)

							27, 28, 29 & 33) Midlands Wards (11, 12, 14, 17, 20, 21, 22, 24, 42 & 48) Inland Wards (34, 35, 36, 37, 39, 41, 43, 44 & 45)		
Operations & Maintenance of Revenue Generating Assets	To Promote an environmentally friendly city	N/A	KFA 15	GC 10	Number of Community Parks Upgraded	11	12 (Inland wards 34, 43, 44 Coastal wards 1, 15, 19, 27, 32, 46 Midland 17, 22, 45)	8 (4, 10, 22, 25, 27, 32, 43, 45)	10 (Inland, Midland & Coastal)
Agriculture & Rural Development	To Promote an environmentally friendly city	N/A		GC 13	Number of Agricultural Farmer support programmes implemented	4	9 (Agricultural Show, cropping programme, farmer support seminars and workshops, aquaponics, hydroponics, dip tanks, irrigation equipment, livestock improvement, Newlands hydroponics)	8	8

	To Promote an environmentally friendly city	Wetland Condition index	KFA 13	ENV4.3/GC14	Development of a BCMM Wetland Database	New Indicator	N/A	BCMM Wetland Database Report	N/A
STRATEGIC OUTCOME 3: A CONNECTED CITY									
NATIONAL PRESCRIBED INDICATORS									
Infrastructure	Develop and maintain world class logistics infrastructure	Non-Motorised Transport paths and lanes as a percentage of the total municipal road network length	KFA 21	TR1.21	Length of Non-Motorised Transport paths built (km)	0	11 km (Wards 22,33,25,44,45)	5 km	20 km
Infrastructure	Develop and maintain world class logistics infrastructure	Average public transport commuting time	KFA 21	TR3.11	Number of weekdays scheduled municipal bus passenger trips	New Indicator	1350	1476	
Infrastructure	Develop and maintain world class logistics infrastructure	Percentage of households with access to electricity	KFA 22	EE1.11	Number of dwellings provided with connections to the mains electricity supply by the municipality	New indicator	1100	1800 (Formal and Informal Dwellings)	1500
Infrastructure	Develop and maintain world class logistics infrastructure	System Average Interruption Duration Index	KFA 22	EE3.11	Percentage of unplanned outages that are restored to supply within industry standard timeframes	New indicator	65% of normal network outages returned to service within 24 hrs (will exclude calls caused by illegal connections)	65% of normal network outages returned to service within 24 hrs (will exclude calls caused by illegal connections)	65% of normal network outages returned to service within 24 hrs (will exclude calls caused by illegal

									connections)
	Develop and maintain world class logistics infrastructure	System Average Interruption Frequency Index	KFA 22	EE3.21	Percentage of Planned Maintenance Performed	New indicator	Complete 65% or more of planned maintenance	Complete 65% or more of planned maintenance	Complete 65% or more of planned maintenance
Infrastructure	Develop and maintain world class logistics infrastructure	Percentage of fatal crashes attributed to road and environmental factors	KFA 19	TR6.11	Percentage of unsurfaced road graded	6% (80km)	8.27% (110km)	4.135% (55km)	
Infrastructure	Develop and maintain world class logistics infrastructure	Percentage of fatal crashes attributed to road and environmental factors	KFA 19	TR6.12	Percentage of surfaced municipal road lanes which has been resurfaced and resealed	0.26% (5km)	1.75% (28km)	(19km)	
BCMM INDICATORS									
Infrastructure	Develop and maintain world class logistics infrastructure	Non-Motorised Transport paths and lanes as a percentage of the total municipal road network length		TR1.21	Length of Non-Motorised Transport paths built (km)	0	3 km (Wards 25,44,45)	5 km	10 km
Infrastructure	Develop and maintain world class logistics infrastructure	N/A	KFA 20	CC 1	Number of High Sites with Long Term Evolution Network	0	7 (Ward 33, 4, 11, 14, 17, 20, 22)	3 (Ward 45, 25)	3
Infrastructure	Develop and maintain world	N/A	KFA 20	CC 3	Number of Business processes automated	4	4 (Health & Public Safety,	5 (Talent mng, EDMS, On/off-boarding, org/pms	0

	class logistics infrastructure						Municipal Services, Infrastructure & Economic Development & Agencies)	system, cost of business property)	
Infrastructure	Develop and maintain world class logistics infrastructure	N/A	KFA 20	CC 4	Number of Public Wi-Fi hotspots established for BCMM citizens	15	15 Hotspots (Ward 3, 4, 11, 14, 17, 20, 22, 27, 29, 43, 46, 47, 3x Libraries)	20 Hotspots (Zwelitsha, Mdantsane, KWT & Bhishe..Ward no??)	25 Hot spots
Infrastructure	Develop and maintain world class logistics infrastructure	Percentage of fatal crashes attributed to road and environmental factors	KFA 19	TR 6.1/CC 6	Km of gravel Roads upgraded to Surfaced Standard	30km	20km	16km	0
Infrastructure	Develop and maintain world class logistics infrastructure	NMT paths and lanes as a percentage of total municipal road network length	KFA 21	TR 1.2/CC 7	Number of pedestrian bridges constructed	0	1 bridge completed (Ward 16)	3 (Ward 16, Ward 14)	0
Infrastructure	Develop and maintain world class logistics infrastructure	Road traffic fatalities per 100 000 population	KFA 21	TR 7.1/CC 11	Number of speed humps constructed	79	60 (Ward 3, 5, 6, 7, 9, 10, 12, 14, 15, 16, 18, 19, 20, 22, 23, 28, 30, 32, 33, 37, 42, 44, 45, 46, 48)	75	32
Infrastructure	Develop and maintain world class logistics infrastructure	Percentage of Dwelling units within 500m of scheduled	KFA 21	TR 1.1/CC 14	Number of Taxi Embayments constructed (To be removed)	1	5 Taxi Embayments constructed	2 Taxi Embayment constructed (Wards 43)	3

		public transport service					(Ward 3, 24, 39)		
Infrastructure	Develop and maintain world class logistics infrastructure	Percentage of Dwelling units within 500m of scheduled public transport service	KFA 21	TR1.1/CC15	Number of public transport facilities rehabilitated	1 (Taxi City)	1 (Market Square Bus Rank)	1 (Market Square Bus Rank)	2
Infrastructure	Develop and maintain world class logistics infrastructure	N/A	KFA 19	CC16	Length of surfaced roads upgraded (km)	0	0.78 km	1 km	3 km
ICT	Develop and maintain world class logistics infrastructure	N/A		CC17	ICT Infrastructure Security	0	N/A	100% (Fully functional intelligence operating centre that monitors entire BCMM ICT network with display facilities in BCMM main centres monitoring all Municipal offices)	N/A
ICT	Develop and maintain world class logistics infrastructure	N/A	KFA 20	CC18	% of correctly identified registered cadastral land parcels	0	40%	100%	100 %
Infrastructure	Develop and maintain world class logistics infrastructure	N/A	KFA 19	CC19	Number of bridges rehabilitated	3	3	3 (Steve Biko, NEX and Mdantsane Bridge)	3
Infrastructure	To promote an integrated spatial form	Percentage of households with access to electricity	KFA 22	EE 1.1/CC 20	Number of new high mast lights installed	10	10	12	12

STRATEGIC OUTCOME 4: A SPATIALLY TRANSFORMED CITY									
NATIONAL PRESCRIBED INDICATORS									
Infrastructure	Develop and maintain world class logistics infrastructure	Percentage of households with access to basic sanitation	KFA 23	WS1.11	Number of new sewer connections meeting minimum standards.	583	450	945	
Infrastructure	Develop and maintain world class logistics infrastructure	Percentage of households with access to basic water supply	KFA 23	WS2.11	Number of new water connections meeting minimum standards.	N/A	N/A	250	
Infrastructure	Develop and maintain world class logistics infrastructure	Total per capita consumption of water	KFA 23	WS5.31	Water connections metered as a percentage of total connections	88%	90%	91%	91%
Economic Development	Maintain Inclusive and sustainable economic growth	Wastewater quality compliance according to the water use license	KFA 23	WS4.21	Percentage of industries with trade effluent inspected for compliance	100% of assessed industries inspected	100% of assessed industries inspected	100% of assessed industries inspected	100% of assessed industries inspected
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Wastewater quality compliance according to the water use license	KFA 23	WS 4.22	Percentage of wastewater safely treated	>75%	>75%	>75%	>75%
Infrastructure	To promote an integrated spatial form	Rateable residential properties as a percentage of total households in the municipality	KFA 28	HS2.22 (a)	Average Number of days taken to process building plan applications for approval (>500m2)	30 Days	28 Days	25 Days	25 Days

Infrastructure	To promote an integrated spatial form		KFA 28	HS2.22 (b)	Average Number of days taken to process building plan applications for approval (<500m2)	60 days	58 Days	55 Days	55 Days
BCMM INDICATORS									
Housing	To promote an integrated spatial form	Percentage of households living in adequate housing	KFA 25	HS1.11	Number of subsidised housing units completed	583	450	600	
Housing	To promote an integrated spatial form		KFA 25	HS1.12	Number of formal site service	866	1300	1350	
Land	To promote an integrated spatial form	N/A	KFA 28	STC 1	Number of land parcels acquired by Council for Mixed Use Integration Zone and Densification (public and privately owned).	1	8	2 Land parcels acquired	0
Infrastructure	To promote an integrated spatial form	Percentage of households with access to basic sanitation	KFA 23	WS 1.1/STC 2	Number of ablution facilities constructed (seats)	60 (seats)	60 (seats)	60 (seats)	0
Infrastructure	To promote an integrated spatial form	N/A	KFA 29	STC 3	Number of cemeteries upgraded	11	13 Buffalo Flats, Cambridge Crematorium, East Cemetery, Haven Hills, Bisho, Breidbach, Clubview, Phakamisa, Zwelitsha, Fort Jackson,	5 (Cambridge Crematorium, Haven Hills, Zwelitsha, Fort Jackson, Mtsotso,	14

							Maclean Town, Mtsotso, Ilitha		
Housing	To promote an integrated spatial form	Percentage of households with access to basic sanitation	KFA 23	WS 1.1/STC 8	% of households with access to basic level of sanitation	90%	93%	94%	96%
Operations & Maintenance of Revenue Generating Assets	To promote an integrated spatial form	N/A	KFA 28	STC 9	Number of BCMM owned buildings upgraded	0	14	14 (Wards, 1, 19, 20, 29, 43,47)	0
Infrastructure	To promote an integrated spatial form	N/A	KFA 24	STC 10	Number of completed Spatial Development Framework (SDF)	0	Draft report for phase 4 of SDF review	1 SDF Review Document	N/A
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of drinking water compliance with SANS241	KFA 23	WS. 4.1/STC 12	% Compliance of water treatment works with SANS 241 requirements	>95%	>95%	>95%	>95%
			KFA 28	STC 13	Number of Parks Depot upgraded	New Indicator	7	8	8
Infrastructure	To promote an integrated spatial form	N/A	KFA 25	STC 14	Review Integrated Sustainable Human Settlements Plan	Reviewed Integrated Sustainable Human Settlements Plan	Draft Integrated Sustainable Human Settlements Plan submitted to Mayoral Committee	N/A	N/A
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 25	STC 15	Number of beneficiaries registered	2000	2010	2010	

STRATEGIC OUTCOME 5: A WELL GOVERNED CITY										
NATIONAL PRESCRIBED INDICATORS										
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Top Management Stability (% of days in a year that all S56 positions are filled by fulltime, appointed staff not in an acting capacity)	KFA 46	GG 1.21	Staff vacancy rate	5.44% (276 vacant funded posts)	5% (Need denominator)			
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Number of alleged fraud and corruption cases reported per 100 000 population	KFA 46	GG 5.11	Number of active suspensions longer than three months	3	3	5		
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of all qualifying households in the municipal area classified as indigent	KFA 39	GG 6.11	Percentage of the municipality's operating budget spent on free basic services to indigent households	New Indicator	16%	16%		
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Rateable residential properties as a percentage of total households in the municipality	KFA 37	HS2.21	Number of rateable residential properties in the subsidy housing market entering the municipal valuation roll	New Indicator	500	500		
Institutional Service	Promote sound	Households receiving Free	KFA 37	EE2.11	Free Basic Electricity provision levels as per percentage of	New Indicator	12%	12%		

Delivery & Operating Model	financial and administrative capabilities	Basic Electricity as a percentage of all households with electricity connections			total residential electricity provision (in terms of MWh)				
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Frequency of sewer blockages	KFA 32	WS3.11	Percentage of Complaints/Callouts responded to within 24 hours (sanitation/wastewater).	New Indicator	Respond to 95% sewer overflows within 24 hours. (Only covers inspection and identification of required repairs as well as issuing job cards).	Respond to 95% sewer overflows within 24 hours. (Only covers inspection and identification of required repairs as well as issuing job cards).	
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Frequency of sewer blockages	KFA 32	WS3.21	Percentage of Complaints/Callouts responded to within 24 hours (water).	New Indicator	Respond to 95% water outages and burst pipes complaints/queries within 24 hours. (Excludes completion of repairs	Respond to 95% water outages and burst pipes complaints/queries within 24 hours. (Excludes completion of repairs	Respond to 95% water outages and burst pipes complaints/queries within 24 hours. (Excludes completion of repairs

Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	KFA 30	GG2.11	Percentage of ward committees with 6 or more ward committee members (excluding ward councillors)	100% Ward Committee members	100% Ward Committee members	100% Ward Committee members	100% Ward Committee members
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Audit Opinion	KFA39	GG3.12	Percentage of councillors who have declared their financial interests	New Indicator	100%	100%	
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage of ward committees that are functional (meet four times a year, are quorate, and have an action plan)	KFA 30	GG 2.12	Average number of councillor-convened meetings per ward	4 Public Meetings Convened per Ward = 200 public meetings for 50 Wards.	4 Public Meetings Convened per Ward = 200 public meetings for 50 Wards.	4 Public Meetings Convened per Ward = 200 public meetings for 50 Wards.	4 Public Meetings Convened per Ward = 200 public meetings for 50 Wards.
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Number of municipal officials completed training this quarter	KFA 41	C9/WGC 27	% of the municipality's budget actually spent on implementing its workplace skills plan.	105%	100%	100%	100%
BCMM INDICATORS									
Institutional Service Delivery &	Promote sound financial and	N/A	KFA 46	WGC 1	Number of people from employment equity target groups (females) employed in	4	3	3	2

Operating Model	administrative capabilities				the 3 highest levels of management				
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A		WGC 2	Number of people from employment equity target groups (disabled) employed	3	N/A	5	4
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 11	WGC 3	Number of Areas covered by surveillance cameras	3	3 Areas covered (EL CBD, West Bank & KWT CBD Taxi Rank)	2 (Leaches Bay & Westbank)	3
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFS 38	WGC 6	% of a municipality's capital budget spent on capital projects identified in the IDP	80%	100%	90%	
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 37	WGC 7	% revenue Collection Rate as measured in accordance with the MSA performance regulations	89%	92.5%	92.5%	95%
ICT	Promote sound financial and administrative capabilities	N/A	KFA 37	WGC 9 (a)	Number of Smart Meters installed-Business Debtors	100 (Pilot)	6 200 Businesses	2 300 business	
ICT	Promote sound financial and administrative capabilities	N/A	KFA 37	WGC 9 (b)	Number of Smart Meters installed-Residential	New project	3000 Residential	19 000 Residential	
Institutional Service Delivery &	Promote sound financial and	Percentage of ward committees	KFA 32	GG 2.1/WGC 11	Number of training sessions provided for ward committees	2	2	2	1

Operating Model	administrative capabilities	that are functional (meet four times a year, are quorate, and have an action plan)							
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 32		Number of Civic Education programmes conducted	N/A	New indicator	1	
	Promote sound financial and administrative capabilities	N/A	KFA 39	WGC14	Credit Rating Maintained at A	A	A		
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 39	WGC15	Current ratio (municipality's ability to pay back its Short-term Liabilities (Debt and Payables) with its Short-term Assets (Cash, Inventory, Receivables)	2.06: 1	1.65: 1	1.65: 1	1.65: 1
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 39	WGC16	Debt to revenue percentage (the extent of Total Borrowings in relation to Total Operating Revenue)	>45%	>45%	>45%	>45%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 39	WGC17	Cost coverage (ability to meet at least the municipality's monthly fixed operating commitments from cash and short-term investment without collecting any additional revenue during that month).	<3x fixed operating expenditure	1-2x fixed operating expenditure	1-2x fixed operating expenditure	1-2x fixed operating expenditure

Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 38	WGC18	Creditors payment period	52 days	30 days	30 days	30 days
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 47	WGC19	Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion	Unqualified Audit Opinion
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 37	WGC22	Total increase in the amount of revenue collected for traffic fines	R15 025 335.83.	R13 462 037.00	R 16 315 615.00	
Operations & maintenance	Promote sound financial and administrative capabilities	N/A	KFA 23	WGC24	Number of kilolitres reduced (physical water losses in terms of system losses)	1515282kl	800 000kl		
Operations & maintenance	Promote sound financial and administrative capabilities	N/A	KFA	WGC25	Electricity Losses	18%	Equal to or less than 18%	Equal to or less than 18%	Equal to or less than 18%
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 46	WGC26	Milestones towards implementation of Employment Equity Plan effective 01 July 2019-30 June 2021	Approved Employment Equity (EE) Plan (2017-2019)	Reviewed Employment Equity (EE) Plan (2019-2021)	Reviewed Employment Equity (EE) Plan (2019-2021)	N/A
			KFA 40	WGC27	Development of Municipal Property Asset Register	New Indicator	N/A	Draft Land Audit Report	

No.	KFA No.	Additional indicators from National Treasury, Circular 88 for reporting	Total number/ %
C1.	KFA 46	Number of signed performance agreements by the MM and section 56 managers:	
C2.	KFA 30	Number of Exco or Mayoral Executive meetings held in this quarter:	
C3.	KFA 30	Number of Council portfolio committee meetings held in this quarter:	
C4.	KFA 30	Number of MPAC meetings held in this quarter:	
C5.	KFA 30	Number of traditional councils within your municipal boundary:	
C6.	KFA 30	Number of formal (minuted) meetings between the Mayor, Speaker, Chief Whip and MM were held in the quarter to deal with municipal matters:	
C7.	KFA 30	Number of formal (minuted) meetings - to which all senior managers were invited- held in the quarter:	
C8.	KFA 41	Number of councillors completed training in this quarter:	
C9.	KFA 41	Number of municipal officials completed training in this quarter:	
C10.	KFA 46	Number of work stoppages occurring in the quarter:	
C11.		Number of litigation cases instituted by the municipality in the quarter:	
C12.		Number of litigation cases instituted against the municipality in the quarter:	
C13.	KFA 31	Number of forensic investigations instituted in the quarter:	
C14.	KFA 31	Number of forensic investigations conducted in the quarter:	
C15.	KFA 46	Number of days of sick leave taken by employees in the quarter:	
C16.	KFA 46	Number of permanent employees employed at the end of the quarter:	
C17.	KFA 46	Number of temporary employees employed at the end of the quarter:	
HS1.21.	KFA 25	Average number of days taken to register the title deeds (sudsidised stands and units)	
HS1.31.	KFA 25	Number of informal settlements enumerated and classified (in terms of NUSP or equivalent classification)	
HS1.32.	KFA 25	Percentage of informal settlements using participatory approach to planning or implementing upgrading	
TR4.21.	KFA 21	Percentage of scheduled municipal bus services on time	
TR5.21.	KFA 21	Percentage of scheduled municipal buses that are low-entry	
FE1.12.	KFA 46	Number of full-time fire fighters per 1000 population	
GG3.11.	KFA 47	Number of repeat audit findings	
GG3.13.	KFA 39	Percentage of administrative staff who have declared their financial interests	
GG4.11.	KFA 30	Number of agenda items deferred to the next council meeting	
GG5.12	KFA 46	Quarterly salary bill of suspended officials (Rand value)	
GG2.2.	KFA 30	Attendance rate of municipal council meetings by all identified Traditional leaders (%)	

Section E – Budget, Programmes and Projects

1. The Consolidated Capital Budget

The reviewed objectives and strategies formed the basis for the identification and selection of projects within each of the IDP Strategic Objectives. The consolidated budget for capital programme is R1.74 billion in the 2019/20 financial year, R1.94 billion and R2.05 billion in the 2020/21 and 2021/22 financial years respectively. The capital budget is guided by community priorities, the City is also striving to have a good balance between social and economic infrastructure investment. The Capital Programmes for 2019/2020 MTREF are indicated below:

2019/2020 MTREF CAPITAL PROJECTS						
PER PROGRAMME /PROJECT						
ACCOUNT DESCRIPTION	2019/2020 APPROVED CAPITAL BUDGET	2020/2021 APPROVED CAPITAL BUDGET	2021/2022 APPROVED CAPITAL BUDGET	PROGRAM FUND	WARD NO.	
EXECUTIVE SUPPORT SERVICES						
OFFICE FURN AND EQUIPMENT (DIRECTORATE)	500 000	500 000	500 000	OWN FUNDS	ALL WARDS	
	500 000	500 000	500 000			
CITY MANAGER'S OFFICE						
OFFICE FURN AND EQUIPMENT (DIRECTORATE)	500 000	0	0	OWN FUNDS	ALL WARDS	
COASTAL MUNICIPAL COURT	2 500 000	4 000 000	5 000 000	OWN FUNDS	ALL WARDS	
INLAND MUNICIPAL COURT	2 500 000	3 500 000	5 000 000	OWN FUNDS	ALL WARDS	
ERM SYSTEM	1 084 045	2 500 000	0	OWN FUNDS	ALL WARDS	
OFFICE FURNITURE AND EQUIPMENT-EPMO	80 000	500 000	500 000	USDG	ALL WARDS	
	6 664 045	10 500 000	10 500 000			
CORPORATE SERVICES						
OFFICE FURN AND EQUIPMENT (DIRECTORATE)	500 000	500 000	500 000	OWN FUNDS	ALL WARDS	
PHASE 2-UPGRADING OF THE DISABILITY FRIENDLY OF MUNICIPAL BUILDINGS	0	1 500 000	0	OWN FUNDS	ALL WARDS	
EMPLOYEE PERFORMANCE MANAGEMENT SYSTEM	3 000 000	0	3 000 000	OWN FUNDS	ALL WARDS	
SCANNERS	2 000 000	2 000 000	2 000 000	OWN FUNDS	ALL WARDS	
FURNITURE FOR INTERNS	150 000	150 000	150 000	ISDG	ALL WARDS	
FIBRE NETWORK	23 000 000	5 000 000	3 000 000	OWN FUNDS	ALL WARDS	
LTE INFRASTRUCTURE	12 000 000	5 000 000	3 000 000	OWN FUNDS	ALL WARDS	
DISASTER RECOVERY ENHANCEMENT	1 000 000	5 000 000	3 000 000	OWN FUNDS	ALL WARDS	
PROCUREMENT OF ICT EQUIPMENT	1 280 000	4 000 000	2 000 000	OWN FUNDS	ALL WARDS	
NETWORK EQUIPMENT REFRESH(KWT,MDA,BISHO)	0	5 000 000	2 000 000	OWN FUNDS	ALL WARDS	
INTELLIGENT OPERATING CENTRE HARDWARE & SOFTWARE	3 000 000	3 000 000	84 020	OWN FUNDS	ALL WARDS	
	45 910 000	31 150 000	18 734 020			
SPATIAL PLANNING & DEVELOPMENT						
MDANT'SANE ZONE 6 REFURBISHMENT	1 000 000	0	0	OWN FUNDS	20	
ORIENT THEATRE REFURBISHMENT	0	2 000 000	0	OWN FUNDS	47	
BISHO CIVIC CENTRE (FENCING)	500 000	0	0	OWN FUNDS	43	
NEW A/CON PLANT - MUNIERN (ONE PLANT)	0	1 700 000	0	OWN FUNDS	47	
REFURBISHMENT OF ORIENT COMPLEX	322 100	0	0	OWN FUNDS	47	
BUXTON AND ELECTRICITY HOUSE REFURBISHMENT	1 600 000	0	0	OWN FUNDS	47	
GREENPOINT BOWLING CLUB REFURBISHMENT	0	0	0	OWN FUNDS	19	
BEACONSFIELD HEALTH DEPARTMENT REFURBISHMENT	400 000	0	0	OWN FUNDS	47	
SLEEPER SITE REFURBISHMENT	1 460 000	0	0	OWN FUNDS	47	
GREENFIELDS FLATS REFURBISHMENT	750 000	0	0	OWN FUNDS	19	
FLEET STREET FIRE STATION REFURBISHMENT	750 000	0	0	OWN FUNDS	47	
GONURIE TRAFFIC ROADWORTHY REFURBISHMENT & UPGRADING OF OFFICES	1 500 000	0	0	OWN FUNDS	27	
UPGRADING OF ELECTRICAL - FIRE DEPART EL	800 000	0	0	OWN FUNDS	47	
EAST LONDON MECHANICAL WORKSHOPS REFURBISHMENT	1 200 000	0	0	OWN FUNDS	1	
UPGRADING OF ELECTRICAL - OLD MUTUAL	600 000	0	0	OWN FUNDS	47	
UPGRAD OF ELECTRICAL - BISHO CIVIC CENTRE	600 000	0	0	OWN FUNDS	43	
UPGRADING OF ELECTRICITY -KWT CIVIC CENTRE	200 000	0	0	OWN FUNDS	37	
NEW A/CON PLANT - CITY ENGINEERING BUILD	0	3 000 000	0	OWN FUNDS	47	
LAND ACQUISITION	3 000 000	0	0	OWN FUNDS	ALL WARDS	
OFFICE FURN & EQUIPMENT (DIRECTORATE)	500 000	500 000	500 000	OWN FUNDS	ALL WARDS	
SLEEPER SITE ROAD	27 500 000	25 000 000	25 000 000	USDG	47	
SLEEPER SITE ROAD	7 053 041	5 300 000	25 000 000	OWN FUNDS	47	
CITY TO SEA BOULEVARD	2 000 000	0	0	OWN FUNDS	47	
QUMZA HIGHWAY PHASE 7 - PHASE 1 & 2	2 13 616 000	167 346 000	167 020 000	PTIG	21, 20, 48	
MDANT'SANE ACCESS ROAD	5 000 000	80 000 000	88 879 000	PTIG	5, 9, 10, 12, 13, 16	
BRIDGE DESIGNS & IMPLEMENTATION	7 000 000	12 000 000	12 000 000	USDG	ALL WARDS	
TAXI/BUS EMBAYMENTS	500 000	2 000 000	2 000 000	USDG	ALL WARDS	
TAXI RANK INFRASTR (ROADS & ABLUTION FAC)	0	0	0	USDG	ALL WARDS	
TAXI RANK INFRASTR (ROADS & ABLUTION FAC)	4 000 000	5 000 000	15 000 000	OWN FUNDS	ALL WARDS	
TRAFFIC CALMING	3 200 000	4 200 000	4 200 000	USDG	22, 23, 37, 7, 30, 15, 6, 46 (2019/2020), 9, 20, 37, 5, 33, 45, 18, 12 (2020/2021)	
TRAFFIC SIGNALS	3 600 000	3 000 000	3 000 000	USDG	5 (2019/2020) AND 9 (2020/2021)	
SIDEWALKS	5 000 000	5 000 000	5 000 000	USDG	11, 34 (2019/2020), 22, 41 (2020/2021)	
GUIDANCE SIGNAGE	200 000	300 000	300 000	USDG	24 (1920), 43 (20/21)	
GUARDRAILS	500 000	1 000 000	1 000 000	USDG	23, 6, 34, 46 (1920), 9, 20, 33, 41, 37 (2021)	
MARKET SQUARE TAXI RANK	7 000 000	0	0	OWN FUNDS	37	
NORTH WEST CORRIDOR	2 000 000	10 000 000	40 000 000	OWN FUNDS	16	
MARY STREET	500 000	6 000 000	0	OWN FUNDS	37	
SCM INVENTORY WAREHOUSING AND FENCING	1 000 000	0	0	OWN FUNDS	ALL WARDS	
UPGRADING OF KWT PAYMENTS HALL	2 500 000	0	0	OWN FUNDS	43	
	307 361 141	333 346 000	398 899 000			

2019/2020 MTREF CAPITAL PROJECTS PER PROGRAMME /PROJECT					
ACCOUNT DESCRIPTION	2019/2020 APPROVED CAPITAL BUDGET	2020/2021 APPROVED CAPITAL BUDGET	2021/2022 APPROVED CAPITAL BUDGET	PROGRAM FUND	WARD NO.
ECONOMIC DEVELOPMENT & AGENCIES	0				
UPGRADING OF MARKET HALL	16 000 000	20 000 000	30 000 000	OWN FUNDS	5
HYDROPONICS AND PACKHOUSE - WARD 22	4 000 000	7 000 000	15 000 000	OWN FUNDS	22
INFORMAL TRADE (HAWKER STALLS)	4 887 799	7 000 000	10 000 000	OWN FUNDS	45, 47
UPGRADING OF BUILDINGS	500 000	3 900 000	2 000 000	OWN FUNDS	41
OFFICE FURN & EQUIPMENT - SMME INCUBATOR	500 000	500 000	500 000	OWN FUNDS	37
BUILDING OF MEMORIAL STONES	400 000	1 000 000	2 000 000	OWN FUNDS	32
RESTORATION OF CATTLE KILLING HERITAGE IN KWT	200 000	200 000	3 000 000	OWN FUNDS	47
EXTENSION OF MDANTSANE ART CENTRE	1 700 000	4 700 000	4 700 000	OWN FUNDS	42
KWT ART CENTRE	1 000 000	3 000 000	3 000 000	OWN FUNDS	41
TOURISM HUB	2 000 000	5 000 000	5 000 000	OWN FUNDS	32
REVITALISATION OF INDUSTRIAL AREA	2 000 000	3 000 000	3 000 000	OWN FUNDS	36, 24, 5
OFFICE FURN & EQUIPMENT (DIRECTORATE)	500 000	500 000	500 000	OWN FUNDS	ALL WARDS
INSTALLATION OF ADVENTURE ACTIVITIES	0	3 000 000	5 000 000	OWN FUNDS	31
INSTALLATION OF RECREATIONAL FACILITIES	0	3 000 000	5 000 000	OWN FUNDS	31
CONSTRUCTION OF CABIN ACCOMMODATION	0	4 000 000	4 000 000	OWN FUNDS	31
WATER LEISURE ACTIVITIES	0	5 000 000	7 800 000	OWN FUNDS	31
CONSTRUCTION OF BRAAI OUTDOOR LOUNGES	0	3 000 000	3 000 000	OWN FUNDS	31
IMPROVE ACCESS ROAD AND ROAD SIGNAGE	0	10 000 000	10 000 000	OWN FUNDS	31
INSTALLATION OF KIDDIES PLAY AREA	0	3 000 000	3 000 000	OWN FUNDS	31
	33 687 799	86 800 000	116 500 000		
FINANCE SERVICES					
OFFICE FURN & EQUIPMENT (DIRECTORATE)	500 000	500 000	500 000	OWN FUNDS	ALL WARDS
SMART METERING SOLUTIONS	79 858 342	50 000 000	50 000 000	OWN FUNDS	ALL WARDS
ASSET REPLACEMENTS - INSURANCE	10 000 000	5 000 000	5 000 000	OWN FUNDS	ALL WARDS
ACQUIRE ERP SYSTEM (ASSET MANAGEMENT SYSTEM, PROCUREMENT SYSTEM, etc)	45 000 000	5 000 000	5 000 000	OWN FUNDS	ALL WARDS
INDIGENT MANAGEMENT SYSTEM	2 500 000	5 000 000	0	OWN FUNDS	ALL WARDS
CONSTRUCTION OF OFFICE ACCOMODATION -CUSTOMER CARE OFFICE-MIDLAND	4 000 000	15 000 000	15 000 000	OWN FUNDS	11, 12, 13, 14, 20, 42, 48, 50, 17, 23, 47, 46, 33
	141 858 342	80 500 000	75 500 000		
HEALTH AND EMERGENCY SERVICES					
OFFICE FURN & EQUIPMENT (DIRECTORATE)	800 000	500 000	0	OWN FUNDS	1-50
EARLY WARNING SYSTEMS	0	2 000 000	0	OWN FUNDS	1-50
DISASTER MANAGEMENT: EVENT SAFETY EQUIPM	200 000	200 000	0	OWN FUNDS	1-50
FIRE ENGINES PROCURED	10 000 000	12 500 000	13 000 000	OWN FUNDS	1-50
REFURBISH & REHAB - FIRE INFRASTRUCTURE	2 200 000	1 600 000	1 500 000	OWN FUNDS	1-50
AIR MONITORING STATION	1 200 000	500 000	2 000 000	OWN FUNDS	ALL WARDS
MOBILE - AIR QUALITY MONITORING STATION	0	0	5 000 000	OWN FUNDS	ALL WARDS
CLOSED CIRCUIT TELEVISION NETWORK - CCTV	2 000 000	0	2 000 000	OWN FUNDS	43, 37, 25, 41, 44, 34, 36 & 39
MOBILE SURVEILLANCE PROGRAMME - NEW	0	0	8 000 000	OWN FUNDS	ALL WARDS
TRAFFIC AND LAW ENFORCEMENT EQUIPMENT	1 000 000	1 000 000	0	OWN FUNDS	1-50
TACTICAL RADIO NETWORK	4 250 000	2 000 000	500 000	OWN FUNDS	1-50
FIRE EQUIPMENT	500 000	500 000	0	OWN FUNDS	1-50
NEW FIRE STATION - BERLIN WARD 45	2 000 000	7 500 000	4 000 000	OWN FUNDS	45
NEW EMERGENCY SERVICES CENTRE	0	0	0	OWN FUNDS	47
REFURBISHMENT OF DISASTER MANAGEMENT CENTRE	0	1 000 000	1 000 000	OWN FUNDS	47
REFURBISHMENT OF FIRE STATIONS	500 000	480 000	0	OWN FUNDS	47
	24 650 000	29 780 000	37 000 000		

2019/2020 MTRF CAPITAL PROJECTS PER PROGRAMME /PROJECT					
ACCOUNT DESCRIPTION	2019/2020 APPROVED CAPITAL BUDGET	2020/2021 APPROVED CAPITAL BUDGET	2021/2022 APPROVED CAPITAL BUDGET	PROGRAM FUND	WARD NO.
HUMAN SETTLEMENTS	0				
OFFICE FURN & EQUIPMENT (DIRECTORATE)	500 000	500 000	500 000	OWN FUNDS	ALL
POTSDAM IKHWEZI BL 1	20 000 000	10 000 000	500 000	USDG	24
POTSDAM IKHWEZI BL 2	250 000	0	0	USDG	24
POTSDAM IKHWEZI BL 2 - WATER (25%)	0	16 575 500	15 000 000	ISUPG	24
POTSDAM NORTH KANANA	3 000 000	11 319 000	0	USDG	45
POTSDAM NORTH KANANA - WATER (25%)	0	24 181 000	36 173 000	ISUPG	45
ILUTHA NORTH 177 UNITS	10 000 000	1 000 000	0	USDG	1, 23
DUNCAN VILLAGE PROPER	3 500 000	0	0	USDG	18
DUNCAN VILLAGE PROPER	0	18 000 000	5 000 000	ISUPG	18
MDANTSANE Z. 18 CG PH 2	35 000 000	28 000 000	0	USDG	12, 14, 16, 17
AMALINDA CO- OP	8 000 000	0	0	USDG	17, 50, 21, 48, 11, 20
AMALINDA CO- OP	0	2 000 000	0	ISUPG	17, 50, 21, 48, 11, 20
AMALINDA FAIRLANDS	0	5 000 000	5 000 000	ISUPG	5, 8, 7, 10
CLUSTER 1	15 000 000	9 500 000	0	USDG	7
CLUSTER 2	25 478 590	5 000 000	0	USDG	9, 43
CLUSTER 3	15 805 000	0	0	USDG	48
DUNCAN VILL COMP/SITE	3 000 000	0	0	USDG	7
DUNCAN VILL COMP/SITE	0	4 912 500	0	ISUPG	7
BLOCK YARD TRA	3 250 000	0	0	USDG	6
BLOCK YARD TRA	0	500 000	500 000	ISUPG	6
BRAELYN EXT 10	3 000 000	0	0	USDG	5, 11
BRAELYN EXT 10	0	32 000 000	0	ISUPG	5, 11
TYLUTU PHASE 3	7 000 000	500 000	0	USDG	20, 45
WESTBANK RESTITUTION	12 000 000	32 000 000	0	USDG	39, 42, 44
C SECTION AND TRIANGULAR SITE	3 500 000	0	0	USDG	13
C SECTION AND TRIANGULAR SITE	0	15 000 000	10 000 000	ISUPG	13
D HOSTEL	2 500 000	0	0	USDG	7
D HOSTEL	0	10 000 000	5 000 000	ISUPG	7
FORD MRIMANCO	2 500 000	0	0	USDG	6
FORD MRIMANCO	0	10 000 000	5 000 000	ISUPG	6
N2 ROAD RESERVE	1 000 000	0	0	USDG	8
N2 ROAD RESERVE	0	5 000 000	15 000 000	ISUPG	9
HANI PARK - WATER	0	1 500 000	10 000 000	ISUPG	11
HLALANI - WATER	0	1 500 000	10 000 000	ISUPG	11
PHOLA PARK - WATER	0	1 500 000	10 000 000	ISUPG	11
BERLIN LINGELITSHA - PHASE 1 - WATER	0	3 000 000	10 000 000	ISUPG	45
ILUTHA SPORTSFIELD - WATER	0	1 500 000	10 000 000	ISUPG	45
EMPHUMLENI - WATER	0	1 500 000	10 000 000	ISUPG	20
MATSHENI PARK - WATER	0	1 500 000	10 000 000	ISUPG	29
KHAYALITSHA - WATER	0	1 500 000	10 000 000	ISUPG	20
XHWITINJA - WATER	500 000	5 000 000	10 000 000	USDG	39
KWATSHATUSHU - WATER	0	1 500 000	10 000 000	ISUPG	44
GINSBERG - WATER	0	1 500 000	10 000 000	ISUPG	39
SLOVO PARK - WATER	0	1 500 000	10 000 000	ISUPG	42
EKUPHUMLENI - WATER	0	1 500 000	10 000 000	ISUPG	42
ETHEMBENI - WATER	0	1 500 000	10 000 000	ISUPG	11
EAST BANK RESTITUTION - WATER	0	1 500 000	10 000 000	ISUPG	16
REESTON PHASE 3 STAGE 2 - WATER	28 000 000	30 000 000	10 000 000	USDG	13
BRIDRACH SERVICES PROJECT	3 000 000	0	0	USDG	44
BOXWOOD PROJECT	20 000 000	40 000 000	30 000 000	USDG	31
ONIP VICTIMS PROJECT, CAMBRIDGE WEST	8 000 000	10 000 000	0	USDG	16
REESTON PHASE 3 STAGE 3	5 000 000	0	0	USDG	13
MZANOHLE PEOPLES HOUSING PROCESS	2 000 000	2 000 000	2 000 000	USDG	27
NONDULA	1 000 000	5 000 000	5 000 000	USDG	42
MAJARANITYENI	1 000 000	6 722 530	5 000 000	USDG	45
PHAKAMISA SOUTH	8 000 000	0	0	USDG	25
	252 781 590	355 710 530	299 673 000		
INFRASTRUCTURE SERVICES					
OFFICE OF THE DIRECTOR					
OFFICE FURN & EQUIPMENT (DIRECTORATE)	500 000	500 000	500 000	OWN FUNDS	ALL WARDS
ELECTRICITY					
BULK ELEC INFRA UPGR (RING-FENCED 4%)	60 000 000	60 000 000	60 000 000	OWN FUNDS	7, 9, 8, 10, 13, 14, 15, 17, 22, 27, 37, 42, 45, 46
USDG ELECTRIFICATION PROGRAMME	10 000 000	0	0	USDG	ALL WARDS
INRP ELECTRIF. PROGR. - COUNTER FUNDING	7 000 000	5 000 000	5 000 000	USDG	ALL WARDS
ELECTRIF - INFOR DWELLUNG AREAS - BCMM	2 000 000	10 000 000	10 000 000	OWN FUNDS	ALL WARDS
ELECTRIF - INFOR DWELLUNG AREAS - BCMM	15 000 000	0	0	USDG	ALL WARDS
STR LIGHT & MASTS - BCMM AREAS OF SUPP	5 000 000	5 000 000	5 000 000	USDG	ALL WARDS
TOOLS AND EQUIPMENT (SPECIALISED VEHICLES)	1 500 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS
BUILD ALTER - B/BAY C/CENTRE & OPER DEPO	500 000	1 000 000	1 000 000	OWN FUNDS	28
	102 000 000	82 000 000	82 000 000		

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2019/2020 MTREF CAPITAL PROJECTS PER PROGRAMME /PROJECT						
ACCOUNT DESCRIPTION	2019/2020 APPROVED CAPITAL BUDGET	2020/2021 APPROVED CAPITAL BUDGET	2021/2022 APPROVED CAPITAL BUDGET	PROGRAM FUND	WARD NO.	
INFRASTRUCTURE SERVICES						
ROADS						
QUENERA BEACON BAY LINK ROAD	0	0	0	USDG	28	
RURAL ROADS	33 000 000	67 200 000	63 336 106	USDG		17,24,26,20,31,32,33,34,35,36,38,49,50,43,4
RURAL ROADS	0	5 000 000	5 000 000	OWN FUNDS	33	0
UPGR OF MDANTSANE RDS - CLUST 1	36 000 000	55 000 000	40 000 000	USDG		17,42,12,14,11
UPGR OF MDANTSANE RDS - CLUST 2	44 000 000	25 000 000	63 000 000	USDG		11,17,20,48,30
UPGR OF MDANTSANE RDS - CLUST 2	6 000 000	0	0	OWN FUNDS	11	
UPGR OF MDANTSANE RDS - CLUST 3	45 981 372	14 000 000	42 000 000	USDG		24,23,21
KWT ROADS	12 000 000	20 000 000	29 000 000	USDG		37,39,43
REHABILIT OF SQMM BRIDGES AND STORMWATER	11 000 000	2 000 000	11 040 440	USDG		All wards
WEST DRIVE BRIDGE - WARD 37	0	0	0	USDG	37	
ROADS WARD - 8	3 000 000	4 000 000	4 000 000	USDG	8	
ROADS PROVISION - WARD 10	3 000 000	2 000 000	2 000 000	USDG	10	
URBAN ROADS - WARD 35	3 000 000	0	0	USDG	35	
URBAN ROADS - WARD 39	0	3 000 000	2 000 000	OWN FUNDS	39	
ROADS PROVISION	7 000 000	0	0	USDG		15,16
ROADS PROVISION	71 000 000	91 000 000	73 500 000	OWN FUNDS		10,8,7,1,9,19,18,24,25,41,3,29,28,26,26,31,
PROCURE - GRADERS FOR R/RDS - YELLOW FLT	0	0	0	OWN FUNDS	All wards	32,34,36,38,4,43,44,45,10,47,5,50,6,19,9,2
INTEGRATED CITY DEVELOPMENT GRANT	10 383 000	12 134 000	13 947 000	ICDG	47	
UPGR OF RDP SETTLEMENTS-CLUST 1	0	10 000 000	10 000 000	OWN FUNDS		44,36,39,35,45
UPGR OF RDP SETTLEMENTS-CLUST 2	2 000 000	5 000 000	5 000 000	OWN FUNDS		22,30
UPGR OF RDP SETTLEMENTS-CLUST 3	0	15 000 000	13 000 000	OWN FUNDS		46,10,9,4,15,27
BOWLS ROAD REHABILITATION	0	3 000 000	2 000 000	OWN FUNDS	47	
UPGRADE OF NORTH EAST EXPRESSWAY	0	3 000 000	2 000 000	OWN FUNDS	18	
REHABILITATION OF ZIPHUNZANA BYPASS	0	3 000 000	2 000 000	OWN FUNDS	6	
REHABILITATION OF BEACONHURST DRIVE	0	3 000 000	2 000 000	OWN FUNDS	28	
REHABILITATION OF DOUGLAS SMITH HIGHWAY	0	3 000 000	2 000 000	OWN FUNDS	6	
REHABILITATION OF SETTLERS WAY	0	3 000 000	2 000 000	OWN FUNDS	19	
CONSTRUCTION OF ROAD INFRASTRUCTURE	7 500 000	7 436 000	15 000 000	NDPG	14	
	294 844 372	355 770 000	403 823 545			
WASTEWATER						
ABLUTION FACILITIES	3 000 000	3 000 000	3 000 000	USDG		1,2,6,7,9,10,16,28,29
EAST BEACH GRAVITY SEWER UPGRADE	20 000 000	16 230 803	13 776 718	OWN FUNDS		1,2,3,4,6,7,8,9,16,19,19,29,47
MDANTSANE SANITATION	5 000 000	5 000 000	3 000 000	USDG		11,12,14,20,21,22,23,24,30
MDANTSANE WASTEWATER TREATMENT WORKS	12 000 000	9 000 000	8 000 000	OWN FUNDS		11,12,14,20,21,22,23,24,30
BERLIN SEWERS	7 000 000	5 000 000	3 000 000	USDG	48	
HOOD POINT MARINE OUTF SEWER & AUXILIARY WORKS	10 000 000	5 000 000	5 000 000	USDG		19,21,46
BISHO KWT & ZWELITSHA BULK REG SEWER SCH-PHASE 2	63 848 450	5 000 000	5 000 000	USDG		25,35,37,41,44
PUMP STATIONS	2 000 000	0	0	OWN FUNDS		1,2,3,4,6,8,18,19,21,24,29,43,44,47
						24,25,28,28,30,34,36,37,41,43,44,49,
RETICULATION	3 000 000	0	0	OWN FUNDS		49
WASTEWATER TREATMENT WORKS	12 321 843	5 000 000	5 000 000	OWN FUNDS		9,11,13,18,23,29,36,37,39,41,43,46
E/L SEWER DIVERSION - CENTRAL TO REESTON	99 581 825	189 351 505	176 866 712	LOAN		5,10,16
UPGRADING OF LABORATORY	1 000 000	0	0	OWN FUNDS	1-50	
	208 762 118	241 582 408	222 642 428			
WATER DEPT						
WESTRANK RESTITUTION	0	12 000 000	12 000 000	USDG		31,46
W/DEMAND MANGM - WATER CONSERV - PRV STA	4 000 000	5 000 000	5 000 000	USDG		1-50
FEASIBILIT- ALTERN W/SUPPLY - BULK MAINS	1 000 000	1 000 000	1 000 000	USDG		1-50
WATER BACKLOGS	22 500 000	30 000 000	30 000 000	USDG		28,31,32,33,36,37,38,40,50
KWT & BISHO INFRASTRUCTURE	11 000 000	40 830 000	40 830 000	USDG		34,37,38,39,40,41,43,44,49,36
KIMAH EKF WATER SUPPLY	7 000 000	3 000 000	3 000 000	USDG		36
UPGRADE WATER NETWORKS	12 400 000	10 291 420	8 156 316	USDG		28,31,32,33,36,37,38
PIPE AND WATER METER REPLACEMENT IN EL	5 500 000	10 000 000	10 000 000	OWN FUNDS		1-10,15,16,18,27,28,29,31,32,33,40,47,50
PIPE AND WATER METER REPLACEMENT IN MDANTSANE	5 500 000	10 500 000	10 500 000	OWN FUNDS		11,12,13,14,42,45,50,17,20,23
PIPE AND WATER METER REPLACEMENT IN BISHO,KWT & DIMBAZA	9 500 000	15 000 000	13 000 000	OWN FUNDS		34,35,36,37,38,39,40,41,43,44,49
UMZONYANA DAM UPGRADE	0	5 000 000	55 000 000	USDG		1-10,15,16,18,27,28,29,31,32,33,46,47,50
UMZONYANA DAM UPGRADE	2 500 000	9 416 470	8 941 924	OWN FUNDS		1-10,15,16,18,27,28,29,31,32,33,46,47,50
	82 500 000	151 737 890	197 127 239			
FLEET						
BCM FLEET PLANT SPEC EQUIP & S/WASTE VEH	12 000 000	7 000 000	7 000 000	OWN FUNDS		ALL WARDS
BCM FLEET - SOLID WASTE FLEET AND PLANT(25 COMPACTOR TRUCKS)	0	0	0	OWN FUNDS		ALL WARDS
	700 606 490	838 590 298	913 093 212			

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2019/2020 MTRF CAPITAL PROJECTS PER PROGRAMME /PROJECT					
ACCOUNT DESCRIPTION	2019/2020 APPROVED CAPITAL BUDGET	2020/2021 APPROVED CAPITAL BUDGET	2021/2022 APPROVED CAPITAL BUDGET	PROGRAM FUND	WARD NO.
MUNICIPAL SERVICES					
OFFICE FURN & EQUIPMENT (DIRECTORATE)/R200,000 PER SECTION)	200 000	200 000	200 000	OWN FUNDS	ALL WARDS
DEVELOPMENT OF C-HALLS & FACILITIES	3 000 000	3 000 000	10 000 000	OWN FUNDS	15
HALLS-TOOLS AND EQUIPMENT	200 000	200 000	200 000	OWN FUNDS	1, 2, 4, 5, 9, 12, 16, 19, 20, 21, 22, 24, 26, 27, 29, 47, 48
UPGR & REFURB EXIST C-HALLS & FACILITIES	2 500 000	3 000 000	5 000 000	OWN FUNDS	ALL WARDS
2 X CONTAINER LIBRARIES	500 000	0	0	OWN FUNDS	41, 19
AMPHITHEATRE	-250 000	0	0	OWN FUNDS	47
BUILDING OF S/POOL AT GONUBIE RESORT	0	1 500 000	10 000 000	OWN FUNDS	29
INSTALLATION OF FLOODLIGHTS AT GONUBIE RESORTS	100 000	100 000	100 000	OWN FUNDS	29, 30
PAVING AROUND CAMPING SITES AND CHALETS	200 000	200 000	0	OWN FUNDS	28, 29
PURCHASE OF FURNITURE FOR CHALETS	200 000	200 000	0	OWN FUNDS	28, 29
PURCHASE OF OFFICE FURNITURE AND EQUIPMENT	200 000	300 000	0	OWN FUNDS	ALL WARDS
INSTALLATION OF CCTV CAMERAS AT GONUBIE RESORT	200 000	200 000	0	OWN FUNDS	28, 29
INSTALLATION OF SECURITY ALARMS IN 20 CHALETS	200 000	200 000	100 000	OWN FUNDS	28, 29
REVAMPING OF JUMPING CASTLE AT RESORTS	100 000	100 000	100 000	OWN FUNDS	28, 29, 18, 19
REFURBISHMENT OF ABLUTION BLOCKS AT RESORTS	200 000	200 000	200 000	OWN FUNDS	28, 29
PURCHASE OF COIN OPERATING WASHING MACHINES AND TUMBLE DRYERS AT NAHOON CA	50 000	0	0	OWN FUNDS	18
CONSTRUCTION OF BRAAI STANDS AT NAHOON CARAVAN PARK	100 000	100 000	0	OWN FUNDS	18
PAVING AROUND CAMPING SITES AT NAHOON CARAVAN PARK	100 000	100 000	100 000	OWN FUNDS	18
REDEVEL- MDANTSANE SPORT PRECINT NU2 S/POOL	11 750 000	12 000 000	0	OWN FUNDS	42
DEVELOPMENT, UPGRADE AND REFURBISHMENT OF SPORTS FIELDS AND STADIUMS	10 000 000	10 000 000	15 000 000	OWN FUNDS	ALL WARDS
PLANT - SPORTS	200 000	200 000	200 000	OWN FUNDS	ALL WARDS
UPGRADING OF ZOO	1 500 000	1 500 000	2 000 000	OWN FUNDS	47
PLANT - ZOO	500 000	200 000	200 000	OWN FUNDS	47
REFURBISHMENT OF AQUARIUM	400 000	400 000	400 000	OWN FUNDS	47
PLANT - AQUARIUM	200 000	200 000	200 000	OWN FUNDS	47
REFURBISHMENT OF NATURE RESERVE (BOARDWALKS)	350 000	350 000	350 000	OWN FUNDS	47
PLANT - NATURE RESERVE	200 000	200 000	200 000	OWN FUNDS	47
BEACHES	600 000	600 000	600 000	OWN FUNDS	47
PLANT - BEACHES	200 000	200 000	200 000	OWN FUNDS	47
SWIMMING POOLS	400 000	400 000	400 000	OWN FUNDS	47
PLANT - SWIMMING POOL	200 000	200 000	200 000	OWN FUNDS	47
NURSERY - JAMES PEARS PARKS	500 000	200 000	200 000	OWN FUNDS	5, 8, 10
NU 5 MDANTSANE DEPOT	100 000	100 000	100 000	OWN FUNDS	20
BERLIN DEPOT	200 000	200 000	200 000	OWN FUNDS	45
ZWELITSHA BLOCKYARD DEPOT	100 000	100 000	100 000	OWN FUNDS	41
GRASS CUTTING EQUIPMENT	400 000	400 000	400 000	OWN FUNDS	ALL WARDS
PLANT AND EQUIPMENT (CEMETRIES)	200 000	200 000	200 000	OWN FUNDS	ALL WARDS
COASTAL CEMETRIES	500 000	500 000	900 000	OWN FUNDS	19, 4, 47, 5, 10 & 13
INLAND CEMETRIES	1 300 000	700 000	1 700 000	OWN FUNDS	43, 44, 25, 45
MIDLANDS CEMETRIES	3 322 702	3 200 000	3 200 000	OWN FUNDS	24, 13
DEVELOPMENT OF CEMETRIES	300 000	3 000 000	15 000 000	OWN FUNDS	43, 44, 5, 10, 13, 19
FENC OF COMMUNITY PARKS	0	6 000 000	4 000 000	OWN FUNDS	15, 18, 27, 3, 4, 9, 1, 5, 6, 19, 21, 32
UPGR & DEVEL COMM PARKS - SOUTH DISTRICT	200 000	200 000	200 000	OWN FUNDS	8, 10, 13
PLANT AND EQUIPMENT (VEGETATION CONTROL)	200 000	200 000	200 000	OWN FUNDS	8, 10, 13
UPGR & DEVEL COMM PARKS - WEST DISTRICT	200 000	200 000	200 000	OWN FUNDS	19, 31, 32
UPGRADE & DEV COMM PARKS -EAST DISTRICT	200 000	200 000	200 000	OWN FUNDS	15, 27, 28
UPGRADE & DEV COMM PARKS - NORTH DISTRICT	200 000	200 000	200 000	OWN FUNDS	3, 4, 16
UPGRADE AND DEVEL OF COMM PARKS -KWT	400 000	600 000	600 000	OWN FUNDS	43
UPGRADE AND DEVEL COMM PARKS - MDANTSANE	300 000	400 000	400 000	OWN FUNDS	14, 23
UPGRADE AND DEVEL COMM PARKS - BERLIN	100 000	200 000	200 000	OWN FUNDS	45
CHIPPING MACHINE	100 000	0	0	OWN FUNDS	27 & 28
INFECTION CAMERA	100 000	0	0	OWN FUNDS	27 & 28
STORAGE CONTAINERS	288 696	0	0	OWN FUNDS	27 & 28
WEIGHING SCALES	100 000	0	0	OWN FUNDS	27 & 28
COMPUTERS AND PRINTERS	10 000	0	0	OWN FUNDS	27 & 28
FENCING OF TRANSFER STATION (PALSACE FENCE)	1 500 000	1 500 000	2 248 340	OWN FUNDS	27 & 28
GUARD HOUSE ABLUTION FACILIT & OFFICES	300 000	422 727	300 000	OWN FUNDS	27 & 28
CONSTRUCTION OF LEACHATE TREATMENT PLANT	16 200 000	0	0	USDG	45
BEDDING PIPES	3 200 000	0	0	USDG	45
BCM FLEET - SOLID WASTE FLEET AND PLANT	30 000 000	30 000 000	30 000 000	OWN FUNDS	ALL WARDS
CONSTR OF MATERIAL RECOVERY FAC (MRF)	18 800 000	0	0	USDG	45
EARHWORKS (ROADS & SURGRADE)	4 500 000	0	0	USDG	45
EATHWORKS (PIPE TRENCHES)	3 600 000	0	0	USDG	45
GABIONS AND FITCHING	3 600 000	0	0	USDG	45
GEOSYNTHETIC CLAY LINER (GCL)	6 300 000	0	0	USDG	45
INSTALLATION OF GEOMEMBRANE LINER	4 100 000	0	0	USDG	45
MEDIUM PRESSURE PIPES	3 600 000	0	0	USDG	45
STORM WATER DRAINADGE	4 100 000	0	0	USDG	45
INSTALLATION OF CAMERAS	90 000	0	0	USDG	45
INSTALLAT OF LINERS ON CELL 3 AND CELL 4	15 000 000	12 000 000	0	OWN FUNDS	46
PURCHASE OF CAMBRIDGE/TRANSFER FACILITIES	0	10 000 000	10 000 000	OWN FUNDS	4
PURCHASE OF BULK CONTAINERS WITH REMOVAL VEHICLES	0	10 000 000	15 000 000	OWN FUNDS	ALL WARDS
TOTAL BUDGET	158 121 458	116 772 727	131 698 340		
TOTAL CAPITAL PROJECTS-BCMM	1 672 130 865	1 883 648 555	2 002 097 572		
EAST LONDON BEACHFRONT AND WATERWORLD	63 000 000	50 000 000	50 000 000	OWN FUNDS	46
OFFICE FURNITURE AND EQUIPMENT (BCMDA)	2 282 000	2 510 200	2 761 220	OWN FUNDS	ALL WARDS
TOTAL CAPITAL PROJECTS-CONSOLIDATED	1 737 412 865	1 936 159 755	2 054 858 792		

The Capital Expenditure is indicated below into the five (5) IDP Strategic Objectives:

Strategic Objective	Goal	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Innovative and Productive City	Promote sound financial and administrative capabilities	–	324 818	98 908	130 177	156 479	156 479	65 588	118 980	165 700
A green city	To Promote an environmentally Friendly City	29 362	80 465	59 471	78 272	81 512	81 512	111 289	66 323	57 548
A connected city	Develop and maintain world class logistics infrastructure	300 072	328 137	372 509	490 275	869 607	869 607	457 268	482 770	516 908
A spatially Transformed city	To promote an integrated spatial form	853 085	381 837	678 066	894 780	942 392	942 392	955 260	1 182 937	1 233 053
A well governed city	Promote sound financial and administrative capabilities	1 570	166 015	121 292	159 638	49 110	49 110	148 008	85 150	81 650
Allocations to other priorities										
Total Capital Expenditure		1 184 089	1 281 272	1 330 245	1 753 142	2 099 100	2 099 100	1 737 413	1 936 160	2 054 859

2. The Operating Budget

The Operating Budget is prepared on the analysis of past year trends and the operations within the various service categories. National Treasury Circular 93 and 94 were used as guidelines in preparation of the 2019/20 MTREF budget. The City's operating expenditure has been reduced by 7% in the 2019/2020 MTREF budget, except for employee related costs and non-cash items.

Emphasis was placed on the following expenditure categories:

- **Repairs and Maintenance** 2019/20 budget is 5.5% of the total Operating Expenditure Budget. The City is striving towards a 10% repairs and maintenance of its total operating budget owing to the aging of the City's infrastructure and historic deferred maintenance. The City's infrastructure repairs and maintenance programme is complemented by the renewal and upgrading of existing infrastructure programme.

The City has embarked on a programme to replace existing infrastructure assets which have almost reached and/or exceeded their useful lives and will be funded from own funds. The institution has identified a historical funding shortfall associated with the replacement of existing infrastructure assets and in an attempt to alleviate the shortfall, some of the Urban Settlement Development Grant (USDG) funding will be utilized to replace existing infrastructure.
- **Bulk Purchases** equates to 27.1% of the total Operating Expenditure. The amount has increased over the 2019/20 to 2021/22 period escalating from R1.94 billion to R2.21 billion. The increases from 2019/20 to 2021/22 can be attributed to the increase in the cost of bulk electricity from Eskom and water from Amatola Water. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions.
- **The Employee Related Costs** depicts an increase from R2 billion in the 2018/19 financial year to R2.26 billion in the 2019/20 financial year due to annual increase projection of CPI plus one as well as the following:

 - Implementation of o evaluation
 - Absorption of temporary employees

Employee Related Costs and Bulk Purchases are the main cost drivers within the municipality. The institution has attempted to identify operational efficiencies in other expenditure items by undertaking a line by line analysis to determine where budgeted expenditure can be reduced. Ongoing

operational gains and efficiencies are continuously identified to lessen the impact of wage and bulk tariff increases in future year.

Operating Revenue is indicated below into the five (5) IDP Strategic Objectives:

Strategic Objective	Goal	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Innovative and Productive City	Promote sound financial and administrative capabilities	128 241	146 680	166 096	188 909	168 130	168 130	184 496	199 071	209 821
	Maintain Inclusive and sustainable economic Growth									
	Enhance land productivity through sustainable agriculture land-use technologies									
A green city	To Promote an environmentally Friendly City	489 654	445 151	452 016	514 098	457 552	457 552	483 388	522 023	550 213
A connected city	Develop and maintain world class logistics infrastructure	87 267	59 147	28 325	32 215	28 672	28 672	37 059	22 457	21 911
A spatially Transformed city	To promote an integrated spatial form	2 357 668	2 601 600	2 778 092	3 369 485	3 410 520	3 410 520	3 752 016	4 074 097	4 446 314
A well governed city	Promote sound financial and administrative capabilities	2 399 371	2 025 169	2 072 875	2 412 515	2 499 145	2 499 145	2 686 049	2 880 662	3 060 558
Allocations to other priorities										
Total Revenue (excluding capital transfers and contributi		5 462 201	5 277 747	5 497 405	6 517 222	6 564 019	6 564 019	7 143 008	7 698 310	8 288 817

The Operating Expenditure is indicated below into the five (5) IDP Strategic Objectives:

Strategic Objective	Goal	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Innovative and Productive City	Promote sound financial and administrative capabilities	441 610	505 424	519 983	558 122	557 854	557 854	668 301	712 174	758 006
A green city	To Promote an environmentally Friendly City	369 279	374 296	323 540	347 271	353 488	353 488	392 507	418 611	446 714
A connected city	Develop and maintain world class logistics infrastructure	876 902	916 569	1 097 819	1 178 341	1 156 527	1 156 527	1 177 052	1 267 439	1 383 683
A spatially Transformed city	To promote an integrated spatial form	3 002 831	2 939 597	3 203 075	3 443 611	3 471 383	3 471 383	3 820 425	4 143 870	4 471 602
A well governed city	Promote sound financial and administrative capabilities	827 327	851 731	918 578	985 953	1 020 809	1 020 809	1 083 813	1 153 758	1 225 582
Allocations to other priorities										
Total Expenditure		5 517 949	5 587 617	6 062 994	6 513 298	6 560 061	6 560 061	7 142 098	7 695 852	8 285 587

3. The Operating Projects

The operating projects are R412.95 million in the 2019/20 financial year, R449.12 million and R520.35 million in the 2020/21 and 2021/22 financial years.

2019/20 MTREF - OPERATING PROJECTS PER PROGRAMME/PROJECT					
ACCOUNT DESCRIPTION	2019/2020 APPROVED BUDGET	2020/2021 APPROVED BUDGET	2021/2022 APPROVED BUDGET	PROGRAM FUND	WARD NO.
EXECUTIVE SUPPORT SERVICES					
COMMUNICATION ,MEDIA MARKETING AND BRANDING STRATEGY- MEDIA LIASING - REVIEW CORPORATE IDENTITY	400 000	0	0	OWN FUNDS	ALL WARDS
CLIMATE CHANGE PROGRAMME	300 000	0	0	OWN FUNDS	ALL WARDS
CADASTRAL AUDIT (DATA CLEANUP)	1 500 000	0	0	OWN FUNDS	ALL WARDS
IMPLEMENT WARD COMMITTEE PERFORMANCE PROJECT-TRAINING OF WARD COMMITTEES	400 000	0	0	OWN FUNDS	ALL WARDS
CIVIC EDUCATION	250 000	0	0	OWN FUNDS	ALL WARDS
ESTABLISHMENT OF A CONSOLIDATED CALL CENTRE	424 914	172 842	372 840	OWN FUNDS	ALL WARDS
TRAINING OF COUNCILLORS	2 643 860	3 000 000	3 500 000	OWN FUNDS	ALL WARDS
YOUTH SPECIAL PROGRAMME	101 476	107 480	107 480	OWN FUNDS	ALL WARDS
DISABILITY SPECIAL PROGRAMME	101 476	107 480	107 480	OWN FUNDS	ALL WARDS
HIV SPECIAL PROGRAMME	101 476	107 480	107 480	OWN FUNDS	ALL WARDS
ELDERLY SPECIAL PROGRAMME	101 476	107 480	107 480	OWN FUNDS	ALL WARDS
GENDER SPECIAL PROGRAMME	101 476	107 480	107 480	OWN FUNDS	ALL WARDS
YAC SPECIAL PROGRAMME	1 217 708	1 289 758	1 289 760	OWN FUNDS	ALL WARDS
WARD INITIATIVES-ALL WARDS	50 000 000	55 000 000	60 000 000	OWN FUNDS	ALL WARDS
	57 643 860	60 000 000	65 700 000		
CITY MANAGER					
PROJ MANAG FUND EMPO	24 522 960	19 672 050	18 976 140	USDG	ALL WARDS
EXPANDED PUBLIC WORKS PROGRAMME	9 956 000	0	0	EPWP	ALL WARDS
GTAC COST RECOVERY FEES	2 179 590	2 500 000	2 500 000	OWN FUNDS	ALL WARDS
IMPLEMENTATION FRAUD HOTLINE	820 410	500 000	500 000	OWN FUNDS	ALL WARDS
	37 478 960	22 672 050	21 976 140		

2019/20 MTREF - OPERATING PROJECTS PER PROGRAMME/PROJECT						
ACCOUNT DESCRIPTION	2019/2020 APPROVED BUDGET	2020/2021 APPROVED BUDGET	2021/2022 APPROVED BUDGET	PROGRAM FUND	WARD NO.	
CORPORATE SERVICES						
INFRASTR SKILLS DEVELOPMENT	11 150 000	12 367 000	12 266 000	ISDG	ALL WARDS	
IMPLEMENTATION OF JOB EVALUATION	1 175 000	1 175 000	1 175 000	OWN FUNDS	ALL WARDS	
ORGANISATIONAL CULTURE CHANGE MANAGEMENT	7 000 000	7 000 000	7 000 000	OWN FUNDS	ALL WARDS	
SHARE POINT	1 600 000	1 600 000	1 600 000	OWN FUNDS	ALL WARDS	
EDMS LICENCES	400 000	400 000	400 000	OWN FUNDS	ALL WARDS	
TRAINING	8 828 578	9 305 321	9 807 809	OWN FUNDS	ALL WARDS	
	30 153 578	31 847 321	32 248 809			
SPATIAL PLANNING & DEVELOPMENT						
TRAFFIC SAFETY MASTER PLAN	500 000	0	0	PTIG	ALL WARDS	
SIGNAGE REMOVAL	1 300 000	2 500 000	2 500 000	OWN FUNDS	ALL WARDS	
CADASTRAL SURVEY	1 700 000	2 000 000	2 000 000	OWN FUNDS	ALL WARDS	
INDUSTRY TRANSITION	5 000 000	0	0	PTIG	ALL WARDS	
UNIVERSAL ACCESS DEVELOPMENT PLAN	5 000 000	0	0	PTIG	ALL WARDS	
PUBLIC TRANSPORT PLAN	500 000	0	0	PTIG	ALL WARDS	
CITP	1 500 000	0	0	PTIG	ALL WARDS	
IPTN PLAN	2 350 000	0	0	PTIG	ALL WARDS	
IPTN PLAN TECHNICAL SUPPORT	1 000 000	0	0	PTIG	ALL WARDS	
TRAFFIC IMPACT ASSESMENT STUDIES	350 000	200 000	0	OWN FUNDS	ALL WARDS	
OPENING OF TOWNSHIP REGISTER	1 350 000	2 450 000	6 200 000	OWN FUNDS	ALL WARDS	
UPGRADING OF FORMER R293 TOWNSHIPS	450 000	0	0	OWN FUNDS	45,34,36,41,25,42	
INDIGENT TRANSFERS	350 000	900 000	1 000 000	OWN FUNDS	ALL TOWNSHIPS	
SECURITY OF MUNICIPAL BUILDINGS	700 000	800 000	850 000	OWN FUNDS	ALL WARDS	
LAND AUDIT	1 000 000	2 000 000	0	OWN FUNDS	ALL WARDS	
FEASIBILITIES STUDIES/TOWNSHIP ESTABLISHMENT	300 000	700 000	2 600 000	OWN FUNDS	ALL WARDS	
STREET NAMING AND ERECTING STREET SIGNS	360 000	0	0	OWN FUNDS	25,42,34,36	
REVIEW OF LAND POLICIES	450 000	0	0	OWN FUNDS	ALL WARDS	
STREET NAMING AND ERECTING STREET SIGNS	240 000	0	0	OWN FUNDS	41,45	
UNLOCKING OF TOWNSHIP LAND FOR HIGH DENSITY HOUSING	500 000	650 000	650 000	OWN FUNDS	ALL TOWNSHIPS	
UNLOCKING LAND FOR TOWNSHIP ECONOMY	0	200 000	1 000 000	OWN FUNDS	ALL TOWNSHIPS	
DESIGN OF ACTIVE AND PASSIVE RECREATION PLACES	0	600 000	1 400 000	OWN FUNDS	ALL RURAL AREAS	
UNLOCKING LAND FOR RURAL ECONOMIC OPPORTUNITIES	0	200 000	1 000 000	OWN FUNDS	ALL RURAL AREAS	
INTERGRATED PUBLIC TRANSPORT NETWORK PLAN-COUNCIL CONTRIBUTION	5 000 000			OWN FUNDS	ALL WARDS	
URBAN AND RURAL NODES REGENERATION STRATEGY	800 000	700 000	0	OWN FUNDS	ALL WARDS	
TRAFFIC SAFETY MASTER PLAN	350 000	100 000	0	OWN FUNDS	ALL WARDS	
	31 050 000	14 000 000	19 200 000			

2019/20 MTREF - OPERATING PROJECTS PER PROGRAMME/PROJECT						
ACCOUNT DESCRIPTION	2019/2020 APPROVED BUDGET	2020/2021 APPROVED BUDGET	2021/2022 APPROVED BUDGET	PROGRAM FUND	WARD NO.	
ECONOMIC DEVELOPMENT & AGENCIES						
FRANCHISE SEMINARS AND WORKSHOPS	400 000	400 000	400 000	OWN FUNDS	ALL WARDS	
CO-OPERATIVES INDABA	550 000	550 000	550 000	OWN FUNDS	ALL WARDS	
SUPPLIER DEVELOPMENT	350 000	350 000	350 000	OWN FUNDS	ALL WARDS	
SMME CAPACITY BUILDING	1 100 000	1 100 000	1 100 000	OWN FUNDS	ALL WARDS	
YOUTH WORK READINESS & SKILLS DEVELOPMENT SUPPORT	1 100 000	1 100 000	1 100 000	OWN FUNDS	ALL WARDS	
BUSINESS CENTRES OPERATIONS	200 000	200 000	200 000	OWN FUNDS	ALL WARDS	
PROCURE OF SMME AND CO-OP EQUIP & MACH	1 000 000	1 000 000	1 000 000	OWN FUNDS	ALL WARDS	
STRATEGY DEVELOPMENT & REVIEW	700 000	800 000	800 000	OWN FUNDS	ALL WARDS	
TRADE & INVESTMENT PROGRAMMES	1 700 000	1 700 000	1 700 000	OWN FUNDS	ALL WARDS	
AGRICULTURE & RURAL DEVELOPMENT SUPPORT PROGRAMME - CHEMICALS	800 000	800 000	800 000	OWN FUNDS	22,26,31,32,33,36,39,40,50	
FOOD SECURITY PROGRAMME	200 000	200 000	200 000	OWN FUNDS	22,26,31,32,33,36,39,40,50	
AQUAPONICS	200 000	200 000	200 000	OWN FUNDS	7	
AGRICULTURE & RURAL DEVELOPMENT SUPPORT PROGRAMME) PRODUCTION INPUTS (VEGETABLES & POULTRY) -PROCUREMENT OF BROILERS	550 000	550 000	550 000	OWN FUNDS	22,26,31,32,33,36,39,40,50	
FENCING ARABLE LANDS	400 000	400 000	400 000	OWN FUNDS	31,33,35,38,50	
LIVESTOCK IMPROVEMENT -PROCUREMENT OF LIVESTOCK	500 000	500 000	500 000	OWN FUNDS	ALL WARDS	
FARMER SEMINARS	300 000	300 000	300 000	OWN FUNDS	40,38	
HOSTING OF BCMM AGRICULTURE SHOW	300 000	300 000	300 000	OWN FUNDS	ALL WARDS	
TRACTOR & IMPLEMENTS MAINTENANCE	490 000	490 000	490 000	OWN FUNDS	ALL WARDS	
EXHUMAN/REPART & REBURIAL	350 000	300 000	300 000	OWN FUNDS	35,36,39,40,38,33,32,26,50	
HERITAGE/ HUMAN RIGHTS/FREEDOM DAY	600 000	610 000	610 000	OWN FUNDS	ALL WARDS	
GEOGRAPHICAL NAME CHANGE	900 000	900 000	900 000	OWN FUNDS	ALL WARDS	
LIBERAT HERIT ROUTE DEV -DECLARA HERIT S	50 000	100 000	100 000	OWN FUNDS	ALL WARDS	
ART TRAIN & CAP BUILDING	0	100 000	100 000	OWN FUNDS	ALL WARDS	
ARTIST MARK ACCESS SUPPORT	630 000	680 000	680 000	OWN FUNDS	ALL WARDS	
TOURISM NICHE PRODUCT DEVELOPMENT	1 200 000	1 300 000	1 300 000	OWN FUNDS	ALL WARDS	
TOURISM AWARE	350 000	500 000	500 000	OWN FUNDS	ALL WARDS	
DIPPING TANKS	150 000	150 000	150 000	OWN FUNDS	ALL WARDS	
PIGGERY & POULTRY	900 000	900 000	900 000	OWN FUNDS	50	
TOURISM SUPP CAP BLDG	300 000	300 000	300 000	OWN FUNDS	37	
SIGNAGE SUPPORT	1 230 000	1 220 000	1 220 000	OWN FUNDS	ALL WARDS	
TEEN ENTREPRENEUR PROGRAMME	0	0	0	OWN FUNDS	ALL WARDS	
TOURISM DESTINATION MARKETING	200 000	200 000	200 000	OWN FUNDS	ALL WARDS	
LEISURE TOURISM DEVELOPMENT - INLAND	500 000	500 000	500 000	OWN FUNDS	ALL WARDS	
ART CENTRES OPERATIONS	500 000	500 000	500 000	OWN FUNDS	ALL WARDS	
INVESTMENT CENTRE	100 000	100 000	100 000	OWN FUNDS	ALL WARDS	
TOWNSHIP ECONOMY STRATEGY	500 000	500 000	500 000	OWN FUNDS	ALL WARDS	
THE FRESH PRODUCE MARKET AWARENESS	500 000	0	0	OWN FUNDS	ALL WARDS	
	200 000	200 000	200 000	OWN FUNDS	ALL WARDS	
	20 000 000	20 000 000	20 000 000			
DIRECTORATE OF FINANCE						
MSCOA IMPEMETATION						
FMG PROGRAMME	2 500 000	3 000 000	3 000 000	OWN FUNDS	ALL WARDS	
IMPLEMENT COST REFFECTIVE TARIFF STRUCTURE	1 000 000	1 000 000	1 000 000	FMG	ALL WARDS	
FINANCIAL SYSTEMS REVENUE	2 500 000	3 000 000	3 000 000	OWN FUNDS	ALL WARDS	
INDIGENT MANAGEMENT SYSTEM	3 000 000	3 000 000	3 000 000	OWN FUNDS	ALL WARDS	
INTERGRATED VOICE RESPONSE SYSTEM	2 000 000	2 000 000	2 000 000	OWN FUNDS	ALL WARDS	
OPERATIONS AND MAINTENANCE (ACQUIRE ERP SYSTEM (ASSET MANAGEMENT SYSTEM,PROCUREMENT SYSTEM, etc)	2 000 000	2 000 000	2 000 000	OWN FUNDS	ALL WARDS	
	7 500 000	8 500 000	9 000 000	OWN FUNDS	ALL WARDS	
	20 500 000	22 500 000	23 000 000			

2019/20 MTREF - OPERATING PROJECTS PER PROGRAMME/PROJECT					
ACCOUNT DESCRIPTION	2019/2020 APPROVED BUDGET	2020/2021 APPROVED BUDGET	2021/2022 APPROVED BUDGET	PROGRAM FUND	WARD NO.
HEALTH/PUBLIC SAFETY & EMERGENCY SERVICES					
REVIEW OF MUNICIPAL HEALTH SERVICE PLAN	665 000	800 000	0	OWN FUNDS	1-50
MHS: ENVIRONMENTAL HEALTH EDUCATION TRAINING & AWARENESS	335 000	300 000	1 200 000	OWN FUNDS	1-50
	1 000 000	1 100 000	1 200 000		
HUMAN SETTLEMENTS					
HOUSING NEEDS DATABASE & ACCREDITATION	1 000 000	0	0	HSDG	ALL
AMALINDA CO - OP P5	5 500 000	5 500 000	0	HSDG	16
MDANTSANE ZONE 18CC - P5	500 000	4 000 000	10 000 000	HSDG	23
REESTON PHASE 3 STAGE 2 P5	20 000 000	20 000 000	30 000 000	HSDG	13
REESTON PHASE 3 STAGE 3 P5	3 200 000	3 200 000	0	HSDG	22
POTSDAM VILLAGE PHASE 1 & 2 - P5	20 000 000	10 000 000	0	HSDG	24
ESTABLISH OF ALLOCATION & RELOCATION COM	0	0	0	OWN FUNDS	45
POTSDAM IKHWEZI BLOCK 1- P5	19 000 000	14 640 000	30 528 000	HSDG	43
ILITHA NORTH - 177 UNITS P5	200 000	2 000 000	0	HSDG	12
TYUTYU PHASE 3	200 000	2 000 000	2 000 000	HSDG	14
CLUSTER 1 P5	14 051 991	10 000 000	10 000 000	HSDG	17
CLUSTER 3 P5	14 950 000	10 000 000	0	HSDG	5
POTSDAM NORTH KANANA - P5	0	0	75 000 000	HSDG	8
PEELTON CLUSTER - P5	7 500 000	9 050 000	0	HSDG	10
PEELTON Phase 2 800 units	8 000 000	10 000 000	10 000 000	HSDG	24
HANOVER - P5	500 000	500 000	1 000 000	HSDG	45
SKOBENI - P5	500 000	500 000	1 000 000	HSDG	45
HH QTH TRANS: HOUSING - PEOPLE HOUS PROC	0	0	0	HSDG	45
MDANTSANE SHARING HOUSES DISPUTE RESOLUTION	250 000	250 000	250 000	OWN FUNDS	45
CLUSTER 2 (CHRIS HANI 3; WINNIE MANDELA; DELUXOLO VILLAGE ; SISULU VILLAGE; FRANCIS MEI; MAHLANGU VILLAGE, MATHEMBA VUSO QWENTSHE) P5 - 647 UNITS	4 000 000	10 000 000	0	HSDG	ALL
POTSDAM IKHWEZI BLOCK 2- P5	0	100 000	500 000	HSDG	ALL
DVRI PILOT PROJECT (Competition Site)	1 920 000	4 000 000	0	HSDG	17,20,21,48,50
G SECTION AND TRIANGULAR SITE	3 000 000	10 100 000	15 000 000	HSDG	11
D HOSTEL	3 000 000	10 100 000	15 000 000	HSDG	48
FORD MSIMANGO	3 000 000	10 100 000	15 000 000	HSDG	24
N2 ROAD RESERVE	0	10 100 000	15 000 000	HSDG	7
DV PROPER	3 000 000	10 100 000	15 000 000	HSDG	7
SUNNY SOUTH ELECTRIFICATION	100 000	0	0	HSDG	7
EMERGENCY HOUSING PROJECT	500 000	500 000	500 000	OWN FUNDS	6
VERIFICATION OF BENEFICIARIES TO COMPLETED HOUSES	500 000	500 000	500 000	OWN FUNDS	8
REVIEW OF ALLOCATION AND RELOCATION POLICY	500 000	500 000	500 000	OWN FUNDS	1
FORMULATION OF BCMM SOCIAL HOUSING POLICY	250 000	250 000	250 000	OWN FUNDS	31
CAMBRIDGE WEST - CNIP Victims 275 Units	10 000 000	12 000 000	15 000 000	HSDG	ALL
	145 121 991	292 000 000	262 028 000		
INFRASTRUCTURE SERVICES					
RURAL SANITATION BACKLOG	55 000 000	60 000 000	60 000 000	USDG	31,32,33,35,36,37,38,39,40,4
BCMM FLEET MANAGEMENT SYSTEM - LEASE	5 000 000	5 000 000	5 000 000	OWN FUNDS	3,49,50
	60 000 000	65 000 000	65 000 000		ALL WARDS
MUNICIPAL SERVICES					
RE-BRANDING OF THE ZOO	200 000	0	0	OWN FUNDS	
ENVIRONMENT ENHANCEMENT PARKS	200 000	200 000	0	OWN FUNDS	ALL WARDS
CARRY OUT EIAs FOR CEMETRIES - (IDENTIFICATION OF SUITABLE LAND)	100 000	100 000	0	OWN FUNDS	ALL WARDS
DEVEL HORTICULT FEATURES & CITY SCAPES	200 000	150 000	0	OWN FUNDS	ALL WARDS
VEGETATION CONTROL AT CEMETRIES	200 000	200 000	0	OWN FUNDS	ALL WARDS
ERADICATION OF INVASIVE PLANTS - COASTAL	200 000	200 000	0	OWN FUNDS	ALL WARDS
ERADICATION OF INVASIVE PLANTS - MIDLAND	200 000	200 000	0	OWN FUNDS	ALL WARDS
ERADICATION OF INVASIVE PLANTS - INLAND	200 000	200 000	0	OWN FUNDS	1- 10,13,15,16,18,19,27,28,29,3 1,32,33,37,
OPERATIONS & MAINTENANCE OF WASTE CELLS	5 000 000	5 000 000	5 000 000	OWN FUNDS	0,42,48
INTERGRATED WASTE MANAGEMENT PLAN	1 500 000	0	0	OWN FUNDS	35,20,37,39,43,44
ASSESSMENT PRIOR REHABILITATION OF UNLICENSED DISPOSAL SITES/WMP	1 500 000	500 000	500 000	OWN FUNDS	37,43,47,42,18
PILOT PROJ - CO-OPERATIVES FOR SOLID WASTE DEPARTMENT/GREENING/BCMM@WORK PROJECT	0	0	0	OWN FUNDS	ALL WARDS
WASTE MINIMISATION, RECYCLING, AWARENESS AND WASTE SEPARATION PROGRAMMES	500 000	500 000	500 000	OWN FUNDS	
PURCHASE OF WHEELIE BINS	0	0	0	OWN FUNDS	ALL WARDS
ROUNDHILL LANDFILL SITE OPERATIONS	0	2 750 000	4 000 000	OWN FUNDS	ALL WARDS
	10 000 000	10 000 000	10 000 000		
	412 948 389	449 119 371	520 352 948		

Section F – Financial Plan

1. Introduction

The financial plan has been reviewed in line with historic performance trends and noting the local government regulatory framework as a guide and used to confirm budget indicatives. The funding model still relies heavily on revenue generated from trading services through tariffs supported by grants and loans for its funding requirements.

In ensuring that Buffalo City Metropolitan Municipality (BCMM) achieves a funded, credible and sustainable budget, consideration of budget trade-offs has to be undertaken guided by the following financial strategy:

- a) Long term financial planning that responds to strategic objectives and financial sustainability
- b) Revenue optimisation
- c) Operational expenditure optimisation
- d) Capital budget and funding mix
- e) Financial sustainability and asset management

1.1 Long term financial planning that responds to strategic objectives and financial sustainability:

The 2019/20 Consolidated MTREF budget of BCMM is informed by the City's strategic objectives, which are:

- a) Integrated Development Plan (IDP),
- b) Metro Growth Development Strategy 2030 (MGDS),
- c) the Spatial Development Framework (SDF) and
- d) Built Environment Performance Plan (BEPP).

The City continues to ensure that surplus budgets are prepared beyond the MTREF period to fund both existing infrastructure replacement as well as new infrastructure expansion. The asset management plans are also informing the asset renewal programme that is funded through capital budget. The City is also striving to have a good balance between social and economic infrastructure investment.

The institution has historically undertaken capital projects with the view of expansion of the City. It is however recognised that capital expansion cannot occur indefinitely without corresponding economic growth or else the cost of replacement of infrastructure through the depreciation will impact the operational budget which will outweigh the affordability of the local economy. It is with this in mind that there needs to be strategic shift of focus towards creating infrastructure with the express purpose of job creation and creating an environment which is conducive to private sector investment in certain key industry points. More information is provided on the financial strategy under section 3 below.

1.2 Revenue Optimisation:

The City's revenue strategy is built around the following key components:

- i. Efficient revenue management, which aims to ensure not less than 92.5% annual collection rate over the medium term for property rates and other key service charges.
- ii. Achievement of full cost recovery of specific user charges especially in relation to trading services.
- iii. The City is striving to ensure that all its trading services are financially self-sustainable.
- iv. Implementation of an automated billing system as opposed to a manual meter reading process.
- v. Creating a conducive environment to attract potential investors.
- vi. Review of the Spatial Development Framework to allow for human capital resources to be closer to economic and job opportunities.

1.3 Operational Expenditure Optimisation:

The City's expenditure strategy is built around the following key components:

- i. Re-prioritisation of expenditure to ensure any inefficiencies are eliminated in an effort to contain costs.
- ii. Review of organogram, governance structure and service delivery model in line with the City's objective and funding affordability.
- iii. The exercise of scrutinising cost drivers within our value chain to identify areas for efficiency improvement is still on-going.
- iv. Funding of own funded operating projects is depressed, encouraging in-house implementation of projects through normal operating budget.

1.4 Capital Budget and Funding Mix:

The City's expenditure strategy is built around the following key components:

- i. The funding mix of the capital budget must be optimised.
- ii. Invest in grant funding on eradication of backlogs and social infrastructure.
- iii. Invest internally generated funds mainly on renewal of existing assets.
- iv. Invest borrowed funds mainly on economic infrastructure that will have returns on investments.

1.5 Financial Sustainability and Asset Management

- i. It is therefore imperative that there are proper Asset Management Plans that inform capital investment, asset renewal programme and asset maintenance programme.
- ii. Alignment of funding method with asset types.
- iii. Use of asset values to determine the future capital requirements to maintain the service level standards whilst taking cognisance of growth needs.
- iv. Use of infrastructure assets to stimulate growth.

2. 2019/20 MTREF Capital & Operating Budget Estimates

The total consolidated budget (capital and operating) for the 2019/20 MTREF period is growing from R8.88 billion in the 2019/20 to R9.63 billion in the 2020/21 financial year, it further grows to R10.34 billion in the 2021/22 financial year.

The financial plan includes an Operating Budget (table 2 & table 3 below) and the Capital Investment Programme per source of funding and per service (Table 5 & table 6 below), for the seven years ending June 2022.

2.1 Budget Assumptions

The following assumptions apply to the 2019/20 Medium Term Budget Framework (MTREF) and additional details on programme allocations and budget assumptions are provided in the budget document:

Table 1: 2018/2019 to 2021/2022 Budget Assumptions

DESCRIPTION	2018/2019	2019/2020	2020/2021	2021/2022
National Treasury Headline Inflation Forecasts	5.30%	5.20%	5.40%	5.40%
Salaries	6.30%	6.70%	6.65%	6.65%
Electricity Purchases	7.32%	15.40%	8.10%	5.20%
Water Purchases	9.46%	6.85%	7.85%	8.85%
Free Basic Electricity	50 kwh p.m.	50 kwh p.m.	50 kwh p.m.	50 kwh p.m.
Free Basic Water	6 kl p.m.	6 kl p.m.	6 kl p.m.	6 kl p.m.
Basic Welfare Package	R 614.88	R 671.28	R 725.20	R 770.47
Equitable Share Allocation	R 778 048 000	R 847,431,000	R 910,772,000	R 980,854,000
Bad Debt Provision	7.50%	7.50%	7.50%	7.50%
Property Rates	0.00%	9.00%	8.00%	5.40%
Refuse Tariff	9.20%	9.35%	8.00%	5.40%
Sewerage Tariff	8.80%	9.40%	8.00%	5.40%
Electricity Tariff	6.84%	13.07%	8.39%	8.39%
Water Tariff	9.00%	9.40%	8.00%	9.85%
Fire Levy	9.00%	9.30%	7.90%	5.40%
Sundry Income	9.00%	9.30%	7.90%	5.40%

2.2 Operating Budget Estimates

2.2.1 Operating Revenue Framework

In 2019/20 financial year, the City's own revenue generated by property rates and service charges is 70% of the total revenue, totalling to R4.97 billion and remain stagnant at 70% over the MTERF at R5.38 billion in the 2020/21 and R5.77 billion in the 2021/22 financial years. Electricity service remains the largest contributor to the total revenue mix (inclusive of conditional and unconditional grants) which is 30% in the 2019/20 financial year. Electricity revenue is increasing from R1.97 billion to R2.16 billion in 2019/20, it further increases to R2.3 billion and R2.5 billion respectively in the two outer years of the 2019/20 MTREF period. Property rates are the second largest own revenue source with 21.73% contribution in the 2019/20 financial year.

Table 2: Operating Revenue by Revenue Source

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source											
Property rates	2	872 354	858 852	972 680	1 421 961	1 417 161	1 417 161	1 417 161	1 552 051	1 676 215	1 766 731
Service charges - electricity revenue	2	1 681 921	1 695 665	1 682 962	1 992 712	1 971 508	1 971 508	1 971 508	2 161 342	2 342 679	2 539 229
Service charges - water revenue	2	494 638	452 690	440 830	563 043	563 043	563 043	563 043	583 149	629 800	691 836
Service charges - sanitation revenue	2	295 347	233 728	304 905	322 143	322 143	322 143	322 143	363 587	392 674	413 878
Service charges - refuse revenue	2	286 783	211 459	249 497	294 388	294 388	294 388	294 388	310 978	335 856	353 992
Rental of facilities and equipment		16 563	16 424	15 882	17 563	17 563	17 563	17 563	19 214	20 732	21 851
Interest earned - external investments		154 706	148 011	126 680	140 961	140 631	140 631	140 631	110 025	114 434	121 295
Interest earned - outstanding debtors		32 661	50 425	49 322	41 807	54 405	54 405	54 405	59 465	64 162	67 627
Dividends received		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		5 594	16 896	23 698	16 591	16 591	16 591	16 591	18 134	19 567	20 624
Licences and permits		12 612	14 225	14 250	14 597	14 597	14 597	14 597	15 955	17 215	18 145
Agency services		-	-	25 683	31 270	30 528	30 528	30 528	34 334	35 711	37 939
Transfers and subsidies		1 334 131	1 304 827	1 359 944	1 471 673	1 521 746	1 521 746	1 521 746	1 126 922	1 222 702	1 352 667
Other revenue	2	274 870	274 544	231 063	188 513	199 716	199 716	199 716	787 854	826 562	883 002
Gains on disposal of PPE											
Total Revenue (excluding capital transfers and contributions)		5 462 201	5 277 747	5 497 405	6 517 222	6 564 019	6 564 019	6 564 019	7 143 008	7 698 310	8 288 817

2.2.2 Operating Expenditure Framework

- a) **The employee related costs** for 2019/2020 are budgeted CPI +1.5 in line with the last bargaining agreement. Employee Costs equates to 31.6% of the total operating costs; this percentage is within the norm of 25% to 40% as per MFMA Circular 71 guideline.
- b) **Remuneration of councillors** is determined by the Minister of Cooperative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the City's budget.
- c) **The provision of debt impairment** has been determined based on an annual collection rate of 92.5% over the MTREF. For the 2019/20 financial year this amounts to R372 million, it increases to R403 million in 2020/21, it further increases to R432 million in the 2021/22 financial year. While this expenditure is considered to be a non-cash flow item,

it informs the total cost associated with rendering the services of the municipality, as well as the municipality's realistically anticipated revenues.

- d) Provision for depreciation** and asset impairment is widely considered a proxy for the measurement of the rate asset consumption. Budget appropriations in this regard total R918 million for the 2019/20 financial year and equates to 12.8% of the total operating expenditure. Infrastructure assets are by far the most significant value of the Statement of Financial Position of the institution and is where the most significant amount of the institutions resources is expended. As such the institution has made a strategic decision to actively manage its infrastructure assets by ensuring all new infrastructure commitments are made in line with the Metro Growth and Development Strategy. It needs to be recognised that the institution has adopted the revaluation accounting approach for all infrastructure assets. The main reason for the decision is to ensure the future viability of the institution by allowing for the future replacement of these significant long-term assets.
- e) Finance charges** consist primarily of the repayment of interest on long-term borrowing (cost of capital). Finance charges make up 1% (R41 million) of operating expenditure in 2019/2020.
- f) Bulk purchases** (equates to 27.1% of total operating expenditure) are directly informed by the purchase of electricity from Eskom and water from Amatola. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions.
- g) Other expenditure** comprises of various line items relating to the daily operations of the municipality. The City has applied a reduction of 7% in Contracted services, Transfers and grants, Other expenditure and Other materials in order to accommodate the funding agreement signed in December 2018 of absorbing temporary employees and the implementation of the job evaluation. The institution undertook a line by line analysis of expenditure in an attempt to improve efficiencies.

- h) Repairs and Maintenance, 2019/20 budget is 5.5% of the total Operating Expenditure Budget. The City is striving towards a 10% repairs and maintenance of its total operating budget owing to the aging of the City's infrastructure and historic deferred maintenance. The City has embarked on a programme to replace existing infrastructure assets which have almost reached and/or exceeded their useful lives and will be funded from own funds. The institution has identified a historical funding shortfall associated with the replacement of existing infrastructure assets and in an attempt to alleviate the shortfall, some of the Urban Settlement Development Grant (USDG) funding will be utilized to replace existing infrastructure.

Table 3: Operating Expenditure by Type

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Expenditure By Type											
Employee related costs	2	1 411 212	1 627 383	1 838 345	1 961 118	2 008 166	2 008 166	2 008 166	2 259 759	2 408 444	2 568 607
Remuneration of councillors		53 845	55 482	60 373	65 035	64 185	64 185	64 185	68 485	73 040	77 897
Debt impairment	3	210 111	203 883	310 365	343 696	343 336	343 336	343 336	372 833	403 262	432 425
Depreciation & asset impairment	2	857 419	807 459	962 860	896 426	866 290	866 290	866 290	918 128	1 013 503	1 120 875
Finance charges		63 335	49 359	43 960	59 818	39 013	39 013	39 013	41 004	57 004	73 004
Bulk purchases	2	1 426 744	1 558 514	1 552 488	1 698 510	1 694 310	1 694 310	1 694 310	1 938 481	2 094 848	2 213 682
Other materials	8	-	-	83 309	86 376	81 054	81 054	81 054	72 241	76 344	80 504
Contracted services		-	1 036	681 242	857 589	814 265	814 265	814 265	888 061	954 247	1 070 383
Transfers and subsidies		240 922	43 173	41 840	60 526	70 626	70 626	70 626	48 175	50 394	52 786
Other expenditure	4, 5	1 253 861	1 204 962	455 693	484 205	548 816	548 816	548 816	534 951	564 737	595 445
Loss on disposal of PPE		500	36 365	2 469							
Total Expenditure		5 517 949	5 587 617	6 062 994	6 513 298	6 560 061	6 560 061	6 560 061	7 142 098	7 695 852	8 285 587
Surplus/(Deficit)		(55 748)	(309 870)	(565 590)	3 924	3 958	3 958	3 958	911	2 459	3 231
Transfers and subsidies - capital (monetary allocations) (National / Provincial and Dstc)		670 384	689 780	930 588	803 900	1 003 052	1 003 052	1 003 052	974 549	1 004 298	1 085 231
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)											
Surplus/(Deficit) after capital transfers & contributions		614 646	359 911	364 966	807 825	1 007 010	1 007 010	1 007 010	975 460	1 006 757	1 088 462
Taxation			838	(536)							
Surplus/(Deficit) after taxation		614 646	359 272	365 536	807 825	1 007 010	1 007 010	1 007 010	975 460	1 006 757	1 088 462
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		614 646	359 272	365 536	807 825	1 007 010	1 007 010	1 007 010	975 460	1 006 757	1 088 462
Share of surplus / (deficit) of associate	7	30 383									
Surplus/(Deficit) for the year		645 030	359 272	365 536	807 825	1 007 010	1 007 010	1 007 010	975 460	1 006 757	1 088 462

2.3 Cash Flow Projections

The budgeted cash flow statement is the first measurement in determining if the budget is funded. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget. The cash and cash equivalents increases from R1.55 billion

in the 2018/19 period to R1.65 billion in the 2019/20 financial year and further increases over the MTREF to R2 billion by 2021/22 financial year. The slight increase can be attributed to tariff increases over the MTREF period.

Table 4: Budgeted Cash Flow Statement

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		872 354	858 852	972 680	1 315 314	1 310 874	1 310 874	1 310 874	1 435 647	1 550 499	1 634 226
Service charges		2 758 689	2 553 542	2 678 192	2 934 363	2 914 750	2 914 750	2 914 750	3 162 626	3 423 434	3 699 016
Other revenue		(17 288)	540 205	321 754	248 366	258 070	258 070	258 070	809 829	860 803	907 944
Government - operating	1	963 670	894 756	888 572	1 471 673	1 521 746	1 521 746	1 521 746	1 126 922	1 222 702	1 352 657
Government - capital	1	670 394	669 780	930 586	803 900	1 003 052	1 003 052	1 003 052	974 549	1 004 258	1 085 231
Interest		187 368	198 437	176 012	182 788	195 036	195 036	195 036	165 029	173 784	183 650
Dividends		-	-	-	-	-	-	-	-	-	-
Payments											
Suppliers and employees		(3 736 400)	(5 071 556)	(4 385 163)	(5 152 802)	(5 210 796)	(5 210 796)	(5 210 796)	(5 761 958)	(6 171 658)	(6 606 457)
Finance charges		(63 335)	(49 359)	(43 960)	(69 818)	(39 013)	(39 013)	(39 013)	(41 004)	(57 004)	(73 004)
Transfers and Grants	1	(240 922)	(43 173)	(39 330)	(60 526)	(70 626)	(70 626)	(70 626)	(48 179)	(50 394)	(52 789)
NET CASH FROM/(USED) OPERATING ACTIVITIES		1 394 471	591 524	1 499 345	1 683 238	1 683 083	1 683 083	1 683 083	1 823 486	1 946 483	2 130 647
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		10 928	56 159	14 288	-	-	-	-	-	-	-
Decrease (increase) in non-current debtors		-	-	-	-	-	-	-	-	-	-
Decrease (increase) other non-current receivables		27	-	-	-	-	-	-	-	-	-
Decrease (increase) in non-current investments		-	-	-	-	-	-	-	-	-	-
Payments											
Capital assets		(1 160 721)	(1 280 702)	(1 330 596)	(1 753 142)	(2 099 100)	(2 099 100)	(2 099 100)	(1 737 413)	(1 936 160)	(2 054 859)
NET CASH FROM/(USED) INVESTING ACTIVITIES		(1 169 766)	(1 224 613)	(1 316 308)	(1 753 142)	(2 099 100)	(2 099 100)	(2 099 100)	(1 737 413)	(1 936 160)	(2 054 859)
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		-	-	-	-	-	-	-	-	-	-
Borrowing long term/financing		-	-	-	69 000	-	-	-	69 582	189 352	176 857
Increase (decrease) in consumer deposits		-	-	-	-	-	-	-	-	-	-
Payments											
Repayment of borrowing		(49 602)	(50 709)	(47 642)	(59 667)	(57 974)	(57 974)	(57 974)	(56 849)	(50 753)	(58 049)
NET CASH FROM/(USED) FINANCING ACTIVITIES		(49 602)	(50 709)	(47 642)	9 333	(57 974)	(57 974)	(57 974)	12 733	138 558	118 821
NET INCREASE/ (DECREASE) IN CASH HELD		175 103	(683 796)	135 395	(60 571)	(273 980)	(273 980)	(273 980)	98 786	148 862	194 609
Cash/cash equivalents at the year begin:	2	2 196 797	2 373 900	1 690 102	1 703 855	1 825 487	1 825 487	1 825 487	1 551 516	1 650 302	1 799 164
Cash/cash equivalents at the year end:	2	2 373 900	1 690 102	1 825 497	1 643 284	1 551 516	1 551 516	1 551 516	1 650 302	1 799 164	1 993 773

2.4 Capital Budget Estimates

The below tables reflect that the consolidated capital budget for capital programme is R1.74 billion in the 2019/20 financial year, R1.94 billion and R2.05 billion in the 2020/21 and 2021/22 financial years respectively.

The City's capital budget has decreased by 17% when compared to the 2018/19 third adjustment budget. It is also showing an increasing trend from 2019/20 to 2021/22 financial year. Further breakdown per service of the capital budget is detailed in table 6 below. It depicts that for the 2019/20 financial year an amount of R208.76 million has been appropriated for the Waste Water infrastructure, R294.84 million for

Roads and Storm Water, R82.5 million for Water, R288.67 million for Transport Planning, R252.28 million for Human Settlements and R102 million for Electricity. These services represent 71% of the total capital budget for the 2019/20 financial year.

Although these services are not all revenue generating the budget expenditure is in terms of the City's socio-economic development mandate. They are also crucial in unlocking the economic growth of the City. There is however a drive to channel more funding towards economic infrastructure in order to stimulate economic growth in the Metro. The table below shows how the capital budget will be funded.

Table 5: Capital Investment Programme Per Funding Source

CAPITAL BUDGET PER FUNDING	2019/2020 APPROVED CAPITAL BUDGET	2020/2021 APPROVED CAPITAL BUDGET	2021/2022 APPROVED CAPITAL BUDGET
OWN FUNDING	693 282 000	742 510 200	792 761 220
LOAN	69 581 825	189 351 605	176 866 712
TOTAL OWN FUNDING	762 863 825	931 861 805	969 627 932
URBAN SETTLEMENT DEVELOPMENT GRANT	737 900 040	576 062 950	553 561 860
PUBLIC TRANSPORT INFRASTRUCTURE GRANT	218 616 000	247 346 000	265 899 000
INFORMAL SETTLEMENTS UPGRADING PARTNERSHIP GRANT	0	161 169 000	236 673 000
INTERGRATED CITY DEVELOPMENT GRANT	10 383 000	12 134 000	13 947 000
ENERGY EFFICIENCY DEMAND SIDE MANAGEMENT GRANT	0	0	0
NEIGHBOURHOOD DEVELOPMENT PARTNERSHIP GRANT	7 500 000	7 436 000	15 000 000
INFRASTRUCTURE SKILLS DEVELOPMENT GRANT	150 000	150 000	150 000
TOTAL GRANTS	974 549 040	1 004 297 950	1 085 230 860
TOTAL CAPITAL BUDGET	1 737 412 865	1 936 159 755	2 054 858 792

Table 6: Capital Investment Programme Per Service

CAPITAL BUDGET PER SERVICE	2019/2020 APPROVED CAPITAL BUDGET	2020/2021 APPROVED CAPITAL BUDGET	2021/2022 APPROVED CAPITAL BUDGET
Amenities	42 832 762	52 650 000	73 950 000
Electricity	102 000 000	82 000 000	82 000 000
Human Settlements	252 281 590	355 210 530	299 173 000
LED	96 187 799	136 300 000	166 000 000
Other	44 282 000	39 510 200	39 761 220
Public Safety	23 850 000	29 280 000	37 000 000
Roads	294 844 372	355 770 000	403 823 545
Spatial Planning	18 182 100	6 700 000	0
Support Services	197 932 387	125 350 000	107 434 020
Transport Planning	288 669 041	326 146 000	398 399 000
Waste Management	85 088 696	33 922 727	27 548 340
Waste Water	208 762 118	241 582 408	222 642 428
Water	82 500 000	151 737 890	197 127 239
TOTAL - PER SERVICE	1 737 412 865	1 936 159 755	2 054 858 792

3. Financial Strategy

BCMM is currently implementing the Revenue Enhancement Strategy and in order for the municipality to perform its major objective of service delivery to its citizens the Metro must ensure that there is effective and efficient financial sustainability which encompasses national norms and standards.

Buffalo City can be categorized as a developing – growing municipality and as a result the metro requires significant additional resources and funding to conduct the growth that is expected of them. The challenge being experienced by most municipalities is to maintain the existing infrastructure. The financial plan and related strategies will need to address a number of key areas in order to achieve this goal. The areas, which have been identified, are detailed below.

3.1 The Financial Framework

The table below gives details of commonly used financial ratios/benchmarks. The information in table 10 below is in terms of 2019/20 MTREF.

Table 10: Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Borrowing Management											
Credit Rating		A1-/A	A1-/A	A1-/A	A1-/A	A1-/A	A1-/A	A1-/A			
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	2,0%	1,8%	1,5%	1,8%	1,5%	1,5%	1,5%	1,4%	1,4%	1,6%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	2,7%	2,5%	2,2%	2,4%	1,9%	1,9%	1,9%	1,6%	1,7%	1,9%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0,0%	0,0%	0,0%	7,3%	0,0%	0,0%	0,0%	10,0%	21,5%	19,3%
Safety of Capital											
Gearing	Long Term Borrowing/ Funds & Reserves	9,7%	5,7%	3,8%	9,5%	7,7%	7,7%	7,7%	2,5%	3,6%	4,2%
Liquidity											
Current Ratio	Current assets/current liabilities	2,3	2,3	2,0	2,6	2,5	2,4	2,4	2,0	2,1	2,2
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	2,3	2,3	1,2	1,3	1,3	1,2	1,2	0,9	1,0	1,0
Liquidity Ratio	Monetary Assets/Current Liabilities	1,5	1,3	1,1	1,2	1,1	1,0	1,0	1,0	1,0	1,0
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		100,0%	100,0%	100,0%	92,5%	92,5%	92,5%	92,5%	92,5%	92,5%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		100,0%	100,0%	100,0%	92,5%	92,5%	92,5%	92,5%	92,5%	92,5%	92,5%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	24,3%	24,0%	25,0%	27,9%	27,7%	27,7%	27,7%	24,7%	25,5%	26,3%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old	21,2%	20,5%	17,9%	525895,7%	525895,7%	525895,7%	525895,7%	15,2%	13,9%	12,8%
Creditors Management											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA's 65(e))	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%	100,0%
Creditors to Cash and Investments		0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	0,0%	45,4%	45,8%	45,5%
Other Indicators											
Electricity Distribution Losses (Z)	Total Volume Losses (kW)	215006296	255384202	262897832	271620525	271620525	271620525	271620525	324627740,9	282802709	253034002
	Total Cost of Losses (Rand '000)	180 455	218 820	236 502	249 891	249 891	249 891	249 891	357 091	339 363	328 944
	% Volume (units purchased and generated less units sold)/units purchased and generated	14,5%	16,1%	17,7%	17,9%	17,9%	17,9%	17,9%	21,8%	19,0%	17,0%
Water Distribution Losses (Z)	Total Volume Losses (kL)	27 327 983	21 329 702	26 850 421	19 996 000	19 996 000	19 996 000	19 996 000	26 661 334	23 328 667	19 996 000
	Total Cost of Losses (Rand '000)	116720	100799	140 262	85405000	85405000	85405000	85405000	113 873	99 639	85 405
	% Volume (units purchased and generated less units sold)/units purchased and generated	41,0%	34,1%	43,7%	30,0%	30,0%	30,0%	30,0%	40,0%	35,0%	30,0%
Employee costs	Employee costs/(Total Revenue - capital revenue)	25,8%	30,8%	33,4%	30,1%	30,6%	30,6%	30,6%	31,6%	31,3%	31,0%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	25,9%	31,9%	34,5%	31,1%	31,6%	31,6%	31,6%	32,6%	32,2%	31,9%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	6,3%	7,2%	6,5%	7,6%	6,9%	6,5%	6,5%	5,5%	5,6%	5,7%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	16,9%	16,2%	18,9%	14,7%	14,2%	14,2%	14,2%	13,4%	13,9%	14,4%
IDP regulation financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year	16,6	17,8	17,1	19,9	19,9	19,9	22,7	26,8	26,8	28,7
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	34,4%	36,5%	37,5%	39,4%	39,6%	39,6%	39,6%	35,4%	36,4%	37,7%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	7,8	5,1	4,7	3,8	3,6	3,6	3,6	3,4	3,5	3,6

3.1.1 Borrowing management

The City has a credit rating of A1_(za) (Short Term) and A_(za) (Long Term) together with a low gearing ratio thus enabling the City to borrow capital to fund its revenue generating infrastructure. However, the City adopts a conservative approach in its ability to borrow due to repayment constraints associated with operational surpluses.

The following financial performance indicators have formed part of the compilation of the 2019/20 MTREF budget:

Capital charges to operating expenditure is a measure of the cost of borrowing in relation to the operating expenditure. It can be seen that the cost of borrowing is slightly increasing from 1.4% in 2019/20 to 1.6% in 2021/22 over the MTREF. This increase can be attributed to new loan funding being sourced during 2019/20 MTREF period.

3.1.2 Safety of capital

The debt-to-equity ratio over the MTREF period increases from 2.5% in the 2019/20 period to 4.2% in the 2021/22 period. The ratio indicates the taking up of new loan funding.

3.1.3 Liquidity

Current ratio for the 2019/20 financial year is 2.0:1 and slightly increase to 2:2:1 over the MTREF. The City is in a position to repay its current liabilities and thus strives to maintain this ratio above the public sector norm of 1.5:1. Included in the current assets is the City's debt book which has a collection ratio of 92.5% and the recoverability of this is considered to be obtainable.

The liquid ratio for the 2019/20 financial year is 1.0:1 over the 2019/2020 MTREF. The City aims to maintain a consistent stock level over the MTREF period to adequately respond to emergency situations relating to service delivery considerations.

3.1.4 Revenue Management

The City has adopted an aggressive Revenue Enhancement Strategy, which includes revenue generation, accuracy of meter reading, regular supplementary valuations, and ensuring all residents receive a correct bill that the City has rendered thereby contributing to the confidence of the consumers. The current collection rate of 85.7% as at 30 April 2019 is expected to improve to 92.5% over the MTREF period.

3.1.5 Creditors Management

The City has managed to ensure that creditors are settled within the legislated 30 days of statement, except for those that are under dispute. SMME's are paid bi-monthly. By applying daily cash flow management, the municipality has managed to ensure a 100% compliance.

3.1.6 Other Indicators

- i. Employee costs as a percentage of operating revenue is 31.6% in the 2019/20 financial year and slightly decreases to 31% over the MTREF. Though this rate is still within the norm, the increasing trend is a concern that requires close monitoring.
- ii. The Electricity distribution losses is 11.6% as at 30 April 2019 and is anticipated to be 17% in 2021/22. This continues to be an area of focus to reduce electricity losses. There is a program that is undertaken by the City to electrify informal dwellings which would also assist in reducing illegal connects.
- iii. The City has established a Revenue Protection Unit, the main aim of this unit is to reduce the losses; however, there is a limit to what can be done with limited resources in the short term and the extent to which losses can be limited.
- iv. The overall average of non-revenue water amounts to 45.1% at 30 April 2019 and the City anticipates a decrease to 30% by 2021/22.
- v. BCMM has developed a Water Conservation and Water Demand Management (WC/WDM) Strategy, which focuses primarily on reducing the level of non-revenue water to enhance both the financial viability of and water supply sustainability to BCMM.
- vi. The goals set in terms of this strategy, are the following:
 - a. Reduction of non-revenue water
 - b. Installation of movable ablution blocks including of water meters so that the non-revenue water supplied can be accounted for a be part of equitable share allocation.
 - c. Water balance monitoring: Installation of bulk water meters and replacement of commercial meters in Coastal, Midlands & Inland.
 - d. Reduction of raw water treatment losses
 - e. Community awareness campaign and education on abuse of communal facilities without due care and the consequences of such in a drought environment.

- f. Refurbishment and installation of Pressure Reducing Valve's (PRVs) in areas where isolation can be achieved with ease to limit abuse and mitigate bursts
- vii. Repairs and maintenance as a percentage of total operating revenue is on average 5.6% over the 2019/20 MTREF period.

3.2 Strategies and Programmes

With the above framework as a background, strategies and programmes have been identified and form part of the financial plan to achieve the desired objective – the financial viability and sustainability of the City. Time frames have been set for each of the projects that have been identified.

3.2.1 Revenue Raising Strategies and Programmes

3.2.1.1 The municipality's revenue strategy is built around the following key components:

- i. Efficient revenue management, which aims to ensure not less than 92.5% annual collection rate over the medium term for property rates and other key service charges.
- ii. Achievement of full cost recovery of specific user charges especially in relation to trading services.
- iii. The City is striving to ensure that all its trading services are financially self-sustainable.
- iv. Move from a flat-rate billing system to all consumers billed according to consumption.
- v. Implementation of an automated billing system as opposed to a manual meter reading process.
- vi. The successful implementation of a General Valuation on 1 July 2018 and then every four years thereafter in terms of the Municipal Property Rates Act.
- vii. Creating a conducive environment to attract potential investors.
- viii. Review of the Spatial Development Plan to allow for human capital resources to be closer to economic and job opportunities.

3.2.1.2 Initiatives in progress to ensure the “completeness of revenue” (all properties are billed for all services at the correct tariffs):

- i. The Business Billing Audit was completed, and the results are being implemented.
- ii. The purpose of the above project was to ensure that all existing business customers within the billing system were charged all the applicable services and at the correct tariff.
- iii. Roll-out of Meters is underway. As at 11 April 2019, a total of 5,645 have been installed out of the total population of 8,500 post-paid meters that needs to be installed as at 30 June 2019.
- iv. The parallel installation of smart prepayment meters is underway and the installation target by 30 June 2019 is 5,000. The overall target in terms of the contract is 45,000 prepayment meters
- v. The verification process of the Indigent Register is ongoing.

- vi. Reduction in number of metered interim charges by obtaining actual readings.
- vii. Large power users accounts have been reviewed for completeness of billing (KVA). Results are being implemented.
- viii. BCMM bills the consumers on a monthly basis as per the norms and standards of revenue management.

Additional information on revenue is detailed under section 3.4 below.

3.2.2 Asset Management Strategies and Programmes

The City has Asset Management Plans per asset classification as well as the identification of the risk profiles of each asset portfolio. The Asset Management Plan inform the asset renewal programme that is funded through capital budget. Asset Management Plans of the City inform how infrastructure backlogs will be addressed. The City's infrastructure repairs and maintenance programme is complemented by the renewal and upgrading of existing infrastructure programme.

The City has assessed its infrastructure asset categories and has noted with concern a continuing trend suggesting an infrastructure asset base showing a declining remaining useful life. The institution therefore needs to focus the resources into replacing existing infrastructure in order to increase the average remaining useful life of asset categories and, in so doing, improve efficiencies in the system. It is by taking this strategy into consideration that additional resources will be focused on replacing infrastructure in areas by applying a focused approach. This approach focuses funding into areas that have an economic benefit for the City or in areas that have the oldest infrastructure assets in most need of replacement. This approach is expected to yield benefits through reduced water and electricity losses.

The municipality safeguards and maintains its assets, maintains a system of internal control over the assets and keeps a Grap compliant Asset Register for all the assets. All assets owned and controlled by the municipality are included in an Asset Register.

3.2.3 Financial Reforms on Municipal Financial Reporting

a) Municipal Standard Chart of Accounts (mSCOA):

An mSCOA Implementation Team was appointed to assist with the implementation of mSCOA. This team meets on a weekly basis to discuss issues and take decisions regarding the implementation of mSCOA. It is required that the mSCOA Implementation Team submit progress reports to the mSCOA Project Steering Committee.

The Municipal Standard Chart of Accounts (mSCOA) remains a major priority for the City and the national government. All expenditure, both operational and capital, has been unpacked into projects by populating the Project Segment. This has enabled BCMM to link the IDP Strategic Objectives to Projects and to be able to report performance and expenditure against the projects. The Project Segment has been broken down in the Item Segment indicating the item expenditure within the project. The Asset Classification on the asset register has also been reviewed and aligned with mSCOA.

b) Municipal Financial Management Act Prescripts:

▪ **Monthly Reports:**

MFMA Section 71 – monthly budget statements are submitted to the Executive Mayor of BCMM by no later than 10 working days of the new month. Copies of the reports are also sent to the transferring officer, National Treasury and Provincial Treasury.

▪ **Quarterly Reports**

MFMA Section 52d – quarterly report on financial affairs and budget implementation of the municipality is submitted to BCMM Council by the Executive Mayor by no later than 30 days after the end of each quarter. Copies of the reports are also sent to the transferring officer, National Treasury and Provincial Treasury.

▪ **Half yearly Reports**

MFMA Section 72 – mid-year budget and performance assessment report on financial affairs and budget implementation of the municipality is submitted to Executive Mayor of the municipality by the City Manager by 25 January of each year.

▪ **Yearly Reports**

The Annual Report of BCMM highlights the municipality's performance achievements and shortfalls, operational considerations, business processes and administration overviews, financial performance, as well as governance and service delivery performance. The Annual Report is presented as a political imperative that is inherent in our local government democratic political systems. It is also made a legal requirement through the Local Government Systems Act, No 32 of 2000 (Section 46) and Section 88 of the Local Government Municipal Finance Management Act, No 56 of 2003.

The purpose of the Annual Report is to provide feedback to our local communities – a practice underpinned by the principles of transparency and accountability. It is, therefore, an effective tool that helps the municipality to report back to its residents on the effectiveness of programmes, projects and activities, as well as the efficiencies of operations, business processes, and administration in the use of human, material and financial resources.

3.3 Budget Related Policies

BCMM's budgeting process is guided and governed by relevant legislation, frameworks, strategies and related policies. It is required by legislation that amendments to all budget related policies must form part of the tabled budget.

No amendments were made to the following existing BCMM budget-related policies on this financial year's annual review.

- i. Capital Infrastructure Investment Policy
- ii. Long-Term Financial Planning Policy
- iii. Movable Asset Policy
- iv. Investment and Cash Management Policy
- v. Long-Term Borrowing Policy
- vi. Budget Policy (Budget Management & Oversight)
- vii. Credit Control Policy
- viii. Indigent Policy
- ix. Tariff Policy
- x. Immoveable Asset Policy
- xi. Supply Chain Management Policy
- xii. Property Rates Policy

The following policies have been reviewed and amended accordingly:

- i. Budget Virement Policy
- ii. Funding and Reserves Policy

3.4 Revenue Enhancement Strategy

The City has adopted an aggressive Revenue Enhancement Strategy which includes revenue generation, accuracy of meter reading, regular supplementary valuations and ensuring all residents receive a correct bill that the City has rendered thereby contributing to the confidence of the consumers. The current collection rate of 85.7% as at 30 April 2019 is expected to improve to 92.5% over the MTREF period.

3.4.1 Debt Collection:

- i. BCMM implements in-house debt collection up to 90-day debt.
- ii. The in-house debt collection includes the following actions:
 - a. SMS reminders
 - b. Pre-Termination notices
 - c. Telephonic debt collection
 - d. Blocking and Disconnection of electricity supply.
 - e. BCMM has put a contract in place for a Professional Project Manager (PPM) to proceed with the collection of debt 90 days and older.
- iii. BCMM has appointed a Professional Project Manager (PPM) to proceed with the collection of debt 90 days and older.
- iv. In terms of the Credit Control Policy, debt that is handed over to the Professional Project Manager (PPM) will be subjected to legal collection action.
- v. Where debt has been pursued through these processes and has not been paid and there are no assets to attach, the debt is submitted to Council for write off approval.

3.4.2 Indigent Management:

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive these free services, the households are required to register in terms of the City's Indigent Policy. The target is to register an average of at least 90 522 indigent households by the end of 2019/20 financial year, this process is reviewed annually.

It should however be noted that although this is a goal from a social perspective, it is an indicator of the overall strategic direction of the institution not being achieved. The institution is attempting to steer in the direction of economic growth and job creation. This target is contrary to that focus area. The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

The Indigent Management unit consists of dedicated employees who manage and administer the indigent register in order to ensure provision of free basic services to the qualifying consumers.

The following table provides a breakdown of the current and proposed total poor relief package per indigent household:

Table 11: Basic social services package per indigent household

SOCIAL WELFARE PACKAGE				
	Total Per Household 2018/2019	Total Per Household 2019/2020	Total Per Household 2020/2021	Total Per Household 2021/2022
Rates	106.60	116.19	125.49	132.26
Refuse	147.76	161.57	174.50	183.92
Sewerage	52.16	57.06	61.63	64.96
Fire Levy	46.96	51.32	55.38	58.37
Total Monthly Subsidy	353.47	386.15	416.99	439.51
Electricity - 50kwh p.m	61.44	69.47	75.30	81.62
Water - 6kl p.m.	65.32	71.46	77.17	84.77
Total Poor Relief	480.23	527.08	569.47	605.90

3.4.3 Property Rates:

The rates tariffs are projected to increase by 9% in the 2019/20 financial year and tariffs increases of 8% and 5.4% in 2020/21 and 2021/22 respectively have been planned

In terms of section 32(1) b of the Local Government: Municipal Property Rates Act (MPRA), No. 6 of 2004 as amended, a valuation roll remains valid for a maximum period of four financial years. BCMM's current valuation roll was implemented on 1 July 2018 and its validity period expires on 30 June 2022. The municipality has implemented 1 supplementary valuation since the implementation of the general valuation roll. The property valuation roll is currently published on the BCMM website at www.buffalocity.gov.za

4. BCMM's audit opinion in 2017/2018 financial year

Buffalo City Metropolitan Municipality regressed and received a qualified audit opinion for the 2017/18. The qualification relates to revenue from the sale of water and the main reason are some faulty water meters and inaccurate meter reading. The main cause for the inaccurate billing was the high consumption of water related to a clock over on the meter reading where the current reading was less than the previous reading due to faulty meters that have reached their life span. These are old water meters that are due for replacement. In addressing this problem, BCMM is having a program of replacing all inaccessible and old water meters to improve the quality and frequency of meter reading.

BCMM is also exploring the possibility of having an automated and integrated meter reading system to reduce manual and human intervention. The process of assessing the billing system functionality in identifying anomalies at early stages is being undertaken, this process also involves benchmarking our billing system with other approved systems in local government. The City is already going through its population of billing transactions to identify and correct any errors that might have occurred as a result of the above stated meter reading error. To further improve the control environment in this area, the review of the functioning of water meter readers is being strengthened to eliminate non-reading of meters as well as errors in readings that are compiled.

Action plans to achieve an unqualified audit:

An Audit Improvement Plan (AIP) has been prepared detailing the audit findings together with the required corrective actions to be taken. The institution has already begun to implement this plan across the institution. A committee has been created that has been tasked with undertaking oversight of the actions to rectify non-compliance related issues. The AIP will be submitted to Internal Audit on a quarterly basis to monitor implementation and review of actions. Although no audit opinion was expressed on non-financial information, an area which needs to be a focus for the forthcoming

financial year is the reporting of performance information. There is a focus in analysing the quarterly performance reports to ensure quality information is provided.

5. Internal Controls

Buffalo City Metropolitan Municipality (BCMM) has an internal control system in place. BCMM's management has designed, developed and implemented controls to provide an increased likelihood that the municipality's strategic and operational objectives will be achieved. The risk management department conducts regular reviews on the effectiveness of controls that have been put in place by management and the outcomes of the reviews are reported quarterly to the Risk Management Committee and Top Management. BCMM's Internal Audit Unit conducts an assessment on the effectiveness of the municipality's internal controls and report administratively and functionally to the City Manager and Audit Committee respectively. Management has also developed and implemented an Audit Improvement Plan (AIP) which addresses the control weaknesses identified by the Auditor General.

Budgetary controls are being enforced to curb unauthorised expenditure. The City is in the process of relooking the revaluation model that is currently used to value its assets. The process of disposing the redundant assets is being reviewed to improve its turnaround time. More internal controls are being introduced for the year-end accrual process as most unauthorized expenditure is incurred during that period.

An effective system of internal controls has the five essential elements:

- i. Segregation of duties;
- ii. Varying levels of authority/approval;
- iii. Documentation of decisions;
- iv. A system of verification; and
- v. A trail for audit purposes.

6. Supply Chain Management

Buffalo City Metropolitan Municipality's current Supply Chain Management Unit comprises:

- i. Demand Management and Supplier Development

- ii. Acquisition Management
- iii. SCM Risk and Compliance
- iv. Contracts and Performance Management; and
- v. Logistics, Disposal and Warehousing

The above is to ensure the following:

- a) A Supply Chain System that assists in job creation in the region.
- b) Beneficiation of vulnerable groups (women, youth, disabled and historically disadvantaged groups).
- c) Promotion of skills and capacitating small businesses.
- d) Circulation of the rand spent within the municipal area to boost and encourage economic growth within the region.

The Supply Chain management open bid tender processes operate as per the MFMA, with three committees clustered into:

- i. Two committees within the Bid Specification Committee System
- ii. Three committees within the Bid Evaluation Committee System
- iii. One Bid Adjudication Committee

There's ongoing training of bid committee members in an effort to:

- i. improve the turnaround in processing of bids at committees.
- ii. improve quality of bid specifications which in turn makes evaluation swifter and reduce the rate of withdrawn tenders due to incorrect specification.
- iii. reduces the rate of litigations that are a result of incorrect evaluation and award due to poor specifications.

ANNEXURE A: Operational Plan

1. Buffalo City Metropolitan Municipality: Political Structure

The section 12 notice published by the Member of the Executive Council for Local Government & Traditional Affairs determined that Buffalo City Metropolitan Council, in terms of section 9(d) of the Municipal Structures Act 1998, would have an Executive Mayoral System combined with a Ward Participatory System.

BCMM has hundred Councillors, fifty Councillors were elected in terms of the system of proportional representation and fifty Councillors represent wards. The first Council Meeting elected the Executive Mayor, Deputy Mayor, Council Speaker and Chief Whip. The Executive Mayor has a nine-member Mayoral Committee.

1.1 Ward Committees

Local Government elections were held on 18 May 2011, which established new ward boundaries and ushered in new ward Councillors. Ward Committees have been established, in terms of sections 72-78, of the Municipal Structures Act, for the 50 wards.

Ward committees are chaired by the ward Councillors and consist of ten elected members. Ward committees are consultative community structures, whose purpose is to broaden participation in the democratic process of Council and to assist the Ward Councillor with organising consultation, disseminating information and encouraging participation from residents in the ward.

1.2 Portfolio Committees

In terms of sections 79 & 80 of the Municipal Structures Act (117 of 1998) and Section 160 of the Constitution, Portfolio Committees have been established to assist and advise the Executive Mayor. The alignment of the political and administrative structure is as follows:

2. Buffalo City Metropolitan Municipality: Administrative Structure

The Buffalo City Metropolitan Municipality implements its Integrated Development Plan and has recently approved the metro administrative structure headed by the City Manager with the following Directorates:

- City Manager's Office-(Filled)
- Directorate: Executive Support Services- (Filled)
- Directorate: Corporate Services- (Filled)
- Directorate: Economic Development and Agency- (Filled)
- Directorate: Infrastructure- (Filled)
- Directorate: Municipal Services – (Vacant)
- Directorate: Health, Public Safety and Emergency Services- (Filled)
- Directorate: Finance- (Filled)
- Spatial Planning and Development – (Filled)
- Directorate: Human Settlement- (Filled)

The table below represents the overall BCMM staff compliment per directorate and include vacant funded positions and the number of staff members who currently receive scarce skills allowance.

SUMMARY BCMM: STAFF COMPLEMENT: 03 2017

<u>DIRECTORATE</u>	<u>-</u>	<u>FILLED</u>	<u>FUNDED</u>	<u>VACANT</u>	<u>S/S ALLOWANCE</u>
CITY MANAGER'S OFFICE		92	121	29	3
EXECUTIVE SUPPORT SERVICES		156	180	24	0
CORPORATE SERVICES		164	183	19	13
ECONOMIC DEVELOPMENT & AGENCY		73	85	12	1
INFRASTRUCTURE SERVICES		1282	1513	231	121
MUNICIPAL SERVICES		1524	1713	189	12
HEALTH, PUBLIC SAFETY & EMERGENCY		947	1009	62	122
FINANCE		628	738	110	14
DEVELOPMENT & SPATIAL PLANNING		181	222	41	69
HUMAN SETTLEMENT		53	63	10	7
TOTALS		5100	5827	727	362

All the existing positions have job descriptions and the job descriptions for the newly created posts during the annual review of the structure are in the process of being developed.

BCMM has currently 727 vacant funded posts as at February 2018. We have a moratorium that is in place for posts that were vacant as at March 2017. Out of the 727 vacant funded posts, 493 is under moratorium and the moratorium ends on 31 March 2018. the posts that became vacant from 1 April 2017 are not affected by the moratorium so they can be advertised.

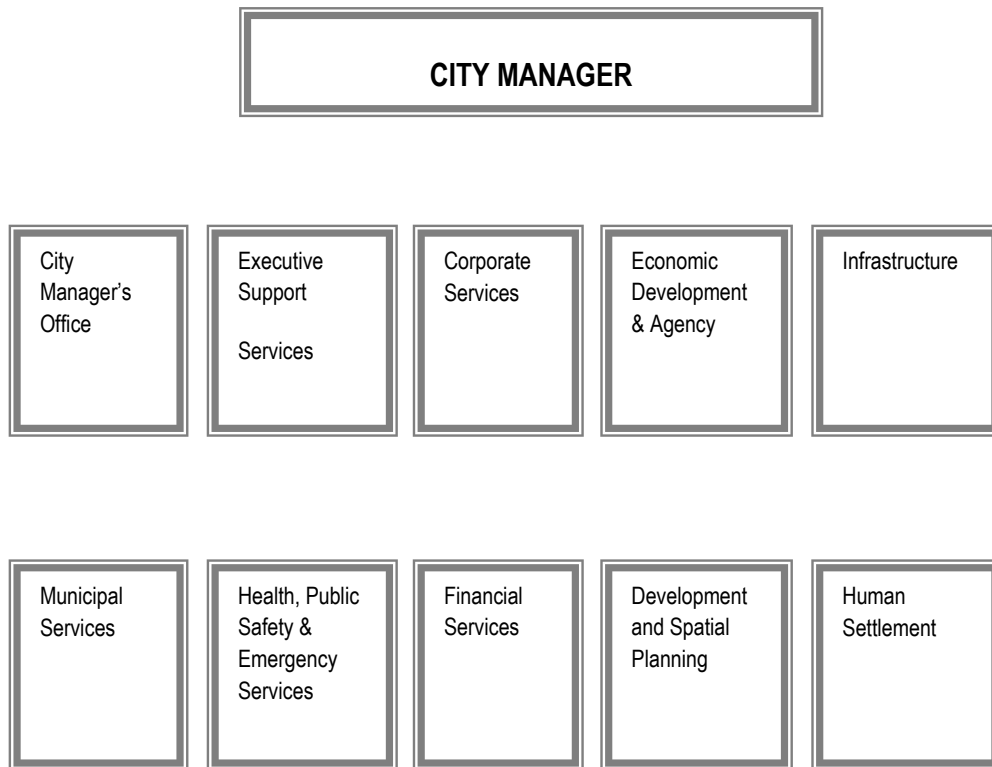


FIGURE 1: BUFFALO CITY MUNICIPALITY: ADMINISTRATIVE STRUCTURE

2.1 City Manager's Office:

This office consists of following departments which all report direct to the City Manager:

- Governance and Internal Auditing
- Chief Operating Office
- Legal Services and Municipal Court
- Enterprise Project Management Unit
- Information, Knowledge Management, Research and Policy
- Expanded Public Works Programme.

Figure 2 details the organogram of the Directorate of the City Manager’s Office up to Management level.

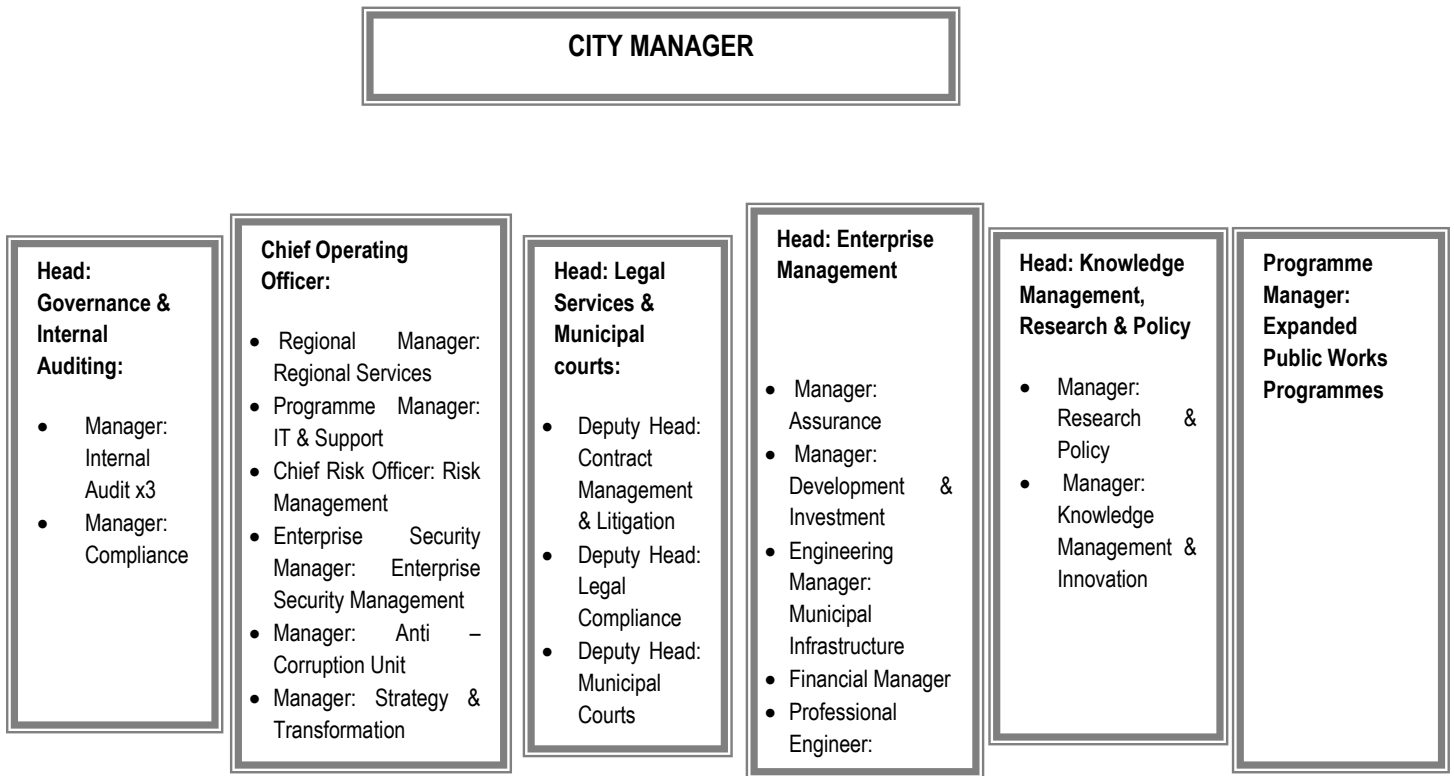


Figure 2: City Manager’s Office

1.2 Directorate: Executive Support Services

The Directorate of Executive Support Services consists of the following Departments, namely:

- Sports Services & Special Programmes
- IDP, Budget Integration, GIS, Performance Management and IEMP & Sustainable Development
- Communication & Marketing, International and Intergovernmental Relations
- Political Office Administration
- Monitoring and Evaluation

Figure 3 details the organogram of the Directorate of Executive Support Services up to Management level.

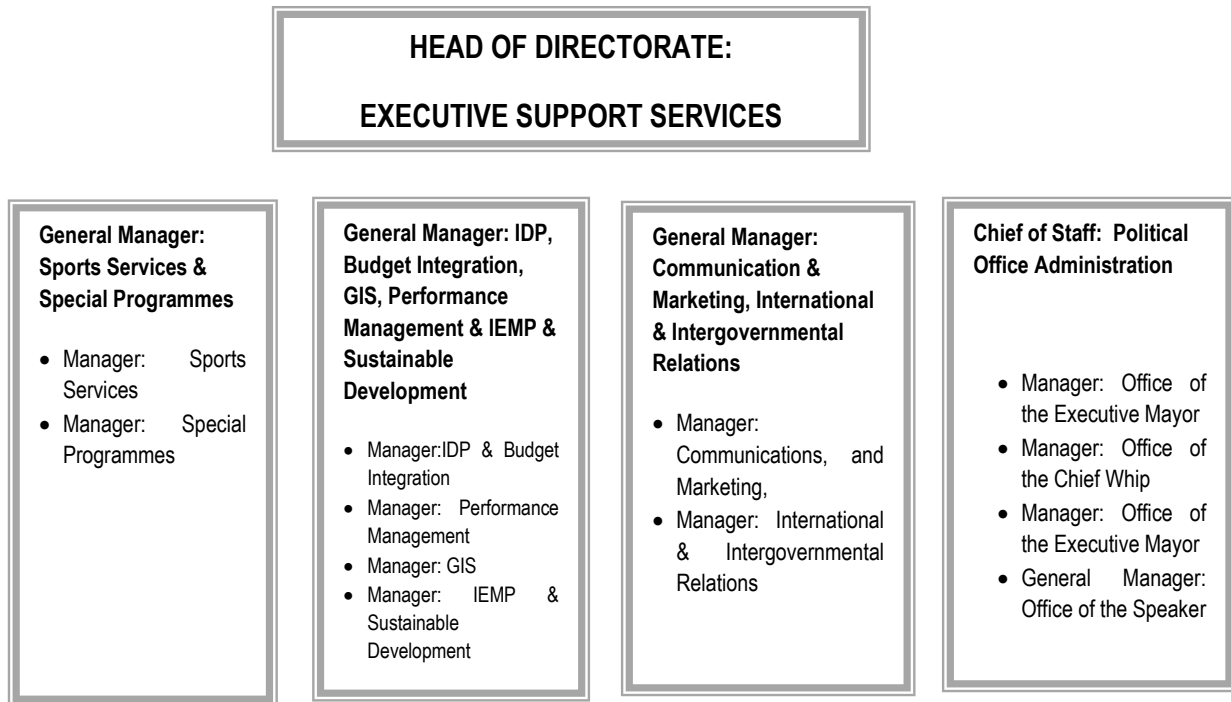


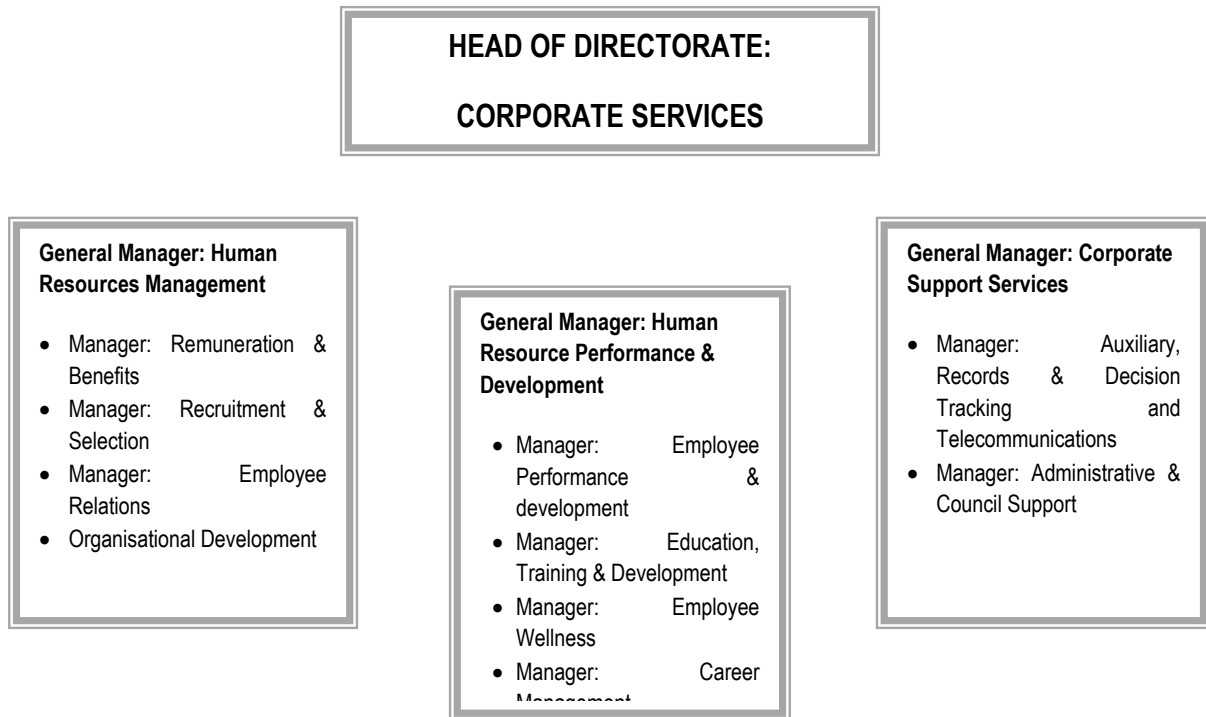
FIGURE 3: EXECUTIVE SUPPORT SERVICES

2.2 Directorate: Corporate Services

The Directorate of Corporate Services consists of the following Departments, namely:

- Human Resources Management
- Human Resource Performance and Development and
- Corporate Support Services

Figure 4 details the organogram of the Directorate of Corporate Services up to management level.



2.3 Directorate: Development and Spatial Planning

The Directorate of Development and Spatial Planning consists of the following Departments, namely:

- Development Planning
- Property Management
- Urban and Rural Regeneration
- Transport Planning & Operations

Figure 5 details the organogram of the Directorate of Development and Spatial Planning up to management level.

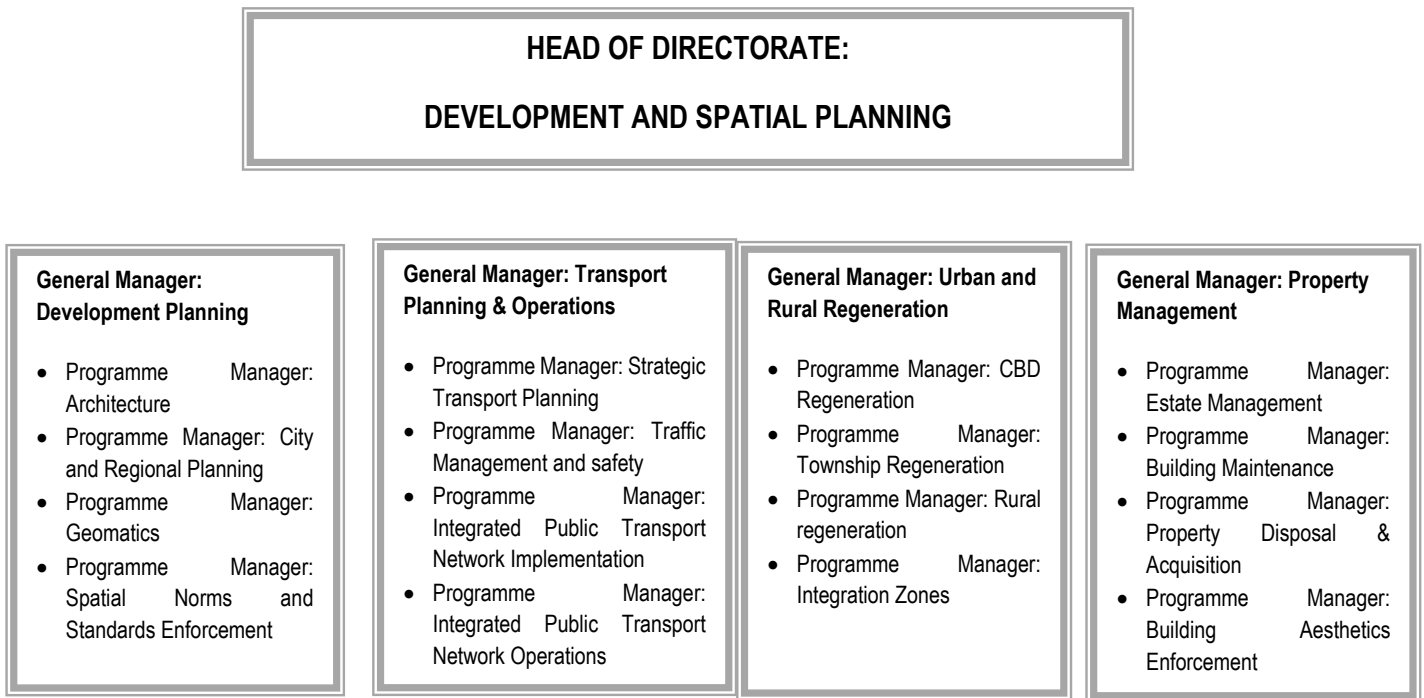


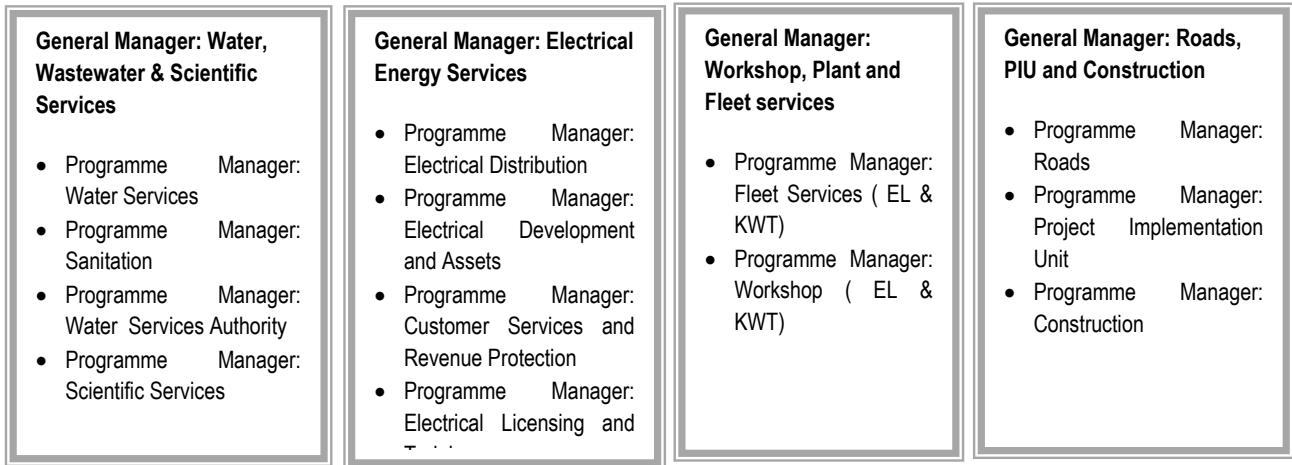
FIGURE 5: DEVELOPMENT AND SPATIAL PLANNING

2.4 Directorate: Infrastructure

The Directorate Infrastructure consists of the following Departments, namely:

- Water, Wastewater & Scientific Services
- Electrical & Energy Services
- Workshop, Plant and Fleet Services
- Roads, PIU and Construction

Figure 6 details the organogram of the Directorate of Infrastructure up to management level.



2.5 Directorate: Municipal Services

The Directorate Municipal Services only has the following Departments, namely:

- Solid Waste Management
- Environmental, Amenities & Arts & Cultural Services
- IEMP & Sustainable Development

Figure 7 details the organogram of the Directorate of Community Services up to management level.

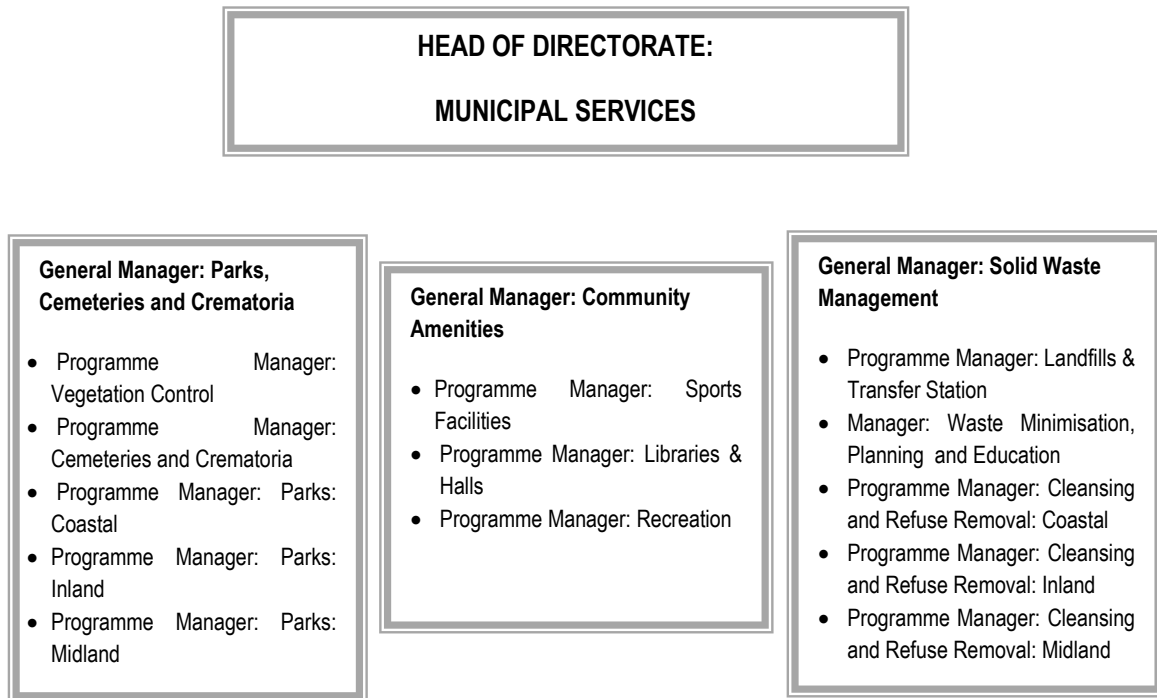


FIGURE 7: MUNICIPAL SERVICES

2.6 Directorate: Health, Public Safety and Emergency Services

The Directorate Health, Public Safety and Emergency Services has the following Departments, namely:

- Municipal Health Services
- Public Safety and Protection Services
- Emergency Services

Figure 8 details the organogram of the Directorate of Health, Public Safety and Emergency Services up to management level.

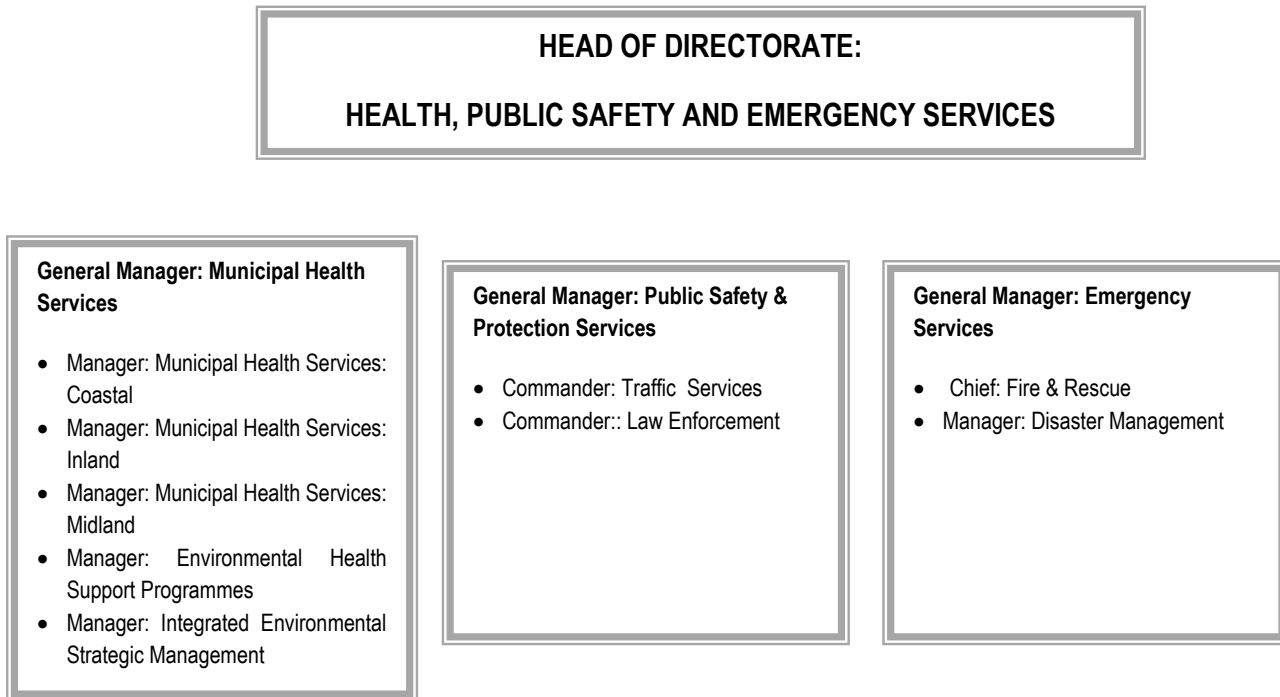


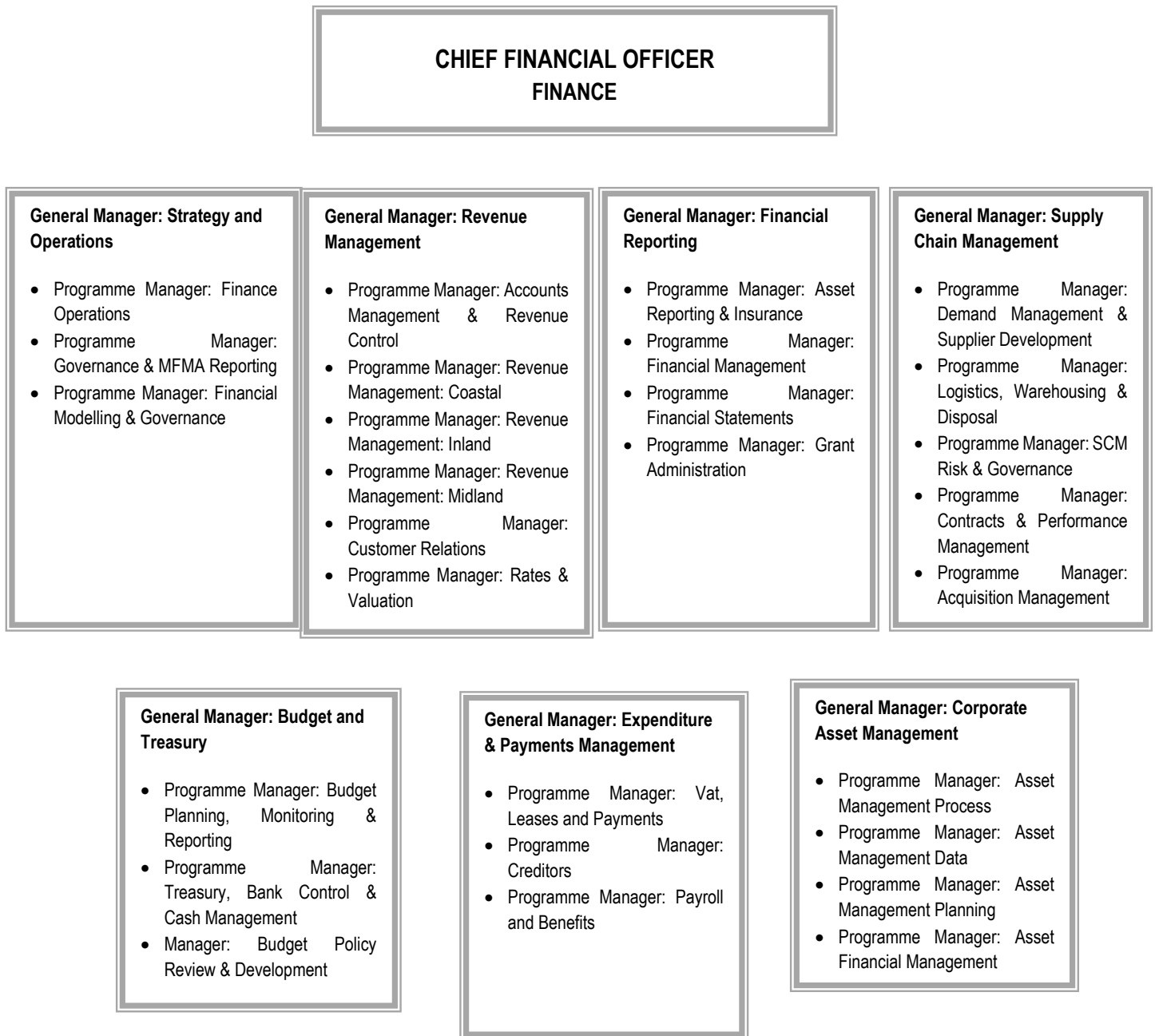
FIGURE 8: HEALTH, PUBLIC SAFETY AND EMERGENCY SERVICES

2.7 Directorate: Finance

The Directorate Finance consists of the following departments, namely:

- Asset & Risk Management
- Revenue Management
- Budget & Treasury
- Supply Chain Management

Figure 9 details the organogram of the Directorate of Finance up to management level.



2.7 Directorate: Human Settlement

The Directorate: Human Settlement consists of the following departments, namely:

- Housing Planning & Strategy
- Housing delivery & Implementation
- Human Settlement Special Projects

Figure 10 details the organogram of the Directorate: Human Settlements up to management level.

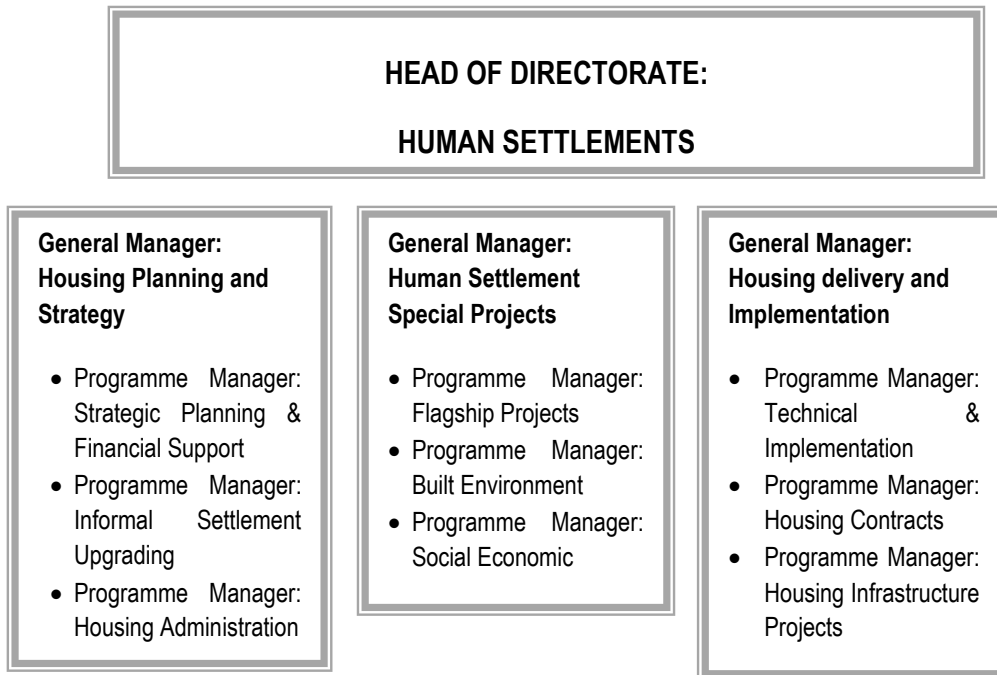


Figure 10: Human Settlement

2.8 Directorate: Economic Development and Agencies

The Directorate: Economic Development and Agencies consists of the following departments, namely:

- Fresh Produce Market
- Trade, Industry and Rural Agrarian
- Tourism, Arts, Culture and Heritage

Figure 11 details the organogram of the Directorate: Economic Development and Agencies up to management level



Figure 11: Economic Development and Agencies

ANNEXURE B: Framework for Performance Management System - Summary

*The Performance Management System (PMS) Framework is under review and will be published on the municipal website after adoption by Council.

1. Introduction

Performance Management System (PMS) is a process which measures the implementation of the Integrated Development Plan (IDP). Chapter 6, Section 38 of the Municipal Systems Act requires that the municipality must:

- “(a) establish a performance management system that is-*
- (i) commensurate with its resources;*
 - (ii) best suited to its circumstances; and*
 - (iii) in line with the priorities, objectives, indicators and targets contained in its integrated development plan...”*

PMS is intended to monitor continuously the performance of municipalities in fulfilling their mandates. It equips leaders, managers, workers and stakeholders with a set of tools and techniques for regularly plan, continuously monitor, periodically measure and analyse performance, review and report the performance of the City against set indicators and targets for efficiency and effectiveness. It is against these measures that the community can monitor the progress in terms of the implementation of the City’s IDP.

Buffalo City Metropolitan Municipality (BCMM) has implemented an integrated Performance Management System (PMS) since 2001 in order to comply with the legislative requirements as laid down by relevant legislation framework.

1.1. Legislative Framework that Governs Performance Management System (PMS)

- The Constitution of the Republic of South Africa, 1996 (Act 108 of 1996).
- The White Paper on Transforming Public Service Delivery (Batho-Pele) (1997).

- The White Paper on Local Government (1998).
- The Municipal Systems Act, 2000 (Act 32 of 2000)
- DPLG Performance Management Guidelines 2001
- Municipal Planning and Performance Management Regulations (2001).
- Municipal Finance Management Act 2003 (Act 56 of 2003)
- Municipal Performance Regulation for Section 57 Employee (2006)

Other legislation that impacts on and relates to performance management includes:

- Labour Relations Act (Act No. 66 of 1995): Code of Good Practice
- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- Employment Equity Act, 1998 (Act No. 55 of 1998)
- The Skills Development Amendment Act (Act 31 of 2003)
- Promotion of Access to Information Act (Act 2 Of 2000)
- Municipal structures Act (1998)

1.2. Objectives of Performance Management System

Beyond the fulfilling of legislative requirements, BCMM performance management system constitutes the primary mechanism to plan, monitor, review and improve the implementation of the objectives set in the municipality's Integrated Development Plan (IDP). PMS process includes the following objectives that the system should in addition fulfil.

1.2.1. Facilitate increased accountability

The Performance Management System (PMS) provides a mechanism for ensuring increased accountability between: -

- The communities and the municipal council,
- The political and administrative components of the municipality,
- Each Head of Department and the Accounting Officer.

1.2.2. Facilitate learning and improvement

The Performance Management System (PMS) provides a mechanism for learning and improvement by assisting the municipality to determine which strategies and plans are having the desired impact, to ensure that services are delivered in the most efficient and effective manner.

It forms the basis for monitoring, evaluating and improving the implementation of the Integrated Development Plan (IDP).

1.2.3. Provide early warning signals

The Performance Management System (PMS) provides managers, the Accounting Officer, Portfolio Committees, the Mayoral Committee and Council with timeous diagnostic signals where implementation of the IDP is at risk so that intervention strategies can be implemented.

1.2.4. Facilitate decision-making

The Performance Management System (PMS) provides appropriate management information to facilitate efficient, effective and informed decision-making.

1.3. Principles Governing Performance Management System (PMS)

The following principles inform and guide the development and implementation of the performance management system:

1.3.1. Simplicity

A simple user-friendly system enables the Municipality to operate within its financial, human resource and information management capacity.

1.3.2. Politically driven

The Council is the owner of the performance management system and effectively drives both the development and implementation of the system.

1.3.3. Incremental implementation

The performance management system is not considered to be perfect from the start and will be improved based on lessons learned.

1.3.4 Transparency and accountability

The process of managing performance is inclusive, open and transparent involving Council, the community, management and employees.

1.3.5. Integration

The performance management system (PMS) is integrated into other management processes of the municipality, such that it is a tool for efficient and effective management.

1.3.6. Objectivity

The performance management system is founded on objectivity and credibility

1.4. Alignment of Integrated Development Planning (IDP) and Service Delivery and Budget Implementation Plan (SDBIP) to BCMM Metro Growth and Development Strategy (MGDS)

The Performance Management System serves to measure the performance of the municipality on meeting its long, medium- and short-term plans, which are; Metro Growth and Development Strategy, Integrated Development Plan and Service Delivery and Budget Implementation Plan (SDBIP). MGDS is “**BCMM’s vision 2030**”, whereas IDP is BCMM’s five-year plan and SDBIP is an annual plan.

The planning and performance management model for the city will be the one that aligns to the pillars of the MGDS. All Key Performance Indicators will be grouped and categorised as per the Five Strategic Outcomes of the MGDS. The performance management model will ensure that the MGDS and IDP are translated into operational and workable performance related plans that will be monitored and reviewed.

This embodies five Strategic Outcomes (SOs) which are outlined below:

1.4.1. Strategic Outcome 1: Innovative and Productive City:

- a) To enhance the Quality of Life of BCMM Community:
 - Promote arts and culture and preserve heritage
 - Promote participation in sports and recreation
 - Promote well maintained, vibrant and liveable city
 - Promote equal opportunities, inclusion and redress
 - Improve community safety

- b) To maintain an inclusive and sustainable economic growth
 - Increase the government led job creation initiatives
 - Promote a more diversified export trade
 - Support SMME development

- Promote industry focussed skills development
- Promote innovation and knowledge economy
- Promote business competitiveness
- BCMM LED institutional mechanisms

1.4.2. Strategic Outcome 2: A Green City

To promote an **environmentally** sustainable city:

- Reduce waste generation
- Implement climate change mitigation strategies
- Enhance management of biodiversity
- Reduce air pollution
- Enhance land productivity
- Enhance disaster management preparedness
- Promote an enhanced governance system in relation to environment compliance issues

1.4.3. Strategic Outcome 3: A Connected City

To maintain world class logistics

- Develop maintain roads infrastructure and reduce congestion
- Develop the port of East London
- Refurbishment of Slipway and the surrounding areas
- Develop East London airport
- Develop the rail infrastructure
- Promote an integrated transport connectivity
- Develop the ICT

1.4.4. Strategic Outcome 4: A Spatially Transformed City

To maintain world class infrastructure and utilities:

- Provide efficient energy resources
- Maintain water conservation and quality
- Promote an integrated spatial form
- Provide sustainable human settlements

- Promote resource efficient land use
- Promote sustainable rural development
- Revitalise township economy

1.4.5. Strategic Outcome 5: A Well Governed City

To promote sound financial and administrative management:

- Build institutional and administrative capabilities
- Enhance accountability of political office bearers and administration
- Community participation
- Enhance corporate governance
- Enhance BCMM sustainability
- Promote alignment of corporate planning and implementation
- Implement through effective partnerships

1.5. Levels of BCMM Performance Management

The BCMM implements the PMS at the following levels:

1. Top Layer Service Delivery and Budget Implementation Plan (SDBIP).
2. Directorates Service Delivery and Budget Implementation Plan (SDBIP) which is also the performance of the Heads of Directorates (Section 56 Managers).
3. Performance against targets set in the BCMM Built Environment Performance Plan
4. Performance of individual staff [other than those appointed in terms of Section 56 of the Local Government: Municipal Systems Act] through the Employee Performance Plan.
5. Performance of Service Providers rendering Municipal Services in terms of a Service Provider Performance Plan.
6. Performance of Municipal Entity (BCMDA)

1.6. Performance Management Cycle

1.6.1 Organisational Level

The organisational performance management system can be defined as the planning process whereby the organisation set the strategic agenda, vision and mission, as well as strategic objectives for the upcoming financial year/s, and the desired performance results. Performance management at organisational level involves the following stages or phases, which are; performance planning, monitoring, measurement and analysis, review, auditing and reporting.

1.6.1.1. Performance Planning

The Integrated Development Planning (IDP) process and the Performance Management Process should appear to be seamlessly integrated. The IDP fulfils the planning stage of performance management. Performance management fulfils the implementation, management, monitoring, evaluation and reporting of the IDP process. BCMM performance is managed in terms of its IDP and the process of compiling an IDP and the annual review thereof constitutes the process of planning for performance. It should be noted that the last component of the cycle is that of performance review and the outcome of such a review process must inform the next cycle of IDP compilation/review by focusing the planning processes on those areas in which the BCMM has underperformed.

1.6.1.2. Performance monitoring

Performance monitoring is an ongoing process by which each BCMM Manager accountable for a specific indicator as set out in the organisational scorecard (and a service delivery target contained in a SDBIP) continuously monitors current performance against targets set. The aim of the monitoring process is for BCMM managers to take appropriate and immediate interim (or preliminary) action where the indication is that a target is not going to be met by the time that the formal process of performance measurement, analysis, reporting and review is due.

1.6.1.3 Performance measurement and analysis

Performance measurement refers to the formal process of collecting and capturing performance data to enable reporting to take place for each key performance indicator and against the target set for such indicator. The setting of measures and targets happens during the IDP process and is linked to the strategic objectives of the IDP. To ensure the integrity of the targets set, baseline information based on backlog and current performance should be used as the basis for setting sound measures and targets. Performance measurement allows the BCMM to compare their actual performance in relation to backlog and current performance.

Performance analysis involves the process of making sense of measurements. It requires interpretation of the measurements as conducted in terms of the previous step to determine whether targets have been met and exceeded and to project whether future targets will be met or not. Where targets have not been met, performance analysis requires that the reasons therefore should be examined and corrective action recommended. Where targets have been met or exceeded, the key factors that resulted in such success should be documented and shared so as to ensure organisational learning.

The analysis of BCMM organisational and Directorates SDBIP scorecards by executive management should also ensure that quality performance reports are submitted to BCMM Council structures and that adequate response strategies are proposed in cases of poor performance. Only once BCMM executive management has considered the scorecards, agreed to the analysis undertaken and captured therein and have reached consensus on the corrective action as proposed, can the organisational and SDBIP scorecards be submitted to the BCMM Council for consideration and review.

BCMM Directorates must also do an overview of the analysis of reasons for not achieving targets, where the directorate should identify as to whether poor performance is because of not having capacity, systems, weak internal controls or shared responsibility. That analysis must form part of the Directorates quarterly performance report and should be escalated to the Top Management meeting for further consideration.

1.6.1.4. Performance Review

Performance review includes assessment of the system itself, the framework, targets, and performance targets of departments and performance measurement of employees. It identifies the strengths, weaknesses, opportunities and threats of the municipality in meeting key performance indicators, performance targets and general key performance indicators. It also measures the economy, efficiency, effectiveness in the utilisation of resources and impact in so far as performance indicators and targets set by the municipality are concerned. Performance improvement and adjustment is based on review. BCMM always ensures that the community participates in review through various public participation structures.

1.6.1.5. Performance Auditing

Auditing of municipal performance is a key element of monitoring and evaluation process. This involves verifying that measurement mechanisms are accurate and that proper procedures are followed to evaluate and improve performance. According to section 45, of the Systems Act, results of the performance measurement must be audited as part of the municipality's internal auditing process and

annually by the Auditor-General. BCMM Internal Audit department audits performance on quarterly basis and Auditor- General on annual basis.

1.6.1.6. Audit Committee

The MFMA and the Municipal Planning and Performance Management Regulations require that the municipal council must ensure that it establishes an audit committee. It will be established as follows:

- majority of members of the Audit Committee are not councillors or employees of the municipality;
- chairperson of the Audit Committee is neither a councillor nor an employee of the municipality;
- members of the Audit Committee have credibility within all BCMM's communities and organs of civil society; and the
- composition of the Audit Committee sufficiently caters for the following competencies:
 - an understanding of performance management
 - an understanding of municipal finances
 - an understanding of development, including rural development
 - an insight into the municipality's IDP objectives

The operation of this audit committee when dealing with performance management is governed by section 14 (2-3) of the Regulations which require that the audit committee must:

- Review the quarterly reports submitted to it by the internal audit unit
- Review the municipality's PMS and make recommendations in this regard to the Council of the Municipality
- At least twice during a financial year submit an audit report to the municipal Council

In order to fulfil their function, an audit committee may, according to the MFMA and the Regulations,

- Communicate directly with the council, city manager or the internal; and external auditors of the municipality concerned;
- Access any municipal records containing information that is needed to perform its duties or exercise its powers;
- Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and

- Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.

BCMM has appointed an Audit Committee as stipulated by the legislation. It reviews quarterly reports and BCMM Performance Management system and make recommendations to the Council.

1.6.1.7. Performance reporting

Performance reporting provides a platform where the municipality accounts to the Council, community and external stakeholders. It is done at three levels at BCMM and is as follows:

[1] Quarterly performance reporting (section 52, MFMA)

Section 52 (d) of the MFMA requires that the municipality must within 30 days of the end of each quarter, submit a report to the Council on the implementation of the budget and the financial state of affairs of the municipality. Therefore, BCMM Accounting Officer as delegated by the Executive Mayor must ensure that the municipality complies with the above legislative requirement. After the end of each quarter, BCMM Accounting officer develops and submits a quarterly institutional performance report to the Council.

[2] Mid-year performance assessment reporting (section 72, MFMA)

The performance report in January will coincide with the mid-year performance assessment report as per section 72 of the MFMA. The said section stipulates that the accounting officer must by 25 January of each year assess the performance of the municipality and report to the Council amongst other things, its service delivery performance during the first half of the financial year and the service delivery targets and performance indicators as set out in its SDBIP. BCMM Accounting officer conducts mid-year performance assessment and submits a report to the Council.

[3] Annual performance reporting (section 46, MSA)

On an annual basis a comprehensive report on the performance of BCMM is compiled as required by section 46 of the Municipal Systems Act. This report also forms part of the Annual Report as set out in chapter 12 of the MFMA.

1.7. General Issues Relating to Performance Management

The following are some general issues related to performance management that need to be taken into consideration in implementing the PMS of the Municipality:

1.7.1. Excellent or Good Organisational Performance

Directorates with excellent or good performance will be encouraged and motivated in order to maintain such standards. As and when necessary, they will be requested to share the best practices with other directorates.

1.7.2. Managing Poor Organisational Performance

Poorly performing directorates will be requested to provide an explanation and analysis of poor performance. If this is insufficient, an investigation will be conducted to deepen the understanding of the underlying problems, whether they are policy-related, systemic, structural, capacity, shared responsibility or attributed to the poor performance of individuals.

1.7.3. Review of Performance Management System (PMS) Framework

In order to ensure that the PMS is useful and effective, it is important to review the PMS framework as and when necessary. This is also required by the Municipal Systems Act. The management must initiate the review of PMS framework, taking into account all inputs provided by directorates. The reviewed framework must then be tabled to the Council via BCMM Council structures for adoption.

1.8. Conclusion

Performance management is a process which stretches right through the organisation, from its vision and mission statement, to its objectives and eventually its staff. It applies to the performance of an organisation as well as to all persons related to it. The *White Paper on Local Government (1998)* states that key mechanisms to ensuring service excellence in municipalities include integrated development planning, performance management and community participation.

Appropriate Key Performance Indicators must be established to serve as a yardstick for measuring individual and organisational performance. These key performance indicators should include outcomes and the impact of a performance area with regards to a municipality's development priorities and objectives as set out in its IDP.

The performance management framework is aimed at guiding BCMM in the development of a performance management system which will contribute to improving the municipal performance and enhance service delivery. The framework is developed to provide details which describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role players.

The process of implementing a performance management system must be seen as a learning process, where we are continuously improving the way the system works to fulfil the objectives of the system and address the emerging challenges from a constantly changing environment.

ANNEXURE C: List of Sector Plans

1. OVERVIEW OF DEVELOPMENT SECTORS

Sectors are defined as fields of intervention aimed either at specific human needs (such as food, housing, water, health, education, transport, recreation) or as specific ways of satisfying human needs (such as agriculture, trade, mining, tourism). Sectors, as fields of intervention, are frequently related to specific planning and implementation agencies (departments, ministries) heading up such interventions. The key characteristic of sectors in the IDP process is that they may or may not be considered in the planning process, depending on the specific local needs and resources.

2. ROLE OF SECTOR PLANNING IN IDP

Local government powers and functions are outlined in the 1996 Constitution and in the Municipal Structures Act. They vary from sector to sector and according to provincial discretion on the delegation of functions to municipalities in respect of some sectors. The principle underlying the role of sector planning in the IDP process can be summarised as follows:

- Sector planning requirements contained in national sectoral legislation in respect of municipal functions such as water and environment should be dealt with as part of the IDP process, where they are relevant to the local priority issues.
- Specific sectors which fall beyond the ambit of local competencies, such as education, may be directly related to the priority issues identified in a specific municipal area. As the municipality is not the implementation agency, attention will still need to be given to the planning process from analysis to integration; to facilitate alignment and co-ordination with other spheres of government and institutions, in the course of the IDP process. What is proposed is that even for sectors where there are no legally prescribed planning requirements, local government can use the integrated planning process to lever national and provincial sectoral contributions (funds and support) for development by ensuring compliance with national and provincial policy principles and sector guidelines. Local government can also use the IDP process to lobby provincial sector departments by involving them in the local planning process at appropriate points.

- Sector planning and national sector departments have set up municipal sector-driven planning requirements, to inform their strategic planning, budgetary and implementation processes. For example, the Department of Water Affairs and Forestry requires municipalities that are Water Services Authorities to formulate Water Services Development Plans, and the Department of Housing requires municipalities to formulate a housing strategy and targets as part of their IDP process. These planning requirements are meant to assist in the process of alignment.

Sector planning requirements vary in nature and status. The following categorisation of requirements can assist municipalities in differentiating between the various kinds of requirements:

- (a) legal requirements for the formulation of a sector plan;
- (b) a legal compliance requirement;
- (c) a planning requirement to be undertaken as a component of, or part of, the IDP; and
- (d) a recommendation, which is deemed to add value to the municipal planning process and product.

Below is a list of BCMM Sector Plans. Full copies of the below plans are available on request.

3. LIST OF BCMM SECTOR PLANS

Sector Plan	Relevant Legislation
Metro Growth and Development Strategy	National Development Plan
Housing Sector Plan	Section 9 of Housing Act of 1997
Public Transport Framework Plan	Section 36 of National Land Traffic Act
State of the Coast Plan	National Environmental Management Act
State of the Environment Plan	National Environmental Management Act
Municipal Open Spaces System	National Environmental Management Act
Electricity Master Plan	Electricity Act 41 of 1987

Sector Plan	Relevant Legislation
National Aids Strategy	National HIV/Aids / TB Strategic Plan & Provincial HIV/Aids / TB Strategic Plan
Local Economic Development Strategy	Section 26 of the Municipal Systems Act
Youth Development Strategy	National Youth Policy & Provincial Youth Strategy
Coastal Zone Management Plan	National Environmental Management Act
Integrated Environmental Management Plan	National Environmental Management Act
Integrated Transport Plan	Section 36 of National Land Transport Act, 5 of 2009
Water Services Development Plan	Section 12 of Water Services Act
Tourism Master Plan	Tourism Act, 72 of 1993 /Tourism Act, 3 of 2014
Integrated Waste Management Plan	Section 11(4)(a)(ii) NEMA: Waste Act 2008
Spatial Development Framework	Section 26 of the Municipal Systems Act
Crime Prevention Strategy	Criminal Procedure Act 51 of 1977 South African Police Services Act
Traffic Safety Plan	National Road Traffic Act Province of the Eastern Cape Road Traffic Act 3 of 2003
Employment Equity Plan	Employment Equity Act
Human Resource Management Strategy	Skills Development Facilitation Act
Disaster Risk Management Policy Framework	Section 53 of Disaster Management Act
Air Quality Management Plan	Air Quality Act 39 of 2005
Roads Master Plan	
Municipal Health Services Plan	National Health Act
Integrated Agriculture Strategy	EC Agricultural and Rural Development Plan
SMME Strategy	Small Business Tax Amnesty Act
Co-operatives Strategy	National Co-operatives Act
Trade and Investment Strategy	

ANNEXURE D: IDP/Budget/PMS Process Plan followed



BUFFALO CITY METROPOLITAN MUNICIPALITY

IDP/BUDGET PROCESS PLAN FOR 2019/20 IDP/BUDGET REVIEW

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Unity in Action: A City hard at work

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1. INTRODUCTION

The IDP is developed in accordance with requirements set out in the Municipal Systems Act (32 of 2000) and Local Government Municipal Planning and Performance Management Regulations (2001). The MSA further mandates municipalities to review its IDP annually in accordance with an assessment of its performance measurements

The IDP Process Plan ensures proper coordination between all relevant stakeholders, including the Council, administration, different spheres of government, institutional structures, ward committees and various community-based organisations, and outlines review processes, roles and responsibilities of stakeholders and timeframes, which is required for a systematic review process.

This IDP review process is a continuous cycle of planning, implementation and review in order to prevent strategic drift. During the 2017/2018 financial year new information may become available and unexpected events may occur. This may necessitate immediate changes to the planning and the implementation of the IDP. After the reviewed IDP has been adopted, implementation as well as situational changes will continue to occur, which is again monitored throughout the year and evaluated for consideration in the next IDP review.

The Annual Budget

The review of the IDP is done based on past financial and budgetary performance, but also taking into account future financial implications. The link between the Annual Budget and the IDP has been established through Section 21 of the Municipal Finance Management Act (56 of 2003) that stipulates that: *“The Mayor of a municipality must:*

- *At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for*
- *The preparation, tabling and approval of the annual budget;*
- *The annual review of –*
 - a. *The integrated development plan in terms of Section 34 of the Municipal Systems Act; and*
 - b. *The budget related policies.*

- *The tabling and adoption of any amendment to the integrated development plan and the budget related policies; and*
- *The consultative processes forming part of the processes referred to subparagraph (i), (ii) and (iii)”.*

The Service Delivery Budget Implementation Plan (SDBIP)

The *Service Delivery and Budget Implementation Plan* (SDBIP) is an implementation plan of the approved *Integrated Development Plan* (IDP) and *Medium-Term Revenue and Expenditure Framework* (MTEF). Therefore, only projects that are budgeted for are implemented. The SDBIP serves to address the development objectives as derived from the approved IDP. Section 1 of the MFMA defines the SDBIP as “*a detailed plan approved by the mayor of a municipality in terms of Section 53(1)(c)(ii) for implementing the municipality’s delivery of services and the execution of its annual budget and which must include (as part of the top-layer) the following:*

- *(a) projections for each month of-*
 - *(i) revenue to be collected, by source; and*
 - *(ii) operational and capital expenditure, by vote;*
- *(b) service delivery targets and performance indicators for each quarter*

1.1. THE IDP PROCESS PLAN

It is required by legislation that a municipal council adopt a process to guide the planning, drafting and adoption of its IDP.

MSA 28(1) “each municipal council...must adopt a process set out in writing to guide the planning drafting adoption and review of its integrated development plan.”

This Process Plan outlines the programme to be followed and provides detail on the issues specified in the Act. A Process Plan is required to include:

- a programme specifying time-frames for the different steps;
- outline mechanisms, processes and procedures for consultation of the community, organs of state, traditional authorities and role-players;
- identify all plans and planning requirements binding on the municipality, and
- be consistent with any other matters prescribed by legislation.

MSA 29(1) “the process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must –

- (a) be in accordance with pre-determined programme specifying timeframes for the different steps;*
- (b) through appropriate mechanisms, processes and procedures established in terms of Chapter 4 allow for-*
 - i. the local community to be consulted on its development needs and priorities;*
 - ii. the local community to participate in the drafting of the IDP;*
 - iii. organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the IDP;*
- (c) provide for the identification of all plans and planning requirements binding on the municipality in terms of national and provincial legislation; and*
- (d) be consistent with any other matters that may be prescribed by regulation”*

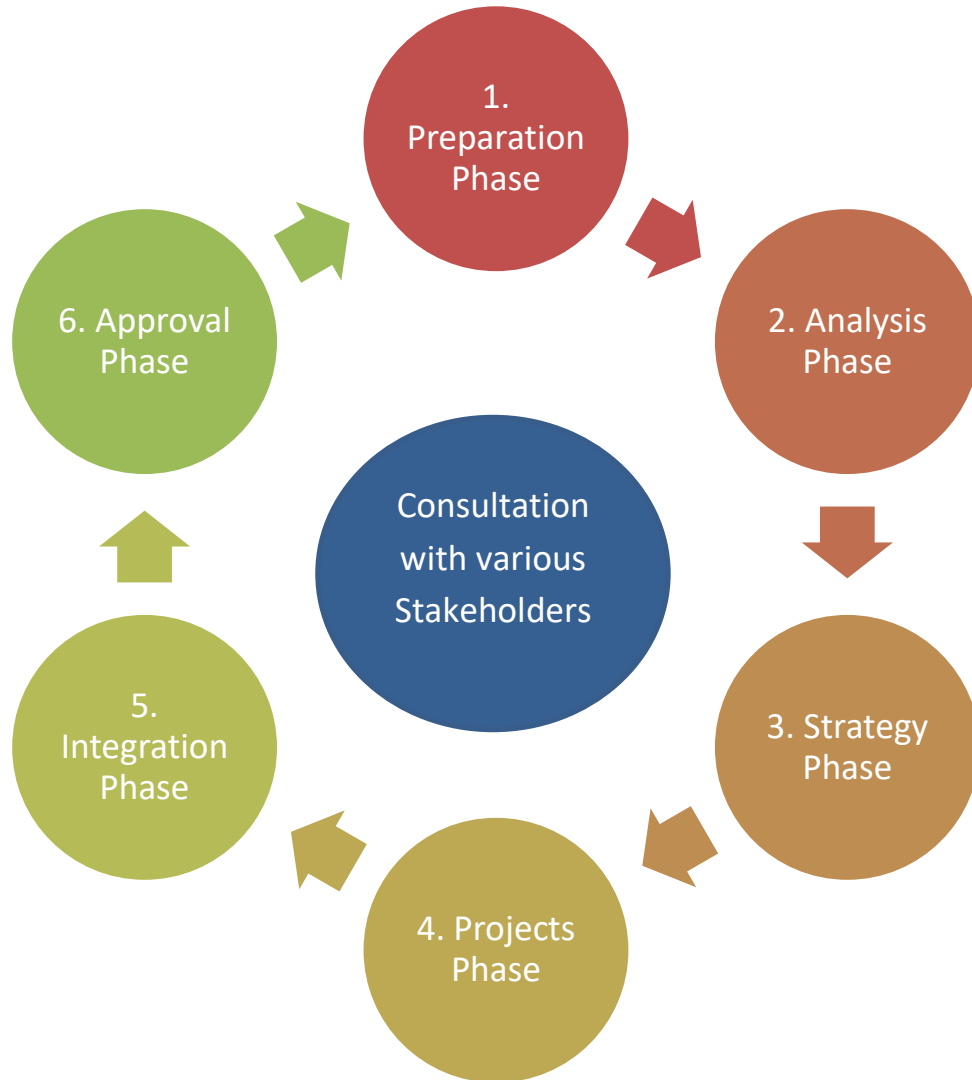
2. IDP/BUDGET REVIEW PROCESS

The Municipal Systems Act prescribes core component that must be reflected on the IDP. Section 26 of the MSA, in relation to the Structure of the IDP, states that “An integrated Development plan must reflect:

- a) the municipal council’s vision for the long-term development of the municipality with special emphasis on the municipality’s most critical development and internal transformation needs
- b) an assessment of the existing level of development in the municipality, which must include an identification of communities which do not have access to basic municipal services;
- c) the council’s development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;
- d) the council’s development strategies which must be aligned with any national or provincial sectoral plans and planning requirements binding on the municipality in terms of legislation;
- e) a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;
- f) the council’s operational strategies;
- g) applicable disaster management plans;
- h) a financial plan, which must include a budget projection for at least the next three years; and
- i) the key performance indicators and performance targets determined in terms 35 of section 41

To achieve the above, the municipality will follow the review process that will ensure that all the core components of the IDP are reflected and review for the IDP.

The 2019/20 IDP Review process is described in Figure 1 below; it is a continuous cycle of planning, implementation and evaluation.



3. INSTITUTIONAL ARRANGEMENT, ROLES & RESPONSIBILITIES

The review of the Integrated Development Plan and Budget involves municipal officials, Councillors, as well as stakeholders external to the Municipality. The proposed roles & responsibilities of institutional structures are described in the table below:

STRUCTURE	COMPOSITION AND RESPONSIBILITY
<p>The Executive Mayor of Buffalo City Metropolitan Municipality</p>	<p>The Executive Mayor of Buffalo City Metro has the ultimate responsibility for the preparation and implementation of the IDP, Budget & Performance Management. In his/her executive capacity the Executive Mayor has to:</p> <ul style="list-style-type: none"> • be responsible for the overall oversight, development and monitoring of the process or delegate IDP & PMS responsibilities to the City Manager; • ensure that the budget, IDP & budget related policies are mutually consistent & credible; • approve nominated persons that will be responsible for different roles and activities within the IDP/Budget process • submit the revised IDP & the Annual Budget to the municipal Council for adoption;
<p>Buffalo City Municipal Council</p>	<p>The Buffalo City Municipal Council is the ultimate political decision-making body of the municipality and the Council has the responsibility to:</p> <ul style="list-style-type: none"> • consider and adopt the IDP Process Plan & time schedule for the preparation, tabling & approval of the annual budget; • consider and adopt the IDP and annual Budget; • ensure the municipal budget is coordinated with and based on the IDP; • adopt a Performance Management System (PMS) • Monitor progress, re. IDP implementation
<p>Ward Councillors; Ward Committees; Community Development Workers & Traditional Leaders</p>	<p>Ward Councillors/ CDW's & Traditional Leaders are the major link between the municipal government and the residents. Role and responsibilities</p> <ul style="list-style-type: none"> • Form a link between municipal governance and the community • link the planning process to their constituencies and/or wards; • ensure communities understand the purpose and the key mechanisms of the IDP, Budget process, Performance Management and are motivated to actively participate; • facilitate public consultation and participation within their wards.

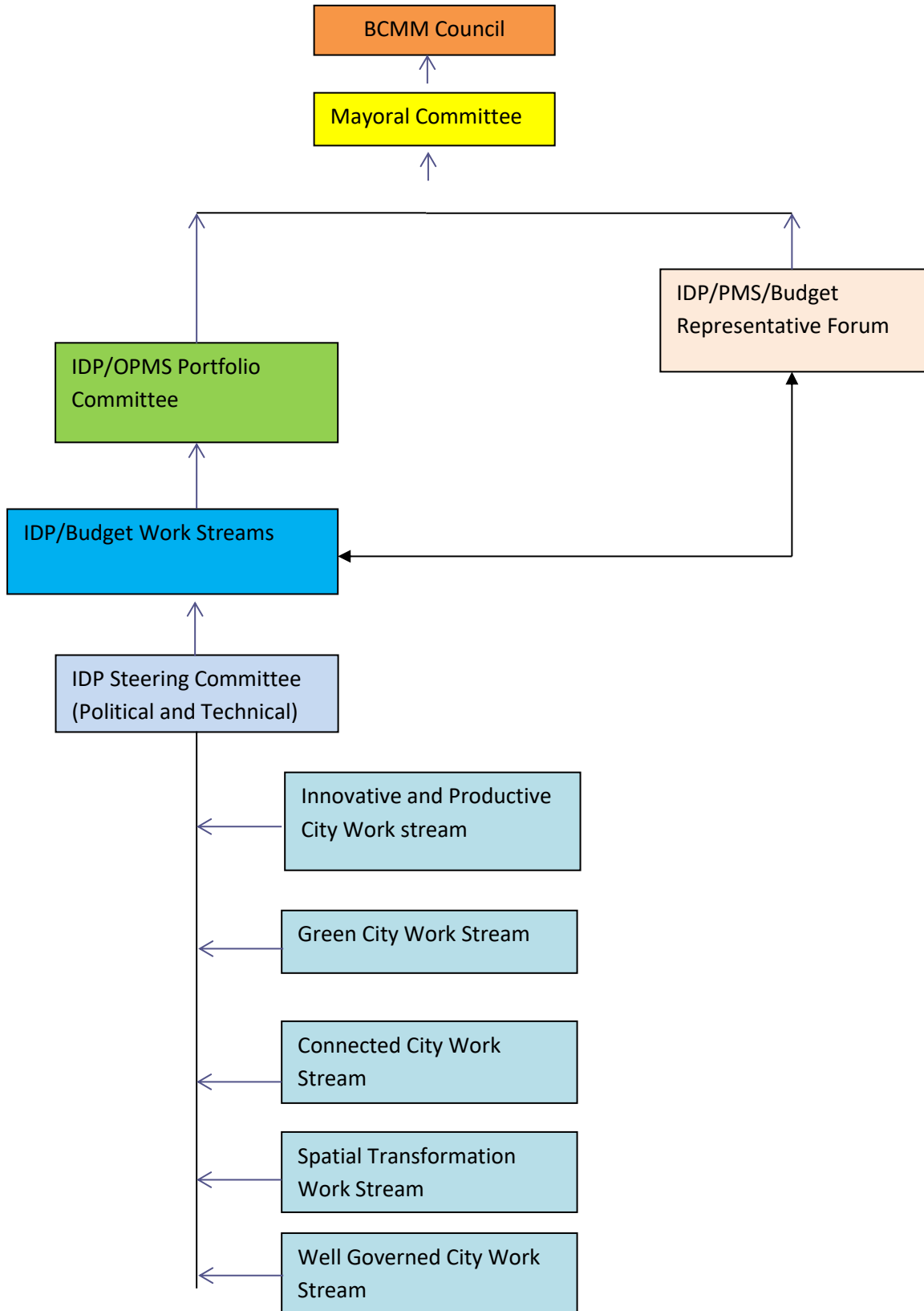
STRUCTURE	COMPOSITION AND RESPONSIBILITY
	<ul style="list-style-type: none"> provide feedback to their communities on the adopted IDP and Budget and SDBIP
IDP / OPMS Portfolio Committee	<p>The IDP/OPMS Portfolio Committee will provide general political guidance over the IDP/Budget & PMS review process. The Portfolio Committee will be chaired by the Political Head of the Executive Support Services Directorate and will be constituted of Councillors and the Executive Mayor as an ex-officio member. Key members will also be the portfolio Councillor for finance and technical support will be provided by the:</p> <ul style="list-style-type: none"> HOD: Executive Support Services GM: IDP/Budget Integration/PMS & GIS; Manager IDP/Budget Integration Other relevant officials.
Budget Steering Committee	<p>The Budget steering committee is responsible for recommending the budget document as well as any other budget related issues such as changes in internally funded projects, prior to approval by council. This committee is chaired by the Executive Mayor or his/her delegated representative, with chairpersons of the portfolio committees and all section 57 employees serving as members.</p>
City Manager and HODs	<p>The Municipal Manager has the responsibility to provide guidance and ensure that the administration actively participates and supports the development and review of the IDP and Budget and works towards its implementation.</p> <p>HODS are responsible for championing IDP/Budget processes with their directorates. This is done through:</p> <ul style="list-style-type: none"> Ensure understanding of the important of integrated planning Ensure quality distribution of information related to IDP/Budget processes Ensure active participation to all matters related to IDP/Budget processes
IDP Steering Committee	<p>The IDP Steering Committee is chaired by the City Manager and has sitting on the Committee the Heads of Directorates who will also be the technical leaders of the different Clusters. The tasks of the steering committee are to:</p> <ul style="list-style-type: none"> provide technical oversight and support to the IDP/ Budget review and its implementation; consider and advise on IDP/ Budget content and process;

STRUCTURE	COMPOSITION AND RESPONSIBILITY
	<ul style="list-style-type: none"> • ensure inter-directorate co-operation, co-ordination, communication and strategic thinking to address priority issues • ensure sector and spatial co-ordination and alignment • ensure IDP & budget linkage • ensure Performance Management is linked to the IDP • ensure the organisation is oriented to implement the IDP • ensure time-frames set for the review are met.
Directorates & Departments	<p>Directorates and Departments are responsible for sector planning and for the implementation of the IDP. The participation of all Departments is thus critical and they:</p> <ul style="list-style-type: none"> • provide technical / sector expertise and information, throughout the IDP Budget process; • ensure that the review process is participatory, integrated, strategic, implementation-oriented, budget linked and aligned with and satisfies sector planning requirements;
IDP/Budget Work Streams	<p>IDP/Budget Work streams are led politically by Mayoral Committee Councillors and technically by HODs. All Councillors, all General Managers and identified key officials are members of the different working groups. The Work streams are required to:</p> <ul style="list-style-type: none"> • assist with the identification of key issues, the development of objectives, strategies, indicators and programmes, projects & budgets for the relevant themes • ensure inter-sectoral co-operation, communication and strategic thinking to address priority issues • consider & incorporate the cross-cutting issues – HIV/ AIDS, climate change, poverty, gender, youth, elderly and disabled • monitor progress with respect to the implementation of the IDP
Representative Forum and Community Stakeholders	<p>The IDP/ PM/ Budget Representative Forum constitutes the structure that institutionalises sectoral participation in the IDP Process. The members of the IDP Representative Forum include Business, Government & NGO sectors (as well as political and technical leaders of the IDP Clusters)</p> <p>The Executive Mayor or his/her nominee chairs the Forum. The Forum has the following functions and duties:</p> <ul style="list-style-type: none"> • represents the interests of their constituents in the IDP process;

STRUCTURE	COMPOSITION AND RESPONSIBILITY
	<ul style="list-style-type: none"> • provide an organisational mechanism for discussion and consensus-building between the different stakeholders and the Municipal Government; • monitor the performance of the planning, implementation and review process; • ensures an efficient flow of information to and from stakeholder groups.
<p>Public Consultation/ Imbizo Preparation Committee</p>	<p>The Public Consultation/ Imbizo Preparation Committee is led by the Mayoral Committee Councillors for IDP, Public Participation and Finance. Members of the technical Committee include:</p> <ul style="list-style-type: none"> • GM IDP/PMS/GIS & IEMP • GM Public Participation & Special Programmes • GM Development Co-operation and Communication • GM Budget & Treasury • GM Organisational Support • GM Public Safety • GM Community Services <p>The purpose of the Committee is to provide technical guidance and ensure the administrative co-ordination of key public consultations and imbizos.</p>
<p>IDP, PM, Budget Integration, GIS & IEMP Department</p>	<p>The IDP, Budget Integration, Performance Management and GIS Department reports to the HOD: Executive Support Services and is required to manage and co-ordinate the IDP review process, ensure IDP / budget integration, the roll out of Performance Management System and monitor the implementation of the IDP, including:</p> <ul style="list-style-type: none"> • preparing the Process Plan for the development of the IDP; • undertaking the overall management and co-ordination of the planning and review process under consideration of time, resources and people • ensuring that the review process is participatory, strategic, implementation-oriented, integrated with the budget process, is horizontally and vertically aligned and satisfies sector planning requirements ;

3.1. IDP PLANNING PROCESS FLOW

The inter-relations between the various structures as identified above as well as the workflow process to be followed in the drafting of the IDP is presented in the diagram below:



The information and/or data contained at the end of each IDP phase is a culmination of the work that shall have been concluded at the various sittings of the structures as depicted above. Engagements with the various internal departments will be on-going and the external sector departments shall be engaged in the formal inter-governmental relations (IGR) processes.

4. BINDING PLANS AND LEGISLATION

National legislation can be distinguished between those that deal specifically with municipalities arising from the Local Government White Paper on the one hand and sector planning legislation on the other.

The Municipal Structures Act, No. 117 of 1998, Municipal Systems Acts, No 32 of 2000 (as amended), and Municipal Finance Management Act, No 56 of 2003 are specific to local government. The Municipal Systems Act has a specific chapter dedicated to Integrated Development Plans and it is the overarching piece of legislation with regard to development and review of the IDP. Arising from the Municipal Systems Act, the IDP and PMS Regulations need to be complied with.

National sector legislation contains various kinds of requirements for municipalities to undertake planning. Sector requirements vary in nature in the following way:

- Legal requirements for the formulation of a discrete sector plans (e.g. a water services development plan).
- A requirement that planning be undertaken as a component of, or part of, the IDP (like a housing strategy and targets).
- Links between the IDP and budget process as outlined in the Municipal Finance Management Act, 2003.
- Legal compliance requirement (such as principles required in the Development Facilitation Act – DFA – and the National Environmental Management Act – NEMA).
- More a recommendation than a requirement, which is deemed to add value to the municipal planning process and product (in this case, Local Agenda 21).

These are highlighted in the table below:

CATEGORY OF REQUIREMENT	SECTOR REQUIREMENT	NATIONAL DEPARTMENT	LEGISLATION/POLICY
Legal requirement for a district/local plan	Water Services Development Plan	Department of Water	Water Services Act, No 30 of 2004
	Integrated Transport Plan	Department of Transport	National Land Transport Act, No 5 of 2009
	Waste Management Plan	Department of Environmental Affairs	White Paper on Waste Management in South Africa, 2000
	Spatial planning requirements	Department of Rural Development and Land Reform	Development Facilitation Act, No 67 of 1995

CATEGORY OF REQUIREMENT	SECTOR REQUIREMENT	NATIONAL DEPARTMENT	LEGISLATION/POLICY
Requirement for sector planning to be incorporated into IDP	Housing strategy and targets	Department of Human Settlements	Housing Act, No 107 of 1997
	Coastal management issues	Department of Environmental Affairs	National Environmental Laws Amendment Act, No 14 of 2009
	LED	Department of Cooperative Governance and Traditional Affairs	Municipal Systems Act, No 32 of 2000
	Integrated Infrastructure Planning	Department of Cooperative Governance and Traditional Affairs	Integrated Planning Act of 1997
	Spatial framework	Department of Cooperative Governance and Traditional Affairs	Municipal Systems Act, No 32 of 2000
	Integrated Energy Plan	Department of Energy	White Paper on Energy Policy, December 1998
Requirement that IDP complies with	National Environmental Management Act (NEMA) Principles	Department of Environmental Affairs	National Environment Management Act, No 107 of 1998
	Development Facilitation Act (DFA) Principles	Department of Rural Development and Land Reform	Development Facilitation Act, No 67 of 1995
	Environmental Implementation Plans (EIPs)	Department of Environmental Affairs	National Environment Management Act, No 107 of 1998
	Environmental Management Plans (EMPs)	Department of Environmental Affairs	National Environment Management Act, No 107 of 1998
	IDB/Budget link	Department of Finance	Municipal Finance Management Act, No 56 of 2003
	Developmental local government	Department of Provincial and Local Government	White Paper on Local Government, 1998
Value adding contribution	Sustainable Development and Environmental Awareness	Department of Environmental Affairs	Local Agenda 21
	Global Partnership responding to worlds main development challenges	Department of Social Development	Sustainable Development Goals

The Provincial Spatial Development Plan and the EC Vision 2030 Plan will be used as guiding policy documents during the review phase.

BCMM will include all the planning documents that have been approved by Council and other strategies that might be relevant to the IDP process, as accompanying documents to the IDP.

5. MECHANISMS AND PROCEDURES FOR PUBLIC PARTICIPATION

Section 16 of the MSA prescribes that:

“A municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance, and must for this purpose—

(a) encourage, and create conditions for, the local community to participate in the affairs of the municipality, including in—

- (i) the preparation, implementation and review of its integrated development plan in terms of Chapter 5*
- (ii) the establishment, implementation and review of its performance management system in terms of Chapter 6*
- (iii) the monitoring and review of its performance, including the outcomes and impact of such performance*
- (iv) the preparation of its budget; and*
- (v) strategic decisions relating to the provision of municipal services in terms of Chapter 8;*

(b) contribute to building the capacity of—

- (i) the local community [to enable it to participate in the affairs of the municipality; and*
- (ii) councillors and staff to foster community participation; and*
- (c) use its resources, and annually allocate funds in its budget, as may be appropriate for the purpose of implementing paragraphs (a) and (b).”*

For purposes of compliance with this legislative requirement, the BCMM has established formal structures for effective participation in the IDP processes. Below is a description of the participatory function of each of the various structures established for the IDP process:

- IDP Representative Forum – constituted of formal representatives of various civic and community organisations as well as other formal structures affected by the development efforts of the municipality such as:
 - Traditional Leaders forums
 - Established forums (business chambers and organisations)
 - NGOs
 - CBO
 - CDWs and Ward Committees
 - FBOs

The role of the IDP Forum is to verify and make additions to data collected through non-formal participatory methods.

- In addition to the formal process of representation through the IDP Representative Forum engagement and other Council processes, the BCMM consults its communities on an on-going basis to solicit inputs in as far as the development challenges they face are concerned. To do this in an effective, efficient and structured manner, the BCMM has institutionalised a process of community engagement through the Mayoral Imbizos and Outreaches. These are community meetings held at the ward level where direct participation by communities is encouraged. To complement this process, ward level planning where planning methods are used to gather data are utilised.

Communication

The MSA requires that municipalities inform communities of the various processes that are undertaken during the review of the IDP and development of the budget for a financial year. Section 21 of the Act prescribes the various media formats that must be utilised for this purpose. As such, the BCMM will publicise all IDP meetings and engagements, publicise all documents and solicit inputs from communities, publicise approval of documents, and publicise all IDP/PMS/Budget related activities in the following media forms:

- Print Media (local newspapers, formal notices on municipal buildings);
- Electronic Media (municipal website); and
- Audio-visual Media (community radio stations)

Appropriate Language Usage

English will be used as the medium of exchange. However, in community meetings, the dominant and a mixture of languages will be utilized.

Appropriate Venues & transport

All community engagement sessions will be held at venues central to those communities being visited and that are within ease of access. Particular attention will be made to such venues to ensure that they cater for all people including those people with disabilities. In the case of formalised meetings, these will be held at the municipal offices in East London/King William's Town or any other venue as may be advised by Council.

6. IDP/BUDGET/PMS ACTION PLAN

Tabulated hereon below is a schedule of the programme to be followed by the BCMM in its process of reviewing the IDP. The dates indicated are as per the approved calendar of events and as per prescripts of Section 28 and 29 of the MSA, will be adhered to so as to ensure that the process of the review of the IDP is both credible and adheres to the principles as contained in the Act.

PHASES	ACTIVITIES	RESPONSIBLE	DATES
	Advertise and make public Adopted IDP and MTREF for 2018/19	IDP and BTO Departments	11 June 2018
	Submit adopted IDP and MTREF to Local Government and Traditional Affairs department and Treasury Departments	IDP and BTO Departments	13 June 2018
	State of the Metro Address	Executive Mayor's Office	21 June 2018
	Executive mayor approves Final 2018/19 SDBIP	Executive Mayor's Office	27 June 2018
	Tabling of the IDP/Budget/PMS Process Plan for 2019/20 IDP/Budget Review to Top Management	IDP and BTO Departments	10 July 2018
	Tabling of the IDP/Budget/PMS Process Plan for 2019/20 IDP/Budget Review to Potfolio Committee	IDP and BTO Departments	18 July 2018
	Advertise and make public Final SDBIP 2018/19	PMS Department	26 July 2018
PHASE 1: ANALYSIS			
	Advertise to solicit updates of the community and stakeholder register	IDP and BTO Departments	08 Aug 2018
	Update Community and stakeholder register	IDP Unit	15 Aug 2018
	External Stakeholders' engagement on the Draft IDP/Budget Process Plan via IDP/Budget Representative Forum	IDP and BTO Departments	22 Aug 2018
	BCMM Technical IGR Forum	BCMM IGR Secretariat	23 August 2018
	Council Meeting: <ul style="list-style-type: none"> • Adoption of the IDP/Budget Process Plan for 2019/20 IDP/Budget • Adoption of Approval of 2017/2018 rollover adjustment budget (Excluding Conditional Grant Funded Projects) 	Council	29 Aug 2018
Institutional, Community and stakeholder analysis	Advertise Adopted IDP/Budget Process Plan for 2019/20 IDP/Budget Review	IDP and BTO Departments	31 Aug 2018
	Consideration of Socio- Economic priorities	Innovative & Productive City Work-Streams	03 Sept – 04 Oct 2018

PHASES	ACTIVITIES	RESPONSIBLE	DATES
	Institutional analysis	Well Governed City Work-Stream	03 Sept – 04 Oct 2018
	Analysis of Spatial Priorities	Spatial Transformation Work-Stream	03 Sept – 04 Oct 2018
	Physical and virtual analysis	Connected City Work-Stream	Sept – 04 Oct 2018
	Environmental Sustainability analysis	Green City Work-Stream	03 Sept – 04 Oct 2018
	Advertise adopted IDP/Budget/PMS Process Plan	IDP/PMS	07 Sept 2018
	<ul style="list-style-type: none"> Submit to National Treasury and Provincial Treasury Roll-over adjustment budget in terms of National Treasury reporting requirements Publicise Roll-Over Adjustment Budget 	Budget and Treasury	07 Sept 2018
	Executive Mayoral Imbizo <ul style="list-style-type: none"> Executive Mayor interacts with ward communities to listen to needs and concerns Executive Mayor provides feedback on approved programmes and projects 	Executive Mayor's office	9-12 Oct 2018
PHASE 2: STRATEGIES			
	Meeting and Consultation with Ward Councillors on the review of Ward Priorities	Deputy Executive Mayor's Office/ IDP	01-03 October 2018
	Reviewal of ward priorities	Deputy Executive Mayors Office/ IDP	01-03 October 2018

PHASES	ACTIVITIES	RESPONSIBLE	DATES
	Mayoral Lekgotla Session: <ul style="list-style-type: none"> Review of strategic objectives for service delivery and development 	Executive Mayor's office	18-20 Oct 2018
	Councillors Session on Outcomes of the Mayoral Lekgotla	IDP/PMS, Office of the Speaker & Office of the Executive Mayor	9-10 November 2018
	Budget Workshops-With all Directorates	Budget and Treasury	12 - 16 November 2018 (No dates for Budget workshop on the 2018 Calendar)
	Discussion and consideration of Objectives, strategies and development priorities	IDP/Budget Work-Streams	15 – 21 November 2018
	BCMM Technical IGR Forum	BCMM IGR Secretariat	16 November 2018
	IDP/PMS/Budget External Representative Forum to present Institutional Situational Analysis and Objectives and Strategies	IDP Department	06 Dec 2018
PHASE 3: PROGRAMME AND PROJECTS			
Identifying, prioritising, costing programmes and projects	Top Management Technical Planning Session: <ul style="list-style-type: none"> Confirmation of draft reviewed IDP Objectives, Strategies and Projects 2019/20 MTREF Budget Consideration of 2018/19 mid-year adjustment budget 	IDP/PMS/ BTO	07-22 January 2019
	IDP/Budget steering Committee to Consider <ul style="list-style-type: none"> 2018/19 Mid-year performance and performance assessment adjustment budget 2017/18 Annual Report 	IDP/PMS/ BTO	22-25 January 2019

PHASES	ACTIVITIES	RESPONSIBLE	DATES
	Municipal Entity to submit the proposed budget, priorities and objectives to the municipality.	Municipal Entity/ BTO/IDP/PMS	31 January 2019
	Publication of 2018/19 mid-year budget and performance assessment	BTO Department	01 February 2019
	Work Streams to Prioritise Programmes and Projects	IDP/Budget Work streams	5-7February 2019
	CAPEX Programmes and Projects and OPEX Programmes and Projects costing	BTO Department	5-7 February 2019
	Work Streams to Set project targets and indicators	IDP/Budget Work streams	
PHASE 4: INTEGRATION			
	Consideration and ensuring that MEC Comments are addressed	IDP/Budget Workstreams	February 2019
	Integration and Alignment of Sectoral plans into the IDP		
	Integration and Alignment of Operational plans to the IDP		
	BCMM Technical IGR Forum	BCMM IGR Secretariat	15 February 2019
	Mid-year Budget and Performance Assessment Review by National Treasury	IDP/PMS/BTO/ Compliance Office	11-12 February 2019
	Top Management Meeting: Consideration of draft IDP Review and the 2019/20 to 2021/22 MTREF budget.	IDP/PMS/Budget & Treasury	25 February 2019
	Council considers and approves the 2018/2019 Mid-Year adjustment budget, IDP, BEPP and SDBIP (Conditional grant rollovers included)	IDP/PMS/Budget & Treasury	27 February 2019

PHASES	ACTIVITIES	RESPONSIBLE	DATES
	IDP/Budget Rep Forum to Present Mid-year Budget Adjustment and Priority Programmes for 2019/20	IDP/PMS/BTO	28 February 2019
PHASE 5: APPROVAL			
	IDP and Budget Steering Committee <ul style="list-style-type: none"> • Consideration of draft IDP/MTREF Budget 2019/20 Review 	IDP and BTO Departments	01 March 2019
	Council Workshop: <ul style="list-style-type: none"> • Draft IDP/Budget 2019/20 • Review of budget related policies 	IDP and BTO Departments	11-12 March 2019
	<ul style="list-style-type: none"> • Submits to National Treasury 2018/2019 Mid-Year Adjustment Budget in terms of the National Treasury Reporting Requirements (Conditional grants rollovers included) • Publicise 2018/2019 Mid-Year Adjustment Budget (Conditional grants rollovers included) 	Budget & Treasury	13 March 2019
	The City to consider the proposed budget of the entity and assess the entity's (BCMDA) priorities and objectives and make recommendations. Board of directors to consider the recommendations and if necessary submit a revised budget.	BCMDA/IDP/PMS/BTO	22 March 2019
	COUNCIL MEETING <ul style="list-style-type: none"> • Tabling and Adoption of Draft IDP and MTREF 2019/20 Review 	IDP and BTO Departments	27 March 2019
	Advertise Adopted of Draft IDP and MTREF 2019/20 Review <ul style="list-style-type: none"> • Invite comments/inputs to the Draft IDP and MTREF budget • Submits to MEC for Local Government and Traditional Affairs, National Treasury and to Provincial Treasury the adopted draft 2018/2019 IDP, SDBIP and draft MTREF Budget 	IDP and BTO Departments	05 Apr 2019
	BCMM Technical IGR Forum	BCMM IGR Secretariat	12 April 2019

PHASES	ACTIVITIES	RESPONSIBLE	DATES
	Top Management to discuss proposed consultations with councillors on IDP/Budget roadshows	IDP and BTO Departments	05 April 2019
	Consultation with ward councillors on IDP/Budget Roadshows (Inland, Midland & Coastal wards)	IDP AND BTO	08-12 April 2019
	IDP/Budget RoadShows (All Wards)	IDP and BTO Departments	15 April – 10 May 2019
	Assessment and incorporation of comments and inputs to the Draft IDP and Budget Review	IDP Unit	29 April 2019
	Municipal Budget and Benchmark Engagement by National Treasury	IDP/PMS/BTO/	6-7 May 2019
	IDP/Budget RoadShows (Busines Communty and Traditional Leaders)	IDP and BTO	7 - 9 May 2019
	Top Management Meeting: Consideration of final 2018/19 to 2020/21 MTREF budget.	IDP/PMS/Budget & Treasury	15 May 2019
	Council Open Day	Office of the Speaker	16 May 2019
	Budget Steering Committee Meeting: Consideration of final 2018/19 to 2020/21 MTREF budget.	IDP/PMS/Budget & Treasury	17 May 2019
	Council Workshop on the Final IDP/Budget for Final Adoption	IDP and BTO Departments	13-14 May 2019
	Council Meeting: <ul style="list-style-type: none"> Approval and Adoption of the 2019/20 IDP and MTREF Review Approval of BEPP 	IDP and BTO Departmets	29 May 2019
	Advertise final adopted 2019/20 IDP/Budget Review and 2019/2020 MTREF Budget (local newspaper, BCMM libraries, BCMM website and notice boards)	IDP and BTO Departments	07 June 2019

PHASES	ACTIVITIES	RESPONSIBLE	DATES
	Submit adopted IDP and 2019/20 MTREF budget to Local Government and Traditional Affairs department and Treasury Department (Both Provincial and National Offices – hard and electronic copies)	IDP and BTO Departments	11 June 2018
	Publicise BCMM adopted tariffs <ul style="list-style-type: none"> • BCMM website and newspaper • Make public a copy of the tariff book and resolutions for public inspection at municipal offices Submits to MEC for Co-operative Governance and Traditional Affairs a copy of the tariff resolution and public advert	IDP & BTO	12 June 2019
	Project implementation in accordance with the SDBIP	All Departments	July 2019 – June 2020

7. BUDGETARY REQUIREMENTS

The IDP is the principal strategic document that informs all operations of the municipality and therefore, in order to ensure that a document reflective of the needs of the people and the realistic of the resource base of the municipality must be developed. Buffalo City Metropolitan Municipality has committed a budget allocation for the implementation of the Process Plan.

ANNEXURE E: Community and Stakeholder Issues / Priorities Raised

A. WARD PRIORITIES

Ward Priorities are considered a very significant barometer for gauging how well BCMM integrates and responds to concerns and needs shared by residents during the IDP and Budget Roadshows convened by the municipality as part of the participatory democracy outreach agenda.

The following table reflects the priorities as refined with the assistance of Ward Councillors and Ward Committees with as much detail as is practicable for summative inclusion in the IDP document and the most recent responses reported to communities throughout the IDP and Budget Roadshow held during 14 and 29 April 2019 to consult communities on the Draft IDP and MTREF:

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
WARD 1			
Infrastructure	Pipes which were invented long ago are causing problems of water and sewer disaster	The entire Ward - especially Pefferville and Duncan Village.	Completed water meter replacement programme at Rotterdam, Grassmere, Zephyr, New Saints, Ianark, Greenwich and Selkirk roads in Pefferville. Sanitation pipe replacement programme. Zephyr Road – 417m, Mahlangeni to Bridge 1 – 731m, Abdurrahman to Ebenezer Silt Trap – 580m, Maluti to Egoli Silt Trap – 409m. Budget – R 8 Mill
Houses	There is high density in the ward. Accommodation is vital as the community is growing	Duncan village, Stoneydrift, Braelyn, Pefferville, Miner, Pamure/Chiselhurst	Council has reached an out of court settlement with ASLA Construction. The parties have agreed on commencement of work subject meeting of all contractual requirements. It is expected that work on site can be in full swing around May 2019, the first site targeted for development is Reeston Phase 3 stage 2 of 2500 units, that will be followed by 2500 sites to make 5000 sites/units in total with some having to build in Duncan Village.
Roads	Duncan Village, Stoneydrift, Braelyn,	Roads Provision Ward 1	Roads in Pefferville have been resurfaced, Braelyn

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
	Pefferville, Milner, Pamure/Chiselhurst		Heights additional roads in Duncan Village are to be resurfaced 2019/20.
Community hall & Library	The community needs a community hall and library.	Entire ward. E.g. Braelyn & Milner/Pamure	There are currently two existing Halls (Clements Kadali and Braelyn Community Hall and Cambridge which are within a ten-kilometre radius. There is currently a Library in Braelyn extension ten.
Children's recreational centre and parks for leisure.	Children need a safe place to play and be kept whilst their families are away or busy	Entire ward. E.g. Duncan village, Pefferville, Braelyn Heights, Milner estate, Panmure	Procurement of playground equipment is underway and the annual contract for fencing for parks is at procurement stages.
WARD 2			
Bush clearing	Bushy areas need to be cleared	Mzonyana Squatter, KwaZakele Squatter	Annual Contracts for bush clearing to be finalised and awarded within 2018/19 financial years.
Houses	The ward is in need of proper housing	Berea area, Duncan Village Proper	Projects designs are currently being reviewed to prepare for the procurement of the contractor. contractor is on site doing services but started with water and sanitation.
Electricity	The ward requests electrification of shacks	Area 10, Bebelele	Electrification of shacks project still requires planning processes to be concluded. The electricity department has requested the layout plan for this area and will complete a design for the legal plots. The overflow of informal dwellings will need to be moved before electrification of the legal plots can take place. Part of R15 mill subject to planning processes being concluded.
Job creation	Many people in the ward are unemployed therefore job creation is required	50 young people from Ward 2,5, 6 and 7	Capacity building programme on artisan skills e.g electricity, plumbing, R400 000. Procurement of machinery and equipment for coops and SMMEs, R 200 000. Human Settlements program with support of BCMM.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Sanitation	The ward needs proper sanitation	Entire Ward	Ablution facilities at Chris Hani informal settlement is currently constructed.
WARD 3			
Multi-purpose centre with: Community hall Indoor sport facility Study centre Computer centre Art centre Clinic & Councillor's office	Majority of community members are students and young people, there is a need for such a centre to create enthusiasm and promote education and health	Southernwood/ Belgravia	Ann Bryant Art Gallery and coach house has been renovated and fully operational. Live Art exhibitions are taking place on an ongoing basis Artist development programme was implemented in the ward. SMMEs in the ward are assisted with business registration and compliance.
Roads	All access roads in the ward are dilapidated and they need resurfacing	Southernwood/ Belgravia	Some roads in Southernwood / Belgravia have been resurfaced in the 2018/2019 financial year. (Portion of St Marks, Portion of St Michaels, Wynne, Rose Garden, Jellcoe, Nahoon View Rd., and Chatham Rd).
Storm water drains	During heavy rain, drainage is unable to keep up and this leads to blockage and dirty streets.	Southernwood/ Belgravia	Regular maintenance will take place; however, co-operation is required from the public to refrain from depositing solid waste into the stormwater system. The municipal stormwater system is not designed to cater for flood events, which will result in localised flooding.
High mast light	The current lights are not enough to provide light in the area. This increases criminal activities also.	Southernwood/Belgravia	These areas already have street lighting that meets current road lighting standards. A meeting has been held with the ward Cllr who has identify areas that are not well lit. these will be considered in the next FY
Communal children's park and child care centre	There is no place where kids can enjoy themselves. Majority of families do not have helpers therefore children care centre will be of help.	Southernwood/Belgravia	Procurement for outdoor gym equipment is underway for St Georges Park.
WARD 4			
Electricity	Repair all switch housing and upgrade all old switch housing. Upgrade	Selbourne, Berea, Cambridge, Cambridge-	The Electricity Dept has a multi-year capital replacement programme, areas are

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
	<p>all street lights with energy saving bulbs and solar panels. Mark all light poles with numbers for identification when reporting faults. Meter boxes on pavements to be replaced by a contractor. Overhead network replaced with bundles or underground. Fence all sub stations.</p>	<p>West, Chislehurst and Highgate</p>	<p>identified in order of priority in terms of network condition and lifespan</p>
<p>Roads</p>	<p>Potholes to be repaired directly after being reported. All islands at intersections and roads to be cemented on top as grass is not mowed. Suburb names to be erected. Roads signs and directions from all sides to SAPS in Cambridge. Overlaying of badly damaged roads, as reported all over the ward. Missing street names, to be replaced. Clearing of blocked storm water drains. Road marking to be done in the entire ward on a regular basis.</p>	<p>Ward 4</p>	<p>Roseberry Ave, Meadow Rd, Renfrew St, Bardia Rd, Dinkirk St in Cambridge Latimer St and Greenan St in Berea have been resurfaced in the 2018/2019 financial year. Regular maintenance takes place regularly, specific hot spots are monitored more regularly, however co-operation is required from the public to refrain from depositing solid waste into the stormwater system</p>

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Environmental Issues	<p>Grass cutting on a regular basis on BCMM public open spaces, parks, islands. Board walk on Nahoon Beach to be maintained on a regular basis as this is a major tourist attraction. Parking areas and public toilets on Nahoon Beach, Nahoon Point, Nahoon Corner to be upgraded. Selborne Park Botanical Garden to be upgraded and maintained. Aliens to be eradicated and bush clearing done on a regular basis as requested at all open areas especially in the Cambridge and Cambridge West area where there are a lot of open spaces. Clearing of overgrown storm-water gullies especially in Sprigg Street running through to Garcia Street in Green Park and lower Garcia Street to Olympic Avenue.</p>	<p>Green Park in Cambridge-Selborne Park in Selborne-Open space along Vianne Road and Weare Road in Cambridge West</p>	<p>Procurement processes are underway in the 2018/2019 FY.</p>
Water and Sanitation	<p>Upgrade of all old infrastructure for sewerage and water. Repair all storm water inlets that are broken and have collapsed with the new inlet system. Replace all inspection covers for storm water drains that are missing. Replace all broken water meter box lids. Investigate pre-paid water meters for consumers</p>	<p>High Gate, Chisselhurst, Cambridge, Cambridge-West, Selborne and Berea</p>	<p>Meter replacement programme has been completed in Cambridge, Selbourne, High Gate, Cambridge West. Replacement of water mains has been completed at Dominion street in Cambridge and Chamberlain Rd in Berea. The Directorate of Finance is investigating the installation of smart water meters.</p>
Cleansing-Refuse Collection-Street Sweeping	<p>Refuse collection on a regular basis-notify all BCMM Residents of collection days-Fines for placing refuse out on non-collection days. Delivery of refuse bags</p>	<p>Entire ward 4</p>	<p>Procurement process underway.</p>

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
	<p>must be on a regular basis. Regular gutter clearing and sweeping especially in business areas such as Queen Street in Cambridge, Jarvis Road and Pearce Street in Berea, Garcia Street in Cambridge and griffin Road in Cambridge West. Litter bins for Queen Street in Cambridge as there are none. Gutters to be kept weed and soil free workers must be equipped with spades to remove ground. Recycling of refuse-garden refuse for composting-Job Creation. Use of the mechanical street and gutter sweepers that was purchased for all streets. Drop off point and transfer station to be managed according to law.</p>		
WARD 5			
Roads	Repair of all gravel road and upgrading of some other roads	Entire Scenery Park	Re-gravelling of roads at Scenery Park has taken place and maintenance is done on an ongoing basis. Alister Mahashe, Bathandwa Ndongdo and River Park roads will be upgraded in the current financial year. Schoof and Northcote in Wilsonia are to be rehabilitated in the 2018/19 FY.
Building of footbridges	Four footbridges are requested	Entire Scenery Park	Preliminary designs completed and awaiting environmental approval from DEDEAT.
Electrification of informal settlements	Installation of electricity in all informal settlements	Entire Scenery Park	The identified areas currently do not meet the electrification criteria. An integrated plan is being developed between Spatial Planning, Infrastructure and Human Settlements to address the issue.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			Part of R15 million subject to planning processes being concluded.
Job creation	Create job opportunities for our youth	Entire Scenery Park	Establishment of a car wash business for youth and eatery service is proposed for 2019/20 FY. However, further consultations will be undertaken. Skills training for plumbing will be conducted before end of June 2019.
Taxi Rank and Pavements	Building of a taxi rank.		Taxi Rank project is at design stage, to be completed in 2019/20 FY.
	Building of pavements.	Entire Scenery Park	The procurement processes are underway.
WARD 6			
Building of Toilets & standpipes	Building of public toilets and standpipes in Dalhia informal settlements	Entire ward, Parkside, Dalhia	At Dalhia 2 VIP toilets are provided because the area is below sewer lines. Standpipes at Dalhia are currently being installed.
Jobs	High rate of unemployment	Entire ward	BCMM is promoting critical entrepreneurship skills and artisans Training. Skills Training on plastering and tiling was conducted in the ward. Business Skills training was conducted which included members of the ward.
Roads	Request for Roads Upgrade	Entire Ward	Lavender Rd, Aloe Rd and Disa Rd have been resurfaced.
Renovation of Eluxolweni community Hall	We don't have a hall to hold our ward meetings. We always have poor attendance due to venue which is not in our ward (Gompo hall).	CC Lloyd Township.	Eluxolweni (CC Lloyd) community hall does not belong BCMM but rather to Buffalo-flats Trust. BCMM is engaging with the registered owners of the facility for transfer of ownership of the erf and structure.
WARD 7			
Skills empowerment for youth	To develop young people mentally, emotionally and physically. E.g. driving school & entrepreneurship	Entire Ward	Masikhanyiselane Bakery was supported. Business Skills training was conducted which included members of the ward Bursary Scheme for Tertiary Education to be rollout throughout BCMM

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Housing	Moving people from shacks as they exposed to disaster	C-Section and D-Section	Council has reached an out of court settlement wherein the project will resume for the construction of 5000 housing units and HDA (Housing development Agency) is planning for other portion of land
High Mast	Crime is the big problem	D-section and Bebelele	A high mast has been installed in the area.
Community Hall	For community events and meetings	Entire Ward	There is currently two Halls serving this community (Gompo Hall – Clements Kadali Community Hall).
Roads	Need to be fixed and maintained	C-section, Bebelele, Makatala, D section	A Portion of Griffith Mxenge Ave, Galela Drv, and Menziwa St have been resurfaced.
WARD 8			
Housing	Informal dwellers need houses	Entire Ward	Council has reached an out of court settlement with ASLA Construction. The parties have agreed on commencement of work subject meeting of all contractual requirements. It is expected that work on site can be in full swing around May 2019, the first site targeted for development is Reeston Phase 3 stage 2 of 2500 units, that will be followed by 2500 sites to make 5000 sites/units in total with some having to build in Duncan Village.
Electrification of Shacks	Informal Settlements need proper electrification	Moscow, Khayelitsha, Siya, Dotwana, Magqwashu, Fynbos Squatter Camp A and B	The identified areas currently do not meet the electrification criteria. An integrated plan is been developed between Spatial Planning, Infrastructure and Human Settlements to address the issue. This is a process and it is informed by the status of each settlement.
Community Hall	The ward needs a community hall	Old police station in Siya Street, next to Gompo Welfare	Finalisation of land ownership and start of construction in the 2019/2020 financial year.
Footbridge	Construction of a footbridge is needed for river crossing	Khayelitsha & Siya Squatter Camp	Design has been completed. Waiting for environmental approval from DEDEAT.
Fixing of Roads and Speed humps	Roads are damaged and urgent repairs are needed. Also speed	Fixing of roads: Ntshona Street, Mandleni Street,	Bomela, Ntshona Nonkwelo, Mpuntsha, Pitoyi/Panyaza/ Nkanyuza, Robert King,

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
	humps are needed in one	Speed Humps: John Nesh Street (Fynbos)	Hendriks, Vientia, John Nash, John Nash Cres and Smal Plc have been resurfaced.
WARD 9			
Wheel-bins/refuse collection bins	The ward never received wheel-bins and refuse collector bins	Braelyn EXT 10 & EXT 8, Amalinda	Buying of Wheelie Bins is in the 2020/21 financial year for the roll-out and Council is busy exploring other funding sources for roll-out of Wheelie Bins.
Infrastructure of Roads	The state of roads in this ward is bad and needs urgent attention. For example, there are lot potholes, gravel roads and a need for speed humps. Informal settlements also need roads	Amalinda, Braelyn Ext 10 & Ext 8	Bongani Ngamlana, Mosses Kotane, and Guzana Mgwathi Rds have been resurfaced in the 2018/2019 financial year. Maintenance of roads is done on an ongoing basis. Community members can also report potholes on the BCMM hotline 043 705 9220/9223.
Rectification of old Houses PROVINCIAL GOVERNMENT	<i>Rectification of houses which have the serious challenges of cracks and water that is pouring when it's heavy raining. Some areas need houses urgently</i>	<i>Braelyn Ext 10 and Stoney Drift</i>	<i>Rectification programme undertaken by Province, issue has been referred to the IGR Forum.</i>
Electrification of Shacks	People living in the dump site need Electricity	Stoney Drift-	The identified areas currently do not meet the electrification criteria. An integrated plan is been developed between Spatial Planning, Infrastructure and Human Settlements to address the issue. This is a process and it is informed by the status of each settlement.
Bush clearing and grass cutting	There is a need for grass cutting and bush clearing to minimize criminal activities that occur in those dense bushes	Stoney Drift (Amalinda), Braelyn Ext 10 & Ext 8, Amalinda	Annual Contracts for bush clearing to be finalised and awarded within 2018/19 financial years.
WARD 10			
Tarring of roads & gravelling of informal roads	These areas have bad gravel roads and informal settlements need roads gravelled	East Bank, Egoli, Muvhango, 7de laan, Amalinda, Braelyn, Vergenoeg, Scenery Park.	A Portion of Boeing Rd, Garnet Rd, Bergandy Cres, Sapphire Rd, Angus Plc, Angus Rd, and Angus Cres have been resurfaced in the 2018/2019 financial year.
Bush clearing & grass cutting	Crime rate is escalating in the two areas East Bank & 7de laan because of bushy areas	East Bank, Braelyn, Scenery Park	Annual Contracts for bush clearing to be finalised and awarded within 2018/19 financial years.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Wheelie bins & refuse collection bins	The ward never received wheel bins and refuse collector bins	Entire ward	Buying of Wheelie Bins is in the 2020/21 financial year for the roll-out and Council is busy exploring other funding sources for roll-out of Wheelie Bins
Rectification of old houses	The houses have cracks leaks and very old they need attention	East Bank, Haven Hills, Braelyn	Invasion of RDP houses, waiting for court judgment Rectification programme undertaken by Province
Mobile library	The ward needs a library.		The Department is currently busy negotiating with Fleet management for the purchasing of new mobile libraries.
Electrification of shacks	The problem of illegal connection is affecting houses	Entire ward	The identified areas currently do not meet the electrification criteria. An integrated plan is been developed between Spatial Planning, Infrastructure and Human Settlements to address the issue. This is a process and it is informed by the status of each settlement
WARD 11			
Housing	Housing is a growing need in ward 11 and we continue to chase a moving target and backyard dwellers who are not considered as informal settlements takes a centre stage. There is also an uncontrollable growth of informal settlements.	Backyard dwellers of ward 11. Nkululekweni, Hlalani, Dumanokhwe A, B, C. Ekuphumleni, Sylver town, Vokani, Gugulethu, Ramaphosa, Polar Park, Sonwabile A, B, Hani Park & all informal settlements	Consultant has submitted a specification for completion of outstanding works. In the interim annual contract to be utilized to complete minor works and provide connectivity to complete the structure.
Multi-purpose Community Centre PROVINCIAL GOVERNMENT	<i>There is no meeting venue for the community of ward 11 including a venue to host important gatherings as they resort to use of tents and if not available and it is raining or bad weather, they are left with no option but to cancel the meeting or event</i>	<i>N.U 2 & N.U 5 rent office Next to Nzaliseko Higher Primary School</i>	<i>Construction of multi-purpose centres falls with the Provincial Dept of Human Settlements. The request was forwarded to the Dept and will be followed up in the next IGR Forum.</i>

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Skills development	There is a need to address the level unemployment and part of that is attributed to the lack of skills in the ward	Entire ward	Business Skills training was conducted in Mdantsane to 33 companies and 6 cooperatives. BCMM worked with Services SETA to offer bursaries to students. Rollout of teen entrepreneurship programme in 2019/20 Business Outreach programme was conducted. equipment and machinery were provided, together with support for recycling cooperatives.
Electrification of shacks	To curb the illegal connections and provide this service as a basic need.	All informal settlements in the ward	The identified areas currently do not meet the electrification criteria. An integrated plan is been developed between Spatial Planning, Infrastructure and Human Settlements to address the issue.
Aqua sport tourism attraction facilities	Ward 11 is on the bank of the bridle drift demand and its community aspire to explore the Aqua sport tourism facility project for both skills development and economic growth strategy.	On the bank of bridle drift dam from the ward 11 side	A feasibility study will be conducted.
WARD 12			
High mast lights	The Ward is in need of high mast lights	Entire ward, especially area 100, 200, 300, 400	High mast for the identified areas will be considered in the next financial year
Water & Sanitation	There are no toilets in the area especially for those who reside in informal settlements and the crèche in the area. Water is also a challenge therefore stand pipes are requested	Smiling valley at area 40, Thafalofefe Squatter camp.	Standpipes were installed according to RDP standards but however technical investigation will be conducted to determine the need for additional standpipes for implementation in 2019/20 financial year Sanitation - at Marikana 4 ablution facilities and at Gqozo village 11 ablution facilities will be constructed in 2019/20 financial year.
Roads upgrade & speedhumps	Roads need to be tarred and potholes fixed.	Smiling Valley, Nkomponi, Evelwano, Masakhane Squatter camps. Area 1200 from	Mdantsane roads upgrade is a multi-year programme that will address all gravel roads to be upgraded.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
		Mdantsane station to 1400 area.	
Housing	There is no housing development in Masizakhe Squatter camp since 1990.	Masizakhe Squatter camp, Sisonke Squatter camp.	Masizakhe is under National Upgrading Supporting Programme (NUSP 2). The service provider is currently busy with assessment and categorization of all informal settlements under this programme and the report will be submitted on/or before June 2019.
		Dacawa, Velwano	Mdantsane Cluster 1 project housing for Dacawa and Velwano area. BCMM is finalizing negotiations with the contractor to return to site and Velwano (title deeds owners) has been referred to Legal Services.
Electricity	Electrification of informal settlement	Mdantsane two rooms, Sisonke Squatter camp, Emivundleni Mdantsane north	The identified areas currently do not meet the electrification criteria. An integrated plan is been developed between Spatial Planning, Infrastructure and Human Settlements to address the issue.
WARD 13			
Tar Road	Roads are in a very bad condition especially the taxi routs as a result taxi don't want to take Reeston people. Also, emergency vehicles are finding it hard to assist communities due to bad roads.	Chicken farm, Renour's Farm, Tembalethu, Khayelitsha, Bonda & Dice incomplete Bakana & Boarder.	The upgrading of the next portion of Dice Road will be done in the 2018/2019 FY.
Community Hall	No hall for meetings and for all other activities of the community. Yes the area is too big + - 5000 houses except phase 3 stage 3	Centre/middle of Dice	Suitable land to be identified in order to request funding to build a new Community Facility.
Sports field	No sports fields as a result there is too much crime as the youth do not have proper sporting facilities	All Reeston informal dwellings	There is an informal sports field that is maintained by BCMM on an ongoing basis.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Electrification of shacks	All shacks be electrified due to instability caused by Izinyoka.	All Reeston informal dwellings	The identified areas currently do not meet the electrification criteria. An integrated plan is been developed between Spatial Planning, Infrastructure and Human Settlements to address the issue. This is a process and it is informed by the status of each settlement.
Highmast lights	Street lights are always not working due to izinyoka. Even if they are maintained these do not last	All Reeston informal dwellings	It has been proven that the installation of high mast doesn't resolve the issue of non-working lighting as high mast are also targeted by illegal connections.
Waste bins & refuse bags	All Reeston houses need black bags and refuse bins	Entire ward	Procurement Process underway.
WARD 14			
Roads	Our roads need to be surfaced, tarred and be maintained	Entire Ward	Mdantsane roads upgrade is a multi-year programme that will address all gravel roads to be upgraded.
Pedestrian Bridge	A Pedestrian bridge just to cross next to area 68-72 especially for learners to Kanyisa Primary.	Next to eSithembiso Secondary school	Design has been completed. Waiting for environmental approval from DEDEAT.
Grass Cutting	There is a small bush behind NU4 Rent Office, in schools and also around the roads. This is where children are being raped.	Entire ward especially eSithembiso Secondary School	Complaints received for bush clearing were attended to during the 3rd quarter of the 2018/2019 FY.
Community Hall	The land has been identified for the hall just behind the rent office. Sharing houses must be separated.	NU3	Confirmation of available Land and construction will be initiated in the 19/20 financial year.
Electrification of Informal Settlements	There is a big fight between four-room residents and those from Informal Settlement because of illegal connections.	The whole ward is affected	The identified areas currently do not meet the electrification criteria. An integrated plan is been developed between Spatial Planning, Infrastructure and Human Settlements to address the issue.
WARD 15			
Phase 2	Many people have no places to stay. They are living in shacks.	Nompumelelo & Ducats	Land identification, purchasing and planning.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Sport fields	There are no proper sports fields in the area	Nompumelelo & Ducats	There is a sport field in Nompumelelo that was upgraded in 2017/18 FY. However, due to overuse and lack of control the field continuously deteriorates. Ducats field is maintained by BCMM on an ongoing.
Transfer of Ducats	Transfer from Amathole Municipality to BCMM	Ducats	Transfer has been finalised. Ducats now belong to BCMM.
Tar Road & Speed humps	On the main road speed humps are needed to stop speeding cars. There is no tar on the sides of the main road.	Nompumelelo & Ducats	The contractor is currently on site working on roads upgrades In Nompumelelo (Mayihlomhlasele St) and Ducats. Speedhumps were constructed 2017/18 FY, assessment for new requests to be done in the current FY.
Title deeds	The community is in dire need of title deeds	Nompumelelo & Ducats	The Service Provider appointed is continuing with verification of beneficiaries as per the SLA and once they complete their work, they will submit claims.
WARD 16			
Electricity	BCMM should install proper electricity to avoid illegal connections and disputes amongst community members	Amalinda Forest Cambridge Location	The identified areas currently do not meet the electrification criteria. An integrated plan is been developed between Spatial Planning, Infrastructure and Human Settlements to address the issue.
Houses Completion - Amalinda Co-OP Cambridge - phase 3	Shacks are destroyed by fire and there are service delivery protests pertaining to this matter. Urgent attention should be given to this matter	Amalinda Forest Cambridge Location	Project advertised on 12/03/2019 for completion of Amalinda co-op project. Department is to receive funding for informal settlements upgrade. Cambridge Phase 3 will be implemented by PDHOS.
Pedestrian Bridge	A request for pedestrian bridge	Cambridge Township Phase 3	Design completed and waiting for environmental approval before construction. Construction of sidewalks on bridge approaches to start in May 2019.
Roads	There should be access roads in Amalinda Informal Settlements so that ambulances, fire	Amalinda forest	There is a challenge for yellow plant and equipment to manoeuvre in terms of space.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
	fighters and police do not struggle		
High Mast Lights	Installation of high mast lights will reduce the crime rate. There are no lights around the informal settlements	Amalinda Forest Cambridge Location	Two Highmasts have been installed in the ward during the 2018/2019 year. One in cambridge location phase 2 and a second near the SPCA on the Amalinda Main Road
Community Hall	Amalinda areas of Ward 16 do not have a community hall	Amalinda Forest Heaven Hills	Establish Ownership and possible transfer of the existing Community Structure to BCMM.
Speed humps	All areas of ward 16	All areas at ward 16, especially the road next to the Bushbucks Stadium urgently need intervention - kids are being killed by motorists	Speedhumps have been constructed next to Amalinda stadium toward Winchester Street.
WARD 17			
Housing	BCMM should buy land from private owners in order to provide housing. Rural housing also needed in the ward	NU 3 Informal Settlements, Cuba and Eluxolweni Sonwabiso informal settlements	Awaiting the approval of General Plan in order to proceed with the construction. Awaiting registration of the two land parcels regarding Sonwabiso.
Electricity	Request for electrification of informal settlements to curb illegal connections	NU 3 Informal Settlements	The identified areas currently do not meet the electrification criteria. An integrated plan is been developed between Spatial Planning, Infrastructure and Human Settlements to address the issue.
Roads and Storm water drainage	There is a need for upgrading of roads and storm water drainage in the ward. Access roads in rural areas needed	NU 3 & 9, Rural areas Cuba and Eluxolweni	Re-gravelled roads in Cuba and Eluxolweni. Upgrading of Mdantsane Roads Cluster 2 Ward 17- contractor on site, this is a multi-year project on upgrading gravel roads to surfaced standards.
Community Hall	Ward community has no place for public meetings and other social activities	NU 3 & 4	Due to budget constraints not every ward is able to have a Community Hall. However, a Hall is available at NU.15 and is within the National norm of ten km radius.
Job creation	Expanded Public Works Programme and the Community Works Programme should recruit more people	Entire Ward 17	People from the ward will in the 2019/20 FY be recruited through the utilisation of the Ward Development Grant.
WARD 18			

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Roads	Pothole patching is not sufficient, roads need resurfacing. The roads have degraded and are dangerous	Rochester Road, Cavendish Road, Sussex Road, Surrey Road, Crosbie Road, Norwood Avenue	A Portion of Old Transkei Rd, Redhouse Ave, portion of Kennington Rd and Stanmore Rd have been resurfaced in the 2018/2019 financial year. Additional roads to be resurfaced are portion of Lower Ridge Rd, Lido Ave. Vincent Gardens Rd will be resurfaced in the 2019/20 FY
Traffic Calming	Due to large amounts of congestion in Western Ave, many people are using Kent and York roads as a shortcut. This is causing safety concerns to the residents. Traffic calming in the form of speed bumps would help reduce the safety risks caused by this run off traffic.	Kent Road, York Road Linaria Drive	Speed humps were constructed in Kent Road. Speed humps in Linaria and York Road will be constructed in 2019/20 FY.
Care and Maintenance of Road Network in Ward 18	Potholes to be repaired, island intersections and roads to be cemented on top as grass is not mowed, suburb names to be erected, missing street names to be replaced, clearing of blocked storm water drains, and road marking to be done in the ward on a regular basis	Ward 18	Street name signs will be replaced as and when they are reported. Roads will be identified based on Condition and Usage in conjunction with the ward councillor
Environmental	Regular Grass Cutting & Removal must be done in	James Pearce Park	Grass Cutting and Removal is done on an ongoing basis at James Pearce Park
Road infrastructure Development	A taxi rank needs to be constructed in Devereux Avenue. The congestion and hazards caused by lawless taxi drivers are a major hazard in the area	Devereux Avenue	The area is designed to be a loading and offloading with minimum area for long term parking. Taxi rank is not applicable.
Sport Facilities in Bunkers Hill/Stirling/Woodleigh	Combine all three sporting facilities into one large sports compound with shared resources and staff due to	Ward 18	The soccer/cricket field is managed by BCMM and utilised by local associations. Other facilities are as per lease arrangement.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
	limitations in finances and mismanagement.		
Water and Sanitation	There should be an upgrade of all ageing infrastructure for sewerage and water throughout the ward. Broken or missing storm water inlets should be repaired. Broken water meter box lids should be replaced. There should be an investigation of pre-paid water meters for consumers (complaints about water billing issues)	Ward 18	The Water Department has completed the replacement of pipelines in the following streets Devereux, John Bailey and Beach Road. Pipe and Water Meter Replacement Programme in East London (Wards 1-10, 15, 16, 18, 27, 28, 29, 31, 32, 33, 46, 47, 50): Project is at the bid evaluation stage.
Environmental	Eradication of alien species and bush clearing done on regular basis. Inhlanza River-clearing of all invaders, mowing of lawns next to river. There should be regular grass cutting on BCMM public open spaces, parks, islands (Currently neglected or with little response from officials).	Ward 18	Procurement processes are underway in the 2018/2019 FY.
Nahoon Beach-Tourism	There should be equipment for life savers (sunscreens, high chairs and upgrading of existing equipment). Boardwalk to be maintained as it is a major tourist Attraction. Parking areas, public toilets, Nahoon Point to be upgraded	Ward 18	The boardwalk will be refurbished by June 2019. Public Toilets in Nahoon Point were upgraded in November 2018.
WARD 19			
Bush clearing and clearing of parks and open spaces	All recreation parks and playground facilities in Ward 19 need urgent attention	Westbank-Hood Street, Buffalo Flats-Bruce Str, Dunnon Rd, Port Rex Bush clearing along Greenpoint Rd, Greenfields	Complaints received for bush clearing were attended to in quarter 3 and grass cutting ongoing.
Road repairs and resurfacing	Roads servicing areas where schools are situated cannot be pothole repaired anymore	Buffalo Flats-Innisfree Rd, Freemantle Str, Maxwell Str	Maxwell St, Freemantle St, Innesfree St and Kingley Rd have been resurfaced in the 2018/2019 financial year.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
		All other roads need proper repairs as pothole teams can't fix	Maintenance of roads is done on an ongoing basis. Community members can also report potholes on the BCMM hotline 043 705 9220/9223.
Opening of road along Buffalo River	Road from Buffalo Flats to West Bank through Latimers Landing needs re-opening	Buffalo flats and Westbank Would greatly benefit economic and logistic capacity and contribute to a Connected City	The arterial roads network study that is used to prioritise roads to be built does not recommend the upgrading of the road to a surface standard
Installation of Toilets and water standpipes, general sanitation maintenance	Informal residents still no access to Sanitation	Second Creek area	Standpipes have been installed in Second Creek. Blocked sewer lines are attended on an ongoing basis
	Many Blocked sewer lines and Stormwater channels need repair	Buffalo Flats-Fairflax Popcorn Valley, Westbank Village High School	
Distribution of Wheelie Bins	Most Ward 19 Residents still waiting for wheelie bins	Buffalo Flats, Westbank, Second Creek	BCMM never resolved to roll-out Wheelie Bins and is still providing Black Refuse Bags as household waste/refuse receptacle. The Wheelie Bins was a Pilot Project.
WARD 20			
Housing	There are people who are living in shacks and need proper housing.	Slovo Park NU 6, Ekuphumleni NU 7, Ramaphosa NU 7, Khayelitsha NU 7, Ngidi Park NU 8.	The contractor at Daluxolo is on site for internal roads, waiting for finalisation of specification document for houses These are infill areas, the Directorate will wait for the authorization prior General plans Some of the informal settlement areas under NUSP 2 and town planning processes.
Electricity	Electrification of shacks.	Ekuphumleni NU 7, Ramaphosa NU 7, Khayelitsha NU 7, Ngidi Park NU 8.	The following informal areas in ward 20 have received electricity connections Khayelitsha, Slovo park, Ekuphumleni, Empilisweni and Slovo park 2. The other areas currently do not meet the electrification criteria. An integrated plan is been developed between Spatial Planning, Infrastructure and Human Settlements to address the issue.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Tar Road	Roads are in a bad condition. They need to be upgraded.	NU6 &7	Contractor on site for the upgrading of Mdantsane, which is a multi-year project
Sport field	There is a sport field at NU 7 that need a sport complex to be built on.	N.U.7	Currently two soccer fields in the ward. Upgrading of existing field will be considered in the MTREF subject to budget approval
Youth unemployment	There is a huge rate of youth unemployment that result to poverty.	Entire ward	Learnerships and Apprenterships will be rolled out in partnership with Services SETA in 2019/20 Mdantsane Homestay programme will also be initiated Mdantsane Youth Centre is a own funded ongoing program creating linkages and opportunities for youth Work readiness programme has been implemented across BCMM.
WARD 21			
Housing Development	Housing development process should be expedited. Request RDP housing for informal settlements	NU 13, Nojoko NU 13, Tambo village, Z Soga Phase1, TRAs opposite Vulindlela police station	Z. Soga Phase 1 was completed. Z. Soga Phase 2: Layout Plans approved by Council. EIA approval by DEDEAT. All the affected mentioned areas will benefit from Mdantsane Zone 18, Contractor is on site and is performing well for the installation of water and sewer.
Cllr's Office	Ward Cllr has no office in the ward. There are two rent offices in NU 12 and 13 which Cllr should be allowed access to use for office space. NU 12 currently being renovated and not in use.	Entire Ward	NU 12 renovations completed.
Internal Streets	Process of upgrading roads / streets is very slow, it should be expedited. Poor quality of work due to appointment of external contractors instead of local contractors. BCMM should hire local	All N U 12 streets	A contractor was appointed to complete the outstanding scope of work. SMME are part of the project A portion of Roads in Mdantsane NU 12 have been resurfaced

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
	contractors and strengthen monitoring.		
Bush clearing	Request for bush clearing in RDP Footpaths	N U 12 & 13,	Bush clearing to be attended during the 4th quarter of the 2018/2019 FY
Youth Skills Development	Request for youth to be empowered with skills in order to start own businesses and be employable	Entire Ward	Artisan training – carpentry & Learnerships, internships and apprenticeships to be implemented across BCMM to the value of R31 600 000.00 in partnership with Services SETA.
Sport facilities and equipment	Request land for a sports field, and a gymnasium for boxing and other sports codes. Ward has no sports facilities and equipment. Request access to Winter Rose sports field in N U 13 which is exclusively used by Winter Rose Rugby Club	Entire Ward	There are sports fields in the ward in NU 13 (two fields) and NU 14. NU 14, two fields are currently being upgraded, contractor on site. Access to Winter Rose is per the lease agreement.
Wheelie Bins	Request that piloting of Wheelie Bins be extended to the ward	Entire Ward	BCMM never resolved to roll-out Wheelie Bins and is still providing Black Refuse Bags as household waste/refuse receptacle. The Wheelie Bins was a Pilot Project.
Toilets in Informal Settlements	Toilets in informal settlements are not maintained due to expiry of maintenance workers contracts. Workers were informed late about expiry and are still owed wages. Shortage of toilets for informal areas	Entire Ward	The Department has resolved the payment of all caretakers. The provision of ablutions to informal settlements is an on-going programme.
WARD 22			
Community Hall	Community Hall - to be constructed in the centre of the Ward.	N.U. 17	Due to budget constraints not every ward is able to have a Community Hall. However, a Hall is available at NU.15 and is within the National norm of ten km radius
Roads	Roads to be upgraded and re-gravelled and side-walks to be constructed	Postdam Village, N. U. 17, Nkqonkqweni Village, Luxhomo Village, Mcotsho Village, Mabaleni Village,	Roads have been re-gravelled in Nkqonkqweni, Potsdam, Mtlabathi, Mbolompeni & Mabaleni Villages. Mdantsane roads upgrade is a multi-year

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
		Mbolompeni Village, Mtlabathi Village	programme addressing all the roads in Mdantsane.
Housing project	Informal settlement dwellers need houses	Postdam Village, Nkqonkweni Village, Luxhomo Village, Mcotsho Village, Mabaleni Village, Mbolompeni Village, Mtlabathi Village.	Postdam village project is at final stages of procurement. Contractor is projected to commence on site mid May 2019.
WARD 23			
Roads and Stormwater Pipes	NU 14 and NU 16 for 20 years waiting for development	NU 14 & NU 16	Contractor on site for the upgrading of Mdantsane roads and stormwater. This is a multi-year programme for upgrading of gravel roads to surfaced standards.
High Mast Lights	Old lights don't secure the people of the ward	NU 14	NU 14 does have street lighting, due to budget constraints priority is given to areas that don't have lighting at all.
<i>Clinic</i> PROVINCIAL GOVERNMENT	<i>A Clinic facility within the proximity of the ward</i>	NU 14	<i>Issue has been taken up with the relevant Provincial Department for actioning, follow up will be done during the next IGR Forum meeting.</i>
Community Hall	Residents are tired of using school halls.	NU 14 & NU 16	Due to budget constraints not every ward is able to have a Community Hall. However, a Hall is available at NU.15 and is within the National norm of ten km radius
Arts Centre	Mdantsane as the second largest township in SA only has one Arts centre	NU 14 & NU 16	Mdantsane Arts Centre will be extended to accommodate more artists from across Mdantsane in 2019/20 FY Artist support programme is being implemented across all regions including Mdantsane.
WARD 24			
Electricity	There is a need for electrification of informal settlements to avoid illegal connections	Kanana, IKhwezi, Msintini	Electrification Kanana- Project is at practical completion Electrification of Ikhwezi will take place after the housing project is completed. Msintini falls within ESKOM area of supply, ESKOM has been requested to put the areas in their plans.
Provision of Houses	There is a slow rate of housing delivery in the ward.	IKhwezi, Kanana, Unit V	Postdam Ikhwezi project is at implementation stage

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			Consultants finalising the tender document for Postdam North Kanana project
Tarred Roads and maintenance	All roads in the ward are in a bad condition. Some need to be tarred and some need to be re-gravelled	Unit P, Mbekweni, NU 15, Khayelitsha, Nxamkwana & Msintsini	Roads in Khayelitsha, Unit P, Msintsini have been re-gravelled. Mbekweni road is being upgraded to surfaced standards. Rehabilitation of gravel roads using polymer product has been completed
Sanitation	Toilets in informal settlement are needed	Nxamkwana & Msintsini	New VIP's will be constructed in 2019/20 financial year.
Job opportunities	Job opportunities for youth should be created	Mbekweni, Unit P, NU 15	Business Skills training is being rolled out throughout BCMM.
Sports field	There is lack of maintenance of sport fields in the area	Mbekweni, Unit P, NU 15	Fields in the ward are maintained by BCMM on an ongoing basis including informal sports fields in Mbekweni, Unit P and NU 15.
WARD 25			
Roads	Gravel Roads need to be tarred as they are badly damaged by storms. Some of the roads need to be re-surfaced	Kuwati, Zone 8, Zone 9 and Pakamisa	There is a regravell program that addresses the maintenance of gravel roads in Ward 25 on an annual basis. This is used to address routine maintenance and service requests for patching and regravelling. Roads have recently been bladed/regraveled in Klifu, Zwelitsha Zone 8 & 9. Roads have also been resurfaced within Phakamisa. Furthermore, a consultant has been appointed to evaluate the road infrastructure in ward 25
Electricity	The whole area of Zone 8,10 & 9 the infrastructure is ageing, and electric poles are falling on top of houses	Part of Zone 10, Zone 8, Zone 9 and Pakamisa	Electrical Dept has a multiyear project in the area (Zone 8-10) has been identified for the next FY
Sport facilities	There are no adequate sport facilities. Ablution and change rooms, grass, flood lights and taps are needed	Pakamisa	Currently, there are adequate facilities in the ward that are being maintained by BCMM (one rugby and one soccer field). Further upgrades will be considered in the next MTREF subject to budget approval. When the field is upgraded a tariff will be paid for use

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Grave yard	Graveyards in Zwelitsha & Phakamisa are full and this needs urgent attention. New space for new cemeteries needs to be identified.	Pakamisa & Zwelitsha	The annual contract for fencing at BSC and contract for building maintenance to be advertised
Houses	There is a dire shortage of houses in ward 25	Zone 8 Barcelona, Cliff and Pakamisa	Pakamisa Phase 2 housing project will be implemented by Dept of Human Settlements
WARD 26			
RDP/Disaster houses Phase 2	Phase 2 of these houses should be built because phase 1 was done long time ago	All villages	Human Settlement will appoint professional team to go and verify data of all disaster affected beneficiaries throughout the villages. Upon completion of data verification process, funding application will be made for 2020/2021 financial year.
Community halls	Renovation of community halls	Mpundu, Zikhwaba, Mzonkeshe	Ownership of Land to be confirmed and budget to be requested.
Bridges PROVINCIAL GOVERNMENT	<i>Building of these bridges if there are heavy rains people of these areas can't go to work and children can't go to school</i>	<i>Zikhwaba, Mzonkeshe, Khwetyana, Nkqonkqweni</i>	<i>The roads belong to the Provincial Department of Transport. To be informed of the request on their roads through IGR Forums.</i>
Sport fields	Building of sportfield because there are clubs that are playing in 1 st division in rugby.	Zikhwaba, Mpundu	BCMM currently maintains two Rugby fields in the ward. Upgrading of Sports fields will be considered in the next MTREF cycle.
Dipping Tanks	There is only one dipping tank for eleven villages	All villages	Dipping tank R 700 000, irrigation scheme at Nkqonkqweni village R1 000 000, capacity building programme for youth R 200 000.
WARD 27			
Electrification of shacks	Site and Service (water, toilets, electricity)	Mzomomhle	Electricity department is waiting for the final survey and removal of dwellings within the road reserves.
Sports Field	Transfer and upgrading	Mzomomhle	There is a sport field that is maintained by BCMM on an ongoing basis. However, upgrading of sports field can't be done to due land transfer from Dept of Public Works not been.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Housing	Informal Settlement dwellers in the ward are requesting houses	Mzomomhle	Project is under planning. Awaiting approval for Peoples Housing Project. Consumer education has been undertaken.
Taxi Rank	The ward needs a formal Taxi rank	Mzomomhle	Planned taxi rank is along Beacon Bay – Gonubie link which is under construction. Taxi rank can only be built once the road is completed.
Walkway	The ward is requesting a walkway	Riegerton	Priority is public transport routes. Construction of sidewalks on internal roads are shelved due to budget constraints
WARD 28			
Fencing of Bonza Bay Dune Forests	People chopping trees down for braai wood. Sensitive environment	Bonza Bay & Beacon Bay	Fencing of the Bonza Bay picknick area near Dune Forest will be done by June 2019.
Security cameras for Bonza Bay parking area.	Beach attacks in residents. Abalone poaching in area	Bonza Bay & Beacon Bay	Due to financial constraints. Issue will be considered in the next MTREF.
Ramp at lifesavers shack	To evacuate injured people off the beach	Bonza Bay & Beacon Bay	Ramp has been done in 2017/18 FY.
Repairs to wooden boardwalks	There is only one uneven field for a vastly grown-up community	Bonza Bay & Blue Bend	Boardwalk and Blue Bend boardwalks were repaired in 2017/18 FY.
Lockable boom at entrance to paved walkway	Vehicles driving on pedestrian walkway	Bonza Bay	Boom was vandalised and was replaced with a Chain.
WARD 29			
Urgent Repair and maintenance of roads	Roads in a poor and pathetic condition. No or very little done during 2015/16 financial year	Gonubie	Chambers Cres, Hart St, Smith St, and Boundary roads are currently in the process of being resurfaced or rehabilitate. In addition, a portion of Fifteenth Ave and Tenth Ave are to be resurfaced in the 2018/2019 financial year. Next portion of the Gonubie main road is underway Maintenance of roads is done on an ongoing basis. Community members can also report potholes on the BCMM hotline 043 705 9220/9223
Maintenance of boardwalk	Danger to society, slats missing, floor rotting etc	Gonubie	Repairs are done on an ongoing basis subject to budget availability. Vandalism of boardwalk remains a serious challenge.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Tidal pool	Algae infested and bottom in poor condition that needs attention before the festive and holiday season	Gonubie	Tidal pool is cleaned on an annual basis prior to the December holiday season. Tidal pool is situated in a natural environment. Therefore, Algae is a norm.
Safety fence PROVINCIAL GOVERNMENT	<i>Death occurred with break-in. Two subsequent break ins.</i>	Gonubie	<i>Law enforcement patrols on an ongoing basis. Issue has also been escalated to SAPS and follow up will be done during the IGR Forum</i>
WARD 30			
Housing A512:A528	There are many informal settlements in the ward people need houses to restore their dignity.	Holomisa village, NU 9 Winnie Mandela, Back yard shacks at NU 9, Cuba & Joe Mati	Contractor established on site for roads and stormwater implementations. Consultant is finalising specification of top structures at Hani Park Winnie Mandela and back yard dwellers will benefit from Postdam Unit V which is still under Town planning/ township establishment processes.
Electricity & Solar system	People need electricity, to protect and minimise fatalities because of illegal connections.	Winnie village NU 9, Holomisa village NU 9, JF Mati NU 9, Chris Hani Park Block 3 NU 11 & Cuba 2.	The identified areas currently do not meet the electrification criteria. An integrated plan is been developed between Spatial Planning, Infrastructure and Human Settlements to address the issue.
Roads	Bad roads in the ward and need to be tarred.	NU 9, Manyano NU 9, Thembelihle NU 9, NU11A, Chris Hani Park Block 1,2,3 Cuba	Contractor on site for the multi-year Mdantsane road upgrade and a portion of Cuba has been re-gravelled to continue with re-gravelling in 2018/19 FY.
Community Hall	Community needs a hall for their activities and other problems.	NU 9	Land to be identified and budget to made available.
Crime NATIONAL GOVERNMENT	<i>People are dying because of high rate of crime. Youth are using drugs also there is high rate of theft.</i>	<i>NU 9, NU 11A, Manyano NU 9, Thembelihle NU 9, Cuba, Chris Hani Park Block 1,2 &3.</i>	<i>Visibility of BCMM Law enforcement is ongoing in the ward, also visible when requested. However, the request was forwarded to SAPS for actioning.</i>
WARD 31			
Houses	Communities need houses	Ncera Village Fort Grey	Studies undertaken by Provincial Human Settlements, entailed on Provincial Housing plan.
Electricity	Sunny South and other areas need electricity	Emaggazeni, Sunny South, Ncera East	Emaggazeni village – 2018/2019 electrification

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			scope complete however there has been additional houses that will now be done in 2019 SunnySouth Township – MoU re-sent to BCMM to sign as the existing BCMM signed MoU is not consistent with the request to effect some changes as requested by Eskom.
<i>Fencing</i> PROVINCIAL GOVERNMENT	<i>Areas need fencing to prevent cattle from grazing to roads</i>	<i>Ncera Village Fort Grey</i>	<i>BCMM is only responsible for fencing of grazing and arable land. Fencing of roads is a function of the Provincial Dept of Transport. Request has been forwarded via IGR Forums.</i>
Job creation	People need to be offered opportunities to form Co-operatives	Entire Ward	Business awareness programmes have been conducted. Registration of Cooperatives has taken place in the ward. Support has been given to all those who have registered including training.
Bridge	A bridge will connect Village 1-4 to access schools and clinic	Village 1-4	Consultant appointed. Feasibility report completed. Preliminary design to be completed by June 2019 and thereafter wait for the environmental approval.
WARD 32			
Housing	The ward is requesting houses for informal settlement dwellers	Entire Ward	Projects to be included under the updated ISHSP.
<i>Walkways</i> PROVINCIAL GOVERNMENT	<i>The ward needs walkways</i>	<i>Entire ward</i>	<i>Priority is public transport routes due to budget constraints. On provincial roads construction of sidewalks is under department of Transport. Request has been forwarded via IGR Forums.</i>
Agricultural Support	The ward is requesting agricultural support	Entire Ward	Implementation of cropping programme at Kiwane location. Currently, construction of poultry structure at Phozi Location.
Play Parks	There are no play parks therefore the ward is requesting play parks	Entire Ward	Procurement of Playground Equipment is underway. The annual contract for fencing of parks is at procurement stage.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Roads and infrastructure	The ward is requesting upgrading of roads and infrastructure	Entire Ward	Rural roads in Kalkeni, Lillyvale, Nkampini and Khiwane have recently been re-gravelled. A road in Kaysers Beach has also been resurfaced. Polymer project has been completed.
WARD 33			
Roads and bridges	All rural roads in the ward are in bad state. There is also a need for small connection bridges.	D02129 from R72 to R 346 KWT and Gxethu, Twecwana, Kuni	Roads in Gwili – Gwili, Khayelitsha, Kuni 2 and Bulura have recently been re-gravelled. The construction of Needs camp/ Potsdam bridge is due for completion by end May. Site visits for the requested bridge to be conducted in consultation with Councillor.
Sanitation	All the toilets that were built are in poor state e.g. Welcomewood, Gxwiligwili and Hill location all toilets have broken doors or no doors at all	Twecu, Moni, Cwecweni	Previously ADM projects incorporated in BCMM. The Department to undertake an investigation on the rectification required.
Community Halls	Communities are sitting their meetings under trees	Gwiligwili, Twecu, Moni, Hill, Altile, Cwecweni, Twecwana, Kuni 1, Kalikeni	Ownership of Land to be confirmed and budget to be requested.
WARD 34			
Storm water drainage	The Ward needs storm water drainage	Some parts of Dimbaza	Stormwater drainage issues are to be addressed in conjunction with the upgrade of roads, as they are dependent on one another for the efficient operation of the roads and stormwater systems.
Tarred and Upgrading of Gravel roads	Some parts of the ward need tarred roads and upgrading of gravel roads	Dimbaza	The annual contract for the construction and maintenance of Rural roads is currently at assessment stage. The rural roads are currently being undertaken making use of plant hire
Job Creation	The Ward needs employment opportunities as the number of unemployed people is high	Dimbaza	Dimbaza Industrialisation programme has commenced and is envisaged to be a ten-year programme, contractor on site.
Multi-purpose centre PROVINCIAL GOVERNMENT	<i>The ward needs a multi-purpose centre</i>	<i>Dimbaza</i>	<i>Construction of multi-purpose centres falls with the Provincial Dept of Human</i>

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			<i>Settlements. The request was forwarded to the Dept and will be followed up in the next IGR Forum</i>
Water and Ablution facilities	The cemetery needs water and ablution facilities	Dimbaza South Cemetery	Funding has been secured for upgrading of cemeteries in the ward in 2019/20 FY. Funding for ablutions will be available in the 2020/21 FY
WARD 35			
Toilets	This is the request from all the former Amahlathi Areas and one must indicate that, the situation in this regard is embarrassingly bad.	Former Amahlathi Areas	300 VIPs will be installed in the current FY- contractor is on site. Programme will also continue in the next FY
Roads	The state of roads in Balasi location and Tyutyu village and you add the areas from Amahlathi and surfacing of roads in Balase Valley.	Balasi Location, Tyutyu Village, Amahlathi Areas, Balase Valley	Resurfacing of roads in Balasi valley done. Balasi Location to re-gravelled in the current FY. Regraveling of roads in Lytville and Ramnyiba done in 2018/19 FY.
Bush-cutting and Dam Fencing	Bushes in Balase Valley are making the environment fertile for criminal activities and there is an urgent need for the dam there to be fenced, a young boy drowned there last year.	Balase Valley	Bush clearing will be undertaken in the 4th quarter of the 2018/2019 FY.
Sport fields Development	Upgrading of rural sports fields is needed to assist young people after school and working hours.	Entire Ward	Currently, sports fields in Tyutyu village are being maintained by BCMM on an ongoing basis. Confirmation of Land will determine future upgrades.
Housing Development	Across the ward, this is needed.	Entire Ward	Consumer education done and needs registration is still ongoing.
WARD 36			
Create jobs	High level of unemployment especially on young people and women. Sustainable jobs should be created and preference should also be given to women.	Amadaka, Upper Mngqesha, Dimbaza, Xhwithinja, Pirie Mission, Zabalaza, Nkosiyane Nakani, New Rest, Fine Trust, Nomgwadle, Khayelitsha, Mzintshane, Mmangweni, Gambushe, Myeni	Capacity building programme, outreach programme, SMME Roadshows. Equipment and machinery for cooperatives as per the requests Dimbaza Revitalisation Programme Support was provided to a Block Making Cooperative EPWP programme for Pirie mission.
Housing	Few destitute houses have been built whilst all	Amadaka, Upper Mngqesha, Dimbaza,	Awaiting the general plans to go to Human Settlements

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
	relevant information has been submitted. Rectification of shutter houses that were built by apartheid government	Xhwithinja, Pirie Mission, Zabalaza, Nkosiyane Nakani, New Rest, Fine Trust, Nomgwadle, Khayelitsha, Mzintshane, Mmangweni, Gambushe, Myeni	procurement and implementation process. Shutter houses: report has been completed will be submitted to council structures for approval.
Roads	All roads are in bad condition. Gravelling of roads in rural areas and tarring of roads in Dimbaza.	Amadaka, Upper Mngqesha, Dimbaza, Xhwithinja, Pirie Mission, Zabalaza, Nkosiyane Nakani, New Rest, Fine Trust, Nomgwadle, Khayelitsha, Mzintshane, Mmangweni, Gambushe, Myeni	Resurfacing roads in Dimbaza and re-gravelled in Zabalaza, Mngqesha and Madakeni.
Building of community halls	Currently there is no hall for community gatherings as the community is sharing a hall with ward 34.	Amadaka, Upper Mngqesha, Dimbaza, Xhwithinja, Pirie Mission, Zabalaza, Nkosiyane Nakani, New Rest, Fine Trust, Nomgwadle, Khayelitsha, Mzintshane, Mmangweni, Gambushe, Myeni	Due to budget constraints not all wards can have community halls. The community hall in ward 34 has been strategically placed to service both wards. BCMM is busy with landownership confirmation for all Community Hall requests in rural areas.
Building & maintenance of sport facilities	A multi-purpose centre with indoor sport centre that will be user friendly to people with disabilities as well.	Amadaka, Upper Mngqesha, Dimbaza, Xhwithinja, Pirie Mission, Zabalaza, Nkosiyane Nakani, New Rest, Fine Trust, Nomgwadle, Khayelitsha, Mzintshane, Mmangweni, Gambushe, Myeni	Upgrading of Dimbaza Stadium was done. Sport fields in Upper and Lower Mngqeshe are being maintained by BCMM staff on an ongoing basis.
WARD 37			
<i>Urban & Rural Bridges</i> PROVINCIAL GOVERNMENT	<i>West Drive bridge to be lifted because it is very dangerous when it's rainy. All other bridges are in a very bad condition</i>	<i>West Drive, Masingatha. Tolofiyeni and Mdingi village & Mxaxo B</i>	<i>A consultant will be appointed to undertake the design of the bridge upgrade in the 2018/2019 financial year. It is anticipated for construction to commence in the 2019/2020 financial year. The other bridges identified fall under the control of the provincial</i>

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			<i>Department of roads and Public Works.</i>
Sport fields fencing, Agricultural fields & grave yards fencing	Most of sports fields in rural areas are in bad condition. Agricultural fields and grave yards are not fenced as well.	Tolofiyeni village, Masingatha village & Mdingi village, Clubview, Mxaxo B, Westdrive, WestBank	Tolofiyeni village, Masingatha village & Mdingi village sports fields are maintained by BCMM on an ongoing basis.
<i>Housing</i> PROVINCIAL GOVERNMENT	<i>RDP, Disasters, Need housing for destitute.</i>	<i>Tolofiyeni, Masingatha & Mdingi, Mxaxo B</i>	<i>The request has been forwarded to the Provincial Dept of Human Settlements for their intervention.</i>
Rural & Urban roads upgrade	In a bad condition	CBD-West Bank, Masingatha, Tolofiyeni, Mxaxo and Mdingi village	Resurfaced roads in KWT and Westbank including Eales, portion of Victoria, Gould, Artie Erasmus, Beatrice, Edward, Lydia, Fleet and James. There is also an ongoing maintenance programme of gravel roads in the ward.
Community halls	Tolofiyeni village has a population of +- 3500 people.	Tolofiyeni village, Masingatha, West Bank & Westdrive in KWT. Mxaxo B & Clubview	BCMM is busy with land ownership confirmation for all Community Hall requests in rural areas.
WARD 38			
Re-gravelling of roads	All roads are in bad state there are no streets to access the area.	Entire ward	Re-gravelled roads in Kwelerana, Mamata, Dikidikana and Gwaba
Water	There are no taps the community is dependent on water delivered by trucks	Entire ward	Dept is currently busy with Phase 1 of Upgrading of Amahleke Bulk water system. Tanks are strategically placed and filled by water cart for new sites, additional required tanks will be looked at. Nonkampa project to commence in May 2019.
Toilets	There are areas that were left incomplete in the ward	Mamata, Mxaxo, Lieveld, Mxhalanga & Dikidikana new sites	400 VIPs will be installed this FY-Contractor is on site.
<i>Electricity</i> STATE-OWNED ENTERPRISE (SOE)	<i>New sites</i>	<i>Entire ward</i>	<i>These areas fall within the Eskom area of supply, Eskom is realigning their electrification programme in terms of the funding received from Department of Energy. Eskom is continuously being engaged through the IGR Forums.</i>
Destitute Housing & Disaster	Still incomplete	Entire ward	HS Directorate will initiate phase 2 disaster project for victims affected from 2004 to date when the funding from

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			Prov. Dept of H/S becomes available.
Unemployment	There is a high rate of youth unemployment	Entire ward	Capacity building programme, outreach programme, SMME Roadshows. Equipment and machinery for cooperatives as per the requests. conducted. Registration of Cooperatives has taken place in the ward. Support has been given to all those who have registered including training.
Pedestrian Bridge	Mxhalanga	Mxhalanga	Investigation has been delayed due to budget constraints during 2018/19. Investigations are part of the 2019/20 financial year plans.
WARD 39			
Construction of sports fields	Youth in our village do not have sport facilities and that result in them doing drugs	Bonke, Kwalini, Ngxwalane & Rhayi	Kwalini sport field was upgraded in 2017/18 FY.
Community halls	People conduct their funerals and community activities outside even if it's rainy.	Bonke, Kwalini, Ngxwalane & Rhayi	Land ownership to be confirmed.
Houses	Mud houses are collapsing in rainy days	Ginsburg, Bonke, Kwalini, Shornville Ngxwalane & Rhayi	National housing need registration and pre-screening exercise has been completed and presented to the entire community. Once the community accepted the beneficiary master list, the project can start.
Fencing of rural cemeteries	Animals are destroying tombstones	Bonke, Kwalini & Ginsburg	Annual contract for fencing for Graveyards is at procurement stage.
Upgrading of rural roads into tarred roads	People in the low-income area have no tarred roads	Lipota & Happy rest in Ginsburg & Shornville roads need to be tarred.	Resurfaced and upgraded roads in Ginsburg. Re-gravelled roads in kwaBhonke.
WARD 40			
Housing	Many people in this ward need proper housing	Entire Ward	Consumer education have been done and Housing needs registration is ongoing.
Sport field	Most areas don't have sports fields therefore the ward requests construction of sports fields	Entire Ward	Currently, BCMM is maintaining a sports field in Mount Coke. Grass cutting and provision of choke is being done by BCMM and being utilised by local clubs.
Renovations of Community Hall	Halls in this ward need urgent attention as there	Mount Coke, Tamarha	Process of Transferring ownership of halls from

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
	are no adequate facilities and are dirty		Ngqushwa Municipality to BCMM has started in the current FY.
Water Tanks	The ward is need urgent need of jojo tanks as water sometimes run out	Dubu, Godidi, Ndileka, Mount Coke	Jojo tanks are installed at strategic areas reachable to areas, in the case of water outages. A further investigation will be conducted to see the possibility of additional plastic tanks.
<i>Electricity</i> STATE-OWNED ENTERPRISE (SOE)	<i>Informal Settlements need electricity</i>	<i>Entire Ward</i>	<i>This is a rural ward and electrification falls under Eskom. In terms of the Eskom three year plan the following area have been identified for electrification: Ekuphumleni for the 2019/20 and 2020/21. Tshabo block 2 is on the plan for 2019/20 Villages around Tshabo is on the plan for 2020/21 No other areas are indicated on the Eskom plan</i>
WARD 41			
Graveyard	Fencing of the graveyard is not finished yet, therefore cows and other stray animals are destroying tombstones	Zone 10 Zwelitsha	The annual contract for fencing at BSC and contract for building maintenance to be advertised. A consultant has been appointed to conduct EIA for the new extension at Zwelitsha Cemetery.
Roads	Roads are in a bad condition especially in Zone 5, 7, 10 & 4	Zwelitsha	. Resurfaced a portion of the Main Road in Zwelitsha.
Houses	Community members with blue cards are waiting for houses since 2011	Zwelitsha in Zone 10	Once land and funding are available, people who qualified will be considered to the housing project within the ward.
<i>Library</i> PROVINCIAL GOVERNMENT	Students are struggling to go to K.W.T. library as sometimes there is no money for taxi.	Zwelitsha	Negotiation between the Provincial Dept of Sports and Recreation and BCMM regarding the provision of Library in Zwelitsha has resumed.
Sports grounds	There are many teams in Zwelitsha, but they struggle to get funds	Zwelitsha stadium must be maintained	Zwelitsha stadium is maintained by BCMM on an ongoing basis.
<i>Mall in Zwelitsha</i> PRIVATE SECTOR	<i>Mall that must be built next to DAGAMA</i>	Zwelitsha	<i>Building of Malls is not a BCMM competency, BCMM</i>

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			<i>strive to create a conducive environment for investment.</i>
WARD 42			
Housing development.	Long overdue program of allocating people with proper shelters so that they enjoy better life.	All ward squatter camps and both NU 1 and NU 2 need houses.	All informal settlements are still undergoing town planning processes.
Community Hall	Ever since Boxer super market took over the then civic hall people have long been suffering without the hall. We never had one.	Need it to be more centralised as to accommodate and accessible to all in the ward.	Land to be identified and budget to be requested.
Electricity	All informal settlements to be electrified stop the day-day infighting among the formal and informal residents as well as to stop illegal connections (izinyoka).	All ward squatter camps and both NU 1 and NU 2 need houses	The following informal areas in ward 42 have received electricity connections, Nkompolo, Masibambane, Andrew Mlangeni, Nondula, Nazo Park1 and Nazo PARK 2.
Swimming pool	Ever since it was vandalised and brought down it was never built again. This is an essential service delivery for our kids so they can be able swim and more jobs be created.	On the very same old spot it was in NU 2 section of the ward.	Currently, contractor is on site to do remedial works. The continuation of phase one is currently in the procurement processes.
Rent office	People spend much money in travelling to town/ NU 11 office to pay rates and services. Ever since the centre one at highway was demolished. It is quite urgent that it be restored.	Need to be more central (Highway) so one can easily access it.	Currently, there is a facility available at NU 2 and NU 6 shopping Mall to pay rates and services. Community members are encouraged to use the nearest facility
WARD 43			
Roads	Re-gravelling and resurfacing of roads not patching of potholes.	Bisho	Roads have been resurfaced in Bisho including Taps Lane, Tyhali Av, Bisho Main Rd, Ngqika and Ngwekazi. Roads re-gravelled in Peelton.
Sport fields	Upgraded and provided with adequate equipment	Bisho, Peelton, Tyutyu location	Bisho & Tyutyu location sports fields are maintained by BCMM on an ongoing basis.
Refuse bags & refuse removal	Collection schedule not adhered to and refuse bags not provided	Bisho	Distribution of Refuse bags has been done in the ward.
Clinic PROVINCIAL GOVERNMENT	<i>Clinic is too far from the community and always short of medicine</i>	<i>Majali Location in Peelton</i>	<i>Follow up with Provincial Department will be done in the next IGR Forum meeting</i>

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Housing	The area called Mdange be provided with RDP houses urgently.	Mpengempenge, Sxeko, Dry and Village, Peelton at Mdange Location	Contractor is on site and the issue of designs has been resolved.
WARD 44			
RDP houses/rural houses	People from Breidbach have been looking for RDP houses for long time	Breidbach, Qalashe, Tshatshu, Siyathemba	Contractor is on site doing services but started with water and sanitation for Breidbach. Beneficiary list and registration done for Qalashe and eight houses will be built, awaiting contractor to commence. Dept of Rural Development & Reform to conduct community resolution in order to release land parcel to BCMM to formalise settlement in Tshatshu A meeting between land owners and BCMM ongoing for Sweetwater Development
Water tanks	The Siyathemba community member request for household to have tanks because there are no taps in the area	Siyathemba	Water supply project is currently completed, water is coming out of newly installed standpipes.
Sport field	There is no playground or sport field for the youth.	Golfcourse, Sweetwaters, Tshatshu, Qalashe, Acornvalley, Siyathemba.	There are existing facilities in the area that are being maintained by Sports Facilities staff when required by the community. Sports field in Sweetwater was handed over to the community.
Tar roads, Sidewalks, Roads re-gravelling	Roads are very bad in the area and need to be tarred.	Golfcourse, Sweetwaters, Tshatshu, Qalashe, Acornvalley, Siyathemba.	Re-gravelled of roads in Tshatshu. Upgrading roads in Sweetwater and resurfaced roads in Breidbach (Geranium). Contractor on site for construction of sidewalks in Sweetwaters due for completion in June 2019.
Electricity	Electrification of informal settlements	Golfcourse, Sweetwaters, Tshatshu, Qalashe, Acornvalley, Siyathemba.	The identified areas currently do not meet the electrification criteria. As they do not form part of the 154 informal settlement report, layout plans will be developed, and ownership of land identified. An integrated plan is been developed between Spatial Planning, Infrastructure and

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			Human Settlements to address the issue.
Title deeds	Golfcourse, Platue have no title deed	Qalashe disaster houses	The Qalashe Disasters house has been built on privately owned property, therefore the title deed cannot be issued.
WARD 45			
Land	There is no land to build houses at Litha & Berlin.	Berlin Lingelitsha temporary structure & Litha township	Township establishment is underway, upon approval, the surveyor general will provide general plan then the Township is registered.
Sidewalks	To roads which have been surfaced	Berlin Lingelitsha, Ilitha	Construction of sidewalks in Ilitha to commence in May 2019.
Speed humps	Children are being knockout by cars	Berlin & Ilitha	Construction of speedhumps in Berlin has been completed in current FY. Ilitha will be done in next FY 2019/20
RDP houses	No RDP houses in these villages	Nkqonqweni near Berlin, Hanover & Tshabo 1	Contractor is costing the outstanding work finished the order that was issued, service provider is costing the remaining work For Top structures, service provider has been appointed
Electricity	There are some new areas with no electricity	Nkqonqweni near Berlin, Hanover & Esikhobeni	Areas fall within the Eskom area of supply. Extension to existing villages need to be investigated and approved by Spatial planning in terms of zoning and layout.
WARD 46			
Playing grounds	The ward needs a play ground	Entire ward	Procurement of playground equipment through informal tenders is underway and one of the targeted wards is 46. A suitable area for the playpark will be identified in consultation with the Councillor after procurement of the playground equipment had been finalised.
Roads	The ward needs tarred roads	Santa, Leaches Bay, Orange Groove	Re-graveling of roads has been done in Orange Grove. Penkop Road in Gately currently being rehabilitated.
Housing	Informal dwellers need houses	Entire ward	BCMM and PDOHS are busy developing 4500 units at Orange Groove.
Bush clearing	Bush clearance is requested by the ward	Entire ward	Bush clearing at Orange Grove is on the programme

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			and will be done during the 4th quarter current FY.
Basic Services in Informal settlements like Water and Sanitation	A bucket system in Leaches Bay since 2011 and that was never collected. No taps and toilets for unfinished houses	Orange Groove, No toilets at all. Leaches Bay, Informal houses and in some houses	A chemical toilet is utilised by the Church. In total 15 toilets have been provided in (Informal Areas) Leaches Bay to date. Orange Grove 20 toilet seats have been provided to date.
WARD 47			
Revamp of the Orient Theatre and purchase of signal hill land.	There is a need of an internationally multi-purpose centre at Orient Theatre and development of signal hill at Quigney	Quigney	Renovation Movenpick has been completed.
Ebuhlanti development	Development of Ebuhlanti as a tourist attraction	Quigney (Beach Front)	The Buffalo City Metro Development Agency (BCMDA) has now started work on conducting a Consumer Survey around development objectives for Ebuhlanti. BCMDA has also set aside some funding in the 2019/2020 financial year for an Environmental Upgrade / Enhancement for improved quality entertainment use of the space as a start to the development programme.
Pedestrian walk of Oxford, Buffalo and Cambridge streets	The influx of cars and buses in the oxford, Buffalo and Cambridge streets need to be prioritized.	CBD	Feasibility study to convert Oxford street and Cambridge street into one way streets has been completed. Outcomes to be presented to BCMM structures in May 2019
Demolishing of old buildings and houses in Quigney and C.B.D.	There are a lot of old buildings and houses in the CBD and Quigney that need to be upgraded and developed	C.B.D & Quigney	Waiting for Dilapidated and unsightly buildings by-law to be approved by council in the 2018/2019 FY.
Roads maintenance of potholes and street lights and CCTV cameras in C.B.D	The damage of roads and street lights in Baysville, CBD and Quigney is of a great concern to rate payers and business community	Baysville Arcadia, C.B.D & Quigney	Maintenance of roads ongoing in Currie, Esplanade, Union, Oxford, Commercial Streets and Settlers Way, North Earth Xpress Way have been partially or completely resurfaced. Fleet Street Has been upgraded.
WARD 48			

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Housing	All informal dwellers need houses	Francis Meli, Stofile, Lilian Ngoyi	Consultant is busy compiling specifications for top structures in Francis Meli. Stofile informal dwellers will benefit from Mdantsane Zone 18CC Phase 2.
Electricity & High Mast Lights	All Informal areas need electricity	Francis Meli, Lilian Ngoyi	The identified areas currently do not meet the electrification criteria. An integrated plan is been developed between Spatial Planning, Infrastructure and Human Settlements to address the issue
Roads	There is a need of Tarred Roads and Speed Humps	N. U. 8, N. U. 10, N. U. 11B	Upgrading of roads in Mdantsane is a multi-year programme. Contractor on site. Speedhumps can only be done once road is surfaced. Speedhumps were constructed in ward 48.
Job Creation	Job creation for youth	Entire Ward	<p>Leaverships and Apprenterships will be rolled out in partnership with Services SETA in 2019/20 Mdantsane Homestay programme will also be initiated</p> <p>Mdantsane Youth Centre is a own funded ongoing program creating linkages and opportunities for youth</p> <p>Work readiness programme has been implemented across BCMM.</p>
Bridge	A Bridge needed between 11B and 10	Between 11B and 10	Preliminary design has been completed. Waiting for environmental approval from DEDEAT. DEDEAT approval is expected not later than end June 2019 and thereafter work to finalise the design would be completed during the 2019/20 financial year.
Housing	The Ward requests houses for informal settlement dwellers	Entire ward	The ward is being attended by Provincial Dept of Human Settlement.
Sport complex	A sports complex was under construction but later abandoned. The ward requests for the	Emthonjeni	Sports complex development was not a BCMM project. Sports complex development in the ward will be considered in the next MTREF period.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
	construction of a new one in a new location.		
Electricity	The Ward requests electrification of informal settlements as crime levels are escalating	Entire ward	Electrification of shacks project still requires planning processes to be concluded. Eskom and Spatial planning need to finalise layout plans before Eskom can implement project.
Roads	The ward requests upgrading of roads as they are in a very bad state.	Entire ward	Re-gravelling of Ndevana roads and stabilization of gravel (Application of Polymer products).
Youth centre	The Ward requests a youth centre to be constructed at Santini	Entire ward	Feasibility study will be undertaken.
Bridge to cemetery		Santini	To be considered in the new financial year.
WARD 50			
Fencing	The ward is need of fencing of fields and veld	Kwelera Village	It is budgeted for in 2019/2020.
Water and sanitation	There are some areas without proper water and sanitation	Informal Settlements in Kwelera Village	Installation of 300 VIPs toilets will be done in the current FY. And programme will continue in the next financial year. Water mains have been extended in KwaTuba Village.
Roads	There is a need for tarred roads in some areas of the ward	Kwelera Village	Upgrading of roads in Sunrise on Sea. Some roads have been re-gravelled in the ward-Zozo ,Nokhala, Gwaba, Komanishini and Mandela. Additional roads will be re-gravelled in 2018/19 FY.
Housing electricity	There are no RDP houses at all. Informal Settlements do not have Electricity	Kwelera Village	The identified areas currently do not meet the electrification criteria. An integrated plan is being developed between Spatial Planning, Infrastructure and Human Settlements to address the issue.
<i>Multi-Purpose Youth Development Facilities</i> PROVINCIAL GOVERNMENT	<i>The ward needs multi-purpose youth development facilities</i>	<i>Kwelera Village</i>	<i>Construction of multi-purpose centres falls with the Provincial Dept of Human Settlements. The request was forwarded to the Dept and will be followed up in the next IGR Forum.</i>

B. SUMMARY - KEY ISSUES RAISED BY STAKEHOLDER AND RESIDENTS: 14 – 29 APRIL 2019

Whilst still experiencing a barrage of challenges, BCMM has made satisfactory progress with implementing the five-year IDP and are planning on accelerating the pace of service delivery.

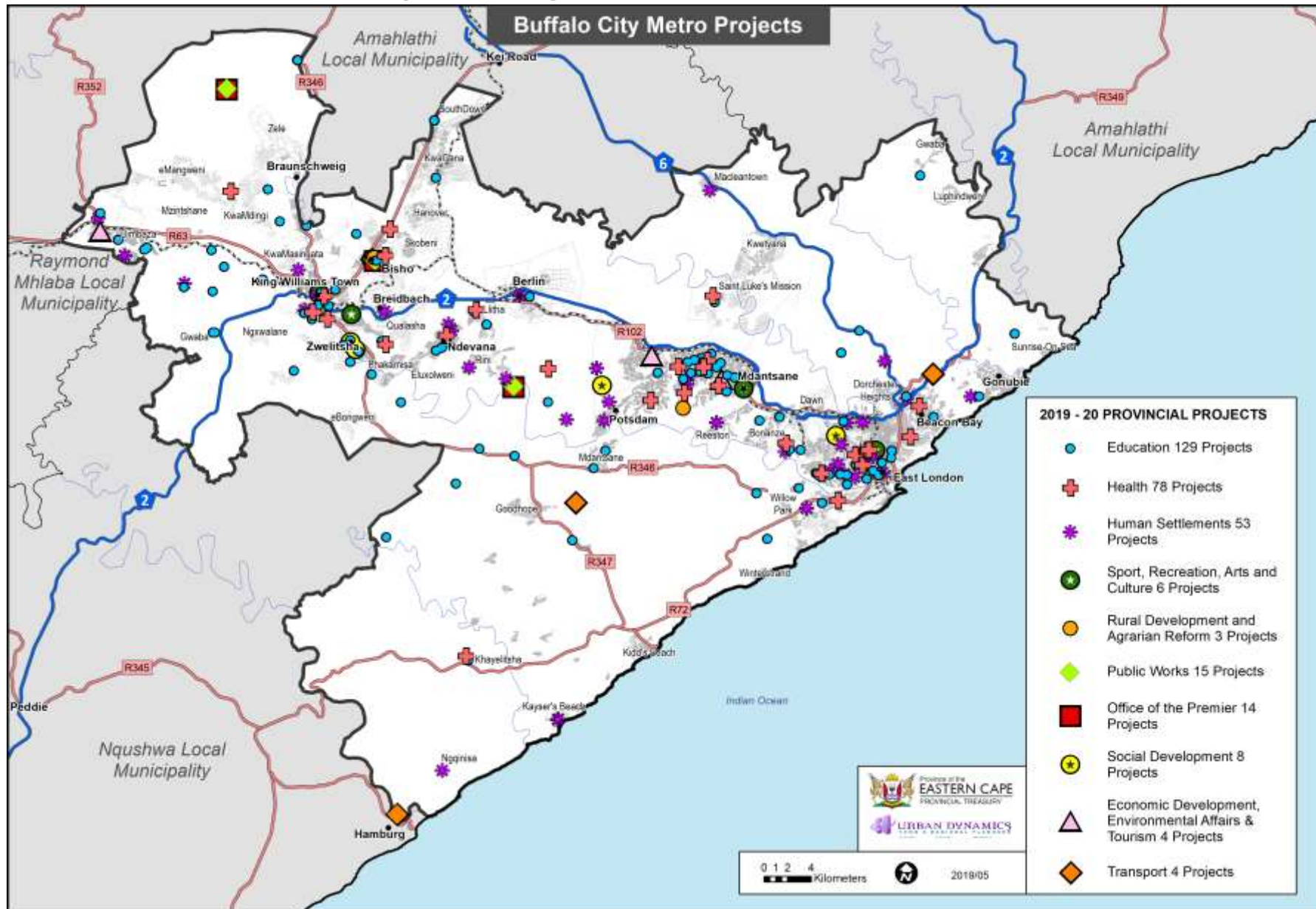
The following table will present a summary of the key issues raised by communities during the recent IDP and Budget Roadshow and a snapshot of achievements made in respect of key services rendered by the municipality:

No.	SERVICE DELIVERY FUNCTIONS	BCMM COMMITMENT	
		KEY PERFORMANCE INDICATOR	2019/20 TARGET
1	Electricity delivery	Number of informal dwellings provided with a basic electricity service (RDP)	1600
		Number of new high mast lights installed	12
		Electricity Losses	Equal to or less than 18%
Progressing with addressing backlogs in Electricity: <ul style="list-style-type: none"> Access to electricity in terms of formal housing sits at 100%. Only houses that are under construction or have recently been completed do not have electricity. The electricity department is rolling out electrification based on fund allocation of: <ul style="list-style-type: none"> - 300 RDP houses in Pakamisa South - 250 informal dwellings in Kanana 10 x new high mast lights have been installed crime prone areas and areas with insufficient lighting such as Sweetwaters. 			
2	Water for household use	Water connections metered as a percentage of total connections	91%
		Percentage of Complaints/Callouts responded to within 24 hours (water).	Responded to 95% of water outages and burst pipes complaints/ queries within 24 hours. (exclude completion of repairs)
3	Sewage and sanitation	Number of new sewer connections meeting minimum standards	945
		Number of ablution facilities constructed (seats)	66 (Seats)
		Percentage of Complaints/Callouts responded to within 24 hours (sanitation/wastewater).	Responded to 95% sewer overflows within 24 hours. (Only covers inspection and identification of required repairs as well as issuing job cards).
		% of households with access to basic level of sanitation	94%
		Number of new water connections meeting minimum standards	450
Progressing with addressing backlogs in Sanitation: <ul style="list-style-type: none"> The total rural sanitation backlog adopted by the City in 2006 was 81 334 households. This figure has since been reduced to a minimum of 19 924 households in 2018/19, which translates to 8% backlog including new demarcation. An additional 3300 new VIPs are currently under construction, expected to be completed by end of the financial year. A budget of R155 million has been allocated in the 2019/20 MTREF to address sanitation backlogs. 			

No.	SERVICE DELIVERY FUNCTIONS	BCMM COMMITMENT	
		KEY PERFORMANCE INDICATOR	2019/20 TARGET
4	Refuse removal	Percentage of known informal settlements receiving integrated waste handling services	100% (156)
		Number of waste management facilities upgraded	1
Progressing with addressing backlogs in Refuse Removal: <ul style="list-style-type: none"> The City in 2017/18 procured twenty (20) new refuse removal compactors / trucks. New compactors / trucks will enable the extension of basic refuse removal to more qualifying households. This will be implemented from 01 July 2019. In the 2018/19 financial year, the City is in a process of procuring additional eleven (11) new refuse removal Compactor Trucks. This will enable us to increase the coverage to 100% Households. Also, in 2018/19 financial year, the City is in a process of procuring and distribution of Skip Containers and Skip Loaders to cover most of informal and rural areas. 			
5	Fire fighting services	Percentage compliance with the required attendance time for structural firefighting incidents	75% of calls within attendance times as per SANS 10090:2003 8min - high risk areas, 10 min - moderate risk areas, 13 min - low risk areas 23 min - rural areas
6	Decisions around land use	Average Number of days taken to process building plan applications for approval (<500m2)	25 Days
		Average Number of days taken to process building plan applications for approval (>500m2)	55 Days
7	Municipal roads infrastructure	Percentage of unsurfaced road graded	4.135% (55km)
		Number of pedestrian bridges constructed	3 (Ward 16 and Ward 14)
		Number of speed humps constructed	32
		Number of bridges rehabilitated	3
8	Municipal public transport	Number of public transport facilities rehabilitated	2
Progressing with addressing backlogs in Roads and Storm water: <p><u>Roads Network status:</u></p> <ul style="list-style-type: none"> The roads network consists of 1,600km of surfaced roads with a total replacement value of R6.58 billion. The unpaved network is 1,300km of gravel roads. It is generally accepted to have between 5% and 10% of the roads network in a Poor to Very Poor condition at any given ti Currently 40% of the Surfaced roads network, and 31% of the Gravel roads network is in a poor to Very Poor condition. That equates to a backlog of 480Km of Surfaced roads and 273Km of Gravel roads. 			

No.	SERVICE DELIVERY FUNCTIONS	BCMM COMMITMENT	
		KEY PERFORMANCE INDICATOR	2019/20 TARGET
	<ul style="list-style-type: none"> Annually, an average of 80km of gravel roads is replaced and 25kms of surface roads is also replaced A formal assessment is being undertaken as part of the Master Plan. An amount of R306.5 million is budgeted in 2019/20 MTREF for funding the roads and storm-water capital infrastructure. The Roads, Transport and Storm-water Master Plan was completed in August 2018. 		
9	Street trading	Number of infrastructure projects for informal traders implemented	4)
10	Parks and recreational areas	Number of Community Parks Upgraded	10(Coastal, Midland, Inland)
11	Sports Facilities	Number of sports facilities upgraded	10
	Halls	Number of community halls upgraded	2
	Beaches	Number of beach facilities upgraded	4
12	Cemeteries and crematoria	Number of cemeteries upgraded	14
13	Houses	Number of subsidised housing units complete	600
14		Number of formal site service	1350
Progressing with addressing backlogs in Human Settlements: <ul style="list-style-type: none"> The metro has got ±154 informal settlements. Population within informal settlements is 155 080, excluding backyard dwellings. 32 informal settlements form part of NUSP1, which has council approval. 21 informal settlements which form part of NUSP 2, undergoing Council approval processes. For 2019/20 R163m (MTREF) has been set aside for informal settlements upgrade Projects. + 47 thousand housing units' backlogs. +/- 350 emergency housing backlog (disaster). BCMM is accredited as a level 1 housing developer. BCMM has set aside R908 million and R609 million in 2019/20 MTREF to human settlements services backlog (USDG) and top structures (HSDG) so as to address Human Settlements backlogs. 			
15	Unemployment and Skills Development	Number of interventions implemented to support SMME's and Cooperatives	10
		Number of jobs created through Expanded Public Works Programme (EPWP)	5630
		Number of job opportunities created through Municipal Projects and partnerships	1300
Highlights for 2018/19: <ul style="list-style-type: none"> As part of lobbying for infrastructure investment into the City, BCMM signed a MoU with Transnet National Ports Authority (TNPA) and EL IDZ. Revitalization of Dimbaza Industrial Area has commenced in earnest with a R66m investment from the DTI, DEDEAT and BCMM. More investment is expected from other provincial stakeholders. In terms of addressing the critical skills shortage, BCMM partnered with Services SETA to provide Bursaries to cover up to R65 000 for University and up to R35 000 for TVET Students for close to 200 students. The partnership with Services SETA has also seen the upgrading of part of the Sekunjalo Skills Training Centre in Mount Coke. 			

ANNEXURE F: Projects by Provincial Government



ANNEXURE G: Programmes by Buffalo City Metro Development Agency

1.1 BCMDA Strategic Goals

1.1.1 Strategic Goal 1: A financially viable and fully capacitated agency delivering its mandate efficiently and effectively

Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
1.1 Financial sustainability	Ensure the Financial Sustainability of the BCDMA	Implementation of a Financial Sustainability Strategy	%	Council approval of the Sustainability Strategy	Approval of the Sustainability Strategy	20% Implementation of Sustainability Strategy	40% Implementation of Sustainability Strategy	80% Implementation of Sustainability Strategy	100% Implementation of Sustainability Strategy
1.2 Organisational alignment to mandate	Ensure the organisational structure enables the BCMDA to effectively deliver on its mandate	Implementation of a revised organisational structure	%		100% Organisational Review completed	100% Implementation of revised organisational structure	n/a	n/a	n/a
1.3 Efficient and effective Information Technology and Knowledge Management service	Ensure the development of electronic systems to manage all Agency transactions and projects as well as a document management system	Development of Enterprise Architecture/Master Systems Plan (MSP)	#	Approved ICT Strategy	Approved Enterprise Architecture/MSP	n/a	n/a	n/a	n/a
		Implementation of ePDMS	#	Manually signed Performance Agreements and Reviews	100% implementation of ePDMS	n/a	n/a	n/a	n/a
		Implementation of Enterprise Backup and Recovery Solution	#	IronTree Backup Solution	100% implementation of Enterprise Backup and Recovery Solution	n/a	n/a	n/a	n/a



Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
		Implementation of Enterprise wide Antivirus and Internet Protection	#	Standalone Antivirus licenses	100% implementation of Enterprise wide Antivirus and Internet Protection	n/a	n/a	n/a	n/a
		Implementation of Intranet Portal	#	n/a	100% implementation of Intranet Portal	n/a	n/a	n/a	n/a
1.4 Equitable and sound Corporate Governance	Ensure effective and efficient performance, financial and risk management	Expenditure incurred	%	84 %	99 %	99 %	99 %	99 %	99 %
		Audit Outcome	n/a	Unqualified Audit Opinion	Unqualified Audit Report without findings	Unqualified Audit Report without findings	Unqualified Audit Report without findings	Unqualified Audit Report without findings	Unqualified Audit Report without findings
		Implementation of the Risk Register and Internal Audit Plan	%	90%	100% implementation of the Risk Register and Internal Audit Plan	100% implementation of the Risk Register and Internal Audit Plan	100% implementation of the Risk Register and Internal Audit Plan	100% implementation of the Risk Register and Internal Audit Plan	100% implementation of the Risk Register and Internal Audit Plan
		Implementation of audit recommendations from all Audit Reports (external)	%	90%	90 %	90 %	90 %	90 %	90 %
		Implementation of all recommendations from audit findings (internal)	%	90%	90 %	90 %	90 %	90 %	90 %



Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
		Number of policies developed, implemented and reviewed	#	Policies and a strategy were developed, reviewed and approved including the review of the standard operating procedures.	2	2	2	2	2
		Number of financial and performance reports prepared and submitted (with supporting portfolio of evidence)	#	4 Quarterly reports	4 Quarterly reports	4	4	4	4
		Prepare and submit half year 2018/19 financial statements	#	Nil	Submission of 2018/19 half year financial statements by 28 February 2019 and mid-year assessment reports by 20 January 2019.	1	1	1	1
		% of creditors paid within 30 days from the date of receiving an invoice by Finance Division	%	100%	100%	100%	100%	100%	100%
		Number of monthly budget statements prepared and submitted by the 7th	#	12	12	12	12	12	12



Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
		working day of each month by 30 June 2019.							
		Timeous reconciliation of all revenue, expenditure, assets and liabilities (by the 10th of the following month).	#	12	12	12	12	12	12
		Submission of EMP 201 returns within 7 days after every month-end	#	12	12	12	12	12	12
		Submission of VAT 201 returns by the last working day after a two-month period	#	6	5	5	5	5	5
		Accurate fixed asset register that reconciles with the general ledger	#	1	1	1	1	1	1
		% expenditure of conditional grants received by December 2018	%	38%	99%	99%	99%	99%	99%
		Prepare and submit 2019/20 annual budget for approval by 31 May 2019.	#	Approved 2018/19 Budget by 31 May 2018.	1 Approved Budget	1 Approved Budget	1 Approved Budget	1 Approved Budget	1 Approved Budget



Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
		Monitor mSCOA compliance	%	30% implementation	100% mSCOA compliance	100% mSCOA compliance	100% mSCOA compliance	100% mSCOA compliance	100% mSCOA compliance
		% implementation of the Supply Chain Management Policy	%	100%	100%	100%	100%	100%	100%
		Develop and approve annual procurement plan	#	1 Approved procurement plan	1 Approved procurement plan	1 Approved procurement plan	1 Approved procurement plan	1 Approved procurement plan	1 Approved procurement plan
		Monthly evaluation of supplier performance and maintenance of Contracts Register	#	1 Contracts Register	1 Contracts Register	1 Contracts Register	1 Contracts Register	1 Contracts Register	1 Contracts Register
		% LEVEL ONE BBBEE expenditure on procurement of goods and services	%	60%	75%	75%	75%	75%	75%
		2018/19 Performance contracts and work plans for all divisional staff developed and signed	#	3	5	5	5	5	5
1.5 Adequate and appropriately skilled staff	Position BCMDA as an employer of choice through credible recruitment and retention of staff and the	Vacancy rate on funded posts	%	5.5%	10%	10%	10%	10%	10%

Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
	Implementation of a Performance Development Management System (PMDS)	Women employed by the agency	%	65%	60%	60%	60%	60%	60%
		Implementation of PMDS	%	100%	100%	100%	100%	100%	10%
		Turnover of staff	%	5.8%	12%	12%	12%	12%	12%
		Talent Management (Learning & Growth)	%	55%	75%	75%	75%	75%	75%
		Culture & Change Management Policy	#	Nil	Approved Change Management Policy	1	n/a	n/a	n/a
		Employee Wellness Programme	%	Nil	90%	90%	90%	90%	90%
		Employee Relations Management	#	Nil	To have sound Labour Relations with no external dispute referrals	To have sound Labour Relations with no external dispute referrals	To have sound Labour Relations with no external dispute referrals	To have sound Labour Relations with no external dispute referrals	To have sound Labour Relations with no external dispute referrals
		Development of Internship and Learnership Programme	#	Nil	Appointment of Learners and Interns	Develop 1 TOR	0	0	0



Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
1.6 Effective Board Secretariat and legal support	Provision of all Board Secretariat support functions and legal services to the agency	Board & committee meetings organised and recorded	#	All Board and Committee meetings properly organised and recorded	20	20	20	20	20
		Implementation of board resolutions	%	All Board and Committee resolution implemented	100%	100%	100%	100%	100%
		Board Secretariat functions and legal support matters dealt with as per legislated time-frames	%	Effective Board secretarial function	100%	100%	100%	100%	100%
		Implementation of litigation matters attended to within time-frames	%	Attending to litigation matters within the legal timeframe	100%	100%	100%	100%	100%
1.7 Conducive working environment	The creation of a positive working environment	Office Space Acquisition	#	Leased Office	Approved budget for office space acquisition	Relocation to new offices	n/a	n/a	n/a
		Compliance with Health and Safety controls	#	Approved Health and Safety Procedure; Appointed H&S Reps	100% minimum fulfilment of Health and Safety Controls	100% minimum fulfilment of Health and Safety Controls	100% minimum fulfilment of Health and Safety Controls	100% minimum fulfilment of Health and Safety Controls	100% minimum fulfilment of Health and Safety Controls



Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
2.1 Tourism opportunities exploited in high value products	Facilitate the promotion of tourism in Buffalo City through the: <ul style="list-style-type: none"> • Development of a Tourism Infrastructure Masterplan (TIM) • Sisa Dukashe Integrated Sports Precinct (SDISP) • Boxing Precinct • Rugby Precinct • Aqua-sport Precinct • Cricket Precinct • Implementation of a Branding and Marketing Programme (BMP) • Mandela Boxing Festival (MBF) • Development and implementation of a Public Art Programme (PAP)¹ 	Implementation of Tourism Infrastructure Masterplan (TIM)	#	n/a	1 developed TIM	Implementation of Phase I of TIM	Implementation of Phase II of TIM	Implementation of Phase III of TIM	Evaluation of TIM
		Sisa Dukashe Integrated Sports Precinct (SDISP)	#	n/a	Completion of phase I – feasibility, design and planning of Sisa Dukashe	Completion of phase II	Completion of phase III	n/a	n/a
		Boxing Precinct	#	n/a	Completion of phase I – feasibility, design and planning of Boxing Precinct	Completion of phase II	Completion of phase III	n/a	n/a
		Rugby Precinct	#	n/a	Completion of phase I – feasibility, design and planning of Rugby Precinct	Completion of phase II	Completion of phase III	n/a	n/a
		Aqua-sport Precinct	#	n/a	Completion of phase I – feasibility, design and planning of aqua-sport Precinct	Completion of phase II	Completion of phase III	n/a	n/a

¹ The feasibility studies will also consider the role of the private sector in the development and management of each precinct. If a concession is feasible, a public procurement process will be undertaken to appoint such a concessionaire. However, access of the facilities to communities will be paramount in each transactional arrangement.



Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
		Cricket Precinct	#	n/a	Completion of phase I – feasibility, design and planning of Cricket Precinct	Completion of phase II	Completion of phase III	n/a	n/a
		Implementation of a Branding and Marketing Programme (BMP)	%	Nil	100% development of BMP	100% implementation of BMP	100% implementation of BM	100% implementation of BM	100% implementation of BM
		Mandela Boxing Festival (MBF)	#	Nil	1	1	1	1	1
		Development and implementation of a Public Art Programme (PAP)	%	Nil	100% development and approval of PAP	100% implementation of PAP	100% implementation of PAP	100% implementation of PAP	100% implementation of PAP

1.1.3 Strategic Goal 3: Acquire, plan, develop and manage land and buildings

Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
3.1 Inner City Regeneration	Implementation of programmes and initiatives to revive the East London, Berlin and Kings Williams Town with a bias to township economic revitalization of Dimbaza, Zwelitsha, Mdantsane and Duncan Village ²	Development of a BCMM Business Improvement District Strategy (BIDS)	#	CID Concept	Fully developed Business Improvement District Strategy	Implementation of Business Improvement District Strategy	Implementation of Business Improvement District Strategy	Implementation of Business Improvement District Strategy	Implementation of Business Improvement District Strategy
		Business forums held to discuss progress on implementation of BIDS	#	n/a	4	4	4	4	4
		Grant proposals submitted	#	n/a	3 Township Renewal Grant proposal submitted	1 Grant Proposal submitted to National Treasury	1 Grant Proposal submitted to National Treasury	1 Grant Proposal submitted to National Treasury	1 Grant Proposal submitted to National Treasury
	University Town Program (UTP)	#	n/a	Develop a University Town Program	Implement Phase I of UTP	Implement Phase II of UTP	Implement Phase III of UTP	Evaluate the UTP	
	Industrial Cluster Development (ICDP)	#	n/a	Fully developed ICDP in conjunction with ECDC, ELIDZ, ECSECC, TNPA and provincial universities	Implementation of ICDP	Implementation of ICDP	Implementation of ICDP	Evaluation of the ICDP	

² The Township Economic Development process will seek to integrate economic infrastructure, services and opportunities of the townships to the urban core. This will be a deliberate program of utilizing property development, tourism and socio-economic development to reverse the historical marginalization of the township from the mainstream economic activity.

Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
		Industrial Clusters initiated	#	n/a	1 Agro-industrial Cluster initiated ³	1 Fashion and Beauty Industrial cluster initiated	1 Oceans Economy Industrial Cluster initiated	1 Electronics and Artificial Intelligence Industrial Cluster initiated	1 Industrial Cluster Performance Awards
		Development of Provincial Government Precinct Programme (PGPP)	#	n/a	Fully developed PGPP in collaboration with ECPA	Roll-out of phase I of PGPP	Roll-out phase II	Roll-out phase III	Evaluation of PGPP
3.2. A well-developed beachfront	Implementation of programmes and initiatives to revitalise the economic activities on the Buffalo City Metropolitan Municipality's beachfronts, covering the entire coastal precinct of the metro.	Development of Integrated Beachfront Plan (IBP)	#	n/a	Fully developed Integrated Beachfront Plan	n/a	n/a	n/a	n/a
		Commencement of project planning and execution at Water World	#	Draft designs developed	Tender documents completed, and process of contractor appointment initiated	Design and planning of Water World	Execute on project plan for Water World	Execute on project plan for Water World	n/a
		Land disposal agreement signed with qualifying developer for Marina Glen A ⁴	#	Land valuation completed	Land disposal agreement signed	n/a	n/a	n/a	n/a

³ The Agro-Industrial Cluster program is intended to integrate BCMM village agricultural activities to agro-processing services and global value chains. It will see the transfer of economic value to depressed and unproductive village agricultural assets.

⁴ BCMDA shall develop a Land Disposal Policy, which shall guide the agency about the rationale for either leasing out, selling, swapping the asset for equity or any other option. This policy will prevent the wholesale selling of land donated to the agency by the shareholder. It will also prescribe the steps of consultation to be undertaken and approvals to sort in the event of an outright sale.



Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
		Commencement of project planning and execution at Court Crescent	#	Draft designs developed	Tender documents completed, and process of contractor appointment initiated	Design and planning of Court Crescent	Execution of project plan for Water World	Execution of project plan for Water World	n/a
		Commencement of project planning and execution at Esplanade	#	Draft designs developed	Tender documents completed, and process of contractor appointment initiated	Design and planning of Esplanade	Execution of project plan for Esplanade	Execution of project plan for Esplanade	n/a
		Land disposal agreement signed with qualifying developer for Seaview Terrace	#	Land valuation completed	Land disposal agreement signed	n/a	n/a	n/a	n/a
		Appoint a panel of transactional advisors	#	n/a	1 panel of transactional advisors appointed	n/a	n/a	n/a	n/a

1.1.4 Strategic Goal 4: The facilitation and delivery of socio-economic development programmes

Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
4.1. Job Creation & Economic Development	Facilitate and implement initiatives geared towards job creation and socio-economic development <ul style="list-style-type: none"> • Development of a Clean, Secure and Blue Beachfront (CSBB) Programme • Development and implementation of an Inner-City Safety Programme • Development and implementation of an Inner-City Greening Programme • Implementation of an Agri-Tourism and Fish-Farming Support Programme • Implement Waste Management Programme with DEA • Implementation of a Learnership Programme • Implementation of a Corporate Social Investment Programme⁵ 	Development of a Clean, Secure and Blue Beachfront (CSBB) Programme	#	n/a	Approved Clean, Secure and Blue Beachfront (CSBB) Programme	Implementation phase I of CSBB Programme	Implementation phase II of CSBB Programme	Implementation of phase III of CSBB Programme	Evaluation of CSBB Programme
		Implementation of an Inner-City Safety Programme	#		1 Inner-City Safety Programme Implemented	1 Inner-City Safety Programme Implemented	1 Inner-City Safety Programme Implemented	1 Inner-City Safety Programme Implemented	1 Inner-City Safety Programme Implemented
		Initiation of an Agri-Tourism & Fish-Farming Support Programme	#		Agri-Tourism & Fish-Farming Support Programme Initiated	Implementation of Agri-Tourism & Fish-Farming Support Programme	Implementation of Agri-Tourism & Fish-Farming Support Programme	Implementation of Agri-Tourism & Fish-Farming Support Programme	Implementation of Agri-Tourism & Fish-Farming Support Programme
		Implementation of a Waste Management Programme with DEA	#		Implementation of Waste Management Programme with DEA	Implementation of Waste Management Programme with DEA	Implementation of Waste Management Programme with DEA	Implementation of Waste Management Programme with DEA	Implementation of Waste Management Programme with DEA
		Implementation of a Corporate Social Investment (CSI) Programme	#	0	10 NPO's supported	10 NPO's supported	10 NPO's supported	10 NPO's supported	10 NPO's supported
		NPO's trained on CSI Programme	#	n/a	10 NPO's trained	10 NPO's trained	10 NPO's trained	10 NPO's trained	10 NPO's trained

⁵ This program will be implemented in conjunction with BCMM's municipal services, planning and economic development directorates. It is envisaged that BCMDA will be largely an implementing agent of the shareholder in this regard. At all times the agency will avoid duplicating or supplanting work being done at the city level. In each instance this program will necessitate the review of existing service delivery models and their continuous improvement.

1.1.5 Strategic Goal 5: Project preparation, packaging and investment facilitation

Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
5.1 Facilitation and promotion of investment activities within Buffalo City	Implementation of programmes to promote and facilitate investment	Development of Investor Support Programme (ISP)	%	Nil	100% development of ISP I in consultation with existing investors	100% implementation of ISP I in consultation with existing investors	100% implementation of ISP I in consultation with existing investors	100% implementation of ISP I in consultation with existing investors	100% Development of ISP II in consultation with existing investors
		Investor summits held	#	Nil	1	1	1	1	1
		Develop a Regional Incentive Package (RIP)	%	Nil	100% development of a Regional Incentive Package in conjunction with DTI in line with ISP I	100% implementation of a Regional Incentive Package in conjunction with DTI in line with ISP I	100% implementation of a Regional Incentive Package in conjunction with DTI in line with ISP I	100% implementation of a Regional Incentive Package in conjunction with DTI in line with ISP	100% implementation of a Regional Incentive Package in conjunction with DTI in line with ISP
		Investment promotion missions	#	Nil	1	1	1	1	1
		Partnerships established with Embassies	#	Nil	2	2	2	2	2
		International trade agreements reviewed	%	Nil	25% of Trade Agreements reviewed	25% of Trade Agreements reviewed	25% of Trade Agreements reviewed	25% of Trade Agreements reviewed	n/a
		Implementation of a Marketing, Demand Creation, Plan and Go-to-Market Strategy	%	Nil	100% development of BCMM Marketing Programme (MP)	At least 25% Implementation of BCMM Marketing Programme	At least 25% Implementation of BCMM Marketing Programme	At least 25% Implementation of BCMM Marketing Programme	At least 25% Implementation of BCMM Marketing Programme
		Market research seminars held	#	Nil	1	1	1	1	1