

DRAFT INTEGRATED
DEVELOPMENT PLAN REVIEW OF
BUFFALO CITY METROPOLITAN
MUNICIPALITY

2020/21



BUFFALO CITY
METROPOLITAN MUNICIPALITY

A City hard at work

BUFFALO CITY METROPOLITAN MUNICIPALITY
UNITY IN ACTION. A CITY HARD AT WORK

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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
B.B.B.E.E.	Broad-Based Black Economic Empowerment	I.D.C.	Industrial Development Corporation
B.C.M.M	Buffalo City Metropolitan Municipality	I.D.P.	Integrated Development Plan
B.C.D.A.	Buffalo City Development Agency	I.D.Z.	Industrial Development Zone
B.E.E.	Black Economic Empowerment	I.E.M.	Integrated Environment Management
B.M.S.	Bridge Management System	I.E.M.P.	Integrated Environmental Management Plan
B.R.T	Bus Rapid Transit	I.G.R	Inter-governmental Relations
C.B.D.	Central Business District	I.M.A.T.U	Independent Municipal and Allied Trade Union
C.C.T.V	Closed Circuit Television	I.N.E.P.	Integrated National Electrification Programme
C.E.O	Chief Executive Officer	I.P.M.S.	Individual Performance Management System
C.I.P.	Capital Investment Plan	I.S.H.S.P	Integrated Sustainable Human Settlement Plan
C.O.O	Chief Operating Officer	I.T.	Information Technology
C.P.M.D	Certificate in Programme Management Development	I.T.P	Integrated Transport Plan
C.R.M	Customer Relations Management	I.W.M.P	Integrated Waste Management Plan
C.S	Community Survey	J.I.P.S.A	Joint Initiative for the Prioritization of Scarce Skills
D.B.S.A.	Development Bank South Africa	KfW	German Development Bank
M.B.S.A.	Mercedes Benz South Africa	K.F.A.	Key Focus Area
D.E.A.T	Department of Environmental Affairs and Tourism	K.P.A	Key Performance Area
D.L.A.	Department of Land Affairs	K.P.I	Key Performance Indicator
D.L.G.H.	Department of Local Government & Housing	K.W.T.	King William's Town
D.M.F.	Disaster Management Fund	L.A. 21	Local Agenda 21
D.P.L.G.	Department of Provincial & Local Government	L.E.D.	Local Economic Development
D.T.I.	Department of Trade & Industries	L.G.H.	Local Government Housing
D.W.A.F.	Department of Water & Forestry	L.G.S.E.T.A	Local Government Sector Education Training Authority
E.C.	European Commission	L.O.S.	Levels of Service
E.C.D.O.H.	Eastern Cape Department of Health	L.S.D.F.	Local Spatial Development Framework
E.C.P.P	Eastern Cape Provincial Plan (Vision 2030)	M.E.C.	Member of the Executive Council
E.E.A	Employment Equity Act	M.E.L.D.	Mdantsane East London Development
E.F.F.	External Financing Fund	M.F.M.A.	Municipal Finance Management Act
E.I.A	Environmental Impact Assessment	M.D.R	Multi Drug Resistant
E.L.	East London	M.G.D.S	Metro Growth and Development Strategy
E.L.I.D.Z.	East London Industrial Development Zone	M.H.S	Municipal Health Service
E.P.W.P	Expanded Public Works Programme	M.I.G.	Municipal Infrastructure Grant
E.U.	European Union	M.O.S.S	Municipal Open Space System
M.S.C.O.A	Municipal Standard Chart of Accounting	M.S.	Municipal Scorecard
G.D.P.	Growth and Development Plan	M.S.A.	Municipal Systems Act
G.D.S.	Growth & Development Strategy	M.T.R.E.F.	Medium-Term Revenue and Expenditure Framework
G.I.S.	Geographic Information Systems	M.U.R.P.	Mdantsane Urban Renewal Programme
G.R.A.P.	Generally Recognized Accounting Practice	N.D.P.	National Development Plan
G.T.Z.	German Agency for Technical Cooperation	N.A.T.I.S.	National Traffic Information system
G.V.A.	Gross Value Added	N.E.M.A	National Environmental Management Act
N.S.D.P.	National Spatial Development Perspective	N.E.M.W.A	National Environmental Management Waste Act
O.D.A.	Organizational Development Africa		
O.F	Own Funds		

Glossary of Abbreviations

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

Foreword by the Executive Mayor

Fellow Residents of Buffalo City,

The Council of Buffalo City Metro is presenting yet another review of its Integrated Development Plan (IDP 2016 – 2021). We are doing this under challenging times where our lives and our ways of work have been changed by COVID-19 which has been declared a global pandemic by the World Health Organisation (WHO). We have a confidence that humanity will defeat this virus and therefore development planning is very vital even during this period that is characterised by high levels of anxiety and uncertainty.

Collectively we have a city to develop and grow in order to ensure prosperity for us in the immediate and for generations to come. We are therefore presenting an IDP that takes stock of this reality whilst ensuring fidelity to our long-term vision, the Metro Growth and Development Strategy (MGDS), Vision 2030. The MGDS tasks us to build a well-governed, spatially transformed, green, well-connect and productive city. The full implementation of the MGDS through 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.

We are effectively presenting plans for the last year of the current term of council in office and this will be the last financial year for the current version of the IDP with all the contained priorities. We are confident that we have made substantial progress in the developmental front and this IDP proves that we are now wrapping up the implementation of most of the ward priorities which were agreed-upon during the drafting process of the first iteration of the 2016 – 2021 Integrated Development Plan. Despite the challenges posed by the Corona Virus, we will spend the remainder of this financial year and the entire term accelerating the implementation of these in order to ensure a lasting developmental impact.

Last year the National Treasury published a report titled '**The State of Local Government Finances and Financial Management.**' The report declared Buffalo City Metro as the best performer on capital spending against all municipalities in the country.

This means that we are creating social and economic infrastructure which is necessary to create a conducive life and leverage further development. This therefore confirms that our city has a financial strategy and that there are adequate project preparation and management practices. The aim is to get this towards perfection where all our project preparation and implementation will be smooth and without hindrances.

Through our consistent investment into our electricity infrastructure, we can report that Buffalo City has one of the best performing electrical networks in South Africa. We are continuing to ensure consistent improvements in this regard and since our arrival in office, we have successfully upgraded the electrical infrastructure in most areas of our Metro.

Even international organisations such as the World Bank recognise the efforts that we are making and in its 2018 *Doing Business in Africa Report*, it stated that: "Buffalo City remains the fastest place to obtain an electricity connection in South Africa, taking 76 days - faster than the United Kingdom (79 days) and Kenya (97 days)."

We are also decisively upgrading roads in many residential areas of our Metro and the example of the success of this project can be visibly seen in Mdantsane, Dimbaza and many other townships in Buffalo City Metro. We have purchased our own road construction plant in order to build internal capacity and to consistently maintain our rural roads.

We are decisively attracting technological infrastructure investments that are set to position our City as a key ICT node for Africa in this era of the 4th Industrial Revolution. A truly catalytic investment in this regard is the Indian Ocean Exchange (IOX) Subsea Fibre Optic Cable Project which will see the installation of 8, 850 kilometres access ultra-high-speed cable which will connect Africa and the rest of the world.

We have adopted a number of measures aimed at ensuring that the city is clean, and we believe that communities should be at the centre of the campaign to keep the city clean. As a step of improving our waste management service, we have created two Directorates from the Municipal Services Directorate: one will be responsible for Waste Management and the other for Sports and Recreation. We are continuing to make decisive investments in the Waste Management function through the procurement of a comprehensive waste management fleet and the erection of bins and skips

throughout our Metro. The fight to get and keep the city clean is a worthy one and we are confident that we will win it.

The grim outlook of our economy compounded by the COVID-19 virus will surely affect our revenue collection. This IDP indicates that we will ensure prioritisation and the creation of efficiencies in order to reduce revenue losses and maximise on our collection. We will continue to implement revenue enhancement measures such as installation of smart meters, temper detection and removal, and meter replacement. Our intention is to move to a system where all meters are registered in the billing system and where consumers are billed timeously and accurately for their consumption.

The economic outlook and the Corona Virus will surely lead to the growth of our indigent population. We will ensure reprioritisation so that we are able to properly deliver to the people of Buffalo City Metro despite these circumstances.

We are improving the credibility of our procurement processes as part of ensuring good governance in the city. We have introduced procurement automation in the municipality, and this is to create the necessary efficiency and to improve credibility of process. This IDP shows that we are actively creating systems and internal control measures that will eventually produce an unqualified audit opinion for successive years.

A City Hard at Work



.....Pakati.....

Cllr Xola Pakati

Executive Mayor of BCMM

Overview by the City Manager

It gives me great pleasure to present the revised 2020/21 Integrated Development Plan for Buffalo City Metropolitan Municipality. In this Integrated Development Plan, we have reviewed the Buffalo City's strategic plan in line with the demands of the City's socio-economic environment, the needs of our communities as well as the available financial resources. The plan represents a strategic response that will allow the City to respond to its mandate in a sustainable manner. The City has confirmed its five strategic focus areas/pillars, as specified in the Metro Growth and Development Strategy (MGDS). These form the basis and focus for interventions that will be implemented in the remaining term of the current administration. During the technical strategic planning, Mayoral Lekgotla and Council Lekgotla, all the outstanding projects/programmes were identified, and a commitment was made that those will be implemented in the remaining period of the current term.

Our Built Environment Performance Plan (BEPP) remains the driving plan towards realisation of our MGDS vision 2030. A significant focus is placed in bringing real change by implementing some of the catalytic projects contained in the BEPP during the 2020/21 financial year. This will include improving the quality of infrastructure through increased repairs and maintenance of basic infrastructure; provision of new infrastructure, investing in improving the circumstances in informal settlements through using the Integrated Urban Settlement Plan Grant (UISPG).

It remains our intention to ensure that we consistently observe strategic and realistic alignment throughout the MGDS, IDP, Budget and Service Delivery and Budget Implementation Plan (SDBIP). Proper alignment of the abovementioned strategic documents will help in a seamless implementation of the Integrated Development Plan. The catalytic projects contained in the BEPP will not only help in investing in infrastructure, it will also stimulate economic growth and ultimately reduce unemployment.

We intend to deliver all these interventions in a financially sustainable manner. The IDP also contains financial projections that are informed by the need to collect as much revenue from the services we provide to enable the City to meet its infrastructure development and service delivery demands and to provide services to the less privileged in our communities.

The IDP is developed in consultation with our communities and stakeholders. Through the community 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 2020/2021 IDP process in line with powers and functions as contained in the constitution. We aspire to go beyond merely complying with legislative requirements, to ensuring that the IDP is genuinely informed by communities and stakeholders.

The urgency in bringing real change to our communities cannot be re-emphasised, while at the same time taking note that a lot has been done over the years, but more still needs to be done. I am looking forward to leading the implementation of the 2020/21 IDP supported by a capable team of devoted staff.

Yours faithfully

Andile 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) 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 2020/21 IDP Review, which is the fourth 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 2020/21 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 2020/21 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 2020/21 financial year:

IDP/BUDGET/PMS PROCESS FOLLOWED		PURPOSE	DATES ACHIEVED
NO	ACTIVITY / TASK		
PREPARATION PHASE			
1.	Top Management	Considered and recommended the 2019/2020 Capital Roll-Over Adjustment Budget & the 2018/2019 Fourth Adjustment budget	5 August 2019
2.	Budget Steering Committee	<ul style="list-style-type: none"> ▪ Recommended that IDP/Budget/PMS Process Plan and IDP/Budget/PMS Time Schedule (at least 10 months before the start of the budget year) be approved by Council ▪ Considered 2019/2020 Capital Roll-Over Budget (to be tabled before 25 August 2019) & the 2018/2019 Fourth Adjustment budget 	13 August 2019
3.	IDP/OPMS Portfolio Committee	Portfolio Committee recommended that IDP/Budget/PMS Process Plan and IDP/Budget/PMS Time Schedule (at least 10 months before the start of the budget year) be approved by Council	1 August 2019
4.	External IDP/Budget Representative Forum	Stakeholders engaged on the Draft IDP/Budget/PMS Process Plan and Time Schedule	21/08/2019
5.	Top Management Technical Planning Session	Top Management reflected on progress made with implementation of strategic priorities during preceding financial years and reviewed strategic priorities for Council's consideration through Mayoral Lekgotla and Councillors and Traditional Leaders' Lekgotla	11-13/09/2019
6.	Council	<ul style="list-style-type: none"> ▪ Approved IDP/Budget/PMS Process Plan and IDP/Budget/PMS Time Schedule (at least 10 months before the start of the budget year) ▪ Approved the 2019/2020 Capital Roll-Over Budget (to be tabled before 25 August 2019) and the 2018/2019 Fourth Adjustment budget 	23 August 2019
7.	Alignment of planned BCMM Catalytic Programmes with Grant funds, Provincial Infrastructure Plans within BCMM and initiatives of State-Owned Enterprises.	Submitted all BCMM Catalytic Programmes to Provincial Treasury for alignment with the Provincial budgeting processes.	15 August 2019

IDP/BUDGET/PMS PROCESS FOLLOWED		PURPOSE	DATES ACHIEVED
NO	ACTIVITY / TASK		
PHASE 1: INSTITUTIONAL, COMMUNITY AND STAKEHOLDER ANALYSIS			
8.	IDP/Budget Workstream meetings	<ul style="list-style-type: none"> ▪ Conducted SITUATIONAL ANALYSIS which will guide strategic priorities for the 2020/2021 financial year ▪ Reflected on the progress made with key priorities since the adoption of the MGDS ▪ Discussed key considerations for strategic priority choices towards implementing MGDS and the IDP ▪ Did initial identification of possible Programmes, Projects and Key initiatives 	6 September 2019
9.	Community Needs Analysis	Ward Councillors reviewed current ward priorities and ward plans	09/09/2019 - 27/09/2019
PHASE 2: STRATEGIES			
10.	Executive Mayoral Imbizo	Executive Mayor and Council interacted with ward communities to listen to needs and concerns; and provide feedback on approved programmes and projects for 2019/2020	2 October 2019 – Inland Region (King William's Town) 3 October 2019 – Midland Region (Mdantsane) 4 October 2019 – Urban Coastal Region 5 October 2019 – Coastal Rural Region
11.	BCMM Technical IGR Forum -	<ul style="list-style-type: none"> ▪ Deliberated on BCMM situational analysis and reflected on the submission of priority requests to Provincial Government State-owned Enterprises, including BEPP requests ▪ Presented IGR transversal issues and feedback to be presented to Mayoral Imbizos throughout BCMM 	20 September 2019
12.	Executive Mayoral Lekgotla	Mayoral Committee reviewed strategic objectives for service delivery and development	24-25 October 2019
13.	IGR Catalytic Programme	Submission of priority requests to provincial sector departments and State-owned Enterprises, including Built Environment Performance Plan (BEPP) requests	9 November 2019
14.	IDP Technical Workstream meetings	Workstreams prepared action plans to Mayoral Lekgotla priorities identified for submission to Council Lekgotla	21 November 2019
15.	Council Lekgotla on outcomes of the Mayoral Lekgotla	Council reflected on their desired key outcomes over the remainder of its 5-year term based on its deep understanding of current and emerging City trends and realities	28 November 2019

IDP/BUDGET/PMS PROCESS FOLLOWED		PURPOSE	DATES ACHIEVED
NO	ACTIVITY / TASK		
16.	Council Budget Workshop	Council deliberated on the 2018/2019 Fourth Adjustment Budget and 2019/2020 First Adjustment Budget	16 August 2019
17.	Budget Workshops with all directorates	<ul style="list-style-type: none"> ▪ Considered strategic IDP priorities and community needs for budgeting purpose; ▪ Prepared submissions for Mid-year adjustment budget; and ▪ Identified service delivery target amendments in accordance with budget adjustments 	18 to 22 November 2019
PHASE 3: PROGRAMMES AND PROJECTS (Identifying, prioritising, costing programmes and projects)			
18.	SDBIP Revision Sessions	Reviewed Key Performance Indicators and Targets contained in the SDBIP and IDP	06/01/2020 - 28/02/2020
19.	Council Meeting	Council considered 2018/2019 Draft Annual Report before advertising it for public comment	29 January 2020
20.	Council Workshop	Council deliberated on the 2019/2020 Mid-year Adjustments Budget	17 February 2020
21.	Council Meeting	Council considered and adopted 2019/2020 Mid-year Adjustments Budget	26 February 2020
PHASE 4: INTEGRATION			
22.	BCMM Technical IGR Forum	Provincial Sector Departments and State-owned Enterprises informed BCMM of provincial budgetary allocations	21 February 2020
23.	National Treasury Mid-year Budget and Performance Assessment Review	National Treasury conducted a mid-year assessment of the municipality in preparation for the adjustment budget in terms of section of MFMA.	13 February 2020
PHASE 5: APPROVAL			
24.	Budget Steering Committee	Considered 2019/2020 Mid-year Adjustments Budget (to be tabled before 28 February 2020)	31 January 2020
25.	Council Workshop	Council deliberated on the 2019/2020 Mid-year Adjustments Budget	17 February 2020
26.	Top Management	Considered Draft (Revised) 2020/2021 IDP and 2020/2023 MTREF	16 March 2020
27.	Budget Steering Committee	Considered Draft (Revised) 2020/2021 IDP and 2020/2023 MTREF	20 March 2020
28.	Budget Steering Committee, IDP/OPMS Portfolio Committee and Finance Committee meetings	Considered Draft (Revised) 2020/2021 IDP and 2020/2023 MTREF	15 May 2020
29.	Councillors and Traditional Leaders' Workshop	Deliberated on the 2020/2021 Draft IDP, Draft 2020/2021 MTREF Budget, Draft BEPP and draft policies.	4 June 2020

IDP/BUDGET/PMS PROCESS FOLLOWED		PURPOSE	DATES ACHIEVED
NO	ACTIVITY / TASK		
30.	Council Meeting	<ul style="list-style-type: none"> To approve the 2020/2021 Draft IDP, Draft 2020/2021 MTREF Budget, Draft BEPP and draft policies (at least 90 days before the start of the budget year) To consider the proposed budget of the entity and assess the entity's (BCMDA) priorities and objectives and make recommendations 	June 2020

Table 1: IDP/Budget/PMS Process followed

3. IDP INFORMANTS

The IDP review towards the 2020/21 financial year has taken cognisance of both internal and external factors which include the above-mentioned process as well as the following key events:

3.1 BCMM priorities from the Executive Mayoral Lekgotla

3.1.1 Council's Ten-Point Plan

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

3.1.2 Mayoral Lekgotla Priorities 2019

Whilst Council remains focused on the Ten-Point Plan as a strategic directive for its term of office, the Executive Mayoral Lekgotla (held on 24-25 October 2019), followed by the Council and Traditional Leaders' Lekgotla (held on 28 November 2019) further identified strategic priorities and action plans that will propel the city towards its strategic objectives for the medium to long-term.

These Mayoral Lekgotla Priorities, arranged in accordance with the BCMM Metro Growth and Development Strategy (MGDS) and Integrated Development Plan, are aligned with the National and Provincial Policy Directives through the Medium-Term Strategic Framework (MTSF) 2019/2024 and Provincial Development Plan (PDP) 2030 as follows:

MTSF 2019/2024	PDP 2030	BCMM Mayoral Lekgotla 2019
Priority 2: Economic Transformation and Job Creation	Goal 1: Innovative, inclusive and growing economy	MGDS Strategic Outcome 1: An innovative and productive city: <ul style="list-style-type: none"> ▪ Priority 1 – Investment ▪ Priority 2 – Enterprise development ▪ Priority 3 – Continuous engagement with business
Priority 6: Social Cohesion and Safe Communities	Goal 3: An innovative and high value agriculture and rural sector	MGDS Strategic Outcome 1: An innovative and productive city: <ul style="list-style-type: none"> ▪ Priority 4 – Urban and Rural Safety
Priority 5: Spatial Integration, Human Settlements and Local Government	Goal 5: Environmental Sustainability	MGDS Strategic Outcome 2: A Green City: <ul style="list-style-type: none"> ▪ Priority 1 – Waste Management ▪ Priority 2 – Climate Change
Priority 5: Spatial Integration, Human Settlements and Local Government	Goal 2: An enabling infrastructure network	MGDS Strategic Outcome 3: A Connected City: <ul style="list-style-type: none"> ▪ Priority 1 – Sustainable energy resourcing ▪ Priority 2 – Eskom agreement revisited ▪ Priority 3 – Amatole Water agreement revisited ▪ Priority 4 – Use and maintenance of infrastructure ▪ Priority 5 – Drought climate change resilience
Priority 5: Spatial Integration, Human Settlements and Local Government	Goal 2: An enabling infrastructure network	MGDS Strategic Outcome 4: A Spatially Transformed City:

MTSF 2019/2024	PDP 2030	BCMM Mayoral Lekgotla 2019
		<ul style="list-style-type: none"> ▪ Priority 1 – All future land developments are planned ▪ Priority 2 – Integrated Human Settlements ▪ Priority 3 – Approval of building plans expedited ▪ Priority 4 – Built Environment Performance Plan ▪ Priority 5 – Municipal Property Asset Register ▪ Priority 6 – BCMM rental leases
<p>Priority 1: A Capable, Ethical and Developmental State</p>	<p>Goal 6: Capable democratic institutions</p>	<p>MGDS Strategic Outcome 5: A Well governed City:</p> <ul style="list-style-type: none"> ▪ Priority 1 – Service Delivery Account (2016-2021) ▪ Priority 2 – Revenue Management ▪ Priority 3 – Automation of SCM ▪ Priority 4 – Sewer Diversion Tunnel Funding ▪ Priority 5 – Improve risk management culture ▪ Priority 6 – Implementation of fraud prevention plan ▪ Priority 7 – Limited capacity of MGDS Unit ▪ Priority 8 – Five-year review of MGDS ▪ Priority 9 – Lack or reporting from Ward Councillors ▪ Priority 10 – Low Collection Rate ▪ Priority 11 – Indigent Management System ▪ Priority 12 – Operating deficits ▪ Priority 13 – Productivity of the work force

Table 2: Mayoral Lekgotla Priorities 2019

3.2 BCMM Strategic Outcomes

All processes undertaken above contributed to the IDP/Budget review towards the 2020/21 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.

A graphic representation of the confirmed strategic building blocks of the Integrated Development Plan 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. This section also depicts the metro's first attempt at presenting a cohesive footprint of the whole of government's investment into the development of the metro, as guided by the Cabinet approved District/Metro Development Model initiated during 2019.
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	BCMM 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 117 of 2002

This Act provides for the establishment of municipalities and defines the various types and categories of municipalities. 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) formed 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 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
	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

STRATEGIC OUTCOMES	STRATEGIC OBJECTIVE	TEN POINT PLAN	KEY FOCUS AREA
STRATEGIC OUTCOME 5 (SO5): A well-governed city		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 3: 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 were 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, Medium Term Strategic Framework (2019-2024), 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 Medium Term Strategic Framework (MTSF) 2019-2024

The National Development Plan (NDP) 2030 issued in 2012 set out a long-term vision for the country and provides the programme through which South African can advance radical economic transformation through development planning. The Medium Term Strategic Framework (MTSF) 2014-2019 outlined the plan and outcome-based monitoring framework for implementing the NDP during the country's fifth democratic administration. This MTSF 2019-2024 outlines the priorities to be implemented in the sixth administration. It also outlines the priorities and intervention across South Africa's national development pillars.

Following the first seven years since the adoption of the NDP 2030, its implementation through the MTSF 2014-2019, this MTSF is informed by the lessons of the past 5 years and 25 years of our democracy and the Reconstruction and Development Programme (RDP).

The MTSF 2019-2024 is the translation of the government Priorities outlined by the President at the 2019 State of the Nation Address (SONA) that are derived from the electoral mandate for the next five-year period. The seven priorities of this strategic framework are embedded into the three pillars. The priorities, which will be achieved through more focused implementation, coordination and integration by the various levels of government including state owned enterprise, the private sector and civil society, are as follows:

Priority 1: A capable, ethical and developmental state

Priority 2: Economic transformation and job creation

Priority 3: Education, skills and health

Priority 4: Consolidating the social wage through reliable and quality basic services

Priority 5: Spatial integration, human settlements and local government

Priority 6: Social cohesion and safe communities

Priority 7: A better Africa and world

3.3.3 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.

3.3.4 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

3.3.5 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.

3.3.6 District/Metro Development Model

The President, during his 2019 State of the Nation Address, delegated the 6th Administration to develop and implement a new integrated district-based approach to address service delivery challenges. Taking this mandate forward, the Minister for Cooperative Government and Traditional Affairs, during her Budget speech, announced that the Department would develop and implement a new district development model to address service delivery challenges of the 44 districts and 8 metropolitan municipalities.

The District Development Model seeks to address the silos and the lack of coherence of planning and implementation in all spheres of government. The challenges intended to be solved through the District Development Model includes:

- i. Silos at a horizontal and vertical level.
- ii. Narrowing the distance between the people and government by strengthening the coordination role and capacities at the District/Metro.
- iii. Delivering Integrated Services whilst strengthening Monitoring and Evaluation and impact at district and local levels.
- iv. Ensuring inclusive and gender mainstreamed budgets based on the needs and aspirations of our people.
- v. Maximising impact and aligning resources at our disposal.
- vi. Changing the face of our rural and urban landscapes by ensuring alignment between urban and rural development.
- vii. Ensuring sustainable development accelerating to eradicate poverty, create employment and improving people's quality of life.

The model has been piloted in three municipal spaces: namely OR Tambo District Municipality, eThekweni Metropolitan Municipality and Waterberg District Municipality with the intention to roll-out in all 52 districts and metros in the country. All three pilot sites have been launched and the Buffalo City Metropolitan Municipality has been identified as one of the sites to be launched in the very near future.

The plan will ensure that government plans and implements in unison with other stakeholders over the short, medium and long terms. This plan will also do away with the current challenges of poor intergovernmental coordination, planning, budgeting and implementation.

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 following related goals:

- Goal 1:** An innovative, inclusive and growing economy
- Goal 2:** An enabling infrastructure network
- Goal 3:** An innovative and high-value agriculture and rural sector
- Goal 4:** Human development
- Goal 5:** Environmental sustainability
- Goal 6:** Capable democratic institutions

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 2019/20 of the Buffalo City Metropolitan Municipality can be summarized as follows:

- The municipality has tabled, adopted and submitted its 2019/2020 Reviewed Integrated Development Plan for assessment which the EC-COGTA has undertaken during the week of 29 July – 02 August 2019;
- The municipality has adopted and submitted 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	Rating 2019/2020 Revised IDP
Spatial Planning, Land, Human Settlement and Environmental Management	HIGH	HIGH	HIGH
Basic Service Delivery	MEDIUM	MEDIUM	HIGH
Financial Planning and Budgets	HIGH	HIGH	HIGH
Local Economic Development	HIGH	HIGH	HIGH
Good Governance & Public Participation	HIGH	HIGH	HIGH
Institutional Arrangements	MEDIUM	MEDIUM	MEDIUM
Overall Rating	HIGH	HIGH	HIGH

Table 4: IDP Assessment Ratings 2017/18, 2018/19, 2019/20

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, as revised for the 2020/2021 IDP Revision relate to the following service delivery issues:

- Housing
- Roads and Storm Water Drainage
- Waste Management
- Water and Sanitation
- Electricity
- Cemeteries
- Sports Fields
- Community Halls
- Safety and Emergency Services
- Water Metres and Billing
- Agriculture and Rural Development

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 Metropolitan Development Agency

Buffalo City Metropolitan Development Agency (BCDMA) was established in 2004 and incorporated in terms of the 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). BCMDA board dissolved in 2009 and all functions reverted to the City Manager. BCMM embarked on a process to resuscitate the BCMDA and on 1 February 2015 a new board of directors was appointed.

i) Approved mandate of the BCMDA

BCMM Council approved the following mandate of the Buffalo City Metropolitan 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 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 BCMDA and to manage administer and disburse those funds in pursuance of the objects of the BCMDA and for administrative purposes in accordance with the terms and conditions determined by the BCMDA.
- To conduct and operate any financial assistance, subsidy or incentive programme necessary to ensure the most advantageous development projects for the Municipality.

A clear BCMDA 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 	<ul style="list-style-type: none"> Ensure inclusive and equitable quality education and promote lifelong 	<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
			<p>implies about 2 million places.</p> <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. 	<p>learning opportunities for all.</p>	
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 	<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
			should be less than 30 per 1000, from 104 today.		
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 5: Alignment of Strategic Imperatives

Section B1 - Situational Analysis/Buffalo City Metropolitan Municipality Profile

1. EXECUTIVE SUMMARY

The profile presents the most recent 2018 trends to create a statistical image of the Buffalo City Metropolitan Municipality. The data analysis and comparison are presented in divergence with other areas in the Province. The profile creates a better understanding of the demographic, economic and socio-economic environment could inform stakeholders to implement and monitor plans and policies that will allow for a healthy, growing and inclusive economy and society.

Understanding the changes in the composition of the population with respect to population group, age and gender is vital in the face of growing pressure on food, energy, water, jobs and social support on the country's citizens. An understanding of how the total fertility rates, age-specific fertility rates, sex ratios at birth, life expectancies and international migration affect the respective population groups, ages and genders is essential for effective planning on a spatial level. This Profile will aim to disentangle the changes in the Buffalo City Metropolitan Municipality demographics in context of other districts, the Province and South Africa.

The profile provides insights into the economic environment of Buffalo City Metropolitan Municipality in relation to the other metropolitan municipality in the region, the province and South Africa's performance. The analysis includes for the economic contribution of the regions within in Buffalo City as well. The changing economic environment subsequently influences the ability of the economy to create jobs. This section includes analysis on the employment and subsequent income dynamics of Buffalo City Metropolitan Municipality.

The Profile investigates issues pertaining to the socio-economic environment of residents in Buffalo City Metropolitan Municipality. The Situational Analysis reviews the Human Development Index (HDI), Gini, poverty, education, population density, crime, bulk infrastructure, international trade and tourism indicators relative to that of the other districts, the Province and South Africa.

Key development trends, economic sectors' performance including tourism are presented in the profile. The intention is to identify performance of these sectors and sub-sectors in the metro. Government programmes (proposed and planned) are presented in the profile as a foundation to to initiate prioritization, re-prioritization, coordination and integration of provincial, district and national budgets.

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 the Eastern Cape Province, South Africa. It includes the towns of East London, Bhisho 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.



Figure 4: BCMM Locality in South Africa
Source: BCMM GIS UNIT

The Buffalo City Metropolitan is made up of significant portions 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 5: 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 Bhisho, 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 Bhisho 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/Bhisho Regeneration process requires budgetary emphasis for implementing the projects that the KWT/Bhisho 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.

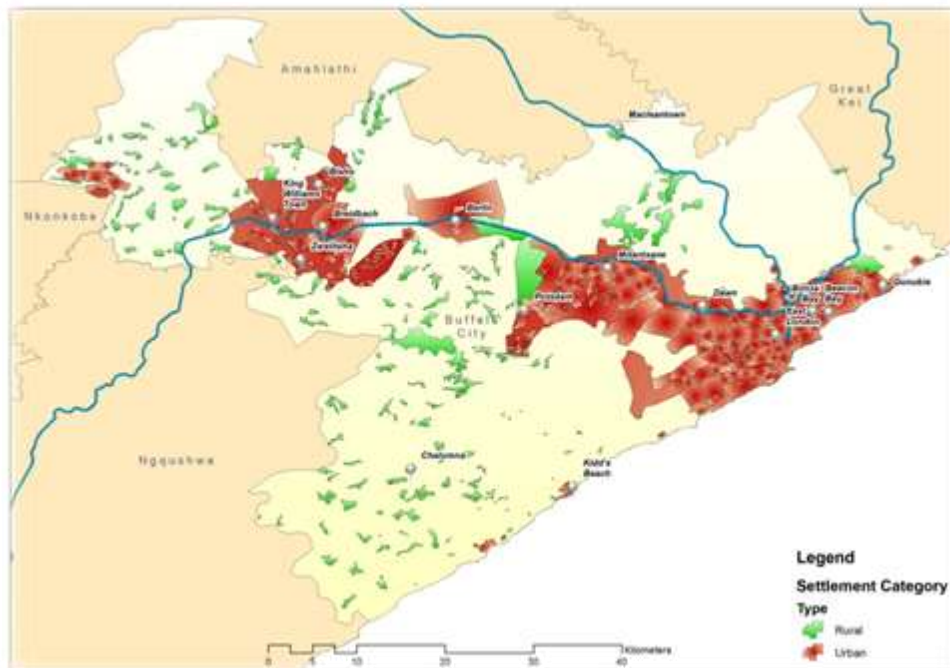


Figure 6: BCMM Urban and rural settlements

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.

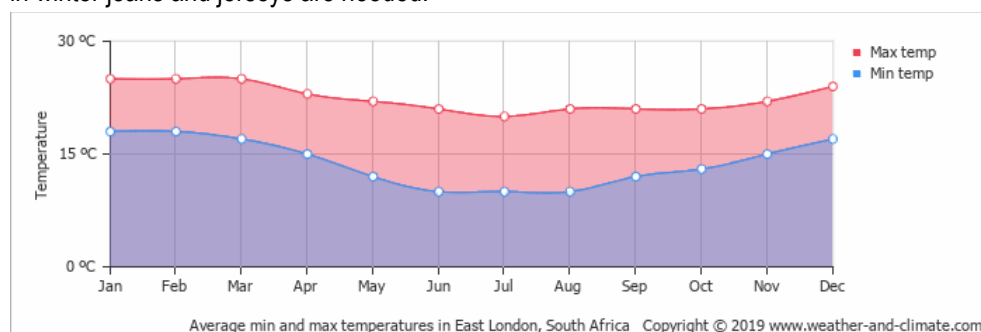


Figure 7: BCMM Weather Averages - 2019

1.6 Drainage System

Buffalo City Metropolitan 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 not critically endangered, or vulnerable terrestrial ecosystems within the Municipality.

2. INTRODUCTION

The President, during his 2019 State of the Nation Address, delegated the 6th Administration to develop and implement a new integrated district-based approach to address service delivery challenges. Taking this mandate forward, the Minister for Cooperative Government and Traditional Affairs, during her Budget speech, announced that the Department would develop and implement a new district development model to address service delivery challenges of the 44 districts and 8 metropolitan municipalities.

The District Development Model seeks to address the silos and the lack of coherence of planning and implementation in all spheres of government. The model has been piloted in three municipal spaces: namely OR Tambo District Municipality, eThekweni Metropolitan Municipality and Waterberg District Municipality with the intention to roll-out in all 52 districts and metros in the country. All three pilot sites have been launched and the Buffalo City Metropolitan Municipality has been identified as one of the sites to be launched in the very near future.

The purpose of the launches is, amongst others, to kick-start a diagnostic towards One Plan for implementation in each of the 52 district and 8 metro spaces. The plan will ensure that government plans and implements in unison with other stakeholders over the short, medium and long terms. This plan will also do away with the current challenges of poor intergovernmental coordination, planning, budgeting and implementation.

The aim of this report is to provide a development profile of the Buffalo City Metropolitan Municipality and to provide an analysis of the key development trends in the Buffalo City Metropolitan area. Furthermore, the report identifies key challenges encountered by the city and provides insight into the current and planned public sector and State Owned Enterprise (SOE) investments in the metro whilst also highlighting catalytic projects with the view to facilitate joint implementation across all spheres of governance.

3. BUFFALO CITY’S POPULATION TRENDS AND PROFILE

Demographic data is critical for planning any economic growth, developmental plans and services by the Municipality. The population trends and population growth directly and indirectly impact on demand for services rendered by government. Demographics affects other socio-economic indicators.

With 884 000 people, the Buffalo City Metropolitan Municipality housed 1.5% of South Africa's total population in 2018. Between 2008 and 2018 the population growth averaged 1.11% per annum which is close to half than the growth rate of South Africa as a whole (1.61%). Compared to Eastern Cape's average annual growth rate (0.94%), the growth rate in Buffalo City's population at 1.11% was very similar than that of the province.

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
2008	792,000	6,580,000	49,500,000	12.0%	1.60%
2009	799,000	6,620,000	50,300,000	12.1%	1.59%
2010	807,000	6,680,000	51,100,000	12.1%	1.58%
2011	817,000	6,740,000	52,000,000	12.1%	1.57%
2012	827,000	6,800,000	52,900,000	12.2%	1.56%
2013	836,000	6,870,000	53,700,000	12.2%	1.56%
2014	846,000	6,930,000	54,600,000	12.2%	1.55%
2015	856,000	7,010,000	55,500,000	12.2%	1.54%
2016	865,000	7,080,000	56,400,000	12.2%	1.53%
2017	875,000	7,150,000	57,200,000	12.2%	1.53%
2018	884,000	7,220,000	58,100,000	12.2%	1.52%
Average Annual growth					
2008-2018	1.11%	0.94%	1.61%		

Figure 8: Total population Buffalo City, Eastern Cape and National Total, 2008-2018 [Numbers percentage]

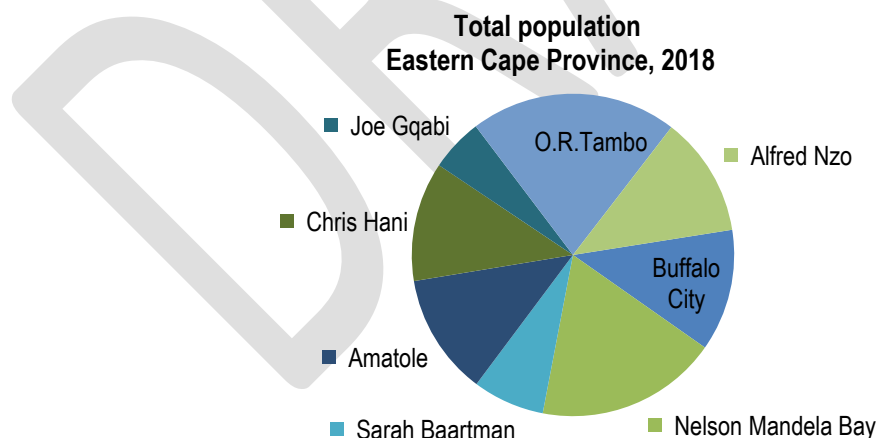


Figure 9: Total population - Buffalo City and the rest of Eastern Cape, 2018 [Percentage]

Source: IHS Markit Regional eXplorer version 1803

When compared to other regions, the Buffalo City Metropolitan Municipality accounts for a total population of 884,000, or 12.2% 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 2018. Buffalo City increased in importance from ranking sixth in

2008 to third in 2018. In terms of its share the Buffalo City Metropolitan Municipality was slightly larger in 2018 (12.2%) compared to what it was in 2008 (12.0%). 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 2008 and 2018.

	2008	2013	2018	Average Annual growth
Macleantown, Sandisiwe	51,000	58,800	65,100	2.46%
King William's Town, Bhisho	218,000	219,000	226,000	0.37%
Mdantsane, Chalumna	248,000	254,000	263,000	0.59%
East London	275,000	304,000	330,000	1.83%
Buffalo City	791,708	836,159	883,947	1.11%

Figure 10: Total Population - sub-metro regions of Buffalo City Metropolitan Municipality, 2008, 2013 and 2018 [Numbers percentage]

Source: IHS Markit Regional eXplorer version 1803

The Macleantown, Sandisiwe Sub-metro Region increased the most, in terms of population, with an average annual growth rate of 2.5%, the East London Sub-metro Region had the second highest growth in terms of its population, with an average annual growth rate of 1.8%. The King William's Town, Bhisho Sub-metro Region had the lowest average annual growth rate of 0.37% relative to the other within the Buffalo City Metropolitan Municipality.

3.1 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 1.0% from 884 000 in 2018 to 929 000 in 2023.

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
2018	884,000	7,220,000	58,100,000	12.2%	1.52%
2019	893,000	7,290,000	59,000,000	12.2%	1.51%
2020	902,000	7,360,000	59,800,000	12.3%	1.51%
2021	911,000	7,430,000	60,600,000	12.3%	1.50%
2022	920,000	7,500,000	61,500,000	12.3%	1.50%
2023	929,000	7,570,000	62,300,000	12.3%	1.49%
Average Annual growth					
2018-2023	0.99%	0.93%	1.38%		

Figure 11: Population Population projections - Buffalo City, Eastern Cape and National Total, 2018-2023 [Numbers percentage]

Source: IHS Markit Regional eXplorer version 1803

The population projection of Buffalo City Metropolitan Municipality shows an estimated average annual growth rate of 1.0% between 2018 and 2023. The average annual growth rate in the population over the forecasted period for Eastern Cape Province and South Africa is 0.9% and 1.4% respectively. The Eastern Cape Province is estimated to have average growth rate of 0.9% 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 1.4% which is higher than that of Buffalo City's growth rate.

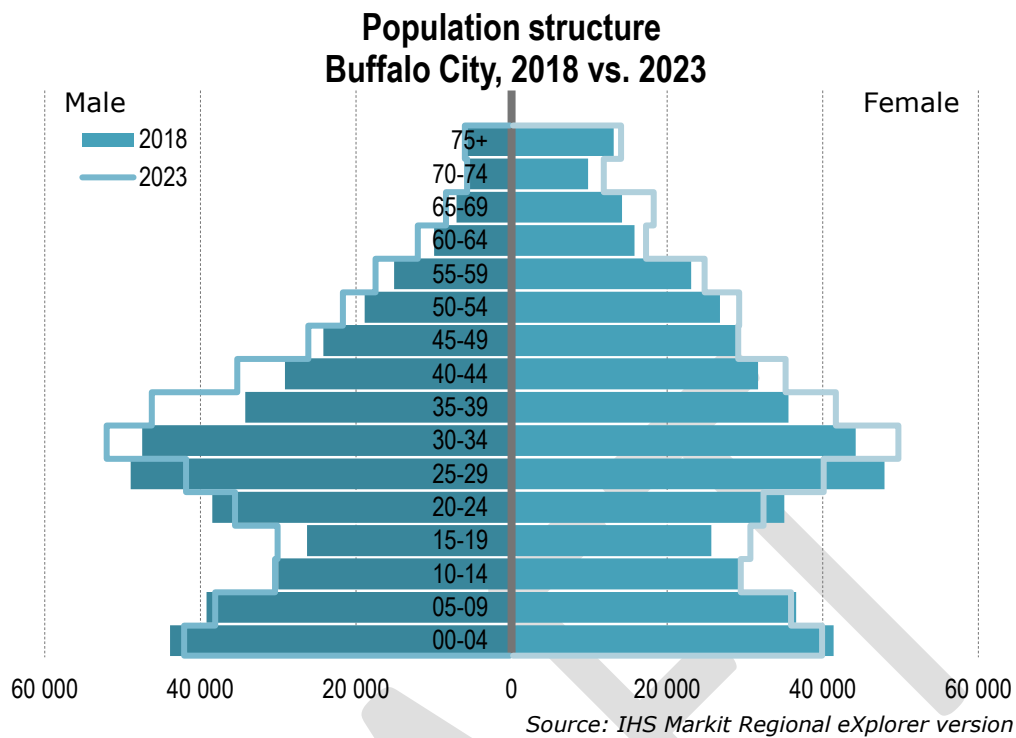


Figure 12: Population pyramid - Buffalo City Metropolitan Municipality, 2018 vs. 2023 [Percentage]

The population pyramid reflects a projected change in the structure of the population from 2018 and 2023. The differences can be explained as follows:

- In 2018, there is a significantly larger share of young working age people between 20 and 34 (29.7%), compared to what is estimated in 2023 (27.1%). This age category of young working age population will decrease over time.
- The fertility rate in 2023 is estimated to be slightly higher compared to that experienced in 2018.
- The share of children between the ages of 0 to 14 years is projected to be significant smaller (23.2%) in 2023 when compared to 2018 (24.9%).

In 2018, the female population for the 20 to 34 years age group amounts to 14.4% of the total female population while the male population group for the same age amounts to 15.3% of the total male population. In 2023, the male working age population at 13.9% still exceeds that of the female population working age population at 13.2%, although both are at a lower level compared to 2018.

3.2 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	424,000	460,000	884,000
Nelson Mandela Bay	639,000	681,000	1,320,000
Sarah Baartman	259,000	262,000	520,000
Amatole	416,000	464,000	880,000
Chris Hani	414,000	452,000	866,000
Joe Gqabi	183,000	200,000	383,000
O.R.Tambo	699,000	800,000	1,500,000
Alfred Nzo	401,000	470,000	870,000
Eastern Cape	3,430,000	3,790,000	7,220,000

Figure 13: Population by gender - Buffalo City and the rest of Eastern Cape Province, 2018 [Number].

Source: IHS Markit Regional eXplorer version 1803

Buffalo City Metropolitan Municipality's male/female split in population was 92.4 males per 100 females in 2018. The Buffalo City Metropolitan Municipality appears to be a fairly stable population with the share of female population (51.99%) being very similar to the national average of (51.05%). In total there were 460 000 (51.99%) females and 424 000 (48.01%) males. This is different from the Eastern Cape Province as a whole where the female population counted 3.79 million which constitutes 52.45% of the total population of 7.22 million.

	African		White		Coloured		Asian	
	Female	Male	Female	Male	Female	Male	Female	Male
00-04	37,700	40,000	1,400	1,350	2,220	2,330	137	199
05-09	32,800	35,000	1,360	1,660	2,150	2,290	205	234
10-14	25,200	25,600	1,670	1,920	2,130	2,200	256	226
15-19	21,900	22,800	1,520	1,460	2,020	1,830	211	212
20-24	31,400	34,900	1,400	1,350	1,980	2,040	239	211
25-29	43,700	44,600	1,780	1,730	2,210	2,330	291	223
30-34	40,200	43,100	1,950	2,110	1,790	1,930	322	331
35-39	31,300	29,800	2,010	2,110	1,910	1,920	344	360
40-44	27,200	24,900	2,180	2,120	2,000	1,730	312	407
45-49	25,000	19,900	2,230	2,240	1,720	1,750	289	315
50-54	22,800	14,800	2,260	2,200	1,460	1,590	300	286
55-59	19,400	11,600	2,140	2,140	1,400	1,140	208	218
60-64	12,600	7,020	1,920	1,940	1,090	822	170	179
65-69	11,500	4,800	1,750	1,560	784	571	131	151
70-74	7,670	4,140	1,520	1,200	563	431	109	120
75+	9,260	3,550	3,180	1,730	576	339	112	97
Total	400,000	367,000	30,300	28,800	26,000	25,200	3,640	3,770

Figure 14: Population by population group, Gender and Age - Buffalo City Metropolitan Municipality, 2018 [Number].

Source: IHS Markit Regional eXplorer version 1803

In 2018, the Buffalo City Metropolitan Municipality's population consisted of 86.68% African (766 000), 6.68% White (59 100), 5.80% Coloured (51 300) and 0.84% Asian (7 400) people.

The largest share of population is within the young working age (25-44 years) age category with a total number of 319 000 or 36.1% 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 24.9%, followed by the older working age (45-64 years)

age category with 163 000 people. The age category with the least number of people is the retired / old age (65 years and older) age category with only 55 800 people, as reflected in the population pyramids below.

3.3 Population Pyramids

With the African population group representing 86.7% 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 2018 to that of South Africa.

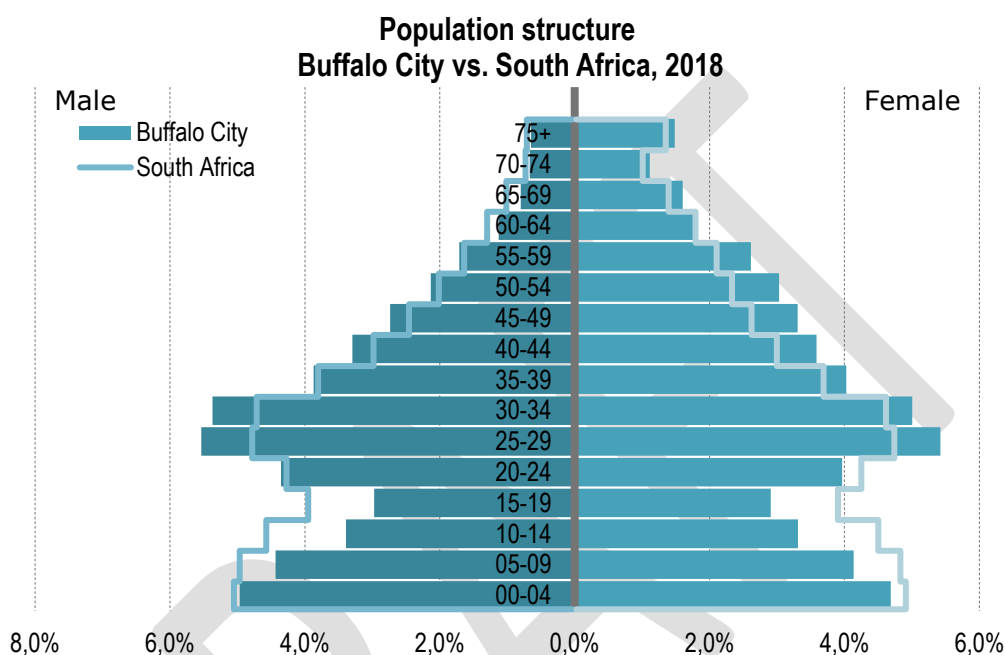


Figure 15: Population pyramid - Buffalo City Metropolitan Municipality vs. South Africa, 2018 [Percentage]

Source: IHS Markit Regional eXplorer version 1803

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 (29.7%) - in Buffalo City, compared to the national picture (27.4%).
- 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 (24.9%) in Buffalo City compared to South Africa (28.8%). Demand for expenditure on schooling as percentage of total budget within Buffalo City Metropolitan Municipality will therefore be lower than that of South Africa.

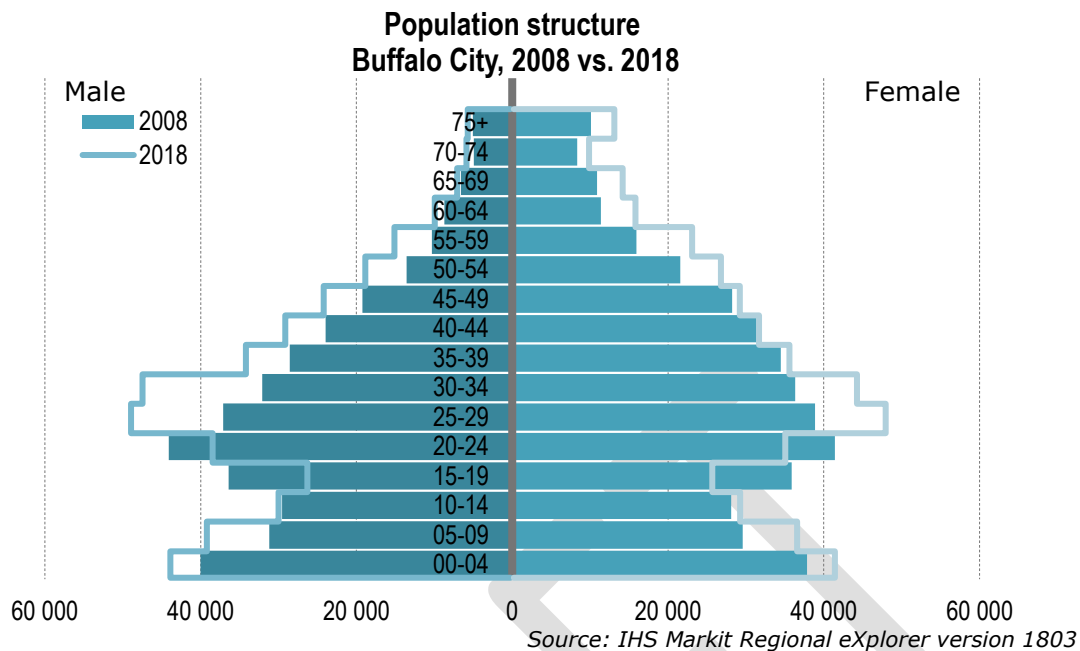


Figure 16: Population pyramid - Buffalo City Metropolitan Municipality, 2008 vs. 2018 [Percentage]

Source: IHS Markit Regional eXplorer version 1803

When comparing the 2008 population pyramid with the 2018 pyramid for the Buffalo City Metropolitan Municipality, some interesting differences are visible:

- In 2008, there were a slightly smaller share of young working age people - aged 20 to 34 (29.0%) - compared to 2018 (29.7%).
- Fertility in 2008 was slightly lower compared to that of 2018.
- The share of children between the ages of 0 to 14 years is slightly smaller in 2008 (24.8%) compared to 2018 (24.9%).
- Life expectancy is increasing.

In 2018, the female population for the 20 to 34 years age group amounted to 14.7% of the total female population while the male population group for the same age amounted to 14.3% of the total male population. In 2008 the male working age population at 15.3% still exceeds that of the female population working age population at 14.4%.

3.4 Number of Households by Population Group

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 2018, the Buffalo City Metropolitan Municipality comprised of 264 000 households. This equates to an average annual growth rate of 1.75% in the number of households from 2008 to 2018. 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 2008 decreased from approximately 3.6 individuals per household to 3.3 persons per household in 2018.

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
2008	222,000	1,650,000	13,500,000	13.5%	1.64%
2009	228,000	1,690,000	13,900,000	13.5%	1.64%
2010	230,000	1,710,000	14,100,000	13.4%	1.63%
2011	232,000	1,730,000	14,400,000	13.4%	1.61%
2012	236,000	1,750,000	14,700,000	13.5%	1.60%
2013	238,000	1,760,000	15,000,000	13.5%	1.59%
2014	240,000	1,780,000	15,300,000	13.5%	1.57%
2015	245,000	1,810,000	15,700,000	13.6%	1.56%
2016	251,000	1,850,000	16,100,000	13.6%	1.56%
2017	258,000	1,900,000	16,400,000	13.6%	1.57%
2018	264,000	1,940,000	16,700,000	13.6%	1.58%
Average Annual growth					
2008-2018	1.75%	1.64%	2.13%		

Figure 17: Number of households - Buffalo City, Eastern Cape and National Total, 2008-2018 [Number percentage]
 Source: IHS Markit Regional eXplorer version 1803

Relative to the province, the Buffalo City Metropolitan Municipality had a higher average annual growth rate of 1.75% from 2008 to 2018. In contrast, South Africa had a total of 16.7 million households, with a growth rate of 2.13%, thus growing at a higher rate than the Buffalo City.

The composition of the households by population group consists of 86.6% 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 7.8% (ranking second). The Coloured population group had a total composition of 4.4% of the total households. The smallest population group by households is the Asian population group with only 1.1% in 2018.

Number of Households by Population group
 Buffalo City, 2018

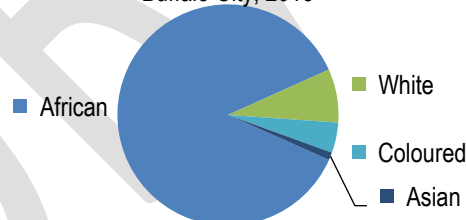


Figure 18: Number of households by population group - Buffalo City Metropolitan Municipality, 2018 [Percentage]
 Source: IHS Markit Regional eXplorer version 1803

The growth in the number of African headed households was on average 2.01% per annum between 2008 and 2018, which translates in the number of households increasing by 41 300 in the period. Although the Asian population group is not the biggest in size, it was however the fastest growing population group between 2008 and 2018 at 5.70%. The average annual growth rate in the number of households for all the other population groups has increased with 1.72%.

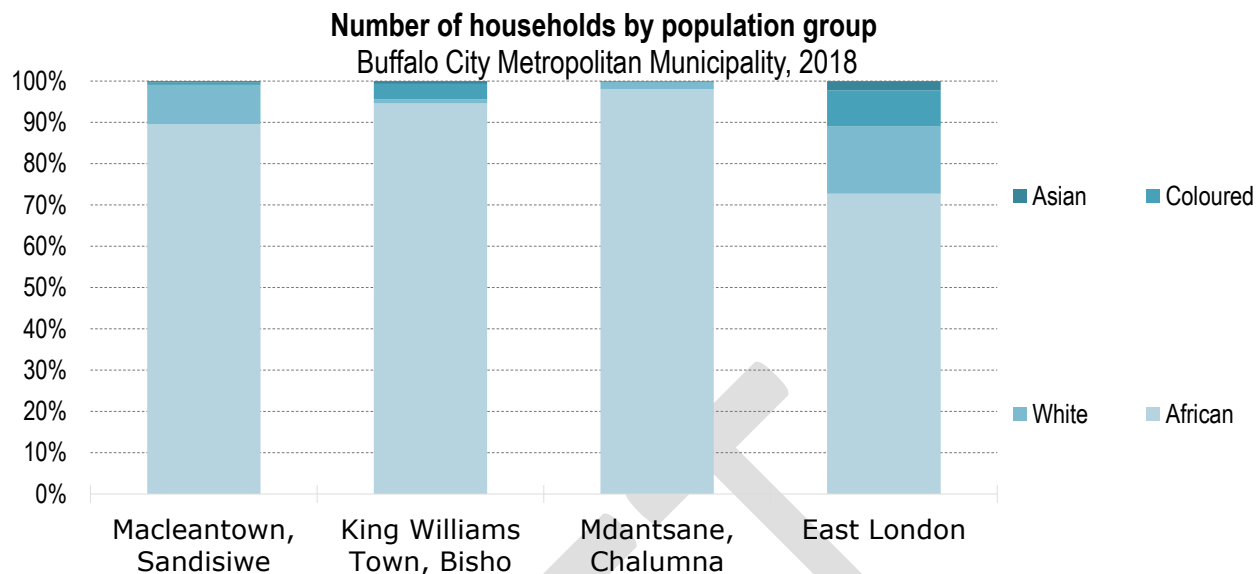


Figure 19: Number of households by population group - sub-metro regions of Buffalo City Metropolitan Municipality, 2018 [percentage]

Source: IHS Markit Regional eXplorer version 1803

3.5 Poverty Gap Rate

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 31.1% in 2018 - the rate needed to bring all poor households up to the poverty line and out of poverty.

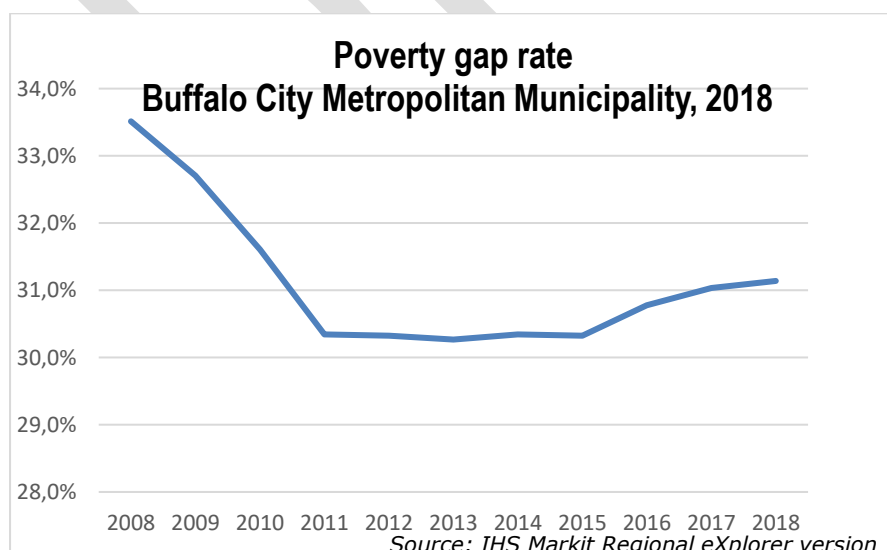
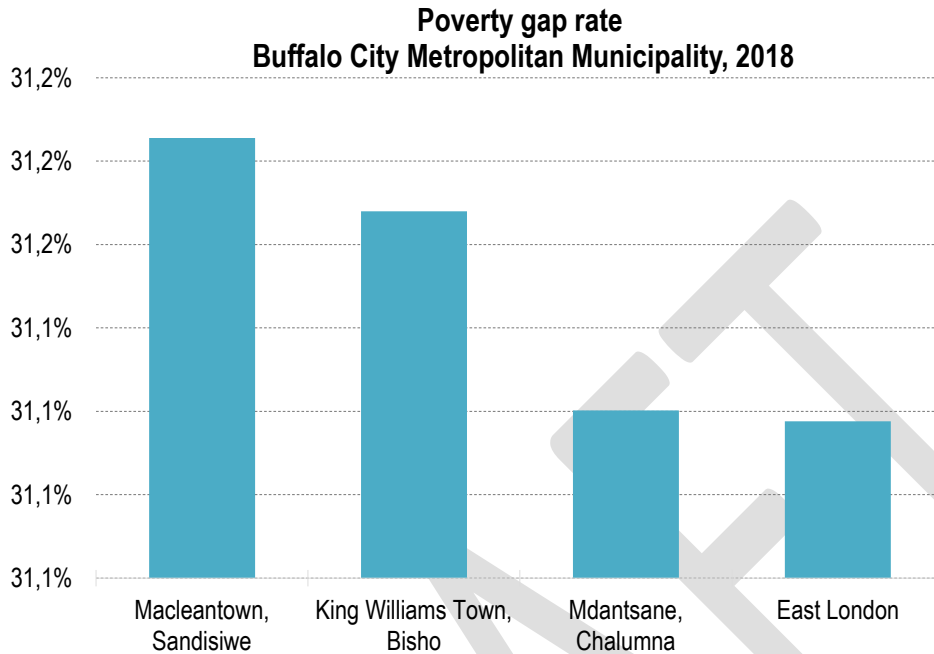


Figure 20: Poverty gap rate by population group - Buffalo City Metropolitan Municipality, 2008-2018 [Percentage]

Source: IHS Markit Regional eXplorer version 1803

In 2018, the poverty gap rate was 31.1% and in 2008 the poverty gap rate was 33.5%, it can be seen that the poverty gap rate decreased from 2008 to 2018, which means that there were improvements in terms of the depth of the poverty within Buffalo City Metropolitan Municipality.



Source: IHS Markit Regional eXplorer version 1803

Figure 21: Poverty gap rate - sub-metro regions and the rest of Buffalo City Metropolitan Municipality, 2018 [Percentage]

Source: IHS Markit Regional eXplorer version 1803

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 rate value of 31.2%. The lowest poverty gap rate can be observed in the East London Sub-metro Region with a total of 31.1%.

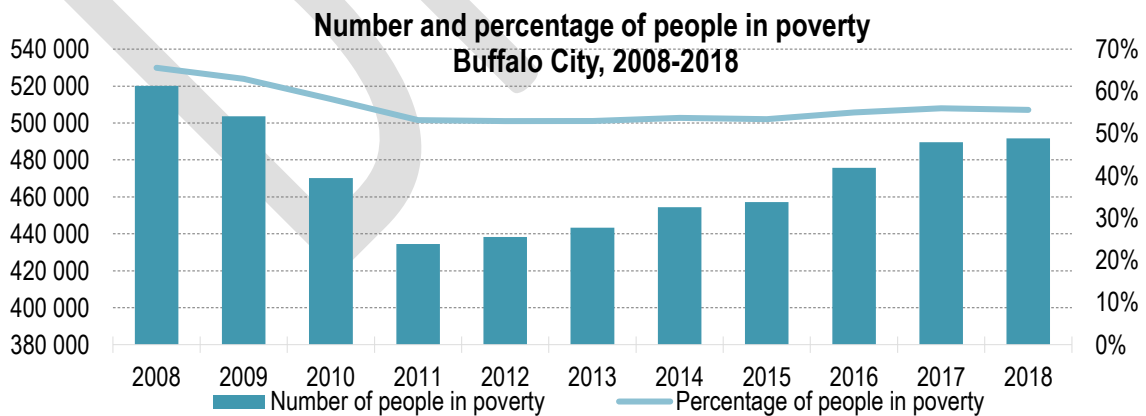


Figure 22: Number and percentage of people living in poverty - Buffalo City Metropolitan Municipality, 2008-2018 [Number percentage]

Source: IHS Markit Regional eXplorer version 1803

In 2018, there were 492 000 people living in poverty, using the upper poverty line definition, across Buffalo City Metropolitan Municipality - this is 5.47% lower than the 520 000 in 2008. The percentage of people living in poverty has decreased from 65.58% in 2008 to 55.62% in 2018, which indicates a decrease of 9.96 percentage points.

	African	White	Coloured	Asian
2008	73.2%	1.8%	46.8%	9.9%
2009	70.4%	1.9%	42.1%	9.3%
2010	65.1%	1.3%	38.0%	7.1%
2011	59.5%	0.7%	34.0%	4.5%
2012	59.2%	0.7%	35.0%	4.5%
2013	59.0%	0.6%	36.0%	4.5%
2014	59.7%	0.7%	37.5%	4.5%
2015	59.2%	0.8%	37.9%	4.5%
2016	60.8%	1.3%	39.3%	5.7%
2017	61.8%	1.7%	40.2%	6.9%
2018	61.4%	1.9%	39.4%	6.5%

Figure 23: Percentage of people living in poverty by population group - Buffalo City, 2008-2018 [Percentage]
 Source: IHS Markit Regional eXplorer version 1803

In 2018, the population group with the highest percentage of people living in poverty was the African population group with a total of 61.4% people living in poverty, using the upper poverty line definition. The proportion of the African population group, living in poverty, decreased by 11.8 percentage points, as can be seen by the change from 73.18% in 2008 to 61.37% in 2018. In 2018 1.91% of the White population group lived in poverty, as compared to the 1.79% in 2008. The Coloured and the Asian population group saw a decrease in the percentage of people living in poverty, with a decrease of 7.38 and 3.42 percentage points respectively.

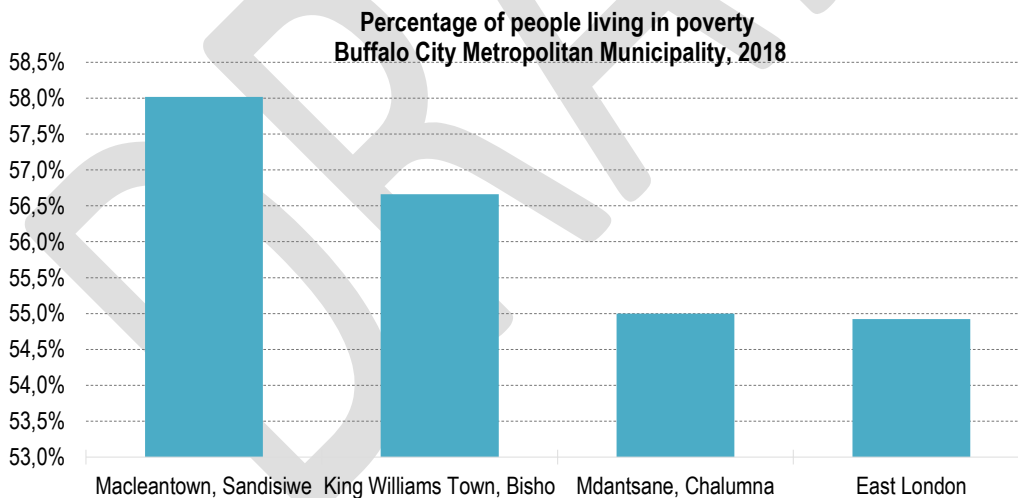


Figure 24: Percentage of people living in poverty - sub-metro regions and the rest of Buffalo City Metropolitan Municipality, 2018 [percentage]
 Source: IHS Markit Regional eXplorer version 1803

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 58.0%. The lowest percentage of people living in poverty can be observed in the East London Sub-metro Region with a total of 54.9% living in poverty, using the upper poverty line definition.

4. BUFFALO CITY'S SOCIAL DEVELOPMENT PROFILE

4.1 Health

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.

4.1.1 Health Demography

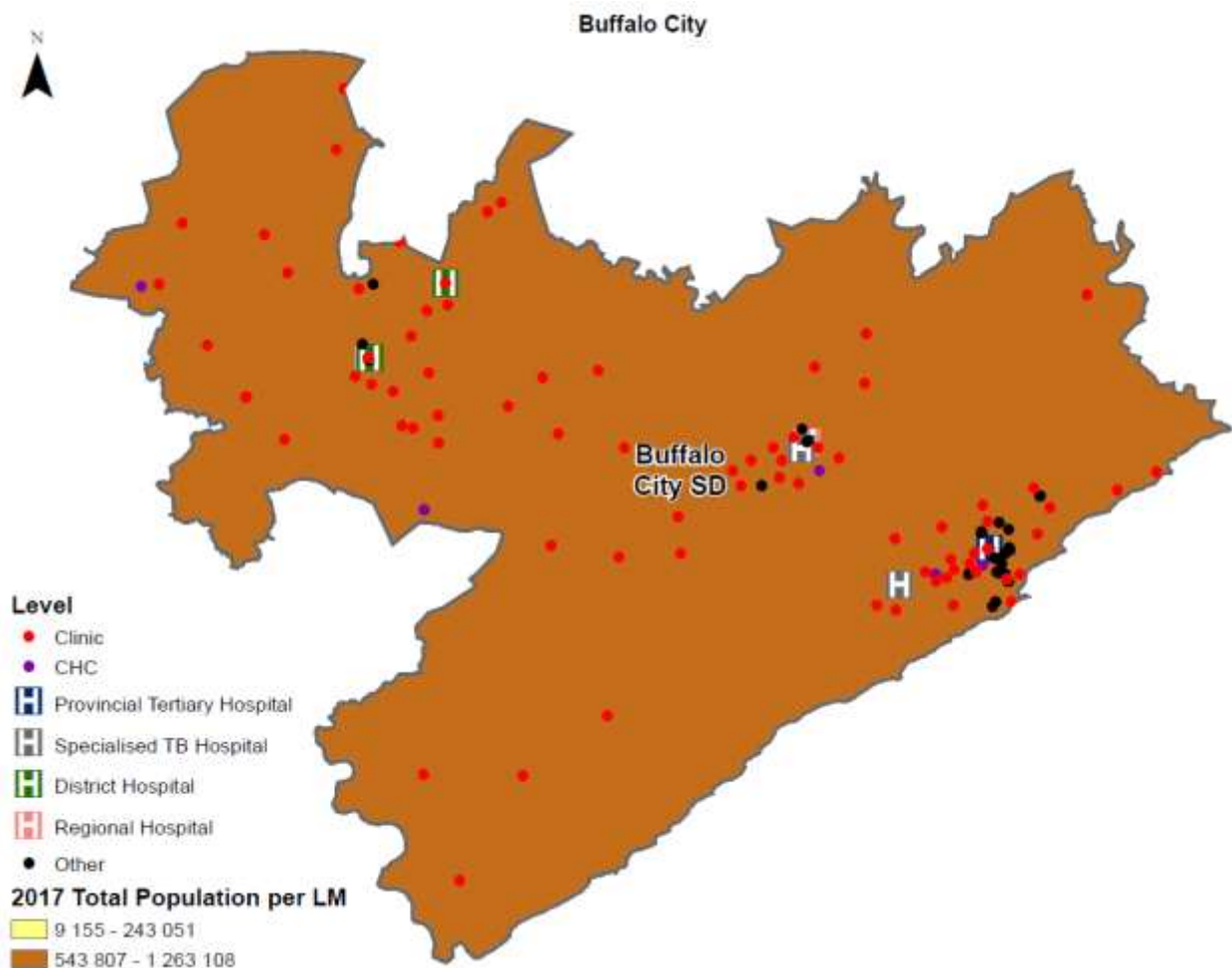


Figure 25: Health Demography for BCMM

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 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 Bhisho/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.

There is also intra-provincial migration with people choosing to live in the metros, in the non-metro towns (and their peripheries) and along transport corridors. Deep rural areas are de-populating. These urbanisation trends pose

significant challenges for the District to meet the service delivery needs in the growing Metro in a well-managed way. This is also demonstrated by the fact that citizens shop for health services in the Metro and return to the rural areas once the treatment plan has been effective. The District has seen high levels of lost to follow up on TB and HIV treatment due to these migration patterns.

The District is in constant engagement with the Regional and Tertiary Institutions. The plans for the Maternity Birthing Unit (MBU) within Cecilia Makiwane Hospital in order to respond to the maternal and child health needs of the Sub-district have not yet been implemented. The housing of the Maternity Unit within the hospital is one of the strategies to reduce maternal deaths.

The Bhisho and Grey Hospital rationalization project is still underway. 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 Bhisho/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 2019/20, the average length of stay in Bhisho was 5.1 days and in Grey Hospital, it was 6.5 days. The bed utilization rate was 46.1 and 71 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 benefited immensely from the support of the previous development partner, Khethimpilo, and now the new District USAID partner, MatCH.

4.1.2 Social determinants of health

The social determinants of health (SDH) are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life. These forces and systems include economic policies and systems, development agendas, social norms, social policies and political systems. The SDH network across WHO supports action on the SDH. The SDGs provide a comprehensive blueprint for human development and for systematically addressing the social determinants of health.

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.

The Metro has a young population with a bulge in the age group under 5 and 15- 34 years. The city is a university town with a lot of institutions that offer higher education. This represents a higher demand on public health services due to social problems like substance abuse, teenage pregnancy, high rate of termination of pregnancy, high positivity rate. In the 2nd quarter of 2019/20, the number of still births in the District was 74. The Regional and Tertiary Hospitals reported 29 and 36 respectively. The delivery 10-19 years in facility rate was 10% and the termination of pregnancy under 20 years rate was 11, 3%. The statistics reveal that young women in the Metro are not taking up contraceptive services and instead opt for termination of pregnancy. This means that condom use is not popular among this age group as evidenced by the high positivity and termination of pregnancy rates.

The District participates in inter-governmental and Integrated Development Plan (IDP) activities of the Metro, the District Health Council, as well the Metro Aids Council, where these issues are discussed, and solutions agreed

upon. Municipal Health Services forms an integral part of the environmental health work that is needed in the health facilities and collaboration between the District and the Municipality has yielded notable fruits in this regard.

There is, however, a need for the Metro to engage sector departments, especially Buffalo City Metro Health District, on issues of Spatial Development. The District is currently faced with issues of new informal settlements or formal settlements that do not have fixed clinics, due to relocations of citizens within the Metro. Although the District provides health services to these areas by way of mobile services, strategies have been developed at facility and programmatic level to respond to the needs of the communities by improving community-based health services. The Ward Based Outreach Teams, however, need to be resourced in order to adequately respond to the vast health needs of the communities.

The Key populations in Buffalo City Metro have been identified and the partner support through organizations like BeyondZero Bumbungomso has seen gains being made in areas like Adolescent and Youth Friendly Services, Men's Health and Commercial Sex Workers.

Observations of the Demographic Patterns:

- ❑ Inward Migration as BCMM is an economic hub for most of the surrounding towns.
- ❑ Young population which is biased towards females
- ❑ Municipal Spatial Development incoherence with the Infrastructure Development Plans of the ECDoH.

4.1.3 Burden of disease - Leading causes of death in BCMM

The summary reflects on the leading causes of death by age group in Buffalo City Metro over a 3-year period 2013-2015. Lower respiratory and diarrhoeal diseases are still leading causes of mortality among the infants and children under the age of 5 years. Trauma and injuries such as inter-personal violence are leading causes of mortality in the ages 15-24 (74%) among males, while HIV/AIDS and TB are still the leading causes of death for the ages 25-49 years 40% males and 52 % among females of the same group. Non-communicable diseases have been recorded at 74% for males 50 years and older, while for females of the same group, the percentage is 81%.

Whilst TB showed a steady decline in the reported period which is attributable to efforts to detect clients infected with TB and those co-infected with HIV early through screening and early initiation on treatment, the gains are being reversed by the unrelenting social determinants. However, the use of new shortened drug regimen on MDR TB patients has impacted positively on the HAST programme showing a significant improvement in treatment success rate on drug resistant patients.

Non communicable diseases followed by TB are among the leading causes of death in the population above 50 years of age

4.1.4 Women and Maternal Health

Maternal death is death occurring during pregnancy, childbirth and the puerperium of a woman while pregnant or within 42 days of termination of pregnancy, irrespective of the duration and site of pregnancy and irrespective of the cause of death (obstetric and non-obstetric) per 100,000 live births in facility. The maternal mortality in facility ratio is a proxy indicator for the population based maternal mortality ratio, aimed at monitoring trends in health facilities between official surveys.

The District recorded MMR that were higher than 100/100 000 target i.e. 150.7 per 100 000 live births and was among the 10 worst performing Districts in this indicator in the country. This performance may be attributed to the Regional and Tertiary and hospitals that are referral centres of district hospitals outside Buffalo City Metro.

In the 2nd quarter of 2019/20, the BCM reported three (3) maternal deaths at 89.6 per 100 000 live births, being two (2) at Frere Hospital and one (1) in Cecilia Makiwane Hospital. In the 3rd quarter of 2019/20, the District reported four (4) maternal deaths at 116.7 per 100 000 live births, three (3) of these occurred at Cecilia Makiwane Hospital and one (1) at Frere Hospital.

The graph here below depicts the performance of BCM on maternal mortality in facility ratio/100 000 live births for the period 2013/14 – 2018/19 compared to the other Districts in the Province, and also the trend over the years.

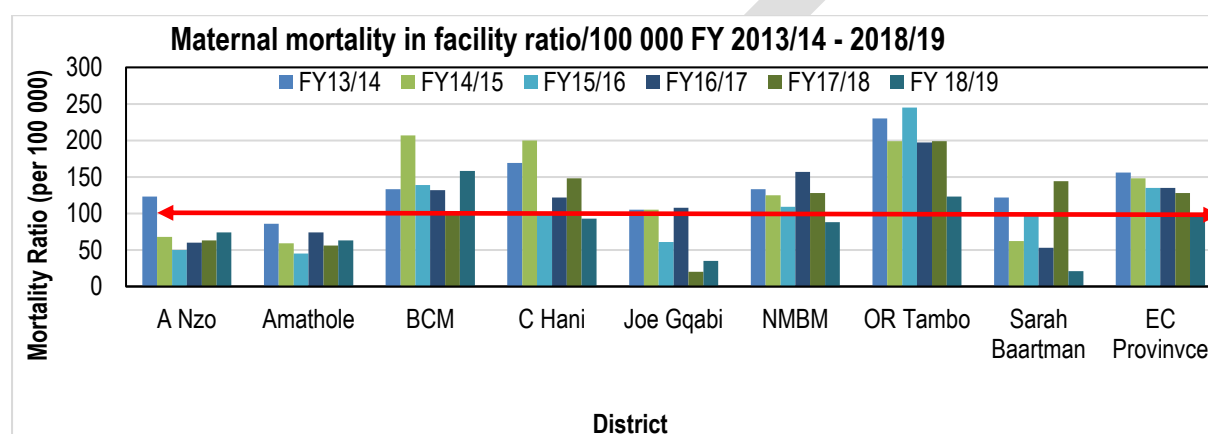


Figure 26: Maternal mortality in facility ration/100 000 FY 2013/14 -2018/19
Source: EC APP 2020/2021

BCMHD has improved in the cervical cancer screening performance and is ranked among the 10 best in the country. The couple year protection rate has also improved to 76 % in the 2nd quarter of 2019/20.

The flagship strategy for the District is the implementation of Adolescent Youth Friendly Services (AYFS) with the assistance of Bumbingomso and Beyond Zero. It is envisaged that this will assist in young people accessing health facilities for reproductive health services and thus improve further the couple year protection rate. It is also expected that the termination of pregnancy rate and high positivity rate will reduce due to, among others, these interventions.

The ANC 1st visit before 20 weeks rate and the mother postnatal within 6 days after delivery rate indicators remain among the worst performing indicators in the District. This is evidenced by the fact that the District is among the 10 worst performing Districts in the country in these indicators.

Key Observations on the District data

- ❑ Health facilities are not youth friendly
- ❑ Pregnant mothers do not access maternal health services before 20 weeks
- ❑ Mothers do not report to health facilities within 6 days of delivery and there is no effective community-based strategy of following up on delinquent mothers.
- ❑ Community based /outreach initiatives give the District the yield that is required e.g. vumbulula and Thuma Mina initiatives

4.1.5 Child Health

The District has seen worrying statistics on child mortality, and these can be linked to childhood illnesses and socio-economic conditions in the Metro. Severe Acute Malnutrition has been prioritized by the District as a child health alert.

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.

BCMHD was reported in 2018/19 to be one of the 10 worst performing Districts in the country on the early neonatal death in facility rate at 14.7 %, neonatal death in facility rate at 17.4 %, Severe Acute Malnutrition case facility under 5 years rate at 17.2 % , infant exclusively breastfed at 30.4 % and measles 2nd dose coverage at 64.9 %.

In the 2019/20 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 identified that there is a need to improve on growth monitoring at community and facility level. Most of the outcomes require community-based interventions.

Key observations from District data that led to poor performance:

- ❑ Growth monitoring is not done according to the guidelines
- ❑ The classification of severe acute malnutrition by health officials needs to improve
- ❑ Immunization coverage under 1 year is low. ECDC centres have been targeted by the District to improve on this outcome.
- ❑ Community members do not access health services timeously when a child is sick. Traditional healers are often consulted before the health facility.
- ❑ Inpatient neonatal death is high
- ❑ Still birth rate is high in Tertiary and Regional Hospital as well as the CHCs

The diagram here below depicts the number of deaths for children in the 3rd quarter of 2019/20:

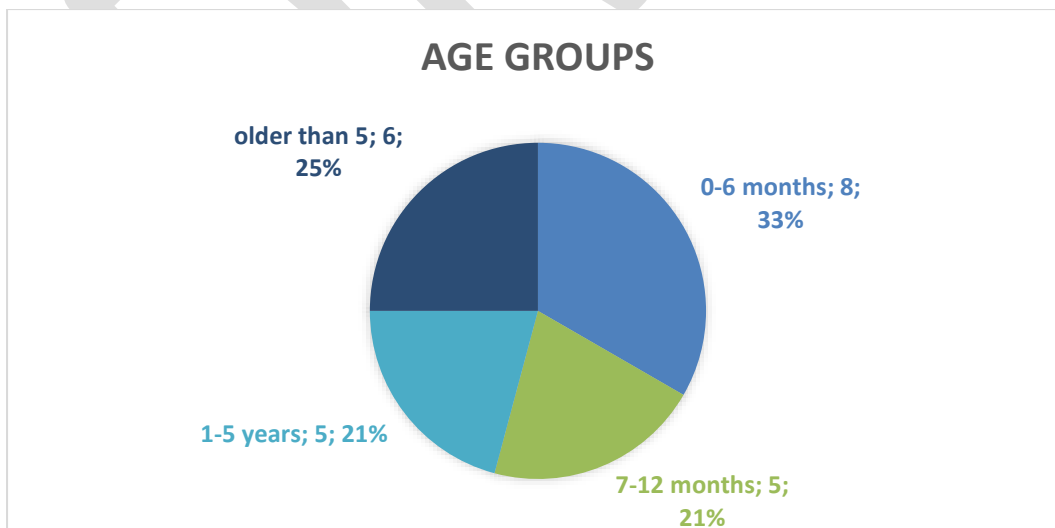


Figure 27: Number of deaths for children in the 3rd quarter of 2019/20

4.1.6 HIV Prevalence in Buffalo City

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. In 2019/20, Khethimpilo 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. This exercise involves reviewing of patient records in order to identify gaps in the information value chain.

Male condom distribution is also very low. The major problem is the interruption in the supply of condoms by service providers. 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.

These indicators have performed poorly in 2018/19 to an extent that the District was among the 10 worst performing Districts in the country.

However, the District was reported to be amongst the 10 best performing Districts on Adult with viral load completion rate at 12 months. The rate was 72.3%.

In the 3rd quarter of 2019/20, the NHLS Suppression rate for the EC Province is 78% (those less than 1000 copies). Those less than 50 copies the rate is 59% of the total tests done.

				Country ZA South Africa	Province EC Eastern Cape	District BUF Buffalo City MM	LM2016 BUF_SD Buffalo City SD
Adult ART cumulative started ART minus ART cumulative TFO (No)		DE	2017	3 637 602	388 998	48 459	
			2018	3 975 549	425 688	53 379	
Adult with viral load suppressed rate 12 months (%)	3rd 90 Outcome	Ind	2017	86.7	84.7	87.7	
			2018	90.6	86.2	87.4	
Adult living with HIV viral load suppressed (VLS) 12m (No)		DE	2018 Q1	2 749 656	267 948	36 911	
			2019 Q1	2 952 213	284 933	38 211	
ART Adult client viral load done (VLD) (No)		DE	2017	80 507	7 279	1 114	1 114
			2018	95 028	8 442	1 166	1 166
Child with viral load suppressed rate 12 months (%)	3rd 90 Outcome	Ind	2017	63.5	56.7	63.8	
			2018	68	63	66.5	
Child living with HIV viral load suppressed (VLS) 12m (No)		DE	2018 Q1	80 148	8 975	1 049	
			2019 Q1	67 400	7 110	1 260	
Adult with viral load completion rate at 12 months (%)	2nd 90 Output	Ind	2017	65.8	58.5	72.3	72.3
			2018	71.7	62.4	70.2	70.2
ART Adult first-line regimen (FLR) + second-line regimen (SLR) at 12 months (No)		DE	2017	122 168	12 437	1 540	1 540
			2018	108 851	11 602	1 427	1 427
Clients remaining on ART rate (%)	2nd 90 ..	Ind	Mar 2019	65.1	62.9	58.8	
Total Clients remaining on ART at the end of the month (No)		DE	Mar 2018	4 189 070	452 072	56 807	56 807
			Mar 2019	4 629 831	493 879	61 771	61 771
Total living with HIV (No)		DE	2018 Q1	6 966 276	770 705	103 174	
			2019 Q1	7 109 877	785 264	105 112	
HIV test positive 19 months to 14 years rate (%)	1st 90 ..	Ind	2018/19	1.6	1.2	2.1	2.1
HIV test positive client 19 months to 14 years (No)		DE	2018/19	15 369	1 552	147	147
HIV test client 19 months to 14 years (No)		DE	2018/19	936 115	128 898	7 126	7 126
HIV test positive client 15 years and older rate (incl ANC)..	1st 90 ..	Ind	2018/19	6.1	5.3	6.2	6.2
HIV test positive 15 years and older (excl ANC) (No)		DE	2018/19	725 581	79 217	10 483	10 483
Antenatal client HIV 1st test positive (No)		DE	2018/19	89 554	10 080	1 349	1 349
HIV test 15 years and older (excl ANC) (No)		DE	2018/19	11 858 516	1 491 093	169 629	169 629
Antenatal client HIV 1st test (No)		DE	2018/19	855 680	86 619	9 412	9 412
HIV testing coverage 19 months to 14 years rate (%)	1st 90 ..	Ind	2018/19	3.4	3.8	1.9	1.9
HIV testing coverage age 19 months and older (%)	1st 90 ..	Ind	2018/19	48.1	49.7	49.8	49.8
HIV test client age 19 months and older (No)		DE	2018/19	13 650 311	1 706 610	186 167	186 167
Male condom distribution coverage (No)	1st 90 ..	Ind	2018/19	36.8	33.3	28.2	28.3
Male condoms distributed (No)		DE	2018/19	726 202 616	73 672 416	8 022 000	8 022 000
Medical male circumcision rate (per1K)	1st 90 ..	Ind	2018/19	26.4	4.3	0.61	0.61
Medical male circumcision 10 years and older (No)		DE	2018/19	595 006	11 396	202	202
Adult ART Total (No)		DE	2017	3 677 996	393 817	49 107	
			2018	4 032 106	432 133	54 148	
Adult Cumulative Loss to Follow-up (LTF) (No)		DE	2017	28 933	2 997	440	440
			2018	41 608	4 334	570	570
Adult Cumulative Transferred out (TFO) (No)		DE	2017	9 128	1 432	160	160
			2018	12 693	1 777	170	170
Adult Died (RIP) (No)		DE	2017	2 333	390	48	48
			2018	2 256	334	29	29
Child ART Total (No)		DE	2017	166 588	20 323	2 808	
			2018	164 196	19 939	2 659	

Figure 28: Buffalo City Metropolitan Municipality HIV Statistics 2017-2019

Source: DHIS

Buffalo City is currently at 91-58-76 in terms of performance against 90-90-90 across its total population. The District is ranked 7th out of the 8 districts in the province against 90-90-90. Results for each of the sub-populations vary, with adult females at 93-62-78, adult males at 89-51-71, and children at 77-67-63.

For adult males and females, focus must be placed not only on initiation onto ART, but also on ensuring that clients are retained in care. There is a growing number of adults who have been previously diagnosed, but are not on ART. This includes those who had started ART and defaulted, as well as those who were never initiated. The results do show that for women who remain on ART, suppression rates are higher.

There are gaps across the cascade for children under 15 years. Case finding, ART initiation and retention have all underperformed and should be addressed through focused interventions.

To achieve 90-90-90 targets, the District must increase the number of adult men on ART by 14 697, the number of adult women on ART by 16 821, and the number of children on ART, by 1404, by December 2020.

Key observations on District data:

- ❑ Poor performance on male condom distribution
- ❑ Poor performance on total number of clients remaining on art (TROA)
- ❑ Low positivity yield. Targeted testing needs to be improved particularly targeting men and young people
- ❑ Linkage of clients to care is good but the initiation of new clients on treatment needs to improve.
- ❑ Large number of patients are LTFU

4.1.7 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.

HIV+ and AIDS estimates are defined as follows:

The HIV+ estimates are calculated by using the prevalence rates from the HIV/AIDS model built by the Actuarial Society of Southern Africa (ASSA-2008). These rates are used as base rates on a provincial level. IHS slightly adjusted the provincial ASSA-2008 data to reflect the national HIV Prevalence rate more accurately per population group as used in the national demographic models. The ASSA model in turn uses the prevalence rates from various primary data sets, in particular the HIV/AIDS surveys conducted by the Department of Health and the Antenatal clinic surveys. Their rates are further adjusted for over-reporting and then smoothed.

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
2008	108,000	753,000	6,040,000	14.4%	1.79%
2009	110,000	769,000	6,190,000	14.3%	1.78%
2010	112,000	785,000	6,340,000	14.3%	1.76%
2011	114,000	803,000	6,520,000	14.2%	1.75%
2012	116,000	819,000	6,680,000	14.2%	1.74%
2013	118,000	833,000	6,820,000	14.2%	1.73%
2014	120,000	847,000	6,960,000	14.2%	1.72%
2015	122,000	861,000	7,110,000	14.2%	1.71%
2016	124,000	874,000	7,250,000	14.1%	1.70%
2017	126,000	890,000	7,420,000	14.1%	1.69%
2018	128,000	906,000	7,600,000	14.1%	1.68%
Average Annual growth					
2008-2018	1.69%	1.87%	2.32%		

Figure 29: Number of HIV+ people - Buffalo City, Eastern Cape and National Total, 2008-2018 [Number and percentage]
Source: IHS Markit Regional eXplorer version 1803

In 2018, 128 000 people in the Buffalo City Metropolitan Municipality were infected with HIV. This reflects an increase at an average annual rate of 1.69% since 2008, and in 2018 represented 14.46% of the metropolitan municipality's total population. The Eastern Cape Province had an average annual growth rate of 1.87% from 2008 to 2018 in the number of people infected with HIV, which is higher than that of the Buffalo City Metropolitan Municipality. When looking at the South Africa as a whole it can be seen that the number of people that are infected increased from 2008 to 2018 with an average annual growth rate of 2.32%.

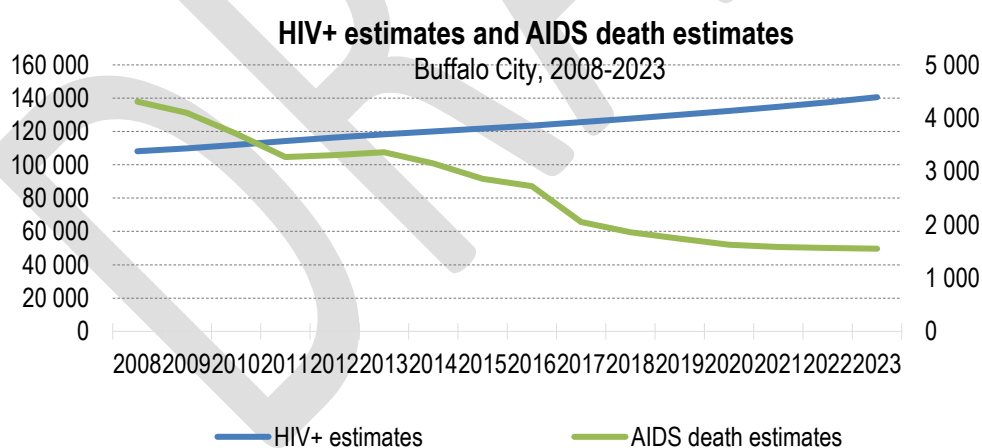


Figure 30: AIDS profile and forecast - Buffalo City Metropolitan Municipality, 2008-2023 [numbers]
Source: IHS Markit Regional eXplorer version 1803

Presenting the number of HIV+ people against the number of people living with AIDS, the people with AIDS added up to 4310 in 2008 and 1860 for 2018. This number denotes a decrease from 2008 to 2018 with a high average annual rate of -8.05% (or -2450 people). For the year 2018, they represented 0.21% of the total population of the entire metropolitan municipality.

4.1.8 Non-communicable diseases

Diseases of lifestyle such as obesity, hypertension and diabetes result, inevitably, in costly hospital admissions for complications such as stroke, renal failure, heart disease and blindness.

According to SADHS 2016, 13% of women and 8% of men 15 years and older are diabetic in South Africa, while hypertension prevalence was shown to be 46 % and 44% for women respectively.

BCMHD is performing very well in the screening for both diabetes and hypertension. Stats SA Morbidity data reveals that 74 percent of males above 50 years of age in the District suffer from non-communicable diseases, whilst for females in the same age group, the figure is 81%.

			Country	Province	District	LM2016	
			ZA	EC	BUF	BUF_SD	
			South Africa	Eastern Cape	Buffalo City MM	Buffalo City SD	
Clients 40 years and older screened for diabetes (No)	Process ..	DE DE	2018/19	6 070 577	2 491 684	237 298	237 298
Clients 40 years and older screened for hypertension (No)	Process ..	DE DE	2018/19	5 800 824	1 972 192	235 829	235 829
Diabetes new client 40 years and older detection rate (%)	Process ..	DE DE	2018/19	0.87	1	0.88	0.88
Diabetes client 40 years and older new (No)		DE DE	2018/19	136 931	16 430	2 098	2 098

Figure 31: Non-communicable diseases (South Africa, Eastern Cape Province, Buffalo City Metropolitan Municipality) 2018/2019

Source: DHIS.

Key observations on District data:

- ❑ 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
- ❑ Cervical Cancer is also a challenge; however, the District is performing very well on cervical cancer screening. The issue of adequacy rate on specimens is being addressed through skills development.

4.1.9 Quality of Care rated by Patients/Clients

Top 5 Patient Complaints	
<p>Long waiting times</p> <ul style="list-style-type: none"> • Shortage of support staff • Inconsistent appointment system • Information on triaging not given to patients • No electronic record system 	<p>Staff Attitudes</p> <ul style="list-style-type: none"> • Staff morale is low • Burnout syndrome because of staff shortage leading to absenteeism • Delay on implementation of staff benefits • Shortage of resources • Lack of management support • Non recognition of specialities

Top 5 Patient Complaints	
Hygiene and Cleanliness <ul style="list-style-type: none"> Shortage of general workers Cleaning material stock outs Checklist not routinely utilised Cleaning equipment not maintained due to budget limitations Inadequate supervision due to shortage of staff 	Patient Care <ul style="list-style-type: none"> Non – adherence to guidelines No explanation given to patients on treatment plan
Availability of Medicines <ul style="list-style-type: none"> Poor management of stock control 	

Figure 32: Top 5 Patient Complaints and Observations - Health

Source: Ideal Clinic database (patient complaints module)

4.1.10 Service Delivery Platform

Number of facilities by level, 2017/18

		District BUF Buffalo City MM	LM2016 BUF_SD Buffalo City SD
Clinic	Mar 2019	74	74
CHC/CDC	Mar 2019	5	5
District Hospital	Mar 2019	2	2
Regional Hospital	Mar 2019	1	1
Central/Tertiary Hospital	Mar 2019	1	1
Other Hospitals	Mar 2019	10	10

Figure 33: Number of Health facilities by level, 2017/18

Source: DHIS

The table below shows how BCMHD compares to other Districts in terms of the Service Delivery Platform:

Org Unit Type	Alfred Nzo DM	Amathole DM	Buffalo City MM	Chris Hani DM	Joe Gqabi DM	Nelson Mandela Bay MM	Oliver Tambo DM	Sarah Baartman DM	Grand Total
Clinic	72	143	74	152	52	39	136	59	727
Community Health Centre	2	5	5	7		9	10	3	41
District Hospital	6	12	2	14	11	1	9	10	65
EMS Station	7	11	3	19	10	4	9	23	86
Mobile Service	9	33	21	33	17	26	14	33	186
National Central Hospital							1		1

Org Unit Type	Alfred Nzo DM	Amathole DM	Buffalo City MM	Chris Hani DM	Joe Gqabi DM	Nelson Mandela Bay MM	Oliver Tambo DM	Sarah Baartman DM	Grand Total
Provincial Tertiary Hospital			1			2			3
Regional Hospital			1	1		1	2		5
Satellite Clinic			2	5	2	10		6	25
Specialised Clinic						1			1
Specialised Hospital	1	2	3	1		4	2	5	18
Grand Total	97	206	118	232	92	97	183	139	1158

Figure 34: BCM Health District compared to other districts its service delivery platform

4.1.11 Quality of service delivery platform

	Country	Province	District
	ZA	EC	BUF
	South Africa	Eastern Cape	Buffalo City MM
Percentage Ideal clinics (%)	2018/19	55.4	32.4
			15.2

Performance

- Worst 10 DM
- Other

Figure 35: Percentage Ideal Clinics 2018/19

Source: Ideal Clinic database

Quality of service delivery platform

	LM2016	District	Province	Country
	BUF_SD	BUF	EC	ZA
	Buffalo City SD	Buffalo City MM	Eastern Cape	South Africa
Percentage Ideal clinics (%)	2017/18	8.9	20.4	43.5
		8.9		

Figure 36: Quality of service delivery platform

Source: Ideal Clinic database

4.2 Education

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).

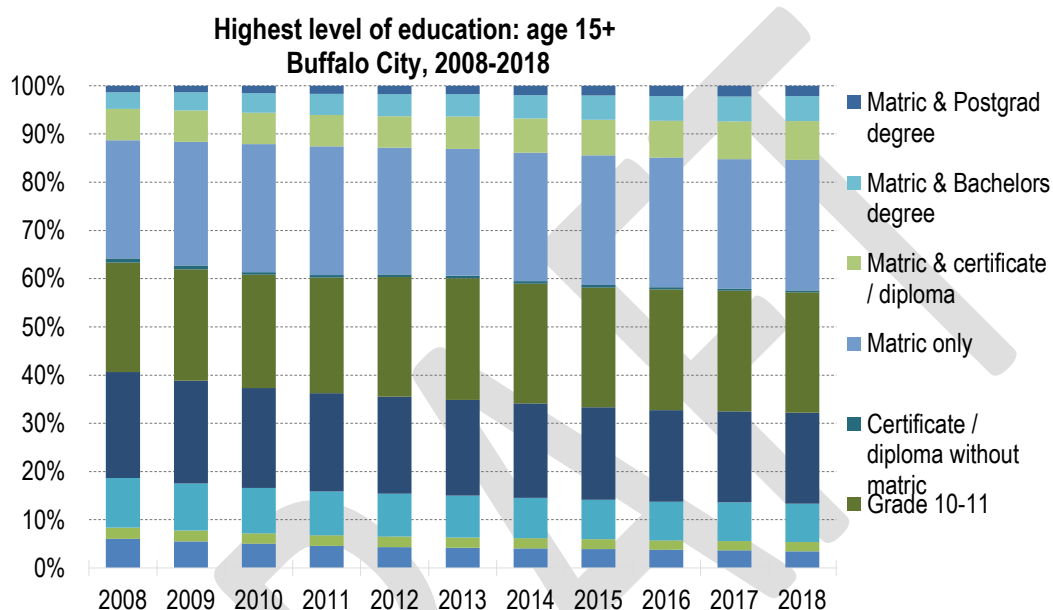


Figure 37: Highest level of education: age 15+ - Buffalo City Metropolitan Municipality, 2008-2018 [Percentage]

Source: Ideal Clinic database

Within Buffalo City Metropolitan Municipality, the number of people without any schooling decreased from 2008 to 2018 with an average annual rate of -3.92%, while the number of people within the 'matric only' category, increased from 128,000 to 166,000. The number of people with 'matric and a certificate/diploma' increased with an average annual rate of 3.60%, with the number of people with a 'matric and a Bachelor's' degree increasing with an average annual rate of 5.74%.

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	21,300	301,000	2,180,000	7.1%	0.98%
Grade 0-2	11,700	123,000	669,000	9.5%	1.75%
Grade 3-6	48,600	568,000	3,080,000	8.6%	1.58%
Grade 7-9	115,000	980,000	6,100,000	11.7%	1.89%
Grade 10-11	153,000	1,070,000	8,840,000	14.3%	1.73%

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
Certificate / diploma without matric	2,420	14,300	180,000	16.9%	1.34%
Matric only	166,000	942,000	11,000,000	17.6%	1.51%
Matric certificate / diploma	48,900	230,000	2,270,000	21.3%	2.16%
Matric Bachelors degree	31,700	135,000	1,680,000	23.4%	1.89%
Matric Postgrad degree	13,200	58,600	788,000	22.5%	1.67%

Figure 38: Highest level of education: age 15+ - Buffalo City, Eastern Cape and National Total, 2018 [Numbers]

Source: IHS Markit Regional eXplorer version 1803

The number of people without any schooling in Buffalo City Metropolitan Municipality accounts for 7.08% of the number of people without schooling in the province and a total share of 0.98% of the national. In 2018, the number of people in Buffalo City Metropolitan Municipality with a matric only was 166,000 which is a share of 17.62% 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 23.44% of the province and 1.89% of the national.

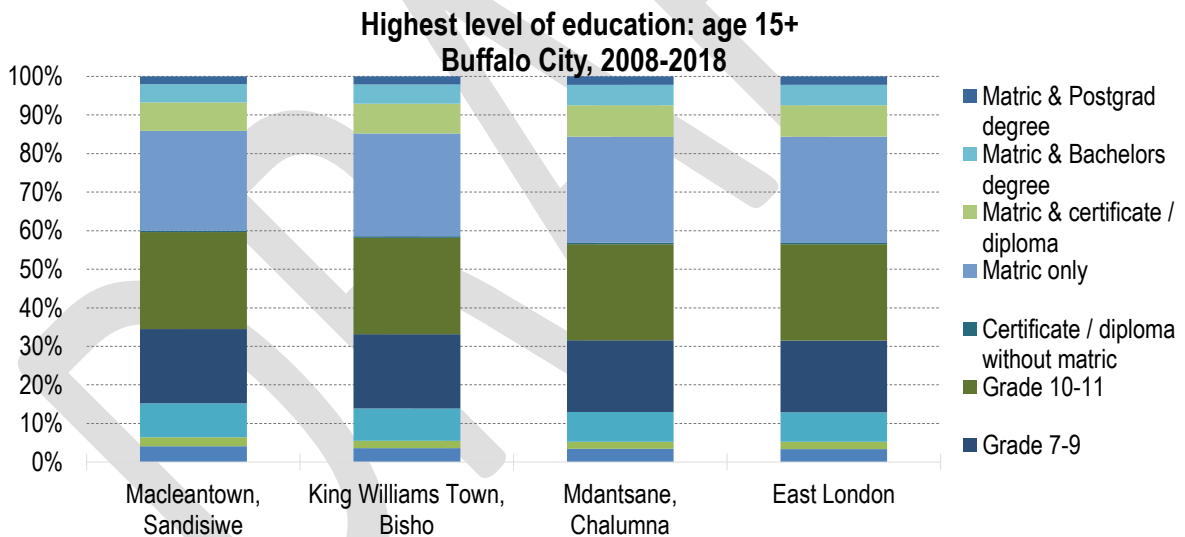


Figure 39: Highest level of education: age 15+, sub-metro regions of Buffalo City Metropolitan Municipality, 2018 [Percentage]

Functional Literacy

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	%
2008	103,384	492,906	82.7%
2009	97,904	503,954	83.7%

	Illiterate	Literate	%
2010	93,611	514,415	84.6%
2011	90,354	524,736	85.3%
2012	88,950	532,849	85.7%
2013	87,872	539,765	86.0%
2014	86,714	547,447	86.3%
2015	85,494	555,614	86.7%
2016	84,200	563,852	87.0%
2017	84,499	571,109	87.1%
2018	83,890	579,767	87.4%
Average Annual growth			
2008-2018	-2.07%	1.64%	0.55%

Figure 40: Functional literacy: age 20+, completed grade 7 or higher - Buffalo City Metropolitan Municipality, 2008-2018 [Number percentage]

Source: IHS Markit Regional eXplorer version 1803

A total of 580 000 individuals in Buffalo City Metropolitan Municipality were considered functionally literate in 2018, while 83 900 people were considered to be illiterate. Expressed as a rate, this amounts to 87.36% of the population, which is an increase of 0.047 percentage points since 2008 (82.66%). The number of illiterate individuals decreased on average by -2.07% annually from 2008 to 2018, with the number of functional literate people increasing at 1.64% annually.

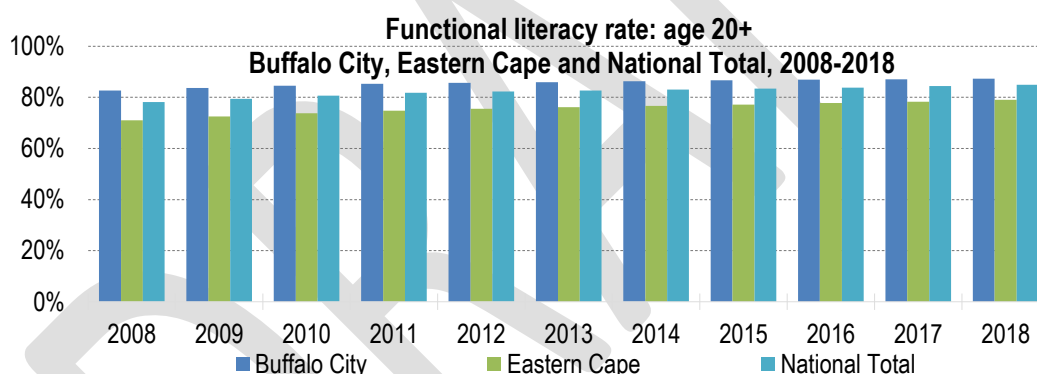


Figure 41: Functional literacy: age 20+, completed grade 7 or higher - Buffalo City, Eastern Cape and National Total, 2008-2018 [Percentage]

Source: IHS Markit Regional eXplorer version 1803

Buffalo City Metropolitan Municipality's functional literacy rate of 87.36% in 2018 is higher than that of Eastern Cape at 79.02%. When comparing to National Total as whole, which has a functional literacy rate of 84.96%, it can be seen that the functional literacy rate is lower than that of the Buffalo City Metropolitan Municipality.

A higher literacy rate is often associated with higher levels of urbanization, for instance where access to schools is less of a problem, and where there are economies of scale. From a spatial breakdown of the literacy rates in South Africa, it is perceived that the districts with larger cities normally have higher literacy rates.

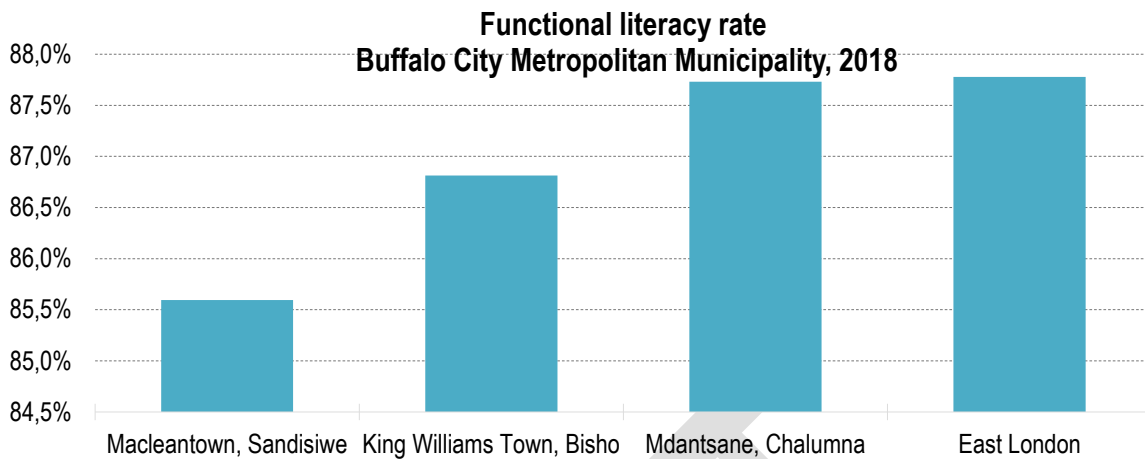


Figure 42: Literacy rate - sub-metro regions and the rest of Buffalo City Metropolitan Municipality, 2018 [percentage]
 Source: IHS Markit Regional eXplorer version 1803

In terms of the literacy rate for each of the regions within the Buffalo City Metropolitan Municipality, East London Sub-metro Region had the highest literacy rate, with a total of 87.8%. The lowest literacy rate can be observed in the Macleantown, Sandisiwe Sub-metro Region with a total of 85.6%.

4.3 Crime

The state of crime in South Africa has been the topic of many media articles and papers in the past years, and although many would acknowledge that the country has a crime problem, very little research has been done on the relative level of crime. The media often tend to focus on more negative or sensational information, while the progress made in combating crime is neglected.

IHS Composite Crime Index

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.

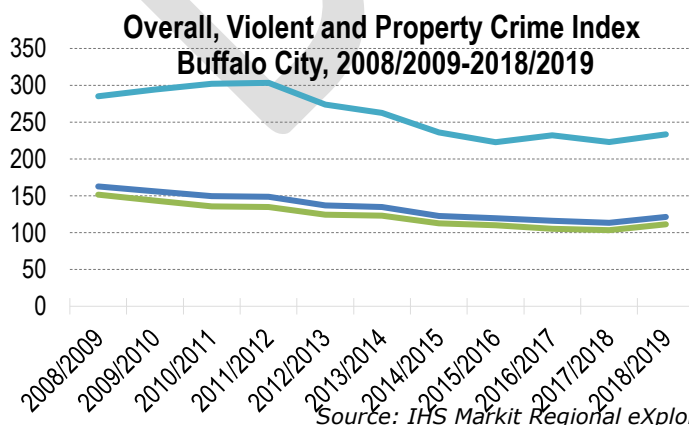


Figure 43: IHS Crime Index - calendar years (weighted avg / 100,000 people) - Buffalo City Metropolitan Municipality, 2008/2009-2018/2019 [Index value]
 Source: IHS Markit Regional eXplorer version

For the period 2008/2009 to 2018/2019 overall crime has decrease at an average annual rate of 2.89% within the Buffalo City Metropolitan Municipality. Violent crime decreased by 3.05% since 2008/2009, while property crimes decreased by 1.98% between the 2008/2009 and 2018/2019 financial years.

	Buffalo City	Nelson Mandela Bay	Sarah Baartman	Amatole	Chris Hani	Joe Gqabi	O.R. Tambo	Alfred Nzo
2008/2009	162.70	172.57	202.50	85.87	85.41	82.01	60.90	54.21
2009/2010	155.85	160.87	197.33	92.25	89.26	87.24	64.18	59.10
2010/2011	149.38	157.17	180.00	92.57	85.60	88.69	67.86	55.33
2011/2012	148.67	152.30	166.23	96.74	85.51	90.35	65.00	53.88
2012/2013	136.78	145.44	155.30	95.30	85.14	90.65	63.08	53.07
2013/2014	134.79	144.03	153.04	97.00	77.57	91.32	66.70	54.67
2014/2015	122.74	130.94	151.73	93.30	79.18	90.22	57.54	53.23
2015/2016	119.34	125.06	148.99	95.32	76.10	94.24	55.10	50.69
2016/2017	115.97	121.23	140.62	89.80	77.93	93.04	54.59	46.85
2017/2018	113.33	116.55	133.07	88.83	78.14	91.96	56.99	50.24
2018/2019	121.40	118.14	138.49	89.84	78.82	90.17	62.21	48.20
Average Annual growth								
2008/2009-2018/2019	-2.89%	-3.72%	-3.73%	0.45%	-0.80%	0.95%	0.21%	-1.17%

Figure 44: Overall crime index - Buffalo City Metropolitan Municipality and the rest of Eastern Cape, 2008/2009-2018/2019 [Index value]

Source: IHS Markit Regional eXplorer version 1803

In 2018/2019, 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 138. Buffalo City Metropolitan Municipality has the second highest overall crime index at 121, with Nelson Mandela Bay Metropolitan Municipality having the third highest overall crime index of 118. O.R. Tambo District Municipality has the second lowest overall crime index of 62.2 and the Alfred Nzo District Municipality has the lowest overall crime rate of 48.2. The region that decreased the most in overall crime since 2008/2009 was Sarah Baartman District Municipality with an average annual decrease of 3.7% followed by Nelson Mandela Bay Metropolitan Municipality with an average annual decrease of 3.7%.

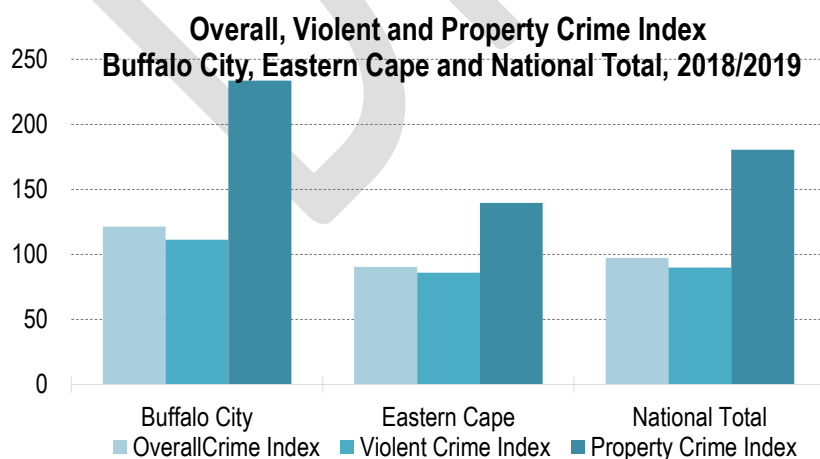


Figure 45: IHS Crime Index - calendar years (weighted avg / 100,000 people) - Buffalo City, Eastern Cape and National Total, 2018/2019 [Index value]

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

BCMM is made up of 3 regions i.e. Inland (KWT), Midland (Mdantsane) and Coastal (East London). There are 31 Police Stations within the Metro. Crime hot spots are:

	HOT SPOT AREAS	NATURE OF CRIME
Inland	Mlungisi Township	Assault and Murder
	Farns and Township rural	Theft
	Dimbaza	Robbery and Murder
Midland	Mdantsane N.U 1 -Taxi Rank	Common Robbery
	Nyibiba N.U 14	Rape cases
	Vulindlela	House breaking
Coastal	CBD Streets: Caxton Street Union Street Terminus Street Buffalo Street	Theft of motors
	Southernwood	Common robbery and house breaking in the flats.
	Quigney: Moore Street Currie Street	Human trafficking and Drugs
	St Paul's Road	Human and drug trafficking and it is market for stolen goods
	Duncan Village: C-Section	House break-ins, murder and common robbery
	Mzamomhle	Common Robbery

Figure 46: BCMM Crime Hot Spots

5. BUFFALO CITY METROPOLITAN MUNICIPALITY'S GOVERNANCE AND FINANCE DEVELOPMENT PROFILE

5.1 The Buffalo City Metropolitan Municipality Governance Profile

5.1.1 Municipal Functions

MUNICIPAL FUNCTIONS	FUNCTION APPLICABLE TO MUNICIPALITY (YES / NO)*	FUNCTIONS APPLICABLE TO THE ENTITY (BCMDA)
Constitution Schedule 4, Part 4 functions		
Air Pollution	Y	
Building regulations	Y	
Child care facilities	Y	
Electricity and gas reticulation	Y	
Firefighting services	Y	
Local tourism	Y	Y
Municipal airports	N	
Municipal planning	Y	
Municipal health services	Y	
Municipal public transport	Y	
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law.	Y	
Pontoons, ferries, jetties, piers and harbours, excluding the regulation of international and national shipping and matters related thereto.	Y	
Storm water management systems in built-up areas	Y	
Trading regulations	Y	
Water and sanitation services limited to potable water supply and domestic waste-water and sewage disposal systems	Y	
Beaches and amusement facilities	Y	
Billboards and the display of advertisements in public places	Y	
Cemeteries, funeral parlours and crematoria	Y	
Cleansing	Y	
Control of public nuisances	Y	
Control of undertakings that sell liquor to the public	Y	
Facilities for the accommodation, care and burial of animals	Y	
Fencing and fences	Y	
Licensing of dogs	Y	
Licensing and control of undertakings that sell food to the public	Y	
Local amenities	Y	
Local sport facilities	Y	
Markets	Y	Y
Municipal abattoirs	Y	

MUNICIPAL FUNCTIONS	FUNCTION APPLICABLE TO MUNICIPALITY (YES / NO)*	FUNCTIONS APPLICABLE TO THE ENTITY (BCMDA)
Municipal parks and recreation	Y	
Municipal roads	Y	
Noise pollution	Y	
Pounds	Y	
Public places	Y	
Refuse removal, refuse dumps and solid waste disposal	Y	
Street trading	Y	
Street lighting	Y	
Traffic and parking	Y	

Figure 47: Municipal Functions

5.1.2 Intergovernmental Relations

Buffalo City Metropolitan Municipality participates in all available National and Provincial intergovernmental relations platforms established to deepen and strengthen joint planning and execution amongst the three government spheres. In the 2018/2019 financial year BCMM hosted the following IGR meetings with the intended purpose of:

MEETINGS	DATES	PURPOSE
BCMM IGR FORUM	27 September 2018	<ul style="list-style-type: none"> To report on progress on the implementation of Operation Masiphathisane and the training of the Metro Implementation Task Team (MITT). To align BCMM Social Labs that work to enhance youth and community participation and creating platforms of social engagements on issues that pertain to the wellbeing of the BCMM citizens to the broader IGR activities of the Metro. To share information on the new ward-based budget allocation that the Metro was planning to implement with Sector departments.
BCMM IGR Round Table Meeting	15 March 2019	<ul style="list-style-type: none"> To introduce the Anti-Poverty Strategy of the Department of Social Development which had planned intervention in Wards 24, 2, 6, 31, 32. To develop an interventional campaign with the Department of Home Affairs in preparation for the May 2019 National Elections by encouraging residents to collect their Identity documents from the Department of Home Affairs To present the state of readiness of the Independent Electoral Commission for the 2019 National Elections, and the support needed from BCMM in preparing for the elections and on the Election day in order to avoid any challenges.
BCMM IGR CORE TEAM MEETING	24 May 2019	<ul style="list-style-type: none"> The Core Team Meeting is comprised of BCMM (IGR, IDP and Public Participation Units), Cogta, Office of the Premier and Provincial Treasury. The meeting was held to improve coordination of IGR work in the Metro with sector departments, and internal municipal departments. It was resolved at this

MEETINGS	DATES	PURPOSE
		meeting that BCMM would review the BCMM's IGR Framework and Terms of Reference for IGR. Furthermore, BCMM proposed the projectising approach to activities with Sector Departments in order to ensure functionality of IGR but to also ensure that there were key outputs
BCMM IGR Forum	14 June 2019	<ul style="list-style-type: none"> ▪ To receive feedback on National Elections and to note the challenges that IEC experienced during the 2019 Elections. To further find solutions and ways to improve and prepare for the upcoming 2021 Local Government Elections. ▪ To receive feedback from Department of Home Affairs department on the collection rate of ID's after BCMM intervention. ▪ For the Built Environment Planning unit within BCMM to seek input from Sector departments into the Built Environment Performance Plan. ▪ To highlight the international protocols and guidelines for all government departments when entering into a twinning agreement with International partners. ▪ To receive the Infrastructure plans from the Department of Health. The Department highlighted that its focus was in the rural Eastern Cape. ▪ To receive the Department of Human Settlements plans for BCMM in current financial year, and to receive the breakdown of the budget as per the BCMM wards. This aimed to improve integrated planning. ▪ To receive information from the Department of Public Works on Property and infrastructure disbursement especially related to vacant buildings and land that the department aimed to donate to BCMM. ▪ To present the ESKOM budget and plans in the Metro, related to Electrification and some of the challenges Eskom was experiencing that required the assistance of the Metro. ▪ To present on the Antipoverty Strategy by Social Development as an intervention in the following Wards: 24,2,6,31,32. ▪ BCMM attended the Anti-poverty stakeholder engagement meeting in the most deprived ward of BCMM which is ward 24.

Table 6: BCMM IGR Forum meetings - 2018/2019

5.1.3 Summary of community developmental issues and priorities

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 Mayoral Imbizo outreach held on 2 to 5 October 2019 per BCMM functional region:

Inland Region – 2 October 2019

The key issues raised by communities from this region are summed up in the following graph and table:



Figure 48: Main Service Delivery Issues - Inland Region

NO	ISSUE	IMPORTANT TO NOTE
1	ROADS	Other areas related to roads is the request of speedhumps and an issue unfinished road infrastructure by contractor in Ndevana
2	HOUSING	Community members also emphasised the need for Disaster Houses, and Houses to be allocated to the rightful beneficiaries
3	EMPLOYMENT	This mainly related to Youth employment, Employment on Ward projects, EPWP
4	SPORT FIELDS	Upgrading and Construction of new sportfields
5	HALLS	Also includes request for Multipurpose centre
6	SAFETY AND EMERGENCY SERVICES	Important to note is the request for CCTV Cameras in KWT CBD, Slow response time of Fire Dept. Visibility of Law enforcement and dilapidated building a crime hotspot in Breidbach
7	WATER AND SANITATION	Jojo tanks, Cleaning of dams and provision of Taps
8	WASTE MANAGEMENT	Lack of cleanliness in KWT and Bhisho, request for Wheelie Bins, and illegal dump sites
9	CEMETERIES	Fencing and Bridge to Cemetery (Ward 49)
10	BRIDGE	Ndevana
11	AGRICULTURE AND RURAL DEVELOPMENT	Community members requested assistance with setting up co-opts and feed for cattle
12	IGR ISSUES	Ward 34: Request for update on school that was to be built at Polar Park Ward 40: Request for Clinic in the ward

Figure 49: Main Service Delivery Issues - Inland Region

Midland Region – 3 October 2019

The key issues raised by communities from this region are summed up in the following graph and table:



Figure 50: Main Service Delivery Issues - Midland Region

NO	ISSUE	IMPORTANT TO NOTE
1	ROADS & STORMWATER	Request for completion of incomplete streets in ward 11. Request for title deeds in ward 20.
2	HOUSING	Progress on housing development in ward 12 as land was made available; completion of houses in Velwano. Completion of houses at ward 14 in Gomora and Nxamkwana in ward 24. Attention should be given to houses with cracked wall in ward 21 at Z. Soga Phase 1
3	EMPLOYMENT	Requests relate to EPWP and Youth Employment
4	HALLS	Request for multipurpose centre in ward 14.
5	WATER AND SANITATION	Members raised the issue of water leakages in ward 14. Community member from ward 17 and 21 (Tambo Park) complained about toilets not working
6	WASTE MANAGEMENT	Request for refuse bags in ward 17 and 24, also request for green deeds projects in ward 24. Ward 26: Private companies dumping waste at the Nahoon River.
7	ELECTRIFICATION	Attention should be given to illegal connections in Kanana.
9	WATER METRES & BILLING	Request for consistency in billing system and appointment of meter readers should be ward based (Ward 30).
10	IGR ISSUES	Ward 24: Request for a Clinic and Availability of a Mobile Police Station Ward 42: Old Clinic and shortage of staff
11	ADDITIONAL ISSUES	Ward 14: Inconsistency in billing system Ward 17: Request for ramps for wheelchairs in public toilets Ward 17: Request for information regarding ward-based budget Ward 21: Request for ward office to assist with municipal related services Ward 30: Lack of cooperation between community and Councillor

Table 7: Main service delivery issues - Midland Region

Coastal-Urban Region – 4 October 2019

The key issues raised by communities from this region are summed up in the following graph and table:

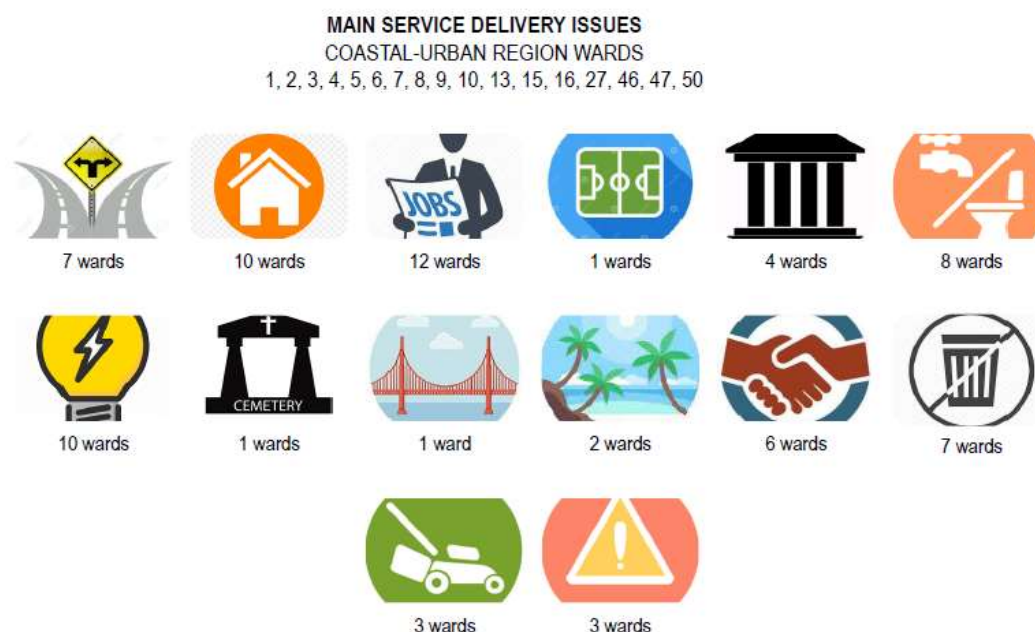


Figure 51: Main service delivery issues - Coastal-Urban Region

NO	ISSUE	IMPORTANT TO NOTE
1	ROADS & STORMWATER	Monitoring of road construction in ward 13.
2	HOUSING	Construction of houses for backyard dwellers at Ward 5. Community Members living in bungalows in ward 8 request housing hand over to rightful beneficiaries. Clarity on R80m Swedish Grant for housing in Ward 16.
3	EMPLOYMENT	Functionality of youth centres and EPWP.
4	HALLS	Incomplete Community Hall construction at ward 15.
5	SAFETY AND EMERGENCY SERVICES	Criminals operating in Refuse Transfer Station
6	WATER AND SANITATION	Eradication of bucket system and ramps on public toilets for disables people. Fixing of toilets. Challenge of sewage at Nahoon River
7	WASTE MANAGEMENT	Utilization of open spaces for recycling. Regular fires at Refuse Transfer station in ward 28.
8	ELECTRIFICATION	Electrification of Informal Settlements. Electrification of newly built RDP houses in ward 5. illegal connections in ward 10. Construction of Streetlights and highmasts.
9	BEACHES AND RESORTS	Maintenance of Beaches for Festive season. Vandalising of Boardwalks in Beach areas.
10	IGR ISSUES	Ward 6: Shelter for homeless people in CBD Ward 10: Scholar transport for learners of Muvhango Squatter Camp and Mobile Clinic. Ward 13: Request for Clinic, Police Station and Schools at New Life Ward 15: Request for Clinic Ward 28: Lack of control from SAPS relating to Alcohol and Drug abuse Ward 50: Construction of Nkwenana School taking too long
11	ADDITIONAL ISSUES	Ward 7: Transportation to attend ward meetings Ward 16: Accessibility of municipal officials in their offices Ward 27: Programs for Disabled people

Table 8: Main service delivery issues - Coastal-Urban Region

Coastal-Rural Region – 5 October 2019

The key issues raised by communities from this region are summed up in the following graph and table:



Figure 52: Main service delivery issues - Coastal-Rural Region

NO	ISSUE	IMPORTANT TO NOTE
1	ROADS & STORMWATER	Maintenance
2	HOUSING	Land for housing and Disaster houses.
3	EMPLOYMENT	Unemployment and Employment for community members over 35- 59 years.
4	SPORTS FIELDS	Maintenance of sportsfields.
5	AGRICULTURE AND RURAL DEV.	Completion of Chicken run, Water for Dipping and Fencing of Grazing fields in ward 32. Assistance with farming equipment
6	WATER AND SANITATION	Response time to fix faulty taps a challenge
7	ELECTRIFICATION	Electrification of Doyi
8	BRIDGE	Village 1 to Village 4.
9	IGR ISSUES	Ward 31: Ambulances for sporting events Ward 33: Request for Clinic and Cleaning of Dams
10	ADDITIONAL ISSUES	Ward 33: Renaming of Cornfield area

Table 9: Main service delivery issues - Coastal-Rural Region

Multi-Sectoral Intergovernmental Matters

The following multi-sectoral intergovernmental matters have been identified by the public and form part of the agenda of discussions between the Buffalo City Metropolitan Municipality and the spheres as indicated through the relevant IGR platforms created for this purpose:

Priority	Detail	Affected Area	Provincial/National Department / State Owned Enterprise Action Plans
DEPARTMENT OF HUMAN SETTLEMENTS			
WARD 9			
Rectification of old Houses	Rectification of houses which have the serious challenges of cracks and water that is pouring when	Braelyn Ext 10 and Stoney Drift	Rectification programme undertaken by Province; issue has been referred to the IGR Forum.

Priority	Detail	Affected Area	Provincial/National Department / State Owned Enterprise Action Plans
	it's heavy raining. Some areas need houses urgently		
WARD 11			
Multi-purpose Community Centre	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	N.U 2 & N.U 5 rent office Next to Nzaliseko Higher Primary School	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.
WARD 34			
Multi-purpose centre	The ward needs a multi-purpose centre	Dimbaza	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
WARD 37			
Housing	RDP, Disasters, Need housing for destitute.	Tolofiyeni, Masingatha & Mdingi, Mxaxo B	The request has been forwarded to the Provincial Dept of Human Settlements for their intervention.
WARD 50			
Multi-Purpose Youth Development Facilities	The ward needs multi-purpose youth development facilities	Kwelera Village	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.
WARD 31			
Human Settlements *MAYORAL IMBIZO ISSUE	Construction of rural Houses	Ntenti, Bhongweni	The Bongweni area forms part of the Greydell project which is under discussion to find an amicable option to all affected parties. Discussions are between the municipality, Department of Public Works, Provincial and National Departments of Human Settlements.
WARD 39			
Title deeds *MAYORAL IMBIZO ISSUE	Ownership of houses remained unresolved		For pre 1994 houses - that is houses that were acquired from the Municipality / Old Ciskeian Government and are without title deeds - community members to go to Department of Human Settlements (Cnr Oxford / Fleet Street) to sign Deeds of Sale which will be then be submitted to the Conveyancer to effect transfers in favour of beneficiaries.
Human Settlements *MAYORAL IMBIZO ISSUE	Storm damaged houses have not been replaced		Department to appoint a professional team to verify all the phase 2 disaster victims from 2004 to date when funding from the Prov. Dept becomes available.

Priority	Detail	Affected Area	Provincial/National Department / State Owned Enterprise Action Plans
DEPARTMENT OF TRANSPORT			
WARD 26			
Bridges	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	Zikhwaba, Mzonkeshe, Khwetyana, Nkqonkqweni	The roads belong to the Provincial Department of Transport. To be informed of the request on their roads through IGR Forums.
WARD 31			
Fencing	Areas need fencing to prevent cattle from grazing to roads	Ncera Village Fort Grey	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.
WARD 32			
Walkways	The ward needs walkways	Entire ward	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.
WARD 36			
Scholar transport *MAYORAL IMBIZO ISSUE	Transport for learners needed		Schools are closed, children are travelling long distances. Information regarding Scholar transport has been sent to the Department of Transport; Education will be providing the list of identified learners who require transport with their copy of IDs/ Birth certificates.
WARD 37			
Urban & Rural Bridges	West Drive bridge to be lifted because it is very dangerous when it's rainy. All other bridges are in a very bad condition	West Drive, Masingatha, Tolofiyeni and Mdingi village & Mxaxo B	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 Department of roads and Public Works.
WARD 10			
Learner Transport	A request for scholar transport to be provided for children living in Muvhango Squatter Camp	Muvhango Squatter Camp	
DEPARTMENT OF HEALTH			
WARD 23			
Clinic	A Clinic facility within the proximity of the ward	NU 14	Issue has been taken up with the relevant Provincial Department for actioning, follow up will be done during the next IGR Forum meeting.
WARD 21			
Ambulances	Residents from the ward request for accessibility of ambulances		
WARD 43			

Priority	Detail	Affected Area	Provincial/National Department / State Owned Enterprise Action Plans
Clinic	Clinic is too far from the community and always short of medicine	Majali Location in Peelson	Follow up with Provincial Department will be done in the next IGR Forum meeting
WARD 13			
Clinic *MAYORAL IMBIZO ISSUE	Requested a clinic in the ward		The areas are being serviced through a mobile clinic, currently the Department is not building new clinic structures but will concentrate on renovating existing buildings to be in compliant with National Health Core Standards so that they can be accredited by the Office of Health Compliance Standards.
WARD 32			
Clinic *MAYORAL IMBIZO ISSUE	The existing clinics closes early and the community request a 24HR health services.		There is a fixed clinic in Tyutyu village. Currently the Department is not building new clinic structures but will concentrate on renovating existing buildings to be in compliant with National Health Core Standards so that they can be accredited by the Office of Health Compliance Standards.
WARD 50			
Clinic	Tuba request Clinic and a Police Station		There is a fixed clinic called Kwelerha Clinic which services Tuba village. Tuba is within a 5km radius to Kwelerha Clinic. The village is serviced by way of a mobile clinic. The population of the village is less than 10 000. Currently the Department is not building new clinic structures but will concentrate on renovating existing buildings to be in compliant with National Health Core Standards so that they can be accredited by the Office of Health Compliance Standards.
WARD 10			
Mobile Clinic	A request for a mobile clinic that will serve Muvhango and Egoli residents		
WARD 13			
Clinic	A request for clarity on the provision clinics in New Life		
WARD 13			
School	A request for clarity on the provision of a school in New Life		
WARD 15			
Clinic	A request for the construction of a clinic in Ducats	Ducats	
WARD 24			
Clinic	A request for construction of a clinic in ward 24		
WARD 26			

Priority	Detail	Affected Area	Provincial/National Department / State Owned Enterprise Action Plans
Clinic	A complaint was raised that the Mpundu clinic had not been moved		
WARD 33			
Clinic	A request for a clinic at Gwilili	Gwilili	
WARD 42			
Clinic	A complaint that the clinic was old and that there was shortage of staff		
DEPARTMENT OF SAFETY AND LIAISON / SOUTH AFRICAN POLICE SERVICE			
WARD 29			
Safety fence	Death occurred with break-in. Two subsequent break ins.	Gonubie	Law enforcement patrols on an ongoing basis. Issue has also been escalated to SAPS and follow up will be done during the IGR Forum
WARD 30			
Crime	People are dying because of high rate of crime. Youth are using drugs also there is high rate of theft.	NU 9, NU 11A, Manyano NU 9, Thembelihle NU 9, Cuba, Chris Hani Park Block 1,2 &3.	Visibility of BCMM Law enforcement is ongoing in the ward, also visible when requested. However, the request was forwarded to SAPS for actioning.
WARD 13			
Police Station	A request for clarity on the provision of a police station in New Life	New Life	
WARD 24			
Mobile Police Station	A request for the availability of the mobile police station in ward 24		
WARD 28			
Crime	A complaint that the community members are scared to go and drop refuse at the refuse site due to vagrants and criminals that are roaming in Beacon Bay	Beacon Bay	
Substance Abuse	A complaint about the drunkenness and drug abuse in the picnic site next to the Batting bridge, Bonza Bay and the Summit road	Batting bridge, Bonza Bay and the Summit road	
DEPARTMENT OF SPORT, RECREATION, ARTS AND CULTURE			
WARD 41			

Priority	Detail	Affected Area	Provincial/National Department / State Owned Enterprise Action Plans
Library	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.
DEPARTMENT OF EDUCATION			
WARD 44			
Creche *MAYORAL IMBIZO ISSUE	A request for a creche for kids in the ward		The department of education since 2014 has adopted what we call universal access to grade R, which means that all grade R classes are attached to schools hence we have what we call a two-tier system of education, namely Grade R- 7 and Grade 8- 12 respectively
WARD 13			
School	A request for clarity on the provision of a school in New Life	New Life	
WARD 24			
School	A complaint that there was no school in their area		
School	A request for the municipality's intervention in the construction of Nkwezana School which was taking too long		
DEPARTMENT OF SOCIAL DEVELOPMENT			
WARD 44			
Creche *MAYORAL IMBIZO ISSUE	A request for a creche for kids in the ward		Stand-alone creches are registered with the department of Social Development as CBO. The age cohort for these is 0-4 years. It becomes the initiative of a member of community having identified the need for such a programme. Our only role as the department is to train the practitioners on ECD The Department of Social Development is going to advertise for submissions of business plans towards funding for financial year 2019/20, the community is encouraged to mobilize and a submission be made for consideration for funding.
NATIONAL DEPARTMENT OF ENERGY/ESKOM			
WARD 38			
Electricity	New sites	Entire ward	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.
WARD 40			

Priority	Detail	Affected Area	Provincial/National Department / State Owned Enterprise Action Plans
Electricity	Informal Settlements need electricity	Entire Ward	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
Electricity *MAYORAL IMBIZO ISSUE	Electricity is requested at Nokhala area		ESKOM is forwarded information with a list of applicants to put on the budget plan for the multi-year implementation. The matter has been forwarded to ESKOM through the IGR Forum and is continuously being followed up on

Table 10: Multi-sectoral Intergovernmental Matters

5.1.4 Governance structures that are linked to communities, the business sector and other stakeholders (women, youth, traditional leaders)

The metro engages with, inter alia, the following community/stakeholder structures through its formal platforms:

- Ward Committees
- IDP/Budget/PMS External Representative Forum
- Disability Forum
- Youth Council
- Gender Forum
- Elderly Forum
- BCMM Green Forum
- Community Safety Forums

5.1.5 Vacancy rate

Turn-over Rate			
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%
Year 2017/2018	5048	223	4.44%
Year 2018/2019	5116	120	2.34%
2019/2020 (Jan 2020)	5641	134	2.37%

Table 11: Vacancy Rate - January 2020

- 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.

- 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.
- 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.
- The above figure for 2019/20 represents the turn-over rate as at January 2020. Recruitment processes are well underway, and the vacant funded posts will be reduced considerably.
- Council approved the split in Municipal Services into 2 Directorates, namely SOLID WASTE AND ENVIRONMENTAL MANAGEMENT and SPORT, RECREATION AND COMMUNITY DEVELOPMENT. The recruitment process is underway, and the posts will be filled before the end of June 2020.
- Recruitment processes for 2020/21 are ongoing and efforts to ensure that the vacant funded posts remain at an acceptable level is in place.
- Funding for the Manpower planning section will be sourced in the 2020/21 financial year.

5.2 The Buffalo City Metropolitan Municipality Finance Profile

5.2.1 Overall Financial Performance & Expenditure of the Buffalo City Metropolitan Municipality (BCMM)

BUF Buffalo City - Table A1 Consolidated Budget Summary					
Description	2014/15	2015/16	2016/17	2017/18	2018/19
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome	Audited Outcome
Financial Performance					
Total Revenue (excluding capital transfers and contributions)	5 565 727	6 119 817	5 862 100	5 312 651	6 001 065
Total Expenditure	5 196 208	5 474 587	5 502 827	6 074 416	6 837 415
Surplus/(Deficit)	369 519	645 030	359 272	(761 765)	(836 351)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	615 492	670 394	669 780	930 588	998 245
Contributions recognised - capital & contributed assets	-	-	-	-	279 067
Surplus/(Deficit) after capital transfers & contributions	985 011	1 315 424	1 029 052	168 823	440 961
Share of surplus / (deficit) of associate	22 359	30 383	19 142	34 109	28 865
Surplus/(Deficit) for the year	1 007 371	1 345 807	1 048 195	202 931	469 826
Capital expenditure & funds sources					
Capital expenditure	930 050	1 260 153	1 279 622	1 430 146	1 891 811
Transfers recognised - capital	615 492	670 394	669 780	930 588	998 245
Borrowing	-	-	-	-	-
Internally generated funds	314 558	515 933	606 521	499 559	861 931
Total sources of capital funds	930 050	1 186 327	1 276 301	1 430 146	1 860 176
Financial position					
Total assets	16 074 994	17 299 570	19 263 763	22 382 402	23 580 308
Total liabilities	2 070 095	2 532 742	2 225 192	2 785 847	2 693 157
Community wealth/Equity	14 004 899	14 766 828	17 038 571	19 596 555	20 887 151
Cash flows					
Cash/cash equivalents at the year end	2 200 541	2 373 900	1 690 102	1 825 497	1 171 633
Collection rate	93.58%	88.68%	89.03%	93.32%	87.79%
Outstanding debtors	1 271 170	1 788 342	1 970 315	1 897 651	2 148 195
Percentage of capital expenditure spent against capital budget	80%	91%	86%	81%	89%
Current ratio	2.8 : 1	2.3 : 1	2.3 : 1	1.8 : 1	1.6 : 1
Debt (Total Borrowings) to Revenue	11.73%	9.63%	10.37%	8.89%	6.00%
Remuneration as % of Total Operating Expenditure	25%	27%	30%	32%	30%
Cost coverage	8.28	7.85	3.8	4.02	2.25

Figure 53: Table A1 – Consolidated Budget Summary

Account of the Financial Performance of the Metro

- The Revenue base has remained stagnant only increasing by the increase in the annual tariffs. In order for the Metro to grow there needs to be growth in the Revenue base from new investments and expansion of current investments.
- The Metro’s operating expenditure budget is growing at a high rate, one of the main contributing factors is the growth of employee costs.
- The net result of operating deficits (R761.8 million and R836.3 million in 2017/18 and 2018/19 respectively) continues to pose a threat to the City’s cash flow and cash backed reserves. One of the contributing factors is high depreciation that is caused by the revaluation method that is used by the City.
- The Metro injected substantial own funding investment in the capital budget programme in the past few years (a total of about R 2.5 billion in the past four years).
- Capital expenditure has maintained an increasing trend (R 1.2 billion in 2015/16, R 1.8 billion in 2018/19).

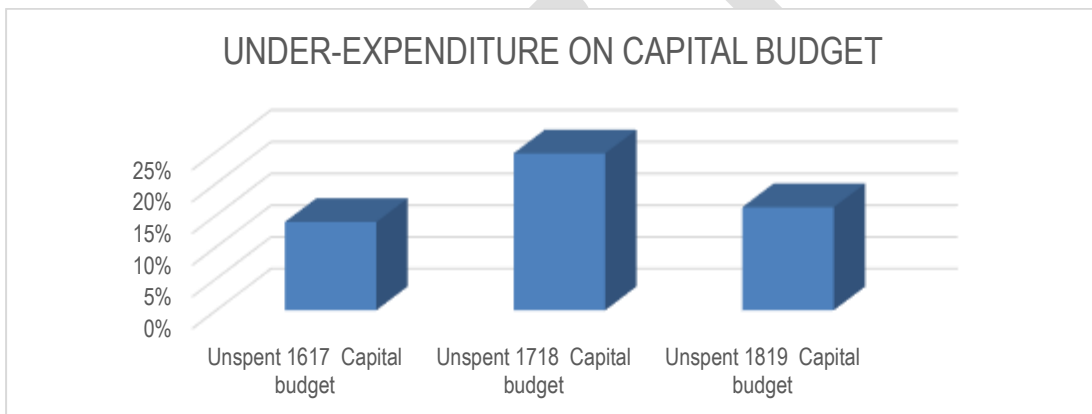


Figure 54: Under-expenditure on Capital Budget

In the 2016/2017 financial year, there was under-expenditure of 14% on the Capital budget. In the 2017/2018 financial year the under-expenditure on capital budget was at 25%. In the 2018/2019 financial year, BCMM had underspent on its Capital budget by 15%. The major contributing factors on low expenditure are procurement and project management inefficiencies that resulted in the slow progress in implementing own funded capital projects, however most of the affected 2018/2019 projects are already awarded and the funding of such projects is fully committed.

5.2.2 BCMM Audit Findings over the last 3 Years

There are 5 types of Audit Reports:

Unqualified Opinion No Findings	Unqualified Opinion Emphasis of Matter Items	Qualified Opinion	Adverse Opinion	Disclaimer of Opinion	An Outstanding Opinion
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Figure 55 : Types of Audit Reports

In the past three financial years BCMM obtained the following audit opinions:

Overall Opinion	2/16/17	2017/18	2018/19	Reason
	Unqualified	Qualified	Qualified	
Overall Progress				
Qualification Paragraphs				
Revenue from exchange transactions		x		Sale of water was not measured reliably due to faulty water meters and inaccurate meter readings
Irregular Expenditure			x	Irregular expenditure disclosed in the notes to the AFS is understated
Commitment			x	Interacted with the Auditor General during the audit to provide information to rectify aggregation
Emphasis of matter paragraphs				
Irregular expenditure incurred	287.291.425	213.320.576	141.182.463	
Electricity Losses	218.819.671	236.502.044	302.073.705	
As a percentage (%)	16.08	17.69	21.65	
Water Losses	100.799.537	140.262.906	158.216.992	
As a percentage (%)	34.14	43.69	46.11	
Note: The institution maintained its opinion by receiving a qualified opinion in the 2018/19 financial year.				

Figure 56: Previous Audit Opinions

In 2016/2017, BCMM managed to submit financial statements that were free from material misstatements. However, in 2017/2018 and 2018/2019 the city obtained a qualified audit opinion on its Annual Financial statements resulting from:

- i. Sale of water that was not measured reliably due to faulty water meters and inaccurate meter readings. This item was the only reason for the audit qualification in the 2017/2018 financial year. In 2018/2019 the relevant controls were put in place and this item was not identified as a qualification in 2018/2019.
- ii. Irregular expenditure which arose from non-compliance with the Supply Chain Management Regulations and due to lack of reasonable steps taken to prevent irregular expenditure
- iii. Financial Commitments disclosed in the 2018/2019 Annual Financial statements were materially understated in the AFS due to capital projects where the related contract is an annual contract that was not recognised as a commitment at financial year end.

The Metro is currently working through the 2019/2020 Audit Improvement Plan on its quest to a clean audit:

- i. address the AG's concerns;
- ii. strengthening financial management;
- iii. driving operational efficiency; and
- iv. enforcing good governance and financial accountability.

5.2.3 Irregular Expenditure of the last 5 years

In 2018/2019 an additional irregular expenditure amounting to R145 895 987 was disclosed and the closing balance for irregular expenditure was R2 790 050 237 for the 2018/2019 financial year. BCMM continues to train all SCM officials and bid Committee members on SCM related procedures, regulations policies to promote full compliance and alleviate irregular expenditure. The municipality is also considering the appointment of legal personnel in each Bid Committee to avoid litigation and non-compliance.

Irregular Expenditure	2018/19	2017/18	2016/17	2015/16
Opening balance	2 644 154 250	2 430 833 674	2 143 542 250	1 952 406 065
Add: Irregular expenditure for the current year	141 182 463	213 320 576	287 291 424	531 595 338
Add: Irregular Expenditure identified in the current year, relating previous financial periods	4 713 524	0	0	0
Less: Amounts written-off by Council	0	0	0	340 459 153
Closing balance	2 790 050 237	2 644 154 250	2 430 833 674	2 143 542 250

Table 12: Irregular Expenditure - 2015/16, 2016/17, 2017/18, 2018/2019

The irregular expenditure which was disclosed at R2.7 billion in the 2018/2019 Annual Financial Statements is resulting from:

- Contracts awarded through the central bid committee (CBC): Irregular expenditure incurred due to contracts awarded prior to the introduction of MFMA and which were done beyond the period allowed by the transition arrangements provided by the MFMA. Seeking advise from National Treasury on how to deal with the historic contracts awarded before the implementation of the MFMA.
- Service of the State: This relates to awards made to bidders who are in the service of the state. BCMM puts reliance on CSD to scrutinize bidders who are in the employ of the state, however, as a control measure SCM writes to bidders advising of consequences thereof.
- SCM Regulations: This is due to irregular expenditure incurred as a result of legislative non-compliance and missing documentation. The Electronic Document Management System (EDMS) has since been introduced to scan all contracts for safekeeping. The storage of documents has been augmented by installing cameras.
- Annual Contracts: This refers to annual contracts which were deemed as irregular as result of the following reasons:
 - i. Missing documentation.
 - ii. Evaluation issues: this refers to incorrect point system applied during the contract procurement/evaluation process or points not awarded or points incorrectly calculated. This process has since been reviewed by ensuring that a senior person verifies/reviews the point system.
- Formal Contracts: This irregular expenditure was incurred as a result of evaluation criteria issues and missing documentation. The remedial action is that senior persons review the specifications before advertising.

5.2.4 Cost Drivers in the BCMM Administration

BCMM cash and cash equivalent over the years has continued to decline from R 1,8 Billion in June 2018 to R 1,2 Billion in June 2019. The main reason for the decline in cash and cash equivalent is as a result of the following cost drivers:

- Significant decline in the institutional Collection rate from 93% to 87.79% as at June 2019 and a continued increase demand for services
- The high level of investment in capital infrastructure, thereby increasing the balance sheet but decreasing reserves.
- The ongoing continued increase in water and electricity losses, due to theft.
- The application of the revaluation method to account for depreciation of the municipal assets, thus posing a significant/ material decrease in the value of BCMM assets, without equivalent rehabilitation / upgrading of assets.
- The decline in the collection rate increase the debt impairment on an annual basis, which impacts the financial health of the metro from a financial performance perspective.
- Last but not least, the continued increase in employee related cost and implementation of the Job evaluation, drives up employee related costs and overtime.

5.2.5 Unfunded Mandates

The BCMM has two unfunded mandates, one is the Library function and the second unfunded mandate is on the construction of the housing top structures that are funded through the Human Settlements Development Grant (HSDG). These unfunded mandates have a negative effect and put strain in the budget and the tariffs of the municipality, however BCMM continues to perform these functions as it is socially and politically unacceptable for municipalities to close their libraries.

Listed below is how these unfunded or underfunded mandates affect the budget and tariffs:

- BCMM is compelled to perform functions which are not allocated to the municipality which places pressure on the budget and tariffs.
- Budget needs to be allocated in order to perform unfunded mandates with the revenue raised from annual tariffs.
- Funding these unfunded mandates places pressure on mandated services that must be performed by the Metro which has the potential to result in lower level of services being delivered.
- BCMM must pay for the employment of staff, managing operations, maintenance and infrastructure etc. when performing unfunded mandates.

6. THE INFRASTRUCTURE DEVELOPMENT PROFILE

6.1 Household Infrastructure and Access to Basic Services

Drawing on the household infrastructure data of a region is of essential value in economic planning and social development. Assessing household infrastructure involves the measurement of four indicators:

- Access to dwelling units
- Access to proper sanitation
- Access to running water
- Access to refuse removal
- Access to electricity

A household is considered "serviced" if it has access to all four of these basic services. If not, the household is considered to be part of the backlog. The way access to a given service is defined (and how to accurately measure that specific Definition over time) gives rise to some distinct problems. IHS has therefore developed a unique model to capture the number of households and their level of access to the four basic services.

A household is defined as a group of persons who live together and provide themselves jointly with food and/or other essentials for living, or a single person who lives alone.

The next few sections offer an overview of the household infrastructure of the Buffalo City Metropolitan Municipality between 2018 and 2008.

6.2 Household by Dwelling Type

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.

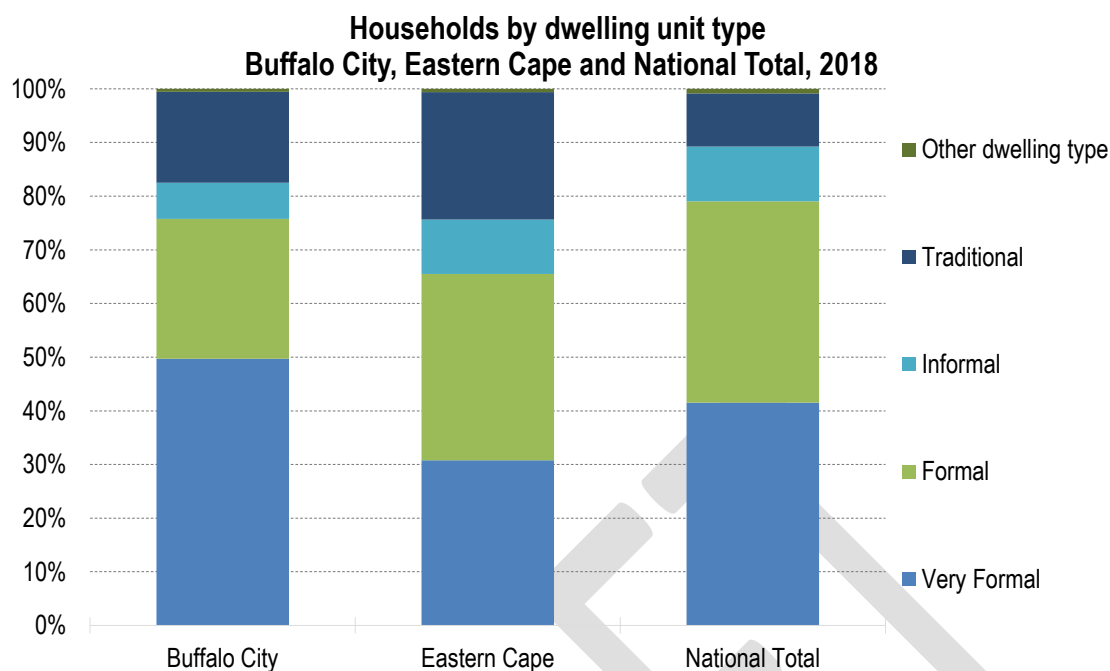


Figure 57: Households by dwelling unit type - Buffalo City, Eastern Cape and National Total, 2018 [Percentage]

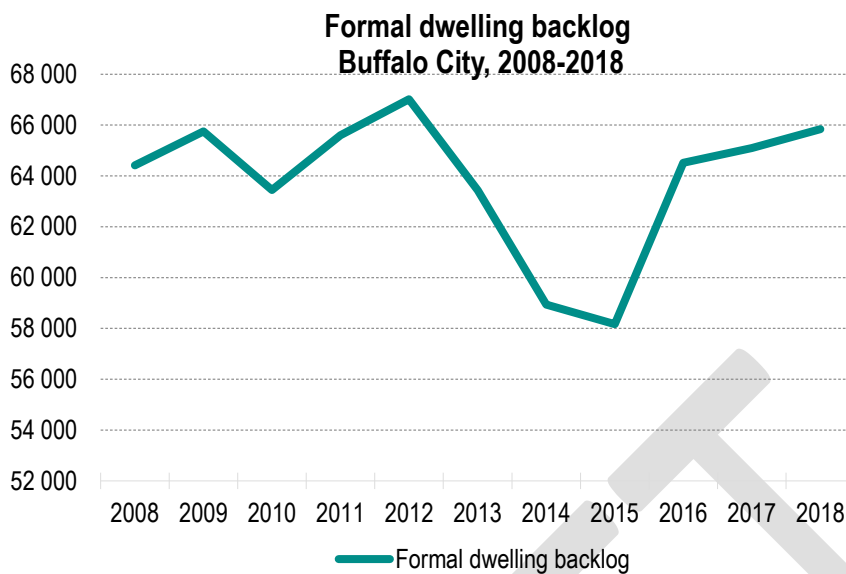
Buffalo City Metropolitan Municipality had a total number of 135 000 (49.72% of total households) very formal dwelling units, a total of 70 700 (26.03% of total households) formal dwelling units and a total number of 18 300 (6.73% of total households) informal dwelling units.

	Very Formal	Formal	Informal	Traditional	Other dwelling type	Total
Macleantown, Sandisiwe	8,170	5,330	1,230	3,210	108	18,100
King William's Town, Bhisho	34,500	19,900	5,140	12,700	403	72,600
Mdantsane, Chalumna	42,800	21,200	5,530	14,000	479	84,000
East London	49,600	24,300	6,380	16,100	554	96,900
Total Buffalo City	135,027	70,699	18,285	46,006	1,545	271,561

Figure 58: Households by dwelling unit type - Macleantown, Sandisiwe, King William's Town, Bhisho, Mdantsane, Chalumna and East London sub-metro regions, 2018 [Number]

Source: IHS Markit Regional eXplorer version 1803

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 49 600 or a share of 36.71% 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 8 170 or a share of 6.05% of the total very formal dwelling units within Buffalo City Metropolitan Municipality.



Source: IHS Markit Regional eXplorer version 1803

Figure 59: Formal dwelling backlog - number of Households not living in a formal dwelling - Buffalo City Metropolitan Municipality, 2008-2018 [Number of Households]

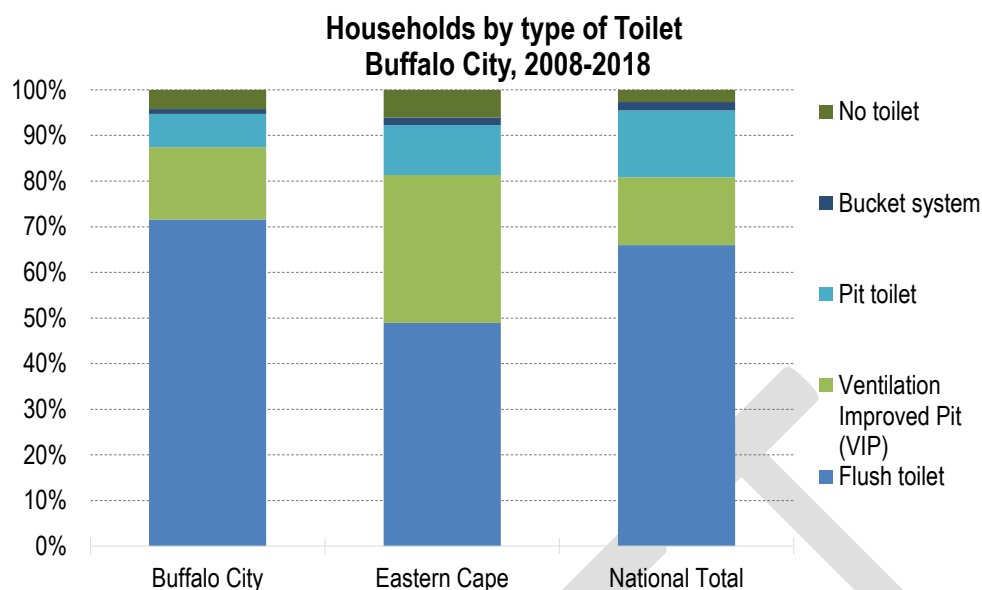
When looking at the formal dwelling unit backlog (number of households not living in a formal dwelling) over time, it can be seen that in 2008 the number of households not living in a formal dwelling were 64 400 within Buffalo City Metropolitan Municipality. From 2008 this number increased annually at 0.22% to 65 800 in 2018.

The total number of households within Buffalo City Metropolitan Municipality increased at an average annual rate of 1.75% from 2008 to 2018, which is higher than the annual increase of 2.13% in the number of households in South Africa.

6.3 Household by Type of Sanitation

Sanitation can be divided into specific types of sanitation to which a household has access. We use the following categories:

- **No toilet** - No access to any of the toilet systems explained below.
- **Bucket system** - A top structure with a seat over a bucket. The bucket is periodically removed and the contents disposed of. (Note: this system is widely used but poses health risks to the collectors. Most authorities are actively attempting to discontinue the use of these buckets in their local regions).
- **Pit toilet** - A top structure over a pit.
- **Ventilation improved pit** - A pit toilet but with a fly screen and vented by a pipe. Depending on soil conditions, the pit may be lined.
- **Flush toilet** - Waste is flushed into an enclosed tank, thus preventing the waste to flow into the surrounding environment. The tanks need to be emptied or the contents pumped elsewhere.



Source: IHS Markit Regional eXplorer version 1803

Figure 60: Households by type of sanitation - Buffalo City, Eastern Cape and National Total, 2018 [Percentage]

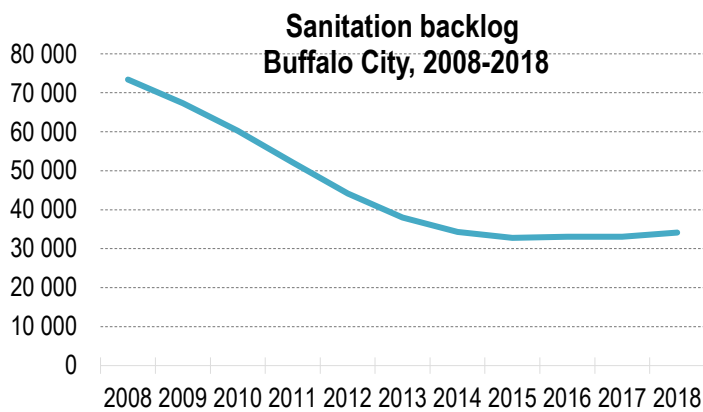
Buffalo City Metropolitan Municipality had a total number of 194 000 flush toilets (71.61% of total households), 43 000 Ventilation Improved Pit (VIP) (15.83% of total households) and 19 900 (7.32%) of total households' pit toilets.

	Flush toilet	Ventilation Improved Pit (VIP)	Pit toilet	Bucket system	No toilet	Total
Macleantown, Sandisiwe	12,100	3,200	1,470	188	1,050	18,100
King William's Town, Bhisho	49,900	12,700	6,280	721	3,020	72,600
Mdantsane, Chalumna	61,400	12,700	5,660	876	3,410	84,000
East London	71,100	14,400	6,460	1,010	3,940	96,900
Total Buffalo City	194,474	42,984	19,878	2,800	11,426	271,561

Figure 61: Households by type of sanitation - Macleantown, Sandisiwe, King William's Town, Bhisho, Mdantsane, Chalumna and East London sub-metro regions, 2018 [Number]

Source: IHS Markit Regional eXplorer version 1803

The region within Buffalo City with the highest number of flush toilets is East London Sub-metro Region with 71 100 or a share of 36.55% of the flush toilets within Buffalo City. The region with the lowest number of flush toilets is Macleantown, Sandisiwe Sub-metro Region with a total of 12 100 or a share of 6.24% of the total flush toilets within Buffalo City Metropolitan Municipality.



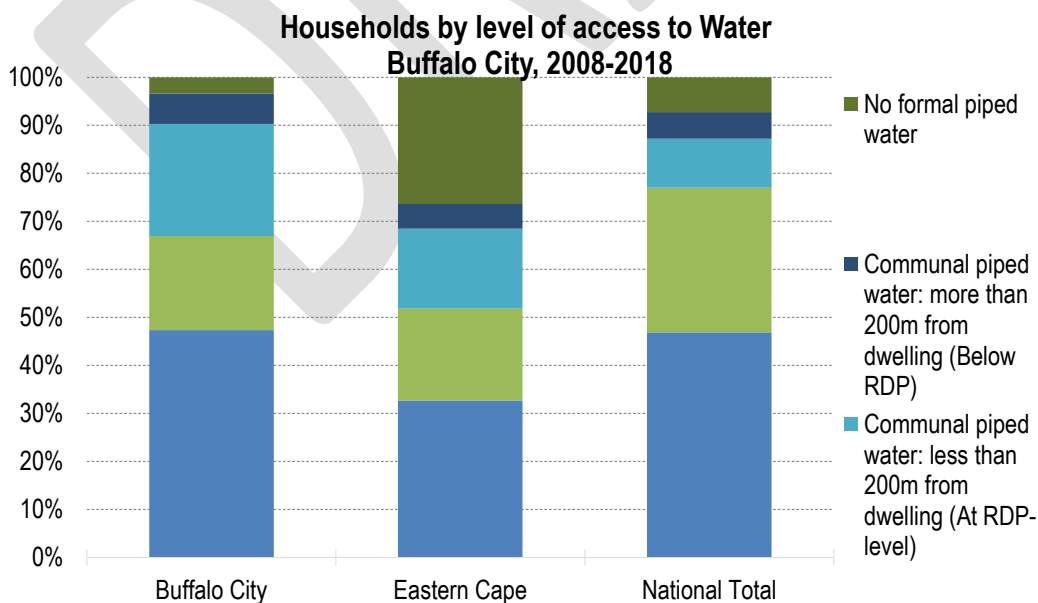
Source: IHS Markit Regional eExplorer

Figure 62: Sanitation backlog - Buffalo City Metropolitan Municipality, 2008-2018 [Number of households without hygienic toilets]

When looking at the sanitation backlog (number of households without hygienic toilets) over time, it can be seen that in 2008 the number of Households without any hygienic toilets in Buffalo City Metropolitan Municipality was 73 400, this decreased annually at a rate of -7.38% to 34 100 in 2018.

6.4 Households by Access to Water

A household is categorised according to its main access to water, as follows: Regional/local water scheme, Borehole and spring, Water tank, Dam/pool/stagnant water, River/stream and other main access to water methods. No formal piped water includes households that obtain water via water carriers and tankers, rainwater, boreholes, dams, rivers and springs.



Source: IHS Markit Regional eExplorer version 1803

Figure 63: Households by type of water access - Buffalo City, Eastern Cape and National Total, 2018 [Percentage]

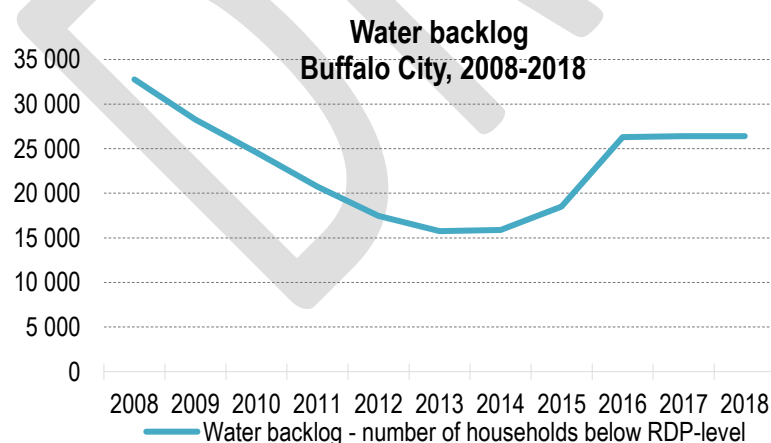
Buffalo City Metropolitan Municipality had a total number of 129 000 (or 47.36%) households with piped water inside the dwelling, a total of 53 200 (19.60%) households had piped water inside the yard and a total number of 9 080 (3.34%) households had no formal piped water.

	Piped water inside dwelling	Piped water in yard	Communal piped water: less than 200m from dwelling (At RDP-level)	Communal piped water: more than 200m from dwelling (Below RDP)	No formal piped water	Total
Macleantown, Sandisiwe	7,910	3,720	4,260	1,290	872	18,100
King William's Town, Bhisho	33,000	14,300	17,600	4,820	2,870	72,600
Mdantsane, Chalumna	40,600	16,300	19,300	5,220	2,490	84,000
East London	47,100	18,900	22,200	5,990	2,850	96,900
Total Buffalo City	128,618	53,221	63,326	17,315	9,082	271,561

Figure 64: Households by type of water access - Buffalo City Metropolitan Municipality, 2018 [Number]

Source: IHS Markit Regional eXplorer version 1803

The regions within Buffalo City Metropolitan Municipality with the highest number of households with piped water inside the dwelling is East London Sub-metro Region with 47 100 or a share of 36.59% of the households with piped water inside the dwelling within Buffalo City Metropolitan Municipality. The region with the lowest number of households with piped water inside the dwelling is Macleantown, Sandisiwe Sub-metro Region with a total of 7 910 or a share of 6.15% of the total households with piped water inside the dwelling within Buffalo City Metropolitan Municipality.



Source: IHS Markit Regional eXplorer version

Figure 65: Water backlog - Buffalo City Metropolitan Municipality, 2008-2018 [Number of households below RDP-level]

When looking at the water backlog (number of households below RDP-level) over time, it can be seen that in 2008 the number of households below the RDP-level were 32 800 within Buffalo City Metropolitan Municipality, this decreased annually at -2.14% per annum to 26 400 in 2018.

6.5 Households by Type of Electricity

Households are distributed into 3 electricity usage categories: Households using electricity for cooking, Households using electricity for heating, households using electricity for lighting. Household using solar power are included as part of households with an electrical connection. This time series categorises households in a region according to their access to electricity (electrical connection).

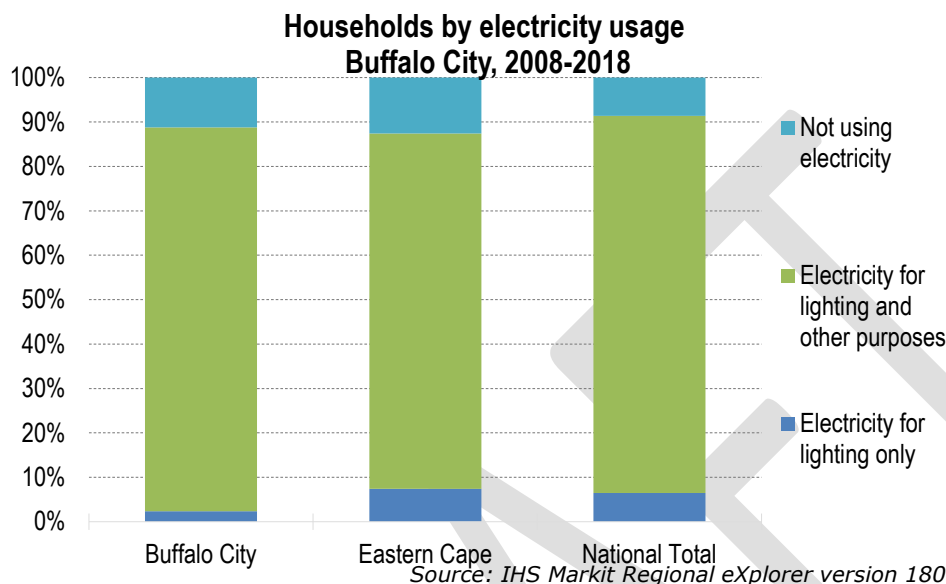


Figure 66: Households by type of electrical connection - Buffalo City, Eastern Cape and National Total, 2018 [Percentage]

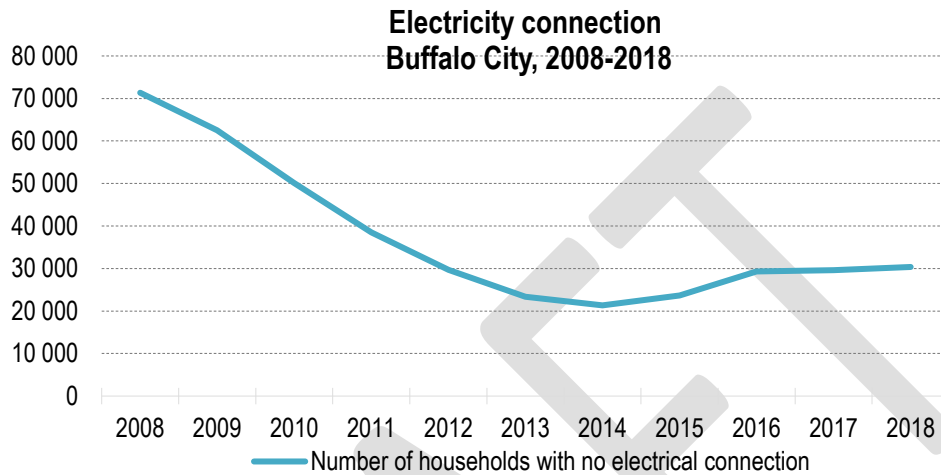
Buffalo City Metropolitan Municipality had a total number of 6 340 (2.33%) households with electricity for lighting only, a total of 235 000 (86.48%) households had electricity for lighting and other purposes and a total number of 30 400 (11.19%) households did not use electricity.

	Electricity for lighting only	Electricity for lighting and other purposes	Not using electricity	Total
Macleantown, Sandisiwe	462	15,500	2,100	18,100
King William's Town, Bhisho	1,820	62,900	7,850	72,600
Mdantsane, Chalumna	1,890	72,600	9,470	84,000
East London	2,170	83,800	11,000	96,900
Total Buffalo City	6,341	234,845	30,376	271,561

Figure 67: Households by type of electrical connection - Macleantown, Sandisiwe, King William's Town, Bhisho, Mdantsane, Chalumna and East London sub-metro regions, 2018 [Number]

Source: IHS Markit Regional Explorer version 1803

The region within Buffalo City with the highest number of households with electricity for lighting and other purposes is East London Sub-metro Region with 83 800 or a share of 35.69% of the households with electricity for lighting and other purposes within Buffalo City Metropolitan Municipality. The Region with the lowest number of households with electricity for lighting and other purposes is Macleantown, Sandisiwe Sub-metro Region with a total of 15 500 or a share of 6.59% of the total households with electricity for lighting and other purposes within Buffalo City Metropolitan Municipality.



Source: IHS Markit Regional eXplorer version 1803

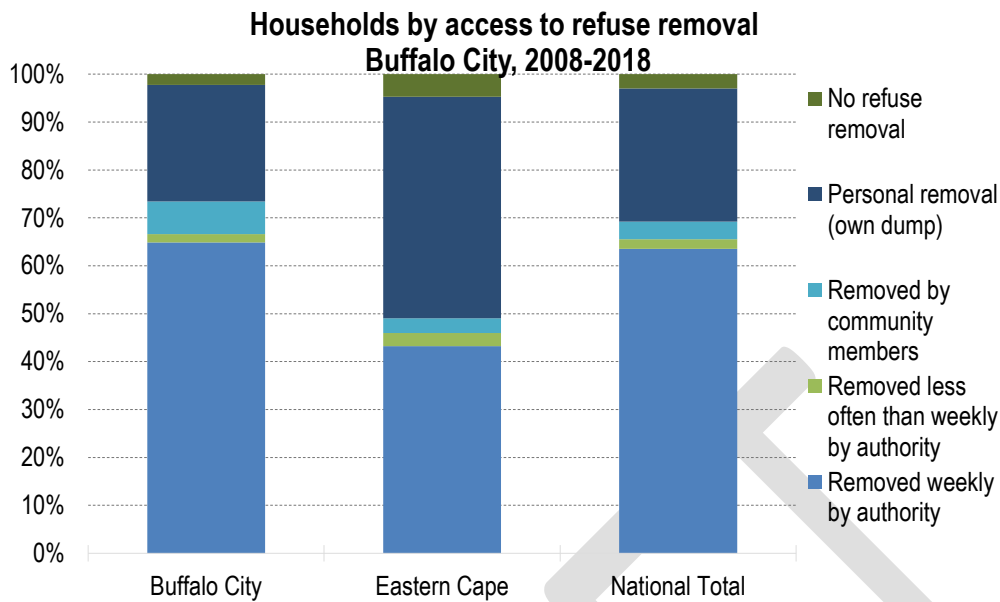
Figure 68: Electricity connection - Buffalo City Metropolitan Municipality, 2008-2018 [Number of households with no electrical connection]

When looking at the number of households with no electrical connection over time, it can be seen that in 2008 the households without an electrical connection in Buffalo City Metropolitan Municipality was 71 400, this decreased annually at -8.18% per annum to 30 400 in 2018.

6.6 Households by Refuse Disposal

A distinction is made between formal and informal refuse removal. When refuse is removed by the local authorities, it is referred to as formal refuse removal. Informal refuse removal is where either the household or the community disposes of the waste, or where there is no refuse removal at all. A further breakdown is used in terms of the frequency by which the refuse is taken away, thus leading to the following categories:

- Removed weekly by authority
- Removed less often than weekly by authority
- Removed by community members
- Personal removal / (own dump)
- No refuse removal



Source: IHS Markit Regional eXplorer version 1803

Figure 69: Households by refuse disposal - Buffalo City, Eastern Cape and National Total, 2018 [Percentage]

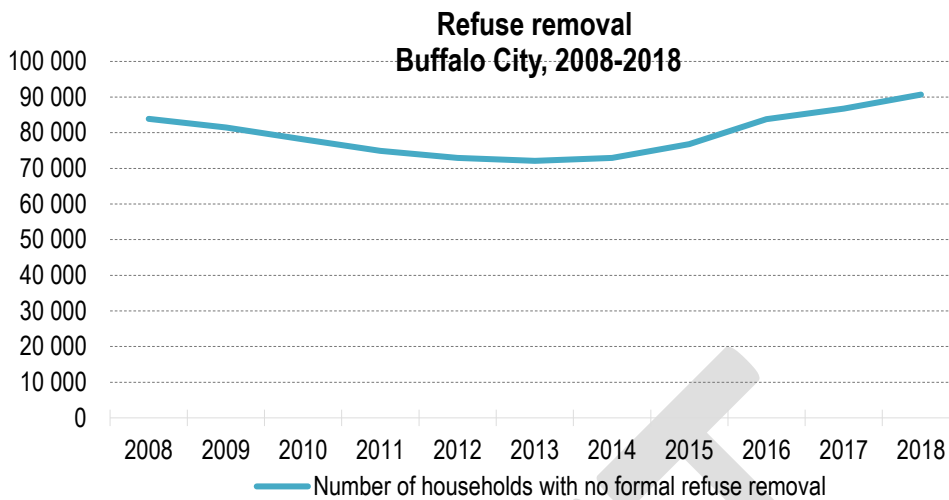
Buffalo City Metropolitan Municipality had a total number of 176 000 (64.89%) households which had their refuse removed weekly by the authority, a total of 4 640 (1.71%) households had their refuse removed less often than weekly by the authority and a total number of 66 200 (24.36%) households which had to remove their refuse personally (own dump).

	Removed weekly by authority	Removed less often than weekly by authority	Removed by community members	Personal removal (own dump)	No refuse removal	Total
Macleantown, Sandisiwe	11,100	304	1,160	5,000	498	18,100
King William's Town, Bhisho	45,100	1,190	4,810	19,900	1,570	72,600
Mdantsane, Chalumna	55,600	1,460	5,810	19,300	1,840	84,000
East London	64,400	1,690	6,720	22,000	2,120	96,900
Total Buffalo City	176,228	4,640	18,497	66,164	6,032	271,561

Figure 70: Households by refuse disposal - Macleantown, Sandisiwe, King William's Town, Bhisho, Mdantsane, Chalumna and East London sub-metro regions, 2018 [Number]

Source: IHS Markit Regional eXplorer version 1803

The region within Buffalo City with the highest number of households where the refuse is removed weekly by the authority is East London Sub-metro Region with 64 400 or a share of 36.54% of the households where the refuse is removed weekly by the authority within Buffalo City. The region with the lowest number of households where the refuse is removed weekly by the authority is Macleantown, Sandisiwe Sub-metro Region with a total of 11 100 or a share of 6.29% of the total households where the refuse is removed weekly by the authority within the metropolitan municipality.



Source: IHS Markit Regional eXplorer version 1803

Figure 71: Refuse removal - Buffalo City Metropolitan Municipality, 2008-2018 [Number of households with no formal refuse removal]

When looking at the number of households with no formal refuse removal, it can be seen that in 2008 the households with no formal refuse removal in Buffalo City Metropolitan Municipality was 83 900, this increased annually at 0.78% per annum to 90 700 in 2018.

The total number of households within Buffalo City Metropolitan Municipality increased at an average annual rate of 1.75% from 2008 to 2018, which is higher than the annual increase of 2.13% in the number of households in South Africa.

6.7 Overview of Service Delivery Backlogs

Water

The BCMM Water Department has achieved a 98% access to basic level water supply. 2% of households are still required to be serviced which are mostly from villages that have been included after the 2016 local government elections. These villages were getting water supply that is not meeting the minimum standards. Water Department is currently providing temporary measures to ensure access. To eradicate these backlogs a budget of R176 million and R200 million is required for Water and Sanitation respectively. In general, access to basic services has increased significantly over time within BCMM jurisdiction.

The following key achievements are noted:

- 98% of BCMM population has access to minimum basic water services and approximately 75 868 indigent consumers received free basic water (6kl per month). However, BCMM is generally stressed region which is due largely to the lack of additional capacity at water treatment plants and water losses owing to aging and poor maintained infrastructure. The department has also managed to reduce water losses by a massive saving of 6 079 637 kiloliters in the past three years.
- The rapid growth of urban centres is putting pressure on the municipality to increase its capacity in order to respond to the service calls timeously. Provision of water and sanitation services is dispensed by using

internal capacity within the Municipality, as well as contractors which are procured through the supply-chain management process. In the recent years BCMM have moved faster in providing water and sanitation services in informal settlements and rural areas in the interest of increasing access to basic services to all citizens of the city.

- The metro's recent increase in the infrastructure investment and expenditure shows the commitment in providing sustainable water services to our communities. Since 2015/16, more than R1 billion has been spent on water and sewer infrastructure. In 2018/19 alone, the metro spent R377 213 040 replacing and installing new pipes, building new and maintaining existing reservoirs and pump stations, and providing services to customers in informal settlements. As BCMM continues to grow, large-scale investment in wastewater infrastructure is required to add capacity and keep up with the latest technology and treatment standards. The metro has therefore invested close to R572 464 962 in wastewater treatment works since 2015/16.
- In agreement to the metro's customer needs, the Metro also invested close to R154 574 373 in various water meter replacement programmes, primarily aimed at ensuring that customers receive accurate readings. In terms of the bulk water supply network, about R322 563 733 has been spent since 2015/16, including some R107 543 904 in the financial year under review.

Sanitation

The Sanitation department is operating fifteen (15) wastewater treatment works servicing the three operational districts. Due to the new developments and housing rollout, sewerage system across the municipality lack sufficient spare capacity. The aging infrastructure, vandalism and theft are the main contributors to the increased incidents of sewage overflows that threatens the environment. This limits development in particular limits the development potential of Industrial Development in some catchment zones. In order to address some of the identified challenges, BCMM established and are implementing regional wastewater treatment works in King William's Town at Zwelitsha and Reeston to unlock developments in the Inland and Amalinda catchment zones areas respectively.

Informal Settlements have access to minimum standards of sanitation. Approximately 58 797 indigent consumers received free basic sanitation. There is still a number of villages that still required to be provided with basic sanitation in the form of VIPs, the department is rolling out approximately 3000 VIPs a year.

Electricity

In terms of the electricity backlog, the backlog is due to three main reasons:

- Back log due to new RDP Housing project being completed. This backlog is considered the formal backlog as the houses are built to reduce the housing need and are built on formal plots.
- In terms of this formal backlog the number of houses requiring electricity is estimated to be about 1500 a year due the completion of houses during the year. Electrification the completed houses are usually completed within the next year.
- The delay is due to the DoE funding criteria, as projects must meet the 80% complete and occupied criteria.
- The second reason for electricity services backlog is due to the mushrooming informal dwellings within BCMM these households require both housing and electrification.

- The BCMM council has taken a decision to electrify informal areas, which meet the informal dwelling electrification criteria, the main criteria being that the area must have a formal layout and be BCMM property.
- Thirdly in the ESKOM area of supply, the backlog is mainly caused by extensions to already electrified villages, the main hold back on the extension being electrified is that many of them do not meet electrification guideline of having a formal layout plan

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.

In the 2018/2019 financial year the electricity department received R6.3 million from the DoE for RDP electrification, 514 consumers received electricity in their formal house for the first time. The department received a further R13 million in own funding for the electrification of informal dwellings. With the available funding 220 informal dwellings received electrical connections.

This figure is below the targeted number of dwellings, as it has become difficult to identify informal areas that meet the electrification criteria. The main issue that is required to be resolved is the density and haphazard nature of the informal dwellings as even areas with layout plans cannot be electrified due to these issues as the electrification would not meet the Occupational, health and Safety Act requirement and due to the high density would not be maintainable

Additional to the electrification project the electricity department received R98 million for upgrading and refurbishment of the electricity network. over 30 projects were implemented the main one being the upgrading of the main 132Kv overhead lines that supply the bulk of the electricity used by the city

Waste removal

As the City is growing the scope for provision of Waste Management Services is also extending. As a result, the City will undertake an exercise to identify appropriate service delivery models that would ensure provision of effective Solid Waste Management Services that will meet the Demand.

BCMM waste collection services are categorized into levels mentioned below, because of different access conditions in the formal and informal communities:

Refuse removal

- Kerbside collection services incorporate the collection of waste placed in black bags or wheelie bins on scheduled days. This type of service is only provided to residential areas of 149 551 households where street networks are sufficiently developed to allow reasonable access to individual properties, as such is only applicable in formally developed residential areas. All regions use refuse compactor trucks for residential and commercial waste collection, load luggers for skip removal and a combination of trucks such as side tippers and LDVs for street cleaning.
- In informal settlements with an estimated number of 61 252 households and blocks of flats, communal collection, incorporating collection of waste in bulk from central collection points to which either the residents, or the municipality or contractors working for the municipality take the refuse for removal in bulk. Occasionally six cubic meter skip containers are placed at central strategic points for storing of refuse until its removal.

Street Cleansing

The City is faced with a huge challenge of high littering rate and illegal dumping in open spaces, residential areas and CBDs. The main streets, entrances and exits in East London CBD, KWT and Mdantsane and other substantial commercial nodes in BCMM are litter picked and sweep on a daily basis. There are partnerships with other institutions such as BKCOB, BCMMDA, EPWP and COGTA that assist in addressing the above-mentioned challenge. The activities in the partnerships include litter picking, street cleaning as well as education and awareness programmes.

The department also has programmes of clearing illegal dumps in all wards.

Resources	Coastal	Midland	Inland
Personnel	327	189	174
Vehicles/ Compactor trucks	22		15
Street sweeper machines	2		

Table 13: Street Cleansing Resources

Landfill sites & Transfer Stations

Landfilling is the most commonly used waste disposal method in South Africa, and it is estimated that above 95% of waste generated is disposed of in landfill sites. It has been conceived as the most economical method of waste disposal and can be considered an environmentally acceptable practice provided it is properly carried out.

BCMM is serviced by two General Waste Landfill Sites and has no Hazardous Waste landfill sites. The City has nine old (pre -NEMWA) Waste Management Facilities. These sites are of various categories in terms of compliance to the waste Regulatory Framework. In addition, there are also two Garden Refuse Sites in Beacon Bay and Gonubie (privately owned).

a) King William's Town Landfill Site

Both these sites are GLB+ landfill sites that are estimated to have a combined average waste disposal capacity of 850 to 1300 ton of Municipal Solid Waste per day. The estimated lifespan of these sites is ± 15 years.

Garden Transfer Stations

Buffalo City Metropolitan Municipality has got transfer stations where garden waste is dropped, the Beacon Bay Garden Transfer Station and the Gonubie Transfer Station, which is privately owned.

Waste Minimisation, Education & Planning

This is a unit under Solid Waste Management Services, which amongst other things is responsible for conducting daily awareness raising activities, prevent littering and illegal dumping of waste.

It is also responsible for implementation of projects that enhance waste recycling viz: Waste separation at source, establishment and management of Buy-Back Centres as well as review of Integrated Waste Management Plan. Projects implemented during the financial year under review include the following:

- (i) **BCMM Internal Waste recycling** - There are 10 recycling drop off point units that have been placed as follows:
 - Trust Centre
 - Old Mutual Building

- Debt Management Offices
- Solid Waste - Cambridge
- Solid Waste - Directors Office
- IEMP Building
- Engineering Building

(ii) School recycling competition

BCMM in collaboration with Cocacola identified 35 schools to partake in the national recycling competition. The schools are collecting recyclable waste, and the school that collects large volumes wins a price

(iii) EC Waste Management Systems Project

This is a Department of Environmental Affairs funded project which is using labour intensive methods as per the requirements of Expanded Public Works Programme (EPWP) to execute the following:

- Upgrading of East London buy-back centre
- Waste separation at source
- Street Cleaning

(iv) Education and Awareness campaigns:

Solid Waste raise awareness and educate the members of the community about issues related to cleanliness, waste, environmental management and sustainable development targeting communities and schools.

Achievements of Solid Waste Department during this year of reporting are as outlined below:

- a) Implementation of waste separation at source programme
- b) Fully operational Buy Back Centre
- c) Successfully operating recyclable drop-off points
- d) Successfully launching and implementing Good Green Deeds initiative

Households				
Description	2015/16	2016/17	2017/18	2018/19
	Actual	Actual	Actual	Actual
	No.	No.	No.	No.
<u>Solid Waste Removal: (Minimum level)</u>				
Removed at least once a week	138	143	127	149 551
<i>Minimum Service Level and Above sub-total</i>	138	143	127	149 551
<i>Minimum Service Level and Above percentage</i>	5.3%	6.3%	28.4%	98%
<u>Solid Waste Removal: (Below minimum level)</u>				
Removed less frequently than once a week	n/a	n/a	n/a	n/a
Using communal refuse dump	846	487	63	61 252
Using own refuse dump	547	565	205	
Other rubbish disposal	952	938	17	

Households				
Description	2015/16	2016/17	2017/18	2018/19
	Actual	Actual	Actual	Actual
	No.	No.	No.	No.
No rubbish disposal	123	124	35	
<i>Below Minimum Service Level sub-total</i>	2,468	2,113	320	320
<i>Below Minimum Service Level percentage</i>	94.7%	93.7%	71.6%	41%
Total number of households	2,606	2,256	447	210 803

Figure 72: Solid Waste Removal Service levels

Description	2015/16	2016/17	2018/19			
	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual No.
	No.	No.	No.	No.	No.	No.
Formal Settlements						
Total households	100,000	100,000	228 000	126	100,000	228 000
Households below minimum service level	25,000	25,000	-	-	-	-
Proportion of households below minimum service level	25%	25%		0%	0%	
Informal Settlements						
Total households	100,000	100,000	156	100,000	100,000	156
Households below minimum service level	25,000	25,000	1	25,000	25,000	1
Proportion of households below minimum service level	25%	25%	719%	25%	25%	719%

Figure 73: Solid Waste Removal Households serviced

Roads and Storm water

The roads and stormwater branch falls under the directorate of Infrastructure services, and is responsible for the rehabilitation, upgrade and maintenance of 2940km of surfaced and gravel roads, 70 Bridge structures, 21000 manholes, inlet and outlet structures and 600km of pipes and channels. The Branch have a Pavement Management system which was compiled in the 2012/2013 financial year and is currently in the process of being reviewed in the 2019/2020 financial year.

The capital and operating budgets for the 2018/2019 financial year was R130 Million for Operating and R 280 Million for capital. The roads and Stormwater branch achieved its performance targets for the 2018/2019 financial year. 140km of roads were regravelled/rehabilitated, resurfaced 43km of existing roads, upgraded 23km of gravel roads to surfaced standards and rehabilitated 3 bridge structures.

Buffalo City Metropolitan Municipality (BCMM) is responsible for the construction and maintenance of all proclaimed roads within its area of jurisdiction except for Private, Provincial and National Roads. The total Municipal roads network is ± 2940 km, which is made up of 1340km of Gravel Roads and 1600km of Surfaced Roads.

It is also responsible for the rehabilitation, maintenance and upgrade of existing stormwater pipe, channels, bridges, and drainage structures.

The existing stormwater infrastructure consists of ± 70 Bridge Structures, $\pm 21\ 000$ manholes, kerb inlets, headwalls and other inlet and outlet structures, in addition to this there is ± 600 km of storm water pipes and culverts within the Metro.

6.8 Informal Settlements

There are 156 informal settlements consisting of approximately 30000 informal structures in BCMM. See plan below:

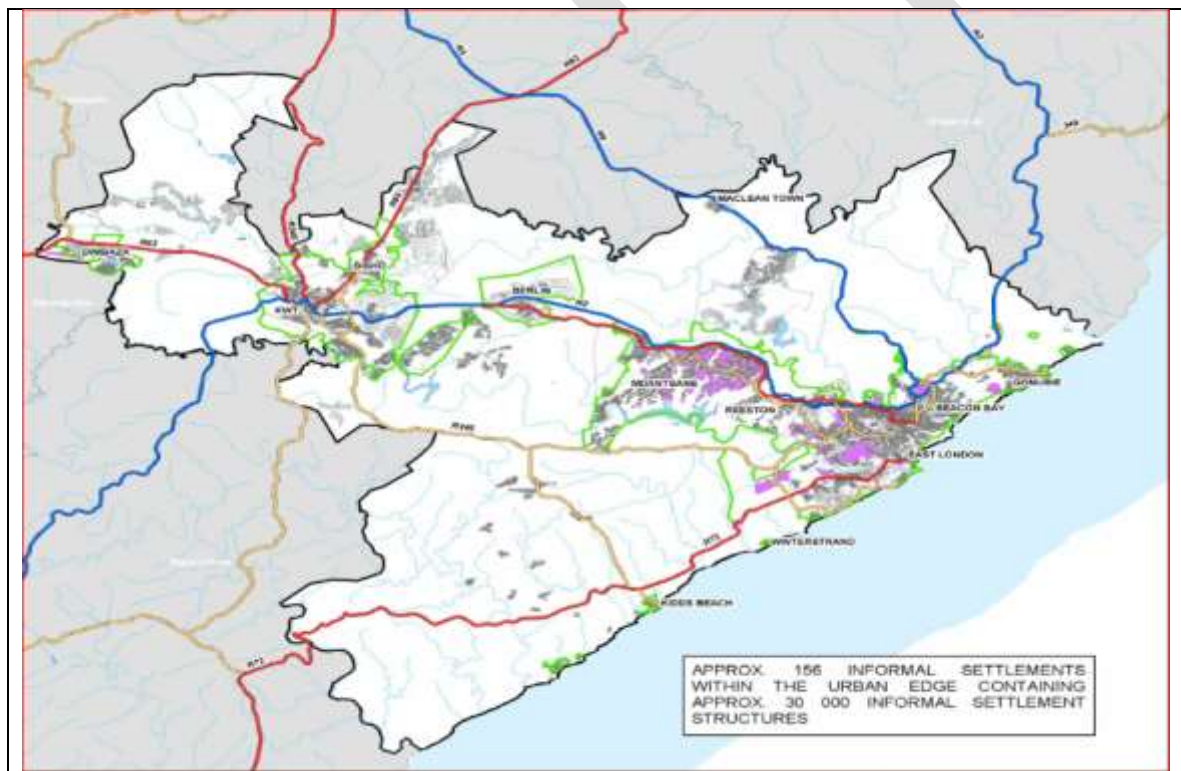
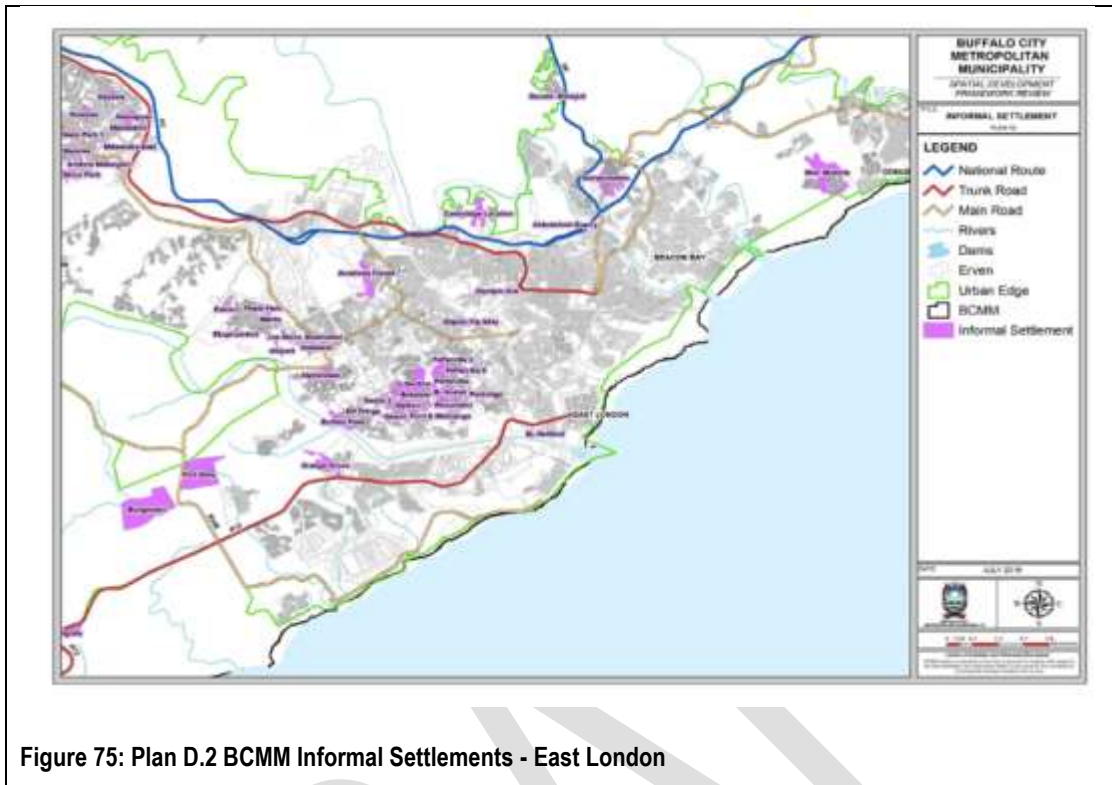


Figure 74: Plan D.1 BCMM informal settlements - Overall



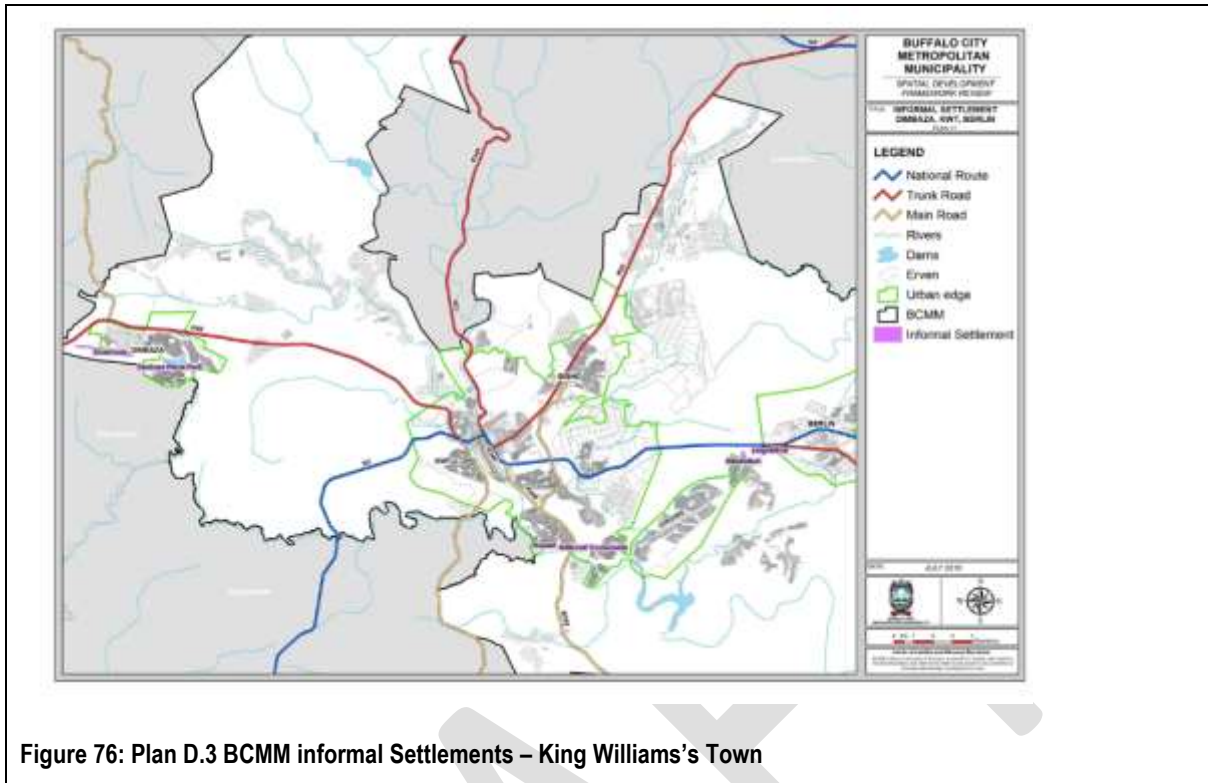


Figure 76: Plan D.3 BCMM informal Settlements – King Williams’s Town

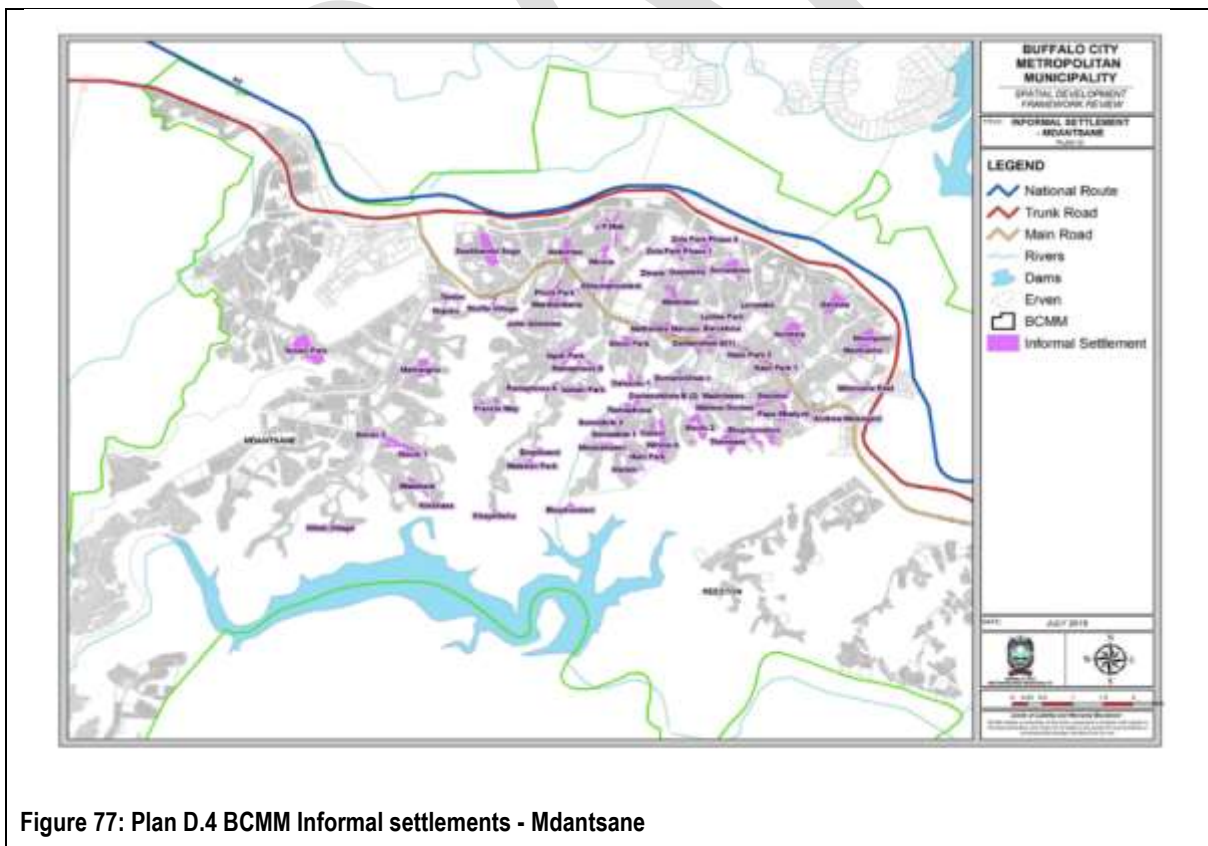


Figure 77: Plan D.4 BCMM Informal settlements - Mdantsane

7. A SUMMARY OF THE KEY DEVELOPMENT TRENDS IN THE METRO

7.1 Economy Growth and Development Trends

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.

7.2 Gross Domestic Product by Region (GDP-R)

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
2008	34.1	174.1	2,369.1	19.6%	1.44%
2009	37.8	191.2	2,507.7	19.8%	1.51%
2010	41.6	211.6	2,748.0	19.7%	1.51%
2011	44.5	226.1	3,023.7	19.7%	1.47%
2012	50.2	252.2	3,253.9	19.9%	1.54%
2013	55.4	273.3	3,540.0	20.3%	1.56%
2014	60.4	293.6	3,805.3	20.6%	1.59%
2015	65.3	316.3	4,049.9	20.6%	1.61%
2016	69.3	334.5	4,359.1	20.7%	1.59%
2017	73.0	358.6	4,653.6	20.4%	1.57%
2018	78.9	376.8	4,873.9	21.0%	1.62%

Figure 78: Gross Domestic Product (GDP) - Buffalo City, Eastern Cape and National Total, 2008-2018 [R billions, Current prices]

Source: IHS Markit Regional eXplorer version 1803

With a GDP of R 78.9 billion in 2018 (up from R 34.1 billion in 2008), the Buffalo City Metropolitan Municipality contributed 20.95% to the Eastern Cape Province GDP of R 377 billion in 2018 increasing in the share of the Eastern Cape from 19.61% in 2008. The Buffalo City Metropolitan Municipality contributes 1.62% to the GDP of South Africa which had a total GDP of R 4.87 trillion in 2018 (as measured in nominal or current prices). Its contribution to the national economy stayed similar in importance from 2008 when it contributed 1.44% to South Africa.

	Buffalo City	Eastern Cape	National Total
2008	3.1%	3.2%	3.2%
2009	0.0%	-1.0%	-1.5%

	Buffalo City	Eastern Cape	National Total
2010	1.9%	2.4%	3.0%
2011	4.1%	3.7%	3.3%
2012	2.6%	2.0%	2.2%
2013	2.5%	1.4%	2.5%
2014	2.4%	1.3%	1.8%
2015	0.6%	0.8%	1.2%
2016	0.9%	0.7%	0.4%
2017	-0.4%	0.6%	1.4%
2018	2.5%	0.8%	0.8%
Average Annual growth 2008-2018	1.69%	1.26%	1.50%

Figure 79: Gross Domestic Product (GDP) - Buffalo City, Eastern Cape and National Total, 2008-2018 [Annual percentage change, Constant 2010 prices]

Source: IHS Markit Regional eXplorer version 1803

In 2018, the Buffalo City Metropolitan Municipality achieved an annual growth rate of 2.47% which is a significantly higher GDP growth than the Eastern Cape Province's 0.78%, and is higher than that of South Africa, where the 2018 GDP growth rate was 0.79%. Contrary to the short-term growth rate of 2018, the longer-term average growth rate for Buffalo City (1.69%) is very similar than that of South Africa (1.50%). The economic growth in Buffalo City peaked in 2011 at 4.11%.

**Gross Domestic Product (GDP)
Eastern Cape Province, 2018**

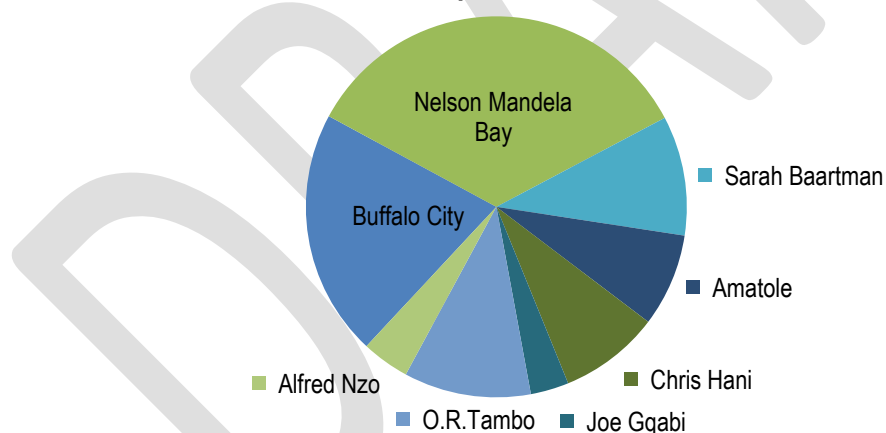


Figure 80: Gross Domestic Product (GDP) - Buffalo City Metropolitan Municipality and the rest of Eastern Cape, 2018 [Percentage]

Source: IHS Markit Regional eXplorer version 1803

The Buffalo City Metropolitan Municipality had a total GDP of R 78.9 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 2008. In terms of its share, it was in 2018 (21.0%) significantly larger compared to what it was in 2008 (19.6%). For the period 2008 to 2018, the average annual growth rate of 1.7% of Buffalo City was the third relative to its peers in terms of growth in constant 2010 prices.

	2018 (Current prices)	Share metropolitan municipality of	2008 (Constant prices)	2018 (Constant prices)	Average Annual growth
Macleantown, Sandisiwe	5.68	7.19%	2.97	3.49	1.61%
King William's Town, Bhisho	20.43	25.88%	10.59	12.48	1.65%
Mdantsane, Chalumna	24.51	31.05%	12.61	14.95	1.72%
East London	28.33	35.88%	14.57	17.28	1.72%
Buffalo City	78.95		40.75	48.19	

Figure 81: Gross Domestic Product (GDP) - sub-metro regions of Buffalo City Metropolitan Municipality, 2008 to 2018, share and growth

Source: IHS Markit Regional eXplorer version 1803

East London had the highest average annual economic growth, averaging 1.72% between 2008 and 2018, 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 1.72%. Macleantown, Sandisiwe Sub-metro Region had the lowest average annual growth rate of 1.61% between 2008 and 2018.

Gross Domestic Product (GDP) Buffalo City Metropolitan Municipality, 2018



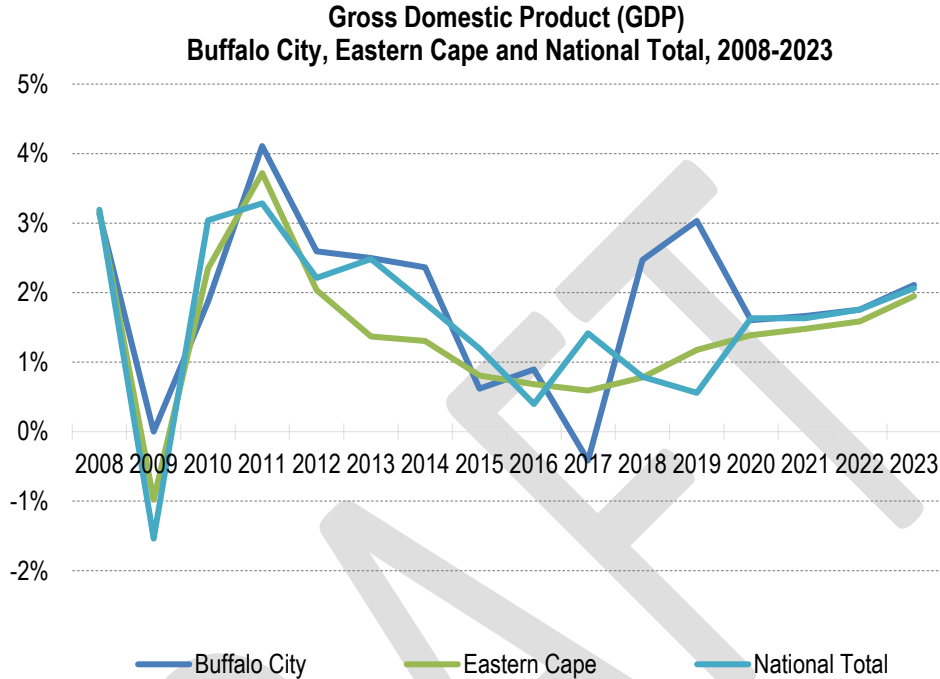
Source: IHS Markit Regional eXplorer version 1803

Figure 82: GDP contribution - sub-metro regions of Buffalo City Metropolitan Municipality, 2018 [Current prices, percentage]

The greatest contributor to the Buffalo City Metropolitan Municipality economy is the East London Sub-metro Region with a share of 35.88% or R 28.3 billion, increasing from R 12.2 billion in 2008. The economy with the lowest contribution is the Macleantown, Sandisiwe Sub-metro Region with R 5.68 billion growing from R 2.49 billion in 2008.

7.3 Economic Growth Forecast

It is expected that Buffalo City Metropolitan Municipality will grow at an average annual rate of 2.03% from 2018 to 2023. The average annual growth rate of Eastern Cape Province and South Africa is expected to grow at 1.51% and 1.53% respectively.



Source: IHS Markit Regional Explorer version 1803

Figure 83: Gross Domestic Product (GDP) - Buffalo City, Eastern Cape and National Total, 2008-2023 [Average annual growth rate, constant 2010 prices]

In 2023, Buffalo City's forecasted GDP will be an estimated R 53.3 billion (constant 2010 prices) or 20.9% 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 2018 and 2023, with a contribution to the Eastern Cape Province GDP of 20.9% in 2023 compared to the 20.4% in 2018. At a 2.03% average annual GDP growth rate between 2018 and 2023, Buffalo City ranked the highest compared to the other regional economies.

	2023 (Current prices)	Share of metropolitan municipality	2018 (Constant prices)	2023 (Constant prices)	Average Annual growth
Macleantown, Sandisiwe	8.19	7.12%	3.49	3.84	1.94%
King William's Town, Bhisho	29.71	25.84%	12.48	13.78	2.01%
Mdantsane, Chalumna	35.75	31.09%	14.95	16.54	2.05%
East London	41.32	35.94%	17.28	19.12	2.05%
Buffalo City	114.97		48.19	53.29	

Figure 84: Gross Domestic Product (GDP) - sub-metro regions of Buffalo City Metropolitan Municipality, 2018 to 2023, share and growth

Source: IHS Markit Regional Explorer version 1803

When looking at the regions within the Buffalo City Metropolitan Municipality it is expected that from 2018 to 2023 the East London Sub-metro Region will achieve the highest average annual growth rate of 2.05%. The region that is expected to achieve the second highest average annual growth rate is that of Mdantsane, Chalumna Sub-metro Region, averaging 2.05% between 2018 and 2023. On the other hand the region that performed the poorest relative to the other regions within Buffalo City Metropolitan Municipality was the Macleantown, Sandisiwe Sub-metro Region with an average annual growth rate of 1.94%.

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

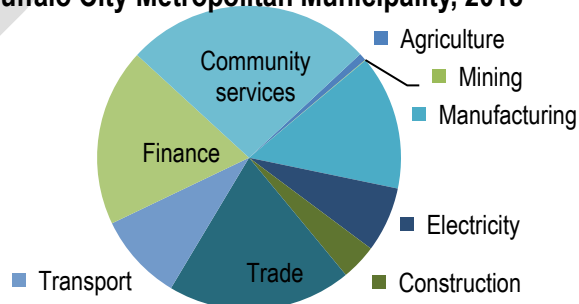
	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
Agriculture	0.6	6.7	106.1	8.3%	0.53%
Mining	0.0	0.4	350.9	8.8%	0.01%
Manufacturing	10.0	43.6	572.9	23.0%	1.75%
Electricity	4.9	9.0	166.0	54.2%	2.93%
Construction	2.7	13.3	170.3	20.1%	1.57%
Trade	13.7	67.9	652.7	20.2%	2.10%
Transport	6.5	30.3	426.7	21.5%	1.53%
Finance	13.2	61.4	854.4	21.6%	1.55%
Community services	18.4	102.7	1,041.3	17.9%	1.76%
Total Industries	70.0	335.3	4,341.3	20.9%	1.61%

Figure 85: Gross Value Added (GVA) by broad economic sector - Buffalo City Metropolitan Municipality, 2018 [R billions, current prices]

Source: IHS Markit Regional eXplorer version 1803

In 2018, the community services sector is the largest within Buffalo City Metropolitan Municipality accounting for R 18.4 billion or 26.2% 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 19.6%, followed by the finance sector with 18.9%. The sector that contributes the least to the economy of Buffalo City Metropolitan Municipality is the mining sector with a contribution of R 39.3 million or 0.06% of the total GVA.

Gross Value Added (GVA) by broad economic sector Buffalo City Metropolitan Municipality, 2018



Source: IHS Markit Regional eXplorer version 1803

Figure 86: Gross Value Added (GVA) by broad economic sector - Buffalo City Metropolitan Municipality, 2018 [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 35.68% of the metropolitan municipality. As a whole, the East London Sub-metro Region contributed R 25.1 billion or 35.87% to the GVA of the Buffalo City Metropolitan Municipality, making it the largest contributor to the overall GVA of the Buffalo City Metropolitan Municipality.

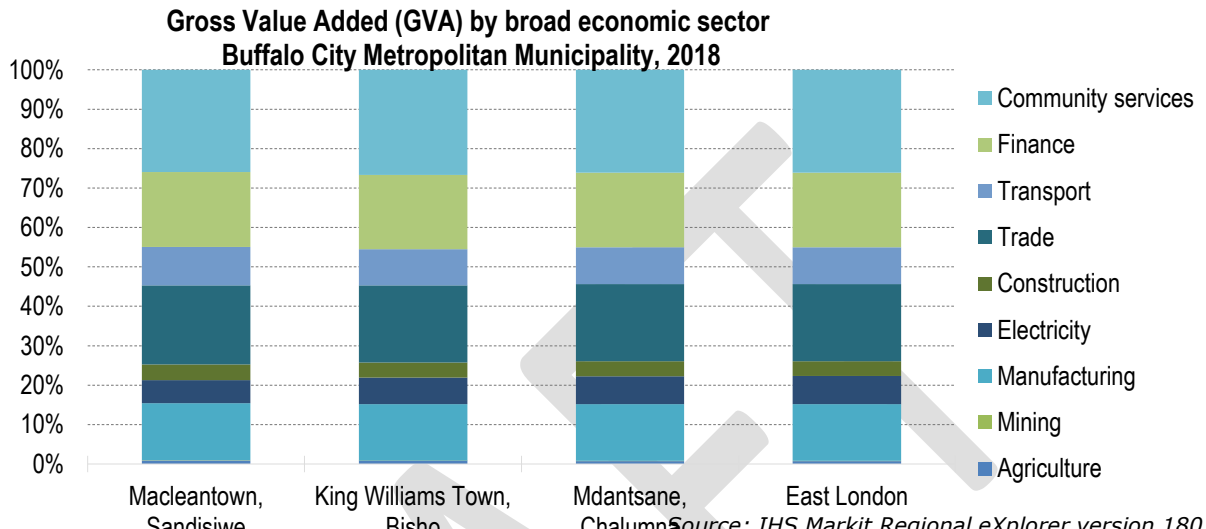


Figure 87: Gross Value Added (GVA) by broad economic sector - sub-metro regions of Buffalo City Metropolitan Municipality, 2018 [percentage composition]

7.5 Historical Economic Growth

For the period 2018 and 2008, the GVA in the electricity sector had the highest average annual growth rate in Buffalo City at 14.24%. The industry with the second highest average annual growth rate is the construction sector averaging at 2.00% per year. The manufacturing sector had an average annual growth rate of 0.28%, while the mining sector had the lowest average annual growth of -0.08%. Overall a positive growth existed for all the industries in 2018 with an annual growth rate of 2.45% since 2017.

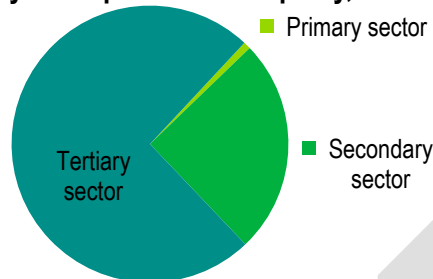
	2008	2013	2018	Average Annual growth
Agriculture	0.25	0.30	0.27	0.54%
Mining	0.05	0.06	0.05	-0.08%
Manufacturing	6.41	6.56	6.58	0.28%
Electricity	0.37	0.97	1.41	14.24%
Construction	1.34	1.60	1.64	2.00%
Trade	7.02	8.09	8.38	1.79%
Transport	3.33	3.65	3.95	1.74%
Finance	8.03	8.82	9.50	1.70%
Community services	9.77	10.88	11.73	1.85%
Total Industries	36.57	40.94	43.52	1.75%

Figure 88: Gross Value Added (GVA) by broad economic sector - Buffalo City Metropolitan Municipality, 2008, 2013 and 2018 [R billions, 2010 constant prices]

Source: IHS Markit Regional Explorer version 1803

The tertiary sector contributes the most to the Gross Value Added within the Buffalo City Metropolitan Municipality at 74.0%. This is slightly higher than the national economy (68.5%). The secondary sector contributed a total of 25.1% (ranking second), while the primary sector contributed the least at 0.9%.

**Gross Value Added (GVA) by aggregate sector
Buffalo City Metropolitan Municipality, 2018**



Source: IHS Markit Regional eXplorer version

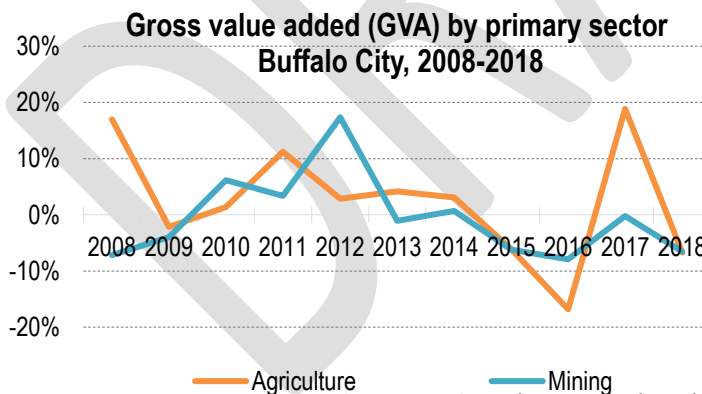
Figure 89: Gross Value Added (GVA) by aggregate economic sector - Buffalo City Metropolitan Municipality, 2018 [percentage]

7.6 Gross Value Added (GVA) by aggregated sector

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

7.6.1 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 2008 to 2018.



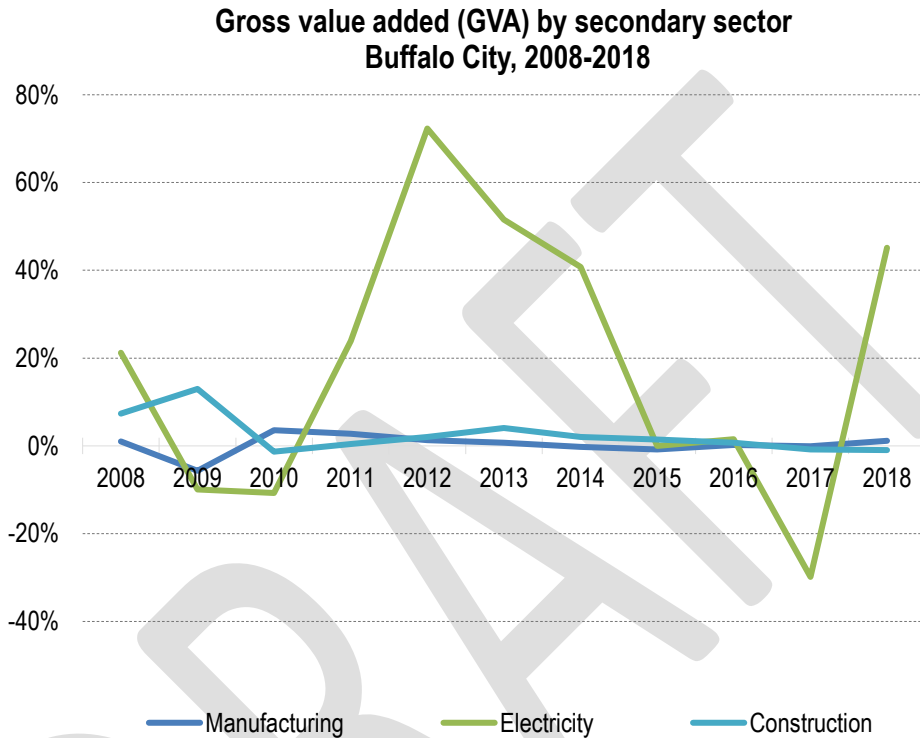
Source: IHS Markit Regional eXplorer version

Figure 90: Gross Value Added (GVA) by primary sector - Buffalo City, 2008-2018 [Annual percentage change]

Between 2008 and 2018, the agriculture sector experienced the highest positive growth in 2017 with an average growth rate of 18.9%. The mining sector reached its highest point of growth of 17.3% in 2012. The agricultural sector experienced the lowest growth for the period during 2016 at -16.8%, while the mining sector also had the lowest growth rate in 2016 and it experiences a negative growth rate of -7.9% which is lower growth rate than that of the agricultural sector. Both the agriculture and mining sectors are generally characterised by volatility in growth over the period.

7.6.2 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 2008 to 2018.



Source: IHS Markit Regional eXplorer version 1803

Figure 91: Gross Value Added (GVA) by secondary sector - Buffalo City, 2008-2018 [Annual percentage change]

Between 2008 and 2018, the manufacturing sector experienced the highest positive growth in 2010 with a growth rate of 3.6%. The construction sector reached its highest growth in 2009 at 13.0%. The manufacturing sector experienced its lowest growth in 2010 of -5.7%, while construction sector reached its lowest point of growth in 2010 with a -1.3% growth rate. The electricity sector experienced the highest growth in 2012 at 72.3%, while it recorded the lowest growth of -29.8% in 2017.

7.6.3 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 2008 to 2018.

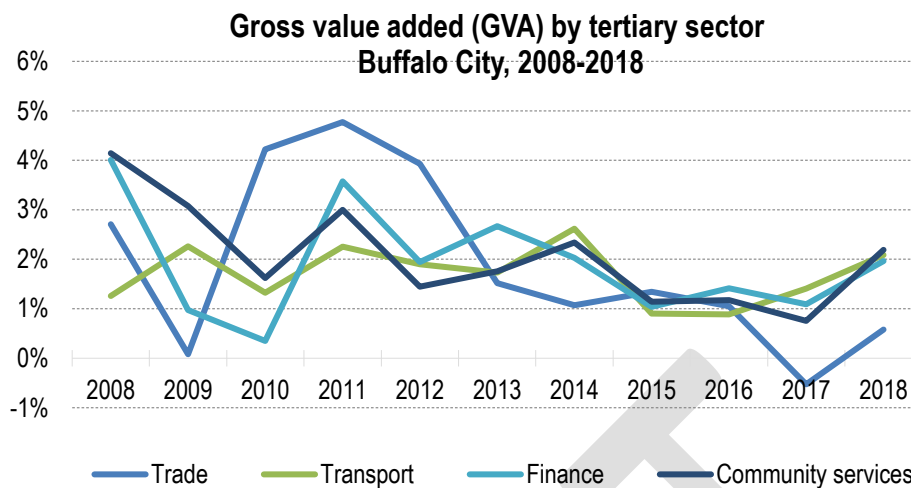


Figure 92: Gross Value Added (GVA) by tertiary sector - Buffalo City, 2008-2018 [Annual percentage change]

The trade sector experienced the highest positive growth in 2011 with a growth rate of 4.8%. The transport sector reached its highest point of growth in 2014 at 2.6%. The finance sector experienced the highest growth rate in 2008 when it grew by 4.0% and recorded the lowest growth rate in 2010 at 0.3%. The Trade sector had the lowest growth rate in 2017 at -0.5%. The community services sector, which largely consists of government, experienced its highest positive growth in 2008 with 4.1% and the lowest growth rate in 2017 with 0.8%.

7.7 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.

	2018	2019	2020	2021	2022	2023	Average Annual growth
Agriculture	0.27	0.26	0.27	0.28	0.29	0.29	1.83%
Mining	0.05	0.05	0.05	0.05	0.05	0.05	-1.75%
Manufacturing	6.58	6.61	6.70	6.82	6.89	7.01	1.25%
Electricity	1.41	2.58	2.70	2.80	2.91	3.03	16.55%
Construction	1.64	1.58	1.57	1.60	1.63	1.67	0.43%
Trade	8.38	8.42	8.60	8.83	9.02	9.23	1.95%
Transport	3.95	3.99	4.09	4.19	4.31	4.43	2.31%
Finance	9.50	9.69	9.94	10.20	10.48	10.79	2.57%
Community services	11.73	11.86	11.85	11.81	11.85	11.95	0.36%
Total Industries	43.52	45.05	45.78	46.57	47.41	48.45	2.17%

Figure 93: Gross value added (GVA) by broad economic sector - Buffalo City Metropolitan Municipality, 2018-2023 [R billions, constant 2010 prices]

Source: IHS Markit Regional eXplorer version 1803

The electricity sector is expected to grow fastest at an average of 16.55% annually from R 1.41 billion in Buffalo City Metropolitan Municipality to R 3.03 billion in 2023. The community services sector is estimated to be the largest sector within the Buffalo City Metropolitan Municipality in 2023, with a total share of 24.7% 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 mining sector with an average annual growth rate of -1.75%.

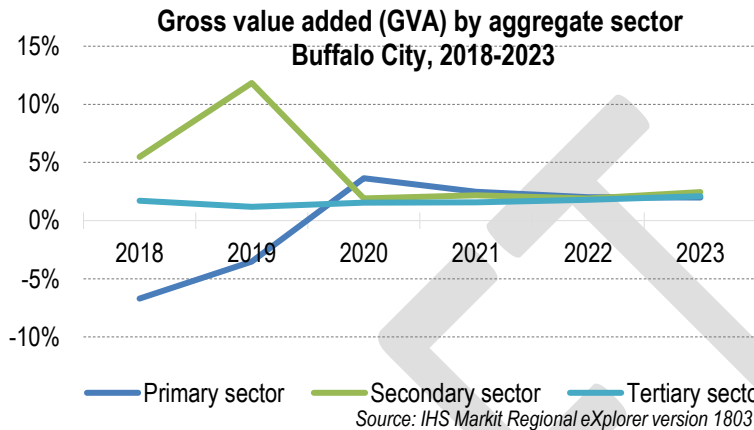


Figure 94: Gross value added (GVA) by aggregate economic sector - Buffalo City Metropolitan Municipality, 2018-2023 [Annual growth rate, constant 2010 prices]

The Primary sector is expected to grow at an average annual rate of 1.29% between 2018 and 2023, with the Secondary sector growing at 3.99% on average annually. The Tertiary sector is expected to grow at an average annual rate of 1.63% 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

7.8 Tress Index

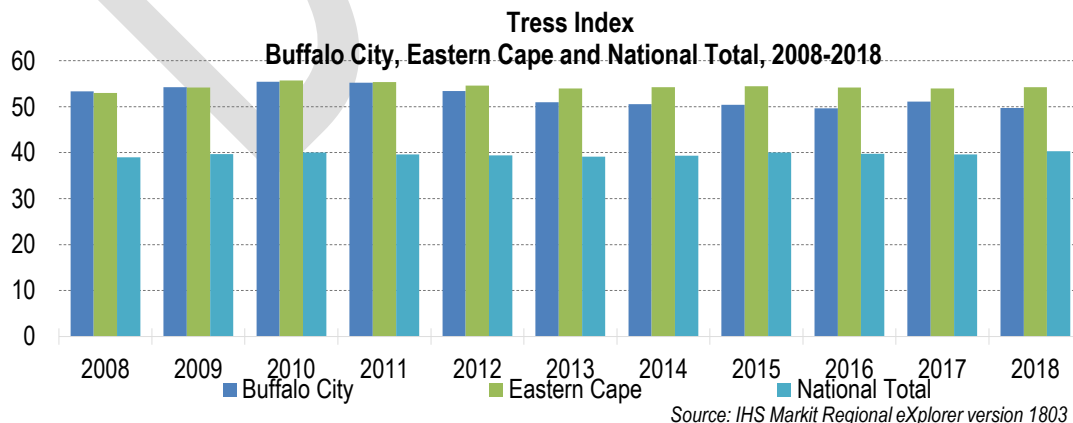


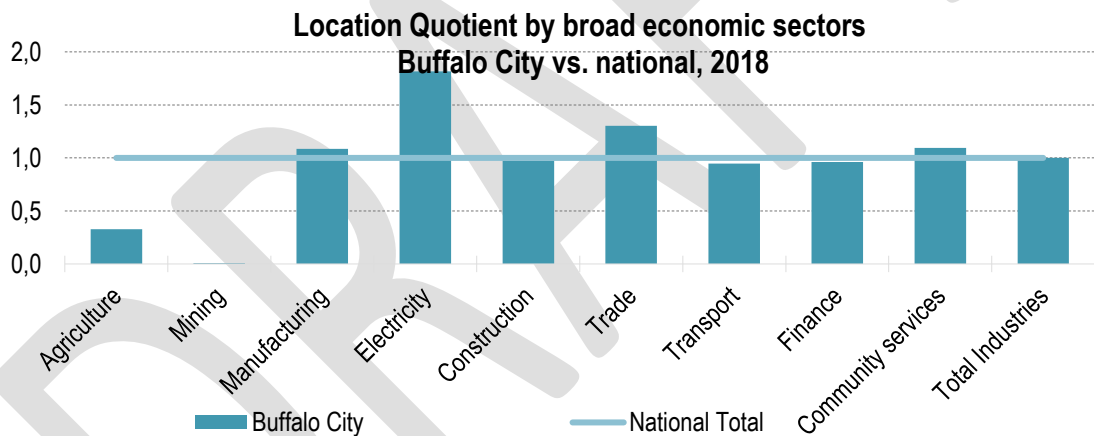
Figure 95: Tress index - Buffalo City, Eastern Cape and National Total, 2008-2018 [Number]

In 2018, Buffalo City's Tress Index was estimated at 49.7 which are lower than the 54.2 of the province and higher than the 54.2 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's 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).

7.9 Location Quotient

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 1803

Figure 96: Location quotient by broad economic sectors - Buffalo City Metropolitan Municipality and South Africa, 2018 [Number]

For 2018 Buffalo City Metropolitan Municipality has a very large comparative advantage in the electricity sector. The trade sector has a comparative advantage. The community services also have 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 0.00694.

3.2 Labour

The labour force of a country consists of everyone of working age (above a certain age and below retirement) that are participating as workers, i.e. people who are actively employed or seeking employment. This is also called the economically active population (EAP). People not included are students, retired people, stay-at-home parents, people in prisons or similar institutions, people employed in jobs or professions with unreported income, as well as discouraged workers who cannot find work.

	Buffalo City		Eastern Cape		National Total	
	2008	2018	2008	2018	2008	2018
15-19	72,300	52,000	727,000	573,000	5,300,000	4,570,000
20-24	85,500	73,500	633,000	590,000	5,230,000	4,960,000
25-29	76,000	96,900	500,000	679,000	4,390,000	5,530,000
30-34	68,400	91,700	436,000	601,000	3,690,000	5,420,000
35-39	63,000	69,800	415,000	470,000	3,230,000	4,360,000
40-44	55,300	60,800	369,000	398,000	2,790,000	3,480,000
45-49	47,500	53,400	317,000	367,000	2,440,000	2,950,000
50-54	35,200	45,700	258,000	317,000	2,040,000	2,530,000
55-59	26,300	38,200	201,000	277,000	1,660,000	2,180,000
60-64	20,100	25,800	175,000	229,000	1,310,000	1,790,000
Total	549,504	607,749	4,030,080	4,500,170	32,070,524	37,757,662

Figure 97: Working age population in Buffalo City, Eastern Cape and National Total, 2008 and 2018 [Number]

Source: IHS Markit Regional eXplorer version 1803

The working age population in Buffalo City in 2018 was 608 000, increasing at an average annual rate of 1.01% since 2008. For the same period the working age population for Eastern Cape Province increased at 1.11% annually, while that of South Africa increased at 1.65% annually.

The graph below combines all the facets of the labour force in the Buffalo City Metropolitan Municipality into one compact view. The chart is divided into "place of residence" on the left, which is measured from the population side, and "place of work" on the right, which is measured from the business side.

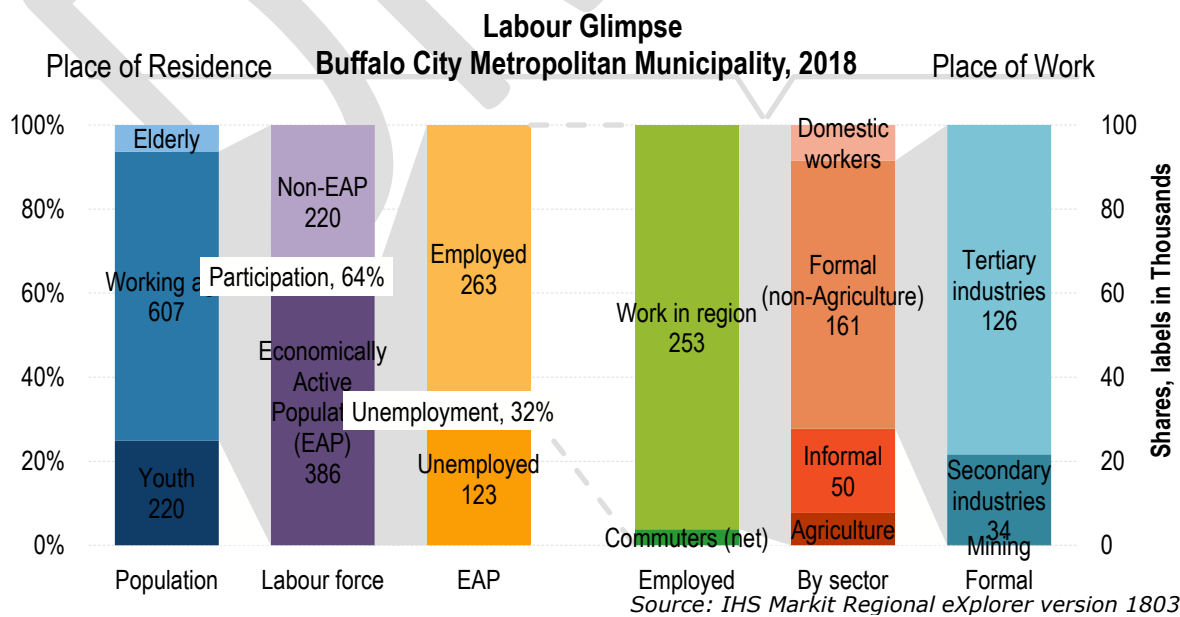


Figure 98: Labour Glimpse - Buffalo City Metropolitan Municipality, 2018

Reading the chart from the left-most bar, breaking down the total population of the Buffalo City Metropolitan Municipality (884 000) into working age and non-working age, the number of people that are of working age is about 608 000. As per definition, those that are of age 0 - 19 (youth) or age 65 and up (pensioners) are part of the non-working age population. Out of the working age group, 63.7% are participating in the labour force, meaning 387 000 residents of the metropolitan municipality forms currently part of the economically active population (EAP). Comparing this with the non-economically active population (NEAP) of the metropolitan municipality: fulltime students at tertiary institutions, disabled people, and those choosing not to work, sum to 221 000 people. Out of the economically active population, there are 123 000 that are unemployed, or when expressed as a percentage, an unemployment rate of 31.8%. Up to here all the statistics are measured at the place of residence.

On the far right we have the formal non-Agriculture jobs in Buffalo City, broken down by the primary (mining), secondary and tertiary industries. The majority of the formal employment lies in the Tertiary industry, with 127 000 jobs.

When including the informal, agricultural and domestic workers, we have a total number of 254 000 jobs in the area. Formal jobs make up 63.8% of all jobs in the Buffalo City Metropolitan Municipality. The difference between the employment measured at the place of work, and the people employed living in the area can be explained by the net commuters that work outside of the metropolitan municipality.

In theory, a higher or increasing population dividend is supposed to provide additional stimulus to economic growth. People of working age tend to uphold higher consumption patterns (Final Consumption Expenditure, FCE), and a more dense concentration of working age people is supposed to decrease dependency ratios - given that the additional labour which is offered to the market, is absorbed.

7.10 Economically Active Population (EAP)

The economically active population (EAP) is a good indicator of how many of the total working age population are in reality participating in the labour market of a region. If a person is economically active, he or she forms part of the labour force.

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
2008	306,000	1,880,000	18,400,000	16.3%	1.66%
2009	303,000	1,840,000	18,400,000	16.5%	1.65%
2010	298,000	1,780,000	18,200,000	16.7%	1.64%
2011	302,000	1,790,000	18,500,000	16.9%	1.64%
2012	308,000	1,830,000	18,900,000	16.8%	1.63%
2013	321,000	1,900,000	19,500,000	16.9%	1.64%
2014	339,000	1,990,000	20,300,000	17.0%	1.67%
2015	351,000	2,060,000	21,000,000	17.0%	1.67%
2016	365,000	2,140,000	21,600,000	17.0%	1.69%
2017	379,000	2,230,000	22,100,000	17.0%	1.71%
2018	387,000	2,280,000	22,400,000	17.0%	1.73%
Average Annual growth					
2008-2018	2.38%	1.96%	1.98%		

Figure 99: Economically active population (EAP) - Buffalo City, Eastern Cape and National Total, 2008-2018 [number, percentage]

Source: IHS Markit Regional eXplorer version 1803

Buffalo City Metropolitan Municipality's EAP was 387 000 in 2018, which is 43.76% of its total population of 884 000, and roughly 16.98% of the total EAP of the Eastern Cape Province. From 2008 to 2018, the average annual increase in the EAP in the Buffalo City Metropolitan Municipality was 2.38%, which is 0.419 percentage points higher than the growth in the EAP of Eastern Cape's for the same period.

	2008	2013	2018
Buffalo City	38.6%	38.4%	43.8%
Nelson Mandela Bay	39.0%	38.6%	38.3%
Sarah Baartman	32.3%	32.5%	37.7%
Amatole	23.3%	20.4%	25.2%
Chris Hani	26.2%	25.3%	30.3%
Joe Gqabi	30.2%	30.0%	35.2%
O.R.Tambo	21.7%	20.2%	24.5%
Alfred Nzo	20.6%	19.3%	23.4%

Figure 100: EAP as % of total population - Buffalo City and the rest of Eastern Cape, 2008, 2013, 2018 [percentage]

Source: IHS Markit Regional eXplorer version 1803

In 2008, 38.6% of the total population in Buffalo City Metropolitan Municipality were classified as economically active which increased to 43.8% in 2018. Compared to the other regions in Eastern Cape Province, Buffalo City Metropolitan Municipality had the highest EAP as a percentage of the total population within its own region relative to the other regions. On the other hand, Alfred Nzo District Municipality had the lowest EAP with 23.4% people classified as economically active population in 2018.

7.11 Labour Force Participation Rate

The following is the labour participation rate of the Buffalo City, Eastern Cape and National Total as a whole.

	Buffalo City	Eastern Cape	National Total
2008	55.7%	46.6%	57.4%
2009	54.7%	45.0%	56.3%
2010	53.3%	43.0%	54.6%
2011	53.4%	42.8%	54.4%
2012	53.9%	43.2%	54.7%
2013	55.7%	44.5%	55.7%
2014	58.2%	46.3%	57.1%
2015	59.7%	47.4%	58.1%
2016	61.4%	48.7%	58.9%
2017	63.2%	50.3%	59.5%
2018	63.7%	50.6%	59.3%

Figure 101: The labour force participation rate - Buffalo City, Eastern Cape and National Total, 2008-2018 [percentage]

Source: IHS Markit Regional eXplorer version 1803

The Buffalo City Metropolitan Municipality's labour force participation rate increased from 55.66% to 63.65% which is an increase of 8 percentage points. The Eastern Cape Province increased from 46.57% to 50.63%, South Africa increased from 57.43% to 59.34% from 2008 to 2018. The Buffalo City Metropolitan Municipality labour force participation rate exhibited a higher percentage point change compared to the Eastern Cape Province from 2008

to 2018. The Buffalo City Metropolitan Municipality had a higher labour force participation rate when compared to South Africa in 2018.

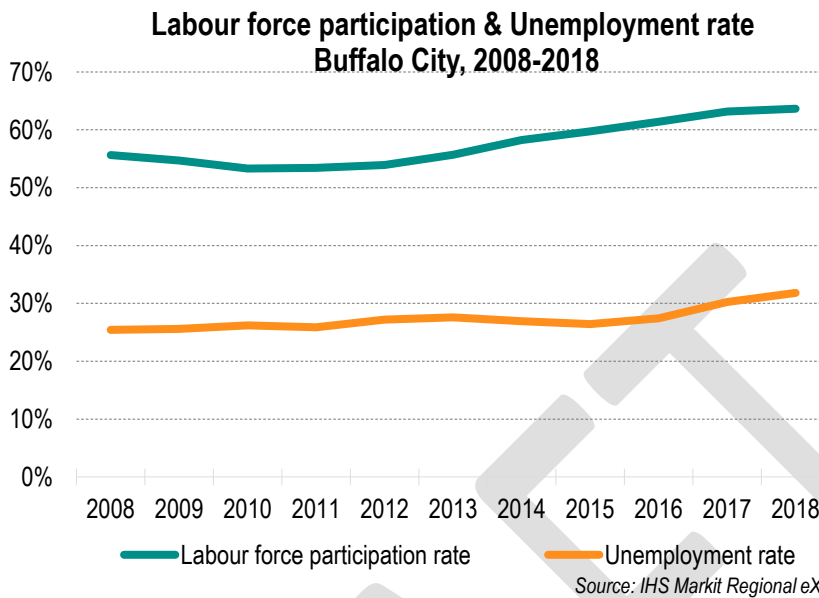


Figure 102: The labour force participation and unemployment rates - Buffalo City Metropolitan Municipality, 2008-2018 [percentage]

In 2018 the labour force participation rate for Buffalo City was at 63.7% which is significantly higher when compared to the 55.7% in 2008. The unemployment rate is an efficient indicator that measures the success rate of the labour force relative to employment. In 2008, the unemployment rate for Buffalo City was 25.4% and increased overtime to 31.8% in 2018. The gap between the labour force participation rate and the unemployment rate decreased which indicates a negative outlook for the employment within Buffalo City Metropolitan Municipality.

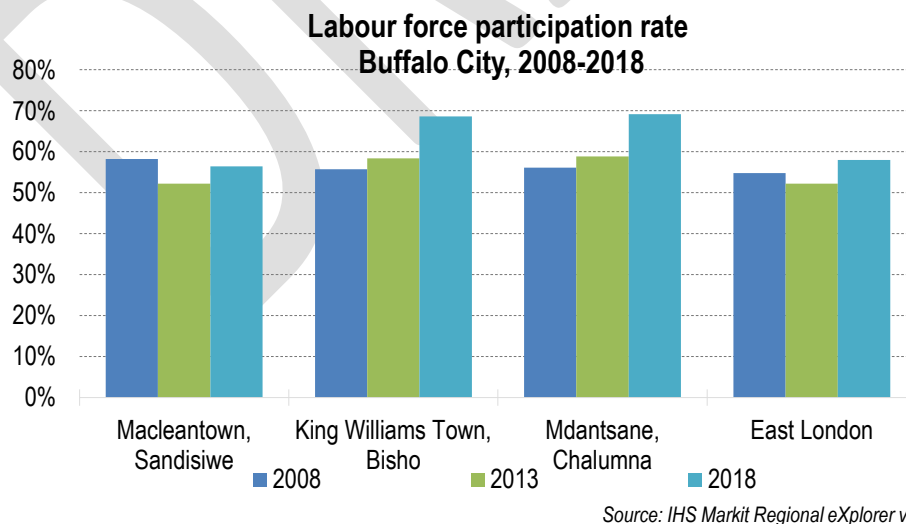


Figure 103: The labour force participation rate - sub-metro regions and the rest of Buffalo City Metropolitan Municipality, 2013 and 2018 [percentage]

Mdantsane, Chalumna Sub-metro Region had the highest labour force participation rate with 69.1% in 2018 increasing from 56.1% in 2008. Macleantown, Sandisiwe Sub-metro Region had the lowest labour force participation rate of 56.4% in 2018, this decreased from 58.2% in 2008.

7.12 Total Employment

Employment data is a key element in the estimation of unemployment. In addition, trends in employment within different sectors and industries normally indicate significant structural changes in the economy. Employment data is also used in the calculation of productivity, earnings per worker, and other economic indicators.

	Buffalo City	Eastern Cape	National Total
2008	227,000	1,380,000	14,100,000
2009	223,000	1,350,000	14,000,000
2010	216,000	1,300,000	13,700,000
2011	219,000	1,300,000	13,900,000
2012	216,000	1,290,000	14,200,000
2013	224,000	1,320,000	14,600,000
2014	238,000	1,390,000	15,200,000
2015	249,000	1,440,000	15,700,000
2016	255,000	1,470,000	15,900,000
2017	255,000	1,480,000	16,100,000
2018	254,000	1,470,000	16,300,000
Average Annual growth			
2008-2018	1.12%	0.61%	1.46%

Figure 104: Total employment - Buffalo City, Eastern Cape and National Total, 2008-2018 [numbers]

Source: IHS Markit Regional eXplorer version 1803

In 2018, Buffalo City employed 254 000 people which is 17.25% of the total employment in Eastern Cape Province (1.47 million), 1.56% of total employment in South Africa (16.3 million). Employment within Buffalo City increased annually at an average rate of 1.12% from 2008 to 2018.

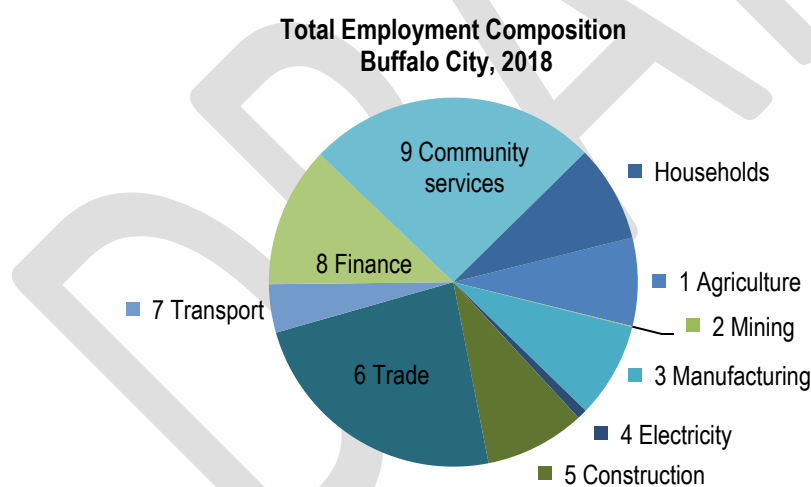
	BCM	NMB	Sarah Baartman	Amatole	Chris Hani	Joe Qqabi	O.R. Tambo	Alfred Nzo	Total Eastern Cape
Agriculture	19,600	7,680	25,100	10,100	13,000	9,760	7,130	4,970	97,363
Mining	188	198	32	104	168	122	332	126	1,271
Manufacturing	21,200	59,300	14,200	8,210	7,810	4,620	7,600	4,290	127,200
Electricity	2,230	246	126	211	246	130	316	145	3,649
Construction	22,300	25,000	13,800	15,700	20,100	12,400	24,700	17,800	151,747
Trade	60,000	76,400	31,000	38,000	35,200	19,800	54,600	24,700	339,711
Transport	10,800	21,700	6,470	6,680	5,880	3,580	10,500	4,860	70,442
Finance	31,300	48,200	12,900	16,800	16,200	7,740	27,300	10,700	171,213
Community services	64,600	70,900	24,600	47,200	52,300	25,000	74,100	31,900	390,540

	BCM	NMB	Sarah Baartman	Amatole	Chris Hani	Joe Gqabi	O.R. Tambo	Alfred Nzo	Total Eastern Cape
Households	21,500	24,500	12,900	12,300	13,700	8,880	15,700	7,710	117,119
Total	254,000	334,000	141,000	155,000	165,000	92,000	222,000	107,000	1,470,256

Figure 105: Total employment per broad economic sector - Buffalo City and the rest of Eastern Cape, 2018 [Numbers]
Source: IHS Markit Regional eXplorer version 1803

Buffalo City Metropolitan Municipality employs a total number of 254 000 people within its metropolitan municipality. The metropolitan municipality that employs the highest number of people relative to the other regions within Eastern Cape Province is Nelson Mandela Bay metropolitan municipality with a total number of 334 000. The metropolitan municipality that employs the lowest number of people relative to the other regions within Eastern Cape Province is Joe Gqabi metropolitan municipality with a total number of 92 000 employed people.

In Buffalo City Metropolitan Municipality, the economic sectors that recorded the largest number of employment in 2018 were the community services sector with a total of 64 600 employed people or 25.5% of total employment in the metropolitan municipality. The trade sector with a total of 60 000 (23.6%) employs the second highest number of people relative to the rest of the sectors. The mining sector with 188 (0.1%) is the sector that employs the least number of people in Buffalo City Metropolitan Municipality, followed by the electricity sector with 2 230 (0.9%) people employed.



Source: IHS Markit Regional eXplorer version 1803

Figure 106: Total employment per broad economic sector - Buffalo City Metropolitan Municipality, 2018 [percentage]

7.13 Formal and Informal Employment

Total employment can be broken down into formal and informal sector employment. Formal sector employment is measured from the formal business side, and the informal employment is measured from the household side where formal businesses have not been established.

Formal employment is much more stable than informal employment. Informal employment is much harder to measure and manage, simply because it cannot be tracked through the formal business side of the economy. Informal employment is however a reality in South Africa and cannot be ignored.

The number of formally employed people in Buffalo City Metropolitan Municipality counted 203 000 in 2018, which is about 79.98% of total employment, while the number of people employed in the informal sector counted 50 800 or 20.02% of the total employment. Informal employment in Buffalo City increased from 46 400 in 2008 to an estimated 50 800 in 2018.

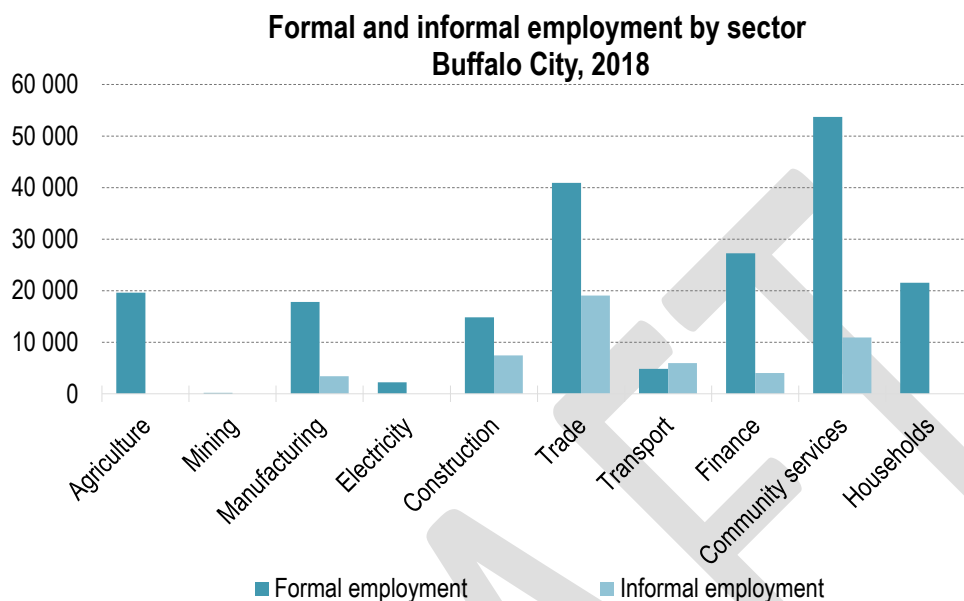


Figure 107: Formal and informal employment by broad economic sector - Buffalo City Metropolitan Municipality, 2018 [numbers]

Some of the economic sectors have little or no informal employment:

Mining industry, due to well-regulated mining safety policies, and the strict registration of a mine, has little or no informal employment. The Electricity sector is also well regulated, making it difficult to get information on informal employment. Domestic Workers and employment in the Agriculture sector is typically counted under a separate heading.

In 2018 the Trade sector recorded the highest number of informally employed, with a total of 19 100 employees or 37.57% of the total informal employment. This can be expected as the barriers to enter the Trade sector in terms of capital and skills required is less than with most of the other sectors. The Manufacturing sector has the lowest informal employment with 3 390 and only contributes 6.68% to total informal employment.

	Formal employment	Informal employment
Agriculture	19,600	N/A
Mining	188	N/A
Manufacturing	17,800	3,390
Electricity	2,230	N/A
Construction	14,900	7,440
Trade	40,900	19,100
Transport	4,830	5,920
Finance	27,300	4,020

	Formal employment	Informal employment
Community services	53,700	10,900
Households	21,500	N/A

Figure 108: Formal and informal employment by broad economic sector - Buffalo City Metropolitan Municipality, 2018 [numbers]

Source: IHS Markit Regional eXplorer version 1803

The informal sector is vital for the areas with very high unemployment and very low labour participation rates. Unemployed people see participating in the informal sector as a survival strategy. The most desirable situation would be to get a stable formal job. But because the formal economy is not growing fast enough to generate adequate jobs, the informal sector is used as a survival mechanism.

7.14 Unemployment

The unemployed includes all persons between 15 and 65 who are currently not working, but who are actively looking for work. It therefore excludes people who are not actively seeking work (referred to as discouraged work seekers).

The choice of definition for what constitutes being unemployed has a large impact on the final estimates for all measured labour force variables. The following definition was adopted by the Thirteenth International Conference of Labour Statisticians (Geneva, 1982): The "unemployed" comprise all persons above a specified age who during the reference period were:

- "Without work", i.e. not in paid employment or self-employment;
- "Currently available for work", i.e. were available for paid employment or self-employment during the reference period; and
- "Seeking work", i.e. had taken specific steps in a specified reference period to seek paid employment or self-employment. The specific steps may include registration at a public or private employment exchange; application to employers; checking at worksites, farms, factory gates, market or other assembly places; placing or answering newspaper advertisements; seeking assistance of friends or relatives; looking for land.

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
2008	77,800	499,000	4,340,000	15.6%	1.79%
2009	77,500	494,000	4,370,000	15.7%	1.77%
2010	78,100	493,000	4,510,000	15.8%	1.73%
2011	78,200	500,000	4,600,000	15.6%	1.70%
2012	83,700	524,000	4,730,000	16.0%	1.77%
2013	88,600	559,000	4,900,000	15.9%	1.81%
2014	91,200	585,000	5,110,000	15.6%	1.79%
2015	92,800	602,000	5,350,000	15.4%	1.73%
2016	100,000	653,000	5,710,000	15.3%	1.75%
2017	115,000	736,000	6,020,000	15.6%	1.91%
2018	123,000	786,000	6,120,000	15.7%	2.01%
Average Annual growth					

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
2008-2018	4.70%	4.66%	3.48%		

Figure 109: Unemployment (official definition) - Buffalo City, Eastern Cape and National Total, 2008-2018 [Number percentage]

Source: IHS Markit Regional eXplorer version 1803

In 2018, there were a total number of 123 000 people unemployed in Buffalo City, which is an increase of 45 300 from 77 800 in 2008. The total number of unemployed people within Buffalo City constitutes 15.66% of the total number of unemployed people in Eastern Cape Province. The Buffalo City Metropolitan Municipality experienced an average annual increase of 4.70% in the number of unemployed people, which is worse than that of the Eastern Cape Province which had an average annual increase in unemployment of 4.66%.

	Buffalo City	Eastern Cape	National Total
2008	25.4%	26.6%	23.6%
2009	25.6%	26.9%	23.8%
2010	26.2%	27.7%	24.8%
2011	25.9%	27.9%	24.9%
2012	27.2%	28.7%	25.0%
2013	27.6%	29.4%	25.1%
2014	26.9%	29.4%	25.1%
2015	26.4%	29.2%	25.5%
2016	27.4%	30.5%	26.4%
2017	30.2%	32.9%	27.2%
2018	31.8%	34.5%	27.3%

Figure 110: Unemployment rate (official definition) - Buffalo City, Eastern Cape and National Total, 2008-2018 [Percentage]

Source: IHS Markit Regional eXplorer version 1803

In 2018, the unemployment rate in Buffalo City Metropolitan Municipality (based on the official definition of unemployment) was 31.81%, which is an increase of 6.39 percentage points. The unemployment rate in Buffalo City Metropolitan Municipality is lower than that of Eastern Cape. The unemployment rate for South Africa was 27.31% in 2018, which is an increase of -3.72 percentage points from 23.59% in 2008.

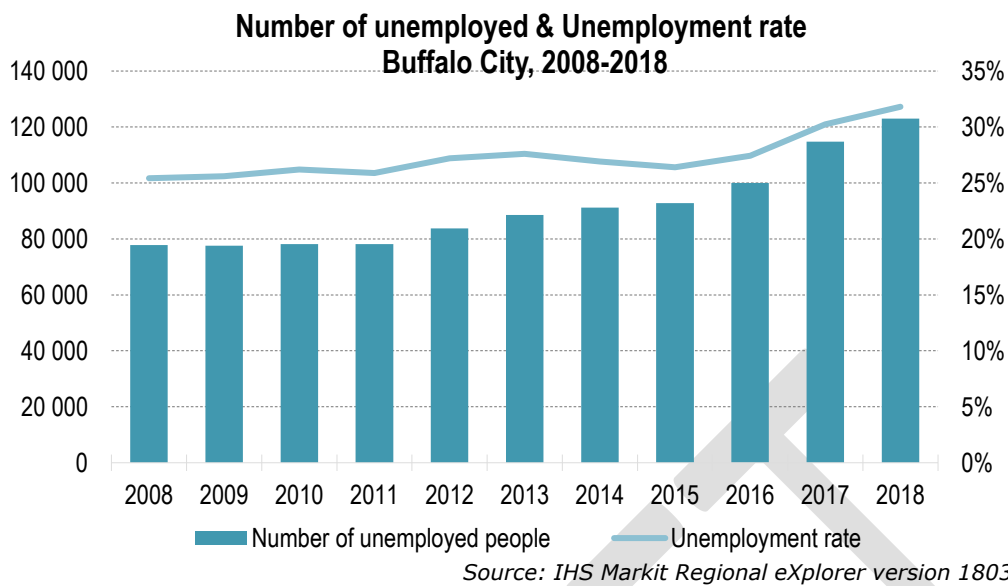


Figure 111: Unemployment and unemployment rate (official definition) - Buffalo City Metropolitan Municipality, 2008-2018 [number percentage]

When comparing unemployment rates among regions within Buffalo City Metropolitan Municipality, King William’s Town, Bhisho Sub-metro Region has indicated the highest unemployment rate of 32.1%, which has increased from 25.6% in 2008. It can be seen that the Macleantown, Sandisiwe Sub-metro Region had the lowest unemployment rate of 31.3% in 2018, which increased from 24.7% in 2008.

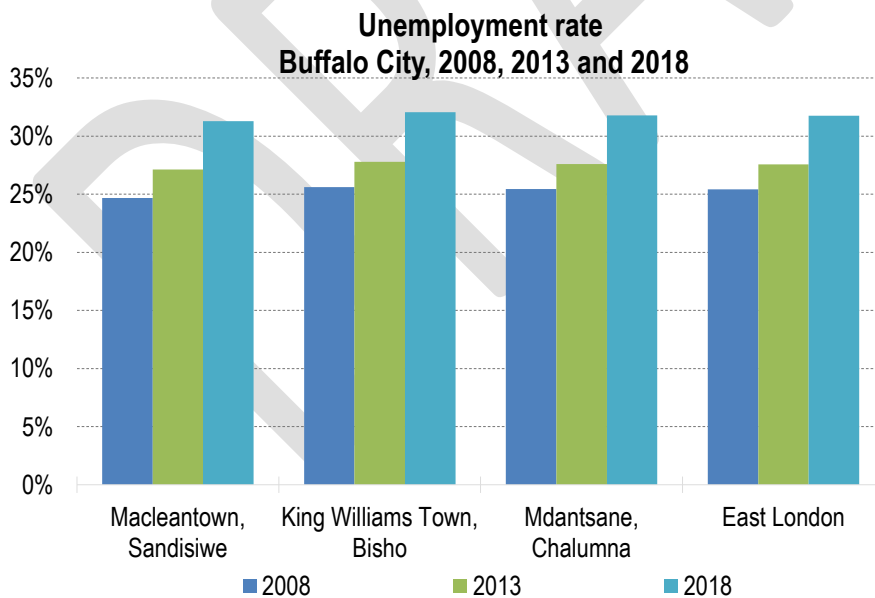


Figure 112: Unemployment rate - sub-metro regions and the rest of Buffalo City Metropolitan Municipality, 2008, 2013 and 2018 [percentage]

7.15 Income and Expenditure

In a growing economy among which production factors are increasing, most of the household incomes are spent on purchasing goods and services. Therefore, the measuring of the income and expenditure of households is a major indicator of a number of economic trends. It is also a good marker of growth as well as consumer tendencies.

7.16 Number of Households by Income Category

The number of households is grouped according to predefined income categories or brackets, where income is calculated as the sum of all household gross disposable income: payments in kind, gifts, homemade goods sold, old age pensions, income from informal sector activities, subsistence income, etc.). Note that income tax is included in the income distribution.

Income categories start at R0 - R2,400 per annum and go up to R2,400,000+ per annum. 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. These income brackets do not take into account inflation creep: over time, movement of households "up" the brackets is natural, even if they are not earning any more in real terms.

	Buffalo City	Eastern Cape	National Total	Buffalo City as % of province	Buffalo City as % of national
0-2400	36	232	1,700	15.4%	2.1%
2400-6000	657	4,650	32,900	14.1%	2.0%
6000-12000	6,050	43,900	318,000	13.8%	1.9%
12000-18000	11,500	85,500	627,000	13.4%	1.8%
18000-30000	30,000	262,000	1,770,000	11.5%	1.7%
30000-42000	31,000	261,000	1,790,000	11.9%	1.7%
42000-54000	25,300	216,000	1,590,000	11.7%	1.6%
54000-72000	25,800	228,000	1,730,000	11.3%	1.5%
72000-96000	25,400	191,000	1,580,000	13.3%	1.6%
96000-132000	23,400	163,000	1,500,000	14.4%	1.6%
132000-192000	23,500	144,000	1,440,000	16.3%	1.6%
192000-360000	29,900	162,000	1,870,000	18.4%	1.6%
360000-600000	19,500	93,700	1,220,000	20.8%	1.6%
600000-1200000	14,100	63,400	892,000	22.2%	1.6%
1200000-2400000	4,740	19,800	290,000	24.0%	1.6%
2400000+	754	2,950	46,700	25.6%	1.6%
Total	272,000	1,940,000	16,700,000	14.0%	1.6%

Figure 113: Households by income category - Buffalo City, Eastern Cape and National Total, 2018 [Number Percentage]

Source: IHS Markit Regional eXplorer version 1803

It was estimated that in 2018 17.76% of all the households in the Buffalo City Metropolitan Municipality, were living on R30,000 or less per annum. In comparison with 2008's 40.19%, the number is about half. The 30000-42000 income category has the highest number of households with a total number of 31 000, followed by the 18000-30000 income category with 30 000 households. Only 36 households fall within the 0-2400 income category.

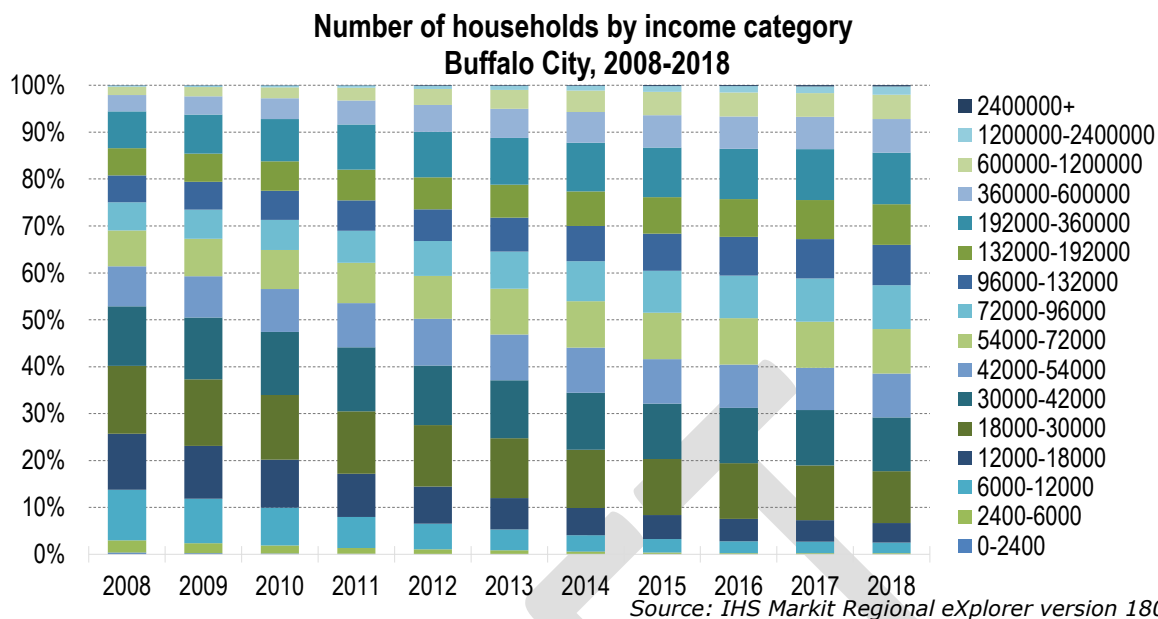


Figure 114: Households by income bracket - Buffalo City Metropolitan Municipality, 2008-2018 [Percentage]

For the period 2008 to 2018 the number of households earning more than R30,000 per annum has increased from 59.81% to 82.24%. It can be seen that the number of households with income equal to or lower than R6,000 per year has decreased by a significant amount.

7.17 Annual total Personal Income

Personal income is an even broader concept than labour remuneration. Personal income includes profits, income from property, net current transfers and net social benefits.

	Buffalo City	Eastern Cape	National Total
2008	24.0	134.0	1,587.9
2009	25.8	143.3	1,695.1
2010	28.1	154.1	1,843.3
2011	31.0	168.2	2,033.0
2012	35.0	187.7	2,226.5
2013	38.5	205.1	2,412.1
2014	41.4	220.4	2,590.6
2015	45.1	240.1	2,794.9
2016	47.8	256.3	2,990.4
2017	51.0	275.6	3,227.9
2018	54.8	291.9	3,420.9
Average Annual growth			
2008-2018	8.61%	8.09%	7.98%

Figure 115: Annual total personal income - Buffalo City, Eastern Cape and National Total [Current Prices, R billions]
 Source: IHS Markit Regional eXplorer version 1803

Buffalo City Metropolitan Municipality recorded an average annual growth rate of 8.61% (from R 24 billion to R 54.8 billion) from 2008 to 2018, which is more than both Eastern Cape's (8.09%) as well as South Africa's (7.98%) average annual growth rates.

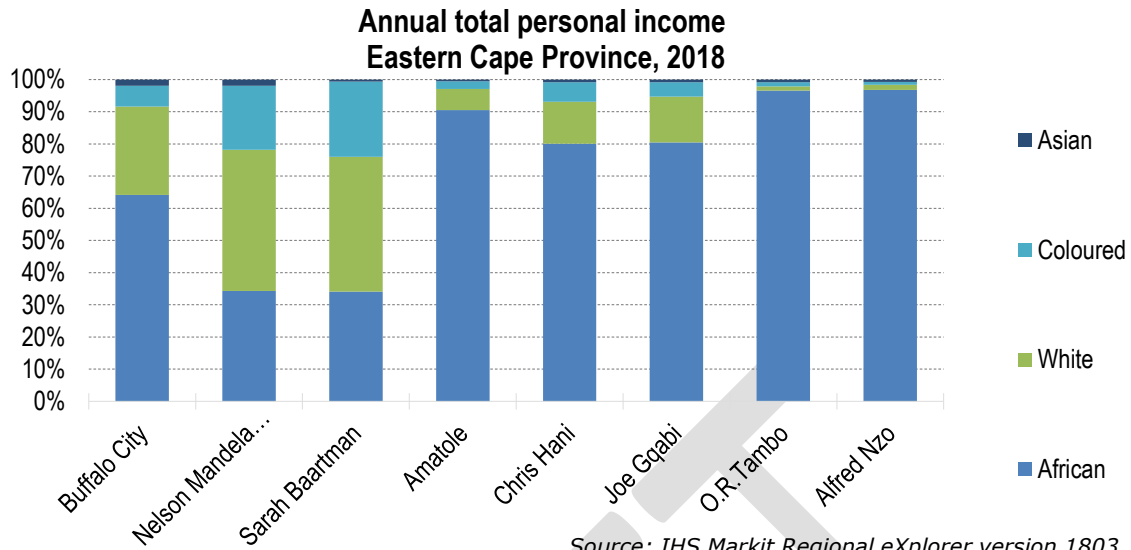


Figure 116: Annual total personal income by population group - Buffalo City and the rest of Eastern Cape [Current Prices, R billions]

The total personal income of Buffalo City Metropolitan Municipality amounted to approximately R 54.8 billion in 2018. The African population group earned R 35.1 billion, or 64.15% of total personal income, while the White population group earned R 15 billion, or 27.44% of the total personal income. The Coloured and the Asian population groups only had a share of 6.52% and 1.90% of total personal income respectively.

	Macleantown, Sandisiwe	King William's Town, Bhisho	Mdantsane, Chalumna	East London
2008	1.57	6.25	7.49	8.66
2009	1.68	6.74	8.08	9.34
2010	1.82	7.32	8.80	10.17
2011	2.00	8.07	9.71	11.23
2012	2.26	9.10	10.96	12.68
2013	2.48	10.00	12.06	13.94
2014	2.66	10.75	12.97	15.00
2015	2.89	11.71	14.13	16.34
2016	3.07	12.43	15.00	17.35
2017	3.26	13.23	15.98	18.48
2018	3.49	14.21	17.18	19.87
Average Annual growth				
2008-2018	8.36%	8.55%	8.66%	8.66%

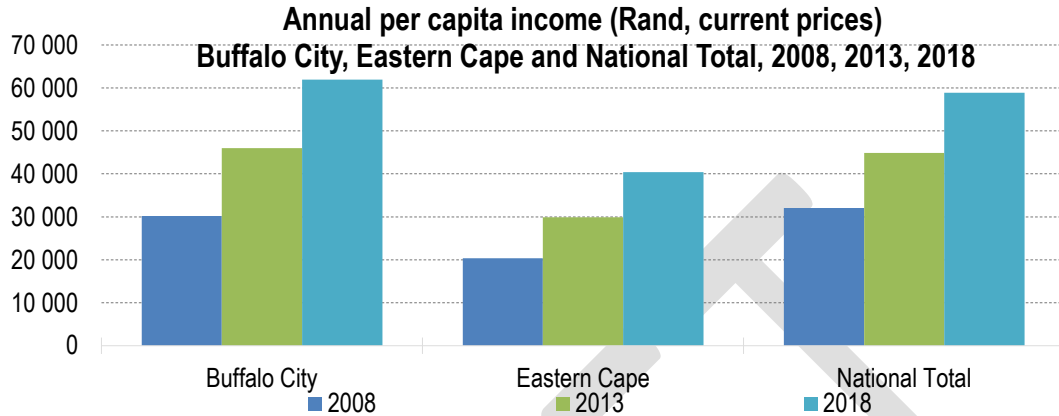
Table 14: Annual total personal income - Macleantown, Sandisiwe, King William's Town, Bhisho, Mdantsane, Chalumna and East London sub-metro regions [Current Prices, R billions]

Source: IHS Markit Regional eXplorer version 1803

When looking at the annual total personal income for the regions within Eastern Cape Province it can be seen that the East London Sub-metro Region had the highest total personal income with R 19.9 billion which increased from R 8.66 billion recorded in 2008. It can be seen that the Macleantown, Sandisiwe Sub-metro Region had the lowest total personal income of R 3.49 billion in 2018, this increased from R 1.57 billion in 2008.

7.18 Annual per Capita Income

Per capita income is often used as a measure of wealth particularly when comparing economies or population groups. Rising per capita income usually indicates a likely swell in demand for consumption.



Source: IHS Markit Regional eXplorer version 1803

Table 15: Per capita income - Buffalo City, Eastern Cape and National Total, 2018 [Rand, current prices]

The per capita income in Buffalo City Metropolitan Municipality in 2018 is R 61,900 which is higher than both the National Total (R 58,800) and of the Eastern Cape Province (R 40,400) per capita income.

	African	White	Coloured	Asian
Buffalo City	45,900	251,000	69,800	140,000
Nelson Mandela Bay	38,000	240,000	59,900	135,000
Sarah Baartman	34,500	234,000	39,700	91,700
Amatole	25,200	197,000	41,100	75,600
Chris Hani	27,800	222,000	48,800	88,700
Joe Gqabi	28,000	212,000	43,600	N/A
O.R.Tambo	22,400	156,000	62,400	72,400
Alfred Nzo	18,200	125,000	40,000	67,700

Table 16: Per capita income by population group - Buffalo City and the rest of Eastern Cape Province, 2018 [Rand, current prices]

Source: IHS Markit Regional eXplorer version 1803

Nelson Mandela Bay Metropolitan Municipality has the highest per capita income with a total of R 69,700. Buffalo City Metropolitan Municipality had the second highest per capita income at R 61,900, whereas Alfred Nzo District Municipality had the lowest per capita income at R 18,600. In Buffalo City Metropolitan Municipality, the White population group has the highest per capita income, with R 251,000, relative to the other population groups. The population group with the second highest per capita income within Buffalo City Metropolitan Municipality is the Asian population group (R 140,000), where the Coloured and the African population groups had a per capita income of R 69,800 and R 45,900 respectively.

7.19 Index of Buying Power

Buffalo City Metropolitan Municipality has a 1.5% share of the national population, 1.6% share of the total national income and a 1.5% share in the total national retail, this all equates to an IBP index value of 0.016 relative to South Africa as a whole. Eastern Cape has an IBP of 0.089, where South Africa has an IBP index value of 1 relative to South Africa as a whole.

	Buffalo City	Eastern Cape	National Total
Population	883,852	7,222,764	58,125,712
Population - share of national total	1.5%	12.4%	100.0%
Income	54,750	291,870	3,420,872
Income - share of national total	1.6%	8.5%	100.0%
Retail	16,314,221	89,503,454	1,056,444,000
Retail - share of national total	1.5%	8.5%	100.0%
Index	0.02	0.09	1.00

Table 17: Index of buying power - Buffalo City, Eastern Cape and National Total, 2018 [Number]

Source: IHS Markit Regional eXplorer version 1803

The considerable low index of buying power of the Buffalo City Metropolitan Municipality suggests that the metropolitan municipality has access to only a small percentage of the goods and services available in all of the Eastern Cape Province. Its residents are most likely spending some of their income in neighbouring areas.

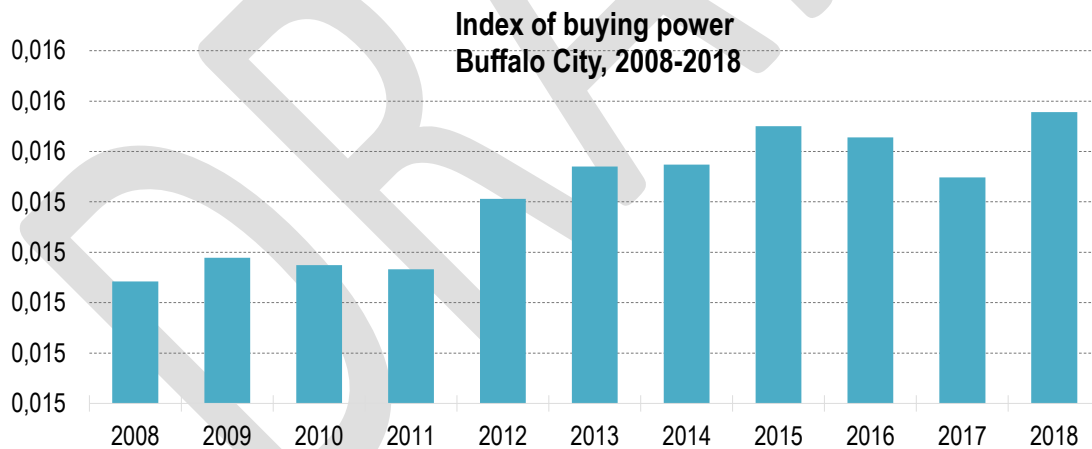


Table 18: Index of buying power Buffalo City Metropolitan Municipality, 2008-2018 [Index value]

Source: IHS Markit Regional eXplorer version 1803

Between 2008 and 2018, the index of buying power within Buffalo City Metropolitan Municipality increased to its highest level in 2018 (0.01576) from its lowest in 2008 (0.01508). It can be seen that the IBP experienced a positive average annual growth between 2008 and 2018. Although the buying power within Buffalo City Metropolitan Municipality is relatively small compared to other regions, the IBP increased at an average annual growth rate of 0.44%.

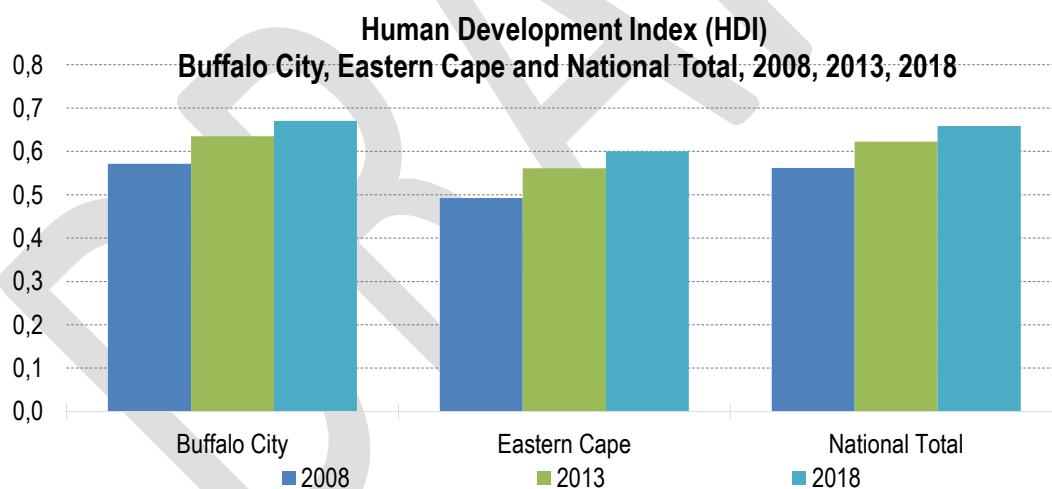
7.20 Development Trends

Indicators of development, like the Human Development Index (HDI), Gini Coefficient (income inequality), poverty and the poverty gap, and education, are used to estimate the level of development of a given region in South Africa relative to the rest of the country.

Another indicator that is widely used is the number (or percentage) of people living in poverty. Poverty is defined as the deprivation of those things that determine the quality of life, including food, clothing, shelter and safe drinking water. More than that, other "intangibles" is also included such as the opportunity to learn, and the privilege to enjoy the respect of fellow citizens. Curbing poverty and alleviating the effects thereof should be a premise in the compilation of all policies that aspire towards a better life for all.

7.21 Human Development Index (HDI)

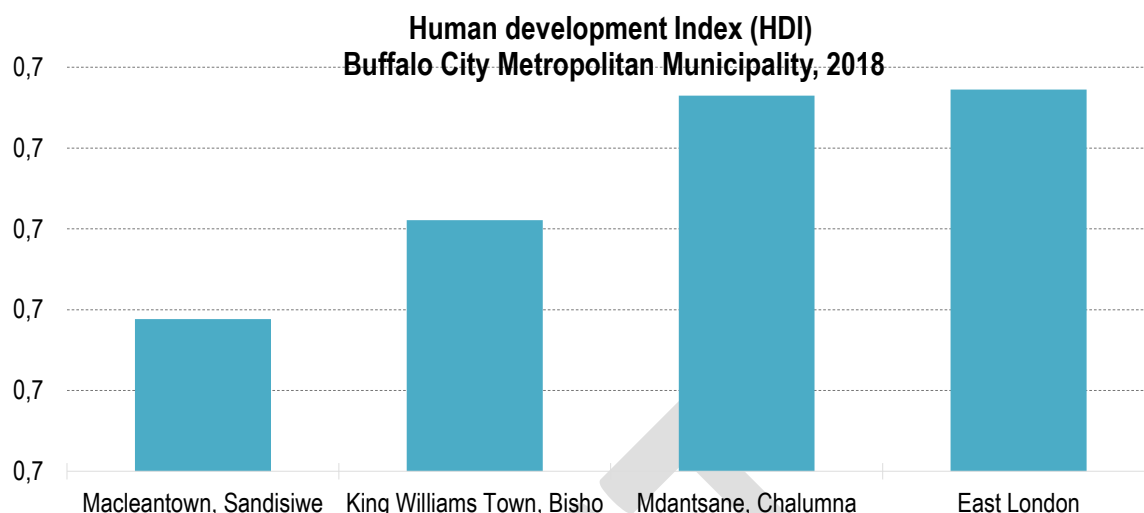
HDI is the combination of three basic dimensions of human development: A long and healthy life, knowledge and a decent standard of living. A long and healthy life is typically measured using life expectancy at birth. Knowledge is normally based on adult literacy and / or the combination of enrolment 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 1803

Table 19: Human Development Index (HDI) - Buffalo City, Eastern Cape and National Total, 2008, 2013, 2018 [Number]

In 2018 Buffalo City Metropolitan Municipality had an HDI of 0.67 compared to the Eastern Cape with a HDI of 0.6 and 0.658 of National Total as a whole. Seeing that South Africa recorded a lower HDI in 2018 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 1.60% and this increase is lower than that of Buffalo City Metropolitan Municipality (1.61%).



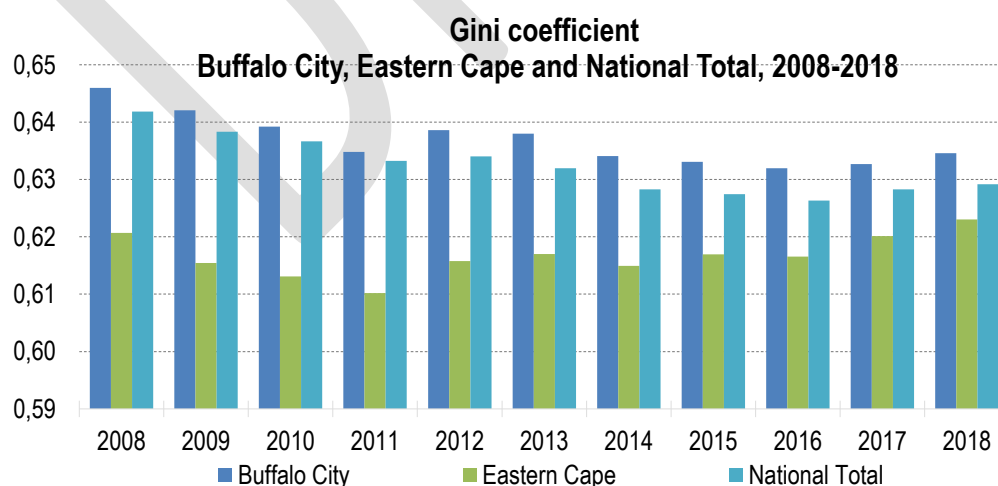
Source: IHS Markit Regional eXplorer version 1803

Table 20: Human development Index (HDI) - sub-metro regions and the rest of Buffalo City Metropolitan Municipality, 2018 [Number]

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 0.674. The lowest can be observed in the Macleantown, Sandisiwe Sub-metro Region with an index value of 0.659.

7.22 Gini Coefficient

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 1803

Table 21: Gini coefficient - Buffalo City, Eastern Cape and National Total, 2008-2018 [Number]

In 2018, the Gini coefficient in Buffalo City Metropolitan Municipality was at 0.635, which reflects a decrease in the number over the ten-year period from 2008 to 2018. The Eastern Cape Province and South Africa had a Gini coefficient of 0.623 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
2008	0.61	0.45	0.55	0.49
2018	0.61	0.44	0.55	0.44
Average Annual growth				
2008-2018	-0.03%	-0.36%	0.01%	-1.09%

Table 22: Gini coefficient by population group - Buffalo City, 2008, 2018 [Number]

Source: IHS Markit Regional eXplorer version 1803

When segmenting the Buffalo City Metropolitan Municipality into population groups, it can be seen that the Gini coefficient for the Coloured population group increased the most amongst the population groups with an average annual growth rate of 0.01%. The Gini coefficient for the Asian population group decreased the most with an average annual growth rate of -1.09%.

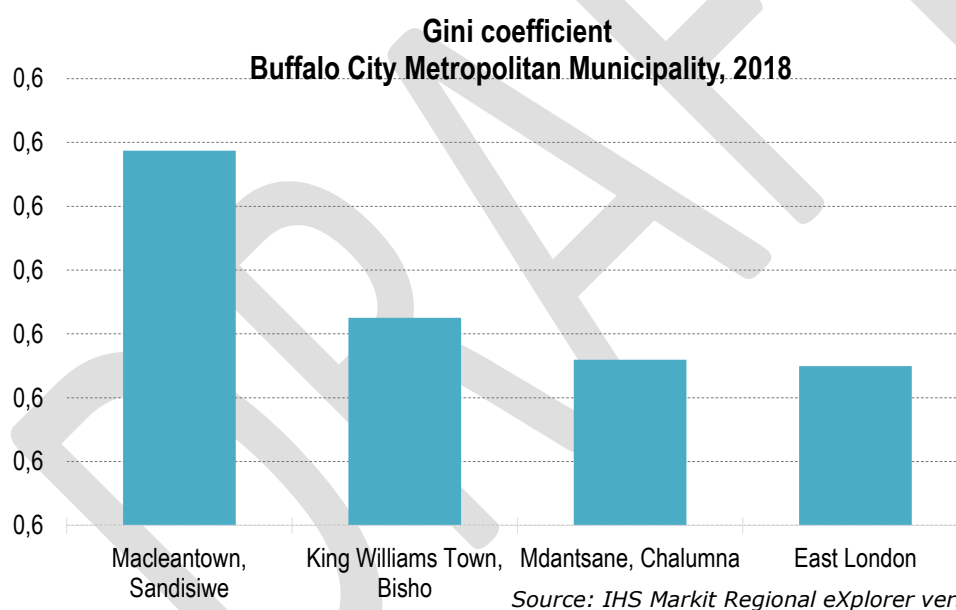


Table 23: Gini coefficient - sub-metro regions and the rest of Buffalo City Metropolitan Municipality, 2018 [Number]

In terms of the Gini coefficient for each of the regions within the Buffalo City Metropolitan Municipality, Macleantown, Sandisiwe Sub-metro Region has the highest Gini coefficient, with an index value of 0.636. The lowest Gini coefficient can be observed in the East London Sub-metro Region with an index value of 0.634.

7.23 Tourism

Tourism can be defined as the non-commercial organisation plus operation of vacations and visits to a place of interest. Whether you visit a relative or friend, travel for business purposes, go on holiday or on medical and religious trips - these are all included in tourism.

Trips by purpose of trips

The main purpose for an overnight trip is grouped into these categories:

- Leisure / Holiday
- Business
- Visits to friends and relatives
- Other (Medical, Religious, etc.)

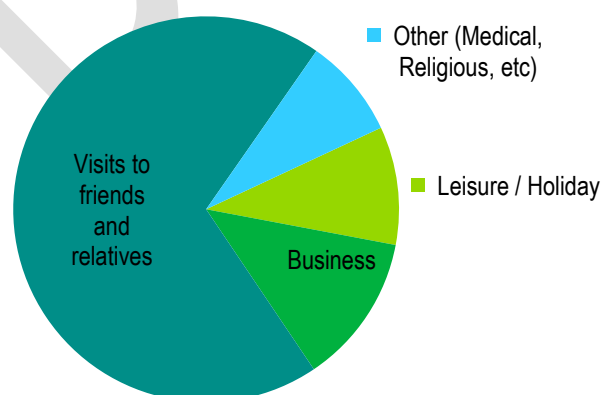
	Leisure / Holiday	Business	Visits to friends and relatives	Other (Medical, Religious, etc)	Total
2008	119,000	57,300	423,000	60,900	661,000
2009	123,000	59,500	457,000	58,900	698,000
2010	125,000	62,000	483,000	59,800	730,000
2011	116,000	65,100	499,000	56,600	736,000
2012	103,000	69,800	498,000	53,800	725,000
2013	87,500	69,900	478,000	52,800	688,000
2014	74,900	70,800	454,000	54,000	654,000
2015	68,300	73,800	446,000	54,000	642,000
2016	66,900	75,400	442,000	54,500	638,000
2017	63,700	74,100	429,000	53,800	620,000
2018	59,900	76,100	418,000	50,600	604,000
Average Annual growth					
2008-2018	-6.64%	2.89%	-0.14%	-1.84%	-0.89%

Table 24: Number of trips by purpose of trips - Buffalo City Metropolitan Municipality, 2008-2018 [Number Percentage]

Source: IHS Markit Regional eXplorer version 1803

In Buffalo City Metropolitan Municipality, the Business, relative to the other tourism, recorded the highest average annual growth rate from 2008 (57 300) to 2018 (76 100) at 2.89%. Visits to friends and relatives recorded the highest number of visits in 2018 at 418 000, with an average annual growth rate of -0.14%. The tourism type that recorded the lowest growth was Leisure / Holiday tourism with an average annual growth rate of -6.64% from 2008 (119 000) to 2018 (59 900).

**Tourism - trips by Purpose of trip
Buffalo City Metropolitan Municipality, 2018**



Source: IHS Markit Regional eXplorer version 1803

Table 25: Trips by Purpose of trip - Buffalo City Metropolitan Municipality, 2018 [Percentage]

The visits to friends and relatives at 69.12% have the largest share of the total tourism within Buffalo City Metropolitan Municipality. Business tourism had the second highest share at 12.60%, followed by Leisure / Holiday tourism at 9.91% and the Other (Medical, Religious, etc) tourism with the smallest share of 8.37% of the total tourism within Buffalo City Metropolitan Municipality.

Origin of Tourists

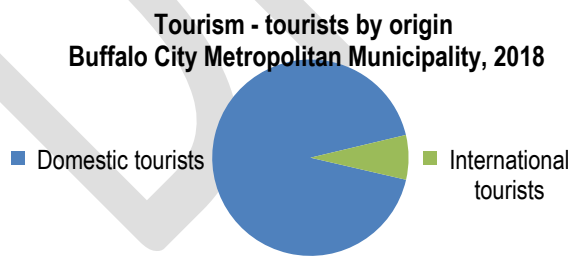
In the following table, the number of tourists that visited Buffalo City Metropolitan Municipality from both domestic origins, as well as those coming from international places, are listed.

	Domestic tourists	International tourists	Total tourists
2008	626,000	35,000	661,000
2009	665,000	33,600	698,000
2010	694,000	36,000	730,000
2011	701,000	35,300	736,000
2012	688,000	36,600	725,000
2013	652,000	36,300	688,000
2014	618,000	36,400	654,000
2015	608,000	34,300	642,000
2016	598,000	39,900	638,000
2017	578,000	41,900	620,000
2018	560,000	44,300	604,000
Average Annual growth			
2008-2018	-1.10%	2.40%	-0.89%

Table 26: Total number of trips by origin tourists - Buffalo City Metropolitan Municipality, 2008-2018 [Number]

Source: IHS Markit Regional eXplorer version 1803

The number of trips by tourists visiting Buffalo City Metropolitan Municipality from other regions in South Africa has decreased at an average annual rate of -1.10% from 2008 (626 000) to 2018 (560 000). The tourists visiting from other countries decreased at an average annual growth rate of 2.40% (from 35 000 in 2008 to 44 300). International tourists constitute 7.34% of the total number of trips, with domestic tourism representing the balance of 92.66%.



Source: IHS Markit Regional eXplorer version 1803

Table 27: Tourists by origin - Buffalo City Metropolitan Municipality, 2018 [Percentage]

Bednights by origin of tourist

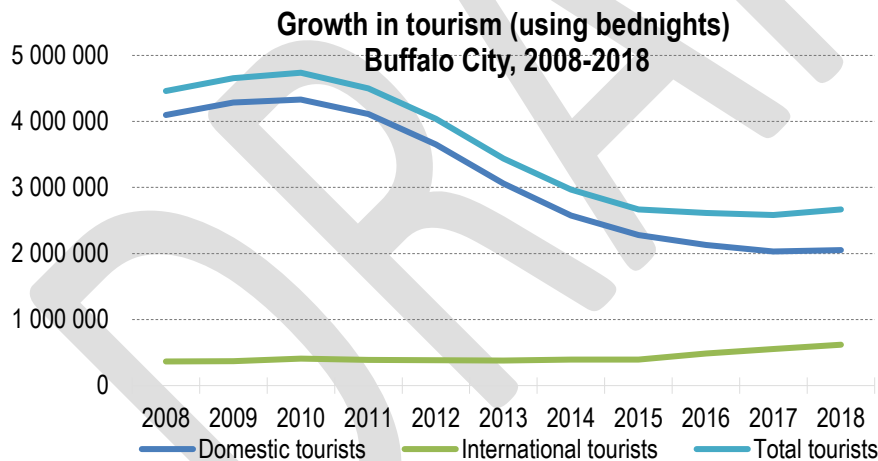
The following is a summary of the number of bed nights spent by domestic and international tourist within Buffalo City Metropolitan Municipality between 2008 and 2018.

	Domestic tourists	International tourists	Total tourists
2008	4,100,000	365,000	4,460,000
2009	4,290,000	369,000	4,660,000
2010	4,330,000	406,000	4,740,000
2011	4,110,000	388,000	4,500,000
2012	3,650,000	384,000	4,040,000
2013	3,060,000	381,000	3,440,000
2014	2,580,000	393,000	2,970,000
2015	2,280,000	392,000	2,670,000
2016	2,130,000	484,000	2,610,000
2017	2,030,000	552,000	2,580,000
2018	2,050,000	619,000	2,670,000
Average Annual growth			
2008-2018	-6.69%	5.42%	-5.01%

Table 28: Bednights by origin of tourist - Buffalo City Metropolitan Municipality, 2008-2018 [Number]

Source: IHS Markit Regional eXplorer version 1803

From 2008 to 2018, the number of bed nights spent by domestic tourists has decreased at an average annual rate of -6.69%, while in the same period the international tourists had an average annual increase of 5.42%. The total number of bed nights spent by tourists decreased at an average annual growth rate of -5.01% from 4.46 million in 2008 to 2.67 million in 2018.



Source: IHS Markit Regional eXplorer version 1803

Table 29: Growth in tourism (using bednights) by origin - Buffalo City Metropolitan Municipality, 2008-2018 [Number]

Tourism spending

It is important to note that this type of spending differs from the concept of contribution to GDP. Tourism spending merely represents a nominal spend of trips made to each region.

	Buffalo City	Eastern Cape	National Total
2008	1.5	11.2	152.5
2009	1.6	11.1	153.4
2010	1.7	11.7	167.2
2011	1.8	11.5	174.6
2012	1.9	12.1	199.9

	Buffalo City	Eastern Cape	National Total
2013	1.9	12.2	218.3
2014	2.0	12.8	240.7
2015	2.2	13.4	249.7
2016	2.3	14.1	265.8
2017	2.5	15.1	277.4
2018	2.7	15.7	287.0
Average Annual growth			
2008-2018	6.33%	3.40%	6.53%

Table 30: Total tourism spending - Buffalo City, Eastern Cape and National Total, 2008-2018 [R billions, Current Prices]

Source: IHS Markit Regional eXplorer version 1803

Buffalo City Metropolitan Municipality had a total tourism spending of R 2.71 billion in 2018 with an average annual growth rate of 6.3% since 2008 (R 1.47 billion). Eastern Cape Province had a total tourism spending of R 15.7 billion in 2018 and an average annual growth rate of 3.4% over the period. Total tourism spending in South Africa increased from R 153 billion in 2008 to R 287 billion in 2018 at an average annual rate of 6.5%.

Tourism Spend per Resident Capita

Another interesting topic to look at is tourism spending per resident capita. To calculate this, the total amount of tourism spending in the region is divided by the number of residents living within that region. This gives a relative indication of how important tourism is for a particular area.

	2008	2013	2018
Buffalo City	R 1,853	R 2,282	R 3,071
Nelson Mandela Bay	R 2,708	R 2,589	R 3,205
Sarah Baartman	R 5,274	R 5,390	R 6,368
Amatole	R 1,119	R 1,224	R 1,529
Chris Hani	R 1,378	R 1,320	R 1,340
Joe Gqabi	R 919	R 1,039	R 1,355
O.R.Tambo	R 813	R 790	R 950
Alfred Nzo	R 1,025	R 1,004	R 1,120

Table 31: Tourism spend per resident capita - Buffalo City Metropolitan Municipality and the rest of Eastern Cape, 2008,2013 and 2018 [R Thousands]

Source: IHS Markit Regional eXplorer version 1803

In 2018, Buffalo City Metropolitan Municipality had a tourism spend per capita of R 3,070 and an average annual growth rate of 5.18%, Buffalo City Metropolitan Municipality ranked third amongst all the regions within Eastern Cape in terms of tourism spend per capita. The region within Eastern Cape Province that ranked first in terms of tourism spend per capita is Sarah Baartman District Municipality with a total per capita spending of R 6,370 which reflects an average annual increase of 1.90% from 2008. The metropolitan municipality that ranked lowest in terms of tourism spend per capita is O.R.Tambo with a total of R 950 which reflects an increase at an average annual rate of 1.58% from 2008.

Tourism Spend as a Share of GDP

	Buffalo City	Eastern Cape	National Total
2008	4.3%	6.5%	6.4%
2009	4.1%	5.8%	6.1%
2010	4.2%	5.5%	6.1%

	Buffalo City	Eastern Cape	National Total
2011	4.0%	5.1%	5.8%
2012	3.7%	4.8%	6.1%
2013	3.4%	4.5%	6.2%
2014	3.4%	4.4%	6.3%
2015	3.4%	4.2%	6.2%
2016	3.4%	4.2%	6.1%
2017	3.5%	4.2%	6.0%
2018	3.4%	4.2%	5.9%

Table 32: Total spending as % share of GDP - Buffalo City, Eastern Cape and National Total, 2008-2018 [Percentage]

Source: IHS Markit Regional eXplorer version 1803

In Buffalo City Metropolitan Municipality, the tourism spending as a percentage of GDP in 2018 was 3.44%. Tourism spending as a percentage of GDP for 2018 was 4.17% in Eastern Cape Province, 5.89% in South Africa.

7.24 International Trade

Trade is defined as the act of buying and selling, with international trade referring to buying and selling across international border, more generally called importing and exporting. The Trade Balance is calculated by subtracting imports from exports.

Relative Importance of international Trade

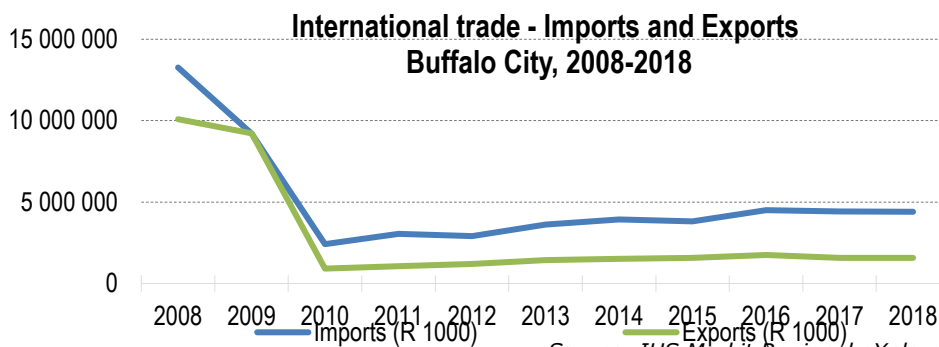
In the table below, the Buffalo City Metropolitan Municipality is compared to Eastern Cape and South Africa, in terms of actual imports and exports, the Trade Balance, as well the contribution to GDP and the region's contribution to total national exports and imports.

	Buffalo City	Eastern Cape	National Total
Exports (R 1000)	1,583,454	54,459,939	1,247,225,999
Imports (R 1000)	4,398,795	54,734,847	1,222,943,998
Total Trade (R 1000)	5,982,249	109,194,786	2,470,169,997
Trade Balance (R 1000)	-2,815,342	-274,908	24,282,001
Exports as % of GDP	2.0%	14.5%	25.6%
Total trade as % of GDP	7.6%	29.0%	50.7%
Regional share - Exports	0.1%	4.4%	100.0%
Regional share - Imports	0.4%	4.5%	100.0%
Regional share - Total Trade	0.2%	4.4%	100.0%

Table 33: Merchandise exports and imports - Buffalo City, Eastern Cape and National Total, 2018 [R 1000, current prices]

Source: IHS Markit Regional eXplorer version 1803

The merchandise export from Buffalo City Metropolitan Municipality amounts to R 1.58 billion and as a percentage of total national exports constitutes about 0.13%. The exports from Buffalo City Metropolitan Municipality constitute 2.01% of total Buffalo City Metropolitan Municipality's GDP. Merchandise imports of R 4.4 billion constitute about 0.36% of the national imports. Total trade within Buffalo City is about 0.24% of total national trade. Buffalo City Metropolitan Municipality had a negative trade balance in 2018 to the value of R 2.82 billion.



Source: IHS Markit Regional explorer version 1803

Table 34: Import and Exports in Buffalo City Metropolitan Municipality, 2008-2018 [R 1000]

Analysing the trade movements over time, total trade decreased from 2008 to 2018 at an average annual growth rate of -12.73%. Merchandise exports decreased at an average annual rate of -16.91%, with the highest level of exports of R 10.1 billion experienced in 2008. Merchandise imports decreased at an average annual growth rate of -10.45% between 2008 and 2018, with the lowest level of imports experienced in 2010.



Source: IHS Markit Regional explorer version 1803

Table 35: Merchandise exports and imports - Buffalo City and the rest of Eastern Cape, 2018 [Percentage]

When comparing the Buffalo City Metropolitan Municipality with the other regions in the Eastern Cape Province, Nelson Mandela Bay has the biggest amount of international trade (when aggregating imports and exports, in absolute terms) with a total of R 98 billion. This is also true for exports - with a total of R 48.7 billion in 2018. O.R. Tambo had the lowest total trade figure at R 10.5 million. The O.R. Tambo also had the lowest exports in terms of currency value with a total of R 1 million exports.

The Plan has been developed for the entire Eastern Cape Province and has been prepared at a large scale and should be used as a planning tool over large spatial areas.

From the Biodiversity plan below, it can be seen that BLMC 1 (CBA 1) occupies 15% of BCMM's land cover. This is mostly present along the coastline in the west, in the area around the Buffalo River below the Laing Dam and the indigenous forests around the Maiden Dam in the North West. BLMC 2 (CBA 2) occupies a further 29% of the land cover.

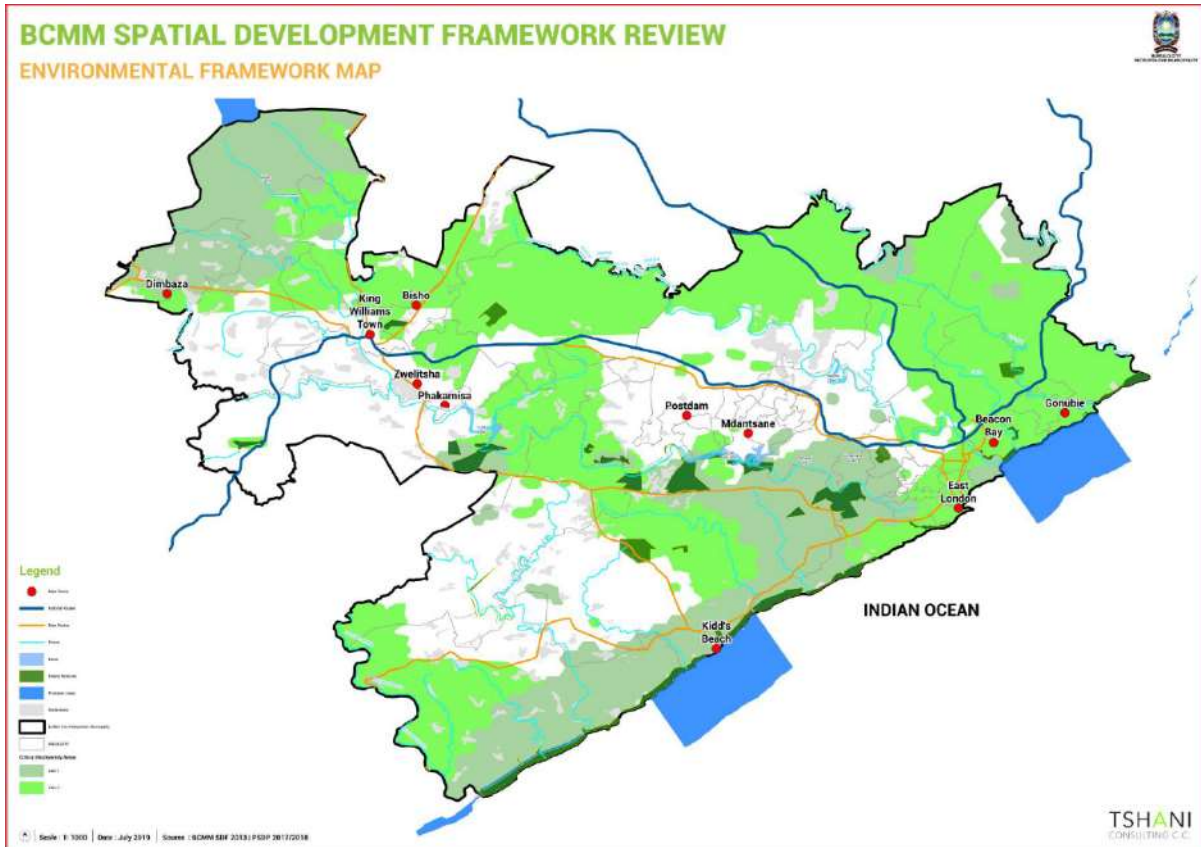


Figure 118: Plan E.2 Biodiversity and Environmentally sensitive areas

Nodes and their role within the district and the province

Development Nodes are generally described as areas of mixed land 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. See plan and table below.

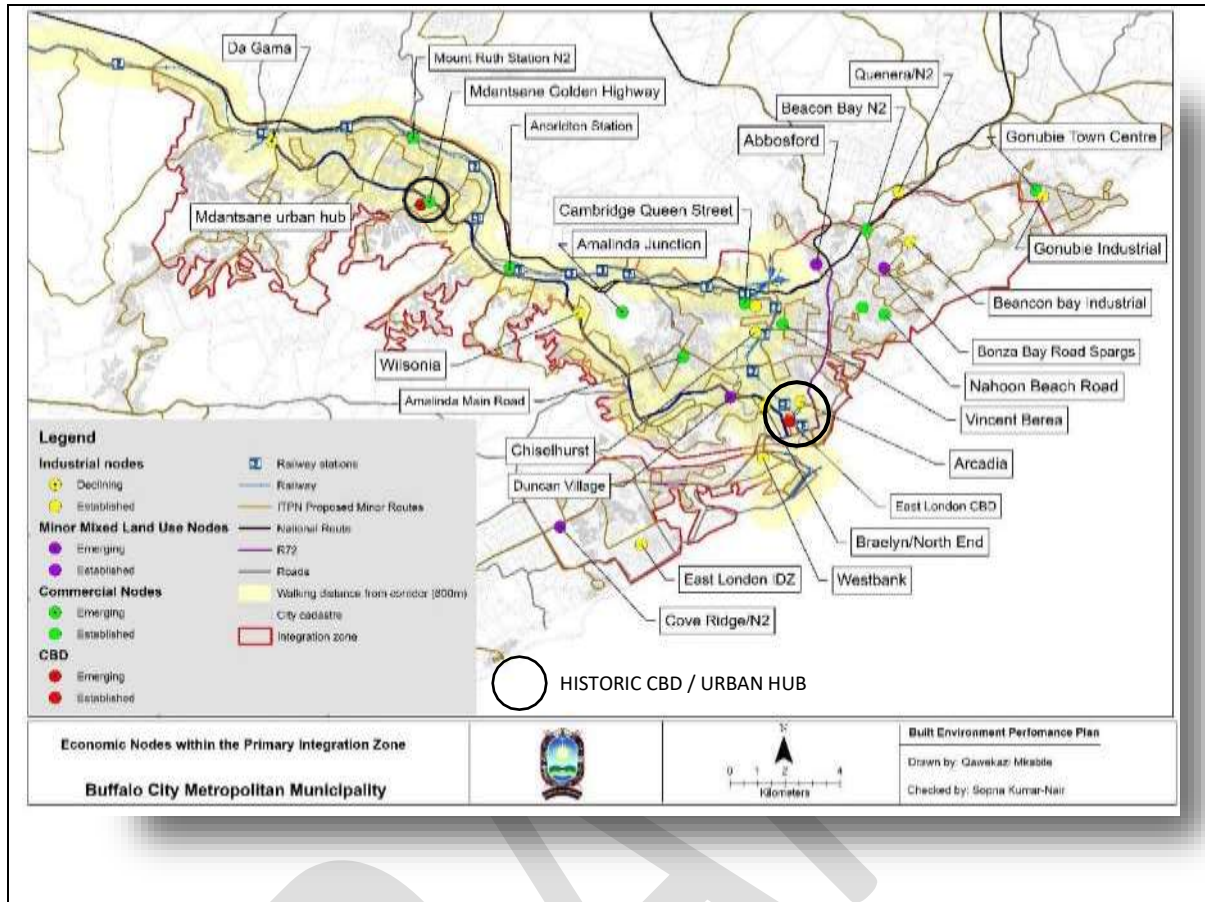


Figure 119: Plan E.3 BCMM Development Nodes

TABLE NO. 1: NODES	
NODE TYPE	AREA/DESCRIPTION OF LOCALITY
PRIMARY NODES:	
Central Business Districts (CBDs)	<ul style="list-style-type: none"> ■ East London ■ King William's Town ■ Mdantsane ■ Dimbaza
	<ul style="list-style-type: none"> ■ Mount Ruth Station ■ Arnoldton Station ■ Amalinda Junction
LOCAL NODES	
Minor Mixed Land Use Nodes (Existing)	<ul style="list-style-type: none"> ■ Meisies Halt ■ Bonza Bay Road (Sparg's Centre) ■ Ndende (Duncan Village) ■ Golden Highway (Mdantsane) ■ Berlin town centre ■ Zwelitsha town centre
Minor Mixed Land Use Nodes (Potential)	<ul style="list-style-type: none"> ■ Quenera ■ Brakfontein ■ Chester Road ■ Cove Ridge ■ Nahoon Valley

TABLE NO. 1: NODES	
NODE TYPE	AREA/DESCRIPTION OF LOCALITY
PRIMARY NODES:	
	<ul style="list-style-type: none"> ▪ Mdantsane Station ▪ Mtsotso Station ▪ Needs Camp ▪ Zone CC (Mdantsane) ▪ Fort Jackson Station ▪ Ndevana ▪ Phakamisa Junction
Administrative Node	<ul style="list-style-type: none"> ▪ Bhisho
Commercial Nodes	<ul style="list-style-type: none"> ▪ Vincent Park ▪ Beacon Bay Retail Park/The Hub
Industrial Node	<ul style="list-style-type: none"> ▪ East London IDZ ▪ North end ▪ Fort Jackson ▪ Berlin ▪ King William's Town ▪ Zwelitsha
Coastal Nodes	<ul style="list-style-type: none"> ▪ Kidd's Beach ▪ Sunrise-on-Sea
Rural Service Centre (Existing)	<ul style="list-style-type: none"> ▪ Crossways ▪ St Luke's (Newlands) ▪ Kidd's Beach Interchange
Rural Service Centre (Potential)	<ul style="list-style-type: none"> ▪ Khwetyana Intersection (Newlands) ▪ Kuni Village ▪ Upper eJojweni Village (Tyolomnqa) ▪ Drayini Village (Yellowwoods)

8.2 Spatial Density and Spatial Planning

The Metro is currently reviewing its Spatial Development Framework.

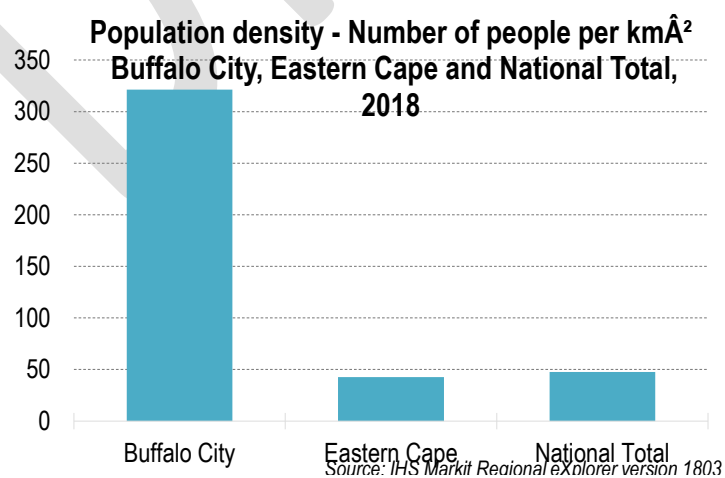


Table 36: Population density - Buffalo City, Eastern Cape and National Total, 2018 [number of people per km]

In 2018, with an average of 321 people per square kilometre, Buffalo City Metropolitan Municipality had a higher population density than Eastern Cape (42.7 people per square kilometre). Compared to South Africa (47.6 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.

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Buffalo City	287.86	290.54	293.49	296.98	300.53	304.03	307.55	311.09	314.53	318.05	321.40
Nelson Mandela Bay	582.83	591.44	600.56	610.59	620.66	630.36	639.79	648.99	657.70	666.29	674.33
Sarah Baartman	7.59	7.72	7.86	8.00	8.15	8.29	8.43	8.57	8.69	8.82	8.94
Amatole	41.91	41.68	41.49	41.34	41.21	41.15	41.16	41.23	41.34	41.49	41.69
Chris Hanani	22.25	22.36	22.48	22.59	22.70	22.84	23.00	23.18	23.37	23.57	23.78
Joe Gqabi	13.72	13.77	13.85	13.95	14.07	14.20	14.34	14.49	14.64	14.80	14.96
O.R. Tambo	111.68	112.66	113.72	114.84	115.89	117.03	118.27	119.57	120.84	122.14	123.46
Alfred Nzo	74.36	74.83	75.35	75.94	76.50	77.16	77.90	78.69	79.47	80.29	81.11

Table 37: Population density - Buffalo City and the rest of Eastern Cape, 2008-2018 [number of people per km]

Source: IHS Markit Regional eXplorer version 1803

In 2018, Buffalo City Metropolitan Municipality had a population density of 321 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 674 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 1.64% per square kilometre. In 2018, the region with the lowest population density within Eastern Cape Province was Sarah Baartman with 8.94 people per square kilometre. The region with the lowest average annual growth rate was the Amatole with an average annual growth rate of -0.05% 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.

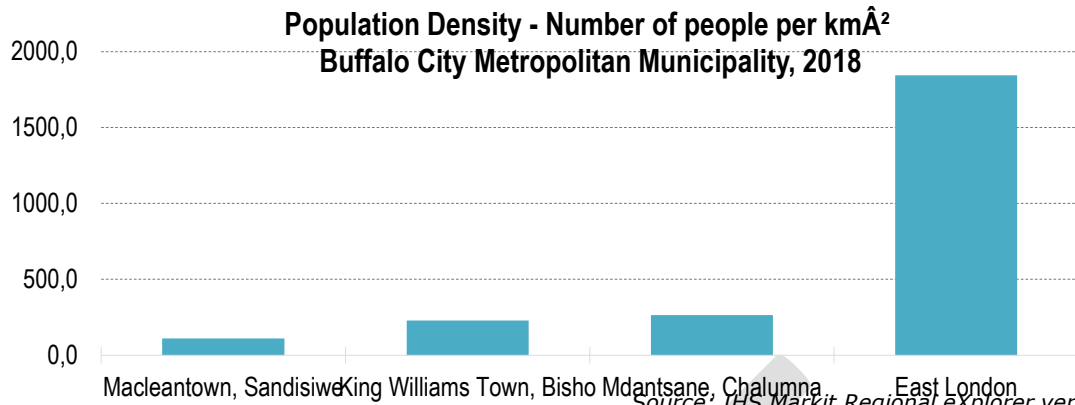


Table 38: Population Density - sub-metro regions and the rest of Buffalo City Metropolitan Municipality, 2018 [Number of people per KM]

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 1 840 people per square kilometre. The lowest population density can be observed in the Macleantown, Sandisiwe Sub-metro Region with a total of 111 people per square kilometre.

8.3 Land ownership patterns within the region

A significant amount of land within BCMM is owned by the State of which a good deal is under Tribal Authority. BCMM owned land is situated in the urban areas but portions of it are not developable.

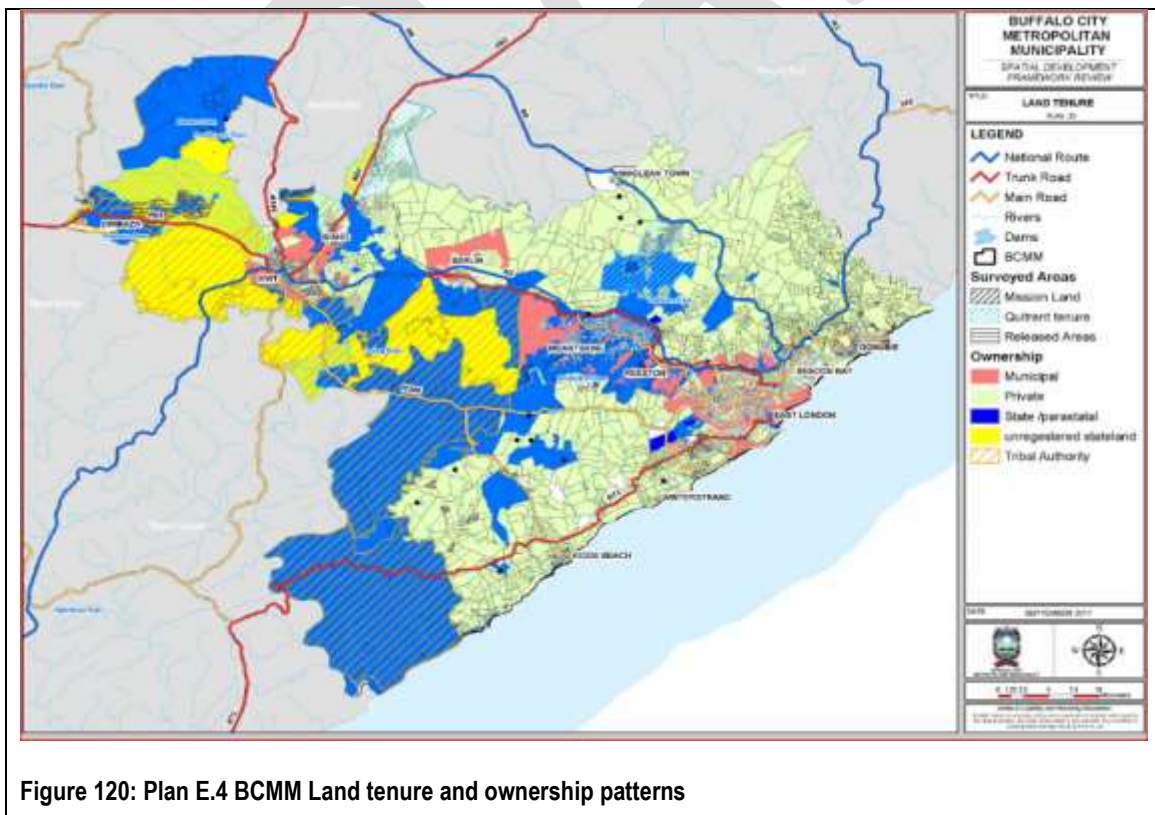


Figure 120: Plan E.4 BCMM Land tenure and ownership patterns

8.4 Movement patterns within the region

The current desire lines of travel in Buffalo City, illustrated in figure below, shows a concentration along the corridor between East London and Mdantsane and in the King William's Town area where King William's Town functions as a hub for the surrounding rural hinterland. In addition, many people travel from outside of BCMM for work and education purposes. Minibus taxis convey 350 000 passengers per day within the Buffalo City functional transport area.

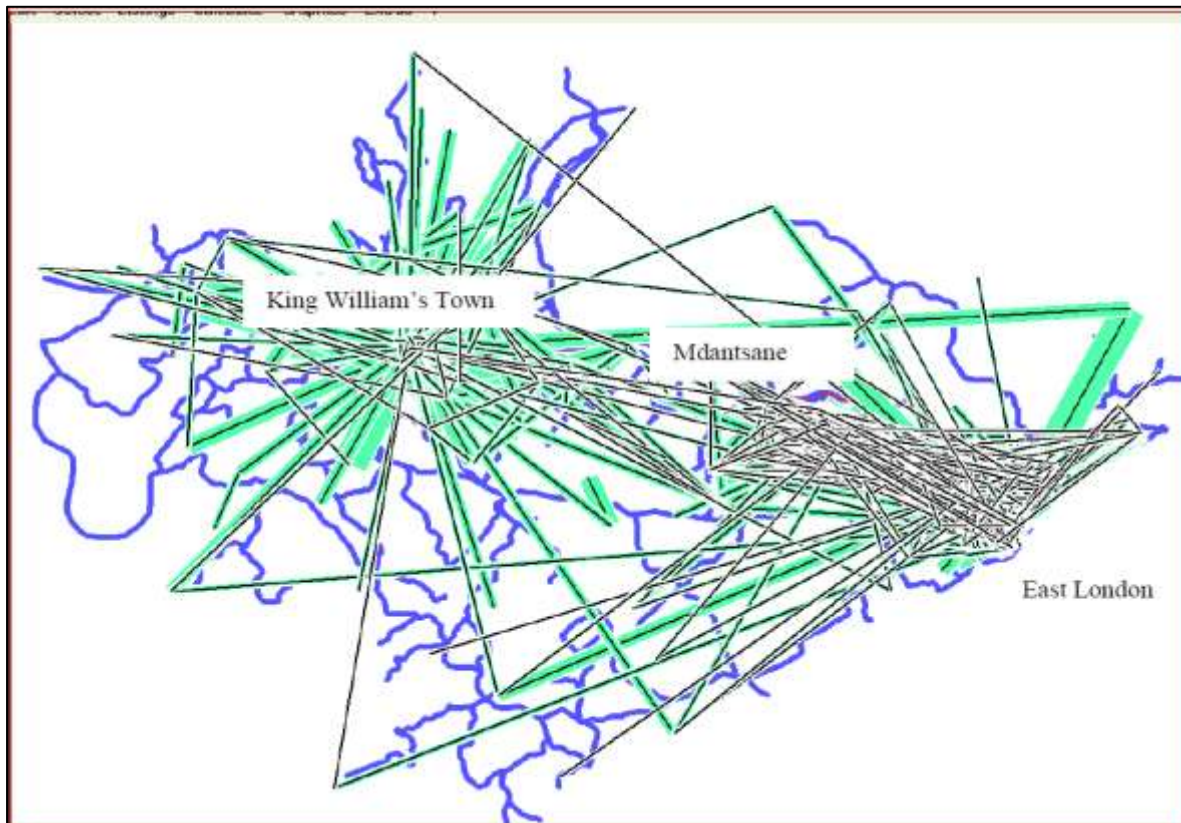


Figure 121: Plan E.6 BCMM Transport movement patterns

The BCMM Transport Register which was completed in February 2018 identified the following trends in transport modal splits for work related trips.

- The predominant transport mode for work related trips in the BCMM area during a typical weekday morning peak period in 2013 was by taxi (43%), followed by private car/truck (29%), walking (21%), train (5%) and bus (2%).
- In comparison to the 2003 data, overall there has been a 5% decline in work trips via public transport, whilst there has been a 4% increase in work trips via private transport and walking respectively.
- Nearly a third of all work trips were made via private transport in 2013, which corresponds well with the provincial average of 33%.

- Considering the decline in work trips via public transport, there appears to be a modal shift from public transport to private transport and waking in the BCMM area.

The 2013 NHTS for work related trips consisted of approximately 65 000 more trips in comparison to the 2003 NHTS.

The plan below shows the major transport/mobility corridors within BCMM:

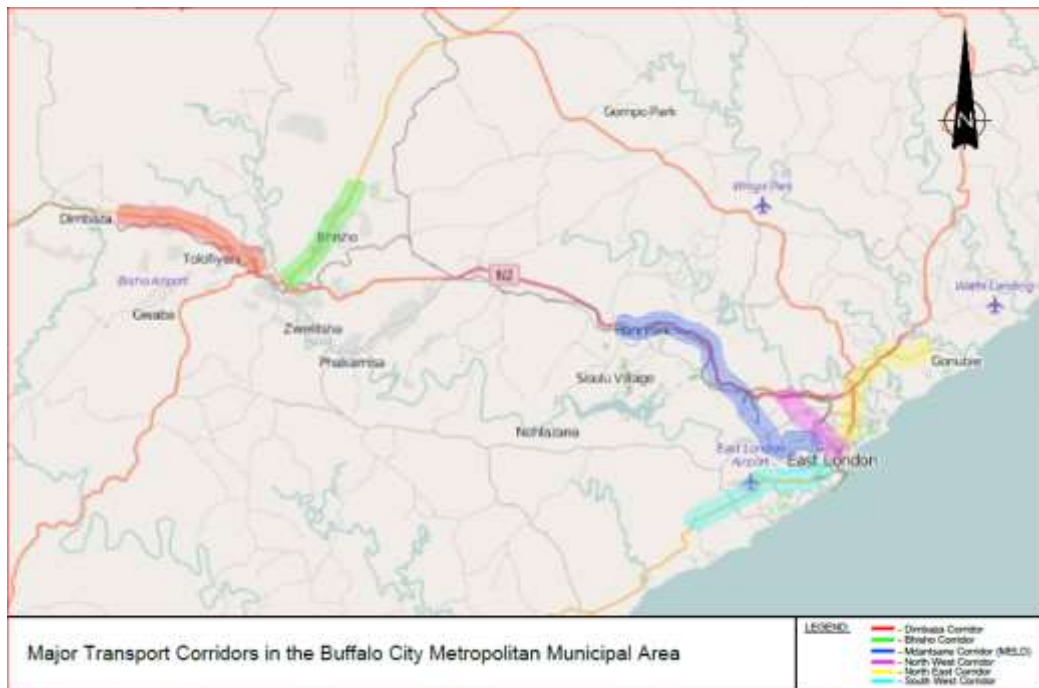


Figure 122: Plan E.7 BCMM Transport Corridors

8.5 Changes in spaces over time and the implications for service delivery

The development focus has changed over time as the local authority amalgamated various urban areas with rural areas. With each amalgamation service delivery priorities have been refocussed. Since 2001 with the creation of the Buffalo City Municipality the first SDF of 2003 has proposed that the focus for infrastructure development and service delivery should be the urban core area, being Mdantsane and East London because this contains the bulk of the population. The BCMM SDF has since identified that the new West Bank be the focus of infrastructure development because of the huge increase in economic activity that is being proposed in the area. As the number of informal areas have grown on the fringes of the city this has also had implications for the prioritization.

9. MUNICIPAL, PROVINCIAL, NATIONAL GOVERNMENT, PARASTATALS PROJECTS AND BUDGETS IN THE METRO

BCM ALL PROJECTS (PLANNING AND CONSTRUCTION)							
Department	No of Projects	Total Project Cost	Previous Cumulative Expenditure as at end 2018/19	Projected Expenditure end 19/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Office of the Premier							
Health	59	2 140 638	1 299 591	181 538	178 538	247 082	292 133
Social Development	7	78 072	761	4 700	7 736	9 772	1 834
Public Works							
Education	126	1 610 092	1 005 737	97 048	91 456	121 857	122 834
COGTA	1	-	-	-	-	-	-
Rural Development and Agrarian Reform	12	191 669	60 989	29 463	21 434	71 559	66 412
Economic Development, Environment and Tourism	4	138 437	45 022	-	-	-	-
Transport	4	677 282	367 118	68 043	72 759	95 872	100 378
Human Settlements	49	2 056 189	974 418		236 586	255 441	231 885
Provincial Treasury							
Sports, Recreation, Arts and Culture	3	35 970	527	100	300	2 700	2 827
TOTAL	265	6 928 349	3 754 162	380 892	608 808	804 283	818 303

Table 39: BCM All Projects (Planning and Construction)

10. METROPOLITAN CATALYTIC PROGRAMMES AND PROJECTS

10.1 Spatial Targeting Structuring Elements

The spatial proposals contained in the 2013 SDF and the 2018/19 SDF currently being reviewed and finalised form the spatial backdrop against which a further layer of strategic prioritization is undertaken through the application of the Urban Network Strategy concept. The Urban Network Strategy aims to bring together **three key elements** into an integrated framework (NT Guidance Note, 2017). See Figure F.1 below.

1. **Economic nodes / Areas of Employment**
2. **Marginalised Residential Areas and Informal Settlements**
3. **Strategic Public Transport Corridor** linking the above two elements.

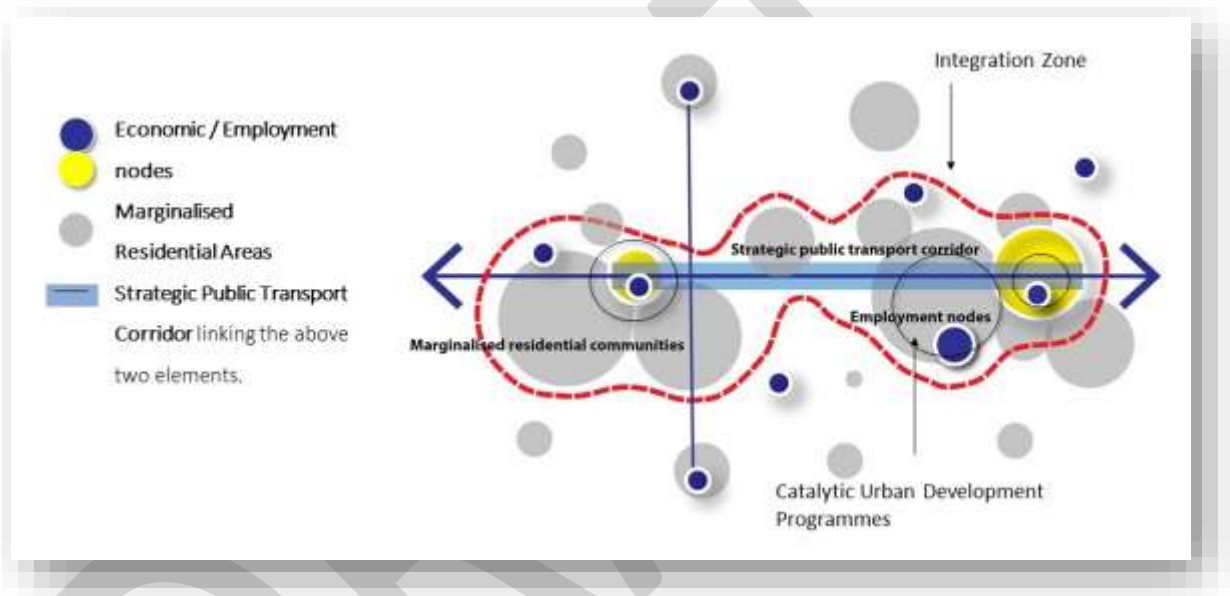


Figure 123: F.1: Spatial Targeting Structuring Elements: Public Transport Corridors and Nodes
(Source: BCMM BEPP 2019-20)

The above strategy has assisted in the packaging of key **Catalytic Programmes and Projects** in the city which aim to unlock strategic infrastructural enablers which will have positive economic and social spin-offs within the targeted focus areas. The BCMM catalytic programmes aim to package a series of **interdependent mutually reinforcing or complimentary built environment projects**.

These programmes incorporate **national, provincial, municipal and private sector** parties in partnership, with the intention that these projects are aligned and coordinated in **the same precinct or series of precincts** which fall within a **larger programme**.

Each programme therefore contains a portfolio of sub-programmes **which cut across various sectors and functions** but fall within a specific spatial precinct.

The above integrated nature of the programmes allow **'aligned' implementation** both **within municipal line departments** as well as **intergovernmental stakeholders**. 'The Urban Network Plan, and specifically the

identification of prioritised spatial targeting areas, provides a mechanism for integrated planning and in particular, the spatial alignment of investments in public transport and housing' (NT Guidance Note, 2017). Along this concept, the Buffalo City Urban Network Strategy identifies two such spatially targeted areas within BCMM namely, Primary Integration Zone and Secondary Integration Zone.

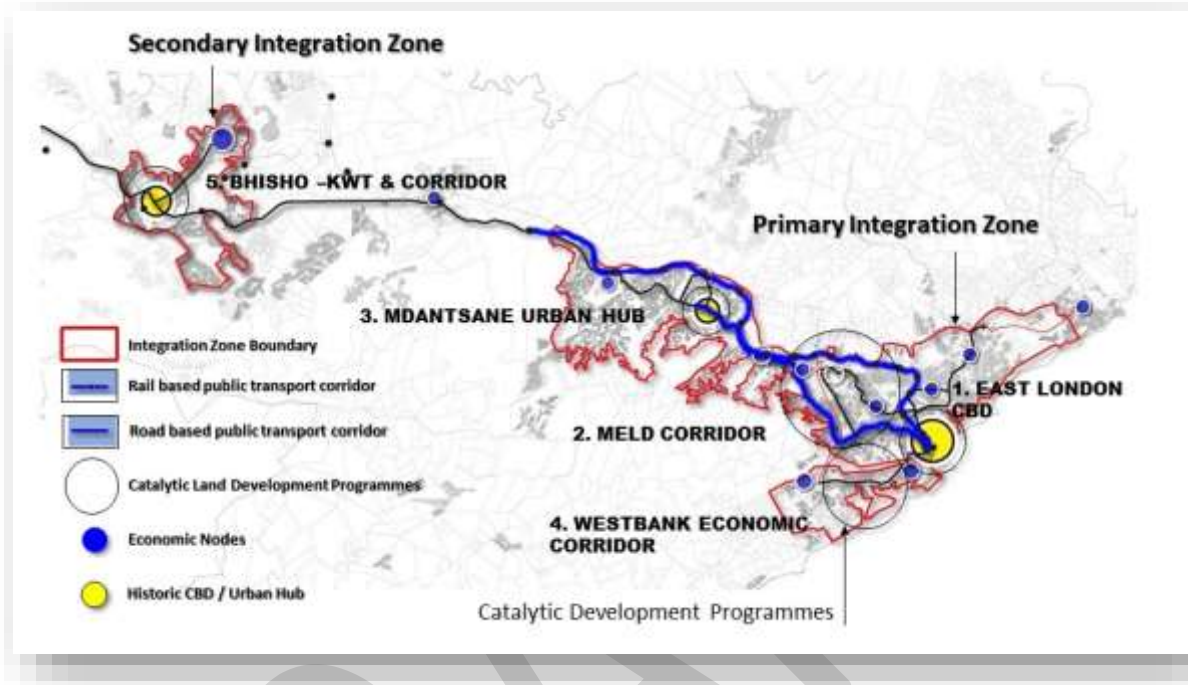


Figure 124: F.2: Spatial Targeting: BCMM Urban Network Strategy (Source: BCMM BEPP 2019-20)

10.2 Strategic Development Corridors: Primary Integration Zone

The primary and secondary integration zones acknowledge a number of key corridors within the metropolitan area which hold potential for the future spatial and economic transformation of the City.

The **MELD Corridor** is the historic corridor which links the East London CBD to outlying townships by means of a primary movement network formed by both road and rail infrastructure. The **Mdantsane Urban Hub** forms a primary destination on the **MELD corridor** and is located within BCMM's largest township, Mdantsane. The area contains the bulk of BCMM's population and is subjected to critical infrastructure backlogs, which severely hinder the progress of development.

The **MELD Corridor** stands out as the key public transport corridor within BCMM and is the busiest artery serving the Primary Integration Zone. This is based on the following criteria and characteristics:

- Existing and future public transport passenger demand – this corridor has the highest passenger demand in Buffalo City.
- Operations – this corridor also provides the most operationally efficient service within Buffalo City and therefore the most cost effective.

- In terms of the development and planning framework proposed by Buffalo City, this corridor is the key strategic transport corridor for the city.

The Rail system and the Bus and Taxi Route in combination with the rest of the public transport routes result in most residents within the Integration zone being within 1km of public transport. BCMM largest housing project being **Duncan Village** and **Reeston** are situated on the MELD Corridor.

A further emerging corridor which is seen as one which links key strategic and investment related hubs structured along **Settler's Way / the R72** westwards from the CBD, highlights the **Port – MBSA – IDZ – Airport** hub as an additional catalytic programme area within the primary integration zone. This programme is broadly termed in the 2019/20 BEPP as the **West Bank Economic Corridor**. Strategic investments along the West Bank R72 / Settler's Way corridor include **Mercedes Benz South Africa (MBSA)**, the **East London Industrial Development Zone (ELIDZ)** and the **Airport**. These nodes as well as the logistics link between these and the **Port of East London** form a key strategic programme within the Primary Integration Zone.

The **City – Vincent – Beacon Bay – Gonubie** link corridor is also acknowledged as a key future growth corridor within the primary integration zone. The integration zone boundaries for the primary integration zone remain largely the same though the boundaries have been streamlined and shrunk where possible to strengthen spatial targeting objectives.

In summary, the **key catalytic programmes within the Primary Integration Zone** for BCMM, therefore includes the following strategic focus areas:

1. **The East London CBD & Inner City**
2. **The MELD Corridor (Central)**
3. **Mdantsane Urban Hub**
4. **West Bank Economic Corridor (Port – MBSA – ELIDZ – Airport – Logistic Hub).**

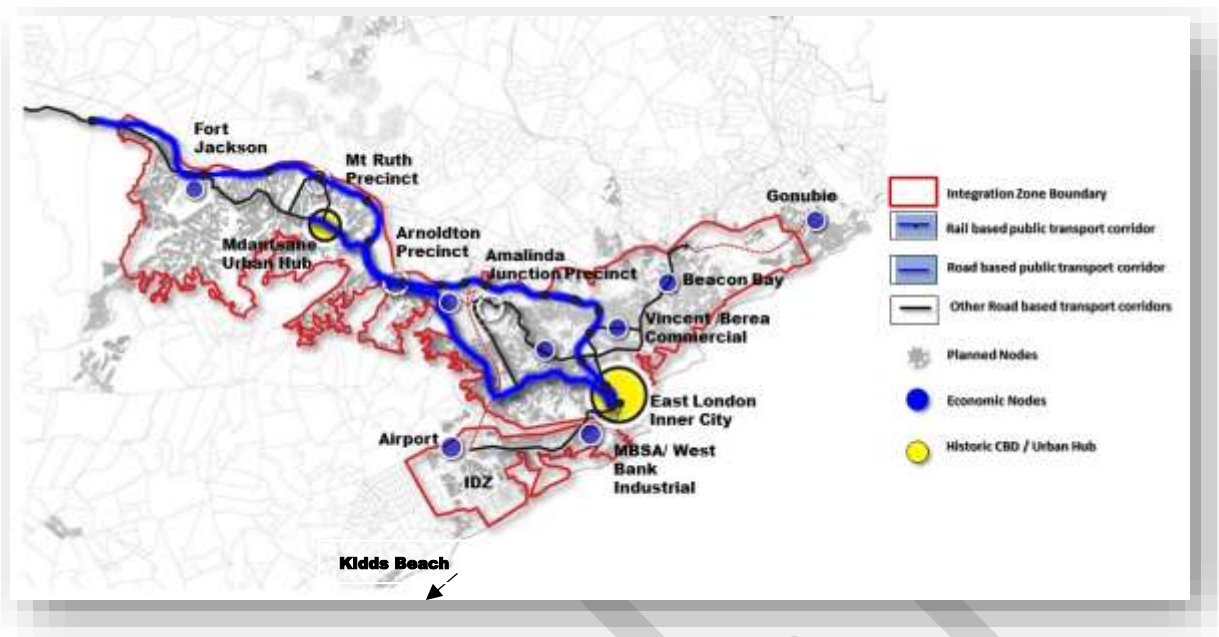


Figure 125: F.3: Spatial Targeting: Nodes and Corridors within the Primary Integration Zone (Source: BCMM BEPP 2019-20)

10.3 Strategic Development Corridors: Secondary Integration Zone

The Secondary Integration Zone for BCMM, is formed around and includes the following focus areas:

- **King William’s Town (KWT) – Bhisho – Zwelitsha** zone including the **R63 corridor** between KWT and Bhisho

The Secondary Integration Zone is made up primarily of the historic CBD / hub of King William’s Town (KWT) and surrounding townships of Ginsberg, Zwelitsh and Breidbach. As indicated in Figure D.4 below the Secondary Integration Zone incorporates the administrative hub of Bhisho which forms a strategic employment node within this Zone. The **R63 KWT- Bhisho Corridor** forms an important public transport route within the Secondary Integration Zone. Other strategic economic nodes surrounding the Secondary Integration Zone include **the Dimbaza Industrial Area** to the west and the **Berlin Green Energy Hub** to the East. Both the above areas though outside the secondary integration zone, are located close to Railway station nodes within the area and are earmarked as areas for the promotion for investment and enhanced job creation.

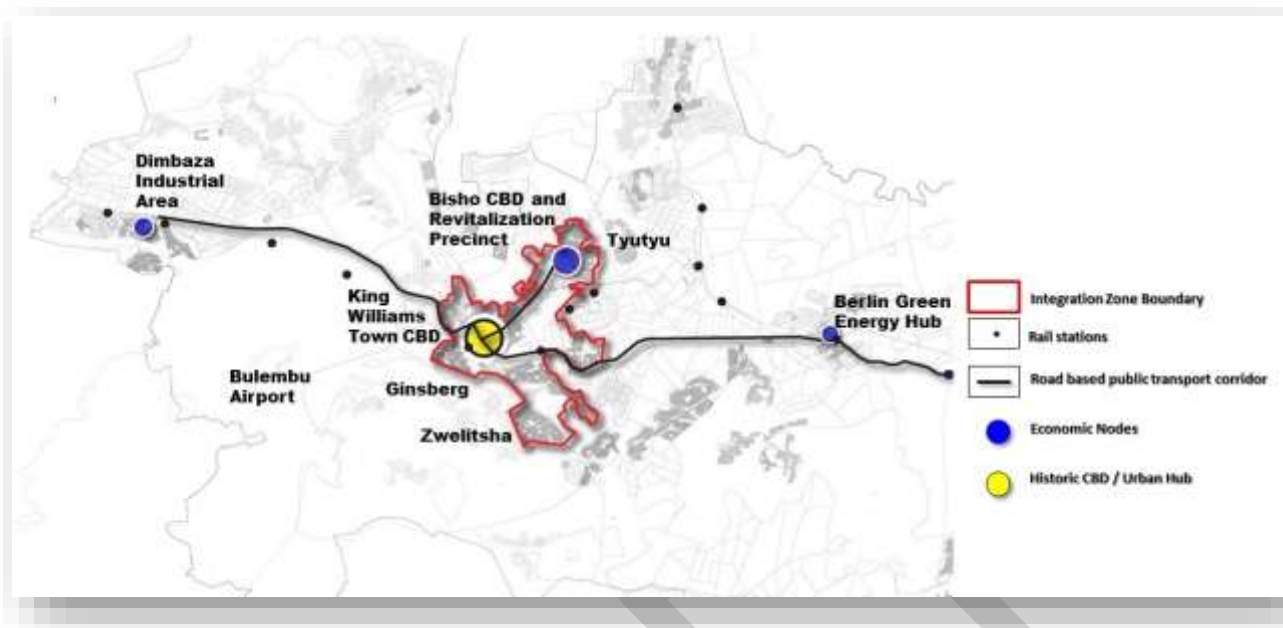


Figure 126: F.4: Spatial Targeting: Secondary Integration Zone (Source: BCMM BEPP 2019-20)

This area is additionally surrounded by and serves a large rural hinterland population therefore plays an important role and function within the rural to urban continuum as envisaged in the Integrated Urban Development Framework (IUDF), (COGTA, 2016).

King William's Town has been identified as a key secondary regional service node within the metropolitan context. As noted in the 2013 SDF, King William's Town is a strong and vital Rural Service Centre providing goods and services to the rural hinterland areas. Bisho retains its prominence as the Provincial Capital of the Eastern Cape and this status remains the main driver of investment in the area.

10.4 Development and Resourcing of Catalytic Programmes and Projects

10.4.1 East London CBD and Inner-City Regeneration Programme

The East London CBD and Inner-City Regeneration Programme fosters visible investment in the East London CBD and Inner-city area in order to promote a unique city identity as well as to spur additional investments in the centre of the city. High impact projects would focus on improving the quality of the area which would in turn strengthen investor confidence and growth.

The key planned sub-programmes and projects that form a part of this programme include:

- Buffalo City Knowledge and Innovation Precinct
- East London Beachfront Development
- Development of the Sleeper Site
- Development of the City to Sea Boulevard
- Development of the East Bank by Port Authorities (Signal Hill and Latimer's Landing)

Further projects that fall within this programme and budgetary details thereof are found below.

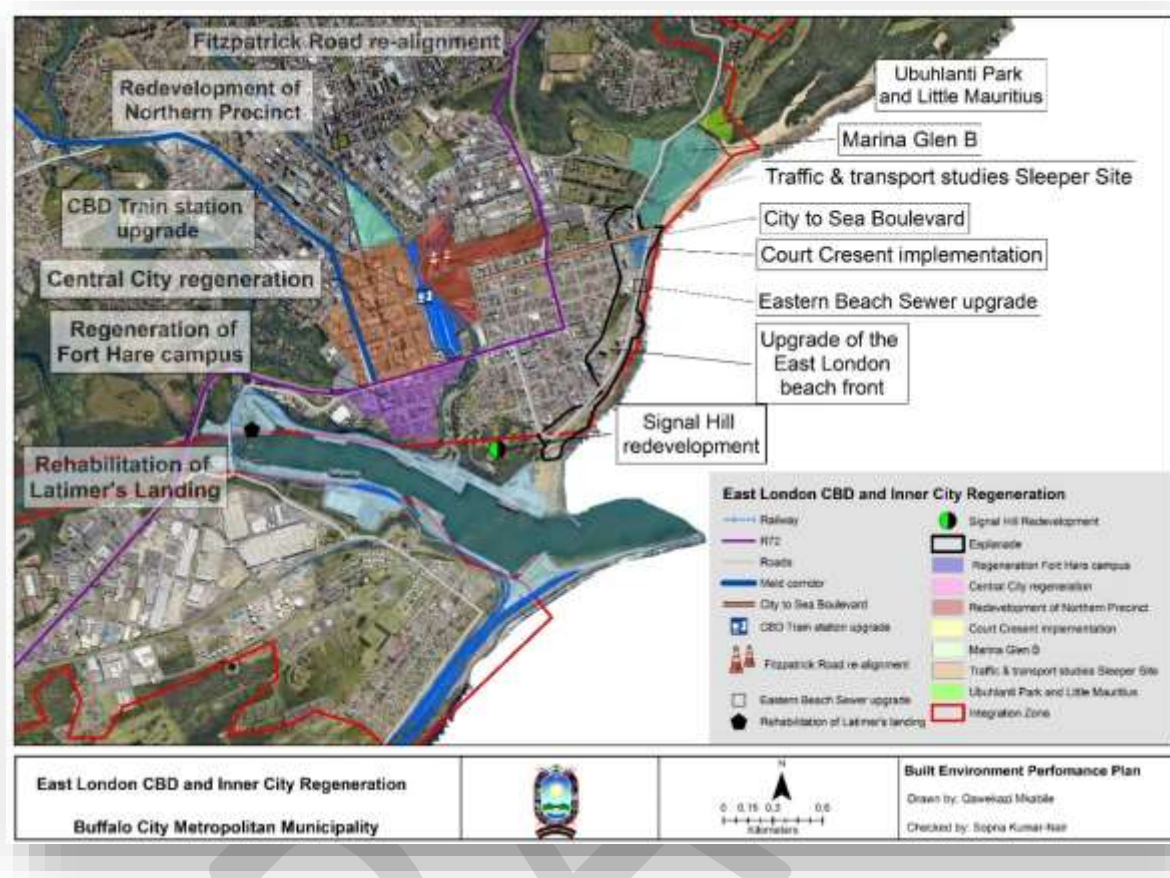


Figure 127: F.5: BCMM: Current and planned projects within the East London CBD Urban Development Programme (Source: BCMM BEPP 2019-20)

Intergovernmental Budgetary Allocations

EAST LONDON CBD AND INNER-CITY CATALYTIC PROGRAMME						
Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2019/2020) (R'000)	Loan (2019/20) (R'000)	Grant (2019/20) (R'000)	Province (2019/20) (R'000)	SOE (2019/20) (R'000)
Sleeper Site Road	R 60,000	R 7,530		R27,500 (USDG)		
City to Sea Boulevard	R 255,000	R 2,000				
Court Crescent Implementation (EL Beach front)	TBD	R 30,000				
Orient Theatre Upgrade	R 4,000	R 322				
Upgrade of Ubhulanti Park & Little Mauritius (Marina Glen A)	Planning	TBD				

EAST LONDON CBD AND INNER-CITY CATALYTIC PROGRAMME

Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2019/2020) (R'000)	Loan (2019/2020) (R'000)	Grant (2019/2020) (R'000)	Province (2019/2020) (R'000)	SOE (2019/2020) (R'000)
Development of Publicly owned vacant land parcels on the East London Beachfront (Marina Glen B and Seaview Terrace)	Planning	TBD				
East London Station Development: Railway Station Precinct	R 133,898					R 5,000 (PRASA)
Public Realm Upgrades and Greening	TBD	-		R 10,383 (ICDG)		
Eastern Beach Sewer Upgrade	R 138,000	R 28,992				
Electricity: Upgrade and replacement of existing network	R 300,000	R34,500				
Rehabilitation of Latimer's Landing	R 80,000					R 7,041 (TRANSNET)

Budgetary Allocations over the Medium-Term Revenue and Expenditure Framework (MTREF)

EAST LONDON CBD AND INNER-CITY CATALYTIC PROGRAMME

Project Name	Project (Description)	Type	Project Status	Financial Year 2019/20	Financial Year 2020/21	Financial Year 2021/22
Sleeper Site Road	New Road to unlock the Sleeper Site Development		Construction Stage	R 33 053 041,00	R 30 300 000,00	R 50 000 000,00
City to Sea Boulevard	New multi-use boulevard on Moore Street East London		Planning Stage	R 2 000 000,00	R -	R -
Court Crescent Implementation	Public Space Upgrade on the East London Beachfront		Implementation Stage: Contractor appointment being finalised, tenders closed on 6 Sept 2019	R 15 250 000,00	R 25 000 000,00	R 25 000 000,00
Public Realm Upgrades and Greening (ICDG)	Public Space Upgrades in the East London CBD and Inner-City area		Planning Stage	R 10 383 000,00	R 12 134 000,00	R 13 947 000,00
Electricity Upgrade and replacement of existing network	Electrical Infrastructure: Upgrading and replacement of the 132KV network and		Implementation Stage	R 34 500 000,00	R 60 000 000,00	R -

EAST LONDON CBD AND INNER-CITY CATALYTIC PROGRAMME					
Project Name	Project Type (Description)	Project Status	Financial Year 2019/20	Financial Year 2020/21	Financial Year 2021/22
	old equipment within the Coastal Area				
Orient Theatre Upgrade	Structural Engineering upgrades to the Orient Theatre	Construction Stage	R 100,00	R 972 -	R -
Eastern Beach Sewer Upgrade	Upgrade to storm damage of the Eastern Beach sewer	Construction Stage	R 28 424,00	R 30 606,00	R 27 432,00
Upgrade of Ubuhlanti Park (Marina Glen A) & Little Mauritius	Integrated plans for infrastructural upgrades at Ubuhlanti and Little Mauritius	Planning Stage	TBD		
Development of Marina Glen B and Sea View Terrace	Development of publicly owned vacant land parcels on the East London Beachfront	Planning Stage	TBD		

10.4.2 MELD Corridor Central Programme

The MELD Corridor is the area straddling the main transportation routes (roads and railway) and links the townships of Mdantsane and other previously disadvantaged areas to East London's Central Business District.

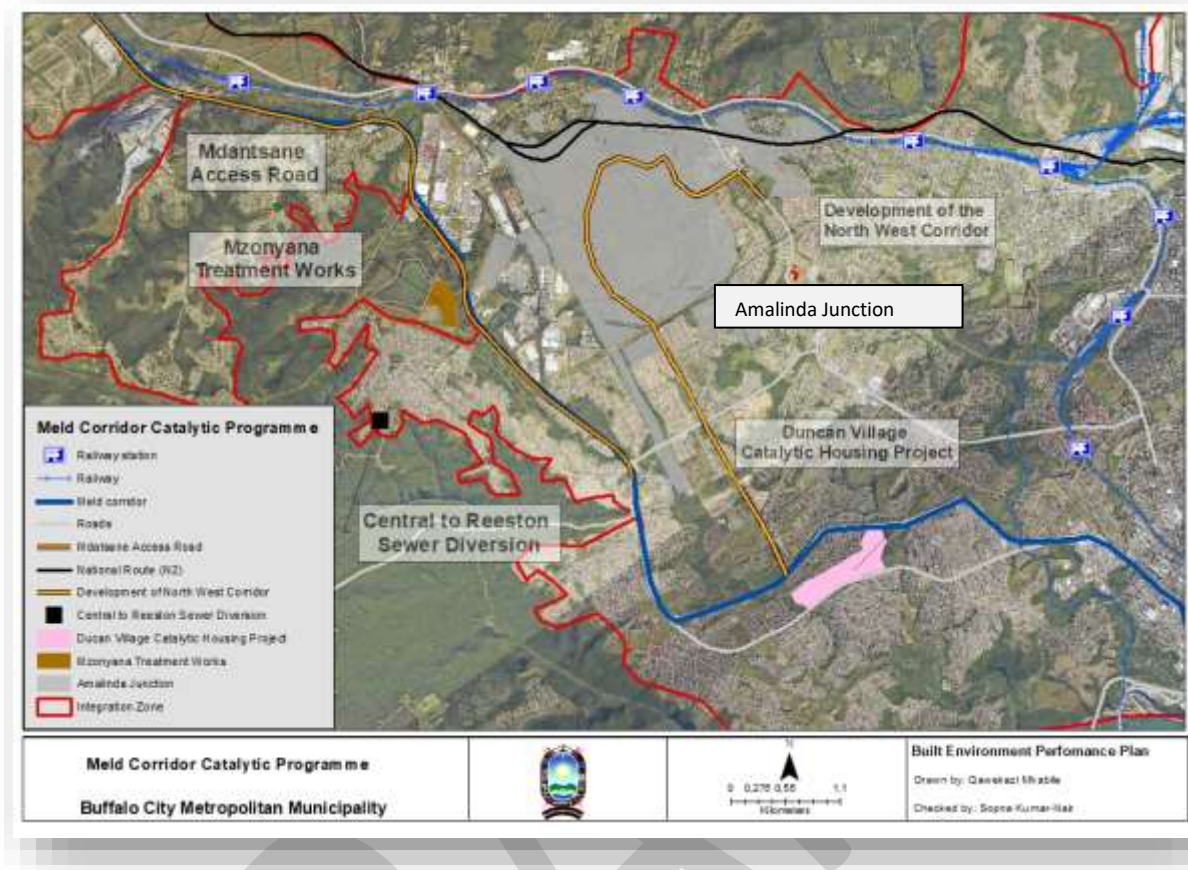


Table 40: F.6: BCMM: Current and planned projects within the MELD Corridor Urban Development Programme. (Source: BCMM BEPP 2019-20)

The key sub-programmes that form a part of this programme include;

- The Duncan Village Upgrade
- The development of the Amalinda Junction
- The Central to Reeston Tunnel and WWTW will unlock projects within the Amalinda Junction.

Details of current and planned projects within the MELD Corridor Urban Development Programme are found below:

Intergovernmental Budgetary Allocations

MELD CORRIDOR CATALYTIC PROGRAMME						
Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2019/2020) (R'000)	Loan (2019/20) (R'000)	Grant (2019/20) (R'000)	Province (2019/20) (R'000)	SOE (2019/20) (R'000)
Upgrading of the Public Transport Corridor from East London to Mdantsane (Qumza)	R 500,000	R188,000				
Mdantsane Access Road		R42,616		R 5,000		
Duncan Village Redevelopment Initiative: Human Settlements (comprising Duncan Village Proper, Duncan Village Composite Site, C-Section and Triangular Site, D Hostel, Blockyard TRA)	TBD			R14,500 (USDG)	R56,945 (HSDG)	
Duncan Village Redevelopment Initiative: Cleaning / Greening / Social Amenities.	TBD					
Reeston Housing (linked to DV Initiative)				R 35,000 (USDG)		
Central to Reeston Sewer Diversion, WWTW Tunnel and Civil Works	R 500,000	Budgeted for 2020/21 and 2021/22				
Upgrading of the Mzonyana Treatment Works		R 17,000				
North West Corridor: Feasibility for extension of NW Expressway and link to Amalinda Main Road.	R 40,000	R2,000				
National Station Improvement Programme	R 50,883					R16,652 (PRASA)
Upgrading of the Public Transport Corridor from East London to Mdantsane (Qumza)	R 500,000	R188,000				

Table 41: Intergovernmental Budgetary Allocations - MELD Corridor Catalytic Programme

BCMM Budgetary Allocations over the MTREF

MELD CORRIDOR CATALYTIC PROGRAMME						
Project Name	Project Type (Description)	Project Status	Financial Year 2019/20	Financial Year 2020/21	Financial Year 2021/22	
Upgrading of the Public Transport Corridor from East London to Mdantsane	Phase 2 Dualization Qumza Highway	Phase 2 of Construction expected completion	R 188 000,00	R 167 346 000,00	R 167 020 000,00	

MELD CORRIDOR CATALYTIC PROGRAMME

Project Name	Project Type (Description)	Project Status	Financial Year 2019/20	Financial Year 2020/21	Financial Year 2021/22
	form Mdantsane date is March 2021. Mall to NU12 Phase 1. Design intersection. Phase Stage complete but 1 - Dualization of no budget yet. Qumza Highway from NU12 intersection to the Sasol Intersection in Fort Jackson.				
Mdantsane Access Road	Widening of the Mdantsane Access Road from Vergenoeg to Mdantsane Gate	Conceptual and Preliminary Design to Stage	R 42 616 000,00	R 80 000 000,00	R 98 879 000,00
Duncan Redevelopment Project	Village Housing Development of Duncan Village to provide roads, houses and hostels, business premises for the community of Duncan Village	Consultant appointed for the design of 5000 units and social survey is in progress. Budget for the other services not available	R14,500		
Redevelopment of Mdantsane Sport Precinct NU2 Swimming Pool	Earthworks and Refurbishment of the NU2 swimming pool, filtration system and buildings	Construction of earthworks worth R5.1m complete. Procurement of Contractor for the R25m refurbishment of the pool, filtration system and buildings in progress.	R 21 128 417,00	R 24 000 000,00	R -
Central to Reeston Sewer Diversion, WWTW Tunnel and Civil Works	Diversion of Sewage from Central to Reeston Wastewater Treatment Works	Project loan was suspended by Council until September 2019. Finalisation of the reviewed tender document expected to be presented to BSC mid to end October 2019.	R	R 189 351 605,00	R 176 866 712,00
Upgrading of the Mzonyana Treatment Works	Upgrade of the Mzonyana Treatment works from 120ML per day to 150ML per day.	Design stage complete, awaiting to appoint contractor.	R 17 000 000,00	R 18 832 940,00	R 17 883 848,00

MELD CORRIDOR CATALYTIC PROGRAMME					
Project Name	Project Type (Description)	Project Status	Financial Year 2019/20	Financial Year 2020/21	Financial Year 2021/22
North West Corridor	Dual carriage way road from the Amalinda Main Road (SPCA) to Ziphunzana Bypass near Traffic Department	Preliminary Design Stage	R 2 000 000,00	R 10 000 000,00	R 40 000 000,00
Toyana Road Pedestrian link to Station	Pedestrianization and beautification of the Toyana Road to enhance the movement of pedestrians from Mount Ruth Train station to the Mdantsane Urban Hub	Construction Stage. First phase from Billie Road Intersection to Mount Ruth Train Station in progress but is for 18/19 funds. Expected completion of this phase is mid-December 2019. It is anticipated that expenditure on the 19/20 funds will be start in January 2020.	R 10 000 000,00	R 7 436 000,00	R 15 000 000,00
Extension of Mdantsane Arts Centre	Extension of Mdantsane Centre to accommodate more art forms.	Planning Stage: Arts TOR for appointment of consultant have been submitted to BAC.	R 2 000 000,00	R 9 400 000,00	R 9 400 000,00

Table 42: BCMM Budgetary Allocations over the MTREF - MELD Corridor Catalytic Programme

10.4.3 Mdantsane Urban Hub Catalytic Programme

This programme focuses on the creation of a self-sustaining, attractive and vibrant Economic Hub that showcases the creative arts, sports, cultural history and identity of Mdantsane. Improved circulation and connectivity in and around the taxi rank, improved social facilities and the development of mixed use and social housing are key projects envisaged for the area. A number of projects in the Hub have gained momentum at the current time including the Toyana Road upgrade and link to the Mount Ruth Station for which concept plans and detailed designs have been done. The project includes public realm upgrades and the provision of social amenities such as mini-parks, basket-ball courts, seating, lighting as well as the provision of wi-fi accessibility. Progress has also been made with negotiations with SANRAL to the improve the regional accessibility to the hub via Billy Road.

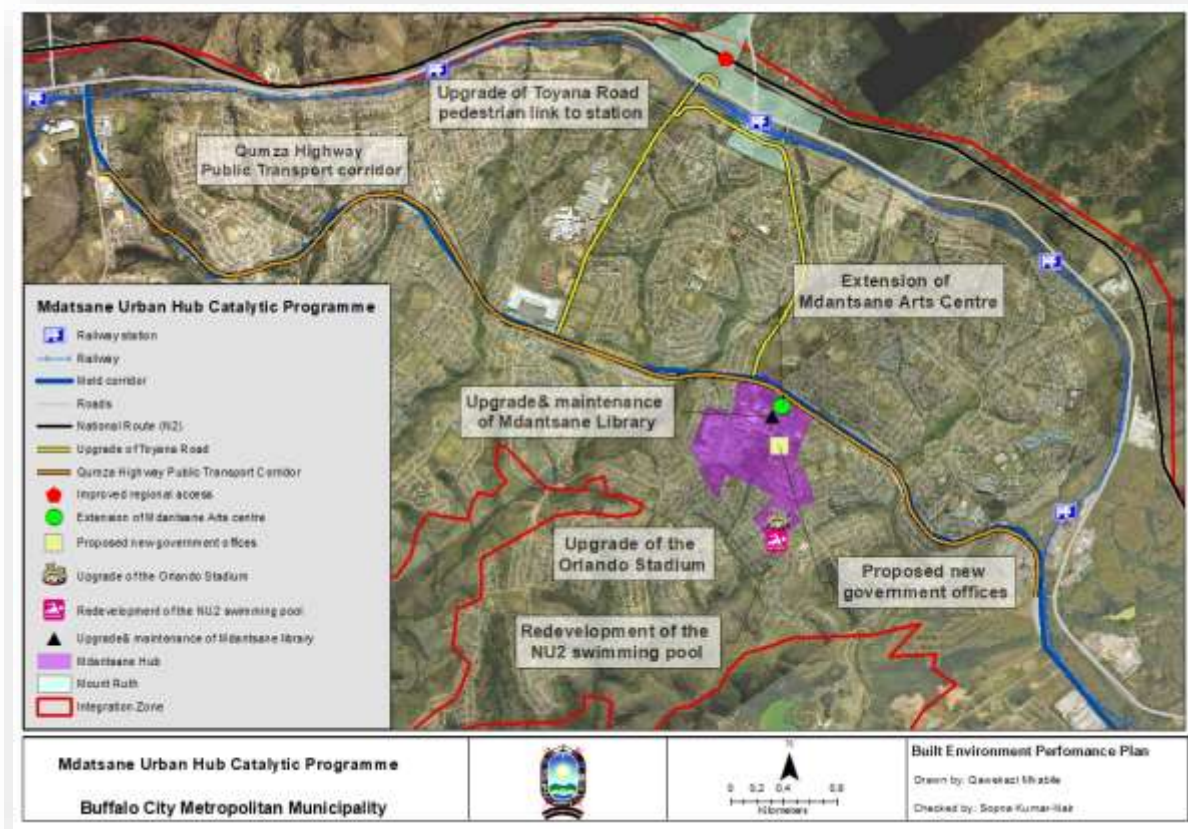


Figure 128: F.7: BCMM: Current and planned projects within the Mdantsane Urban Hub Urban Development Programme. (Source: BCMM BEPP 2019-20)

Intergovernmental Budgetary Allocations

MDANTSANE URBAN HUB CATALYTIC PROGRAMME						
Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2019/2020) (R'000)	Loan (2019/20)	Grant (2019/20) (R'000)	Province (2019/20) (R'000)	SOE (2019/20) (R'000)
Improved Regional Access	R 8,000					
Toyana Road Pedestrian link to Station	R 17,291			R 7,500 (NDPG)		
New Government Offices: Feasibility Ongoing	Engagements with NDPW underway					
Mdantsane Library Maintenance and Upgrade	R 561,000				R1,000 (DSRAC)	
Extension of Mdantsane Arts Centre	R 3,600	R 1,700			R3,000 (DSRAC)	

MDANTSANE URBAN HUB CATALYTIC PROGRAMME						
Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2019/2020) (R'000)	Loan (2019/2020) (R'000)	Grant (2019/2020) (R'000)	Province (2019/2020) (R'000)	SOE (2019/2020) (R'000)
Redevelopment of Mdantsane Sport Precinct NU2 Swimming Pool	TBD	R 11,000762				
Rehabilitation of Mdantsane Mall	R43,000				R14,753 (ECDC)	
Upgrade of Mount Ruth Substation (Phase 3 of HV System Upgrade 21/22)	Planned for 21/22					
Upgrade replacement of the 132/33/11 kV network (Phase 2 of HV System Upgrade 20/21)						
Mount Ruth Node Interchange	Planned for 21/22					

Table 43: Intergovernmental Budgetary Allocations - MDANTSANE Urban Hub Catalytic Programme

BCMM Budgetary Allocations over the MTREF:

MDANTSANE URBAN HUB CATALYTIC PROGRAMME					
Project Name	Project Type (Description)	Project Status	Financial Year 2019/20	Financial Year 2020/21	Financial Year 2021/22
Toyana Road Pedestrian link to Station	Pedestrianization and beautification of the Toyana Road to enhance the movement of pedestrians from Mount Ruth Train station to the Mdantsane Urban Hub	Construction Stage. First phase from Billie Road Intersection to Mount Ruth Train Station in progress but is for 18/19 funds. Expected completion of this phase is mid-December 2019. It is anticipated that expenditure on the 19/20 funds will be start in January 2020.	R 10 000 000,00	R 7 436 000,00	R 15 000 000,00
Extension of Mdantsane Arts Centre	Extension of Mdantsane Arts Centre to accommodate more art forms.	Planning Stage: TOR for appointment of consultant have been submitted to BAC.	R 2 000 000,00	R 9 400 000,00	R 9 400 000,00

Table 44: BCMM Budgetary Allocations over the MTREF

10.4.4 West Bank Economic Corridor Programme (SMART LOGISTICS HUB)

As described in earlier sections of the document, this is a newly established Catalytic Programme which aims to support investment, improve logistics and thereby boost economic performance. It includes a suite of planned and budgeted projects which will enhance the infrastructure capacity as well as assist in unlocking planning and land related issues within the corridor.

The key sub-programmes that form a part of this programme include:

- ❑ Port of East London: Extend Main Breakwater and Deepen Entrance
- ❑ Revitalisation of the West Bank industrial area/ Motor Industry cluster
- ❑ EL Airport Expansion
- ❑ IOX International Sea Cable (ELIDZ)
- ❑ Water World (Water Park)
- ❑ Bulk infrastructure for the West Bank area

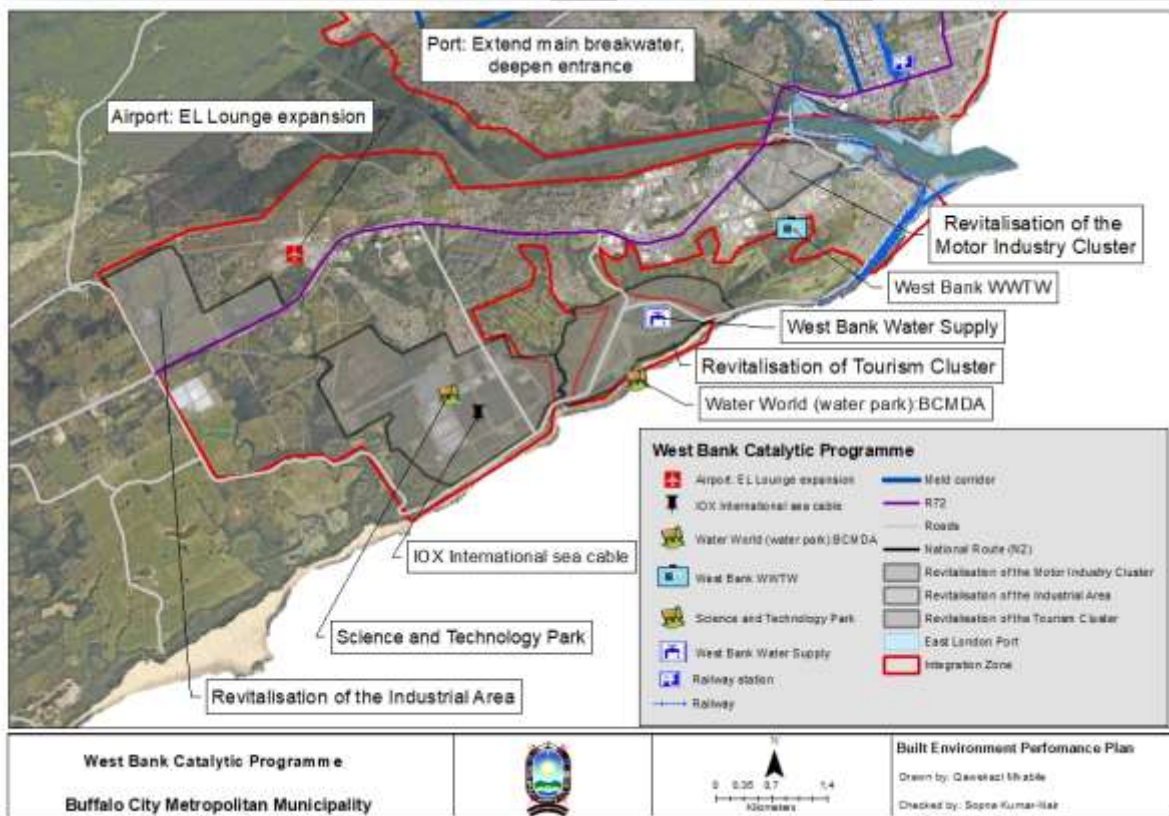


Figure 129: F.8: BCMM: Current and planned projects within the West Bank Economic Corridor Programme. (Source: BCMM BEPP 2019-20)

Intergovernmental Budgetary Allocations:

WEST BANK LOGISTICS HUB CATALYTIC PROGRAMME							
Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2019/2020) (R'000)	Loan (2019/20) (R'000)	Grant (2019/20) (R'000)	Province (2019/20) (R'000)	SOE (2019/20) (R'000)	
Water World	R 65, 250	R 15, 250					
Extend Main Breakwater and Deepen Entrance (TRANSNET)	TBC						R 1 492 000M
Construction of Container Terminal (TRANSNET)	TBC						Transnet data
Maritime National Training College (TRANSNET)	TBC						Transnet data
EL Airport- Lounge Expansion (ACSA)	R 72, 000						ACSA data
EL Airport Multi Storey Parking (ACSA)	R 215, 000						ACSA data
EL Airport Aircraft Parking Stand (ACSA)	R 27, 000						ACSA data
IOX Sea Cable / MEET ME ROOM (IDZ)	R63, 000	-					IDZ data
Revitalisation of West Bank motor industry (W206)	R 2 846BN						IDZ data
Westbank Restitution Housing (2000 UNITS)	R 326, 000			R12, 000 (USDG)			
Rehabilitation of Settlers Way	R 245, 915			R42, 915 (USDG)			
Hood Point- Marine Out Sewer	R 325 000 000,00			R 10, 000 (USDG)			
Harbour Arterial	R 750 000,00			R 750 000			

Table 45: Intergovernmental Budgetary Allocations - WEST BANK Logistics Hub Catalytic Programme

BCMM Budgetary Allocations over the MTREF

WEST BANK LOGISTICS HUB CATALYTIC PROGRAMME						
Project Name	Project Type (Description)	Project Status	Financial Year 2019/20	Financial Year 2020/21	Financial Year 2021/22	Financial Year 2021/22
Water World (Water Park): BCMDA	Upgrading Recreational Facility	of Service Provider Appointed to do detail Designs	R 15 250 000,00	R 25 000 000,00	R 25 000 000,00	R 25 000 000,00
WEST BANK RESTITUTION – HOUSING 2000 UNITS	HOUSING	Procurement to appoint contractor to start with Phase 1 of 1000 Units	R 10 000 000,00	R 32 000 000,00	R 000 000,00	R -
HOOD POINT MARINE SEWER	Extension of Marine Sewer	of Service Provider to Outfall develop Maintenance Master Plan	R 10 000 000,00	R 5 000 000,00	R 5 000 000,00	R 5 000 000,00
Rehabilitation of Settlers Way	Expansion of 4 lanes to 6	Planning Stage	R 42 915 084,00	R 200 000,00	R 3 000 000,00	R 3 000 000,00

Table 46: BCMM Budgetary Allocations over the MTREF

10.4.5 King William's Town – Bhisho – Zwelitsha Development Programme

This KWT – Bhisho – Zwelitsha Programme is made up primarily of the historic CBD / hub of King William's Town (KWT) and the link southwards to the township of Ginsberg as well as the R63 – KWT – Bhisho link northwards from KWT to Bhisho. Bhisho, the administrative hub of the Metro forms a strategic employment node within the area.

Vacant BCMM and State land will be developed for high density housing and mixed land uses. A large part of the KWT- Bhisho corridor is made up of the Bhisho Revitalisation Project and will enhance Bhisho as the capital of the provincial administration. The development of land along the corridor is dependent on the completion of the Zwelitsha Regional Bulk Sewage Scheme which is currently being implemented. Details of projects within this programme are found in Annexure 1 of this document.

The key BCMM projects that form a part of this programme include:

- ❑ KWT Public Transport Interchange, Market Square Bus Rank, Market Square Taxi Rank
- ❑ Mary Street Upgrade
- ❑ Zwelitsha Regional Bulk Sewage Scheme
- ❑ Bhisho-King Water infrastructure
- ❑ Kei Road Bulk Water Scheme
- ❑ Upgrade of the KWT Electrical Network

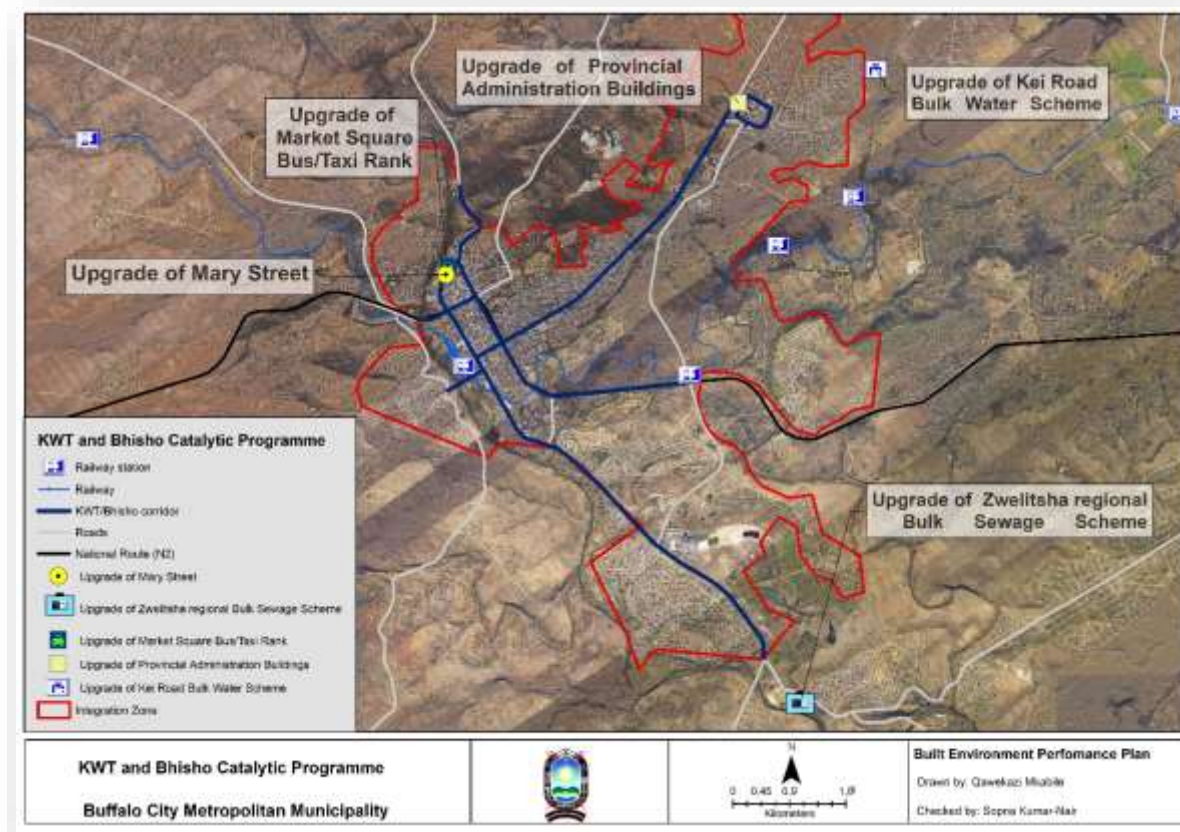


Figure 130: F.9: BCMM: Current and planned projects within the King William’s Town / Bhisho Urban Development Programme. (Source: BEPP 2018-19) Refer Annexure 2 and project numbering for cross

Intergovernmental Budgetary Allocations

KING WILLIAM’S TOWN – BHISHO – ZWELITSHA CATALYTIC PROGRAMME						
Catalytic Projects & Mega Projects	Total Value (R’000)	Own (2019/2020) (R’000)	Loan (2019/20) (R’000)	Grant (2019/20) (R’000)	Province (2019/20) (R’000)	SOE (2019/20) (R’000)
KWT Public Transport Interchange, Market Square Bus Rank, Market Square Taxi Rank	R 120,000	R 7,000				
Mary Street Upgrade	R 19,000	R 2,500				
Zwelitsha Regional Bulk Sewage Scheme	R 700,000			R 63,848 (USDG)		
Bhisho – King Water infrastructure				R 11,000 (USDG)		
Kei Road Bulk Water Scheme	R 500,000	R5, 500				

KING WILLIAM'S TOWN – BHISHO – ZWELITSHA CATALYTIC PROGRAMME						
Catalytic Projects & Mega Projects	Total Value (R'000)	Own (2019/2020) (R'000)	Loan (2019/20) (R'000)	Grant (2019/20) (R'000)	Province (2019/20) (R'000)	SOE (2019/20) (R'000)
Upgrade of the KWT Electrical System (planned for 19/20)						
King William's Town Arts Centre		R1,920				

Table 47: Intergovernmental Budgetary Allocations - King William's Town-Bhisho-Zwelitsha Catalytic Programme

BCMM Budgetary Allocations over the MTREF

KING WILLIAM'S TOWN – BHISHO – ZWELITSHA CATALYTIC PROGRAMME					
Project Name	Project Type (Description)	Project Status	Financial Year 2019/20	Financial Year 2020/21	Financial Year 2021/22
KWT Public Transport Interchange, Market Square Taxi Rank	Upgrade of Taxi Rank	In Construction Est Completion by Feb 2020	R 14 597 185,00	R -	R -
KWT Public Transport Interchange, Mary Street Upgrade	Upgrade of Mary Street	In Construction Est Completion	R 1 711 166,00	R 6 000 000,00	R -
Zwelitsha- KWT and Bhisho Regional Bulk Sewage Scheme	Upgrade of Bulk Sewage Scheme Phse 2	Contractor on the phase 1 project is on site and work is in progress.	R 63 848 450,00	R 5 000 000,00	R 5 000 000,00
Bhisho-King Bulk Water Scheme	Bulk Water Supply	Design and EIA in progress. Considering role of Amatola Water to intervene in the ADM role in trying to find a solution for an integrated bulk treatment facility.	R 5 500 000,00	R 5 530 000,00	R 5 530 000,00
KWT Art Centre	Upgrade KWT Art Centre (Provincial Department Arts and Culture)	Planning Stage	R 1 920 000,00	R 6 000 000,00	R 6 000 000,00

Table 48: BCMM Budgetary Allocations over the MTREF

10.5 Proposed District Catalytic Projects

- ELIDZ 30ha for the development of an Aquaculture Development Zone

Section B2 - Situational Analysis and Action Plan per BCMM Strategic Outcome and Key Focus Area



11.1 RATIONALE FOR SITUATIONAL ANALYSIS PER STRATEGIC OUTCOME AND 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. STRATEGIC PRIORITIES

The following strategic priorities applicable to this Strategic Outcome have been identified during the 2020/2021 IDP Review:

MTSF 2019/2024	PDP	BCMM Mayoral Lekgotla
Priority 2: Economic Transformation and Job Creation	Goal 1: Innovative, inclusive and growing economy	MGDS Strategic Outcome 1: An innovative and productive city: <ul style="list-style-type: none"> ▪ Priority 1 – Investment ▪ Priority 2 – Enterprise development ▪ Priority 3 – Continuous engagement with business
Priority 6: Social Cohesion and Safe Communities	Goal 3: An innovative and high value agriculture and rural sector	MGDS Strategic Outcome 1: An innovative and productive city: <ul style="list-style-type: none"> ▪ Priority 4 – Urban and Rural Safety
Priority 5: Spatial Integration, Human Settlements and Local Government	Goal 5: Environmental Sustainability	MGDS Strategic Outcome 2: A Green City: <ul style="list-style-type: none"> ▪ Priority 1 – Waste Management ▪ Priority 2 – Climate Change
Priority 5: Spatial Integration, Human Settlements and Local Government	Goal 2: An enabling infrastructure network	MGDS Strategic Outcome 3: A Connected City: <ul style="list-style-type: none"> ▪ Priority 1 – Sustainable energy resourcing ▪ Priority 2 – Eskom agreement revisited ▪ Priority 3 – Amatole Water agreement revisited ▪ Priority 4 – Use and maintenance of infrastructure ▪ Priority 5 – Drought climate change resilience
Priority 5: Spatial Integration, Human Settlements and Local Government	Goal 2: An enabling infrastructure network	MGDS Strategic Outcome 4: A Spatially Transformed City: <ul style="list-style-type: none"> ▪ Priority 1 – All future land developments are planned ▪ Priority 2 – Integrated Human Settlements

MTSF 2019/2024	PDP	BCMM Mayoral Lekgotla
		<ul style="list-style-type: none"> ▪ Priority 3 – Approval of building plans expedited ▪ Priority 4 – Built Environment Performance Plan ▪ Priority 5 – Municipal Property Asset Register ▪ Priority 6: BCMM rental leases
<p>Priority 1: A Capable, Ethical and Developmental State</p>	<p>Goal 6: Capable democratic institutions</p>	<p>MGDS Strategic Outcome 5: A Well governed City:</p> <ul style="list-style-type: none"> ▪ Priority 1 – Service Delivery Account (2016-2021) ▪ Priority 2 – Revenue Management ▪ Priority 3 – Automation of SCM ▪ Priority 4 – Sewer Diversion Tunnel Funding ▪ Priority 5 – Improve risk management culture ▪ Priority 6 – Implementation of fraud prevention plan ▪ Priority 7 – Limited capacity of MGDS Unit ▪ Priority 8 – Five-year review of MGDS ▪ Priority 9 – Lack or reporting from Ward Councillors ▪ Priority 10 – Low Collection Rate ▪ Priority 11 – Indigent Management System ▪ Priority 12 – Operating deficits ▪ Priority 13 – Productivity of the work force

4. ANALYSIS OF KEY FOCUS AREAS (KFAs)

4.1 KFA 1: Enterprise Development


Introduction to Key Focus Area

Research has shown that the lack of survival of SMMEs is one of the biggest challenges in the country. Scores of people register businesses annually and only thrive for a few months or a year, after which it becomes difficult to maintain. There are numerous reasons why this is the case which could range from the lack of research, lack of business acumen, poor market access, lack of access to finance or high cost of finance, trading in saturated economic sectors, financial illiteracy, etc. 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.

Equally, those businesses that are doing well need to be recognised and supported for further growth and expansion and access to international markets. It has also been shown that those who have been introduced to entrepreneurship at the early stages in life have better chances of success. Buffalo City therefore resolved to collaborate with several schools in rolling out a Teen Entrepreneurship Programme.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2020/21 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> <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</p>		<p>Support of new and existing incubation hubs – King William's Town, Duncan Village, Mdantsane, Mount Coke and East London areas. An exploration of an iHub incubation model in Duncan Village to provide support to innovation -driven Small, Medium and Micro Enterprises (SMMEs) in the Information Communication Technology ICT sector. The incubator will be instrumental in the development of the ICT SMMEs in the Duncan Village area. This will be a joint initiative between the City, ECDC and Nelson Mandela iHub incubator.</p> <p>Training support to SMMEs, Cooperatives and the Informal Trade Sector which is a</p>

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
	<p>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>		<p>continuous programme that is to bridge the skills shortages and improve business operation. Hosting of the Enterprise Development Summits-Cooperatives Indaba; Fashion show and Fair; Franchise Seminar.</p> <p>Business recognition awards to award and recognise women businesses that are involved in business across sectors.</p> <p>Procurement of Equipment for SMMEs, Cooperatives and the Informal Trade Sector</p> <p>Provision of Infrastructure for traders (hawker stalls) in order to improve trading facilities and improve trading conditions. The roll out of container stalls in some areas that do not have space to accommodate hawkers in partnership with Transnet and Coca-cola.</p> <p>The roll-out of Teenentrepreneurship to 6 schools from the areas of Mdantsane, King William's Town and Duncan Village. The programme is about imparting entrepreneurship skills at an early age.</p>

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

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

Progress and Achievements to date (Highlights)

- The implementation of the Teenentrepreneurship programme piloting six (6) schools, Ebenezer Majombozi, SEK Mqhayi, Khulani Commercial, Qhasana, ZK Mathews and Hector Peterson High Schools. The programme is about imparting entrepreneurship skills to learners from grade 8 to 11.
- The Department has entered into a partnership agreement with Coca-cola Beverage South Africa (CCBSA) in helping young entrepreneurs take their businesses to the next level in a bid to reduce unemployment and create sustainable businesses. Businesses that are benefiting are from Mdantsane, Duncan Village and Zwelitsha.

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


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 2020/21 FY
Trade and Investment Promotion	<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 derived from the initiative to businesses, especially SMMEs, will be an opportunity to display their products digitally. This kind of exposure will be significant for the following reasons:</p> <ul style="list-style-type: none"> • Businesses to do business online • 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 		<p>The City has extended the partnership agreement with ECDC on export development.</p> <p>Support Invest Buffalo City Initiative</p> <p>Package investment opportunities</p> <p>Hosting of the Export Symposium which is an annual programme implemented in partnership with ECDC with the aim of creating a dialogue on export opportunities as well as awareness on exporting and importing goods.</p>

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 and 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

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

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.

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

Introduction to Key Focus Area

Innovation Management is the discipline of managing processes in innovation. It can be used to develop product, process and organisational 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, programs 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 2020/21 FY
Innovation Knowledge Management: <i>Policy Review</i>	Policy Register circulated to all BCMM directorates to update for quarterly inputs and developments		Quarterly monitoring of progress with respect to Policy review from relevant departments. Uploading approved reviewed or new Policies onto Sharepoint
Innovation Knowledge Management: <i>Research</i>	Visit academic institutions to establish relations with them in order to present BCMM Research topics and to conclude MoU/MoA		Implementation of Research Strategy Concluding MOU/MOA with academic institutions Monitoring Research undertaken within, by and for BCMM Establishing and centralising Research Budget
Innovation Knowledge Management:	Central Repository developed All strategic documents in possession of IKM		Acquisition and uploading of other strategic documents as per IKM, Research and Policy Unit list of types of information

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
Sharepoint (Central Repository for strategic information)	Unit uploaded onto Central Repository		Awareness raising of central repository /Sharepoint for strategic information

Achievements and Highlights

- The Department hosted the first Export Symposium in 2020 in partnership with ECDC and launched the exporters club.

Challenges



- There is no Memorandum of Understanding/Association (MOU/MOA) with Academic Institutions to ensure that research topics are in line with the institution's developmental agenda. Process of getting MOU/MOA has started with appointments made to meet various Academic Institutions to develop relationships and to conclude MOUs/MOAs (Itinerary available if required)
- Lack of a valuable platform / vehicle for developing, sharing and managing specialist knowledge. Relations to be informed with stakeholders such as Stats SA, ECSSEC, South Africa's Cities Network and other Government Departments and NGOs.
- 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




Introduction to Key Focus Area



Buffalo City Metro is endowed with natural resources such as fauna and flora, rivers, dams, beautiful beaches, rich struggle history, sports legends in key sporting codes such as rugby, boxing, cricket, swimming, etc., making it best placed as a premium tourist destination. Furthermore, the built environment which has rich architecture, indigenous knowledge systems, cultural diversity also present new dimensions and a unique selling proposition for Buffalo City as compared to other coastal cities in the country. Beaches are amongst the main attractions for Buffalo City. It is estimated that 50 000 visitors visit the beaches over the festive season. Furthermore, over 200 000 revellers come to the City's Summer Season events which include music, film, fashion, dance, arts and major sporting events such as horse-racing, rowing, surfing, golf, swimming, etc. on an annual basis.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2020/21 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 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 <p>Gaps in attractions offerings around particular interests such as Xhosa history, military history, industrial manufacturing and the automotive sector</p> <p>There is a need for urban design and cleansing around attractions to make the environment more conducive for tourism.</p>		<p>Directorate will partner with other internal departments within the Metro and the development agency to package some of the key existing attractions to attract investment.</p> <p>The Department of Tourism working with the private stakeholders in the tourism, arts and culture and heritage sectors, will develop various tourism routes that will elevate some of the less promoted attractions and regions.</p>
	<p><u>Access</u> 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,</p>		

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
	<p>enhanced tour itineraries, creating networks with the cruise industry and offering port welcomes, the port could boost its cruise line port-of-calls.</p> <p>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>		effectiveness and competitiveness of East London as cruise tourism destination.
	<p><u>Customer satisfaction</u> 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>		The municipality will implement customer care programmes for quality assurance.
	<p><u>Product Development</u> Buffalo City lacks good tourism products. There is a need for a compelling products to be developed in order to attract the leisure and sports market.</p>		Buffalo City, in partnership with Buffalo City Development Agency, should focus on developing the key tourism infrastructure including “must see attractions”.
	<p><u>Reinforce marketing and positioning</u> 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 strategic areas and hosting of media educations. In order to improve</p>		Buffalo City Metropolitan Municipality will continue to market and position Buffalo City as a preferred destination of choice.

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
	<p>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 • Bhisho 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><u>Tourism related infrastructure and services</u> 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><u>Business and Skills Development</u> 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 learning in developing the required skills Work insitutions of higher learning in improving innovation.</p>		The Directorate will provide the required support to tourism businesses particurlarly the Small Medium Enterprises in order to increase its competitiveness.
	<p><u>Institutional Arrangement</u> The primary responsibility for destination management lies with the Tourism, Arts, Culture and Heritage Department under</p>		A clear plan will be developed on how BCMM will assist the private sector and communiies to establish

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
	<p>the Directorate Economic Development and Agencies in the Buffalo City Municipality as well as the 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>		community tourism organisations.
	<p><u>Responsible Tourism</u> 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><u>Safety and Security</u> The failure and success of any destination is dependent 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.

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.

The suburbs with the highest contribution to the municipality's total number of tourism accommodation establishments were Beacon Bay, Gonubie and Quigney. 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.

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%).

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.

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 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.

Recommended catalytic interventions and nodes of development

A number of catalytic interventions and nodes of development have been identified. Key recommendations flowing from this include:

Maintain and improve existing sites for recreation

- Undertake a feasibility study on potential uses for Marina Glen/Ebuhlanti.
- East London Zoo revitalisation
- Nahoon Estuary

Create a 'must-see attraction'

- Aquarium/Marine Discovery Centre
- Automotive manufacturing museum
- Grand prix circuit
- Develop an Adventure Centre on beachfront

Urban design and improvements

- Beachfront redevelopment with an outdoor event space
- Sports node – Jan Smuts, ABSA Stadium and Buffalo Park
- CBD improvement zone or Urban Development Zone (UDZ)

Routes and zones

- 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

Create tourism opportunities

- 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

Mobility corridor improvements

- Buffalo Pass road
- King William's Town bypass/traffic redirection
- Quenera road
- N2 bypass through Haven Hills
-

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

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

4.5 KFA 5: Job Readiness & Training (External)

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2020/21 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 partnerships
	Community Works Programme		Upskilling Re-orientation towards entrepreneurship

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

Introduction to Key Focus Area

Buffalo City is often referred to as 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 2020/21 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.</p> <p>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>		<p>Promotion of food security by supporting irrigation schemes hydroponics and crop production Support household food gardens through support to food gardens Strengthen capacity of farmers by conducting trainings in production practices and business ethics</p> <p>Improvement of agricultural infrastructure through building of dipping tanks, shearing sheds, scooping of dams, and building of poultry and piggery infrastructure</p> <p>Promotion of livestock improvement through introduction of rams and bulls to improve genetic makeup. Strengthen market linkages for farmers</p> <p>Promotion of resource conservation by fencing of arable and grazing land Support to women and youth agribusiness through training, mentorship, markets and funding</p>

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
			Promote job creation through agriculture and rural development through implementation of labour-intensive projects
	<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 role players to avoid duplication. 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 Bhisho. The main aim is to promote competition among farmers while marketing their produce</p>		<p>2 x irrigation schemes planned for the next financial year (2020/21)</p> <p>Introduction of strategic partner for the hydroponics projects Expansion of hydroponics project and linkages with markets</p> <p>Introduction of improved genetic material as part of livestock improvement for rural communities.</p> <p>Integrated Agriculture and Rural Development Strategy under review</p> <p>Organise farmers market as a promotion and marketing strategy for farmers Promote home-based industries (baking, sewing, craft, etc) as a vehicle to develop rural women.</p>

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

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 -

Progress and Achievements to date (Highlights)

Buffalo City Metropolitan Municipality (BCMM) supported farmers with farming infrastructure to promote a 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 Bhisho. The main aim is to promote competition among farmers while marketing their produce.

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


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 2020/21 FY
Arts, Culture and Heritage Resource Management	<u>Development/upgrading of heritage infrastructure</u> 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.		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. Continue with the process of developing the strategy. As part of the development and upgrading of the heritage infrastructure programme the Directorate is implementing the following projects. Construction of Dr M.W. B Rubusana Monument (Achieved/competed) Fencing of first world war site in KWT (To be competed by end of 19/20) Restoration of Settlersway Cemetery (Will be achieved/completed by end 20/21) Restoration of Tutu Monument (Removed from SDBIP due to various challenges) Fencing of Chief Pato Battle Site
	<u>Commemoration of National Days</u> 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.		

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
			<p>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><u>Artist Support Programme</u> 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</p>		<p>Development of the Arts and Culture Strategy.</p> <p>The directorate will continue to support artist development programmes.</p> <p>By 20/21 FY, a plan to develop an artist development policy will be executed.</p>

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
	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. Six filmmakers from Buffalo City were supported to attend the Durban Film Festival.		
Arts, Culture and Heritage Resource Management	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.		Buffalo City will continue to partner with the Department of Sports, Recreation, Arts and Culture in implementing the Exhumation, Repatriation and Reburial Programme. Revie the exhumation policy to add the sprit aspect of repatriation.
Arts, Culture and Heritage Resource Management	<u>Geographical Name Change Programme</u> 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. The Eastern Cape Geographical Names Committee (ECGNC) was established in 2003. The Provincial Geographical Names Committee has been delegated the following functions: <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. 		Finalise the consultation processes and implement the geographic name change resolutions. BCGNC will finalise resolutions of public hearings and submit final names to national department & to the minister of Arts and Culture for approval.

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
	<ul style="list-style-type: none"> 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.</p> <p>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>		
Arts, Culture and Heritage Resource Management	<p><u>Hosting of cultural festivals</u></p> <p>Buffalo City Metro partner with various stakeholders including the Traditional Leadership, Department of Sports, Recreation, Arts and Culture, Artists, 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.</p>		Continue to host the art and cultural festivals.

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)

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 spirit and mortal remains conflicts, 2016

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).

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)

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 2020/21 FY
Sport Development (Programmes)	Draft Sport Development Policy.		Sport Development Policy is with BCMM Legal department
	Draft Sport Sponsorship Policy.		Sport Sponsorship Policy will be tabled to Council during the 2019 calendar year.
	Coaching/Umpiring courses for Soccer, Netball and Rugby		The courses now are rotating to all BCMM wards including disadvantaged wards.

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: 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 Participate in national and provincial development programmes

Progress and Achievements to date (Highlights)

Four BCMM Goal ball players and two Officials from BCMM (Mayoral Cup) were scouted to represent BCMM in National Championship in Port Elizabeth from 21 to 25 March 2020.

Challenges

- Sport Development Unit is understaffed
- Prevalent inconsistencies amongst BCMM sport federations make it difficult for the Metro to work together with all of them.
- The fact that sports facilities and sports programmes are not under the same directorate poses a great operational challenge.

4.9 KFA 9: Sport and Recreation Facilities

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.

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.

The Nahoon Point and the Nahoon Estuary nature reserves offer recreation and education to the communities and have 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.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
Sport Recreation and Facilities	<p><u>Sport facilities</u></p> <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: 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. 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 identified to upgrade the playing</p>		<p>In the 2020/21 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 2020/21 FY
	<p>surface, this is done. Example: Sweetwaters fields.</p> <p><u>Swimming Pools</u> 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 NU2 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. Major events such as National Swimming galas are hosted at our swimming pools.</p>		<p>In the 2020/21 FY the programme for the upgrade and refurbishment of swimming pools, beaches, zoo, nature reserves facilities are expected to continue subject to availability of funds.</p> <p>The focus will be to ensure that the 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> <p>The following beaches and pools were upgraded:</p> <ul style="list-style-type: none"> • Gonubie beach boardwalk and ablutions, • Nahoon Beach Main Ablutions, • Marina Glen (Ebuhlanti) Ablutions • Eastern Beach Ablutions; and • Orient Beach complex: <p>The following pools were refurbished:</p> <ul style="list-style-type: none"> • Joan Harrison Pool front entrance, • Parkside Pool, King Williamstown Pool; and • Zwelitha Swimming Pool
	<p><u>Beaches</u> 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 Iron Man 70.3 are hosted at Orient Beach. The popular Ironman 70.3 Event has</p>		<p>The popular Surfers marathon event will be hosted at Nahoon Beach. Several Galas have been hosted at the Pool Complexes, including national waterpolo. Numerous schools utilise the pools for training of</p>

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
	been hosted successfully on 26 January 2020. The event went without any drownings or serious incidents.		learners. Additional lifesaving services at beaches and pools have reduced the number of drownings over the peak festive season.

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)

4.10 KFA 10: Libraries and Halls

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 2020/21 FY
Libraries and Halls	BCMM manages 17 libraries and 2 mobile libraries.		There is a need to extend the library service to all communities, especially by means of electronic media such as e-books which will

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
			take the service to all community members with e-reader capable hardware without the user having to commute to a library, as well as Mobile Services.
	<p>A general survey of halls was undertaken within the Directorate of Municipal Services which commenced in December 2004 and was reported to Council in October 2005. During that survey, more than 90 facilities were visited and technically assessed. The facilities listed were either inherited from the erstwhile East London and King William's Town Transitional Local Councils or from the Amathole District Municipality.</p> <p>Buffalo City Council manages 36 tariff levying halls with approximately 4995 events having been held in the past 12 months. These facilities fall into two categories, namely:</p> <ul style="list-style-type: none"> • Tariff levying halls which are managed by Buffalo City Metropolitan Municipality 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. 		The Buffalo City Metropolitan Municipality Land Administration Division is currently facilitating the transfer of ownership of the various ex-Amathole District Municipality Halls to Buffalo City.
	<p>Resorts - Gonubie 20 Chalets and 86 camp sites. Nahoon 52 camp sites.</p> <p>Gonubie resorts has been awarded a 3-star grading by Tourism Grading Council.</p>		

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.

- Many community halls need refurbishment, estimated to exceed R90 million in value. Lack of security guards increases Council's risk. Council's insurers may decline claims on the basis that Council took no reasonable steps to secure its properties. Insufficient funding has been allocated in the budget.

4.11 KFA 11: Emergency and Disaster Management

Introduction to Key Focus Area

Emergency Services:

The Emergency Services Department consists of the Fire & Rescue Services and Disaster Management.

Fire and Rescue Services

Functional areas of Fire and Rescue Services are:

- Suppression of fires
- Fire safety (including prevention)
- Fire training


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 Buffalo City Metropolitan Municipal Council adopted the Disaster Risk Management Policy Framework on 26 February 2014. The Disaster Risk Management Policy Framework was reviewed during 2019/20. 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, requires sector departments to plan and budget for Disaster Management in the areas of responsibility. This must include Climate Change and vulnerable groups.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
Fire and Rescue Services	Buffalo City Metropolitan Municipality Fire and Rescue Services operates a 24/7/365 fire and rescue service. Included in this is a Hazardous Materials Unit and a Water Rescue Unit. The section services the eastern region of the Eastern Cape area		Purchase of two major pumpers fully equipped Planning for the Establishment of the Berlin fire station

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY																						
	<p>when dealing with hazardous incidents and water rescue.</p>		<p>Refurbishment of Fleet Street, Greenfields, Gompo, Western Avenue and King William's Town fire stations</p> <p>Refurbishment of fire fighting vehicles</p> <p>Procurement of fire equipment</p>																						
	<p>Incidents responded to by the Fire and Rescue Services are:</p> <ul style="list-style-type: none"> • fire incidents • serious motor vehicle accidents • hazardous materials incidents • water rescue and/or recovery, and • rescue incidents, e.g. high angle rescues <p>OPERATIONAL STATISTICS: FIRE & RESCUE SERVICES:</p> <p>During the 2018/19 financial year, the Fire and Rescue Services responded to the incidents listed below.</p> <p>Fire Incidents:-</p> <table border="1"> <tr> <td>Residential dwellings</td> <td>194</td> </tr> <tr> <td>Vegetation/grass fires</td> <td>1509</td> </tr> <tr> <td>Commercial fires</td> <td>46</td> </tr> <tr> <td>Informal dwellings</td> <td>828</td> </tr> <tr> <td>Refuse/illegal fires</td> <td>250</td> </tr> </table> <p>Other incidents attended to were:-</p> <table border="1"> <tr> <td>Motor vehicle accidents</td> <td>72</td> </tr> <tr> <td>Special services, e.g. pumping water from flooded houses</td> <td>25</td> </tr> </table> <p>Fire Safety:-</p> <table border="1"> <tr> <td>Building plans inspected</td> <td>219</td> </tr> <tr> <td>Trade licence applications processed</td> <td>179</td> </tr> <tr> <td>Fire safety and flammable installations inspected</td> <td>2591</td> </tr> <tr> <td>Lectures/demonstrations to the public</td> <td>86</td> </tr> </table>	Residential dwellings	194	Vegetation/grass fires	1509	Commercial fires	46	Informal dwellings	828	Refuse/illegal fires	250	Motor vehicle accidents	72	Special services, e.g. pumping water from flooded houses	25	Building plans inspected	219	Trade licence applications processed	179	Fire safety and flammable installations inspected	2591	Lectures/demonstrations to the public	86		
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Key Focus Area	Current State	Rating	Action Plan 2020/21 FY		
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Disaster Management	<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 Department, 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) for attention.</p> <p>During the period 1 July 2018 to 30 June 2019 Disaster Management distributed disaster relief packages to 1640 people affected by 1071 informal structures (shacks) destroyed or damaged.</p> <p>Disaster Management participates in planning sessions in respect of safety at events in terms of the Safety at Sports and Recreational Events Act.</p> <p>COMMUNITY BASED RISK REDUCTION</p> <p>The pilot risk assessment commenced in Ward 1 in January 2019. The pilot Community Risk Assessment Project was intended for Ward 1 and Ward 2, however capacity limitations only allowed it to be undertaken in Ward 2. The initial data collection has been conducted and the project is at the data analysis stage and should be completed by May 2020. Funding is required to roll out the project to all 50 Buffalo City Metropolitan Municipality wards in a phased and progressive manner that is prioritised from the highest risk to the lowest.</p> <p>REFURBISHMENT OF DISASTER MANAGEMENT CENTRE</p> <p>This project is to provide the necessary offices and infrastructure to support the disaster management function.</p>		<p>Provision of emergency relief packages and ongoing assessment of damages/losses to property as a result of floods, fires and/or severe storms.</p> <p>Holding of Disaster Management Ward Forum meetings.</p> <p>Disaster Management will continue to provide emergency relief and assessment of damages / losses to property as well as continue with the planning and management of events hosted in Buffalo City.</p>		

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
	<p>Budget allocation of R1 million in the 2020/21 financial year will see the commencement of this project, with a further R1 million allocated in 2021/22 for completion of this project.</p> <p>A draft Disaster Management Bylaw was drawn up, presented for public participation and has been approved by Council.</p>		

Alignment with the National and Provincial Plans and Policies:

- Four international summits in 2015, address sustainable development, resilience and Disaster Risk Reduction for the period 2015-2030.
- 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 Systems act 32 of 2002
- Disaster Management Act 57 of 2002,
- Explosives Act 15 of 2003

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 various South African National Standards Codes applicable to Fire Departments, fire detection, fire fighting equipment, liquified petroleum gas, petroleum products, fire detection, dangerous goods and National Building Regulations.

Progress and Achievements to date (Highlights)

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

Challenges

- Limited personnel to maintain minimum fire crew levels and operation of all fire stations.
- Delays in repairing specialised fire fighting vehicles due to imported parts.
- Limited radio communications


- Limited fire hydrants in rural areas
- Limited personnel in Disaster Management
- Limited resources in Disaster Management to continue with Community Risk Assessment Project

4.12 KFA 12: Traffic Management


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 2020/21 FY
Traffic Management	<p>BCMM Traffic Services' is the collective team of professionals and authorities who are dedicated to upholding and enforcing the laws and statutes that are currently in force in a given jurisdiction as well provide additional auxiliary services to the metro. These authorities include but are not limited to are Law Enforcement services, Road Traffic Management Corporation, Provincial Traffic, SAPS. The function of the Traffic Services is to provide effective, efficient and responsive services that focuses on upholding and enforcing traffic regulations, courteous and tolerate road user behaviour enforcing the rules and regulations that govern the interactions between vehicles and pedestrians. Traffic Services promotes Traffic/ Road safety education at schools whereby learners are engaged and taught the importance of not only implementing but also promoting road safety education, these engagements are specially customised to suit each school visited however the lesson plans cover, rules of the road, consequences of driving under the influence, dangers of not wearing a safety belt, talking on a cell phone whilst driving and not adhering to the rules of the road with the aid of the two mascots <i>Traffic Doggy and Danny Cat</i>. At its core, Traffic Services seeks to achieve its mandates set out, such as the enforcement of all traffic laws with</p>		<p>Traffic Services is to ensure during the 2020/2021 and outer years that they are dedicated to establishing new and more current enforcement tools thus enabling more effective, efficient service delivery namely:</p> <ul style="list-style-type: none"> • Establishment and Implementation of a 24hour shift. Thus, enabling Traffic Services to run 24/7. • Implementation of AARTO and the demerit system, thus improving human behaviour and tolerant road user behaviour which will result in minimizing road crashes/accidents and possible reduce the number of fatalities. • Implementation of a tactical radio network communication system to render more effective and efficient services. • Providing officer with additional equipment, namely bullet proof vests, breathalysers, additional vehicles. • Skilling current staff.

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY																												
	<p>the primary function of decreasing the number of road accidents. Traffic provides necessary auxiliary services to the metro services such as testing of driver, learner, PDP's, registration of vehicles, renewals of vehicle registrations, Drivers, PRPD's, testing of vehicle roadworthiness, road markings and management of traffic infringements.</p> <p>Its main office is situated at Eziphunzana Bypass Braelyn, East London. With satellite stations in Gonubie, Mdantsane and King William's Town. The approved structure for Traffic Services is composed of a ranking structure including the head who is some Commander, Regional Commander, Senior Superintendents, Assistant Superintendents, Traffic Wardens, Drivers Licence Examiners, Vehicle Examiners, Technical staff and Administrative personnel that provide an array of services to the entire BCMM.</p> <p><u>SERVICE STATISTICS FOR TRAFFIC SERVICES-</u></p> <p><u>Axillary Services:</u></p> <table border="1"> <thead> <tr> <th></th> <th>STATISTICS</th> </tr> </thead> <tbody> <tr> <td>Testing of Roadworthiness</td> <td>483</td> </tr> <tr> <td>Testing of Learners</td> <td>16 221</td> </tr> <tr> <td>Passes</td> <td>11 256</td> </tr> <tr> <td>Failed</td> <td>4851</td> </tr> <tr> <td>Testing of Drivers</td> <td>4263</td> </tr> <tr> <td>Passes</td> <td>1897</td> </tr> <tr> <td>Fails</td> <td>2261</td> </tr> <tr> <td>Registered and renewal of Vehicles</td> <td>156 800</td> </tr> <tr> <td>Drivers licence card issued</td> <td>18 8477</td> </tr> </tbody> </table> <p><u>Traffic Law Enforcement 18/19</u></p> <table border="1"> <thead> <tr> <th>INFRINGEMENTS</th> <th>STATISTICS</th> </tr> </thead> <tbody> <tr> <td>No of vehicles stopped</td> <td>58243</td> </tr> <tr> <td>No of drivers tested for alcohol</td> <td>847</td> </tr> <tr> <td>Drivers not carrying: drivers licences, PrDP's & permits</td> <td>4878</td> </tr> </tbody> </table>		STATISTICS	Testing of Roadworthiness	483	Testing of Learners	16 221	Passes	11 256	Failed	4851	Testing of Drivers	4263	Passes	1897	Fails	2261	Registered and renewal of Vehicles	156 800	Drivers licence card issued	18 8477	INFRINGEMENTS	STATISTICS	No of vehicles stopped	58243	No of drivers tested for alcohol	847	Drivers not carrying: drivers licences, PrDP's & permits	4878		<ul style="list-style-type: none"> Providing a safe and secure environment for staff and public in compliance as set out in the Governments Guidelines of the Disaster Management Act 2002 amendment of regulations issued in terms of section 27 (2).
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Key Focus Area	Current State	Rating	Action Plan 2020/21 FY								
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	<p data-bbox="459 1538 895 1704">Implementation of the Evidentiary Breath Alcohol Testing (EBAT). The Eastern Cape was the 6th Province to implement with 5 successful court cases.</p>		<p data-bbox="1034 1538 1380 1890">Traffic Services 2020/21 plan is being progressive in terms their approach of Drunken Driving campaigns, the purpose of the EBAT machines is to limit the process of taking blood from suspects. The EBAT allows quicker readings of suspects who are under the influence and enable officers to prosecute suspected drunken drivers.</p>								

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
	Finalisation of the Construction of King William's Town Traffic Centre. The King William's Town Traffic Centre was officially opened on the 15 th April 2019.		<p>Procurement of an additional EBAT unit and provide training.</p> <p>The King William's Town Traffic Centre has already benefited the communities in the Inland Region and surrounding areas whereby as a more comprehensive package of services is available which has alleviated the financial burden of communities having to commute to East London for services. It is envisaged that a phase two be considered and renovations to the drivers licence section and additional office space to accommodate the Traffic Officers be expanded along with the testing yard and additional public parking be considered as services in the region have increased.</p>
	The consultant was appointed on the 10 May 2019 to review and update the Traffic Safety Plan.		Implementation of traffic safety plan (TSP)
	The appointment TSC for the finalisation of traffic offences increased the metros revenue collection. Currently 19/20 the revenue collected is at +/- R 8 million.		<p>Appointment of summon servers will enable Traffic Services to collect on outstanding fines as well as serve proxies held by companies within the metro. The establishment of an additional road block mobile office will ensure that the mobile office be stationed more frequently in the metro thus availing services to the public who wish to verify outstanding fines and are unable to visit the Traffic Departments as well as enables Traffic Services to ensure that motorists comply with rules and regulations namely, vehicle fitness and driving with drivers licences, etc.</p>
	Procurement process underway for implementation of Parking Management System (PMS)		The primary goal of a Municipal Parking Management System is to ensure there is a turnover of parking bays in the City, Central Business District and surrounding suburban business

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
			hubs. This important aspect of parking management ensures that a parking bay can be used by several motorists in one day thereby increasing the number of residents who can access the CBD and other business hubs conveniently. This directly increases the commercial activity within the City and promotes long term growth for the Municipality, the community and all city stakeholders. The PMS is currently with Bid Evaluation Committee for recommendation.

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

Link to Sector Plan(s) and Policies

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

Strategies

Traffic Services will continuously endeavour to ensure that the highest levels of integrity is maintained and that procedures are followed thereby systematically reducing incidents of fraudulent and corrupt practices in all aspects which relate to the auxiliary services which further promotes efficient, effective services which are rendered to its people thus the bridging the understanding between the Provincial, National mandates which have been set for promoting safety accountability within the Metro. Traffic Services in keeping with its mandate of ensuring highest levels of effective and efficient services rendered to both its staff and public will ensure that they keep in compliance of the amended Disaster Management Act regulations of 2002.

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
- No interdepartmental assistance
- Unconducive buildings and facilities
- Lack of proper infrastructure to cater to the increase of number of public that frequent Traffic Services
- With the implementation of lockdown restrictions due to the global pandemic of COVID-19, the outcomes of services rendered by Traffic Services will be detrimentally effected as the department will be guided by regulations and directives/mandates from National Government and as such Traffic Services will be required to comply with these regulations and directives at any given time.
- Ensuring the day to day safety of staff and public that frequent Traffic Services in compliance with COVID-19 Governments Guidelines of the Disaster Management Act 2002 amendment of regulations issued in terms of section 27 (2).

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
			KFA 14: Air quality
			KFA 15: Parks and Open Spaces
			KFA 16: Vegetation Control and Biodiversity
			KFA 17: Municipal and Environmental Health
		TPP 8: WASTE ECONOMY	KFA 18: Solid Waste Management

7. STRATEGIC PRIORITIES

The following strategic priorities applicable to this Strategic Outcome have been identified during the 2020/2021 IDP Review:

MTSF 2019/2024	PDP	BCMM Mayoral Lekgotla
Priority 5: Spatial Integration, Human Settlements and Local Government	Goal 5: Environmental Sustainability	MGDS Strategic Outcome 2: A Green City: <ul style="list-style-type: none"> ▪ Priority 1 – Waste Management ▪ Priority 2 – Climate Change

8. ANALYSIS OF KEY FOCUS AREAS (KFAs)

8.1 KFA 13: Environmental Management and Climate Change

Introduction to Key Focus Area

Environmental Management functions are also underpinned by environmental legislation and guidelines. The Integrated Environmental Management Planning and Sustainable Development unit has aligned its core functions to the principles of the National Environmental Management Act, 107 of 1998 and Sustainable Development Goals, 2015. In addition to this, the unit is directed by its strategic Integrated Environmental Management Plan which gives guidance and determine how Buffalo City Metropolitan Municipality fulfils its responsibility with regards to the environmental ma7

agement and protection of the natural environment. The environmental management and protection involve development of a number of tools, systems and actions to influence anthropogenic activities that might negatively impact on the natural environment.

The metro has been impacted by landscape change (habitat destruction and degradation), invasive alien species, over exploitation for example illegal sand mining practices and pollution. Invasive alien species pose significant threats to human livelihoods, economic development and biodiversity and these threats are likely to be exacerbated by climate change and the metro is infested with Invasive alien species. The metro developed Invasive Alien Species control, monitoring and rehabilitation plan in 2019. The plan entails programmes and projects that the metro should embark on namely: Pursue options for contractors to clear commercially, feasible sites and follow up with herbicide spraying in subsequent seasons.

Buffalo City has a vast number of degraded wetlands and since there is no wetlands mapping on a bigger scale in metro, wetlands have to take pressure on various types of development which is unguided. The housing development, agricultural, wetland drainage, forestry as well as sand mining activities are the main noticeable challenges that puts pressure on wetlands ecosystem and possibly this can derive from a societal perception that wetlands were undesirable, dangerous places. The metro began to conduct a wetland identification/ database in 2018/19 financial year and finalised it by 2019/20 financial year. By identifying the various types of wetlands in Buffalo City, a more knowledge and understanding of these ecosystems can be attained and the wetlands can be protected for their natural functions that include water purification, food attenuation, sediment removal and others. If suitably protected and conserved, wetlands can provide places for social enjoyment and recreation, as well as contributing towards an aesthetically pleasing environment.

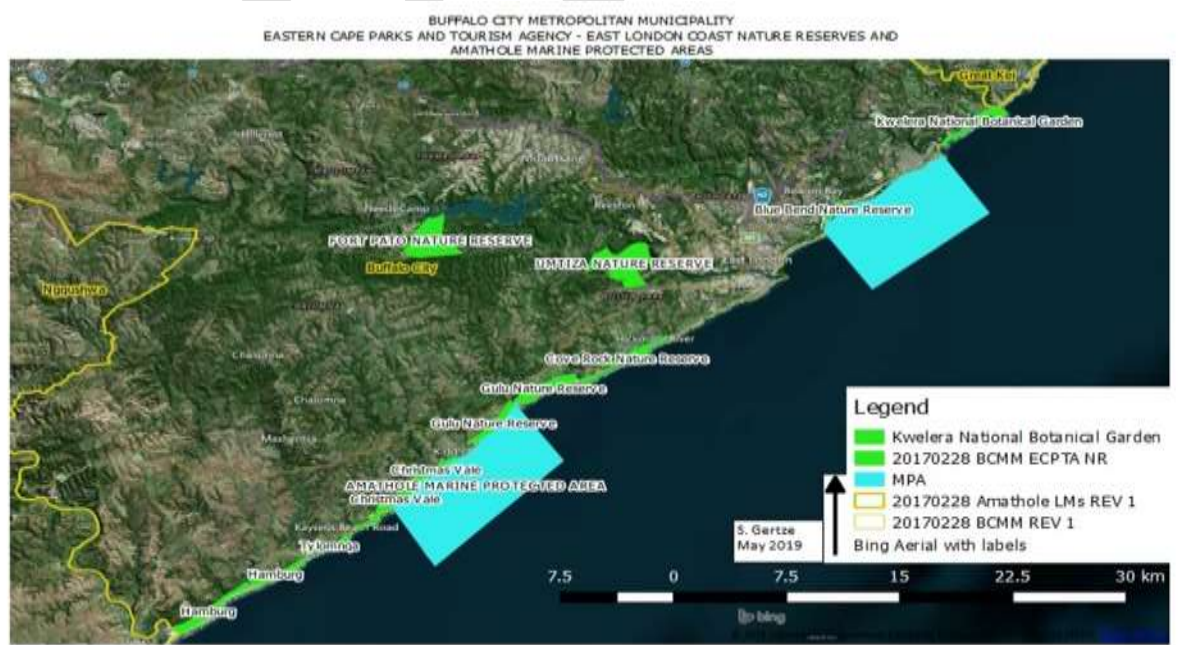
Climate Change is already having a direct impact on the ability of many South African municipalities to meet their developmental objectives. The challenge is our inability to predict with certainty the future conditions to which adaptation is needed. It is crucial to recognise that every directorate and department in the metro has a huge role in reducing emissions and every department will be directly and /or indirectly affected by climate change. In a nutshell the mandates and objectives of all directorates and departments will be directly affected by climate change hence the municipality adopted its own Climate Change Strategy in 2015. In response to these adverse effect's climate change and the strategy the metro conducted a Mapping of Coastal Vulnerable areas in 2019. The mapping was done to identify, assess local vulnerabilities and map coastal risks zones as well as threatened sites within the metro's coastal zones. This mapping serves as a decision-making tool in order to determine the best location for new developments & Infrastructure. It can be used to determine which current developments & infrastructure need to be revisited in order to adequately prepare them for sea-level rise & by climate change. Additionally, it is used to identify all areas that are most at risk and plan ahead on better strategies on preventing any natural

disasters from occurring in the near future. Currently the metro is embarking on the development of Climate Risk and Vulnerability Assessment (CRVA) which will be finalised by 2019/20 financial year. The CRVA aims to ensure that climate change is mainstreamed within the city's budgeting and planning.

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. The metro is in a process of reviewing its own Environmental Education and Awareness Strategy that will serve as a guidance tool to the metro and the citizens will become more sensitive and knowledgeable, 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. 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. The environmental impact assessment studies for major development in the metro are conducted to ensure that development does not hinder the environment negatively such developments include township establishments.

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.




Buffalo City Estuaries: the metro consists of 22 river estuaries within its boundaries of which range from large open system to small closed systems. **The Nahoon Estuary** is considered to have the highest conservation significance


within the municipal area. The Nahoon Estuary is the only estuary that has been afforded formal protection through the proclamation of the East London Coast Nature Reserve, which extends from the coast inland and encompasses most of the estuary. An estuary management plan has been gazetted and waiting for council adoption. **The Buffalo River Estuary** known as Port of East London is located at the mouth of Buffalo River. It is the only river port in South Africa. The Buffalo River falls within the R20 tertiary catchment of the Mzimvubu to Tsitsikana Waster Management Area (WMA). The estuary management plan for Buffalo River has been developed and approved by the Department of Environmental Affairs and is submitted for council adoption. The developed plan was prepared by the Department of Environmental Affairs: Oceans & Coasts in collaboration with Transnet National Ports Authority and Nelson Mandela Metropolitan University. The plan outlines ten management objectives and they have been assigned with proposed activities and a description of the ecological impact or socio-economic consequence.

Other estuaries within the metro are not protected, except for some extreme coastal extents that fall within the coastal Nature Reserves.

Buffalo City rivers and dams: The city area consist of seven main river catchments: Kwelerha, Gqunube, Nahoon, Buffalo, Gxulu, Tyolomnqa and Keiskamma. All our water sources in our environment depend on biodiversity for their cleanliness and general usefulness.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
Environmental Management and Climate Change	<p>Climate Change</p> <p>In response to the diverse effects of climate change the IEMP Unit is in the process of developing Climate Risk and Vulnerability Assessment which aims to</p> <p>The resolution of the Metro's Green forum is being implemented</p>		<p>Mainstreamin of Climate Risk and vulnerability Assessment into budget and planning process</p> <p>upscale the level of awareness on climate change in communities and encourage active citizenry strengthen partnersips with the business sector to adress the environmental mangement issues.</p>
	<p>Environmental Education and Awareness</p>		<p>Review Environmental Education and Awreness Strategy(In house)</p> <p>Revive the Environmental education centresi.e. Nahoon Estuary Nature Reserve and Nahoon Point Nature reserve through school excursions</p>

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
	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.		Finalisation of Wetlands database/ Identification
	Coastal Management Programme		Implementation of Coastal Management Programme which includes quarterly Sittings of the Municipal Coastal Committee. Resolve approach to enforcement and to the addressing of illegal activities, especially those subject to Environmental Authorization
	East London Coast protected area expansion		Biodiversity assessment and field verification surveys for; Qinira, Potterspass, Nahoon Point, Nahoon Estuary, Bridle drift, Gonubie Boardwalk, King William's Town Nature Reserve and Gulu Nature Reserve

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.

Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- BCMM Integrated Environmental Management Plan (IEMP) ,2004 amended 2015 which provides an overarching framework for environmental management
- BCMM Integrated Coastal Zone Management Plan (ICZMP), 2004 amended 2015 aimed at identifying and prioritising existing environmental pressures, provide the recommendation pressures, as well as the appropriate framework to manage the BCMM coastline
- State of Environment Report 2004 amended in 2015
- BCMM Climate Change Strategy ,2015
- Air Quality Management Plan
- Invasive Alien Species Control, Monitoring & Eradication Plan,2019
- Buffalo City Metropolitan Wetlands Report,2017
- Mapping of Coastal Vulnerable Areas,2019

- Nahoon Estuarine Management Plan (Gazetted in 2016) and is submitted for council approval
- Buffalo River Estuarine Management Plan (Approved in 2018) and is submitted for council approval
- Municipal Open Space Systems, 2010
- Environmental Education and Awareness Strategy, 2010
- Municipal Open Space System, 2010

Progress and Achievements to date (Highlights)

- Wetlands identification project has commenced, and it will be finalised by end financial year (2019/2020).
- Phase one (1) Wetlands rehabilitation (clearing of alien plants, clearing of illegal dumping, and door to door campaign) was done at Mdantsane Nu.1 and John Dube wetland. The aim was to revive the degraded wetland into its original state and create a safe recreational area.
- 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.
- The metro prides itself in being the city of choice in the launch of the Good Green Deeds Campaign, by the president of the Republic of South Africa. Additionally, the city has had various partnerships relating to sustainable development, climate change and waste management. Some of these partnerships includes The Youth Community Outreach Programme and The ICLEI Local Action for Biodiversity Programme. 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.
- As part of implementing the climate change strategy an Environment and Climate Change Committee was established and this committee sits quarterly.
- To promote Integrated Coastal Management in the metro as well as effective co-operative governance through the co-ordination of the implementation of the National Environmental Management: Integrated Coastal Management Act. Additionally, to enforce compliance of the act and give guidance on matters concerning environment and coastal response options including disaster risk reductions for the metro a Municipal Coastal Committee was established in 2019 and it sits quarterly.
- Partnership between the metro and the Eastern Cape Parks and Tourism Agency (ECPTA) has been made. the ECPTA has been tasked with implementing the formalization and expansion of protected areas within the East London-Sunshine Coast Focus Area. Together with The Buffalo City Metropolitan Municipality, the ECPTA will investigate and facilitate the prospective declaration of several municipal reserves that harbour potential to contribute towards set national targets.

Challenges




- The Unit is currently understaffed.

8.2 KFA 14: Air Quality

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 2020/21 FY
Air Quality	<p><u>Implementation of Air Quality Management Plan</u></p> <ul style="list-style-type: none"> The development and Implementation of the Air Quality By-law Public Participation of the Air Quality By-law Development of the Air Quality Bylaw fines and tariffs structure. Participation and attending Provincial Air Quality Forums and Environmental Management Inspectors (EMI) <p><u>Air quality management future plans:</u> Establishment of the bilateral working group of air quality with East London IDZ. Establishment of the vehicle inspection and maintenance mechanisms to reduce engine emissions.</p>		Continuous Implementation of the Air Quality Management Plan within the BCMM;
	<p><u>Ambient Air Quality Monitoring</u> Purchasing of the new air quality monitoring station. Annual calibration of all air quality analysers from three air monitoring stations. Refurbishment of shelter for the three air monitoring stations CE 366 for Upgrading and purchasing of new air quality monitoring stations equipment a period of two years was to the service providers. CE 367 – for maintaining of the air quality monitoring parameters for a period of three years was awarded to the service providers.</p>		Ensure the effectiveness of air quality monitoring network
	<p><u>Atmospheric Emission Licence (AEL)</u> Continues monitoring of all section 21 of Air Quality Act industries within the Buffalo City Metropolitan Municipality. Routine Inspection of unlicensed industries that falls under section 21 of the Air Quality Act. Issuing of atmospheric emission licencing when required.</p>		Compliance and enforcement of the Air Quality Act.

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

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

Progress and Achievements to date (Highlights)

- The data coverage of more than 80% from ambient air quality monitoring stations
- Achieved 67% of issuing the atmospheric emission licence within the first quarter
- The staff was sent to be trained as the air quality officers attending an introduction to air quality management course.
- Managed to monitor noise level during summer music events e.g. Motsepe foundation.

Challenges


- More staff need to be trained as Environmental Management inspectors (EMI) to implement compliance and enforcement of environmental issues
- Shortage of staff within the air quality unit currently the unit is utilising the interns.
- Development of air quality management by-laws
- Compliance and Enforcement tariff fines for non-compliance of industries

8.3 KFA 15: Parks and Open Spaces

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 2020/21 FY
Upgrading and development of Community Parks and Open Spaces	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		2 new parks will be developed. Maintenance of existing parks will be undertaken.

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
	<p>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>		

Alignment with the National and Provincial Plans and Policies

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

Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- Municipal Open Spaces System (under review)

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.

Challenges

- Vandalism and theft
- Increased levels of illegal dumping

8.4 KFA 16: Vegetation Control and Biodiversity

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/tramping, 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.

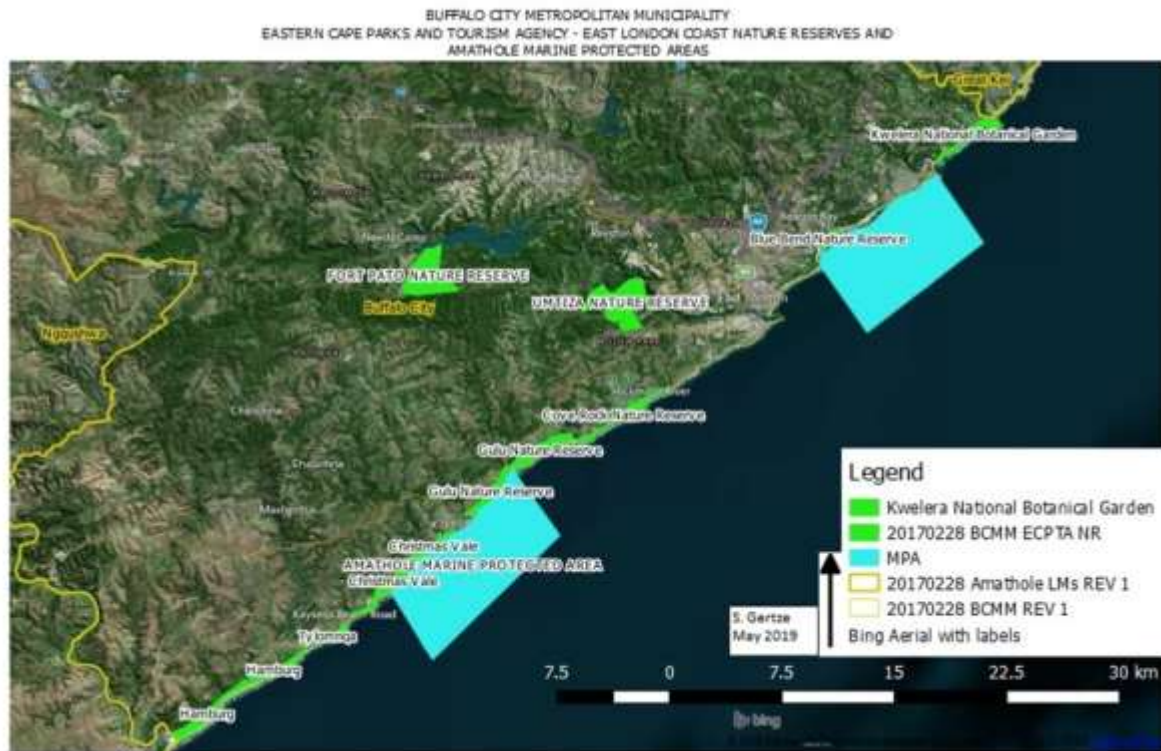
The declaration of the KwNBG in 2014 marked a significant step towards delivering on the National Department of Environmental Affairs Outcome 10 commitments. The Kwelera Nature Reserve (KNR), which is already declared and managed by the Eastern Cape Parks and Tourism Agency (ECPTA) as a Protected Area, 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
Vegetation Control and Biodiversity - 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.
	<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</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>

Key Focus Area	Current State	Rating	Action Plan 2019/20 FY
	highlights few interventions that the City can undertake.		
	<p>Coastal Management Programme Climate change effects resulting from storm surges and a rise in sea levels had adverse impacts on natural assets and coastal homes. In response to these adverse effects the City is in a process of Mapping its Vulnerable Coastal Areas 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 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 Institutions of higher education outreach programs Media communication on the value of the environment and its natural resources Establishment of the green forum In-house or internal environmental education and awareness.</p>

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

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

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.

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

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 (2019/20)	Rating	Action Plan 2020/21 FY
Municipal and Environmental Health	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>The key focus area will be:</p> <ul style="list-style-type: none"> • 1500 Water samples to be taken; • 1000 Food samples to be taken; • Quarterly inspections of solid waste sites, panel beaters, spray painters, laundromat/dry cleaners & industrial sites to be conducted; • 10 Health & Hygiene events to be conducted • Health Surveillance of premises: <ul style="list-style-type: none"> ➢ Accommodation establishments; ➢ Food Premises; ➢ Early Childhood Centres; ➢ Health Establishments;

Key Focus Area	Current State (2019/20)	Rating	Action Plan 2020/21 FY
	<p>laboratory and those vendors /service providers who were not in compliance were issued with compliance notices and subjected to re-inspections for compliance.</p> <ul style="list-style-type: none"> • Nine Hundred & twenty-six (926) 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. <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>It should also be noted that individual and small group engagements on health and hygiene awareness at taxi ranks, areas of business (hawkers) etc are also an ongoing effort.</p>		

Alignment with the National and Provincial Plans and Policies

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

Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- Municipal Health Services Plan

Policies

- Municipal Health By-laws.
- Environmental legislation.

Challenges

- Shortage of staff due to vacant unfunded posts.
- Municipal Health Service Plan needs to be reviewed.

8.6 KFA 18: Solid Waste Management

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.

The GTAC Diagnostic Report noted systemic challenges in the Solid Waste Department. Key areas highlighted included core service delivery functions such as solid waste management. This tainted the “face of the city”, and as the Diagnostic Report noted, made for discontented ratepayers and residents, and adversely affected the decisions of investors and tourists. It concluded that business processes in the department remain inefficient and outdated and require to be substantially re-engineered. Accountability systems were found to be weak, with interventions needed to develop service standards aligned to a reinvigorated Performance Management and Development System.

Street sweeping

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. 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

Refuse Removal

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. 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 were procured to service informal settlements mainly and improve refuse removal services.

Landfills

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. 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. In the 2019/20 financial year both pilot project, SEPA (Household Hazardous Waste) and GIZ (Waste Diversion from the Landfill Sites) were rolled-out to the targeted areas (Wards).

Garden Transfer Stations

These are used for the temporary storage of garden waste from the general public excluding private garden services. 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).

Waste minimization

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. 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.

The Strategy

It is clear that a new strategic focus is required by the department. And in a real sense, there is a clear understanding by the political and administrative leadership of the Directorate of Municipal Services that there urgently requires to be a step change in policy approach and strategic orientation of the Department. This is a vital first step in any process of change management – acceptance of the need for a change agenda.


There is also evident appreciation of the broad direction in which the department needs to go. Many key elements of the Green City component of the MGDS and the policy thrust of the Environmental Management Waste Act are integrated in the Department Draft Integrated Waste Management Plan.


What has been missing to date is the How part – the change strategy – and a clear set of institutional arrangements to manage the change agenda. The essence of the proposed strategy is three-fold, and deals with addressing “hotspot” issues confronting the city, as well as with putting in place processes to reorient the Directorate towards a new mandate and deal with systemic weaknesses related to structure, systems and business processes.


The three pillars of the strategy are as follows:

- (i) Urgently address the current “face of the city” challenges through a Clean City Programme implemented in partnership with BCMDA and Call to Action;
- (ii) Address capacity shortfalls and accountability failures in management and supervisory levels of the Directorate; and
- (iii) Assess and redesign the structure, business models, and systems to achieve required improvements in efficiencies and in achieving green city outcomes envisaged in the MGDS.

Current State and Action Plan

Key Focus Area	Current State (2019/20)	Rating	Action Plan 2020/21 FY
Solid Waste Management: <i>Solid Waste, Area Cleaning and Waste Reduction</i>	<p>Problems identified in the Root Cause Analysis that require to be addressed include the following:</p> <ul style="list-style-type: none"> • large distance of more than 30 kilometres that waste collection vehicles travel on a daily basis for waste disposal. • lack of bulk waste transport infrastructure • no hazardous waste landfill site • compliance with National Environmental Management Waste Act of 2008 (NEMWA 59 of 2008) • little waste diversion • little re-use and recycling 		<p>Investigate complementary (outsourced/co-sourced) arrangements possibly through development contractors (waste disposal as well as clearance of illegal dumps, awareness raising and recycling programs)</p> <p>Cleaning of Central Business District (CBD's) and Taxi Ranks in all three regions of BCMM</p> <ul style="list-style-type: none"> • Intensive Street Cleaning, Litter Picking, • Gutter Clearance, • Weeding in Pavements and Clearance of Illegal Dumps (it is planned that each CBD will have 20 participants) <p>Procurement and instalment of street litter bins</p> <p>Cleaning of Townships and Informal Settlements</p> <p>Clearance of Illegal Dumps</p>

Key Focus Area	Current State (2019/20)	Rating	Action Plan 2020/21 FY
			Procurement of mobile Disposal Container Service (skip and go) Waste diversion <ul style="list-style-type: none"> • identify suitable sites [transfer stations] (out of the 9 existing) to licence and function • facilitate buy-back centers establishment (DEA partnership) Waste disposal <ul style="list-style-type: none"> • new fleet (25-30 new trucks), • preparation of two new cells • hazardous waste (review permit) • KWT landfill site rehabilitation Enforcement <ul style="list-style-type: none"> • Review by-laws • Propose new sanctions etc Launch green city vision through IWMP and Waste Indaba <ul style="list-style-type: none"> • Complete IWMP and Adoption by Council • Facilitate waste indaba
Solid Waste Management: Landfill Sites and Transfer Station	<p>Landfillsites & Transfer Stations</p> <p>Landfilling is the most commonly used waste disposal method in South Africa, and it is estimated that above 95% of waste generated is disposed of in landfill sites. It has been conceived as the most economical method of waste disposal and can be considered an environmentally acceptable practice provided it is properly carried out.</p> <p>BCMM is serviced by two licensed General Waste Landfill Sites and has no Hazardous Waste landfill sites. The City has nine old (pre -NEMWA) Waste Management Facilities.</p>		

Key Focus Area	Current State (2019/20)	Rating	Action Plan 2020/21 FY
	<p>These sites are of various categories in terms of compliance to the waste Regulatory Framework. In addition, there are also two Garden Refuse Sites in Beacon Bay and Gonubie (privately owned).</p> <p>King William's Town Landfill Site</p> <p>Both these sites are GLB+ landfill sites that are estimated to have a combined average waste disposal capacity of 850 to 1300 ton of Municipal Solid Waste per day. The estimated lifespan of these sites is ±15 years.</p>		
Solid Waste Management: Waste Minimization	<p>Waste Minimisation, Education & Planning</p> <p>This is a unit under Solid Waste Management Services, which amongst other things is responsible for conducting daily awareness raising activities, prevent littering and illegal dumping of waste.</p> <p>It is also responsible for implementation of projects that enhance waste recycling viz: Waste separation at source, establishment and management of Buy-Back Centres as well as review of Integrated Waste Management Plan. Projects implemented during the financial year under review include the following:</p> <p>BCMM Internal Waste recycling - There are 10 recycling drop off point units that have been placed as follows:</p> <ul style="list-style-type: none"> • Trust Centre • Old Mutual Building • Debt Management Offices • Solid Waste - Cambridge • Solid Waste - Directors Office • IEMP Building • Engineering Building 		

Alignment with the National and Provincial Plans and Policies

- National Environmental Management Waste Act (NEMWA)

Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- Integrated Waste Management Plan
- 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
- Municipal Open Spaces System
- Air Quality Management Plan

Progress and Achievements to date (Highlights)

- Implementation of waste separation at source programme
- Fully operational Buy Back Centre
- Successfully operating recyclable drop-off points
- Successfully launching and implementing Good Green Deeds initiative

Challenges

- The growth of peri-urban informal settlements is major challenge. Standard waste disposal operations are not well suited for the provision of waste cleaning services.
- Frequent breakdown and maintenance of waste collection trucks
- High transport fuel bill

These challenges have a major effect on the efficiency and sustainability on the ability of waste management service provision:

- Urgent need to establish various waste disposal infrastructures e.g. Transfer Stations, Material Recovery Facilities and Public Buy-Back Centres.
- Need to establish a hazardous waste disposal facility.
- Plan to extend waste collection services to peri-urban and traditional households.
- Urgent need to develop a leachate and ground water management and leachate treatment.

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 following strategic priorities applicable to this Strategic Outcome have been identified during the 2012/2020 IDP Review:

MTSF 2019/2024	PDP	BCMM Mayoral Lekgotla
Priority 5: Spatial Integration, Human Settlements and Local Government	Goal 2: An enabling infrastructure network	MGDS Strategic Outcome 3: A Connected City: <ul style="list-style-type: none"> ▪ Priority 1 – Sustainable energy resourcing ▪ Priority 2 – Eskom agreement revisited ▪ Priority 3: Amatole Water agreement revisited ▪ Priority 4 – Use and maintenance of infrastructure ▪ Priority 5 – Drought climate change resilience




12. ANALYSIS OF KEY FOCUS AREAS (KFAs)

12.1 KFA 19: Roads and Storm water Infrastructure

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 2020/21 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
	Buffalo City Metropolitan Municipality (BCMM) has a total surfaced road network of $\pm 1\ 600$ km with estimated replacement cost of $\pm R6,5$ billion (surfacing and structural layers of surfaced roads), and a gravel road network of $\pm 1\ 300$ km with an estimated replacement cost of $\pm R1.2$ 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.
	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. Roads and Stormwater Master Plan The Roads Branch has a draft Roads & Stormwater Master Plan that was compiled in the 2018/2019 financial year. Roads Stakeholder interface There are ad hoc meetings between BCMM, Department of Roads and Transport, and SANRAL which take place on an as and when required basis in order to update on the activities of the various roads authorities.		Road improvement in these new wards has been extended to address the priority hot spots in the last two years.

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

Progress and Achievements to date (Highlights)

The Roads Branch did meet the set targets for the 2018/2019 financial year as per the Service Delivery Budget Implementation Plan (SDBIP) targets. The Roads Branch is currently on target to achieve the year 5 IDP targets within the approved budget allocation.

84% of the allocated Capital and operating budget was spent over the 2018/2019 financial year. This is due to various factors having an influence on a number of projects. These factors range from materials delivery delays, to poor performance and a new procurement system rollout, however these challenges have been addressed going forward.

The Roads Branch had 3 major projects being implemented, namely the Gonubie Link Road (Quenera Drive), Mdantsane Roads Upgrade Phase 3 and Rehabilitation of Fleet Street.

Fleet Street: R 138 Million

The Fleet street project was 98% complete at the end of the 2018/2019 financial year.

The project was identified as a catalytic project due to the high traffic volumes and condition of the road. Fleet Street is a major link between the West Bank Industrial area, Airport, IDZ and the residential/ business areas in the city. It is also a major link between the R72 from Port Elizabeth to the N2 Highway. There is a large number of trucks that make use of Fleet Street, due to transportation routes, and the harbour container terminal on the East Bank transporting containers to the West Bank Industrial area. The community benefitted during construction through employment generation and the surfacing of bypass roads in the area of the project to accommodate traffic during construction.

Mdantsane Roads Upgrade Phase 3 : 364 Million

The Mdantsane roads upgrade project phase 3 consisted of 60km of existing gravel roads being upgraded to surfaced standards. The community benefitted from the project in the form of employment generation, improved mobility and access to services through the implementation of the project. At the end of the 2018/2019 financial year the project was 70% completed. It is anticipated that the project will be complete in 2019/2020.

The Mdantsane roads program has been prioritized due to the historical neglect of the area. Mdantsane is a Suburb of the City and is an urban area which is supposed to have the same level of service as that of other similar urban areas of the city. The upgrade of the existing Gravel roads to surfaced standards was therefore prioritised in order to increase mobility and access to opportunities as well as improve the standards of living in Mdantsane and make it a more attractive area to live.

Gonubie Link Road Quenera Drive: 81 Million

The Gonubie Link Road – Quenera Drive, Phase 2 contract value was R70 736 854.08 including VAT and by the end of June 2019 the progress was 95% complete. 205

This project was identified for two main reasons, the first of which being the expansion of the City. The area between the Suburbs of Beacon Bay and Gonubie was identified through the Local Spatial Development Framework (LSDF) to have the potential for the development of the city. Parcels of land have been identified for mixed residential developments, Business and other uses. The construction of the link road meant to stimulate development in the area, both public and private.

The secondary purpose of the road identification was to provide a critical second access to the suburb of Gonubie. It provides a link between Gonubie and Beacon Bay, which will alleviate traffic congestion on Gonubie Main Road. The construction of Phase 1 of the Gonubie Link Road (Quenera Drive) has been proven to stimulate development, with the construction of Ascot Park, Life Beacon Bay, Breezy Slopes office park, Triple point offices and residential, as well as the Daily Dispatch office that have all been constructed along the Phase 1 road corridor.

Challenges


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



12.2 KFA 20: ICT

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 2020/21 FY
ICT	<p>Number of High Sites with LTE Network 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 		<ul style="list-style-type: none"> ▪ Backup Power for BCMM Network equipment at all BCMM sites. ▪ Microsoft Teams and Kaizala rollout and training for All BCMM Staff ▪ SharePoint Training continuation (Extend to rest of BCMM Staff)

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
ICT	<p>The ICT Dept as the enabler of Information Communication and Technology of the institution, has a mandate guided by the ICT Strategy which feeds to the City Development Strategy targeting key strategic areas of the IDP, namely:</p> <p>a) Municipal Transformation Organizational Development</p> <p>b) Integrate physical ICT Infrastructure to enhance multimodal connectivity</p> <p>c) Number of IT Systems integrated</p> <p>d) Municipal Basic Service Delivery & Infrastructure Development</p> <p>e) Develop and establish a smart city concept for the City</p> <p>f) Number of Public free Wi-Fi hotspots established for BCMM Citizens</p> <p>Measures to improve performance</p> <p>a) Establishment of Governance Structures</p> <p>b) Operations Forum that monitors the performance of ICT</p> <p>c) ICT Steering Committee that monitors the progress of ICT project</p> <p>d) Change Management Committee that ensure all improvement in ICT environment</p> <p>e) Equip ICT employees with ICT trainings to keep up with ICT Standards in order to improve ICT services</p>		<p>Billing - Indigent Management (Development Completed)</p> <p>a) The ICT Steering Committee meetings have commenced, and evidence is available. Schedule of Meetings has been added to institutional calendar to ensure meetings take place.</p> <p>The following governance structures have been formed and are currently meeting on a weekly basis:</p> <ul style="list-style-type: none"> - ICT Steering Committee - Change Advisory Board - Security Review Board - Architecture Review Board - ICT Operations Committee - ICT Audit Committee - ICT project Committee
	<p>Number of Public Wi-Fi hotspots established for BCMM citizens</p> <p>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>		<p>Ensure there are more Wi-Fi hotspots in all public areas in Buffalo City.</p>

Link to Sector Plan(s) and Policies

POLICIES	STATUS
User Account Management Policy	Approved by Council
Disaster Recovery Plan Policy	Approved by Council

POLICIES	STATUS
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 framework	Approved by Top Management
Risk management Framework	Approved by Top Management
Firewall procedure	To be tabled at ICT Steering Committee
ICT Security Policy	Approved by Council

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

Number of Buildings connected to Fiber

- East London CBD link to KWT Civic 99% Complete
- Munifin, Old Mutual, Trust Center, City Hall, Central Library, Buxton House, Electricity House, Engineering Building, 45 Commercial Road, Clement Kadalie Hall, Sleeper Site, Orient Theater, Supply Chain, Chisselhurst Depot, Duncan Village Business Hive, Duncan Village Resource center, Gompo Library, Buffalo Flats Fire Department, Umzonyana Water Treatment, Wilsonia Market, Mdantsane Zone3 Library Business hive, Zone 6 Depot, Mdantsane Mall, Zone 6 Rent Office, Cecilia Makiwane, Berlin, Bisho Civic Center, KWT Civic Center, KWT old Traffic, KWT New Traffic, Botanical Garden, KWT New Fire and KWT Library.

ICT has rolled out 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 Microsoft Teams for business.

- Microsoft Teams 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 Governance

- ICT Policies approved by Council
- Reviewed the ICT Strategy

ICT Governance structures where fully operational namely:

- ICT Change Review Board

- ICT Security and Architecture Review Board
- ICT Operations and Project Forums
- Disaster Recovery Planning Forum

Network Infrastructure & Internet

- a) Constructed a Fibre Back Bone to link Bisho to King William's Town
- b) Constructed a Fibre Back Bone link to link IDZ to East London CBD
- Link various BCM Building into Fibre Back bone link namely: a. Klemant Kadalie Offices
- New Traffic Dept and Councilor's offices in King William's Town
- Beacon Bay
- Fire Dept in King William's Town
- Enable 60 Hot spot Public Wi-Fi for the City in Mdantsane, King William's Town, Zwelitsha and Dimbaza
- Migrated to Office 365 as first Metro in the Country to deploy cloud-based Microsoft Office and Email
- Implemented Citizen Engagement Mobile App to automate Service Delivery Request and automation of manual processes for the City

12.3 KFA 21: Transport Planning and Operations

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. 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 rideable roads network for all road users.

The Buffalo City Metropolitan Municipality (BCMM) roads network consists of ± 2940 km of surfaced and gravel roads network. With an estimated replacement cost of R 7,7 Billion. The surfaced roads network which includes Asphalt, Concrete and Block Paved Roads consists of ± 1600km of roads with an estimated replacement cost of ± R 6,5 Billion and a Gravel roads network of ± 1340km with an estimated replacement cost of R 1,2 Billion. The Roads Branch had an annual capital budget allocation of R 252 Million for the rehabilitation and resurfacing of existing roads infrastructure in the City (Roads provision) for the 2018/2019 financial year. An amount of R 116 Million was allocated under the operational budget for the maintenance of existing roads.

Strategy

We have developed an Integrated Public Transport Network Plan (IPTN) that cover the entire needs of the city. The IPTN also includes the development of the universal access development plan that ensures that the needs of the special groups are incorporated into the IPTN.






Priorities



The MELD was also identified as a priority as far back as in 2010 during the Bus Rapid Transport System (BRT) era. BRT has now evolved to be integrated public transport system. The buses under the IPTN would be operated by affected taxi and bus operators. It is anticipated that negotiations with the taxi industry will commence and be concluded in 2019/2020 financial year for implementation. The upgrading of Qumza highway commenced in the current financial year and is scheduled to be finished in the 2020/2021 financial year.

Bus services

Buffalo City Metro Municipality is still offering a limited service, because we have only five buses.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2020/21 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 East London Corridor (MELD) as priority number one and associated feeder routes.		
	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		Construction of Qumza Highway completion in 2021.

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
	for this section of the road were completed in July 2016.		
	<p>Mount Ruth Node 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 its proximity to the rail line and station, its direct connection with the Mdantsane CBD as well as its 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,		

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.

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:

1) Bridges

- a) The completion of the Needs Camp Potsdam Bridge and associated roads works
- b) Completion of the design for the Cambridge Township Pedestrian Bridge
- c) Completion of the installation of the culvet on Section 1 of Qumza Highway

2) Sidewalks

Completion of 9.032 km of sidewalks in Mdantsane NU1, Potsdam, Dimbaza, Sweetwaters.

3) Traffic Calming (Speed humps)

Completion of 62 traffic calming measures throughout the City

4) Guardrails

No guard rails were installed due to late start completion of the procurement process for the contractors

5) Traffic Signals

Completed the installation of traffic signals at Hargreaves Avenue/R346 intersection.

6) 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) Completed Construction of 5 Taxi Embayment's

12.4 KFA 22: Energy Supply Efficiency

Introduction

Buffalo City Electricity Department supplies more than 140 000 customers in an area covering approximately 2 500 square kilometres. Electricity for the main supply to the Metro Region is purchased at mainly 132 000, 66 000 and 11 000 volts from 15 Eskom intake point. This is re-distributed to all legal consumers within the urban edge. Our focus is to provide a safe, effective and efficient electrical supply service in accordance with legal and statutory requirements.

In the electricity and energy department implemented projects to the listed 3 top service priorities:

Electrification of Formal Houses

As per government policy BCMM priorities electrification of formal RDP households, the aim is to electrify all completed homes built within the following year. The actual achievement is based on the funding made available in this financial year 514 household received electricity for the first time, improving their living standard. The continued electrification of RDP houses to prioritized to ensure that the backlog of around 2% is maintained or reduced.

Upgrading, refurbishment and replacement of the electrical equipment:

The BCMM electrical network is aged and does not have additional capacity for the number of Households that require electrification. The Electricity and Energy department have a master plan which includes future housing projects and have implemented projects that will make provision for capacity on the electrical network for these projects. The recapitalization program has also been prioritized to ensure a reliable, safe and efficient service to all BCMM legal consumers.

Energy Efficiency, replacement of existing street lighting

The objective is to align the Buffalo City Municipality to the national strategic objective of optimizing energy usage through energy efficiency Projects. As the urban population grows and the effects of climate change worsen, our cities have to adapt. Cities need to accelerate their transition to a cleaner, healthier, and more economically viable future through improvements in efficiency 155 technology reform. The implementation of these projects contributes towards the reduction of energy consumption on the electricity networks and thus reduce the energy demand. The remaining 20 High mast installations of a total of 250 were retrofitted (reduced wattage on each fitting by 50%) in the financial year under review. In addition, 1790 conventional streetlights were retrofitted (average reduction in wattage on each fitting by 60%)

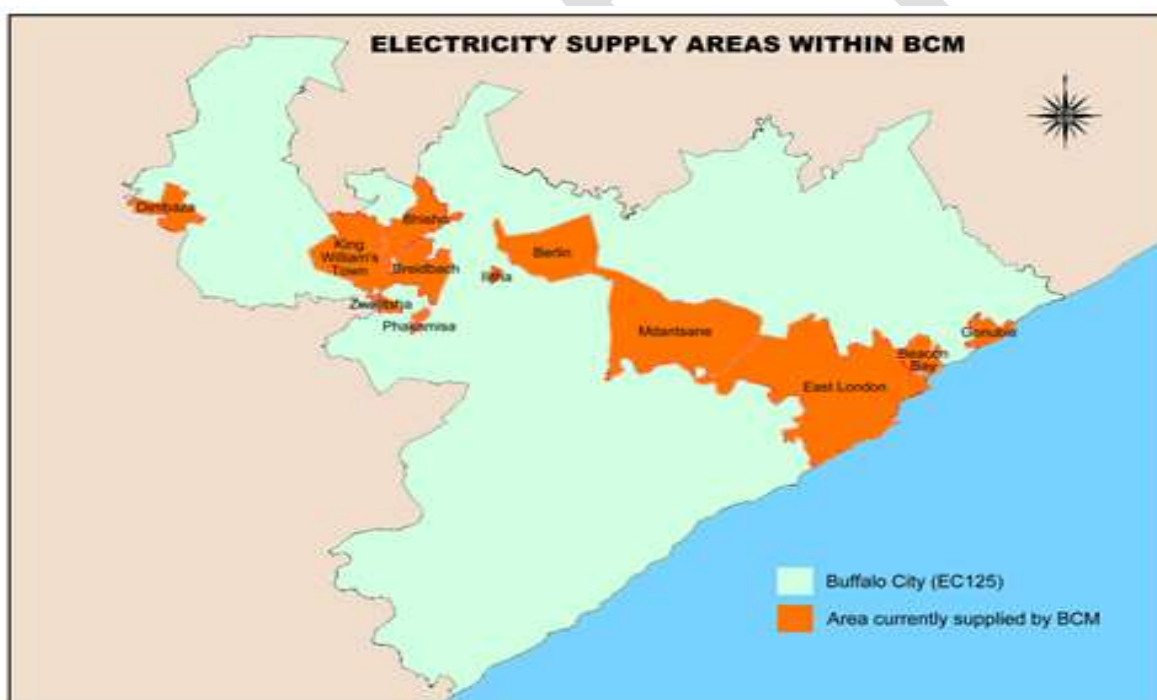


Figure 131: Electrical Supply Areas within BCM

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 discussions 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

To meet its mandate in terms of its issued licences, the department has three distinct business units, 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:

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.

- 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

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

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

- 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.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
Energy Supply Efficiency	<p>Levels of Service The following levels and standards of Electricity Service are provided by BCMM within the urban edge and Eskom in the rural areas:</p> <p>BCMM Electricity</p> <p><u>Formal Electrification:</u> The Department is responsible for universal access to electricity as a key basic service to residents and implements electrification to RDP houses through the Department of Energy funding. The institution provides a minimum of 40 amps to all RDP service connections within the Municipal area of supply, above the Department of Energy's requirement of 20 amps. The housing projects need to meet the DoE guidelines for electrification which requires that the housing project must be 80% complete and occupied. The department implements informal electrification in line with a council resolution. Informal dwellings within the BCMM area of supply receive the same service as a formal RDP household.</p> <p><u>Informal Electrification:</u> There has been a high increase in urban population due to the migration of people from rural areas to urban areas. At least 10 percent of South Africa's populace live in urban informal settlements. It is now recognized that informal settlements are an urban reality, at least in the medium term, and will be the only form of housing available to many residents. Buffalo City Council took a decision that the settlements will be provided with interim electricity services, as per Council resolution BCMM 131/12,</p>		<p>The department will continue with its capital replacement program:</p> <ul style="list-style-type: none"> • Replace/ upgrade and renew the 132kv system • Installation of SCADA • Replace/Renew/Upgrade Cables • Replace/Renew/Upgrade Switch gear • Replace/Renew/Upgrade overhead networks • Installation of public lighting will continue in areas that require new lights or additional lights for security • Installation of new electrical connections to completed RDP household. • Installation of electrical connections to informal dwellings that meet the electrification criteria. <p>The operational department will continue to implement planned maintenance programs The revenue protection unit will continue with its programs</p> <ul style="list-style-type: none"> • of removal of illegal connections • inspection of meters • investigation and prosecution of illegal connectors <p>Investigate alternative sources of energy by conducting a Renewable Energy Audit</p>

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
	<p>subject to the settlements meeting the minimum criteria.</p> <p>The settlement should be close to existing infrastructure and is in a position where electrification is practicable and not encumbered by any of the following elements:</p> <ul style="list-style-type: none"> • Servitude • Road or rail reserve • Flood prone area <p>156</p> <ul style="list-style-type: none"> • Environmental issues • Storm water retention or detention pond • Private land • Unstable land • Any other health or safety hazard. • The settlement is stable (i.e. there is no further growth or relocation planned for the foreseeable future) • Such settlements provided are treated as ad hoc projects and are motivated separately. <p>BCMM has over 45 000 informal dwellings within the electrical network, most of which do not meet the DoE guideline or have been ear-marked for de-densification or relocation, this poses a major risk for both the Institution and residents living within these areas.</p> <p><u>ESKOM Electrification</u> Eskom as with BCMM is responsible for universal access to electricity under the NERSA license issue to supply rural areas. There are however differences in the service level supplied by ESKOM to BCMM constituents in Rural areas. To address these differences in services not only affecting BCMM, the South African Local Government Association is negotiating service level agreement with ESKOM as required by numerous ACTs which the municipality and ESKOM are required to adhere to.</p> <p><u>Free Basic Electricity:</u> BCMM provides the minimum free basic service to all indigent consumers of 50 units, this includes the Eskom serviced residents.</p>		

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

Progress and Achievements to date (Highlights)

- Over the past year, the electricity department electrified 220 informal dwellings in Kannana, which meets the minimum criteria, this is a small portion of what is required to make the program effective in terms of reducing the losses to BCMM's revenue
- The Electricity Department received in the 2018/2019 financial year as published in the Division of Revenue Act received an amount of R 6,4 million to install 400 service connection to formalized RDP dwellings. Over the past year, the Buffalo City Metropolitan electrified 514 dwellings in the following areas; Zone 5 Mdantsane and Fynbos Phase 2

Challenges

- Electricity backlogs or electricity outages
- Illegal connections

Electricity Backlogs

In terms of the electricity backlog, the backlog is due to three main reasons:

Back log due to new RDP Housing project being completed. This backlog is considered the formal backlog as the houses are built to reduce the housing need and are built on formal plots.

In terms of this formal backlog the number of houses requiring electricity is estimated to be about 1500 a year due the completion of houses during the year. Electrification the completed houses are usually completed within the next year.

The delay is due to the DoE funding criteria, as projects must meet the 80% complete and occupied criteria.

The second reason for electricity services backlog is due to the mushrooming informal dwellings within BCMM these households require both housing and electrification.

The BCMM council has taken a decision to electrify informal areas, which meet the informal dwelling electrification criteria, the main criteria being that the area must have a formal layout and be BCMM property.

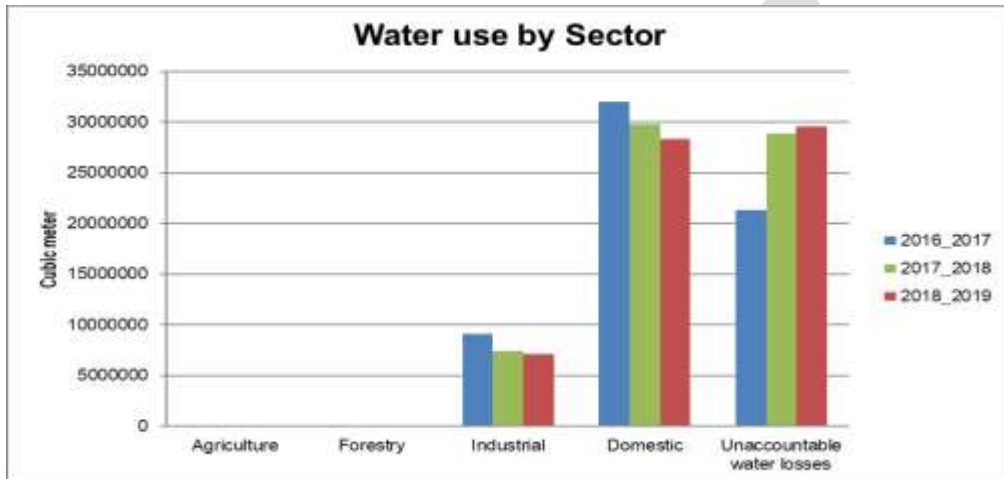
Thirdly in the ESKOM area of supply, the backlog is mainly caused by extensions to already electrified villages, the main hold back on the extension being electrified is that many of them do not meet electrification guideline of having a formal layout plan

12.5 KFA 23: Water and Wastewater

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.

Water Use by Sector





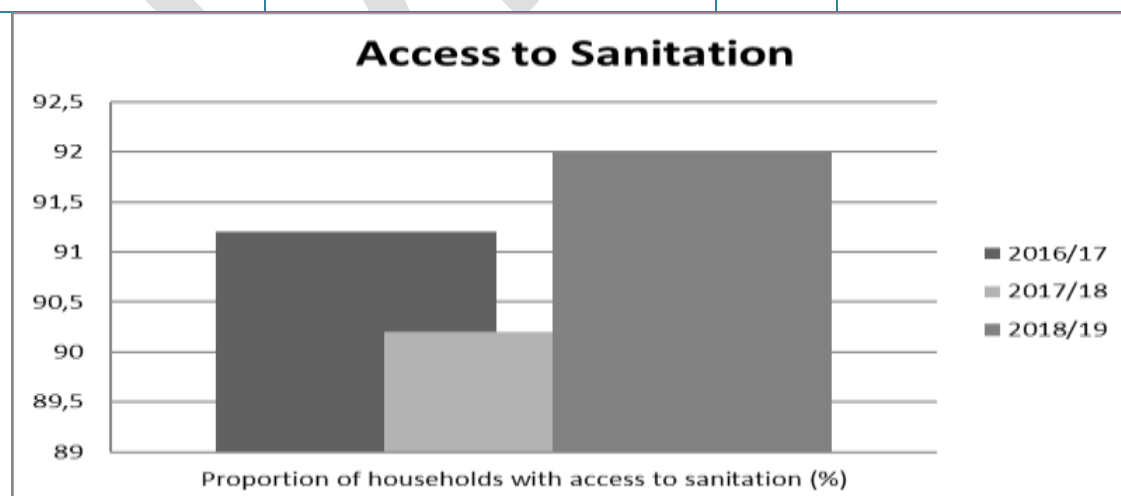
The system yield is adequate to meet the high growth projections until the next planned additional water resource augmentation which is expected to be implemented by 2027. The metro has reliably provided water services to communities. A total volume supplied in the 2018/2019 financial year has decreased by a massive 1 931 280 adding to a previous year saving of 1 474 227 kilolitres.

There are some 850 rural non-residential consumers units (i.e. schools, clinics, police stations sports facilities) within BCMM. These often have rudimentary standalone water supplies and generally have basic onsite dry sanitation facilities, which are not serviced by BCMM. No significant growth in the number of public institutions and dry industries are anticipated in the short to medium term, although proposed and/or planned developments have been submitted for approval by the city.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2020/21 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		<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.

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
	<p>meters is currently managed through the water main replacement and meter replacement programmes. All information of work done is recorded in the WMIS.</p>		
	<p>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), Rooikrantz, Nahoon, Laing and Sandile Dams and the Peddie Scheme. The Wriggleswade 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).</p>		<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.
	<p>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.</p> <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"> Upgrading of Umzonyana water treatment system is ongoing. To procure a contractor for the construction of new water treatment for KWT/Bhisho areas. To start the construction of Newlands water supply Upgrades for Newlands villages and Macleantown.



Key Focus Area	Current State	Rating	Action Plan 2020/21 FY	
Service delivery objectives for the period 2018/2019:- Description				
		Baseline	Target	Actual
	% of households with access to basic level of water supply	97.3%	98%	98%
	% compliance of water treatment works with SANS 241	≥95%	≥95%	99%
	Reduction in non-revenue water	34%	30%	46,11%

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**

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 Bhisho/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

Progress and Achievements to date (Highlights)

Water

The BCMM has installed water service points to informal settlements to ensure access of water services. Communities together with the Ward Councillors identify needs within informal settlements to which the BCMM responds. Further to this 250 (5 per ward) Ward based community members were employed to address leaks at standpipes and to undertake repairs on indigent properties beyond the metre. BCMM operates a call centre

which is open 24 hours per day, where service disruptions and/or complaints can be registered. Furthermore, complaints can be logged during office hours at the help desks of the various line departments.

Sanitation

To address the issues of WWTW compliance, aging infrastructure, housing delivery and economic development BCMM have initiated the projects, Reeston Phase 3 Bulk Services Sewer, Wastewater Infrastructure Capacity KWT Regional Scheme and Bulk Sanitation Provision. To address access backlogs the Sanitation Backlog Eradication project was initiated. The variance in expenditure for Wastewater Infrastructure Capacity (KWT Regional Scheme) and Bulk Sanitation Provision was minimal as these are multi-year ongoing projects. Operating and maintenance budgets were fully committed

Challenges

- Water challenges in midlands rural and some inland urban areas
- In addressing the current challenge of the insufficient capacity in our wastewater treatment works several projects have been initiated. These are Reeston Wastewater Treatment Works (WWTW), Zwelitsha regional WWTW and Hood Point
- The conveyance infrastructure in many instances is well beyond its remaining useful life and requires replacement. R 40 Million per annum is made available. Theft, vandalism and incorrect use of the system causes system failures which result in spillages into the environment.
- Insufficient budget allocations as well as the aging infrastructure have imposed a major challenge when it comes to the access to basic water services. The lack of network integration in some areas especially rural systems makes it difficult to optimize available water resources and ensure the service continuity in cases of break down.
- Increasing incidents of sewage overflows due to the deposition of foreign objects in the system, theft, vandalism and inadequate sewer capacity in some catchments threatens the environment.

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. STRATEGIC PRIORITIES

The following strategic priorities applicable to this Strategic Outcome have been identified during the 2020/2021 IDP Review:

MTSF 2019/2024	PDP	BCMM Mayoral Lekgotla
Priority 5: Spatial Integration, Human Settlements and Local Government	Goal 2: An enabling infrastructure network	<p>MGDS Strategic Outcome 4: A Spatially Transformed City:</p> <ul style="list-style-type: none"> ▪ Priority 1 – All future land developments are planned ▪ Priority 2 – Integrated Human Settlements ▪ Priority 3 – Approval of building plans expedited ▪ Priority 4 – Built Environment Performance Plan ▪ Priority 5 – Municipal Property Asset Register ▪ Priority – BCMM rental leases



16. ANALYSIS OF KEY FOCUS AREAS (KFAs)




16.1 KFA 24: Spatial and Urban Planning

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 2020/21 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) has undergone a review and has been completed in draft. An advert advert will be placed in February 2020 inviting comment there after a report will be submitted to the Spatial Development & Planning Portfolio Committee for approval</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)
	Strategic Priority 1: Central East London - Mdantsane Focus and Investment in the Central Urban Renewal Area		Redirecting of the R72 from Fitzpatrick Road to Currie Streer is anticipated to start in July 2019. The road is going to transverse a portion of the Sleeper Site giving easy access to the Sleeper Site.

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
	(EL-Mdantsane) Catalytic Projects are identified as: <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)		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.
	Strategic Priority 2: West Bank Investment in key enabling infrastructure on West Bank: Catalytic Projects are identified as: <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) 		The Settlers Way Local Spatial Development Framework has been completed in draft. An advert advert will be placed in February 2020 inviting comment there after a report will be submitted to the Spatial Development & Planning Portfolio Committee for approval Local Spatial Development Frameworks are developed to provide detail to the SDF and serve to reduce timeframes required for approving planning applications.
	Strategic Priority 3a: King William's Town & Bhisho Investment in roads, public transport and infrastructure upgrades to support the KWT-Bhisho Revitalisation process. Catalytic Projects are identified as: <ol style="list-style-type: none"> 1. The Bhisho Revitalisation Precinct 2. "Green Energy" Hub located at Berlin 		Complete the upgrading of the Market Square Taxi Rank.
	Strategic Priority 3b: Quenera Precinct Investment in Land in Quenera area Catalytic Project is identified as: The Beacon Bay-Gonubie Link Road and intersections		Council did approve the Bonza Bay Local Spatial Development Framework on 30 October 2019. Local Spatial Development Frameworks are developed to provide detail to the SDF and serve to reduce timeframes required for approving planning applications.

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”.

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).

Progress and Achievements to date (Highlights)

CITY PLANNING DIVISION

Spatial Planning Branch

- i. **Bonza Bay Local Spatial Development Framework Review**
Council approved the Bonza Bay LSDF on 30 October 2019.
- ii. **BCMM Spatial Development Framework (SDF) Review**
The BCMM Spatial Development Framework (SDF) has undergone a review and has been completed in draft. An advert will be placed in February 2020 inviting comment there after a report will be submitted to the Spatial Development & Planning Portfolio Committee for approval
- iii. **Settlers Way Local Spatial Development Framework**
The Settlers Way Local Spatial Development Framework has been completed in draft. An advert will be placed in February 2020 inviting comment there after a report will be submitted to the Spatial Development & Planning Portfolio Committee for approval

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.
- Training of the Appeals Tribunal members, being the Mayoral Councillors took place on 16 April 2019
- The Municipal Planning Tribunal (MPT) had its first meeting on 25 April 2019

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 have been surveyed with General Plans available: 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,
- Subsequently to this the township establishment for Kwatshatshu was been recommended for approval by the Land Use Planning Board of COGTA on 31 January 2020. Buffalo City Metropolitan Municipality is awaiting the approval letter and Layout Plan in order to endorse and issued the Letter of Approval and inform the Geomatics division to proceed with the Survey thereof.
- The Township Establishment for Ginsberg has been approved by the MEC for COGTA. Buffalo City Metropolitan Municipality has issued the Letter of Approval and the Geomatics division has been informed to proceed with the Survey thereof.



- The following feasibility studies have been completed to determine if the land in question is suitable for residential development, namely: Smiling Valley and Nompumelelo which have recommended that a township can be established.
- A service provider has been appointed to conduct the Smiling Valley Township Establishment.
- The department is in the process of finalising the Bid Specifications for the Nompumelelo Township Establishment Phase 1, in order to procure a service provider to conduct the project.
- The department is in the process of finalising the Quenera Feasibility Study and have commenced feasibility studies for Sweetwaters, Tyuthu, Sonwabiso and Nompumelelo Township Phase 2
- The following Informal Settlements are currently being planned in terms of the Mdantsane Infill Areas:
 - a. Gwentshe
- The following Township Establishments in terms of the Mdantsane Infill Areas have been approved by the MEC of COGTA, namely:
 - a. Z Soga (3)2 – The Layout Plan has been endorsed & a Letter of Approval has been issued by BCMM.
 - b. Hlalani - Approved by MEC for COGTA and endorsed Layout Plan & Letter of Approval has been issued by BCMM,
 - c. Khayelitsha - Approved by MEC for COGTA and endorsed Layout Plan & Letter of Approval has been issued by BCMM,
 - d. Matsheni Park - Approved by MEC for COGTA and endorsed Layout Plan & Letter of Approval has been issued by BCMM, and
 - e. Hani Park - Approved by MEC for COGTA and endorsed Layout Plan & Letter of Approval has been issued by BCMM.
 - f. Empilisweni,
 - g. Ilitha Erf 943,
 - h. Z Soga 2,
 - i. Phola Park
- The following have been supported by Council and have been submitted to the MEC of COGTHA for approval, namely:
 - a. Ekuphumleni
 - b. Slovo Park



16.2 KFA 27: Urban, Rural and Township Regeneration

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 2020/21 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. - Construction scheduled to be completed by end June 2019. • Kwatshatshu/Qalashe Pedestrian Bridge valued at over R4.5m that will provide ever needed access over the river between the two communities. - Construction of the bridge was completed in 2017 and is currently in use. • Programme on the Implementation of Sidewalks (Sidewalks: Construction of 6km) • Traffic calming Measures as part of the Non-motorised Transport within the bigger BCMM area. - Traffic Calming measures: Construction of 60 speed humps. • Feasibility studies for 9 Pedestrian Bridges within the BCMM area - Complete

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
			design for 4 bridges and construct 4 bridges
	The Enterprise Development Unit through the interaction with the SMME sector has prioritized programmes in order to assist the sector to grow. 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.		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.
	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		To develop an all inclusive Township Regeneration Strategy to harness development and deliver quality services to improve the quality of life in the townships

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

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.

Progress and Achievements to date (Highlights)

The Urban and Rural Nodes Regeneration Strategy is set to be developed during the 2019/2020 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.

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.

16.3 KFA 28: Property Management and Land Use




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 2020/21 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		Establish 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, Ilitha, Phakamisa and Zwelitsha		Existing land rights to be upgraded, registration of the General Plans, so that Title deeds can be issued to rightful occupants

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

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

Progress and Achievements to date (Highlights)

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

Challenges

- Lack of a dedicated unit to respond to land invasions
- Cumbersome and lengthy process in obtaining prohibitory 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 alternative accommodation which is non-existent on many cases

KFA 25: Sustainable Human Settlements

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 2019/20 financial year, Human Settlements Directorate within the municipality has targeted the following:

- Provision of **450** subsidised housing units
- Provision of **1100** 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
- Duncan Village Redevelopment Initiative

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2020//21 FY
Sustainable Human Settlements: <i>Duncan Village Redevelopment Initiative</i>	Housing development in Duncan Village has started but progress is very slow. There is a challenge of mushrooming of shacks and land unavailability in Duncan Village.		Verification and Installation of Bulk Services at D-Hostel and Gompo Site
Sustainable Human Settlements: <i>Subsidised housing units</i>	The provision of housing units is steadily making progress even though there are challenges caused by various factors such as delayed procurement processes due to budget shortfall as a result of responsive bidder's tender's offers being lower than the subsidy amount per unit. In 2018/19 financial year, there was illegal occupation of about 300 houses at Ndancama & Fynboss 1&2. The matter was taken to Court which later ruled in favour of BCMM to evict non-project beneficiaries.		The award of major infrastructure contracts that are under procurement. Conclusion of the accredited Service Providers reservation process in terms of Municipal Finance Management Act Regulation section 14 .
Sustainable Human Settlements: <i>Formal sites serviced</i>	Human Settlements Directorate is doing well in terms of providing services like roads, water and sanitation to individual sites. Since 90 % of the human settlements projects include/combine internal services provision to individual sites, the invasion of sites by non-project beneficiaries' results in delays in terms of continuation of work on site.		The award of major infrastructure contracts will accelerate the pace of work on the provision of serviced sites. The upgrading of informal settlements through provision of incremental services is our amongst our top priorities.
Beneficiary Registration	The Human Settlement Directorate is providing and doing Beneficiary Administration as per accreditation level 1, the section is doing beneficiary registration in all housing projects implemented by the metro. People who are looking for housing opportunities are encouraged to register on the National Housing Needs Register (NHNR)/Waiting list. Currently, BCMM has ±100 000 prospective beneficiaries contained in the National Housing Needs Register (NHNR). In respect of informal settlements, the BCMM has ± 60 000 households who are residing in informal settlements. Once they are registered and captured on the system they will wait on the system until strategic well-located land and budget is available from		Register all people looking for housing opportunities on National Housing Needs Register (NHNR). The section will register potential beneficiaries on the HSS system depending that funding/budget for the project is approved by Province and the project is loaded on HSS as for the beneficiaries to be approved and relocated to their completed houses. Review Allocation and Relocation Policy.

Key Focus Area	Current State	Rating	Action Plan 2020//21 FY
	<p>National and Provincial Department of Human Settlement. Once land and budget is available the section would will start to do shack and population survey, community engagement/mobilization beneficiary verification, formulation of master lists, registration of potential beneficiaries up until the beneficiaries are approved through HSS system and then after that they can be relocated to their completed houses.</p> <p>The challenges encountered are: Unutilised NHNR/Waiting list during project implementation. Allocation and Relocation policy not being implemented The Directorate only focuses on upgrading of Informal Settlement rather than focus to also people staying on backyard dwellers, disabled people (special needs), senior citizens (Elderly) and child headed homes.</p>		

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.

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)

The Directorate will review the policy in 2020/2021 financial year in order to address the following amongst 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

Progress and Achievements to date (Highlights)

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

- A total of **14** subsidised housing units were provided in Fynboss/Ndancama
- A total of **312** formal sites serviced were provided in Mdantsane Zone 18 cc : **61** sites and Potsdam Ikhwezi Block 1: **251**
- A total of **1075** beneficiaries were registered for housing opportunities in the National Housing Needs Register (NHNR)

Achievements:

- National Government Awards - Best Performing Metro of the year award in 2018/19 financial year.

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
- Bulk Infrastructure non availability further cause delays in developing land earmarked for housing development

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
		TPP 10: INSTITUTIONAL SERVICE DELIVERY & OM	KFA 41: Human Capital and Skills Development

STRATEGIC OUTCOMES	STRATEGIC OBJECTIVE	TEN POINT PLAN	KEY FOCUS AREA
		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. STRATEGIC PRIORITIES

The following strategic priorities applicable to this Strategic Outcome have been identified during the 2012/2020 IDP Review:

MTSF 2019/2024	PDP	BCMM Mayoral Lekgotla
Priority 1: A Capable, Ethical and Developmental State	Goal 6: Capable democratic institutions	<p>MGDS Strategic Outcome 5: A Well governed City:</p> <ul style="list-style-type: none"> ▪ Priority 1 – Service Delivery Account (2016-2021) ▪ Priority 2 – Revenue Management ▪ Priority 3 - Automation of SCM ▪ Priority 4 – Sewer Diversion Tunnel Funding ▪ Priority 5 – Improve risk management culture ▪ Priority 6 – Implementation of fraud prevention plan ▪ Priority 7 – Limited capacity of MGDS Unit ▪ Priority 8 – Five-year review of MGDS ▪ Priority 9 – Lack or reporting from Ward Councillors ▪ Priority 10 – Low Collection Rate ▪ Priority 11 – Indigent Management System ▪ Priority 12 – Operating deficits ▪ Priority 13 – Productivity of the work force

19.1 KFA 30: Governance Structures

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

BCMM Council seats in the East London City Hall on a monthly basis and on special meetings as per the approved Institutional Calendar. 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

- i. Bacela, Vumile Peter
- ii. Makinana, Andile
- iii. Makinana, Mvuzo
- iv. Jongilanga, Khulile Eric
- v. Jali, Bethwell Bangumzi
- vi. Toyise, Isaac Michael
- vii. Nqwala, Melumzi Malcomess
- viii. Dayile, Noludwe
- ix. Phakamile, Stanley
- x. Siciko, Mnyamezeli
- xi. Pako, Nkosinathi Mathews
- xii. Mdunyelwa, Msondezi
- xiii. Sityo, Mpumzi Honeybrook
- xiv. Pato, Ntombolwandle Nomasomi
- xv. Mkokeli, Kansile
- xvi. Bentshu, Mphuthumi Gladman
- xvii. Jongilanga, Mandisa Miranda
- xviii. Kubashe, Thembela Rosebella
- xix. Vazi, Mlandeli
- xx. Vacant x 1

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. Toni (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. Municipal Services Portfolio Committee
- v. Health and Public Safety & Emergency Services Portfolio Committee
- vi. Human Settlement Portfolio Committee
- vii. IDP & Organizational Performance Management Portfolio Committee
- viii. Infrastructure Services Portfolio Committee
- ix. Institutional Operations & Civic Relations Portfolio Committee
- x. 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. Municipal Public Accounts Committee (MPAC)
- vii. Multi-Party Committee
- viii. Audit Committee
- ix. Risk Management Committee

Top Management of the Municipality comprises of the City Manager and 11 Heads of Directorates situated in the Corner of North and Oxford Street, EL CBD in Trust Centre Building. 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.

Council has recently approved the disestablishment of the Directorate of Municipal Services and the consequent establishment of two new Directorates of Solid Waste & Environmental Management and Sport, Recreation & Community Development and the administrative structure has the following Directorates:

- City Manager’s Office-(Filled)
- Directorate: Executive Support Services- (Filled)
- Directorate: Corporate Services - (Filled)
- Directorate: Economic Development and Agencies - (Filled)
- Directorate: Infrastructure Services - (Filled)
- Directorate: Solid Waste and Environmental Management – (Vacant)
- Directorate: Sport, Recreation and Community Development – (Vacant)
- Directorate: Health, Public Safety and Emergency Services - (Filled)
- Directorate: Finance - (Filled)
- Directorate: Spatial Planning and Development – (Filled)
- Directorate: Human Settlements - (Filled)

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 2020/21 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 requirements and councillors are able to fulfil their duties.		Capacity Building Programme

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.

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

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

- **Infrastructure:** Infrastructure unable to meet service delivery needs and requirements
- **Contracts Management:** Poor contracts management
- **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 2020/21 FY
Risk Management	Implementation of Risk Action Plan (monthly)		Migration from Manual to Automated Systems (the process is currently at bid specification stage for the procurement of enterprise-wide risk management software) Table quarterly progress reports to Top Management, risk committee and Audit committee
	Develop an enterprise risk management strategy and policy		Educate staff on the enterprise risk management strategy.

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

Link to Sector Plan(s) and Policies

Policies

- Enterprise risk management policy

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 and reports to the audit committee on a quarterly basis. 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.

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

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	There is an approved Public Participation Strategy adopted by Council in 2011 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. However, the Buffalo City Metropolitan Municipality will embark on a process of reviewing the current strategy to incorporate new innovations. The Public Participation Strategy demonstrate community involvement in the IDP development.
Ward Committees	These are critical platforms or organs of peoples power our communities use to interface with their municipality throughout the 50 wards. Informing the community of council decisions, community rights and duties, municipal affairs etc. Community informing ward councilor of their concerns. They form the bridge between Metro and communities by facilitating proper communication.
Community Development Workers (CDWs)	There are 33 CDWs working in 50 wards of BCMM, 16 (East London), 8 (Mdantsane) 9 (King William's Town). 17 Wards have no CDWs however those wards are serviced by nearest CDWs. They have a fully equipped office with IT equipment and telephone. They get assistance with their operational needs i.e. stationery, transport, to enable them to perform their functions efficiently and effectively. CDW's assist with community mobilization and participated in Metro public participation programmes i.e. IDP Budget Roadshows and co-ordinating signing of Development initiatives, poverty alleviation initiatives and other development undertakings are being planned and implemented in partnership with ward committees.
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 2020/21 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.
	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.

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.

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.

Progress and Achievements to date (Highlights)

Public Participation Strategy

A service provider had been appointed for review 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".

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 impact negatively on administrative issues.

19.4 KFA 33: Policies and By-laws

Policies

In accordance with Section 11 of the Municipal Systems Act, a municipality exercises its legislative or executive authority by passing and implementing policies and by-laws.

The status of municipal policies and by-laws in the Buffalo City Metropolitan Municipality is outlined in this section.

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 DIRECTORATE	Budget Policy	2019/05/29 Effective date 2019/07/01	BCMC 256/19	GM: Budget & Treasury Management	
	Capital Infrastructure Investment Policy	2019/05/29 Effective	BCMC 256/19	CFO	

















Directorate	Policy Name	Council Approval	Council Minute No.	Responsible Person	Rating
		date 2019/07/01			
	Funding and Reserves Policy	2019/05/29 Effective date 2019/07/01	BCMC 256/19	CFO	
	Long Term Financial Planning Policy	2019/05/29 Effective date 2019/07/01	BCMC 256/19	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	2019/05/29 Effective date 2019/07/01	BCMC 256/19	GM: Budget & Treasury Management	
	Virement Policy	2019/05/29 Effective date 2019/07/01	BCMC 256/19	GM: Budget & Treasury Management	
	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	2019/05/29 Effective date 2019/07/01	BCMC 256/19	GM: Budget & Treasury Management	
	Asset Management Policy	2015/05/29	BCMC 239/15	GM: Corporate Asset Management	
	Investment and Cash Management	2019/05/29 Effective date 2019/07/01	BCMC 256/19	CFO / GM: Budget & Treasury Management	
HUMAN SETTLEMENTS	Housing Allocation Policy	2014/12/11	BCMC 551/14	HOD: Human Settlements	
















Directorate	Policy Name	Council Approval	Council Minute No.	Responsible Person	Rating
		Effective date 2014/11/19			
	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: Organisational 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	
	Organizational Design Policy	N/A	N/A	Organizational 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	
HEALTH AND 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	

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)**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.


The IGR Forums hosted by BCMM takes its cue from the Intergovernmental Relations Framework Act, 2005 (Act No.13 of 2005) located in Chapter 3 of the South African Constitution, 1996, the basic principles and values of co-



operative government and intergovernmental relations requires integrated planning across all spheres of governments . IGR Forum meetings are held at least 4 times a year with Sector Departments, State-Owned Enterprises and municipal departments . At the IGR Forum meetings, programmes of government are shared with all stakeholders; projects and funds for projects in BCMM from Sector and National Departments are reported on; challenges with service delivery or key assets eg the Port are discussed, IDP outreaches and timelines are provided so sector departments can participate, feedback from the Imbizos is shared for input, introduction of government models for implementation are communicated and general government information and concerns are raised and shared. In addition, BCMM also holds IGR Roundtable Sessions with Sector Departments and relevant BCMM departments to resolve issues raised in the IGR Forum meetings. Furthermore, BCMM also holds the IGR Core Group comprised of the OTP, COGTA and BCMM departments to discuss the agenda for the IGR Forums and also to look at approaches to resolve challenges that could be hindering the smooth coordination of IGR amongst all spheres of government.

The municipality is engaged in inter-municipal planning; however, this occurs across the municipality and there is no formal reporting by departments on these planning sessions. This needs more strengthening as the Buffalo City Metro is regarded as a regional hub and has a huge impact on its neighboring municipalities and vice versa and more strategic sessions need to be held with neighboring municipalities especially in the Amathole region.

More recently due to climate change effects the need for inter-municipal planning became apparent. Through the Cooperation with the City of Oldenburg in Germany, an awareness raising water project was approved for BCMM. BCMM brought aboard Amathole District Municipality and Amahlati Municipality together with Department of Water Affairs and Amathola Water to look at working together in protecting the catchment areas as all three municipalities relied on the catchment for their water resource. The project looked at challenges experienced in the municipalities and how uniform communication messages could be used by all the municipalities for communities to protect and use the resources responsibly.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
Intergovernmental Relations (IGR) and International Relations (IR): <i>Development Cooperation and International Relations</i>	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 capable workforce to deliver services. In terms of Buffalo City Metro there is: <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; 		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 2020/21 FY
	<ul style="list-style-type: none"> 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>		
Intergovernmental Relations (IGR) and International Relations (IR): IGR	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.		IGR Forum Meetings will be held on a quarterly basis
	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

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

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

Progress and Achievements to date (Highlights)

International Relations

BCMM has the following projects that are funded by international partners:

City Partner	Project	Budget	Progress
	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 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	Year 3: 499 316 SEK	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 Partner	Project	Budget	Progress
	include youth in local democratic processes.		
City of Oldenburg, Germany	<p>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.</p> <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</p>	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
	production of alternative energy.		
	Climate Change project: Upgrading of the Nahoon Estuary Boardwalk	27900 €	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 was completed in March 2019.
	Water and Sanitation Project	R400 000	New Project application in 2018 which focused on water and sanitation given water shortages and the need for the protection of water resources.
City of Leiden, Netherlands	Swimming project with Isibindi Safe Park 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	Partner funded the costumes and towels as well as the swimming training costs for the children from the Isibindi Safe Park in Duncan Village.	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.

City Partner	Project	Budget	Progress
	<p>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 ▪ Introduction to competitive swimming 		
<p>City of Jinhua, China</p>	<p>Homestay Project – Youth and Culture project, an experience of history, culture, tolerance and respect.</p>	<p>Partner funds the accommodation and activity costs of the participants in the Homestay Programme.</p>	<p>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</p>

City Partner	Project	Budget	Progress
			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.
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 conclusions of the workshops	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
	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</p>

City Partner	Project	Budget	Progress
			given water shortages and the need for the protection of water resources.
City of Leiden, Netherlands	<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 	Partner funded the costumes and towels as well as the swimming training costs for the children from the Isibindi Safe Park in Duncan Village.	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.

City Partner	Project	Budget	Progress
	<ul style="list-style-type: none"> ▪ Learn-to-swim lessons ▪ Surfing lessons ▪ 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.

- 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, councillors and officials. BCMM has been progressive in terms of implementing and introducing Operation Masiphathisane in the Metro. Following the Councillors Workshop BCMM 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

Office/Department/Unit	Responsibility
Public Participation	Member
Monitoring and Evaluation/Knowledge management	Member
Communications	Member
Customer Care (All Call Centres/Finance Payments Office)	Member
Disaster Management	Member

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)

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 2020/21 FY
Communications (Internal and External)	Communications policy and strategy needs to be reviewed. Implementation of an action plan towards an effective		<ul style="list-style-type: none"> • Review of the Communications Strategy. • Review of the Communications policy.

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
Corporate identity	communication internally and externally		<ul style="list-style-type: none"> Implementation of the Communication Strategy action plan.
Social media	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
	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
Customer Care and Complaints	The Municipality has a structured mechanism of dealing with complaints and petitions. This is managed through the Office of the Speaker and Communications department.		A multi-party and technical committee monitor and evaluates the processing of petitions.

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

Link to Sector Plan(s) and Policies

Strategies and Sector Plans

- Communications Strategy
- Communications Action plan

Policies

- Communications policy

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

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 possess 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.

KFA 36: Corporate Marketing (Branding)

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:

- Working Together
- Khawuleza
- 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 2020/21 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 ▪ Rolling out of the new corporate identity

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

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

Progress and Achievements to date (Highlights)

- Review of Communication strategy
- Creation of corporate identity manual
- Implementation of communication innovations

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

KFA 37: Revenue Management






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 2020/21 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 number of consumers in arrears.
	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



Progress and Achievements to date (Highlights)






Key Focus Area	Current State	Rating	Action Plan 2020/21 FY	Latest Achievements
Revenue Management			Implementation of Supplementary Valuations	5 monthly supplementary roll have been implemented by end Nov 2019 and the rates revenue adjusted 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 2018/19 for implementation in 2019/20 and is being implemented to ensure collection of debt. The policy allows rehabilitation of debtors relating to debt repayment.
	Turnaround expenditure revenue collection, with a look on the increased oversight of the		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 2020/21 FY	Latest Achievements
	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 November 2019, 13,520 conventional meters have been converted to smart 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

Challenges

Key Focus Area	Current State	Rating	Action Plan 2020/21 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 arrears, in terms of the credit	The challenges were resolved. The systems are in sync.

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY	Latest Achievements	Challenges
				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 ensure 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 in 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 2020/21 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 November 2019, 13,520 conventional meters have been converted to smart 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, to ensure that credit control action in the form of	The department is cleaning data on a daily basis where applicable in order to improve the	This is a slow process though as customers generally do not respond favourably to requests for data.

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY	Latest Achievements	Challenges
			telephone calls, SMS notification and letters are successful.	collection communication with customers.	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

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

KFA 38: Expenditure and Supply Chain Management







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: -

- Demand Management and Supplier Development Section
- Acquisitions Section (Buying and contracts)
- Logistics, Warehouse and Disposal Sections
- Risk and Compliance Management Section and
- Contracts Performance Management Section

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2020/21 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 Chairpersons 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
	E-Procurement solutions being done to be rolled out in 2020/21		E-Procurement rollout
	The automation of the contract register will be adequately addressed with the implementation of an electronic integrated procurement solution.		Automation of the Contracts Register

Alignment with the National and Provincial Plans and Policies

- Municipal Finance Management Act 56 of 2003

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**

Progress and Achievements to date (Highlights)

- Reviewal of the SCM Policy by Council in May 2019.
- Continuous identification and reporting of irregular and unauthorized expenditure
- Rolling out the E-Procurement System to improve procurement of goods and services.
- Implementation of the Electronic Document Management System (EDMS) to access bid documents and contracts through the EDMS system
- Implementation of Internal Controls on Formal Written Quotations (Informal Tenders) to improve turnaround times on the Quotation System.
- Development of The Audit Improvement Plan and all matters raised during the audit are dealt with and reported in the relevant structures of Council. The AIP is a tool developed to ensure continuous monitoring of issues raised and dealt with progressively.

Challenges

- Vacant unfunded posts in critical areas within the SCM unit.
- Financial loss due to non-performance of contractors and litigation costs.
- Undefined responsibilities of contracts administration and management and their location.
- Failure of reporting unauthorized, irregular, fruitless and wasteful expenditure and lack of compliance with policy and procedures.

KFA 39: Budget and Treasury

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 where 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 2020/21 FY
Budget and Treasury	Grant funded capital expenditure is 100%		Maintain grant funded capital expenditure to achieve 100% expenditure
	Employee related expenditure is growing annually in relation to overall operating expenditure (31.6%)		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		Implement Municipal cost containment regulations
			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
	Tariffs are set based on prior year plus a predetermined % increase		Implement cost reflective tariff where applicable

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)

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

Progress and Achievements to date (Highlights)

- Credit rating maintained at A, the credit rating is based on assessment of BCMM's financial position, comparative numbers and related counter parties and industry comparative data, this was issued on 20 November 2019 and resulted in Long-term A(za) and Short-term A1(za) rating with stable outlook. The City needs 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 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%, this reflect the City's ability to acquire further loan funding.
- Cost coverage maintained within the norm of 1-3 months fixed operating expenditure.

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 Municipal Cost Containment Regulations.
- Cash and Cash Equivalent is reflecting a declining trend.
- Growing employee related expenditure budget which is above 30% of operating expenditure.

Introduction to Key Focus Area

The institution has approved a Corporate Asset Management unit as part of the institutional structure. The unit is still in the initial stages of creation with historical and current processes being performed with the assistance of a service provider that is hosting the current GRAP compliant Asset Management System. The processes performed were the creation of Asset Management Plans for each user department as well as the identification of the risk profiles of each asset portfolio. This information is to be used to identify funding needs for the replacement and refurbishment of infrastructure assets.






The institution has an approved Infrastructure Asset Management Policy in place and is being implemented to manage and update all the Infrastructure Assets. The accounting policy adopted by the institution is the revaluation method on all infrastructure assets which is done at each reporting date, this method is considered appropriate for the institution to ensure sustainability and future financial viability. This method allows for the accumulation of funds that can be invested back into the replacement and refurbishment of existing infrastructure assets. 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 through grant funding, loan funding and own funding. There are no infrastructure assets that are funded through PPP funding and none of the Institution's assets are held as a collateral.

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.

In deciding which projects to implement and also which assets to maintain, the relevant Buffalo City Metropolitan Municipality user departments undertake needs analyses to establish the communities' priority needs and individual asset maintenance needs. This information is then fed into the IDP and Budget 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 2020/21 FY
Asset Management	No Enterprise Resource Planning (ERP) system		To fully develop and implement an integrated Enterprise Resource Planning (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 compliant with GRAP and mSCOA
	Positive staff moral		Provide the necessary technical training to the officials

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

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

Progress and Achievements to date (Highlights)

- GRAP compliant and updated asset register
- Full implementation of the mSCOA regulations
- Provisioning of training to the officials
- Procurement of the ERP system

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
- Changes in GRAP reporting environment

19.7 KFA 42: Gender, Elderly, Youth and Disabled (Vulnerable Groups)


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 as well as persons infected and affected by HIV and AIDS. BCMM strives for holistic transversal mainstreaming in keeping with its development trajectory so as to reduce vulnerability. This means that the metro’s core deliverables and mandate must seek to support and benefitiate the

vulnerable groups and their needs ought to be reflected and tracked across the operation plans and budgets of all metro departments and linked to the metro's Performance Management and financial reporting systems.

The reporting, monitoring and evaluating of transversal mainstreaming of vulnerable groups issues in directorates' planning and budgeting remains a challenge and typically directorates grapple with how the cross-cutting issues are impacted on by their service delivery and vice versa. BCMM has institutional structures for vulnerable groups to participate in metro processes namely: the Gender, Disability and Older Persons Forums as well the Metro AIDS Council and Youth Council.

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 the Child and Youth sector have a dedicated strategy and develop annual action plans. The Metro AIDS Council has an Implementation Plan as derived from the Eastern Cape AIDS Council Implementation Plan 2017-2022, These structures are more of coordination vs implementation and Coordinators within the Special Programmes Unit provide logistical support to these Forums.		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 beneficitation of vulnerable groups within their core mandates.

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:
- **Sustainable Development Goals: 2020**
- **The Municipal Structures Act 117 of 1998 (as amended in 2000 and 2003)**
- **The Municipal Systems Act 32 of 2000**
- **The Municipal Systems Act (Act no 32 of 2000), Section (2)**

Link to Sector Plan(s) and Policies

- BCMM MGDS: 2030
- BCMM Mainstreaming Millennium Development Goals Framework: 2014
- BCMMM's Vulnerable Groups Strategies and Guidelines namely;
 - BCMM Disability Strategy: 2016
 - BCMM Metro AIDS Council Implementation Plan HIV, TB and STIs: 2017
 - 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
- BCMM Public Participation Strategy
- The Strategy provides mechanisms by which the public may participate in the affairs of the municipality.

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 **three (3) Youth Development Centres** within its Special Programmes Unit and these are situated in the Inland, Coastal and Midland regions

These Youth Development Centres provide access to computer labs and free Wi-Fi as well as information to in and out of school children and youth including back to school programmes, second chances, career guidance, job marketing skills and entrepreneurial opportunities. A total of 36 796 youth visited the 3 Centres during financial year 18/19. Youth Development Officers also undertake outreach activities in all 50 wards especially during registration and application periods for tertiary institutions.

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 and this innovative youth initiative has increased the youth development footprint within the metro.

A German GIZ funded project is being implemented within the metro in collaboration with the Dept of Education and Social Development is the **Integrated School Health Policy project** (ISHP) targeting youth between the ages of 10- 24 years. The project provides comprehensive sexual education at Primary & Secondary Schools as well as TVET Colleges. Educators are provided with the skills and competencies to provide training in HIV prevention and sexual and reproductive health rights and gender diversity.

The BCMM Bursary Fund is an own funded programme which has an annual budget of R3m per annum and provides financial assistance to deserving youth pursuing scarce skills qualifications who are residents of the metro.

A total of 50 BCMM Bursaries were awarded in the 2019 academic year. The Bursary Fund caters for students in Universities and Technical and Vocational Education and Training Colleges (TVETs) who are pursuing their studies in various skills in the fields of Engineering, Spatial Development & Facilities Management, Microbiology & Chemistry and Finance.

The BCMM Bursary Fund Policy provides financial assistance to BCMM Bursary Fund beneficiaries as well as affording said graduates an opportunity to participate in a BCMM internship programme so that they are ready to compete in the job market as well as increasing their chances of employment.

Gender and Persons with Disability

The BCMM Gender Forum as well as Persons with Disability Forum were elected from the respective Ward Committee representatives in 2017. The term of office for these Forums is linked to that of Council given that are elected from Ward Committee reps for Gender and Disability.

The BCMM Gender and Persons with Disability Coordinator works closely with these structures to promote their participation within local government budgeting processes and decision making as well as issues of equality and accessibility to basic services. The Gender Forum and Persons with Disability Forum meet at least bimonthly and seek to empower communities through gender and disability rights awareness initiatives within the metro.

HIV and AIDS, and Older Persons

The BCMM Metro AIDS Council meets at least quarterly and the BCMM HIV and AIDS and Older Persons Coordinator provides secretariat support to the Mero AIDS Council and an annual action plan 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. Grandmothers often face the burden of raising and supporting HIV infected

Following the adoption of the Provincial Strategic Plan HIV, TB and STIs: 2017-2022, the Metro AIDS Council has set about crafting its own Implementation Plan which seeks to consolidate and synergize the interventions being undertaken by various govt dept, implementing partners and Civil Society organizations working within BCMM.

KFA 41: Human Capital and Skills Development


Introduction to Key Focus Area



Human Capital Investment is the prime focus of Buffalo City Metropolitan Municipality particularly orderly implementation of skills development initiatives for all its employees. Annually BCMM develops a Workplace Skills Plan (WSP) for the ensuing year, which encompasses training needs analysis, training budget and implementation plan for the capacitation of employees throughout the ensuing year as well as Annual Training Report on the implementation of current WSP. An Annual Implementation Plan flowing from the WSP is then drawn up containing scheduled interventions.


In line with the Municipal Systems Act 32 of 2000 which requires municipalities to develop their human resource capacity for optimisation of their competencies and performance, BCMM has implemented systems and controls to improve staff capacity.

- Critical scarce skills have been addressed by BCMM implementing the following strategies:
 - Total of 142 interns in an internship programme in BCMM.
 - Bursary for staff are allocated to scarce skills
 - ISDG programme funded by National Treasury wherein interns in the Built Environment are assisted towards professional registration.
- Workplace Skills Plan and HRD Policy are in place.
- HRD Policy was approved in 2019 and it includes Succession Planning, Talent Management, Bursary and Training of staff.

Current State and Action Plan

Key Focus Area	Current State	Rating	Action Plan 2020/2021 FY
Human Capital and Skills Development	In order to ensure compliance with the provisions of the National Treasury Regulations on minimum competency		Almost all affected staff have acquired the prescribed competencies/ unit standards

Key Focus Area	Current State	Rating	Action Plan 2020/2021 FY
	<p>levels for municipal finance officers. Staff members affected by the regulations were identified and developed to acquire prescribed competencies/ unit standards. The programme was also availed to aspirant senior officials for career advancement as well as talent pool creation.</p> <p>A Workplace Skills Plan (WSP) for the 2019/20 financial year which spelt out training and development initiatives was developed and implemented throughout the municipality including spontaneous training requests arising out of performance deficiencies during the year. A target which was in line with IDP objectives was set up for human resource development activities at 100% of the annual training budget which was equivalent to R35 732 427.0 WSP for 2020/2021 is in draft will be submitted as final WSP by 31 May 2020</p>		<p>the remaining few staff are enrolled on the programme. Six monthly progress report on development of affected municipal officials will continue to be submitted to National Treasury. New staff affected by the regulations and requiring acquisition of the prescribed unit standards within 18 months will also be developed accordingly.</p> <p>Prepare competency framework and skills audit for input into the WSP 2020/2021. EE & Training Committee to be arranged for WSP approval prior to submission. Training Implementation plan flowing from the WSP 2020/2021 to be drawn up after WSP submission and seculated.</p>
	<p>BCMM has a policy on recruitment and selection which promotes consideration of previously disadvantaged people with disabilities.</p> <p>BCMM strives to attract and retain employees falling under scarce skills, scarce skills policy and Talent Retention and Management Strategy are in place.</p>		<p>Capacitation initiatives to be rolled out for identified people with disabilities with performance problems.</p> <p>Review scarce skill remuneration beneficiaries and scarce skills policy. Continue payment of professional registration for scarce skills beneficiaries. Prioritise scarce skills beneficiaries on training and bursaries.</p>

Key Focus Area	Current State	Rating	Action Plan 2020/2021 FY
	<p>BCMM is implementing the following <u>human resource development initiatives</u>, learnerships, skills programs, internships targeting scarce skills occupational areas as well as in-service training for students, Adult Basic Education and Training (ABET), apprenticeships, induction 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 MBSA – Mercedes Benz of South Africa where there is information sharing as well as with National Treasury to assist financially with the implementation of internship programmes within Built Environment in three-year circle, and National School of Governance which conducts certain training programmes.</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 and in accordance with a business plan submitted by BCMM.</p> <p>Continue induction programme improvement .</p> <p>Review of Bursary scheme to align to the latest scarce skills within Local Government Sector.</p>

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
- Skills Development Act, No 97 of 1998
- SAQA Act, No 58 of 1995
- National Skills Development Strategy III

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
- **Local Government Sector Skills Plan**

Policies

Financial Policies	Human Resources Policies
<ul style="list-style-type: none"> ▪ Qualification recognition policy (To be Reviewed) ▪ Progression grading policy to be reviewed ▪ Scarce Skill Remuneration Policy 	<ul style="list-style-type: none"> ▪ Employee Performance Policy (To be reviewed) ▪ Employee/Staff Provisioning ▪ Employment Relations ▪ Scarce Skills Policy (To be reviewed) ▪ HRD Policy

Progress and Achievements to date (Highlights)

- 23 ISDG interns towards professional registration in 2019/2020
- 20 interns on scarce skills appointed on job training
- 18 OTP apprentices in automotive fields completed in February 2020
- Draft WSP 2020/2021 ready for approval
- Partnership with NSG renewed.
- Expenditure targets met for the past three quarters.

Challenges

- Covid-19 lockdown resulting in non-completion of skills auditing
- Non-alignment of capacitation to job functions but will be addressed through competency framework.
- Ad hoc Training requirements

19.8 KFA 43: Performance Management and Monitoring and Evaluation

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 ICT Department assisted Performance Management unit with the designing of a customised integrated electronic performance management system. However, due to unprocedural appointment of a service provider that was designing customised integrated electronic performance management system, the contract was terminated.

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 2020/2021 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 Assessment of HOD's performance is currently being done manually Quarterly reports and Annual Performance reports are being developed manually		Finalising designing of customised integrated electronic PMS (for both Institutional and Individual electronic PMS)
			Auditing of the design and functionality of the electronic PMS system (Requesting BCMM Internal Audit)

Key Focus Area	Current State	Rating	Action Plan 2020/2021 FY
	PMS unit is currently having two permanent PMS coordinators appointed and two interns whereas there are three (3) positions.		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)
			Facilitate the appointment of three permanent PMS coordinators to build capacity within PMS unit

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)

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
- Integrated Development Plan (IDP)

Frameworks & Policies

- BCMM PMS Framework
- BCMM Employee Performance Management Policy

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.

KFA 44: Fleet Management

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 2020/21 FY
<p>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 BCMM employees and other road users.</p> <p>Developing specifications for the procurement of new vehicles, repairing, maintenance and replacement of old fleet.</p>	<p>There is still a huge demand for vehicles especially yellow plant</p> <p>Replacement value and acquiring the new vehicles & yellow Plant is estimated at R 300 M</p> <p>Additional budget was requested on budget adjustment to address the shortage of vehicles but was not approved.</p>		<p>Annual Draft Budget of R 23m to be considered by council in the 2020 / 2021 financial year and additional will be requested during the midyear adjustment period to try and address the shortage of fleet.</p>
	<p>There is not enough space at the Mechanical Workshop & overnight secured parking space for BCMM vehicles.</p> <p>A request for bigger piece of land to address space shortage was submitted to spatial planning</p>		<p>Continually liasing with the spatial planning & development directorate to get progress.</p>
	<p>Shortage of mechanics vs the number of vehicles.</p> <p>Partly addressed by procuring new vehicles with service plan for 120 000 km or 5 years.</p> <p>And also by extending contracts of recently qualified apprentices for one year contract</p>		<p>Request for further extension of recently qualified apprentices until the moratorium on vacant funded posts is lifted.</p>

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
- BCMM Supply Chain Management Policy

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

Progress and Achievements to date (Highlights)

- Procurement of 11 Compactor trucks for Solid Waste departments; 6 allocated to Coastal, 2 each to Midlands and Inland for the efficient collection of waste from households and industry
- Procurement of 4 Water Tankers for Waterworks; 2 allocated to Coastal; 1 each allocated to Midlands and Inland for the transportation of water to rural and urban areas
- Procurement of 4 Water Carts trucks for Roads and Construction; 2 to be allocated to Coastal and 1 each to Midlands and Inland for the construction and maintenance of rural and urban roads.
- Procurement of 12 x 1 Ton LDVs to assist various departments
- Procurement of 3 Single Cab 4x4 LDVs to assist departments servicing rural areas

Name of Project (19/20)	Progress/Status	Allocated Budget 19/20	Purpose
Departments Procurement of Fleet and Specialized Equipment for various Departments	X11 Compactors - delivered	R8 372 430	Collection of waste from households & industries
	X4 Water tankers – delivered	R 3 475 185	Transport drinking water to rural and urban areas
	X4 Water Cart trucks – awaiting delivery March 2020	R4 592 605	Construction & maintenance of rural and urban roads
	X3 single cabs 4x4 delivered	R1 172 557	For various departments servicing rural areas
	X12 1Ton LDVs - delivered	R4 211 747	Various departments such as Waterworks, Sanitation, Electricity and Law enforcement

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 135 units (vehicles, trucks, yellow plant, tractors and trailers) are absolute and therefore deregistered to be sold on auction

KFA 45: Employee Performance Management

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 are 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 has approved a budget for 2019/20 financial year to procure a service provider to supply and implement Electronic Performance Management System to all staff and tender has been advertised.

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 2019/20 financial year.

The institution is in the process of sourcing a service provider to implement Institutional Culture Change Management and tender has been advertised. 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 2020/21 FY
Employee Performance Management	The Top Management Meeting of the 24 th February 2020 resolved that manually submissions of performance management agreements to be discontinued until the roll-out of Electronic Performance Management System has been implemented.		Rewards system on good performance to be implemented and to be aligned with the electronic performance management system.

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
	<p>Municipality partnership with MBSA has been cancelled and project is now out on tender – Change Management</p> <p>An Acting Manager: EPMS Compliance & Integration has been appointed to ensure compliance.</p>		<p>Rewards system to be workshopped to all staff prior its implementation.</p> <p>Rewards System Policy to be developed.</p> <p>Appointment of a Service Provider to roll out the Organisational Culture Change Management Project.</p>
	<p>Budget for the implementation and roll-out of Organisational Culture Change management and electronic performance management system has been approved for the next 3 years.</p>		<p>Tender on Organisational culture change and behavioural management and Electronic Employee Performance management system has been advertised.</p>

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

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

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
- Heads of Departments are taking ownership of the system.
- Rewards system on good performance approved by TM.

- Interim Performance Initiative: Staff Recognition and Acknowledgement “Annual Mayoral Best Employee Awards” Draft Framework.

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 will be 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 enforce the actions needed to be taken by participants to ensure compliance.



19.9 KFA 46: Human Resources Management

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 2020/21 FY		
Human Resources Management	Turn-over Rate				
	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%	
	Year 2017/2018	5048	223	4.44%	
	Year 2018/2019	5116	120	2.34%	
	2019/2020 (Jan 2020)	5641	134	2.37%	
	<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>With the current process of Job Evaluation being undertaken there will be an increase in the number of posts to be advertised. 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</p>

Key Focus Area	Current State	Rating	Action Plan 2020/21 FY
	<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 above figure for 2019/20 represents the turn-over rate as at January 2020. Recruitment processes are well underway, and the vacant funded posts will be reduced considerably.</p> <p>Council approved the split in Municipal Services into 2 Directorates namely is SOLID WASTE AND ENVIRONMENTAL MANAGEMENT and SPORT, RECREATION AND COMMUNITY DEVELOPMENT. The recruitment process is underway, and the posts will be filled before the end of June 2020.</p> <p>Recruitment processes for 20/21 are ongoing and efforts to ensure that the vacant funded posts remain at an acceptable level is in place.</p> <p>Funding for the Manpower planning section will be sourced in the 20/21 financial year.</p>		effects of turnover, retirements, planned hiring, and internal staff movement
	<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 on 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 and is still in operation.</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
Human Resources Management: Employment Equity	<p>The current Employment Equity Plan is expiring at 30 June 2021. 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 councillors and will be easily accessible to all levels of employees electronically.</p>		Finalisation of the successive plan for implementation as from 01 July 2021.

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

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 2018/19 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 Policy	<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

Progress and Achievements to date (Highlights)

The absorption of 217 new employees from Eco park and Mdantsane projects were with effect from July 2019. Approximately 70% of posts have been formally evaluated and it is planned to have all posts evaluated by the end of this financial year 2019/ 2020 evaluated.

The Draft Macro structure has been developed and is still consultative processes, and once the Macro structure has been approved by Council the Microstructure will be aligned accordingly.

Planning for year 2020/ 2021:

- Address TASK Job Evaluation review/ appeals;
- Finalise the design and alignment of the Microstructure.

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






KFA 47: Internal Audit

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 2020/21 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.
Audit Opinions	2016/17: Unqualified 2017/18: Qualified 2018/19: Qualified		Obtain Clean Audit

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.

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

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.

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

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 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 Bhisho 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.*

11.2 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)	

11.3 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

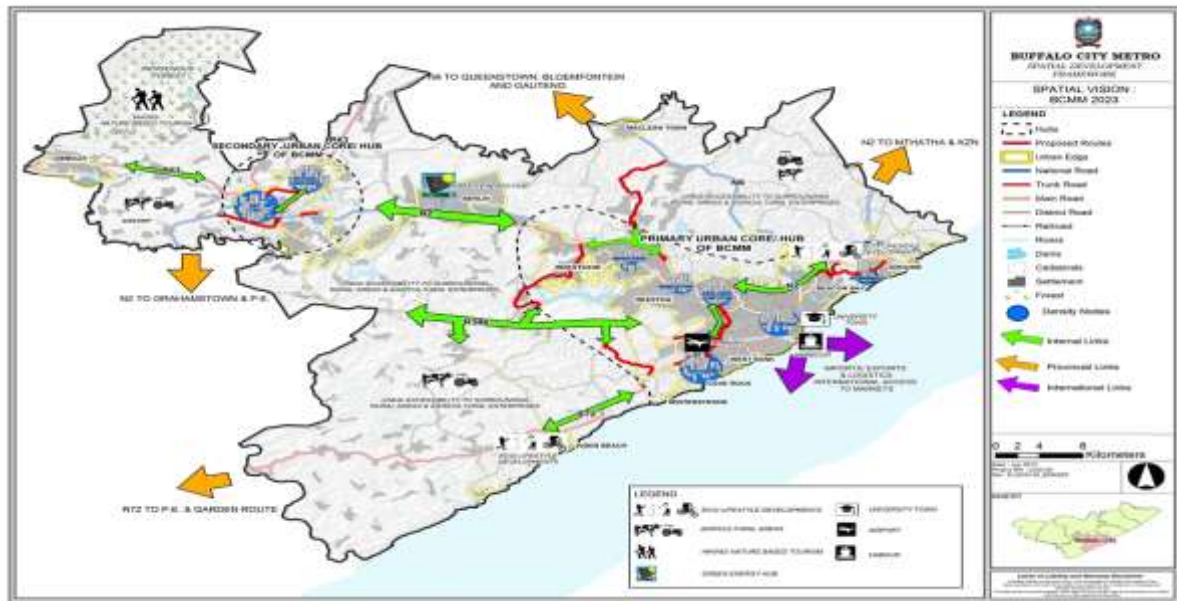
Since 1980s, the **West Bank area** has been seen as having the best potential for large-scale urbanisation in the Greater East London area. Investment in the East London Industrial Development Zone (ELIDZ) is constrained from being fully realised by the lack of key infrastructure in Wastewater Treatment 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/Bhisho** as an extended Rural Service Centre is an important segment of BCMM and continued support is required. Provincial Government is leading initiatives to consolidate Bhisho 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) 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 Priority 2	
Spatial Focus	Rationale for Priority
<p>Investment in key enabling infrastructure on West Bank: 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><i>Since 1980s, West Bank area seen as having best potential for large-scale urbanisation in Greater EL area.</i></p> <p><i>Investment in IDZ is constrained from being fully realised by lack of key infrastructure in Wastewater treatment on West Bank.</i></p> <p><i>Ample well-located land for integrated, higher density and mixed land use development close to IDZ.</i></p> <p><i>Transport Linkage to Central UR Area crucial to creating an integrated and better functioning city.</i></p>
Strategic Priority 3a: King William’s Town & Bhisho	
Spatial Focus	Rationale for Priority
<p>Investment in roads, public transport and infrastructure upgrades to support the KWT-Bhisho Revitalisation process Catalytic Projects are identified as:</p> <ul style="list-style-type: none"> • The Bhisho Revitalisation Precinct • “Green Energy” Hub located at Berlin 	<p><i>Support continuing function of KWT as an extended Rural Service Centre.</i></p> <p><i>Support Provincial Government-led initiatives to consolidate Bhisho as the Administrative Capital of Province.</i></p>
Strategic Priority 3b: Quenera Precinct	
Spatial Focus	Rationale for Priority
<p>Investment in Land in Quenera area Catalytic Project is identified as:</p> <ul style="list-style-type: none"> • The Beacon Bay-Gonubie Link Road and intersections 	<p><i>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.</i></p>

The above concepts are illustrated overleaf on Plans 1-5.



12 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. Bhisho, 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/Bhisho 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.

13 SPATIAL STRUCTURING ELEMENTS

13.1 Development Nodes

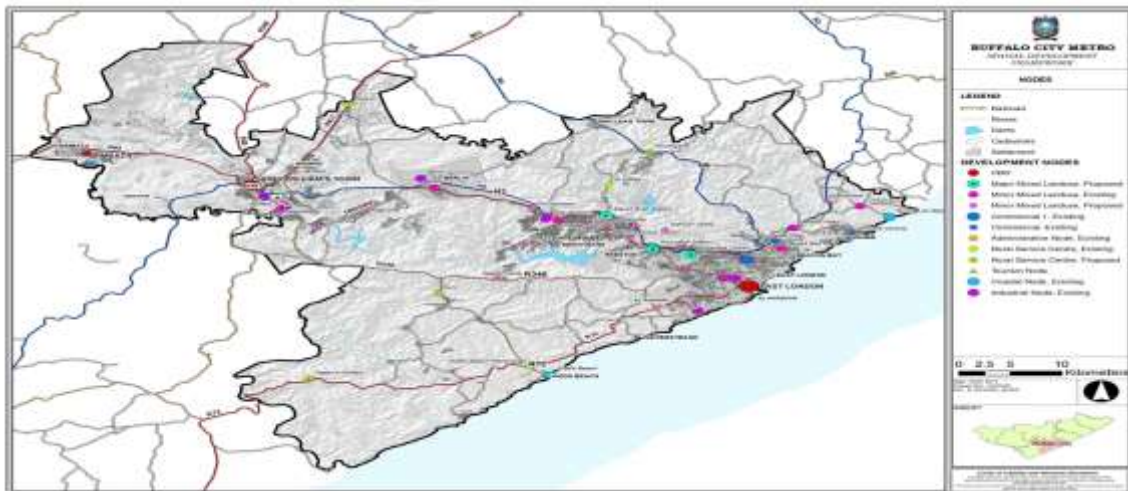
Nodes are generally described as areas of mixed-use development, usually having a high intensity of activities involving retail, traffic, office, industry and residential land uses. These are the places where most interaction takes place between people and organisations, enabling most efficient transactions 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 Mount Ruth Station</i>

NODES	
NODE TYPE	AREA/DESCRIPTION OF LOCALITY
	Arnoldton Station Amalinda Junction
LOCAL NODES	
Minor Mixed Land Use Nodes (Existing)	Meisies Halt; Bonza Bay Road (Sparg's Centre) Ndende (Duncan Village); Golden Highway (Mdantsane); Berlin town centre Zwelitsha town centre
Minor Mixed Land Use Nodes (Potential)	Quenera; Brakfontein; Chester Road; Cove Ridge; Nahoon Valley; Mdantsane Station; Mtsotso Station; Needs Camp; Zone CC (Mdantsane); Fort Jackson Station; Ndevana Phakamisa Junction
Administrative Node	Bhisho
Commercial Nodes	Vincent Park; Beacon Bay Retail Park/The Hub
Industrial Node	East London IDZ; North end; Fort Jackson; Berlin King William's Town; Zwelitsha
Coastal Nodes	Kidd's Beach; Sunrise-on-Sea
Rural Service Centre (Existing)	Crossways; St Luke's (Newlands) Kidd's Beach Interchange
Rural Service Centre (Potential)	Khwetyana Intersection (Newlands) Kuni Village; Upper eJojweni Village (Tyolomnqa) Drayini Village (Yellowwoods)



Development Corridors

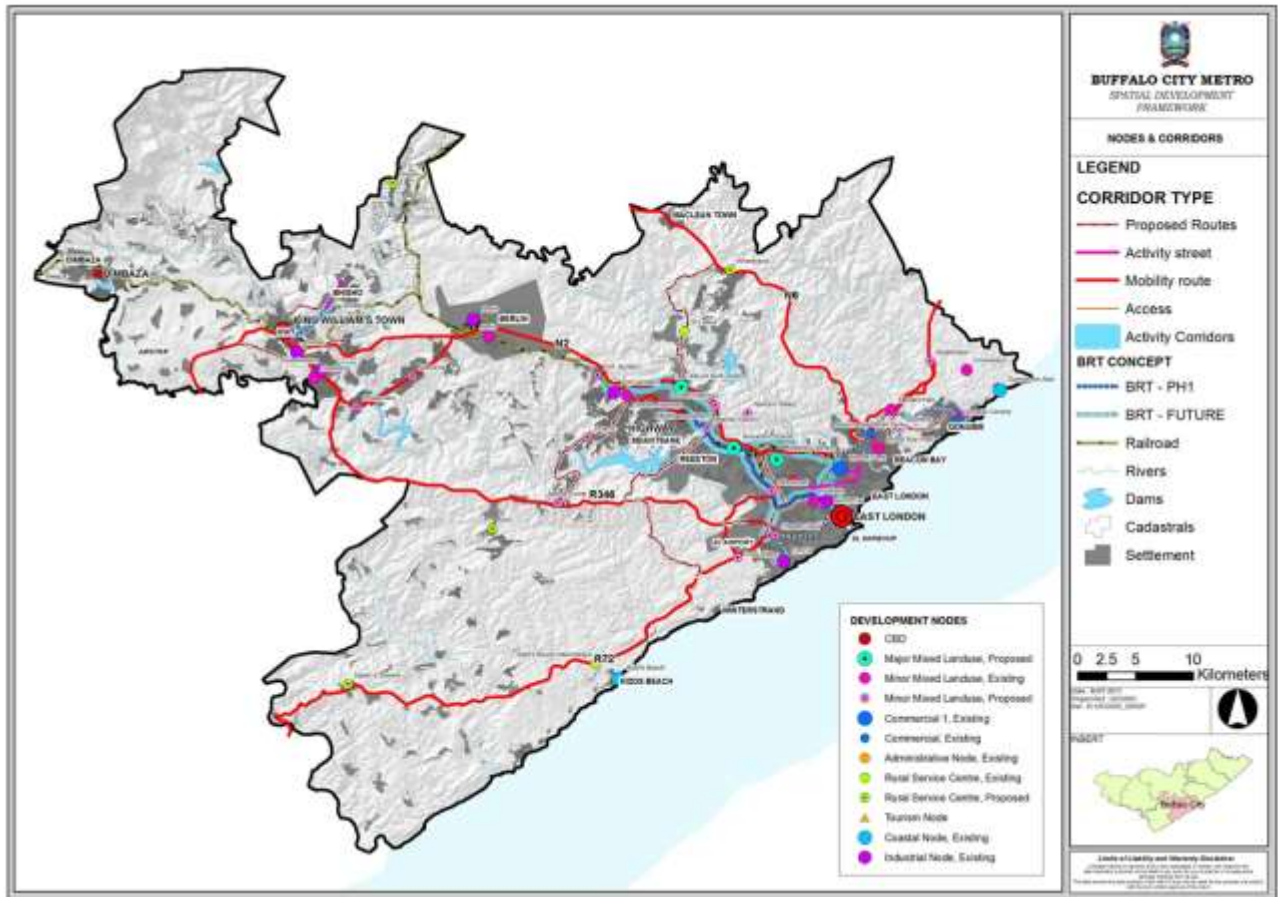
(Refer to Plan No.2: Structuring Elements: Corridors)

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	<i>Mdantsane – East London Development Corridor</i>
	2	<i>Railway Corridor</i>
	3	<i>BRT Corridor</i>
	4	<i>Maitland Corridor(KWT-Bhisho)</i>
Activity Streets	5	<i>Devereux Avenue (Vincent)</i>
	6	<i>Lukin Road/Pearce Street (Berea)</i>
	7	<i>Old Transkei Road (Stirling/Nahoon)</i>
	8	<i>Gonubie Main Road</i>
	9	<i>King William’s Town to Bhisho link (Maitland Road)</i>
	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 Bhisho</i>
	26	<i>Breidbach to the Bhisho access road</i>
	27	<i>Link between R346 and proposed new Buffalo River crossing</i>



13.2 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 **Bhisho/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 Bhisho-Kwt Revitalisation Initiative, KWT CBD Revitalisation and the Industrial Revitalisation

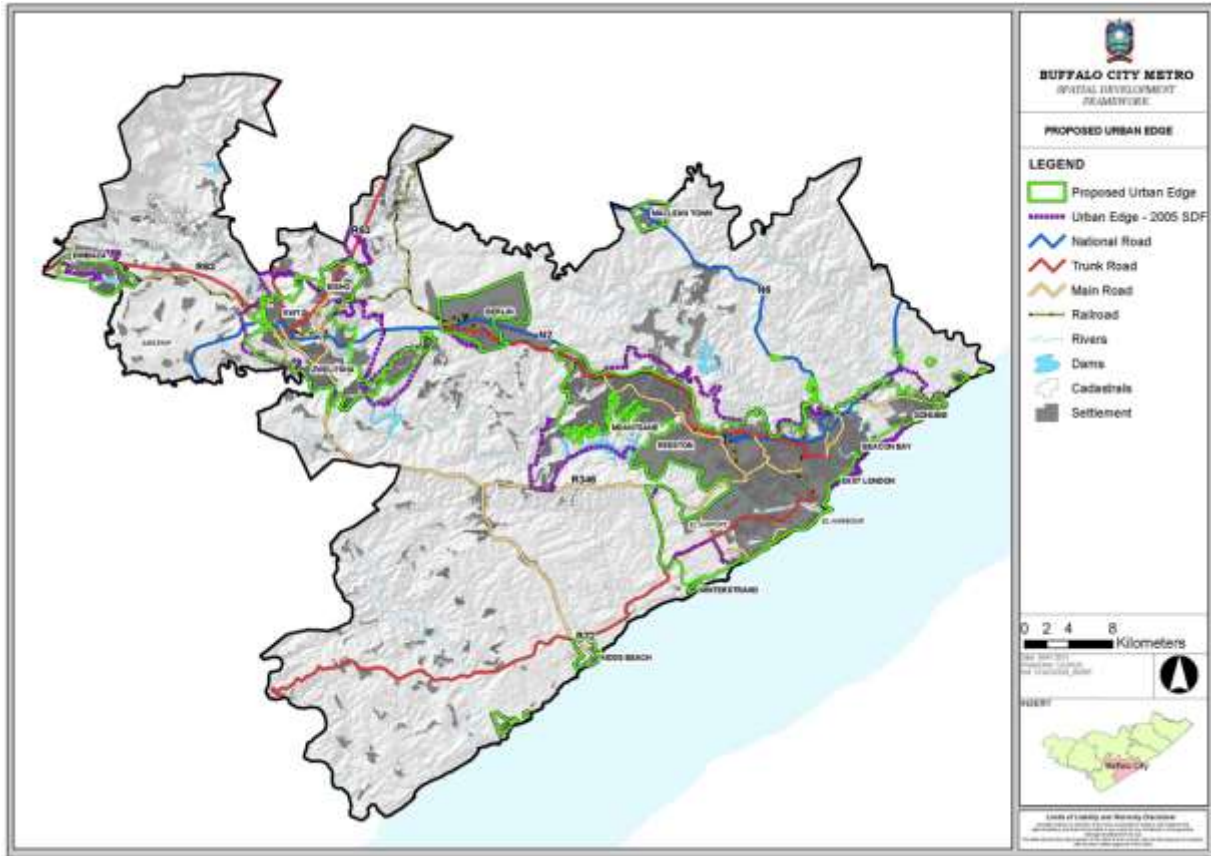
13.3 Urban Edge

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, Bhisho, 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.



13.4 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*

13.5 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 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. Bhisho Corridor	<i>CBD multi-user focal area Administrative Centre Mixed Land Use Potential Residential/Business/Office</i>

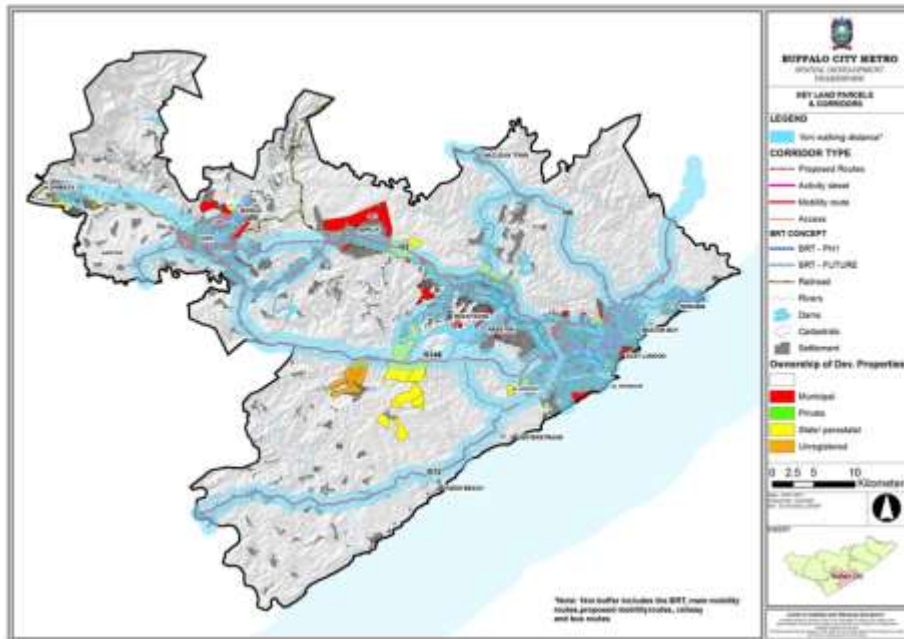
Densification, the Urban Edge and Erf Sizes

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.*

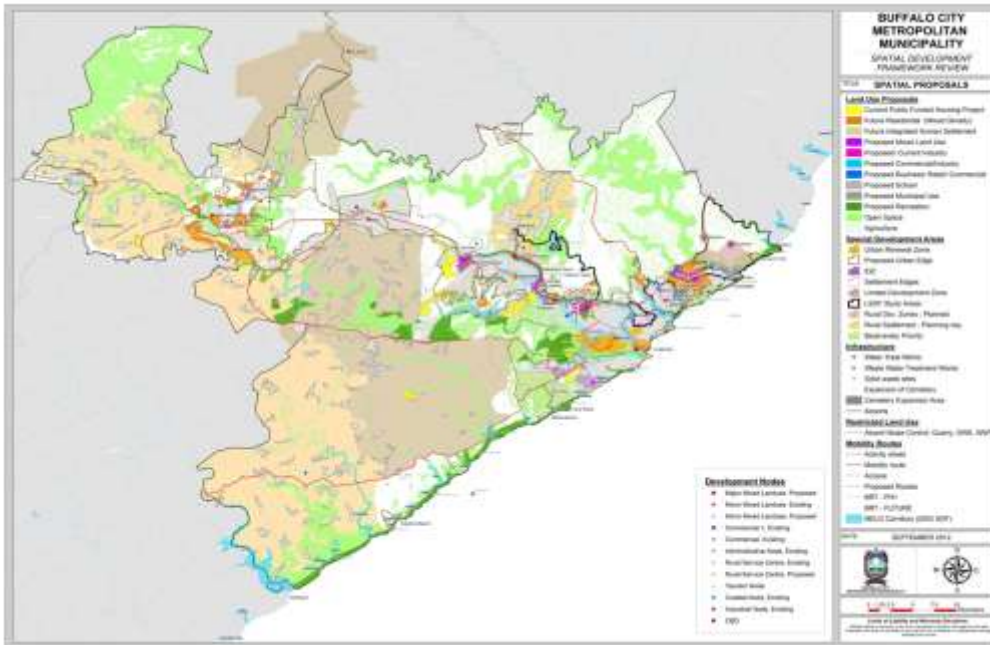
1km Densification Zone

The following plan indicates a 1km wide zone along development corridors and public transport routes where densification could possibly take place.



13.6 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.



13.7 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
- Bhisho/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

13.8 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 effectively with illegal land uses in BCMM, which is becoming a major problem in the municipality, BCMM is in the process of developing 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 effectively and quicker with illegal land uses. This By-Law has been workshopped with Councilors and then it will be advertised for public comments and then 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

An Integrated Development Plan, adopted by the council of a Municipality, is the key strategic planning tool for the municipality. Section 35 (1) of the Municipal Systems Act describes it 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
- (c) binds all other persons to the extent that those parts of the integrated development plan that impose duties or affect the rights of those persons have been passed as a by-law.

As the principal planning instrument that guides and informs the municipal budget, the planning process has to provide a platform for identifying, unpacking and resolving the real issues that face the residents of the city. This opportunity resides in the process of compiling Section D, as prescribed by Section 26(c) the Municipal Systems Act and the Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c), contains IDP Objectives, Key Performance Indicators and Targets for 2020-2021.

As part of the fourth generation IDP Review, the drafting of the 2020/2021 Service Delivery and Budget Implementation Plan has been initiated. 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. Therefore, only projects that are budgeted for are implemented. The SDBIP serves to address the development objectives as derived from the approved IDP.

The SDBIP serves as a “contract” between the administration, council and community expressing the goals and objectives set by council as quantifiable outcomes that can be implemented by the administration over the next twelve months. The SDBIP provides the vital link between the mayor, council (executive) and the administration and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councillors, municipal manager, *senior managers* and community.

Quarterly projections of service delivery targets and performance indicators for each vote, is one of the five components of the top-layer SDBIP that must be made public as detailed in MFMA Circular 13. The top level of the SDBIP includes measurable performance objectives in the form of service delivery targets and performance indicators that are provided to the community, that is, what impacts it seeks to achieve. These are drawn from the IDP programmes, services and activities that are relevant to each specific directorate as well as the statutory plans that the Directorate are responsible for. The SDBIPs therefore are the key mechanisms for monitoring the different responsibilities and targets that each Directorate must fulfil in meeting service delivery needs provided to the community.

Draft Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)									
BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20	2020/21
						Baseline	Baseline	Target	Target
							(unaudited)		
STRATEGIC OUTCOME 1: AN INNOVATIVE AND PRODUCTIVE CITY									
NATIONAL PRESCRIBED INDICATORS									
Safety	To ensure safety of BCMM communities	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 responded within attendance times for all categories of structural firefighting incidents	75% of calls responded within attendance times for all categories of structural firefighting incidents	75% of calls responded within attendance times for all categories of structural firefighting incidents
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	2 (Zwelitsha, Phakamisa)	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

Draft Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)									
BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20 Target	2020/21
						Baseline	Baseline		Target
							(unaudited)		
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 economic Growth	N/A	KFA 5	IPC 11 (b)	Number of jobs created through Expanded Public Works Programme (EPWP)	330	400	6430	5630
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 conflict, Artist Support to	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	12

Draft Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)									
BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20 Target	2020/21
						Baseline	Baseline		Target
							(unaudited)		
							attend exhibitions, Ubuntu Cultural Festival	remains of victims of conflict, (7) Hosting of Heritage Day, Hosting of (8) Human Rights Day	
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

Draft Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)									
BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20 Target	2020/21
						Baseline	Baseline		Target
							(unaudited)		
Economic Development			KFA 6	IPC 11 (a)	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 & Bunkers Hill)	4
Operations & Maintenance of Revenue Generating Assets	To Promote an environmentally friendly city	N/A	KFA 4	IPC 13	Number of Aquarium facilities upgraded	New Indicator	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	Recreational water quality	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	To Promote an	Square meters of municipal owned	KFA 9	HS 3.1/IPC 16	Number of Swimming Pools upgraded	2	7	2 (Joan Harrison &	0

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BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20 Target	2020/21
						Baseline	Baseline		Target
							(unaudited)		
of Revenue Generating Assets	environmentally friendly city	or maintained public outdoor recreation space per capita					(NU2; Zwelitsha; KWT; Ruth Belonsky; Joan Harrison; Waterworld; Orient)	Ruth Belonsky)	
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	Percentage utilisation of community halls	KFA 10	HS 3.2/IPC 18	Number of community halls upgraded	5	7 (Gcobani, Potsdam, Phakamisa & Ndevana Halls, Roji Skenjana, NU 10 Hall)	1 (NU 10 Community Hall)	5
		Number of public libraries per 100 000 population							
		Average number of library visits per library							
Institutional Service Delivery & Operating Model	To ensure safety of BCMM communities	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 (Western Seaboard, & KWT CBD)	3
Institutional Service Delivery &	Promote sound financial and	Road traffic fatalities per 100 000 population	KFA 12	IPC 20	% reduction in road traffic fatalities on BCMM roads	88% increase in accidents instead of decreasing	5% reduction (241)	5% reduction	5% reduction

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BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20 Target	2020/21
						Baseline	Baseline		Target
							(unaudited)		
Operating Model	administrative capabilities	Average number of fatalities per fatal crash							
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	KFA 5	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									
Environment	To Promote an environmentally friendly city	Metropolitan Air Quality Index (MAQI)	KFA 13	ENV1.11	Percentage of atmospheric emission licenses (AELs) processed within guideline timeframes		100% (2 application)	100% (3 applications)	100%
Environment	To Promote an environmentally friendly city	GHG emissions per capita				New Indicator			

Draft Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)									
BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20	2020/21
						Baseline	Baseline	Target	Target
							(unaudited)		
		Number of days where PM2.5 levels exceeded guideline levels Percentage of households experiencing a problem with noise pollution	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 London, Zwelitsha, Mobile at Gompo Clinic)	80% (Air Quality Monitoring Stations (East London, Zwelitsha, Mobile at Gompo Clinic))	80%
Waste Economy	To Promote an environmentally friendly city	Percentage of households with basic refuse removal services or better Tonnes of municipal solid waste sent to landfill per capita	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	Tonnes of municipal waste	KFA 18	ENV2.2/GC 1	Number of waste management facilities upgraded	1 waste cell constructed in Berlin	2	1 Waste management	0

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BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20	2020/21
						Baseline	Baseline	Target	Target
							(unaudited)		
	environmentally friendly city	diverted from landfill per capita						facility upgraded	
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 way & KWT entrance 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	6 (Wards 12, 14, 35, 36, 37, 43)	50 (All Wards)
							(Coastal Wards (1-10, 13, 15, 16, 19, 27, 28, 29 & 33))		
							Midlands Wards (11, 12, 14, 17, 20, 21, 22, 24, 42 & 48)		
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	6 (4, 10, 27, 32, 43, 45)	10 (Inland, Midland & Coastal)
							(Inland wards 34, 43, 44)		
							Coastal wards 1, 15, 19, 27, 32, 46		
							Midland 17, 22, 45)		

Draft Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)									
BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20 Target	2020/21
						Baseline	Baseline		Target
							(unaudited)		
	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	1270	1270
		Average private transport commuting time							
		Road transport fuel usage per capita							
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	New indicator	1100	1000 (Formal and Informal Dwellings)	1500

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BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20 Target	2020/21
						Baseline	Baseline		Target
							(unaudited)		
		Renewable energy capacity available within the municipal jurisdiction as a percentage of Eskom supply capacity to the municipality			municipality				
Infrastructure	Develop and maintain world class logistics infrastructure	System Average Interruption Duration Index	KFA 22	EE3.11	Percentage of unplanned outages that are	New indicator	65% of normal network outages returned to service within 24 hrs (will exclude calls caused by illegal connections)	100% of normal network outages returned to service within 24 hrs (will exclude calls caused by illegal connections)	100% of normal network outages returned to service within 24 hrs (will exclude calls caused by illegal connections)
		Customer Average Interruption Duration Index			restored to supply within industry standard timeframes				
	Develop and maintain world class logistics infrastructure	System Average Interruption Frequency Index	KFA 22	EE3.21	Percentage of Planned Maintenance	New indicator	Complete 65% or more of planned maintenance	Complete 100% planned maintenance	Complete 100% or more of planned maintenance
		Customer Average			Performed				

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BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20 Target	2020/21
						Baseline	Baseline		Target
							(unaudited)		
		Interruption Frequency Index							
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)	4.135% (55km)
Infrastructure	To promote an integrated spatial form	N/A	KFA 20	CC 18	Percentage of correctly identified registered cadastral land parcels		New Indicator	100%	100%
Infrastructure		Renewable energy capacity available within the municipal jurisdiction as a percentage of Eskom supply capacity to the municipality	KFA 22	EE4.12	Installed capacity of embedded generators on the municipal distribution network		New Indicator	N/A	Installed capacity of embedded generators on the municipal distribution network
BCMM INDICATORS									
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) (Health & Public Safety, Municipal Services, Infrastructure & Economic Development & Agencies)	3 (Ward 45, 25)	3

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BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20 Target	2020/21
						Baseline	Baseline		Target
							(unaudited)		
Infrastructure	Develop and maintain world class logistics infrastructure	N/A	KFA 20	CC 3	Number of Business processes automated	4	4	7 full implementation (Talent mng, Online records management system, On/off-boarding, org/pms system, cost of business property, EPMS, AIMS)	
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 & Bhisho)	25 Hotspots
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

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BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20 Target	2020/21
						Baseline	Baseline		Target
							(unaudited)		
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, 14 & 8)	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	60	32
Infrastructure	Develop and maintain world class logistics infrastructure	Percentage of Dwelling units within 500m of scheduled public transport service	KFA 21	TR 1.1/CC 14	Number of Taxi Embayments constructed	1	(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)	2 Taxi Embayment constructed (Wards 4 and 43)	3
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 Taxi Rank)	2

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BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20 Target	2020/21
						Baseline	Baseline		Target
							(unaudited)		
Infrastructure	Develop and maintain world class logistics infrastructure	N/A	KFA 19	CC16	Length of surfaced roads upgraded (km)	0	0.78 km	2, 78 km	3 km
ICT	Develop and maintain world class logistics infrastructure	N/A		CC17	ICT Infrastructure Security	0	N/A	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)

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BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20 Target	2020/21
						Baseline	Baseline		Target
							(unaudited)		
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	1000
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	450	250	500
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Wastewater quality compliance according to the water use license	KFA 23	WS 4.21	Percentage of industries with trade effluent inspected for compliance	N/A	N/A	100% of assessed industries inspected	100% of assessed industries inspected
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Percentage water reused	KFA 23	WS 4.22	Percentage of wastewater safely treated	>75%	>75%	75%	75%

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BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20	2020/21
						Baseline	Baseline	Target	Target
							(unaudited)		
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	N/A	KFA 25	HS1.12	Number of formal sites service	866	1300	1100	1800
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	4 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	5 (Cambridge Crematorium, Haven Hills,	14

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BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20 Target	2020/21
						Baseline	Baseline		Target
							(unaudited)		
							Cemetery, Haven Hills, Bhisho, Breidbach, Clubview, Phakamisa, Zwelitsha, Fort Jackson, Maclean Town, Mtsotso, Ilitha	Zwelitsha, Fort Jackson, Mtsotso,	
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%	100%	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	12	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 Draft Reviewed SDF Document Completed and Submitted to SPD Portfolio Committee	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%	100%	100%

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BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20 Target	2020/21
						Baseline	Baseline		Target
							(unaudited)		
Infrastructure	Develop and maintain world class logistics infrastructure	N/A	KFA 28	STC 13	Number of Parks Depot upgraded	New Indicator	7	4 (James Pearce Park, NU 6, Berlin, Zwelitsha Blockyard)	8
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 25	STC 15	Number of beneficiaries registered	2000	2010	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%	5%	5%
		Average percentage of councillors attending council meetings	KFA 46	GG 4.11	Number of agenda items deferred to the next council meeting	N/A	N/A	N/A	N/A
		Number of dismissals for	KFA 46	GG 5.12	Quarterly salary bill of suspended officials	N/A	N/A	N/A	N/A

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BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20 Target	2020/21
						Baseline	Baseline		Target
							(unaudited)		
		fraud and corruption per 100 000 population							
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 (Number of suspensions longer than three months not to exceed five per quarter)	5 (Number of suspensions longer than three months not to exceed five per quarter)
		Number of dismissals for fraud and corruption cases reported per 100 000 population							
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%	9%	8%
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	300	300

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BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20 Target	2020/21
						Baseline	Baseline		Target
							(unaudited)		
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	Households receiving Free Basic Electricity as a percentage of all households with electricity connections	KFA 37	EE2.11	Free Basic Electricity provision levels as per percentage of total residential electricity provision (in terms of MWh)	New Indicator	12%	12%	12%
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 100% sewer overflows within 24 hours. (Only covers inspection and identification of required repairs as well as issuing job cards).	Respond to 100% 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 mains failures	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 100% water outages and burst pipes complaints/	Respond to 100% water outages and burst pipes

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BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20 Target	2020/21
						Baseline	Baseline		Target
							(unaudited)		
								queries within 24 hours. (Excludes completion of repairs)	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%	100%
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% (R38 608 238)	100%
		Percentage of municipal skills development levy recovered							
BCMM INDICATORS									

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BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20 Target	2020/21
						Baseline	Baseline		Target
							(unaudited)		
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 46	WGC 1	Number of people from employment equity target groups (females) employed in the 3 highest levels of management	4	3	3	2
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 38	WGC 6	% of a municipality's capital budget spent on capital projects identified in the IDP	80%	100%	100%	100%
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	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	14 000 Residential	14 000 Residential
Institutional Service Delivery &	Promote sound financial and	Percentage of ward committees that are functional	KFA 32	GG 2.1/WGC 11	Number of training sessions provided for ward committees	2	2	2	2

Draft Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)									
BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20 Target	2020/21
						Baseline	Baseline		Target
							(unaudited)		
Operating Model	administrative capabilities	(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	WGC 28	Number of Civic Education programmes conducted	N/A	New indicator	1	1
	Promote sound financial and administrative capabilities	N/A	KFA 39	WGC14	Credit Rating Maintained at A	A	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%

Draft Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)									
BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20	2020/21
						Baseline	Baseline	Target	Target
							(unaudited)		
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	Qualified 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 14 000 000	R 14 000 000
Operations & maintenance	Promote sound financial and	Total water losses Percentage of non-revenue water	KFA 23	WGC24	Number of kilolitres reduced (physical water losses in terms of system losses)	1515282kl	800 000kl	800 000kl	800 000kl

Draft Development Priorities and Objectives in terms of Section 26 (c) of the Municipal Systems Act and Local Government: Municipal Planning and Performance Management Regulations (GNR. 796 of 24 August 2001) Reg 2(1)(c)									
BCMM Council Key Focus Areas	Strategic Objective	Outcome Indicator	KFA	National Treasury Reference/BCM M Code	Key Performance Indicator	2017/18	2018/19	2019/20 Target	2020/21
						Baseline	Baseline		Target
							(unaudited)		
	administrative capabilities	Total per capita consumption of water							
Operations & maintenance	Promote sound financial and administrative capabilities	Percentage total electricity losses	KFA 37	WGC25	Electricity Losses	18%	Equal to or less than 18%	16%	16%
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)	Draft year one progress report on implementation of Employment Equity Plan submitted to BCMM Employment Equity (EE) Committee	N/A
Institutional Service Delivery & Operating Model	Promote sound financial and administrative capabilities	N/A	KFA 40	WGC27	Development of Municipal Property Asset Register	New Indicator	N/A	Land Audit Progress Report	

KEY PERFORMANCE INDICATORS (KPI) FROM NATIONAL TREASURY [CIRCULAR 88]

No.	KFA No.	Additional indicators from National Treasury, Circular 88 for reporting only	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:	
GG3.13.	KFA 39	Percentage of administrative staff who have declared their financial interests	
GG2.2.	KFA 30	Attendance rate of municipal council meetings by all identified Traditional leaders (%)	
No.	KFA No.	Key Performance Indicators (KPI's) from National Treasury, Circular 88 for reporting only and are incorporated into the SDBIP 2019/2020 financial year	Total number/ %
		STRATEGIC OUTCOME 2: A GREEN CITY	
ENV4.11	KFA 16	Percentage of biodiversity priority area within the metro	
		STRATEGIC OUTCOME 3: A CONNECTED CITY	
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	

No.	KFA No.	Additional indicators from National Treasury, Circular 88 for reporting only	Total number/ %
EE4.12	KFA 22	Installed capacity of embedded generators on the municipal distribution network	
		STRATEGIC OUTCOME 4: A SPATIALLY TRANSFORMED CITY	
TR1.12	KFA 21	Number of operational public transport access points added	
		STRATEGIC OUTCOME 5: A WELL GOVERNED CITY	
FE1.12	KFA 46	Number of full-time firefighters per 1000 population	
GG4.11	KFA 46	Number of agenda items deferred to the next council meeting	
GG5.12	KFA 46	Quarterly salary bill of suspended officials (Rand value)	
GG3.11	KFA 47	Number of repeat audit findings	
HS1.21	KFA 25	Average number of days taken to register the title deed (subsidised stands and units)	
HS1.31	KFA 25	Number of informal settlements enumerated and classified (in terms of NUSP or equivalent classification)	
HS1.32	KFA25	Percentage of informal settlements using a participatory approach to planning or implementing upgrading	

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 R1.58 billion in the 2020/21 financial year, R1.61 billion and R1.33 billion in the 2021/22 and 2022/23 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 2020/2021 MTREF are indicated below:

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2020/2021 MTREF BUDGET - DRAFT CAPITAL BUDGET

PER PROGRAMME /PROJECT

ACCOUNT DESCRIPTION	2020/2021 DRAFT CAPITAL BUDGET	2021/2022 DRAFT CAPITAL BUDGET	2022/2023 DRAFT CAPITAL BUDGET	PROGRAM_FUND	REGION	WARD NO.
EXECUTIVE SUPPORT SERVICES						
OFFICE FURN AND EQUIPMENT (DIRECTORATE)	0	500.000	500.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
KWT COUNCIL CHAMBER CHAIRS	200.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
BHISHO COUNCIL CHAMBER CHAIRS	100.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
KWT MAYOR'S PARLOUR OFFICE FURNITURE	200.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
CITY HALL STAGE CURTAINING	0	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
NEW COUNCIL CHAMBER HORSESHOE CHAIRS - CITY HALL	0	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
CITY HALL AUDITORIUM RECORDING SYSTEM	1.500.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
COUNCILLORS AND TRADITIONAL LEADER'S FURNITURE AND EQUIPMENT FOR A NEW TERM OF COUNCILLORS	2.000.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
TOTAL DRAFT CAPITAL BUDGET: EXECUTIVE SUPPORT SERVICES	4.000.000	500.000	500.000			
CITY MANAGER'S OFFICE						
OFFICE FURN AND EQUIPMENT (DIRECTORATE)	500.000	500.000	500.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
COASTAL MUNICIPAL COURT	1.000.000	2.000.000	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
INLAND MUNICIPAL COURT	1.000.000	2.172.889	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
ERM SYSTEM	1.200.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
OFFICE FURNITURE AND EQUIPMENT-EPMO	150.000	250.000	0	USDG	WHOLE OF METRO	ALL WARDS
INTEGRATION OF SYSTEMS ALONG THE PROPERTY VALUE CHAIN						
CUSTOMER SERVICE MACHINE						
ALL IN ONE COMPUTER	19.550	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
ADDITIONAL MONITOR	11.500	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
AO SCANNING STATION						
ALL IN ONE COMPUTER	19.550	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
AO SCANNER & CAPTURE SOFTWARE	200.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
SCANNER MAINTENANCE P/A	36.000	36.000	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
A3 SCANNING STATION						
ALL IN ONE COMPUTER	19.550	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
A3 SCANNER & CAPTURE SOFTWARE	57.500	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
SCANNER MAINTENANCE	10.350	10.350	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
AO STORAGE CABINETS PER CSC						
AO STORAGE CABINETS - FOR TWO BUSINESS CENTRES	368.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
STORAGE CABINETS CLIPS @ 18 per CABINET - - FOR TWO BUSINESS CENTRES	48.231	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
DESKTOP MACHINES						
DESKTOP MACHINES	516.235	0	0	OWN FUNDS	WHOLE OF METRO	47
ADDITIONAL 23 MONITORS(HIGH END USERS)	184.000	0	0	OWN FUNDS	WHOLE OF METRO	47
RUGGED MOBILE TABLET(INSPECTORS)	328.900	0	0	OWN FUNDS	WHOLE OF METRO	47
TOTAL DRAFT CAPITAL BUDGET: CITY MANAGER'S OFFICE	5.669.366	4.969.239	500.000			

2020/2021 MTREF BUDGET - DRAFT CAPITAL BUDGET

PER PROGRAMME /PROJECT

ACCOUNT DESCRIPTION	2020/2021 DRAFT CAPITAL BUDGET	2021/2022 DRAFT CAPITAL BUDGET	2022/2023 DRAFT CAPITAL BUDGET	PROGRAM_FUND	REGION	WARD NO.
CORPORATE SERVICES						
OFFICE FURN AND EQUIPMENT (DIRECTORATE)	500.000	500.000	500.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
EMPLOYEE PERFORMANCE MANAGEMENT SYSTEM	0	1.848.200	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
SCANNERS	0	500.000	500.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
FURNITURE FOR INTERNS	150.000	150.000	0	ISDG	WHOLE OF METRO	ALL WARDS
FIBRE NETWORK	3.000.000	1.500.000	1.200.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
LTE INFRASTRUCTURE	2.848.851	1.500.000	1.429.959	OWN FUNDS	WHOLE OF METRO	ALL WARDS
DISASTER RECOVERY ENHANCEMENT	1.000.000	1.500.000	1.500.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
PROCUREMENT OF ICT EQUIPMENT	2.000.000	1.000.000	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
NETWORK EQUIPMENT REFRESH(KWT,MDA,BISHO)	2.000.000	1.000.000	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
INTELLIGENT OPERATING CENTRE HARDWARE & SOFTWARE	2.000.000	84.020	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
TOTAL DRAFT CAPITAL BUDGET: CORPORATE SERVICES	13.498.851	9.582.220	5.129.959			
SPATIAL PLANNING & DEVELOPMENT						
AERIAL PHOTOGRAPHY AND MAPPING	0	0	2.000.000	OWN FUNDS	COASTAL	47
BUXTON AND ELECTRICITY HOUSE REFURBISHMENT	2.000.000	0	5.000.000	OWN FUNDS	COASTAL	47
NEW A/CON PLANT - MUNIFIN (ONE PLANT)	1.700.000	0	0	OWN FUNDS	COASTAL	47
ORIENT THEATRE REFURBISHMENT	2.000.000	0	2.500.000	OWN FUNDS	COASTAL	47
SLEEPER SITE REFURBISHMENT	0	0	1.000.000	OWN FUNDS	COASTAL	47
EAST LONDON MECHANICAL WORKSHOPS REFURBISHMENT	0	0	2.000.000	OWN FUNDS	COASTAL	47
UPGRADING OF ELECTRICAL - OLD MUTUAL	0	0	500.000	OWN FUNDS	COASTAL	47
UPGRADING OF KWT PAYMENTS HALL	5.000.000	0	0	OWN FUNDS	COASTAL	37
SCM INVENTORY WAREHOUSING AND FENCING	1.200.000	0	0	OWN FUNDS	COASTAL	47
LAND ACQUISITION	0	0	5.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
OFFICE FURN & EQUIPMENT (DIRECTORATE)	500.000	500.000	500.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
SLEEPER SITE ROAD	1.300.000	10.148.860	0	OWN FUNDS	COASTAL	47
CITY TO SEA BOULEVARD	0	3.500.000	5.000.000	OWN FUNDS	COASTAL	47
MARY STREET	0	0	0	OWN FUNDS	INLAND	37
BRIDGE DESIGNS & IMPLEMENTATION	10.000.000	12.000.000	12.000.000	USDG	WHOLE OF METRO	5,6,814,19,38,48,49
GUARDRAILS	500.000	500.000	500.000	USDG	WHOLE OF METRO	23,6,34,46,9,20,33,41,37
SLEEPER SITE ROAD	32.200.000	25.000.000	25.000.000	USDG	COASTAL	47
GUIDANCE SIGNAGE	300.000	300.000	300.000	USDG	COASTAL/INLAND	24, 43
SIDEWALKS	3.000.000	5.000.000	5.000.000	USDG	WHOLE OF METRO	11,34, 22,41,44,45,46
TRAFFIC CALMING	3.000.000	4.200.000	3.000.000	USDG	WHOLE OF METRO	22,23,37,7,30,15,6,46,9,20,37,5,33,45,18,12,21,43
TRAFFIC SIGNALS	1.500.000	3.500.000	3.000.000	USDG	COASTAL	5, 9
MDANTSANE ACCESS ROAD	30.000.000	0	0	PTNG	MIDLAND	5,9,10,12,13,16
QUMZA HIGHWAY PHASE 7 - PHASE 1 & 2	56.000.000	0	0	PTNG	MIDLAND	21, 20,48
TAXI RANK INFRAST (ROADS & ABLUTION FAC)	3.000.000	15.000.000	10.000.000	OWN FUNDS	WHOLE OF METRO	5,27,37,39,47
TAXI RANK INFRAST (ROADS & ABLUTION FAC)	500.000	0	10.000.000	USDG	WHOLE OF METRO	5,27,37,39,47
TAXI/BUS EMBAYMENTS	1.500.000	2.000.000	1.200.000	USDG	WHOLE OF METRO	ALL WARDS
NORTH WEST CORRIDOR	3.000.000	4.044.304	11.517.100	OWN FUNDS	COASTAL	16
TOWNSHIP REGENERATION ENABLING INFRASTRUCTURE	0	0	5.000.000	OWN FUNDS	COASTAL	47
TOTAL DRAFT CAPITAL BUDGET: SPATIAL PLANNING & DEVELOPMENT	158.200.000	85.693.164	110.017.100			

2020/2021 MTREF BUDGET - DRAFT CAPITAL BUDGET

PER PROGRAMME /PROJECT

ACCOUNT DESCRIPTION	2020/2021 DRAFT CAPITAL BUDGET	2021/2022 DRAFT CAPITAL BUDGET	2022/2023 DRAFT CAPITAL BUDGET	PROGRAM_FUND	REGION	WARD NO.
ECONOMIC DEVELOPMENT & AGENCIES						
BUILDING OF MEMORIAL STONES	1.000.000	2.000.000	2.000.000	OWN FUNDS	COASTAL	32
CONSTRUCTION OF BRAAI OUTDOOR LOUNGES	0	500.000	500.000	OWN FUNDS	COASTAL	31
CONSTRUCTION OF CABIN ACCOMMODATION	0	2.000.000	5.000.000	OWN FUNDS	COASTAL	31
EXTENSION OF MDANTSANE ART CENTRE	3.000.000	3.000.000	1.500.000	OWN FUNDS	MIDLAND	42
HYDROPONICS AND PACKHOUSE - WARD 22	3.475.155	6.000.000	12.669.648	OWN FUNDS	MIDLAND	22
IMPROVE ACCESS ROAD AND ROAD SIGNAGE	3.000.000	2.000.000	2.000.000	OWN FUNDS	COASTAL	31
INFORMAL TRADE (HAWKER STALLS)	3.500.000	5.932.876	10.000.000	OWN FUNDS	INLAND/COASTAL	45, 47
INSTALLATION OF ADVENTURE ACTIVITIES	0	1.000.000	1.500.000	OWN FUNDS	COASTAL	31
INSTALLATION OF KIDDIES PLAY AREA	1.000.000	1.000.000	1.000.000	OWN FUNDS	COASTAL	31
INSTALLATION OF RECREATIONAL FACILITIES	1.000.000	1.500.000	1.000.000	OWN FUNDS	COASTAL	31
KWT ART CENTRE	4.000.000	2.000.000	1.000.000	OWN FUNDS	INLAND	37
OFFICE FURN & EQUIPMENT - SMME INCUBATOR	300.000	500.000	500.000	OWN FUNDS	INLAND	37
OFFICE FURN & EQUIPMENT (DIRECTORATE)	200.000	500.000	300.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
RESTORATION OF CATTLE KILLING HERITAGE IN KWT	500.000	1.000.000	2.000.000	OWN FUNDS	COASTAL	47
REVITALISATION OF INDUSTRIAL AREA	2.000.000	2.000.000	2.000.000	OWN FUNDS	WHOLE OF METRO	36, 24,5
TOURISM HUB	2.000.000	2.000.000	5.000.000	OWN FUNDS	COASTAL	32
UPGRADING OF BUILDINGS	2.000.000	1.000.000	1.000.000	OWN FUNDS	INLAND	41
UPGRADING OF MARKET HALL	5.000.000	7.600.000	23.981.013	OWN FUNDS	COASTAL	5
WATER LEISURE ACTIVITIES	0	1.000.000	2.700.000	OWN FUNDS	COASTAL	31
TOTAL DRAFT CAPITAL BUDGET: ECONOMIC DEVELOPMENT & AGENCIES	31.975.155	42.532.876	75.650.661			
FINANCE SERVICES						
OFFICE FURN & EQUIPMENT (DIRECTORATE)	500.000	500.000	500.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
SMART METERING SOLUTIONS	51.393.518	37.242.992	22.048.506	OWN FUNDS	WHOLE OF METRO	ALL WARDS
ASSET REPLACEMENTS - INSURANCE	5.000.000	5.000.000	5.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
ACQUIRE ERP SYSTEM (ASSET MANAGEMENT SYSTEM,PROCUREMENT SYSTEM,	2.000.000	2.000.000	1.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
CONSTRUCTION OF OFFICE ACCOMODATION -CUSTOMER CARE OFFICE-MIDLAND	700.000	7.000.000	17.000.000	OWN FUNDS	WHOLE OF METRO	11, 12, 13, 14, 20, 42, 48, 50, 17, 23, 47, 46, 33
COST REFFECTIVE TARIFF STRUCTURE	3.500.000	2.000.000	1.500.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
BACK-UP GENERATORS	5.000.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
TOTAL DRAFT CAPITAL BUDGET: FINANCE SERVICES	68.093.518	53.742.992	47.048.506			

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2020/2021 MTREF BUDGET - DRAFT CAPITAL BUDGET						
PER PROGRAMME /PROJECT						
ACCOUNT DESCRIPTION	2020/2021 DRAFT CAPITAL BUDGET	2021/2022 DRAFT CAPITAL BUDGET	2022/2023 DRAFT CAPITAL BUDGET	PROGRAM_FUND	REGION	WARD NO.
HEALTH AND EMERGENCY SERVICES						
OFFICE FURN & EQUIPMENT (DIRECTORATE)	500.000	0	1.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
DISASTER MANAGEMENT: EVENT SAFETY EQUIPMENT	100.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
FIRE ENGINES PROCURED	7.000.000	7.000.000	13.881.259	OWN FUNDS	WHOLE OF METRO	ALL WARDS
REFURBISH & REHAB - FIRE INFRASTRUCTURE	1.600.000	1.500.000	1.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
AIR MONITORING STATION	500.000	2.000.000	1.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
MOBILE - AIR QUALITY MONITORING STATION	0	4.614.952	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
CLOSED CIRCUIT TELEVISION NETWORK - CCTV	2.000.000	0	2.000.000	OWN FUNDS	WHOLE OF METRO	43,37,25,41,44,34,36 & 39
REFURBISHMENT OF LAW ENFORCEMENT OFFICES TAYLOR STREET KWT	0	2.000.000	1.000.000	OWN FUNDS	COASTAL	47
MOBILE SURVEILLANCE PROGRAMME - NEW	0	4.000.000	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
TRAFFIC AND LAW ENFORCEMENT EQUIPMENT	1.000.000	0	1.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
TACTICAL RADIO NETWORK	2.193.218	300.000	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
FIRE EQUIPMENT	500.000	200.000	300.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
NEW FIRE STATION - BERLIN WARD 45	3.500.000	4.000.000	4.000.000	OWN FUNDS	INLAND	45
REFURBISHMENT OF DISASTER MANAGEMENT CENTRE	1.000.000	1.000.000	500.000	OWN FUNDS	COASTAL	47
REFURBISHMENT OF FIRE STATIONS	80.000	0	500.000	OWN FUNDS	COASTAL	47
LAW ENFORCEMENT VEHICLES	0	0	3.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
BACK-UP GENERATORS	1.000.000	1.500.000	1.000.000	OWN FUNDS	WHOLE OF METRO	
TOTAL DRAFT CAPITAL BUDGET: HEALTH,PUBLIC SAFETY & EMERGENCY SERVICES	20.973.218	28.114.952	30.181.259			
HUMAN SETTLEMENTS						
OFFICE FURN & EQUIPMENT (DIRECTORATE)	500.000	500.000	500.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
POTSDAM IKHWEZI BL 1	10.000.000	0	0	USDG	MIDLAND	24
POTSDAM IKHWEZI BL 2	0	5.000.000	15.000.000	ISUPG	MIDLAND	24
POTSDAM IKHWEZI BL 2 - ISUPG	1.000.000	0	0	USDG	MIDLAND	24
POTSDAM NORTH KANANA	0	36.173.000	36.173.000	ISUPG	MIDLAND	24
POTSDAM NORTH KANANA - ISUPG	5.000.000	0	0	USDG	MIDLAND	24
ILITHA NORTH 177 UNITS - ISUPG	9.950.000	0	0	USDG	INLAND	45
DUNCAN VILLAGE PROPER	0	5.000.000	5.000.000	ISUPG	COASTAL	1
DUNCAN VILLAGE PROPER - ISUPG	5.000.000	0	0	USDG	COASTAL	1
MDANTSANE Z 18 CC PH 2	25.000.000	0	3.300.000	USDG	MIDLAND	23
AMALINDA CO- OP - ISUPG	5.000.000	0	2.700.000	USDG	COASTAL	16
CLUSTER 1	0	15.000.000	15.000.000	ISUPG	MIDLAND	12,14,17
CLUSTER 1 - ISUPG	15.000.000	0	0	USDG	MIDLAND	12,14,17
CLUSTER 2	0	5.000.000	5.000.000	ISUPG	MIDLAND	11,17,20,21,30,48
CLUSTER 2 - ISUPG	20.000.000	0	0	USDG	MIDLAND	11,17,20,21,30,48
DUNCAN VILL COMP/SITE	0	5.000.000	5.000.000	ISUPG	COASTAL	1
DUNCAN VILL COMP/SITE - ISUPG	2.000.000	0	0	USDG	COASTAL	1
BLOCK YARD TRA - ISUPG	1.500.000	0	0	USDG	COASTAL	6
BRAELYN EXT 10	0	2.000.000	10.000.000	ISUPG	COASTAL	11
BRAELYN EXT 10 - ISUPG	2.000.000	0	0	USDG	COASTAL	11
TYUTYU PHASE 3	0	6.085.000	2.000.000	ISUPG	INLAND	43
TYUTYU PHASE 3 - ISUPG	8.770.800	0	0	USDG	INLAND	37
WESTBANK RESTITUTION	30.550.000	0	30.000.000	USDG	COASTAL	19

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2020/2021 MTREF BUDGET - DRAFT CAPITAL BUDGET						
PER PROGRAMME /PROJECT						
ACCOUNT DESCRIPTION	2020/2021 DRAFT CAPITAL BUDGET	2021/2022 DRAFT CAPITAL BUDGET	2022/2023 DRAFT CAPITAL BUDGET	PROGRAM_FUND	REGION	WARD NO.
C SECTION AND TRIANGULAR SITE	0	10.000.000	9.949.000	ISUPG	COASTAL	13
C SECTION AND TRIANGULAR SITE - ISUPG	12.000.000	0	0	USDG	COASTAL	13
D HOSTEL	0	5.000.000	7.000.000	ISUPG	COASTAL	7
D HOSTEL - ISUPG	10.000.000	0	0	USDG	COASTAL	7
FORD MSIMANGO	0	5.000.000	5.000.000	ISUPG	COASTAL	6
FORD MSIMANGO - ISUPG	7.000.000	0	0	USDG	COASTAL	6
N2 ROAD RESERVE	0	15.000.000	15.000.000	ISUPG	COASTAL	8
N2 ROAD RESERVE - ISUPG	5.000.000	0	0	USDG	COASTAL	8
HANI PARK - WATER	0	10.000.000	10.000.000	ISUPG	COASTAL	11
HLALANI - WATER	0	10.000.000	10.000.000	ISUPG	COASTAL	11
PHOLA PARK - WATER	0	10.000.000	10.000.000	ISUPG	INLAND	34
BERLIN LINGELITSHA - PHASE 1 - WATER	0	10.000.000	10.000.000	ISUPG	INLAND	45
ILITHA SPORTSFIELD - WATER	0	10.000.000	10.000.000	ISUPG	INLAND	45
EMPILISWENI - WATER	0	10.000.000	10.000.000	ISUPG	MIDLAND	20
MATSHENI PARK - WATER	0	10.000.000	10.000.000	ISUPG	COASTAL	29
KHAYELITSHA - WATER	0	10.000.000	10.000.000	ISUPG	MIDLAND	20
XHWITINJA - WATER	5.000.000	5.000.000	0	USDG	INLAND	36
KWATSHATUSHU - WATER	0	10.000.000	10.000.000	ISUPG	INLAND	44
GINSBERG - WATER	0	10.000.000	10.000.000	ISUPG	INLAND	39
SLOVO PARK - WATER	0	10.000.000	10.000.000	ISUPG	MIDLAND	42
EKUPHUMLENI - WATER	0	10.000.000	10.000.000	ISUPG	MIDLAND	42
ETHEMBENI - WATER	0	10.000.000	10.000.000	ISUPG	COASTAL	11
EAST BANK RESTITUTION - WATER	0	10.000.000	10.000.000	ISUPG	COASTAL	16
HANI PARK - WATER - ISUPG	500.000	0	0	USDG	COASTAL	11
HLALANI - WATER - ISUPG	500.000	0	0	USDG	COASTAL	11
PHOLA PARK - WATER - ISUPG	500.000	0	0	USDG	INLAND	34
BERLIN LINGELITSHA - PHASE 1 - WATER - ISUPG	500.000	0	0	USDG	INLAND	45
ILITHA SPORTSFIELD - WATER - ISUPG	500.000	0	0	USDG	INLAND	45
EMPILISWENI - WATER - ISUPG	500.000	0	0	USDG	MIDLAND	20
MATSHENI PARK - WATER - ISUPG	500.000	0	0	USDG	COASTAL	29
KHAYELITSHA - WATER - ISUPG	500.000	0	0	USDG	MIDLAND	20
KWATSHATUSHU - WATER - ISUPG	500.000	0	0	USDG	INLAND	44
GINSBERG - WATER - ISUPG	500.000	0	0	USDG	INLAND	39
SLOVO PARK - WATER - ISUPG	500.000	0	0	USDG	MIDLAND	42
EKUPHUMLENI - WATER - ISUPG	500.000	0	0	USDG	MIDLAND	42
ETHEMBENI - WATER - ISUPG	500.000	0	0	USDG	COASTAL	11
EAST BANK RESTITUTION - WATER - ISUPG	500.000	0	0	USDG	COASTAL	16
REESTON PHASE 3 STAGE 2	5.000.000	10.000.000	0	USDG	COASTAL	13
REESTON PHASE 3 STAGE 2 - ISUPG	20.000.000	0	0	USDG	COASTAL	13
NELSON MANDELA 102 PROJECT-WATER	500.000	0	10.500.000	USDG	MIDLAND	16
GINSBERG 139 UNITS PROJECT-WATER	0	0	1.500.000	USDG	INLAND	39
BREIDBACH SERVICES PROJECT-WATER	3.000.000	0	6.000.000	USDG	INLAND	44
NONDULA-WATER	500.000	2.000.000	10.000.000	USDG	MIDLAND	12
MAJARANTYENI-WATER	6.722.530	2.500.000	5.000.000	USDG	INLAND	45
BOXWOOD PROJECT	20.000.000	14.700.000	0	USDG	COASTAL	31
CNIP VICTIMS PROJECT: CAMBRIDGE WEST- SANITATION	0	0	0	USDG	COASTAL	16
CNIP VICTIMS PROJECT: CAMBRIDGE WEST	0	12.000.000	12.000.000	ISUPG	COASTAL	13
CNIP VICTIMS PROJECT: CAMBRIDGE WEST - WATER- ISUPG	10.050.000	0	0	USDG	COASTAL	13
REESTON PHASE 3 STAGE 3	500.000	0	500.000	USDG	COASTAL	13
PHAKAMISA SOUTH	11.500.000	0	1.500.000	USDG	INLAND	25
ILITHA 49 SITES	2.000.000	0	500.000	USDG	INLAND	45
DIMBAZA SHUTTER HOUSES: DETAILED INFRASTRUCTURE INVESTIGATION	2.000.000	0	7.000.000	USDG	INLAND	34

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2020/2021 MTREF BUDGET - DRAFT CAPITAL BUDGET						
PER PROGRAMME /PROJECT						
ACCOUNT DESCRIPTION	2020/2021 DRAFT CAPITAL BUDGET	2021/2022 DRAFT CAPITAL BUDGET	2022/2023 DRAFT CAPITAL BUDGET	PROGRAM FUND	REGION	WARD NO.
DIMBAZA BLIND DETAILED INVESTIGATION OF INFRASTRUCTURE	5.000.000	0	5.000.000	USDG	INLAND	34
MZAMOMHLE: PEOPLES HOUSING PROCESS	2.000.000	500.000		USDG	COASTAL	27
COVID 19 SPECIAL CLINICS (PARKHOMES)	3.000.000	5.000.000		USDG	WHOLE OF METRO	ALL WARDS
DUNCAN VILLAGE MILITARY VETERANS	5.000.000			USDG	COASTAL	1
MZAMOMHLE: PEOPLES HOUSING PROCESS - WATER	1.000.000	0	0	USDG	COASTAL	27
MZAMOMHLE: PEOPLES HOUSING PROCESS - ELECTRICITY	2.000.000	0	0	USDG	COASTAL	27
PHAKAMISA SEWERS	3.000.000	0	0	USDG	INLAND	25
MZAMOMHLE ROADS	5.000.000	0	0	USDG	COASTAL	27
LILYVALE ROADS	5.000.000	0	0	USDG	COASTAL	32
SUNNYRIDGE ERF 271	3.000.000	0	0	USDG	COASTAL	46
ZIPHUNZANA BYPASS RELOCATION SITE (TRAs)	3.200.000	2.500.000	0	USDG	COASTAL	1
MDANTSANE ERF 81,87 &88 RELOCATION SITE UNITS	4.750.000	1.800.000	0	USDG	MIDLAND	23
FYNBOSS RELOCATION SITE UNITS	1.500.000	2.000.000	0	USDG	COASTAL	10
TOTAL DRAFT CAPITAL BUDGET: HUMAN SETTLEMENTS	312.493.330	312.758.000	366.122.000			
INFRASTRUCTURE SERVICES						
OFFICE OF THE DIRECTOR						
OFFICE FURN & EQUIPMENT (DIRECTORATE)	500.000	500.000	500.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
	500.000	500.000	500.000			
ELECTRICITY						
BULK ELEC INFRAS UPGR(RING-FENCED 4%)						
BULK ELEC INFRAS UPGR(RING-FENCED 4%)	87.376.595	91.920.178	100.101.074	OWN FUNDS	WHOLE OF METRO	7,9,8,10,13,14,15,17,22,27,37,42,45,46,
ELECTRIFICATION PROGRAMME	2.000.000	5.000.000	10.000.000	USDG	WHOLE OF METRO	ALL WARDS
HIGHMAST STREETLIGHTING - WARD 12	3.000.000	0	0	USDG	WHOLE OF METRO	ALL WARDS
ELECTRIFICATION - INFORMAL DWELLING AREAS - BCM	10.000.000	0	0	USDG	WHOLE OF METRO	ALL WARDS
ELECTRIFICATION - INFORMAL DWELLING AREAS - BCM	6.000.000	6.000.000	10.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
STREET LIGHT & HIGHMASTS - BCM AREAS OF SUPPLY	4.000.000	5.000.000	5.000.000	USDG	WHOLE OF METRO	ALL WARDS
TOOLS AND EQUIPMENT (SPECIALISED VEHICLES)	750.000	1.000.000	1.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
BUILDING ALTERATIONS - BEACON BAY CIVIC CENTRE & OPERATIONS DEPOT	750.000	1.000.000	0	OWN FUNDS	COASTAL	28
ENERGY EFFICIENCY DEMAND SIDE MANAGEMENT PROGRAMME	7.000.000	9.000.000	6.000.000	EEDSMG	WHOLE OF METRO	ALL WARDS
	120.876.595	118.920.178	132.101.074			

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2020/2021 MTREF BUDGET - DRAFT CAPITAL BUDGET						
PER PROGRAMME /PROJECT						
ACCOUNT DESCRIPTION	2020/2021 DRAFT CAPITAL BUDGET	2021/2022 DRAFT CAPITAL BUDGET	2022/2023 DRAFT CAPITAL BUDGET	PROGRAM_FUND	REGION	WARD NO.
ROADS						
BOWLS ROAD REHABILITATIONN - WARD 3	1.500.000	1.500.000	1.000.000	OWN FUNDS	COASTAL	3
CONSTRUCTION OF ROAD INFRASTRUCTURE - TOYANA ROAD	18.000.000	0	0	NDPG	MIDLAND	14
CONSTRUCTION OF ROAD INFRASTRUCTURE - SANDILE-THUSI ROAD	0	2.025.000	15.000.000	NDPG	MIDLAND	14
UPGRADING OF CBD ROADS	4.158.500	6.514.500	10.776.000	ICDG	COASTAL/INLAND	47, 37
REHABILIT OF BCMM BRIDGES AND STORMWATER	5.000.000	8.540.440	4.000.000	USDG	WHOLE OF METRO	ALL WARDS
REHABILITATION OF BEACONHURST DRIVE	0	1.500.000	1.000.000	OWN FUNDS	COASTAL	28
REHABILITATION OF DOUGLAS SMITH HIGHWAY	1.000.000	1.500.000	1.000.000	OWN FUNDS	COASTAL	6
REHABILITATION OF SETTLERS WAY	154.050.000	91.250.000	0	OWN FUNDS	COASTAL	46
REHABILITATION OF ZIPHUNZANA BYPASS	1.000.000	1.500.000	1.000.000	OWN FUNDS	COASTAL	6
ROADS PROVISION	44.500.000	43.500.000	34.398.926	OWN FUNDS	WHOLE OF METRO	ALL WARDS
RURAL ROADS	59.796.754	56.700.000	29.519.515	USDG	WHOLE OF METRO	ALL WARDS
UPGR OF MDANTSANE RDS - CLUST 1	22.000.000	24.500.000	17.000.000	USDG	MIDLAND	42,17,14,12,11
UPGR OF MDANTSANE RDS - CLUST 2	35.000.000	39.000.000	42.000.000	USDG	MIDLAND	11,17,20,30,48
UPGR OF MDANTSANE RDS - CLUST 3	14.000.000	31.500.000	54.000.000	USDG	MIDLAND	21,23,24
URBAN ROADS-CLUST 1	0	5.000.000	2.500.000	OWN FUNDS	INLAND	35,36,39,44,45
URBAN ROADS-CLUST 2	0	2.000.000	1.000.000	OWN FUNDS	MIDLAND	22,30
URBAN ROADS-CLUST 3	1.281.106	6.079.822	6.000.000	OWN FUNDS	COASTAL	9,46,4,27,15,10
UPGRADE OF NORTH EAST EXPRESSWAY	0	1.000.000	1.000.000	OWN FUNDS	COASTAL	18
URBAN ROADS - WARD 35	0	1.000.000	1.000.000	OWN FUNDS	INLAND	35
URBAN ROADS - WARD 35	4.000.000	0	0	USDG	INLAND	35
WARD 37-KWT ROADS	20.000.000	5.000.000	3.000.000	USDG	INLAND	37
WARD 39 & 41 -KWT ROADS	8.000.000	4.000.000	4.000.000	USDG	INLAND	39
WARD 43-KWT ROADS	4.000.000	4.000.000	2.000.000	USDG	INLAND	43
	397.286.360	337.609.762	231.194.441			
WASTEWATER						
ABLUTION FACILITIES	3.000.000	3.000.000	3.000.000	USDG	COASTAL	1, 2, 6, 7, 9, 10, 16, 28,29
BERLIN SEWERS	5.000.000	3.000.000	3.000.000	USDG	INLAND	45
BISHO KWT & ZWELITSHA BULK REG SEWER SCH-PHASE 2	55.000.000	4.500.000	4.000.000	USDG	INLAND	25, 35, 37, 41, 44
BISHO KWT & ZWELITSHA BULK REG SEWER SCH-PHASE 2 - COUNTERFUNDING	0	80.000.000	80.000.000	LOAN	INLAND	25, 35, 37, 41, 44
E/L SEWER DIVERSION : CENTRAL TO REESTON	170.800.142	265.000.000	0	LOAN	COASTAL	5, 10, 16
EAST BEACH GRAVITY SEWER UPGRADE	0	0	0	OWN FUNDS	COASTAL	1, 2, 3, 4, 6, 7, 8, 9, 16, 18, 19, 28, 47
HOOD POINT MARINE OUTF SEWER & AUXILLIARY WORKS	5.000.000	4.500.000	4.000.000	USDG	COASTAL	19, 31, 46
MDANTSANE SANITATION	0	3.000.000	3.000.000	USDG	MIDLAND	11, 12, 14, 20, 21, 22, 23, 24, 30
MDANTSANE WASTEWATER TREATMENT WORKS	4.000.000	0	0	OWN FUNDS	MIDLAND	11, 12, 14, 20, 21, 22, 23, 24, 30
WASTEWATER TREATMENT WORKS	0	0	0	OWN FUNDS	WHOLE OF METRO	9, 11, 13, 18, 23, 29, 36, 37, 39, 41, 43, 45
	242.800.142	363.000.000	97.000.000			

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2020/2021 MTREF BUDGET - DRAFT CAPITAL BUDGET						
PER PROGRAMME /PROJECT						
ACCOUNT DESCRIPTION	2020/2021 DRAFT CAPITAL BUDGET	2021/2022 DRAFT CAPITAL BUDGET	2022/2023 DRAFT CAPITAL BUDGET	PROGRAM FUND	REGION	WARD NO.
WATER DEPT						
KWT & BHISHO INFRASTRUCTURE	3.000.000	33.030.000	22.530.000	USDG	WHOLE OF METRO	34,37,38,39,40,41,43,44,49,35
UPGRADE WATER NETWORKS	10.291.420	7.655.315	7.155.315	USDG	WHOLE OF METRO	26,31,32,33,36,37,38
WATER BACKLOGS	30.000.000	23.500.000	13.000.000	USDG	WHOLE OF METRO	26,31,32,33,36,37,38,40,50
WESTBANK RESTITUTION	0	11.500.000	11.000.000	USDG	COASTAL	31,46
PIPE AND WATER METER REPLACEMENT IN BISHO,KWT & DIMBAZA	8.400.000	7.300.000	6.000.000	OWN FUNDS	WHOLE OF METRO	34,35,36,37,38,39,40,41,43,44,49
PIPE AND WATER METER REPLACEMENT IN EL	5.500.000	5.000.000	5.000.000	OWN FUNDS	COASTAL	1-10,15,16,18,27,28,29,31,32,33,46,47,50
PIPE AND WATER METER REPLACEMENT IN MDANTSANE	5.000.000	6.800.000	5.500.000	OWN FUNDS	MIDLAND	11,12,13,14,42,48,50,17,20,23
AMAHLEKE WATER SUPPLY	3.000.000	3.000.000	3.000.000	USDG	INLAND	36
FEASIBILIT- ALTERN W/SUPPLY - BULK MAINS	2.000.000	1.000.000	1.000.000	USDG	WHOLE OF METRO	ALL WARDS
UMZONYANA DAM UPGRADE	5.000.000	45.000.000	25.000.000	USDG	COASTAL	1-10,15,16,18,27,28,29,31,32,33,46,47,50
WATER DEMAND MANAGEMENT & WATER CONSERVATION	2.000.000	4.788.095	4.576.190	USDG	WHOLE OF METRO	ALL WARDS
	74.191.420	148.573.410	103.761.505			
FLEET						
BCM FLEET PLANT SPEC EQUIP & S/WASTE VEH	35.000.000	7.000.000	10.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
TOTAL DRAFT CAPITAL BUDGET: INFRASTRUCTURE SERVICES	870.654.517	975.603.350	574.557.020			
MUNICIPAL SERVICES						
OFFICE FURN & EQUIPMENT (DIRECTORATE)	250.000	250.000	500.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
DEVELOPMENT, UPGRADE & REFURBISHMENT OF COMMUNITY HALLS						
DEVELOPMENT OF C/HALLS & FACILITIES	1.000.000	3.000.000	6.000.000	OWN FUNDS	COASTAL	15
HALLS-TOOLS AND EQUIPMENT	100.000	100.000	0	OWN FUNDS	WHOLE OF METRO	1,2,4,5,9,12,16,19,20,21,22,24,26,27,29,47,48
UPGR & REFURB EXIST C/HALLS & FACILITIES	1.000.000	2.000.000	5.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
UPGRADING OF RESORTS	850.000	850.000	8.400.000	OWN FUNDS	WHOLE OF METRO	28, 29,30,18
REDEVELOPMENT OF MDANTSANE SPORT PRECINT - NU2 SWIMMING POOL	10.000.000	0	0	OWN FUNDS	MIDLAND	42
DEVELOPMENT, UPGRADE & REFURBISHMENT OF SPORTSFIELDS	3.050.000	4.100.000	5.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
UPGRADING OF ZOO	1.000.000	1.100.000	100.000	OWN FUNDS	COASTAL	47
REFURBISHMENT OF AQUARIUM	200.000	300.000	600.000	OWN FUNDS	COASTAL	47
REFURBISHMENT OF NATURE RESERVES	200.000	300.000	450.000	OWN FUNDS	COASTAL	47
BEACHES	200.000	500.000	800.000	OWN FUNDS	COASTAL	47
SWIMMING POOLS	200.000	300.000	600.000	OWN FUNDS	COASTAL	47
NURSERY JAMES PEARS PARKS	100.000	0	0	OWN FUNDS	COASTAL	5,8,10
UPGRADING OF DEPOTS	400.000	200.000	570.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
GRASS CUTTING EQUIPMENT	400.000	400.000	400.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
DEVELOPMENT OF CEMETRIES	4.100.000	5.900.000	8.900.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
UPGRADING OF COMMUNITY PARKS	1.500.000	3.000.000	3.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
BCM FLEET - SOLID WASTE FLEET AND PLANT	10.860.371	11.148.415	15.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
PURCHASE OF BULK CONTAINERS WITH REMOVAL VEHICLES	3.000.000	5.000.000	5.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
TRANSFER STATION	6.400.000	4.948.340	7.668.987	OWN FUNDS	COASTAL/INLAND	4,27,28,45
TOTAL DRAFT CAPITAL BUDGET: MUNICIPAL SERVICES	44.810.371	43.396.755	67.988.987			
EAST LONDON BEACHFRONT AND WATERWORLD (BCMDA)	50.000.000	50.000.000	50.000.000	OWN FUNDS	COASTAL	46
COMPUTER SOFTWARE	1.014.200	1.115.620	1.506.087	OWN FUNDS	WHOLE OF METRO	ALL WARDS
OFFICE FURN & EQUIPMENT (DIRECTORATE)	1.265.000	1.391.500	1.878.525	OWN FUNDS	WHOLE OF METRO	ALL WARDS
COMPUTERS	230.800	253.400	365.388	OWN FUNDS	WHOLE OF METRO	ALL WARDS
TOTAL CAPITAL PROJECTS	1.582.878.326	1.609.654.068	1.331.445.492			

The Capital Expenditure is indicated below into the five (5) IDP Strategic Objectives:

Strategic Objective	Goal	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Innovative and Productive City	Promote sound financial and administrative capabilities	324.818	108.903	208.165	160.430	206.529	206.529	122.758	129.343	185.532
A green city	To Promote an environmentally Friendly City	80.465	28.411	41.489	121.311	164.634	164.634	27.510	37.462	42.039
A connected city	Develop and maintain world class logistics infrastructure	328.137	433.419	531.982	738.773	908.913	908.913	712.812	636.307	544.943
A spatially Transformed city	To promote an integrated spatial form	384.521	708.083	885.033	562.226	804.855	804.855	641.385	744.331	509.884
A well governed city	Promote sound financial and administrative capabilities	166.015	53.434	93.345	154.672	148.479	148.479	78.413	62.210	49.049
Total Capital Expenditure		1.283.956	1.332.249	1.760.015	1.737.413	2.233.410	2.233.410	1.582.878	1.609.654	1.331.445

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 98 and 99 were used as guidelines in preparation of the 2020/21 MTREF budget.

Emphasis was placed on the following expenditure categories:

- ❑ **Repairs and Maintenance** 2020/21 budget is 5.3% 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% of the total Operating Expenditure. The amount has increased over the 2020/21 to 2022/23 period escalating from R2.06 billion to R2.43 billion. The increases from 2020/21 to 2022/23 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 R2.27 billion in the 2019/20 financial year to R2.36 billion in the 2020/21 financial year due to annual increase projection of CPI plus 1.75 as well as the implementation of job evaluation.

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.

- ❑ **Other Expenditure & Other Materials-** The budget for Other Expenditure has been increased by 16% from 2019/2020, and the budget for Other Materials has increased by 77.92% from the 2019/2020 budget. This is due to new items that had to be included in the budget, for BCMM to be able to implement the necessary precautionary measures for responding to the COVID-19 health and safety risks. The budget for items such as entertainment, travelling & subsistence and registration fees votes had to be reduced, and this reduced funding was reallocated to fund Personal Protective Equipment to assist in preventing the spread of the virus. The budget for items such as Catering, Event promoters, Sponsorships for Tourism and Sports have also been reduced and the budget has been reallocated to fund Personal protective Equipment.
- ❑ **Debt impairment-** The collection rate has been reduced from 92.5% in 2019/2020 to 90.5% in 2020/2021. Municipalities have been impacted negatively due to a loss of revenue streams as businesses, households and communities reel from the economic fallout caused by COVID-19.

Operating Revenue is indicated below into the five (5) IDP Strategic Objectives:

Strategic Objective	Goal	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Innovative and Productive City	Promote sound financial and administrative capabilities	146.680	148.741	167.168	291.436	317.267	317.267	393.359	470.435	447.070
A green city	To Promote an environmentally Friendly City	392.894	353.678	409.187	469.876	469.876	469.876	505.115	547.316	592.818
A connected city	Develop and maintain world class logistics infrastructure	59.147	42.258	22.409	2.244.377	2.181.163	2.181.163	2.255.038	2.372.420	2.582.361
A spatially Transformed city	To promote an integrated spatial form	2.351.789	2.715.007	3.073.462	1.416.793	1.455.859	1.455.859	1.454.354	1.576.763	1.715.438
A well governed city	Promote sound financial and administrative capabilities	2.325.169	2.086.538	2.367.230	2.720.528	2.722.020	2.722.020	2.897.565	3.125.655	3.337.694
Total Revenue (excluding capital transfers and contributi		5.275.679	5.346.222	6.039.455	7.143.008	7.146.186	7.146.186	7.505.431	8.092.589	8.675.382

The Operating Expenditure is indicated below into the five (5) IDP Strategic Objectives:

Strategic Objective	Goal	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Innovative and Productive City	Promote sound financial and administrative capabilities	505.424	477.094	661.542	782.766	806.019	806.019	922.946	1.052.187	1.057.541
A green city	To Promote an environmentally Friendly City	374.296	412.697	494.046	627.402	640.405	640.405	743.074	783.483	838.279
A connected city	Develop and maintain world class logistics infrastructure	916.569	957.485	1.294.319	3.054.958	2.970.729	2.970.729	3.159.435	3.460.621	3.763.707
A spatially Transformed city	To promote an integrated spatial form	2.939.802	3.253.019	3.555.176	1.514.879	1.551.269	1.551.269	1.535.141	1.621.950	1.778.903
A well governed city	Promote sound financial and administrative capabilities	851.731	974.120	841.256	1.162.093	1.171.560	1.171.560	1.144.235	1.172.374	1.236.161
Total Expenditure		5.587.822	6.074.416	6.846.339	7.142.098	7.139.982	7.139.982	7.504.832	8.090.614	8.674.590

3. The Operating Projects

The operating projects are R281.92 million in the 2020/21 financial year, R282.68 million and R289.78 million in the 2021/22 and 2022/23 financial years.

2020/2021 MTREF - DRAFT OPERATING PROJECTS						
PER PROGRAMME /PROJECT						
ACCOUNT DESCRIPTION	2020/2021 DRAFT OPEX BUDGET	2021/2022 DRAFT OPEX BUDGET	2022/2023 DRAFT OPEX BUDGET	PROGRAM FUND	REGION	WARD NO.
EXECUTIVE SUPPORT SERVICES						
TRAINING OF COUNCILLORS	3.000.000	3.000.000	3.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
YOUTH PROGRAMME	0	107.480	107.480	OWN FUNDS	WHOLE OF METRO	ALL WARDS
DISABILITY PROGRAMME	0	107.480	107.480	OWN FUNDS	WHOLE OF METRO	ALL WARDS
HIV PROGRAMME	0	107.480	107.480	OWN FUNDS	WHOLE OF METRO	ALL WARDS
ELDERLY PROGRAMME	0	107.480	107.480	OWN FUNDS	WHOLE OF METRO	ALL WARDS
GENDER PROGRAMME	0	107.480	107.480	OWN FUNDS	WHOLE OF METRO	ALL WARDS
YAC PROGRAMME	0	1.289.760	1.289.760	OWN FUNDS	WHOLE OF METRO	ALL WARDS
WARD INITIATIVES	50.000.000	50.000.000	50.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
	53.000.000	54.827.160	54.827.160			
CITY MANAGER						
PROJ MANAG FUND EPMO	18.122.496	14.741.150	14.884.980	USDG	WHOLE OF METRO	ALL WARDS
INTEGRATED DESIGN FRAMEWORK IMPLEMENTATION PLAN	1.247.550	1.954.350	0	ICDG	WHOLE OF METRO	ALL WARDS
EXPANDED PUBLIC WORKS PROGRAMME	8.449.000	0	0	EPWP	WHOLE OF METRO	ALL WARDS
GTAC COST RECOVERY FEES	2.500.000	2.500.000	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
IMPLEMENTATION FRAUD HOTLINE	250.000	250.000	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
IMPL FRAUD HOTLINE -INVESTIGATION	250.000	250.000	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
ESRI ENTERPRISE GIS SOLUTION (BILLING VIEWER)	92.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
AZURE CLOUD HOSTING CHARGES PER YEAR	1.860.000	1.860.000	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
AZURE SERVICES PER YEAR	552.000	552.000	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
ESRI ENTERPRISE GIS SOLUTION (TPAMS, BPAMS, MP & LMS)	1.552.250	290.400	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
INVESTIGATION PROJECTS	5.000.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
	39.875.296	22.397.900	14.884.980			
CORPORATE SERVICES						
INFRASTR SKILLS DEVELOPMENT	11.364.000	11.266.000	12.109.000	ISDG	WHOLE OF METRO	ALL WARDS
SHARE POINT	1.000.000	1.000.000	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
	12.364.000	12.266.000	12.109.000			

2020/2021 MTREF - DRAFT OPERATING PROJECTS

PER PROGRAMME /PROJECT

ACCOUNT DESCRIPTION	2020/2021 DRAFT OPEX BUDGET	2021/2022 DRAFT OPEX BUDGET	2022/2023 DRAFT OPEX BUDGET	PROGRAM FUND	REGION	WARD NO.
SPATIAL PLANNING & DEVELOPMENT						
CADASTRAL SURVEY	500.000	500.000	600.000	OWN FUNDS	WHOLE OF METRO	All Wards
SURVEY & PLANNING	2.500.000	0	0	OWN FUNDS	WHOLE OF METRO	All Wards
OPENING OF TOWNSHIP REGISTER: OTHER TOWNSHIPS	300.000	500.000	500.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
OPENING OF TOWNSHIP REGISTER: SONWABISO	0	200.000	200.000	OWN FUNDS	COASTAL	17
INDIGENT TRANSFERS	200.000	500.000	500.000	OWN FUNDS	WHOLE OF METRO	All TOWNSHIPS
SECURITY OF MUNICIPAL BUILDINGS	410.705	500.000	500.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
LAND AUDIT	1.500.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
FEASIBILITIES STUDIES/TOWNSHIP ESTABLISHMENT	300.000	600.000	600.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
UNLOCKING OF TOWNSHIP LAND FOR HIGH DENSITY HOUSING	200.000	650.000	650.000	OWN FUNDS	WHOLE OF METRO	All TOWNSHIPS
UNLOCKING LAND FOR TOWNSHIP ECONOMY	200.000	500.000	500.000	OWN FUNDS	WHOLE OF METRO	All TOWNSHIPS
UNLOCKING LAND FOR RURAL ECONOMIC OPPORTUNITIES	200.000	500.000	500.000	OWN FUNDS	WHOLE OF METRO	ALL RURAL AREAS
FACILITIES ASSESSMENT OF BCMM BUILDINGS	0	0	3.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
	6.310.705	4.450.000	7.550.000			
ECONOMIC DEVELOPMENT & AGENCIES						
AGRICULTURE & RURAL DEVELOPMENT SUPPORT PROGRAMME	400.000	1.350.000	1.750.000	OWN FUNDS	WHOLE OF METRO	22,26,31,32,33,36,39,40,50
AQUAPONICS	0	200.000	200.000	OWN FUNDS	COASTAL	7
ART CENTRES OPERATIONS	300.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
BUSINESS CENTRES OPERATIONS - OPERATIONAL COSTS	50.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
DIPPING TANKS	350.000	500.000	500.000	OWN FUNDS	INLAND	50
FENCING ARABLE LANDS	0	500.000	500.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
FOOD SECURITY PROGRAMME						
INVESTMENT CENTRE	100.000	200.000	200.000	OWN FUNDS	WHOLE OF METRO	22,26,31,32,33,36,39,40,50
LEISURE TOURISM DEVELOPMENT - INLAND	200.000	500.000	500.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
LEISURE TOURISM DEVELOPMENT - INLAND	100.000	500.000	500.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
LIBERAT HERIT ROUTE DEV -DECLARA HERIT S	100.000	100.000	100.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
LIVESTOCK IMPROVEMENT -PROCUREMENT OF LIVESTOCK	0	300.000	300.000	OWN FUNDS	MIDLAND	40,38
PIGGERY & POULTRY	250.000	300.000	300.000	OWN FUNDS	INLAND	37
PROCURE OF SMME AND CO-OP EQUIP & MACH	350.000	500.000	500.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
PRODUCTION INPUTS (VEGETABLES & POULTRY) - PROCUREMENT OF SEEDLINGS	100.000	100.000	100.000	OWN FUNDS	WHOLE OF METRO	31,33,35,38,50
PRODUCTION INPUTS (VEGETABLES & POULTRY) -PROCURE FEEDER	0	100.000	100.000	OWN FUNDS	WHOLE OF METRO	31,33,35,38,50
PRODUCTION INPUTS (VEGETABLES & POULTRY) - PROCUREMENT OF BROILERS	0	200.000	200.000	OWN FUNDS	WHOLE OF METRO	31,33,35,38,50
TRACTOR & IMPLEMENTS MAINTENANCE -HIRING TRACTORS DR	0	100.000	100.000	OWN FUNDS	WHOLE OF METRO	35,36,39,40,38,33,32,26,50
TRACTOR & IMPLEMENTS MAINTENANCE -TRACTOR & IMPLEM	100.000	200.000	200.000	OWN FUNDS	WHOLE OF METRO	35,36,39,40,38,33,32,26,50
YOUTH WORK READINESS & SKILLS DEVELOPMENT SUPPORT TRAINING FOR YOUTH	200.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
TOURISM SUPP CAP BLDG -KIWANE OPERATIONS	500.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
TOURISM DESTINATION MARKETING	450.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
TEEN ENTREPRENEUR PROGRAMME	200.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
TRADE & INVESTMENT PROGRAMMES -INVEST BUFFALO CITY						
	400.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
TRADE & INVESTMENT PROGRAMMES -EXPORT DEVELOPMENT	700.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
	4.850.000	5.650.000	6.050.000			

2020/2021 MTREF - DRAFT OPERATING PROJECTS

PER PROGRAMME /PROJECT

ACCOUNT DESCRIPTION	2020/2021 DRAFT OPEX BUDGET	2021/2022 DRAFT OPEX BUDGET	2022/2023 DRAFT OPEX BUDGET	PROGRAM FUND	REGION	WARD NO.
<u>DIRECTORATE OF FINANCE</u>						
FMG PROGRAMME	1.000.000	1.000.000	1.000.000	FMG	WHOLE OF METRO	ALL WARDS
IMPLEMENT COST REFFECTIVE TARIFF STRUCTURE	1.500.000	1.000.000	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
FINANCIAL SYSTEMS REVENUE	0	1.848.000	6.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
SMART METERING SOLUTION	49.087	3.769.640	12.128.460	OWN FUNDS	WHOLE OF METRO	ALL WARDS
INDIGENT MANAGEMENT SYSTEM	1.000.000	1.000.000	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
INTERGRATED VOICE RESPONSE SYSTEM	1.000.000	1.500.000	3.500.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
OPERATIONS AND MAINTENANCE (ACQUIRE ERP SYSTEM (ASSET MANAGEMENT SYSTEM,PROCUREMENT SYSTEM, etc)	5.000.000	3.000.000	4.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
GENERAL VALUATIONS	15.500.000	17.000.000	3.500.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
	25.049.087	30.117.640	30.128.460			
<u>HEALTH/PUBLIC SAFETY & EMERGENCY SERVICES</u>						
REVIEW OF MUNICIPAL HEALTH SERVICE PLAN	574.413	1.200.000	1.500.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
SECURITY ANALYSIS ASSESSMENT	1.000.000	0	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
COMMUNITY SAFETY FORUMS	0	200.000	300.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
METRO POLICE	0	2.000.000	5.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
	1.574.413	3.400.000	6.800.000			
<u>HUMAN SETTLEMENTS</u>						
AMALINDA CO - OP P5	2.500.000	0	5.500.000	HSDG	COASTAL	16
C SECTION AND TRIANGULAR SITE	3.100.000	12.000.000	3.100.000	HSDG	COASTAL	11
CAMBRIDGE WEST - CNIP VICTIMS 275 UNITS	5.000.000	11.000.000	3.025.756	HSDG	COASTAL	ALL
CLUSTER 1 P5	3.000.000	5.000.000	3.000.000	HSDG	MIDLAND	17
CLUSTER 2 (CHRIS HANI 3; WINNIE MANDELA; DELUXOLO VILLAGE ; SISULU VILLAGE; FRANCIS MEI; MAHLANGU VILLAGE,MATHEMBA VUSO,GWENTSHE) P5 - 647 UNITS	3.000.000	0	3.000.000	HSDG	MIDLAND	ALL
CLUSTER 3 P5	3.000.000	0	5.000.000	HSDG	MIDLAND	5
D HOSTEL	3.100.000	3.000.000	5.000.000	HSDG	COASTAL	7
DV PROPER	3.100.000	3.000.000	5.000.000	HSDG	COASTAL	7
DVRI PILOT PROJECT (COMPETITION SITE)	4.000.000	0	4.000.000	HSDG	COASTAL	17,20,21,48,50
FORD MSIMANGO	7.378.351	1.500.000	4.000.000	HSDG	COASTAL	24
HANOVER - P5	500.000	1.000.000	500.000	HSDG	INLAND	45
ILITHA NORTH - 177 UNITS P5	2.000.000	0	2.000.000	HSDG	INLAND	45
MDANTSANE ZONE 18CC - P5	3.998.000	4.987.063	4.000.000	HSDG	MIDLAND	23
N2 ROAD RESERVE	3.100.000	3.000.000	5.000.000	HSDG	COASTAL	7
PEELTON CLUSTER - P5	2.060.000	0	5.000.000	HSDG	INLAND	10
PEELTON PHASE 2 800 UNITS	3.000.000	5.000.000	5.000.000	HSDG	INLAND	24
POTSDAM IKHWEZI BLOCK 1- P5	6.640.000	8.428.000	1.500.000	HSDG	MIDLAND	43
POTSDAM IKHWEZI BLOCK 2- P5	100.000	500.000	100.000	HSDG	MIDLAND	ALL
POTSDAM NORTH KANANA - P5	4.000.000	10.000.000	5.000.000	HSDG	MIDLAND	8
POTSDAM VILLAGE PHASE 1 & 2 - P5	4.000.000	0	5.000.000	HSDG	MIDLAND	24

2020/2021 MTREF - DRAFT OPERATING PROJECTS

PER PROGRAMME /PROJECT

ACCOUNT DESCRIPTION	2020/2021 DRAFT OPEX BUDGET	2021/2022 DRAFT OPEX BUDGET	2022/2023 DRAFT OPEX BUDGET	PROGRAM FUND	REGION	WARD NO.
REESTON PHASE 3 STAGE 2 P5	8.000.000	10.000.000	5.000.000	HSDG	MIDLAND	13
REESTON PHASE 3 STAGE 3 P5	2.450.000	0	3.200.000	HSDG	MIDLAND	22
SKOBENI - P5	500.000	1.000.000	500.000	HSDG	INLAND	45
TYUTYU PHASE 3	2.000.000	2.000.000	2.000.000	HSDG	INLAND	14
HAVEN HILLS AND MEKENI DEFECTIVE UNITS	1.000.000	1.500.000	1.000.000	HSDG	COASTAL	10
PHASE 2 STORM DAMAGED HOUSES IN RURAL AREAS	750.000	2.100.000	3.500.000	HSDG	COASTAL	ALL RURAL AREAS
	81.276.351	85.015.063	88.925.756			
INFRASTRUCTURE SERVICES						
RURAL SANITATION BACKLOG	50.000.000	52.000.000	60.000.000	USDG	WHOLE OF METRO	31,32,33,35,36,37,38,39,40,43,49,50
BCMM FLEET MANAGEMENT SYSTEM - LEASE	2.410.966	5.000.000	0	OWN FUNDS	WHOLE OF METRO	ALL WARDS
PAVEMENT MANAGEMENT SYSTEM	2.910.950	4.560.150	3.000.000	ICDG	WHOLE OF METRO	ALL WARDS
	55.321.916	61.560.150	63.000.000			
MUNICIPAL SERVICES						
OPERATIONS & MAINTENANCE OF WASTE CELLS	1.000.000	1.000.000	1.500.000	OWN FUNDS	WHOLE OF METRO	11,12,14,17,20,21,22,23,25,30,42,48
ASSESSMENT PRIOR REHABILITATION OF UNLICENSED DISPOSAL SITES/IWMP	300.000	500.000	1.000.000	OWN FUNDS	WHOLE OF METRO	37,43,47,42,18
WASTE MINIMISATION, RECYCLING, AWARENESS AND WASTE SEPARATION PROGRAMMES	0	500.000	1.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
ROUNDHILL LANDFILL SITE-OPERATIONS	1.000.000	1.000.000	2.000.000	OWN FUNDS	WHOLE OF METRO	ALL WARDS
	2.300.000	3.000.000	5.500.000			
	281.921.768	282.683.913	289.775.356			

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 strategies:

- 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 2020/21 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 90.5% 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. 2020/21 MTREF Capital & Operating Budget Estimates

The total consolidated budget (capital and operating) for the 2020/21 MTREF period is growing from R9.09 billion in the 2020/21 to R9.7 billion in the 2021/22 financial year, it further grows to R10.01 billion in the 2022/23 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 four financial years ending June 2023.

2.1 Budget Assumptions

The following assumptions apply to the 2020/21 Medium Term Budget Framework (MTREF) and additional details on programme allocations and budget assumptions are provided in the budget document:

Table 1: 2019/2020 to 2022/2023 Budget Assumptions

DESCRIPTION	2019/2020	2020/2021	2021/2022	2022/2023
National Treasury Headline Inflation Forecasts	5.20%	4.50%	4.60%	4.60%
Salaries	6.70%	6.25%	6.25%	6.25%
Electricity Purchases	15.63%	6.90%	7.00%	9.86%
Water Purchases	6.85%	8.28%	8.28%	8.28%
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	659.53	R717.04	R775.20	R839.74
Equitable Share Allocation	R 847,431,000	R 911 042 000	R 981 171 000	R 1 048 587 000
Bad Debt Provision	7.50%	9.50%	7.50%	7.50%
Property Rates	9.00%	8.50%	8.00%	7.00%
Refuse Tariff	9.35%	9.20%	8.50%	8.50%
Sewerage Tariff	9.40%	9.20%	8.50%	8.50%
Electricity Tariff	13.07%	6.22%	5.20%	8.90%
Water Tariff	9.40%	9.20%	9.10%	9.10%
Fire Levy	9.30%	8.70%	8.00%	8.00%
Sundry Income	9.30%	8.70%	8.00%	8.00%

2.2 Operating Budget Estimates

2.2.1 Operating Revenue Framework

In 2020/21 financial year, the City's own revenue generated by property rates and service charges is 70% of the total revenue, totalling to R5.23 billion and it increases slightly in the over the MTREF at R5.60 billion in the 2021/22 and R6.07 billion in the 2022/23 financial years. Electricity service remains the largest contributor to the total revenue mix (inclusive of conditional and unconditional grants) which is 29% in the 2020/21 financial year. Electricity revenue is increasing from R2.11 billion to R2.18 billion in 2020/21, it further increases to R2.3 billion and R2.5 billion respectively in the two outer years of the 2020/21 MTREF period. Property rates are the second largest own revenue source with 22.49% contribution in the 2020/21 financial year.

Table 2: Operating Revenue by Revenue Source

Description	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Revenue By Source										
Property rates	858.852	973.025	1.295.503	1.552.051	1.552.051	1.552.051	1.552.051	1.687.667	1.822.681	1.950.268
Service charges - electricity revenue	1.695.665	1.659.783	1.739.494	2.161.342	2.110.129	2.110.129	2.110.129	2.184.209	2.297.788	2.502.291
Service charges - water revenue	452.690	366.159	503.580	583.149	583.149	583.149	583.149	631.338	688.790	751.470
Service charges - sanitation revenue	233.728	304.956	328.923	363.587	363.587	363.587	363.587	397.037	430.785	467.402
Service charges - refuse revenue	211.459	245.181	251.916	310.978	310.978	310.978	310.978	334.128	362.529	393.344
Rental of facilities and equipment	16.424	20.068	20.704	19.214	19.214	19.214	19.214	20.885	22.681	24.496
Interest earned - external investments	148.011	126.690	98.690	110.025	89.554	89.554	89.554	54.473	57.200	60.064
Interest earned - outstanding debtors	50.425	49.322	67.093	59.465	80.965	80.965	80.965	88.009	95.577	103.224
Dividends received										
Fines, penalties and forfeits	16.896	23.698	24.938	18.134	18.134	18.134	18.134	19.712	21.407	23.120
Licences and permits	14.225	14.250	14.300	15.955	15.955	15.955	15.955	17.343	18.835	20.341
Agency services	-	25.683	26.198	34.334	33.839	33.839	33.839	43.909	43.070	46.195
Transfers and subsidies	1.304.827	817.569	1.025.375	1.136.152	1.239.197	1.239.197	1.239.197	1.228.858	1.356.839	1.368.274
Other revenue	274.544	719.838	746.927	778.623	729.435	729.435	729.435	797.862	874.407	964.893
Gains										
Total Revenue (excluding capital transfers and contributions)	5.277.747	5.346.222	6.143.643	7.143.008	7.146.186	7.146.186	7.146.186	7.505.431	8.092.589	8.675.382

2.2.2 Operating Expenditure Framework

- a) **The employee related costs** for 2020/2021 are budgeted CPI +1.75 in line with the last bargaining agreement. Employee Costs equates to 31.4% 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 90.5% over the MTREF. For the 2020/21 financial year this amounts to R497 million, it increases to R420 million in 2021/22, it further increases to R455 million in the 2022/23 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 R871 million for the 2020/21 financial year and equates to 11.6% 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% (R44 million) of operating expenditure in 2020/2021.
- f) **Bulk purchases** (equates to 27.4% 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. In the prior year, the city applied a % reduction of 7% in general expenses. In the 2020/2021 financial year the City has applied a % increase as follows:
 - Employee related costs- % increase of 6.25%
 - Depreciation & Asset impairment – a slight increase of 0.11% has been applied
 - Electricity Bulk purchases – 6.9% in line with Nersa guideline formular
 - Water Bulk purchases – 8.28% as proposed by Amatola water
 - Repairs & Maintenance-a slight increase of 0.36% has been applied
 - Transfers & grants – a reduction of 53.7% has been applied. This takes into account the reductions in Sponsorship votes (tourism & sport) in order to fund personal protective equipment to prevent and mitigate the risks of the Corona virus.
 - Other expenditure – A percentage increase of 16% has been applied. This huge increase is due to the additional budget relating to the funding of personal protective equipment. Reductions have been applied to entertainment, travelling & subsistence and registration fees votes to fund Personal Protective equipmen
 - Other materials- A percentage increase of 77.92% has been applied. This huge increase is due to the additional budget relating to the funding of Personal Protective Equipment.
 - Contracted services – A percentage reduction of 10.6% has been applied. Reductions have been applied to Catering and Event Promoters votes in order to fund Personal Protective Equipment.

The institution undertook a line by line analysis of expenditure in an attempt to improve efficiencies.

- h) Repairs and Maintenance budget is 5.3% of the total Operating budget in 2020/21. 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	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
R thousand										
Expenditure By Type										
Employee related costs	1.627.383	1.876.853	2.049.669	2.259.759	2.275.673	2.275.673	2.275.673	2.357.815	2.499.220	2.648.595
Remuneration of councillors	55.482	60.373	63.066	68.485	68.485	68.485	68.485	72.766	77.023	81.528
Debt impairment	203.883	321.277	373.183	372.833	368.992	368.992	368.992	497.286	420.209	454.876
Depreciation & asset impairment	807.459	1.018.294	1.296.841	918.128	869.954	869.954	869.954	870.916	1.018.702	1.140.769
Finance charges	49.359	43.960	38.467	41.004	33.003	33.003	33.003	44.211	66.574	61.217
Bulk purchases	1.558.514	1.552.488	1.628.957	1.938.461	1.921.362	1.921.362	1.921.362	2.057.476	2.215.054	2.428.707
Other materials	-	83.309	86.509	72.241	83.271	83.271	83.271	127.652	141.908	150.705
Contracted services	1.036	2.938	6.449	888.061	915.099	915.099	915.099	818.879	903.475	949.636
Transfers and subsidies	43.173	39.330	47.193	48.175	138.061	138.061	138.061	115.981	143.778	125.065
Other expenditure	1.204.962	1.054.579	1.209.680	534.951	466.082	466.082	466.082	541.851	604.670	633.494
Losses	36.365	21.014	46.325	-	-	-	-			
Total Expenditure	5.587.617	6.074.416	6.846.339	7.142.098	7.139.982	7.139.982	7.139.982	7.504.832	8.090.614	8.674.590
Surplus/(Deficit)	(309.870)	(728.194)	(702.696)	911	6.204	6.204	6.204	599	1.975	791
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	669.780	930.588	894.057	974.549	1.323.855	1.323.855	1.323.855	811.050	719.672	738.929
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)	359.911	202.393	470.428	975.460	1.330.059	1.330.059	1.330.059	811.649	721.647	739.721
Surplus/(Deficit) after capital transfers & contributions	638	(538)	602							
Taxation	638	(538)	602							
Surplus/(Deficit) after taxation	359.272	202.931	469.826	975.460	1.330.059	1.330.059	1.330.059	811.649	721.647	739.721
Attributable to minorities										
Surplus/(Deficit) attributable to municipality	359.272	202.931	469.826	975.460	1.330.059	1.330.059	1.330.059	811.649	721.647	739.721
Share of surplus/ (deficit) of associate										
Surplus/(Deficit) for the year	359.272	202.931	469.826	975.460	1.330.059	1.330.059	1.330.059	811.649	721.647	739.721

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 decrease from R1.02 billion in the 2019/20 period to R1.13 billion in the 2020/21 financial year and further increases over the MTREF to R1.9 billion by 2022/23 financial year. The slight increase can be attributed to tariff increases over the MTREF period.

Table 4: Budgeted Cash Flow Statement

Description	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates	858.852	973.025	1.295.503	1.435.647	1.435.647	1.435.647	1.435.647	1.527.339	1.685.980	1.803.998
Service charges	2.593.542	2.576.079	2.823.913	3.162.626	3.115.254	3.115.254	3.115.254	3.209.775	3.496.400	3.805.919
Other revenue	540.205	456.442	444.790	809.829	755.334	755.334	755.334	814.239	906.870	998.117
Transfers and Subsidies - Operational	894.796	817.569	921.187	1.126.922	1.239.197	1.239.197	1.239.197	1.228.858	1.356.839	1.368.274
Transfers and Subsidies - Capital	669.780	930.588	998.245	974.549	1.323.855	1.323.855	1.323.855	811.050	719.672	738.929
Interest	198.437	176.012	165.784	165.029	164.446	164.446	164.446	134.121	145.609	155.545
Dividends	-	-	-	-	-	-	-	-	-	-
Payments										
Suppliers and employees	(5.071.556)	(4.346.374)	(5.407.264)	(5.761.958)	(5.729.972)	(5.729.972)	(5.729.972)	(5.976.438)	(6.441.350)	(6.892.664)
Finance charges	(49.359)	(43.960)	(38.467)	(41.004)	(33.003)	(33.003)	(33.003)	(44.211)	(66.574)	(61.217)
Transfers and Grants	(43.173)	(39.330)	(47.193)	(48.175)	(138.061)	(138.061)	(138.061)	(115.981)	(143.778)	(125.065)
NET CASH FROM/(USED) OPERATING ACTIVITIES	591.524	1.500.050	1.156.497	1.823.466	2.132.697	2.132.697	2.132.697	1.588.751	1.659.667	1.791.837
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE	56.169	15.235	2.226					-	-	-
Decrease (increase) in non-current receivables								-	-	-
Decrease (increase) in non-current investments								-	-	-
Payments										
Capital assets	(1.280.782)	(1.332.249)	(1.760.015)	(1.737.413)	(2.233.410)	(2.233.410)	(2.233.410)	(1.582.878)	(1.609.654)	(1.331.445)
NET CASH FROM/(USED) INVESTING ACTIVITIES	(1.224.613)	(1.317.014)	(1.757.789)	(1.737.413)	(2.233.410)	(2.233.410)	(2.233.410)	(1.582.878)	(1.609.654)	(1.331.445)
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans	-	-	-	-	-	-	-	-	-	-
Borrowing long term/refinancing	-	-	-	69.582	-	-	-	170.800	345.000	80.000
Increase (decrease) in consumer deposits	-	-	-	-	-	-	-	-	-	-
Payments										
Repayment of borrowing	(50.709)	(47.642)	(52.572)	(56.849)	(55.619)	(55.619)	(55.619)	(57.030)	(54.837)	(63.166)
NET CASH FROM/(USED) FINANCING ACTIVITIES	(50.709)	(47.642)	(52.572)	12.733	(55.619)	(55.619)	(55.619)	113.770	290.163	16.834
NET INCREASE/ (DECREASE) IN CASH HELD	(683.798)	135.395	(653.864)	98.786	(156.332)	(156.332)	(156.332)	119.643	340.176	477.225
Cash/cash equivalents at the year begin:	2.373.900	1.690.102	1.825.497	1.551.516	1.171.633	1.171.633	1.171.633	1.007.121	1.126.764	1.466.939
Cash/cash equivalents at the year end:	1.690.102	1.825.497	1.171.633	1.650.302	1.015.301	1.015.301	1.015.301	1.126.764	1.466.939	1.944.164

2.4 Capital Budget Estimates

The below tables reflect that the consolidated capital budget for capital programme is R1.58 billion in the 2020/21 financial year, R1.61 billion and R1.33 billion in the 2021/22 and 2022/23 financial years respectively.

The City's capital budget has decreased by 29% when compared to the 2019/20 Mid-year adjustment budget. It then shows a decreasing trend from 2020/21 to 2021/2022 financial year, and again reduces from the 2021/2022 to 2022/2023 financial year. Further breakdown per service of the capital budget is detailed in table 6 below. It depicts that for the 2020/21 financial year an amount of R242.8 million has been appropriated for the Waste Water infrastructure, R397.29 million for Roads and Storm Water, R74.2 million for Water, R145.8 million for Transport Planning, R20.26 million for waste management, R311.99 million for Human Settlements and R120.88 million for Electricity. These services represent 83% of the total capital budget for the 2020/21 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 DIRECTORATE	2020/2021 DRAFT CAPITAL BUDGET	2021/2022 DRAFT CAPITAL BUDGET	2022/2023 DRAFT CAPITAL BUDGET
EXECUTIVE SUPPORT SERVICES	4.000.000	500.000	500.000
CITY MANAGER'S OFFICE	5.669.366	4.969.239	500.000
CORPORATE SERVICES	13.498.851	9.582.220	5.129.959
SPATIAL PLANNING & DEVELOPMENT	158.200.000	85.693.164	110.017.100
ECONOMIC DEVELOPMENT & AGENCIES	31.975.155	42.532.876	75.650.661
FINANCE SERVICES	68.093.518	53.742.992	47.048.506
HEALTH/PUBLIC SAFETY & EMERGENCY SERVICES	20.973.218	28.114.952	30.181.259
HUMAN SETTLEMENTS	312.493.330	312.758.000	366.122.000
INFRASTRUCTURE SERVICES	870.654.517	975.603.350	574.557.020
MUNICIPAL SERVICES	44.810.371	43.396.755	67.988.987
TOTAL DRAFT CAPITAL BUDGET:BCMM	1.530.368.326	1.556.893.548	1.277.695.492
BCMDA	52.510.000	52.760.520	53.750.000
TOTAL DRAFT CAPITAL:CONSOLIDATED	1.582.878.326	1.609.654.068	1.331.445.492

Table 6: Capital Investment Programme Per Service

CAPITAL BUDGET PER SERVICE	2020/2021 DRAFT CAPITAL BUDGET	2021/2022 DRAFT CAPITAL BUDGET	2022/2023 DRAFT CAPITAL BUDGET
AMENITIES	24.300.000	22.050.000	39.820.000
ELECTRICITY	120.876.595	118.920.178	132.101.074
HOUSING	311.993.330	312.258.000	365.622.000
LED	81.775.155	92.032.876	125.350.661
OTHER	35.000.000	7.000.000	10.000.000
PUBLIC SAFETY	20.473.218	28.114.952	29.181.259
ROADS	397.286.360	337.609.762	231.194.441
SPATIAL PLANNING	11.900.000	0	23.000.000
SUPPORT SERVICES	96.221.735	73.804.971	60.228.465
TRANSPORT PLANNING	145.800.000	85.193.164	86.517.100
WASTE MANAGEMENT	20.260.371	21.096.755	27.668.987
WASTE WATER	242.800.142	363.000.000	97.000.000
WATER	74.191.420	148.573.410	103.761.505
TOTAL - PER SERVICE	1.582.878.326	1.609.654.068	1.331.445.492

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 2020/21 MTREF.

Table 10: Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
<u>Borrowing Management</u>											
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	1.8%	1.5%	1.3%	1.4%	1.2%	1.2%	1.2%	1.3%	1.5%	1.4%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	2.5%	2.0%	1.8%	1.6%	1.5%	1.5%	1.5%	1.6%	1.8%	1.7%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	0.0%	10.0%	0.0%	0.0%	0.0%	22.1%	38.6%	13.4%
<u>Safety of Capital</u>											
Gearing	Long Term Borrowing/ Funds & Reserves	5.7%	3.8%	2.9%	2.5%	2.5%	2.5%	2.5%	3.0%	5.5%	5.0%
<u>Liquidity</u>											
Current Ratio	Current assets/current liabilities	2.3	1.8	1.6	2.0	1.6	1.6	1.6	2.0	2.2	2.4
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	2.3	1.8	0.8	0.9	0.5	0.5	0.5	0.5	0.6	0.8
Liquidity Ratio	Monetary Assets/Current Liabilities	1.3	1.0	0.7	1.0	0.6	0.6	0.6	0.8	1.0	1.3
<u>Revenue Management</u>											
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%	90.5%	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%	90.5%	92.5%	92.5%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	24.0%	23.4%	25.4%	24.7%	24.7%	24.7%	24.7%	20.7%	19.4%	18.3%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old	20.5%	19.7%	18.9%	23.7%	23.7%	23.7%	23.7%	22.7%	21.7%	20.8%

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Description of financial indicator	Basis of calculation	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
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		22.2%	37.2%	56.2%	68.5%	111.4%	111.4%	111.4%	61.0%	49.0%	38.7%
Other Indicators											
Electricity Distribution Losses (2)	Total Volume Losses (kW)	255384202	263249658	322739881	324627740.9	324627740.9	324627740.9	324627740.9	331036051	326949186.2	321110807.8
	Total Cost of Losses (Rand '000)	218.820	236.502	302.074	357.091	357.091	357.091	357.091	309.840	306.014	300.550
	% Volume (units purchased and generated less units sold)/units purchased and generated	16.1%	17.7%	21.7%	21.8%	21.8%	21.8%	21.8%	17.0%	16.8%	16.5%
Water Distribution Losses (2)	Total Volume Losses (kℓ)	21.330	28.861	29.566	26.661	26.661	26.661	26.661	22.447	19.241	19.241
	Total Cost of Losses (Rand '000)	100799537	140262906	158216992	113873000	113873000	113873000	113873000	120122	102962	102962
	% Volume (units purchased and generated less units sold)/units purchased and generated	34.1%	43.7%	46.1%	40.0%	40.0%	40.0%	40.0%	35.0%	30.0%	30.0%
Employee costs	Employee costs/(Total Revenue - capital revenue)	30.8%	35.1%	33.4%	31.6%	31.8%	31.8%	31.8%	31.4%	30.9%	30.5%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	31.7%	36.2%	34.4%	32.6%	32.8%	32.8%	32.8%	32.4%	31.8%	31.5%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	7.2%	6.7%	6.4%	5.5%	5.6%	5.6%	5.6%	5.3%	5.7%	5.8%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	16.2%	19.9%	21.7%	13.4%	12.6%	12.6%	12.6%	12.2%	13.4%	13.9%
IDP regulation financial viability indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	17.8	20.7	23.1	27.3	27.3	27.3	30.9	31.3	30.8	33.4
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	36.5%	35.1%	37.6%	35.4%	35.8%	35.8%	35.8%	29.6%	27.9%	26.0%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	5.1	5.1	3.0	3.4	2.1	2.1	2.1	2.2	2.7	3.3

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 2020/21 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 1.3% in 2020/21 to 1.5% in 2021/22, and 1.4 in 2022/2023. 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 3% in the 2020/21 period to 4.7% in 2021/22 period. The ratio indicates the taking up of new loan funding.

3.1.3 Liquidity

Current ratio for the 2020/21 financial year is 2.0:1 and slightly increase to 2:4:1 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 90.5% and the recoverability of this is considered to be obtainable.

The liquid ratio for the 2020/21 financial year is 1.0:1 over the 2020/2021 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 80.18% as at 30 April 2020 is expected to improve to 90.5% 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 32.1% in the 2020/21 financial year and slightly decreases to 31.1% 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 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 is anticipated at 35% in 2020/2021.
- 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 at 5.3% in 2020/21 financial year.

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. The parallel installation of smart prepayment meters is not complete yet. The overall target in terms of the contract is 45,000 prepayment meters
- iv. The verification process of the Indigent Register is ongoing.
- v. Reduction in number of metered interim charges by obtaining actual readings.
- vi. Large power users accounts have been reviewed for completeness of billing (KVA). Results are being implemented.
- vii. 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 that is funded through the City's own revenue.

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 some 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 losses, electricity losses and improved economic connectivity to the City.

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.

The following new policy has been drafted:

- i. Policy on Cost Containment Measures

Amendments have been made on the following budget related policies:

- i. Credit Control policy
- ii. Indigent Support Policy
- iii. Tariff Policy
- iv. Virement Policy
- v. Investment and Cash Management Policy

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. Long-Term Borrowing Policy
- v. Budget Policy (Budget Management & Oversight)
- vi. Funding and Reserves Policy
- vii. Immovable Asset Policy
- viii. Supply Chain Management Policy
- ix. Property Rates 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 80.18% as at 30 April 2020 is expected to improve to 90.5% 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 2020/21 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 2019/2020	Tariff % Increase	Total Per Household 2020/2021	Tariff % Increase	Total Per Household 2021/2022	Tariff % Increase	Total Per Household 2022/2023
Rates	116.19	8.50%	126.07	8.00%	136.15	7.00%	145.68
Refuse	241.74	9.20%	263.98	8.50%	286.42	8.50%	310.76
Sewerage	86.16	9.20%	94.09	8.50%	102.08	8.50%	110.76
Fire Levy	51.30	8.70%	55.77	8.00%	60.23	8.00%	65.05
Total Monthly Subsidy	495.39		539.90		584.88		632.25
Electricity - 50kwh p.m	70.77	6.22%	75.17	5.20%	79.08	8.90%	86.12
Water - 6kl p.m.	93.37	9.20%	101.96	9.10%	111.24	9.10%	121.36
Total Poor Relief	659.53	8.72%	717.03	8.11%	775.20	8.32%	839.73

3.4.3 Property Rates:

The rates tariffs are projected to increase by 8.5% in the 2020/21 financial year and tariffs increases of 8% and 7% in 2021/22 and 2022/23 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. Another valuation roll will be implemented after the expiration of current valuation roll. Supplementary valuations are undertaken on a regular basis. The property valuation roll is currently published on the BCMM website at www.buffalocity.gov.za

4. BCMM's audit opinion in 2018/2019 financial year

Buffalo City Metropolitan Municipality has maintained a qualified audit opinion for the 2018/19 financial year. The Auditor General issued a qualified audit opinion on the Annual Financial Statements for the year ended 30 June 2019 with specific reference to irregular expenditure and commitments. The first audit finding relates to irregular expenditure which arose from non-compliance with the Supply Chain Management Regulations and the Auditor General found that no reasonable steps were taken to prevent irregular expenditure, as required by section 62(1)(d) of the MFMA. The second audit finding relates to financial commitments where Auditor General found that the disclosed commitment figure was materially understatement. This was due to capital projects where the related contract is an annual contract that was not recognised as a commitment at financial year end. Despite this, the Metro is pleased to report that the revenue qualification paragraph of prior year was cleared during the 2018/2019 audit review and the Metro does not have repeat audit findings.

Action plans to achieve an unqualified audit:

BCMM has prepared the 2019/2020 Audit Improvement Plan (AIP) detailing audit findings together with the required corrective actions to be taken. To monitor the implementation of the AIP the Metro has established an Operation Clean Audit Committee. This committee comprises of City Manager's Office, Finance and Internal Audit as well as a representative from each Directorate. Weekly meetings are held with individual departments for the purpose of compiling the AIP and introducing improvement on internal controls. The Operation Clean Audit sits on a weekly basis to monitor progress on the developed AIP. The AIP will be submitted to Internal Audit for quality assurance on its completeness, accuracy and validity. Thereafter, quarterly portfolio of evidence audits will be conducted by Internal Audit. All the above work will also be submitted to Top Management and then proceed to the Audit Committee for further oversight. Further, the completed AIP will be submitted to National Treasury and COGTA for their input. This will also be shared with AG for their consideration during the quarterly reviews that they perform. The municipality is also strengthening financial management, driving operational efficiency and enforcing good governance and financial accountability on its quest to a clean audit.

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

SECTION G: BCMM 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 a hundred Councillors. Fifty Councillors were elected in terms of the system of proportional representation and fifty Councillors represent wards. A total of 51 Councillors is required to constitute a Quorum for meetings. The first Council Meeting elected the Executive Mayor, Deputy Mayor, Council Speaker and Chief Whip. The Executive Mayor has a nine-member Mayoral Committee.

Buffalo City Metropolitan Municipality has a well-defined political and administrative governance system supported by the implementation of King III on Corporate Governance principles. The Metro's governance structure has two distinct functions which are the Legislative function and the Executive function. These are supported by an administration, which focuses on administrative governance and service delivery.

This governance structure deepens democracy, boosts citizen empowerment and stakeholder participation and involvement; improves governance, socio-economic development and service delivery, strengthens decision-making powers and accountability and ensures expeditious and efficient decision-making.

1.1 Ward Committees

Local Government elections were held on 3 August 2016, 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 purposes 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. These committees are as follows:

- Portfolio Committees
- Corporate Services Portfolio Committee
- Economic Development & Agencies Portfolio Committee
- Finance Portfolio Committee
- Health and Public Safety & Emergency Services Portfolio Committee
- Human Settlement Portfolio Committee

- IDP & Organizational Performance Management Portfolio Committee
- Infrastructure Services Portfolio Committee
- Institutional Operations & Civic Relations Portfolio Committee
- Spatial Planning & Development Portfolio Committee
- Municipal Services Portfolio Committee

Other Council Committees include:

- Women's Caucus Committee
- MPAC
- Ethics Committee
- Petitions Management Committee
- Rules Committee Members
- Social Facilitation Committee

The City has several oversight committees in place which are entrusted to ensure that there is good governance.

The Audit Committee is composed of external members who are skilled and experts of different fields such as accounting, law, Information Technology and Performance Management. This committee is entrusted with the responsibility of having an independent insight into the governance, operations, financial management, risk management and the internal control environment of the City.

The Risk Management Committee is responsible for ensuring that the City has developed an enterprise-wide risk management strategy & policy, fraud-prevention strategy & plan and to monitor implementation thereof.

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 with the approved metro administrative structure headed by the City Manager. Council has recently approved the disestablishment of the Directorate of Municipal Services and the consequent establishment of two new Directorates of Solid Waste & Environmental Management and Sport, Recreation & Community Development and the administrative structure has the following Directorates:

- City Manager's Office-(Filled)
- Directorate: Executive Support Services- (Filled)
- Directorate: Corporate Services - (Filled)
- Directorate: Economic Development and Agencies - (Filled)
- Directorate: Infrastructure Services - (Filled)
- Directorate: Solid Waste and Environmental Management – (Vacant)

- Directorate: Sport, Recreation and Community Development – (Vacant)
- Directorate: Health, Public Safety and Emergency Services - (Filled)
- Directorate: Finance - (Filled)
- Directorate: Spatial Planning and Development – (Filled)
- Directorate: Human Settlements - (Filled)

The table below represents the overall BCMM staff complement per directorate and include vacant funded positions and the number of staff members who currently receive scarce skills allowance.

SUMMARY BCMM: STAFF COMPLEMENT: 01 2020

<u>DIRECTORATE</u>	-	<u>FILLED</u>	<u>VACANT</u>
CITY MANAGER'S OFFICE		79	21
EXECUTIVE SUPPORT SERVICES		189	5
CORPORATE SERVICES		216	6
ECONOMIC DEVELOPMENT & AGENCIES		76	9
INFRASTRUCTURE SERVICES		1276	79
SOLID WASTE & ENVIRONMENTAL MANAGEMENT		772	20
SPORT, RECREATION AND COMMUNITY DEVELOPMENT		1224	67
HEALTH, PUBLIC SAFETY & EMERGENCY SERVICES		962	35
FINANCE		656	37
SPATIAL PLANNING & DEVELOPMENT		174	26
HUMAN SETTLEMENT		66	3
TOTALS		5690	<u>308</u>

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 308 vacant funded posts as at January 2020.

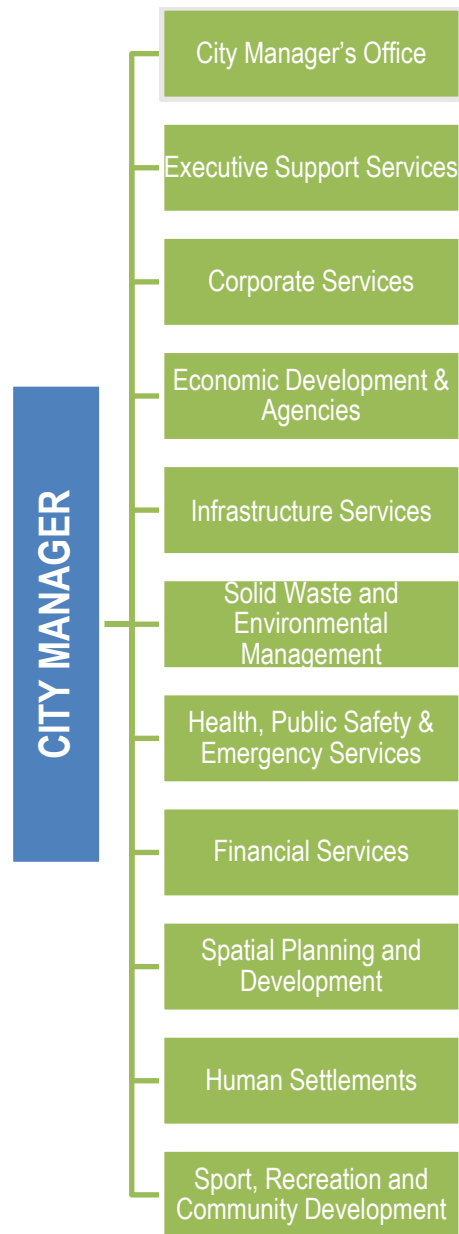


Figure 132: BCMM Administrative Structure

2.1 City Manager's Office:

This office consists of following departments/ divisions which all reside under the Office of the City Manager:

- Governance and Internal Auditing
- Chief Operating Office
- Risk Management
- Information, Technology & Support
- Legal Services and Municipal Court
- Enterprise Project Management Unit
- Enterprise Security Management
- Regional Services
- Compliance
- Strategy & Transformation
- Information, Knowledge Management, Research and Policy
- Expanded Public Works Programme.

Figure 2 details the organogram of the Office of the City Manager up to Management level.

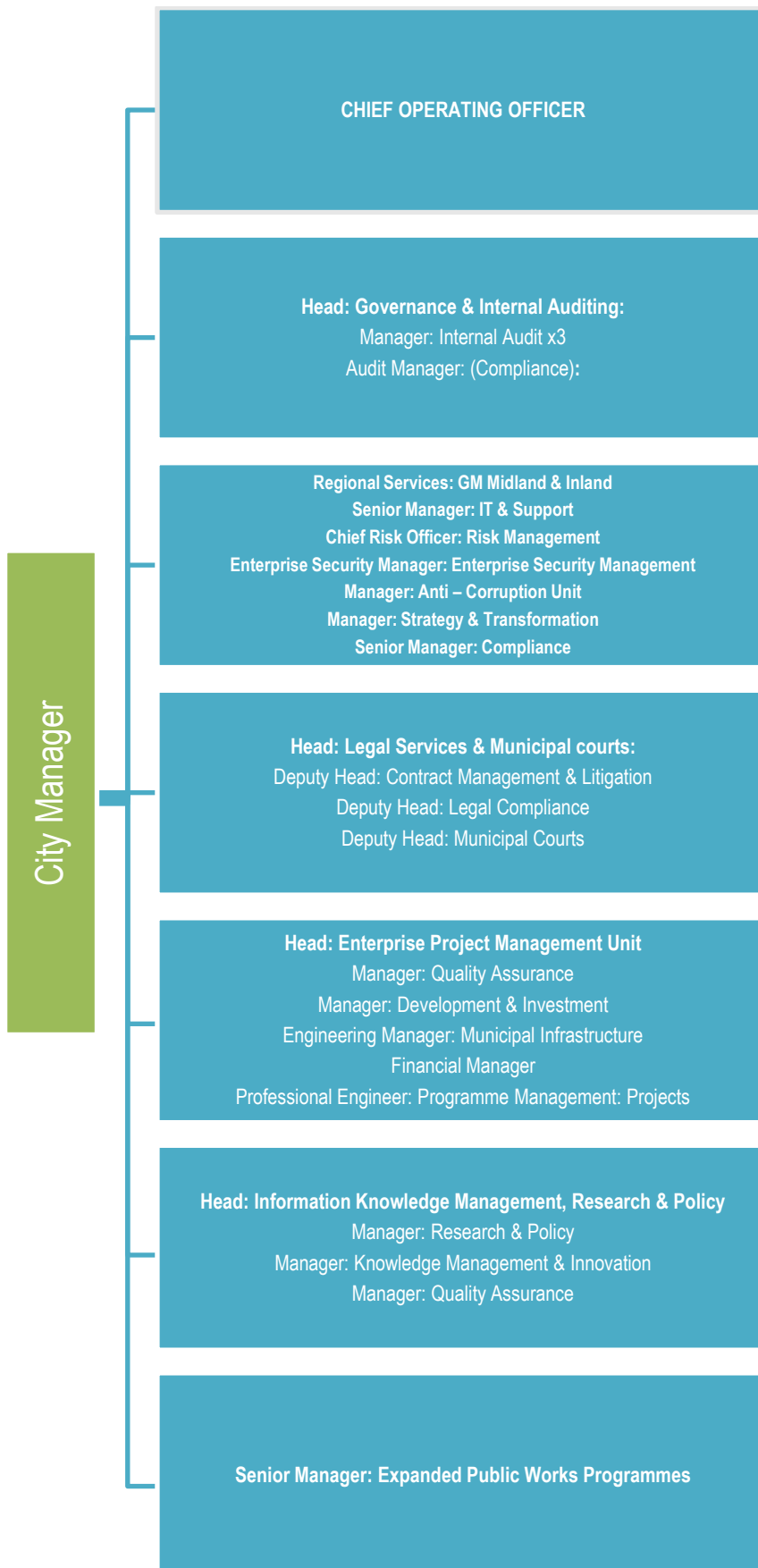


Figure 133: Organogram - City Manager's Office

2.2 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: Office of Executive Mayor & Deputy Executive Mayor
- Political Office Administration: Office of Speaker & Chief Whip
- Monitoring and Evaluation

Figure 3 details the organogram of the Directorate of Executive Support Services up to Management level.

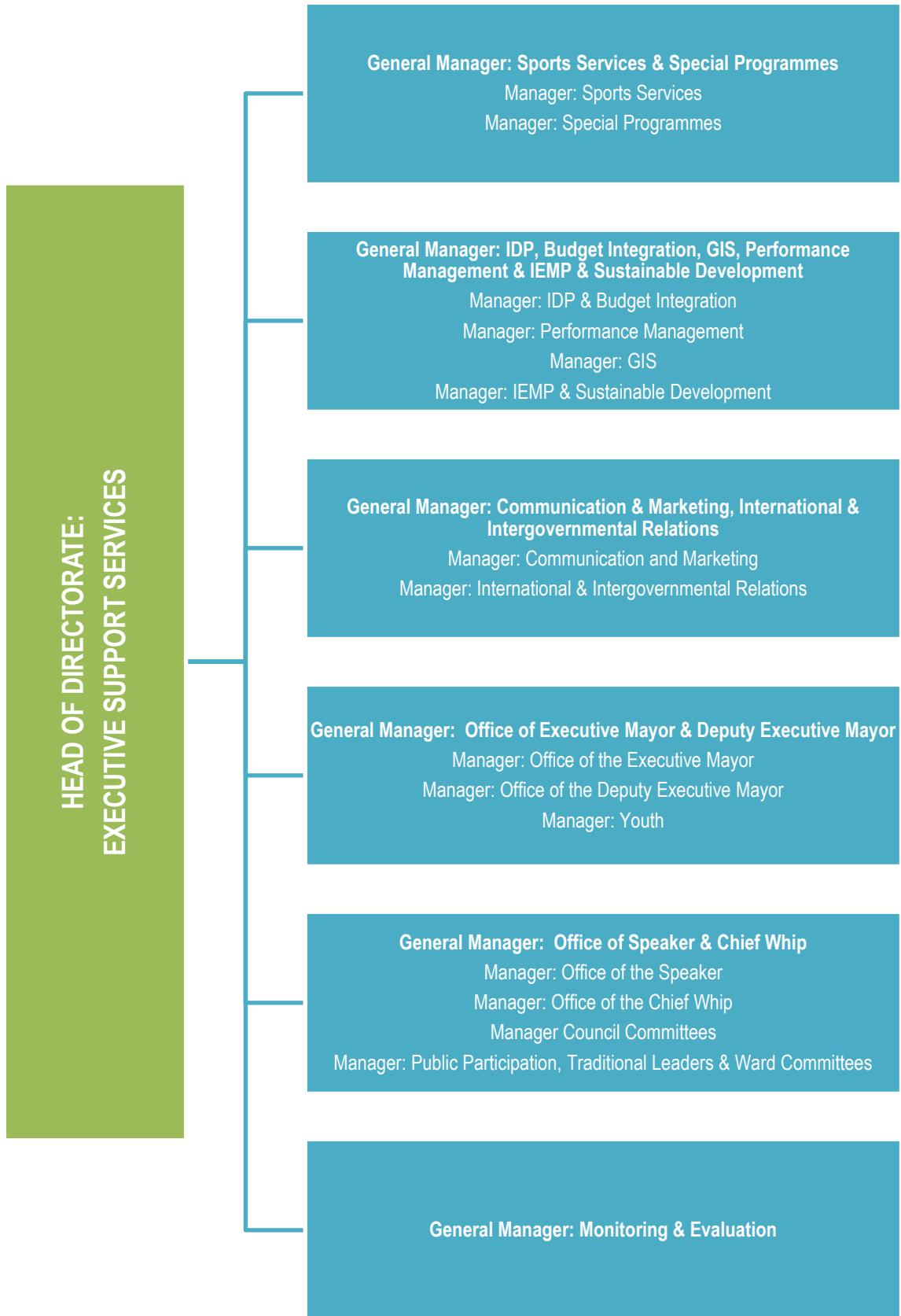


Figure 134: Organogram - Executive Support Services

2.3 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.

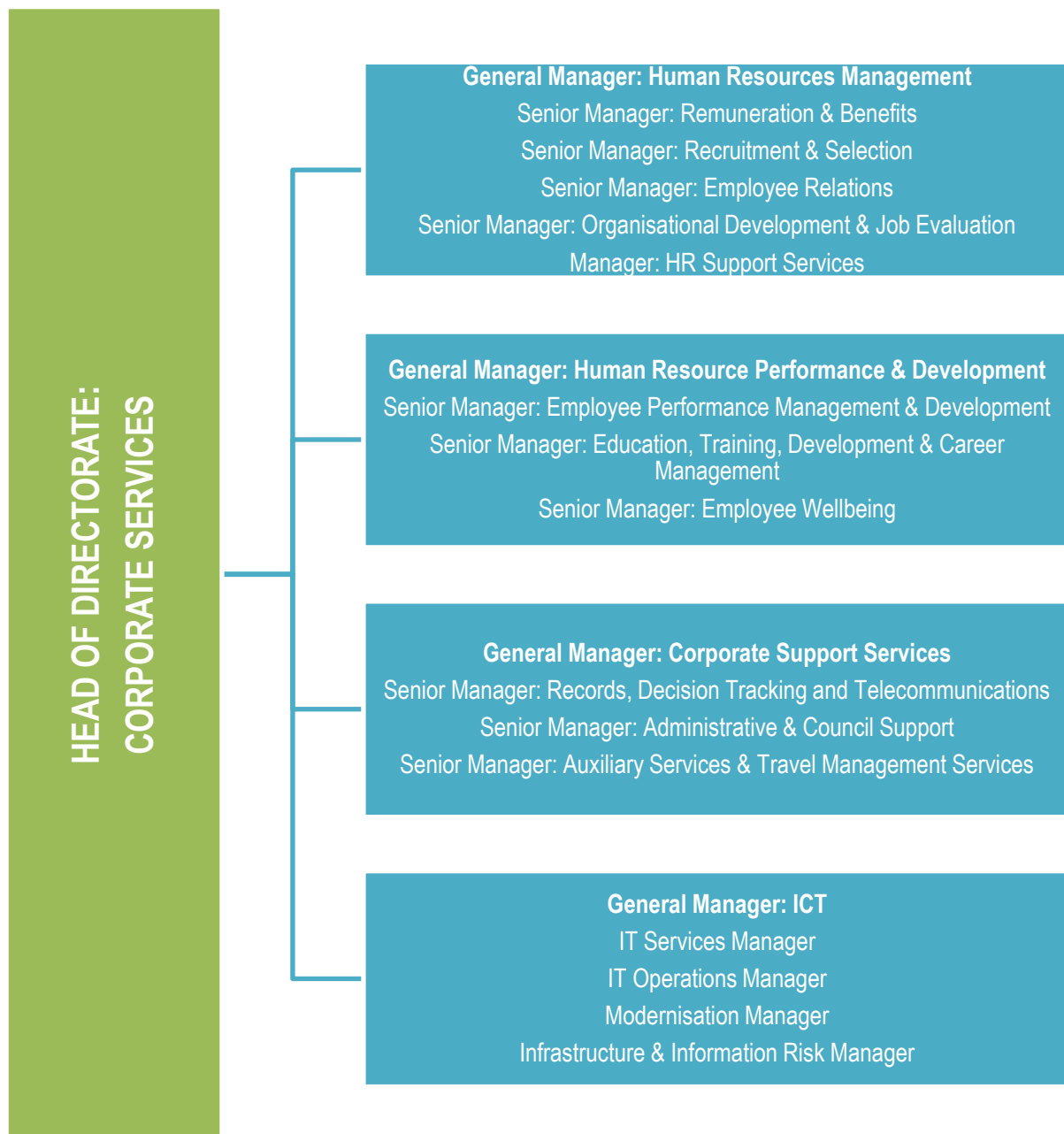


Figure 135: Organogram - Corporate Services

2.4 Directorate: Spatial Planning and Development

The Directorate of Spatial Planning and Development 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 Spatial Planning and Development up to management level.

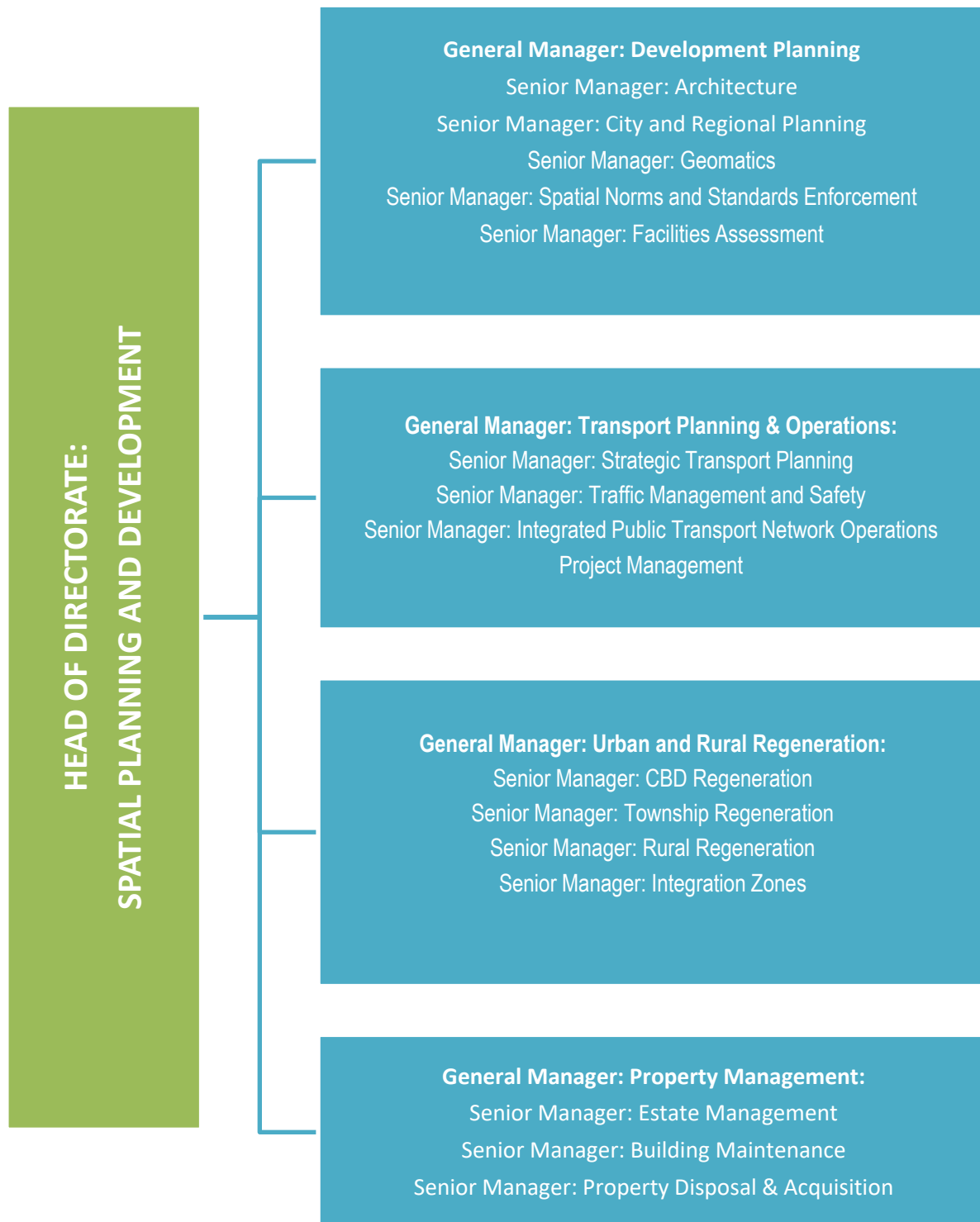


Figure 136: Organogram - Spatial Planning & Development

2.5 Directorate: Infrastructure Services

The Directorate Infrastructure Services 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 Services up to management level.

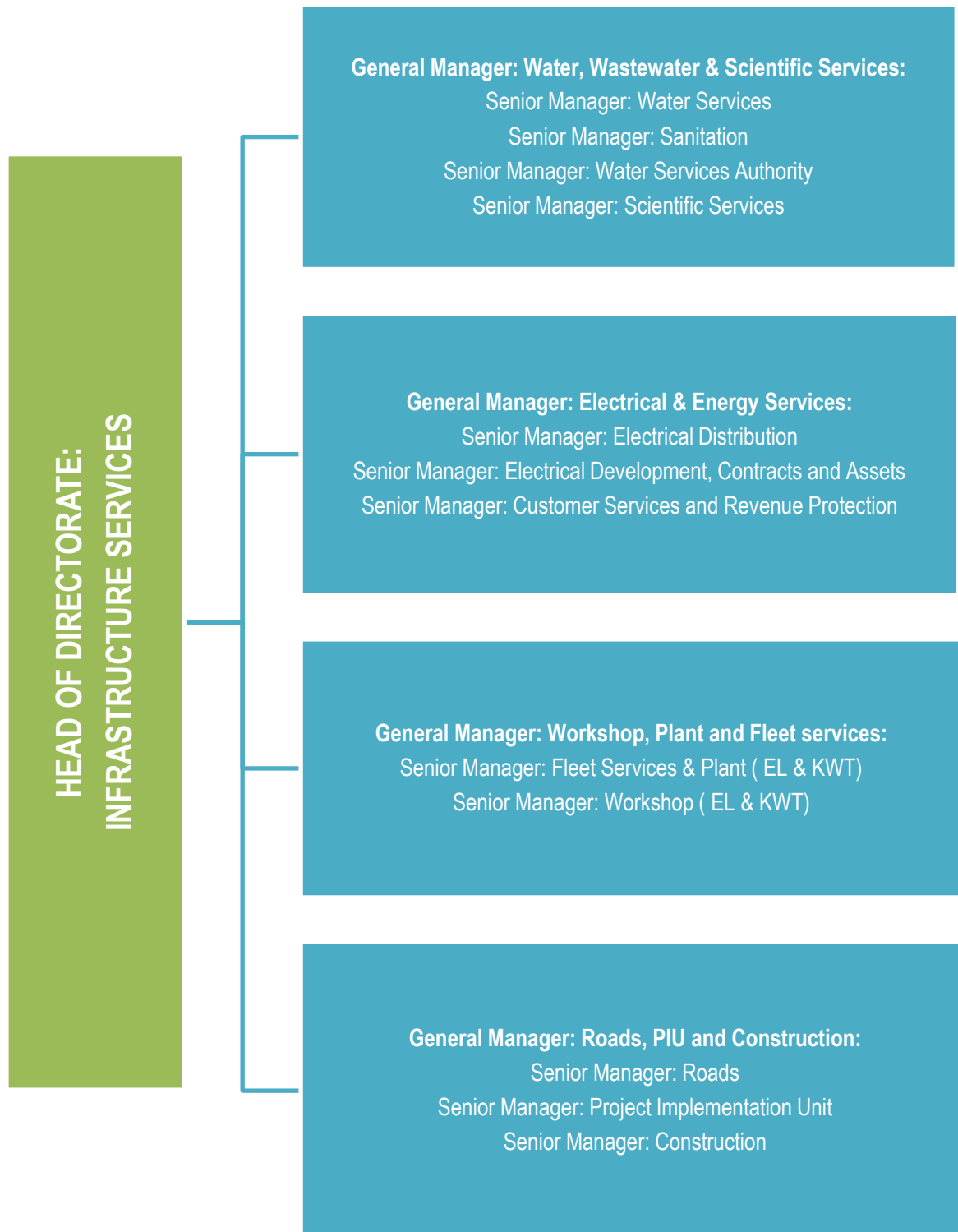


Figure 137: Organogram - Infrastructure Services

2.6 Directorate: Solid Waste and Environmental Management

The Directorate Solid Waste and Environmental Management has the following Departments, namely:

- Solid Waste Management
- Environmental Management

Figure 7 details the organogram of the Directorate of Solid Waste and Environmental Management up to management level.



Figure 138: Organogram - Solid Waste and Environmental Management

2.7 Directorate: Sport, Recreation and Community Development

The Directorate Sport, Recreation and Community Development has the following Departments, namely:

- Sports Development, Facilities and Recreation
- Community Development (Halls, Libraries, Zoo, and Aquarium)
- Parks and Cemeteries

Figure 8 details the organogram of the Directorate of Sport, Recreation and Community Development up to management level.

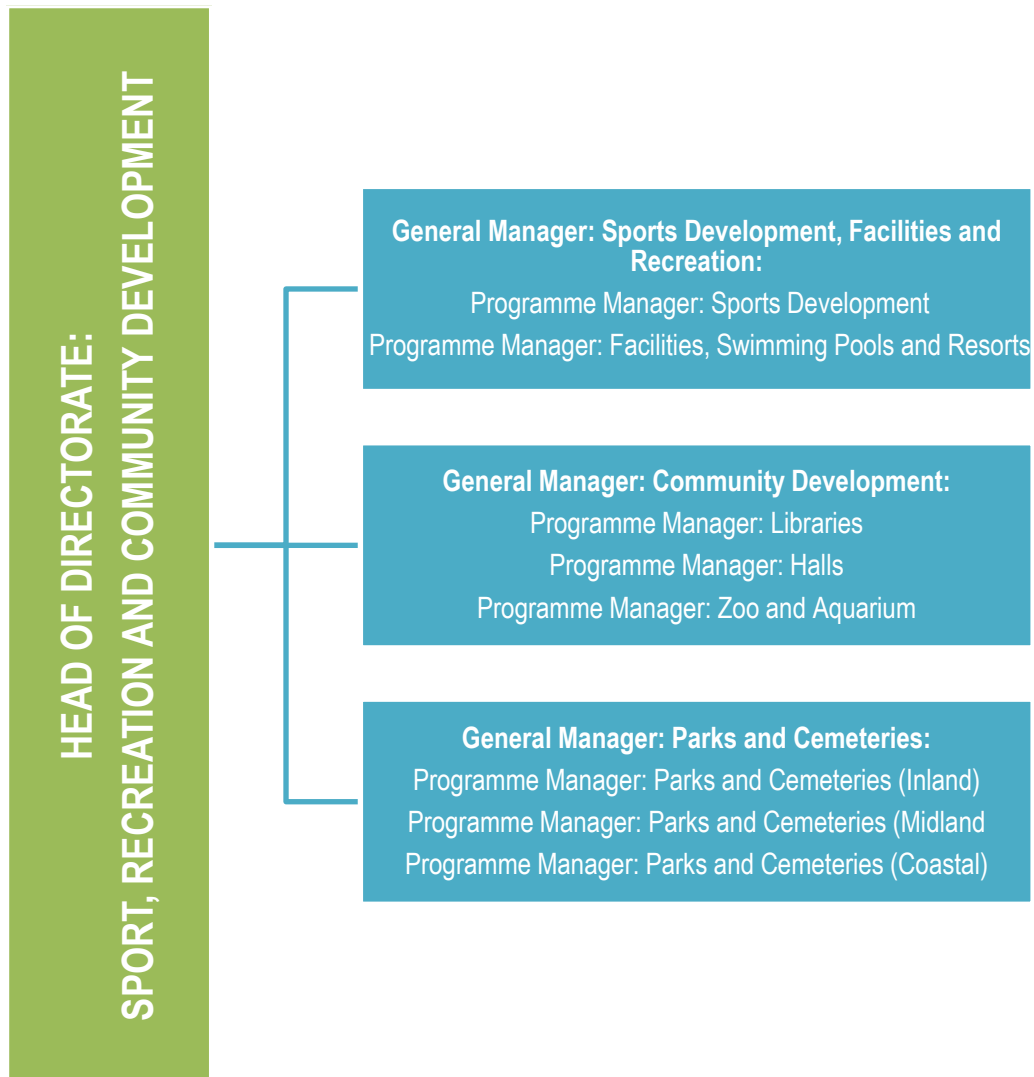


Figure 139: Organogram - Sport, Recreation and Community Development

2.8 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 9 details the organogram of the Directorate of Health, Public Safety and Emergency Services up to management level.

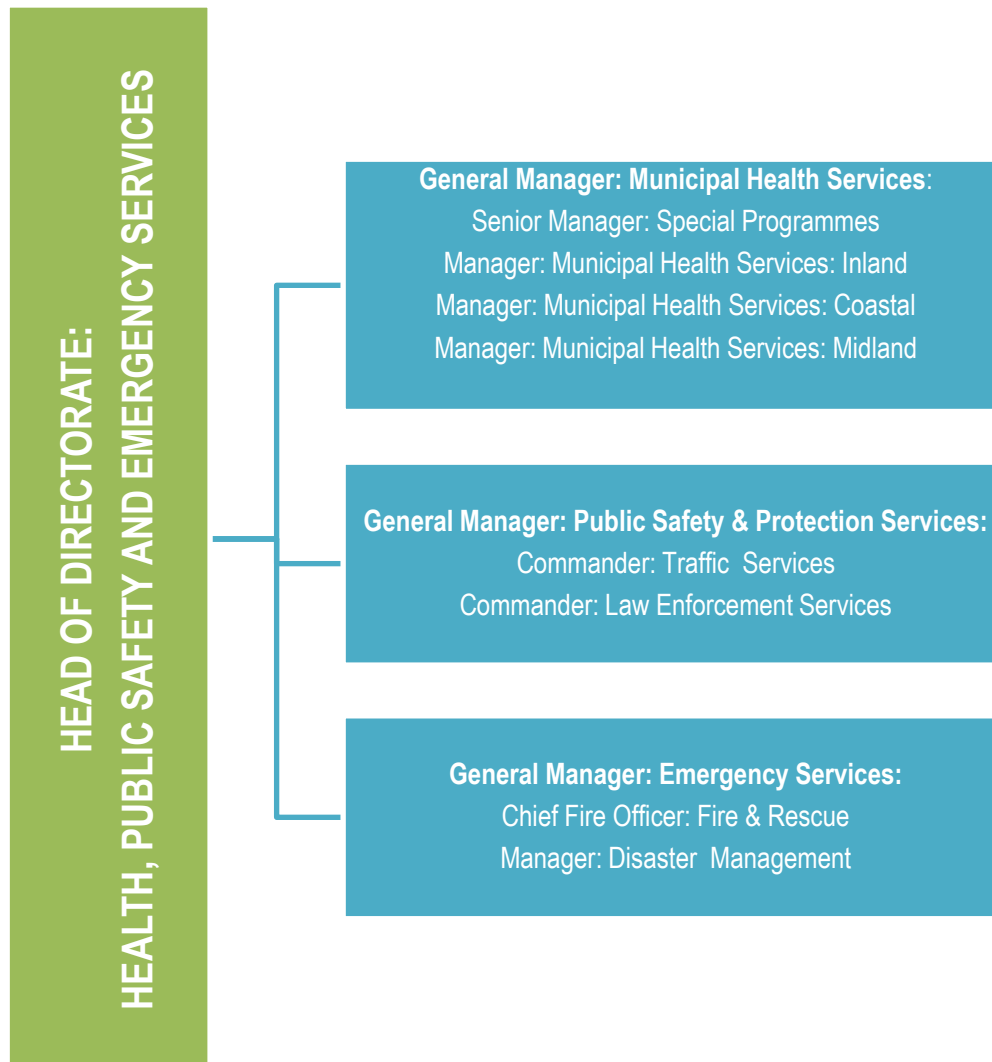


Figure 140: Organogram - Health, Public Safety and Emergency Services

2.9 Directorate: Finance

The Directorate of Finance consists of the following departments, namely:

- Corporate Asset Management
- Revenue Management

- Budget & Treasury Management
- Expenditure and Financial Reporting
- Supply Chain Management
- Finance Operations

Figure 10 details the organogram of the Directorate of Finance up to management level.



Figure 141: Organogram - Finance

2.10 Directorate: Human Settlements

The Directorate: Human Settlements consists of the following departments, namely:

- Housing Planning & Strategy
- Housing delivery & Implementation
- Human Settlement Special Projects

Figure 11 details the organogram of the Directorate: Human Settlements up to management level.

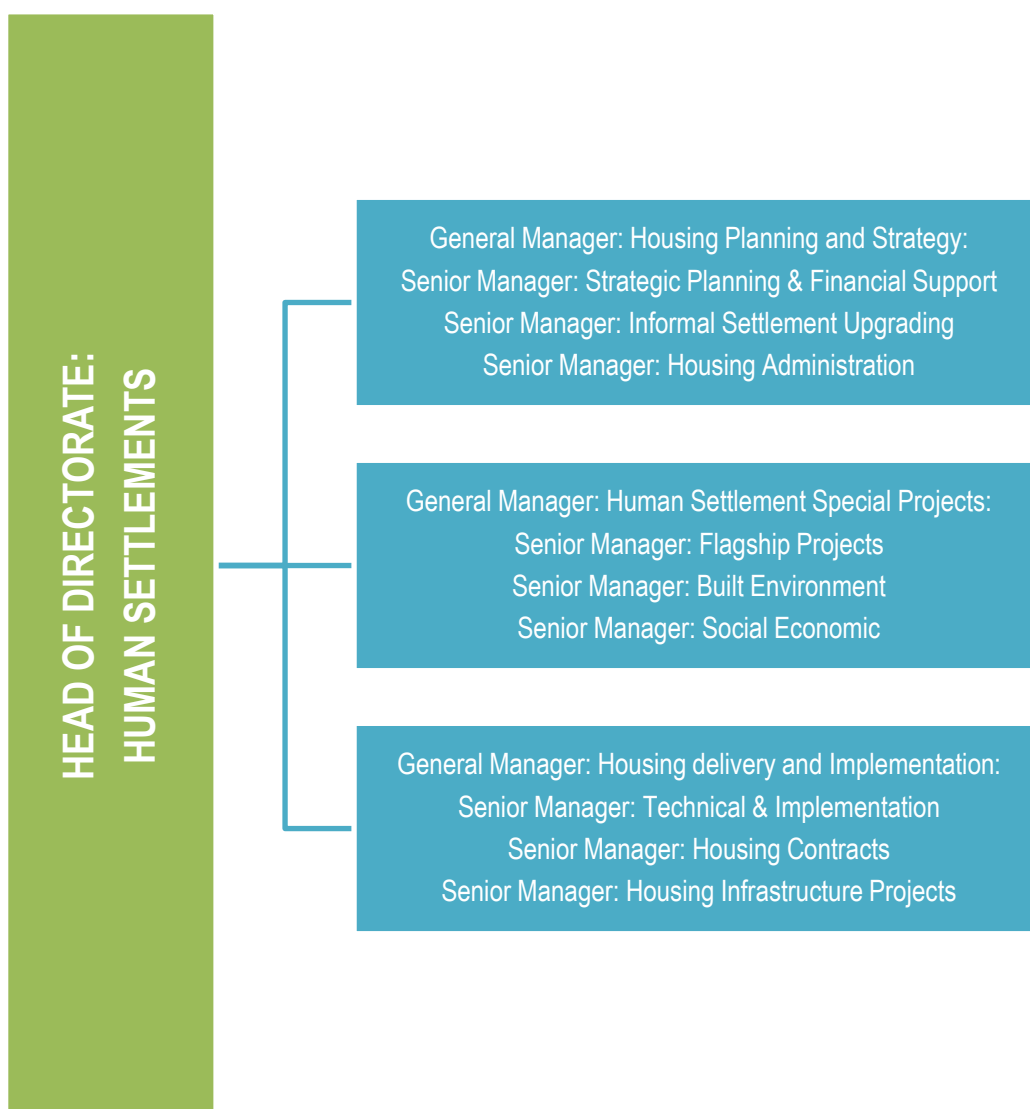


Figure 142: Organogram - Human Settlements

2.12 Directorate: Economic Development and Agencies

The Directorate: Economic Development and Agencies consists of the following departments, namely:

- Fresh Produce Market
- Trade, Industry and Sector Development
- Tourism, Arts, Culture and Heritage
- Agriculture and Rural Development

Figure 12 details the organogram of the Directorate: Economic Development and Agencies up to management level

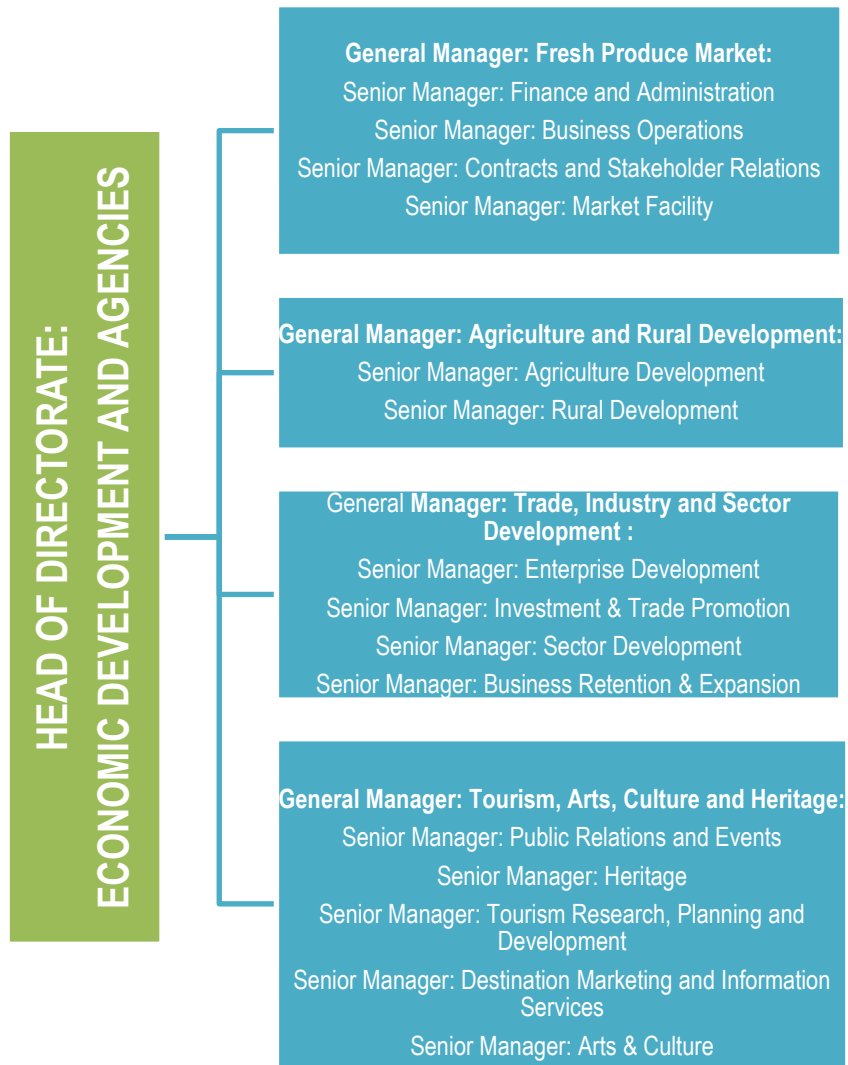


Figure 143: Organogram - Economic Development & Agencies

ANNEXURE A: Framework for Performance Management System – Summary

1. Introduction

Performance Management is a process which measures the implementation of the organisation's strategy. It is also a management tool to plan, monitor, measure and review performance indicators to ensure efficiency, effectiveness and the impact of service delivery by the municipality.

At local government level performance management is institutionalized through the legislative requirements on the performance management process for Local Government. Performance management provides the mechanism to measure whether targets to meet its strategic goals, set by the organisation and its employees, are met.

The constitution of S.A (1996), section 152, dealing with the objectives of local government paves the way for performance management with the requirements for an "accountable government". The democratic values and principles in terms of section 195(1) are also linked with the concept of Performance management, with reference to the principles of inter alia:

- The promotion of efficient, economic and effective use of resources,
- Accountable public administration
- To be transparent by providing information,
- To be responsive to the needs of the community,
- And to facilitate a culture of public service and accountability amongst staff.

The Municipal Systems Act (MSA), 2000 requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance Management Act (MFMA) requires the Integrated Development Plan (IDP) to be monitored for the performance of the budget against the IDP via the Service Delivery and the Implementation Plan (SDBIP).

In addition, Regulation 7(1) of the Local Government : Municipal Planning and Performance Management Regulations, 2001 states that "A Municipality's Performance Management System entails a framework that 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."

Section 57 makes the employment of the Municipal Manager and Managers directly accountable to him subject to a separate performance agreement concluded annually before end of July each year. Section 67 regards the monitoring, measuring and evaluating of performance of staff as a platform to develop human resources and to hold municipal staff accountable to serve the public efficiently and effectively. Performance Management,

therefore, is not only relevant to the organisation as a whole, but also to the individuals employed in the organization as well as the external service providers and the Municipal Entities.

This framework therefore describes how the municipality's performance process, for the organisation as a whole will be conducted, organised and managed. It also has the following objectives:

- Clarify processes of implementation
- Ensure compliance with legislation
- Demonstrate how the system will be conducted
- Define roles and responsibilities
- Promote accountability and transparency
- Reflect the linkage between the IDP, Budget, SDBIP, and individual and service provider performance

1.1 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.

1.1.1. 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.

1.1.2. 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).

1.1.3. 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.

1.1.4. Facilitate decision-making

The Performance Management System (PMS) provides appropriate management information to facilitate efficient, effective and informed decision-making.

1.2 Benefits of Performance Management

- Implementing the IDP by making it accessible to all employees, clarify objectives and strategies and promote the accountability of groups and individuals to these;
- Implement focused management linked to an early warning system;
- Continuously reassess structural functionality and enable effective organisational alignment with objectives and strategies
- Evaluate the job analysis information and rectify faulty aspects thereof;
- Understand the role, duties and responsibilities of employees;
- Delegate unambiguous and realistic responsibilities to employees;
- Assess the adequacy or inadequacy of resources available to employees;
- Identify and address training and development needs in a focused and structured manner so as to make use of the opportunities provided by the Skills Development Act;
- Develop the human resources of the Municipality; and
- Provide services in an efficient, effective and economic manner.

Performance management will benefit the community through:

- The establishment of a system which translates the IDP into measurable objectives and targets;
- The institutionalisation of sound management principles effective and efficient governance of service delivery;
- Adequate provision for community consultation and the opportunity to have a clearer insight in the performance of the municipality; and
- The promotion of an accountable municipality

1.3 Performance Cycles

The overall planning, budgeting and reporting cycle can be summarised as follows.



Figure 144: Performance Cycles

The Performance cycle can be summarised in the following diagram and each cycle will be addressed in the remainder of this framework:

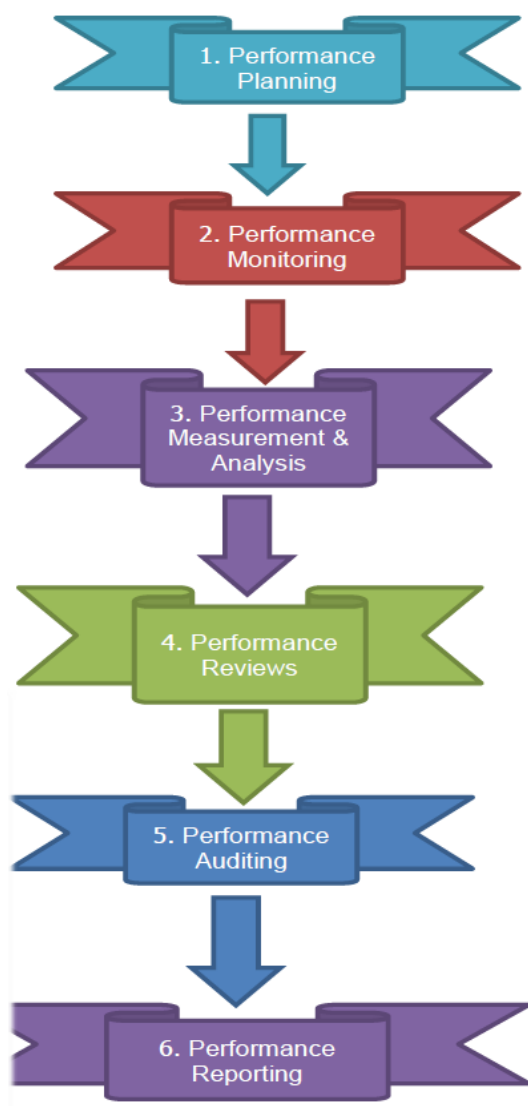


Figure 145: Performance Management Cycle

Each of the above cycles can be explained as follows:

- **Performance Planning** ensures that the strategic direction of the Municipality more explicitly informs and aligns the IDP with all planning activities and resource decisions. This is the stage where Key Performance Areas and Key Performance Indicators are designed to address the IDP objectives, national policy and targets are set.
- **Performance Measuring and Monitoring** is an ongoing process to determine whether performance targets have been met, exceeded or not met. Projections can also be made during a process- for example, on a quarterly and annual basis.
- **Performance evaluation** analyses why there is under- performance or what the factors were, that allowed good performance in particular area. Where targets have been met, the reasons for this must

be examined and corrective action recommended. Evidence to support the status is also reviewed at this stage. An additional component is the review of the indicators to determine if they are feasible and are measuring the key areas appropriately.

- **Performance Reporting** entails regular reporting to management, the performance audit committee, council and the public.
- **Performance review/auditing** is a key element of the monitoring and evaluation process. This involves verifying that the 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 performing measurement must be audited as part of the municipality's internal auditing process annually by the Auditor- General. The Municipality have therefore established frameworks and structures to evaluate the effectiveness of the municipality's internal performance measurement control systems. Areas of weak performance identified at year- end must be address during the following years- end must be addressed during the following years planning phase.

1.5 Key Steps in Performance Management

The key steps in implementing the performance cycle are as follows:

1. IDP consultation and strategic processes to determine
 - a) Strategic Objectives aligned with the National Agenda and Local needs
 - b) Establish the Municipal Strategic Outcome
 - c) Design Strategic Focus Areas
2. Priorities capital projects for budgeting purposes aligned with municipal strategy and approved methodology
3. Start with budget processes
4. Determine organisational KPI's in terms of strategy, budget and other key strategic plans
5. Obtain baseline figures and past year performance
6. Set multi-year performance target dates
7. Determine steps/ plans to achieve budget and KPI's
8. Assign strategic focused KPI's to Senior Management (Top Layer SDBIP)
9. Assign organisational KPI's to directorates and members of management (Departmental SDBIP)
10. Prepare individual performance agreements aligned with budget and SDBIP (s57 and management)
11. Prepare performance plans for staff and align work place skills plan with development plans
12. Provide monthly/ quarterly status reports on progress with KPI implementation
13. Evaluate performance on individual (1/ 2 yearly) and organisational levels (monthly and quarterly)
14. Compilation of various performance reports
15. Auditing of performance reported and portfolio of evidence (POE's)
16. Appoint oversight committee to analyse and prepare report on improvement of performance
17. Submit year- end report to various stakeholders

The above steps will be explained in more detail below

1.6 Roles and Responsibilities

The roles and responsibilities during the IDP process, which is different from normal PMS practices, can be summarised as follows:

Role Player	Roles and Responsibilities
Council	<ul style="list-style-type: none"> • Evaluate, amend and adopt a Process Plan to develop/ review the IDP • Undertake the overall management and coordination of the planning process which includes ensuring that: <ul style="list-style-type: none"> - All relevant stakeholders are appropriately involved - Appropriate mechanisms and procedures for public consultation and participation are applied • The planning process is related to the real burning issues in the municipality, is a strategic and implementation orientation process • Adopt and approve the IDP/Review • Final decision making • Approval of the reviewed IDP documentation • Adjust the IDP in accordance with the MEC for Local Governments proposals • Ensure that the annual business plans and Municipal budgets are linked to and based on the IDP •
Mayor	<ul style="list-style-type: none"> • Decide on the process plan • Overall management, coordination and monitoring of the process and drafting of the IDP/review documentation, or delegate this function • Consider, adopt and approve the process plan • Provide strategic input for IDP/ Review
Councillors	<ul style="list-style-type: none"> • Link the planning process to their constituencies and/ or wards • Be responsible for organising public consultation and participation • Monitor the implementation of the IDP with respect to the particular wards • Ensure the annual business plans and municipal budget are linked to and based on the IDP
Speaker	<ul style="list-style-type: none"> • Overall monitoring of the public participation process
IDP Manager	<ul style="list-style-type: none"> • Preparations and finalisation of the Process Plan • Be responsible for overall management, coordinating and monitoring of the process and drafting the IDP/Review • Responsible for the day to day management of the planning process, ensuring that all relevant actors are appropriately involved • Ensure that the process is participatory, strategic and implementation orientated and is aligned with sector planning requirements • Ensure that amendments and proper documentation of the draft IDP/ Review are to the satisfaction of the IDP proposal
Directors and Officials	<ul style="list-style-type: none"> • Prepare selected Sector Plans • Provide relevant technical, sector and financial information for analysis and determining priority issues. • Contribute technical expertise in the consideration and finalization of strategies and identification of projects. • Provide departmental, operation and capital budgetary information. • Responsible for the preparation of project proposals, the integration of projects and sector programmes after strategic in areas of expertise.

Role Player	Roles and Responsibilities
Local Communities, Residents and Stakeholders	<ul style="list-style-type: none"> • Represent interests and contribute knowledge and ideas in the IDP process by participating in and through the ward committees to: <ul style="list-style-type: none"> - Analyse issues, determine priorities and provide input; - Keep their constituencies informed on IDP activities and their outcomes; - Discuss and comment on the draft IDP - Check that annual business plans and budget are based on and linked to the IDP and - Monitor performance on the implementation of the IDP
District Municipality	<ul style="list-style-type: none"> • Some roles and responsibilities relate to the preparation of a district IDP. The District Municipality must also prepare a District Framework (Sec 27 of the MSA) • Fulfil a coordination and facilitation role by: <ul style="list-style-type: none"> - Ensuring alignment of the IDP's of the municipalities in the district council area; - Ensuring alignment between the district and local planning; - Facilitation of alignment of IDP's with other spheres of government and sector departments; and - Preparation of joint strategy workshops with local municipalities, provincial and national role players and other subject matter specialists. -
Provincial Government: Department of Local Government	<ul style="list-style-type: none"> • Ensure horizontal alignment of the IDP of the District Municipalities within the province. • Ensure vertical/ sector alignment between provincial sector departments/ provincial strategic plans and the IDP process at local/district level by: <ul style="list-style-type: none"> - Guiding the provincial sector departments participation in and their required contribution to the municipal IDP process and; - Guiding them in assessing draft IDP's and aligning their sector programs and budgets with the IDP's • Efficient financial management of Provincial IDP grants. • Monitor the progress of the IDP processes. • Facilitate resolution of disputes related to IDP. • Assist municipalities in the IDP drafting process where required. • Coordinate and manage the MEC's assessment of IDP's
Sector Departments	<ul style="list-style-type: none"> • Contribute relevant information on the provincial sector departments plans, programs, budgets, objectives, strategies and projects in a concise and accessible manner. • Contribute sector expertise and technical knowledge to the formulation of municipal strategies and projects. • Engage in a process of alignment with District Municipalities • Participate in the provincial management system of coordination.

The relationship between IDP and Performance Management is therefore legislated and regulated. Performance Management System serves to measure the performance of the municipality on meeting its Integrated Development Plan.

1.7 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.

Council resolved that the planning and performance management model for the city will be the alignment of IDP and SDBIP to the MGDS and measure the implementation of 5 strategic outcomes. 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 for example SDBIP and Performance Plans of Managers.

This embodies five Strategic Outcomes (SOs) which are outlined below:

1.7.1. 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

1.7.2. 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

1.7.3. 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

1.7.4. 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

1.7.5. 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

1.8 Levels of BCMM Performance Management

The BCMM implements the PMS at the following levels:

Top Layer Service Delivery and Budget Implementation Plan (SDBIP).

1. Directorates Service Delivery and Budget Implementation Plan (SDBIP) which is also the performance of the Heads of Directorates (Section 56 Managers).
2. Performance against targets set in the BCMM Built Environment Performance Plan
3. 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.
4. Performance of Service Providers rendering Municipal Services in terms of a Service Provider Performance Plan.
5. Performance of Municipal Entity (BCMDA)

1.8.1 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.

1.8.2. 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.

1.9. 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:

1.9.1. 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.

1.9.2. 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.

1.9.3. 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.

1.10. 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 B: 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
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

Sector Plan	Relevant Legislation
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 C: IDP/Budget/PMS Process Plan followed

IDP/BUDGET/PMS PROCESS PLAN AND TIME SCHEDULE

to guide the planning, drafting, adoption and review of the

BUFFALO CITY METROPOLITAN MUNICIPALITY INTEGRATED DEVELOPMENT PLAN

for 1 July 2020 to 30 June 2021



Compiled in terms of
Sections 28 and 29 of the Municipal Systems Act, No 32 of 2000

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1 INTRODUCTION & BACKGROUND

Rationale for the Process Plan

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.

In order to ensure certain minimum quality standards of the Integrated Development Plan (IDP), and proper coordination between all stakeholders, including the Council, administration, different spheres of government, institutional structures, ward committees and various community-based organisations, the preparation of the Process Plan has been regulated in the Municipal Systems Act (2000).

The preparation of a Process Plan, which is in essence the IDP Process set out in writing, requires the adoption by Council. This plan has to include the following:

- A programme specifying the time frames for the different planning steps;
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
- An indication of the organisational arrangements for the IDP process;
- Binding plans and planning requirements, i.e. policy and legislation; and
- Mechanisms and procedures for vertical and horizontal alignment.

Area of the IDP

The IDP will be applicable to the Buffalo City Metropolitan Municipality Municipal Area which is situated on the east coast of the Eastern Cape Province, South Africa. It includes the towns of East London, Bhisho and King William's Town, as well as the large townships of Mdantsane and Zwelitsha.

Five-year cycle of the IDP

Drafting an IDP requires a comprehensive planning process and the involvement of a wide range of internal and external role players. Such a process must be properly organised and prepared. This preparation is the duty of the Municipal Manager and Senior Management. The preparation process will be referred to as the "Process Plan" and should contribute to the institutional readiness of the municipality to draft or review the IDP.

The IDP drives the strategic development of BCMM. The Municipality's budget is influenced by the strategic objectives identified in the IDP. The Service Delivery and Budget Implementation Plan (SDBIP) ensures that the Municipality implements programmes and projects based on the IDP targets and associated budgets. The performance of the Municipality is reported in the Quarterly and Mid-yearly Performance Assessment Reports as well as in the Annual Report. In addition, Risk Management forms an integral part of the internal processes of a municipality. When properly executed risk management provides reasonable assurance that the institution will be successful in achieving its goals and objectives.

Phases of the annual process

The IDP process normally goes through the following phases during the course of a year:

Phase	Tasks	Mechanisms
Analysis	External analysis:	
	<ul style="list-style-type: none"> ▪ Spatial ▪ Social ▪ Economic ▪ Environmental ▪ Physical ▪ Sector needs and issues 	<ul style="list-style-type: none"> ▪ Sector plans ▪ Spatial Development Framework ▪ Stakeholders discussions ▪ Annual customer satisfaction survey
	Compilation of area plans:	
	<ul style="list-style-type: none"> ▪ Ward profiles ▪ Services backlogs ▪ Priority issues per ward 	<ul style="list-style-type: none"> ▪ Ward committee/ ward meetings and workshops ▪ Inputs by departments
	Internal analysis:	
<ul style="list-style-type: none"> ▪ Critical issues / challenges ▪ Minimum service levels 	<ul style="list-style-type: none"> ▪ In-house exercise by departments ▪ Performance assessment 	
	Inter-governmental alignment:	
	Align with National and Provincial Policies	High-level desk top study coordinated by Manager: IDP/BI as part of situational analysis
Strategy and action plan	Council and Management discuss strategic issues such as vision and mission, future directions, strategic outcomes, key focus areas, as well as programmes, projects, key initiatives, key performance indicators and targets for each key focus area	<ul style="list-style-type: none"> ▪ Strategy workshops (Workstreams) ▪ Mayoral Lekgotla ▪ Council Lekgotla ▪ Stakeholder discussions ▪ In-house exercise by Top Management Team
Approval of draft IDP and draft annual budget	Finalise and approve draft IDP and draft annual budget, SDF amendments	<ul style="list-style-type: none"> ▪ In-house preparation of the relevant documentation and submission to Council ▪ Council Workshop
Consultation and refinement	<ul style="list-style-type: none"> ▪ Make public the draft IDP and draft annual budget for comments and submissions. ▪ Submit the draft annual budget to National and Provincial Treasury, prescribed national or provincial organs of state and to other municipalities affected by the budget. ▪ Consult the local community and other stakeholders 	<ul style="list-style-type: none"> ▪ In-house exercise by Chief Financial Officer and Manager: IDP/BI ▪ Public meetings & workshops ▪ IDP Representative Forum meeting
Final approval	<ul style="list-style-type: none"> ▪ Council approves the final IDP and final annual budget 	In-house preparation of the relevant documentation and submission to Council

Table 49: Phases of the Annual IDP Process

2 PREPARATION FOR THE PROCESS

The result of the preparation process should not only be a document (the Process Plan), but also a well-prepared council and management, confident about the task ahead. In the Process Plan -

- Organisational arrangements are established, and the membership of committees and forums is clarified.
- Roles and responsibilities are clarified, and internal human resources allocated accordingly.
- The legal requirements, principles and functions of community and stakeholder participation during the IDP process are clarified.

- Mechanisms and procedures for alignment with external stakeholders such as other municipalities, districts and other spheres of government are looked at.
- Legislation and policy requirements that must be considered in the course of the IDP process are provided. The list contains documents, guidelines, plans and strategies from the provincial and national sphere of government.

This preparation for the IDP compilation process is a task of municipal management. Individual tasks may be delegated but the process remains the accountability of the Management Team.

All preparations taken in respect of managing the IDP drafting and review Processes for three (3) consecutive IDPs are to take place with due deference to the strategic mandate provided by the MGDS, BCMM's long-term strategy until 2030. As illustrated below, the MGDS provides the long-term vision for the metro's development trajectory.

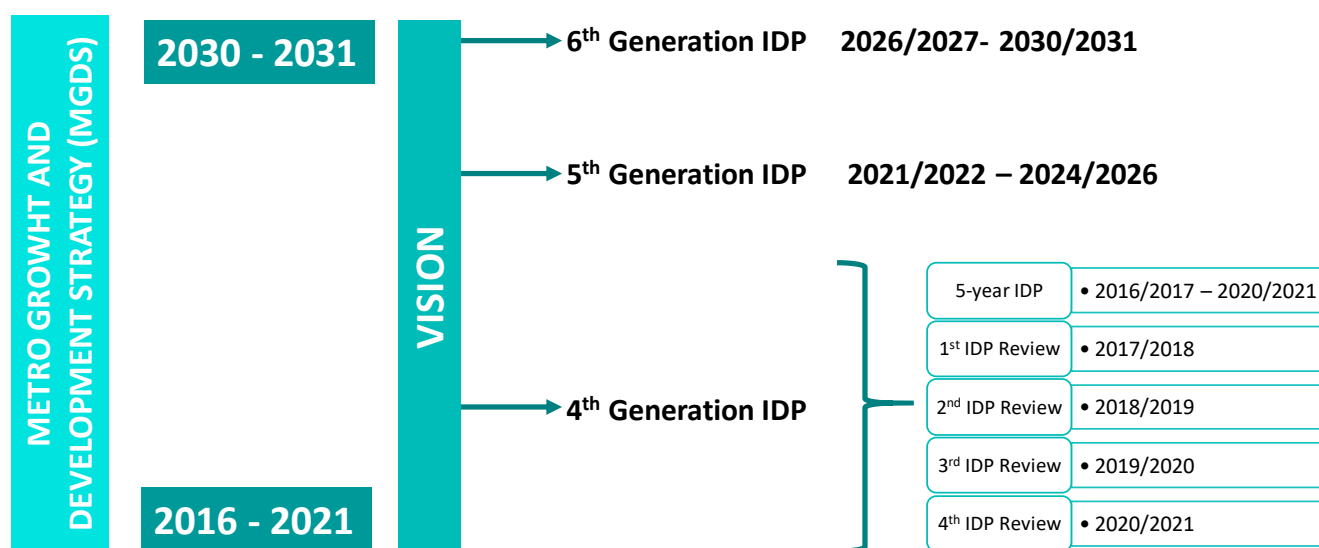


Figure 146: Strategic Planning Cycle

3 ANNUAL REVISION OF THE IDP

Legislative prescripts for annual review of the IDP

MSA Section 34, Annual review and amendment of integrated development plan determines 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 41; and*
 - (ii) *to the extent that changing circumstances so demand; and*
- (b) *may amend its integrated development plan in accordance with a prescribed process.*

Purpose of a review

The IDP must be reviewed annually in order 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 annual review must inform the municipality's financial and institutional planning and most importantly, the drafting of the annual budget. It must be completed in time to properly inform the latter.

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 annual budget.

What the review is not

- The Review is not a replacement of the 5-year IDP.
- The Review is not meant to interfere with the long-term strategic orientation of the municipality to accommodate new whims and additional demands.

Key Elements to be addressed in this process

The following is a summary of the main activities to be undertaken during this IDP Process:

3.1.1 Assessment Issues

- The comments on the last adopted IDP provided by the MEC for Local Government in accordance with Sections 31 and 32 of the Municipal Systems Act;
- Findings contained in the National Treasury Benchmarking Report on their assessment of the metro's Budget during April/May annually;
- Findings contained in the Auditor General's Report of the previous financial year/s; and
- Shortcomings and weaknesses identified through self-assessment.

3.1.2 Review of the Strategic Elements of the IDP in terms of priorities of Council and the objectives of Management

- Review of the Strategic elements of the IDP and Metro Growth and Development Strategy (MGDS) if required; and integrating the strategic intent throughout the budget process, including mSCOA alignment, and finalizing of the Service Delivery and Budget Implementation Plan (SDBIP);

- Review of elements of the Spatial Development Framework;
- Review of the Disaster Management Plan;
- Update of Master Plans and Sector Plans; and
- The update of the Financial Plan.

3.1.3 Inclusion of new information where necessary

- Addressing areas requiring additional attention in terms of legislative requirements not addressed during the compilation of the 2016/17-2020/2021 IDP and all following revisions conducted in accordance with the relevant legislation (i.e. MFMA Regulatory Circulars);
- Update of the Socio-Economic Profile;
- Public Participation Input and revision of Ward Plans; and
- The implication of the implementation of the Spatial Planning and Land Use Management Act (SPLUMA), Act No. 16 of 2013 (on the IDP Process and significance for municipal planning generally).

3.1.4 Municipal Accountability Cycle and mSCOA compliance

The Minister of Finance has, in terms of section 168 of the Local Government: Municipal Finance Management Act, 2003 (Act No.56 of 2003), and acting with the concurrence of the Minister of Cooperative Governance and Traditional Affairs gazetted the Municipal Regulations on Standard Chart of Accounts (mSCOA) into effect on 22 April 2014.

Municipal SCOA provides a uniform and standardised financial transaction classification framework. Essentially this means that mSCOA prescribes the method (the how) and format (the look) that municipalities and their entities should use to record and classify all expenditure (capital and operating), revenue, assets and liabilities, policy outcomes and legislative reporting. This is done at transactional level and ensures that a municipality and its entities have minimum business processes in place. This will result in an improved understanding of the role of local government in the broader national policy framework and linkage to other government functions.

mSCOA is a business reform rather than a mere financial reform and requires multi-dimensional recording and reporting of every transaction across the following 7 segments:

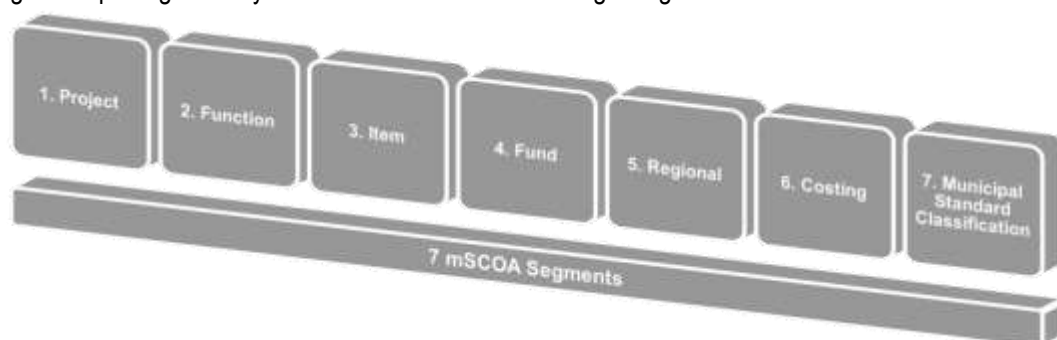


Figure 147: 7 mSCOA Segments

The municipal financial management and accountability cycle consists of:

- **Integrated development plan (IDP):** Sets out the municipality's goals and development plans. Council adopts the IDP and undertakes an annual review and assessment of performance.
- **Budget:** The IDP informs the budget. The budget sets out the revenue raising and expenditure plan of the municipality for approval by council. It is linked to the service delivery and budget implementation plan (SDBIP). The budget and the SDBIP lay the basis for the performance agreements of the municipal manager and senior management.
- **In-year reports:** Council monitors financial and non-financial performance through quarterly and midyear reports produced by the administration and tabled in Council.
- **Annual financial statements:** These are submitted to the Auditor-General who issues an audit report on financial and non-financial audits undertaken simultaneously.
- **Annual report:** Reports on implementation performance in relation to the budget and the SDBIP.
- **Oversight report:** Council adopts an oversight report based on outcomes highlighted in the annual report and actual performance.
- **Audit committee:** Provides independent specialist advice on financial and non-financial performance and governance.

Figure 1 below illustrates the Municipal Accountability Cycle in South Africa and its linkage to mSCOA.

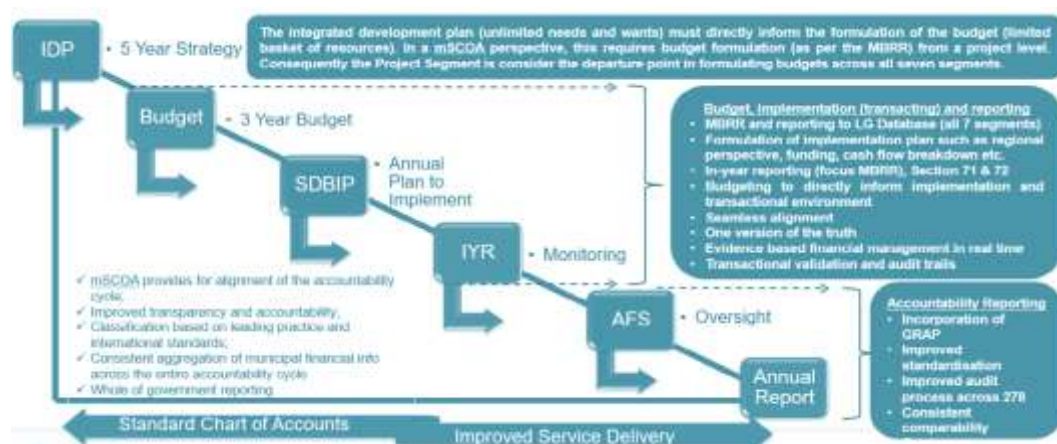


Figure 148: Local Government Financial Management Accountability Cycle and linkage with mSCOA

4 LEGAL REQUIREMENTS

In order to ensure certain minimum quality standards of the IDP process and proper coordination between and within the spheres of government, the IDP process is regulated by the following legislation:

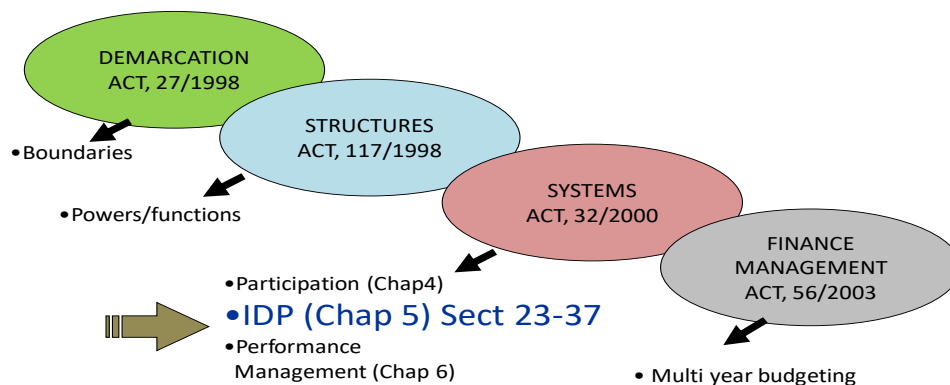


Figure 149: Municipal Legislative Background

The Integrated Development Plan (IDP)

4.1.1 Chapter 5 and Section 25 (1) of the Municipal Systems Act (2000) indicates that:

Each municipal council must, within a prescribed period after the start of its elected term, adopt a single, all-inclusive and strategic plan for the development of the municipality which-

- (a) *Links integrates and coordinates plans and takes into account proposals for the development of the municipality;*
- (b) *Aligns the resources and capacity of the municipality with the implementation of the plan;*
- (c) *Complies with the provisions of this Chapter; and*
- (d) *Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation.*

4.1.2 In accordance with the Municipal Systems Act, No 32 of 2000 (MSA) Section 28:

- (1) *Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan.*
- (2) *The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process.*
- (3) *A municipality must give notice to the local community of particulars of the process it intends to follow.*

4.1.3 Section 29(1) of the Municipal Systems Act, No. 32 of 2000 (MSA) instructs that:

The process must -

- (a) *be in accordance with a predetermined 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 integrated development plan; and*
 - (iii) *organs of state, including traditional authorities, and other role players to be identified and consulted on the drafting of the integrated development plan;*
- (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.*

4.1.4 Section 34 of the Municipal Systems Act, No. 32 of 2000 (MSA) prescribes that:

A municipal council must

- (a) *review its Integrated Development Plan*
 - (i) *annually in accordance with an assessment of its performance measurements in terms of section 41; and*
 - (ii) *to the extent that changing circumstances so demand; and*
- (b) *may amend its integrated development plan in accordance with a prescribed process.*

The Annual Budget

The Annual Budget and the IDP are inextricably linked to one another, something that has been formalised through the promulgation of the Municipal Finance Management Act (2004).

4.1.5 Chapter 4 and Section 21 (1) of the Municipal Finance Management Act (MFMA) indicates that:

The Mayor of a municipality must-

- (b) *At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for-*
 - i. *The preparation, tabling and approval of the annual budget;*
 - ii. *The annual review of-*
 - aa) *The integrated development plan in terms of section 34 of the Municipal Systems Act; and*
 - bb) *The budget related policies.*
 - iii. *The tabling and adoption of any amendments to the integrated development plan and the budget-related policies; and*

- iv. *The consultative processes forming part of the processes referred to in subparagraphs (i), (ii) and (iii).*

The Service Delivery and 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. Therefore, only projects that are budgeted for are implemented. The SDBIP serves to address the development objectives as derived from the approved IDP.

4.1.6 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

4.1.7 The Spatial Planning and Land Use Management Act, 16 of 2013 confirms in Section 20(2):

that a municipal SDF must be prepared – “as part of” a municipal IDP.”

5 INSTITUTIONAL ARRANGEMENTS

Organisational arrangements

The municipality needs to establish a set of organisational arrangements to -

- institutionalise the participation process of all stakeholders;
- effectively manage outputs; and
- give affected parties access to contribute to the decision-making process.

The Municipality should consider existing arrangements, use and adapt them if necessary, and avoid duplication of mechanisms. This section deals with the organisational structure and the terms of reference for each of the arrangements/structures.

It is one of the pre-requisites of a smooth and well organised IDP process that all role players are fully aware of their own and of other role players’ responsibilities. Therefore, it is one of the first preparation requirements for the IDP process to ensure that there is a clear understanding of all required roles, and of the persons or organisations that can assume those roles. This section deals with:

- The roles which the municipality must play in the IDP process in relation to the roles which external role players are expected to play.
- The further specification of roles within the Municipality and the responsibilities related to that role in detail.

5.1.1 Roles and responsibilities within Government

Role Player	Roles and Responsibilities
Local Municipality	<ul style="list-style-type: none"> ▪ Prepare and adopt the IDP Process Plan. ▪ Undertake the overall management and co-ordination of the IDP process which includes ensuring that: <ul style="list-style-type: none"> - all relevant role-players are appropriately involved; - appropriate mechanisms and procedures for community participation are applied; - events are undertaken in accordance with the approved time schedule; - the IDP relates to the real burning issues in the municipality; and - the sector planning requirements are satisfied. ▪ Prepare and adopt the IDP. ▪ Adjust the IDP in accordance with the MEC's proposal. ▪ Ensure that the annual business plans, budget and performance management system are linked to and based on the IDP.
Provincial Government	<ul style="list-style-type: none"> ▪ Ensure horizontal alignment of the IDPs of the local municipalities within the province. ▪ Ensure vertical/sector alignment between provincial sector departments/ provincial strategic plans and the IDP process at metro level by - <ul style="list-style-type: none"> - guiding the provincial sector departments' participation in and their required contribution to the municipal IDP process; and - guiding them in assessing draft IDPs and aligning their sector programmes and budgets with the IDPs ▪ Efficient financial management of provincial IDP grants. ▪ Monitor the progress of the IDP processes. ▪ Facilitate resolution of disputes related to IDP. ▪ Assist municipalities in the IDP drafting process where required. ▪ Organise IDP-related training where required. ▪ Co-ordinate and manage the MEC's assessment of IDPs.
National Government	<ul style="list-style-type: none"> ▪ NT assessment of IDP, Budget, SDBIP and BEPP

Table 50: Roles and Responsibilities within Government

5.1.2 Roles and responsibilities – Municipality and Stakeholders

The Municipal Structures Act and the Municipal Systems Act provide clarity on the functions of the political structures, administration and community participating in the IDP Process as shown in the table below:

ROLE PLAYERS	LEGISLATED FUNCTIONS
MUNICIPALITY DEFINED	<p>Systems Act Section 2(b) - A municipality consists of -</p> <ul style="list-style-type: none"> (i) the political structures and administration of the municipality; and (ii) the community of the municipality
POLITICAL STRUCTURES	<p>Structures Act Section 56(2) - Functions and powers of executive mayors</p> <p>The executive mayor must –</p> <ul style="list-style-type: none"> (a) identify the needs of the municipality; (b) review and evaluate those needs in order of priority;

ROLE PLAYERS	LEGISLATED FUNCTIONS
	<p>(c) recommend to the municipal council strategies, programmes and services to address priority needs through the integrated development plan, and the estimates of revenue and expenditure, taking into account any applicable national and provincial development plans; and</p> <p>(d) recommend or determine the best way, including partnership and other approaches, to deliver those strategies, programmes and services to the maximum benefit of the community.</p> <p>Systems Act Section 30 - Management of drafting process The executive mayor of a municipality must, in accordance with section 29-</p> <p>(a) manage the drafting of the municipality's integrated development plan;</p> <p>(b) assign responsibilities in this regard to the municipal manager; and</p> <p>(c) submit the draft plan to the municipal council for adoption by the council.</p>
ADMINISTRATION	<p>Systems Act Section 55(1) - Municipal managers</p> <p>As head of administration the municipal manager of a municipality is, subject to the policy directions of the municipal council, responsible and accountable for-</p> <p>(a) the formation and development of an economical, effective, efficient and accountable administration-</p> <p>(i) equipped to carry out the task of implementing the municipality's integrated development plan in accordance with Chapter 5;</p> <p>(ii) operating in accordance with the municipality's performance management system in accordance with Chapter 6; and</p> <p>(iii) responsive to the needs of the local community to participate in the affairs of the municipality;</p> <p>(b) the management of the municipality's administration in accordance with this Act and other legislation applicable to the municipality;</p> <p>(c) the implementation of the municipality's integrated development plan, and the monitoring of progress with implementation of the plan</p>
COMMUNITY	<p>Systems Act Section 29(1) - Process to be followed</p> <p>The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must -</p> <p>(b) through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for -</p> <p>(i) the local community to be consulted on its development needs and priorities</p> <p>(ii) the local community to participate in the drafting of the integrated development plan.</p>

The table below indicates the roles and responsibilities of the different role players.

STRUCTURE	COMPOSITION AND RESPONSIBILITY
The Executive Mayor of Buffalo City Metropolitan Municipality	<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;
Buffalo City Municipal Council	<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
Ward Councillors; Ward Committees; Community Development Workers & Traditional Leaders	<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. • 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 though:</p>

STRUCTURE	COMPOSITION AND RESPONSIBILITY
	<ul style="list-style-type: none"> • Ensuring understanding of the importance of integrated planning • Ensuring quality distribution of information related to IDP/Budget processes • Ensuring timeous dissemination of good quality information for all matters related to IDP/Budget processes
IDP Steering Committee	<p>The IDP Steering Committee is chaired by the City Manager and 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; • 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 timeframes 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; and • 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 – e.g. HIV/ AIDS, climate change, poverty, gender, youth, elderly and disabled • monitor progress on 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). 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; • 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.
Public Consultation/ Imbizo Preparation Committee	<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>

STRUCTURE	COMPOSITION AND RESPONSIBILITY
	<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/BI, 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; and • 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

Table 51: Roles and Responsibilities of role players

IDP Planning Process Flow

The following figure is a graphic presentation of the process flow of key activities throughout the IDP Process:

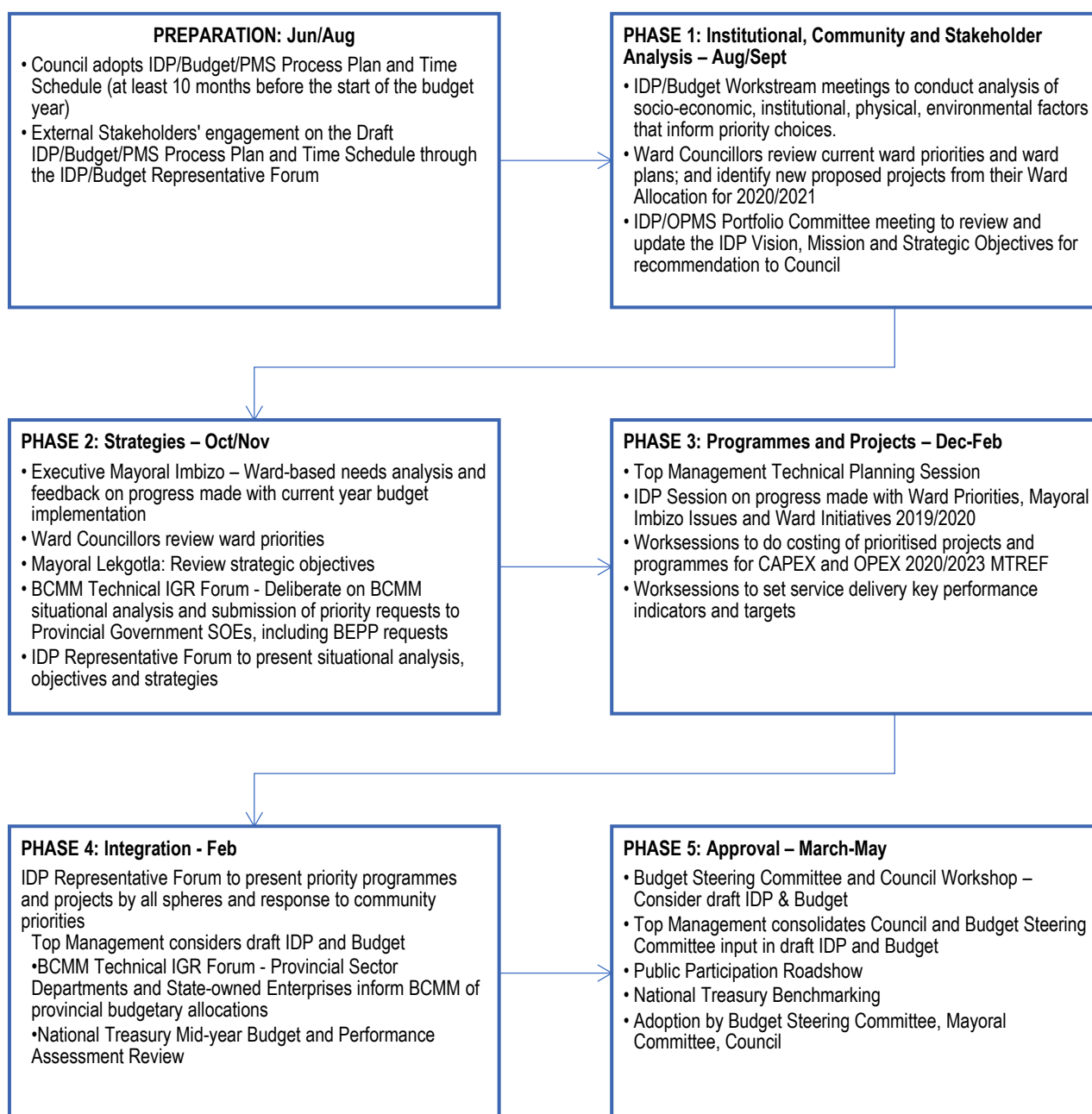


Figure 150: IDP Process Flow

6 INTER-GOVERNMENTAL ALIGNMENT

The IDP requires alignment with other spheres of government at different stages during the process. Before starting with the IDP process municipalities need to understand where alignment should take place and through which mechanism this can best be achieved. Alignment is the instrument to synchronize and integrate the IDP process between different spheres of government. The alignment process must reveal how National and Provincial Government and state-owned enterprises (SOEs) could tangibly assist this Municipality in achieving its developmental objectives.

The desired outcome of inter-governmental alignment is –

- to make government as a whole work together;
- to improve the impact of its programmes; and
- to work towards achieving common objectives and outcomes, particularly with regards to economic growth for job creation and addressing the needs of the poor.

Efficient performance of government, integration and alignment across all spheres of government can be realized through focused implementation.

Horizontal and Vertical Alignment

6.1.1 HORIZONTAL ALIGNMENT

The potential for cross-border collaboration with neighbouring municipalities and regional spatial planning is under-explored. BCMM will intensify efforts to achieve shared economic, social and environmental objectives with the municipalities bordering our jurisdiction and the other metropolitan municipality in this Province.

6.1.2 VERTICAL ALIGNMENT

Our participation in provincial and national joint planning initiatives will be intensified and deepened as we venture towards finding synergy with provincial and national plans and programmes.

Alignment with Sector Departments will take place through:

- The existing IGR structures or as initiated by Provincial and National Government.
- Provincial and local based IGR forums and working groups.
- One-on-one meetings with government departments where necessary and improved coordination of such engagements.

7 IDP CONTENT

Legally required content of a five-year IDP

Section 26 of the MSA: Core components of integrated development plans

An integrated development plan must reflect-

- 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;*
- 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;*
- the council's development priorities and objectives for its elected term, including its local economic development aims and its internal transformation needs;*
- 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;*
- a spatial development framework which must include the provision of basic guidelines for a land use management system for the municipality;*
- 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 of section 41.

**Regulation 2 of the 2001 Municipal Planning and Performance Management Regulations:
Detail of integrated development plan**

- (1) A municipality's integrated development plan must at least identify-
 - (a) the institutional framework, which must include an organogram, required for-
 - (i) the implementation of the integrated development plan; and
 - (ii) addressing the municipality's internal transformation needs, as informed by the strategies and programmes set out in the integrated development plan;
 - (b) any investment initiatives in the municipality;
 - (c) any development initiatives in the municipality, including infrastructure, physical, social, economic and institutional development;
 - (d) all known projects, plans and programmes to be implemented within the municipality by any organ of state; and
 - (e) the key performance indicators set by the municipality.
- (2) An integrated development plan may-
 - (a) have attached to it maps, statistics and other appropriate documents; or
 - (b) refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the Offices of the municipality in question.
- (3) A financial plan reflected in a municipality's integrated development plan must at least-
 - (a) include the budget projection required by section 26(h) of the Act;
 - (b) indicate the financial resources that are available for capital project developments and operational expenditure; and
 - (c) include a financial strategy that defines sound financial management and expenditure control, as well as ways and means of increasing revenues and external funding for the municipality and its development priorities and objectives, which strategy may address the following:
 - (i) Revenue raising strategies;
 - (ii) asset management strategies;
 - (iii) financial management strategies;
 - (iv) capital financing strategies;
 - (v) operational financing strategies; and
 - (vi) strategies that would enhance cost-effectiveness.
- (4) A spatial development framework reflected in a municipality's integrated development plan must-
 - (a) give effect to the principles contained in Chapter 1 of the Development Facilitation Act, 1995 (Act No. 67 of 1995);
 - (b) set out objectives that reflect the desired spatial form of the municipality;
 - (c) contain strategies and policies regarding the manner in which to achieve the objectives referred to in paragraph (b), which strategies and policies must-
 - (i) indicate desired patterns of land use within the municipality;

- (ii) address the spatial reconstruction of the municipality; and*
- (iii) provide strategic guidance in respect of the location and nature of development within the municipality;*
- (d) set out basic guidelines for a land use management system in the municipality;*
- (e) set out a capital investment framework for the municipality's development programs;*
- (f) contain a strategic assessment of the environmental impact of the spatial development framework;*
- (g) identify programs and projects for the development of land within the municipality;*
- (h) be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and*
- (i) provide a visual representation of the desired spatial form of the municipality, which representation -*
 - (i) must indicate where public and private land development and infrastructure investment should take place;*
 - (ii) must indicate desired or undesired utilisation of space in a particular area;*
 - (iii) may delineate the urban edge;*
 - (iv) must identify areas where strategic intervention is required; and*
 - (v) must indicate areas where priority spending is required.*

8 IDP SOURCE DOCUMENTS

The Integrated Development Planning process is guided by a number of legal and policy documents that impose a range of demands and requirements on the Municipality.

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 plan (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
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
	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

CATEGORY OF REQUIREMENT	SECTOR REQUIREMENT	NATIONAL DEPARTMENT	LEGISLATION/POLICY
	Global Partnership responding to worlds main development challenges	Department of Social Development	Sustainable Development Goals
Performance Management	Regulations in terms of the Spatial Planning and Land Use Management Act (March 2015)		Municipal Planning and Performance Management Regulations (Aug 2001) Municipal Budget and Reporting Regulations (April 2009)
National policy	National Development Planning Imperatives	Office of the Presidency	National Development Plan (2012) Medium-Term Strategic Framework: 2014 – 2019 Back to Basics Approach - September 2014
Provincial policy	Provincial Government Development Planning Imperatives	Department of the Premier	Provincial Spatial Development Plan EC Vision 2030 Plan

Table 52: Legal Requirements

9 AMENDMENT OF IDP PROCESS PLAN

The following procedures and principles will apply to addressing any departure/amendment to the IDP Process Plan and/or the planning process as such: –

- i. The Budget Steering Committee meets after each phase in the IDP process to evaluate progress and to identify where changes, amendments or departures to/from both the Framework and the planning process are required.
- ii. The Budget Steering Committee must request the Municipal Manager's permission to depart from the Action Plan, particularly if the request may delay the implementation of the IDP/Budget/PMS Process Plan.
- iii. Requests to amend the Process Plan must include: –
 - The wording of the proposed amendment;
 - Motivation for the amendment;
 - Expected implications of the amendment.
- iv. The Manager: IDP/Budget Integration deals with the process and ensures that all proposals for departure/amendment are reported to role-players and that their comment is invited.
- v. Where deemed necessary by the City Manager, the HOD: ESS submits a formal request to Council to approve the amendment.
- vi. The Budget and Treasury Office must work closely with the IDP/Budget Integration and Performance Management Units of the city in planning and executing any technical and public participation tasks related to the compilation of the IDP, Budget and Service Delivery and Budget Implementation Plan.

ANNEXURE A: PROGRAMME WITH TIMEFRAMES IN TERMS OF SECTIONS 29 AND 34 OF THE MSA AND SECTION 21(1)(B) OF THE MFMA

ACRONYMS

MSA	Municipal Systems Act 32 of 2000
MPPMR	Municipal Planning and Performance Management Regulations, 2001
MFMA	Municipal Finance Management Act 56 of 2003
MPR	Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers, 2006
MBRR	Municipal Budget and Reporting Regulations, 2009
SPLUMA	Spatial Planning and Land Use Management Act 16 of 2013

NO	ACTIVITY / TASK DESCRIPTION	LEGISLATIVE REQUIREMENTS	TARGET DATES				RESPONSIBLE BUSINESS UNITS	
			IDP	BUDGET	PMS	SDF		REPORTING
PREPARATION								
1	Make public the projections, targets and indicators as set out in the 2019/2020 SDBIP (no later than 14 days after the approval of the SDBIP) and submit to National and Provincial Treasuries (no later than 10 days after the approval of the SDBIP)	MFMA - Sec 53(3)(a) MBRR - Reg 20(2)(b)			05/07/2019		05/07/2019	Performance Management
2	Submit the S52d Performance Report for the period ending 30 June 2019 to Council	MFMA - Sec 52(d) MBRR - Reg 29					30/07/2019	Budget & Treasury
3	Submit to National, Provincial Treasury & transferring officers within 5 days of tabling the s52d report to Council	MBRR - Reg 31(c)					04/08/2019	

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE BUSINESS UNITS
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
4	Budget Steering Committee recommends that IDP/Budget/PMS Process Plan and IDP/Budget/PMS Time Schedule (at least 10 months before the start of the budget year) be approved by Council	N/A	26/07/2019					IDP & Budget Integration and Budget & Treasury
5	Top Management considers and recommends the 2019/2020 Capital Roll-Over Adjustment Budget & the 2018/2019 Fourth Adjustment budget	MFMA - Sec 28(2)(e) MBRR - Reg 23(5)		22/07/2019				Budget & Treasury
6	Budget Steering Committee considers 2019/2020 Capital Roll-Over Budget (to be tabled before 25 August 2019) & the 2018/2019 Fourth Adjustment budget	MFMA - Sec 28 MBRR - Part 4	26/07/2019	26/07/2019	26/07/2019	26/07/2019		Budget & Treasury
7	IDP/OPMS Portfolio Committee recommends that IDP/Budget/PMS Process Plan and IDP/Budget/PMS Time Schedule (at least 10 months before the start of the budget year) be approved by Council	N/A	01/08/2019					IDP & Budget Integration and Performance Management
8	Advertise to solicit updates of the community and stakeholder register	MSA - Sec 29(1)(b)(i) & (ii)	01/08/2019					IDP & Budget Integration
9	Update community and stakeholder register	MSA - Sec 29(1)(b)(i) & (ii)	31/08/2019					IDP & Budget Integration
10	Submit 4th Quarter (2018/2019) Performance Reports - SDBIP Performance Reports to National and Provincial Treasuries	MPPMR - Reg 13			14/08/2019		14/08/2019	Performance Management

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE BUSINESS UNITS
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
11	Place 2018/2019 Fourth Quarter Performance Report on website	MFMA - Sec 75 (2) MSA 21(b)			07/08/2019		07/08/2019	Performance Management
12	BCMM Technical IGR Forum - Preparing for the IDP Review	IGR Framework Act - Sec 30	16/08/2019					IGR & International Relations
13	Top Management Technical Planning Session to reflect on progress made with implementation of strategic priorities during preceding financial years	N/A	11-13/09/2019	11-13/09/2019	11-13/09/2019	11-13/09/2019		IDP & Budget Integration and Budget & Treasury
14	External Stakeholders' engagement on the Draft IDP/Budget/PMS Process Plan and Time Schedule through the IDP/Budget Representative Forum	MSA - Sec 29(1)(b)(i) & (ii)	21/08/2019	21/08/2019	21/08/2019	21/08/2019		IDP & Budget Integration and Budget & Treasury
15	Council approves IDP/Budget/PMS Process Plan and IDP/Budget/PMS Time Schedule (at least 10 months before the start of the budget year)	MSA - Sec 28 MFMA - Sec 21(1)(b)	23/08/2019	23/08/2019				Office of the Executive Mayor
16	Council approves the 2019/2020 Capital Roll-Over Budget (to be tabled before 25 August 2019) and the 2018/2019 Fourth Adjustment budget	MFMA - Sec 28(2)(e) MBRR - Reg 23(5)		23/08/2019				Chief Financial Officer
17	Submit Annual Performance Report (APR), Draft Annual Report and Annual Financial Statements (AFS) for 2018/2019 to the Auditor General of South Africa (AGSA)	MFMA - Section 126 MSA - S46			31/08/2019		31/08/2019	Performance Management and Financial Reporting
18	IDP/Budget/PMS Technical Steering Committee to assign Technical IDP Workstream	N/A	04/09/2019					Office of the City Manager

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE BUSINESS UNITS
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
	Champions for the IDP Review							
19	Place advertisement to notify the public of the approved IDP/Budget/PMS Process Plan and Time Schedule on website, local newspapers and notice boards	MSA - Sec 21, 21A, 28(3)	06/09/2019	06/09/2019	06/09/2019	06/09/2019		IDP & Budget Integration
20	Submit to National & Provincial Treasury as well as to the other transferring officers the 2019/2020 Roll-over Adjustment Budget & the 2018/2019 Fourth Adjustment budget.	N/A		06/09/2019				Budget & Treasury
21	Publicise the 2019/2020 Roll-over Adjustment Budget and the 2018/2019 Fourth Adjustment budget in the Local Newspaper and on the BCMM Website	N/A		06/09/2019				Budget & Treasury
22	Submit the adopted IDP/Budget/PMS Process Plan and IDP/Budget /PMS Time Schedule to the MEC for Local Government and Provincial Treasury	MSA - Sec 21, 21A, 28(3)	06/09/2019					IDP & Budget Integration
23	BEPP informs planning and delivery of Catalytic Programmes within BCMM including strategic alignment of Grant funds, aligning of Provincial Infrastructure within BCMM as well as aligning with initiatives of State-Owned Enterprises.	National Treasury Guidelines on the BEPP in terms of the DORA requirements	01/07/2019 - 29/02/2020					EPMO
PHASE 1: INSTITUTIONAL, COMMUNITY AND STAKEHOLDER ANALYSIS								

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE BUSINESS UNITS
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
24	IDP/Budget Workstream meetings to conduct analysis of socio-economic, institutional, physical, environmental factors that inform priority choices	N/A	06/09/2019 - 19/09/2019					Workstream Technical Champions
25	Ward Councillors review current ward priorities and ward plans; and identify new proposed projects from their Ward Allocation for 2020/2021	Chapter 4 MSA	09/09/2019 - 27/09/2019					IDP & Budget Integration
26	Assess and identify information from adopted Sector Plans, including the LSDFs for integration into the IDP Review document if possible	MSA Section 34	30/09/2019					IDP & Budget Integration together with ALL DIRECTORATES
27	IDP/OPMS Portfolio Committee meeting to review and update the IDP Vision, Mission and Strategic Objectives for recommendation to Council	MSA Section 34	10 - 11//10/2019					City Manager
28	Submit 1st Draft AR 2018/19 to Top Management for review	Not Applicable			13/09/2019		13 /09/2019	Performance Management
29	Submit 2nd Draft AR 2018/19 to Top Management for review	Not Applicable			27/09/2019		27/09/2019	Performance Management
30	The Spatial Development Framework of the Municipality is reviewed as part of the IDP process in accordance with MSA Section 34 and may be amended in terms of LUPA section 11.	MSA - Sec 34 SPLUMA Sec 20 (2)	30/09/2019			30/09/2019		Spatial Planning & Development
PHASE 2: STRATEGIES								

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES				RESPONSIBLE BUSINESS UNITS	
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF		REPORTING
31	Executive Mayoral Imbizo to interact with ward communities to listen to needs and concerns; and provide feedback on approved programmes and projects for 2019/2020	MSA - Sec 29(1)(b)(i) & (ii)	02 - 05/10/2019					Office of the Executive Mayor
32	Intergovernmental Technical Integrated Planning and Budgeting Engagements (area-based think tanks)	N/A	16/09/2019 - 14/10/2019					IDP & Budget Integration, IGR and Budget & Treasury
33	Submission of priority requests to provincial sector departments and State-owned Enterprises, including Built Environment Performance Plan (BEPP) requests	N/A	15/10/2019					IDP & Budget Integration
34	IDP Session on progress made with Ward Priorities, Mayoral Imbizo Issues and Ward Initiatives 2019/2020	N/A	18/10/2019					IDP & Budget Integration and Ward Initiatives
35	Submit 2019/2020 First Quarter Performance Report to Finance for consolidation into Sec 52 (d) Performance Report	MPPMR - Reg 13			15/10/2019		15/10/2019	Performance Management
36	Submit the S52d Performance Report for the period ending 30 September 2019 to Council	MFMA - Sec 52(d)					30/10/2019	Financial Reporting
37	Submit to National, Provincial Treasury & transferring officers within 5 days of tabling the s52d report to Council	MBRR - Reg 31©					04/11/2019	Financial Reporting
38	Review the municipality's performance management system	MPPR - Reg 3(4)(b) & Reg 11(2)			30/10/2019			Performance Management

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE BUSINESS UNITS
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
	(PMS) - submit Revised Performance Management Policy to Council							
39	BCMM Technical IGR Forum - Deliberating on BCMM situational analysis and reflect on the submission of priority requests to Provincial Government State-owned Enterprises, including BEPP requests	IGR Framework Act - Sec 30	01/11/2019					IGR & International Relations
40	Mayoral Lekgotla Session to review strategic objectives for service delivery and development	N/A	07-08/11/2019					Office of the Executive Mayor
41	IDP Technical Workstream meetings to assess the community needs expressed in the Ward Priorities and Mayoral Imbizo Issues and develop action plans where viable; and to confirm the situational analysis	N/A	14-15/11/2019					IDP Technical Workstream Champions
42	Council Lekgotla on outcomes of the Mayoral Lekgotla	N/A						Office of the Executive Mayor
43	Council Workshop for the review of the current budget related policies and need for compiling new budget related policies	MFMA - Sec 21 MBRR - Part 3						Budget & Treasury
44	Budget Workshops with all directorates	N/A		29/11/2019				Budget & Treasury
45	Submit 1st Quarter 2019/2020 Performance Reports - SDBIP and Finance Performance Reports to National and Provincial Treasury	MPPMR - Reg 13			08/11/2019		08/11/2019	Performance Management

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE BUSINESS UNITS
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
46	Place 2019/2020 First Quarter Performance Report on website	MFMA - Sec 75(2) MSA - Sec 21(b)			08/11/2019		08/11/2019	Performance Management
47	IDP/PMS/Budget External Representative Forum meeting to present Institutional Situational Analysis and Objectives and Strategies	N/A	05/11/2019	05/11/2019	05/11/2019	05/11/2019		IDP & Budget Integration
48	Ward Councillors and Members of the Mayoral Committee deliberate on progress made with responding to Mayoral Imbizo issues - per region	MSA - Sec 29(1)(b)(i) & (ii)		15/11/2019				IDP & Budget Integration
49	Catalytic Programmes and Key Strategic Projects of the BEPP inform Budget Steering Committee Workshops and Strategic Planning Committee Workshops.	N/A	01/10/2019 - 29/11/2019					EPMO
50	Project Committee prepares a first draft of the municipal spatial development framework or first draft amendment or review of the municipal spatial development framework and submit it to Council, together with the report, to approve the publication of a notice referred that the draft municipal spatial development framework or an amendment or review thereof is available for public comment	SPATIAL PLANNING AND LAND USE MANAGEMENT BY-LAW - Sec 8(4)	27/11/2019			27/11/2019		Spatial Planning & Development
51	Project Steering Committee prepares a first draft of the municipal spatial development	SPATIAL PLANNING AND LAND USE MANAGEMENT				01/08/2019 - 31/12/2019		Spatial Planning and Development

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE BUSINESS UNITS
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
	framework or first draft amendment or review of the municipal spatial development framework, conduct stakeholder engagement and present the draft to a Council workshop.	BY-LAW - Sec 8(4)						
PHASE 3: PROGRAMMES AND PROJECTS (Identifying, prioritising, costing programmes and projects)								
52	Draft Initial changes to IDP: Reconcile community, administrative and political priorities within the context of MGDS and 2016/2021 IDP and last review	N/A	30/11/2019					IDP & Budget Integration
53	Top Management Technical Planning Session to reflect on the draft SITUATIONAL ANALYSIS; deliberate on the current 2020/2021 MTREF and possible budget scenarios; discuss, consider and confirm draft reviewed IDP Objectives, Strategies, Development Priorities and Projects and prioritise Programmes and Projects	N/A	02-03/12/2019	02-03/12/2019	02-03/12/2019	02-03/12/2019		IDP & Budget Integration and Budget & Treasury
54	Commence with review of Key Performance Indicators and Targets contained in the IDP	MSA Section 26, Chapter 6	06/01/2020 - 28/02/2020		06/01/2020 - 28/02/2020			IDP & Budget Integration and Performance Management
55	Council consider 2018/2019 Draft Annual Report before advertising it for public comment	MFMA - Sec 127					29/01/2020	Performance Management
56	Submission of the Mid-year Budget and Performance Assessment Reports by the 25th January 2020 to the Executive Mayor, National and	MFMA - Section 72(1)(b), Section 52(d) MBRR - Reg 35			24/01/2020		24/01/2020	Performance Management and Financial Reporting

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE BUSINESS UNITS
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
	Provincial Treasury and transferring officers							
57	Council tables and adopts the Statement of Financial Performance and the Implementation of the 2019/2020 budget for the second quarter & Mid-year budget and Performance assessment report ended 31 December 2019	MFMA - Section 72(1)(b), Section 52(d) MBRR - Reg 35			29/01/2020	29/01/2020	24/01/2020	Performance Management and Financial Reporting
58	Submit to National, Provincial Treasury & transferring officers within 5 days of tabling the Statement of Financial Performance and the Implementation of the 2019/2020 budget for the second quarter & Mid-year budget and Performance assessment report ended 31 December 2019 to Council	N/A					29/01/2021	
59	Council consider 2018/2019 Draft Annual Report before advertising it for public comment	MFMA - Sec 127					29/01/2020	Performance Management
60	Submission of the Mid-year Budget and Performance Assessment Reports by the 25th January 2020 to the Executive Mayor, National and Provincial Treasury and transferring officers	MFMA - Section 72(1)(b), Section 52(d) MBRR - Reg 35			24/01/2020		24/01/2020	Performance Management and Financial Reporting
61	Council tables and adopts the Statement of Financial Performance and the Implementation of the 2019/2020 budget for	MFMA - Section 72(1)(b), Section 52(d) MBRR - Reg 35			29/01/2020	29/01/2020	29/01/2020	Performance Management and Financial Reporting

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES				RESPONSIBLE BUSINESS UNITS	
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF		REPORTING
	the second quarter & Mid-year budget and Performance assessment report ended 31 December 2019							
62	Submit to National, Provincial Treasury & transferring officers within 5 days of tabling the Statement of Financial Performance and the Implementation of the 2019/2020 budget for the second quarter & Mid-year budget and Performance assessment report ended 31 December 2019 to Council	N/A			29/01/2020		29/01/2020	Performance Management and Financial Reporting
63	Municipal entity submits proposed budget, priorities and objectives for 2020/2023 and proposed budget adjustments for 2019/2020 to BCMM	N/A		29/01/2020				BCMDA & City Manager
64	IDP Session on progress made with Ward Priorities, Mayoral Imbizo Issues and Ward Initiatives 2019/2020	N/A	30/01/2020					IDP & Budget Integration and Ward Initiatives
65	Place 2019/2020 SECOND Quarter Performance Report on website	MFMA - Section 75 (2) MSA - Sec 21(b)			04/02/2020			Performance Management
66	Invite public / local community to submit written comment on the proposed SDF amendment within 60 days of the publication thereof in the Provincial Gazette and the Media	SPLUMA – Section 20(3)(b)	01/01/2020 - 28/02/2020			01/01/2020 - 28/02/2020		Spatial Planning & Development

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES				RESPONSIBLE BUSINESS UNITS	
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF		REPORTING
67	Make public the Mid-Year Budget and Performance Reports in the local newspaper and on municipal website	MFMA - Section 75 (2) MSA - Sec 21(b)			31/01/2020		31/01/2020	Performance Management & Budget & Treasury
68	Work sessions to do costing of prioritised projects and programmes for CAPEX and OPEX 2020/2023 MTREF	N/A		10 - 14/02/2020				Budget & Treasury
69	Send the 2018/2019 Draft AR, within five (5) days via e-mail and hard copy to the National Treasury, the Eastern Cape COGTA, the Eastern Cape Provincial Treasury and the Auditor General	MFMA - Section 127(5)(b)					31/01/2020 to 04/02/2020	Performance Management
70	Place an advertisement and notify the public and other stakeholders to render written comments on the 2018/2019 Draft AR	MFMA - Sec 127(5)(a) MSA - Sec 21A					28/02/2020	Performance Management
71	Top Management considers & recommends the 2019/2020 Mid-year Adjustment Budget	N/A		28/01/2020				Chief Financial Officer
72	Budget Steering Committee considers 2019/2020 Mid-year Adjustment Budget	MFMA - Sec 28 MBRR - Part 4		31/02/2020				Chief Financial Officer
73	Council Workshop on the 2019/2020 Mid-year Adjustments Budget	MFMA - Sec 28 MBRR - Part 4		03/02/2020				Budget & Treasury
74	Council considers and adopts 2019/2020 Mid-year Adjustments Budget and potentially Revised 2019/2020 SDBIP	MFMA - Sec 28 MBRR - Part 4		26/02/2020	26/02/2020			Performance Management and Budget & Treasury

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES				RESPONSIBLE BUSINESS UNITS	
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF		REPORTING
75	Work sessions to set service delivery key performance indicators and targets	N/A		17-21/02/2020	17-21/02/2020			IDP & Budget Integration and Performance Management
76	Submit the 2019/2020 Mid-year Adjustment Budget & the revised SDBIPs within 10 working days after the adoption by council to the National & Provincial Treasury as well as to the other transferring officers.	N/A		11/03/2020	11/03/2020			Performance Management and Budget & Treasury
77	Publicise the 2019/2020 Mid-year adjustment budget & the revised SDBIPs within 10 working days after adoption in the Local Newspaper and BCMM Website	MFMA - Sec 28(7) MSA - Sec 21A MBRR - Part 4		11/03/2020	11/03/2020			Budget & Treasury
78	Work Sessions with BCMM line departments, provincial and national sector departments and SOEs through the BEPP Task Team.	N/A	01/07/2019 - 29/02/2020					EPMO
PHASE 4: INTEGRATION								
79	Incorporate improvements as recommended by the MEC for Local Government in the IDP document	N/A	03-28/02/2020					IDP & Budget Integration
80	Integrate and align sector plans with the IDP	N/A	03-28/02/2020					IDP & Budget Integration
81	Integrate and align operational strategies with the IDP	N/A	03-28/02/2020					IDP & Budget Integration
82	BCMM Technical IGR Forum - Provincial Sector Departments and State-owned Enterprises inform	MSA - Chapter 5	14/02/2020					Intergovernmental Relations

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE BUSINESS UNITS
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
	BCMM of provincial budgetary allocations							
83	National Treasury Mid-year Budget and Performance Assessment Review	MSA - Chapter 5	17/02/2020	17/02/2020				Office of the City Manager
84	Integrate and align BEPP project identification processes with the Metro Planning and Budgeting processes.	N/A	03-28/02/2020					EPMO
85	Integrate and align catalytic project identification processes with provincial budgeting processes.	N/A	03-28/02/2020					EPMO
86	Integrate and align the BEPP with the SDF.	N/A	03-28/02/2020			03-28/02/2020		EPMO and Spatial Planning & Development
PHASE 5: APPROVAL								
87	Top Management considers and recommends the 2020/2021 draft revised IDP, 2020/2021 MTREF Budget and 2020/21 SDBIP	N/A	05/03/2019	05/03/2019	05/03/2019			IDP & Budget Integration, Performance Management and Budget & Treasury
88	Budget Steering Committee considers the 2020/2021 draft revised IDP, 2020/2021 MTREF Budget and 2020/21 SDBIP	MFMA - Sec 16(2) MSA - Sec 25 MBRR - Part 3	05/03/2020	05/03/2019	05/03/2020			IDP & Budget Integration, Performance Management and Budget & Treasury
89	Council Workshop on the 2020/2021 draft Revised IDP, 2020/2023 Budget and 2020/21 SDBIP	MFMA - Sec 16(2) MSA - Sec 25 MBRR - Part 3	06/03/2020	06/03/2020	06/03/2020			IDP & Budget Integration, Performance Management and Budget & Treasury
90	Invite public / local community to submit written comment on the proposed SDF amendment within 60 days of the publication	SPLUMA – Section 20(3)(b)	01/01/2020 - 28/02/2020			01/01/2020 - 28/02/2020		Spatial Planning & Development

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE BUSINESS UNITS
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
	thereof in the Provincial Gazette and the Media							
91	Council adopts the final municipal spatial development framework or final amendment or review of the municipal spatial development framework, with or without amendments	SPATIAL PLANNING AND LAND USE MANAGEMENT BY-LAW - Sec 8(8)	27/05/2020			27/05/2020		Spatial Planning and Development
92	Within 21 days of Council's decision on the adoption of the SDF: a) give notice of its adoption in the media and the Provincial Gazette; and b) submit a copy of the municipal spatial development framework to the Member of the Executive Council.	SPLUMA – Section 20(3)(a) SPATIAL PLANNING AND LAND USE MANAGEMENT BY-LAW - Sec 8(8)(a), (b)	17/06/2020			17/06/2020		Spatial Planning and Development
93	External IDP/Budget/PMS Representative Forum on the 2020/2021 draft Revised IDP, 2020/2023 Budget and 2020/21 SDBIP	MSA - Sec 29(1)(b)(i) & (ii)	20/03/2020	20/03/2020	20/03/2020			IDP & Budget Integration, Performance Management and Budget & Treasury
94	Council approves the 2020/2021 Draft IDP, Draft 2020/2021 MTREF Budget, Draft BEPP and draft policies (at least 90 days before the start of the budget year)	MFMA - Sec 16(2) MSA - Sec 25 MBRR - Part 3	25/03/2020	25/03/2020	25/03/2020			IDP & Budget Integration, Performance Management and Budget & Treasury
95	Council consider 2018/2019 Oversight Report and Annual Report for approval	MFMA - Sec 129			25/03/2020		25/03/2020	Performance Management

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE BUSINESS UNITS
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
96	The Metro considers 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.	N/A	20/03/2020	20/03/2020	20/03/2020			IDP & Budget Integration, Performance Management and Budget & Treasury
97	Submission of Council approved Draft BEPP to National Treasury in accordance with DORA requirements.	N/A	31/03/2020					EPMO
98	Comments and inputs from relevant sector department and IGR stakeholders including inputs received from National Treasury and submitted to Metros.	N/A	30/04/2020					EPMO
99	Submission of Council approved Final BEPP to National Treasury in accordance with DORA requirements.	N/A	31/05/2020					EPMO
100	Submit to National & Provincial Treasury as well as to the other transferring officers the electronic copies of the 2020/2021 Draft IDP, Draft 2020/2021 MTREF Budget, Draft BEPP, Draft SDBIP and draft policies, within 3 days after adoption by council.	N/A	28/03/2020	28/03/2020	28/03/2020			IDP & Budget Integration, Performance Management and Budget & Treasury
101	Submit to National & Provincial Treasury as well as to the other transferring officers, the hardcopies of the 2020/2021 Draft IDP, Draft 2020/2021 MTREF Budget, Draft BEPP, Draft SDBIP and draft policies	N/A	01/04/2020	01/04/2020	01/04/2020			IDP & Budget Integration, Performance Management and Budget & Treasury

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE BUSINESS UNITS
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
	within 5 working days after adoption by council.							
102	Publicise the 2020/2021 Draft IDP, Draft 2020/2021 MTREF Budget, Draft BEPP, Draft SDBIP and draft policies in the Local Newspaper and on the BCMM Website	MFMA - Sec 22(a) MSA - Sec 21A MPPMR - Reg 15(3)	30/03/2020	30/03/2020	30/03/2020			IDP & Budget Integration, Performance Management and Budget & Treasury
103	Advertise the Draft IDP, SDBIP, Budget and other required documents and provide at least 21 days for public comments and submissions	MFMA - Sec 22(a) MSA - Sec 21A MPPMR - Reg 15(3)	30/03/2020	30/03/2020	30/03/2020			IDP & Budget Integration, Performance Management and Budget & Treasury
104	IDP/Budget/PMS Technical Steering Committee discuss proposed consultations with councillors on IDP/Budget Roadshows and other engagements with stakeholders	MFMA - Sec 21 MBRR - Part 3	03/04/2020	03/04/2020	03/04/2020			IDP & Budget Integration, Performance Management and Budget & Treasury
105	Consultation with ward councillors on IDP/Budget Roadshows (Inland, Midland and Coastal Wards)	N/A	07/04/2020	07/04/2020	07/04/2020			IDP & Budget Integration, Performance Management and Budget & Treasury
106	Prepare advertisement for the 2018/2019 OR and AR to be released for information which must be placed on the municipal website within five (5) days after it is approved	MFMA - Sec 129(3)			08/04/2020 - 29/04/2020		08/04/2020 - 29/04/2020	Performance Management
107	Ensure that the 2018/2019 OR and AR be made available at all municipal offices and libraries for information	MFMA - Sec 129(3)			08/04/2020 - 29/04/2020		08/04/2020 - 29/04/2020	Performance Management

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES				RESPONSIBLE BUSINESS UNITS	
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF		REPORTING
108	Submit the Annual Report and Oversight Report to the provincial legislature as per circular	MFMA - Sec 132(1) & (2)			08/04/2020 - 29/04/2020		08/04/2020 - 29/04/2020	Performance Management
109	BCMM Technical IGR Forum - Presenting Draft revised IDP and MTREF Budget for comment to other spheres of government for consultation	IGR Framework Act - Sec 30	10/04/2020					Intergovernmental Relations, Budget & Treasury and IDP & Budget Integration
110	Ward Committee Workshop	MSA - Sec 16 Constitution - Sec 152 MsA - Section 73(2)	02/04/2020					Public Participation, Office of the Speaker, Ward Initiatives, IDP & Budget Integration
111	Ward-based IDP/Budget Road Shows to consult the Draft IDP, SDBIP and Budget	MFMA - Sec 22(a) MSA - Sec 21A, Sec 29(1)(b)(i) & (ii) MPPMR - Reg 15(3)	12/04/2020 - 08/05/2020	12/04/2020 - 08/05/2020	12/04/2020 - 08/05/2020			IDP & Budget Integration
112	Business Roundtable to consult the Draft IDP, SDBIP and Budget	MFMA - Sec 22(a) MSA - Sec 21A, Sec 29(1)(b)(i) & (ii) MPPMR - Reg 15(3)	07/05/2020	07/05/2020	07/05/2020			IDP & Budget Integration
113	Traditional Leaders Engagement to consult the Draft IDP, SDBIP and Budget	MFMA - Sec 22(a) MSA - Sec 21A, Sec 29(1)(b)(i) & (ii) MPPMR - Reg 15(3)	08/05/2020	08/05/2020	08/05/2020			IDP & Budget Integration
114	IDP Youth Roundtable to consult the Draft IDP, SDBIP and Budget	MFMA - Sec 22(a) MSA - Sec 21A, Sec 29(1)(b)(i) & (ii) MPPMR - Reg 15(3)	12/05/2020	12/05/2020	12/05/2020			IDP & Budget Integration
115	Submit THIRD Quarter Performance Report to Finance for consolidation into Sec	MPPMR - Reg 13			15/04/2020		15/04/2020	Performance Management

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES				RESPONSIBLE BUSINESS UNITS	
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF		REPORTING
	52 (d) Performance Report							
116	Submit the S52d Performance Report for the period ending 31 March 2019 to Council	MFMA - Sec 52(d) MBRR - Reg 29			29/04/2020		29/04/2020	Financial Reporting
117	Submit to National, Provincial Treasury & transferring officers within 5 days of tabling the s52d report to Council	N/A					04/05/2020	
118	Place 2019/2020 Third Quarter Performance Report on website	MFMA - Sec 75(2) MSA - Sec 21(b)			30/04/2020		30/04/2020	Performance Management
119	Top Management considers and recommends the Final 2020/2021 revised IDP, 2020/2021 MTREF Budget and 2020/21 SDBIP, after considering the submissions made by the local community, National or Provincial Treasury, national or provincial organs of state or neighbouring municipalities	N/A		27/04/2019				Budget & Treasury
120	The Budget Steering Committee considers and recommends the Final 2020/2021 revised IDP, 2020/2021 MTREF Budget and 2020/21 SDBIP, after considering the submissions made by the local community, National or Provincial Treasury, national or provincial organs of state or neighbouring municipalities	MFMA - Sec 23	30/04/2020	30/04/2020	30/04/2020			Financial Reporting and IDP/BI

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES				RESPONSIBLE BUSINESS UNITS
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	
121	Municipal Budget and Benchmark Engagement by National Treasury	N/A	04-05/05/2020	04-05/05/2020	04-05/05/2020	04-05/05/2020	IDP & Budget Integration, Performance Management and Budget & Treasury, Spatial Planning, EPMD, EDA
122	Councillors' workshop on Final IDP and Budget	N/A	22/05/2020	22/05/2020			IDP & Budget Integration, Performance Management and Budget & Treasury
123	Council Open Day to inform stakeholders of the issues raised during the consultative meetings held on the Draft IDP. Budget and SDBIP	MFMA - Sec 24	15/05/2020	15/05/2020	15/05/2020		Office of the Executive Mayor
124	The Council adopts the final municipal spatial development framework or final amendment or review of the municipal spatial development framework, with or without amendments	SPATIAL PLANNING AND LAND USE MANAGEMENT BY-LAW - Sec 8(8)	27/05/2020			27/05/2020	Spatial Planning and Development
125	Council adopts 2020/2021 Revised IDP, Performance Management Measures and Targets, 2020/2021 MTREF Budget, 2020/2021 BEPP and the revised Policies (at least 30 days before the start of the budget year)	MFMA - Sec 24	27/05/2020	27/05/2020	27/05/2020		IDP & Budget Integration and Budget & Treasury
126	Place the IDP, multi-year budget, all budget-related documents and all budget-related policies on the website within five (5) days after approval by Council	MFMA - Sec 22 and 75 MSA - Sec 21A and 21B	01/06/2020	01/06/2020			IDP & Budget Integration Budget & Treasury

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE BUSINESS UNITS
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
127	Submit a copy of the revised IDP to the MEC for LG (within 10 days of the adoption of the plan)	MSA - Section 32						IDP & Budget Integration
128	Submit approved budget to National and Provincial Treasuries (both printed and electronic formats) within 10 working days after approval of the annual budget	MFMA - Sec 24(3) MBRR - Reg 20	10/06/2020	10/06/2020				Budget & Treasury
129	Within 21 days of Council's decision on the adoption of the SDF: a) give notice of its adoption in the media and the Provincial Gazette; and b) submit a copy of the municipal spatial development framework to the Member of the Executive Council.	SPLUMA – Section 20(3)(a) SPATIAL PLANNING AND LAND USE MANAGEMENT BY-LAW - Sec 8(8)(a), (b)	17/06/2020			17/06/2020		Spatial Planning & Development
130	Give notice to the public of the adoption of the IDP and Budget (within 14 days of the adoption of the plan) and budget (within 10 working days)	MBRR - Reg 18 MSA - Sec 25(4)(a)(b)	10/06/2020	10/06/2020				IDP & Budget Integration Budget & Treasury
131	Submit to the Executive Mayor the SDBIP for the budget year (no later than 14 days after the approval of an annual budget)	MFMA - Sec 69(3)(a)			14/06/2020			Performance Management
132	Executive Mayor takes all reasonable steps to ensure that the SDBIP is approved (within 28 days after approval of the budget)	MFMA - Sec 53(1)(c) (ii)			28/06/2020			Performance Management
133	Make public the projections, targets and indicators as set out in the SDBIP (no	MFMA Section 53(3) (a) MBRR Reg 19			14/07/2020			Performance Management

ACTIVITY / TASK		LEGISLATIVE REQUIREMENTS	TARGET DATES					RESPONSIBLE BUSINESS UNITS
NO	DESCRIPTION		IDP	BUDGET	PMS	SDF	REPORTING	
	later than 14 days after the approval of the SDBIP) and submit to National and Provincial Treasuries (no later than 10 working days after the approval of the SDBIP)							
134	Make public the performance agreements of City Manager and HoDs (no later than 14 days after the approval of the SDBIP)	MFMA Section 53(3)(b):			14/07/2020			Performance Management

ANNEXURE D: 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 and consequently reviewed with Ward Councillors and Ward Committees during September 2019 as part of the review of the IDP, set to culminate in the 2020/2021 Revised Integrated Development Plan:

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
WARD 1			
Houses	There is high density in the ward. Accommodation is vital as the community is growing	Duncan village, Stoneydrift, Braelyn, Pefferville, Miner, Pamure/Chiselhurst	The Constitutional Court rejected the BCMM & ASLA Construction out of court settlement and declared the Reeston contract that was granted to ASLA Construction as Constitutionally invalid. BCMM is busy with procurement process of the 951 houses that have already been fully serviced with roads, stormwater, water & sanitation. With 350 housing units due to commence before end of October this year should the use of Provincial Data Base System be accepted. Upon completion, this project will accommodate about 2000 households from Duncan Village as it consists of two phases one being 951 housing

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			units and 2nd phase being 1599.
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
Roads	Duncan Village, Stonydrift, Braelyn, Pefferville, Milner, Pamure/Chiselhurst	Roads Provision Ward 1	Selkirk Rd, Short St have been resurfaced in the 2019/2020 FY
Community hall & Library	The community needs a community hall and library	Entire ward. E.g. Braelyn & Milner/Pamure	A library does exist at Braelyn extension 10 and there is also the central library in town. There is currently two existing halls being Clement Kadali and Braelyn Community Hall in this ward.
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, Pamure	Playground equipment and fencing were installed Panmure during 2017/2018 and Playground was also installed in Pefferville in 2018/2019
WARD 2			
Houses	The ward is in need of proper housing	Berea area, Duncan Village Proper	The Implementing Agent Asla has commenced with construction of relocation site at ziphonzana by-pay that will be used for moving of people in Duncan

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			Village in order to make a space for construction of houses
Electricity	Request for High Mast at Fished Road at Mzonyama Cemetery	Area 10, Bebelele	Electricity department is waiting for de-densification and relocation of dwellings to allow for electrification
Job creation	Many people in the ward are unemployed therefore job creation is required	50 young people from Ward 2,5, 6 and 7	Teen entrepreneurship programme implemented to promote entrepreneurship in schools Ebenezer Majombozi is one of the schools that has benefitted in the programme. Some SMMEs were supported to attend an exhibition which was organised by ADM, this assisted them and expose their brands in the market
Sanitation	The ward needs proper sanitation	Entire Ward	Installation of 12 new additional toilets seats in Mandela Park, Chris Hani and Barbton have been completed. Refurbishing and repairs of toilets in the ward is underway.
Bush clearing	Bushy areas need to be cleared	Mzonyana Squatter, KwaZakele Squatter	Annual Contracts for bush clearing has been advertised and to be finalised 2019/20 financial years
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	The procurement process is currently underway. Tender to appoint service providers is at the Bid Evaluation Stage.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Roads	All access roads in the ward are dilapidated and they need resurfacing	Southernwood/ Belgravia	Scholl Rd and Lincoln Rd have been resurfaced in the 2019/2020 FY
Storm water drains	During heavy rain, drainage is unable to keep up and this leads to blockage and dirty streets.	Southernwood/ Belgravia	The stormwater drains are maintained as reports are received. An upgrader is currently underway in St Peters Rd Southernwood.
High mast light	The current lights are not enough to provide light in the area. This increases criminal activities also.	Southernwood/Belgravia	
Communal children's park and childcare 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	Annual contact for outdoor gym equipment to be advertised during the 4th quarter of 2019/20
WARD 4			
Electricity	Repair all switch housing and upgrade all old switch housing. Upgrade all streetlights 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.	Selbourne, Berea, Cambridge, Cambridge- West, Chislehurst and Highgate	The Electricity Dept has a multiyear capital replacement programme, areas are identified in order of priority in terms of network condition and lifespan. Maintenance takes place regularly, High fault occurrences are monitored more regularly, however co-operation is required from the public to Report faults to the Fault Centre

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Roads	<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>	Ward 4	Scholl Rd and Lincoln Rd have been resurfaced in the 2019/2020 FY
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>	High Gate, Chisselhurst, Cambridge, Cambridge-West, Selborne and Berea	There is an ongoing programme of replacement of reticulation mains .A Service Level Agreement (SLA) has been finalised for SMART Metering installation.
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 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</p>	Entire ward 4	Grass Cutting and Bush Clearing in the ward is done on an ongoing basis..

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
	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.		
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 Nondo and River Park roads are currently being upgraded. Schoof and Northcote in Wilsonia are currently being rehabilitated
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 been developed between Spatial Planning, Infrastructure and Human Settlements to address the issue. Part of R15 mill 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,

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			further consultations will be undertaken
Taxi Rank and Pavements	Building of a taxi rank; building of pavements	Entire Scenery Park	Taxi Rank preliminary design has been completed and waiting for final designs. Construction is envisaged for 2020/21 FY
Taxi Rank and Pavements	Building of pavements.	Entire Scenery Park	The procurement processes are underway.
WARD 6			
Jobs	High rate of unemployment	Entire ward, Parkside, Dalhia	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).	Entire Ward	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.
Sanitation	Building of public toilets and standpipes in Dalhia informal settlements	Duncan Village, Cclloyd Township	Installation of 10 new additional toilets seat are under construction at Luxolweni and Mosco. Refurbishing and repairs of toilets in the ward underway.
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. One learner from Qaqamba High School

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			has been awarded by BCMM
Housing	Moving people from shacks as they exposed to disaster	C-Section and D-Section	C-Section & D Section are under ASLA contract for Duncan Village. There is no dispute around it, Planning process are under way to prepare for construction to be done by ASLA Construction.
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	Site needs to be identified for this ward with the nearest hall being Gompo 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	The construction of 951 top structures is under way by the Provincial Dept of Human Settlement. BCMM is concurrently planning ahead for construction of internal services to 1579 erven in preparation for construction of houses
Electrification of Shacks	Informal Settlements need proper electrification	Moscow, Khayelitsha, Siya, Dotwana, Magqwashu, Fynboss 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.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Community Hall	The ward needs a community hall	Old police station in Siya Street, next to Gompo Welfare	The old police station has been identified as the site for construction of a hall for Ward 8. Fencing of the site has been finalised, and development is to continue in the 20/21 financial year.
Footbridge	Construction of a footbridge is needed for river crossing	Khayelitsha & Siya Squatter Camp	Construction of the pedestrian bridge began during the month of March 2020
Fixing of Roads and Speed humps	Roads are damaged and urgent repairs are needed. Also speed humps are needed in one	Fixing of roads: Ntshona Street, Mandleni Street,	Tobias Cres, Andries Cres, Dippenaar Cres, John Nash Cres, Siya St, Mtendengi St, Momoti St, Ndubela St, Fumazele St, Qomisa St have been resurfaced in the 2019/2020 FY
WARD 9			
Wheelie-bins/refuse collection bins	The ward never received wheel-bins and refuse collector bins	Braelyn EXT 10 & EXT 8, Amalinda	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. (NB Wheelie Bin roll out was a pilot project)
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	Sarhili Hintsa Cres, Moses Mabidhida St, Operation Vula St, Tembisile Jongani Rd, Vuyisile Nodikana Rd Have been resurfaced in the 2019/2020 FY
Rectification of old Houses	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	Braelyn Ext 10 and Stoney Drift	The Provincial Department of Human Settlements has an allocation of 10% set aside for rectification and we are now currently rectifying the project with contracts.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			Braelyn is part of the list to be considered for rectification once the funding is available.
Electrification of Shacks	People living in the dump site need Electricity	Stoney Drift	The Stoney drift community on the dump site do not meet the electrification criteria and are required to be relocated
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	Grass cutting is done on an ongoing basis. Annual contract for bush clearing at BEC stage and should be awarded by end of 2019/20.
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.	Roads in Ward 10 have been resurfaced in the 2019/2020 FY
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	Grass cutting is done on an ongoing basis. Annual contract for bush clearing at BEC stage and should be awarded by end of 2019/20.
Wheelie bins & refuse collection bins	The ward never received wheelie bins and refuse collector bins	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	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. (NB Wheelie Bin roll out was a pilot project)
Rectification of old houses	The houses have cracks leaks and very old they need attention	East Bank, Haven Hills, Braelyn	The Provincial Department of Human Settlements has an allocation of 10% set aside for rectification and we are now currently rectifying the project with contracts.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			Braelyn is part of the list to be considered for rectification once the funding is available.
Mobile library	The ward needs a library.	Entire ward	Awaiting purchasing of a new mobile library vehicle.
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	People residing in informal settlements are encouraged to register in the housing needs register to be considered for housing opportunities. Currently the Municipality is busy with necessary planning process across all informal settlements in our jurisdiction.
Multi-purpose Community Centre	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	N.U 2 & N.U 5 rent office	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
Skills development	There is a need to address the level of unemployment and part of that is attributed to the lack of skills in the ward	Next to Nzaliseko Higher Primary School	Assisted with cooperative registration, in the process of training Krune village in cleaning detergents as

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			well as block making. Information sharing conducted before registration of the cooperative.
Electrification of shacks	To curb the illegal connections and provide this service as a basic need.	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.
Aqua sport tourism attraction facilities	Ward 11 is on the bank of the bridge drift demand and its community aspire to explore the Aqua sport tourism facility project for both skills development and economic growth strategy.	All informal settlements in the ward	A community consultation meeting in the form of awareness was held in the ward to get detailed information on business opportunities that the community is interest at and the available resources. They identified car wash, braai lounge and spa business. The Directorate will engage individual groups to follow-up on their interest and provide necessary guidance and support.
WARD 12			
High mast lights	The Ward needs 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 standpipes are requested	Smiling valley at area 40, Thafalofefe Squatter camp.	Installation of 2 toilet seats in Marikana and 7 seats in Gqozo Village were provided. Refurbishing and repairs of toilets has been done.
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

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
		Mdantsane station to 1400 area.	roads to be upgraded. Potholes are repaired on daily basis using internal teams and Ward Based Programme workers. Clover St, Cuyler St, Ray St are in the process of being upgraded
Housing Electricity	There is no housing development in Masizakhe Squatter camp since 1990. Electrification of informal settlement	Masizakhe Squatter camp, Sisonke Squatter camp.	The contractor has gone back to site is busy construction of internal services & top structures
		Dacawa, Velwano	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
Housing	There is no housing development in Masizakhe Squatter camp since 1990.	Masizakhe Squatter camp, Sisonke Squatter camp.	The contractor has gone back to site is busy construction of internal services & top structures
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 upgrade of dice road has continued along with the re-gravelling and upgrade of roads by the Bus Depot.
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	Multi-purpose centre being constructed at Reeston. A suitable land is being identified for Dice.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
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
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
High mast lights	Streetlights 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. However, repairs are done on an ongoing basis
Waste bins & refuse bags	All Reeston houses need black bags and refuse bins	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. (NB Wheelie Bin roll out was a pilot project)
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. Maintenance of surfaced road is implemented on daily basis where overlaying of surfaced roads has been done in the ward.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Pedestrian Bridge	A Pedestrian bridge just to cross next to area 68-72 especially for learners to Kanyisa Primary.	Next to eSithembiso Secondary school	Designs completed and environmental approvals granted. Start of the construction stage scheduled for the 2020/21 financial year
Grass Cutting	There is a small bush behind NU4 Rent Office, in schools and around the roads. This is where children are being raped.	Entire ward especially eSithembiso Secondary School	Grass cutting is done on an ongoing basis. Annual contract for bush clearing at BEC stage and should be awarded by end of 2019/20
Community Hall	The land has been identified for the hall just behind the rent office. Sharing houses must be separated.	NU3	Development could not start as the site is occupied by trucks and equipment being utilized for road construction. Development to be continued in the 20/21 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 being developed between Spatial Planning, Infrastructure and Human Settlements to address the issue.
WARD 15			
Title deeds	The community is in dire need of title deeds	Nompumelelo & Ducats	65 title deeds were completed in 2007, 47 title deeds have been issued to date. 18 title deeds are with BCMM Human settlements. 410 deed of sales have been completed and submitted to Provincial Dept of Human Settlement to procure conveyancers
Sports fields	There are no proper sports fields in the area	Nompumelelo & Ducats	There is an existing sports field in Ducats that is maintained by BCMM

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Transfer of Ducats	Transfer from Amathole Municipality to BCMM	Ducats	Transfer of Ducats Township from Amathole to BCMM has not been finalised. Conveyancers were appointed by ADM to finalise the transfer.
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	Upgrading of Mayihlomihlasele St in Nompumelelo has been completed and Ducats South roads currently being upgraded. 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	Electricity Department are waiting for the Spatial Planning process to be completed including relocation and de-densification
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	Construction of houses & internal services is expected to commence in the first quarter of the new financial year.
Pedestrian Bridge	A request for pedestrian bridge	Cambridge Township Phase 3	Construction of the bridge is completed
Roads	There should be access roads in Amalinda Informal Settlements so that ambulances, fire fighters and police do not struggle	Amalinda forest	There is a challenge for yellow plant and equipment to manoeuvre in terms of space and illegal connection. Area needs to be formalised. Roads in Summer

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			Pride are to be resurfaced.
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 High masts 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	Site to be identified.
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	Construction of speed humps on the road next to former Bushbucks Stadium completed
WARD 17			
Housing Electricity	BCMM should buy land from private owners in order to provide housing. Rural housing also needed in the ward Request for electrification of informal settlements to curb illegal connections	NU 3 Informal Settlements, Cuba and Eluxolweni; Sonwabiso Informal Settlement NU 3 Informal Settlements	Land parcels have been acquired from private owners for Sonwabiso. Cuba and Eluxolweni- still awaiting valuation reports by end of December 2019 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 is a multi year programme that seeks to upgrade all Mdantsane roads to surfaced standards. A purchase order has been issued for the Re-gravelling of Cuba and Eluxolweni.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Community Hall	Ward community has no place for public meetings and other social activities	NU 3 & 4	Development could not start as the site is occupied by trucks and equipment being utilized for road construction. Development to be continued in the 20/21 financial year.
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			
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	Worrall Rd, Sinclair Ave, Gotze St, Smart Rd, Kennington Rd, Beach Rd, Muirfield Rd, Kenilworth Rd have been resurfaced in the 2019/2020 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 are replaced as and when they are reported. Roads will be identified based on Condition and Usage in conjunction with the ward councillor. Potholes are repaired on an ongoing basis and maintenance programme implemented.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Environmental	Regular Grass Cutting & Removal must be done in	James Pearce Park	Grass cutting at James Pearce Park is done bi-monthly
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
Sports Facilities in Bunkers Hill/Stirling/Woodleigh	Combine all three sporting facilities into one large sports compound with shared resources and staff due to limitations in finances and mismanagement.	Ward 18	The soccer/cricket field are managed by BCMM and utilised by local associations. Other facilities are as per lease arrangement Spatial Planning and Development.. Installed new perimeter fencing at Bunkers Hill Sports field, completed May 2020
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	Appointment of Consulting Engineer to design of Nahoon River Outfall Sewer is underway, to commence in the 2020/21 financial.
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	Grass Cutting and eradication of alien species in this Ward is done on an ongoing basis.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Nahoon Beach-Tourism	There should be equipment for life savers (sunscreen, highchairs 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	Nahoon beach main ablutions upgrade completed in January 2020 and the Nahoon beach boardwalk was repaired prior to the December 2019 holiday season
WARD 19			
Bush clearing and clearing of parks and open spaces Road repairs and resurfacing	All recreation parks and playground facilities in Ward 19 need urgent attention Roads servicing areas where schools are situated cannot be pothole repaired anymore	Westbank-Hood Street, Buffalo Flats-Bruce Str, Dunnon Rd, Port Rex, Bush clearing along Greenpoint Rd, Greenfields	Grass Cutting and bush clearing in this Ward is done on an ongoing basis. Buffalo View Rd, and Alby Rd have been resurfaced. Maintenance of roads is done on an ongoing basis. Community members can also report potholes on the BCMM hotline 043 705 9220/9223.
		Buffalo Flats-Innisfree Rd, Freemantle Str, Maxwel Str, All other roads need proper repairs as pothole teams can't fix	
Bush clearing and clearing of parks and open spaces Road repairs and resurfacing	All recreation parks and playground facilities in Ward 19 need urgent attention Roads servicing areas where schools are situated cannot be pothole repaired anymore	Westbank-Hood Street, Buffalo Flats-Bruce Str, Dunnon Rd, Port Rex, Bush clearing along Greenpoint Rd, Greenfields	Grass Cutting and bush clearing in this Ward is done on an ongoing basis. Buffalo View Rd, and Alby Rd have been resurfaced. Maintenance of roads is done on an ongoing basis. Community members can also report potholes on the BCMM hotline 043 705 9220/9223.
		Buffalo Flats-Innisfree Rd, Freemantle Str, Maxwel Str, all other roads need proper repairs as pothole teams can't fix	
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

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
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. (NB Wheelie Bin roll out was a pilot project)
Installation of Toilets and water standpipes, general sanitation maintenance	Informal residents still no access to Sanitation Many Blocked sewer lines and Stormwater channels need repair	Second Creek area, Buffalo Flats-Fairflax Popcorn Valley, Westbank Village High School	Blocked sewer lines are attended on an ongoing basis and the upgrading of the outfall sewers is planned for the 2020/21 year.
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.	People residing in informal settlements are encouraged to register in the housing needs register to be considered for housing opportunities. Currently the Municipality is busy with necessary planning process across all informal settlements in our jurisdiction.
Electricity	Electrification of shacks.	Ekuphumleni NU 7, Ramaphosa NU 7, Khayelitsha NU 7, Ngidi Park NU 8.	Ekuphumleni NU 7 has been completed 100 dwellings Khayelitsha NU 7 electricity department is completing a project to electrify 67 dwellings.
Tar Road	Roads are in a bad condition. They need to be upgraded	NU6 &7	Mdantsane roads upgrade is a multi year programme that will address all gravel roads to be upgraded
Sport field	There is a sport field at NU 7 that need a sport complex to be built on.	N.U.7	Upgrading of the two sports fields at NU 7 has been completed in December 2019
Youth unemployment	There is a huge rate of youth unemployment that result to poverty.	Entire ward	Learnerships and Apprenticeships will be rolled out in partnership

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			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	The project is under construction for internal services ,it is expected to be completed before the end of the new financial year. Construction of houses should begin soon after internal services are fully completed to avoid costly work stoppages.
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 contractors and strengthen monitoring	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
Pavements	Request that all tarred roads to have pavements	Entire Ward	
Speed humps	Request for installation of speed humps due to speeding of cars	N U 12 Taxi route, Nowonga J.P School road and Sakhile Higher Primary School road and Noncedo	Speed humps have been constructed and additional requests received to be catered for in the 2020/21 FY

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
		Supermarket road, N U 13 Clinic road, Mqoboli Methodist Church to Jama Supermarket road and in front of Caltex garage	
Electricity and High mast lights	Request for installation of high mast lights	N U 12, Z Soga Phase 1-3	If these areas meet the required criteria they will be added to the program. Criteria: does the area have existing street lights? Does the identified location of the high mast meet the technical requirements for the foundation?
Maintenance of streetlights	Request for maintenance of streetlights	N U 12, Z Soga Phase 3, Golden Highway	Maintenance of streetlights is ongoing
Faulty electricity meter boxes and registration of consumers	Request that repair of faulty meter boxes and registration of consumers to be able to buy electricity be expedited	Z Soga Phase 2 and 3	
Illegal electricity connections	BCMM should penalise people who connect electricity illegally as illegal connections negatively affect law abiding citizens	Entire Ward	BCMM is in agreement with the community but is should be noted for action to be taken BCMM require evidence and the community to provide witness statements
Electricity Vending outlets	Electricity Vending should be considered at Golden Highway Super Spar	Entire Ward	There is a electricity Vendor at Golden Highway Super Spar in Mdantsane
COMMUNITY HALL	N U 13 requests a community hall	N U 13	Development could not start as the site is occupied by trucks and equipment being utilized for road construction. Development to be continued in the 20/21 financial year.
ROADS Extension of Golden Highway	Request for extension of Golden Highway to curb traffic congestion during peak hour. Gravel road next to the highway should be tarred from Fort	Entire Ward	Arterial Road Network Development Plan does not recommend the widening of the road as a priority. No work is anticipated to

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
	Jackson to NU 17 to help ease congestion on the highway		be done on this road for widening.
Bush clearing	Request for bush clearing in RDP Footpaths	N U 12 & 13,	Annual contract for bush clearing for ongoing maintenance at BEC and should be awarded by end of 2019/20
Construction of RDP Footpath	Request for construction of footpaths	From Prison to 36 Area N U 12, N U 12 Z Soga Phase 1 to N U 11A	Sidewalks from Prison to NU12 forms part of Qumza Highway upgrade, construction is not able to start until funding has been sourced. NU12 to NU11 completed as part of Qumza Highway Upgrade.
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
Sports 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) which are maintained by BCMM staff. Two fields in NU 14 have been upgraded in 2018/19 FY. The exclusive use of NU13 Sports field by Winter Rose Club is as per lease agreements between the club and Directorate Spatial Planning and Development
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

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			waste/refuse receptacle. The Wheelie Bins was a Pilot Project. (NB Wheelie Bin roll out was a pilot project)
Internal Footpaths	Request that internal footpaths be cleaned / tarred or paved and provided with lighting to curb crime at night	Entire Ward	Priority is public transport routes. Construction of side walks on internal roads are shelved due to budget constraints
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	Z Soga Phases 2 & 3, Solomon Mahlangu Village, Z Soga Phase 1,	Refurbishing and repairs of toilets is underway.
WARD 22			
Community Hall	Community Hall - to be constructed in the centre of the Ward.	N.U. 17	Land identification to be completed in the 20/21 financial year
Roads	Roads to be upgraded and re-gravelled and side-walks to be constructed	Postdam Village, N. U. 17, Nkqonkweni Village, Luxhomo Village, Mcotho Village, Mabaleni Village, Mbolompeni Village, Mtlabathi Village	A purchase order has been issued for the Re-gravelling of Ward 22 rural roads.
Housing project	Informal settlement dwellers are in need of houses	Postdam Village, Nkqonkweni Village, Luxhomo Village, Mcotho Village, Mabaleni Village, Mbolompeni Village, Mtlabathi Village.	The construction of houses at Potsdam village is proceeding, the contractor performance is below average. Cession for material suppliers been signed to fast-track production on site. Peelson construction of houses is expected to commence in the Second part of the new financial year
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

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			stormwater. This is a multi-year programme for upgrading of gravel roads to surfaced standards.
Rent office to sell electricity and administration	Structure for selling electricity is not utilized	NU 14 & NU 16	
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.
Clinic	A Clinic facility within the proximity of the ward	NU 14	Issue has been taken up with the relevant Provincial Department for actioning, follow up will be done during the next IGR Forum meeting
Community Hall	Residents are tired of using school halls.	NU 14 & NU 16	Land identification to be completed in the 20/21 financial year
Arts Centre	Mdantsane as the second largest township in SA only has one Arts centre	NU 14 & NU 16	The tender to do the extension and upgrade of the Mdantsane art centre was advertised and is currently considered by BID Committees.
WARD 24			
Electricity	There is a need for electrification of informal settlements to avoid illegal connections	Kanana, IKhwezi, Msintsini	Kana is part of the electricity departments infill program. Eskom has been informed to add Msintsini to their program
Provision of Houses	There is a slow rate of housing delivery in the ward as a whole.	IKhwezi, Kanana, Unit V	Potsdam Ikhwezi project is at implementation stage Consultants finalising the tender document for Potsdam 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	A purchase order has been issued for the Re-gravelling of Ward 24 roads.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Sanitation	Toilets in informal settlement are needed	Nxamkwana & Msintisini	Refurbishing and repairs of toilets has been done.
Job opportunities	Job opportunities for youth should be created	Mbekweni, Unit P, NU 15	Business Skills training is being rollout through BCMM
Provision of Houses	There is a slow rate of housing delivery in the ward as a whole.	IKhwezi, Kanana, Unit V	The Bulk infrastructure is under construction in preparation of commencement of services & top structures
Sports field	There is lack of maintenance of sport fields in the area	Mbekweni, Unit P, NU 15	Land identification to be completed in the 20/21 financial year
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	A purchase order has been issued for the Re-gravelling of Ward 24 roads.
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	The electricity department has a multi-year upgrade program for the Zwelitsha network this year Zone 9 and 10 have been programmed
Sport facilities	There are no adequate sport facilities. Ablution and change rooms, grass, flood lights and taps are needed	Phakamisa	Upgrading of Phakamisa sports field has been completed October 2019. Further upgrades may be considered in the next MTREF subject to budget approval. If the field is upgraded further a tariff will need to be paid to which will require a formal communication from the ward councillor that the community is prepared to pay a tariff for an upgraded field
Graveyard	Graveyards in Zwelitsha & Phakamisa are full and this needs urgent attention. New space for new	Phakamisa & Zwelitsha	Extension of Phakamisa cemetery will be done in 2020/21 FY

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
	cemeteries needs to be identified.		
Houses	There is a dire shortage of houses in ward 25	Zone 8 Barcelona, Cliff and Phakamisa	Construction of internal services is under construction at Phakamisa PHASE 2
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	Engagement with the Provincial Department concerning the commencement of this project are advanced stage, BCMM has budgeted for development of this project over its three-year financial years.
Community halls	Renovation of community halls	Mpundu, Zikhwaba, Mzonkeshe	Ownership of Land to be confirmed and budget to be requested.
Bridges	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	Zikhwaba, Mzonkeshe, Khwetyana, Nkqonkqweni	The roads belong to the Provincial Department of Transport.
Sport fields	Building of sports field because there are clubs that are playing in 1st division in rugby.	Zikhwaba, Mpundu	BCMM currently maintains two Rugby fields in the ward. Upgrading of Sports fields may be considered in the next MTREF cycle subject to budget approval.
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	The electricity department has an informal electrification project in this area but due to a number of facts such as slow community relocation, community not

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			relocation legal action And other issues this project is moving slowly. 45 additional toilets will be provided in 2019/20 Financial Year. Contractor is on site for refurbishing and repairs.
Sports field	Transfer and upgrading	Mzomomhle	There is a sports field that is maintained by BCMM on an ongoing basis. However, upgrading of sports field cannot be done to due land transfer from Dept. of Public Works not been concluded. Will be followed through the IGR Forum.
Housing	Informal Settlement dwellers in the ward are requesting houses	Mzomomhle	The land donation matter is at advanced stages, it is necessary for the second of the project commence as soon as the land issues is adequately dealt with.
Taxi Rank	The ward is in need of a formal Taxi rank	Mzomomhle	New site was identified, and the project is at design stage.
Walkway	The ward is requesting a walkway	Riegerton	Priority is public transport routes. Construction of side walks 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	
Security cameras for Bonza Bay parking area.	Beach attacks in residents. Abalone poaching in area	Bonza Bay & Beacon Bay	Will be considered in the next financial year
Ramp at lifesavers shack	To evacuate injured people off the beach	Bonza Bay & Beacon Bay	The ramp was completed at the lifeguard building in 2017/18 FY. The ramp is accessible for any

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			injured/rescued people to be moved via a stretcher into an ambulance. The ambulance is able to drive right up to the bottom point of the ramp below the lifeguard building.
Repairs to wooden boardwalks	There is only one uneven field for a vastly grown-up community	Bonza Bay & Blue Bend	Maintenance of all boardwalks is ongoing as and when required
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	Par Plc, Club Cres, Ross Cres, Cornwall Cres, Franklin Cres, Wilson St, Scott St have been resurfaced and work is continuing Gonubie Main Rd.
Maintenance of boardwalk	Danger to society, slats missing, floor rotting etc	Gonubie	Maintenance of all boardwalks is ongoing as and when required
Repair of retainer wall between Gonubie point and black rock	Damaged by Tsunami in 2009 now in poor condition. LEE ANN Proudfoot did an EIA with recommendations, but nothing has been done	Gonubie	Work is to commence as soon as we receive confirmation from Environmental
Tidal pool	Algae infested and bottom in poor condition that needs attention before the festive and holiday season	Gonubie	Maintenance is carried out annually
Safety fence	Death occurred with break in. Two subsequent break ins.	Gonubie	Joint operations are been carried out daily, together with South African Police Services, BCMM Law Enforcement Services and BCMM Traffic Services to curb problems in this area. <i>SAPS Response: This is not clear, when has these deaths occurred as Gonubie SAPS is</i>

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			<i>not aware of any deaths.</i>
WARD 30			
Housing	There are many informal settlements in the ward people are in need of houses to restore their dignity.	Holomisa village, NU 9 Winnie Mandela, Back yard shacks at NU 9, Cuba & Joe Mati	Work on site on this project with regard to construction of services is well ahead towards completion.
Electricity & Solar System	People are in need of 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.
Community Hall	Community needs a hall for their activities and other problems.	NU 9	NU 10 Hall is currently being renovated for use by this ward.
Crime	People are dying because of high rate of crime. Youth are using drugs also there is high rate of theft.	NU 9, NU 11A, Manyano NU 9, Thembelihle NU 9, Cuba, Chris Hani Park Block 1,2 &3.	BCMM Law Enforcement Officers are conducting ongoing crime prevention operations on a daily basis to address these problems. Joint operations are been carried out by BCMM Law Enforcement Services together with South African Police Services in this areas.
WARD 31			
Houses	Communities need houses	Ncerha Village, Fort Grey	Community members in the ward have been registered in the National Housing Needs Register/ Waiting List. Once land and funding is available request will be

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			considered for future housing projects
Electricity	SunnySouth and other areas need electricity	Ncerha East, Sunny South, Emagqazeni	Final connections have been completed at Sunny South
Fencing	Areas need fencing to prevent cattle from grazing to roads	Fort Grey, Ncera Village	No fencing due to budgetary constraints
Job creation	People need to be offered to form Co-ops	Entire Ward	Implemented cropping programme Ncera Village 8 & 9
Bridge	A bridge will connect Village 1-4 to access schools and clinic	Village 1-4	Design for the pedestrian bridge is scheduled to be completed by end July 2020 and thereafter environmental approval to be requested from DEDEAT.
WARD 32			
Housing	The ward is requesting houses for informal settlement dwellers	Entire Ward	Community members in the ward have been registered in the National Housing Needs Register/ Waiting List. Once land and funding is available request will be considered for future housing projects
Walkways	The ward is in need of walkways	Entire Ward	Priority is public transport routes due to budget constraints. On provincial roads construction of sidewalks is under department of Transport.
Agricultural Support	The ward is requesting agricultural support	Entire Ward	Implementation of cropping programme continued at Kiwane Village
Play Parks	There are no play parks therefore the ward is requesting play parks	Entire Ward	Annual contact for playground equipment to be readvertised during the 4th quarter of 2019/20
Roads and infrastructure	The ward is requesting upgrading of roads and infrastructure	Entire Ward	Roads in Ward 32 have been regravelled. Roads upgrade in

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			Kaysers Beach to commence in the 2020/2021 FY
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 Ward 33 have been regravelled
Sanitation	All the toilets that were built are in poor state e.g. in Twecu, Moni, Cwecweni all toilets have broken doors or no doors at all	Twecu, Moni, Cwecweni	Installation of 300 VIP toilets in Twecu, Moni and Cwecweni has been completed. Rural Sanitation programme will continue in the next financial year.
Community Halls	Communities are sitting their meetings under trees	Gwiligwili, Twecu, Moni, Hill, Altile, Cwecweni, Twecwana, Kuni 1, Kalikeni	BCMM is currently busy with landownership confirmation for all Community Hall requests in rural areas
Housing	Ward 33 has a high rate of unemployed senior citizens who have no shelters.	All villages need houses however priority should be given to older people.	Community members in the ward have been registered in the National Housing Needs Register/ Waiting List. Once land and funding are available request will be considered for future housing projects
Water	Taps are dry the reservoir need to be filled with water	All villages	The Dept is currently installing plastic tanks in this ward. 10 x 5000l are being installed. Scheduled filling of reservoirs and tanks in on-going.
WARD 34			
Storm water drainage	The Ward is in need of 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.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Tarred and Upgrading of Gravel roads	Some parts of the ward are in need of tarred roads and upgrading of gravel roads	Dimbaza	Roads in Balasi Valley were overlayed. Roads in Kuwait and Lupondweni to be regavelled end of May
Job Creation	The Ward is in need of 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	The ward is in need of a multi-purpose centre	Dimbaza	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
Water and Ablution facilities	The cemetery is in need of 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	500 VIP toilets in Quzini have been completed. Rural Sanitation programme in on-going.
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	Roads in Balasi Valley were overlayed. Roads in Kuwait and Lupondweni to be regavelled end of May
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	Annual contract for bush clearing at BEC stage and should be awarded before the end of 2019/20. Fencing of Dams is the responsibility of National Department of Waters Affairs

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
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.
Housing Development	Across the ward, this is needed.	Entire Ward	Community members in the ward have been registered in the National Housing Needs Register/ Waiting List. Once land and funding are available request will be considered for future housing projects
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 relevant information has been submitted. Rectification of shutter houses that were built by apartheid government	Amadaka, Upper Mngqesha, Dimbaza, Xhwithinja, Pirie Mission, Zabalaza, Nkosiyane Nakani, New Rest, Fine Trust, Nomgwadle, Khayelitsha, Mzintshane, Mmangweni, Gambushe, Myeni	The rectification programme is being dealt by the Provincial Dept of Human Settlement over their ten percent budget allocation which limits their expansion of the programme at full scale.
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,	Roads in Balasi Valley were overlayed. Roads in Kuwait and Lupondweni to be regravelled end of May

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
		Mzintshane, Mmangweni, Gambushe, Myeni	
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	BCMM is currently 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. Sports fields in Upper and Lower Mngqesha are being maintained by BCMM staff on an ongoing basis
WARD 37			
Urban & Rural Bridges	West Drive bridge to be lifted because it is very dangerous when it is rainy. All other bridges are in a very bad condition	West Drive, Masingatha. Tolofiyeni and Mdingi village & Mxaxo B	Construction is to commence on West Drive Bridge in the June 2020
Sport fields fencing, Agricultural fields & graveyards fencing	Most of sports fields in rural areas are in bad condition. Agricultural fields and graveyards are not fenced as well.	Tolofiyeni village, Masingatha village & Mdingi village, Clubview, Mxaxo B, Westdrive, WestBank	Tolofiyeni village & village & Mdingi village sports fields are maintained by BCMM on an ongoing basis. Masingatha sportsfield is already fenced.
Housing	RDP, Disasters, Need housing for destitute.	Tolofiyeni, Masingatha & Mdingi, Mxaxo B	The project was blocked, and the Department of Human Settlements is busy unblocking the project.
Rural & Urban roads upgrade	In a bad condition	CBD-West Bank, Masingatha. Tolofiyeni, Mxaxo and Mdingi village	New St, College St, Gutsche Crescent and Portion of Joubert were overlaid.
Community halls	Tolofiyeni village has a population of +- 3500 people.	Tolofiyeni village, Masingatha, West Bank	BCMM is currently busy with landownership

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
		& Westdrive in KWT. Mxaxo B & Clubview	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-gravelling is an ongoing process. Roads in Bulembu to be re-gravelled end of May
Water	There are no taps the community is dependent on water delivered by trucks	Entire ward	Department is currently busy with the augmentation of Mxhalanga boreholes, construction of about 3,5km rising main and refurbishment of the existing standpipes. Also, the Dept is busy with Phase 2 of Upgrading of Amahleke Bulk water system. Tanks are strategically placed and filled by water cart for new sites, about 5 x 5000l plastic tanks have been recently installed to improve water supply.
Toilets	There are areas that were left incomplete in the ward	Mamata, Mxaxo, Lieveld & Dikidikana new sites	Rural Sanitation programme is on-going
Electricity	New sites	Entire ward	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
Destitute Housing & Disaster	Still incomplete	Entire ward	The issues of destitute housing programme is under the Provincial Dept of Human Settlement. The request has been forwarded to the Provincial Dept of

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			Human Settlements for their intervention, matter is being continuously followed up through the IGR Forum
Unemployment	There is a high rate of youth unemployment	Entire ward	Outreach programme conducted at Mzantsi location
Pedestrian Bridge	Request for Pedestrian Bridge	Mxhalanga	Procurement of a consultant to conduct the investigations scheduled for July 2020.
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 sports field was upgraded in 2017/18 FY
Community Halls	People conduct their funerals and community activities outside even if it is rainy.	Bonke, Kwalini, Ngxwalane & Rhayi	BCMM is currently busy with landownership confirmation for all Community Hall requests in rural areas
Houses	Mud houses are collapsing in rainy days	Ginsburg, Bonke, Kwalini, Shornville Ngxwalane & Rhayi	Engagement with the Provincial Department concerning the commencement of this project are at advanced stage, BCMM has budgeted for development of this project over its three-year financial years.
Fencing of rural cemeteries	Animals are destroying tombstones	Bonke, Kwalini & Ginsburg	Fencing of Graveyards will be considered in the 2020/21 FY
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 Ginsberg is ongoing. Re-gravelled roads in kwaBhonke is complete.
WARD 40			
Housing	Many people in this ward need proper housing	Entire Ward	Consumer education has been done and Housing needs registration is ongoing. Once land and funding

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			are available request will be considered for future housing projects.
Sports 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 chalk is being done by BCMM and being utilised by local clubs
Community Hall Renovations	Halls in this ward need urgent attention as there are no adequate facilities and are dirty.	Mount Coke, Tamarha	Process of Transferring ownership of halls from 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. 4 x 5000l plastic tanks have been installed in Dubhu, Masele and Ndileka villages. 11 additional plastic tanks to be installed at Godidi, Ndileka and Masele villages.
Electricity	Informal Settlements are in need of electricity	Entire Ward	Due to funding Eskom have made changes to their program Electricity Department waiting for final confirmation of the Eskom Program
WARD 41			
Graveyard	Fencing of the graveyard is not finished yet, therefore cows and other stray animals are destroying tombstones	Zone 10 Zwelitsha	The fencing of cemeteries to be considered in the 2020/21 FY.
Roads	Roads are in a bad condition especially in Zone 5, 7, 10 & 4	Zwelitsha	Roads upgrade (in progress) started in March in Zwelitsha
Houses	Community members with blue cards are waiting for houses since 2011	Zwelitsha in Zone 10	BCMM is busy planning the execution of informal settlement upgrading across all its jurisdiction

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Library	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 are underway.
Sportsgrounds	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
Mall in Zwelitsha	Mall that must be built next to DAGAMA	Zwelitsha	Building of Malls is not a BCMM competency, BCMM strive to create a conducive environment for investment
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.	BCMM has is busy planning the execution of informal settlement upgrading across all Provinces its jurisdiction
Community Hall	Ever since Boxer supermarket 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.	Continuation of land identification.
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, Andrew Mlangeni, Nondula, Nazo Park1 and Nazo PARK 2, Slovo Park
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
Roads			All roads in Ward 42 are surfaced. The construction of Sidewalks in the Ward have been completed.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
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.	Earthworks completed and a service provider has been appointed to install the water and sewer lines inside the swimming pool site. The rest of phase 1 works is currently out on tender and the tender is closing on the 12 June 2020.
WARD 43			
Roads	Re-gravelling and resurfacing of roads not patching of potholes.	Bhisho	Re-gravelling of roads in Peelson and resurfacing in Bhisho will commence end of May.
Sport fields	Upgraded and provided with adequate equipment	Bhisho, Peelson, Tyutyu location	Bhisho & 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	Bhisho	Distribution of Refuse bags has been done in the ward.
Clinic	Clinic is too far from the community and always short of medicine	Majali Location in Peelson	Follow up with Provincial Department will be done in the next IGR Forum meeting.
Housing	The area called Mdange be provided with RDP houses urgently.	Peelson at Mdange Location	Contractor experiencing cashflow problems after it has gone ahead with work beyond its scope.
WARD 44			
RDP houses/rural houses	People from Breidbach have been looking for RDP houses for long time	Breidbach, Qalashu, Tshatshu, Siyathemba	The work on site with respect to internal services is under construction, land claim issue need to be attended as it stands can cause further delays.
Water Tanks	The Siyathemba community member request for household to have tanks because there are no taps in the area	Siyathemba	There is water supply in this area. Water supply project was completed in the 2017/18 financial year.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Tar roads, Sidewalks, Roads re-gravelling	Roads are very bad in the area and need to be tarred.	Golfcourse, Sweetwaters, Tshatshu, Qalashe, Acornvalley, Siyathemba	Portion of main road in Sweetwaters was overlaid. Roads in Golf Course will be overlaid end of May
Electricity	Electrification of informal settlements	Golf course, Sweetwaters, Tshatshu, Qalashe, Acornvalley, Siyathemba.	Acornvalley 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 Human Settlements to address the issue.
Title deeds	Golf course, Platue have no title deed	Golf course, Sweetwaters, Tshatshu, Qalashe, Acornvalley, Siyathemba.	The Qalashe Disaster house has been built on privately owned property; therefore, the title deed cannot be issued.
Sports Field	There is no playground or sports field for the youth.	Golf course, Sweetwaters, Tshatshu, Qalashe, Acornvalley, Siyathemba	There are existing facilities in the area that are being maintained by Sports Facilities staff if and when required by the community. Sports field in Sweetwater was handed over to the community in the 2018/19 FY (Rugby & Soccer).
WARD 45			
Land	There is no land to build houses at Litha & Berlin.	Berlin Lingelitsha temporary structure & Litha township	In terms of Ilitha, Township establishment is underway, awaiting upgrading of former R293 townships to Land Use Regulation Act (LURA) and then COGTA can approve the township.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			establishment. Upon approval, the surveyor general will provide general plan then the Township is registered. Berlin Lingelitsha-Township establishment was approved by Council and general plans were approved by the surveyor general office in January 2019. The next step will involve opening of township register which will be done in the 2020/21 FY.
Sidewalks	To roads which have been surfaced	Berlin Lingelitsha, Ilitha	Construction of 497m out of 650m is completed. Another contractor has been appointed during the month of May 2020 to complete the remaining works and an additional 650m. Work is scheduled to start during the month of June 2020
RDP Houses	No RDP houses in these villages	Nkqonqweni near Berlin, Hanover & Tshabo 1	The fresh tender is under evaluation for the appointment of the contractor, in the first quarter of this new financial year.
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.
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

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			2020/21 due to budget constraints
WARD 46			
Playing Grounds	The ward is need of a playground	Entire ward	Play equipment has been installed in Brookville, Greenfields and SunSet Bay in 2018/19 FY.
Roads	The ward is in need of tarred roads	Santa, Leaches Bay, Orange Groove	Re-gravel of roads has been completed; additional roads are to be resurfaced in the 2020/21 FY.
Housing	Informal dwellers are in need of houses	Entire ward	The construction of internal services has progressed up to 70% completion of the project, sooner the Provincial Dept will follow with house construction.
Bush Clearing	Bush clearance is requested by the ward	Entire ward	Annual contract for bush clearing for ongoing maintenance at BEC and should be awarded by end of 2019/20.
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	Installation of 10 additional toilets seats is under construction. Refurbishment and repairs were done in Orange Groove.
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. R2 000 000 has been budgeted for Orient Theatre renovations in 2020.21 financial year Negotiations between BCMDA and Transnet are ongoing for signal hill.
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 ways has been completed. Outcomes to be presented to

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			BCMM structures in May 2019
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.
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	CBD and Quigney	Waiting for Dilapidated and unsightly buildings by-law to be approved by council in current FY.
Roads maintenance of potholes and streetlights and CCTV cameras in C.B.D	The damage of roads and streetlights 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			
Housing	All informal dwellers need houses	Francis Meli, Stofile, Lilian Ngoyi	The issue of NHBC compliance is holding up the construction part of the plan,. The matter is being addressed with their Officials
Electricity	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

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			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 for Qumza Highway.
Job Creation	Job creation for youth	Entire Ward	Business Skills workshop benefitted some areas within ward 48
Bridge	A Bridge needed between 11B and 10	Between 11B and 10	Design completed and EIA approval received. Construction planned for 2021 once funding has been secured.
WARD 49			
Housing	The Ward requests houses for informal settlement dwellers	Entire Ward	BCMM is busy planning the execution of informal settlement upgrading across all its jurisdiction
Sports Complex	A sports complex was under construction but later abandoned. The ward requests for the construction of a new one in a new location.	Emthonjeni	Sports complex development that was under construction was not a BCMM project. The new request for a Sports complex development in the ward may be considered in the next MTREF period subject for budget approval
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 roads in Ndevana to commence end of May
Youth Centre	The Ward requests a youth centre to be constructed at Santini	Santini	Feasibility study will be undertaken

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
Bridge to the cemetery	Request for Bridge to the Cemetery	Santini	Completion of design scheduled for end July 2020 thereafter request EIA approval from DEDEAT. Project to be handed over to Community Services Directorate once design is completed.
WARD 50			
Fencing	The ward is need of fencing of fields and veld	Kwelera Village	Only Gwaba dipping tank will be fenced because of budget shortages.
Water and Sanitation	There are some areas without proper water and sanitation	Informal Settlements in Kwelera Village	Installation of 300 VIPs toilets completed, the programme will continue in the next financial year. Water mains have been extended in KwaTuba Village. Informal settlements are currently supplied by means of jojo tanks.
Roads	There is a need for tarred roads in some areas of the ward	Kwelera Village	Regravelling of Roads in Tuba Village has been completed. Zozo, Eluphindweni and Mandela Village have also been completed.
Electricity	Informal Settlements do not have Electricity	Kwelera Village, Informal Settlements in Kwelera Village	The identified areas currently do not meet the electrification criteria.
Housing	There are no RDP houses at all.	Kwelera Village, Informal Settlements in Kwelera Village	The issues of land is crucial to be addressed to build decent housing units for the citizens, the matter is receiving attention.
Multi-Purpose Youth Development Facilities	The ward is in need of multi-purpose youth development facilities	Kwelera Village	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.

PRIORITY	DETAIL	AFFECTED AREA	RESPONSE/ PROJECT
			<i>Provincial Department of Human Settlements indicated that the sub directorate has not yet received an application from the Metro for the provision of the MPCC.</i>

B. SUMMARY - KEY SERVICE DELIVERY ISSUES RAISED BY STAKEHOLDER AND RESIDENTS

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 previous 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:

Formal backlog

- In terms of the formal back log, related to new RDP Housing projects that have been completed.
- 1296 connections have been completed

Informal backlog

- Electricity services backlog due to informal dwellings within BCMM
- Estimated informal dwellings to be connected will be 750.
- NB: ESKOM area of supply, the backlog is mainly caused by extensions to already electrified villages. The main hold back on the extension being electrified is that many of them required connector network to electrify so more funding is required.

Capital projects that are contributing to the Formal Electricity backlog:

A budget of R17 million was allocated this financial year for formal electrification -

- Phakamisa Phase 2 Electrification
- Infill Installations - Polar Park and Kannana
- Sunny South Electrification - Relocate Line to supply Sunny South
- Duncan Village TRA

A budget of R18 million was allocated for informal electrification, including network upgrade to accommodate demand

- Fynbos TRA Electrification
- Matshini Mdantsane Electrification
- Mzamomhle Phase 3 Upgrade Electrification, slow due to high density

No.	SERVICE DELIVERY FUNCTIONS	BCMM COMMITMENT	
		KEY PERFORMANCE INDICATOR	2019/20 TARGET
	<ul style="list-style-type: none"> Ekuphumleni Electrification Khayelitsha Mdantsane NU 5 Electrification 		
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
<p>Progressing with addressing backlogs in Water and Sanitation:</p> <ul style="list-style-type: none"> 98% (248 407 h/h) of consumers have access to basic water supply. Backlog is seating at 2% (5000 h/h). A budget of R23.5 million has been put aside to attend backlogs, a budget of about R200 million is required to eradicate backlogs. 92% of consumers has access to Sanitation, backlogs of about 15,950 is mainly in rural villages. Rural Sanitation programme, a programme that deals with sanitation provision in rural areas is budgeted at R50 million in the 2021 year. A total budget of approximately R300 million is required to eradicate backlogs <p>Projects that are contributing to the Sanitation backlog in the 2019/2020 into 2020/2021:</p> <ul style="list-style-type: none"> Backlog in only in the rural areas, formal areas are serviced 100%. Rural Sanitation programme is being implemented to reduce backlogs on a yearly basis. The following villages were completed in the 2019/20 year from a budget of R60 million: 			

No.	SERVICE DELIVERY FUNCTIONS	BCMM COMMITMENT	
		KEY PERFORMANCE INDICATOR	2019/20 TARGET
2019/20 RURAL SANITATION PROGRAMME			
	Ward No.	Village Name	No of toilets to be built
	31	Ncera 2 & 7	400
	33	Twecu, Cwecweni, Moni, Zigayi A & C	700
	35	Lateville & Quzini	500
	38	Mxhalanga	400
	39	Bonk, Rhayi & Ngxwalane	300
	40	Qhaga	300
	49	Ndevana	250
	50	Bota, Kwelera, Gwaba, Nokhala, Mtyana	300
	22	Potsdam	100
	26	Macleantown & Msobomvu	190
	43	Tyutyu	20
	44	Tshatshu, Qalasha & Siyathemba	147
	45	Hanover	127
	TOTAL		3884
Capital projects that are contributing to the Water backlog in the 2019/2020 into 2020/2021:			
	Programme	Description of works	Area/ward
	New Reticulation	1.3kmeters of water reticulation in Khayelitsha Village	Ward 33
		Kuni 2 Village Reticulation Extension	Ward 33
		Khambashe Village Part 1 reticulation	Ward 33
		Bangilizwe Village Extension Part 1 retic	
		Extension of Amahleke water supply to Dikidikana	Ward 38
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"> BCMM has extended communal and bulk containers refuse removal services to all BCMM informal settlements in all regions The only new areas in the Coastal Region (Ducats North and Second Creek – New Low Cost Houses) are currently not receiving refuse removal service. In the 2020/21 (01 July 2020) the region is implementing the new refuse removal schedule and that include both areas. 			
Capital projects that are contributing to address backlogs in Refuse Removal:			
<ul style="list-style-type: none"> In the 2019/20 BCMM procured Bulk Containers (Skips) at the budget of R 5000 000.00 In the 2020/21 BCMM has again budgeted an amount of R 3 000 000.00 to procure additional bulk containers (skips) Bulk containers are used mainly to service existing and new informal settlements and to curb illegal dumping In the 2019/20 BCMM procured new Solid Waste Fleet and Plant to an amount of R 39 000 000.00. In the 2020/21 BCMM has budgeted an amount of R 10 860 371.00 to procure Solid Waste Fleet and Plant (that include new Refuse Compactor Trucks and Skips Loaders to increase coverage in terms of refuse removal services). 			
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)

No.	SERVICE DELIVERY FUNCTIONS	BCMM COMMITMENT	
		KEY PERFORMANCE INDICATOR	2019/20 TARGET
		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 Storm water:

- The existing infrastructure consists of ±70 Bridge Structures, ±21 000 manholes, kerb inlets, headwalls and other inlet and outlet structures within BCMM many of which are damaged or blocked. There is in excess of 600km of storm water pipes and culverts within the Metro, many of which are very old, and corroded and in need of replacement.
- There is a significant backlog in the maintenance and upgrade of the existing stormwater drainage systems in the city. There is an urgent need to make additional funding available to replace/rehabilitate and upgrade the stormwater network, as it is in a poor condition, and unable to cope with increasing severe weather patterns (Global Warming).
- Improvements made in the delivery of services include replacement of damaged pipes, the reconstruction of damaged kerb inlets and manholes. As well as replacing of undersized drainage infrastructure by increasing the capacity of the existing stormwater pipes, clearing drainage in informal areas and improvements to existing drainage infrastructure.

Progressing with addressing backlogs in Roads:

- The Buffalo City Metropolitan Municipality (BCMM) roads network consists of ± 2940 km of surfaced and gravel roads network. With an estimated replacement cost of R 7,7 Billion. The surfaced roads network which includes Asphalt, Concrete and Block Paved Roads consists of ± 1600km of roads with an estimated replacement cost of ± R 6,5 Billion and a Gravel roads network of ± 1340km with an estimated replacement cost of R 1,2 Billion
- Generally, it is acceptable to have a backlog of between 5% to 10% of the roads network in a Poor to Very Poor condition at any given time. Based on the assessment that was done by the department indicating that 40% of the Surfaced roads and 31% of the Gravel roads networks are in a poor to Very Poor condition. At the current levels of Capital funding allocation, it is impossible to address all the backlogs and have a significant improvement in the overall condition of the network. However, the department is achieving the annual performance targets based on the allocated budget.

Capital projects that are contributing to the Bridges & Stormwater backlog:

- REHABILIT OF BCMM BRIDGES AND STORMWATER - R 5 000 000.00

Capital projects that are contributing to the Bridges & Stormwater backlog:

- RURAL ROADS - WARD 17, 24, 25, 26, 31, 32, 33, 34, 35, 36, 38, 49, 50, 43, 40 - R 59 796 754

Capital projects that are contributing to the Urban Roads backlog:

No.	SERVICE DELIVERY FUNCTIONS	BCMM COMMITMENT	
		KEY PERFORMANCE INDICATOR	2019/20 TARGET
		DESCRIPTION	2020/2021 CAPITAL BUDGET
		RURAL ROADS - WARD 17, 24, 25, 26, 31, 32, 33, 34, 35, 36, 38, 49, 50, 43, 40	R 60 000 000.00
		UPGR OF MDANTSANE RDS - CLUST 1: (WARD 17, 42, 14, 12, 11)	R 22 000 000.00
		UPGR OF MDANTSANE RDS - CLUST 2: (WARD 17, 20, 48, 30)	R 35 000 000.00
		UPGR OF MDANTSANE RDS - CLUST 3: (WARD 21, 23, 24)	R 14 000 000.00
		WARD 37-KWT ROADS	R 20 000 000.00
		WARD 39 + 41 -KWT ROADS	R 8 000 000.00
		WARD 43-KWT ROADS	R 4 000 000.00
		ROADS PROVISION - WARD 8	R 5 000 000.00
		ROADS PROVISION - WARD 10	R 5 000 000.00
		URBAN ROADS - WARD 35	R 4 000 000.00
		ROADS PROVISION - WARD 15	R 4 000 000.00
		ROADS PROVISION - WARD 16	R 4 000 000.00
		BOWLS ROAD REHABILITATION - WARD 3	R 1 500 000.00
		REHABILITATION OF DOUGLAS SMITH HIGHWAY	R 1 000 000.00
		REHABILITATION OF SETTLERS WAY	R 154 050 000.00
		REHABILITATION OF ZIPHUNZANA BYPASS	R 1 000 000.00
		ROADS PROVISION - WARD 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 12, 16, 18, 19, 20, 25, 26, 28, 29, 31, 32, 34, 36, 39, 41, 43, 44, 45, 47	R 26 500 000.00
		URBAN ROADS-CLUST 3:WARD 15	R 1 281 106.00
		TOTAL	R 370 331 106.00
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 154 informal settlement upgrading plans across the City that were completed, from the last three financial years working together with the Provincial Department of Human Settlements about 6 473 houses fully serviced (roads , water & sanitation) houses were built and handed over to the rightful beneficiaries, in this current financial year about 1 865 fully serviced housing units were provided. For next financial we are targeting to provide fully services to about 1100 houses despite the effect of Covid -19 that is uncertainty about the future service delivery plans. 			
Capital projects that are contributing to address backlogs in Human Settlements			
<ul style="list-style-type: none"> Working together with our Provincial Department of Human Settlements, we have the following three major capital investment human settlement projects: Reeston Phase 3 stage 2 of 1574 services to commence in 2020/2021 Orange Groove/Boxwood Housing Project of 4500 services currently under implementation West Bank Restitution of 2020 services 			
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

No.	SERVICE DELIVERY FUNCTIONS	BCMM COMMITMENT	
		KEY PERFORMANCE INDICATOR	2019/20 TARGET
		Number of job opportunities created through Municipal Projects and partnerships	1300

Highlights for 2018/19:

- 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 E: Projects by Provincial Government

2020/21 MTEF BCM - INFRASTRUCTURE BUDGET- DISTRICT – ALL PROJECTS

Department	No of Projects	Total Project Cost	Previous Cumulative Expenditure as at end 2018/19	Projected Expenditure end 19/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Office of the Premier	-	-	-	-	-	-	-
Health	59	2 140 638	1 299 591	181 538	178 538	247 082	292 133
Social Development	7	78 072	761	4 700	7 736	9 772	1 834
Public Works	-	-	-	-	-	-	-
Education	126	1 610 092	1 005 737	97 048	91 456	121 857	122 834
COGTA	1	-	-	-	-	-	-
Rural Development and Agrarian Reform	12	191 669	60 989	29 463	21 434	71 559	66 412
Economic Development, Environment and Tourism	4	138 437	45 022	-	-	-	-
Transport	4	677 282	367 118	68 043	72 759	95 872	100 378
Human Settlements	49	2 056 189	974 418	-	236 586	255 441	231 885
Provincial Treasury	-	-	-	-	-	-	-
Sports, Recreation, Arts and Culture	3	35 970	527	100	300	2 700	2 827
TOTAL	265	6 928 349	3 754 162	380 892	608 808	804 283	818 303

2020/21 MTEF BCM INFRASTRUCTURE BUDGET- DISTRICT – PLANNING PROJECTS

Department	No of Project s	Total Project Cost	Previous Cummulative Expenditure as at end 2018/19	Projected Expenditure end 19/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Office of the Premier	-	-	-	-	-	-	-
Health	19	290 955	9 550	9 829	35 840	110 434	144 868
Social Development	1	72 000	761	-	-	2 450	-
Public Works	-	-	-	-	-	-	-
Education	39	621 893	350 733	11 384	15 512	52 950	89 177
COGTA	-	-	-	-	-	-	-
Rural Development and Agrarian Reform	11	161 869	60 989	29 463	9 464	66 404	53 737
Economic Development, Environment and Tourism	3	123 437	31 327	-	-	-	-
Transport	2	206 668	-	-	15 000	34 994	36 639
Human Settlements	-	-	-	-	-	-	-
Provincial Treasury	-	-	-	-	-	-	-
Sports, Recreation, Arts and Culture	2	26 150	527	100	300	2 700	2 827
TOTAL	77	1 502 971	453 887	50 776	76 116	269 932	327 248

2020/21 MTEF BCM INFRASTRUCTURE BUDGET- DISTRICT – CONSTRUCTION PROJECTS

Department	No of Projects	Total Project Cost	Previous Cumulative Expenditure as at end 2018/19	Projected Expenditure end 19/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
Office of the Premier	-	-	-	-	-	-	-
Health	40	1 849 683	1 290 041	171 709	142 698	136 648	147 266
Social Development	6	6 072	-	4 700	7 736	7 322	1 834
Public Works	-	-	-	-	-	-	-
Education	87	988 199	655 004	85 664	75 944	68 907	33 657
COGTA	1	-	-	-	-	-	-
Rural Development and Agrarian Reform	1	29 800	-	-	11 970	5 155	12 675
Economic Development, Environment and Tourism	1	15 000	13 695	-	-	-	-
Transport	2	470 614	367 118	68 043	57 759	60 878	63 739
Human Settlements	49	2 056 189	974 418	-	236 586	255 441	231 885
Provincial Treasury	-	-	-	-	-	-	-
Sports, Recreation, Arts and Culture	1	9 820	-	-	-	-	-
TOTAL	188	5 425 378	3 300 275	330 116	532 693	534 350	491 056

2020/21 MTEF BCM CATALYTIC PROJECTS – HUMAN SETTLEMENTS

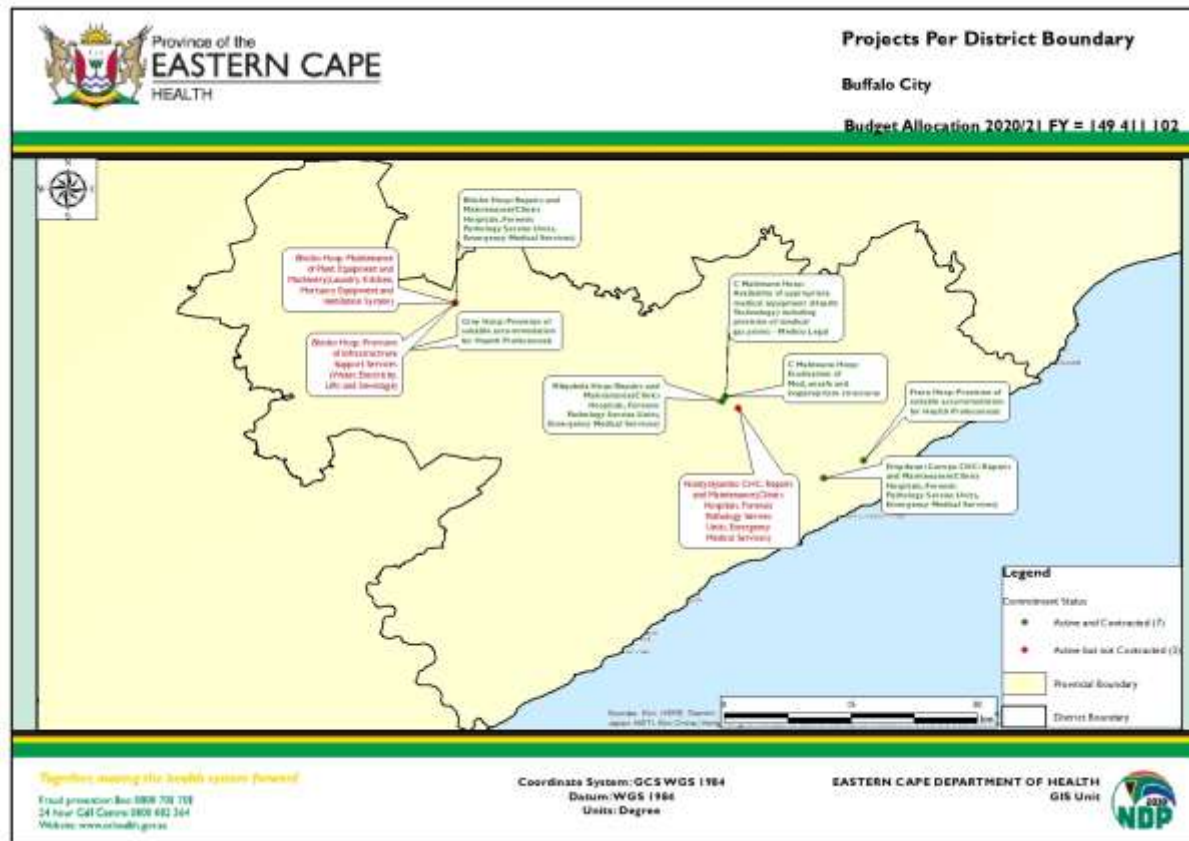
PROJECT/INTERVENTION	PMTSF PRIORITY	PDP APEX INDICATOR(S)	BUDGET(MTEF)	SPATIAL DATA (Specific location)	DISTRICT	BENEFICIARIES YOUTH/WOMEN/	CONTRIBUTING DEPARTMENTS	Expected Benefits/ Spin-offs	BUDGET (MTEF)	BUDGET (MTEF) 2021/22	BUDGET (MTEF) 2022/23
Duncan Village 20000	Spatial Integration, Rural Economy, Human Settlements and Local Government	*Poverty (% People below the food poverty line) *Service Delivery Index	R 33 850 000	East London; BCMM	Buffalo City Metropolitan Municipality	20 000	Local Gov, Public Works, Social Dev, Education, Health, SAPS, Rural Dev	Sustainable Human Settlements; Home ownership; SMME Development	R10 000 000	R6 750 000	R17 100 000
Orange Groove 3500	Spatial Integration, Rural Economy, Human Settlements and Local Government	*Poverty (% People below the food poverty line) *Service Delivery Index	R77 287 000	East London; BCMM	Buffalo City Metropolitan Municipality	3 500	Local Gov, Public Works, Social Dev, Education, Health, SAPS, Rural Dev	Sustainable Human Settlements; Home ownership; SMME Development	R25 945 000	R25 241 000	R26 101 000
Peelton 2174	Spatial Integration, Rural Economy, Human Settlements and Local Government	*Poverty (% People below the food poverty line) *Service Delivery Index	R37 236 000	Peelton Location; King Williams Town	Buffalo City Metropolitan Municipality	2 174	Local Gov, Public Works, Social Dev, Education, Health, SAPS, Rural Dev	Sustainable Human Settlements; Home ownership; SMME Development	R12 500 000	R12 161 000	R12 575 000

2020/21 MTEF BCM CATALYTIC PROJECTS – EDUCATION

Project / Programme Name	Type of Infrastructure	Condensed scope of Work	Municipality / Region	Project Status	Project Start Date	Project End Date	Total Project Costs	Total expenditure from previous years including actual and projected until 31-March-2021	Indicative Baseline 2020/21	Indicative Baseline 2021/22	2022/23
ADELAIDE JUNIOR PRIMARY SCHOOL	School-Combined	16 New Classrooms; Administration; Electricity; Furniture; 26 Toilet Seats; 821 m security fence; 15 Rain Water tanks plus 2 drinking fountains; Earthworks	Buffalo City Metropolitan Municipality	Stage 7: Works	2015/03/20	2023/03/31	48 203	21 495	8 591	8 591	9 668
SOPHATISANA SECONDARY SCHOOL	School	25 New Teaching Space(s); 20 New Toilet(s); 5 New Administration Space(s); Furniture; 11 New Sanitation Infrastructure; 28 Bulk Infrastructure; Space(s); 0 New Water Infrastructure	Buffalo City Metropolitan Municipality	Stage 7: Works	2016/06/07	2023/03/31	50 425	15 130	8 327	8 327	9 272

2020/21 MTEF BCM CATALYTIC PROJECTS – HEALTH

Department of Health is not implementing any new projects and there are continuing catalytic projects. However, in respect of BCM there is only one project being addressed i.e. Cecilia Makhwane – Refurbishing the existing building to be used as a Mental Health unit for the cost of R76 million. A total of R149 211 102 is budgeted for spending on health facilities in the Eastern Cape during the 2020/2021 financial year.



EASTERN CAPE DEPARTMENT OF EDUCATION

The ECDOE's Top Five Long-term Infrastructure Priorities include:

- i) Operationalisation of the New Inner City High School to accommodate \pm 1000 learners in order to expand access to senior phase education in the metro;
- ii) Relocation of Khayaletu Special School to New Site with adequate facilities for learners to priorities special needs education;
- iii) Establishment and operationalisation of a new Autism School in the Metro around the King William Town to expand access to special schools in the Metro;
- iv) Relocation of Sakhikamva PS to a new site with adequate facilities to address school functionality;
- v) Expansion of Floradale PS to address functionality of the school.
- vi) Closure of 56 schools that would require no infrastructure provisioning at the receiving host schools to improve school functionality in the Metro.

Draft B5 - MTEF Project List

Project Name	Ward	Type of Infrastructure	Condensed scope of Work	Project Start Date	Project End Date	Project Value
Khayaletu Special School	3	Special School	70 New Administration Space, Communication, Electricity, 747m Security Fencing, Furniture, 3 New Sport Facilities, 2 New Site Works, 73 New Toilets, 49 New Classrooms	04/2016	03/2024	175 375
Laerskool Grens	47	Replacement School	Disposal, 18 New Administration Space, Electricity, 1700m Security Fencing, Site Works, 22 New Toilets, 35 Classrooms	03/2013	03/2024	120 636
Nkwenzana Public School	27	Replacement School	40 New Admin Space, Electricity, 537m Security Fencing, Furn+2 New Sport Facilities, Site Works, 57 New Toilets	03/2015	03/2024	57 287
Sophatisana Secondary School	13	Replacement School	25 New Teaching Space(s); 20 New Toilet(s); 5 New Administration Space(s); Furniture; 11 New Sanitation Infrastructure; 28 Bulk Infrastructure; Space(s); 0 New Water Infrastructure.	06/2016	03/2023	70 604

Budgetary Requirements – BCMM Norms and Standards Backlogs



ANNEXURE F: 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/MS P	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

Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
		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
		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

Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
		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 %
		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	#	4 Quarterly reports	4 Quarterly reports	4	4	4	4

Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
		(with supporting portfolio of evidence)							
		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 working day of each month by 30 June 2019.	#	12	12	12	12	12	12
		Timeous reconciliation of all revenue, expenditure, assets and liabilities (by	#	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
		the 10th of the following month).							
		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	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
	credible recruitment and retention of staff and the 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

Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
		Development of Internship and Learnership Programme	#	Nil	Appointment of Learners and Interns	Develop 1 TOR	0	0	0
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%

Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
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

1.1.2 Strategic Goal 2: A dynamic tourist destination through infrastructure investment and promotion

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

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
		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
		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)	Industrial Cluster Development Programme (ICDP)	#	n/a	Fully developed ICDP in conjunction with ECDC, ELIDZ, ECSECC,	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
					TNPA and provincial universities				
		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

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.

Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
		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
		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

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
		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 	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

Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
	<ul style="list-style-type: none"> Implementation of a Corporate Social Investment Programme⁵ 	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

Strategic Objective	Objective Statement	Performance Metrics			Targets				
		Indicator	Unit	Baseline	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
		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

ANNEXURE G: Service Delivery and Budget Implementation Plan (SDBIP) 2020/2021

To be made available after the Executive Mayor has approved the SDBIP (within 28 days after Council has adopted the Annual Budget).